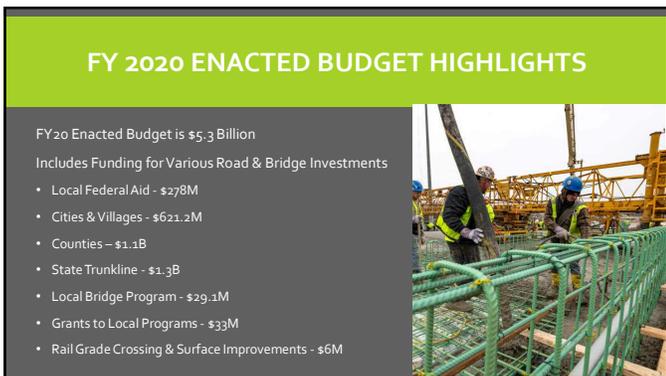




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**FY 2020 ENACTED BUDGET
MAINTENANCE INVESTMENTS**

Maintenance Increase - \$66.5M
Investment will Support:

- Maintenance Material Increase - \$7.4M
- Ancillary Structures Inspections - \$10M
- Non-Winter Deferred Maintenance - \$51.2M
- Employee Economics - \$1.1M



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**FY 2020 ENACTED BUDGET
OTHER CAPITAL INVESTMENTS**

Target Industries/Economic Development - \$17.1M
Rail Freight/Economic Development - \$27.8M
Airport Improvement Program (Capital Outlay) - \$95.5M
Rail Grade Separation Project - \$22.7M
Building & Facilities (Capital Outlay) - \$5.5M



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**AUGMENTED PROGRAM
DELIVERY PLAN**

October 1, 2019

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AUGMENTED PROGRAM DELIVERY

GOALS



MDOT's people, processes and systems are organized, prepared and aligned to sustainably deliver a capital improvement program 2 to 3 times the size of our current program.

~

MDOT retains our core competencies in engineering, operations, finance, planning, procurement and project management to ensure that we are good stewards of the public's infrastructure and investments.

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AUGMENTED PROGRAM DELIVERY

ASSUMPTIONS



- ✓ The Governor's Proposal is fully funded, resulting in \$1.5 B additional revenue to MDOT with investments in road, bridge, transit and rail.
- ✓ There will be no or few new FTE positions for us to rely on.
- ✓ The increased work demand will create increased competition for talent, and therefore poaching of our talent.
- ✓ We will likely have people with less experience in their (new) roles.
- ✓ We will have to rely on private vendors to successfully deliver an augmented program, while recognizing that vendor capacity has limits.

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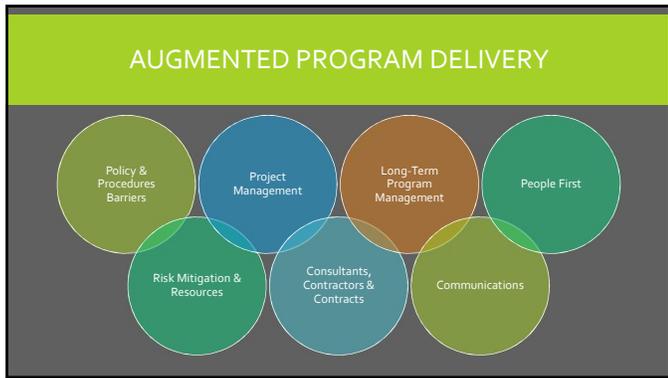
AUGMENTED PROGRAM DELIVERY



Timeline milestones:

- November 2018: Governor Whitmer Elected
- Dec 2018 thru May 2019: APD Concepts Developed & Refined
- May 2019: APD Discussion Starts
- June-July 2019: Regions, Bureaus, Offices Present Their Ideas
- August 5, 2019: APD Ideas Evaluated & Grouped & Teams Assigned
- Aug-Sept 2019: APD Ideas Vetted and High Level Plan Developed
- October + ??? : Ready! Set! Go!

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AUGMENTED PROGRAM DELIVERY

- ✓ Prioritize completion of Guidance Document LPI
- ✓ Develop a clear statement of risk acceptance for every policy & procedure
- ✓ Address rules that don't make sense
- ✓ Identify federal vs. state-only program & project requirements
- ✓ Investigate options to hire back retirees as a transition to augment staffing needs
- ✓ Identify and utilize flexibility in determining compensation and classifications

Policy & Procedures Barriers

Craig Newell (Lead)
 Laura Mester
 Todd White
 Tim Hoeffner
 Mark Geib
 Tony Kratofil

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AUGMENTED PROGRAM DELIVERY

- ✓ Investigate & implement favorable local agency federal aid buy-outs
- ✓ Align programs/projects based on requirements of federal aid vs. state-only funding
- ✓ Redefine QA/QC process for plan development based on project type and risk
- ✓ Implement opportunities to modify our mobility policy to provide more contractor flexibility.

Risk Mitigation & Resources

Erick Kind (Lead)
 Laura Mester
 Scott Thayer
 Patrick McCarthy
 Kristen Schuster

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AUGMENTED PROGRAM DELIVERY

- ✓ Establish a Project Manager (PM) Community of Learning
- ✓ Develop & Deliver PM Training Program for existing and new PMs
- ✓ Define clear expectations of the PM role (enabling more flexibility with other positions)
- ✓ Develop more robust PM support structures/systems/resources
- ✓ Investigate opportunities and options for outsourcing program management (categories of projects or activities)

Project Management



Brad Wiefelich (Lead)
Sonja Scheurer
Jason Garza
Jean Ruestman

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AUGMENTED PROGRAM DELIVERY

- ✓ Eliminate the <\$100K tier for consultant contracts; Have the lowest tier be everything <\$250K
- ✓ Extend the duration of as-needed selections; New as-needed selections to be 3 years with (2) 1-year options
- ✓ Investigate/promote the use of consultant contract QA coordinator role in the bureaus and regions
- ✓ Create streamlined processes for consultant contracting for state-only funded projects

Consultants, Contractors & Contracts



Will Thompson (Lead)
Carol Rademacher
Bob Ranck
Lisa Thompson
Dee Parker

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AUGMENTED PROGRAM DELIVERY

- ✓ Streamline the MPO/STIP/TIP process
- ✓ Streamline the scoping process for state-only funded projects
- ✓ Streamline bridge plan development – go from structure study approval to final plans
- ✓ Expand the use of programmatic agreements with EGLE, DNR, Railroads, etc.
- ✓ Work toward firmer utility coordination/relocation agreements
- ✓ Modify road/bridge condition strategies to reflect new funding
- ✓ Enhance IT systems to support reporting and transparency
- ✓ More fully utilize owner's rep. contracts
- ✓ Evaluate and effectuate organization structure modifications to better align resources

Long-Term Program Management



Matt Chynoweth (Lead)
Denise Jones
Bill Shreck
Tarun Malhotra
Colin Forbes

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AUGMENTED PROGRAM DELIVERY

- ✓ Create and keep up-to-date talking points for front-line managers and supervisors to use with employees
- ✓ Develop and deliver presentation materials for internal gatherings
- ✓ Map additional project related to the augmented program on MDOT's public facing website
- ✓ Finalize and release the "Director's Dashboard" of project status being developed by BTP
- ✓ Create new interactive page/map on MDOT's website to be more transparent about our work/decisions on new materials/products and application of innovations

Communications



Gregg Brunner (Lead)
 Jeff Cranson
 Aaron Johnson
 Amber Thelen
 Mike Trout
 Kim Zimmer
 Sam Sorenson
 James Lake

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AUGMENTED PROGRAM DELIVERY

- ✓ Identify and execute job specification changes needed for difficult to fill or upgrade positions
- ✓ Investigate and pursue the use of recruitment and retention bonuses for critical positions/classifications
- ✓ Implement the use of already approved Civil Service compensation options
- ✓ Pursue raising all travel reimbursements to the federal (IRS) accepted levels
- ✓ Provide for hoteling spots in all MDOT facilities
- ✓ Update and clarify AWS, telecommuting, and Plan A policies and provide training for supervisors

People First



Kim Avery (Lead)
 Wendi Burton
 Adam Feldpausch
 Chris Mergener
 Brenda Frezell



Mission • Vision • Values
 Michigan Department of Transportation

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AUGMENTED PROGRAM DELIVERY



HIGH LEVEL MEASURES OF SUCCESS

- ✓ Programs and the projects therein are delivered when promised 90% of the time.
- ✓ We simply and transparently demonstrate program delivery progress and accomplishments to our customers.
- ✓ Employee engagement and satisfaction remains at current levels or improves.
- ✓ Necessary processes on average take no longer than they do today, even if delivered in different ways.
- ✓ We consistently and consciously apply risk-based approaches to decisions.

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AUGMENTED PROGRAM DELIVERY



MOVING FORWARD

- ✓ The tasks have merit on their own and can improve our processes and outcomes regardless of funding levels.
- ✓ This is a living plan and may be modified moving forward.
- ✓ Progress will be monitored monthly at Leadership Team meetings.
