



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Transportation Policy Committee

Co-Chairs: Kevin Dillon and Melissa Kaplan-Macey

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

Efficiency & Effectiveness

- Build DOT capacity by allowing direct agency control of hiring for budgeted positions, updating job descriptions, creating a strong talent pipeline through STEM education initiatives & internships, and collecting information to inform future decisions (i.e., true cost accounting of DOT projects, origin/destination data, etc.) **(first 100 days)**
- Improve customer service through targeted, quick wins, including the reopening of rest areas **(first 100 days)**, as well as launching medium-term plans to upgrade major activity hubs **(first term)**
- Launch a public education campaign to demonstrate the economic benefit of an efficient transportation system and the costs of not making necessary investments **(first 100 days)**
- Remove statutory impediments that impose inefficiencies, infrastructure restrictions, and expenses **(first six months)**
- Promote worksite safety and safety of the driving public, including work zone e-ticketing **(first six months)**

Project Prioritization

- Invest in highways, bridges, rail, bus, and airports, and bring the transportation system to a state of good repair to keep the state moving, prioritizing maintaining, rehabilitating and enhancing existing infrastructure assets, inclusive of both routine maintenance projects and major reconstruction efforts **(first 100 days)**
- Prioritize new investments that speed service, promote sustainability, and connect people with jobs
 - Develop a statewide strategic plan for transportation and transit-oriented development (TOD) and establish cross-agency criteria to evaluate and prioritize particular projects **(first 100 days)**
- Reduce highway congestion and truck traffic by expanding ports and prioritizing freight rail **(first 100 days)**
- Prioritize pedestrian and bicycle connectivity in tandem with traditional transportation investments **(first 100 days)**
- Develop and implement on-demand and autonomous vehicle policies that reinforce transit investments and compact development patterns **(first six months)**
- Green the state's transportation system and make investments that promote sustainability and reduce emissions
 - Invest in electric vehicle infrastructure, green state vehicles and bus fleets, and advance the Transportation Climate Initiative **(first six months)**

Coordination & Governance

- Create a new Transportation Systems Working Group, led by the Governor's office and comprised of the heads of all modes of transportation, COGs, and municipal representatives, to coordinate intermodal connectivity (i.e., integrated mobile app with real-time arrival and departure information, seamless fare purchasing, etc.) and recommend transportation innovations (i.e., autonomous vehicle policies, expansion of bicycle- and scooter- share, etc.) on a regular, consistent basis **(first 100 days)**

- Establish a Business Advisory subcommittee, comprised of representatives from major Connecticut employers, to advise the Working Group and ensure that the state's transportation priorities are aligned with their needs
- Concentrate authority for statewide aviation matters in the Connecticut Airport Authority *(first six months)*
- Establish a quasi-public Transit Corridor Development Authority to enable coordinated decision making and economic investment along transit corridors *(first six months)*
- Ensure robust CTTransit engagement with local planning and public outreach *(first 100 days)*
- Reorganize COGs to align with key transportation corridors and streamline regional planning and economic investment *(first six months)*

Funding

- Diversify revenue streams (increased gas tax, tolling, transportation network company fees, work zone e-ticketing, advertising revenue from mobile app, etc.) *(first six months)*
- Enable collection of user fees (tolls), and establish a Tolling Authority to administer the program *(first six months)*
- Enhance utilization of alternative financing and delivery methods (infrastructure bank, public-private partnerships, design-build, value capture, tax increment financing) *(first six months)*

2. Which goals are achievable in the first 100 days of the Administration?

Decentralizing the state hiring process (allowing state agencies to hire for budgeted positions without OPM/DAS approval) and launching a public education campaign on the necessity of infrastructure investment can be accomplished immediately. Most "Project Prioritization" initiatives are also achievable in the first 100 days. The establishment of a new Transportation Systems Working Group and requiring increased CTTransit accountability, could also be completed relatively quickly.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

The "Project Prioritization" actions and customer service projects can be largely acted upon by reprioritizing existing funds. Reforms to the OPM/DAS role in state hiring, creation of the Transportation Systems Working Group, reorganization of the COGs, and requiring increased CTTransit accountability could be acted upon by the Administration. The enactment of most revenue options, tolling authorization, creation of a Tolling Authority, alternative financing and delivery methods, and a Transit Corridor Development Authority would all require legislation. The fiscal impact of revenue options is dependent on the final type and extent of such selected options. The implementation of alternative delivery methods and financing options would create access to new private capital, providing leverage for state funds, but such projections are not easily quantifiable.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

The Committee recommends enacting a menu of revenue options and alternative delivery methods to offset funding challenges and a robust public education effort explaining the need and public benefits of alternative project financing and delivery tools. Emphasizing alternative delivery methods could drive labor concerns, but the dire fiscal situation requires fully exploring such options. Establishing a TOD Authority or reorganizing the COGs could also raise challenges from municipalities, but such legislation should include a requirement for meaningful input from local municipalities and the public. Lowering GHG emissions is a critical challenge facing CT. With 40% of GHG emissions in the state attributable to transportation, the Committee recommends that decisions on transportation investments prioritize a cleaner, greener transportation system. Investments in transportation infrastructure will require significant funding, but will generate significant returns to the state with respect to economic climate and job creation (construction & business attraction).

5. How will implementation of policy in this area create jobs and spur economic growth?

Directly, the provision of additional transportation funds and application towards new projects (whether through tolls, an increased gas tax, private capital via infrastructure bank/P3s, etc.) will grow jobs in the construction, engineering, and other related fields. The indirect benefits of reducing highway congestion and providing a stronger Connecticut transportation system (as achieved by numerous priorities in Section 1) will be even greater, as businesses gain confidence in the reliability of the system to efficiently move their employees and freight. The Committee believes that this confidence alone will spur tremendous economic growth through business recruitment and retention. A Transit Corridor Development Authority would also help streamline processes to enable new developments that otherwise may have been stymied by bureaucratic inefficiencies or parochial thinking.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

Streamlining project delivery with alternative delivery methods and financing mechanisms should help the state take advantage of private funding sources for infrastructure projects, leading to significant cost savings. Decentralizing the hiring process should also help the state fill its vacancies more efficiently and cost-effectively. The committee also anticipates cost savings and more efficient project outcomes to result from better collaboration across modes with implementation of the Transportation Systems Working Group.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Attached, as an appendix to this memo, please see additional information providing further details about concepts outlined in this memo, as well as links to best practices.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

This memo outlines a variety of important policies that broadly pertain to transportation, but a variety of mode-specific issues and projects also exist. Some further details regarding important, specific projects are outlined in the appendix.