



# Expediting Project Delivery Webinar – Implementing Streamlining Measures

December 11, 2017

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U.S. Department of Transportation  
Federal Highway Administration

AMERICAN ASSOCIATION  
OF STATE HIGHWAY AND  
TRANSPORTATION OFFICIALS

AASHTO

# SHRP2 & Its Focus Areas



**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

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

# 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](http://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](http://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/stirling/shrp2-c19/default.asp>

# AASHTO & FHWA Contacts

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## *C19: Expediting Project Delivery*



# Implementing Streamlining Measures

Peggy Laurenz & Dave Huft

South Dakota Department of Transportation

December 11, 2017



U.S. Department of Transportation  
Federal Highway Administration





# 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

# Public Engagement: Public Meetings

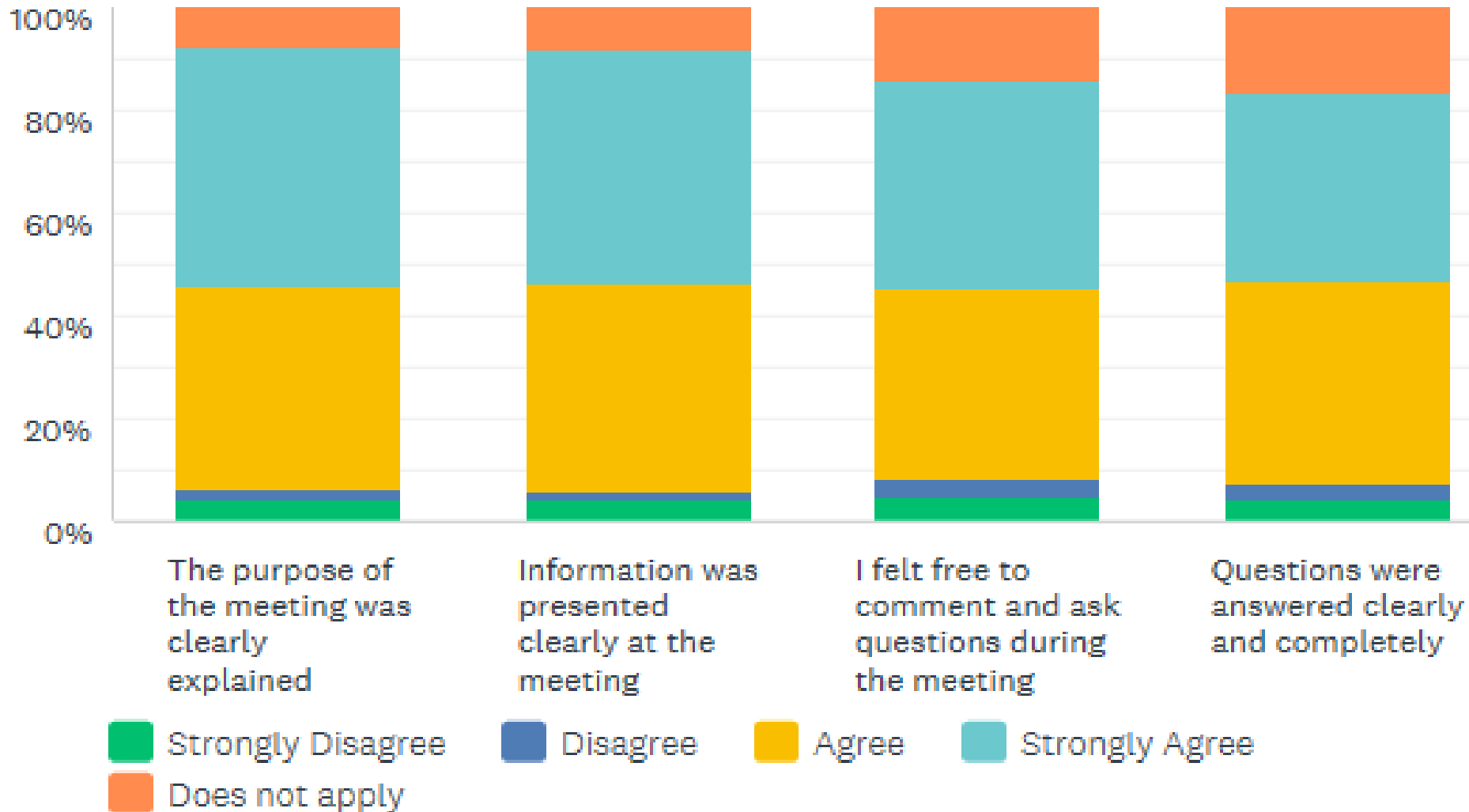
## Strategies

- 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



# 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

# Project Delivery / Scheduling

- 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.



## ***C19: Expediting Project Delivery***

# **Streamlining Project Delivery** ***getting to construction sooner***

December 2017

Georgi Celusnek, Florida DOT



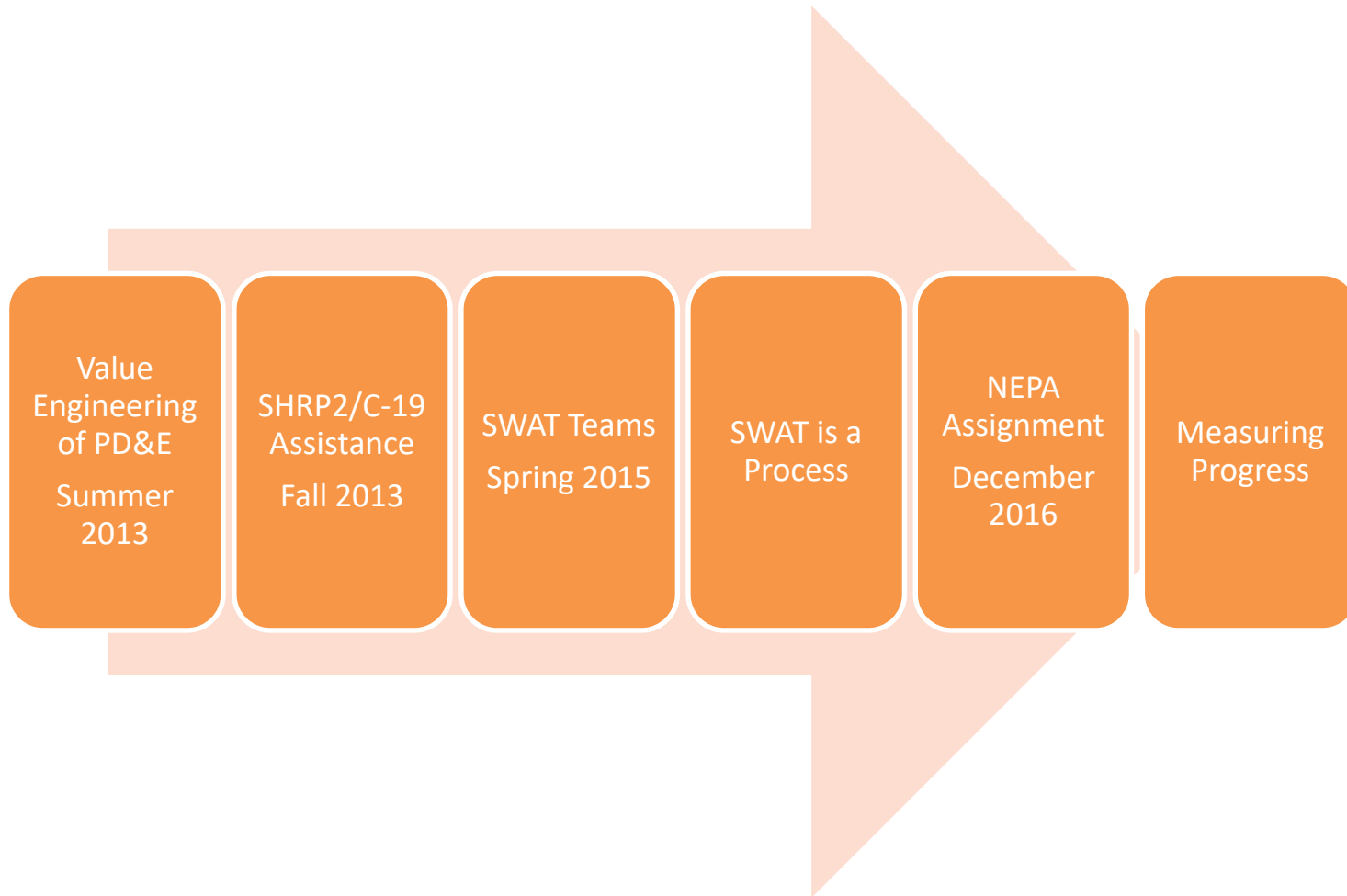
U.S. Department of Transportation  
Federal Highway Administration



**AASHTO**



# How We Got Here



# 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*

# Getting to Construction Sooner in 14 easy steps!

## 1. Maximize number of Projects Using State Funds Only

Topic No. 650-000-001  
Project Development and Environment Manual  
State, Local, or Privately Funded Project Delivery

Effective: June 14, 2017

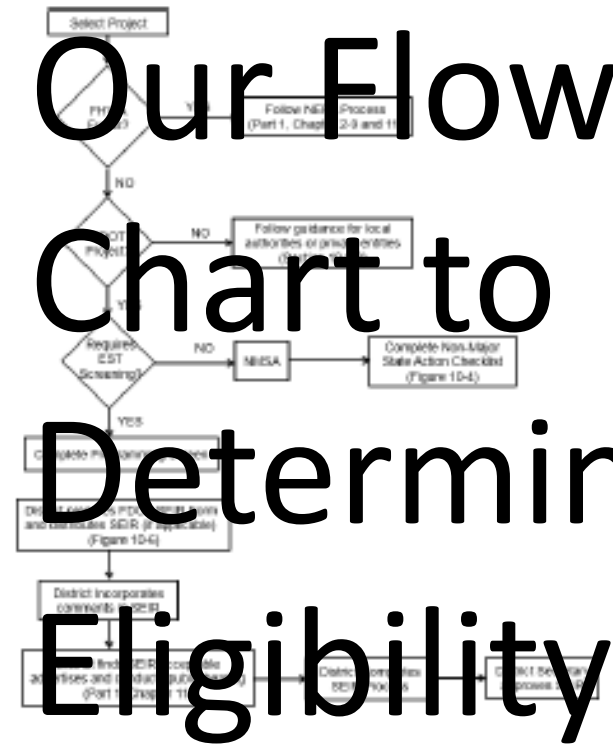
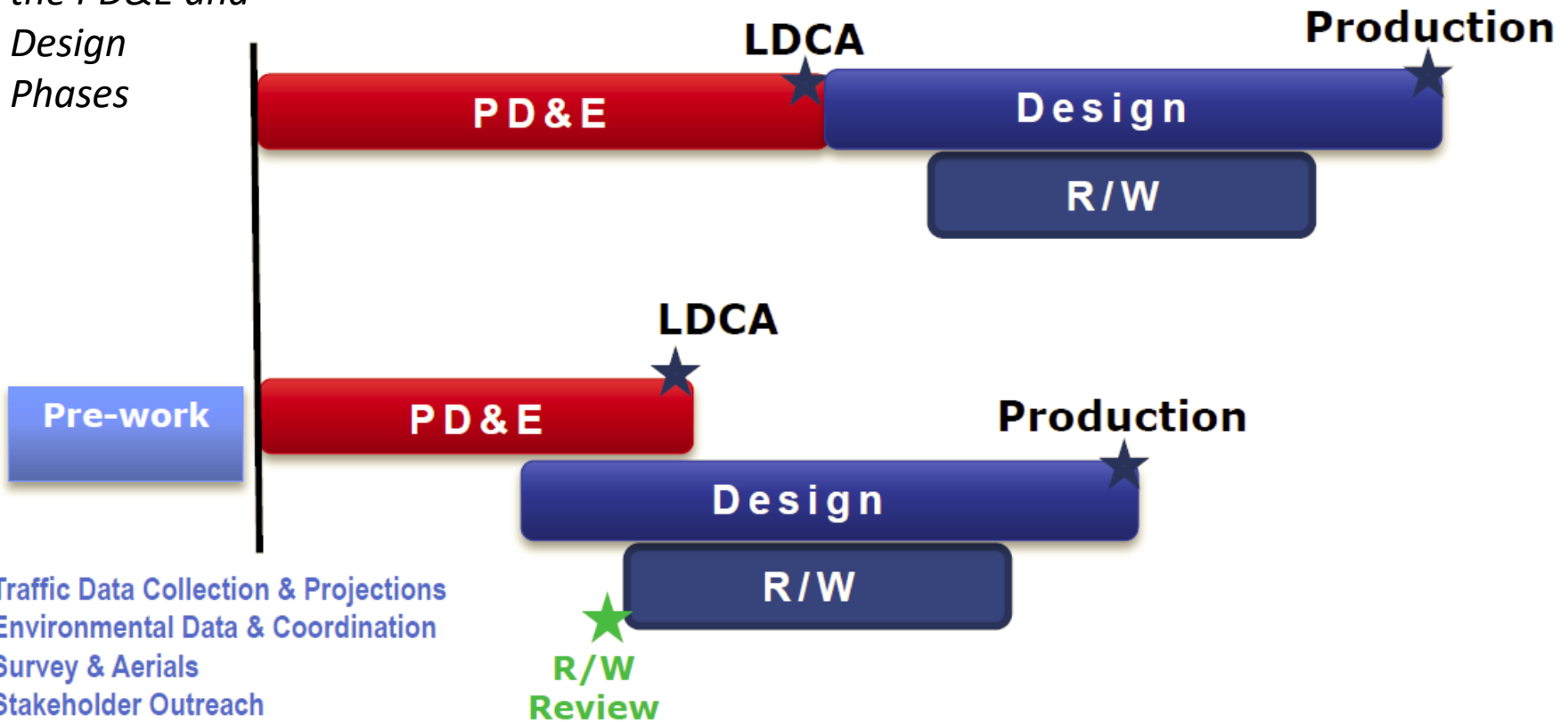


Figure 10-1 FDOT State, Local, or Privately Funded Project Delivery Process

# Getting to Construction Sooner in 14 easy steps!

## More Efficient Work Processes

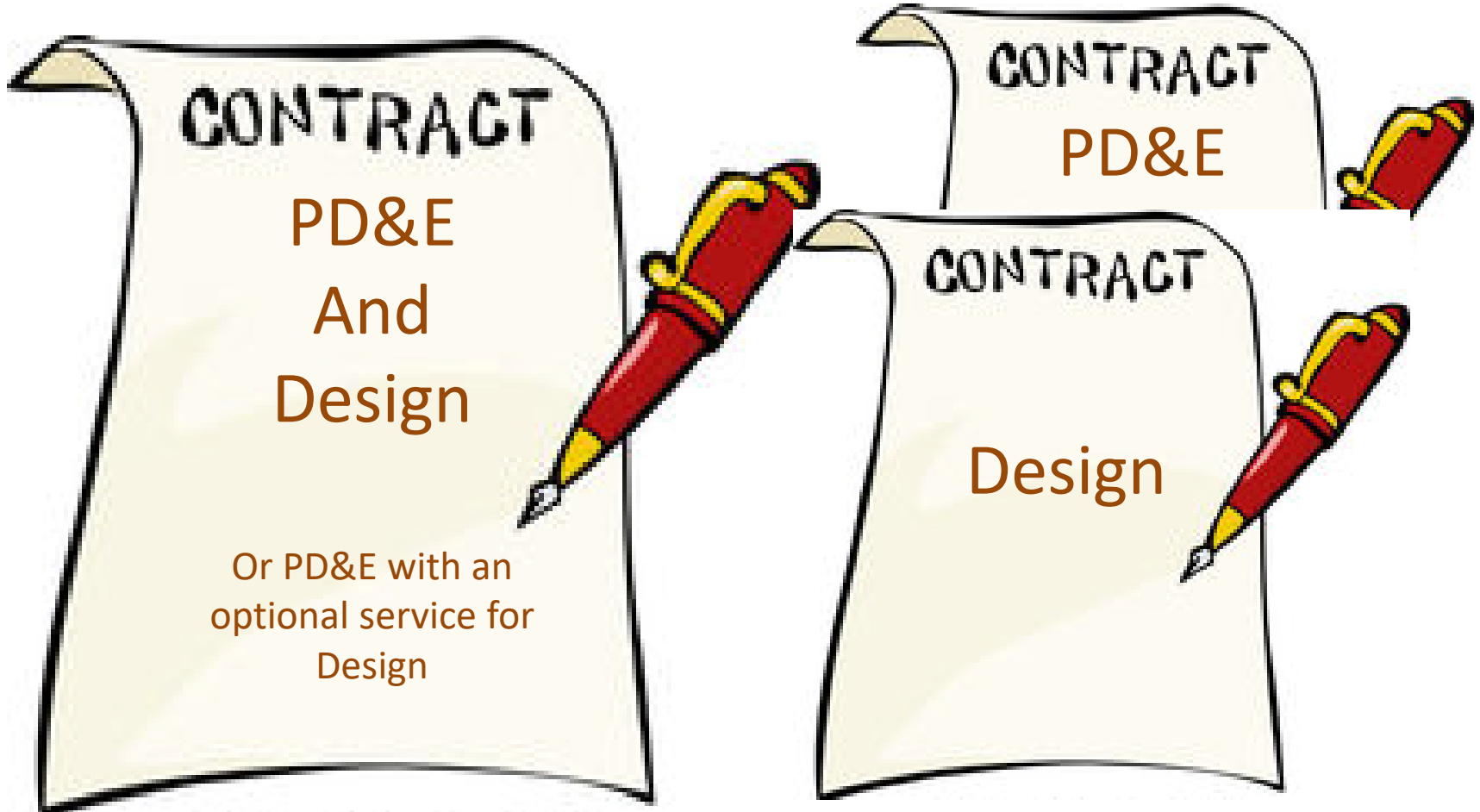
2. Overlap the PD&E and Design Phases



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

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## 3. More Contractual Options for PD&E and Final Design



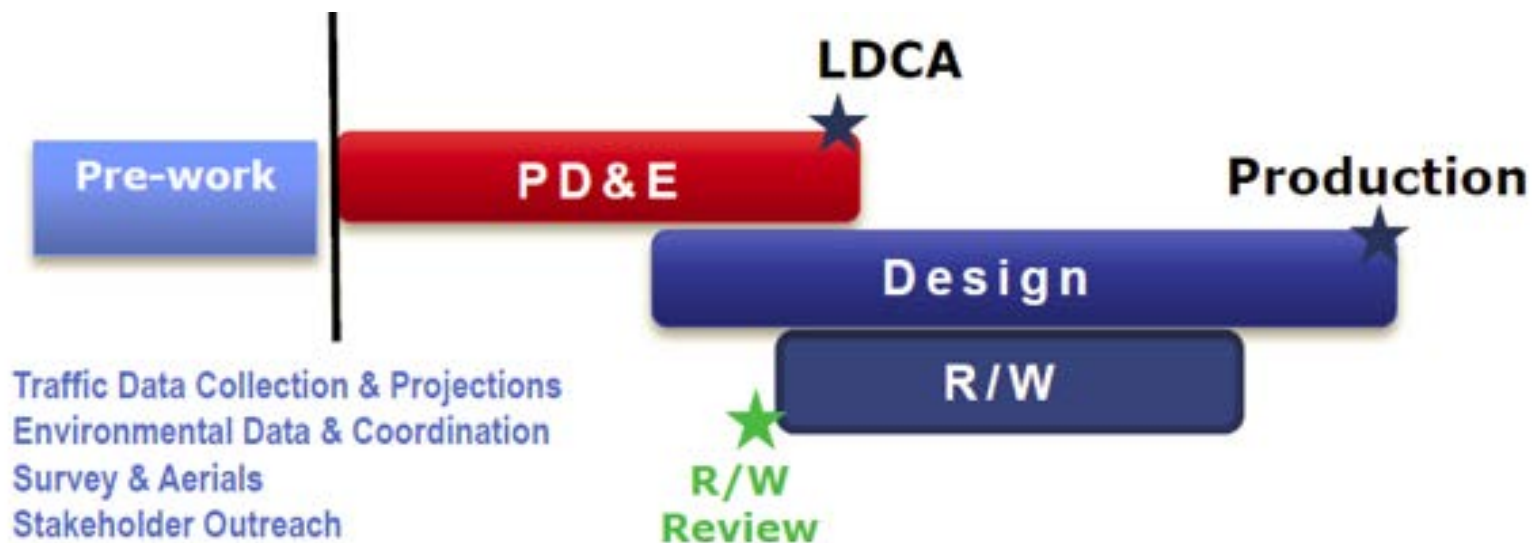
# Getting to Construction Sooner in 14 easy steps!

4. *Designate a Single Project Manager  
for Both PD&E and Final Design Phases*



# Getting to Construction Sooner in 14 easy steps!

## 5. Perform Pre-Work In Advance of PD&E Study Commencement

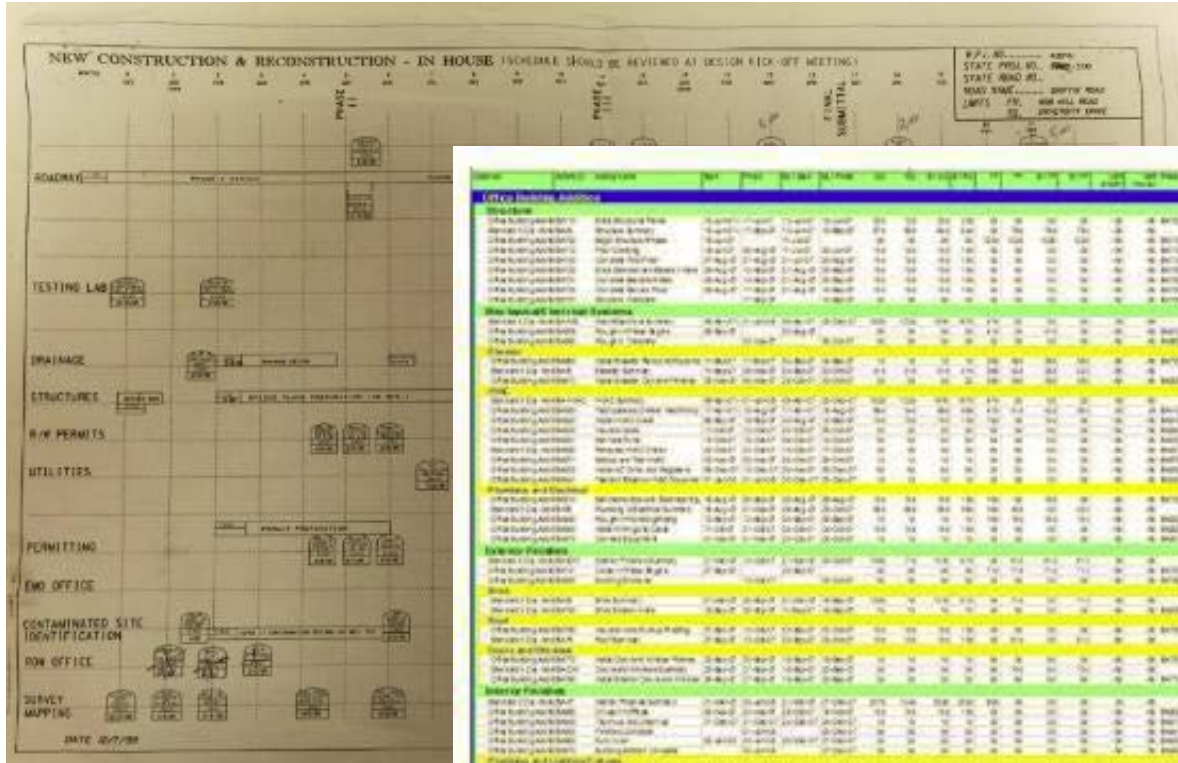




# Getting to Construction Sooner in 14 easy steps!

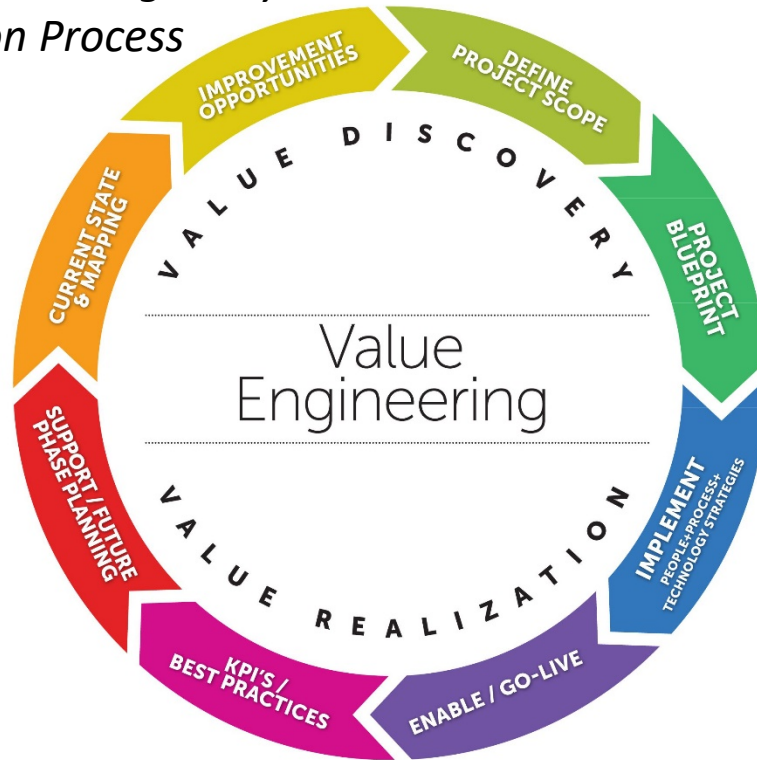
6. Streamline the PD&E and Design Schedule Templates

36 to 27 months



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## 7. Perform a Value Engineering Study on the Right of Way Acquisition Process



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## 8. Hold Pre-Scoping Meeting Workshops for PD&E Projects

### Implementing PDE VE Rec. #1 – Scope Development Workshop

Sample E-Mail #2 – Request for information from the support offices representatives

Subject: Project Development and Environment (PD&E) Project Number- Project Name/ Request for information  
Dear Project Team Members:

As you are aware, you have been identified to represent your office in an effort to help me to develop a comprehensive scope of services and staffhours estimate for the subject project. This project is scheduled for advertisement on \_\_\_\_\_ with the scope and hours due to the Professional Services Unit on \_\_\_\_\_

To start, I would like to ask you to look at the list below and provide me with the information listed under your office. This is not all inclusive and you may modify it based on available and pertinent information. Please provide this information within 30 days of the receipt of this email. Here is the list.

#### Office of Design –

- Drainage: history of minor/major flooding, permits, recent improvement
- Structures: condition of structures (bridges, mast arms, box culverts, high mast lights, etc.), history of repairs.
- Utilities: list of companies, agreements, history of major issues
- Survey and Mapping: existing right-of-way, easements, restrictions and easement conditions

#### Planning and Environmental Management Office –

- SIS/Concept Development: previous and current improvement plans, type of corridor
- Transit: Planned improvement, hubs,
- Transportation and Environmental Analysis: traffic data, transfer history, cultural/historic sites, 4f, wetlands, previous commitments, wildlife locations, ETCM screening major issues, current/future traffic model, DBs, LOS, contamination locations, noise/air issues

#### Right-of-Way Office – surplus properties, joint use lands

#### Office of Modal Development –

- Strategic Development: issues related to complete street, park and ride, LITP/TIP/STIP
- Plans/Programs: recent regional planning initiatives, DBs
- Rail/Aviation Programs: rail and airport in the vicinity and their issues

#### Program Management Office –

- Work Program: funding requirements/restrictions, WP instructions, adjacent projects
- Program Administration: IPA/LAP agreements

#### Traffic Operations –

- Access Management: access class and special access consideration
- Safety: current safety conditions, current safety studies, current safety reviews, major safety concerns
- TSM&O: current and future plans, ATMS, TSP, and other plans, funding allocations
- ITS: current and future plans, funding allocations



# Getting to Construction Sooner in 14 easy steps!

Final Document Submittal Checklist - Project Development and Environment (PD&E) Study	
Please check each either 'N/A' or 'Complete' for the appropriate required document. Provide any comments if necessary. *If final submittal, provide CD#.	
FILE:	DESCRIPTION (LINES IMP):
STATE ROAD:	SECTION/VOL/LAGE:
ROADWAY ID:	COUNTY:
FILE#:	ETD#::
PROJECT #:	CONSULTANT COMPANY NAME OR BUREAU SECTION #:
PROJECT CONTACT:	CONSULTANT COMPANY CONTACT #:
APPROBATION DATE:	ENGINEER OF RECORD NAME (DOB):

DMPT	CLASS OF ACTION / SUBMITTAL TYPE
	State Environmental Impact Report (SEIR)
	Categorical Exclusion (CE) Type 2
	Environmental Assessment (EA)
	Environmental Impact Statement (EIS)
	Draft Environmental Impact Statement (DEIS)
	Final Environmental Impact Statement (FEIS)
	Record of Decision (ROD)

NR	DMPT	PROJECT DEVELOPMENT - ENGINEERING	PDF NAMING CONVENTION GUIDELINES	COMMENTS
		Access Management Report / Conceptual Access Management Plan	File#(Number)_AccessMgt_yearmonth	
		Alternatives Evaluation Report	File#(Number)_AltEvaluation_yearmonth	
		Bridge Analysis Report	File#(Number)_BridgeAnalysis_yearmonth	
		Bridge Hydraulic Report	File#(Number)_BridgeHydraulic_yearmonth	
		Conceptual Access Management Plan	File#(Number)_AccessMgt_yearmonth	
		Contact Sensitive Solutions / Plan	File#(Number)_CSS_yearmonth	
		Corridor Report	File#(Number)_CorridorRep_yearmonth	
		Design Traffic Technical Memorandum (Model and Report)	File#(Number)_DesignTraffic_yearmonth	
		Drainage/Pond Siting Report	File#(Number)_DrainagePonds_yearmonth	
		Geotechnical Report	File#(Number)_Geotech_yearmonth	
		Interchange Justification Report (IJR)	File#(Number)_IJR_yearmonth	
		Interchange Modification Report (IMR)	File#(Number)_IMR_yearmonth	
		Lighting Justification Report	File#(Number)_LightingJust_yearmonth	
		Location Hydraulic Report	File#(Number)_LocHydraulic_yearmonth	
		Long Range Estimate (LRE)	File#(Number)_LRE_yearmonth	
		Operational Analysis Report / Technical Memorandum	File#(Number)_OperatioAnalysis_yearmonth	
		Parking Study	File#(Number)_Parking_yearmonth	

## 9. Create a PD&E QA/QC Checklist for Final Documents





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## 10. Standardize Format for PD&E Project Progress Reports

Monthly Managers' and Invoice Progress Report

Monthly Managers' and Invoice Progress Report No. \_

Project ID:  
Project Name:  
FDOT Project Manager:  
Contract Number:  
Consulting Firm:  
Consultant Project Manger:

PROJECT DESCRIPTION:

General		
Prepared By:	Date:	Reporting Period:
<b>Actions and Issues:</b> (Address SOLVED critical project issues with statement of actions) (Firm Name) Performed the Following: (Firm Name) Performed the Following: (Firm Name) Performed the Following:		
<b>Project Issues:</b> (Keeps a log of all critical project issues. Updated each month) (Firm Name) Issues: (Firm Name) Issues: (Firm Name) Issues:		

Page 1

Monthly Managers' and Invoice Progress Report

ITEM 33 Intelligent Transportation Systems Analysis		
ITEM 34 Intelligent Transportation Systems Plans		
ITEM-35 Geotechnical		
<b>Scope and/or Milestone/Fee Changes</b> (Used to track Schedule Change Request, maintain running log)		
<b>Project Manager Meetings Attended</b>		
(Date)	(Meeting name)	
(Date)	(Meeting name)	
<b>Budget Control</b>		
<b>Design Budget:</b>		
• 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	\$	Description
• Total LOA's for Ops Svcs.	\$	Total \$ of all amendments issued
• Total BA's, Amendments, LOA's for Ops. Svcs.	\$	Total Supplements, Amendments and LOA's for Optional Services issued to date
• Total Contract Amount	\$	Contract amount + Issued Optional Services + BA's, Amendments
• Total Contract Amount	\$	Original Contract \$ + Optional Services + Total BA's, Amendments \$
<b>Optional Services Budget:</b>		
Optional Services	\$	This set-aside \$ for pre-established optional services
• LOA for Ops Svcs. #1	\$	LOA#1 Description
• Total Ops Svcs. to Date	\$	Total Optional Services issued to date

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## 11. Hold In-Person Regional Training Conferences for FDOT Staff and Consultants



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Florida Department of Transportation  
District Four

Project Name Here

## PUBLIC INVOLVEMENT PROGRAM

Project Name: \_\_\_\_\_

Project Limits: \_\_\_\_\_

County/State: \_\_\_\_\_

Financial Project Number: \_\_\_\_\_

Federal Aid Project Number: \_\_\_\_\_

ETDM Number: \_\_\_\_\_

In accordance with Part 1, Chapter 11 of the Project Development and Environment (PDE) Manual, this Public Involvement Program is submitted to the District Planning and Environmental Management (PL&EM) Office for review and approval.

Submitted by: \_\_\_\_\_  
Project Manager  
\_\_\_\_\_  
(Company Name)

Date: \_\_\_\_\_

Approved by: \_\_\_\_\_  
Gasper Jorge Padron  
FDOT District Four Public Involvement Coordinator

Date: \_\_\_\_\_



Florida Department of Transportation  
District Four

Project Name Here

## Project Development and Environment (PDE) Study

### Project Name and Limits Public Involvement Program

Project Contact Information  
For additional information regarding this project contact:

<p><u>(DOT PROJECT MANAGER)</u></p> <p>Project Manager Florida Department of Transportation District Four Fort Lauderdale, FL 33309 PHONE NUMBER EMAIL</p>	<p><u>(CONSULTANT PROJECT MANAGER)</u></p> <p>Project Manager (COMPANY) ADDRESS PHONE NUMBER EMAIL</p>
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- II. **PROJECT BACKGROUND**  
PROVIDE A BRIEF SUMMARY OF PROJECT BACKGROUND, DESCRIPTION OF PROJECT AREA, AND EXISTING ROADWAY CONDITIONS
- III. **PROJECT OBJECTIVE AND NEED**  
PROVIDE A BRIEF DESCRIPTION OF THE PROJECT OBJECTIVE AND THE NEEDS THAT THIS OBJECTIVE ADDRESSES. PROVIDE A BRIEF DESCRIPTION OF PROJECT NEEDS. REFER TO THE ETDM EST SOCIOCULTURAL EFFECTS EVALUATION FOR COMMUNITY NEEDS

Example:  
The Florida Department of Transportation (FDOT) proposes to study the widening and rehabilitation of the corridor. The I-95 PDE Study will determine how many general purpose lanes, interchange overpass and ramp widening/reconfiguration, and incidental features are required to accommodate existing and future traffic needs and improve safety by alleviating existing roadway and capacity deficiencies along the project corridor. It will also determine the additional capacity needed to improve emergency access and enhance hurricane evacuation along the project corridor. The project development analysis includes all structures, ramps, mainline, cross road and interchange improvements required to add through lanes to I-95 and to insure adequate future project safety, capacity and compliance with all Federal and State laws.

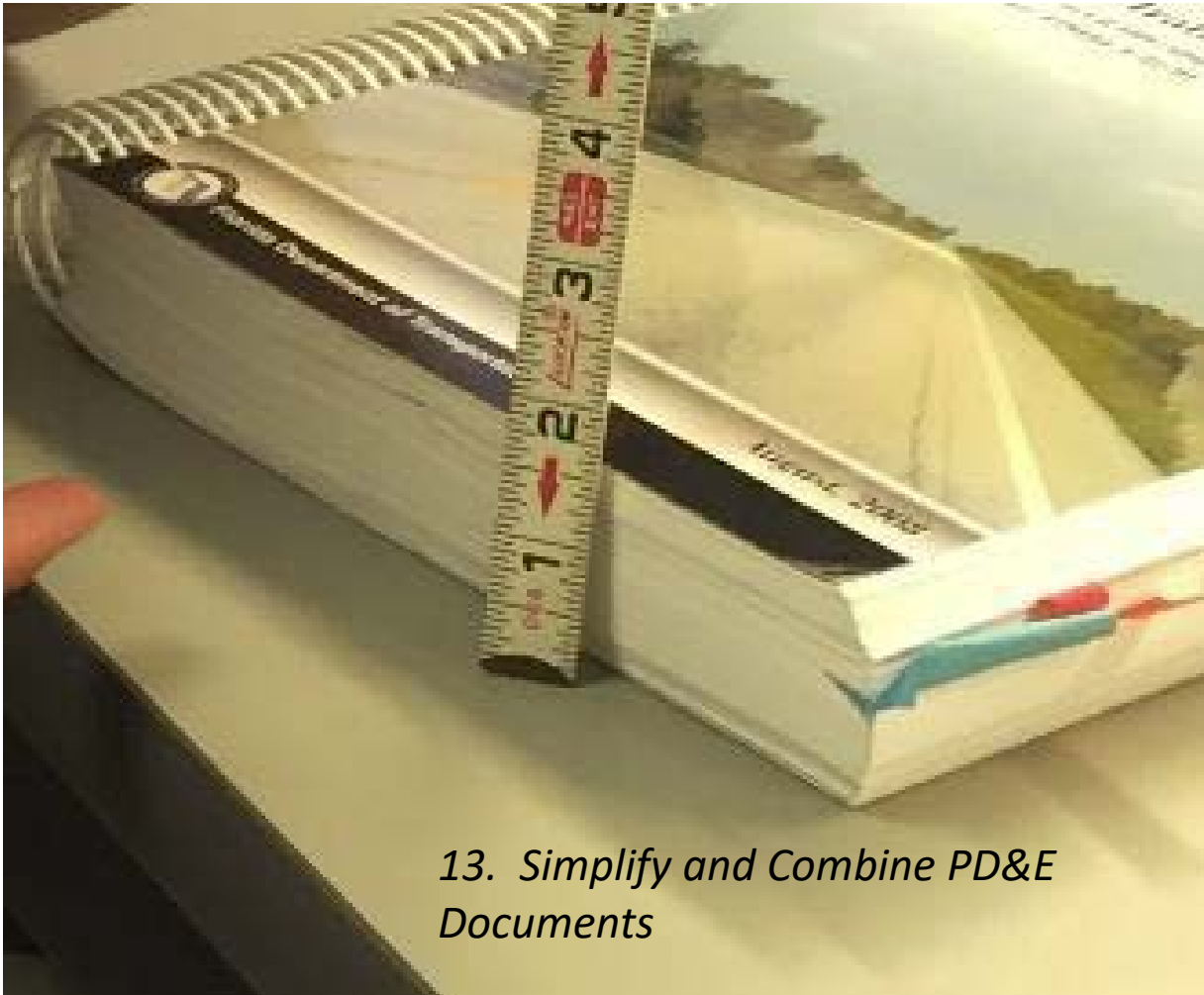
- a. Capacity  
The Greater Treasure Coast Regional Planning Model shows that by 2030, the Average Annual Daily Traffic (AADT) from Becker Road to Gatlin Boulevard will be approximately 98,500 and from Gatlin Blvd to SR-70 will be between 130,500 and 242,000. These traffic volumes greatly exceed the existing six-lane capacity along the I-95/SR 9 project corridor. The projected Level of Service (LOS) is anticipated to be LOS E which exceeds the FDOT required LOS C standards for this urban SIS facility.

#### IV. IDENTIFICATION OF AGENCIES AND AFFECTED PUBLIC



## 12. Improve the Public Involvement Program (PIP) Template

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# Getting to Construction Sooner in 14 easy steps!

## 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.

Task No.	Task	Units	Staff Hour Range	Basis for Staff Hour Range			
				Staff Hour Estimation Guidance	Field Time and Meeting Time 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
<b>4.8.2</b>	<b>Safety Analysis</b>						
	<b>Historical Crash Analysis</b>	LS	24 to 80	This task includes the tabulation of crash data, the determination of high accident sections, and the safety analysis of the existing facility and alternatives. The criteria for estimating the hours	Project includes few intersections, or is a short (1 to 2 miles)	Project includes major intersections improvements, or a	urbanized area is 5 or more miles (60 to 80 hrs)
	<b>HSM Safety Analysis</b>	LS	48 to 200	This task includes assessment of historical crashes on the project, assessment of crash countermeasures based on Crash Modification Factors and development of conclusions and recommendations, and assessment of safety performance of the corridor using predictive analysis.	Project includes few intersections, is a short (1 to 2 miles) project or project located in rural area (48 to 80 hrs)	Historical Crash Analysis, Crash Modification Factors and Project includes major intersections improvements, short interstate project. (80 to 120 hrs)	Historical Crash Analysis and Safety Performance Predictive Analysis Project, or project is an urban or urbanized areas (120 to 200 hrs)
<b>4.8.3</b>	<b>Documentation of Safety Analysis</b>	LS	24 to 120	This task includes documenting findings from conducting a safety analysis. Hours are reduced if documentation is included in the PTAR	Project includes few intersections, is a short (1 to 2 miles) project or project located in rural area (24 hrs)	Project includes major intersections improvements, or a corridor 2 to 5 miles long in urban area. (24 to 72 hrs)	Project is on urban or urbanized area is 5 or more miles (72 to 120 hrs)

# Summary



# Questions?



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

Thank you for participating!

# Presenter Contacts

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