



# ***Project Delivery Performance Improvement***

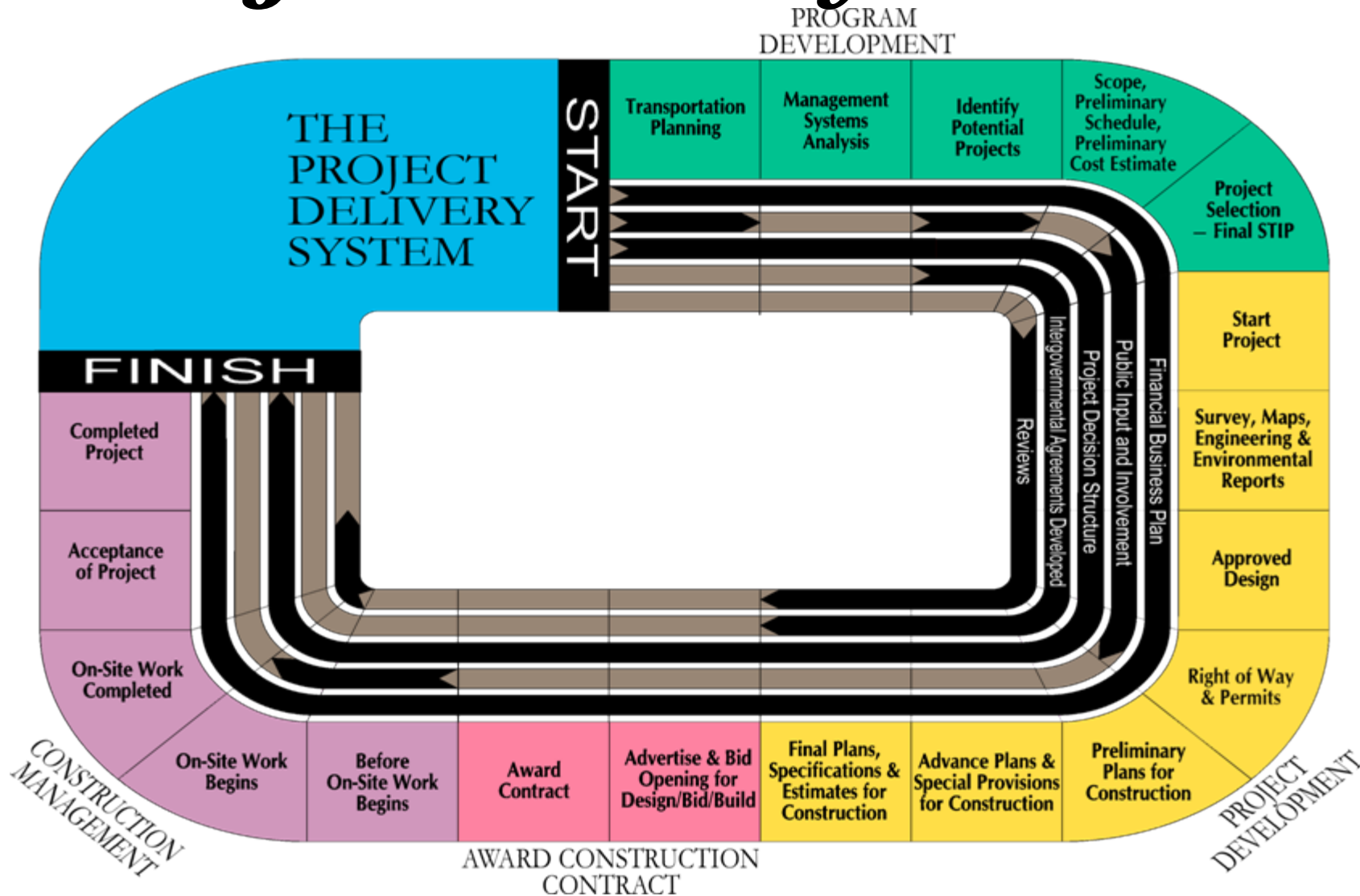
Report to the  
Oregon Transportation Commission

Jerri Bohard, TDD Administrator  
Erik Havig, Planning & Development Manager  
October 21, 2008

Planning Program Development  
Phase 1



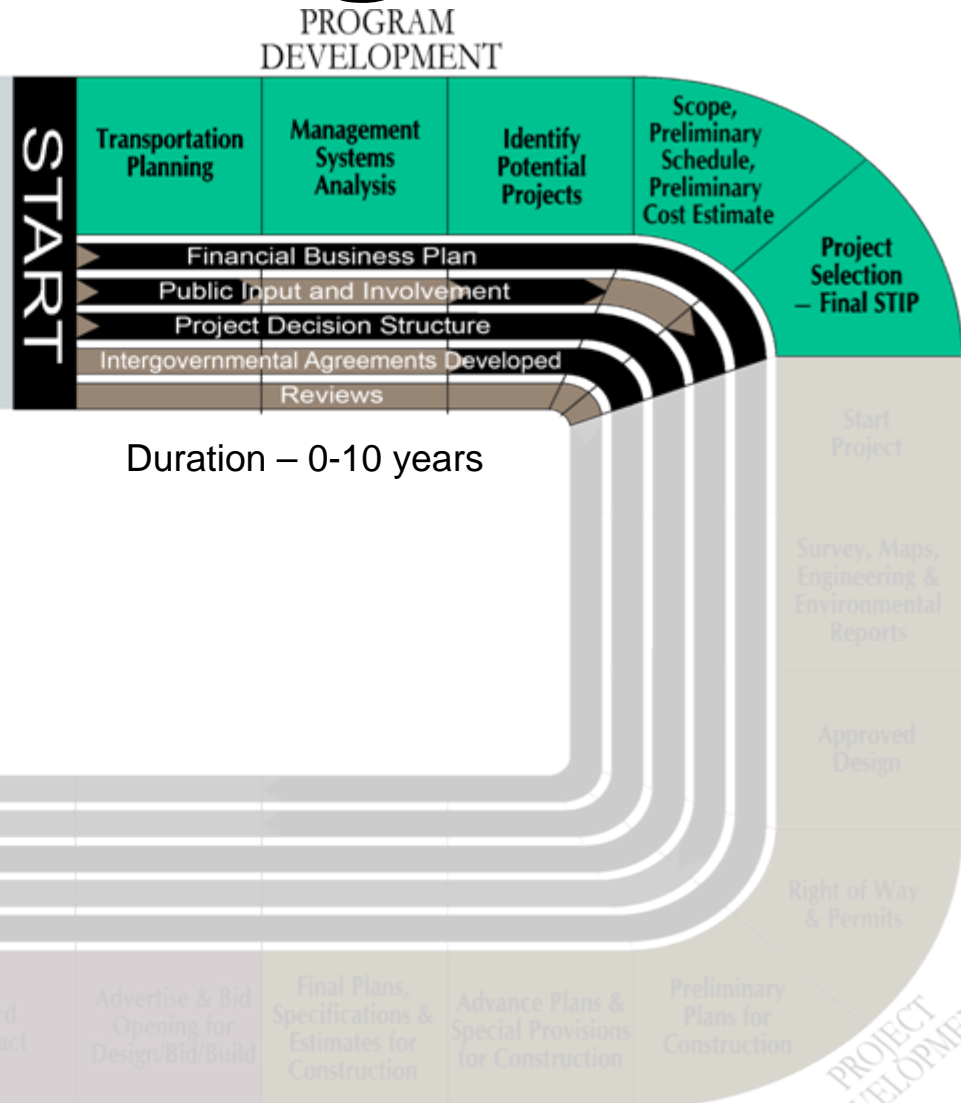
# Project Delivery Process





# Planning

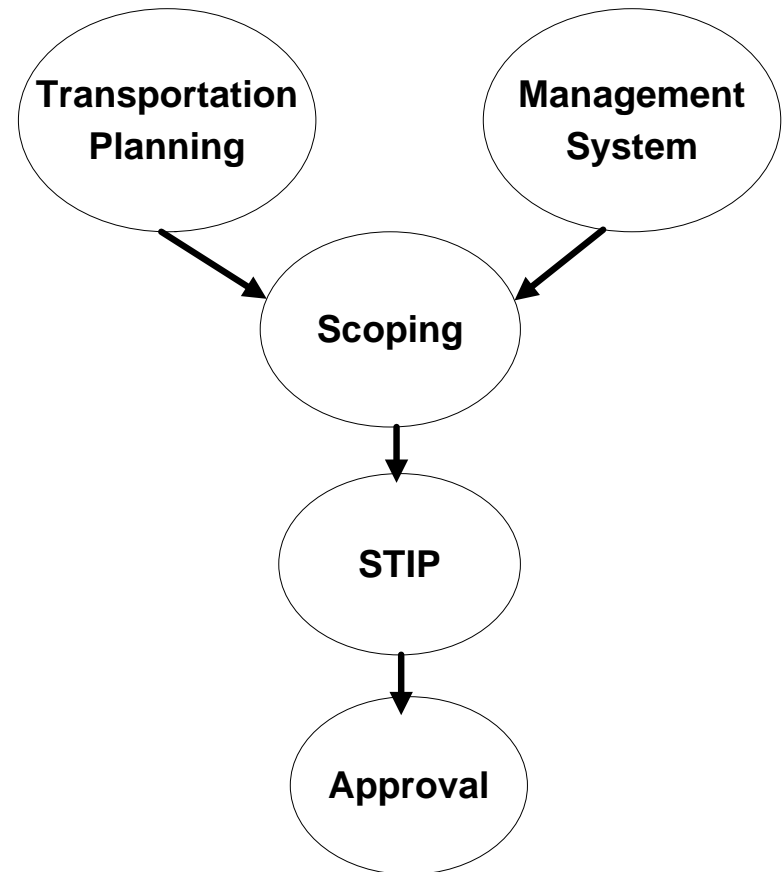
- How projects are identified, scoped and approved
- Management systems
- IAMPs
- Refinement plans
- Stakeholder Involvement





# *How projects are identified, scoped and approved*

- Transportation Planning
- Management Systems
- Scoping
- STIP Approval
- Public Input





# ***What does Transportation Planning Do?***

- Identifies Problems
- Identifies Needs
- Determines transportation solutions (general location and mode)
- Environmental Streamlining





# ***Transportation Planning Components***

- Establishes local jurisdiction and public support for transportation solutions and management actions
- Integrates local land use and transportation plans. Establishes state and local plan consistency
- Develops local plan policies and code changes to support state projects and facility management objectives



# ***Transportation Planning Components***

- Transportation System Plans
- Regional Transportation Plans
- Refinement Plans
- Transportation Facility Plans





# ***Transportation System Plans (TSPs)***

- Approval by Local Government
  - ODOT often assists with funding and involvement in process
- Stakeholder Involvement
  - Primarily at local level
- Risks
  - Plans are not fiscally constrained.
  - Projects not fully prioritized.



# ***Regional Transportation Plans (RTPs)***

- Official, mandated multimodal transportation plan for metropolitan areas
- Bend, Corvallis, Eugene-Springfield, Medford, Portland Metro, Salem-Keizer
- Considerable autonomy – ODOT has one seat at the table
- Financially Constrained Project List
- All this work gets used in NEPA



# ***TSPs & RTPs vs. Transportation Improvement Plans (TIPs)***

- TSPs and RTPs typically cover a 20- year period
- TSPs identify gap between needs and anticipated revenue, but **are not** fiscally constrained
- RTPs identify gap between needs and anticipated revenue, but **are** fiscally constrained
- TIPs cover a four-year period
- TIPs ***must*** be constrained to anticipated revenue



# ***Refinement Planning***

- Complex Issues requiring more detail than system planning
- Resolve issues that are not fully addressed in TSPs
- Process allows greater detail of problem identification and solution recommendation
- Can build broader community support
- Work is used in NEPA



# ***Refinement Planning***

- High level environmental red flag analysis (pre-NEPA to support subsequent project planning)
- Leads to higher expectations of project development and construction
- Typically only approved by Local Government – unless ODOT Transportation Facility Plan
- Environmental Streamlining



# ***Transportation Facility Plans***

- Establish management objectives, tools, and standards for the ODOT facility
- Provide foundation for local plan amendments, Area Commission support, and STIP development



# ***Transportation Facility Plans***

- Establish specific project or solution direction and management strategies
  - Interchange Area Management Plans (IAMP)
  - Access Management Plans (AMP)
  - Expressway Management Plan (EMP)
- Approved by both Local Government and ODOT
- Support subsequent environmental documentation and project delivery



# *Management Systems*

- Management Systems track the location and condition of transportation assets
- The primary management systems used in program development cover Bridges, Pavements and Safety
- Management systems are also used or are in development for operations (congestion), culverts, retaining walls, slides and other features



# ***Project Prioritization***

- OTC sets funding allocations
- OTC sets program criteria and goals
- Planning and management systems list potential projects across state
- Projects from Management Systems primarily prioritized by regions with stakeholder input where appropriate
- Modernization projects prioritized by ACTs
  - According to STIP criteria
- Region teams scope projects



# ***Project Scoping***

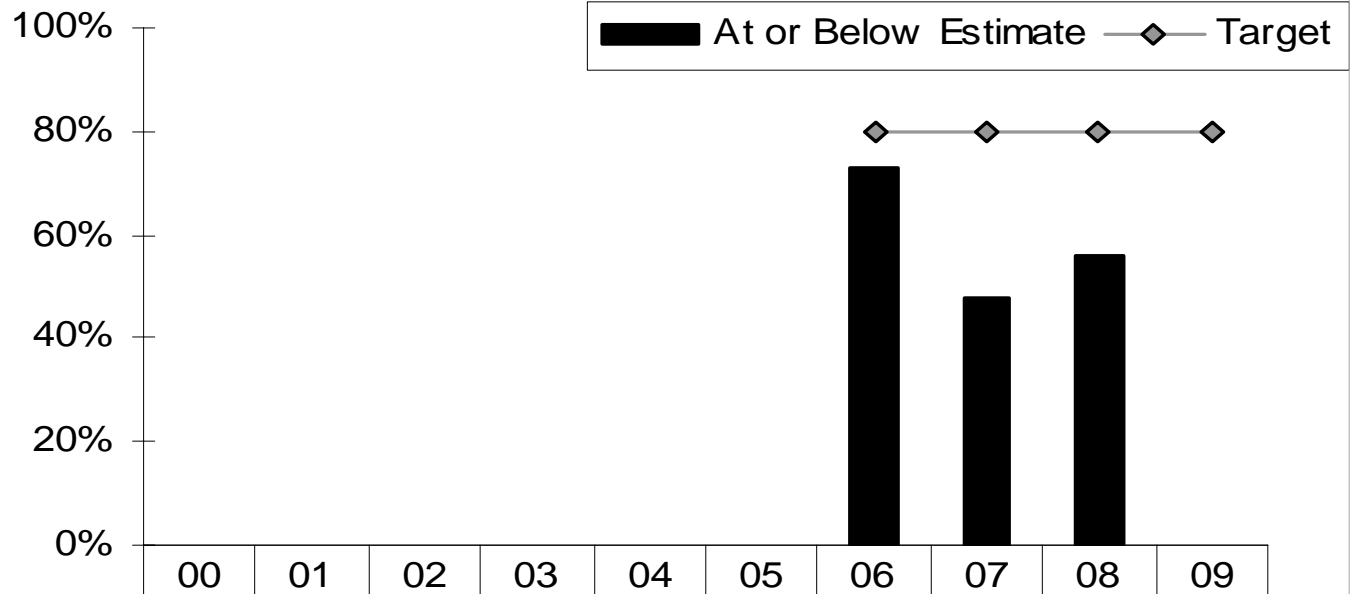
- Performed by regions (in-house or outsourced)
- Completed each STIP update cycle by a multi-disciplinary team
- Develops rough project cost estimates
- Documents project plan in the project prospectus
- More projects are scoped than end up in the STIP
- Projects constrained to available funds regionally and statewide



# Scoping Performance

## KPM #23

### Projects vs Estimate



At or Below Estimate							73%	48%	56%	
Target							80%	80%	80%	80%



# ***Developing the STIP***

- STIP is the document identifying high level scope, construction year and funding
- Draft STIP compiled for public review
- OTC adjusts as necessary
- Air quality conformity
- Final Region review
- OTC & FHWA/FTA approval
- Process occurs every two years



# ***STIP and Financial Plan***

- STIP is the program and scheduling document identifying scope and programmed amounts
- Financial Plan is the internal accounting journal for all projects – each region manages its own plan.
- Financial Plan accounts for actual project obligations and authorizations such as increased ROW and bid prices.



# ***Stakeholder Involvement***

- Required throughout process
- Stakeholder Groups Can Include:
  - Area Commission on Transportation
  - Citizen Advisory Committees
  - Technical Advisory Committees
  - Oversight Teams
  - Natural Resource Agencies
- Targeted Outreach
- Open House / Public Meetings



# ***Stakeholder Involvement***

- Other Techniques

*Stakeholder involvement is front loaded during planning, which adds time and can be costly, but results in projects that are better integrated into surrounding communities and have less chance of being challenged during design or formal environmental process.*



# ***Transportation Planning Cost***

- The transportation long-range planning programs within the regions provide the planning work necessary to move projects into project delivery – however sometimes planning functions are covered by project budget
- Average transportation long-range planning expenditures are \$6.9 M per year over the past 6 years



# *Management System Cost*

- Bridge \$4.5 M\*
- Pavement \$0.5 M
- Safety \$0.5 M

*All costs are average annual costs*



\* Includes Bridge Inspection and Load Rating



# ***STIP Scoping Cost***

- Regions are responsible for scoping projects for the STIP
- Regions generally scope more projects than actually end up in the STIP
- Average cost for STIP scoping is \$1.8M per year over the past 6 years



# Costs

Phase	Modernization	Bridge	Preservation	Safety/Ops
Planning/Scoping	9.1%	5.2%	0.4%	3.0%
Design				
RoW / Utility Relocation				
Bid & Award				
Construction Engineering				
Construction				
<b>Total (%)</b>	<b>9.1%</b>	<b>5.2%</b>	<b>0.4%</b>	<b>3.0%</b>



# ***What is Success for Planning?***

- Program development meets Commission criteria and goals
- Problem identification supported by community's vision
- Help establish priorities
- Help set reasonable performance expectations
- Reduce duplication and alternatives in NEPA process
- Planning decisions are relied upon in Project Delivery



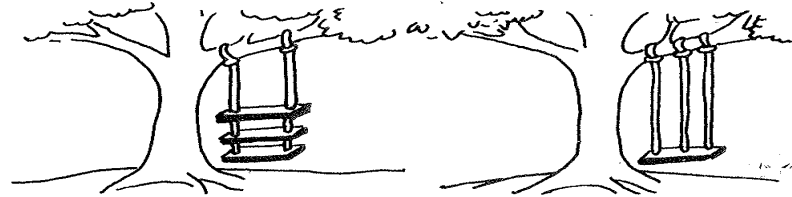
# ***Continuous Improvement Completed***

- Involve Tech Center, area, district in system and project planning processes
- Involve planners in Project Delivery to ensure planning commitments are met
- Training – Planning for non-planners
- Leadership teams integration Planning Business Line Team and Project Delivery Business Line Team
- Asset Management: Expand the use of management systems to assets other than bridges, pavements and safety



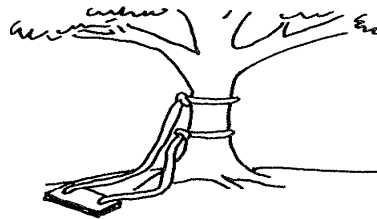
# ***Continuous Improvement Future***

- Refining STIP Criteria
- Linking Planning Environmental Process (LPEP)

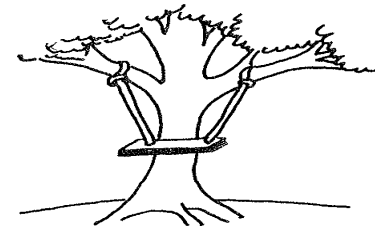


**As proposed by  
the project sponsor.**

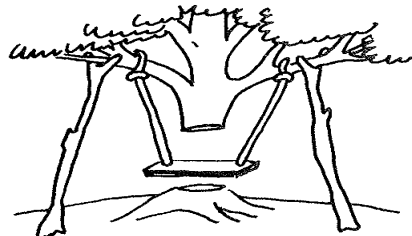
**As specified in  
the project request.**



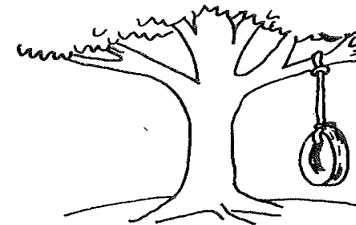
**As designed by  
the senior analyst.**



**As produced by  
the programmers.**



**As installed at  
the users site.**



**What the user  
wanted.**



# *Discussion*

