



## Transportation Vanguard Award Nomination Form

### 2014

#### INFORMATION ON NOMINEE:

|  |                    |   |                |
|--|--------------------|---|----------------|
| Last Name: Flournoy  | First Name: Marlon | Date: September 19, 2014  |                |
| Email: marlon.flournoy@dot.ca.gov  |                    | Position Title: Deputy Director, Planning & Local Assistance Programs |                |
| Department: California Department of Transportation                              |                    | Phone: (916) 419-8490   |                |
| Street Address: 703 B Street   | City: Marysville   | State: California   | Zipcode: 95901 |
| AASHTO Committee Membership (optional) <a href="#">Click here to enter text.</a> |                    |   |                |

#### NOMINATOR INFORMATION:

|  |                   |  |                |
|--|-------------------|--|----------------|
| Last Name: Benouar   | First Name: Katie | Date: September 19, 2014                                   |                |
| Email: katie.benouar.dot.ca.gov  |                   | Position Title: Chief, Division of Transportation Planning |                |
| Department: California Department of Transportation  |                   | Phone: (916) 653-1818                                      |                |
| Street Address: 1120 N Street  | City: Sacramento  | State: California  | Zipcode: 94274 |
| Endorsement of Member Department Secretary/Director: Endorsed by Malcolm Dougherty, Director |                   |  |                |

#### INSTRUCTIONS:

Using a maximum of 2 additional single-sided pages, please provide reasoning as to why this individual should be selected as the Transportation Vanguard Award recipient. Please include as much specific information about the candidate as possible, including special projects, personal attributes, dedication, etc.

Send nominations by **Friday, September 26, 2014**, via e-mail to [mvitale@ashto.org](mailto:mvitale@ashto.org). Nominations must be submitted as a single file in MS Word format using ***TVA2014\_Nomination\_Nominee\_Name.doc*** as the file name

Marlon Flournoy is an exemplary young leader and innovator in transportation planning and project development. Marlon is currently the District 3 Deputy District Director for Planning and Local Assistance Program with the California Department of Transportation (Caltrans), a post he has held since February 2014. Marlon has risen to this leadership level because he has taken on tough assignments and executed them well, he has shown leadership and perseverance under challenging conditions of both internal and external scrutiny, and he has gained broad experience in several planning areas, local government, and both Headquarters and Districts.

Marlon is known in Caltrans for the strong leadership and management he brought to the Project Initiation Process, which was under fire from external control agencies including the California State Legislature, the Legislative Analysts Office (LAO), and the Department of Finance (DOF). The Project Initiation Process produces Project Initiation Documents or "PIDS" that provide scope, cost estimates, and initial data on potential projects prior to programming.

In 2009, Caltrans was charged by the Legislature to streamline the PID development process or risk losing the PID resources. Under this challenge, Marlon took leadership of the PID Program in 2010. Marlon took on and successfully navigated this process improvement, leading both planners and engineers in the districts to respond to the external challenges to the program in strategic planning, streamlining, better resource management, and reporting to control agencies. Marlon was able to turn the program around and build confidence in the program. Caltrans has been rewarded with a gradual rebuilding of the resources to accomplish this all-important work.

Marlon led the PID staff statewide and built a team structure that created the vision and goals for the program. Marlon and his team accomplished the following:

- Increase in positions for three consecutive years.
- Responded to DOF, Legislature, and LAO and found opportunities to streamline and reduce expenditures and improve the management of the PID program
- Improved the credibility of the program.
- Received an increase of \$6.2 million in personnel dollars, allowing Caltrans to cover existing staffing levels.

When offered the position of Chief, Marlon saw this as an opportunity to repair a process that was fraught with major challenges. He re-engaged key stakeholders who had taken on adversarial roles based on how the program once ran. He worked to regain the confidence and trust of all parties involved while finding a balance to preserve and protect the state highway system. Marlon and his team successfully demonstrated that Caltrans could meet the requirements of DOF and LAO to develop a zero-based budget for the PID program. This was a tremendous undertaking and now serves as a model for Caltrans.

Under Marlon's leadership, the Office of Project Scoping Coordination established the PID Committee, comprised of both internal and external PID stakeholders, to evaluate the PID process on an ongoing basis. Marlon led development of the PID Strategic Plan as the framework for the efficient management of PID resources and to streamline the process for developing PIDS. It is now developed in collaboration with regional and local transportation partners and updated annually.

Marlon's leadership has also been key to building cross-functional relationships between planning and programming and project delivery functions of Caltrans.

Marlon's accomplishments have proven to be better use of taxpayers' money by eliminating inefficiencies in the PID program. This can be tied back to the policy Marlon established on the PID 3-Year workload tied to available funding and his development of innovative PID documents (Small Value Cap PID, Enhancing and/or expanding the use of the PSR/PDS).

Marlon is an asset to the Caltrans planning leadership team. He is ready to lead transportation planning into the future with his excellent management skills, ability to work with internal and external partners, and to lead staff to accomplish challenging goals.