

New Mexico DOT: Project Evaluation Assessment

Targeted Group Assessment
(no Individual Assessments)

General Action Plan

New Mexico DOT (NMDOT) had recently implemented a new data-driven methodology to prioritize proposed capital projects.

They wanted to use the assessment to identify data and information system improvements to advance and sustain District implementation of the new approach and prioritization outcomes.

Step 1: Assessment Planning

TAM program leaders and staff in the NMDOT General Office formed the core team members involved in the assessment.

District leaders were engaged to identify assessment participants representing each District.

The core team also identified support staff (for example, in IT) to be consulted (as needed) during the assessment.

Step 2: Benchmarking and Improvement Selection

A 60-minute kickoff meeting introduced participants to the assessment context, framework and approach.

Targeted assessment elements were confirmed, and two, 90-minute group benchmarking meetings were scheduled and held over the next two weeks.

The group assessment began with selected elements in Area E (Act on

Data) and proceeded in reverse order to Area A (Specify and Standardize Data).

Benchmark ratings and supporting notes were emphasized over element-specific detail improvement selections.

Step 3: Evaluation and Implementation Action Planning

The Improvement Evaluation step was not included. Instead, the facilitator produced an assessment summary presentation and worked with the core team to consolidate and select proposed improvement actions. A single 90-minute meeting was used to confirm outcomes and proposed action plans.

Step 4: Closeout and Next Steps

A summary presentation captured the assessment context, process, outcomes and proposed actions. This presentation finalized with a final review by the assessment sponsor.

Sponsor

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Asset Management
Bureau Chief

Core Team

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Participants

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District 4

Javier Martinez
District 5

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Design

Assessment Experience:

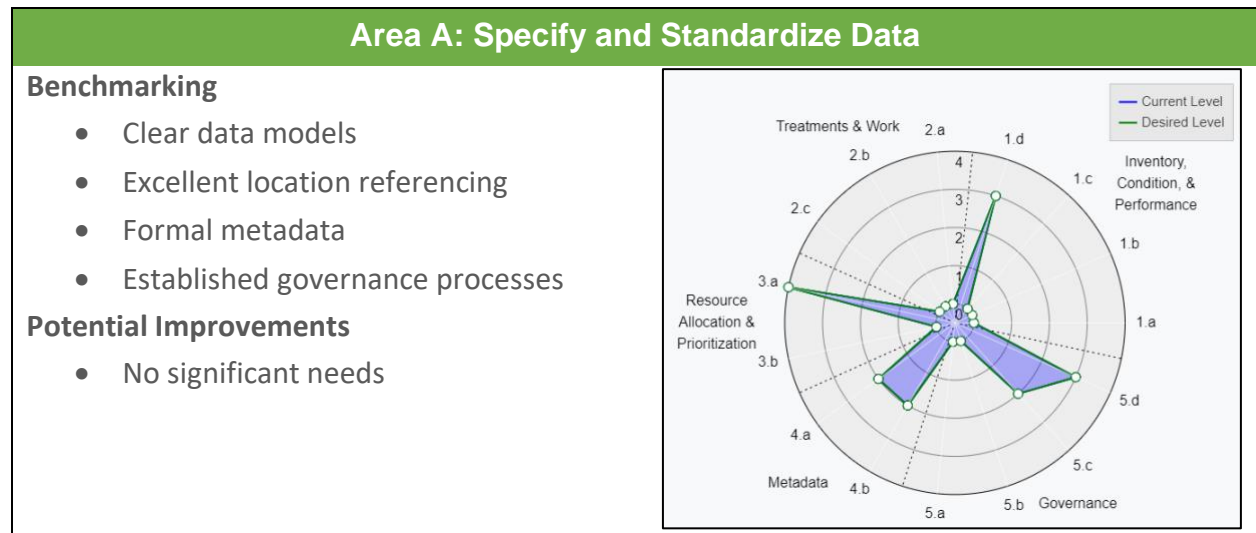
The assessment was significantly streamlined by incorporating lessons learned from previous research implementation and TAM data assessment experiences. Key adjustments included:

- Use of a group assessment and discussion approach, dramatically reducing time and effort required by participants to complete initial, offline, individual assessments.
- Targeting of assessment elements – focusing only on elements directly aligned with the assessment objective and context.
- A weekly meeting cadence – from kickoff through assessment closeout.

The assessment could have been further improved by having core team members provide a comprehensive overview of the current TAM project evaluation program, processes, and tools. This would have provided a common baseline understanding across all participants prior to the assessment and action planning discussions.

Assessment Findings:

The assessment results were positively received by the participants. NMDOT staff appreciated that the assessment inspired big picture discussions among participants and that it yielded improvement recommendations that would not have originally be considered by the group. Assessment participants were also pleased that the process allowed for detailed technical needs to be identified and discussed.



Area B: Collect Data

Benchmarking

- Clear, but manual data collection processes
- Current tools would be difficult to scale for network-wide data collection

Potential Improvements

- Automate and integrate processes to reduce effort
- Shift to network-level collection and analysis



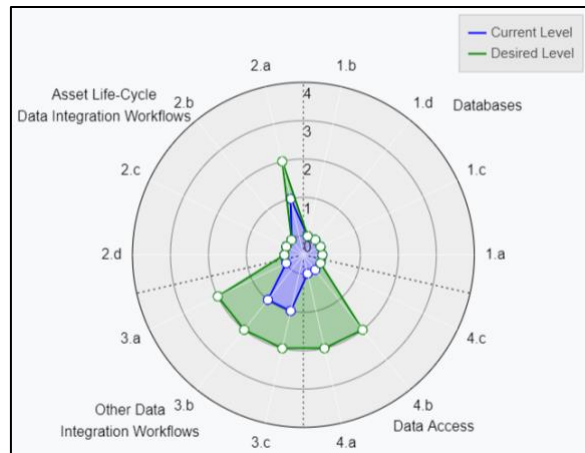
Area C: Store, Integrate, and Access Data

Benchmarking

- Manual data integration processes
- Need better tools to communicate priorities to stakeholders
- Desire to expand prioritization input

Potential Improvements

- Automate eGIS data integration
- Evaluate targeted data for inclusion in prioritization approach
- Provide map-based summaries and a website to share outcomes



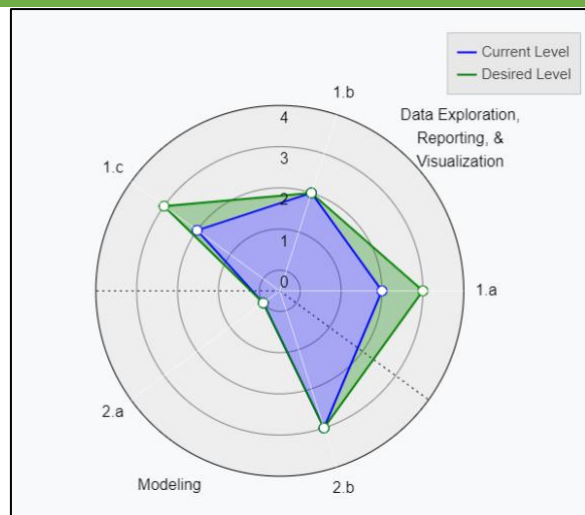
Area D: Analyze Data

Benchmarking

- Manual data analysis process supported by spreadsheet tools
- Lack clarity on the effective dates for individual data involved in the analysis

Potential Improvements

- Provide map-based summary and reporting to improve visualization
- Automate analysis to reduce effort and support scaling
- Document input data effective dates



Area E: Analyze Data

Benchmarking

- Inconsistent understanding of process across stakeholders
- Inconsistent implementation across Districts

Potential Improvements

- Dedicate resources for District training and change management
- Provide context to support understanding of prioritization results
- Integrate results into statewide resource allocations

The radar chart displays performance levels on a scale of 0 to 4 for six categories. The 'Current Level' (blue line) and 'Desired Level' (green line) are plotted. The categories are: 1.a (Resource Allocation & Prioritization), 1.b (Resource Allocation & Prioritization), 2.a (Project Planning, Scoping, & Design), 2.b (Project Planning, Scoping, & Design), 3.a (Maintenance), and 3.b (Maintenance). The current level is significantly lower than the desired level in categories 1.b, 2.a, and 3.a.

Proposed Actions:

Action	Description
Resource District Training and Change Management	<p>Establish a clear, common vision and motivation for CAR Form application. Provide resources to support District training and implementation. Encourage adoption of the CAR Form and prioritization outcomes into District business. Ensure understanding of the overall process, methodology and tools. Document District roles in intended applications of the CAR Form to the District business process. Support change management, including improvement of statewide resource allocation and project prioritization methods.</p> <p>Provide practical use case examples or success stories from various applications or user contexts (e.g., distributing funds to Districts (regular and special funds), prioritizing the "shelf" projects, supporting public engagement meetings, evaluating the full STIP). Get District Engineer buy in to proposed roles before broader engagement.</p>
Implement a Continuous Improvement Process	<p>Establish responsibilities to gather information regarding statewide use of the prioritization outcomes and supporting tools and business processes. Capture lessons learned and implement prioritized improvement recommendations.</p> <p>Include regular evaluation available/desired data and data collection, analysis, and reporting processes, as well as regularly engage District stakeholders, key system owners and data stewards to identify issues, lessons learned, best practices, and improvement opportunities.</p>

Action	Description
<p>Develop Integrated, Web-Based Project Data Collection Form</p>	<p>Engage District stakeholders to implement CAR form as a web-based electronic form, with direct integration into central data/form repository.</p> <p>Design form to simplify project identification by District staff and include features for Central Office update/population of supporting data and prioritization outcomes.</p>
<p>Develop Map-Based Webpage and/or App</p>	<p>Create map identifying relative priorities of various project and/or network locations evaluated through CAR Form process. Include views useful for field and/or public access. Share supporting materials (e.g., process overview or policy) for public reference.</p>
<p>Evaluate Prioritization Methodology</p>	<p>Engage stakeholders to evaluate current prioritization methodology and outcomes for potential improvement considering current data quality and timeliness, potential to expand the prioritization to provide network-level coverage, new or improved data sources, and a sensitivity analysis of theoretical and actual prioritization outcomes.</p>
<p>Integrate and Adjust Prioritization Methodology</p>	<p>Make technical improvements to incorporate additional data sources and to support streamlined data integration, analysis, and reporting - including changes necessary to make data available in eGIS for reference in the CAR Form.</p> <p>Incorporate any adjustments into regular District outreach and communication. Ensure appropriate training prior to implementation.</p>
<p>Automate Data Integration, Analysis and Summary</p>	<p>Integrate CAR form and supporting tools (e.g., web maps, electronic formwork, prioritization analysis tools) with eGIS to automate collection and summary of project-specific prioritization input and to streamline and automate analysis process and outcomes.</p> <p>Incorporate any adjustments into regular District outreach and communication. Ensure appropriate training prior to implementation.</p>