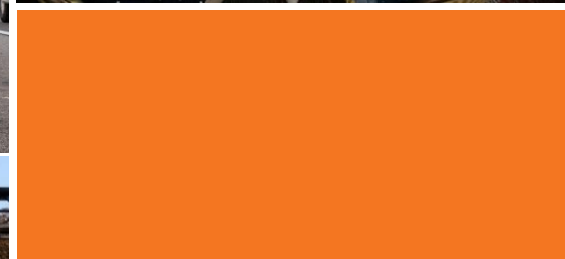
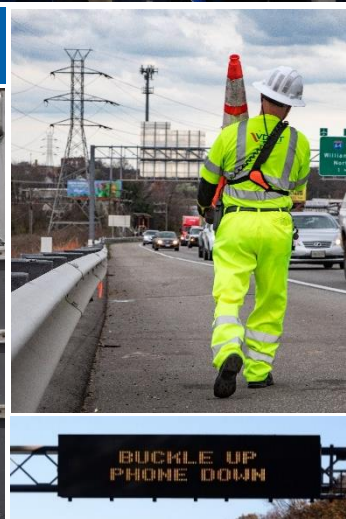




ORGANIZATION GUIDE

MAY 2022



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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.

The Organization Guide details our major units, providing summaries of their products and services. The Performance Transformation Division updates the Organization Guide on a semi-annual basis.



I-64 Widening Project, Segment 3, Hampton Roads District, Deck pour at the Queens Creek Bridge. (Photo by Tom Saunders, VDOT)



Go Orange Day April 2021 at the Area Headquarters in Pulaski

OVERVIEW

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 128,772 lane mile state-maintained system is divided into these categories¹:

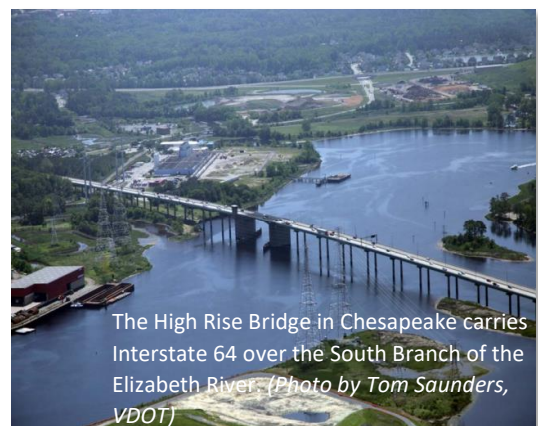
- Interstate - 5,540 lane miles of four-to-ten lane highways that connect states and major cities
- Primary - 21,997 lane miles of two-to-six-lane roads that connect cities and towns with each other and with interstates
- Secondary - 100,579 lane miles of local connector or county roads; these generally are numbered 600 and above, and Arlington and Henrico counties maintain their own county roads
- Frontage - 656 lane miles of frontage roads

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; on northbound traffic is charged)
- Three ferry services (Jamestown-Scotland, Sunnybank, and MerryPoint)
- Forty-three safety rest areas and twelve welcome centers along major highways
- More than 100 commuter parking lots
- The Virginia Capital Trail bicycle and walking path

¹As reported by VDOT's Maintenance Division as of February 2022

²As confirmed by VDOT Structure and Bridge Division on July 1, 2020



The High Rise Bridge in Chesapeake carries Interstate 64 over the South Branch of the Elizabeth River. (Photo by Tom Saunders, VDOT)

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

Workforce Code of Ethics and Values

VDOT Code of Ethics

Each employee 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 private interest and 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

VDOT Shared Values

Each employee will:

- 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 judgement 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

Agency 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 ORGANIZATION 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 direct leadership to four Chiefs, nine District Engineers, the Virginia Transportation Research Council, the Civil Rights Division and the Office of Communications.

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 Deputy Commissioner, Chief Engineer and the offices of Assurance & Compliance and Safety, Security & Emergency Management.



The Benjamin Harrison Bridge is a vertical-lift bridge that spans the James River between Jordan's Point in Prince George County and Charles City County near Hopewell, Virginia. (Photo by D. Allen Covey, VDOT)

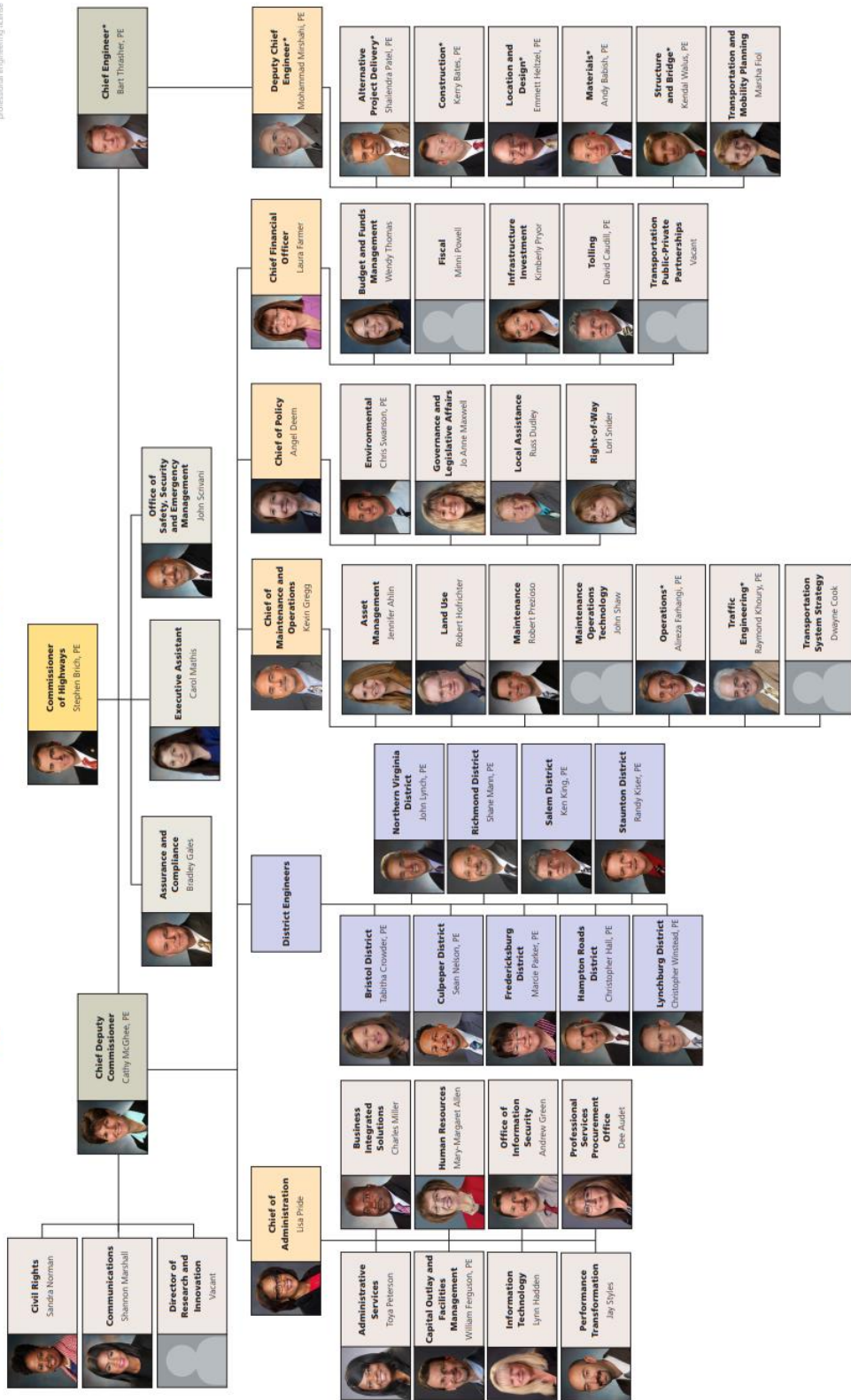
VDOT ORGANIZATION CHART

ORGANIZATION CHART



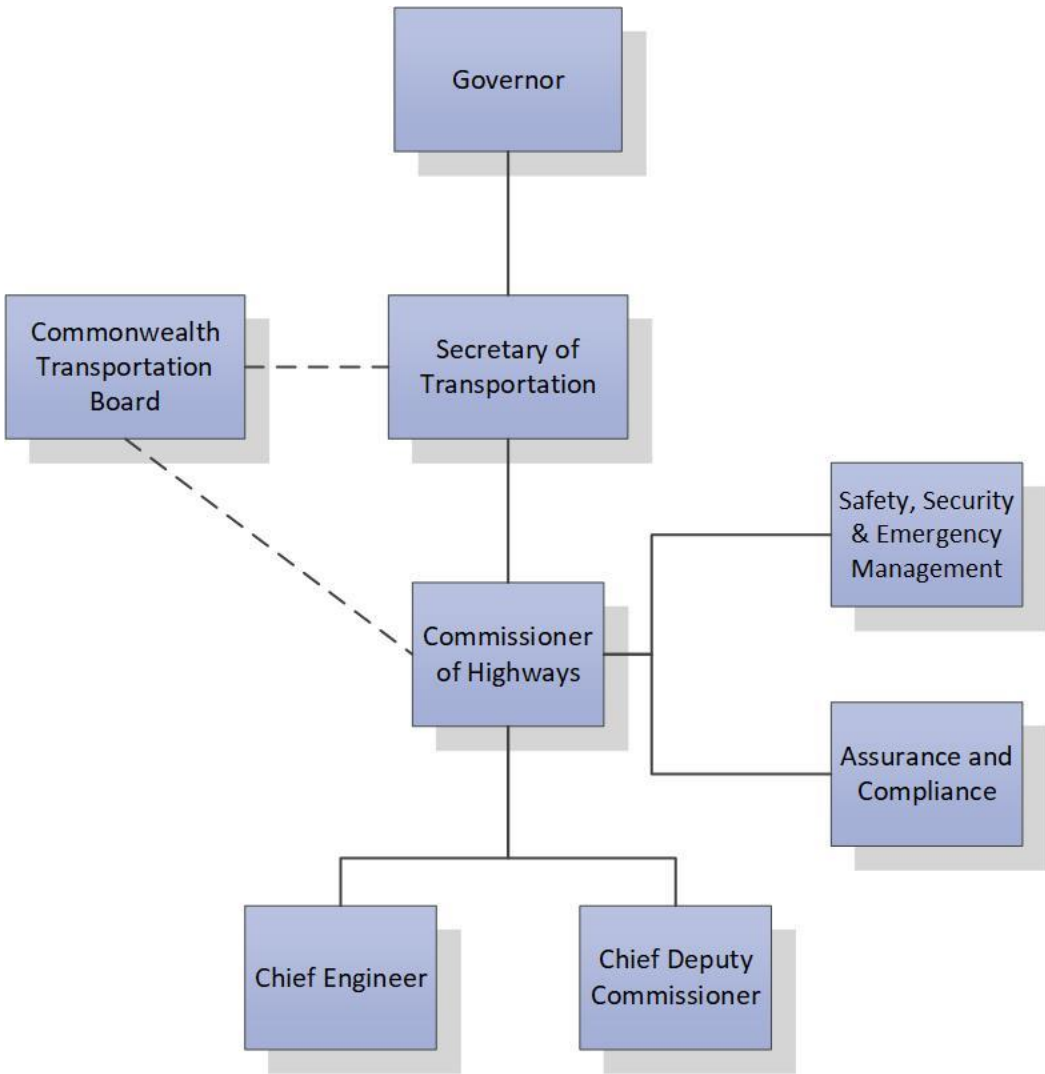
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* Designates positions requiring professional engineering license



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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, and the offices of Assurance & Compliance and Safety, Security & Emergency Management.

ASSURANCE and COMPLIANCE

Mission

Advise the Commissioner, 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 as 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

ASSURANCE and COMPLIANCE

- **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



SAFETY, SECURITY and EMERG. MGMT

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 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.

Functions

The Office is led by the **Safety, Security & 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 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 overseeing and maintaining VDOT's Criminal History and Background Check, Statewide Access Control, Credentialing, and Security Guard Services programs.
- 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 serves as the primary liaison with the Virginia Department of Emergency Management and supports staff activations of the Virginia Emergency Operations Center (VEOC) as well as coordination with other Virginia transportation agencies during events and incidents. The Emergency Operations Section also supports the agency Customer Service Center (CSC) with non-peak (overnight) coverage.

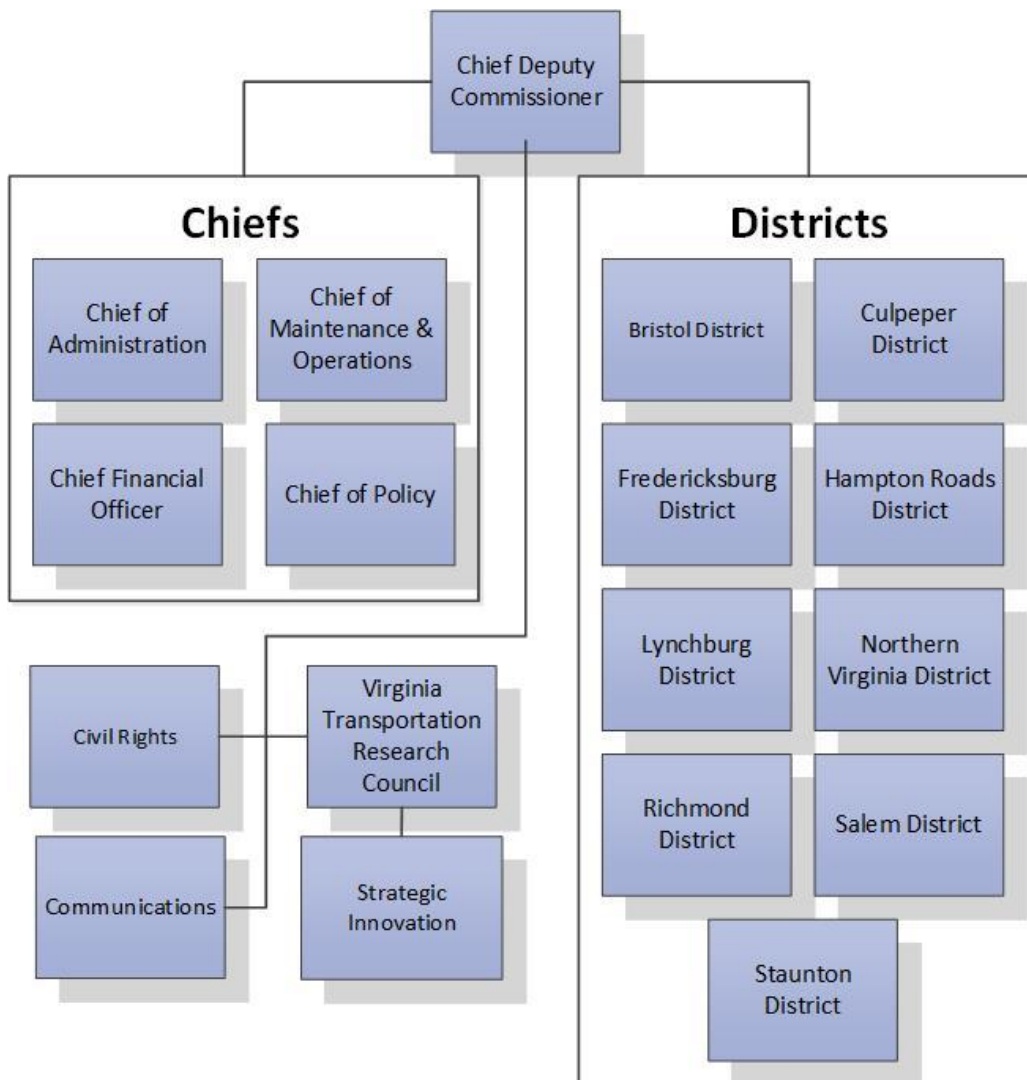
SAFETY, SECURITY and EMERG. MGMT

- The **Emergency Planning Section** prepares all-hazards Emergency Operations Plans (EOP), Continuity of Operations Plans (COOP), and Emergency Action Plans (EAP). The Section also develops decision-support products for agency leadership that support situational awareness, effective deployments of personnel, efficient management of resources, and timely emergency response and recovery.



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CHIEF DEPUTY COMMISSIONER



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

CIVIL RIGHTS

Mission

Transform, protect and enhance the quality of life for all by improving access to a fair and equitable transportation system.

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.

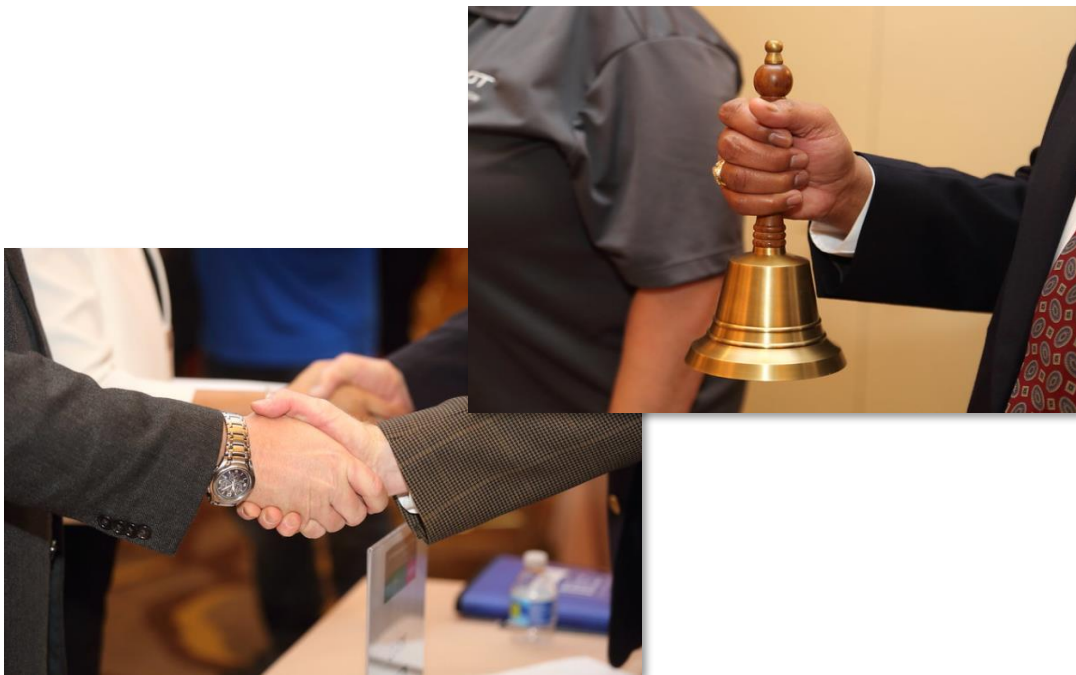
Sections

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 Program** 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) Program** 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 Program** 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.
- **One VDOT, One Drive** – Delivering Reform, Inclusion and Value through Equity: Through intention, education, and efforts to help people connect, VDOT will nurture a more diverse workforce and a more equitable and inclusive workplace where all individuals feel welcomed, respected, supported, and valued. Through this strategy, VDOT will improve employee engagement, enhance its ability to attract and retain talent, and enhance individual, team, and organizational performance.
- 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 provisions of other federal statutes and authorities to the extent that they prohibit discrimination on the grounds of race, color, or national origin in programs receiving federal financial assistance.

CIVIL RIGHTS

- 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 Program** 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 Program** offers business development services and trainings to certified disadvantaged businesses to position them to obtain federally funded transportation contracts.
- The **Veterans Internship Program** assists wounded veterans in making the transition to full-time employment within VDOT, other government agencies, or with private employers.



COMMUNICATIONS

Mission

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

Overview

VDOT **Communications Division** is responsible for strategic communication 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 division is led by the director of communications and consists of six major sections:

- **Content and Strategy** provides accurate, relevant and timely information to internal and external audiences through a variety of platforms. This includes producing content for the DOTi homepage, electronic bulletin boards and internal outreach initiatives. The section also maintains statewide and national media relations, and research, drafts 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.
- **Social Media and Graphic Design** develops and executes strategy for the agency's social media program and performs day-to-day oversight across multiple platforms and channels. The section also maintains the agency's design standards and creates visual concepts including logos and branding for websites, displays and various online and printed publications.
- **Web Services** produces and maintains content, with the support of subject matter experts, for most of VDOT's external websites. The Web section advises administrators on the latest trends in web communications and assists district communications staff with web software. The section works with VITA and VDOT ITD to address and troubleshoot web-related issues. The web section also maintains reporting about VDOT's external websites.
- **Cartography** produces maps, including the Official State Transportation Map, Map of Scenic Roads and Byways in Virginia (distributed internationally), Bicycling in Virginia map, Official State Rail map, county maps and the Virginia Truck Routing map, along with numerous customized maps.
- **Creative** 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.

COMMUNICATIONS

- **Business** 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 print ads. The section also is responsible for leading the distribution of the Official State Transportation Map and county maps, and supporting the team's business, human resources, procurement and staffing needs.



A media tour of the new Midtown Tunnel under construction on the Portsmouth side. *(Photo by Tom Saunders, VDOT)*

VIRGINIA TRANS. RESEARCH COUNCIL

Mission

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.

Sections

The VTRC is led by the Research Council Director and Deputy 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 preservation 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, sustainability, 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 60,000 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 1.2 million items.

STRATEGIC INNOVATION

Mission

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 (OSI)** 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.

Functions

The Office is led by the Director of Strategic Innovation. OSI has established a set of services that can be provided individually or as a part of a larger plan to lead or assist the innovation work around the agency.

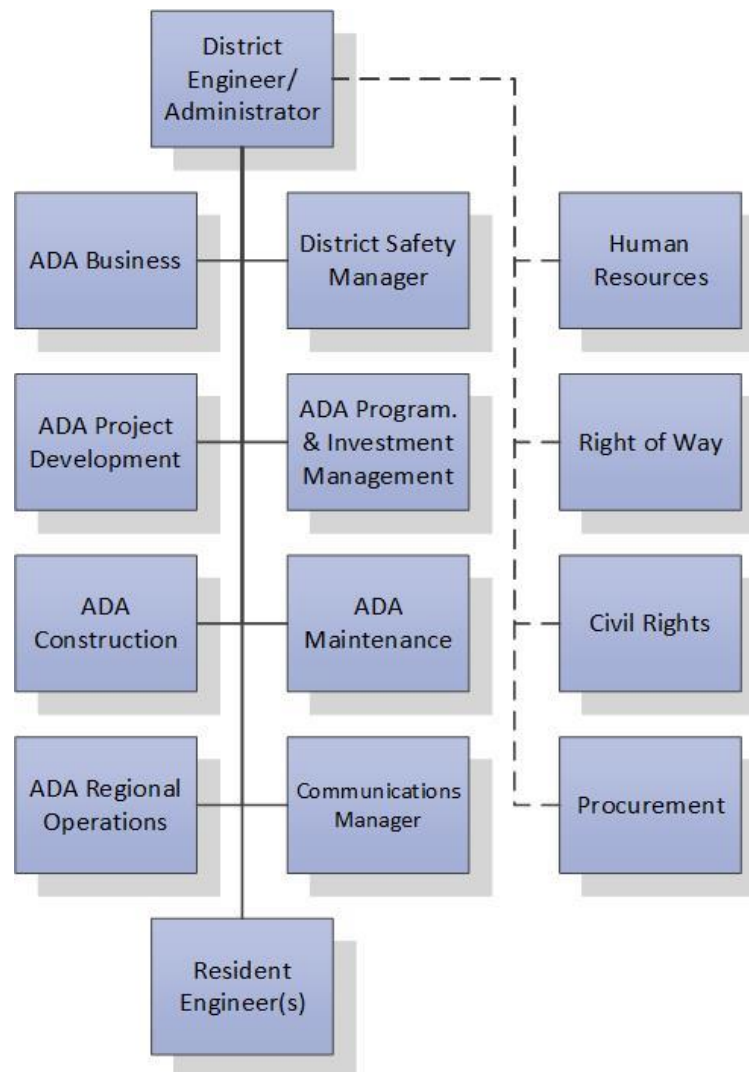
- **Generation and management of new ideas**
 - Providing an enterprise solution that allows any group within VDOT to generate and collaborate on innovative ideas. (IdeaDRIVER)
 - Facilitate working session to train, discuss, document, and evaluate innovative ideas (Innovation Labs)
- **Industry Scans & Partnerships**
 - Providing industry scans on fast moving topics to assist the innovation discussions
 - Through our team's external partnerships, assist making the right connection between VDOT staff and those developing new technology and techniques in our industry
- **White Papers**
 - Publish white papers on topics relevant to our agency on new and emerging tools, technologies and trends in transportation
- **Program & Project Management**
 - Our senior level project managers provide planning assistance or leadership to successfully manage an idea through the entire innovation life cycle
 - Assist in the evaluation of pilots to make better investment decisions and measure ROI
- **Innovation Roadmaps**
 - Work with VDOT teams to develop short term or long-term innovation strategies and roadmaps
 - Provide an agency-wide view of innovative efforts to enhance communications, collaboration and scaling successful innovation ideas

VDOT DISTRICTS

District Information

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 provide support to districts, the dotted line below represents those functional areas. Personnel providing this support typically work out of the district office.



BRISTOL DISTRICT

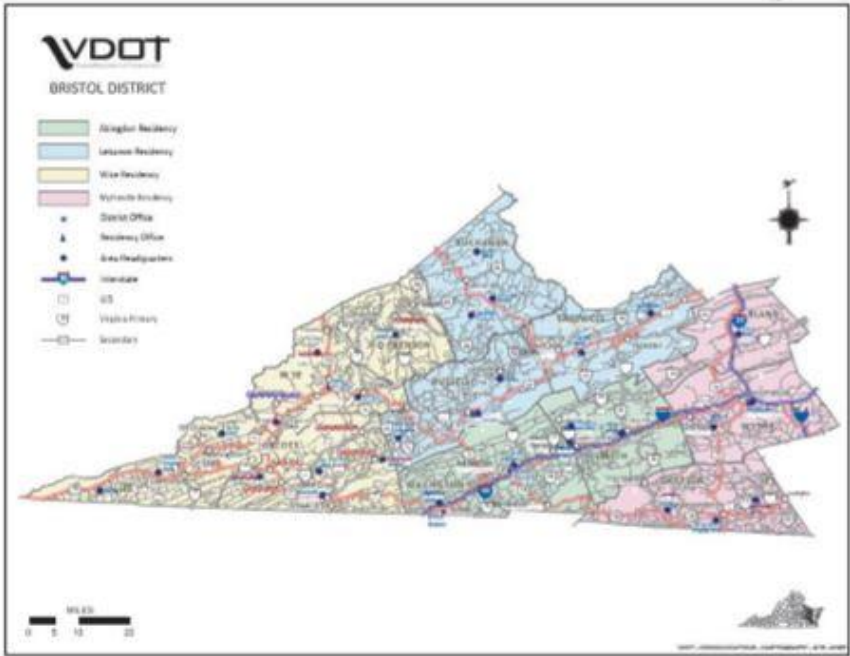
Geographic Areas

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 339,462 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. 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.

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.



CULPEPER DISTRICT

Geographic Areas

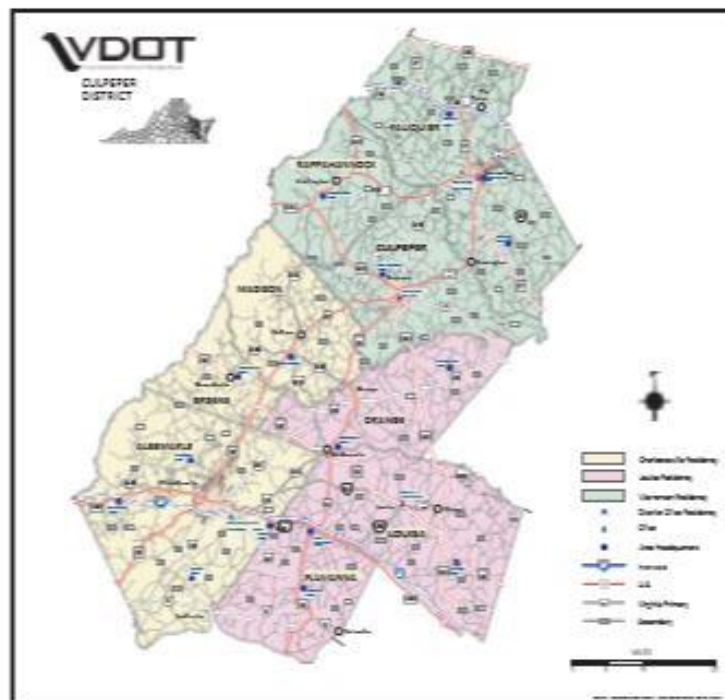
The **Culpeper District** comprises the counties of Albemarle, Culpeper, Fauquier, Fluvanna, Greene, Louisa, Madison, Orange and Rappahannock. The district, which covers approximately 3,650 square miles and is home to about 415,000 people, is largely rural with denser population centers in Warrenton and Charlottesville. It rests primarily in the Piedmont foothills of the Blue Ridge Mountains but includes major mountain passes on Route 522 at Chester Gap and Interstate 66 at Thoroughfare Gap. Two other mountain passes, Route 33 at Swift Run Gap and I-64 and Route 250 at Afton Mountain, provide access to Shenandoah National Park and the Skyline Drive.

Culpeper District is responsible for 10,620 lane-miles of roads and more than 1,700 bridges and structures in its nine counties. The VDOT Workers Memorial, on I-64 at Afton Mountain, memorializes 134 state highway workers who have died since 1928 while performing their jobs.

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, Kelly's Ford and Cedar Mountain. The Charlottesville area is home to the University of Virginia and Monticello, the home of Thomas Jefferson. Monticello is the southern limit of the Journey Through Hallowed Ground, which follows the Route 15 corridor to Gettysburg, Pa., with hundreds of historic sites in between.

Agriculture is a key industry, including traditional crops as well as booming wine and craft beer operations. Other key industries include high tech and government agencies, including a Federal Aviation Administration facility in Fauquier County and the Defense Intelligence Agency's Rivanna Station in Albemarle County.



FREDERICKSBURG DISTRICT

Geographic Area

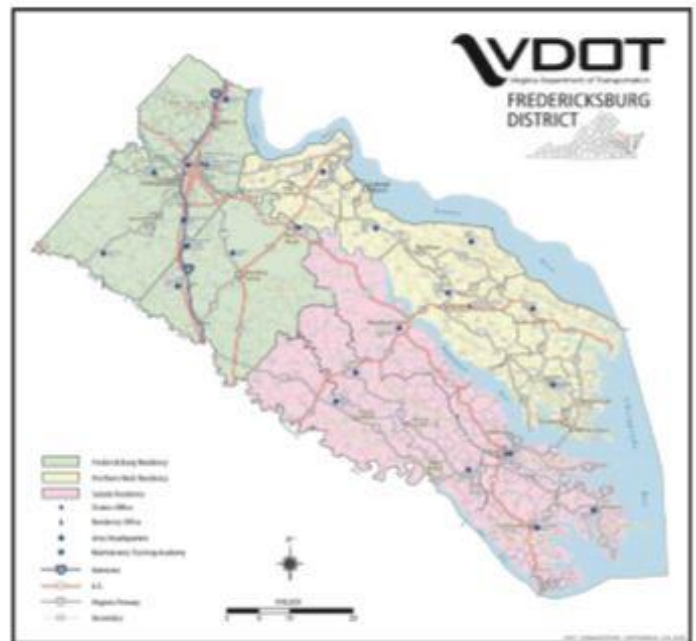
The **Fredericksburg District** comprises 14 counties and the city of Fredericksburg. The District includes Interstate 95 in Stafford, Spotsylvania and Caroline counties, and stretches east along the Northern Neck and Middle Peninsula to border the Chesapeake Bay. The District Office is located in Stafford 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 around 500,000 people, based on the 2020 census. Approximately 75 percent of the district's population resides in the greater Fredericksburg area.

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. 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.



HAMPTON ROADS DISTRICT

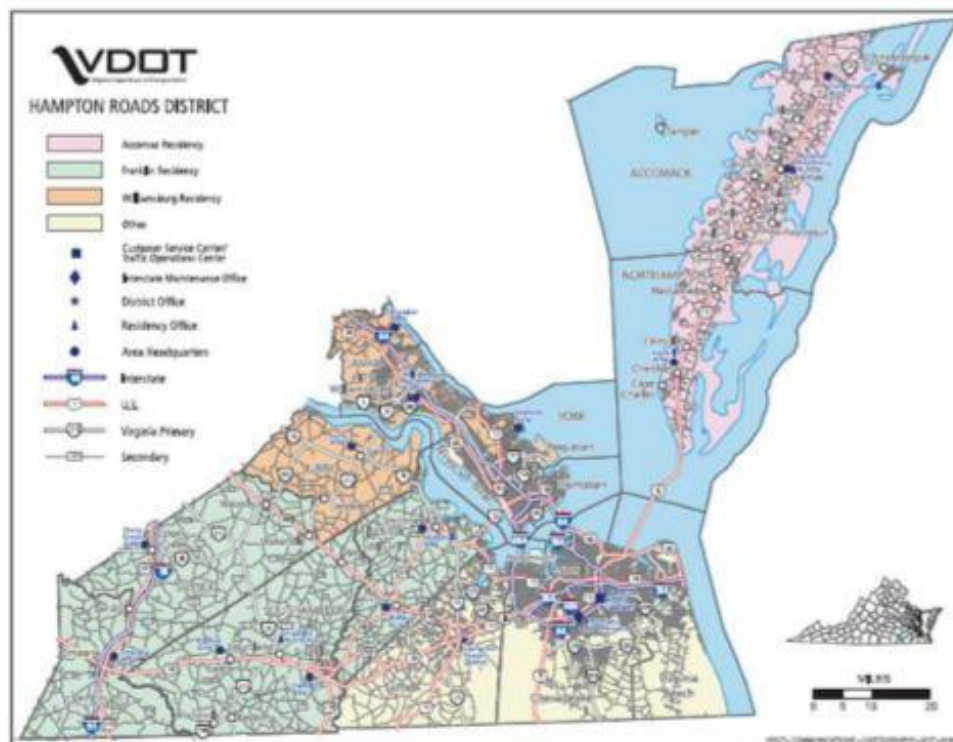
Geographic Areas

The **Hampton Roads District** is comprised of nine counties, eleven cities, and one island, with roughly 10,000 lane miles. Counties included 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.

Together, these cover 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.



LYNCHBURG DISTRICT

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.

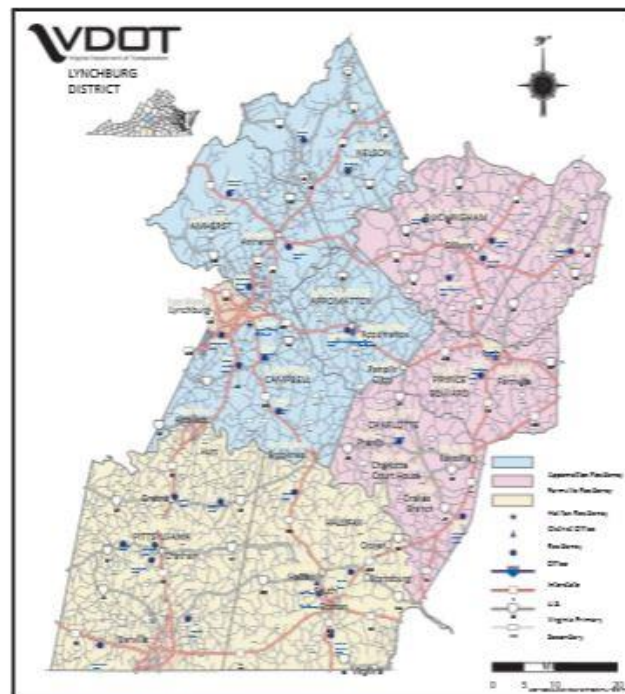
Tourist Attractions and Industry

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.



NORTHERN VIRGINIA DISTRICT

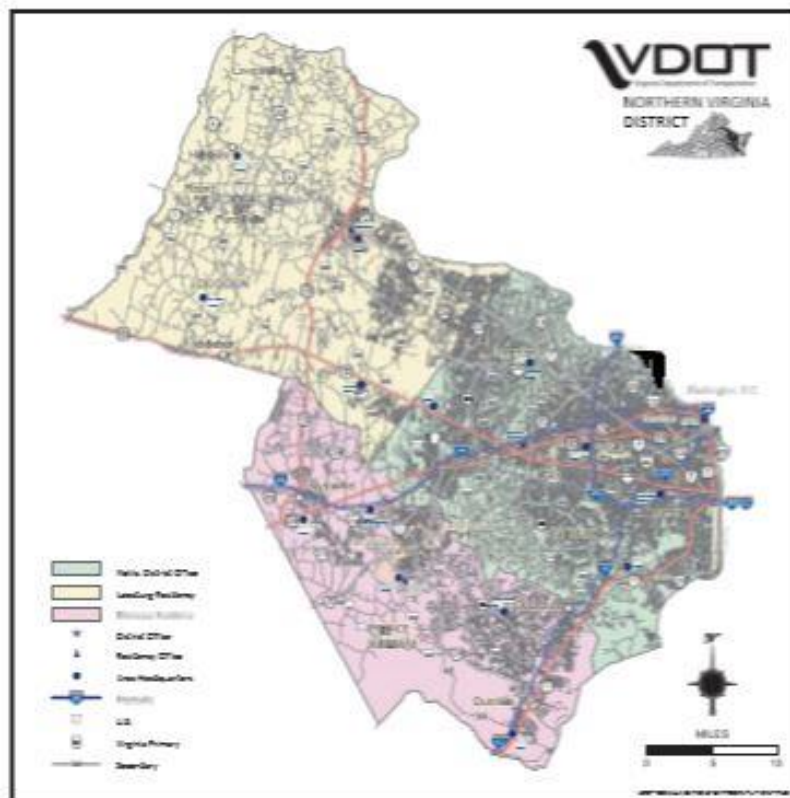
Geographic Areas

Located in the northeastern corner of Virginia just outside of the nation's capital, the **Northern Virginia District** comprises the three most populous counties in the state: Fairfax, Loudoun, Prince William, as well as the sixth most populous Arlington. While Northern Virginia covers about four percent of the state's land area, it is home to about a quarter of the state's population at more than 2 million. Major cities include Alexandria, Falls Church, City of Fairfax, Manassas and Manassas Park; towns include Clifton, Herndon, Leesburg, Purcellville, Dumfries, Occoquan and Vienna.

Tourist Attractions and Industry

In addition to many parklands and recreation areas, Northern Virginia also has some of the highest concentrations of office and retail space in the country. Its close proximity to Washington, D.C. allows access to numerous museums and professional sporting events, and extends west to farms, breweries, wineries and agro-tourism.

The Northern Virginia area has long been considered a leader in fiber optics, telecommunications, and information technology, with an estimated 70% of internet traffic in the nation flowing through its data centers every day. It is a hub of employment centers for national and regional headquarters for corporations, technology and professional service firms, trade and professional associations, as well as the federal government and its contractors.



RICHMOND DISTRICT

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 1.4 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 920 people work for the Richmond District office, four residencies and 27 area headquarters. The Richmond District office is located in South Chesterfield, and residencies are located in Ashland, Chesterfield, Petersburg and South Hill.

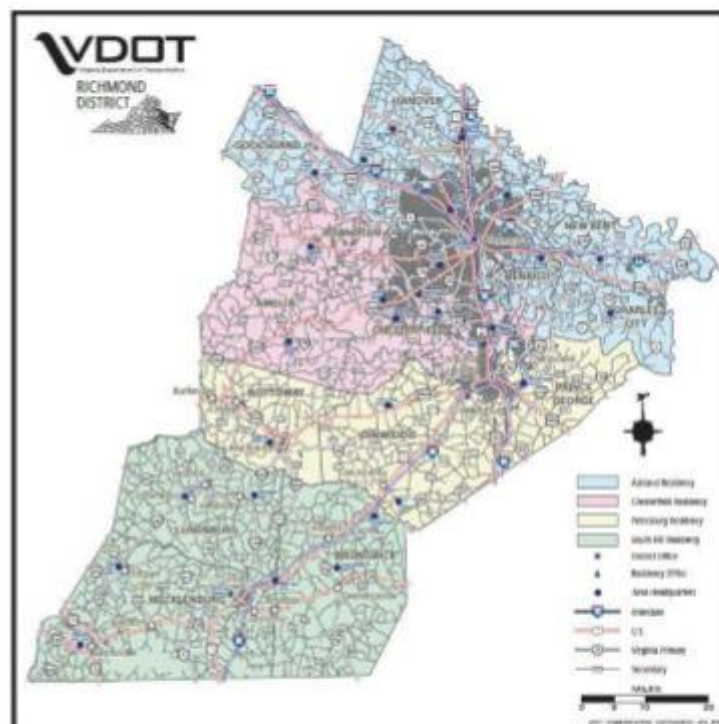
Tourist Attractions and Industry

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, Brightpoint Community College (formerly 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.



SALEM DISTRICT

Geographic Areas

The **Salem District** comprises 12 counties and 13 localities covering 5,500 square miles of Virginia and is home to approximately 890,000 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.

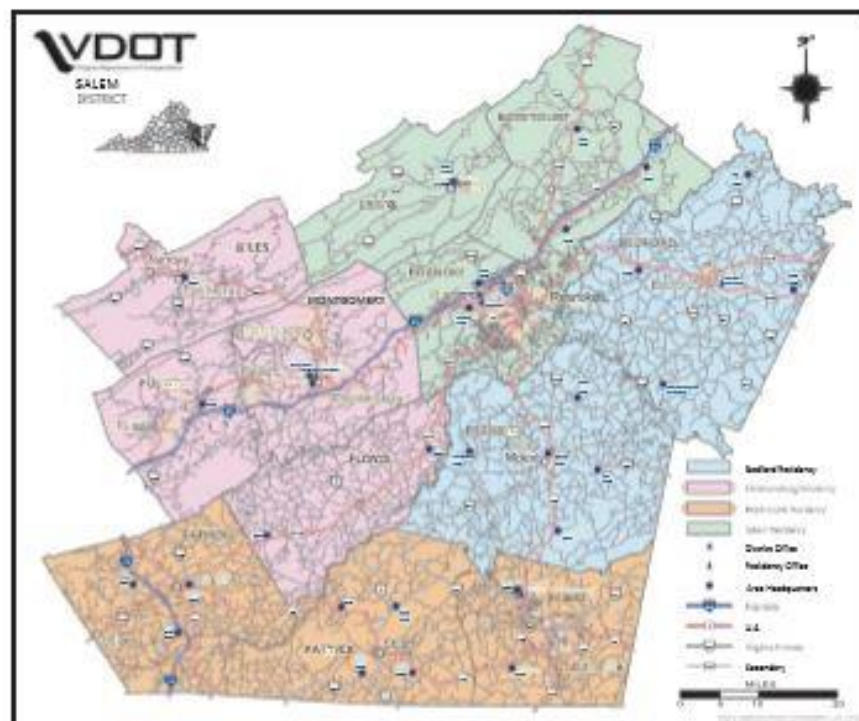
The Eastern Continental Divide runs through the mountainous Salem District in southwestern Virginia, creating three deep, distinctive valleys and presenting topographical characteristics unlike those found anywhere else in the Commonwealth.

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.



STAUNTON DISTRICT

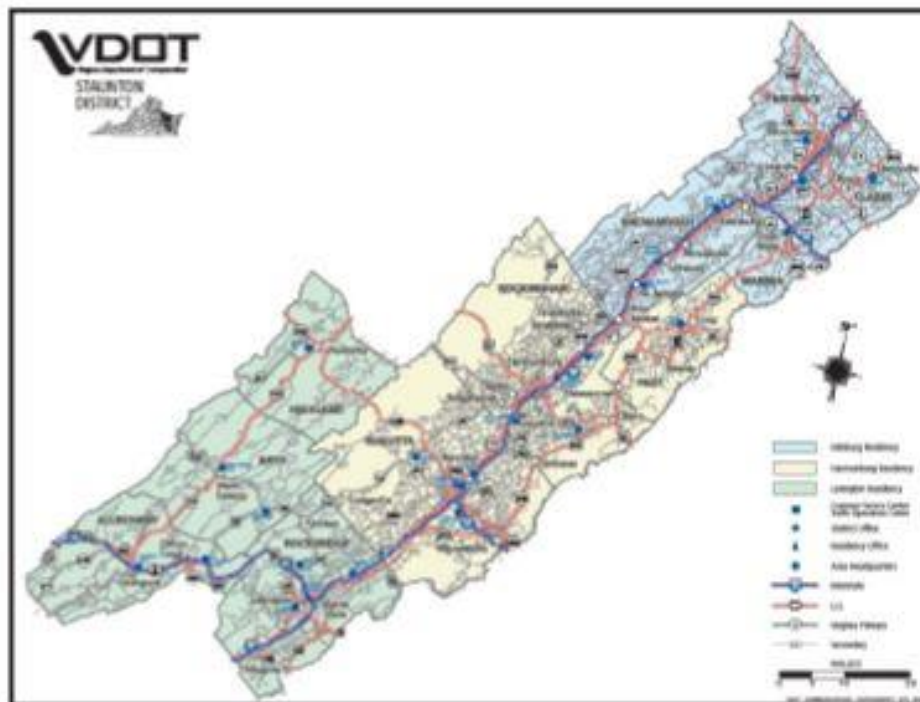
Geographic Areas

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.

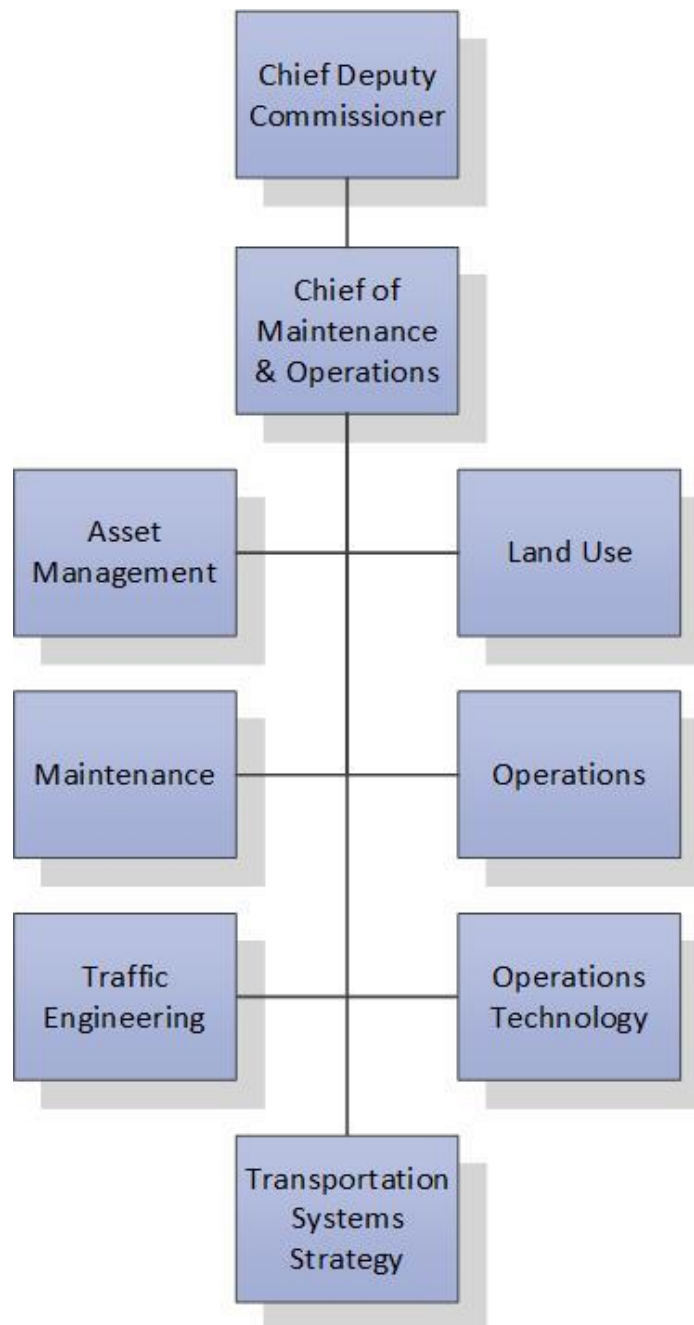
Tourist Attractions and Industry

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.



CHIEF OF MAINTENANCE and OPERATIONS



The **Chief of Maintenance and Operations** reports to the Chief Deputy Commissioner and provides leadership to the Asset Management, Traffic Engineering, Maintenance, Operations, Operations Technology and Transportation Systems Strategy divisions and the Office of Land Use.

ASSET MANAGEMENT

Mission

Deliver innovative solutions by applying available resources to assist in the long-term sustainable performance of the agency's assets and services enabling the safe and easy movement of people and goods.

Overview

The **Asset Management Division (AMD)** supports the Chief of Maintenance and Operations, and District/Central Office stakeholders through coordination of the Maintenance and Operations Program (budget/spend/forecast/federal obligation plan), Special Structure Program, needs assessment (life cycle cost analysis), reporting and special initiatives.

Special initiatives include:

- Federal Transportation Asset Management Plan (TAMP)
- The Commissioner of Highways' Biennial Report
- The Maintenance and Operations Comprehensive Review
- Pursue innovative solutions for additional funding
- Identify business solutions using current and future technology

Functions

AMD performs several functions to include:

- Coordinates the development of VDOT's Asset Management Plan(s), including the analysis of the lifecycle costs (needs) for infrastructure assets (e.g., pavements, bridges, tunnels, equipment) and costs (needs) for maintenance related services (e.g. snow removal)
- Develops and monitors VDOT's Maintenance and Operations Program investments, to ensure the long-term sustainable performance of assets and services (includes budget and spend forecast) as depicted in the CTB approved Comprehensive Review
- Supports VDOT's Maintenance and Operations Program stakeholders by providing tools and 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 monitoring
- Oversees and supports continued reviews and process improvements to ensure long-term sustainable performance of all assets and services while implementing cost controls
- Participates in statewide working groups (e.g., DAC, DME, ROD) and district monthly meetings as needed
- Provides periodic training opportunities for stakeholders

LAND USE

Mission

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, enforces the state's junkyard and outdoor advertising control laws, and leads VDOT's fiber resource sharing program.

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, issues district-wide permits, and leads fiber resource sharing negotiations with potential providers.
- 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

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 pavement management, equipment fleet, fuel, radios. 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.
- 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 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.

OPERATIONS

Mission

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

Overview

The **Operations 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.

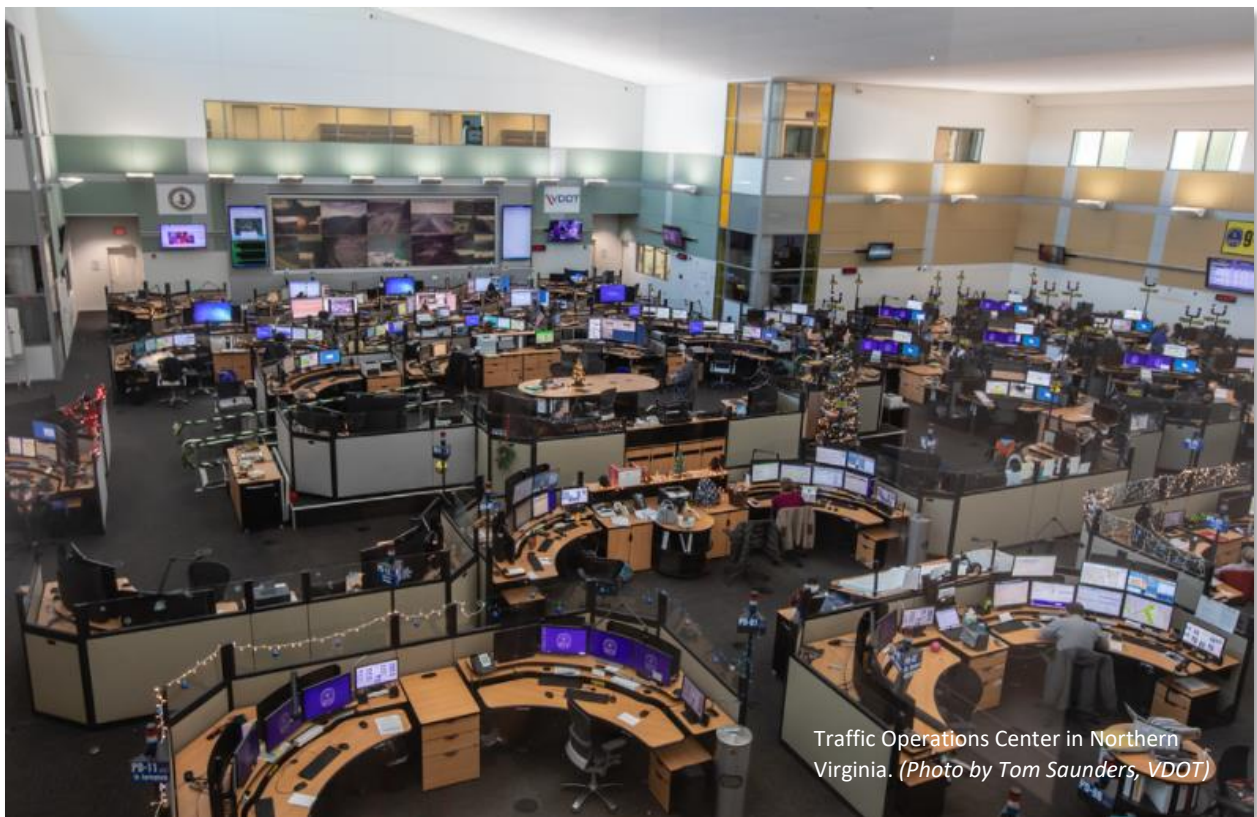
Functions

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

- **Operations Planning, Program Management and Business Operations** 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** administers the statewide TOC/SSP & statewide TRIP services contracts. Establishes policies, standards and procedural oversight to insure statewide uniformity with regional coordination to deliver traffic operations programs. These programs include five 24/7 Traffic Operations Centers (TOC), Safety Service Patrol (SSP), Freeway Operations, Permitted Superload Movement Coordination, Traffic Incident Management and VDOT's statewide Towing and Recovery Incentive Program (TRIP), which support safe and efficient clearance of commercial vehicle highway incidents.
- **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.

OPERATIONS

- **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.



OPERATIONS TECHNOLOGY

Mission

TBD

Overview

TBD

Functions

TBD

TRAFFIC ENGINEERING

Mission

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.

TRAFFIC ENGINEERING

- 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.
- 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.

TRAFFIC ENGINEERING

- 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.



TRANSPORTATION SYSTEMS STRATEGY

Mission

TBD

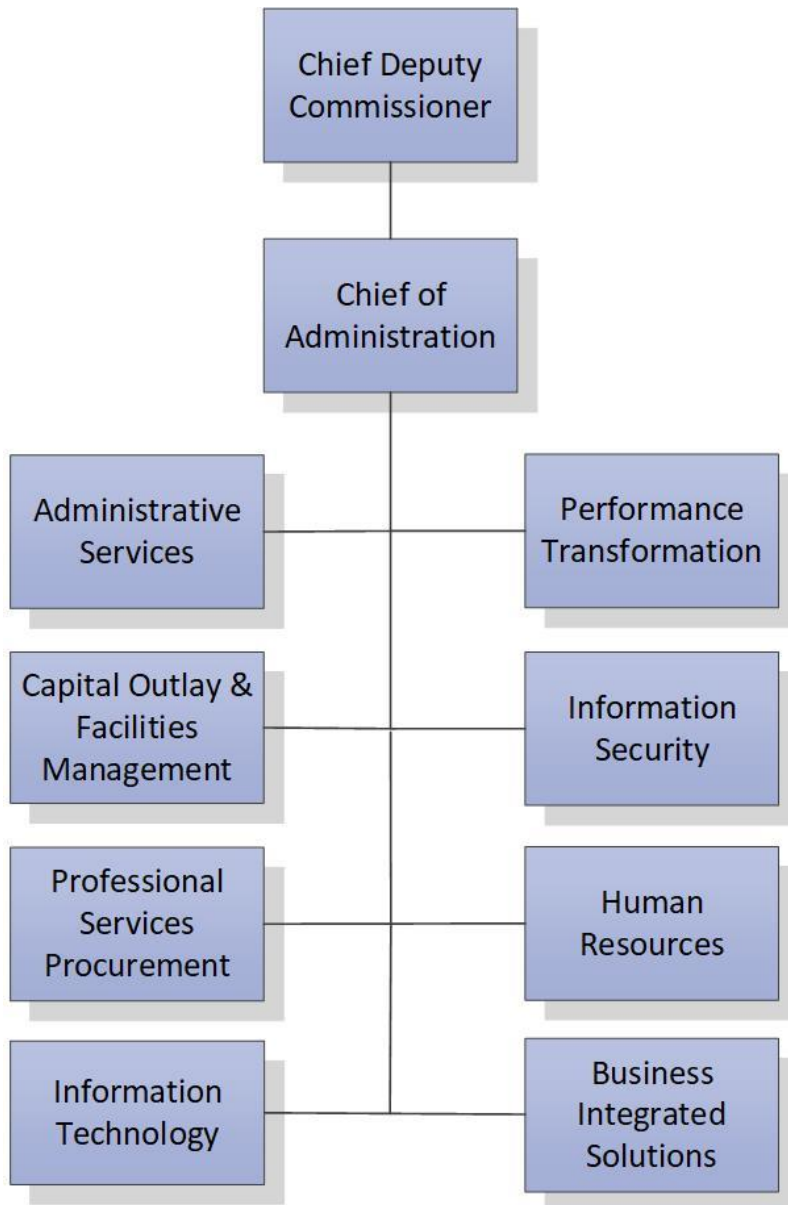
Overview

TBD

Functions

TBD

CHIEF OF ADMINISTRATION



The **Chief of Administration** reports to the Chief Deputy Commissioner and provides leadership to the Administrative Services, Business Integrated Solutions, Capital Outlay & Facilities Management, Professional Services Procurement, Human Resources, Information Technology and Performance Transformation divisions, and to the Office of Information Security.

ADMINISTRATIVE SERVICES

Mission

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** has oversight of the Agency's procurement and contracting services, ensuring compliance with all statutes of the Virginia Public Procurement Act. The primary objective is to ensure VDOT receives the best value for goods and services to meet business needs and minimize risks to the agency. Contracting for all goods and services except highway engineering and construction. Offices in central office and all nine districts with over 1,000 contracts awarded each year and approximately \$700M annual contract spend.
- 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 **Financial Management and Operations Team** provides accurate, concise and timely financial information to internal and external customers for decision-making processes. It develops and maintains budgets for the administrative functions. Additional support functions include CO ASD Procurement Help Desk, ASD performance tracking, Bid Openings, Statewide SPCC management, the Central Office Mail Center, Central Office Supply Center, and Central Office Parking Program. This function is also responsible for ASD performance tracking and strategic planning to ensure operational success in meeting agency-wide business needs.
- The **ASD Document Production Center Team** provides a full range of quality printing and duplicating services. Services include printing, copying, poster printing, wide format printing, scanning, binding, laminating, folding, inserting and cutting. Black & white and full-color services are available.

ADMINISTRATIVE SERVICES

- 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.
- The **Procurement Review and Training Team** provides statewide procurement training, manages ASD's QA/QC program and statewide procurement compliance review program for all procurement processes. The team reviews and evaluates to determine compliance with the Virginia Public Procurement Act (VPPA), Agency Procurement and Surplus Property Manual (APSPM) and other procurement policies and procedures.



BUSINESS INTEGRATED SOLUTIONS

Mission

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

Overview

Business Integrated Solutions Division (BISD) 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, BIS manages tort claims and the debt set-off process; as well as, provides administrative hearing support and analysis of construct claims. As directed, BIS performs special studies and projects for VDOT's executive management.

Functions

The Business Integrated Solutions Division is led by the Division Administrator, and the sections within BIS perform the following functions:

- Conduct Business Process Improvement, Business Process Reengineering, Operational Analyses and Studies for any division or function within 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.
- Implement Data Management utilizing industry standards around managing data as an asset, to ensure it is clearly defined, of high quality, and supports data analytics/data science to empower the agency to make informed decisions.
- Provide support to the business units requesting technology enhancements to improve business processes through value review of requests, ongoing development of request through mapping the desired state of the end product.
- The Requirements Management Group works with the Information Technology Division to develop business and functional requirements for information technology enhancement projects.
- Provide Organizational Change Management support for successful adoption of new processes or technology.
- 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.

BUSINESS INTEGRATED SOLUTIONS

- 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. BIS 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.



Situation Room conference call concerning Hurricane Dorian. (Photo by Tom Saunders, VDOT)

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CAPITAL OUTLAY and FACILITIES MGMT

Mission

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.

Teams

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 plan, develop, deliver and maintain 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.
- The **Real Estate Management Team** manages all Capital Property real estate acquisitions, surplus, demolitions, easements and lease agreements for VDOT.

HUMAN RESOURCES

Mission

The mission of the HR Division is 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. We will contribute to a highly engaged and productive workforce, deliver the right people, knowledge and skill sets to the right positions, and foster a work experience where workers feel appreciated, valued and necessary to the organization

Overview

HR team members are committed to being 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
- Explaining the “why”
- Assuming unconditional accountability for results
- Delivering exceptional customer service
- Embracing the organization’s mission, values and culture
- Respecting others
- Showing expertise in our field
- Helping people connect
- Identifying and providing innovative solutions
- Promoting appreciation and recognition

The HR Division partners on various initiatives designed to move the agency forward including the VDOT of Tomorrow transformation initiative and the Cardinal Human Capital Management project.

Structure

The HR Division is led by the Human Resources Division Administrator and is centralized in that statewide programs and teams design, develop and deliver policy, guidance and support to local HR teams who administer those programs within the districts they reside and are responsible for servicing.

Programs

Each centralized program area is led by an Assistant Division Administrator who is an expert in his/her area of responsibility. Programs include Talent Acquisition and Experience; Total Rewards; Workforce Development; Equity, Policy and Occupational Health; and HR Business and Systems.

District HR Operations

Two Assistant Division Administrators (ADAs) of HR Operations provide strategic oversight to each of the HR teams that support VDOT district offices, as well as its central office. Through a dedicated HR Manager, human resources and training/development team members serve as strategic business partners to district leadership and management and provide day-to-day program delivery and support for all HR functions within their respective district.

The central office HR team is also responsible for providing consultation to VDOT’s executive leadership team regarding statewide impact of changes in organizational structure and delivery of services.

HUMAN RESOURCES

Functions and Program Descriptions

Talent Acquisition and Experience provides statewide guidance on acquiring and retaining talent. The team designs, develops and implements outreach, recruitment marketing, sourcing, process/performance and employee experience/onboarding programs.

- **Outreach** engages strategic partnerships (Universities, Professional & Trade Associations, Vocational Schools, Community Organizations, & Diversity Groups) to drive talent to VDOT.
- **Recruitment Marketing** develops messaging and marketing campaigns, and tracks effectiveness.
- **Sourcing** develops talent pools for critical business needs, maintains recruiting documents, and provides learning opportunities to field HR recruiters.
- **Employee Experience/Onboarding** develops and maintains a rewarding employee experience from onboarding to integrated employee, while championing diversity and inclusion.

Total Rewards designs, implements and provides consultation on rewards programs that contribute to agency's ability to attract, engage and retain employees.

- **Classification and Compensation** performs position classifications including job design, job descriptions and position descriptions, classifies jobs into the Commonwealth's job family structure, and develops employee compensation programs.
- **Benefits** oversees employee programs including health benefits, life insurance, retirement programs, the Virginia Sickness and Disability Program (VSDP) leave programs, VDOT's Commuter Incentive Program, Workers' Compensation and performs OSHA recordkeeping and reporting of workplace injuries and illnesses.
- **Employee Recognition** oversees rewards and recognition programs including on-the-spot awards, Service Awards, Commissioner's Awards for Excellence, Governor's Awards, Virginia Public Service Week, and statewide wellness programs.

Workforce Development develops competency and capability programs to prepare the VDOT workforce for the future, designs and implements technical and leadership programs, tracks renewals of licenses and certification, and manages the tuition reimbursement program. Workforce Development also manages VDOT's Learning Plan and Budget, and collaborates with public, private and community colleges, other state agencies, and industry to continuously grow talent.

Equity, Policy and Occupational Health (EPOH) develops policy and manages regulatory compliance within, and administers VDOT's Employee Relations and Occupational Health Programs.

- **Employee Relations** ensures equitable administration of policies and procedures pertaining to employee conduct, performance management, conflict resolution and foreign national sponsorship.
- **Occupational Health** partners with industrial hygiene staff and the Office of Safety, Security and Emergency Management (SSEM) to administer agency work-related medical, drug, and alcohol testing and oversee commercial driver licensure and fitness.

HUMAN RESOURCES

HR Business and Systems performs internal business-process management for the HR Division, develops and monitors HR Division budgets, creates and manages HR professional services and goods contracts, manages fiscal duties for HR Central Office staff such as travel reimbursement, expense processing, accounts payable and Small Purchase Credit Cards (SPCC) use.

- **HR Business Operations** assists with logistics for statewide events and for new Central Office employee onboarding including security, parking, facilities and space planning requirement, and also serves as the- point-of-contact for HR Division audits.
- **HR Information Management (HRIM)** provides agency-wide position and workforce reporting, data analytics to support agency program initiatives, and subject-matter expertise in the testing and implementation of supporting technologies to ensure they meet HR operational and informational needs. The team also conducts work process reviews focused on improving operational efficiencies.

Key systems include the Personnel Management Information System (PMIS), VDOT's Virtual Campus (VDOT's Learning Management System), and HRWorks!

Human Resources data is housed in systems managed by this team that feed other VDOT and Commonwealth systems including Cardinal.



INFORMATION SECURITY

Mission

Our mission is to protect all VDOT systems, networks, data, and devices, and ensure their confidentiality, integrity, and availability are preserved. Further, we seek to equip all VDOT personnel with education, training, and information necessary to uphold governance, secure operations, and best practices supporting our mission.

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

To meet our responsibilities effectively, OIS manages critical aspects of governance, operations, and security awareness as follows:

Governance

- Develop, document, and disseminate data security standards, guidelines, plans, and procedures according to industry best practices, agency needs, and compliance with COV requirements.

Operations

- Manage VDOT accounts, and personnel access to agency systems, networks, devices, and data; perform security, business impact, and risk assessments, as well as pertinent vulnerability scans; assist VITA/NG Partnership in ensuring security and compliance; conduct and/or participate in tests of the DRP and COOP plans for the agency.

Awareness

- Develop, disseminate, and manage security awareness programs, media, training, and other opportunities to create a culture of security awareness, to equip agency personnel with appropriate tools, and to cultivate the ability to recognize and counter existing and emerging security threats

INFORMATION TECHNOLOGY

Mission

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:

- 239+ Supported Applications in production
- 8,119+ VITA leased desktops, laptops, and laptop tablets
- 5,902+ mobile devices (cell phones, smart phones, tablets, hotspots)
- 1,647+ networked copiers, printers, routers, and access points

Functions

The Division is led by the IT Division Administrator and is organized into seven functional areas:

- **IT Governance** serves as a strategic enabling force across all functional areas for the monitoring and improvement of enterprise operations, aligning IT decisions with VDOT's mission in service to the citizens of the Commonwealth of Virginia.
- **IT Business & Compliance Office** is responsible for supporting VDOT information technology policy, and procurement, IT financials and budgeting, training/supporting ITD personnel on division processes and tools, and enabling compliance with Virginia Information Technology Agency and VDOT policy.
- **IT Service Management** areas of responsibility include IT Service Operation (service desk), Transition Management (request for change support), Business Enablement support (GIS, Business Intelligence, Robotic Processing and Microsoft 365 PowerPlatform) and Asset Management (devices, software and licenses). Responsibilities for these areas include the effective and efficient delivery of IT services and assets. This includes fulfilling user requests and resolving service or application defects through the use of a coordinated and centralized service desk operation. Included within the service delivery portfolio is comprehensive IT Asset management which provides for the delivery, tracking and maintaining of IT assets.

INFORMATION TECHNOLOGY

- **Enterprise Architecture and Planning** is responsible for governance functions of Enterprise Architecture, Solution Architecture, Data Architecture, Information Technology Service Management (ITSM), and the Project Management Office (PMO). This includes understanding customer needs and applying patterns and reference models to architect solutions that align with those needs. Responsible for ensuring proper planning and governance related to ITSM service management and project delivery and alignment of those functions with policy and the agency's business strategies.
- **IT Project and Product Management** is responsible for planning, execution, and delivery of all IT Projects from intake through completion, ensuring compliance with all applicable COV, Agency, and industry standards, regulations, and best practices. These projects enable both new capability development and technology upgrades for VDOT. Project Delivery capabilities include Agile, Waterfall, SAFe, and Vendor Managed approaches, in addition to project portfolio planning, forecasting, and business analysis services. The unit also manages the oversight, training, and development of IT project managers and functional analysts supporting these efforts.
- **Division Relationship Management and Strategic Performance Tracking** is responsible for business engagement management, business escalation of IT project and service requests, business value monitoring/management, and tracking of IT performance metrics. This group also understands the strategic business direction of the divisions and provide input into the overall ITD strategy.
- **Application Development and Cloud Engineering** is responsible for application development staff (software developers, database developers, and middleware developers), processes, tools, and capabilities associated with the delivery of business solution functionality. This group is also responsible for Cloud engineering including the application of systems, software, web, performance and information technology disciplines addressing risk and quality in the delivery of cloud based services such as "software as a service", "platform as a service" and "infrastructure as a service".
- **IT Maintenance and Operations (M&O)** is responsible for keeping the IT infrastructure of VDOT stable and viable through a proven set of processes and procedures, while continuously adapting and aligning IT services to deliver business and strategic objectives. IT M&O is also responsible for the deployment of system changes into the production environment, maintenance and improvement of the statewide network, and support for ongoing IT audits to ensure compliance with SEC501/525.

PERFORMANCE TRANSFORMATION

Mission

Make VDOT the best run government agency, ever.

Overview

Performance Transformation Division works with VDOT leadership to develop, track and report meaningful, measurable indicators to assess progress made by VDOT program-focused units in achieving VDOT objectives.

Division leadership and staff meet with the Commissioner's executive team and with agency program-oriented leaders to ensure that the department's performance indicators promote desired outcomes. The Division's goal is to ensure that metrics drive efficient movement of people and goods via the effective development, delivery, operation, and maintenance of projects, products and services supporting Virginia's transportation system. The Division continually seeks to identify business process improvement opportunities, with corresponding solutions

Functions

The Performance Transformation Division (PTD) is led by the PTD Director, and the sections within PTD perform the following functions:

- The **Data Analytics Team** partners with divisions, districts and executive leadership to integrate a corporate performance program within the VDOT culture, provide accurate performance data, develop powerful analytical decision making tools, deliver insightful independent analyses for process improvements and strategic or operational decisions, and promote continuous growth in organizational maturity.
- The **Business and Strategic Planning Team** collaborates with divisions, districts and executive leadership to develop agency strategy, develop, implement and monitor both the VDOT Business Plan and the Commonwealth's Biennial Strategic Plan, and promote common strategic focus across the agency.
- The **Performance and Decision Support Team** collaborates with Central Office and field units across the state to tackle complex, technical, performance tracking and reporting issues using tools such as Microsoft Power BI. This team is focused on evolving VDOT to achieve executive vision of the VDOT of Tomorrow.
- The **Performance Transformation Support Team** supports standardized implementation, governance, user engagement and adoption of SharePoint 2010, SharePoint Online, Microsoft Teams, Power Apps and Power Automate across the organization.
- The **Learning Organization Team** supports continuous, consistent learning for the purpose of improving program delivery by collecting and sharing ideas across the agency in a deliberative manner, focused on enhancing organizational knowledge and productivity.

PROFESSIONAL SERVICES PROCUREMENT

Mission

Provide the highest quality and standard of professional services procurement, policy, and procedures through collaboration, education, and innovative technologies.

Overview

The **Professional Services Procurement Office** provides leadership in managing, monitoring and standardizing procurement processes for professional engineering services, facilitates all aspects of the procurement timeline, and communicates with key stakeholders internal and external to the organization for the purpose of awarding contracts that are in the best interests of the Agency and the Commonwealth.

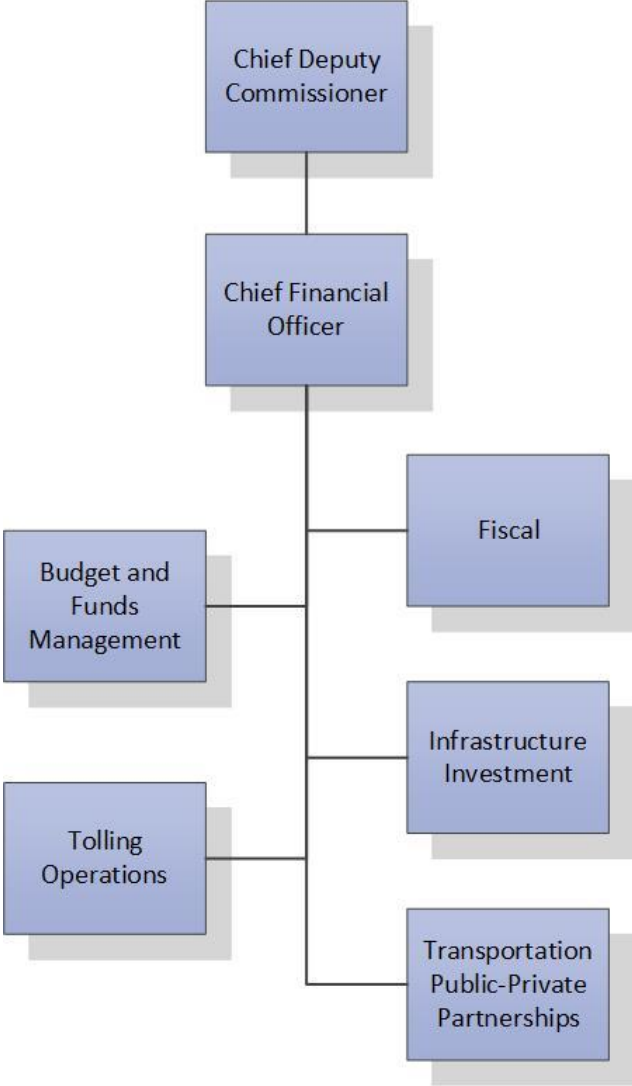
Teams

The Professional Services Procurement Office is led by the PSPO Director, and organized into two primary functional teams:

- The **Procurement Team** has oversight of the Agency's procurement of engineering professional services, establishing policy for contract administration, ensuring compliance with the Virginia Public Procurement Act and federal regulations. The primary objective is to ensure VDOT receives the highest quality engineering services to meet business needs while minimizing risks to the agency. All professional engineering services, valued at approx. \$420M annually, are centrally procured by this office in collaboration with divisions and districts.
- The **Negotiations Team** develops policy, procedures and the innovative data solutions to facilitate negotiations for all engineering services contracts procured by our office. This team provides consistency in the negotiation process on each contract in partnership with the lead division to ensure critical engineering services are obtained to meet agency goals within fair market, reasonable rates.

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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.

BUDGET and FUNDS MANAGEMENT

Mission

The **Budget and Funds Management Division (BFMD)** advances the Commonwealth's overall transportation program through prudent and responsible direction and management of both short and long term planning for all financial resources. This includes cash, federal, state, local revenues and bond proceeds to ensure the department and support to other state agencies remain within budget and cash constraints. The division supports and executes the federal program by providing guidance, stewardship, and oversight in coordination with the Federal Highway Administration (FHWA), and through the development and management of the federally required Statewide Transportation Improvement Program (STIP) and the annual federal obligation plan.

Functions

The Budget and Funds Management Division is led by the BFMD Director, and is organized into six functional areas:

- The **Budget Team** is responsible for developing, recording and monitoring the annual budgets for the Commonwealth Transportation Fund (CTF) and VDOT's biennial budget submission to the Department of Planning and Budget (DPB) 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.
- The **Forecast Team** 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 the Six-Year Improvement Program (SYIP) for highway construction and an annual budget for the non-construction activities of the Department. The Forecast Team also develops and analyzes the agency's cash forecast for all funds available.
- The **Debt and Innovative Finance Team** is responsible for the issuance, management and post-issuance compliance of the debt programs and other financial obligations for the Commonwealth Transportation Board (CTB). The section 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 team also examines and evaluates innovative financing techniques for infrastructure projects.
- The **Cross-Functional and Strategic Initiatives Team** is responsible for leading and coordinating initiatives and strategic efforts impacting successful federal funds management, including monitoring and review of projects for advancement under the federal 10-Year Preliminary Engineering and 20-Year Right of Way requirements; tolling agreement development and review; programmatic reconciliation and data management, reporting and stewardship for federal data reporting and analysis, including development of the federal obligation plan.

BUDGET and FUNDS MANAGEMENT

- The **Federal Funds Management Team** oversees federal authorizations and federal agreement modifications; development and management of the departments 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 **Planning and Reporting Team** manages development of the federally mandated STIP, processes STIP amendments and administrative modifications, provides consultation and coordination with district and other planning partners, 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.



FISCAL

Mission

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.

Sections

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

- The **Financial Reporting and General 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 and manages statewide cash receipting operations. The 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 percent 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** provides assurance to VDOT management and the Department of Accounts that key fiscal processes are sound and operating properly.

FISCAL

- The **Accounts Receivable and Project Accounting Team** manages 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

Oversee the development of the Six-Year Improvement Program (SYIP) and coordinate the 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 efforts related to various project selection processes managed through the SMART Portal. This is a cross-functional division effort that also involves coordination across the Department, as well as with the Department of Rail and Public Transportation and the Office of Intermodal Planning and Investment.

Teams

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

- The **Business Analytics Team** 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** 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.

INFRASTRUCTURE INVESTMENT

- The **Policy and Analysis Team** 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 and closing 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.



Construction of exit ramps at the Springfield Interchange. (Photo by Trevor Wrayton, VDOT)

TOLLING OPERATIONS

Mission

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.

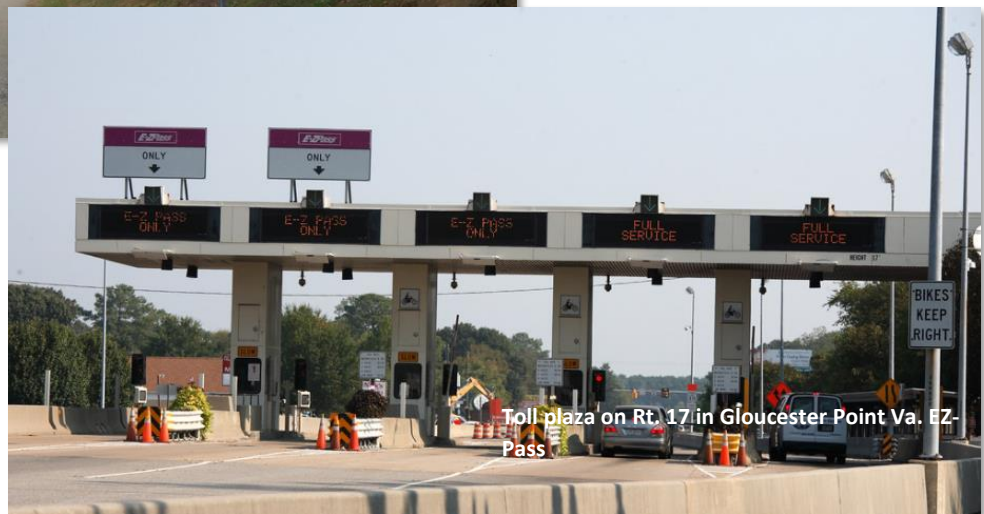
Sections

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.

TOLLING OPERATIONS

- 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.



TRANS. PUBLIC-PRIVATE PARTNERSHIPS

Mission

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 three major functional areas:

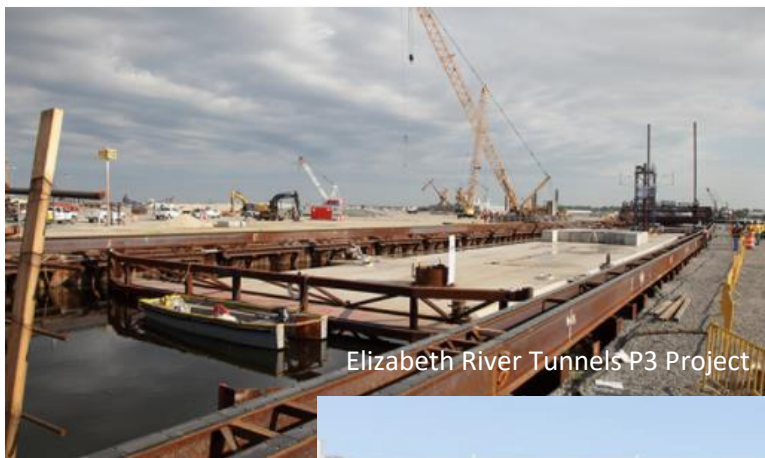
- The **P3 Programmatic and Policy** area creates and maintains reliable and uniform processes and procedures as reflected in the PPTA Act, the PPTA Manual and Guidelines, P3 Risk Management Guidelines, P3 Public Engagement Guidelines, and Public Sector Analysis and Competition Guidelines. Identifies 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.

TRANS. PUBLIC-PRIVATE PARTNERSHIPS

- 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.



OFFICE OF
TRANSPORTATION
PUBLIC-PRIVATE
PARTNERSHIPS



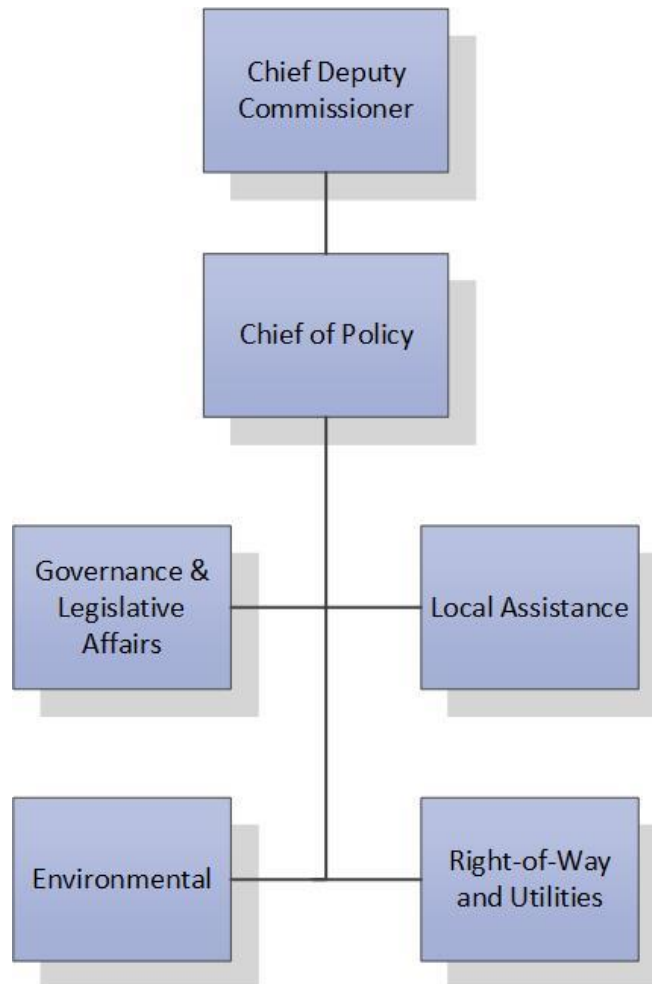
Elizabeth River Tunnels P3 Project



I-495 Express lanes P3 Project

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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

Facilitate legal and regulatory environmental compliance, while supporting Department's sustainability initiatives, 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, sustainability, hazardous materials, geographic information systems, data management, archaeology, architectural history and environmental policy.

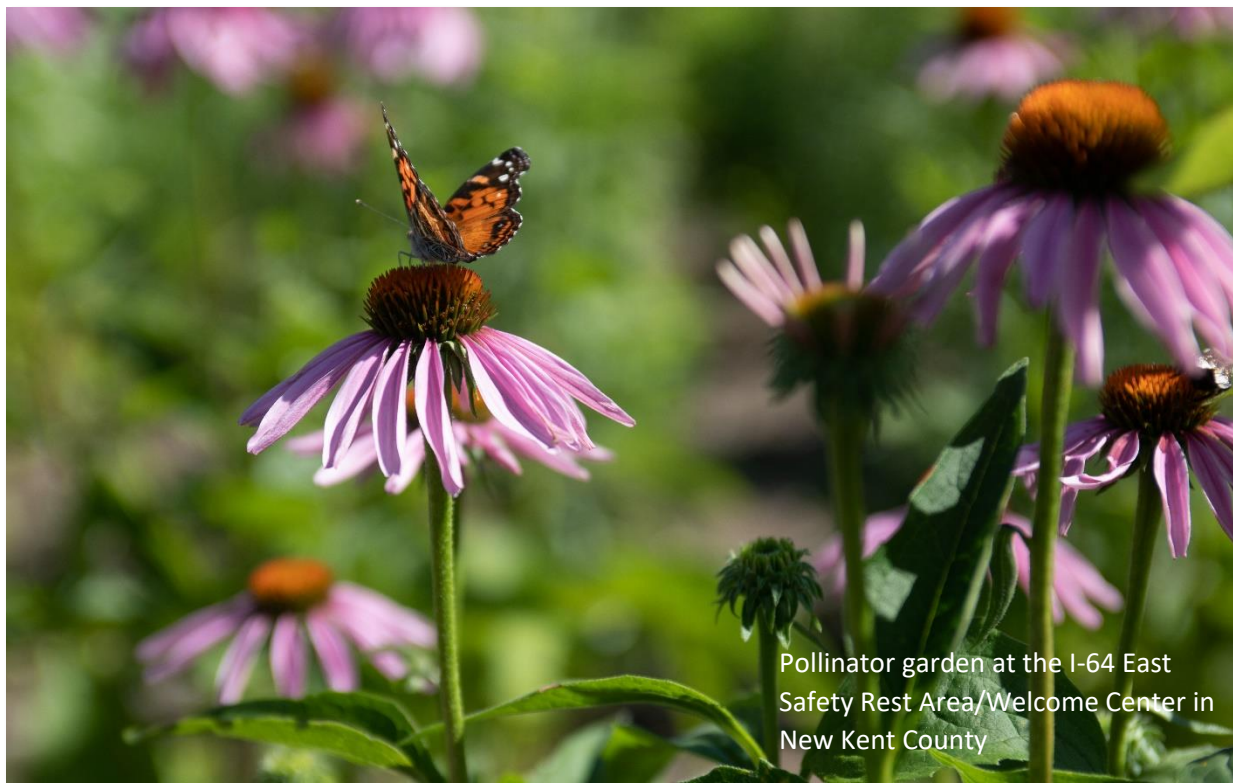
Sections

The Division is led by the Environmental Director and is organized into ten work units:

- The **Biological Resources Section** administers the Department's programs related to rare and threatened/endangered species.
- The **Water Resources** Section administers the Departments Water Quality Permitting program.
- The **Environmental Business** Section manages the Division's environmental consultant procurement and administration program, division administrative and training budgets.
- 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, environmental project management program, and data management functions.

ENVIRONMENTAL

- The **Office of Transportation Sustainability** leads the Division's work on Department-wide initiatives in addressing resiliency, decarbonization, stewardship of lands, and environmental stewardship related areas.
- The **Mitigation Group** manages the Department's programs related to stream and wetland mitigation activities, and the development, delivery and management of BMP projects and other programmatic support to the Location and Design Division in implementing the Department's Municipal Separate Storm Sewer (MS4) Permit pursuant to the Clean Water Act



Pollinator garden at the I-64 East Safety Rest Area/Welcome Center in New Kent County

GOVERNANCE and LEGISLATIVE AFFAIRS

Mission

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 **Governance and Legislative Affairs Division (GALA)** 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, and 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 and serves as agency liaison with General Assembly on numerous issues.

GOVERNANCE and LEGISLATIVE AFFAIRS

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 monitor 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 monitor Congressional action/federal legislative activity for impacts on surface transportation issues of interest to the Commonwealth
- 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.

GOVERNANCE and LEGISLATIVE AFFAIRS

- 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.



LOCAL ASSISTANCE

Mission

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: State Funding Programs, Federal Funding Programs, Local Systems, and Locally Administered Projects.

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

LOCAL ASSISTANCE

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.
- 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 and 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

LOCAL ASSISTANCE

- 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 the annual UCI financial rep

RIGHT OF WAY and UTILITIES

Mission

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 **Right of Way and Utilities Division (RoW)** 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

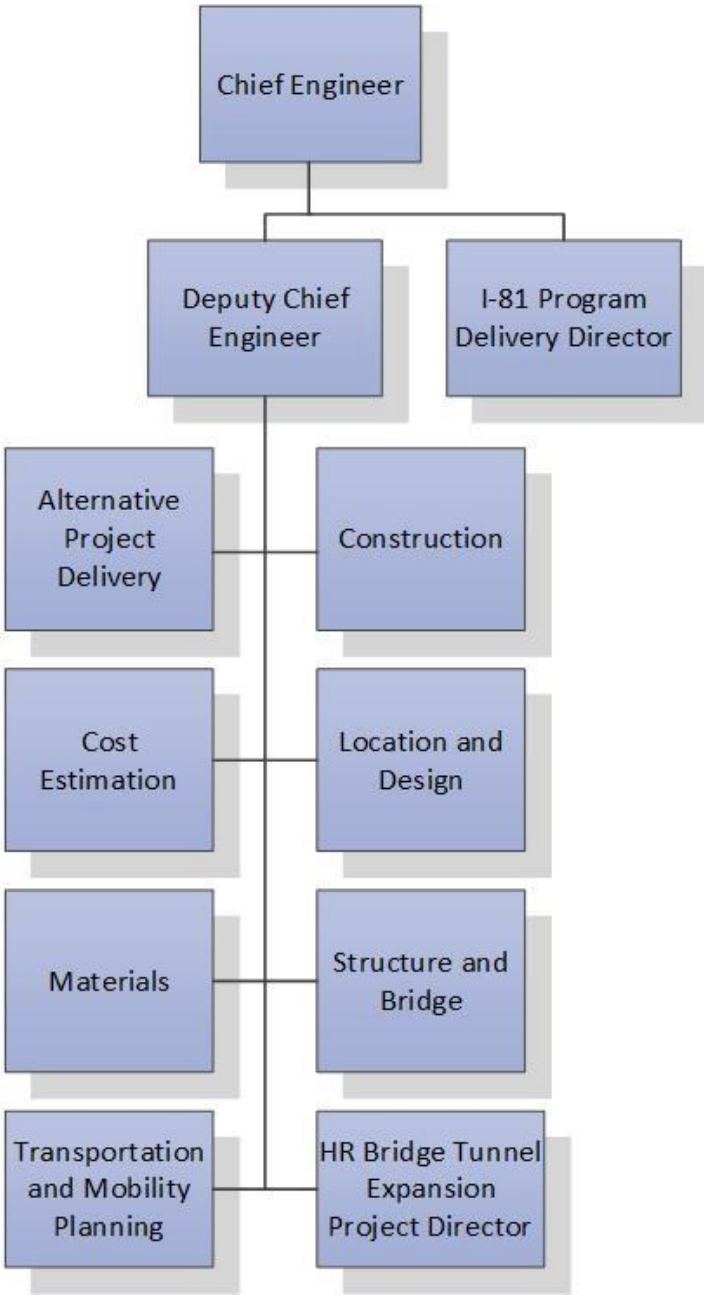
The Division is led by the **Right of Way and Utilities** Director consisting of three Regional offices statewide overseeing nine District offices and organized in the Central Office into 7 primary sections:

- 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.

RIGHT OF WAY and UTILITIES

- 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 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



The **Chief Engineer** reports to the Commissioner and provides leadership to the Interstate 81 Program Delivery Director and, via the Deputy Chief Engineer, the HRBT Expansion Project Director and seven engineering services divisions.

ALTERNATIVE PROJECT DELIVERY

Mission

Support VDOT in delivering projects by procuring 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 program. In addition to procurement, the APD Division is responsible for developing and implementing statewide policies and procedures as well as communicating and educating internal and external stakeholders regarding the Design-Build program.

Objectives

The Division is led by the State APD Engineer who is responsible for managing the Design-Build program in accordance with the following objectives:

- 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 project delivery goals.
- 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
- Develop and maintain statewide policies and procedures for the procurement and management of the Design-Build program for the Department
- Maintain procurement records
- Develop and provide training to VDOT staff

CONSTRUCTION

Mission

Deliver a quality transportation system by advertising and executing contracts to build and maintain the State Highway 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), contractor prequalification, advertisement and award of Design Bid Build contracts, Value Engineering, Specifications, contract claims, contract management oversight for Design Build and Design Bid Build projects, Construction Engineering and Inspection programmatic coordination and oversight, project controls, the Construction Quality Improvement Program Section (CQIP), construction software administration, and Construction modernization initiatives.

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 must 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 **Proposals/ Contracts and Estimating** Section reviews plans prepared by various design divisions to ensure constructability and conformance to specifications and Department requirements and develops proposals for projects, advertises 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 Specification book, all updates to the book 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 leads 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.

CONSTRUCTION

- 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 **Construction** Section develops, maintains, oversees, and provides training for the AASHTOWare Project Preconstruction and Construction modules, SiteManger, and PlanGrid as well as leads initiatives focused on technological process improvement. 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.
- The **Consultant Construction Engineering and Inspection (CEI)** section provides statewide CEI program management support services. Which includes coordination with the Professional Services Procurement Office and Districts to identify and procure Consultant CEI contracts for project staff augmentation, negotiation of construction professional service contracts, monitoring CEI contracts statewide, and professional service contract administration support/training.



COST ESTIMATION

Mission

Our mission is to equip and enable VDOT personnel and business partners with leading cost estimating practices, philosophies, approaches and tools.

Overview

The **Cost Estimation Office** was established in January 2021 by the Chief Engineer to support VDOT's Department-wide focus on cost estimating. The Cost Estimation Office is a part of VDOT's Central Office and the Director of the Cost Estimation Office reports to the Deputy Chief Engineer.

The purpose of the Cost Estimation Office is to enhance VDOT's cost estimating practices to best align with the business needs through the development and implementation of statewide policies, procedures and training.

Goals

To support the development of consistent and reliable project cost estimates for VDOT's construction and maintenance projects that represent current trends, market conditions and risk contingencies, in accordance with the industry standards.

Continuous measured improvement in the reliability of cost estimates on VDOT managed and VDOT funded projects across the capital program.

The Office will strive to achieve this mission and these goals by:

- **Teaming** - Working closely with the Districts and Central Office Divisions on effective and efficient policies and procedures to enable consistency and reliability of estimates across the Commonwealth.
- **Training** – Developing, updating, and providing high quality training in all aspects of cost estimating
- **Tools** - Developing and regularly updating VDOT's Cost Estimating Manual to drive consistency in the cost estimating process. Providing access to appropriate cost estimating tools for the level of estimate being developed. Implement and expand the use of advanced analytics
- **Trends** - Identifying metrics to continuously monitor performance and enhance future estimates. Proactive tracking of external market conditions that have the potential to impact project estimates

LOCATION and DESIGN

Mission

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 Division (L&D)** 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 **Water Resources 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 (MS-4 compliance) and the management of erosion control of land developed or maintained as part of our construction and maintenance programs. This program area is also the lead for the Agency in the assessment of resiliency, particularly related to sea level rise and enhanced flooding events, and its implications for changes with respect to planning, design, construction, maintenance and operations of highway infrastructure policies and technical procedures to address impacts of resiliency.

LOCATION and DESIGN

- **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. This program has now also become the Agency lead for development and implementation of Unmanned Aerial Systems policies, procedures, technical criteria, and state of practical use in our programs by Department staff or our consultant partners.
- 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).
- 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.

LOCATION and DESIGN

- 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.



MATERIALS

Mission

The Mission of the Materials Division is to provide technical leadership and services supporting the greatest return on transportation system investments, through quality assessment of highway construction materials, application of innovation and research, and pavement and geotechnical engineering.

Overview

The **Materials 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 (SME) and consists of four laboratories, 2 preliminary engineering sections, a structural fabrication management section, a quality assurance section, and a business services section. Three Assistant SMEs and a Business Manager oversee these sections as grouped together below. Statewide policy regarding the work of all areas is set by these sections working with the District Materials Engineers and others, and the sections oversee statewide consultant contracts as related to their work.

- The **Materials Quality Assurance Functional Area** includes the Structures Section, Quality Assurance Section, and the Concrete/Physical Testing Laboratory. The Functional Area, as a whole, monitors and coordinates various inspections of material production facilities; 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 the Geotechnical Engineering Section and the Soils, Aggregate, and Buried Structures Section, and Chemistry Laboratory. This functional area executes advanced soils testing, manages sub-base and aggregate base testing and acceptance program, manages nuclear density gauge inventory, tests and approves sign sheeting; tests and analyzes cement; pavement markings; and structural steel coating, 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 non-professional services, management of equipment inventory, and facilities management for the Division.

MATERIALS

- 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.



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STRUCTURE and BRIDGE

Mission

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 **Structure and Bridge 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.

Sections

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.

TRANSP. and MOBILITY PLANNING

Mission

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 and the COOP.
- The **Modeling and Accessibility Section** is responsible for the development, maintenance and update of the statewide travel demand model and regional travel demand models (11) with all applications for project studies, assisting in the development of traffic forecasts statewide, leading SMART SCALE accessibility, new facility and major facilities widening (over 2 miles), congestion mitigation analysis, assisting in National Environmental Policy Act, STARS (Strategically Targeted Affordable Roadway Solutions) and Interchange Modification/Justification Report traffic forecasts, and management of modeling on-call consultants.
- The **Planning Data Solutions Section** in TMPD has unique planning and engineering expertise in VDOT, which include, but are not limited to, the following: managing planning database systems to ensure database structures are stable and contain up-to-date information, developing and maintaining planning data applications including the Statewide Planning System (SPS), Planning Web Tools (ENTRADA, LHD, HUBCAP, D-LITE, and LUCI), and Pathways for Planning (P4P), conducting GIS analysis and creating georeferenced maps for major initiatives, including SMART SCALE, fall transportation meetings, and spring Public hearings, and supporting data-driven performance measurement studies, such as HPMS, MAP-21 and major funding proposals. The PDS Section also serves the Environmental scoring and review of SMART SCALE applications and Peak Period Expansion Factors (PPEFs), as well as providing statewide technical training to VDOT divisions and districts, FHWA, DRPT, MPOs and PDCs on the use of TMPD data.
- 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.

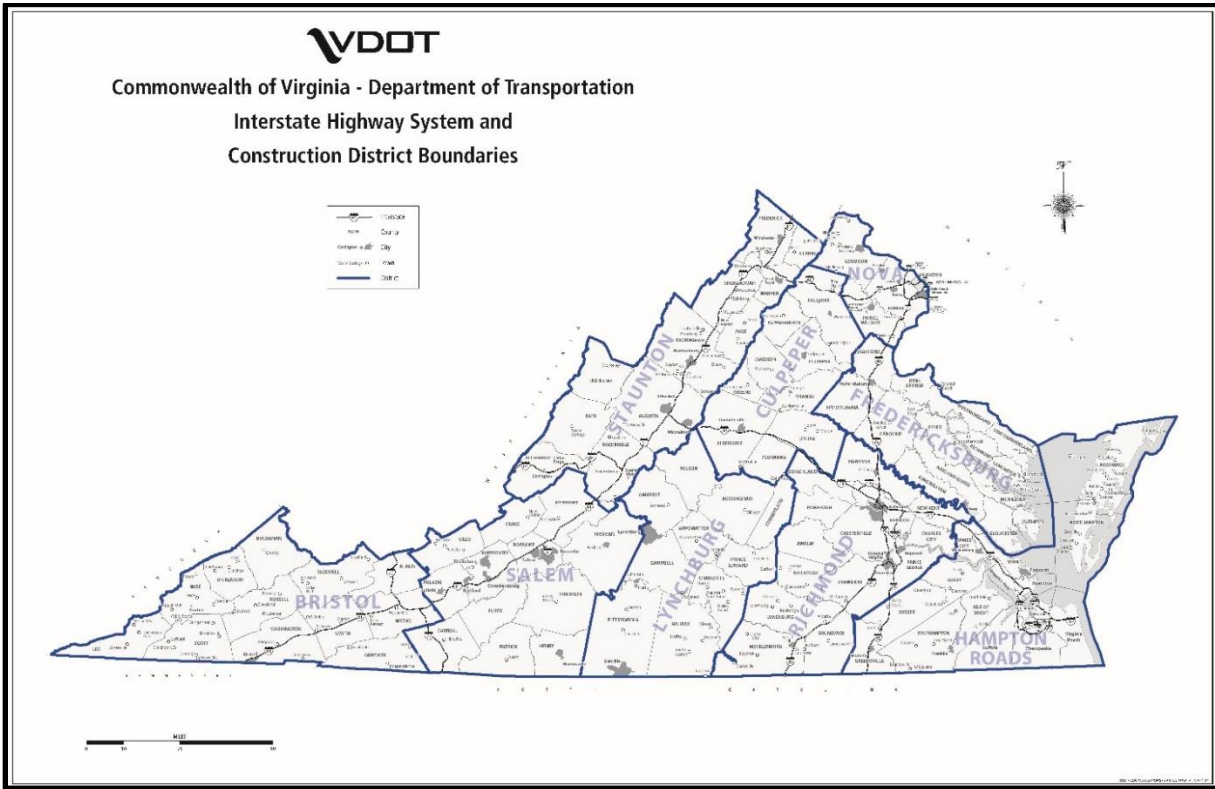
TRANSP. and MOBILITY PLANNING

- The **Highway Programs Section** is responsible for the development of Arterial Management 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 Access Request (formerly IMR - Interchange Modification Reports and IJR - Interchange Justification Report) support, promoting innovative intersections, management of STARS On-call consultant contract, and leading SMART SCALE analyses in TMPD for readiness and assisting with congestion and accessibility scoring.

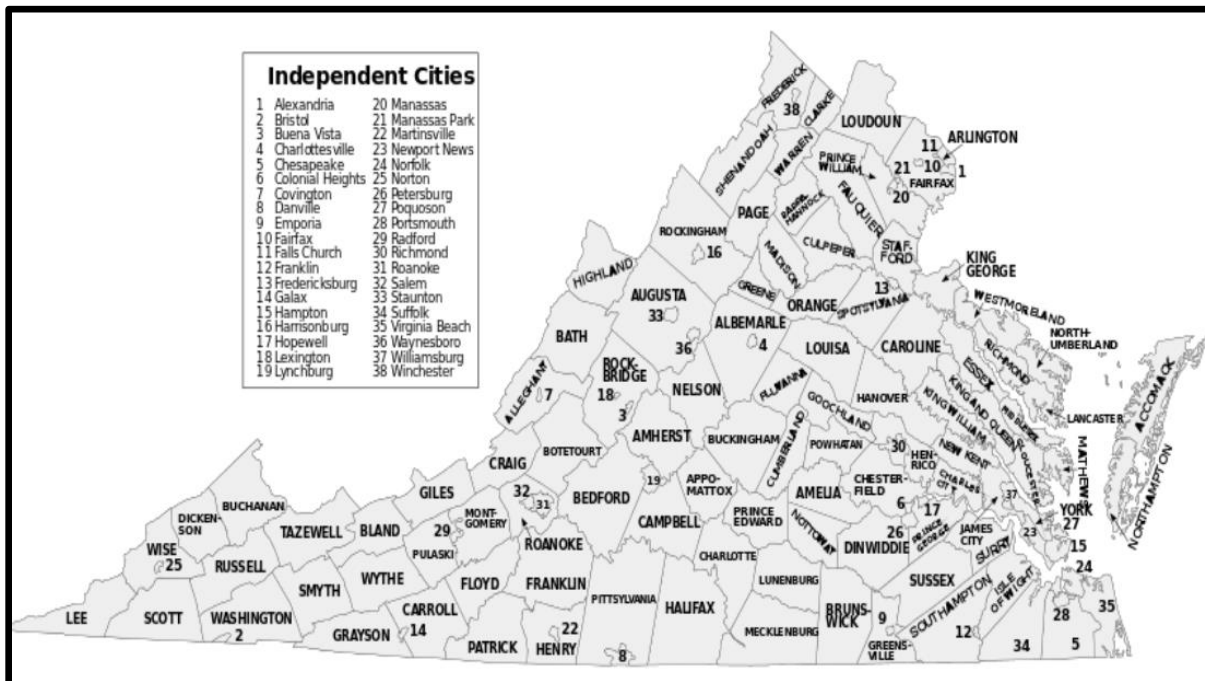


APPENDIX

VDOT DISTRICTS, VIRGINIA COUNTIES and INDEPENDENT CITIES



VIRGINIA COUNTIES and INDEPENDENT CITIES

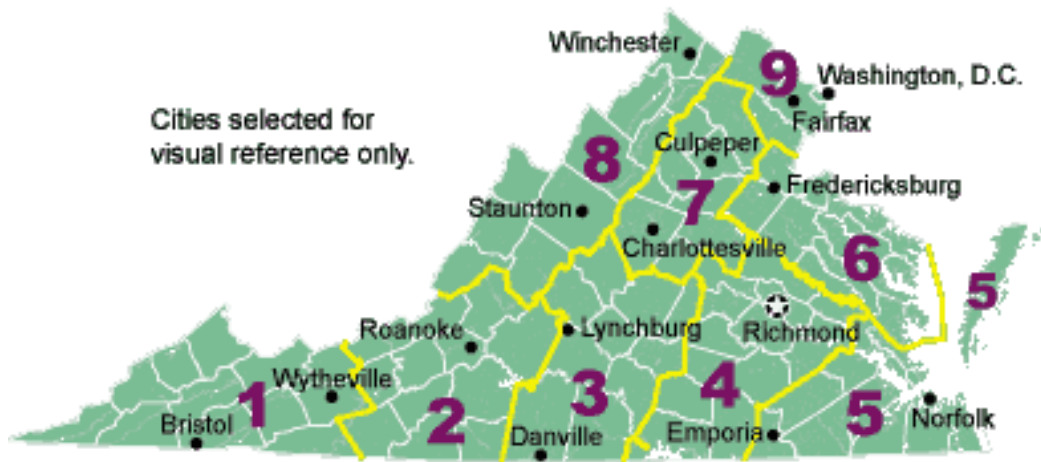


VDOT STATEWIDE WORKING GROUPS

Working Group	Chair	Contact	Tier 2 Groups
Assistant District Administrators-Business	Thelma Ingle	thelma.ingle@vdot.virginia.gov	<ul style="list-style-type: none"> District Asset and Inventory Managers Financial Accounting Managers District Facilities Manager District Technology and Resource Managers
Communications Working Group	Bethanie Glover	bethanie.glover@vdot.virginia.gov	
District Construction Engineers	Robert Griffith	rob.griffith@vdot.virginia.gov	<ul style="list-style-type: none"> District Contract Managers Area Construction Engineers
District Maintenance Engineers/Administrators	William Collier	w.collier@vdot.virginia.gov	<ul style="list-style-type: none"> District Roadside Managers District Equipment Managers District Bridge Engineers
District Project Development Engineer's Committee	Bruce DuVall	bruce.duvall@vdot.virginia.gov	<ul style="list-style-type: none"> Project Development CoP Statewide Environmental Managers
District Safety Managers	Wesley Martin Michael Ray (Co-Chair)	wesley.martin@vdot.virginia.gov michaele.ray@vdot.virginia.gov	
Planning Investment & Management	Matthew Cox Anthony Ford (Co-Chair)	matthew.cox@vdot.virginia.gov anthony.ford@vdot.virginia.gov	<ul style="list-style-type: none"> Joint Planning Managers Program Investment Directors
Regional Operations Directors	Kamal Suliman	kamal.suliman@vdot.virginia.gov	<ul style="list-style-type: none"> Incident Management Coordinators Regional Traffic Engineers Regional Traffic Operations Managers Regional Operations Maintenance Managers Regional Operations Program Administrators Regional Operations Program Delivery Regional Systems Managers
Resident Engineers/Residency Administrators Committee	Tommy Catlett	tommy.catlett@vdot.virginia.gov	<ul style="list-style-type: none"> Area Headquarters Superintendent Committee Transportation Land Use Directors

VDOT 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



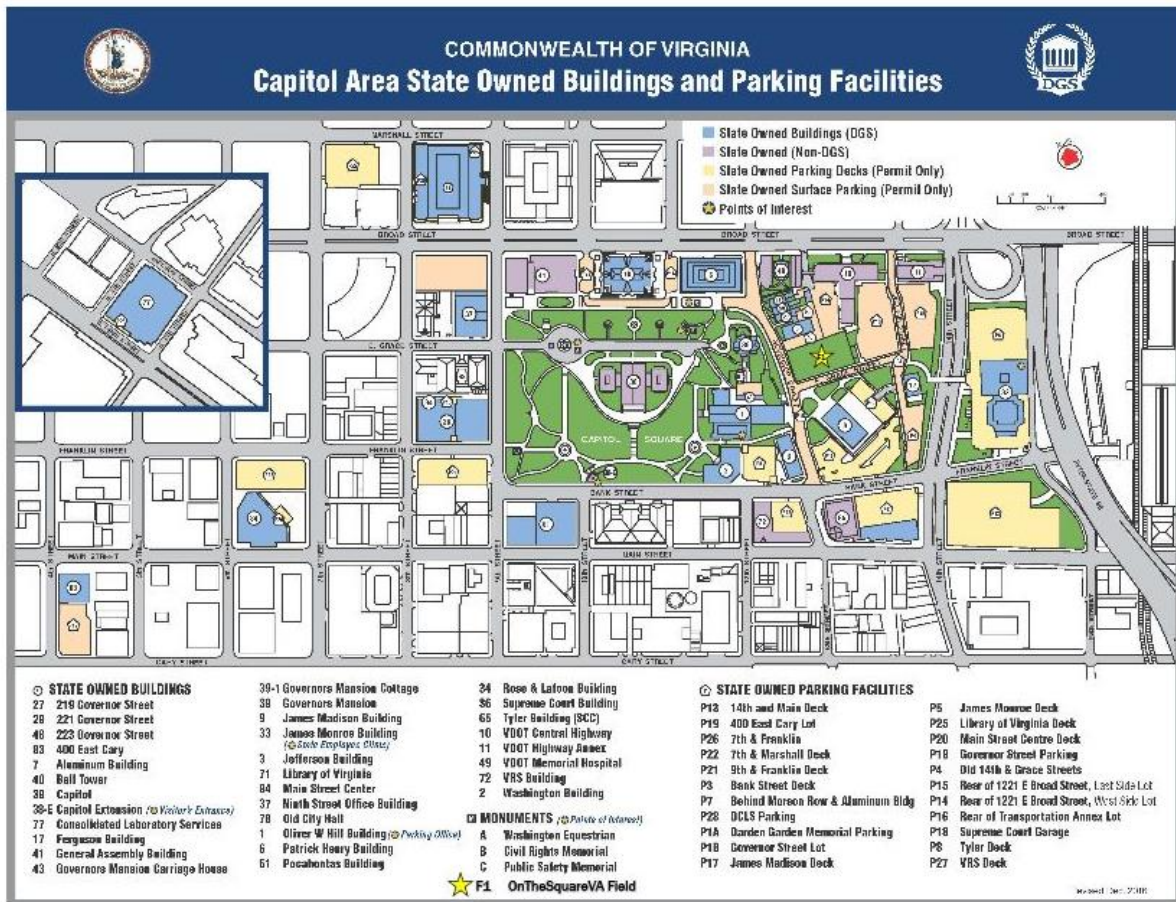
VIRGINIA COUNTY NAMES AND CODES

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 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
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



RICHMOND CAPITOL SQUARE MAP



VDOT ROADMAP TO SUCCESS



The Road Map to Flawless Execution of the Six-Year Improvement Program





Virginians and the traveling public expect excellence in the delivery of our services and the maintenance and operations of our roadways.

Through teamwork, business focus and leveraging innovation, we will effectively and safely deliver our programs and services by enhancing our processes and efficiently using resources. This is our "Road Map" toward success.


We will Plan, Deliver, Operate and Maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves our quality of life.

We Keep Virginia Moving



We Keep Virginia Moving

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

- 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

- 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 judgement 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

We Keep Virginia Moving

Route to Success!

The Road Map shows how we will support the Commonwealth's goals through program execution, maximizing use of resources, innovation, business focus and system efficiency. Treat each dollar as if it were your own. Citizens have entrusted us with their hard earned money and they deserve to know it is being put to the best use.

VDOT Goals

- Goal 1: Improve Safety**
- Virginia has a safe transportation system.
 - VDOT has safe agency operations.
- Goal 2: Easy movement of people and goods**
- Virginia has a world-class multimodal transportation system.
- Goal 3: Enhance the economy**
- Virginia is the best place for business.
- Goal 4: Improve the quality of life**
- Virginia is the top place to grow families.



Leadership Expectations

- Lead by example, from the Commissioner of Highways down
- Be truthful and transparent
- Make the right decision, keeping the taxpayer in mind
- Seize opportunities
- Build relationships

Central Office Leadership

- Develop and implement policy
- Be responsible for the process
- Provide training to the field
- Monitor and manage performance across the agency
- Be subject matter experts to support the field
- Ensure VDOT's resources are distributed to meet agency goals
- Ensure VDOT's statewide goals, objectives and plans are supported by district efforts
- Work collaboratively with district partners to achieve results

District Leadership

- Manage and deliver VDOT's projects and services locally
- Plan for and provide emergency response activities locally, reporting local conditions/activities to Central Office for situational awareness
- Be responsible for implementing VDOT's policy, processes and procedures in a consistent manner
- Monitor and manage local performance
- Proactively provide VDOT's local liaison activities with local elected and appointed officials
- Work collaboratively with Central Office partners to achieve results
- Ensure district's efforts are aligned with and support statewide goals, objectives and plans

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 open collaboration with business partners. Each partner has an important role to play and successful execution requires effort from us all.

Workforce Development

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 our staff is key to getting the right people with the right skill sets into the right positions.

Maintain Infrastructure

We will maintain our 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.

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 Safe

Safety is not just a slogan, it is an expectation. We will work with law enforcement and communications 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.

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.

Be Innovative

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

Efficient Highway System 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.

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 successful program delivery.

VDOT Workers' Memorial on Afton Mountain

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



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

Email questions or comments to: info@vdot.virginia.gov

Follow us online: Facebook www.facebook.com/VirginiaDOT Twitter @VaDOT Web www.virginiadot.org/jobs/Dedicated on September 17, 2004, the monument honors Virginia highway workers who lost their lives while serving the commonwealth

