



BUSINESS PLAN
for FY12 – FY14



I am pleased to present the Virginia Department of Transportation (VDOT) Business Plan for FY12-14.

The Business Plan plays a critical role in setting the priorities for the department. In December, the Governor released his Multimodal Strategic Plan, which establishes seven strategic goals that each transportation agency will support.

One of my responsibilities as Commissioner is to make VDOT an efficient and effective organization. Peter Drucker once said “Efficiency is doing things right; effectiveness is doing the right things.” I believe this plan identifies the “right things” that we need to do to accomplish this goal.

The Business Plan identifies key, tangible objectives that VDOT will achieve over the next biennium to meet these goals. The plan further breaks down each objective into one or more action items that we will implement to ensure our objectives are met.

Over the next several months, we will implement this plan. We will continue to become a more “nimble” business that can quickly respond to changing customer needs. Lastly, we will continue to operate in a manner that offers transparency to the public.

A handwritten signature in blue ink that reads "Gregory A. Whirley". The signature is fluid and cursive.

Gregory A. Whirley
Commissioner

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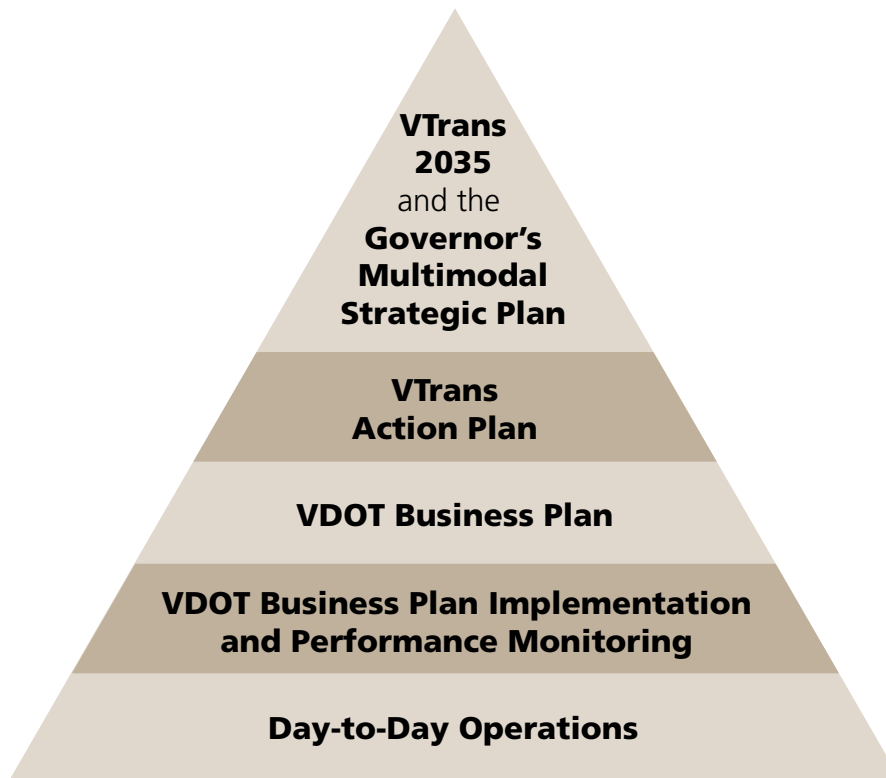
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INTRODUCTION

VDOT'S BUSINESS PLAN FOR FY12 – FY14

In December 2010, the Governor enhanced VTrans2035 by developing the Multimodal Strategic Plan. The Governor's Multimodal Strategic Plan provides a framework of measures, data and change levers to assess and, as necessary, redirect the policies of transportation agencies to achieve desired results. The plan identifies eight goals. These eight goals are used to determine specific action steps, which are listed in the VTrans Action Plan. The VTrans Action Plan coordinates the actions that each agency in the transportation directorate needs to take to successfully advance multimodal transportation in Virginia.

VDOT has incorporated elements of these three documents into this document, the VDOT Business Plan. The Business Plan is aligned to the eight goals in the Governor's Multimodal Strategic Plan and includes actions from the VTrans Action Plan, in addition to actions needed to make VDOT's operations more efficient and effective. By integrating the multimodal focus into the business plan for efficient operations, VDOT is well poised to do its part to achieve the vision for multimodal transportation in Virginia.



VISION, MISSION, VALUES

VDOT'S BUSINESS PLAN FOR FY12 – FY14

VIRGINIA'S TRANSPORTATION GOAL

The Council on Virginia's Future has established seven goals for the Commonwealth. Transportation, being vital to the economy of Virginia, is one of those goal areas. The goal for transportation is:

Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

VISION FOR MULTIMODAL TRANSPORTATION IN VIRGINIA

VTrans2035 and the Governor's Multimodal Strategic Plan lays out a multimodal approach to accomplishing Virginia's Transportation Goal. That vision is:

Virginia will have a coordinated system of roads, rails, ports, transit, bicycle, pedestrian and aviation resources that provides integrated and efficient options that meet citizen, visitor and business transportation needs.

VDOT MISSION STATEMENT

As the agency responsible for the highway network that connects the various modes, VDOT plays a vital part not just the planning of multimodal connections, but carrying out the day-to-day operations that ensure the long-term success of the transportation system. VDOT's Mission is:

VDOT will plan, deliver, operate and maintain a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

VDOT VALUES

Just as important as the job we do, is how we go about it. VDOT has a set of values that guide employees in how they are to conduct themselves in their jobs.

- Be responsive to customer needs, consider what VDOT does in terms of how it benefits our customers, and treat customers with respect, courtesy, and fairness
- Commit to safety and continuous improvement in everything we do, learning from mistakes and successes alike
- Trust, respect, support, and encourage each other
- Respect and protect the public investment
- Make decisions based on facts and sound judgment and accept accountability for our actions
- Strengthen our expertise in using information, tools, and technology to achieve high performance and stay on the cutting edge
- Think ahead, acting and planning creatively for today and tomorrow

SUMMARY OF GOALS

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 1: Establish a seamless multimodal system that moves people and freight.

- To develop a Six Year Improvement Program (SYIP) which supports a multimodal network that moves people and freight efficiently and effectively.
- To accelerate project delivery for construction projects.

GOAL 2: Ensure the transportation system promotes and supports economic opportunity.

- To deliver the 2012 through 2017 Six Year Improvement Program (SYIP) that includes projects financed with over \$3.2 billion from the Governor's 2011 Transportation Funding Package.
- To communicate to key stakeholders the economic and operational benefits from projects in the SYIP.

GOAL 3: Develop unified and collaborative transportation planning and implementation processes.

- To strengthen the planning and programming processes for construction, maintenance and operations projects.

GOAL 4: Establish sustainable and stable financial support.

- To maximize the use of state, federal and private financial resources to deliver projects, programs, and services.
- To create a well maintained network of roads and bridges that leads to economic prosperity.
- To provide staff support on various actions initiated to explore the feasibility of generating long term sustainable revenue for the department.

GOAL 5: Be an innovative pacesetter in technology, environmental protection and system management.

- To use a strong research, technology and innovation program to identify, research, test and implement creative solutions to fuel Virginia's multimodal transportation program.
- To actively manage and operate highways so that they are safe, incidents are cleared quickly, and travel times are reliable.
- To improve access to multimodal facilities and major employment/industrial centers over the next three years by June 30, 2014.
- To decrease the rate of growth of vehicle miles traveled (VMT) by increased use of public transportation, bicycles, walking and alternative freight solutions.
- To protect the environment through environmental stewardship and compliance with state and federal laws, regulations and permits on construction and maintenance projects.

Summary of Goals (Continued)

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 6: Maintain a strong customer focus to address travel and business needs.

- To increase overall VDOT Customer Satisfaction from its current level of 43% by July 1, 2013.

GOAL 7: Improve safety across all modes of transportation by reducing transportation related injuries, fatalities, and crashes.

- To improve highway facility safety features.

GOAL 8: Develop and maintain a competent and stable workforce which maximizes human capital.

- To improve employee morale, retention and productivity.
- To ensure adequate resources/staffing are assigned to various business disciplines in order to effectively deliver the construction, maintenance and operations programs.
- To promote workforce and public safety awareness through education.
- To ensure that employee development and lifelong learning are foundational principles behind VDOT's employee experience in order to motivate and retain a strong, productive workforce.
- To plan and coordinate the transition of the VDOT Office of Inspector General (OIG) into the newly created Office of the State Inspector General effective July 1, 2012.

ACTION ITEMS: GOAL 1

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 1: Establish a seamless multimodal system that moves people and freight.

Objective 1.1: To develop a Six Year Improvement Program (SYIP) which supports a multimodal network that moves people and freight efficiently and effectively.

Action Items:

1.1.1 Program 10% to 15% of the annual construction program for new preliminary engineering (PE) phase starts each fiscal year, based on candidate projects identified through the planning process and approved by the Chief Engineer by December 31 of each year.

1.1.2 Identify projects that align with the Commonwealth Transportation Board (CTB) guidelines and the 2035 Surface Transportation Plan (STP) for inclusion in the SYIP.

- Review the project recommendations from the STP and the maintenance and operations program and compare the recommendations with the CTB guidelines and existing SYIP projects. This is an ongoing process, to be concluded by April 1 of each year.
- Determine if any of the STP recommendations and the maintenance and operations projects can be advanced through the SYIP or as a Public/Private Partnership (PPTA) project. This is an ongoing process, to be concluded by April 1 of each year.

Objective 1.2: To accelerate project delivery for construction projects.

Action Items:

1.2.1 Review existing policies, processes, and steps from project inception to delivery, and amend, revise, or eliminate steps in order to reduce the time required for project delivery.

- Review the requirements, both state and federal, for the procurement of professional services contracts and make appropriate changes to streamline the process to minimize the time required to execute a contract, by May 31, 2011.
- Develop and implement a two-tiered project approval process so that all state and non-federal participating projects with construction costs less than \$5 million are developed, designed and managed for advertisement by the Districts by July 1, 2011.

1.2.2 Evaluate local government ability to effectively manage and deliver projects by June 30, 2012, and make changes to agreements, programs, policies and procedures entered into as of July 1, 2012 so that locally administered projects and project phases are completed within agreed time frames.

1.2.3 Review the Design Build Program to simplify the procurement of projects by June 30, 2012.

1.2.4 Review the SYIP to identify additional projects to move forward using the Design Build delivery method by April 1 of each year.

1.2.5 Coordinate with other transportation agencies to promote intermodal freight facilities along I-81 and near the Route 460 corridor by June 30, 2012.

1.2.6 Re-establish the monthly 24-month project delivery/advertisement meeting by July 1, 2011.

- Meetings shall include a review of federal strategy on a district-by-district basis.

1.2.7 Re-establish the district quarterly performance review meetings by April 30, 2011.

1.2.8 Establish regular meetings with industry leaders to discuss future work and identify areas for efficiency and cost reduction by October 31, 2011.

1.2.9 Develop solutions to advance delayed projects by June 30 of each fiscal year.

- Work with the federal government, localities and private sector to seek solutions to advance projects delayed due to various reasons.

ACTION ITEMS: GOAL 2

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 2: Ensure the transportation system promotes and supports economic opportunity.

Objective 2.1: To deliver the 2012 through 2017 Six Year Improvement Program (SYIP) that includes projects financed with over \$3.2 billion from the Governor's 2011 Transportation Funding Package.

Action Items:

2.1.1 Execute comprehensive agreements advancing Route 460, the Downtown/Midtown Tunnel, and I-95 HOT Lanes projects by June 30, 2012.

2.1.2 Identify candidate PPTA projects from the SYIP and the 2035 Surface Transportation Plan that can be solicited for procurement by December 2011.

- Coordinate with the newly formed Public Private Transportation Office, Multimodal planning staff, and VDOT Planning and Programming staff to identify multimodal candidate projects, with funding, no later than December of each year.

2.1.3 Deliver projects (maintenance and construction) on-time and on-budget. Targets for FY12 are as follows:

- On-Time: 76%
- On-Budget: 85%

Objective 2.2: To communicate to key stakeholders the economic and operational benefits from projects in the SYIP.

Action Items:

2.2.1 Conduct analysis as required and communicate the economic benefits and operational benefits of ten projects in the SYIP to the CTB, General Assembly, and other key stakeholders by December 31, 2011.

2.2.2 The Commissioner will present an update on what has been done to advance the Governor's Transportation Program as well as the economic and operational benefits of certain key projects at the Governor's Transportation Conference in December 2011.

ACTION ITEMS: GOAL 3

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 3: Develop unified and collaborative transportation planning and implementation processes.

Objective 3.1: To strengthen the planning and programming processes for construction, maintenance and operations projects.

Action Items:

3.1.1 Conduct several planning and programming sessions with the Metropolitan Planning Organizations (MPOs) and Planning District Commissions (PDCs) on the development of the SYIP by April 1 of each year.

3.1.2 Develop a process to monitor the effective utilization of federal funds managed by MPO's and by the Department by June 30, 2012.

3.1.3 Evaluate the feasibility of consolidating the SYIP and the STIP into one document by June 30, 2012.

3.1.4 Evaluate the District and Central Office programming procedures to ensure that these functions are performed in the most efficient and effective means possible by December 31, 2011.

3.1.5 Implement the agreed upon Joint Legislative Audit and Review Committee (JLARC) recommendations by July 1, 2012. Examples include the following:

- Work with the Virginia Association of MPO's (VAMPO) to more clearly define the role of MPO's in the planning and programming process and together influence the changes anticipated at the federal level through reauthorization.
- Continue to develop, maintain and employ a data-driven, performance-based prioritization process, which includes specific transportation/land use performance measures, to evaluate projects for addition to the SYIP.

3.1.6 To better incorporate land use and transportation to encourage more efficient travel patterns, continue to support land use efforts with localities using the Urban Development Areas, Chapter 527 traffic analysis, access management regulations, the Secondary Street Acceptance Requirements, Corridor of Statewide Significance Master Plans and local Comprehensive Plans.

ACTION ITEMS: GOAL 4

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 4: Establish sustainable and stable financial support.

Objective 4.1: To maximize the use of state, federal and private financial resources to deliver projects, programs, and services.

Action Items:

4.1.1 Review budgeted vs. actual spending activity at each CTB and executive staff meeting (on-going).

4.1.2 Work with the Federal Highway Administration (FHWA) to streamline the obligation of federal funds by October 31, 2011.

4.1.3 Establish a cash management policy that maintains a sufficient cash balance to adequately support working capital needs, while at the same time identifying opportunities to advance projects in the SYIP more quickly by July 1, 2011.

4.1.4 Ensure that the maintenance allocation year-end balance does not exceed \$100 million by June 30, 2012.

4.1.5 Develop and implement program guidelines and procedures for the Virginia Transportation Infrastructure Bank (VTIB) by July 1, 2011.

4.1.6 Support the expeditious processing of applications to the VTIB to approve for use at least 70% of the VTIB capitalized amount of \$280 million, assuming receipt of sufficient qualifying applications, by June 30, 2012.

4.1.7 On behalf of the CTB, issue \$1.8 billion in Capital Project Revenue (CPR) bonds over three years to accelerate the purpose of the CPR program.

- \$600 million in FY11
- \$600 million in FY12
- \$600 million in FY13

4.1.8 Issue \$1.1 billion in Federal Grant Anticipation Revenue Vehicle Bonds (GARVEE) over the next three years to support projects. The following planned bond issuances may vary based on the project needs:

- \$623 million in FY12 by June 30, 2012
- \$242 million in FY13 by June 30, 2013
- \$242 million in FY14 by June 30, 2014

4.1.9 Develop strategies to reduce the transfer of the Transportation Trust Fund (TTF) Construction funds to the Highway Maintenance and Operating Fund (HMOF) by \$100 million for FY 2013 as compared to the amount in 2011.

4.1.10 Develop strategies to increase the Revenue Sharing Program by \$100 million for FY 2013, as well as guidelines to administer those funds.

Objective 4.2: To create a well maintained network of roads and bridges that leads to economic prosperity.

Action Items:

4.2.1 Develop investment and operations strategies utilizing maintenance and construction funds to meet the following condition targets:

- Meet the interstate system pavement condition target of 82% in fair or better condition by June 30, 2012.
- Meet the primary system pavement condition target of 82% in fair or better condition by June 30, 2013.
- Meet the bridge condition target that 92% bridges are not structurally deficient by June 30, 2012.

4.2.2 Evaluate selected routes on the secondary system that should be included on the primary system by November 30, 2011.

4.2.3 Implement the agreed upon recommendations from the four audits (Performance, Research, PPTA, and Planning and Programming) by June 30, 2012.

Objective 4.3: To provide staff support on various actions initiated to explore the feasibility of generating long term sustainable revenue for the department.

Action Items:

4.3.1 Examine the current fee structure on key services provided by the Department and revise as needed by August 31, 2011.

- Implement a program to enhance vending and advertising services at the rest areas and create revenue to offset maintenance costs of safety rest areas and welcome centers.
- Establish a contract for the distribution of VDOT traffic video and data which creates a business model to offset the cost of providing data to the private sector, including the creation of sponsorships for 511 signing and other traveler information.
- Create a sponsorship program for the Safety Service Patrol Program which provides revenue to offset cost of the program.

4.3.2 Create an enterprise fund to manage the Virginia EZ Pass Operations, and examine fee structure and services related to the fee structure by June 30, 2012.

4.3.3 Provide staff support on any legislative committee or committee appointed by the Secretary of Transportation to examine long-term sustainable revenue.

4.3.4 Work with the Federal Highway Administration to obtain approval to toll Interstate 95.

ACTION ITEMS: GOAL 5

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 5: Be an innovative pacesetter in technology, environmental protection and system management.

Objective 5.1: To use a strong research, technology and innovation program to identify, research, test and implement creative solutions to fuel Virginia's multimodal transportation program.

Action Items:

5.1.1 Implement recommendations from the Research audit by December 31, 2011. These items include but are not limited to:

- Enhancing the advisory committee process and product (best practices)
- Renewing focus on communication of research expertise and implementation successes
- Utilizing \$10 million to effectively implement proven research

5.1.2 Reestablish the technology investment committee by June 30, 2011 to ensure that VDOT maintains a strong and effectively resourced program in all aspects of technology deployment to support key program areas including information technology, data collection and management, software development and deployment, and transportation operations and traffic management.

5.1.3 Implement Cardinal, VDOT's new financial management system, by December 5, 2011.

5.1.4 Further develop the Cardinal financial system, working with the Department of Accounts, to become the financial management system for the Commonwealth by June 30, 2012.

5.1.5 Implement new cost-effective techniques, technologies, materials, and construction and maintenance practices based on a comprehensive objective research and implementation program to improve operations, construction and maintenance.

- Implement a full depth in-place reclamation and recycling project to replace a recurring, long-term deteriorating pavement section of Interstate 81 in the Staunton district by September 30, 2011.
- Implement a program to pilot test various asphalt and concrete quiet pavement technologies at sites across the Commonwealth as called for in Chapter 790 of the 2011 Acts of the Virginia General Assembly by December 31, 2011.

5.1.6 Work closely with FHWA to implement and enhance FHWA's Every Day Counts initiatives as well as other opportunities by June 30, 2012.

Objective 5.2: To actively manage and operate highways so that they are safe, incidents are cleared quickly, and travel times are reliable.

Action Items:

5.2.1 Evaluate the cost effectiveness of operating five Traffic Operations Centers (TOC's). The evaluation will include options for consolidating operations, interoperability of systems, outsourcing the operations, and developing a multiyear plan for Traffic Operations Centers and technology upgrades by June 30, 2012.

5.2.2 Update training and statewide protocols for operations to take advantage of the interoperability that now exists between four TOC's by June 30, 2012.

5.2.3 Invest approximately \$15 million in the SYIP to upgrade and/or replace the approximately 150 dynamic message boards statewide by June 30, 2013.

5.2.4 Implement the recommendations from the Statewide Tunnel Management Committee to include the following:

Statewide

- Complete the "Tunnels Baseline, Risk Assessment, and Investment Plan Project" which will identify risks, gaps, opportunities and best practices at tunnel facilities and recommend long-range project investments for VDOT's SYIP and maintenance programs by June 30, 2012.
- Implement best practices from the completed Tunnels Inspection Best Practices Report starting in FY 2012.

Hampton Roads District

- Complete the Implementation of the Automated Maintenance Management System (AMMS) on the top four critical systems at the Hampton Roads Bridge Tunnel and the Monitor-Merrimac Memorial Bridge Tunnel (MMMBT) by June 30, 2012.
- Install an Electronic Controls System at MMMBT which will consolidate industrial systems monitoring into a single interface by June 30, 2012.

5.2.5 Implement a Traffic Management System on portions of I-66 in Northern Virginia by June 30, 2013.

5.2.6 Implement a program starting with the 2011-2012 snow season in NOVA district to put Automatic Vehicle Locator (AVL) devices in snow plow trucks to display the location of trucks, in real time, on the website so that customers can see where trucks are working. Phase in remaining districts as feasible and cost effective in the 2012-2013 snow season.

- Procure devices and establish web-based mapping service to start service in Northern Virginia District for the 2011-2012 snow season.
- Implement the system in the remaining districts as feasible and cost effective for the 2012-2013 snow season.

Objective 5.3: To improve access to multimodal facilities and major employment/industrial centers over the next three years by June 30, 2014. This may include the following:

- Ramp from HOV lanes on I-395 to the Mark Center
- Intermodal Connector facility in Hampton Roads
- Route 460 corridor in Hampton Roads
- Economic development access roads

Objective 5.4: To decrease the rate of growth of vehicle miles traveled (VMT) by increased use of public transportation, bicycles, walking and alternative freight solutions.

Action Items:

5.4.1 Increase the number of park and ride spaces by 3,000 along the I-95 corridor by December 31, 2014.

- Conduct a statewide study on the usage of park and ride lots and identify future demand. Coordinate with MPOs, the Virginia Department of Rail and Public Transportation (DRPT), and transit service providers by June 30, 2012.

5.4.2 Continue to meet the Governor's teleworking goal of 20% of the eligible workforce teleworking or working on alternate work schedules.

5.4.3 Continue to manage the Safe Routes to School Program utilizing funds to foster a generation to use pedestrian and bicycle facilities for uses beyond recreation.

5.4.4 Expand bicycle and pedestrian accommodations where feasible, safe and where funding is available.

5.4.5 Work with the Office of Intermodal Planning and Investment to inventory key intermodal facilities and identify accessibility issues. Develop low cost recommendations to improve accessibility to transit and distribution centers by June 30, 2012.

Objective 5.5: To protect the environment through environmental stewardship and compliance with state and federal laws, regulations and permits on construction and maintenance projects.

Action Item:

5.5.1 Achieve 100% compliance on Environmental Compliance Reports.

ACTION ITEMS: GOAL 6

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 6: Maintain a strong customer focus to address travel and business needs.

Objective 6.1: To increase overall VDOT Customer Satisfaction from its current level of 43% by July 1, 2013.

Action Items:

6.1.1 Develop a comprehensive public awareness communications plan to disseminate real-time, accurate travel information to the traveling public using traditional and social media. Begin communications by October 31, 2011. The goal is to inform the public of real-time traffic conditions to help them avoid congested areas.

- Complete communication plan by June 30, 2011.
- Implement the plan starting in July 2011.
- Review the customer service web portal and make required enhancements to better connect citizens who want to do business online with VDOT by December 31, 2011.

6.1.2 Evaluate the customer service operations centers for effectiveness and efficiency and develop a plan for implementing any required changes by October 31, 2011.

6.1.3 Develop a community outreach plan designed to promote the operational and economic benefits of projects by June 30, 2012. This is an ongoing process for each fiscal year.

Objective 6.2: By July 1, 2013, decrease by 5% the percent of incidents taking more than 30 minutes to clear.

Action Items:

6.2.1 Expand the use of safety service patrols along major interstate corridors by September 30, 2011.

6.2.2 Propose quick clearance legislative proposals for 2012 Session.

6.2.3 Display real-time travel times in major corridors in Northern Virginia and Hampton Roads.

- Complete work to display travel time delays in Northern Virginia interstate routes by August 31, 2011.
- Complete work to display travel time delays in the I-64 Corridor from Newport News to Norfolk in Hampton Roads by June 30, 2012.

ACTION ITEMS: GOAL 7

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 7: Improve safety across all modes of transportation by reducing transportation related injuries, fatalities, and crashes

Objective 7.1: To improve highway facility safety features.

Action Items:

7.1.1 Develop and implement a new Strategic Highway Safety Plan by December 31, 2011.

7.1.2 Develop a plan to improve signs in Corridors of Statewide Significance using clear fonts and new reflective materials, while reducing lighting on signs where it is feasible to do so by July 1, 2013.

7.1.3 Direct Highway Safety Improvement Plan (HSIP) funds to invest in pavement marking, markers and other safety features by September 30, 2011.

ACTION ITEMS: GOAL 8

VDOT'S BUSINESS PLAN FOR FY12 – FY14

GOAL 8: Develop and maintain a competent and stable workforce which maximizes human capital.

Objective 8.1: To improve employee morale, retention and productivity.

Action Items:

8.1.1 Re-establish the following programs and other employee focused programs on a continuing basis:

- Commissioner's Award for Excellence
- Undergraduate Engineering Scholarship Program
- Garver Leadership Conference

8.1.2 Conduct an analysis to identify implementable actions and programs to enhance the department's ability to retain and recruit employees in a fair and consistent manner by December 31, 2011.

8.1.3 Enhance current internal communications and utilize current tools (e.g., InsideVDOT) to routinely communicate with employees on the status, outcomes and impacts of key business initiatives by December 31, 2011.

Objective 8.2: To ensure adequate resources/staffing are assigned to various business disciplines in order to effectively deliver the construction, maintenance and operations programs.

Action Items:

8.2.1 Develop and implement a staffing succession plan for selected business functions. The plan will identify skill sets and planning methods to prepare staff for the next level of management/operations by June 30, 2012.

8.2.2 Create a junior leadership corps of 50 positions across various disciplines designed to prepare individuals in certain entry level positions for more responsibility by June 30, 2012.

8.2.3 Develop and implement a plan for systematically documenting, updating, and streamlining all key processes in the department by June 30, 2012.

8.2.4 Conduct a review of key processes modified in the reorganization to ensure relevant audit recommendations have been implemented by June 30, 2012 to include, but not limited to:

- Procurement
- Fiscal
- Human Resources
- Programming
- Project Development
- Operations
- Maintenance

8.2.5 Develop and implement a plan to establish total Central Office staffing at a level lower than allocated by the reorganization and redistribute positions to effectively deliver the program by July 1, 2011.

8.2.6 Establish an accelerated hiring program to fill to the Maximum Employment Level of 7,500 positions by June 30, 2012 and provide for the flexibility of Chiefs and District Administrators to jointly redistribute positions as necessary to deliver the program.

Objective 8.3: To promote workforce and public safety awareness through education.

Action Items:

8.3.1 Promote and enforce a workforce safety plan to achieve a three percent reduction in injuries and lost time accidents from the FY10 baseline for the period from July 1, 2011 to June 30, 2012.

8.3.2 Re-institute the Safety Rodeo to promote workforce safety by August 31, 2011.

Objective 8.4: To ensure that employee development and lifelong learning are foundational principles behind VDOT's employee experience in order to motivate and retain a strong, productive workforce.

Action Items:

8.4.1 Develop technical training to reinforce performance and consistency for staff involved in key business processes by June 30, 2012.

8.4.2 Develop training curricula to reinforce required knowledge, skills, abilities and core competencies for supervisory/management staff by June 30, 2012.

Objective 8.5: To plan and coordinate the transition of the VDOT Office of Inspector General (OIG) into the newly created Office of the State Inspector General effective July 1, 2012.



Contact us:

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