

State Construction Division – Construction Resources Section

State Construction Division Summary

This classification is within the Tennessee Department of Transportation (TDOT) Bureau of Engineering. The Sections within the State Construction Division include Contract Letting and Administrative Support, Construction Resources, Contract Services, and Estimating. The Division collaborates and supports the strategic direction and goals of the Asset Management Division to establish targeted investment levels and performance goals that meet or exceed the expected life cycle targets set for the TDOT infrastructure assets.

Construction of transportation projects is dynamic and ensuring relevant, up-to-date resources are available for all stakeholders is paramount to the success of TDOT's State Construction Division. The State Construction Division is responsible for the processes, specifications, standards, oversight, training, and accountability in the delivery of TDOT's construction program. The State Construction Division is committed to providing safe and efficient transportation facilities for the traveling public using innovation and sustainable practices for the construction of transportation projects.

State Construction Resources Section

The Construction Resources Section is a compilation of support services whose purpose is to provide guidance and support for transitioning a project from design into construction. These services include the development and documentation of policies, procedures, and manuals; verification and concurrence on information provided by the contractor as part of the bid proposals; administration of the Construction Engineering Inspection (CEI) program; and support of the construction field offices through various e-Construction initiatives and Construction Management Systems (CMS).

The Construction Resources Section strives to improve the availability of construction project data to ensure the timely delivery and retrieval of information. This Section supports the 5-Year Work Program in delivering transportation projects in accordance with the project scope, schedule, and budget.

EPIC Modifications

The State Construction Division has been reshaped to better adapt to the goals and vision of the State Construction Division. As part of these changes, the Construction Resources Section has been formed to provide concurrence and verification on contract letting documents, CEI administration, and support to the field offices. Previously, the responsibilities of the Construction Resources Section were accomplished in various locations throughout various units.

For the State Construction Division, in general, the following modifications have occurred:

- The State Construction Division will consist of the following Sections: Estimating, Contract Services, Construction Resources, and Contract Letting and Administrative Support.*
- Innovative Delivery responsibilities have been shifted to the Project Management Division*
- Performance measures designed to assess the overall delivery of TDOT's construction program, including the cost and impacts of change orders, value engineering process compliance, DBE utilization during construction, estimating accuracy, and contract time, have been incorporated into TDOT's accountability*
- The State Construction Division will develop, manage, and administer a certified construction inspector program*
- Responsibilities associated with the development and submission of the annual Maintenance Contracts Budget, preparation and distribution of City and County Maintenance agreements, and review and payment of invoices for the Cumberland Gap Tunnel and Market Street Bridge maintenance will be shifted to the State Maintenance Division*
- The State Construction Division will provide contract award information and costs for use in estimating annual budgets*
- District Resident Engineers will serve as the preconstruction representative for all district construction projects with responsibilities that include project constructability reviews, support of district project contract administration related to the processing of contractor claims, and support of final estimates and project close-out for district projects*
- Construction packages will be assigned to the appropriate Quality Teams in the Region's Preconstruction Section*

Benefits

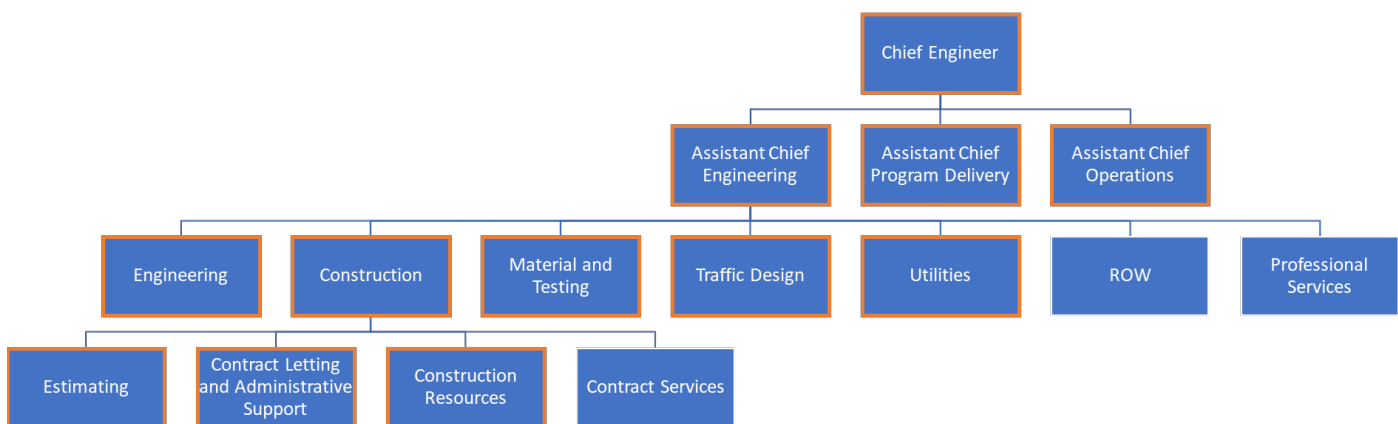
- Integrating contract services responsibilities into one section will drive efficiency, uniformity, and standardization*
- The State Construction Division is better suited to provide and be evaluated on program-level oversight, guidance, and delivery performance*
- Innovative project delivery processes will be executed by dedicated teams that will take projects from initial concept through contract award*
- Project-level preconstruction responsibilities are shifted to those individuals within the Region who are directly responsible for delivering those projects*
- Project-level administration responsibilities are shifted to those individuals within the Region who are directly responsible for delivering those projects*

Challenges

- Creating a culture of accomplishment in which expectations are communicated, measurable goals are established, feedback and training are provided, the necessary tools required for an employee to achieve their goals are available, and the achievement of goals is celebrated*

- *Building a culture of continuous learning that establishes a succession planning process for recruiting staff, developing leaders both functionally and culturally, and ensuring continuity of critical roles and employee retention*
- *Ensuring continuous and effective coordination is occurring between HQ and the Regions*
- *Ensuring the State Construction Division has active participation and integration within TDOT's matrix organization for delivering successful projects that meet schedule, budget, and scope requirements*
- *Attracting and hiring a staffing mix that complements the corresponding needs of the department*

Functional Organizational Chart



Section Responsibilities

- *Support and implement innovation for the Construction Resources Section that improves the efficiency, effectiveness, reliability, and safety of TDOT's transportation network*
- *Develop, implement, and monitor key performance indicators for offices, sections, and individuals within the State and Region Construction Division to ensure the health of the statewide construction program and coordinate with the FHWA to assure the program's overall effectiveness*
- *Foster relationships with industry partners to provide a platform for improving policy and procedures related to construction resources*
- *Integrate Quality Management into all deliverables with the purpose of reducing errors, construction delays, and contractor claims*
- *Support the construction field offices through various e-Construction initiatives and Construction Management Systems (CMS)*

- *Provide technical assistance and guidance to the Regions, Local Programs Development Office, Freight and Logistics Division, and Aeronautics Office for construction resource matters*
- *Serve as liaison and provide support for contractors and various Department staff on construction-related documents, requirements, information, AASHTOWare Project Bids software, and other systems*
- *Assist local governments with state and federal aid projects for areas related to Construction Resources*
- *Develop and implement processes and procedures for the Construction Engineering Inspection (CEI) Program and administer the CEI program*
- *In coordination with the State Construction Engineer, develop, implement, and maintain all State Specifications, Special Provisions, Circular Letters, and applicable standard guidance that promote uniformity and consistency*
- *Provide policy, training, equipment, demonstrations, and techniques for use in innovation associated with Construction Resources*
- *Develop guidelines and procedures for statewide final estimates, final payment, project close-out processes, and performance*
- *Populate and maintain websites and links with forms, documents, software, systems and other information relevant to the contracting industry and various Department staff, including previous year lettings information webpages and links*
- *Administer and manage TDOT's e-Construction program and software*
- *Schedule, manage, and oversee constructability reviews*
- *Administer and manage the construction training program*
- *Assist in managing the handling and coordination of Bid Authorization Forms and Bid Conditioning Letters as appropriate*
- *Ensure both DBE and OJT goals are met for the construction program*
- *Ensure Davis-Bacon Act and certified payroll requirements are included on all TDOT programs*
- *Collaborate with the Civil Rights Division regarding the Disadvantaged Business Enterprise (DBE) and On Job Training (OJT) programs*
- *Coordinate with other TDOT Divisions to ensure projects are delivered in accordance with TDOT specifications and standards and meet all contractual, TDOT, federal, and other applicable requirements*
- *Ensure TDOT bid letting and award policies and guidelines are followed for locally managed projects*
- *Ensure contractors with awarded projects meet Tennessee's licensing requirements*
- *Ensure accurate subcontractor lists for all relevant projects*
- *Populate and maintain TDOT's Letting Schedules webpage, E-Plans Room website, software, systems, documents, current year lettings schedule webpages and links with forms, and all other relevant to the management of TDOT's DBE efforts*
- *Assist with maintaining accurate and current average unit price data on TDOT project estimates*
- *Assist with maintaining and managing all price index data sheets*
- *Assist in executing final contracts through TDOT's awards process*
- *Provide concurrence on bids for locally managed projects*
- *Assist with electronic bidding*
- *Participate in peer exchange, fostering collaboration both internally and with relevant partners to share lessons learned, ideas, skills, and insights*

- *Assist with the creation and implementation of a Consultant Acquisition Plan for Construction*
- *Facilitate recruitment of future staff and provide incentives to learn and grow in the area of Construction Resources by developing and implementing a Work Force Development plan, including training, to assist with retaining new hires*

Division Metrics and Performance Goals

- *Deliver construction projects within X% of the contract completion date*
- *Do not exceed 8% of construction overruns resulting from Supplemental Agreements*
- *Engineer's Estimate of construction time measure*
- *Engineer's Estimate of construction performance measure*
- *Coordinate with statewide groups quarterly to assess those items within the specifications and/or design standards that warrant modification.*

Section Deliverables

- *Processes and procedures for CEI work*
- *Guidelines and procedures for statewide final estimates, final payment, project close-out processes, and performance*

Internal Partners

- *TDOT Executive Team*
- *TDOT Regions*
- *TDOT Asset Management*
- *Project Teams as part of a matrix organization*
- *TDOT Disciplines*

External Partners

- *General public and property owners*
- *Local municipalities, including MPOs and RPOs, local elected officials, and other state agencies*
- *Contractors*
- *Consultants*
- *Materials Suppliers*
- *Utilities and Railroads*
- *Federal Agencies*
- *Universities and Research Facilities*

Data Systems

- *AUP*
- *AASHTOWARE (BID EXPRESS, ESTIMATING, and PROJECT)*
- *PRIMAVERA*