

# WSDOT Emphasis Areas

## **Secretary's Report Out**

**Roger Millar, Secretary of Transportation**  
Washington State Transportation Commission  
October 19, 2016

# Workforce Development

## Aligns with Organizational Strength strategic goal

Requested: \$1.4 million investment in Workforce and Leadership Development

Develop and train staff to successfully deliver Connecting Washington

Leadership development

Practical solutions training

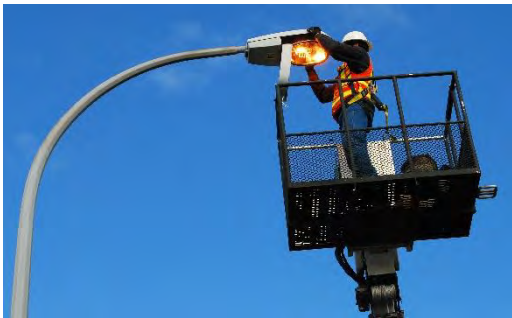
Support for design-build project delivery

## Addressing succession planning for WSDOT's future

45 % of engineering staff eligible for retirement in next 5 years

75 – 80% of maintenance leadership eligible in same period

Increasing attrition in mid- and late-career engineering staff



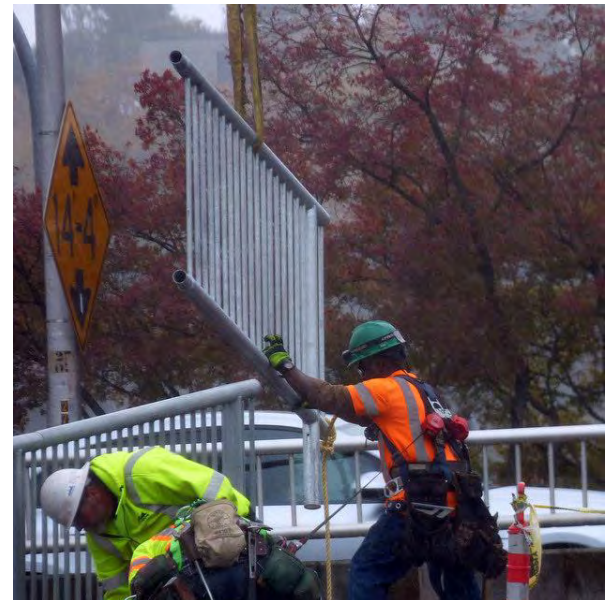
# Workforce Development – plan of action

- Recruitment and Retention study
  - WSDOT lags as much as 33% behind marketplace in compensation
  - Working to address salary disparity – engineering, technical, maintenance
- Recruitment efforts underway and under development
  - Reentry Program: supports Governor’s Executive Order 16-05
  - Targeted outreach – military, minorities
  - Increased use of in-training and development plans
  - Apprenticeship program
  - Internship program
  - Retire/rehire
  - WSDOT Alumni network
  - Employee referral program



# Inclusion

- **Supports Community Engagement strategic goal**
  - Want workforce to look like communities we serve
  - Do business with any business, ready and willing to work
- Broadening outreach to:
  - Historically underserved, underrepresented communities
  - This includes communities of color and tribal governments
- Enhancing the Disadvantaged Business Enterprise program
  - increasing efforts to promote, expand participation of DBEs in transportation contracts
- Expanding efforts in community engagement and environmental justice –
  - involve and reflect the needs of the diverse communities we serve



# Inclusion – plan of action



- WSDOT is currently working on:
  - Diversity plan – increasing our workforce diversity
  - Cultural competency and diversity training for leadership, management and staff:
    - Reviewing how we recruit, retain and promote diverse staff including:
      - LGBTQ
      - Minorities
      - People with disabilities
      - Veteran's, and women
- Community engagement and environmental justice – tailored to meet community makeup, including:
  - Translating project materials
  - Accommodating individuals with sight or hearing impairments

# Practical Solutions

- **Supports Strategic Investment, Community Engagement and Organizational Strength goals**
- Applies to all aspects of our business practices
- Moving to a performance-based approach to solving transportation problems
  - Uses data, new tools and best practices to preserve and maintain assets
- Establishing a multidisciplinary, multijurisdictional, collaborative approach to decision making
  - Looks at the entire transportation system
- Enhancing community engagement effort to craft low-cost solutions
  - Considering operational and demand management before capital project solutions
- Implements low-cost solutions sooner, instead of waiting years for high-cost capital solution

# Practical Solutions – plan of action

- Current focus is cultural shift within WSDOT
  - Implementing training
    - Practical Solutions Approach to Project Development
    - Design Manual and Highway Safety Manual updates
    - Creating eLearning Practical Solutions course
  - Established Working Group, Executive Oversight Group
    - Case-by-case review of Connecting Washington projects
- Next steps
  - Develop and implement four-day Multimodal Design course
  - Establish performance framework, performance indicators for legislative policy goals



# Ferry challenges

- **Thursday (10/6/16):** Wenatchee lost propulsion on SEA/BI and hit Bainbridge Island dock. Back in service by Friday evening.
- **Saturday (10/8/16):** Tokitae out of service on MUK/CLI due to burst HVAC pipe. Returned to two-boat service early Sunday morning
- **Sunday (10/9/16):** Yakima out of service in ANAC/SJI with steering problem. Remains out of service. Smaller Kitsap filling in (24 fewer vehicle spaces)
- **Monday (10/10/16):** Spokane out of service for one round trip during afternoon commute





# Questions?

## **Roger Millar, PE, AICP**

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