

# Update on DRPT Strategic Assessment

Commonwealth Transportation Board  
Workshop

April 18, 2007

Charlottesville, VA

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# Agenda

- Introduction
- DRPT Mandate
  - Performance to date
- Strategies for Improvement
- Next Steps



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# DRPT Mandates: Code of Virginia (1) Summarized

1. Determine present and future needs for, and economic feasibility of providing, transit, TDM, and ridesharing facilities/services and the retention, improvement, and addition of passenger/freight rail in VA.
2. Formulate/implement plans and programs for the establishment, improvement, development and coordination of transit, TDM, and ridesharing facilities/services, and the retention/improvement of passenger/freight rail services and corridors in VA, and coordinate TDM and innovative technological transportation initiatives with VDOT;
3. Coordinate with VDOT in the conduct of research, policy analysis, and planning for rail and transit modes as may be appropriate to ensure the provision of effective, safe, and efficient transit and passenger/freight rail service in VA;
4. Develop uniform financial and operating data on and criteria for evaluating all transit activities in VA, develop specific methodologies for the collection of such data by transit operators, regularly and systematically verify such data by means of financial audits and periodic field reviews of operating data collection methodologies, and develop such other information as may be required to evaluate performance and improve economy/efficiency of transit or passenger/freight rail operations, TDM programs, and ridesharing in VA;

# DRPT Mandates: Code of Virginia (2) Summarized

5. Provide training and other technical support services to transportation operators and ridesharing coordinators as may be appropriate to improve transit, ridesharing, and passenger/freight rail services;
6. Maintain liaison with state, local, district and federal agencies or other entities, private and public, having responsibilities for passenger/freight rail, TDM, ridesharing, and transit programs;
7. Receive, administer and allocate all planning, operating, capital, and any other grant programs from the FTA, the FRA, the FHWA, and other agencies of the US government for transit, passenger/freight rail, TDM, and ridesharing purposes with approval of the Board and to comply with all conditions attendant thereto;
8. Administer all state grants for transit, rail, ridesharing, and TDM purposes with approval of the Board;
9. Promote the use of transit, TDM, ridesharing, and passenger/freight rail to improve the mobility of VA's citizens and transportation of goods;



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# DRPT Mandates: Code of Virginia (3) Summarized

10. Represent VA on local, regional, and national agencies, industry associations, committees, task forces, and other entities, public and private, having responsibility for passenger/freight rail, TDM, ridesharing, and transit;
11. Represent VA's interests in passenger/freight rail, TDM, ridesharing, and transit and coordinate with VDOT in the planning, location, design, construction, implementation, monitoring, evaluation, purchase, and rehabilitation of facilities and services that affect or are used by passenger/freight rail, TDM, ridesharing, or transit;
12. Coordinate with the SCC on all matters dealing with rail safety inspections and rail regulations which fall within its purview;
13. Prepare/review state legislation and VA recommendations on federal legislation and regulations as directed by the Secretary of Transportation; and
14. Promote transit, ridesharing, and passenger/freight rail safety.

(1992, c. 167; 2002, c. 355.)



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# DRPT Responsibilities by Category

Code of Virginia 33.1-391.5

<u>Category</u>	<u>Responsibility</u>
Economic & Financial Analysis Capabilities	Present future needs and economic feasibility
	Develop uniform financial & operating data & evaluation criteria for agency programs
Accountability	Evaluate and monitor the performance of agency programs and rail/transit operations in VA
Planning and Programming	Formulate and implement plans and programs
	Improve mobility and promote safety
	Provide training and technical support
Coordination	With VDOT, local/federal agencies, task forces, other entities

# Assessment of Performance to Date

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# Overall Assessment

## Adequate Performance:

- Allocation and disbursement of existing grant funds
- Rail programs and use of public benefit analysis are industry leaders

## Needs Improvement:

- Needs assessments:** required to help inform decision-making
- Planning:** lack of ability to conduct proactive planning and participate actively in key planning processes throughout VA
- Policy-making:** DRPT under-represented in most major decision-making institutions and processes
- Accountability:** limited accountability requirements for DRPT and its grantees
- Evaluating performance:** DRPT does not evaluate the performance of its programs based on public benefit criteria including congestion management, social and economic benefits



# DRPT Stakeholder Workshop Feedback (1)

Four sessions were held across Virginia (Roanoke, Richmond, Northern Virginia and Hampton Roads)

Some consistent themes emerged across the four sessions. Stakeholders said that DRPT should:

- Increase the agency's presence at the local level (MPOs, PDCs, etc.) and increase on-site support, training, and education for stakeholders
- Facilitate education and outreach about the benefits of rail, transit, and congestion management solutions across the state including several key audiences (e.g., local, state, and federal policymakers, citizens, business, etc.) with focus on:
  - Environment
  - Land Use
  - Economic Development
  - Congestion Mitigation



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## DRPT Stakeholder Workshop Feedback (2)

- Facilitate ongoing, long-range strategic planning (20-30 years)
- Be active and involved when important transportation policy decisions are being made, including on a stronger coordination role with VDOT (i.e., “a place at the table”) during initial planning phases of major projects (e.g, including construction projects to incorporate rail, transit, and congestion management solutions)
- Develop statewide congestion management plan and establish priorities
- Act as a bridge between local groups (services) to ensure transportation service across regions
- Develop a comprehensive database of providers, resources, and information to serve as one central location for state, regional and local stakeholders
- Develop a “banking” system to preserve rail corridors



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# Assessing Needs

- Transit: Determination of statewide transit needs is incomplete:
  - 1-2 year needs are forecasted in SYIP
  - 6 year needs are partially forecasted in SYIP
  - Longer term needs evaluated only in response to required studies
  
- Rail: No system to forecast statewide rail needs and priorities
  
- Congestion Management: No system to forecast statewide needs and priorities
  
- Overall: DRPT needs the capacity to identify strategic investments and to assess impacts/benefits of VA's investments

# Planning and Policy Development

- ❑ Within DRPT:
  - Lacks a strong Strategic Planning function
  - Lacks interdisciplinary planning capability for rail, transit and congestion management programs
  
- ❑ Statewide Planning & Policy Coordination:
  - Need stronger DRPT involvement in key planning organizations and projects:
    - Regional MPOs/PDCs/TPB
    - Multimodal Planning Office/VTRANS
    - Transportation associations and advocacy groups
  - Rural and small urban areas need stronger DRPT support (planning, technical assistance)
  
- ❑ Multimodal planning participation is largely reactive
  
- ❑ Role in Congestion Management requires better definition

# Accountability and Performance Evaluation

- ❑ DRPT's current performance measures fall short
  - Current measures focus on activity levels- e.g. number of grants, amount of funding processed
  - Should focus on how DRPT is contributing to mobility improvements, public benefits of investments
- ❑ DRPT's reporting mechanisms need improvement
  - Lacks tools to adequately communicate performance results to policy makers, stakeholders, public
  - Should focus on the public benefits across programs
- ❑ DRPT should increase the accountability of grantees
  - Increase evaluation and reporting on grantees' use of Commonwealth's funds

# Strategies for Improvement

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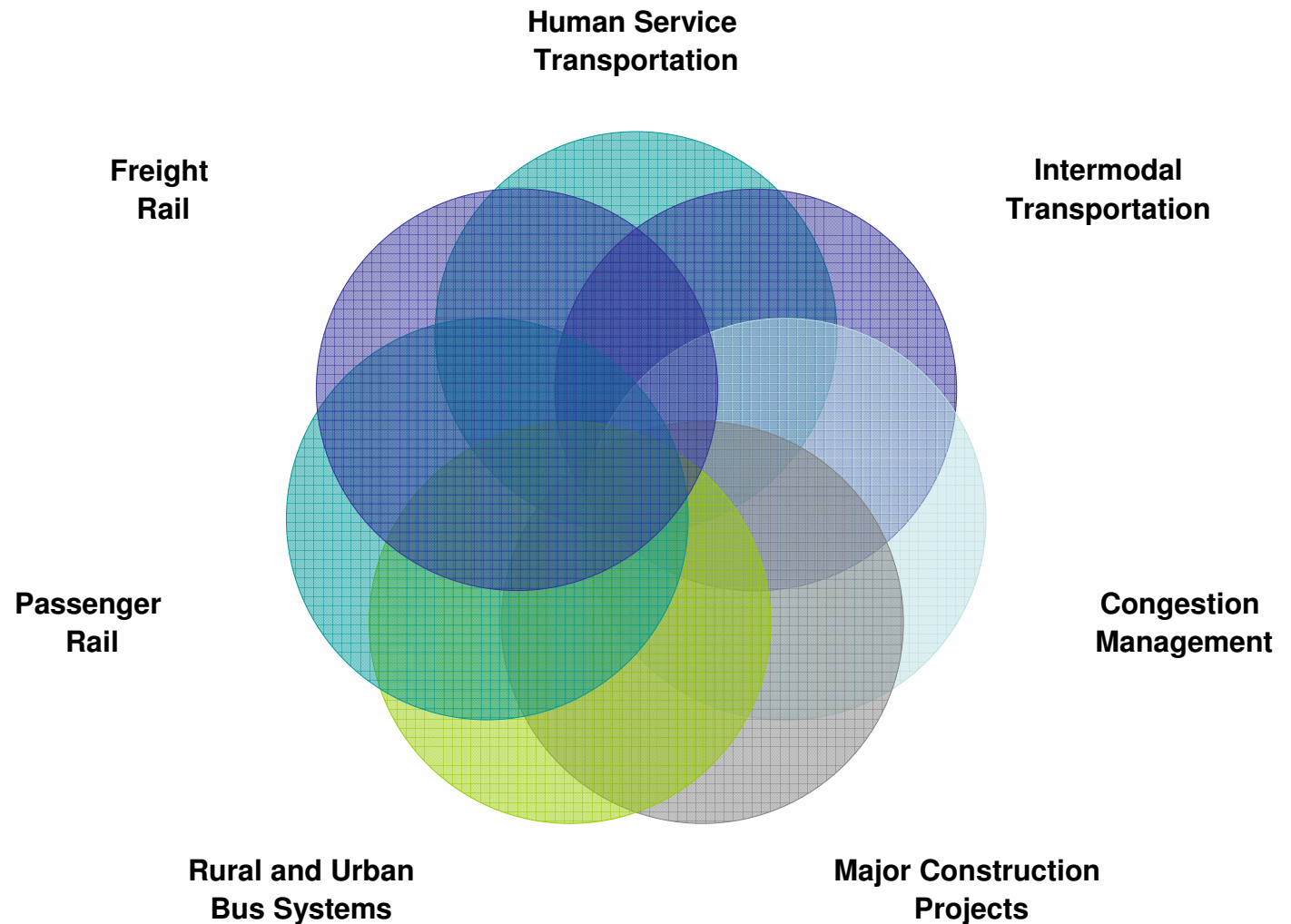


# Improving DRPT: Organizational Structure

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# DRPT Requires Unique Skill Sets



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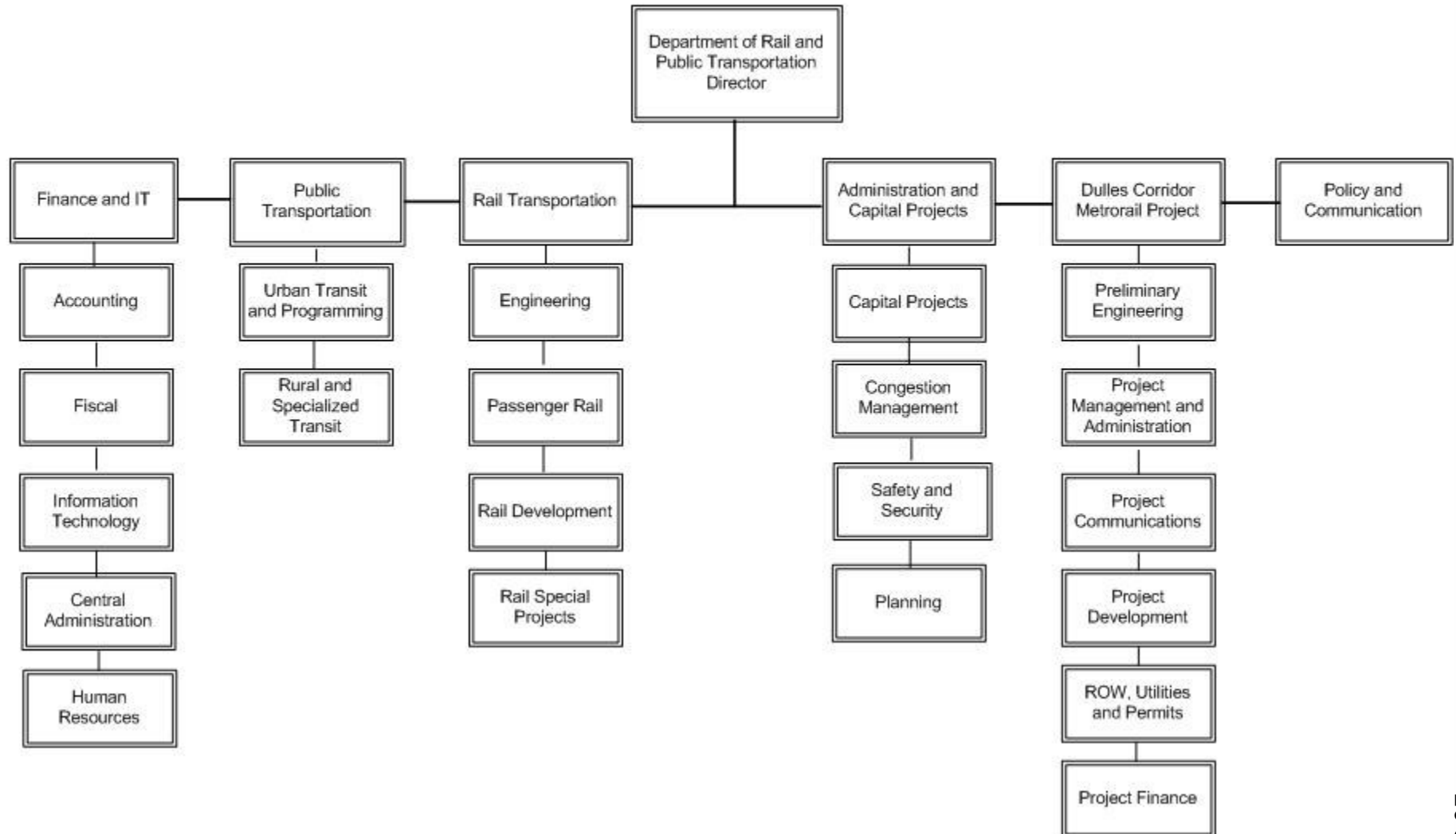
# DRPT's Organizational Structure

- ❑ DRPT's internal structure today is limiting the agency's ability to achieve the mandates set forth by the Code of Virginia
  
- ❑ Strategic changes will:
  - Improve program management and project delivery:
    - Example: Specific program management and planning functions within business areas
  
  - Improve program oversight:
    - Example: new audit function
  
  - Improve DRPT's participation at the local, regional and statewide levels:
    - Example: increased focus on planning, policy development and technical assistance
  
  - Increase checks and balances:
    - Example: Separation of grants management and program development functions

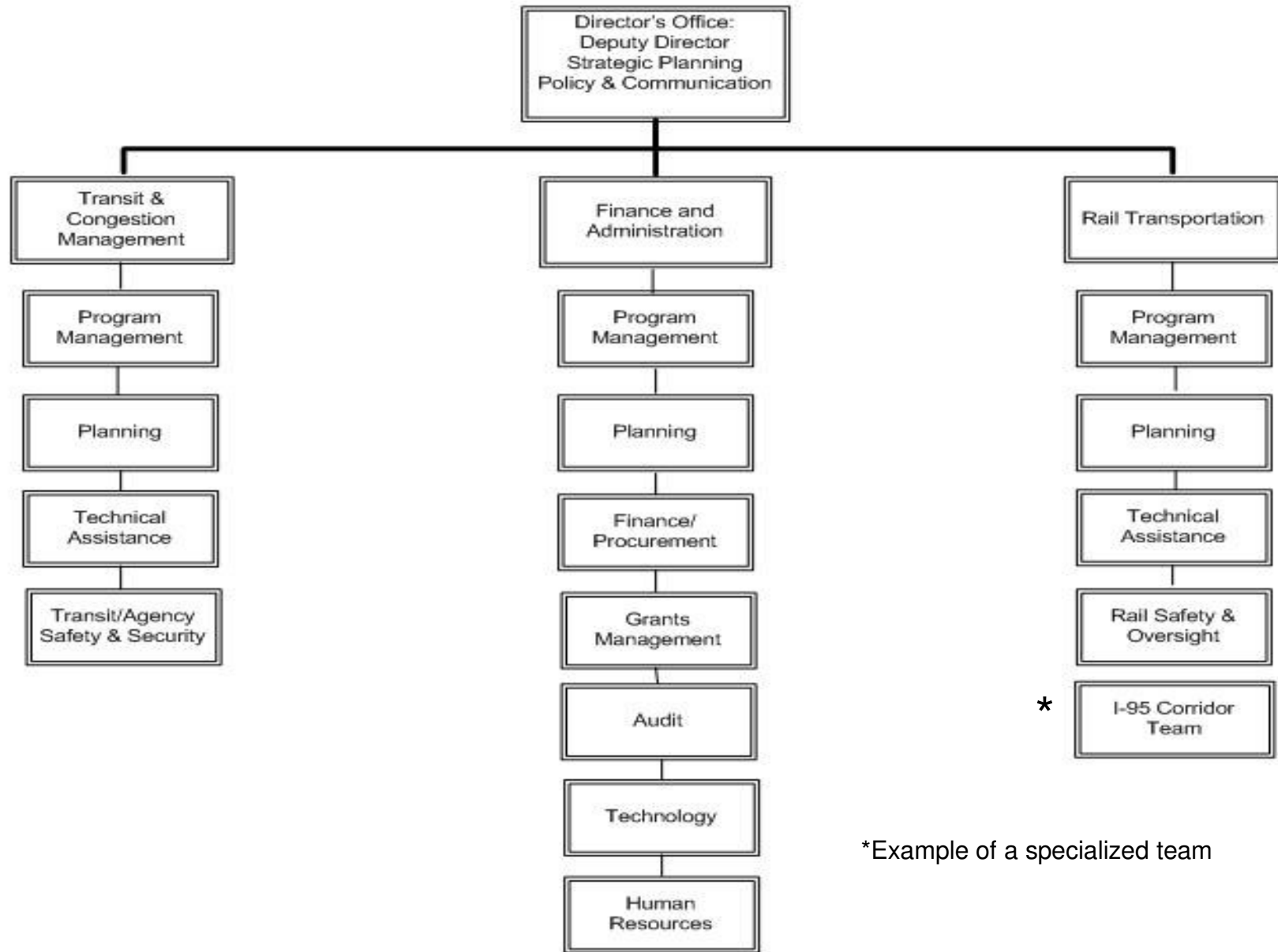
# Increasing Expertise Within DRPT

- ❑ DRPT must increase the level of expertise across its business areas in order to meet the demands of the agency's mandate and the agency's diverse customer base
- ❑ DRPT must develop and implement additional high level, strategic functions to better manage the agency's business activities
- ❑ The new organization includes a balance of staff and consultant support to provide sufficient levels of expertise in areas such as:
  - Rail
  - Transit
  - Congestion management
  - Finance and compliance
  - Strategic planning
  - Policy and communication

# DRPT's Current Organizational Structure



# DRPT's New Proposed Organizational Structure



\*Example of a specialized team

# The Use of Contracted Positions

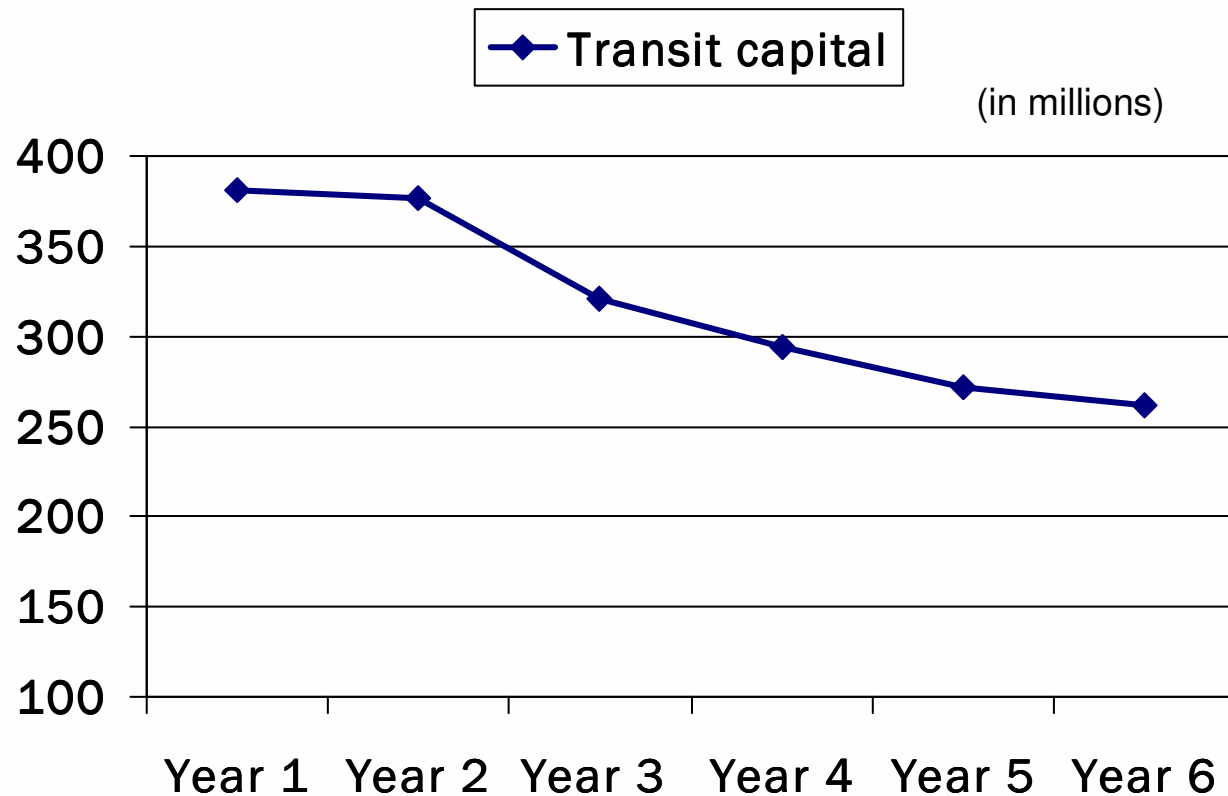
- ❑ It is not feasible for DRPT to quickly identify appropriate candidates with the required skill sets to fill all new identified positions and functions today
  - Many of the skill sets required to fulfill DRPT's activities would require high level, specialized positions at salary costs and MEL requirements that would be prohibitive
  
- ❑ To meet the immediate needs, DRPT will seek a balance of internal staff and contracted staff

# Improving DRPT: Assessing Needs

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# Improving Needs Assessments- Accuracy of Projections Today



Transit Year 1 and 2 capital needs forecasts are consistent, but accuracy drops off in out years.

# Improving Needs Assessments

- ❑ Develop Asset Management Plan to budget and forecast transit capital replacement needs
- ❑ Inventory existing vehicles, facilities, other capital assets for all transit systems:
  - Age
  - Condition
  - Remaining Useful Life
  - Technology utilized
- ❑ Develop asset management policy goals such as:
  - Prioritization process to fund capital needs
  - Standard replacement cycle for vehicles
  - Technology priorities and standards
  - Security priorities and standards
- ❑ Develop ability to run resource allocation scenarios and analyze trade-offs associated with different choices



# Improving DRPT: Planning and Policy Development

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# Improving Planning and Policy Development

- ❑ Develop a more active role in shaping transportation policy and outcomes derived through the planning process:
  - Add a strategic planning function within DRPT
  - Improve planning capabilities for transit, rail and congestion management activities
  - Actively participate in key planning forums (e.g. MPO's)
  - Major focus on key corridors such as I-95 and I-81
  - Develop Statewide Transportation Plans: (examples)
    - Transit Sustainability Policy Document for all modes
    - Passenger Rail Plan and Policy Document
    - Strategic Rail Investment Plan
    - Transit Plan and Policy Document
    - Strategic Transit Investment Plan
  - Fully develop Congestion Management program

# Improving DRPT: Accountability and Performance Evaluation

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# Improving Accountability and Performance Evaluation

- Expand public benefits analyses for all DRPT programs
- Develop annual reports documenting performance of programs and grantees
- Implement triennial financial and performance audit program
- Develop DRPT Dashboard



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# Benefits of Improving Accountability and Performance Evaluation

## ❑ DRPT Dashboard: (examples)

- Transit ridership
- Number of cars/trucks off Virginia roads
- Gallons of fuel saved
- Pollution reduced

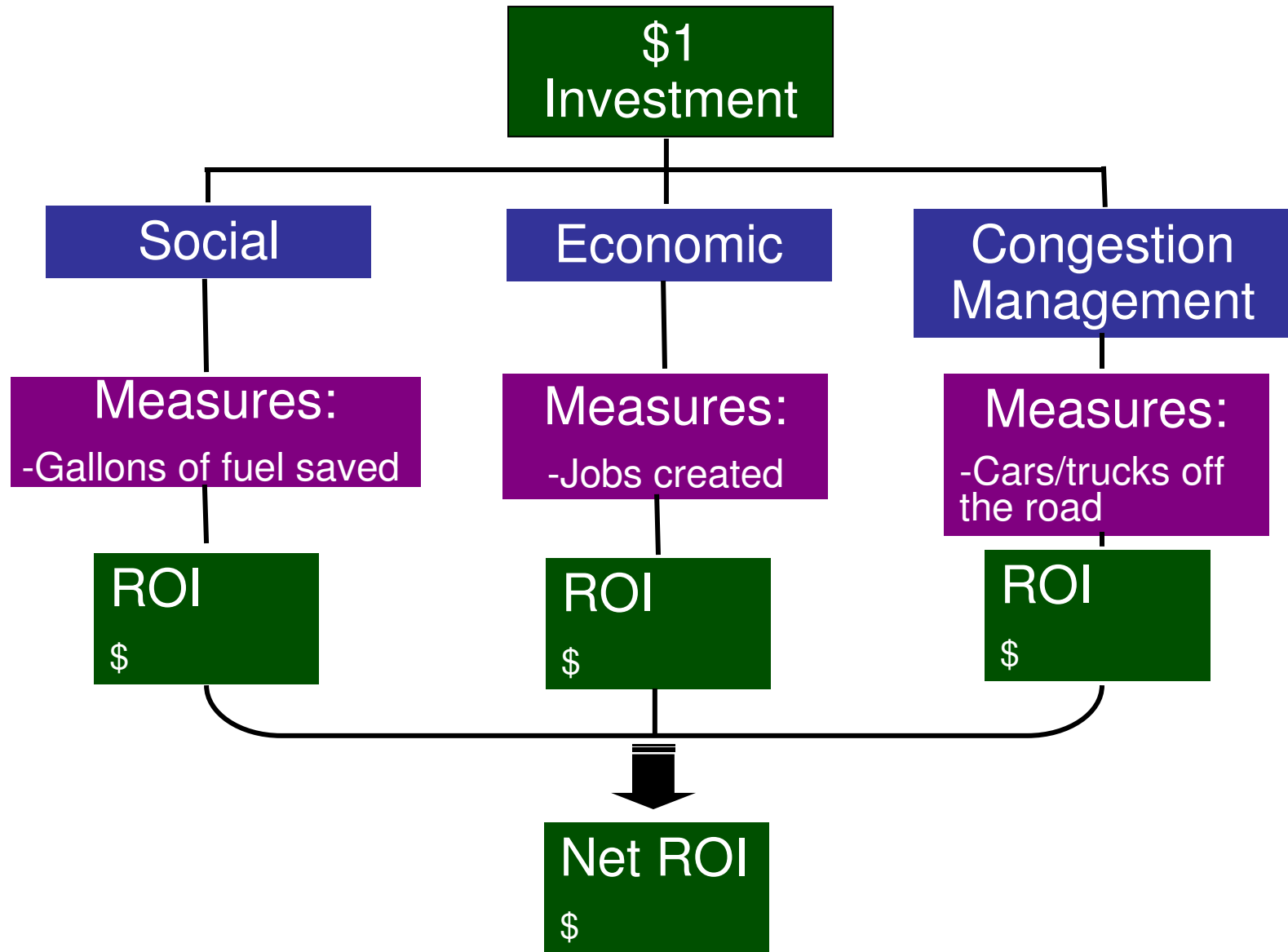
## ❑ Triennial Audit Program Information:

- Identify performance standards for each transit operation
- Report on progress toward meeting performance goals
- Identify specific needs
- Provide a pathway for future improvements



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# Calculating Public Benefits



# Current Status of Improvements

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# Current Work in Progress

- ❑ Improved financial controls:
  - Audit program implementation
  - Separation of grants management and program development
  - Balanced budget program
  
- ❑ Development of Key RFPs:
  - Program Management Consultant Team:
    - Major contracting mechanism for contracted employees and services
  - Public Benefit Model Enhancements
  - Statewide Planning Documents
  
- ❑ Organizational Realignment



# Funding Requirements

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# FY07 and FY08 Funding Request for Key Assessment Initiatives

- ❑ Source of funds available: de-obligated funds from 1986 across all programs:
  - Resulting from cumulative accounting and implementation of a system of strong financial controls, and from improved grants management of under utilized grantee project balances
  - Limitations of funds:
    - One-time allocation request for FY 07 - 08
  - DRPT will provide quarterly reporting to CTB
  - Action item and decision brief for tomorrow's action meeting
  
- ❑ DRPT must identify a sustainable and reliable source of funds to support planning and staffing needs over the long term
  - Seek permanent funding beginning in FY 2009
    - Appropriation Act language, or
    - Cost allocation plan for all projects

# FY07 Funding Request to Implement Assessment Recommendations

Utilize \$11.3 Million from Mass Transit Trust Fund for:

## Needs Assessments:

- Public benefit model development for all programs
- Development of Asset Management Plan

## Planning:

- Strategic planning function
- Develop Statewide Policy and Strategic Investment Plans
- I-95 Corridor team- preliminary studies
- Local and regional planning participation (MPO's, etc.)
- Required Rail Fixed Guideway safety oversight program

## Accountability:

- Develop triennial audit program for transit performance and financial compliance audits
- Dashboard

## Additional resources required to staff these activities:

- Program Management Consultant team

# Major Outstanding Issues

- Role of DRPT in Congestion Management on a statewide basis
- Role of DRPT in statewide/multimodal planning and policy development
- Role of DRPT in passenger rail

DRPT to present updates at May, June and July CTB meetings

# Next Steps

- ❑ Development of DRPT Business Plan (Part 3 of Assessment Project)
  - Regular CTB updates to be provided
  
- ❑ Updates on outstanding issues:
  - May CTB meeting: Passenger Rail
  - June CTB meeting: Congestion Management
  - July CTB meeting: Planning and Policy Dev.
  
- ❑ Target Implementation: August 2007
  
- ❑ Gradual implementation of major systems and programs

# Questions?



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