

## ARC - Project Delivery Action Plan

Action	Priority	Project Delivery Focus Area				Implementing Agency(ies)	Status
		Environ. Streamline	Limited Scope Projects	Dealing with Change	Planning & Programming		
<b>Set minimum threshold for use of federal funds:</b> \$1 Million for CST phase (unless project is "shovel ready," i.e. approved NEPA and no ROW acquisition, or able to be flexed to FTA).	Short-term		X		X	ARC	To be included in TIP Blueprint update
<b>ROW Policy:</b> Communicate to PMs, Local ROW Coordinators, consultants and sponsors that Temporary Construction Easements (TCE) are not required for local let projects if project is within the existing ROW. Determine if anything needs to be changed in ROW manual, Design Policy Manual or other documents. Consider "Right of Entry" process in lieu of TCEs where applicable.	Short-term		X			GDOT Chief Engineer, OPD & ROW Offices, ARC	Underway
<b>Flexing Guidelines:</b> Develop guidelines for flexing projects to FTA/Sec. 5307. Work with GDOT, FTA Grantees, and FTA. Document eligibility, transit nexus, timing (TIP, Flex, TrAMS deadlines), flexing limits, and staff/resource capacity. Assist FTA grantees with internal process documents as needed.	Short-term	X	X		X	ARC (lead), FTA grantees, FTA	Underway
<b>Concept Review Process:</b> Monitor Concept Report review and approval process with a target of approval within 6 months of Concept Team Meeting. Identify source of delays and consider actions as appropriate, e.g. requiring pre-concept meetings or reviews, establishing max. number of days to review, maximum comment rounds per office, etc.	Short-term		X			ARC (monitoring), GDOT, sponsors and consultants	Monitoring to begin with new PE phases (appropriate in 2016)
<b>Explore alternative project delivery methods</b> , such as: (1) ARC acting in implementation role, much like a CID, on behalf of local government sponsors (as needed or requested by local government). ARC hires and manages PE firm for multiple projects on behalf of participating jurisdictions. The local project sponsor would be responsible for matching funds and sign the PFA, ROW & CST contracts. (2) Investigate design-build for bike/ped, or multiple small "bundled" projects.	Short-term	X	X	X	X	ARC, GDOT, Local sponsors	Underway
<b>Scoping &amp; Pre-Screening:</b> ARC provides funding for scoping/project development in the pre-PE or planning phase to better vet and define projects. Develop a Scope of Work template for scoping, environmental screening and feasibility studies.	Short-term	X	X		X	ARC, GDOT	Underway
<b>Project History:</b> At all levels (GDOT, ARC, local sponsor), maintain project management files for documentation of project history to allow for smooth transitions during staff changes.	Short-term		X	X		ARC, local governments, GDOT	Underway
<b>Funding application:</b> Develop detailed project funding applications that include deliverability assessment, possible scoping or environment screening requirements and/or funding to conduct screening and scoping.	Short-term	X	X	X	X	ARC	Implemented in 2015. Exploring refinements.
<b>Project Delivery Website and Guidance:</b> Develop a Project Delivery website with FAQ, best practices and case studies from successful Atlanta region local implementers, risk assessment tools, etc.	Short-term	X	X	X	X	ARC	Not started

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<b>Strategic Financing:</b> Swap or trade federal funds with local or state funds to best match the funding source with the project complexity. Put federal funds on projects easiest to deliver through the federal process, and local/state funds on the more complicated projects. Create a working group to develop best practices, case studies, model programs or processes that address the following: (1) Conduct agency coordination, research, and develop guidance for fund "swapping" or "offsets" (similar to 2009 MARTA off-set projects, and MTC-SF, Portland Metro & NCTCOG models). (2) Develop guidance and MOU templates for use of Z230 on maintenance projects in exchange for HB170 funds on bike/ped or other projects that are less-cost effective to deliver with federal funds, conduct agency coordination.	Mid-term	X	X		X	ARC, GDOT, Local sponsors, partner agencies	LCI hiring consultant to identify future direction of program, may include this.
<b>Cost Estimates:</b> Investigate if changes to the ROW and CST Cost Estimation tool are needed. Conduct a study of actual ROW & CST costs for recently Let projects and compare to their pre-construction cost estimates, examine the tool's formulas and cost items and make adjustments as warranted.	Mid-term		X	X		GDOT ROW and Program Delivery Office	Not started
<b>Off-System Road Diets:</b> Develop waiver process (based on thresholds for AADT, project length, LOS and/or functional class), by which off-system "road diet" projects would not require a traffic study for Air/Noise approval. For example, waive advanced air/noise study requirements for anything under the FHWA recommended traffic threshold for a road diet. See Maryland DOT and PennDOT for examples.	Mid-term	X	X				Not started
<b>Mitigation Strategy Guidebook:</b> Develop a database of common mitigation strategies for routine environmental considerations so that project sponsors can better plan for scope/schedule/budget needs.	Mid-term	X			X	ARC, GDOT, SHPO	Not started
<b>Trainings:</b> Supplement trainings already offered by FHWA, NHI and GDOT to improve project deliverability, including: (1) ARC work with partner agencies, local governments, and private sector subject matter experts to pilot a training program focused on strategies for managing the environmental review process. (2) Host additional trainings needed to allow local governments to complete LAP certification in a more timely manner (with ARC assistance if necessary). (3) ARC to host trainings/info sessions for local staff and elected officials about the federal process (i.e. what they are getting into...), TIP rules, expectations and accountability.	Mid-term	X	X	X	X	ARC mostly, with GDOT and partner agencies	Not started
<b>Accountability:</b> Work with TCC, TAQC and local sponsors to develop consensus for policies regarding project delays and reprogramming for ARC Board adoption.	Mid-term		X	X	X	ARC, local governments,	Discussions underway
<b>Procurement:</b> Develop detailed online resources on consultant procurement and management in order to improve cost estimates and reduce delays and unforeseen deliverables and costs.	Mid-term	X	X	X	X	ARC, GDOT	Not started

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<b>Reduce Eng. Plan Documents:</b> Work with GDOT and FHWA to determine if reduced plan documents might be acceptable for certain project types. Steps include (1) Investigate plan requirements in other states for similar projects; (2) Adopt GDOT's one-sheet plan process for maintenance and "quick fix" type projects for similarly scoped projects funded with STP/CMAQ/TAP; (3) Reduce plan requirements for local let, off-system roadways (see 10-page LCI & TE plan sets from 1990s-early 2000s)	Long-Term		X	X		GDOT, FHWA	Not started
<b>Refine Joint Environmental Database:</b> ARC will work with partner agencies to build and refine the environmental datasets to assist with the delivery of better information for the planning and development of projects. All of this information will be made available through ARC's open data site.	Long-Term	X	X		X	ARC, GDOT, SHPO	Tool has been developed, and is available for use. Next step is to make refinements.
<b>Develop Environmental Screening Tool and Requirements:</b> Develop modeling function within environmental database to assess environmental risk and project deliverability. This modeling function will serve as an environmental screening tool to assist in the planning of scope, schedule and budget of potential transportation projects.	Long-Term	X			X	ARC, GDOT, SHPO	Not started
<b>CE Process:</b> Improvements to CE process based on practices from other state DOTs, including: Replacing "special studies" for certain projects types (bike/ped, safety, maintenance and those within the existing right-of-way) to a resource checklist or reduced scope report (CDOT, NCDOT, PennDOT). Investigate WSDOT's 60-day maimum Section 106 process for possible implementation here. Expand programmatic agreements.	Long-Term	X	X			FHWA, GDOT	Not started