

Summary

Executive strategic leader with demonstrated success in creating **external partnerships, expanding organizational capacity, institutionalizing equity, growing individual talent and delivering complex programs and projects.** Possessing a solid understanding of Oregon's unique landscape and opportunities. **Significant experience in executive planning and oversight of complex transportation systems** and solid track record of successfully assessing needs and implementing change.

Strong advocate for growing a **diverse workforce and providing equitable and inclusive input opportunities** for users, while **promoting the rural and urban economic needs** of the state. Accomplished leader with a history of **multi-modal program development aimed at reducing congestion, providing choices for all users** and moving our transportation system toward **Oregon's climate goals.**

Driven to ensure ODOT is a national leader by assessing talent, inspiring continuous improvement and becoming an **employer of choice.** Strong relations with **elected officials, external stakeholders and the Oregon Transportation Commission.**

Professional Narrative

2018 -
present

Division Administrator

Oregon Department of Transportation

Provide vision and strategic direction for a division of over 2,700 ODOT professionals located in all regions of the state. Create external partnerships with elected officials, jurisdictions, interest groups and communities of all backgrounds and interests. Balance the needs of the system with an eye to the future by maintaining awareness and understanding of emerging technologies, finance strategies and user needs. Manage division budget, safety goals and coordination and implementation of multiple modes. Lead all policies, procedures, standards and oversight of ODOT's project delivery processes, including design, right-of-way acquisition, permitting and construction. Key accomplishments to date:

- Led culture change initiatives for better coordination, structure and alignment with positional authorities and governance teams to increase transparency, accountability, and external credibility.
- Assessed organizational structure and capacity, and immediately made recommendations to adjust for current and future demands by establishing a Toll Program Manager, Deputy Division Administrator and combining budget functions with another division to ensure consistency and efficiency of a OneODOT leadership model.
- Fostered commitment to continuous improvement, including continued reflection of agency functions and building on the foundation of several recent internal and external audits. Instilling an "if not us, then who" and a "remember to look in the mirror" mentality in all divisional functions.
- Beginning development of strategies for operationalizing equity throughout the fabric of ODOT, including identifying opportunities for building relationships with minority- and women-owned contractors, and bringing diverse opinions to inform direction.
- Increased focus on workforce development, including improved recruitment efforts, growing individual talent in the agency, assessing knowledge gaps and promoting attention to cultural competence.
- Provide comprehensive guidance and leadership for capital delivery programs, operations, maintenance and emergency preparedness.
- Assessed delivery model, identified gaps and created a strategy to improve

Kristopher Strickler, PE

Administrator

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Areas of Expertise

Executive Leadership

Politically Savvy Problem Solver

Equity and Diversity Advocate

Effective Two-Way Communicator

Visionary, Inclusive and Innovative

Collaborative Team Builder

Multi-Modal Planning and Delivery

Legislative Process and Testimony

Organizational Structuring

Gov. Relations and Public Affairs

Transportation Finance and Budget

Strategic Planning

Strong Negotiation Acumen

Emergency Preparedness

Workforce Succession Planning

Education

Washington State University

Bachelor of Science

Civil Engineering

Licensure

Professional Engineer

accuracy for the agency, while coordinating closely with the Oregon Transportation Commission to ensure external credibility.

- Provide testimony before legislative committees at the state level, engage in progression/succession planning, and position the organization for future success while building consensus among division administrators to support all modes of transportation.

2015 -
2018

Southwest Region Administrator

Washington State Department of Transportation

Directed all aspects of the SW Region delivery, operations and maintenance programs, overseeing all projects in the lower seven counties of Washington for WSDOT, including programs and administration of federal funds, and seamlessly delivered organizational change by assessing and reorganizing the region. Led more than 450 professionals, and provided mentoring at all levels to assess capacity and capabilities while establishing individual development plans to increase staff competency, and grow and encourage a diverse workforce.

Significant highlights include:

- Drove an approach which created community liaison for diversity and inclusion, operationalizing equity and increasing accountability around economic opportunities for Disadvantaged Business Enterprise and Minority Women Emerging Small Business and hosted the first regional contracting workshop with 200+ attendees, and provided cultural competency training for regional leadership.
- Led change management initiatives and cultural shift through reorganization of the SW Region by rotating leadership to more suitable roles to improve alignment with delivery needs, and to provide heightened information to better inform decisions for the agency, legislators and decision-makers - increasing credibility for the agency and increasing diversity on the leadership team.
- Drove increased cooperative interaction between maintenance, operations and delivery staff while administering the local agency program.
- Led the growth and development plan for the region, adjusted recruitment efforts to secure diverse skill sets and opinions into the regional culture, and removed punitive actions from the safety culture/program, increasing staff satisfaction and program adherence.
- Created a leadership development program for future leaders, and piloted first Infant at Work program for new mothers and fathers, while increasing mentoring program participation from 20 to 80+ in two years.
- Selected as statewide Goal Steward for implementation of Practical Solutions, a key element of the WSDOT Strategic Plan, led the elimination of an at-grade signal conflict for the high accident corridor, securing funding for pedestrian access and secondary impacts off-system, generating cost savings of \$70MM, implemented the first Bus On Shoulder pilot in the SW Region on SR 14 in partnership with CTRAN, and partnered with local agencies and community managers for trail projects through a wildlife reserve.
- Worked with the legislature and Federal Highway Administration to replace a damaged bridge, allowing for the movement of state funds to complement federal relief funds, saving time and money, and moving up bridge replacement for an economically suppressed community by five years.
- Served as the agency lead for SSB5806 to advance inventory work for the I-5 bridge through legislative processes.

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2014 -
2015

Director of Transportation Services

MacKay Sposito

Directed all transportation services for the firm, with offices in Vancouver, Pasco and Federal Way, Washington. Led all transportation-related business development, operations and contracts for the engineering consulting firm. Engaged in financial management, client management, and the delivery of overall program and contract related work. Served as an external advocate for transportation funding at the local, state and federal level while advocating for projects and programs on a broad scale.

2011 -
2014

Director, Columbia River Crossing Program

Oregon Department of Transportation

Oversaw the \$3.4BN Columbia River Crossing Program, a bridge, transit, highway, and bicycle and pedestrian project to improve safety and mobility within the Interstate 5 corridor between Portland and Vancouver covering a five-mile stretch, and named a Presidential Project of National or Regional Significance. Directed the performance and initiatives of cross-divisional executive teams consisting of environmental, transit, bridge and structures, roadways, communications, and finance managers, and administrative support staff. Oversaw all facets of the project delivery program, including project development, implementation and diverse stakeholder outreach while representing state priorities in matters of policy and direction, and promoting collaboration between FHWA and FTA at the federal level. Key accomplishments included:

- Developed opportunities and advocated for women to hold higher positions in the region, and thereby the state.
- Mandated the development of a robust community engagement strategy with minority and women-owned firms, community based organizations of color, and Environmental Justice stakeholders to foster strong project relationships, engender trust, and better inform external project partners.
- Led state and federal legislative strategic communication briefings and coordination, testified before the state Joint Legislative Committees for funding, provided briefings for individual state and federal requests, and developed legislation to secure funding. Secured \$450MM contingent funding through the Oregon legislature.
- Developed the draft finance plan and contract procurement opportunities/strategies, led tolling analysis, developed cash flow strategies for multiple funding scenarios, established communication strategies to minimize exposure and risk at federal/state agencies, and fostered partnerships with agencies and local jurisdictions.
- Identified issues and anticipated potential consequences, led program contracting and negotiations with several regulatory and partner agencies, secured a controversial US Coast Guard bridge permit, negotiated private mitigation settlements.
- Adeptly managed controversial policy with competing priorities, provided policy direction to ODOT, partner agencies and consultant teams, and advised effective strategies to the ODOT Director and WSDOT Secretary on complex policy and transportation packages.

2010 -
2011

Senior Project Manager

HDR Engineering

Served on HDR national team, traveling throughout the country to oversee transportation projects and provide strategic advice and leadership to multiple departments of transportation. Provided strategic insight for project development,

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participated in value engineering studies, provided government relations advice and extended advice regarding project and program development for many high profile projects:

- West Vancouver Freight Access Project at the Port of Vancouver, CR712 Value Engineering Study for the Florida DOT, US12 Freeway Conversion Project Value Planning for the Wisconsin DOT, Highway to Highway Connection (H2H) in Anchorage and the Sterling Highway Supplemental EIS and Engineering for the Alaska DOT and Public Facilities

2004 -
2010

Deputy Director, Columbia River Crossing Program

Washington State Department of Transportation

Directed project development and implementation of the multi-billion-dollar (\$3.4BN), bi-state Columbia River Crossing in collaboration with program directors, including management of the daily NEPA and preliminary design budget. Represented both WSDOT and ODOT in matters of policy and direction, routinely acting on behalf of directors and providing advice to the ODOT Director and WSDOT Secretary. Developed and implemented policy related to state and federal programs for both agencies. Directed the activity for over 225 day-to-day program staff, evaluating performance, including staff from six local agencies for the co-located, multi-jurisdictional team. Strategized and led state/federal legislative briefings and coordination, provided briefings for individual state/federal legislative requests, and built coalitions of elected officials for specific project work groups while unifying legislative direction. Established communication strategies to minimize risk, identified issues and potential consequences of program and policy actions, led program contact and negotiation with regulatory and partner agencies, managed cash flow strategy.

Key accomplishments include:

- Established an Environmental Justice working group to provide direct access to project leadership and allow communities of color to weigh in on project outcomes.
- Drove alternatives analysis resulting in the Locally Preferred Alternative selection with endorsement from ODOT, WSDOT, City of Portland, City of Vancouver, Metro, the SW Regional Transportation Council, FHWA and FTA.
- Led successful environmental streamlining opportunities, including the first combined Interstate Collaborative Environmental Process, the first project based bi-state agreement.
- Led the financial strategy for the project, including the toll financial capacity analysis confirming the improvements were financially feasible.
- Maintained program movement through turnover of six separate project directors, complete with organizational assessment and restructuring each time. Provided consistent leadership while adapting to change and setting new paths toward program success.

Early Career Summary

1999 -
2004

Washington State Department of Transportation

Assistant Area Engineer, Design Team Leader, Chief Inspector, Field Inspector, Lead Designer

Held various positions serving design and construction related roles for the agency, and was involved in the oversight of multiple infrastructure projects gaining valuable technical experience at the ground level of the agency, forming a strong foundation for future policy, delivery, program and vision development.

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