

## TEXAS TRANSPORTATION COMMISSION

ALL Counties

### MINUTE ORDER

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ALL Districts

In 2007, the Texas Department of Transportation (department), as required by law, had independent audits performed as the department prepared for its scheduled review by the Sunset Commission. These independent audits recommended that the department review its organizational structure and consider regionalizing or centralizing support services where it made good business sense. These audits also recommended that the department develop standardized strategies and tools for managing the project development process.

Subsequent to these reports, the executive director formed restructuring study teams that recommended a phased approach to restructuring with Phase I being the formation of Regional Support Centers that would consolidate district operations support and improve project development support. The executive director named interim regional directors and charged them with developing detailed implementation plans for review and consideration. More than 100 department functional experts assisted in developing detailed implementation plans for each function being considered for regionalization.

That plan was reviewed by an outside consultant to insure that it complied with the intent of the original consultant recommendations and to insure that the plan could be implemented in a cost effective manner that streamlined operations and did not add levels of bureaucracy. The consultant deemed the plan directionally sound for process and work product.

After consultant review, the plan was published for all employees for their review and comment. Employee comments were considered and appropriate edits made to the plan.

Creating Regional Support Centers within the department for operational and project development support functions increases efficiency, improves project development accountability, and enhances transparency by:

- consolidating redundant operational support functions found in each district and serves as a vehicle for deploying best practices of these districts in a consolidated services environment;
- reducing the cost of operational support by reducing, through attrition, the staff required to perform these duties;
- improving the department's ability to manage the project development process and deliver projects for construction on time and within budget; and
- developing resources responsible for providing information concerning the project development process that is accurate, timely, and meaningful.

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IT IS THEREFORE ORDERED by the commission that the department create four Regional Support Centers to be located in Fort Worth, Houston, San Antonio and Lubbock and that the executive director develop and staff these appropriately within existing approved and budgeted full time equivalent employment levels.

Submitted and reviewed by:

David B. Casteel, P.E.  
Assistant Executive Director for District Operations

Recommended by:

Arnoldo Saenz  
Executive Director

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Minute Number      Date Passed