VTCA Consultant Form

On the Horizon: Program, Performance, and Initiatives

Robert H. Cary, P.E., L.S.
VDOT, Chief Deputy Commissioner

April 15, 2021

Safety First - COVID-19 Vaccines

Partnerships

- Thank You!

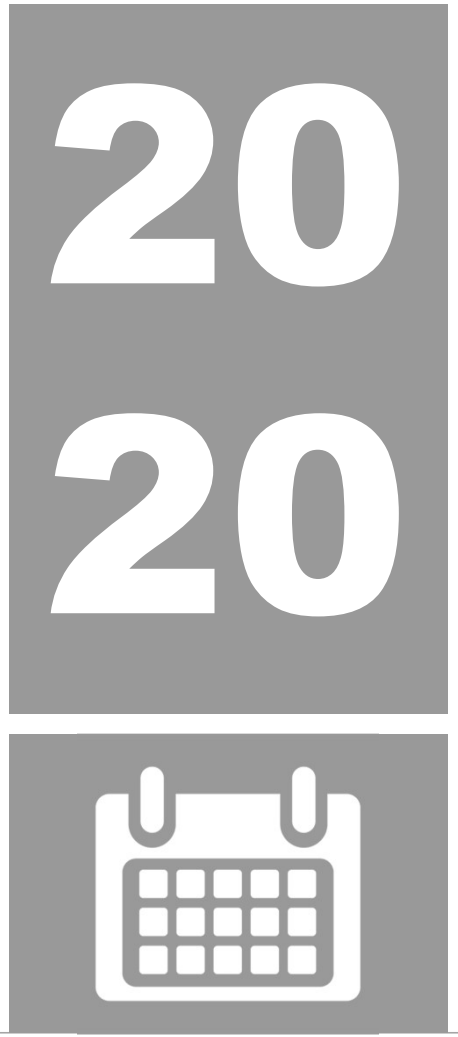
- Local Projects = Statewide Impacts
  - 37% of the total number of projects across Virginia
  - 26% of the total construction value across Virginia
  - Last year – 165 locality advertised projects
  - Last year - $425 M in value
  - Locality projects are mainstream and critically important

2020: A Year We Will Never Forget

- **While different, there were many successes**
  - Continued to deliver our services
  - Ensured the safety of our workforce
  - Implemented telework where possible

- **We continued to move forward**
  - Advertising + awarding projects
  - Hiring consultants

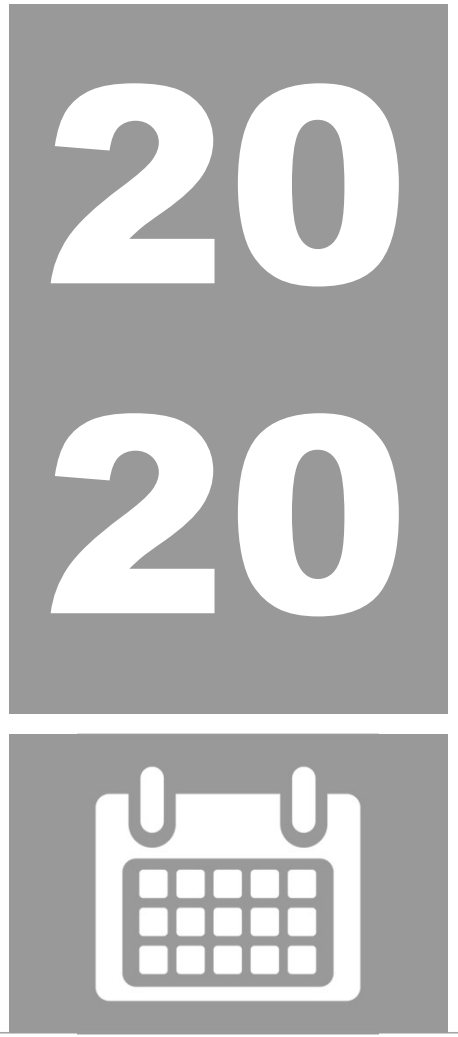
We kept our foot on the gas pedal, all while facing a $1.8 billion shortfall



2020: A Year We Will Never Forget

- **Budget actions taken**
  - Omnibus legislation enacted
  - Flexibility provided
  - FY 21-26 SYIP update approved

No project was delayed or reduced



2021 will be the *Year of Delivery*

On-Time

On-Budget

Meeting performance targets

Long-term Impacts to Transportation Revenues from COVID-19

- December forecast updated expected impacts to revenues and provided the first insight for the full 6-year programming window
- Annual reduction anticipated to be an average of $230M from FY 2023 to FY 2027
- Total reductions of $1.8B from FY 2021 to FY 2027 when compared with the post-2020 session figures
- With reductions, Omnibus is still expected to generate ~ $200M/year for new transportation spending in FY 2024

Looking Ahead – FY2022-2027 SYIP Update

District Grant Programs	District Grant	Supplemental District Grant (FY21-24)	Total
Bristol	$28.3	$44.6	$72.9
Culpeper	$26.9	$87.4	$114.3
Fredericksburg	$36.7	$33.0	$69.7
Hampton Roads	$106.8	$13.3	$120.1
Lynchburg	$30.4	$83.2	$113.5
NOVA	$111.1	0	$111.1
Richmond	$75.8	$46.2	$122.0
Salem	$41.6	$63.8	$105.4
Staunton	$33.4	$21.3	$54.7
District Grant Programs	**$490.9**	**$392.8**	**$883.7**
High Priority Projects Program	**-**	**-**	**$490.7**
Total	**$490.9**	**$392.7**	**$1,374.4**

Assumptions for Highway Construction Programs

Interstate Operations and Enhancement Program

(in millions)							
	2022	2023	2024	2025	2026	2027	TOTAL
Interstate 81 – Fuel Tax	$50.6	$62.8	$64.2	$65.0	$66.1	$67.7	**$376.4**
Interstate 81	58.9	69.4	69.4	72.6	76.3	72.3	**418.9**
NVTA	13.3	13.3	13.3	13.9	14.7	13.9	**82.5**
Interstate 95	14.5	26.2	26.2	27.4	28.8	27.3	**150.3**
Interstate 64	10.8	18.7	18.8	19.6	20.6	19.6	**108.2**
Interstate Improvements	21.7	31.1	31.1	32.6	34.2	32.5	**183.2**

Debt issuance schedule and associated allocations for Interstate 81 will be completed for Draft SYIP

Virginia Highway Safety Improvement Program

(in millions)							
	2022	2023	2024	2025	2026	2027	TOTAL
Safety Allocation	$87.5	$90.7	$79.4	$83.1	$87.3	$82.8	**$510.8**

Looking Ahead – FY2022-2027 SYIP Update

- December – Governor's proposed budget released
- January – SMART SCALE Round 4 scores released
- April – Draft SYIP released; based on SMART SCALE Round 4 Staff Recommended Scenario
- April/May – Spring Public Meetings; approval of SMART SCALE Round 4 Consensus Scenario
- May – CTB Consensus Scenario
- June – Final FY2022-2027 SYIP adopted

2021 Transportation Initiative – Enrolled Budget Bill

- Directs allocation of $323.4 million in one-time federal funds, one-time general fund dollars and previous year funding in economic development transportation funds

- Amount based on the following:
  - $233.4 million in COVID Relief/Appropriations Funds
  - $55.0 million in General Fund Dollars
  - $20.0 million in previous year funds from the Transportation Partnership Opportunity Fund
  - $15.0 million in previous year funds from the Access Programs

2021 Transportation Initiative – Enrolled Budget Bill

Allocations directed to:

- **Western Rail Initiative – Extend to NRV & More Frequency**
- **VRE Manassas Line – Improved Commuter Rail Service**
- **Interstate 64 Corridor – Fill the Gap Richmond to W'burg**
- **WMATA Funding – Fulfill $500 M Commitment to WMATA**
- **Regional Trails - $10 M for New Regional Trails**
- **Transit Equity Funding - $10.9 M for pilot of Fare-Free Transit and HJ542 (McQuinn) Study (up to $900 K)**
- **Connected Infrastructure Demonstration Program - $10 M for a CV Infrastructure Demo Project in Falls Church with VT**

Now, Back to Partnerships

- Thank You Again!

- Local Governments rely on consultants for every aspect of projects
  - Consultants can make or break local success with projects
  - Consultants provide invaluable guidance and support to localities
  - Your success = Their Success

What is VDOT Doing to Improve the Local Programs

- VDOT is working hard on tools and improved guidance for VDOT staff and local governments
- Increased outreach
- Increased training
- Local Programs Workshop
- Local Project Delivery Task Force
- Improved performance measurement tracking tools
- Document Workflow System

VDOT
Virginia Department of Transportation

LOCALLY ADMINISTERED PROJECTS

Programs, Performance and Initiatives

Russ Dudley

Division Administrator, Local Assistance Division

April 15, 2021

Local Programs Administered by Local Assistance Division

Revenue Sharing	Access Programs (EDA, Rec, Airport)	Transportation Alternatives	SGR/Primary Extension
Locally Administered Projects/Programs	Compliance Assessments	Urban Street Maintenance Payments & Performance	Federal Lands Access Program ARC Access
Urban Construction Initiative	Outreach	Scenic Byways	Rural Rustic Roads Coal Severance Scenic Byways

Locally Administered Projects
Annual Advertisements

Historical Advertisement CN Amounts

2012 – 184 / $560M*
2013 – 186 / $284M
2014 – 191 / $249M
2015 – 168 / $288M
2016 – 147 / $326M
2017 – 229 / $327M
2018 – 180 / $264M
2019 – 220 / $466M
2020 – 165 / $427M
2021 – *180 / $368M Planned*

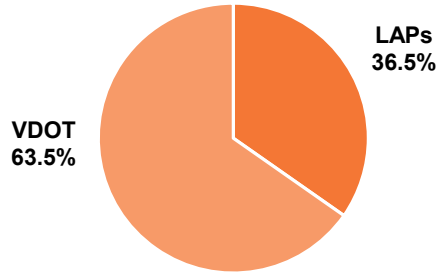
* *includes the $320M Dominion Blvd. project in Chesapeake*

Statewide LAP Program Snapshot

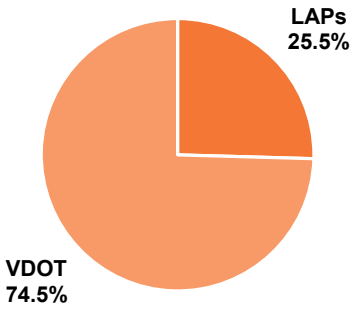
District	LAP Projects	% Projects	CN ($)	% of LAP CN $
Bristol	71	6%	$ 58,458,540	1%
Culpeper	67	6%	$ 145,182,175	4%
Fredericksburg	33	3%	$ 61,640,035	2%
Hampton Roads	306	26%	$ 1,193,724,904	30%
Lynchburg	37	3%	$ 80,755,036	2%
Northern Virginia	194	16%	$ 1,295,394,573	33%
Richmond	252	21%	$ 769,503,222	19%
Salem	117	10%	$ 184,695,818	5%
Staunton	106	9%	$ 171,244,369	4%
Statewide Totals	1,183	100%	**$ 3,960,598,672**	100%

**Table values represent all SYIP active, construction projects still underway. The two mega projects – HRBT expansion and I-66 Beltway – are excluded due to their disproportionate size.*

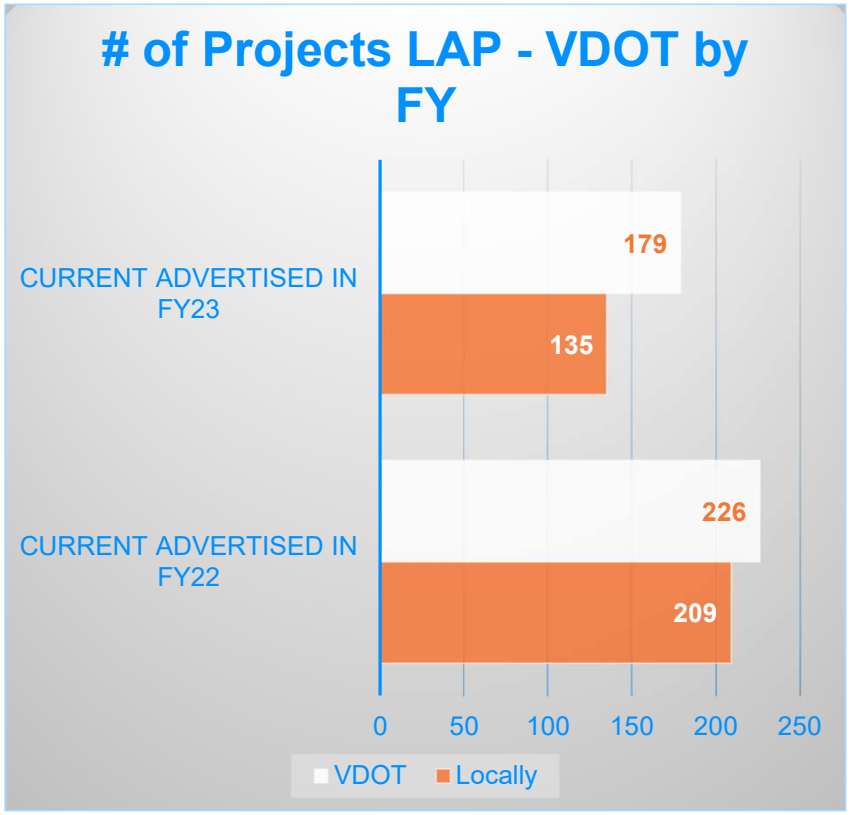
Active VDOT vs. LAP Percent of CN Projects
3,241 TOTAL Projects

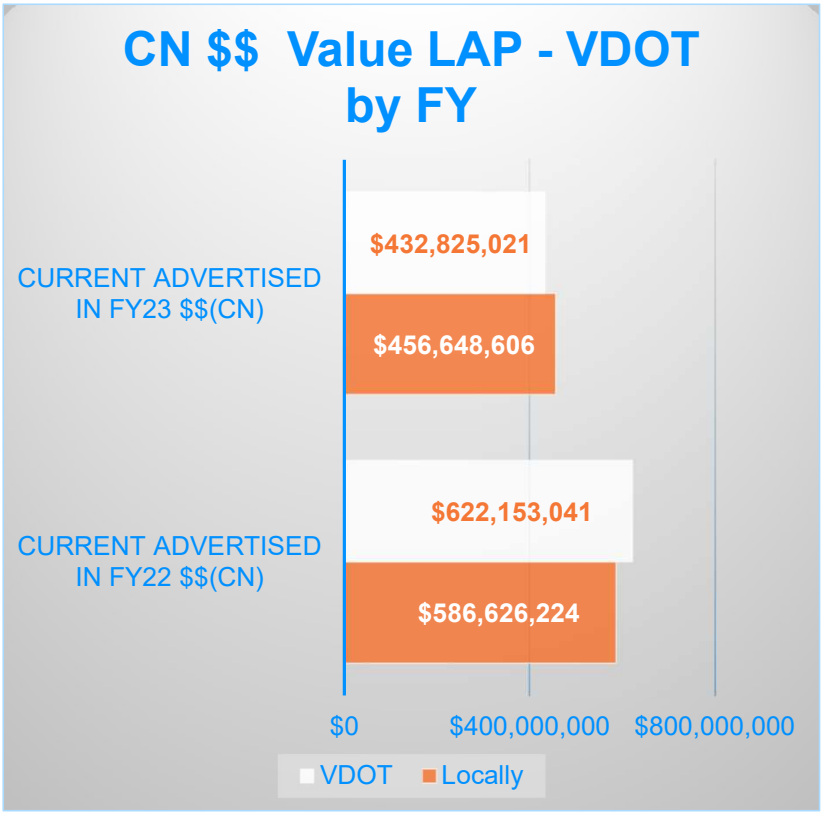


Active VDOT vs. LAP percent of CN $$
$15,553,481,350 TOTAL CN $ value



Upcoming Construction Projects





Local Program Overview (cont.)

Currently, 147 localities across the Commonwealth are managing a state and/or federally funded transportation project

>1,000 active local projects

VDOT Project Coordinators can manage 40 plus projects at a time

VDOT and Locality Expectations

The Federal Perspective

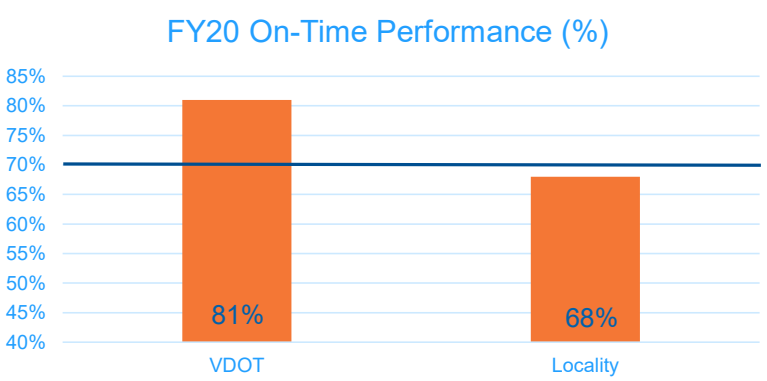
- **VDOT has an oversight (and stewardship) requirement when federal funds are being utilized; VDOT is responsible to ensure that localities have "adequate resources and sufficient accounting procedures" to manage federally funded projects (23 CFR 635.105 (a))**
- **Localities are required to provide sufficient construction inspection to ensure project is constructed in accordance with contract specifications & plans (23 CFR 635.105(c))**
- **Localities must provide a government employee to be "responsible charge" on the project (23 CFR 635.105(c)(4))**
- **While the tasks can be completed by local governments, certain responsibilities cannot be completed deferred/delegated to Localities**

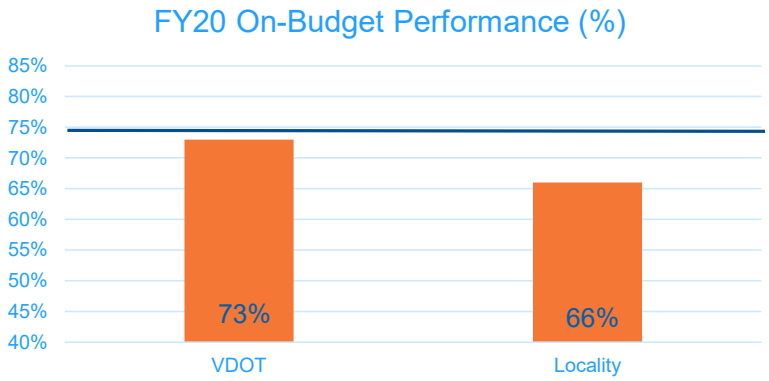
Dashboard Performance

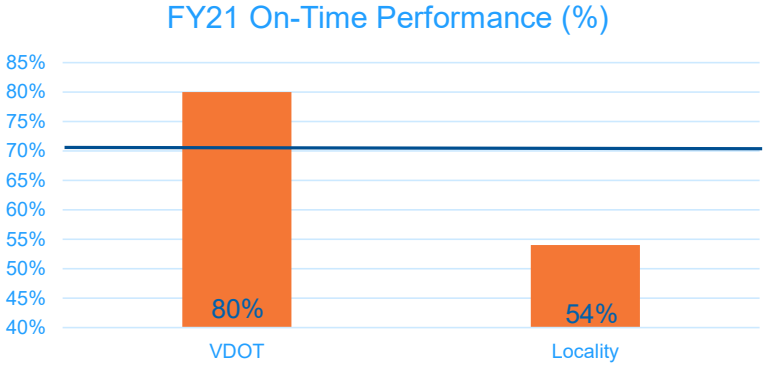
Snapshot of the Locally Administered Projects Program for FY 2021 as of 4/1/2021

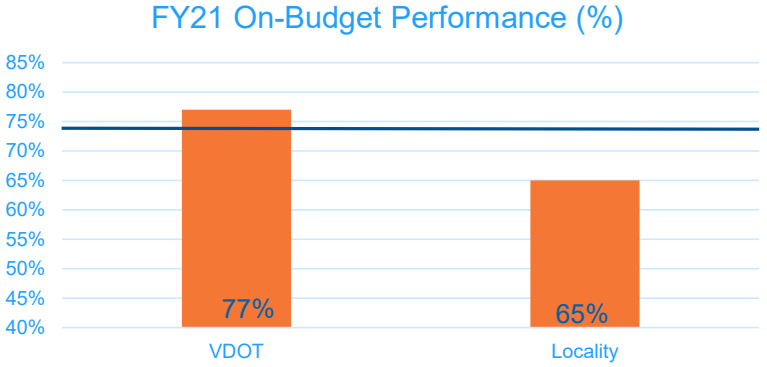
On Time Delivery Goal 70%
On Budget Delivery Goal 74%

Dashboard Performance – Budget & Schedule









Local Projects - Strategies for Continued Improvement
How do we get there?

Local Performance Improvement

- Know what you don't know
- Finding the right fit / sweet spot for Localities
- Making the right plan doing what you plan

VDOT Program Management Improvements

- Setting realistic expectations
- Developing Policies/Procedures/Tools that improve efficiency, allow us to work smarter, and account for local differences

Communication and Information Sharing

- Dashboard represent more than numbers
- Collaboration – we're all in it for the same reasons

Know what you don't know - Qualifications Program

- Set series of trainings to provide a fundamental level of knowledge for LPAs
- Required for LPAs that request to administer federal aid projects (effective 12/31/2020)
- Re-qualification process
- Next training opportunity – April 22, 2021
  - Plan to extend seats to consultants in late 2021

As of 3/31/2021	
# of Qualified Individuals	299
# of Qualified LPAs	140
Average Pass Rate	89%
Average Test Score	92%

Know what you don't know - Webinars

- Available on LAD's external page under Training-Outreach
- Upcoming webinars include:
  - Revenue Sharing Applicant Workshop
  - Transportation Alternatives Applicant Workshop
- Previous webinars include
  - Staying on Track with Rail Projects
  - Keys for Environmental Success
  - Performance Metrics and Project Scheduling
  - Project Web Application (PWA) Templates
  - Funding Puzzle
  - Federal Construction Contracts for LAP (Part 1 and 2)

Local Assistance Division

About | Access Programs | Training-Outreach | Local Projects | Other Programs | Revenue Sharing | Rural Rustic Roads | Scenic Byways | Transportation Alternatives Set-aside | Urban Construction Initiative | Urban Highways | Primary Extension/SGR

Outreach

Local Programs Workshop

Webinars

Upcoming Webinars:

Transportation Alternative Applicant Webinar

The Local Assistance Division will be holding a Transportation Alternatives (TA) Applicant Workshop on **Wednesday, April 14th from 10am-noon**. The webinar will review program eligibility, the application process, and scoring criteria.

The TA Applicant Workshop is strongly recommended for localities and other project sponsors that are interested in applying for FY 2023/2024 federal Transportation Alternatives (TA) funding. In addition to local governments, schools, regional park authorities, federally recognized tribes and federal natural resource agencies are eligible to apply.

Registration Link: https://www.surveymonkey.com/r/MSVXCWX

Know what you don't know
2021 Local Programs Workshop

- **When/Where**
  - October 25-28th
  - Norfolk Marriott Waterside
- **Training Tracts**
  - Introductory overview covering phase specific project development and Q&A session
  - Project development tract covering funding, schedule, scope, available tools, and financial management
  - Project delivery tract highlighting contractors perspective, contract management, civil rights and utilities
  - Special/unique topics including ADA, environmental, lessons learned

Know what you don’t know ... Environmental

Environmental Certification Program

Help Consultants understand and improve delivery of environmental tasks

Individual Classes for key environmental program areas

Anywhere from one to six hours with passing grade

NEPA Module Rollout – Summer 2021

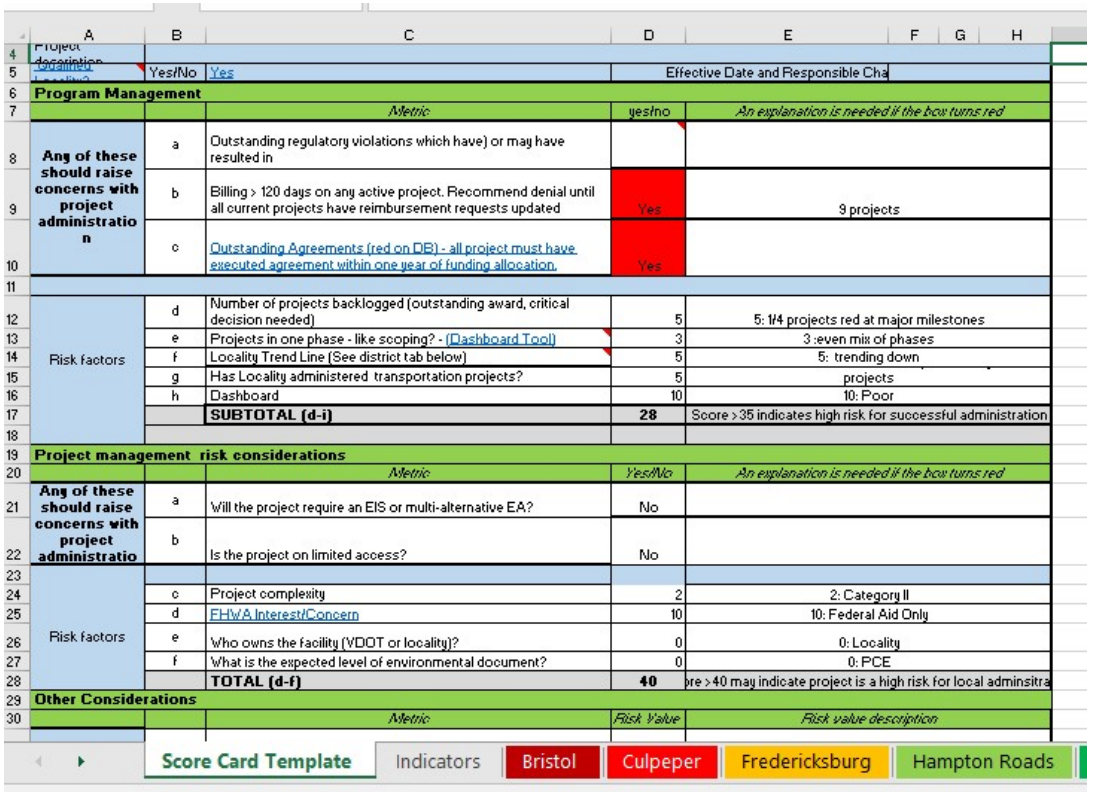
Looking for the Right Fit – Locality Scorecard

Locality Success is in Everyone's Best Interest

Not every project is right for every locality

Enhanced request to administer process

Evaluate program level factors in addition to project specific



	A	B	C	D	E
4	Project description				
5	Locality	Yes/No	Yes	Effective Date and Responsible Cha	
6	**Program Management**				
7			*Metric*	*yes/no*	*An explanation is needed if the box turns red*
8	**Any of these should raise concerns with project administration**	a	Outstanding regulatory violations which have) or may have resulted in		
9		b	Billing > 120 days on any active project. Recommend denial until all current projects have reimbursement requests updated	Yes	9 projects
10		c	Outstanding Agreements (red on DB) - all project must have executed agreement within one year of funding allocation.	Yes	
11					
12	Risk factors	d	Number of projects backlogged (outstanding award, critical decision needed)	5	5: 1/4 projects red at major milestones
13		e	Projects in one phase - like scoping? - (Dashboard Tool)	3	3 :even mix of phases
14		f	Locality Trend Line (See district tab below)	5	5: trending down
15		g	Has Locality administered transportation projects?	5	projects
16		h	Dashboard	10	10: Poor
17			**SUBTOTAL (d-i)**	**28**	Score > 35 indicates high risk for successful administration
18					
19	**Project management risk considerations**				
20			*Metric*	*Yes/No*	*An explanation is needed if the box turns red*
21	**Any of these should raise concerns with project administratio**	a	Will the project require an EIS or multi-alternative EA?	No	
22		b	Is the project on limited access?	No	
23					
24	Risk factors	c	Project complexity	2	2: Category II
25		d	FHWA Interest/Concern	10	10: Federal Aid Only
26		e	Who owns the facility (VDOT or locality)?	0	0: Locality
27		f	What is the expected level of environmental document?	0	0: PCE
28			**TOTAL (d-f)**	**40**	ore > 40 may indicate project is a high risk for local adminsitra
29	**Other Considerations**				
30			*Metric*	*Risk Value*	*Risk value description*

Score Card Template | Indicators | Bristol | Culpeper | Fredericksburg | Hampton Roads

Looking for the Right Fit - Request to Administer

More Objective Approach with an focus on Potential Success

Qualified Staff – Responsible Person

Dashboard

Billing History – Current Projects Behind on Billing (>120 days)

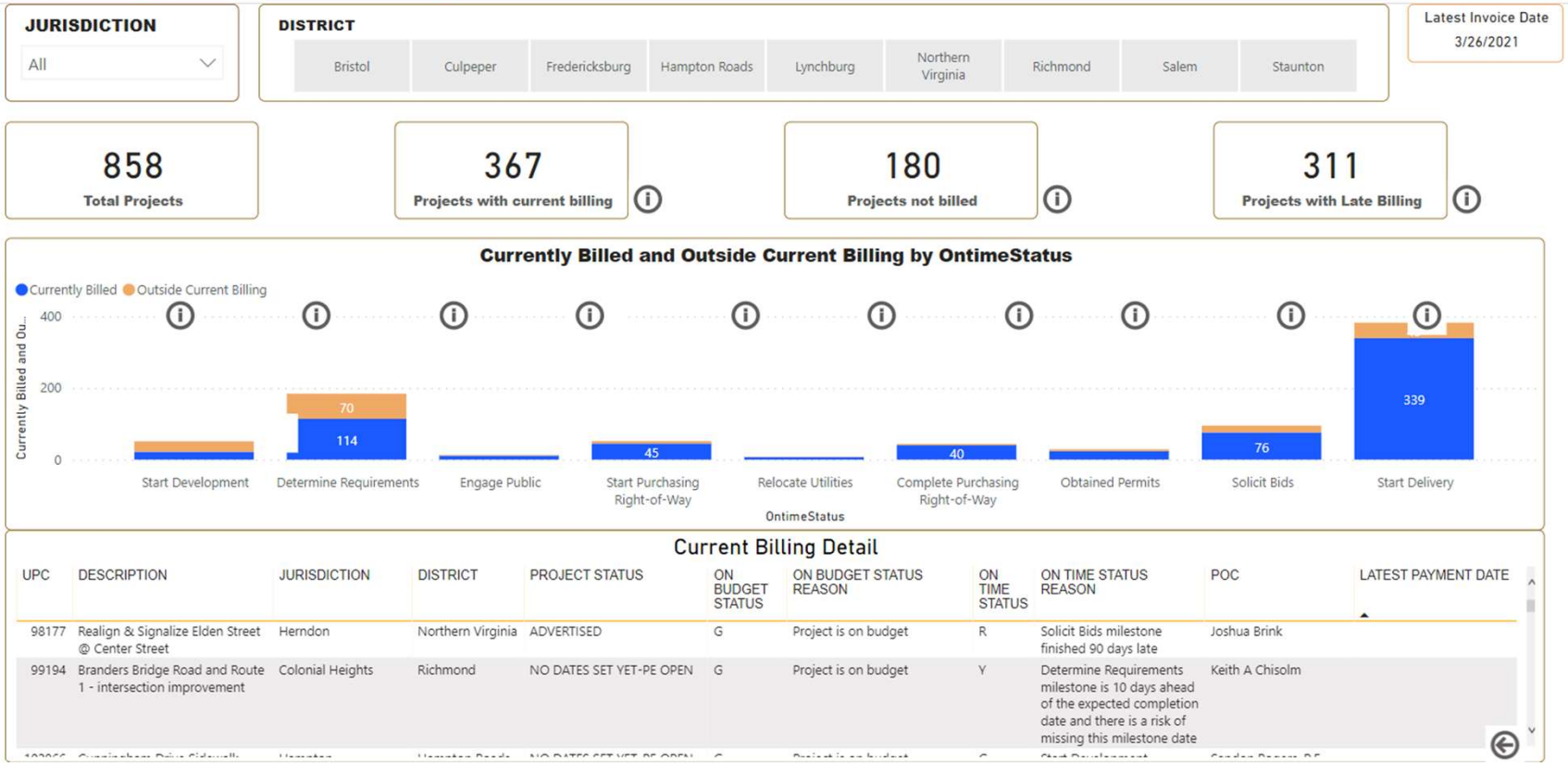
Current # of Projects / Projects Stalled

Environmental/ EA/EIS

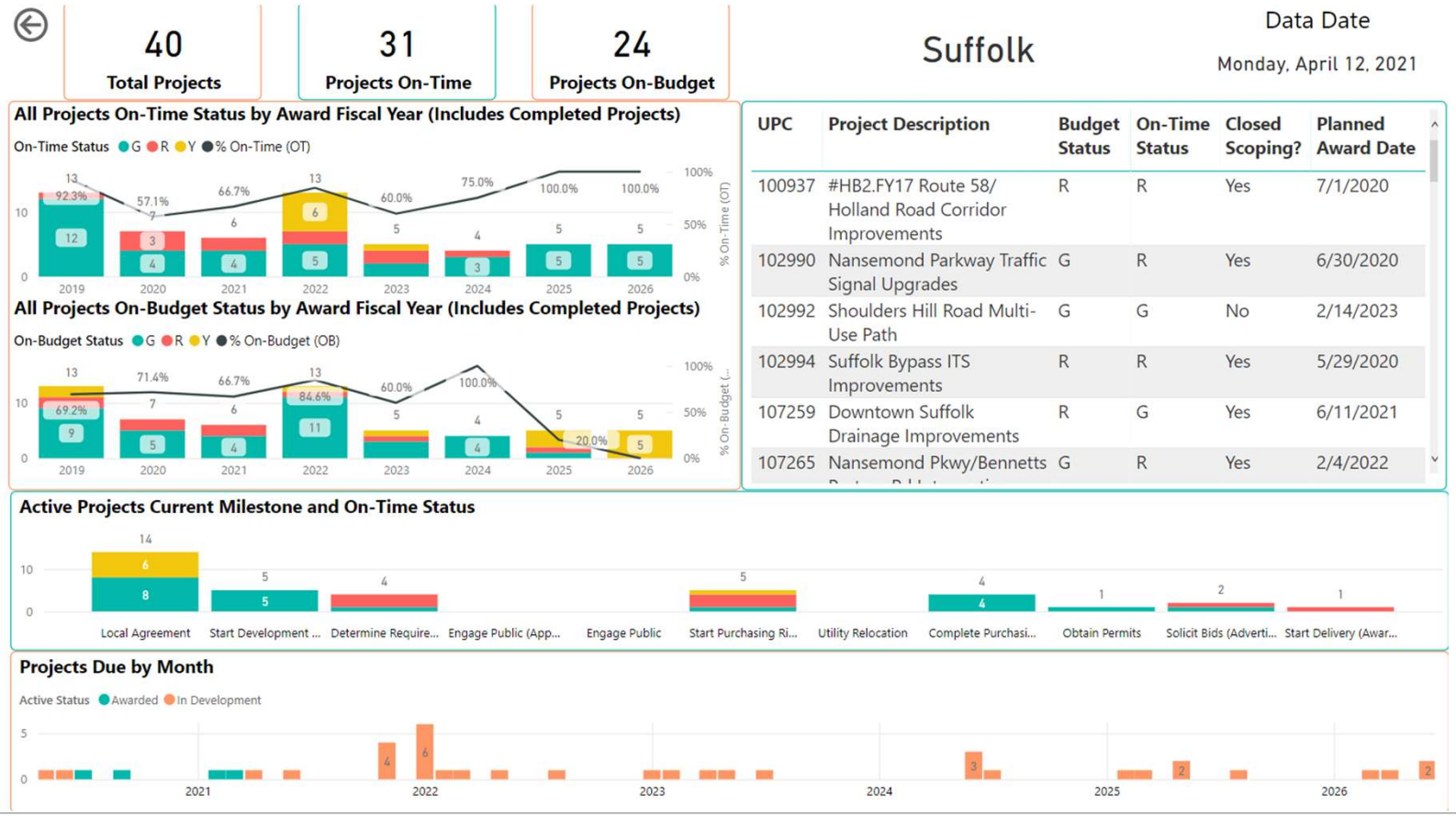
Oversight Costs at what point too much?

History of Success and Recent Trends

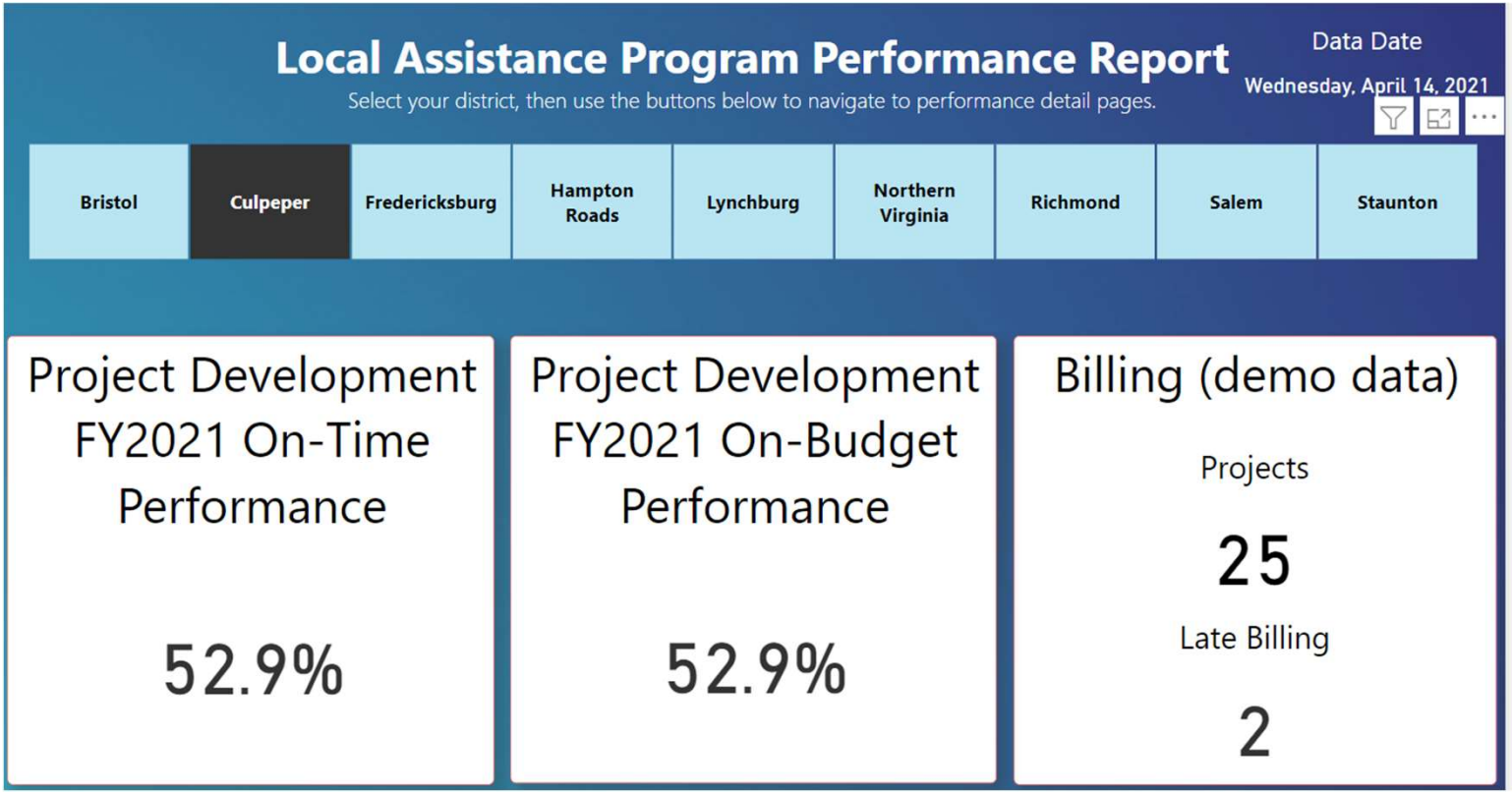
Project Billing/Reimbursement Report - Statewide



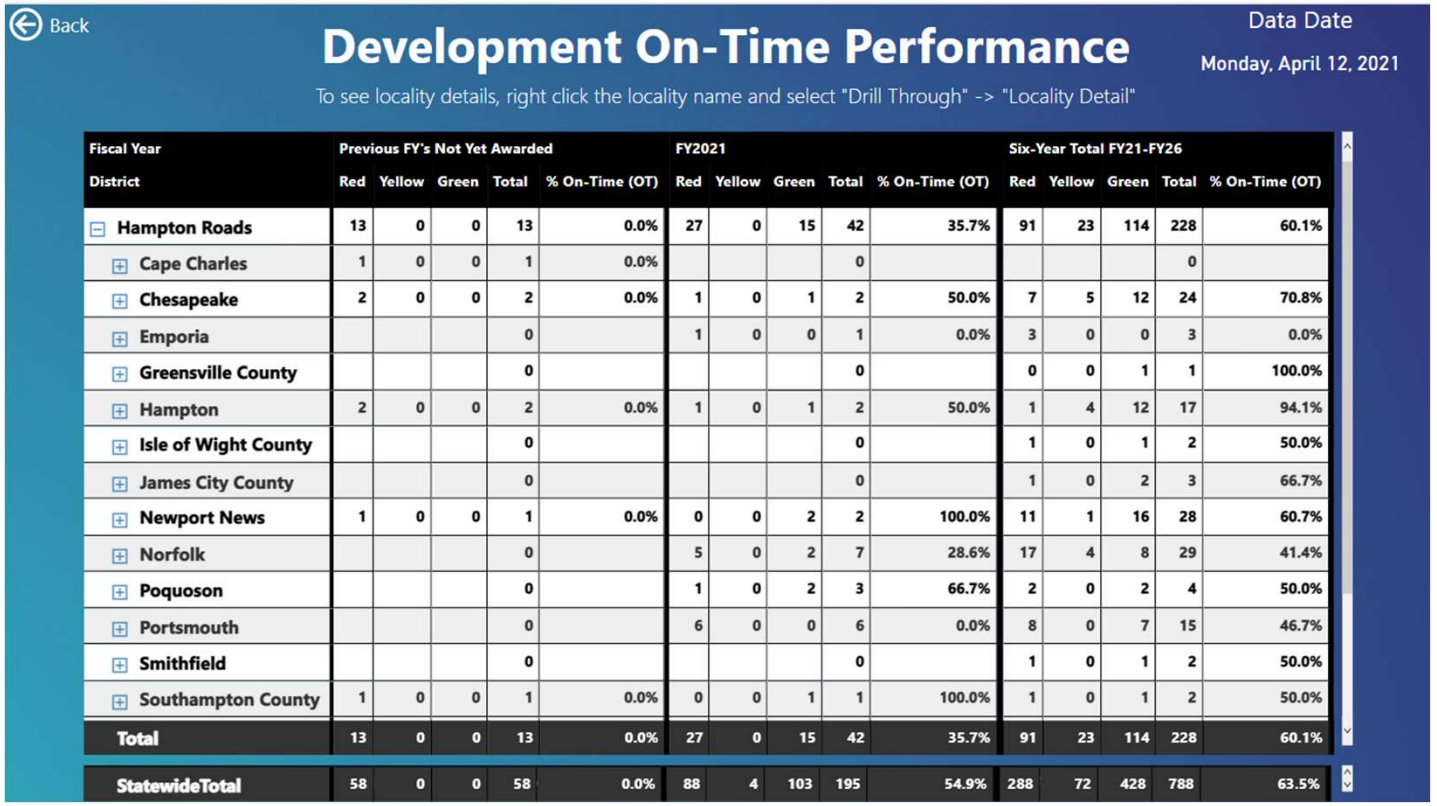
Project Workload Report



LAP Performance Report – Landing Page



Locality Dashboard Performance



Back

Development On-Time Performance

Data Date

Monday, April 12, 2021

To see locality details, right click the locality name and select "Drill Through" -> "Locality Detail"

Fiscal Year	Previous FY's Not Yet Awarded					FY2021					Six-Year Total FY21-FY26				
District	Red	Yellow	Green	Total	% On-Time (OT)	Red	Yellow	Green	Total	% On-Time (OT)	Red	Yellow	Green	Total	% On-Time (OT)
Hampton Roads	13	0	0	13	0.0%	27	0	15	42	35.7%	91	23	114	228	60.1%
Cape Charles	1	0	0	1	0.0%				0					0	
Chesapeake	2	0	0	2	0.0%	1	0	1	2	50.0%	7	5	12	24	70.8%
Emporia				0		1	0	0	1	0.0%	3	0	0	3	0.0%
Greensville County				0					0		0	0	1	1	100.0%
Hampton	2	0	0	2	0.0%	1	0	1	2	50.0%	1	4	12	17	94.1%
Isle of Wight County				0					0		1	0	1	2	50.0%
James City County				0					0		1	0	2	3	66.7%
Newport News	1	0	0	1	0.0%	0	0	2	2	100.0%	11	1	16	28	60.7%
Norfolk				0		5	0	2	7	28.6%	17	4	8	29	41.4%
Poquoson				0		1	0	2	3	66.7%	2	0	2	4	50.0%
Portsmouth				0		6	0	0	6	0.0%	8	0	7	15	46.7%
Smithfield				0					0		1	0	1	2	50.0%
Southampton County	1	0	0	1	0.0%	0	0	1	1	100.0%	1	0	1	2	50.0%
Total	13	0	0	13	0.0%	27	0	15	42	35.7%	91	23	114	228	60.1%
StatewideTotal	58	0	0	58	0.0%	88	4	103	195	54.9%	288	72	428	788	63.5%

Local Improvements … VDOT Improvements
Doing What you Plan … Setting Realistic Expectations

- **Project Funding Applications will be more thoroughly reviewed for adequate budget and schedule, Inflation will be factored into Financial Section of Applications**
- **Baseline Local Project Schedules were revised to provide for more equitable time-frames this Fiscal Year**
- **Final Schedules and Estimates are baselined at end of scoping activity – Localities establish the schedule they will be measured on!**

Project Performance & Dashboard Metrics

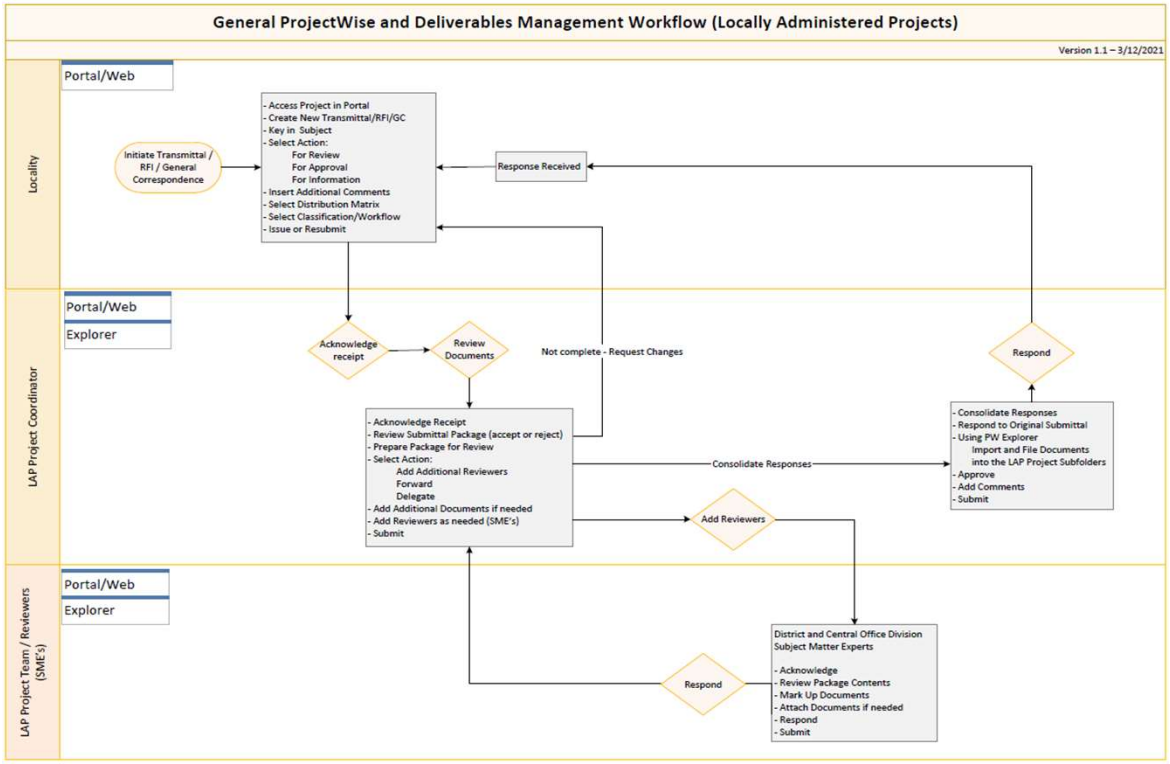
- **Scoping reminder emails**
  - **Emails sent monthly to LPA Project Manager and District Project Coordinator for:**
    - Upcoming planned scoping dates
    - Past due scoping date

- **Updating PWA schedule**
  - **Recently updated schedule templates**
  - **Before closing the scoping activity, remember to reevaluate your schedule and estimate**

Improved Internal Processes – Project Documentation

- **VDOT needs improved coordination for locally administered projects including:**
  - **Replacement for emails**
  - **A method for localities to retrieve project information from VDOT's systems**
  - **Methods to provide automated updates on status of approvals and reviews to the localities and VDOT staff**
  - **Automated workflow/ document management system which allows document transfers between localities and VDOT with automatic system notifications of submittals and approvals**

Improved Internal Processes - ProjectWise Deliverable Management System



- Allows localities to submit information through a portal and track the progress of the review
- Improves visibility and accountability of project submittals
- Currently in testing phase with two districts
- Target statewide rollout – March 2022

Around the Corner …

Application Cycle for Revenue Sharing and Transportation Alternatives
May 17th – October 1st

TA Webinar – April 14th (recorded)
RS Webinar – April 29th

April 22nd – Next Qualifications Course (must have on-line training completed first)

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