



INTEGRATED PROJECT DELIVERY (IPD)

a CULTURE where we PROMISE
what we are GOING TO DO and
DELIVER what we PROMISE.

— NCDOT's Project Delivery Vision

NOVEMBER 2019 NEWSLETTER

NCDOT and FHWA's updated CE agreement

On October 21, NCDOT and FHWA approved a new [Programmatic Agreement for the Processing of Categorical Exclusions \(CEs\)](#) for our projects. This new agreement, which supersedes the January 2017 agreement, addresses several needs identified by the two agencies. The new CE agreement:

- Integrates maintenance activities that were covered by old programs, such as Interstate Maintenance Preservation and Bridge Preservation
- Clarifies which Type I activities do not require further National Environmental Policy Act (NEPA) approvals, such as signage and pavement marking
- Clarifies questions that were causing inconsistencies, such as the endangered species questions and how we addressed the applicability of programmatic agreements

The revised CE forms in the agreement are NCDOT's new standard for checklist documentation. Producing federal-level documentation for all projects gives the Department flexibility for construction funding (it "keeps our options open" for grants and other opportunities). It also predetermines FHWA as the lead federal agency (federal funding is not the deciding factor).

In cases where state documentation may provide benefit, Project Managers should coordinate with the Environmental Policy Unit (EPU) to produce Minimum Criteria Determination Checklists (MCDCs), for project advancement. Additionally, having FHWA as the lead federal agency creates consistency and allows greater flexibility for most projects.

As a part of the CE agreement, an annual "audit" is required by FHWA of all CEs completed during the prior calendar year. To assist with this review, project documentation including final version of technical reports should be saved on project SharePoint sites using the [ATLAS](#) Workbench. This will facilitate audits, allow identification of process improvements and best practices, and enhance our long-term documentation efforts. NCDOT processes hundreds of environmental documents each year, and we do not want to jeopardize the authority that FHWA has entrusted to NCDOT.

The EPU will reach out to Units and Divisions to educate everyone and answer any questions regarding the CE Agreement updates. In the meantime, please send any questions to the Environmental Policy Unit at EPU@ncdot.gov. The new CE forms can be used immediately. Their use will be required after Jan. 1, 2020, when the 2017 version of the forms will be retired.

Guidelines for managing Professional Engineering Firms

NCDOT frequently uses Professional Engineering Firms (PEFs) to assist with delivering programs, projects or specialized services for defined time periods. For consistency across the department, guidelines for the management of PEFs have been developed to cover topics such as:

- PEF roles and responsibilities
- PEF selection process
- Contract types and payment methods available
- The fee negotiation process
- Managing, monitoring and evaluating PEFs

These [guidelines](#) will introduce new NCDOT Project Managers to the basic concepts of PEF management and provide a refresher for experienced NCDOT Project Managers. The guidelines also will be helpful for all staff involved with PEF contracts for professional or specialized services.

The PEF Management Guidelines are available at the [Integrated Project Delivery Connect site](#), under "Resources."

Project Initiation training module

Project initiation is a vital step in project development. A new [training module](#) describing the Project Initiation process gives NCDOT Project Managers and PEFs an overview of updated tools and guidance to help them launch project development and design. The Project Initiation Process includes an updated Merger Screening consistent with our ongoing review of the complete Merger Process.



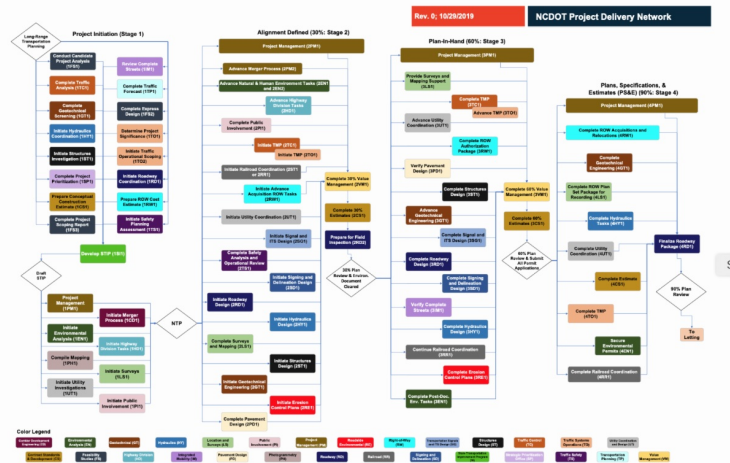
The new procedures will ensure that all new projects coming into the program begin the process with consistent project information. The training module provides guidance on:

- Defining the project
- Establishing a study area
- Environmental screening
- Merger Screening
- Agency scoping
- Keys to effective communication

The Environmental Policy Unit is happy to answer questions about this process and guidance – just email us at EPU@ncdot.gov. This brief module is available, along with a Project Initiation [guidance document](#), at the [Integrated Project Delivery Connect site](#).

Project Delivery Network diagram now online

The Project Delivery Network (PDN) is a transparent and consistent approach to developing and delivering a project from concept to construction. It allows for scalability to fit the project's needs, and it clarifies the needs and expectations of internal staff, our consultant partners and external stakeholders.



The PDN requires teams to integrate and adopt a team-based culture that thrives on frequent communication and collaboration with team members and stakeholders throughout the life of the project. By streamlining processes and relying on a team-based culture, technical groups are integrated earlier, less time is spent duplicating work or looking for information, and timely decision-making, reliability and consistency are improved. The PDN fosters a culture of continuous improvement and accountability to consistently deliver quality projects on time, on budget and within the promised scope.

The PDN will consist of a diagram and a guidance document. The [PDN diagram](#) is a graphical representation of the major activities that occur in stages, and it identifies which unit is responsible for completing that major activity. The PDN diagram is available at the [Program Management Connect site](#). Four stages are represented in the PDN diagram:

- Project Initiation
- Alignment Defined
- Plan-In-Hand
- Plans, Specifications and Estimates (PS&E)

The PDN guidance document will include details and technical requirements for what needs to be accomplished. The development of this document, to begin in November, will require input and coordination from Project Managers, technical experts and external stakeholders across various disciplines within the Department.

Coming up

IPD will be presented at the following events:

November 14

- [American Society of Highway Engineers Carolina Triangle Section – 2019 Fall Seminar Luncheon, Raleigh](#)

November 21

- [North Carolina Section of the Institute of Transportation Engineers \(NCSITE\) – 2019 Annual Meeting, Raleigh](#)

New tools available now

Tools available on the [Project Management Connect](#) page.

- Project Initiation training module
- Updated Project Development Process Maps and Deliverables Guide
- Professional Engineering Firm management guidance
- Construction Contract Decision Matrix

Contact IPD Team

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Integrated Project Delivery

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Resources for streamlining the process – from concept through construction