

MEMORANDUM

To: Michael Critelli, Commissioner on the Reorganization of the Department of Transportation

From: Nancy Hadley, Director of City of Bridgeport OPED

Date: October 9, 2007

Re: Public Hearing for DOT Reorganization Commission

Chairman Critelli and members of the Commission on the Reorganization of the Department of Transportation, welcome to Bridgeport! Mayor Fabrizi welcomes you and hopes that your meeting is productive.

I am Bridgeport's Director of the Office of Planning and Economic Development. I serve on the Bridgeport Port Authority Board by position. As OPED Director, I am responsible for all planning, zoning, building, and economic development for the City. My office is responsible for the development of the Intermodal Transportation Center, which recently opened up a new 17-bay pulsing bus terminal immediately adjacent to the Metro North Train Station and Port Jefferson Ferry. In my prior public service positions, I was the Deputy Transportation Commissioner under Governor Lowell Weicker and Commissioner Emil Frankel. I also served as Commissioner of Motor Vehicles and negotiated the Emission testing program, instituted of the digitized driver's license and initiated the Uninsured Motorist Program.

Thank you for holding this hearing in Bridgeport. You are in the State's largest City. You are in the outer edges of the worst daily congestion in the state. You are in an area where water, air, bus, rail, truck and auto come together. Our City and region's economic future depends on the successful integration of all of the transportation modes. You are in the City that has embarked on transit-oriented development in a significant way. The City is in the midst of a \$1.5 million planning effort to update the master plan policies, develop a housing policy, new zoning map and regs, all aimed at sustainable development and responsible growth. Our Downtown Plan is approved and the new Transit Village Zone will be before the PZC in the coming weeks. We will put TOD into formal City land use policy. We are off and running. Over \$2.4 billion, yes billion, in real estate development, mostly private is on our drawing boards. We are moving at light speed.

Unequivocally, it is in Bridgeport's best interest that all of the modes of transportation remain under one roof at the CDOT. The issue isn't the professionals that work at the Department. The issue is the regional leadership. In my opinion, what is needed is to take the model used by Bradley Airport- i.e. the regional oversight commission that stretches from Hartford to Springfield Mass and apply that to the Metro North Corridor to encompass rail, transit and water related functions. You are in a region, Southern Fairfield County, with three regional planning agencies and two Metropolitan Planning Organizations. Nothing ties these policy boards together with any hope of authority or effectiveness. Yes the TSB and TIA are a step in the right direction but staff will function with a regional context IF the policy leadership is structured to take them there. Professionals in the department will not buck the system. In my opinion, State employees are risk averse, non entrepreneurial, yet very dedicated employees. It is a question of leadership.

If you go back to the 90's and the work of the Progress Council setting Outcome measurements that were tied to budgetary allocations, you will see the start of regional outcome measurements that cross the silos of government. If you go back to the 90's many of the Stamford Companies, including Pitney Bowes, GTE, and GE, adopted state agencies and brought business planning and quality management practices to bear. Professionals responded and the management structure was flattened as much as possible (given Union limitations at the time). The front lines responded positively; the leadership responded with the necessary flexibility; the middle managers were of course, the hardest to win over. Why do I say all this? The fact that the CDOT is multi-modal is important. It is critical to this state's competitive advantage. However, it cannot be multi-modal in name only. It needs to permeate throughout the hierarchy. It needs to permeate through the regional commissions that link transportation and economic development.

I think you will agree that the close involvement of the regional business community with Bradley Airport has shown significant improvement in that State transportation asset. The fact that it operates as an Enterprise Fund requires the staff to be much more entrepreneurial in their thinking and actions. I suggest you apply that same construct to the Metro-North Corridor. All of the revenue for all of the stations and garages along the Metro-North Route needs to be part of an Enterprise Fund with leadership similar to the compact that is in effect, for example in New Haven. The CDOT, City, and Parking Authority all sit on the same board and decide the future of the New Haven station area, TOGETHER. The same needs to happen along the Metro-North Corridor.

I submit specific example that hopefully will bring home this point. Bridgeport owns the transit garage by the arena. It is 750 spaces and at full occupancy. We are about to use FTA funding to add an additional 500 spaces. We have just finished the bus terminal and walkway connections to and from the train station and transit garage courtesy of \$23 Million of direct FTA funding and Congressman Shays. The City will maintain development air rights over all three facilities. The City owns the Bus Terminal and walkways. DOT's rail division wants to own the garage and train station leaving the bus terminal out to dry. CDOT's transit division does not want to own the bus terminal. As far as Bridgeport is concerned, it is one business unit that needs to be successful in the integration of services for the commuters and residents. We envision incident management signs on I-95, Route 8, and the Merritt Parkway that will alert those who are in daily congestion that there is plenty of parking available and the next train or bus would be

leaving in 30 minutes. Not a pipedream- we can achieve full integration of rail, bus and auto. It can be reality if we get the region's economic leaders and transportation leaders together with the civic leaders on one commission that is charged with the same authorities as the Bradley Commission. The CDOT structure isn't the issue. It is how the regional perspective permeates the department's line staff. It is the regional perspective that should reward creative thinking, and initiative, not silo thinking.

I can go on and on about the issues at Bridgeport's Port; the issues at the State's three ports; the issues of the high speed ferry service; the issues of the Congress Street Bridge replacement; the Seaview Avenue transit way; a second train station in Bridgeport; the issues of direct transit service to the Valley; the issues of Alternate A route implementation when I-95, Merritt or Route 8 shuts down for some overturned tanker or tractor-trailer/car embrace; the impact of Fairfield Metro Center and their third train station on the area immediately adjacent; the list goes on and on.

Suffice it to say that 75 of my fellow tenants are about to move into Bridgeport's City Trust Block, two blocks from the Metro North Train Station, and three blocks from the new bus terminal to the north and the ferry terminal to the south. What Bridgeport needs is for one regional transportation/economic planning body with implementation clout that spans from Greenwich to Stratford going north to Shelton that will dig in and pull the expertise from the CDOT, DCED, and DEP to make this region a success on the long term. My couch and bed are already in the City Trust building. I am committed. It is time for the state to be committed to multi-modal at the regional level. It is important. It is critical. Thank you for your time and attention.