

FY16 Annual Report

Local Assistance Division (LAD)

VDOT Business Plan—LAD Strategies

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LAD Mission

LAD will promote and facilitate partnerships between localities and VDOT to successfully deliver transportation programs and projects

Supporting the division’s strategic goals and directives of the VDOT FY16 Business Plan, LAD worked with the District Local Projects Advisory Group to begin implementation of those strategies identified during FY15 for improving local project delivery. This effort was accomplished ahead of schedule, satisfying all Business Plan action item deadlines. These prioritized strategies are carried forward in the VDOT FY17 Business Plan for continued implementation. The District Local Projects Advisory Group will continue to work closely with LAD and the Local Government Stakeholders Group to continue strategy implementation during FY17.

Accomplishments

- LAP Schedule Tool — initially started as a UCI workgroup goal, developed by Hampton Roads District in partnership with the City of Virginia Beach. The Schedule Tool was developed for local governments, finalized and introduced at the 2015 Local Programs Workshop. Working with PMO, 14 LAP scheduling templates were developed to be used concurrently with the LAP Scheduling Tool.
- Tracking Database—Hampton Roads District developed and implemented a project review/approval tracking database for local projects and led efforts to train and initiate pilot testing of the database at other VDOT districts for possible use statewide.
- Project Delivery Plan—Salem District developed a project delivery plan template for use by local governments when initially planning projects and preparing the Request to Administer (RtA). Identifying options for statewide consideration and implementation were completed.
- District Locality Day—developed and completed Locality Day Agenda Template, Planning Checklist, and Brochure. Locality Day held in Hampton Roads and Salem Districts.
- LAP Starter Pack (quick start guide) — Finalized format and content; completed draft version, introduced at annual UCI meeting. Final version stakeholder reviews initiated.
- Streamline Procurement (consultant and contractor) - Researched and identified options for streamlining consultant and contractor procurement.
- Project Coordinator consistency—developed and submitted survey to VDOT district staff. Compiled results, developed and submitted summary report.
- Continue Stakeholder Groups—held meetings and corresponded with stakeholder groups throughout the year. Stakeholder groups interacted with include: Local Government Stakeholders, District Local Project Advisory, UCI Municipalities, UCI Workgroup, Local Government Workgroup.

Urban Six Year Improvement Plan

Local Assistance Division performs a cursory review of urban projects in the Six Year Improvement Program (SYIP) on a semi-annual basis and provides information via the Urban Workload Table to include a comparison of the number of projects, estimates, allocations and expenditures since the last SYIP review. This review benefits the districts by highlighting project specific actions needed to keep their projects in good standing. Highlighted items include when action needs to be taken on agreements/Appendix A's, phase estimates, final bills, project status, project schedule and project closeout. A reconciliation of the Urban Formula Funding is currently underway.

The FY2017-2022 Six-Year Improvement Program (SYIP) can be found at the following link: <http://isyp/syp/>

Local Maintenance Program (Urban, Arlington & Henrico)

Urban Maintenance Program: In accordance with § 33.2-319 of the Code of Virginia, the CTB approved the maintenance payments for Urban Cities and Towns at the June CTB meeting. The overall budget for this program has increased by 2.3% this year. In FY17, Principal and Minor Arterial Roads will receive \$20,717 and Collector Roads and Local Streets will receive \$12,161 per moving lane mile during peak-hour traffic. LAD has worked with District and Residency offices to adjust the roadway inventory and lane mileage summaries based on eligible mileage additions/deletions as submitted by municipalities over the past fiscal year. Detailed information regarding the Urban municipal mileage and payments for FY17 is posted under Urban Maintenance Payments at: <http://www.virginiadot.org/business/local-assistance-programs.asp#UrbanHighways>.

Urban Conversion Project (UCP): LAD is working with IT and consultants on a project to merge the Urban Maintenance Inventory System (UMIS) data into VDOT's Roadway Network System

(RNS). This project, called the Urban Conversion Project (UCP), has completed a two year process reconciling UMIS data for errors and omissions. VDOT worked with all 84 municipalities and provided detailed documentation affording localities the opportunity to review and aid in the reconciliation efforts. Mileage changes to the UMIS inventory due to the UCP project reconciliation were taken to the CTB for approval in June 2016. Each Urban locality has received a letter summarizing the reconciliation changes and a separate letter detailing their mileage changes and maintenance payments for FY17.

Arlington & Henrico Counties: Arlington and Henrico are eligible to receive funds from the CTB for their local road construction and maintenance programs. These funds are authorized by §33.2-366 of the Code of Virginia and were allocated by the CTB at their June meeting. The Arlington & Henrico Secondary Construction and Maintenance payments can be found at: <http://www.virginiadot.org/business/local-assistance-special-federal-programs-Arl%26Henrico.asp>. In addition, LAD has devel-

oped the Arlington-Henrico Guide to document policy and program information for maintenance and construction in those counties.

Overweight Permit Fee Revenue: Sections 46.2-1140.1, 46.2-1143, 46.2-1148, and 46.2-1149.1 of the Code of Virginia, (1950), as amended in 2012 provide that a percentage of collected overweight permit fees are to be paid to localities based on the lane miles in the locality eligible for maintenance payments. The revenue will be distributed to the localities in their quarterly maintenance payment. The fees distributed to the urban localities can be found at:

http://www.virginiadot.org/business/resources/local_assistance/Urban_Overweight_Permit_Fee_Revenue.pdf

The fees distributed to Arlington and Henrico Counties can be found at:

http://www.virginiadot.org/business/resources/local_assistance/County_Permit_Fee_Revenue.pdf

Local Systems

Urban Construction Initiative

The Board of Supervisors Manual was updated in January 2016 and posted to the Local Assistance Division webpage.

The updated manual can be found at the link below.

http://www.virginiadot.org/business/resources/local_assistance/BOSManual-2016.pdf

UCI Annual Meeting

On May 25th and 26th, 2016 the City of Chesapeake hosted the 2016 Annual UCI meeting which included a full day of training and program updates as well as a bus tour of Dominion Boulevard in the City of Chesapeake. Training covered a wide variety of topics including new funding programs and several updates from FHWA. The meeting had up to 70 attendees from localities, VDOT and FHWA.

The Urban Construction Initiative (UCI) has fifteen localities under agreement to administer their entire construction program. UCI localities include the cities of Virginia Beach, Hampton, Richmond, Charlottesville, Harrisonburg, Lynchburg, Colonial Heights, Newport News, Chesapeake, Danville, Suffolk and the towns of Blacksburg, Bridgewater, Dumfries and Purcellville with the City of Virginia Beach being the only UCI certified locality. The UCI moves local administration from the project level to the program level, providing municipalities with the opportunity to manage their entire construction program. The UCI Certification Program, approved by the Federal Highway Administration for implementation in 2009, is an opportunity for qualified UCI

participating localities to proceed with project administration and development with streamlined VDOT oversight on federal and state funded projects, similar to FHWA's oversight of VDOT.

The UCI Workgroup was established to determine a strategic plan and goals for continued review and improvement of the program. The workgroup consists of local government representatives from the cities of Hampton, Newport News, Virginia Beach, Harrisonburg, Richmond and Town of Dumfries as well as representatives from FHWA and VDOT. The workgroup meets twice a year and has identified a strategic plan and programmatic changes to increase efficiency and effectiveness of the program. One of the accomplishments of the

workgroup was to develop a streamlined process for establishing schedules for locally administered projects. Members from the workgroup determined there was a need to have a comprehensive schedule for identifying activities and durations that takes into consideration the VDOT, Local and FHWA timeframes for tasks on locally administered projects. The schedule tool was expanded to include various different funding types and the associated activities. The LAP scheduling tool is now in use and available for all localities to aid them in establishing realistic schedules. The LAP scheduling tool is now available at the following link: <http://vdotforms.vdot.virginia.gov/SearchResults.aspx?lngDivisionID=37>

Urban Program/Policy

There are currently 84 municipalities in the urban system as defined under Sections 33.2-319 and 33.2-362 of the Code of Virginia. The Local Assistance Division (LAD) is responsible for statewide urban policy and continues to provide program oversight and guidance for the urban maintenance and construction programs.

LAD continues to update the Urban Manual to reflect the latest in legislative, policy and procedural changes. Staff identified a number of revisions needed to the Urban Manual and will update the Manual in FY17 to reflect these changes including changes to prioritization due to Smart Scale, State of Good Repair program and the removal of urban formula funding.

Locally Administered Projects

Project Administration Agreements

A total of 370 Locally Administered Project Agreements were executed during FY2016, an increase from the 244 agreements executed during FY2015. Additionally, 148 supplemental agreements were completed. Programmatic agreements for Revenue Sharing projects accounted for 118 projects included in 39 programmatic agreements.

Locally Administered Projects Manual

LAD continues to work towards the division's strategic goal of completing a comprehensive update of the Locally Administered Projects (LAP) Manual.

Updates this year include Chapter 2 – Qualifications for federal and state-aid project administration; Chapter 5 – State-funded projects and special programs; Chapter 9 – Project Development overview/summary; Chapter 10 – Project Administration and Agreements;

Chapter 11 – Consultant Procurement; Chapter 12 – Project Development; Chapter 13 – Project Delivery; Chapter 15 – Environmental Requirements (phase I); Chapter 17 – Civil Rights; Chapter 18 – Structure and Bridge; and Chapter 19 – Financial Management/ Reimbursement Processing. Changes within these chapters are due to federal and state requirements and/or changes in VDOT processes. Other updates include modifying outdated or inconsistent

information, update to processes, links, references, etc., and necessary new information. Upcoming updates include: Chapter 15 – Environmental Requirements (phase II), and TAP and UCI incorporation. As chapters are updated, the revision date is reflected in the online version. The manual and an update summary are located at: http://www.virginia-dot.org/business/locally_administered_projects_manual.asp

LAP Performance Initiative

During FY2016, LAD maintained four metrics for assessing the performance of locally administered projects. These tools consist of the Construction Advertisement Commitments which are reported to the Deputy Chief Engineer twice per month, Dashboard Advertisement trend, Federal Strategy Obligations and Scoping Date performance. LAD also reports performance results for both On-Time Dashboard Advertisements and Construction Advertisement Commitments at the Chief Deputy Commissioner's Quarterly Performance Meetings. An additional initiative includes incorporating the use of

the new data analysis software, Tableau, in order to streamline the process of performance reporting.



Locally Administered Projects

Local Compliance

The Local Assistance Division (LAD) continues to conduct reviews on selected locally administered projects to assess local governments and VDOT on compliance with federal and state laws and regulations and other requirements as outlined in Chapter 7 of the Locally Administered Projects (LAP) Manual.

Six federally funded locally administered projects (LAPs) in conjunction with FHWA-Virginia Division's CAP reviews were selected randomly from various locations throughout the state for project level assessments on specific preliminary engineering and right of way phase documentation in FY15.

"In office desk reviews" were performed on preliminary engineering and right of way phase project documentation by VDOT functional area experts within Central Office Procurement, Environmental, Civil Rights and Right of Way and Utilities Divisions. Localities with findings of non-compliance on these assessments were notified of the recom-

mendation(s) for corrective action and provided information on upcoming training to aid in future project development. Localities with findings of having a Best Management Practice were also noted.

In addition, project level reviews were conducted on multiple projects for the City of Virginia Beach in accordance with the Urban Construction Initiative (UCI) Certification Program guidance.

LAD also continued to coordinate with FHWA-Virginia Division and local governments to conduct FY16 reviews on 38 locally-administered projects in accordance with FHWA's Compliance Assessment Program (CAP).

All compliance assessments are conducted to evaluate localities in their ability to meet compliance obligations outlined in the Locally Administered Projects Manual, and to allow LAD to clarify guidance as well as identify training needs for local governments.

A summary of results and recommendations for these assessments can be found at http://www.virginiadot.org/business/resources/local_assistance/2015_-_LAP_Compliance_Assessment_Summary.docx



Appalachian Regional Commission (ARC) Access Program

The Appalachian Regional Commission (ARC) is an independent Federal agency created through the Appalachian Regional Development Act (ARDA) of 1965. ARC's Local Access Road Program aims to better link the Region's businesses, communities, and residents to the Appalachian Development Highway System (ADHS) and to other key parts of the Region's transportation network. The program offers a flexible approach to meet local needs and provide a financing mechanism to support a variety of economic development opportunities throughout the Region.

In FY 2016 the Virginia Department of Transportation assisted two localities with project applications. One application was submitted by the Industrial Development Authority of Buchanan County in the amount of \$2,000,000 for Road Access at Southern Gap (submitted in FY15). As of June 30, 2016 VDOT was still working with this locality to secure funding for this project. A second application was submitted in November 2015 by the Town of Clifton Forge to assist with the continued construction of an access road that serves the town's Business Park Project. This application request totaled \$500,000.

Transportation Alternatives

Throughout this year's application cycle, LAD staff continued to emphasize the need to submit smaller project scopes to ensure construction begins within the four (4) year time frame. We also continued to emphasize the need to fully fund existing projects in order to move them to construction as quickly as possible.

Applicant outreach efforts for FY2017 allocations resulted in the receipt of 98 applications requesting over \$38M in federal funding. Of the 98 applications, one was later withdrawn at the locality's request and 6 were deemed ineligible by FHWA. Of the 91 applications considered for funding, 88 were for bicycle and/or pedestrian improvements including trails and sidewalks as well as pedestrian safety improvements and

buffered bike lanes. Funding was also provided for five SRTS projects and continued funding to implement a new bike share program in Reston. In addition to the pedestrian and bicycle projects, funding was also provided for rehabilitation of the scenic "Back of the Dragon" pull off along Route 16 in Smyth County. A total of 61 projects were selected for funding of which 32 were new projects. Included in the 61 projects selected for funding were 19 awards made by the MPOs in TMA areas. In total, just over \$21.8M in federal TA funding was allocated. In addition, over \$3.4M in Open Container funds was allocated to 4 existing construction ready EN/TA projects in order to expedite their completion.

Federal Lands Access Program

MAP-21 combined the previous Forest Highway and Public Lands Access Programs into the new Federal Lands Access Program while also redefining and widening its potential application pool. LAD worked with FHWA—Eastern Federal Lands Division (EFLD) to develop a new selection process that included a standardized project application. After the first call for applications in September 2013, the Programming Decision Committee selected 12 applications for funding in Virginia in 2014. Eastern Federal Lands Division requires a separate MOA for each project receiving funds. The CTB approved a resolution in September 2014 to delegate authority to sign the individual MOAs to the Commissioner. As of June 30th, 2016, 10 of the 11 MOAs were executed. The eleventh project currently has an MOA in development. One project was cancelled at the request of the locality.

VDOT received 11 new applications for the FY 15-18 project years solicitation totaling \$18,733,308 in requests. In August 2015 the Programming Decision Committee selected four of these projects for funding in Virginia. Currently VDOT and Eastern Federal Lands are working with these localities to establish MOAs to facilitate these projects.

State Funding Programs

Revenue Sharing Program

As a result of legislative changes during the 2015 General Assembly, the prioritization criteria for the Revenue Sharing Program changed, resulting in revising the Revenue Sharing Program Guidelines. The Policy and Guidelines for the Revenue Sharing Program revision was presented to, and approved by, the Commonwealth Transportation Board at their July 2015 action meeting.

Localities were notified in August 2015 of the opening of the application period for the FY 2017 Revenue Sharing Program allocation. Following the October 30, 2015 application deadline and LAD's review of applications, 223 projects totaling \$171,829,404 were recommended for funding and approved by the CTB at its June 2016 action meeting.

Also, LAD completed its 5th Annual Revenue Sharing Program de-allocation process as outlined in the CTB's Revenue Sharing Program Guidelines. At its January 2016 meeting, the CTB approved the de-allocation of a total of \$4,446,239 from 26 projects. These funds were used to supplement available funding for the FY 2017 Revenue Sharing Program allocation requests. LAD staff has initiated its sixth annual review of candidate projects for de-allocation and continues to coordinate with localities and respective District staff to determine the list of projects to be recommended for de-allocation at the January 2017 CTB meeting. It is anticipated that any de-allocation amount to be considered for approval by the CTB will be utilized to finance applications for the FY 2018 program allocation scheduled to be approved in June 2017. LAD staff also worked with 47 localities to renew existing Programmatic Project Administrative Agreement by executing an Extension Addendum for an additional three fiscal years.



CTB Formula Fund Local Application Programs

1) **Primary Extension Paving Funds:** Based on a legislative change that was effective July 1st, 2014, § 33.2-358 of the Code of Virginia provides that Primary Extensions maintained by municipalities can receive a portion of the reconstruction and paving allocations previously only distributed to Interstates and Primary Roads with a combined condition index of less than 60. In June 2016, the CTB approved \$5,188,612 CTB formula funds and \$11,698,524 State of Good Repair paving funds to be allocated to primary extension projects. State of Good Repair funds were originally planned to begin in FY2021, however due to a positive revenue outlook, funding was approved for FY2017. With the CTB formula and State of Good Repair funding, 59 projects in 29 localities received funding.

2) **High Volume Unpaved Road Funds:** §33.2-358 of the Code of Virginia provides the CTB set aside funding for paving unpaved roads. In 2014, the CTB established a policy for the utilization of a portion of this set aside to provide a hard-surface to eligible high volume (more than 500 vehicles per day) unpaved roads. In June 2015, the CTB allocated \$1,296,809 in supplemental FY16 funds to provide a hard-surface to seven high volume unpaved roads in five counties.

Additional information on both programs can be found at: http://www.virginiadot.org/business/local_assistance_division_funding_programs.asp

Access Programs

LAD worked with local governments, VDOT staff, and other entities across the state to successfully allocate \$953,000 to access two (2) economic development sites and \$400,000 to access one (1) recreational area. LAD continued to assist localities, and District and Residency staffs with proposed development plans prior to CTB action and in the development of CTB-approved projects to ensure adherence to the various Access Program Guidelines.

The CTB again addressed the continued impact of the economic downturn to localities across the state by extending its moratorium on bonded EDA Program projects approved between July 2005 and July 2011. The CTB effectively granted additional time, until January 3, 2017, to establish qualifying investment on property benefiting from an access road project approved during this time frame and funded under the Program. Under this moratorium, six projects within six different localities remain to satisfy the investment requirement as a condition in use of the funding. In addition to coordination activities associated with all projects requiring investment documentation, LAD staff also continued work on financial closure of completed projects utilizing funds allocated and administered under all of the access road programs.

Unpaved Roads/Rural Rustic Roads Program

The Rural Rustic Roads concept, first enacted by the 2002 Session of the General Assembly of Virginia, is a practical approach to paving Virginia's Low Volume Unpaved Roads. The Local Assistance Division maintains the Rural Rustic Road Program manual and compiles information annually on completed projects. In calendar year 2015, 64 hard-surfacing projects, over approximately 45 centerline miles, were completed statewide using the Rural Rustic Roads concept. Since the program's inception, 1005 hard-surfacing projects have been completed at a cost of approximately \$135 million. This represents a savings of about \$329 million if traditional reconstruction methods had been used to hard-surface these roads. For projects completed in 2011 through 2015, the average cost was approximately \$135,000 per centerline mile. LAD also provided an update of the Policy for Administration of the Unpaved Road Program to address legislative changes allowing improvements without paving the road.



Virginia Byways Program

As a result of legislative action, the Thomas Jefferson Scenic Byway Loop was designated as a Scenic Byway in the City of Norton and the Counties of Scott and Wise. This designation added 27 miles to the Virginia Byways system. As of June 30, 2016 there are approximately 3,497 miles of roadway designated as Virginia Byways

Communications and Outreach

LAD continues to publish the Local Assistance Division Newsletter tri-annually. The newsletter serves as an outreach avenue for the Department to provide general information, updates, and changes about locally administered projects and programs and their effects on local governments. The Division's external webpage is updated regularly to include mass communications to local governments as well as to reflect program and policy changes and new initiatives.

The **Local Programs Workshop** was held on September 29 – October 1, 2015 in Williamsburg. The workshop brought together over 450 local government, VDOT, and private sector staff to discuss delivery of the local transportation program. In addition to two plenary sessions, the workshop featured 20 breakout sessions, scheduled in four concurrent tracks, over the two-days. The four tracks were: LAP Boot Camp, Topics of Interest, Project Management and Repeated sessions. The Workshop was highly successful; the 2016 Workshop will be held on Roanoke September 13-15.



Applicant Workshops on the Transportation Alternatives Program were held in four different locations statewide that provided information on the eligibility requirements and the application process for this program. Over 140 individuals attended these workshops.

The **2016 Transportation Project Management Institute (TPMI)** was attended by VDOT, Industry, and local government project managers. LAD, the Learning Center, and the Project Management Office worked together to offer scholarships to local government participants to help offset the cost to local governments. A total of four local government project managers attended 2016 TPMI. Due to the increase in local project administration and management, UVA continued the Local Transportation Program session at the 2016 TPMI.

Throughout FY2015, a number of LAP topics were communicated to District Project Coordinators through the **LAD monthly videoconferences**. Items included Training Opportunities for Localities, Updates on HB2 Prioritization, Value Engineering Requirements, CAP Reviews, LAP Manual Updates, Various Program Updates and Advertisement Commitments for LAP.

Every Day Counts (EDC) National Webinar

Recognized by FHWA as a 'Champion State' for Local Stakeholder Partnering under the Every Day Counts (EDC) Initiative, FHWA asked VDOT to participate in a nationwide webinar with the states of Ohio and Arizona. LAD partnered with the City of Harrisonburg to present the benefits of local partnering from both a state DOT and local perspective here in Virginia. With over 261 local participants from over 49 different locations from across the U.S., the webinar gave us an opportunity to outline the different partnerships we have experienced here in Virginia and why we would recommend other states to make partnering a requirement in their programs. It also provided us the opportunity to describe how we keep looking for other ways to expand our partnerships with localities throughout the Commonwealth.

Local Assistance Division worked with a Local Government Working Group to seek input on the implementation of the **State of Good Repair (SGR) for locally owned pavements and bridges**. The SGR pavement program was essentially an extension of the previously approved primary extension program and most of the discussion focused on a seamless implementation.

The **State of Good Repair for locally owned bridges** required significantly more discussion and information sharing. Representatives from our Asset Management and Bridge Divisions presented information on the needs based funding distribution, bridge data, the scoring formula and the form to be used for locality submittal for each deficient structure. Outreach and training will continue with the localities with the "SGR Deficient Bridge Update Form" due to VDOT by November 1, 2016. Additional information regarding SGR locally owned bridges can be found at this link: http://www.virginiadot.org/business/local_assistance_division_funding_programs.asp#good

General Assembly

During the 2016 Legislative Session, LAD worked closely with members of the General Assembly, VACO and VML on key programs and issues including maintenance payments, allocation of highway funds by the Commonwealth Transportation Board, unpaved rural roads and the taking of certain streets into the secondary system. LAD represented the Department at the Senate Local Government Committee and the House Counties, Cities and Towns Committee, and worked with other Department representatives to assist them with legislation pertaining to these committees. LAD tracked thirteen (13) proposed bills, prepared legislative impact statements on eight (8) proposed bills, and met with legislators on issues.

Chapter 722 of the 2015 Acts of Assembly directed the Secretary of Transportation report to the Chairmen of the House and Senate Transportation Committees on an appropriate formula or allocation for the maintenance of bicycle-only lanes and how lane conversions to bicycle-only lanes may reduce congestion, increase commuting options, and improve safety, mobility, and accessibility. LAD took the lead to prepare the report. As part of the research, LAD reached out to various stakeholders, including several Virginia urban municipalities, the Virginia First Cities Coalition, and VDOT staff. A meeting with stakeholders was held in June of 2015 and input provided during and subsequent to that meeting was included in the report and considered as recommendations were developed. The final report was submitted in November 2015 and can be found on the legislative reports website at <http://leg2.state.va.us/DLS/h&sdocs.nsf/5c7ff392dd0ce64d85256ec400674ecb/1a4dcf20885bc40d85257e3400715dda?OpenDocument>.

Virginia Association of Counties/ Virginia Municipal League

LAD represented the Department at annual conferences as well as at the Transportation Steering Committees for these organizations. LAD staff made presentations on current VDOT initiatives, etc. to VACO and VML members.

Staff Development and Accomplishments

- ◆ LAD continues to hold monthly cross training sessions for staff. This program offers a combination of program overviews, presentations from other divisions and staff development.
- ◆ A two day staff retreat, held at the Hotel Roanoke, focused on developing agenda and topics for the Local Programs Workshop to be held in Roanoke in September. Staff development focused on VDOT's new Customer Service training.
- ◆ Julie Brown was named Director in July 2015.
- ◆ Todd Halacy was promoted to Assistant Division Administrator in October 2015.
- ◆ Yolanda Newton joined LAD in January 2016 as the Local Systems Policy Manager responsible for the Urban and Secondary Policy, and the Urban Construction Initiative. Yolanda joins us with over 19 years at VDOT and most recently from the Infrastructure Investment Division.
- ◆ Kurt Kuppert was hired in September 2015 as one our Local Projects Program Managers to replace Bernie Schmelz. Kurt comes from the Fredericksburg District where he served 29 years.
- ◆ Megan Nelson was also hired into a dual-incumbency role, also as a Local Project Program Manager, in February 2016 to replace Clark Woods, who retired after 30 years of VDOT service.
- ◆ John Leonard moved from an hourly position to the CDP program in June 2016.



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