

Executive Summary: Results WSDOT 2016 progress report

In the third full year of Results WSDOT – Setting WSDOT’s Direction, WSDOT continues to evolve how it does business, focusing on moving to the next level of integrated stewardship of the multimodal transportation system. The agency is delivering Connecting Washington through Practical Solutions, rising to meet workforce opportunities and challenges and becoming a leader in Inclusion. Three agency emphasis areas (AEAs) were added as strategies to the plan in 2016.

The Inclusion AEA is Strategy 6 of Goal 4, Organizational Strength, and was designated as an AEA to make sure there are fair and equal opportunities to participate in WSDOT employment, contracts and decision making, and that every voice is heard. (Twelve of 15 Inclusion tasks were completed in 2016, five of which are ongoing.)

The Workforce Development AEA is Strategy 5 of Goal 4 and addresses recruitment and retention issues and succession planning for WSDOT’s future. (Eleven of 22 Workforce Development tasks were completed in 2016, six of which are ongoing.)

The Practical Solutions AEA is Strategy 6 of Goal 1, Strategic Investments, and is designed to ensure efficient delivery of programs; funding for future preservation and emergent needs makes this a critical focus area. (Five of 18 Practical Solutions tasks were accomplished in 2016, three of them ongoing.)

WSDOT made progress in each of the strategic plan’s six goals in 2016 with 66 percent of the strategic plan’s tasks complete.

Results WSDOT provides a clear road map that links six goals that include three agency emphasis areas with a pathway to achieve them. It calls on WSDOT employees as citizens of Washington to be innovative stewards to demonstrate our trustworthy leadership in providing sustainable, integrated multimodal transportation systems. WSDOT’s Executive Leadership continues to emphasize the connection with the plan’s goals, AEAs and priority outcomes in their communications with internal and external stakeholders.

Results WSDOT 2016 notable results include:

- **Goal 1:** In 2016, WSDOT developed a working draft **Practical Solutions Transition Plan** outlining the envisioned future state of where the agency is headed, and identifying steps and actions necessary to move forward. The agency also developed updated guidance for project delivery method selection and developed a plan that aligns delivery method decision making with other project management activities. Practical Solutions is an Agency Emphasis Area.
- **Goal 1:** WSDOT’s multimodal **Corridor Capacity Report analyzed 86 corridors** and published information to support multimodal, performance based capacity and mobility decision making.
- **Goal 2:** WSDOT continues to work closely with local partners through the **Corridor Sketch initiative** to highlight modal data gaps that need resolution for full implementation of Practical Solutions. Goal 2, Modal Integration work is identifying data gaps that, once resolved, will help guide the agency decision making for Practical Solutions investments that address transportation needs for all modes.
- **Goal 3:** WSDOT continued to promote sustainable practices by implementing the sustainable transportation action plan. The agency exceeded its goal for greening the fleet, replacing 76 vehicles with electric vehicles and plug-in hybrids; WSDOT completed 20 fish passage projects in 2016, improving access to 93 miles of potential upstream habitat. WSDOT Ferries Division installed more efficient propellers on five vessels.
- **Goal 4:** In 2016, WSDOT advanced workforce diversity, cultural competency and awareness through efforts including creating a diversity plan, holding

Results WSDOT 2016 notable results, *continued...*

a Cultural Advisory Forum and conducting awareness training. The agency is providing tools and training for staff to be successful in working with diverse cultures. These efforts are part of Goal 4, Organizational Strength - Inclusion, an agency emphasis area.

- **Goal 4:** In 2016, WSDOT developed a strategic workforce plan and identified the most critical capabilities for the agency, providing clarity on the agency's talent needs. Recruitment and retention efforts help the agency deal with attrition while at the same time assure that WSDOT's highly qualified, skilled workforce looks like the communities the agency serves. The strategic workforce plan is helping identify potential improvements to these efforts, while a training inject and succession plan are expected to further develop the workforce. Workforce Development is an Agency Emphasis Area, also part of Goal 4.

- **Goal 5:** WSDOT's Community Engagement Plan was updated in 2016, which provides enhanced guidance, a resident's guide, a Practical Solutions section and a discussion about measuring engagement success. Part of the work of Goal 5, Community Engagement, this helps WSDOT deliver transportation services and projects that best serve our customers.
- **Goal 5:** WSDOT continued and expanded collaborative work on MAP-21 draft performance rules with MPOs, and successfully completed joint efforts to provide feedback to USDOT.
- **Goal 6:** A draft Practical Solutions Performance Based Business Process Map was created in 2016 and shows how operational and demand management strategies will be considered by WSDOT ahead of traditional capacity improvements. This Goal 6 Smart Technology task is among others that connect with the AEAs, concentrating on improving business practices to align WSDOT processes so that they enhance success.



Results WSDOT 2016 by the numbers

6 goals make up Results WSDOT, the agency's Strategic Plan for 2014-2017

- ◆ Strategic Investments
- ◆ Modal Integration
- ◆ Environmental Stewardship
- ◆ Organizational Strength
- ◆ Community Engagement
- ◆ Smart Technology

WSDOT's plan supports Results Washington

3 Agency emphasis areas enhance the plan:

- ◆ Practical Solutions
- ◆ Workforce Development
- ◆ Inclusion



26 the number of strategies that were created to implement Results WSDOT

196 tasks make up the work of the plan to be completed over three years



66% ✓
tasks completed

28%
tasks underway

6%
future tasks

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Read more about Results WSDOT at <http://www.wsdot.wa.gov/Secretary/ResultsWSDOT>