

Agency Emphasis Areas

WSDOT's Business Direction

ROGER MILLAR, SECRETARY OF TRANSPORTATION

Joint Transportation Committee, Dec. 15, 2016

WSDOT is changing how it does business

WSDOT has demonstrated we're good at delivering projects and programs

- 374 of 421 Nickel/TPA projects
 - 87% on time,
 - 92% on budget
- Managing maintenance and preservation backlog with existing resources

Now focusing on moving to the next level of integrated stewardship of the multimodal transportation system...





Practical Solutions approach

- Delivering Connecting Washington with Practical Solutions
 - Performance-based decision making, rather than standards-based
 - Data-driven approach to manage assets, improve the performance of the multimodal transportation system
 - Uses data and analysis tools to seek lower-cost solutions, efficiencies
- Executive oversight: Practical Solutions Roundtable
 - Reviews each project
 - Guides implementation of Practical Solutions approach
 - Forum for sharing best practices
- Community engagement is a key in developing transportation solutions
 - Collaborative decision making
 - Corridor Sketch Initiative
- Training is a crucial part of changing WSDOT culture

Framework for future investment decisions

Policy Direction

- RCW 47.04.280
- Results Washington
- Results WSDOT strategic plan

Manage Assets

- Operate and maintain multimodal system and agency resources to meet performance objectives at the lowest cost

Identify Needs

- Identify performance targets for all policy goals
- Understand critical corridors

Assess Alternative Strategies

- Build strategies with partners
- Consider least cost strategies first
 - Safety
 - Operations
 - Demand Management
 - Capital
 - Other

Refine Solutions

- Integrated scoping
 - Safety
 - Operations
 - Demand Management
 - Capital
 - Other

Assign Resources

- Investments reviewed across funding programs to synchronize for best performance

Develop Funded Solutions

- Solutions defined to address the performance gap at the lowest cost

Implement Solutions

- Implement or construct

Framework for future investment decisions (continued)

- Statewide Transportation Asset Management Plan is used to:
 - Identify performance measures and targets
 - Identify assets and their condition
 - Identify gaps between the existing condition and state performance targets
 - Perform lifecycle-cost and risk management analysis
 - Create a financial plan
 - Describe investment strategies to preserve the asset, using a Practical Solutions approach
- Corridor Sketch planning is used to assess system needs and changes over time

Manage
Assets

Identify
Needs

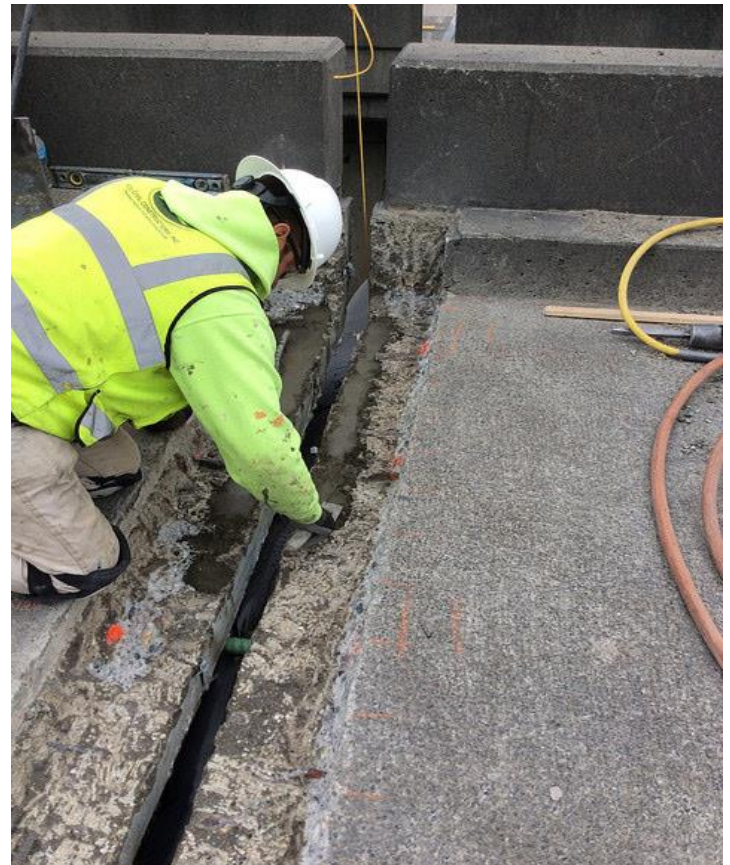


Framework for future investment decisions (continued)

- State of good repair
 - Preservation
 - Lifecycle-cost and risk management analysis
- Safety
 - Target Zero
 - MAP 21 national performance goals
- Transportation system management
 - Operate more efficiently
 - Low-cost, high-impact adjustments
- Demand management
 - CTR, public transportation, land use
- Capacity expansion
 - Capital program

Assess
Alternative
Strategies

Refine
solutions



Framework for future investment decisions (continued)



Assign
Resources

Develop
Funded
Solutions

Implement
Solutions

- Assign Resources
 - Examine how solutions rank across the state based on benefit/cost
 - Look across programs for best fit for resourcing
 - Develop prioritized list of investments
- Develop funded solutions
 - Assess design/development options for the proposed solution
 - Design/develop for the lowest cost that addresses the solution
- Implement solutions
 - Manage implementation/construction to address the performance gap



Our workforce is changing

At WSDOT, across the state, within the construction industry

- Our workforce model is shifting
 - No longer traditional careers
 - New generation's focus is on experience, projects
- We need a strong team to deliver projects and programs
 - Aging workforce is retiring, taking away institutional knowledge
 - Industry experiencing difficulty filling positions with qualified trades workers

WSDOT's workforce opportunities and challenges

- Downsizing as we neared the end of Nickel and TPA funded projects
 - Reduced workforce by 800 FTEs to meet projected project expenditures
- Now managing Connecting Washington
 - \$16 billion construction program over 16 years
 - Highly qualified, skilled staff needed to deliver innovative, cost-effective projects
- Experiencing increasing attrition
 - 45% of engineering classifications retirement eligible in next five years
 - 75 – 80% of maintenance leadership retirement eligible in same period
 - Increasing attrition in mid- to late-career engineering staff
- Regardless of how we deliver, need experienced workforce



Recruitment and Retention issues



- 2016 Recruitment and Retention study:
 - WSDOT lags as much as 33% behind marketplace in compensation, benefits
 - Losing WSDOT staff to private and public employers
 - Working to address salary disparity – engineering, technical, maintenance
- 2016 State Salary Survey
 - Pay disparity reaches across many positions in the agency
 - 99% of WSDOT general service employees are 25% to 67.5% behind market
- 2016 Marine Employee Compensation Survey
 - Workforce is covered by 11 different bargaining units
 - Depending on position, lag ranges from 4.9% to 21.8% behind market for base salary



Recruitment and Retention strategies

Efforts underway and under development

- Recruiting for entry level staff
 - Targeted outreach: military, minorities
 - Apprenticeship program
 - Reentry Program
 - Internship program
- Keeping our experienced staff
 - Increased use of in-training and development plans
 - Retire/rehire
 - WSDOT Alumni network
 - Employee referral program



Our communities are changing

- Washington's communities are experiencing a minority/majority shift
 - U.S. Census: Percentage of non-Hispanic whites declined in all 39 counties
- Want our workforce to look like the communities we serve
 - Recruitment efforts can help us achieve diversity
 - Working with contracting community to create opportunities

	WSDOT	Washington
Women	25%	50%
Hispanic	3%	12%
African American	2%	4%
Native	1%	2%
Asian-Pacific	5%	8%



WSDOT Inclusion goals

Be a leader in Inclusion

- Create fair and equal opportunity to participate
 - WSDOT employment, contracts, decision making
 - Work with any business willing and ready to work with us
- Improve access: Make sure every voice is heard
 - Reaching out to disadvantaged, underrepresented, underserved communities
- Provide tools and training for staff to be successful working with diverse cultures



Inclusion action plan

Strengthening WSDOT's Civil Rights Program

- New Office of Equal Opportunity Director
 - Developing ways of better implementing and managing civil rights programs
- Adequately staff DBE Program to meet our mission
 - Office of Equal Opportunity staff part of project delivery
- Increasing Disadvantaged Business Enterprise participation on WSDOT contracts (FFY 2016)
 - \$71 million to minority and women's business community
 - 604 contracts awarded to DBEs
- Adding tools for better monitoring prompt payment
 - New online tools help DBEs monitor contractor payments
 - WSDOT purchasing B2GNow, diversity software program
 - Better monitoring of program effectiveness
 - Increased program transparency
 - Making available to OMWBE and other agencies

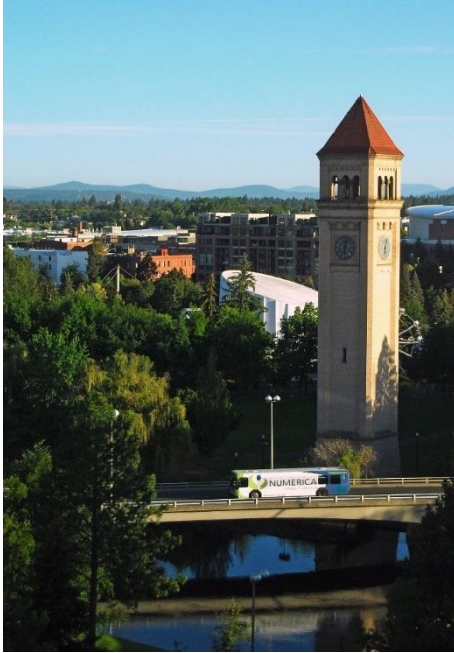


Inclusion action plan (continued)

Increasing opportunities for participation

- Focused on Minority, Small, Veteran and Women's Business Enterprises
 - Intended to meet Governor's Goals:
 - Minority: 10 percent
 - Women: 6 percent
 - Small: 5 percent
 - Veteran: 5 percent
- Working with industry partners to develop Mentor/Protégé Program
 - Planned for 30 to 50 mentors and protégés – AGC and minority contractors
 - Building relationships and capacity
 - If not effective, will implement enforceable goals program
- Proposed Small and Veteran's Business Enforceable Goals Program
 - Condition of award goals, Good Faith efforts
 - Tiered participation – extra goal credits for firms new to WSDOT, based on firm size
 - If not effective, then consider race-conscious goals





Inclusion action plan (continued)

Training and best practices

- Cultural Competency and Diversity Training
 - Focused on community engagement and environmental justice
 - Community Engagement Plan revised 2016
 - Not a one-size-fits-all, tailored to unique community needs
 - Accommodates limited-English populations, individuals with disabilities
 - Review how we recruit, retain and promote diverse staff, including:
 - LGBTQ
 - Minorities
 - People with disabilities
 - Veteran
 - Women
- Governor's Subcabinet on Business Diversity
 - Participant in multiagency group, using best practices
- DBE Advisory Group
 - Community and trade-based members
 - Provides insight and advise on DBE Program effects

Looking to the future...

- We're delivering Connecting Washington, thinking about what's next –
 - Practical Solutions
 - Asset Management
 - Corridor Sketch Initiative
- Focusing on workforce needed to deliver –
 - Recruitment and retention
 - Leadership succession
- In multicultural communities
 - Fair and equal opportunities
 - Accessible information and decision making
 - Community engagement: Every voice is heard



Questions and suggestions?

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