



2009

International Walk to School Day, Edgewood School



Annual Report

Transportation, Traffic & Parking Department



City of New Haven

John DeStefano, Jr.

Mayor



NEW HAVEN IT ALL HAPPENS HERE



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Transportation, Traffic and Parking Department

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www.cityofnewhaven.com/streetsmarts

Mission

The City of New Haven's Transportation, Traffic and Parking Department combines elements of traffic safety / engineering, parking management, community development and urban planning. Our mission is to deliver a safe and efficient traffic control system and to better integrate sustainable transportation which supports our quality of life and economic standing.

The region's transportation infrastructure - consisting of highways, railroads, port, airport and public transit systems - is unique for a mid-size city. During this recent economic downturn, the City has made important strides to create jobs in a transit-rich, sustainable urban setting. Going forward in a time of rising fuel prices, increasing traffic congestion and global climate change, the depth of the transit and non-motorized system will become even more vital to our overall environmental performance and economic growth.

The department is therefore committed to a bigger and more integrated system that connects housing to jobs and people to their community. The department is organized in four groups: Traffic Control, Parking Operations, Safety Guards and Transportation Planning.



Traffic calming on Vista Terrace.

Staff Directory

Administration

Michael Piscitelli, AICP	Director	(203) 946-8067
Jim Travers	Deputy Director, Administration	(203) 946-8077
Susan Gibson	Administrative Assistant II	(203) 946-8078
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Ann Acevedo	Safety Guard Supervisor	(203) 946-8072
Ethan Hutchings	Consulting Project Manager	(203) 946-6455

Traffic Control

Bijan Notghi	Traffic Project Engineer	(203) 946-8069
Bruce Fischer	Traffic Operating Engineer	(203) 946-8073

Signs / Markings Crew

(203) 946-8079

William Williamson, Jr.
Kevin Rose
Keith Myrick
Danny Cruz

Signal Crew

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John Blando
Carlos Jimenez
Carol Shorey
Felix Madera

Meter Crew

(203) 946-8081

Mark Sobolewski
Michael Goodhue
Laquane Gormany

Parking Management

Velisha Cloud	Parking Enforcement Supervisor	(203) 946-6777
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Parking Enforcement Officers

Joseph Amarone
Maureen Burns
Elaine Delucia
Michael Granucci
Cheryl Horner
Juanteenia McLauren
John Rispoli
Fayan Robinson-Sims
Frank Ruiz
Mezan O'Neal
David White

Organization and Work Summary

Traffic Control

This Traffic Control group is responsible for sign / signal improvement and maintenance programs, pavement markings, regulation of activities within the public right-of-way; bus shelter maintenance / construction; construction staging and new development reviews.



Fabrication of new traffic calming flashers.

The Traffic Control group also provides staff support to the New Haven Traffic Authority and interacts on a daily basis with the Connecticut Department of Transportation, the State Traffic Commission and the South Central Regional Council of Governments on various partnerships and inter-agency transportation issues.

In 2009, the Traffic Control group worked with many members of the Board of Aldermen, interested citizens and other city departments. Highlights from 2009 are noted on the following two pages.

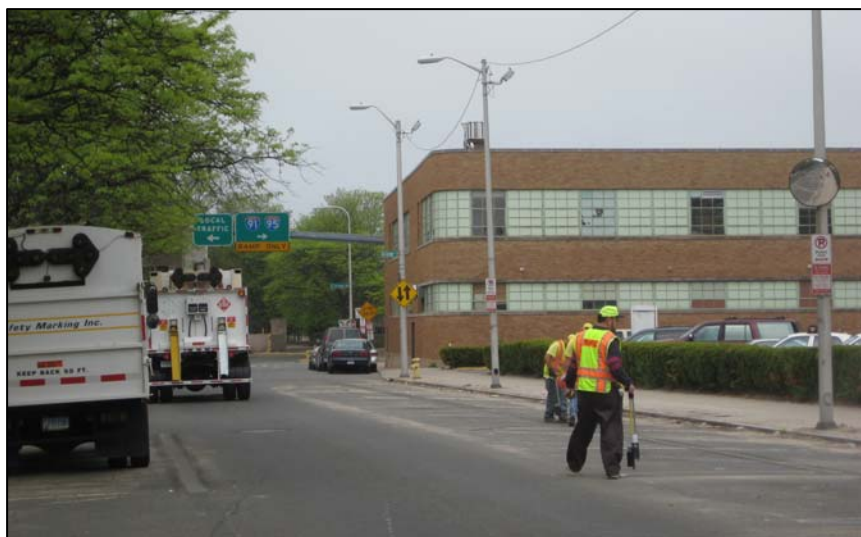
- With the Vista Terrace Blockwatch, the group installed a chicane traffic calming device on Vista Terrace.
- The department reviewed various applications to the State Traffic Commission, including the traffic control enhancements supporting the proposed Yale School of Management.
- The signal crew made 948 separate inspections / repairs to traffic signals.
- The signal crew repaired 270 traffic control units and 20 progression enhancements.
- The signal crew also responded to 16 “knock-downs” and repaired various damaged traffic controls.
- The sign crew and engineering staff assisted with the Chapel Street Bridge traffic calming project. The staff installed new signs and markings following a one-car crash that damaged the supplemental warning gate.
- The engineering staff assisted CDOT with the installation and design of new traffic signals on Sargent Drive as part of the ongoing Contract E2 construction activity.
- The engineering staff and signal crew coordinated ongoing construction of the Phase III, Contract II traffic signal program (14 intersections) in East Rock / Cedar Hill, as well as Phase IV, Contract B (20 intersections) in the Westville neighborhood.
- The entire department is engaged on the design of the Gateway Community College signalization project, looking to better integrate two-way street patterns, the 100 College Street project and bicycle safety enhancements.
- The engineering staff is working closely with Economic Development on the construction of 360 State Street. The department permits the work zone / safety measures and is reviewing the design plans for three new planned traffic signals.
- As part of our annual work plan, the department’s traffic control crews, safety guards, parking enforcement officers and front office staff assist with traffic control / safety during the Labor Day Road Race.
- The engineering staff worked with Yale-New Haven Hospital to complete the design and advertise for the construction of 12 new traffic signals associated with the Smilow Cancer Center. A 13th signal at the Route 34 Exit 3 exit ramp also was opened with assistance from the signal crew to establish communication with the York / North Frontage intersection.
- At the request of the Yale Medical School Traffic Safety Group, the signal division installed a temporary pedestrian signal control at College Street and North Frontage Road.
- The signal crew installed 101 street / pole banners.
- The signal crew removed sneakers at 61 locations, mainly at the request of LCI and NHPD.
- The signal crew set the temporary speed indicators at 77 locations.

- The meter crew installed new parking meters on State Street, extending to the northerly end of the I-91 Trumbull St. overpass.



Repair of traffic control signs at Union Station.

- The engineering staff reviewed 38 items presented before the New Haven Traffic Authority.
- The engineering staff, in coordination with LCI and Public Works, issued 1,865 work zone and/or right-of-way permits.
- The engineering staff assisted the City Plan Department in the review of 70 site plan applications and 50 other plans in process, and also assisted the Building Department in the review of 200 building permit applications.
- The department reviewed 1,710 individual service requests for traffic control improvements, integrating emails, voice mails, public comment, See Click Fix issues and Web311 into the Cityworks data processing program.
- The sign crew completed 1,855 work orders related to traffic controls (including signs, pavement markings, etc.).



Implementation of a new parking plan for the NHPD.

Parking Operations

The department's Parking Operations group is responsible for the management and enhancement of the on-street parking programs, including parking meters, vouchers, smart cards and meter bag system management and design / management of residential parking zones. In addition, the division is responsible for the enforcement of on-street parking regulations (parking tags) and the review of contested parking tags.

In 2009 the parking enforcement group issued 149,252 parking tickets and assisted with the collection of \$5.0 million in revenue from parking tags, representing a decline in the total number of tickets issued of 3%, and a decline in revenue of 8% compared to 2008. The change from 2008 is largely attributed to the new / reduced schedule for street sweeping, which resulted in a 39% decrease in street sweeping tickets and a \$330,000 decrease in revenue generated from street sweeping. The new schedule has been well-received in the community, as the number of vehicles towed for street cleaning likewise has been reduced with more route consistency, additional on-street postings and early warning systems.

In addition to the "front-end" ticket writing effort, the department's administrative staff administers the meter bag program and the parking contestment system. Meter bag revenue has increased over 20% last fiscal year, mainly due to large Downtown construction projects. In regard to contestments, the department may

receive up to 400 formal contestments and numerous inquiries a month, which come in the form of phone calls, walk-ins, emails and mailed forms.

For a formal contestment, there is a two-step adjudication process. Since contestments are still paper-based, the process is time- and labor-consuming. In order to improve efficiency, the department placed a request for an online work order software system. The request was approved and the new system is due from the vendor in June, 2010.

Safety Guard Division

The City's Safety Guards provide traffic control assistance at many city schools during the morning and afternoon periods. In addition, Safety Guards provide assistance with traffic safety and traffic calming as well as special events as needed. In 2009 the group -

- Participated in the City's annual Downtown Count, providing assistance with pedestrian and bicycling counts at key intersections.
- Continued a new program, providing coverage at Union Station on high volume days as well the Farmer's Markets and Election Day at major polling locations.
- Participated in updated safety training provided by Lt. Joseph Witkowski (NHPD) and John Gamble, a certified safety trainer.



Transportation Planning

The department works closely with City Plan and Economic Development on major transportation initiatives including road/highway improvements, airport enhancements, bike / ped. initiatives and transit programs. The department head serves on the New Haven Parking Authority's Board of Directors (ex-officio), and is also a resident director of the Greater New Haven Transit District and the Tweed New Haven Airport Authority. The Port Authority is housed at TTP, thereby allowing for good coordination of port-related activity.

In 2009, the department is pleased to report that many plans are moving into implementation phases, and there is an established roll-out of planning efforts with more specific 'actionable' strategies. Some of the year's highlights include the following:

Plan (lead)	Early Outcomes
Hill Complete Streets (SCRCOG)	Traffic calming improvements at Daniels School deemed eligible and included in the Congress Avenue Reconstruction / ARRA project.
Downtown Bike / Ped Gap Analysis (SCRCOG)	The City gained federal and state support for a design exception allowing for the use of shared lane markings. NHPA designed and will soon initiate construction on a 100-space sheltered bike parking facility at Union Station.
Union Station / Tweed Wayfinding Study (SCRCOG)	At Union Station, TGSSD led an effort to clean up Union Avenue and install a stencil pattern directing pedestrians to and from the station. At Tweed, the airport staff has reworked all of their marketing material (new logo, web site, outreach plan, etc.). At the suggestion of MNH and GNHCVB, the terminal and waiting areas were remodeled with a contemporary 'welcome mat' feel.
Medical District Street Grid (Eco, Dev.)	The street layout plan is moving to 30% design and is integrated with Route 34 East and 100 College St. plans. The plan establishes a benchmark for center city Complete Streets.
New Haven Transit Study (SCRCOG).	The "89" Circulator was launched in 2009, providing 20-minute service between Downtown – Union Station. The Streetcar program was launched following a concept study by Transystems.
Route 34 East (City Plan)	The proposed development at 100 College Street and infill replacement of the College Street Bridge are the first projects to be undertaken following completion of the plan in 2006.
Downtown Signalization (TTP)	Following the 2008 failure of the Transcore system, TTP coordinated and funded a design effort and was well positioned as ready-to-go for 2009 ARRA stimulus funding - \$3.0 million awarded for construction.



Street Smarts Campaign

The Street Smarts traffic safety campaign completed its first full year in 2009. The campaign is one of three major city initiatives intended to improve traffic safety in New Haven through community outreach / education, physical improvements to roadways and cooperative enforcement efforts with the New Haven Police Department. The Street Smarts team has reached out to many community organizations and businesses and through the media, community events and other direct outreach opportunities. During the year, a concerted effort was made to reach motorists, cyclists and pedestrians, calling for our attentiveness at all times; patience with others; and a willingness to share the road with all users.

The department prepared a number of hand-out materials for tactical distribution around the community. The department uses primarily the tri-fold brochures, tax bill and city calendar messages, jelly bracelets for kids, pedometers, magnets, stickers and water bottles. A core partner, the Yale University's Office of Sustainable Transportation, developed a cutting edge web presence (www.yale.edu/smartstreets/) and printed a sufficient number of tri-fold brochures to reach the university community.

Over 2,000 people have now signed the Smart Driver pledge. In New Haven, Smart Drivers provide a mutually-reinforcing partnership. Families are becoming more familiar with the program and identifying themselves – through car magnets – as a critical mass of attentive drivers.

The department participated in 17 major events / projects in 2009, as noted below:

- Audubon Arts District Festival
- Beaver Hills Management Team
- Cityseed Farmers Market
- Common Ground School
- Connecticut Business Exposition
- Connecticut Folk Festival
- Elm City Cycling Bike-to-Work Breakfast
- International Festival of Arts and Ideas
- International Walk to School Day (Edgewood & Clinton)
- June National Safety Month Program
- Mayor's "Back to School" Rally
- National Night Out – Hamden and New Haven
- National Walk-to-Work Day
- Ronan-Edgehill Neighborhood Association
- Ward 26 Vista Terrace Community Blockwatch
- Ward 14 Traffic Safety Committee
- Yale-New Haven Hospital Intersection Repair

International Walk to School Day

The most successful event of the year was the International Walk to School Day program at Edgewood School. In October, 2009, the Department partnered with Yale-New Haven Hospital, Aetna, Inc. and the school community to celebrate International Walk to School Day. The entire student body was assembled for instructional work with traffic professionals. The students were then provided with a Street Smarts Safety Kit (bracelet, tri-fold pamphlet, pedometer and water bottle). Students walked with their classroom teacher that morning and then challenged to log the most miles walked for the rest of the week. Congratulations to the winning 4th grade classroom and the student who were treated to a free pizza lunch from Pepe's Pizza!



"Best in Show"

At the 2009 Mercury Awards, hosted by the Southern Connecticut Westchester / Fairfield and Connecticut Valley chapters of the Public Relations Society of America, Mason Onofrio communications was awarded "Best in Show" for its work on Street Smarts. The campaign was cited by the judges as "an exceptional job" where "the thoroughness of the research was exceeded by the thoroughness of the planning. The plan was well executed, which the results clearly show."



Transportation Initiatives

The department continues to work on a number of multi-year projects intended to improve the transportation system, environmental performance and overall quality of life in New Haven. These projects are cooperative efforts among the many city department / agencies involved in the transportation process as well as the partner agencies, New Haven Parking Authority, Tweed New Haven Airport Authority and Greater New Haven Transit Authority.

Downtown “Point-in-Time” Transportation Study

As part of the planning for the Gateway Community College relocation, the City prepares an annual occupancy count and forecast of parking demand in Downtown New Haven. Volunteers from Economic Development, City Plan, and Elm City Cycling conducted the count. For the first time, the count included bicycle and pedestrian movements at key intersections. The report noted that there remains high demand for parking Downtown, with an 88% overall occupancy rate at on- and off-street facilities. With no major increases in supply, the report forecasts an extremely high demand in 2012, and a need for both additional capacity and an increased focused on mode shift to transit, bike and pedestrian access.

Pedestrian Traffic Volumes

Wednesday, November 18, 2009 – 11:30AM-12:30 PM

Intersection	Volumes
Elm Street at York Street	1,314
Elm Street at Orange Street	431
Chapel Street at College Street	852
Chapel Street at Church Street	1,180

Cross Town West Bus Route & Downtown Circulators

The department has led an effort to introduce new transit services across the City. In 2009, the department is pleased to report Connecticut Transit launched the first of two proposed circulator routes to Union Station. The “89” route runs every twenty minutes between Union Station and the New Haven Green, providing a much-needed connection for commuters and visitors. The department continues to advocate for a new major bus route connecting City Point with Dixwell Avenue in Hamden. If approved and initiated the new Cross Town West will have an immediate impact on service delivery as connections to existing routes can be achieved without a Downtown transfer.

Union Station Transit Oriented Development

In response to continuing demand for additional commuter parking at Union Station, the City, New Haven Parking Authority and CDOT initiated a study of transit-oriented development opportunities at Union Station. The study forms the basis of a revised site plan, which proposes two commuter garages, remerchandising of Union Station and long-term development of new mixed use space at the northerly side of the site, along Union Avenue. The project phasing plan is proposed as follows:

Phase 1 – Commuter Parking & Station Remerchandising (\$42 million)

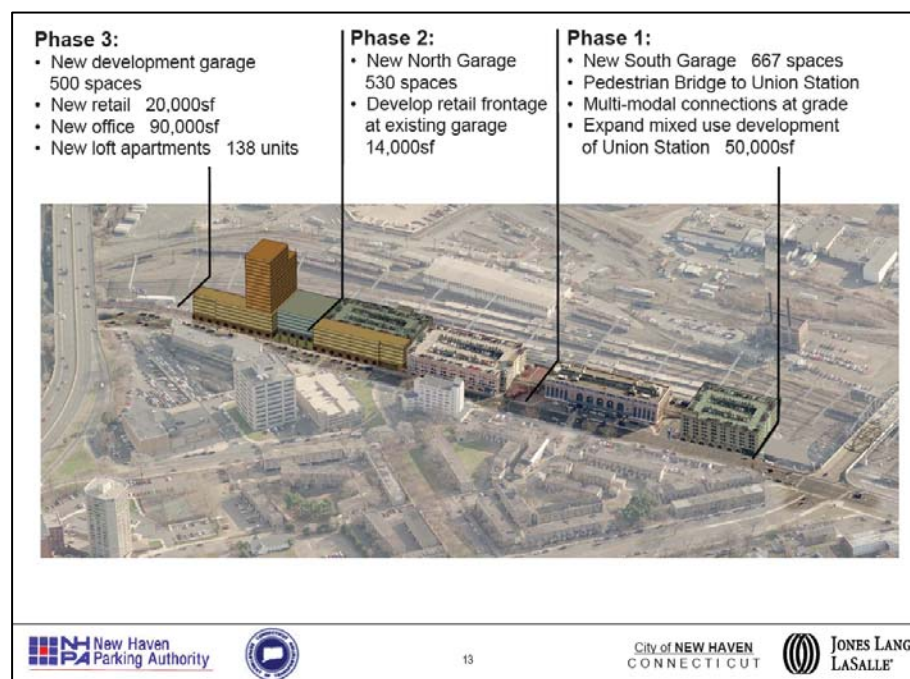
Build a new 667-space commuter parking garage on the south side of the station and renovate the station building with commercial uses.

Phase 2 – Commuter Parking and Storefront Retail (\$26 million)

Build a new 530-space commuter parking garage north of the existing garage and build new retail along the street frontage of the existing garage (14,000 s.f.)

Phase 3 – New Mixed Use Development (\$140 million)

Develop a new 51,000 s.f. commercial or residential liner building along the street frontage of the 530-space new garage; and develop a 138-unit residential tower with separate parking to the north of the 530-space new garage.



Bike New Haven

The City is furthering its commitment to cycling in New Haven in an effort to improve safety and promote cycling as a means to commute to work and reduce vehicle miles traveled. In 2009, the department is pleased to report the completion of the Municipal Bike Station at 200 Orange Street, installation of 29 new bike racks and design approval for the Downtown Bike Accommodation project.

The Downtown project emerged as a core recommendation of the Bike / Ped Gap Analysis, which was prepared by Nelson/Nygaard in 2008. The City engaged VHB, Inc. to prepare design drawings for shared-lane markings (SLMs) connecting Downtown with East Rock, Westville and Union Station. The latter destination was previously known as the Union Station Interconnect, a transit enhancement effort to link Downtown with both train stations. VHB completed the design in 2009 and then worked with the City to gain approval of the State Traffic Commission and the Federal Highway Administration. The State Traffic Commission will not allow the SLM treatment on state roads, but all other aspects of the plan are expected to be completed in Spring, 2010.

Complete Streets

In keeping with the overall City commitment to a safe and civil traffic program, the Board of Aldermen approved landmark Complete Streets legislation in 2008. The legislation promotes the safety and convenience of all users of the transportation system using a Complete Streets hierarchy of users, which begins with pedestrians, bicyclists and transit users.

These users shall be accommodated and balanced in all types of transportation and development projects and through all phases of a project so that the vulnerable – children, elderly, and persons with disabilities – can travel safely within the public right of way.

The department participated on the Complete Streets Committee, which drafted a new design manual for communication to the Board of Aldermen in 2010. The manual is not only a policy statement, but also a firm direction for developers, city officials and others to build complete streets as part of their projects.

Likewise, the City made several roadway improvements in 2009 which promote a Complete Streets environment. These include -

- Installation of a traffic calming chicane on Vista Terrace.
- Installation of approximately 30 in-road pedestrian signs.
- Completion of the design for a new round-about at the intersection of West Park Street and Elm Street.

- Planting of “traffic calming” street trees along Edgewood Way in conjunction with Common Ground.

Route 34 East / Downtown Crossing

The department, together with the Office of the Mayor, Economic Development and City Plan, are working to implement a once-in-a-generation opportunity to reconnect neighborhoods and provide new economic development opportunities through conversion of Route 34 East to a community-scale urban boulevard.

To accomplish this goal, the City has introduced a comprehensive program of land use, transportation and environmental enhancements designed to encourage a more sustainable and transit oriented land use pattern.

As part of the reconstruction, over 13 acres of land will be made available for new development which will merge the medical district, Union Station and Downtown into a more seamless neighborhood. In turn, the entire area will become more transit and pedestrian oriented as the automotive-related impediments are removed.

The City recently was awarded a \$5 million federal transportation grant to refine the concept plan, initiate design and environmental review of this signature project. In 2008, the City released an RFQ for a project designer and looks forward to environmental review and preliminary design work in the coming year.

Comprehensive Signal Upgrade Program

The department continues to upgrade its traffic signals through the implementation of a five-phase capital investment program. This program is largely funded by the State of Connecticut and includes full reconstruction of signals in Westville, Beaver Hills, Edgewood, Downtown, East Rock, Fair Haven and Mill River.

In 2009, the department is pleased to report completion of the design for the 12 signalized intersections at Yale-New Haven Hospital as well as the substantial completion of new signals under “Phase IV” in the Westville / Edgewood neighborhoods (21 signals) and “Phase III” Fair Haven / Cedar Hill (14 signals). In addition, the department continues to work with Gateway Community College to initiate design at 9 intersections in the central business districts.

Downtown Controller Upgrade Project

In 2008, the signal system also experienced a major technical failure at 103 signalized intersections. At these signals, Transcore system failed and the department’s signal crew made emergency repairs at each location. Subsequently,

the department and consultant VHB identified the problem with the controller / communication functions and prepared a scope of work to return these signals to normal operation.

As the project was “ready-to-go”, the City submitted for funding under the American Recovery and Reinvestment Act of 2009. A grant of \$3.1 million was awarded for construction of the improvements. In 2010, the department will advertise the work and construction is anticipated to be complete by the end of the calendar year.

Tweed New Haven Regional Airport

Tweed New Haven Airport is one of just two Class I facilities in Connecticut, providing both scheduled commercial and general aviation services. Tweed ranks 11th among all New England regional airports for total scheduled boardings.

US Airways is currently the primary commercial service provider at the airport. US Airways has five scheduled weekday flights as well as weekend service to its Philadelphia hub. In 2009, 32,984 passengers enplaned and 33,680 deplaned at Tweed. There were 41,448 total movements (landings or takeoffs) in 2009.



Construction of RSA North and relocation of Dodge Avenue in the summer, 2009.

“Time is Now” Agreement

For many years, the City and Tweed New Haven Airport Authority have worked to enhance commercial service and position Tweed as a regional-significant airport. These efforts took another major step forward in 2009 with the settlement of a long-standing dispute with the Town of East Haven.

New Haven Mayor John DeStefano, Jr. and East Haven Mayor April Capone Almon together with state legislators and the Tweed-New Haven Airport Authority reached agreement on March 16, 2009 on the Time is Now program and a cooperative way-forward to provide high quality commercial and non-commercial air services at the Airport in a safe, responsible and environmentally sensitive manner. Pursuant to the agreement, legislation was passed to limit the length of the main runway 2-20 to 5,600 l.f., the composition of the Board of Directors was changed to allow more participation from East Haven residents and state funds were authorized for operating expenses and capital improvements. A key part of the agreement is Tweed’s commitment to “good neighbor” programs and a concerted effort to improve the quality of life for the residents in the immediate vicinity of the Airport.

Later in 2009, Tweed completed work on both of the runway safety areas, relocated Dodge Avenue, improved the drainage system and initiated work on Taxiway B. With over \$40 million in capital improvements, Tweed is much better positioned to recruit a second- and third- commercial carrier at the airport.



The Time is Now agreement includes “good neighbor” commitments to traffic calming and sound attenuation.

Department Work Program

In 2010, the department continues to work on the above-mentioned transportation initiatives and state-of-good repair sign, pavement marking and signal projects. In addition, the projects below are department priorities for the year:

Citywide Priorities

- Continue the conceptual plan and design for Route 34 East and 100 College St.
- Complete the New Haven Sustainable Transportation Plan.
- Continue implementation of the “Time is Now” program at Tweed Airport.
- Reach six (6) million “Streets Smarts” impressions.
- Reach 3,000 “Smart Drivers”; incl. 3 CEOs.
- Launch a citywide bike sharing program

Planning Studies

- Implement key points of the Union Station / Tweed Wayfinding Study.
- Complete the Whalley Avenue concept study.
- Complete Streetcar Feasibility Phase II.
- Complete an intermodal ferry study.
- Initiate a feasibility / concept for a bike boulevard on Elm Street.

Bike New Haven

- Complete and implement the Downtown Bike Accommodation (SLM) project and Interconnect to Union Station.
- Install 30 new bike racks.
- Establish a base of 25 users at the new Municipal Bike Station.
- Complete a Fair Haven “east side” bike route.

Traffic Enhancements

- Complete installation of 12 new traffic signals at YNHH / Medical School.
- Complete installation of three new signals at Grand Ave. / State St.
- Complete MBA signal.
- Complete Downtown Controller upgrades at 103 signals.
- Complete Contract III, Phase II signal program (14 signals).
- Complete Contract IV, Phase B signal program (21 signals).
- Complete design / permitting of Gateway program (9 signals).
- Initiate Contract III, Phase III signal program (20 signals).
- Complete construction of new signals with Yale Prospect Agreement.
- Finalize E2 Tie Down Plan and signal coordination on Sargent Drive.

Safety Guard Program

- Provide safety guard assistance at 10 locations.
- Install a pedestrian signal at the intersection of Edgewood / Sherman.
- Launch a recruiting drive.

Transit

- Complete design for new shelters on the New Haven Green.
- Gain CDOT approval of new Cross Town West bus service.
- Gain CDOT approval for the Union Station circulator to the medical district.
- Gain CDOT approval for Union Station TOD program.
- Open ZipCar facility at Union Station.

Parking & Meter Program Enhancements

- Improve City Card payment rate to 15%.
- New or alter RPZs – medical district and Science Park.
- Implement N / O Lot Changes Following RFP.
- Initiate dynamic pricing program for the Downtown parking meters.

Complete Streets

- Complete new Complete Streets design standard manual.
- Establish rolling schedule for “speed trailer” education.
- Complete construction at West Park Avenue / Elm Street.
- Complete ‘no-left-turn’ project at West Elm and Forest Road.
- Install traffic calming improvements at Daniels School and Bishop Woods School.
- Continue on-going state-of-good repair pavement marking program.
- Install 25 – 50 in-road pedestrian signs.
- Continue state-of-good repair sign program.



The department's goal is 25 dedicated users at the new municipal bike station.

Indicators

System Facts	2009
Parking Tickets Issued *	149,252
Number of City Owned Traffic Signals	300
Maintenance Inspections & Repairs	948
Number of State-Owned Traffic Signals	30
Est. Number of Traffic Control Signs	100,000
Maintenance and Repairs to Traffic Control Signs	1,855
Total Number of Bike Racks	44
Miles of Bike Lanes	4
Total Number of Bus Shelters	104

* includes NHPD and other ticket writers

Financial Indicators	2006-07	2007-08	2008-09
Department Revenues			
General Revenue	\$13,779	\$41,938	\$31,869
Meter Bag Revenue	\$912,477	\$849,609	\$1,028,902
Coins	\$2,148,640	\$2,358,613	\$2,457,877
Smart Cards	\$117,450	\$228,613	\$300,741
Vouchers	\$351,491	\$238,683	\$248,877
Total	\$3,543,837	\$3,717,456	\$4,068,266