



Organizational Management Part A

Program Management for Traffic Signals Systems
Professional Development Series Course NTOC 02A

December 20, 2011

Course Instructor:

Lawrence Marcus

- Associate Vice President, HNTB
- Adjunct professor, George Washington University
- Vice Chair, ITE Transportation Planning Council
- Former Chief, City of Rockville Traffic & Transportation Division

Review Module 1

Learning Outcomes

- Understand / define your organization's purpose within the government agency and community
- Recognize your current organization's culture and incorporate responses based on your organization's purpose and need
- Identify major stakeholders
- Understand need for mission, values, goals, and objectives in your organization

Module 1

Expected Outcomes

1. Add perspective beyond technical duties
2. Understand roles / responsibilities
 - Within the government structure
 - For the community it serves
3. Improve success by better understanding the stakeholder's needs
4. Map a plan for success by the definition of mission, values, goals, and objectives
5. Improve your organization's program management

Training Sessions

- NTOC 01: Defining Organizational Mission, Values, Goals, and Objectives
- NTOC 02A/02B: Organizational Management

Module 2

Learning Outcomes

- Recognize whether your organization is structured to meet the needs of its stakeholders
- Recognize whether your organizational structure effectively meets the Mission, Values, Goals, and Objectives
- Understand that flexible program management custom-tailored to your organization is advantageous for improving the performance of your traffic system organization on a continuous basis.

Characteristics of Effective Program Management

- Effective Communication
- Proactive Project Management
- Demand High Performance

External Communication

- Communicate early and often with stakeholders
- Market successes / new technologies (improve system performance, saves money, reduces accidents)
- Regularly connect with media outlets



TYTRAN
Tysons Transportation
Association, Inc.

Committed to the improvement of transportation for businesses, employees and residents of Tysons Corner

REALTIME TRAFFIC ▶

TRAFFIC CAMS ▶

About TYTRAN

Keep Tysons Moving

The Future of Tysons

News & Publications

Get Involved

Contact TYTRAN

› Keep Tysons Moving

We're keeping you updated on the latest projects throughout the Tysons region.



 **TrafficLand**



[Keep Tysons Moving](#) > Traffic Cameras (TrafficLand)

› Traffic Cameras (TrafficLand)



www.trafficland.com/city/WAS/index.html –

TrafficLand launched its public website on Monday, September 10, 2001 feeding video from 32 roadside cameras in Northern Virginia. The tragic events of the next day immediately made TrafficLand.com an invaluable tool for area residents seeking to evacuate the city after the attack on the Pentagon and local media seeking reliable information about ground conditions. The company has since built a record of

Example External Outreach:

Small scale >

Large scale



Story at a Glance Share Print

DDOT announced plans are in place to begin the Martin Luther King Jr. Avenue Safety Improvement Project on or about December 5, weather permitting.



Virginia.gov Online Services | Commonwealth Sites | Help | Governor Search Virginia.gov GO

VIRGINIA MEGA PROJECTS
Virginia Department of Transportation & Department of Rail and Public Transportation

Home Contact Us Search this Site GO

- Lane Closures
- About Megaprojects
- Commuter Solutions
- Employer Solutions
- News
- FAQs/Documents
- Public Meetings
- Contact Us
- Civil Rights

SIGN UP FOR ALERTS AND UPDATES

A I-495 HOT LANES **B** I-95 HOV/ HOT LANES **C** DULLES METRORAIL **D** I-95 TELEGRAPH RD **E** MARK CENTER **F** FAIRFAX PKWY **G** OTHER PROJECTS

Left lane at Route 267 east and I-495 to be reo

Internal Communication

- Communicate early and often with stakeholders
- Reports progress to government leadership, ensures “no surprises”
- Markets successes / new technologies (improve system performance, saves money, reduces accidents)
- Proactively communicates with all involved with executing tasks

Example Staff Observations and Potential Solutions

Staff Observation: Lack of Communication

Lack of internal communication across the departments delays projects, causing projects to be behind schedule.

Potential Solutions:

- Expand the project kickoff meeting; discuss participants, stakeholders, and project controls.
- Ensure all departments are present at the start of each project to protect the interest of each department; assign responsibilities at the kickoff meeting.
- Increase the frequency and improve the attendance of team meetings.
- Kickoff meetings: concept phase, design phase, pre-construction phase, and final inspection phase.

Proactive Project Management

- “Drives with the high beams on”
- Routine maintenance is “preventative”
- Identifies and incorporates project constraints and risks

Proactive Project Management (Continued)

- Holds kick-off meetings for all projects to ensure everyone involved understands roles / responsibilities
- Alerts project staff of upcoming milestones so all involved can execute resource management

Project Management 101

- Empowers front line staff to be successful /grow
- Creates / maintains a quality assessment / quality control plan
- Tracks and delivers projects within scope, schedule, budget

Task Name	% Complete	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Off-site Conditions	53%			[Progress bar from Sep to Jun]										
Develop Performance Measures	99%			[Progress bar from Sep to Nov]										
Mobility: Reduce Travel Time, by Mode	100%			[Progress bar from Sep to Oct]										
Mobility: Minimize Congestion	100%			[Progress bar from Sep to Oct]										
Accessibility: Pedestrian Connections - Ratio of Sidewalks / Street	100%			[Progress bar from Sep to Oct]										
Accessibility: Bike Connections - Ratio of Bike Facilities / Streets	100%			[Progress bar from Sep to Oct]										
Accessibility: Transit Use - 3 Measures	100%			[Progress bar from Sep to Oct]										
Accessibility: Carpools - Carpool Spaces / 1000 sq. Ft.	100%			[Progress bar from Sep to Oct]										
Safety: Pedestrians - Intersection Score	100%			[Progress bar from Sep to Oct]										
Safety: Street Lights - Street Lights / 1000 Ft.	100%			[Progress bar from Sep to Oct]										
Safety: Vehicles - Accidents / ?	100%			[Progress bar from Sep to Oct]										
Safety: Traffic Controls - Traffic Controls per # Warranted Intersect	100%			[Progress bar from Sep to Oct]										
Existing Conditions	80%			[Progress bar from Sep to Dec]										
Collect Count Data	100%			[Progress bar from Sep to Dec]										
Update GIS Database	81%			[Progress bar from Sep to Dec]										
Validate Synchro Model	92%			[Progress bar from Sep to Dec]										
Quantify Traffic Conditions (LOS)	50%													
Quantify Pedestrian Accessibility	67%													
Quantify Bike Accessibility	33%													
Quantify Transit Accessibility	63%													
Quantify Truck Accessibility	0%													
Report Results	67%													
Year 2006 Background Conditions	44%			[Progress bar from Sep to Dec]										
Obtain Traffic Growth Rates	100%			[Progress bar from Sep to Dec]										
Obtain Approved Developments in Vicinity	100%			[Progress bar from Sep to Dec]										
Obtain Transportation Improvements	100%			[Progress bar from Sep to Dec]										

- Buck, Ken, Rod
- Rod, Ken
- Emad, John, Ken, BMI
- John, Ken, BMI
- Rod
- Rod, Ken
- Rod
- John, Rod
- Intern
- Sandra
- Sandra
- Sandra

Spotsylvania County GEC Transportation Bond Program Work Plan

ID	Task Name	On Schedule?	% Complete	March		April		May		June		July		August					
				3/5	3/11	3/18	3/24	3/31	4/6	4/13	4/19	4/26	5/3	5/10	5/16	5/23	5/29		
86	2. PPTA Review, Eval., Selection, & Negot.	*	72%	[Summary bar: 6/13]															
87	Establish Eval. Criteria for Conceptual Phase	*	100%	[Progress bar: 3/28]															
88	Develop Guidelines for Detailed Proposal Phase	*	100%	[Progress bar: 4/6]															
89	PPTA Review, Conceptual Stage	*	100%	[Progress bar: 5/3]															
90	ATCS Presents Recommendations to Co. Staff	*	100%	[Milestone: 4/18]															
91	ATCS Submits 2nd Draft of Recommendations	*	0%	[Milestone: 4/18]															
92	County Review	*	80%	[Progress bar: 5/8]															
93	BOS Review	*	0%	[Milestone: 5/8]															
94	Respond to BOS Direction		0%	[Task bar: 6/9]															
95	Recommend PPTA Contractor		0%	[Milestone: 6/13]															
96	3. County / VDOT Agreements	*	72%	[Summary bar: 5/31]															
97	Outline Key Components of Agreement	*	100%	[Progress bar: 3/28]															
98	VDOT Meeting (1)	*	100%	[Milestone: 3/29]															
99	Incorp. VDOT Comments into Outline	*	100%	[Progress bar: 4/21]															

ATCS, FLC
Date: Mon 5/8/06

Task [Blue bar] Milestone [Red diamond]
 Progress [Yellow bar with arrows] Summary [Black bar with arrows] Project Summary [Grey bar with arrow]

On Schedule *, Slightly Behind *, Behind Schedule *

Example Staff Observations and Potential Solutions

Staff Observation: Updating Projects

Managers tend to be reluctant to update the progress of their projects, which contributes to the delay of their projects, and certain aspects of their projects slip through the cracks.

Potential Solutions:

- Include updating project status as one of the project controls and standards.
- Create a shared server for each team (Enterprise access) with web access to develop program management tool.

Example Staff Observations and Potential Solutions

Staff Observation: Reactive Approach to Project Management

Project Managers are working in a reactive environment rather than a proactive environment. The current reactive approach has been caused by the lack of communication, tracking, organization, and workload.

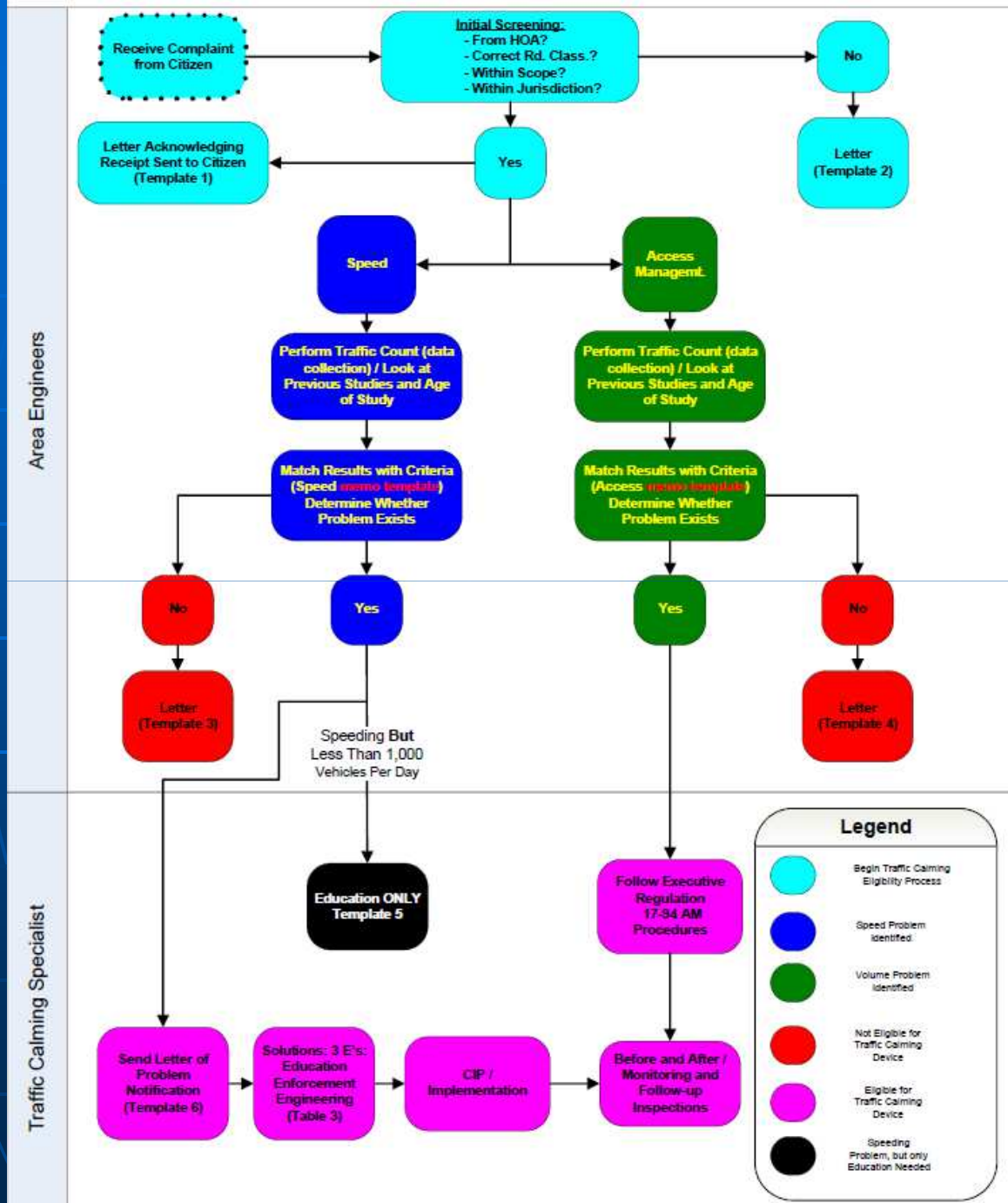
Potential Solutions Proactive Management :

- Work to create a more proactive approach to scheduling and project management through Project Managers.
- Track active and approaching tasks.
- Alert task managers of upcoming work and ensure administration managers secure resources.
- Need to enforce specific deadlines to improve staff efficiency, and predictability for resource allocation.
- Improve the efficiency of the project process to allow for the delivery of projects on time and within budget to the neighborhoods and communities.

Traffic Calming Review Process

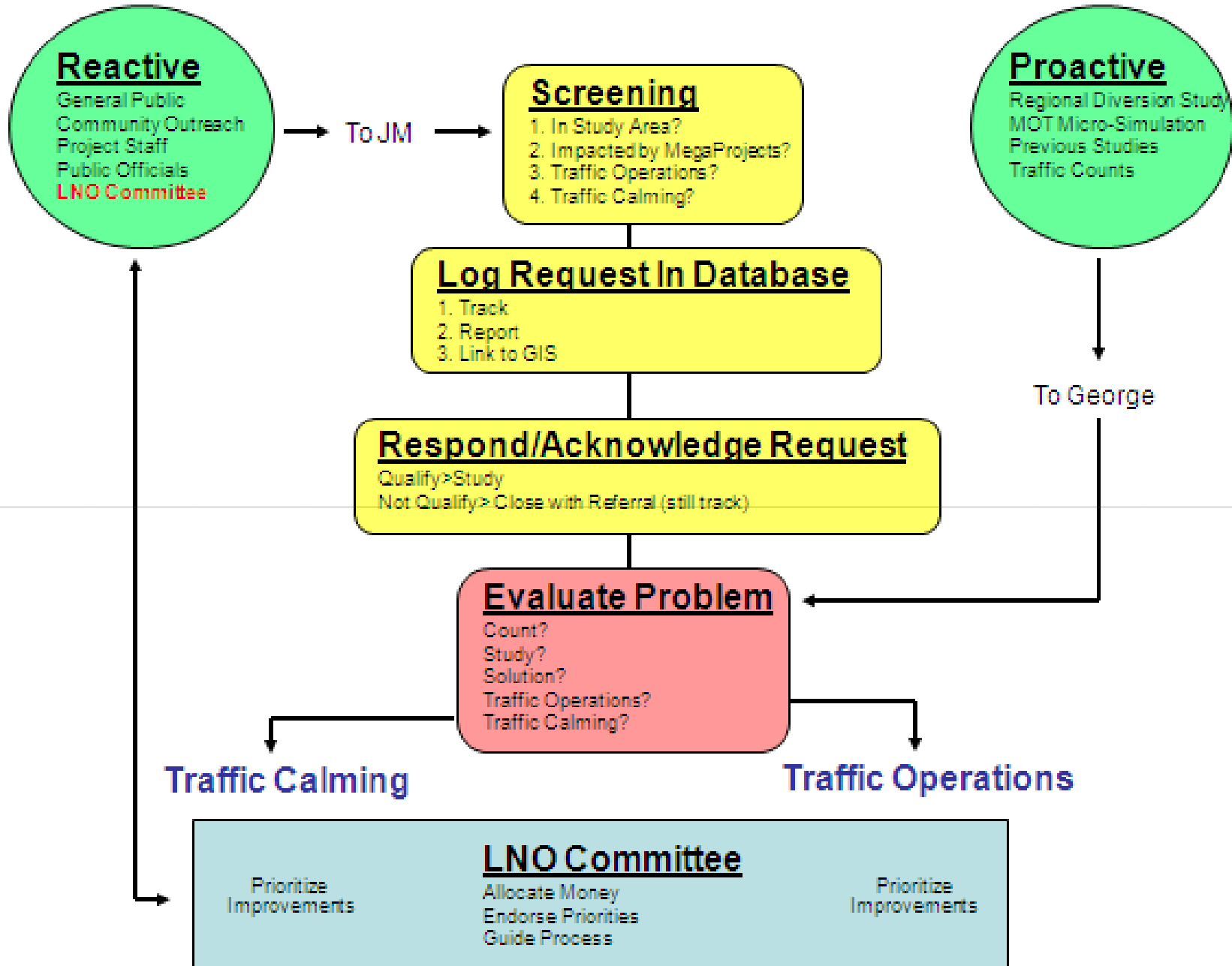
ID	Task Name	Duration	Year 1											
			12	1	2	3	4	5	6	7	8	9	10	11
1	Traffic Calming Review Process: Device Alternatives	194.5 days?	[Blue bar spanning from Dec Year 12 to Oct Year 11]											
2	Receive Complaint Letter	1 day?	[Diamond at start of Year 1]											
3	Send Acknowledgement Letter (Template 1)	10 days?	[Blue bar in Year 1, assigned to Administrative Assistant]											
4	Conduct Speed Study	24 days?	[Blue bar in Year 1, assigned to Technician]											
5	Develop Technical Report	15 days?	[Blue bar in Year 1, assigned to Area Engineer]											
6	Evaluate Results Based on Policy Criteria	15 days?	[Blue bar in Year 1, assigned to Area Engineer]											
7	Send Letter to Citizen Summarizing Findings Template	1 day?	[Diamond in Year 1, assigned to Area Engineer]											
8	If Not Qualified, Closeout / Template 3	1 day?	[Diamond in Year 1]											
9	If Qualified, Send Template 2	1 day?	[Diamond in Year 1]											
10	Consolidate Citizen & HOA Interests	1 day?	[Diamond in Year 1]											
11	Identify Viable Alternatives	7.5 days	[Blue bar in Year 1, assigned to Area Engineer, Civil Engineer]											
12	Pre-meet w/ HOA President	1 day?	[Diamond in Year 1, assigned to Area Engineer]											
13	Conduct Community Information Mtg: Input / Feedback	20 days	[Blue bar in Year 1, assigned to Area Engineer]											
14	Revise Plan	10 days	[Blue bar in Year 1, assigned to Area Engineer]											
15	Gain Concurrence from Residents	90 days	[Blue bar spanning from Year 1 to Year 10]											
16	Make Final Decision on Plan / Financing	5 days	[Blue bar in Year 10]											
17	Schedule Implementation (Subject to funding & construct schedule)	10 days	[Blue bar in Year 10, assigned to Section Chief]											

Montgomery County Traffic Calming Application Review Process



Legend

- Begin Traffic Calming Eligibility Process
- Speed Problem Identified
- Volume Problem Identified
- Not Eligible for Traffic Calming Device
- Eligible for Traffic Calming Device
- Speeding Problem, but only Education Needed



Effective Program Management Summary

- Distinguish between program vs. project management
- Establish Metrics / dashboard
- Display leadership
- Establish expectations of managers
- Define success
- Market success

Effective Program Management Summary (2)

- Prepare an approach to manage change within an organization
- Determine tools to incorporate customer service as a core agency value
- Identify and nurture champions internal to your organization

Custom-tailor Program Management Action Plan

- Financial understanding of the business
- Work management / project controls
- Performance management
- Technical best practices
- Workload forecasting
- Leadership, management, technical training
- On-going mentoring culture

Define the Characteristics of Efficient Program Management

Define “High Performance”

Does your organization have the resources to achieve your goals and objectives?

- Need tactical / operation plan to connect tactical goals and objectives to all levels of the organization

About DOT

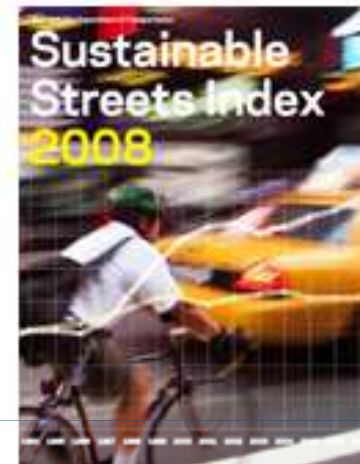
DOT Performance Reporting

Sustainable Streets Index

Together with the DOT [Sustainable Streets strategic plan](#), the Sustainable Streets Index allows the agency to implement more performance-driven transportation policy, geared toward achieving the sustainability, mobility, infrastructure and quality of life goals set forth in Mayor Bloomberg's [PlaNYC 2030](#) initiative.

The Sustainable Streets Index provides data on recent trends in traffic, parking, travel and safety. It also includes a section on "project indicators", an assessment of 12 major DOT projects completed by the end of 2008. This assessment covers the impacts on safety, usage for motor vehicles, cyclists, pedestrians, bus riders and/or travel times in the project areas.

▶ [Learn more and read the report](#)



Citywide Accountability Program

DOT began performance metrics tracking in January 2001. Originally, this performance reporting was part of the Citywide Accountability Program (CAP), which applied the Police Department's highly successful COMPSTAT program's approach to other City agencies.

The collection and analysis of statistical information enables agency decision makers to make policy or operational changes in order to provide effective delivery of services. The data was posted online, which allowed the public to track its progress. DOT measurements on a monthly basis included the number of new traffic signals installed and traffic signal studies completed, the Staten Island Ferry's on-time performance,

Sustainable Streets 2009 Progress Report

In the Spring of 2008, NYCDOT released Sustainable Streets, its new strategic plan. The plan laid out, for the first time ever, a clear and detailed transportation policy for New York City — one that promised a new direction. DOT is delivering on the promises of its plan, and is moving forward on every one of the 164 actions committed to in Sustainable Streets. This annual update of the plan reports on that progress, and serves as a focal point for meeting targets and sustaining momentum across all of our Agency's programs. It also sets forth new goals that have emerged during the past year, ranging from development of an internal DOT car-sharing system to further reduce DOT's fleet, parking needs and miles driven, to issuing a request for proposals to establish a large scale public bicycle system in New York, similar to those in Paris and other cities.

Major Accomplishments in 2008-2009

The New York City Department of Transportation launched numerous new projects and initiatives over the past year, and saw positive transportation results in many areas. These are some of the highlights.

- Launched and expanded large-scale targeted safety programs — [Safe Streets for Seniors](#) and [Safe Routes to Schools](#).
- Implemented [complete-street](#) roadway designs in many locations, including an award winning design for 9th Avenue. Safety benefits have been demonstrable within months in many cases.
- Developed and launched the [Green Light for Midtown](#) plan to reduce traffic congestion in the heart of Midtown Manhattan and improve safety and public space in Herald and Times Squares.
- Launched the [Select Bus Service](#) program with NYC Transit, implementing routes on Fordham Road in the Bronx and 34th Street in Manhattan.
- In 2008, implemented a record 90 miles of [new bicycle lanes](#), contributing to an unprecedented 35% single-year increase in bicycle commuting.
- Created [new public spaces](#) in key city locations, including Madison Square, the DUMBO Manhattan Bridge arch, the Bronx Hub, Gansevoort Street and others.

- EXAMPLES OF MISSION, VISION, GOALS and OBJECTIVES (MVGGO's)

Department Of Commerce-USA

Mission Statement

The Department of Commerce creates the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.

Vision

For almost 100 years, the Department of Commerce has partnered with U.S. businesses to maintain a prosperous, productive America that is committed to consumer safety and the protection of natural resources. Together, we have a record of innovation in manufacturing, transportation, communications, measurement, and materials that has helped to sustain U.S. leadership of the international marketplace. By assisting the private sector, our vision is that the United States continues to play a lead role in the world economy.

Strategic Goals

To achieve this mission and fulfill our vision, we have three strategic goals and a management integration goal. Each strategic goal involves activities that touch American lives every day.

GOAL 1: *Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers*

General Goal/Objective 1.1: Enhance economic growth for all Americans by developing partnerships with private sector and nongovernmental organizations.

US DOT Research and Innovative Technology Administration (RITA):

Section 2. RITA Vision, Mission, Goals, and Strategies

Secretary Mineta's vision for RITA reflects its unique position in the Department: a crosscutting DOT administration dedicated solely to RD&T and the implementation of innovative technologies. RITA will provide counsel to the Secretary on innovation and research, and enable better coordination within the Department and with RD&T stakeholders.

RITA's mission reflects its legislative mandate and directly supports DOT's mission to "Develop and administer policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with the national objectives of general welfare, economic growth and stability, the security of the United States and the efficient use and conservation of the resources of the United States."²

RITA's strategic goals respond to this mission and directly contribute to each of the Department's strategic objectives: safety, mobility, global connectivity, environmental stewardship, and security.

To realize its vision, mission, and goals, RITA proposes crosscutting strategies in the following areas:

- RD&T Strategic Planning, Review, and Coordination
- Innovation, Technology, and Enabling Research
- University Research and Education
- Transportation Statistics and Analysis

Source:

http://www.rita.dot.gov/publications/research_activities_of_the_department_of_transportation_a_report_to_congress/html/section_02.html

US Maritime Law Enforcement Academy (MLEA)

Charleston, South Carolina

Vision

The Maritime Law Enforcement Academy (MLEA) will continue to be the premier provider for all Federal Maritime Law Enforcement Training.



Mission

MLEA will prepare and support personnel in the execution of the Coast Guard's Maritime Security and Safety mission areas. We will ensure that all training delivered is relevant and aligned to Commandant policies and standards. Additionally, we will deliver training to our international and interagency partners to develop and foster closer law enforcement and security relations around the world.

Goal

Be responsive, relevant, and maintain training system integrity while providing a positive work environment that allows one to develop and grow their professional and personal skills.

Objectives

- 1. Continuously engage CG Program Managers in DCO/OPCOM & FORCECOM to:**
 - Identify law enforcement and security performance needs and training deficiencies.
 - Actively participate in the development of all law enforcement policy, tactics, techniques and procedures.

Source:
<http://www.uscg.mil/mlea/mission.asp>

Mission, Strategy, Values

Mission

FedEx Corporation will produce superior financial returns for its shareowners by providing high value-added logistics, transportation and related business services through focused operating companies. Customer requirements will be met in the highest quality manner appropriate to each market segment served. FedEx will strive to develop mutually rewarding relationships with its employees, partners and suppliers. Safety will be the first consideration in all operations. Corporate activities will be conducted to the highest ethical and professional standards.

Strategy

The unique FedEx operating strategy works seamlessly - and simultaneously - on three levels.

- **Compete collectively** by standing as one brand worldwide and speaking with one voice.
- **Operate independently** by focusing on our independent networks to meet distinct customer needs.
- **Manage collaboratively** by working together to sustain loyal relationships with our workforce, customers and investors.

Values

People: We value our people and promote diversity in our workplace and in our thinking.

Service: Our absolutely, positively spirit puts our customers at the heart of everything we do.

Innovation: We invent and inspire the services and technologies that improve the way we work and live.

Integrity: We manage our operations, finances and services with honesty, efficiency and reliability.

Responsibility: We champion safe and healthy environments for the communities in which we live and work.

Loyalty: We earn the respect and confidence of our FedEx people, customers and investors every day, in everything we do.

FEDEX

Source:

http://about.van.fedex.com/our_company/company_information/mission_statement

Institute of Transportation Engineers (ITE)

Mission:

To be the principal source of professional expertise, knowledge and ideas promoting transportation science and principles internationally.

Core Purpose:

To advance transportation knowledge and practices for the benefit of society.

Core Values:**Inspiration:**

Demonstrated by an earned reputation as a valued professional organization respected for its innovative thought, adaptive capabilities and effectiveness in making a meaningful difference in quality of life.

Integrity:

Demonstrated by words and ethical behavior characterized by uncompromised honesty, objectivity and impartiality.

Social Responsibility:

Demonstrated by an abiding dedication to professional expertise, sound advice and transparent communication, ever conscious of the public good.

Collegiality:

Demonstrated by a continuous commitment to collaboration and cooperative spirit among peers in an interdisciplinary global community.

Big Audacious Goal:

To bring together transportation's body of knowledge and professional voice for the benefit of society.

Source:

<http://www.ite.org/aboutite/StrategicPlan.pdf>

Module 2

Learning Outcomes

- Recognize whether your organization is structured to meet the needs of its stakeholders
- Recognize whether your organizational structure effectively meets the Mission, Values, Goals, and Objectives
- Understand that flexible program management custom-tailored to your organization is advantageous for improving the performance of your traffic system organization on a continuous basis

Module 2B

Learning Outcomes

- Establish a set of evaluation criteria to measure the success of the organization
- Define strategies for an organization to meet their Mission, Values, Goals, and Objectives



NTOC: Organizational Management

Closing Comments

Program Management for
Traffic Signals Systems
Professional Development Series