

Rhode Island Transportation: Update on Interagency Activities

Submitted November 4, 2013

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ABSTRACT

This report provides an update on recommendations included in OMB's *Transportation Report* of December 14, 2012. It addresses collaborative efforts among transportation agencies in the areas of fleet operations and maintenance, shared services and economic development.

ACKNOWLEDGEMENTS

In developing this report, the Rhode Island Office of Management and Budget (OMB) collaborated with a number of state government departments and agencies, including the Rhode Island Airport Corporation; Office of Digital Excellence; Economic Development Corporation; Division of Information Technology; Division of Motor Vehicles; Statewide Planning Program; Rhode Island Public Transit Authority; Division of Purchases; Quonset Development Corporation; Office of State Fleet Operations; Rhode Island Department of Transportation; and the Rhode Island Turnpike and Bridge Authority. OMB thanks the many staff members who contributed time, energy, and ideas to promote innovation and coordination among state transportation operations.

Additionally, OMB would like to acknowledge the contributions of Amica Insurance and Bryant University in providing helpful guidance and research in this effort. Amica's Training & Development department offered RI agencies valuable insights into customer service best practices and principles. A consulting team of MBA students at Bryant University's Graduate School of Business reviewed customer service and communications operations of three transportation agencies and provided research and recommendations for this report.

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EXECUTIVE SUMMARY

Since publishing *Rhode Island Transportation: Review of Functions and Organization* in December 2012, the Rhode Island Office of Management and Budget (OMB) has worked with transportation agencies to encourage greater collaboration in three key areas: project management and maintenance operations, shared services, and economic development. This report summarizes recent activity in each of these areas and makes recommendations for additional improvements.

In examining vehicle operations and maintenance within the state fleet, OMB noted areas for improved management of employee travel. Passenger vehicles in the state fleet that traveled more than 5,000 miles cost an average 41.4 cents per mile to operate in 2012, lower than the 55.5 cent-per-mile reimbursement rate for travel in personal vehicles. State fleet vehicles that traveled less than 5,000 miles in 2012 cost the state 129.8 cents per mile to operate – more than twice the mileage reimbursement rate and an inefficient use of state funds. These findings suggest that employee travel could be facilitated at lower cost through greater use of existing vehicles. OMB is working with the Office of State Fleet Operations to improve data collection from agencies on vehicle operations and maintenance to develop a comprehensive policy for employee travel, including greater use of pooled vehicles and cost-benefit analysis in vehicle purchase decisions.

OMB also examined diesel fuel costs at the state fleet and the Rhode Island Public Transit Authority (RIPTA). Because RIPTA can guarantee higher annual volumes of diesel fuel purchases than the state, RIPTA has been able to negotiate better rates than the state, paying \$3.15 per gallon in fiscal year 2013, compared to \$3.65 for the state. While the state cannot match the volume required to gain RIPTA's lower rates, components of RIPTA's contract may be emulated as the state prepares to rebid its Master Price Agreement (MPA) for diesel fuel.

The report also notes continued progress between RIPTA and the Rhode Island Department of Transportation (RIDOT) in shared maintenance. As of August 2013, RIPTA serviced 72 pieces of RIDOT's heavy equipment – 28.7 percent of RIDOT's heavy equipment fleet. RIPTA and RIDOT are updating their Memorandum of Understanding on shared maintenance to expedite RIDOT maintenance projects. The updated MOU also establishes a quarterly review of RIDOT maintenance projects and expenditures to improve accountability and oversight. Additionally, adopting a best practice from Montana's Department of Transportation, RIDOT and RIPTA are developing a preventive maintenance schedule to ensure proper maintenance of DOT heavy equipment and vehicles.

In the area of shared services, OMB learned from transportation departmental management that information sharing and enhanced customer service were priorities for all agencies. Because the Division of Motor Vehicles (DMV) has worked with Amica Insurance since 2011 to make customer service improvements as part of ongoing reforms, OMB requested that Amica work with an interagency transportation group to determine methods of improving information sharing and customer service. Amica also coordinated the assistance of a MBA student consulting team from the Graduate School of Business at Bryant University to review agency communications.

The shared services working group, with the assistance of Amica and Bryant, agreed to a number of improvements in information sharing and customer service. RIDOT and RIPTA are now collaborating on leadership development and customer service training, similar to that provided to DMV staff. Following a practice developed by DMV, agencies will develop their own customer service principles to guide all operations and interactions with the public. To improve consistency to public inquiries, RIDOT, RIPTA, and DMV have agreed to explore development of a consistent approach to customer response. OMB will also coordinate with transportation agencies and the Office of Digital Excellence (ODE) to improve internal and external information sharing, including expanding the state's 511 Traveler Information service to include information from multiple modes of transportation.

As part of discussions about information sharing, several managers noted the need for consistent and reliable meteorological forecasting needs to improve fleet operations, particularly prior to and during weather emergencies. Currently, departments receive meteorological information from different sources during weather-related events. OMB has coordinated efforts among transportation agencies, the Rhode Island Emergency Management Agency (RIEMA), ODE, the Division of Information Technology (DOIT), and the state meteorologist in the Department of Environmental Management (DEM) to determine how best to consolidate contracts and services into one statewide approach, using existing internal capacity and resources whenever possible.

Finally, the report reviews recent and ongoing cooperation among agencies to promote transportation infrastructure and services in economic development. The Rhode Island Statewide Planning Program and the Economic Development Corporation (EDC) are preparing RhodeMap RI, a comprehensive economic development plan to guide the state's future growth and investments. Recently, Rhode Island has invested in transportation infrastructure, including T.F. Green Airport runway extension, the InterLink station in Warwick, expansion of Massachusetts Bay Transportation Authority (MBTA) commuter rail service to Wickford Junction in North Kingstown. The state has also received funding from the U.S. Department of

Transportation's Transportation Investment Generating Economic Recovery (TIGER) program for port improvements at the Port of Davisville and at ProvPort.

OMB determined commuter rail to be a potential growth area for transportation services that can improve economic development. In addition to its three commuter rail stops – Providence, T.F. Green Airport and Wickford Junction – the state is also reviewing the feasibility of additional commuter rail stations in Pawtucket/Central Falls, Cranston, East Greenwich, West Davisville, Kingston, and Westerly. One potential obstacle to expanding commuter rail is the lack of clear authority, with RIDOT, MBTA, RIPTA, and Statewide Planning all playing some role. OMB recommends that RIDOT convene a group of relevant stakeholders to review the long-term needs of commuter rail operations and make recommendations to OMB for a transportation organizational structure that coordinates planning, marketing, and operations of commuter rail and ensures that any future expansion meets customer demand.

Within the last year, transportation agencies have improved collaboration in areas such as vehicle maintenance, customer service, and economic development. OMB will continue to work with agencies to ensure that the recommendations in this report are implemented in a timely manner, and that Rhode Island government continues to seek innovative ways to improve the state's transportation infrastructure and services.

INTRODUCTION

In December 2012, the Rhode Island Office of Management and Budget (OMB) published *Rhode Island Transportation: Review of Functions and Organization*, which reviewed key transportation functions and organizational structures and made recommendations to improve coordination in three areas: project management and maintenance operations, shared services, and economic development.

Because the December 2012 report included a significant number of topics for exploration, OMB focused its initial efforts on those deemed high-priority by departmental and agency leadership. For project management and maintenance, departments expressed interest in reviewing fleet vehicle and equipment operations and maintenance. Consistent with Governor Lincoln D. Chafee's ongoing emphasis on improving customer service, the shared services effort focused on customer service and information-sharing among agencies. On economic development, OMB is engaging with various stakeholders on the topic of commuter rail, as well as ensuring that transportation agencies are involved in the Statewide Planning Program's sustainable economic development strategic planning process. In all of these areas, OMB is consulting with numerous departments and stakeholders, in some cases convening internal interagency planning meetings to review existing policies and procedures and to develop recommendations.

This report provides a status update on these interagency efforts; it is intended to highlight recent activity, accomplishments, and challenges of agencies, as well as to make additional recommendations for improvement and areas of study.

OPERATIONS & MAINTENANCE

OMB's December 2012 report noted the potential for improvement by coordinating maintenance and asset management across agencies. For this effort, OMB focused initially on fleet management, fueling and maintenance, given multiple agencies could benefit from enhanced collaboration in these areas.

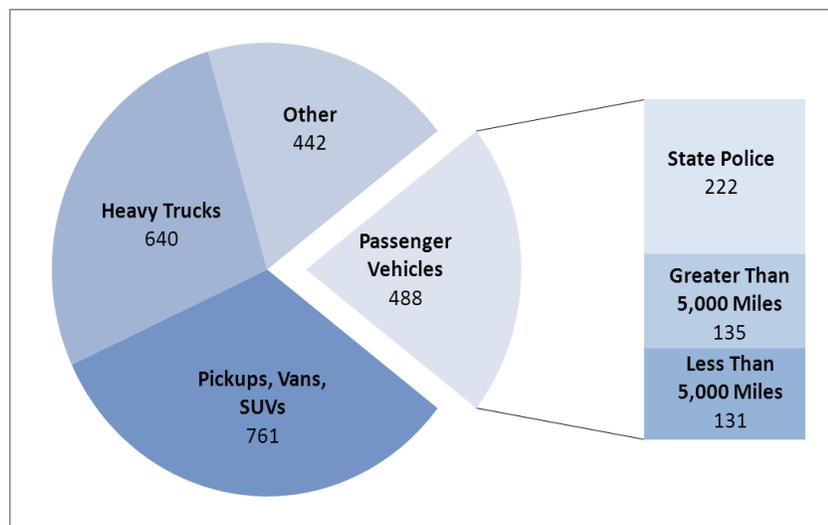
State Fleet Management

Rhode Island's Office of State Fleet Operations (State Fleet) within the Department of Administration's Division of Facilities Management operates 15 fueling stations statewide (see Appendix A), and is responsible for the maintenance, repair, and monitoring of the state's fleet of more than 2,300 state-owned units. The units include heavy equipment and vehicles of the executive, legislative, and judicial branches, as well as those owned and operated by the University of Rhode Island (URI), Rhode Island College (RIC), and the Community College of Rhode Island (CCRI) (see Appendix B for a detailed list of all vehicles assigned by agency, as of December 31, 2012).

Working in cooperation with a fleet coordinator in each agency, State Fleet is responsible for acquiring and allocating vehicles. Vehicles and equipment are apportioned according to need, with the agencies responsible for individual maintenance, tracking, and usage decisions. Any vehicle assigned to a specific individual for commuting purposes undergoes a higher level of scrutiny, requiring annual approval of the Director of the Department of Administration.

Of the state's total fleet of 2,331 units, 488 are passenger vehicles; the remaining units include pickup trucks, vans, and sport utility vehicles (SUVs), heavy trucks, trailers, buses and ambulances, and off-road and other equipment (see Figure 1).

Figure 1: State Fleet by Vehicle Category



OMB's initial fleet assessment examined the use of state-owned passenger vehicles, focusing attention on a subset of the overall fleet. For the purposes of this analysis, the State Police's 222 passenger

vehicles were excluded, as they are used in capacities unlike those of standard state-owned passenger vehicles. Of the remaining 266 passenger vehicles (see Figure 2), 74.1 percent are pooled vehicles available to multiple people within a department, 19.2 percent are assigned to individuals, and the remaining 6.8 percent are unknown due to incomplete data. OMB is working with State Fleet to identify the uncategorized vehicles.

Based on 2012 data reported to State Fleet, OMB divided the passenger vehicle fleet into two categories: those driven more than 5,000 miles annually, and those driven less.¹ As many preventive maintenance schedules recommend changing a vehicle’s oil at 5,000 miles, the division illustrates the differing maintenance needs between the two groups of vehicles. This categorization splits the passenger vehicle fleet nearly in half: 50.8 percent of the state’s passenger vehicles traveled more than 5,000 miles per year, and 49.2 percent traveled less. However, though the two categories had approximately the same number of vehicles, the usage pattern of these two groups differed significantly. Of the 1,867,748 miles driven in state fleet passenger vehicles in 2012, 1,580,350 (84.6 percent) were in vehicles with over 5,000 miles, and 287,398 (15.4 percent) in vehicles with fewer than 5,000 miles.

OMB also analyzed the costs associated with the passenger vehicle fleet. In 2012, the total vehicle cost (including fuel) paid by state agencies for the passenger vehicle fleet was \$1,027,932. Of this amount, \$654,176 (63.6 percent) was for vehicles traveling over 5,000 miles, and \$373,756 (36.4 percent) for those under 5,000 miles. When comparing per-mile costs between the higher- and lower-mileage vehicles, clear distinctions emerge. For vehicles traveling more than 5,000 miles, the per-mile cost was 41.4 cents. For those traveling less, the per-mile cost was 129.8 cents. A major driver of this cost discrepancy comes from fixed vehicle costs, including liability insurance and State Fleet administrative charges, which are imposed irrespective of the number of miles a vehicle is driven.

Figure 2: Passenger Fleet by Agency

Agency	Passenger Vehicles
Admin	13
Atty Gen	6
BHDDH	17
CCRI	5
CRMC	1
DCYF	43
DEM	27
DHS	1
DLT	6
DOC	35
DOT	16
Health	8
Higher Ed	1
Judicial	2
Military	1
Pub Safety	52
Pub Utilities	1
Revenue	2
RIC	6
RIDE	2
State	1
URI	20
Elections	0
Gen Assembly	0
Governor	0
Lt. Governor	0
Pub Telecom	0
Treasury	0
Total	266

¹ Agencies are required to report annual vehicle mileage data to State Fleet, though compliance varies among agencies. (See “Areas for Improvement” below.) OMB used reported miles for this analysis, though this may understate actual mileage per vehicle.

Mileage Reimbursement

State employees are authorized to receive mileage reimbursement for certain travel on official business. Mileage payments are based on a fixed per-mile rate, updated annually by the Department of Administration's Office of Accounts and Control according to the business mileage reimbursement rate authorized by Internal Revenue Code (26 U.S.C. § 162). The reimbursement rate was 55.5 cents per mile driven in 2012 and increased to 56.5 cents per mile in 2013.

Of the cumulative 5,574,819 total recorded work-miles traveled in both state and personal vehicles in 2012 (excluding URI, RIC and CCRI, for which mileage reimbursement data were not available), 69.0 percent were driven in employees' personal vehicles and reimbursed at a cost of \$2,116,285. Of state employees reporting personal vehicle travel in 2012, 214 individuals drove more than 5,000 miles, some receiving nearly \$10,000 in reimbursements.

Areas for Improvement

OMB's analysis suggests improvements are possible in the areas of vehicle use and mileage reimbursement. In 2012, departments spent \$0.414 per mile for state vehicles that traveled more than 5,000 miles per year, \$0.555 per mile for mileage reimbursement in personal vehicles, and \$1.289 per mile for state vehicles traveling fewer than 5,000 miles. This discrepancy suggests that departments may be able to achieve savings by maximizing use of existing state vehicles.

Additional data review and analysis is required to develop alternatives to the status quo. State Fleet's vehicle inventory system is nearly 30 years old and does not allow for more than basic analysis of fleet usage. Though State Fleet is responsible for overall management of the fleet, it does not have access to all information regarding state employee transportation, including data regarding employee mileage reimbursement in personal vehicles. Fleet coordinators of each agency have their own individual methodology of tracking employee mileage, vehicle usage, and scheduling of maintenance, with no uniform database or guidelines used statewide.

OMB also noted disparities in the data some agencies provide to State Fleet. Among the state's fleet of light-duty vehicles (passenger vehicles, pickup trucks, vans, and SUVs) 12.2 percent with non-fixed costs (e.g., maintenance, fuel, etc.) were reported as having zero mileage. An additional 6.3 percent of light-duty vehicles appear to have data-reporting inaccuracies, such as average fuel economy rates of less than 5.0 miles per gallon or more than 100.0 miles per gallon, suggesting inaccuracies in mileage and/or fueling data. Finally, some agencies use vendors for vehicle maintenance operations, and the subsequent invoices help State Fleet

determine whether schedule maintenance is performed. However, some agencies perform some maintenance at internal facilities. While this may be a cost-effective solution, State Fleet may not be informed of the activity and therefore have incomplete knowledge whether maintenance schedules are being followed.

To understand best practices in fleet management, OMB reviewed operations and procedures in numerous jurisdictions. Two noteworthy examples are Missouri's State Fleet and Washington DC's FastFleet program.

- 1) *Missouri* -- In 2001, State Auditor and now-US Senator Claire McCaskill, issued a report critical of Missouri's state fleet management and oversight. The audit report stated that the state had a lack of reliable and comprehensive fleet data, and there were significant inconsistencies amongst the various agencies' vehicle usage policies. In response to the State Auditor's report, the Office of Administration convened an interagency task force to develop and recommend a state vehicle policy governing the acquisition, assignment, maintenance, and use of state vehicles.

The following year, the task force made a number of employee travel and state fleet guidelines to be applied across all state agencies. This included establishing a statewide fleet policy and maintenance schedule, instituting an internally developed fleet information system, developing annual fleet and travel performance measures, and creating a trip optimization calculator, which provided state employees with a tool to determine the cost-effectiveness of vehicle usage in various situations.

With the implementation of these recommendations, Missouri reduced mileage reimbursement by more than 50.0 percent, cut overall business travel by 12.3 percent, increased travel-miles in state-owned vehicles from 77 to 87 percent of total miles driven, all while reducing the size of its state fleet.

- 2) *Washington, D.C.* – Washington D.C. has adopted FastFleet, a fleet optimization system based on Zipcar's car-sharing model. Using the existing fleet, a wireless system was installed and linked to a dedicated remote server. The system allows card-based access, vehicle reservations via desktop and mobile devices, vehicle maintenance tracking, GPS location services, driver-use tendencies (average speed driven, fuel economy, etc.), and other fleet management tools. This system allows for vehicles to be located in a distributed network of locations across a city or state, rather than a centralized "depot." District of Columbia officials estimate the city has saved more than \$1.0 million in the first 12 months of use, and expects an additional \$5.0 million over the next four years.

Fueling Operations and Costs

Both State Fleet and the Rhode Island Public Transit Authority (RIPTA) purchase fuel for vehicle operations. However, each entity uses its own contract with specifications particular to its needs.

State Fuel Purchases

The State of Rhode Island uses a Master Price Agreement (MPA) when purchasing fuel from vendors for a number of facilities around the state. Under the terms established by the Department of Administration's Division of Purchases, an MPA permits a department or quasi-public agency or municipality to purchase a particular good or service from a number of qualifying vendors who meet certain contract specifications. The State's MPA covers purchases of Fuel Oil #2, Kerosene, and Diesel – used for heating agency facilities and operating State Fleet vehicles. The current MPA covered the period from September 2008 through July 2010 with the option to renew for two additional twelve-month periods. As this MPA has not been updated in six years, the Division of Purchases is now researching potential reforms to current contract specifications. The Division of Purchases intends to issue a new MPA for bidding and is researching its options. (For the purposes of this report, the purchase and distribution of diesel fuel under the MPA will be discussed in relation to transportation functions of the State of Rhode Island.)

The MPA divides Rhode Island into ten districts, each containing multiple municipalities, not including Block Island, which stands alone. Each district, and more specifically, each fueling station, has its own set of guidelines that a vendor must follow. For example, within District 6, the MPA estimates that 55,000 gallons of diesel would be delivered annually to the Pontiac Avenue in Cranston, where the Adult Correctional Institutions' facilities are located. The facility is a given cap of 5,000 gallons – the maximum diesel tank capacity at this location. (See Appendix B for a list of fueling stations.) Under the MPA, fuel must be delivered to the appropriate fuel station when State Fleet calls for delivery.

Under the MPA, the state goes to bid among vendors to determine the charge for transporting the diesel and any other delivery costs. For the actual diesel price, the state uses the daily market approach when procuring diesel under the MPA. The current MPA states that the prices quoted are based on the lowest Providence Terminal Tank Car Price that can be found under the Daily Petroleum Prices of the New York Journal of Commerce, which is an industry standard. These prices are subject to daily increases or decreases, as noted in the publication. The actual diesel price paid by the state is based on the price of fuel at the time of purchase combined with two prices – transportation and delivery of the diesel – to make up the total cost to the state.

RIPTA's Diesel Contract

RIPTA is the leading fuel consumer among transportation agencies, consuming approximately 2.6 million gallons of diesel fuel per year. As a result of this large quantity, RIPTA is able to issue a competitive Request for Proposals (RFP) that provides for a “floating” contract with an option to lock-in prices at RIPTA’s discretion. Unlike the state, which on average requires no more than 400,000 gallons of diesel each year, RIPTA is able to guarantee vendors at least 2.5 million gallons per year and 10,000 gallons per delivery. These minimum requirements are included in RIPTA’s specifications, as a high volumes and regular deliveries are required for vendors to agree to price locks in a contract.

Based on the annual amount of fuel RIPTA consumes, vendors have been willing to meet these RFP specifications at no additional cost. RIPTA uses three delivery locations in Rhode Island: Melrose Street in Providence, Coddington Highway in Newport and Elmwood Avenue in Providence (see Appendix B for RIPTA fueling station information). The current contract is multi-year, similar to the State’s MPA, running for eighteen months commencing December 2010 with up to four twelve-month annual options to renew at RIPTA’s discretion.

The floating contract’s specifications require that vendors allow RIPTA to choose from two pricing options during the course of the contract:

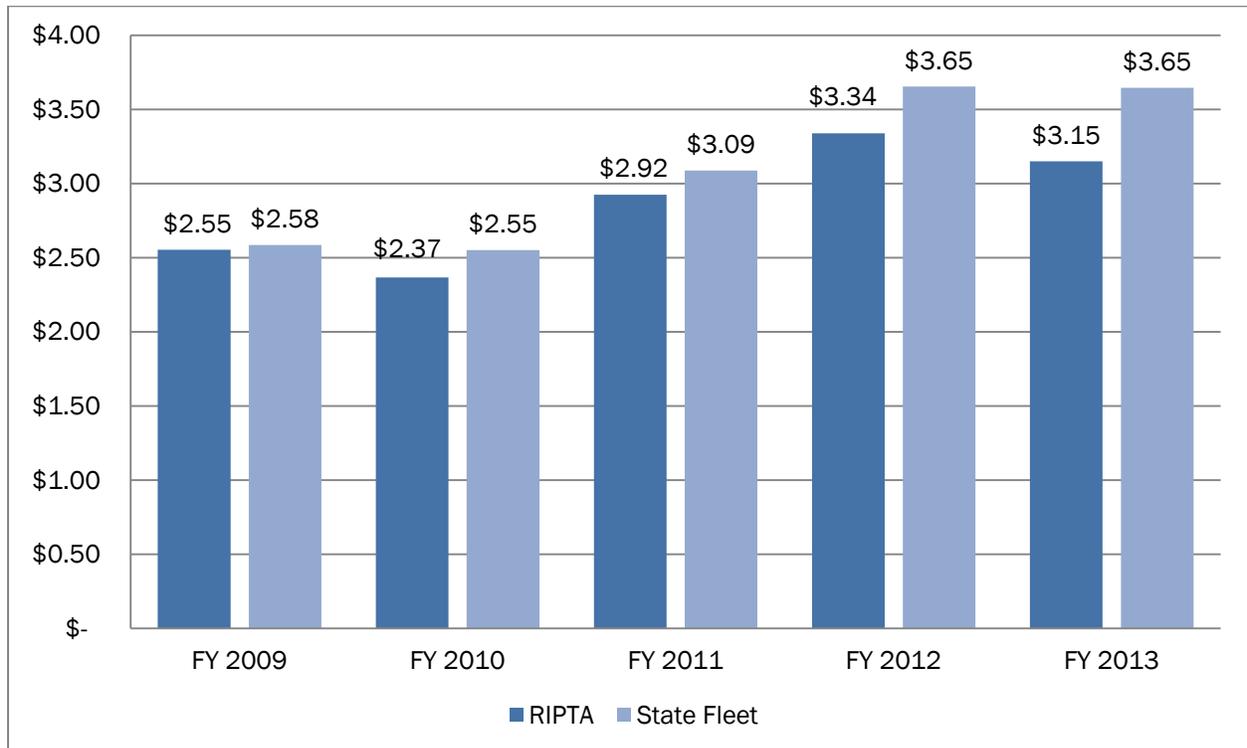
- The Market Price Method, similar to the State’s daily market approach, states that “prices will be quoted as a markup above the Low Barge Spot Price assessment for fuel published in Platt’s Oilgram Price Report table entitled New York Harbor.” The market price method estimates the economic value for ecosystem products or services that are bought and sold in commercial markets based on estimated consumer surplus and producer surplus using market price and quantity data. When determining fuel prices based on the market price approach, RIPTA requires the vendor, on a daily basis, to forward directly to RIPTA’s Procurement Office the daily fuel prices, the markup and the total price based on a calendar year.
- The second option is the fuel price lock-in method, which “provides the Authority the right, at its sole discretion to convert any portion of this contract to a fixed price contract. RIPTA may lock in prices of multiples of 42,000 gallon contracts for a period of time based upon RIPTA’s estimated usage. The fuel price lock-in method – commonly referred to as a fixed price contract – “provides for a price which normally is not subject to any adjustment unless certain provisions are included in the agreement. A fixed-price contract is not adjusted when it actually costs more or costs less to complete the project

that the price initially agreed upon.” The lock-in price is used for all of RIPTA’s fueling locations. Contract specifications for this approach require the vendor to forward on a daily basis to RIPTA’s Procurement Office a daily listing of the lock-in price for periods of time to be determined by RIPTA.

RIPTA currently contracts with Sprague Energy, which is located in Providence and headquartered in Portsmouth, New Hampshire. Sprague Energy is an “independent wholesale supplier of energy and materials handling services in the Northeast with products including: home heating oil, diesel fuels, residual fuels, gasoline, and natural gas.” Sprague Energy also provides the daily fuel prices that RIPTA requires under its contract specifications.

Because of RIPTA’s high volume of diesel fuel and contract provisions to lock in prices for fixed periods of time, RIPTA’s average annual price per gallon of diesel fuel has been lower than that of State Fleet in the last five fiscal years (see Figure 3).

Figure 3: RIPTA vs. State Fleet Diesel Comparison -- Average Price per Gallon (Fiscal Year)



Note: RIPTA was using Diesel #1 until March 2013. Diesel #1 is approximately \$0.10 more expensive than Diesel #2.

Municipalities

The State's MPA includes a municipality clause that allows any city, town or other government subdivision (i.e. quasi-public agencies) to access the State's vendors and fuel prices. At the time of this report, no other entity had opted to enter into an agreement under the State's fuel MPA. RIPTA also provides an optional statewide fuel consortium that would allow any city, town, governmental subdivision, or state agency to piggyback on RIPTA's diesel contract. Based on information from RIPTA, no vendor has been willing to accept this portion of the contract with regard to fixed rate pricing. Pricing is affected by many variables, including total volume, tank sizes, and frequency of fuel delivery. RIPTA's ability to guarantee large volumes of diesel fuel allows the agency to negotiate lower rates and to lock in prices, while other government entities cannot guarantee sufficient volume to access RIPTA's lower prices.

In recent years, state municipalities have piggybacked on the City of Warwick's bid for fuel instead of the state MPA. Warwick's MPA uses the daily market approach, similar the State's fuel contract. This approach will be subject to change in the near future; according to the Rhode Island League of Cities and Towns, the Municipal Purchasing Agents Association will be preparing its own fuel specifications.

Shared Maintenance

As noted in OMB's December 2012 report, RIPTA performs vehicle maintenance for a portion of Rhode Island Department of Transportation's (RIDOT) equipment fleet. The partnership began in 2005 when RIPTA began performing maintenance for 40 pieces of heavy equipment; as of August 2013, the number had climbed to 72 pieces of equipment – 28.7 percent of the 251 pieces of heavy equipment RIDOT owns. As part of the agreement, RIDOT provides funding for four RIPTA mechanics and one foreman dedicated to RIDOT maintenance projects. RIDOT estimates that the agreement saved nearly \$120,000 in Fiscal Year 2011, and RIDOT and RIPTA are planning to expand shared maintenance activities to include all of RIDOT's heavy fleet in the coming years.

RIDOT and RIPTA are in the process of updating the Memorandum of Understanding governing RIPTA's maintenance of RIDOT equipment. Under the earlier agreement, some RIDOT projects had been delayed by inventory shortages or insufficient personnel for certain projects. The new agreement is intended to expedite RIDOT maintenance projects by improving inventory practices for RIDOT equipment and allowing greater access to RIPTA maintenance staff for RIDOT projects. The updated MOU also establishes a quarterly review of RIDOT maintenance projects and expenditures to improve accountability and oversight. Additionally, adopting a best practice from Montana's Department of Transportation, RIDOT and RIPTA are developing a

preventive maintenance schedule to ensure proper maintenance of DOT heavy equipment and vehicles.

The state budget for Fiscal Year 2014 includes \$600,000 in RI Capital Plan funding for the first phase of a cooperative maintenance facility for RIDOT and RIPTA vehicles. The \$5.0 million project, expected to be completed in Fiscal Year 2016, will convert a former RIPTA maintenance facility on Elmwood Avenue, permitting additional maintenance on RIDOT vehicles. The expanded facility is expected to increase RIDOT's dedicated maintenance from two bays to a total of eight, permitting RIPTA to conduct nearly all RIDOT equipment maintenance.

Recommendations

Based on conversations with departmental managers and State Fleet, OMB recommends a number of no- and low-cost adjustments that can be made to Rhode Island's state fleet system that will provide immediate benefits, including:

- *Improved reporting* – State Fleet collects information annually about state fleet usage and reports data and findings by December 31. In 2012, more than 12.0 percent of the state's fleet of passenger vehicles, SUVs, and trucks provided no mileage data to the Office of State Fleet Operations. An additional 7.3 percent of unleaded-fuel vehicles appear to have data inaccuracies (e.g. fuel consumption of less than 5.0 miles per gallon or more than 100.0 miles per gallon). OMB recommends improving enforcement of current requirements that departments with state fleet vehicles provide accurate mileage and odometer readings. OMB will cooperate with State Fleet during data collection to improve compliance in 2013.
- *Vehicle maintenance schedule* – Agencies currently have inconsistent approaches to preventive maintenance for their state fleet vehicles. Regular scheduled maintenance (e.g. oil changes, tire rotation) can extend vehicle life and reduce unexpected repair costs. OMB recommends that State Fleet conduct a survey of existing procedures and staffing related to vehicle maintenance as a first step in developing a standardized state vehicle maintenance policy. This survey should aim to determine whether preventive maintenance schedules are followed and whether maintenance is done internally or through vendors. Looking forward, the preventive maintenance plan under development by RIPTA and RIDOT may serve as a model for other departments to emulate.

- *Mileage reimbursement* – In 2012, more than \$2.1 million was spent on employee mileage reimbursement. Of these reimbursements, 56.2 percent were paid to individuals driving more than 5,000 miles in their personal vehicles. OMB recommends examining the mileage reimbursement by department and working with departmental management to determine opportunities for increasing use of existing state vehicles.
- *Vehicle acquisition and replacement* – Procedures for new vehicle requests should have greater emphasis on budgetary impact and potential for savings. OMB recommends including cost-benefit analysis as a component of new vehicle requests. Cost-benefit analysis should include acquisition costs, maintenance costs, fixed costs, and mileage reimbursement savings.
- *Diesel fuel* – The state generally pays more per gallon of diesel fuel than RIPTA does, partly because RIPTA’s high diesel use provides better pricing options. While the state may not be able to access to RIPTA’s volume discounts, the state should examine RIPTA’s diesel contract to determine other areas for potential savings in the upcoming renewal of the diesel MPA. The Division of Purchases and State Fleet should collaborate with RIPTA and municipalities to examine potential areas of cooperation in fueling.

Additional steps can be taken in the longer-term to promote systematic changes to the management of State Fleet:

- *Software* – State Fleet’s inventory system is approximately 30 years old, and allows for very little analysis of vehicle usage. The limited capability of the current system prevents State Fleet from making data-informed vehicle utilization decisions. OMB recommends a review of available fleet management software, including internally-developed systems used in other states.
- *Fleet tracking* – Fleet tracking technology, such as FastFleet and others, allows organizations to use GPS and other sensors to compile data on vehicle usage and driver tendencies (average speed driven, frequency of use, etc.) OMB recommends a review of fleet tracking systems, including a cost-benefit analysis of system implementation and upkeep to determine whether a system is appropriate for State Fleet.

SHARED SERVICES – INFORMATION SHARING & CUSTOMER SERVICE

As noted in OMB's *Rhode Island Transportation: Review of Functions and Organization* of December 2012, more than a dozen governmental departments, quasi-governmental agencies and public-private partnerships have a role in administering transportation programs or functions in Rhode Island. While these organizational distinctions may have value from an operational or management perspective, they can cause confusion to Rhode Islanders seeking to obtain information about transportation services.

At a meeting in January 2013, the leadership of Rhode Island transportation agencies identified the need to improve customer communication as an area for focus in OMB's exploration of shared services. Because the Division of Motor Vehicles (DMV) has worked with Amica Insurance since 2011 to make customer service improvements as part of ongoing reforms, OMB requested that Amica work with an interagency transportation group to determine methods of improving information sharing and customer service. Amica also coordinated the assistance of a MBA student consulting team from the Graduate School of Business at Bryant University to review agency communications. Students met with representatives from RIDOT, RIPTA, and DMV to understand their needs and made recommendations for improved information sharing. The areas for improvement and recommendations specified below came largely from the collaborative effort with agencies, Amica, and the Bryant student team.

Internal Information Sharing

Departmental leadership described a need to obtain information from other agencies on a more systematic and frequent basis, both to respond to customer inquiries and to inform their own management decision-making.

For customer inquiries, agencies noted that travelers request information that is created or managed by another agency. In some cases, the information request reflects the multimodal approach of travelers; for example, a passenger landing at T.F. Green may want RIPTA bus or Massachusetts Bay Transportation Authority (MBTA) commuter rail schedules. In other cases, customers may not be aware of which agency is responsible for particular services; for example, a person may contact RIDOT for bus schedules. In either case, if an agency does not have access to information, it must refer the customer to another location or point of contact, creating unnecessary delays and frustration.

Interagency information sharing is also important for planning and operations. In one example, RIPTA noted that construction projects may require temporary rerouting of bus routes. If RIPTA is not aware of construction projects in advance, it cannot communicate route changes to

passengers. In some cases, bus drivers may need to make spontaneous adjustments with no guidance, potentially causing delays.

RIPTA, RIDOT, and the Rhode Island Airport Corporation (RIAC) identified some of the most important information needed from other agencies or units of government. Their list, seen in Appendix C, is not exhaustive but does illustrate opportunities for enhanced interagency communication that could improve operations and the customer experience.

External Information Sharing

At least five agencies – RIDOT, RIPTA, the Rhode Island Turnpike and Bridge Authority (RITBA), RIAC, and DMV – have customer service lines to handle public inquiries and complaints, and most agencies noted that they commonly receive questions intended for other agencies. Further, each agency maintains a website, though the information provided is largely reflective of agency operations and has varying levels of information about other modes of travel. RIDOT maintains a Traveler Assistance website (<http://www.dot.ri.gov/travelri/>) with links to other transportation agencies and information sources, and it operates the 511 Travel Information service (<http://511.dot.ri.gov>), which includes information about construction and traffic conditions. RIAC's T.F. Green Airport website (<http://www.pvdairport.com/>) includes information about other modes of travel, and RIAC's customer service line can inform travelers about train and bus schedules and other transportation options. However, Rhode Island does not have one comprehensive transportation website, customer service number, or single source of transportation information.

Agencies have demonstrated recent successes in coordinating external information campaigns. When DMV introduced online driver's license renewals, RIDOT publicized the new service on its highway signs. In July 2013, RIDOT and RIPTA began a "Beat Traffic, Try Transit" campaign, which encourages transit ridership through reduced RIPTA fares on Park & Ride routes and free parking at the T.F. Green and Wickford Junction commuter rail garages. Boosting public transit ridership is not only consistent with both agencies' goals, but it may also provide relief to traffic congestion on I-95 as RIDOT continues work on the Providence Viaduct Bridge Replacement Project.

Customer Service

Governor Chafee has emphasized the importance of providing exceptional customer service to Rhode Islanders. Starting in 2011, as part of efforts to improve customer service at the DMV, the agency began customer service training for all employees. The training, provided at no charge by Amica Insurance, emphasizes the importance of understanding customer needs,

listening and communicating, and maintaining a positive attitude. Combined with operational improvements – many of which were recommended by DMV employees – the DMV has transformed to a more efficient and customer-centric agency that continuously seeks improvement in the customer experience. In early 2013, DEM also began a leadership development and customer service initiative, similar to that used by DMV. DEM has since created Customer Service Teams to train all DEM employees on customer service principles and best practices.

While all transportation agencies have made efforts to emphasize to customer service, OMB's meetings with agency leadership illustrated differences in customer service techniques and procedures – sometimes within a single agency. To promote a single customer service experience across transportation agencies, OMB worked with Amica to provide initial customer service training to employees from DMV, RIDOT, RIPTA, RITBA, and the Governor's Office of Constituent Affairs. Amica also made a number of recommendations to develop a comprehensive approach to customer service, including leadership development training and ongoing customer service training for all employees.

Meteorological Forecasting Services

As part of discussions about information sharing, several managers noted the need for consistent and reliable meteorological forecasting needs to improve fleet operations, particularly prior to and during weather emergencies. Currently, departments receive meteorological information from different sources during weather-related events. RIDOT subscribes to several meteorological services while RIPTA noted that it lacks a consistent source of meteorological information. RITBA currently uses weather monitoring devices to assess bridge conditions, but it noted the need for additional information, particularly regarding weather systems involving lightning and high wind conditions. RIAC accesses information from the National Weather Service and the Federal Aviation Administration. The Rhode Island Emergency Management Agency (RIEMA), while not a transportation agency, includes transportation in its emergency operational planning. RIEMA subscribes to a weather service and receives support from the state's meteorologist at the Department of Environmental Management. Nearly all of these agencies require 24/7 access to detailed weather forecasting to allow for well-informed decision making, especially during instances of severe weather.

With most transportation agencies having unique weather-forecasting needs relevant to the duties they perform, the state would benefit from having a dedicated and consistent approach to meteorological services. The cost of existing separate existing meteorological contracts suggests efficiencies are possible using internal state resources and shared systems and

services. OMB has coordinated efforts among transportation agencies, the Rhode Island Emergency Management Agency (RIEMA), the Office of Digital Excellence (ODE), the Division of Information Technology (DOIT), and the state meteorologist in the Department of Environmental Management (DEM) to determine how best to consolidate contracts and services into one statewide approach, using existing internal capacity and resources whenever possible.

Recommendations

Based on conversations with agency managers and feedback provided by Amica and the Bryant MBA consulting team, OMB suggests a number of recommendations to improve customer service and information-sharing among transportation agencies.

- *Interagency Customer Service Training* – The state will expand on recent efforts to conduct interagency customer service training for transportation agencies. RIDOT and RIPTA are planning to conduct leadership training for key management in 2013, followed by customer service training for RIPTA and RIDOT employees. Customer service training will be consistent with that provided to DMV employees to ensure a common approach.
- *Customer Service Principles* – As part of its customer service improvements, DMV established a Customer Service Agreement posted in all branches. It emphasizes the agency's commitment to customer service and outlines what customers can expect as part of their experience. In conjunction with customer service training, agencies will develop customer service principles to guide all operations and interactions with the public.
- *Improved Consistency to Customer Response* – OMB determined that each agency has its own approach to handling inquiries from the public. RIDOT, RIPTA, and DMV have agreed to explore developing a consistent approach to customer response. The effort will include the following components:
 - Collect two months' worth of baseline data to categorize the types of inquiries each agency receives and to determine the amount of time required to respond to each category of inquiry;
 - Create departmental targets for response times, both initial response and issue resolution; and

- Develop and share best practices for handling different consumer inquiries (referral, response, etc.) across different media (telephone, written mail, website, e-mail, social media, etc.).
- *Coordinated Media and Outreach Activities* – All transportation agencies use customer outreach, advertising and media to promote their programs and initiatives. However, since agencies use various techniques to reach customers and have different evaluation methods, OMB and other stakeholders cannot determine the effectiveness of customer outreach efforts and public satisfaction with the transportation system as a whole. OMB recommends greater coordination in media and outreach efforts among agencies:
 - Develop a unified social media strategy to determine the information needed by transportation customers and the most appropriate methods of communication;
 - Create a uniform template for customer feedback. While agencies may need to tailor customer feedback forms to their individual needs, feedback forms should have some consistency in survey design and content to compare certain attributes (e.g., customer satisfaction) across agencies; and
 - Improve coordination of outreach activities. Agencies should continue efforts to cross-promote activities and develop standards to evaluate the impact of outreach efforts. Agencies should also determine best practices for reaching diverse groups of customers, including expanding the use of foreign language communications.

OMB and agency leadership have also recognized the importance of enhancing information sharing among themselves and with the public. Specific recommendations in this area include:

- *Access to Transportation Information* – Agencies will collaborate to improve public access to transportation information across media. These efforts will be coordinated with the Office of Digital Excellence to adopt standards and best practices. Some initiatives include:
 - Developing a more consistent design to agency websites, with greater public access to transportation-related content from other agencies' sources;
 - Expanding the state's 511 Traveler Information service to include information from other modes of transportation; and
 - Creating mobile applications for transportation services and information and promoting data sharing and design coordination.

- *Interagency Communication Sharing* – Transportation agencies are seeking a solution to span different information technology systems in order to share operational information. An interagency group, in consultation with the Office of Digital Excellence, will determine what technology solutions are available to improve communications and pursue the most cost-effective options. As part of this effort, agencies should engage with municipalities and other transportation agencies such as MBTA to ensure that state agencies have access to relevant information regardless of the originating source.
- *Primary Points of Contact* – As an initial step to improve interagency communication, agencies have identified a primary point of contact for the most common inquiries from other transportation organizations. This information will be updated periodically and distributed among stakeholders.

Finally, OMB believes efficiencies are possible in the use of meteorology services by transportation agencies to provide common information when departments are dealing with weather-related incidents:

- *Meteorology* – Rhode Island’s transportation agencies currently hold contracts with private meteorology services while the state has a meteorologist on staff at DEM. At OMB’s recommendation, departments have started efforts to consolidate meteorology contracts and services into one statewide plan using existing resources to the greatest extent possible. RIDOT will begin using the state meteorologist, and OMB will work with DEM, the Office of Digital Excellence and other departments and agencies to implement this recommendation.

ECONOMIC DEVELOPMENT

Governor Chafee has emphasized the value of Rhode Island's transportation assets to the state's economic development efforts. With ports, airports, and access to freight rail, Amtrak, commuter rail, a statewide public transit system, and Interstate 95, Rhode Island provides many options for the movement of passengers and goods within and across the state's borders. This section reviews some ongoing interagency economic development initiatives involving transportation assets.

RhodeMap RI -- Sustainable Economic Development Plan

The Rhode Island Statewide Planning Program and the Rhode Island Economic Development Corporation (EDC) are preparing a comprehensive economic development plan to guide the state's future growth and investments. RhodeMap RI, funded by a grant from the U.S. Department of Housing and Urban Development, intends to create a sustainable economic development vision that builds on the state's existing assets while promoting social equity. RhodeMap RI will also make recommendations for industry growth areas, as well as the regulatory, marketing, and financial strategies it should implement in order to achieve the vision.

At a January 2013 meeting convened by OMB, Statewide Planning provided an overview of RhodeMap RI to the leadership of six transportation-related agencies to inform them of the initiative and encourage their participation. In May 2013, Statewide Planning held an opening work session with approximately 100 public participants to gauge initial areas of interest and to determine the most effective ways of conducting outreach to Rhode Islanders. Statewide Planning is running public outreach events in various communities through spring 2014, as well as scheduling meetings, interviews, and focus groups in fall 2013 focused specifically on economic development, community growth centers, and housing. Transportation will be an important component of growth center planning, as state officials determine how best to connect population centers with jobs. Further, some growth centers will have a specific transportation focus, such as the Station District in Warwick.

In February 2013, Governor Chafee released *Economy RI: Economic Development Data Analysis & Assessment*. The report provided an analysis of the state's business climate, financial resources, regulatory environment, and other economic development factors. One section compared the state's transportation assets in a regional and national context to demonstrate areas of competitiveness. The report noted the value of T.F. Green Airport as a transportation asset; not only did T.F. Green have the second-lowest airfares of nine peer facilities in the third quarter of 2012, but it also ranked second in the number of departures among second-tier (non

“major” international) airports.² For rail-related assets, the Providence rail station was Amtrak’s sixteenth busiest in the nation in federal fiscal year 2012, while MBTA commuter rail in Providence served approximately 4,000 trips per day as of August 2012. According to RIDOT, recent ridership surveys have consistently placed Providence among the top three in ridership of all MBTA commuter rail stations. Finally, the report noted that Rhode Island has lower commuter times than peer and neighboring states. Rhode Island’s average commute time is 22.9 minutes per trip – compared to 27.6 minutes for Massachusetts residents – saving Rhode Islanders as much as 40.7 hours per year in travel time compared to Massachusetts commuters.

Developing & Marketing Transportation Assets

In recent years, Rhode Island has made multiple investments to improve its transportation infrastructure and services and promote economic development. T.F. Green Airport has initiated its runway extension efforts, which will allow the airport to offer a broader range of flights by 2017. The InterLink in Warwick, which opened in October 2010, is an intermodal hub near Interstate 95 that provides travelers access to flights at T.F. Green, commuter rail service to Providence and Boston, RIPTA and intercity bus service, and numerous rental car agencies. In April 2012, commuter rail service was further expanded to Wickford Junction in North Kingstown to provide additional transportation options for people in South County. RIPTA, which serves as the state’s mobility manager, recently conducted a Comprehensive Operational Analysis (COA), intended to assess ridership needs and develop a route system that best meets public demand.

Rhode Island has benefited from funding from the U.S. Department of Transportation’s Transportation Investment Generating Economic Recovery (TIGER) program. The Quonset Development Corporation (QDC) received \$22.3 million in TIGER funding for port improvements, including pier improvements and installation of a mobile harbor crane at the Port of Davisville. The state was also awarded \$10.5 million in TIGER funds to purchase two mobile cranes at ProvPort, facilitating expansion of existing operations and export activities while developing the infrastructure necessary to support container operations.

² Fourth Economy Consulting. *Economy RI: RI Economic Development Data & Analysis & Assessment*. February 2013. 30-31. <http://www.planning.ri.gov/documents/LU/economyri.pdf>

Rhode Island is marketing its transportation assets as a component of promoting economic development in the state. The EDC has identified five economic assets with a transportation component:

- Knowledge District in Providence, now available for development after I-195 relocation;
- Commercial and Industrial Port Assets in Davisville, Providence, Newport, and Galilee ;
- Marine and Defense Industries at the Quonset Business Park, Aquidneck Island and East Bay;
- Warwick Station Development District, an intermodal site providing air, rail and highway access; and
- Financial Services Corridor, a cluster of businesses and educational institutions along Routes 7 and 116 in northern Rhode Island.

Governor Chafee and the EDC have organized multiple “familiarization tours” for corporate site selector consultants and media to highlight the state’s transportation-oriented economic development assets.

The state has also received federal support for its transportation-oriented development efforts. RIDOT and the City of Warwick obtained a \$400,000 grant from the Federal Highway Administration to perform a marketing analysis and develop a marketing campaign for the Warwick Station Development District. RIDOT has also dedicated \$90,000 of federal planning funds for transit-oriented development planning, market analysis and rezoning plan around the Wickford Junction station in North Kingstown.

Commuter Rail Operations

A potential growth area for Rhode Island transportation services is expanding commuter rail service. Rhode Island has three commuter rail stops: Providence, T.F. Green Airport, and Wickford Junction, which was opened in April 2012. The state is also reviewing the feasibility of additional commuter rail stations in Kingston and Westerly, both of which now have Amtrak service, as well as Pawtucket/Central Falls, Cranston, East Greenwich, and West Davisville.

According to MBTA, effective July 1, 2013, Providence is served by inbound commuter trains eighteen times every weekday to Boston’s Back Bay and South Station, with trains providing return service sixteen times. Some Boston-based trains also serve the T.F. Green Airport and Wickford Junction commuter rail stops, which have access to ten scheduled trains to Boston and seven return trains every weekday. RIDOT and RIPTA have initiated conversations with MBTA to determine methods of improving fare coordination between RIPTA and MBTA. Though the agencies have different fare schedules and systems, RIDOT and RIPTA have taken an

incremental approach to collaboration, with RIPTA-issued senior citizen cards now accepted by MBTA to qualify for senior fares.

One potential obstacle expanding commuter rail is the lack of clear and consolidated authority over commuter rail operations. Commuter rail service is provided by MBTA through an agreement with RIDOT. RIDOT's involvement in commuter rail operations is a departure from its traditional areas of responsibility, which include planning, construction and maintenance of transportation infrastructure. RIPTA has statutory authority to provide commuter rail service, but it does not currently have the operational expertise or capacity to manage commuter rail. Further, the Department of Administration's Statewide Planning Program is charged with transportation planning and is currently updating the State Rail Plan to develop a comprehensive statewide approach for passenger and freight rail.

Recommendations

- *Commuter Rail Management* – The state needs a long-term approach to commuter rail planning and operations to address the current divisions that exist within this transportation area:
 - RIDOT has operational oversight of commuter rail, with service provided under an agreement with MBTA.
 - Statewide Planning has two relevant functions regarding commuter rail. It is charged with updating the State Rail Plan and also manages the state's transportation travel demand model, used to forecast future transportation service needs. The model's evaluation of future commuter rail passenger demand should inform decisions on expanded service and new station location.
 - RIPTA has operational expertise in transit, including in marketing and scheduling, and should also coordinate bus and commuter rail service to prevent conflict.
 - RIAC should be involved in future commuter rail needs assessment, as passenger levels at T.F. Green affect commuter rail ridership.

RIDOT should lead a group of relevant stakeholders in state government and quasi-public agencies to review the long-term needs of commuter rail operations. The group should make recommendations to OMB for a transportation organizational structure that coordinates planning, marketing, and operations of commuter rail and ensures that any future expansion meets customer demand. RIDOT and RIPTA should also continue to coordinate with MBTA to promote greater fare integration and product delivery.

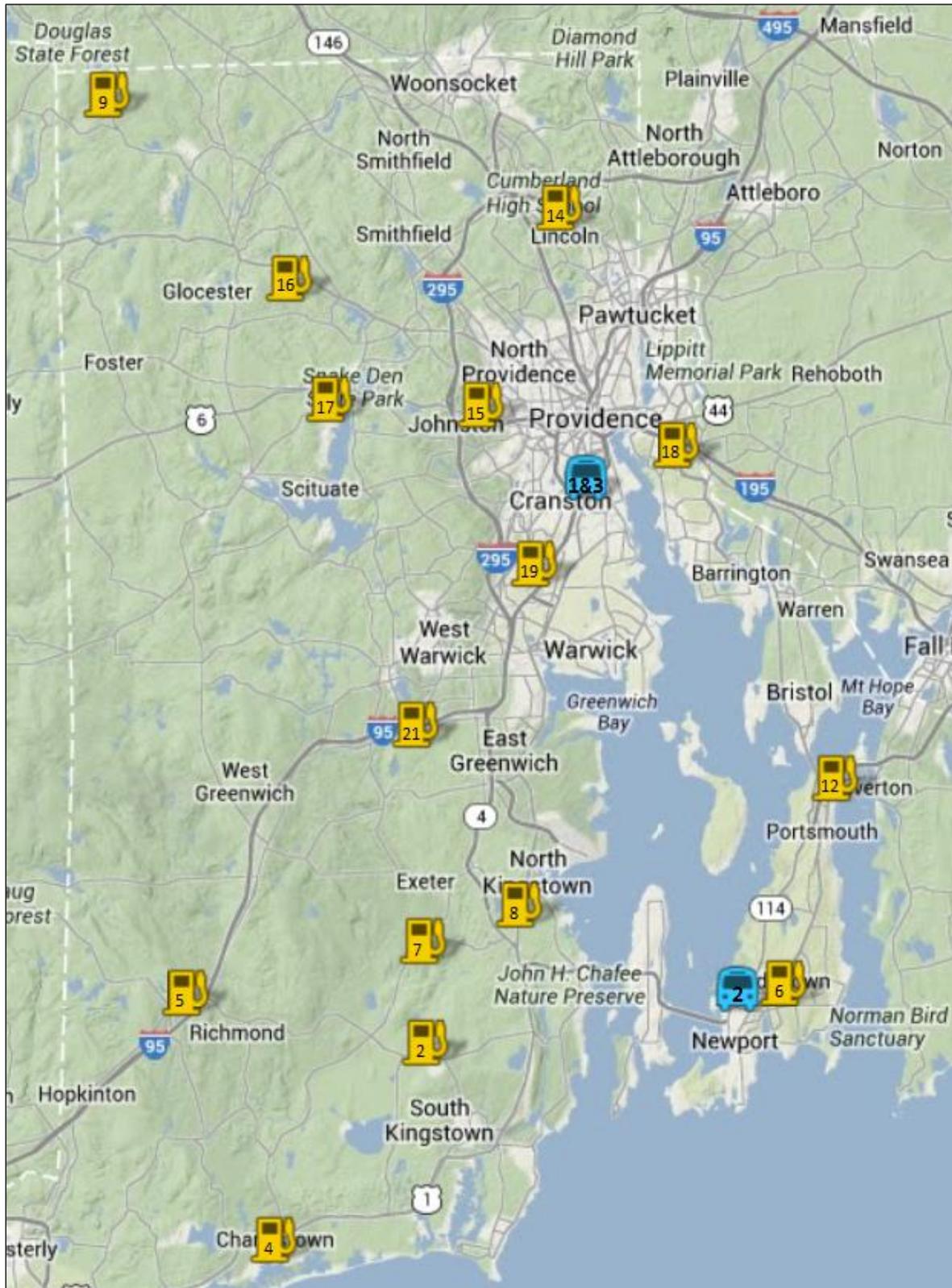
SUMMARY OF RECOMMENDATIONS

OMB will work with Rhode Island transportation agencies to implement the recommendations included in this report and to find additional areas for efficiency and improvements. The table below summarizes this report’s recommendations; the lead agency (or agencies) for each recommendation is marked with an asterisk (*).

Fleet Management and Operations	
Improve agency reporting of State Fleet vehicles and annual mileage	*State Fleet, OMB
Survey state agencies for vehicle maintenance practices	*State Fleet, OMB
Examine RIPTA fuel contract to determine further potential state cost-savings opportunities in state MPA. Collaborate with municipalities to determine whether additional efficiencies in fuel contracts are possible	*DOA – Purchases, OMB, RIPTA, State Fleet
Develop uniform maintenance schedule and tracking system across departments	*State Fleet
Review mileage reimbursements for agencies & work with departments to reduce	*OMB
Use cost-benefit analysis to inform vehicle acquisition and replacement	*OMB, State Fleet
Review fleet management software, including those used by other states	*State Fleet
Review vehicle fleet and employee travel management systems to determine whether appropriate for Rhode Island	*State Fleet, OMB
Shared Services	
Create list of primary points of contact for each department regarding customer service or public information	*OMB, all transportation agencies
Create single template for customer feedback using common questions, rating scale, and other data points	*DMV, RIDOT, RIPTA
Conduct interagency leadership training for key management	*RIDOT, RIPTA
Expand customer service training (including train-the-trainer) for transportation agencies	*OMB, DMV, RIDOT, RIPTA
Standardize process for customer inquiry response, including data collection to set baseline and development of interagency standards for response time	*RIDOT, *RIPTA, DMV OMB

Collect customer response timeliness data and include with agency performance management submissions	*OMB, DMV, RIDOT, RIPTA
Create standard procedures for handling consumer inquiries (referral, response, closure, etc.) across different media (phone, e-mail, website, social media, etc.)	*RIDOT, DMV, RIPTA
Develop a unified social media strategy to determine the information needed by transportation customers and the most appropriate methods of communication	*RIDOT, RIPTA
Coordinate outreach activities and share best practices in the areas of foreign language communications and outreach impact evaluation	*RIDOT, DMV, RIPTA
Develop consistent website design across state agencies, links to common information for various modes of transportation	*ODE
Expand 511 & Transportation Management Center to include additional transportation information	*ODE, RIDOT
Create mobile applications for transportation services and information and promoting data sharing and design coordination	*ODE, RIDOT, RIPTA
Develop internal information-sharing website for state, municipal transportation agencies	*ODE, RIDOT
Consolidate existing meteorology contracts and services into one statewide plan	*ODE, DEM, DOIT, OMB, RIAC, RIDOT, RIEMA, RIPTA, RI State Police, RITBA
Economic Development	
Lead group of stakeholders to review the long-term needs of commuter rail operations and make recommendations to OMB for transportation organizational structure	*RIDOT, DOA- Planning, QDC, RIAC, RIPTA, other stakeholders

APPENDIX A: STATE-OWNED FUELING STATIONS



FUELING DEPOT DETAIL

Depot #	Name	Address	2012 Gallons	Top Users and % of Total
2	URI Physical Plant Garage	9 Rhody Ram Way Kingston, RI 02881	Unleaded: 88,441	1. URI (75.4%)
			Diesel: 14,075	2. DEM (14.4%)
			Total: 102,516	3. BHDDH (5.4%)
4	Charlestown (DOT) Facility	4782 Post Rd Charlestown, RI 02813	Unleaded: 44,536	1. DEM (39.7%)
			Diesel: 13,827	2. DOT (33.6%)
			Total: 58,363	3. BHDDH (14.6%)
5	Hope Valley (DOT) Facility	51 Bank St Hope Valley, RI 02832	Unleaded: 71,508	1. DPS (40.1%)
			Diesel: 27,938	2. DOT (33.8%)
			Total: 99,446	3. DEM (16.5%)
6	Middletown (DOT) Facility	122 Wyatt Rd Middletown, RI 02842	Unleaded: 15,991	1. DPS (41.4%)
			Diesel: 3,878	2. DOT (32.1%)
			Total: 19,869	3. DEM (19.2%)
7	Veterans Cemetery	301 S County Trail Exeter, RI 02822	Unleaded: 11,909	1. DHS (47.6%)
			Diesel: 6,441	2. BHDDH (18.8%)
			Total: 18,350	3. DEM (16.8%)
8	Belleville (DOT) Facility	439 Tower Hill Rd North Kingstown, RI 02852	Unleaded: 90,077	1. DOT (32.6%)
			Diesel: 30,272	2. DPS (27.9%)
			Total: 120,349	3. DEM (24.8%)
9	Zambarano Hospital	2090 Wallum Lake Rd Pascoag, RI 02859	Unleaded: 11,929	1. BHDDH (80.1%)
			Diesel: 4,007	2. DEM (10.5%)
			Total: 15,936	3. DOA (7.6%)
12	Portsmouth (DOT) Facility	171 Anthony Rd Portsmouth, RI 02871	Unleaded: 47,673	1. DOT (61.9%)
			Diesel: 26,969	2. DEM (17.6%)
			Total: 74,642	3. DPS (11.1%)
14	Lincoln (DOT) Facility	680 George Washington Hwy Lincoln, RI 02865	Unleaded: 70,048	1. DOT (49.9%)
			Diesel: 32,165	2. DPS (21.4%)
			Total: 102,213	3. DEM (9.3%)
15	Cherry Hill (DOT) Facility	317 Cherry Hill Rd Johnston, RI 02919	Unleaded: 67,262	1. RIC (30.6%)
			Diesel: 7,535	2. DOT (30.0%)
			Total: 74,797	3. DPS (15.3%)
16	Glocester (DOT) Facility	648 Putnam Pike Chepachet, RI 02814	Unleaded: 21,800	1. DOT (66.4%)
			Diesel: 22,524	2. DEM (25.5%)
			Total: 44,324	3. DPS (4.2%)
17	Scituate (DOT) Facility	34 Springbrook Rd Scituate, RI 02857	Unleaded: 81,499	1. DPS (78.3%)
			Diesel: 10,810	2. DOT (14.9%)
			Total: 92,309	3. DEM (3.5%)
18	East Providence (DOT) Facility	691 Warren Ave East Providence, RI 02914	Unleaded: 11,151	1. DOT (81.3%)
			Diesel: 18,012	2. DEM (6.7%)
			Total: 29,163	3. DPS (3.9%)
19	Pontiac Avenue Facility	1375 Pontiac Ave Cranston, RI 02920	Unleaded: 371,514	1. DPS (29.9%)
			Diesel: 60,526	2. DOT (25.2%)
			Total: 432,040	3. DOC (13.1%)
21	Midstate (DOT) Facility	2400 New London Turnpike East Greenwich, RI 02818	Unleaded: 42,297	1. DOT (72.9%)
			Diesel: 36,864	2. DPS (16.2%)
			Total: 79,161	3. DEM (6.5%)
RIPTA 1	Melrose Street Facility	269 Melrose St Providence, RI 02907	Diesel: 1,642,000	1. RIPTA (100%)
RIPTA 2	Newport Facility	355 Coddington Hwy Newport, RI 02842	Diesel: 348,000	1. RIPTA (100%)
RIPTA 3	Elmwood Avenue Facility	705 Elmwood Ave Providence, RI 02907	Diesel: 457,500	1. RIPTA (100%)

APPENDIX B: STATE FLEET BY AGENCY

Agency	Passenger Vehicles	Pickups, Vans, SUV	Heavy Trucks	Buses and Ambulances	Trailers and Boats	Off-Road Equipment	Motorcycles	Lease/Rental	State Fleet Lot	Total
Admin	13	22	27	0	1	1	0	1	15	80
Atty Gen	6	3	0	0	0	0	0	0	2	11
BHDDH	17	19	87	6	0	2	0	0	9	140
CCRI	5	10	17	0	0	0	0	0	9	41
CRMC	1	11	1	0	0	1	0	0	0	14
DCYF	43	43	7	2	0	1	0	0	13	109
DEM	27	169	72	0	29	48	1	2	17	365
DHS	1	3	8	1	0	6	0	0	1	20
DLT	6	5	0	0	0	0	0	0	0	11
DOC	35	54	54	3	2	1	0	0	9	158
DOT	16	185	228	0	48	99	0	1	9	586
Health	8	6	1	0	0	0	0	0	2	17
Higher Ed	1	0	0	0	0	0	0	0	0	1
Judicial	2	9	0	0	0	0	0	0	1	12
Military	1	5	7	1	0	0	0	0	1	15
Pub Safety	52	17	12	13	4	1	0	0	7	106
Pub Utilities	1	3	0	0	0	0	0	0	0	4
Revenue	2	6	1	0	0	0	0	0	8	17
RIC	6	13	21	0	0	2	0	0	0	42
RIDE	2	2	4	2	0	1	0	0	0	11
State	1	0	0	0	0	0	0	0	0	1
URI	20	112	91	1	4	19	0	2	19	268
Elections	0	2	0	0	0	0	0	0	0	2
Gen Assembly	0	2	0	0	0	0	0	0	0	2
Governor	0	2	1	0	0	0	0	0	0	3
Lt. Governor	0	1	0	0	0	0	0	0	0	1
Pub Telecom	0	1	0	0	0	0	0	0	0	1
Treasury	0	1	0	0	0	0	0	0	1	2
State Police	222	55	1	1	6	1	3	2	0	291
Total	488	761	640	30	94	183	4	8	123	2,331

APPENDIX C: COMMONLY REQUESTED INFORMATION AMONG AGENCIES

Requesting Agency	Agency with Information	Information Needed	Current Method of Sharing	Explanation of Need	Priority
RI Public Transit Authority (RIPTA)	City & towns	Road construction/detour information	Not transmitted	Advance notice would allow for RIPTA's Street Operations Division to create a route detour in advance, which would give time to get the info to Customer Service Representatives and on the website.	High
RI Department of Transportation (RIDOT)	MBTA	Commuter Rail Ridership data	Transmitted quarterly to RIDOT's Intermodal Planning Department. Intermodal Planning also does a several surveys a month to confirm the MBTA numbers.	Since the new stations opened at T.F. Green in 2010 and Wickford Junction in 2012, RIDOT receives regular calls for updates on the number of residents using the facilities. These requests increase around the anniversaries of each station or following a special promotion like Wickford Wintertime Wednesdays.	High
RI Department of Transportation (RIDOT)	All agencies	RIDOT's Customer Service Division handles dozens of calls from residents each week. This requires infrequent calls to many of the agencies participating in this survey. Since RIDOT does not always know the exact person to call, it would be helpful if a liaison was designated at each agency for requests like this.	Most information is not transmitted on a regular basis, making it difficult to track down when needed.	It is difficult to predict when some of these questions will come up, so establishing a point person at each agency can help cut down on wait times for residents who contact Customer Service. This would also help other agencies contacting RIDOT for updates on its work.	Medium

RI Department of Transportation (RIDOT)	Federal and state agencies with permitting responsibilities	Information on various permits for RIDOT projects.	Information is received from each individual agency.	With easier access to permitting timetables and conditions, RIDOT can complete projects more quickly and provide better estimates to residents who ask when a particular project will begin.	High
RI Department of Transportation (RIDOT)	City & towns	Road construction	Utility companies file a permit with the Highway & Bridge Maintenance Division, but are supposed to file lane closure reports with several groups - including Communications and the Traffic Management Center - before closing lanes for work, which does not always happen. Municipal work is not reported to RIDOT on a regular basis.	Unless a project is well known, it can be difficult at times to determine who is working on a particular road when RIDOT receives an inquiry. Even if the work is taking place on a RIDOT road, it could be utility work that is unassociated with the Department. If we could work with the utility companies and the municipalities to create a database that encompasses all of this work, we can better answer reporters and residents who call with questions.	High
RI Airport Corporation (RIAC)	RIPTA	Bus schedules	RIAC staff ensures information is current since it is linked to RIAC's website.	In an effort to provide reliable information to our customers, RIAC has to ensure bus and commuter rail schedules are updated.	Medium
RI Airport Corporation (RIAC)	MBTA	Commuter rail schedules	RIAC staff ensures information is current since it is linked to RIAC's website.	In an effort to provide reliable information to our customers, RIAC has to ensure bus and commuter rail schedules are updated.	Medium

APPENDIX D: COMMON ACRONYMS USED IN THIS REPORT

BHDDH	Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (Rhode Island)
CCRI	Community College of Rhode Island
CRMC	Coastal Resources Management Council
DEM	Department of Environmental Management (Rhode Island)
DHS	Department of Human Services (Rhode Island)
DLT	Department of Labor and Training (Rhode Island)
DMV	Division of Motor Vehicles (Rhode Island)
DOA	Department of Administration (Rhode Island)
DOC	Department of Corrections (Rhode Island)
DOIT	Division of Information Technology (Rhode Island)
DPS	Department of Public Safety (Rhode Island)
EDC	Economic Development Corporation (Rhode Island)
FY	Fiscal Year
GIS	Geographic Information Systems
GPS	Global Positioning System
MPA	Master Price Agreement
MBTA	Massachusetts Bay Transportation Authority
ODE	Office of Digital Excellence (Rhode Island)
OMB	Office of Management and Budget (Rhode Island)
QDC	Quonset Development Corporation
RFP	Request for Proposals
RIAC	Rhode Island Airport Corporation
RIC	Rhode Island College
RIDE	Rhode Island Department of Education
RIDOT	Rhode Island Department of Transportation
RIEMA	Rhode Island Emergency Management Agency
RIPTA	Rhode Island Public Transit Authority
RITBA	Rhode Island Turnpike and Bridge Authority
SUV	Sport utility vehicle
TIGER	Transportation Investment Generating Economic Recovery
URI	University of Rhode Island