

CONNECTICUT DEPARTMENT OF TRANSPORTATION

Connecticut Rail Station Governance Study

Task 4.4 Operations Review



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INTRODUCTION

The Connecticut Rail Station Governance Study includes a series of reports covering important aspects of station governance. This document is the *Operations Review* that focuses on the current operations of the stations and parking. Other companion reports cover the lease agreements in detail; a condition survey of the stations, parking and grounds; and a financial review of all the stations.

Organizational structure is a necessary aspect of the governance of operations and maintenance of the train stations and parking lots and garages. As illustrated throughout this document, the organization of responsibilities and authority not only varies from town to town, but also among multiple stations controlled by one municipality. Therefore, a specific analysis of each station and its municipality was necessary to have a comprehensive understanding of the governance patterns throughout the New Haven Line and branches. This process was initiated through interviews and surveys of municipal employees involved with the operations and maintenance of a station. In many cases, as noted throughout the descriptions, other governing entities also take part in the station operations. They include, but are not limited to: parking authorities, private developers, local taxing districts, local transit authorities, volunteer groups, and so on. Also, in most cases, even where a station and commuter parking lot are operated entirely by a local governing body, there are many different departments that are responsible for any given task, such as security, maintenance, enforcement, or revenue collection.

For this portion of the project, each station and commuter lot/parking garage along the New Haven Line and branches was reviewed and inventoried, respectively. This was necessary prior to the analysis of the governance in order to have an understanding of the station, its components, and the layout of the facilities. For example, an unofficial condition review was necessary to keep in mind during the interviews in order to assess whether the provisions of the lease were actually followed on a day-to-day basis.

Before interviewing governing officials and staff, the lease agreements between CDOT (Connecticut Department of Transportation) and the municipalities of the stations were reviewed. In many cases, agreements also exist with private companies for various contracted responsibilities. These agreements were reviewed when provided, although the majority of the actual contracts were not available. In addition to service agreements, some stations have tenants that pay rent. As with the private contracts, in most cases these leases were not available for specific analysis.

The governance agreements lack uniformity throughout Metro-North's New Haven Line. Station leases between CDOT and the local communities are prevalent in most of the municipalities along the New Haven Main Line and the Danbury and New Canaan branches, with the leases covering the station buildings, platforms, and/or the parking areas that are owned by CDOT. Other commuter parking lots at these stations are either owned by the town or leased from private organizations. The operations and maintenance of the commuter parking lots vary not only among towns, but also in many cases among stations within the same town. CDOT operates, through a private contractor, the Stamford and Bridgeport Stations. The Waterbury Branch stations are governed differently than stations on other branches and the main line. With Derby-Shelton Station (located in the Town of Derby) as an exception, the municipalities along the Waterbury Branch have minimal responsibilities regarding the operations and maintenance of stations and respective parking.

The governing and operating procedures were discussed with local officials. The station leases were reviewed and compared to current operating practices at each of the stations. With this information, determinations were made as to whether or not the towns met the provisions of their respective leases with CDOT in terms of operations. From an operating standpoint, in most cases the provisions of the leases are, in fact, followed. However, in many cases, Town representatives were uncertain about the lease provisions, although they appeared to be followed. The financial aspects of the leases are examined in more detail in another portion of this Task.

None of the stations or respective municipality/governing authorities had a published organization chart of responsibilities for the stations and lots. In fact, the City of Stamford was the only entity that could provide a general organization chart, although not specific to the stations. Therefore, organization charts were developed for each station based on the interviews with governing entity officials. In many cases, follow-up calls were necessary to determine accuracy. As with any political environment, the organization of these structures is ever changing. Thus some changes may have occurred during the production of this document.

As operating procedures go hand-in-hand with organizational structure, some overlap can be seen throughout this report. It was necessary to obtain information concerning individuals, departments, or other entities responsible for various operating procedures to confirm that the provisions of the leases were being followed. Furthermore, it gives an understanding, in many cases, of how funds are spent, although this is looked at in more depth in the financial analysis of this project.

Revenues are generated at the stations and the municipalities keep reserves, as required. However, these funds are given different descriptive names at various stations. In this report, the term “reserves” will be used to indicate the funds from revenues used for capital improvements.

None of the stations had a published operating procedures document identifying the entities responsible for operating tasks. Therefore, the interviews became the source of information about operating procedures as well. Although description is provided, each station has a simple chart to allow for general comparisons among the stations. This chart illustrates the responsible party for the following operating procedures: Opening and Closing of Station, Housekeeping Inside of the Station, Housekeeping Outside of the Station, Daily Maintenance, Preventative Maintenance, Landscaping, Security, Customer Service, Tenant Performance, Parking Enforcement, Parking Fees and Permits, and Parking Operation Maintenance.

The Metropolitan Transit Authority (MTA) provides security for all of the stations. Many of the town representatives are unaware of this fact. The ambiguity of the New Haven line security is based in part on the fact that it was policed, up until a year ago, by Metro-North police which is now MTA police. Many of the stations have supplemental security provided by the Town or a private contract. Throughout the report, local entities discussed for security, and it is assumed that MTA police are also providing security for the stations.

Descriptions of the stations are organized by municipality, rather than by the particular stations. In many cases, multiple stations are located within the same municipality, and therefore the different operations of the various stations are noted within the municipality. Furthermore, some municipalities do not play a major role in the operations of a particular station, and this is also noted.

Municipality reviews are also divided into groups: New Haven Main Line, New Canaan Branch, Danbury Branch, and Waterbury Branch. It should be noted that the Bridgeport Station and Stamford Transportation Center are on the New Haven Main Line, but are owned and operated by CDOT (using contract management firms), and therefore no operations review was performed and no descriptions are included.

Finally, each municipality review is organized as follows: the station name is followed by a summary table of indicative data regarding: owner, lessee, tenants, parking operator, other commuter lots and whether provisions of the lease are followed. This table is followed, in sequence, by a general description of the station, agreements in effect, and findings on organizational structure and operating procedures.

NEW HAVEN MAIN LINE

The New Haven Main Line includes the following municipalities that participate in or manage the operations and maintenance at stations and/or commuter parking lots: New Haven, Milford, Stratford, Fairfield (Fairfield and Southport Stations), Westport (Westport/Saugatuck and Green's Farms Stations), Norwalk (South Norwalk, East Norwalk, Merritt Seven, and Rowayton Stations), Darien (Darien and Noroton Heights Stations), and Greenwich (Greenwich, Old Greenwich, Riverside, Cos Cob Stations). Bridgeport Station and the Stamford Transportation Center are also on this line, but are operated by CDOT, and therefore no operations review was performed.

NEW HAVEN

New Haven Transportation Center

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
New Haven	CDOT	City of New Haven and the New Haven Parking Authority	Subway, Newsstand, Amtrak, MTA, Urbitran, Dunkin Donuts, etc.	New Haven Parking Authority	Municipal lots in area	Yes

The New Haven Transportation Center, also known as Union Station, is a major transportation hub. As such, it is a significant anchor for revitalization projects in the City. Unlike other stations, the New Haven Transportation Center is part of a number of economic development plans that may increase the station's significance.

The Director of the City's Planning Department described a series of capital improvements and projects that are currently in progress. With respect to Union Station specifically, there are plans to construct a parking garage on the surface lot. There are currently meetings in progress to discuss the details and financing of this project and its feasibility.

The City Planning Director indicated that the Green, Yale, and Union Stations are major destinations in New Haven. Yale is currently undergoing a series of renovations, while the City is planning to improve the area between the Green and Union Station. There are plans to renovate the housing that is across the street from Union Station. Further, the City recently purchased two electric trolleys to be used as shuttles. The routes of these shuttles are under discussion, but plans include transit from Union Station to main points of interest such as the Green and Yale. In an effort to increase ease of commuter travel, a stop is opened on State Street in May of 2002. There is no parking at this stop, as it is a drop-off point for commuters.

There are also plans for a bridge that will cross over the tracks and connect the Union Station side of the tracks to Long Wharf. This project is expected to improve access to Union Station from Interstate 95. Additionally, it is anticipated that this area (Long Wharf) will experience economic growth within the next few years and will provide more jobs in the area.

Agreements

The New Haven Parking Authority and the City of New Haven lease the railroad area parcels from CDOT. The railroad area includes the Transportation Center and several parcels of land, according to the original lease, while two additional parcels were provided in an amendment. The lease conditions appear to be followed.

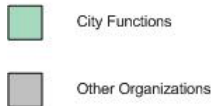
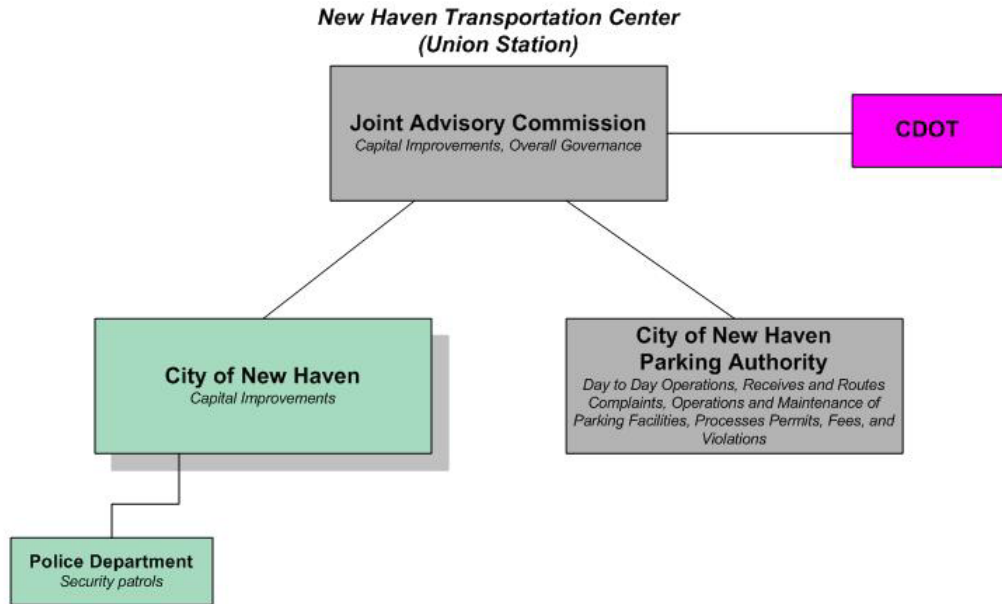
Union Station (New Haven Transportation Center) is a large building that houses ticket windows, assorted vendors, travel information areas, police quarters, offices, and taxi, car rental, and bus reservation services. A Dunkin Donuts, Subway sandwich shop, and Union News Stand are all located in the passenger waiting area. Travel information centers and services are located inside the station, including Amtrak's Information Center, Avis rental car business, and a bus ticket station. On the upper levels of the Transportation Center there are many offices including, but not limited to, the Urbitran Group and the New Haven Parking Authority. Below the main waiting area is a tunnel providing access to the train platforms. Offices for both the MTA Police and Amtrak Police and a dry cleaning center are located near this tunnel. Leases of the Transportation Center tenants were not available for review.

Organizational Structure

The New Haven Parking Authority (NHPA) is responsible for the majority of the operations of Union Station. The NHPA, which is not a Department of the City, makes day-to-day decisions and some decisions regarding capital improvements for the Station. NHPA board members sit on a committee known as the Joint Advisory Committee (JAC). JAC is a committee comprised of representatives from the City, CDOT, and the Parking Authority. This committee meets monthly to discuss matters regarding the Station. The NHPA does not directly report to JAC, although it carries out decisions and policies developed from this committee. Since there are interests arising from all parties, usually no major decisions about capital improvements are made without consent of the JAC. The JAC is also responsible for deciding how to divide any surplus of revenue.

The City of New Haven is not involved in day-to-day decisions regarding the Station, but is involved with the capital improvements of the Station for master planning purposes and economic development plans for the area.

Neither the City of New Haven nor the New Haven Parking Authority publishes organization charts for the operations and maintenance of the New Haven Station and parking facilities. The organization chart below was developed from data gathered from City and NHPA employees and administrators.



Operating Procedures

The NHPA is responsible for the day-to-day operations and maintenance of the station and respective lots. The staff is responsible for cleaning the station and parking areas, except for the platform area and tracks. NHPA is also responsible for subleasing and handling complaints about the Station and Station parking.

NHPA provides security at the Station. It has its own security function that is charged to the operating fund. In addition to the security provided by the Parking Authority, the New Haven Police Department includes the Station as part of their regularly patrolled route. Furthermore, Amtrak and Metro-North Police are stationed in the building and patrol the area as well. Metro North is responsible for cleaning the platforms and the tracks, but all other areas are under the responsibility of the NHPA.

As mentioned, the City of New Haven is currently implementing master plans for revitalization of the downtown. Union Station is a key priority in these plans as it may serve as a catalyst to improve the conditions of the surrounding area. Therefore, the City holds an interest in the maintenance and operations of the station.

The City and the Parking Authority do not publish operating procedures. The chart below was developed from information from City and Parking Authority staff and administrators.

Procedure	Responsible Party
Opening and Closing of Station	NHPA
Housekeeping Inside Station	NHPA
Housekeeping Outside Station	NHPA
Daily Maintenance	NHPA
Preventative Maintenance	NHPA
Landscaping	NHPA
Security	New Haven Police Department and NHPA
Customer Service	NHPA
Tenant Performance	NHPA
Parking Enforcement	NHPA
Parking Fees and Permits	NHPA
Parking Operation Maintenance	NHPA

MILFORD

Milford Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Milford	CDOT	Milford Transit District	Center for Arts, other leases under negotiation	Milford Transit District	No	Yes

Milford Station is managed for the City by the Milford Transit District. The parking lots generally fill early and there is a substantial waiting list for permits. The transit district has always had strong support from the Town, which considers the station an asset to the community, housing market and economic development.

The City issues parking permits to non-residents; however, 65 percent of the permit holders reside in Milford.

Agreements

According to the lease agreement, the Milford Transit District (MTD) is responsible for depositing the difference of revenues and expenses into a Reinvestment Fund. This fund may be drawn upon by CDOT every five years, allowing it fifty percent of the surplus in the Fund. All capital improvements MTD recommends must be approved by CDOT.

The lease specifies that four parcels surrounding the station are under the control of the MTD. The two buildings located on the property are subleased by MTD, and collects revenues from the rentals. The Center for the Arts leases space for one dollar a year. Rental contracts are not yet finalized for the other occupants of the Milford Station, but the tenants will likely be responsible for maintaining their respective areas of the facility. MTD incurs no expenses associated with these operations, other than the costs of fire insurance. The utilities are metered separately for the renting occupants. The tenants are responsible for paying the utilities and the associated costs of running their operations.

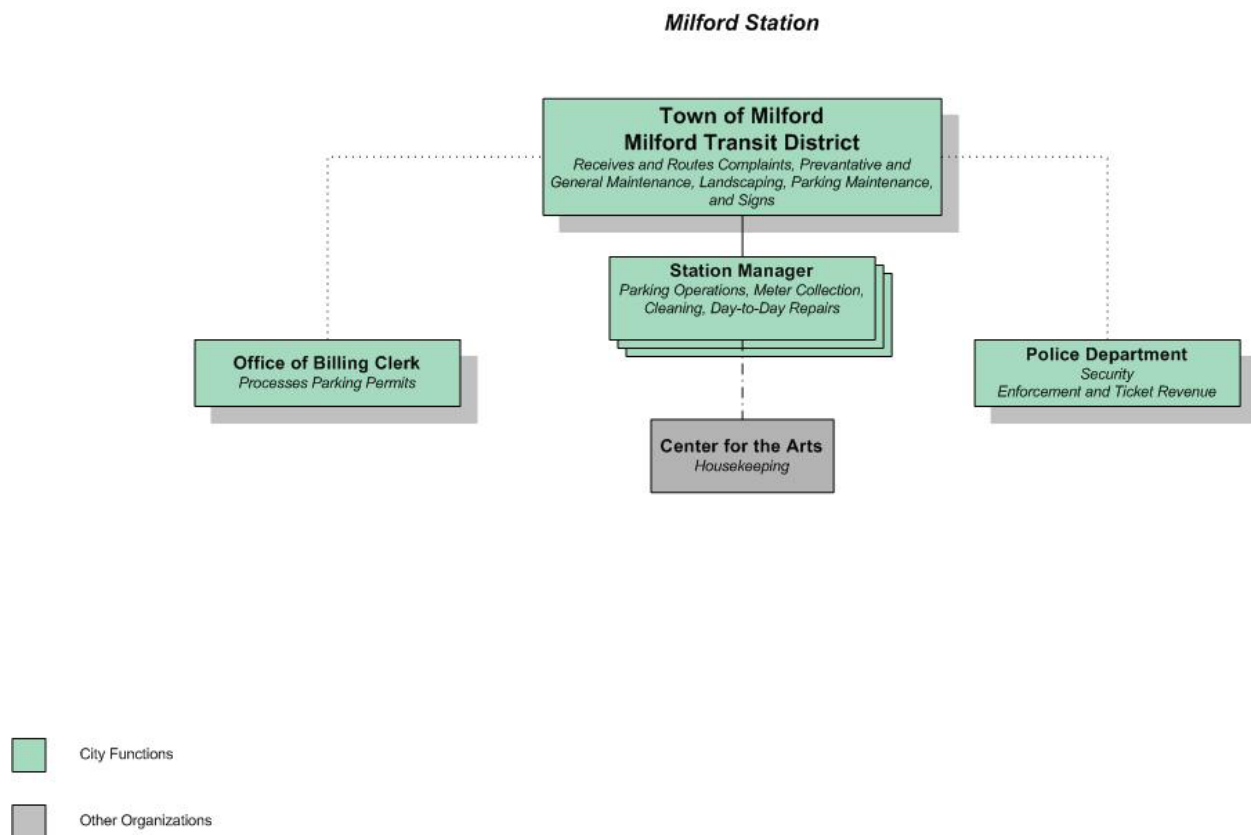
The financing for the parking lot and platform lighting is funded from reserves. The transit district has an informal relationship with a general maintenance person who is responsible for the day-to-day maintenance, cleaning, and snow removal. This position is also funded out of reserves.

Organizational Structure

The Town of Milford's MTD controls the Milford Train Station. The District is funded by the City of Milford, the State of Connecticut, and the Federal Transit Administration.

The MTD Administrator is responsible for making decisions concerning the station. The administrator inspects the lots and relies on the gate-keeper to inform him of any repair or operational issues. Further, the MTD administrator is also the authority for contracting minor capital improvements, day-to-day repairs and maintenance, handling the majority of the complaints (approximately 90 percent), and arranging subleasing agreements with vendors. The major capital improvements are the responsibility of CDOT. The MTD reports directly to CDOT.

Neither the Town nor the Transit District publishes an organization chart for the operations and maintenance of the Milford Train Station and parking lots. The organization chart below was developed from data gathered from Town employees and administrators.



Operating Procedures

The Center for Arts is responsible for cleaning the facility and general housekeeping. The MTD has an informal relationship with a general maintenance person who is responsible for the day-to-day maintenance, cleaning, and snow removal. MTD is responsible for the maintenance of the stairs, parking lots, and platforms, including lights, canopies and shelters. CDOT is responsible for clearing any debris from the tracks, and the MTD reports problems to CDOT.

The Milford Police Department, not the MTD, issues parking enforcement tickets and collects parking ticket revenues. Parking permit revenues are collected by the MTD. Daily rates are five dollars per vehicle; parking permits are also sold at the cost of \$150 for a semi-annual pass and \$250 for an annual pass. Parking is free on weekends and holidays.

The Town does not publish operating procedures for the station. The chart below was developed from information from Town staff and administrators.

Procedure	Responsible Party
Opening and Closing of Station	MTD, Station Master
Housekeeping Inside Station	MTD, Center for the Arts
Housekeeping Outside Station	MTD
Daily Maintenance	MTD
Preventative Maintenance	MTD
Landscaping	MTD
Security	Milford Police Department
Customer Service	MTD
Tenant Performance	MTD
Parking Enforcement	Milford Police Department
Parking Fees and Permits	Office Billing Clerk/ MTD
Parking Operation Maintenance	MTD

STRATFORD

Stratford Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Stratford	CDOT	Town of Stratford	Shell restaurant, Coffee shop, National Helicopter Museum, Xebec Land Corporation	Town of Stratford	None noted	Yes

According to the Assistant Town Manager, the Town of Stratford considers itself to be a stakeholder in the station. The Town Manager indicated that the station is run very well and that the commuting public utilizing the station is satisfied with the service provided.

The Town has plans to improve the condition of the railroad area sidewalks, lot lighting, and street lighting. There are also plans to have a crosswalk installed to improve pedestrian traffic safety crossing from the lots to the station parcels, as well as to add benches to the premises. The funding for these projects will come from reserves. Also included in the plans, but not definite as of yet, are ideas to improve the area located below the I-95 bridge to make the area safer for pedestrians and expand the platforms. The plans were recently sent to CDOT for approval.

Agreements

The Town has a contract with United Security to provide security for the station, and the Stratford Police Department provides additional security. The Town has a contract with a private company for snow removal, but the Town's Department of Public Works performs all other maintenance on the parking lots. Responsibilities for the maintenance of the platforms are ambiguous, from the Town's point of view. CDOT must be contacted regarding major capital improvements and major concerns with Metro-North.

There are three tenants: a restaurant, coffee shop, and the National Helicopter Museum. Specifics of the leases were not available. The Stratford Station lease with CDOT also permits the Town to sublease a portion of one of the parcels to Xebec Land Corporation for the expansion of the corporation's existing parking area.

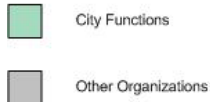
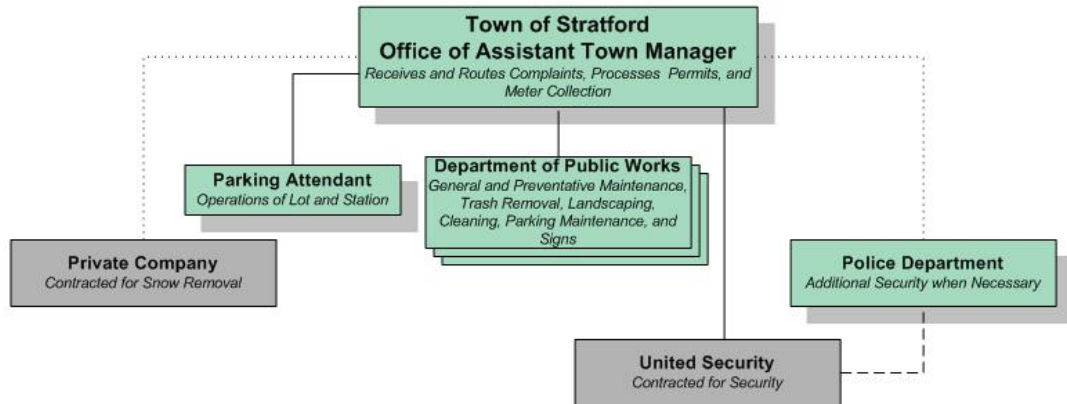
Organizational Structure

The Office of the Assistant Town Manager controls the operations of the Stratford Station and parking lots. The Assistant Town Manager (ATM) communicates directly with CDOT on problems regarding the platforms at the Stratford Station. The ATM processes complaints and comments from rail station patrons. No direct communication with Metro-North (by the ATM) occurs.

The Department of Public Works reports directly to the Assistant Town Manager, as do a parking attendant, a contracted snow removal private company, and a contracted security company (United Security), which also has a relationship with the Police Department. The ATM coordinates with the Police Department, although there is no direct, formal reporting relationship.

The Town does not publish an organization chart for the operations and maintenance of the Stratford Station and parking lot. The organization chart below was developed from data gathered from Town employees and administrators.

Stratford Station



Operating Procedures

The Assistant to the Town Manager manages the station.

As mentioned earlier in this narrative, United Security provides security for the station. During the months of December and January, the Stratford Police Department provides additional security due to the increase of security needs during this time period. Further, the Police Department includes the station and lot as part of regularly scheduled patrol routes.

As mentioned, a private company provides a snow removal service for the lot. The Department of Public Works performs all other maintenance on the lots. However, there is not a relationship between the contracted snow removal company and the Department of Public Works.

The Town does not publish operating procedures. The chart below was developed from information from Town staff and administrators.

Procedure	Responsible Party
Opening and Closing of Station	Parking Attendant
Housekeeping Inside Station	Department of Public Works
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works, private company for snow removal
Preventative Maintenance	Department of Public Works
Landscaping	Department of Public Works
Security	United Security, Police Department
Customer Service	Office of Assistant Town Manager
Tenant Performance	None noted
Parking Enforcement	Parking attendant
Parking Fees and Permits	Office of Assistant Town Manager
Parking Operation Maintenance	Office of Assistant Town Manger, Department of Public Works

BRIDGEPORT

CDOT operates, through a private contractor, the Bridgeport Station, and therefore, the governance of this station was not reviewed.

FAIRFIELD

Fairfield and Southport Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Fairfield	CDOT	Town of Fairfield and Fairfield Parking Authority	Station Cleaners, Dunkin Donuts	Fairfield Parking Authority	Parking Authority Lots, Knights of Columbus, public on-street parking	Yes
Southport	CDOT	Town of Fairfield and Fairfield Parking Authority	Art Center	Fairfield Parking Authority	Trinity Church	Yes

The Town of Fairfield has New Haven Line stations, the Fairfield Station and the Southport Station. The Town considers itself to be a major stakeholder in both stations. The Town is very satisfied with the lease agreement and the present operations of both stations. Overall, it appears that the Parking Authority feels it is running both stations with efficiency and that the commuting patrons of both stations support the way in which the stations are being governed.

The impression received from those interviewed is that the Fairfield Parking Authority wishes to maintain its control over this operation. This is exemplified by the fact that the Fairfield Parking Authority made provision for additional parking by acquiring property from the Town (five acres) and leasing property from

private owners and including it in the railroad fund. The Fairfield Parking Authority is paying the town and the private owners for this property.

Agreements

The Fairfield Parking Authority (FPA) is primarily responsible for the Fairfield and Southport Railroad Stations. This organization is governed by a Board of Directors (consisting of five members), with a staff that include one full-time clerk, two part-time clerks, and two part-time workers at the stations (between Fairfield and Southport). CDOT is not a major component in the day-to-day operations of either station. FPA does not contact CDOT unless it is necessary.

Although there is parking located on the premises of the Fairfield Station, there is still a need for supplemental parking due to the volume of commuters who use the Fairfield station. To accommodate this need, property is currently being leased by the Fairfield Parking Authority from the Town. The lot, referred to as the Fairprene lot, is located within walking distance of the station. It is approximately two to three acres and is used for commuter parking only. Altogether, the lots leased to the Fairfield Parking Authority contain approximately 1,200 spaces. However, these leased lots are still insufficient to meet the needs of the commuting public.

In addition to FPA lots, there are other lots that are used by patrons of the Fairfield Railroad Station. The Knights of Columbus own a lot that allows for daily commuter parking. There is also a CDOT commuter lot that is located off Exit 22 of Interstate 95, about one half mile from the station. Additional parking is also thought to be located alongside Boston Post Road, which is the closest main road to the station on the eastbound side of the tracks. Commuters utilize this area for parking because it is free and parking there for the duration of the day is allowed.

The Fairfield Parking Authority allows all non-permit holders to park in any available space after 9:00 a.m. This policy was implemented to allow those people not holding permits the ability to park on station lots in the spaces reserved for permit holders only. As long as these cars arrive after 9:00 a.m., they are given the standard six dollars a day parking fee, instead of incurring a \$35 fine that is given to non-permit holders parking in permit spaces and arriving before 9:00 a.m.

The FPA has arrangements for the maintenance, patrolling, and cleaning of the stations. Generally, the FPA does not contract any outside services if the necessary work can be performed by the Town's Public Works Department, and thus there are no outside services contracted except for cleaning the lots. The Town's Public Works Department is responsible for maintaining the lots, such as paving, resurfacing and striping the spaces. This is done according to a published maintenance schedule. It is also responsible for the snow and ice removal. The Parking Authority does include an agreed upon fee for the work done by the Town's Public Works as an expense.

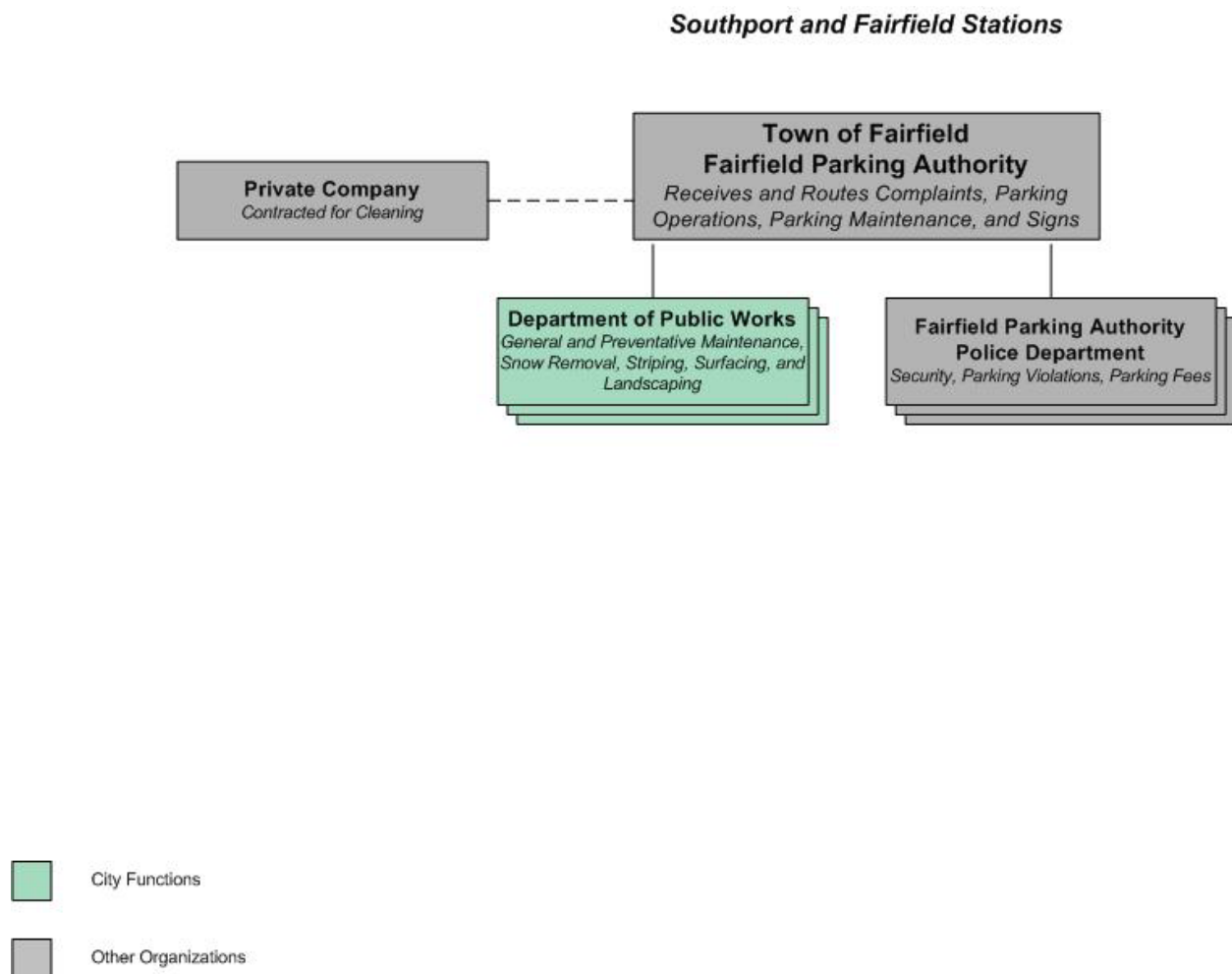
There are leases with the Station Cleaners and Dunkin' Donuts at the Fairfield Station, although these were not available for review. At the Southport Station, there is a lease with the Art Center, but it also was not available for review.

In addition to the parking provided by the Fairfield Parking Authority on the Southport station parcels, there is a nearby lot at Trinity Church, that the Parking Authority leases to provide additional commuter parking. This is a permit lot, providing approximately 100 additional spaces for the commuters. There are striped spaces and signs indicating that permits are required to park. This expense is charged against the railroad fund.

Organizational Structure

The Fairfield Parking Authority (FPA) is the primary entity in control of the Fairfield Station and the Southport Station and their respective parking lots. CDOT does not take a role in the day-to-day operations of either station. The Fairfield Parking Authority is not traditionally organized with management level staffing, but rather operates with a clerical staff and part-time station workers under the Board of Directors. In place of any assigned management position, the Parking Authority is overseen by manager, but he is not officially assigned to these duties nor paid from the Railroad Fund as are the other employees or clerks. The FPA does not contact CDOT regarding operating matters.

The Fairfield Parking Authority Police report directly to the Fairfield Parking Authority. The Town's Department of Public Works and a private company contracted for cleaning report directly to the Parking Authority.



Neither the Town of Fairfield nor the Fairfield Parking Authority publishes organization charts for the operations and maintenance of the Fairfield and Southport Stations and parking lots. The organization chart above was developed from data gathered from City and FPA employees and administrators.

Operating Procedures

The Fairfield Parking Authority is primarily responsible for the operations of the Fairfield and Southport Railroad Stations. Any party wishing to report a concern, including the Police Department, Department of Public Works, and commuters, contacts the FPA.

The clerks of the FPA are responsible for the subleasing of areas within the station, such as the Station Cleaners and Dunkin' Donuts at Fairfield and the Art Place at Southport.

The Fairfield Parking Authority police are responsible for the security of the parking lots, the daily parking charges, and ticket issuance. The FPA police are also the responsible party for the issuance of the parking permits. In addition to the regular presence of the FPA police security, the Fairfield Police Department patrols the lot as part of its regular route.

The Town's Public Works Department is responsible for the maintenance on the lots, such as paving, resurfacing, striping the lots, and snow and ice removal. The Parking Authority does include an agreed upon fee for the work done by the Town's Public Works as an expense.

The Town and the Parking Authority do not publish operating procedures. The table below was developed from information from Town and Parking Authority staff and administrators.

Procedure	Responsible Party
Opening and Closing of Station	Metro-North
Housekeeping Inside Station	Private Company
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	FPA, Department of Public Works
Preventative Maintenance	Department of Public Works
Landscaping	Department of Public Works
Security	FPA Police and Fairfield Police Department
Customer Service	FPA
Tenant Performance	FPA
Parking Enforcement	FPA Police
Parking Fees and Permits	FPA Police
Parking Operation Maintenance	FPA

WESTPORT

Green's Farms and Westport (Saugatuck) Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Green's Farms	CDOT	Town of Westport	None	Town of Westport	None	Yes, but Town feels provisions are questionable
Westport (Saugatuck)	CDOT	Town of Westport	None	Town of Westport	None	Yes, but Town feels provisions are questionable

The Town of Westport has New Haven Line stations, Green's Farms and Westport (Saugatuck) Station. The Town is a stakeholder in the operations of the stations and the administration stated that it prefers to control the way they are managed, operated, and maintained. Since the stations are located within the Town, officials believe that Town control is the most efficient way to operate and manage the stations. Westport residents are heavily invested in the stations and rail service, expecting local officials to provide high quality services across all of the town departments and services, including the stations.

There are plans for major renovations at both stations. At Green's Farms, the surface parking lots are being resurfaced. There are also plans to renovate the interior of the station building. At the Saugatuck station there are plans to renovate the tunnel that connects the east and westbound sides of the tracks. Furthermore, there are plans to complete a total renovation of the westbound Saugatuck station. The ADA is the source of funding for these two Saugatuck projects. The Town of Westport has proposed additional changes for the renovations, and the Town will pay one-third of the additional funds for the amended proposal. The Town is also planning a renovation of the eastbound station at Saugatuck, but this will be funded exclusively by Westport.

Agreements

The Green's Farms and Saugatuck Stations are under the control of the Westport Police Department (WPD). WPD has a contract with Penna Construction for day-to-day maintenance.

According to the lease, the Town is responsible for the day-to-day maintenance, however the WPD feels the responsibilities of the Town and Metro-North are not distinguishable, primarily regarding the maintenance of the platforms.

Organizational Structure

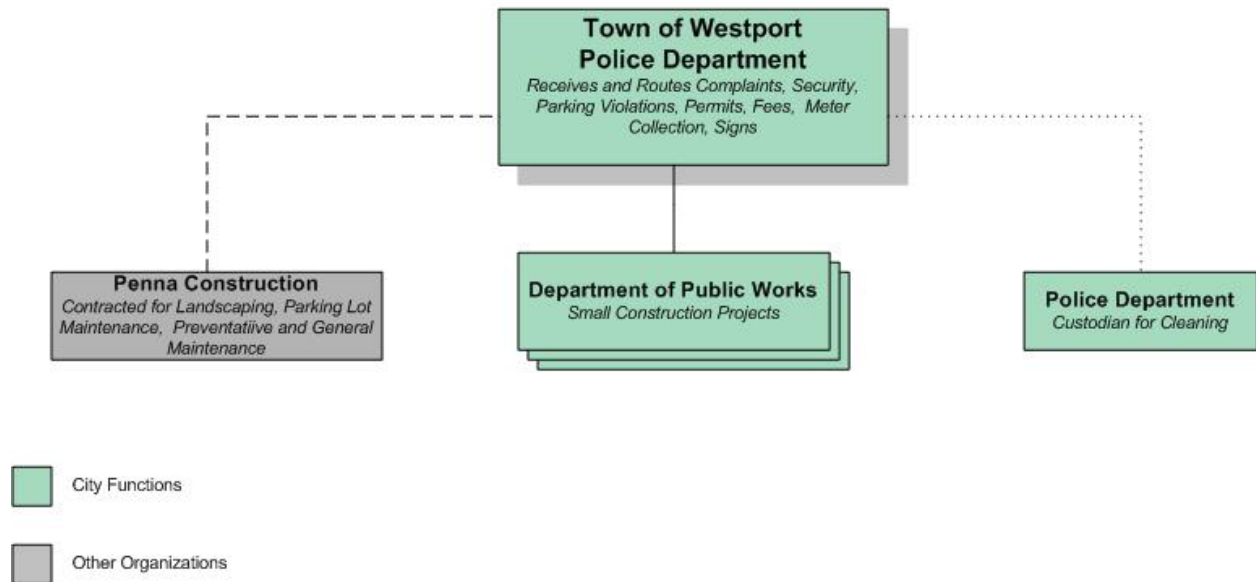
Both Green's Farms and Saugatuck Stations are under the control of the Westport Police Department. The Police Captain oversees the overall operations of the stations, and the Police Chief oversees the stations from an analytical point of view, helping to recognize problems in the operations of the stations and formulating solutions. The Police Captain is the main contact to receive complaints or comments from passengers.

The Support Division is the police unit that is delegated to the station operations. A police officer is present at one of the stations at all times for security reasons. There are also two parking attendants, a part-time custodian, a full-time custodian, and a records clerk. The Police Department is responsible for parking permits, violations, fees, meter collections, and signs.

The Department of Public Works reports directly to the Police Department regarding station issues. Public Works is brought in for small construction projects when necessary. Penna Construction is the primary entity responsible for maintenance and informally reports to WPD.

The Town does not publish an organization chart for the operations and maintenance of the Westport/Saugatuck and Green's Farms Stations and parking lots. The organization chart below was developed from data gathered from Town employees and administrators.

Westport (Saugatuck) and Green's Farms Stations



Operating Procedures

The Town is supposed to be responsible for the day-to-day maintenance. Penna Construction is responsible for day-to-day maintenance through a contract. The Town's Department of Public Works (DPW) performs only small jobs when necessary. If the DPW performs work, then a detailed accounting of the work is given to the Westport Police Department (WPD) by the DPW so that the work can be properly charged to the Railroad Fund. Other work that needs to be performed is contracted as needed.

The Town does not publish operating procedures. The chart below was developed from information from Town staff and administrators.

Procedure	Responsible Party
Opening and Closing of Station	Metro-North
Housekeeping Inside Station	Police Department custodian
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Penna Construction, Department of Public Works
Preventative Maintenance	Penna Construction
Landscaping	Penna Construction
Security	Police Department
Customer Service	Police Department
Tenant Performance	Police Department
Parking Enforcement	Police Department
Parking Fees and Permits	Police Department
Parking Operation Maintenance	Penna Construction

NORWALK

East Norwalk, South Norwalk, Merritt 7, and Rowayton Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
East Norwalk	CDOT	City of Norwalk and Norwalk Factory Outlet LP	Coffee Shop	City of Norwalk	St. Thomas Church	Yes
Rowayton	CDOT	6 th Taxing District of Norwalk	None	6 th Taxing District	None noted	Yes
South Norwalk	South Norwalk	No lease	None noted	ALLRIGHT/Edison/Central Parking	None noted	No lease
Merritt 7	CDOT	Merritt Seven Station, Inc.	None	City of Norwalk and Merritt 7	None	The operations clauses are questionable

The four stations situated within the City of Norwalk have different leases, lessees, operating and maintenance clauses, and overall governance strategies. Therefore, the stations should be seen as separate entities and not part of one overall governance approach.

The City of Norwalk is only involved with the operations and maintenance of the East Norwalk and the South Norwalk Stations. East Norwalk Station provides surface lot parking while South Norwalk Station provides its commuters a parking garage. The East Norwalk parking situation has a significantly higher portion of City involvement because it is a surface lot. Security, maintenance, and operations are completed through various City departments. However, the South Norwalk Garage has its operations, maintenance and security contracted to private firms.

The Merritt 7 Station seems not to have an operator, according to interviews. Although ADP, the developer of the area surrounding this station, and its subsidiary, Merritt Seven, Inc., own the area and provide some services, it was questionable what role the Town plays in the operations or maintenance of the lot. Neither the developer nor the City offered consistent answers to questions of which entity is responsible for which operations.

The Rowayton Station lot is operated and maintained by the 6th Taxing District. The District is a State chartered municipal corporation that has the ability to tax its residents for services that the City of Norwalk was not historically willing to supply. The District's affairs are governed by a three-member commission that meets monthly. The District considers the Rowayton Station to be a major service for its residents.

Agreements

EAST NORWALK

CDOT has a lease with the City of Norwalk and the Norwalk Factory Outlet Limited Partnership for the East Norwalk Station and parking lot parcel. At the point of this documentation, the lease had expired and had not been renewed. Under the provisions of this lease, Metro-North is responsible for the platform maintenance and the City and Factory Outlet are responsible for the maintenance of the lot.

In addition to the lease with the City of Norwalk and the Norwalk Factory Outlet, CDOT has a license agreement with the St. Thomas Church, located near the East Norwalk Station. The license allows CDOT to use the St. Thomas Church parking lot for Commuter Railroad Parking, and has a month-to-month renewal option. Under the terms of the lease, CDOT pays the Church \$20,000 a year for the agreement to park at this lot. In return, the Church maintains the lot.

Landscaping at the station parking lot is performed by a Civic Association that works with the Department of Public Works.

SOUTH NORWALK

The City of Norwalk has a detailed lease with a private parking operator referred to as the “ALLRIGHT Parking Management, Edison Parking Management, and Central Parking Corporation” throughout the lease. This complicated terminology is the result of the acquisition of the other companies by Central Parking Corporation. This private operator is responsible for virtually all responsibilities of operations and maintenance of the parking facility.

The City of Norwalk has a lease with UNNICO Security Services, Inc. to provide security at parking lots and garages throughout the City.

The South Norwalk Station and adjacent parking properties are owned by the City. The City purchased the property from Penn Central years before CDOT assumed responsibility for the station properties. Therefore, the City has no obligation to keep records for this garage for CDOT as there is no lease.

MERRITT SEVEN

CDOT leased a parcel of land to Merritt 7 Station, Inc. so that this private entity could build a platform and adjacent parking to serve the employees of the private office development in the surrounding area. The lease requires that parking be free, and this provision is followed.

There is no formal agreement with the City of Norwalk regarding the maintenance of the lots; however, the Department of Public Works performs these duties and not the private entity that owns the land.

ROWAYTON

CDOT leases two parcels of land that make up the Rowayton commuter rail parking area to the 6th Taxing District. The 6th Taxing District is responsible for the operations and maintenance of the station including, but not limited to, snow removal and security.

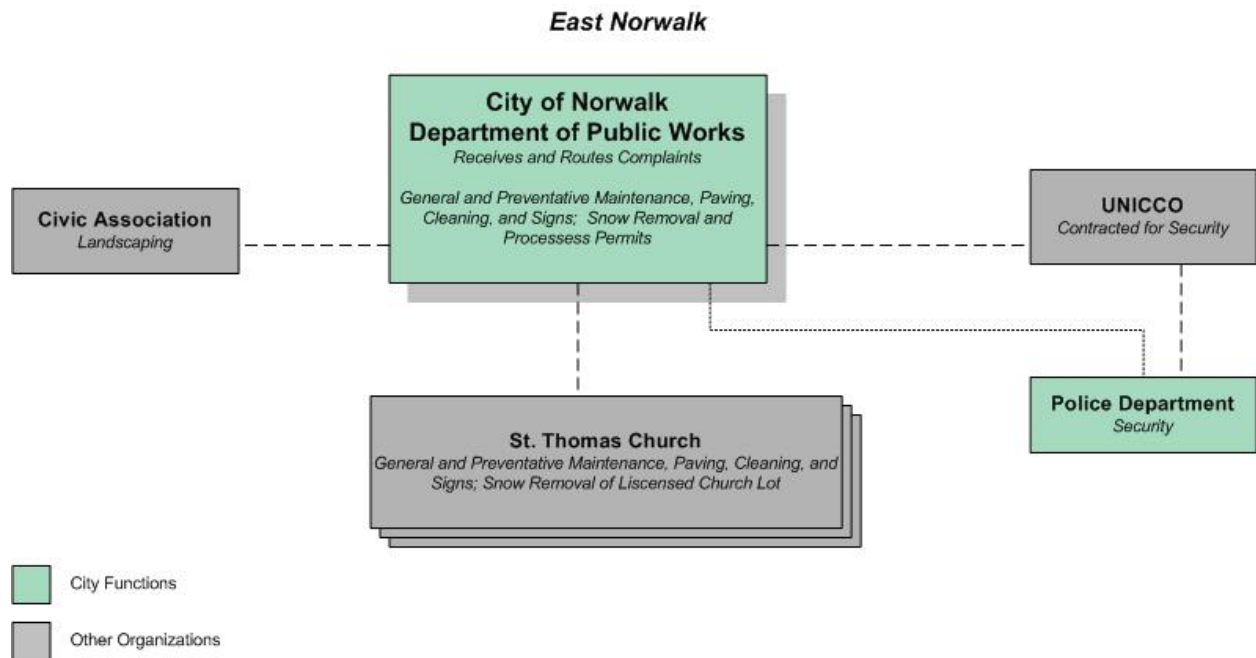
Bob's R and R, a company that leases the space from CDOT, provides vending and routine maintenance to the station. This agreement is with CDOT and not with the 6th Taxing District.

Organizational Structure

There were no organization charts available for the operations of any of the Norwalk stations and corresponding parking facilities. The organization charts below were created from information gathered from City employees, ADP, and the 6th Taxing District.

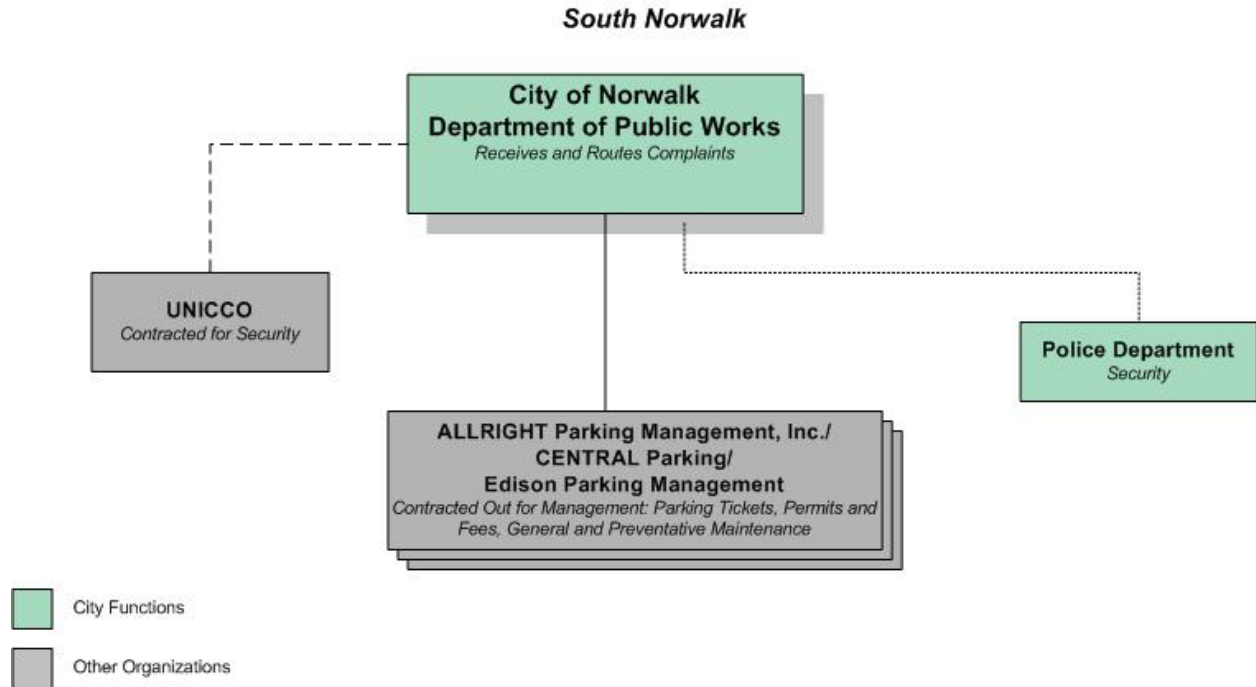
EAST NORWALK

The City of Norwalk's Department of Public Works is the primary entity in charge of the operations of the East Norwalk Lot. St. Thomas Church operates and maintains its lot, and indirectly reports to the Department of Public Works and CDOT. The Police Department, UNNICO Security, and a non-profit civic association indirectly report to the City of Norwalk's Department of Public Works.



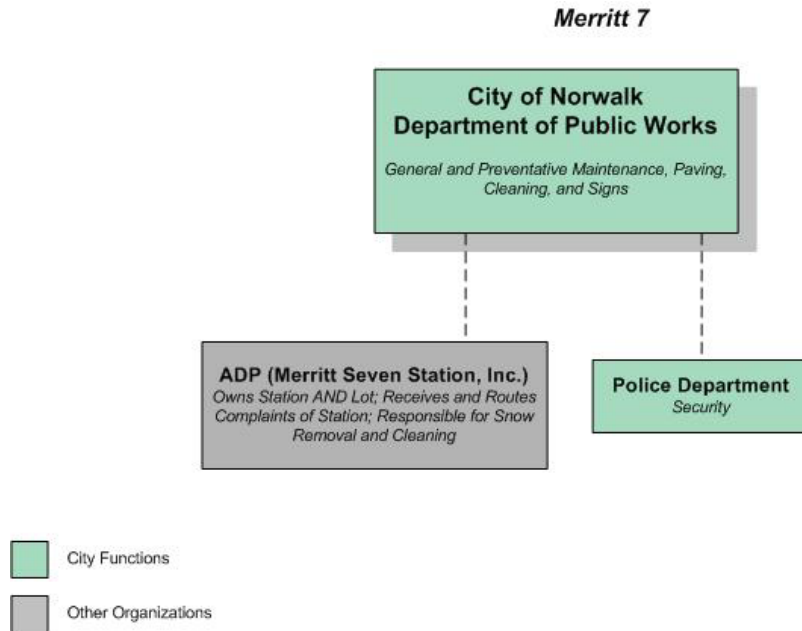
SOUTH NORWALK

The parking garage at the South Norwalk Station is operated by ALLRIGHT Parking Management/Edison Parking Management/Central Parking Corporation. This private company reports directly to the Department of Public Works. A second private company, UNICCO, provides security for the garage and reports informally to the Department of Public Works and the Police Department. The Police Department provides additional security.



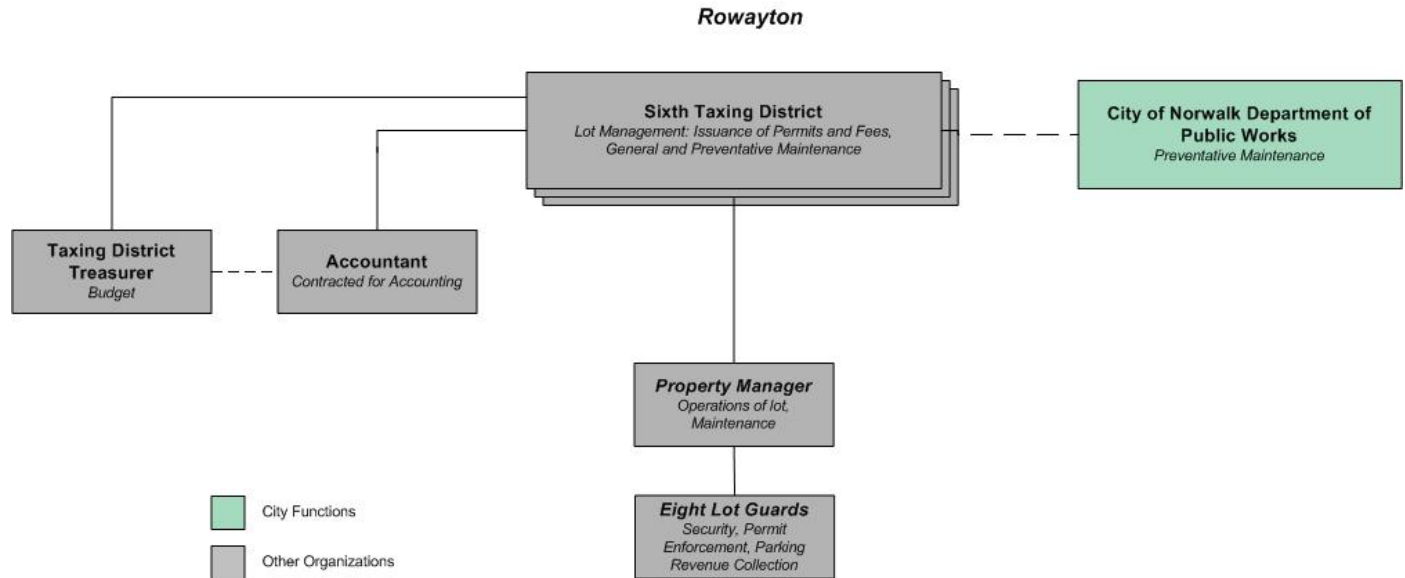
MERRITT 7

The City of Norwalk's Department of Public Works provides general and preventative maintenance of the Merritt 7 lot, although there is no agreement for these services. There is also no document pertaining to the operations of the station and relationships with public officials. The organization chart below illustrates the relationships between Merritt 7 and the City of Norwalk. The information was gathered from interviews with representatives of Merritt 7 Station, Inc. and the City of Norwalk.



ROWAYTON

There are eight guards that report to the property manager. These guards collect parking revenue, enforce parking permits, and insure the safety of the commuters in the 375 space lot. The property manager coordinates routine and preventative maintenance and reports to the 6th Taxing District Board. There is also an accountant for the 6th Taxing District that performs all accounting regarding the station's lots. The 6th Taxing District Treasurer is responsible for the budget, revenue, and expenditures.



Operating Procedures

EAST NORWALK

As discussed in the lease agreement section, Metro-North maintains the platforms but the City maintains the lot. However, there is an additional lot licensed to CDOT by St. Thomas Church. The Church operates and maintains its lot, although the weekday commuters that park there are processed for permits and enforcement through the Department of Public Works. The Department of Public Works is responsible for the permits, fees, customer service, tenant performance, and parking enforcement for both lots. A private company, UNNICO, has a contract with the City to provide security for the lot. The Police Department provides additional security.

Procedure	Responsible Party
Opening and Closing of Station	Metro-North
Housekeeping Inside Station	Metro-North
Housekeeping Outside Station	Department of Public Works/ St. Thomas Church
Daily Maintenance	Department of Public Works/ St. Thomas Church
Preventative Maintenance	Department of Public Works/ St. Thomas Church
Landscaping	Civic Association
Security	UNICCO and Police Department
Customer Service	Department of Public Works
Tenant Performance	Department of Public Works
Parking Enforcement	Department of Public Works
Parking Fees and Permits	Department of Public Works
Parking Operation Maintenance	Department of Public Works

SOUTH NORWALK

There are no standard operating procedures for garage maintenance. However, the private company that manages the garage is responsible for the general and preventative maintenance of the garage, parking enforcement, and parking permits and fees. The Department of Public Works receives and routes complaints regarding the garage. A private company, UNNICO, provides security in addition to the Police Department. The Department of Public Works and the Law Department are responsible for tenant performance.

Procedure	Responsible Party
Opening and Closing of Station	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Housekeeping Inside Station	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Housekeeping Outside Station	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Daily Maintenance	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Preventative Maintenance	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Landscaping	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Security	UNICCO and Police Department
Customer Service	Department of Public Works
Tenant Performance	Department of Public Works/ Law Department
Parking Enforcement	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Parking Fees and Permits	ALLRIGHT Parking Management/Central Parking/Edison Parking Management
Parking Operation Maintenance	ALLRIGHT Parking Management/Central Parking/Edison Parking Management

MERRITT SEVEN

Merritt 7 is privately operated by Merritt 7 Station, Inc., a subsidiary of ADP. The station is leased from CDOT, and Merritt 7 Station Inc. is responsible for the day-to-day operations of the lot; however, the Norwalk Department of Public Works performs general and preventative maintenance of the lot. There are no operating procedures published for the maintenance of this platform and respective lots.

Procedure	Responsible Party
Opening and Closing of Station	No station
Housekeeping Inside Station	No station
Housekeeping Outside Station	City of Norwalk Department of Public Works
Daily Maintenance	City of Norwalk Department of Public Works
Preventative Maintenance	Merritt 7 (ADP)
Landscaping	Merritt 7 property (ADP)
Security	City of Norwalk Police Department
Customer Service	Merritt 7 (ADP)
Tenant Performance	No tenant
Parking Enforcement	No enforcement
Parking Fees and Permits	No parking fees
Parking Operation Maintenance	No parking operations

ROWAYTON

Although the station is operated by CDOT and maintained by Bob's R and R, it is the 6th Taxing District that is the primary entity operating and maintaining the Rowayton parking lot. The City of Norwalk's Department of Public Works also provides preventative maintenance for the lot. As illustrated in the organization chart, there are eight 6th Taxing District guards that collect parking revenue, enforce parking permits, and insure the safety of the lot and commuters. All annual permits are issued through the 6th Taxing District on a set date in June on a first-come, first-served basis.

Procedure	Responsible Party
Opening and Closing of Station	Bob's R and R, 6 th Taxing District
Housekeeping Inside Station	Bob's R and R
Housekeeping Outside Station	Bob's R and R
Daily Maintenance	Sixth Taxing District for lot, CDOT for platform, City of Norwalk, Department of Public Works for lot
Preventative Maintenance	Sixth Taxing District for lot, CDOT for platform, City of Norwalk, Department of Public Works for lot
Landscaping	Sixth Taxing District
Security	Sixth Taxing District
Customer Service	Sixth Taxing District
Tenant Performance	No tenants
Parking Enforcement	Sixth Taxing District
Parking Fees and Permits	Sixth Taxing District
Parking Operation Maintenance	Sixth Taxing District

DARIEN

Darien and Noroton Heights Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Darien	CDOT	Town of Darien	Willow Enterprises	Town of Darien	Private	Yes
Noroton Heights	CDOT	Town of Darien	None noted	Town of Darien	Private	Yes

Parking is in high demand at the two stations located within the Town of Darien (Darien Station and Noroton Heights Station). The excess demand has encouraged the Town to consider developing additional parking: a garage on one of the sites or a remote parking system that would shuttle commuters to the stations. Both stations have higher ridership than most stations along the New Haven Line. Further, the waitlist for a permit to park at these stations is four years.

The Southwestern Regional Planning Agency (SWRPA) initiated a study of parking demand in Darien. SWRPA noted that adequate parking supply is a critical to increasing ridership on the Metro-North rail lines. The SWRPA study provided analysis that additional parking at railroad stations will assist in attracting new customers to Darien Station (as well as others) and will support current planning efforts in the area for a reduction in highway commuter traffic. Parking is therefore a critical need for commuters in Darien.

During the initial consultant site visit, the Darien Station was under construction and parking was displaced, however the magnitude of parking demand was evident. Commuters would walk a longer distance to the station from parking lots than at other New Haven Line stations. However, in addition to

public parking, there is a considerable amount of private parking at the Darien station. According to Town officials, a private entity owns approximately forty percent of the overall parking supply at the Darien Station and provides approximately twenty percent of the parking overall for both stations. This private parking provides a much needed service for the commuters at this station, and appears to complement rather than compete with the public parking, since the service is in such high demand in the area.

Agreements

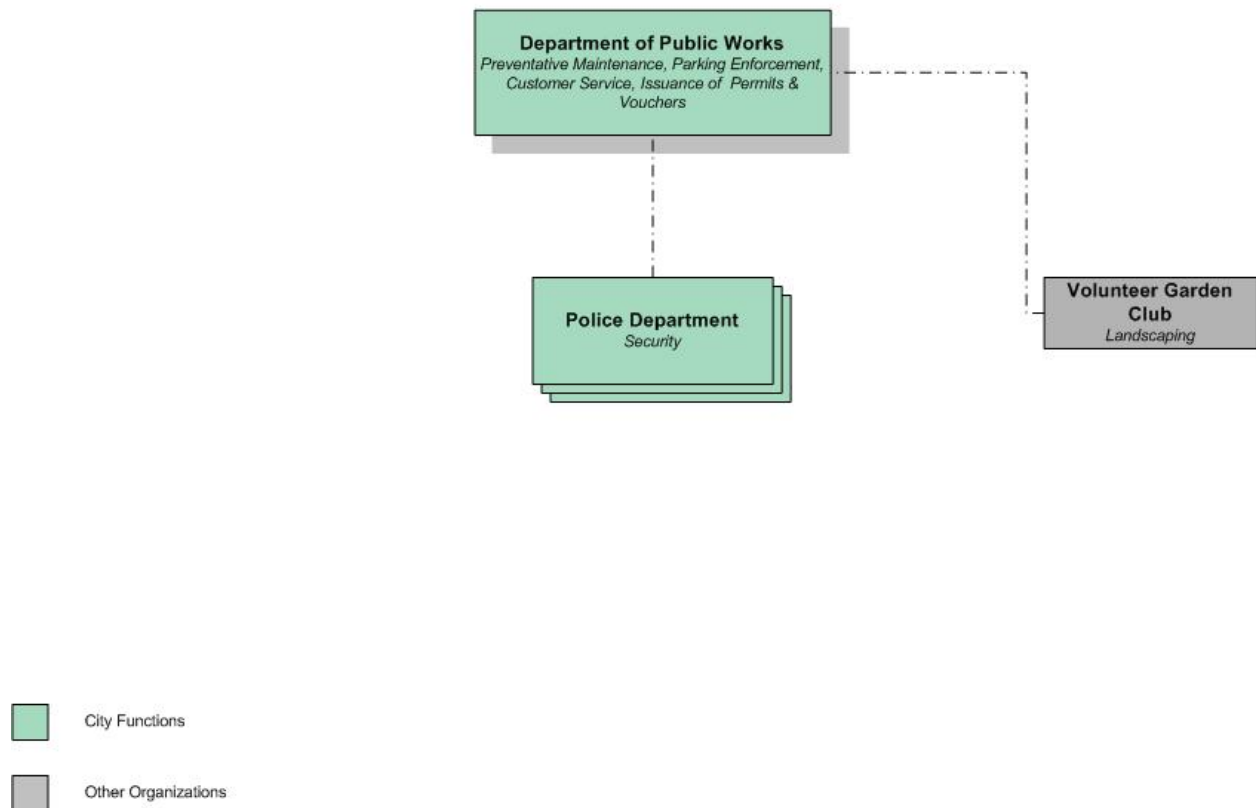
CDOT has a lease with the Town of Darien for a total of approximately 17.65 acres of land at the two stations, Darien Station and Noroton Heights Station, both located within the Town limits. The lease is similar to the Standard Railroad Lease Specifications with the exception that in lieu of paying surpluses into a reserve fund, the Town pays CDOT twenty percent of gross revenue derived from parking and leases.

Willow Enterprises Concessionaire has a lease with Darien for \$1,510 a month. Willow Enterprises also cleans bathrooms at the station. An official contract was not available.

Organizational Structure

Unlike other larger stations, the Noroton Heights and Darien Stations are completely operated from the Darien Department of Public Works (DPW) without significant involvement in day-to-day operations from other departments. The Police Department, however, does include the lots on its patrolled routes, but does not report to DPW about these activities.

Darien and Noroton Heights Stations



Operating Procedures

It should be noted that virtually all of the operating procedures for the public lots are carried out by the Town's Department of Public Works. Interestingly, the DPW operates the permit and voucher system in Darien. As the town has high ridership statistics at both stations, there is a four-year waiting list for permit parking. Voucher systems for both lots are available in books of ten or on an as-needed basis. Vouchers can be purchased at a number of vendors in the area. This seems to be a reasonable alternative to the four year waiting list for permits, although parking is limited.

As mentioned, the Police Department includes the lots in its patrolling routes and provides security for the areas. A non-profit garden club provides landscaping for the lots at no charge.

Procedure	Responsible Party
Opening and Closing of Station	Police Department
Housekeeping Inside Station	Willow Enterprises Concessionaire cleans bathrooms at Darien
Housekeeping Outside Station	DPW
Daily Maintenance	DPW
Preventative Maintenance	DPW
Landscaping	Private volunteer group
Security	Police Department
Customer Service	DPW receptionist
Tenant Performance	DPW
Parking Enforcement	DPW
Parking Fees and Permits	DPW
Parking Operation Maintenance	DPW

STAMFORD

Stamford Transportation Center

CDOT operates, through a private contractor, the Stamford Station, and therefore, the governance of this station was not reviewed.

GREENWICH

Cos Cob, Old Greenwich, Riverside, and Greenwich Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Cos Cob	CDOT	Town of Greenwich	No	Town of Greenwich	None noted	Yes
Old Greenwich	CDOT	Town of Greenwich	No	Town of Greenwich	None noted	Yes
Riverside	CDOT	Town of Greenwich	No	Town of Greenwich	None noted	Yes
Greenwich	Albert B Ashforth	Town of Greenwich?	Private	Albert B. Ashforth and Town of Greenwich	Town Owned commuter lots, on-street parking and Privately owned	No lease

Greenwich Station, the largest of the stations located in the Town of Greenwich, is privately owned and its corresponding garage is privately owned, with the ground floor assigned for rail parking. There are a number of town-owned surface lots located near Greenwich Station. These lots are designated for commuters and are operated, enforced, and maintained by the Town of Greenwich. These town-owned lots have no relation with CDOT and there are no leases regarding the ownership of the lots.

There are three other smaller stations within the Town of Greenwich in Cos Cob, Old Greenwich and Riverside. The lots that correspond to the stations are designated for railroad commuters and are also operated by the Town of Greenwich.

Agreements

The Town of Greenwich leases the Cos Cob, Old Greenwich and Riverside lots from CDOT. The Town is responsible for general and preventative maintenance for the lots. CDOT is responsible for all structural renovations and repairs, but there is no specific allocation of responsibility regarding the parking lots. The Town maintains and operates the lots.

A private company is contracted for landscaping and landscaping maintenance of CDOT-owned lots. Fannochi Brothers, a private company, has a contract with the Town to provide trash removal for the Cos Cob, Old Greenwich, and Riverside Stations and respective parking lots.

CDOT has absolutely no role in the privately owned and operated Greenwich Station. Albert B. Ashforth owns and operates the station. This private entity leases "Greenwich Plaza," the garage located below the station, to the Town of Greenwich. A formal lease between Albert B. Ashforth and the Town of Greenwich was not available. CDOT has no involvement with the town-owned surface lots located near Greenwich Station.

Organizational Structure

The Office of the First Selectman is the authority of the operations of the three stations and lots (Cos Cob, Riverside, and Old Greenwich). Fannochi Brothers and the private landscaping company indirectly report to the Office of the First Selectmen. The Police Department informally reports to the Office of the First Selectman. Employees of the Department of Public Works, the Office of the Comptroller, the Highways

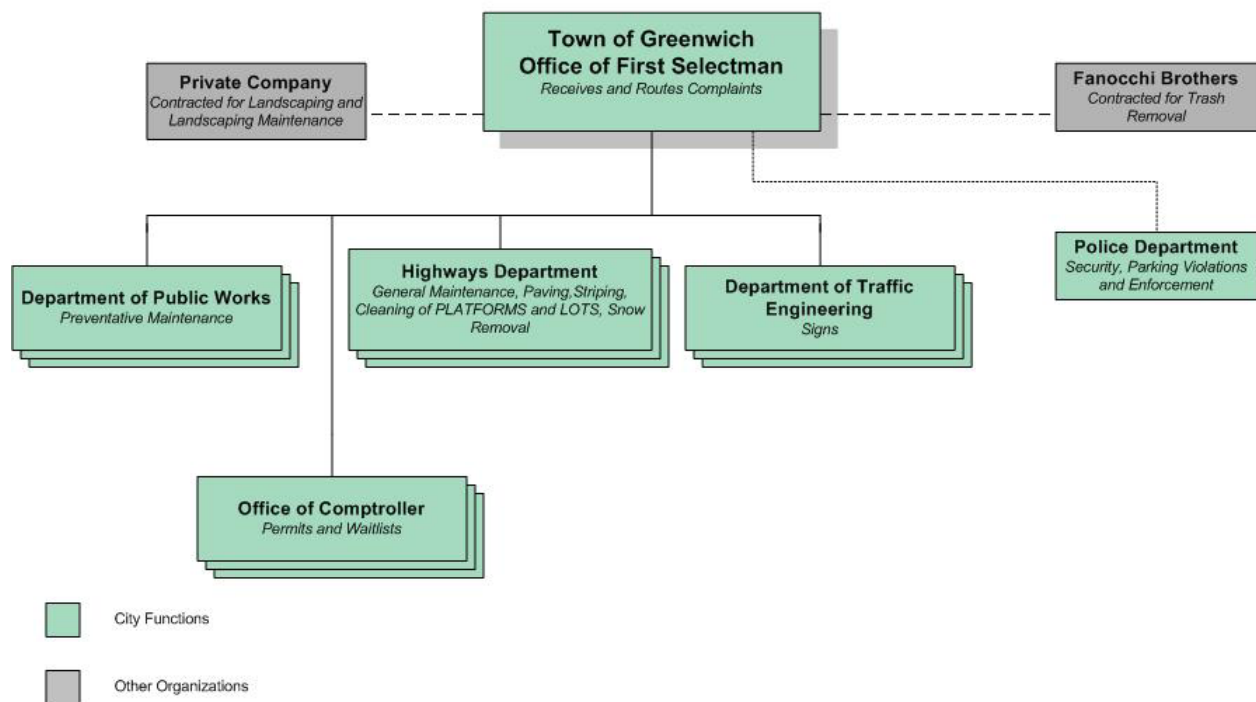
Department and the Department of Traffic Engineering report directly to the Office of the First Selectman with issues regarding the lots at Cos Cob, Riverside, and Old Greenwich stations. This is slightly different than the organization of the Greenwich Station lots, even those parcels owned by the Town. The lots surrounding the Greenwich Station are part of the Parking District, and therefore have a different organizational structure for operations and management.

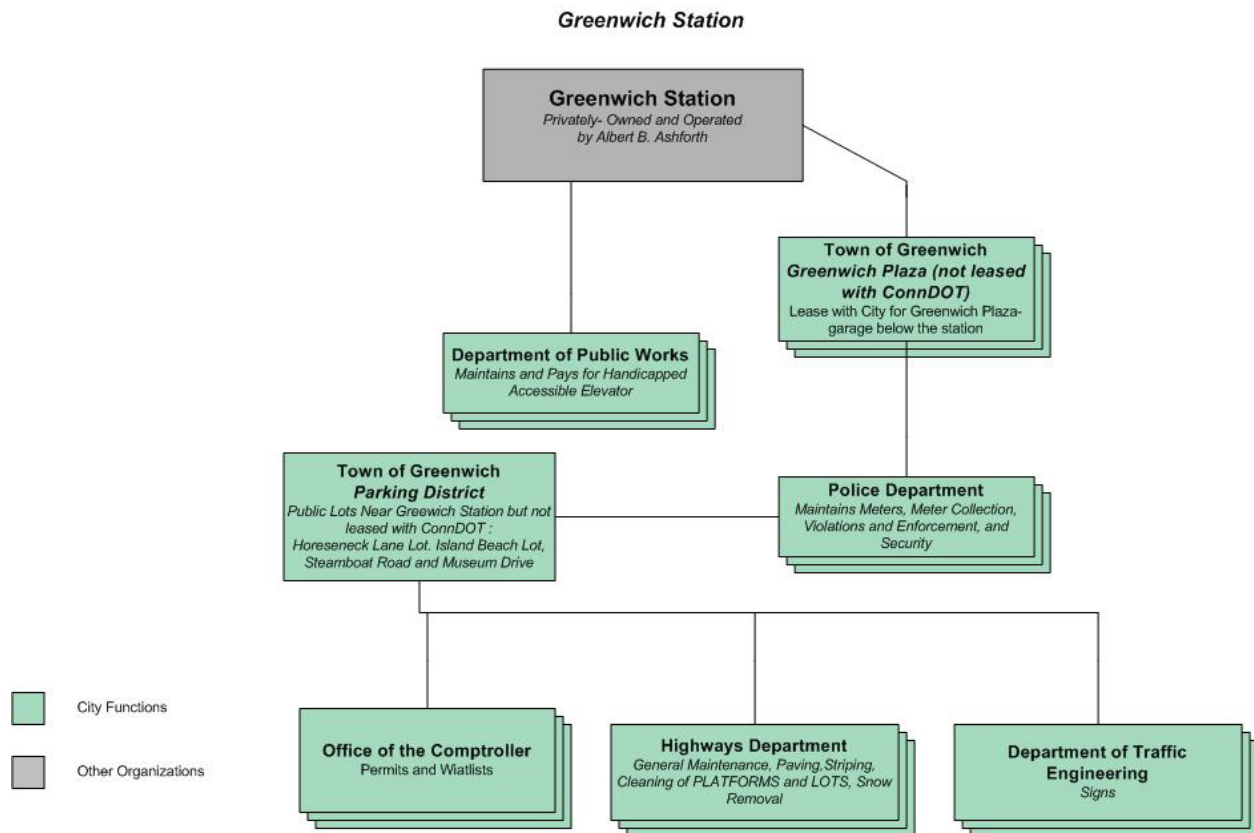
Greenwich Station, is owned and operated by Albert B. Ashforth. The parking garage located below the station is leased by the Town of Greenwich. The Office of the Comptroller, the Highways Department, and the Traffic Engineering Department report to the Town of Greenwich's Parking District. There is not a formal link between the Parking District and Albert B. Ashforth. However, there is most likely a working relationship between the two entities. This relationship would be best illustrated through the lease agreement that was not available. The Department of Public Works and the Police Department indirectly report to Albert B. Ashforth.

The Town-owned surface lots are operated by the Town of Greenwich. CDOT has no role with the lots and garage at Greenwich Station. As with the Greenwich Plaza parking garage, these lots have a similar organizational structure, minus the private entity.

Neither the Town of Greenwich nor the Parking District provided organization charts for the operations and maintenance of the four stations and parking lots located within Greenwich. The organization charts below were developed from data gathered from Town employees and administrators. The first chart represents the organization of operations for those stations and lots located outside of the Parking District: Cos Cob, Riverside and Old Greenwich. The second chart illustrates the operations of the surface lots located near Greenwich Station and the garage that is located below Greenwich Station.

Old Greenwich, Cos Cob, and Riverside Stations





Operating Procedures

At Cos Cob, Riverside and Old Greenwich stations, the authority is the Office of the First Selectman. Private companies are contracted for landscaping and trash removal. The Department of Public Works provides preventative maintenance while the Highways Department performs general maintenance (such as snow removal, paving, striping, cleaning, et cetera). The Department of Traffic Engineering provides wayfinding signs and the Office of the Comptroller provides permits and monitors the parking waitlist. The Police Department provides security and performs parking enforcement and violations.

Procedure	Responsible Party
Opening and Closing of Station	The stations are not used
Housekeeping Inside Station	The stations are not used
Housekeeping Outside Station	Highways Department
Daily Maintenance	Department of Traffic Engineering, Highways Department and private company contract for trash removal
Preventative Maintenance	Department of Public Works
Landscaping	Private company contract
Security	Police Department
Customer Service	Office of First Selectman
Tenant Performance	No tenants
Parking Enforcement	Police Department
Parking Fees and Permits	Office of the Comptroller
Parking Operation Maintenance	Highways Department

The Greenwich Station operates differently from the other three publicly operated stations in Greenwich. Albert B. Ashforth is responsible for the operations of the station itself. The Department of Public Works maintains the handicapped accessible elevator in the station. However, the Town of Greenwich's Parking District monitors the operations of the public lots. The Police Department provides security and enforcement for all lots and the privately owned garage. The Office of the Comptroller offers permits and maintains the parking waitlist for the lots surrounding Greenwich Station and the Greenwich Plaza Garage. The Highways Department provides general maintenance and the Department of Traffic Engineering provides signs for the lots.

Procedure	Responsible Party
Opening and Closing of Station	Albert B. Ashforth
Housekeeping Inside Station	Albert B. Ashforth
Housekeeping Outside Station	Albert B. Ashforth
Daily Maintenance	Albert B. Ashforth
Preventative Maintenance	Albert B. Ashforth
Landscaping	Albert B. Ashforth
Security	Police Department
Customer Service	Albert B. Ashforth
Tenant Performance	Albert B. Ashforth
Parking Enforcement	Police Department
Parking Fees and Permits	Office of the Comptroller
Parking Operation Maintenance	Department of Public Works, Highways Department, and Department of Traffic Engineering

NEW CANAAN BRANCH

The New Canaan Branch includes the following municipalities that participate in or manage the operations and maintenance stations and/or commuter parking lots: New Canaan (New Canaan and Talmadge Hill Stations) and Stamford (Glenbrook and Springdale Stations). Please note that the Stamford Transportation Center is operated by CDOT and was viewed separately from the Glenbrook and Springdale Stations. As such, the Stamford Station is noted in the New Haven Main Line separated from these smaller stations located on the New Canaan Branch.

NEW CANAAN

New Canaan and Talmadge Hill Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
New Canaan	CDOT	Town of New Canaan	Taxi Stand, Coffee Stand	Town of New Canaan	Avalon Bay Communities	Yes
Talmadge Hill	CDOT	Town of New Canaan	None	Town of New Canaan	None	Yes

The Town of New Canaan has two stations, one located in the center of town and one at Talmadge Hill just south of the Merritt Parkway. The recently renovated New Canaan train station, located in the center of the community, is heavily utilized and its parking lots are generally full by 7:00 a.m. A significant number of commuters also walk to the station from home or are dropped off at the station.

The New Canaan Station is considered to be a significant building to the town, even among those who do not commute to by train. The station was brought back to its original design and historic significance by CDOT.

The station at Talmadge Hill is located a few minutes south of the New Canaan Station, and consists largely of parking lots, a small shelter and single platform.

Agreements

The New Canaan Office of the First Selectman is familiar with the lease with the Connecticut Department of Transportation, and the terms of the lease are generally followed in the operations and management of the leased lots. The Town is responsible for the day-to-day operations of the lots and station, and CDOT is responsible for major renovations and repairs. Further, the lease requires that the Town charge a minimum annual \$100 parking fee per vehicle for CDOT-owned parking lots.

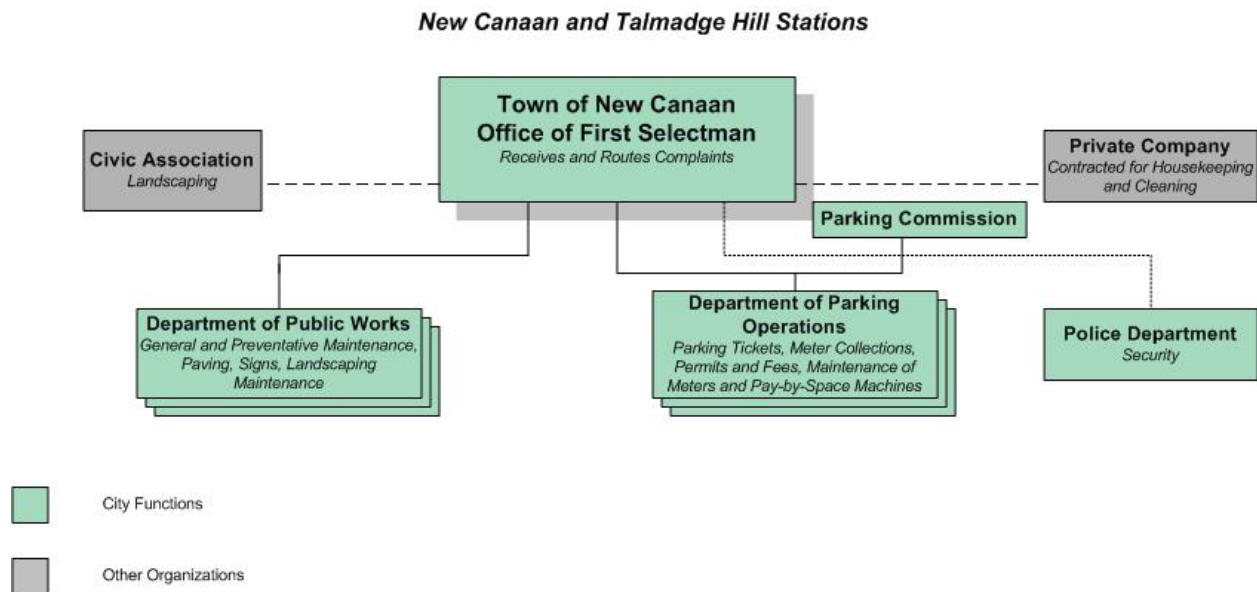
The Town of New Canaan has tenants at the New Canaan Station, although the agreements are not formal and there are no written agreements available. However, municipal officials explained that the Town charges \$400 a month for use of the taxi stand, and charges \$100 a month to a coffee stand. The coffee stand pays its own utilities.

The Town leases land from a private developer, Avalon Bay Communities Inc., for additional commuter parking at the New Canaan Station. The lot is 3.5 acres and through a land swap arrangement, the Town pays the private entity \$500 a day for an additional seventy spaces (120 permits).

The Talmadge Hill Station does not have tenants or any additional leases.

Organizational Structure

The New Canaan Station is centrally located in the Town of New Canaan. The town considers itself a “commuter village” where a significant portion of the residents use the Rail Line to commute to New York. It is a historically significant station and important to the community and functionality of the town. The station is monitored by the Department of Transportation, although the town plays a significant role in general maintenance of the platform and has sole responsibility for the commuter lots. The organization chart below illustrates the responsibilities and chain of command regarding the New Canaan Station and the Talmadge Hill Station.



The Town of New Canaan does not have a published formal organization chart of responsibilities for the maintenance and operations of the New Canaan Station and commuter lots. The organization chart above was designed from information gathered from New Canaan municipal officials. The New Canaan Office of the First Selectman is the primary department for managing and operating the lots and serves as the main contact for the stations and associated lots of New Canaan Station and Talmadge Hill Station. The First Selectman is the official contact for issues regarding the stations, but is required to spend minimal time with these issues. The administrative officer of the Office of the First Selectman is the administrative contact for the operations of the stations. He spends a larger percentage of his time (as do all departments involved) with the operations of the New Canaan Station than with the Talmadge Hill operations.

The employees of the Department of Public Works report directly to the First Selectman. The Police Department does not formally report to the First Selectman. The Department of Parking Operations reports to the Parking Commission as well as the Office of the First Selectman. A private company is contracted for housekeeping and cleaning and reports to the Office of the First Selectman.

Operating Procedures

There are no operating procedure guides published by the Town; information was gathered from municipal officials as well. The New Canaan Station is well run, although there is no direct chain of responsibility and command. If there is a problem, a towns person can file a complaint with the Office of

the First Selectman. If it is a parking problem, the First Selectman will contact the Department of Parking Operations to solve the problem. The Department of Parking Operations is responsible for the maintenance of meters and pay-on-foot machines, parking permits, and parking enforcement. For maintenance problems, the First Selectman will contact the Department of Public Works to fix the problem. Because New Canaan has a small municipal government system, this type of governance works well; particularly since the majority of town residents, not only public officials, would consider themselves stakeholders in the station.

NEW CANAAN

Although a part of a small town, the New Canaan Station and lots are not a one-person operation. The employees of the Department of Public Works, who report to the First Selectman, perform general and preventative maintenance of the lot, paving, signs, and landscaping. The Police Department includes the lots of the stations as part of its patrol routes. All parking violations, meter collection, maintenance of pay-on-foot machines and meters, and permit and fee collections are performed by the Department of Parking Operations. A private company, Young’s, is contracted for housekeeping and cleaning, and a local civic association landscapes the area surrounding the station and its lots. There are no formal agreements available for the contracted housekeeping company or the non-profit organization.

Procedure	Responsible Party
Opening and Closing of Station	MTA
Housekeeping Inside Station	Contracted Company
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works
Preventative Maintenance	Department of Public Works and CDOT
Landscaping	Civic Association
Security	Police Department
Customer Service	Office of the First Selectman
Tenant Performance	Office of the First Selectman
Parking Enforcement	Department of Parking Operations
Parking Fees and Permits	Department of Parking Operations
Parking Operation Maintenance	Department of Parking Operations

TALMADGE HILL

The Talmadge Hill Station is moderately maintained, and there is no direct chain of responsibility and command. Problem solving is done in the same manner as for the New Canaan station, but Talmadge Hill does not receive as much attention since it is not centrally located and is not as “noticeable.”

Procedure	Responsible Party
Opening and Closing of Station	There is no station, only a platform
Housekeeping Inside Station	There is no station, only a platform
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works
Preventative Maintenance	Department of Public Works and CDOT
Landscaping	Department of Public Works
Security	Police Department
Customer Service	Office of the First Selectman
Tenant Performance	There are no tenants
Parking Enforcement	Department of Parking Operations
Parking Fees and Permits	Department of Parking Operations
Parking Operation Maintenance	Department of Parking Operations

STAMFORD

Glenbrook and Springdale Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Glenbrook	CDOT	City of Stamford	No	City of Stamford	On Street parking	Operations are followed, but detailed accounting required in the lease was not available
Springdale	CDOT	City of Stamford	No	City of Stamford	On street parking	Operations are followed, but detailed accounting required in the lease was not available

The Glenbrook and Springdale Stations, on the New Canaan line, are located within these two residential areas of the City of Stamford. These station lots are operated and maintained by the City of Stamford. (Note: The Stamford Transportation Center, located in the Central Business District, is owned by CDOT)

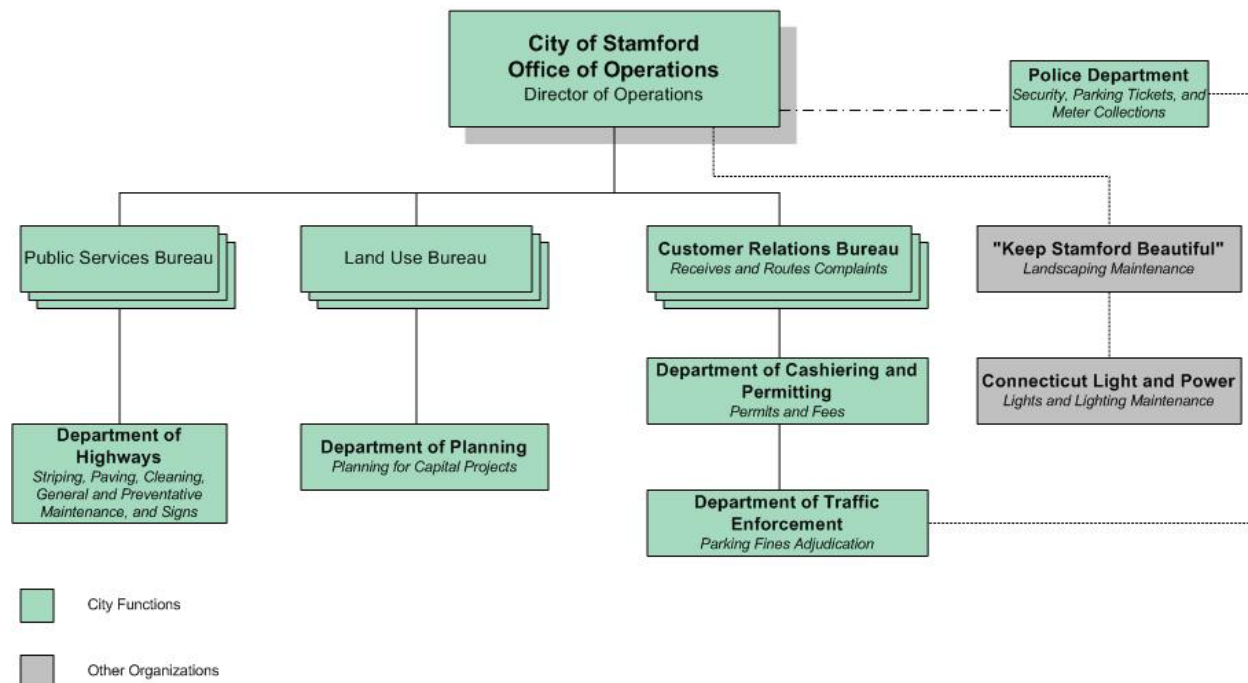
Agreements

The two stations lots are governed by a lease agreement between CDOT and the City of Stamford for the Springdale and Glenbrook stations. The City is responsible for all maintenance and CDOT is responsible for capital improvements. The City does not pay a rental fee to CDOT, but pays CDOT twenty percent of its annual gross income derived from the properties. The provisions of the lease are followed, but the records illustrating annual gross income from the properties were not available.

Organizational Structure

The City of Stamford has a published organization chart, but not an organization chart specific to the operations of the stations and municipal lots. The organization chart below was developed from information gathered from interviews with municipal employees. The chart applies to the operations of the Glenbrook and Springdale stations. The Stamford Transportation Center, owned and operated by CDOT and not the City of Stamford; is not a part of the organization chart.

Glenbrook and Springdale Stations



The Office of Operations is the primary office to which all involved departments report, directly or indirectly. The Department of Highways reports to the Office of Operations through the Public Services Bureau. The Department of Planning reports to the Office of Operations through the Land Use Bureau. The Department of Traffic Enforcement reports to the Department of Cashiering and Permitting, as well as the Police Department. The Department of Cashiering and Permitting reports to the Office of Operations through the Customer Relations Bureau. The Police Department does not formally report to the Office of Operations.

Although these reporting relationships appear to be complex, the various departments know the appropriate persons who should receive reports or information. The City had a reorganization of departments, so although segmented, the same people have the same tasks regarding parking at the stations. The number of employees who have a part in the operations of the lots have managed to overcome a large, urban bureaucracy for these two station lots due to the personalities of those involved and the organization methods they seem to follow (although these methods are not necessarily published). However, unlike many stations reviewed, there are a significantly higher number of people involved with the operations of the lots at the two stations.

Operating Procedures

There are no published operating procedures for the Springdale and Glenbrook Stations. The Department of Highways has the responsibility of daily and preventative maintenance. The Police Department provides security. The Customer Relations Bureau provides customer service and receives and routes complaints to the proper department. The landscaping for these stations is provided by a local non-profit organization, "Keep Stamford Beautiful." The Department of Cashiering and Permitting distributes parking fees and permits, while the actual enforcement takes place by the Department of Traffic Enforcement and the Police Department. As mentioned earlier in this narrative, although the system of organization of operations seems fragmented, it does not operate this way, and all departments seemed well informed and updated on other departments' operating procedures and day-to-day tasks.

Procedure	Responsible Party
Opening and Closing of Station	There is no station
Housekeeping Inside Station	There is no station
Housekeeping Outside Station	Department of Highways
Daily Maintenance	Department of Highways
Preventative Maintenance	Department of Highways
Landscaping	Non-profit organization
Security	Police Department
Customer Service	Customer Relations Bureau
Tenant Performance	There are no tenants
Parking Enforcement	Police Department and Department of Traffic Enforcement
Parking Fees and Permits	Department of Cashiering and Permitting
Parking Operation Maintenance	Department of Highways

DANBURY BRANCH

The Danbury Branch includes the following municipalities that participate in or manage the operations and maintenance functions at the stations and/or commuter parking lots: Danbury, Bethel, Redding, Ridgefield (Branchville Station), and Wilton (Wilton and Cannondale Stations). Merritt Seven is also on the Danbury Branch, but is located within the City of Norwalk and is, therefore, discussed with Norwalk station under the New Haven Main Line.

DANBURY

Danbury Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Danbury	CDOT	City of Danbury	None	Danbury Parking Authority	None noted	Yes

The Danbury Station and parking lot is primarily operated by the Danbury Parking Authority; however, there is ambiguity in the identification of operational responsibilities of the station's lot between the City and the Parking Authority.

Agreements

CDOT leases the station and the adjacent parking lot to the City of Danbury. The City is responsible for the day-to-day maintenance of the platforms, railings, and stairs, and for snow removal and security of the lot. CDOT is responsible for maintaining fencing and canopies of the station platform. CDOT and the City appear to follow the provisions of the lease.

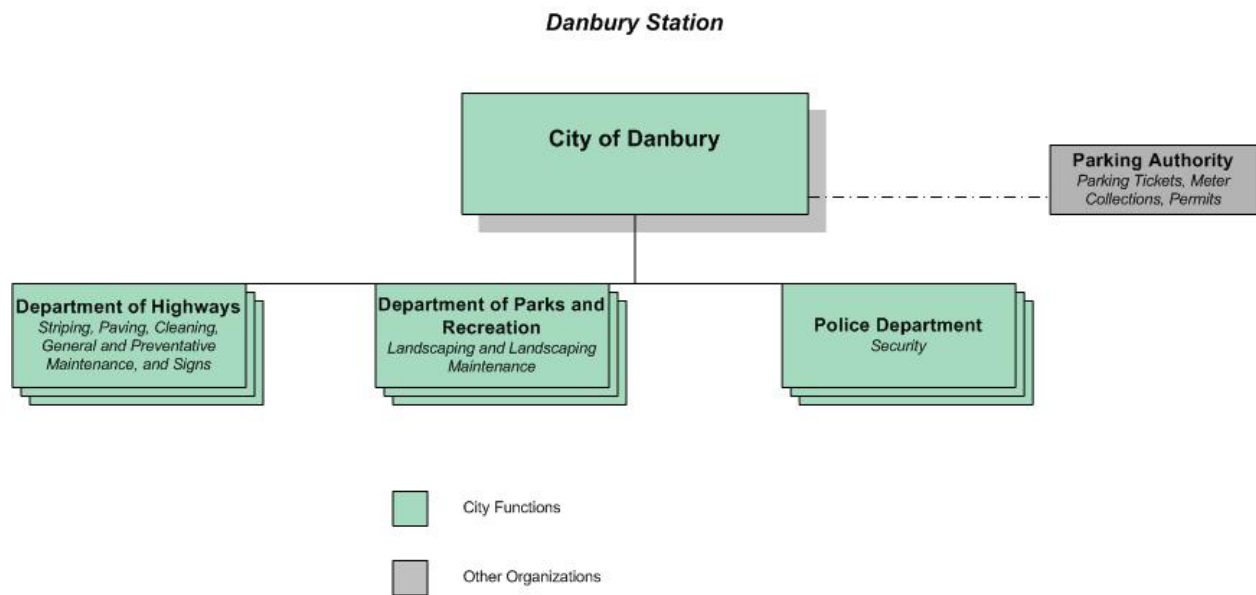
The Danbury Parking Authority operates the parking lot at the station for the City of Danbury for an annual fee of \$3600. There was no documentation of this contract available from the Parking Authority or the City.

Organizational Structure

There is no published organization chart for the management and operations of the Danbury Station and commuter parking lot. There is no direct chain of command for the operations of the lot and station. The information gathered from Parking Authority and municipal officials indicated that the Parking Authority reports to the City, although not directly to any specific department. Since there is an annual fee involved with the operations of the parking lot, the Department of Finance would be the main contact, although Finance Department staff members could not confirm this.

The Danbury Parking Authority is operated by a director who reports to a five member Board appointed by the Mayor. In addition to the commuter lot, the Danbury Parking Authority is responsible for the operations of the Patriot Garage in downtown Danbury and all metered and permit parking in the City. The Authority is a non-profit organization where revenues collected from fees and violations fund operating and capital expenditures

The Department of Highways, the Department of Parks and Recreation, and the Police Department have operating responsibilities at the lot and station; however, there is no reporting system. Further, there is no system of checks and balances to determine that proper operating procedures have taken place to ensure effective management. Although there is little organization to the operations and responsibilities of this lot, there is some general understanding of which entity is responsible for what task. Consequently, the lot is well maintained. Therefore, conversations must take place among departments. However, this information could not be confirmed. The below organization chart was developed from conversations with parking authority and municipal employees.



Operating Procedures

The Department of Public Works is almost completely responsible for the operations of the lot and station. The Police Department provides security for the station and lot. As illustrated in the agreements, the Whistle Stop Bakery provides all capital improvements to the building. The funds for all operations are not separated in the general fund.

Procedure	Responsible Party
Opening and Closing of Station	Metro-North
Housekeeping Inside Station	Unknown
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works
Preventative Maintenance	Department of Public Works
Landscaping	No landscaping
Security	Police Department
Customer Service	Department of Public Works
Tenant Performance	Department of Public Works
Parking Enforcement	Parking Authority
Parking Fees and Permits	Parking Authority
Parking Operation Maintenance	Department of Public Works

BETHEL

Bethel Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Bethel	CDOT	Town of Bethel	Under Negotiation and a coffee stand	Town of Bethel	None	Yes

Bethel Station is a relatively new building, located just north of downtown. Its governance appears to be very effective as the Town considers itself a major stakeholder in its operations and maintenance of the station.

Agreements

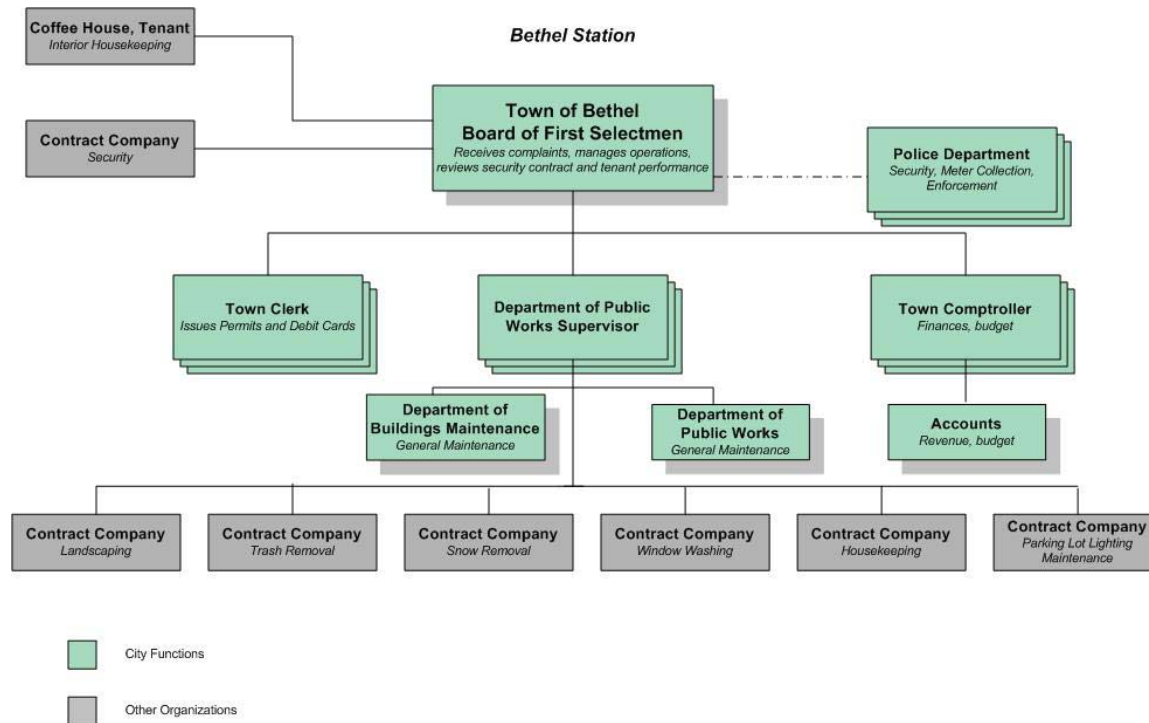
The Bethel station lot is owned by CDOT and leased to the Town. The Town does not necessarily follow the provisions of the lease, per se, but clearly those with whom we spoke feel the Town does what is necessary to keep the station functioning, most likely performing above and beyond the requirements of the lease.

The Bethel station has a tenant who operates a coffee stand, and is responsible for the housekeeping of the station each day. Currently, the monthly rent for this tenant is \$450 and is under negotiation. There are also a number of station maintenance activities that are contracted to private companies including trash removal, housekeeping, parking lot lighting, window cleaning, security, snow removal, and landscaping.

In addition to the Bethel Station currently in use, the Town of Bethel also leases the old station in downtown Bethel from CDOT. This station is in turn leased to nonprofit groups and is currently used as an arts co-op. It is not used for transit purposes. Town officials indicated that the old station is in severe disrepair and needs to be renovated.

Organizational Structure

The Town Clerk, the Department of Public Works Supervisor, and the Town Comptroller report to the Town's three Selectmen. Virtually all of the contracted services, with the exception of the private security contract, are under the management of the Department of Public Works. The private security company and the coffee stand tenant report to the Board of First Selectmen. The Police Department does not report directly to any entity regarding the operation of the station, although they will notify the Department of Public Works and the Board of Selectmen of any criminal incidents that have taken place at the station. The Selectmen are the official managers of the station and all municipal operations. However, it is the Department of Public Works Supervisor who is the main day-to-day person in charge of the operations and maintenance of the station.



Operating Procedures

Parking permits are issued for commuter parking at the Town Clerk's Office. Permit parking is available at the train station on Durant Street and there is a waitlist for permits in this area. A permit costs the user \$150 a year, and this rate is prorated for tickets purchased after January. In addition to a permit area there are meters where commuters may use debit cards which are issued in twenty dollar amounts. These debit cards can also be purchased from the Town Clerk, and provide a reasonable alternative to non-commuters. The meters accept quarters in addition to the debit cards. Furthermore, there is usually parking available for free on-street in the station area.

The Bethel station has a tenant, a coffee stand operator, who is responsible for the housekeeping of the station, including the bathrooms, at the end of each day. However, the most frequent complaints from residents include the cleanliness of the Station, and the bathrooms in particular, as well as the poor lighting at the station. The Town is working with its tenant to improve the cleanliness of the station. Furthermore, the Town has recently installed security cameras for surveillance in the area, which has apparently decreased vandalism at the station. In addition to regular maintenance staffing, the Town provides seasonal workers from November to March to keep the Station open for longer hours in response to a local snow ordinance. As noted, there are several contracted services including landscaping, trash removal, snow removal, window washing, housekeeping, and parking lot lighting maintenance. The Department of Public Works and Buildings Maintenance provide day-to-day maintenance on the station and bill their time to the station fund.

The Police Department monitors the lot in addition to the private security company. The police also provide enforcement of the lot's permit regulations and meter collection. The Police Department gives all revenues collected from enforcement fines and meters to the Town Accounts so that the revenue goes to the station fund.

Procedure	Responsible Party
Opening and Closing of Station	Coffee Stand and/or Security
Housekeeping Inside Station	Coffee Stand, private company
Housekeeping Outside Station	DPW, private company
Daily Maintenance	DPW, private company
Preventative Maintenance	DPW
Landscaping	Private company
Security	Police Department, private company
Customer Service	DPW Supervisor, Town Clerk, Board of Selectmen
Tenant Performance	Board of Selectmen
Parking Enforcement	Police Department
Parking Fees and Permits	Town Clerk
Parking Operation Maintenance	DPW

REDDING

Redding Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Redding	CDOT	Town of Redding	Coffee stand	Town of Redding	No	Yes

Redding Station, which was rebuilt recently, is a small station consisting of a parking area, platform, and shelters. The station is very important to the town, which has demonstrated a vested interest in its operation. Redding has a separate town department and manager dedicated to the operation and management of the railroad station and lot.

Agreements

CDOT owns the land and leases it to the Town of Redding. The lease is typical of station leases in which CDOT provides capital improvements to the site and the Town is responsible for general and preventative

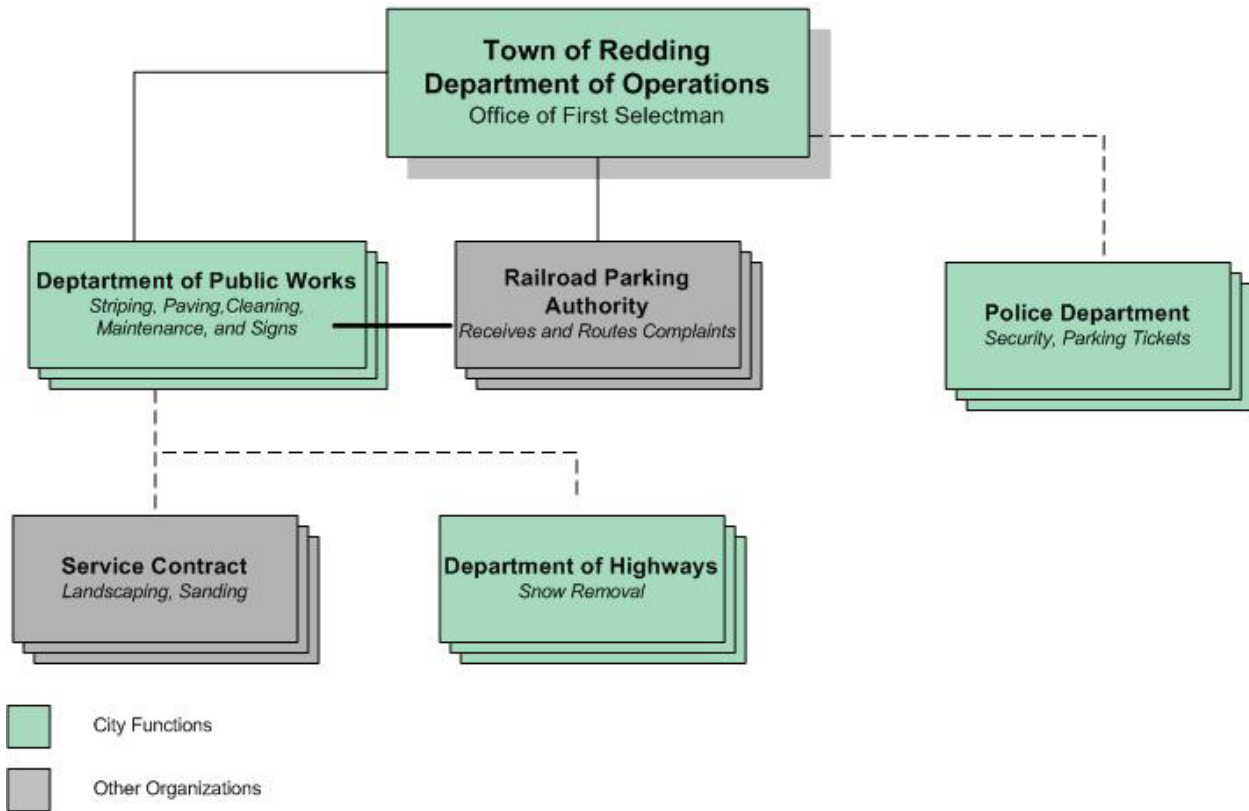
maintenance of the lot and platform. Those Town employees involved with the operations of the lot and station are familiar with the terms of the lease, and the lease provisions appear to be followed.

The Town of Redding leases a portion of the platform to a small coffee shop for one dollar a year. The tenant is responsible for any improvements of the property.

Organizational Structure

The Department of Operations, under the Office of the First Selectman, is the lead department in the operations and maintenance of the Redding Station and commuter parking lots. There is an entity known as the Railroad Parking Authority that reports directly to the Department of Operations. Further, there is a direct relationship between the Railroad Parking Authority and the Department of Public Works. The Police Department does not formally report to any other department regarding the parking enforcement and security of the area. The Department of Highways and the contracted company for landscaping and sanding indirectly report to the Department of Public Works. There is no formal organization chart published by the town.

Redding Station



Operating Procedures

The Railroad Parking Authority receives and routes complaints. The Railroad Parking Authority also issues permits and fees for daily and annual parking. The Department of Public Works maintains the lots, although a private company is under contract for landscaping and sanding. The Department of Highways is responsible for snow removal. The Police Department monitors the lots and platform as well as issues parking violation tickets. The Town of Redding leases a part of the platform to a small coffee shop, and the tenant is responsible for improvements of the property.

Procedure	Responsible Party
Opening and Closing of Station	There is no station
Housekeeping Inside Station	There is no station
Housekeeping Outside Station	There is no station
Daily Maintenance	Department of Public Works
Preventative Maintenance	Department of Public Works
Landscaping	Service contract
Security	Police Department
Customer Service	Railroad Parking Authority
Tenant Performance	Department of Operations
Parking Enforcement	Police Department
Parking Fees and Permits	Railroad Parking Authority
Parking Operation Maintenance	Department of Public Works

TOWN OF RIDGEFIELD

Branchville Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Branchville	CDOT	Town of Ridgefield	Bakery	Town of Ridgefield	No	Yes

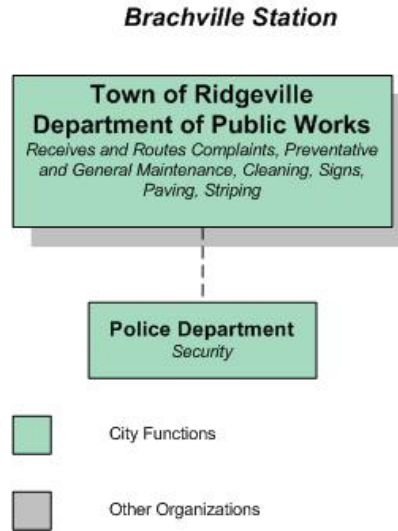
The Town of Ridgefield, in which Branchville Station is located, does not charge for parking at the station, but charges a minimal rent to a small bakery on the premises. This is significant, as there is little revenue generated by the parking lot to offset the cost to the Town for required maintenance, including capital expenditures, as outlined in the lease agreement.

Agreements

Unlike standard station leases along the New Haven line, the Town of Ridgefield is not only responsible for day-to-day maintenance of the lot and platforms, but for all capital improvements as well. Usually, CDOT is responsible for these types of expenditures. As the Town does not have a parking fee (and if it did, the lease calls for a minimum annual fee of \$100 per vehicle permit), the financing of any capital improvements would come from the Town's general fund.

There is a bakery adjacent to the parking property. The operator of the bakery leases the building for one dollar annually, and in exchange must provide all capital improvements to the building, including the septic system.

Organizational Structure



There is no organization chart published by the Town of Ridgefield. The organization chart above was formed from information that was gathered from interviews with municipal officials. The Department of Public Works (DPW) is the primary department that maintains and operates the Branchville Station and adjacent parking lot. Within the DPW, the Town Engineer has the primary responsibility for the station and lots. The Town Engineer’s superior is the First Selectman, although the First Selectman’s approval is not necessary regarding the general operation of the station and lots. The Police Department monitors the lot, but does not report to anyone formally regarding the security for the lot.

Operating Procedures

The Department of Public Works is almost completely responsible for the operations of the lot and station. The Police Department provides security for the station and lot. As illustrated in the agreements, the Whistle Stop Bakery provides all capital improvements to the building. The funds for all operations are not separated in the general fund.

Procedure	Responsible Party
Opening and Closing of Station	Bakery, there is no “station,” but the bakery utilizes the original station house
Housekeeping Inside Station	Bakery
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works
Preventative Maintenance	Department of Public Works
Landscaping	No landscaping
Security	Police Department
Customer Service	Department of Public Works
Tenant Performance	Department of Public Works
Parking Enforcement	There is no enforcement
Parking Fees and Permits	There is no fee/permit system
Parking Operation Maintenance	Department of Public Works

WILTON

Wilton and Cannondale Stations

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Wilton	CDOT	Town of Wilton	Fast Track Coffee Shop	Town of Wilton	No	Minimal
Cannondale	CDOT	Town of Wilton	Coffee shop	Town of Wilton	No	Minimal

The Town of Wilton does not take a very active role in the operation and maintenance of the two stations, though both are considered important assets to the community. The Town appears to provide the necessary tasks to keep the lots and stations managing on an operable level. The Town is, however, interested in pursuing, with CDOT, the development of structured parking at Wilton, which would change the current arrangements and level of activity on the part of the town.

Agreements

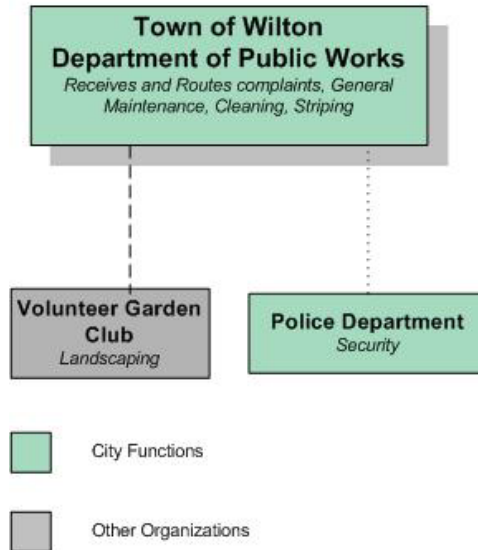
CDOT leases the Wilton and Cannondale Stations and respective parking lots to the Town of Wilton. Operating and maintenance provisions of the lease appear to be followed. However, the lease calls for a minimum annual permit fee of \$100 per vehicle. Based on conversations with municipal officials and upon the parking survey done in another task, there is no fee for parking at either Wilton Station or Cannondale Station.

In addition to the leases with the Town, an agreement exists with a Second Party for a retail shop at the Cannondale Station.

There is a coffee shop on the station platform at Cannondale, but there was no information available regarding any lease arrangements with this business.

Organizational Structure

Wilton and Cannondale Stations



The Department of Public Works (DPW) is the primary entity that monitors, maintains and operates the stations and lots. The Director of the DPW for the Town of Wilton, reports to the Town's First Selectman. The Police Department does not directly report to the DPW, but does include the stations in its patrol routes. There is a volunteer garden club that provides landscaping services, but this organization does not report to any municipal department. Within DPW, there is not an organization chart available regarding the operations of the lots and stations. The organization chart above was developed from information gathered from Town officials and staff.

Operating Procedures

The Department of Public Works is responsible for nearly all responsibilities at the station. As mentioned, a non-profit garden club provides landscaping for the lots. The Police Department provides security of the lots and stations. There are no operating procedures published by the Department of Public Works. All information was gathered from town officials and staff. There is a Beautification Committee for the beautification of the Wilton Station, although there was no information available regarding what this committee actually does. The coffee shop at the Cannondale Station is responsible for the interior housekeeping of the station, although there was no documentation available to confirm this.

WILTON

Procedure	Responsible Party
Opening and Closing of Station	Coffee Shop- there is no "station," but there is a coffee house
Housekeeping Inside Station	Beautification Committee
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works
Preventative Maintenance	Department of Public Works
Landscaping	Non Profit Garden Club
Security	Police Department
Customer Service	Department of Public Works
Tenant Performance	No reporting system
Parking Enforcement	Police Department and Department of Public Works
Parking Fees and Permits	Department of Public Works
Parking Operation Maintenance	Department of Public Works

CANNONDALE

Procedure	Responsible Party
Opening and Closing of Station	Coffee Shop- there is no "station," but there is a coffee house
Housekeeping Inside Station	Coffee Shop
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works
Preventative Maintenance	Department of Public Works
Landscaping	Non Profit Garden Club
Security	Police Department
Customer Service	Department of Public Works
Tenant Performance	No reporting system
Parking Enforcement	Police Department and Department of Public Works
Parking Fees and Permits	Department of Public Works
Parking Operation Maintenance	Department of Public Works

WATERBURY BRANCH

The Waterbury Branch includes the following municipalities that participate in or manage the operations and maintenance stations and/or commuter parking lots: Waterbury, Naugatuck, Beacon Falls, Seymour, Ansonia, Derby-Shelton,

WATERBURY

Waterbury Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Waterbury	CDOT	No lease	No tenants	CDOT	none	No lease

The Waterbury Station is a platform without a separate building or waiting room. There is a nearby building that could mistakenly be associated with the railroad, but the American Republican owns this building. The American Republican is the producer of the local newspaper, the Waterbury Republican. The adjacent parking lot is not striped, and it appears that this station is not in high demand by the Waterbury residents.

Agreements

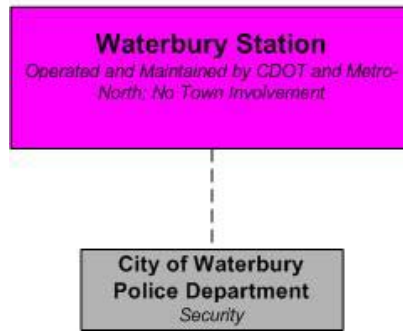
The parking area is owned by CDOT which maintains this area along with the platform. The adjacent parking is free for commuters. There is no lease arrangement with the City. The station and lots are operated and maintained by CDOT and Metro-North. There is no town involvement, although the Waterbury Police Department keeps the area under its patrol at no charge and under no agreement with CDOT or Metro-North.

Organizational Structure

There is no organization chart available for the operations of the Waterbury Station. The organization chart below was created by information gathered from City employees. The Station is operated and maintained by CDOT. The City of Waterbury only includes the station in its policing security routes.

The City of Waterbury's Town Engineer explained that the City has no involvement with the "station" and the parking. The City's one-time involvement was when CDOT renovated the parking lot (1997) and the City Engineer approved the plans. The City has no oversight responsibility of the station area. The City Engineer, coupled with the fact that the Mayor's office had no clear person to identify who is responsible for the station, makes it appear that there is little, if any involvement in the operations of the station and lot by the Town.

Waterbury Station



Operating Procedures

CDOT operates and maintains the station and the lot. The Police of the City of Waterbury include the station on its patrol routes.

Procedure	Responsible Party
Opening and Closing of Station	There is no station
Housekeeping Inside Station	There is no station
Housekeeping Outside Station	There is no station
Daily Maintenance	CDOT/ Metro-North
Preventative Maintenance	CDOT/ Metro-North
Landscaping	There is no landscaping
Security	Police Department, City of Waterbury
Customer Service	CDOT/ Metro-North
Tenant Performance	There are no tenants
Parking Enforcement	There is no parking enforcement
Parking Fees and Permits	There are no parking fees
Parking Operation Maintenance	There is no parking operation

NAUGATUCK

Naugatuck Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Naugatuck	City of Naugatuck	CDOT	Naugatuck Historical Society	CDOT	None	Minimal

Naugatuck officials indicated the City does not consider itself a stakeholder in the commuter station, nor does it have any vested interest in the Waterbury line. However, the City does consider itself to be a stakeholder in the property, especially the old railroad station museum building. The station building is the original railroad station which is currently undergoing renovations and is used by the Historical Society as a museum. This original railroad station is no longer used as the commuter rail station.

The year 2000 ridership information illustrated that during the daily morning peak there are 19 boarding passengers. The passenger count for this station and the others on this branch line is a realistic indication that this is not a rail commuting area. The continued existence of this station, and the Waterbury branch

line, is dependent on CDOT's public benefit interest. CDOT carries the total burden of cost, without any opportunity to generate parking or other revenues.

All oversight is solely done by CDOT, and the City does not attend to any commuter platform or parking matters. There is seldom any communication between the City and CDOT. If there were ever a need to discuss the Naugatuck Station, the Assistant Administrator would contact the CDOT facility at Beacon Falls.

It should be noted that the City has plans to develop the area around the station by constructing high-end senior housing. Furthermore, the City also is planning to repave the lot in its entirety. The United States Department of Transportation will finance this development with local matching funds. The City does not expect that CDOT will pay any of the paving costs.

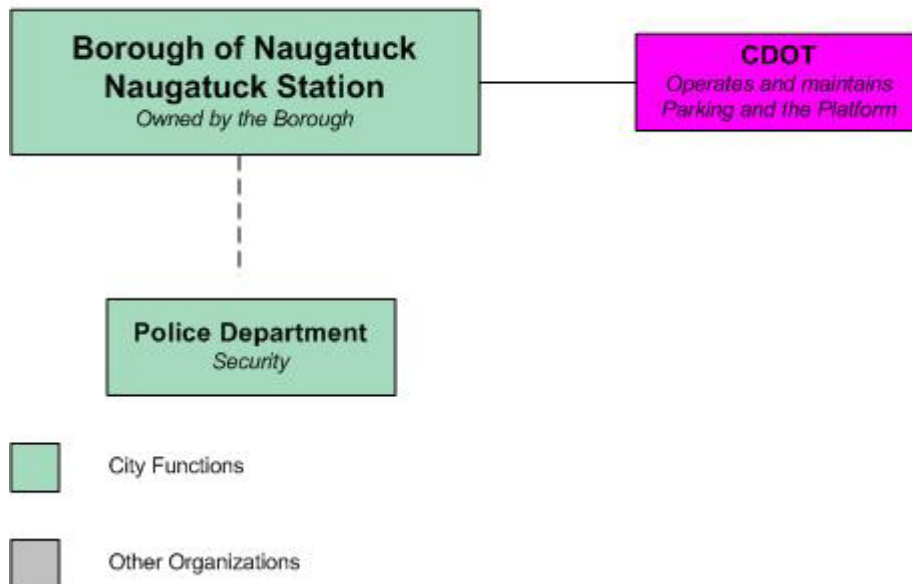
Agreements

The City of Naugatuck owns the railroad property. Under a License Agreement with the City, CDOT pays the City \$8,000 a year for the use of the property, including 50 parking spaces. CDOT has permanent use of 10 spaces and the right to use all 50 spaces. The 50 spaces are guaranteed at all times with the exception that the Naugatuck Historical Society may utilize up to 25 of the 50 spaces in the lot.

Organizational Structure

There is no organization chart available for the operations of the Naugatuck Station. The organization chart below was created by information gathered from City employees. The City owns the station and the City Police Department provides security. CDOT operates and maintains the parking and the platforms.

Naugatuck Station



Operating Procedures

CDOT maintains the platform and parking area through a contract with Metro-North. The platform and parking are governed by CDOT. There is no involvement by the City Officials or any City Departments with the maintenance or governance of the station or parking lot. However, the Naugatuck Police

Department includes the railroad parking area in its security routes, but no charges are billed to CDOT for this activity.

Procedure	Responsible Party
Opening and Closing of Station	None
Housekeeping Inside Station	It is a platform
Housekeeping Outside Station	CDOT
Daily Maintenance	CDOT
Preventative Maintenance	CDOT
Landscaping	No landscaping
Security	Police Department, Borough of Naugatuck
Customer Service	CDOT
Tenant Performance	Borough of Naugatuck is owner
Parking Enforcement	No enforcement
Parking Fees and Permits	No fees or permits
Parking Operation Maintenance	CDOT

BEACON FALLS

Beacon Falls Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Beacon Falls	CDOT	No lease	No lease	CDOT	None	No lease

Town officials indicated that the Town does not actively participate in the operations and governance of its station, although they would like to change this situation. The Town is developing a Beacon Falls Master Plan includes moving the station platform from its present location to a place opposite Depot Street, where it would be more visible from the bridge. It is anticipated that the Town would use community development funds for this project. This plan would also move the commuter lot from Exit 24 off Route 8 to the present railroad parking lot. The objective would be to create an economic stimulus to the Town through these actions.

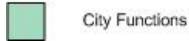
Agreements

There is no lease agreement with the Town. However, as mentioned above, town officials indicated that they would like to have more interest and control in the condition and use of the station.

Organizational Structure

Although there is no lease with the town, the Town Engineer indicated that the Town's Department of Public Works removes snow at no charge to CDOT. CDOT operates all other aspects of the station and lot.

Beacon Falls Station



Operating Procedures

CDOT maintains the platform area. The Town's Department of Public Works plows the gravel lot, but the DPW does not bill CDOT for this service. CDOT (Metro-North) shovels the platform.

Procedure	Responsible Party
Opening and Closing of Station	There is no station
Housekeeping Inside Station	There is no station
Housekeeping Outside Station	CDOT
Daily Maintenance	Town DPW/ CDOT/ Metro-North
Preventative Maintenance	CDOT/ Metro-North
Landscaping	No landscaping
Security	CDOT
Customer Service	CDOT
Tenant Performance	No tenants
Parking Enforcement	No enforcement
Parking Fees and Permits	No fees and permits
Parking Operation Maintenance	No parking operations

SEYMOUR

Seymour Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Seymour	CDOT	Town of Seymour	None	Town of Seymour	On street parking in the area	Town officials unaware of lease provisions

As with most other stations on the Waterbury line, excepting Derby, the underlying impression given by most local officials is that CDOT is the primary stakeholder for the stations on the line. CDOT maintains the properties, with little input from the towns themselves. Ridership activity in these communities is low; the year 2000 passenger count illustrated that there were an average of 15 boardings during the morning peak in Seymour. Despite the limited ridership and current arrangements, the Town Selectman believes that the residents do consider the station as an asset for the Town, and that the Town would assume the cost of upkeep for this station if CDOT did not.

Agreements

CDOT has two leases with the Town for properties at the Seymour Station. The Town pays CDOT no fee for these two parcels, and it has the right to establish parking fees for parking on one of the properties.

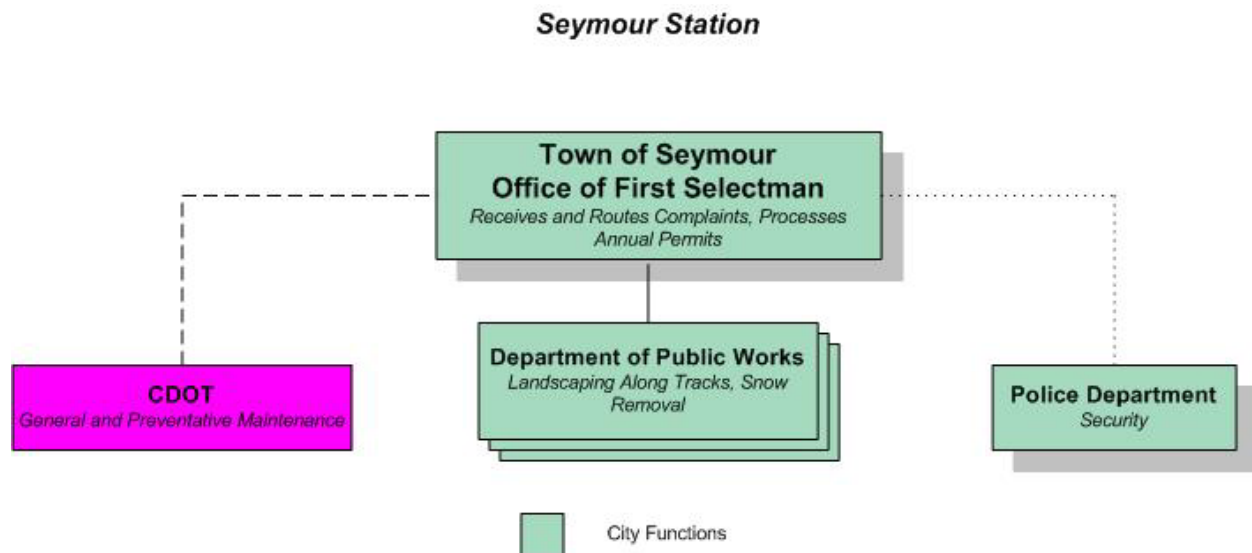
There is no mention in the leases regarding who is responsible for the maintenance and operating costs of these parcels.

The Town received federal money to erect the structure on the “platform” parcel. The Town is responsible for the lighting and security of the brick building. CDOT is responsible for the platform area and uses Metro-North as its service contractor. It is not clear which entity is responsible for the station and lots.

Town officials indicated that the brick station building belongs to CDOT since the Town provides no maintenance at all for this building. Metro-North keeps it clean and, in fact, painted the interior on occasion. Town officials were unaware of any lease agreements with CDOT regarding the building or platform area. He also indicated that the Town does not provide any maintenance for the lots (contrary to the Public Works plowing).

Organizational Structure

There is no organization chart available for the operations of the Seymour Station. The organization chart below was created by information gathered from Town employees. The Office of the First Selectman of the Town of Seymour controls the operations of the Seymour Station. This office indirectly reports to CDOT, and vice versa, regarding maintenance of the station. The Department of Public Works reports to the Office of the First Selectman regarding landscaping and snow removal. The Police Department provides security and only indirectly reports to the Office of the First Selectman regarding station issues.



Operating Procedures

The information gathered from interviews regarding responsibilities of operations and maintenance of the station is contradictory. The Town is unaware of a lease and provides no maintenance at all for the station. Metro-North keeps the station clean and maintains the interior. The Town does not provide maintenance for the lots, although the Department of Public Works removes snow. Among town departments, the understanding of these activities is inconsistent.

The Town indicated that there is some occasional weed/grass management along the station track area by the Town’s Public Works Department and that policing activities are part of the normal Police routine.

Procedure	Responsible Party
Opening and Closing of Station	Metro-North
Housekeeping Inside Station	Unknown
Housekeeping Outside Station	Department of Public Works
Daily Maintenance	Department of Public Works and CDOT
Preventative Maintenance	CDOT
Landscaping	Department of Public Works
Security	Police Department
Customer Service	Office of First Selectman
Tenant Performance	There are no tenants
Parking Enforcement	Police Department
Parking Fees and Permits	Office of First Selectman
Parking Operation Maintenance	Unknown

ANSONIA

Ansonia Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Ansonia	CDOT	No lease	No lease	CDOT	Free municipal parking in the area	No lease

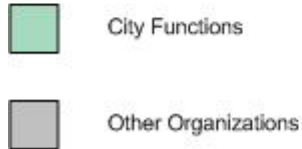
The City of Ansonia does not have a vested interest in its station. The Mayor of Ansonia acknowledged this fact and believes that the residents do not consider themselves part of a rail commuting community. The Public Works Director observed that residents do, in fact, work in Norwalk but prefer to drive rather than take the train. Both officials indicated that better marketing of the station could be implemented to increase ridership. CDOT is the sole stakeholder in this station as well as several other stations along the Waterbury line. CDOT bears all the costs for public benefit and cannot generate parking or other related revenues due to the lack of meaningful ridership.

Agreements

CDOT owns the property and does not lease it to the City. The station/platform comprises an old wooden shelter coupled with a Plexiglas shelter on a concrete slab. There is also an unpaved gravel lot designated as railroad parking. The station is situated within a municipal street parking area. The railroad parking and the municipal parking are free without any parking signs for parking limitations.

Organizational Structure

Ansonia Station



The station and railroad commuter parking are operated and maintained by CDOT and Metro-North. There is no town involvement.

Operating Procedures

As mentioned throughout this narrative, CDOT and Metro-North operate and maintain the Ansonia Station with no town involvement.

Procedure	Responsible Party
Opening and Closing of Station	Unknown
Housekeeping Inside Station	Unknown
Housekeeping Outside Station	CDOT
Daily Maintenance	CDOT
Preventative Maintenance	CDOT
Landscaping	No landscaping
Security	CDOT
Customer Service	CDOT
Tenant Performance	No tenants
Parking Enforcement	No enforcement
Parking Fees and Permits	No fees and permits
Parking Operation Maintenance	No parking operations

DERBY

Derby-Shelton Station

Station	Owner	Lessee	Tenants	Parking Operator	Other Commuter Lots	Provisions of Lease Followed?
Derby-Shelton	CDOT	No lease	Arpie's Coffee Shop, RPA, DMV	City of Derby	No	Yes

The Town of Derby's Director of Development explained that there is no charge for parking at the station, in order to encourage use of the rail line. The Director indicated that the low ridership is because the trains do not run on a convenient schedule for the working community that might use it otherwise. The station is part of an inter-modal hub, with connections on site to Valley Transit, Connecticut Transit, and Greater Bridgeport Transit buses.

Agreements

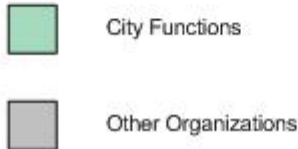
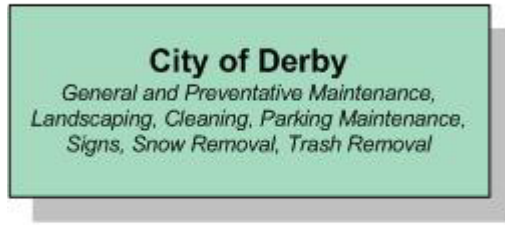
There is a lease agreement with the City for CDOT-owned property at the rail station. There is no annual rental fee. The City established a separate account to accrue surplus funds to be reinvested into the property. However, the City does not charge any parking fees to rail commuters. The City also does not charge rent to the tenants of the rail station.

The Valley Regional Planning Agency (RPA) sublets the railroad station from the City for one dollar per year. The RPA, which occupies fifty percent of the space, sublets about twenty-five percent of the space to the Department of Motor Vehicles at no charge and another twenty-five percent to Arpie's Coffee Shop. All lessees pay for their portion of utilities and occupancy costs. Arpie's is responsible to maintain the inside commuter waiting room for the rent-free space.

Organizational Structure

According to officials from the Valley Regional Planning Agency and the City of Derby, there is no "chain of command" in the operations of this station.

Derby-Shelton Station



Operating Procedures

The City maintains the building and the surrounding grounds and carries the insurance as listed in the lease agreement. The Director of Development handles the outside grounds and parking lots. The Executive Director of the Valley Regional Planning Agency (RPA) attends to the building needs. Arpie’s is responsible for maintaining the inside commuter waiting room for the rent-free space. CDOT pays for all capital improvements.

Procedure	Responsible Party
Opening and Closing of Station	City, Development Department
Housekeeping Inside Station	Arpie’s Coffee Shop
Housekeeping Outside Station	City- no specific department
Daily Maintenance	City- no specific department
Preventative Maintenance	City- no specific department
Landscaping	City, Development Department
Security	CDOT
Customer Service	None noted
Tenant Performance	None noted
Parking Enforcement	No parking enforcement
Parking Fees and Permits	No parking fees
Parking Operation Maintenance	City- no specific department