

INTEGRATED PROJECT DELIVERY (IPD)

PROJECT DELIVERY VISION: A CULTURE where we **PROMISE WHAT WE ARE GOING TO DO** and **DELIVER WHAT WE PROMISE**

WHY WE ARE FOCUSED ON THIS?

There have been **disruptions and challenges** that have affected our overall program delivery in the recent years that we need to respond to. Things in the past such as retirements, re-organization, legislative mandates, decentralization, staffing levels, performance requirements, funding, changes in leadership and focus. Things in the future such as advancements in technology, autonomous vehicles, workforce demands, customer needs, transportation evolution, data and analytics, funding, performance-based decisions, partnerships, just to name a few that we foresee. These are things that **necessitate our Department to work together and evaluate how we are delivering our program as is the goal of the Secretary's Pillars of Success**. We need to hold ourselves accountable, more than ever, for how well we deliver on our promises and serve our customers. Reliability in the delivery of our program will create trust in our Legislative body to justify further funding opportunities and the resources we need to be successful. For this, **NCDOT is committed to developing Integrated Project Delivery Business Practices that can withstand the changing workforce dynamics and transportation needs well into the future.**

WHEN

We have already started! We have established an **Integrated Project Delivery (IPD) Team** comprised of industry leaders that will assist us throughout this process. There is an **emphasis on working with staff** throughout the Department to shape the focus of this effort and to meet our ultimate goals. We are developing short-term needed process improvements while we work towards our ultimate goals. We intend to have **continuous process improvements** rolling out to staff over the next 12 months. This will allow us to begin to collect data and document our successes by the end of 2019 for use during our 2020 Legislative Session.

HOW

The key to improving the way we deliver projects is in the implementation of **transparent, repeatable and accountable processes that is effective and efficient**. Based on the principles of a matrix organization, Project Managers are empowered to make timely decisions regarding scope, schedule, budget, and quality. Project Managers are responsible for creating and leading project teams that will make decisions through consultation with technical experts and project team members. They will focus work processes and tasks only on those that are required or anticipated to add value to the overall project objectives. Project Managers will be accountable for Scope, Schedule, and Budget of projects. By using these principles, the Department will benefit from **improved communication, coordination and decision making resulting in efficient delivery of our projects and overall program.**

Divisions are the owners of projects. Project Managers and technical staff will work closely with Division Engineers to ensure projects are meeting their established goals. Project Managers will work to ensure proper communication, coordination and timely decision making.

Technical units provide technical support to effectively and efficiently deliver projects including design support when appropriate, technical oversight, and active participation on the project team. Units are responsible for maintaining internal technical expertise through in-house project delivery; setting statewide functional policies, procedures and standards; providing technical support; and providing quality assurance for their functional area.

THE IPD TEAM

The **IPD Team, which includes firms under 2018 Strategic General Services Contracts working with DOT staff**, has the task of **documenting and evaluating existing business practices; researching and assessing best practices; identifying the strategic opportunities for improvement; creating an integrated process for project manager execution; developing an implementation plan; and supporting implementation activities**. It is essential that there is **thorough communication and coordination** with internal staff and key external stakeholders to ensure comprehensive involvement and support for agreed-upon improvements.