

# **Construction Program Business Plan**

## **Joint Transportation Committee Briefing**

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Roger Millar, Secretary of Transportation

Keith Metcalf, Deputy Secretary of Transportation



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State of Washington | Joint Transportation Committee

### FINAL REPORT

### Review of WSDOT's Implementation of Design-Build Project Delivery

December 15, 2016

# BACKGROUND

- In 2015, the Legislature passed Second Engrossed Substitute Senate Bill 5997.
  - First step was the Joint Transportation Committee (JTC)'s design-build study.
- WSDOT is now developing a Construction Program Business Plan that incorporates study findings.

# KEY PLAN ELEMENTS

- Outline a **sustainable staffing level** of state-employed engineering staff.
- Recommend the development of a **strong owner strategy** that addresses:
  - Employee recruitment
  - State employee training
  - Career development
  - Retention
  - Competitive compensation
- Incorporate JTC Design-Build Study findings into **project delivery methods**.
- Prepare **biennial progress reports** on Plan implementation.

# PROCESS

- WSDOT convened a Stakeholder Advisory Committee to guide the Plan.
- Stakeholder Advisory Committee members included:
  - Van Collins, ACEC
  - Tyler Kimberley, AGC
  - Vince Oliveri, PTE Local 17



# THE CURRENT LANDSCAPE: SUSTAINABLE STAFFING

## CONSIDERATIONS

1. Staffing levels have widely fluctuated since 2003, resulting in losing experienced staff.
2. WSDOT is employing strategies for cross-region delivery and training.
3. The future construction program adds more complexity to staffing projections.
4. Nearly half the engineering and technical workforce will be eligible to retire by 2022.

# THE CURRENT LANDSCAPE: WORKFORCE

## CONSIDERATIONS

1. Recruitment is challenging due to competitive job market.
2. Investing in new trainings is needed to help staff implement design-build.
3. WSDOT is lacking licensed professional engineers compared to previous years.
4. Attrition increased among trained staff in mid-career.
5. Compensation for engineering positions ranks at or near the bottom of comparison groups.



# THE CURRENT LANDSCAPE: PROJECT DELIVERY

## CONSIDERATIONS

1. JTC developed 27 recommendations to improve WSDOT's implementation of design-build.
2. Design-build contract value will account for over 70 percent of upcoming advertisements.



# CONSTRUCTION PROGRAM BUSINESS PLAN GOALS

## GOAL 1

Strong owner and  
stewardship



## GOAL 2

Sustainable staffing



## GOAL 3

Project delivery

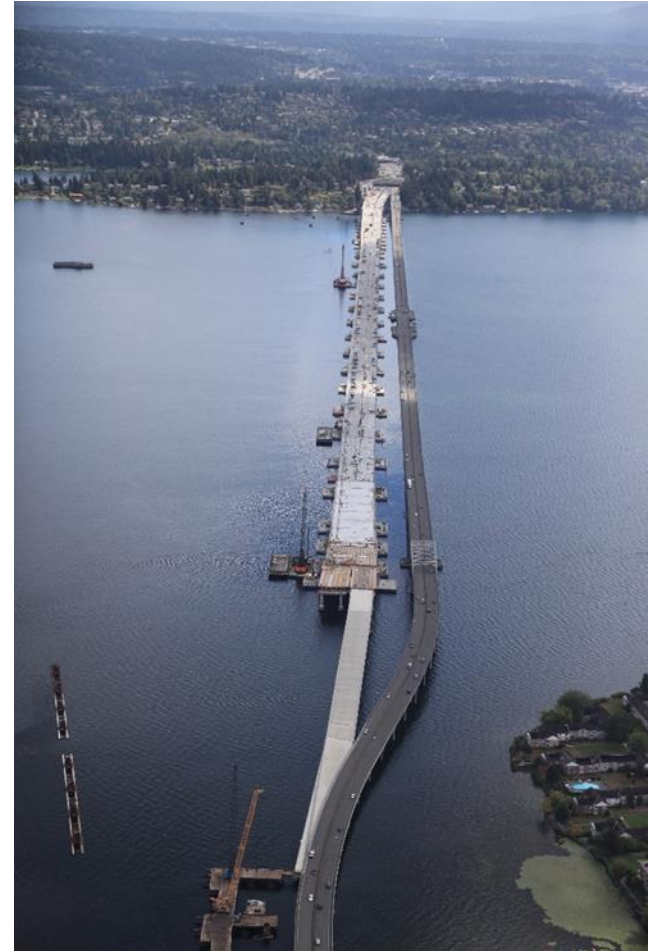




# GOAL 1: STRATEGIES

## STRONG OWNER AND STEWARDSHIP

1. Achieve buy-in for the strong owner approach.
2. Provide a strong, quality, and capable engineering workforce.
3. Maintain trust by forming and sustaining partnerships with the industry.



# GOAL 2: STRATEGIES

## SUSTAINABLE STAFFING

1. Develop a staffing forecast that avoids significant increases or reductions in staffing levels.
2. Provide information about what WSDOT needs to sustain required staffing levels.
3. Communicate opportunities for the consultant workforce.

# STAFFING FORECAST

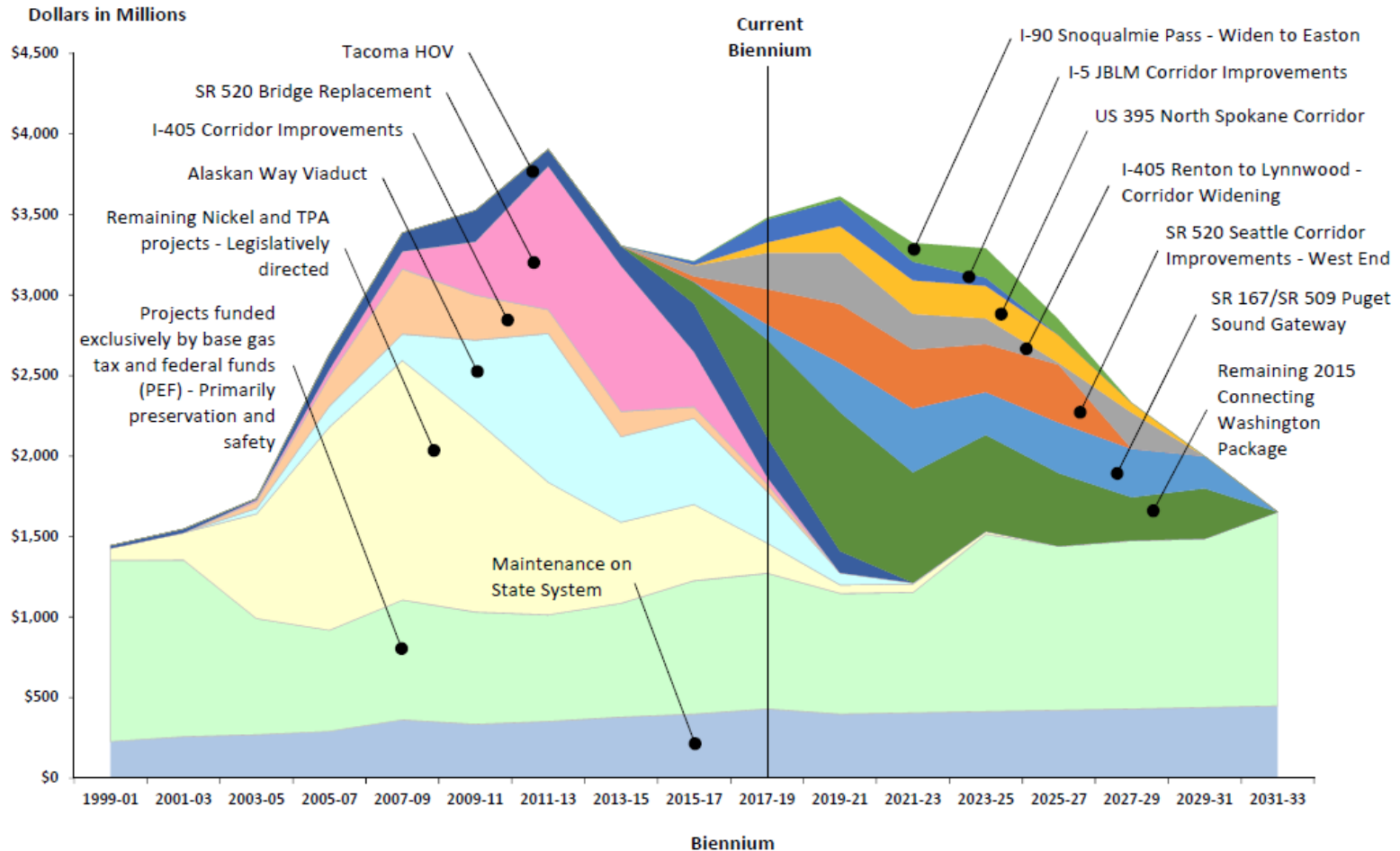
## METHODOLOGY

- Model uses a **historical relationship** between total dollar expenditures and WSDOT full-time employees (FTEs).
- The staffing forecast also includes **assumptions for total design-bid-build and design-build projects** as included in the 2017 Legislative final budget.
  - The relationship between total dollars and FTEs varies depending on project phase and project delivery method.
  - *Example:* Model assumes 4.8 FTEs per \$1 million in expenditures during PE phase and .04 FTEs per \$1 million in expenditures for construction in 2017-19 biennium.
- Model provides three options for a **sustainable level of FTEs** and estimates **consultant expenditures**.

# WSDOT PROJECT FUNDING

## WSDOT Highway Maintenance and Construction Programs with Revenue Packages 2017 Legislative Final Budget

17LEGFIN (Excludes sub-programs 16 and 17)



# SUSTAINABLE STAFFING LEVEL

## STATUS

- The Stakeholder Advisory Committee reviewed updated workforce project model on June 29.
- Committee members are discussing recommendation for sustainable staffing level to include in the Plan.
- The committee and WSDOT staff agreed to evaluate staffing levels and course correct as needed.

# GOAL 3: STRATEGIES

## PROJECT DELIVERY

1. Prioritize and implement recommendations from the JTC design-build study in coordination with industry.



# JTC RECOMMENDATIONS PROGRESS REPORT

- WSDOT is moving forward with JTC recommendations.
- A progress report and work plan is included in the Plan.

## Progress Summary

ITEM	ESTIMATED % COMPLETE	COMMENT
<i>RFQ Templates</i>	100.00	Estimated Completion Date WSDOT 04/14/17 JTC 06/15/17
<i>ITP Templates</i>	100.00	Estimated Completion Date WSDOT 04/14/17 JTC 06/15/17
<i>RFP Templates (Gen Prov)</i>	100.00	Estimated Completion Date WSDOT 04/14/17 JTC 06/15/17
<i>RFP Templates (Tech Req)</i>	100.00	Estimated Completion Date WSDOT 04/14/17 JTC 06/15/17
<i>Manual</i>	15.16	Estimated Completion Date WSDOT 12/01/17 JTC 09/15/17
<i>Training</i>	40.50	Estimated Completion Date WSDOT 10/31/17 JTC 06/15/18
<i>JTC Recommendations</i>	18.10	Many components of this item are included in total or in part within the other items. A separate % is shown for reference

# NEXT STEPS



- Finalize Plan August/September
- Stakeholder Advisory Committee members will guide implementation of the Plan and the development of biennial progress reports.



# QUESTIONS?

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