

## Department of Transportation

### ► Agency Mission

To plan, coordinate, and implement a multi-modal transportation system for Fairfax County that moves people and goods, consistent with the values of the community.

### Agency Vision

In the twenty-first century, Fairfax County will have a world-class transportation system that allows greater mobility of people and goods and enhances the quality of life.

### ► Trends/Issues

The Department of Transportation (DOT) will continue to coordinate all issues related to transportation for Fairfax County. With an organization of 58 County-funded employees and six grant-funded employees the Department manages, oversees, and coordinates funding of over \$88.5 million in transportation dollars (not including the Virginia Transportation Development Plan projects). The largest portion of this funding is toward public transportation, including the County's allocated portion of the Washington Metropolitan Area Transit Authority (WMATA) and the Virginia Railway Express (VRE) operating and capital budgets, as well as operating and capital costs associated with FAIRFAX CONNECTOR bus operations.

In FY 2000, the Department developed its Vision, Mission and Goals through a strategic planning process. The Vision, Mission and Goals are consistent with the Board of Supervisors' Goals, Objectives and Policies for transportation as stated in the County Comprehensive Plan.

During the strategic planning effort, it was felt that the current organization structure did not provide the necessary foundation to help accomplish the Department's Mission. The traditional method of approaching problems from a modal perspective was not an effective way to tackle the transportation challenges of the region.

Nationally, starting with the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and reinforced by the Transportation Equity Act (TEA-21) of 1997, a much stronger emphasis was placed on the importance of multi-modal planning. Increasing flexibility is offered in funding to allow states and local governments to find the best transportation solution to a traffic problem. The linkage of the Clean Air Act of 1990 to the transportation legislation also forced a move away from the business as usual approach of building and widening highways to fix transportation problems.

The reorganization process was done under four major principles. First was to consolidate like functions to eliminate duplicative work and take advantage of economies of scale. For example, the Department had two sign programs – one for bus signs in the Transit Division and one for parking restriction signs in the Highway Division. Under the reorganization structure, all the signs are now done in the Traffic and Parking Operations Section and eventually under one contract. The Capital Projects Section will now be responsible for the coordination and management of transit related projects such as Park and Ride lots in addition to the current highway projects. Previously, the transit and highway divisions handled transit and highway capital projects separately.

## Department of Transportation

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Emphasis on multi-modal planning was the second principle. The DOT was structured like a typical transportation department, with each modal division responsible for all aspects of the mode including planning and operations. This organization structure fosters unnecessary competition between modes and can stifle productivity and good decision making. Under reorganization, Transit and Highway planning activities were consolidated under one section with emphasis on finding the best transportation solution, be it public transportation, highways or other modes. Complementary aspects of each mode are emphasized and multiple wins from each project are expected. For example, highway widening projects are now reviewed to see if pedestrian, bicycle and bus modes can be better accommodated into the design earlier in the process. A new section was formed to consolidate data collection, research, and analysis performed by mode into one unit. This unit is responsible for supporting other units by providing and maintaining pertinent transportation data for the department.

The third principle was the focus on customer service and the need to ensure the most effective and efficient way to deliver our services and products. Operations of the transit and highway units were carefully reviewed. The FAIRFAX CONNECTOR Section, with a sole responsibility for the delivery of the County bus service, was created. Previously, one unit had disparate responsibility of running the bus service and coordinating transportation activities with various transportation organizations in the region. The FAIRFAX CONNECTOR has grown from 55 buses on 14 routes in FY 1990 to 163 buses on 58 routes in FY 2002. The number of passengers served by the FAIRFAX CONNECTOR increased from 2.3 million in FY 1990 to 6.1 million last fiscal year. The FAIRFAX CONNECTOR has become a critical part of many of the County residents' daily transportation regimen. The revamped FAIRFAX CONNECTOR Section will allow the staff to focus their effort and energy on providing high quality public transportation service to the County. The Transportation Outreach Section now includes the *Seniors-on-the-Go!* program as well as ridesharing, employer services, and marketing.

The fourth principle was to maximize transportation funding opportunities for the County. The federal surface transportation legislation, TEA-21, provides a number of opportunities to secure funding based on projects meeting specific objectives and guidelines. The Virginia Transportation Act 2000 also increased the number of funding programs in the Commonwealth. These factors increase the importance of understanding various State and Federal programs. There is also a need to have a coordinated funding strategy for each project since certain funds can be used to leverage additional funds. The majority of transportation projects require a creative funding package utilizing various sources of funds before they can be implemented. The newly formed Funding and Coordination Section is responsible for identifying funding opportunities and seeking those funds for County projects. This section also provides support to the Board of Supervisors and the Director during the General Assembly Session.

The reorganization process was an 8-month process involving every member of the Department. The restructuring of the Department was accomplished without adding any new positions to the Department. Staff year equivalents (SYEs) were restructured to allow for resources to be combined and dedicated to areas requiring emphasis.

FY 2002 marks the first year under the new organizational structure. This year customer service will continue to be emphasized as we look into ways to use various technology in order to better serve our customers. Projects such as automated telephone assistance and web site enhancements will allow for 24/7 access for our customers. In addition, a new automated internal mail log will increase our ability to track and respond to customer requests.

## Department of Transportation

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The Department will continue to provide technical staff support on policy issues to members of the County's Board of Supervisors who sit on various regional transportation groups. These groups include the WMATA, the Virginia Railway Express, the Northern Virginia Transportation Commission, the Metropolitan Washington Council of Government's Transportation Planning Board, and the Transportation Coordinating Council of Northern Virginia. The Department also will provide recommendations on technical and policy issues to the Board of Supervisors and the County Executive regarding transportation legislation in the Virginia General Assembly and the U.S. Congress. The Department will closely monitor regional air conformity issues in the upcoming year. If the region fails to significantly reduce vehicle emissions, federal transportation funding may be in jeopardy.

The Department will continue to encourage commuters to telecommute or use carpools, vanpools and public transportation. The County-funded *Seniors-on-the-Go!* initiative will continue and we will be evaluating the services seniors have received as a result of this program. From comments received to date, this program appears to be gaining widespread support among senior citizens in the areas served by this program.

The Department will continue its efforts supporting the Residential Traffic Administration Program (R-TAP) which includes Traffic Calming, Cut-Thru-Restriction, \$200 Fine for Speeding Signs, Multi-Way Stop signs, Watch for Children signs, Through Truck Restrictions, Restricted Parking Districts, and Residential Permit Parking District programs. With the increasing requirement for traffic calming efforts in many of our neighborhoods, we will continue to respond to these requests in as efficient and effective manner as possible. An easy to understand one-page program summary of all the different R-TAP programs has been well received by citizens. Staff will stay on top of the increasing use of technology to assist in this area of traffic management.

FY 2002 marked the first full year of implementation of the County's Photo Red Light enforcement program. All ten cameras are now in operation and next year will find us analyzing the data for each intersection to gauge its effectiveness. The County program has been endorsed by the local American Automobile Association (AAA) chapter as an example of a photo red light program that focuses on safety.

Grant funding has recently been approved for department staff to develop an Intelligent Transportation System (ITS) plan for the FAIRFAX CONNECTOR. Other grant funding will continue to be used to design and construct bus shelters and perform outreach programs to commuters to encourage use of carpools and public transportation.

Other transportation-related highlights of note:

- Exceeded the FAIRFAX CONNECTOR ridership goal of 6.1 million passengers for FY 2001.
- Exceeded the FAIRFAX CONNECTOR ridership for the Dulles Corridor Express Bus Service of 10,000 passengers per day.
- Purchased the previously leased Herndon Bus Operations Center. This offers a more cost-effective way to operate the Dulles Express Bus Service.
- Successfully launched the *Seniors-On-The-Go!* pilot initiative in February.
- Secured land for future Metrorail stations in the I-66 Corridor.
- Continued to provide staff support to the Transportation Advisory Commission.

## *Department of Transportation*

- Worked with WMATA to provide additional parking at the Vienna and Franconia-Springfield Metrorail stations in Fairfax County.
- Continued to develop and assist in developing project scopes, and reviewing and monitoring all highway project plans to ensure that the needs of Fairfax County citizens are fully addressed in the areas of traffic safety, capacity, operational issues, costs and impacts to the public.
- Continued to analyze the transportation impact of proposed development applications and identify the transportation impacts of the proposals and actions which are needed to minimize these impacts.
- Tracked and monitored proffered transportation commitments.

The following table summarizes the CAPS in Agency 40, Department of Transportation. Additional CAPS for Fund 100, County Transit Systems, and Fund 309, Metro Operations and Construction follow this section.

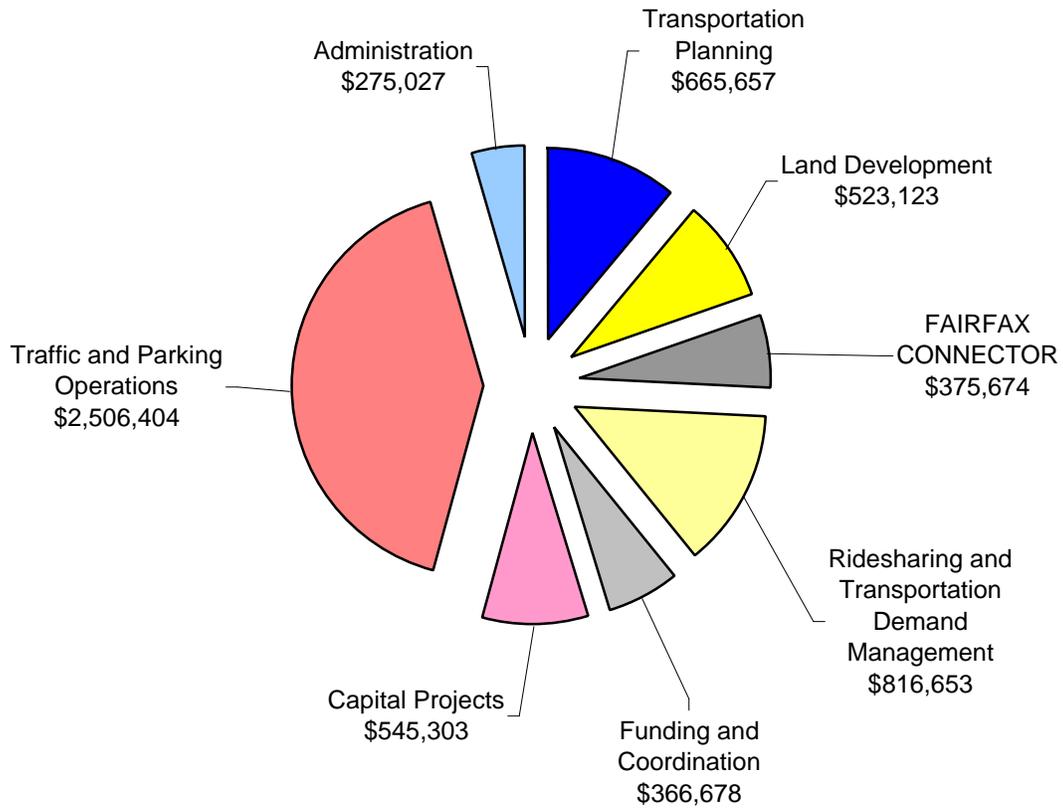
### ► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
40-01	Transportation Planning	\$665,657	11/10.6
40-02	Land Development	\$519,247	9/8.6
40-03	FAIRFAX CONNECTOR	\$375,674	8/8.2
40-04	Ridesharing and Transportation Demand Management	\$816,653	4/4.2
40-05	Funding and Coordination	\$366,678	5/4.6
40-06	Capital Projects	\$545,303	8/8.4
40-07	Traffic and Parking Operations	\$271,910	10/10.4
40-08	Administration	\$275,027	3/3
<b>TOTAL Agency</b>		<b>\$3,836,149</b>	<b>58/58</b>

# Department of Transportation

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## Department of Transportation



Total FY 2002 Adopted Budget Expenditures = \$6,074,519

Total FY 2002 Adopted Budget Net Cost = \$3,836,149