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HAND DELIVERED

October 28, 2013

The Honorable Dannel P. Malloy
Governor, State of Connecticut

Dear Governor Malloy:

Due to ConnDOT's inability to develop projects, the Department has had no choice than to set-aside hundreds of millions of dollars of available state and federal funding knowing that the funding would not be used for years to come.

- In 2009, approximately \$400 million was set aside;
- in 2010, Approximately \$350 million was set aside;
- in 2011, approximately \$300 million was set aside;
- in 2012, approximately \$300 million was set aside;
- in 2013, approximately \$300 million was set aside; and
- the current plan for 2014 will set aside at least \$400 million.

This inefficient and ineffective use of available state and federal funding has cost Connecticut tens of thousands of jobs and billions of dollars of economic activity.

This goes unnoticed because ConnDOT states that it "commits" and "obligates" federal funding, and is "delivering" millions of dollars of projects. ConnDOT stops short of explaining that just because funding is "obligated or committed" and big-ticket projects are "delivered" it does not mean that available federal and state funding is being put to productive use. Below are examples of what ConnDOT is not disclosing.

Federal FY 2009-2010 through 2011-2012

- In the fall of 2010, ConnDOT did not have enough projects ready to bid to use available federal funding during that fiscal year. The fiscal year was coming to an end on September 30, 2010. To avoid jeopardizing federal funding, ConnDOT bid the I-91/I-95 Interchange project in New Haven, knowing that work would not proceed until 2011. In one respect, ConnDOT "obligated" \$350 million of federal funding and "delivered" a big-ticket project in 2010. However, in reality, the start date was April 2011, and it was a multi-year project. This means that \$350 million that was available on October 1, 2009, and could have been put to productive use during the 2010 construction season was set aside for years to come. This funding could have created 8,500 jobs and \$1 billion in economic activity in the 2009-2010 fiscal year. This same scenario of setting aside available funding, "obligating" available funds to the later years due to the lack of designed work, continued in 2011 and 2012.

Federal FY 2012-2013

- In the fall of 2013, again, due to a lack of designed work, ConnDOT bid the West River Bridge project before the end of the fiscal year, knowing that the project would not start until the spring of 2014, and that it will be a multi-year project. From the information that CCIA has obtained, ConnDOT set-aside approximately \$300 million in the 2013 fiscal year.



Federal FY 2013-2014

- ConnDOT's projections for 2014 are based on the same scenario. The Department is planning to bid the I-84 Waterbury project in late September of 2014, with an estimate of \$400 million of the available \$800 million for the fiscal year. Again, the work will not begin until 2015, and it is a multi-year project. There is additional exposure of losing the federal funding next year because if the project does not bid before the end of the fiscal year, there are few ongoing projects remaining to "obligate" the funding to. For the first time, instead of just losing jobs and economic activity, the state will be in jeopardy of losing federal funding.

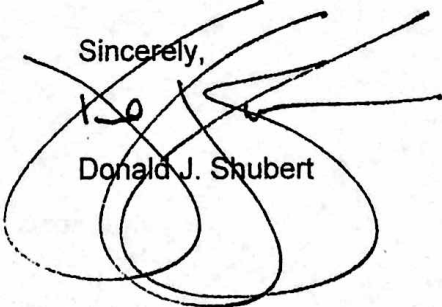
To address this inefficient use of available funding, and to protect against losing federal funding in 2014, ConnDOT must aggressively engage design efforts. There are currently hundreds of bridge designs stalled at various stages of the consultant selection process. Many of those bridge design efforts began as far back as 2001 and are floundering due to a lack of upper-level management. The bridge lists from List Number 16 forward should be expedited, the consultant design process must be prioritized, and all stages of the design process and work must be micro-managed. Important components to achieving this are:

- Eliminate the redundant reviews. ConnDOT personnel must stop redoing the work that the Consultant Liaisons are hired to do. ConnDOT's Environmental Compliance Division must stop redoing the work that DEEP does.
- The consultant selection process must be aligned and the selection teams must be organized to avoid delay. Today, years are lost simply because months go by without any activity as the members of the selection teams are busy doing non-related activities.
- The employees at DEEP who approve permits must be trained act affirmatively, instead of negatively. They must exercise sound engineering judgment to proactively approve permits in timely fashion.
- The ConnDOT in-house design teams should be assigned a manageable number of designs to complete on a short-term basis before being assigned other work.
- A strong, competent, experienced, accountable individual must be engaged to implement this from beginning to end. This person must set metrics and continuously monitor the process, reporting directly to the Governor on the progress of every project on a timely basis.

With the proper attention and management, other efficiencies can be made without engaging in months and years of management exercises. There is no time to waste. Commissioner Redeker acknowledged this problem before the Connecticut Public Transportation Commission on December 1, 2011. Today, thirty-six significant transportation-advocacy organizations, state-wide, are aware of this situation. Connecticut cannot afford to waste another year or jeopardize available funding.

I am prepared to discuss this in detail and begin working with the administration as quickly as possible. Please do not hesitate to contact me at 860-539-4827 to arrange a meeting.

Sincerely,



Donald J. Shubert