



Georgia Department of Transportation

Project Team Communication & Collaboration

Streamlining Project Delivery & Improving Outcomes

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Inter-Agency Streamlining

- **Agency process agreements**
 - ✓ Minor project agreements for NEPA, CO analysis, Section 7 and Section 106
 - ✓ Practicable alternatives review – Section 404 permit process
- **Personnel funding agreements with state and federal agencies**
 - ✓ Dedicated agency staff
 - ✓ Prioritize reviews
 - ✓ Regular meetings and calls

Improving communication and collaboration

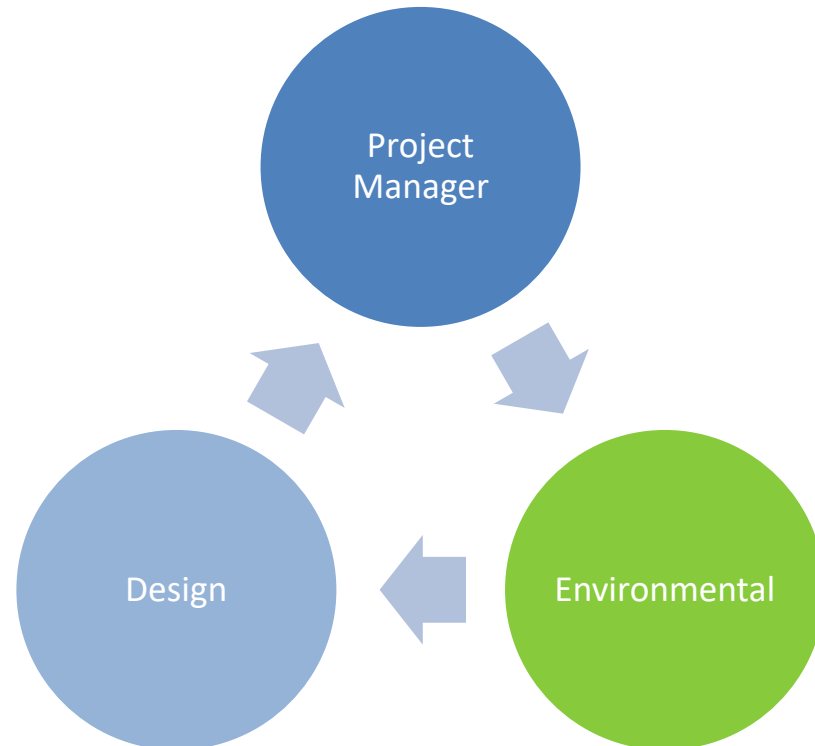
Internal look at interactions amongst project delivery team – reduce rework & project delays



Project delivery team

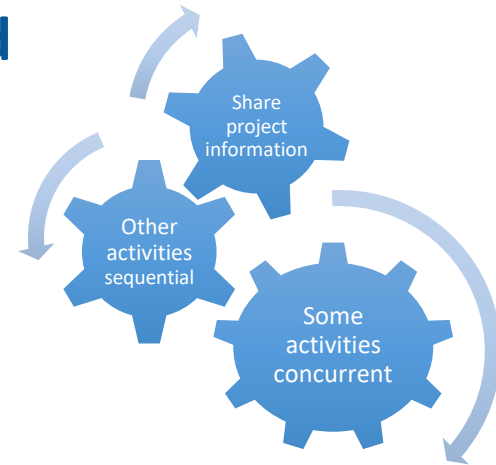
Many different areas of expertise in multi-disciplinary teams

- **Minor projects –10 SMEs**
- **Major projects – >50 SMEs**



Work program

- **750+ active non-maintenance projects**
- **FY2018 approvals**
 - ✓ **300 environmental documents approved**
 - ✓ **76 reevaluations prepared**
 - ✓ **69 Section 404 permits received**
 - ✓ **20 buffer variances obtained**



Communication & collaboration

Multi-disciplinary team

- **Georgia Tech study on communication**
- **Aligning design & environmental activities**
 - ✓ **Environmental Survey Boundary**
 - ✓ **Avoidance & Minimization Measures Meeting (A3M)**
 - ✓ **Lockdown Plans**
- **Improving procedural discussions with consultants**



Georgia Tech communications practice study

**Develop strategies to improve communication
resulting in better document quality &
reduction of review cycles**



Initial findings

- **Good performers – PM led project communications**
- **Reviewer engagement before receiving a report**
- **Timely communication of project changes**
- **Importance of two-way communication – in person or phone calls v. email**



Common issues among states

- **Design changes during process**
- **Insufficient cooperation among team members**
- **Experience level of staff**
- **Need to reduce rounds of reviews**
- **Variation among reviewers**

Aligning design & environmental activities

ENVIRONMENTAL

RECEIVE ENV STUDY AREA LAYOUT

Activity #11412
STATE FUNDED: CR Survey Rpt → GDOT review

ENV RESOURCE ID COMPLETE

Activity #11499 - Resource Delineations to Design (Copy OES, if consultant) or Notify Design of 'no resources in survey area'

PUBLIC INFORMATION OPEN HOUSE

Activity #09300 (as needed)

AVOIDANCE & MIN. MEASURES MEETING

Activity #20937 (A3M) - Held if ENV Resources present in project area.

RECEIVE PRELIMINARY PLANS

Activity #13417

RECEIVE CONSULTANT TECH STUDIES

Activity #13467-13497

ENV TECHNICAL STUDIES COMPLETE

Activity #13499 - Consultation Complete
FEDERAL AID → FHWA; STATE FUNDED → USACE

PUBLIC HEARING OPEN HOUSE

Activity #14347 (as needed)

NEPA DOC SUMMARY

Activity #14311 - FEDERAL AID, only
To be completed prior to Env Cert for ROW

RECEIVE REVISED PLANS & CHANGE FORM

Activity #18112

ENV CERTIFICATION FOR ROW

Activity #70300 - FEDERAL AID, only

RECEIVE ENV. LOCKDOWN PLANS

Activity #88222 - Changes requiring agency consultation must be addressed prior to lockdown.

PERMIT/BUFFER VARIANCE APPLICATION

Activity #88233/88253

ENV CERTIFICATION FOR LET

Activity #95200

DESIGN

SUBMIT ENV STUDY AREA LAYOUT (1)*

Activity #19322 (IN-HOUSE)
Prepare Layout for Activity #11412 (CONSULTANT)

RECEIVE ENV RESOURCE BOUNDARIES

Activity #19349 (IN-HOUSE), #02439 (CONSULTANT)

CONCEPT REPORT LAYOUT (2)*

Activity #03000

PUBLIC MEETING LAYOUT (3)*

Activity #09300 (as needed)

DEV PRELIM. CROSS SECTION PLANS

Activity #21352 (IN-HOUSE)

AVOIDANCE & MIN. MEASURES MEETING

Activity #20937 (A3M) - Held if ENV Resources present in project area.

QA OF PRELIMINARY GEOMETRY

Activity #21362 (IN-HOUSE)

SUBMIT PRELIM PLANS TO GDOT OFFICES (4)*

Activity #21397 (IN-HOUSE), #23697 (CONSULTANT)

PROJECT CHANGES ADDRESSED

Project changes from Preliminary Plans that effect ESAs need to be coordinated with OES.

PFPR PLANS (5)*

Activity #40100 - PFPR to be held after Env Tech Studies complete or **AT RISK**.

PUBLIC MEETING LAYOUT (3)*

Activity #14347 (as needed)

PFPR INSPECTION

Activity #40200

POST-PFPR ENVIRONMENTAL PLANS (6)*

Activity #41313 (IN-HOUSE)
Prepare Plans for Activity #18112 (CONSULTANT)

ROW PLANS APPROVAL (7)*

Activity #50400 - STATE FUNDED: ROW can proceed prior to completion of Env Tech Studies **AT RISK**.

ENV. LOCKDOWN PLANS SUBMITTAL (8)*

Activity #81397 - Changes requiring agency consultation must be addressed prior to lockdown.

FFPR PLANS (9)*

Activity #90100

CORRECTED FFPR PLANS (10)*

Activity #90500

FINAL PLANS (11)*

Activity #95100

BID SET - LETTING (12)*

Activity #95600

RECEIVE PROJECT CHANGE FORM - Activity #18712

Hot Button Issues coord. through Division Director

SUBMIT PROJECT CHANGE FORM - Activity #81312

Hot Button Issues coord. through Division Director

Hot Button Issues:

- Change in ROW, easement, cut/fill limits within ESA
- Drainage structure within ESA
- Alignment or E/P shift (hor. or vert.)
- Project limits increased beyond Env. Survey Boundary
- Updated Traffic Volumes
- Thru lane has been added;
- Signal has been added
- New displacements/Access removed/Offsite Detour added

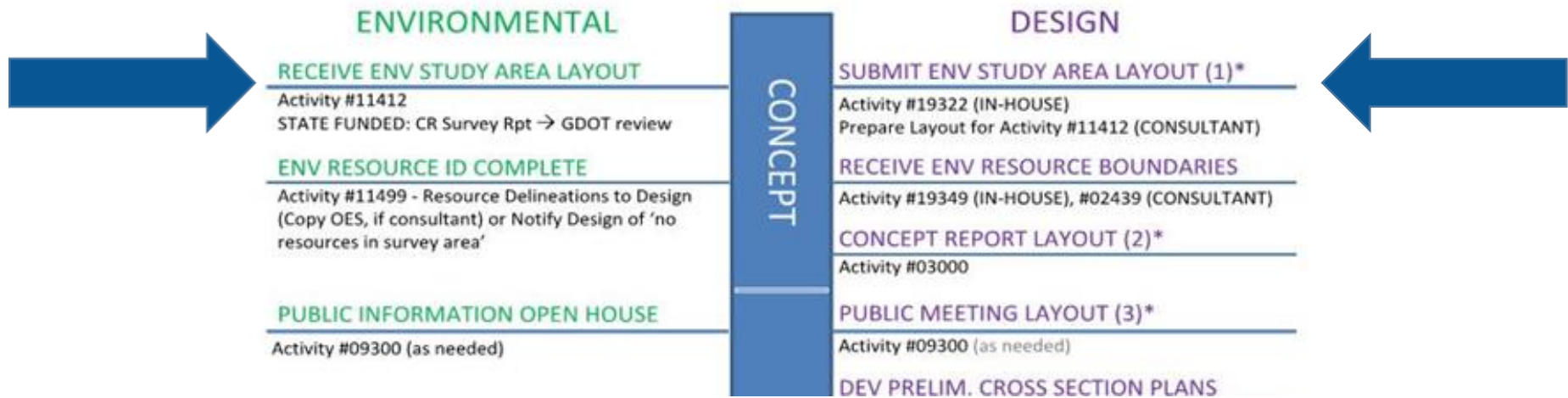
*Numbers following design milestone refer to Record Plan Sets.

Record plan sets

1. Environmental Survey Boundary
2. Concept Report layout
3. PIOH layout
4. Preliminary Plans to GDOT offices
5. PFPR plans
6. Corrected PFPR plans
7. ROW plans approval
8. Environmental lockdown plans
9. FFPR plans
10. Corrected FFPR plans
11. Final plans
12. Bid set - letting

Environmental Survey Boundary

Start of environmental resource identification



Environmental survey boundary

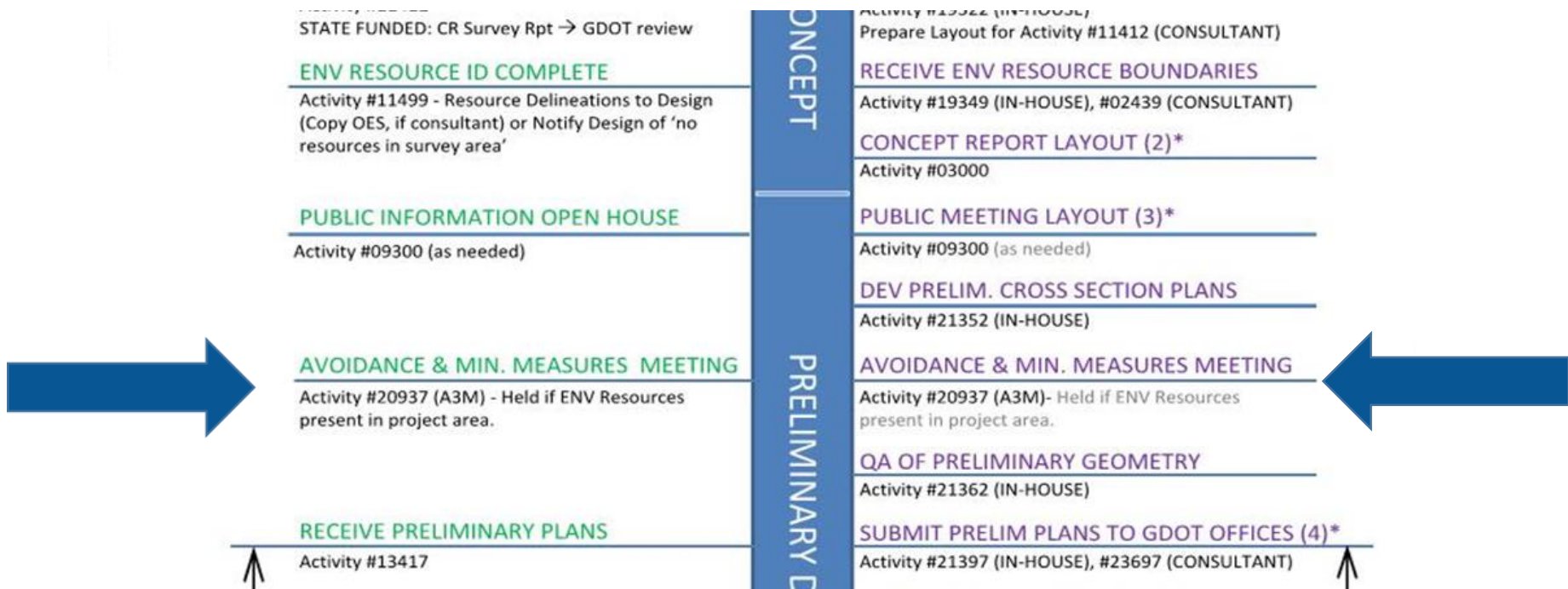
Geographic area for archaeological and ecological field work

- ✓ Design establishes limit of area needed to design & construct
- ✓ Buffer added for potential minor design shifts

Avoidance & Minimization Measures Meeting (A3M)

After environmental
resources identified

After preliminary cross-
sections developed



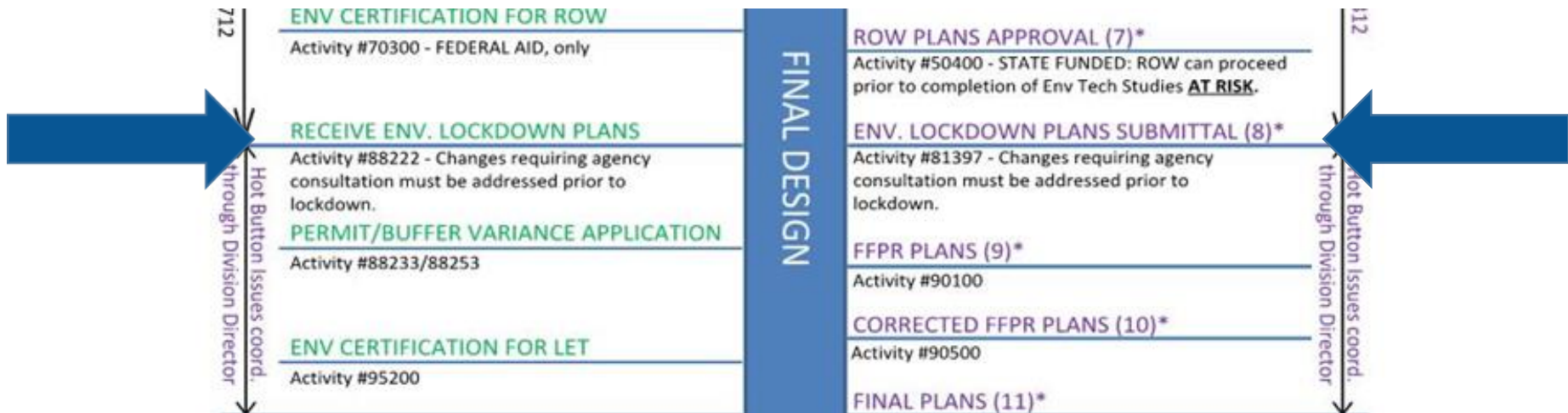
A3M - One conversation among all disciplines

- **Eliminate discipline specific discussions**
- **Avoid one resource by shifting onto another and then shifting again**



Lockdown Plans

Permit and Variance applications



Lockdown plans

Establish timeline for plan completion at environmentally sensitive areas

- ✓ Allows evaluation of changes made during final design & right-of-way acquisition
- ✓ Ensures timely submittal of applications for Section 404 permits and state buffer variances

Lockdown plan sets

- **Cover sheet**
- **Mainline roadway**
- **Crossroad**
- **Profiles**
- **Construction staging**
- **Cross-sections**
- **Utility**
- **Bridge**
- **Section 20**
- **Erosion Control**

Improving procedural discussions with consultants

Outsource approximately 80% of work

Design-Environmental Discussions

Inaugural discussion – week of March 11

- ✓ Environmental Survey Boundary
- ✓ A3M roles & responsibilities
- ✓ 2018 Regional Section 404 Permits
- ✓ Future topics?



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