



Project Delivery Performance Improvement

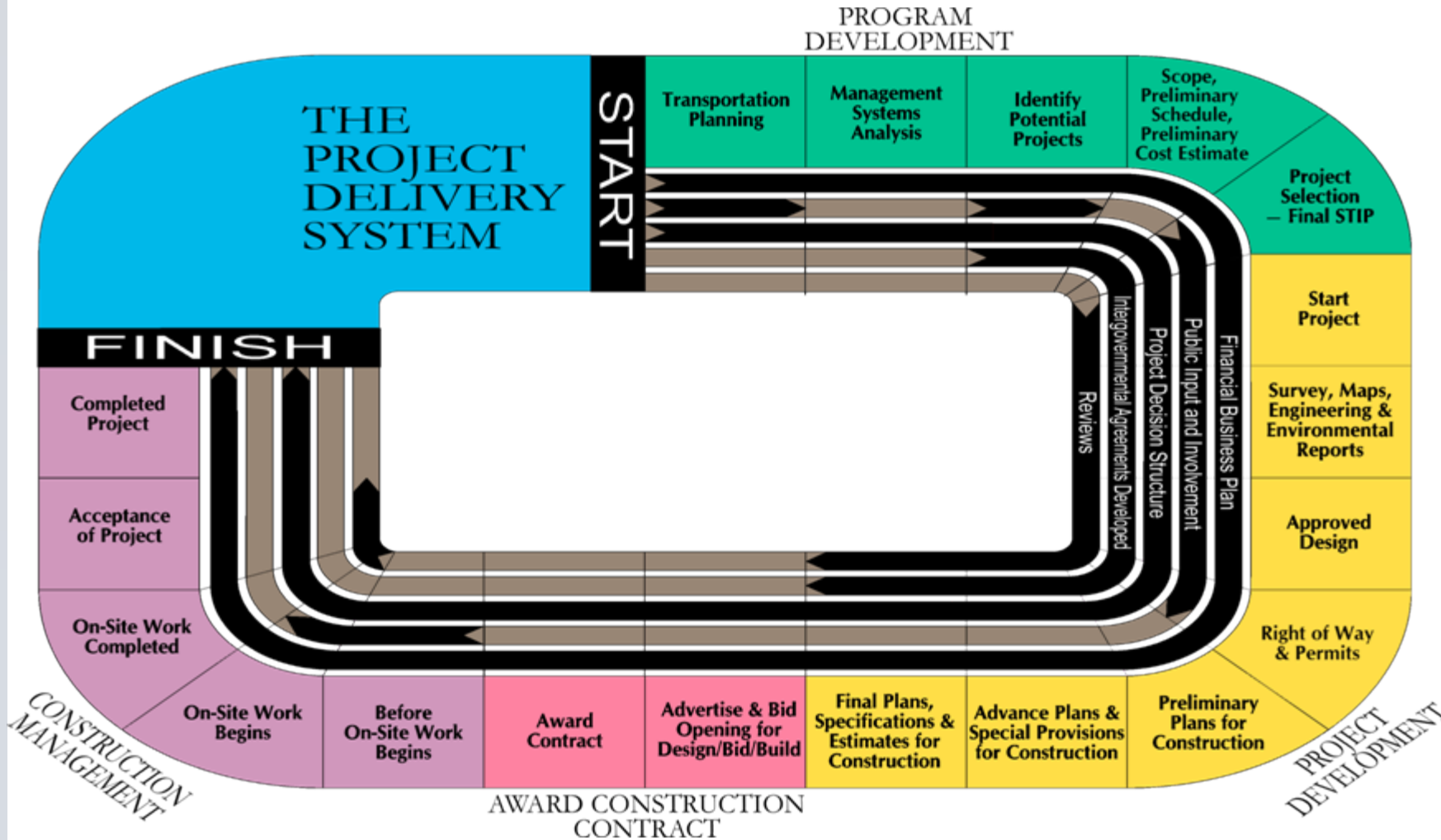
Report to the
Oregon Transportation Commission

Robert Bryant, Region 4 Manager
October 21, 2008

Design (Kick-off through Design
Acceptance Package (DAP))
Project Development – Phase 2



Project Delivery Process

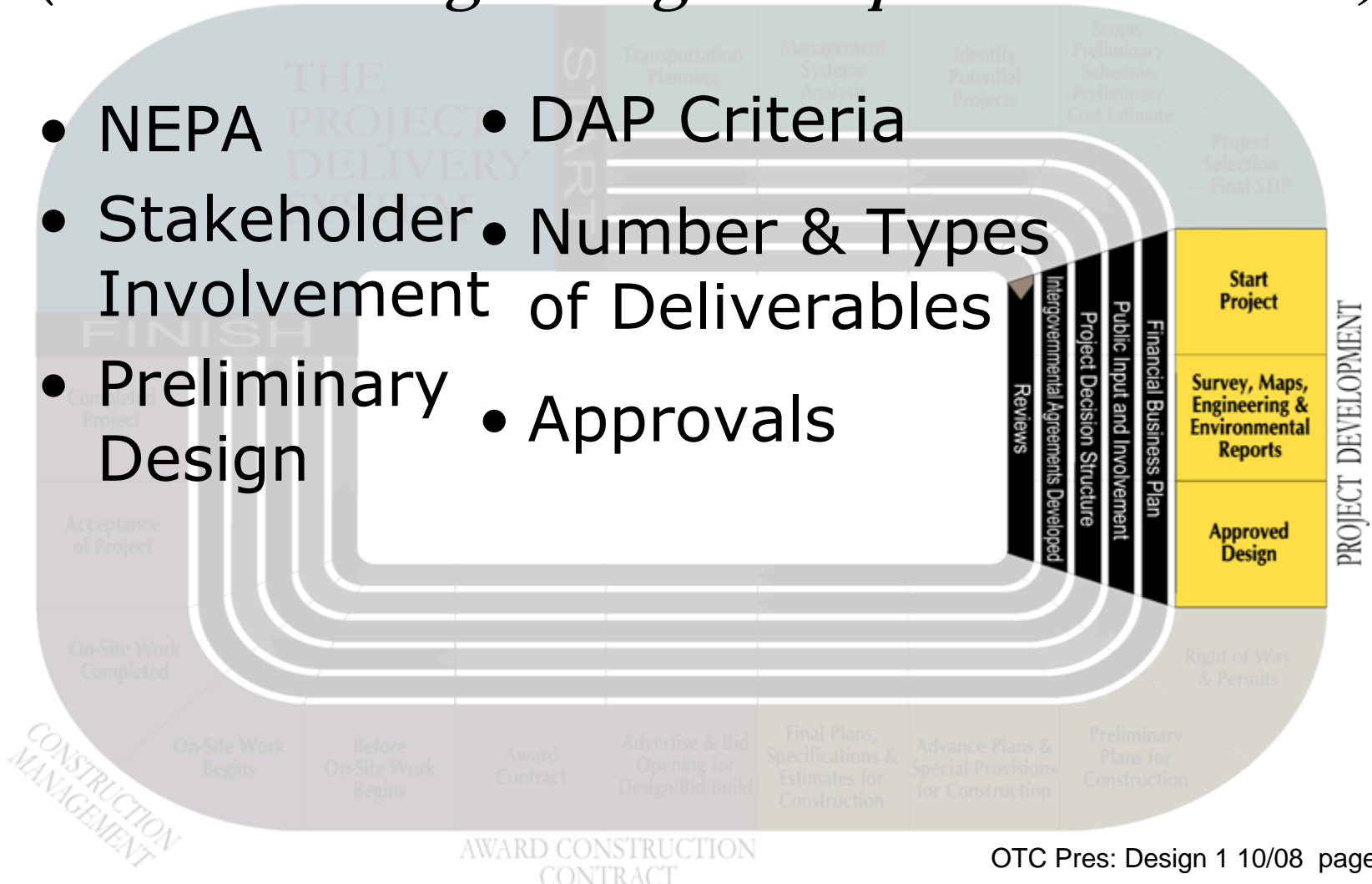




Design

(Kick-off through Design Acceptance Milestone)

- NEPA
- Stakeholder Involvement
- Preliminary Design
- DAP Criteria
- Number & Types of Deliverables
- Approvals





Project Delivery

- Project approved thru STIP
- Projects transition to Area Managers and Region Tech Center for ***Project Development*** (environmental study, preliminary design, ROW acquisition, and final design) through ***Construction***



Starting a project in the project development phase

- Assign Project Team Leader
- Identify Project Team
- Map out process for project development
- Review and confirm available information
 - Scoping Document
 - Project Prospectus
 - Refinement Plans
 - Draft project schedule
 - Project Funding



Key Factors driving duration of Project Development

- Project location
- Public & stakeholder involvement
- Work Type
- NEPA
- Right of Way

(Impacts during 2nd phase of project development)



Project Location

- Project Location
 - Projects in urban locations have more stakeholders (e.g. city government, neighborhoods)
 - Require great care in design and in construction planning (get in, get it done, get out)



Stakeholder Involvement

- Stakeholder Involvement
 - State & local elected officials, local & regional governments, ACTs, ERTs
 - Nine state agencies, eighteen federal agencies, nine federally recognized tribes
 - Citizen Advisory Committees, stakeholder groups, business organizations



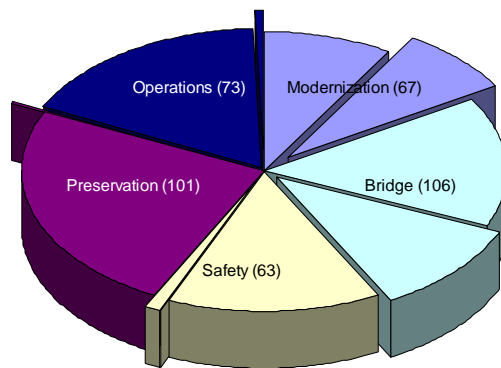
Work Type

- Modernization
- Bridge
- Preservation
- Safety and Operations

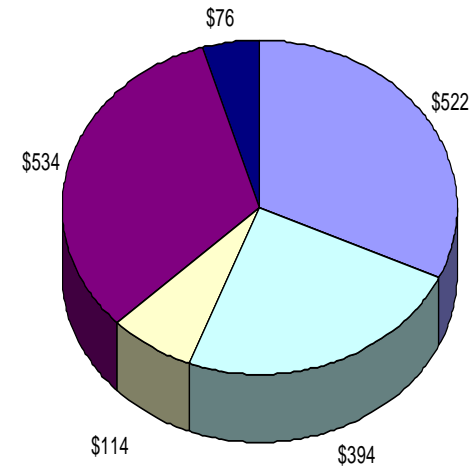


Primary work types count & volume

of projects by work type



Amount in Millions



Note: Pie slices which have been pulled out represent OTIA and Earmarks.

■ Modernization Projects ■ Bridge Projects ■ Safety Projects ■ Preservation Projects ■ Operations Projects



Why is the work type important?

- Modernization and complex bridge projects take more time
- Greater complexity in design, more tasks to design

*A **modernization** project can typically take a year or more in design than a preservation project, all other things being equal.*



What is NEPA?

- National Environmental Policy Act of 1969 (NEPA)
- Goals include avoiding, minimizing or mitigating the impact to socioeconomic, natural, and cultural resources by
 - Ensuring consideration of environmental impacts prior to taking action
 - Preventing or mitigating damage to the environment,
 - Enhancing the health and welfare of people,
 - Enriching understanding of natural resources important to the nation
- Iterative Process
- Full public disclosure



What is NEPA?

- **NEPA requires a rigorous process, including public involvement and scientific analysis in order to reach an environmentally informed decision.**
- **NEPA requires full disclosure about major actions taken by Federal agencies, including alternatives to the actions, impacts, and possible mitigation.**



NEPA Areas of Concern

- Socioeconomic
(noise, visual, environmental justice)
- Natural environment
(flora, fauna, wetlands, endangered species, air quality, water quality)
- Cultural resources
(archaeological, historic, parks)



NEPA Classes of Actions

Class 1 – Environmental Impact Statement (EIS) – Record of Decision

There will be an environmental impact

Class 2 – Categorical Exclusion (CatEx)

No significant environmental impacts anticipated

Class 3 – Environmental Assessment (EA)

Finding of No Significant Impact
or elevate to an EIS

Uncertain if there is an environmental impact



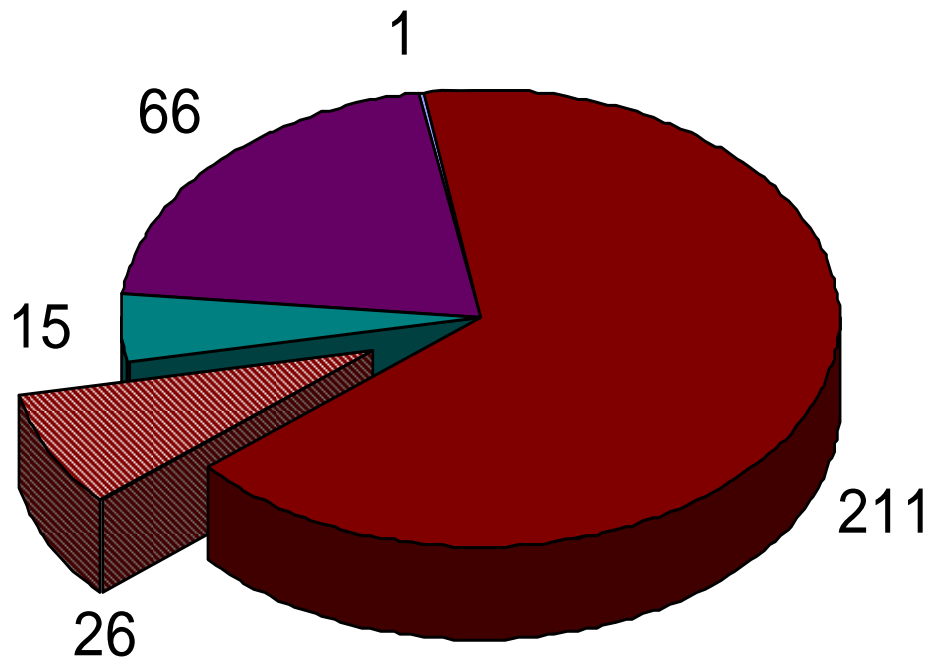
What Informs NEPA Classification?

Environmental scoping to determine:

- Context and intensity of the proposed action and potential impacts
- Applicable environmental regulations and implications
- Potential controversy
- Overall complexity



Environmental Classification



- Class 1 Environmental Impact Statement
- Class 2 Categorical Exclusion
- Programmatic Exclusion
- Class 3 Environmental Assessment
- Undetermined



Why is Environmental Class important?

Class 1 and Class 3 projects require a significant amount of study and many tasks before a preferred concept design can be selected and detailed design work can proceed.

Class 1 (EIS) NEPA processes can add 3-5 years or more to project development, and

Class 3 (EA) NEPA processes can add 2-3 years



Record of Decision (ROD)

Class 1 EIS

A Record of Decision (ROD) is the federal environmental decision document, issued by FHWA, which:

- Explains the reasons for the project decision,
 - Summarizes any mitigation measures that will be incorporated in the project, and
 - Documents any required section 4(f) approval
- Record of Decision completes the NEPA process for Class 1 projects



Categorical Exclusions (CatEx)

Class 2

- CatEx projects are exempt from the requirement to prepare an EA or an EIS, all other applicable environmental regulations must be complied with, ***and...***
- Documentation supporting the CatEx is required
- Impacts must be avoided
- Unavoidable impacts must be minimized
- Measures to mitigate unavoidable adverse impacts must be incorporated



Finding of No Significant Impact (FONSI) Class 3, EA

- Federal Environmental Review Decision Document Issued by FHWA
- Documents why the proposed action will not have significant Impacts
- Outlines reasons why EIS-level analysis is NOT required
- FONSI attached to revised EA—
Completes NEPA Process



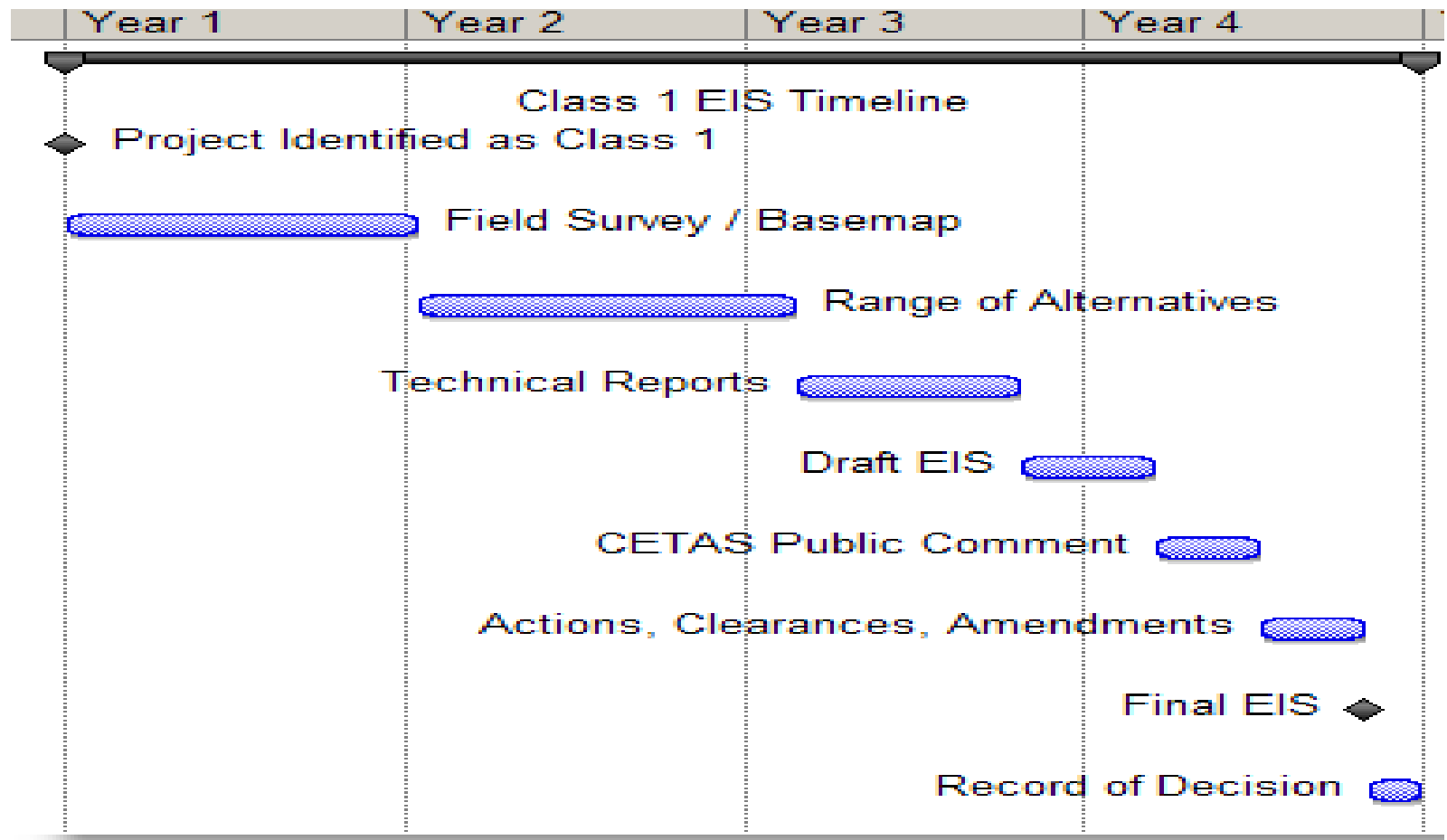
NEPA Deliverables

Can include:

- Technical reports including mitigation plans
- Project alternatives
- Traffic modeling
- Draft document and public hearing
- Recommended alternative
- Land Use actions/decisions
- Final environmental document
- FONSI or ROD
- MOA for mitigation agreements



EIS Timeline & Decision Points





Collaborative Environmental and Transportation Agreement for Streamlining

CETAS was signed by Oregon's state and federal transportation and environmental agencies in 2001 to support environmental stewardship and advance procedural improvements to streamline the environmental review process for ODOT's major transportation projects



A VISION FOR JOINT ENVIRONMENTAL AND TRANSPORTATION SYSTEM STEWARDSHIP IN OREGON





PE Design Deliverables

- Field surveys, mapping
- Engineering reports
- Pavement design
- Sign, signal, & illumination designs
- Preliminary Roadway design
- Access Mgmt. Strategy & OPAL*
- Preliminary R/W maps
- Interchange Area Management Plans*
- Intergovernmental Agreements



Design Acceptance Package (DAP)

- Major decision point. Project go/no go to final design
- Design footprint finalized for R/W
- All elements included
- Project team agrees to be bound by footprint
- Area Manager, Tech Center Manager certify



STIP Financial Plan

- Each region manages its own STIP financial plan and is accountable for balancing its plan
- Financial Plan includes all project costs PE, R/W, utilities, construction obligations, authorizations and changes in project costs



Continuous Improvements ***(Completed)***

- Project Team approach
- Prospectus Part 5 (PD 18)
- Expanded Part III of the prospectus
- Scoping Documents
- CETAS
- Mitigation Banking
- Programmatic Permits
- Environmental Baseline Reports
- Improved Environmental Compliance



Continuous Improvements (Completed)

- *Our Current Process Works!*
 - Incremental Streamlining=
 - Minimized violations
 - Fewer permit modifications
 - Stabilized environmental costs
 - Projects meet schedule



Continuous Improvements (Initiatives)

- Develop New CatEx Programmatic Agreement to cover more projects
- Develop Standard Environmental Commitment Tracking Process & tool
- Adapt 'PARIT' Regulatory Program to STIP projects



Continuous Improvement (Initiatives)

- Improve environmental scoping methods
- Annual reporting to regulatory agencies & FHWA (TAC2)
- Develop/Expand Mitigation Banking Programs (include other resources)
- Expand use of performance standards
- Develop new programmatic agreements with regulatory agencies



Continuous Improvement (Initiatives)

- 'Batch' projects by similar type:
 - Bridge replacements
 - Culvert replacements
 - Interchanges (Rural Category & Urban Category)
 - Preservation



Process Challenges

- “Right sizing” public & stakeholder involvement
- Resource challenges
- Changing FHWA regulatory oversight role, for example...



Process Challenges

CAT-EX Environmental Sign-off

- New Oregon Division FHWA requirement
- No Final Design or ROW purchase with federal dollars until permits are in-hand, all environmental work complete
- ODOT will cover ROW purchase with state funds as interim measure, state funds used are credited as state match
- Will add up to one year to project development for some Class 2 projects



Discussion

