



Signature on file  
Paula J. Hammond, P.E.  
Secretary of Transportation

August 14, 2012  
Date

## **Business Practices for Moving Washington**

### **Introduction**

Our core mission is to keep people and business moving by operating and improving the state's transportation systems vital to our taxpayers and communities. For many years, our employees have supported this mission with innovative contributions to improve our business practices. These practical ideas have helped us meet our mission and save money, reduce our environmental impact, and support communities. We have numerous policies and practices as examples of our success. And we can always do better.

We have established the Moving Washington framework to help us develop a 21st century transportation system through making transparent, cost-effective decisions. All of us, as WSDOT employees, are fundamental to this framework. With this executive order, I am establishing the expectation that we will conduct business in a way that is reliable, responsible and sustainable. All employees should continue to identify new opportunities to get every benefit, every efficiency, and the best use out of our limited resources.

### **A. Purpose**

This Secretary's Executive Order establishes the expectation that all Washington State Department of Transportation (WSDOT) employees will conduct WSDOT's business in a manner that directly and indirectly contributes to and promotes our state's healthy economy, environment, and communities. This direction is intended to reinforce the ethic of sustainability tied to our fundamental commitment to conduct our business in a manner that is respectful of both our built and natural environments. This direction supports our important work to operate, maintain and improve our state's transportation facilities and services.

At WSDOT, sustainability means using management and operational policies and strategies to meet society's present needs without compromising the ability of future generations to meet their own needs. Sustainable transportation business practices reflect our commitment to sustainability across all aspects of our business at WSDOT, including the scope of our improvements we build, decide to build, how we build and the materials we use. As laid out in this Secretary's Executive Order, sustainability is reflected in our day to day actions and decisions.

This agency-wide effort encompasses business practice improvement throughout the department including: Organization Design – ongoing alignment of our business model and agency structure to reflect our evolving transportation system; Practical Planning and project Scoping for optimum investments – including Asset Management and implementing Moving Washington solutions by corridor; Practical Design – building the “right” fix for the context of the highway or ferry route; Lean Construction/Project Delivery – balancing the level of state oversight of contractor partnerships and encouraging Lean construction methods; Lean maintenance – seeking effective and efficient processes and using appropriate delivery tools without sacrificing the safety and accessibility of our transportation system.

## **B. Background**

The Governor and the Legislature have directed WSDOT to take actions that support sustainable transportation including: reduce transportation emissions, use of tolling to manage demand, increase the use of alternative fuels, develop an electric vehicle infrastructure, adapt and prepare our infrastructure for the impacts of a changing environment, and conserve resources. In addition to the mandated tasks, many of our practices exemplify our existing sustainability effort (see examples in section III.E. below). We have made tremendous strides over the years in our efforts to stretch our taxpayer dollars by making conscious decisions to organize optimally, right size, get more efficient, use technology to stretch our agency and highway capacity, innovate on materials we use/reuse and on maintenance activities, integrate our transportation facilities, improve the environment, reform business practices, become more customer focused, communicate effectively, be accountable, share resources, deliver high quality projects, etc. These practices align with Governor Gregoire’s and WSDOT’s commitments of transparent performance management and reporting, and to use *Lean principles* (see Governor’s Executive Order 11-04 *Lean Transformation*) and other tools to improve efficiency, quality, transparency, and reduce waste.

## **II. Secretary’s Executive Order**

My expectation is that each employee will incorporate sustainability into our daily decision making and actions. This Secretary’s Executive Order directs all of us to make decisions which consider a broader range of benefits for our transportation system that supports our economy, environment, and communities. Developing and implementing sustainable transportation business practices is not a program, it is an ethic. It is a part of our culture. It is how we think. It is looking for ways to extend the life of an asset, save money, work more efficiently and integrate the transportation system with our economy, our environment, and our communities in Washington State.

Integrating sustainability into our work requires all of us to continue to examine our existing practices and daily actions through a broader lens. Many of our current policies and practices are aligned with this intent. We need to continue those practices and identify new opportunities to get every benefit, every efficiency, and the best use out of our limited resources.

### **III. Information to Carry Out This Secretary's Executive Order**

This Secretary's Executive Order doesn't change any of our existing documentation and approval processes.

#### **A. Directors, Executives, and Senior Executives Responsibility**

The responsibility for reinforcing the ethic of sustainability in WSDOT across all lines of business begins at the top. I expect all directors, executives, and senior executives (as defined in Secretary's Executive Order [E 1049 Organization Names](#)) to encourage and enable all WSDOT employees to conduct WSDOT's business in a sustainable manner. I also expect each director, executive, and senior executive to complete the following:

1. Communicate the importance of sustainable transportation to employees and provide guidance on how to incorporate sustainable transportation into daily business practices.
2. Create a work place, culture, and process where employees are encouraged and recognized for identifying and recommending sustainability initiatives to improve our transportation system.
3. Define how sustainable transportation practices can be supported within each management area.
4. Examine and adjust current practices, policies and processes to support a work place which takes advantage of opportunities for furthering sustainable transportation practices.
5. Develop objectives, strategies, and performance measures which incorporate sustainable transportation into each management area's strategic plan and strategic implementation plan.
6. Annually report successful sustainable transportation solutions in employees', directors', executives', and senior executives' performance evaluations.

#### **B. Sustainable Transportation Leadership Team Responsibility**

I have designated a Sustainable Transportation Leadership Team that will help WSDOT employees, directors, executives, and senior executives support the development and implementation of sustainable transportation practices through actions and decisions which:

1. Identify and develop training and tools to support the implementation of sustainable transportation best practices.
2. Provide a forum for emerging sustainable transportation issues and policy.
3. Present sustainable transportation policy and investment recommendations to the Office of the Secretary.
4. Monitor and report on the implementation of this Secretary's Executive Order.

### **C. Sustainable Transportation Manager Responsibility**

I have designated a Sustainable Transportation Manager that will support the development and implementation of sustainable transportation practices through actions and decisions which:

1. Provide the Office of the Secretary and the Sustainable Transportation Leadership Team with support on sustainable transportation issues.
2. Coordinate and support WSDOT sustainable transportation engagement with external agencies and associations.

### **D. Employee Responsibility**

I ask all employees to:

1. Ensure day-to-day consideration of how the transportation system supports a healthy economy, environment, and communities.
2. Engage in discussions on sustainable transportation and identify improvements in procedures or practices in WSDOT operations.
3. Report improvements and recommend opportunities to management.

### **E. Examples of Sustainable Transportation Practices**

We at WSDOT have already begun implementing many sustainability strategies. The purpose of this Secretary's Executive Order is to identify and increase the use of these practices. The following are examples of sustainable transportation practices.

1. Make decisions to produce a transportation system that operates effectively and lasts for decades.
  - Manage assets to reduce life cycle costs and increase useful life.
  - Minimize the impact of maintenance activities on system reliability.
  - Use traffic technologies such as ramp meters and other control strategies to improve traffic flow.
  - Use dowel-bar-retro-fit and emerging materials technology to extend pavement life.
2. Consider economic, environmental and community concerns in agency operations.
  - Work with transit agencies to connect communities and provide travel choice.
  - Use traffic operations techniques to clear bottlenecks that constrain flow to provide reliable trips for freight and goods.
  - Provide paths for pedestrians and bicyclists as a project component, where appropriate.
3. Promote sustainable maintenance, preservation, and safety.
  - Install roundabouts to reduce collisions and keep traffic flowing.
  - Guide project decisions to achieve significant reductions in fatalities and serious injuries on all public roads (Target Zero).
  - Reduce crash and worker risk in work zones during construction using up to date work zone safety techniques.

4. Reduce energy consumption, reduce greenhouse gas, and conserve resources.
  - Reuse native vegetation and trees removed during construction for environmental restoration.
  - Purchase hybrid vehicles, and use low carbon fuels where possible.
  - Adjust throttle settings to use less diesel fuel in ferries.
  - Employ telework, go-to-meetings, video conferencing and conference calls.
  - Use LED (light emitting diode) lights to reduce energy consumption.
  - Identify and use practices to conserve energy and resources in the workplace.
  - Recycle construction materials.
5. Adapt to a changing climate.
  - Weigh climate associated risk to transportation infrastructure.
  - Incorporate climate change vulnerability assessment into design.
  - Integrate climate change projections as another input into planning and programming decisions.
6. Support livable communities through transportation and land use decision linkages.
  - Encourage local government to connect or provide better access to social centers (universities, hospitals, etc.) in zoning decisions.
  - Support *Growth and Transportation Efficiency Centers* (GTECs).
  - Work with local and regional agencies to increase the sustainability of transportation plans and land use decisions.
7. Improve mode choices, accessibility and mobility.
  - Build direct-access ramps for carpools and transit.
  - Increase safe and affordable multi-modal options that expand travel choices and access for all residents.

#### **IV. Contact For more information:**

For more information about this Secretary's Executive Order and WSDOT Sustainable Transportation, please contact: WSDOT Sustainable Transportation Manager listed on the WSDOT Sustainable Transportation Web page:  
[www.wsdot.wa.gov/SustainableTransportation/](http://www.wsdot.wa.gov/SustainableTransportation/).

#### **V. References**

- Governor's Executive Order 11-04 *Lean Transformation*  
[http://www.governor.wa.gov/execorders/eo\\_11-04.pdf](http://www.governor.wa.gov/execorders/eo_11-04.pdf)
- *Target Zero*  
[www.targetzero.com/](http://www.targetzero.com/)
- Lean in Washington state government  
[www.accountability.wa.gov/leadership/lean/default.asp](http://www.accountability.wa.gov/leadership/lean/default.asp)
- Secretary's Executive Order E 1049 *Organization Names*  
[www.wsdot.wa.gov/publications/policies/fulltext/1049.pdf](http://www.wsdot.wa.gov/publications/policies/fulltext/1049.pdf)

- *Growth and Transportation Efficiency Centers*  
[www.wsdot.wa.gov/transit/ctr/gtec.htm](http://www.wsdot.wa.gov/transit/ctr/gtec.htm)
- *Moving Washington*  
[www.wsdot.wa.gov/movingwashington/](http://www.wsdot.wa.gov/movingwashington/)
- WSDOT Sustainable Transportation Web page  
[www.wsdot.wa.gov/sustainabletransportation/](http://www.wsdot.wa.gov/sustainabletransportation/)

## **VI. Review and Update Requirements**

When changes are necessary to update this document, please inform the Chief of Staff. The Chief of Staff reviews this document periodically and proposes updates to the Secretary of Transportation for approval.

### **Americans with Disabilities Act (ADA) Information**

This material can be made available in an alternate format by e-mailing the WSDOT Diversity/ADA Compliance Team at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll free, 855-362-4ADA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.