

# Department of Transportation

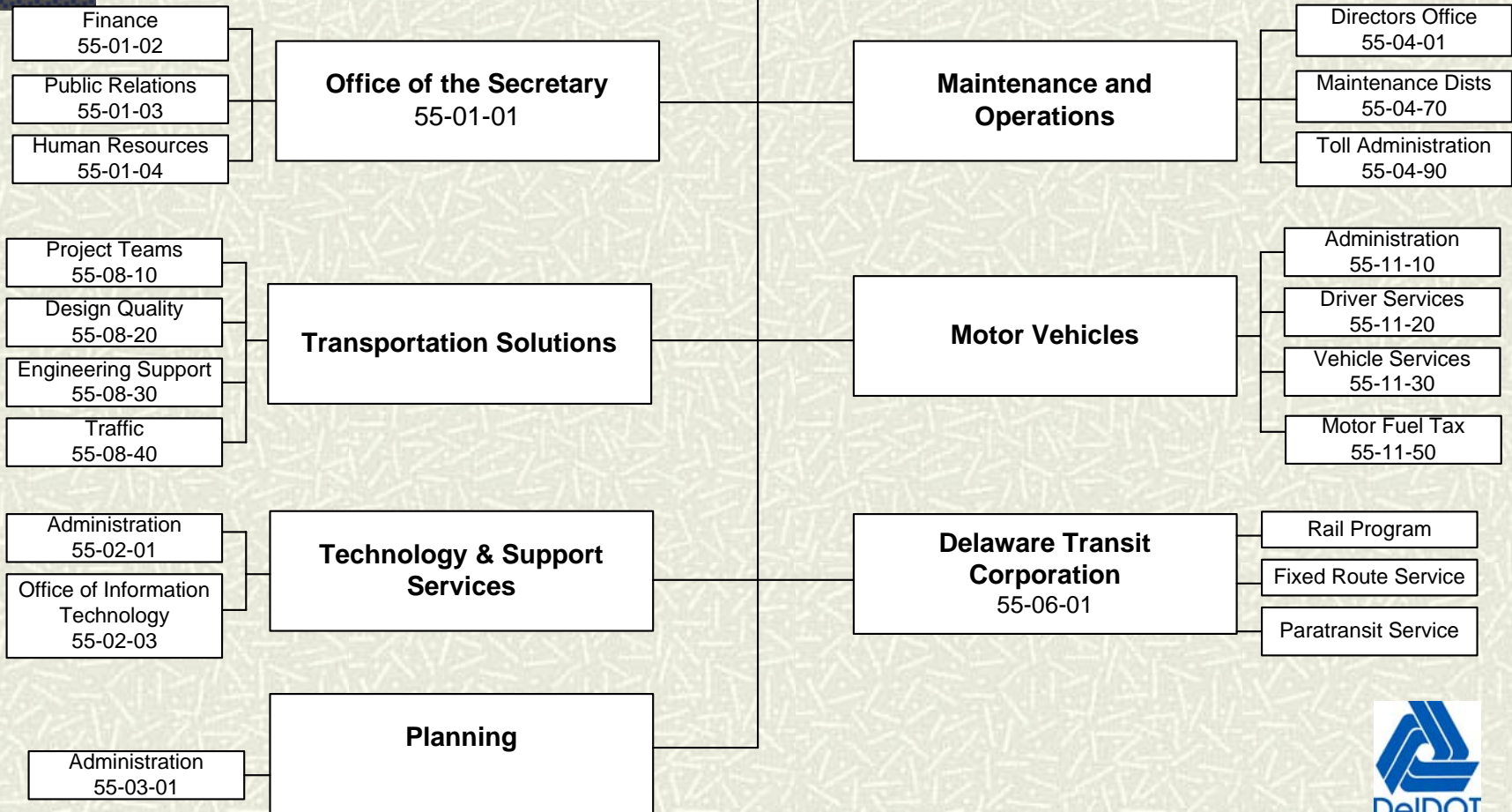
**FY08 Joint Finance Hearing**  
**February 2007**

# Our Mission

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To provide a safe, efficient, and environmentally sensitive transportation network that offers a variety of convenient, and cost effective choices for the movement of people and goods.

# Department of Transportation





# Snapshot of Statistics:

	2002	2003	2004	2005	2006	Change over last 5 years
Paratransit Ridership	553,960	568,890	648,689	711,692	791,755	<b>42.9%</b>
Registered Vehicles	755,272	778,016	803,942	824,351	847,692	<b>12.2%</b>
Vehicle Miles Traveled (in billions)	8,838	9,010	9,263	9,448	9,700 est.	<b>9.8%</b>
Fixed Route Ridership	7,744,223	7,493,214	7,792,570	8,052,452	8,472,093	<b>9.4%</b>
Licensed Drivers	577,581	591,713	604,124	614,417	619,877	<b>7.3%</b>
Population	807,382	818,010	838,913	840,692	854,977	<b>5.9%</b>

# Did you know that...

- # DelDOT is responsible for 89% of all roadways as compared to other state DOTs at 20%;
- # DelDOT is responsible for maintaining over 12,000 lane miles of roads;
- # DelDOT maintains over 1,300 bridges;
- # DART First State provides over 11 million transit miles;
- # DelDOT provides Paratransit service statewide, beyond what is required under federal ADA guidelines;
- # DelDOT installs, monitors, and maintains over 900 traffic signals;
- # DelDOT collected 70,931 bags of trash, 5,877 tires, 1,070 appliances and 4,864 signs from the roadside in FY2006



# Accomplishments....

# Office of the Secretary - Finance

## # Accomplishments:

- Maintained Excellent Bond Rating – Moody's Aa3 and Standard & Poor AA+ (upgraded)
- Led successful bond sale
- Implemented Capital Project Checkbooks
- Enhanced monthly Expenditure and Reconciliation Reporting
- Implemented State Time and Labor payroll system
- Automated the Capital Transportation Program (CTP) document



# Office of the Secretary- Public Relations

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## # Accomplishments

- Implemented District Team approach to public outreach efforts
- Expanded in-house photo, video and graphic service capabilities
- Expanded Civic Association outreach efforts
- Established First Annual DelDOT Workers Memorial
- Enhanced internal communications through quarterly employee newsletter (Dispatch) and monthly internet newsletter (DOT.com)



# Office of the Secretary – Human Resources

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## # Accomplishments

- Re-established the DelDOT merit Human Resource Section
- Completed DelDOT Equal Employment Opportunity Strategic Plan
- Revised recruitment process for engineering vacancies - resulting in 13 newly hired engineers
- Successfully re-negotiated the AFSCME collective bargaining agreement

# Technology & Support Services

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## # Accomplishments

- Implemented system to permit credit card payments at all DMV locations
- Implemented Laboratory Information Management System for soil and hot mix testing
- Implemented Interactive Traffic Maps on web-site
- Upgraded fiber communication link between traffic cameras and Transportation Management Center (TMC)
- Executed over 130 competitively bid contracts
- Implemented quarterly Disadvantaged Business Enterprise newsletter



# Planning

## # Accomplishments

- Reviewed 191 major sub-division and commercial entrance plans
- Completed 18 projects within the Transportation Enhancement (T.E.) Program
- Partnered with 4 elementary and middle schools to kickoff Safe Routes to School pilot program
- Purchased 254 parcels of land for 35 capital projects
- Reviewed 141 development proposals through the statewide Preliminary Land Use Survey (PLUS) process
- Assisted 9 public-use airports by providing planning services and obstruction removal

# Maintenance & Operations

## # Accomplishments

- Resurfaced over 200 lane miles and converted 24 lane miles from tar and chip to hot mix surface
- Processed over 1,400 estimates for the Community Transportation Fund program
- Provided mower safety training to over 500 employees
- Processed over 36 million E-ZPass transactions
- Opened 16,000 new E-ZPass accounts – netting 51% utilization for I-95 and 61% for SR1
- Inspected over 600 bridges statewide
- Installed over 22,000 raised pavement markings statewide
- Inventoried and inspected over 15,000 storm sewer structures



# Delaware Transit Corporation

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## # Accomplishments

- Increased Fixed Route ridership by 5.2%, Rail by 16.3% and Paratransit by 11.3% (FY05 and FY06)
- Hired 41 new Paratransit drivers to improve service deliverability and meet increasing demands
- Added safety features to Paratransit buses – including improved wheelchair restraints and fire suppression systems
- Established Rider Newsletter and electronically distributed to over 6,000 riders
- Enhanced access to DARTCards and Paratransit tickets

# Transportation Solutions

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## # Accomplishments

- Developed draft Utility Manual and initiated reviews with utility companies statewide
- Awarded over 60 construction contracts statewide
- Responded to over 4,100 signal maintenance calls
- Initiated 18 bridge projects to maintain bridge inventory's structural sufficiency of 94%
- Advertised 93% of all scheduled projects



# Division of Motor Vehicles

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## # Accomplishments

- Trained 336 staff on the identification of fraudulent documents
- Expanded access to E-ZPass transponders
- Registered over 400,000 vehicles
- Licensed over 200,000 drivers
- Inspected over 400 fuel locations statewide
- Performed inspections of taxicab and limousine carriers



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# Fiscal Year 2008 Governor's Recommended Budget



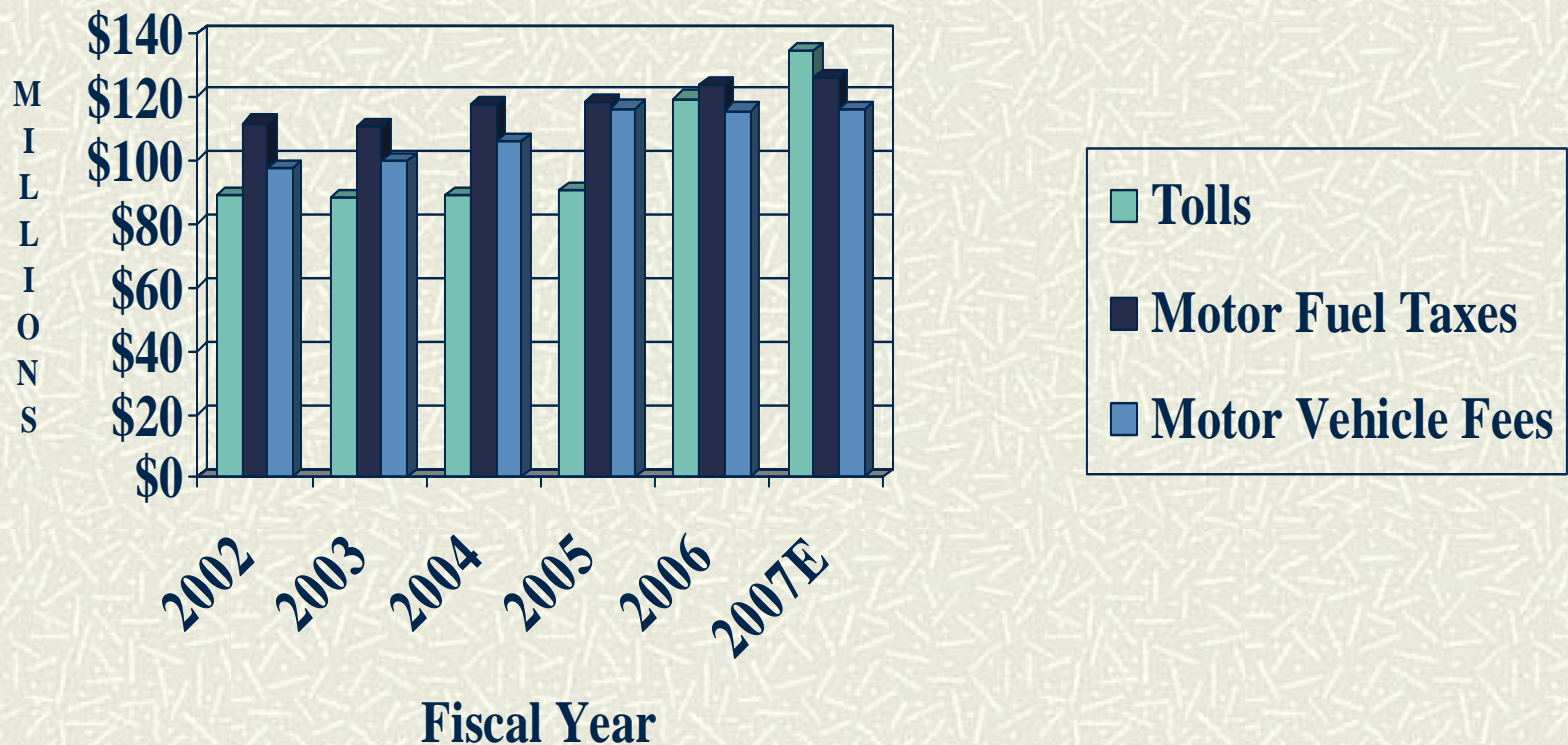
# Transportation Trust Fund Financial Review

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## # Primary Revenue Sources (FY07):

■ Tolls	<i>\$134M</i>
■ Motor Vehicle Fees	<i>\$116M</i>
■ Motor Fuel Taxes	<i>\$125M</i>

# Primary Revenue Trend





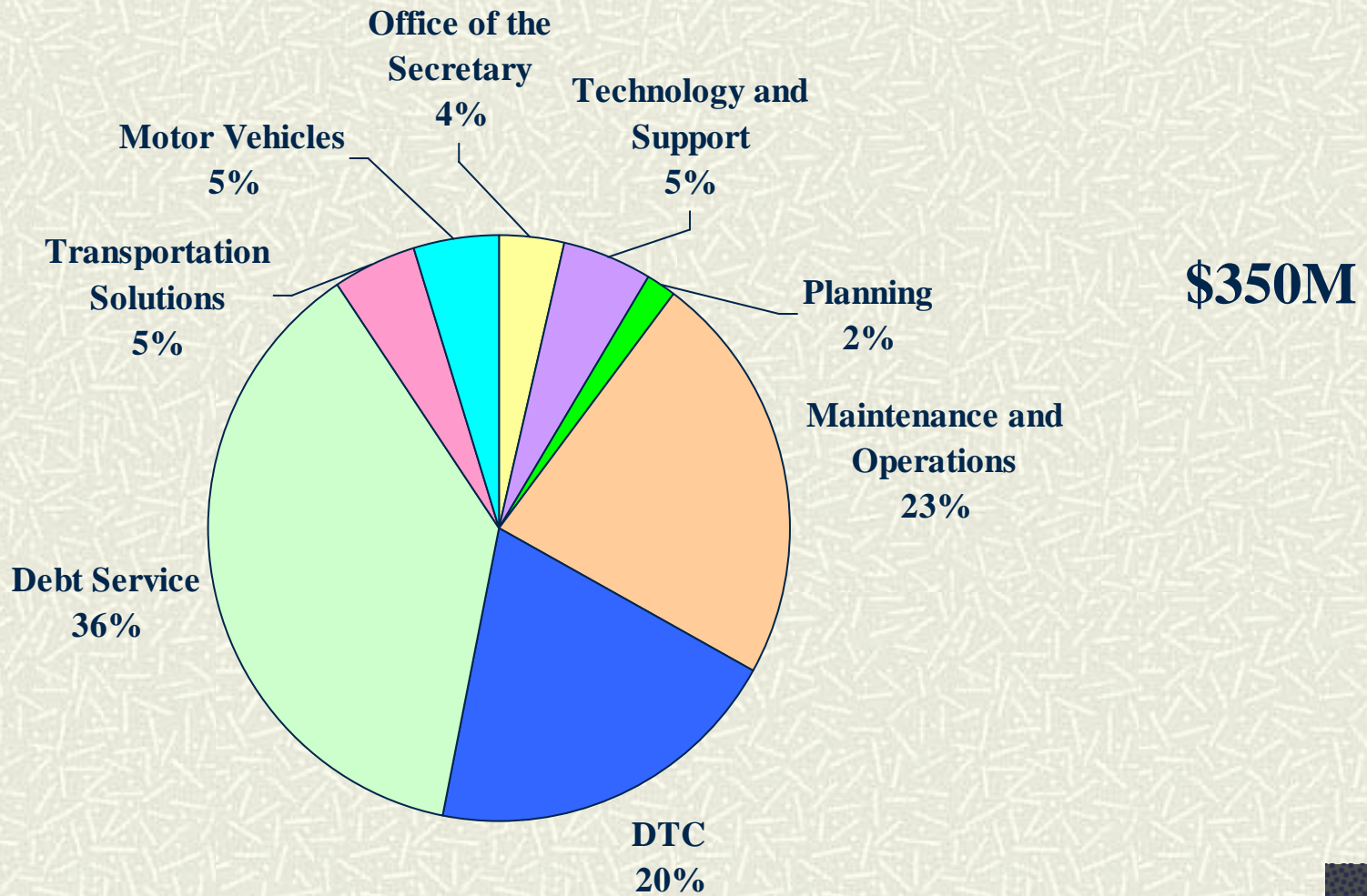
# Governor's Recommended Budget

<u>Division</u>	<u>FY2008</u>
Office of the Secretary	\$12,317.2*
Technology & Support Services	\$17,576.1
Planning	\$5,621.8
Maintenance & Operations	\$80,027.2
DTC	\$70,245.5
Debt Service	\$130,774
Transportation Solutions	\$16,711.9
DMV	\$16,792.0
<b>TOTAL:</b>	<b>\$350,065.7M</b>

\*Includes Salary Contingency

Note: DTC does NOT include Farebox Revenue Projections

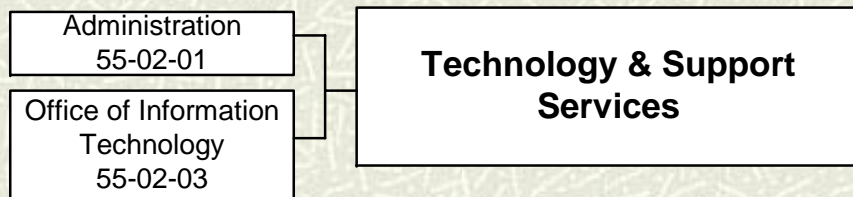
# Governor's Recommended Budget





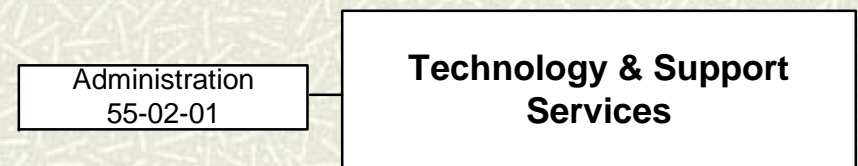
# Recommended Structural Change

## Current Organization



## Proposed Organization

Combining 55-02-03 with 55-02-01



# Operating Efficiencies

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- # Consultant Usage
- # Consolidated Contract – Direct Energy
- # E-ZPass Contract Re-negotiation
- # DOT Fleet and Maintenance Services
- # Overtime Cost – Under Review



# Governors Recommended Capital Authorization (State Only)

<u>Appropriation</u>	<u>FY2008</u>
Road Systems	\$244.7
Grants & Allocations	\$23.1
Transit System	\$20.9
Support System	\$41.5
<b>Total:</b>	<b>\$330.2M</b>

Resulting in a spend of:

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State Funds

FY2008

\$314.7M

Federal Funds

\$273.9M

\$588.6M



# Financial Plan Summary

## Base Financial Plan - February 2007

(\$ in 000s)

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Sources of Funds</b>							
Projected Revenues (Dec. DEFAC)	501,432	445,305	454,207	464,295	474,604	485,106	495,718
Governors Recommended Revenues	0	78,578	117,459	149,073	169,429	194,161	223,453
<b>Total Sources of Funds</b>	<b>501,432</b>	<b>523,883</b>	<b>571,666</b>	<b>613,368</b>	<b>644,033</b>	<b>679,267</b>	<b>719,171</b>
<b>Uses of Funds</b>							
Total Debt Service	115,086	130,774	144,954	146,466	160,595	173,252	184,338
Operations							
DTC Farebox	14,332	14,705	15,089	15,577	16,086	16,488	16,900
DeIDOT	224,053	219,292	235,288	252,326	270,570	290,234	311,293
<b>Total Operations:</b>	<b>238,385</b>	<b>233,997</b>	<b>250,377</b>	<b>267,903</b>	<b>286,656</b>	<b>306,722</b>	<b>328,193</b>
<b>Total Uses of Funds Before Capital</b>	<b>353,471</b>	<b>364,771</b>	<b>395,331</b>	<b>414,369</b>	<b>447,251</b>	<b>479,974</b>	<b>512,531</b>
<b>State Resources Available for Capital</b>	<b>147,961</b>	<b>159,112</b>	<b>176,335</b>	<b>198,999</b>	<b>196,782</b>	<b>199,293</b>	<b>206,640</b>

# Financial Plan Summary

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>State Resources Available for Capital</b>	<b>147,961</b>	<b>159,112</b>	<b>176,335</b>	<b>198,999</b>	<b>196,782</b>	<b>199,293</b>	<b>206,640</b>
Beginning Capital Cash Balance	29,536	43,197	20,000	20,000	20,000	20,000	20,000
Federal Funds	190,600	273,973	236,979	233,772	200,582	159,533	170,607
Bond Proceeds	124,000	132,398	172,280	194,260	195,057	197,114	190,972
<b>Total Funds Available for Capital</b>	<b>492,097</b>	<b>608,680</b>	<b>605,594</b>	<b>647,031</b>	<b>612,421</b>	<b>575,940</b>	<b>588,219</b>
Less:							
State Capital Expenditures	258,300	314,707	348,615	393,259	391,839	396,407	397,612
Federal Capital Expenditures	190,600	273,973	236,979	233,772	200,582	159,533	170,607
<b>Total Capital Spending</b>	<b>448,900</b>	<b>588,680</b>	<b>585,594</b>	<b>627,031</b>	<b>592,421</b>	<b>555,940</b>	<b>568,219</b>
Ending Capital Cash Balance	43,197	20,000	20,000	20,000	20,000	20,000	20,000
<b>Pay Go Revenue</b>	<b>147,961</b>	<b>159,112</b>	<b>176,335</b>	<b>198,999</b>	<b>196,782</b>	<b>199,293</b>	<b>206,640</b>
<b>State Capital</b>	<b>258,300</b>	<b>314,707</b>	<b>348,615</b>	<b>393,259</b>	<b>391,839</b>	<b>396,407</b>	<b>397,612</b>
<b>Pay Go Percentage</b>	<b>57.3%</b>	<b>50.6%</b>	<b>50.6%</b>	<b>50.6%</b>	<b>50.2%</b>	<b>50.3%</b>	<b>52.0%</b>
<b>Additional Senior Bond Test</b>	<b>3.39</b>	<b>3.51</b>	<b>3.38</b>	<b>3.26</b>	<b>3.15</b>	<b>3.03</b>	<b>2.91</b>



# 6-year Capital Plan Needs....

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■ Additional Funds	\$932.2M
■ New Borrowing & Debt Service	<u>\$519.8M</u>
■ Deficit Over 6 years	\$1.452B



# FY08 Performance Goal Highlights



# Office of the Secretary

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## Finance

- Maintain an Aa3 and AA+ Bond Rating throughout 6-year plan
- Maintain a 50/50 Pay Go annually over 6-year plan
- Maintain minimum 2.25 Senior Bond Coverage Ratio

## Public Relations

- Respond to 90% of inquiries within 10 working days

## Human Resources

- Implement a safety program to reduce the number and severity of workers compensation injuries

# Technology & Support Services

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- Increase to 20, the number of Disadvantaged Businesses doing work on DelDOT contracts
- Ensure 85% of Help Desk calls are resolved within 3 working days
- Ensure 90% of all computer applications are available during working hours



# Planning

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- Ensure that 80% of preliminary traffic impact studies are reviewed within 20 days of receipt
- Ensure that 80% of all sub-division plans are reviewed within 60 days
- Ensure 80% of land acquisition needed for capital projects are ready prior to specification and estimate dates

# Maintenance & Operations

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- Ensure response to snow removal within 24 hours of storm
- Ensure response to wind and flood cleanup within 48 hours of event
- Ensure CTF estimates are provided within 20 business days
- Increase E-ZPass utilization on both I95 and SR1



# Delaware Transit Corporation

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- Expand Fixed-Route service by 4%
- Improve Fixed Route on-time performance to 95%
- Improve Paratransit on-time performance to 90%
- Continue ambitious recruitment and hiring practices to further reduce vacancy rate

# Transportation Solutions

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- Ensure 90% of projects are scheduled and completed within designated timeframes
- Ensure 90% of construction projects are completed with less than 10% cost overruns
- Maintain 95% structurally sufficient bridge rating
- Provide 24 hour response to critical signal repair
- Publish updated Utility Manual



# Division of Motor Vehicles

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- Reduce waiting time for Commercial Drivers License (CDL) road test to an average of 7 days
- Reduce turnaround time for a dealer transaction in Titles Section to approximately 7 days
- Protect the public through inspection and testing of all retail fuel stations

# Department of Transportation

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**February 2007**