

**2014-16 Strategic Plan**  
**Department of Transportation [501]**

**Mission**

VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

**Vision**

Virginians envision a multimodal transportation system that is safe, strategic, and seamless.

We will “Keep Virginia Moving”; Travel for people and goods will be safe and uninterrupted. Transportation improvements will protect the environment and enhance the quality of life in Virginia’s communities while improving economic opportunity. Transportation improvements will respect and reflect the varied needs of Virginia’s diverse communities and regions. Investments in transportation will be adequate to meet current and future needs. Transportation decisions will be guided by sustained, informed involvement of Virginia’s community leaders and citizens. Full accountability and enduring trust will be the hallmarks of transportation planning and investment decisions throughout the Commonwealth.

**Values**

**Shared Values in Public Service**

- Be responsive to customer needs, consider what VDOT does in terms of how it benefits our customers, and treat customers with respect, courtesy, and fairness
- Commit to safety and continuous improvement in everything we do, learning from mistakes and successes alike
- Trust, respect, support, and encourage each other
- Respect and protect the public investment
- Make decisions based on facts and sound judgment and accept accountability for our actions
- Strengthen our expertise in using information, tools, and technology to achieve high performance and stay on the cutting edge
- Think ahead, acting and planning creatively for today and tomorrow

**Finance**

**Financial Overview**

The Virginia Department of Transportation’s funding comes from several sources of dedicated revenue. Federal revenues have been the largest single source of funding to the highway construction program for several years. The 1986 Special Session of the Virginia General Assembly created the Transportation Trust Fund (TTF). Until the TTF, there was only one fund, the Highway Maintenance and Operating Fund (HMOF), into which all transportation revenues were deposited. The TTF is distributed among the modes of transportation and within those modes according to the Code of Virginia (The modes include roads, mass transit, ports, and airports).

Funding for transportation was addressed during the 2013 General Assembly Session by House Bill (HB) 2313 (Chapter 766). The revenues generated by HB 2313 brought renewed financial investment for Virginia’s transportation program. Significant efforts are focused on pavement rehabilitation. HB 2313 also generated additional revenues in Hampton Roads and Northern Virginia to address the special transportation needs of those areas. Implementation of these new revenues has required an enhanced partnership with local governments to deliver much needed transportation projects.

HB 1887 (Chapter 684, 2015) modifies how the commonwealth distributes transportation revenue to maintain a state of good repair. The CTB will prioritize funding for state of good repair work based on needs. The prioritization system was developed for HB 2 (Chapter 726, 2014) and will prescribe the projects that will be eligible for the distribution of high priority project funding statewide and for the district grant program. Together, HB 2 and HB 1887 enhance transparency of the funding process and improve the commonwealth’s ability to fund the right projects generating the greatest benefit.

This legislation replaces a 30 year old funds distribution formula put in place by special session legislation in 1986. The new formula will distribute funding as follows:

- State of Good Repair of structures and pavement – 45 percent
- High-Priority Projects Program for key statewide needs – 27.5 percent
- Highway Construction District Grant Programs – 27.5 percent

**Biennial Budget**

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	12,173,953	4,662,923,884	68,141,060	5,010,654,426

Changes to Initial Appropriation	0	-1,710,481	0	-50,557,395
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(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)

## Customers

### Anticipated Changes to Customer Base

#### Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Federal Agency	US Federal Government	1	1	Stable
Local or Regional Government Authorities	Counties within Commonwealth of Virginia	95	95	Stable
Local or Regional Government Authorities	Independent cities within Commonwealth of Virginia	39	39	Stable
Resident	Virginia Population	8,200,000	9,000,000	Increase

## Partners

Name	Description
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## Agency Goals

- **Plan: Use transparent, data-driven prioritization models to help determine allocations of transportation funding and ensure ongoing accountability, plan programs, projects, and services to deliver a safe and reliable multi-modal transportation system.**

#### Summary and Alignment

- Develop transparent, data-driven prioritization models that: support multi-modal solutions, expand the role of non-highway modes of transportation, help determine allocations of transportation funding, ensure ongoing accountability and result in a nimble and balanced Six Year Improvement Program (SYIP) that accounts for a constantly evolving program, where economic development and land use are properly linked
- Work cooperatively with the Northern Virginia Transportation Authority (NVTA) and Hampton Roads Transportation Accountability Commission (HTAC) to ensure that local governments and citizens play a meaningful role in transportation decision-making
- Identify opportunities early in the planning process that reduce the number of fatal and serious injury crashes that occur on Virginia's highways

#### Associated State Goal

Transportation: Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

#### Associated Societal Indicator

Land Use

#### Objectives

- » **P1. To develop transparent, data-driven prioritization models that support multi-modal solutions, expand the role of non-highway modes of transportation, help determine allocations of transportation funding, ensure ongoing accountability and result in a nimble and balanced Six Year Improvement Program (SYIP) that accounts for a constantly evolving program, where economic development and land use are properly linked.**

#### Description

A prosperous and vital future for Virginians is dependent upon careful and thoughtful planning. The development and implementation of transportation plans is conducted via a cooperative process including VDOT and Metropolitan Planning Organizations (MPOs); it brings together all users of the system, to identify a need and generate a project idea, including transit agencies, the business community, community groups, environmental organizations, the traveling public, and freight operators. Effective planning requires the consideration of policies and legislation, land use, economic data, multi-modal transportation assets, and safety data. Using these inputs to monitor existing conditions, forecast future growth and land use, and identify current and future transportation problems and needs, these needs are documented in long-range plans and short-range programs. Ultimately, for VDOT, the result is a prioritized, programmed (funded), and approved Six-Year Improvement Program.

#### Objective Strategies

- Develop simplified and transparent Programming processes, to include cost estimating and scheduling that are adaptable to variables in programs resulting in enhanced reporting and data analyses capabilities among systems
- Conduct meetings with state, local, regional, federal stakeholders and host public meetings seeking public comment on the draft Six Year Improvement Program
- Improve the underlying technology of the programming and project management tools and systems to allow for the more efficient use

and optimization of programming

- Ensure internal processes are developed and implemented effectively to comply with the requirements of House Bill 2 [2014 Chapter 726] that requires the use of an objective prioritization process to program projects in the SYIP and ensures stakeholder engagement
- Ensure adequate resources are available to increase land development plan and plat review services to stimulate economic opportunity and have a multi-modal approach by having Department of Rail and Public Transportation included in the review of major developments

Measures

- ◆ Institutionalize the business processes and tools supporting the development and implementation of the Six-Year Improvement Program to ensure that they comply with requirements of Section 33.2-214.1 of the Code of Virginia. • Continue public outreach • Monitor the prioritization processes as adopted by the Commonwealth Transportation Board

» **P2. To work cooperatively with the Northern Virginia Transportation Authority and Hampton Roads Transportation Accountability Commission to ensure that local governments and citizens play a meaningful role in transportation decision-making**

*Description*

A prosperous and vital future for Virginians is dependent upon careful and thoughtful planning. The development and implementation of transportation plans is conducted via a cooperative process including VDOT and Metropolitan Planning Organizations (MPOs); it brings together all users of the system, to identify a need and generate a project idea, including transit agencies, the business community, community groups, environmental organizations, the traveling public, freight operators, the Northern Virginia Transportation Authority and the Hampton Roads Transportation Accountability Commission.

*Objective Strategies*

- Work collaboratively to assist with Hampton Roads Transportation Accountability Commission
- Work collaboratively with the Northern Virginia Transportation Authority to provide final project ratings for congestion reduction/mobility to assist with detailed project ratings for prioritization

Measures

- ◆ Continue partnerships to foster local government and citizen involvement: • The District Local Projects Advisory Group (DLPAG) will lead the implementation of strategies to improve local project delivery • Work collaboratively to support the Northern Virginia Transportation Authority (NVTA) and the Hampton Roads Transportation Accountability Commission (HRTAC) • Continue
- ◆ Percentage of traffic impact analyses completed by their due date

» **P3. To identify opportunities early in the planning process to reduce the number of fatal and serious injury crashes that occur on Virginia's highways**

*Description*

A prosperous and vital future for Virginians is dependent upon careful and thoughtful planning. Effective planning requires the consideration of policies and legislation, land use, economic data, multi-modal transportation assets, and safety data. Using these inputs to monitor existing conditions, forecast future growth and land use, and identify current and future transportation problems and needs, these needs are documented in long-range plans and short-range programs.

*Objective Strategies*

- Ensure Highway Safety Improvement Plan (HSIP) Funding is applied to the highest priority safety needs that will maximize the reduction of severe injuries and fatalities within a district given the investment; and develop a monitoring process that ensures the goals are achieved for those projects
- Maximize the programming and construction of Strategically Targeted Affordable Roadway Solutions (STARS) program recommendations to address safety and congestion challenges on high fatality and serious injury incident corridors and intersections based on available funding

Measures

- ◆ Number of traffic crash related deaths on Virginia roadways
- ◆ Percentage of Strategically Targeted Affordable Roadway Solutions (STARS) recommendations incorporated into the Six-Year Improvement Program (SYIP)

- **Deliver: Effectively engage the public and local governments in preliminary engineering and project development activities, programs, and services through the construction of transportation system projects that support multi-modal solutions.**

**Summary and Alignment**

- Guarantee that local governments and citizens have the opportunity to play a meaningful role in transportation decision-making, strengthen coordination and partnerships with state and federal agencies, localities, and industry to support project delivery, and to support multi-modal

solutions that expand the role of non-highway modes of transportation in the Commonwealth's transportation network • Integrate continuous improvement techniques in project delivery processes to improve performance

#### Associated State Goal

Transportation: Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

#### Associated Societal Indicator

Infrastructure Condition

#### Objectives

- » **D1. To guarantee that local governments and citizens have the opportunity to play a meaningful role in transportation decision-making, strengthen coordination and partnerships with state and federal agencies, localities, and industry to support project delivery, and to support multi-modal solutions that expand the role of non-highway modes of transportation in the Commonwealth's transportation network**

##### Description

Once the Six-Year Improvement Program (SYIP) is approved by the Commonwealth Transportation Board (CTB), VDOT begins the process to deliver projects. Effective and seamless delivery relies on coordination and partnerships with other state entities, federal agencies, localities and industry partners; as well as, coordination between the Central Office and the District Offices.

##### Objective Strategies

- Implement an environmental commitments and compliance program for construction projects
- Evaluate and determine where the compliance and monitoring of VDOT's storm water management program should be assigned within the organization to ensure a single point of contact, and study staffing requirements and the appropriate relationship with state and federal agencies
- Establish a District Local Projects Advisory Group to provide input on development of guidance and local program administration. This group would complement the Local Project Stakeholders Group (local government) established in 2013; and from the membership of both groups, establish a joint subcommittee to identify strategies for improving local project delivery
- Work with Department of Rail and Public Transportation at the project level for better implementation of rail and transit solutions into the program
- Work with local governments and advocacy groups to expand opportunities to integrate sidewalk and bicycle solutions into projects
- Identify and implement business and procedural changes and project management techniques for utility relocations during the construction phase to enhance on-time and on-budget delivery

##### Measures

- ◆ Continue partnerships to foster local government and citizen involvement: • The District Local Projects Advisory Group (DLPAG) will lead the implementation of strategies to improve local project delivery • Work collaboratively to support the Northern Virginia Transportation Authority (NVTA) and the Hampton Roads Transportation Accountability Commission (HRTAC) • Continue
- ◆ Percentage of planned bridge structures constructed
- ◆ Percentage of planned pavement lane miles constructed

- » **D2. To integrate continuous improvement techniques in project delivery processes to improve performance**

##### Description

Once the Six-Year Improvement Program (SYIP) is approved by the Commonwealth Transportation Board (CTB), VDOT begins the process to deliver projects. To deliver transportation solutions that consider safety, congestion, and environmental concerns, VDOT follows a process including many activities that culminate in preliminary engineering, right of way acquisition, and construction project activities. As a project matures from design and moves toward advertisement, the requisite real estate is acquired for constructing the facility. After construction contracts are awarded, the construction phase begins, and our industry partners and localities mobilize to complete quality projects on-time and on-budget. VDOT seeks to continuously improve the processes involved in delivering projects.

##### Objective Strategies

- Consultancy / CEO Forums: Hold consultancy/ CEO forums twice each year to address and resolve issues in the planning of highway construction projects and to enhance the working relationships between VDOT and our private sector partners
- Engage local governments at all levels in project development
- Identify, quantify, and mitigate project risks
- React quickly to changing project needs

- Create efficiencies in the Construction Engineering and Inspection (CEI) program to optimize the level of inspection and better align Contract Quality Improvement Program (CQIP) reviews to assess quality of the final constructed product
- Establish guidance and practices that ensure project level decision-making and problem resolution becomes integrated into core duties of staff and consultant partners
- Establish guidance that ensures projects are properly scaled to meet project objectives and/or available funding to ensure transportation solutions are delivered timely
- Enhance collaboration between design and construction for the purpose of improving scope within the allocated funds and constructability

#### Measures

- ◆ Percentage of completed construction projects delivered within budget
- ◆ Percentage of completed projects delivered within budget
- ◆ Percentage of Construction Quality Improvement Program (CQIP) specification checkpoints deemed to be in compliance
- ◆ Percentage of due construction projects delivered by their original specified completion date
- ◆ Percentage of due projects delivered by their original specified completion date
- ◆ Percentage of environmental permits for VDOT-managed projects that are issued by the project's advertisement date
- ◆ Percentage of environmental reports listing projects as in compliance
- ◆ Percentage of planned bridge structures constructed
- ◆ Percentage of planned pavement lane miles constructed
- ◆ Percentage of total construction-related expenditures that were expended on construction engineering and inspection (CEI) activities.
- ◆ Percentage of total expenditures classified as administrative expense

- **Operate: Ensure efficient use and provide capacity solutions to the existing transportation system and services to meet customer demand and expectations of a system that is safe and reliable and to enable the easy movement of goods and people across all modes.**

#### Summary and Alignment

- Ensure multi-modal travel opportunities are considered in the Commonwealth's transportation network and improve travel time and travel time reliability on key transportation corridors such as Interstate Highways 64, 66, 81, and 95
- Reduce the median duration of traffic incidents on the Interstate System

#### Associated State Goal

Transportation: Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

#### Associated Societal Indicator

Traffic Congestion

#### Objectives

- » **O2. To reduce the median duration of traffic incidents on the Interstate System**

#### Description

Effective operations of the State's transportation network are critical to Virginia's economy, environment and residents. Through integrated corridor management via coordination with regional Transportation Operations Centers, government agencies, media, and emergency service providers; leveraging and deploying technology solutions; and managing existing facilities to minimize service interruptions and increase safety; VDOT provides actionable traveler information. Collectively, these components allow integrated corridor/system management resulting in reliable transportation options (i.e., rail, transit, and bicycle and pedestrian accommodations) and outcomes, reduced congestion, and improved mobility.

#### Objective Strategies

- Complete the purchase and installation of the Electronic Toll System for Enforcement.
- Implement the Strategic Highway Research Program 2 (SHRP2) training program with other agencies and first responders for agency response personnel and contractors, who respond to Interstate incidents, using SHRP2 Multi-Disciplinary Traffic Incident Management (TIM)

#### Measures

- ◆ Median interstate roadway clearance time expressed in number of minutes

### » **O1. To ensure multi-modal travel opportunities are considered in the Commonwealth's transportation network and improve travel time and travel time reliability on key transportation corridors such as Interstate Highways 64, 66, 81, and 95**

#### *Description*

Effective operations of the State's transportation network are critical to Virginia's economy, environment and residents. Through integrated corridor management via coordination with regional Transportation Operations Centers, government agencies, media, and emergency service providers; leveraging and deploying technology solutions; and managing existing facilities to minimize service interruptions and increase safety; VDOT provides actionable traveler information. Collectively, these components allow integrated corridor/system management resulting in reliable transportation options (i.e., rail, transit, and bicycle and pedestrian accommodations) and outcomes, reduced congestion, and improved mobility.

#### *Objective Strategies*

- Assign responsibility and accountability to individuals for project delivery.
- Develop and fund a research, technology, and best practices program focused on longer lasting, lower cost bridges, pavements, and other roadway infrastructure.
- Hold workshops on rapid repair technology for delivering cost effective maintenance with minimal traffic delay.
- Increase/enhance safety rest areas to accommodate truck parking.
- Update emergency plans and drills.
- Develop an integrated approach to improve travel time on these corridors that incorporates HOV/Express lanes, parallel arterial routes, real-time travel information and increased multi-modal options to include park and ride facilities, transit, and rail through local coordination and key providers
- Develop engineering plans to provide additional traffic monitoring in urban areas, provide message signs at key decision points, and improve arterial operations using Smart Roadway Technology funding
- Apply advanced traffic signalization technologies and resources, including expansion of Adaptive Signal Control Technology and broadband communications to support real-time monitoring/control from the Traffic Operation Centers

#### Measures

- ◆ Continue developing an integrated corridor management program to improve travel time that incorporates High Occupancy Vehicle (HOV) / Express Lanes, parallel arterial routes, real-time travel information and increased multi-modal options to include parking management systems at Park and Ride facilities, transit and rail through local coordination and key providers.
  - ◆ Number of congestion-related hours of delay experienced per traveler, per year, on state highways in Northern Virginia.
  - ◆ Number of congestion-related hours of delay experienced per traveler, per year, on state highways in Richmond.
  - ◆ Number of congestion-related hours of delay experienced per traveler, per year, on state highways in Virginia Beach.
  - ◆ Percentage of congestion-free travel on key interstate roadways
  - ◆ Percentage of peak period hours that the VDOT-managed toll facilities are fully functional.
- **Maintain: Use a systematic, needs-based process to effectively manage our assets, preserve and maintain the condition of the transportation system, and safely maximize existing resources.**

#### **Summary and Alignment**

- Develop data-driven strategic plan for major highway assets that will improve the long-term condition using an investment approach for system preservation • Efficiently prioritize and use financial resources available to the maintenance program • Re-establish and strengthen the role of the residency office

#### **Associated State Goal**

Transportation: Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

#### **Associated Societal Indicator**

Infrastructure Condition

#### **Objectives**

» **M3. To re-establish and strengthen the role of the residency office**

*Description*

Effective maintenance and emergency response requires consideration of and capacity for both planned maintenance and unplanned maintenance – 24 hours a day, seven days a week. Strengthening the role of residency offices is key to successful response and interaction with local government and citizens. Customer perception and user confidence in our system has a direct impact on the economy and mobility throughout the state.

*Objective Strategies*

- Clarify the role of the residency office and develop and expand the role of the Residency Administrator to function as an extension and representative of the Commissioner in local governmental business interactions and all transportation actions within the residency boundaries
- Eliminate policies that are barriers to streamlining residency maintenance operations

*Measures*

» **M1. To develop a data-driven strategic plan for major highway assets that will improve the long-term condition using an investment approach for system preservation**

*Description*

VDOT's extensive network of assets must perform safely today and maintain their integrity and utility for the expected lifecycle. Effective maintenance and emergency response requires consideration of and capacity for both planned maintenance and unplanned maintenance – 24 hours a day, seven days a week. Developing a strategic plan for major highway assets is an important component of system preservation.

*Objective Strategies*

- Assign responsibility and accountability to individuals for project delivery.
- Develop and fund a research, technology, and best practices program focused on longer lasting, lower cost bridges, pavements, and other roadway infrastructure
- Develop life analysis tools to generate reports that drive maintenance and replacement projects.
- Develop a risk-based, financially-constrained strategic plan for routine and capital repair or replacement of specialized major highway assets
- Improve shared VDOT Division processes for the Ancillary Structures Program by establishing clear lines of communication for coordination and tracking of structure inventory and maintenance and replacement of structures by analyzing current practices, identifying gaps and providing training and policy and procedural guidance

*Measures*

- ◆ Percentage of due maintenance projects delivered by their original specified completion date
- ◆ Percentage of interstate roadway pavement lane miles rated in fair or better condition
- ◆ Percentage of interstate system structures rated in good or fair condition
- ◆ Percentage of primary roadway pavement lane miles rated in fair or better condition
- ◆ Percentage of primary system structures rated in good or fair condition.
- ◆ Percentage of secondary and urban system structures rated in good or fair condition.
- ◆ Percentage of secondary roadway pavement lane miles rated in fair or better condition
- ◆ Percentage of statewide structures rated in good or fair condition.

» **M2. To efficiently prioritize and use financial resources available to the maintenance program**

*Description*

VDOT's extensive network of assets must perform safely today and maintain their integrity and utility for the expected lifecycle, requiring efficient use of the financial resources available to the maintenance program.

*Objective Strategies*

- Apply resources where performance needs improvement.



- Assign responsibility and accountability to individuals for project delivery.
- Attract and retain a highly qualified workforce. This includes professional engineers for the highway construction program.
- Balance time, cost and scope requirements to deliver quality projects.
- Build appropriate projects – projects meet needs.
- Clearly assign responsibility and accountability to the District Administrators in the field throughout the state as well as to the Division Administrators and Chiefs for their respective program areas.
- Contractor / CEO Forums: Hold contractor / CEO forums twice each year to address and resolve issues that arise in the construction phase of highway construction projects and to enhance the working relationships between VDOT and our private sector partners.
- Monitor budget vs. actual expenditures on a quarterly basis. Identify customer expectations (better-defined projects).
- Start and finish projects on schedule.
- Develop flexibility in the program to allow for a reduction in revenue or increased spending while still allowing for a year-end unspent balance of less than \$100 million
- Ensure maintenance spending plans are estimated with accurate costs data and are tied to specific maintenance work activities planned to be accomplished during the fiscal year
- Complete a toolbox of common contracts for use by Residency/AHQ working collaboratively with the Superintendents and Residency Engineers Committee

#### Measures

- ◆ Percentage of completed maintenance projects delivered within budget
- ◆ Percentage of due maintenance projects delivered by their original specified completion date

- **Support: Efficiently and effectively provide the appropriate tools, guidance, and processes that enable core programs and services to meet their objectives, maximize the use of human resources, funding, information, and time, and encourage citizen awareness and participation in transportation decision-making.**

#### Summary and Alignment

• Provide a safe and secure work place for VDOT and Contract Employees • Provide and maintain facilities to meet agency needs • Build a leadership pipeline program through career planning and mapping • Ensure appropriate governance documents are housed in one location and are readily accessible by all agency staff • Provide timely contracts for goods and services (professional and non-professional) to meet agency needs • Deliver a timely and effective research and technical assistance program • Deliver user-friendly technology solutions to improve work methods and increase efficiency • Enhance citizen awareness, encourage citizen participation in transportation decision-making, and advance citizen relationships through positive proactive communication of VDOT projects, programs and services. • Respond to Moving Ahead for Progress in the 21st Century Act (MAP-21) performance requirements, within designated time frames, through collaborative efforts of cross functional teams. • Improve customer service

#### Associated State Goal

Government and Citizens: Be recognized as the best-managed state in the nation.

#### Associated Societal Indicator

Government Operations

#### Objectives

- » **S8. To enhance citizen awareness, encourage citizen participation in transportation decision-making, and advance citizen relationships through positive proactive communication of VDOT projects, programs and services.**

#### Description

Support at VDOT is provided through the effective use of human resources, funding, information, and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. The relationship with our customers, and their confidence in our system, has a direct impact on the economy and mobility throughout the state.

#### Objective Strategies

- Develop additional online interactive web resources to increase public engagement, outreach, and participation in the transportation decision- making process. As needed, establish individual websites and outreach communications for high profile projects
- Implement Customer Service Center System 2.0 to enable improved, timely, efficient, and accurate communications with citizens



Measures

- ◆ Percentage of resident satisfaction survey respondents rating their overall satisfaction with VDOT as satisfactory

» **S4: To ensure appropriate governance documents are housed in one location and are readily accessible by all agency staff**

*Description*

Support at VDOT is provided through the effective use of information and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. Having quick and easy access to necessary governance documents is one component of effective support.

*Objective Strategies*

- Ensure all requirements relating to agency functions are documented formally. Develop a formal agency process for generating and storing documents containing mandates and requirements (governance documents)

Measures

» **S5: To provide timely contracts for goods and services (professional and non-professional) to meet agency needs**

*Description*

Support at VDOT is provided through the effective use of human resources, funding, information, and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. Producing timely, accurate contracts for goods and services is one component of effective support.

*Objective Strategies*

- Develop a process to ensure just-in-time delivery of materials, hired equipment, and professional and non-professional goods and services to meet the needs of the department

Measures

» **S6: To deliver a timely and effective research and technical assistance program**

*Description*

Support at VDOT is provided through the effective use of human resources, funding, information, and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. Having an effective research and technical assistance program is one component of effective support.

*Objective Strategies*

- Seek other ways for research and technical assistance projects to be established and implemented beyond the research advisory committee process

Measures

- ◆ Number of recommendations made by the Virginia Transportation Research Council (VTRC) that are implemented, expressed as a percentage of the total number of adopted VTRC recommendations.

» **S9: To respond to Moving Ahead for Progress in the 21st Century Act (MAP-21) performance requirements, within designated time frames, through collaborative efforts of cross functional teams**

*Description*

Support at VDOT is provided through the effective use of human resources, funding, information, and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. One component of success is meeting the expectations of the federal government as outlined in the requirements of initiatives like Moving Ahead for Progress in the 21st Century Act (MAP-21).

*Objective Strategies*

- Respond to notices of proposed performance rulemakings within designated time frames and coordinate cross functional working teams

Measures

» **S1: To provide a safe and secure work place for VDOT and Contract Employees**

*Description*

Support at VDOT is provided through the effective use of human resources, funding, information, and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. VDOT is committed to providing a safe and productive work environment for all staff, and to ensuring that those in a support role are understood as integral and indispensable as we strive to reach our goals and live our mission statement.

Providing a safe and secure work place is one component of that goal.

#### *Objective Strategies*

- Continue to improve the Agency's Comprehensive Workforce Safety Process that provides the guidance for the organization's transformation to a Safety Culture which will reshape the overall behavior of the organization

#### *Measures*

- ◆ Percentage of critical safety items that have been resolved.
- ◆ The annual Recordable Incident Rate reported to the Occupational Safety & Health Administration (OSHA)

### » **S3: To build a leadership pipeline program through career planning and mapping**

#### *Description*

Support at VDOT is provided through the effective use of human resources including establishing programs to develop leadership skills and provide training to enable the creation of a pipeline for successful mid and senior manager development.

#### *Objective Strategies*

- Establish career maps for critical groups and introduce training and development programs that support advancement within each
- Develop leadership enhancement programs for mid and senior managers, and focus the Core Development Program to broad VDOT operations

#### *Measures*

### » **S7. To deliver user-friendly technology solutions to improve work methods and increase efficiency**

#### *Description*

Support at VDOT is provided through the effective use of human resources, funding, information, and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. Providing user-friendly technology solutions is one component of effective support.

#### *Objective Strategies*

- Reduce time to deliver information technology services and solutions
- Develop electronic customer facing systems to expand electronic payment capability and electronic application intake

#### *Measures*

- ◆ Percentage of major, non-major and small scope IT projects implemented on time

### » **S10: To improve customer service**

#### *Description*

Support at VDOT is provided through the effective use of human resources, funding, information, and time by providing tools (i.e., technology, equipment, buildings, etc.), policies, and efficient processes to ensure success for those who plan, deliver, operate, and maintain our transportation system. Providing good service to internal and external customers is part of that success.

#### *Objective Strategies*

- Define profiles for each mandatory training requirement; Assign positions to mandatory training requirement profile.
- Provide training and track evaluations.
- Analyze and develop a strategy for improving internal and external customer service

#### *Measures*

- ◆ Percentage of compliance with mandatory/required licenses, certifications and training requirements
- ◆ Percentage of interstate roadway pavement lane miles rated in fair or better condition
- ◆ Percentage of planned bridge structures constructed
- ◆ Percentage of planned pavement lane miles constructed
- ◆ Percentage of primary roadway pavement lane miles rated in fair or better condition

- ◆ Percentage of resident satisfaction survey respondents rating their overall satisfaction with VDOT as satisfactory
- ◆ Percentage of secondary roadway pavement lane miles rated in fair or better condition

## » S2. To provide and maintain facilities to meet agency needs

### *Description*

VDOT is committed to providing a safe and productive work environment for all staff, including providing and maintaining facilities needed to reach our goals.

### *Objective Strategies*

- Consistently calculate the dollar value of deferred maintenance as a part of the year-end close process; note the change from year to year.
- Develop cost-neutral strategies to lower the incident of deferred maintenance.
- Evaluate what is needed in terms of long term space requirements and evaluate the effectiveness of current facilities- particularly those facilities that are being rented.
- Ensure that industry standards and guidelines are applied for each building type
- Hire an outside consultant, or use existing VDOT staff to conduct a condition update audit of buildings as needed.
- Identify a building type for each asset in the inventory system. We have buildings that are primarily: administrative, storage, factory/plant or multi-use
- Continue to assess and prioritize (to include funding) VDOT facility needs statewide in the development of an agency Long-Range Facilities Plan to ensure that our facilities meet agency business needs

### *Measures*

- ◆ Percentage of critical safety items that have been resolved.

## Major Products and Services

VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Our mission statement emphasizes four key performance areas - Plan, Deliver, Operate, and Maintain, and we have added a fifth area – Support - to cover the administrative areas that enable our staff to carry out our mission effectively. To strengthen the relationship between the Commonwealth's Biennial Strategic Plan and VDOT's Annual Business Plan, both are now structured under these five goals (aka "PDOMS"). While the methods of how we carry out our duties have evolved, these goals continue to represent the core of our business since the Department of Highways was created in the early 1900s. These plans focus on:

- **CORE PERFORMANCE:** Engaging local governments and citizens in planning for future transportation needs, delivering projects and services, operating and managing the system, maintaining our assets, maximizing the value of our investments, and being good financial stewards;
- **TRANSFORMATION:** Assessing opportunities and implementing methods to improve operations and delivery of services, while validating what services we should deliver;
- **INNOVATION:** Maintaining Virginia's commitment to be a national multi-modal transportation leader by promoting smart, innovative, customer-oriented transportation solutions that have a positive impact on our citizens and customers

Virginia is one of the best states in the country for citizens to live, work, operate a business, attend school, and to visit. Planning, delivery, operation and maintenance of our transportation infrastructure are essential to preserving that high living standard and enhancing the Commonwealth's economic prosperity and durability.

We will "Keep Virginia Moving" through active engagement of stakeholders, citizens and employees, smart decision making that supports the commonwealth's transportation priorities, and efficient execution of our plan.

## Performance Highlights

The past two biennium were periods of challenge for our country, our Commonwealth, and for private and public organizations alike. Despite this challenge, performance for the period has been positive with measure results holding steady to showing improvement.

## Highlights

**Roadway Safety:** The number of traffic crash deaths decreased by about 32% from CY2007 (1,026) to CY2014 (700); deaths are a function of many components including traffic volume, often measured by vehicle miles traveled (VMT), the numbers of licensed drivers and the number of registered vehicles.

**Pavement Condition:** Condition is measured using the Critical Condition Index (CCI), and CCI ratings run from "0" for very poor to "100" for excellent condition. VDOT's target for interstate highway and primary roadway pavement condition is that at least 82 percent of lane miles are rated fair or better while eliminating road segments with a "30" CCI rating or less. Condition targets have recently been attained for both road systems, but weather conditions over the last two winters have had impact. VDOT's current target for secondary roadway pavement condition is 63 percent, and the agency continues to work towards that target.

**Bridge Condition:** Condition is measured in terms of the percent of structures not rated as being structurally deficient, based on rigorous inspections. VDOT's statewide target is that at least 92 percent of the state's 21,000 structures are not rated as being structurally deficient; that target was achieved a couple years ago and continues to be met. Condition targets have been established at lower levels and the current goals, based on the percent of structures not rated structurally deficient, are: 97% for interstate highways, 94% for primary roads, and 89% for secondary roadways.

## Staffing

Authorized Maximum Employment Level (MEL)	7485
Salaried Employees	7172
Wage Employees	310
Contracted Employees	0

## Key Risk Factors

Several factors will have a significant impact on the agency over the next four years.

**Governmental mandates and shutdowns:** The current federal transportation authorization, Moving Ahead for Progress in the 21st Century (MAP-21) expired on September 30, 2014 but has been extended through continuing resolution (Highway and Transportation Funding Act of 2015) through July 31, 2015. The time period of this legislation did not provide for any long-term funding commitments and there are currently significant concerns on the future solvency of the Federal Highway Trust Fund. Without sufficient Congressional action, federal reimbursements could be reduced. The impact of a federal budget impasse or shutdown could be significant; VDOT is continuing to monitor developments at the Congressional level.

MAP-21 also introduced a performance component to transportation funding, as states will be asked to set performance targets on certain performance indicators which could result in unfunded mandates.

**Customers:** The population of Virginia continues to age; it is currently estimated to be about 8 million people and is forecasted to approach 9 million in 10 years. This type of change typically impacts the number of licensed drivers, registered vehicles, and vehicles miles traveled which increases demand for our products and services. However, the future use of vehicles and consumption of gasoline, and the impact on gasoline sales based revenues, is unknown at this time based on patterns of use possibly exhibited by the next generation.

**Congestion:** While the vast majority of the state roadway system remains uncongested most of the time, recurring congestion continues to be a problem in urbanized areas during peak travel periods. As economic conditions improve, roadway use and associated congestion typically increases as well.

**Asset Condition:** VDOT continues to maintain and improve roadway pavement and bridge condition towards their respective condition targets and has made progress over the last few years, though severe weather events have been challenging. Roadways and bridges continue to need regular inspection, repair and replacement, and day-to-day wear and tear will increase as the number of vehicles increase and the population grows.

**Weather related events:** VDOT plans for a normalized level of expenditures related to snow and other weather events. Significant weather events can cause unanticipated spending which forces VDOT to make tough decisions on use of available funds, potentially delaying funding of future work.

**Workforce:** VDOT works to mitigate the potential impact of the 15.3% of the classified workforce currently eligible to retire using programs focused on core development, job skills training, and leadership skills enhancement, in conjunction with strategies to retain key talent.

## Management Discussion

### General Information About Ongoing Status of Agency

As we move into the next biennium, the department will continue to emphasize our efforts to plan, deliver, operate and maintain a transportation system that is safe, enables the easy movement of people and goods, enhances the economy and improves our quality of life in Virginia. We

will be diligent in preserving the condition of our key infrastructure assets such as pavement and bridges. The agency has made a commitment to maintaining these assets at a specific performance level, and will be developing a plan for routine and capital repair and replacement of major highway assets that involve significant and higher than normal costs.

HB 2 (Chapter 726, 2014) and HB 1887 (Chapter 684, 2015) bring guidance on how we select and fund the construction program projects in Virginia. While collaboratively and cooperatively supporting the Northern Virginia Transportation Authority and the Hampton Roads Transportation Accountability Commission, the department will build the right projects using the appropriate funding mechanism. Leveraging our position as a leader in utilizing technology to provide real-time information to citizens, we will further seek to integrate corridor management to better mitigate congestion, increase accessibility, clear incidents, manage severe weather events, and enhance the movement of traffic in the safest manner possible.

In order to be successful, we will continue to invest in our greatest asset – our people. We will develop programs to ensure our core business has competent talent and continue to develop our leaders of tomorrow. We will leverage technology and research to remain innovative, engage local governments and citizens, continuously seek to improve our processes, and transform how we deliver services and products.

As “We Keep Virginia Moving,” the Virginia Department of Transportation will do its part to ensure Virginia remains one of the best managed states in the country, and one of the best states in which to live and do business.

## Information Technology

### Major IT investments underway include:

• **House Bill 2 (HB 2) Application:** HB 2 (Chapter 726, 2014), signed by Governor Terry McAuliffe on April 6, 2014 and effective as of July 1, 2014, requires the development of a statewide prioritization process and directs the Commonwealth Transportation Board (CTB) to develop and use a scoring process for project selection by July 2016. In order to meet this deadline, applications for funding must be submitted starting August 1, 2015. The CTB has indicated that the application process must meet the following criteria:

- Simple and straightforward
- Does not require applicants to invest significant time and resources or require the use of consultants
- VDOT and Department of Rail & Public Transportation (DRPT) staff will be available to provide support and tools for applicants in compiling data and information needed for application
- The application process will be electronic and map-based to facilitate automated population of key data elements

The purpose of this IT project is to develop a simple way for eligible entities to request funding under HB 2 and automate preparation of a data file for further analysis to support project screening, scoring, and selection decisions as part of the Six Year Improvement Program (SYIP) update process. Development of an electronic data intake process is necessary in order to meet the CTB’s criteria, accommodate the several thousand project requests that may be submitted for funding under HB 2, meet the very tight timeframe for data intake and preparation for analysis beginning August 1, 2015 and ending October 1, 2015, and reduce the potential for data quality issues.

• **PpM@VDOT:** Project Portfolio Management (PPM) is the management of processes, methods, and technologies used by project managers and program managers to analyze and collectively manage current of proposed projects/programs based on numerous key characteristics. In support of HB 2 and other similar initiatives, VDOT desires a portfolio management solution that will enable optimal utilization of available funding to maximize program delivery and benefits from projects objectively and quantifiably selected through the SYIP process, and to provide tools to aide in the management and execution of the program. Existing technologies supporting this need include the iSYP (Integrated Six Year Plan) Suite of applications. The technical platform for the VDOT SYIP Technology Suite is outdated.

• **Financial Management System (FMS) Sun Set & Data Marts:** The implementation of the Cardinal Project has necessitated the sun setting of both the FMSI and FMSII Financial Systems and retention of business critical data. Sun Setting of these systems in an organized fashion will create greatly reduced operational expenses from Virginia Information Technology Agency (VITA). The FMS Data Marts retain critical data from the FMSI and FMSII Financial Systems and create a Financial Data Store for reporting purposes. The objective of this project is to have the data store information available to VDOT internal systems to merge with Cardinal financial data for business intelligence reporting.

• **Customer Service Center (CSC) System 2.0:** The Customer Service Center Portal 2.0 project enhances the functionality and usability of the Customer Service Center Portal, enables Customer Service Center Agents to better respond to customer inquiries, promotes VDOT’s ability to share information throughout the agency, and enhances VDOT’s ability to quickly and efficiently respond to citizen requests for roadway service/maintenance.

• **HR Electronic Content Management (ECM) and Workflow Optimization:** This project increases the efficiency and effectiveness of Human Resources (HR) by converting three manual paper-based workflows into an electronic content management system with automated workflows. It improves HR’s overall productivity, service levels, and data accuracy while maintaining cost effectiveness and compliance with HR, IT, and records management’s regulations, policies, and standards. Secure access to electronic personnel files regardless of time and location enables a culture of collaboration across the enterprise.

• **Project Documentation Management:** This project will develop standardized business process workflows that automate the creation, storage and status designation of construction documents. It will step personnel through designated workflows, storing construction documents in a standard SharePoint repository that will have a standard set of folders for documents at each level of the construction process, from final design through the end of construction.

• **Inventory Module (Cardinal):** The project will replace the WebIMS application with the PeopleSoft Inventory Module. This will integrate the inventory function at VDOT with the Cardinal system. This implementation is required because the current application technology is reaching the end of its productive life, and the business process warrants it be incorporated within the financial system. Microsoft Corporation ended support

for Active Server Pages software in 2008. It is no longer possible to make changes to certain sections of the application.

- **Straight Line Diagram (SLD):** The Roadway Network System (RNS) Program provides the means of tracking and managing Virginia's road inventory and associated assets and attributes in a tabular, linear, and geospatial context. One of the most effective methods to visualize multiple data elements along a route is with a straight line diagram. The Traffic and Engineering Division is requesting a replacement to the existing SLD application. The existing SLD does not provide all of the functionality required from the creators of the data or users of the data. Technology improvements now make this functionality available, which will improve the efficiency of managing the data, enhance the quality of the data, and advance the usability of the data.
- **Traffic Data Performance Management System:** Implement iPeMS, (Iteris Performance Management System), the selected COTs product, to archive and support analysis of VDOT's traffic performance related data. The iPeMS extracts information from real-time intelligent transportation systems (ITS) data and other sources, processes it, and stores the information in a data warehouse where it is available to users in various forms for analysis.
- **PreConstruction/CRLMS Project:** Implement Web Transport system to manage project and proposal information, automate processes, produce reports and provide a Civil Rights Labor Management System (CRLMS) to collect and process data required for Federal and State Civil Rights and labor compliance.

#### Information Technology Plans/Needs

- **Highway Maintenance Management Solution:** Commercial Off The Shelf (COTS)-based solution to replace the VDOT Asset Management System (AMS) to improve the planning, implementation and evaluation of the statewide Maintenance Program.

#### Estimate of Technology Funding Needs

#### Workforce Development

The department is authorized a maximum employment level of 7,485 and, as of June 1, 2015, employed 7,140 classified staff for a calculated vacancy rate of 4.6%.

With the dynamic nature of VDOT's workforce, the areas of recruitment, development and retention are of paramount importance to the agency. VDOT is actively accessing and preparing for the challenges resulting from the potential separation of the 15.3% of classified workforce who are currently eligible to retire. A new program, Leadership and Enhancement Development Program (LEAD), has been introduced which is targeted for middle and senior managers. VDOT's LEAD program focuses on performance enhancement, individual assessments, peer coaching, role exchanges and hot topics in transportation and leadership.

VDOT has also launched a Leadership Development Program for Teammates and Supervisors. This dynamic program is presented via online and classroom offerings focused on critical leadership competencies for success. Other areas of focus include the mapping on career paths within the agency and the continued delivery of technical training across the agency.

#### Physical Plant

In addition to the capital investments that the department manages for the highway network, the agency must ensure that its 2,700 facilities in over 350 statewide work locations, of which more than 20% are more than 50 years old, are safe and adequate for VDOT employee and contractor use. As part of its business planning, the department is only pursuing new capital outlay and maintenance reserve projects that have already been planned through the Capital Outlay Six Year Planning process.

For the prior biennium, the 2013 General Assembly approved \$39 million to be available July 1, 2015 that addressed capital needs of more than 30 identified projects. All but 13 of those projects have been initiated.

For the upcoming biennium, planned Capital Outlay allocations are \$39 million in fiscal year 2017 and will exceed \$40 million each year for fiscal years 2018, 2019, 2020 and 2021.

The need for preventive maintenance and replacement of facilities will continue as buildings exceed their useful life and/or problems arise. New facilities and/or renovations of existing facilities are needed to ensure efficiency and effectiveness of program operations. Planned future allocations are for new facilities (capital outlay) and repair and replacement of major systems and structural components in existing facilities (maintenance reserve).

## Supporting Documents

Title	File Type
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**Environmental Monitoring and Compliance for Highway Projects [51408]****Description of this Program / Service Area**

VDOT's Environmental Division provides management and administrative support and obtains environmental clearances on projects undertaken by the agency in order to provide stewardship of the state's natural resources as part of a balanced consideration of environmental and transportation needs.

**Mission Alignment**

This service area is aligned to VDOT's mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life," through a commitment to complete environmental reviews in an efficient and effective manner.

**Products and Services****Description of Major Products and Services**

**Air and Noise Analysis and Investigations:** • In accordance with federal, state, and regional requirements, air quality and noise studies are conducted on transportation projects in accordance with applicable air & noise regulations. • To support program delivery, Environmental Division functions as a liaison with federal, state, regional, and local agencies on all air quality and noise issues. Transportation policies and procedures related to air and noise programs are published as well as specifications and special provisions for consistent implementation of air and noise requirements. • Provide technical support to district personnel during public hearings, citizen, agency, and legislative inquiries. Conduct training needs assessments and provide yearly air quality and noise program training to VDOT personnel and VDOT stakeholders. • Identify noise abatement requirements in compliance with Noise Abatement Program procedures to meet the Contract Documents and Processing Cut-off Dates for Advertisement schedules. Monitor noise abatement construction and chair the noise abatement committee review. • Perform air quality conformity analysis for the long-range plans and transportation improvement programs developed for Virginia's ozone non-attainment and maintenance areas. Conformity determination approvals are obtained from FHWA in coordination with EPA.

**Environmental Data Management:** • Administers the statewide environmental data management program, including the Comprehensive Environmental Data and Reporting (CEDAR) system and the environmental component of the Departments Geographic Information System.

**Cultural Resource Management:** • Advise and assist cultural resource staff in the resolution of cultural resources issues with federal and state agencies to meet the requirements of the six-year program and the maintenance program. Develop, disseminate, and update VDOT procedures regarding cultural resources in accordance with federal and state statutory and regulatory requirements. Negotiate programmatic agreements with federal and state agencies. • Provide guidance on procurement and assignment of contracted cultural resource services. Provide training for district, division, and consultants related to cultural resource policy and procedures.

**Hazardous Materials Management and Remediation:** • Hazardous materials studies and remediation activities (where necessary) are provided on projects in the six-year program for construction and maintenance. Construction and maintenance project schedules are monitored to ensure hazardous materials issues are being cleared or presented to management for consideration a minimum of 90 days before VDOT's advertisement or activity implementation date. • Ensure that hazardous material and solid waste program guidelines, specifications, and MOA's are kept current to govern Department programs. Develop and provide targeted training for hazardous materials issues. • Monitor proposed federal and state legislation and recommend amendments where appropriate.

**Natural Resources:** • Provide oversight and guidance to District natural resources staff, including standard operating procedures, manuals, and workshops. Provide quality assurance reviews of permit applications and other natural resource program deliverables. • Develop natural resources standards and specifications. Provide natural resource surveys, reviews, and guidance. Manage natural resources consultants under contract with the Department. • Develop wetland, stream compensation strategies. Secure and allocate funding for the wetland and stream compensation monitoring requirements and wetland and stream banks. Purchase wetland and stream credits and construct wetland and stream compensation sites.

**District Environmental Programs:** • Provide technical guidance and procedural support to the District environmental sections for the State Environmental Review Process, federal and state environmental documents, right of way re-evaluations, and plans, specifications, and estimates re-evaluations. • Manage and coordinate the Environmental Division's General Assembly program. • Manage the Residency Environmental Specialist program through oversight and technical guidance by providing SOPs, manuals and training. • Develop and implement the Division semi-annual quality-assurance reviews of environmental deliverables provided by the Districts and local governments. • Develop, monitor, and produce advertisement reports for the central office and Districts. • Manage contracted environmental documents that involve non-location studies.

**Project Studies Management:** • Manage new location studies program. • Manage process resulting in highway location decisions by the Commonwealth Transportation Board • Provide legal support regarding NEPA related decisions. • Develop scopes of work and budgets for new location projects. • Manage consultants hired to produce NEPA documents relating to location studies, and other documents as requested. • Manage the Department's partnering program for NEPA documents.



**Alternative Project Delivery Support:** • Manage environmental program component for procurement and implementation of PPTA and design/build projects. • Develop environmental technical requirements for PPTA and design/build contract documents. • Develop environmental program component of locally administered projects. • Provide assistance to local government in obtaining environmental approvals.

**Consultant Services:** • Manage all aspects of the procurement of consultant services, both professional and non-professional. • Establish independent cost estimates of consultant contracts prior to negotiation and document consultants' performance in semi-annual and end of contract evaluations. • Manage specialized university/private consultant services dealing with cultural resources, hazardous materials, endangered and threatened species, wetlands, streams and other environmental resource topics.

**Anticipated Changes**

As more localities assume responsibility for their highway construction and maintenance, the demand for training and oversight from VDOT will increase.

**Factors Impacting**

Factors:

- Environmental procedures are the targets used by project opponents to adjudicate unpopular decisions or to halt highway projects. Public interest, which is increasingly concerned with preservation and enhancement of the Commonwealth's resources, will provide external influences on project delivery.
- The continued expansion of electronic government will increase the efficiency of environmental processes and procedures in VDOT. The implementation of CEDAR and further enhancements and improvements to the GIS will provide greater efficiencies in the conduct of environmental reviews and transparency to the public regarding reporting compliance.
- Routinely changing regulatory procedures and law will change the dynamics of daily environmental activities in the Department.

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	12,264,839	0	12,448,895
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Environmental Monitoring Program Management and Direction [51409]**

**Description of this Program / Service Area**

This service area provides activities related to the management and direction of the program. Adequate and effective management and direction is critical to the success of the program.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to appropriate management and direction.

**Products and Services**

**Description of Major Products and Services**

See Service Area 51408

**Anticipated Changes**

See Service Area 51408

**Factors Impacting**

See Service Area 51408

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	2,313,326	0	2,370,876
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Ground Transportation System Planning [60201]**

**Description of this Program / Service Area**

This area provides efforts to lead and plan a comprehensive system of ground transportation, including the planning of particular ground transportation projects through surveying, mapping and studies. These studies are the basis for decisions on proposed highway plans, programs and projects, as well as other travel modes and routes throughout Virginia.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to identify cost-effective and efficient highway alternatives.

Roads are a critical public resource and constitute a major investment of the public’s money. Traffic impacts caused by new development – a reduction in the traffic carrying capacity of the highways, more crashes and traffic congestion – can be very costly for state government and local governments, as well as the broader community.

The LandTrack system is used to track the Virginia Department of Transportation’s (VDOT) review of Traffic Impact Analysis submissions.

**Products and Services**

**Description of Major Products and Services**

Local comprehensive plans

Zoning actions

**Anticipated Changes**

The traffic impact reviews are expected to provide a useful basis where many local governments now may opt to establish traffic impact development fees (Code of VA sections including 15.2-2317 through 15.2-2329 under Chapter 896 of the 2007 General Assembly (HB 3202)). Such fees would help fund the mitigation of the land use impacts assessed and discussed in traffic impact reviews. Traffic impact review procedure also interrelates with other VDOT programs including the 24 VAC 30-92 secondary street acceptance requirements, 24 VAC 30-151 land use permits, and 24 VAC 30-72 and -73 access management regulations implemented under Chapter 863 (HB 2228). Also, the 2009 General Assembly developed a program to provide incentive financing to assist Major Employment and Investment (MEI) projects (Chapter 246, 2009 General Assembly). An MEI project is a high impact regional economic development project in which a private entity is expected to make a capital investment in real and tangible personal property exceeding \$250 million and create more than 400 new full-time jobs, and is expected to have a substantial direct economic impact on surrounding communities. An MEI project is likely to involve considerable traffic impact review. As stated earlier, after consideration of a land development’s features and its traffic impacts, then the approval, modification or disapproval of pending land use actions remain at the discretion of local government.

**Factors Impacting**

The traffic impact reviews provide identification, open discussion and consideration of how land use changes impact transportation. If the information available regarding the developments is adequate, the state must respond to requests for review within required timelines. After consideration of a land development’s features and its traffic impacts, the approval, modification or disapproval of pending land use actions remain at the discretion of local government.

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	49,181,414	0	50,228,800
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**



**Ground Transportation System Research [60202]**

**Description of this Program / Service Area**

Virginia Center for Transportation Innovation and Research (VCTIR) plans and delivers a comprehensive ground transportation research, development, technical consulting, knowledge management, and technology transfer program covering all areas of transportation system construction, maintenance, operations, and administration including, but not limited to innovative technology development, design, materials, structures, traffic engineering, safety, planning, environmental stewardship, policy, and improved business practices.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to develop and implement innovations and cost-saving technologies that provide strong support for the delivery of the best possible transportation system for Virginia’s citizens on-time and on-budget.

VDOT has eight major corporate tenets that are the foundation of its business delivery. Research is one of those Corporate Tenets. The language of that tenet states that VDOT will “support a substantive, nationally recognized transportation research, development, consulting and technology transfer program for VDOT at the Virginia Transportation Research Council (VTRC).”

**Products and Services**

**Description of Major Products and Services**

- Formal research projects
- Technical consulting and technical assistance
- New technologies deployment
- Development and dissemination of best practices
- Effective knowledge management
- Library services
- Legislative studies
- Scientific papers
- Presentations
- Identification of skills or knowledge gaps
- Development of competitive intelligence for the agency
- Advanced consulting for VDOT projects in construction, maintenance, operations, and administration

**Anticipated Changes**

While there are no anticipated changes, VCTIR works cooperatively with a variety of state and federal entities. As additions or modifications are made to state law, changes often occur which alter research demands, agreements, efficiencies, responsibilities, or staff.

Every four years, state executive administration changes can affect the objectives, goals, strategies and responsibilities of this service area and its working relationships between agencies.

**Factors Impacting**

Numerous factors are increasing the demands to plan, build, maintain, and operate transportation facilities better, faster, and more cost-effectively and to use technology and innovation to improve transportation service delivery to citizens and businesses. These increase demands for VCTIR’s programs of research, consulting and technical assistance, and increase the central role that research must play. These factors include:

- Growth in vehicle miles of travel.
- Extensive service life-related deterioration of roads and bridges in Virginia and nationally.
- Traffic congestion in large urban areas and quality of life impact on Virginia’s citizens.
- Federal funding levels for transportation
- State and Federal funding levels for transportation research.
- State and Federal regulations applicable to transportation.

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
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	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Initial Appropriation for the Biennium	0	12,349,934	0	12,552,784
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Ground Transportation Program Management and Direction [60204]**

**Description of this Program / Service Area**

This service area provides activities related to the management and direction of the program. Adequate and effective management and direction is critical to the success of the program.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to appropriate management and direction.

**Products and Services**

**Description of Major Products and Services**

- Formal research projects
- Technical consulting and technical assistance
- New technologies
- Technology transfer
- Legislative studies
- Studies for other state agencies
- Research reports
- Briefings
- Scientific papers
- Presentations including: State Highway Plan, Highway Needs Assessment, Small Urban Area, Transportation Studies, VTrans Statewide Multimodal Plan (cooperative effort with other state agencies), Metropolitan Financially Constrained Long-Range Plans (partnership with Metropolitan Planning Organization) Prioritization Report
- Traffic requests for environmental analysis and project design
- Bicycle and Pedestrian Program
- Coordination activities related to the State Transportation Improvement Program (STIP)
- Administration of federal and state planning funds
- Provide technical assistance in developing local comprehensive plans

**Anticipated Changes**

Anticipated changes: • In reaction to extensive growth in vehicle miles traveled the Department will expand its focus on short-range planning for operations in order to make better use of existing capacity. • The involvement of citizens and other stakeholders in the planning process is critical. The Department will continue to find innovative ways to use of the Internet to develop and display products and provide services. • While there are no anticipated changes, VCTIR works cooperatively with a variety of state and federal entities. As additions or modifications are made to state law, changes often occur which alter research demands, agreements, efficiencies, responsibilities, or staff. Every four years, state executive administration changes can affect the objectives, goals, strategies and responsibilities of this service area and its working relationships between agencies.

**Factors Impacting**

Numerous factors impact the demands to plan, build, maintain, and operate transportation facilities. These include: • Growth in vehicle miles of travel over time. • Extensive service life-related deterioration of roads and bridges in Virginia and nationally. • Traffic congestion in large urban areas and quality of life impact on Virginia’s citizens. • State and federal regulation. • Funding

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	3,559,714	0	3,641,385
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**



## Service Area Plan

### Dedicated and Statewide Construction [60302]

#### Description of this Program / Service Area

To design and prepare plans, acquire needed land and construct roads and bridges or support transit or operational activities across the state that are not dedicated to a specific highway system. This includes statewide programs such as the Revenue Sharing and the Safety programs. Funding for the federal Congestion Mitigation and Air Quality Improvement (CMAQ) and Regional Surface Transportation programs which have yet to be distributed by the respective Metropolitan Planning Organizations are included in this service area and will be transferred when identified. It also includes non-toll-related bond-funded construction..

#### Mission Alignment

This service area is aligned to VDOT's mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life," through a commitment to complete projects on-time and on-budget.

#### Products and Services

##### Description of Major Products and Services

Design, right-of-way acquisition, and construction for dedicated and other statewide highways, interstates, primary, secondary and urban roadways, including access roads.

##### Anticipated Changes

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia's population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

##### Factors Impacting

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

#### Financial Overview

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	927,748,230	0	1,017,979,975
Changes to Initial Appropriation	0	0	0	0

#### Supporting Documents

Title File Type

**Interstate Construction [60303]**

**Description of this Program / Service Area**

To design and prepare plans, acquire needed land, and construct roads and bridges on the interstate highway system.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through the operation of toll facilities to improve the efficiency and safety of Virginia roadways.

**Products and Services**

**Description of Major Products and Services**

Design, right-of-way acquisition, and construction for interstate highway system.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	231,252,094	0	341,393,972
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Primary Construction [60304]**

**Description of this Program / Service Area**

To design and prepare plans, acquire needed land, and construct roads and bridges on the primary highway system.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to complete projects on-time and on-budget.

**Products and Services**

**Description of Major Products and Services**

Design, right-of-way acquisition, and construction for primary highway system.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	305,982,622	0	319,692,647
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Secondary Construction [60306]**

**Description of this Program / Service Area**

To design and prepare plans, acquire needed land, and construct roads and bridges on the secondary highway system.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to complete projects on-time and on-budget.

**Products and Services**

**Description of Major Products and Services**

Design, right-of-way acquisition, and construction for secondary highway system.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	76,438,702	0	93,750,872
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Urban Construction [60307]**

**Description of this Program / Service Area**

To design and prepare plans, acquire needed land, and construct roads and bridges on the urban highway system.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to complete projects on-time and on-budget.

**Products and Services**

**Description of Major Products and Services**

Design, right-of-way acquisition, and construction for the urban highway system.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	51,110,966	0	50,210,165
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Highway Construction Program Management [60315]**

**Description of this Program / Service Area**

To provide activities related to the management and direction of the program. Adequate and effective management and direction is critical to the success of the program.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to appropriate management and direction.

**Products and Services**

**Description of Major Products and Services**

Design, right-of-way acquisition, and construction for dedicated and other statewide highways, interstates, primary, secondary and urban roadways, including access roads.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Funding for transportation was addressed during the 2013 General Assembly Session by House Bill 2313. The revenues generated by HB 2313 will breathe new life into Virginia’s transportation program. It will provide substantial revenues to eliminate the state maintenance crossover and provide funding for construction formula distributions. Significant efforts will be focused on pavement rehabilitation. The construction program will be increased by nearly 50%; advancing much needed projects. HB 2313 will also generate additional revenues in Hampton Roads and Northern Virginia to address the special transportation needs of those areas. It will require an enhanced partnership with local governments to deliver much needed transportation projects.

The 2012-2014 Biennium includes significant funding related to the Governor’s Transportation Initiative from the 2011 General Assembly Session. The planned fourth issuance of \$600 million in Capital Project Revenue Bonds is projected to occur during calendar year 2013, representing an accelerated issuance schedule. VDOT also plans the continued issuance of Grant Anticipation Revenue Bonds (GARVEEs) during the biennium in accordance with project readiness.

Federal Reauthorization: On July 6, 2012, President Obama signed into law a new two-year surface transportation authorization, called Moving Ahead for Progress in the 21st Century (MAP-21). The legislation extends the current authorization through the end of this federal fiscal year, and then authorizes \$105 billion over the next two fiscal years.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	24,834,811	0	25,710,468
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Interstate Maintenance [60401]**

**Description of this Program / Service Area**

To preserve the public’s investment through the delivery of an effective and efficient statewide interstate highway maintenance program to protect and enhance the transportation infrastructure and the safety of the traveling public.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to preservation and enhancement of the investment in roads, bridges, safety features, special facilities, and appurtenances; compatibility of the highway system with the environment; efficient and effective use of resources and custom service.

**Products and Services**

**Description of Major Products and Services**

- Smooth ride – Maintaining a low International Roughness Index (IRI) value on pavements
- Structural Integrity – Maintaining the structural integrity of pavements, bridges and other infrastructure assets through the use of inspection, assessment and utilization of appropriate maintenance actions
- Safety features – Maintaining the pavement markings, signing and other features of the infrastructure to ensure safe travel.
- Tunnel Maintenance - Preserving and enhancing VDOT’s tunnel infrastructure to provide safe and efficient ingress and egress to the traveling public.
- Planned preventive maintenance program

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Significant increases in vehicle miles traveled are expected. Congestion is expected to increase throughout the Commonwealth

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	366,057,165	0	381,631,204
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**



**Primary Maintenance [60402]**

**Description of this Program / Service Area**

To preserve the public’s investment through the delivery of an effective and efficient statewide primary highway maintenance program to protect and enhance the transportation infrastructure and the safety of the traveling public.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to preservation and enhancement of the investment in roads, bridges, safety features, special facilities, and appurtenances; compatibility of the highway system with the environment; efficient and effective use of resources and custom service.

**Products and Services**

**Description of Major Products and Services**

- Smooth ride – Maintaining a low International Roughness Index (IRI) value on pavements
- Structural Integrity – Maintaining the structural integrity of pavements, bridges and other infrastructure assets through the use of inspection, assessment and utilization of appropriate maintenance actions
- Safety features – Maintaining the pavement markings, signing and other features of the infrastructure to ensure safe travel.
- Tunnel Maintenance - Preserving and enhancing VDOT’s tunnel infrastructure to provide safe and efficient ingress and egress to the traveling public.
- Planned preventive maintenance program

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	415,773,687	0	440,988,325
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Secondary Maintenance [60403]**

**Description of this Program / Service Area**

To preserve the public’s investment through the delivery of an effective and efficient statewide secondary highway maintenance program to protect and enhance the transportation infrastructure and the safety of the traveling public.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to preservation and enhancement of the investment in roads, bridges, safety features, special facilities, and appurtenances; compatibility of the highway system with the environment; efficient and effective use of resources and custom service.

**Products and Services**

**Description of Major Products and Services**

Smooth ride – Maintaining a low International Roughness Index (IRI) value on pavements

Structural Integrity – Maintaining the structural integrity of pavements, bridges and other infrastructure assets through the use of inspection, assessment and utilization of appropriate maintenance actions

Safety features – Maintaining the pavement markings, signing and other features of the infrastructure to ensure safe travel.

Tunnel Maintenance - Preserving and enhancing VDOT’s tunnel infrastructure to provide safe and efficient ingress and egress to the traveling public.

Planned preventive maintenance program

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Significant increases in vehicle miles traveled are expected. Congestion is expected to increase throughout the Commonwealth

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	432,945,973	0	438,432,419
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

## Transportation Operations Services [60404]

### Description of this Program / Service Area

To improve mobility, safety, travel time reliability and security on the transportation system through the deployment of a variety of operational strategies including regional smart traffic centers, emergency services, traveler services, congestion management and traffic signalization optimization.

### Mission Alignment

This service area is aligned to VDOT's mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life," through a commitment to improving the use of the existing system capacity to move people and goods.

### Products and Services

#### Description of Major Products and Services

Emergency Products/Services: • Incident management, traffic control, interagency and interstate response planning and coordination, and training to include: • Signal preemption • Traffic control • Response coordination – Coordinating with local governments, law enforcement and other emergency services to maintain mobility and safety during major incidents (Natural Disaster, Security, COOP (Continuity of Operations Plan), Incident Management, Motorist Assistance, Safety Service Patrol). • Emergency and Incident Response Planning – Developing, coordinating and participating in response planning in conjunction with local governments, law enforcement and other emergency responders. • Security and emergency management training

Safety Products/Services: • Hazard Elimination Projects – use federal funds to address and eliminate highway safety hazards. • Scheduling planned incidents – Coordinating with appropriate government agencies, contractors, event organizers, and others to make preparations for planned incidents and traffic disruptions, such as large special events. • Security threat analysis and response to security threats. • Statewide Safety Strategic Plan – Develop and deliver the comprehensive safety plan outlining VDOT's strategies for highway safety. • Highway Safety Statistics – Analyze crash data and other safety statistics to provide information to construction, maintenance and operation services to reduce or eliminate safety hazards. • Work zone safety – Develop and deliver effective processes and procedures to ensure the safety of travelers and workers in highway work zones. • Engineering standards for traffic control devices – Develop and implement guidelines used in the installation and maintenance of traffic control devices to optimize safety.

Managing Congestion Products/Services: • Incident management – Identifying, responding and removing any planned or unplanned incident that disrupts the flow of traffic or poses a safety risk as quickly as possible. • Managed lanes (HOT/HOV/Congestion Pricing) – Operating and promoting the use of high occupancy toll, and/or high occupancy vehicle lanes, and use of dynamic tolls to provide alternatives to congestion. • Policy and data analysis to improve operating capacities in major corridors. • Supporting multi-modal approaches to congestion using bus priority, bus only lanes, and signal priority among other techniques to enhance transit operations. • Park and Ride lots - Providing and managing facilities to enhance transit operations. • Trip Traveler Information – Providing information via 511, Web-based, and various broadcast media to assist motorists in making travel decisions. • Transportation Systems Management – Actively controlling and managing the flow of traffic on the road transportation system.

Operations Products/Services: • Operations data collection and analysis, such as: • Traffic volume and classification • Travel time, speeds and reliability • Camera-enforced speed control programs • Condition of assets and road system • System Operations annual reporting • Condition of network – ability of network to support throughput • Security surveillance • Planning and budget for all system operations needs • Evaluation and deployment of new technologies to improve capacity and manage the system. • Development of life-cycle models for replacing operations devices, software, communication networks and establishment of replacement programs.

Improved Traveler Services: • Rest areas facilities improvements • Enhanced traveler information (Evacuation/alternate routes, 511, Pre-trip traveler information, Directional and Informational signing, Road Condition and Event Advisories)

Regulation Products/Services: • Regulating outdoor advertising – Monitor and enforce compliance with outdoor advertising regulations. • Establishing speed limits – Application of engineering methods to determine appropriate limits following state code.

Aesthetics – Maintaining the visual integrity of shoulders, medians and back slopes by managing and controlling drainage, storm water, turf, brush, trees, slope stability, and the removal of litter, mowing grass and landscaping

Customer Service – Responding to complaints related to highway maintenance and requests for service

Road Inventory Information - Provide guidance with respect to highway changes and update and maintain roadway mileage inventory and attributes including additions, abandonments, relocations, route numbering, road and bridge naming, etc. Submit accurate data to FHWA for the Highway Performance Monitoring System (HPMS).

Access management - Preserve the operation of highways by providing policies, program guidance, and land use permit oversight to provide

appropriate controls on access to the state's highways.

Equipment – Providing high-quality, safe, and cost-effective mobility, equipment, services, and tools to VDOT employees in support of the performance of their jobs

Statewide contracting initiatives for programs or services

Snow / ice removal

### **Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia's population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Funding for transportation was addressed during the 2013 General Assembly Session by House Bill 2313. The revenues generated by HB 2313 will breathe new life into Virginia's transportation program. It will provide substantial revenues to eliminate the state maintenance crossover and provide funding for construction formula distributions. Significant efforts will be focused on pavement rehabilitation. The construction program will be increased by nearly 50%; advancing much needed projects. HB 2313 will also generate additional revenues in Hampton Roads and Northern Virginia to address the special transportation needs of those areas. It will require an enhanced partnership with local governments to deliver much needed transportation projects.

By law, these resources must be used to finance the following activities (in order): debt service, support to other state agencies, highway maintenance and operations (including payments to localities), administrative and support services, planning and research, environmental monitoring and compliance, and finally, construction.

The 2012-2014 Biennium includes significant funding related to the Governor's Transportation Initiative from the 2011 General Assembly Session. The planned fourth issuance of \$600 million in Capital Project Revenue Bonds is projected to occur during calendar year 2013, representing an accelerated issuance schedule. VDOT also plans the continued issuance of Grant Anticipation Revenue Bonds (GARVEEs) during the biennium in accordance with project readiness.

Federal Reauthorization: On July 6, 2012, President Obama signed into law a new two-year surface transportation authorization, called Moving Ahead for Progress in the 21st Century (MAP-21). The legislation extends the current authorization through the end of this federal fiscal year, and then authorizes \$105 billion over the next two fiscal years.

### **Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

### **Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	0	215,951,986	0	217,475,507
Changes to Initial Appropriation	0	0	0	0

### **Supporting Documents**

**Title** **File Type**

## Highway Maintenance Operations, Program Management and Direction [60405]

### Description of this Program / Service Area

To provide activities related to the management and direction of the program. Adequate and effective management and direction is critical to the success of the program.. .

### Mission Alignment

This service area is aligned to VDOT's mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life," through a commitment to appropriate management and direction.

### Products and Services

#### Description of Major Products and Services

Maintaining The Infrastructure: • Smooth ride – Maintaining a low International Roughness Index (IRI) value on pavements. • Aesthetics – Maintaining the visual integrity of shoulders, medians and back slopes by managing and controlling drainage, storm water, turf, brush, trees, slope stability, and the removal of litter, mowing grass and landscaping. • Structural Integrity – Maintaining the structural integrity of pavements, bridges and other infrastructure assets through the use of inspection, assessment and utilization of appropriate maintenance actions. • Safety features – Maintaining the pavement markings, signing and other features of the infrastructure to ensure safe travel. • Customer Service – Responding to complaints related to highway maintenance and requests for service. • Tunnel Maintenance & Operations - Preserving and enhancing VDOT's tunnel infrastructure to provide safe and efficient ingress and egress to the traveling public. • Road inventory information – Functions related to the development and maintenance of roadway mileages and attributes including HTRIS, HPMS, abandonments, relocations, additions, route numbering, road- and bridge-naming, and highway history. • Access management – Analysis and decision-making regarding allowances for easement access to streets and roads. • Equipment – Providing high-quality, safe, and cost-effective mobility, equipment, services, and tools to VDOT employees in support of the performance of their jobs. • Planned preventive maintenance program. • Statewide contracting initiatives for programs or services. • Snow / ice removal

Emergency Products/Services: Incident management, traffic control, interagency and interstate response planning and coordination, and training to include: • Signal preemption • Traffic control • Response coordination – Coordinating with local governments, law enforcement and other emergency services to maintain mobility and safety during major incidents (Natural Disaster, Security, COOP (Continuity of Operations Plan), Incident Management, Motorist Assistance, Safety Service Patrol). • Emergency and Incident Response Planning – Developing, coordinating and participating in response planning in conjunction with local governments, law enforcement and other emergency responders. • Security and emergency management training

Safety Products/Services: • Hazard Elimination Projects – use federal funds to address and eliminate highway safety hazards. • Scheduling planned incidents – Coordinating with appropriate government agencies, contractors, event organizers, and others to make preparations for planned incidents and traffic disruptions, such as large special events. • Security threat analysis and response to security threats. • Statewide Safety Strategic Plan – Develop and deliver the comprehensive safety plan outlining VDOT's strategies for highway safety. • Highway Safety Statistics – Analyze crash data and other safety statistics to provide information to construction, maintenance and operation services to reduce or eliminate safety hazards. • Work zone safety – Develop and deliver effective processes and procedures to ensure the safety of travelers and workers in highway work zones. • Engineering standards for traffic control devices – Develop and implement guidelines used in the installation and maintenance of traffic control devices to optimize safety.

Managing Congestion Products/Services: • Incident management – Identifying, responding and removing any planned or unplanned incident that disrupts the flow of traffic or poses a safety risk as quickly as possible. • Managed lanes (HOT/HOV/Congestion Pricing) – Operating and promoting the use of high occupancy toll, and/or high occupancy vehicle lanes, and the use of dynamic tolls to provide alternatives to congestion. • Policy and data analysis to improve operating capacities in major corridors. • Supporting multi-modal approaches to congestion using bus priority, bus only lanes, and signal priority among other techniques to enhance transit operations. • Park and Ride lots - Providing and managing facilities to enhance transit operations. • Trip Traveler Information – Providing information via 511, Web-based, and various broadcast media to assist motorists in making travel decisions. • Transportation Systems Management – Actively controlling and managing the flow of traffic on the road transportation system.

Operations Products/Services: • Operations data collection and analysis, such as: • Traffic volume and classification • Travel time, speeds and reliability • Camera-enforced speed control programs • Condition of assets and road system • System Operations annual reporting • Condition of network – ability of network to support throughput • Security surveillance • Planning and budget for all system operations needs • Evaluation and deployment of new technologies to improve capacity and manage the system. • Development of life-cycle models for replacing operations devices, software, communication networks and establishment of replacement programs.

Improved Traveler Services: • Rest areas facilities improvements • Enhanced traveler information (Evacuation/alternate routes, 511, Pre-trip traveler information , Directional and Informational signing, Road Condition and Event Advisories)

Regulation Products/Services: • Regulating outdoor advertising – Monitor and enforce compliance with outdoor advertising regulations. •

Establishing speed limits – Application of engineering methods to determine appropriate limits following state code.

### **Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia's population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Funding for transportation was addressed during the 2013 General Assembly Session by House Bill 2313. The revenues generated by HB 2313 will breathe new life into Virginia's transportation program. It will provide substantial revenues to eliminate the state maintenance crossover and provide funding for construction formula distributions. Significant efforts will be focused on pavement rehabilitation. The construction program will be increased by nearly 50%; advancing much needed projects. HB 2313 will also generate additional revenues in Hampton Roads and Northern Virginia to address the special transportation needs of those areas. It will require an enhanced partnership with local governments to deliver much needed transportation projects.

By law, these resources must be used to finance the following activities (in order): debt service, support to other state agencies, highway maintenance and operations (including payments to localities), administrative and support services, planning and research, environmental monitoring and compliance, and finally, construction.

The 2012-2014 Biennium includes significant funding related to the Governor's Transportation Initiative from the 2011 General Assembly Session. The planned fourth issuance of \$600 million in Capital Project Revenue Bonds is projected to occur during calendar year 2013, representing an accelerated issuance schedule. VDOT also plans the continued issuance of Grant Anticipation Revenue Bonds (GARVEEs) during the biennium in accordance with project readiness.

Federal Reauthorization: On July 6, 2012, President Obama signed into law a new two-year surface transportation authorization, called Moving Ahead for Progress in the 21st Century (MAP-21). The legislation extends the current authorization through the end of this federal fiscal year, and then authorizes \$105 billion over the next two fiscal years.

### **Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

### **Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	0	81,306,959	0	81,306,958
Changes to Initial Appropriation	0	0	0	0

### **Supporting Documents**

**Title** **File Type**

**Toll Facility Acquisition and Construction [60601]**

**Description of this Program / Service Area**

To provide efforts to acquire, construct, and renovate ground transportation toll facilities. To construct needed highway facilities earlier than would be possible with traditional funding sources and without general tax increases, toll facilities have, when practical, been funded through the issuance of bonds. Revenues collected from toll facilities contribute to Virginia’s safe and effective transportation system. Facilities currently owned and operated by VDOT include Powhite Parkway Extension Toll Road in Chesterfield County and George P. Coleman Bridge in Gloucester County. The remaining toll facilities are either privately owned or owned by other public entities.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through the acquisition and construction of additional facilities to improve the efficiency or safety of state owned and operated Toll Facilities.

**Products and Services**

**Description of Major Products and Services**

Construction of Toll Facilities

Renovation or reconstruction of Toll Facilities

Acquisition of Toll Facilities

**Anticipated Changes**

The installation and implementation of the Integrated Statewide Electronic Toll Customer Service and Violation Enforcement System will provide services for processing electronic tolls, managing customer accounts, and collecting tolls from users who attempt to avoid toll payments on the toll facilities. To support this, cameras, image capture and communication equipment must be installed in toll lanes and toll facility host locations.

As toll facilities age, it is necessary to renovate and update current facilities.

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	0	0	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Toll Facility Debt Service [60602]**

**Description of this Program / Service Area**

To provide for the debt service requirements of the debt-financed toll facilities. The bond indentures for the toll facilities require Commonwealth Transportation Board (CTB) to set toll rates for all classes of vehicles which will provide sufficient net revenues to meet the facilities' obligations. Toll roads are typically constructed with debt financing and the subsequent toll collection revenues are used for debt service payments.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through responsible stewardship of funds.

- Legislation enacted by the Acts of the Virginia General Assembly of 1940 authorized the issuance of bonds to finance the purchase of ferries and bridges and the construction of the George P. Coleman Bridge.
- Chapter 221 of the 1979 Acts of Assembly authorized the issuance of Commonwealth of Virginia Transportation Facilities Bonds to construct a new highway called the Dulles Toll Road.
- Chapter 89 of the Acts of the General Assembly of Virginia of 1984, as amended by Chapter 373 of the Acts of the General Assembly of 1986 authorized the issuance of \$78,000,000 in bonds for the construction of approximately 13.2 miles of highway in Chesterfield County to be operated as a toll facility known as the Powhite Parkway Extension.
- Legislation enacted by the 1993 session of the Virginia General Assembly authorized the issuance of bonds in the amount of \$38,100,000 for reconstruction of the George P. Coleman Bridge.

**Products and Services**

**Description of Major Products and Services**

Financing review and program development services.

Program administration, including compliance and continuing disclosure, investor relations, and rating agency relationships to maintain the high credit quality of bonds

Issuance of bonds or other securities

Review of refunding opportunities on outstanding debt obligations

Debt affordability analysis and recommendations to executive branch and legislature

Technical assistance on the financial aspects of legislative proposals, impact on debt capacity, financial studies and initiatives.

**Anticipated Changes**

Variable rate debt and synthetic structures are increasingly popular with issuers and may present opportunities for interest rate savings, flexibility, portfolio diversity, and hedging interest rate exposure. Some level of variable rate exposure could be prudent and cost-effective for VDOT.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	3,191,100	0	3,185,850
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**



## Service Area Plan

### Toll Facility Maintenance And Operation [60603]

#### Description of this Program / Service Area

To provide for the operational costs of the George P. Coleman Bridge and the Powhite Parkway Extension Toll Road. All operating costs associated with that facility are to be paid out of the revenues generated by that facility. Customer service and toll collection are Toll Facilities main operations

#### Mission Alignment

This service area is aligned to VDOT's mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life," through the operation of toll facilities to improve the efficiency and safety of Virginia roadways.

#### Products and Services

##### Description of Major Products and Services

The maintenance and operations budget provides funding for salary costs and overhead expenses associated with the program, such as training, office incidentals, for the employees at the facilities.

Use of Automatic Vehicle Identification (AVI) technology. With AVI, electronic scanners at tollbooths read vehicle transponders and payment is deducted from the driver's pre-paid account. This technology is in use at all facilities that are operated by VDOT.

Implementation of a Violation Enforcement System. The system provides a cost effective means for pursuing and collecting funds from toll violators.

#### Anticipated Changes

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia's population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

#### Factors Impacting

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth • Maintaining adequate staffing levels to ensure that the facilities are adequately operated and maintained.

#### Financial Overview

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	13,691,991	0	13,813,465
Changes to Initial Appropriation	0	0	0	0

#### Supporting Documents

Title File Type

**Toll Facilities Revolving Fund [60604]**

**Description of this Program / Service Area**

To provide a method to finance and/or refinance existing and potential toll facilities. Interest earnings on the Construction Fund and Highway Maintenance and Operating Fund are deposited in this account. Funds allocated from the Toll Facilities Revolving Account intended for planned or operating toll facilities are considered advance funding in which the Toll Facilities Revolving Account must be reimbursed.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through the operation of toll facilities to collect revenues to ensure the efficiency and safety of Virginia roadways.

- Subdivision 4 of §33.1-23.03:1 established a subaccount for the Transportation Trust Fund. This subaccount includes funds from toll and other revenues derived from the projects that are payable to the state treasury and other revenues derived from other transportation projects.
- §33.1-23.03:4 established that funds deposited into the Transportation Trust Fund, held in the previously described separate subaccount would be designated as the “Toll Facilities Revolving Account.” Interest, dividends, and appreciation earned are deposited into this account. Funds received from the Account to finance, in whole or in part, planned toll facilities or for refinancing existing toll facilities are made available in terms of loans and the Account must be reimbursed.
- §33.1-23.03:10 allows the CTB, in accordance with all applicable federal and state statutes and requirements, to impose and collect tolls for the use of any component of the interstate highway system within the Commonwealth, with the proceeds to be deposited into the TTF and allocated by the Board.

**Products and Services**

**Description of Major Products and Services**

Advanced Funding for planned or operating toll facilities

**Anticipated Changes**

Implementation of a Violation Enforcement System. The system provides a cost effective means for pursuing and collecting funds from toll violators

**Factors Impacting**

Civil reparations from violators are deposited into the Toll Revolving Fund. If the driver is found guilty of failing to pay the toll, a fee, in addition to the unpaid toll, is charged against the individual. This fee is then deposited into the Toll Facilities Revolving Account.

The amount of funding available for allocation in the Toll Facilities Revolving Account is based on projections of interest earnings on revenues and the cash balance in the Highway Maintenance and Operations Fund (HMO) and the Transportation Trust Fund (TTF).

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	17,871,726	0	18,860,415
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Financial Assistance for City Road Maintenance [60701]**

**Description of this Program / Service Area**

To provide monetary support to localities for capital improvements and/or maintenance of roads and/or transportation facilities. Direct financial assistance is provided to cities and towns to maintain, operate, and improve their arterial and collector roads and local streets. The level of assistance to the respective local governments for maintenance expenditures is based on the number of qualifying lane-miles in each locality and available funding.

**Mission Alignment**

This service area is aligned to VDOT’s mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life", through financial assistance to maintain safe roads throughout Virginia's municipalities.

**Products and Services**

**Description of Major Products and Services**

Distribution of funds to localities: The goal of the Department is to equitably distribute the limited funds made available for local road maintenance. The locality is free to use their own distribution of road maintenance funds to enter into contracts with firms of their own choosing, or to help fund work crews already employed by the agency.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth • Distribution of funds is based on a formula. • The funding source is the Highway Maintenance and Operating Fund (HMO) • Localities continue to add lane miles of eligible roadway that also have to be maintained.

**Financial Overview**

This service area is funded as noted in the following table. When localities suffer storm damage that is federally reimbursable, this service area also receives federal funds on a reimbursement basis.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	347,755,475	0	359,228,321
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Financial Assistance for County Road Maintenance [60702]**

**Description of this Program / Service Area**

To provide monetary support to localities for capital improvements and/or maintenance of roads and/or transportation facilities. Direct financial assistance is provided to specific counties to maintain, operate, and improve their secondary roads. The level of assistance to the respective local governments for maintenance expenditures is based on the number of qualifying lane-miles in each locality and available funding.

**Mission Alignment**

This service area is aligned to VDOT’s mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life", through financial assistance to counties that do not have state-maintained secondary highways to maintain their own roads.

**Products and Services**

**Description of Major Products and Services**

Distribution of funds to county government:

Provide funding for the maintenance and operation of the roads and streets for these two counties that maintain their own secondary systems.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth • Distribution of funds is based on a formula. • The funding source is the Highway Maintenance and Operating Fund (HMO) • Localities continue to add lane miles of eligible roadway that also have to be maintained.

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	62,009,769	0	64,055,568
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Financial Assistance for Planning, Access Roads, and Special Projects [60704]**

**Description of this Program / Service Area**

Manage and distribute funding for recreational and economic development access programs and the Metropolitan Planning federal grant program. The Recreational Access Program provides funding for roads and bikeways to new or expanding non-federal, non-commercial public parks and historic sites. Access roads for qualifying airports and economic development sites, and access tracks for qualified rail users are provided through VDOT’s Economic Development, Airport, and Rail Access Fund. The Metropolitan Planning Grants are federal funds available to support activities undertaken by Metropolitan Planning Organizations (MPOs) to develop long-range transportation plans and transportation improvement programs.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through financial assistance for recreational and historical site access roads and bikeways, airport access roads, economic development access roads, economic development access railroad tracks, and metropolitan planning grants to enable safe accessibility to heavily traveled areas.

**Products and Services**

**Description of Major Products and Services**

Provides financial assistance for construction, reconstruction, and improvement of recreational access roads, bikeways, airport access roads, development access roads to benefit economic development and economic development railroad tracks and facilities.

Provides funding for Metropolitan Planning Grants

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years.

This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	14,261,326	0	14,441,577
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Distribution of Northern Virginia Transportation Authority Fund Revenues [60706]**

**Description of this Program / Service Area**

This service area provides activities related to the management of VDOT efforts to process and report on the transfer of regional tax revenue to the Northern Virginia Transportation Authority (NVTA) to fund local and regional transportation projects

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, develop, deliver, operate and maintain a transportation system that is safe and enables efficient movement of people and goods, enhances the economy and improves the quality of life,” through a commitment to provide funds-transferring service to the Northern Virginia Transportation Authority in an efficient and effective manner.

**Products and Services**

**Description of Major Products and Services**

VDOT plans, organizes, directs, and provides support activities related to the processing of, and reporting on, the transfer of regional tax revenue to the Northern Virginia Transportation Authority (NVTA).

**Anticipated Changes**

None at this time

**Factors Impacting**

Fund sources include components of local sales tax, regional congestion relief fees, transient occupancy tax and sales tax on motor fuels. Economic conditions can affect the level of funds collected by the entities performing collection activities including Virginia agencies like the Department of Motor Vehicles and the Department of Taxation.

Availability of funds for VDOT to transfer to NVTA is dependent on the level of service of the entities collecting such funds.

VDOT’s level of service, the timely and accurate transfer of available funds to NVTA, may be dependent on the timely and accurate collection of such funds by partners in the process.

**Financial Overview**

The revenue distributed to the Northern Virginia Transportation Authority is the regional revenue created by House Bill 2313 during the 2013 General Assembly Session. This includes the addition of 0.7 percent in additional Retail Sales and Use Tax. A regional congestion relief fee of \$0.15 per \$100 was also implemented. A Northern Virginia transient occupancy tax of 2 percent was also included in the transportation funding legislation. For FY 2014, the total revenue estimated for these dedicated sources is \$273 million.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	299,276,334	0	310,413,961
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Distribution of Hampton Roads Transportation Fund Revenues [60707]**

**Description of this Program / Service Area**

This service area provides activities related to the management of VDOT efforts to process, apply and report on the use of regional tax revenue to fund local and regional transportation construction projects in Hampton Roads.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, develop, deliver, operate and maintain a transportation system that is safe and enables efficient movement of people and goods, enhances the economy and improves the quality of life,” through a commitment to provide funds for approved, eligible local or regional transportation construction projects in Hampton Roads.

**Products and Services**

**Description of Major Products and Services**

VDOT plans, organizes, directs, and provides support activities related to the processing of, reporting on, and forecasted funds availability in the use of regional tax revenue to fund local and regional transportation projects in Hampton Roads

**Anticipated Changes**

None at this time

**Factors Impacting**

Fund sources include components of local sales tax and sales tax on motor fuels. Economic conditions can affect the level of funds collected by the entities performing collection activities including Virginia agencies like the Department of Motor Vehicles and the Department of Taxation.

Availability of funds for VDOT to apply to approved transportation projects is dependent on the level of service of the entities collecting such funds, and also on other funding-level and project-level stipulations that must be met in order for application of such funding to occur.

VDOT’s level of service, the timely and accurate application of available funds to approved transportation projects, may be dependent on the timely and accurate collection of such funds by partners in the process.

**Financial Overview**

The revenue provided for the Hampton Roads Transportation Planning Organization is the regional revenue created by House Bill 2313 during the 2013 General Assembly Session. This includes the addition of 0.7 percent in additional Retail Sales and Use Tax and a 2.1 percent Sales Tax on Fuel. For FY 2014, the total revenue estimated for these dedicated sources is \$179 million.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	155,928,133	0	183,667,589
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Highway Transportation Improvement District Debt Service [61201]**

**Description of this Program / Service Area**

Provide for the debt service requirements of the bonds sold to finance transportation improvements in special tax districts. There is currently only one such district, the State Route 28 Highway Transportation Improvement District in Fairfax and Loudoun counties.

Debt service is a long-term, fixed expense. Obtaining the most favorable rates on our non-toll supported debt programs directly benefit the Commonwealth and taxpayers by saving tax dollars. The information gathered by this objective will benchmark the interest rates achieved in actual bond issues against one or more indices. This will provide a measure of investor acceptance of the issue structure, as well as investor perception of the financial management of the bond program.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through responsible stewardship of funds.

Chapter 647 of the Acts of Assembly of 1995 (Public-Private Transportation Act of 1995) was passed to encourage investment in the Commonwealth by private entities that facilitates the development and/or operation of transportation facilities and allows for assistance by the state on the condition that no agreement result in an action by the public body party to the agreement that would impact the Commonwealth’s debt capacity. In 1987, the Virginia General Assembly authorized localities to create special tax districts to finance transportation improvements. In 1988, the Boards of Supervisors for Fairfax and Loudoun counties each approved a petition from Route 28 landowners to form the first transportation improvement district in the Commonwealth, the State Route 28 Highway Transportation Improvement District (the “District”). A special tax levy of 20 cents per \$100 of assessed fair market value on all commercial and industrial zoned property inside the District is used to pay debt service for bonds issued to partially fund construction of Route 28 improvements. An initial phase of improvements was completed in 1991 that widened the route from a 14-mile two-lane road to six lanes and constructed three above-grade interchanges.

**Products and Services**

**Description of Major Products and Services**

Financing review and program development services

Program administration, including compliance and continuing disclosure, investor relations, and rating agency relationships to maintain the high credit quality of bonds

Issuance of bonds or other securities

Review of refunding opportunities on outstanding debt obligations

Debt affordability analysis and recommendations to executive branch and legislature

Technical assistance on the financial aspects of legislative proposals, impact on debt capacity, financial studies and initiatives

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Variable rate debt and synthetic structures are increasingly popular with issuers and may present opportunities for interest rate savings, flexibility, portfolio diversity, and hedging interest rate exposure. Some level of variable rate exposure could be prudent and cost-effective for VDOT.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area represents the debt service obligations of the program. This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
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Initial Appropriation for the Biennium	0	7,216,819	0	7,212,819
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Designated Highway Corridor Debt Service [61202]**

**Description of this Program / Service Area**

Provide for the debt service requirements of the bonds sold to finance transportation improvements in special designated highway corridors. The Commonwealth Transportation Board has issued transportation revenue bonds for the U.S. Route 58 Corridor Development Program, the City of Chesapeake Oak Grove Connector Project, and the Northern Virginia Transportation District (NVTD) Program.

Debt service is a long-term, fixed expense. Obtaining the most favorable rates on our non-toll supported debt programs directly benefit the Commonwealth and taxpayers by saving tax dollars. The information gathered by this objective will benchmark the interest rates achieved in actual bond issues against one or more indices. This will provide a measure of investor acceptance of the issue structure, as well as investor perception of the financial management of the bond program.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through responsible stewardship of funds.

Chapter 12 of the Acts of Assembly of 1989, Special Session II established the U.S. Route 58 Corridor Development Program; Chapter 391 of the Acts of Assembly of 1993, as amended by Chapters 470 and 597 of the Acts of Assembly of 1994 established the Northern Virginia Transportation District Program; Chapters 233 and 662 of the Acts of Assembly of 1994 established the Oak Grove Connector Project. • Public Law 102-240 (Intermodal Surface Transportation Efficiency Act of 1991) sets forth requirements related to use of tolls to service debts when certain federal funds support a project; and Public Law 104-59, Title III, Section 350 (National Highway System Designation Act of 1995, State Infrastructure Bank Pilot Program) allows for the establishment of State infrastructure banks to make loans to entities carrying out qualifying transportation projects. • Since 1988, the Commonwealth Transportation Board has issued transportation revenue bonds for the Route 28 Transportation Improvement District, the U.S. Route 58 Corridor Development Program, the City of Chesapeake Oak Grove Connector Project, and the Northern Virginia Transportation District (NVTD) Program. The NVTD Program is comprised of the Fairfax County Parkway, Route 234 Manassas Bypass, Route 7 Improvements, and Metro Capital Improvements including the Franconia-Springfield Metro rail Station.

**Products and Services**

**Description of Major Products and Services**

Financing review and program development services

Program administration, including compliance and continuing disclosure, investor relations, and rating agency relationships to maintain the high credit quality of bonds

Issuance of bonds or other securities

Review of refunding opportunities on outstanding debt obligations

Debt affordability analysis and recommendations to executive branch and legislature

Technical assistance on the financial aspects of legislative proposals, impact on debt capacity, financial studies and initiatives

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Variable rate debt and synthetic structures are increasingly popular with issuers and may present opportunities for interest rate savings, flexibility, portfolio diversity, and hedging interest rate exposure. Some level of variable rate exposure could be prudent and cost-effective for VDOT.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area represents the debt service obligations of the program. This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund

Initial Appropriation for the Biennium	12,000,000	25,848,749	68,000,000	25,829,896
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Federal Highway Revenue Anticipation Notes Debt Service [61203]**

**Description of this Program / Service Area**

Provide for the debt service requirements of the Federal Highway Reimbursement Anticipation Notes sold to finance transportation improvements in the Commonwealth.

Yields on tax-exempt bonds issued will be benchmarked against one or more market indices (comparable credit, Municipal Market Data Index, etc) to determine how VDOT’s transaction compares to the index. The average spread to the index will be calculated for each bond issue and averaged for the fiscal year. Debt service is a long-term, fixed expense. Obtaining the most favorable rates on our non-toll supported debt programs directly benefit the Commonwealth and taxpayers by saving tax dollars. The information gathered by this objective will benchmark the interest rates achieved in actual bond issues against one or more indices. This will provide a measure of investor acceptance of the issue structure, as well as investor perception of the financial management of the bond program.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through responsible stewardship of funds.

**Products and Services**

**Description of Major Products and Services**

Financing review and program development services. • Program administration, including compliance and continuing disclosure, investor relations, and rating agency relationships to maintain the high credit quality of bonds. • Issuance of bonds or other securities. • Debt affordability analysis and recommendations to executive branch and legislature. • Technical assistance on the financial aspects of legislative proposals, impact on debt capacity, financial studies and initiatives.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Variable rate debt and synthetic structures are increasingly popular with issuers and may present opportunities for interest rate savings, flexibility, portfolio diversity, and hedging interest rate exposure. Some level of variable rate exposure could be prudent and cost-effective for VDOT.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area represents the debt service obligations of the program. This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	31,717,220	0	7,925,392
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Commonwealth Transportation Capital Projects Bond Act Debt Service [61204]**

**Description of this Program / Service Area**

Provide for the debt service requirements of the bonds sold to finance transportation improvements under the Commonwealth Transportation Capital Projects Bond Act.

Debt service is a long-term, fixed expense. Obtaining the most favorable rates on our non-toll supported debt programs directly benefit the Commonwealth and taxpayers by saving tax dollars. The information gathered by this objective will benchmark the interest rates achieved in actual bond issues against one or more indices. This will provide a measure of investor acceptance of the issue structure, as well as investor perception of the financial management of the bond program.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through responsible stewardship of funds.

House Bill 3202, Chapter 896 of the 2007 Acts of Assembly, enacted on April 4, 2007 authorized \$3 billion of new statewide funding for the Commonwealth’s highway and transit needs. Chapter 879 of the 2008 Acts of Assembly authorized the additional issuance of \$180 million Capital Projects Bonds to fund projects that were initially to be funded from General Fund. These authorizations will generate funding for highway construction and transit capital projects as well as highway maintenance and transit operating costs

**Products and Services**

**Description of Major Products and Services**

Financing review and program development services. • Program administration, including compliance and continuing disclosure, investor relations, and rating agency relationships to maintain the high credit quality of bonds. • Issuance of bonds or other securities. • Review of refunding opportunities on outstanding debt obligations. • Debt affordability analysis and recommendations to executive branch and legislature. • Technical assistance on the financial aspects of legislative proposals, impact on debt capacity, financial studies and initiatives.

**Anticipated Changes**

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Variable rate debt and synthetic structures are increasingly popular with issuers and may present opportunities for interest rate savings, flexibility, portfolio diversity, and hedging interest rate exposure. Some level of variable rate exposure could be prudent and cost-effective for VDOT.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area represents the debt service obligations of the program. This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	138,678,705	0	158,251,851
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

Title File Type

## Federal Transportation Grant Anticipation Revenue Notes Debt Service [61205]

### Description of this Program / Service Area

Provide for the debt service requirements of the bonds sold to finance transportation improvements under the Commonwealth of Virginia Federal Transportation Grant Anticipation Revenue Notes Act of 2011, Article 1.3, Chapter 1, Title 33.1 of the Virginia Code (the "GARVEE Act").

Debt service is a long-term, fixed expense. Obtaining the most favorable rates on our non-toll supported debt programs directly benefit the Commonwealth and taxpayers by saving tax dollars. The information gathered by this objective will benchmark the interest rates achieved in actual bond issues against one or more indices. This will provide a measure of investor acceptance of the issue structure, as well as investor perception of the financial management of the bond program.

### Mission Alignment

This service area is aligned to VDOT's mission "VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life," through responsible stewardship of funds.

Commonwealth of Virginia Federal Transportation Grant Anticipation Revenue Notes Act of 2011, Article 1.3, Chapter 1, Title 33.1 of the Virginia Code (the "GARVEE Act"). The GARVEE Act authorizes the Transportation Board to issue GARVEE Notes as revenue obligations of the Commonwealth pursuant to the provisions of the State Revenue Bond Act, in one or more series from time to time, provided that the aggregate principal amount outstanding at any time shall not exceed \$1.2 billion, less the aggregate principal amount of any outstanding FRANs, and exclusive of (i) the aggregate principal amount of any revenue obligations that may be issued to refund GARVEE Notes or FRANs in accordance with Section 33.1-293 of the Virginia Code, and (ii) any amounts issued for financing expenses (including, without limitation, any original issue discount).

The proceeds of GARVEE Notes will be used exclusively for the purpose of providing funds, together with any other available funds, for paying the costs incurred or to be incurred for construction or funding of eligible projects designated by the Transportation Board. The proceeds of GARVEE Notes, including any premium received on the sale thereof, shall be made available by the Transportation Board to pay costs of the projects and, where appropriate, may be paid to any authority, locality, commission, or other entity for the purposes of paying costs of the projects. The proceeds of GARVEE Notes may be so used together with any federal, local, or private funds that may be made available for such purpose.

The GARVEE Notes Program is expected to be used to finance large projects (or a program of projects) that have the following characteristics: (i) the costs of delaying the project or program outweigh the costs of the financing, (ii) other borrowing approaches may not be feasible or are limited in capacity, (iii) the project or program does not have access to a revenue stream, and other forms of repayment are not feasible and (iv) the project or program sponsors are willing to reserve a portion of future-year Federal-aid highway funds to satisfy debt-service requirements.

### Products and Services

#### Description of Major Products and Services

Listing of Products and/or Services

- Financing review and program development services.
- Program administration, including compliance and continuing disclosure, investor relations, and rating agency relationships to maintain the high credit quality of bonds.
- Issuance of bonds or other securities.
- Review of refunding opportunities on outstanding debt obligations.
- Debt affordability analysis and recommendations to executive branch and legislature.
- Technical assistance on the financial aspects of legislative proposals, impact on debt capacity, financial studies and initiatives.

#### Anticipated Changes

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia's population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Variable rate debt and synthetic structures are increasingly popular with issuers and may present opportunities for interest rate savings, flexibility, portfolio diversity, and hedging interest rate exposure. Some level of variable rate exposure could be prudent and cost-effective for VDOT.

#### Factors Impacting

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

### Financial Overview

This service area represents the debt service obligations of the program. This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	64,733,388	0	78,532,246
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**General Management and Direction [69901]**

**Description of this Program / Service Area**

Provide general administrative management, direction and support activities of VDOT. This includes, but is not limited to, accounting services, human resources, succession planning, health and safety services, procurement, facilities management, management studies, policy analysis, process improvements, performance management, internal auditing, innovative financing, financial planning services and oversight of compensation programs for all VDOT employees.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to providing administrative and management expertise in an efficient and effective manner.

**Products and Services**

**Description of Major Products and Services**

Plans, organizes, directs, and provides support activities to implement agency goals and objectives, which in turn help deliver transportation projects on-time and on-budget. Ensures that the right people are in the right jobs at the right time and providing the right services.

**Anticipated Changes**

VDOT depends on specialized knowledge, skills, and abilities and a high-performing workforce. The exact competencies and required skills will change as technology and outcomes evolve. The agency must be alert to shifts in the human capital requirements before the need to retool the workforce is required.

The population of Virginia is currently estimated to be about 8 million people. Over the last 10 years the population grew about 13%, and continued growth at that rate would mean that Virginia’s population would approach 9 million in 10 years. This change will impact the number of licensed drivers, registered vehicles, and vehicles miles traveled which will impact the demand for our products and services.

Funding for transportation was addressed during the 2013 General Assembly Session by House Bill 2313. The revenues generated by HB 2313 will breathe new life into Virginia’s transportation program. It will provide substantial revenues to eliminate the state maintenance crossover and provide funding for construction formula distributions. Significant efforts will be focused on pavement rehabilitation. The construction program will be increased by nearly 50%; advancing much needed projects. HB 2313 will also generate additional revenues in Hampton Roads and Northern Virginia to address the special transportation needs of those areas. It will require an enhanced partnership with local governments to deliver much needed transportation projects.

The 2012-2014 Biennium includes significant funding related to the Governor’s Transportation Initiative from the 2011 General Assembly Session. The planned fourth issuance of \$600 million in Capital Project Revenue Bonds is projected to occur during calendar year 2013, representing an accelerated issuance schedule. VDOT also plans the continued issuance of Grant Anticipation Revenue Bonds (GARVEEs) during the biennium in accordance with project readiness.

Federal Reauthorization: On July 6, 2012, President Obama signed into law a new two-year surface transportation authorization, called Moving Ahead for Progress in the 21st Century (MAP-21). The legislation extends the current authorization through the end of this federal fiscal year, and then authorizes \$105 billion over the next two fiscal years.

**Factors Impacting**

Factors: • Growth in customers, traffic, and congestion. • Costs/Inflation growth

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	173,953	146,222,346	141,060	147,846,620
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**



**Service Area Plan**

**Information Technology Services [69902]**

**Description of this Program / Service Area**

Provide administrative management, direction and infrastructure support for tasks including, but not limited to, automated data processing services for citizens and visitors to the Commonwealth, Virginia’s legislative bodies, Federal Transportation Agencies, other state and local government agencies as well as its own Department of Transportation employees.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to appropriate management and direction.

**Products and Services**

**Description of Major Products and Services**

Information Technology Services employs state-of-the-art technologies to develop and support IT applications and special projects, using innovative development methodologies, industry-standard best practices, and agency-wide project management tools and measures. Management oversight will ensure compliance with all accountability mandates including: establishment of a Project Management office, standardized review and updates (as appropriate) to all Directives under the prevue of the VDOT Information Technology Division, standardized and regular reviews to ensure processes, procedures, and IT standards are followed according to approved directives.

**Anticipated Changes**

Changes: • Technology advancements that affect product and service delivery. • VITA and NG directives that impact technology and project management which, in turn, affect product and service delivery

**Factors Impacting**

Factors: • Ability to provide competitive salaries to highly skilled professional applicants. • Creating a forum to discuss business integration and inter-operative issues related to technology requirements. • Continued issue with ambiguity in infrastructure support services. • Significant reductions in Business Staff through retirement and layoffs which could translate into more requests for automated services. • Potential reduction in the number of consultants in the VDOT IT Division

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	94,670,498	0	96,329,407
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Facilities and Grounds Management Services [69915]**

**Description of this Program / Service Area**

Provide physical plant maintenance needs to VDOT facilities. This maintenance work is considered ordinary or routine nature and includes the cost of labor, equipment and materials to make minor repairs to utilities such as plumbing, heating, and electrical; and the maintenance of driveways, parking lots, and yards. The service area also funds small renovation/alteration projects that cost no more than \$10,000. Projects may cost up to \$150,000. The limiting factors are project duration - it must be completed within one FY and budget.

**Mission Alignment**

This service area is aligned to VDOT’s mission “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a commitment to providing safe, functioning, and easily accessible office space.

**Products and Services**

**Description of Major Products and Services**

Each of the Virginia Department of Transportation’s districts has a district office building it uses, and the district staff is responsible for taking care of it along with a number of other residency, storage and administrative buildings. Funding is provided for the maintenance of these facilities.

**Anticipated Changes**

**Factors Impacting**

The buildings in which VDOT currently reside are aging. Major renovations will be required to maintain a safe working environment for employees.

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	15,088,329	0	15,363,123
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Employee Training and Development [69924]**

**Description of this Program / Service Area**

To provide technical, professional, and leadership Employee Training and Development services to VDOT. This includes development and delivery of traditional classroom training and related development activities, tuition assistance, funding for leadership roles in professional transportation organizations, funding for professional certifications, professional licenses, development of online training modules, and funding for attending conferences. Other activities included are VDOT University Virtual Campus administration; design and development of learning resources; supervisory, management, and executive leadership programs; engineering development programs; and scholar and intern programs. These activities ensure a workforce and leaders that are skilled and knowledgeable in industry and professional current and best practices.

**Mission Alignment**

This service area is aligned to VDOT’s mission, “VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life,” through a workforce comprised of individuals who have the necessary skills and knowledge, in order to plan, develop, manage, and maintain an effective and efficient transportation system.

**Products and Services**

**Description of Major Products and Services**

Proactive identification of skill/knowledge gaps with efficient and effective application of interventions to address gaps.

Vendor management of training providers to ensure the effective and efficient use of state and federal funds.

**Anticipated Changes**

Changes: • Increased utilization of the LMS/Virtual Campus due to the increase in the customer base and business partners. Employees will have real-time/just-in-time access to training and other learning assets, which will increase demand. The use of e-learning will increase so we can reach more customers in less time for less cost. This will also be a culture change for VDOT as we have relied on traditional classroom training to address needs in the past. • Providing a much broader array of blended learning resources, such as elearning, and better management of required professional certifications, training assets and resources; This infrastructure can also provide a workforce inventory of skills, streamlined administrative processing and documentation of training investments, and better fiscal management. • Outsourcing training and performance based resources via the adjunct bench provides just-in-time training and performance solutions enabling VDOT to leverage needed expertise without adding to VDOT staffing levels.

**Factors Impacting**

Factors: • Identifying the appropriate training needs for the agency will determine the courses offered. As VDOT’s population continues to change, suitable training to enable staff to ensure the agency achieves its goals and objectives should be offered. Needs assessments should be performed on a constant basis to stay current with industry needs. It is therefore important for the Virtual Campus to be ever-changing and responsive to the agency’s changing population. • Maximize state and federal funds to meet training and development needs.

**Financial Overview**

This service area is funded as noted in the following table:

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	15,689,554	0	15,881,074
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**