

WSDOT Strategic Plan

Washington's transportation needs are changing and the Washington State Department of Transportation is changing too. The WSDOT Strategic Plan provides our foundation with the vision, mission, values and goals that guide the agency's work. The important work of the agency focuses on three key goal areas: Inclusion, Practical Solutions and Workforce Development.

Our Inclusion efforts ensure we engage with our employees, communities and partners as we collaboratively deliver the program. Practical Solutions allows us to leverage our limited funding to get the most capacity and safety out of the entire multimodal transportation system. Workforce development ensures that we attract and retain a quality workforce to meet our legislative, regulatory, service and public expectations.

OUR VISION

Washington travelers have a safe, sustainable and integrated multimodal transportation system.

OUR MISSION

We provide safe, reliable and cost-effective transportation options to improve communities and economic vitality for people and businesses.

OUR VALUES

- Safety – promote public and employee safety
- Engagement – include all perspectives, disciplines and backgrounds in our outreach and decision making, employing a diverse workforce that reflects the communities we serve
- Innovation – encourage creativity, continuous improvement and the advancement of technology
- Integrity – be ethical, accountable, responsive and trustworthy
- Leadership – inspire, motivate, develop and support each other
- Sustainability – be resource stewards by supporting economic, environmental and community needs

OUR GOALS:

Inclusion

We seek to understand, be sensitive to, and employ a workforce that reflects the many diverse communities we serve. All businesses desiring to work with us will have fair and equal access to contracting opportunities. Our projects and programs are developed with community input and embrace the diversity of our state.

We're strengthening our commitment to diversity and engagement in all of WSDOT's business processes, functions and services to ensure every voice is heard.

Internally, we are integrating diversity and inclusion into all phases of employees' development. For example, new employees are required to take "Valuing Diversity" training within 60 days of their employment. We also offer training related to hiring and retaining a diverse workforce to our supervisors and managers throughout the agency; more than 300 employees in six WSDOT regions have taken the training. A manager/supervisor course is available and recommended to those who participate in panel interview processes; the training includes a focus on equity and diversity, the importance of diverse panels, and awareness of unconscious bias.

Externally, we are working with our partners to meet the Governor's Diverse Business Results Washington Goals and to increase WSDOT's diverse business spending:

- 10 percent Minority Business Enterprise
- 6 percent Women's Business Enterprise
- 5 percent Veteran Owned Business
- 5 percent Small Business

As part of this effort, we've developed a Mentor Protégé Program, which pairs successful prime contractors with diverse businesses wanting to do business with Washington state. The goal of the program is to increase the capacity and participation of diverse businesses on WSDOT projects. As of January 2019, 86 companies were enrolled in the program, including 30 mentors matched with 43 protégés, and several mentors and protégés waiting to be matched.

Community engagement is an important component of our inclusion goal as we work to develop and maintain stakeholder and community relationships, and to engage them before, during and after projects. We encourage our employees to conduct meaningful community engagement with the public as a part of doing their jobs.

PRACTICAL SOLUTIONS

We collaborate with our partners to make the right investments, in the right places, at the right time, while using the right approach. Our investment choices are guided by multimodal performance outcomes in order to achieve a truly integrated, sustainable transportation system.

Practical Solutions is more than just program delivery at WSDOT. It is a way of thinking, acting and decision making that cuts across the agency in all phases of our business, and it recognizes that we live in a resource-constrained environment. We prioritize innovative, timely and cost-effective decisions – with our partners – to operate, maintain, plan and build our multimodal transportation system.

We work with our partners to balance transportation, community, economic and land use needs within legal and budgetary constraints to make agency investment and operating decisions. By engaging our partners to plan, operate and deliver complementary system investments, we can work to integrate transportation modes – regardless of owner – to manage demand and maximize underutilized capacity within the entire transportation network.

WSDOT is also establishing asset management plans that identify our asset inventory, as well as needs, funding and gaps, in order to manage those assets to appropriate service levels. This will assist us when engaging policy makers to identify the steps necessary for WSDOT to advance Practical Solutions in meeting

policy and performance expectations. Our desired outcome is to align capital and operating budgets based on prioritized needs.

WORKFORCE DEVELOPMENT

WSDOT strives to be an employer of choice – attracting and retaining a skilled, diverse workforce – valuing employee development and engagement, supported by a modern work environment.

WSDOT strives to reflect, be sensitive to and understand the communities we serve while valuing our diverse workforce. We want all of our employees, at every level, to feel that their opinions matter, that we are listening to them and that we considered their feedback in decisions. We believe our people have great ideas; if we allow that creativity to flourish, we will create a culture that embraces continuous improvement.

Our agency is only as good as the people who work for us – they are the true ambassadors of WSDOT. Whether our employees' daily interactions are with the public, contractors or internal and external partners, they play an important role in achieving the agency's mission and influencing how others perceive WSDOT.

This is why we are focused on employee development at all levels of the organization. We recognize the importance of training and opportunities that enhance career growth. We believe that workforce development responsibilities extend beyond traditional supervisor-employee relationships. All employees are encouraged to coach and mentor those who have less experience because we all benefit when everyone is working toward a common goal.

More information and tracking of the WSDOT Strategic Plan implementation progress can be found on our online [Dashboard](#).

FOR MORE INFORMATION, CONTACT StrategicPlan@wsdot.wa.gov

Americans with Disabilities Act (ADA) Information: This material can be made available in an alternate format by emailing the Office of Equal Opportunity at wsdotada@wsdot.wa.gov or by calling toll free, 855-362-4ADA(4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

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