



Expediting Project Delivery (C19)

July 23, 2013



U.S. Department of Transportation
Federal Highway Administration



TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES

Agenda

- SHRP2 Overview
 - What is SHRP2?
 - Focus Areas
 - Implementation Assistance
- Technical Product Description
- Product Implementation
- Implementation Timeline
- Questions?



Source: Sonoma Land Trust and Caltrans

What is SHRP2?

(Second Strategic Highway Research Program)

Save lives. Save money. Save time.



- Products developed from objective, credible research
- Solutions that respond to transportation community challenges – safety, aging infrastructure, congestion
- Tested products, refined in the field

SHRP2 Solutions offer new technologies and processes to enhance the efficiency of transportation agencies

Why is SHRP2 Important?

Tools for the Road Ahead

SHRP2 Solutions have the power to change the way transportation agencies do business.

- ➔ *By providing new research-based tools and innovative products and processes...*
- ➔ *That will create more efficiencies and a smarter use of state and federal investments of taxpayer dollars.*



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

Implementing SHRP2 Solutions

Moving Forward

- Approximately 66 high-priority products introduced over the next several years
- Users run the gamut of the transportation industry
- Selected products integrated into current transportation practices



SHRP2 Implementation Assistance Program



Proof of Concept Pilot

- Funds for piloting products to evaluate readiness for implementation
- Contractor support to collect data and evaluate the application

Lead Adopter Incentive

- Funds for early adopters to offset implementation cost and mitigate risks
- Recipients required to provide specific deliverables designed to further refine the product, and possibly “champion” the product to other states and localities

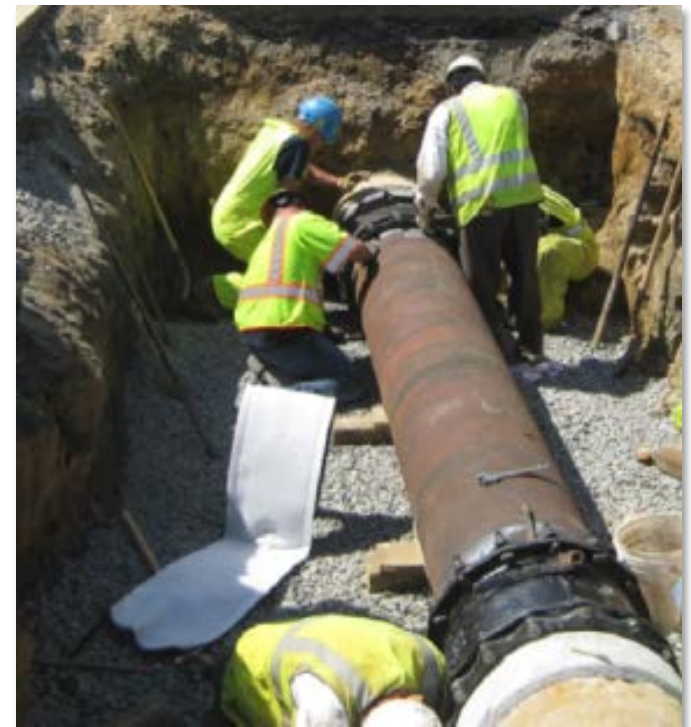
User Incentive

- Funds for implementation support activities after early adopter use
- Used to conduct internal assessments, build capacity, implement system process changes, organize peer exchanges, or offset other implementation costs

Round 1 Implementation Assistance

First Round at a Glance

- 34 states and the District of Columbia
- 6 SHRP2 Solutions at work on 108 transportation projects
- 2 proof of concept pilots
- 74 lead adopter incentives
- 24 user incentives
- Limited technical assistance to 8 states



Round 2

Implementation Assistance



Capacity

- Expediting Project Delivery (C19)



Renewal

- Performance Specifications for Rapid Renewal (R07)
- Managing Risk in Rapid Renewal Projects (R09)
- Railroad-DOT Mitigation Strategies (R16)

Product Implementation Assistance Opportunities

Product	Proof of Concept Pilot	Lead Adopter Incentive	User Incentive
C19: Expediting Project Delivery		5	5
R07: Performance Specifications for Rapid Renewal		4	
R09: Managing Risk in Rapid Renewal		4	
R16: Railroad-DOT Mitigation Strategies		4	4

Implementation Assistance Selection Criteria



General Criteria for Participants (will vary somewhat among products)

- Geographic diversity of participants
- Demonstrated culture to implement new products or processes
- Demonstrated past interest and/or efforts to implement similar products or processes
- High commitment to making institutional/organizational changes
- Commitment to conduct demonstration workshops
- Willingness to share experience by facilitating peer-to-peer activities
- Commitment to dedicate staff to the implementation project



Bringing greater collaboration for better, faster decisions



**Capacity Focus Area –
Expediting Project Delivery**

Expediting Project Delivery – C19

Challenge

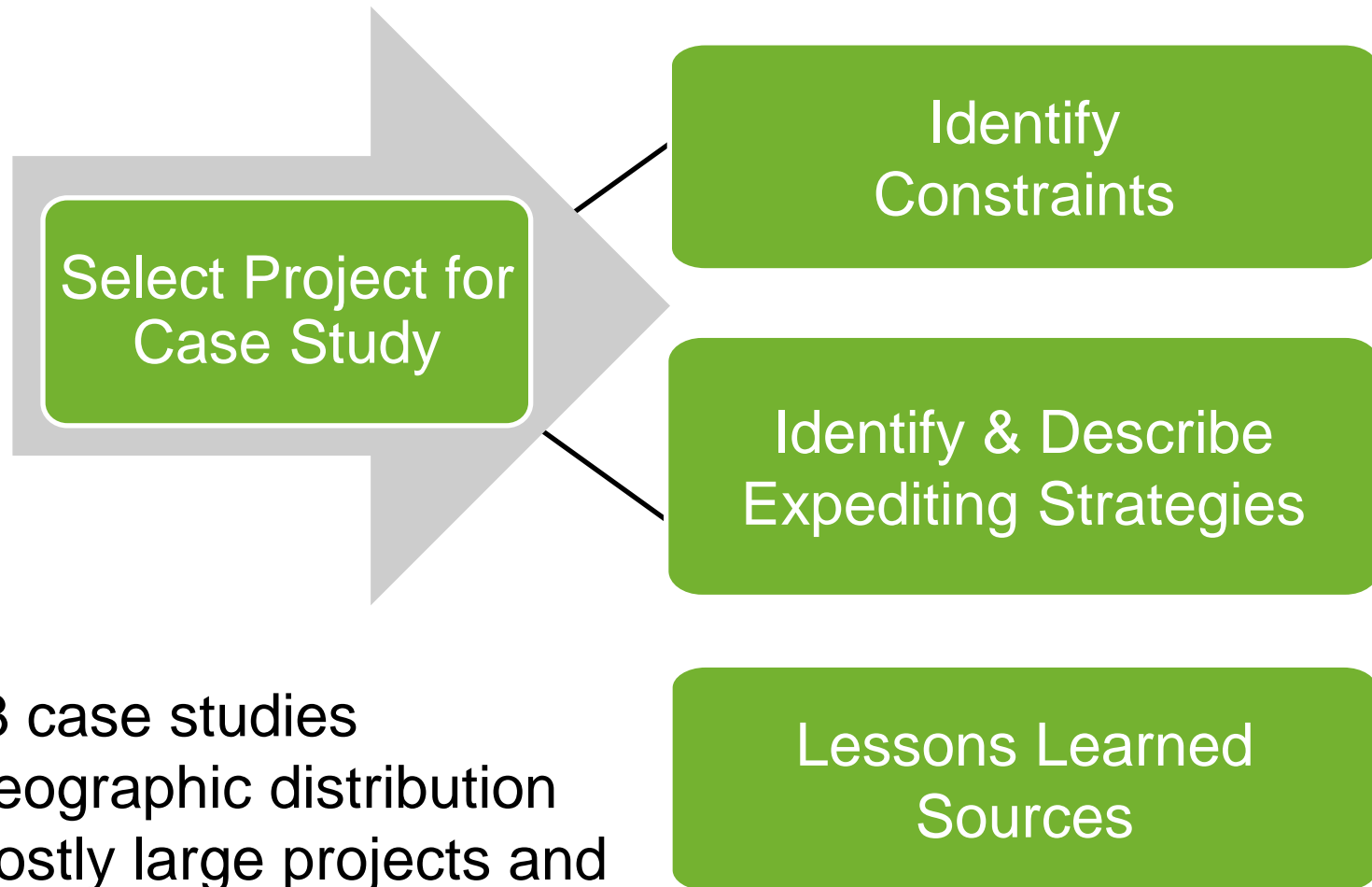
- Navigating the environmental planning process associated with highway capacity projects can be time-consuming and costly.
- At the same time, elected officials and the public demand that highway projects be delivered with fewer delays, with greater transparency and collaboration, and in ways that address environmental challenges.

Solution

Guidebook that identifies 24 strategies for addressing or avoiding 16 common constraints in order to speed delivery of transportation planning and environmental review of projects.



Case Study Process



- 13 case studies
- Geographic distribution
- Mostly large projects and programs

What are the Constraints to Expediting?

- Avoiding decisions through continual analysis
- Conflicting resource values
- Difficulty agreeing on impacts or mitigation
- Inability to maintain agreements
- Ineffective internal communication
- Inefficient agency consultation
- Inordinate focus on singular issue
- Insufficient public engagement or support



What are the Constraints to Expediting? *(cont.)*

- Issues arise late in process
- Lengthy review/revision cycles
- Negative or critical media coverage
- Relocation process delays
- Revisiting past decisions
- Shortage of staff dedicated to project development
- Slow decision making
- Stakeholder controversy and opposition
- Unusually large or complex project



Expediting Project Delivery Assessment

II	III
*3.21 STRATEGY #2	*3.21 STRATEGY #21: STRATEGIC OVERSIGHT, READINESS ASSESSMENT
Strategy-Group: Decision-making	Strategy-Group: Decision-making
Phase: Planning and NEPA	Phase: Planning and NEPA
Decision-Points: Multiple	Decision-Points: Multiple
Definition: Interagency agreements to assess staffing needs	Definition: Interagency agreements to assess staffing needs and provide project management oversight
At the outset of a major multiagency endeavor (for example, during NEPA scoping or even earlier), internal commitments and interagency agreements offer a mechanism to identify all parties' functional and financial responsibilities, staffing and other resource requirements, and a timeline for these provisions. Developing these interagency agreements entails assessing the capacity of each agency to provide resources and identify where additional resources will be needed.	At the outset of a major multiagency endeavor (for example, during NEPA scoping or even earlier), internal commitments and interagency agreements offer a mechanism to identify all parties' functional and financial responsibilities, staffing and other resource requirements, and a timeline for these provisions. Developing these interagency agreements entails assessing the capacity of each agency to provide resources and identify where additional resources will be needed.
These agreements also provide a method for installing a common oversight function for the interagency project or program that provides traditional project/program management functions such as a single accounting and procurement system, tracking scope, schedule, and budget, and installing a common system of protocols.	These agreements also provide a method for installing a common oversight function for the interagency project or program that provides traditional project/program management functions such as a single accounting and procurement system, tracking scope, schedule, and budget, and installing a common system of protocols.
Environmental analysis, documentation, and review can be streamlined via the interagency agreement or through ancillary agreements or memorandums of understanding between the agencies. Regardless of the specific documentation technique, these can define common environmental analysis techniques, coordinate certain elements (e.g., cumulative effects), define roles and responsibilities of each agency for developing or overseeing specific elements of the environmental analysis, and include commitments	Environmental analysis, documentation, and review can be streamlined via the interagency agreement or through ancillary agreements or memorandums of understanding between the agencies. Regardless of the specific documentation technique, these can define common environmental analysis techniques, coordinate certain elements (e.g., cumulative effects), define roles and responsibilities of each agency for developing or overseeing specific elements of the environmental analysis, and include commitments

- Transportation for Communities: Advancing Projects through Partnerships (TCAPP) – BETA site:

http://www.transportationforcommunities.com/s/hrpc01/expediting_project_delivery_questions_new

Example
The Lower Mainland
management challenges many different
projects that involved many different agencies
regarding the readiness of these agencies
quickly to resolve issues as they arose

Expediting Strategies

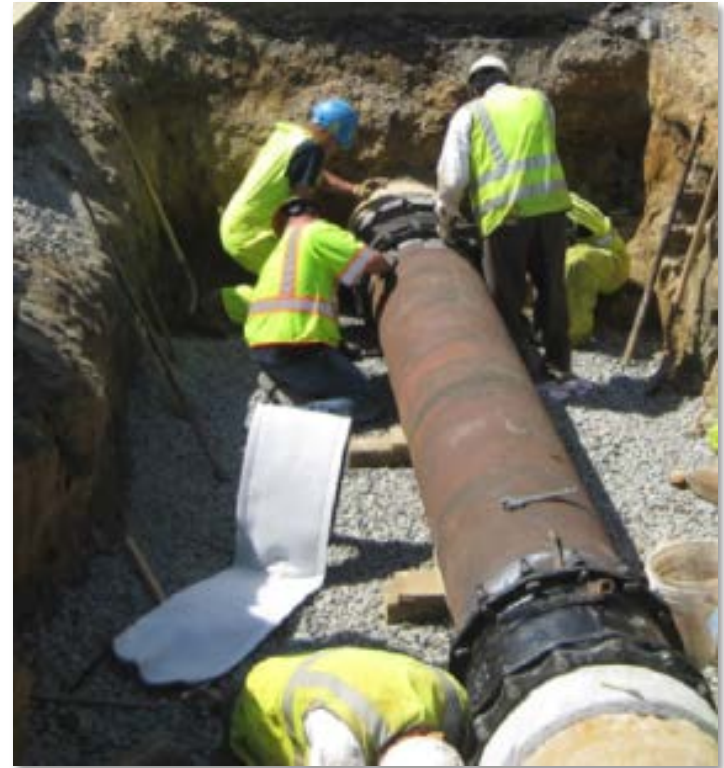


24 Strategies; Organized in Six Groups (overlap)

1. Improve internal coordination and communication
2. Streamline decision making
3. Improve resource agency involvement and collaboration
4. Improve public involvement and support
5. Demonstrate real commitment to the project
6. Coordinate work across phases of delivery

Strategies: Improve Internal Coordination and Communication

- Facilitation to Align Expectations
- Risk Management
- Project Change Control
- Readiness Assessment
- Team Co-location



Strategies: Streamlining Decision Making

- Readiness Assessment
- Expedited Internal Review and Decision Making
- Decision Council



Strategies: Improve Resource Agency Involvement and Collaboration



- Dispute Resolution Process
- Performance Standards
- Real Time Review
- Batched/Programmatic Permits
- Regional Environment Analysis Framework
- Funded Agency Liaisons

Strategies: Improve Public Involvement and Support

- Highly Responsive Public Involvement
- Context Sensitive Solutions/Context Sensitive Designs
- Media Relations Manager



Strategies: Demonstrate Real Commitment

- Early Construction Funding Commitment
- Upfront Environmental Commitment



Strategies: Coordinate Work Across All Phases of Project Delivery

- Planning-level Screening
- Planning and Environmental Linkages
- Regional Environmental Analysis Framework
- Tiered NEPA process



Benefits



- Fewer project delays through earlier and more accurate prediction of potential problems
- By applying strategies early in planning, subsequent project development phases can be expedited
- Faster resolution of expected delays by applying proven mitigation strategies
- Lower project costs as a result of expedited project development
- Improved public trust through on-time and on-budget project delivery

Implementation Planning



- Implementation Planning Workshop
 - May 14-15, 2013
- Implementation Strategy Themes
 - Organizational awareness of, and access to, C19 suite of strategies
 - Training and technical resources for executives and practitioners
 - Incentives for collaboration, relationship building, and knowledge sharing
 - Formal implementation of C19 strategies through guidelines, model agreements, policies, and processes
 - Marketing and branding of the C19 suite of strategies

Assistance Opportunities

Second Round - Aug 2013	Proof of Concept Pilot	Lead Adopter Incentive	User Incentive
C19 – Expedited Project Delivery		5	5

- Option for FHWA to facilitate an assessment workshop to identify constraints and develop an action plan
- DOT/MPO will provide feedback on process and benefits of product
- DOT/MPO will become champion for product implementation in other states or to other agencies

Application Tips

Do	Don't
Make your application clear and concise	Apply if you do not represent a state DOT or MPO
Have your project relate to transportation	Rely on your attachments; narrative should be complete
Describe specifically what the funds will be spent on	Be late; applications are due on September 6
Describe the timeline, outcomes, and deliverables you expect to achieve	Forget that implementation assistance is to advance Expediting Project Delivery
Expect to share the results of your project	Focus on a unique process for a single project

Round 2 Implementation Assistance Schedule

- Product Webinars held in July

R16 – Railroad-DOT Mitigation Strategies	July 18	2-3:30 p.m.
C19 – Expediting Project Delivery	July 23	12-1:30 p.m.
R07 – Performance Specifications for Rapid Renewal	July 24	12-1:30 p.m.
R09 – Managing Risk in Rapid Renewal	July 26	12-1:30 p.m.

- Implementation Assistant Timeline

– Application period opens	August 2
– Application period closes	September 6
– Awards announced	Mid-October

- More information at www.fhwa.dot.gov/goshrp2

Additional Resources

- State Visits

- SHRP2 Tuesdays

C19 June 4 <http://www.trb.org/PlanningForecasting/Blurbs/168845.aspx>

R07 June 11 <http://www.trb.org/Pavements/Blurbs/168927.aspx>

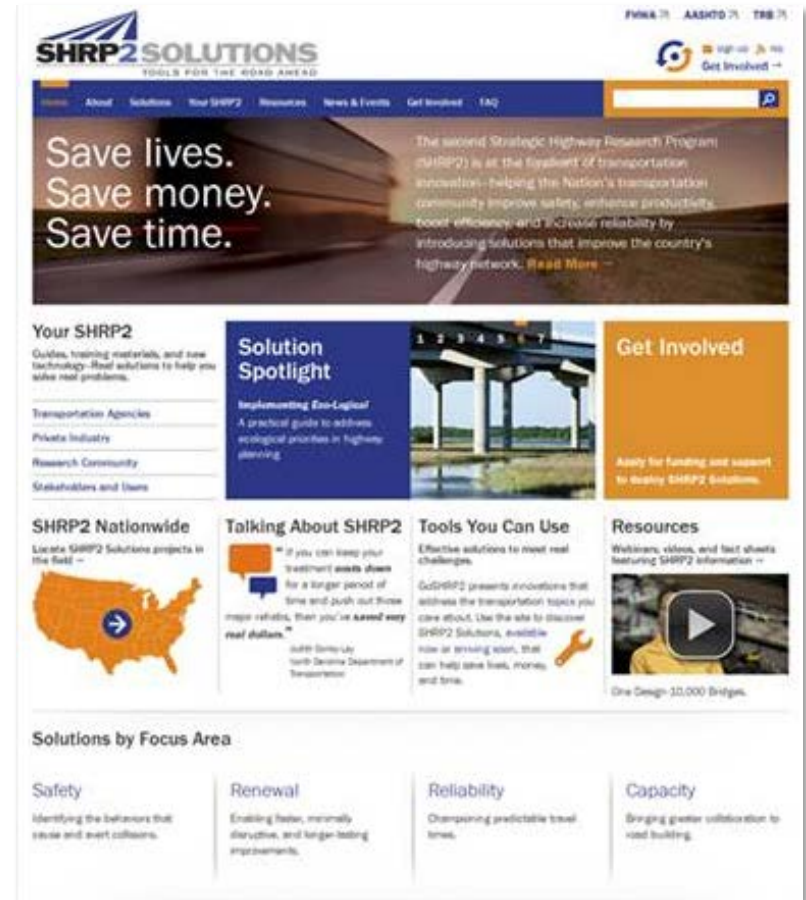
R16 July 9 <http://www.trb.org/Railroads/Blurbs/169188.aspx>

R09 August 20 at 2:00 p.m. ET



SHRP2 on the Web

- **goSHRP2 (launches Aug. 2)**
www.fhwa.dot.gov/goSHRP2
 - Comprehensive information about SHRP2's implementation phase
 - Launch coincides with opening of Round 2 Implementation Assistance
- **SHRP2 @TRB**
www.TRB.org/SHRP2
 - Information about research phase
- **SHRP2 @AASHTO**
<http://SHRP2.transportation.org>
 - Implementation information for AASHTO members



Questions?

SHRP2 Implementation Assistance: www.fhwa.dot.gov/goSHRP2

Final report: <http://www.trb.org/Main/Blurbs/165282.aspx>

Assessment:

http://www.transportationforcommunities.com/shrpc01/expediting_project_delivery_questions_new

For more information:

Neel Vanikar

FHWA

Neel.Vanikar@dot.gov

Shannon Eggleston

AASHTO

seggleston@aaashto.org



goshrp2@dot.gov