Expediting Project Delivery Webinar – Implementing Streamlining Measures

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Safety: Fostering safer driving through analysis of driver, roadway and vehicle factors in crashes, near crashes, and ordinary driving.

Renewal: Rapid maintenance and repair of the deteriorating infrastructure using already-available resources, innovations, and technologies.

Capacity: Planning and designing a highway system that offers minimum disruption and meets the environmental, and economic needs of the community.

Reliability: Reducing congestion and creating more predictable travel times through better operations.
Expediting Project Delivery

- Expediting Project Delivery identifies 24 strategies for addressing or avoiding 16 common constraints in order to speed delivery of transportation projects.

- Strategies Grouped Under Six Objectives:
  1. Improve internal communication and coordination;
  2. Streamline decision-making;
  3. Improve resource agency involvement and collaboration;
  4. Improve public involvement and support;
  5. Demonstrate real commitment to the project; and
  6. Coordinate work across phases of project delivery.
## Expediting Project Delivery

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Stage of Project Planning or Delivery</th>
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<tbody>
<tr>
<td></td>
<td>Early Planning</td>
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<tr>
<td>1. Change-control practices</td>
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<td>2. Consolidated decision council</td>
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<td>3. Context-sensitive design and solutions</td>
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<td>4. Coordinated and responsive agency involvement</td>
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<td>5. Dispute-resolution process</td>
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<td>6. DOT-funded resource agency liaisons</td>
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<td>7. Early commitment of construction funding</td>
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<td>8. Expedited internal review and decision-making</td>
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<td>9. Facilitation to align expectations up front</td>
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<td>10. Highly responsive public engagement</td>
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<td>11. Incentive payments to expedite relocations</td>
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<td>12. Media relations manager</td>
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<td>13. Performance standards</td>
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<td>14. Planning and environmental linkages</td>
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<td>15. Planning-level environmental screening criteria</td>
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<td>16. Programmatic agreement for Section 106</td>
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<td>17. Programmatic or batched permitting</td>
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<td>18. Real-time collaborative interagency reviews</td>
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<td>19. Regional environmental analysis framework</td>
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<td>20. Risk management</td>
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<td>21. Strategic oversight and readiness assessment</td>
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<td>22. Team co-location</td>
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<td>23. Tiered NEPA process</td>
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<td>24. Up-front environmental commitments</td>
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Implementation Award
Recipients

• Arizona Department of Transportation (ADOT)
• Arkansas State Highway and Transportation Department (AHTD)
• Association of Monterey Bay Area Governments (AMBAG)
• California Department of Transportation (Caltrans)
• Florida Department of Transportation (FDOT)
• Idaho Transportation Department (ITD)
• Maricopa Association of Governments (MAG)
• Massachusetts Department of Transportation (MassDOT)
• Nebraska Department of Roads (NDOR)
• South Carolina Department of Transportation (SCDOT)
• South Dakota Department of Transportation (SDDOT)
• Vermont Agency of Transportation (VTrans)
SHRP2 on the Web

- GoSHRP2
  www.fhwa.dot.gov/GoSHRP2
  Apply for Implementation assistance
  Learn how practitioners are using SHRP2 products

- SHRP2 @AASHTO
  http://SHRP2.transportation.org
  Implementation information for AASHTO members

- SHRP2 @TRB
  www.TRB.org/SHRP2
  Research information

- FHWA R10 & C19 Websites
  https://www.fhwa.dot.gov/GoSHRP2/Solutions/Renewal/R10
  https://www.environment.fhwa.dot.gov/stormng/shrp2-c19/default.asp
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C19 Assessment Workshop

Participants

- SDDOT
- FHWA SD Division
- FHWA Resource Center
- USDOT Volpe

“Constraints”

- Conflicting Resource Values
- Inability to Maintain Agreement
- Insufficient Public Engagement
- Lack of Dedicated Staff
- Large/Complex Projects
Strengths & Opportunities

**Strengths**
- Empowered workforce
- Management systems
- Scoping process
- Public engagement
- Open, iterative STIP process
- Commitment to process improvement
- Strategic planning

**Challenges & Opportunities**
- Public communication
- ITS process integration
- Environmental commitment tracking
- Project scheduling
- Staff size
- Staff turnover
- Local gov’t coordination
- Risk identification in scoping
Five Actions

**SHRP2 C19**
- Enhance public interaction
- Increase schedule accountability and allocate internal resources

**Other**
- Coordinate with External Partners
  - Railroads (R16)
  - Utilities (R15B)
- Build Internal & External Capacity
  - Training
  - Mentoring
  - Onboarding
- Improve Scoping
Strategies

- Public meeting workflow
- Stronger advertising
- Personal outreach
- Better preparation
- Public meeting survey

Survey Topics

- Date & Location
- How aware of meeting?
- Reason for interest
- Meeting quality
  - Purpose clearly explained
  - Information clarity
  - Free to comment
  - Questions answered
- How to improve?
Sample Survey Results

The purpose of the meeting was clearly explained
- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Does not apply

Information was presented clearly at the meeting
- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Does not apply

I felt free to comment and ask questions during the meeting
- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Does not apply

Questions were answered clearly and completely
- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Does not apply
Public Engagement: Landowner Communication Survey

- Location & Project
- Pre-construction communication
  - Nature of work
  - Adequately informed
  - Opportunity to ask questions, express concerns
- Communication during construction
- SDDOT staff contact
  - Accessible
  - Timely
  - Accurate
  - Courteous
- Public meetings
- Preferred communication
- Did well / Do better
- Overall satisfaction
• SDDOT created a “Project Delivery Office” to place emphasis on timely project delivery

• Mission: Ensure all pre-construction projects are delivered to Bid Letting on the schedule intended so we can meet STIP dates
Understanding

• What we know, what we need, what we do….

• First Steps: Self Evaluation
  – understand our processes
  – understand our priorities
  – identify our strengths
  – acknowledge our challenges
  – evaluate our scheduling tool

• Determine a direction – Make a plan
Accurate & Reliable Schedules

- Become proficient with our scheduling software
  - Schedulers attended software training
- Involve subject matter experts
  - Involve those who are Doing the work
- Retool all of our base network schedules

- Convert active projects from old schedules to improved networks and redefine schedules for each project
  - No more guessing
  - Up-to-date, accurate schedules
Realign Focus: Ready Date Concept

- Ready Date: completed plan package due in Bid Letting
- New schedules focus on day-to-day work and accomplishing specific activities on time
- The new end goal: Ready Date
  - on the shelf early
  - optimal letting window
  - bid letting flexibility
  - STIP agility
  - meet STIP funding and timing goals
Long Term Planning to Achieve Short Term Goals

• We Knew
  – meeting a Project Ready Date and anticipated STIP year takes organization and focus

• We Created
  – a number of tools ensure each project schedule was getting individual attention at regular intervals

• We Can Now
  – address project and schedule issues early
  – make conscious decisions about the future of the project
  – make conscious decisions about the STIP
Tools for Success

• Resource Planning and Allocation
  – Manpower availability

• Schedule Review Points
  – Individual attention and project updates

• Project Risk Status
  – Status alert system – Red/Yellow/Green

• Team Meetings
  – The right people in the room for the best decision

• Strategic Milestones
  – Measure: knowledge is power

• Project Delivery Work Group
  – “Think Tank”
Next Steps

- Strong focus on communication
- Continue to learn and use the software to our advantage
- Implement more defined project controls
- Clarify roles and responsibilities
- Project management training
- Provide more management reports and data.
- Make conscious and informed decisions.

Possibilities are many. Every step forward or new concept opens the door to more ideas and concepts.
Streamlining Project Delivery
*getting to construction sooner*

December 2017

Georgi Celusnek, Florida DOT
How We Got Here

- Value Engineering of PD&E Summer 2013
- SHRP2/C-19 Assistance Fall 2013
- SWAT Teams Spring 2015
- SWAT is a Process
- NEPA Assignment December 2016
- Measuring Progress
Recommendations and Implementation

1. Maximize number of Projects Using State Funds Only
2. Overlap the PD&E and Design Phases
3. More Contractual Options for PD&E and Final Design
4. Designate a Single Project Manager for Both PD&E and Final Design Phases
5. Perform Pre-Work In Advance of PD&E Study Commencement
6. Streamline the PD&E and Design Schedule Templates
7. Perform a Value Engineering Study on the Right of Way Acquisition Process
8. Hold Pre-Scoping Meeting Workshops for PD&E Projects
9. Create a PD&E QA/QC Checklist for Final Documents
10. Standardize Format for PD&E Project Progress Reports
11. Hold In-Person Regional Training Conferences for FDOT Staff and Consultants
12. Improve the Public Involvement Program (PIP) Template
13. Simplify and Combine PD&E Documents
14. Create PD&E Staffing Hour Guideline Spreadsheet and Estimation Form
1. Maximize number of Projects Using State Funds Only

Our Flow Chart to Determine Eligibility
2. Overlap the PD&E and Design Phases

More Efficient Work Processes

Pre-work

Traffic Data Collection & Projections
Environmental Data & Coordination
Survey & Aerials
Stakeholder Outreach

PD&E

LDCA

Design

R/W

Production

LDCA

Design

R/W

Production

R/W Review
3. More Contractual Options for PD&E and Final Design

PD&E And Design

Or PD&E with an optional service for Design
4. Designate a Single Project Manager for Both PD&E and Final Design Phases
5. Perform Pre-Work In Advance of PD&E Study Commencement
6. Streamline the PD&E and Design Schedule Templates

| 36 to 27 months |
7. Perform a Value Engineering Study on the Right of Way Acquisition Process
8. Hold Pre-Scoping Meeting Workshops for PD&E Projects
9. Create a PD&E QA/QC Checklist for Final Documents
10. Standardize Format for PD&E Project Progress Reports

### Monthly Managers’ and Invoice Progress Report

- **Project ID:**
- **Project Name:**
- **FDOE Project Manager:**
- **Contract Number:**
- **Consulting Firm:**
- **Consultant Project Manager:**

**PROJECT DESCRIPTION:**

### General

<table>
<thead>
<tr>
<th>Prepared By:</th>
<th>Date:</th>
<th>Reporting Period:</th>
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**Actions and Issues:**

- Address RESOLVED critical project issues with statement of actions.
- [ ] [Name] Performed the Following:

**Project Issues:**

(Keeps a log of all critical project issues. Updated each month)

### Scope and/or Milestone/Fee Changes

- (Used to track Change Request, maintain running log)

### Project Manager Meetings Attended

<table>
<thead>
<tr>
<th>Date (</th>
<th>Meeting name)</th>
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### Budget Control

#### Design Budget

- **Negotiated Amount:** $
- **Primary Contractor Contract $ + Sub Contractor Contract $**
- **Optional Services:** $ The set-aside $ for pre-established optional services.
- **Total Original Contract:** $ Sum of Negotiated and optional services amounts.
- **LOA for Ops Svcs. #1:** $
- **Total LOA’s for Ops Svcs.:** $ Total of all amendments issued
- **Total SA’s, Amendments, LOA’s for Ops. Svcs.:** $
- **Total Supplements, Amendments and LOA’s for Optional Services issued to date:**
- **Total Contract Amount:** $
- **Original Contract $ + Optional Services + Total SA’s, Amendments $**

#### Optional Services Budget

- **Optional Services:** $
- **LOA for Ops Svcs. #1:** 
- **Total Ops Svcs. to Date:** $
- **Total Optional Services issued to date:**
11. Hold In-Person Regional Training Conferences for FDOT Staff and Consultants
12. Improve the Public Involvement Program (PIP) Template
13. Simplify and Combine PD&E Documents
14. Create PD&E Staffing Hour Guideline Spreadsheet and Estimation Form

**PD&E Staff Hour Estimation (SHE) Guidelines** - *(Updated March 2017)* This Excel file was updated to match the revised Standard Scope of Services tasks and activities (Right click on file and save file). This document provides detailed information, breaking down the tasks and activities that can appear in a scope document, along with recommended staff hour ranges to do the work.

**PD&E Staff Hour Estimation Forms** - *(Updated March 2017)* This Excel file contains forms that are used to record the estimated hours for each task or activity listed in the project specific Scope of Services (Right click on file and save file). These forms were revised to match the updated SHE Guidelines. Use these forms to estimate and negotiate staff hours for a PD&E study.

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
<th>Units</th>
<th>Staff Hour Range</th>
<th>Basis for Staff Hour Range</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>4.8.2</td>
<td>Safety Analysis</td>
<td></td>
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<tr>
<td></td>
<td><strong>Historical Crash Analysis</strong></td>
<td>LS</td>
<td>24 to 80</td>
<td>Project includes few intersections, or is a short (1 to 2 miles)</td>
</tr>
<tr>
<td></td>
<td><strong>HSMS Safety Analysis</strong></td>
<td>LS</td>
<td>48 to 200</td>
<td>Project includes major intersections improvements, or urbanized area is 5 or more miles (60 to 80 hrs)</td>
</tr>
<tr>
<td>4.8.3</td>
<td>Documentation of Safety Analysis</td>
<td>LS</td>
<td>24 to 120</td>
<td>Project includes major intersections improvements, or a corridor 2 to 5 miles long in urban area, (24 to 72 hrs)</td>
</tr>
</tbody>
</table>

*Note: Historical Crash Analysis and HSMS Safety Analysis are included in "Field Reviews" & "Meetings and Presentations" tasks respectively.*

*Hours associated with managing and supervising staff are included in each task.*

*Low-Range | Mid-Range | High-Range*
Summary
Questions?

Please remember to type in your questions to the question prompt.

Thank you for participating!
Presenter Contacts

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