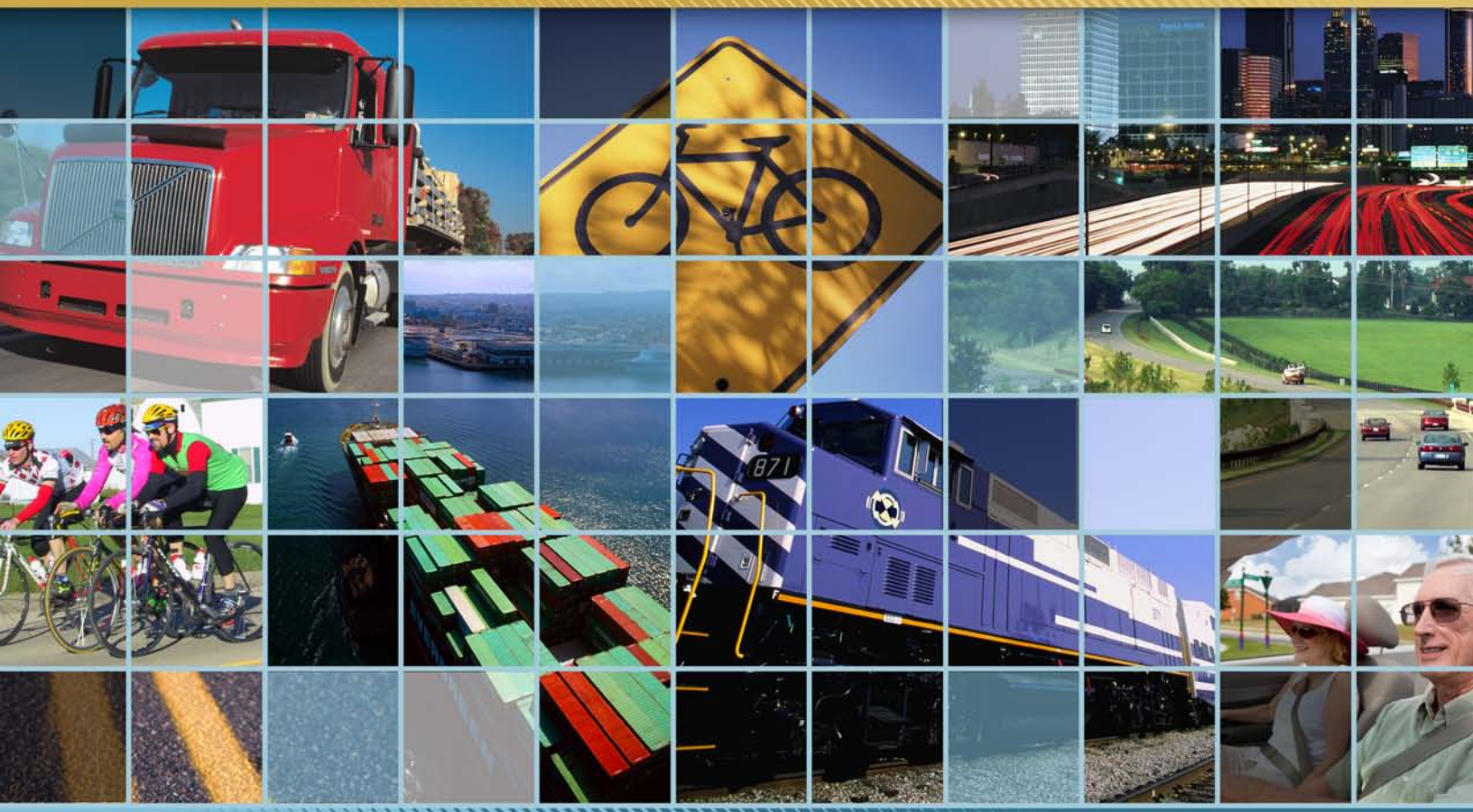
Georgia Department of Transportation

FY 2013 Strategic Plan



Division of Organizational Performance Management

Georgia Department of Transportation

2012

FY2013 Strategic Plan

prepared for

Georgia Department of Transportation

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Executive Summary

The Georgia Department of Transportation (Georgia DOT) recognizes the value of strategic planning, regularly updating its strategic plan to reflect the current priorities of the department. Strategic planning establishes an accountable framework that helps focus the agency's actions and makes clear to citizens what the agency does and why it does it.

Georgia DOT is committed to conducting business efficiently, communicating openly and collaborating effectively with its internal and external partners. This plan identifies the challenges, risks, and opportunities Georgia's transportation system will face in the coming years, and the strategies the department will use to maintain a safe and efficient transportation system.

The 2013 Strategic Plan guides the department's priorities for the next three to four years. It provides a broad roadmap, outlining where the agency currently stands, what it wants to look like in the future, and what actions it must take to get there.

Linking to Georgia's Strategic Plan

Strategic planning at Georgia DOT is tightly integrated with the processes Georgia DOT uses to deliver transportation investments for Georgia. The strategic plan establishes goals and objectives, identifies short-term business strategies, and sets the overall direction for the agency. From there, Georgia DOT uses performance measures and an asset management approach to making investment decisions to help deliver on the goals and objectives set for the agency.

The Georgia DOT Strategic Plan is also not done in isolation from other planning activities of the State of Georgia. The Georgia DOT Strategic Plan has been prepared to be consistent with the Georgia State Strategic Plan. The vision for the Georgia State Strategic Plan, developed by Governor Nathan Deal, is "*A lean and responsive state government that allows communities, individuals and businesses to prosper*." The plan identifies six strategic goals in the areas of education, mobility, economic growth, health, safety and responsible and efficient government.

Georgia DOT, like all state agencies, has a role in implementing the state strategic plan and in linking the state strategic plan to the Georgia DOT Strategic Plan. Building from Governor Deal's priorities, Georgia DOT's goals focus on planning and constructing the best set of mobility projects, making safety investments and improvements where the traveling public is most at risk, taking care of the transportation infrastructure to ensure mobility and safety, and making Georgia DOT work better.

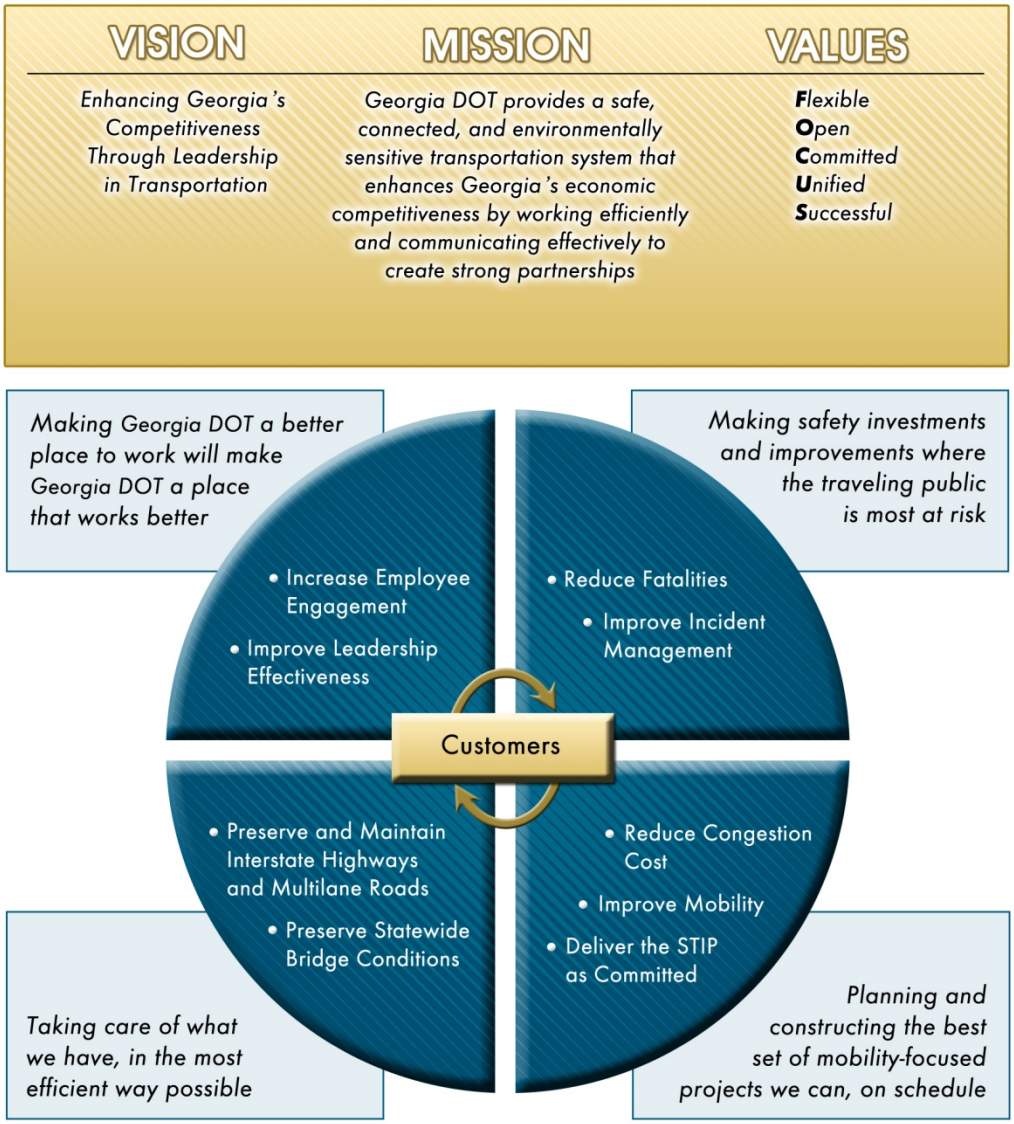
STRATEGIC PLANNING PROCESS

To develop the 2013 strategic plan multiple approaches were used to gather internal input and feedback at all levels within the department. The State Transportation Board, Georgia DOT's leadership team, and employees were all involved in revising the department's vision, mission, and core values. Demographic and economic data as well as information about the department was reviewed to gain an understanding of the external and internal factors that impact Georgia DOT as it seeks to implement this plan. This analysis informed the process of selecting objectives and strategies to accomplish the goals established in the strategic plan.

STRATEGIC PLAN

The strategy map, Figure ES-1, summarizes Georgia DOT's vision, mission, values, goals and objectives – the core elements of the strategic plan. The plan recognizes the primary responsibility of the agency to plan, construct and maintain the Georgia State Highway System while making Georgia DOT a better agency that is committed to serving the public. This plan focuses on customers as Georgia DOT's top priority. The strategies in this plan will move the department in the direction of its established goals.

Figure ES.1 Strategic Plan Strategy Map



1.0 Introduction

Georgia DOT is committed to conducting business efficiently and communicating openly with its internal and external partners. The Georgia DOT Strategic Plan identifies the challenges, risks, and opportunities Georgia's transportation system will face in the coming years, and the strategies the department will use to continue to maintain a safe and efficient transportation system.

Strategic planning helps Georgia DOT be a good steward of Georgia's transportation system, focusing the department's attention on moving people and goods safely and efficiently in the State. Strategic planning establishes an accountable framework that helps focus the agency's actions and makes clear to citizens what the agency does and why it does it. In a world that expects transparency and accountability, a strategic plan is an important tool to make Georgia DOT truly effective.

An Effective Strategic Plan Will:

- Align an agency's various organizational units on the same page;
- Increase the time spent on core business activities;
- Manage expectations;
- Make the best use of resources; and
- Enable an agency to conduct business in a transparent and accountable environment.

The department undertakes strategic planning for many reasons: to meet statutory requirements, get the "house" in order, set clear immediate priorities, and prepare for the long term. Fundamentally, Georgia DOT's Strategic Plan focuses the vision and priorities of the agency for the coming years. It is revisited annually to ensure that the strategic direction remains relevant and consistent with the vision of current State and agency leadership and to track progress towards Georgia DOT's goals and objectives. The 2013 Strategic Plan is comprised of four goals, each with objectives, strategies, action steps and performance measures. These strategies support the agency's commitment to the ongoing stewardship of the state transportation system.

1.1 Focusing on Agency goals

The real value of strategic planning to Georgia DOT does not come from complying with statutory requirements, but from using the plan to set a direction for the agency and focus the agency's resources, its people, equipment and dollars, on the highest priority actions.

The Georgia DOT Strategic Plan provides a broad roadmap, outlining where the agency currently stands, what it wants to look like in the future, and what actions it must take to get there. At its core, the Strategic Plan answers the questions: What do we do? For whom do we do it? And what can we do to excel?

Developing the Strategic Plan also serves as an effective staff development activity. Georgia DOT's Strategic Plan is intended to engage employees to help shape the agency's direction and culture. Too often, there is "no line of sight" between individual employees and an organization's goals and objectives. An effective strategic planning process provides the opportunity to help employees understand the goals of the agency, and to see where they fit in and how they can contribute to accomplishing the agency's goals.

GEORGIA TRANSPORTATION FAST FACTS

7 District Offices

43 Area Offices

148 Maintenance Facilities

17 Rest Areas

9 Welcome Centers

4398 Employees

17985 State Highway System Miles

84758 County Road Miles

21540 City Street Miles

79 Certified HERO Operators

14 Urban Transit Programs

114 Rural Transit Programs

540 Miles of Light Density Rail

96 Active Park & Ride Lots

1.2 From Strategic Planning to Asset Management

Transportation asset management is defined as:

"… a strategic process of operating, maintaining, upgrading and expanding physical assets using sound business and engineering practices for resources allocation."

Strategic planning is part of an overall effort to manage Georgia DOT. The strategic plan establishes goals and objectives, identifies short-term business strategies, and sets the overall direction for the agency. From there, Georgia DOT uses performance management and asset management to help deliver on the goals and objectives set for the agency.

Figure 1.1 demonstrates the relationship between strategic planning, performance management, and asset management. Performance management is an overall approach to the management of Georgia DOT's investment decisions that is based on tracking progress towards agency goals through the use of outcome-based performance measures. Measures of actual outcomes are important because they reflect customer priorities, compared to the inputs (labor and materials) and outputs (amount of work delivered) that drive these outcomes.

Figure 1.1 Relationship between Strategic Planning and Asset Management

Asset management is an approach to delivering those inputs and outputs that focuses on minimizing the life-cycle cost of investments (from planning to construction to operation and maintenance). The first phase of the department's asset management approach focuses on pavement and bridges. The second phase will include other assets such as signs, signals and other assets. The asset management implementation plan outlines strategies to develop a comprehensive asset inventory, consistently manage asset data, ensure data-driven investment decisions, and institutionalize asset management as a business practice at Georgia DOT. It is based on a strategic approach to managing the transportation system and organization that explicitly examines the relationships between inputs, outputs, and outcomes.

1.3 LINKING TO GEORGIA'S STRATEGIC PRIORITIES

In Georgia, the State and its agencies are required by OCGA[1] 45-12-73 and 175 to develop a strategic plan. The Georgia strategic planning process has three components (Figure 1.2). The first component is a state strategic plan that provides the vision, direction, and priorities of the State. The second component is an agency strategic plan that aligns with the state strategic plan. The third component is a semiannual agency performance report which agencies use to

[1] OCGA: Official Code of Georgia Annotated.

report progress and performance on their strategic plan, mission critical projects and performance indicators.

Figure 1.2 Georgia Strategic Planning Process

The Georgia State Strategic Plan identifies six strategic goals:

- **Educated –** Developing life-, college-, and work-ready students;
- **Mobile –** Transporting people and products in a 21st century Georgia;
- **Growing –** Creating jobs and growing businesses;
- **Healthy –** Accessible care and active lifestyles;
- **Safe –** Protecting the public's safety and security; and
- **Responsible and Efficient Government –** Fiscally sound, principled, conservative.

> *"A lean and responsive state government that allows communities, individuals and businesses to prosper."*
>
> *~Governor Nathan Deal*

Georgia DOT, like all state agencies, has a role in implementing the state strategic plan. In particular, Georgia DOT has a prime role in implementing the *Mobility, Safety, and Responsible and Efficient Government goals.* Georgia DOT's goals include planning and constructing the best set of mobility-focused projects, making safety investments and improvements where the traveling public is most at risk, taking care of the transportation infrastructure to ensure mobility and safety, and making Georgia DOT work better.

1.4 Georgia DOT's Strategic Planning History

Georgia DOT's first formal strategic plan was developed in 1994. In January 2003, the department implemented a strategic management process and a new unit was created within the DOT to facilitate and manage the process. In 2009, this unit, the Strategic Management Group, was incorporated into the Division of Organizational Performance Management.

The department's strategic planning process is led by its senior leaders: the Commissioner, the Deputy Commissioner, the Chief Engineer, Treasurer, and Directors. The department's senior leaders set Georgia DOT's direction by adopting a mission, vision, core values, strategic goals, and objectives. These are the main components of the strategic plan and are used to guide a performance management process for evaluating the department's progress.

2.0 Strategic Plan Development

> Input and feedback was gathered at all levels of GDOT

The 2013 Strategic Plan used multiple approaches to gather internal input and feedback at all levels within the department. The State Transportation Board and leadership team, and employees were involved in the process of revising the department's vision, mission, and core values. Demographic and economic data were reviewed, along with department data and information, to gain an understanding of the external and internal factors that will impact Georgia DOT as it seeks to implement this plan. This analysis informed the process of selecting objectives and strategies to accomplish the goals established in the strategic plan. The potential impacts the environmental factors may have on the department are discussed in Section 4.0 – Environmental Scan.

Georgia DOT is governed by a 13-member State Transportation Board.[2] As an important part of the leadership of Georgia DOT, the State Transportation Board provided input into the strategic planning process. Thought topics expressed by the Board to be considered in the vision and mission statement included:

- Communicating with the public and partner agencies;
- Developing an aspirational but realistic vision statement; and
- Focusing on the critical importance of economic issues, in particular the contribution that the transportation system makes to helping Georgia compete both globally and with other states.

The Board's vision for the department to contribute to the State's economic competitiveness and communicate effectively with its internal and external partners provided guidance in the development of the vision and mission. The thought topics expressed by the Board were incorporated into various mission and vision options developed for consideration.

Strategic planning requires commitment from senior leadership. Georgia DOT's senior leadership team is responsible for setting the department's overall direction and targets. Members of the leadership team – the Department's Commissioner, Deputy Commissioner, Chief Engineer, Director of Engineering, and Treasurer – play an important role in developing an effective strategic plan that aligns the agency's goals with the state strategic goals and identifies the critical steps needed to achieve the vision, mission, and core values of the

[2] GDOT's State Transportation Board will be expanding to a 14-member board due to the addition of a 14th congressional district.

agency. The senior leadership team is responsible for communicating the desired strategies the department will implement to achieve the department's goals and objectives and holding division directors and office managers accountable.

Every employee of the department plays a role in accomplishing the goals identified during the strategic planning process. To get input from the department's employees, an internal poll was conducted. The internal poll was a useful tool for allowing each Georgia DOT employee to participate and express an opinion about the direction of the agency. The result was a mission statement that represented the views of all levels of the agency.

3.0 Mission, Vision, Core Values

Based on the input received and the discussions held around the strategic plan, the following was adopted as Georgia Department of Transportation's mission, vision, and core values.

3.1 VISION

The purpose of the vision statement is to answer the question, where does the agency want to be in the long term? Connecting transportation's role with the economic success of the State of Georgia is an important aspiration. Likewise, it was important that the department's vision statement capture the Governor's vision to enhance Georgia's competitiveness.

Georgia DOT's new vision statement is:

Enhancing Georgia's competitiveness through leadership in transportation

3.2 MISSION

At its simplest, the mission statement answers the question, why do we exist? Through the discussions that took place over several months the best descriptors of why the Georgia DOT exists were the department's role in providing transportation leadership, the seriousness with which the department takes its responsibilities and the desire to emphasize working in partnership with citizens and stakeholders.

The new mission statement for the Georgia DOT is:

Georgia DOT provides a safe, connected and environmentally sensitive transportation system that enhances Georgia's economic competitiveness by working efficiently and communicating effectively to create strong partnerships.

3.3 CORE VALUES

The purpose of the core values is to guide agency employees as they conduct their day-to-day business. The core values drive the culture of an organization and remind employees of what is important. As such, the core values provide a way to underscore the agency's desired culture.

Through the strategic planning discussion *focus* was adopted as the overall critical core value. A focused agency will know why strategic and investment decisions are being made and will be prepared to respond when challenges emerge. The Georgia DOT believes that a focused agency and focused employees are **F**lexible, **O**pen, **C**ommitted, **U**nified, and **S**uccessful.

The newly adopted core values for the Georgia DOT are:

Flexible
Open
Committed
Unified
Successful

4.0 Environmental Scan

> Environmental scan provides context for Georgia DOT strategic planning

There are demographic, political, and economic trends that both shape the need for the services provided by the Georgia DOT and influence how Georgians perceive the department. Prior to determining the optimal strategies to achieve the goals adopted by the department, a scan of Georgia's current environment was conducted to build a context and help guide the Georgia DOT's strategic planning towards a preferred future. The environmental scan provides data and information that paints a picture of the environment in which the agency operates. That information can then be used to select strategies that will effectively address the State's transportation needs.

The following section analyzes high-level demographic and economic indicators to illustrate the current economic and demographic climate in which Georgia DOT operates.

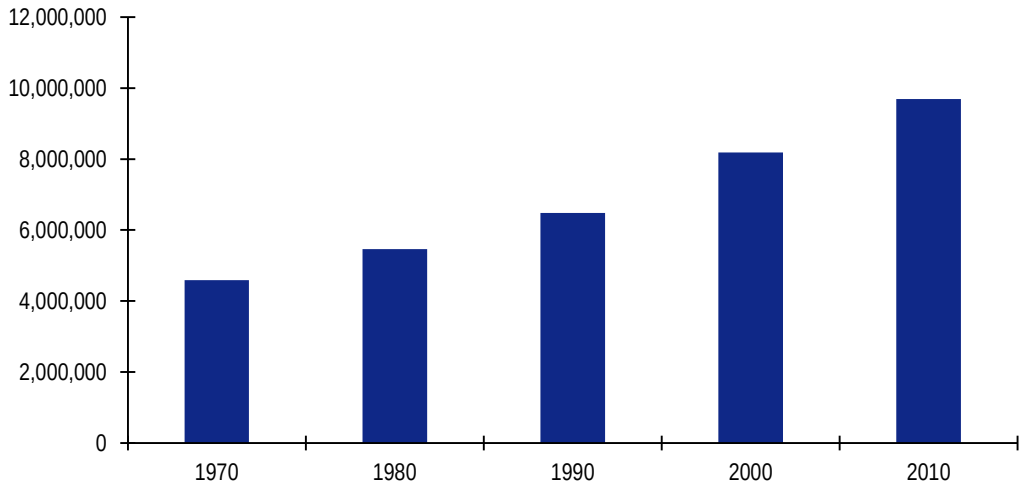
4.1 DEMOGRAPHICS

Demographics are fundamental in determining the size and extent of transportation demand and the types of transportation services required to accommodate the needs of Georgia residents.

Population Growth

Today, Georgia ranks among the fastest growing states. Georgia's population more than doubled between 1970 and 2010 (see Figure 4.1), adding more people than all but three states. Even though the rise in population has recently slowed with the recession, Georgia has maintained higher growth than the U.S. average, benefiting from its location at the center of the South, the most populous region in the country and one of the fastest growing. The pace of the State's population growth puts pressure on all aspects of Georgia's infrastructure: its water systems, schools, healthcare facilities, etc. In particular, the State's transportation system must accommodate the needs of an increasing number of residents, retirees, businesses, and workers, and do so reliably, safely, and efficiently.

Figure 4.1 Georgia Population
1970-2010

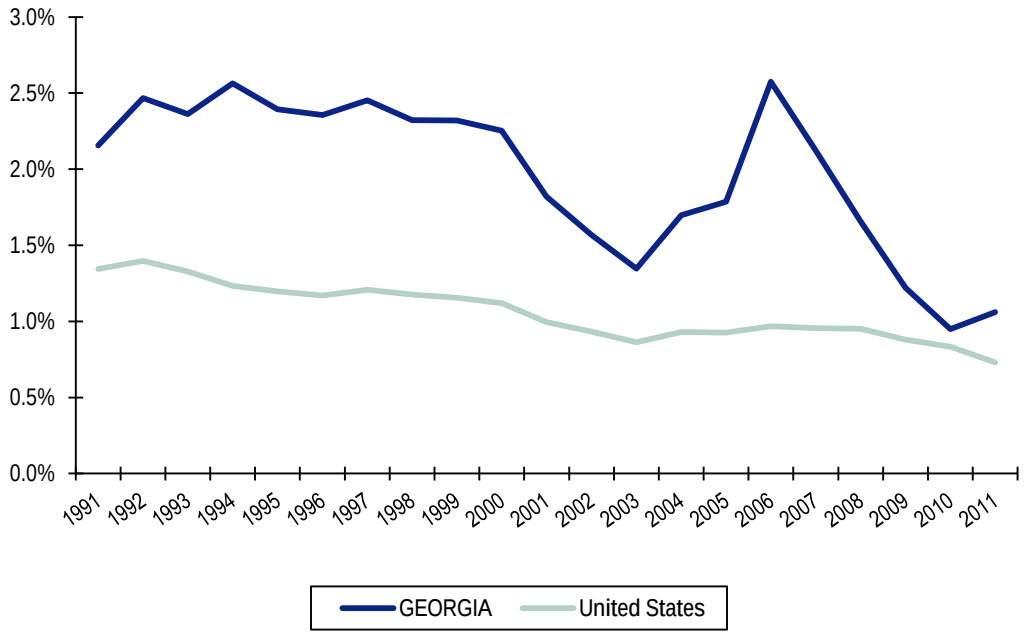


Source: U.S. Census Bureau.

Population growth also has a direct bearing on transportation demand. More people take more trips, require more services, and need more goods to sustain themselves. Georgia's population reached 9.8 million in 2011, and during the prior decade surpassed New Jersey to become the ninth largest state in the country. Perhaps as soon as this year, Georgia will surpass Michigan to become the eighth most populous state. Population growth in Georgia also helps to maintain and expand the State's labor pool, a primary factor of production upon which the State's businesses generate economic activity and compete.

Although Georgia has been among the fastest growing states for much of the nation's post-World War II growth, it has recently seen a slowdown in the pace of this growth. With its exposure to real estate and homebuilding, Georgia has experienced more severe effects from the 2008-2010 recession than most other parts of the country, resulting in lower population growth than the historical trend. Figure 4.2 shows recent annual population growth rates for both Georgia and the U.S. Throughout the 1990s and much of the 2000s, Georgia ranked among the fastest growing states in the country. Population growth in Georgia grew at a rate above 1.5 percent annually until 2008, allowing the State to add about 175,000 people per year between 1990 and 2008. The recent recession slowed Georgia's growth, dipping below 1.0 percent in 2010. In 2010, the State only added 90,000 people, the fewest in decades. In 2011, however, population growth in Georgia showed an uptick as both the State and U.S. economies began to improve. Even with this gain, it cannot yet be determined if and when Georgia may resume the much faster population growth the State has become accustomed to over the previous decades. The scale of Georgia's future population growth will clearly have a major bearing on the State's transportation needs but the effects of the 2008-2010 recession on longer-term growth remain uncertain.

Figure 4.2 Annual Rates of Population Growth, Georgia and the U.S. *1991-2011*

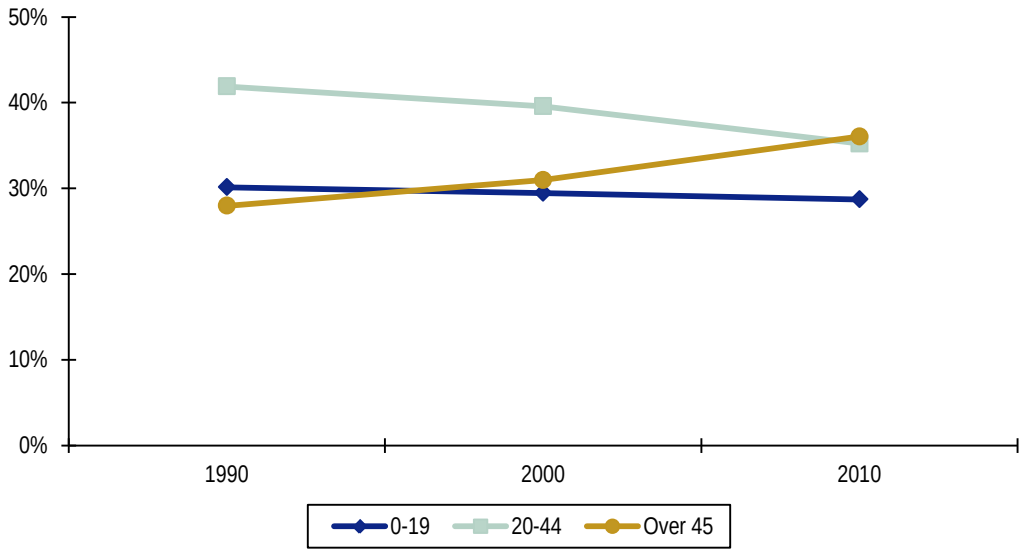


Source: U.S. Census Bureau.

Age Structure

Even as Georgia continues to grow in population, the age mix of its residents, like the country's, is changing. Georgia is a young state with a median age of 35 – only five states had a younger population in 2010. Economically, the young population is a relative advantage for Georgia, offering a plentiful labor force in its prime working years. By supporting business activity, the younger workforce will continue to help stimulate transportation demand in Georgia, affecting all modes. However, even as its relative youth is an asset for the State, Georgia is becoming older, with both children (less than 19) and younger working age people (20 to 44) accounting for a declining share of the State's population (see Figure 4.3). Between 1990 and 2010, as the share of younger Georgians declined, the population above the age of 45 increased from 28 percent to 36 percent of the Georgia total. Today, the over-65 cohort is the fastest growing segment of Georgia's population, a trend that will continue as the early baby boomers are now crossing the 65 threshold. As Georgia becomes older, its transportation system will need to adapt to the changing safety and mobility needs of an ageing population.

Figure 4.3 Share of Georgia Population by Age
1990-2010



Source: U.S. Census Bureau.

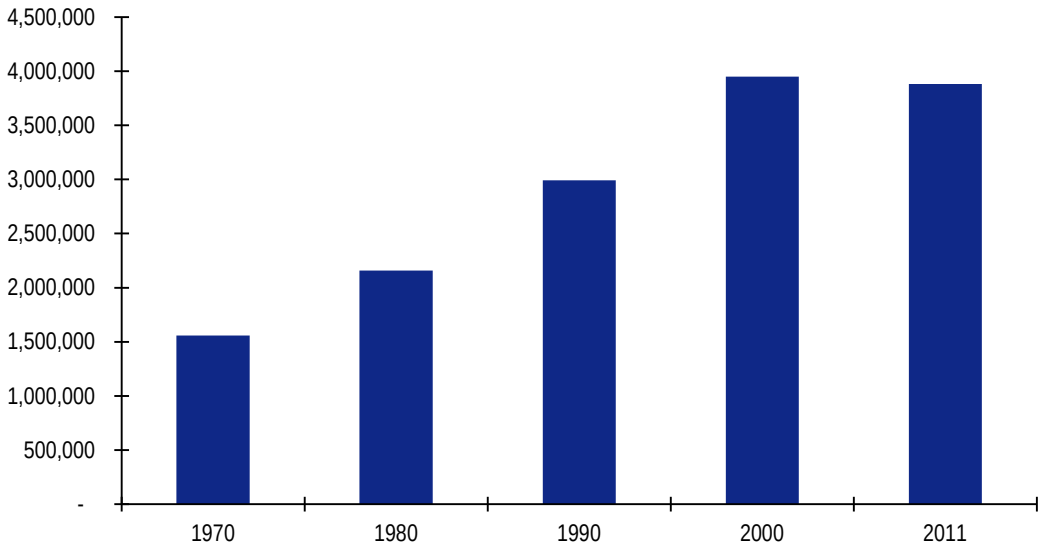
4.2 ECONOMIC INDICATORS

Even though Georgia's population growth has recently slowed, it has not stopped. Consequently, demand on the State's transportation system continues to grow as more people translates to more drivers and more trips. Georgia's economy also contributes to demand for the movement of people and goods. Economic growth, like population, increases trips and volumes for all transportation modes. This section summarizes recent trends in the Georgia economy including employment, unemployment, income, and gross domestic product (the value of goods and services produced by Georgia) as well as the State's economic structure, also a contributing factor to how the transportation system is used.

Employment and Unemployment

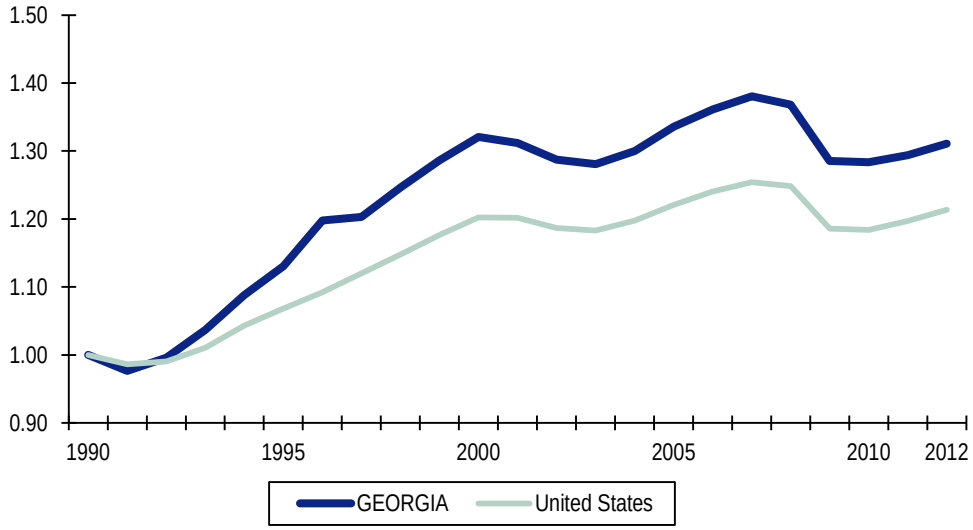
The Georgia economy employed over 3.9 million people in 2012. Similar to population, Georgia has also experienced substantial long-term increases in jobs, more than doubling between 1970 and 2010 (see Figure 4.4). Jobs translate into trips as more people commute, shop, and buy services, and are also a reflection of overall business activity affecting freight. Until recently, Georgia's job gains have far exceeded the nation's. Between 1990 and 2007, total employment in Georgia increased by 38 percent, compared to a U.S. growth rate of 25 percent, as the State added over 1.1 million new jobs (net). Despite this long record of sizeable employment gains, the impact of the recent recession on Georgia's jobs was worse than the nation's (see Figure 4.5).

Figure 4.4 Georgia Employment
1970-2011



Source: Bureau of Labor Statistics, Current Employment Statistics (CES).

Figure 4.5 Jobs Growth, Georgia Compared to the U.S.
1990-2012 (Jobs Growth Index, 1990 = 1.00)



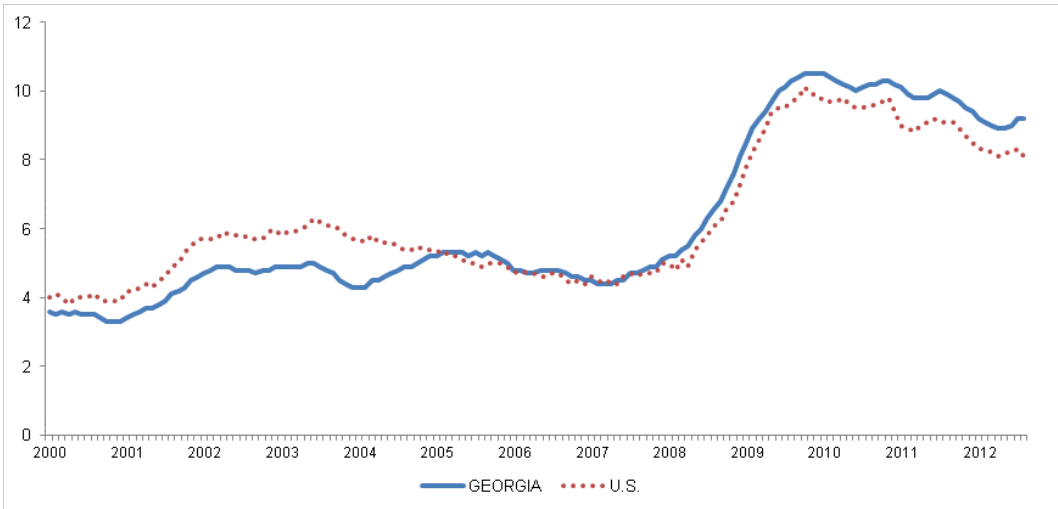
Source: Bureau of Labor Statistics, Current Employment Statistics (CES).

Georgia lost 7.0 percent of its total jobs during the recession compared to 5.6 percent for the U.S. As of mid-2012, Georgia had recovered about 82,000 of the 291,000 jobs lost between 2008 and 2010, and remains below the 4.1 million peak reached in 2007. While the recent recession and today's slower growth may temporarily relieve some pressure points on Georgia's transportation network (e.g., highway congestion and bottlenecks), existing problems will likely resurface

and new issues arise as job growth and the economy begin to recover and grow more robustly.

Georgia's unemployment rate has exceeded the nation's since 2008, underscoring the impacts of the recession (Figure 4.6). Prior to the recession, Georgia's unemployment rate hovered in the 4 to 5 percent range in most years, while the U.S. rate was typically a full percentage point higher. During the recession, however, Georgia's unemployment rate rose more quickly than the nation's and remained above 10 percent for 20 months. It is now receding as people gradually find jobs but remains close to historically high levels. As a relative measure of economic health, lower unemployment rates (and corresponding higher job levels) will indicate a more robust economy in Georgia.

Figure 4.6 Unemployment Rate, Georgia Compared to the U.S., 2000-2012
Unemployment Rates in Percent



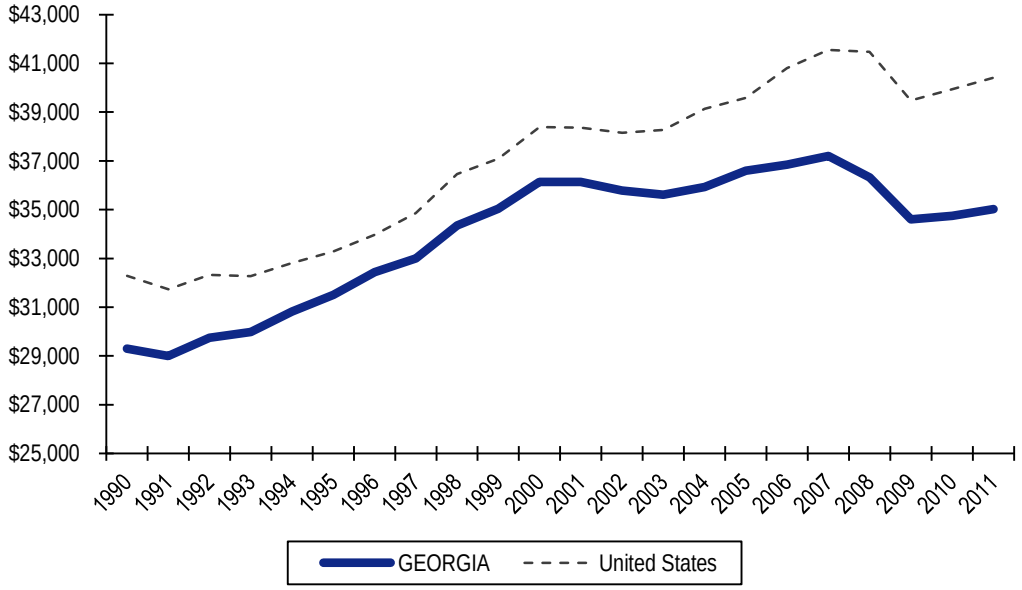
Source: Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS).

Income

While the expansion of population and jobs are key contributors to transportation demand, people ultimately need higher-income levels to justify increased consumption. As income levels rise, consumers have the means to increase spending on homes, leisure activities, and shopping. This, in turn, stimulates business investment and further feeds economic growth. Income growth in Georgia has lagged since 2000 and there is a widening gap between the State and the country. Per capita personal income in Georgia was $36,104 in 2011, ranking Georgia 39th in the U.S. Per capita personal income growth in Georgia has been slower than most U.S. states and recorded a decline during the recession (see Figure 4.7). Between 2000 and 2011, per capita personal income (inflation adjusted) fell by 3 percent. By comparison, per capita income levels grew by over 5 percent in the U.S. over the same period. Improvements in Georgia's transportation infrastructure (e.g., capacity, connectivity, and access) to enhance

the movement of people and goods, in coordination with other economic development, workforce, and educational strategies can be part of a multi-pronged approach to invigorate economic opportunity in Georgia and ultimately raise income levels.

Figure 4.7 Real Per Capita Income, 1990-2011
Georgia Compared to the U.S.



Source: Bureau of Economic Analysis; figures in inflation-adjusted 2010 dollars.

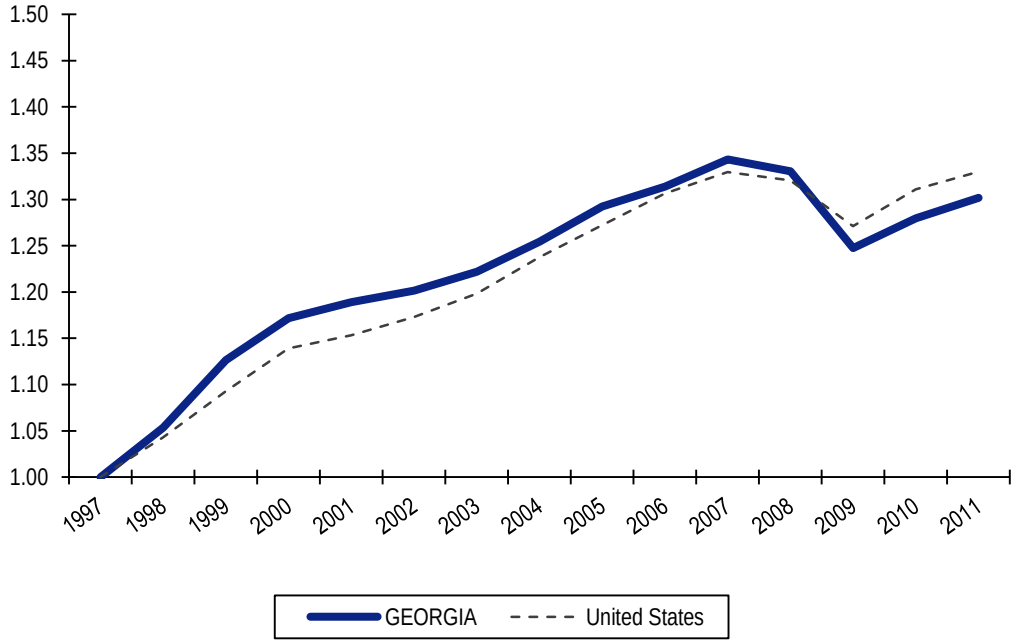
Gross Domestic Product

Georgia's transportation system underpins the State's $420 billion (2012 dollars) economy (an economy roughly similar in size to South Africa and Argentina). Georgia's gross domestic product (GDP), a universal measure of economic size and activity, grew by 11 percent between 2000 and 2011 (adjusted for inflation), well below the 17 percent increase in U.S. GDP posted over the same period (see Figure 4.8). Because Georgia combined fast population growth with slow economic growth over the past decade, the State's per capita gross product was the second worst performer among the states after Michigan, registering a 6.9 percent drop between 2000 and 2011.

Although clearly impacted by the recession, Georgia has the 11th largest economy in the country. Georgia's economy is dynamic and its competitiveness in the world market is fostered by the efficient movement of goods to keep costs down and customers supplied. The transportation network also brings people together for face-to-face meetings and links businesses to opportunities in distant markets, both global and domestic. All businesses need Georgia's transportation network and services to provide safe, reliable travel for workers. Georgia's transportation

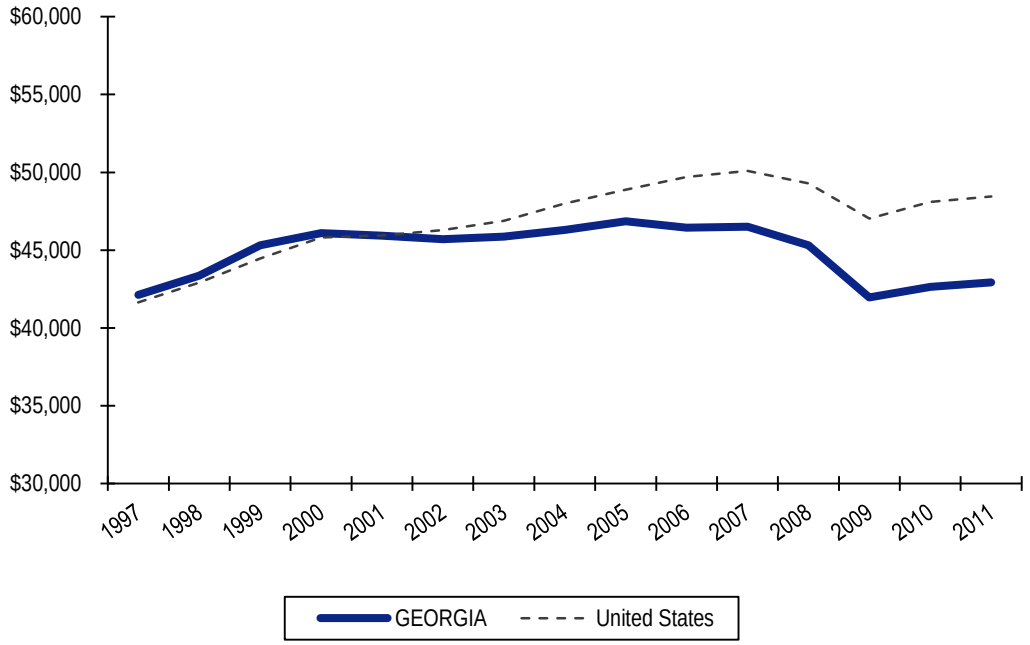
network provides the foundation on which industries crucial to the State economy can grow.

Figure 4.8 Georgia GDP Growth Compared to the U.S.
1997-2011 (GDP Growth Index, 1997 = 1.00)



Source: Bureau of Economic Analysis.

Figure 4.9 Real GDP Per Capita, 1997-2011
Georgia Compared to the U.S.



Source: Bureau of Economic Analysis; figures in inflation adjusted 2011 dollars.

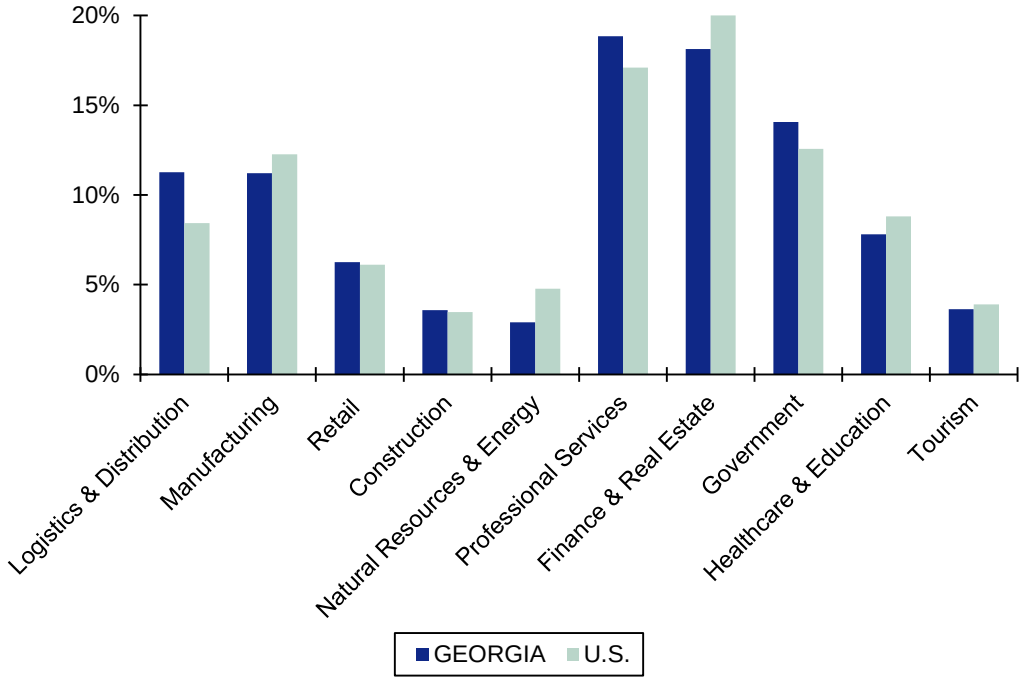
Industry Mix – Georgia's Economic Structure

Georgia's economic structure helps to define transportation needs in the State. Several "freight-intensive" industries (mining, agriculture, manufacturing, energy, construction, retail, and logistics, and distribution) have a significant impact on trucking, rail, air cargo, and deep sea shipping needs. On the other hand, growth in services industries (finance, managerial, professional, education, and healthcare) tend to affect personal/passenger-related travel although services have distinct freight transportation needs (parcel deliveries), as well. The tourism industry has clear transportation needs, both for freight (deliveries to restaurants and hotels) and visitor access and mobility.

Compared to the nation, defining characteristics of the Georgia economy include industry concentrations in logistics and distribution, a freight-intensive industry, and professional services, including engineering, architecture, scientific research, accounting, and marketing. The services sectors, including professional services, continue to be the largest contributors to Georgia's overall economic output. Service industries thrive on face-to-face interactions fostered by vehicle trips, public transit, and air service. In terms of freight, services industries tend to move more time-sensitive goods (e.g., overnight parcel post). The trucking and air modes have historically dominated parcel shipments, but railroads have responded by offering scheduled services and improved reliability to handle these types of shipments.

In 2011, the logistics and distribution sector accounted for 11.3 percent of the Georgia economy compared to 8.4 percent for the nation. The strength of logistics and distribution reflects the State's location, the expansion of distribution centers, and the presence of two of the nation's largest transportation facilities, Atlanta Hartsfield Jackson International Airport and the Port of Savannah. Figure 4.10 shows the contribution of each major industry sector to Georgia's GDP compared to the U.S. Although not the State's largest economic sector, the relative significance of Georgia's logistics and distribution sector compared to the U.S. can be easily seen.

Figure 4.10 Structure of the Georgia Economy Compared to the U.S., 2011
Industry Share of the Economy



Source: Bureau of Economic Analysis.

Agriculture and mining (both components of the "natural resources and energy" sector) as well as manufacturing continue to be key contributors to the Georgia economy. Agriculture and mining are intensive users of trucking and depend on rail more than most sectors to transport high-volume/high-weight products to processing or storage facilities as well as to reach major U.S. consumption markets and export gateways. Georgia is the national leader in broiler (chicken) production and kaolin mining (clay used in numerous industrial applications). Georgia's manufacturers also depend on the State's transportation system to produce and deliver products reliably and in a cost-effective manner. Georgia is a leading manufacturer of food products, textiles, and aircraft. After losing two auto plants in the Atlanta area in the last six years, Georgia is now seeing a resurgence in motor vehicle manufacturing due to a new Kia plant in West Point.

Auto suppliers are also expanding in Georgia to support Kia and other auto assembly facilities in the Southeast. Manufacturers keep inventories low to reduce costs and this requires a dependable, multimodal supply chain, incorporating all modes.

Strategic improvements to Georgia's transportation system to improve the movement of goods and people can help to augment the overall competitiveness of the State's industries and economy.

Economic Impact on Transportation

Transportation is strongly impacted by the economy. A thriving economy creates more demand for transportation throughout all transportation sectors. The trends indicate that the recession has had an impact on Georgia's economy. Georgia remains one of the largest economic drivers in the Southeast and one of the largest economies in the U.S. As a result it is critical that Georgia DOT pursues strategies which will provide efficient movement of goods and people and keep up with Georgia's growing economy.

4.3 LEGISLATION

Georgia DOT is governed by legislation approved by the Georgia General Assembly. In recent years, several pieces of legislation have had a significant impact on Georgia DOT. The most impactful, recent legislation includes Senate Bill 200 and House Bill 277. Senate Bill 200 mandated the appointment of a Director of Planning to manage the DOT Planning Division and lead the development of allocation formulas for available funding. House Bill 277, better known as the Transportation Investment Act (TIA) of 2010, created 12 special tax district regions and allowed each region the option to levy by referendum a 1 percent sales tax for 10 years to build projects selected by elected leaders of local governments in the specified region. The passage of SB 200 and TIA resulted in the restructuring of the DOT to carry out the new and revamped responsibilities of the department and to ensure delivery of any projects funded by the regional sales tax.

The following bills passed by the Georgia General Assembly have significant impact on transportation in the State and the operational procedures of Georgia DOT:

- **HB 277** (TIA) created 12 special tax district regions based on existing Regional Commission boundaries and allows each region to level a 1 percent sales tax for 10 years to fund transportation projects selected by elected leaders of local governments who formed Regional Roundtables. Voters in each region voted on the proposed sales tax increase in a July 31, 2012 referendum. Most project delivery will be the responsibility of Georgia DOT, working with local governments. HB 277 (TIA) will require the redirection of resources and manpower to manage the delivery of projects implemented

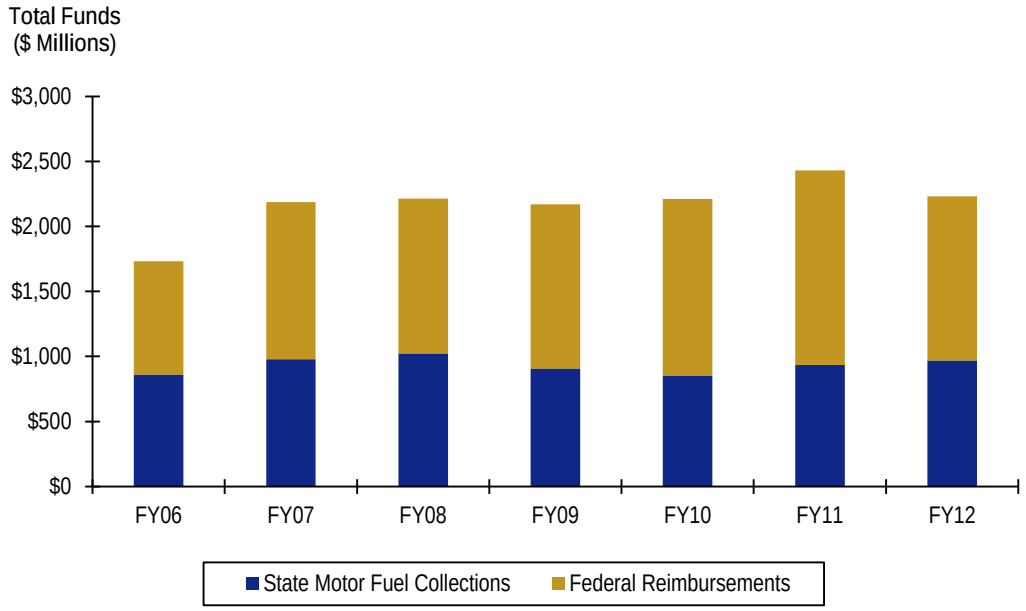
under the regional sales tax program levied by individual regions at their discretion.

- **HB 743** extended the expiration date for the exemption from the motor fuel tax for certain public transit and public campus transportation systems. This bill directly impacts resource allocation decisions.
- **HB 817** amended the limitations on the Department of Transportation's power to contract, clarified the procedures for the posting of a contract bid, amended the requirements for the classification of roads of the state highway system, allowed the department to require the use of tire chains by commercial vehicles on certain roads during inclement winter weather, removed the requirement of county commissioner approval for the designation of a local truck route and provided for a 90-day notification requirement for county local truck routes. HB 817 mandates changes to Georgia DOT's contracting process and administrative processes.
- **HB 835** provides for a 5 percent variance of weight limitations for vehicles towing disabled, damaged, or wrecked commercial vehicles and provides for annual permits for commercial wreckers exceeding the maximum weight and dimensions for vehicles and loads allowed on the state highway system when conducting an emergency tow. Increased loads could increase maintenance needs and costs.
- **SB 200** restructured the Georgia DOT by providing for a division and director of planning appointed by the Governor and responsible for the development of allocation formulas for available funding, requiring the department to develop transportation plans for the State, specifying certain duties for the commissioner of transportation, and specifying certain duties for the State Transportation Board. SB 200 required significant changes in Georgia DOT's organizational structure and operating procedures.
- **SB 339** provides for the transfer of certain personnel, aircraft, and other assets from the Georgia Aviation Authority to the Department of Natural Resources, the State Forestry Commission, and the Department of Transportation. This bill will impact personnel and resource allocation decisions.

4.4 FISCAL INDICATORS

Georgia DOT has two primary sources of revenue: state motor fuel taxes and Federal funds. The Federal dollars are called "reimbursements" because the State must first pay for construction work before billing the Federal government for reimbursement. Figure 4.11 presents total revenue from State and Federal sources.

Figure 4.11 Georgia DOT Revenues
FY 2006-2012



Source: Georgia Department of Transportation Budget Office

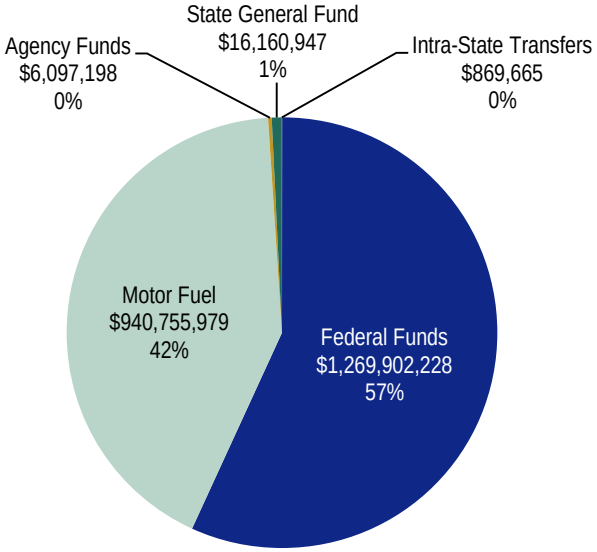
The impact of the recession can be seen in the motor fuel tax collection numbers. Though collections have recovered they still lag the pre-recession numbers and it is not yet known if the collections will fully rebound. With the introduction of more fuel efficient and electric vehicles and travel numbers lagging historic travel growth, motor fuel tax collections may flatten or decline slightly.

The increase that can be seen in the fiscal year 2010, 2011, 2012 Federal reimbursements are a reflection of the increased spending from the American Recovery and Reinvestment Act. Federal funds are expected to be stable for the next two years but the long-term outlook continues to be uncertain as the current level of transportation spending cannot be sustained by the Federal highway trust fund as currently configured.

Figure 4.12 shows the average appropriations from each funding source over the four-year period from FY 2008 to FY 2011. As shown, nearly 60 percent of Georgia DOT's budget appropriations come from Federal funding and 42 percent comes from motor fuel taxes (MFT). Agency funds, intrastate transfers and appropriations from the State General Fund combine for a total of 1 percent.

With this dependence on Federal funds and MFT, funding for transportation in Georgia is vulnerable to any changes in the policies that impact MFT and Federal transportation funds such as Surface Transportation Program (STP) funds or Congestion Mitigation and Air Quality (CMAQ) funds.

Figure 4.12 Average Appropriations from FY 2008 to FY 2011



Source: Georgia Department of Transportation Budget Office

With the passage of MAP-21,[3] the most recent Federal transportation reauthorization bill, Georgia DOT anticipates no significant short term losses in revenue and has created budgets at the same level for the next two fiscal years. Over the long term, there are significant concerns about the viability of the Federal Highway Trust fund due to declining purchasing power and motor vehicle fuel tax collections.

4.5 WORKFORCE TRENDS

Georgia DOT considers its workforce one of its most valuable assets. The department is committed to maintaining a skilled and experienced workforce by providing training and professional development activities that enhance its workforce. The number of employees at Georgia DOT has declined since 2008 and is well below the total number of authorized positions as shown in Figure 4.13. As of July 5, 2012 Georgia DOT had 4,398 employees as compared to 4,975 authorized positions.

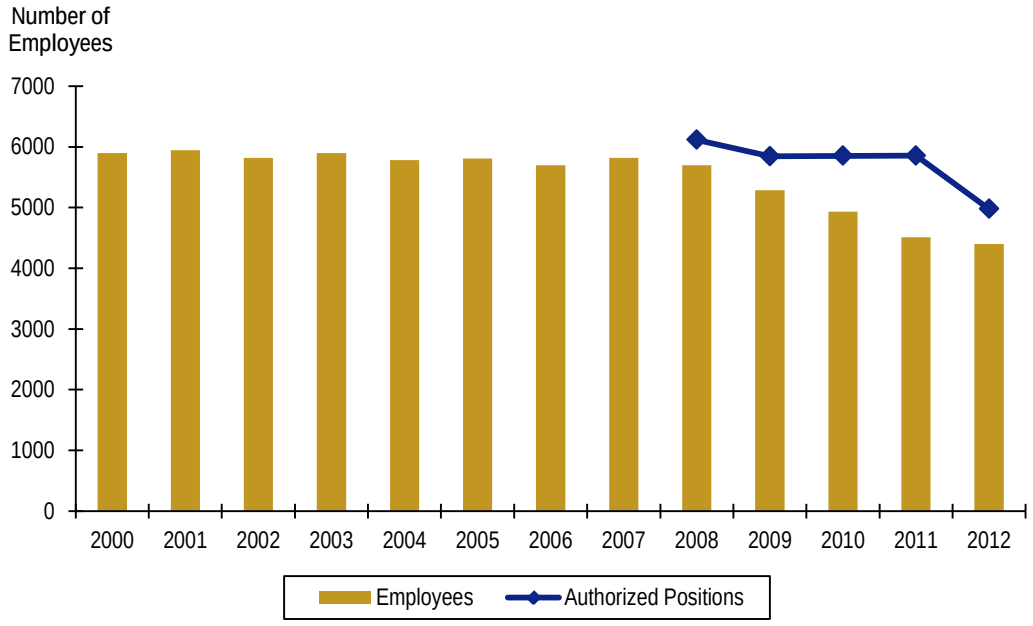
The average age of the Georgia DOT workforce is 46 years old and 30 percent of the workforce was within five years of retirement as of December 2011. Forty-two percent of the senior leadership at Georgia DOT is within five years of

[3] MAP-21: Moving Ahead for Progress in the 21st Century, passed on July 6, 2012.

retirement and 49 percent of Georgia DOT office heads are within five years of retirement.

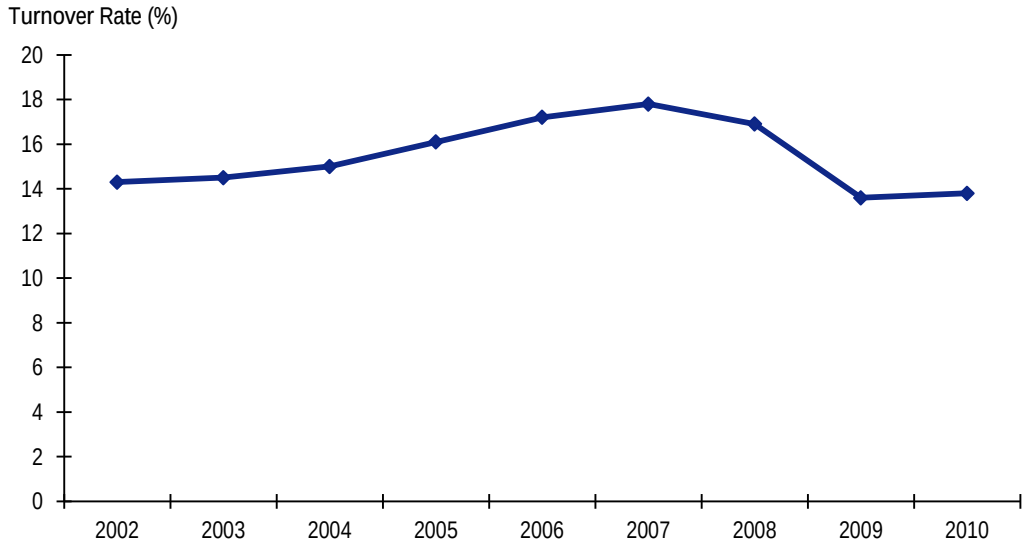
From July 1, 2011 to June 30, 2012, 389 total employees in various grade levels and divisions left the department for a variety of reasons, creating an employee turnover rate of about 8.7 percent between 2011 and 2012. This rate is almost half the historical average turnover rate for the State of Georgia. As shown in Figure 4.14, Georgia's turnover rates have remained above 13 percent since 2002. Georgia DOT is retaining its staff at significantly higher rates than other state agencies, lowering costs of employment and increasing efficiency.

Figure 4.13 Georgia DOT Employees



Note: 2000-2010 values are as of July of the respective years; 2011 is as of December 31, and 2012 is as of July 5, 2012.

Figure 4.14 State of Georgia Turnover Trend (All State Agencies)



Workforce Impacts on the Georgia DOT

Like many state DOTs around the country, the Georgia DOT has seen a decline in their number of employees. Budgetary pressures, policy mandates, changes in the age and skill set of the workforce, and introductions of new technology can all affect the department's ability to hire, train, and keep a competent, qualified, and high-performing workforce to carry out the mission of the department.

With 42 percent of senior leadership within 5 years of retirement, Georgia DOT has an immediate need to fill the leadership roles of retiring employees over the next three to five years. It will be important for the department to find the right people to fill the voids left by retirees in key leadership and technical roles. While outsourcing certain functions is a temporary staffing solution, it does not permanently address the department's need for a trained and knowledgeable leadership team.

Outsourcing pertinent staff functions such as maintenance also provides a temporary solution. In the long term, the department needs to maintain a large enough maintenance staff to adequately respond to emergency situations and provide quality maintenance service during natural disasters.

Workforce Planning Initiatives

In an effort to meet the workforce challenges of the department, a workforce planning effort has been launched to identify and address the gaps between Georgia DOT's workforce today and its staffing needs of tomorrow. The workforce committee has been tasked with identifying the optimal staffing for Georgia DOT offices and Districts, as well as identifying efficiency opportunities

related to staffing and operations. This ongoing process is a collaborative effort between Georgia DOT managers and the agency's leadership.

As part of the department's workforce planning efforts, a workforce efficiency committee is leading a process to produce minimum staffing organization charts for each office and the districts that identifies the optimal staff sizes, determines the department's optimal size, and identifies potential staffing solutions to reach the identified optimal staff size.

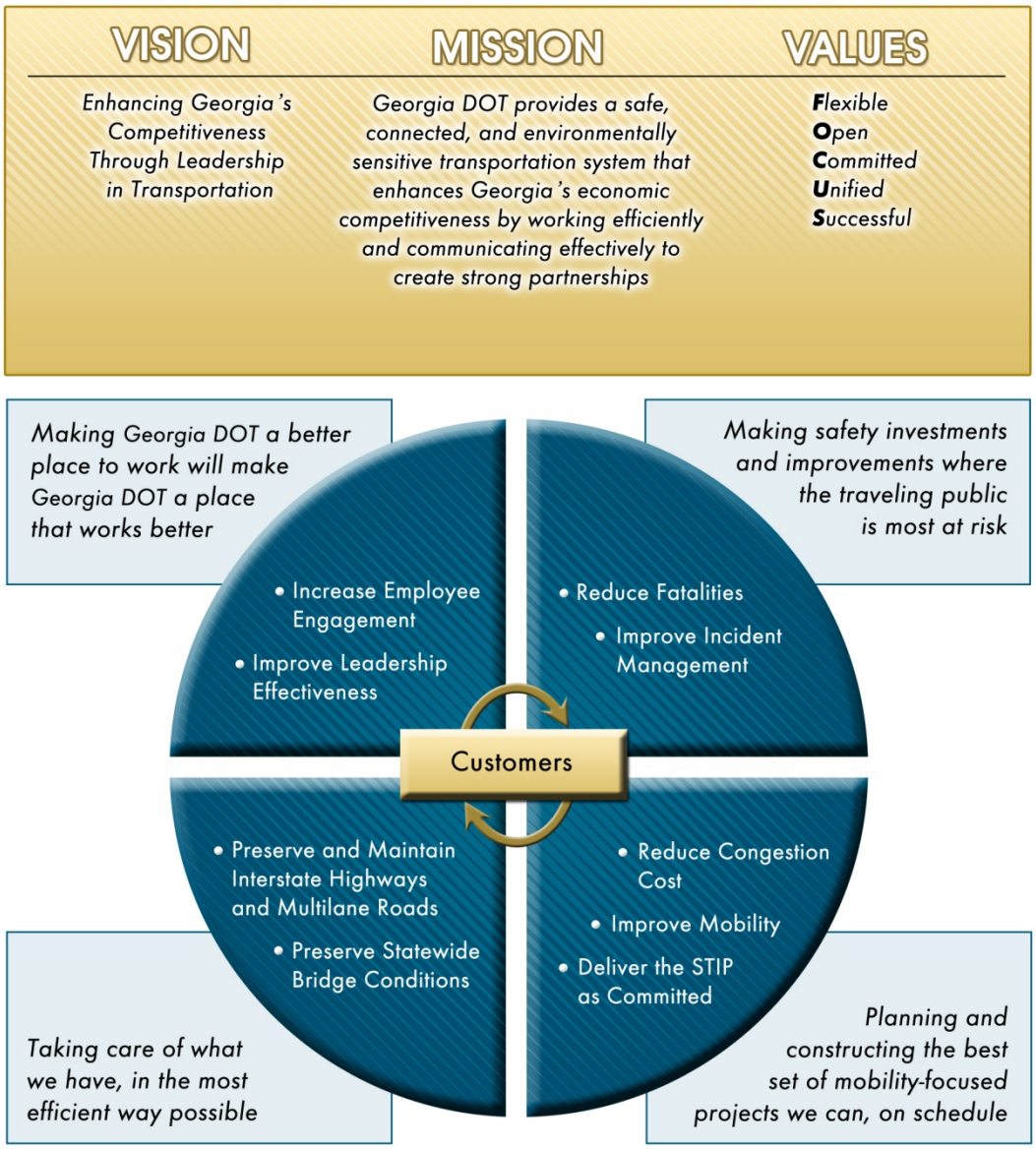
The three phase process involves identifying core functions within the department, documenting minimum staffing needs to establish the optimal size for each office, and determining the most efficient combination of full-time employees, temporary workers and contract services to achieve the department's goals. The process also includes identifying various staff development strategies to address critical skill gaps, succession planning, cross-training, and knowledge transfer.

A more detailed summary of Georgia DOT's workforce challenges and workforce efficiency planning process is included in the appendix.

5.0 Goals and Objectives

Georgia DOT has adopted four goals as well as objectives to be met for each goal. The "strategy map" in Figure 5.1 is a graphical representation of all of the elements of the strategic plan and shows how they fit together.

Figure 5.1 Strategic Plan Strategy Map



Once goals and objectives are identified, there are often challenges that must be addressed if the goals and objectives are to be met. Table 5.1 identifies critical success factors or actions the departments must take to succeed in accomplishing its goals and identifies the potential risks that might prevent the accomplishment of the goals and objectives.

Table 5.1 Adopted Goals and Objectives

Goals	Objectives	Critical Success Factors	Risks
Making Georgia DOT a better place to work will make Georgia DOT a place that works better	• Increase employee engagement • Improve leadership effectiveness	• Support from the Legislature • Committed management • Establishment of effective training programs	• External issues could distract the agency
Making safety investments and improvements where the traveling public is most at risk	• Reduce fatalities • Improve incident management	• Support from and coordination with various state and local agencies involved with safety and incident response	• Limited funding • Lack of coordination with local agencies
Taking care of what we have, in the most efficient way possible	• Preserve and maintain Interstate highways and multilane roads • Preserve statewide bridge conditions	• An institutionalized asset management system • Adequate preservation funding	• Maintaining adequate funding for preservation
Planning and constructing the best set of mobility-focused projects we can, on schedule	• Reduce congestion cost • Improve mobility • Deliver the STIP as committed	• Efficiently use funds to address congestion • Continue to actively work to manage congestion • Agencywide focus on project delivery and implementing procedures to control cost	• Limited funding • Difficulty changing focus and finding operational approaches to congestion

6.0 Strategies

The department has identified strategies that, if implemented, will move the agency in the direction of the established goals. Georgia DOT has also identified measures to assess how well or if the agency has implemented these strategies. Each of the strategies has been assigned to a Division or an Office for implementation and tracking. The 2013 strategies for each goal are identified in Tables 6.1, 6.2, 6.3, and 6.4.

Table 6.1 Goal 1 Strategies

Goal 1 – Making Georgia DOT a better place to work will make Georgia DOT a place that works better			
Strategy	Action Step	Measure/Target	Division (Office) Responsible
Improve employee compensation for critical skill areas	Work towards bringing lowest paid employee salaries above GDOT targets as budget constraints will allow.	75% of employee salaries above GDOT targets by end of 2013	Administration *(Human Resources)*
Better prepare GDOT for retirements	Target recruitment to key and/or hard to fill positions	Complete Staffing Plan by Spring of 2013 Complete Workforce Plan by end of 2013	Administration *(Human Resources)*
	Conduct and track cohort training activities	Complete training of the second cohort of the Succession Planning Program by May 2013	Administration (*Human Resources)*
Improve facilities, equipment, and computers	Continue implementing Equipment Plan and Facilities Plan as supported by General Assembly and Budget constraints	Significant Progress on Equipment Plan by end of 2014	Field Districts and Local Grants
Provide open and transparent communication with employees	Continue conducting leadership meetings; measure effectiveness using employee survey	Improve employee agreement percentage for Communication focus area in next Employee Survey	Communications / Org Performance Management
Better prepare frontline supervisors	Continue and evaluate effectiveness of supervisory training	Improved Employee Involvement Index in next Employee Survey	Human Resources / Org Performance Management

Table 6.2 Goal 2 Strategies

Goal 2 – Making safety investments and improvements where the traveling public is most at risk			
Strategy	Action Step	Measure/Target	Division (Office) Responsible
Decrease the number of traffic-related fatalities	Continue implementation of the GA Strategic Highway Safety Plan (SHSP)	Reduced fatalities by 41 each year	Permits and Operations
	Continue implementation of the Roadway Departure Implementation Plan	Reduced fatalities by 41 each year	Permits and Operations *(Traffic Operations)*
	Continue implementation of the Intersection Safety Implementation Plan	Reduce intersection fatalities by 10 each year	Permits and Operations
	Develop and implement a pedestrian safety action plan	Reduce pedestrian fatalities by 5% each year	Permits and Operations *(Traffic Operations)*
Improve incident management	Improve HERO response times	Incident response time of 10 minutes or less.	Permits and Operations

Table 6.3 Goal 3 Strategies

Goal 3 – Taking care of what we have in the most efficient way possible			
Strategy	Action Step	Measure/Target	Division (Office) Responsible
Preserve Interstate pavement	Develop a detailed pavement preservation approach for the Interstate system through the Asset Management Program	Interstate routes at a COPACES rating of 75 or more by the end of FY 2013	Operations and Permits
Maintain State-owned bridges	Continue to explore ways to maintain or improve the maintenance of our State-owned bridges	85 percent of State-owned bridges meet or exceed the GDOT standard (strength and condition)	Engineering (Bridge Design)
Preserve pavement on State-owned multi-lane, non-Interstate routes	Develop detailed Implementation plan through the Asset Management Program	State-owned multilane, non-Interstate routes at a COPACES rating of 70 or more by the end of FY 2013.	Operations and Permits
Improve public satisfaction with GDOT Maintained Roadways	Conduct a public opinion poll	Maintain or improve the percentage of survey respondents that give GDOT a grade of A or B for meeting transportation needs in Georgia by the end of FY 2013. Current percentage (2012) is 60.9	Organizational Performance Management

Table 6.4 Goal 4 Strategies

Goal 4 – Planning and constructing the best set of mobility-focused projects we can, on schedule			
Strategy	Action Step	Measure/Target	Division (Office) Responsible
Improve mobility on high-priority, urban corridors	Expand Quick Response Projects to arterials	Reduce travel time delays on high-priority corridor(s)	Operations and Permits
	Utilize a public private partnership financing approach to develop a capacity project	Include at least one project from the MSLP that can be developed as a P3 in the 2015-2019 STIP	Planning
Improve infrastructure to support freight and logistics	Implement freight improvement recommendations identified in the Georgia Statewide Freight and Logistics Action Plan	Identify and include at least one improvement project in the 2015-2019 STIP along freight corridors as identified in the Freight and Logistics Action Plan	Planning
Deliver transportation projects on schedule and within budget	Project Managers monitor project development to meet schedules	Complete ROW and Construction phases per programmed year in the currently approved STIP	Engineering
	Project Managers/District Engineers monitor projects to meet schedules and budget	Complete construction of projects per the approved contract time and budget	Construction

The strategic objectives identified in this plan will be used as a guide for the department to follow. By adopting strategic objectives for each goal, the agency can track progress being made towards accomplishing its goals. Progress is tracked and reported biannually to the Georgia Office of Planning and Budget to create a transparent process and to provide accountability to the public.

7.0 Summary

The FY 2013 plan will guide Georgia DOT for the next three to four years. It is a plan that recognizes the primary responsibility of the agency to plan, construct and maintain the Georgia State Highway System and also recognizes that making Georgia DOT a better agency, better serves the public. This plan recognizes who Georgia DOT serves and keeps the focus on the customer making their priorities Georgia DOT's primary concern. The plan also recognizes Governor Deal's priorities for Georgia and when implemented will help realize the Governor's vision for "A lean and responsive state government that allows communities, individuals and businesses to prosper."

The primary responsibility for strategic planning may fall to a specific work unit but the success of strategic planning depends on the participation, understanding and acceptance of the plan by employees throughout the agency. This plan will be provided to Department employees in multiple ways to insure that there is broad awareness of the plan throughout the agency.

Even with committed agency participation in implementing this plan, the value of the plan will not be fully realized if the outcomes from plan implementation are not periodically, publicly reported. Performance measures that capture the key outcomes expected in this plan will be reported twice a year through the Georgia DOT performance dashboard.

This plan is a living document, to be modified and revised as conditions change. This plan will be monitored to ensure that it is being used but also to recognize when adjustments are needed so they can be brought to the agency leadership's attention and critical decisions can be made.

The development of the plan is complete but the commitment to the public to implement the plan and strive to accomplish the agency's goals has just begun.

Appendix

A. Workforce Plan

State DOTs face a number of evolving challenges to provide vital services to the public. Like many state DOTs around the country, the Georgia DOT has seen a decline in their number of employees. Budgetary pressures, policy mandates, changes in the age and skill set of the workforce, and introductions of new technology can all affect the department's ability to hire, train, and keep a competent, qualified, and high-performing workforce to carry out the mission of the department.

With 42 percent of senior leadership within 5 years of retirement, Georgia DOT has an immediate need to fill the leadership roles of retiring employees over the next three to five years. It will be important for the department to find the right people to fill the voids left by retirees in key leadership and technical roles. While outsourcing certain functions is a temporary staffing solution, it does not permanently address the department's need for a trained and knowledgeable leadership team. Outsourcing pertinent staff functions such as maintenance also provides a temporary solution. In the long term, the department needs to maintain a large enough maintenance staff to adequately respond to emergency situations and provide quality maintenance service during natural disasters.

These challenges require DOT leadership to come up with new strategies to build and maintain an effective transportation workforce. In recognition of the many external factors impacting workforce issues, the Georgia DOT has established a process to assess, diagnose, and address the needs, capabilities, and skills of its workforce.

Georgia DOT is conducting a workforce evaluation to identify and address the gaps between the current workforce and future staffing needs to determine the alignment for each office and District, and to identify efficiency opportunities related to staffing and operations. The evaluation is a collaborative effort between Georgia DOT managers and leaders.

As part of the department's workforce planning efforts, the Office of Human Resources is leading a team to develop a workforce plan. The plan will produce minimum staffing organization charts for each office and district that identifies potential staffing solutions to reach the goals identified during the process.

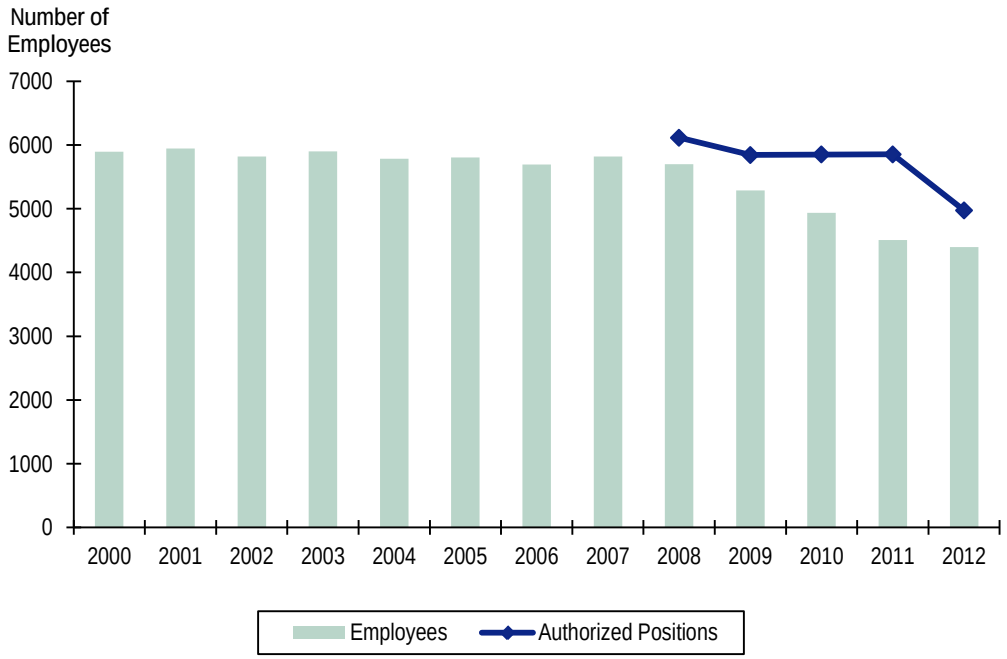
The purpose of this report is to provide an overview of Georgia DOT's workforce, challenges it faces to retain employees, and the workforce planning process the department is engaging in to create the most efficient workforce. A sample of the strategies the department is using to develop and retain a skilled workforce is summarized.

A.1 WORKFORCE OVERVIEW

Historical Data

The number of employees at Georgia DOT has declined since 2008. As of July 5, 2012 Georgia DOT had 4,398 employees on the payroll as compared to 4,975 authorized positions (Figure A.1). The department has seen a 25 percent reduction in the number of employees since 2000 when it employed 5,895 people.

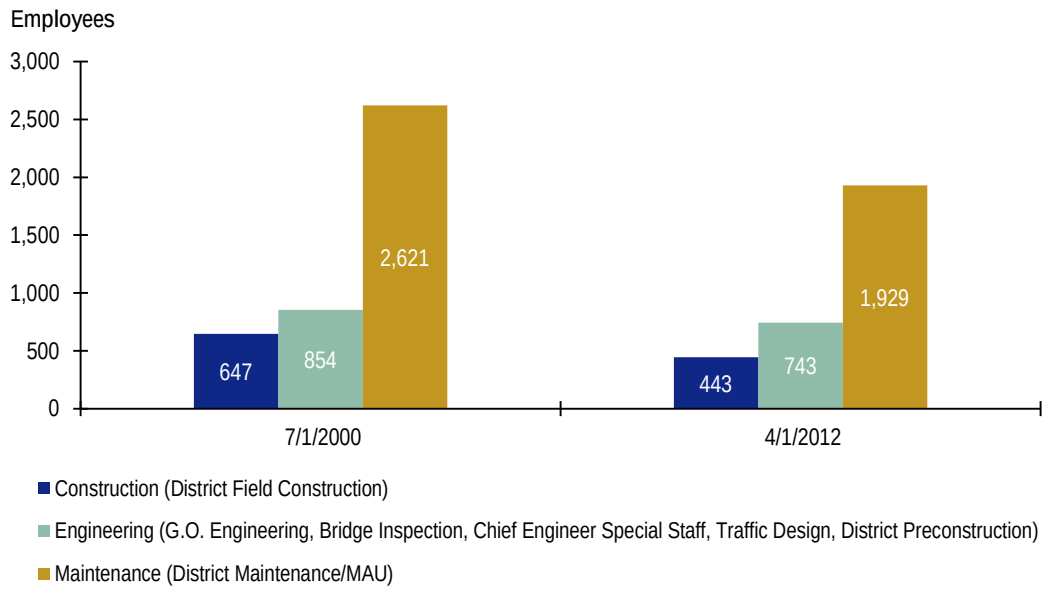
Figure A.1 Georgia DOT Employees



Note: 2000-2010 values are as of July of the respective years; 2011 is as of December 31 and 2012 is as of July 5, 2012.

Reductions in the workforce have been experienced across the Construction, Engineering, and Maintenance core functions (Figure A.2). The Construction function has seen a 32 percent reduction in staff from 647 employees in 2000 to 443 in 2012. Employees in the Maintenance function have been reduced by 26 percent from 2,621 employees in 2000 to 1,929 in 2012. The Engineering function has experienced the least reduction in employees with a 13 percent reduction in staff from 854 in 2000 to 743 in 2012.

Figure A.2 Georgia DOT Staffing Changes in Key Functions



Comparison of Georgia DOT to Other DOTs

When trying to determine what the "right size" is for a DOT, it is common to make comparisons with other state DOTs. There are a number of ways to compare state DOTs and on that basis try to determine if good service is being provided based on the staffing: number of employees per roadway miles, expenditure per mile of road, pavement condition or numbers of deficient bridges, etc. None of these methods are perfect and it is debatable if they really do provide an assessment of a particular DOT's performance. Despite their many similarities, DOTs also have many differences: weather, traffic, size of their systems and the mix of systems that they own (local roads, intrastate travel routes, interstate travel routes, etc.) and it is those differences that make comparisons difficult. Reviewing the comparisons though can be useful if undue weight is not given to any particular approach but multiple approaches are employed.

Reason Foundation

The Reason Foundation has been tracking the performance of state DOTs since 1984. Their comparison takes into consideration performance and cost to determine state DOTs that are the most *cost effective.* Because of the cost effective approach employed by the Reason Foundation, their rankings can be informative as to staffing.

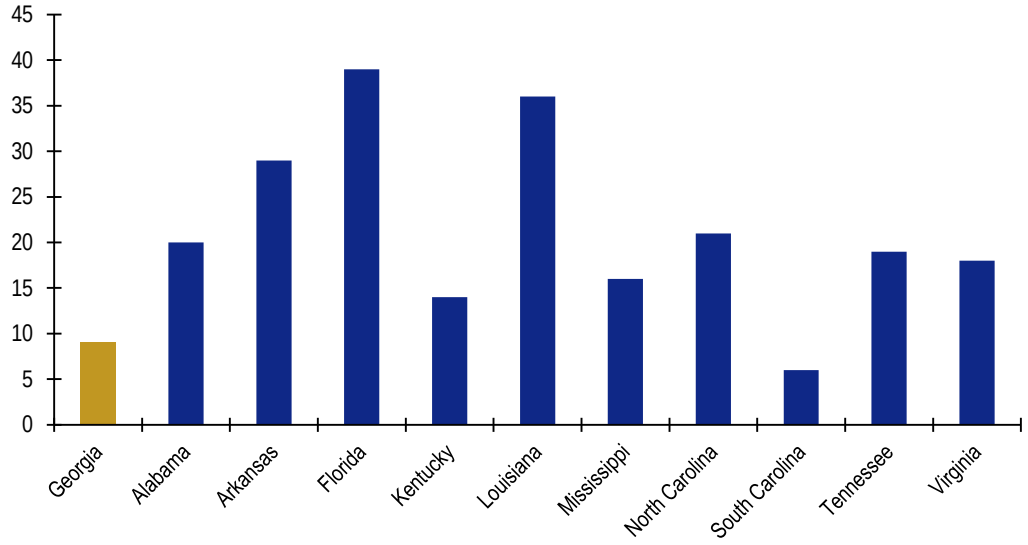
The Reason Foundation's study is based on spending and performance data submitted to the federal government by the state highway agencies. Eleven indicators are assessed to compute each state's overall rating and include such

factors as highway expenditures, pavement and bridge condition, urban interstate congestion, fatality rates and narrow rural lanes.

Georgia ranks 9th in the nation in state highway performance and cost-effectiveness, with no change in position from last year's report. Georgia ranks 37th in total highway disbursements, 31st in fatalities, 15th in deficient or functionally obsolete bridges and 31st in urban Interstate congestion. Georgia's best rankings come in rural Interstate condition (1st), rural other principal arterial condition (1st) and urban Interstate condition (1st).

Georgia has the second highest state highway performance and cost effectiveness rating when compared to other nearby southeastern states (Figure A.3).

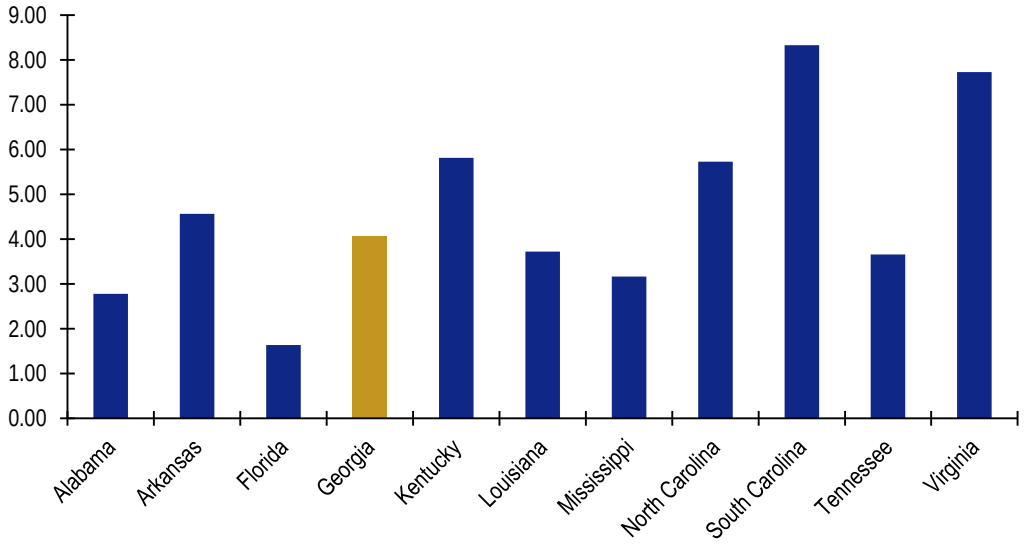
Figure A.3 Overall Performance Ranking for Georgia and Comparison States



Source: 2008 Reason Foundation Report.

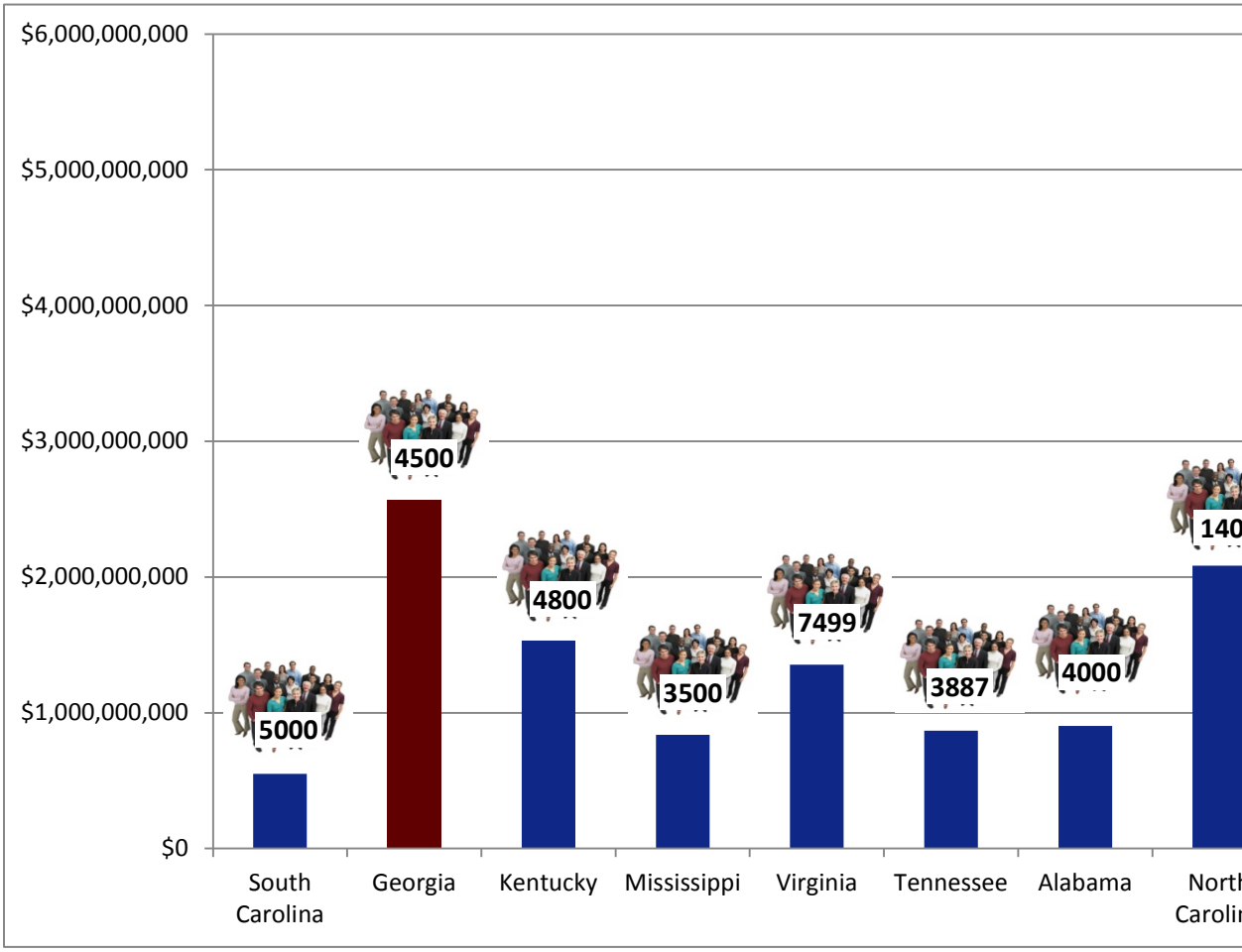
When compared by system size (road miles) and DOT staff size, Georgia DOT's size relative to other southeastern DOTs is average with about half of the states having more road miles per employee (Figure A.4). This comparison shows the department's performance ranking is excellent relative to its staff and system size. Georgia DOT is providing an efficient and well maintained system with a less than average size workforce. Figure A.5 shows the total roadway and bridge expenditures for Georgia and surrounding southeastern states. The states are ordered by overall performance per the Reasons report. The DOT staff size is also shown to illustrate the differences in workforce resources available to plan, implement and maintain the road and bridge expenditures shown. Georgia DOT's has the second highest expenditures but the sixth largest workforce.

Figure A.4 Road Miles per Employee for Georgia and Comparison States



Source: Cambridge Systematics analysis using 2009 AASHTO workforce data.

Figure A.5 Total Roadway and Bridge Expenditures and Staffing Levels for Georgia DOT and Comparison States



Source: Nineteenth Annual Reasons Highway Report. This data reflects the total dollars disbursed for "capital and bridges" as recorded in the highway statistics, FHWA Table SF-4.

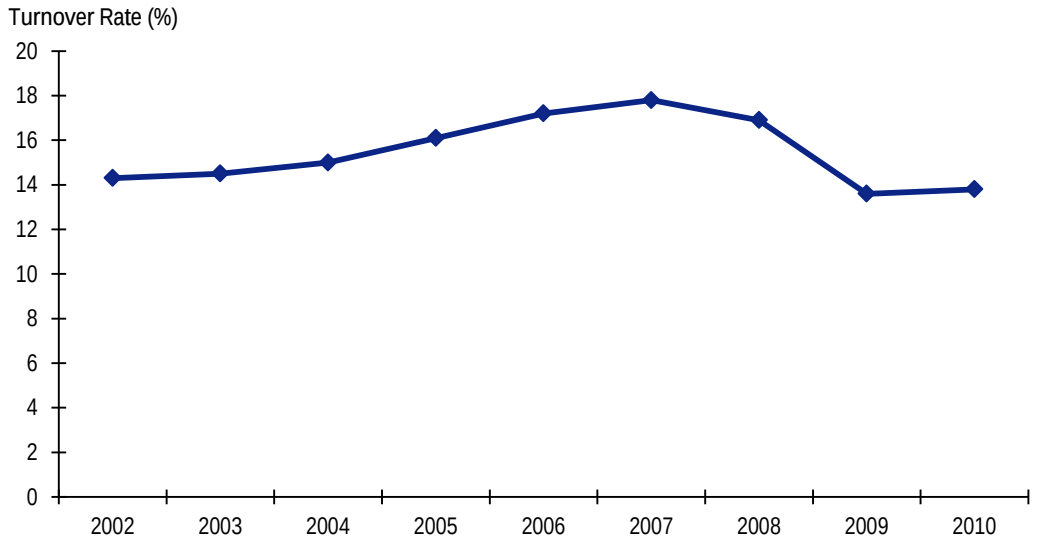
Age of Workforce

The average age of the Georgia DOT workforce is 46 years old and 30 percent of the workforce was within five years of retirement as of December 2011. 45 percent of the senior leadership (Division Director and above) at Georgia DOT is within five years of retirement and 37 percent of Georgia DOT office heads are within five years of retirement.

Turnover Rates

From July 1st 2011 to June 30th 2012, 389 total employees in various grade levels and divisions left the department for a variety of reasons, creating an employee turnover rate of about 8.7 percent between 2011 and 2012. This rate is almost half the historical average turnover rate for the State of Georgia. As shown in Figure A.6, Georgia's turnover rates have remained above 13% since 2002.

Figure A.6 State of Georgia Turnover Trend



Impacts of Retirements, Retention, and Economy

Like many state DOTs around the country, the Georgia DOT has seen a decline in its number of employees. Budgetary pressures, policy mandates, changes in the age and skill set of the workforce, and introductions of new technology can affect the department's ability to hire, train, and keep a competent, qualified, and high-performing workforce to carry out the mission of the department.

Due to changes in retirement/pension benefits and the age of the workforce, the department has had a number of senior employees retiring earlier than projected. The need for new talent and resources to retain existing talent comes at a time when state budget cutbacks and declining motor fuel tax collections have resulted in budget constraints that have impacted the department's ability to fill vacancies. Budget cuts, hiring freezes, furloughs, and the suspension of merit increases have raised employee concerns and made recruiting challenging, increasing the gap between experienced and inexperienced employees.

The loss of experienced senior staff and technical experts will result in the loss of institutional knowledge as it will take time to train new hires.

A.2 WORKFORCE PLANNING

Georgia DOT has launched a Workforce Planning Initiative to research workforce planning programs in place in other state DOTs and to identify a comprehensive strategy to manage the workforce challenges facing the agency. The Workforce Efficiency Committee began the process by researching best practices in workforce planning. State DOTs were surveyed through the American Associations of State Highway and Transportation Officials (AASHTO). New York and Kentucky were selected for a more in depth look at their processes and planning efforts.

After the research component was completed, the committee met with leadership and division directors to outline leadership roles and discuss expected outcomes. This group identified a three to five-year outlook for the department. Finally, the Human Resources Team, Division Directors and Office Heads/District Engineers met to outline the process and set deliverables.

Process for Aligning Available Workforce

A three-part process was used to establish optimal staffing levels for the agency. The first phase involved developing the core functions within the department by working with office managers to document primary roles and determine current and future work functions. These were identified in 2012. Elements of the initiatives identified in the first phase have been implemented in some divisions. Development of other elements are ongoing in the coming months and years towards the completion of an overall plan.

After the core responsibilities and functions were determined, the second phase involves conducting a workforce demand forecast to identify minimum staffing needs. The forecasts will determine the critical functions that must be performed to achieve the agency's strategic plan, what job titles/levels possess the needed competencies, and what minimum qualifications are needed to perform each of the job functions. Staffing charts illustrating the optimal staff size of each office and the most efficient combination of full-time employees, temporary workers and contract services will be produced and used to identify current and upcoming staffing gaps and develop strategies to address the gaps.

The implementation phase is the third phase of the process and includes the deployment of staff development strategies and training to meet the performance objectives of the agency.

Implementation Examples

Elements of the workforce plan are currently in the implementation phase. The following are examples of the workforce analysis and planning efforts being conducted as a part of the workforce planning process.

Administration

A thorough analysis of the administration core function was performed to identify existing employee competencies and future staffing demands. In years past, the department had 31 administrative secretaries. Each office at the central office, district engineer, and district section (6 sections in each district) had an administrative assistant. Existing employee competencies and duties were evaluated and the administrative function has been reorganized and reduced to 13 administrative positions. Necessary training will be conducted to reclassify secretaries to administrative coordinators and there will single administrative coordinator per floor at the central office. Each district engineer will have an administrative coordinator and district section coordinators will be shared by two sections.

Engineering Division

The Engineering Division conducted a workforce analysis to identify work functions and staffing requirements and develop a current workforce profile. The core function analysis involved validating or establishing a level of service (LOS) for the core functions of the Engineering Division and developing contract requirements for LOS and oversight, estimated costs for contracting, and budgetary impacts on core functions. The analysis takes into account the current and proposed design projects. Based on the projected LOS, current and proposed design project needs, the support services needed to deliver the projects and the project program and budget impacts, a minimum structure will be developed for each Engineering Division core function.

Anticipated Outcomes

While the workforce planning process is ongoing, the department has identified a desired set of outcomes for the workforce efficiency initiative. The process is expected to produce the following outcomes:

- Minimum staff organization charts for each office and District;
- Determination of the overall department's right-size;
- Identification of potential staffing solutions; and
- A defined Strategic Workforce Plan to reach staffing goals.

The Strategic Workforce Plan will identify a number of staffing strategies to meet the needs of the department and continue the development of its workforce. Internal job postings, a critical skills gap analysis, and internal re-assignments will be used to place the existing workforce in the most efficient job assignments. External recruitment activities, temporary staffing, and contract services will be used to address skill sets and competencies not currently available within the department's workforce.

In addition to maintaining sufficient staff with the needed skills and competencies, the department is committed to employee development and training. Succession planning, job shadowing, and job rotations will be used to expand employees' capabilities and plan for the future of the department. Cross-training, mentoring, stretch assignments and knowledge transfer strategies will be implemented to address gaps in skills and enhance jobs satisfaction.