

RIDOT

Rebuilding the Department

Rebuilding RHODE ISLAND

14' - 4" ↓



RIDOT: A HISTORY OF UNDERPERFORMANCE

- **Unpredictable, Unreliable Funding**
- **Poor Planning and Underinvesting in Maintenance  Increased Costs**
- **Lack of Accountability**

UNPREDICTABLE, UNRELIABLE FUNDING

Without a predictable source of funding, Rhode Island is vulnerable to erratic federal funding levels, making it difficult to prioritize and plan.

Over reliant on Federal Dollars

RI tied with MT as state with greatest dependence on federal funds – more than 2x national average

	Spending (in thousands)		Total spending	
	Federal	State and Local	Federal	State and Local
R.I.	268,294	220,532	55%	45%
U.S.	50,107,690	155,913,696	24%	76%

*Source - "Average spending on surface transportation by level of government 2007-11," Pew Charitable Trusts, 2014.

History of Erratic Funding For Construction Projects



POOR PLANNING

Poor planning has led to bad project prioritization.

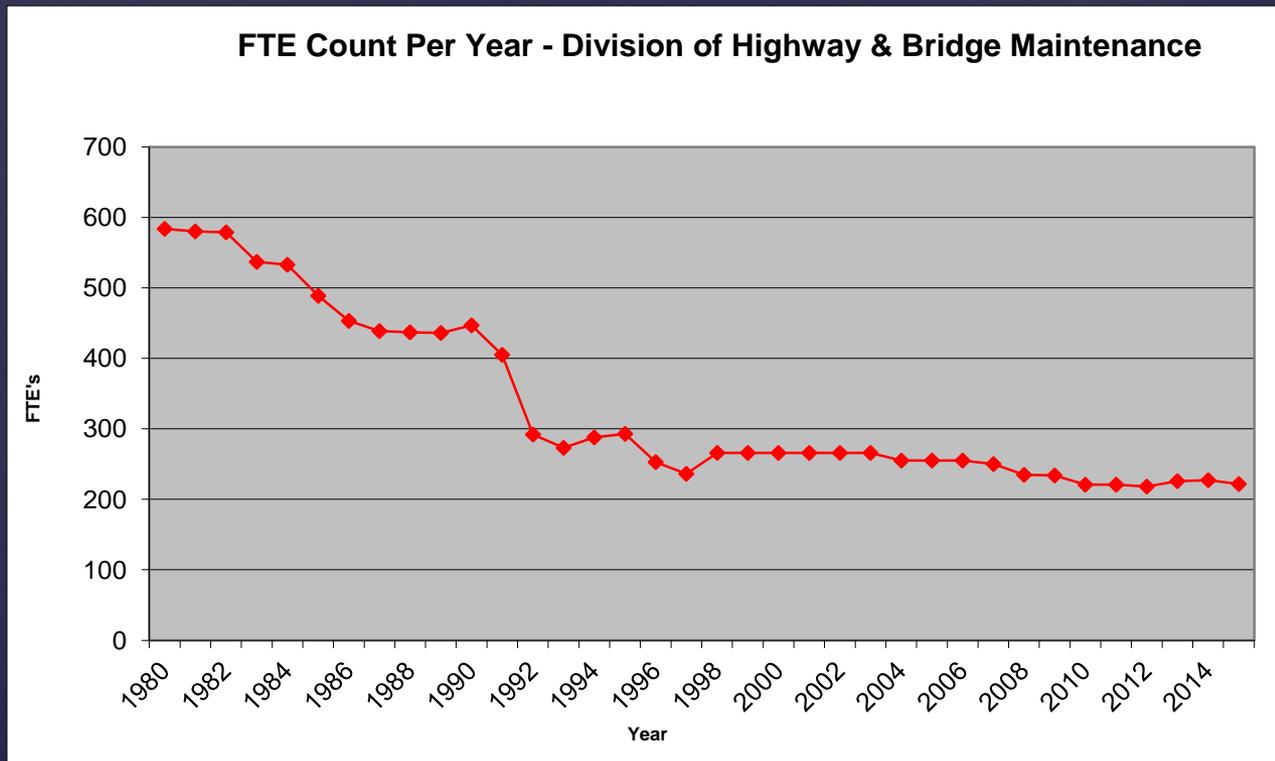
- Projects were often designed but never funded.
- Projects in planning often did not have detailed schedules.
- Projects in construction often did not have detailed budgets.
- Projects often not selected based on principles of asset management.



6/10 interchange project has been in design for **30 years**

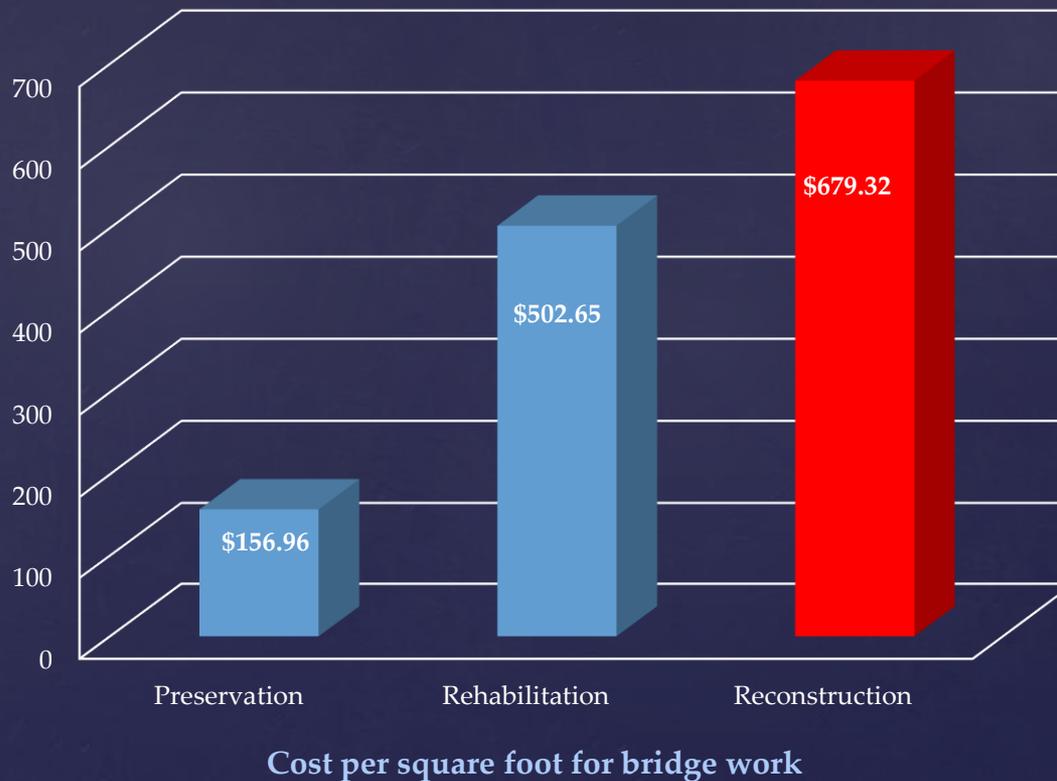
UNDERINVESTING IN MAINTENANCE

Rhode Island has underinvested in maintenance, making it harder to keep our roads and bridges from falling into a state of disrepair and increasing costs overall.



POOR PLANNING AND LACK OF MAINTENANCE HAS LED TO OUT OF CONTROL COSTS

Costs are 4x higher for bridge reconstruction than bridge preservation.
Underinvestment in maintenance leads to higher costs overall.



Data Source: Actual RIDOT project data

LACK OF ACCOUNTABILITY - PROJECTS

Without project managers, many projects lacked appropriate oversight:

- Insufficient Budgeting
- Insufficient Scheduling
- No Month over Month Tracking
- No One Responsible

Too many silos. Unlike most states, Rhode Island does not have project-development staff organized in cross-disciplinary teams.

– Gordon Proctor, RIDOT Project Development Analysis (draft), July 24, 2015.

THESE PROBLEMS HAVE LED TO:

Too much of our construction dollars spent on engineering and design for projects that never get built instead of shovels in the ground.

Table 1 A comparison of selected metrics

	Peer State Comparisons				
	RI	NH	VT	Maine	Ohio D7
Average Construction Program	\$150,004,996	\$192,918,154	\$243,096,381	\$283,780,000	\$160,869,536
\$ Consultants/ \$ of Construction	30.44%	12%	5.0%	3.6%	4.8%
Output per project development staff	\$2,205,956	\$1,929,182	\$3,716,796	Not Avail.	\$3,497,164

Table 1 compares some key metrics from RIDOT to New Hampshire, Vermont, Maine and one district at the Ohio departments of transportation. The three states have comparable construction programs to Rhode Island, as does the one Ohio district. The Ohio District includes Dayton and its surrounding counties which collectively have a population and highway network comparable to Rhode Island's.

Rhode Island has the highest expenditures on consultants per size of construction program of any of the peers. In fact, it's more than 2.5 times larger proportionally than the next comparable peer. Also, it has the second lowest average production per engineering staff.

– Gordon Proctor, *RIDOT Project Development Analysis (draft)*, July 24, 2015.

THESE PROBLEMS HAVE LED TO:

BRIDGES :

One out of every five Rhode Island bridges is structurally deficient



PAVEMENT:

The condition of our roads puts us at 2nd worst nationwide



STORMWATER DRAINAGE:

Systems not maintained and in disrepair



THESE PROBLEMS HAVE LED TO:

Unresolved Legal Issues

The new administration is facing several issues stemming from prior management of ongoing projects and agreements.

- Iway Guardrail
- Providence Viaduct Schedule Delays
- Barrington Bridge Water Line Defect
- Sakonnet River Bridge Cracks
- Pawtucket Bridge Defective Lighting
- Wickford Junction Development Agreement
- Stormwater Drainage Permit Compliance with DEM
- Ongoing Personnel Actions
- Narragansett Indian Tribe Mitigation Agreement
- Federal Payment of Overhead Rates

SOLUTIONS

1. Develop 10 Year Plan with Project Prioritization Based on Asset Protection

2. Culture of Accountability

3. Adopt Industry Best Practices

4. Predictable, Reliable Source of Funding

Develop 10 Year Plan with Project Prioritization based on Asset Protection

Solution:

- Produce a plan detailing every bridge, pavement and drainage project in the state for the next 10 years
- Update the plan every year

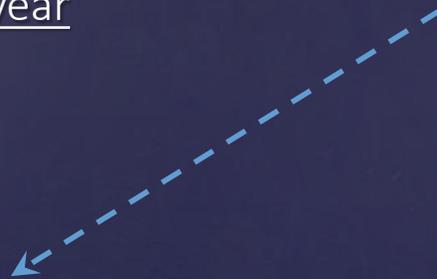


Impact:

- Eliminates unnecessary design costs
- Focuses more funding on construction
- Saves taxpayers money by prioritizing maintenance and infrastructure renewal

Status:

- RIDOT produced a 10 year plan in support of the RhodeWorks initiative last spring. This plan not only reconstructs 150 structurally deficient bridges, but also prevents another 500 from falling into structurally deficient status through preventative maintenance.
- Will be submitted as Rhode Island's Statewide Transportation Improvement Plan (STIP) to the State Planning Council this fall.



Culture of Accountability

Solution:

- New Faces
- Reorganize RIDOT
- Project Managers for every project
- Create and track budgets and schedules for every project
- Employee Performance Assessments
- Upgrade Accounting and Project Management Systems

Status:

- FY 16 budget enabled largest re-organization in the history of RIDOT.
- Public hearings on the new organization will be held this fall
- Project Manager Training scheduled for this winter.
- Detailed project budgets and schedules developed for all active projects.
- Initiated monthly project meetings, 6 already held.

Impact:

- Increases accountability
- Improves project delivery



REFORMING PERSONNEL RULES

The Raimondo Administration is focused on reforming antiquated personnel rules across State Government. Key principles :

- Enhancing our ability to hold people accountable; and
- Expanding efforts to reward employees that excel.

Adopt Industry Best Practices

Solution:

- Improved cash flow management
- Increase in house maintenance personnel to prevent infrastructure from falling into disrepair
- Developing improved approach to procurement



Impact:

- Reduces unnecessary administrative costs
- More money for construction projects = shovels in the ground
- Accelerates project delivery and economic impact.

Status: It's Already Working...

- Cash management: \$40 million in additional projects put out for bid this year alone, a 30 percent increase.
- 40 new maintenance jobs created by eliminating vacant administrative positions.
- Streamlined the operation and maintenance of the Wickford Junction commuter rail station, a move that is expected to save \$3 million over the next 10 years.



But we still need a reliable source of funding...

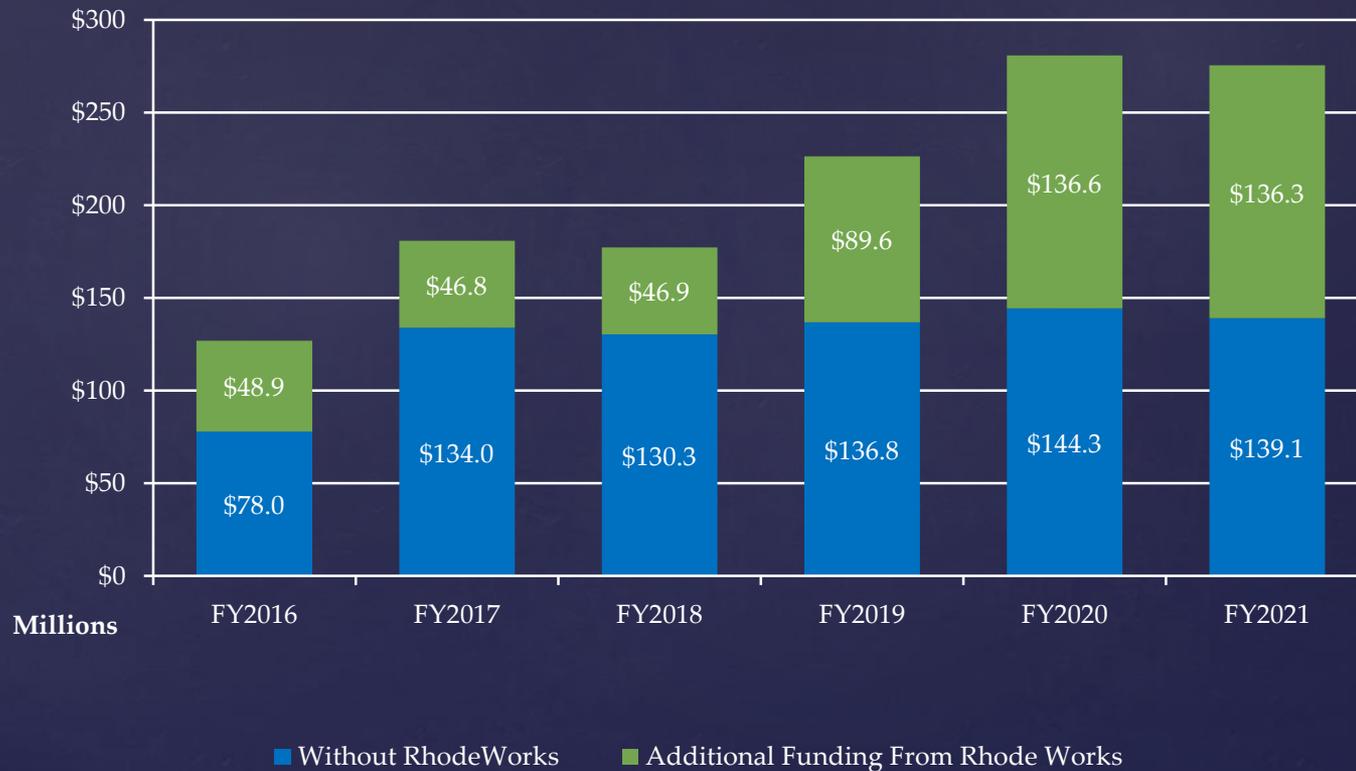


“If RIDOT cannot increase the delivery of its bridge projects and ensure they are delivered at the right time in the bridge lifecycle, it will not be able to achieve and sustain new Federal requirements that no more than 10 percent of bridges on the National Highway System (NHS) can be structurally deficient.”

– Gordon Proctor, *RIDOT Project Development Analysis (draft)*, July 24, 2015.



Increase In Construction Awards With RhodeWorks





With RhodeWorks, we will invest an additional \$1 billion and increase the number of structurally sufficient bridges from 78 percent to 90 percent in 10 years.

If we continue along the current path, the number of structurally sufficient bridges is expected to drop to nearly 1 in 2.

