



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

ROY COOPER
GOVERNOR

JAMES H. TROGDON, III
SECRETARY

November 1, 2018

MEMORANDUM TO: Division Engineers
Division Directors

FROM: Secretary James H. Trogdon, III, PE

SUBJECT: Integrated Project Delivery

A handwritten signature in black ink, appearing to be "J. Trogdon", written over the "FROM:" line of the memorandum.

Nearly two years ago, I defined my priorities for this department, which included improvements to the project delivery process and overall program delivery. We have done an exceptional job of moving projects forward, but we still have work to do. To that end, Chris Werner, Director of Technical Services has been leading these efforts by visiting with technical units and preconstruction staff across all divisions. He has heard about the challenges you face and your ideas to address them and, as a result, has secured the services of firms to further this initiative, creating the Integrated Project Delivery (IPD) Team.

The IPD Team will work with technical staff and key external stakeholders to ensure comprehensive involvement and support for agreed-upon improvements. The IPD Team has rolled out immediate process improvements and new work products as interim solutions to assist you in the project development phase. While these short-term improvements will immediately assist many of you now, we must continue with longer term project delivery business practices that can withstand the changing workforce dynamics and transportation needs well into the future. Technical Services and the IPD Team will be working to execute the mission in three phases:

1. Research and Assessment (~6 months)

The IPD Team will document and evaluate existing business practices; research and assess best practices; identify strategic opportunities for improvement; create an integrated process for project development and project management; and supporting implementation.

2. Training, Implementation, and Refinement (~3 months)

The IPD Team will prepare and deliver extensive training across NCDOT. During this phase, refinements will be implemented as needed based upon feedback received.

3. Full Implementation

All NCDOT will utilize the new, Integrated Project Delivery process. Tracking and reporting of project delivery and overall program delivery will occur on a monthly, quarterly, and annual basis. This will allow us to track our successes as well as identify our areas of challenges for continued process improvements.

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Division Engineers
Division Directors
November 1, 2018
Page 2

This process will require each of us to be fully invested in developing and implementing an Integrated Project Delivery process that will serve this Department well into the future. We will embrace technology, thrive on internal and external collaboration, and emerge from this process a better organization with a renewed dedication to serving the people of this great state. Please look for additional information from Chris Werner's IPD Team and be prepared to offer ideas as this effort moves forward with my full support.

cc: John F. Sullivan, III, PE – FHWA North Carolina Division Administrator
Bobby Lewis, PE – Chief Operating Officer
David L. Howard – Chief Deputy Secretary
Tim Little, PE – Chief Engineer
Beau Memory – Director, NC Turnpike Authority
Greer Beaty – Deputy Secretary for Communications, Community Outreach &
Public Engagement