

# ACTION PLAN: 2014-2015

## PROJECT DELIVERY TASK FORCE



Final Report  
November 2014

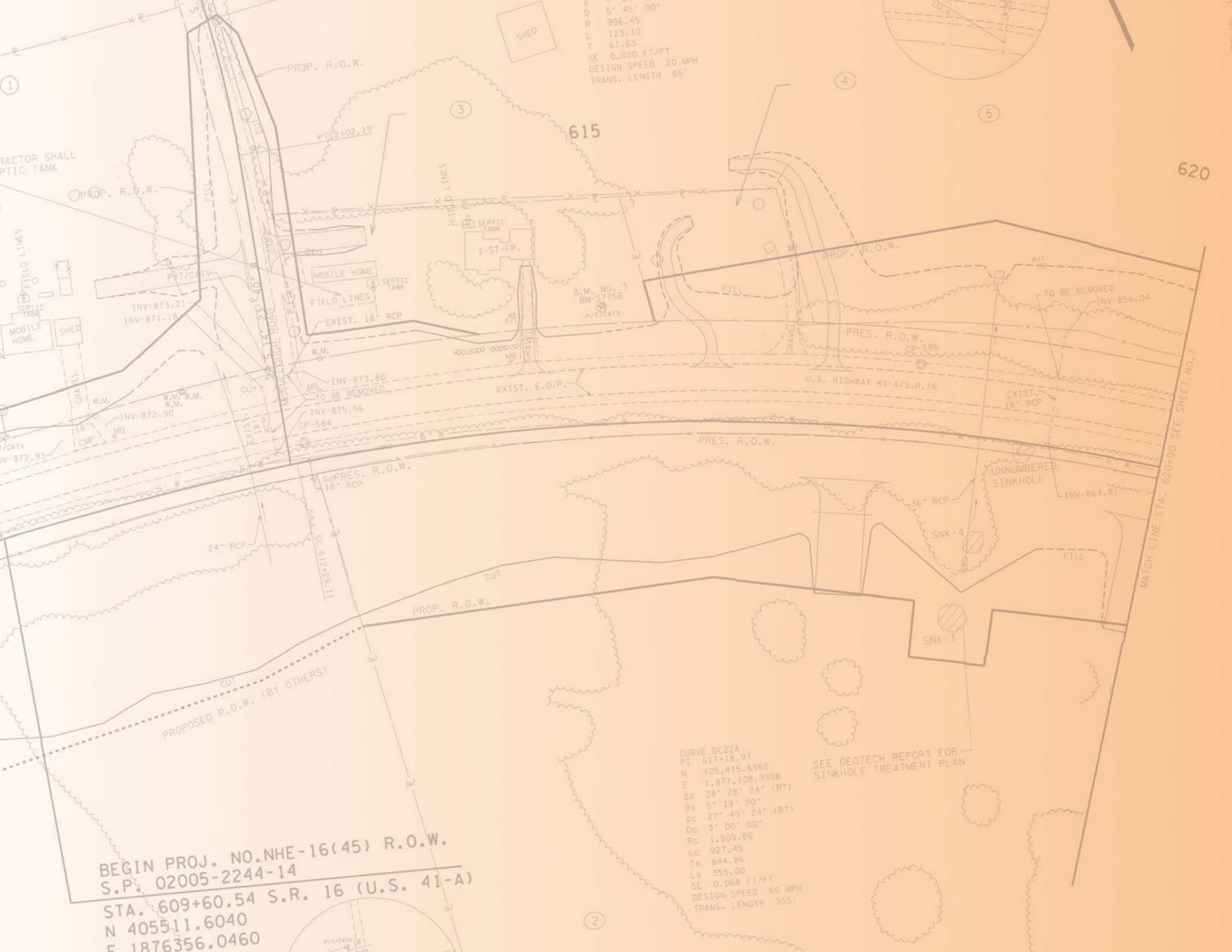
In cooperation with  
Georgia Department of Transportation &  
Federal Highway Administration



Prepared by Gresham, Smith and Partners  
In cooperation with Metropolitan Planning and Engineering

BEGIN PROJ. NO. NHE-16(45) R.O.W.  
S.P. 02005-2244-14  
STA. 609+60.54 S.R. 16 (U.S. 41-A)  
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E 1876356.0460

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PI 617+18.97  
N 405.415.6962  
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SEE GEOTECH REPORT FOR SINKHOLE TREATMENT PLAN

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# ACKNOWLEDGEMENTS

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for their time, creativity, and dedication to the PDTF. Your help in developing near-term and longer-term strategies to improve the region's project delivery performance has been invaluable.

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# SECTION I. PROJECT DEVELOPMENT TASK FORCE (PDTF)

## A. Purpose

On March 13, 2014, the Board of Directors for the Atlanta Regional Commission (ARC) approved a resolution creating a special committee to identify the barriers to more effective and timely transportation project delivery in Metro Atlanta. The group was named the Project Delivery Task Force (PDTF) and representatives of the ARC organization, the Georgia Department of Transportation (GDOT), local city and county governments, the Georgia Regional Transportation Authority (GRTA), the State Road and Tollway Authority (SRTA), the region's community improvement districts (CIDs), local transit operators, and federal agencies, including the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) were invited to be members. All of these organizations play important roles in the delivery of transportation projects in the region.

ARC established key objectives for the PDTF to achieve by the end of 2014. These included: (1) conducting a more in-depth examination of project concept development requirements, (2) identifying specific, actionable options to improve project delivery rates; and (3) delivering a report to the ARC Board with its recommendations by November 2014. An overall policy objective for the PDTF effort was improving the overall transparency of the processes and decisions that impact project delivery performance.

Starting in March 2014, the PDTF began its first year of work. This report which covers the group's activities from March to November 2014, is intended to meet all three of the board directives given to the PDTF.

## B. Context of Transportation Project Delivery

Since the early 2000s, ARC has been monitoring the region's performance in delivering project phases programmed in the region's Transportation Improvement Program (TIP). The responsibilities for delivering these project phases belong to multiple agencies, including the Georgia Department of Transportation (GDOT), the State Road and Tollway Authority (SRTA), Georgia Regional Transportation Authority (GRTA), community improvement districts, local transit

operators, and numerous local governments. The results of these monitoring activities for projects located in Metro Atlanta are published annually in ARC's "Breaking Ground" report which can be found ([www.atlantaregional.com/breaking-ground](http://www.atlantaregional.com/breaking-ground)).

According to ARC, the region's performance over the past few years in advancing engineering, right-of-way, and construction phases ranged from about 35% to 68% of the total phases programmed. These rates were deemed by the ARC Board of Directors as needing substantial improvement. Additionally, GDOT, which is also required to monitor transportation project delivery within the State of Georgia, had also expressed concern about the need to improve project delivery in Metro Atlanta, the State's largest hub of transportation system development activities.

At the national scale, the most current federal transportation reauthorization law, "Moving Ahead for Progress in the 21st Century" or MAP-21, strongly encourages states and metropolitan planning organizations receiving federal funds to seek ways to expedite project delivery. This goal is central to maintaining the economic competitiveness of the U.S.

In Georgia, streamlining project delivery is also tied to several state and regional goals related to relieving traffic congestion, improving access to jobs, reducing fatalities, injuries and crashes; and providing more travel options for people and goods. Delays in project delivery increase the cost of projects, frustrate the traveling public, and erode public confidence in transportation agencies and institutions.

In November, 2014, the ARC Board identified a list of 2015 Work Program activities for its Center for Community Services; Center for Livable Communities; Center for Strategic Relations, and Office of the Director. One of the priorities established for the Center for Livable Communities, within which the Metro Atlanta MPO is housed, is to "develop procedures for improving the delivery of transportation projects on time and on budget."

## C. PDTF Organization

The PDTF operated as an advisory committee to ARC, through its Center for Livable Communities. In addition to the in-house staff support provided by ARC for the PDTF effort, other participating agencies, including GDOT, FHWA, FTA, MARTA, several CIDs, and local governments (cities and counties) contributed staff time to this effort. Additional technical and facilitation support for the effort was provided by one of ARC's regional transportation planning teams (Gresham, Smith and Partners with support from Metro Planning + Engineering). The participating agencies and organizations in the PDTF activities are shown in Table 1.

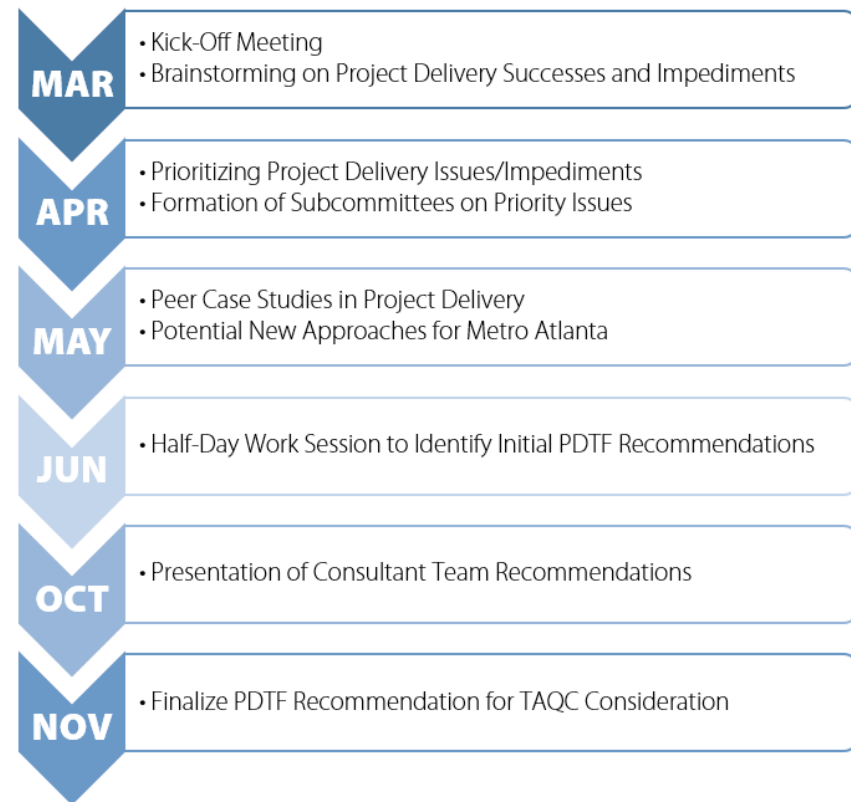
Table 1. PDTF Participant Agencies

Federal Agencies		
<ul style="list-style-type: none"> <li>Federal Highway Administration (FHWA) – Region IV</li> <li>Federal Transit Administration (FTA) – Region IV</li> </ul>		
State Agencies		
<ul style="list-style-type: none"> <li>Georgia Department of Transportation</li> <li>Georgia Environmental Protection Division</li> </ul>		
Regional Agencies/Authorities		
<ul style="list-style-type: none"> <li>Atlanta Regional Commission</li> <li>Metropolitan Atlanta Rapid Transit Authority (MARTA)</li> </ul>		
Other Participants		
<ul style="list-style-type: none"> <li>Perimeter Community Improvement Districts (PCIDs)</li> <li>Atlanta Beltline, Inc.</li> <li>Cartersville–Bartow County Metropolitan Planning Organization</li> <li>Safe Routes to School National Partnership</li> </ul>		
Local Jurisdictions		
<ul style="list-style-type: none"> <li>Cherokee County</li> <li>Clayton County</li> <li>Coweta County</li> <li>DeKalb County</li> <li>Douglas County</li> <li>Fayette County</li> </ul>	<ul style="list-style-type: none"> <li>Griffin–Spalding County</li> <li>Gwinnett County</li> <li>Paulding County</li> <li>Rockdale County</li> <li>City of Atlanta</li> <li>City of Decatur</li> </ul>	<ul style="list-style-type: none"> <li>City of Douglasville</li> <li>City of Dunwoody</li> <li>City of Johns Creek</li> <li>City of Marietta</li> </ul>

## D. PDTF Work Program and Milestones

At the April, 2014 kick-off meeting of the PDTF, the group discussed the overall mission and goals of the group and its final work product. Additionally, an overall approach to carrying out its designated responsibility was explored by the group. Figure 1 captures the primary work elements of the PDTF for 2014 as developed by the PDTF project team.

Figure 1. PDTF Work Program and Milestones for 2014



All of the PDTF activities and milestones were met by the deadline established by the ARC Board.



## SECTION II. BARRIERS TO EFFECTIVE PROJECT DELIVERY

An initial step for the PDTF was the compilation of relevant data and information from the various state-level, regional, and local stakeholders on specific conditions, issues, or processes that inhibit effective transportation project delivery. While the initial PDTF effort focused on the barriers to delivering highway-related projects, some examination of transit project delivery issues and concerns was also completed in 2014. Similar to the highway project delivery issues, transit-related delivery barriers will also need more attention by the PDTF in 2015 to more comprehensively identify specific actionable options for the ARC to consider.

The PDTF project team used real-time polling equipment at the group's first meeting to identify areas of agreement and areas of differing opinion relative to the current state of project delivery in the region and potential approaches for addressing any deficiencies. When polled, the vast majority of PDTF members expressed the view that the region's focus on project delivery was very important and timely and that the effort would be very valuable to undertake.

### A. Sources of Data on Barriers

Many interviews of key public agencies personnel as well as reviewing ARC's 'Breaking Ground' reports served as the primary sources of information. Additionally, the project team's consultant held a multi-disciplinary team meeting to document real-world project delivery issues and impediments across the full life cycle of projects, from planning through construction and operations. Some of the richest discussions of existing project delivery impediments occurred at the PDTF's first two meetings in March and April 2014. These barriers were identified in a collaborative manner by local, regional, state, and federal representatives involved in the delivery of highway and/or transit projects across Metro Atlanta.

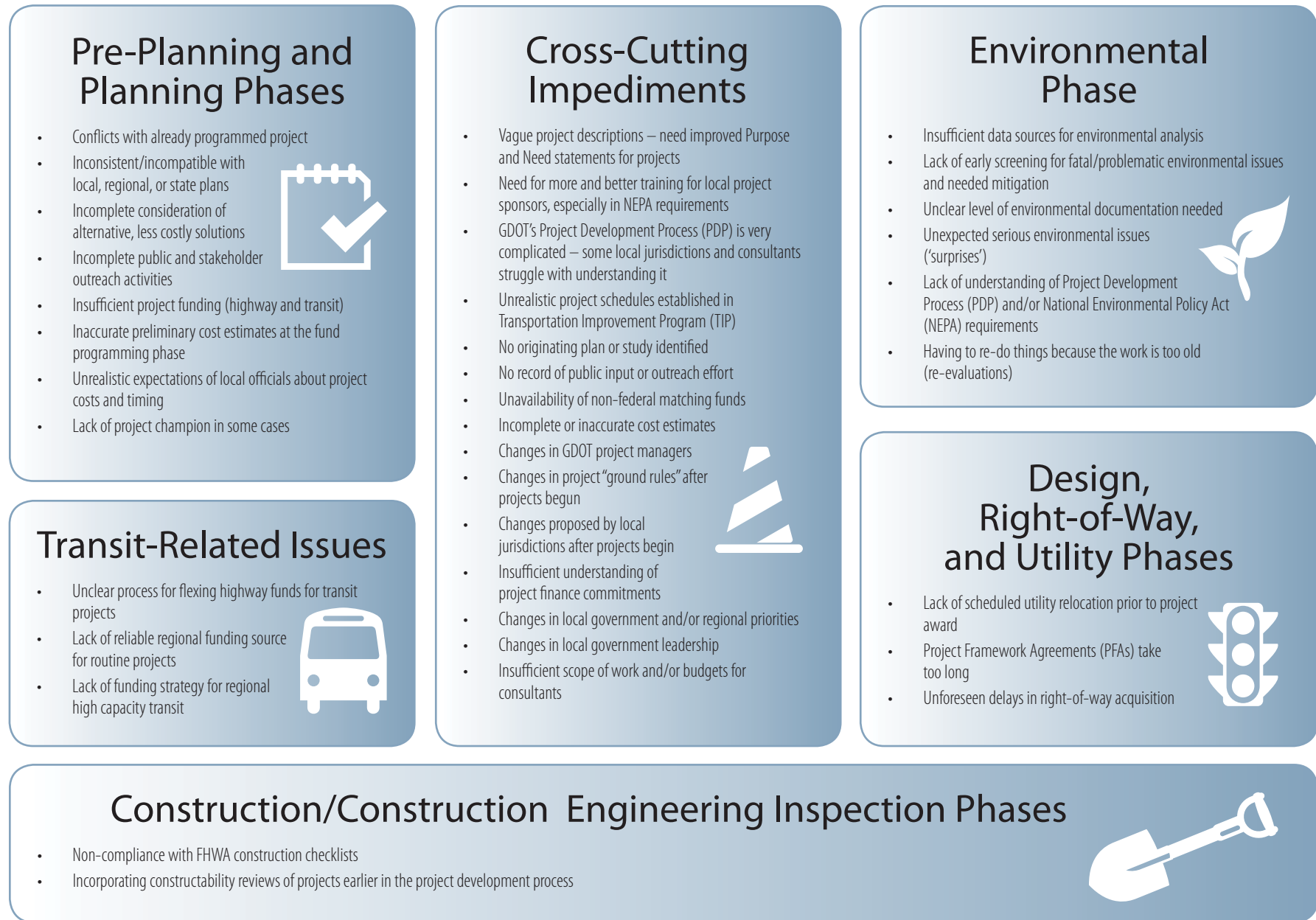
A synthesis of this information and feedback was developed and a listing of project delivery barriers, both for highway-related and transit-related projects were compiled. Since ARC is primarily a planning and programming entity within the context of the federally and state-funded transportation program in Georgia, the PDTF elected to focus on project delivery issues that were most impactful to the early phases of project delivery, including the pre-planning, planning, and

environmental phases of projects. Future PDTF activities may revisit other project delivery issues occurring in latter project phases, such as right-of-way acquisition, utility relocation, and construction. They are organized in Figure 2 according to the major phases in the life cycle of a transportation project.



*Road construction in Henry County.*

Figure 2. Barriers to Program Delivery in Metro Atlanta – Current Conditions and Issues



## B. Peer Approaches to Project Delivery

The PDTF project team compiled information from a number of peer state-level and regional/MPO efforts aimed at improving project delivery. The project team explained the concepts used by the peer organizations and highlighted areas that were especially applicable to Metro Atlanta. The following specific case studies were examined by the PDTF. More detailed information on each program, along with a link to on-line resources about it, can be found in the Appendices.

### *Federal Level*

- USDOT/FHWA Delegation of NEPA Review of Categorical Exclusion Documents to the State of California;
- FHWA's 'Every Day Counts' Program, which includes some project delivery streamlining strategies;
- Strategic Highway Research Program (SHRP) II Program – Integrated Ecological Framework Initiative; and
- MAP-21 Environmental Streamlining

### *State Level*

- State of Florida's Efficient Transportation Decision-Making Process (ETDM) Framework (managed by Florida DOT);
- State of Tennessee's Environmental Streamlining Agreement (TESA) Process (managed by Tennessee DOT); and
- Utah DOT's Project Delivery Networks

### *Regional/MPO Level*

- Regional Planning Commission of Greater Birmingham (RPCGB), Alabama – Advantaged Planning, Programming, and Logical Engineering (APPLE) Program (managed by the RPCBG)

Following the review of the various case studies, the PDTF members discussed the guiding principles that should be used to improve the region's project delivery performance. Among the suggestions offered were:

- Focus on completing currently programmed projects in the TIP (vs. adding new ones with 'calls for projects');

- Enforce a policy where the funding committed to inactive projects that are not advancing may be reprogrammed to projects that can advance and be delivered;
- Set aside additional resources to help conduct project risk assessments early in the planning and programming process; and
- Specify minimum technical requirements for project planning to qualify for funding.

The PDTF group also defined 'success' in project delivery as:

- Reducing average project delivery time frames;
- Creating a steady stream or 'pipeline' of projects that can be funded/implemented;
- Reduce the number of stalled projects and free up funding for viable, needed projects.

## C. Prioritization of Project Delivery Issues

At the group's March 2014 meeting, the PDTF members prioritized a listing of 54 specific issues negatively impacting the delivery of transportation projects in Metro Atlanta. Using a multi-voting method, a listing of the highest priority issues was compiled by the PDTF project team and the issues were categorized into four (4) major groups. These groups represented the areas of project delivery that should be addressed first by the PDTF in developing more streamlined processes and/or corrective actions. A complete list of the project delivery issues ranked by the PDTF can be found in the Appendices.

The prioritized list of project delivery issues identified by the PDTF consisted of four major categories of issues and barriers:

- Streamlined Environmental Analysis
- Project Feasibility and Programming
- Dealing with Change After a Project Starts
- Delivering 'Smaller' or 'Less Complex' Projects






Later in the year, a fifth issue group entitled 'Cross-Cutting Issues' that pertain to two or more of the other categories was added as a priority issue by the group.

# SECTION III. PDTF ACTION PLAN: 2014 – 2015

In September, 2014, following the ranking of the project delivery issues and potential action steps for addressing them, the PDTF project team members met with representatives GDOT, FHWA, MARTA, and the TAQC Subcommittee to brief them on the outcome of the rankings and solicit their feedback on how the effort was progressing. The purpose of these meetings was to create consensus in the overall structure of the proposed PDTF Work Program for 2015. All of the participating agencies concurred with the direction of the Action Plan and committed to participating in the effort during 2015, including making available their staff to assist with the effort.

Figure 3 shows the PDTF Action Plan for 2015, including 26 action steps proposed for implementation by ARC, GDOT, or other planning partners. While some action steps are short-term in nature; other more complex ones may take more than 12 months to accomplish. It is intended that in late 2015, the PDTF members, the PDTF project team, ARC, GDOT, and FHWA assess the progress made during 2015 and amend/modify the Action Plan as appropriate for future years.

Figure 3. PDTF Action Plan for 2015

 <p>Cross-Cutting Solutions</p>	<p><b>A-1</b> – Implement Fund Reprogramming Policy  <b>A-2</b> – Identify Process for Advancing Projects for Other Plans, including Transit  <b>A-3</b> – Implement Two-Phase Preliminary Engineering for Highway Projects  <b>A-4</b> – Create New Joint Project Scheduling Process  <b>A-5</b> – Create Electronic Project Delivery Tracking System, including Benchmarks</p>	<p><b>A-6</b> – Create online Project Management and Delivery Resources  <b>A-7</b> – Work with GDOT to Establish a Planning Subcommittee as Part of the Georgia Partnership for Transportation Quality (GPTQ)  <b>A-8</b> – Develop Project Delivery Performance Measures and Targets</p>
 <p>Streamlined Environmental Analysis</p>	<p><b>B-1</b> – Develop Planning Requirements for Environmental Screening  <b>B-2</b> – Develop Process to Build on Environmental Screening in the NEPA Analysis  <b>B-3</b> – Create/Refine Joint Environmental Databases</p>	<p><b>B-4</b> – Provide Technical Resources to Help Local Jurisdictions  <b>B-5</b> – Create Checklist to Help Local Sponsors Comply with Environmental Requirements</p>
 <p>Project Feasibility and Programming</p>	<p><b>C-1</b> – Develop Detailed Project Funding Application(s) to Justify Project Feasibility  <b>C-2</b> – Implement Early Risk Assessment for Projects Prior to Programming Funds  <b>C-3</b> – Develop a ‘Project Feasibility Guide,’ including Tools, to Assist Local Project Sponsors</p>	<p><b>C-4</b> – Develop Agreed Upon Process for Flexing Federal Funds for Transit Projects  <b>C-5</b> – Implement Pilot Program for New Project Feasibility Process</p>
 <p>Dealing with Change</p>	<p><b>D-1</b> – Develop Educational Materials for Elected Officials on Financial Responsibilities  <b>D-2</b> – Develop Online Resources on Consultant Procurement and Management</p>	<p><b>D-3</b> – Develop Written Guidance on “Grandfathering” and “Waivers” of GDOT Process  <b>D-4</b> – Develop Model Project Diary to Document Project Decisions</p>
 <p>Less Complex Projects</p>	<p><b>E-1</b> – Develop Written Guidance and/or Threshold for Use of Federal Funds on Less Complex Projects  <b>E-2</b> – Create Online Library of Best Practices</p>	<p><b>E-3</b> – Increase the Number of Projects that Require Simpler Environmental Documents  <b>E-4</b> – Hold Training Sessions to Help Project Sponsors with NEPA Requirements</p>

It is also recommended that additional discussion of transit-related project delivery barriers and potential solutions continue through 2015 to identify additional action steps for this part of the region’s transportation program. More detailed descriptions of each of these action steps and the proposed approach for carrying out each one can be found in the Appendices.

## A. Implementation Responsibilities

As described previously, the full range of barriers to more effective project delivery is a product of a very complex institutional and regulatory environment comprised of federal, state, regional, and local government agencies. Some of its most challenging constraints are products of federal regulations and processes pertaining to planning, air quality, environmental analysis, right-of-way acquisition, and construction of projects. Thus, an effective approach to breaking down the barriers, where possible, will require a concerted approach and collaboration across several organizations, including ARC, GDOT, FHWA, and for transit projects, FTA, MARTA, and local transit operators.

The 2015 Action Plan developed by the PDTF recognizes this need for collaboration. To start the process of developing options for addressing project delivery

challenges, an initial set of PDTF Action Steps have been assigned to the primary agencies involved in project delivery, ARC and GDOT. While these initial assignments have been made, there will be a need for the PDTF, ARC, and GDOT to refine the assignments and work to be carried out. Additionally, technical support will also be needed in varying degrees from other affected agencies, including FHWA, FTA, MARTA, GRTA, SRTA, the region’s CIDs, local governments, and local transit operators.

As of November, 2014, ARC has decided to financially support the PDTF effort through 2015, using some of its consultant budget as well as in-kind support in the form of employee salaries. GDOT is supporting this effort through its contribution of in-house staff time and support agencies are doing the same. For individual PDTF implementation activities requiring an investment of additional resources (beyond in-house staff support and ARC consultant funding), estimates of this need should be calculated by the PDTF project team and/or the PDTF.

Tables 2 and 3 describe the 2015 Action Steps assigned to the lead agencies at this point in the PDTF effort, ARC and GDOT, respectively. Background information, support agency participation, and related Action Steps have been identified. In 2015, ARC will prioritize and identify potential time frames to develop and implement the Action Steps.

Table 2. 2015 Action Steps and Implementation Strategy – ARC

LEAD ORGANIZATION: ATLANTA REGIONAL COMMISSION (ARC)

ACTION STEP AND BACKGROUND	SUPPORT AGENCIES	RELATED STEPS
<b>A. CROSS-CUTTING SOLUTIONS</b>		
<p><b>A-1: Implement Fund Reprogramming Policy</b></p> <p>In 2012, ARC published its most recent TIP/RTP Blueprint Report that describes the business rules surrounding the programming of federal, state, and local funding in Metro Atlanta’s Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP). The most recent document does not fully address situations where there are significant lags in project development that lead to project delivery delays. Given the ARC Board’s recent direction on project delivery, there is a need to be more specific on the process to be used to reprogram funding on projects that are experiencing significant delays or are in danger of not advancing, as well as the process for enforcing established project schedules.</p> <p>This Action Step involves drafting the new policy for review by ARC’s committees and GDOT, including a mechanism for resolving extraordinary circumstances. The highly competitive environment for critically-needed transportation funding is placing pressure on affected organizations to enforce a policy that addresses unnecessary or unreasonable lags in project delivery and enables ARC and/or GDOT to shift the funds assigned to inactive projects to other deliverable projects that can be advanced. The draft policy would need to be reviewed by the ARC staff and leadership, GDOT, and the TCC prior to its being considered by the TAQC.</p>	GDOT	A-4, A-5, C-2

## LEAD ORGANIZATION: ATLANTA REGIONAL COMMISSION (ARC)

ACTION STEP AND BACKGROUND	SUPPORT AGENCIES	RELATED STEPS
<p><b>A-2: Identify Process for Advancing Projects From Other Plans, Including Transit</b></p> <p>Currently, projects are identified for inclusion in the Metro Atlanta long-range transportation plan through a variety of channels. ARC has relied on large-scale “calls for projects” to local governments throughout the region to identify potential projects to invest in, along with securing an informal commitment of local project funds, if needed. In general, ARC strongly encourages proposed local and state TIP projects to have originated from an approved plan. The TIP programming process should rely heavily on existing plans, thus eliminating the need to conduct future ‘calls for projects.’ Some projects are proposed for inclusion in the TIP through other venues, including requests by elected officials. This Action Step involves identifying the process and timeframe by which a transportation project sponsor may propose the inclusion of a project from an adopted local, regional, or state plan into the Metro Atlanta TIP or LRTP.</p>	GDOT	B-1, B-2, C-1, C-4
<p><b>A-5: Create Project Delivery Tracking System, including Benchmarks</b></p> <p>At the current time, GDOT makes its project scheduling decisions on the basis of an internal collaborative session which brings all of the key subject matter experts together who are involved in the life cycle of a project. Based on the input from all the groups, specific project risks are discussed and decisions by GDOT leaders are made on the reasonable timing of project phases to advance the project to completion. Currently, ARC discusses the proposed project schedule with the local government sponsor to agree on the timing of project phases. However, in some cases, the local government’s project schedule does not conform to the realistic delivery of the project according to federal and state laws and rules.</p>	GDOT	A-4, A-6, C-2, C-3
<p><b>A-8: Develop Project Delivery Performance Measures and Targets</b></p> <p>This Action Step is related to the MAP-21 efforts underway by State DOTs and MPOs to develop key performance measures and targets as mandated by the federal transportation law. While there is currently no requirement for State DOTs and MPOs to develop performance measures and targets related to project delivery, the ARC and GDOT organizations both consider this Action Step as very important in helping both organizations assess their progress in meeting federal, state, and regional transportation goals.</p>	State DOTs and MPOs	---
<b>B. STREAMLINED ENVIRONMENTAL ANALYSIS</b>		
<p><b>B-1: Develop Planning Requirements for Environmental Screening</b></p> <p>This Action Step involves identifying the specific technical analysis that should be expected in the planning phase of transportation projects such that environmental “fatal flaws” are identified and any environmental conditions that are likely to cause significant project delivery delays.</p>	GDOT and Local Governments	B-2
<b>C. PROJECT FEASIBILITY AND PROGRAMMING</b>		
<p><b>C-1: Develop Detailed Project Funding Application(s) to Justify Project Feasibility</b></p> <p>This Action Step involves developing a set of project application forms to be used by project sponsors requesting the programming of federal and/or state funds for projects in their jurisdiction. This effort was begun in 2014 and minor modifications to the forms and submission process will likely occur in 2015.</p>	GDOT and Local Governments	A-4, C-2, C-3, D-3, E-1, E-3
<p><b>C-2: Implement Early Risk Assessment Requirement for Projects Prior to Programming Funds</b></p> <p>This Action Step involves developing a process and Early Risk Assessment template for use by project sponsors to identify the extent and type of project guidance on indications of how they can be mitigated.</p>	GDOT	A-2, B-1, B-2, C-3

LEAD ORGANIZATION: ATLANTA REGIONAL COMMISSION (ARC)

ACTION STEP AND BACKGROUND	SUPPORT AGENCIES	RELATED STEPS
<p><b>C-3: Develop “Project Feasibility Guide”, including Tools, to Assist Local Project Sponsors</b></p> <p>This Action Step involves compiling information for potential project sponsors on the entire process for requesting federal and/or state funds for projects proposed in the TIP/RTP, especially methodologies for assessing the level of risk associated with the project. Risk assessment in several areas should be evaluated including engineering, environmental permitting, community/political support, construction, and funding.</p>	GDOT	C-1, C-2
<p><b>C-4: Develop Agreed-Upon Process for Flexing Federal Funds for Transit Projects</b></p> <p>This Action Step involves collaborating with the staff of ARC, GDOT Office of Planning, GDOT Treasurer, MARTA and other transit system owners in the region to identify a workable process for the early identification of programmed projects which are expected to be “flexed” from FHWA to FTA for fund authorization. The process should identify all projects to be “flexed” in a given year.</p>	GDOT, FHWA, and FTA	A-4, A-5
<p><b>C-5: Implement Pilot Program for New Project Feasibility Process</b></p> <p>This Action Step involves collaborating with GDOT and one or two prospective project sponsors to implement an early project feasibility/risk assessment process and monitor their effects on expediting project delivery.</p>	GDOT and FHWA	C-1, C-2
<b>D. DEALING WITH CHANGE</b>		
<p><b>D-1: Develop Educational Materials for Elected Officials on Financial Responsibilities</b></p> <p>This Action Step involves developing easy-to-understand non-technical information for lay persons to explain the implications for using federal and/or state funding on a transportation project. This should include expectations when changes are made to the project by the project sponsor that result in higher project costs.</p>	GDOT	A-1, A-5, B-4, C-3, E-1
<b>E. LESS COMPLEX PROJECTS</b>		
<p><b>E-2: Create On-Line Library of Best Project Delivery Practices</b></p> <p>This item is already underway by GDOT. The Action Step involves supplementing the already available information, especially to assist project sponsors, in managing federally-funded transportation projects. Making the information easily accessible and understandable is a primary goal of this Action Step.</p>	GDOT, FHWA, FTA, and Local Governments	B-4, B-5, C-3, D-2, E-1

Table 3. 2015 Action Steps and Implementation Strategy – GDOT

LEAD ORGANIZATION: GEORGIA DEPARTMENT OF TRANSPORTATION (GDOT)

ACTION STEP AND BACKGROUND	SUPPORT AGENCIES	RELATED STEPS
<b>A. CROSS-CUTTING SOLUTIONS</b>		
<p><b>A-3: Implement Two-Phase Preliminary Engineering for Highway Projects</b></p> <p>This Action Step is already underway and would involve proposing a set of activities which should be expected to be undertaken by project sponsors during the “planning” phase of the project and which activities should be expected to be carried out in the “preliminary engineering” phase. This activity will require outreach to project sponsors and the consultant community to reach consensus.</p>	ARC and FHWA	B-1, B-2
<p><b>A-4: Create New GDOT and ARC Scheduling Process</b></p> <p>This Action Step involves collaborating with ARC and potentially some local project sponsors to work out a reasonable process for reviewing project risks and establishing schedules for projects before or at the same time as funds are programmed.</p>	ARC and some local jurisdictions	A-5, C-2

LEAD ORGANIZATION: GEORGIA DEPARTMENT OF TRANSPORTATION (GDOT)

ACTION STEP AND BACKGROUND	SUPPORT AGENCIES	RELATED STEPS
<p><b>A-6: Create OnLine Project Management and Delivery Resources</b></p> <p>This Action Step is underway with GDOT developing on-line information and tools to help local project sponsors with project management and delivery issues. This Action Step involves supplementing the information in key areas (i.e. Project Framework Agreement requirements; commitments by local officials, implications of project scope and schedule changes, etc.)</p>	<p>ARC and some local jurisdictions</p>	<p>A-4, C-2</p>
<p><b>A-7: Work with GDOT to Establish a Planning Subcommittee with the Georgia Partnership for Transportation Quality (GPTQ)</b></p> <p>For several years, GDOT has worked very closely with the Georgia Chapter of the American Council of Engineering Companies (ACEC), its member firms, and interested transportation professionals on creating an effective partnership to advance transportation in Georgia. This initiative, called the Georgia Partnership for Transportation Quality (GPTQ), is comprised of a group of public and private sector organizations and individuals involved in transportation system development in Georgia. The GPTQ has created subcommittees focused on the various aspects of transportation system development, including groups on project delivery, the environment, procurement, etc.; however, currently, there is not yet a subcommittee focused on Planning. This Action Step involves ARC working with GDOT, as a major GPTQ partner, to help establish this new subcommittee to bring the planning process more fully into transportation project delivery statewide.</p>	<p>GDOT</p>	<p>---</p>
<b>B. STREAMLINED ENVIRONMENTAL ANALYSIS</b>		
<p><b>B-2: Develop Process to Build on Environmental Screening in the NEPA Analysis</b></p> <p>This Action Step involves consulting FHWA on the question of what is needed to be undertaken in a transportation planning study that includes environmental screening that can later be built upon for the NEPA phase. Draft guidance is needed to provide to ARC and local jurisdictions involved in preparing consultant scopes of work for this activity and/or for in-house work.</p>	<p>ARC and FHWA</p>	<p>B-1, C-2, C-3, E-3</p>
<p><b>B-3: Create/Refine Joint Environmental Database (GNAHRGIS)</b></p> <p>This Action Step is underway by GDOT and involves the expansion of a regional environmental database that can be used by practitioners, transportation agencies, and project sponsors involved in environmental analysis for transportation projects. A written description of the capabilities of the database and how to use it are needed.</p>	<p>ARC and Local Governments</p>	<p>B-1, B-2, B-5, E-3, E-4</p>
<p><b>B-4: Provide Technical Resources to Help Local Jurisdictions</b></p> <p>This Action Step involves coordinating with FHWA to prepare a listing of all on-line and print materials that can be accessed by project sponsors, transportation agencies, and practitioners involved in transportation project development.</p>	<p>FHWA</p>	<p>B-5, C-1, C-3, D-1, D-2, D-3, E-1, E-2, E-4</p>
<p><b>B-5: Create Checklist to Help Local Sponsors Comply with Environmental Requirements</b></p> <p>This Action Step involves developing guidance to help local project sponsors understand their project responsibilities with respect to NEPA. This may be developed as supplemental information to the on-going training provided by FHWA on this topic.</p>	<p>ARC and FHWA</p>	<p>B-1, B-2, C-1, C-2</p>
<b>C. PROJECT FEASIBILITY AND PROGRAMMING</b>		
<p>No activities identified for 2015</p>		
<b>D. DEALING WITH CHANGE</b>		
<p><b>D-2: Develop On-Line Resources on Consultant Procurement and Management</b></p> <p>This Action Step will likely require a significant amount of discussion with the GDOT Legal Office and other entities to draft guidance on recommended procurement methods, processes, and tools for the various phases of transportation project delivery. This Action Step may be able to identify best practices within Georgia and elsewhere for local jurisdictions to consider in undertaking procurement actions. This Action Step will require researching the Georgia law on professional services procurements.</p>	<p>Various GDOT Offices and ARC</p>	<p>A-3, A-4, B-1, B-2, C-2</p>



LEAD ORGANIZATION: GEORGIA DEPARTMENT OF TRANSPORTATION (GDOT)

ACTION STEP AND BACKGROUND	SUPPORT AGENCIES	RELATED STEPS
<p><b>D-3: Develop Written Guidance on “Grandfathering” and “Waivers” of GDOT Process</b>                      This Action Step involves developing a process for requesting and issuing guidance relative to GDOT’s “grandfathering” or “waiving” certain aspects of its Project Development Process (PDP). Key items of information needed to make decisions should be specified.</p>	Office of Program Delivery	A-1, E-1
<p><b>D-4: Develop Model Project Diary to Document Project Decisions</b>                      This Action Step is already underway by GDOT. It involves providing written guidance for local project sponsors on the appropriate organization and maintenance of documents pertaining to transportation projects, including project scopes, schedules, and budgets, funding authorizations, technical correspondence, project decisions, engineering plans, approvals, and other important documents.</p>	Various GDOT Offices	E-2
<b>E. LESS COMPLEX PROJECTS</b>		
<p><b>E-1: Develop Written Guidance and/or Threshold for Use of Federal Funds on Less Complex Projects</b>                      This Action Step involves providing written guidance and/or templates to help local project sponsors identify where the use of federal transportation funds can be advantageous to project sponsors and where federal funding is likely to inhibit project delivery. These templates could relate to project scoping activities, environmental analysis and permitting, and project design requirements.</p>	FHWA and Various GDOT Offices	B-1, B-2, B-4, B-5
<p><b>E-3: Increase the Number of Projects That Require Simpler Environmental Documents</b>                      This Action Step involves collaborating with FHWA to explore the potential for increasing the number of categorical exclusion (CE) documents for projects.</p>	FHWA	B-5
<p><b>E-4: Hold Training Sessions to Help Project Sponsors with NEPA Requirements</b>                      This Action Step is already underway. It also involves finding ways to more fully distribute information on NEPA training opportunities to local project sponsors and their consultants to learn more about NEPA requirements related to the various levels of complexity in transportation projects.</p>	ARC and Local Governments	B-5

## B. Other Sources of Program Support

For the past several years, GDOT has engaged other state and regional agencies, local governments, and the professional consultant community in Georgia's Partnership for Transportation Quality (GPTQ). The partnership highlights excellence in transportation programs by presenting awards to worthy projects and outstanding professionals each year. It also maintains a continuous process for GDOT and the consultant community to interact on important technical transportation issues as well as best practices in all project phases. The GPTQ has established several standing committees on various aspects of transportation, including Program Delivery, Procurement, Bridge Design, Traffic, Environmental, Design Policy, among others. Professionals from GDOT and the industry work in these groups as subject matter experts to improve the transportation program statewide and create an effective partnership between the public and private sectors. Some of the same GDOT leaders who are active in ARC's PDTF program are also leaders in the GPTQ activities. Thus, there may be opportunities for the GPTQ members to contribute value to the PDTF Work Program as it advances.

## C. Future Performance Dashboard

Like other MPOs across the United States, ARC has been working on developing its required set of transportation planning-related targets and performance measures in order to comply with the most recent federal transportation law – MAP-21 (Moving Ahead for Progress in the 21st Century). Similarly, GDOT has been working on state-level targets and performance measures for the required areas of its responsibility.

At the present time, while there are no specific federal requirements for gauging performance in project delivery, GDOT has recognized the value of doing this for its program and has implemented its Transportation Performance Dashboard in 2012.

Policy makers have become more enthusiastic about measuring deliver performance, especially as response to the new MAP-21 Accelerated Project Delivery goal, and for the purposes of measuring the success of the PDTF recommendations. This will require ARC to consider enhancing and expanding the level of information currently provided in the "Braking Ground Report Dashboard."

## D. Next Steps

As the 2014 PDTF wound down, there are still some important actions of interest to the Task Force members beyond those identified in the PDTF Action Plan for 2015. These include:

- Establishing more specific criteria for identifying "projects of Concern" (TIP projects with recurring phase delays), which are causing project delays. Earlier attention to these projects could reduce the potential for having to reprogram project funding in the future;
- Identifying strategies to expedite the Project Framework Agreement (PFA) process to reduce time lags in projects;
- Establishing an agreed-upon multi-agency approach (ARC, GDOT, SRTA, and GRTA) for carrying out 'fund swaps', including those involving local funding;
- Establishing a process for purging old or inactive projects from the TIP and/or RTP that are no longer viable;
- Specifying the responsible party from local government jurisdictions able to make financial commitments to transportation projects in advance of the programming of federal and state funds;



NOTE: THE CONTRACTOR SHALL NOT DISTURB SEPTIC TANK FIELD LINES.

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 R 996.45  
 L 123.10  
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 DESIGN SPEED 20 MPH  
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 S.P. 02005-2244-14  
 STA. 609+60.54 S.R. 16 (U.S. 41-A)  
 N 405511.6040  
 E 1876356.0460

CURVE DC22A  
 PI 617+18.97  
 N 405,415.6962  
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 Δb 5° 19' 30"  
 Δc 27° 49' 24" (RT)  
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 Tc 844.86  
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SEE GEOTECH REPORT FOR SINKHOLE TREATMENT PLAN