-A BLUEPRINT-
Responding to the Challenges of a Declining Economy

ORGANIZATION AND STAFFING
PROGRESS REPORT

Commonwealth Transportation Board
December 18, 2008
DAVID S. EKERN, P.E.
COMMISSIONER
Plan, deliver, operate and maintain a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves the quality of life.

- **Focused** –
  - Mission centered on maintenance, operations and emergency response
  - Integrated planning and project development – “A Project is a Project”
  - Simplified and universal administration.

- **Scaled Services** –
  - First priority to the highway network that connects people and places of the Commonwealth
  - Serves 85% of users and where the majority of crashes occur

- **Driven by** -
  - Rapid deployment of research, technology, and training to ensure best practices and services
  - Partnerships with private, local, regional, and federal entities

- **Recognizes** -
  - That construction funding will be focused on safety, reconstruction and bridge replacement
  - Major new construction will be episodic

- **An Agency**
  - That will be smaller, providing its services differently and proportioned differently.
Each Transportation Agency Will Be Impacted

• While every transportation agency and its services, programs, and projects will be impacted, because of the statutory formulas, the largest impacts will be at VDOT

• Each agency has been working on a blueprint for making sustainable, structural changes. VDOT’s blueprint includes:
  – **Staffing reductions to 7,500 full time employees**
  – **Organizational changes to reduce overhead, number of divisions, residencies, and other organizational units with consolidation of similar services**
  – Service level changes based on performance measures
  – Six-Year Program reductions from construction funding of $1.1 billion with further reductions likely as federal revenues shrink and because fewer state bonds can be issued
THE BLUEPRINT

• 3 Parts to Blueprint
  – Organization/Staffing
  – Services/Programs
  – Six Year Program

• 83% of annual spending is outside VDOT

• This Presentation is about VDOT Organization/Staffing
  – Operations/Maintenance
  – Program Management…
  – Business Support/CO
ORGANIZATIONAL GOALS

• REDUCED STAFFING TO 7500
  – Residencies by approximately 30%
  – Central Office Divisions by approximately 30%
  – Equipment Repair Facilities by approximately 40%
  – TOCs/TEOC from 6 to 5

• REDUCED LAYERS OF SUPERVISION

• SHARED COMMON SERVICES
MAINTENANCE, OPERATIONS, EMERGENCY RESPONSE

PRIORITIES

• Maintain emergency response capability
• Prioritize services from centerline to the right of way edge
• Maximizing use of federal funding
• Eliminate or consolidate redundant functions
• Services and Asset maintenance driven

POTENTIAL CHANGES

• 44 Residencies reduced by 30-35%
  – Refocused to primarily maintenance and emergency response
  – Supervision reduced to 3 levels
  – Land development/coordination consolidated to District Offices
• 73 Equipment Shops reduced by 50%
• TOCs consolidated from 6 to 5 and Integrated as call centers
• 189 AHQs maintained

Staff Reduction Goal - 155
PRIORITY PROJECT DEVELOPMENT
CONSTRUCTION MANAGEMENT

PRIORITIES

• New Major Construction will be episodic
• Maximize use of federal funding
• Retain core technical competency
• Eliminate or consolidate redundant functions
• Greater reliance on the private sector

POTENTIAL CHANGES

• Develop STRONG Project Manager System
• Reduce Project Development Staff by approx. 25%
• Reduce Construction Staff by approx. 22%
• Reduce Material Labs by 50%
• Increase private sector – usage to 50%

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Staff Reductions Goal – 430
GENERAL ADMINISTRATION
CENTRAL OFFICE and BUSINESS SUPPORT

PRIORITY

- system/process managers
- policy/governmental affairs
- planning/coordination
- quality assurance/business reviews
- Accountability/oversight/compliance
- specialty expertise unique and/or statewide programs
- resource sharing and balancing
- eliminate or consolidate redundant functions

POTENTIAL CHANGES

- Consolidate CO to 22 core divisions

- Consolidate Business Support Services
  - Human Resources
  - Payroll
  - Employee Safety
  - Inventory
  - Procurement

- Consolidate Clerical and Fiscal Technician Functions

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Staff Reduction Goal – 415
NEXT STEPS

- Finalize recommendations
- Review with Secretary and Governor
- Brief Department Staff
- Briefing and review with affected customers
- Implementation Teams established

FINAL THOUGHTS

- The plan will change as we move forward
- IMPLEMENTATION COMPLETED IN 18 MONTHS
- No function or SERVICE remains off the table
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