



**Build  
With  
Us**



**TDOT**  
Department of  
Transportation

# What the hell is going on at TDOT?

Jay Norris, Shane Hester & Shaun Armstrong

May 9th, 2023



# Agenda

- Meet the TDOT Region 3 Leadership Team
- Integrated Program Delivery
- EPIC and our Reorganization
- Performance Based Maintenance Contracts
- Quick Clearance and HOT Training
- TMA: next steps

# Region 3 Team & Culture

## Who are We at Region 3?

### 1. **We Lead by Serving**

- We go the extra mile. We value our teammates and customers

### 2. **We foster relationships with our team and our customers**

- We go further together

### 3. **We make things better and we value innovation.**

- We have permission to fail

### 4. **We believe in excellence**

- We are the experts and we train others to be experts



# Integrated Program Delivery

## Why IPD?

- Focuses on **Management** of the **Project Delivery** process and the elements of **Scope, Schedule, Budget, and Quality** to ensure taxpayers dollars are spent wisely.
- Streamlining processes to be **Transparent, Repeatable and Accountable.**
- Adopting and executing a **Team-Based Culture**, led by **Project Managers**, that thrives on **Frequent Communication and Collaboration** with internal and external stakeholders throughout the life of the project

# Integrated Program Delivery

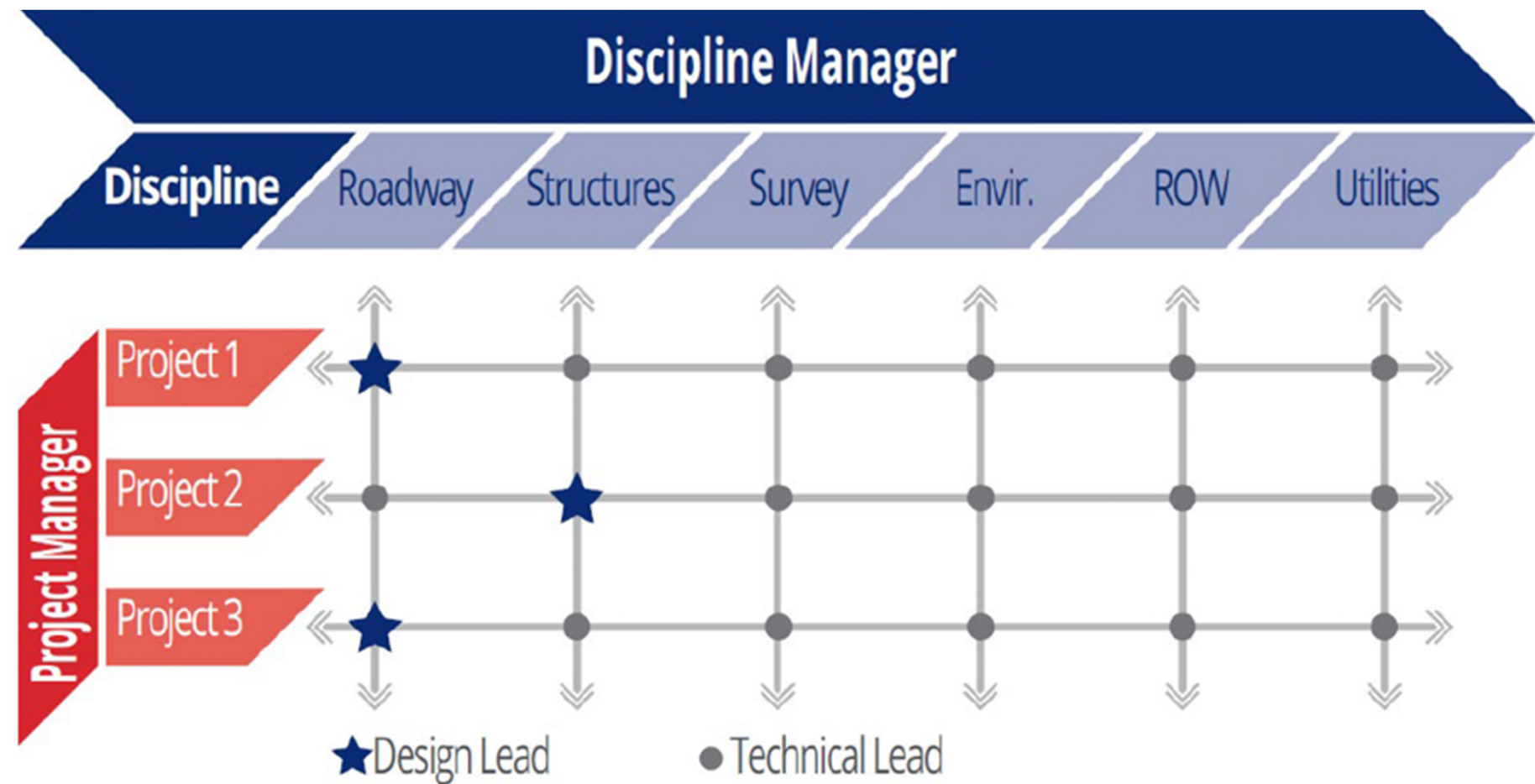
## Why IPD?

- Enabling project teams, (represented by Programming, STID, Environmental, Roadway Design, Right-of-Way, Structures, and Operations), to **consistently deliver** projects effectively and efficiently.
- Providing an environment that promotes **innovation** through effective communication and collaboration, with all functional areas of the department, and provides opportunities for **growth** through sharing of knowledge, expertise and experience.

# Integrated Program Delivery

## Matrix Organization

- Core principle behind project delivery
- Project Managers will oversee Scope, Schedule, Budget, Quality, and Risk
- Design Lead oversees the technical design, plans, and specs for the project team
- Technical lead is responsible for the expertise within that discipline



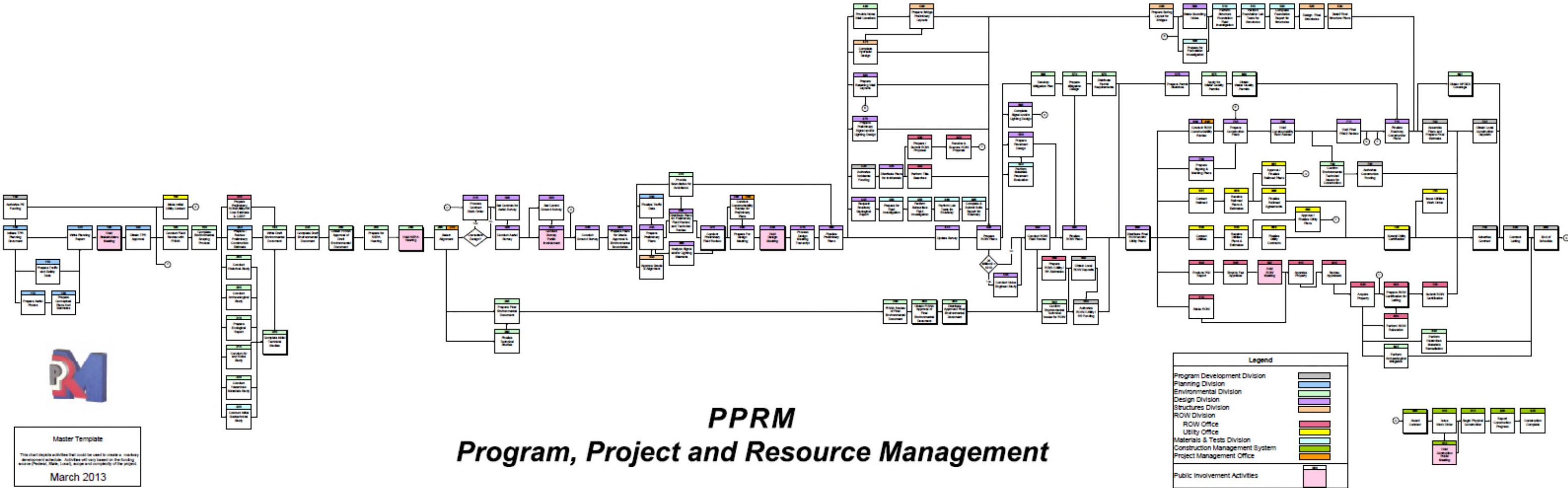
# Project Delivery Network (PDN)

- Simplify workflow
  - Defined 4 strategic delivery stages
  - Consolidated the design process
  - Reduced/reorganized # of “activities” from **185** to **45**, while keeping a similar framework for success
- Accelerate process to drive decision making
  - Full team understanding of scope & schedule early
  - Developing a reliable footprint
  - Decoupled ROW plans from design
  - Completed plans for a full discipline review
- Allows flexibility to meet project demands
- Advancing the vision for a “culture of accomplishment”



# Program, Project, and Resource Management (PPRM)

## TDOT Project Development Activities

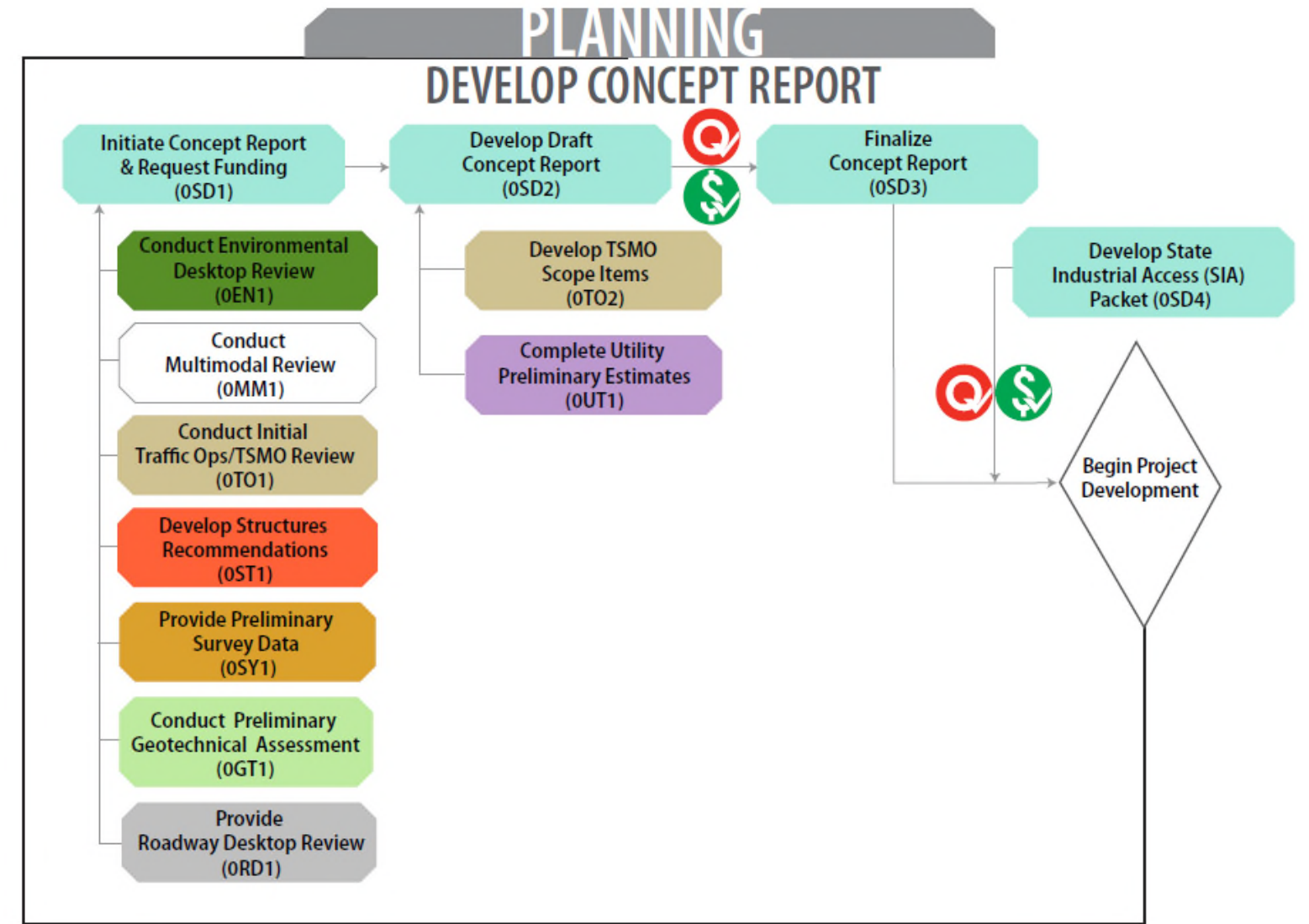




# Project Delivery Network (PDN)

## Stage 0 – Planning

- Multidisciplinary approach and reviews
- Deliverable – Concept Report
  - Establishes the starting point for TDOT projects
  - Scaled down to allow flexibility during Stage 1



### DISCIPLINE LEGEND



# Project Delivery Network (PDN)

## Region 3

- All new projects will utilize the PDN
- Currently 9 projects in Region 3 starting to use this process
- Elements of the PDN will be utilized for existing projects
- MS Project Online will be scheduling tool for TDOT

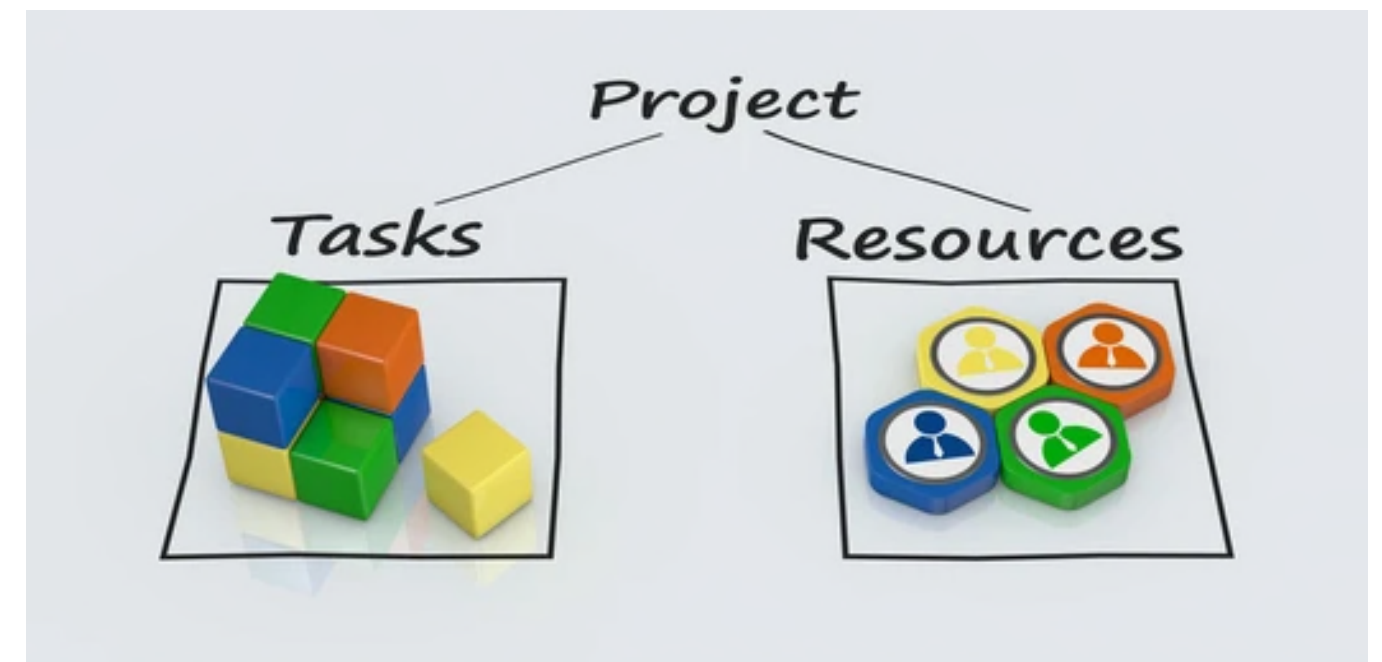


# How are we going to do it?

## It is all about the resources.....

Building successful teams using one or a mix of the following:

- TDOT internal staff
- Consultant On-Call Contracts
- Project specific advertisements
- More alternative delivery
- General Engineering Services Contracts





# How are we going to do it?

## General Engineering Services Contracts

### Items the contracts will do:

- TDOT staff augmentation
- Training and support
- Menu of services for PM resource support
- Program and Project Management
  - (Traditional and Alternative Delivery)

### The contracts will not:

- Replace the current on-call contracts



# Bring IPD Home

## Project Life Cycle

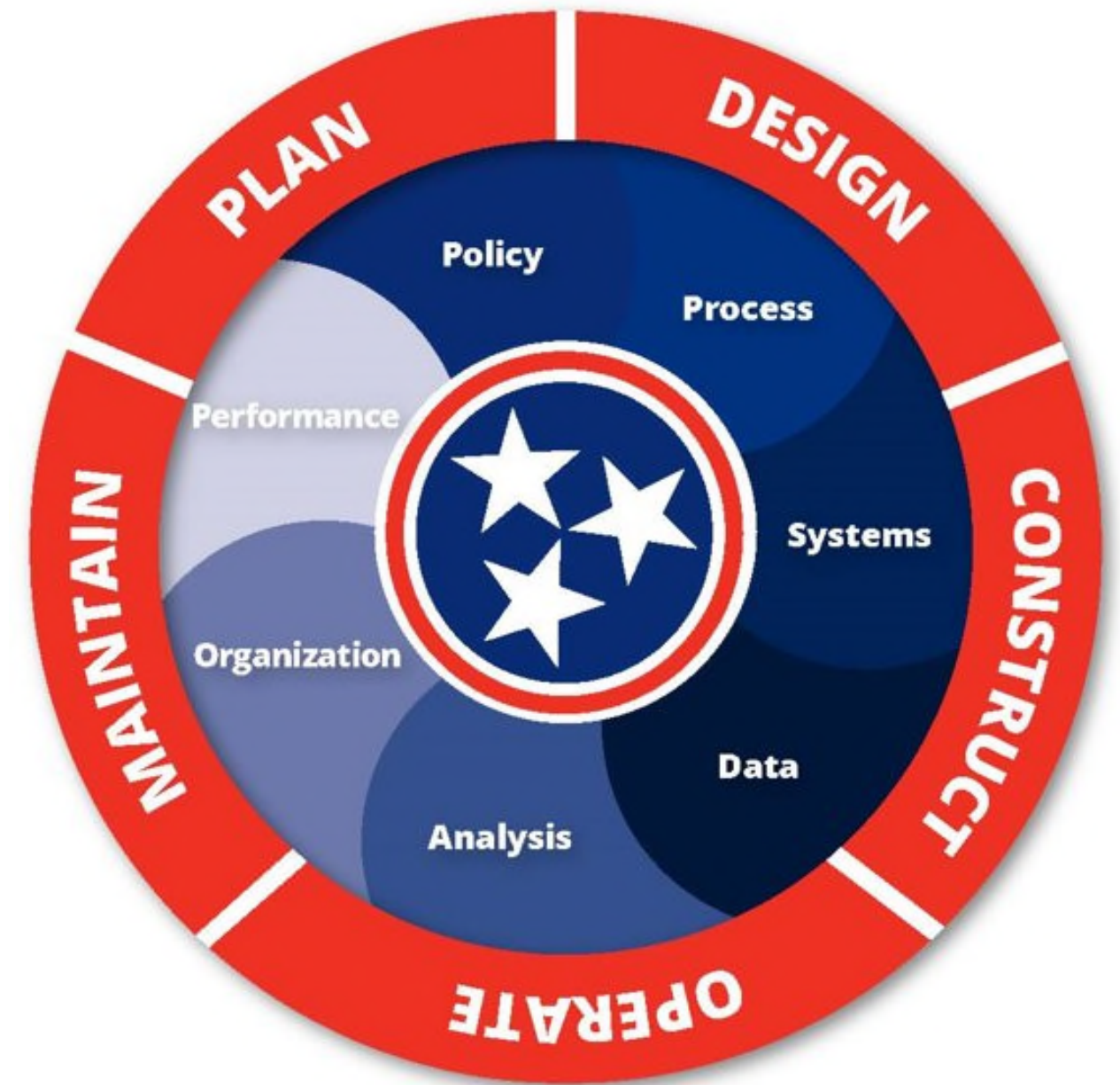
- Highlights and integrates key programs
- Each are parts of a whole and not independent on one another
- Focus on understanding the long-term objectives
- Allows for the transfer of knowledge between each phase



# Bring IPD Home

## Plan

- Identified at the local, state, or federal level
- Development of the concept report
- System level planning instead of project level
- Identified funding
- Understand the long term asset management plan

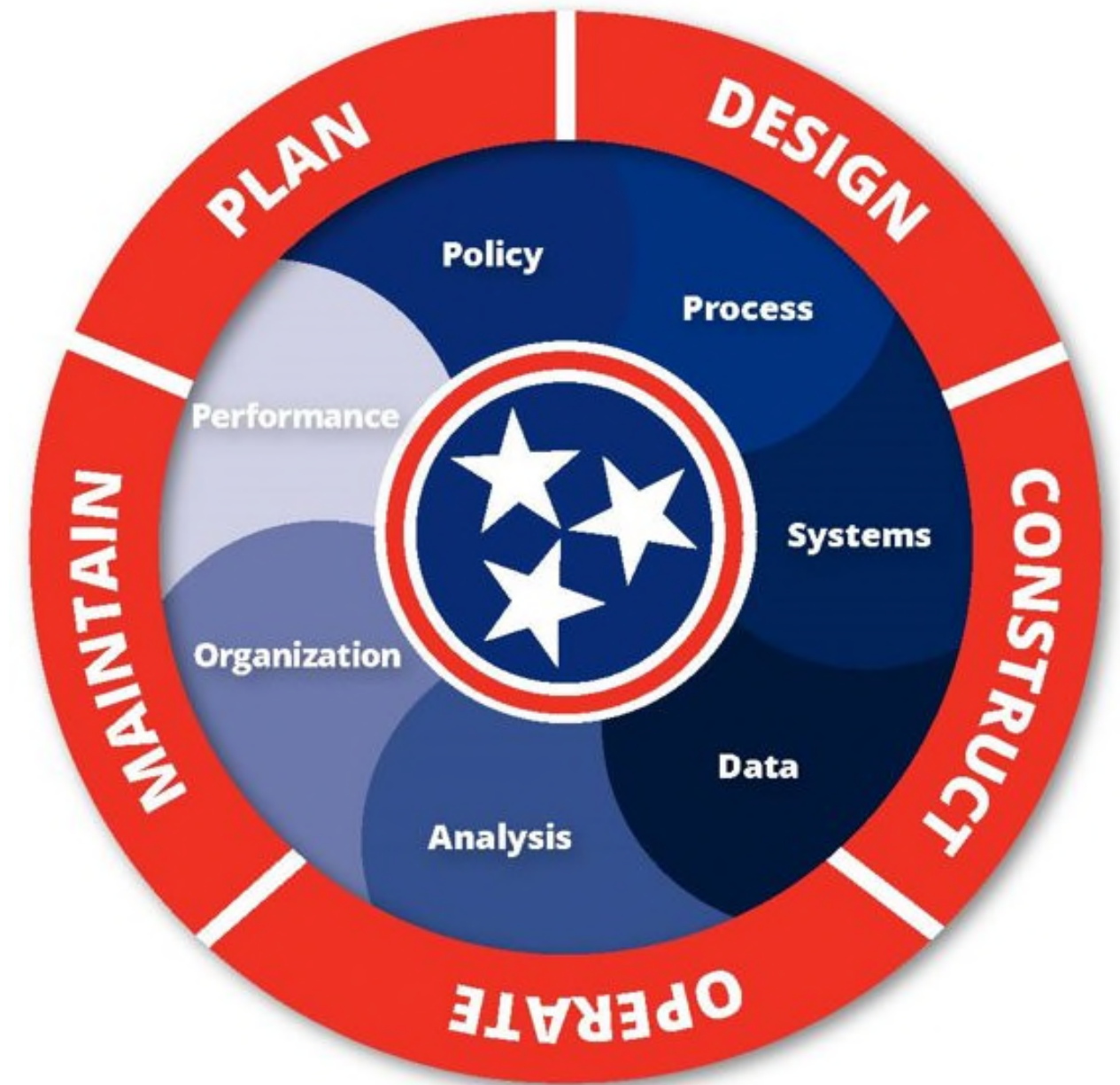




# Bring IPD Home

## Design

- Team input from each discipline
- Design with maintenance in mind
- NEPA class of action
- Right-of-way requirements captured early and strategy
- Utilities – Early identification and frequent coordination

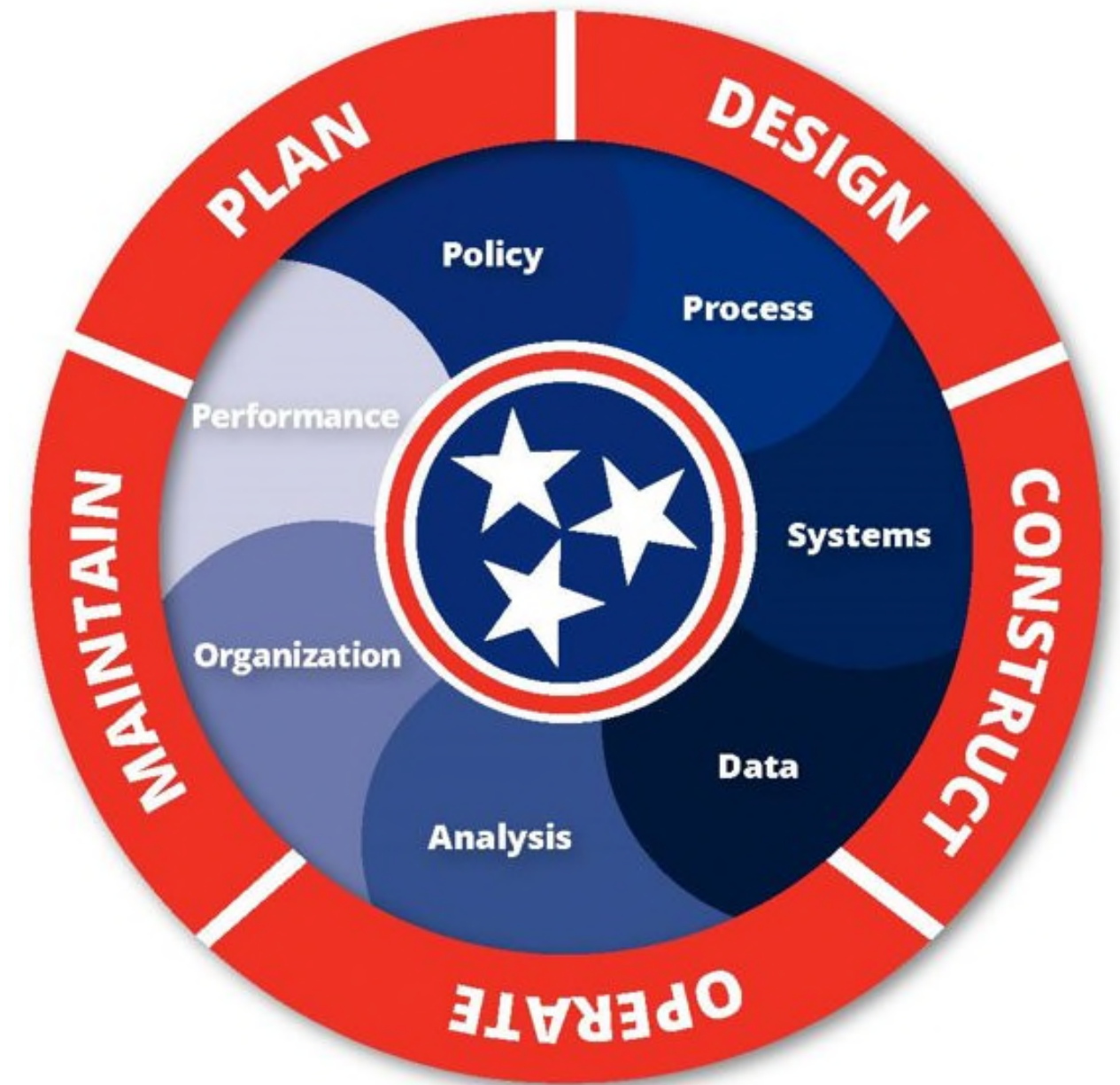




# Bring IPD Home

## Construct

- Limit passing headaches/risk to construction
- PDN requires engagement from construction staff in project development
- Apply lessons learned from construction



# Bring IPD Home

## Operate

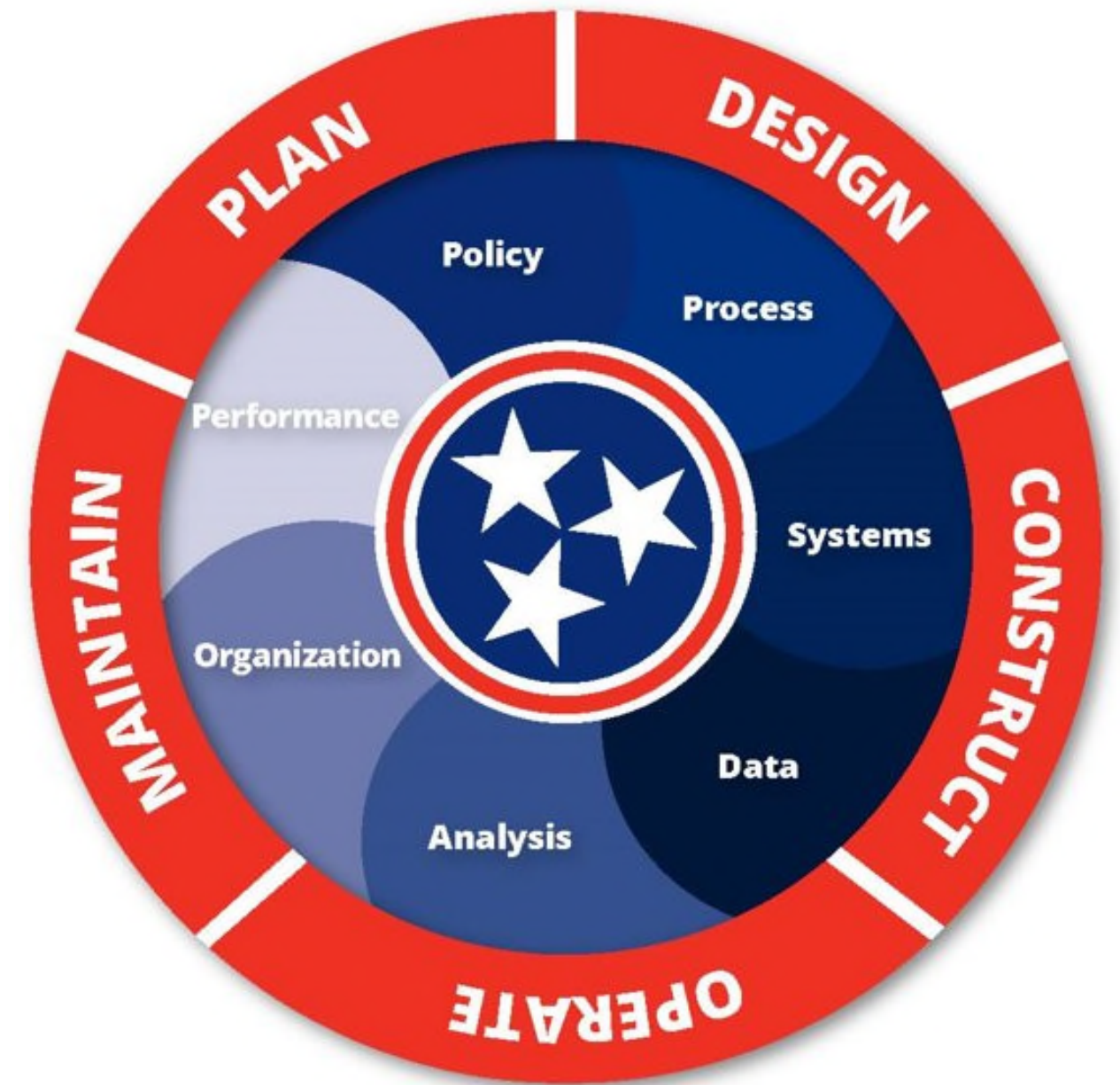
- Ensure that project objectives drive the overall system objectives
- Assess effectiveness of constructed analysis and designs
- Apply input, insight, and recommendations for proposed designs



# Bring IPD Home

## Maintain

- Ensure design does not cause long term maintenance issues
- Maintenance staff is part of the project team
- Strive for more resilient infrastructure
- Less maintenance issues = lower long term maintenance costs





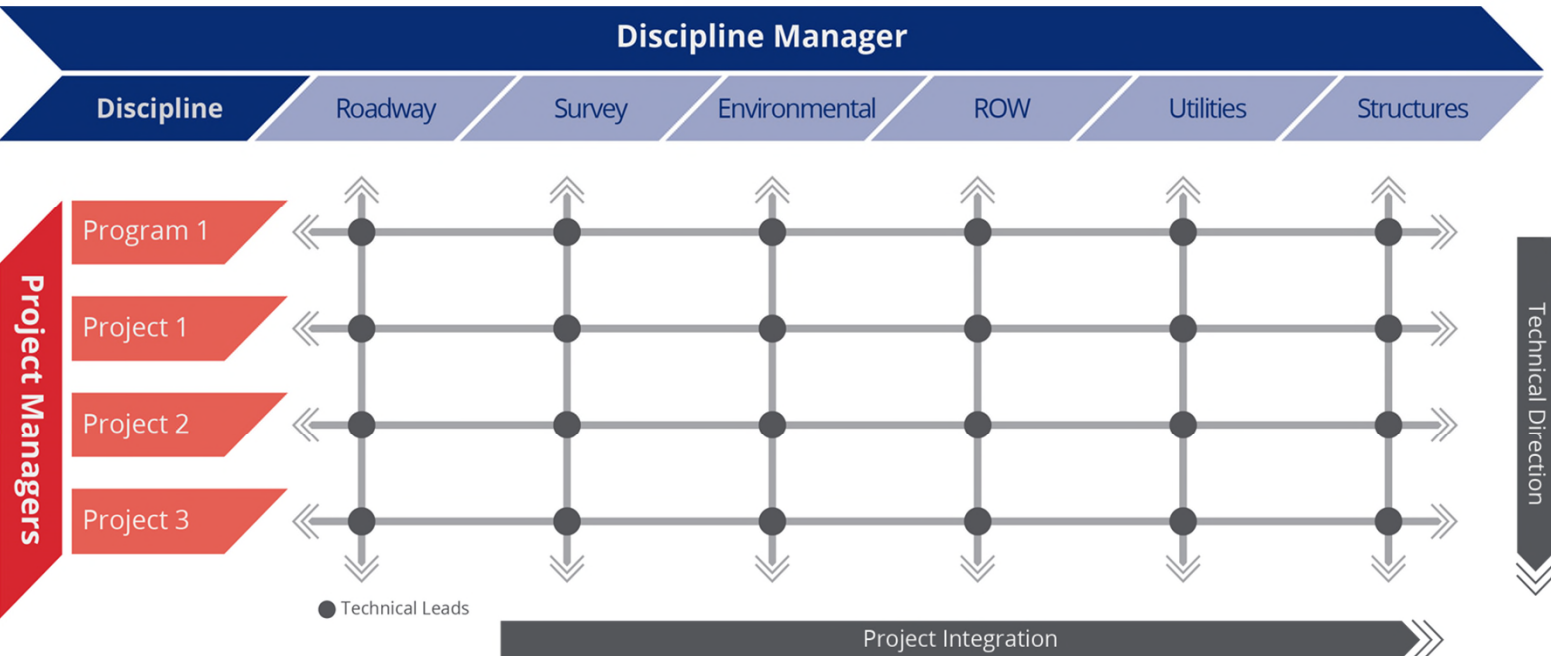
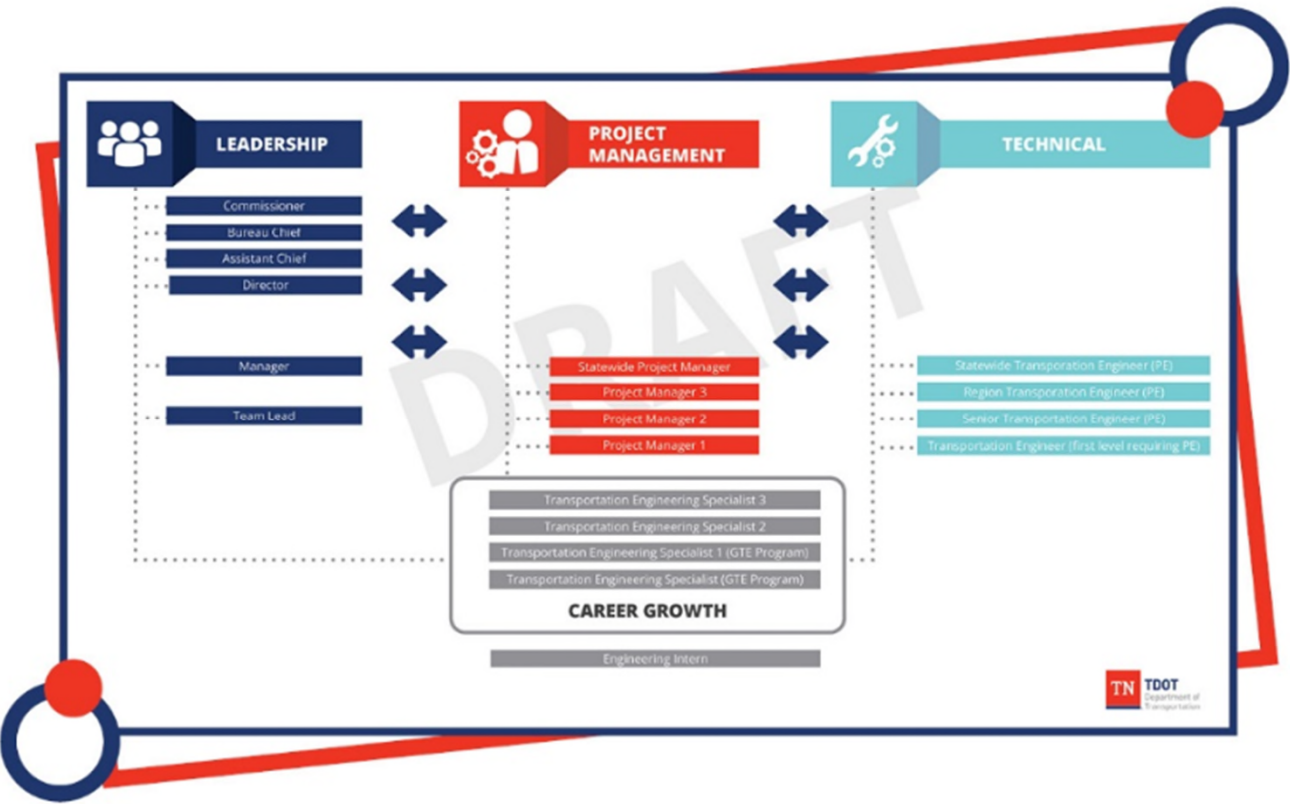
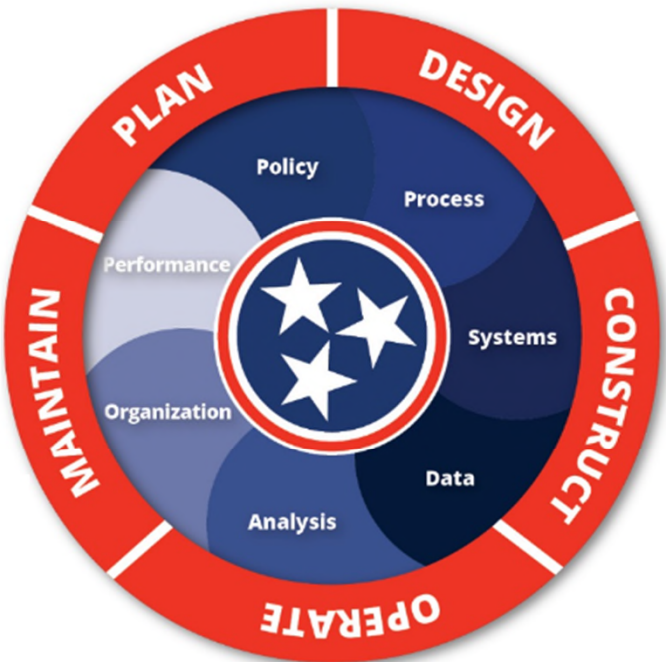
# EPIC Initiative



## Goals of EPIC

- Alignment w/ IPD
- Builds off Success of Top to Bottom
- Balance Span of Control
- Develop Multiple Career Paths
- Offer Competitive Market Rate Wages & Benefits
- Foster Innovation
- Establish a Culture of Accomplishment

# EPIC – IPD Alignment





# EPIC Academy

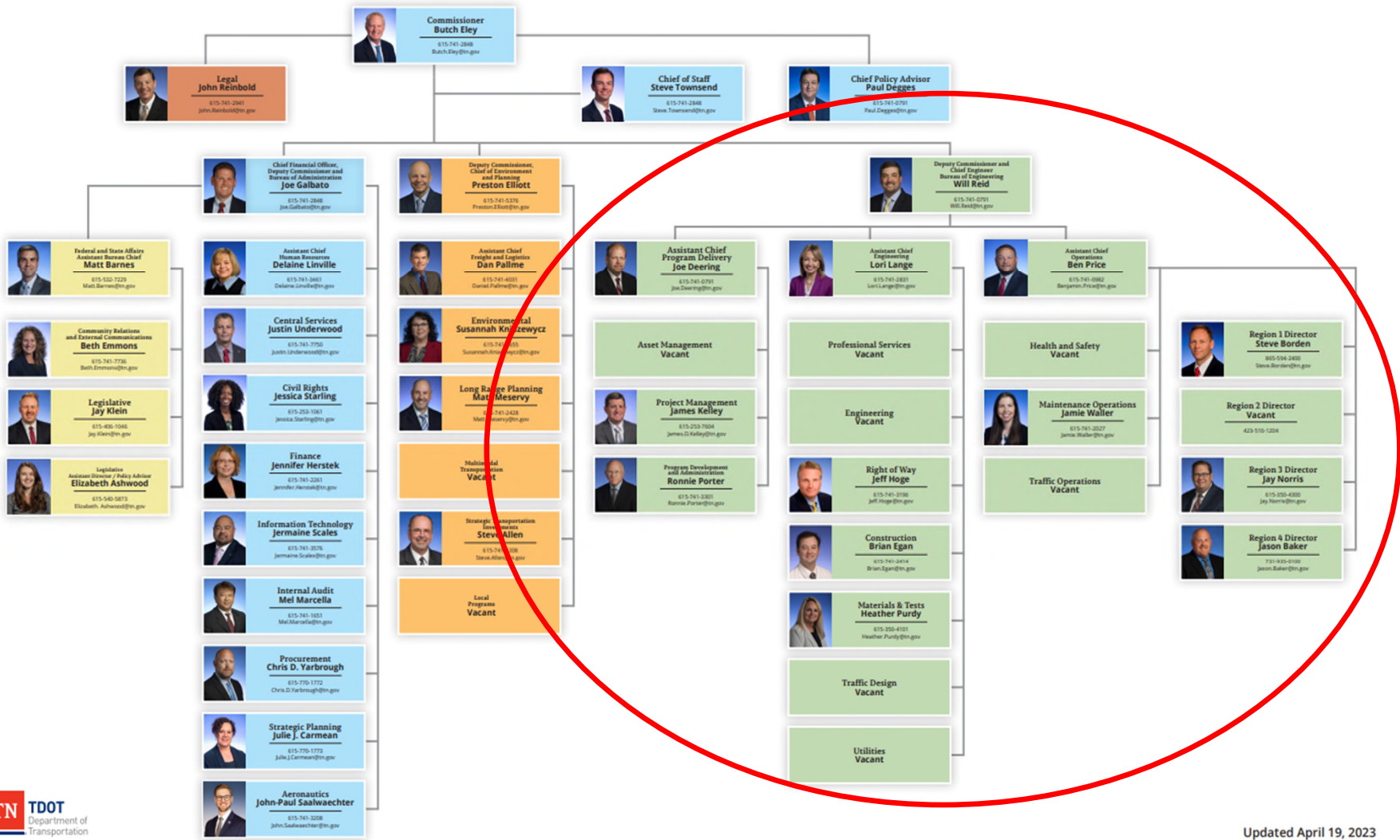


Spring 2022 Academy

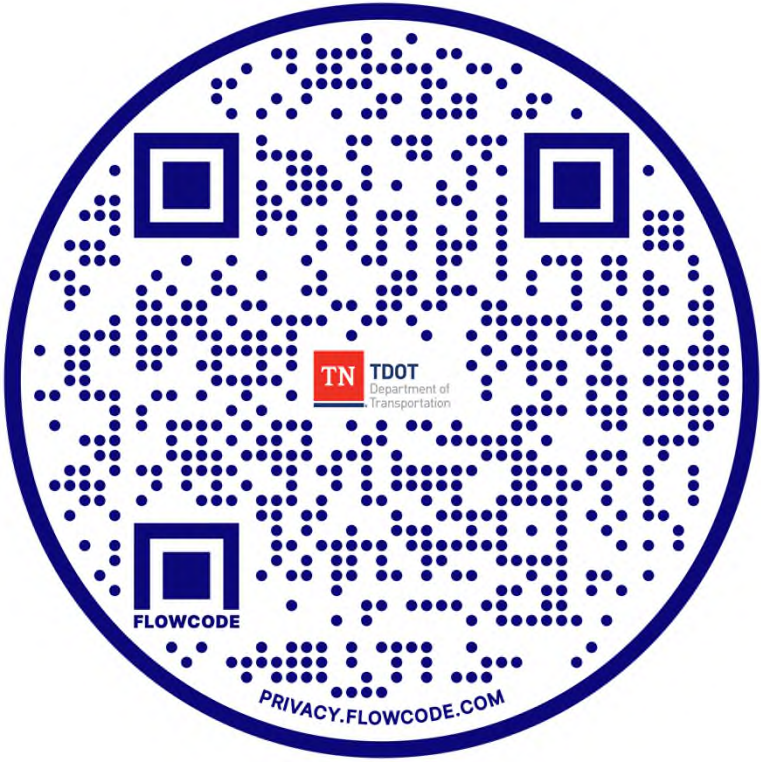


Fall 2022 Academy

# EPIC Careers



Updated April 19, 2023





# PBMC - Performance Based Maintenance Contracts

## What is this?

- Comprehensive maintenance services fence to fence

## Where?

- TDOT is actively preparing to implement PBMC in Region 3 on all Interstates

## What Services does this not include?

- HELP
- Snow and Ice
- Traditional Paving or Bridge Projects

## TDOT Goals

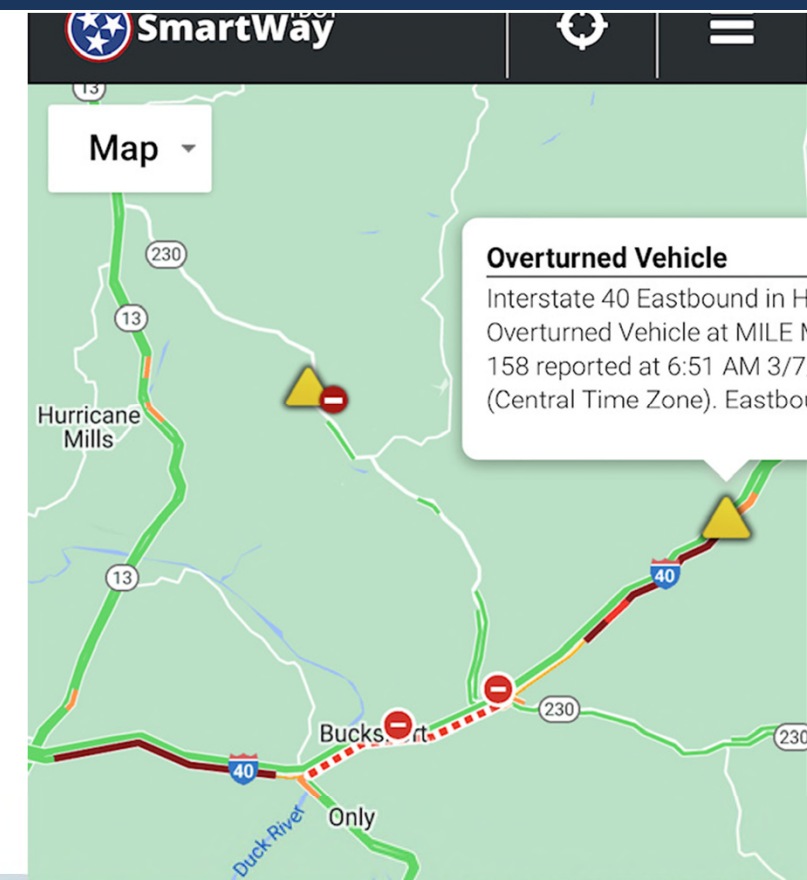
- Deliver a PBMC by the EOY in Region 3
- Improve State of Repair on Interstates (MQA & Level of Service (LOS))
- State Forces would have more focus on State Routes and Core Maintenance Functions

# Quick Clearance and HOT Training

The **Open Roads Policy** is more than an Agreement it's a Culture and it's about Customer Service and Safety

## TDOT Goals

- Change Culture and Train all Staff (Quick Clearance)
- Ensure Responder Safety
- Keep Traffic Moving
- Clear the Road
- Build Relationships THP, local and Wrecker Serv
- Prevent Secondary Crashes
- Reduce Motorist Delay





# Quick Clearance and HOT Training

## Leading Change for Expectations

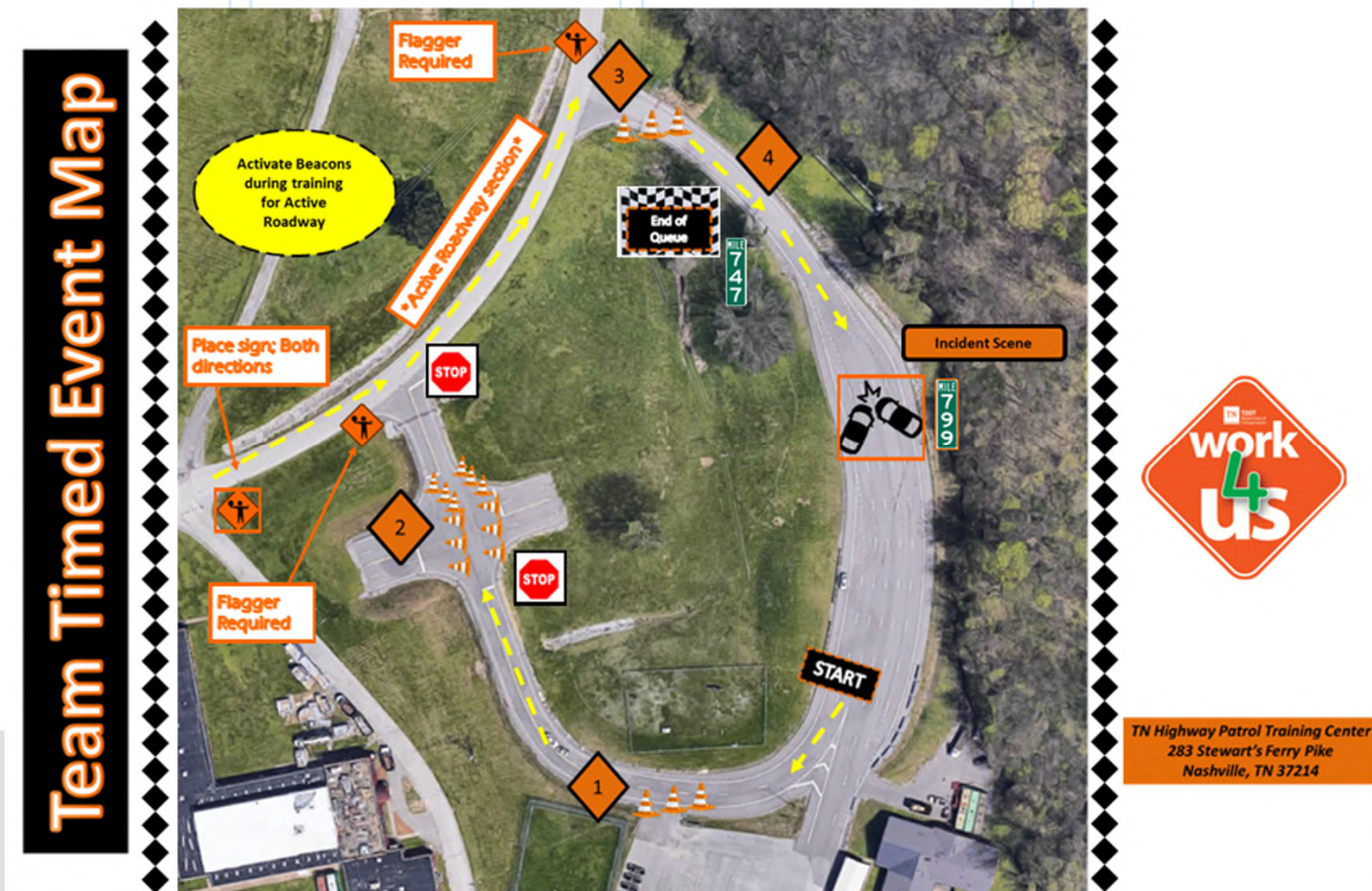
## Communicate Expectations

## Build Relationships

- TMC & HELP with regard to Quick Clearance Initiative
- TDOT Districts Operation Staff
- THP Captains and Law Enforcement
- Wreckers Services



## Success Requires

- The Right Attitude
- Know and Play our Role
- Shared Vision and Values
- Decisions to Support Vision and Values
- Tools and Training








# TMA 2023 Highlights


## Transportation Modernization Act

### NEW CHOICE LANES

-  Partner with the private sector to build **NEW** lanes on congested, urban highways.
-  Frees up state funds for more projects in rural communities.



**NOT** a toll road




Choices for reliable trip times, including greater opportunities for transit


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### EXPANDING ALTERNATIVE DELIVERY

*The Right Tool For The Right Job!*




30-50% faster delivery




40% cost savings

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### ELECTRIC VEHICLE FEE



Create parity between combustion engine vehicles and EVs




Allows TDOT to keep pace building and maintaining roads

### \$3.3B GENERAL FUND TRANSFER

- Proposed to fund critical transportation projects
- \$750M for each TDOT region
- \$300M to counties for local transportation projects

#### \$750 Million for EACH Region


- IMPROVE Act Acceleration
- Rural Interstate Widening Projects
- Major Urban Congestion Projects
- Statewide Partnership Program Projects
- Safety and State of Good Repair Acceleration
- Economic Development Projects




TDOT Region 4   TDOT Region 3   TDOT Region 2   TDOT Region 1

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### CHOICE LANES BENEFITS




The choice is yours




State retains ownership of the roads




No lanes are taken away



Improves traffic in existing lanes due to fewer vehicles



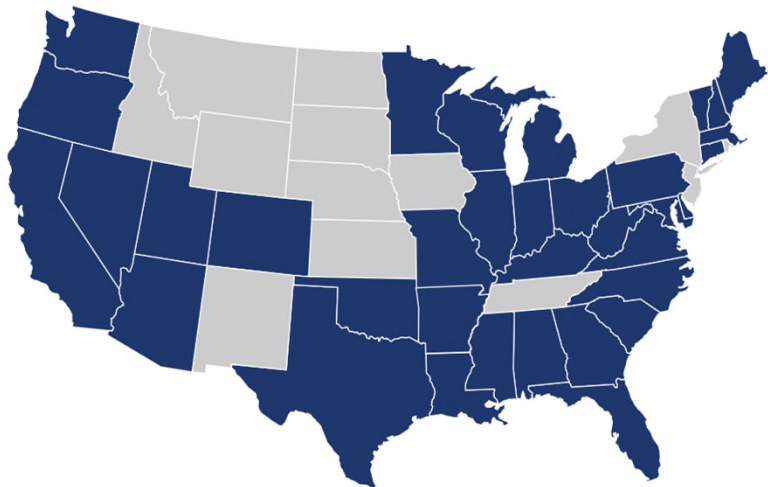
Private sector bears investment cost and risks needed to deliver Choice Lanes



Texas: 60-70% congestion reduction; Georgia: Existing lanes increased from 30 to 50 mph



# Build With Us – Public-Private Partnerships (P3)



■ States with Public-Private Partnership (P3) authorization for highways

## Choice Lanes in Texas

Photo Credit: TxDOT



## Choice Lanes in Virginia

Photo Credit: VDOT



Partner with the private sector to build NEW lanes on congested, urban highways



Frees up state funds for more projects in rural communities



Frees up state funds for more interstate projects



# Build With Us – Alternative Delivery

*The Right Tool for the Right Job!*



Traditional Delivery



Alternative Delivery

**15**  
total years

**11 years**

Development Phase

**4 years**

Construction Phase

**Current  
Traditional  
Project  
Delivery Time**

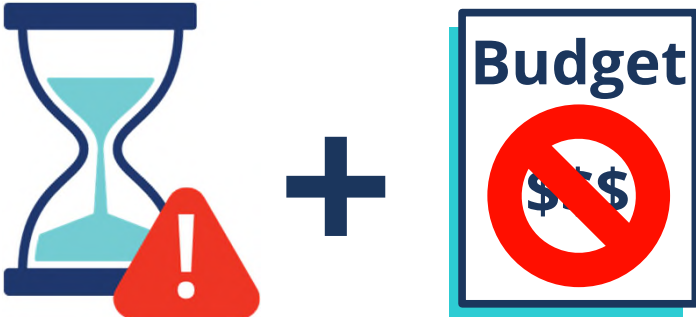
Traditional  
delivery  
projects cost

**40%**  
**more**

than original  
estimates

**Bottom Line:**

Projects take too long  
and cost too much



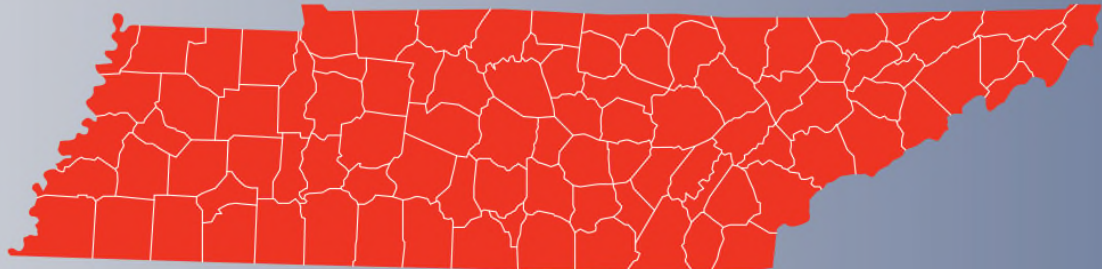
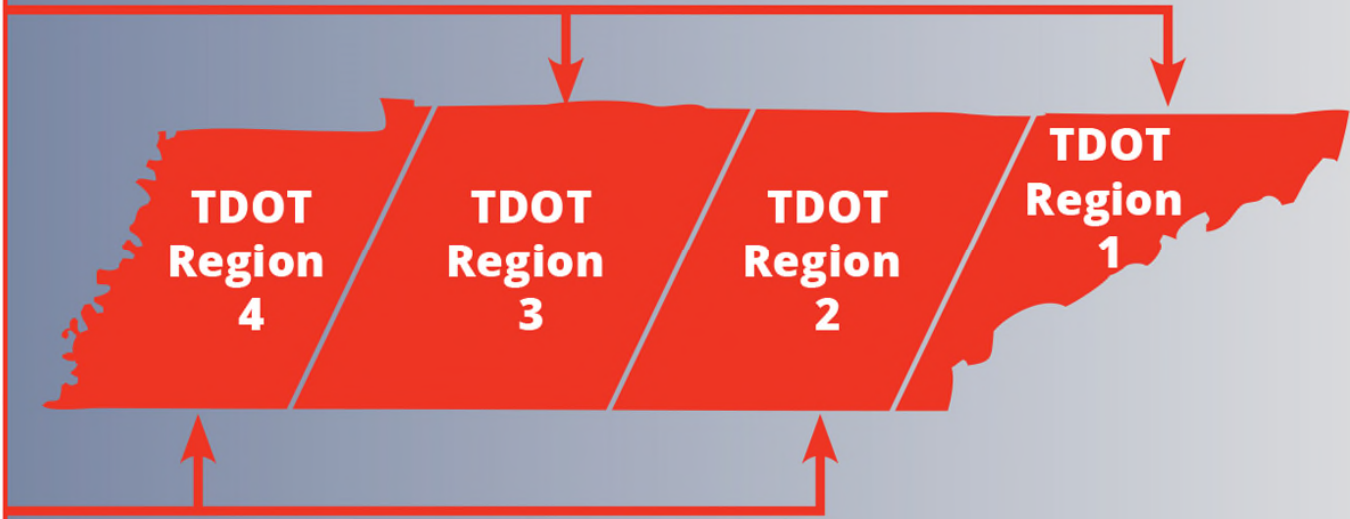
*Note: Alternative delivery currently statutorily limited*

# FY24 Proposed Budget - Transportation Investments

**\$3 Billion  
Total  
Proposed Allocated  
to State  
Transportation  
Projects**

**\$750 Million  
for EACH Region**

- IMPROVE Act Acceleration
- Rural Interstate Widenings
- Major Urban Congestion Projects
- Statewide Partnership Program Projects
- Safety and State of Good Repair Acceleration
- Economic Development Projects

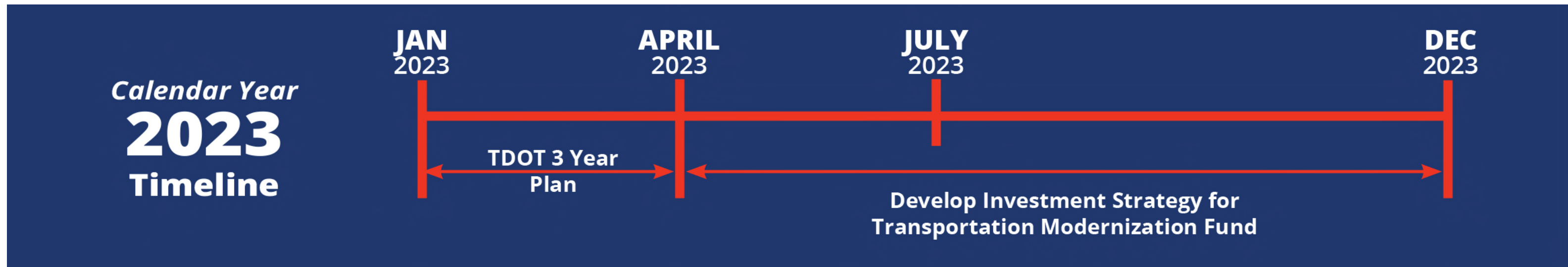


**\$300 Million  
for State Aid Program**

*Flows to counties for local  
transportation projects*



# TMA Next Steps - Proposed General Fund Investments Timeline



# The Transportation Modernization Act



# Tennessee

## Build With Us



Visit the Build With Us website

