

Network for Success

# Local Programs Workshop



## Partnering for Success

### Breakout Session #3

**Tuesday, September 10, 2019**

**Michele Piccolomini – Moderator**

**Revenue Sharing Program Manager, Local Assistance**

# Partnering for Success

**Michael S. Kimbrel**

**Deputy Executive Director**

**Hampton Roads Transportation Planning Organization**

# ***What is the HRTPO?***

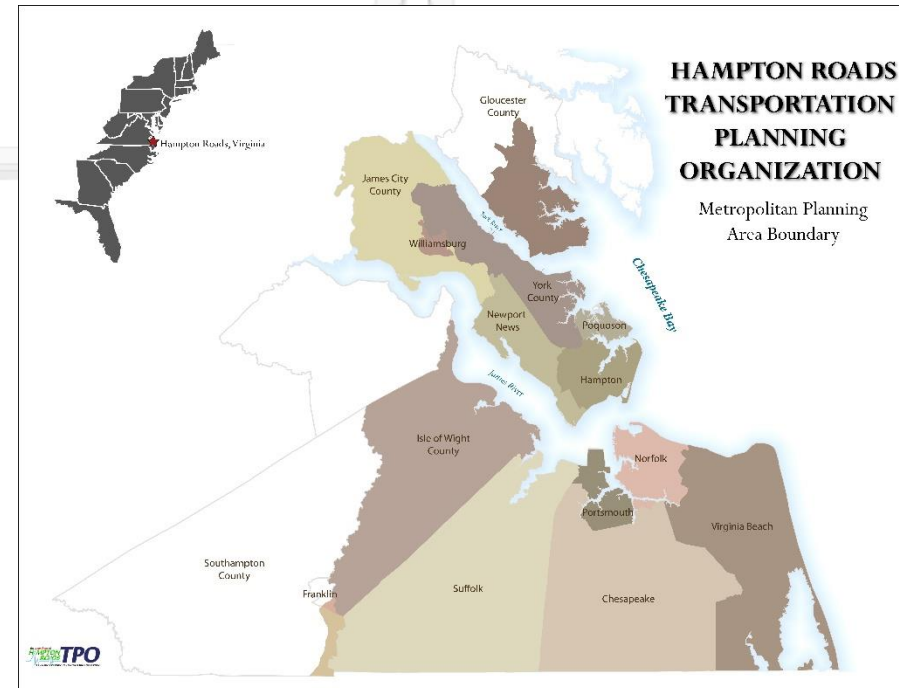
- ***The HRTPO is Metropolitan Planning Organization – a federally-mandated transportation policy board comprised of representatives from local, state, and federal governments; transit agencies; and other stakeholders.***
- ***The HRTPO is responsible for transportation planning and programming for the Hampton Roads metropolitan planning area (MPA).***
- ***Highway and transit projects or programs to be constructed or conducted within the MPA must receive MPO approval to proceed.***

# HRTPO Membership

- Voting members include an elected official from each locality:

Cities	Counties	Public Transit Agencies	State
Chesapeake	Gloucester	Hampton Roads Transit	Virginia Department of Transportation
Franklin	Isle of Wight	Williamsburg Area Transit Authority	Virginia Department of Rail and Public Transportation
Hampton	James City		Virginia Port Authority
Newport News	Southampton		
Norfolk	York		
Poquoson			
Portsmouth	<b>Virginia General Assembly</b>		
Suffolk	Two Members of the Virginia Senate		
Virginia Beach	Two Members of the Virginia House of Delegates		
Williamsburg			

- Non-Voting members include a representative from the following:
  - Chief Administrative Officers for all Member Localities
  - Federal Highway Administration (FHWA)
  - Federal Transit Administration (FTA)
  - Federal Aviation Administration (FAA)
  - Virginia Department of Aviation (VDOA)
  - Peninsula Airport Authority
  - Norfolk Airport Authority
  - Community Transportation Advisory Committee
  - Freight Transportation Advisory Committee
  - Military Liaisons
- Invited Participants:
  - Commonwealth Transportation Board Members



# ***HRTPO Core Functions***

*Long-Range Transportation Plan (LRTP)*

*Transportation Improvement Program (TIP)*

*Performance Management*

*Public Participation*

*Technical Programs*

- *Public Transportation and Passenger Rail Planning*
- *Active Transportation Planning*
- *Safety Planning*
- *Security – Emergency Evacuation and Critical Infrastructure*
- *Freight Planning*
- *Intelligent Transportation System and Operations Planning*
- *Transportation Planning and Engineering Studies*
- *Corridor and Intersection Studies*

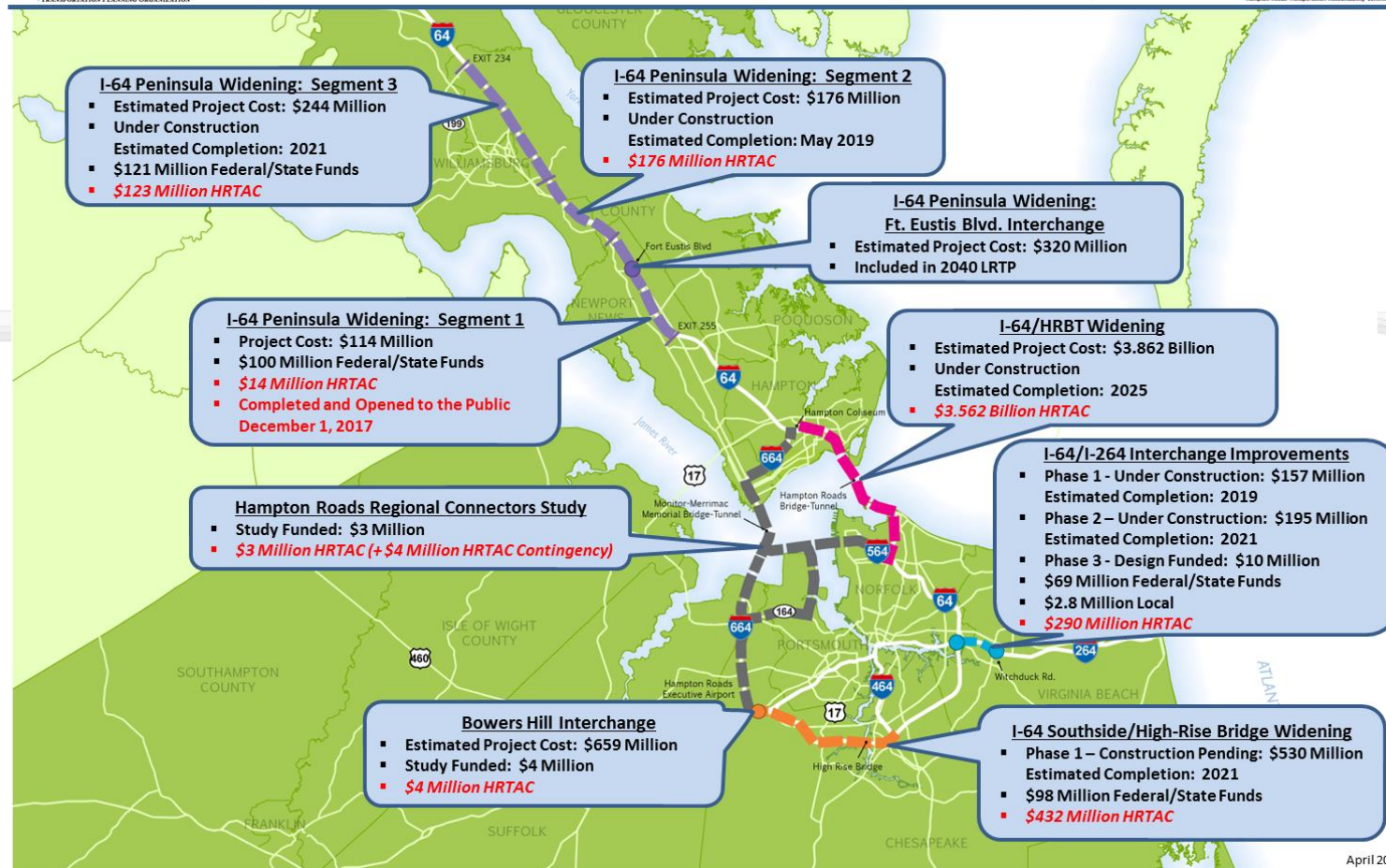
*Rural Transportation Planning*

# Regional Priority Projects

## Hampton Roads Regional Transportation Priority Projects “Moving Projects Forward – HRTAC Investments”



Projects Planned and Prioritized by HRTPO, Powered by HRTAC



April 2019

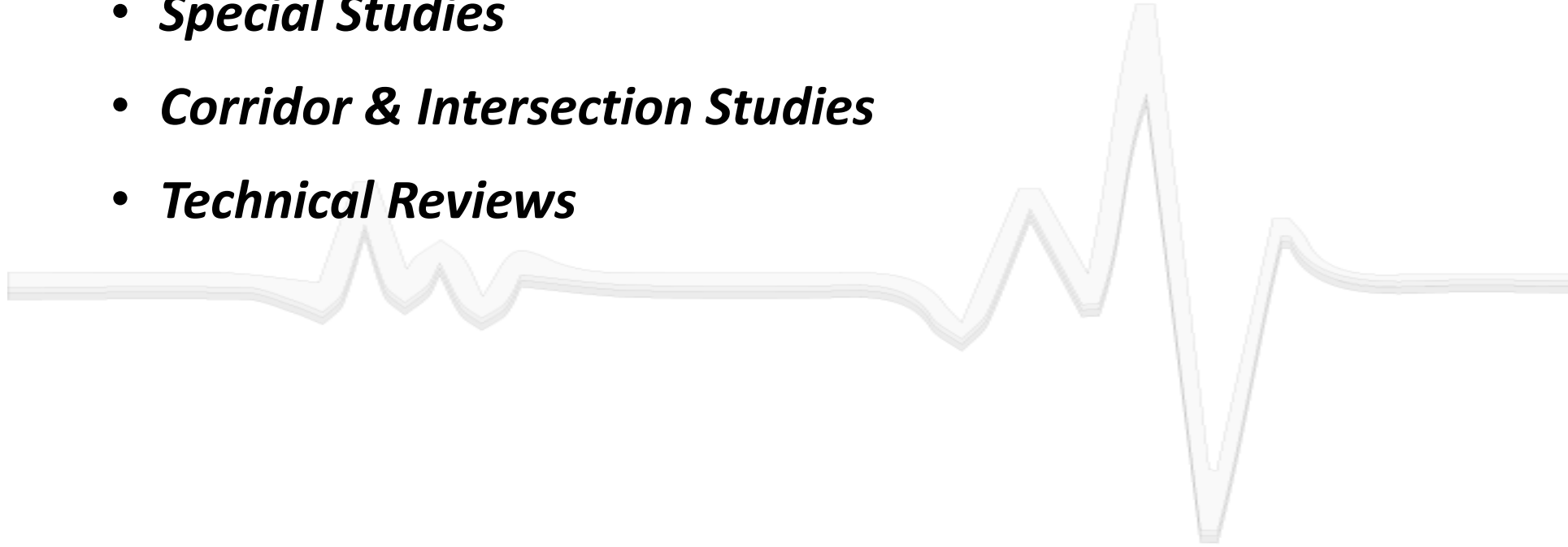
# ***Project Selection Processes***

- ***Long-Range Transportation Plan (LRTP)***
  - ***HRTPO Project Prioritization Tool***
- ***SMART SCALE***
  - ***HRTPO Resolution of Support***
- ***Congestion Mitigation and Air Quality Improvement Program (CMAQ) & Regional Surface Transportation Program (RSTP)***
  - ***Project Scoring & Ranking***
  - ***Project Selection & Allocation of Funds***
- ***Transportation Alternatives Set-Aside***
  - ***Project Selection & Allocation of Funds***



# ***Technical Assistance to Localities***

- ***Transportation Portion of Comprehensive Plans***
- ***Special Studies***
- ***Corridor & Intersection Studies***
- ***Technical Reviews***





# Partnering for Success

**Aaron B. Small, P.E.**

**City Engineer**

**City of Williamsburg, VA**

*“The most terrifying words in the English language are: I'm from the government and I'm here to help.”*

- President Ronald Reagan

# Partnering

- Definition: *verb* - gerund or present participle: **partnering**
  - be the partner of.
  - associate or work together as partners.

- Use of term over time:



- Business Definition: Establishing a long term win-win relationship based on mutual trust and teamwork, and on sharing of knowledge, ideas, risks and rewards.

# Keys to Successful Partnering on Transportation Projects

- Communication
- Documentation
- Oversight
- Learning

# Communication

- Public, VDOT, consultant, local government staff, utilities
- Constant/Daily contact with Contractor's superintendent/foreman as well as project manager & admin staff
- Materials Testing Lab Technicians/Field Staff – Provide originals to LPA
- Monthly progress meetings w/ Agenda
- Ordering of materials, critical path items
- Email is “written”; phone calls are not - Follow-up with e-mail

# Documentation

- Track EVERYTHING!
- Use Spreadsheets (both templates and nonspecific)
- Use VDOT Forms start to finish (C-25s, C-13s, TLs, Civil Rights)
- Other: payroll, invoices/payment applications, submittals, RFIs, QAP, Work Orders
- Materials Notebook / SWPPP (if required)
- Hard copies as well as digital; IB/LH had 8 different sized 3-ring binders (Submittals, Materials, QAP, VDOT forms, Testing, WZTSC)
- Post Construction Inspections (e.g. video of storm sewer)
- DON'T PAY IF NOT FULLY DOCUMENTED!

# Oversight

- Use standard or customized Daily Diary Report
  - Handwritten and/or Digital
- Track quantities as close to installation as possible;
  - Use Bid Item units
  - Show calculations in Daily Diary (e.g.  $10' \times 100' = 1000 \text{ SF} / 9 \text{ SF/SY} = 111.11 \text{ SY}$ )
  - Describe location measured (e.g. “Sta 10+25 to 11+25, 5’ left” or “adj. to DI 4-11”)
- Ensure all are being tracked, E&S, SWM, materials, etc.
  - Keep a copy of Bid Item list with each inspector
- Include days not worked
  - “Contractor elected not to work due to weather”
- Share documents continuously
  - Work Zone
  - SWPPP
  - Daily Diary



# Learning

- Paperwork/documentation ALL the time & as soon as possible, nothing left out to 'go back for'
- You can prepare for the best possible outcome, but still something doesn't go according to plan;
  - BE PREPARED FOR CHANGES (99% are no cost anyway)
- Revise the way submittals/Bid Items are documented and stored
- Set up processes to treat all projects the same independent of funding. You may skip some processes (e.g. C-25s to VDOT, Civil Rights).
- The LAP Manual is your friend (so are your VDOT coordinators and PMs).

“It’s what you learn after you know it all that counts.”

*-Coach John Wooden*

# Partnering for Success

**Bekki Jucksch, P.E.**  
**Kimley-Horn and Associates, Inc.**  
**Virginia Beach, VA**



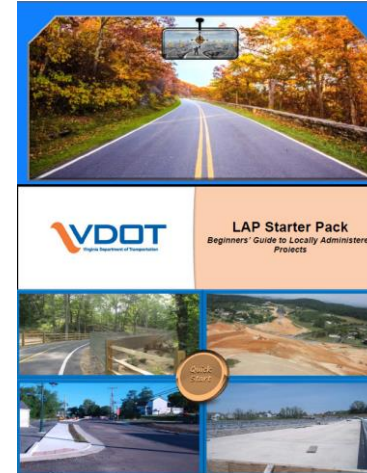
# Sharing of Skills & Knowledge

- We each need each other
  - Localities get lots of project initiation and administration training;
  - Consultants have technical expertise/staffing needed for the project
  - VDOT knows requirements so federal and state stewardship and oversight obligations can be met
- Projects of all shapes and sizes  
....no one can know it all!



# Training-Outreach and Tools

- Transportation Training Academy
- VDOT Project Coordinator Training
- Starter Pack
- Local Programs Workshop
- Technical workshops, seminars, short courses
- LAP Manual
- LAP-MAP
- LAP Scheduling Tool



# Consultant - Locality

- Technical expertise & niche staffing
- Focus vs. distractions
- Horsepower
- Assistance; role player
- Opportunities for collaboration:
  - Design solutions vs Budget
  - Coordination meetings with VDOT
  - Review of all final forms



# Program Development & Project Initiation

- Smart Scale Application Assistance
- Safety and Traffic Assessments
- Vjust - alternative intersections
- Purpose & Need
- Scope, Schedule, and Budget
- Share Documents and Project History!!!!



**VDOT**  
Virginia Department of Transportation

**Scoping Report**

**PM-100**  
Revised August 1, 2017

Date:	Project Manager:		
UPC	District Drop-down Selection	Residency	City/County
Route	State Project Number		Street Name
FHWA 534#	Federal Number		Road System
Termini From:	To:		
Project Length:			
Project Category M, I-V: Drop-down Selection (Refer to Category Definitions on PMO Website)			
Project Purpose and Need:			
Project Narrative:			

**Relevant Cost and Schedule Risks:**

<input type="checkbox"/> Technical	<input type="checkbox"/> Environmental
<input type="checkbox"/> Structures & Geotech	<input type="checkbox"/> Permits
<input type="checkbox"/> Stormwater	<input type="checkbox"/> Political & delayed decisions
<input type="checkbox"/> Design and access issues	<input type="checkbox"/> Stakeholder issues
<input type="checkbox"/> Construction & MoT	<input type="checkbox"/> Multiple contracts
<input type="checkbox"/> R/W acquisition	<input type="checkbox"/> Fiber optics
<input type="checkbox"/> Utilities	

**Delivery**

☐ Design-Bid-Build ☐ Design-Build ☐ PPTA ☐ State Forces ☐ Other

**Project Risks** – see attached Risk Management Plan

**Public Involvement**

☐ Willingness ☐ Location Public Hearing ☐ Design Public Hearing ☐ Combined Location and Design Public Hearing

☐ Exception from the Public Hearing Process (refer to [Public Involvement Manual](#))

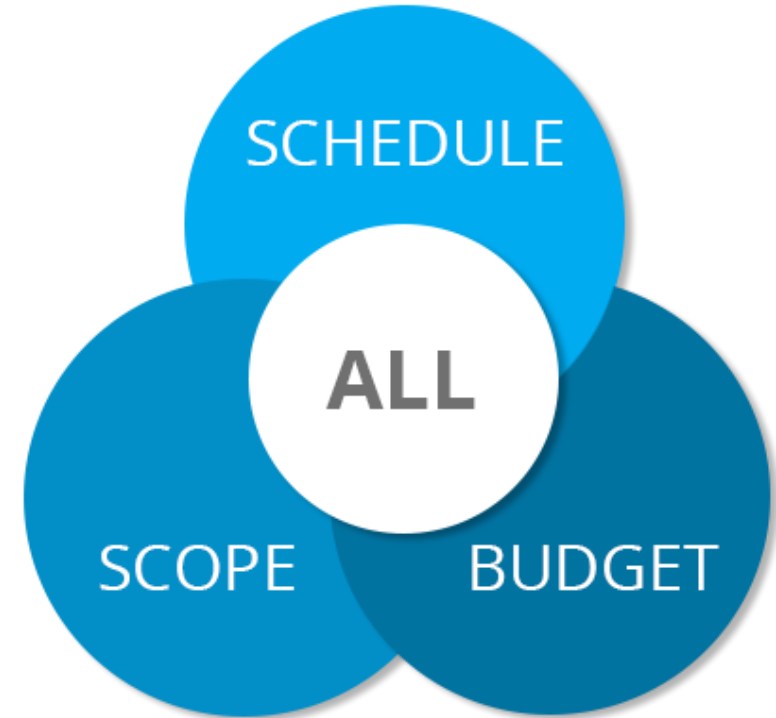
**Estimate and Funding**

DC	DW	CM	
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# Scope, Schedule, and Budget

- Scope
  - Project limits
  - Environmental
- Schedule
  - LAP Scheduling Tool
  - Consultant Review
- Budget
  - PCES is a great start!
  - Consultant review and/or independent estimate



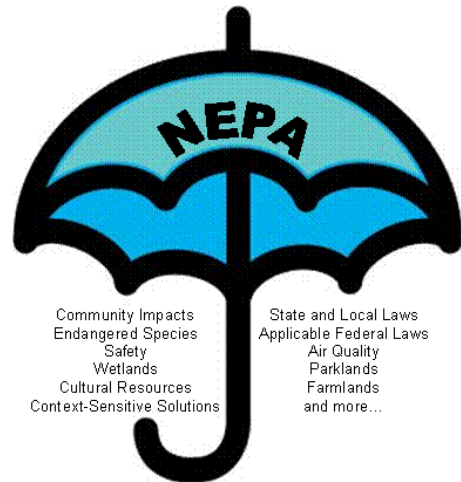
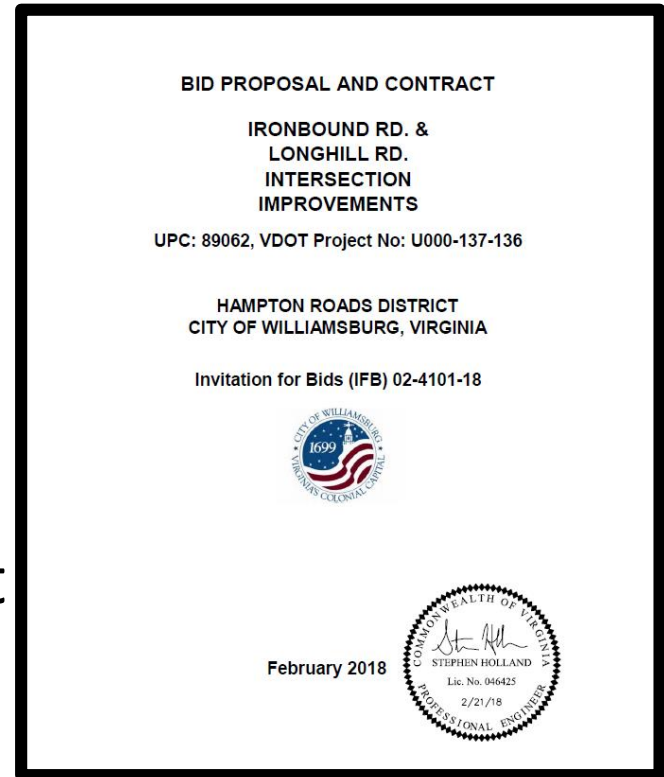
# Construction Phase Assistance

- Special certifications
- Document Tracking/Controls
- Davis-Bacon elements
- Templates for daily diaries
- Responsiveness
- Problem solving



# Potential Project Pitfalls

- Environmental hurdles
- Proprietary Items
- Specifications and Bid Documents
- Scope and/or Budget change on SmartScale project



## Performance vs Prescriptive Spec

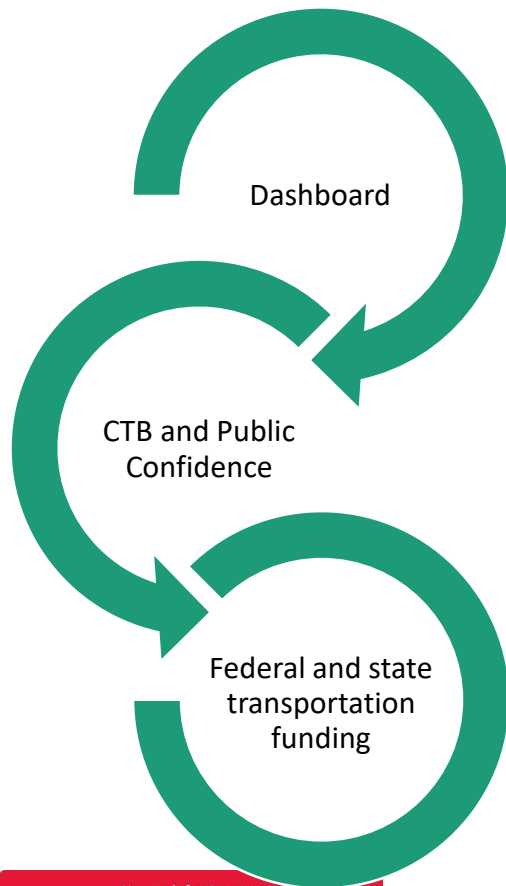
- Performance specifications - focus on the outcomes rather than the characteristics of the components
  - Required results, criteria for verification
- Prescriptive specifications - define the requirements using generic or proprietary descriptions of what is required
  - Generic needed for a competitive bid

# Partnering for Success

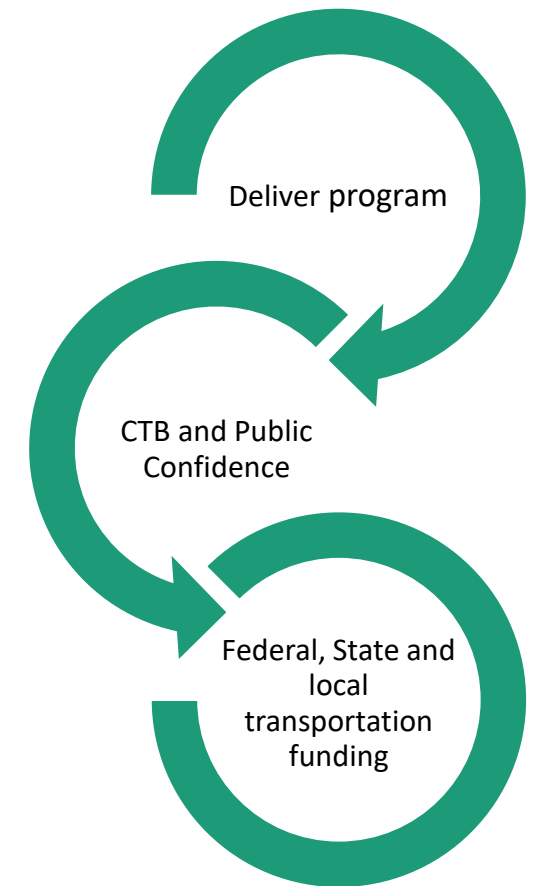
**Sonya Hallums-Ponton, PMP**  
**Urban Program Director**  
**Hampton Roads District**

# What is Success?

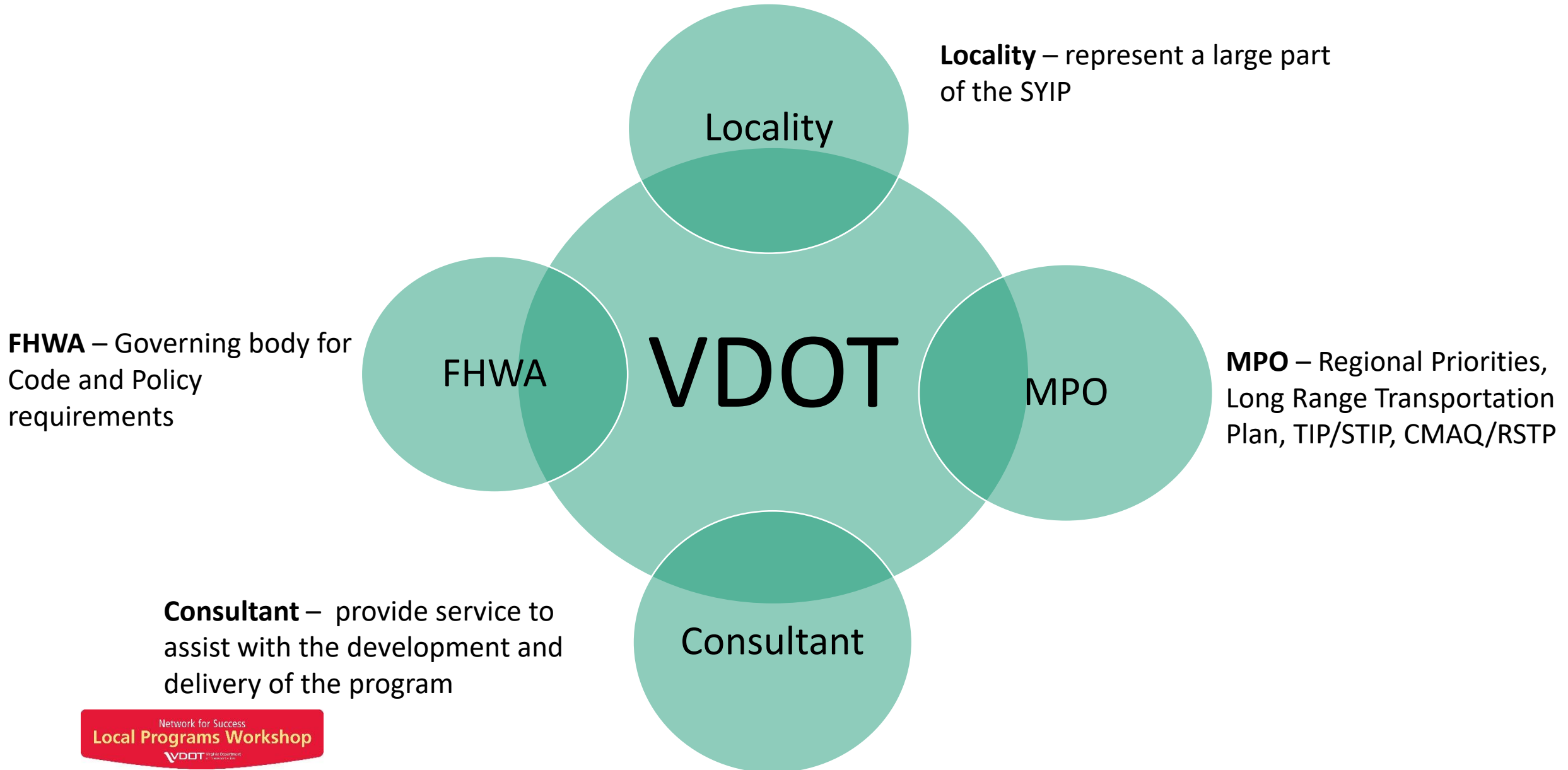
**VDOT - *On Time and On Budget***



**Localities - *Meeting the Public's Expectation***



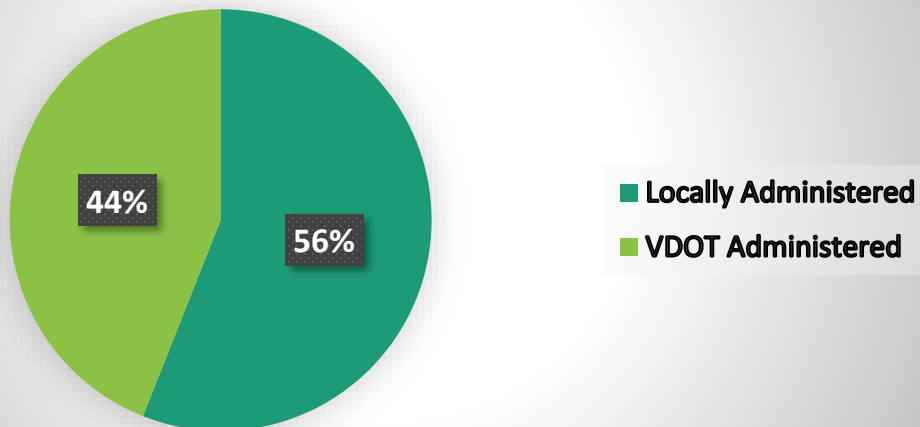
# Key Partners



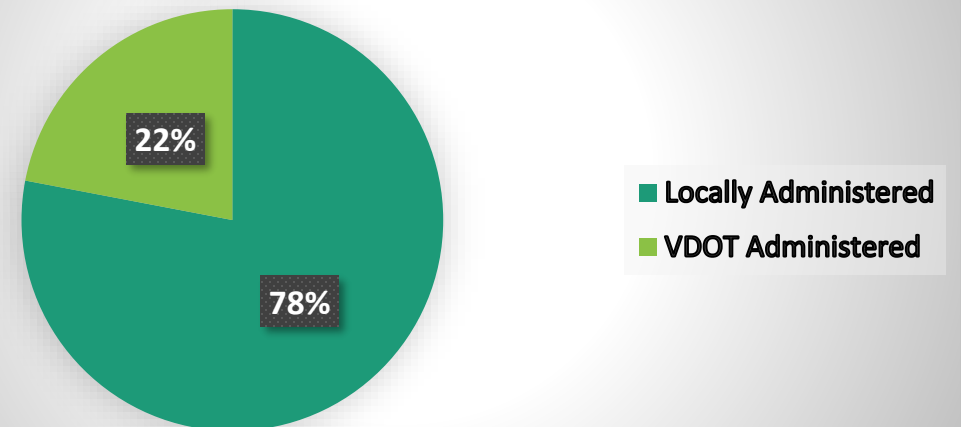
# Why Partner?

- Statewide FY20-25 SYIP
  - Locally Administered Projects - approximately 56% of the FY20-25 SYIP
  - Approximately \$2,912 million of the program
- Hampton Roads FY20-25 SYIP
  - Locally Administered Projects – approximately 78% of the program
  - Approximately \$847 million of the program
- VDOT cannot execute the program successfully without our local partners

Statewide FY20-25 SYIP



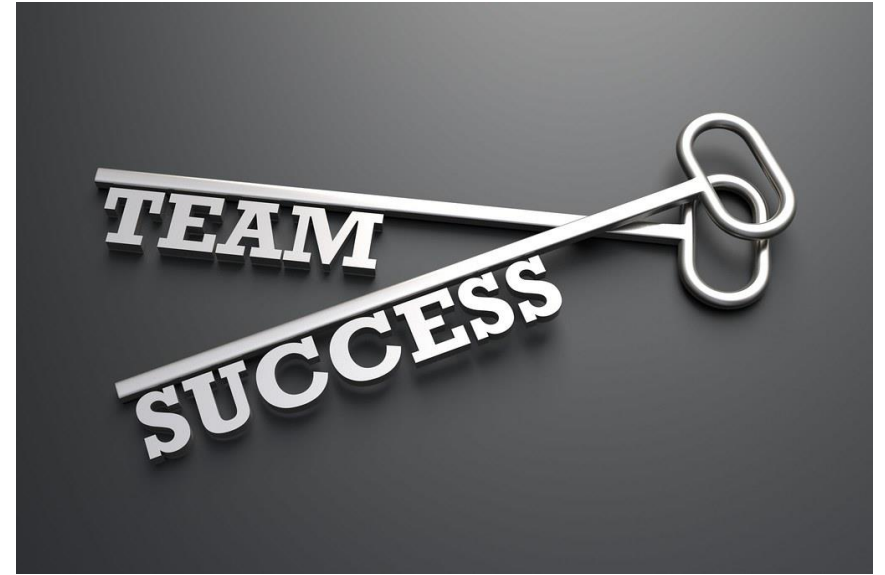
Hampton Roads FY20-25 SYIP





# Benefits of Partnering

- Transparency and Integrity
- Improve Compliance of State and Federal Requirements
- Promote consistency
- Promote Local ownership of project and delivery schedule



# Partnering Efforts in Hampton Roads

- Developing processes internally to ensure projects are shown correctly in the TIP/STIP and LRTP to meet delivery milestones
- Annual Local Programs Day (LAP CIRCLE)
- Quarterly Executive Meetings
- Monthly Coordination Meetings
- Developing a training program to improve oversight and delivery of construction projects
- Smart Scale Round 3 Lessons Learned sessions with localities to help prepare for Round 4 application cycle





## Partnership

**Opportunities increase when you help others win. A little win for a partner is a little win for you.**