

STATE TRANSPORTATION BOARD

JANUARY 2023 COMMITTEE MEETINGS

January 18, 2023



STATE TRANSPORTATION BOARD

Statewide Transportation Planning / Strategic Planning Committee

January 18, 2023



Georgia Freight Plan Update

Jannine Miller, Director of Planning
Kelly Gwin, Assistant Office Head, Policy & Freight Planning
January 18, 2023



Georgia Freight Plan Update

- Aligns with the vision, goals, and objectives of the Georgia Statewide Strategic Transportation Plan/Statewide Transportation Plan (SSTP/SWTP)
- Supports the goals and strategic objectives of USDOT's National Freight Strategic Plan: safety, infrastructure, and innovation
- Planning horizon year of 2050
- Previous Federal Freight Plan was approved in 2018, and must be updated every 4 years



Federal freight plan requirements

Per 49 USC 70702 identified under the Infrastructure Investment & Jobs Act (IIJA)

Some highlights of the requirements are:

- Documentation of supply chain cargo flows in Georgia, by mode of transportation
- Inventory of commercial ports in Georgia
- Impacts of e-commerce on freight infrastructure in Georgia
- Consideration of military freight within Georgia
- Strategies & goals to decrease freight impacts to:
 - extreme weather & natural disasters
 - local air pollution
 - flooding and stormwater runoff
 - wildlife habitat loss
- Most recent commercial vehicle parking facilities assessment conducted by GDOT



National Highway Freight Program (NHFP) Funds

A small portion of GDOT's Federal funds are NHFP, specified for freight projects, so additional evaluation of the project pipeline and funding options will be necessary

- \$43 to \$47M in NHFP funds per year were allocated to GDOT in the IIJA (~2% of GDOT's Federal funding)
- Federal Freight Plan must be fiscally-constrained over an 8-year time period



NHFP Funds must be invested on Federally-Designated Freight Corridors

- 1,171 miles of FHWA's Primary Highway Freight System (PHFS) is in Georgia
- GDOT may also designate additional mileage:
 - up to 300 miles of Critical Rural Freight Corridors
 - up to 150 miles of Critical Urban Freight Corridors
- The state's NHFP-eligible mileage would increase by ~38% if Georgia were to designate the full 450 miles
- Focus of this plan update: Validate potential mileage that is eligible to be designated and that is located on corridors that are determined by the State to be vital to improving the efficient movement of freight



What was GDOT's methodology to respond to the federal requirements for the Freight Plan update?



Data Sources in Georgia's Freight Plan

Commercial	Federal	State and Regional
Transearch with Confidential Waybill	Freight Analysis Framework (FAF) / ETC FAF	LRTP and related freight, rail, port, aviation, and
GEOTAB	Disaggregation	business strategic plans
DAT Price Benchmarking Data	STB Public Rail Waybill Sample	State, regional, metropolitan resources
ATRI	STB Private Rail Waybill Sample	Multi-State planning studies and resources
REPLICA	National Performance Measurement Research	Robust stakeholder and public engagement
RITIS (via ETC/GDOT)	Data Set (NPMRDS)	Countywide Freight Intensive Land Use
PIERS / Datamyne	FHWA Freight Mobility Trends Tool (NPMRDS/HPMS)	Georgia State Patrol
Moodys, InfoUSA	FHWA HEPGIS	GDOT GEOPI
Select Georgia	National Transportation Atlas Database (NTAD)	GEARS and Numetric
Truck Parking Applications	FRA Rail Safety Data	GDOT Road Characteristics
StreetLight	Office of Pipeline Safety	GDOT TDM
IMPLAN, REMI	BTS Air Cargo data	GRAD Certified Sites
Georgia Ports Authority	BTS Transtats	Nearby State DOT Studies/Data
	Commodity Flow Survey and Census Trade Database	GA Department of Community Affairs
	Quarterly Census of Employment and Wages	GDOT Road and Traffic Data
	County Business Patterns	
	Energy Information Administration	
	US Department of Agriculture	
	Volpe Freight and Fuel Transportation Optimization	

US Department of Commerce
US Bureau of Labor Statistics

US Census Bureau



Freight Advisory Committee (FAC)

Last met on December 12, 2022









































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Atlanta Regional Commission

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Example of inputs from the Freight Advisory Committee

"What are Georgia's Strengths for Business?"

- Strong DOT and Ports
- Multi-modal coordination
- Warehouse space
- Efficient & reliable interstate & secondary highway systems
- Georgia gives efficient access to surrounding states on ground including a major airport
- Inland ports
- Location (can reach many markets & bring drivers home without layovers)

"What logistics-related opportunities in Georgia can the state leverage to improve your business?"

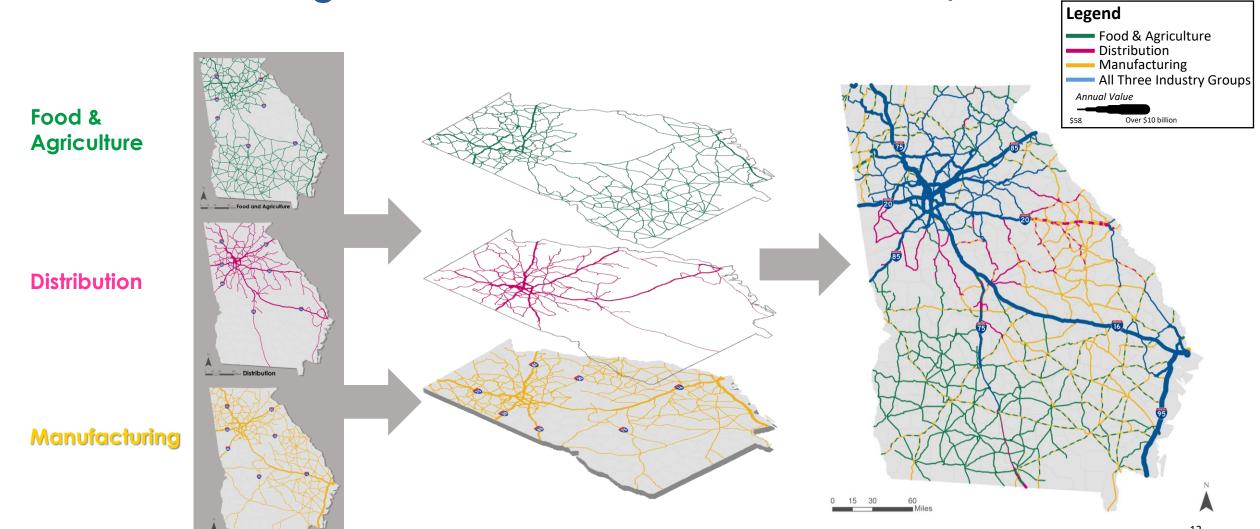
- Designated truck only lanes
- Leader on autonomous
- Overpasses
- Infrastructure to bypass or reduce bottlenecks
- Technology
- Grow inland ports to allow different truck origin/destination & allow continued growth of Savannah & Brunswick
- Be first to solve electric charging

And...GDOT's current program & Department-wide initiatives are supportive of freight movement

Freight Plan Update Results



By 2050, Georgia's freight tonnage is expected to nearly double to 900 million, & freight value will more than double to \$1.6 trillion





Stakeholders identified five key factors as measures of access to suppliers and customers that are important

 KPI	Metric	Why they are important
Reliability	Difference between 95th percentile travel times and average travel times	Fulfills commitment to external & internal customers; affects productivity & cost
Speed	Average vehicle speed, mph	Fulfills time to market/ production commitment; affects productivity & cost
Cost	Total delay cost per vehicle mile traveled	Fundamental to profitability & competitiveness
Risk	Natural hazard exposure, modal and multimodal redundancy, relevant market share	Affects the integrity of the business and its future (e.g. available workforce)
Safety	Cost of crashes per vehicle mile traveled	Mitigation of losses from workforce, operations, and brand



Georgia's Freight Investment Plan (through FY31)

*Federal requirement is an 8-year investment plan

FY 23 – NHFP available funds ~\$44.7 million *

- PI#0013915 I-285 @ I-20 East Side Interchange Reconstruction CST
- PI#0013918 I-285 @ I-20 West Side Interchange Reconstruction PE
- PI#0014203 I-75 from I-475 to SR 155 Commercial Vehicle Lanes ROW

FY 24 – FY 31* Project Examples

- I-95 ITS expansion from FL to SC state line CST
- Public Truck Parking (multiple locations on state-owned right of way) PE & CST
- I-95 @ SR 21 interchange reconstruction (Chatham) ROW
- I-75 from I-16 to Pierce Ave Phase VI widening (Bibb) CST
- I-75 @ SR 133 Phase II interchange reconstruction (Lowndes) ROW & CST



Next Steps

- ☐ Submit federally-compliant freight plan to FHWA (late January 2023)
- □ Work through federal process to designate mileage in the state for Critical Urban Freight Corridors (CUFC), in consultation with MPOs, & Critical Rural Freight Corridors (CRFC)



- ☐ Resources for additional freight investments:
 - Current project pipeline likely has already funded projects
 - Potential redirect of other Federal and State funds
 - Federal grants applications
- ☐ Further business analysis of options for Foundational, Catalytic, and Innovative investments that support multiple objectives, including business-driven KPIs

Thank You

Kelly Gwin kgwin@dot.ga.gov



STATE TRANSPORTATION BOARD

Finance Committee

January 18, 2023



Amended FY 2023 Budget & FY 2024 Budget

Angela Whitworth

Treasurer

January 17, 2022



Amended FY 2023 Revenue Comparison

FY 23 Base	Change	AFY 23
i i 20 Dasc	Orlange	71 I Z

Excise: \$2,008,887,881 \$89,080,472 \$2,097,968,353

Transportation Trust Fund

Fees: \$150,977,349 \$- \$150,977,349

GRTA: (\$351,479) \$351,479 \$-

Transit Trust Fund (Ride-Share)

Fees: \$15,927,600 \$- \$15,927,600

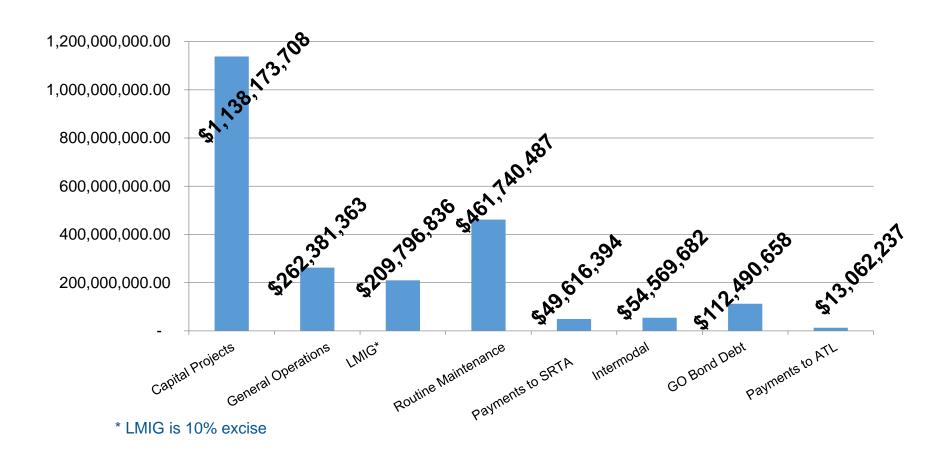
State General

Funds: \$36,958,063 \$- \$36,958,063

Total: \$2,212,399,414 \$89,431,951 \$2,301,831,365



Amended FY 2023 Budget Request





Amended FY 2023 Budget Request

Program (Motor Fuel)	Fund Source	Source FY 23 BASE Change		AFY 23
GO Bond Debt	Motor Fuel	\$22,146,832	\$90,343,826	\$112,490,658
	Transportation Trust Fund Fees	\$86,614,699	(\$86,614,699)	\$-
	Total	\$108,761,531	\$3,729,127	\$112,490,658
Capital Construction	Motor Fuel	\$911,795,782	(\$10,171,401)	\$901,624,381
	Transportation Trust Fund Fees	\$-	\$86,614,699	\$86,614,699
	Total	\$911,795,782	\$76,443,298	\$988,239,080
LMIG	Motor Fuel	\$200,888,789	\$8,908,047	\$209,796,836
Payments to SRTA	Transportation Trust Fund Fees	\$49,264,915	\$351,479	\$49,616,394



FY 2024 Revenue Comparison

FY 23 Base

	J	
Excise: \$2,008,887,881	\$119,123,790	\$2,128,011,671

Change

FY 24

Transportation Trust Fund

Fees: \$150,977,349 \$51,347,452 \$202,324,801

Transit Trust Fund (Ride-Share)

Fees: \$15,927,600 \$7,669,713 \$23,597,313

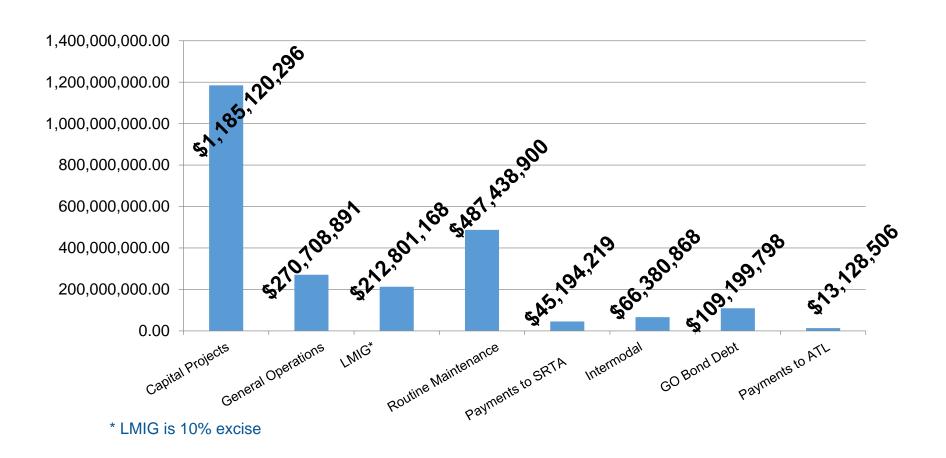
State General

Funds: \$36,958,063 (\$919,202) \$36,038,861

Total: \$2,212,750,893 \$177,221,753 \$2,389,972,646



FY 2024 Budget Request





FY 2024 Budget Request

Program (Motor Fuel)	Fund Source	FY 23 BASE Change		FY 24
GO Bond Debt	Motor Fuel	\$22,146,832	\$87,052,966	\$109,199,798
	Transportation Trust Fund Fees	Frust \$86,614,699 (\$86,614,699)		\$-
	Total	\$108,761,531	\$438,267	\$109,199,798
Capital Construction	Motor Fuel	\$911,795,782	(\$13,867,496)	\$897,928,286
	Transportation Trust Fund Fees	\$-	\$128,471,563	\$128,471,563
	Total	\$911,795,782	\$114,604,067	\$1,026,399,849
Capital Maintenance	Motor Fuel	\$145,588,167	\$-	\$145,588,167
	Transportation Trust Fund Fees	\$-	\$8,785,819	\$8,785,819
	Total	\$145,588,167	\$8,785,819	\$154,373,986
Program Delivery	Motor Fuel	\$123,000,299	\$2,700,181	\$125,700,480



FY 2024 Budget Request

Program (Motor Fuel)	Fund Source	FY 23 BASE	Change	FY 24
Data Collections	Motor Fuel	\$3,061,474	\$37,231	\$3,098,705
Departmental Admin	I Admin Motor Fuel \$78,451,687 \$4,920,710		\$83,372,397	
LMIG	Motor Fuel	\$200,888,789	\$11,912,379	\$212,801,168
Local Roads	Motor Fuel	\$4,346,461	\$-	\$4,346,461
Planning	Motor Fuel	\$2,646,626	\$29,434	\$2,676,060
Routine Maintenance Motor Fuel		\$461,740,487	\$25,698,413	\$487,438,900
Traffic Management	Motor Fuel	\$55,221,277	\$639,972	\$55,861,249



FY 2024 Budget Request-Intermodal

Intermodal	Fund Source	FY 23 BASE	Change	FY 24
Airport Aid	State General Funds	\$26,359,425	\$-	\$26,359,425
Ports & Waterways	State General Funds	\$1,379,737 \$7,337		\$1,387,074
Rail	State General Funds	\$9,218,901	(\$8,000,000)	\$1,218,901
	Locomotive Diesel Funds	\$-	\$7,073,461	\$7,073,461
	Rail Total	\$9,218,901	(\$926,539)	\$8,292,362
Transit	Transportation Trust Fund Fees	\$1,684,019	\$5,060,675	\$6,744,694
Transit	Transit Trust Fund	\$15,927,600	\$7,669,713	\$23,597,313



FY 2024 Budget Request – Attached Agencies

Program (Motor Fuel)	Fund Source	FY 23 BASE	Change	FY 24
Payments to SRTA	Transportation Trust Fund Fees	\$49,264,915	(\$4,070,696)	\$45,194,219
Payments to ATL	Transportation Trust Fund Fees	\$13,062,237	\$66,269	\$13,128,506





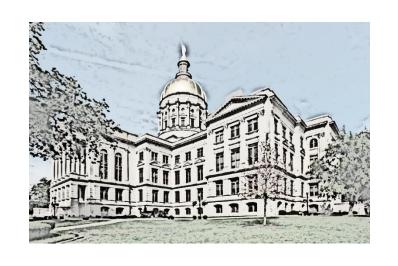




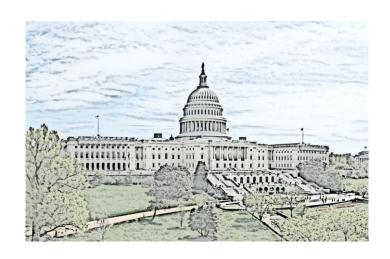
STATE TRANSPORTATION BOARD

Legislative Committee

January 18, 2023







Legislative Update

Joshua L. Waller

Director of Policy & Government Affairs

January 18, 2023



2023 Legislative Session Session Calendar

2023 Session of the Georgia General Assembly

	January						
1	2	3	4	5	6	7	
8	1	1 20	2	3 12	4	14	
15	16	317	18	149	20	21	
22	⁵ 23	⁶ 24	⁷ 25	⁸ 26	27	28	
29	⁹ 30	31					

February						
			11	12		
			1	2	3	4
	13	14	15	16		
5	6	7	8	9	10	11
	17	18	19	20		
12	13	14	15	16	17	18
		21	22	23		
19	20	21	22	23	24	25
	24	25				
26	27	28				

March						
			26	27		
			1	2	3	4
	28	29	30	31		
5	6	7	8	9	10	11
	32	33	34	35		
12	13	14	15	16	17	18
	36	37		38		
19	20	21	22	23	24	25
	39		40			
26	27	28	29	30	31	

Session Days IN RED | Committee Workdays IN BLUE | Crossover Day: March 6th | Sine Die: March 29th



House Transportation Leadership 2023-2024 Legislative Session

Transportation Committee



Rep. Rick Jasperse Chairman



Rep. Leesa Hagan Vice-Chair

Appropriations Committee: Transportation Sub-Committee



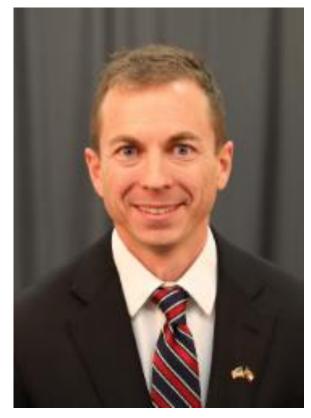
Rep. Clay Pirkle Chairman



Rep. Vance Smith Vice-Chairman



Senate Transportation Committee 2023-2024 Legislative Sessions



Senator Greg Dolezal Chairman



Sen. Clint Dixon Vice-Chairman



Sen. Colton Moore Secretary



Sen. Jason Anavitarte



Sen. Brandon Beach Ex-Officio



Sen. Frank Ginn



Sen. Derek Mallow



Sen. Steve Gooch



Sen. Valencia Seay



Sen. Josh McLaurin



Sen. David Lucas



Sen. Shawn Still



2023 Legislative Outlook

GDOT Legislative Items

Electric Vehicle Legislation

Freight & Logistics Infrastructure



Federal Update





U.S. House New Committee Assignments Committees on Transportation & Infrastructure and Appropriations



Congressman Mike Collins (CD-10) Transportation & Infrastructure



Congressman Andrew Clyde (CD-09)
Appropriations





Questions?



STATE TRANSPORTATION BOARD

Program Delivery Committee

January 18, 2023



Board Approval for CM/GC Delivery of the US 17/SR 404 Spur Bridge Maintenance Project

Andrew Hoenig PE, DBIA
P3 Construction Program Manager
Office of Alternative Delivery
January 18, 2022



Alternative Contracting Methods (ACM) Background

 HB 577 enacted during the FY21 Legislative Session, effective July 1, 2021, amended the Georgia Code to allow Alternative Contracting Methods (ACM)

Title 32, Chapter 2. Department of Transportation
Article 4. Exercise of Power to Contract Generally
Part 2. Public Private Initiatives and Alternative
Contracting Methods

§32-2-80 Public-Private Partnerships (P3) §32-2-81 Design-Build Contracting *§32-2-82 Alternative contracting methods

Construction Manager/General Contractor (CM/GC) is one of the approved ACM approaches



ACM Schedule

Approved legislation

Board approved Rules

Approved legislation

Board approved coordination and feedback

South Part of the published and feedback

Cotober 2022

Cotober 2022

CM/GC Manual published

Rule 672-22-.01 Statement of Policy and Purpose of Rules & Regulations requires that:

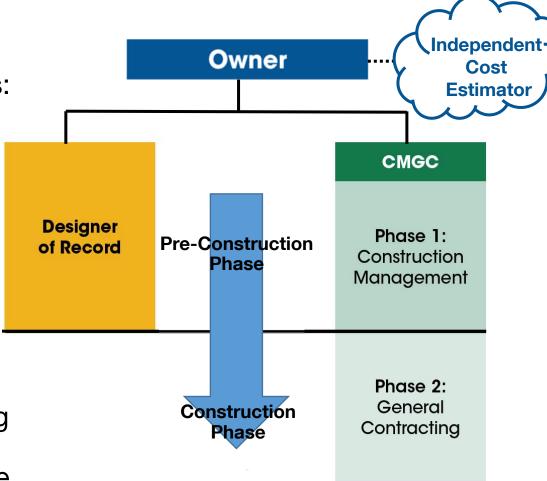
- Department will consider the use of ACM to deliver a project when it is in the public interest
- GDOT must consider suitability and feasibility of ACM for delivery of a project
- Board approval is required for use of any ACM method (CM/GC) prior to project solicitations



What is CM/GC?

A project team consisting of three major components:

- An Owner GDOT
- Owner contract with a Designer of Record (DOR)
 - Procured separately utilizing a typical Professional Services procurement
- 3. Owner contract with a CM/GC
 - Procured separately utilizing a Best Value procurement
 - Phase 1: Construction Management consulting contract to provide input on the design, costs, constructability, staging, phasing, maintenance of traffic, risk assessment and risk mitigation
 - Phase 2: General Contracting contract to build the project



For additional information, see CM/GC Manual Published on GDOT's Design Build Webpage



Proposed Delivery Method – Suitability and Feasibility of CM/GC

- GDOT OAD assesses the suitability and feasibility of CM/GC to deliver the project utilizing the following factors:
 - Expected benefits from phased project delivery or issuance of multiple work packages.
 - Projects that present unique needs that would benefit from Contractor involvement early in the design process.
 - Public Interest.
 - Innovation.
 - Risk identification, risk allocation, and risk mitigation.
 - Design complexity.
 - Cost control.
 - Construction schedule optimization.



US 17/SR 404 Spur Bridge Maintenance Project (PI 0019219)

- 30-year-old+ structure in Chatham County
 - Designed in 1980s
 - Opened to traffic in 1991
- The project will replace the existing cables under live traffic
- The project will include maintenance to bridge bearings, joints and barriers as part of the planned maintenance of the cable stayed bridge
- The project will seek to increase the vertical clearance under the bridge within the shipping canal as part of the cable replacement



Proposed Delivery Method – CM/GC

In accordance with Rule 672-22-.04, the CM/GC project will be delivered utilizing:

- Procurement procedures under Section 32-2-81(d)
- Processes set out in Rule 672-22-.04 (CM/GC Procurement Process)

CM/GC Firm Procurement Process (Further detail in CM/GC Manual):

- Two Phase selection process:
 - Request for Qualifications (RFQ)
 - Request for Proposal (RFP)
- Best Value procurement based on:
 - Qualifications
 - Technical Proposal
 - Preconstruction Services Fee



Tentative Procurement Schedule

Activity	Timing
Project Submitted to MPO	07/27/2022
Savannah MPO Approval (Project Programming)	12/14/2022
Board Approval to Deliver by ACM (CM/GC)	01/19/2023
PNA Advertisement	February 2023
Industry Forum & One-on-One Meetings	March 2023
Advertise RFQ	April 2023
SOQ Submission Deadline	June 2023
Advertise RFP	August 2023
Proposal Due Date	November 2023
Notice to Proceed for Preconstruction Services	December 2023



Action Requested

Request Approval for the use of CM/GC delivery as the ACM method on the US 17/SR 404 Spur Bridge Maintenance Project (PI 0019219) utilizing the design build procurement process provided for under Section 32-2-81, O.C.G.A.



STATE TRANSPORTATION BOARD

Committee of the Whole

January 18, 2023



HR Updates on GDOT Workforce Efforts

Brian Robinson
Deputy HR Director
January 18, 2023





Overview

- Office of Human Resources Overview
- Workforce Trends
- GDOT's Approach to Workforce Planning
- Efforts to Recruit, Train and Maintain Staff
- Impacts of Efforts



Connecting the DOTS

HUMAN RESOURCES

HR OPERATIONS

Understanding how HR's contributions impact the Department's success

SAFETY AND EMPLOYMENT RELATIONS

Oversees the following functions:

Safety and Health **Incident Investigation** (Injury, Collision and Property) **Employee Relations** Field Services (District HR) Policy Review and Compliance Interview and Selection (ISP) Compliance Classification & Compensation Family Medical Leave Act (FMLA) ePerformance. **Drug and Alcohol Testing** Workforce Planning Specialized Recruitment (HERO Trainee, CE2, CME, etc.) Internship and Co-op Program New Employee Orientation **Employee Onboarding and Engagement**

HR Metrics

Telework Program

Oversees the following functions:

Transactions
Benefits
Retirement
Work Force Time Keeper (WFTK)
Customer Service
Criminal Background Checks
PeopleSoft/HRIS Data
Employee Personnel File Management
ERS/Payroll Coordination

Oversees the following functions:

TALENT

DEVELOPMENT

LTAP
Training Delivery Department-wide
Field Services (District Training)
Supervisor and Leadership Development
(MDP, AMDP, Academies, AASHTO, etc.)
Organizational Development
Oversees Mandatory Trainings Such as:
Sexual Harassment Prevention Training
Ethics Training
Telework Training
Supervisor 101



DISTRICT HR



National Workforce Trends

- Changes in employee and applicant expectations
- Average tenure
- Increase in competition for qualified employees
- Remote and/or hybrid work environments
- ASCE article on engineering workforce
 - Civil Engineers: Declining Numbers and Increasing Need

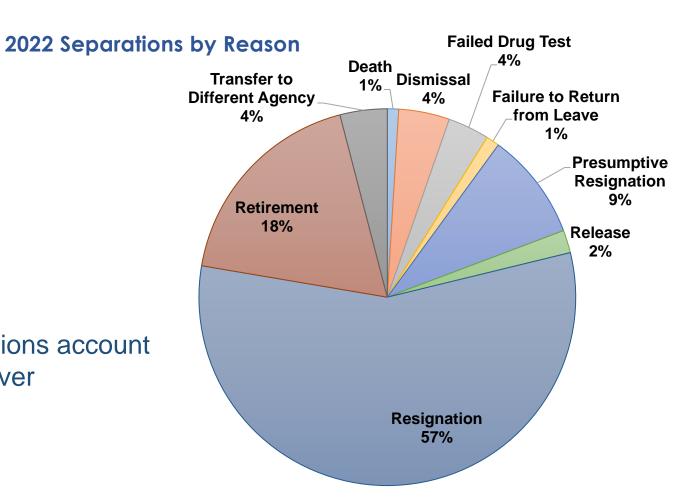








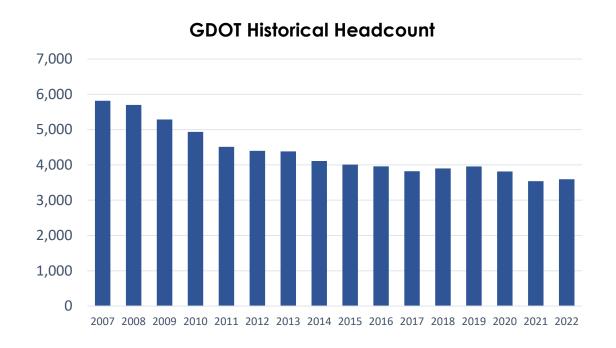
Impact of Trends on GDOT Workforce



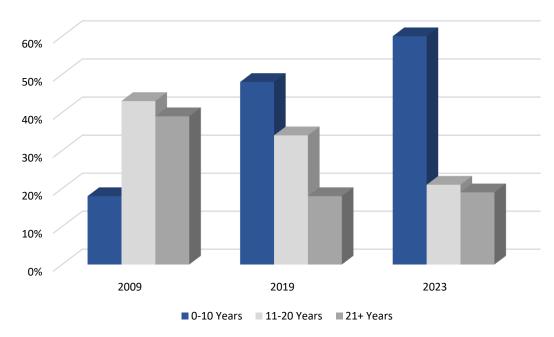
Voluntary separations account for ~88% of turnover



Impact of Trends on GDOT Workforce



Employee Breakdown by Tenure





GDOT's Strategic Approach

Address workforce challenges by:

- Engaging in strategic workforce planning
- Relying on key partnerships on recruitment and retention efforts
- Implementing innovative enhancements to policies and hiring/onboarding processes
- Focusing on employee engagement and talent development



Strategic Workforce Planning

Why do we do strategic workforce planning?

- Align GDOT's structure with our strategic goals
- Identify strategies to address recruitment and retention challenges
- Account for changing workforce dynamics
- Ensure continuity of operations through staff changes
- Ensure GDOT is ready for the future of work



Policy and Process Enhancements

- Recently streamlined Interview and Selection Process (ISP) to reduce time to fill
 - Streamlined selection panels, along with review and approval process
 - Moved to virtual interviews and virtual hiring events
 - Implemented automatic vacancy notification to managers
- Re-purposed HR vacancies to create 2 new critical roles:
 - Telework Coordinator
 - Onboarding and Engagement Coordinator







Recruitment and Retention Efforts

Highlight efforts in 3 critical areas:

- Equipment Operators
- Civil Engineers
- HERO Operators



Equipment Operators

- Moved to hiring all equipment operators as full-time employees and rebranded position as Highway Maintenance Technician
- Increased starting salaries to make positions more attractive and competitive, also aids in retention of existing employees (from \$12.55/hour to \$15.00/hour)
- Partnering with Strategic Communications to highlight and promote career opportunities
- Utilizing Indeed.com platform for monthly virtual hiring events across the state

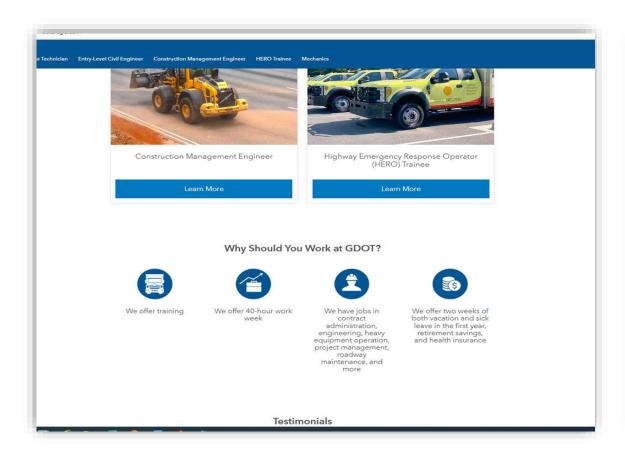


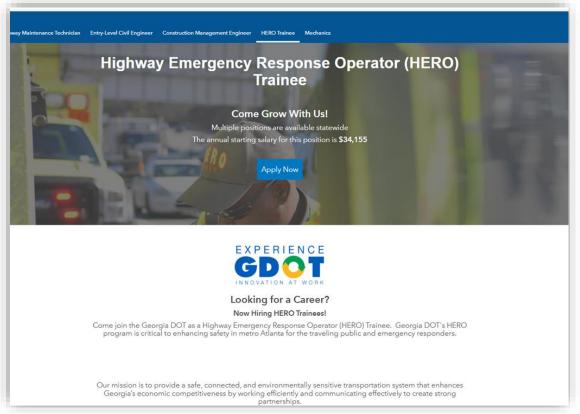






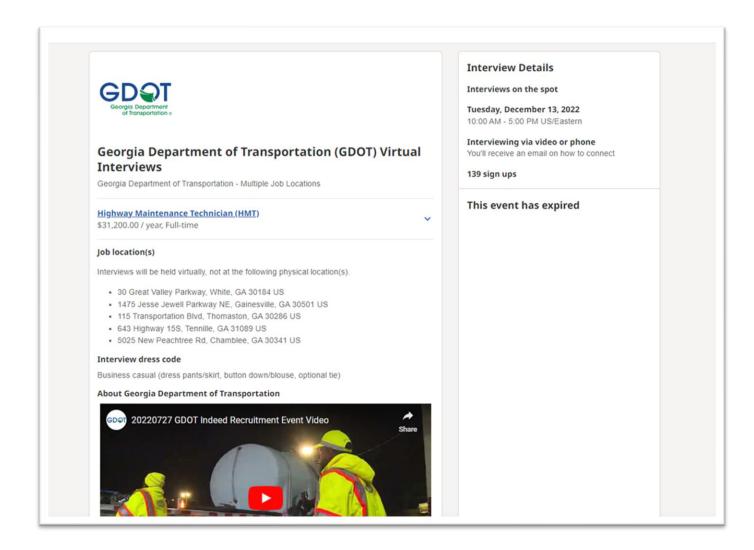
HERO Operators







Indeed.com Virtual Hiring Events





Civil Engineering Recruitment Efforts

Civil Engineering recruitment activities fall in to 2 categories:

- Activities designed to fill positions immediately
- Activities designed to build/improve pipeline of applicants into the future

Examples include:

- Return to in-person/on-campus events (career fairs, employer of the day, guest speakers, etc.)
- Enhanced utilization of online platforms/social media
- Engaging school-aged children in STEM careers



Fall 2022 Events

- Events Attended: 35+
 - Career Fairs: 20
 - Special Events: ~15
- The Recruitment team traveled over
 6,594 miles during the Fall 2022
 season
- A total of 57 SMEs volunteered for recruiting events
- 250+ resumes were collected from career fairs
- * represents HBCU

- Georgia Southern University
- University of Alabama Huntsville *
- Georgia Tech
- Florida State University
- Florida A&M University *
- University of Alabama Birmingham
- Clemson University
- Auburn University
- The Citadel
- University of Tennessee Knoxville
- University of South Carolina
- University of North Florida
- Kennesaw State University
- Alabama A&M *
- Savannah State University *
- South Carolina State University *
- University of Georgia
- Georgia College & State University
- University of Southern Mississippi *
- Atlanta University Center Consortium (AUCC) *



CE2/CME Special Events

- STEM Nights
 - (GSU, UGA, Auburn)
- ASCE Meetings
 - (KSU, UGA, GSU)
- Employer of the Day
 - (Auburn, GT, UGA, GSU)
- Transportation Summit
- Campus Take Over
 - (Auburn, GT, UGA, GSU)

- Guest Speaker Series
 - (UGA, KSU, GT, GSU, Auburn)
- Round Tables
 - (GT, Auburn, GSU)
- Information Sessions
- Meet and Greet-GDOT Hosted
- Resume Reviews
- Ask A Recruiter/ Phone a Friend
- SASHTO Endowment

Upcoming Campus Takeover @ UGA – 3rd week of January

- GDOT engineers teaching 6 classes as guest lecturers
- Full-week as featured employer on campus



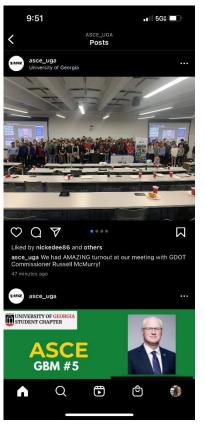


Special Events

















Civil Engineering Retention Efforts

Civil Engineering retention efforts include:

- Providing professional career development and advancement opportunities
 - PEDP, GDOT Connect, RAPID, etc...
- Providing opportunities to gain experience in multiple engineering disciplines without having to change employers
- Engaging in focus groups with recently hired engineers
 - Opportunity to hear directly from recent hires on what attracted them to GDOT and what is likely to make them stay/leave



Talent Development

Critical to train and develop employees to quickly become successful in their current roles while also preparing them for future opportunities

- Provide technical training needed to deliver critical functions
- Enhanced focus on front-line supervisor training and resources
- Focus on innovative delivery methods to ensure broader reach and better knowledge retention
 - IE: Online Supervisor 101, virtual/hybrid Management Development Program (MDP), Telehub resources



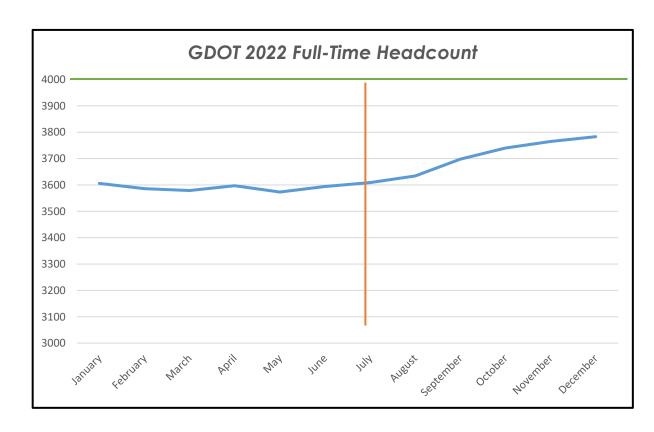


Impact of Recruitment and Retention Efforts on GDOT Headcount

Through the strategic efforts outlined, GDOT's full-time headcount increased by 140 since July 1, 2022.

This has been accomplished by focusing on both recruitment and retention

- Increasing the number of new employees we bring into the organization
- Focusing on efforts to reduce the turnover in key areas



 Strategic goal to continue moving headcount in a positive direction





Questions?



STATE TRANSPORTATION BOARD

COMMITTEE MEETINGS

January 18, 2023