

2016-18 Strategic Plan

Department of Rail and Public Transportation [505]

Mission

The mission of DRPT is to facilitate and improve the mobility of the citizens of Virginia and to promote the efficient transport of goods and people in a safe, reliable and cost-effective manner.

Vision

Every resident, visitor, and business in Virginia will have access to safe, convenient, and reliable transportation choices.

Values

DRPT is committed to conducting agency business with integrity, fairness, and respect and in a manner that promotes transparency and public trust.

Finance

Financial Overview

DRPT's funding comes from transportation trust funds (88%) and federal funds (12%). The majority of the transportation trust funds (\$262.7 million) come from the Mass Transit Trust Fund which includes the 14.7% of the 1986 Special Session Revenue, the state recordation tax dedicated to public transportation operating assistance in Chapter 896 of the 2007 Acts of Assembly, and the dedication of 60% of the .125% addition to the general sales and use tax in Chapter 766 of the 2013 Acts of Assembly (HB 2313). Chapter 766 of the 2013 Acts of Assembly (HB 2313) also dedicated 40% of the 0.125% increase in the general sales and use tax to the Intercity Passenger Rail Operating and Capital (IPROC) fund which amounts to approximately \$51.9 million for FY 2017. Commonwealth of Virginia Transportation Capital Projects Revenue Bonds (Code of Virginia § 33.2-365) provide \$110 million to the Mass Transit Capital Fund in FY17 and \$12.9 million to the DRPT rail programs in FY17. An additional \$20.2 million represents the state portion of vehicle rental taxes collected in the Transportation Trust Fund that is used for the Rail Enhancement Fund, and \$26.9 million is funded through the Highway Construction Fund. The majority of the federal percentages are attributable to DRPT's Federal Transit Administration (FTA) 5310 and FTA 5311 programs which fund Human Service and Rural Transit programs, respectively. Additionally, DRPT has a federal grant for the DC2RVA Tier II Environmental Impact Statement (EIS) and has American Recovery and Reinvestment Act (ARRA) funds for the Arkendale to Powell's Creek Third Track project. And DC2RVA Finally, DRPT administers some projects that are funded by the Federal Highway Administration through VDOT.

Chapter 684 of the 2015 Acts of Assembly (HB 1887) shifted approximately \$43 million of funding from several other modes of transportation to the transit capital program starting in FY 2017. Even with this new funding, the current level of transit capital participation by the Commonwealth is not sustainable once the CPR bonds are exhausted in FY 2019.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	581,971,433	0	590,190,986
Changes to Initial Appropriation	0	0	0	0

(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

Virginia's Population - The population is expected to grow by one third to approximately 10.9 million people by 2035, and almost 2 million of those residents will be 65 years of age or older. The resulting increase in travel needs will create much greater demand for public transportation services and human service transportation services in all areas of Virginia. Demographic changes in Virginia's population, such as the increasing proportion of elderly and disabled people as well as the influx of new residents and businesses in the state will require greater awareness efforts to promote the use of public transportation, vanpooling, carpooling, telework, freight and passenger rail, and other transportation choices within the state.

Virginia Workforce – As more businesses are brought to Virginia, the workforce will grow. As more than 60 percent of transit trips are taken for work purposes, the growing workforce will look for more transportation choices.

Virginia Counties and Cities - In order to reach Virginians that do not have access to public transportation services, the number of counties and cities that operate or sponsor public transportation and commuter assistance services will have to grow to meet the increasing mobility needs of the public.

Localities must pass a resolution in support of projects before they may apply for Rail Industrial Access grant funds. As shortlines are created, cities and counties must begin a new relationship with the shortline operators.

Virginia Public Transportation Systems - The number of public transportation systems will continue to increase as the demand for and interest in transit service increases. The state must increase its share of investment in public transportation if services are to grow and if Virginia's residents are to receive additional mobility options.

Human Service Transportation Agencies - As Virginia's population ages, services such as human service transportation will be in higher demand. As such, the number of organizations providing these services must increase as well as the coordination among operators to share best practices and create a seamless network of services. The number of agencies that coordinate transportation services and take advantage of DRPT programs will increase with the implementation of local coordination plans currently in development by DRPT.

Virginia Commuter Assistance Agencies - Additional or expansion of service areas of existing commuter assistance agencies will be required to respond to the demand for services in Virginia's small urbanized areas as they begin to experience traffic congestion and the number and types of services offered by existing agencies will increase in Virginia's major urban areas. Increases in population and jobs will increase the need for more commuter assistance.

Virginia Metropolitan Planning Organizations (MPO) - Based on the 2010 census, the Staunton-Augusta-Waynesboro area became a new metropolitan planning organization by meeting the population threshold for urbanized areas. The Danville urbanized area fell below the population threshold but will continue to conduct regional planning activities. The Roanoke urbanized area reached the population threshold for a large urbanized area and is now an MPO designated as a Transportation Management Area (TMA). The planning responsibilities of MPO are expanded with the enactment of the federal surface transportation program reauthorization bill, Moving Ahead for Progress in the 21st Century Act (MAP-21). Additional emphasis will be placed on the interface of land use and transportation, climate change, pedestrian and transit oriented development, the coordination and improvement of human service agency transportation programs, and performance measurement. In 2015, Congress enacted the FAST Act, which further modified federal requirements and funding programs for both transit and passenger rail which will impact DRPT as well as MPO in terms of planning and funding requirements

Business and Industry Using Rail Service – Business and industry in the Commonwealth will continue to expand or locate their services to meet the increasing demand for industrial and commercial development. The Rail Industrial Access Fund provides incentives for businesses and industries to utilize rail shipments over trucks. In the initial phases of project development, this fund can also serve as an incentive for businesses and industries to locate in Virginia when sites outside of the Commonwealth are under consideration. This program strengthens the ability of the Commonwealth to compete for new jobs.

Virginia Railroads – Class I and Shortline Railroads are familiar with DRPT's programs and form partnerships with potential industrial or commercial clients and DRPT to utilize the Rail Industrial Access, Rail Preservation, and Rail Enhancement funds, and to strengthen the railroads customer base. As all railroads work to maximize the assets of the company, more shortline railroads may be created and rail lines will be abandoned. The increased demand of the stockholders of the larger railroad companies may lead to an increase of shortline spin offs and abandonment.

Passenger Rail Operators –

Projects currently under construction will increase the capacity and reliability of the Washington, DC to Richmond corridor (part of one of eleven federally designated high-speed rail corridors). Additional trains will be needed to meet increasing passenger demand:

- DRPT introduced two new intercity passenger rail services in Virginia through the Amtrak Virginia partnership. Service from Lynchburg into the Northeast Corridor began in October 2009, and service from Richmond into the Northeast Corridor began in July 2010. An extension of that service to Norfolk began in December 2012, and the patronage for the service extension has far exceeded expectations.
- In 2016, the Federal Government proposed to award the Commonwealth of Virginia a \$165 million grant for the state's \$1.4 billion transportation enhancement program known as Atlantic Gateway. \$45 million of this grant will be directed to DRPT for the purpose of enhancing physical rail capacity along the CSX owned corridor in Northern Virginia that will provide statewide passenger, commuter, and freight rail benefits.
- DRPT continues to study the feasibility of higher-speed passenger rail service between Richmond and Washington, D.C. Known as DC2RVA, this Federally-mandated NEPA study will produce a draft environmental impact statement in late 2016, and a final environmental impact statement in late 2017 that will clarify the Federal Railroad Administration's expectations for higher speed rail service along this 123-mile corridor, and make it eligible for future federal and state investments in rail service.
- DRPT continues to make capital improvements along the CSX corridor via the Arkendale and Acca Yard projects that also enhance passenger and freight capacity and rail service throughout Virginia.
- DRPT continues to work with Norfolk Southern, the City of Roanoke, and the City of Lynchburg to extend Amtrak passenger service from Lynchburg to Roanoke by 2017, as well as add an additional passenger rail service from Lynchburg. Also, DRPT has an on-going role which includes funding operations, capital improvements, and oversight of both Class 1 Railroads' extension of passenger facilities in coordination with Amtrak under the new Intercity Passenger Rail Operating and Capital (IPROC) fund.

DRPT Employees - The requirements of employees will increase as DRPT expands its program of projects with new activities that will require administrative, financial, procurement, human resources and communications support. DRPT anticipates significant employment needs moving forward.

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Public transportation user	Virginia General Public	7,662,952	8,260,405	Increase
Public transportation user	Virginia Workforce	3,882,178	4,337,000	Increase
Local or Regional Government Authorities	Virginia Counties	79	95	Increase
Local or Regional Government Authorities	Virginia Cities	33	38	Increase
Transportation	Virginia Metropolitan Planning Organizations	14	14	Stable
Transportation	Transportation Management Associations and Commuter Assistance Agencies	18	18	Stable
Transportation	Virginia Public Transportation Systems	54	54	Stable
Transportation	Human Service Transportation Agencies	55	65	Increase
Transportation	Virginia Railroads	11	13	Increase
Transportation	Passenger Rail Operators	2	2	Stable
State Agency(s),	Virginia Port Authority	1	1	Stable
State Government Employee	DRPT employees	52	64	Increase

Partners

Name	Description
Metropolitan Planning Organizations (MPO) and Planning District Commissions (PDC)	DRPT works with the MPOs and PDCs to ensure transit and demand management strategies and projects are included in the regional transportation plans.
Regional and Local Economic Development Agencies	Projects are developed in consultation with Regional and Local Economic Development Agencies
County and City Governments and Transportation Management Associations	DRPT works with and in many cases provides funding to these agencies to implement commuter assistance/congestion management programs. DRPT provides significant grants-in-aid to public transit agencies across the Commonwealth, both in terms of direct state assistance as well as pass-through federal assistance
Private sector businesses	DRPT works with private sector businesses to implement telework programs and increase the number of teleworkers, encourage their employees to utilize transit, carpool, vanpool and passenger rail services, and utilize freight rail as a viable shipping option..
Virginia Department of Transportation (VDOT)	DRPT works with the Virginia Department of Transportation on HOV and Express Lanes marketing, general congestion management promotion, grant programs and the development and implementation of transportation management plans for large construction projects. Beginning in 2016, portions of toll revenues from VDOT operated facilities will be directed to DRPT and local transit providers for transit projects that directly benefit those commuters.
Virginia Department of Business Assistance (VDBA)	Projects are developed in consultation with VDBA
Virginia Economic Development Partnership (VEDP)	Projects are developed in consultation with VEDP
Various state agencies	DRPT works with the Virginia Department of Transportation, Department of Human Resource Management, the Office of the Attorney General, and Department of Accounts to provide various financial and human resource support services.

Agency Goals

- Provide state-wide leadership to improve mobility options.

Summary and Alignment

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

» To become a trusted leadership partnering with stakeholders to meet their needs.

Description

[Nothing Entered]

Objective Strategies

- Targeted outreach sessions to meet stakeholder’s needs
- Provide necessary subject-matter expertise to support stakeholders
- Regular leadership sessions continued to leverage broader strategic thinking

Measures

- ◆ DRPT staff are recognized as subject matter experts through external speaking engagements and leadership at regional planning organization meetings
- ◆ Priorities defined in Rail and Transit plans are achieved through each SYIP.
- ◆ Survey of stakeholders to assess both support of needs met and active leadership provided by DRPT

» **Establish state-wide vision and criteria to focus activity and allocate funds to achieve maximum benefit.**

Description

[Nothing Entered]

Objective Strategies

- Develop statewide rail plan
- Complete prioritized plan developed working with TSDAC and the Revenue Advisory Board

Measures

- ◆ DRPT staff are recognized as subject matter experts through external speaking engagements and leadership at regional planning organization meetings
- ◆ Priorities defined in Rail and Transit plans are achieved through each SYIP.
- ◆ Survey of stakeholders to assess both support of needs met and active leadership provided by DRPT

» **Actively engage and influence regional and transit planning organizations.**

Description

[Nothing Entered]

Objective Strategies

- Actively participate with local and regional decision-making to achieve strategic impact – Identify and engage key local and regional entities.
- Play a leadership role in advancing rail and transit projects of statewide significance (i.e., Long Bridge, I66, etc.).
- DRPT always has a seat at the table for transportation needs.
- Strengthen relationships with key stakeholders and increase public visibility of agency via outreach to enhance political support.

Measures

- ◆ DRPT staff are recognized as subject matter experts through external speaking engagements and leadership at regional planning organization meetings
- ◆ Priorities defined in Rail and Transit plans are achieved through each SYIP.
- ◆ Survey of stakeholders to assess both support of needs met and active leadership provided by DRPT

• **Create stable and reliable funding environment for transit, commuter assistance and rail providers to meet current and future needs..**

Summary and Alignment

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

» **Secure adequate funding for transit commuter assistance and rail needs in the state. Sustain existing sources and grow additional sources of funding to meet rail and transit needs.**

Description

[Nothing Entered]

Objective Strategies

- TSDAC and Revenue Advisory Board.
- Define demand through state rail plan and identify gaps to work with key stakeholders.
- Prepare legislative agenda.
- Leverage non-state-funding options.
- Strengthen relationships with key stakeholders and increase public visibility of agency via outreach to enhance political support
- Implement asset management system for transit

Measures

- ◆ • Funding needs defined by normal operating and capital programs (excludes extraordinary capital needs). Measure should reflect growing percentage of needs funded over time.

- **Identify new multi-modal transportation opportunities and assist agencies and partners in developing these successfully.**

Summary and Alignment

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

- » **Proactively look at emerging technologies and how they can be used to benefit transportation; leverage socio-economic forces.**

Description

[Nothing Entered]

Objective Strategies

[Nothing Entered]

Measures

- ◆ Increase in rail and transit capacity (freight and passenger)
- ◆ Number of households with multi-modal opportunities.
- ◆ Number of people taking non-SOV trips.
- ◆ Proximity of rail and transit options to citizens

- » **Strengthen relationships with key stakeholders and increase public visibility of agency via outreach to enhance political support**

Description

[Nothing Entered]

Objective Strategies

[Nothing Entered]

Measures

- ◆ Increase in rail and transit capacity (freight and passenger)
- ◆ Number of households with multi-modal opportunities.
- ◆ Number of people taking non-SOV trips.
- ◆ Proximity of rail and transit options to citizens

- » **Develop the proactive capability to address both economic development opportunities and changes in economic conditions on a regional and state basis.**

Description

[Nothing Entered]

Objective Strategies

[Nothing Entered]

Measures

- ◆ Increase in rail and transit capacity (freight and passenger)
- ◆ Number of households with multi-modal opportunities.
- ◆ Number of people taking non-SOV trips.
- ◆ Proximity of rail and transit options to citizens

» Integrate transit, rail, and TDM into all transportation policy and projects.

Description

[Nothing Entered]

Objective Strategies

- Atlantic Gateway.
- Van Pool.
- Rail Plan.
- ITS.
- Statewide TDM Plan.

Measures

- ◆ Increase in rail and transit capacity (freight and passenger)
- ◆ Number of households with multi-modal opportunities.
- ◆ Number of people taking non-SOV trips.
- ◆ Proximity of rail and transit options to citizens

• Successful delivery of projects and programs.

Summary and Alignment

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

» Focus on building capacity and capability within the agency

Description

[Nothing Entered]

Objective Strategies

- Build/increase internal resiliency and technical capability through Skills development in areas of technology, mega project management, etc.
- Acquire new resources to support the agency's growing role (HR, Legal, project leaders, etc.),
- Prioritization planning approach and capability; data collection, etc.
- Invest in technology.
- Increase quality of candidate pool and modify job responsibilities to address evolving department needs.
- Leverage business process improvement to enhance agency outcomes.
- Institute cost allocation methods.

Measures

- ◆ Operational measures as benchmarked against national trends are achieved consistently regarding ridership (rail & transit), capacity (rail & transit) and

on-time performance (rail only)

- ◆ Projects are delivered on schedule and on budget.

» **Focus on on-time/on-budget project performance and high quality program delivery.**

Description

[Nothing Entered]

Objective Strategies

- Develop contracts, contingencies, and employ engineering in a way that minimizes risk.
- Employ effective project management and oversight for the life of each project.
- Develop collaborative partnerships with key stakeholders and increase public visibility of agency via outreach to enhance political support.

Measures

- ◆ Operational measures as benchmarked against national trends are achieved consistently regarding ridership (rail & transit), capacity (rail & transit) and on-time performance (rail only)
- ◆ Projects are delivered on schedule and on budget.

Major Products and Services

DRPT's mission critical products and services include project management and oversight of the financial assistance provided for rail and public transportation projects; statewide planning using a multimodal approach; safety, security, and emergency preparedness; technical assistance, and coordination of multi-jurisdictional transportation services.

DRPT provides project management and oversight of over \$500 million annually. Federal and state funding is provided for certain capital project costs of freight rail, passenger rail, and public transportation. DRPT supports many regional initiatives as diverse as the DC2RVA Tier II Environmental Impact Statement, the Richmond Bus Rapid Transit initiative, the Dulles Corridor Metrorail project, the Arkendale to Powell's Creek Third Track project, the Virginia Beach Light Rail project, and the I-95 and I-81 rail corridor programs. Additionally, funding is provided for the operating and maintenance costs in support of public transportation services across the Commonwealth. This funding supplement revenues collected from fares and local funds provided in support of public transportation. DRPT's oversight includes the review of engineering and construction documents of DRPT funded projects and ensures completion is on time and on budget. DRPT introduced two new intercity passenger rail services in Virginia through the Amtrak Virginia partnership in October 2009 and July 2010. Currently, DRPT supports six regional intercity passenger trains which operate in the Northeast Corridor and originate from Lynchburg, Norfolk, Richmond (2), and Newport News (2). DRPT's planning services are in high demand with the advancement of the VTrans2035 multimodal planning effort, DRPT's own statewide plans for rail, transit and congestion management, in addition to numerous local and regional studies underway in transportation corridors across the Commonwealth. Finally, DRPT provides oversight of the fixed guideway transit systems in Virginia to ensure the safety of the traveling public.

Performance Highlights

The DRPT budget has increased significantly since FY 2008 as transportation funding has been shifted in an effort to bolster a multimodal approach to transportation issues in the Commonwealth. The DRPT budget increased again in FY 2017 mainly due to timing, both in terms of the lifecycle of capital projects as well as scheduled drawdown of grant funds. The nature of the large-scale projects that DRPT now manages is highly diverse in their scope and service, changing dramatically over the last 15 years. Examples of these projects include: DC2RVA Tier II Environmental Impact Statement (EIS), Richmond Bus Rapid Transit (BRT), Dulles Corridor Metrorail, Arkendale to Powell's Creek Third Track, Virginia Beach Light Rail extension, and I-95 and I-81 rail corridor programs. As the funding has increased, new programs like IPROC were created, and demands for accountability were increased like performance based transit operating allocations and HB2 prioritization. For example, the adoption of HB 2313 in FY 2013 increased the amount of annual funding dedicated to transit while mandating performance based transit operating allocations and prioritization within transit capital allocations. DRPT has steadily transitioned to a business model that enables the agency to better serve as stewards of Commonwealth funding and as advocates of our programs. This new approach will also help to ensure that transit and rail projects deliver a substantial return on investment of state funds. Essentially, DRPT functions in an investor role in the rail and transit systems across the Commonwealth. Project and program management services are provided for all of the DRPT service areas. DRPT manages its investment in projects and programs through 22 state and federal grant programs.

Ridership on transit systems in Virginia totaled 203,094,049 for FY 2015. Additionally, there were 1,827,190 passenger trips in FY 2015 provided for transit dependent Virginians to ensure access to basic human services such as employment, medical care, shopping, and social activities.

DRPT introduced two new intercity passenger rail services in Virginia through the Amtrak Virginia partnership. Service from Lynchburg into the Northeast Corridor began in October 2009 and service from Richmond into the Northeast Corridor in July 2010. Ridership on state-sponsored passenger rail service totaled 894,065 in FY 2015. Additionally, service was extended to Norfolk in December of 2012. Enhanced freight rail service contributes to the reduction of vehicles on the highway and will support the continued expansion of Virginia's economy. DRPT's Passenger and

Freight Rail Program were responsible for 2,744,184 truckload equivalents being removed from Virginia's highways in FY 2015.

Staffing

Authorized Maximum Employment Level (MEL)	64
Salaried Employees	52
Wage Employees	2
Contracted Employees	0

Key Risk Factors

Economic and Land Use Patterns that Impact Transit and Rail Ridership: Public transportation services are critical to address the issues of growing traffic congestion and increased demand for mobility in Virginia. In order to mitigate increasing the current levels of congestion in the Washington, D.C., Hampton Roads, and Richmond metropolitan areas, more people will need to take public transportation or rideshare each day. Additional transit ridership is dependent upon service levels and reliability. However, other external factors such as gas prices, housing prices, and local land use decisions and business cycles have a significant impact on transit ridership across the Commonwealth.

Mitigating Strategies:

1. Work with transit and TDM agencies to establish goals and strategies to improve transit choices and options.
2. Advance funding to localities and regions for the construction of new and expanded transit services, such as the Richmond Broad Street Bus Rapid Transit and the Virginia Beach Tide extension.
3. Promote use of multimodal system design guidelines in multimodal planning that leads to streamlined implementation in regions.

Aging Infrastructure and Fleets: In order to provide reliable, frequent service, transit systems must maintain their vehicles and facilities in a state of good repair. Transit agencies must fund rehabilitation and replacement of their existing fleets out of the same resources as capacity expansion. Additionally increasing fuel and maintenance costs further strain transit agencies' ability to invest in capital replacement. The deferral of capital needs must be addressed before the costs are out of reach and systems are forced to reduce services.

Mitigating Factors:

1. Continued implementation of the Transit Service Development Advisory Committee tiered capitalization allocation process for funding rolling stock with emphasis on state of good repair vehicle replacements.
2. Continue to monitor asset management process that tracks fleet asset lives and assists transit operators in improved capital asset management.
3. Continue to track transit capital needs and available resources and communicate identified gaps in funding, including the ending of CPR transit transportation bonds. This will inform proposal(s) from the Transit Capital Project Revenue Advisory Board to replace transit capital revenues and prioritize transit capital projects
4. Decreases and/or changes to existing revenue streams dedicated to transit and rail capital and operating programs

Transit Capital: At the close of FY 2019, the Capital Projects Revenue (CPR) bond fund allocations will have completed the 10 year funding period of the original bond authorization. By the close of FY 2020 when the WMATA state of good repair funding grant ends, the state transit capital assistance program will no longer have the bond funding that provided an average of \$110 million annually. As a result of HB 1887 of the 2015 General Assembly session, approximately \$40 million annually of funding was authorized to be shifted from several other modes of transportation to the transit capital program starting in FY 2017. Even with this new funding, the current level of transit capital participation by the Commonwealth is not sustainable once the CPR bonds are exhausted in FY 2019.

The inability of the Commonwealth to participate in funding transit capital projects near current levels after FY 2019 will greatly diminish transit providers' ability to maintain a state of good repair for their current assets and to provide expanded transportation alternatives in the future. A lower state funding match will require localities to make up the deficit, which may result in higher fares and/or cuts to service. Also, because federal participation in transit capital projects requires matching commitments, transit providers will find it difficult to leverage these federal funds, thus exacerbating the issue.

The 2016 General Assembly enacted HB 1359, which created the Transit Capital Project Revenue Advisory Board (TCPBAB) and directed it to study the statewide impact to transit services due to the loss of this revenue sources, recommendations for replacing it, and a project-based prioritization program for the full transit capital program, examined for six measure areas similar to SMART Scale. This proposal is due to the General Assembly by August 1, 2017.

Mitigating Factors:

1. Educate transit stakeholders about the issue and seek their support.
2. Continued implementation of the Transit Service Development Advisory Committee tiered capitalization allocation process for funding rolling stock with emphasis on state of good repair.
3. Develop a better a process to identify transit capital needs and map available resources against the needs to effectively communicate the gaps in funding, including the ending of CPR transit transportation bonds.
4. Seek authorization from the General Assembly for additional capital funding or financing tools, such as allowing the CPR bond authorization

level to be revolving dependent upon excess insurance premiums tax revenues in the Priority Transportation Fund.

5. Encourage local and regional agencies to continue to invest local funds into transit.

Management Discussion

General Information About Ongoing Status of Agency

DRPT will continue to carry out the agency's mission to improve mobility and expand transportation choices in the Commonwealth. The agency will also work to improve its performance in the critical roles outlined in DRPT's Strategic Assessment. The agency budget has more than doubled since 2006 as funding has been shifted in an effort to bolster a multimodal approach to address the transportation issues in the Commonwealth. As the funding has increased, DRPT has steadily transitioned to a business model that enables us to better serve as stewards of Commonwealth funding and as advocates of our programs. This approach allows us to ensure that transit and rail projects deliver a substantial return on investment of state funds.

To improve accountability and increase the efficiency of DRPT's programs, DRPT will continue to improve the grants management process through better reporting, tracking and monitoring. This will help to manage the agency's growing customer base and help DRPT to achieve the maximum benefits from limited funds for rail, transit and congestion management projects. DRPT will continue to work toward the improvement and expansion of rail, transit and congestion management services in Virginia, as part of the broader transportation infrastructure, through funding, project and program management, multimodal planning (through VTrans 2040), technical assistance and advocacy.

Information Technology

The number of rail and transit projects managed by or otherwise requiring DRPT involvement has increased steadily over the years. Improved IT systems are necessary for program managers to more effectively carry out their oversight. DRPT currently uses several agency-specific applications, all of which were developed internally. DRPT depends on this body of software to support and enable virtually all of its day-to-day operations. For the most part, these systems have been able to grow and expand to accommodate the needs of the agency.

- ICAPS – An internally developed financial management system that interfaces with Cardinal; the application allows for detailed project accounting and budgeting for DRPT's numerous grants and managed projects. Additionally, the system provides real-time financial information that is essential to our grant management process.
- PROCURE – An internally developed procurement application that interfaces with ICAPS to provide procurement based budgeting and internal automated requisitioning. This application does not currently interface with eVA.
- Symphony – An internally developed grants management application which allows DRPT staff – primarily program managers – to work with our transit grantees to administer the grants made to these entities.
- OLGA4 – An internally developed application which is the primary tool used by external transit agencies to manage their accounts with DRPT and supply the required administrative data all in a single, unified, easy-to-use application. Grantees have the ability to apply for their grants, sign contracts, request extensions to projects, draw down funds, and review payment history. OLGA (Online Grants Administration) also contains related modules to collect Performance, Financial Planning, and Asset Inventory data.

The primary limiting factor for IT is the deficient desktop and network administration services provided by VITA to DRPT. DRPT is forced to use VITA by state mandate.

Estimate of Technology Funding Needs

Workforce Development

In FY17, DRPT's authorized FTE level increases from 53 to 60 employees with the bulk of these new positions being added to the transit and rail divisions. DRPT has offices in Richmond and Fairfax, Virginia. The majority of DRPT's employees are in the Richmond headquarters' office with two of DRPT's Richmond-based employees located in a project office in the downtown area. Seven positions are based in the Fairfax, Virginia office and one DRPT position based in Herndon, Virginia provides Dulles Corridor oversight. DRPT's recently expanded employee presence in Northern Virginia provides better oversight and support services to this critical transportation project area.

DRPT is focused on developing and maintaining a high level of employee engagement and is working to provide relevant professional growth and opportunities for its employees. DRPT has offices in Richmond and Fairfax, Virginia. The majority of DRPT's employees are in the Richmond headquarters' office. The Richmond office building is owned by the State and DRPT pays rent.

Physical Plant

DRPT has offices in Richmond and Fairfax, Virginia. The majority of DRPT's employees are in the Richmond headquarters' office. The Richmond office building is owned by the State and DRPT pays rent.

Supporting Documents

Title

File Type

Service Area Plan

Rail and Public Transportation Planning, Regulation, and Safety [60203]

Description of this Program / Service Area

This service area implements several programs related to rail and public transportation planning, regulation and safety in the Commonwealth.

Mission Alignment

This area directly aligns with the Department of Rail and Public Transportation's (DRPT) mission of improving the mobility of people and goods while expanding transportation choices in the Commonwealth by supporting planning, regulatory and safety activities necessary to achieve this mission.

Products and Services

Description of Major Products and Services

Safety

Preparing and updating the Department of Rail and Public Transportation (DRPT) Continuity of Operations Plan (COOP Plan) to provide for relocation and re-institution of DRPT services in the event of a disaster at any DRPT office site.

The development and implementation of rail safety oversight programs for the Washington Metropolitan Area Transit Authority (WMATA) Metrorail program and the Hampton Roads Transit (HRT) light rail program in accordance with the regulations of the Federal Transit Administration (FTA).

The development and implementation of safety and security programs for each of Virginia's public transportation systems. Coordination of communications and information among rail and public transportation operators during times of emergencies.

Planning

Production of the public transportation and rail components of regional transportation plans prepared by Metropolitan Planning Organizations that are supported by appropriate land use plans and financial plans. These plans must meet the requirements set out in federal transportation planning regulations.

Production of statewide rail, public transportation, and congestion management plans prepared by DRPT in compliance with VTRANS2040 Intermodal Transportation Policy Plan as directed by Governor, the Commonwealth Transportation Board, and General Assembly.

A statewide plan for human service coordination that sets out programs in each of Virginia's planning districts.

Production of transit comprehensive operations analyses and Transit Development Plans will be conducted in collaboration with the transit agencies to design routes and services and to improve the efficiency and effectiveness of transit operations.

Production of plans conducted by DRPT in collaboration with the specific rail and public transportation projects to include network improvement studies, environmental studies, site development plans, plans for the construction or renovation of rail and public transportation facilities, and congestion management plans at major transportation project construction sites and at choke points in transportation systems.

Preparation of studies by DRPT on topics such as cost/benefit analysis of proposed projects, the feasibility of new rail, public transportation and congestion management services, coordination of transportation services, the needs of the rail, public transportation, congestion management and human service transportation industries, emerging technologies, best industry practices and safety and security issues for the rail and public transportation industries.

Presentation of rail, public transportation, and congestion management needs, plans, and programs to the general public and solicitation of public input for the planning and programming process.

Anticipated Changes

The Department of Rail and Public Transportation (DRPT) will conduct feasibility studies, corridor, regional and statewide planning studies, and environmental studies as required to comply with the National Environmental Policy Act of 1969 for major new rail and public transportation services in the Commonwealth.

DRPT will work with existing public transportation operators to conduct updates of Transit Development Plans (TDP) every year, with a full scale review every five years, to ensure that transit operators in Virginia are planning for market needs. DRPT will also work with commuter assistance agencies to ensure that every agency has a long-range plan to assess existing markets and services and to plan for the future.

DRPT will develop a Transit Resource Allocation Plan that will tie existing state revenue with anticipated capital and operating cost projections, as identified in the Statewide Transit and Transportation Demand Management (TDM) Plan. Likewise, DRPT will study the capital requirements to advance the major capital projects that are currently in the planning and project development stage of implementation. DRPT will continue to work with the transit agencies to implement the performance measures that are used to allocate the DRPT operating assistance funding. DRPT will examine new technologies for rail, public transportation and congestion management and will recommend their implementation among Virginia's programs.

DRPT will conduct a "State of Travel" study and a Return on Investment (ROI) study for all of Virginia's metropolitan and rural areas to determine travel patterns and behaviors and the return on investment in transit and TDM.

DRPT will provide assistance to existing public transportation operators to study safety, security and other issues that pertain to their operations. DRPT also will assist these operators with the planning and design of new facilities and services.

DRPT will work with human service agencies to plan coordinated services and to train managers and operators in efficient and effective service delivery.

DRPT will provide training for managers, drivers, and mechanics under a variety of topics to ensure safe and effective public transportation services in compliance with state and federal rules and regulations.

The majority of planning funds in DRPT's base budget is distributed by formula to Metropolitan Planning Organizations and is not available to DRPT. DRPT uses federal funds, funding from the Virginia Department of Transportation (VDOT), and agency administration funds to accomplish most planning efforts.

DRPT will provide transit, rail and TDM planning technical assistance to the Office of Intermodal Planning and Investment (OIPI), which is under the Secretary of Transportation's purview. DRPT will continue to be involved in the development of the Commonwealth's VTrans 2040 Policy Plan and the Commonwealth's Multimodal Plan that provides the multimodal transportation recommendations. DRPT will continue to assist in the implementation of SMART Scale, which is the project prioritization process utilized by the Commonwealth of Virginia to rank and fund transportation projects using VDOT eligible sources of funding (i.e. state surface transportation funding and congestion mitigation and air quality funds that are allocated by the Federal Highway Administration).

DRPT will continue to lead the Richmond Area to Potomac Segment of the Southeast High Speed Rail Final Environmental Impact Study, known as DC2RVA, in collaboration with stakeholders such as the MPOs, Virginia Railway Express, CSX Transportation, localities and other interested organizations throughout the 115-mile corridor study area. DRPT will continue to participate in the Richmond to Raleigh, N.C. segment of the Southeast High Speed Rail Tier II Final Environmental Impact Study.

DRPT is the recipient of the Federal Transit Administration (FTA) Section 5305 program grant funding, which provides Section 5303 Metropolitan Planning Funds to the Metropolitan Planning Organizations (MPO) and Section 5304 Statewide Transit Planning Activities. DRPT attends the 14 MPO Policy and Technical Advisory Committee Meetings on a monthly basis, manages the Section 5303 grant funding to the MPO's, and ensures that MPO's remain in compliance with federal regulations, such as Title VI.

DRPT will continue to work with localities and VDOT on implementing the DRPT Multimodal System Design Guidelines, as required in the VDOT Road Design Manual.

Factors Impacting

There are a few factors primarily influencing State Safety Oversight (SSO) internally including funding, staffing, and contracting. For funding, the SSO program activities are in part affected by the annual budget which includes; contract services, training, travel, and office equipment. For staffing, DRPT currently employs two (2) full time State Safety Oversight Managers. As future systems come online, it may be necessary to increase the level of SSO staffing. As DRPT staff changes, it becomes necessary to train new employees who may become part of the SSO program. For contracts, the SSO program utilizes subject matter experts in the field of rail safety. The extent to which these subject matter experts are available is dependent on the General Planning Consultants (GPC) that DRPT utilizes.

There are several factors influencing SSO externally, including Moving Ahead for Progress in the 21st Century Act (MAP-21), system expansions and modifications, National Transportation Safety Board (NTSB) / Federal Transit Administration (FTA) safety advisories, industry best practices, accidents and incidents, transit agency staffing levels, and audits. MAP-21 will bring new regulations which will increase SSO program activities and enforcement authority. System expansions and modifications include Washington Metropolitan Area Transit Authority's (WMATA) Metrorail Silver Line extension, in which Phase 2 is in design, and Hampton Roads Transit's (HRT) Tide Light Rail system extension to Virginia Beach, which is in the planning stages. Future systems include Arlington's Columbia Pike streetcar along with others. NTSB/FTA Safety Advisories and special reviews are factors which periodically are based on accident investigation findings. The NTSB and the FTA will issue safety advisories and special reviews that impact all SSO Programs. For implementation of Industry Best Practices, the NTSB, FTA, and American Public Transportation Association (APTA) all identify industry best practices and distribute this information to SSO agencies for possible implementation. Accidents, incidents, hazard management, and audits all can potentially affect SSO programs and are adjusted on an as needed basis. Items that are identified through these four occurrences often require corrective actions be taken by the Rail Transit Agency (RTA). Occasionally, the severity of these items will lead to changes in the SSO program. RTA staffing changes at systems which fall under the SSO umbrella may require SSO program changes. For FTA Audits of SSO program, any findings and recommendations garnered through the SSO program audit performed by the FTA may result in SSO program changes.

Financial Overview

This service area is supported by federal and state transportation funds. The federal funds are provided by the Federal Transit Administration and are apportioned annually to the Department of Rail and Public Transportation (DRPT). The state funds are provided from the Mass Transit portion of the Transportation Trust Fund and are appropriated annually to DRPT.

DRPT currently receives any other funding for planning via transfer, subject to VDOT approval.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	3,743,598	0	3,743,598
Changes to Initial Appropriation	0	0	0	-396,400

Supporting Documents

Title **File Type**

Public Transportation Programs [60901]

Description of this Program / Service Area

Under this service area DRPT will improve the mobility and transportation choices for all Virginians and work to reduce traffic congestion in our urban areas. There are 44 public transportation operators in Virginia. Services include: buses, commuter rail (Virginia Railway Express), heavy rail (Metrorail), bus transit, light rail (The Tide) and passenger ferry services. Virginia's public transportation service providers range from some of the largest and fastest growing in the country that are essential to mobility and clean air in urban areas to very small systems that are the only mode of transportation available to some residents in rural areas. Services are operated by local governments and private nonprofit agencies that serve as agents of DRPT to provide improved mobility and transportation choices for Virginians.

DRPT is working to expand public transportation and congestion management services to the 10 percent of Virginians that do not have access to public transportation. In the last three years, one new public transportation service have been introduced into Virginia's transportation network and DRPT is conducting a feasibility study for a second interested provider. These new services are reaching out to the areas of Virginia where people do not have alternatives to the private automobile and often find themselves without mobility. Major new initiatives also are underway to expand services in our major metropolitan areas where transit services must play a critical role in addressing growing traffic congestion. These new initiatives include Metrorail expansion, bus rapid transit, and new commuter assistance services – all designed to promote multimodal transportation options for Virginia's traveling public.

Mission Alignment

This area aligns with DRPT's mission by providing financial, technical assistance and advocacy services to support public transportation service providers. Through this service area, providers are able to maintain and expand services that improve mobility and provide more transportation choices to the general public.

Products and Services

Description of Major Products and Services

Public Transportation Operating Grants - Financial assistance to support the operations of public transportation services across the Commonwealth. Federal and state aid is provided to supplement revenues collected from fares and local funds provided in support of public transportation operations.

Public Transportation Capital Grants - Financial assistance to support the procurement of vehicles and equipment operated in public transportation service including replacements and vehicles and equipment to be used for new services. - Financial assistance to support the construction and equipping of facilities for system administration and vehicle maintenance and storage including facility repairs, expansions and facilities for new systems - Financial assistance to support construction of facilities for passengers such as transfer centers, multimodal facilities, transit stations and shelters. - Financial assistance to support the procurement of new technology for the improvement of passenger services and system performance such as Intelligent Transportation System equipment.

Public Transportation Special Projects Grants - Financial assistance to support projects that demonstrate new public transportation services or techniques in service delivery. - Financial assistance to support training for drivers, mechanics, and professionals working for Virginia's public transportation systems.

Anticipated Changes

DRPT is committed to ensuring that public transportation will maintain or expand its current market share of commuter travel. To achieve this, services will have to be increased. Public transportation services cannot be increased without additional investment.

In 2013, DRPT completed a legislatively mandated study of its funding for public transit during FY13 which recommended a performance based allocation metric for public transit funding based on a hybrid of the current formula and a performance based funding allocations method. Portions of the analysis used for this study are being considered by the Transit Service Delivery Advisory Committee (TSDAC), as with other concepts, to develop a recommendation for allocating the new transit funding from HB 2313. TSDAC continues to examine this formula.

In 2018, DRPT anticipates a loss of nearly \$70 million in annual revenues directed towards its public transportation capital program, due to the expiration of CPR bonds. In order to address this forthcoming shortfall, the 2016 General Assembly enacted HB 1359, which created the Transit Capital Project Revenue Advisory Board (TCPBAB) and directed it to study the statewide impact to transit services due to the loss of this revenue sources, recommendations for replacing it, and a project-based prioritization program for the full transit capital program, examined in the vein of the HB2/SMART Scale program. This proposal is due to the General Assembly by August 1, 2017.

TCPBAB and TSDAC will work in conjunction to examine DRPT's transit capital and operating programs respectively and in particular towards addressing state of good repair and a project-based prioritization program for the future.

The consequences of not maintaining market share for public transportation include worsening congestion, lost mobility, lower quality of life, and

loss of economic opportunities for millions of Virginians

Factors Impacting

Increasing Traffic Congestion - Public transportation services are critical to address the issues of growing traffic congestion and increased demand for mobility in Virginia. Virginia’s population is expected to grow by one third to 10.9 million by 2035, and congestion will increase with the population if additional transportation choices are not introduced into our existing transportation network. Public Transportation and Commuter Assistance Programs and services are Virginia’s best tools in confronting the issues of growing traffic congestion and yet without increased state investment, these programs are facing the likelihood of a declining role in the movement of people as the population and vehicle miles traveled per person grows exponentially and market share is lost to single occupant vehicle travel.

Aging Infrastructure and Fleets - Replacing aging infrastructure and fleets is also impacting transit providers as they have had to defer capital expenditures due to increasing fuel and maintenance costs, in addition to managing the fluctuation in capital funding available from the Commonwealth. Capital deferrals must be addressed before the costs are out of reach and systems are forced to reduce services.

Coordination of Land Use and Transportation - The growing impact of traffic congestion and increasing sprawl in Virginia are contributing toward the emphasis on better coordination of land use and transportation. DRPT will be involved in supporting localities as they develop regional transportation plans and seek to incorporate the use of transit and passenger and freight rail options in their communities.

Financial Overview

This service area is supported by federal and state transportation funds and local matching funds. The federal funds are provided by the Federal Transit Administration and are apportioned annually to DRPT. The state funds are provided from the Mass Transit Trust Fund (MTTF), the Mass Transit Capital Fund, and from the highway portion of the Transportation Trust Fund, and are appropriated annually to DRPT. Chapter 684 of the 2015 Acts of Assembly (HB 1887) shifted approximately \$43 million of funding from several other modes of transportation to the transit capital program starting in FY 2017. Even with this new funding, the current level of transit capital participation by the Commonwealth is not sustainable once the CPR bonds are exhausted in FY 2019. HB2313 of the 2013 Acts of Assembly provided \$70.9 million of new revenues for Transit starting in FY 2015. SB1140 of the 2013 Acts of Assembly requires performance-based funding for state transit operating assistance for revenues generated above \$160 million in FY 2014 and after. The Transit Service Delivery Advisory Committee (TSDAC) was created to advise DRPT on the distribution of funds above \$160 million. TSDAC’s adopted performance-based operating assistance allocation model with performance metrics and their associated weightings are as follows:

- **Net Cost per Passenger (50%):** Total operating costs less depreciation and any operating income derived from a source other than taxpayers, divided by ridership.
- **Customers per Revenue Hour (25%):** Ridership divided by revenue hours.
- **Customers per Revenue Mile (25%):** Ridership divided by revenue miles.
- **Transit System Sizing (Weightings):** Based equally on the most recent annual ridership and most recent audited operating cost available net of depreciation, projects funded in other DRPT programs, and non-transit related expenses.

SB 1140 also requires that the capital portion of the MTTF shall be allocated and distributed utilizing a tiered approach. TSDAC and DRPT recommended a three tiered capital allocation methodology which was approved by the CTB. State capital program grants from the MTTF are awarded to public transportation capital projects deemed to be eligible, reasonable, and appropriate. These capital grants are funded based on the total cost of the project. The three tiers are described below with state matching percentages of Tier 1 – 68%, Tier 2 – 34 %, and Tier 3 – 17% for FY 2017.

- Tier 1 – Replacement and Expansion Vehicles
- Tier 2 – Infrastructure or Facilities
- Tier 3 - Other

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	412,417,287	0	420,042,153
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Congestion Management Programs [60902]

Description of this Program / Service Area

This service area describes programs directed towards mitigating traffic congestion and air pollution by maintaining or increasing the number of people who choose to telework or use transit, carpool, vanpool, bike and walk modes for commute trips. This service area is also called Transportation Demand Management (TDM) where the goal is to optimize the transportation system performance for commute and non-commute trips, by providing alternatives to the single occupant travel mode, raising awareness of these options, encouraging trial and long-term use of these options. TDM also improves mobility, saves energy, improves air quality and reduces peak period traffic congestion.

Mission Alignment

This area directly aligns with DRPT's mission of improving the mobility of people and goods while expanding transportation choices in the Commonwealth by providing assistance to local congestion management agencies and partnering in the delivery of programs and services with other transportation agencies. The focus is on expanding transportation choices by assisting commuters in finding and using alternative transportation modes or teleworking.

Products and Services

Description of Major Products and Services

Congestion Management/TDM Operating Grants - Financial assistance to support the operations of commuter assistance agencies and delivery of services to businesses and the general public.

Congestion Management/TDM Special Projects Grants – Financial assistance to support projects that demonstrate vehicle trip reduction, vehicle miles traveled reduction or increase in public awareness of travel options.

Telework!VA Program - A program administered by DRPT to encourage businesses to start or expand a telework program.

Evaluation Program for Commuter Assistance agencies.

Technical assistance for program development/enhancement, evaluation and planning for Commuter Assistance agencies.

Training for Commuter Assistance Program practitioners.

Research to support existing and new market development and programs.

Annual Work Plans for each commuter assistance agency that receives a grant from DRPT.

Six-year Transportation Demand Management Plans for each commuter assistance agency that receives a grant from DRPT.

Transportation Management Plans (TMPs) for large construction projects (e.g., I-95 HOT/HOV project, I-495 HOT lanes project and Dulles Metrorail extension project) in collaboration with VDOT.

Anticipated Changes

DRPT proposes to increase efforts to encourage people to commute by carpools, vanpools and public transportation and to telework. This will be accomplished through a number of initiatives undertaken by Virginia's commuter assistance agencies and DRPT itself. The main focus of these efforts will be to reach people at their place of employment and residence and offer them attractive options to driving to and from work alone. In the next two years we want to increase the number of employment sites visited and to increase the number and attractiveness of the programs that are offered to people. We intend to reach more people and offer more attractive alternatives to commuting to work alone. An increase in promotional and marketing efforts, outreach to employers and their employees, and outreach to residents is needed to achieve this.

Special emphasis also will be placed on encouraging telework programs with employers. Many people can perform the duties they are assigned working at home a day or two a week. A workday with no commuting travel provides significant benefits to the transportation network and the individual teleworking with no loss of productivity for the employer. Employers often need advice and assistance with establishing telework programs and this is what DRPT offers with the Telework!VA program. Commuter Assistance agencies will promote telework to employers and direct them to the DRPT's Telework!VA program resources to help businesses implement telework programs. These same services will be available to state agencies in the Commonwealth of Virginia to encourage teleworking among the state workforce.

Increased promotion and marketing of the Telework!VA website, Telework Tax Credit for businesses and Try Transit week is also needed.

Factors Impacting

Northern Virginia continually ranks at the top or near the top of areas in the United States with the worst traffic congestion and time wasted in traffic. Hampton Roads also ranks high on the list of traffic delays and congestion for large urban areas and Richmond's traffic delays have been increasing. The Annual Urban Mobility Study prepared by the Texas Transportation Institute (TTI) provides documentation of the problems of growing traffic congestion in Virginia's major cities. TTI's study shows the trends in these areas are getting worse and that the costs of congestion delays are in the billions. The projected growth in these areas will lead to continued increases in congestion and delays and building more roads or widening existing roads will not solve the problem.

Public Transportation and Commuter Assistance Programs and services are Virginia's best tools in confronting the issues of growing traffic congestion and yet without increased state investment, these programs are facing the likelihood of a declining role in the movement of people as the population and vehicle miles traveled per person grows exponentially and market share is lost to single occupant vehicle travel. Changing land use patterns and urban sprawl challenge our current ability to provide attractive alternative transportation programs and services to meet public and business mobility needs. Growing traffic congestion, and the associated impacts and costs, demand we increase the capacity and efficiency of the existing transportation infrastructure by moving more people and goods through alternative transportation modes.

Recent qualitative research revealed growing commuter reluctance to provide personal information required for ridematching, and a preference for assistance being provided through the employment site. Both will have a profound impact on the way we fund and deliver these services in the future.

Also, the rising costs of fuel will increase the public's demand for commute options and information on these options to driving alone. At the same time, the increasing cost of foreign oil consumption and continuing problems with air pollution in urban areas cause a deteriorating quality of life for residents and negative impact on the economic vitality of residents and businesses in the Commonwealth.

The two largest segments of the population will have a significant impact on travel behavior and needs. Virginia's Baby Boomers are living longer and working longer than prior generations. They are also more active and will need more transportation options and information about how to use those options. The Millennial generation (Generation Y) has a very different outlook on where they live and how they travel than the previous generations. They want to live close to work, restaurants, and entertainment and want travel options that include transit, ridesharing and biking. For Virginia's economy to prosper, we need to adapt to the dynamics of the Baby Boomers and Millennials by offering more transit and other travel options, and provide real-time information on those options using the latest technology.

Financial Overview

This service area is supported by federal and state transportation funds and local matching funds. The federal funds are provided by the Federal Highway Administration and are programmed annually to DRPT. The state matching funds to these federal funds are provided from the highway portion of the Transportation Trust Fund and are appropriated annually to DRPT. Funding to support Transportation Demand Management (TDM) activities are provided by the Mass Transit Trust Fund.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	13,344,000	0	13,344,000
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Human Service Transportation Programs [60903]

Description of this Program / Service Area

This service area describes the Department of Rail and Public Transportation's (DRPT) initiatives to improve and expand human service transportation programs in the Commonwealth. Human service transportation programs are operated by local government social service agencies or private non-profit human service agencies for the benefit of their clients. These clients are elderly or disabled individuals and economically disadvantaged children who are enrolled to receive publicly funded social services. Human service transportation differs from public transportation in that it is designed to serve the very specific needs of human service agency clients, and in most cases, service is restricted to the clients of those agencies who often have no other transportation service available to them. It is not open to the general public.

Mission Alignment

This area directly aligns with DRPT's mission by improving the quality of human service transportation operations. The coordination and procurement services provided by DRPT will help human service transportation providers offer a safe, dependable and reliable transportation choice that will improve the mobility of their clients.

Products and Services

Description of Major Products and Services

Human Service Agency Grants - The Federal Transit Administration (FTA) Section 5310 program now includes the previous New Freedom and Elderly and Disabled Programs. The purpose of the new Section 5310 program is to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services.

Public Transportation Paratransit Capital Grants - State financial assistance to help support the procurement of vans and small buses used for the demand response transport of elderly, disabled and economically disadvantaged members of the general public.

Senior Transportation Grants – State financial assistance that allows for transit systems and human service providers to apply for grants that provide for more services for seniors. The grants provide extra hours and days of service targeted for seniors. Grants also support travel training programs that teach seniors how to use public transportation. The amount of the grants awarded range from \$10,000 to \$20,000.

Planning - The Department of Rail and Public Transportation (DRPT) completed the State Coordination Model for Human Service Transportation in April 2010. The report provided recommendations on how state agencies could work more efficiently on human service transportation. The report is the basis for our more recent efforts to focus on updating regional coordination plans.

Training, Expert Advice, and Assistance - Training for operators of human service transportation with regard to defensive driving, wheelchair lift operation and wheelchair securement, vehicle and lift preventative maintenance, and working with people with disabilities. Continue to examine Virginia's policies, as part of a team of state agencies, to ensure compliance with U.S. Supreme Court decision called the Olmstead Decision. Act as the lead agency to comply with federal laws as resources permit. Provide training for Transportation Solutions Coordinators/Mobility Managers to provide operators with the information and training they need to help match individuals with the appropriate transportation supports. Support training for the Passenger Service and Safety (PASS) Driver Certification Program which ensures that community transportation drivers have current expertise in passenger assistance techniques and sensitivity skills appropriate for serving people with disabilities.

Anticipated Changes

DRPT will modify its products and service to seek to keep pace with demographic changes and best practices of the industry.

The Federal Transit Administration (FTA) Section 5310 Program is among seven federal grant programs administered by the Virginia Department of Rail and Public Transportation (DRPT). The Section 5310 Program is authorized under the Moving Ahead for Progress in the 21 Century Act (MAP-21) enacted in July, 2012 (see 49 U.S.C. 5310). MAP-21 established a modified FTA Section 5310 Program that consolidates the previous New Freedom and Elderly and Disabled Programs. The purpose of the Section 5310 Program is to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services.

Under MAP-21, not less than 55 percent of Section 5310 funds must be available for traditional Section 5310 projects. Additionally, 60% of funds are apportioned to large urban areas, 20% to small urban areas and 20% to rural areas. These new provisions may make maintaining and expanding human service transportation options in rural and small urban areas challenging while providing opportunities for significant growth in large urban areas.

Factors Impacting

The number of agencies that coordinate transportation services and take advantage of DRPT programs will increase with the implementation of local coordination plans updated by DRPT in 2013 and 2014. Virginia's increasing and aging population will have greater mobility needs and create high demand for human service transportation services and DRPT financial assistance. In 2010, nearly one in eight Virginians was 65 or older and with a large cohort of baby boomers reaching retirement age, we can expect continued growth in this population. Additionally, the Demographics Research Group at the University of Virginia (UVA) reports that from 2000 to 2010, every rural region of Virginia grew from in- migration of 55- to 74-year olds, with Eastern Virginia and the rural counties in Virginia's Ex-urban Crescent growing the most.

Financial Overview

This service area is supported by federal, state and local transportation funds. The federal funds are provided by the Federal Transit Administration and are apportioned annually to DRPT. The state funds are provided from the Mass Transit Trust Fund and also are appropriated annually to DRPT. The local funds are provided by the operators and represent the local matching funds utilized to acquire vehicles. These local revenues are appropriated to DRPT on an annual basis.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	9,774,854	0	9,862,302
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Service Area Plan

Rail Industrial Access [61001]

Description of this Program / Service Area

This service area implements the Rail Industrial Access Program. This program serves as an economic development tool for the Commonwealth and local governments to attract and retain industry and jobs. It encourages the development of industry through utilization of an alternative transportation network, which reduces reliance on truck travel and promotes the continued viability of the Commonwealth's freight railroad network.

Mission Alignment

This service area directly aligns with the Department of Rail and Public Transportation's (DRPT) mission by promoting the movements of goods to and from Virginia's industries. The program is an economic development tool for localities as well as the railroads. It offers a safe, dependable and reliable transportation choice for businesses and helps reduce truck traffic, which improves mobility for the general public. Program policy and procedures require an endorsing resolution from the local governing body in accordance with local land use options.

Products and Services

Description of Major Products and Services

Project Development and Grants – DRPT provides technical assistance to railroads, the Virginia Economic Development Partnership, localities and applicants to educate them on the Grant program policies and procedures as well as develop eligible applications. DRPT staff provides technical assistance from sharing information to actual input on solutions to complex infrastructural and operational issues. Staff frequently correspond with applicants and make pre-application site visits.

Anticipated Changes

Transportation and land use opportunities continue to be respectfully addressed by the features of the Rail Industrial Access Program. Railroads work with local governments to encourage appropriate land use along railroads for industry and businesses. This will increase requests for Rail Industrial Access funding and technical assistance.

Factors Impacting

The Rail Industrial Access program is an economic development tool which provides an incentive to industries to utilize rail transportation. Grants support existing/expanding industries as well as incentives for industries looking to locate in the Commonwealth. New rail spurs resulting from this program feed into the main line or shortline railroad industry, supporting jobs and reducing truck traffic. The level of competition is very high between states and other countries to attract and retain business and industry as Virginia positions itself as a key stakeholder in the global marketplace. Virginia's railroads continue to keep pace with this shift to a global economy due to programs such as the Rail Industrial Access fund, which encourages new industries in the Commonwealth to locate along and use railroads.

Financial Overview

The rail industrial access program is currently funded in the Appropriations Act with Highway Construction funds and local and/or private matching funds. This program has been a partner in creating and expanding industrial rail services in Virginia since the late 1980's. The Virginia General Assembly codified the Rail Industrial Access Fund as § 33.2-1600.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	3,000,000	0	3,000,000
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type
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Rail Preservation Programs [61002]

Description of this Program / Service Area

This service area implements the Rail Preservation Program. This program provides funding for the preservation and continuation of existing rail service to increase productivity, safety and efficiency of short line railway transportation logistics in Virginia. Projects funded by the Rail Preservation Program provide a transportation alternative to business and industry in areas of the Commonwealth that may not have this opportunity otherwise. This program has become a key component of the Governor's initiative to attract and maintain business in the Commonwealth.

Mission Alignment

This service area directly aligns with the Department of Rail and Public Transportation's (DRPT) mission by preserving rail service on short-line railroads. These railroads offer a safe, dependable and reliable transportation choice for businesses and help reduce truck traffic, which improves mobility for the general public. Program policy and procedures require an endorsing resolution from the local governing body in accordance with local land use options.

Products and Services

Description of Major Products and Services

Project Development and Grants - Provide technical assistance to short line railroads by working to maximize the greatest infrastructural output with limited capital resources. Grant development involves participating or conducting feasibility strategy sessions with prospective short line business ventures and main line railroad companies, local and state economic development and agencies or departments that may assist in the strategic plan leading to the preservation and development of short line rail service in the Commonwealth. Provide grant assistance to short line railroads to defray the costs of capital infrastructural projects that assist in the preservation of rail service to areas of the Commonwealth that otherwise would not have this service. While the grant process is underway, DRPT staff provides technical assistance from sharing information to actual input on solutions to complex infrastructural and operational issues. DRPT frequently meets with local businesses and local governments along the short line railroads to assist in understanding the benefits of the program for both rail safety and economic development opportunities.

Anticipated Changes

Transportation and land use opportunities continue to be respectfully addressed by the features of the Rail Preservation Program. Prospective and grant requests are expected to increase due to increased need for mobility and accessibility from local, regional, and global markets, coupled with limited funding for traditional transportation improvements and a need to ship by rail. This will increase requests for Rail Preservation funding and technical assistance.

Factors Impacting

Deferred maintenance, brought about by previous rail operation, on infrastructure and the industry wide increase of railcar axle loadings has stressed short line railroads into a repair and upgrade or go out of business situation. Many rail preservation grantees have expressed that if it were not for the Rail Preservation Program assistance, they would not be in business today. As of FY2014, Virginia shortlines operate approximately 500 miles of track in Virginia. There are many development opportunities for industries that require personalized low density freight rail services provided today by short line railroads.

The level of competition is very high between states and other countries to attract and retain business and industry as Virginia positions itself as a key stakeholder in the global marketplace. Virginia's short line railroads continue to keep pace with this shift to a global economy. The APM Terminal development was constructed on a short line railroad. This development is the single largest private investment in Virginia history and, in part, chose Virginia for its dual (CSX Transportation & Norfolk Southern) rail access opportunities offered by a short line railroad.

Financial Overview

The rail preservation program is currently funded in the Appropriations Act with Highway Construction funds, Capital Projects Revenue Bonds, and local and/or private matching funds. Although this program has been a partner in creating and continuing short line rail services in Virginia since the early 1990s, the Virginia General Assembly, in its 2005 session, realized the importance of this program and codified the Short line Railway Preservation and Development Fund. The code section is §33.2-1602.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	14,583,720	0	14,583,720

Changes to Initial Appropriation	0	0	0	-200
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Supporting Documents

Title	File Type
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Passenger and Freight Rail Financial Assistance Programs [61003]

Description of this Program / Service Area

This service area provides for the planning and implementation of passenger and freight rail projects in the Commonwealth. This includes projects that are funded through the Rail Enhancement Fund, the Intercity Passenger Rail Operating and Capital Fund, Virginia Transportation Act of 2000 (VTA 2000), and other state and federal funding programs that may become available.

Mission Alignment

This service area directly aligns with the Department of Rail and Public Transportation's (DRPT) mission by funding capital and operating projects that improve freight and passenger rail services for businesses and the public. These services are in high demand as a transportation choice and improve the mobility of people and goods throughout the Commonwealth and the country.

Products and Services

Description of Major Products and Services

Implement Freight and Passenger Rail Projects under Rail Enhancement Program - Review and recommend applications for funding. Negotiate agreements for additional capacity and passenger rail services as directed by the Governor and General Assembly. Oversee construction to ensure that work is being completed to specification and is on time and on budget.

Implement Freight and Passenger Rail Projects under the VTA 2000 Program - Complete all studies necessary for project, including environmental reviews. Review and approve plans and designs for state funded passenger rail improvement projects. Oversee construction to ensure that work is being completed to specification and is on time and on budget.

Anticipated Changes

The demand for rail service is anticipated to increase as the public and political focus on the provision of public mobility and connectivity through rail and public transportation services increases, and study requirements are placed upon DRPT by the Governor and/or the legislature.

DRPT rail services and products are anticipated to increase as local and regional rail and public transportation organizations seek to develop freight and passenger rail services to provide alternative modes of transportation, particularly in those areas where the existing transportation network is at or exceeds its capacity level. As the implementation of the High Speed Intercity Passenger Rail (HSIPR) program takes shape, DRPT rail services will see a greater demand for technical assistance and project management for passenger rail improvements.

Factors Impacting

Customer rail assistance requests are expected to increase due to increased need for mobility and accessibility from local and regional constituents, coupled with limited funding for traditional transportation improvements. The availability of funding through the Rail Enhancement Program will increase requests for technical assistance in project development.

Increased public and political advocacy of new and expanded rail and public transportation services in Virginia has generated the need for additional data collection and analysis, to develop detailed long range plans and action plans for implementation. Creation of a new federal capital program for passenger rail service could occur incrementally over time. Long term, this could significantly expand the role of DRPT in developing and implementing rail projects.

The continued existence of the national passenger network provided by Amtrak is threatened by federal proposals to reduce or eliminate funding. There is currently no national policy to support passenger and freight rail service. With the establishment of the Federal Railroad Administration HSIPR program in November 2008, there is now a federal program for the development of the nation's high speed rail corridors. However, there has not been additional federal funding. Under the Passenger Rail Improvement and Investment Act (PRIIA), a major cut in federal funding has redirected Amtrak to look for state funding to continue regional passenger rail service. DRPT has expressed and continues to maintain that Amtrak is a national passenger rail transportation service and must continue to be fully supported by the federal government. DRPT will continue to work with Amtrak to identify enhancements to services provided to Virginia. Further impact to Virginia's regional train service occurred when Section 209 of the Passenger Rail Improvement and Investment Act (PRIIA) of 2008 were enacted requiring states to begin supporting Amtrak regional service in 2013.

The Department began a subsidy of all six Amtrak Regional trains that originate and terminate in Virginia. During FY2014, dedicated funding for the Intercity Passenger Rail Operating and Capital Fund (IPROC) began as a result of implementing HB2313 (2013). Virginia began supporting the four regional Amtrak trains operating today as well as the two state-supported Amtrak Virginia services. A total of six regional Amtrak trains would cease operations if Virginia was unable to identify a revenue source for this funding. The General Assembly created the Intercity Passenger Rail Operating and Capital Fund (IPROC) in its 2011 session. Chapter 2 of the *2012 Acts of Assembly* provided \$28.7 million of the FY 2011 General Fund surplus for the operating and capital needs of Virginia intercity passenger rail services. Clearly, a long term solution was needed. With passage of HB 2313 in

2013, Virginia became the only state in the nation to identify a dedicated source of funding to support intercity passenger rail services. Beginning in FY 2014, \$44.3 million of general sales and use tax revenues have been dedicated to the IPROC. The next expansion of intercity passenger rail service will extend Amtrak's regional service from Lynchburg to Roanoke, which is expected to begin service in 2017.

Lack of future rail and public transportation right of way preservation and set-asides will reduce or prohibit new or expanded services. HB1828 of the 2013 *Acts of Assembly* gave DRPT the authority to acquire and hold title to the land necessary to construct railway lines in order to reduce traffic congestion on highways and to shift traffic to rail transportation.

Lack of increased sustained funding for long and short range planning data collection, analyses, and updates will reduce or prohibit exploration of new or expanded rail and public transportation services, technologies and practices.

Financial Overview

This service area is supported by federal and state transportation funds and local and/or private matching funds. The federal funds are provided to Amtrak and/or DRPT by the Federal Railroad Administration. The Rail Enhancement Fund was established in 2005 and the current Code of Virginia section is § 33.2-1601. The fund provides dedicated state funding for acquiring, leasing and/or improving railways or railroad equipment, rolling stock, rights of way or facilities for freight and/or passenger rail transportation purposes whenever the Commonwealth Transportation Board determines that it is for the good of a region of the Commonwealth or the Commonwealth as a whole. The Rail Enhancement Fund receives 2% of the total vehicle rental cost; the total tax is 10% of the total vehicle rental cost. In addition, state funds are provided to freight and passenger rail operators in accordance with VTA 2000 Appropriations and Capital Projects Revenue Bonds under 33.2-365. Code of Virginia § 33.2-1603 established the Intercity Passenger Rail Operating and Capital Fund in 2011. Chapter 766 of the 2013 Acts of Assembly (HB 2313) dedicated 40% of the 0.125% increase in the general sales and use tax to the Intercity Passenger Rail Operating and Capital (IPROC) fund which amounts to approximately \$51.9 million for FY 2017. Thanks to the provision of dedicated revenues, all Amtrak regional service originating in Virginia will continue to operate

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	111,756,249	0	111,756,249
Changes to Initial Appropriation	0	0	0	-1,851,400

Supporting Documents

Title **File Type**

Service Area Plan

Transportation System Development, Construction, and Program Management [61301]

Description of this Program / Service Area

Program no longer used.

Mission Alignment

Products and Services

Description of Major Products and Services

Anticipated Changes

Factors Impacting

Financial Overview

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	0	0	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title File Type

Program Plan

Administrative and Support Services [699]

Description of this Program / Service Area

See Program 69901

Mission Alignment

Products and Services

Description of Major Products and Services

Anticipated Changes

Factors Impacting

Financial Overview

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	13,351,725	0	13,858,964
Changes to Initial Appropriation	0	0	0	2,248,000

Supporting Documents

Title **File Type**

General Management and Direction [69901]

Description of this Program / Service Area

This service area provides the human resources and the administrative support functions for DRPT to effectively manage and direct its other service areas.

Mission Alignment

This service area aligns with DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. The employees of DRPT administer numerous complex programs which require significant knowledge, training, and skills to affect the desired results. The operational employees require high-quality administrative support in order to successfully meet the goals and objectives of the agency.

Products and Services

Description of Major Products and Services

Financial management services for DRPT are provided to internal and external customers. This service safeguards the agency's resources and manages its assets to maximize the funding available for DRPT's grant programs. This includes providing financial information to assist the operational grant managers in their job performance as well as payroll and travel reimbursement processing for all DRPT employees. Grantees are provided timely processing of their grant drawdown requests.

Human resource management services are provided to all DRPT managers and employees. This encompasses assistance with employee hiring, evaluation, and training. Additionally, employees are educated regarding the numerous benefits available to them.

Information technology hardware and software as well as maintenance and development services are provided to all DRPT employees. An internet site is maintained for the general public which provides a heavily frequented service locator along with information on DRPT services and projects. A separate internet site is maintained to provide for On-Line Grant Applications from our customers.

Procurement services are provided to acquire the goods and services needed by agency employees to perform their duties and responsibilities. Procurement services are also provided to acquire vehicles for the Human Services Transportation Program as well as vehicles for the Public Transportation Program.

Records management services are provided to retain key documents in accordance with state and federal requirements.

Facilities and fleet management services are provided to ensure that facilities are available and in good condition for DRPT employees and that vehicles are available to meet their travel requirements.

Communication services are provided for internal and external communications activities, including the agency's public image, visual identity, internal communications, crisis communications, media and public relations, issues management and monitoring, multimedia/website communications and stakeholder relations.

Security monitoring services are provided to keep the Governor, state agencies, customers and stakeholders informed on security threats and incidents related to rail and public transportation. DRPT customers receive assistance in finding funding for security measures and technical assistance. A Continuity of Operations Plan (COOP) is maintained and updated regularly for DRPT facilities.

Policy analysis services are provided for DRPT management and staff to evaluate the trends of DRPT grant programs and identify any issues requiring development of or modification to DRPT policies and procedures.

Project and program management services are provided for all of the other DRPT service areas. DRPT manages projects and programs directly (such as higher speed rail projects and the Dulles Corridor Metrorail Project) and administers 22 state and federal grant programs. DRPT grant managers provide grantees (public transportation systems, commuter assistance agencies, human service transportation agencies, railroads and business and industry) with project management services, technical assistance, and expert advice. Grant managers also review and recommend applications for funding and approve all eligible expenses.

Performance management services are provided to measure the performance of DRPT programs, including the development of performance targets and measures, methodology, data validation programs, performance monitoring and performance reporting. Reports include historical, national average and other comparisons to evaluate program performance.

Anticipated Changes

An external audit function has been established to help ensure that DRPT grant dollars are efficiently utilized. This function plans, coordinates and performs site audits of DRPT grantees. The position works with consultants in the performance stage of these audits. The goal is to visit each grantee at least once every three years. This new function is helping DRPT to establish sound financial procedures for managing grants and the funds related to grants.

DRPT's IT applications have been integrated to allow the grant application system to communicate with the internal financial system. This interoperability led to the development of a web interface for our customers to obtain up-to-date information throughout the life cycle of the grants process.

Factors Impacting

DRPT has maintained its combined administrative support and payroll costs for its public transportation and rail division employees below 3% of the agency budget. Maintaining such a small administrative overhead and payroll cost places a significant burden on employees as service output increases across all divisions of the agency. The timing of adding additional staff is a challenging endeavor. DRPT is continuing to maintain its exceptionally low payroll and administrative costs in FY 2015, as a further indication that the agency has done an exceptional job of growing service ahead of staff growth.

Financial Overview

This service area was supported by the Highway Maintenance and Operating fund in prior years. Under HB 2313, it was determined that DRPT's program funds can cover the cost of project development, project administration, and project compliance. As a result, the Commonwealth Transportation Board (CTB) may approve up to 3.5% per year of the Mass Transit Trust Fund, the Rail Enhancement Fund, the Rail Preservation Fund, and the Intercity Passenger Rail Operating and Capital Fund to support costs of project development, project administration, and project compliance per the Code of Virginia § 33.2-1604.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	0	13,351,725	0	13,858,964
Changes to Initial Appropriation	0	0	0	2,248,000

Supporting Documents

Title **File Type**