



**Build
With
Us**



TDOT
Department of
Transportation

Pre-proposal Meeting Program Management Consulting (PMC) Services

August 16, 2024

Will Reid, PE
Deputy Commissioner & Chief Engineer

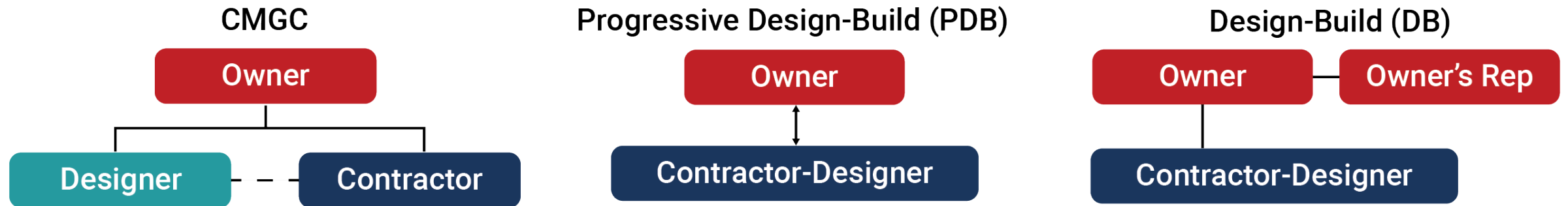
Agenda – Why PMC is Needed?

- Alternative Delivery History
- P3 Project Milestones
- Program Funding Projections
- PMC Delivery Approach
- Potential Roles
- Next Steps

Alternative Delivery History

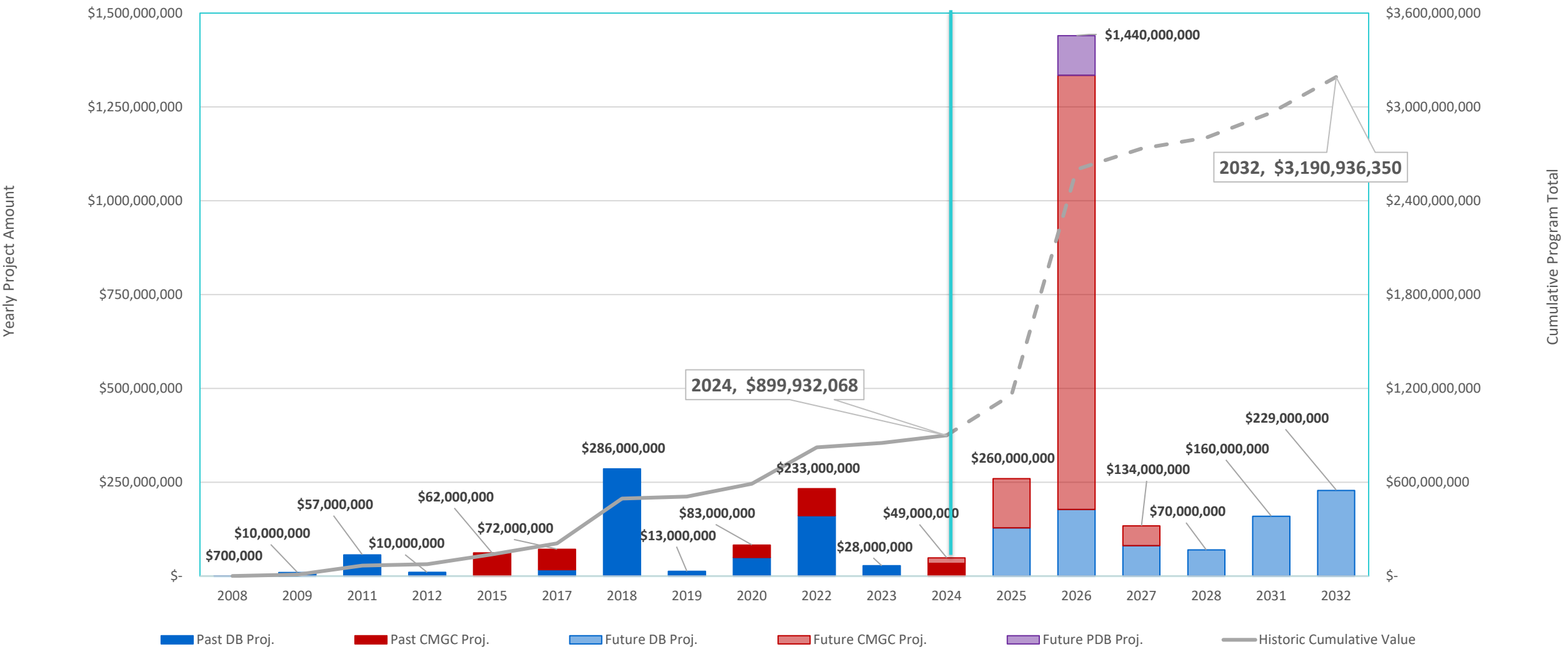
- TMA Changes
 - Increased number of projects that can be delivered using Alternative Delivery Methods
 - Authorize the use of Progressive Design/Build
 - Included language about top tier scoring for CMGC & PDB
- Program
 - Alternative Delivery Growth

PDB - Key Differences & Expectations, New to TDOT



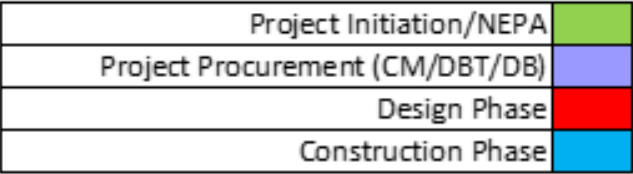
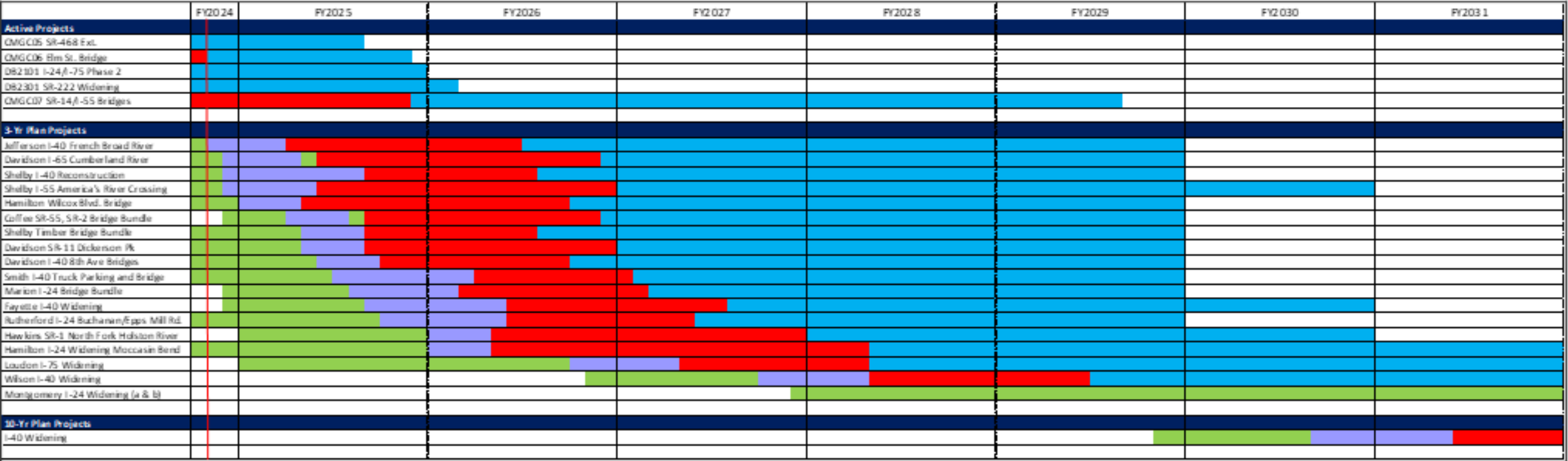
- Shorten project schedules with a faster procurement
- Potential for lower procurement and delivery costs
 - Early Work Opportunities – Project Phasing
 - Department Involvement in Design Decisions
 - Partnering & Stakeholder Involvement
- Identifying and Mitigating high-risk issues before construction starts

TDOT Alternative Delivery History



TDOT 3-Year Alternative Delivery Program

TENNESSEE DEPARTMENT OF TRANSPORTATION



4 Various N/A

Various Region 4 TMA Bridge Program - Bridge Bundle

TBD



Source: TDOT Alternative Delivery Plan (FY 25-27)
Published 4/2/2024 on TDOT website.

2024 Alternative Delivery Procurement Schedule

- CMGC08 French Broad River
 - CM RFP Release Q3 2024
- PD2401 Cumberland River Bridge
 - DBT RFP Release Q3 2024
- CMGC11 America's River Crossing
 - CM RFP Release Q3 or Q4 2024
- DB2502 Shelby I-40 Rehabilitation
 - RFQ Release Q3 2024
 - RFP Release Q1 2025
- CMGC09 Wilcox Blvd
 - CM RFP Release Q3 2024

	7/1/2024	8/1/2024	9/1/2024	10/1/2024	11/1/2024	12/1/2024	1/1/2025	2/1/2025	3/1/2025	4/1/2025	5/1/2025	6/1/2025
Name												
CMGC08		RFP				NTP						
PD2401			RFP			NTP						
CMGC11			RFP				NTP					
DB2502			RFQ				RFP				NTP	
CMGC09				RFP			NTP					



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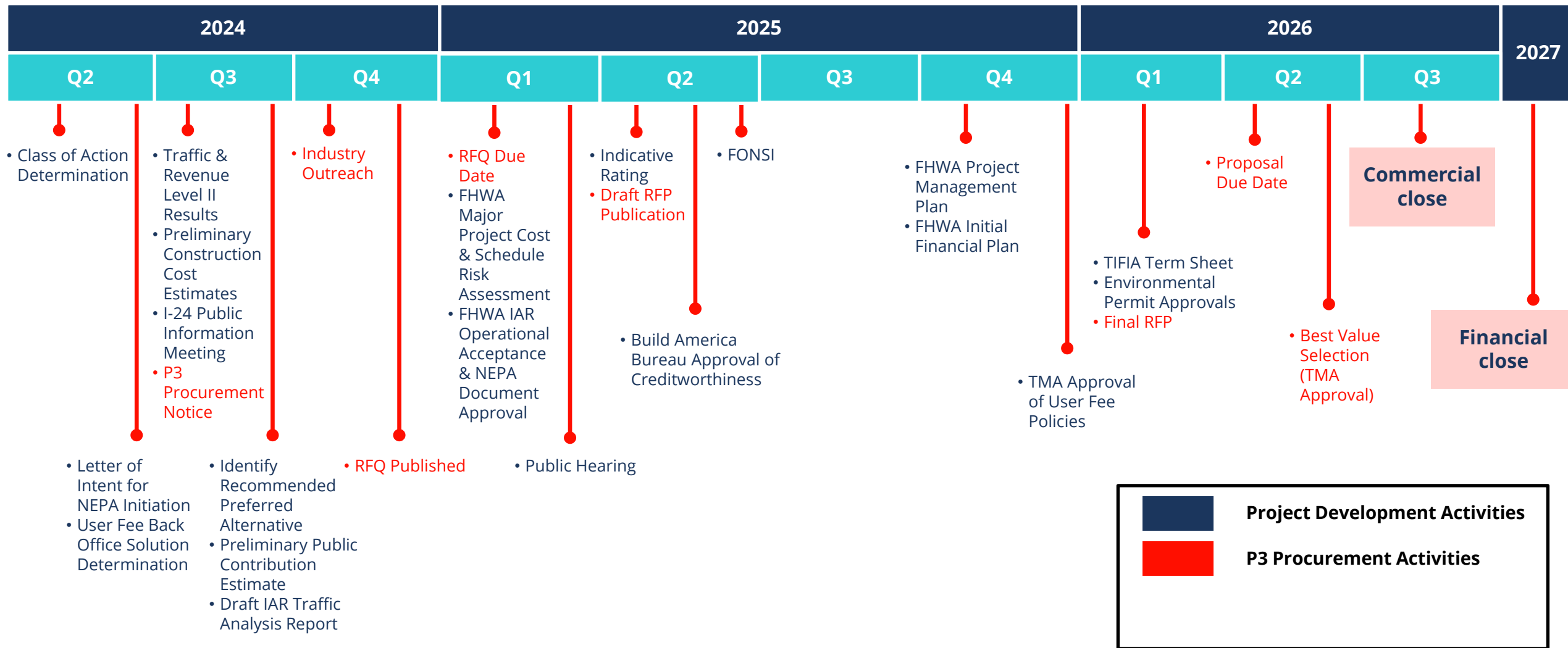
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P3/Choice Lane Update

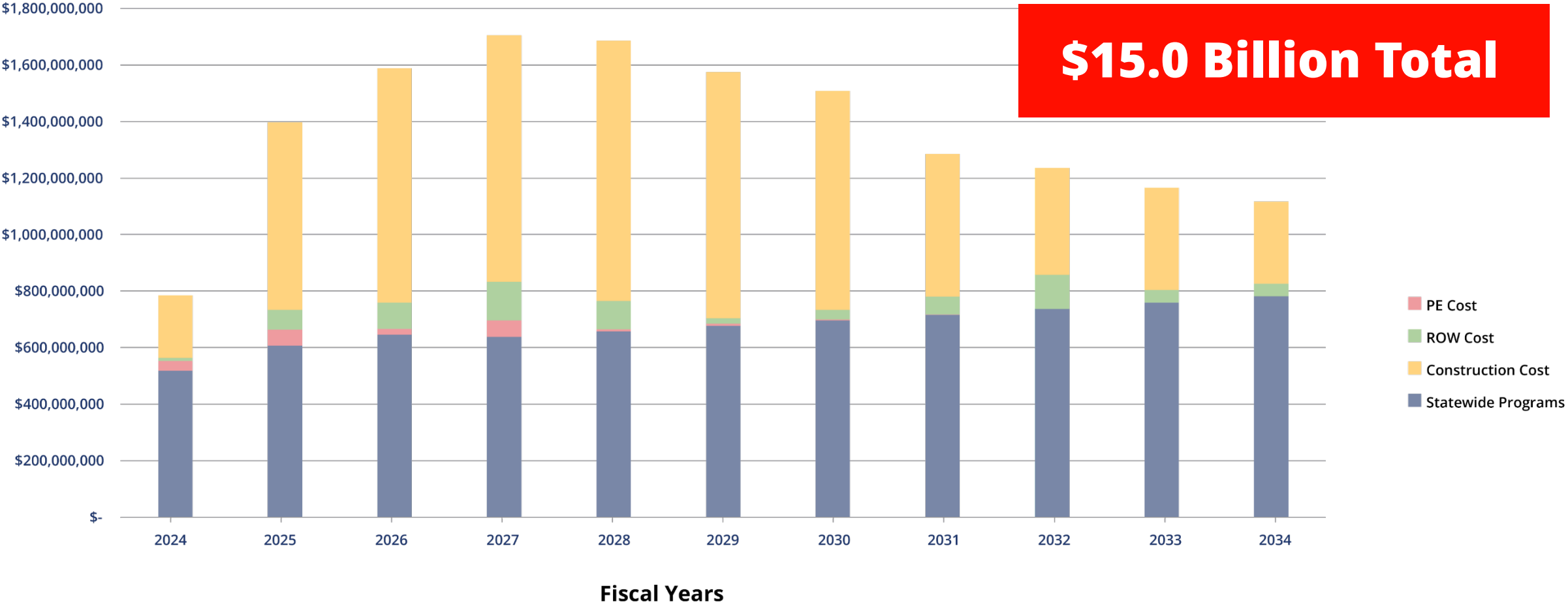
- Created the P3 Division
- TMA Board approval on I-24 Southeast as the 1st P3
- Hired John Davis and reassigned Rebekah Hammonds to assist Bryan Ledford
- Ongoing Several Different Workstreams
 - Financial
 - Traffic & Revenue
 - User Fee Operations
 - Contract, Legal, and Commercial Terms
 - Design
 - Environmental and Stakeholder Involvement
 - Communications

I-24 Southeast Choice Lanes Major P3 Project Milestones



Potential Magnitude – 10-Year Plan Expenditures

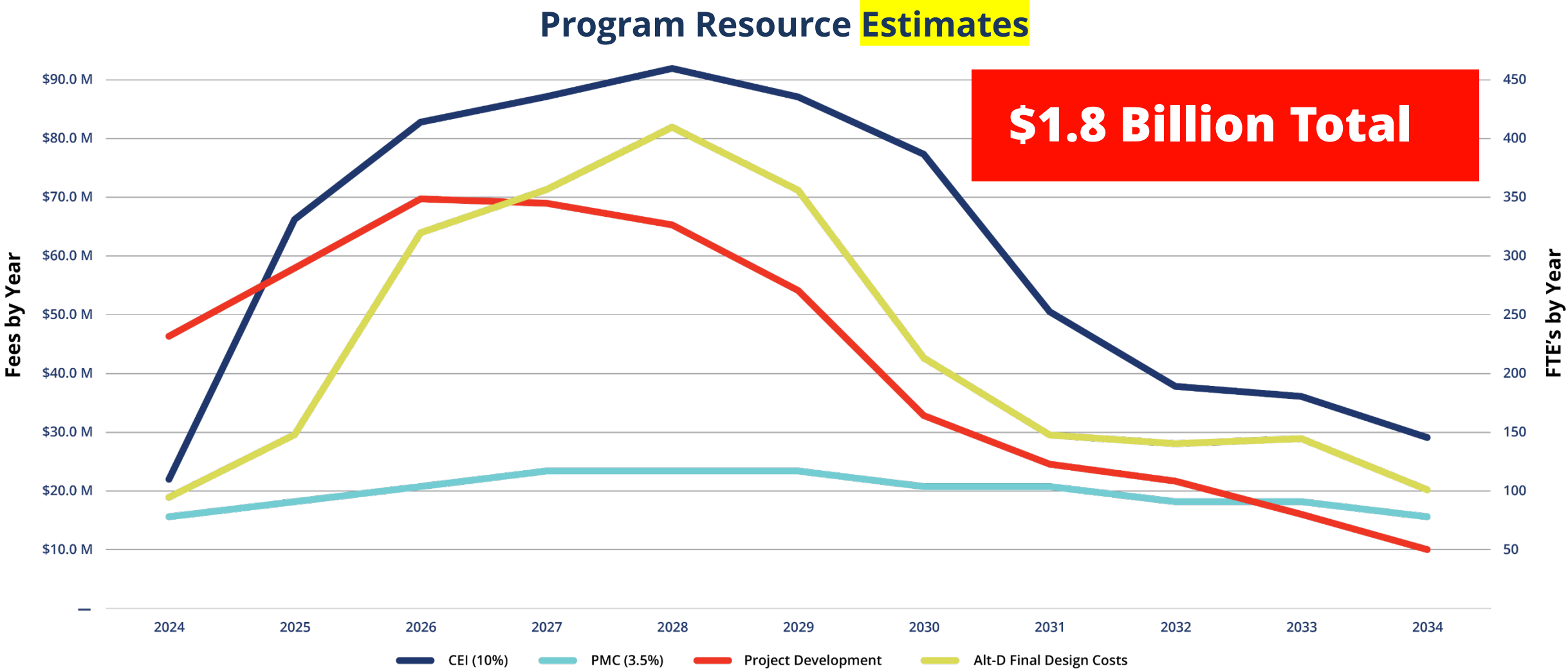
TDOT 10-Year Program



Potential Magnitude – Program Resource Estimates

- **PMC Support**
 - Assume 3.5% of construction cost
- **Project Development**
 - Assume 7% of construction cost and 5% ROW cost
- **CEI Expenditures**
 - Assume 10% of construction cost

Potential Magnitude – Program Resource Estimates



High Expectations for TMA, Alternative Delivery, & P3

TMA allows TDOT to:

- Enter into public-private partnerships, or P3s, to build new Choice Lanes in congested urban areas, which frees up state funds for rural projects
- Expands our ability to utilize alternative delivery methods, which can offer faster & cheaper delivery options when used on the right projects
- Create parity between electric vehicles and combustion engine vehicles allowing TDOT to keep pace building & maintaining roads

Empowering People
Influencing Culture (**EPIC**)
allows for a team-based
project delivery strategy.

“This will fundamentally
change the way we deliver
projects.”

10-Year Project Plan (TDOT's Work Program)

Guiding Principles

- What gets started, gets finished.
- Keep funding State of Good Repair at normal levels with increases where possible.
- Balance between urban and rural investments.
- Fully leverage funds, statewide partnerships and P3s to help TMA funding deliver the most projects possible
- Put \$3 billion General Fund Appropriation to work as quickly as possible.



What is PMC?



- TDOT will maintain authorities and decision-making.
- The PMC will develop and implement appropriate business practices and procedures:
 - Rely upon and leverage industry innovation, expertise, and resources
 - Allows efficient and effective “just-in-time” decision-making by key TDOT staff



- Assigns responsibility and accountability to the various members of the delivery team.
- Creates a set of regularly tracked and shared performance metrics.
- Creates a Delivery Model that is a strong and good steward of taxpayer resources.

Alignment



Teamwork



Respect



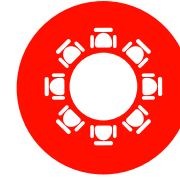
Transparency



Credibility



Inclusiveness



Continuous Improvement

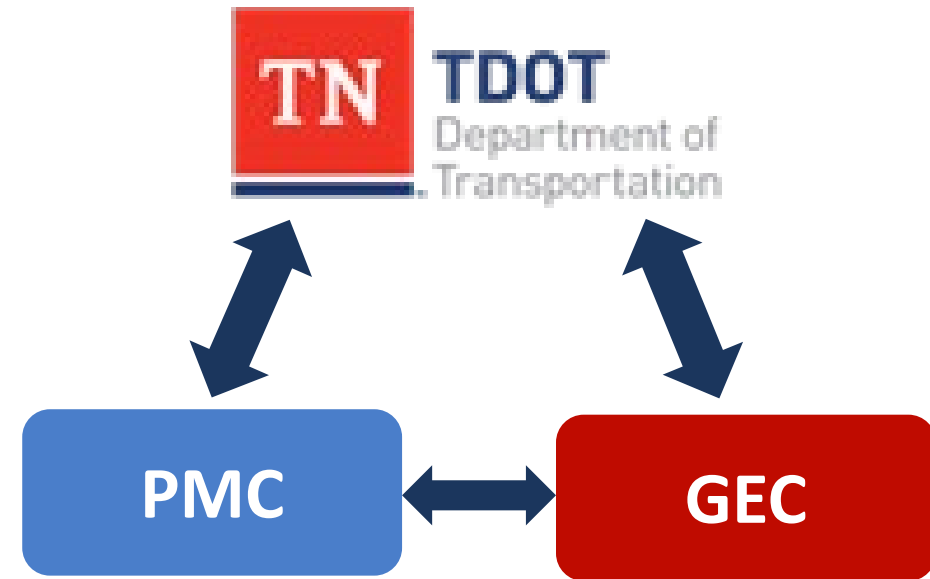


Innovation

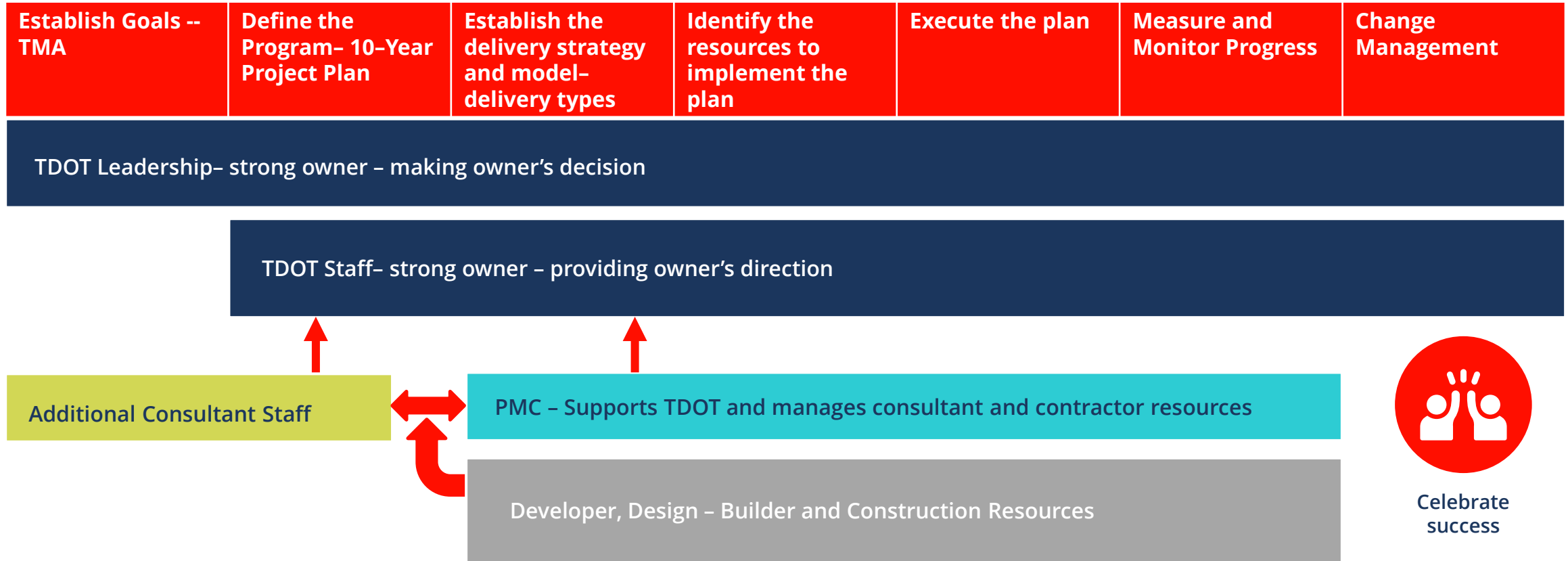


Why this Delivery Model?

- Staff Augmentation
- Flexible
- Responsive
- Successful
- EPIC Alignment
- Innovation
- Credibility
- Transparency



Aligning the Delivery Team



Alternative Delivery Program Roles & Responsibilities

- **TDOT**

- Program leadership & oversight
- Project objective setting, decisions & approvals
- Project management (optional)

- **PMC**

- Program management and administration
- Programmatic studies and analysis, cost estimates and administration
- Procurement support
- Choice Lane program support and user fee systems integration coordination
- Risk management

PMC Responsibilities

- Program Management, Oversight & Administration
- Procurement Management
- Program and Project Controls
- Programmatic Studies & Analyses, Project Management & Administration
- Alternative Delivery & P3 Procurement
- Quality Management
- Construction Management
- Communications and Outreach
- Mega Project Management Team
- Risk Management
- Ability to Fill other roles to Backstop

Key Takeaways for Programmatic PMC Support

- Front-loaded, \$3.3B TMA funding will increase demands on TDOT staff
 - The TDOT Alt-D Program ramps up quickly
- Alternative Delivery requires substantial owner engagement
- Alternative Delivery requires experience and specialized resources
- There are significant opportunities for entire transportation industry
- A GEC will bring accountability & consistency to the program
- PMC will alleviate additional demands on TDOT staff

PMC Procurement Schedule

- **Pre-proposal Meeting**
 - August 16, 2024
- **Request for Proposal**
 - August 9, 2024
- **Proposals Due**
 - August 30, 2024
- **Interviews**
 - September 17-19
- **Commencement**
 - November 2024

Consultant Opportunities

- PMC Support
 - GEC Support
 - CEI Support
 - ~10% of Construction Cost
 - Individual Project Advertisements
 - On-call Advertisements
- Status of Consultant CAPs
 - Bridge
 - Posted July 2024
 - CEI
 - To be posted August 2024
 - Overall
 - To be posted September 2024

GEC Procurement Schedule

- **Request for Proposal**
 - July 26, 2024
- **Proposals Due**
 - August 29, 2024
- **Interviews**
 - September 9-13
- **Commencement**
 - November 2024

TDOT GEC Consultant Opportunities

- Planning & Development services
- Design & design review services
- ROW and Utility services
- Management services (not CEI)
- Cost Estimating services
- Contract Services
- Maintenance and Operations Support
- Traffic, IAR, T&R

Conflicts of Interest (General Rules)

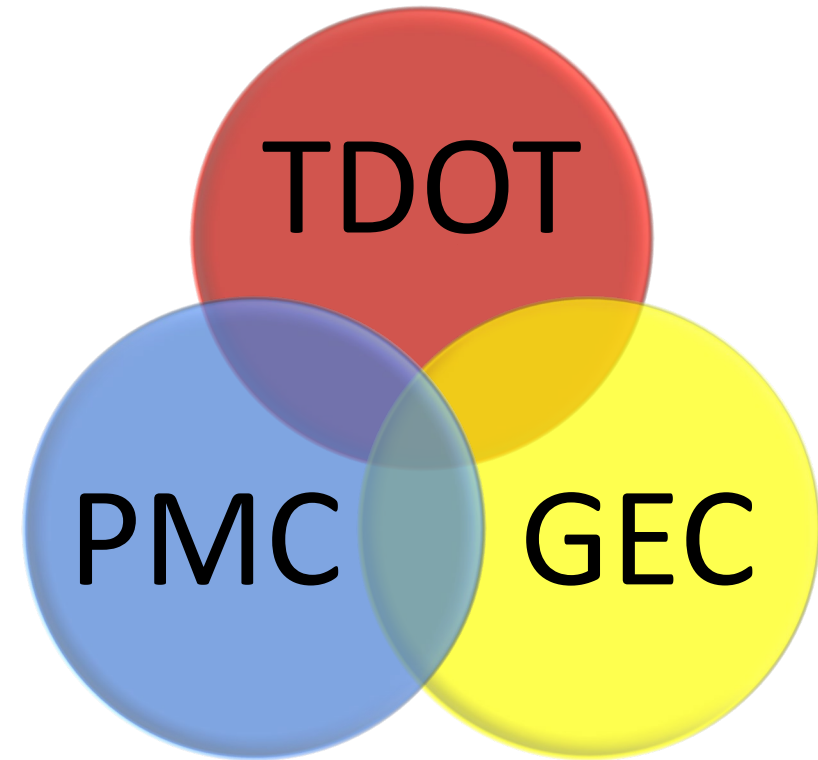
- Are there any PMC conflicts of interest?
 - Prime and Major Sub-Consultants shall not participate on GEC Teams or Developer Teams for projects within the program being overseen by the Program Management Consultant (PMC)
- Are there any GEC conflicts of interest?
 - Prime and Major Sub-Consultants shall not participate on Developer Teams for projects subject to oversight by the GEC. The Prime and Major Sub-Consultants may participate on multiple GEC Teams and may also participate on Developer Teams for projects not subject to their own oversight.
- Are there any Developer Designer & CEI conflicts of interest?
 - Prime and Major Sub-Consultants not conflicted as noted above may participate on Developer Teams. Prime or Major Sub-Consultant will not be allowed to be the Prime or sub-consultants on CEI advertisements. Major Sub-Consultants are considered to be involved in providing project/program management services or technical design/review of a project/program or series of projects under the direct oversight of the Department. TDOT reserves the right to evaluate these situations on a case-by-case basis.

Conflicts of Interest (General Rules)

- Can a firm that is committed to a contractor on the I-24 Choice Lane project be a sub on the P3 GEC and potentially work on other potential P3 projects (excluding the I-24 Southeast Choice Lanes)?
 - The general intent would be to limit the subconsultant work to performance of technical studies (e.g. soil borings, traffic data, etc.). TDOT will evaluate these situations on a case-by-case basis.
- How does TDOT deal with preclusions (conflicts of interest)?
 - It will depend on what level tier a subconsultant is acting as. The general intent would be to limit the subconsultant work to performance of technical studies (e.g. soil borings, traffic data, etc.). TDOT will evaluate these situations on a case-by-case basis. A consultant acting as the prime of any awarded GEC contract resulting from this advertisement cannot act as the prime consultant of the future Program Management Consulting (PMC) services advertisement.

Which contract should my firm pursue?

- PMC
 - Strategic Support
 - Programmatic Support
 - Multi-phase
- GEC
 - Consultant Horsepower
 - Technical Support
 - Project Services



Resources

Professional Services webpage

<https://www.tn.gov/tdot/professional-services.html>

Alternative Delivery webpage

<https://www.tn.gov/tdot/alternative-delivery.html>

P3 webpage

<https://www.tn.gov/tdot/public-private-partnerships-p3s.html>

Project Management webpage

<https://www.tn.gov/tdot/pm.html>

Questions

