

State Project Management Division – Statewide Programs Management 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.

Statewide Programs Management Section

The Statewide Programs Management Section supports the Region Project Teams in delivering programs that implement innovative concepts intended to improve performance and increase sustainability of TDOT's transportation system. The development of statewide programs is a series of investment decisions established through a collaborative and comprehensive framework of data provided by the Asset Management Division as part of a matrix organization. The statewide programs are then carried out by each Region. The Statewide Programs Management Section tracks the delivery of programs and those projects within each program to ensure performance metrics are being met. This Section works with the technical disciplines to ensure these programs will preserve transportation assets, maximize service life of transportation infrastructure, and/or implement statewide technology advancements.

Project Managers lead Project Teams within a matrix organizational structure. Successful management of a program includes additional complexities associated with budgeting for the needs of each project. The Statewide Programs Management 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 Statewide Programs Management Section has regular interaction with external stakeholders including contractors, 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 Statewide Programs Management Section consists of Legislative Program Management, State Industrial Access (SIA) Program Management, Local Agency Program Management, Bridge/Ancillary Structures/Rockfall Mitigation Program

Management, Resurfacing Program Management, Safety Program Management, and Traffic Technology Program Management at the Statewide level.

The Statewide Programs Management 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 critical for establishing public confidence in the process by which contractual services are procured.

EPIC Modifications

Currently, Statewide Programs Management is being accomplished within several areas of TDOT. Moving forward, Statewide Programs Management will be accomplished as part of a new section within TDOT's State Project Management Division.

Benefits

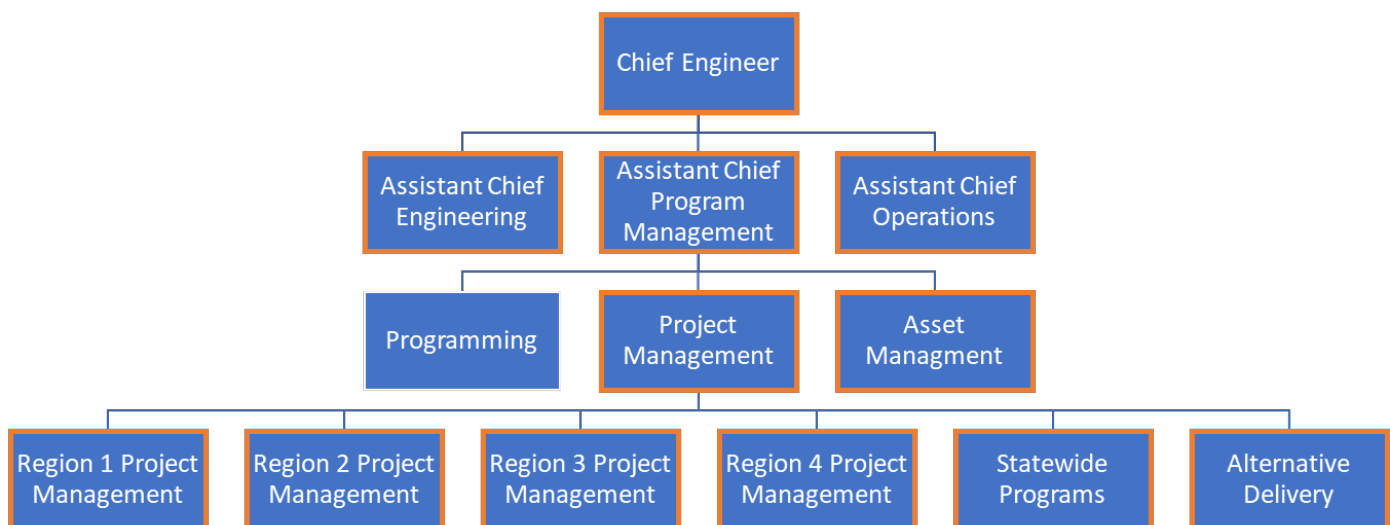
- Provides for efficiency and effectiveness of program delivery through consolidation of management for statewide programs
- Provides a single point of contact for the management of statewide programs to ensure the strategic objectives of the department are met
- Designates Project Managers who are responsible for delivering programs within scope, schedule, and budget
- Gives authority to Project Managers to secure the resources necessary in delivering programs 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 the 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 program stability by implementing acquired knowledge, establishing a unified project vision, and verifying quality of project deliverables

Challenges

- 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)
- Maintaining consistency statewide while understanding the Regions face different types of challenges

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
- Responsible charge for execution and completion of the program vision in accordance with the scope, schedule, and budget to meet the Department's 5-Year Work Program
- Develop, monitor, and maintain statewide program 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 statewide program continuity by leading partnering efforts across all disciplines

- Manage change by maintaining complete and accurate documentation to provide efficiency in resolving questions as the program progresses
- Proactively lead project team members, including external team members, to achieve project milestones using project management tools and software that determine program priorities and critical path
- Proactively lead multidisciplinary meetings to ensure statewide program delivery expectations are met
- Implement acquired knowledge to reduce cost overruns and ensure statewide program 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 complex statewide programs, for which a large degree of risk exists
- Partner with the asset management team to develop and understand statewide program goals, program industry standards, and opportunities for innovation within the program
- Proactively coordinate with technical disciplines where discipline process/procedures, lack of discipline integration, or staffing levels/responsiveness are hindering efficient and effective program delivery
- Understand and work with disciplines on criteria and key components within the Project Delivery Network, ensuring the project team understands the multidisciplinary relationships
- Ensuring performance metrics are met
- Coordinate and inform the Region Director and the Region Project Managers of program status and risks
- Coordinate with the Bureau of Planning LAP Section

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 required for letting, permits, right of way, and certifications are in place to meet the applicable letting quarter as determined by the 5-Year Work Program
- 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

- Statewide Program Scope / Schedule / Budget
- Monthly program status updates, including schedule and budget
- Innovative Concepts for implementation into programs
- Local Government Agreements

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