CONNECTICUT
DEPARTMENT OF TRANSPORTATION

FUNCTIONAL ORGANIZATION
MANUAL

Prepared by
Office of Management and Technology Services
Division of Training and Staff Development
July 2016
# TABLE OF CONTENTS

OFFICE OF THE COMMISSIONER OF TRANSPORTATION ................................................................. 3

BUREAU OF ENGINEERING AND CONSTRUCTION ................................................................... 8

BUREAU OF FINANCE AND ADMINISTRATION ....................................................................... 19

BUREAU OF HIGHWAY OPERATIONS ................................................................................. 31

BUREAU OF POLICY AND PLANNING .................................................................................. 37

BUREAU OF PUBLIC TRANSPORTATION ............................................................................. 40
**Commissioner of Transportation**  
*James P. Redeker*

Duties include, but are not limited to, coordinating and developing comprehensive, integrated transportation policy and planning; coordinating and assisting in the development and operation of a modern, safe, efficient, and energy-conserving system of highway, mass transit, and marine facilities and services; studying means of improving transportation safety and formulating and implementing plans for this purpose; and cooperating with federal, State, interstate, and local agencies, organizations, and persons performing activities relating to transportation.

**Deputy Commissioner of Transportation**  
*Anna M. Barry*

Assist the Commissioner of Transportation in carrying out his duties as outlined in Section 13b-4 of the Connecticut General Statutes, as amended. In the absence of the Commissioner, exercise the powers and duties of the Commissioner of Transportation.

**Executive Assistants – Randal P. Davis, Peter Yazbak**

Perform special assignments as directed by the Commissioner.

**Office of Communications - Judd Everhart**

Provides communications services and support to all Bureaus. Informs the public through the media of Department activities, programs, plans, public hearings, and contract lettings. Arranges and coordinates special communications programs, events, and promotions. Directs the Department's Library and Information Center and the Visual Media Unit. Also administers the Department's website.

**Library Services Division - Betty Ambler**

Provides library services of a technical nature to meet the informational needs of Department employees. Responsible for cataloging and classifying pertinent material including State and federal documents; securing additional information from other resources as requested; writing and distributing materials; maintaining Department archives; acting as the Department's liaison for outside resources such as the State Library; and routing relevant publications and information to Department staff.

**Visual Media Unit – Rob Moore**

Provides visual media (photography, video, and graphics) support to the entire Department. This includes design, documentation, training, internal/external communications, public outreach, marketing, coordination with State and federal agencies, web development, and archive administration.
**Office of Legal Services – Attorney Denise Rodosevich**

In acting as legal counsel to the Commissioner and general counsel for the agency, legal guidance and counsel is provided on the full breadth of issues and matters that arise within the Department. Representative examples of matters upon which legal guidance and counsel are provided include transit-oriented development and other public-private partnership opportunities; contract drafting, interpretation, and enforcement issues; bid questions, challenges and bidder prequalification; CHRO, EEOC, employee litigation, and other employee issues; contractor and department claims; consultant issues; project construction, project labor agreements, and disadvantaged business enterprise issues; public transportation issues (rail and bus); freight rail issues; ethics compliance and questions; freedom of information issues; constitutional law analyses; administrative law, environmental law, intellectual property and intellectual technology issues; legislation and regulation drafting and interpretation; responding to opposing or private counsel and coordinating with the Office of the Attorney General; providing input on agency policies and policy implementation; utility issues; encroachments; allowable activities; leases, easements, licenses and other property transactional matters; issues arising from the interplay of FHWA, FRA, and FTA requirements; and litigation support. In performing these functions, the Agency Legal Director manages, directs and coordinates the legal work load of and advice provided by the Office of Legal Services attorneys, and oversees the work of the Executive Director of the Office of the State Traffic Administration.

**CHRO, EEOC, and other employee matters; constitutional matters – Paula Jean Yukna**

**Contract drafting, contract negotiations, and contract issue resolution; special legal assignments; utility, intellectual property and technology matters; other legal matters, as assigned. – Jamie Mowat Young**

**Office of the State Traffic Administration - David A. Sawicki**

The Office of the State Traffic Administration, which derives its authority from section 14-298 of the Connecticut General Statutes, as amended, is the successor to the State Traffic Commission. The State Traffic Administration is to provide for a uniform system of traffic control signal devices, signs and markings consistent with the provisions of Chapter 249 of the Connecticut General Statutes. The office is also responsible for administering the approval of specific traffic regulatory measures regarding traffic signals, speed limit, through truck prohibitions, and Certificates of Safe Traffic Operation for all public highways. In addition, the office also is responsible for approving traffic regulatory measures regarding signs and pavement markings on State highways, maintaining a list of Legal Traffic Authorities for each town, publishing a list of Limited Access highways in Connecticut, authorizing the use of parkways by vehicles normally excluded and authorizing the use of Limited Access highways for special events.

**Legislative Office - Pamela P. Sucato**

The Legislative Office provides liaison between the Department of Transportation and Connecticut’s Congressional delegation, the Connecticut General Assembly, State and federal
committees, State and federal agencies, the Executive Branch, and municipalities. The Office develops and manages the Department of Transportation’s federal and State legislative and regulatory transportation program; provides policy, legislative, and regulatory direction and development; and plans and implements policy and legislative advocacy and communication.

The Legislative Office responds regularly to requests and questions from legislators and staff on Department and/or transportation issues; and educates legislators and others on Department programs, policies, and procedures. The Office also builds and maintains close working relationships with a wide array of federal, State, and local elected officials, regulators, regional transportation partners (MPOs, RPOs), transportation industry and trade associations, labor organizations, advocacy groups, business leaders and other government agencies.

Office of Management and Technology Services - Cheryl L. Malerba

Responsible for mission alignment and organizational development. Makes recommendations to, assists, and collaborates with Department Bureau Chiefs on organizational development strategies, realignments, and process improvement opportunities in meeting the mission of the agency. Strategically plans the growth, development, and focus of the Department. Works with individual units to help align their role within their Bureau and the Department mission, developing their own unit mission statement and objectives. Reviews and maintains records of all policies for the Executive Office. Maintains an annual list of all Department Standing Committees and their membership including annual activity reports. Provides, maintains record of, and reviews all Delegations of Authority. Provides the Department organizational chart, the Department’s Functional Manual, and updates as needed. Recommends and initiates various internal studies of the Department to help identify and/or examine practices or procedures to facilitate best practices for the Commissioner’s Office review. Reviews, responds, and/or initiates investigations as needed or required for all Whistle Blower complaints and comments to the Commissioner received by the Commissioner’s Office via mail, the anonymous hotline phone number or the anonymous intranet comments site. Oversees and directs the Office of Management and Technology Services which is comprised of the Office of Information Services, Divisions of Internal Audits, Security, and Staff Development. Oversees the Consultant Selection Office and administratively oversees the Office of Equal Opportunity and Diversity. Serves as Commissioner’s Chief of Staff.

Internal Audits Division - Robert L. Eissler

Responsible for performing financial and compliance reviews of the Department utilizing both federal and State auditing guidelines and ascertaining whether established financial controls are adequate and effectively maintained; and performing investigative and other special internal audits.

Security Division – Michael D. Morrison

The Division is responsible for overseeing all aspects of security pertaining to Department facilities and assets; developing and implementing Department security policies; advising managers and supervisors on implementing and enforcing the policies; and investigating issues of possible wrongdoing within the Department.

The Division conducts interviews, gathers facts and evidence, confers with law enforcement agencies, and completes investigative reports that are subsequently used in Department hearings or criminal cases in court. When the investigative process involves law enforcement agencies, the Security Division acts as the liaison between
the law enforcement agency and the Department.

**Staff Development Division – David M. Maher**

Provides training and development opportunities to increase the job performance and career development of Department employees in support of the Department’s overall mission. Consults with Agency managers and supervisors regarding performance issues and training needs. Provides career and educational counseling and administers the Tuition Reimbursement Program, as outlined by collective bargaining agreements and State regulations.

**NHI Training, Maintenance Training, In-Service Classes – Susan Baillargeon**

**Tuition Reimbursement, In-Service Classes, Lean Process – Michael Bright**

**Office of Information Systems – John Krewalk**

Directs, manages, and oversees the Office of Information Systems (OIS) consisting of the Division of Business Systems and the Division of Operational Systems to provide information technology services to its customers that effectively and efficiently support the agency’s business mission, goals, and objectives. The information technology services rendered address the dynamic requirements of the Department’s business environment and are a catalyst for the integration of new technology within the Department and the State. OIS serves as the integrator of business requirements and technical capabilities and as the Department facilitator for the dissemination of statewide technology policy and standards. OIS coordinates information technology management, initiatives, and standards within the DAS Bureau of Enterprise Systems and Technology (BEST).

**Business Systems - Vacant**

The Business Systems Division provides application support services for all Department entities requiring those services. This Division supports more than 100 Department applications including, but not limited to, geospatial information; financial reporting; project tracking; human resources; as well as transportation specific systems, such as traffic monitoring, construction management and bid analysis.

**Operational Systems - Jose L. Romero**

The Operational Systems Division provides hardware support services for the Department, including host servers, desktop computers and laptops, network storage, network infrastructure, and telecommunications services. The Division also supports general administrative or office productivity systems such as word processing, spreadsheet, database, electronic mail,
and internet. The Division provides the expertise for planning, developing, implementing, and maintaining data communications network environments including inter-agency network communications and facilitating the dissemination of statewide technology policies and standards.

**Consultant Selection Office – David Mancini**

The Consultant Selection Office (CSO), in coordination with the Commissioner, manages and directs all activities regarding the solicitation and selection of professional consultant firms for all Department Bureaus. The CSO also coordinates the annual consultant prequalification process.

**Office of Equal Opportunity and Diversity – Nancy Bryant**

Directs and coordinates the activities of the Division of Internal Programs.

**Internal Programs – Nancy Bryant**

Monitors the process by which individuals are recruited, hired, promoted, and retained in compliance with the Department's Affirmative Action Policy and Programs. Assists Human Resources with outreach and recruitment as needed. Ensures that the Department complies with federal and State anti-discrimination laws. Provides some career counseling. Fulfills reporting requirements to the Federal Highway Administration, Federal Transit Administration, Equal Employment Opportunity Commission, and the Connecticut Commission on Human Rights and Opportunities. Prepares and implements the Department’s Affirmative Action Plans. Administers the federally required Monitoring Program and Training Programs. Responds to issues concerning employment, accommodation, and discrimination. Serves as the Department’s Americans with Disabilities Act (ADA) coordinator. Investigates internal discrimination complaints brought against the Department.

**Provides Affirmative Action services for Department staff – Deborah Allen**

**Provides Affirmative Action services for Department staff – Ada Alvarez**

**Provides Affirmative Action services for Department staff – Vacant**
Bureau of Engineering and Construction

Bureau Chief

Thomas A. Harley

The Bureau of Engineering and Construction is responsible for the administration and management of the capital program for all modes of transportation. The Bureau is comprised of the Offices of Engineering and Construction. In addition to these two fundamental activities, the Bureau also has broad responsibilities in areas such as the acquisition and management of Rights of Way, Quality Assurance and Bridge Inspection.

Chief Engineer - Thomas A. Harley

Manages the Department's Bureau of Engineering and Construction and the activities noted above.

Office of Engineering – Scott A. Hill

Manages, directs, and coordinates all engineering, rights-of-way, and support activities performed by the Office of Engineering, to include administrative oversight of the Divisions of Bridges, Highway Design, Traffic Engineering, Facilities and Transit, and Rights of Way. Manages staff and consultant preparation of design projects and related engineering reports and documents. Serves as engineering approval authority for final plans, specifications and estimates for transportation improvement projects. Administers all necessary agreements in the preconstruction process. Advises the Chief Engineer on engineering matters relative to the Bureau of Engineering and Construction.

Asset Management – Karen M. Riemer

Responsible for the development and implementation of the Department’s Transportation Asset Management Plan (TAMP) to ensure it meets Federal requirements. Coordinates asset management activities across all Engineering divisions and Department bureaus. Facilitates progress towards improving asset conditions, inventories and data sharing capabilities. Assists the Chief Engineer’s office with a myriad of activities including coordinating reporting on transportation related issues for the Bureau of Engineering and Construction.

Division of Bridges – Theodore H. Nezames

Manages, directs, and coordinates all of the activities performed by the following units: State Bridge Design; Consultant Bridge Design; Bridge Safety and Evaluation; and Hydraulics and Drainage.

Bridge Management – Vacant

Responsible for programming all capital bridge projects based on coordination with Bridge Safety and Evaluation and Bridge Maintenance. Responsible for annual Federal reporting of NBI and NTI, preparing historical reports on condition, costs and functional adequacy of state bridges, creating an asset management plan for bridges and coordinating bridge data and future needs with Planning and DOT Communications. Establishes and maintains digital systems for bridge inspection reporting (InspectTech) and deterioration modeling to program future work (dTIMS).
**State Bridge Design – Mary E. Baker**

Responsible for the design of new and rehabilitated bridges and other transportation structures on State highways with State design forces. Responsible for the oversight of all bridge and structure inventory load ratings. Responsible for the development and maintenance of structural standards, manuals, and specifications for use by Department design staff and by consultant engineers. Provides the Department's structural expertise for development of AASHTO and federal specifications and standards.

**Consultant Bridge Design - Major Bridges and Structures – Timothy D. Fields**

Responsible for the design activities performed by Consulting Engineers on the state’s major bridges and Consultant Liaison Engineers activities on State routes or State-owned rail lines that are in need of rehabilitation or replacement. Responsible for oversight of the Department’s 60 major bridges and programming of future bridge rehabilitation and/or replacement projects for those bridges. Responsible for the development and maintenance of structural standards, manuals, and specifications for use by Department design staff and by consultant engineers. Provides the Department's structural expertise for development of AASHTO and federal specifications and standards.

**Consultant Bridge Design- Federal and State Local Bridge Program/ CLE Program- Rabih Barakat**

Oversees the design activities performed by state and town hired consultant engineers for bridges located on local roads. Oversees the operation of municipalities that are designing or contracting with consultants to design bridge improvements on local roads. Manages the Consultant Liaison Engineering Program for the design of state and local bridges.

**Bridge Safety and Evaluation - Robert P. Zaffetti**

Responsible for inspections and reporting of all NHI and Non-NHI bridges and tunnels. In addition, overhead sign supports and traffic signal mast arm supports. Responsible for implementing metrics for federal inspection requirements, maintaining an electronic database of structural and functional bridge conditions and identifying work necessary to correct deficiencies found on bridges and other structures.

**Hydraulics and Drainage - Michael E. Masayda**

Provides specialized engineering services related to highway and railroad bridges over waterways, storm drainage systems, culvert crossings, dams, and other related facilities. Provides technical support in water resource matters to other Department offices, consulting engineers, other state agencies, and the general public. Prepares and/or reviews computations, hydraulic or drainage related reports, project plans and environmental regulatory permit applications for transportation projects during planning,
design, and construction phases. Performs engineering services associated with the maintenance of existing transportation facilities and development proposals submitted to the Office of the State Traffic Administration and District Permit offices to ensure continued proper functioning of State drainage systems. Reviews and approves various aspects of the Flood Management Certification regulatory program.

**Division of Highway Design – Timothy M. Wilson**

Manages, directs, and coordinates all of the activities performed by the following units: State Highway Design; Consultant Design – Highways; Local Urban Program and Project Development; Engineering Services.

**State Highway Design – William W. Britnell**

Responsible for the design of State highway improvement projects utilizing State design forces. Specific responsibilities include the development of plans, specifications, estimates, permit applications, utility and rights-of-way coordination, and public involvement. Also assists in highway project scope determinations.

**Consultant Design- Highways - Richard B. Armstrong & Susan Libatique**

Responsible for the design of highway improvement projects on State routes that are performed by consulting engineers. Supervises the administrative aspects of design contracts for consulting engineers. Oversees coordination with other Department offices and external agencies during the design process.

**Local Urban Program & Project Development – Hugh H. Hayward**

Manages and coordinates the Department’s Local Roads, LOTCIP and Project Development activities. Responsible for overseeing the operation of municipalities that are designing or contracting with consultants to design federally funded local road improvements. Supervises the design aspects of the enhancement program. Oversees coordination with other Department offices and external agencies during the design process.

Responsible for reviewing, revising and initiating preliminary project applications from municipalities for future projects under STP-Urban, Rural and other major programs. Provides scopes and estimates for improvements under the STP-Hazard Elimination Program. Provides design reviews for OSTA for proposed highway improvements associated with Major Traffic Generators. Also provides technical assistance on corridor and other special studies.
Engineering Services - Leo L. Fontaine


Provides design and review services on matters related to soil, rock, and foundations for the planning, design, construction and maintenance of roads, bridges, and transportation facilities.

Provides design and review services regarding new pavement construction, reconstruction, and rehabilitation of roads, bridges, and transportation facilities. Compiles information on the condition of and options for the maintenance of the State roadway network to assist decision makers in finding cost-effective strategies to optimize the Department’s investment in the transportation infrastructure.

Division of Traffic Engineering – Charles S. Harlow

Manages, directs, and coordinates all activities of the Division of Traffic Engineering including traffic studies, investigations, and the financial and program effort of the Highway Safety and Signal Programs.

Traffic Studies - Districts 1 and 2, Traffic Signal Electrical, and Drafting

Tracy L. Fogarty

Performs traffic engineering analysis to improve safety and capacity, provides traffic engineering services to elected and appointed officials, the public, the Office of the State Traffic Administration, the legislative liaison and other areas within the Department. Conducts comprehensive traffic studies, develops conceptual designs to improve safety and capacity and recommends highway design projects. Reviews major traffic generators and supports the Office of Maintenance with review of large encroachment permits and annual VIP projects. Responsible for the design and administration of annual traffic signal improvement projects including signal designs, minor geometric designs, pedestrian improvements, signing and pavement marking designs, signal systems and construction support. Traffic Electrical is responsible for the electrical engineering for traffic control signals and other traffic control devices including the design and review of plans, specifications, and estimates. Traffic Electrical is also responsible for utility coordination for State District-wide traffic control signal projects. Also responsible for the electrical review of permits for developments including major traffic generator projects designed by consultant engineers.

The Drafting group is responsible for the drafting required in traffic-related projects, document management for traffic signal plans and sign details, and traffic related digital design guidelines in coordination with Engineering Applications.
Traffic Studies - Districts 3 and 4, and Safety - Barbara B. Ricozzi

Performs traffic engineering analysis to improve safety and capacity, provides traffic engineering services to elected and appointed officials, the public, the Office of the State Traffic Administration, the legislative liaison and other areas within the Department. Conducts comprehensive traffic studies, develops conceptual designs to improve safety and capacity and recommends highway design projects. Reviews major traffic generators and supports the Office of Maintenance with review of large encroachment permits and annual VIP projects. Responsible for the design and administration of annual traffic signal improvement projects including signal designs, minor geometric designs, pedestrian improvements, signing and pavement marking designs, signal systems and construction support.

Manages the Department’s Specific Information (Logo) Signing Program which provides the motoring public with information on essential travel services (gas, food, lodging, camping) that are available at qualified interchanges on expressways in Connecticut.

The Safety Engineering section is responsible for development, implementation and evaluation of Connecticut’s Strategic Highway Safety Plan. Manages the Highway Safety Improvement Program and provides annual reporting to FHWA on the program. Identifies, investigates, recommends and designs systematic projects that will enhance the safety of all road users (state and local) and performs post construction evaluation of safety improvements.

Traffic Engineering - Project Design – Mark F. Makuch

Designs traffic signals, signing, pavement markings, and temporary traffic control plans for highway design projects. Reviews consultant designs for like work administrated by the Office of Engineering/Consultant Design Division. Prepares design plans, specifications, and estimates for projects that are exclusively traffic engineering projects, including those involving the installation/upgrade of traffic signals, signs, and pavement markings. Provides full-time liaison through construction for traffic control on major projects and for traffic design items on all projects. Administers the railroad/highway at-grade-crossing program and reviews highway construction projects which include railroad/highway at-grade crossings. Administers the task based consultant program for the Division of Traffic Engineering. Supervises and directs the operations for consultant engineers in the design of traffic projects to assure that the designs adequately serve the predetermined need in the most economical manner and that the consultant engineer provides complete project plans in accordance with State and federal requirements.

Division of Facilities and Transit - James A. Fallon

Manages, directs, and coordinates all of the activities performed by the following units: Facilities Design, AEC Applications; Contract Development; Utilities; Environmental Compliance; Environmental Permit Coordination.
Architectural, Engineering, Construction (AEC) Applications
- William S. Pratt

Responsible for developing and establishing electronic design standards and supporting computer aided engineering applications. Responsible for organizing projects to move seamlessly from the initiation stage through final design and advertising, construction, and maintenance. Responsible for a complete project which can be interactively used in a geospatial system and archived and retrieved in a management information system. Responsible for the identification, evaluation, and implementation of technology applications to facilitate the business processes in the Offices of Engineering and Construction.

Utilities - Sohrab Afrazi

Manages utility and railroad coordination programs impacted by the construction of transportation improvement projects, thus reducing and/or eliminating project delays. Reviews and approves utility/railroad plans, specifications and estimates, and processes utility/railroad cost-sharing agreements. Ensures that the transportation funds for utility/railroad work on highway projects are expended in a cost-effective manner. Develops utility accommodation and relocation policies in compliance with State and Federal Highway Administration policies and regulations.

Facilities Design – Gregory M. Dorosh

Manages the Facilities Design Office, which is a multidisciplinary design unit that provides in-house as well consultant engineering design and technical support services in the areas of Civil, Architectural, Structural, Mechanical and Electrical Engineering.

Within Facilities Design there are several primary areas of focus that include providing design services and technical support for renovating existing or constructing new facilities that support the roadway, bridge, rail transit, bus transit, port and ferry operations. Specific expertise includes the design or redesign of highway maintenance and repair facilities, rail stations, rail maintenance facilities, track, signal, catenary, rail crossings, movable bridges, bus maintenance facilities, parking garages, parking lots, salt sheds, underground storage tanks, septic systems, Americans with Disabilities Act upgrades, emergency generators, facility and highway illumination, navigational bridge lighting, radar beacon systems, and Intelligent Transportation Systems.

In addition, Facilities Design staff have experience with Construction Manager at Risk and Construction Manager/General Contractor alternate contracting methods and rail transit projects that include Transit Oriented Development and Public Private Partnership components.
**Environmental Compliance, Environmental Permit Coordination, and Contract Development – Christopher J. Bonsignore**

Provides technical support and regulatory guidance to other Department units on matters related to hazardous wastes and regulated contaminated materials. Conducts environmental investigations of suspected waste sites in the vicinity of the Department projects and operating facilities. This office also negotiates clean up requirements with federal and state regulatory agencies. Manages remedial activities aimed at improving environmental conditions in the vicinity of Department projects and facilities.

Acts as liaison between the various design groups and the Office of Environmental Planning in order to ensure an efficient process for obtaining State and federal water resources permits for Department projects.

Prepares contract documents suitable for advertising through the review of plans and specifications. Ensures consistency, completeness, and compliance with State and federal policies. Also responsible for the preparation of the final confidential cost estimate and an evaluation of the bids received.

**Division of Rights of Way – Terrence J. Obey**

Manages and coordinates all aspects of real property acquisition for all transportation projects. In addition, handles the leasing and sale of State land for the Bureau of Engineering and Construction.

**Division of Appraisals & Property Management – Amy N. Martinez**

 Prepares and reviews appraisal reports to estimate the fair market value of property to be acquired for transportation projects and for the sale and lease of state land. Prepares Right of Way cost estimates. Manages the leasing and release of DOT property. Coordinates transfer of land with other State agencies.

**Division of Administration & Titles – James Mason**

Manages the acquisition of property necessary for federal and state funded construction projects. Acts as liaison with other Departmental units. Coordinates property acquisition by municipalities and consultants on municipal road and bridge projects. Oversees all necessary searches of title of properties required for transportation projects, including abstracts of title, and plots maps (boundary lines, owner’s names, etc.). Manages the preparation of all conveyance documents for land acquisitions and releases. Oversees the condemnation process for the acquisition of properties.

**Division of Acquisition & Relocation – Vacant**

Is responsible for negotiating for the purchase of real property and lesser interests, preparing Estimates of Compensation, providing relocation advisory
services and determining the eligibility of displaced persons, businesses, farms and non-profit organizations, preparing relocation/acquisition plans and occupancy surveys, in addition to commuting all relocation payments, as part of the Department’s Capital Improvement and Maintenance initiatives. Also provides liaison services for litigation matters involving the Office of the Attorney General. Oversees the Department’s Outdoor Advertising Control and permitting program and provides short term management oversight of acquired assets prior to demolition activities.

**Office of Construction – Mark D. Rolfe**

Directs the staff and operations of the Office of Construction, the District Offices, and the Division of Materials Testing activities of the Department.

**Construction Operations – James P. Connery**

Oversees the daily operations of the Office of Construction, Central Surveys, Alternative Contracting Unit, Quality Assurance Unit, Civil Rights and Subcontracting Unit, Claims and Litigation Unit, eConstruction, the Specifications Unit, the Construction Advisory Team and Work Zone Safety Unit and the Division of Materials Testing.

**Central Surveys - Robert J. Baron, Jr.**


**Claims and Litigation Unit/ Quality Assurance Unit/ Specifications Unit – Donald Ward**

Analyzes claims on construction projects and recommends solutions. Administers alternative contracting, quality assurance, civil rights and subcontracting, specifications support, advisory team and work zone safety functions of the Office of Construction.

**Materials Testing Unit – Robert G. Lauzon**

Conducts material tests and evaluations of materials required in Department construction and maintenance projects to assure compliance with pertinent specifications. Plans and investigates new materials and procedures that are referred for use in Department projects. Represents the Department in matters related to the development and implementation of specifications governing the quality and use of materials incorporated into Department work. Maintains a listing of qualified welders for Department projects.
District Offices - *The following responsibilities are common in each District:*

**District Engineer**

Directs staff and field operation activities of the Survey and Plans and Construction Sections to ensure efficient use of State resources in accordance with sound engineering practices.

**Surveys and Plans Section**

Oversees field and office survey operations for the District and provides support to Design Units and ongoing construction projects.

**Construction Section**

Oversees all aspects of construction contracts, including but not limited to construction engineering inspection, dispute resolution, payment to contractors, and compliance with specifications and mandated procedures. Oversees the State's project assignments for the District's personnel.

---

**District I - Rocky Hill**

District Engineer – *Ravi Chandran*

Construction Section – *Dean Cerasoli, Michael Mendick*

Surveys and Plans Section - *Steven Sokolowski*

---

**District II - Norwich**

District Engineer – *Vacant*
Construction Section – Eileen Ego

Surveys and Plans Section - Charles E. LaChance

District III - New Haven
District Engineer – Robert E. Obey

Construction Section – Domenic LaRosa, Matthew Cleary

Surveys and Plans Section – Edward P. Topar

District IV – Thomaston
District Engineer – John Dunham
Construction Section – Richard Symonds

Surveys and Plans Section - Vacant
Bureau of Finance and Administration  
Bureau Chief  
Robert C. Card  

Responsible for the financial activities of the Department including the overall preparation, monitoring, and analysis of the Department's budgets, as well as the Bureau's Offices of Human Resources; Finance; Operations and Support; Information Systems; Contracts, Agreements, and Contract Compliance; and External Audits.

Office of Finance – Wallace P. Lugli

Serves as the Chief Financial Officer for the Department. Directs and coordinates the financial activities of the Division of Capital Services, Division of Financial Management and Support, and Division of Budget Services to provide the business and financial support, budgeting, accounting, accounts receivable, and federal and State funding management necessary to meet the needs of the Department. Coordinates with the Office of the State Treasurer, the Office of Policy and Management (OPM), and the State Bond Counsel on all Special Transportation bond issuances.

Division of Capital Services – Patricia A. Hustus

Responsible for directing the Capital Services Division, including the Programming and Scheduling, Capital Projects, and Federal Billing Units. Specific areas of responsibility include: the development and implementation of the biennial capital budgets; financial analysis; financial management of the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) programs; the allotment and budget control of all State and federal funds; and the billing and collection from all federal agencies.

Scheduling and Financial Program Management (Highways) - Darren Meyers

Responsible for managing the development, coordination, implementation, and monitoring of multi-year capital highway, revenue, and federal-aid financial programs to assure the efficient and full utilization of all available federal and State highway funds by the Department. This includes responsibility for the creation and submission of federal-aid agreements to FHWA, through which the Department receives authorization to utilize federal funds. The Unit is also responsible for the preparation of certain financial reports and statements on the fiscal activity of the Department, including quarterly reports on Condemnation Award Funds, the annual FHWA Road Reports, Schedule of Federal Financial Assistance Report, and the GAAP Report.

Scheduling and Financial Program Management (Transit) – Maureen M. Kent

Responsible for managing the development, coordination, implementation, and monitoring of multi-year transit capital projects to assure the efficient and full utilization of all available federal and State public transportation funding by the Department. This includes responsibility for all grants management and reporting requirements, including the creation and submission of all grant agreements as specified by FTA and FRA, through
which the Department receives authorization to utilize federal funds. The Unit is also responsible for coordinating all capital projects undertaken by the Transit Districts throughout the State, including invoice processing, matching commitments and grants management oversight. Additionally, the unit is responsible for NTD reporting and oversight of the TEP program.

**Capital Projects - Christian F. Davis, Jr.**

Responsible for control over capital project expenditures through adjustments to Core-CT allotment budgets by Fund and SID and the maintenance of individual Core-CT project budgets by Project, Activity, Fund, and SID. Allotment budget adjustments are obtained through requests submitted to the Office of Policy and Management (OPM) and the Office of the State Comptroller (OSC) for State bond programs and federal reimbursable agreements. Prior to any budget adjustments, the current project estimates are developed and uploaded to Core-CT based on amounts requested by the operating units and programs identified by Scheduling and Financial Program Management.

**Federal Billing - David L. Alfredson**

Responsible for billing and collection of project expenditures from federal agencies participating in the cost of capital projects. Prepares and submits billings to the FHWA, FTA, Federal Railroad Administration, Department of Homeland Security, and the National Highway Traffic Safety Administration in order to secure reimbursement of federal funds. Responsible for the closeout and final vouchering of FHWA funded projects. The Unit also acts as the liaison between the Bureau of Finance and Administration and the Auditors of Public Accounts and is responsible for replying to all audit findings presented to the Bureau.

**Division of Financial Management and Support – Mark M. Hayes**

Responsible for directing the Division of Financial Management and Support in providing business and financial support to various offices throughout the Department including budget, contractual, purchasing, and payroll-related services. Responsible for ensuring the consistent application of the Department’s financial and procurement policies and procedures and for developing and maintaining a cohesive set of strategies and goals that promote responsiveness, transparency, and support continuous customer-driven quality improvement.

**Project Fiscal Management**- Responsible for monitoring ongoing project financial transactions to identify potential coding errors. Establish systems to track project completion milestones, analyze projects for excess funding and facilitate the completion of the actions required to allow for the timely closeout of projects.

**Financial Support for the Bureau of Highway Operations and the Office of Construction - Eugene V. Falcone, Jr.**

Construction- Responsible for providing financial services for construction-related activities, including consultant inspection financial oversight, general purchase order and payroll-related assistance, and
budget management and reporting services.

**Engineering**- Responsible for providing accounting services for consultant engineering and engineering support contracts, contracts for the testing of materials, contracts for environmental engineering, and contracts for the relocation of railroad and utility facilities associated with the Department’s Capital Program. Responsible for providing general purchase order and payroll-related assistance, budget management and reporting services, financial assistance with FHWA project closeouts, and GASB-34 infrastructure reporting.

**Quality Assurance**- Responsible for providing financial services including general purchase order and payroll-related assistance, budget management and reporting services, CADD rate establishment assistance, and CADD usage allocation spreadsheet journal preparation.

**Planning**- Responsible for providing financial services including general purchase order and payroll-related assistance, National Highway Transportation Safety Administration program financial management assistance, and budget management and reporting services.

**Financial Support for the Bureau of Public Transportation and the Offices of Rights of Way, Property and Facilities Services, and Information Systems – Scott Courtemanche**

**Public Transportation** - responsible for all accounting functions associated with FTA/Transit/Rail operating and capital services, including the creation, processing, and approval of budgets, general purchase order and payroll-related assistance, FTA grant closeout, billings, quarterly deposits, and federal and project reporting. Responsible for Metro North New Haven Line and Amtrak Shoreline East Subsidy budget review and liaison functions, audit coordination, and CT Transit/Propark daily deposit processing. Also responsible for the review, recordkeeping, and processing of all FTA/Transit/Rail operating and capital service vendor invoices.

**Rights of Way** - responsible for providing accounting and administrative functions associated with the acquisition of real property on all types of transportation projects, as well as the leasing and sale of State land. Includes the creation, processing, and approval of budgets, purchase orders, and the review, recordkeeping, and processing of consultant, appraisal, and land payments.

**Property and Facilities** - responsible for providing all accounting functions related to the administration of the Department’s Major and Minor Capital Program; general purchase order and payroll-related assistance; Operating Budget management and reporting services; processing fuel oil, diesel, and propane tickets; and General and Highway Equipment Program management.

**Information Systems** - responsible for providing all accounting functions including general purchase order and payroll-related assistance, and budget management and reporting services.
Division of Budget Services – Lori A. Kiniry

Responsible for directing the Budget Services Division, which includes the Revenue Accounting, Budget Development and Control, and DOT Core-CT Support Units. Specific responsibilities include coordination of the Department’s biennial Operating Budget Request and Options submittals; and directing various Transportation Fund accounting functions including budget management, payroll monitoring, expenditure corrections, accounts receivable, revenue accounting and financial reporting.

Revenue Accounting - Vincent P. Hogan

Responsible for the billing, collecting, and depositing of Transportation Fund operating and non-operating revenues and reimbursement of expenditures due the Department. These responsibilities include: the billing of demand deposits, final audit amounts due, property damage, outdoor advertising permits, encroachment permits, leases for Rail and Highway property, inter-agency transfers, and various miscellaneous amounts due the Department, and ensuring that all cash received by the Department is deposited and recorded within 24 hours of receipt. This Unit also provides collection assistance through small claims court, liaison with Office of Attorney General, and a collection agency. The unit performs regular customer service and account analysis while it maintains accounts receivable balances for all non-federal accounts of the Department in Core-CT. The Unit is also responsible for preparing quarterly reports on Funds Awaiting Distribution (Pending Receipts) and for processing payments for the refund of excess demand deposit at final audit.

Budget Development and Control - Transportation Fund – Richard Krupski

Assists in the preparation and coordination of the Department’s biennial current services Operating Budget Request, expansion/reduction options, and midterm adjustments. Responsible for the control and administration of the Transportation Fund Operating Budget. Responsible for preparation of the Department’s Request for Allotment of Appropriations (B-1). Responsible for detailed distribution of the Other Expenses operating budgets to individual offices; monitors and makes adjustments to those budgets as required. Provides financial services for the Bureau of Highway Operations’ maintenance-related activities, including general purchase order and payroll-related assistance, snow and ice reporting, vendor-in-place contractual financial oversight, and budget management and reporting services. Provides budget clearing function for Engineering & Construction’s Operating budget, Materials Management and various other offices within the Bureau. Verifies funding for Department agreements/construction contracts (in order to release agreement and chart field approve corresponding purchase order in Core-CT). Prepares, reviews, and approves journal entries to adjust the financial records of the Department. Administers the Petty Cash account, and the Department’s P-Card program. Establishes and implements Department procedures for calculation of additive rates. Monitors Core-CT payroll expenditures. Responsible for the preparation of certain financial reports and statements on the fiscal activity of the Department, including the annual Town Aid Road Grant Report, Monthly Comparison of Revenue Report, Operating Budget Report and Comprehensive Financial Status Report.
Core-CT Support – Zavosh Kohan

The DOT Core-CT Support Unit provides the Department with technical support services related to Core-CT, the State’s integrated Human Resources, Payroll and Financial system. This includes daily user support as well as assisting with the financial and human resources reporting needs of the Department’s Bureaus. Acts as a liaison between the Department and the central Core-CT Team. Also provides oversight, as needed, of outside resources responsible for analyzing, modifying, and providing other technical support related to DOT-specific Core-CT functions. The Unit coordinates Core-CT activities within the Department; provides and/or coordinates Core-CT user training for Department employees; and ensures that Core-CT policies and security procedures established by the Office of the State Comptroller are properly followed.

Office of Contracts, Agreements, and Contract Compliance - Charles F. Roman

Oversees the Department’s construction bidding and contracting activities, as well as, the development and execution of Department agreements such as municipal grant, consultant service, lease, and concession agreements. Directs and coordinates the activities of the Contracts and Agreements sections.

Acts as a liaison between the Bureau of Finance and Administration and the Bureaus of Engineering and Construction and Highway Operations. Responsible for special projects on an as needed basis. Also provides administrative oversight of the Contract Compliance Unit.

Agreements/Negotiations - Gary W. Belina

As chairperson for the Department’s Negotiations Committee, responsible for the negotiation of fees, terms, and conditions for all of the Department’s planning, design, engineering, and other consultant service agreements, as well as the preparation and processing of such agreements. Also coordinates with the Department’s design, engineering and related units, and project managers to ensure timely contracting of consultant services pursuant to established schedules. Administers policy and procedure regarding fees paid for consultant services and related contractual requirements. Also responsible for the preparation, review, approval, and processing of agreements with towns, federal agencies, private organizations, and other State agencies governing the Department’s grants, leasing, and concession service activities. Coordinates with the operating Bureaus and relevant units and managers to ensure the timely review, comment, and approval of such agreements pursuant to established schedules. Assists in the development of standard agreement formats, new systems, and procedures to increase the efficiency of the unit, as well as establishing and tracking performance measures related to same. Coordinates with the Commissioner’s legal unit as well as the Attorney General’s Office and other external stakeholders on all relevant matters.

Contracts - Gregory Straka

Responsible for the prequalification of general contractors and the advertising and award, through the public competitive bidding system, of contracts involving the construction of roads, bridges, buildings, transportation-related public works projects, demolition, supply of materials, or other transportation-related matters. Assists in the development and implementation of policies and procedures regarding construction bidding, awards, and contracting. Coordinates with the
Department’s design, engineering, capital projects, construction and related units to ensure timely bidding, awards, and contracting pursuant to established schedules. Administers policies and procedures regarding the analysis, acceptance or rejection of bids, contractor qualifications, and contractor appeals of Department decisions and actions. Assists in the development, recommendation, and implementation of new systems, procedures, and policies to increase the efficiency of the unit, as well as establishing and tracking performance measures related to same.

**Contract Compliance - Debra Goss**

Responsible for the administration and oversight of the Disadvantaged Business Enterprise (DBE) Program and the related supportive services components and serves as the Department’s DBE Liaison Officer. Also, responsible for setting agency DBE goals and consulting with project management staff in setting project goals; review and recommend updates to contract specifications, make determinations of DBE/SBE goal achievement; update policies; respond to requests for proposed rule-making for regulatory changes. Responsible for administering and maintaining the State of Connecticut’s DBE Unified Certification Program in compliance with US DOT, FTA, FHWA and FAA requirements. Responsible for the oversight and administration of the Title VI program and serves as the Department’s Title VI Liaison Officer. Coordinates with operating bureaus and offices to provide technical assistance and training to assist with the implementation of their Title VI requirements. Administers the On-the-Job Training Program for occupations in the transportation industry. Develops and implements policies and procedures to ensure the compliance of firms participating on projects funded by the Department with regard to their Equal Opportunity requirements.

**DBE Services – Shari Pratt**

Responsible for DBE Certification, appeals, the DBE Unified Certification Directory, small business outreach, and DBE and OJT Supportive Services programs.

**On the Job Training Program – Phylisha Coles**

Responsible for On the Job Training, Contractor Compliance, EEO reviews and performing DBE/SBE shortfall analysis.

**Title VI and Contractor Compliance – Tiffany R. Garcia**

Responsible for Title VI and DBE Contractor Compliance.

**Title VI and Contractor Compliance – Scott Hoffman**
Responsible for Title VI and DBE Contractor Compliance.

Contractor Compliance - Albert Cobbina

Responsible for monitoring EEO Contractor Compliance

Office of Human Resources - Vicki Arpin

Provides overall direction for all Department Human Resources policies and programs including labor relations; personnel transaction procedures and activities; recruitment; payroll and benefits management; employee records management; Occupational Health and Safety; and the Department’s Employee Assistance Program.

Labor Relations/District Liaison - Wanda N. Seldon - Nancy Malinguaggio – Kristina Worley

Responsible for all Labor Relations activities including contract interpretation, disciplines, grievances, hearings, arbitrations, labor management and administering the Department’s drug testing program. Also responsible for coordinating Human Resources activities for the Districts, including selection and recruitment; benefits and salary administration; staffing and classification; compliance with regulations, statutes, and laws; and other related activities. Acts as liaison on Human Resources matters with OPM, Office of Labor Relations, other State agencies, and employee unions.

Human Resources Specialists - Doreen Rossi - Jackie Ouellette – Diane Tyc – Ann Januszewski - Michele Joyce - Jackie Ciampi- Maribel Flores

Responsible for coordinating Human Resources activities for all Bureaus in the Department including position management, candidate selection; benefits and salary administration; staffing and classification; compliance with regulations, statutes, laws, and collective bargaining agreements; and other related activities. Acts as liaison with Department of Administrative Services Human Resources Business Center, other State agencies, and employee unions.
Payroll, Benefits, and Records Management – Lisa M. Annis

Responsible for the administration of all records systems to ensure appropriate tracking and documentation of all personnel transactions and the proper implementation of payroll procedures. This includes managing retirement applications, leave balances/accruals, appointment, separation, compensation, and payroll deductions; processing all Health and Dental Insurance changes; processing Life Insurance changes including beneficiary information; processing all retroactive calculations; billing employees on Leave Without Pay for their share of health, dental, and life insurance; and liaison with the Office of the Comptroller, the Department of Administrative Services, other State agencies, and employee unions.

Occupational Health and Safety - James F. Ritter

Responsible for coordinating the application of current Connecticut OSHA regulations; performing accident and injury investigations to determine cause and to assist in the prevention of similar incidents in the future; conducts facility safety inspections to ensure compliance with all federal, State, and local health and safety standards; advises managers and supervisors on the implementation and enforcement of current health and safety standards; developing and implementing Department-wide safety policies; tracking workers’ compensation to determine trends; and developing educational and training programs for employees on a wide variety of health and safety issues. Monitors Employee Health and Safety Initiatives, coordinates/manages employee clinic, and directs Departmental First Aid/Medical Responders. Acts as liaison with OSHA.

Workers’ Compensation – Jesse Peel

Responsible for case management, documentation, and records management for all Workers’ Compensation Claims for the Department. Acts as liaison with the State’s third party administrator, Attorney General’s Office, and the Department of Administrative Services.

Recruitment – Elissa Velez

Responsible for Department activities related to recruitment including outreach to higher education organizations, community resources, and other State agencies to broaden applicant pools. Manages Department Student Intern and Summer Worker Programs. Works closely with all Bureau designees, Office of Communications, and the Office of Equal Opportunity and Diversity to develop effective recruitment programs. Assists with Department-wide projects and implementation initiatives.

Records Management- Pamela Brunelle

Responsible for the development of queries and reports regarding all records systems including CORE-CT to document all personnel transactions.
**Family Medical Leave (FMLA) – Cheryl Starosz**

Responsible for the review, analysis and approval of qualifying FMLA leave and all associated records management. Coordinates with operating units. Acts as liaison with the Department of Administrative Services.

**Retirement Counseling – Marie Rodrigues**

Responsible for retirement counseling, as well as donation of leave time, military leave, and jury duty/subpoenas. Acts as liaison with the Office of the Comptroller, Retirement Division.

**Office of Operations and Support - Valerie C. Joyner**

Directs and coordinates the activities performed by the Divisions of Property and Facilities Services, Building Maintenance, Support Services, Purchasing and Materials Management, and Accounts Payable.

**Division of Property and Facilities Services - Daniel J. Smachetti**

Directs and coordinates the activities performed by the Property and Facilities Services', Code Enforcement and Concessions Units.

**Code Enforcement Unit – Michael LeBlanc**

Oversees the Department's code enforcement program for the design review and construction inspection of all new buildings and renovations of existing buildings to ensure compliance with all applicable State building and fire codes, and ADA requirements. Also responsible for inspection of all fuel storage installations for compliance with governing DEEP regulations and inspection/release for all electrical utility service installations located on Department property.

**Concessions Unit – Jeffrey A. Stewart**

Provides contractual oversight, administration, and enforcement of the concession agreement that governs the operations at the twenty-three service plazas located on the Governor John Davis Lodge Turnpike (I-95 and I-395) and Merritt and Wilbur Cross Parkways. This includes the administration of an inspection program and revenue monitoring.

**Building Maintenance Unit - David A. Hartley**

Responsible for the maintenance, repair, and operation of all Department facilities, except those under the jurisdiction of Rights of Way and Public Transportation. This includes monitoring and controlling energy usage and directing the activities of three
regional repair staffs and all building maintenance staff located at the Newington Administration Building. Responsibilities also include the development and implementation of contractual services for facility maintenance and custodial functions. Also responsible for the maintenance, service, and repair of underground tanks and fueling equipment for 70 Department-owned facilities, including annual testing requirements.

**Division of Support Services - Lisa Fazzino**

Responsible for the operational functions related to Printing Services, Mail and Messenger Services, Records Retention Unit, and the Department’s Motor Pool of Department of Administrative Services (DAS) leased vehicles.

**Printing Services**

Responsible for providing all of the Department’s printing and duplicating needs including wide format documents, as well as labeling, binding, scanning, DVD creation, etc.

**Mail and Messenger Services – Carolyn Bolorin**

Responsible for all of the Department’s incoming and outgoing mail using the services of the U.S. Postal Service, United Parcel Service, and Federal Express. Responsible for sorting, distributing, and routing incoming and inter-office mail, as well as signing for insured, certified, registered, and special delivery mail delivered by the U.S. Postal Service and outside courier services.

**Motor Pool Leased Operations (Leased Vehicles)**

Oversees the daily operational functions of the Department’s Motor Pool. Responsible for the acquisition, disbursement, and return of all Department-leased vehicles in accordance with DAS - Fleet Operations procedures and General Letter No. 115. Administers and coordinates the permanent assignment of leased vehicles and enforces policies regarding the proper usage of these vehicles.

**Records Retention**

Responsible for the filing, retention, retrieval, and disposal of all pertinent agreements, contracts, correspondence, and other public records in compliance with applicable federal and State statutes. This unit is currently assisting with a complete program change involving an update of all records retention schedules applicable to the Department.

**Division of Purchasing and Materials Management - Suzanne Donlon**

Directs and coordinates the activities performed by the Division of Purchasing and Materials Management comprised of the offices of Purchasing, Accounts Payable, Claims/Insurance, Materials Management, Fuels Control and Asset Management.

**Purchasing, Accounts Payable and Claims/Insurance - Kathleen M. Germain**

Responsible for the operational functions related to Purchasing and Accounts...
Payable.

**Purchasing - Mary K. Matuszak**

Provides a full range of procurement services for commodities and contractual services. Procurement responsibilities include reviewing bid and request for proposal documents, recommending and/or making awards, and reviewing and approving the proprietary nature and conformance to contract/purchasing regulations of all Department-issued purchase orders. Process responsibilities include reviewing and approving all e-Procurement Requisitions, On-line Purchase Orders, and Change Orders for the procurement of commodities and contractual services; dispatches purchase orders and change orders to vendors/contractors. Maintain the Core-CT Vendor Profile database; vendor/contractor bond and insurance records; and the Emergency Purchase Order listing for the Department.

**Claims/Insurance - Debra J. Ello**

Processes highway and fleet liability, and Claims Commissioner claims against the Department.

Procures insurance coverage as per risk management ideals, contractual obligations, loss/risk probabilities and ensures compliance with State statutes. Maintains and renews policies as required.

**Accounts Payable – John Miller**

Responsible for processing the Department’s expenditure payments to the OSC. This process provides for payments to utility companies, contractors, consultants, and various other suppliers for the commodities and services purchased by the Department utilizing both state and federal funds.

**Materials Management - Vacant**

Responsible for the operational functions related to Materials Management, Fuel Control, and Asset Management.

**Materials Management - Fred Connors, Al Dube, Chris Sherman**

Responsible for supervising the daily operations of the Department’s Materials Management Unit; coordinate the procurement, distribution, inventory control, and security of stock items. Ensure stock items are readily available to support the Department’s highway, fleet and building infrastructure and to respond to state-wide emergency and snow/ice events. The Stores facilities are located in Brookfield, Colchester, Darien, East Granby, East Haven, Milford, Old Saybrook, Putnam, Rocky Hill, Waterbury, West Willington, Wethersfield, and Winchester.
Fuels Control – Charlesina Ball

Responsible for the Department’s Fuel Control Operations state-wide, procurement, inventory control, and disbursement of all types of motor vehicle fuel for use in State-owned vehicles and equipment. Maintain fuel consumption and processes monthly fuel billings to participating state agencies.

Asset Management – Edward Stratton

Responsible for the Department’s Asset Management Operations, maintain both real and personal property inventory records, issue motor vehicle registration plates, perform physical inventory processes, and oversee the surplus operations for the disposal of excess property.

Office of External Audits - Gerald F. Dobek

In order to assist contract administrators with financial information to close out projects and request final reimbursement from the federal government, this office performs financial and compliance audits in accordance with government auditing standards of consultant's indirect cost rates and agreements between the Department and consultants, utility companies, railroads, municipalities, contractors, concessionaires, and other third party entities. Performs quality control reviews of audit reports prepared by independent CPAs of regional planning agencies, transit districts, and non-profit organizations to ensure compliance with State and/or Federal Single Audit requirements. Provides the Chairperson of the Negotiations Committee with approved indirect cost rates, payroll rates, and eligible direct billable costs that are to be used during the negotiations of consultant agreements. Upon request, provides technical advice to various Department offices relative to compliance aspects contained in their agreements with third party entities and/or to various accounting or other related questions.

Administrative Law Unit - Judith Almeida

Responsible for the administrative law process including statutory hearings and final decisions for applicants who wish to begin or expand service in regulated common and contract carrier industries (taxicab, livery, motor bus, intrastate household goods movers). Provides administrative enforcement through citation hearings for violations of regulations concerning the above industries. Provides for administrative hearings and final decisions on highway/railroad crossings and other rail related matters that are required by statute.
The Bureau of Highway Operations is responsible for the administration and management of the maintenance of the highway and bridge infrastructure program.

**Office of Transportation Maintenance – Charles A. Drda**

Supervises, directs, and coordinates all activities relating to maintenance of the State highway system. Administers and coordinates all programs and operations of highway-related maintenance activities, including snow and ice removal, on a statewide basis.

**District Offices - Each Maintenance district is responsible for all aspects of maintenance in its assigned geographical area, including electrical, signs and markings, bridges, special services, and maintenance planning.**

- **District 1 Maintenance – Alan White**
- **District 2 Maintenance - Jeffrey J. Wilson**
- **District 3 Maintenance – Jack W. Yeomans**
- **District 4 Maintenance – Cosmo Ignoto**
District Sections - Districts are subdivided into highway maintenance sections, each managed by a Maintenance Manager. Each highway maintenance section generally consists of approximately one-half of the total lane miles of highway within the district; six General Supervisors' garages, which are strategically located within the section; Crew Leaders; approximately 140 Maintainers; and the equipment to perform all highway maintenance activities in the section.

**Vernon Maintenance Office** - Richard Reagan

**Wethersfield Maintenance Office** – Paul Rizzo

**Mansfield Maintenance Office** – Brian Brouillard

**Old Saybrook Maintenance Office** – Salvatore Marsico

**New Canaan Maintenance Office** – Philip Zoppi

**Wallingford Maintenance Office** – Mark Lalla

**Southbury Maintenance Office** – Steve Moran

**Winsted Maintenance Office** – Barry Julian

Signs and Markings - Responsible for the painting of pavement lines and pavement markings, and the maintenance and installation of regulatory, warning, and guide signs throughout the district.

**District 1** - East Hartford Signs and Markings Office – Daniel Witherell

**District 2** - Plainfield Signs and Markings Office - William Caron

**District 3** - North Haven Signs and Markings Office – Anthony Garafalo

**District 4** - Torrington Signs and Markings Office - Frederic Cheney
Electrical - Responsible for the installation and maintenance of traffic signals, highway lighting, overhead sign illumination, bridge navigation lights, and electrical systems on drawbridges, rest areas, and parking lots throughout the district.

District 1 - Hartford Electrical Office – Augie Grazuna

District 2 - Montville Electrical Office – Richard Russo

District 3 - Milford Electrical Office - Gerard McDonald

District 4 - Southbury Electrical Office - David Moriarty

Bridge - Each district has a bridge office, which consists of the appropriate personnel and equipment to perform the specialties of bridge maintenance throughout the district. Bridge maintenance performs the inspection of all bridge structures and the maintenance of these structures, including painting, preventative and emergency maintenance of the structure and deck, and other miscellaneous concrete, steel, and carpentry repairs.

District 1 - Hartford Bridge Office – Douglas Harris

District 2 - Franklin Bridge Office – William Morrison

District 3 - Milford Bridge Office – William Morrison

District 4 - Torrington Bridge Office – Douglas Harris

Special Services & Planning – Each district has a special services and planning section to perform administrative functions. Planning functions include the maintenance management system, vendor projects, contracts, and budgetary oversight. Special Services include encroachment permit authorizations and inspections, agreements, major traffic generators, traffic and drainage investigations, environmental issues, landscape design and roadside maintenance, claims, safety, and training.

District 1 – Sherri Ruiz-Clark

District 2 – Andrew Morrill

District 3 – Paul Holmes

District 4 – Aron Steeves
Office of Maintenance Operations – Bart Sweeney

Supervises, directs, and coordinates all activities performed by the following Divisions: Maintenance Planning; Special Services; Bridge Maintenance; Highway Operations; and Equipment and Repair.

Bridge Maintenance - Vacant

Responsible for providing technical guidance, coordination, and oversight for the Statewide bridge maintenance program. Acts as a liaison between the Office of Maintenance Operations and the Offices of Engineering and Construction on all maintenance matters pertaining to State bridges and orphan town road bridges over railroads.

Highway Operations – Harold Decker

Responsible for the existing computerized traffic signal system and its expansion. Also responsible for and has jurisdiction over the development, operation, and maintenance of the Department's traffic management system, including incident management plans, congestion management measures, electronic and traffic management, and advances in smart-highway technology.

Traffic Signal Installation and Maintenance Unit – Mark Zampini & Don Assard

Provides liaison for the districts and their operational units in matters concerning electrical, signs and markings, and maintenance environmental issues. In addition, is responsible for the signal laboratory and the storm control room.

Planning & Special Services – John DeCastro

Responsible for performing administrative and operational functions and coordinates statewide planning and special services functions; liaisons with the four district Special Services/Planning Managers, including the coordination of the annual resurfacing program and snow/ice control-related contracts and material purchases; capital expenditure/funding requests; federal/state contract and regulatory oversight; legislation review; and matters concerning labor relations; safety and training. Responsible for storm room, storm monitors and Emergency Management coordination.

Equipment Repair – James Chupas

Manages and coordinates all activities performed by the Machine Shop and repair garages.
Machine Shop - Portland – Keith Bengston

Responsible for the manufacturing of specialized items not common on the open market. Rebuilds major automotive components for the Bureau of Highway Operations, as well as the Bureau of Aviation and Ports.

Brookfield Repair Garage – Gary Thorne

Colchester Repair Garage - Martin Korineck

Darien Repair Garage - Michael Staff

East Granby Repair Garage – Gregory Bolton

East Haven Repair Garage - Jorge Valentin

Milford Repair Garage – Steve Lozyniak

Old Saybrook Repair Garage – Craig Fargo

Putnam Repair Garage – Palmer Lathrop

Waterbury Repair Garage – Kevin Krusewski

West Willington Repair Garage – Scott Koprek

Wethersfield Repair Garage – Michael MacDougall

Winsted Repair Garage – Dwight VanDeusen
Mobile Radio Operation – Nelson Goeway

Responsible for the maintenance, repair, and installation of all mobile radio units, as well as base stations.

Traffic Services - Rocky Hill - Sign Shop – Rene Rodriguez, Jr.

Responsible for manufacturing signs and general fabrication projects.
Develops program and policy direction to address the State's transportation needs. Evaluates improvements and their impacts upon the State's socio-economic and environmental resources and assists in the development of the Department's capital program to best address the needs within financial constraints. Provides administrative direction for the operation of the Bureau.

Policy and Planning – Thomas J. Maziarz

Directs and coordinates the activities of the Office of Policy and Planning.

Office of Policy and Planning – Robbin L. Cabelus

Directs and coordinates the activities of the Divisions of Roadway Information Systems; Coordination, Modeling & Crash Data; and Highway Safety.

Division of Roadway Information Systems – Michael J. Connors

Collects, processes, stores, and distributes Connecticut roadway traffic volumes associated with State and local public roadways. These data are utilized for program and project development, for input to various federal, State, municipal, and other public- and private-sector reports, and form the basis for developing traffic projections. In addition, weigh-in-motion is performed using permanent and portable sensors which are used to collect information relative to the weight of the trucks using the State’s roadway system.

 Prepares forecasts of travel demand based upon socioeconomic, demographic, and transportation system characteristics; analyzes the current and future levels of service/congestion, transit usage, air quality, and traffic volume based upon existing and future transportation plans and programs; determines and maintains the functional classification of the State road system; provides computer support to the Bureau and geographic information systems services to the Department.

Division of Coordination, Modeling, & Crash Data – Maribeth C. Wojenski

Develops, maintains, and coordinates federal approval of the State Transportation Improvement Program and periodic revisions; coordinates the development of air quality conformity reports with regional planning organizations and local officials. Reviews and coordinates comments on state transportation-related legislation and regulations.

Coordinates the regional planning organizations’ planning efforts to insure that the planning process is conducted in accordance with the requirements of federal laws and regulations. Coordinates the development of transportation plans and programs with the regional planning organizations. Coordinates the Department’s review and provision of input on draft plans developed by other state agencies, municipalities and by neighborhood revitalization zone committees.

 Prepares forecasts of travel demand based upon socioeconomic, demographic, and transportation system characteristics; analyzes the current
and future levels of service/congestion, transit usage, air quality, traffic volume based upon existing and future transportation plans and programs; determines and maintains the functional classification of the state road system; provides computer support to the Bureau and geographic information systems services to the Department.

Collects, processes, stores and distributes Connecticut roadway accident data associated with state and local public roadways. These statistics are utilized for program and project development, for input to various federal, state, municipal and other public- and private-sector reports, and form the basis for developing traffic projections.

**Highway Safety – Joseph Cristalli**

Develops the Annual Highway Safety Plan and the Annual Highway Safety Report, which ensures compliance with Department policies, National Highway Traffic Safety Administration guidelines, and relevant State and federal laws and regulations; establishes problem identification, and formulates goals and objectives for transportation safety.

Coordinates the highway safety grant management initiatives for the problem identified areas of impaired driving, public information and education, work zone safety and highway safety related legislation, police traffic services, occupant protection, and child passenger safety and traffic records; administers the Highway Safety grant program, which requires research, needs analysis, literary and regulatory review and evaluation to identify problems, and develops effective countermeasure priorities to comply with federal regulations and State needs, for prioritization of activities and concentration of efforts and resources.

Coordinates the Connecticut Rider Education Program, a statewide motorcycle safety-training program, which includes planning and development of program policies, training schedules, instructional procedures, and curriculum planning.

Collects and analyzes data for program areas, develops objectives and goals, and evaluates standards for projects and program areas; facilitates the grant process by providing technical support and offers assistance to grantees; reviews and evaluates proposals from prospective grantees to assure appropriate fund allocation and conformance with federal and State regulations, objectives, and goals, and makes funding recommendations; monitors projects for conformance with reporting requirements, budgetary parameters, and program efficiency.

**Office of Policy and Planning - Mark Carlino**

Directs and coordinates the activities of the Divisions of Strategic Planning and Projects and Environmental Planning.
Division of Strategic Planning & Projects – Colleen A. Kissane

Develops Department-wide policies, principles, and best practice methods for improving resource allocation and utilization decisions; implements Transportation Asset management principles, practices and policies to effectively and efficiently maintain, preserve, manage and upgrade Connecticut’s transportation infrastructure; prepares and posts quarterly performance measures for all Bureaus; compiles an inventory from all operating Bureaus in order to analyze the condition of the Department assets. Including but not limited to roadways, structures, capital facilities, rail, bridges, ports, rest areas, and commuter lots. Analysis could include tracking the performance/deterioration of resources, researching strategic tradeoffs between preservation, operations, and capacity expansion, choosing materials, construction methods, and preservation/maintenance approaches. Reviews State and federal transportation-related legislation and regulations; develops, publishes, and distributes the State Long-range Transportation Plan.

Prepares forecasts of travel demand based upon socioeconomic, demographic and transportation system characteristics; analyzes the current and future levels of service/congestion; transit usage; traffic volumes based upon existing and future transportation plans and programs; and administers the expansion and maintenance of the Department’s commuter parking lot program.

Performs studies on all modes of transportation and oversees the Transportation Enhancement and Safe Routes to School programs. The transportation modes include transit, highway, aviation, maritime, freight, and bicycle and pedestrian. Conducts corridor needs assessments and alternatives analyses for all transportation modes, and develops near- and long-term implementation plans that can guide Connecticut’s transportation infrastructure improvements over the next 20 years; prepares and evaluates highway location conceptual plans and layouts; conducts transit planning studies; evaluates transit alternatives; conducts port and ferry studies; plans and coordinates the development of bicycle and pedestrian facilities; develops master plans for state-owned airports and conducts other aviation planning activities.

Division of Environmental Planning – Mark Alexander

Develops and administers policy on environmental issues (e.g. noise, climate change, cultural, natural and water resources) affecting the Department’s programs and projects; prepares and oversees environmental documents required by the State and federal laws and regulations. These documents include transportation, noise, and historic/archaeological studies; State and federal water resources permit applications for Department projects. This office also performs environmental surveillance of construction activities to ensure compliance with permits; acts as liaison with State and federal regulatory agencies regarding environmental issues and the State Historic Preservation Office regarding cultural resources.
Bureau of Public Transportation
Bureau Chief
Richard Andreski

Maintains ownership, oversight, and administrative control of all Public Transportation operating services and required supporting infrastructure. Accountable for administering the programs and operations of the Bureau of Public Transportation including the Department's commuter rail services, fixed route bus services, express bus services, para-transit services, ridesharing programs, and any other public transportation services, as necessary. These operations include two major rail commuter lines; 17 State-owned or funded transit districts; regulation of taxi, livery, and rail freight operations; intrastate private bus systems; and provision of transportation demand management programs such as carpooling, vanpooling, telecommuting, etc., through independent contractors.

Office of Rail – Carl Jackson

Responsible for operations of the New Haven Line and Shore Line East commuter rail services including operational planning, rail fare policies and structure, fare increase revenue projections, ridership data bases, and schedule changes; administering the capital programs for the Connecticut portion of the New Haven Line, Shore Line East, and Connecticut-owned rail freight lines; coordination of the New Haven Line and Shore Line East marketing programs with contract rail operators and ridesharing brokerages; conducting rail planning studies; and the coordination of office activities with federal, State, regional, local, and railroad officials. Oversees the Operations and Intermodal Design and Construction Units.

Operations – Richard Jankovich

Responsible for the day-to-day operations of the New Haven Line and Shore Line East commuter rail service in conjunction with contract service providers (Metro-North and AMTRAK) which includes analysis, investigation, and resolution of New Haven Line and Shore Line East service problems or proposals relating to schedules, fares, equipment, and operations in general; the property management function for State-owned rail rights-of-way; providing the project management of rolling stock remanufacture and acquisitions; in addition to providing oversight of all maintenance of equipment and rights-of-way maintenance activities. Responsible for development and completion of the State Rail and Fleet Management Plans.

Intermodal Design and Construction – John Bernick

Responsible for providing the project management function for all rail capital projects including project initiation, engineering and design, contracts and agreements, construction inspection, and invoice review. Develops and implements rail infrastructure renewal and capital maintenance programs with operating railroads. Assists with the development of long- and short-range capital project budgets and schedules.

Security/Special Projects - Brenda Jannotta
Office of Transit and Ridesharing - Michael A. Sanders

Directs and coordinates bus planning, marketing, contract development, and operations monitoring of bus and ridesharing activities Statewide; administers regulation and enforcement activities for intrastate common carriers; and assists with the development and implementation of the bus capital program.

State Transit Development and Support Services - Ricardo L. Almeida

Oversees all public transit and para-transit service operations Statewide; directs bus service planning activities; conducts mandated Statewide planning activities for federal programs for low-income workers, seniors, and people with disabilities; manages programs that provide capital and operating grants to towns and human services agencies; and develops and submits plans for FTA New Starts projects.

Program Design and Project Implementation – Lisa Rivers

Oversees implementation of bus capital projects. Oversees all operating and service contracts, as well as program activities in ridesharing, transportation demand management, and marketing. Oversees regulation of motor bus, taxi, livery, “for hire” motor carriers, and household goods (trucking), which includes the licensing, rate setting, and disciplinary actions that may be taken against such motor carriers.

Community Advocacy and Regulatory & Compliance – Felipe Briseno

Capital Projects Implementation - Philip Scarrozzo

Maritime Operations - Vacant

Responsible for the operation of the Connecticut River Ferries, overseeing the operation of the State Pier, providing technical assistance to harbormasters, and reviewing harbor management plans, as well as licensing marine pilots. Also serves as liaison between the State and private entities including the Connecticut Maritime Commission. This office also provides support for the Department's responsibility to serve as a "proponent agency" for dredging projects in the State. Oversees and participates in the activities of the Marine Terminal Operator, and assists in the planning and development of the port facility.