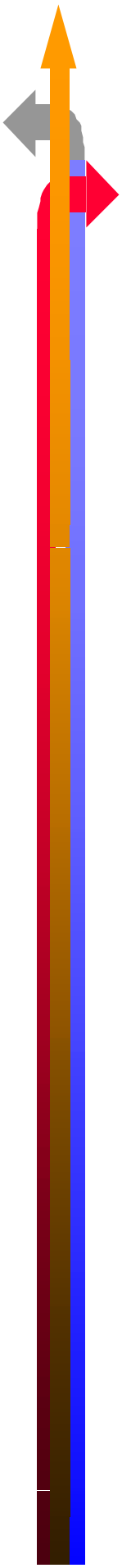


WORK PLANNING

Work Plan Budgeting

A lot of your PLANNING should take place between January and March when you develop your work plan budget. Compile a list of projects you will be responsible for. What is the target delivery date for each project according to the prospectus/STIP/region management? What will you have to do to get to that target date? Where does that timeline put you now and over the next fiscal year? If you have that answer for all of your projects and you apply resources and dollars to those tasks you must do over the next fiscal year, you have a work plan budget.

Tools

Work plan budget worksheet for each unit
Life of project budget
Work plan budget spreadsheet

Steps

1. Compile a list of projects you will be responsible for during the next fiscal year.
2. Identify your region/area management's target let dates for each project.
3. Distribute the list of projects and target let dates to the units responsible for work items on the project. Include any critical path dates you are able to sketch in using the let date as a base date to work from.
4. When you distribute this information, schedule a meeting to review the data and confirm whether/when resources will be available for the planned work.
5. Hold the meeting with the unit leaders together. This allows unit leaders to schedule project-specific work into their larger work-planning efforts. Also, you can begin discussions about specific unique elements on each project that may require more time in one area or less in another.
6. Compile your work plan budget as finalized in your meeting. Ask region/area management to review and approve. This provides an opportunity to identify, for instance, an agreement made with a local jurisdiction to deliver a particular project on a different timeline than you negotiated in your unit leaders meeting. Because you were planning ahead, you still have time to re-visit the issue with the unit leaders and develop a solution.

Which unit leaders do you meet with? Review the "potential team leader list" below. Any team member who may be on your team will have a unit leader you should engage in work planning discussions. With some units experiencing as much as 60% unplanned work, anything you can do to help them manage their workload will help them tremendously.

At some point, you will have done a prospectus or will review one. Some "rules of thumb" to consider when verifying your construction cost estimate:

- How much time has passed since the cost estimate was made? Assumptions used at the time of the initial cost estimate could have changed. Conditions could also have changed.

- Surface preservation: What is the Pavement Unit engineer's assessment of current pavement conditions? What is the STIP/Prospectus cost estimate based on? Make sure that the cost estimate doesn't assume a 2-lane, "good condition" pavement rating for "poor" surface conditions on a 4-lane section with a high fatality rate.

- Bridge: What needs to be done? Can you accomplish what needs to be done without closing the structure? If you close the structure, do you have a detour? If you close the structure, what kind of community involvement will you need to engage in?

Some Dates to Remember when Planning Project Schedules

January-March
Work plan budgets

May 1
If there is an issue regarding re-authorization, federally funded jobs scheduled to let after this date will be postponed.

May-September
Construction season. If you want involvement from construction personnel (critical for a good set of plans) don't rely on it during this period.

October
Heaviest letting schedule. Try not to load all of your let dates on this month.

November-January
While there is disagreement around this assessment, it may be that the best bids are on projects let during this period. A late summer bid may mean a proposal from a contractor who has been busy on construction and hasn't had time to develop his bid. A project advertised too close to construction season may mean you get a contractor who already knows his schedule for the season and isn't as "hungry" for work.

Establishing Project Needs

Pull together all appropriate data. This includes:

- Prospectus
- Region delivery targets (let date, construction budget, work plan budget, etc.)
- STIP data
- accident history
- Bridge inspection report

Research historic elements that could impact the project:

- Visit with maintenance, construction, and other local folks. Long time residents can let you know that there are buried mine shafts that honeycomb the town – including under the street you propose to reconstruct.

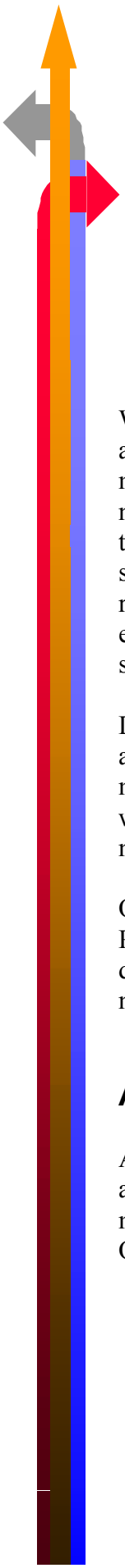
- What is the community's history with the project? Other projects? What special steps will you need to be prepared to take to make sure they can support what you propose to do?

Check in with internal stakeholders and make sure you understand what they are looking for:

Drive the project area with your local designer and maintenance representative. Are you all looking at the same mileposts for project limits? Are those the mileposts used in the STIP and on the prospectus? How is your stated scope? Are you sure the solution set forth in the prospectus matches the STIP and is the appropriate direction? If not, identify why and develop a plan to correct before you engage a project team. The project team has to work with the hand their dealt. Anything you can do up front in terms of communication, coordination and problem resolution will help the team. Maybe the district manager, construction personnel, design staff and region manager all have different ideas about what the project is supposed to address. Communicating up front with all of these folks to iron the issue out before the team has to grapple with it will make the team's work more focused, efficient and effective.

Case example:

You have a long bridge over the Rogue River on a major through route. The STIP scope is to "replace approach spans". You walk around the project area with your designer. The structure is only 26' wide curb-to-curb, the approach spans are short and the adjacent roadway is narrow with very steep shoulders. Can you replace the approach spans without closing the structure? It doesn't look like it. In order to replace the approach spans, you will probably have to build a temporary structure. Why would you build a temporary structure for such a (relatively speaking) small work item? Are there other needs that would justify a temporary or new structure on an adjacent alignment?



Ask the Salem Bridge Unit to do some fieldwork. Ask them to develop a "needs" list and recommended scope of work. Ask maintenance if they have any needs associated with the bridge. The bridge unit may ask other resource units to get involved with its assessment (geology, etc.) You may find sufficient cause to replace the bridge, justifying the expense of a temporary or new structure. You may find that needs on the bridge, including the approach spans, will be greater in ten years and at that time justify replacing the structure. In the mean time, perhaps the Bridge Unit will feel that the approach spans do not warrant immediate replacement.

Why plan ahead like this? By enlisting Bridge or other appropriate technical unit for its expert assessment to verify the project needs, you (1) get refined direction from region and Salem management for the team to start with, and (2) you don't focus the team on the wrong project need before developing a corrected scope. What if you had engaged the team before verifying the project needs? The team would have realized at some point that replacing the approach spans would require building a temporary structure. If that was the case and the Bridge Unit recommended waiting because structural integrity and safety are not at issue, the team could easily, at this point, have spent $20,000 on work that will not be used in ten years once the structure does need to be replaced.

Does this leave the team out of the scoping process? No, you are merely establishing what the appropriate needs of the work area. And, you are answering whether or not Region or Salem management will proceed with the project. With some units experiencing up to 60% unplanned work, it is critical to not fill their plates with work that will not be advanced once these project needs corrections are made.

Once you have clarified the project need, solution, programmed construction, right-of-way and PE amounts, milestone (construction, final plans, FEIS) and target delivery dated, and project details on the prospectus you are ready to engage a full team. Keep in mind that the team will need to review the prospectus as one of its first tasks and make sure nothing else was missed.

Assemble the Project Team

Assemble the voting Project Team, composed of the following people, as appropriate. Region and/or Area Management will be consulted when developing the list of initial Project Team members. Additional members will be added to the Project Team at the discretion of the initial ODOT Project Team members.

- Project Leader
- Designer (area or Roadway – if unsure, include both)
- District Maintenance representative (i.e. Area Maintenance Manager)
- Construction representative
- Region Environmentalist (Class 2 projects) or Environmental Services Project Manager (Class 1 or 3 projects) (as needed)

- Region Right-of-Way Agent (if right-of-way or easements may be needed – if unsure include them!)
- Traffic signal designer
- Staging representative (can be added later unless staging is a primary constraint on design)
- Bridge Designer (if structural design is needed)
- Access management (if this is a primary component to the design; otherwise could be included as a resource team member)
- Transportation Planner / Analyst (if major transportation alternative analysis is needed)
- Citizens/Stakeholders

Other Team/Resource Members:

- Traffic Engineer
- Bicycle/Pedestrian Specialist
- Geologist
- Geotechnial Engineer
- Pavement Designer
- Utility Relocation Specialist
- Aviation Specialist
- Public Transit Specialist
- Traffic Safety Specialist
- Rail Crossing Specialist
- Public Affairs Specialist
- Professional Land Surveyor
- Local City and/or County Public Works, Planning or Community Development Department representatives
- Other Federal, State or Local agency representatives
- Citizens/Stakeholders

Engage the Project Team -- First Team Meeting

An initial Project Team meeting should be held to review the proposed scope of the project, introduce Team members to one another, review the draft project development schedule, review the project prospectus and request project task work plans from each resource unit.

In some instances, especially on a large, complex project where the Team will be working together for a long time, it would be helpful to have a teambuilding session to go over the Project Team Policy Paper and discuss how the Team will operate (i.e. the decision-making process, Project Team, Team Leader and Team Member authorities, Team Agreements, etc.), before starting work on the project development process.

On larger, more complex projects, forming Sub-teams (with Project Team members as Sub-team Leaders) to work on important project development tasks, can help to provide Team members with more opportunity for meaningful involvement in the project, and ensure that tasks move

forward in-between Project Team meetings. This can also reduce the day-to-day leadership workload of the Project Leader, and provide a forum for detailed task-specific technical discussions outside of Project Team meetings.

Review previously identified safety, congestion, pavement condition, bridge condition, alignment, etc. problems and needs and discuss the project scope as stated in the Project Prospectus. Brainstorm possible alternative solutions. Do all the earlier assumptions and decisions still make sense today? Are the constraints such that we can accomplish the goals of the project?

Once you've done research and legwork in preparation for your first team meeting, you'll have a pretty good idea what your schedule could possibly look like. It can be much easier for a team to get moving when it has something to mark up. You may come away from your first team meeting with a schedule that doesn't even resemble your first draft, but your first draft probably went a long way in getting your team engaged.

When you begin drafting schedules, distribute them and get feedback regularly. Unit leaders will be the first folks you probably approach through your work plan budgeting exercise. You'll need to approach them at that time and again just before you hold your first team meeting. Keep them in the loop as you proceed.

Formal schedules adopted by the team can be used to emphasize important components to a project. Have you identified the environmental constraints in your schedule? Do team members from other units understand the implications of missing those dates – or missing dates that impact environmental work? What about right-of-way?

If you haven't given a lot of thought to your schedule, it will end up managing you rather than you managing it. How much time are you allowing your designer? Does he/she know that their buy-in on the schedule is important? Have you identified all the elements that might force changes to the design time-line? Does the schedule allow you to accommodate these glitches – or, is the designer going to have to account for it by working nights and weekends?

Discuss the list of stakeholders that should be involved in developing the project. Specify and prioritize the stakeholder involvement needs that will drive your public involvement process for the near future. Design your stakeholder involvement process. Tailor it to your top priority involvement objectives – what do you hope to accomplish with your stakeholders? What do they need to know to participate effectively? What do you need to learn from them? What special circumstances exist that could affect the selection of stakeholder involvement techniques? Which techniques are appropriate? Design stakeholder review points into the project schedule.

First team meeting accomplishments – Your Goals

- A team agreement (if applicable)
- Consensus around the prospectus, OR
- An agreement on what's needed to develop a consensus around the prospectus
- Identification of team members (is anyone missing)
- Each team members support around schedule, scope, budget and public participation

First Team Meeting – Substance

- Review region's proposed schedule, scope and budget for project. Can team members support them? What questions need to be answered before team members can agree to a schedule, scope and budget? Make sure you've shared information with unit leaders prior to this meeting so team members are prepared to participate in these discussions.
- Review the prospectus.
- Provide an overview of the level of community involvement in the project. If there will be citizen members on the team, allow this first meeting to prepare for that.
- Come away with a draft schedule to move ahead. Identify immediate tasks and schedule your next meeting when team members will report back on their progress.

First Team Meeting – Process

- How will the team function? Develop an agreement (sometimes it's easiest to bring a draft proposal for the team to work with).
- Define important terms like "consensus"
- How do your team members view the "team" and the "project"
- Propose whatever mechanisms you plan to use to "monitor and advance". This may include monthly status reports, TEAMS reports, etc.
- Keep in mind the context within which your team members are working. Prepare them for any community-specific environmental issues.

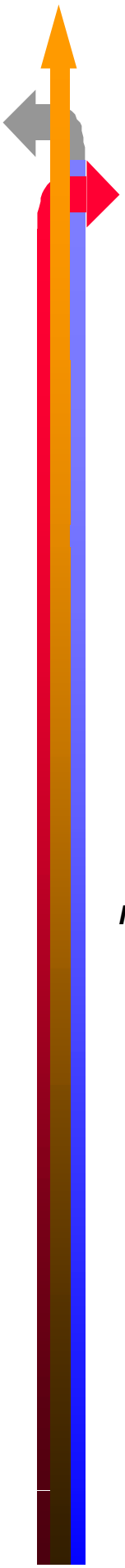
First Team Meeting – Materials

Your first team meeting should be held in the field and include a site visit. Prepare a scoping packet with the following information (as needed) and distribute to Project Team and Resource Team members and key stakeholders ahead of time. This will make the most efficient use of everyone's time.

- Project Prospectus, Parts 1, 2 & 3 and vicinity map
- Purpose and Need Statement – what is the problem we are trying to correct?
- Design standards to be used – does the current alignment meet these standards?
- Existing pavement condition and preliminary ideas for surfacing treatments
- Current and future (build year & design year) traffic volumes
- 5-year accident history, accident rate and collision diagrams for major intersections (or information) and safety/accident level map
- Hazard inventory (don't over-do it!)
- Bridge inspection report and recommended action(s), as needed
- List of stakeholders – who are they? What will they expect? How will they be involved in the project?
- Team members – are they all present? Who else will you want to add? Prepare your initial team for any stakeholder members you will need to add.

Initial project team tasks – complete or assign at first meeting

- Review data on current and future levels of service
- Update traffic counts and manual turning movement traffic counts
- Update pedestrian and bicycle counts, especially in urban or suburban areas
- Get Maintenance Manager input on trouble spots in the project area
- Research the potential for Threatened & Endangered Species, ODEQ-listed hazardous material sites, Air Quality, Water Quality, Salmonid passage, Land Use, etc. issues in the area.
- Review the most recent "as constructed" grading, paving & bridge plans. Check the current roadway geometry – does the existing highway meet current ODOT (3R or 4R) or AASHTO geometric standards?
- Are Salmon Recovery or Fish Passage improvements needed?
- Establish stakeholder involvement plan
- Discuss the current pavement condition and brainstorm alternative resurfacing options. Ask the Pavement Designer to prepare preliminary surfacing design alternative(s).
- Discuss bridge replacement, rehabilitation or repair needs and brainstorm alternatives. Ask the Bridge Designer to prepare preliminary cost estimates for each alternative.
- Discuss how to provide for pedestrian and bicycle travel and safe pedestrian crossings. Ask the Bicycle/Pedestrian Program Unit for ideas and potential costs.
- Discuss stage construction concepts for each alternative. Will detours be required? Are feasible detour routes available?
- Confirm if any right-of-way may be needed, especially if relocations may be needed. Ask the Region Right-of-Way Agent to work up preliminary cost estimates for right-of-way appraisal and acquisition that would be required for each alternative.
- Summarize the potential utility relocations and costs for each alternative.
- Discuss the significant environmental constraints that must be avoided and measures to avoid, minimize or mitigate impacts to environmental resources, for each alternative.
- Request Traffic Analysis for each major alternative, to quantify, if possible, the safety and traffic operations benefits that might be expected from each alternative.



- Look carefully at the project limits – is there anything needing work just outside of the proposed project limits that should be included in the project? Remember – this could require a STIP amendment. Keep your region/area management in the loop on any changes in the project.

- Review the proposed scope of the project with key external stakeholders. Ask external stakeholders what they perceive as the goals and scope of the project? Ask the stakeholders for ideas on alternative solutions. Work to develop consensus with external stakeholders on the goals, scope and parameters of the project.

- Develop the evaluation criteria to be used to evaluate and prioritize alternative solutions. Remember to address all issues and impacts – costs, engineering design feasibility, environmental, right-of-way, social, economic, etc. Are there any "make-or-break" criteria? If you are reconstructing a congested downtown section of road and levels of service are a primary concern, discuss potential impacts to citizens. How do they feel about cutting sidewalks back? Eliminating parking? Get these issues out in the open EARLY. Plan how you will deal with them as you develop your criteria.

- Ask each individual responsible work unit to prepare work plans for completing each task on the project schedule and estimate Preliminary Engineering (PE) costs for each task, based on the draft Project Development Schedule. This should compliment your existing work plan budget for the project. Your team members' budgets should add up to match your overall project work plan budget. If not, check in with unit leaders and area/region management if necessary to make revisions.

Immediately following the First Team Meeting

- Revise the project schedule, based on the work plans submitted by each responsible work unit. Make sure that the overall timeline needed for project development matches the prospectus, the STIP and the Region Business Plan.

- Make any appropriate revisions to the Project Prospectus, Parts 1 & 2, and the vicinity map for the prospectus.

- The Region Environmentalist will revise Part 3 of the Project Prospectus, if necessary.

- Circulate the revised Prospectus for review and comments by Region, Technical Services and Transportation Development Branch staff, and other stakeholders, prior to final revisions, signatures

- Prepare a draft project work plan, including the following, and distribute copies to the Project Team and Resource Team and key stakeholders. The Project Team will meet, if necessary, to come to consensus on the final work plan.

Check back in with region/area management and other internal stakeholders when you see red flags. Example:

- Your project area is geographically locked into an area with hydric soils that indicate a native wetland area – which includes threatened and endangered species. How does management feel about the potential $90,000 mitigation requirement for this $120,000 project?

Stakeholder Information/Involvement Plan

Create a stakeholder database. This should include addresses, phone numbers, fax numbers and Internet addresses. This can be used for mailing newsletters and to keep in touch with stakeholders during project development. You will also use this database once construction activities start – particularly on large projects or projects that entail bridge or road closures. Use open house, public hearing or other meeting sign-in sheets from previous projects so you don't miss a citizen who has already been involved with ODOT and will expect to be included again. These are the folks who can help you monitor and advance your projects with other community members. They can help not only during project development, but construction as well by spreading information, serving as construction "block captains" or in other capacities. Include time needed for this type of activity.

Example:

> You find out early during your project planning exercises that the community has gone on record as supporting one specific bike path alignment and no other. However, there are protected wetlands and threatened and endangered species throughout the length of the community's alignment selection. This community has planned for the bike path through ten years of bake sales. Make sure you incorporate time in the project schedule to convene walk-throughs and monitor the community's involvement with the project. Have environmental and design staff educate community members and explain how the bike path can be constructed around these areas and still come out great. I did this in just one 5-hour walk-through and got a hand written note from the city council as well as community support and trust for the project. The City Council's support has helped in subsequent projects. They understand the importance of sharing information with their citizens and include me in council meetings at critical points during project development.