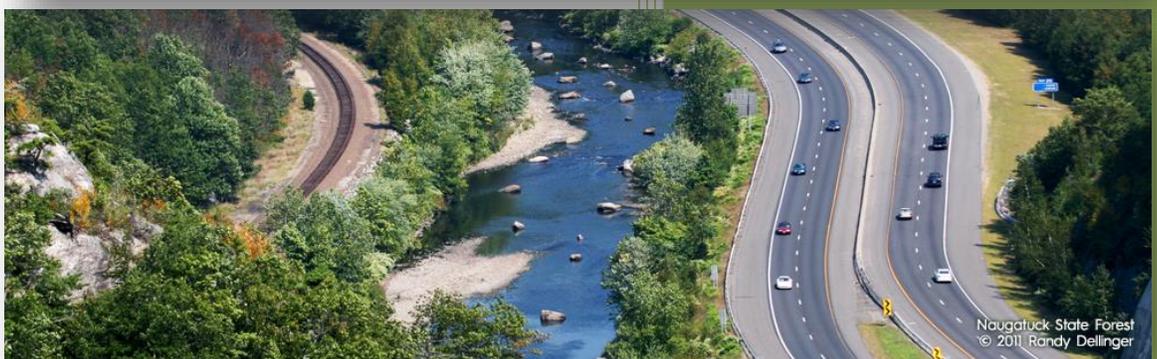


# FY 2020 - 2021

## Unified Planning Work Program for the Naugatuck Valley Planning Region



Prepared by the:

Naugatuck Valley Council of Governments

Endorsed by the:

Central Naugatuck Metropolitan Planning Organization

May 2019

Revised:

August 2019



## TABLE OF CONTENTS

<i>Adoption FY 2020-2021 Unified Planning Work Program</i>	
<b>Resolution 2019-11</b>	<i>iv</i>
<i>Urban Transportation Planning Certification</i>	
<b>Resolution 2019-xx</b> (To be inserted)	<i>v</i>
<hr/>	
<i>I. Statement of Cooperative MPO/State/Transit Operators Planning Roles and Responsibilities Naugatuck Valley Planning Region</i>	<i>1</i>
Purpose	1
General Roles and Responsibilities	1
Metropolitan Transportation Plan (MTP)	2
Transportation Improvement Program (TIP)	2
Air Quality Planning	4
Public Participation Program	4
Public Transportation Planning	5
Fiscal/Financial Planning	5
Congestion Management Process (CMP) Program	6
Intelligent Transportation Systems (ITS) Program	6
Performance Based Planning and Programming	6
Amendment	9
Effective Date	10
No Limitation on Statutory Authority	10
<hr/>	
<i>II. Naugatuck Valley Planning Region Regional Transportation Planning Process</i>	<i>10</i>
Introduction	10
Metropolitan Planning	11
Transportation Systems	16
Transportation Planning Issues	18
Transportation Planning Goals	19
UPWP Program Objectives	21
<hr/>	
<i>III. Naugatuck Valley Planning Region Regional Transportation Work Program FY 2020-2021</i>	<i>24</i>

Unified Planning Work Program (UPWP) – Outline	24
Unified Planning Work Program (UPWP) – Budgets	25
FY 2020 and FY 2021 Program Funding Sources and Revenues	26
FY 2020 and FY 2021 Task Allocation by Funding Source and Revenues	26
FY 2020 and FY 2021 Staff Task Allocation Budget	28
FY 2020 and FY 2021 Other Direct Budget	29
FY 2020 and FY 2021 Staff Task Budget	30
Task 1: Data Collection/Analysis	32
Task Budget	36
Task Schedule	38
Task 2A: Transportation Planning – Regional	39
Task Budget	44
Task Schedule	46
Task 2B: Transportation Planning – Transit	47
Task Budget	52
Task Schedule	54
Task 2C: Transportation Planning – Active Transportation	55
Task Budget	58
Task Schedule	60
Task 3: Program Management and Administration	61
Task Budget	65
Task Schedule	67
Task 4: Other Technical Assistance and Program Implementation	68
Task Budget	73
Task Schedule	75
<i>IV. Job Classifications by Title and Maximum Hourly Rates</i>	76
Job Classifications by Title	76
Maximum Hourly Rates	83



**CENTRAL NAUGATUCK VALLEY  
METROPOLITAN PLANNING ORGANIZATION**

49 Leavenworth Street, 3rd Floor, Waterbury, CT 06702 · 203-757-0535 · 203-735-8688

**RESOLUTION 2019-11**

**ADOPTION  
FY 2020-2021 UNIFIED PLANNING WORK PROGRAM  
CENTRAL NAUGATUCK VALLEY MPO**

**WHEREAS**, the Central Naugatuck Valley MPO is required to conduct the federal metropolitan transportation planning process in accordance with federal planning regulation.

**WHEREAS**, the Naugatuck Valley Council of Governments is the designated host agency for the Central Naugatuck Valley MPO and has prepared the *FY 2020-2021 Unified Planning Work Program* in accordance with the federal planning guidelines.

**WHEREAS**, the draft UPWP lists and describes the planning tasks to be completed over the next two fiscal years and has developed task allocation budgets to accomplish such tasks.

**NOW, THEREFORE BE IT RESOLVED** Central Naugatuck Valley Region MPO approves, endorses and authorizes the *Unified Planning Work Program*, as prepared by NVCOG and negotiated with the State Department of Transportation, as the CNVMPO's Transportation Work Plan for FY 2020 and FY 2021.

This resolution shall become effective as of May 10, 2019.

I do hereby certify that the resolution adopted by the CNVMPO at a public meeting held on May 10, 2019, at which a quorum was present and that the same is a correct and true transcript from the original thereof.

Respectfully submitted,

Ed Mone, Secretary

5/10/19

Date

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## I. Statement of Cooperative MPO/State/Transit Operators Planning Roles and Responsibilities Naugatuck Valley Planning Region

### Purpose

The purpose of this statement is to outline the roles and responsibilities of the State, the Central Naugatuck Valley Metropolitan Planning Organization (CNVMPO) and appropriate providers of public transportation, as required by 23 CFR Sec. 450.314(a) and (h) “Metropolitan Planning Agreements”.

### General Roles & Responsibilities

The CNVMPO will perform the transportation planning process for their region and develop procedures to coordinate transportation planning activities in accordance with applicable federal regulations and guidance. The transportation process will, at a minimum, consist of:

1. Preparation of a two-year Unified Planning Work Program (UPWP) that lists and describes all transportation planning studies and tasks to be completed during this two-year period.
2. Preparation and update of a long range, multi-modal metropolitan transportation plan (MTP).
3. Preparation and maintenance of a short-range transportation improvement program (TIP).
4. Financial planning to ensure the plan and program are financially constrained and within anticipated funding levels.
5. Conduct planning studies and system performance monitoring, including highway corridor and intersection studies, transit system studies, application of advanced computer techniques, and transportation data collection and archiving.
6. Public outreach, including survey of affected populations, electronic dissemination of reports and information (website), and consideration of public comments.
7. Ensuring the transportation planning process evaluates the benefits and burdens of transportation projects and/or investments to ensure significant or disproportionate impacts on low income and minority populations are avoided and/or mitigated. This will be accomplished using traditional and non-traditional outreach to Title VI populations, including outreach to LEP populations. t
8. Development and implementation of a Congestion Management Process as appropriate.

9. Ensuring plans, projects and programs are consistent with and conform to air quality goals of reducing transportation-related emissions and attaining National Ambient Air Quality Standards.

### Metropolitan Transportation Plan

1. The CNVMPO will be responsible for preparing and developing the long range (20–25 years) metropolitan transportation plan for its region.
2. The CNVMPO may develop a consolidated transportation plan summary report for the planning region that includes the key issues facing the area and priority programs and projects.
3. CTDOT will provide the following information and data in support of developing the transportation plan:
  - a. Financial information - estimate of anticipated federal funds over the 20-25 year time frame of the plan for the highway and transit programs.
  - b. Trip tables - for each analysis year, including base year and the horizon year of the plan by trip purpose and mode. (CTDOT will provide this only if requested since the CNVMPO may maintain its own travel forecast model.)
  - c. Traffic count data for state roads in the CNVMPO region, and transit statistics as available.
  - d. List of projects of statewide significance by mode, with descriptions, so that they can be incorporated into the long range metropolitan transportation plans.
  - e. Assess air quality impacts and conduct the regional emissions assessment of the plan. Will provide the results of the assessment in a timely manner to allow inclusion in the plan and to be made available to the public at public information meetings. (Refer to air quality tasks.)
4. The CNVMPO may conduct transportation modeling for the area.
5. The CNVMPO will consult with the appropriate providers of public transportation on local bus capital projects to include in the transportation plan, and will work together to develop local bus improvements for the plan from the 10-year capital program. Through consultation, they will identify future local bus needs and services, including new routes, service expansion, rolling stock needs beyond replacement, and operating financial needs.

### Transportation Improvement Program (TIP)

1. The TIP will be prepared and compiled through a consultative process between CTDOT, CNVMPO, and the appropriate provider(s) of public transportation.

2. CTDOT will send a draft proposed 5-year Capital Plan to the CNVMPO for review and comment. The draft list will reflect input that the CTDOT received from the CNVMPO during the consultation process on the previous year's plan.
3. CTDOT will prepare an initial list of projects to include in the new TIP. This list will be based on the current TIP that is about to expire and the 5- year Capital Plan.
4. CTDOT will consult with and solicit comments from CNVMPO and transit providers on the TIP and incorporate where practicable.
5. CTDOT will provide detailed project descriptions, cost estimates and program schedules. The project descriptions will provide sufficient detail to allow the CNVMPO to explain the projects to the policy board and the general public.
6. CTDOT will provide a list of projects obligated during each of the federal fiscal years covered by the expiring TIP/STIP. The annual listing of obligated projects should include both highway and transit projects.
7. The CNVMPO will compile the TIP for the Region, including preparing a narrative. Projects will be categorized by federal aid program and listed in summary tables. The TIP will be converted into a format that will allow it to be downloaded to the Region's website. The CNVMPO will maintain the TIP by tracking amendments and changes to projects (schedule, scope and cost) made through the TIP/STIP Administrative Action/Amendment/Notification process.
8. CTDOT will develop the STIP based on the MPOs' TIPs and projects located in the rural regions of the State.
9. CTDOT will include one STIP entry each for the Bridge program and the Highway Safety Improvement program. This entry will list the total funds needed for these programs for each fiscal year. All Regions will receive back up lists in the form of the Bridge Report and the Safety Report monthly. The one line entry will reduce the number of entries needed in the STIP. Any projects listed in the Bridge and or Safety Report that are over \$5m and on the NHS, will be transferred directly into the STIP as its own entry per the TIP/STIP Administrative Action/Amendment/Notification process.
10. CTDOT will provide proposed amendments to the CNVMPO for consideration. The amendment will include a project description that provides sufficient detail to allow the CNVMPO to explain the proposed changes to the CNVMPO board. It will also provide a clear reason and justification for the amendment. If it involves a new project, CTDOT will provide a clear explanation of the reasons and rationale for adding it to the TIP/STIP.
11. When an amendment to the TIP/STIP is being proposed by the CNVMPO, the project sponsor will consult with CTDOT to obtain concurrence with the proposed amendment, to

obtain Air Quality review and consistency with Air Quality Conformity regulations and ensure financial consistency.

12. CTDOT will provide a financial assessment of the STIP with each update. The CNVMPO should prepare a TIP summary table listing all projects by funding program sorted by year based on CTDOT's financial assessment.

### Air Quality Planning

1. CTDOT and the CNVMPO should meet at least once per year to discuss the air quality conformity process, the regional emissions analysis and air quality modeling.
2. CTDOT will conduct the regional emissions analysis, which includes the CNVMPO area and provide the results to the CNVMPO. The regional emissions analyses for the build or future years will include the proposed transportation improvements included in the regional long-range metropolitan transportation plans and TIP.
3. The CNVMPO will prepare a summary report of the conformity process and regional emissions analysis for the Region. It will contain a table showing the estimated emissions from the transportation system for each criteria pollutant and analysis year.
4. The summary report on the regional emissions analyses will be inserted into the metropolitan transportation plan and TIP.
5. The CNVMPO will make the regional emissions analysis available to the public.

### Public Participation Program

1. The CNVMPO will annually review and evaluate its public participation program.
2. The CNVMPO will update and prepare a list of neighborhood and local organizations and groups that will receive notices of MPO plans, programs and projects.
3. The CNVMPO will work to ensure that low-income, minority and transit dependent areas are afforded an adequate opportunity to participate in the transportation planning process, receive a fair share of the transportation improvement benefits and do not endure a disproportionate transportation burden. The CNVMPO will comply with federal legislation on these issues.
4. The CNVMPO's process for developing plans, projects, and programs will include consultation with state and local agencies responsible for land use and growth management, natural resources, environmental protection, conservation and historic preservation.

5. The CNVMPO will maintain its website to provide clear and concise information on the transportation planning process and provide an opportunity to download reports and documents. This will include developing project and study summaries, converting reports into a pdf or text format, and maintaining a list of available documents. The website will provide links to other associated organizations and agencies.

### Public Transportation Planning

1. The CNVMPO will allow for, to the extent feasible, the participation of transit providers at all transportation committee and policy board meetings to provide advice, information and consultation on transportation programs within the planning region.
2. The CNVMPO will provide the opportunity for the transit providers to review and comment on planning products relating to transit issues within the region.
3. The CNVMPO will allow for transit provider(s) to participate in UPWP, metropolitan transportation plan, and TIP development to insure the consideration of any appropriate comments.
4. The CNVMPO and CTDOT will assist the transit provider(s), to the extent feasible, with planning for transit-related activities.

### Fiscal/Financial Planning

1. The CTDOT will provide the CNVMPO with up-to-date fiscal and financial information on the statewide and regional transportation improvement programs to the extent practicable. This will include:
  - a. Anticipated federal funding resources by federal aid category for the upcoming federal fiscal year, as shown in the TIP financial chart.
  - b. Will hold annual meetings to discuss authorized funds for the STP-Urban and LOTCIP accounts.
  - c. Annual authorized/programmed funds for the FTA Section 5307 Program as contained in the STIP and the annual UZA split agreements.
  - d. Monthly updates of STBG-Urban Program showing current estimated cost & scheduled obligation dates.
2. The CTDOT will notify the CNVMPO when the anticipated cost of a project, regardless of funding category, has changed in accordance with the agreed upon TIP/STIP Administrative Action/Amendment/Notification process .
3. The CNV MPO will prepare summary tables and charts that display financial information for presentation to the policy board.

## Congestion Management Process (CMP) Program

1. The CNVMPO, if located in a TMA, will conduct a highway performance monitoring program that includes the collection of traffic counts, conduct of travel time surveys, and determination of travel speeds and delay.
2. The CNVMPO will conduct congestion strategies studies for critical corridors and identify possible improvements to reduce congestion and delay.
3. The CNVMPO will work with CTDOT on programming possible congestion-reducing projects.
4. The CNVMPO will, upon implementation of a congestion reduction improvement, assess post-improvement operations and determine level of congestion relief.

## Intelligent Transportation Systems (ITS) Program

1. The CTDOT will maintain the statewide ITS architecture and ensure consistency with the Regional ITS Architecture for the CNVMPO.
2. The CNVMPO will maintain and update the Regional ITS Architecture for the CNVMPO, where appropriate.

## Performance Based Planning and Programming

### A. Collection of Performance Data

1. All data collected for performance measure goals will be collected by the CTDOT and will meet the MAP21/FAST Act provisions and requirements.
2. All data collected for goals for Federal Transit Administration's (FTA's) State of Good Repair performance measures will include data provided by the Transit Districts through CTDOT, in accordance with the Transit Asset Management Rule.
3. CTDOT will make the compiled data collected for each performance measure available on the CTDOT MAP21 website.
4. CTDOT will develop a Measures and Deliverables tracking spreadsheet outlining each Performance Measure, the deliverables required, the submittal dates and the CTDOT contact.

## B. Selection of Performance Targets

CTDOT will draft statewide performance targets for each of the FAST Act performance measures and coordinate with the MPOs and Transit Representatives, as required by 23 CFR Parts 450 and 771, as well as 49 CFR Part 613 as outlined below:

1. The CTDOT will discuss performance measures at each of its regularly scheduled monthly meetings (via teleconference or in person meeting).
2. The CTDOT will present data collected for each performance measure and collaborate with the CNVMPO and Transit Representatives on assumptions.
3. The CTDOT will provide the CNVMPO and Transit Representative with 30 days to provide feedback on the data received and the assumptions provided.
4. The feedback received will be discussed at the next scheduled monthly meeting.
5. CTDOT will set targets for each performance measure based on feedback received.

## C. Reporting of Performance Targets

1. CTDOT will notify the CNVMPO and Transit Representatives by email when final statewide targets are established.
2. CTDOT will send the targets that have been set, the backup information and a PowerPoint presentation to the CNVMPO for their use in educating the MPO Policy Board. CTDOT will provide region level data summaries, if available.
3. The CNVMPO has 180 days after the CTDOT establishes and reports its targets to FHWA/FTA to establish its own targets or endorse the State's targets and agree to plan and program projects so that they contribute toward the accomplishment of the performance targets.
4. If the CNVMPO is establishing its own targets, the CNVMPO will report those targets to the CTDOT by email no later than the 180-day timeframe.
5. The CNVMPO will share this information with the Policy Board and will require Policy Board resolution to support the targets set by CTDOT or endorse their own targets.
6. The CNVMPO will forward the Policy Board resolution to the Performance Measures Unit at the CTDOT before the 180-day limitation for FHWA performance measures.
7. For FTA performance measures, it is noted that the CNVMPO provided a resolution of support for the initial transit State of Good Repair performance targets on July 1, 2017. Thereafter, in accordance with FTA, transit providers will continue to share their targets annually with the CNVMPO. However, the CNVMPO targets are not to be updated

annually, only revisited whenever the CNVMPO updates its MTP and/or TIP on or after October 1, 2018.

8. The CNVMPO set initial SGR targets as required by FTA on July 1, 2017. Thereafter, the CNVMPO needs to set SGR targets for the first time when the TIP or MTP is amended or updated on or after October 1, 2018. Following this date, targets should be updated upon the development of future TIPs and MTPs.

#### D. Reporting of progress toward achieving goal

1. CTDOT will document progress towards achieving statewide performance targets and report that information to the CNVMPO and transit representatives in the Long Range Transportation Plan, the Statewide Transportation Improvement Program, the CTDOT TAM Plans and the FTA Annual report by email after the biannual reports are issued to Federal Agencies.
2. CTDOT will share the TAM Plans with the CNVMPO in a timely manner, and the MPOs will incorporate them into their planning process.
3. The CNVMPO will document progress towards achieving performance targets and report that information to CTDOT in the MTP and the TIP as outlined in the Measures and Deliverables tracking spreadsheet via email. The CTDOT will collect this information and file until requested from FHWA.

#### E. The collection of data for the State asset management plan for the NHS

1. CTDOT will collect all asset management data required for all NHS routes, regardless of ownership.

#### 23 Performance Measures

Highway Safety	Number of Fatalities - 5-Year Rolling Average
Highway Safety	Rate of Fatalities per 100 million VMT - 5-Year Rolling Average
Highway Safety	Number of Serious Injuries - 5-Year Rolling Average
Highway Safety	Rate of Serious Injuries per 100 million VMT - 5-Year Rolling Average
Highway Safety	Number of Non-Motorized Fatalities and Non-Motorized Serious Injuries - 5-Year Rolling Average
Bridges & Pavements	Percentage of Pavements of the Interstate System in Good Condition

Bridges & Pavements	Percentage of Pavements of the Interstate System in in Poor Condition
Bridges & Pavements	Percentage of Pavements of the Non-Interstate NHS in Good Condition
Bridges & Pavements	Percentage of Pavements of the Non-Interstate NHS in Poor Condition
Bridges & Pavements	Percentage of NHS Bridges classified in Good Condition (by deck area)
Bridges & Pavements	Percentage of NHS Bridges classified in Poor Condition (by deck area)
System Performance	Percent of the Person-Miles Traveled on the Interstate That Are Reliable
System Performance	Percent of the Person-Miles Traveled on the Non-Interstate NHS That Are Reliable
Freight	Percent of the Interstate System mileage providing for reliable truck travel times
Congestion and Air Quality	Annual Hours of Peak-Hour Excessive Delay (PHED)
Congestion and Air Quality	Percent of Non-SOV Travel
Congestion and Air Quality	Total Emissions Reduction
Transit Asset Management	Percentage of Service (non-revenue) Vehicles that have met or exceeded their Useful Life Benchmark (ULB)
Transit Asset Management	Percentage of Facilities with an asset class rated below condition 3 on the TERM scale.
Transit Asset Management	Infrastructure (rail, fixed guideway, track, signals, and systems) - Percentage of track segments with performance restrictions
Transit Asset Management	Percentage of Revenue Vehicles within a particular asset class that have met or exceeded their ULB
FTA C 5010.1E	Number of fatalities per “vehicle revenue miles.” by mode.
FTA C 5010.1E	Number of serious injuries per “vehicle revenue miles.” by mode.

## Amendment

This Statement on Transportation Planning may be amended from time to time or to coincide with annual UPWP approval as jointly deemed necessary or in the best interests of all parties, including Federal transportation agencies.

## Effective Date

This Statement will be effective after it has been endorsed by the CNVMPO as part of the UPWP, and as soon as the UPWP has been approved by the relevant Federal transportation agencies.

## No Limitation on Statutory Authority

Nothing contained in this Statement is intended to or shall limit the authority or responsibilities assigned to signatory organizations under Connecticut law, federal law, local ordinance, or charter.

# II. Naugatuck Valley Planning Region Regional Transportation Planning Process

## Introduction

The Naugatuck Valley Council of Governments (NVCOG) was formed on January 1, 2015, by the merger of the Council of Governments of the Central Naugatuck Valley (COGCNV) and the Valley Council of Governments (VCOG). The City of Bristol and Town of Plymouth, formerly of the Central Connecticut Regional Planning Agency, elected to join the new organization.

The Naugatuck Valley planning region encompasses 19 municipalities in west-central Connecticut covering approximately 422 square miles. The City of Waterbury is the largest city and serves as the region's central city. Based on the most recent American Community Survey (ACS), the region has a total population of 448,180 people. The Naugatuck Valley planning region includes almost the entire Census-defined Waterbury urbanized area, and parts of the Bridgeport-Stamford urbanized area, New Haven urbanized area and Hartford urbanized area.

- Ansonia
- Beacon Falls
- Bethlehem
- Bristol
- Cheshire
- Derby
- Middlebury
- Naugatuck
- Oxford
- Plymouth
- Prospect
- Seymour
- Shelton
- Southbury
- Thomaston
- Waterbury
- Watertown
- Wolcott
- Woodbury

The NVCOG coordinates planning activities and provides technical and support services to the region's transportation policy and decision-making boards and member municipalities. While the consolidation of COGCNV and VCOG combined planning in the region, the jurisdiction of the

metropolitan planning organizations (MPOs) was not adjusted to correspond to the new regional planning area boundaries. The NVCOG conducts the federal transportation planning process in accordance with federal regulations, and as provided in **MAP-21** and **FAST Act** for the Central Naugatuck Valley Region MPO (CNV MPO). Four regional municipalities remain members of the Greater Bridgeport and Valley MPO – Ansonia, Derby, Seymour and Shelton. *Federal transportation planning funds attributable to these four communities have been allocated to the Greater Bridgeport-Valley Metropolitan Planning Organization (GBVMPO) and the responsibility for conducting the transportation planning process for those communities remains with the NVCOG, as the co-host of the GBVMPO. A separate agreement will be executed with the GBVMPO that will suballocate the portion of the federal transportation planning funds attributable to the four lower Valley municipalities to the NVCOG. The planning tasks to be conducted by NVCOG under that agreement will be included in the GBVMPO UPWP.*

The Unified Planning Work Program for the NVCOG is prepared in accordance with Title 23 CFR Part 420 and Part 450 Section 308. The metropolitan transportation planning activities documented in the UPWP will be performed using funds provided by the U.S. Department of Transportation (Federal Highway Administration and Federal Transit Administration), under Title 23 U.S.C. and Title 49 U.S.C. Chapter 53. The planning tasks for the CNVMPO are described in the UPWP.

Funding to perform UPWP tasks is also provided by the Connecticut Department of Transportation (CTDOT) and member municipalities of the NVCOG.

## [Metropolitan Planning](#)

The Naugatuck Valley planning region is located in west-central Connecticut and lies primarily in New Haven County. Several of the region's northern communities are located in Litchfield County. The City of Bristol is in Hartford County and the City of Shelton lies in Fairfield County. The region's center city is Waterbury, which is mid-way between Hartford to the east, New Haven to the south, Bridgeport to the southwest and Danbury to the west. The urbanized areas within the Naugatuck Valley planning region are shown on the map on page 13.

With the merger of the COGCNV with the VCOG, metropolitan planning, as required by the US Department of Transportation, is conducted by the Naugatuck Valley Council of Governments (NVCOG) for Central Naugatuck Valley Region Metropolitan Planning Organization (CNVMPO). The CNVMPO is primarily responsible for providing policy direction on all aspects of the transportation planning process, as specified in federal transportation acts, including the **MAP-21**, **FAST Act** and federal transportation policies and rules. Responsibilities include:

1. Adopting a comprehensive and multi-modal long-range regional transportation plan (LRTP) for the CNV MPO metropolitan planning area.
2. Developing, maintaining and, as necessary, amending a short-range transportation improvement program (TIP).

3. Ensuring its transportation plan, program and projects conform to air quality goals.

The membership of the CNVMPO consists of the chief elected official of each municipality in the metropolitan planning area:

- |               |            |            |
|---------------|------------|------------|
| ▪Beacon Falls | ▪Naugatuck | ▪Thomaston |
| ▪Bethlehem    | ▪Oxford    | ▪Waterbury |
| ▪Bristol      | ▪Plymouth  | ▪Watertown |
| ▪Cheshire     | ▪Prospect  | ▪Wolcott   |
| ▪Middlebury   | ▪Southbury | ▪Woodbury  |

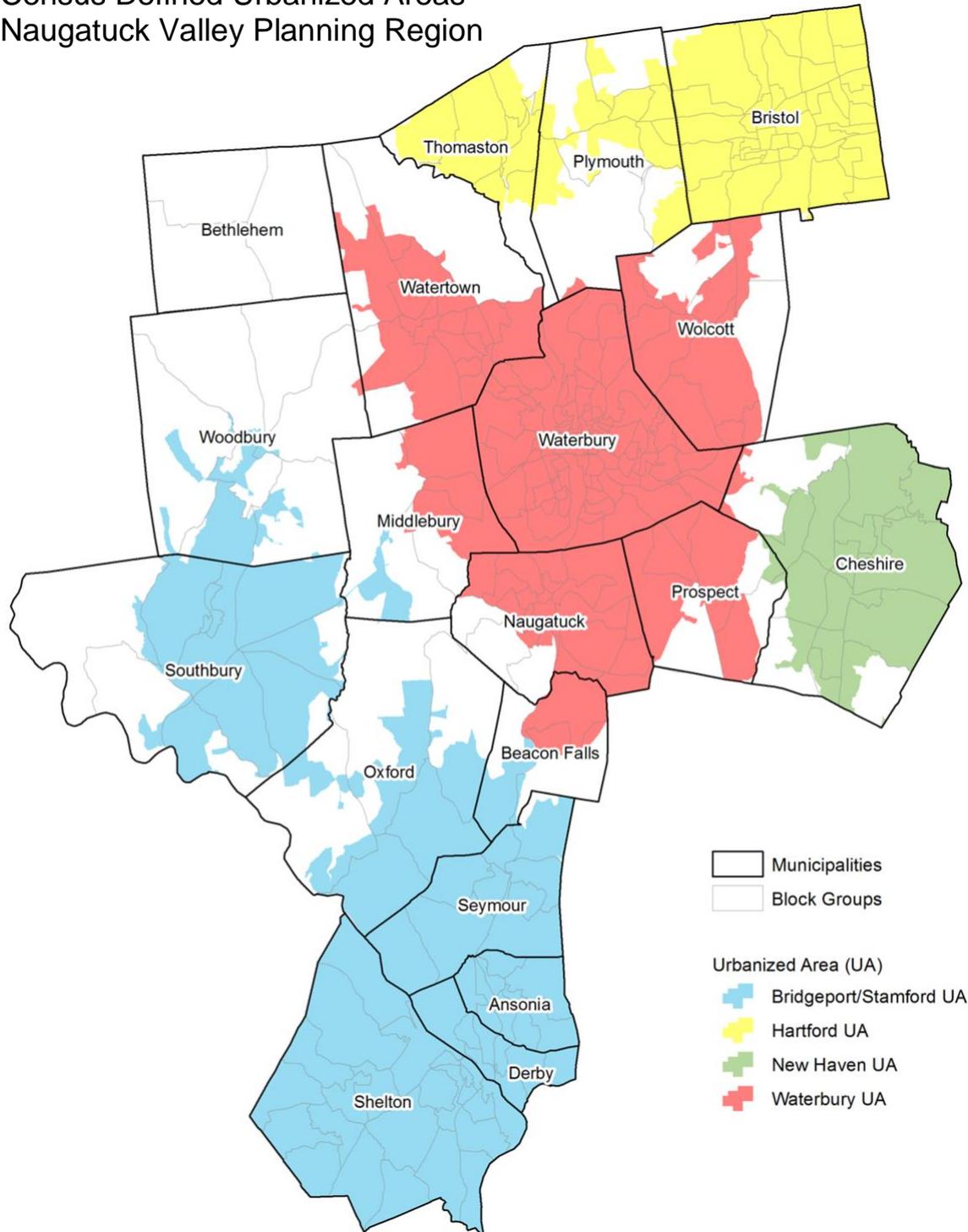
The CNVMPO policy board oversees the regional transportation planning and capital programs for the planning area, and prepares and maintains an LRTP and annual UPWP. The NVCOG is also the designated FTA grant recipient for the Valley Transit District (VTD).

The NVCOG adopted a proactive public involvement program and policy that provides an opportunity for the public to review and comment on CNVMPO plans, programs and projects. The policy was updated and revised during 2016 and endorsed on March 10, 2017. It encourages participation in the metropolitan transportation planning process by residents and interested groups to ensure they have the opportunity to provide valuable insight in planning decisions and programming activities. It includes notification of CNVMPO meetings and actions, opportunities to review, comment and influence the transportation planning process. Reports and documents prepared by the CNVMPO are made available to the public in an electronic form and summaries of the on-going planning activities are posted on the NVCOG website

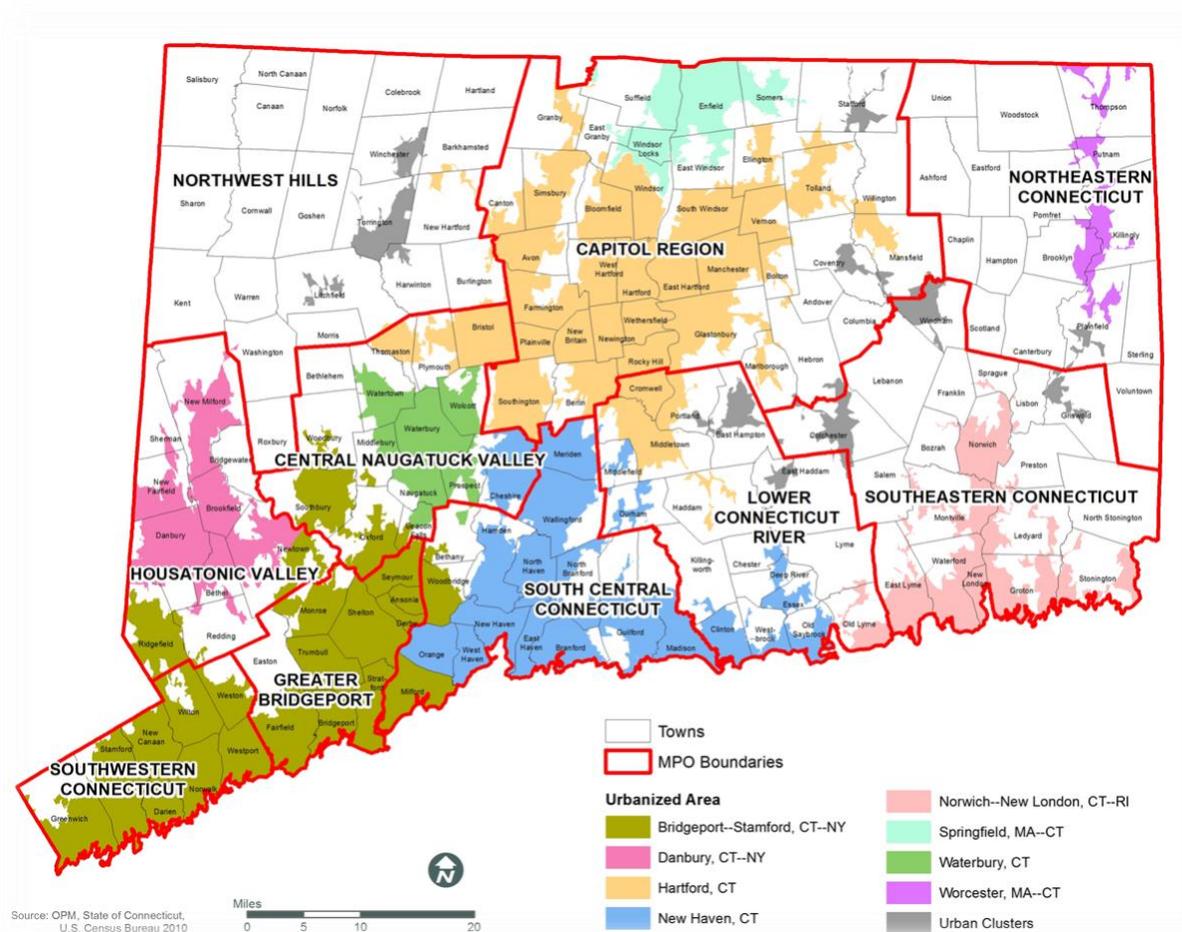
The CNVMPO is not designated as a Transportation Management Area; therefore, Federal Certification of its transportation planning process is not required. However, the CNVMPO conducts its transportation planning process in conformity with applicable US Department of Transportation metropolitan planning requirements and self certifies that its planning process conforms to the Metropolitan Planning Rule, 23 CFR Part 450 Subpart C and 49 CFR Part 613. It also participates in the federal certification process for the GBVMPO and Capitol Region MPO, as several member municipalities are located in the respective urbanized areas that are designated as TMAs.

The existing MPOs in Connecticut are depicted on the map following the urbanized area map.

# Census Defined Urbanized Areas Naugatuck Valley Planning Region



## Metropolitan Planning Organizations in Connecticut



A number of transportation agreements and memoranda of understanding have been executed to guide the collaborative process.

The GBVMPO replaced the Tri-State Regional Planning Commission in June of 1981. A *Memorandum of Understanding for Transportation Planning in the Greater Bridgeport and Valley Planning Regions* was adopted in 1981 that established membership in the GBVMPO. The MOU designated the Greater Bridgeport Regional Planning Agency and the Valley Regional Planning Agency as the co-hosts of the GBVMPO and responsible for the transportation planning process in their respective planning regions, including separate regional transportation plans, unified planning work programs and agreements. The MOU was reaffirmed in FY 1996 and rewritten in

2006 to reflect new federal transportation planning guidelines and requirements, as well as the conversion of the co-hosts from “*regional planning agencies*” to “*councils of governments.*” The operations of GBVMPO and individual roles and responsibilities of the two COGs are described in the *Memorandum of Understanding Regarding Transportation Planning Responsibility and Federal Transportation Funding in the GBVMPO.*

The GBVMPO also has an agreement in place regarding transportation planning and funding in the entire Bridgeport-Stamford urbanized area. The contents and articles of the new MOU:

1. Define the method for distributing transportation planning funds within the Bridgeport-Stamford urbanized area to the member RPOs through the Connecticut Department of Transportation (CTDOT) from the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA).
2. Define the method for distributing funds from the FHWA Surface Transportation Program (STP): Urban Area Account attributable to the Bridgeport-Stamford urbanized area and FTA Section 5307 Capital Grant Program funds earmarked to the Bridgeport-Stamford urbanized area.
3. Define the roles and responsibilities of member RPOs and transit operators in performing, conducting and coordinating the transportation planning process in the Bridgeport-Stamford urbanized area.
4. Define how the MPOs and transportation planning agencies in the Bridgeport-Stamford urbanized area will coordinate planning activities relating to the long range regional transportation plans, transportation improvement program and annual work programs.

The MOU for transportation planning and funding in the Bridgeport-Stamford urbanized area was updated and expanded to include the four councils of governments with members located in the Bridgeport-Stamford urbanized area. The COGs include the Western Connecticut Council of Governments (WestCOG), the Connecticut Metropolitan Council of Governments (MetroCOG), and the Naugatuck Valley Council of Governments (NVCOG) and the South Central Regional Council of Governments. The new MOU was executed by the COGs on *{Month, day, 2019}*.

Similarly, an MOU was executed by the COGs that have cognizance in the Hartford urbanized area. The parties to this MOU are: the Capitol Region Council of Governments (CRCOG), the Naugatuck Valley Council of Governments (NVCOG), the Lower Connecticut River Valley Council of Governments (RiverCOG), and the Northwest Hills Council of Governments (NHCOG). It was executed on March 28, 2018.

An agreement has been executed between the GBVMPO, the South Western Region MPO, the Housatonic Valley Council of Elected Officials, the New York Metropolitan Transportation Council and the North Jersey Transportation Planning Authority that covers the coordination of transportation planning within the federally designated New York Metropolitan Transportation Management Area. As part of this MOU, the transportation planning organizations exchange planning documents and meet one-to-two times each year to discuss transportation projects and

programs affecting the entire area. The MOU was adopted in 2008 and was updated and revised in 2017 to expand the boundaries of the MAP Forum.

## Transportation Systems

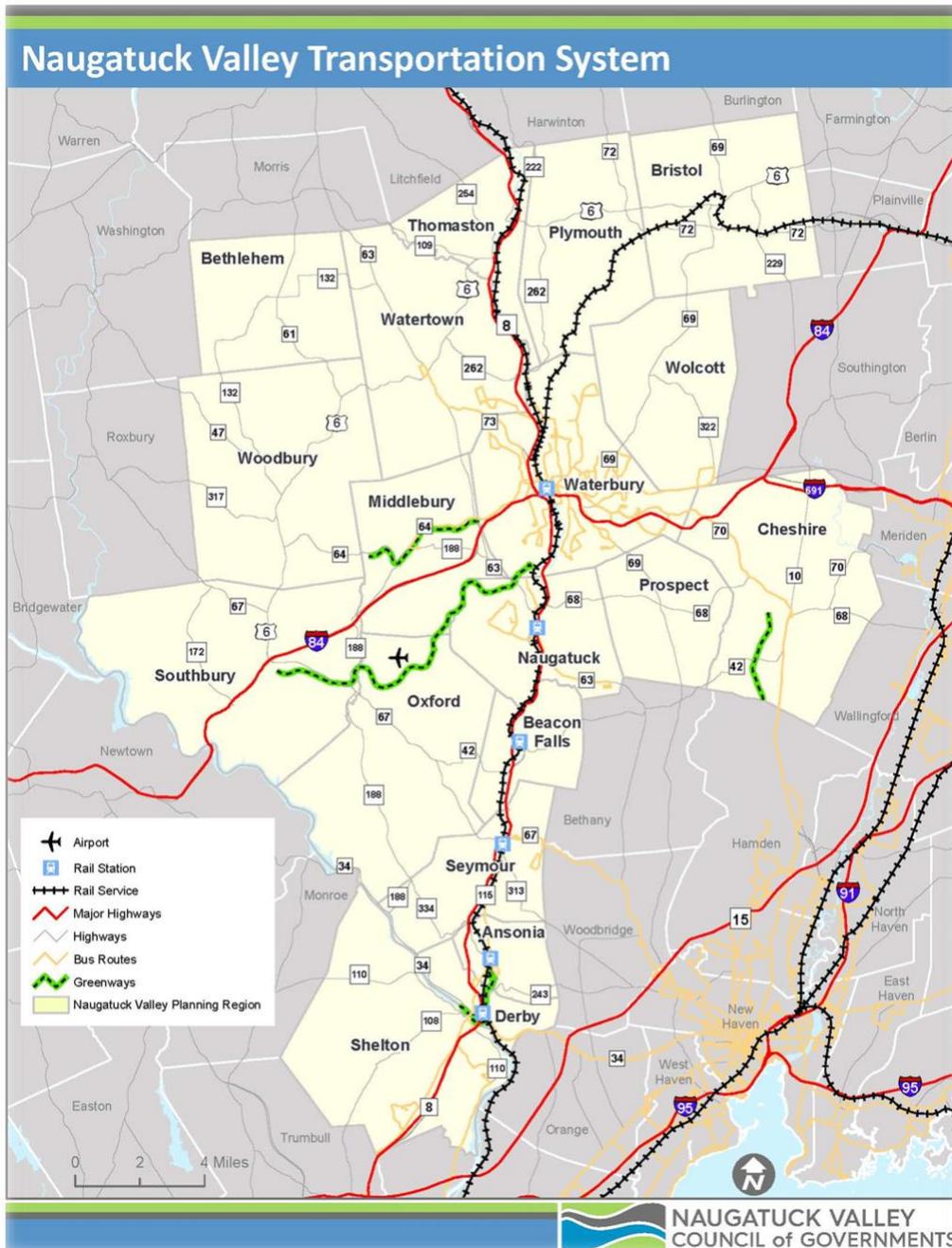
The transportation system of the Naugatuck Valley region is diverse and offers its residents an integrated range of options. The region's transportation system is oriented toward two limited access highways: Interstate 84, which runs in an east-west direction, and Route 8, extending in a north-south direction from Bridgeport to Winchester. Interstate 691 also passes through the region, connecting I-84 to Interstate 91 and Route 15 between Cheshire and Meriden.

The region is also served by commuter rail operated by the Metro-North Railroad. Six stations are located along the Waterbury branch rail line (WBL): Derby-Shelton, Ansonia, Seymour, Beacon Falls, Naugatuck and Waterbury. The WBL is single-track and currently defined as "dark territory" because of the absence of signalization. The state is designing a full signalization system and Positive Train Control, as well as constructing by-pass sidings. While service is currently limited, there is potential for increased ridership in response to these infrastructure improvements.

Key transportation facilities in the region include:

- Interstate 84 from the New York state line at Danbury to the Massachusetts state line – passes through Southbury, Middlebury, Waterbury, and Cheshire.
- Interstate 691 an interstate connector between I-91 and I-84.
- Route 8 Expressway – General Samuel Jaskilka Highway.
- Several principal arterials:
  - US Route 6 – Bristol, Plymouth, Thomaston, Watertown, Woodbury and Southbury
  - Route 10 – Cheshire
  - Route 34 – Derby, Seymour and Oxford
  - Route 63 – Naugatuck, Middlebury and Watertown
  - Route 64 – Waterbury, Middlebury and Woodbury
  - Route 68 – Cheshire, Prospect and Naugatuck
  - Route 69 – Prospect, Waterbury, Wolcott and Bristol
  - Route 72 – Bristol and Plymouth
  - Route 73 – Waterbury and Watertown
  - Route 115 – Derby, Ansonia and Seymour
  - Route 229 – Bristol
  - SR 727 – Derby and Ansonia
  - SR 847 – Waterbury
- An interconnected network of minor arterials.
- Local fixed-route bus services provided by Greater Bridgeport Transit and Connecticut Transit (New Haven, Bristol-New Britain and Waterbury divisions).

- Specialized paratransit services for the elderly and disabled – Valley Transit District and Greater Waterbury Transit District.
- Commuter rail service along the Waterbury branch line – Metro North Railroad.
- Freight and goods movement – motor carriers, freight rail (Central Connecticut rail line, Housatonic rail line), and multi-modal shipments.
- Regional shared-use trail – Naugatuck River Greenway (Derby Greenway, Ansonia River Walk, Naugatuck Greenway, and Beacon Falls River Walk), Middlebury Greenway, Shelton Riverwalk, Steele Brook Greenway, and Farmington Canal Heritage Trail.



## Transportation Planning Issues

The transportation system of the Naugatuck Valley planning region is diverse and includes a mature network of highways and roads, a commuter rail line, fixed-route, local bus services, general aviation airport, multi-use greenways and trails, and pedestrian facilities. The principal issues facing the region, as identified in the region's MTP, over the next 25 years include:

**Aging Infrastructure** – The key and critical elements of the highway system are I-84, I-691, Route 8, US Route 6, and Route 34.

- The I-84 and Route 8 interchange is commonly referred to as the “Mixmaster.” because of its closely spaced ramps that connect the two expressways with downtown Waterbury streets. The interchange was built in 1960s and needs replacement. It is one of the nation's top 100 most congested areas and a high crash location. Each day about 112,700 vehicles move between I-84, Route 8 and local streets.
- The Route 8 Expressway extends from I-95 in Bridgeport to its terminus in the Town of Winsted. Much of this expressway does not meet modern design standards, with interchange ramps closely spaced and poorly designed. Several areas have incidences of vehicle crashes.
- Interstate 691 serves as an expressway connector between I-84 in Cheshire and I-91 in Meriden. Operational problems occur where I-691 merges with I-91 and the Wilbur Cross Parkway (Route 15). This interchange is outside the Naugatuck planning region but the impacts of this awkward interchange impacts travel into and through the region.

**Recurring Congestion and Travel Delay** – Both I-84 and Route 8 experience severe peak hour congestion and excessive travel delay, especially through the interchange of the two highways. Congestion on Route 8 is more severe through the lower Valley, at the crossing of the Housatonic River between Derby and Shelton. Congestion recurs daily along several arterials throughout the region.

**Highway Safety** – The number and severity of vehicle crashes throughout the region is a major concern and issue. The MTP identifies high hazard points. Analysis of the crash data clearly identifies critical safety needs and actions to address these safety needs.

**Under Investment in the Waterbury Branch Commuter Rail Line** – The Waterbury Branch Line provides connections to the New Haven main rail line and service to Bridgeport and Stamford, and ultimately connections onto New York City. The WBL is a key transportation asset, but it is underutilized. This level of service is not convenient or attractive for commuters.

The CTDOT has plans to improve capacity, permitting ten trains to operate per hour. Despite these planned enhancements, there has not been a corresponding commitment to increase service and operate additional trains. In addition, the main issues remain: the age of the equipment and lack thereof.

**Fragmented Local Bus Service** – The Naugatuck Valley planning region is well served by local bus operators. Four bus companies operate in the region, including three divisions of CT Transit. The region is also connected to CTfastrak by express bus. However, the service is fragmented and routes do not connect urban core areas of the region. Currently, within the region, there is no direct local bus connections between Waterbury, Bristol, and the lower Valley towns.

**ADA Paratransit Service Gaps** – In the lower Valley, the Locally Coordinated Human Services Transportation Plan (LOCHSTP) has identified gaps in transportation services to the elderly and disabled. The Valley Transit District provides paratransit and dial-a-ride services to the elderly and disabled. However, funding constraints prevent the VTD from expanding services to meet the identified gaps.

In the Waterbury Urbanized Area, under *CTtransit*, the Northeast Transportation Company provides the required complimentary ADA services. The Greater Waterbury Transit District also provides paratransit services to members that do not have fixed, local bus routes in their communities.

The challenge is ensuring stabilized funding and expanding services to close the gaps in need and demand.

**Expand and Maintain Multi-use Greenway and Trail Facilities** – While residents of the region benefit greatly from the development of active transportation facilities, completion of the planned system of trails faces many challenges, including financial constraints, available rights-of-way, tight geographies, and understanding of potential benefits.

**Pedestrian Safety** – Pedestrian fatalities are on the rise, nationwide, despite traffic fatalities decreasing. Regionally, a disproportionately high numbers of pedestrian-related crashes take place in the urban cores. These urban areas often lack necessary pedestrian amenities such as clearly marked crosswalks, pedestrian signals, and functional sidewalks.

### [Transportation Planning Goals](#)

**Preserve, Maintain and Enhance Highway System** – To develop and maintain an efficient transportation system that will provide the public with a high level of mobility, safety, and choice, while also addressing social, economic, and environmental needs and concerns; and maintain the principal expressway and highway system in a state-of-good repair through lane continuity, minor widening, rehabilitation and reconstruction, as necessary to improve safety and operating efficiency and to selectively and strategically expand the capacity of key highways to reduce delay and congestion.

**Congestion Management** – To alleviate congestion through the implementation of intersection improvements (turn lanes), traffic signal modernization and coordination, and TDM actions (ridesharing, telecommuting and alternate work schedules).

**Safety** – To improve safety and efficiency of the highway network and for both motorized and non-motorized users of the transportation system, with appropriate transportation improvement projects.

**Security** – To improve and expand overall security of transportation infrastructure for persons using – while on-board or waiting – transportation modes and services.

**Advanced Technology** – To better manage transportation operations, enhance safety and mobility, ensure greater reliability in travel times and/or reduced travel delay, and provide more detailed and up-to-the-minute information to travelers and system operators through the application of various ITS actions.

**Preserve and Enhance Public Transportation Services** – To maintain essential local bus, commuter rail and paratransit services by providing full funding for operations, replacing capital equipment on a life-cycle cost basis, and renovating and rehabilitating facilities and infrastructure to a state-of-good-repair, and enhancing services by optimizing how resources are allocated and coordinating the delivery of paratransit service.

**Multi-modal Opportunities** – To expand and enhance opportunities for linking and connecting multiple modes and facilitating the movement between various transportation modes by constructing new multi-modal facilities and coordinating transit services.

**Freight Movement** – To expand and enhance opportunities for linking and connecting multiple modes and facilitating the movement between various transportation modes by constructing new multi-modal facilities and coordinating transit services.

**Bicycle and Pedestrian Activities** – To encourage and promote the increased use of bicycling and walking as a mode of transportation while enhancing safety by developing a network of shared-use trails and providing pedestrian walkways and features.

**Environmental Mitigation** – To implement actions to mitigate and alleviate natural and cultural environmental impacts of transportation projects.

**Sustainability** – To develop a long range plan consistent with the Regional Plan of Conservation and Development and state Plan of Conservation and Development that links local land use management, transportation improvements, sustainability and livability initiatives; to provide “walkable communities,” especially in town centers and the urban core, connecting these areas with transit oriented developments and transit stations.

**Economic Development** – To improve transportation infrastructure critical to the economic revitalization of the cities of Waterbury and Bristol and urban core areas of the Naugatuck Valley planning region and expand employment opportunities as well as access to jobs.

**Environmental Justice** – To expand and enhance opportunities for linking and connecting multiple modes and facilitating the movement between various transportation modes by constructing new multi-modal facilities and coordinating transit services.

**Public Involvement** – To expand and enhance opportunities for linking and connecting multiple modes and facilitating the movement between various transportation modes by constructing new multi-modal facilities and coordinating transit services.

The Naugatuck Valley planning region straddles two air quality non-attainment areas, with the municipalities in Fairfield and New Haven Counties in the NY-NJ-LI Ozone non-attainment area and the PM<sub>2.5</sub> non-attainment area, and the northern tier communities located in Hartford and Litchfield Counties included only in the Greater Connecticut Ozone non-attainment area. The UPWP includes tasks to monitor air quality emissions and ensure the MPOs' plans, programs and projects conform to air quality goals.

### [UPWP Program Objectives](#)

The principle objective of the CNVMPO's UPWP is to conduct comprehensive regional transportation planning process, consistent with federal regulations, and is intended to develop and advance the implementation of plans, programs and projects to enhance, preserve and improve local transportation facilities and services, as well as address problems and deficiencies identified in the MTP.

FY 2020 and 2021 program objectives are to:

1. Maintain the MTP for the Naugatuck Valley planning region to improve mobility, efficiency, and effectiveness of existing systems, and provide congestion relief and cleaner air.
2. Ensure conformity of the NVCOG's plans, program and projects with the State Implementation Plan (SIP) for Air Quality and national air quality goals and standards.
3. Monitor and analyze transportation systems performance and work with CTDOT in identifying transportation system performance measures.
4. Promote safety, livable communities, sustainability, and transportation choice.
5. Collaborate with NYMTC, WestCOG, MetroCOG, CRCOG and SCRCOG on Sustainable Communities Initiative and Mega-Regional planning.
6. Assess opportunities for effectuating Transit-Oriented Development in the town centers of the Central Naugatuck Valley planning region.

7. Implement, develop and use the NVCOG's Geographic Information System (GIS) to support the transportation planning process and assess transportation performance.
8. Develop transportation policies that address major issues and are consistent with regional land use, housing, and urban development plans including socioeconomic and environmental goals.
9. Coordinate energy conservation and air quality planning associated with CMAQ through the consideration of congestion relief strategies in all transportation improvement projects and plans.
10. Continue transit development planning, including developing a 10-year capital plan, assessing potential for inter-district services, and coordinating paratransit services for the elderly and disabled.
11. Update, revise, and maintain the Transportation Improvement Program (TIP) and review and process amendments to the TIP.
12. Incorporate the updated and approved affirmative action plan pursuant to the Departments Contract Compliance Section guidelines.
13. Consult with appropriate land use management, environmental resource conservation, social service, historic, and freight stakeholder agencies through the transportation planning process.
14. Provide guidance for appropriate programming of both state and local transportation improvements.
15. Coordinate and collaborate with CTDOT on project selection, scoping and development under various federal transportation programs.
16. Administer and operate the newly enacted Local Transportation Capital Improvement Program (LOTICIP).
17. Coordinate and administer the preliminary engineering, design and encourage progress for Route 8 Corridor improvements in conjunction with CTDOT.
18. Carry out a proactive public involvement process that promotes regionwide citizen participation, minority involvement and equal employment opportunity, and provides timely public notice, effective public involvement in the development to the MTP and TIP, maintenance and enhancement of the NVCOG's website, and reports and documents in an electronic format.
19. Organize meetings of the CNVMPO.

20. Administer the Regional Transportation Program including preparation of the Unified Planning Work Program, grant applications and work programs in conjunction with federal, state and local agencies.
21. Coordinate Long-Range Transportation Plan development with the Regional Plan of Conservation and Development.
22. Convene technical monitoring/status review committees (TAC) to meet as necessary. Monitor progress and overall project schedule.
23. Incorporate revisions to the Strategic Highway Safety Plan into the metropolitan transportation plan.
24. Conduct Freight Movement Planning through the compilation of data, outreach to stakeholders, and analysis of existing and future freight movement in the region, including coordination with the CTDOT on the statewide freight plan and NYMTC on the New York Metropolitan planning area freight plan.

### III. Central Naugatuck Valley Region MPO Regional Transportation Work Program FY 2020 - 2021

#### Unified Planning Work Program (UPWP) – Outline

The UPWP has four main tasks:

- **Task 1: Data Collection and Analysis:** This task monitors transportation performance and uses performance measures to assess and analyze how effective transportation improvements have addressed issues and deficiencies. The use of the NVCOG's Geographic Information System (GIS) is a key element of transportation performance monitoring and provides support to the transportation planning process. Additionally, NVCOG's work to develop a regional travel demand model will inform highway investment strategies.
- **Task 2: Transportation Planning:** This task covers both short-range and long-range planning activities and includes three sub-tasks: regional planning, transit planning and planning for active transportation. Short-range planning involves conducting traffic operations, environmental mitigation, providing technical assistance to member communities and project scoping and development, including managing and operating the Local Transportation Capital Improvement Program (LOTICIP). Active transportation studies focus on enhancing bicycle and pedestrian facilities, promoting complete streets, and ensuring safety of pedestrians and bicyclists. Long-range planning activities include undertaking corridor studies and focus on preparation of the Metropolitan Transportation Plan (MTP), sustainable development planning efforts, developing a 10-year transit capital plan, and TOD and livable communities initiatives. Implementation-related efforts are included in each sub-task, as appropriate, and involve overseeing progress in advancing highway and transit capital improvement programs.
- **Task 3: Program Management and Administration:** Under this task, the NVCOG performs the management and administrative functions related to conducting the regional transportation planning process and includes development of work programs, preparation of grant applications and work programs and work related to the consultant selection process. Program management tasks will also involve administering work related to the possible re-designation of MPO boundaries, as may be necessary. Work under this task also supports efforts to provide a proactive public involvement process and ensure timely public notice, full public access, and early and continuing public involvement, including facilitation of public outreach in the region for the CTDOT's strategic transportation plan and update of the statewide long-range transportation plan. A major emphasis is complying with federal requirements regarding Title VI, Environmental Justice and Limited English Proficiency, identifying innovative ways to

encourage greater public participation and creating electronic versions of plans and reports. The purpose of Public Participation in the Naugatuck Valley planning region is to provide fair and balanced planning.

- **Task 4: Other Technical Assistance and Program Implementation:** Under this task the NVCOG supports and provides technical assistance relating to major corridor studies, project development and delivery, participation in special studies and projects under the sponsorship of CTDOT, FHWA and FTA, and services carried out on behalf of member towns. Project implementation activities consisting of developing and maintaining the Transportation Improvement Program (TIP), project development, regional review and prioritization of projects and oversight and project management of active transportation improvement projects.

### [Unified Planning Work Program \(UPWP\) – Budgets](#)

The NVCOG conducts the regional transportation planning process for the Central Naugatuck Valley MPO. The following tables indicate the federal, state and local funds available to the NVCOG from all sources to conduct the metropolitan transportation planning program and shows how available funds are expected to be allocated. The funding sources to conduct the regional transportation planning work tasks include federal metropolitan planning funds from the Federal Highway Administration and the Federal Transit Administration. Unexpended federal funds from FY 2016 and FY 2017 are expected to be available to supplement the metropolitan transportation planning program over the years covered by this UPWP.

The following budget tables are presented below:

- Program Funding Sources and Revenues
- Task Allocation by Funding Source and Revenue
- Staff Task Allocation Budget
- Other Direct Charges Budget
- Staff Allocation Budget

*FY 2020 and FY 2021 Unified Planning Work Program  
Naugatuck Valley Planning Region  
Program Funding Sources and Revenues*

<b>Funding Program</b>	<b>Regional Sponsor</b>	<b>Federal FHWA</b>	<b>Federal FTA</b>	<b>State</b>	<b>Local</b>	<b>Total</b>
<b>FY 2020 PL + FTA 5303 Funds [1]</b>	NVCOG	\$498,485	\$119,257	\$77,218	\$77,218	\$772,178
<b>FY 2021 PL + FTA 5303 Funds [1]</b>	NVCOG	\$498,485	\$119,257	\$77,218	\$77,218	\$772,178
<b>Total:</b>		\$996,970	\$238,514	\$154,436	\$154,436	\$1,544,356
<b>FY 2016/2017 Carryover Funds [2]</b>	NVCOG	\$639,512		\$79,878	\$79,878	\$799,390
<b>Total:</b>		\$1,874,996		\$234,375	\$234,375	\$2,343,746

[1] Federal funding amount available from FHWA and FTA under the consolidated planning grant.

[2] FY 2016/2017 Carryover attributable to the NVCOG based on unofficial audit.

*FY 2020 and FY 2021 Unified Planning Work Program  
Naugatuck Valley Council of Governments  
Task Allocation by Funding Source and Revenue*

<b>FY 2020 Planning Tasks</b>	<b>Federal</b>	<b>State</b>	<b>Local</b>	<b>Total</b>
<b>Task 1: Data Collection/Analysis</b>	\$180,282	\$22,535	\$22,535	\$225,353
<b>Task 2A: Transportation Planning -- Highways</b>	\$120,189	\$15,024	\$15,024	\$150,236
<b>Task 2B: Transportation Planning -- Transit</b>	\$60,094	\$7,512	\$7,512	\$75,117
<b>Task 2C: Transportation Planning -- Active Transportation</b>	\$60,094	\$7,512	\$7,512	\$75,117
<b>Task 3: Program Management and Administration</b>	\$106,941	\$13,368	\$13,368	\$133,676
<b>Task 4: Other Technical Assistance and Program Implementation</b>	\$90,141	\$11,268	\$11,268	\$112,676

<b>Total:</b>	\$617,740	\$77,218	\$77,218	\$772,175
<b>FY 2021 Planning Tasks</b>	<b>Federal</b>	<b>State</b>	<b>Local</b>	<b>Total</b>
<b>Task 1: Data Collection/Analysis</b>	\$180,282	\$22,535	\$22,535	\$225,353
<b>Task 2A: Transportation Planning -- Highways</b>	\$120,189	\$15,024	\$15,024	\$150,236
<b>Task 2B: Transportation Planning -- Transit</b>	\$60,094	\$7,512	\$7,512	\$75,117
<b>Task 2C: Transportation Planning -- Active Transportation</b>	\$60,094	\$7,512	\$7,512	\$75,117
<b>Task 3: Program Management and Administration</b>	\$106,941	\$13,368	\$13,368	\$133,676
<b>Task 4: Other Technical Assistance and Program Implementation</b>	\$90,141	\$11,268	\$11,268	\$112,676
<b>Total:</b>	\$617,740	\$77,218	\$77,218	\$772,175
<b>FY 2016/2017 Carryover Planning Tasks</b>	<b>Federal</b>	<b>State</b>	<b>Local</b>	<b>Total</b>
<b>Task 1: Data Collection/Analysis</b>	\$95,854	\$11,982	\$11,982	\$119,818
<b>Task 2A: Transportation Planning -- Highways</b>	\$63,902	\$7,988	\$7,988	\$79,877
<b>Task 2B: Transportation Planning -- Transit [1]</b>	\$231,951	\$28,994	\$28,994	\$289,939
<b>Task 2C: Transportation Planning -- Active Transportation [2]</b>	\$151,951	\$18,994	\$18,994	\$189,939
<b>Task 3: Program Management and Administration</b>	\$47,927	\$5,991	\$5,991	\$59,909
<b>Task 4: Other Technical Assistance and Program Implementation</b>	\$47,927	\$5,991	\$5,991	\$59,909
<b>Total:</b>	\$639,513	\$79,939	\$79,939	\$799,391

[1] Includes allocation to Consultant Engineer to conduct a transit district consolidation and governance study.

[2] Includes allocation to Consultant Engineer to conduct a transportation alternatives study.

FY 2020 and FY 2021 Unified Planning Work Program  
 Naugatuck Valley Council of Governments  
 Staff Task Allocation Budget

<b>FY 2020 Planning Tasks</b>	<b>Direct Labor</b>	<b>Indirect</b>	<b>Other Direct [1]</b>	<b>Total</b>
<b>Task 1: Data Collection/Analysis</b>	\$96,718	\$128,635	\$0	\$225,353
<b>Task 2A: Transportation Planning -- Highways</b>	\$64,479	\$85,757	\$0	\$150,236
<b>Task 2B: Transportation Planning -- Transit</b>	\$32,239	\$42,878	\$0	\$75,117
<b>Task 2C: Transportation Planning -- Active Transportation</b>	\$32,239	\$42,878	\$0	\$75,117
<b>Task 3: Program Management and Administration</b>	\$48,359	\$64,317	\$21,000	\$133,676
<b>Task 4: Other Technical Assistance and Program Implementation</b>	\$48,359	\$64,317	\$0	\$112,676
<b>Total:</b>	\$322,393	\$428,782	\$21,000	\$772,175
<b>FY 2021 Planning Tasks</b>	<b>Direct Labor</b>	<b>Indirect</b>	<b>Other Direct [1]</b>	<b>Total</b>
<b>Task 1: Data Collection/Analysis</b>	\$96,718	\$128,635	\$0	\$225,353
<b>Task 2A: Transportation Planning -- Highways</b>	\$64,479	\$85,757	\$0	\$150,236
<b>Task 2B: Transportation Planning -- Transit</b>	\$32,239	\$42,878	\$0	\$75,117
<b>Task 2C: Transportation Planning -- Active Transportation</b>	\$32,239	\$42,878	\$0	\$75,117
<b>Task 3: Program Management and Administration</b>	\$48,359	\$64,317	\$21,000	\$133,676
<b>Task 4: Other Technical Assistance and Program Implementation</b>	\$48,359	\$64,317	\$0	\$112,676
<b>Total:</b>	\$322,393	\$428,782	\$21,000	\$772,175
<b>FY 2016/2017 Carryover Planning Tasks</b>	<b>Direct Labor</b>	<b>Indirect</b>	<b>Other Direct [1]</b>	<b>Total</b>
<b>Task 1: Data Collection/Analysis</b>	\$51,424	\$68,394	\$0	\$119,818

<b>Task 2A: Transportation Planning -- Highways</b>	\$34,282	\$45,595	\$0	\$79,877
<b>Task 2B: Transportation Planning -- Transit</b>	\$17,141	\$22,798	\$250,000	\$289,939
<b>Task 2C: Transportation Planning -- Active Transportation</b>	\$17,141	\$22,798	\$150,000	\$189,939
<b>Task 3: Program Management and Administration</b>	\$25,712	\$34,197	\$0	\$59,909
<b>Task 4: Other Technical Assistance and Program Implementation</b>	\$25,712	\$34,197	\$0	\$59,909
<b>Total:</b>	\$171,412	\$227,979	\$400,000	\$799,391

[1] Other Direct Costs listed in the following table.

**FY 2020 and FY 2021  
 Unified Planning Work Program  
 Naugatuck Valley Council of Governments  
 Other Direct Budget**

<b>Other Direct</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2016/17 Carryover</b>
<b>ArcGIS Maintenance</b>	\$6,300	\$6,300	\$0
<b>Travel Demand Model</b>	\$1,050	\$1,050	\$0
<b>Travel</b>	\$1,050	\$1,050	\$0
<b>Training</b>	\$2,800	\$2,800	\$0
<b>Website</b>	\$2,800	\$2,800	\$0
<b>Computer/IT</b>	\$1,750	\$1,750	\$0
<b>Translation</b>	\$2,100	\$2,100	\$0
<b>Data Acquisition</b>	\$4,000	\$4,000	\$0
<b>Reproduction</b>	\$500	\$500	
<b>CE Services – Transit Consolidation Study</b>	\$0	\$0	\$250,000
<b>CE Services – Transportation Alternatives Study</b>	\$0	\$0	\$150,000
<b>Total</b>	\$21,000	\$21,000	\$400,000

*FY 2020 and FY 2021 Unified Planning Work Program  
Naugatuck Valley Council of Governments  
Staff Allocation Budget*

<b><i>FY 2020 Staff Allocation Budget</i></b>	<b>Direct Labor</b>	<b>Indirect</b>	<b>Total</b>	<b>Hours</b>
<b><i>Executive Director</i></b>	\$0	\$0	\$0	0.0
<b><i>Director of Planning/Assistant Director</i></b>	\$70,121	\$93,260	\$163,381	1,252.2
<b><i>Regional Transportation Engineer</i></b>	\$18,538	\$24,655	\$43,193	394.4
<b><i>Senior Transportation Planners, Senior Regional Planner, Supervising Transportation Planner &amp; Municipal Shared Services Director</i></b>	\$96,879	\$128,849	\$225,728	3,229.3
<b><i>Regional Planners, Transportation Planners I &amp; II, Transit Planner, GIS Coordinator &amp; Specialist, and Municipal Shared Planner</i></b>	\$84,145	\$111,912	\$196,057	3,116.5
<b><i>Planning Assistant /Planning Intern</i></b>	\$30,305	\$40,306	\$70,612	1,317.6
<b><i>Administration Assistant</i></b>	\$7,899	\$10,505	\$18,404	315.9
<b><i>Finance Director &amp; Financial Manager</i></b>	\$14,508	\$19,295	\$33,803	362.7
<b><i>Total</i></b>	\$322,393	\$428,783	\$751,178	9,988.6
<b><i>FY 2021 Staff Allocation Budget</i></b>	<b>Direct Labor</b>	<b>Indirect</b>	<b>Total</b>	<b>Hours</b>
<b><i>Executive Director</i></b>	\$0	\$0	\$0	0.0
<b><i>Director of Planning/Assistant Director</i></b>	\$70,121	\$93,260	\$163,381	1,252.2
<b><i>Regional Transportation Engineer</i></b>	\$18,538	\$24,655	\$43,193	394.4
<b><i>Senior Transportation Planners, Senior Regional Planner, Supervising Transportation Planner &amp; Municipal Shared Services Director</i></b>	\$96,879	\$128,849	\$225,728	3,229.3
<b><i>Regional Planners, Transportation Planners I &amp; II, Transit Planner, GIS Coordinator &amp; Specialist, and Municipal Shared Planner</i></b>	\$84,145	\$111,912	\$196,057	3,116.5
<b><i>Planning Assistant /Planning Intern</i></b>	\$30,305	\$40,306	\$70,612	1,317.6

<i>Administration Assistant</i>	\$7,899	\$10,505	\$18,404	315.9
<i>Finance Director &amp; Financial Manager</i>	\$14,508	\$19,295	\$33,803	362.7
<b>Total</b>	\$322,393	\$428,783	\$751,178	9,988.6
<b>FY 2016/17 Carryover Staff Allocation Budget</b>	<b>Direct Labor</b>	<b>Indirect</b>	<b>Total</b>	<b>Hours</b>
<i>Executive Director</i>	\$0	\$0	\$0	0.0
<i>Director of Planning/Assistant Director</i>	\$37,282	\$49,585	\$86,868	665.8
<i>Regional Transportation Engineer</i>	\$9,856	\$13,109	\$22,965	209.7
<i>Senior Transportation Planners, Senior Regional Planner, Supervising Transportation Planner &amp; Municipal Shared Services Director</i>	\$51,509	\$68,507	\$120,016	1,717.0
<i>Regional Planners, Transportation Planners I &amp; II, Transit Planner, GIS Coordinator &amp; Specialist, and Municipal Shared Planner</i>	\$44,738	\$59,502	\$104,239	1,657.0
<i>Planning Assistant /Planning Intern</i>	\$16,113	\$21,430	\$37,543	700.6
<i>Administration Assistant</i>	\$4,200	\$5,585	\$9,785	168.0
<i>Finance Director &amp; Financial Manager</i>	\$7,714	\$10,259	\$17,973	192.8
<b>Total</b>	\$171,412	\$227,978	\$399,388	5,310.8

## TASK 1: DATA COLLECTION / ANALYSIS

- Issues:**
- Aging Infrastructure:** System Preservation and Maintenance; System Enhancement; Performance Measures; Regional GIS; Capital Expenditures on Local Roads
  - Recurring Congestion and Travel Delay:** Performance Measures; Congestion Management; Multimodal Opportunities; Regional GIS; Capital Expenditures on Local Roads; travel demand modeling
  - Highway Safety:** Performance Measures; Regional GIS; High Accident Locations; Capital Expenditures on Local Roads
  - Under Investment in the Waterbury Branch Commuter Rail Line:** Congestion Management; Preserve and Maintain Public Transportation Services; Multimodal Opportunities; Regional GIS
  - Fragmented Local Bus Service:** Preserve and Maintain Public Transportation Services; Multimodal Opportunities; Regional GIS
  - ADA Paratransit Service Gaps:** Preserve and Maintain Public Transportation Services
  - Expand and Maintain Multi-use Greenway and Trail Facilities:** Multimodal Opportunities; Regional GIS; Environmental Planning; Capital Expenditures on Local Roads
  - Pedestrian Safety:** Performance Measures; Multimodal Opportunities; Regional GIS; Environmental Planning; High Accident Locations; Capital Expenditures on Local Roads
- Objectives:** To monitor, analyze and report transportation systems use, performance, congestion, change and safety and to enhance GIS capabilities; explore the opportunities to acquire “big-data” to assess and determine system performance; and develop a regional travel demand model capability.
- Tasks:** Performance monitoring and analysis tasks will continue to focus on highway and transit systems to identify transportation network deficiencies. The NVCOG conducts traffic volume counts for member municipalities and extracts count data from CTDOT database. Crash data from the University of Connecticut’s Crash Data Repository is also extracted and used to maintain a regional safety profile and crash database. The NVCOG uses the National Performance Management Research Data Set (NPMRDS) and Highway Performance Monitoring System data (HPMS) to track system performance on the National highway system and develop regional transportation performance measures. Pedestrian and bicycle counts along the Naugatuck River Greenway and other regional multi-use trails are also conducted. The NVCOG’s GIS program will be used to complement transportation planning by creating system and project-level maps. A travel demand model will be set-up and made operational to assess macro travel patterns. Regional and economic data profiles of the Naugatuck Valley Planning Region will be updated depending on the availability of data.

Specific tasks are:

**Task 1.1:      Transportation Database**

- Maintain and update the regional traffic count database.
- Extract traffic count data from CTDOT traffic locator program and the HPMS.
- Maintain a bicycle and pedestrian count database – use passive infrared trail counters and National Bicycle Pedestrian Document methodologies to extrapolate raw counts to annual measures.
- Maintain transit ridership database – for both bus and rail systems; obtain ridership and performance data from North East Transportation on the operations in the Greater Waterbury area.
- Maintain crash data inventory for the region, informed by the CT Crash repository
- Survey ridership of the CT transit Waterbury system and Metro-North service along the WBL to identify important destinations as needed.
- Link transportation data, traffic count locations and transit assets (bus shelters, bus stops), to GIS and develop interactive maps.
- Develop, maintain and periodically update bus system mapping and geodatabase with bus routes, stops and signage for CT Transit (Waterbury).

**Task 1.2:      Performance Measures and Targets**

- Coordinate with CTDOT in setting performance measures and targets and on MAP 21 and FAST Act transition to performance based planning and programming.
- Access the “Big Data” platform through StreetLight Data to develop transportation metrics, inter-zonal trip tables, trip origin-destination matrices, and inter-zonal speed tables.
- Monitor highway performance including delay, speed and travel time using virtual techniques and outside vendors on the expressway network:
  - I-84
  - Route 8 Expressway
  - I-84/Route 8 Interchange – “Mixmaster”
- Monitor operations and congestion along the region’s principle highway system, using the NVCOG’s Congestion Management System:
  - State Routes 10, 63, 68, 69, 70 and 188
  - US Highway 6
- Monitor the operating characteristics of the region’s transit services. Including commuter rail, local bus and paratransit/dial-a-ride services – expenditures, fares, revenues, deficits, ridership, frequency and bus route performance.
  - North East Transportation – CT Transit (Waterbury Division)
  - Metro-North service along the WBL

- Monitor the operating characteristics of passenger and freight rail service, with emphasis on the interface between rail and other modes, including parking, transit, bicycle, pedestrian facilities, and truck freight
  - Waterbury Branch Line.
  - Naugatuck Inland Port
- Monitor usage at the Region’s commuter parking lots and rail stations and assess need for improvement.
- Identify transportation systems connectivity gaps.
- Work with CTDOT and neighboring MPOs to develop and implement a performance management approach to transportation planning and programming, and link investment priorities to achieve performance targets.

**Task 1.3: Travel Demand Modelling Program**

- Continue setting-up and calibrating the regional travel demand model (TDM) to determine and assess regional travel patterns.
- Use travel data extracted from the “Big data” platform to provide input into the regional TDM.
- Participate in training, as necessary.

**Task 1.4: Regional GIS Program**

- Maintain the Regional GIS database and produce maps and conduct geographic analysis to support transportation planning projects and develop “intelligent maps” that provide information such as where people live and work, where growth and development occur, locations of utilities and public facilities, and much more.
- Assist municipalities in acquiring basic planimetric data (edge of road, buildings, and infrastructure) using the shared state-wide aerial photography and LiDAR fly-over conducted in the spring 2016.
- Continue development and maintenance of a regional trails GIS data layer and share it online through an interactive map.
- Maintain a spatially accurate employer database to use for transportation planning and economic development.
- Develop and maintain a centralized Geospatial Data Warehouse.
- Attend and participate in the Statewide GIS Coordinating Committee meetings to stay up-to-date on GIS issues related to state, regional, and local governments, and participate in the statewide initiative to institute ongoing triennial aerial flights of the entire state.
- Use GIS to assess traffic operations and transportation system performance.
- Assess and project land uses in the region to identify major growth corridors and analyze related transportation improvements.
- Create a geoportal (located on the web) where GIS data can be downloaded, making up-to-date GIS data readily available to facilitate transportation planning and making it easier

for consultants to gain access to key datasets (e. g. parcels, zoning, land use, infrastructure) that help determine suitability of land for different development purposes.

- Maintain inventory of major tourism site throughout the region

#### **Task 1.5: Regional Demographic and Economic Profiles**

- Extract 2010 Census and most recent American Community Survey (ACS) demographic data for various transportation planning activities, including compliance with Environmental Justice and Title VI requirements.
- Continue to update GIS databases with the most up-to-date 2010 Census and ACS data, as the data become available.
- Update the *Profile of the Naugatuck Valley Planning Region*, incorporating regional and local demographic, economic, and housing trends and characteristics.
- Review municipal and traffic zone projections of population and employment for CTDOT's statewide travel demand forecasting model, as needed.
- Provide technical assistance to Census data users, as necessary.

#### **Deliverables:**

- Transportation Database – Local bus, paratransit/dial-a-ride and commuter rail technical memoranda and performance monitoring reports
- Traffic count and crash data technical memoranda, as necessary
- Bi-annual commuter and rail station parking lot surveys and annual memorandum
- Regional base map and infrastructure map
- Regional trail and greenway maps
- Congestion maps and data reports
- NVCOG Regional Profile 2019 and 2020
- NVCOG Economic Profile (Depending on data release)
- Regional travel demand model

## TASK BUDGET: DATA COLLECTION AND ANALYSIS

<i><b>Budget</b></i>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total</b>	<b>FY 2016/17 Carryover</b>	
Direct Labor	\$96,718	\$96,718	\$193,436	\$51,424	
BFO @1.33	\$128,635	\$128,635	\$257,270	\$68,394	
Other Direct	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$225,353</b>	<b>\$225,353</b>	<b>\$450,706</b>	<b>\$119,818</b>	
<i><b>Staff Allocation:</b></i>	<b>FY 2020</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
	Exec. Director	\$0	\$0	\$0	0.0
	Dir. Of Planning	\$0	\$0	\$0	0.0
	Reg. Trans. Eng.	\$0	\$0	\$0	0.0
	Sr. Planners [1]	\$38,687	\$51,454	\$90,141	1,289.6
	Planners [2]	\$36,753	\$48,881	\$85,634	1,361.2
	Planning Assistant	\$19,344	\$25,727	\$45,071	841.0
	Administration [3]	\$1,934	\$2,573	\$4,507	77.4
	Financial Man. [4]	\$0	\$0	\$0	0.0
	<b>Total</b>	<b>\$96,718</b>	<b>\$128,635</b>	<b>\$225,353</b>	<b>3,569.2</b>
	<b>FY 2021</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
	Exec. Director	\$0	\$0	\$0	0.0
	Dir. Of Planning	\$0	\$0	\$0	0.0
	Reg. Trans. Eng.	\$0	\$0	\$0	0.0
	Sr. Planners [1]	\$38,687	\$51,454	\$90,141	1,289.6
	Planners [2]	\$36,753	\$48,881	\$85,634	1,361.2
	Planning Assistant	\$19,344	\$25,727	\$45,071	841.0
	Administration [3]	\$1,934	\$2,573	\$4,507	77.4
	Financial Man. [4]	\$0	\$0	\$0	0.0
	<b>Total</b>	<b>\$96,718</b>	<b>\$128,635</b>	<b>\$225,353</b>	<b>3,569.2</b>
<b>FY 2016/17 Carryover</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>	
Exec. Director	\$0	\$0	\$0	0.0	
Dir. Of Planning	\$0	\$0	\$0	0.0	

	Reg. Trans. Eng.	\$0	\$0	\$0	0.0
	Sr. Planners [1]	\$20,570	\$27,358	\$47,927	685.7
	Planners [2]	\$19,541	\$25,990	\$45,531	723.7
	Planning Assistant	\$10,285	\$13,679	\$23,964	447.2
	Administration [3]	\$1,028	\$1,368	\$2,396	41.1
	Financial Man. [4]	\$0	\$0	\$0	0.0
	<b>Total</b>	<b>\$51,424</b>	<b>\$68,394</b>	<b>\$119,818</b>	<b>1,897.7</b>
<b>Financial Responsibility:</b>	<b>FY 2020</b>	<b>NVCOG</b>			
	Federal	\$180,282			
	State	\$22,535			
	Local	\$22,535			
	<b>Total</b>	<b>\$225,353</b>			
	<b>FY 2021</b>	<b>NVCOG</b>			
	Federal	\$180,282			
	State	\$22,535			
	Local	\$22,535			
	<b>Total</b>	<b>\$225,353</b>			
	<b>FY 2016/17 Carryover</b>	<b>NVCOG</b>			
	Federal	\$95,854			
	State	\$11,982			
Local	\$11,982				
<b>Total</b>	<b>\$119,818</b>				
<b>Functional Responsibility:</b>	Naugatuck Valley Council of Governments				

[1] Includes Senior Transportation Planner, Supervising Transportation Planner, Senior Regional Planner and Municipal Shared Services Director

[2] Includes Regional Planners, Transportation Planners I & II, GIS Coordinator & Specialist, and Municipal Shared Planner

[3] Includes Administrative Assistant

[4] Includes Finance Director and Finance Manager

DATA COLLECTION / ANALYSIS

	Federal Fiscal Year 2020				Federal Fiscal Year 2021			
Task 1	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June
<i>Transportation Database</i>								
<i>Performance Measures &amp; Targets</i>			▲			▲		
<i>Travel Demand Model</i>								
<i>Regional GIS Program</i>								
<i>Regional Profiles</i>				▲				▲

## TASK 2A: TRANSPORTATION PLANNING – REGIONAL

**Issues:**

- Aging Infrastructure:** System Preservation and Maintenance; System Enhancement; Performance Measures; Congestion Management; Advanced Technologies; Environmental Mitigation and Planning; Transportation Security – Emergency Management; Freight Movement; Regional Planning
- Recurring Congestion and Travel Delay:** System Enhancement; Performance Measures; Congestion Management; Advanced Technologies; Environmental Mitigation and Planning; Transportation Security – Emergency Management; Freight Movement; Regional Planning
- Highway Safety:** System Preservation and Maintenance, System Enhancement; Performance Measures; Advanced Technologies; Freight Movement; Regional Planning
- Under Investment in the Waterbury Branch Commuter Rail Line:** System Preservation and Maintenance; System Enhancement; Congestion Management; Advanced Technologies; Environmental Mitigation and Planning; Freight Movement; Regional Planning
- Pedestrian Safety:** System Enhancement; Performance Measures; Advanced Technologies; Regional Planning

**Objectives:** To conduct transportation planning studies on transportation system deficiencies and needs, congestion management, traffic and operations, vehicular, and integrating transportation and freight planning.

To maintain and update the MTP for the Naugatuck Valley Region to achieve improved mobility, efficiency, and effectiveness of existing systems, address transportation deficiencies, and provide congestion relief and cleaner air.

To ensure conformity of the CNVMPO's plans, programs and projects with the State Implementation Plan (SIP) for Air Quality and national air quality goals and standards.

To develop transportation policies that address major issues and are consistent with regional land use, housing, and urban development plans including socioeconomic and environmental goals.

To provide guidance for appropriate programming of both state and local transportation improvements and coordinate and collaborate with CTDOT on project selection, scoping and development under various federal transportation programs.

To administer and operate the Local Transportation Capital Improvement Program (LOTICIP).

To incorporate revisions to the Strategic Highway Safety Plan into the metropolitan transportation plan.

**Tasks:** Regional highway planning efforts will focus on assessing the highway network, identifying reasonable and effective improvements, providing technical assistance to member municipalities and considering operational and management strategies to improve performance of the existing transportation facilities. The NVCOG will continue to administer the LOTCIP program for the Naugatuck Valley planning region and work with the towns in advancing projects. Freight planning efforts will continue with continued support of the CTDOT's efforts to develop a statewide freight plan and coordination with NYMTC in the development of its freight plan. A major update of the long range transportation plan (adopted in FY 2015) will be completed and endorsed by May 2019.

Specific tasks are:

**Task 2A.1: Metropolitan Transportation Plan**

- Maintain the MTP for the Naugatuck Valley Region and as needed:
  - Determine and assess regional travel patterns and travel characteristics
  - Identify deficiencies, congestions and constraints
  - Develop travel forecasts including development, land use, and demographics
  - Identify transportation improvement projects by mode including vehicle, bus, rail, pedestrian and bicycle
  - Consider planning factors
- Incorporate revisions to the Strategic Highway Safety Plan into the MTP.
- Coordinate with CTDOT on state highway plan and revise MTP as needed to incorporate projects of statewide significance and priority into the MTP.
- Assess the MTP for impacts to low income and minority areas to ensure compliance with Environmental Justice requirements.
- Review congestion management strategies in the MTP.
- Promote transportation improvements and land uses consistent with the MTP and coordinate the MTP with local, regional, and state plans of conservation and development (POCDs).
- Continue work on the regional Plan of Conservation and Development for the Naugatuck Valley planning region consistent with the MTP and provide a framework and guide for regional sustainable land use patterns that are supported by and coordinated with the region's transportation infrastructure, and a model for future local planning efforts. The Naugatuck Valley planning region has demonstrated a commitment to planning that is supportive of transit oriented development, a range of housing and transportation opportunities, protection of the natural environment and environmental assets, access to jobs, education and services, equitable development, a vibrant economy and public safety is essential. (Note: Consultant Services may be used to prepare the Regional POCD).
- Assess opportunities to enhance tourism throughout the region and develop recommendations to improve access.

### **Task 2A.2: Traffic Operations and Technical Assistance**

- Convene the regional Transportation Technical Advisory Committee (TTAC) to guide the development of transportation improvements.
- Provide technical assistance to member municipalities, as necessary on the local road network.
- Assess traffic and highway operations on key corridors and identify capital improvement projects to preserve and enhance highway system on the state arterial network:
  - State Routes 10, 63, 68, 69, 70 and 188
  - US Highway 6
  - Route 69 between Bristol and Waterbury

### **Task 2A.3: Regional Highway Safety Program**

- Analyze crash data and determine regional safety trends.
- Create metrics to identify and assess high hazard accident locations by tabulating crash data and contributing factors. Establish base line performance and update regularly to evaluate safety improvements.
- Identify, evaluate, and seek funding to improve hazardous locations (hot spots) on local roads under the Local Road Accident Reduction Program.
- Develop a regional safety improvement program and identify low cost, effective measures to reduce crash frequency and severity.
- Assist VN engineers (under contract to the CTDOT) in developing a Regional Transportation Safety Plan for the Naugatuck Valley Council of Governments (NVCOG).

### **Task 2A.4: Congestion Management Program**

- Develop operational and management strategies to alleviate congestion and make the transportation systems operate more efficiently.
- Assess and evaluate identified congested corridors:
  - Collect delay and travel time data – available through StreetLight Data (tentative).
  - Use computer modeling to simulate travel patterns and screen congested corridors.
- Use and access NPMRDS data to develop performance measures and trends.
- Develop performance measures to establish base line performance and update regularly to evaluate progress.
- Coordinate CMP and collaborate with the CT Metro Council of Governments (MetroCOG), Capitol Region Council of Governments (CRCOG) and Western Council of Governments (WestCOG).

#### **Task 2A.5: Transportation Security and Emergency Management**

- Conduct evacuation planning and route assessment.
- Increase the security of transportation system by participating on the Region 2 Emergency Planning Team and collaborating with local municipal and private emergency service providers and CT DEHMS in emergency operations planning and emergency support functions (ESF), related to ESF-1 (Transportation).
- Assess and promote the security at various regional transportation centers including but not limited to the Waterbury rail station.

#### **Task 2A.6: Environmental Mitigation**

- Determine air quality conformity of the CNVMPO's transportation plans, programs and projects and continue coordination with CTDOT and Department of Energy and Environmental Protection.
- Conduct environmental assessments of transportation improvements:
  - Storm water management; run-off.
- Coordinate major planning studies and consider environmental impacts of transportation projects as part of NEPA and CEPA processes.
- Prepare the Air Quality Conformity Statement for CNVMPO transportation projects, plans and programs.
- Assist municipalities with local emergency planning, including the identification of critical facilities and transportation systems in local pre-disaster mitigation plans and maps. Update local pre-disaster mitigation plans, if needed.

#### **Task 2A.7: LOTCIP**

- Administer the state-funded LOTCIP program for the NVCOG planning region.
- Solicit project proposals from member communities for the NVCOG area.
- Assist municipalities in pre-screening project proposals.
- Review applications for eligibility and completeness.
- Prioritize projects and forward applications to CTDOT.
- Assist municipalities in conducting the public review process and participate in LOTCIP meetings, as needed.
- Project scope development and review (LOTCIP funded).
- Coordinate and participate in third party review of design plans (LOTCIP funded).
- Process final design plans and submittals to CTDOT for project obligation (LOTCIP funded).

#### **Task 2A.8: Freight Planning**

- Publish and maintain a regional freight profile.
  - Review and inventory freight and goods movement data in the Naugatuck Valley region;

- Identify commodity flows, modes, type of freight moved;
  - Locate warehouses and intermodal facilities.
  - Identify areas with deficient freight infrastructure and areas of freight demand.
- Identify infrastructure constraints
  - Low clearance and weight restricted bridges.
- Work with the Borough of Naugatuck on developing an Inland Port and intermodal transfer center concept, including extracting international trade flow data from WISER Trade.
- Develop performance measures using available data sources to establish base line performance and update regularly to evaluate progress
- Coordinate and work with CTDOT on the statewide freight plan
- Identify critical freight routes.
- Determine freight issues and needs.
- Develop freight stakeholders committee.

**Deliverables:**

- FFY 2019-2045 Metropolitan Transportation Plan, revisions as needed.
- Regional Plan of Conservation and Development
- Congestion Management Process Report
- Regional Highway Safety Plan
- Air Quality Conformity Statements for Ozone for the NY-NJ-LI Non-attainment area
- Air Quality Conformity Statements for Ozone for the Greater Connecticut Non-attainment area
- Air Quality Conformity Statements for PM2.5 for the NY-NJ-CT Non-attainment area
- LOTCIP project applications
- LOTCIP program quarterly reports
- Regional Freight Inventory and Profile

## TASK BUDGET: TRANSPORTATION PLANNING – REGIONAL

<i>Budget</i>	FY 2020	FY 2021	Total	FY 2016/17 Carryover
Direct Labor	\$64,479	\$64,479	\$128,958	\$34,282
BFO @1.33	\$85,757	\$85,757	\$171,514	\$45,595
Other Direct	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$150,236</b>	<b>\$150,236</b>	<b>\$300,472</b>	<b>\$79,877</b>
<b>Staff Allocation:</b>				
FY 2020	Direct Labor	BFO	Total	Hours
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$11,606	\$15,436	\$27,042	207.3
Reg. Trans. Eng.	\$6,448	\$8,576	\$15,024	137.2
Sr. Planners [1]	\$19,344	\$25,727	\$45,071	644.8
Planners [2]	\$19,344	\$25,727	\$45,071	716.4
Planning Assistant	\$6,448	\$8,576	\$15,024	280.3
Administration [3]	\$1,290	\$1,715	\$3,005	51.6
Financial Man. [4]	\$0	\$0	\$0	0.0
<b>Total</b>	<b>\$64,479</b>	<b>\$85,757</b>	<b>\$150,237</b>	<b>2,037.6</b>
FY 2021	Direct Labor	BFO	Total	Hours
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$11,606	\$15,436	\$27,042	207.3
Reg. Trans. Eng.	\$6,448	\$8,576	\$15,024	137.2
Sr. Planners [1]	\$19,344	\$25,727	\$45,071	644.8
Planners [2]	\$19,344	\$25,727	\$45,071	716.4
Planning Assistant	\$6,448	\$8,576	\$15,024	280.3
Administration [3]	\$1,290	\$1,715	\$3,005	51.6
Financial Man. [4]	\$0	\$0	\$0	0.0
<b>Total</b>	<b>\$64,479</b>	<b>\$85,757</b>	<b>\$150,237</b>	<b>2,037.6</b>
FY 2016/17 Carryover	Direct Labor	BFO	Total	Hours
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$6,171	\$8,207	\$14,378	110.2

	Reg. Trans. Eng.	\$3,428	\$4,560	\$7,988	72.9
	Sr. Planners [1]	\$10,285	\$13,679	\$23,963	342.8
	Planners [2]	\$10,285	\$13,679	\$23,963	380.9
	Planning Assistant	\$3,428	\$4,560	\$7,988	149.1
	Administration [3]	\$686	\$912	\$1,598	27.4
	Financial Man. [4]	\$0	\$0	\$0	0.0
	<b>Total</b>	<b>\$34,282</b>	<b>\$45,595</b>	<b>\$79,878</b>	<b>1,083.3</b>
<b>Financial Responsibility:</b>	<b>FY 2020</b>	<b>NVCOG</b>			
	Federal	\$120,189			
	State	\$15,024			
	Local	\$15,024			
	<b>Total</b>	<b>\$150,236</b>			
	<b>FY 2021</b>	<b>NVCOG</b>			
	Federal	\$120,189			
	State	\$15,024			
	Local	\$15,024			
	<b>Total</b>	<b>\$150,236</b>			
	<b>FY 2016/17 Carryover</b>	<b>NVCOG</b>			
	Federal	\$63,902			
	State	\$7,988			
Local	\$7,988				
<b>Total</b>	<b>\$79,877</b>				
<b>Functional Responsibility:</b>	Naugatuck Valley Council of Governments				

[1] Includes Senior Transportation Planner, Supervising Transportation Planner, Senior Regional Planner and Municipal Shared Services Director

[2] Includes Regional Planners, Transportation Planners I & II, GIS Coordinator & Specialist and Municipal Shared Planner

[3] Includes Administrative Assistant

[4] Includes Finance Director and Finance Manager

## TASK SCHEDULE: TRANSPORTATION PLANNING – REGIONAL

Task 2A	Federal Fiscal Year 2020				Federal Fiscal Year 2021			
	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June
<i>MTP</i>								
<i>Technical Assistance</i>						▲		
<i>Regional Highway Safety Program</i>				▲				▲
<i>Congestion Management</i>			▲				▲	
<i>Emergency Management</i>								
<i>Environmental Mitigation</i>		▲				▲		
<i>LOTICIP</i>								
<i>Freight Planning</i>	▲				▲			

## Transportation Planning -- Regional

Task 2A	Federal Fiscal Year 2020				Federal Fiscal Year 2021			
	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June
<i>MTP</i>								
<i>Technical Assistance</i>								
<i>Regional Highway Safety Program</i>				▲				▲
<i>Congestion Management</i>			▲				▲	

<i>Emergency Management</i>	■		■		■		■	
<i>Environmental Mitigation</i>		▲				▲		
<i>LOTICIP</i>	■	■	■	■	■	■	■	■
<i>Freight Planning</i>	▲			■	▲			■

## TASK 2B: TRANSPORTATION PLANNING – TRANSIT

**Issues:**

- Aging Infrastructure:** System Preservation and Maintenance; System Enhancement; Performance Measures(TAMP); Congestion Management; Advanced Technologies; Environmental Mitigation and Planning; Transportation Security – Emergency Management; Regional Planning
- Recurring Congestion and Travel Delay:** System Preservation and Maintenance; System Enhancement; Performance Measures; Congestion Management; Advanced Technologies; Regional Planning
- Under Investment in the Waterbury Branch Commuter Rail Line:** System Preservation and Maintenance; System Enhancement; Congestion Management; Advanced Technologies; Environmental Mitigation and Planning; Transportation Security – Emergency Management; Freight Movement; Regional Planning
- Fragmented Local Bus Service:** System Preservation and Maintenance; System Enhancement; Congestion Management; Advanced Technologies; Environmental Mitigation and Planning; Regional Planning
- ADA Paratransit Service Gaps:** System Preservation and Maintenance; System Enhancement; Advanced Technologies; Regional Planning

**Objectives:** To promote a balanced transportation system by working with public transit operators in evaluating regional and local transit system deficiencies, capital and operating needs, multi-modal opportunities, and the coordination of inter-district and intra-district bus services.

To provide technical and planning assistance in conducting transit planning studies, assessing and determining transit capital priorities to update the 10-year capital plan, and identifying facility capital needs.

To maintain a coordination plan for human service transportation (LOCHSTP).

To assess long term bus, commuter rail and multi-modal facility needs, including actions and strategies to incentivize and promote transit-oriented districts and corridors, assess opportunities for alternate transit services and modes, improve bus stops, signage and shelters, and enhance transit security and safety.

To incorporate proposed transit capital, service and operations plans into the MTP.

**Tasks:** Transit planning tasks focus on local bus, commuter rail, and paratransit services in the Naugatuck Valley Region. The NVCOG will complete work on the Waterbury Area Transit Study and promote implementation of low cost short term adjustments of the bus route network. Transit planning tasks also provide coordinated assessment of human service transportation services and assistance in planning near term and future local bus services and facilities. Included in this activity will be oversight of services provided by the Greater Waterbury Transit

District. The NVCOG also works with area transit providers on short and long term capital needs. In its capacity as the designated recipient of FTA funds, the NVCOG will provide planning assistance to the Valley Transit District, including development and update of the 10-year capital plan and assessment of transit capital and operational needs. Planning efforts focus on alternative transportation modes to promote transit oriented and supportive districts. Rail station capital and parking needs are identified and evaluated, as well as improving access via local bus services. Transit planning tasks also focus on improved coordination of inter-regional bus operations

Specific tasks are:

**Task 2B.1: 10-Year Plan**

- Work with North East Transportation and the CT Transit-Waterbury Division to develop and update the 10-year capital improvement program: fleet replacement, facility improvements and rehabilitation, and bus shelter program.
- Incorporate capital improvement plan into the MTP.
- Coordinate with the CTDOT on amending the TIP/STIP to incorporate bus capital priorities as reflected in the 10-year capital plan.

**Task 2B.2: Local Bus System Planning**

- Evaluate local, fixed-route system needs for the Greater Waterbury area, determine service gaps and opportunities, and identify operational improvements – bus stops, shelters and sign amenities, internet trip planning, and vehicle location systems.
- Review projects funded under the FTA Sections 5307 capital programs, including transit enhancements and include in the TIP.
- Conduct bus system TOD buildout study.
- Develop priority shelter replacement recommendations based on current and previous analysis.

**Task 2B.3: Local Human Service Transportation Coordinating Planning**

- Provide technical assistance to regional municipalities and the Greater Waterbury Transit District in coordinating priorities and projects for special transportation services funded under the State Municipal Grant program (C.G.S. 13b-38bb) for senior and disabled demand responsive transportation.
- Develop regional priorities for the FTA Section 5310 program to fund vehicle purchases for private non-profit and public organizations and other transportation services for people with disabilities, and coordinate grant applications and continue to work closely with CTDOT, paratransit operators and municipal human service transportation providers on formula funding for elderly persons and persons with disabilities.

- Work with local agencies and stakeholders, neighboring COGs, and CTDOT in developing and updating the Locally Coordinated Human Services Transportation Plan (LOCHSTP), identifying gaps and setting project priorities.
- Participate on advisory committees and planning meetings relating to the jobs access program and the Regional Mobility Manager program.

**Task 2B.4: Commuter Rail**

- Inventory and evaluate Waterbury Branch Line stations and infrastructure including passenger amenities, information kiosks, platforms, shelters, parking, and canopies.
- Identify rail parking needs utilizing parking counts, parking supply, and the condition at commuter rail stations along the Waterbury Branch Line.
- Work with CTDOT in advancing proposed Waterbury Branch Line improvements and enhancements, specifically the planned positive train control, signal system design and passing sidings.
- Work with CTDOT in programming long term improvements to and rehabilitation of the Waterbury Branch Line.
- Continue to monitor and review planning documents and recommendations related to the *NEC Future* planning program and provide comments, as needed.

**Task 2B.5: Alternative Transportation Modes Assessment**

Administrative oversight of this project is a continuation from the preceding UPWP. The study assesses and identifies opportunities for implementing alternative transportation modes within the Route 8 and Waterbury branch line corridors (expected to be completed by October 1, 2019). The project is being funded under two FTA grants (Section 5339 and 5307) with match funds provided under the state TOD Pilot Program. Planning support for this project is also being provided in the FY 2020-2021 UPWP.

- Administer and oversee Consultant services related to conducting the study.
- Assist in the alternative transportation modes assessment and in the development of alternative services and modes plans.
- Collect data and generate maps, as needed, to supplement work.
- Promote recommendations developed from the Route 8/Waterbury Branch Line Corridors Alternative Modes project to harness public transit and create livable communities:
  - Promote the strategies and actions to enhance and facilitate north-south travel along the Route 8 corridor and the Waterbury Branch Line and link commuter rail stations and associated transit oriented and supportive districts in the region.
- Promote safety, livable communities, and environmental sustainability in planning activities.

- Encourage and assist municipalities with adopting transit-supportive land use policies and developing plans and strategies to create transit-oriented districts in the vicinity of the commuter rail stations.
- Encourage greater integration and connectivity between rail and bus.
- Assess recommendations for capital improvements both to the WBL and rolling stock needed to meet recommended levels of service

#### **Task 2B.6 Naugatuck Valley Transit Governance Study**

Federally required Complementary ADA paratransit services are operated in the greater Waterbury area by NET under contract with CT*transit*-Waterbury; the Greater Waterbury Transit District oversees and administers certain additional paratransit services in its eight-town area, also operated by NET, under contract with the CTDOT. First identified in the preceding UPWP, no substantial work has been completed. This planning study will evaluate the current ADA paratransit services for the entire region and affiliated governance, assess alternative governance structures, including the feasibility of merging GWTD with VTD to create a single transit district for the Naugatuck Valley planning region.

- Evaluate the current governance structure of the Greater Waterbury Transit District and conduct a SWOT analysis.
- Evaluate current oversight of ADA paratransit services operated by CT*transit*-Waterbury
- Review state statutes relating to the formation, operation and dissolution of transit districts.
- Convene stakeholder / advisory committee to evaluate issues and the need for alternative methods to deliver paratransit services.
- Identify the gaps in human service transportation in the Naugatuck Valley planning region.
- Conduct a study to determine the feasibility of consolidating and merging the Greater Waterbury Transit District and the Valley Transit District.
- Develop a governance plan for paratransit services in the Naugatuck Valley planning region covering the financial plan, district management, administration and oversight, and governing board make-up.
- Develop an implementation plan for integrating operating services, information and customer service.
- Review current services and operating statistics, including demographics, description of services, governance, inventory of rolling stock, vehicles and physical infrastructure, operating statistics, and financial data.
- Coordination with CTDOT.
- If needed, select consultant to conduct governance study and oversee and administer contract and scope of work.

**The NVCOG is allocating \$250,000 in FY 2016/2017 Carryover funds for consultant engineering services to complete this task.**

**Deliverables:**

- 10-Year local bus capital improvement plan – CT*transit*-Waterbury Division
- FTA Section 5307 regional priority list – CT*transit*-Waterbury Division
- FTA Section 5310 regional priority list – NVCOG Region
- Municipal Grant Program applications – NVCOG Region
- Waterbury Branch Rail Line improvement program
- Route 8 and Waterbury Branch Line Corridor TOD and Alternative Modes Assessment reports
- TOD Plans – station area plans
- Naugatuck Valley Transit Governance Plan

## TASK BUDGET: TRANSPORTATION PLANNING – TRANSIT

<i><b>Budget</b></i>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total</b>	<b>FY 2016/17 Carryover</b>
Direct Labor	\$32,239	\$32,239	\$64,478	\$17,141
BFO @1.33	\$42,878	\$42,878	\$85,756	\$22,798
CE Transit Study	\$0	\$0	\$0	\$250,000
<b>Total</b>	<b>\$75,117</b>	<b>\$75,117</b>	<b>\$150,234</b>	<b>\$289,939</b>
<b>Staff Allocation:</b>				
<b>FY 2020</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$3,869	\$5,145	\$9,014	69.1
Reg. Trans. Eng.	\$0	\$0	\$0	0.0
Sr. Planners [1]	\$13,218	\$17,580	\$30,798	440.6
Planners [2]	\$12,896	\$17,151	\$30,047	477.6
Planning Assistant	\$1,612	\$2,144	\$3,756	70.1
Administration [3]	\$645	\$858	\$1,502	25.8
Financial Man. [4]	\$0	\$0	\$0	0.0
<b>Total</b>	<b>\$32,239</b>	<b>\$42,878</b>	<b>\$75,117</b>	<b>1,083.2</b>
<b>FY 2021</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$3,869	\$5,145	\$9,014	69.1
Reg. Trans. Eng.	\$0	\$0	\$0	0.0
Sr. Planners [1]	\$13,218	\$17,580	\$30,798	440.6
Planners [2]	\$12,896	\$17,151	\$30,047	477.6
Planning Assistant	\$1,612	\$2,144	\$3,756	70.1
Administration [3]	\$645	\$858	\$1,502	25.8
Financial Man. [4]	\$0	\$0	\$0	0.0
<b>Total</b>	<b>\$32,239</b>	<b>\$42,878</b>	<b>\$75,117</b>	<b>1,083.2</b>
<b>FY 2016/17 Carryover</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$2,057	\$2,736	\$4,793	36.7
Reg. Trans. Eng.	\$0	\$0	\$0	0.0

	Sr. Planners [1]	\$7,028	\$9,347	\$16,375	234.3
	Planners [2]	\$6,856	\$9,119	\$15,975	253.9
	Planning Assistant	\$857	\$1,140	\$1,997	37.3
	Administration [3]	\$343	\$456	\$799	13.7
	Financial Man. [4]	\$0	\$0	\$0	0.0
	Total	\$17,141	\$22,798	\$39,939	575.9
<b>Financial Responsibility:</b>	<b>FY 2020</b>	<b>NVCOG</b>			
	Federal	\$60,094			
	State	\$7,988			
	Local	\$7,988			
	Total	\$75,117			
	<b>FY 2021</b>	<b>NVCOG</b>			
	Federal	\$60,094			
	State	\$7,988			
	Local	\$7,988			
Total	\$75,117				
<b>Functional Responsibility:</b>	<b>FY 2016/17 Carryover</b>	<b>NVCOG</b>			
	Federal	\$231,951			
	State	\$28,994			
	Local	\$28,994			
	Total	\$289,939			
		Naugatuck Valley Council of Governments			

[1] Includes Senior Transportation Planner, Supervising Transportation Planner, Senior Regional Planner and Municipal Shared Services Director

[2] Includes Regional Planners, Transportation Planners I & II, GIS Coordinator & Specialist and Municipal Shared Planner

[3] Includes Administrative Assistant

[4] Includes Finance Director and Finance Manager

## TASK SCHEDULE: TRANSPORTATION PLANNING – TRANSIT

Task 2B	Federal Fiscal Year 2020				Federal Fiscal Year 2021			
	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June
<i>10-Year Capital Plan</i>		▲				▲		
<i>Local Bus Planning</i>								
<i>LOCHSTP</i>				▲				▲
<i>Commuter Rail</i>								
<i>Alternative Modes</i>		▲			▲			
<i>Transit Governance</i>			▲			▲		▲

## TASK 2C: TRANSPORTATION PLANNING – ACTIVE TRANSPORTATION

**Issues:**

**Aging Infrastructure:** System Preservation and Maintenance; System Enhancement; Multi-modal Opportunities; Alternative Transportation Modes; Regional Planning

**Highway Safety:** System Preservation and Maintenance; System Enhancement; Bicycle Planning Activities; Pedestrian Planning Activities; Regional Trail Network; Alternative Transportation Modes; TOD Opportunities; Regional Planning

**Expand and Maintain Multi-use Greenway and Trail Facilities:** System Preservation and Maintenance; System Enhancement; Bicycle Planning Activities; Pedestrian Planning Activities; Regional Trail Network; Multi-modal Opportunities; Alternative Transportation Modes; TOD Opportunities; Regional Planning

**Pedestrian Safety:** System Preservation and Maintenance; System Enhancement; Pedestrian Planning Activities; Alternative Transportation Modes; TOD Opportunities; Regional Planning

**Objectives:** To promote a balanced transportation system to create safe, livable communities and environmental sustainability through enhanced access to transportation alternatives and efficient, effective and convenient non-motorized modes of transportation and active transportation facilities. A focus will be placed on the identification of deficiencies in pedestrian and bicycle system connectivity in an effort to establish a contiguous network.

The key objectives of this planning task are to:

- Decrease per-capita VMT and transportation-related emissions for the corridor;
- Increase the miles of constructed multi-use trails;
- Promote the economic benefits of constructing the Naugatuck River Greenway; and
- Promote public health and safety through enhancements to the bicycle and pedestrian facilities and networks.

**Tasks:** Under this task, the NVCOG will coordinate multiple and inter-related planning tasks to create an interconnected network of multi-use trails, ensure pedestrian safety and promote livable and sustainable communities, including continued involvement in the design and construction of the Naugatuck River Greenway. The NVCOG will promote the findings of the NRG economic impact study and implementation of uniform signage design. The NVCOG will use its participation on Sustainable CT Working Groups to inform the update of the long range transportation plan.

Specific tasks are:

### **Task 2C.1: Regional Multi-use Trail Planning**

- Work on enhancing regional trail and greenway systems including the Naugatuck River Greenway, Middlebury Greenway, the Steele Brook Greenway and Farmington Heritage Canal Trail.
- Participate in the Waterbury Naugatuck River Greenway Design Project (Phase 1) and assist Waterbury in advancing the project through the city.
- Provide technical assistance to member communities on respective greenway and multi-use trail projects.
- Provide administrative support to the Naugatuck River Greenway steering committee, including acting as staff to the NRGSC, preparing meeting agendas, posting meeting minutes, and providing website content.
- Oversee the Connecticut Trail Census project for the CT Greenways Council, including administering projects, conducting trail counts, preparing survey tool, and tabulating and analyzing data.

### **Task 2C.2: Naugatuck River Greenway Economic Impact Study**

The economic impact study for the Naugatuck River Greenway was completed and published in FY 2017. The NVCOG will:

- Continue to promote the findings from the study by participating in community outreach and education efforts and presenting study findings to municipal boards and commissions.
- Promote the economic benefits from NRG construction.

### **Task 2C.3: Regional Bicycle Plan**

First identified in the preceding UPWP, work will begin to develop a regional bicycle plan.

- Develop the regional bicycle plan.
- Assess and address bicycle and vehicular needs, and determine opportunities for expanding bicycle facilities in a regional bicycle plan.
- Work with and provide technical assistance to the municipalities in the NVCOG planning region on implementing a bicycle route network, including assessment and evaluation of proposed routes, project scoping, and project design approach, and ensuring consistency with guidelines and standards.
- Conduct a study on a possible east-west bike route from Forestville to Thomaston.

### **Task 2C.4: Regional Pedestrian Safety Plan**

The NVCOG finalized and adopted regional pedestrian safety plan in FY 2019. The NVCOG will:

- Maintain and update data and maps, as needed.
- Assess and address pedestrian needs, and determine opportunities for expanding pedestrian facilities and providing pedestrian amenities.
- Reach out to member municipalities and present findings from the safety plan and promote measures to improve safety.
- Extract and analyze pedestrian-related crash data and publish findings and performance in an annual update.
- Continue developing a Safe Routes to School program, as necessary, and assist member communities in developing SRTS plans.

#### **Task 2C.5: Livability and Sustainability Program**

- Develop a complete streets and green infrastructure policy and plan for the Naugatuck Valley planning region.
- Identify green infrastructure elements that can be incorporated in transportation improvement projects.
- Assess potential impacts to the region’s transportation systems due to climate change and natural hazards, and develop strategies to minimize and mitigate impacts and make the systems more resilient.
- Develop web page on the NVCOG website that focuses on climate change and livability to promote safety, livable communities and environmental sustainability.
- Provide working space and support to *Sustainable CT* Fellow
- Support NVCOG municipalities in pursuing accreditation in the *Sustainable CT* program
- Incorporate livability and sustainability principles into the MTP.

#### **Task 2C.6: Oxford Main Street (Route 67) Alternative Transportation Study**

Oxford Road (State Route 67) serves as the Town of Oxford’s main street, anchoring the community’s civic and commercial centers. However, these services are dispersed along the corridor and no pedestrian or cycling amenities are available making an automobile necessary to complete most trips. Additionally, speeds are excessive along the corridor with no visual cues to alert motorists that they are driving through the community center and may encounter walkers or bicyclists creating hazardous conditions. And while access to Metro North rail and CTtransit bus services are available in neighboring Seymour, there are currently no transit options for residents to access them. Therefore, the CNVMPO will solicit for a consultant to study the corridor and provide the community with a plan to address the lack of pedestrian, bicycle and transit connections and access along Oxford Road and development and identify the termini for a pedestrian and bicycle network along Route 67. The plan will determine actions for the following:

- Linking to the sidewalk network in Seymour;

- Calming traffic and creating pedestrian walkways in the vicinity of the Oxford government and municipal center;
- Constructing a multi-use path along the Little River which parallels Route 67 and crosses it at several locations;
- Constructing a walkway to connect the municipal government center with the newly opened Quarry Walk development and extending it to Seymour
- Connecting the walkways and multi-use paths along Route 67 to the Larkin State Park Trail; and
- Defining a trolley/bus shuttle service and route to operate along Route 67 to provide an option for residents and connect the government center, commercial and retail uses, and the Quarry Walk development to the Seymour train station.
- Coordination with CTDOT.

**The NVCOG is allocating \$150,000 in FY 2016/2017 Carryover funds for consultant engineering services to complete this task.**

**Deliverables:**

- Regional Bicycle Plan
- Regional Pedestrian Safety Plan (final)
- CT Trails Census reports
- Trail User Surveys
- Economic Impact Study of the Naugatuck River Greenway – Municipal Summary Sheets
- Regional Complete Streets Policy and Plan
- Climate Change Resiliency assessment
- Oxford Road Alternative Transportation Modes Corridor Plan

## TASK BUDGET: TRANSPORTATION PLANNING – ACTIVE TRANSPORTATION

<i><b>Budget</b></i>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total</b>	<b>FY 2016/17 Carryover</b>
Direct Labor	\$32,239	\$32,239	\$64,478	\$17,141
BFO @1.33	\$42,878	\$42,878	\$85,756	\$22,798
CE Alt Trans Plan	\$0	\$0	\$0	\$150,000
<b>Total</b>	<b>\$75,117</b>	<b>\$75,117</b>	<b>\$150,234</b>	<b>\$189,939</b>
<b>Staff Allocation:</b>				
<b>FY 2020</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$4,836	\$6,432	\$11,268	86.4
Reg. Trans. Eng.	\$0	\$0	\$0	0.0
Sr. Planners [1]	\$13,540	\$18,009	\$31,549	451.3
Planners [2]	\$10,316	\$13,721	\$24,037	382.1
Planning Assistant	\$2,902	\$3,859	\$6,761	126.2
Administration [3]	\$645	\$858	\$1,502	25.8
Financial Man. [4]	\$0	\$0	\$0	0.0
<b>Total</b>	<b>\$32,239</b>	<b>\$42,878</b>	<b>\$75,117</b>	<b>1,071.7</b>
<b>FY 2021</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$4,836	\$6,432	\$11,268	86.4
Reg. Trans. Eng.	\$0	\$0	\$0	0.0
Sr. Planners [1]	\$13,540	\$18,009	\$31,549	451.3
Planners [2]	\$10,316	\$13,721	\$24,037	382.1
Planning Assistant	\$2,902	\$3,859	\$6,761	126.2
Administration [3]	\$645	\$858	\$1,502	25.8
Financial Man. [4]	\$0	\$0	\$0	0.0
<b>Total</b>	<b>\$32,239</b>	<b>\$42,878</b>	<b>\$75,117</b>	<b>1,071.7</b>
<b>FY 2016/17 Carryover</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$2,571	\$3,420	\$5,991	45.9

	Reg. Trans. Eng.	\$0	\$0	\$0	0.0
	Sr. Planners [1]	\$7,199	\$9,575	\$16,774	240.0
	Planners [2]	\$5,485	\$7,295	\$12,780	203.2
	Planning Assistant	\$1,543	\$2,052	\$3,594	67.1
	Administration [3]	\$343	\$456	\$799	13.7
	Financial Man. [4]	\$0	\$0	\$0	0.0
	<b>Total</b>	<b>\$17,141</b>	<b>\$22,798</b>	<b>\$39,938</b>	<b>569.8</b>
<b>Financial Responsibility:</b>	<b>FY 2020</b>	<b>NVCOG</b>			
	Federal	\$60,094			
	State	\$7,512			
	Local	\$7,512			
	<b>Total</b>	<b>\$75,117</b>			
	<b>FY 2021</b>	<b>NVCOG</b>			
	Federal	\$60,094			
	State	\$7,512			
	Local	\$7,512			
	<b>Total</b>	<b>\$75,117</b>			
	<b>FY 2016/17 Carryover</b>	<b>NVCOG</b>			
	Federal	\$151,951			
	State	\$18,994			
Local	\$18,994				
<b>Total</b>	<b>\$189,939</b>				
<b>Functional Responsibility:</b>	Naugatuck Valley Council of Governments				

[1] Includes Senior Transportation Planner, Supervising Transportation Planner, Senior Regional Planner and Municipal Shared Services Director

[2] Includes Regional Planners, Transportation Planners I & II, GIS Coordinator & Specialist and Municipal Shared Planner

[3] Includes Administrative Assistant

[4] Includes Finance Director and Finance Manager

## TASK SCHEDULE: TRANSPORTATION PLANNING – ACTIVE TRANSPORTATION

Task 2C	Federal Fiscal Year 2020				Federal Fiscal Year 2021			
	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June
<i>Regional Trail Planning</i>								
<i>NRG Economic Study</i>	▲		▲		▲		▲	
<i>Regional Bicycle Plan</i>				▲				▲
<i>Regional Pedestrian Safety Plan</i>	▲			▲			▲	
<i>Sustainability Program</i>								

### TASK 3: PROGRAM MANAGEMENT AND ADMINISTRATION

Issues: **Aging Infrastructure:** Highway System Enhancement; Highway System Preservation; Advanced Technologies (ITS); Transportation Security; Flexibility in Highway Design; Freight Movement; Environmental Planning and Mitigation; Public Involvement; Environmental Justice; Regional Planning  
**Recurring Congestion and Travel Delay:** Highway System Enhancement; Congestion Management Process; Advanced Technologies (ITS); Multimodal Opportunities; Flexibility in Highway Design; Freight Movement; Public Involvement; Environmental Justice; Economic Development; Regional Planning  
**Highway Safety:** Highway System Enhancement; Advanced Technologies (ITS); Transportation Security; Flexibility in Highway Design; Freight Movement; Public Involvement; Environmental Justice; Regional Planning  
**Under Investment in the Waterbury Branch Commuter Rail Line:** Highway System Enhancement; Highway System Preservation; Preserve and Maintain Public Transportation Services; Multimodal Opportunities; Transportation Security; Freight Movement; Public Involvement; Environmental Justice; Economic Development; Regional Planning  
**Fragmented Local Bus Service:** Highway System Enhancement; Preserve and Maintain Public Transportation Services; Advanced Technologies (ITS); Multimodal Opportunities; Public Involvement; Environmental Justice; Economic Development; Regional Planning  
**ADA Paratransit Service Gaps:** Highway System Enhancement; Preserve and Maintain Public Transportation Services; Multimodal Opportunities; Public Involvement; Regional Planning  
**Expand and Maintain Multi-use Greenway and Trail Facilities:** Highway System Enhancement; Multimodal Opportunities; Bicycle and Pedestrian Activities; Environmental Planning and Mitigation; Public Involvement; Environmental Justice; Economic Development; Regional Planning  
**Pedestrian Safety:** Highway System Enhancement; Advanced Technologies (ITS); Multimodal Opportunities; Bicycle and Pedestrian Activities; Flexibility in Highway Design; Public Involvement; Environmental Justice; Regional Planning

Objectives: To conduct administration and program management functions necessary to carry-out the planning tasks included in the UPWP, including amending the UPWP, as needed, and preparing and submitting quarterly progress and financial reports.

To coordinate transportation and transit planning activities and tasks.

To develop, select, scope and evaluate projects for funding under the FHWA's Surface Transportation Block Grant Program: Urban (STBG Waterbury Urban Area), Transportation Alternatives Program Set-aside funds (TAP), and Congestion Mitigation and Air Quality.

To advise and inform participating agencies of program substance and expenditures.

To participate in and provide administrative support to study advisory committees, as necessary.

To assist member municipalities and regional transit operators with the preparation of applications for state and federal funds.

**Tasks:** Administer and manage the transportation planning program in the Central Naugatuck Valley planning region, as detailed in the FY 2020 and 2021 Unified Planning Work Program. The NVCOG will conduct a proactive public involvement process in accordance with its adopted public participation policy.

Specific tasks are:

**Task 3.1: UPWP**

- Amend the FY 2020-2021 UPWP, as needed.
- Prepare and submit quarterly progress and financial reports.
- Prepare the FY 2022-2023 UPWP.

**Task 3.2: CTDOT Coordination**

- Coordinate on developing and implementing Performance Measures.
- Coordinate on travel demand modeling.
- Coordinate with revisions to land use forecasts.
- Participate in the local road accident reduction program.
- Revise, as necessary, the functional classification system to reflect changes in the urbanized area.
- Coordinate work on regional transportation, transit and engineering programs, projects and studies to maximize efficiency.
- Attend and participate in monthly COG coordination meetings and conference calls with CTDOT.
- Coordinate and work with CTDOT and adjacent MPO's on the future re-designation of MPO boundaries.

**Task 3.3: Administration**

- Administer the regional transportation planning programs, as detailed in the FY 2020 and 2021 Unified Planning Work Program.
- Prepare the annual audit of the UPWP.

**Task 3.4: Grant Applications**

- Prepare grant applications and work programs for special studies, as needed.
- Assist member communities and regional transit operators in preparing project applications under various federal transportation funding programs, as needed.
- Assist member communities in preparing project applications under LOTCIP program.

### **Task 3.5: Highway Project Development**

- Identify new project proposals for funding under various federal aid programs and work with the municipalities and CTDOT in determining project eligibility, developing project scopes, preparing applications and evaluating proposals.
- Monitor the STBG urban program.
- Participate in CTDOT Project Concept Development process and coordinate with the CTDOT Office of Highway Design on state and local road improvement projects.
- Review and comment on the CTDOT five-year capital. The CTDOT will provide NVCOG a draft five-year capital plan for review and will meet with the NVCOG to discuss comments.
- Work with CTDOT and member municipalities on identifying possible projects for funding under the STBG Transportation Alternatives Set-aside Program and Congestion Mitigation and Air Quality and monitor project development and implementation. The NVCOG will work and coordinate with WestCOG, MetroCOG, SCRCOG, and CRCOG on developing a TA project selection and evaluation rating form.
- Work with the municipalities and provide technical assistance in determining project eligibility, developing project scopes, preparing applications and evaluating proposals relating to these programs.
- Establish and refine regional highway priorities.

### **Task 3.6: Transit Programming**

- Work with CT Transit to program bus capital projects in the TIP and incorporate local bus transit needs into the TIP/STIP under the FTA Section 5307, 5309, and 5310 programs.
- Work with CT Transit in determining project scopes, preparing applications and evaluating proposals.
- Establish and refine regional transit capital priorities to be funded by FTA Section 5307, 5309, 5310, 5316 and 5317, and help municipalities establish and fund operational priorities for the elderly and disabled under the Municipal Grant Program.

### **Task 3.7: Policy**

- Monitor and review federal Notices of Proposed Rulemaking (NPRM) related to the transportation planning process and offer comments and recommendations, as appropriate, including but not limited to MPO coordination, performance measures, transit planning, and transportation performance management rules.
- Establish and refine regional transportation policies.

### **Task 3.8: Public Participation Program**

The NVCOG updated its Public Outreach Policy and Environmental Justice Policy in FY 2017. Both policies provide structure to federal and state requirements to involve and inform the public at all stages in the planning process and were made available in English and in Spanish. The NVCOG is in the process of revising its Title VI Policy adopted in 2016.

- Adhere to the Public Outreach and Environmental Justice policies and ensure a proactive engagement with the public.
- Participate in meetings of the CNVMPO.
- Make presentations at CNVMPO and NVCOG meetings on transportation plans, programs and projects.
- Convene and hold meetings of the Transportation Technical Advisory Committee (TTAC) to provide face-to-face opportunities to discuss and exchange ideas regarding transportation issues, deficiencies and solutions.
- Periodically assess effectiveness of the public involvement process.
- Provide reports, documents, plans and summaries in user-friendly format and post on NVCOG website.
- Hold public information meetings on plans, program and projects at convenient and accessible places and times, including utilizing a “go to them” strategy, provide community outreach to inform and involve community groups, and offer assistance to the hearing impaired and persons with limited English proficiency.
- Maintain the NVCOG website and post transportation news, documents, summaries, actions, plans and programs. Solicitation of professional services and products will be posted on the NVCOG website.
- Revise the existing Title VI plan to expressly include an analysis for the entire region

#### **Deliverables:**

- Quarterly UPWP progress reports
- FY 2022-2023 UPWP
- Grant applications
- Highway Project programming
- Transit programming
- Transportation Policies
- Public Outreach Policy
- Environmental Justice Policy
- Public information sessions
- NVCOG website
- Regional Title VI Policy

## TASK BUDGET: PROGRAM MANAGEMENT AND ADMINISTRATION

<i><b>Budget</b></i>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total</b>	<b>FY 2016/17 Carryover</b>	
Direct Labor	\$48,359	\$48,359	\$96,718	\$25,712	
BFO @1.33	\$64,317	\$64,317	\$128,634	\$34,197	
Other Direct	\$21,000	\$21,000	\$42,000	\$0	
<b>Total</b>	<b>\$133,676</b>	<b>\$133,676</b>	<b>\$267,352</b>	<b>\$59,909</b>	
<b>Staff Allocation:</b>	<b>FY 2020</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	\$0	0.0
Dir. Of Planning	\$25,630	\$34,088	\$59,719	\$59,719	457.7
Reg. Trans. Eng.	\$7,254	\$9,648	\$16,901	\$16,901	154.3
Sr. Planners [1]	\$2,418	\$3,216	\$5,634	\$5,634	80.6
Planners [2]	\$2,418	\$3,216	\$5,634	\$5,634	89.6
Planning Assistant	\$0	\$0	\$0	\$0	0.0
Administration [3]	\$967	\$1,286	\$2,254	\$2,254	38.7
Financial Man. [4]	\$9,672	\$12,863	\$22,535	\$22,535	241.8
<b>Total</b>	<b>\$48,359</b>	<b>\$64,317</b>	<b>\$112,677</b>	<b>\$112,677</b>	<b>1,062.7</b>
	<b>FY 2021</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	\$0	0.0
Dir. Of Planning	\$25,630	\$34,088	\$59,719	\$59,719	457.7
Reg. Trans. Eng.	\$7,254	\$9,648	\$16,901	\$16,901	154.3
Sr. Planners [1]	\$2,418	\$3,216	\$5,634	\$5,634	80.6
Planners [2]	\$2,418	\$3,216	\$5,634	\$5,634	89.6
Planning Assistant	\$0	\$0	\$0	\$0	0.0
Administration [3]	\$967	\$1,286	\$2,254	\$2,254	38.7
Financial Man. [4]	\$9,672	\$12,863	\$22,535	\$22,535	241.8
<b>Total</b>	<b>\$48,359</b>	<b>\$64,317</b>	<b>\$112,677</b>	<b>\$112,677</b>	<b>1,062.7</b>
	<b>FY 2016/17 Carryover</b>	<b>Direct Labor</b>	<b>BFO</b>	<b>Total</b>	<b>Hours</b>
Exec. Director	\$0	\$0	\$0	\$0	0.0
Dir. Of Planning	\$13,627	\$18,124	\$31,752	\$31,752	243.3
Reg. Trans. Eng.	\$3,857	\$5,130	\$8,986	\$8,986	82.1

	Sr. Planners [1]	\$1,286	\$1,710	\$2,995	42.9
	Planners [2]	\$1,286	\$1,710	\$2,995	47.6
	Planning Assistant	\$0	\$0	\$0	0.0
	Administration [3]	\$514	\$684	\$1,198	20.6
	Financial Man. [4]	\$5,142	\$6,839	\$11,982	128.6
	Total	\$25,712	\$34,197	\$59,908	565.0
<b>Financial Responsibility:</b>	<b>FY 2020</b>	<b>NVCOG</b>			
	Federal	\$106,941			
	State	\$13,368			
	Local	\$13,368			
	Total	\$133,676			
	<b>FY 2021</b>	<b>NVCOG</b>			
	Federal	\$106,941			
	State	\$13,368			
	Local	\$13,368			
Total	\$133,676				
	<b>FY 2016/17 Carryover</b>	<b>NVCOG</b>			
	Federal	\$47,927			
	State	\$5,991			
	Local	\$5,991			
	Total	\$59,909			
<b>Functional Responsibility:</b>	Naugatuck Valley Council of Governments				

[1] Includes Senior Transportation Planner, Supervising Transportation Planner, Senior Regional Planner and Municipal Shared Services Director

[2] Includes Regional Planners, Transportation Planners I & II, GIS Coordinator & Specialist and Municipal Shared Planner

[3] Includes Administrative Assistant

[4] Includes Finance Director and Finance Manager

## TASK SCHEDULE: PROGRAM MANAGEMENT AND ADMIRATION

Task 3	Federal Fiscal Year 2020				Federal Fiscal Year 2021			
	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June
<i>UPWP</i>	▲	▲	▲	▲	▲	▲	▲	▲
<i>CTDOT Coordination</i>								
<i>Administration</i>	▲	▲	▲	▲	▲	▲	▲	▲
<i>Grant Applications</i>	<i>As needed...</i>							
<i>Highway Program Development</i>								
<i>Transit Programming</i>								
<i>Policy</i>								
<i>Public Participation Prog.</i>								

## TASK 4: OTHER TECHNICAL ASSISTANCE AND PROGRAM IMPLEMENTATION

**Issues:**

- Aging Infrastructure:** Regional Planning; System Enhancement; System Efficiency; System Preservation; Multi-Modal Opportunities
- Recurring Congestion and Travel Delay:** Regional Planning; System Enhancement; System Efficiency; System Preservation; Multi-Modal Opportunities; Alternative Transportation Modes
- Highway Safety:** Regional Planning; System Enhancement
- Under Investment in the Waterbury Branch Commuter Rail Line:** Regional Planning; System Enhancement; System Efficiency; System Preservation; Multi-Modal Opportunities; Alternative Transportation Modes; TOD Opportunities
- Fragmented Local Bus Service:** Regional Planning; System Enhancement; System Efficiency; Multi-Modal Opportunities; Alternative Transportation Modes
- ADA Paratransit Service Gaps:** Regional Planning; System Enhancement; System Efficiency; Alternative Transportation Modes; TOD Opportunities
- Expand and Maintain Multi-use Greenway and Trail Facilities:** Regional Planning; System Enhancement; System Preservation; Multi-Modal Opportunities; Alternative Transportation Modes; TOD Opportunities
- Pedestrian Safety:** Regional Planning; System Enhancement; Multi-Modal Opportunities; Alternative Transportation Modes; TOD Opportunities

**Objectives:** To provide technical assistance to member communities, conduct, administer, manage and carry-out major corridor studies and projects on behalf of member municipalities and funded primarily under specific project funding programs.

To engage and support member municipalities in advancing and implementing transportation investment to enhance the management and operation of the region' transportation system, increase system efficiency and preserve system components.

To develop, amend and maintain a short-range Transportation Improvement Program (TIP) that is financially constrained and consistent with the long range Metropolitan Transportation Plan (MTP).

**Tasks:** Administer and manage specific transportation planning, program and design grants obtained by and on behalf of Naugatuck Valley planning region municipalities, and provide technical assistance to member municipalities; hold monthly meetings of the CNVMPO; and develop and maintain the metropolitan transportation improvement program.

Specific tasks are:

#### **Task 4.1:      **Transportation Improvement Program – TIP/STIP****

- Develop and maintain the short range transportation improvement program (TIP).
- Amend TIP/STIP, as necessary, and coordinate the endorsement of amendments and administrative actions to the TIP in cooperation with CTDOT.
- Review and approve Administrative Actions and keep track of changes.
- Develop project scopes and applications for funding under various federal aid programs.
- Establish transportation project priorities and work with municipalities in setting implementation schedules.
- Revise financial plans, prepare amendment summary reports, and make presentations at meetings of the MPO to inform members of proposed amendments and changes to the TIP/STIP.
- Maintain the TIP/STIP in a database format – MS Access.
- Maintain and update an interactive map on the website, including project descriptions and information that would pop-up when clicked.
- Administer and monitor the FHWA Surface Transportation Block Grant Program, including soliciting and evaluating project proposals, setting priorities, and maintaining a financial plan, as needed.
- Administer the NVCOG’s Local Transportation Capital Improvement Program (LOTICIP), including soliciting and evaluating project proposals, setting priorities, and maintaining a financial plan.
- Coordinate MPO correspondences, project selection, and project solicitation for various state and federal aid transportation programs.

#### **Task 4.2:      **Metropolitan Planning Organization****

- Serve as the transportation planning staff for the CNVMPO.
- Prepare meeting agendas and technical material, including plan and project summaries, technical memoranda, and policy papers CTDOT.
- Make presentations at MPO meetings, regarding the TIP/STIP, MTPs, air quality conformity, project priorities, and amendments/actions for CTDOT.
- Provide technical advice and guidance on plan, policy, program and project issues to the CTDOT.

#### **Task 4.3:      **Transportation Technical Advisory Committees****

- Convene the Naugatuck Valley Transportation Technical Advisory Committee. Tasks include:
  - Provide input on projects, plans and programs
  - Review amendments to the TIP/STIP and offer recommendations
  - Review projects funded under the LOTICIP Program
  - Provide technical advice on public works best practices through guest speakers

- Provide technical advice and guidance on emergency planning activities related the Regional Emergency Planning Teams including Region 5 (Beacon Falls, Bethlehem, Cheshire, Middlebury, Naugatuck, Oxford, Plymouth, Prospect, Southbury, Thomaston, Waterbury, Watertown, Wolcott, and Woodbury).

**Task 4.4: Naugatuck River Greenway Trail Program**

- Provide technical assistance to the City of Waterbury and CTDOT on the Waterbury Naugatuck River Greenway Design Project – State Project No. 0151-0321.
- Assist the Naugatuck River Greenway Steering Committee:
  - Maintain and host the NRG website / webpage on the NVCOG website.
  - Prepare meeting agendas and material and host bi-monthly meetings of NRGSC.
  - Prepare and update interactive maps of the NRG, including proposed alignments.
- Administer and provide technical assistance / support on the Watertown and Thomaston NRG design project funded under the Recreational Trails Program.
- Administer and provide technical assistance / support on the Connecticut Trails Census program.
- Administer and provide technical assistance / support on the Torrington to Thomaston Routing Study funded under the OPM Responsible Growth and TOD program, including participating in public outreach efforts and stakeholder meetings.
- Administer and provide technical assistance / support on the NRG trail signage project funded under the Recreational Trails Program.

**Task 4.5: BUILD Grant Program**

- Work with and provide technical assistance to member municipalities in the development of projects eligible for funding under the USDOT BUILD program, including assistance in preparing program applications.

**Task 4.6: Greater Waterbury Transit District**

- Assist the Greater Waterbury Transit District:
  - Maintain and host the GWTD website/webpage on the NVCOG server.
  - Prepare meeting agendas and material and host quarterly meetings of GWTD Board of Directors.
  - Process payments from the GWTD to NET, the transit operator.
  - Track ridership data.
  - Develop draft budget for Board of Directors to review.
  - Provide technical assistance to GWTD members, as needed.

**Task 4.7: West Main Street Waterbury Corridor Study**

- Serve as project manager for the corridor study:

- Assemble advisory committee for study.
- Assist in setting study scope and budget.
- Execute RFQ for consultant selection.
- Provide background data to consultants.
- Help plan for AC meetings (including agenda and meeting report as necessary).
- Host and maintain study website.

*Note: Consultant Services will be used to complete the corridor study; NVCOG will provide administrative and technical support under the federal metropolitan planning process.*

**Task 4.8: Route 229 Bristol/Southington Corridor Study**

- Serve as project manager for the corridor study
  - Assemble advisory committee for study
  - Assist in setting study scope and budget
  - Execute RFQ for consultant selection
  - Provide background data to consultants
  - Help plan for AC meetings (including agenda and meeting report as necessary)
  - Host and maintain study website

*Note: Consultant Services will be used to complete the corridor study; NVCOG will provide administrative and technical support under the federal metropolitan planning process.*

**Task 4.9: I-84 / Route 8 Interchange Project**

The CTDOT is working on a preliminary engineering study to recommend options for replacing the I-84 / Route 8 interchange.

- Work with and provide technical assistance to the design team and city of Waterbury, as needed.

**Task 4.10: Regional Coordination and Consultation**

- Coordinate multi-state and mega-regional planning by participating in and attending bi-annual meetings of the Metropolitan Area Planning (MAP) Forum to ensure that metropolitan transportation planning products and documents of each respective MPO consider and take into account the impacts of the plans and programs developed by the other MPOs.
- Coordinate and consult with Connecticut Metropolitan Planning Organizations on various projects, plans and programs – CRCOG, WestCOG, MetroCOG, SCRCOG, and NHCOG.

**Task 4.11: Technical Capacity Building**

- Increase the technical capacity of the NVCOG through staff attendance and participation at workshops, seminars, webinars and conferences sponsored and held by the CTDOT, FHWA Resource Center, and National Highway Institute (NHI).
- Procure technical resources, as necessary.
- Technical training, as needed.

**Task 4.12: Transportation Program Technical Assistance**

- Provide technical assistance and monitor federal aid transportation programs including but not limited to STBG; CMAQ and the TA Set-aside.
- Coordinate with CTDOT on the selection and implementation of TAP Set-aside projects.
- Provide technical assistance to member towns, as needed.

**Task 4.13: Technical Assistance to Regional Planning Commission**

- Provide assistance to the NVCOG RPC in reviewing the transportation and traffic impacts of proposed land use actions and assess the conformity of zoning, subdivision, and planning proposals with regional and state plans.
- Provide assistance to the NVCOG RPC in preparing the regional plan of conservation and development and ensure consistency with the long range transportation plan.
- Provide assistance to the member municipalities in preparing the local plans of conservation and development and ensuring consistency with the long range transportation plan.

**Deliverables:**

- FFY 2019 Transportation Improvement Program
- Monthly CNVMPO meetings
- Bi-monthly TTAC meetings
- Bi-annual MAP Forum meetings
- NRG Steering Committee
- GWTD Board of Directors
- Professional training – webinars, seminars and conferences
- Bi-monthly RPC meetings

## TASK 4: OTHER TECHNICAL ASSISTANCE AND PROGRAM IMPLEMENTATION

<i>Budget</i>	FY 2020	FY 2021	Total	FY 2016/17 Carryover
Direct Labor	\$48,359	\$48,359	\$96,718	\$25,712
BFO @1.33	\$64,317	\$64,317	\$128,634	\$34,197
Other Direct	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$112,676</b>	<b>\$112,676</b>	<b>\$225,352</b>	<b>\$59,909</b>
<b>Staff Allocation:</b>				
FY 2020	Direct Labor	BFO	Total	Hours
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$24,180	\$32,159	\$56,338	431.8
Reg. Trans. Eng.	\$4,836	\$6,432	\$11,268	102.9
Sr. Planners [1]	\$9,672	\$12,863	\$22,535	322.4
Planners [2]	\$2,418	\$3,216	\$5,634	89.6
Planning Assistant	\$0	\$0	\$0	0.0
Administration [3]	\$2,418	\$3,216	\$5,634	96.7
Financial Man. [4]	\$4,836	\$6,432	\$11,268	120.9
<b>Total</b>	<b>\$48,359</b>	<b>\$64,317</b>	<b>\$112,677</b>	<b>1,164.2</b>
FY 2021	Direct Labor	BFO	Total	Hours
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$24,180	\$32,159	\$56,338	431.8
Reg. Trans. Eng.	\$4,836	\$6,432	\$11,268	102.9
Sr. Planners [1]	\$9,672	\$12,863	\$22,535	322.4
Planners [2]	\$2,418	\$3,216	\$5,634	89.6
Planning Assistant	\$0	\$0	\$0	0.0
Administration [3]	\$2,418	\$3,216	\$5,634	96.7
Financial Man. [4]	\$4,836	\$6,432	\$11,268	120.9
<b>Total</b>	<b>\$48,359</b>	<b>\$64,317</b>	<b>\$112,677</b>	<b>1,164.2</b>
FY 2021	Direct Labor	BFO	Total	Hours
Exec. Director	\$0	\$0	\$0	0.0
Dir. Of Planning	\$12,856	\$17,098	\$29,954	229.6
Reg. Trans. Eng.	\$2,571	\$3,420	\$5,991	54.7

	Sr. Planners [1]	\$5,142	\$6,839	\$11,982	171.4
	Planners [2]	\$1,286	\$1,710	\$2,995	47.6
	Planning Assistant	\$0	\$0	\$0	0.0
	Administration [3]	\$1,286	\$1,710	\$2,995	51.4
	Financial Man. [4]	\$2,571	\$3,420	\$5,991	64.3
	<b>Total</b>	<b>\$25,712</b>	<b>\$34,197</b>	<b>\$59,908</b>	<b>619.0</b>
<b>Financial Responsibility:</b>	<b>FY 2020</b>	<b>NVCOG</b>			
	Federal	\$90,141			
	State	\$11,268			
	Local	\$11,268			
	<b>Total</b>	<b>\$112,676</b>			
	<b>FY 2021</b>	<b>NVCOG</b>			
	Federal	\$90,141			
	State	\$11,268			
	Local	\$11,268			
<b>Total</b>	<b>\$112,676</b>				
	<b>FY 2016/17 Carryover</b>	<b>NVCOG</b>			
	Federal	\$47,927			
	State	\$5,991			
	Local	\$5,991			
	<b>Total</b>	<b>\$59,909</b>			
<b>Functional Responsibility:</b>	Naugatuck Valley Council of Governments				

[1] Includes Senior Transportation Planner, Supervising Transportation Planner, Senior Regional Planner and Municipal Shared Services Director

[2] Includes Regional Planners, Transportation Planners I & II, GIS Coordinator & Specialist and Municipal Shared Planner

[3] Includes Administrative Assistant

[4] Includes Finance Director and Finance Manager

## TASK SCHEDULE: TECHNICAL ASSISTANCE AND PROGRAM IMPLEMENTATION

Task 4	Federal Fiscal Year 2020				Federal Fiscal Year 2021			
	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June	Q1 June- Sept	Q2 Oct-Dec	Q3 Jan- March	Q4 April- June
<i>TIP/STIP</i>								
<i>MPO</i>	▲	▲	▲	▲	▲	▲	▲	▲
<i>TTAC</i>	▲		▲		▲		▲	
<i>NRG Trail Program</i>	▲		▲		▲		▲	
<i>BUILD Grant</i>	▲		▲				▲	
<i>GWTD</i>								
<i>West Main Street Corridor Study</i>		▲			▲			▲
<i>Route 229 Corridor Study</i>		▲			▲			▲
<i>I-84/Route 8 Interchange</i>	<i>As needed...</i>							
<i>Regional Coordination</i>	<i>As needed...</i>							
<i>Technical Capacity Building</i>	<i>As needed...</i>							
<i>Tech. Assistance Program</i>	<i>As needed...</i>							
<i>Tech. Assistance – RPC</i>	▲		▲		▲		▲	

## JOB CLASSIFICATIONS BY TITLE AND MAXIMUM HOURLY RATES

### Executive Director:

Directs the operations of the Naugatuck Valley Council of Governments (NVCOG) and supervises the transportation and regional planning staff. The Executive Director formulates policies, manages daily operations of the NVCOG and plans and coordinates use of resources for sustainability. The Executive Director serves as the Co-Secretary of the Greater Bridgeport and Valley MPO and Director of the Central Naugatuck Valley Region MPO, assists in formulating policy board actions and implementing recommendations, and facilitates the on-going interaction and relationships between the NVCOG and state, federal, non-profit and private sector partners. The Executive Director works with the New York-Connecticut Sustainable Communities Initiative Consortium in developing a regional plan for sustainability and with the Regional Plan Associations, CCM, and others to encourage more TODs in the state and region. Coordinates mega-regional planning efforts as a member of the Metropolitan Area Planning Forum with directors of the New York Metropolitan Transportation Council (NYMTC) and Northern New Jersey Transportation Planning Authority (NJTPA).

### Director of Planning/Assistant Director:

Responsible for the implementation of the NVCOG's regional, environmental and transportation planning, and support of its mission as the Metropolitan Planning Organization for the Greater Bridgeport and Valley portions of the Bridgeport-Stamford urbanized area and the Central Naugatuck Valley Region of the Waterbury urbanized area. The Director of Planning is responsible for coordinating and collaborating with other regional organizations and MPOs in Connecticut and state and federal agencies, including the Connecticut Department of Transportation, Department of Energy and Environmental Protection, Office of Policy and Management and Department of Emergency Services and Public Protection. The Director of Planning is also responsible for NVCOG's interactions with the Air Quality Conformity Interagency Consultation Committee and Connecticut Bicycle and Pedestrian Advisory Board. Works with the Executive Director in providing analysis and recommendations regarding key planning issues and coordinating all planning policies in order to create complementary and not contradictory policies. The Director of Planning coordinates with the FHWA and FTA on highway and transit capital programs and planning and leads the region's Transit-Oriented Development efforts. Works with and assists the Executive Director in coordinating mega-regional planning efforts as a member of the Metropolitan Area Planning Forum with directors of the New York Metropolitan Transportation Council (NYMTC) and Northern New Jersey Transportation Planning Authority (NJTPA).

### Regional Transportation Engineer:

Under general direction of Executive Director and Director of Planning, manages all technical aspects of roadway, street, highway, and interstate design, modeling, and improvement. Provides transportation

and traffic engineering technical assistance to the municipalities of the Naugatuck Valley Council of Governments, assesses traffic and highway operations on key corridors and intersections, develops highway capital improvement project concepts, develops preliminary engineering and design activities for project scoping and development, conducts and manages traffic engineering corridor and intersection studies, and responsible for NVCOG's travel demand forecasting and traffic simulation modeling activities. Reviews and provides technical opinions on design plans submitted by member municipalities under the state-funded LOTCIP for NVCOG and assists in developing project scopes and preparing concept drawings. Responsible for project selection, scheduling, cost control and contract administration and consults with towns regarding LOTCIP, STP, TAP and CMAQ projects.

### Transportation Engineer:

Under general direction of Executive Director, Director of Planning, and Regional Transportation Engineer, provides transportation and traffic engineering technical assistance to the municipalities of the Naugatuck Valley Council of Governments, assesses traffic and highway operations on key corridors and intersections, develops highway capital improvement project concepts, develops preliminary engineering and design activities for project scoping and development, conducts and manages traffic engineering corridor and intersection studies, and works on the NVCOG's travel demand forecasting and traffic simulation modeling activities. Assists in administering the state-funded LOTCIP for NVCOG and developing project scopes and preparing concept drawings. Responsible for project selection, scheduling, cost control and contract administration, and consults with towns regarding LOTCIP, STP, TAP and CMAQ projects. Manages all technical aspects of roadway, street, highway, and interstate design, modeling, and improvement.

### Senior Transportation Planner:

Supervises the regional transportation planning staff in the conduct of the regional transportation planning process and helps the Director of Planning in coordinating the development of the short-range Transportation Improvement Program (TIP), the Long Range Regional Transportation Plan, the Unified Planning Work Program and oversees the modifications to the TIP, either through the Administrative Action process or Amendments. The Senior Transportation Planner assists the Director of Planning in special projects, program coordination and the development and analysis of their respective policy impacts upon the agency. The Senior Transportation Planner establishes and conducts the meeting schedule, agendas and business of the Transportation Technical Advisory Committee (TTAC) and supervises special projects recommended and approved by the TTAC.

### Senior Regional Planner:

Works under the general supervision of the Director of Planning and the Senior Transportation Planner, determines the methods for conducting technical studies, and prepares technical studies and writes reports. Serves as project manager on selected plans and studies; coordinates and oversees development of the UPWP and tasks assigned to staff. Provides technical assistance on transportation matters to municipalities.

May supervise others assigned to assist in work for which responsibility has been delegated.

### Supervising Transportation Planner:

Supervises the regional transportation planning staff in the conduct of the regional transportation planning process and assists the Director of Planning in coordinating the development of the short-range Transportation Improvement Program (TIP), the Long Range Regional Transportation Plan, the Unified Planning Work Program and oversees the modifications to the TIP, either through the Administrative Action process or Amendments. The Senior Transportation Planner assists the Director of Planning in special projects, program coordination and the development and analysis of their respective policy impacts upon the agency. The Supervising Transportation Planner establishes and conducts the meeting schedule, agendas and business of the Transportation Technical Advisory Committee (TTAC) and supervises special projects recommended and approved by the TTAC.

### Transportation Planner II:

Assist the Senior Transportation Planner and Supervising Transportation Planner in the conduct of various transportation planning studies and tasks as outlined and contained in the Unified Planning Work Program. The Transportation Planner II works under the direction and supervision of the Senior Transportation Planner and Director of Planning, as appropriate and necessary.

### Transportation Planner I:

Assist the Senior Transportation Planner and Supervising Transportation Planner in the conduct of various transportation planning studies and tasks as outlined and contained in the Unified Planning Work Program. The Transportation Planner I works under the direction and supervision of the Senior Transportation Planner and Director of Planning, as appropriate and necessary.

### Transportation Planning Assistant:

Assist the transportation planning staff to carry out a wide variety of planning and program tasks under the direction and supervision of the Director of Planning, Senior Transportation Planner or a designated staff member. Work tasks include the preparation of planning documents, data collection and analysis, and GIS support and maintenance. The position will also work on setting-up, operating and maintaining the transportation demand model and other forecasting models. The position also involves setting up and operating traffic simulation models, as needed.

### Transit Capital Administrator:

Under the general supervision of the Executive Director, provides project management and is responsible for all aspects of FTA capital grant management, including opening grants, managing and documenting procurements in accordance with FTA regulations and the NVCOG procurement manual, conducting all reporting as required by NVCOG and FTA and in accordance with the regulations and policies thereof, and administering grants in TEAM-WEB (FTA website)

including quarterly reporting in capital grants. The Transit Capital Administrator performs large-scale planning and project management, including rolling stock and facility assessment and improvement.

### Senior Transit Planner:

Supervises the transit planning staff and oversees the development, coordination and implementation of regional transit priorities and leads the NVCOG's long-range and short-term transit planning efforts in order to enhance the transit systems in the Naugatuck Valley planning region to better link land use, housing, employment and new bus rapid transit and rail opportunities. The Senior Transit Planner works with the Director of Planning and Senior Transportation Planner in working with the GBVMPO, CNV MPO, CCMPO, CTDOT, CT Transit, VTD and the municipalities to identify funding sources and strategies to implement plan recommendations and coordinates planning efforts with the VTD, GBT and CT Transit related to special transportation needs, including jobs access, elderly and handicapped transportation grant programs (LOCHSTP and Municipal Grant Program).

### Transit Planner:

Assists the Senior Transit Planner with the development, coordination and implementation of regional transit priorities and works on the NVCOG's long-range and short-term transit planning efforts in order to enhance the transit systems in the Naugatuck Valley planning region to better link land use, housing, employment and new bus rapid transit and rail opportunities. The Transit Planner works with the transportation planning staff in working with the GBVMPO, CNV MPO, CCMPO, CTDOT, CT Transit, VTD and the municipalities to identify funding sources and strategies to implement plan recommendations and coordinates planning efforts with the VTD, GBT and CT Transit related to special transportation needs, including jobs access, elderly and handicapped transportation grant programs (LOCHSTP and Municipal Grant Program).

### Distressed Business Enterprise Liaison Officer (DBELO):

Under the general supervision of the Executive Director, reviews third party contracts and purchase requisitions for compliance with this program and works with transportation planning staff on program requirements. Manages large and/or broad in scope projects for DBE compliance, establishes annual DBE goals, compiles statistical data, completes and submits required reports and participates in annual site reviews.

### Environmental Planner:

Under general supervision of the Executive Director, provides expertise in environmental planning, research, and policy analysis for the Regional Brownfield Partnership in the areas of brownfields assessment, cleanup and redevelopment related to transportation oriented development, smart growth, in fill development, community outreach, green remediation, regulatory liaison outreach, project development and funding.

### Regional Planner:

Works directly under the Director of Planning and Senior Regional Planner and is primarily responsible for implementing all aspects of the regional land use planning program and coordinates the linkages with the transportation planning activities and provides analysis and recommendations regarding key planning issues. The Regional Planner also supports a wide range of regional environmental activities and planning studies, such as natural hazard mitigation, Brownfields reclamation, trails and greenways development, conservation and watershed management, sustainability planning, and climate resiliency planning. Provides support planning for assessing environmental mitigation efforts related to the long range transportation plan, transportation improvement program, and projects, including air quality conformity; and assesses the environmental impacts of STP funded projects. The Regional Planner also works with the operation and implementation of the region's Brownfields Partnership, organizing project bids, scheduling meetings and conferences, drafting articles, reports, and correspondence, and creating presentations, and is the Staff Director of the Regional Planning Commission and primary regional contact with all municipal planning departments. The Regional Planner conducts research in support of and drafts updates to municipal and regional plans of conservation and development and coordinates with the state Office of Policy & Management (OPM).

### GIS Program Coordinator:

Creates and maintains GIS databases and maps related to NVCOG's planning work and programs; assists planning staff in their work as it relates to GIS and data gathering and analysis; prepares maps and other graphics for NVCOG documents and presentations; provides GIS technical assistance to member municipalities, prepares data documentation (metadata) for GIS files. The GIS Program Coordinator works under the general supervision of the Executive Director and the Director of Planning and supervises other GIS staff.

### GIS Analyst:

Creates and maintains GIS databases and maps related to NVCOG's planning work and programs; assists planning staff in their work as it relates to GIS and data gathering and analysis; prepares maps and other graphics for NVCOG documents and presentations; provides GIS technical assistance to member municipalities, prepares data documentation (metadata) for GIS files; performs quantitative analysis of regional planning data; prepares reports on planning analyses and studies; makes oral presentations of study results.

### GIS Planning Assistant:

Works under the direction of the GIS Program Coordinator. Duties include but are not limited to assisting in the creation and maintenance of databases for the NVCOG's geographic information systems.

### Municipal Shared Services Coordinator:

Works under the general supervision and direction of the Executive Director and provides Municipal Shared Service program development and management, research, analysis, and technical assistance work for the Naugatuck Valley region in the area of multi-jurisdictional delivery of grant writing, cooperative purchasing, local government services, budget and finance, contract management and training.

### Shared Municipal Planner:

Under general direction and supervision of the Director of Planning and Senior Regional Planner, this position involves evaluation and coordination responsibilities for multiple NVCOG member municipalities in the planning and implementation of programs concerning land use development and growth, as well as assisting in the development of short and long term community initiatives to manage the economic expansion of the municipalities.

### Policy Coordinator/Special Projects:

Works under the general supervision and direction of the Executive Director and in cooperation with all transportation and regional planning staff. The Policy Coordinator assists the Executive Director in preparing and disseminating analyses of state and federal policies and program requirements, and, as directed, arranges and organizes program and policy level meetings. Works in concert with the Director of Planning, Finance Director and administrative staff to research, draft, review, interpret, and oversee the implementation of organizational policy. The Policy Coordinator conducts technical work for planning and administrative staff, and manages and administers special projects being under taken by the NVCOG.

### Finance Director:

Works under the general supervision of the Executive Director and maintains general ledger, journals and all other fiscal records and reports, including all NVCOG checking and savings accounts, in accordance with federal and state accounting and auditing standards. The Financial Officer prepares project financial reports, requests contract reimbursements, prepares quarterly financial reports (FICA, FWT and unemployment), prepares monthly balance sheets, analysis of staff timesheets and financial reports, and makes out all checks including payroll. The Financial Officer processes invoices received from consulting firms under NVCOG contract.

### Financial Manager:

Maintains general ledger, journals and all other fiscal records and reports in accordance with federal and state bookkeeping and auditing standards. Prepares project financial reports; contract reimbursements; quarterly FICA, FWT and unemployment reports; monthly balance sheets; monthly analysis of staff timesheets; makes out all checks including payroll. Maintains Council checking and savings accounts. Makes all deposits, withdrawals, and fund transfers.

Orders office supplies. Maintains an inventory of office equipment and furniture. Uses personal computer for fiscal applications. Assists with general clerical functions as needed.

Works under the general supervision of the Finance Director. Supervises clerical staff and others as assigned.

#### Administrative Assistant:

Works under the general supervision and direction of the Executive Director and works in cooperation with the Finance Director and all transportation and regional planning staff. The Administrative Assistant assists planning staff in preparing and disseminating correspondences, notices and other documents, and, as directed, arranging meetings and maintaining the NVCOG calendar. The Administrative Assistant conducts technical work for the planning staff, as needed.

#### Planning Intern/Planning Assistant:

Is a durational position that carries out specific planning and program tasks under the direction and supervision of the Director of Planning, Senior Transportation Planner or a designated staff member and assists the transportation and regional planning staff in the conduct of a wide variety of planning tasks, including the preparation of planning documents, data collection and analysis, and GIS support and maintenance.

Naugatuck Valley Council of Governments  
 FY 2020 and 2021  
 Maximum Hourly Rates

<b>Title/Position</b>	<b>Max Hourly Rates</b>
<i>Executive Director</i>	\$75.00
<i>Assistant Director/Director of Planning</i>	\$65.00
<i>Transportation Engineer</i>	\$50.00
<i>Senior Transportation Planner</i>	\$50.00
<i>Senior Regional Planner</i>	\$45.00
<i>Supervising Transportation Planner</i>	\$45.00
<i>Transportation Planner II</i>	\$35.00
<i>Transportation Planner I</i>	\$30.00
<i>Transportation Planning Assistant</i>	\$30.00
<i>Transit Capital Coordinator</i>	\$50.00
<i>Senior Transit Planner</i>	\$50.00
<i>Transit Planner</i>	\$45.00
<i>Distressed Business Enterprise Liaison Officer (DBELO)</i>	\$30.00
<i>Environmental Planner</i>	\$75.00
<i>Regional Planner</i>	\$45.00
<i>Regional Planner</i>	\$40.00
<i>GIS Program Coordinator</i>	\$40.00
<i>GIS Analyst</i>	\$35.00
<i>GIS Planning Assistant</i>	\$30.00
<i>Municipal Shared Services Director</i>	\$50.00
<i>Shared Municipal Planner</i>	\$45.00
<i>Policy Coordinator/Special Projects</i>	\$50.00
<i>Finance Director</i>	\$50.00
<i>Financial Manager</i>	\$40.00
<i>Administrative Assistant</i>	\$35.00
<i>Planning Intern/Planning Assistant</i>	\$25.00