

# PROJECT DELIVERY ACADEMY

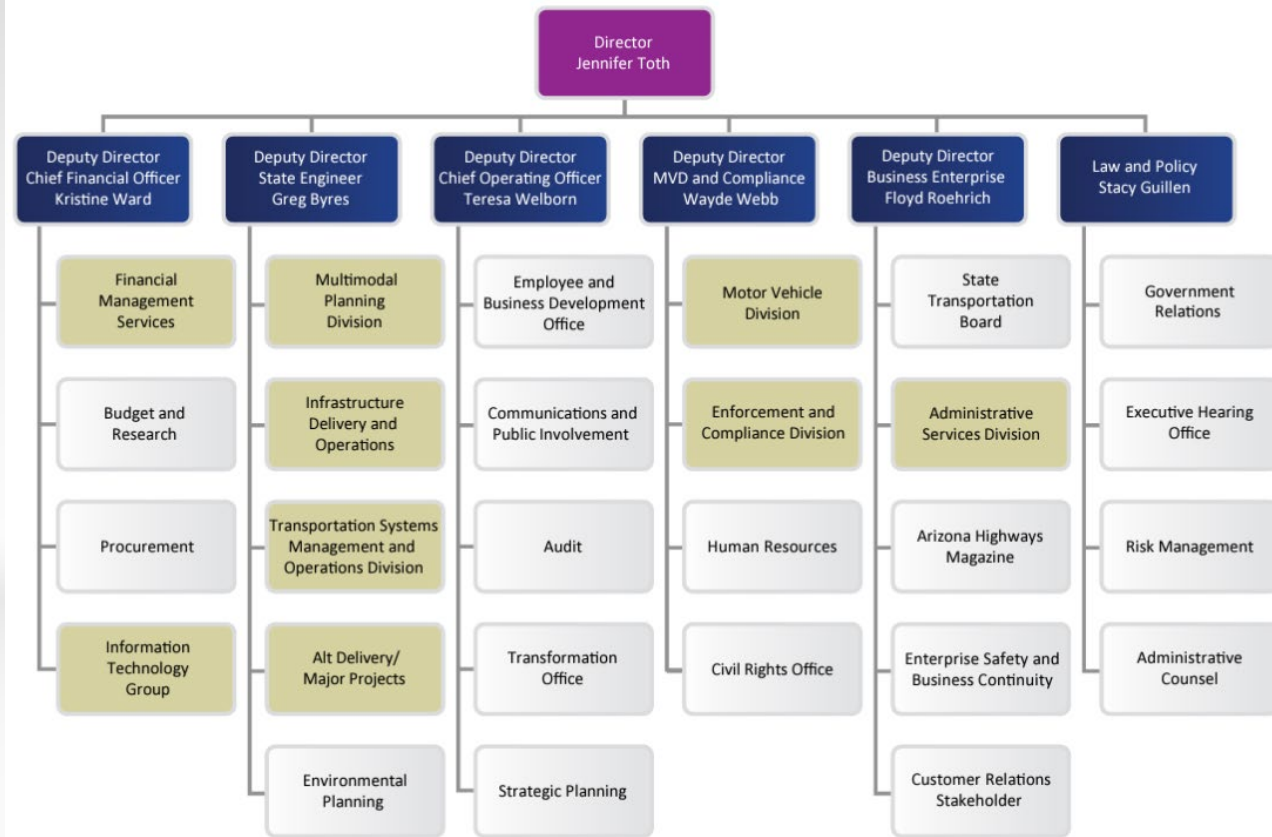
## INITIATING / SCOPING A PROJECT

*Rehnuma Rahman, P.E.*  
*Project Management Group*

# OVERVIEW

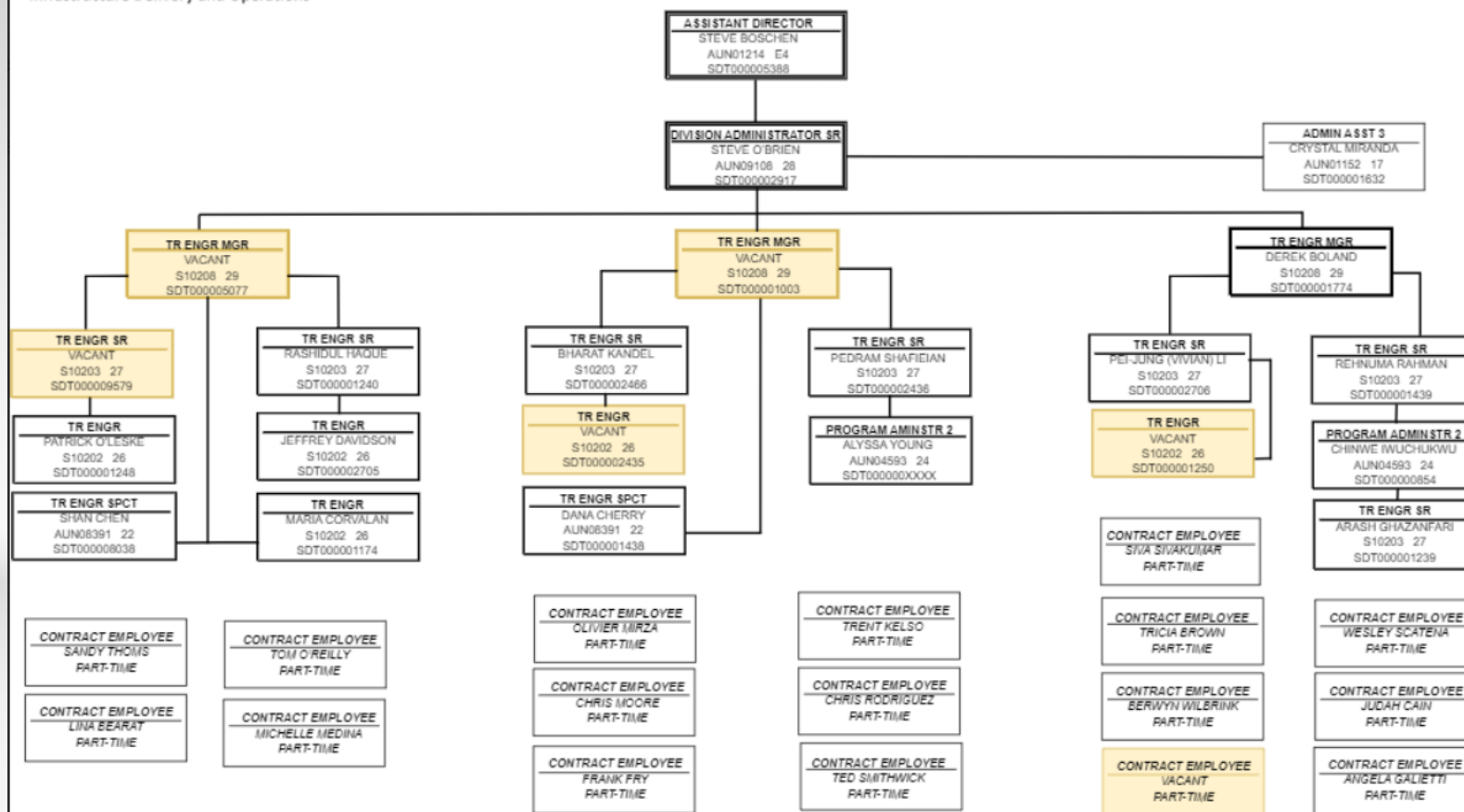
- PROJECT MANAGEMENT GROUP (PMG) OVERVIEW
  - WHO WE ARE & WHAT WE DO
- PROJECT DEVELOPMENT
  - PLANNING AND PROGRAMMING OVERVIEW
  - DESIGN PROCESS OVERVIEW
  - SCOPING TOOLS & RESOURCES

# ADOT ORGANIZATION



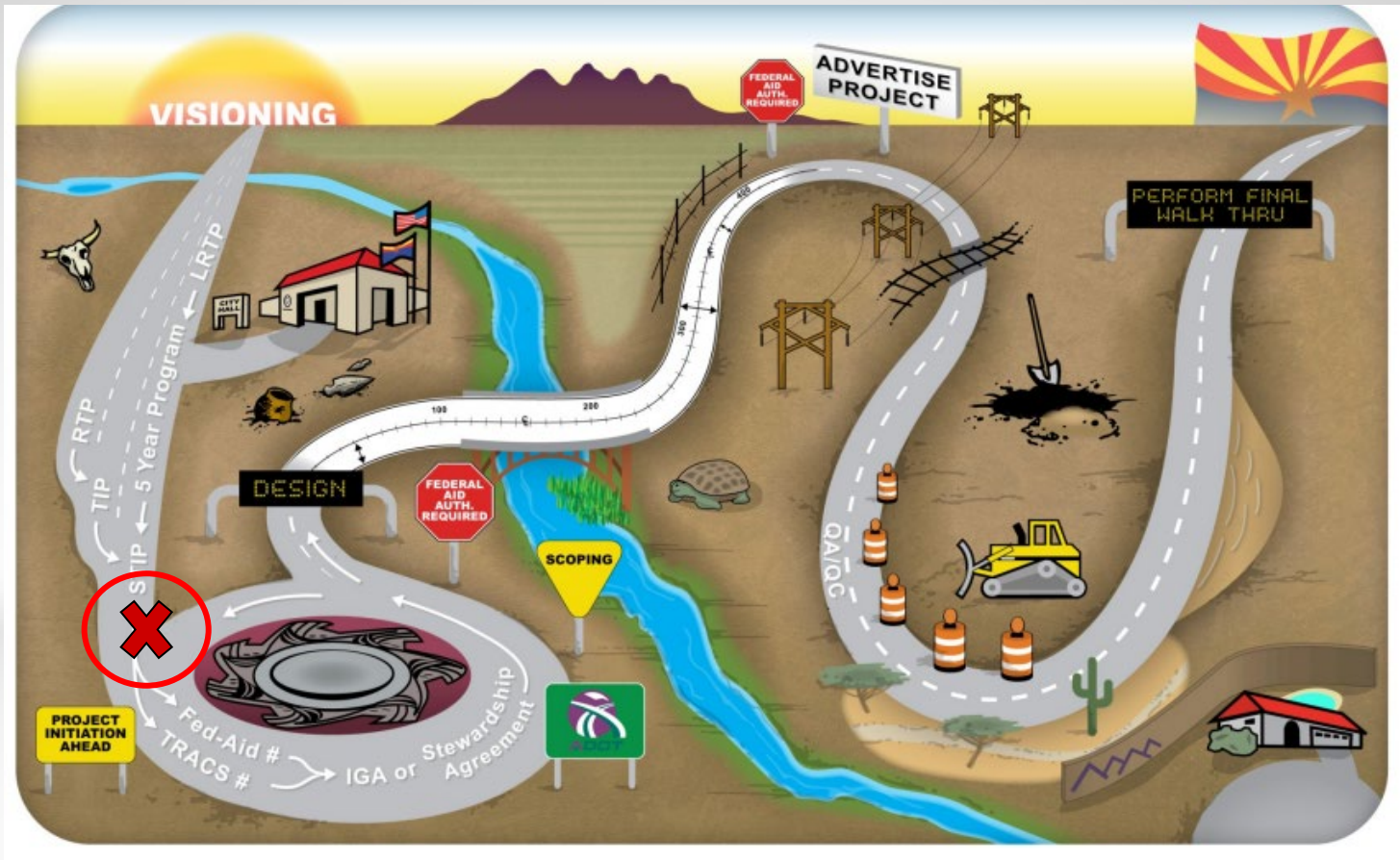
**PROJECT MANAGEMENT GROUP  
Unit 4983**

CURRENT 04/15/2024



# PROJECT MANAGEMENT GROUP OVERVIEW

- RESPONSIBLE FOR LEADING THE DEVELOPMENT OF ALL PROJECTS TO BE ADVERTISED FOR CONSTRUCTION BY ADOT C&S
- PERFORMANCE GOAL TO ADVERTISE A WELL DISTRIBUTED NUMBER OF PROJECTS EACH QUARTER (20-30-30-20)
- 140 STATE & LOCAL PROJECTS TOTALLING \$ 1.78B IN FY24



# PROJECT DEVELOPMENT

## Planning & Programming

### WHERE DO STATE PROJECTS COME FROM?

ADOT's Transportation

Improvement Plan (TIP):

(STIP, 5-year plan, the Program)

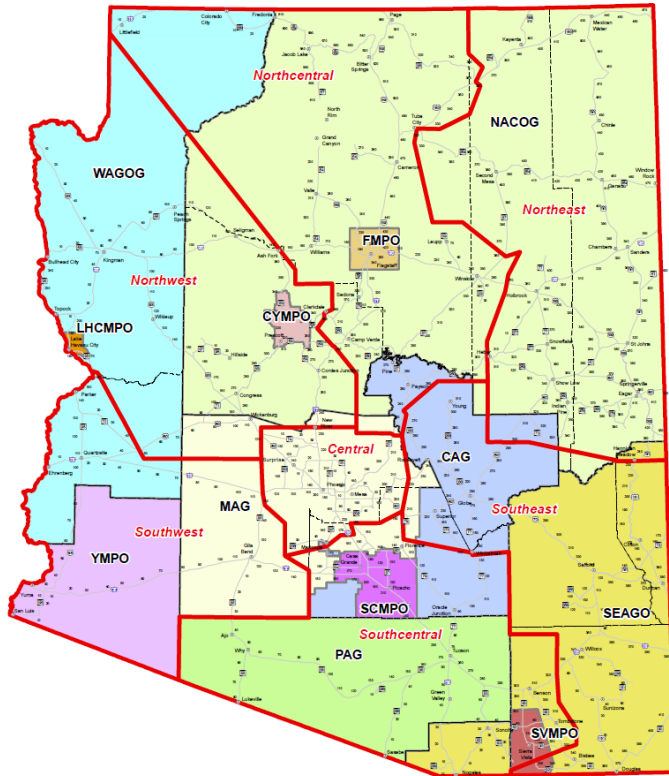


### 2025-2029 Program

Arizona Department of Transportation  
Five Year Transportation Facilities Construction  
Program

# PROJECT DEVELOPMENT

## Planning & Programming



## WHERE DO LOCAL PROJECTS COME FROM?

COGs & MPOs TIPs TMA

(Council of Governments)

(Municipal Planning Organization)

(Transportation Improvement Plan)

(Transportation Management

Areas)

# PROJECT DEVELOPMENT

## Planning & Programming

WHAT DO WE KNOW ABOUT THE PROJECT?

What resources are available? *Time, Funding, People*

Who local / District contacts are there?

What is the purpose & need for the project?

**Knowns vs Unknowns (*Manage Risks*)**

# PROJECT DEVELOPMENT

## Planning & Programming

<b>ADOT ID</b>	101684	<b>MPO/TIP</b>	MAG 21-00	<b>Local ID</b>		<b>Total Cost</b>	\$21,400,000
<b>Lead Agency</b>	ADOT	<b>Contact</b>	Jennifer Acuna 602-712-8336	<b>ADOT Number</b>	F034501D, 01C	<b>County</b>	Maricopa
<b>Project Type</b>	Road - Rehabilitation	<b>Air Quality</b>	Exempt	<b>TCM</b>		<b>Construction</b>	2023 start
<b>Project Name</b>	W of Salome Rd - W of Tonopah						
<b>Route</b>	I 10						
<b>Project Limits</b>	I 10 from Salome Rd to Tonopah Rd milepost 90 to 100 (10 mile)						
<b>Description</b>	Pavement Rehabilitation						

Phase	Fund Source	Prior	FY2021	FY2022	FY2023	FY2024	FY2025	Future	Total
DESIGN	NHPP	-	\$377,360	-	-	-	-	-	\$377,360
DESIGN	State Match	-	\$22,640	-	-	-	-	-	\$22,640
	<i>Total DESIGN</i>	-	\$400,000	-	-	-	-	-	\$400,000
CON	NHPP	-	-	-	\$19,811,400	-	-	-	\$19,811,400
CON	State Match	-	-	-	\$1,188,600	-	-	-	\$1,188,600
	<i>Total Construction</i>	-	-	-	\$21,000,000	-	-	-	\$21,000,000
	<b>Total Programmed</b>	-	<b>\$400,000</b>	-	<b>\$21,000,000</b>	-	-	-	<b>\$21,400,000</b>



Version History				
TIP Document	MPO Approval	State Approval	FHWA Approval	FTA Approval
21-00 Adoption 2021-2025	Pending	Pending	Pending	N/A
<b>Current Change Reason</b>				
SCHEDULE / FUNDING / SCOPE - New Project				

# PROJECT DEVELOPMENT

## Planning & Programming

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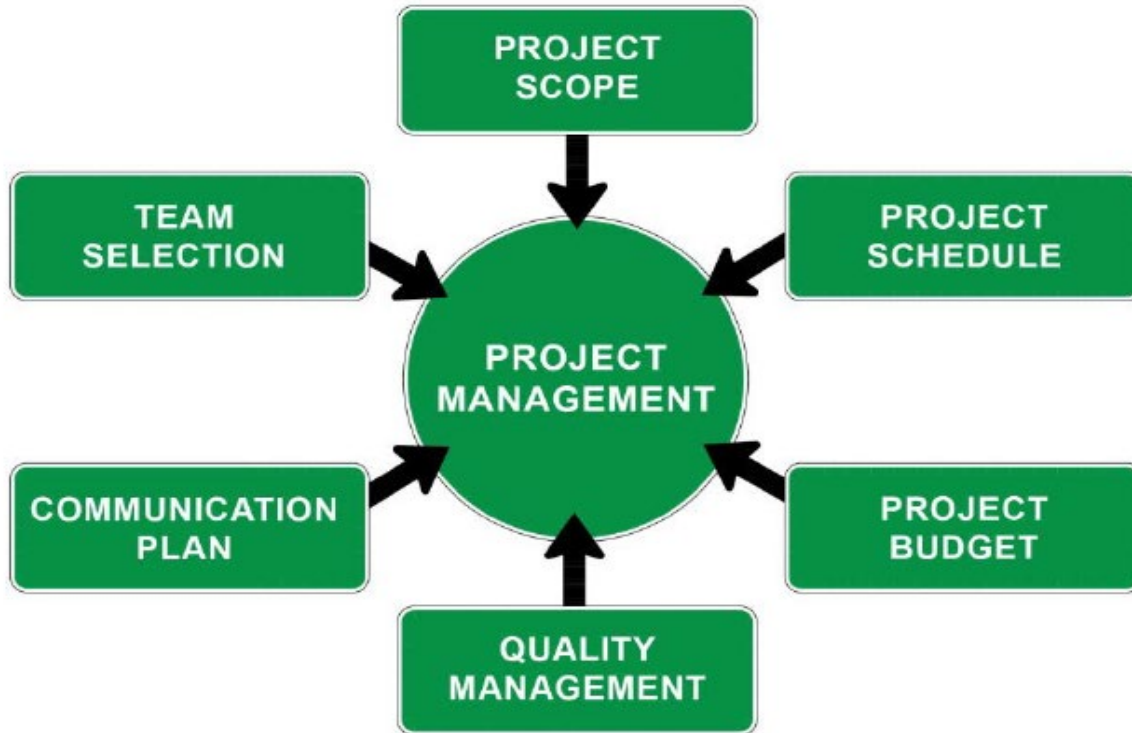
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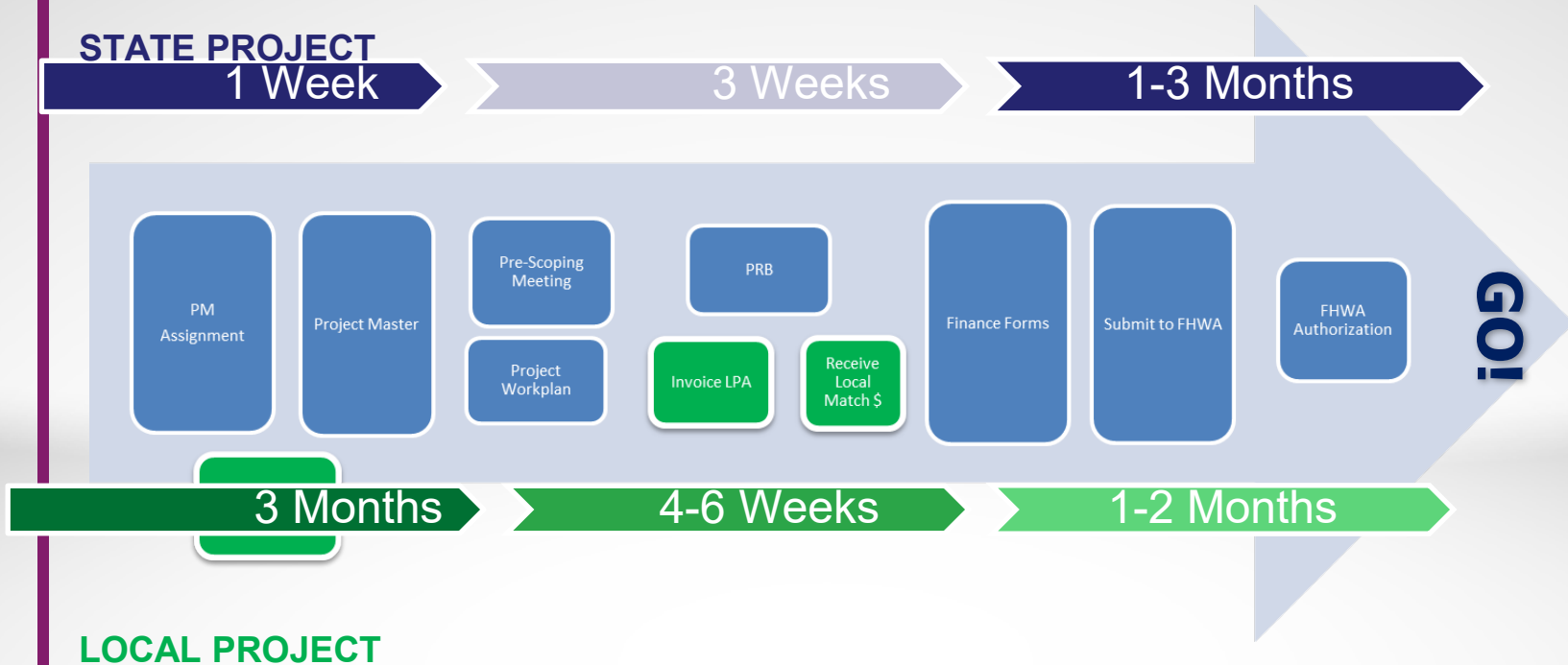
# PROJECT DEVELOPMENT

## Project Management



# PROJECT DEVELOPMENT

## Project Set Up – Funding Authorization



# PROJECT DEVELOPMENT

## Scope, Schedule, & Budget

- Team
- Communication Protocol
- Design Criteria
- Project Schedule/Budget
- Project Risks/Risk Register
- Project Quality Plan

Work Plan Short Form			
<b>1. Enter the following information:</b>			
a. Project Manager	Jennifer Acuna	j. Stakeholders	Flagstaff
b. Project Name	WINONA TI UNDERPASS STR # 1084	k. Project Number	F0108
c. Type of Work	Bridge Rehabilitation	l. TIP ID	8808
d. Route	I-40	m. JPA No.	N/A
e. Milepost Limits	210-212	n. Funding Amount - Design (\$)	578,000
f. Federal ID	040-D(237)T	o. Funding Amount - Construction (\$)	4,700,000
g. District	Northcentral	p. Advertisement (FY/Qtr)	FY20/2nd
h. Project Type (State, LPA)	State	q. Design By:	ADOT In-House
i. Local Agency(s)			
<b>INSTRUCTIONS</b>			
1. Enter the information above. It will autofill throughout the Workbook.			
2. Not all conditions apply to every project. If, in going through the checklist of questions, a condition does not apply, simply indicate "N/A".			
3. Use forms throughout project life cycle unless indicated			
4. Templates and Links to Project Documents Below:			
Link to Document or Reference	Item	Description	Version Date
<a href="#">TIP</a>	TIP	Link to TIP, STIP	
<a href="#">Project Master</a>	Project Master	New Project Number and Subphase Setup, View Finance Auth. Status, Search for Budget Item Numbers, Etc.	
<a href="#">Project Folder</a>	Project Folder	New Project Folder Set-up	6/29/17
<a href="#">Project Initiation</a>	Project Initiation Form	Project Contacts	9/21/18
<a href="#">JPA Agreements</a>	JPA Initiation and Amendments	Initiation of JPA Agreement and Amendment Request Form	
<a href="#">Design Hour Estimate</a>	Design Estimate	Design Estimate Worksheet	8/23/18
<a href="#">Invoice Request</a>	Invoice Request	Request to Accounts Receivable for Local Match Invoices and other Local expenses	2/23/16
<a href="#">Contract Mod Checklist</a>	Contract Modification Checklist	Contract Modification Checklist	6/15/17
<a href="#">Project Determination</a>	Project Determination Form	Form for Scoping Document Concurrence	6/15/18
<a href="#">FARA &amp; MPARA</a>	FARA and MPARA	Federal Authorizations and Modifications	5/1/15
<a href="#">Stage Deliverables Checklists</a>	Stage Deliverable Checklists	Stage Deliverable Checklists	6/8/16
<a href="#">Meeting Templates</a>	Meeting Templates	Meeting Templates	
<a href="#">Comment Form</a>	Comment Resolution Form	ADOT and Compliance Comment Form	10/5/18
<a href="#">ICAP Calc</a>	ICAP Calculator	Calculates ICAP and Local Match Amounts	7/18/18
<a href="#">Project Status Form</a>	Project Status Form	Monthly Status Updates	10/11/16
<a href="#">AIDW</a>	AIDW	Project Submittal and Document Repository	
<a href="#">Systems Engineering Checklist</a>	Systems Engineering Checklist	Filled out and Signed by ADOT ITS for all ITS Projects	1/8/18
<a href="#">Recap</a>	Recapitulation Worksheet	Recapitulation Worksheet	3/5/18
<a href="#">CAG TIP</a>	Central Arizona Governments TIP		
<a href="#">FMPO TIP</a>	Flagstaff Metropolitan Planning Organization TIP		
<a href="#">LHMPPO TIP</a>	Lake Havasu Metropolitan Planning Organization TIP		
<a href="#">MAG TIP</a>	Maricopa Association of Governments TIP		
<a href="#">NACOG TIP</a>	Northern Arizona Council of Governments TIP		
<a href="#">PAG TIP</a>	Pima Association of Governments TIP		
<a href="#">SCMPO TIP</a>	Sun Corridor Metropolitan Planning Organization TIP		
<a href="#">SEAGO TIP</a>	Southeastern Arizona Governments Organization TIP		
<a href="#">YMPPO TIP</a>	Yuma Metropolitan Planning Organization		

# PROJECT DEVELOPMENT

## Designer Assignment

### WHO WILL DESIGN THE PROJECT?

#### ADOT (30% OF PROJECTS – NO LOCAL PROJECTS)

ADOT PM is the facilitator between the technical groups

ADOT technical teams perform design services, ADOT team members are assigned from the following disciplines:

Pre-Design	Roadside	Traffic	Geotech	Right of Way
Roadway	Drainage	Contracts & Specs	HSIP	Environmental
Pavement	Survey	Bridge	TSMO	Utility/RR

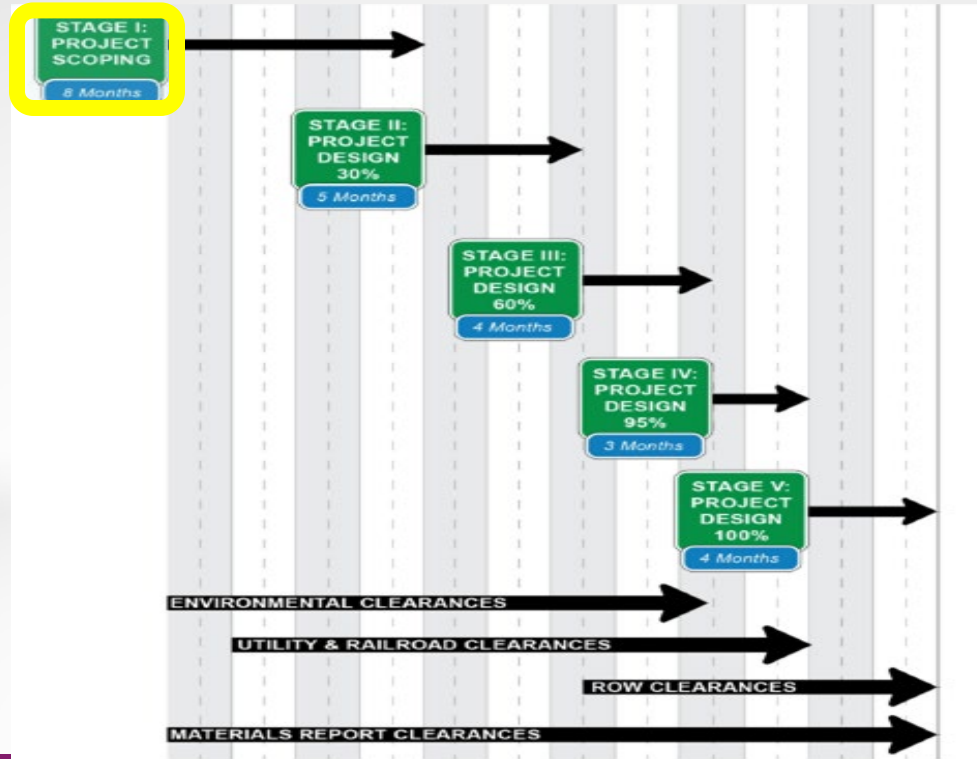
#### Consultant (70% OF ALL PROJECTS)

Prime Consultant performs all design disciplines and clearance documentation- internal staff or Subconsultants

- Need to use subconsultants to meet Disadvantaged Business Enterprise (DBE) Goal

# PROJECT DEVELOPMENT

## Stage I & Project Scoping



# Scoping

ARIZONA DEPARTMENT OF TRANSPORTATION  
INFRASTRUCTURE DELIVERY AND OPERATIONS DIVISION  
PROJECT MANAGEMENT GROUP

DICTIONARY  
OF  
STANDARDIZED WORK TASKS

Fiscal Year 2023

# Scoping

ARIZONA DEPARTMENT OF TRANSPORTATION



## GUIDELINES FOR SCOPING PAVEMENT PRESERVATION PROJECTS

November 2015

ROADWAY ENGINEERING GROUP  
ROADWAY PREDESIGN SECTION

# Scoping

SUPPLIER	MILESTONE SUBMITTAL ITEMS	DCR-PA/ 15% STG I	30% STG II	60% STG III	95% STG IV	100% STG V
Survey, P&M	DTM, Mapping	F				
Survey, ROW	Survey Sectional Control, R/W Survey, and Results of Survey	P	F	S		
ROW	ROW Plans	I	P	F		S
ENV	Env. Document- E/A/EIS CE	P	F	F		
ENV	Noise Impact Analysis	F				
ENV	Environmental Permits			P	F	
Designers, ENV, U&RR, ROW	Project footprint File (KMZ)	I	P	F		
Communications	Public Involvement Plan	F				
ENV, Geotech	Geotech Drilling Env. Clearance	F				
Geotech	Field Investigation	P	P	F		
Geotech Design	Bridge Foundation Report		P	F	S	
Geotech Design	Geotechnical Report	I	P	F	S	
Roadway	Pavement Design Summary	I	P	F	S	
Roadway	Materials Design Report	I	P	F	S	
U&RR	Utility Base Map/Designating (SUE Ph I)	P	F	S		
U&RR	Utility Locating / Pot-holing (SUE Ph II)	I	P	F	S	
Util. Cos., U&RR	Conflict Determinations, Prior Rights	I	P	F	S	
U&RR	Utility Report		P	F	S	
Util. Cos., Rdwy., U&RR	Utility Relocation Plans, Details		P	P	F	S
Bridge	Initial Bridge Study (w/ geotech clearance footprint)	F				
Bridge	Structure Selection Report		P	F	S	
Bridge/Drainage	Hydraulics Report - NBI Structures		P	F	S	
Bridge	Wall Report		P	F	S	
Drainage	Drainage Report - Roadway		P	F	S	
Traffic	Traffic Analysis Report	P	F	S		
Traffic	Transportation Mgmt. Plan (TMP) Memo		I	P	F	
Roadway	Right-of-Way and TCE Requirements for Project-Project Footprint	P	F			
Roadway	Face Sheet	I	P	F	F	F
Roadway	List of Standard Drawings		P	F	F	F
Roadway	Design Sheet & Index		P	P	F	S
Roadway	Typical Roadway Sections	I	P	F	F	S
Roadway	Geometric Control Sheets		P	F	F	S
Rdwy., Designers	Summary Sheets			P	F	S
Rdwy., Designers	Special Detail Drawings			P	F	S
Roadway	Turnout & Driveway Details	I	P	P	F	S
Roadway, U&RR	Existing Conditions & Removal		P	F	F	S
Roadway, Traffic	Detour Plan and Profile Sheets		P	P	F	S
Roadway, Traffic	Parking Area Plans & Details		P	F	F	S
Roadway	Staking and Joint Layout Plans			P	F	S

SUPPLIER	MILESTONE SUBMITTAL ITEMS	DCR-PA/ 15% STG I	30% STG II	60% STG III	95% STG IV	100% STG V
Roadway	Fencing Plans			P	F	S
Bridge	Major Structural Plans, Details		I	P	F	S
Bridge	Retaining and Noise Wall Plans	I	P	P	F	S
Bridge	ABC Evaluation	I	F			
Drainage, Rdwy.	Roadway Drainage Plans & Details		P	P	F	S
Roadway	Roadway Plan & Profile Sheets	I	P	P	F	S
Roadway	Intersection Plans & Details		P	P	F	S
Roadway	Interchange Plans & Details		P	P	F	S
Roadway	Roadway Cross Sections	I	P	P	F	S
Traffic	Detour Route Established		P	F	P	F
Roadway/Traffic	Detour Plan and Profile Sheets			P	F	S
Traffic	Traffic Signal Plans, Details			P	F	S
Traffic	Traffic Control Plans, Details			P	F	S
Traffic	Signing & Pavement Marking Plans & Qty.			P	F	S
Traffic	Lighting Plans & Details			P	F	S
Traffic, Rdwy, District	Sequence of Construction	I	P	P	F	S
Designers, C&S, and District	Construction Schedule and Durations		I	P	F	F
District, Communications	CE Fix Cost Estimate				F	
Roadside	Aesthetics, Landscape Plans & Details	I	P	P	F	S
Roadside	Stormwater Pollution Prevention Control Plan - Erosion & Sediment Control			P	F	S
Roadside, Rdwy.	Top Soil Pitting Sheets			P	F	S
Environmental	EPIC			P	F	
C&S	Bidding Schedule			P	P	F
C&S	Recap Sheet				P	F
Designers, C&S	Estimate	I	P	P	F	S
Designers	Earthwork Summary	I	P	P	F	
Designers, C&S	Special Provisions, including stored specs., bid documents		I	P	F	S
Designers	Post Design Estimate				F	
PMG, Construction	Average User Delay Costs				F	
PMG, JPA, FMS	Maintenance and Financial Agreements - JPAs, IGAs, etc.	I	P	F		
Railroad, U&RR	Railroad Service Agreement			P	F	
Util. Cos., U&RR	Utility Relocation Agreement			P	F	
Util. Cos., U&RR	Utility Service Agreement			P	F	
ENV, RW and U&RR	Clearances - Environmental - Right of Way - Utilities & Railroad		P I I	F P P	F F F	
Civil Rights*	- DBE Participation Goals/Trainees					F
C & S*	FHWA Submittals - PS&E, construction					F

SUPPLIER	MILESTONE SUBMITTAL ITEMS	DCR-PA/ 15% STG I	30% STG II	60% STG III	95% STG IV	100% STG V
	duration & clearances					
Designers	CADD Files (graphic, ascii, dtm, & etc.)					F

\* Applies to federally funded projects only

## LEGEND:

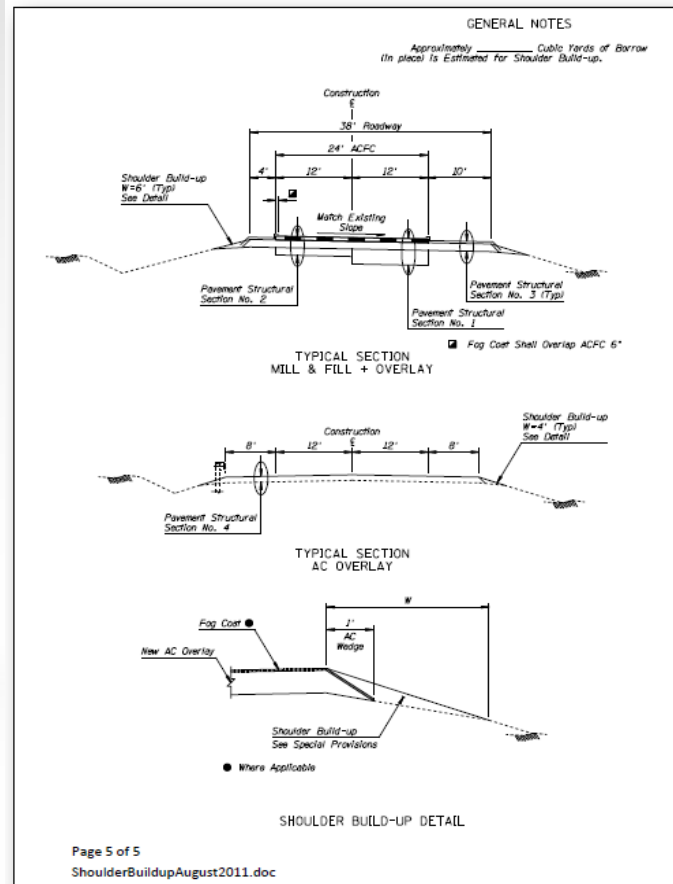
I = denotes initial concepts

P = denotes preliminary, unchecked, excluding minor details

F = denotes final, checked, all details and quantities

S = denotes sealed in accordance with technical registration requirements

# Scoping



# PROJECT DEVELOPMENT

## Stage I & Project Scoping

### WHAT IS DONE DURING STAGE I/SCOPING?

- Kick-Off Meeting and **Site Visit**
  - Gather project information including:
    - Survey & mapping
    - Stakeholder interests/concerns
    - Record drawings, etc.
  - Prepare and Finalize scoping document
- Current site characteristics
  - Potential project footprint
  - Major project components
  - Potential design alternatives
- Environmental resource clearance requirements
  - ROW clearance needs
  - Utility and railroad coordination requirements
  - Landownership
  - Geotechnical investigation needs
  - Hydrologic conditions
  - Cost estimates

# PROJECT DEVELOPMENT

## Stage I & Project Scoping

### WHAT IS A SCOPING DOCUMENT?

- Feasibility Studies
- Design Concept Reports
- Project Assessments
- Scoping Letters

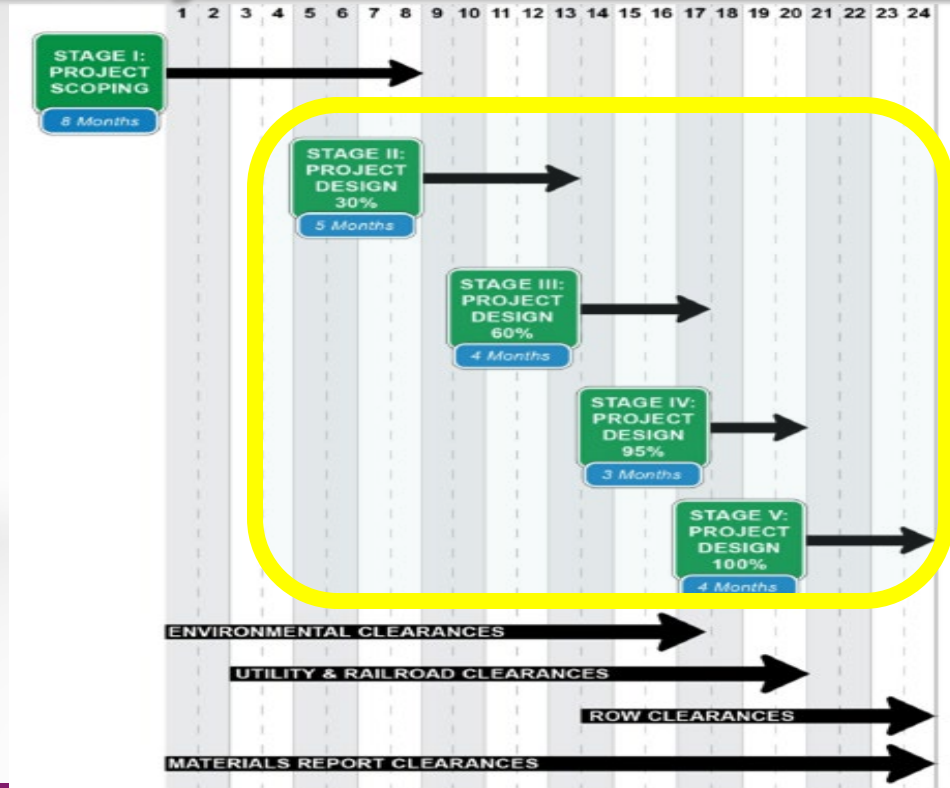
Concurring Signatures from:

<b>Pre-Design</b>	<b>Environmental</b>
<b>Project Management</b>	<b>Subprogram Manager</b>
<b>Deputy State Engineer</b>	<b>District Engineer</b>

PROJECT DETERMINATION FORM									
Project Number 260 NA 302 F0035 01C 260-B(222)T		County and ADOT District Navajo County Northeast District		Project Name and Highway Mainline Rd -- Overgaard SR 260		Final Project Assessment Date June 4, 2018			
Project Description Pavement Preservation			Construction Fiscal Year						
Existing Program Yes No Yes X		Program Year 2019		Programmed Budget Not programmed PA Construction Cost Estimate \$4,259,000		Operating Partnership Category S F T D Z N/A X			
Public Hearing: In the Highway Development Process, at least one public hearing or the opportunity for a hearing will be offered for any project that:									
Requires a significant amount of new right-of-way:		Otherwise has a significant social, economic, environmental or other effect							
Substantially changes the layout or function of connecting roadway or the facility being improved;		is controversial on environmental grounds;							
Has a significant adverse impact on abutting real property;		Or has significant floodplain encroachment							
X		None of the above conditions apply							
Recommendations:									
Yes: No:		Public Forum		Environmental Category					
x		Offer a combined Location / Design Hearing		Class I		Class II		Class III	
x		Offer Separate Location/Design Hearing		X					
x		Hold a Design Public Hearing							
DocuSigned by: Reed Henry 6/6/2018		DocuSigned by: Paul O'Brien 6/6/2018		DocuSigned by: Paul O'Brien 6/6/2018		DocuSigned by: Paul O'Brien 6/6/2018		DocuSigned by: Paul O'Brien 6/6/2018	
Reed Henry Manager Roadway Predesign Section 605 E		Paul O'Brien Manager Environmental Planning Group EM02		Paul O'Brien Manager Environmental Planning Group EM02		Paul O'Brien Manager Environmental Planning Group EM02		Paul O'Brien Manager Environmental Planning Group EM02	
DocuSigned by: Kirstin Tvedten 6/6/2018		DocuSigned by: Kevin Robertson 6/6/2018		DocuSigned by: Kevin Robertson 6/6/2018		DocuSigned by: Kevin Robertson 6/6/2018		DocuSigned by: Kevin Robertson 6/6/2018	
Kirstin Tvedten Project Manager Statewide Project Management Group 614E		Kevin Robertson Manager Pavement Management Section 068R		Kevin Robertson Manager Pavement Management Section 068R		Kevin Robertson Manager Pavement Management Section 068R		Kevin Robertson Manager Pavement Management Section 068R	
DocuSigned by: Michael DentBleyker 6/6/2018		DocuSigned by: Lynn Johnson 6/6/2018		DocuSigned by: Lynn Johnson 6/6/2018		DocuSigned by: Lynn Johnson 6/6/2018		DocuSigned by: Lynn Johnson 6/6/2018	
Michael DentBleyker Deputy State Roadway Engineer Roadway Engineering Group 605 E		Lynn Johnson District Engineer Northeast District		Lynn Johnson District Engineer Northeast District		Lynn Johnson District Engineer Northeast District		Lynn Johnson District Engineer Northeast District	

# PROJECT DEVELOPMENT

## Stage II – Stage V



# PROJECT DEVELOPMENT

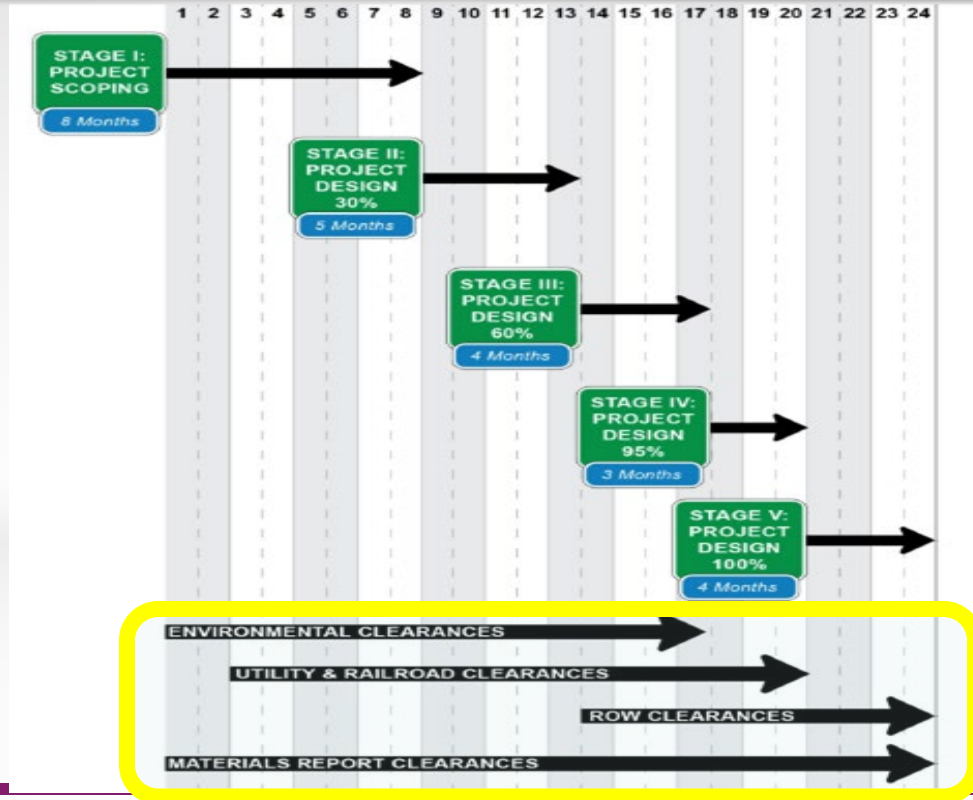
## Change Approval Process

### HOW ARE PROJECT CHANGES APPROVED AND DOCUMENTED?

- Changes in project scope, schedule, or budget require formal approval from ADOT boards/committees
  - 3 tiered process –
    - Project review board (PRB) – meets most Tuesdays at 9:00 am
    - *\*Priority planning advisory committee (PPAC) – meets once a month*
    - State Transportation board – meets once a month

# PROJECT DEVELOPMENT

## Clearances



# PROJECT DEVELOPMENT

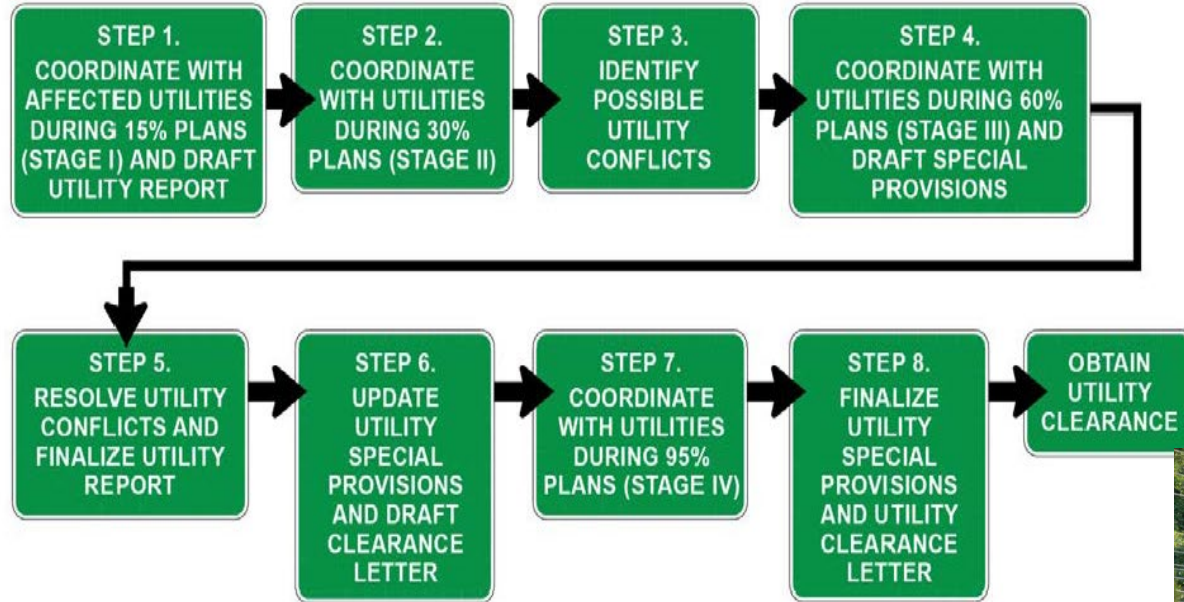
## Environmental Clearance

- National Environmental Policy Act (NEPA)
- Clean Water Act (CWA)
- Clean Air Act
- Endangered Species Act
- Migratory Bird Act
- Section 106 of the National Historic Preservation Act (NHPA)
- Section 4(f) of the U.S. Department of Transportation Act
- Procedures for Abatement of Highway Traffic Noise and Construction Noise
- Resource Conservation and Recovery Act (RCRA = Hazmat)



# PROJECT DEVELOPMENT

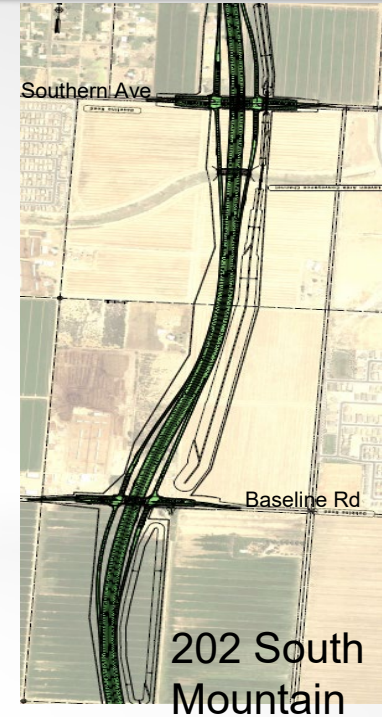
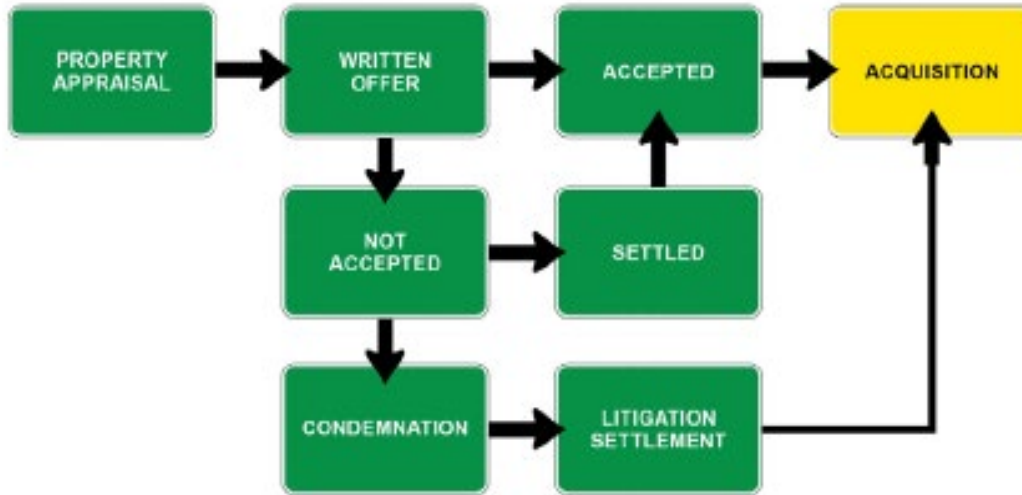
## Utility Clearance



# PROJECT DEVELOPMENT

## Right of Way Clearance

- R/W Clearance process starts as soon as ADOT R/W is notified that R/W is needed.
- New ROW can take 6 months or much, much longer:



# PROJECT DEVELOPMENT

**Bid Ready**

## WHEN IS THE PROJECT BID READY?

- All Clearances have been obtained
- All Review comments have been addressed
- Contracts & Specifications has reviewed and approved specifications and engineer's estimate
- Plans, Specs, & Estimate complete and sealed

# PROJECT DEVELOPMENT


## Advertisement for Construction

### WHEN WILL THE PROJECT ADVERTISE?

- C&S submits Federal Authorization Request to FMS
- FMS submits to FHWA
- 2 to 3 weeks later – FHWA gives Federal Authorization
- C&S Advertises!

# PROJECT DEVELOPMENT

## Advertisement for Construction




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[Bid Tabulations](#)

[Future Projects](#)







[Electronic Bidding](#)

[Prequalified Contractors](#)

## Contracts and Specifications

### Current Advertisements

The **Project Documents** (including Proposal Pamphlet, Project Plan, Addendum, etc.) are available to download in **Portable Document Format (PDF)** format, which will require Adobe Acrobat Reader to view.

Register	PlanHolders	Project Documents	Route County Milepost	TRACS #	Project #	Bid Opening	Plans Status	Add
<a href="#">Register</a>			093 MO 028	 H865701C	093-A-(205) T	8/24/2018	Available	1
<a href="#">Register</a>			999 UN 999	 F005501C	999-A-(518) T	8/31/2018	Available	1

# PROJECT DELIVERY ACADEMY MODULE 1

Project Development – Initiation and Design

## QUESTIONS?

## COMMENTS?

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