

Overview: The Connecticut Department of Transportation

At a Glance

James F. Byrnes Jr., *Commissioner*

James A. Adams, *Deputy Commissioner*

Established—1969

Statutory authority—C.G.S. P.A. 69-768

Authorized number of full-time employees—3,751

Recurring operating expenses—\$363.5 million

Capital budget—\$723.7 million

Organizational structure—Office of the Commissioner, Bureau of Aviation and Ports, Bureau of Finance and Administration, Bureau of Engineering and Highway Operations, Bureau of Policy and Planning, Bureau of Public Transportation, State Traffic Commission

Mission

To provide a safe, efficient and cost-effective transportation system that meets the mobility needs of its users.

Statutory Responsibility

The agency shall be responsible for all aspects of the planning, development, maintenance, and improvement of transportation in the state (Section 13b-3 C.G.S.). The agency serves its customers by providing safe and efficient systems for the movement of people and goods within, to, or from the state, whether by highway, air, water, rail, or other means (Section 13b-2(1)).

Information Reported as Required by State Statute

The agency shall develop and revise, biennially, a comprehensive long-range transportation plan designed to fulfill the present and future needs of the state and to

ensure the development and maintenance of an adequate, safe, and efficient transportation system (Section 13b-15 C.G.S). The purpose of the Master Transportation Plan is to provide its customers, the Administration, the General Assembly, local elected officials, and the general public with a comprehensive understanding of the transportation projects and programs that the agency will be pursuing over the next ten years. The strategic goals of the agency are to ensure safety, maintain the existing system, increase system productivity, promote economic development, and provide required capacity.

Affirmative Action Policy

It is the established policy of the Department to guarantee equal employment opportunity and to implement affirmative action programs.

Improvements and Achievements 2002–03

Bradley International Airport's terminal improvement program focused on completion of the new Unified Terminal.

The Bureau of Aviation and Ports worked with Bradley's Board of Directors to implement new marketing programs, including a redesigned website and refined media ads.

Through a public-private partnership, a new control tower was opened at Waterbury-Oxford Airport staffed by the FAA.

The Department continued to manage all programs and projects to maximize federal funds allocated to Connecticut for improvements to all transportation facilities. Significant completed projects include reconstruction of I-95 in Stamford and construction of a 50,000-square-foot warehouse designed for heavy cargo at the Admiral Harold E. Shear State Pier in New London.

The Bureau of Engineering and Highway Operations continued to manage all programs and projects to maximize federal funds allocated to Connecticut for improvements to all transportation facilities. Significant completed projects include replacement of the Tomlinson Bridge in New Haven; reconstruction of I-95 interchange 56 in Branford; resurfacing of I-91 in Windsor Locks, and resurfacing of I-84 in West Hartford.

The largest capital program within the Department's current plan is the I-95 New Haven Harbor Crossing Corridor Improvement Program. The program includes both roadway and transit improvements to increase capacity and reduce congestion between New Haven and Branford.

A new commuter railroad station at State Street in New Haven was opened last year, and the Branford portion of the highway reconstruction is well under way. Additional contracts will proceed to construction in East Haven and New Haven in the coming year. The entire program will occur in stages through 2012.

The Department is also developing a preliminary design for a new transit system, the New Britain-Hartford Busway. Upon completion of the preliminary design and securing the necessary funding, a design-build contract will be advertised and awarded to complete the final design and construct the busway.

The Bureau of Policy and Planning completed major planning studies for I-84 (from the New York state line to Waterbury and Hartford); Truck Stop and Rest Area Parking; Feeder Barge Feasibility; and Intrastate Passenger Ferry Service Feasibility. The Bureau also initiated studies for Statewide Airport Systems; the I-95 Southeast Corridor; and the New Haven to Springfield Commuter Rail Service Feasibility.

The Bureau of Policy and Planning provided extensive support for the Transportation Strategy Board (TSB) program initiatives, studies, and projects.

The Bureau of Public Transportation developed an Implementation Plan for a Bus Rapid Transit (BRT) System for the capital area from New Britain to Hartford.

The Bureau of Policy and Planning conducts planning activities for transit, highways, goods movement, commuter parking, bicycle and recreation, and airports, and performs environmental analysis for all projects. The Bureau also coordinates statewide transportation planning activities with the Regional Planning Agencies. (The Bureau of Policy and Planning's missing statement)

The Bureau of Policy and Planning administered programs for commuter parking facilities and pedestrian and bicyclist needs. Continuing major studies include Statewide Airport Systems Plan; I-95 Branford to Rhode Island; New Haven-Springfield Commuter Rail Service; Rail Station and Parking Governance; I-95 Commuter Shoulder, and Hartford East Bus Rapid Transit. Major studies initiated include Danbury Branch Electrification; I-84/Route 8 Interchange; Oxford Airport Master Plan.

The Bureau of Policy and Planning published the 2003 Master Transportation Plan and provided extensive support for the Transportation Strategy Board (TSB) program initiatives, studies, and projects.

The Bureau of Public Transportation's mission is to provide mobility to the residents of the state and to enhance economic development, access to jobs, and the environment by providing safe, efficient, economical, and reliable transportation alternatives.

The Mission of the Bureau of Aviation is to provide the most Efficient, Effective, Convenient and Safe Use of State Aviation to our users and other customers.

The Mission of the Bureau of Finance & Administration is to Initiate, Develop, Communicate and Support by utilizing its Team and the methods of Continuous Improvement to compliment the Mission of the Department of Transportation in accomplishing the needs of the Department's Customers. This will be accomplished through the provision of tools and methods that: Maintain a quality standard for the development of personnel resources; Maximize fiscal and operational performance; Improve business processes using information systems technology; Expand opportunities for community participation in the supply of goods and services for the promotion of Economic Development and; Strive to enhance the transportation system of the state.

The Bureau of Engineering and Construction develops and implements the capital program for Connecticut's transportation network. The program is delivered through efficient and innovative engineering and construction solutions with stakeholder input to improve public safety and mobility, enhance economic vitality, and improve community connectivity while preserving environmental and cultural resources.

Significant improvements and achievements include:

Development and maintenance of a fiscally constrained Transit Capital Plan that fully programs all state and federal funds expected to be made available over a twenty-year horizon.

Development of condition studies and structural improvement plans for the state's railroad bridges.

Rehabilitation of a significant portion of the state's rail rolling stock to maintain reliable service schedules.

Continuation of a major study to determine the next generation of rail rolling stock needed.

Completion of the New Haven Interlocking project, a major reconfiguration of the tracks serving the New Haven Terminal to allow for improved commuter operations and for Northeast Corridor express trains.

Purchase of replacement buses for the Connecticut Transit System and Southeast Area Transit.

Investigation of opportunities for innovative financing programs such as design/build.

Questions for Consideration

After reading about the Connecticut DOT, answer the following:

1. Define the scope of the organization.

2. The DOT organization structure includes several other entities, namely, Office of the Commissioner; Bureau of Aviation and Ports; Bureau of Finance and Administration; Bureau of Engineering and Highway Operations; Bureau of Policy and Planning; Bureau of Public Transportation; and the State Traffic Commission. Information on the purpose and function of these other agencies is included in the text. Are the lines of authority and relationships clear? If possible draw an organization chart showing the relationships. Would you describe the DOT as a closed or open organization? Explain.

3. Who heads the agency?
4. What are the main functions of the DOT?
5. What are the main functions of the associated agencies (see organization structure).
6. What private entities might rely on the agency?
7. Is the mission statement clear or ambiguous? Explain.
8. Consider the mission of each associated entity. In your opinion, do any missions conflict? Can you determine the importance of the agencies
9. What projects in the state are most important?
10. Who are the agency's main stakeholders?

11. The mission statement reads, "The agency shall be responsible for all aspects of the planning, development, maintenance, and improvement of transportation in the state." How do you think the agency determines the relative importance of different modes of transportation? For example, is bus transportation more important than rail transportation?

12. From the text, list the main tasks of leaders within the main organization.

13. Is there a strong "chain of command" ?

14. In what ways is "flexibility" built into the organization? Do priorities change year to year?

15. Would "one best way" work in this organization?

16. Do the different subunits face the same environment or different environments?

17. What oversight mechanisms can you find within the information on the agency?

18. What principles of “sound management” can you identify within the information?

19. What, if anything, can you determine about the culture of the agency?

20. What, if anything, can you determine about the values of the organization?