

Goal 3: Project delivery

Goal	<ul style="list-style-type: none"> Enact and accomplish the majority of recommendations of the Joint Transportation Committee's Design-Build Study.
Strategies	<ul style="list-style-type: none"> Prioritize and implement recommendations from the JTC Design-Build Study in coordination with industry teams and report back on outcomes.
Key considerations	<ul style="list-style-type: none"> JTC developed 27 recommendations to improve WSDOT's implementation of design-build. Design-build contract value will account for approximately 70 percent of the overall budget.



Next steps

Later this year, WSDOT will reconvene the Stakeholder Advisory Committee to identify how they will guide the progress of the Construction Business Plan, including providing biennial reports to the Legislature. Throughout 2017 and 2018, WSDOT task leads will move forward with implementing their strategies and tracking their objectives. WSDOT will provide the first biennial progress report to the Legislature on September 30, 2018.

For more information

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Stakeholder Advisory Committee Members

- Van Collins**, ACEC
- Tyler Kimberley**, AGC
- Vince Oliveri**, PTE Local 17

WSDOT Staff

- Jay Alexander**, Capital Program Development and Management Director
- Chris Christopher**, State Construction Engineer
- Kevin J. Dayton**, Assistant Secretary, Regional and Mega Programs
- Todd Dowler**, Acting Human Resources Director

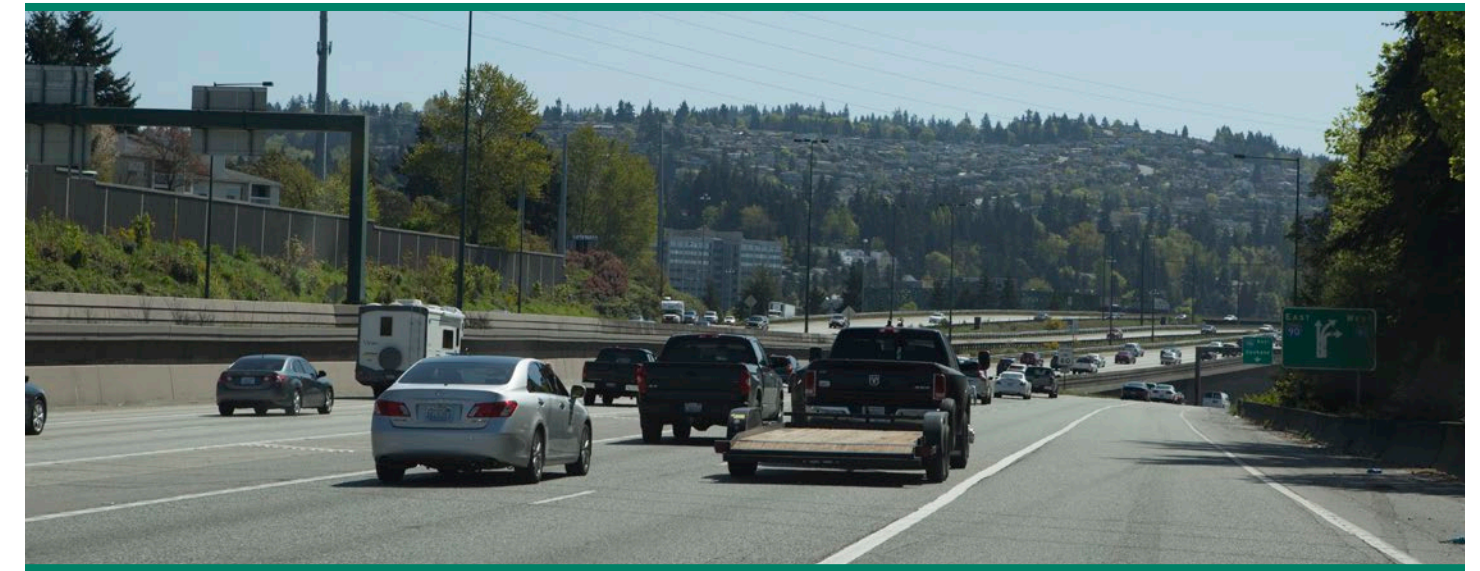
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Construction Program Business Plan Overview

Fall 2017



Partnering to guide effective delivery of WSDOT's construction program

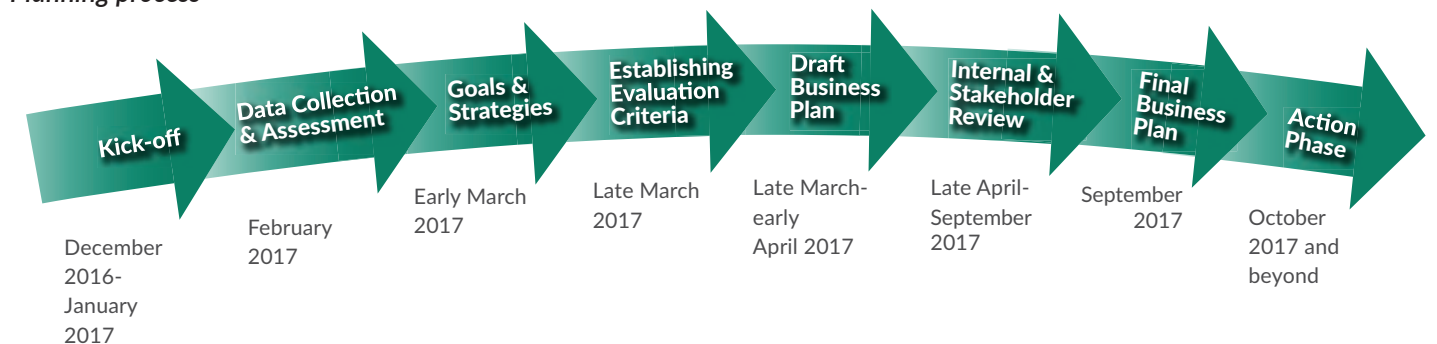
The Washington State Department of Transportation developed the Construction Program Business Plan (the Plan) to guide how the agency will continue to improve delivery of transportation projects. In response to direction from the Legislature, the Plan outlines how WSDOT will strike a balance between sustainable staffing levels of engineering and technical employees and consultants. The Plan also addresses how WSDOT will continue to provide a high-quality workforce to deliver billions of dollars of transportation programs and projects funded by Connecting Washington, while fully developing design-build.

In 2015, the Legislature passed Second Engrossed Substitute Senate Bill 5997. The bill:

- Instructed the Joint Transportation Committee (JTC) to review WSDOT's implementation of design-build.
- Directed WSDOT to develop the Construction Program Business Plan in coordination with a Stakeholder Advisory Committee, made up of representatives from the Professional and Technical Employees Local 17, American Council of Engineering Companies of Washington (ACEC), Associated General Contractors (AGC) of Washington, and WSDOT.

After the JTC completed its design-build recommendations in December 2016, WSDOT convened the Stakeholder Advisory Committee in January 2017 and collaborated over six months to develop this Construction Program Business Plan. The Stakeholder Advisory Committee was charged with defining key elements of WSDOT's strong owner strategy related to recruitment, training, retention, and competitive compensation while also outlining sustainable staffing levels and reporting on how WSDOT is addressing the results of JTC's study.

Planning process



Goals

As a first step, the committee reviewed and discussed data to understand WSDOT's past and future needs related to managing staffing levels, supporting the capital improvement and preservation program workforce, and future project delivery. Informed by these findings, the Stakeholder Advisory Committee has identified the following goals for WSDOT's future construction program and strategies to adopt them.

What does WSDOT mean by "strong owner?"

The State of Washington represents taxpayers by taking care of public lands and infrastructure. In this role, the State of Washington assigns responsibility to WSDOT to facilitate safe and efficient movement of people and goods. WSDOT maintains the state's role as a strong owner by:

- Serving as a steward of Washington's state-owned multimodal transportation system.
- Providing quality staff who are capable and knowledgeable about building, maintaining, and operating the state's transportation system.
- Taking thoughtful, nimble, and decisive actions, guided by state and taxpayer interests.
- Providing solutions and performance through effective budget and schedule control on capital improvement and preservation projects.
- Recognizing and embracing flexibility and alternative ideas within industry.

Goal 1: Strong owner and stewardship

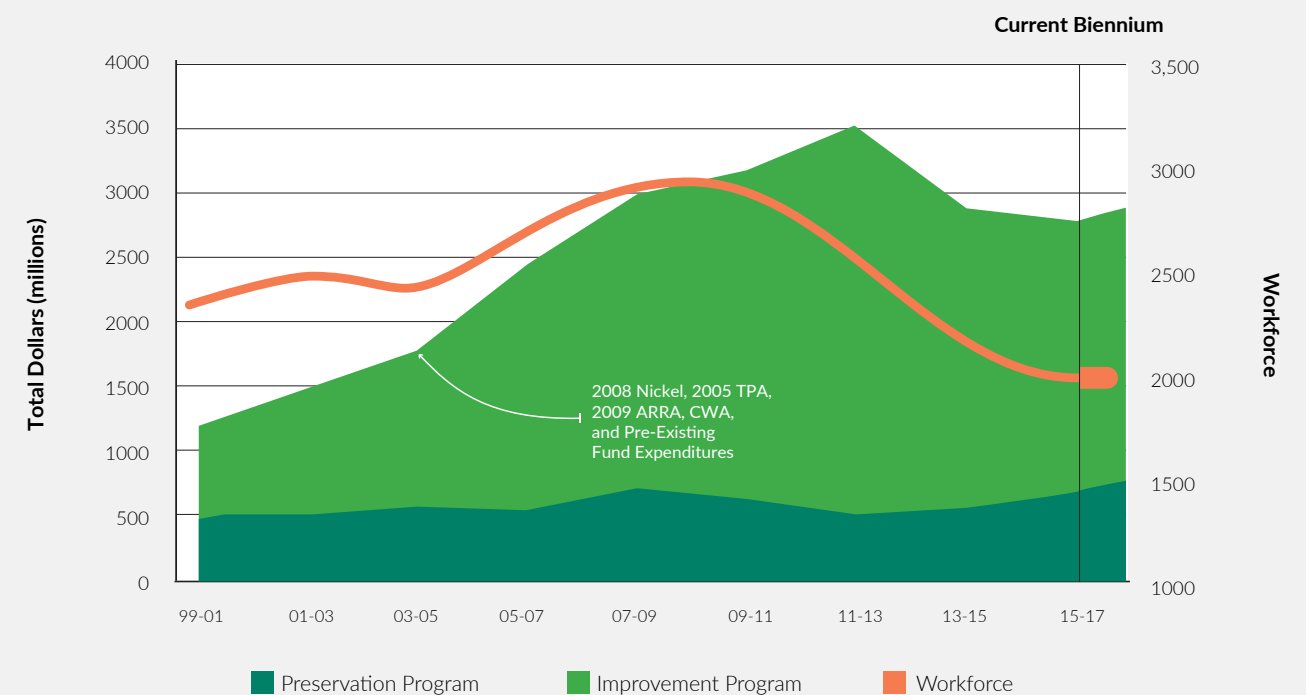
Goal	<ul style="list-style-type: none"> • WSDOT continues to be a good steward of the state transportation infrastructure by maintaining and strengthening the agency's role as a strong owner.
Strategies <i>Within the framework of the capital improvement and preservation program, WSDOT will advance the strong owner role through these strategies focused on workforce development and partnerships.</i>	<ul style="list-style-type: none"> • Achieve buy-in into the strong owner approach from staff, industry, and the Legislature by developing and implementing a communication and outreach plan for WSDOT's Executive Leadership. • Provide a strong, capable, and high-quality engineering workforce by developing and managing a workforce development plan. • Maintain the trust of the taxpayers, traveling public, and Legislature by forming and sustaining partnerships with industry to plan and deliver the capital improvement and preservation program and communicate with the Legislature and public.
Key considerations	<ul style="list-style-type: none"> • Recruitment is challenging due to the competitive local job market, an extended timeline to hire qualified engineers, and a lack of information about future staffing needs. WSDOT is already taking steps to improve recruitment. • Many diverse training options are available, including new trainings to help staff adapt to design-build. • Gaps include a lack of trained entry-level staff and staff with PE licensures to fill the openings created by future retirement. • Resignations are higher in specific regions and among employees with six to ten years experience. • The Recruitment and Retention Study considered issues affecting program oversight and delivery, including issues that may hinder the recruitment and retention of a quality workforce for engineering and technical employees. • Compensation for engineering positions is below the Washington state average and ranks at or near the bottom compared to other local governments. • Salary increases will help entry-level positions (Transportation Engineers 1, 2, and 3), but without the eligibility for overtime pay at higher positions (Assistant Project Engineer and Project Engineer), it results in reduced incentive for people to advance. • WSDOT has created multiple distinct groups or committees to engage industry partners that work on agency projects in the development of applicable policies and specifications.

Goal 2: Sustainable staffing levels

Goal	<ul style="list-style-type: none"> • WSDOT will ensure the agency has the right balance of staff and consultants it needs to deliver a successful and efficient capital improvement and preservation program by addressing staffing needs in a productive, sustainable, and predictable way.
Strategies	<ul style="list-style-type: none"> • Develop a staffing forecast through 2023 that avoids significant increases or reductions in staffing levels, communicate projections with staff, and update every biennium. The staffing forecast will include a target range of WSDOT full-time employees and staffing levels per biennium to support the capital improvement and preservation program. • Provide information to the Legislature about what WSDOT needs to respond to a competitive job market and sustain required staffing levels for program and project delivery. • Identify and proactively communicate opportunities for the consultant workforce to support program delivery by offering WSDOT flexible staffing and expertise.
Key considerations	<ul style="list-style-type: none"> • Staffing levels at WSDOT have widely fluctuated, resulting in losing experienced staff. • WSDOT is using resources across regions to assist with project delivery and mentoring staff in regions with limited experience with design-build. • The future construction program is more complex, with new methods of project delivery and providing coordination with Sound Transit 3. • Nearly half the WSDOT engineering and technical workforce will be eligible to retire by 2022.

WSDOT historical program expenditures and workforce

Includes the Improvement and Preservation programs with the exception of expenditures reimbursed by Sound Transit.



Sustainable workforce projection

WSDOT developed a Workforce Projection Model to aid with future planning. WSDOT used the following methodology to identify workforce needs:

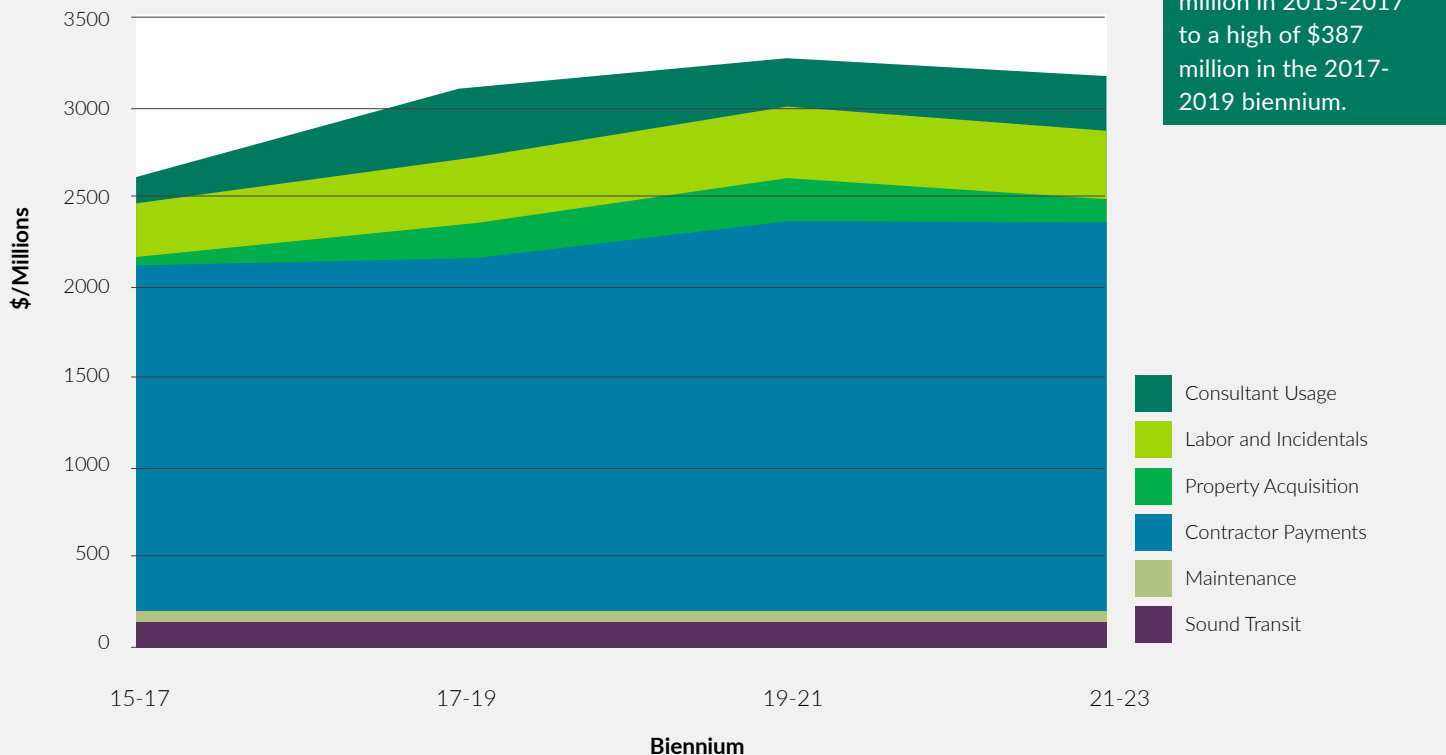
- Model used a historical relationship between total dollar expenditures and WSDOT full-time employees (FTEs).
- The staffing forecast also includes assumptions for method of delivery (design-bid-build and design-build) as included in the 2017 Legislative final budget.
- The relationship between total dollars and FTEs varies depending on project phase and project delivery method.

The Stakeholder Advisory Committee reviewed the results and identified 2,100 to 2,300 was the ideal target range of FTEs. The Stakeholder Advisory Committee and WSDOT will evaluate actual FTEs and consultant use and course correct as needed. The committee also noted it would take time for WSDOT to achieve this range. Therefore, in the next biennium, they anticipate WSDOT may need to fill any gaps with additional consultant resources.

Within the framework of WSDOT's future Improvement and Preservation budget, the following graphs identify the WSDOT and consultant workforce target, as well as additional expenditures such as contractor payments and property acquisitions.

2,200 FTE Workforce Target - Expenditure Type Estimate

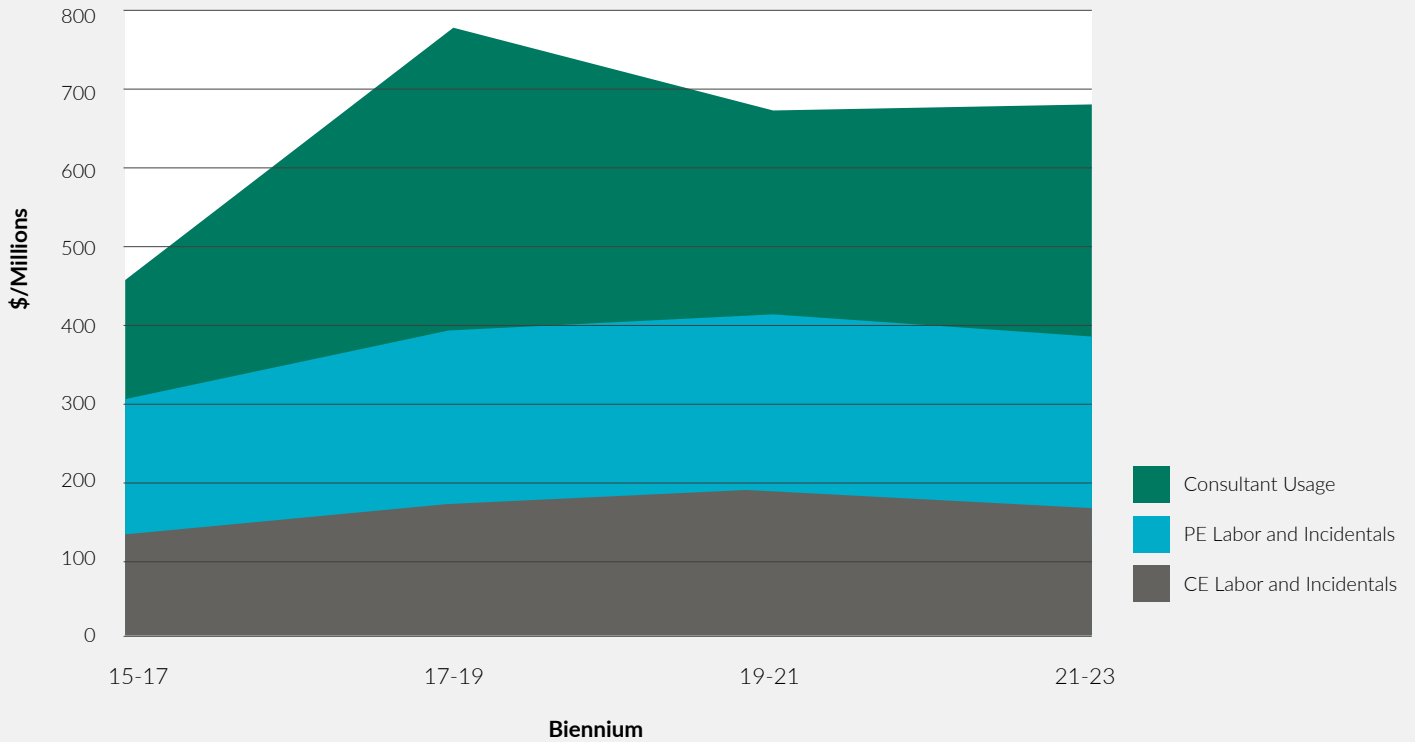
This graph shows estimated expenditures by category to support the WSDOT construction program through the 2021-2023 biennium.



2,200 FTE Workforce Target - Expenditure Type Estimate

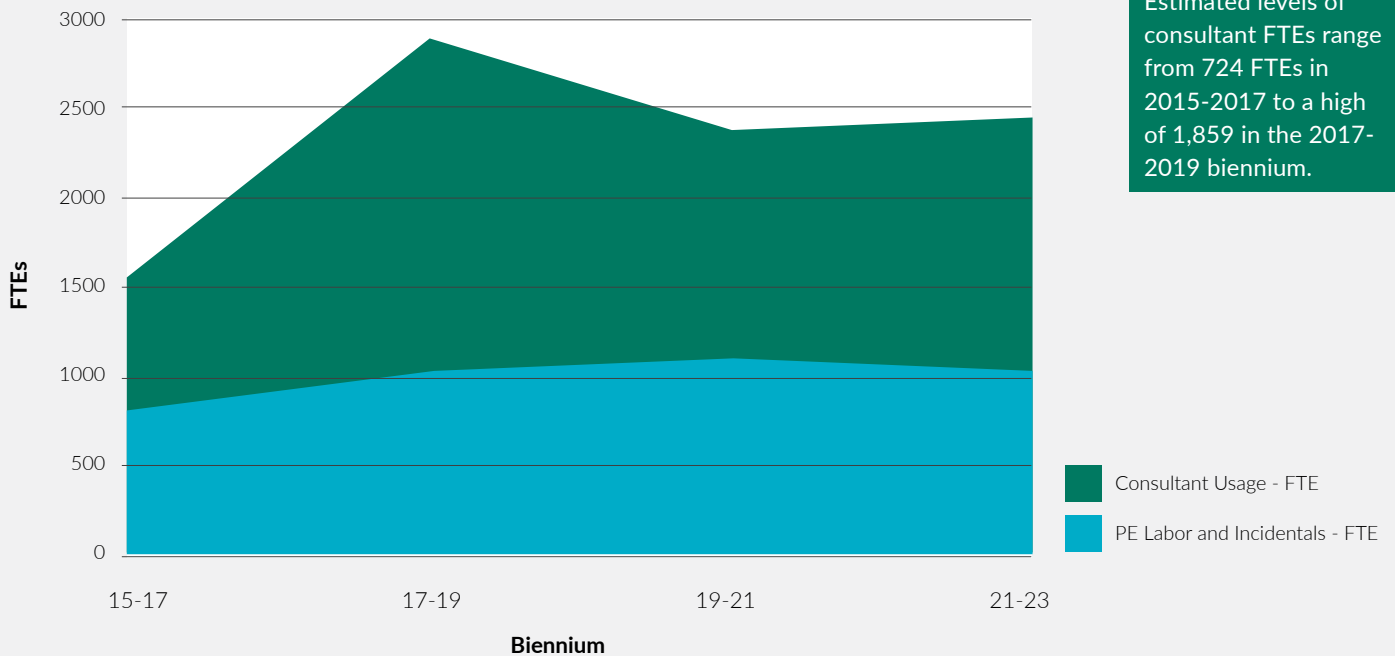
Consultant Usage and Labor Incidentals

This graph shows estimated consultant usage and WSDOT labor through the 2021-2023 biennium. WSDOT labor expenditures are separated by the preliminary engineering and construction phases.



2,200 FTE Workforce Target - FTE by Expenditure Type Estimate

This graph estimates consultant FTEs based on projected expenditures. Estimated levels of WSDOT FTEs are shown for the preliminary engineering phase through the 2021-2023 biennium.



For more information

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