Work Program Introduction

The process used to identify and track the Florida Department of Transportation's (FDOT's) large volume of work and the appropriated budget is the Work Program. The Work Program process currently manages a multi-billion-dollar budget each year. Some basic principles that underlie this unique process are addressed in the ***Work Program Process Overview***. The program is driven by policies and program objectives outlined in the ***Florida Transportation Plan (FTP)***. The FTP is described in detail in ***PMG 110 – Transportation Planning Process***.

Developing the Work Program

The FTP and the ***Program and Resource Plan*** guide the development of the Work Program. The Legislative Budget Request (LBR) reflects the requested budget amounts by budget entity and appropriation category. The Program and Resource Plan links the FTP, the LBR and the Five-Year Work Program. Consequently, development of the Department's Work Program and the appropriation request can be described with the term "Policy to Projects." This process ensures that the transportation products and services provided to the people of Florida are consistent with policy direction.

Annually the Department prepares the Five-Year Work Program pursuant to ***Section 339.135, Florida Statutes***. The Work Program must be a balanced financial plan that provides a list of transportation projects (by phase) that are scheduled for implementation during the ensuing five-year period. It includes all proposed project commitments classified by major program and appropriation category.

Projects are scheduled by phase (i.e., planning, design, and construction) because it usually takes several years to complete a project. Phases are defined by group, type, and description. **Figure 1**, **Work Program Phase Description** lists common Work Program Phases and their descriptions. For a complete list of Phase descriptions, see WPI Appendix D.

Work Program Instructions (WPI) and fund allocations communicate funding and policy directives to the districts and the turnpike enterprise. Instructions for building a Five-Year Work Program to the specification of the Program and Resource Plan are contained in WPI Appendix A for program allocations and WPI Appendix B for program performance targets. The WPI, WPI Appendix A (program allocations) and WPI Appendix B (program targets) can be found at the ***Office of Work Program and Budget*** website.

The development of the Work Program involves three distinct sequences: gaming, tentative and adopted. During gaming, the districts use the Work Program Administration (WPA) files and WPI Appendix A and WPI Appendix B to project scenarios of alternative projects.

The Project Manager's Role in the Work Program

Although it is important to understand the process, the Project Manager (PM) is not normally involved in the process of developing the Work Program. However, a PM must know what is in the Work Program that pertains to their projects and the implications of that

Figure 1
Work Program Phase Description

	Phase	Description
Planning	3B	PE Service Contract
	11	Planning In-House
	12	Planning Consultant
	14	Planning Grant
	18	Planning Other Agencies
PD&E	21	PD&E In-House
	22	PD&E Consultant
	28	PD&E Other Agency
Design	31	PE In-House
	32	PE Consultant
	38	PE Other Agency
Right of Way	4B	R/W Service Contract
	41	R/W In-House
	42	R/W Consultant
	43	R/W Land
	45	R/W Relocation
	46	R/W Utility
	48	R/W Other Agency
Construction	5A	Construction Contract Bonus
	52	Construction Contractor
	54	Construction Grant
	56	Construction Utility
	57	Construction Railroad
	58	Construction Other Agency
	61	Construction Support In-House
	62	Construction Support Contractor
Maintenance	71	Maintenance In-House
	72	Maintenance Consultant
	74	Maintenance Grant
	78	Maintenance Other Agency
Misc.	84	Operations Grant
	88	Operations Other Agency
	94	Capital Grant
Local Agency Projects (LAP)	18	Planning Other Agencies
	28	PD&E Other Agency
	38	PE Other Agency
	48	R/W Other Agency
	58	Construction Other Agency
	68	CEI Other Agency
	78	Maintenance Other Agency
	88	Operations Other Agency

CEI: Construction Engineering & Inspection PE: Preliminary Engineering
PD&E: Project Development & Environment R/W: Right of Way

information. The project must be in the Adopted Work Program to be undertaken. If federally funded, the project must be included in the State Transportation Improvement Program (STIP); and, if in an MPO area, must also be included in the MPO's Transportation Improvement Program (TIP).

Regardless of the work phase, an FDOT PM is responsible for the successful progression of a transportation improvement through all project phases. The FDOT PM must ensure that the Work Program estimate for each phase is valid. The PM must also ensure that the project can be produced as scheduled. If circumstances make it impossible to complete the planned improvements within the Work Program estimate or schedule, the PM must take the appropriate steps to revise the project scope, estimate or budget and coordinate these changes with the Work Program Office. It is the PM's responsibility to keep the Work Program data current.

Changes That Must Be Reported: The District Work Program Manager must be kept abreast of key developments in a project as they relate to the Work Program. It is particularly important to update the Work Program before proceeding to contract advertisement for construction and letting. The following are examples of changes that should be reported:

- Estimated costs (increased or decreased)
- Project concept and scope
- Project limits
- Letting date
- Contract supplemental agreements
- Planned phases
- Needs to change programmed years

Failure to Report Changes: If the PM fails to notify the Estimates Office of significant changes, AASHTOWare Project is not updated. On federally funded projects, a Transportation Improvement Plan (TIP) and State Transportation Improvement Plan (STIP) amendment may be required if the scope of the project or estimate changes significantly. Amending these projects result in the following outcomes:

- Changes in the estimate require that the Work Program be re-balanced to account for these shifts (reserves reduced or estimate increased).
- A project scheduled for letting may be delayed. Approval of Work Program amendments typically takes from four to eight weeks.
- Related activities such as right of way and utility reimbursables are affected.

Work Program Amendments: A Work Program amendment is required as described in WPI Part III Chapter 3.

STIP/TIP Amendments: Formal amendments in the STIP or TIP are required as described in WPI Part IV Chapter 5.

Contract Funds Management System

The Contract Funds Management System (CFM) system is governed by ***Florida Statute 339.135 (6)(a).***

Funds must be encumbered prior to execution of a contract, contract amendments or supplemental agreement that obligates funds. The encumbrance process, as described in ***Procedure 350-020-200***, Contract Funds Management Funds Approval, ensures that the budgeted funds are in place and sets those funds aside for payment of the specific contract. Payments must match the encumbrance accounting data found in the CFM system.

Payment of Invoices

The PM must be assured that the work, services, or goods have been delivered prior to payment of an invoice; and that the invoice is within the terms of the contract and the invoice is properly documented. ***PMG 235 - Invoicing***, discusses the responsibilities of both the consultant PM and the FDOT PM in the preparation, review and approval of invoices. ***PMG 105 – Statutory Authority***, also provides a detailed summary of invoice responsibilities for FDOT PMs.

Federal Funds: It is the PM's responsibility to ensure that Federal Aid Coordinators are notified in a timely manner of the need to request federal authorizations for federally funded projects. This responsibility includes ensuring all the required prerequisite criteria are met (and supporting materials are available) before requesting the Federal Aid Coordinator to prepare the Federal Authorization Request (FAR). The PM is responsible for obtaining federal aid project numbers assigned to all phases of work. The Federal Highway Administration (FHWA) must approve the FAR before construction projects can be advertised or before Preliminary Engineering (PE) and Construction Engineering and Inspection (CEI) contracts are executed. The FAR must be submitted to the Federal Aid Programs Office at least 30 days prior to the date the approval is needed. The Federal Aid Coordinator notifies the PM when federal project authorization is received. Complete instructions on the authorization process are found in ***Procedure No. 350-050-005***, Federal Project Authorizations.

The PM must close each phase of work in a timely manner upon completion. This includes completing all the required documentation necessary to close the project with FHWA.

- **Local Funds:** Local funds must be deposited with the Department prior to advertising locally funded projects and encumbering the contract funds.
- **Project Closeout:** Another important Work Program task for the PM is project closeout. As the project is brought to completion, the PM should work with the District Work Program Manager and Procurement staff to close out the contracts managed by the PM related to the project. The PM must ensure that final invoices are submitted and processed as quickly as possible.

Upon payment of the final invoice, the project manager must notify the district work program office to un-encumber any remaining funds so that they may be utilized on other projects.

Final reimbursement of federal funds cannot be requested until proper project closeout. The PM should work with the Federal Aid Coordinator to accomplish this work. Improper closeout documentation can affect billions of dollars of federal reimbursement.

Additional Information

The Work Program may be viewed at the project/phase level on the ***Office of Work Program and Budget SharePoint***. This program is accessed by going to the Finance and Administration site and clicking on Item Segment Overview. A project can be viewed at item level, or many projects can be reviewed by selecting one or more of the criteria on the screen. The codes are written out so that they can be easily followed. The WPI contains all information concerning programs and funds along with contact people for each area. The WPI Appendices list all data elements involved in the programming of projects.