



**Continuing the Journey**  
**Next Generation VDOT**  
**Discussing the Direction**

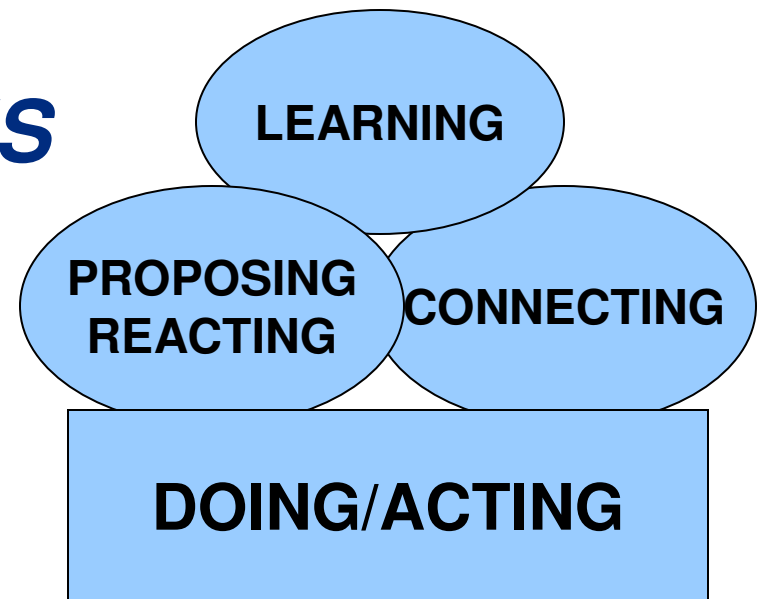
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*Commissioner, Virginia Department of Transportation*

# JOURNEY TOPICS

- *Report on Listening and Learning*
- *Implications for 21<sup>st</sup> Century VDOT*
- ***THE FORWARD FOCUS***



# LISTENING

## Summary

- **50+ Sessions**
  - Including 60% of Department Units
- **500 – 1000+ People**
  - Governor and Team
  - Elected Officials – Federal/State/Local
  - Industry Leaders
  - Former Commissioners
  - Senior Department Staff
  - Cross Section of Department Staff
  - General Assembly Leaders
  - CTB Members
  - National Leaders
  - Citizens
- **2000+ Years Of Experience**

## Focus

- **On The System/Funding**
- **On The Business**
- **On The People**
  - Future/Leadership
  - Challenges/Fears
  - Ideas/Advice
  - Questions

# THEMES ABOUT TRANSPORTATION

- Congestion and System Operations
- Safety
- Next steps in performance management
- How are we listening to our customers?
- Which reports that we produce shape the future?
- Need six-year plan for First Cities initiative
- Context sensitive solutions
- Outsourcing maintenance
- Develop access management plans
- Invest in technology
- Complete the network
- More use of design/build
- Facilitate telecommuting
- Funding, allocation and finance
- Improved planning – make it meaningful
- Add projects to the pipeline

- **THE CUSTOMER**
- **OPERATIONS**
- **SAFETY**
- **PERFORMANCE**
- **MONEY**

# THEMES ABOUT VDOT

- Define the business
- Define the organization
- When will we know we are the right size?
- Maintain distributed accountability
- Streamline acquisition process
- Continue privatizing
- Continue outsourcing
- Understand and chart a course of devolution
- Expedite processes
- Stress a stronger working relationship with the industry
- Have a culture of urgency/accountability
- Redefine planning
- Context sensitive solutions as a way of doing business
- Benchmark from an external point of view

- **THE SIZE**
- **THE PROCESSES**
- **THE COST**
- **ACCOUNTABILITY**
- **PARTNERSHIPS**

# THEMES ABOUT PEOPLE

- How many people will we have in 2010?
- What will be the make up of the workforce?
- How do we prepare for people transitions?
- What are the skills we will need?
- Where will they be located/counted?
- How do we look at ourselves differently?
- How do we make telecommuting work?
- How do we prepare people for the new skills they will need?
- How do we create an atmosphere of collaboration?
- How fast can we affect change?
- How much do we do vs. outsource in changing the workforce?

- **WHAT SKILLS?**
- **DOING WHAT?**
- **HOW MANY?**
- **LOCATED  
WHERE?**

# THE LANDSCAPE

## Transportation Trends

- Freight volumes growing faster than passenger
- Community and land-use impact
- Globalization
- Increasing congestion
- Changing demographics
- Energy and the environment
- System operations and safety
- Institutional change
- Funding/national vision

## Business Environment

- Long-term financial uncertainty
- Increasing maintenance costs
- Declining construction program
- Aging infrastructure
- “Graying” employee pool
- Emergency response in critical situations/disasters
- Need to maintain strong engineering, technology and management expertise

# THE DOT of the 21<sup>st</sup> Century Must Focus on Becoming a **MOBILITY CORPORATION**

- Essential role and purpose of state DOTs is changing
  - Increased focus on delivering essential service 24/7
  - Adopting more business-like performance-management model
- No longer just a builder—rather a provider of services to enhance mobility
  - Multi-modal/inter-modal
  - Information as well as infrastructure
  - Management of services **as well as** delivery of services
  - Strong partnership/collaborative approach
  - Articulating transportation's role in economic growth/competitiveness
  - Skill building and sustaining the existing skill base



# Characteristics of The Future VDOT

- International in Scope
- Intermodal / Integrated in Form
- Intelligent in Character
- Inclusive in Service



# Strength of the VDOT CULTURE

## People

- Customer Focused
- Innovative
- Technology Savvy
- Entrepreneurial Attitude

**DRIVEN  
BY A SENSE  
OF PUBLIC  
SERVICE**

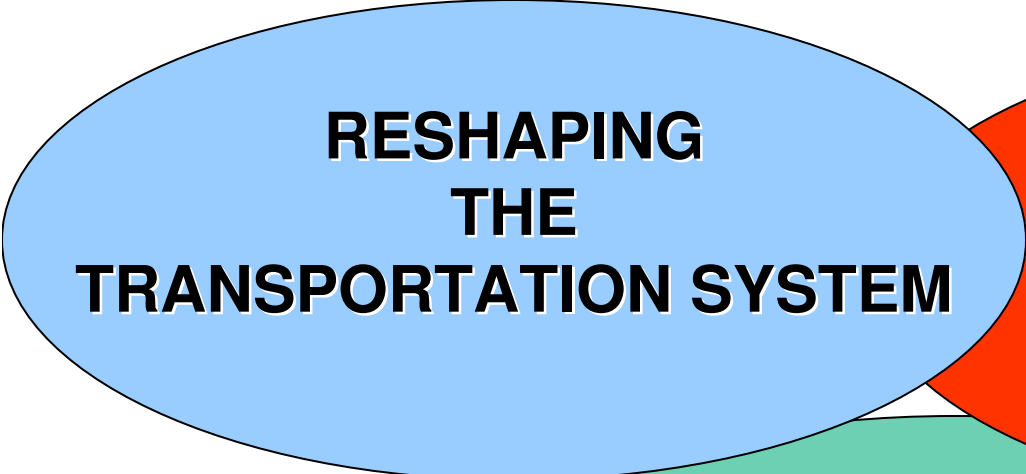
## Principles

- Accountability
- Consistency
- Strategic/Tactical
- Communication
- Trust/Collaboration

# Keys to THE FUTURE

- **The Right Focus**
  - Getting customers there safely and reliably
  - Giving customers transportation choices
  - Delivering projects on-time, on-budget *and* with high quality
- **The Right Size**
  - Employing the right skills
  - Working smarter
  - Being more flexible
- **The Right Business Approach**
  - Embracing high-value technology
  - Privatizing where we can
  - Retaining public responsibility where we should

# How Do We Get There?

A light blue oval with a black border, containing the text "RESHAPING THE TRANSPORTATION SYSTEM".

**RESHAPING  
THE  
TRANSPORTATION SYSTEM**

A red oval with a black border, containing the text "RESHAPING THE BUSINESS APPROACH".

**RESHAPING  
THE  
BUSINESS APPROACH**

A green oval with a black border, containing the text "RESHAPING/DEVELOPING THE WORKFORCE".

**RESHAPING/DEVELOPING  
THE  
WORKFORCE**

# **What is the Foundation for these Focus Areas?**

- **Performance Management**
- **Safety**
- **System Operations/ Emergency Response**
- **Project Development/Delivery**
- **Workforce/Organization Shape**
- **Harmonizing Our Work**

# FY 08 FOCUS INITIATIVES RESHAPING...

...THE TRANSPORTATION  
SYSTEM

...THE WAY WE DO  
BUSINESS

**Dashboard 3.0**

...THE WORKFORCE

# ***THANK YOU***

**Leaders are called to stand  
In that lonely place  
Between the no longer and the not yet  
And intentionally make decisions  
That will bind, forge, move  
And create history.**

**We are not called to be popular,  
We are not called to be safe,  
We are not called to follow.  
We are the ones called to take risks,  
We are the ones called to change attitudes;  
To risk displeasures,  
We are the ones called to gamble our lives  
For a better world.**

House of Delegates Address  
By Mary Lou Anderson  
April 1970