BLUEPRINT ORGANIZATION/STAFFING IMPLEMENTATION

Commonwealth Transportation Board Meeting
February 19, 2009
DAVID S. EKERN, P.E.
COMMISSIONER

ORGANIZATION/STAFFING

- Maintain Effective Emergency Response
- Reduce/Consolidate the Number of Facilities
- Streamline Business Process and Utilize New Technology
- Reduce General Administration Costs and Staffing
- Adjust Engineering Staffing to the Size of the Construction Program
- Achieve 7,500 Classified Staff Level by July 2010

MAINTENANCE, OPERATIONS EMERGENCY RESPONSE

-RECOMMENDATIONS-

- 189 AHQs maintained
- 44 residencies reduced to 29
  - Refocused to primarily maintenance and emergency response
  - Land development/coordination consolidated to district offices
- 73 equipment shops reduced to 37
- TOCs consolidated from 6.5 to 5
  - Integrated as call centers
- Anticipated staff reduction - 155

EQUIPMENT SHOP CONSOLIDATION CRITERIA

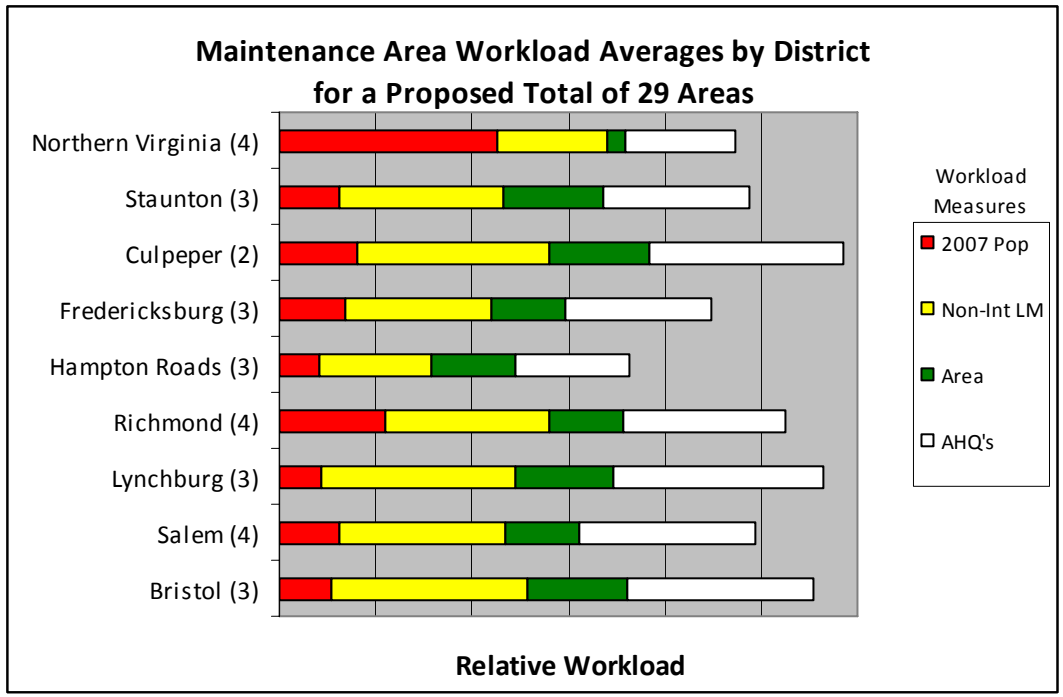
- **15% fleet reduction**
  - 8,300 pieces of equipment reduced to 7,100
- **60-minute radius to closest repair facility**
- **Number of bays**
- **Age of facility**
- **Less than 4% of work for other agencies**
- **Implement contact vehicle approach**

PROPOSED EQUIPMENT SHOP CONSOLIDATIONS

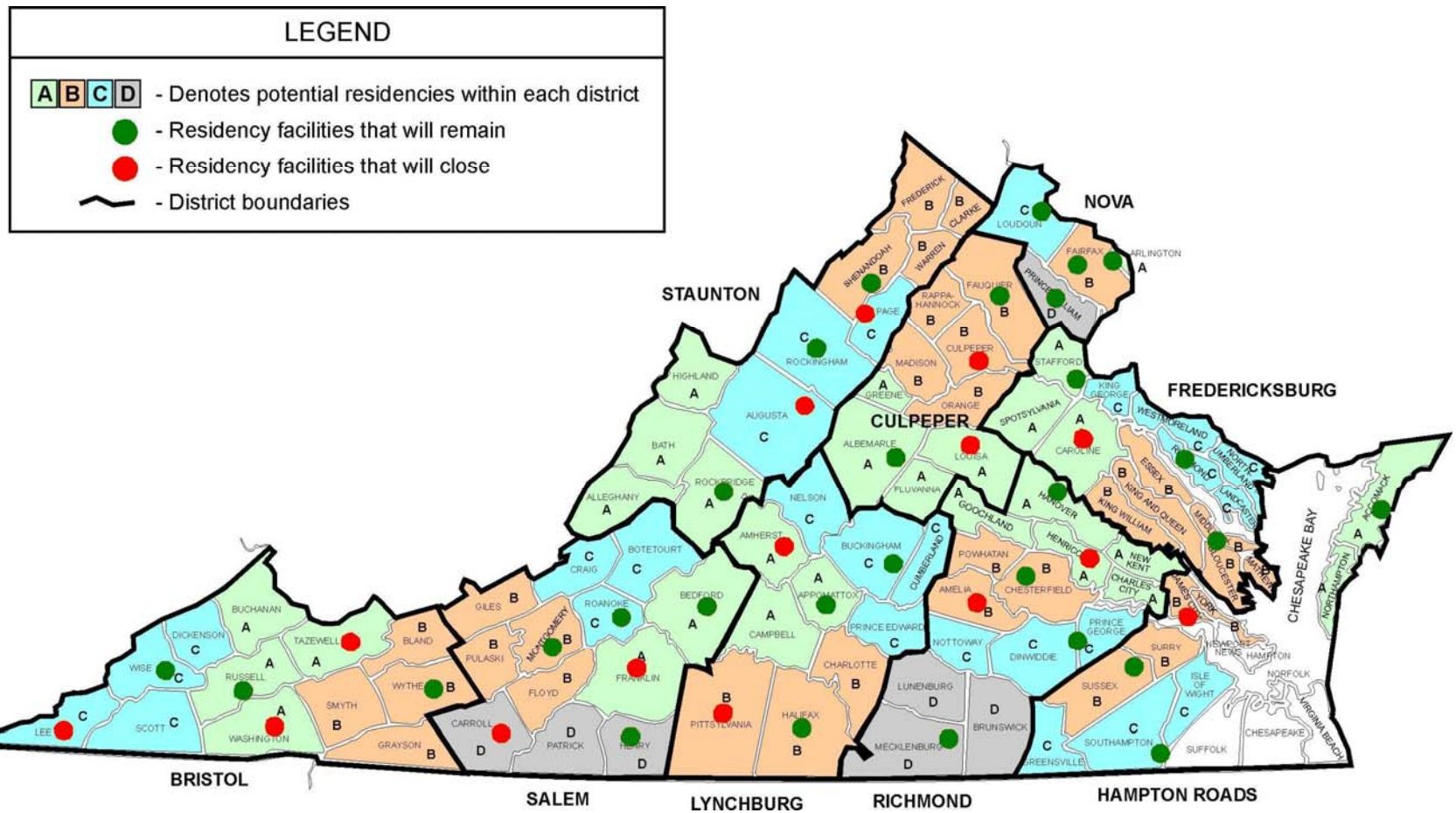
District	Location	Retain		District	Location	Retain
Bristol	District Shop	Y		**Lynchburg**	District Shop	Y
	Abingdon	Y			Amherst	
	Fremont				Chatham	
	Gate City				Farmville	
	Independence				Appomattox	
	Jonesville				Dillwyn	Y
	Marion				Halifax	Y
	Rocky Gap			**Northern Virginia**	District Shop	Y
	Oakwood	Y			Camp 30	Y
	Tazewell	Y			Leesburg	Y
	Wise	Y			Van Dorn	Y
	Wytheville	Y		**Richmond**	District Shop	Y
	Lebanon				South Hill	Y
Culpeper	District Shop	Y			Amelia	Y
	Louisa				Petersburg	
	Orange				Chesterfield	
	Warrenton	Y			Sandston	Y
	Charlottesville	Y			Ashland	Y
Fredericksburg	District Shop	Y		**Salem**	District Shop	Y
	Farmers				Floyd	
	St. Stephens				Hillsville	
	Saluda	Y			Pearisburg	
	Warsaw	Y			Christiansburg	
	Stafford				Dublin	Y
	Edgehill				Martinsville	Y
	Massaponax				Fairystone	
	Tappahannock				Rocky Mount	
Hampton Roads	District Shop	Y			Troutville	
	Accomac	Y			New Castle	
	Franklin	Y			Bedford	Y
	Norfolk	Y			Hanging Rock	
	Pine Chapel			**Staunton**	District Shop	Y
	Waverly	Y			Edinburg	
	Williamsburg				Harrisonburg	Y
	ERT				Monterey	
					Triangle	Y
					Verona	
					Winchester	Y

RESIDENCY CONSOLIDATION CRITERIA

- WORKLOAD
  - Population
  - Lane miles within proposed boundaries
  - Square miles of coverage
  - Number of Area Headquarters



PROPOSED RESIDENCY CONSOLIDATION



RESIDENCY CANDIDATES

District	Residency	# of AHQs	Counties
Bristol (currently 6 residencies)	Lebanon (A)	8	Buchanan, Russell, Tazewell, Washington
	Wytheville (B)	7	Bland, Wythe, Grayson, Smyth
	Wise (C)	8	Lee, Wise, Dickenson, Scott
Total:	**3**	**23**	
Salem (currently 6 residencies)	Bedford (A)	8	Bedford, Franklin
	Christiansburg (B)	6	Giles, Montgomery, Pulaski, Floyd
	Salem (C)	6	Botetourt, Craig, Roanoke
	Martinsville (D)	9	Carroll, Patrick, Henry
Total:	**4**	**29**	
Lynchburg (currently 5 residencies)	Appomattox (A)	8	Amherst, Appomattox, Campbell
	Halifax (B)	12	Charlotte, Pittsylvania, Halifax
	Dillwyn (C)	6	Prince Edward, Cumberland, Buckingham, Nelson
Total:	**3**	**26**	
Richmond (currently 6 residencies)	Ashland (A)	9	New Kent, Charles City, Henrico, Hanover, Goochland
	Chesterfield (B)	7	Powhatan, Chesterfield, Amelia
	Petersburg (C)	4	Nottoway, Dinwiddie, Prince George
	South Hill (D)	7	Lunenburg, Brunswick, Mecklenburg
Total:	**4**	**27**	
Hampton Roads (currently 4 residencies)	Accomac (A)	3	Accomac, Northampton
	Waverly (B)	6	Sussex, Surry, York, James City
	Franklin (C)	5	Greensville, Southampton, Isle of Wight
Total:	**3**	**14**	
Fredericksburg (currently 4 residencies)	Fredericksburg (A)	7	Caroline, Spotsylvania, Stafford
	Saluda (B)	6	Gloucester, King and Queen, Mathews, Middlesex, King William, Essex
	Northern Neck (C)	5	Lancaster, Northumberland, Richmond, King George, Westmoreland
Total:	**3**	**18**	
Culpeper (currently 4 residencies)	Charlottesville (A)	8	Albemarle, Green, Louisa, Fluvanna
	Warrenton (B)	8	Orange, Fauquier, Rappahannock, Culpeper, Madison
Total:	**2**	**16**	
Staunton (currently 5 residencies)	Lexington (A)	5	Alleghany, Bath, Rockbridge, Highland
	Edinburg (B)	6	Clarke, Warren, Frederick, Shenandoah
	Harrisonburg (C)	7	Page, Rockingham, Augusta
Total:	**3**	**18**	
NOVA (currently 4 residencies)	Arlington (A)	1	Arlington
	Fairfax (B)	9	Fairfax
	Loudon (C)	4	Loudon
	Prince William (D)	4	Prince William
Total:	**4**	**18**	
Grand Total:	**29**	**189**	

PROJECT DEVELOPMENT CONSTRUCTION MANAGEMENT

- **$2 billion program reduction**
  - 808 projects cut from FY 09-14 Program
- **Long-term structural change needed**
  - Shift to strong project management at the districts
  - Scale staffing to program size
  - Full project development services (maintenance and construction)
- **Staffing Impacts**
  - Reduce project development staff by approximately 25%
  - Reduce construction inspection staff by approximately 22%
  - Balancing workload (between districts and with private sector)
- **Consolidate material labs to 3 locations**
- **Anticipated staff reductions – 430**

GENERAL ADMINISTRATION

CENTRAL OFFICE and STATEWIDE BUSINESS SUPPORT

- **Consolidate Central Office to 22 divisions from 31**
- **Consolidate business support services in field and Central Office**
  - Human Resources
  - Payroll
  - Employee Safety
  - Inventory
  - Procurement
- **Implement new technology to improve efficiency**
- **Dulles Toll Road transfer in December 2009**
- **Anticipated staff reductions – 415**

BLUEPRINT IMPLEMENTATION

- Begin in March
- Estimated reductions:
  - 1,000 full-time classified employees
  - 450 wage employees
- Staffing from 8,400 in September 2008 to 7,500 by July 2010
- Capitalize on continuing retirements and attrition to achieve reductions

STAFFING STRATEGIES

SINCE SEPTEMBER 2006

- **Staff ceiling of 6 percent vacancy rate from authorized complement**
- **Critical hire process and freeze to manage vacancies - 09/2008**
  - Classified employment has dropped from 8,464 (09/08) to 8,330 (02/09)
  - ***May create placement options for involuntarily separated employees***
- **Monitor attrition rate by functional areas**
  - Attrition rate has slowed
- **Invoke DHRM Involuntary Layoff Policy 1.30 and 1.57 Severance Benefits to achieve balance of new staffing levels and organizational structure**

STAFFING STRATEGIES

- **DHRM Involuntary Layoff Policy 1.30 and process is based on:**
  - **Definition of work units**
  - **Identification of impacted roles**
  - **Seniority of employees within impacted roles and work units used to determine**
    - Which positions are eliminated
    - The order of placement options offered

- **The substitution rule of DHRM's Policy 1.30 which has not been widely used at VDOT allows:**
  - More senior employees of the impacted work unit or role, or employees outside the work unit doing same or similar work to substitute for an impacted employee who has been given notice of layoff

- **Centrally manage the match of substitutes during the layoff process**

IMPLEMENTATION SCHEDULE
ANTICIPATED SCHEDULE

- **Stage 1—Wage/Temporary/Hourly Employees**
  - **Spring 2009**
  - **Estimated 450 wage/temporary/hourly employees affected**

- **Stage 2—Construction and Project Development**
  - **Summer/Fall 2009**
  - **Estimated 500 classified employees affected**
    - Central Office
    - Materials labs
    - Construction inspection
    - Right of way
    - Location and Design
    - Bridge
    - Environmental
    - Traffic Engineering
    - Equipment shops

IMPLEMENTATION SCHEDULE
ANTICIPATED SCHEDULE

- **Stage 3—Central Office and Residency Consolidations**
  - **Fall 2009**
  - **Estimated 300 classified employees affected**
    - Central Office
    - Payroll
    - Administrative support
    - Residency and area headquarters business support

- **Stage 4—Maintenance, Operations and Business Support**
  - **Winter 2010**
  - **Estimated 200 classified employees affected**
    - Central Office
    - District administrative support
    - HR/payroll
    - Dulles Toll Road
    - Residency consolidation

NEXT STEPS

- **Employee Transition Team**
- **Briefings with staff and industry**
- **Hold public meetings for residency closures and service reductions, March 2009**

BLUEPRINT FINAL THOUGHTS

- The plan will change as we move forward
- Implementation completed in 18 months
- No function or service remains off the table

VDOT in 2010

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 Program Planning and Project Development – "Project is a Project"
  - A tightened and universal General 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
- ***A Business*** **–**
  - That values, integrates and streamlines partnerships
  - does not replicate every function and service throughout VDOT's organization
- ***Driven by*** **-**
  - rapid deployment of research, technology, and training to ensure best and consistent practices and services
- ***Recognizes***
  - that construction funding will be focused on safety, reconstruction and bridge replacement
  - major new construction being episodic
- ***An Agency***
  - that will be smaller, providing its services differently and proportioned differently.

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