

HRTAC/HRTPO/HRPDC ORGANIZATIONAL STRUCTURE ALTERNATIVES

Prepared For HRTAC Retreat

August 21, 2014

THREE ORGANIZATIONS

HRTAC

*Hampton Roads Transportation
Accountability Commission*

HRTPO

*Hampton Roads Transportation
Planning Organization*

HRPDC

*Hampton Roads Planning
District Commission*

HAMPTON ROADS PLANNING DISTRICT COMMISSION

HRPDC

The Hampton Roads Planning District Commission (HRPDC), one of 21 PDCs in the Commonwealth of Virginia, is a regional organization representing 17 local governments in Hampton Roads.

- Planning District Commissions were established by the Regional Cooperation Act, 15.2-4200, Code of Virginia (1968, amended 1995, 1997)
- The HRPDC was formed in 1990 by the merger of the Southeastern Virginia Planning District Commission and the Peninsula Planning District Commission.
- HRPDC mission:
 - Serve as a forum for local and elected officials and chief administrators to deliberate and decide issues of regional importance
 - Provide the local governments and citizens of Hampton Roads credible and timely planning, research and analysis on matters of mutual concern
 - Provide leadership and offer strategies and support services to other public and private, local and regional agencies, in their efforts to improve the region's quality of life.

HAMPTON ROADS PLANNING DISTRICT COMMISSION

HRPDC

- **Member Localities:**

- Cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach, and Williamsburg
- Counties of Gloucester, Isle of Wight, James City, Southampton, Surry, and York
- Town of Smithfield

- **Board Membership:**

- Appointed by local governing body
- 2 per locality with one additional member for each 50,000 people more than 100,000
- Majority – local elected officials

HAMPTON ROADS TRANSPORTATION PLANNING ORGANIZATION

HRTPO

The Hampton Roads Transportation Planning Organization (HRTPO) is the Metropolitan Planning Organization (MPO) for the Hampton Roads area. As such, it is a federally-mandated transportation policy board responsible for transportation planning and programming for the Hampton Roads metropolitan planning area (MPA).

- Metropolitan Planning Organizations were established by the Federal-Aid Highway Act of 1962, which required the establishment of a continuing, comprehensive, and cooperative (3-C) transportation planning process to be carried out by states and local communities.
- Any federally-funded and/or regionally-significant highway or transit project or program to be constructed or conducted within the MPA must receive MPO approval to proceed.
- ***The HRTPO is responsible for prioritizing transportation projects to be constructed in the MPA.***

HAMPTON ROADS TRANSPORTATION PLANNING ORGANIZATION

HRTPO

- Voting members:

Cities

Chesapeake
Hampton
Newport News
Norfolk
Poquoson
Portsmouth
Suffolk
Virginia Beach
Williamsburg

Counties

Gloucester*
Isle of Wight
James City
York

Public Transit Agencies

Hampton Roads Transit
Williamsburg Area Transit Authority

State

Virginia Department of Transportation
Virginia Department of Rail and Public Transportation
Virginia Port Authority

Virginia General Assembly

Two Members of the Virginia Senate
Two Members of the Virginia House of Delegates

**A portion of Gloucester County is included in the metropolitan planning area*

- Non-Voting members:

- Chief Administrative Officers for all Member Localities
- Federal Highway Administration (FHWA)
- Federal Transit Administration (FTA)
- Federal Aviation Administration (FAA)
- Virginia Department of Aviation (VDOA)
- Peninsula Airport Authority
- Norfolk Airport Authority
- Citizen Transportation Advisory Committee
- Freight Transportation Advisory Committee
- Military Liaisons

- Invited Participants:

- Commonwealth Transportation Board Members

HAMPTON ROADS TRANSPORTATION ACCOUNTABILITY COMMISSION

HRTAC

The Hampton Roads Transportation Accountability Commission (HRTAC) was created as a body politic and as a political subdivision of the Commonwealth of Virginia and embraces each county and city located in Planning District 23.

- The HRTAC was established in Chapter 678 § 33.1-23.5:4, Title 33.1, Chapter 19 of the Code of Virginia.
- The Hampton Roads Transportation Fund (HRTF) was established by § 33.1-23.5:4 as a special nonreverting fund for Planning District 23 to be used solely for new construction projects on new or existing highways, bridges, and tunnels in the localities comprising Planning District 23.
- Use of moneys deposited in the HRTF must be approved by the HRTAC.
- The HRTAC shall give priority to those projects that are expected to provide the greatest impact on reducing congestion for the greatest number of citizens residing within Planning District 23 and shall ensure that the moneys shall be used for such construction projects.
- ***HRTAC project implementation takes into account project prioritization by the HRTPO.***

HAMPTON ROADS TRANSPORTATION ACCOUNTABILITY COMMISSION

HRTAC

- Voting members:

Cities

Chesapeake
Franklin
Hampton
Newport News
Norfolk
Poquoson
Portsmouth
Suffolk
Virginia Beach
Williamsburg

Counties

Isle of Wight
James City
Southampton
York

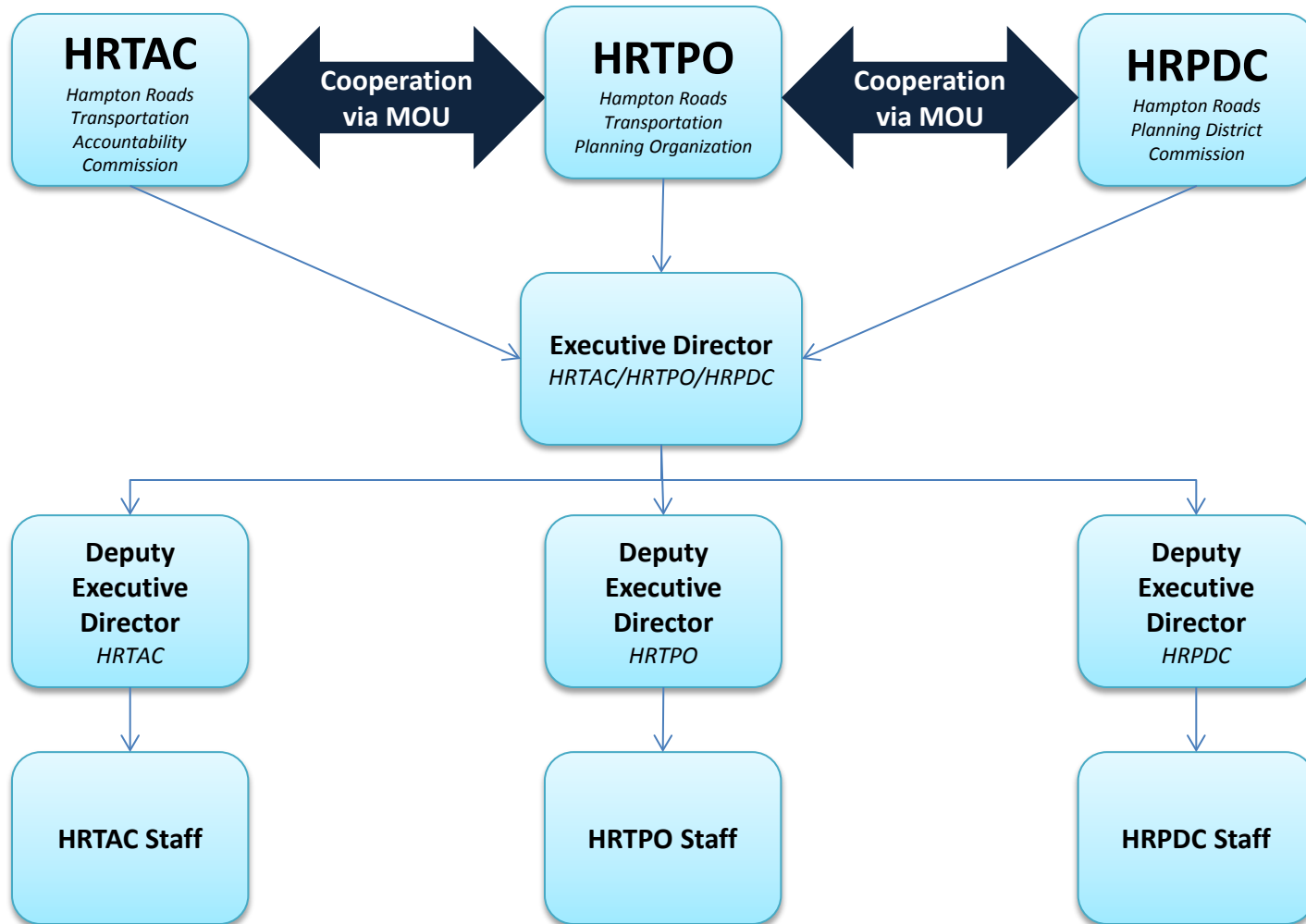
Virginia General Assembly

Two Members of the Virginia Senate
Three Members of the Virginia House of Delegates

- Non-Voting Ex-officio members

- Commonwealth Transportation Board Member
- Virginia Department of Transportation
- Virginia Department of Rail and Public Transportation
- Virginia Port Authority

ALTERNATIVE 1: UNIFIED CEO



ALTERNATIVE 1: UNIFIED CEO

One Executive Director Position

- A joint TAC/TPO/PDC Executive Search Committee will make a recommendation to the three Boards (This is an extension of the existing process between the PDC and TPO).
- The ED will need to have the political, administrative, managerial, transportation, and finance knowledge, skills, and experience to meet the needs of the three Boards (TAC, TPO, PDC).
- The ED will appoint three Deputy EDs; one each for TAC, TPO, PDC with particular expertise for these assignments.
- All three boards (TAC, TPO, PDC) will evaluate the ED annually.
- A majority vote by any two of the three boards (or, alternatively, of all three boards) would be sufficient to terminate the employment agreement.

Boards Relationships – MOU(s) among the three Boards (TAC, PDC, TPO) would set forth the following:

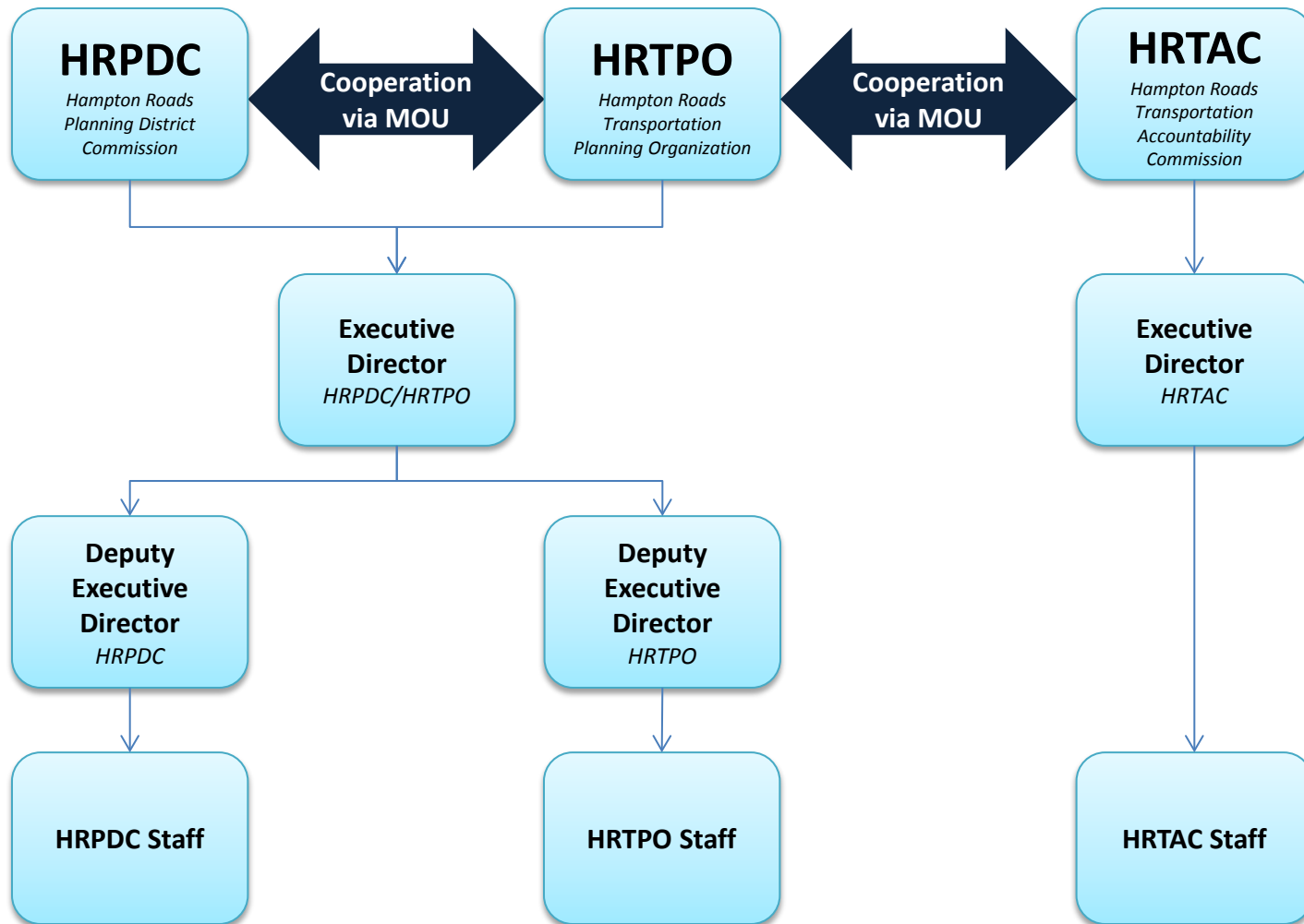
- The qualifications of the ED
- The selection process for the ED
- The role of the ED
- The sharing of facilities, staff, and equipment
- The reimbursement of entities as appropriate.

ALTERNATIVE 1: UNIFIED CEO

Executive Director Search

- A Joint TAC/TPO/PDC Executive Search Committee will conduct the search for the ED on behalf of the three boards, assisted by an executive search firm hired by the PDC/TPO and acceptable to the TAC Board (currently Springsted).
- Selection process:
 - **Option 1:** The Joint TAC/TPO/PDC Executive Search Committee will conduct the interviews and make a final recommendation to the three Boards.
 - **Option 2:** The Joint TAC/TPO/PDC Executive Search Committee will recommend a short list (not less than 3 or more than 5) to the three Boards. The three Boards will jointly interview and select the preferred candidate.
- The Joint TAC/TPO/PDC Executive Search Committee will negotiate a contract with the selected candidate, subject to approval by the three Boards.

ALTERNATIVE 2: DUAL CEOs



ALTERNATIVE 2: DUAL CEOs

Two Executive Director Positions

- The PDC and TPO will select a joint ED following existing procedures.
- The TAC will select its ED following its procedures.

Relationship between TAC, PDC and TPO – MOU(s) between the boards (TAC, PDC and TPO) will set forth the following:

- The sharing of facilities, staff, and equipment
- The reimbursement of entities as appropriate.

Executive Director Searches - The TAC, and PDC/TPO, will each establish their own ED search process.

UNIFIED CEO: PROS & CONS

Pros:

1. Region would benefit from single, strong vision and voice from someone who understands big picture
2. TPO and TAC are linked with overlapping roles and they need to work together
3. Eliminates/reduces staff duplication
 - TPO has planning and programming staff
 - TAC will have project and financial managers
4. With three organizations sharing staff resources, one person oversees and ensures continuity, cooperation, and collaboration
5. Unified CEO has support of three Deputies to run day-to-day operations of each
6. Right CEO would possess skills needed by each organization and strengthen all three

Cons:

1. May not adequately consider unique role of TAC and its responsibility for billions of dollar's worth of projects
2. CEO responsible to three independent Boards may dilute attention and responsiveness to each Board
3. Not clear Unified CEO could meet leadership needs of all three – TAC Director needs strong financial skills and experience
4. Could confuse role of TPO and TAC for Federal Highway Administration

DUAL CEOs: PROS & CONS

Pros:

1. Ensures autonomy of TAC and its Board's control of TAC Director
2. Ensures appropriate skills and experience for TAC Director
3. Enables Directors to focus on unique aspects of both TAC and PDC/TPO
4. Continues existing, successful PDC/TPO arrangement without complicating with TAC role and functions

Cons:

1. Could create dual voices regarding transportation in Hampton Roads
2. Downplays importance of overlap of TPO and TAC roles
3. May duplicate staffing needs of TAC and PDC/TPO
4. Lacks single individual to determine staff and facility uses
5. May appear to enable TAC to make final decisions regarding approval and priorities of regionally significant projects