

State Project Management Division – Alternative Delivery Project Section

State Project Management Division Summary

The TDOT State Project Management Division is a new Division within the TDOT Bureau of Engineering. The Sections within the State Project Management Division include Statewide Programs Management, Alternative Delivery Project Management, and Region Project Management. The Division collaborates and supports the strategic direction and goals of the Asset Management and Performance Management Divisions to establish targeted investment levels and performance goals that meet or exceed the expected life cycle targets set for the TDOT infrastructure assets.

Project Managers within the Division will be directly responsible for delivering a portfolio of projects from concept to completion. These positions have a pivotal role in implementing the project vision in accordance with the desired scope, schedule, and budget. Project Managers should move project teams from involvement to empowerment, increasing ownership and responsibility of each team member.

State Alternative Delivery Project Section

The Alternative Delivery Project Section leads Project Teams in delivering alternative delivery project that implement innovative concepts intended to improve performance and increase sustainability for TDOT's transportation system. The Alternative Delivery Project Section consists of Project Managers located in HQ who are responsible for the delivery of projects using an alternative delivery method in accordance with the desired scope, schedule, and budget as part of the 5-Year Work Program.

Project Managers lead Project Teams within a matrix organizational structure. Successful management of a project includes additional complexities associated with budgeting for the needs of each project. The Alternative Delivery Projects Section must use a risk based, data driven process, to manage the needs of a program comprised of projects that are designed to preserve transportation assets, maximize service life of transportation infrastructure, and/or implement statewide technology advancements. The Alternative Delivery Project Section has regular interaction with external stakeholders including contractors, landowners, and governmental agencies as well as internal stakeholders from various divisions within TDOT. This Section also serves as the department's interface with industry partners.

The Alternative Delivery Project Section supports the procurement of professional service contracts in teaming with private businesses to deliver projects and implement innovative technologies for ensuring the safety and reliability of TDOT's transportation system. Project Managers serve on selection committees for professional engineering services as part of the Brooks Act. This Section supports the consultant evaluation process by evaluating the work performance of

professional services related to schedule, management, quality, and constructability. Documentation and effective monitoring are an important means of establishing public confidence in the process by which contractual services are procured.

EPIC Modifications

Currently, management of Alternative Delivery projects is being accomplished by the Construction Division. The Alternative Delivery Projects Section will now be accomplished as part of a new section within TDOT's State Project Management Division that focuses on projects using an alternative delivery method.

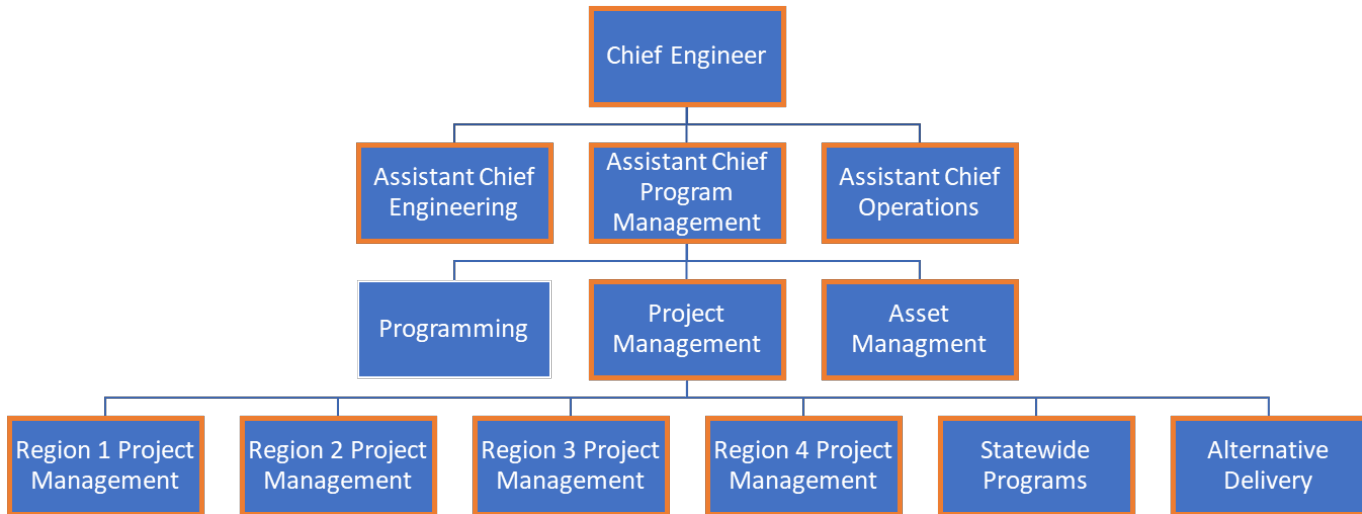
Benefits

- Provides for efficiency and effectiveness of project delivery through consolidation of management for projects using alternative delivery contract mechanisms
- Provides a single point of contact for the delivery of alternative delivery projects
- Designates Project Managers who are responsible for delivering projects within the scope, schedule, and budget
- Gives authority to Project Managers to secure the resources necessary in delivering projects as part of TDOT's 5-Year Work Program
- Eliminates silos and ensures collaboration and efficient delivery through Project Managers who lead the Project Team as part of a matrix organization
- Ensures information on the project dashboard is both current and accurate, allowing for well-informed decision making by TDOT
- Reduces construction overruns and ensures project stability by implementing acquired knowledge, establishing a unified project vision, and verifying quality of project deliverables

Challenges

- Hiring staff to delivery alternative delivery projects
- Ensuring continuous and effective collaboration is occurring across the Divisions, Units, and HQ
- Accountability in delivering on Performance Metrics
- Understanding the use of consultants as an extension of TDOT resources in meeting the needs of the 5-Year Work Program
- Creating a Consultant Acquisition Plan
- Implementing the Project Delivery Network (PDN)

Functional Organizational Chart



Section Responsibilities

- Serve as the leading force in driving delivery and innovation, encouraging project teams to develop and implement innovative processes and design elements that will improve the efficiency and safety of TDOT's system
- Implement the project vision in accordance with the scope, schedule, and budget to meet the department's 5-Year Work Program
- Develop, monitor, and maintain project schedules and budgets to ensure development process and deliverables meet or exceed standards
- Promote efficiency, economy, and fair and open competition in acquiring and managing professional services as part of state and federal regulations
- Ensure the continuity of alternative delivery projects by leading partnering efforts across all disciplines
- Manage change by maintaining complete and accurate documentation to provide efficiency in resolving questions as the project progresses
- Proactively lead alternative delivery project team members, including external team members, to achieve project milestones using project management tools and software that determine project priorities and critical path
- Proactively lead multidisciplinary meetings to ensure alternative delivery project expectations are met
- Implement acquired knowledge to reduce cost overruns and ensure project stability
- Facilitate multidisciplinary teams to ensure TDOT quality control and assurance standards are met
- Ensure information on the project dashboard is both current and accurate, allowing for well-informed decision making by TDOT staff

- Manage external partners, including the development of a consultant acquisition plan, negotiation of contracts, review of consultant invoicing, development of contract scopes, management of contract tasks, and completion of consultant grading, for the delivery of alternative delivery projects
- Partner with the asset management team to develop and understand alternative delivery project goals, industry standards, and opportunities for innovation within the project
- Proactively coordinate with technical disciplines where discipline process/procedures, lack of discipline integration, or staffing levels/responsiveness are hindering efficient and effective project delivery
- Understand and work with disciplines on criteria and key components within the Project Delivery Network, ensuring the project team understands the multidisciplinary relationships
- Ensure performance metrics are met
- Specialized experience managing alternative delivery projects, which includes partnering with external consulting firms and internal professional services partners

Division Metrics and Performance Goals

- Minimum of 98% of projects meet the letting quarter as provided by the 5-Year Work Program
- Maximum of 8% in change orders during construction – dollar amount is based upon the construction cost at time of letting
- 100% of all submittal documents must comply with the Quality Assurance process
- Update the project management tools or applicable software monthly and as needed based upon modifications to the project
- Finalize 100% of all documents required for letting, including Functional Design Plans, applicable specifications, and estimates and ensure all agreements, permits, right of way, and certifications are in place
- Respond to construction Request for Information (RFI's) within one contractor-working day. Provide resolution to construction RFI's within three contractor-working days if an analysis is required

Section Metrics and Performance Goals

<This section pending>

Section Deliverables

- Project Scope / Schedule / Budget
- Monthly status updates, including schedule and budget
- Innovative concepts for implementation into alternative delivery projects
- Project Commitment Document
- Local Government Agreements
- All items as part of the Project Delivery Network (PDN)

Internal Partners

- TDOT Regions
- Project Teams as part of a matrix organization
- TDOT Disciplines

External Partners

- General public and property owners
- Local municipalities and other state agencies
- Legislators
- Contractors
- Design Consultants
- Utilities and Railroads
- Law Enforcement and Emergency Services
- Federal Agencies
- Trucking companies, Airports, and Ports

Data Systems