

Questions for Connecticut Port Authority Board of Directors Nominees

By: Heather Poole, Principal Analyst
February 17, 2026 | 2026-R-0034

Connecticut Port Authority ([CGS §§ 15-31a & 15-31b](#))

The Connecticut Port Authority (CPA) is a quasi-public agency responsible for marketing and coordinating the state's ports and maritime economy. The authority is governed by a 21-member board of directors, 13 of whom are appointed and eight of whom serve ex-officio (the state treasurer; the Office of Policy and Management secretary; the chief elected officials of Bridgeport, New Haven, and New London; and the commissioners of transportation, energy and environmental protection, and economic and community development) ([CGS § 15-31a](#)).

By law, the authority:

- coordinates port and harbor development,
- pursues federal and state funds for dredging and other infrastructure improvements to increase cargo movement through the ports and maintain navigability of ports and harbors,
- markets port and harbor economic development and works with others to maximize their economic potential,
- supports and enhances the development of maritime commerce and industries,
- coordinates the planning and funding of capital projects promoting port and harbor development,
- develops strategic entrepreneurial initiatives available to the state, and
- coordinates the state's maritime policy and serves as the governor's principal maritime policy advisor ([CGS § 15-31b](#)).

Questions

1. How has your education and previous experience prepared you for this position?
2. What do you see as the major opportunities and challenges facing the port authority?
3. The redevelopment of the Connecticut State Pier significantly exceeded initial cost estimates and faced a number of challenges, including uncertainty about the future of the wind project. How can CPA ensure that the state sees a return on its investment in the pier? What can CPA learn generally from the project to improve any future projects it undertakes?
4. [PA 23-91](#) made several changes affecting CPA's contracting procedures, and among other things, permanently placed CPA under the State Contracting Standards Board's authority. Do you think this additional oversight is warranted? Do you believe other changes to CPA's contracting procedures are needed?
5. The State Auditors' 2024 [report](#) on CPA recommended strengthening internal controls to ensure that procurements comply with established policies. What steps can CPA take to ensure that it follows its purchasing and procurement policies?
6. CPA has been the subject of several controversies in the past few years. What has the authority done to restore public trust in the organization? What more do you think should be done?
7. What kinds of capital improvements are needed to maximize the use of the state's harbors as well as its three deep water ports? What are the best ways to make those improvements?
8. How effectively do you feel that CPA coordinates with the local port authorities? What could CPA do to strengthen these relationships?
9. How has the [Small Harbor Improvement Projects Program \(SHIPP\)](#) helped small ports? Is the program adequate to address their needs? What is the status of SHIPP Round 5?
10. CPA licenses marine pilots and the Connecticut Pilot Commission is housed within CPA. How do you think these duties fit within the CPA's mission?
11. Do you believe that CPA and the Department of Transportation effectively coordinate their efforts? What can both entities do in the future to help move cargo more efficiently through the ports and the state transportation network?
12. How much does Connecticut's maritime industry contribute to the state's economy? What are the challenges the industry faces? How can the authority help it meet those challenges?

HP:ms