



State Transportation Board Commissioner's Report

July 17, 2008





Vision for Transportation in Georgia

- Seamless movement of people and goods from origin to destination
- Opportunities for multiple modes of travel to and from their points of origin
- Sustainable long term funding resources used efficiently and effectively
- A transportation system that helps to promote economic prosperity for Georgia



What Does This Vision Require?

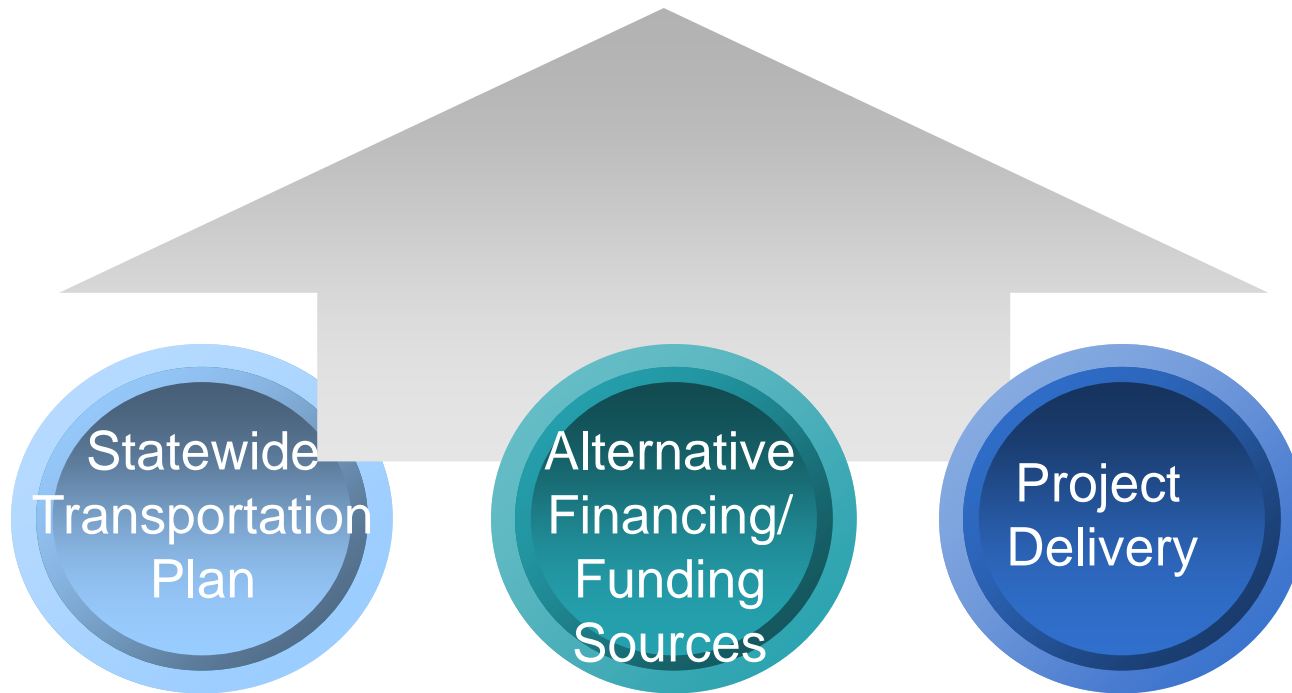
- Creation of a short term and long term transportation and mobility strategy for the state
- Leverage existing resources and develop a sustainable funding resource for transportation initiatives
- Execute and deliver what we say we are going to deliver
 - ➔ On time, within budget, and a quality product



Suggested Board Priorities

- **Statewide Strategic Transportation Plan**
 - First Action Required: Create a committee to support this effort
- **Examination of sustainable funding source**
 - First Action Required: Change of name to the PPI committee to alternative financing and change focus of committee to examination of all possible financial resources
- **Project and Program Delivery**
 - First Action Required: Continued work through program delivery committee on project prioritization

Board Goals





Monitor Report Recommendations

1. Reduce Average Project Duration by 15%–20%
2. Fully Integrate and Improve the Business Execution of OEL
3. Manage Spend Better to Reduce Project Costs by 10%–15%
4. Improve Human Asset Management Capability
5. Clarify Roles and Responsibilities of the Board and the Commissioner
6. Upgrade the Performance Measurement System
7. Establish a Process and Framework for Developing a Financially Constrained Statewide Transportation Plan



Monitor Report Detailed Recommendations - Immediate

- 27 Immediate measures- Too many initiatives for an organization to undertake
 - Measure and manage projects end to end
 - Improve conformance of local governments projects
 - Increase use of design/build
 - Build a “speed” culture
 - Improve understanding and collaboration with OEL and other agency partners
 - Increase number of correct submissions from OEL
 - Improve environmental processing and execution performance
 - Eliminate the loss of environmental documents
 - Track and measure performance
 - Improve relationship with FHWA
 - Implement actions to reduce project duration
 - Improve invoicing process
 - Improve letting process
 - Review and manage regulatory implications of cost improvements



Monitor Report Detailed Recommendations - Immediate

- Identify “must haves” among capability improvements in 2005 CMC study
- Increase monetary compensation in key areas
- Review and manage legal implications of human resources activities
- Continue to expand non-monetary compensation
- Expand top-led mentoring programs
- Succession planning
- Reduce key silos between departments
- Clarify decision rights (**Board**)
- Prepare and adopt description of Board and Staff roles (**Board**)
- Allow District managers to move resources from one position to another
- Expand interactive communications with external private parties
- Further develop IT performance measurement systems
- Obtain buy-in for executive level performance system



Monitor Report Detailed Recommendations – 12 mos.

- 33 one year measures- Too many initiatives for an organization to undertake
 - Upgrade project management staff / activities
 - Differentiate processes for different sized projects
 - Monitor progress in Utilities process
 - Overlap preconstruction process steps
 - Work with stakeholders to increase program “lock down”
 - Improve ROW acquisition process
 - Carefully and selectively push the envelope to increase speed
 - Move OEL HQ to the GO
 - Collocate some OEL staff at District offices
 - Increase staff and implement actions to reduce turnover
 - Reduce Categorical Exclusion (CE) processing time
 - Implement cost efficiency best practices of other DOTs



Monitor Report Detailed Recommendations – 12 mos.

- Revamp business approach to become “business partner of choice” and get more bids
- Study and learn from how some other states do relatively better on materials costs
- Implement trial asset management contract
- Reassess recruitment and hiring process
- Provide compensation package options
- Continually evaluate potential areas of improvement
- Create professional and management tracks for employees
- Increase district authorization limits for supplementals to \$300K–\$500K
- Review procurement process for local decision makers
- Review local contract management
- Improve process by which access permits are granted to developers



Monitor Report Detailed Recommendations – 12 mos.

- Enhance stakeholder understanding of GDOT processes
- Integrate performance measurement tracking databases
- Utilize “Executive Dashboard” to drive towards performance improvements
- Design processes to ensure measurement and accuracy of data and link to process improvement efforts
- Rollout employee training to optimize metrics driven performance management
- Develop and implement methodology for prioritizing projects
- Improve internal coordination among planning functions at GDOT
- Formalize/improve relationship with stakeholders and clarify expectations
- Improve working relationship with the ARC
- Create an all-parties ad hoc mechanism for agreeing on a financially constrained statewide plan

Which of the 60 initiatives are our priority?

***“You can’t build a reputation on what
you’re going to do.”***

Henry Ford





Staff Priorities

1. Strategic Planning
2. Project Prioritization
3. Financial Planning and Reporting
4. Reorganization
5. Building partnerships with our sister transportation agencies
6. Other Projects of Note



1. Strategic Planning

Administrative Committee



2. Project Prioritization

Program Delivery Committee

3. Financial Planning and Reporting

Finance Committee



Financial Goals

- Quarterly financial statements to the board and monthly to senior staff
- Real time fund source balances
- Project financial reporting
- Project budgeting
- Incorporation of contingencies into budgets at project and budgetary level
- Monthly budget compliance reports



Financial Goals

- 3 phases
 - Hand drawn financial statement
 - Improvements in the Peoplesoft Modules for enhanced usage- projects, incorporating revenue – working with SAO and internal staff
 - Real time financial statements:
 - **New from Yesterday:**
 - Understanding A/C
 - Understanding Revenue Sources
 - Accrual Versus Budgetary Accounting



4. Reorganization



Division of Innovative Finance

- Creation of job description
- Recruitment of new staff
- Review of peer states and their divisions
- Incorporation of data from Sante Fe

Alternative Financing Committee



Procurement Division

- Create a separate procurement division
- Finalize procurement org chart and develop job descriptions for key positions
- Streamline GDOT procurement procedures
- Resulting in an updated procurement manual

Administrative Committee



Intermodal Division

- Create a new division of intermodal
- Hire division director
- Develop plan on commuter rail line to Lovejoy
- Prioritize rail projects statewide in order to successfully compete for bond funding

Intermodal Committee



Construction Division

- Revise change order process (supplemental agreements) to improve timely completion
- Track and record in order to improve payment process to contractors
- Track and record in order to improve processing time for requests for information

Program Delivery Committee



Preconstruction Division

- Most of their time is spent on project prioritization
- Project Management Overhaul
 - Create new Division
 - Develop job descriptions
 - Hire key positions
 - Create active project management
- Cost Estimating Changes

Program Delivery Committee



Preconstruction Division

- Value Engineering changes
 - Additional 4 VE staff members
- ROW audit
 - Complete in August/September
- Surplus Property
 - 3 counties complete
 - RFQ on surplus property work
- OEL Process Improvements
 - Electronic Submission/Tracking Documents

Program Delivery Committee



Division of Program Delivery

- Gerald's first organization chart- hiring staff
- Examination of design/build contract as it exists
- Review of other state procedures for d/b
- Incorporation of existing practices of other state agencies
- Preparation of new proposed law to incorporate construction management at risk and update design/build law- next session

Program Delivery Committee



Roles and Responsibilities of Commissioner and Board

- Continued support of the administrative committee
- Thursday will be roll out of first section of bylaws, process and procedures of the STB
- Consultant options for role definition

Administrative Committee

5. Building relationships with our sister transportation agencies



Statewide Transportation Plan

1.) Collaborate with Our Partners



Transportation Agency Partners Committee



Agency Partner Relationships

- MOU between GRTA, ARC, GDOT and MARTA (not on MOU but included)
- Monthly meetings with Board Chairman, Executive Directors and Commissioners, Senior staff
- Senior staff meetings weekly
- Partnerships on projects

Transportation Agency Partners Committee

Other Projects of Note



Commuter Rail

- Dedicated Funding Source from the lease payments of the CSX Railroad is going to be difficult to do – requires either constitution or statutory amendment
- Movement of CSX railroad to GDOT will require statutory change
- Hurdles to proceed are not as simple as presented
 - Platform heights for loading
 - ADA issues with wheelchair lifts
 - Environmental will have to be reexamined
 - Identification of stations has changed- some property has already been bought or sold

Intermodal Committee



HOV to HOT

- 8 standing committees- check number they combined a few last week
- Procurement of PR firm
- Procurement of GEC Consultant
- Procurement of Tolling Technology Consultants
- Procurement of IV&V vendor

Alternative Finance Committee with
Program Delivery Committee



Ports

- Extension of Jimmy DeLoach Pkwy from its current terminus at SR 21 to SR 307, near the gate of the Port.
- A four-lane facility that would primarily provide better truck accessibility to the Interstate System.
- Georgia Ports Authority, through their consultant Parsons Transportation Group, is developing concept, performing environmental document development, and 404 permit.
- GDOT staff performing oversight and coordination, with goal of implementing by either Design Build or by Public Private Partnership. Additional Traffic and Revenue studies necessary.
- The overall goal of the collaborative effort is to open the facility by December 2012, in coordination with the harbor deepening project being done by the GPA and the Corp of Engineers.

**Alternative Finance Committee with
Program Delivery Committee**



Facility Office

- Create a comprehensive facility plan
 - Prioritize projects to develop a 5 year capital outlay plan
 - Prioritize and consolidate area offices as required by recent Senate resolution

Administrative Committee

Committee Goals





Administrative Committee

- Short Term Goals
 - Policy and procedure handbook for the board
 - Policy revision at board level
 - Training program development for Board
- Long Term Goals
 - Roles and responsibility of board and staff- ongoing
- Report outs or oversight of facility plan/capital plan, procurement division reorganization, strategic planning, and human resource development and improvement
- Encompasses 2 Monitor report recommendations



Legislative Committee

- Short Term Goals
 - New legislation
 - Last years legislation- new reporting requirements
 - Host a meeting of the Transportation Committees of the House and Senate
 - Congressional delegation trip in February
- Long Term Goals
 - Continuous review of statutory changes



Transportation Agency Partners Committee

- Short Term Goals
 - Continued interaction with agency partners
 - Board representation and understanding GDOTs commitment to each board
 - Bi-annual agency transportation summits
 - Monthly meetings with Chairs, executive directors, commissioners of sister agencies
 - Weekly meetings with senior staff of transpo agencies
- Long Term Goals
 - One consensus view of transportation priorities



Finance Committee

- Short Term Goals
 - Handwritten quarterly financial statements to the board
 - Understand our indebtedness
 - Understand A/C
 - Understand our various sources of revenue
 - Accrual versus budgetary basis accounting
 - What does the finance committee approve?



Finance Committee

- Long Term Goals
 - Electronic Financial Statement
 - Electronic project budgeting for all projects
 - Improve budget compliance and budget process
 - Alignment of programs, subprograms and object classes
- Encompasses one of the Monitor Report recommendations



Program Delivery Committee

- Short Term Goals
 - Continued work with our partners- contractors and engineers
 - Report outs on HOV to HOT, Ports progress, PM development, alternate delivery work, cost estimating, tracking methodologies
 - Project Prioritization
 - ROW audit
- Long Term Goals
 - CompStat for Construction
 - OEL improvement
- Encompasses 3 of the 7 Monitor report recommendations



Equal Access Committee

- Short Term Goals
 - Recommendation of percentage for next year's program
 - Understand federal requirements for the program
- Long Term Goals
 - Disparity study for next year
 - Improve DBE program overall



Statewide Transportation Plan Committee

- Short Term Goals
 - Vision, strategy, goals, scenario planning and options for funding by January (Phase 1 and Phase 2)
- Long Term Goals
 - Statewide comprehensive plan with program and projects identified to support the vision, goals and strategies of Phase 1 and 2
- Encompasses one Monitor report recommendation



Alternative Finance Committee

- Short Term Goal
 - Creation of Innovative Finance Division
 - Hiring new director
 - PPI Review and next steps
 - Funding options for discussion at next legislative session
- Long Term Goals
 - PPI strategy and plan
 - Examination of long term funding sources
 - Innovative finance methods and use with appropriate projects
 - Concession planning
- Encompasses one of the Monitor report recommendations



Intermodal Committee

- Short Term Goal
 - Report out on Division of Intermodal
 - Hiring a new director and reorganization of division
 - Report out on rail prioritization for FY10 budget submission
- Long Term Goals
 - Development of commuter rail plan for Griffin line
 - Development of MMPT location and options
 - Inland port options
 - Incorporation of freight and logistics work into transportation planning committee

QUESTIONS?

