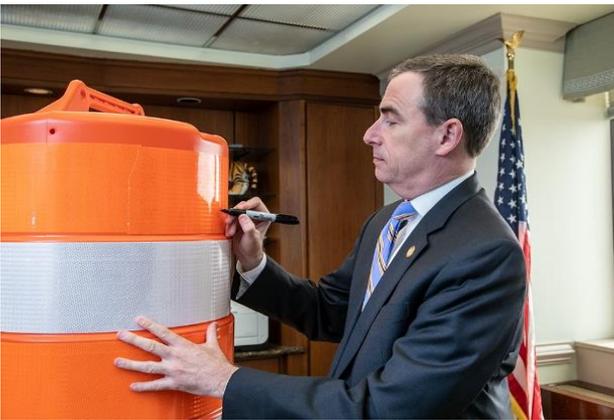




Virginia Department of Transportation

ORGANIZATION GUIDE

SEPTEMBER 2019



Introduction

VDOT proudly supports the transportation quality, standard of living and economic development goals of the Governor and the Secretary of Transportation. We work to ensure that Virginia is among the best states in the country to live, work, run a business, attend school or visit.

Continuous improvement is one of our core values. We learn from our successes and failures alike and from our public and private sector partners. Employees are encouraged to be problem-solvers, challenging norms and exhibiting innovation.

While we continue developing our expertise, we will also endeavor to develop as mentors and to strengthen our next generation of experts and leaders.

This Organization Guide lists our major units, providing summaries of their products and services. The Performance & Strategic Planning Division updates the Organization Guide on a semi-annual basis.

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Overview of the Virginia Department of Transportation

Virginia has the third-largest state-maintained highway system in the country, behind only Texas and North Carolina. The Virginia Department of Transportation (VDOT) is responsible for building, maintaining and operating the roads, bridges and tunnels within the state. Through the Commonwealth Transportation Board, VDOT also provides funding for airports, seaports, rail and public transportation.

The 128,770 lane mile state-maintained system is divided into these categories¹:

- Interstate - 5,540 lane miles of four-to-ten lane highways that connect states and major cities
- Primary - 21,997 lane miles of two-to-six-lane roads that connect cities and towns with each other and with interstates
- Secondary - 100,577 lane miles of local connector or county roads; these generally are numbered 600 and above, and Arlington and Henrico counties maintain their own county roads
- Frontage - 656 lane miles of frontage roads

A separate system includes 10,504 miles of urban streets, maintained by cities and towns with the help of state funds. Virginia's cities are independent of its counties. Henrico County (1,380 miles) and Arlington County (367 miles) maintain their own roads. There is an additional 45 miles of toll roads maintained by others.

Virginia's transportation network is more than roads²:

- More than 11,900 bridges and 7,550 culverts
- Six underwater crossings in the Hampton Roads area:
 - + The mid-town and downtown Elizabeth River tunnels
 - + The Hampton Roads Bridge-Tunnel on Interstate 64
 - + The Monitor-Merrimac Memorial Bridge-Tunnel on Interstate 664
 - + The two Chesapeake Bay Bridge Tunnel crossings
- Two mountain tunnels on Interstate 77 in southwest Virginia: East River and Big Walker
- Rosslyn Tunnel on Interstate 66
- Eleven movable bridges
- Five Traffic Operations Centers and two Customer Service Centers
- Three toll roads (Northern Virginia's Dulles Toll Road, The Powhite Parkway Extension near Richmond, The Pocahontas Parkway near Richmond)
- One toll bridge (The George P. Coleman Bridge carries Route 17 traffic over the York River between historic Yorktown and Gloucester County; only northbound traffic is charged)
- Three ferry services (Jamestown-Scotland, Sunnybank, and Merry Point)
- Forty-one safety rest areas and twelve welcome centers along major highways
- More than 100 commuter parking lots
- The Virginia Capital Trail bicycle and walking path

¹ As reported by VDOT's Maintenance Division as of 12/31/2017

² As confirmed by VDOT Structure and Bridge Division on 4/16/2019

Mission, Values, Ethics

Mission

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

Code of Ethics

As an employee of the Commonwealth of Virginia and the Virginia Department of Transportation, I will:

- Commit to be a trusted steward of public resources
- Act with integrity in all relationships and actions in the work environment
- Abide by Virginia's Standards of Conduct for employees
- Not engage in conflicts of interest between my private interest and my professional role
- Not use public resources for personal gain
- Not accept or give gifts in violation of the State and Local Government Conflict of Interests Act
- Not knowingly make a false or fraudulent statement
- Not knowingly conduct or condone any illegal or improper activity

Shared Values in Public Service

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

VDOT Goals

VDOT will:

Execute the Program

It is our job to execute the program, even with one-third of our construction projects being locally administered. High-level focus will remain on safety, delivering projects ahead of schedule and under budget, and improving infrastructure condition.

We will develop strong partnerships with localities and foster open collaboration with business partners. Each partner has an important role to play and successful execution requires effort from us all.

Maintain Infrastructure

We will maintain infrastructure to a state of good repair. Significant strides have been made; preventative maintenance and rehabilitative efforts will continue, but most of the 'low hanging fruit' has been picked.

As assets age beyond the reach of rehabilitation, we must work with localities, regional entities and business partners to prepare for reconstruction.

Ensure a Sustainable Project Pipeline

We will work with localities and regional partners to develop and maintain a sustainable pipeline of quality projects. This collaboration will ensure readiness for SMART SCALE and State of Good Repair (SGR) program consideration, from planning and design through construction.

Successful implementation of this pipeline relies on having a stable, highly trained, and experienced workforce.

Ensure Efficient Highway Operations

We will operate our roadway network more efficiently, focusing on moving people and goods using tactics like improved signal timing.

We will implement incident management, traffic management and innovative technological solutions such as using unmanned aerial systems in crash reconstruction and congestion/incident management.

Develop the Workforce

We will develop a highly trained workforce, able to meet today's objectives while being prepared to anticipate and tackle tomorrow's opportunities. Partnering with the private sector to develop staff is key to getting the right people with the right skills into the right positions.

VDOT is committed to:

Be Transparent

We will maintain focus on performance management, continuing to openly provide information to the public. Partners and customers should know what we are doing and why we are doing it.

We will work with localities, regional entities and business partners to help them gain a better understanding of their impact on the Commonwealth's performance.

Be Business Focused

Our business focus will continue to be based on strong performance management practices and objectives, while streamlining our processes.

We will establish fair and reasonable project delivery goals, while ensuring that our local and private-industry partners understand their role in success program delivery.

Be Innovative

Technology is changing the way we do business. We will be innovative, taking advantage of technological advances such as connected and automated vehicle technology.

The transportation industry is changing and we will improve the policies, administrative practices and speed/quality of construction, maintenance and procurement program delivery.

Be Safe

Safety is not just a slogan; it is an expectation. We will work with law enforcement and communications partners to enhance traveler safety, while continuing to implement engineering and operational safety solutions. We remain committed to providing a safe working environment and will continue to foster an active workforce safety culture.

VDOT Organizational Structure



- The Virginia Department of Transportation (VDOT) currently has 7,735 approved full time positions.
- The agency has nine districts:
 - + Bristol
 - + Culpeper
 - + Fredericksburg
 - + Hampton Roads
 - + Lynchburg
 - + Northern Virginia
 - + Richmond
 - + Salem
 - + Staunton

Districts are further divided into residencies and area headquarters in order to efficiently provide service to their geographically assigned areas.

- VDOT Central Office is in Richmond where the Commissioner's Office and engineering, maintenance, operations and business support divisions are located.
- The Chief Deputy Commissioner reports to the Commissioner and provides leadership to the districts, the Chief of Administration, Chief of Technology & Business Strategy, Chief Financial Officer, and Chief of Policy, as well VDOT's Civil Rights Division, the Virginia Transportation Research Council, and the offices of Safety, Security & Emergency Management and Communications.

The Chief of Maintenance & Operations also reports to the Chief Deputy Commissioner while providing leadership to VDOT's maintenance and operations offices and divisions.

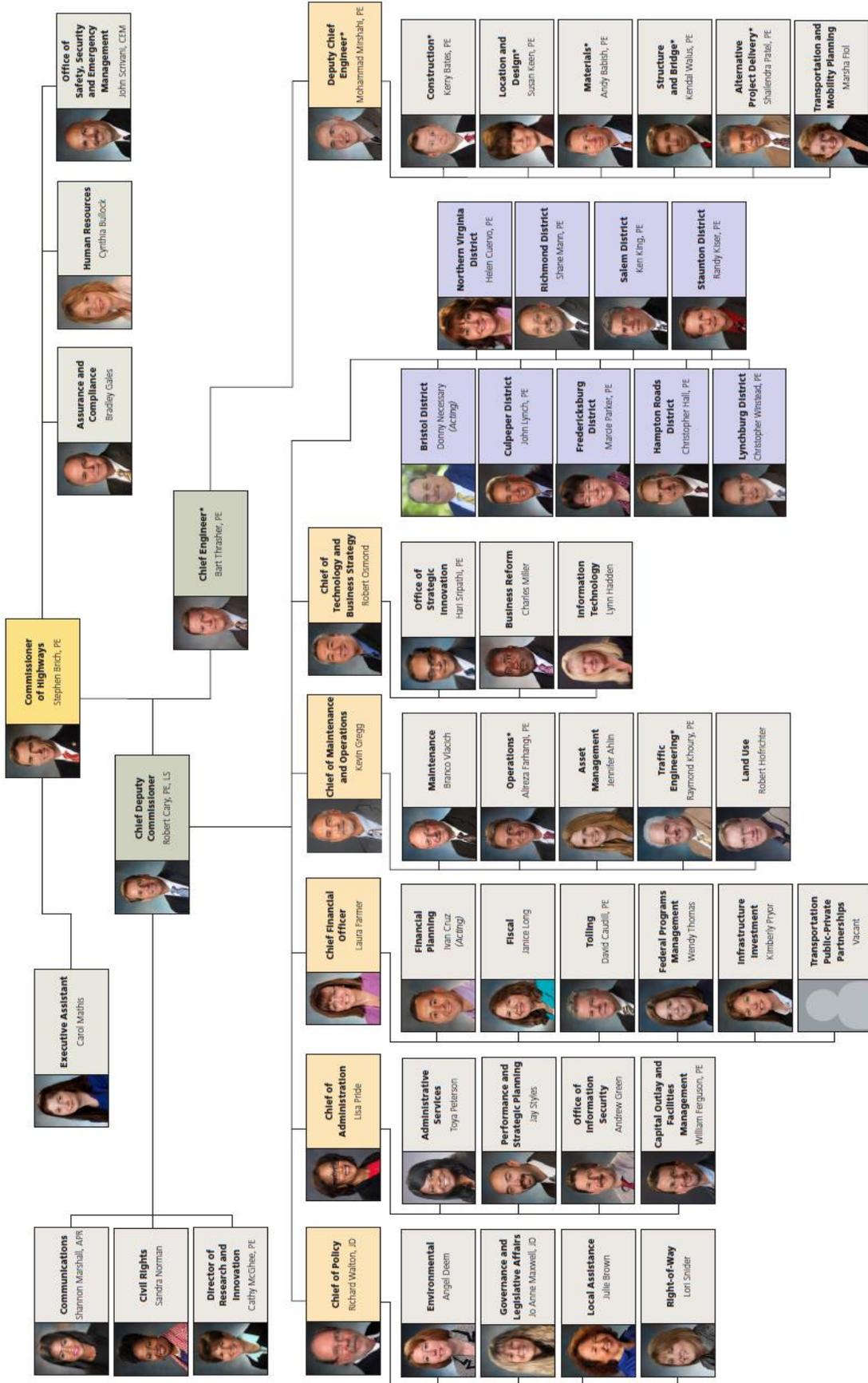
- The Chief Engineer reports to the Commissioner while providing leadership to VDOT's engineering services divisions.

VDOT Organization Chart

October 2019

* Designates positions requiring professional engineering license

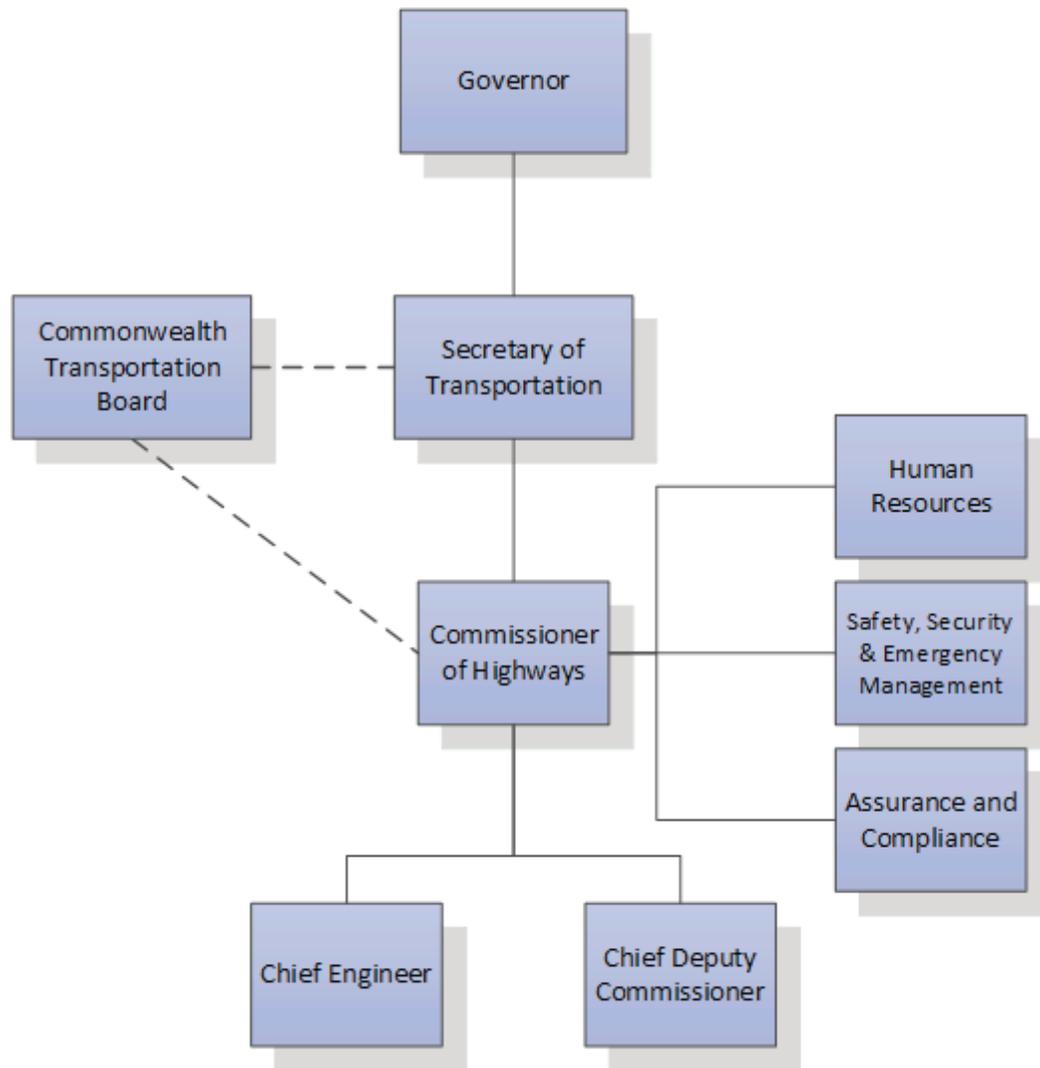
ORGANIZATION CHART



ORGANIZATION CHART

Commissioner

COMMISSIONER



The Commissioner is appointed by the Governor to serve as the agency head or Chief Executive Officer of the agency. The Commissioner provides leadership for all agency staff and directly supervises the Chief Engineer, the Chief Deputy Commissioner, the Human Resources Division and the offices of Assurance & Compliance and Safety, Security & Emergency Management.

Assurance and Compliance

Mission Statement

Advise the Commissioner of Highways, Commonwealth Transportation Board, Secretary of Transportation, and Governor's Office on core matters relating to the condition of agency accounting, financial and administrative controls, investigations to resolve allegations of fraudulent, illegal, and/or inappropriate activities, prevention and detection of fraud, waste, and abuse, and coordination with federal and state law enforcement and prosecutorial agencies. Promote integrity, accountability, process improvements, and VDOT's programs and goals by creating and working toward a shared vision of values and ethical behaviors.

Overview

The Office operates pursuant to authority contained within the "Audit Charter" that serves as the basic document in the organization and administration of the Virginia Department of Transportation, Assurance and Compliance Office (ACO). The Charter also serves to document ACO's authorization to access records, personnel, and the physical properties relevant to the performance of audits and investigations, and to define the scope of the activities within VDOT and will coordinate activities with the Office of State Inspector General necessary to support compliance with Virginia Code §2.2-309 et. seq.

The Office provides independent and objective assurance services designed to add value to and improve VDOT's operations. It helps VDOT accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes, by providing effective control at reasonable cost. The Office also performs evaluations, reviews, and audits of external entities that conduct business with VDOT and investigates cases involving allegations of fraud, waste and abuse, including those referred through the Commonwealth's Fraud, Waste and Abuse Hotline.

Functions

The Office is led by the Assurance and Compliance Office Director and performs the following functions:

- **Internal Audits** in accordance with the International Standards for the Professional Practice of Internal Auditing ("IIA Standards") to evaluate whether VDOT's network of risk management and internal control governance processes, as designed and represented by management, is adequate and functioning to ensure effectiveness and efficiency of operations; reliably conducts reporting; and is in compliance with policies, procedures, laws, and regulations
- **Special Projects**, including audits, reviews or investigations that are not scheduled on the Audit Plan based on the normal risk assessment process
- **Investigations** referred through the State Fraud, Waste, and Abuse Hotline and investigations based on detection, referral, or request by management of misconduct, policy misapplication, or fraud, waste, abuse or any other inappropriate activity
- **Reviews and Evaluations** to determine compliance with the Federal Acquisition Regulation ("FAR") including indirect cost rate (overhead) evaluations, final evaluations and pre-award evaluations on external architectural and engineering firms, Comprehensive Annual Financial Reports ("CAFR") evaluations, and CPA Workpaper Reviews on Indirect Cost Rate Audits
- **Right of Way Ombudsman Evaluations** which provide independent and objective reviews of limited VDOT Right of Way actions, specific to eminent domain, that impact constituents of Virginia
- **Information Technology Security Audits** develops and executes an annual audit plan of VDOT "sensitive" information technology systems in accordance with the Commonwealth's Information Technology Security Audit Standard (ITRM SEC502)
- **Consultative Services** are provided at the request of VDOT management and staff

Human Resources

Mission Statement

To design, implement and sustain robust talent acquisition and development programs/services that equip our workforce to “Keep Virginia Moving” today and into the future, and to contribute to a highly engaged and productive workforce

Overview

Vision: To be a leader in both delivering the right people, knowledge and skill sets to the right positions, and in providing an employee work experience that results in employees who are—and know they are—appreciated, valued and necessary to the organization

Commitment: To establish ourselves as knowledgeable, credible and accountable strategic partners to key stakeholders and the VDOT community by demonstrating L.E.A.D.E.R.S.H.I.P.:

Learning the business

Assuming unconditional accountability for results

Embracing the organization’s mission, values and culture

Showing expertise in our field

Identifying and providing innovative solutions

Explaining the “why”

Delivering exceptional customer service

Respecting others

Helping people connect

Promoting appreciation and recognition

Teams

The Division is led by the Human Resources Director and is organized into HR Operations and HR Program Area teams:

- The HR Operations Team consists of the dedicated Human Resources field staff located in all nine VDOT Districts and Central Office. The field HR staff serve as strategic business partners to local leadership teams and collaborate with the HR program areas to provide service directly to our employees. The District and Central Office HR Managers play a vital role in ensuring HR business practices support the agency’s goals. District HR staff provide day-to-day program delivery and support for all HR functions within their respective District.
- The Central Office HR team serves as a 10th field HR office and provides day-to-day program delivery and support for all HR functions within the Central Office Directorates and Divisions. The Central Office HR staff also provides technical consultation to VDOT’s Executive leadership team regarding statewide impact of changes in organizational structure and delivery of services.
- The Employment Team sets statewide direction for the strategic sourcing and integration of new talent into the agency. This focus includes talent acquisition, employee onboarding, workforce engagement, and succession planning. The team coordinates agency efforts to identify future talent through community outreach, targeted career fairs, K-12 outreach, and higher education events. Statewide job advertising, applicant travel and VDOT’s moving and relocation programs are coordinated by this team.
- The HR Business Operations Team handles the internal business related processes for HR Central Office staff and HR staff in the Districts. This includes development, monitoring and oversight of HR Division budgets, creation and management of contracts required for professional services and goods and the management of fiscal processes such as travel reimbursement, expense processing, accounts payable and Small Purchase Credit Cards (SPCC) for HR Central Office transactions. This team also assists in the planning and meeting logistics for statewide events and provides technical support for bringing on new Division employees for Central Office security, parking, facilities and space planning. The team also serves as the point of contact for HR Division audits.
- The HR Information Management (HRIM) Team provides consultation, planning, project management, development and implementation of supporting technologies to meet HR operational and informational needs for the agency. The team also conducts work process reviews with a focus on improved operational efficiencies and provides data analytics to support agency program initiatives. Key systems include the state’s Personnel Management Information System (PMIS), VDOT’s Virtual Campus (VDOT’s Learning Management System), HRWorks (personnel files, performance management and personnel workflows) and online organizational charts for HR data visualization and extracts. Human Resources data housed in systems managed by this team feed multiple other VDOT and Commonwealth technologies including the Cardinal system currently used for timekeeping and expense reimbursements.

Human Resources

- **The Policy and Compliance Team** ensures policy and regulatory compliance within the HR Division, while providing statewide oversight for VDOT's Employee Relations and Occupational Health Programs. The Employee Relations section provides guidance, training, and resources for employees and managers to resolve workplace conflict, address workplace complaints, ensure appropriate administration of the Commonwealth's Standards of Conduct and Grievance Procedure, and drive employee productivity and engagement in support of organizational objectives. This section also administers VDOT's Foreign National Sponsorship Program and coordinates responses to requests for personnel information via the Virginia Freedom of Information Act (FOIA), subpoenas, and the Virginia Employment Commission (VEC). The Occupational Health section partners with VDOT's industrial hygienist and safety managers to administer VDOT's policies and programs pertaining to OSHA-mandated medical testing, commercial driver and merchant mariner licensure and fitness, and drug and alcohol testing.
- **The Total Rewards Team** ensures that the agency is able to attract and retain the talent needed now and in the future. This team provides statewide design, consultation, planning, development and implementation of VDOT's Total Rewards programs. The Classification and Compensation section is responsible for position classification including job design, job descriptions and position descriptions, classification of jobs into the Commonwealth's job family structure, all programs related to employee compensation including our market-based pay program and statewide compensation budget, and overtime program. The Benefits section is responsible for all employee benefits programs including health benefits, life insurance, retirement programs, alternate work arrangements and teleworking options, the Virginia Sickness and Disability Program (VSDP), leave programs, VDOT's Commuter Incentive Program, Workers' Compensation and OSHA recordkeeping and reporting related to workplace injuries and illnesses. The Employee Recognition and Engagement section is responsible for rewards and recognition programs including VDOT's on-the-spot awards, Service Awards, the Commissioner's Awards for Excellence, the Governor's Awards, Virginia Public Service Week (the Commonwealth's employee appreciation week), wellness programs, and driving engagement through job satisfaction as well as, coordination of the Commonwealth of Virginia Campaign (CVC).
- **The Workforce Development Team** is committed to developing the essential competencies, capabilities and courage necessary to build a sustainable transportation talent pipeline. The team provides technical and leadership programs, support services, and oversight through continuous learning, career coaching, tuition assistance and license and certification renewals to meet business needs and provide for individual development. The team consists of Central Office and District staff that work with VDOT staff and external vendors to provide learning opportunities through a mix of instructor-led courses and on-line learning through VDOT University. This team is also accountable for the Statewide Learning Plan and Budget and partnering across the agency to ensure maximum effectiveness of learning resources. Workforce Development team members continually promote external collaboration with public, private sector and community colleges to optimize and expedite development opportunities for the Commonwealth and the transportation industry.

Safety, Security & Emergency Management

Mission

Provide agency-wide coordination and leadership for employee safety, security, emergency management and related planning through collaboration and consultation.

Overview

The Office of Safety, Security & Emergency Management is responsible for oversight of the safety, security, emergency operations and the emergency planning programs. The Office establishes policies, procedures and best practices required to support, monitor and evaluate these Programs statewide. Through outstanding, around-the-clock customer service and innovative decision-support, the Office of Safety, Security & Emergency Management supports a transportation system that is safe, strategic, and seamless.

Sections

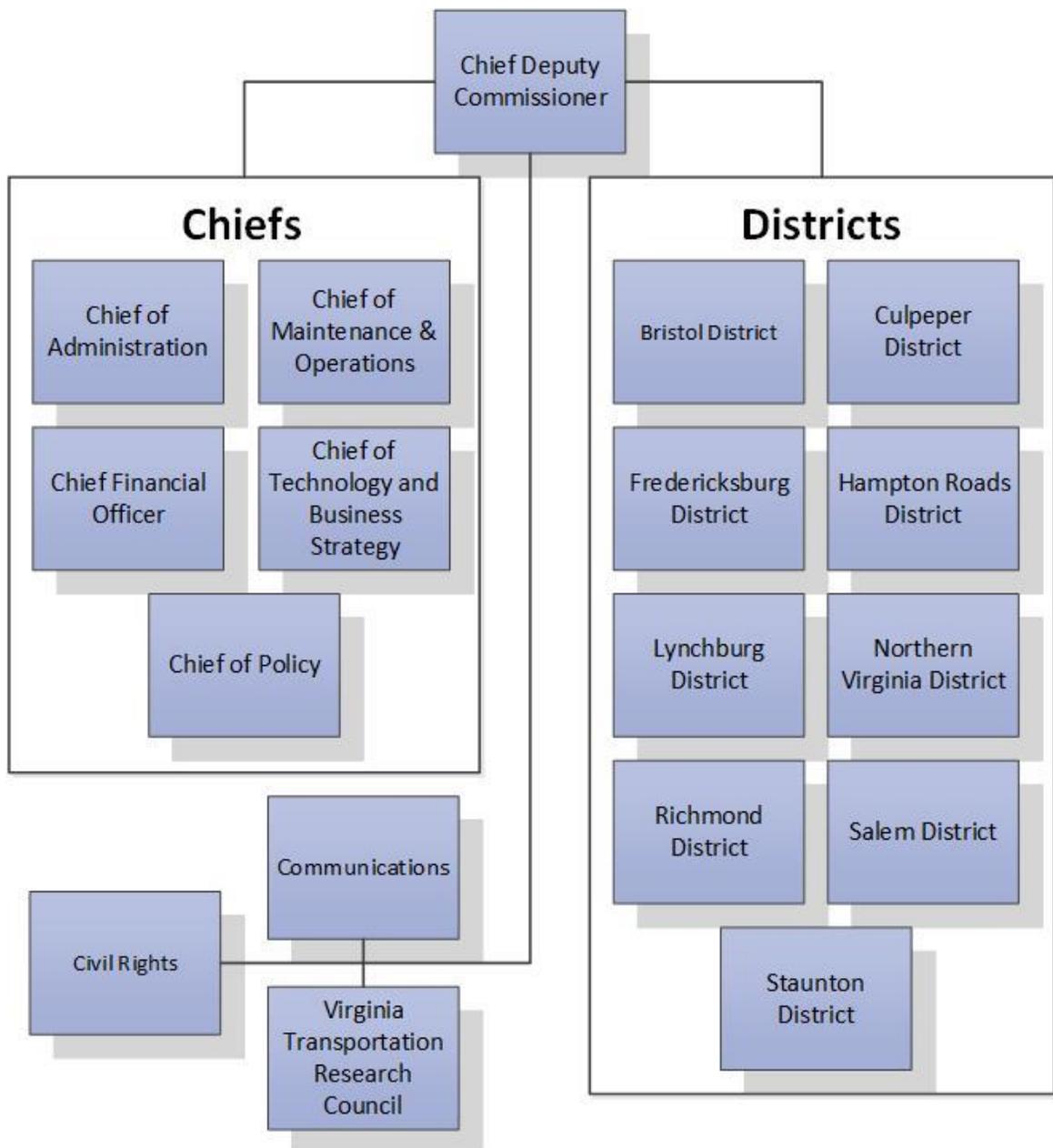
The Office is led by the Safety, Security and Emergency Management Director and consists of four sections:

- The Safety Section promotes safety as the first responsibility of all VDOT employees and reinforces that all personnel maintain a safe work environment. The Safety Section is responsible for continuing to grow the safety culture among all VDOT employees and contractors. By maintaining safety data and performing trend analysis on this data, the Safety Section supports the Districts and Central Office Divisions. This support is provided by the issuance of guidance and best practices on how to reduce injuries. Our ultimate goal is a workplace free of Occupational Safety and Health Administration (OSHA) recordable injuries and zero preventable vehicle crashes.
- The Security Section develops projects to enhance employee and organizational situational awareness and physical protection. The Security Section also maintains multiple security systems statewide and serves as VDOT's primary liaison for Homeland Security initiatives. The Security Section is also responsible for coordinating VDOT's Critical Infrastructure Protection Program as well as conducting Criminal History Background Checks on all employees and contractors.
- The Emergency Operations Section monitors statewide incidents and events to determine potential adverse impacts to the transportation system and coordinates and supports statewide emergency response and recovery operations. The Emergency Operations Section is also the primary liaison with the Virginia Department of Emergency Management and will support and staff activations of the Virginia Emergency Operations Center (VEOC) during events and incidents.
- The Emergency Planning Section prepares all hazards emergency operations plans and other decision support products for agency leadership and support effective deployments of personnel, management of resources, and timely response during emergencies. The Emergency Planning section also coordinates the VDOT Continuity of Operations Plans (COOP) and the Emergency Evacuation Plan for Central Office.

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Chief Deputy Commissioner

CHIEF DEPUTY COMMISSIONER



The Chief Deputy Commissioner reports to the Commissioner and provides direct leadership to five Chiefs, nine District Engineers, the Virginia Transportation Research Council, the Civil Rights Division and the Office of Communications.

Civil Rights

Mission Statement

Ensure compliance with laws, regulations, and policies to prevent and eliminate discrimination by protecting the rights and embracing fairness and inclusion of those applying to, employed by, benefiting from and participating in the Virginia Department of Transportation's programs and services.

Overview

Through internal and external programs and activities, the VDOT Civil Rights Division works to ensure inclusion, community and cultural awareness, and fair employment practices where federal and state resources are applied in design, procurement and contracts.

Sections

The Division is led by the Civil Rights Director and encompasses two major sections, each of which are broken into smaller teams:

- **The Internal Programs Section** works to provide equal opportunity employment to VDOT employees.
 - + **The Title VII Team** works to ensure equal employment opportunity (EEO) by prohibiting employment discrimination based on race, color, religion, sex, or national origin.
 - + **The Americans with Disabilities Act (ADA) Team** is committed to complying with the ADA of 1990 and the ADA Amendments Act (ADAAA) of 2008, which protect qualified applicants and employees with disabilities from unlawful discrimination in recruitment, hiring, promotion, discharge, pay, training, fringe benefits, classification and other aspects of employment.
 - + **The ADA/Section 504 Plan Team** provides assurance that VDOT fully complies with requirements of Section 504 of the Rehabilitation Act of 1973 and the ADA of 1990, as well as meets all related U.S. Department of Transportation requirements.

- **The External Programs Section** administers nondiscrimination, affirmative action and equal opportunity programs that are legislatively mandated or developed to remedy or prevent discrimination relating to VDOT contracting and external programs that use federal funds.
 - + **The Title VI Program** is the “system of requirements” developed to implement Title VI of the Civil Rights Act of 1964 and civil rights-related provisions of other federal statutes and authorities.
 - + **The Disadvantaged Business Enterprise (DBE) Program** is intended to increase the participation of DBEs on federally funded construction and consultant projects and to ensure nondiscrimination in the award and administration of federally funded projects.
 - + **The VDOT Small Business Enterprise Program** facilitates competition by small business firms to participate in procurements as prime contractors/consultants.
 - + **The DBE, EEO, and Labor Compliance Team** ensures that contractors and subcontractors performing work on federally assisted highway contracts comply with nondiscrimination and EEO, DBE commercially useful function, on-the-job training and labor requirements.
 - + **The DBE Supportive Services Team** offers business development services and trainings to certified disadvantaged businesses to position them to obtain federally funded transportation contracts.
 - + **The Veterans Internship Program Team** assists wounded veterans in making the transition to full-time employment within VDOT, other government agencies, or with private employers.

Communications

Mission Statement

To always be trusted communicators consistently serving and engaging both internal and external publics by providing timely information that is clear, consistent, easy to obtain and timely.

Overview

The Office of Communications is responsible for strategic communications planning, executive counsel, internal and external communications, media relations, social media, website content and development, graphic design, photography, videography, cartography, procurement and advertising.

Sections

The Office is led by the Director of Communications and consists of six major sections:

- The **Internal and External Communications Section** provides accurate, timely information to internal and external audiences through a variety of communications mediums. This includes producing content for the InsideVDOT homepage, Electronic Bulletin Boards and internal outreach initiatives and newsletters. The section also maintains statewide and national media relations and researches and distributes news releases. Additionally, the section provides strategic communications planning, drafts talking points, develops presentations, supports the planning and execution of special events, and manages crisis communications.
- The **Web Section** produces and maintains content, with the support of subject matter experts, for most of VDOT's external websites.
- The **Cartography Section** produces maps, including the Official State Transportation Map, Map of Scenic Roads in Virginia (which are distributed internationally), Bicycling in Virginia map, Historic Garden Week map, county maps and the restricted structures atlas, along with many other customized maps.
- The **Digital Media and Graphic Design Section** develops strategy for the agency's social media program including day-to-day oversight. The section also maintains the agency's design standards and creates visual concepts including logos and branding for websites, displays and various on-line and printed publications.
- The **Video and Photo Section** produces videos for internal and external audiences including informational/educational videos, documentaries, training videos and videos for social media. The section also provides location, studio and portrait photography.
- The **Business Section** administers the Office's on-call marketing and communications services contract and manages procurement and legally-required advertising including the placement of public notices and ads. The section also is responsible for leading the distribution of the Official State Transportation Map and county maps.

Virginia Transportation Research Council

Mission Statement

Provide a substantive, nationally recognized applied research, development, consulting, and technology transfer program to support the Virginia Department of Transportation in the planning, delivery, operation, and maintenance of Virginia's transportation system.

Overview

As VDOT's research division, the Virginia Transportation Research Council (VTRC) emphasizes implementation of its research findings to improve agency operations, agency efficiency, and the safety and quality of roadways in Virginia. Located at the University of Virginia in Charlottesville, VTRC conducts research in system operations and traffic engineering, structural engineering and materials science, pavement engineering, geotechnical engineering, environmental science and engineering, transportation planning, and economics. Through research in these disciplines and implementation of its findings, VTRC strives to introduce innovations into practice for the benefit of all who use Virginia's transportation system.

Teams

The VTRC is led by the Research Council Director and is organized into four major research teams:

- **The Pavements Team** specializes in research on innovative materials, design, construction, evaluation, maintenance and management for highway pavements and related geotechnical applications
- **The Structures Team** specializes in research on innovative materials, designs, and preservations and management strategies for bridges and other structures
- **The Safety, Operations, and Traffic Engineering Team** specializes in traffic engineering, traffic operations and simulation, highway safety, human factors/driver behavior, intelligent transportation systems, connected and automated vehicles, visualization/analysis/integration of large data sets, and performance measurement
- **The Environment, Planning, and Economics Team** specializes in finance, policy, cost/benefit analysis, environmental studies, storm water management, historic preservation/management, multi-modal transportation, and transportation planning

The four research teams are supported by the **Administration Team** (general administrative/business support), an **Implementation Coordinator** responsible for facilitating the implementation of research, and a technical editor responsible for VTRC publications.

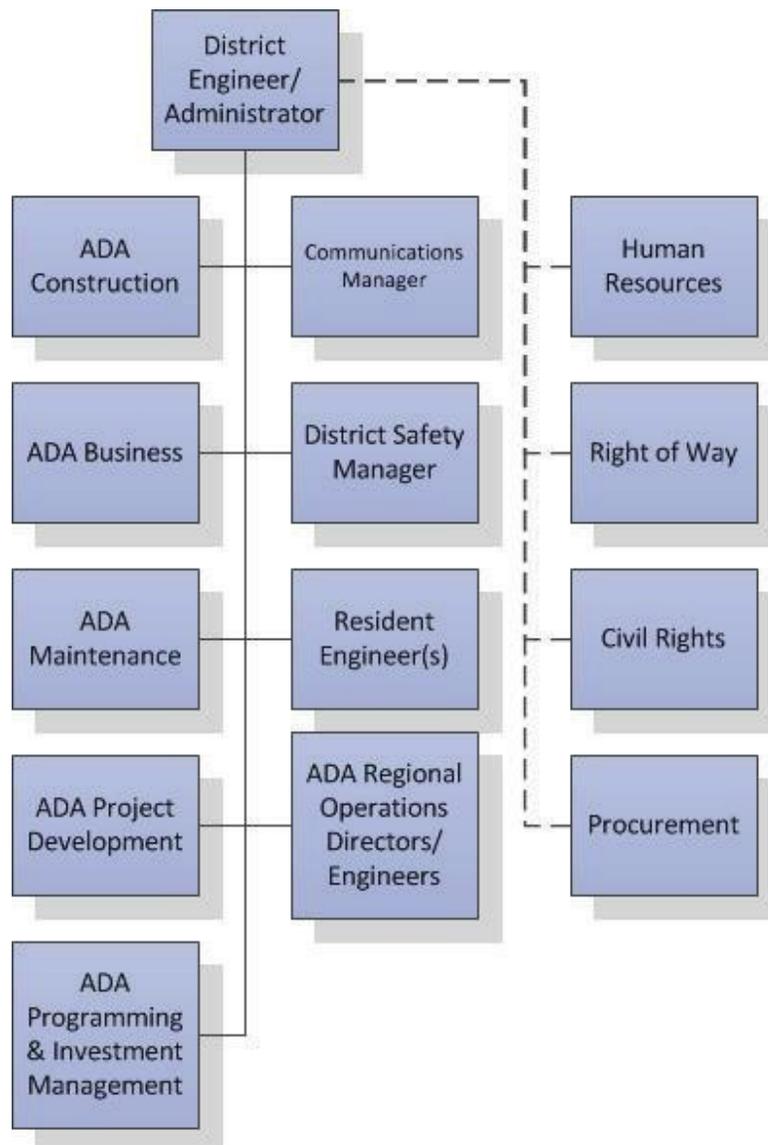
The VTRC also houses the [VDOT Research Library](#), one of the largest specialized transportation libraries in the country with holdings of over 50,000 hard copy volumes of transportation related literature. In addition, the library's 12 full-text subscriptions databases and eBooks offer patrons online access to over 1,000,000 items.

VDOT Districts

VDOT divides the state into nine districts, each of which oversees maintenance, operations, and construction on the state-maintained highways, bridges and tunnels in its region. Each district is led by a District Engineer/Administrator.

Within each district are residency offices, which handle oversight of roadway maintenance, emergency response and land use for their geographic areas. Each residency is led by a Resident Engineer. Within each residency are area headquarters, or AHQs, at which a crew is stationed to perform maintenance work, such as patching potholes, mowing and plowing snow. Each AHQ is led by a superintendent.

While some variations may exist, each district follows the basic structure below. There are Assistant District Administrators (ADA) who oversee Maintenance, Operations, Construction, Project Development, Business, and Programming and Investment Management programs within the district. Central Office divisions also provides support to districts, and the dotted line below represents those functional areas. Personnel providing this support typically work out of the district office.



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Bristol District

BRISTOL DISTRICT



Exit 14 Grading Work on Interstate I-81

Geographic Areas

The Bristol District comprises the 12 counties of Lee, Scott, Wise, Dickenson, Washington, Smyth, Russell, Buchanan, Grayson, Wythe, Bland and Tazewell, and includes the cities of Bristol and Norton. The district covers 5,500 square miles of the Commonwealth of Virginia and is home to 335,000 people.

The district rests on predominately mountainous terrain and is located in the furthest most southwest part of the state. The Bristol District borders four states: Kentucky, West Virginia, Tennessee and North Carolina. Interstates 81 in Washington, Smyth and Wythe counties and Interstate 77 in Bland and Wythe counties are part of the Bristol District. Main highway corridors in the Bristol District include Routes 460, 19, 23, 58 and 11.

Tourist Attractions and Industry

As one of 9 VDOT districts, Bristol is one of the state's most picturesque areas, rich in natural beauty and tourism opportunities. From stops along the Crooked Road Music Trail, to the Heartwood Artisan Center in Abingdon and the Birthplace of Country Music Museum in Bristol, southwest Virginia is alive with musical heritage and mile-high mountains.

A bustling heritage tourism industry that continues to experience growth in the region alongside a robust Virginia State Park system and multiple trail programs has hundreds of thousands of visitors traveling to southwest

Virginia every year. The area is also home to a number of higher education institutions including Emory & Henry College, the University of Virginia at Wise, Appalachian School of Law and Southwest Virginia Higher Education Center. Community colleges include Virginia Highlands Community College, Southwest Virginia Community College, Mountain Empire Community College and Wytheville Community College.

CGI, AT&T, Sykes Enterprises, Crutchfield Corporation, and Verizon are among the technology companies with centers in southwest Virginia. Economic development opportunities such as The Falls development at Interstate 81 Exit 5 in Bristol are bringing new jobs and businesses to the region.

Assets in the District

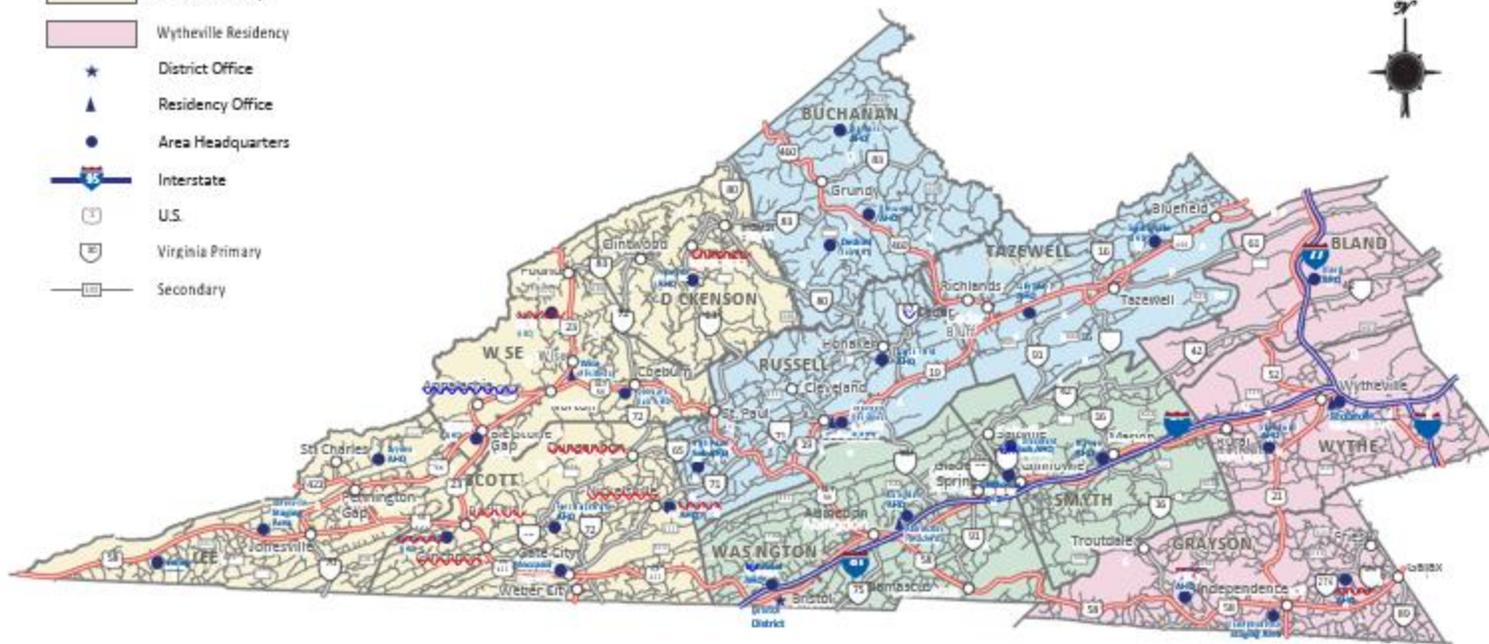
From interstate highways to unpaved secondary roads, the Bristol District operates and maintains approximately 16,000 lane-miles in the 12 counties in far southwest Virginia. Over 3,400 bridges and culverts are also maintained in the Bristol District, the second largest amount of structures in the state.

The VDOT Bristol District is home to two mountain tunnels on Interstate 77: East River Mountain Tunnel and Big Walker Mountain Tunnel.



BRISTOL DISTRICT

- Abingdon Residency
- Lebanon Residency
- Wise Residency
- Wytheville Residency
- District Office
- Residency Office
- Area Headquarters
- Interstate
- U.S.
- Virginia Primary
- Secondary



VDOT - COMMUNICATIONS - CARTOGRAPHY - 2/15 - #1251

Culpeper District



A project was completed in September 2017 to widen Route 3 to four lanes in eastern Culpeper County. This east-west corridor is well-used by commuters between Culpeper and Fredericksburg.

Geographic Areas

The Culpeper District comprises the counties of Albemarle, Culpeper, Fauquier, Fluvanna, Greene, Louisa, Madison, Orange and Rappahannock. Located in the north-central part of Virginia, the district is largely rural with denser population centers in Warrenton and Charlottesville. It covers approximately 3,650 square miles and is home to an estimated 413,000 people. The district rests primarily in the Piedmont foothills of the Blue Ridge Mountains but includes the eastern portion of major mountain passes on Route 522 at Chester Gap, Route 33 at Swift Run Gap, Interstate 64 and Route 250 at Afton Mountain and Interstate 66 at Thoroughfare Gap.

Tourist Attractions and Industry

Culpeper District is rich in Civil War history at sites including Brandy Station, the location of the war's largest cavalry battle, and Kelly's Ford, Cedar Mountain, Montpelier Station, and Trevilian Station. The Charlottesville area is home to the University of Virginia and Monticello, both known for their Thomas Jefferson-inspired neoclassical architecture. Monticello is the southern limit of the Journey Through Hallowed Ground, which follows the Route 15 corridor through the Culpeper District and on to Gettysburg, Pennsylvania, with hundreds of historic sites in between.

The area is known for its agriculture and related

industries. Beautiful horse country can be found in Albemarle County and in northern Fauquier, where the Virginia Gold Cup steeplechase races are held each year. It is also home to a flourishing wine industry, with more than 70 wineries, as well as several dozen craft breweries, dotting the landscape.

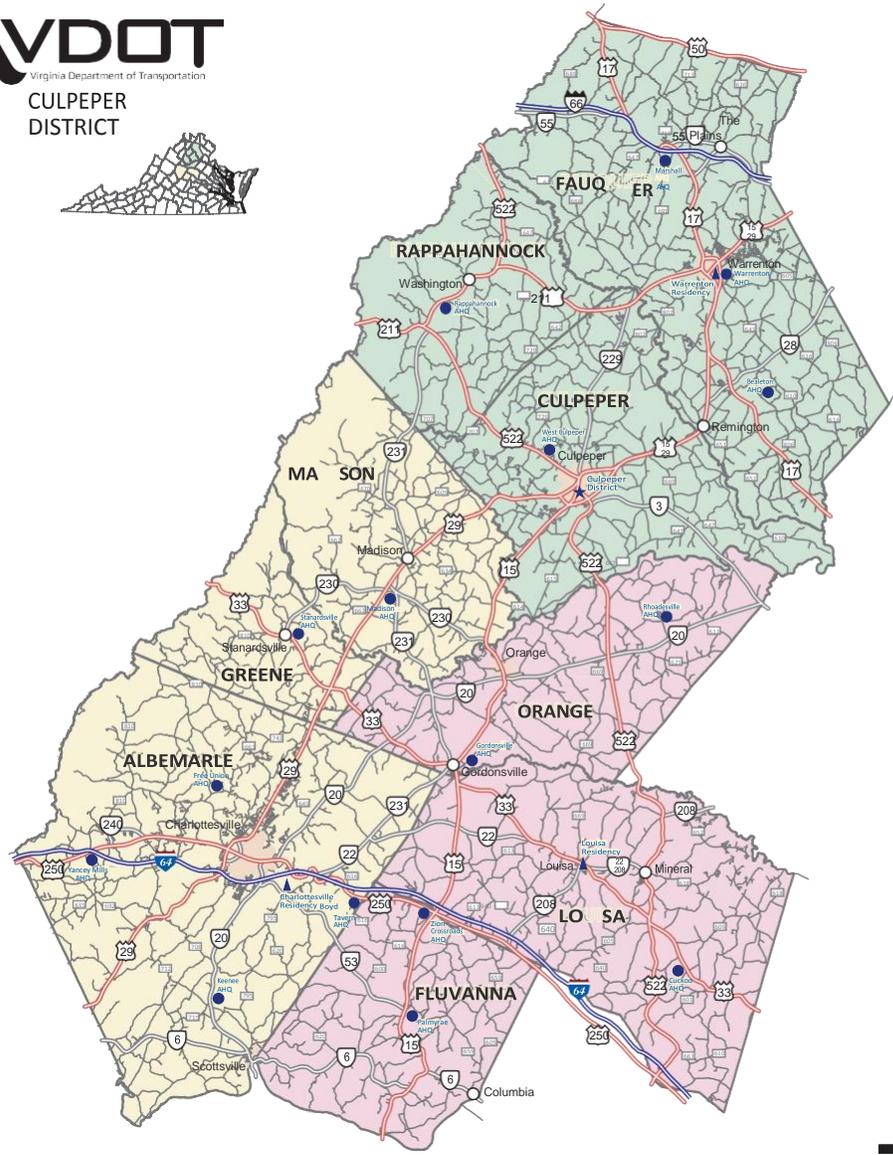
Shenandoah National Park is the district's western neighbor, drawing 1.2 million visitors per year for hiking, camping and sightseeing on Skyline Drive, especially for fall foliage. Lake Anna in Louisa County is another popular recreation spot.

Assets in the District

The District has 278 lane-miles of interstate, 1,870 lane-miles of primary roads, 8,361 lane-miles of secondary roads, 52 lane-miles of frontage roads, approximately 1,700 major structures, and two rest areas.

Culpeper District is home to the VDOT Workers' Memorial, which honors 134 state highway transportation workers who died while performing their jobs. The memorial is located on Interstate 64 at Afton Mountain, 25 miles west of Charlottesville.

VDOT
Virginia Department of Transportation
CULPEPER DISTRICT



- Charlottesville Residency
- Louisa Residency
- Warrenton Residency
- ★ District Of ce
- ▲ Residency Of ce
- Area Headquarters
- 64 Interstate
- 1 U.S.
- 30 Virginia Primary
- Secondary



VDOT - COMMUNICATIONS - CARTOGRAPHY - 6/16 - #1851

Fredericksburg District



The Robert O. Norris Bridge carries Route 3 traffic over the Rappahannock River at White Stone, between Lancaster and Middlesex counties.

Geographic Areas

The Fredericksburg District comprises 14 counties and the city of Fredericksburg. The District includes Interstate 95 in Stafford, Spotsylvania and Caroline counties, and stretches east along the Northern Neck and Middle Peninsula to border the Chesapeake Bay. The District Office is located in Stafford County. The Fredericksburg Residency includes Stafford, Spotsylvania and Caroline counties, and its office is located adjacent to the District Office. The Northern Neck Residency includes King George, Westmoreland, Richmond, Northumberland and Lancaster counties, and its office is in Richmond County. The Saluda Residency Office is located in Middlesex County, and includes six counties: Essex, King and Queen, King William, Middlesex, Mathews, and Gloucester. It has a population of almost 500,000 people based on most recent count!

The district is urban to suburban in nature at its opposite ends in the Fredericksburg area and in the Gloucester area, and transitions to a rural nature across its center. A large percentage of residents leave the district's boundaries each day to work in the metropolitan hubs of Hampton Roads, Richmond, and Washington, D.C.

There are more than 800 bridges and structures in the district, some of which cross the Rappahannock River, Mattaponi River or York River. Two free ferries operate in the District: The Merry Point Ferry in Lancaster County, which crosses the Corrotoman River, and the Sunny Bank Ferry in Northumberland County, which crosses the Little Wicomico River. The District borders the Northern Virginia District, as well as the Culpeper, Richmond and Hampton Roads Districts.

Tourist Attractions and Industry

The Fredericksburg District is the boyhood home of our nation's first president, George Washington, who was born in Westmoreland County and spent a significant portion of his childhood at Ferry Farm in Stafford County. District tourism attractions include numerous Civil War battlefields in the Fredericksburg area, as well as historic homes such as Stratford Hall in Westmoreland County, the birthplace of Robert E. Lee.

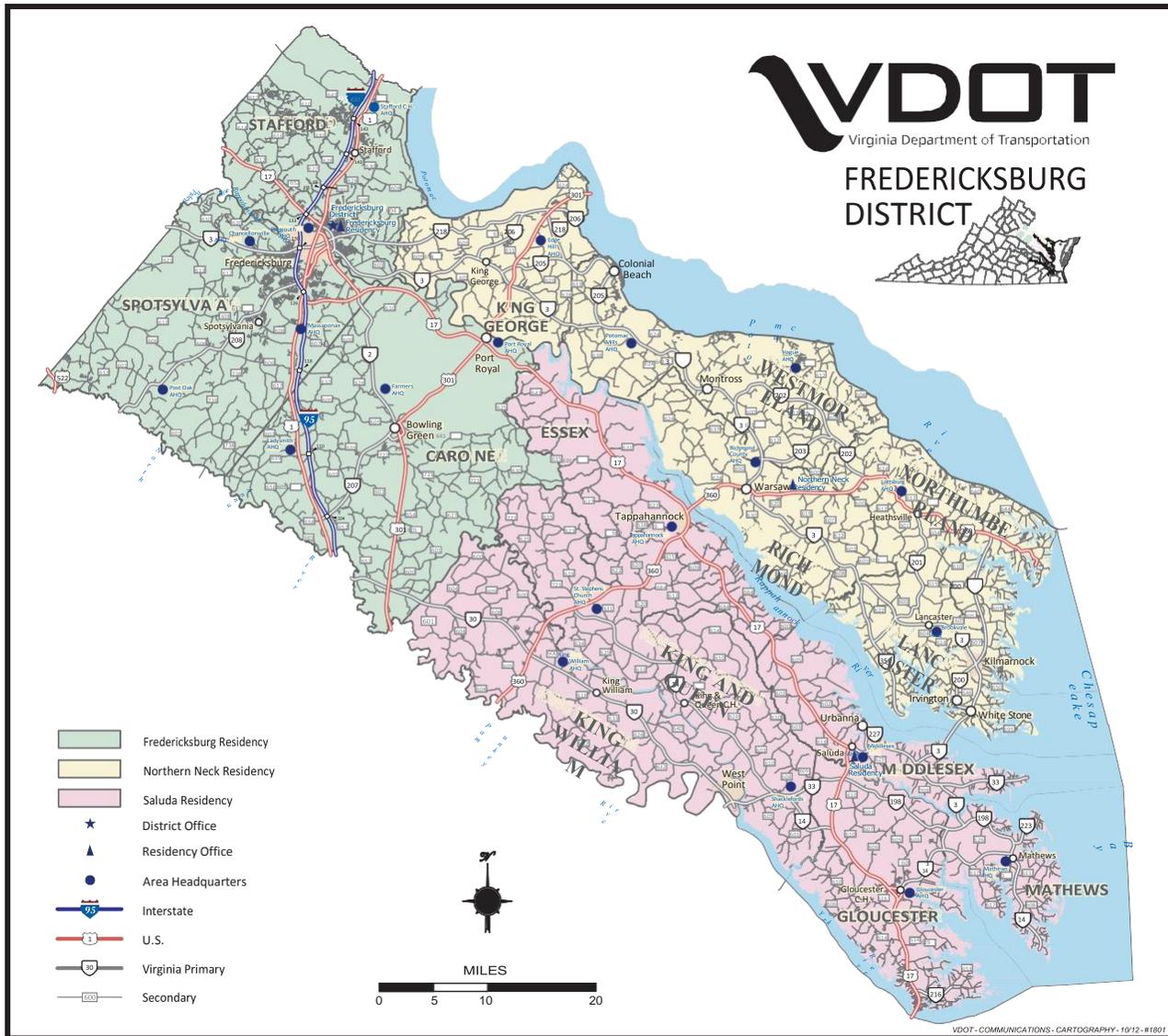
The Northern Neck and Middle Peninsula attracts visitors with its scenic location adjacent to the Chesapeake Bay, and offers boating, fishing, swimming and camping, and numerous stops along Virginia's Oyster Trail.

The District is home to the Army's Fort A.P. Hill in Caroline County, and is bordered by Quantico Marine Corps Base at its northern end in Stafford County. The Federal Bureau of Investigation's Academy is located at Quantico, along with the FBI Laboratory.

Assets in the District

The District has 281 lane-miles of interstate, 2,184 lane-miles of primary roads, 9,419 lane-miles of secondary roads, 23 lane-miles of frontage roads, approximately 800 major structures, three rest areas, and two free ferries

More than \$1 billion is planned to be invested (through 2024) on Interstate 95 projects in the Fredericksburg region to keep traffic moving and relieve congestion.



Hampton Roads District



George P. Coleman Memorial Bridge - A double-swing span bridge which spans the York River and connects U.S. Route 17 in Yorktown on the Peninsula to Gloucester Point on the Upper Peninsula.

Geographic Areas

The Hampton Roads District comprises Accomack, Greensville, Isle of Wight, James City, Northampton, Southampton, Surry, Sussex, and York counties. The district includes the cities of Chesapeake, Emporia, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach, and Williamsburg, which covers 4,125 square miles of the Southeastern and Eastern Shore areas of Virginia and is home to 1.7 million people.

Tourist Attractions and Industry

The district rests on the Atlantic Ocean and tidal wetlands that include the Great Dismal Swamp, an abundance of national historic treasures, and miles of beautiful sandy beaches, including the Chesapeake Bay. District industries include tourism, defense, maritime trade, farming, and manufacturing.

Assets in the District

The district consists of 874 lane-miles of interstate, 1,774 lane-miles of primary roads, 7,137 lane-miles of secondary roads, 86 lane-miles of frontage roads, approximately 10 major structures, four tunnel operations, the Jamestown-Scotland Ferry, two rest areas, one Transportation Operations Center, and four toll facilities.

The Hampton Roads District's four underwater crossings are:

- The Midtown and Downtown Elizabeth River Tunnels
- The Hampton Roads Bridge-Tunnel on Interstate 64
- The Monitor-Merrimac Memorial Bridge-Tunnel on Interstate 664

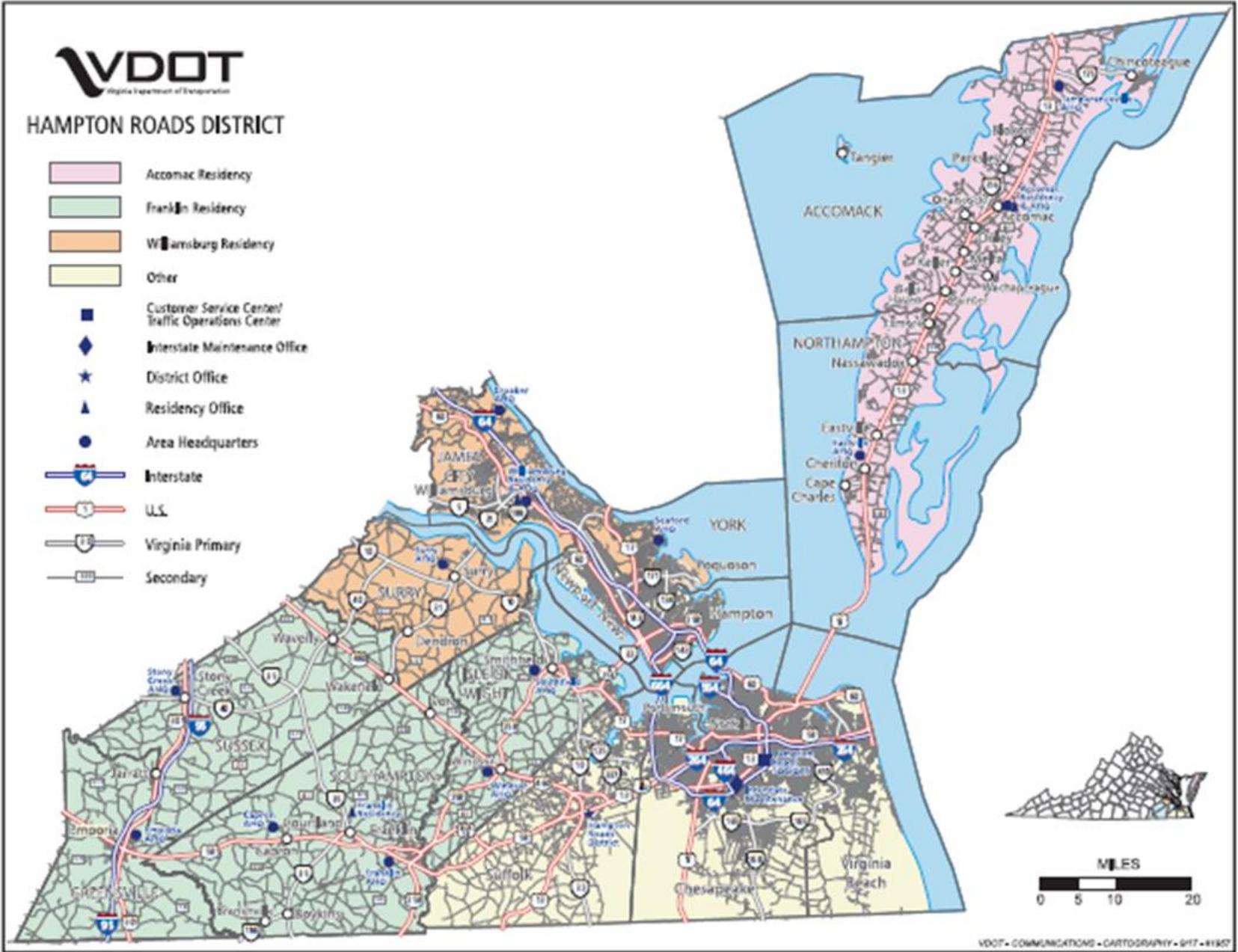
Hampton Roads Bridge-Tunnel Expansion

The Hampton Roads Bridge-Tunnel Expansion project will ease this congestion by widening the four-lane segments of the Interstate 64 corridor in the cities of Hampton Roads and Norfolk.



HAMPTON ROADS DISTRICT

- Accomac Residency
- Franklin Residency
- Williamsburg Residency
- Other
- Customer Service Center/
Traffic Operations Center
- Interstate Maintenance Office
- District Office
- Residency Office
- Area Headquarters
- Interstate
- U.S.
- Virginia Primary
- Secondary



Lynchburg District

LYNCHBURG DISTRICT



Secretary of Transportation, Shannon Valentine, Chief Deputy Commissioner, Rob Cary, Chad Tucker and Lynchburg District Engineer, Chris Winstead, with other District Staff posing with their Safety First “LOVE” sign, constructed for Work Zone Awareness Week 2018.

Geographic Areas

The Lynchburg District is comprised of ten counties and the cities of Lynchburg and Danville, which cover 5,385 square miles in the south-central portion of Virginia and is home to approximately 425,000 people. The district is located along the eastern slope of the Blue Ridge Mountains.

The ten counties in the Lynchburg District are Nelson, Amherst, Appomattox, Campbell, Pittsylvania, Halifax, Charlotte, Prince Edward, Buckingham, and Cumberland. The geographical center of the Commonwealth is located in Buckingham County, 5 miles southwest of the Town of Buckingham.

Tourist Attractions and Industry

The district has numerous cultural, historical and recreational sites. Just off the Blue Ridge Parkway in Nelson County, Wintergreen, a popular location for conventions and tourists, offers a myriad of year-round recreational opportunities.

Appomattox County is home to the Appomattox Court House National Historic Park. Smith Mountain Lake, a highly popular man-made lake covering 20,000 acres and offering numerous recreational and residential opportunities, is located northwest of Danville and southwest of Lynchburg. South Boston Speedway and

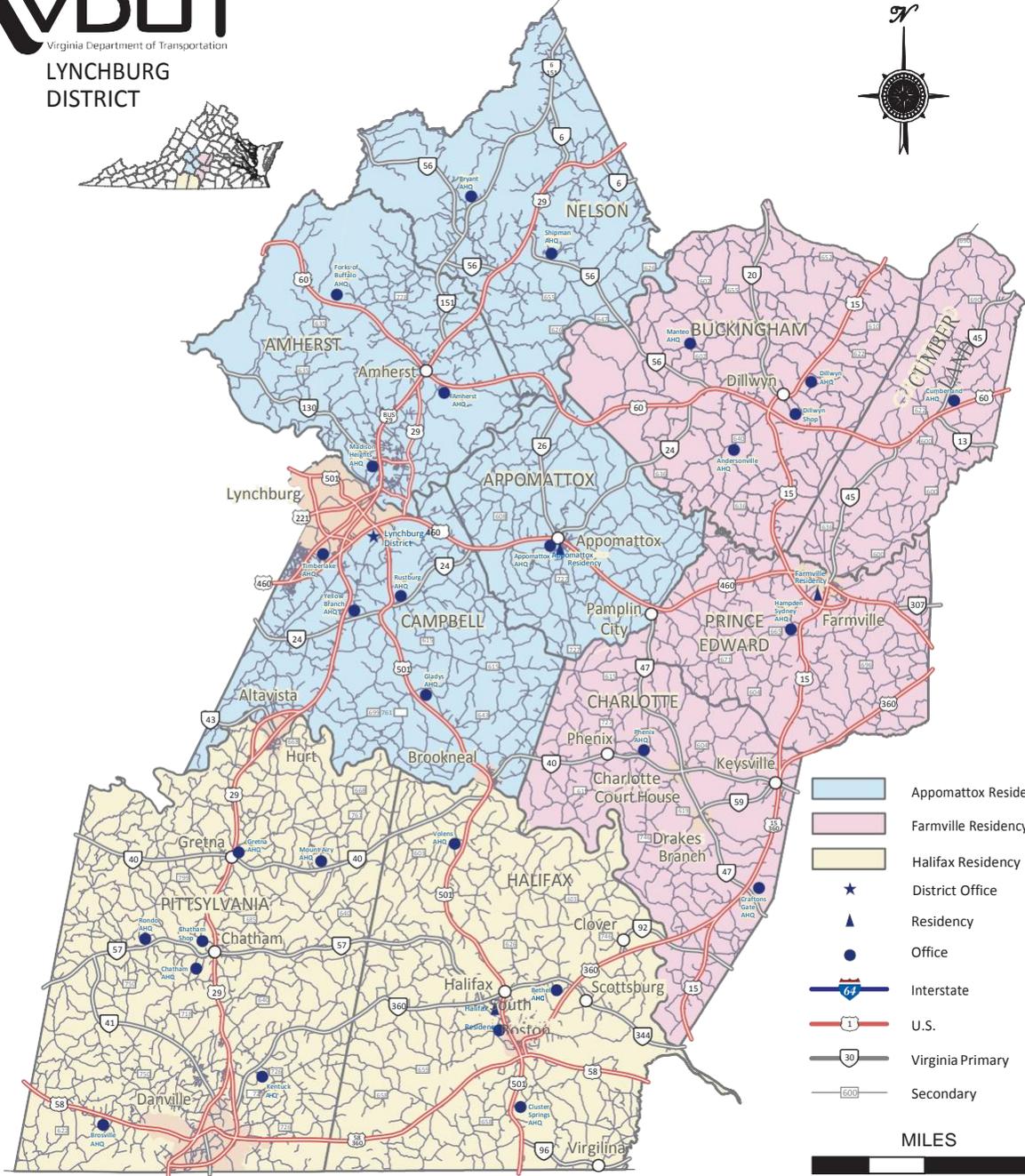
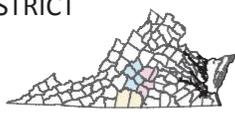
Virginia International Raceway (VIR) are located in Halifax County.

Educational opportunities in the District are significant. Among the numerous colleges and universities are Averett University, Hampden-Sydney College, Liberty University, Longwood University, University of Lynchburg, Randolph College, Sweet Briar College, and Virginia University of Lynchburg as well as various community colleges and technical schools.

Four major rivers cross the District: James, Staunton, Dan, and Appomattox. Major district industries include: Areva, Bausch & Lomb, BWX Technologies, First Brands, Frito-Lay, Genworth, Goodyear Tire and Rubber Co., and Pacific Life.

Assets in the District

The district contains 2,695 lane-miles of primary roadways, 12,301 lane-miles of secondary roadways. The district has the unique distinction of being the only district that does not maintain an interstate; the district is responsible for a number of major roadways which serve as roads of statewide and national significance, several of which have limited access facilities.



- Appomattox Residency
- Farmville Residency
- Halifax Residency
- District Office
- Residency
- Office
- Interstate
- U.S.
- Virginia Primary
- Secondary

MILES

VDOT-COMMUNICATIONS-CARTOGRAPHY-8/18-#1947

Northern Virginia District



I-395 and Seminary Road interchange I-395 and Seminary Road - A ramp from the HOV lanes to the top level of the Seminary Road rotary provides additional access for high occupancy vehicles and transit at I-395 and Seminary Road to accommodate the increased traffic at the new Mark Center in Alexandria.

Geographic Areas

The Northern Virginia District comprises four counties: Fairfax, Loudoun, Prince William and Arlington, which cover 1,800 square miles and are home to more than 2 million people. Northern Virginia is about four percent of the state's land area, but has about 25 percent of the state's population.

Major cities include Alexandria, Falls Church, City of Fairfax, Manassas and Manassas Park; towns include Clifton, Herndon, Leesburg, Purcellville, Dumfries, Occoquan and Vienna. The Northern Virginia District, located in the northeastern corner of Virginia, consists of rolling hills and coastal plains.

Tourist Attractions and Industry

In addition to a large number of parklands and recreation areas, Northern Virginia also has some of the greatest concentrations of both office and retail space in the country. Its close proximity to Washington, D.C. allows access to numerous museums and professional sporting events.

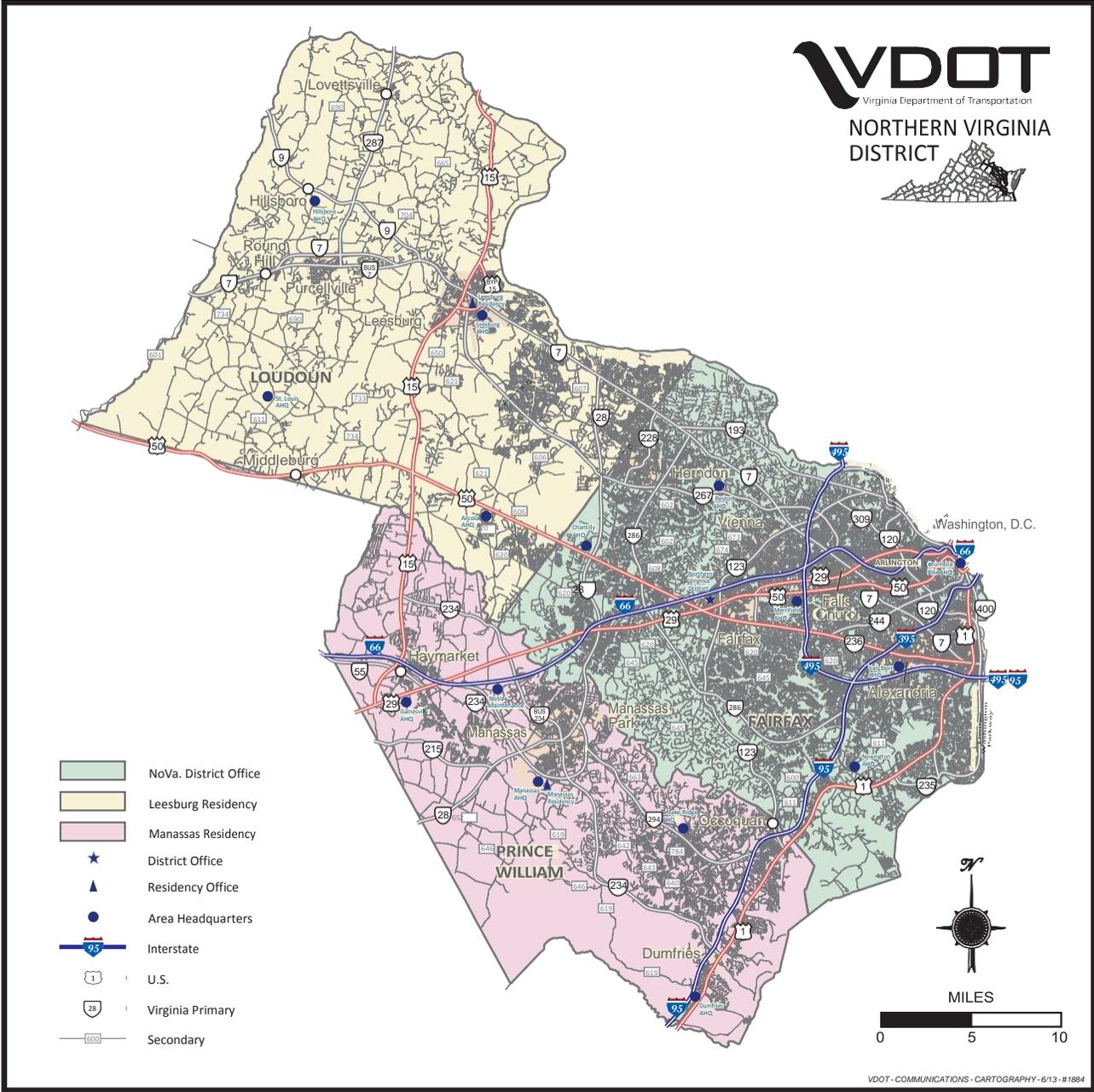
The Northern Virginia area, considered a leader in fiber optics, telecommunications, and information technology, is also a major center for corporate and regional headquarters, trade and professional associations, and technical and professional service firms.

Assets in the District

The district contains 727 lane-miles of interstate, 1,736 lane-miles of primary roads, 11,046 lane-miles of secondary roads, 76 lane-miles of frontage roads, 78 lane-miles of frontage roads, approximately 2,162 bridges and large culverts, almost 1,400 traffic signals, 24 park-and-ride lots with 12,000 spaces, and six rest areas.

The District is also home to the Rosslyn Tunnel, Springfield Interchange and the Woodrow Wilson Memorial Bridge, which crosses the Potomac River and connects Virginia and Maryland.

High Occupancy Toll lanes throughout the region offer options to carpool, pay a dynamic toll or use transit. The I-95 and 495 Express Lanes total about 40 miles between Stafford County and the Tysons area, and similar lanes in development on I-66 and I-395 will double the network.



Richmond District



The Huguenot Memorial Bridge over the James River, looking north from the Richmond City limit's south bank.

Geographic Areas

The Richmond District covers 14 counties and eight cities of the Commonwealth Capital Region, including Richmond, Petersburg, Colonial Heights and Hopewell. The district covers approximately 5,122 square miles of Central Virginia and serves as home to about 1.3 million people. It is divided by the James River, stretches between Virginia's Piedmont and Tidewater regions, and is bounded by the Lynchburg, Fredericksburg and Hampton Roads Districts and the North Carolina state line.

Approximately 850 people work for the Richmond District office, four residencies and 26 area headquarters. The Richmond District office is located in South Chesterfield, and residencies are located in Ashland, Chesterfield, Petersburg and South Hill.

Tourist Attractions and Industry

Richmond District attracts visitors year-round to its many historical and cultural offerings, including St. John's Church in Richmond, Petersburg National Battlefield and the Virginia Museum of Fine Arts.

Other attractions include Kings Dominion theme park in Hanover County, the Lewis Ginter Botanical Garden in Henrico, and the western end of the Virginia Capital Trail, a 52-mile paved trail for non-motorized access to the scenic

Route 5 corridor.

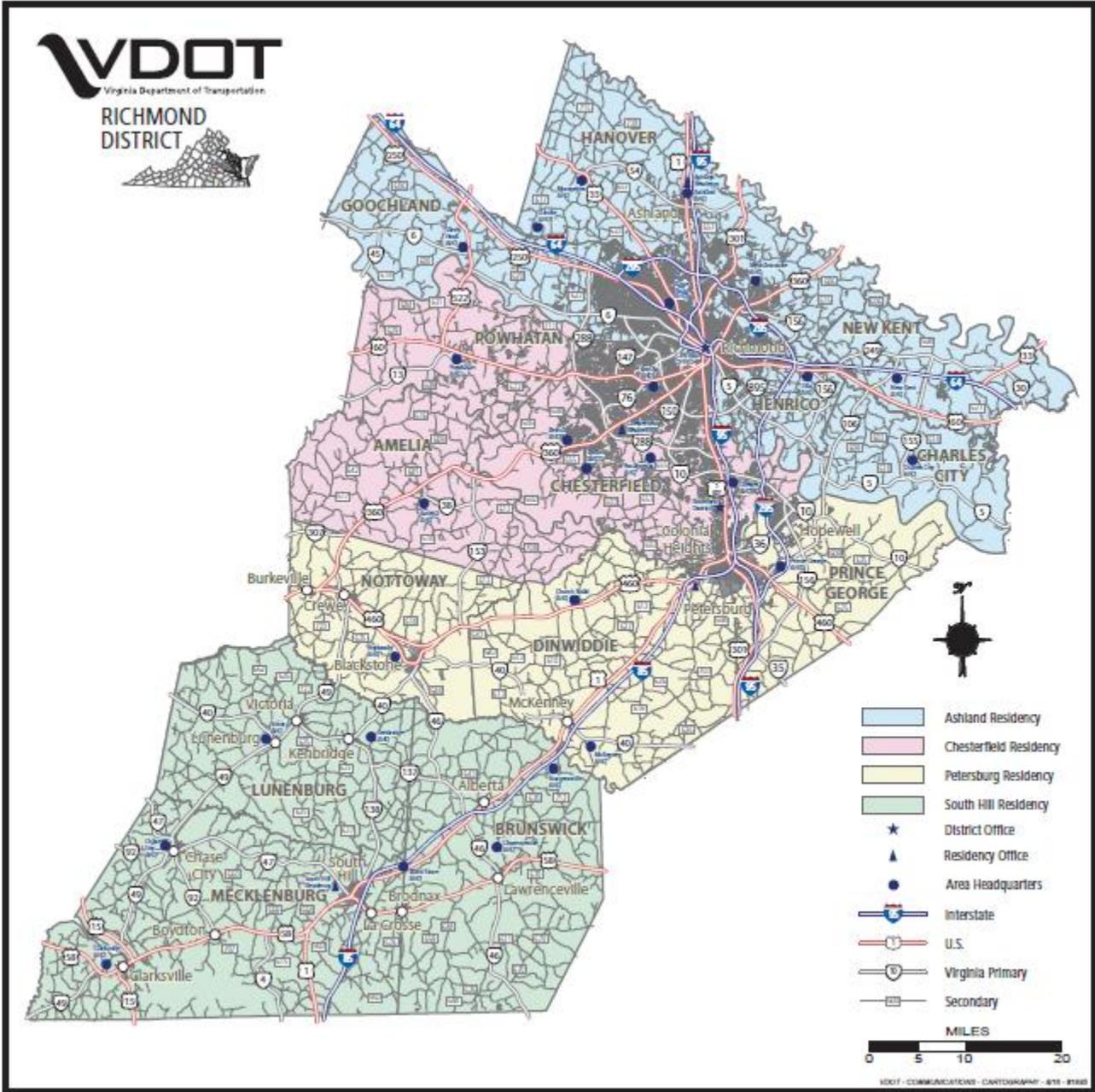
Additionally, the Richmond District is home to several colleges and universities, including J. Sargeant Reynolds Community College, John Tyler Community College, Richard Bland College, Virginia State University, Virginia Commonwealth University, Virginia Union University and the University of Richmond.

Industries in the district include lumber, paper, tobacco, high technology, entertainment and agriculture.

Assets in the District

The District covers 18,769 total lane-miles of Virginia, including 1,319 lane-miles of interstate, 3,417 lane-miles of primary roads and 13,826 lane-miles of secondary roads. There are approximately 2,600 major structures in the district, several toll facilities, one Traffic Operations Center and 11 rest areas.

The Varina-Enon Bridge, a cable-stayed bridge that spans the James River and connects Chesterfield and Henrico counties, is located in the Richmond District.



Salem District

SALEM DISTRICT



A part of Salem District's second diverging diamond interchange, the Southgate Drive bridge in Blacksburg crosses over Route 460 near the entrance to Virginia Tech. A safety improvement, the new interchange replaced the only intersection with a signal along a 37-mile stretch of Route 460 and is part of a project to accommodate future expansion at the nearby Corporate Research Center.

Geographic Areas

The Salem District comprises 12 counties and 13 localities covering 5,500 square miles of Virginia and is home to approximately 874,000 people. The District has two metropolitan areas: the Roanoke metropolitan area which is the largest west of Richmond and the New River Valley metropolitan area which includes Blacksburg, Virginia's most populated town.

The Eastern Continental Divide runs through the mountainous Salem District in southwestern Virginia, creating three deep, distinctive valleys and presenting topographical characteristics unlike those found anywhere else in the Commonwealth.

Tourist Attractions and Industry

Popular tourist destinations like the Blue Ridge Parkway, Appalachian Trail, the New River and Explore Park draw tens of thousands of visitors each year. Smith Mountain Lake, Virginia's most popular lake, with 500 miles of shoreline, is located in the eastern part of the district and offers a wide variety of water sports and lakefront real estate.

The Crooked Road, an east-west driving route of more than 300 miles that promotes Southwest Virginia's musical heritage, also passes through the Salem District and links together culturally significant music performance venues. The Martinsville Speedway, a NASCAR stock car racing track, attracts thousands of spectators to the area each year.

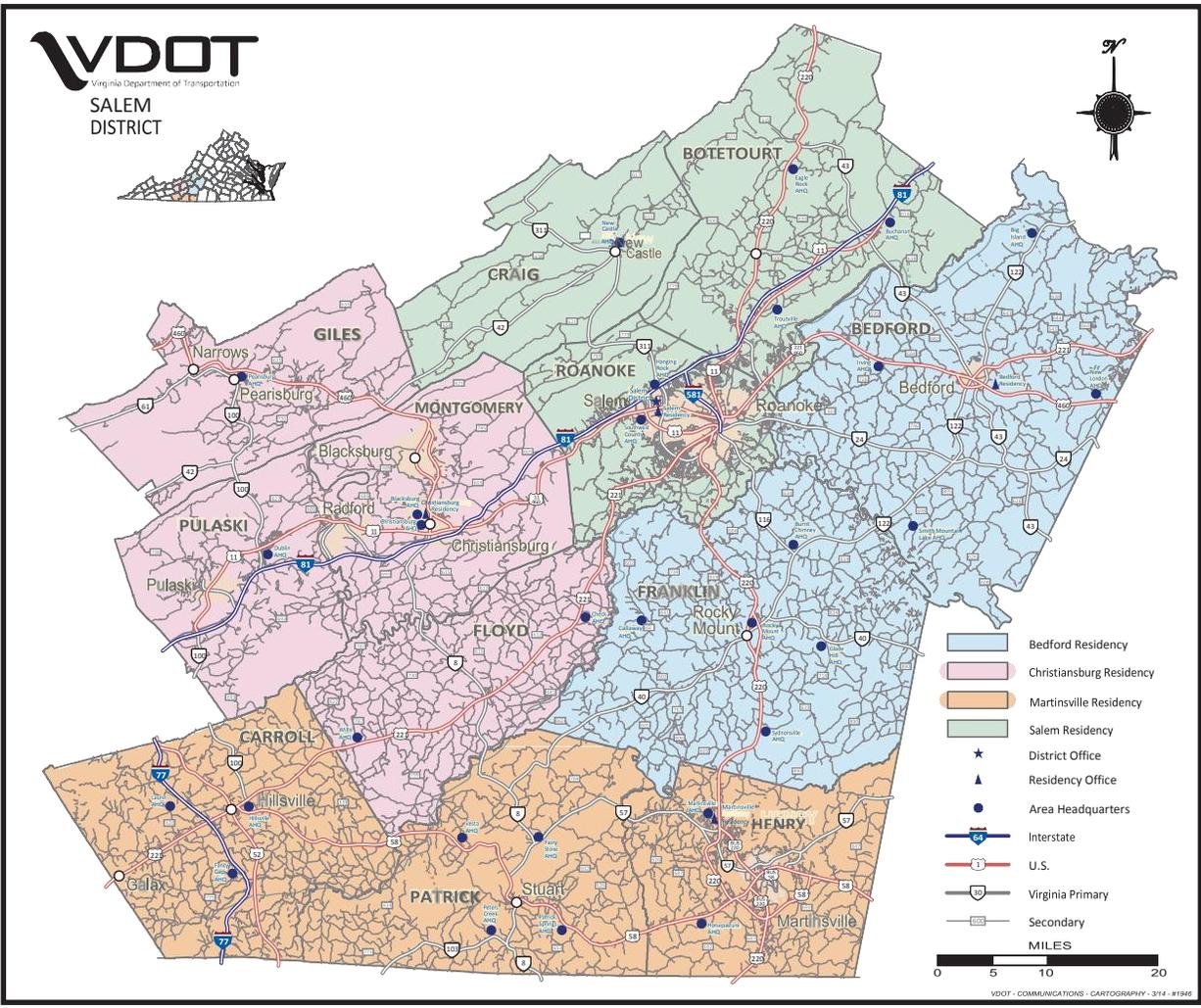
The New River Valley is home to one of the Commonwealth's top universities and leading research institutions, Virginia Tech, as well as Radford University. District industries include the manufacturing interests of Martinsville and Henry County.

Assets in the District

The Salem District has 493 lane-miles of interstate highway, 2,668 lane-miles of primary roads, 14,731 lane-miles of secondary roads (this is more secondary roads than any other district), 105 lane-miles of frontage roads, one Traffic Operations Center and five rest areas. Portions of Interstate 81, Virginia's longest interstate, and Route 58, the longest road in Virginia, are found in the District.

The Smart Road, a 2.2-mile limited access road at the Virginia Tech Transportation Institute that is used for pavement testing and as a proving ground for new transportation technologies, is included in the District's assets.

The Salem District is also home to VDOT's Customer Service Center, which citizens can contact via 1-800-FOR-ROAD (1-800-367-7623) to report all unsafe and hazardous road conditions, report work requests for state-maintained roads, and ask other VDOT questions.



Staunton District



The completed Interstate 81 exit 310 reconstruction project is in the Winchester area of Frederick County. The reconfigured interchange improves safety and traffic flow on I-81, Route 37 and Route 11. It was designed to accommodate future road improvements in this rapidly growing area near the city of Winchester. Photo courtesy of General Excavation Inc.

Geographic Areas

The VDOT Staunton District serves Frederick, Shenandoah, Clarke, Warren, Page, Rockingham, Augusta, Highland, Rockbridge, Alleghany and Bath counties. This includes the cities of Winchester, Harrisonburg, Staunton, Waynesboro, Lexington, Buena Vista, Clifton Forge and Covington, which cover 5,088 square miles of the Shenandoah Valley of Virginia and is home to 362,000 people. The district rests on the mountains and valley floor that comprises the Shenandoah Valley.

Tourist Attractions and Industry

The Shenandoah Valley has an abundance of beauty, historical sites, resorts, festivals, cultural, sporting and educational venues and a wide variety of cuisines to suit any palate. Tourist attractions include the Humpback Bridge, Douthat State Park, The Homestead, The Natural Bridge and Caverns, Luray Caverns, the Virginia Horse Center, New Market Battlefield Park, Massanutten Resort, Bryce Resort, Belle Grove Plantation, Museum of the Shenandoah Valley, American Shakespeare Center's Blackfriars Playhouse, Skyline Drive, and various other tourist sites.

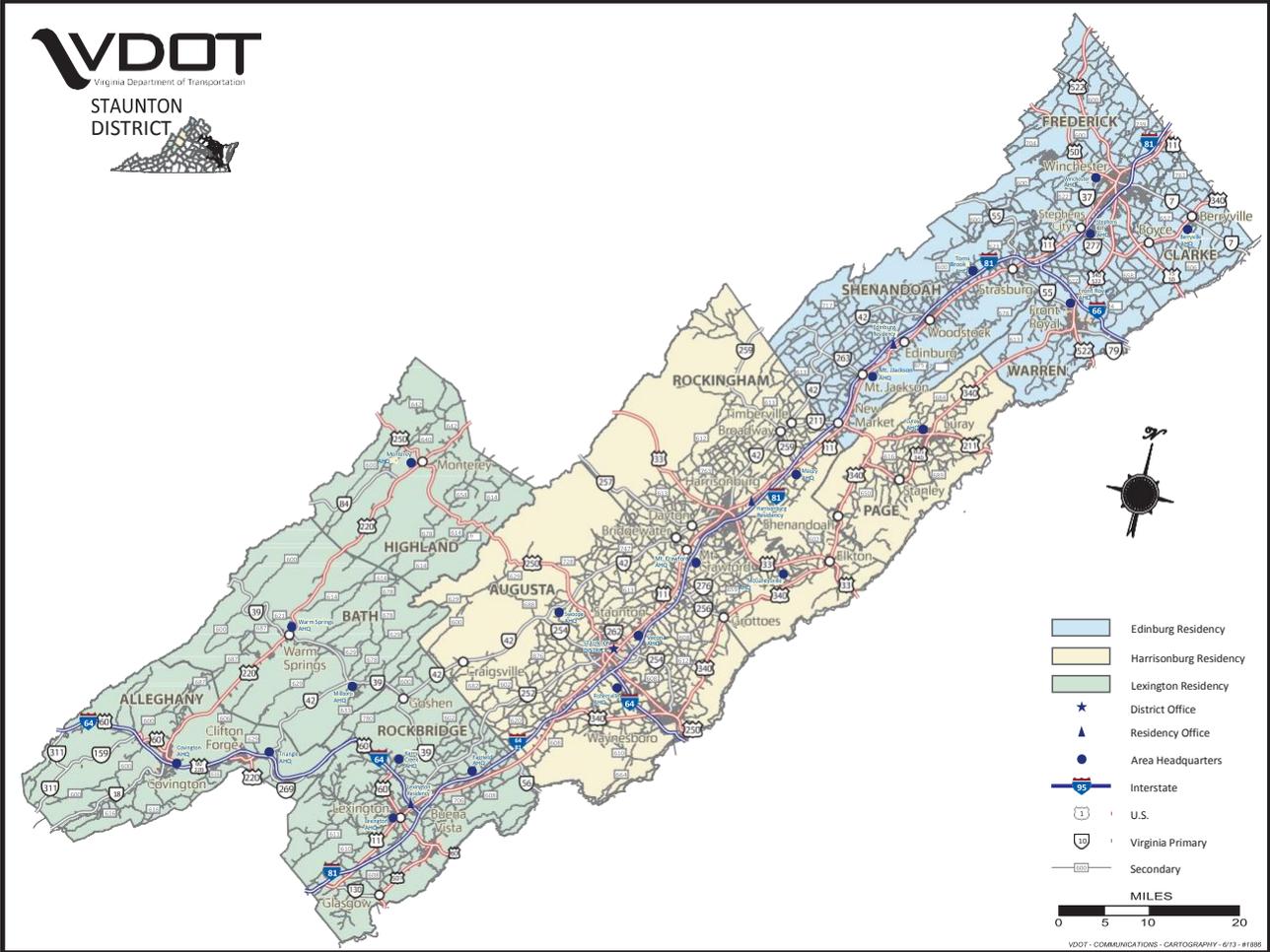
Major colleges and universities include Virginia Military Institute, Washington and Lee University, Southern Virginia College, Dabney S. Lancaster Community College, James Madison University,

Eastern Mennonite University, Bridgewater College, Blue Ridge Community College, Lord Fairfax Community College, Mary Baldwin University, and Shenandoah University.

Industries in the District include Sentara RMH Medical Center, Augusta Health, Winchester Medical Center and Valley Health, Shenandoah Valley Regional Airport, Winchester Regional Airport, Trex Decking, Hood Dairy, Route 11 Potato Chips, National Fruit, McKee Foods, WestRock (Westvaco), Dynamic Aviation Group, Inc., Walker Manufacturing, Inc., Rubbermaid Commercial Products, Kraft Foods, Howell Metal, Hershey Chocolate of Virginia and many others.

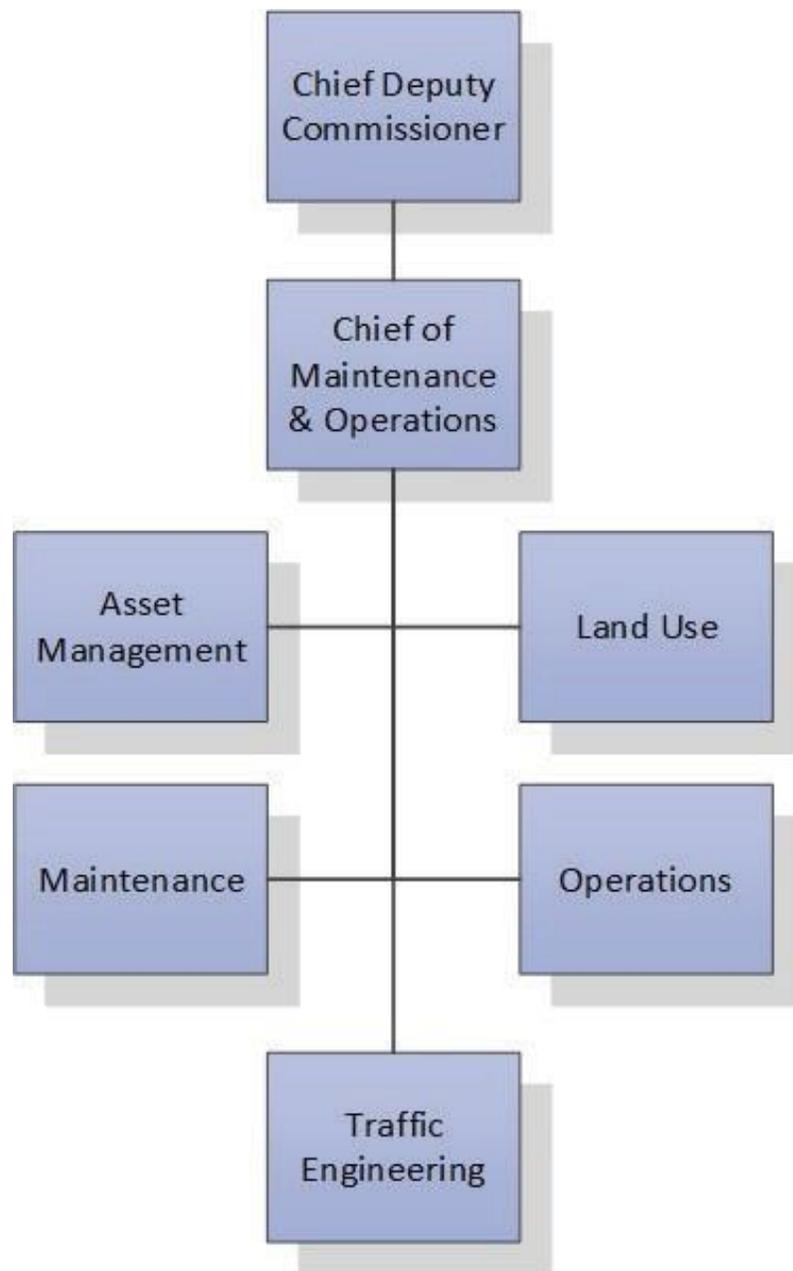
Assets in the District

The district has 941 lane-miles of interstate, 2,474 lane-miles of primary roads, 10,525 lane-miles of secondary roads, 75 lane-miles of frontage roads, approximately 2,400 major structures, one Traffic Operations Center and eight rest areas.



Chief of Maintenance & Operations

CHIEF OF MAINTENANCE &
OPERATIONS



The Chief of Maintenance & Operations reports to the Chief Deputy Commissioner and provides leadership to the Asset Management, Traffic Engineering, Maintenance and Operations divisions and the Office of Land Use.

Asset Management

Mission Statement

Deliver innovative solutions by applying available resources to assist the state of good repair of the agency's bridges, pavements and other assets which enables the safe and easy movement of people and goods.

Overview

The Asset Management Division supports the Chief of Maintenance and Operations, and District/Central Office stakeholders through coordination of the Maintenance and Operations Program (budget/forecast/federal strategy), State of Good Repair Program, needs assessment (life cycle cost analysis), innovative revenues, reporting and special initiatives. The Asset Management Division supports the Asset Management Plan to achieve three goals:

- Manage VDOT's assets based on a life-cycle analysis approach
- Establish a Needs Based Budgeting approach to identify and prioritize statewide allocation of available maintenance funding
- Employ best practices to plan, budget, implement, monitor and measure performance

Special initiatives include:

- Federal Transportation Asset Management Plan
- The Commissioner of Highways' Biennial Report
- VDOT's Special Structures Report
- Pursue innovative solutions for additional funding
- Identify business solutions using current and future technology

Functions

The Division consists of three major functional areas:

- **VDOT's Asset Management Plan**
Analyze the lifecycle costs (needs) for infrastructure assets (e.g., pavements, bridges, tunnels) and services. The Life Cycle Cost Analysis is included in The Commissioner of the Highways' Biennial Report (Asset Management Plan) presented to the Governor, General Assembly and Commonwealth Transportation Board every other year
- **VDOT's Reinvestment in assets and services**
Provide investment strategies for the Maintenance and Operations Program and the State of Good Repair Program (includes budget and financial forecast for state and federal funds)
- **VDOT's Maintenance and Operations Program tools**
Provide stakeholders easy end-user technology (reporting and frontend data capture) for use in accessing budget and expenditure data for projects and services, spend plans and performance measures

Land Use

Mission Statement

Promote highway safety and safeguard the public investment in highway infrastructure while supporting the economic development of the Commonwealth through the effective coordination of transportation and land development activities.

Overview

The Office of Land Use provides leadership and guidance to district and residency land use staff on the implementation of Virginia's land use laws, regulations, and policies, including access management, land use permits, traffic impact analysis, and secondary street development. In addition, it processes the legal changes to the state's highway systems and enforces the state's junkyard and outdoor advertising control laws.

Functions

The Office is led by the Land Use Director and is divided into three functional areas:

- The **Land Use Regulations** group provides guidance and training regarding the Access Management Regulations, Land Use Permit Regulations, Traffic Impact Analysis Regulations, transportation efficient land use, and general land use related topics. The Land Use Permit System and the LandTrack system are managed by this group. Additionally, this group reviews limited access land use permit requests and issues district-wide permits.
- The **Highway Systems Management** group establishes policies and provides guidance and training regarding legal changes to the highway systems, rural additions, the Secondary Street Acceptance Requirements, and the proper use of RIMSDACHS. The group reviews and processes all change requests to the Interstate, primary and secondary highway systems and requests for re-routing US highways; researches the history of roads to determine their legal status; and leads the planning and running of the biennial Coordinating Transportation and Land Use Planning Forums and the VDOT Land Use Summits.
- The **Outdoor Advertising** group enforces the state's junkyard and outdoor advertising control statutes and regulations and related provisions of the Highway Beautification Act, including assisting Right of Way Division in the determination of sign relocation eligibility, and assisting residencies in enforcing the prohibition on advertising within highway right-of-way.

Maintenance

Mission Statement

Ensure that VDOT manages its infrastructure assets in a manner that preserves their value to the public, maximizes the Commonwealth's return on transportation investments, and ensures the safe and efficient movement of people, goods, and services.

Overview

The Maintenance Division provides leadership, guidance, and resources for a successful Asset Management Program. The Division is responsible for oversight of the statewide maintenance program, including essential equipment, fuel and radio enablers. This includes the establishment of directives, best practices, and procedures required to support this program and any needed monitoring and evaluation.

Functions

The Division is led by the State Maintenance Administrator and consists of three core functional areas:

- The **Equipment Services** functional area consists of several functions. Equipment acquisition involves equipment procurement, specification, and fuel. Performance Management includes work regarding fleet management system, radio, and short term rental contracts. The Equipment functional area also includes the Technician Training Program and the Diagnostic Laptop Program, as well as the Equipment Maintenance Programs (M5).
- The **Maintenance Services** functional area is responsible for many functions. One responsibility is Roadside Management, which includes coordinating and providing guidance for roadside activities (mowing, tree & brush trimming, etc.). Municipal Separate Storm Sewer System (MS4) responsibilities include coordination of municipal/districts storm sewer system services. The functional area also handles Policy and Procedures through work to provide directives, best practices, guidance and support to the field staff. The functional area is responsible for Integrated Supply Services by managing the statewide warehouse contract to provide equipment parts and maintenance tools to field staff. Another responsibility is rest areas, which includes contract management of 43 safety rest areas including 11 welcome centers. The Maintenance Services functional area handles contract management, including turnkey asset management services and bundled/debundled interstate.
- The **Roadway Infrastructure Services** functional area handles the Roadway Inventory Management Unit by maintaining and reporting on the official inventory. The functional area is responsible for Performance Reporting, for which it maintains the Asset Management System, and Pavement Reporting, along with reports, analysis and recommendations on the state of pavement.

Traffic Engineering

Mission Statement

Optimize traffic safety, mobility and operational efficiency through support, advocacy, innovation, infrastructure management and excellent customer service. The Traffic Engineering Division serves the traveling public by encouraging an integrated multi-modal system through activities that provide a high return on investments.

Overview

The Traffic Engineering Division has three broad areas of responsibility: the successful delivery of VDOT's highway safety programs; the collection, distribution and in-depth operational analysis of statewide traffic data; and the statewide supervision of traffic control device policies, procedures, contracting and delivery.

Functions

The Division is led by the State Traffic Engineer and has three major functional areas:

- The Highway Safety Team consists of four sections. The overall goal of the highway safety team is to develop and lead plans, policies and projects that reduce and eventually eliminate the number of injuries and deaths on Virginia's roadways.
 - + The Highway Safety Planning Section is responsible for developing and implementing Virginia's Strategic Highway Safety Plan, which outlines the strategies and actions that VDOT and other public and private safety partners are deploying. The section also performs the safety evaluations for SMART SCALE and identifies safety treatments that work.
 - + The Highway Safety Data & Analysis Section analyzes Virginia's crash data to determine where crash "hot spots," or trouble areas, are present on the highway system.
 - + The Highway Safety Project Delivery Section funds and tracks federal highway and rail crossing safety projects that target roadway locations across Virginia that have known safety issues.
 - + The Work Zone Safety Section establishes policies and procedures, and develops and manages training programs, to help ensure the installation of safe work zones on all VDOT projects.
- The Traffic Engineering Studies and Data Analysis Team consists of three sections that strive to collect and make readily available quality data while creating tools, guidance and processes for its evaluation and analysis.
 - + The Statewide Traffic Monitoring Program uses 18,700 48-hour coverage counts annually collected from 550 continuous traffic count stations located across the Commonwealth to provide traffic volume, classification, speed and weigh-in-motion data in support of data-driven decision-making in areas such as bottleneck identification, project development, pavement design and performance monitoring.
 - + The Engineering Studies Group provides guidance and support for residential traffic management (traffic calming), establishes procedures and policy guidance for speed zones and oversees the Truck Management Program (truck routes).
 - + The Data and System Analysis Group guides the selection and application of traffic simulation and analysis tools to support the development and evaluation of traffic management projects at VDOT. They also provide traffic simulation support to District staff, provide statewide training for traffic analysis software and provide Holiday Travel Trend information, which informs the public how congested a particular route may be over certain holiday travel periods. This group provides system-wide congestion-based performance measures, manages access to data through Iteris' Performance Monitoring System (iPeMS) and leads efforts to reduce congestion through improved design. This group also leads the development and reporting of traffic and safety performance measures, facilitating the usefulness of crash, asset, speed and volume data.

Traffic Engineering

- **The Traffic Devices and Strategic Program Delivery Team** includes six sections that are responsible for providing statewide oversight of traffic devices in Virginia and program delivery support to the Traffic Engineering Division.
 - + **The Electrical and Lighting Systems Team** establishes and provides policies, procedures, specifications, standards, training, research and implements emerging technologies for statewide applications related to Electrical & Electronic devices. This group manages seven statewide traffic device materials and service contracts and provides technical expertise and assistance to various committees, DOTs, towns, cities, regions, divisions, consultants and contractors.
 - + **The Traffic Signals and Arterial Systems Management Section** establishes policies, standards, procedures, guidance and training for traffic signal design, construction, operation and maintenance. This section also evaluates new technology and Intelligent Transportation Systems for traffic signals and arterial systems.
 - + **The Signs, Markings and Engineering Support Section** provides policies and guidance related to signs, markings and traffic structure standards, materials and specifications. This section also implements statewide signing initiatives, develops policies for roadway lighting studies, designs best practices for proper road illumination and supports the delivery of location-specific, District, Regional and statewide contracts that involve traffic control devices.
 - + **The Traffic Assets Section** provides traffic asset management and field project delivery support for guardrails, ADA curb ramps and other traffic assets through policy and technical guidance, process improvement, innovative technologies, mobile applications, data analytics, business intelligence and financial needs assessment. This section also manages the list of pre-approved traffic control devices.
 - + **The Statewide Directional Service Signing Program** manages the Integrated Directional Sign Program (IDSP), the historical markers program, the Community Wayfinding Sign program and other special traffic sign programs for VDOT.
 - + **The Strategic Program Delivery Section** supports the engineering programs & projects through procurement of goods, contract services, RAAP on-call model based construction contracts, development & oversight of budgets and operations projects, management of statewide professional engineering consultant contracts and oversight of statewide training & development, in addition to executing organizational and administrative initiatives for the division.

Operations

Mission Statement

Serve the traveling public and ensure the efficient, reliable and safe operation of our transportation system in real-time.

Overview

The Division ensures that the Commonwealth of Virginia operates the transportation system to optimize the movement of people and goods and improves system reliability, mobility, and safety for all customers.

Functions

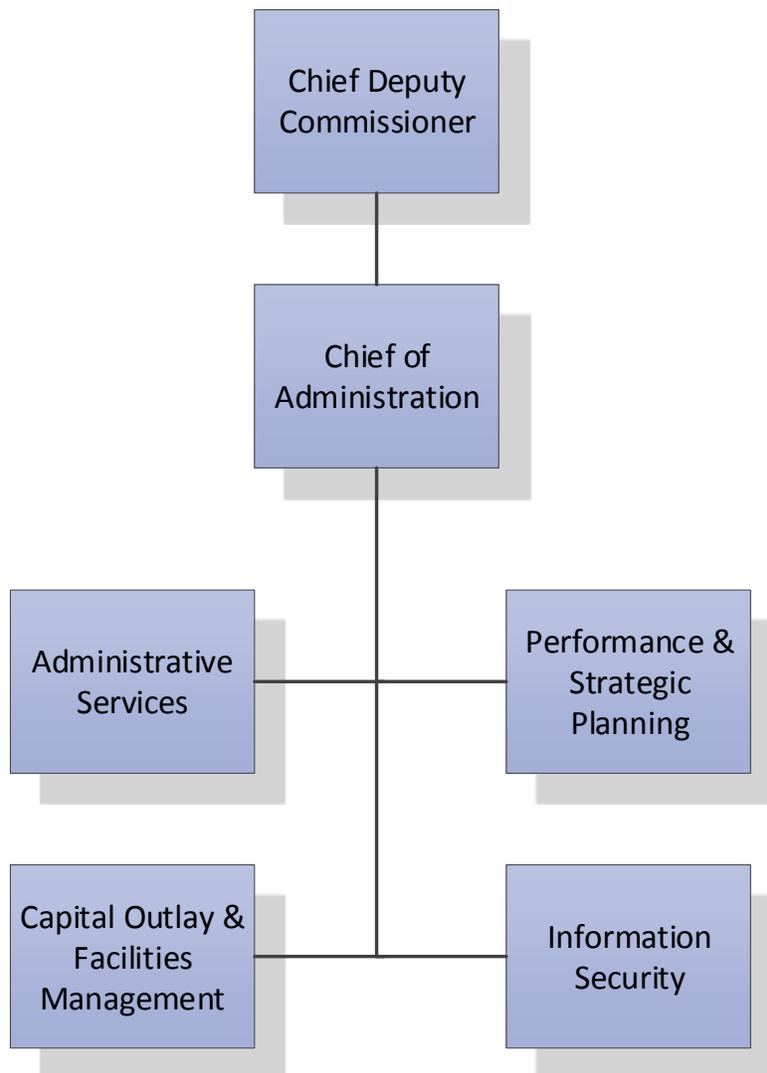
The Division is led by the State Operations Engineer and consists of the following major functional areas:

- **Operations Planning and Program Management** prepares planning analyses, operations program assessments, operations performance measures, budgets, legislative reviews, and needs assessments. The section oversees Corridor Management, Operations program support, prepares operations legislative reports, programs projects, operations data analytics, and supports advancing innovation and technology efforts. The section provides business support including contract development, management, monitoring and administration. Contracts range from statewide services, Professional and Non-Professional Services and on-call resources.
- **Operations Deployment and Systems Management** provides statewide oversight and management for the design of roadside technology deployments, ITS specifications and standards development, Advanced Transportation Management System (ATMS) development, field asset maintenance, communications master planning, fiber optic resource sharing, and emerging technology deployments. Additionally, ensures contract quality control and assurance for statewide operations technology services.
- **Traffic Operations** guides and oversees the statewide traffic operations programs. These programs include five 24/7 Traffic Operations Centers (TOC), safety service patrols (SSP), freeway operations, superload movement coordination, and traffic incident management. The section also leads VDOT's Operation Clear Roads program through continued internal and external incident management stakeholder support. Additionally, ensures contract quality control and assurance for statewide operational services.
- **Traveler Information and Customer Service** is responsible for developing, maintaining, and incorporating innovative traveler information strategies, including the statewide 511 system, truck parking systems, SmarterRoads.org cloud data portal, and is responsible for providing oversight of initiatives, enhancements and support to the Statewide Customer Service Center.
- **Emergency Planning** prepares all-hazards emergency operations plans and other decision support products for agency leadership and supports effective deployments of personnel, management of resources, and timely response during emergencies. The Emergency Planning section also coordinates the VDOT Continuity of Operations Plans (COOP) and the Emergency Evacuation Plan for Central Office.

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Chief of Administration

CHIEF OF ADMINISTRATION



The Chief of Administration reports to the Chief Deputy Commissioner and provides leadership to the Administrative Services, Capital Outlay & Facilities Management, and Performance & Strategic Planning divisions, and to the Office of Information Security.

Administrative Services

Mission Statement

Commit to continuous improvement through enhanced operational efficiency and customer satisfaction. Use best practices to provide and champion the right service to the right customer at the right time.

Overview

The Administrative Services Division (ASD) purchases goods and services, manages VDOT records, and provides a variety of business support services including, management of the Central Office Mail Center, Supply Center, and Parking services and operation of the VDOT Document Production Center.

Teams

The Division is led by the ASD Director and is organized into four primary functional teams:

- The **Procurement Team** oversees the Agency's procurement and contracting services, to ensure compliance with all statutes of the Virginia Procurement Act. Primary objectives include ensuring VDOT receives the best value for goods and services to meet business needs, increasing participation with SWAM vendors, and leveraging use of the Commonwealth charge card program to improve efficiency while minimizing agency risk.
- The **Records and Information Management Team** ensures VDOT's records management program complies with the Virginia Public Records Act and meets VDOT's current business needs. Primary responsibilities include developing records management policies and procedures in accordance with approved records retention and disposition schedules for the agency, and providing training and records management resources to VDOT records coordinators statewide.
- The **Support Services Team** provides VDOT Document Production Center, Central Office Mail Center, Central Office Supply Center, and Central Office Parking Program services for VDOT units and staff.
- The **Quality Improvement Team** manages the quality assurance program for major functional areas within the Chief of Administration's directorate, overseeing and evaluating program performance and supporting strategic planning initiatives. The team develops business tools including process maps, procedure guides, and technology solutions, focused on improving program service delivery and operational efficiency.

Performance and Strategic Planning

Mission Statement

Make VDOT the best run government agency, ever.

Overview

Performance and Strategic Planning Division works with VDOT leadership to develop meaningful, measurable indicators to assess progress made by VDOT program-focused units in achieving VDOT objectives. The Section meets with executive leadership and program-oriented leaders to identify and review areas of excellence and opportunity, as well as monitors strategic performance measures that contribute to the effective planning, delivery, operation, and maintenance of the transportation system that promote business process improvements that enhance the efficient movement of people and goods.

Functions

The Performance and Strategic Planning (PSP) Division is led by the PSP Director, and the sections within PSP perform the following functions:

- The **Data Analytics Team** partners with divisions, districts and executive leadership to provide: accurate performance data; powerful, easy to use, and highly available analytical decision making tools; and insightful independent analyses for decision support.
- The **Business & Strategic Planning Team** collaborates with divisions, districts and executive leadership to develop agency strategy, implement and monitor both the biennial Strategic Plan and the annual Business Plan, while promoting strategic focus and cross-organization coordination to tackle initiatives and evolve how VDOT operates.
- The **SharePoint Business Services Team** supports the coordination of the SharePoint Community of Practice and the standardization of SharePoint implementation across the organization.
- The **Learning Organization Team** supports continuous, consistent learning for the purpose of improving program delivery by moving ideas through a deliberative process to enhance the organizational knowledge base.

Information Security

Mission Statement

It is the mission and our shared responsibility to foster an environment that protects and preserves the confidentiality, availability, and integrity of VDOT data resources. Working together, our goal is to provide the agency with the tools and information to protect yourself, your computer, and help prevent the unauthorized access to or use of Virginia Department of Transportation information and systems.

Overview

The Office of Information Security is responsible to manage ongoing information security governance, operations, and security awareness activities. Ongoing information security operations activities help ensure the agency's electronic records are protected. Information security governance activities help ensure the agency is designing and deploying systems that are secure, and that the agency is meeting the security compliance requirements of the Commonwealth of Virginia. Ongoing information security awareness activities ensure that employees are alerted to digital threats and employ best practices when using agency data and systems.

Functions

The Office is led by the agency Information Security Officer and is organized into three program areas:

- The Information Security Governance program is designed to develop and provide information and data security standards, procedures, and best practices to the VDOT community according to regulatory requirements and industry standards. Examples of activities include coordinating data sensitivity assessments, business impact assessments, risk assessments, and system security plans.
- The Information Security Operations program is designed to provide account and system access management, oversight and validation activities. Support of compliance and audit reporting activities related to system access. Assist VITA/NG Partnership with capturing data pertinent to threat/vulnerability scans and critical in the assessment of VDOT's security posture. Participate in DR and COOP testing with centralized and distributed VDOT groups in order to maintain a highly secure data environment.
- The Information Security Awareness program is designed to develop, disseminate, and deliver information security awareness programs, media, training, and opportunities to employees, contractors, and consultants according to industry best practices to counter existing and emerging threats.

Capital Outlay and Facilities Management

Mission Statement

Build, maintain, repair and renovate VDOT facilities using leading best practices and methodologies with a focus on safety, energy efficiency, cost effectiveness, productivity, and comfort for employees.

Overview

The Capital Outlay and Facilities Management (COFM) division manages the statewide capital outlay and maintenance reserve program and maintains the physical plant for Central Office facilities.

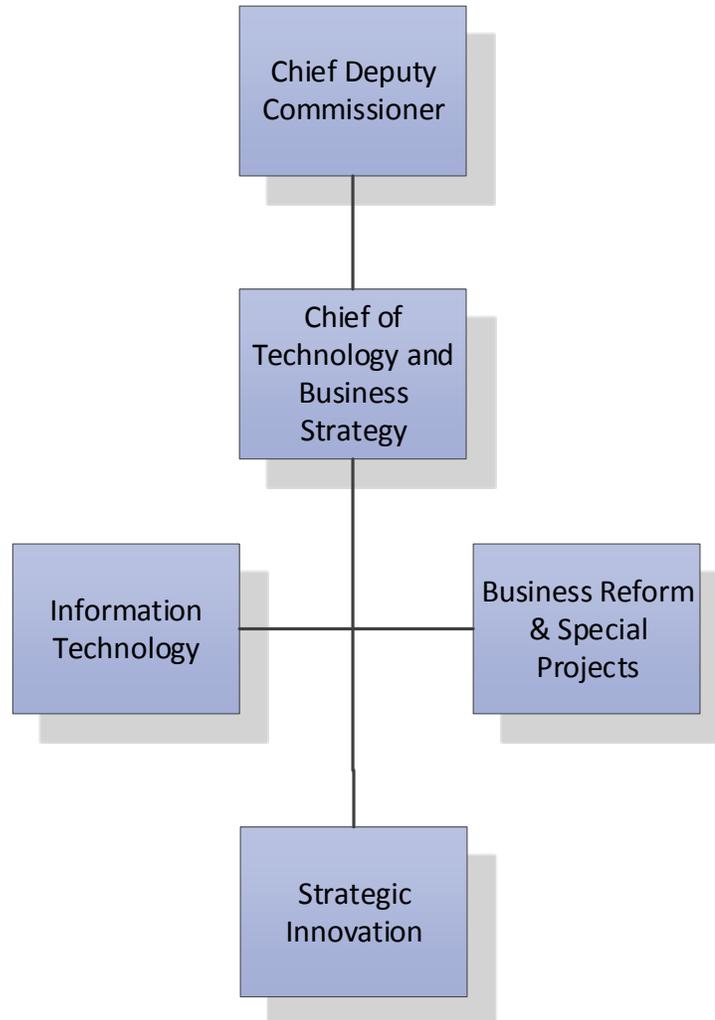
Functions

The Division is led by the Capital Outlay and Facilities Management Director and organized into the following functional teams:

- The Capital Outlay Team develops and administers the agency building program in compliance with applicable laws and regulations. Capital Outlay staff plans, develops, delivers and maintains VDOT's Capital Outlay and Facilities Management Program for on-time and on-budget performance. This includes the assessment and prioritization of VDOT facility needs statewide as part of the agency Long-Range Facilities Plan.
- The Central Office Facilities Management Team provides preventative and responsive maintenance at assigned buildings, while ensuring a safe, functional and productive work environment for VDOT personnel.
- The Financial Management Team provides accurate, concise and timely financial information to internal and external customers for decision-making processes. It develops and maintains budgets for the Capital Outlay Program and physical plant services.

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Chief of Technology and Business Strategy



The Chief of Technology and Business Strategy reports to the Chief Deputy Commissioner and provides leadership to the Information Technology and Business Reform & Special Projects division, and the Office of Strategic Innovation, providing IT, business reform, and strategic innovation solutions to the agency.

Business Reform and Special Projects

Mission Statement

Continuously challenge and measurably improve VDOT's business processes and services that keep Virginia moving.

Overview

Business Reform & Special Projects (BRSP) conducts business process improvement; business process reengineering; operational and productivity studies, including financial and cost benefit analyses; surveys and statistical work; trends and data analyses to maximize quality; and increase the efficiency and effectiveness of the Department's operations. In addition, BRSP manages tort claims and the debt set-off process; as well as, provides administrative hearing support and analysis of construct claims. As directed, BRSP performs special studies and projects for VDOT's executive management.

Functions

The Business Reform & Special Projects Division is led by the BRSP Director, and the sections within BRSP perform the following functions:

- Conduct Business Process Improvement, Business Process Reengineering, Operational Analyses and Studies for the planning, delivery, operations, maintenance, and support functions of the agency.
 - + Manage Business Architecture (BA) to provide a blueprint of the enterprise that provides a common understanding of the organization through capabilities, functions, and processes. BA is used to align strategic objectives and tactical demands.
 - + Under Data Architecture, Business Reform will focus on data management to ensure data will be clearly defined, of high quality, and support data analytics and business-decision making.
- Evaluate and process Tort Claims filed by users of the Virginia roadway system where they suspect damage to their vehicles were a result of potholes, debris, and other defects in the roadway or construction and/or maintenance operations. The Tort Claims Section is authorized to settle claims for \$5,000 or less.
- Coordinate the administrative Construction Claims Hearing Process when contractors and Districts cannot satisfactorily resolve disputes related to contractual requirements. When this occurs, contractors have the right, by Code, to an administrative hearing before the Commissioner or his/her designee. BRSP conducts an independent review and analysis of the position and documentation of both VDOT and the contractor to make a recommendation to the Commissioner.
- Coordinate Debt Set-Off administrative hearing when a debtor requests adjudication to contest monies withheld due to a liability owed to VDOT and/or the Commonwealth of Virginia.
- Provide business integration services and assessment for functions who have requested new information technology systems, which when vetted, may require mapping the requisite processes in question, defining and validating the business and functional requirements for the pending solution. Also, where applicable, identify data requirements.
- The Requirements Management Group works with the Information Technology Division to develop business and functional requirements for information technology enhancement projects.

Information Technology

Mission Statement

Help the people that keep Virginia moving by enabling them with information technology solutions that serve as a force multiplier for their work. VDOT people work better because of our contributions. We apply the following guiding principles in our service to our customers:

- **Personal responsibility:** Do what we say we will do
- **Customer dedication:** Align actions and intent with the values and objectives of our business customers
- **Applied Innovation:** Get better and smarter with every cycle and release

Overview

In order to support this mission, the Information Technology Division (ITD) employs state-of-the-art technologies to develop and support IT applications and special projects, using innovative development methodologies, industry-standard best practices, and agency-wide project management tools and measures. At a glance, ITD supports the following:

- 175+ Supported Applications in production
- 8,000+ VITA leased desktops, laptops, and laptop tablets
- 3,000+ mobile devices (cell phones, smart phones, tablets, hotspots)
- 1,500+ networked copiers, printers, routers, and accesspoints

Functions

The Division is led by the ITD Director and is organized into five functional areas:

- **IT Business Office and Project Support** Responsible for supporting VDOT information technology policy, procurement and asset management (software, computers, printers, networks, phones, mobile devices, and peripherals), IT financials and budgeting, training/supporting ITD personnel on division processes and tools, and enabling compliance with Virginia Information Technology Agency and VDOT policy.
- **Portfolio and Program Management (Engineering and Non-Engineering)** Responsible for analyzing VDOT division and district information technology support requests, prioritizing those requests, and delivering projects to satisfy those requests. Responsible for the IT project managers and functional analysts that deliver IT projects.
- **Enterprise Architecture and Data Services** Responsible for understanding customer needs and applying the business, data, application, and technology reference models to architect the overall solution to those needs. Responsible for the staff (architects and analysts), tools, methods, patterns, and capabilities to sustain enterprise architecture and deliver agency data management and support.
- **Application Development and Maintenance** Responsible for the application development and maintenance staff (software developers, database developers, and middleware developers), processes, tools, and capabilities used on information technology projects.
- **Production Maintenance and Operations** Responsible for the production operations staff (systems engineers, database administrators, end user support staff, and network specialists), processes, tools and capabilities used on information technology projects. Responsible for the continuous availability of VDOT applications.

Strategic Innovation

Mission Statement

Identify, test, develop and guide the implementation of innovative approaches and technologies that enhance VDOT's capability to plan, deliver, operate and maintain the Commonwealth's transportation system.

Overview

The Office of Strategic Innovation (OIS) champions the use of innovative approaches and technologies and promotes a culture of innovation across VDOT. The team works with VDOT subject-matter-experts, industry leaders, and Commonwealth transportation network stakeholders, to guide development and assist in the delivery of a seamless, multimodal, multijurisdictional transportation system.

OSI scans process and technical innovation around the world to identify new opportunities for VDOT and Virginia's transportation system to modernize products/services and transform the citizen experience.

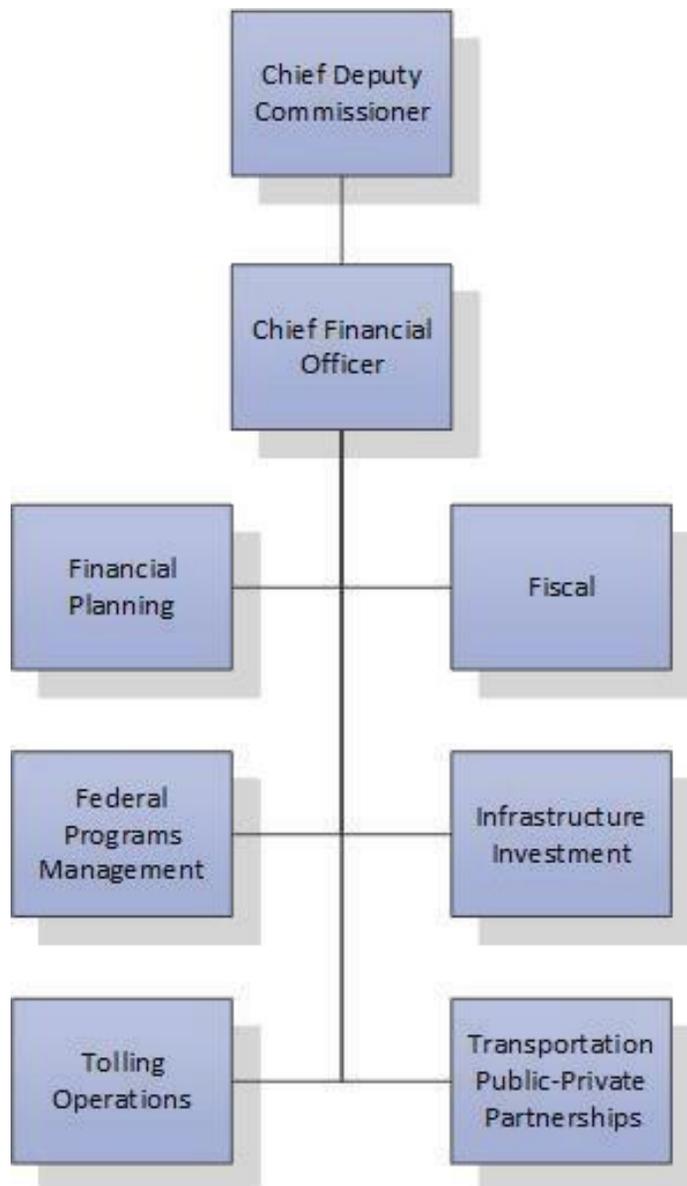
Functions

The Office is led by the Director of Strategic Innovation. Work efforts are focused as follows:

- Identify new opportunities. Examples of tactics include:
 - + Crowdsourcing
 - + Employee engagement
 - + Startup engagement
 - + Big Data analytics
 - + Stakeholder partnership and engagement
- Improve safety and security including:
 - + Work zone safety technologies
 - + Cybersecurity
 - + Transportation network
- Ensure workforce readiness through innovative recommendations that will:
 - + Identify and support workforce development opportunities, ensuring the Workforce of Tomorrow will have the technical capability to achieve VDOT of Tomorrow goals
 - + Develop innovative training tools and assist with innovation career fairs
 - + Create a user-friendly innovation submission template and repository
- Guide and support infrastructure and operational advancement through programs such as:
 - + Autonomous Systems Program including Connected and Autonomous Vehicle (CAV)
 - + Virtual / Infrastructure-light traffic management
 - + Unmanned Aircraft System (UAS) strategy
 - + Virginia Connected Corridor (VCC) research
 - + Mobility as a Service (MaaS) program policy, data store, decision support
 - + Special Facilities and Infrastructure Sustainability Program

Chief Financial Officer

CHIEF FINANCIAL OFFICER



The Chief Financial Officer (CFO) reports to the Chief Deputy Commissioner and provides leadership to the Office of Transportation Public-Private Partnerships and to divisions providing financial planning & management, budgeting, transactional processing, project funding, and tolling operations to the agency.

Federal Programs Management

Mission Statement

Support the department by providing guidance, stewardship, and oversight in the efficient and effective management of federal funds.

Overview

The Division's activities in support of their mission include coordination with the Federal Highway Administration, development and management of the department's federal obligation plan, and the Statewide Transportation Improvement Program (STIP), financial management of federal projects, and providing professional customer service and consultation to our stakeholders.

Functions

The Division is led by the Federal Programs Management Division (FMPD) Director and is organized into three functional areas:

- The **Planning and Reporting Team** manages development of the federally mandated STIP, processes STIP amendments and administrative modifications, and processes inter-agency (flex) transfers of Federal-Aid Highway Program (FAHP) funds. This section also reports sub-awarded project information in accordance with Federal Funding Accountability and Transparency Act (FFATA) requirements.
- The **Federal Funds Management Team** oversees federal authorizations and federal agreement modifications; development and management of the department's federal obligation plan; federal project monitoring and close out (federal final voucher), including FHWA's quarterly Financial Integrity Review and Evaluation (FIRE); and reporting and tracking of soft match/use of toll credits.
- The **Cross-Functional and Special Initiatives Team** is responsible for leading and coordinating key initiatives and strategic efforts impacting successful federal funds management, including monitoring and review of projects as part of the federal 10-Year Preliminary Engineering and 20-Year Right of Way requirements; tolling agreement development and review; programmatic reconciliation efforts; and data management, reporting, and stewardship for the Division's data reporting and analysis responsibilities.

Financial Planning

Mission Statement

Advance the Commonwealth's overall transportation program through prudent and responsible direction and management of short and long term planning for all financial resources, including cash, federal, state, and local revenues, and bond proceeds to ensure all Department activities remain within budget and cash constraints.

Overview

The Financial Planning Division ensures that the financial resources available to the agency are appropriately and adequately allocated to meet VDOT's mission and goals.

Sections

The Division is led by the Financial Planning Division (FPD) Director and is organized into three sections:

- The Debt and Innovative Finance Section leads the debt issuance process, provides financial evaluation of projects undertaken under the Public Private Transportation Act of 1995, manages the Transportation Partnership Opportunity Fund (TPOF) and VDOT's commitments related to the Virginia Transportation Infrastructure Bank (VTIB). The Group also examines and evaluates innovative financing techniques for infrastructure projects.
- The Forecast Section is responsible for VDOT's revenue and allocation projections. Each year, this Section takes financial policy decisions, legislative guidance, and federal and state policies and translates them into a six-year revenue and allocation forecast. In turn, this forecast is then used to develop a six-year improvement program for highway construction and an annual budget for the non-construction activities of the Department. This Group also develops and analyzes the agency's cash forecast for all funds available.
- The Budget Section is responsible for developing, recording and monitoring the annual budgets for the Commonwealth Transportation Fund and VDOT's biennial budget submission to the Department of Planning and Budget to be considered by the Governor for the introduced budget bill each General Assembly Session. The staff performs budgetary transfers within the agency's programs and organizations and with other state agencies throughout the fiscal year. The section handles all budgetary performance reporting during the fiscal year.

Fiscal

Mission Statement

Efficiently Provide Complete and Accurate Financial Information and Quality Service to All Fiscal Customers.

Overview

The Fiscal Division ensures financial accountability by providing services and internal controls in the management of accounting, receivables, payables, payroll, inventory, and financial reporting. The Division summarizes financial data to produce internal financial reports for internal business decisions and external financial reports that comply with federal, state and other regulatory guidelines.

Teams

The Division is led by the VDOT Controller and is organized into five teams:

- The **Financial Reporting Team** prepares VDOT's annual cash and accrual basis financial statements in accordance with prescribed standards, as well as other routine and ad hoc reports that are used internally and externally for business decision making. This team is VDOT's liaison to the Auditor of Public Accounts and manages the annual financial audit.
- The **Accounts Payable and Payroll Team** manages all disbursement functions, including payroll; construction, maintenance and consultant payments; and regular vendor payments. This team ensures that VDOT's payments are accurately and timely processed in accordance with policies and procedures, achieving at least 95% compliance with the Prompt Payment Act.
- The **Financial Systems and Training Team** serves as the agency's liaison for Department of Accounts' Cardinal financial system, serving agency customers by reviewing current processes and working with the Cardinal team to make modifications and/or enhancements necessary to meet the needs of its users, providing ad hoc reporting from Cardinal as needed, and oversight of Cardinal security for VDOT. This team also develops and delivers relevant financial training.
- The **Inventory Programs, Compliance and Capital Assets Team** manages the Inventory Management System (IMS) and provides oversight for all other inventory areas. The team ensures system integrity and financial accountability are maintained in accordance with policies and procedures and controls the amount of money invested in inventory through appropriate stock levels based on needs. This team manages the Major Equipment asset database and provides oversight for the inventory and reporting for VDOT's capital assets. This team also manages the Agency Risk
- **Management and Internal Controls Standards (ARMICS)** program for the Department. ARMICS provides assurance to VDOT management and the Department of Accounts that key fiscal processes are sound and operating properly.
- The **General Accounting, Accounts Receivable and Project Accounting Team** ensures that accounting transactions are recorded in the appropriate period, and all accounting entries are properly and adequately supported and documented, entered, approved, and posted timely. The team manages statewide cash receipting operations and all aspects of accounts receivable operations including Federal Aid, Property Damage, Miscellaneous and Third Party Project Receivables billing, collection and reporting activities. This team works with other Central Office Divisions to open projects to charges, as well as close out projects upon completion.

Infrastructure Investment

Mission Statement

Oversee the development of the Six-Year Improvement Program (SYIP) and coordinate financial management of projects from initial phase opening through financial closeout.

Overview

The Infrastructure Investment Division (IID) supports investment in Virginia's transportation infrastructure by ensuring innovation and financial integrity in program development and delivery. The Division oversees development and management of the Six-Year Improvement Program (SYIP) and coordinates the financial management of projects from initial phase opening through financial closeout.

The Division also coordinates development and implementation of the SMART SCALE project prioritization process, linking planning and programming. This is a cross-functional division effort with many team members assisting in policy development, implementation, reporting, and programming. The Division also coordinates across the Department and with the Department of Rail and Public Transportation and the Office of Intermodal Planning and Investment for process improvements, implementation, outreach, and planning.

Teams

The Division is led by the Infrastructure Investment Director and consists of several functional teams:

- The **Business Manager** oversees various administrative and business functions for the Division, including coordinating Fall and Spring public meetings associated with SYIP development and assisting with SMART SCALE implementation and management.
- The **Business Analytics Team** reports to the Director and supports the business needs of the Division by developing tools to help make data driven decisions, reporting on program performance, building efficiencies into daily work processes and products, responding to ad-hoc requests for information, supporting programmatic analysis, and reporting and data management. In addition, the Business Analytics Team Lead serves as the Division's liaison with ITD on iSYP Suite issues and as the administrator for VDOT's application intake portal, known as the SMART Portal.
- The **Program Team** reports to the Director and is responsible for developing and managing the SYIP, including overseeing the annual SYIP update and daily management of project funding in order to advance projects in the program; coordinating the development and management of Secondary Six Year Plans (SSYPs); and coordinating with the Executive Team and Secretary's Office to implement CTB policies and goals, legislative requirements, and executive level priorities while balancing funding eligibility requirements, available revenues and cash flow. The team performs the required day to day activities and coordinates with Districts to ensure funding is programmed to maintain compliance with above outlined factors and to account for changes to project budgets and schedules. The team also assigns project UPC's in Cardinal, verifies project funding so that phases can be opened to charges, coordinates with the Construction Division to authorize projects for construction advertisement and award, and updates numerous project data fields in Cardinal and PWA.
- The **Policy and Analysis Team** reports to the Assistant Director and is responsible for oversight and coordination of the Division's business functions as they pertain to the financial management of projects and programs, specifically opening projects to charges in Cardinal and the Project Closeout and Expenditure Certification processes as well as any related guidance, training, or best practices. Additionally, the team supports the Division's business functions by serving as the Division technical points of contact on all iSYP Suite related inquiries and updates; updating and developing policies, guidance, and training related to the Division's primary programming functions; and assisting Division management on special assignments that do not fall into one or more functional areas outlined above.

Tolling Operations

Mission Statement

Improve the mobility of our citizens by planning, implementing, directing, and enhancing systems and processes associated with user fee based facilities; and, further by operating and maintaining these facilities in the safest and most efficient manner possible.

Overview

The Tolling Operations Division integrates systems to efficiently and equitably support the construction, operation, and maintenance requirements of mobility related infrastructure. They leverage new technologies to improve interoperability, transparency, and broader decision making capabilities. The Tolling Operations Division is fiscally sustainable, promotes areas of concentrated growth, manages both demand and capacity, employs the best technology, and joins rail, roadway, bus, air, water, pedestrian, and bicycle facilities as part of a fully interconnected multi modal transportation network for both in and outside the Commonwealth.

Sections

The Division is led by the Tolling Operations Division Administrator and is responsible for overseeing the Virginia E-ZPass Customer Service Center, VDOT's tolling facilities including electronic toll collection conformity of all Virginia toll facilities, and all interactions between VDOT and other members of the E-ZPass Interagency Group. The Division also act as the primary liaison in dealing with customer related tolling dispute concerns.

- The Coleman Bridge is a tolling facility located on Route 17 in Gloucester Point on the north side of the York River. This is a five lane traditional tolling facility where cash and electronic payments are accepted for the toll. Staffing consists of seven Tolling Operations Division employees along with contracted toll collection and system support services. Toll revenues are used to cover the cost of tolling operations, debt repayment, and bridge maintenance needs.
- The Powhite Parkway Extension is a 10-mile-long 4-lane highway that was built in 1988 as an extension to the Richmond Metropolitan Transportation Authority's Powhite Parkway. The Extension runs from Jahnke Road south to Rt. 288 in Chesterfield County. There is a traditional mainline toll plaza north of Courthouse Road as well as exit/entrance toll plazas at Midlothian Turnpike and Courthouse Road. Toll revenues are used to cover the cost of tolling operations, debt repayment, and maintenance needs. Staffing consists of nineteen Tolling Operations Division employees along with contracted toll collection services.
- The 66 Express Lanes is a 9-mile-long High Occupancy Tolling (HOT) facility located between the 495 Capital Beltway and the SR 29 in Rosslyn. The facility opened in December 2017 and operates as a HOT-2 facility eastbound between 5:30AM and 9:30AM and in the westbound direction from 3:00PM to 7:00 PM. Vehicles with two or more occupants can access the facility free with an E-ZPass Flex transponder switched to HOV. Single occupant vehicles can also access the facility with an E-ZPass but are subject to the dynamically adjusted toll. The single occupant toll adjusts on a real-time basis depending on the level of congestion for that specific time on the facility.
- The 64 Express Lanes is a reversible 9-mile-long High Occupancy Tolling (HOT) facility located between I-564 and I-264 in Hampton Roads. The facility opened in January 2018 and operates as a HOT-2 facility westbound between 5:00AM and 9:00AM and in the eastbound direction from 2:00PM to 6:00 PM. Similar to the 66 Express Lanes, vehicles with two or more occupants can access the facility free with an E-ZPass Flex transponder switched to HOV. Single occupant vehicles can also access the facility with an E-ZPass but are subject to the dynamically adjusted toll. The single occupant toll adjusts on a real-time basis depending on the level of congestion for that specific time on the facility.

Transportation Public-Private Partnerships

Mission Statement

Identify, assess, develop, and implement a statewide transportation program for project delivery via the Public-Private Transportation Act (PPTA) of 1995, as amended. The PPTA is one of the most important resources Virginia has to bring private finance to the table, encourage innovation, transfer risk and build high priority public-private partnership transportation projects.

Overview

The Virginia Office of Public-Private Partnerships (VAP3) ensures public-private partnership (P3) projects are advanced consistent with these goals

- Identify and screen transportation projects, utilizing objective analyses and proper due diligence, to facilitate an informed recommendation and decision regarding appropriate delivery method.
- Ensure transparency with delivery method supported in the Finding of Public Interest signed by Commissioner.
- Administer fair and competitive project development and procurement process that creates innovation, private sector investment and long-term value for the Commonwealth.
- Achieve lifecycle cost efficiencies through appropriate risk transfer.
- Accelerate delivery of P3 projects.
- Ensure accountability coupled with informed and timely decision making.

Functions

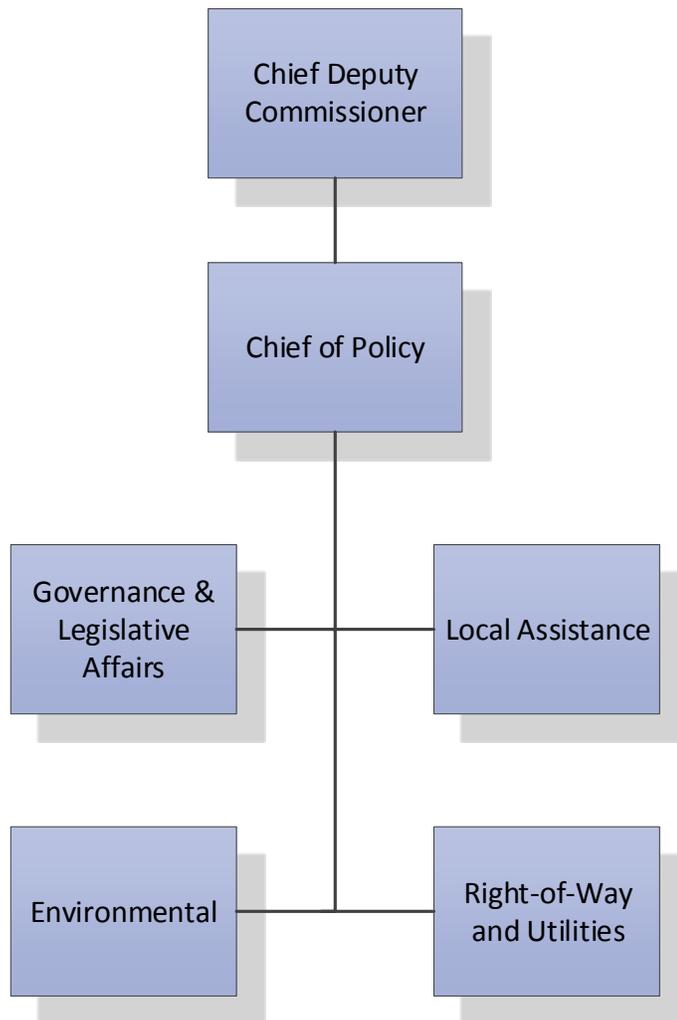
The Office is led by the P3 Director and is organized into two major functional areas:

- The P3 Programmatic and Policy area creates and maintains reliable and uniform processes and procedures as reflected in the PPTA Act, the PPTA Manual and Guidelines, P3 Risk Management Guidelines, P3 Public Engagement Guidelines, and Public Sector Analysis and Competition Guidelines. Identifies and assesses potential P3 projects and supports project development of P3 projects. Conducts procurements to obtain P3 financial and business advisors, as well as overall contract administration. Public engagement and education efforts, as well as maintenance of external website.
- The P3 Project Management area identifies, develops, and delivers projects via PPTA procurement, in collaboration with VDOT technical experts in Central Office and the District, as well as assistance from external advisors. P3 Project Management area is responsible for maintaining appropriate coordination with VDOT executives, elected officials and the PPTA Steering Committee throughout the project development and procurement lifecycle and providing project information such as budget, scope, and schedule. Also responsible for supporting the VDOT District in implementation of the P3 project during the post-procurement contract term.
- The P3 Strategic Contract Management area efficiently provides the appropriate tools, guidance and processes to identify the roles and responsibilities of the P3 Office and the District Offices during operation and maintenance phases of a P3 project. The P3 Office will ensure a consistent approach, monitor risks, and the obligations of all parties as defined in each Comprehensive Agreement.

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Chief of Policy

CHIEF OF POLICY



The Chief of Policy reports to the Chief Deputy Commissioner and provides leadership to the Environmental, Local Assistance, Governance & Legislative Affairs and Right-of-Way & Utilities divisions, while providing legal insight to agency leadership

Environmental

Mission Statement

Facilitate legal and regulatory environmental compliance through leadership, accountability and continuous improvement while delivering the Commonwealth's transportation program.

Overview

The Environmental Division provides the procedure, program support and oversight to facilitate Department compliance with applicable state and federal environmental requirements. Division and District environmental staffs work closely with internal and external customers and stakeholders to help facilitate environmental compliance in planning, project development, construction, and maintenance of the transportation system. VDOT's interdisciplinary environmental team has expertise in biology, acoustical and air quality modeling and analysis, endangered species, environmental planning, wetland and stream science, hazardous materials, geographic information systems, data management, archaeology, architectural history and environmental policy.

Sections

The Division is led by the Environmental Director and is organized into seven sections:

- The Natural Resources Section administers the Department's water quality permitting and threatened/endangered species programs.
- The Environmental Business Section manages the Division's environmental consultant procurement and administration program, division administrative and training budgets, and data management program.
- The Air and Noise Section manages the statewide air quality and noise programs, including administering VDOT's noise abatement policy.
- The National Environmental Policy Act (NEPA) Programs Section administers the statewide NEPA document program and location studies program.
- The Cultural Resources Section administers the statewide archaeology and architectural history programs.
- The Compliance Section manages project and facility related hazardous materials programs, the VDOT employee safety and health program, the environmental commitments and performance assistance program, and supports the VDOT advertisement program.
- The Environmental Procedure Management Section manages the Division's performance metrics program, policy program (including support for the General Assembly), environmental components for both locally administered and design build projects, and environmental project management program.

The Division also provides support in technical and project management to the Location and Design Division in implementing the Department's Stormwater Permit pursuant to the Clean Water Act, performance metrics and the VDOT advertisement program.

Local Assistance

Mission Statement

Promote and facilitate partnerships between localities and VDOT to successfully deliver transportation programs and projects.

Overview

The Local Assistance Division (LAD) establishes policy and provides guidance for certain programs that impact work performed by or for localities, and serves as a liaison to local governments. This includes:

- Managing several special funding programs including Transportation Alternatives, Revenue Sharing, Economic Development, Recreational and Airport Access Roads, Primary Extension Paving and State of Good Repair (SGR) Local Programs, and other special application based programs established by the Commonwealth Transportation Board (CTB)
- Establishing policy and guidance for local systems and managing local system changes
- Managing the local assistance payments program including maintenance payments to Cities, certain Towns and the Counties of Arlington and Henrico
- Providing policy oversight, direction and guidance for locally administered projects and programs
- Managing the Scenic Byways Designation Program

Functions

The Division is led by the Local Assistance Director and is organized into four major functional areas:

- **The State Funding Programs functional area** includes policy development and management of the Revenue Sharing Program, Economic Development, and Recreational and Airport Access Roads Programs.

Management of the Revenue Sharing Program includes:

- + Soliciting applications; reviewing, prioritizing and making selection/allocation recommendations to CTB
- + Reviewing project requests according to current legislation
- + Preparation and presentation of the annual program to the CTB
- + Coordinating with the Infrastructure and Investment Division, District or local VDOT offices and local governments
- + Monitoring project and program budgets including required match funds, overseeing the de-allocation process, approves requested allocation transfers, prepares project administration agreements, and formulates policies and guidance documents.

Management of the Access road programs includes:

- + Reviewing of project requests, preparation of CTB resolutions and explanatory material and making recommendations to CTB
- + Coordinating with Infrastructure and Investment Division, Districts or local VDOT offices, Department of Rail and Public Transportation, Department of Conservation and Recreation, Department of Small Business and Supplier Diversity, Virginia Economic Development Partnership, and local governments
- + Monitoring project and program budgets, verifies documentation of capital investment by qualifying businesses, tracks surety bonds, prepares project administration agreements, and formulates policies and guidance documents.

- **The Federal Funding Programs functional area** includes policy development and management of the Transportation Alternatives, Federal Lands Access and Appalachian Regional Commission Access Roads Programs and Byway Designations and includes:

- + Developing program policies and procedures and recommending to CTB and Executive staff where required.
- + Managing the application, scoring, selection, and allocation process for all project requests.
- + Coordination with partnering Agencies (FHWA- Eastern Federal Lands and Appalachian Regional Commission) in solicitation of project applications and selection of projects.

Local Assistance

- + Educating project sponsors about program eligibility and federal and state guidelines that must be followed throughout project development; providing guidance to VDOT Project Coordinators on program and project development activities.
- + Monitoring project and program level budgets and allocations and coordinating with VDOT Divisions and Districts to ensure budgets and allocations are accurate and reconciled and preparing administrative agreements for selected projects.

Program Management for the Scenic Byways Designation Program includes:

- + Consultation with the Virginia Department of Conservation and Recreation (VDCR) for policy and designation process development
 - + Evaluating, in coordination with VDCR, all potential designations
 - + Making recommendations for designation to the CTB.
- The Locally Administered Projects functional area is responsible for Policy development and oversight of locally administered projects. Management of the Locally Administered Projects area includes the following activities:
 - + Developing policies and procedures for locally administered projects
 - + Providing guidance to internal and external customers on locally administered project requirements
 - + Developing standard agreements for various project types and coordinate with the appropriate VDOT Staff and appropriate legal staff on review and work with Districts and localities to finalize agreements for locally administered projects
 - + Developing reports tracking locality performance of locally administered projects
 - + Coordinating with stakeholder groups to identify initiatives to support local project delivery
 - + Administering a statewide compliance assessment program for locally administered and coordinating annually the compliance assessments on locally administered projects with the FHWA.
 - The Local Systems functional area is responsible for policy development and management of the urban and local systems as well as payments to localities. Management of the Urban Program also includes:
 - + Managing the Urban Maintenance Inventory, which involves reviewing and classifying requested system changes to establish consistency and ensure eligibility; partnering with other Divisions to make sure new requests are georeferenced in a publicly available map layer containing eligible roadways; coordinating annual arterial road inspections to confirm roadways are adhering to established maintenance standards; coordinating re-inspections on deficient roadways and establishing a plan of action to bring these roadways back up to maintenance standards.
 - + Calculating urban maintenance payments for those municipalities which maintain their own streets as well as for the counties of Arlington and Henrico; submitting recommended rates to the CTB for approval each fiscal year and issuing payments to localities quarterly; tracking and reporting the annual Weldon Cooper Local Finance Survey.
 - + Providing guidance for secondary system policy issues and devolution
 - + Establishing guidance for application process for Primary Extension/SGR; reviewing and evaluating submittals and providing recommendations to Board
 - + Providing oversight and guidance for the Urban Construction Initiative (UCI), which includes coordination with a working group on initiatives, summarizing s annual accomplishments, reviewing s the annual UCI financial reports from UCI localities and establishing guidance and criteria for the UCI Certification Program.

Governance & Legislative Affairs

Mission Statement

Anticipate, analyze, and communicate policy, legislative, governance and regulatory issues; formulate strategies and alternatives in a dynamic environment to support decision making; and delivery of functions and programs of the Virginia Department of Transportation (VDOT), the Commonwealth Transportation Board (CTB), and the Secretary of Transportation.

Overview

The Division provides oversight for VDOT's Freedom of Information Act (FOIA), Regulatory, Legislative and Governance functions and provides guidance and support to all Divisions and Districts relating to non-ASD (Administrative Services Division) contracts/agreements and complex statutory/policy issues for the purposes of ensuring and promoting compliance with state, federal and other requirements.

Sections

The Division is led by the Governance & Legislative Affairs Division Director and is organized into three sections:

The FOIA and Legislative Affairs Section:

- Coordinates the Virginia Freedom of Information Act (FOIA) process for the Agency to ensure compliance with FOIA and manages/maintains the FOIA Tracker, a system designed to track FOIA requests and responses to ensure compliance. The Agency FOIA Coordinator and Division staff assigned FOIA responsibilities assist FOIA Coordinators in each Division/District by offering FOIA training and providing guidance regarding FOIA. Section staff works directly with the Attorney General's office and FOIA Advisory Council in addressing more complex FOIA issues/cases of first impression.
- Coordinates the legislative proposal process for the Department to include development of agency legislation and related documentation for the upcoming session. The section also coordinates the agency's bill tracking and reporting process during the General Assembly session to ensure all legislation potentially impacting the agency or agency functions is monitored and tracked. This includes development, routing and communication of impact statements to the Secretary's Office and Department of Planning and Budget (DPB) and coordinating agency representation during General Assembly committee meetings under the direction of the Chief of Policy and Division Director. The section also oversees, coordinates, monitors and reports to agency management and executive staff and the Secretary's office agency implementation of legislation and drafting/production/issuance/publication of legislative studies and reports. The section also manages VDOT's General Assembly Impact Statement Database, ensuring access and availability to agency staff that require access. Serves as agency liaison with General Assembly on numerous issues.

The Regulatory and Governance Section:

- Provides coordination for the promulgation of new agency regulations, the amendment of existing regulations, or the repeal of obsolete regulations subject to the Administrative Process Act or the Virginia Register Act, which appear in the Virginia Administrative Code. Section staff assists Divisions in the preparation of new/amended regulations in the correct format required by the State Registrar of Regulations; advises Divisions on compliance issues; prepares /file/post related documentation at specific steps in the process; and performs research as needed on past or proposed regulatory topics. The section bears responsibility for annually updating the agency's list of Guidance Documents.
- Monitors federal activities for impacts on the agency. Section staff monitors the *Federal Register* for notices of proposed rulemaking and other actions affecting VDOT and provides notices to relevant Divisions, coordinating and assisting with the preparation, vetting, finalization and posting of agency response/comments. Section staff also monitors Congressional action/federal legislative activity for impacts on surface transportation issues of interest to the Commonwealth

Governance & Legislative Affairs

- Monitors Governor's Executive Orders to determine any impacts on VDOT or the Secretary of Transportation.
- Assists in the identification of sources for transportation grants, and reviews/assists in drafting grant applications and submits the applications to the appropriate entity.
- Oversees agency Governance Document Program. Section staff oversee and coordinate maintenance and administration of the Governance Document Repository. The section also maintains the *CTB Policy Index*, the *CTB Orientation Guide*, the *Department Memorandum/Department Policy Memorandum Manual* as well as Commissioner Delegations, reviewing contents for updates/rescissions, or issuance of new documents. Section staff prepare/review CTB Resolutions and Decision Briefs, ensuring compliance with the statutory and regulatory requirements, accuracy, completeness, clarity, and consistency with prior CTB actions. Section staff also prepare or review draft agency Governance Documents policies, guidelines, directives, and other written instructions pertinent to VDOT. The section procures and distributes annual copies of the *Highway Laws of Virginia*, including reviewing content for updates, and preparing Sole Source documentation for contracts with vendors. Performs historical and other research involving governance-related matters and documents.

The Legal Operations Section:

- Provides non-ASD contract/agreement support services to all Districts and Divisions. Section staff review, draft, revise and coordinate Office of the Attorney General (OAG) review of non-ASD contracts, Memoranda of Understanding (MOUs), Memoranda of Agreement (MOAs), and other agreements bridging the gap between agency business needs and legal reviews by the OAG. Section staff are responsible for developing a database to house all agency, non-ASD, non-construction contracts and agreements.
- Oversees agency compliance with/responses to subpoenas, offering guidance relating to response and other requirements and sometimes coordinating responses. Confers with OAG for complex issues/subpoenas.
- Performs research and analysis and provides guidance relating to complex issues to all agency staff, Divisions and Districts, determining when referral to OAG is appropriate or warranted.

Right of Way and Utilities

Mission Statement

To acquire necessary right of way, relocate utilities and achieve railroad agreements for construction and maintenance projects in shorter durations than scheduled and coordinate with internal VDOT Divisions to lessen impacts and/or plan changes reducing additional cost, contacts and impacts with landowners, utilities and railroads and to manage property acquired but not used for a project and sell all viable surplus and residue properties efficiently in alignment with the purpose, mission, and values of VDOT.

Overview

The Division is responsible for acquiring all right of way needed for construction or maintenance projects, for managing the relocation or installation of utilities and achieving railroad agreements on those projects and for managing all of the property acquired but not actually used for the project including selling all residue and surplus properties.

Sections

The Division is led by the Right of Way and Utilities Director consisting of three Regional offices statewide overseeing nine District offices and organized in the Central Office into 7 primary sections:

- **The Appraisal Section** sets policy and provides oversight for the appraising of all properties that are acquired during the acquisition and property management stages of the right of way process to ensure fair compensation to the landowner and the Commonwealth of Virginia and adherence to USPAP. The regional appraisal staff appraises property to establish fair market value for the acquisition of necessary right of way and improvements.
- **The Negotiations/Relocation Section**, (which includes Legal and Special Negotiations)
 - + The Negotiation Section sets policy and provides oversight for acquiring the land and /or easements needed for projects. The regional staff actively negotiates with landowners for the necessary acquisitions for road improvement projects.
 - + The Relocation Section sets policy and provides oversight and guidance for relocation assistance, services and monetary benefits to individuals, families, businesses, farms and non-profit organizations being displaced as a result of a roadway project. The regional relocation staff works with the property owners to ensure they are knowledgeable of and receive all benefits to which they are entitled.
 - + The Special Negotiations section negotiates to obtain property rights statewide that are required by VDOT with federal, state and other Regional Agencies.
 - + The Legal Section located within the regional offices perform title examinations on properties necessary for highway construction projects in order to determine accurate ownership. This staff also performs deed closings with landowners at the conclusion of the acquisition process.
- **The Property Management Section** oversees the management of surplus/residue properties obtained by VDOT including land and improvements, the sale of surplus/residual properties, leasing of improvements and/or land.
- **The Utilities Section** develops and administers statewide utility relocation policies and procedures, manages the statewide utilities relocation/coordination efforts to achieve on time and on budget activities for successful project delivery, manages utility coordination consultant contracts and oversees reviews of consultant and utility company/owners designs for the adjustment/relocation of utilities impacted by transportation projects.
- **The Rail Section** coordinates the railroad activities for VDOT obtaining necessary right of entry agreements, grade crossing agreements and project railroad agreements on time and provides guidance and direction to VDOT staff/consultants statewide for railroad associated activities.
- **The Special Projects Section** provides oversight and management of Right of Way activities in relation to Design Build, PPTA and Locally Administered projects ensuring compliance with applicable

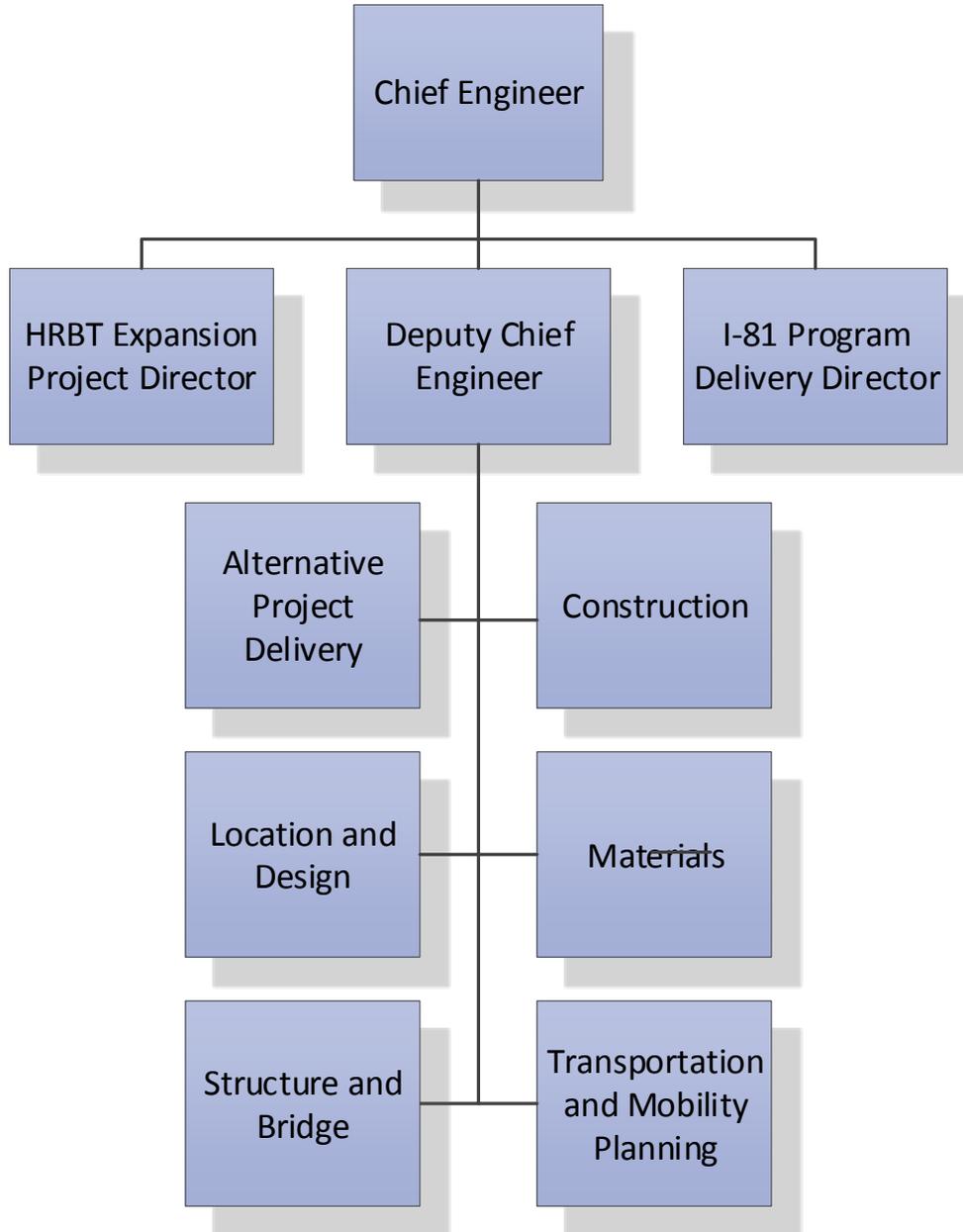
Right of Way and Utilities

regulations, laws statutes and project schedules.

- **The Administrative Sections** are responsible for the statewide management of all Right of Way and Utilities Division administrative functions. These include the following:
 - + **Advertisement Section** monitors and coordinates projects in the VDOT Six Year Improvement program, issuance of Notice Proceed, and federal/state certification for completion of Right of Way and Utilities portions of projects.
 - + **Reimbursement Section** processes and audits the entering of Right of way and Utilities payments of goods, services, and the acquisition of properties.
 - + **Consultant Contracting Section** procures and administers contracts statewide for the Right of way Acquisition, Fee Appraisal and Demolition contracts.
 - + **Information Technology Section** manages the Right of Way and Utilities Management System (RUMS), consultants/staff to ensure full utilization, functionality and maintenance of the system and accurate system documentation. The section administers other appropriate technical programs as required.

Chief Engineer

CHIEF ENGINEER



The Chief Engineer reports to the Commissioner and provides leadership to the Interstate 81 Program Delivery Director, the Hampton Roads Bridge-Tunnel Expansion Project Director and, via the Deputy Chief Engineer, the six engineering services divisions.

Alternative Project Delivery

Mission Statement

Support VDOT in delivering projects by procuring professional services and design-build contracts consistent with applicable state and federal laws and regulations.

Overview

The Alternative Project Delivery (APD) Division is responsible for leading VDOT's statewide Design-Build and Consultant Procurement programs. In addition to procurement, the APD Division is responsible for developing and implementing statewide policies and procedures for both programs as well as communicate and educate internal and external stakeholders regarding the Design-Build and Consultant Procurement programs.

Sections

The Division is led by the State APD Engineer and consists of two sections, the Design-Build Program and the Consultant Procurement Program:

- The primary objective of the **Design-Build Program** is to utilize the most appropriate procurement method and contract for each project to satisfy the Department's goals and objectives.
 - + Preparation of procurement schedule, Finding of Public Interest, conduct risk workshop, contract advertisements, preparation of the Request for Qualifications (RFQ) and/or Request for Proposals (RFP), obtaining Federal Highway Administration (FHWA) approvals, shortlisting of the proposers, conducting proprietary meetings, evaluations of the proposals, selection of the design-builder, Commonwealth Transportation Board (CTB) award, and execution of the design-build contract
 - + Provide post-award support regarding programmatic and contractual issues for the proper contract execution

- The primary objective of the **Consultant Procurement Program** is to support the procurement of professional services by developing standardized processes consistent with the Department's established policies and procedures.
 - + Develop and maintain statewide policies and procedures for the procurement and management of professional services for the Department
 - + Maintain procurement records
 - + Develop and provide training to VDOT staff

Location and Design

Mission Statement

Support the Virginia Department of Transportation by the delivery of highway construction plans that are used to build projects in the Six Year Improvement Plan that provide a transportation system that is safe, enables the easy movement of people and goods, enhances the economy and improves the quality of life.

Overview

The Statewide Location and Design (L&D) Team is responsible for planning, development and delivery of quality engineered highway construction plans found in the Department's Six Year Improvement Program.

Our statewide staff is organized into 9 construction Districts which are responsible for project management and engineering design. The statewide organization also includes a Central Office staff responsible for the development, implementation and training of policies, procedures, technical guidance and engineering design and project management.

Our team of highway engineering professionals includes experts in the fields of roadway geometric design, hydraulics and river mechanics, storm water management/Municipal Separate Storm Sewer System (MS4), survey and photogrammetry, traffic engineering design, landscape architecture, project management, Computer Aided Design and Drafting (CADD) support, safety hardware, engineered standards, policies and procedures, and general business and consultant contract administration.

Functions

The Division is led by the State L&D Engineer and is organized by several program areas, one Office, and one separate section:

- The Roadway Design and Special Projects Program provides design services for developing Right of Way and Construction plan sets for projects in the Six Year Improvement Plan. The staff provides the in-house design for overflow workload from the Districts. Additionally, the Program Area develops preliminary Design-Build plans, and provides technical assistance to the Design-Build program. The program area also provides Landscape Architecture design and inspection services for the eastern and western regions of the state.
- The Hydraulics and Utilities Program is responsible for statewide design support services, including providing technical support on hydraulics and utilities infrastructure for the transportation industry of the Commonwealth. This program area also provides the hydraulic analysis of bridged waterways and other professional engineering services related to river mechanics.
- The MS4/Storm Water Management Program is the Virginia Department of Transportation's principal business entity for managing and administering our compliance with federal and state laws and regulations governing the discharge of storm water and the management of erosion control of land developed or maintained as part of our construction and maintenance programs.
- The Geospatial Program includes Geographic Information System (GIS), Survey and Photogrammetry and is responsible for providing a GIS framework for supporting and managing spatial data, statewide photogrammetry services, technical support on survey policies and procedures, maintaining state of the art surveying equipment and a control database, providing statewide survey and SUE on-call consultants, and survey CADD support for the Department.
- The Statewide Traffic Design and Operations Program is responsible for the development and design of Traffic Control Device (TCD) plans. TCD's include signals, signs, pavement markers/markings, roadway lighting and traffic management systems (TMS). This program area also completes many different types of operational traffic analyses for design projects.
- The Project Management Office is responsible for providing technical project management and engineering support to project managers for preliminary engineering projects in VDOT's Six Year Improvement Program (SYIP)

Location and Design

- **The CADD Support Program** is responsible for providing technical support for all of the department's CADD-related software packages. Services are provided on a statewide basis to all divisions within the Engineering Directorate as well as to consultants and contractors. Our team of CADD Support specialists includes experts in the use of software packages such as, but not limited to, MicroStation, GEOPAK/OpenRoads, and ProjectWise. The Program area is also responsible for scheduling and providing training for MicroStation and GEOPAK/Open Roads. Within this program area, the Plan Library maintains the archive of Statewide Highway Plans, and researches and provide copies of plans upon request.
- **The Standards and Special Design, Policy and Quality Assurance Program** is responsible for Statewide design support services. This includes providing technical support on proper installation and use of safety hardware (Guardrail, End Terminals, etc.), providing special design drawings when requested, assistance on policy and geometric design standards and reviewing plans at various stages in the plan development process to aid in improving the quality of preliminary engineering plans. This area is responsible for maintaining and updating the Road and Bridge Standards to include providing engineering support design services for drainage structures and details for project specific applications that are beyond the scope of the Road and Bridge Standards.
- **The Policy and Procedures Program** is responsible to ensure the timely delivery of all Division policies, procedures and technical directives through coordination with technical experts throughout the Department to guarantee consistency, comprehension, and completeness, and transparent coordination with other established or draft documentation being developed. This section communicates and works with Districts and the Federal Highway Administration (FHWA) with regard to statewide Location and Design Division policies.
- **The Quality Management and Assurance and Compliance Section** is responsible for maintaining a statewide Quality Assurance program in a manner that will effectively and economically foster technical excellence, reduce potential risks of plan errors and omissions and direct attention to all aspects of liability.
- **The Business Administration Section** is responsible for continuity in daily business functions, direct administrative support, and assistance with contract administration/voucher processing. Within this section, staff also performs Plan Coordination reviews and processes all Tier II Right of Way and Construction plan assemblies for advertisement as well as Right of Way and Construction revisions.

Construction

Mission Statement

Deliver a quality transportation system by advertising and executing contracts to build and maintain the system and by providing professional construction management, program oversight, and training.

Overview

The Division's functions include federal Submissions of projects to the Federal Highway Administration (FHWA), construction inspection training, contractor prequalification, advertisement and execution of Design- Bid- Build contracts, Value Engineering, Specifications, contract claims, contract management oversight, TRNSPORT, project controls, and the Construction Quality Improvement Program Section (CQIP).

Functions

The Division is led by the State Construction Engineer, who manages the following functional areas:

- The Federal Submissions Section is responsible for the submission of Plans, Specifications, and Estimate (P, S, & E) packages and Federal Agreement Modification packages to FHWA.
- The Contractor Prequalification Section maintains the Prequalified Contractor List. A contractor has to meet standards of safety, experience, and quality in order to be on the list and be eligible to work on projects as either a prime contractor or subcontractor.
- The Training Section oversees training of all Construction Engineering and Inspection personnel and manages the Construction Inspector Trainee program.
- The Proposals/ Contracts and Estimating Section reviews plans prepared by various design divisions to ensure constructability and conformance to specifications and Department requirements and develop proposals for projects, advertise and receive bids on these proposals, and process these proposals into contracts. The Section also maintains an extensive database of historical costs for numerous pay items used in proposals and contracts, prepares the Engineer's Estimate for all proposed contract construction and maintenance projects, and determines the cost acceptability of proposals from contractors.
- The Specifications Section produces the Road and Bridge Specifications books, all updates to these books in the form of copied notes and special provisions, and project specific specifications for proposals and contracts.
- The Value Engineering Section provides training and oversight of the Value Engineering process and leading design phase Value Engineering studies.
- The Claims Section provides guidance and assistance in the resolution of Contractor Notice of Intent to file claims and formal claims filed by contractors.
- The Contract Administration and Management Section develops policies and procedures for the administration of the Department's contracts (Design-Bid-Build and Design-Build) for the construction and maintenance programs, provides oversight of these policies and procedures, and supports the District construction engineering and inspection programs. The Section also provides management and oversight of consultant construction engineering and inspection services.
- The Information Technology Section develops, maintains, oversees, and provides training for the use of the TRNSPORT system, which is used for developing project estimates (AASHTO Ware Project- Preconstruction), and administering contracts (SiteManager). This section also manages the Division Internet/Intranet sites, and other systems/applications used for procuring and administering the contract construction and maintenance programs.
- The Project Controls Section provides guidance, support, and monitoring of project cost, quality, and schedule.
- The Business Section manages multiple budgets and various administrative functions.

Materials

Mission Statement

Supply technical leadership and training in building and maintaining a safe and efficient transportation system through the assessment of highway construction materials and the application of innovative engineering.

Overview

The Division's functions include establishing statewide sampling, testing, and acceptance protocol for materials (such as concrete, soil, asphalt, sign sheeting, pavement markings, coatings, etc.), maintaining and implementing the Independent Assurance Program, laboratory testing of materials for contract compliance verification, and managing the New Products Evaluation Program.

Functions

The Division is led by the State Materials Engineer and consists of four major functional areas:

- The **Concrete, Structures, Chemistry, and Quality Assurance** functional area includes the Structures Section, Quality Assurance Section, Chemistry Laboratory, and the Concrete/Physical Testing Laboratory. The Functional Area, as a whole, monitors and coordinates various inspections; evaluates new products; analyzes failures; manages several quality control and quality assurance programs; tests and approves sign sheeting; tests and analyzes cement; pavement markings; and structural steel coating.
- The **Geotechnical Engineering** functional area includes two sections, the Geotechnical Engineering Section and the Soils, Aggregate, and Buried Structures Section, and executes advanced soils testing, manages sub-base and aggregate base testing and acceptance program, manages nuclear density gauge inventory, conducts base course and sub-grade studies and analyses, provides technical assistance to the Districts in geologic/geotechnical matters, manages the Geotechnical Database Management System, establishes standards for geotechnical exploration and analyses, and oversees various quality assurance programs and the Bonded Weigh Program.
- The **Business** functional area is responsible for budget development and monitoring, purchases, procurement of professional and non-professional services, management of equipment inventory, and facilities management for the Division.
- The **Pavement and Asphalt Materials** functional area, split into Pavement Design & Evaluation and the Asphalt (Binder and Mix) Laboratory, develops, manages and updates pavement design procedures, policies, standards, and specifications, provides technical guidance to the Districts for pavement design/evaluation and quality, reviews various pavement reports, executes non-destructive testing, interfaces with industry, oversees and manages the asphalt mix quality assurance program, and completes statewide binder testing.

Structure and Bridge

Mission Statement

Plan, design, inspect, maintain and rehabilitate the bridges and structures for a surface transportation system that represents the highest standards of safety and quality.

Overview

The Division's functions include establishing statewide design, maintenance and safety inspection guidelines for the bridge and ancillary structure inventory, managing the safety inspection program for these assets, delivering projects on time and within budget, providing policy oversight and quality assurance, providing engineering support for complex structures and Accelerated Bridge Construction (ABC), developing the annual Needs Assessment, managing the multi-million-dollar budget, investigating the implementation of new technologies, evaluating overweight vehicle permits for the Department of Motor Vehicles (DMV) and addressing legislative actions.

Program Areas

The Division is led by the State Structure and Bridge Engineer and is divided into four program areas:

- The **Engineering Services Program** establishes guidelines and procedures, develops and updates standards/design aids, reviews specifications, provides design assistance in the specialty area of complex structures and ABC and serves as the Division's point of contact with the VDOT Research Council.
- The **Project Delivery Program** performs design for structures on the Interstate, Primary and Secondary Systems. The Program Area procures, administers, and manages Consultant services and assists in the establishment of policies and procedures for the procurement of professional services. It also serves as a consulting resource for geotechnical engineering and is responsible for the statewide design training program.
- The **Maintenance/Bridge Management System (BMS) Program** is responsible for the annual Needs Assessment and the budgeting of the statewide bridge program. This area is responsible for the management of the structural data and assists the Districts in the management of the inventory by providing cost/benefit plan of actions to repair, rehabilitate, or replace bridges that are in service. It provides guidance on research of new materials and has oversight of the State Force Small Bridge Program.
- The **Safety Inspection Program** maintains the bridge, ancillary structure and tunnel inventory databases; and evaluates and monitors the condition of bridges, large culverts, tunnels and ancillary structures. This area establishes guidelines and procedures for the Safety Inspection Program (above and under water). It is also responsible for the Safety Inspection Program's Quality Assurance, the statewide safety inspection training, the load rating of structures, and the review of overweight vehicle permit requests from the DMV.

Transportation and Mobility Planning

Mission Statement

Identify transportation needs, develop multi-modal solutions, and facilitate priorities to guide funding decisions.

Overview

The Transportation and Mobility Planning Division (TMPD) is responsible for the development of transportation plans that lead to implementable and cost effective transportation solutions that feed into the Six-Year Improvement Program. TMPD works closely with VDOT Districts, regional and local stakeholders as well as the public to develop these plans, ensuring that all planning documents meet federal and state requirements.

Sections

The Division is led by the TMPD Director and consists of six sections:

- The **Planning and Investment Resources Section** is responsible for budget management, administrative support, federal metropolitan planning and state planning and research funding programs oversight, rural cooperation, funding agreements, invoicing, closeouts, policy, regulations, General Assembly coordination, COOP and reporting TMPD's performance measures for the agency.
- The **Travel Demand Modeling and Accessibility Section** is responsible for the development and application of statewide model and regional travel demand forecast models (11), assisting in the development of traffic forecasts statewide, leading SMART SCALE accessibility and new location facilities analyses, assisting in National Environmental Policy Act and Interchange Modification/Justification Report traffic forecasts, management of modeling on-call consultants.
- The **Performance Based Planning Data and GIS Section** is responsible for managing planning data required for highway system analysis, developing/maintaining Statewide Planning System front end, data tables and analysis models, managing TMPD GIS data files and layers, providing planning level GIS analysis and providing SMART SCALE support. Responsible for the development/monitoring of performance measures for planning analysis, analysis of statewide datasets, SMART SCALE analysis, and performing benefit cost analysis.
- The **Statewide Multimodal Programs Section** is responsible for mobility planning, transportation demand management, park and ride lot inventory and needs assessment, safe routes to school programs, bicycle and pedestrian programs, VTrans and OIPI support and leading SMART SCALE analysis for bicycle and pedestrian facilities and park and ride lots.
- The **Highway Arterial Preservation Planning Section** is responsible for the development of Arterial Preservation Plans, assisting in the development of traffic forecasts for plans and studies, rural transportation planning program, update and maintenance of National Highway Systems and functional classification inventory, freight planning and studies, management of general planning on-call consultant contract services, and conducting SMART SCALE congestion analysis.
- The **Conceptual Planning Section** is responsible for the STARS Program, development of conceptual plans, planning level cost estimates, coordination with districts on conceptual planning, Interchange Modification Reports/Interchange Justification Report support, promoting innovative intersections, management of STARS On-call consultant contract, and leading SMART SCALE analyses in TMPD for congestion, environmental and economic impacts.

Appendix

AUGUST 7, 2019
 Drawings not to scale



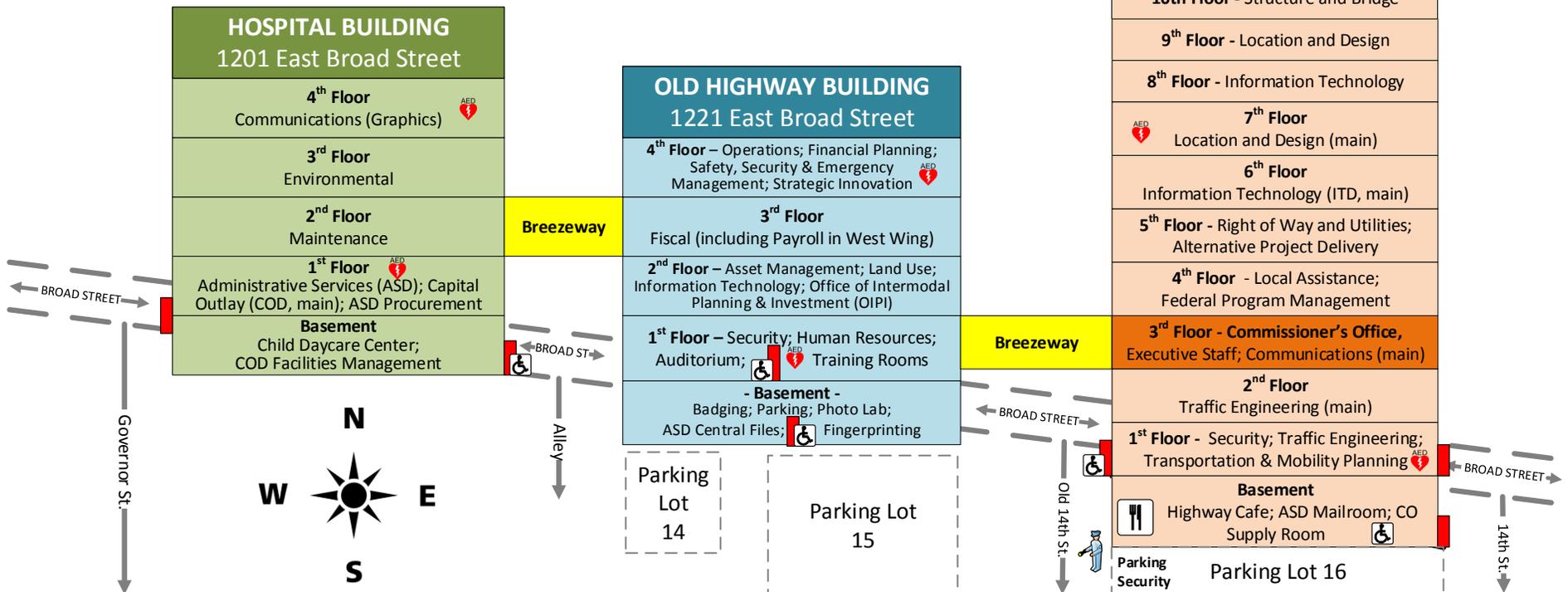
Symbols

- = Automated External Defibrillator
- = Employee Entrance / Exit
- = Accessible Entrance

Central Office Complex

Public access to the VDOT Central Office Complex is via the Broad Street entrance door at 1221 East Broad Street.

ANNEX BUILDING 1401 East Broad Street	
15 th Floor	- ASD Document Production; ITD (IT Support); BRSP (Bus. Architecture)
14 th Floor	- Assurance and Compliance; Bus Reform & Special Projects (BRSP, main); Perf & Strat Planning (PSP, main)
13 th Floor	- Civil Rights; Tolling; BRSP (Tort Claims); Human Resources (Workforce Dev); PSP (Learning Org); Public-Private Partnership (P3)
12 th Floor	- Construction (main)
11 th Floor	- Governance & Legisl. Affairs; Construction, Infrastructure Investment
10 th Floor	- Structure and Bridge
9 th Floor	- Location and Design
8 th Floor	- Information Technology
7 th Floor	- Location and Design (main)
6 th Floor	- Information Technology (ITD, main)
5 th Floor	- Right of Way and Utilities; Alternative Project Delivery
4 th Floor	- Local Assistance; Federal Program Management
3 rd Floor	- Commissioner's Office , Executive Staff; Communications (main)
2 nd Floor	- Traffic Engineering (main)
1 st Floor	- Security; Traffic Engineering; Transportation & Mobility Planning
Basement	- Highway Cafe; ASD Mailroom; CO Supply Room
Parking Security	- Parking Lot 16



District Names and Codes

VDOT Code	District Name
0	Central Office
1	Bristol
2	Salem
3	Lynchburg
4	Richmond
5	Hampton Roads
6	Fredericksburg
7	Culpeper
8	Staunton
9	Northern Virginia

VDOT often refers to the nine Districts by numerical codes in their data warehouses and other documents. Please refer to the above table for a listing of the nine Districts with their corresponding VDOT codes.

County Names and Codes

VDOT Code	County Name	County Abbreviation
67	Nottoway	NOT
68	Orange	ORG
69	Page	PAG
70	Patrick	PAT
71	Pittsylvania	PIT
72	Powhatan	POW
73	Prince Edward	PRE
74	Prince George	PRG
76	Prince William	PRW
77	Pulaski	PUL
78	Rappahannock	RAP
79	Richmond	RIC
80	Roanoke	ROA
81	Rockbridge	RBR
82	Rockingham	RHM
83	Russell	RUS
84	Scott	SCO
85	Shenandoah	SHE
86	Smyth	SMY
87	Southampton	SHA
88	Spotsylvania	SPO
89	Stafford	STA
90	Surry	SUR
91	Sussex	SUS
92	Tazewell	TAZ
93	Warren	WAR
95	Washington	WAS
96	Westmoreland	WES
97	Wise	WIS
98	Wythe	WYT
99	York	YOR

VDOT Code	County Name	County Abbreviation
33	Franklin	FRA
34	Frederick	FRE
35	Giles	GIL
36	Gloucester	GLO
37	Goochland	GOO
38	Grayson	GRA
39	Greene	GRN
40	Greensville	GVL
41	Halifax	HAL
42	Hanover	HAN
43	Henrico	HCO
44	Henry	HRY
45	Highland	HIG
46	Isle Of Wight	IOW
47	James City	JAM
48	King George	KGE
49	King & Queen	KQN
50	King William	KWM
51	Lancaster	LAN
52	Lee	LEE
53	Loudoun	LDN
54	Louisa	LSA
55	Lunenburg	LUN
56	Madison	MAD
57	Mathews	MAT
58	Mecklenburg	MEC
59	Middlesex	MID
60	Montgomery	MON
62	Nelson	NEL
63	New Kent	NEW
65	Northampton	NHA
66	Northumberland	NUM

VDOT Code	County Name	County Abbreviation
0	Arlington	ARL
1	Accomack	ACC
2	Albemarle	ALB
3	Alleghany	ALL
4	Amelia	AME
5	Amherst	AMH
6	Appomattox	APP
7	Augusta	AUG
8	Bath	BAT
9	Bedford	BED
10	Bland	BLA
11	Botetourt	BOT
12	Brunswick	BRU
13	Buchanan	BCH
14	Buckingham	BHM
15	Campbell	CAM
16	Caroline	CLN
17	Carroll	CRL
18	Charles City	CCY
19	Charlotte	CHA
20	Chesterfield	CHE
21	Clarke	CLA
22	Craig	CRA
23	Culpeper	CUL
24	Cumberland	CUM
25	Dickenson	DIC
26	Dinwiddie	DIN
28	Essex	ESS
29	Fairfax	FFX
30	Fauquier	FAU
31	Floyd	FLO
32	Fluvanna	FLU

VDOT often refers to Virginia counties by numerical codes and abbreviations in their data warehouses and other documents. Please refer to the above table for a listing of the Virginia counties with their corresponding VDOT codes and abbreviations.

Cross-Organizational Working Groups

WORKING GROUPS

Working Group	Chair	Phone	Email
Area Construction Engineers	Robert Poutier	804-892-5076	Robert.Poutier@vdot.virginia.gov
Assistant District Administrators - Business (ADA-B)	Lisa Bottenfield	540-332-9176	Lisa.Bottenfield@vdot.virginia.gov
Communications Working Group	Jason Bond	540-387-5493	Jason.Bond@vdot.virginia.gov
District Asset & Inventory Managers (DAIM)	Sue Wegner	540-907-1422	Sue.Wegner@vdot.virginia.gov
District Equipment Managers (DEM)	Kevin Holden	703-366-1975	Kevin.Holden@vdot.virginia.gov
District Bridge Engineers	Rex Pearce	540-332-9104	Rex.Pearce@vdot.virginia.gov
District Construction Engineers	Shane Mann	804-720-4229	Shane.Mann@vdot.virginia.gov
District Contract Managers	Melissa Fink	540-355-1172	Melissa.Fink@vdot.virginia.gov
District Facility Managers	Michael Mcclung	540-829-7686	Michael.Mcclung@vdot.virginia.gov
District Maintenance Engineers/ Administrators	Robert Prezioso	540-899-4233	Robert.Prezioso@vdot.virginia.gov
District Project Development Engineer's Committee	Chris Eggleston	757-335-0827	Chris.Eggleston@vdot.virginia.gov
District Roadside Managers	Robert Butler	804-585-3585	Robert.Butler@vdot.virginia.gov
District Safety Managers	Howard Canada	757-685-0027	Howard.Canada@vdot.virginia.gov
District Technology Resource Managers	Debra Riggins	757-416-4854	Debra.Riggins@vdot.virginia.gov
District Traffic Engineers	Ray Khoury	804-786-2965	Raymond.Khoury@vdot.virginia.gov
Environmental Managers	Leo Snead	540-899-4209	Leo.Snead@vdot.virginia.gov
Financial Accounting Managers (FAM)	Dana Breen	703-995-1477	Dana.Breen@vdot.virginia.gov
Incident Management Coordinators (IMC)	Jim Stanek	757-424-6769	James.Stanek@vdot.virginia.gov
Joint Planning Managers	Marsha Fiol	804-786-2985	Marsha.Fiol@vdot.virginia.gov
Planning Investment & Management	Dawn Odom	757-956-3010	Dawn.Odom@vdot.virginia.gov
Program Investment Directors	Larry Hagin	804-524-6026	Larry.Hagin@vdot.virginia.gov
Project Development Community of Practice	Anastasia Kapitan	540-899-4292	Anastasia.Kapitan@vdot.virginia.gov
Regional Operations Maintenance Managers (ROMM)	Chuck Dixon	757-925-1679	Charles.Dixon@vdot.virginia.gov
Regional Operations Program Administrators (ROPA)	Carol Lahaie	757-956-3089	Carol.Lahaie@vdot.virginia.gov
Regional Operations Directors	Dwayne Cook	757-925-1618	Dwayne.Cook@vdot.virginia.gov
Regional Traffic Operations Managers (RTOM)	Oliver Rose	804-796-4440	Oliver.Rose@vdot.virginia.gov
Resident Engineers/Residency Administrators Committee	Donald Komara	540-434-2587	Donald.Komara@vdot.virginia.gov
Superintendents Committee	John VanLandingham	804-529-7559	John.Vanlandingham@vdot.virginia.gov
Transportation & Land Use Directors	Harley Joseph	434-856-8179	Harley.Joseph@vdot.virginia.gov

Performance and Accomplishment Reports

Report	URL Link
District Performance Report	https://goo.gl/trp5rJ
Business Support Performance Report	https://goo.gl/NkIxGb
Monthly Executive Performance Report	https://goo.gl/rd6EEV
Commonwealth Virginia Performs Biennial Strategic Plan	http://vaperforms.virginia.gov/
State of the Pavement Report	https://goo.gl/WyoJqd
State of the Structures and Bridges Report	https://goo.gl/5i5Tpb
Chief Engineer's Performance Review	https://goo.gl/vsDpBR
VDOT Business Plan	https://goo.gl/YP4uJ6
Quarterly Report to the Commonwealth Transportation Board (CTB)	https://goo.gl/zlscdQ
Chief Engineer's Safety Excellence Program	https://goo.gl/Ty8cFr
Strategic Highway Safety Plan	https://goo.gl/zYRmcb
Virginia Traffic Crash Facts Report	https://goo.gl/nQGLsx
VDOT Performance Dashboard	https://goo.gl/0Q77wK
VDOT SMART SCALE Projects Dashboard	https://goo.gl/AI42yh
Virginia FHWA Annual Report	https://goo.gl/U6JCiy
VDOT Accomplishments Report	https://goo.gl/GSNaoP



Front cover:

[Left to Right, starting Top Left]

- Traffic Operations Center in Northern Virginia
- I-81 Improvement Project in Dublin, VA
- Commissioner signing safety barrel during Work Zone Safety Week
- Temple Ave Improvements Paving Operation
- Vint Hill Rt. 29 Construction Project
- Rosalind Thorpe, Beach Road Area Headquarters

Back cover:

VDOT Workers' Memorial on Afton Mountain

Dedicated on September 17, 2004, the monument honors Virginia highway workers who lost their lives while serving the commonwealth.



Contact us:

800-FOR-ROAD (800-367-7623) (TTY-TDD users call 711)
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