

Work Smarter – Be a Partner! Locally Administered Federal-Aid Projects: Stakeholder Partnering

March 2016

Efficiency through technology and collaboration



Notes:

Welcome to today's presentation on Locally Administered Federal-Aid Projects: Stakeholder Partnering. I am excited to be able to share this information with you, because Stakeholder Partnering is enabling transportation officials throughout the country to bring about changes for the better in the way local transportation projects are delivered.

Stakeholder Partnering is being advanced through the Federal Highway Administration's (FHWA's) Every Day Counts 3, or EDC-3, program. EDC-3 is a state-based initiative to shorten project delivery, enhance safety, reduce congestion, and improve environmental sustainability. It focuses on rapid deployment of proven technologies and practices. Stakeholder Partnering is a selected practice that provides for cooperation between FHWA, State Departments of Transportation (State DOTs), and Local Public Agencies (LPAs) to bring about these needed changes.

Speaker Credentials

- TBD



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Notes:

Speaker Credentials

To be determined.

Agenda

Introduction

Why Stakeholder Partnering?

Background

Where did this idea come from?

Challenges and Benefits

How will it improve project delivery?

Every Day Counts Implementation

What are the State DOT goals?

State of Practice

Who is on board?

Available Resources

What assistance is offered?

Next Steps

How to get started?



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Notes:

On today's agenda is a discussion of what the FHWA means by Stakeholder Partnering, how the transportation community and citizens ultimately benefit from it, and what steps agency staff can take to learn more or get started. This presentation addresses common questions such as:

Introduction—Why is the FHWA promoting Stakeholder Partnering?

Background—Where did this idea come from and how does it differ from the types of partnering that already take place? Is it a state initiative or an FHWA directive? **Challenges and Benefits**—How will this improve project delivery? What obstacles need to be overcome? Will it be worth the time and effort it takes to implement? **Every Day Counts Implementation**—What is the State connection to the FHWA's EDC goals and current progress? Does FHWA track the progress of these goals?

Current State of Practice—Who is on board? Which States have Stakeholder Partnering experience? Which States are beginning to implement Stakeholder Partnering?

Available Resources—Is assistance provided by the FHWA through Every Day Counts? Can a State seek technical support to implement Stakeholder Partnering? Are there best practices to follow?

Next Steps—How does a State get started implementing Stakeholder Partnering? Who should States contact for assistance with implementation or additional questions?



Notes:

Innovative new technologies may get most of the press and recognition, but sometimes it's the behind-the-scenes process innovations that achieve great results.

“Coming together is a beginning; keeping together is progress; working together is success.” – Henry Ford




Notes:

Henry Ford’s emphasis on innovation and collaboration helped transform automobile ownership in this country and drive demand for better roads. Now, a little more than 100 years since Ford’s automobile factory began running a continuously moving assembly line, the transportation community relies on innovation and collaboration to construct and rehabilitate our nation’s roads and bridges cost-effectively. Like Henry Ford, we strive to produce the “best possible goods at the lowest possible price.”

What’s important to note, in relation to why we are here today, is that Ford’s success came about by greatly improving a process. The automobile and the assembly line were already invented; Ford simplified the assembly process to make it more efficient. (He and his team reduced the time it took for final assembly of a car from 12 hours to less than three.)

The same idea is behind Stakeholder Partnering. Members of the State, Local, and Federal highway community, when collaborating at a program level, can improve processes and ultimately help those who are on the front lines of project delivery do their job in the best way possible.

<https://media.ford.com/content/fordmedia/fna/us/en/features/game-changer--100th-anniversary-of-the-moving-assembly-line.html>

A light blue rounded rectangle with a subtle drop shadow, containing a quote and attribution. The quote is in a dark blue font, and the attribution is in a smaller, lighter blue font.

When you get people in a room talking together, solutions come up.

– Jodi Rooney, Arizona DOT
[FHWA Innovator magazine]



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Notes:

Quote: *“When you get people in a room talking together, solutions come up.”*

– Jodi Rooney, Arizona DOT
[FHWA Innovator magazine]

There have been a lot of benefits from this effort. Communication is the main one. Any time you have communication, you have a better understanding of where everyone is coming from and their different roles and responsibilities.

— Bob Crim, Florida DOT
[EDC Exchange]



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Notes:

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— Bob Crim, Florida DOT

[EDC Exchange]

We all have competing priorities, and some may wonder if we really have time to sit around a table and talk. But the time spent up front saves a lot of time over the long run. It's worth it!

— Jean Mazur, FHWA California Division
[EDC-3 Summit]



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Notes:

Quote: *“We all have competing priorities, and some may wonder if we really have time to sit around a table and talk. But the time spent up front saves a lot of time over the long run. It’s worth it!”*

— Jean Mazur, FHWA California Division

[EDC-3 Summit]

“It’s been a great opportunity for MoDOT to develop long-lasting relationships with our local partners so we can work together to make it easier for them to deliver projects.

— Kenneth Voss, Missouri DOT
[APWA Reporter magazine]



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— Kenneth Voss, Missouri DOT

[APWA Reporter magazine]

“We have found it to be a real benefit to improving the program. It strengthens relationships among stakeholders and improves project delivery performance.

— Andrea Stevenson, Ohio DOT
[EDC Exchange]



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— Andrea Stevenson, Ohio DOT

[EDC Exchange]

“Locals’ concerns and challenges are taken into consideration as policies and guidelines are built. Truly, involvement at the local level does make a difference.

— Jim Baker, City of Harrisonburg, Virginia
[EDC Exchange]



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Notes:

As you can see, Stakeholder Partnering is benefitting local programs. You’ll hear more about the efforts in these states later in this presentation. And, through EDC, the FHWA is offering both information and resources to help you determine how this type of partnering might work best in your state.

Locals’ concerns and challenges are taken into consideration as policies and guidelines are built. Truly, involvement at the local level does make a difference. — Jim Baker, City of Harrisonburg, Virginia [EDC Exchange]



Notes:

First, let's cover some background on Stakeholder Partnering: What it is and why it is needed.

What is Stakeholder Partnering?

A process where partnering occurs among **Federal, State, and Local agencies** at the **programmatic level** to address concerns and issues, as well as opportunities for process improvements and streamlining.



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So what do we mean by the term Stakeholder Partnering? Both “stakeholder” and “partnering” are common terms that can mean different things, including the partnering relationships commonly established between State DOTs and LPAs for specific local projects.

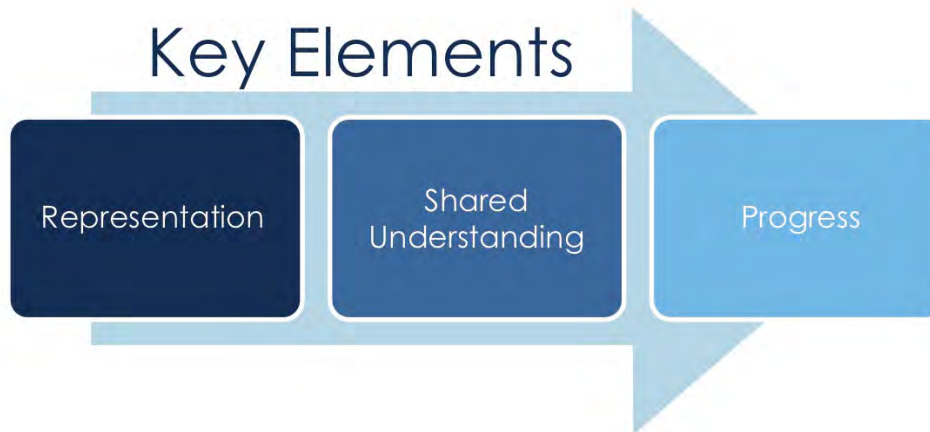
However, for the purposes of the EDC initiative, Stakeholder Partnering is not a project-specific exercise.

EDC defines Stakeholder Partnering as: A process where partnering occurs among Federal, State, and Local agencies at the programmatic level to address concerns and issues, as well as opportunities for process improvements and streamlining.

The Stakeholder Partnering group is not intended to debate the Federal-aid regulations, but rather focus on implementation of the relevant laws and regulations.

What is Stakeholder Partnering?

Key Elements



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Notes:

What does a Stakeholder Partnership look like? It can vary somewhat from state to state. Because there are differences in the process each State DOT uses to administer its local Federal-Aid program, streamlining federally funded project delivery requires the FHWA Division Office, DOT and LPAs in each state to work together on their own program-level issues. However, there are certain elements that each has in common that help make it successful.

The Key Elements of Stakeholder Partnering are representation, shared understanding, and progress.

Representation: It is a council or workgroup with key stakeholders from the State, Local and Federal levels. It is important that all three levels of governmental groups be involved in the partnership.

Shared Understanding: Open communication through regular meetings facilitates an understanding of each other's roles and responsibilities.

Progress: The focus should be on collaborative problem-solving of programmatic issues. Progress should be made on finding avenues to streamline or shorten project delivery.

Stakeholder Partnering Examples

Is this an example of EDC Stakeholder Partnering?	YES
State council or workgroup	X
Training for LPAs	
Meeting minutes over a period of time that support a State council/workgroup	X
LPA input on State LPA Manual	
Council or workgroup composed of State and Local representation	
List of streamlining initiatives to improve project delivery	X
Standing up a Certification Program	



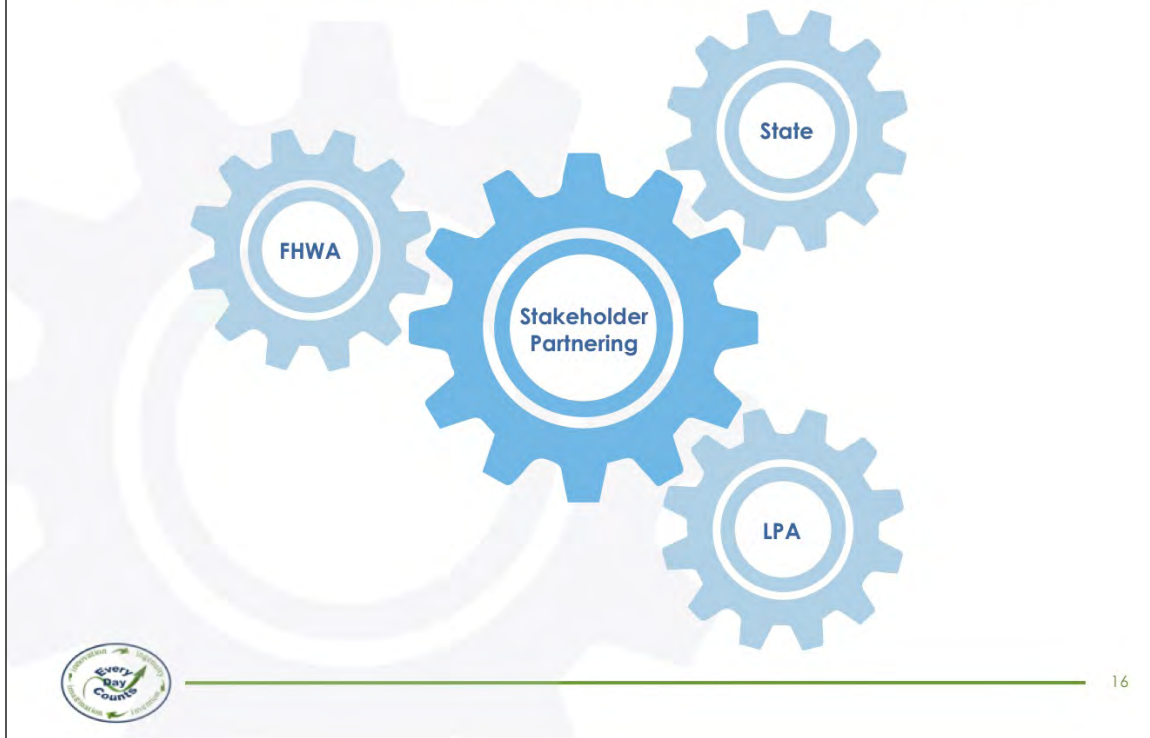
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Notes:

One of the challenges in promoting Stakeholder Partnering through Every Day Counts has been ensuring an understanding of what it is, and what it isn't. As a clarification, here is a table of activities that are good examples of State DOTs working with LPAs. However, not all of them represent Stakeholder Partnering as defined and supported by EDC.

- If a State has organized a council or workgroup specifically for Stakeholder Partnering, is this a good example? Yes.
- If a State is providing training for LPAs, is this a good example of Stakeholder Partnering? LPA training is something a State DOT should do regardless of whether they have a Stakeholder Partnership. So this is not a good example.
- What about supporting a State-led council or workgroup with meeting minutes? Yes. Stakeholder Partnering groups meet regularly, and the State DOT takes the lead in administering these meetings and communicating their activities.
- If a State DOT provides an LPA the opportunity to provide input on a State LPA manual, is this a good example of Stakeholder Partnering? If the state organizes a group specifically for this manual review effort and then dissolves the group afterward, this would not meet the EDC definition of Stakeholder Partnering, even though it is a good example of how a State can effectively administer an LPA Program.
- What about a council or workgroup that has only State and Local representation? This would not meet the EDC definition, which calls for Federal staff to be involved. Representation is a key element of the EDC definition.
- What about a council that generates lists of streamlining initiatives to improve project delivery? Probably yes, because this is the type of information that an EDC Stakeholder Partnering group is formed to produce.
- How about when a State DOT stands up a Certification Program? Certification programs can improve federally funded local project delivery, but by themselves do not meet the definition of Stakeholder Partnering. Stakeholder councils, however, can provide valuable inputs on launching these types of programs.

Why Is Stakeholder Partnering Needed?



Notes:

Federal funding helps State DOTs and LPAs deliver a variety of transportation projects for the traveling public. The FHWA provides these funds through the Federal-Aid Highway Program. Keeping the gears of this program turning smoothly depends on agencies at all three levels (State, Local, and Federal).

The FHWA has specific legal responsibilities for the Federal-Aid Highway Program, which it carries out through the State DOTs, which are in turn responsible for compliance with the applicable regulations that come tied to federally funded State and Local projects. They help ensure requirements are met and funds get disbursed.

Everyone benefits from a successful project. The LPA and FHWA relationships in the Federal-Aid program are primarily with the State DOT. Stakeholder Partnering opens the channels of communication in both directions, allowing LPAs to receive feedback and provide inputs that can result in a more efficient program.

Note: Federal-aid funds are authorized by Congress to assist States in providing for construction, reconstruction, and improvement of highways and bridges on eligible Federal-Aid highway routes and for other special purpose programs and projects. The principal statutes establishing the Federal-Aid Highway Program are found in Title 23, United States Code (23 U.S.C.). Regulatory requirements are generally found in Title 23, Highways, of the Code of Federal Regulations (23 CFR).

The FHWA is responsible for administering the Federal-Aid Highway Program nationwide. FHWA has a Division Office in each state that provides direct assistance and guidance to State DOTs. FHWA's specific legal authority and responsibilities for overseeing and administering federal transportation project funding require reviews of State DOT project delivery systems and their monitoring of subrecipients (LPAs).

Why Partner with Local Public Agencies?

- LPAs own 75% of the nation's 4 million miles of roads
- LPAs own 51% of all bridges
- LPAs receive 20% of Federal-Aid Highway Program funds (\$6-8 billion per year)



Notes:

Why is it important to include LPAs in this State-based, partnering initiative?

LPAs (cities, towns, counties, Metropolitan Planning Organizations, Councils of Governments, etc.) may be relatively small individually, but together they represent a large part of the Federal-Aid Highway program.

LPAs own the majority of the nation's roads and just over half of its bridges. They receive about 20% of the annual Federal-Aid Highway Program funds, about \$6-8 billion per year, for Local Projects.

So if we are going to look for ways to streamline and improve Federal-Aid project delivery that benefit everyone, we need LPAs at the table.

Federal-Aid Requirements

- Environmental reviews
- Civil Rights
- Buy America
- Right-of-Way
- Etc.



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Notes:

These are some examples of the regulations associated with the use of federal transportation funds. Meeting these requirements can be technically challenging, especially for smaller LPAs or those that don't routinely administer federally funded projects.

- Environmental reviews: projects go through a review process established under the National Environmental Policy Act of 1969.
- Civil Rights: small businesses owned and controlled by socially and economically disadvantaged individuals have the opportunity to compete for certain contracts for which the State DOT provides financial assistance.
- Buy America: projects incorporate American-made iron and steel to comply with the Buy America Act.
- Right-of-Way: the Uniform Relocation Assistance and Real Property Acquisition Act, or Uniform Act, is a federal law that establishes minimum standards for federally funded programs and projects that require the acquisition of real property (real estate) or displace persons from their homes, businesses, or farms.

The challenge for State DOTs is developing processes that help LPAs maintain compliance, but don't overly burden staff at either level with administrative requirements that may unnecessarily increase project development time and cost. Stakeholder Partnering provides a means for LPA, State DOT, and FHWA representatives to sit down together and examine existing processes for efficiency and provides a sounding board for new processes while they are still in the works.



Notes:

Next, we'll discuss some of the observed challenges of implementing Stakeholder Partnering.

Stakeholder Partnering: LPA Challenges

- Lack of trust
- Complex federal regulations
- Limited resources



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Notes:

What are some of the observed challenges for LPAs in participating on a stakeholder council?

- Lack of trust—LPAs need to acknowledge the added requirements are inherent in using FHWA funds for their local projects. Finding common ground to ensure delivery requirements is at the heart of programmatic Stakeholder Partnering. It is these discussions between State DOTs and LPAs that are so valuable to have.
- Unfamiliarity with complex federal regulations—Training or self-education may be needed in order to get “up to speed” with topics on the agenda. This can be a challenge and an opportunity.
- Limited resources—Staff and budgetary resources vary among LPAs and between rural and dense urban localities. Being on a Stakeholder Partnering council will require time not just in attending meetings, but in developing solutions, reporting, and correspondence. Travel time and expense may be a concern as well.

Challenges for State DOTs

- Perception that no problem exists
- Political environment
- Competition for resources



Notes:

Stakeholder Partnering observed challenges for State DOTs:

- Perception that no problem exists—State DOTs need to work to define, support and articulate the need for Stakeholder Partnering: that it is not just an extra requirement taking up time and resources, but a process that can improve delivery and accountability when using FHWA funds for local projects. Another possible misperception is that FHWA is dealing directly with LPAs (versus the State DOT).
- Political environment—Lack of upper management commitment, resources and trust, and the lack of perceived importance of the program, i.e., Stakeholder Partnering is not mandatory or mission critical.
- Competition for resources—Stakeholder Partnering creates a need to develop and administer additional processes/procedures (both in relation to leading the stakeholder council and in follow up on council recommendations).

Challenges for FHWA

- Establish closer working relationship with State DOT
- Complex chain of communications
- Limited resources



Notes:

Stakeholder Partnering observed challenges for FHWA Divisions:

- FHWA representatives may need to find ways to build a stronger relationship with State DOT staff, for example by attending certain regular meetings.
- A complex chain of communications can be an impediment to relationship building.
- Limited resources can affect the means by which better communications and relationships can be established, for example, lack of face-to-face meetings.



Notes:

So, what are the benefits of implementing Stakeholder Partnering: is it worth it?

Benefits for LPAs

- Better communication
- Reduced administrative burden
- Project ownership
- Lower project costs
- Increased control of project schedules



Notes:

LPAs want to use FHWA funds for their projects as long as it makes sense and improves their project delivery and costs are reasonable: the alternative is finding another source of funding to build the project. The ability to efficiently use federal funding is, ultimately, the key benefit for LPAs as long as using Federal-Aid funds does not cost them more than their other options.

- Better communication—partnering improves communication and trust. This seat at the table increases LPA knowledge and understanding of both the Federal-Aid program and agency roles and responsibilities, which can help mitigate the risks of non-compliance (disallowed costs and delays in reimbursements).
- Reduced administrative burden—LPAs can leverage State DOT capabilities to change burdensome processes.
- Project ownership—more local involvement in the process increases ownership, which can shorten project delivery. LPAs can keep their finger on the pulse of projects and keep them moving because they are closer to them and know their localities best.
- Lower project costs—streamlined projects allow for increased and efficient use of Federal funds, increasing Federal-Aid opportunities for State DOTs and LPAs.
- Increased control of project schedules—Discussing program-level requirements with State DOT and FHWA colleagues offers LPAs an opportunity to have input in the State's Local Program processes. This can not only result in streamlining (less bureaucracy), but when locals gain greater control and ownership over projects, they can sometimes expedite them and lower costs.

Benefits for State DOTs

- Enhanced trust
- Improved compliance
- Stakeholder buy-in
- Local ownership
- Program leverage
- Maximize limited staffing resources



Notes:

Since the State is responsible for the delivery of local projects using FHWA funds, they must work with and trust their local partners. Stakeholder Partnering ensures the opportunity for direct communication between State and Local officials on difficult programmatic issues. Ultimately, FHWA must hold the State accountable for the use of FHWA funds.

- Increased communication and coordination will help enhance trust with LPAs and increase training opportunities that can improve compliance.
- LPA feedback can help find streamlining opportunities in the local program process, and State DOTs gain a better understanding of local issues.
- Program leverage: Stakeholder councils can serve as a sounding board for new State DOT programs and for stakeholder buy-in on existing programs as well.
- LPAs take more ownership of the process, and local ownership can help maximize limited staffing resources at the State DOT and speed delivery.

Benefits for FHWA

- Improved compliance
- Expedited project delivery
- Increased transparency
- Launch program improvements
- Efficient use of resources



Notes:

The FHWA oversees compliance within the Federal-Aid program. Thus, the benefits of Stakeholder Partnering directly support this mission. Communication of this effort is the key.

- Stakeholder Partnering council feedback can result in improved local program compliance requirements.
- A goal of Stakeholder Partnering is to find opportunities to streamline and expedite local Federal-Aid project delivery.
- Increased program transparency results from facilitated communication between FHWA and LPAs.
- Stakeholder Partnering provides a vehicle for launching program improvements that make more efficient use of resources.

Work Smarter, Be a Partner!

- Do you foresee any challenges in setting up Stakeholder Partnering in your state?
- What areas of the Local Federal-Aid program in your state could be enhanced through programmatic partnering?
- Do you have any questions regarding the EDC definition of Stakeholder Partnering?



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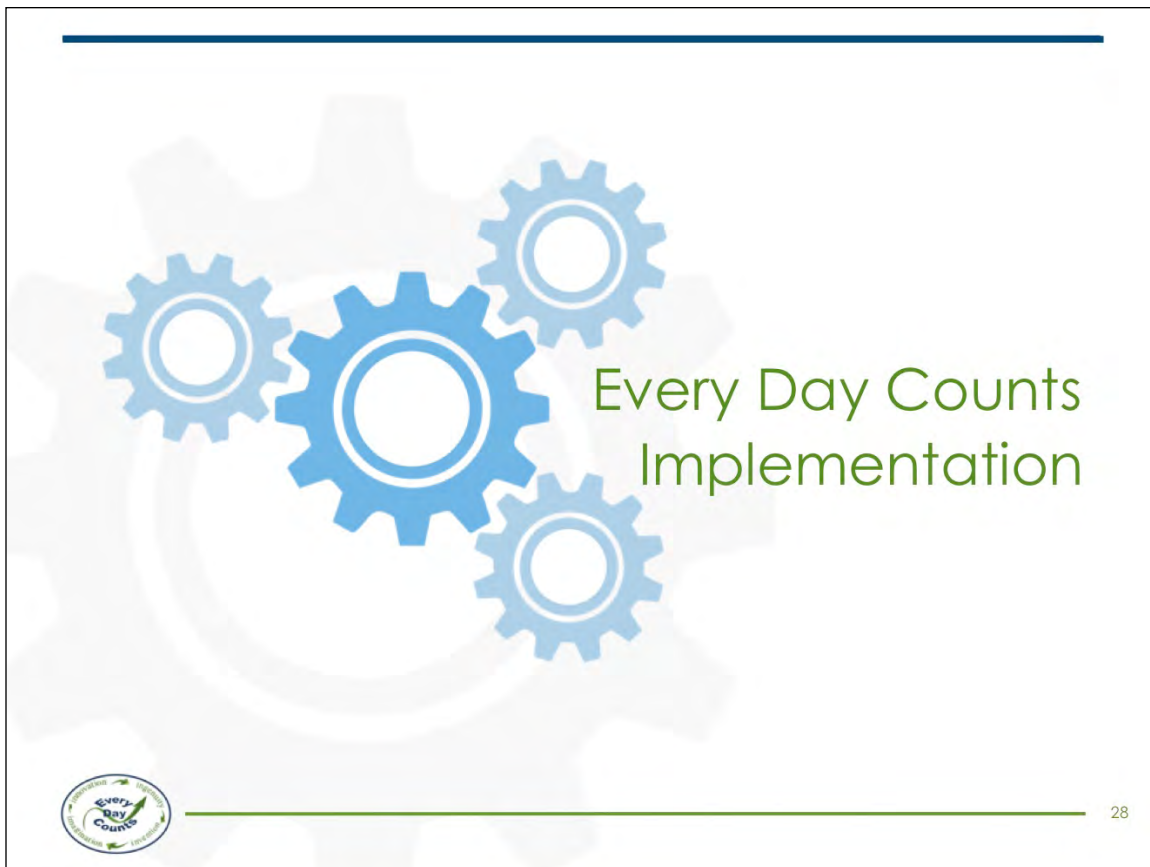
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At this point in the presentation, I'd like to stop and get your feedback on what I've presented so far.

Do you foresee any challenges in setting up a Stakeholder Partnering program in your state?

What areas of the Local Federal-Aid program in your state do you think could be enhanced through this type of partnership?

Do you have any questions regarding the EDC definition of Stakeholder Partnering? (Communication between all three agencies -- Local, State, Federal -- as it applies to programmatic issues and not project-specific concerns?)



Notes:

This section of the presentation offers a brief overview of where we are on the map as far as implementing Stakeholder Partnering through EDC-3 around the country.

EDC-3 Implementation Technical Team

Team Member	Representing
Michael Smith	FHWA Resource Center CPM TST, Lead
Bernie Kuta	FHWA Resource Center CPM TST
Robert Wright	FHWA National LPA Program Manager
Chad Thompson	FHWA Florida Division
Brian Roberts	NACE Executive Director
John Davis	APWA City of Denton, Texas
Jeff Zaharewicz	FHWA LTAP Program Manager



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Notes:

The EDC-3 Implementation Technical Team is guiding the FHWA's Stakeholder Partnering effort. Michael Smith, from the FHWA Resource Center Construction & Project Management (CPM) Technical Service Team (TST), serves as the EDC-3 Implementation Technical Team Lead.

Contractor support is available to assist State DOTs in their implementation efforts. Applied Research Associates (ARA) is providing technical expertise and resources. The Contractor Team Lead from ARA is Kevin Chesnik, former Chief Engineer for the Wisconsin DOT.

Michael Smith, FHWA Resource Center CPM TST, Lead

Bernie Kuta, FHWA Resource Center CPM TST

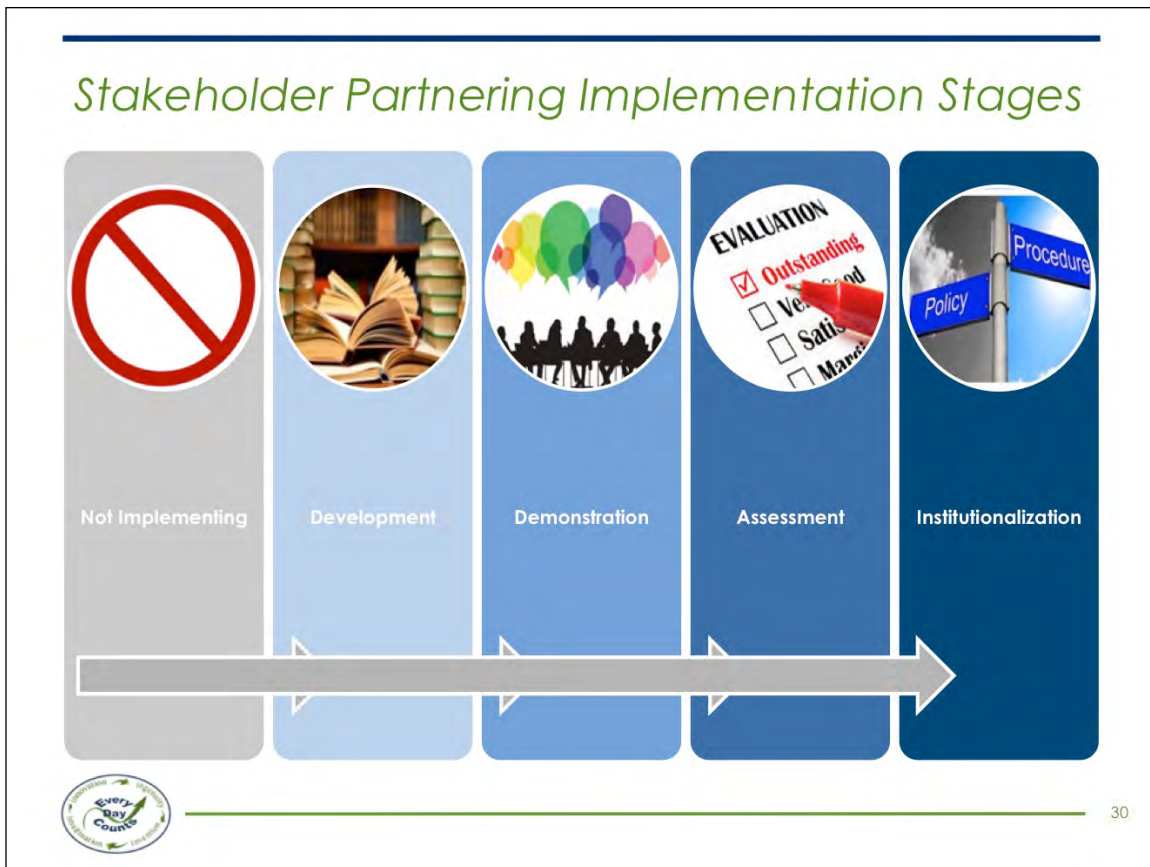
Robert Wright, FHWA National LPA Program Manager

Chad Thompson, FHWA Florida Division

Brian Roberts, NACE Executive Director

John Davis, APWA City of Denton, Texas

Jeff Zaharewicz, FHWA LTAP Program Manager



Notes:

Within EDC, Stakeholder Partnering implementation is broken down into the various stages that different states are in:

Not Implementing: State DOT chooses not to implement the Locally Administered Federal-Aid Projects Stakeholder Partnering innovation. This does not mean that a State has opted in or opted out of EDC.

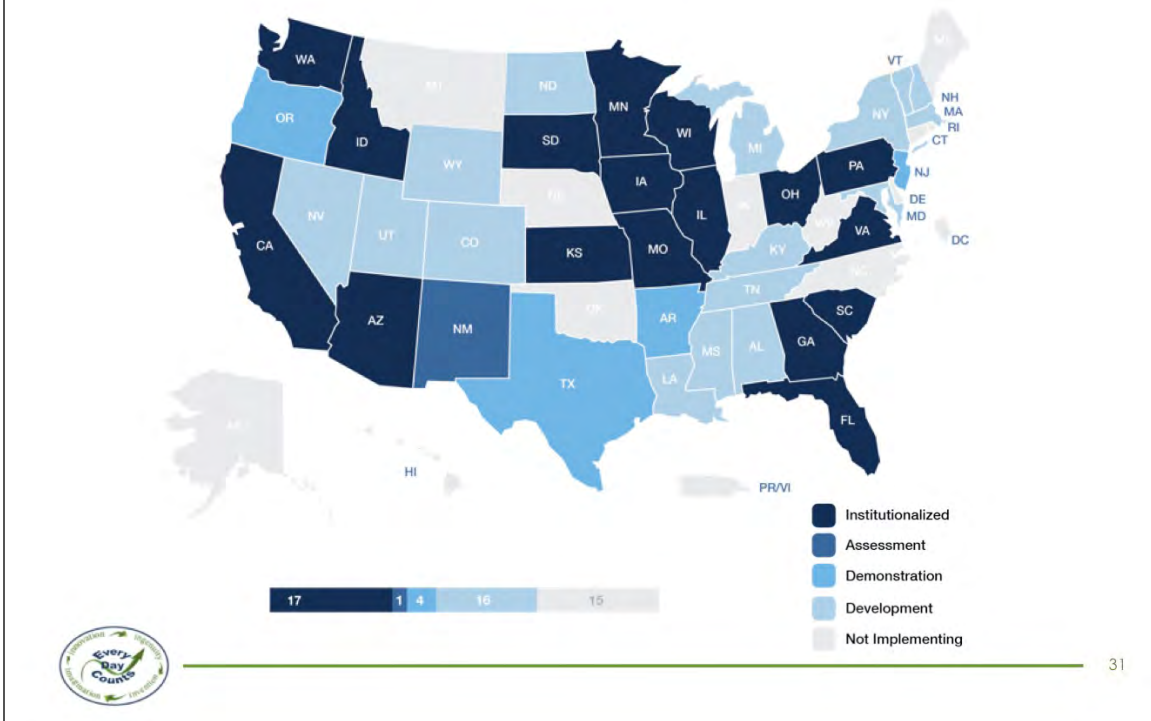
Development Stage: State DOT is collecting guidance, best practices, building partnerships, attending peer-to-peer workshops.

Demonstration Stage: The State DOT is testing or piloting Stakeholder Partnering, and it has a committee with LPA and FHWA staff that meets regularly.

Assessment Stage: State DOT is assessing the performance of the stakeholder council and is making adjustments to prepare for full deployment.

Institutionalized Stage: The State DOT has adopted the initiative, and this is underscored by the policy or guidance under which they are now operating. Stakeholder Partnering is practiced regularly by a committee made up of Local, State DOT and FHWA representatives that is making progress to address identified process issues with locally administered Federal-Aid projects.

Status as of January 2016



Notes:

This map shows the results of an FHWA survey on the EDC-3 Stakeholder Partnering implementation stage of each state as of January 2016.

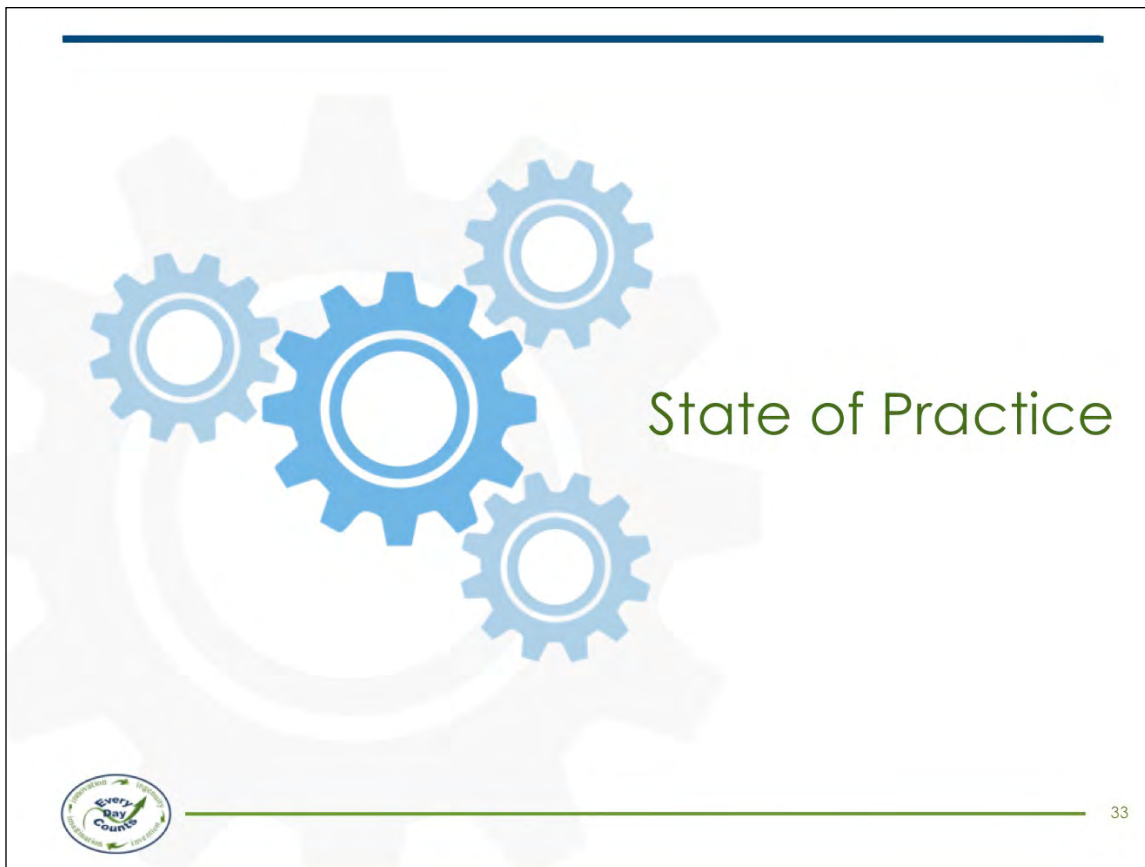
Goals for January 2017



Notes:

This map represents the January 2017 Stakeholder Partnering implementation goals as expressed by each State DOT through the FHWA survey.

It is important that you know what your State DOT's January 2017 goal is. The role of the EDC-3 Implementation Team is to help your state reach that goal.



Notes:

In this portion of the presentation, we'll look at Stakeholder Partnering as practiced in several different states.



Notes:

The **Champion States** for this EDC-3 effort are California and Virginia. Champions are states that have good, mature programs that can serve as models, as well as some DOT and LPA staff who are available to participate in peer-to-peer exchanges and other implementation activities.

The **Model States** (Arizona, Florida, Missouri, Ohio, and Wisconsin) are states with good programs in place but not as much staff time available as the Champion States have currently to participate in supporting deployment of the initiative.

Several of these states' Stakeholder Partnering efforts are the subject of case studies that are currently available online in the Stakeholder Partnering Resource Library. I'll be discussing where to find the library and what other forms of assistance are available through EDC.

The 12 "**New States**" are in various stages of examining how Stakeholder Partnering can work in their state, and some have developed implementation plans: Alabama, Louisiana, Massachusetts, Michigan, Mississippi, New Hampshire, New Jersey, New York, Oregon, Pennsylvania, South Dakota, and Vermont.

California

Transportation Coop Committee

“Converting Stakeholders into Partners”

Results:

- Increased understanding of requirements and expectations
- Opportunity to provide input on processes before Caltrans implements
- Increased cooperation

Success Story: Committee is as an effective sounding board for program changes.



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Notes:

The California Department of Transportation, or Caltrans, has the country's largest LPA program. They are a Champion State for this EDC effort, and their stakeholder partnership is known as the Transportation Coop Committee.

The Transportation Coop Committee is a long-standing stakeholder partnership that provides Caltrans with insights on local-level project delivery challenges, which Caltrans then uses to examine how federal requirements are administered and look for opportunities to streamline.

What impact has Stakeholder Partnering had on their program? Ray Zhang, Caltrans' Local Assistance Division Chief, has described the Transportation Coop Committee as a way to convert stakeholders into partners. Jean Mazur, FHWA California Division, said, “Stakeholder Partnering gives FHWA and the state a better understanding of local issues. When everyone participates, it gives us information we can use to administer the most efficient and effective Federal-aid program possible.”

Past Successes: As an example of how the Transportation Coop Committee serves as a sounding board -- when FHWA and Caltrans were going to make what they thought were two small changes in the Disadvantaged Business Program, they brought it to the Transportation Coop Committee, and it became clear that one of the two changes would be difficult for LPAs to comply with. They decided to implement the first change, then determine the results and revisit whether the second change was still needed.

California

“We don’t always have to agree at the end of the meeting, but through this process we develop an understanding of both sides of the situation, and each side’s limitations, so that, moving forward, there’s more cooperation. Understanding each other’s perspective helps us all, collectively, to do our jobs better.”

–Ray Zhang, Caltrans Local Assistance Division Chief



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Notes:

Lessons Learned/Advice:

“We don’t always have to agree at the end of the meeting, but through this process we develop an understanding of both sides of the situation, and each side’s limitations, so that, moving forward, there’s more cooperation. Understanding each other’s perspective helps us all, collectively, to do our jobs better.” –Ray Zhang, Caltrans Local Assistance Division Chief

More information on Caltrans’ council is available in the Stakeholder Partnering Resource Library, including a link to the council’s web page and a link to an APWA Reporter article with more details from Ray Zhang and Jean Mazur.

Virginia

Two Stakeholder Partnering Groups

- Urban Construction Initiative Group
 - Consists of localities that manage their own federal and state projects under a programmatic agreement
- Local Stakeholder Partnering Group
 - Established in 2013
 - Broader representation than UCI Group



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Notes:

Virginia is our other Champion State. They currently have two formal stakeholder partnering groups.

Motivation for Stakeholder Partnering? VDOT was formerly obligated by state law to perform construction in all localities (except for 2 counties), but a 2003 code change allowed certain cities and towns to manage their entire construction program. Those who participated became the Urban Construction Initiative (UCI) Group, and formal Stakeholder Partnering began with this group. In 2015, this equated to 144 projects worth about \$310 million in construction advertisements. According to VDOT, partnering with local governments is critical for successful program delivery. **Based on positive results from the UCI Group**, VDOT expanded their partnering approach by establishing a statewide Local Stakeholder Partnering Group in August 2013. There is some overlap with UCI, but the LSP Group includes counties and non-UCI member municipalities and represents a broader range of experience and issues.

How are the Groups organized? The UCI Group includes representatives from 15 cities plus VDOT staff and an FHWA representative. The LSP Group includes 13 localities, 1 FHWA Representative, and 2 UCI Group members.

--LPAs commit to participating in training, meetings, working groups and conferences. Both groups have regularly scheduled meetings for information sharing and identification of issues and establishing program goals.

--Since they can't partner directly with everyone, VDOT fosters informal networks through an annual Local Programs Workshop. Consultants participate in the Workshop, but are not members of the formal stakeholder groups.

Virginia

Past Successes

- *UCI certification program*
- *Project review timeline*
- *Sole source, proprietary projects process*

Current Efforts

- *Scheduling templates*
- *Tracking database*
- *Local agency programs manual starter pack*
- *Project procurement process*



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Notes:

The slide lists a few examples of what the stakeholder groups have worked on in the past and items they are currently addressing. They maintain a rolling list of priority work items with task leads from both VDOT and localities. There is a UCI Workgroup within the UCI Group that conducts an annual satisfaction survey and develops the agenda based on that for their annual meetings.

What are their challenges? Requires a commitment of time, effort, and funds to attend meetings and work on strategies from State, Local, and Federal staff when there are competing priorities. Also, need to maintain motivation after deliverables are achieved. “This may seem difficult, but in the long run it saves time and funds, and services to citizens have improved,” Jim Baker, City of Harrisonburg, Virginia.

What impact has Stakeholder Partnering had on their program? During a Dec 2015 EDC Exchange, VDOT said the stakeholder groups have helped them by trying out different measures that they were later able to implement statewide to streamline processes from reviews to documentation. VDOT also said they find that the more coordination there is and the more they interact, fewer errors are being made.

Lessons Learned/Advice: The key to local success in federal projects is dedicated, trained staff. VDOT’s stakeholder groups provide opportunities for local staff to receive training in all areas of project development and management. The LPAs also help provide training in teams. (Links to VDOT’s EDC Exchange presentation and a case study are available in the Stakeholder Partnering Resource Library.)

Arizona

Local Public Agency Stakeholder Council

“A Communication Initiative”

- Council is relatively new—kicked off in Dec 2013
- One of ADOT's first steps in getting started was learning from other DOT experiences
- ADOT involved LPAs in the setup: Surveyed them to identify issues for new Council to address



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Notes:

Next we'll talk about the formal stakeholder partnering programs in some of our Model States, starting with Arizona. Their stakeholder partnering effort is known as the Local Public Agency Stakeholder Council.

Motivation for Stakeholder Partnering? The Arizona DOT (ADOT) has called their council a “communication initiative.” The impetus to get started began with EDC-2, so the council is relatively new. The kick-off meeting was in December 2013.

How they got started: They began by learning what they could from other agencies. ADOT and FHWA staff conducted a peer exchange/video conference with the Nebraska DOT to learn how that state's council worked. Also, they involved Arizona's LPAs in the process by soliciting their input via a survey on which Federal-Aid and local project development topics they'd like the new council to address. The survey responses helped identify LPA misconceptions and key areas where they were having problems (financing, completing the environmental process, right-of-way, administration) -- the survey showed the need for the council.

--It took one year between ADOT's decision to pursue Stakeholder Partnering at the EDC-2 Summit and the new council's first meeting.

How is the committee organized? There are 26 members: LPAs, COGs, MPOs, ADOT and FHWA. ADOT strove for a diverse mix of experience and locations. They did not initially include consultants on the council because they wanted to focus first on local agencies. The Council Chair, a staff member from ADOT's LPA section, sets up meetings and arranges for minutes. ADOT set meeting ground rules that encourage participation and consideration.

Arizona

Local Public Agency Stakeholder Council

- Past efforts focused on environmental process, right-of-way, review fees and consultant procurement
- Present efforts include establishing a communication loop with LPAs and revising and expanding Council membership



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Notes:

Topics they started with: The first two meetings covered results of the survey and defined agenda topics for the year. For each topic meeting, they brought in an expert to provide accurate and current information during the discussion.

Past Efforts: The Council addressed the first round of agenda topics: environment, right-of-way/Uniform Act, finance (federal funding and match percentages to help with budgeting), and administration (contracting and hiring consultants/Brooks Act). Current efforts: The Council has established a communication loop with local representatives to ensure statewide awareness of member activities. They used the January 2015 Rural Transportation Summit and April 2015 Roads and Streets Conference as venues to get the word out on Council activities and identify potential concerns of local agencies.

What are their challenges? ADOT has had challenges with participation and is currently revising and expanding council membership.

What impact has Stakeholder Partnering had on their program? “Having all three sides at the table—federal, local, state—is really allowing us to better understand each others’ challenges with the federal aid program. Arizona has experienced some growing pains. We have also seen the rewards in doing so. We are learning a great deal and will continue to improve.” --Susan Anderson, ADOT

Lessons Learned/Advice: Involve LPAs in setting up the council to encourage ownership. Remain flexible and adapt to change. Small, incremental changes can compound and create long-term improvement. (More information on Arizona’s council is available in the Stakeholder Partnering Resource Library, including a recording link to ADOT’s EDC Exchange presentation, an FHWA Innovator article, and a case study.)

Florida

Local Agency Program Community of Practice

- Past efforts focused on improving design processes through streamlining and efficiency
- Present efforts focus on project delivery from development to final construction acceptance

Recent Accomplishments

- Diversified membership
- Added FDOT technical experts (federal contract compliance, construction administration, safety)



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Notes:

Florida's Local Agency Program (LAP) provides more than 150 local agencies statewide with Federal-Aid funding to deliver transportation projects. Florida's stakeholder council, the LAP Community of Practice (CoP), has been operational for more than five years.

Past efforts focused on improving design processes through streamlining and efficiency.

Present efforts: In 2015, the LAP CoP began focusing on all aspects of project delivery from development to final construction acceptance. They also increased diversity of council membership and geography (from the Panhandle to Miami), and added targeted FDOT technical area experts (federal contract compliance, construction administration, and safety) and re-instituted District LAP staff participation. FDOT said these changes brought "fresh energy and ideas to a longstanding achieving partnership."

Local Partners: Florida Metropolitan Planning Organization Advisory Council, Florida Association of County Engineers and Road Superintendents, Florida Chapter of the American Public Works Association, Florida Local Technical Assistance Program

Members are from rural, urban and mid-size communities around the state. Its 18 members include representatives from 2 MPOs, 3 cities, 3 counties, FHWA and FDOT.

Florida

Local Agency Program Community of Practice

FDOT's Keys to Success

- Consider differing points of view, missions, and expectations when selecting meeting topics
- Create subgroups
- Educate members on how projects are programmed at the DOT level



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Notes:

Lessons Learned/Advice:

- Select meeting topics with the understanding that those involved will have different missions, points of view, knowledge bases, and expectations.
- Create subgroups to focus on various project development and construction administration components.
- Educate members on how projects and their phases are programmed at the DOT level.

More information on Florida's council is available from both a case study and FAQ and a link to an EDC-2 Exchange recording in the Stakeholder Partnering Resource Library.

Missouri

Local Public Authority Advisory Committee

- Initiated in 2011 to help guide the local program
- Significant interest in participating—more than 100 applicants
- Members help disseminate information to other organizations



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Notes:

Motivation for Stakeholder Partnering? In late 2011, the Missouri DOT reached out to planning partners, consultants, cities, and counties across the state and asked them to join in an advisory capacity to help improve and guide Missouri's federally funded local program.

How they got started: MoDOT received over 100 applications to serve on the committee. They initially selected 12 members based on local program experience and geographic location to ensure maximum representation and multiple points of view (4 counties, 4 cities, 2 consultants, 1 MPO and 1 regional planning commission). --In 2014, the committee was expanded to 14 to include 2 more consultants because MoDOT felt they were a critical part of the local program that was underrepresented on the committee.

How is the committee organized? Members serve as the local contact representing the needs of their region and their area of expertise. They attend quarterly meetings and remain in contact via email throughout the year. Agendas are determined by committee members. They help MoDOT improve the communication of new policies by sharing the information with the other organizations in which they are involved.

Topics they started with: The emphasis the first year was helping develop portions of the Local Program Strategic Vision.

Missouri

Local Public Authority Advisory Committee

Past Successes

- LPA training program
- New LPA Manual
- On-call consultant program
- Efficient right-of-way acquisition procedures

Impact

“The Advisory Committee is the ‘local voice’ for Missouri’s local public agency program.”

— Kenneth Voss, Missouri DOT



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Notes:

Past Successes: Council members helped develop an LPA basic training program and rewrite the LPA Manual to coincide with the Local Program Strategic Vision.

--Since 2012, they have helped determine guidelines for using a new LPA on-call consultant list (The committee excluded consultants when helping MoDOT evaluate consultant qualifications for the list.), disadvantaged business enterprise (DBE) goal setting, a consultant invoice template, construction oversight changes, a more efficient right-of-way acquisition process and other ways to improve LPA project delivery.

What impact has Stakeholder Partnering had on their program? MoDOT reports that the Advisory Committee gives them the opportunity to share information with local partners and identify issues in an informal manner that increases transparency. “The Advisory Committee is the ‘local voice’ for Missouri’s local public agency program.” — Kenneth Voss, Missouri DOT Local Programs Office (APWA Reporter)

More details on MoDOT’s Committee is available in the Stakeholder Partnering Resource Library, including a link to an article in the APWA Reporter on the Local Public Authority Advisory Committee with additional information from Kenny Voss.

Ohio

Local Public Agency Advisory Group

- LPA Advisory Group was created to:
 - strengthen relationships
 - improve performance on locally administered Federal-Aid projects
 - utilize local expertise
 - establish common goals
- Current efforts focus on increasing collaboration and determining the program's strengths and weaknesses



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Notes:

The Ohio Department of Transportation's (ODOT's) LPA program is the sixth largest in the nation. ODOT's Local Public Agency Advisory Group has 23 geographically diverse members who are representative of rural, suburban, and urban areas.

Motivation for Stakeholder Partnering? Ohio's goals in creating the Advisory Group were to strengthen relationships among stakeholders, share information and understand differing perspectives; improve performance on locally administered Federal-Aid projects through both consistency and streamlining; and utilize local expertise and experience to identify improvements.

Getting started: ODOT selected and invited participants with broad representation including County Engineers, the Ohio Municipal League, Ohio Township Association, DOT District LPA Coordinator, FHWA-Ohio Division, MPOs, and LPAs.

Organization: An MOU outlines objectives for participation, including membership criteria and terms. There are 2-3 meetings per year, and meetings have a 2-hour time limit. Agenda items are requested from the Advisory Group members.

Ohio

Local Public Agency Advisory Group

Past Successes

- *Increased technical support to LPAs*
- *Created environmental fact sheets to aid LPAs*
- *Improved awareness of funding opportunities*
- *Advocating for locals on DOT policy*

Advice on Getting Started

Focus initially on easily achievable goals, because generating quick results gains buy-in from locals and helps maintain momentum.



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Notes:

Past Successes: The Advisory Group's suggestions included streamlining processes in National Environmental Policy Act (NEPA) and right-of-way requirements. ODOT worked with an interdisciplinary team to provide technical support and developed a "one stop shop" website to provide LPA program information as well as fact sheets and environmental documents to aid local agencies.

--Other Group suggestions included helping them find more funding opportunities and considering LPAs' limited resources before implementing initiatives. ODOT was able to address the funding question through partnership programs, toll revenue credits, and funding program awareness. More information on these efforts and ways they found to advocate for locals on DOT policy is available from ODOT's presentation during the December 9, 2015, EDC Exchange.

Currently, efforts are focused on increasing collaboration and determining the program's strengths and weaknesses. A survey is being developed to gauge the success of the LPA Program and seek recommendations for improvement.

Lessons Learned/Advice:

- Having experienced staff helps to manage this effort.
- Focus on easily achievable goals—initially. Identify high priority concerns early that can be addressed as "low hanging fruit" because generating quick results can gain buy-in from locals and help maintain momentum.

Work Smarter, Be a Partner!

- What is needed in your state to help with implementing Stakeholder Partnering?
- Do you have additional stakeholders that would need to be part of the Stakeholder Partnering process?



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Notes:

Let's take a break here to check in and gather some feedback on the state of practice information you have just heard.

Champion and Model states: do you have any current developments you wish to add?

New states: are there additional or unique ideas that you have tried in your efforts to incorporate Stakeholder Partnering into your practices?

What would benefit your state in implementing Stakeholder Partnering?

Do you have additional stakeholders who need to be part of the Stakeholder Partnering process?



Notes:

There are many resources available to help State DOTs determine how Stakeholder Partnering can work best in their organizations.

Services Available through EDC-3



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Notes:

Webinars offer an opportunity to share and learn about successful Stakeholder Partnering practices, benefits and costs, implementation challenges, and lessons learned. The first EDC-3 Stakeholder Partnering webinar was held in October 2015. A link to the recording is available on the Stakeholder Partnering Library Resource web page. Two additional webinars are planned over the next 18 months with funding available for three state-specific webinars as requested.

Stakeholder Partnering Resource Library is an online, central repository for Stakeholder Partnering information.

On-site technical assistance services include reviewing proposed Stakeholder Partnering programs, delivery of customized presentations at group meetings or conferences, facilitating a Stakeholder Partnering meeting, conducting a team-based peer review of an existing Stakeholder Partnering program, and developing a customized charter.

Peer exchanges with a champion state help new states learn about successful practices, including discussions on how to address challenges. A peer exchange summary report can be provided as well.

Stakeholder Partnering Resource Library

- Located on the FHWA Center for Accelerating Innovation website
 - Case Studies, FAQs, Fact Sheets
 - Presentations, Videos, and Webinars
 - Articles and Reports
 - State Websites and Sample Charters

http://www.fhwa.dot.gov/innovation/everydaycounts/edc-3/partnering_library/



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Notes:

The Stakeholder Partnering Resource Library provides examples of successful practices and other resources to assist agencies in implementing new Stakeholder Partnering initiatives or enhancing existing ones.

The web page is located on the FHWA Center for Accelerating Innovation website. Content includes case studies and videos, fact sheets and FAQs, and links to articles and webinar recordings.

There are also links to web pages associated with State DOT Stakeholder Partnering groups, examples of Stakeholder Partnering charter agreements, and an FHWA charter template.

The library link is <http://www.fhwa.dot.gov/innovation/everydaycounts/edc-3/partnering-library>, and you can also access it from a link on the EDC-3 Stakeholder Partnering page on CAI's website.

Stakeholder Partnering Charter Template

- Includes instructions and guidelines
 - Purpose, mission, objectives
 - Membership roles
 - General principles
 - Discussion topics
 - Rules, procedures



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Notes:

When you formalize partnering, there is accountability, and that can be important for progress. While a formal charter is not required, it is a good idea to adopt a document that will provide a framework and organization.

FHWA has developed a template for creating a Stakeholder Partnering council or committee charter to assist in organizing the partnering effort. You don't have to use FHWA's template. Tailor one to your needs.

The FHWA charter template includes instructions and guidelines on purpose, mission, and objectives; membership roles; general principles; possible discussion topics; and rules and procedures.

It is downloadable from the Stakeholder Partnering Resource Library web page, which can be found on the EDC-3 Stakeholder Partnering website.

<http://www.fhwa.dot.gov/innovation/everydaycounts/edc-3/partnering-library>

FHWA Web Resources

- Federal-aid Essentials video on Stakeholder Partnering
<http://www.fhwa.dot.gov/federal-aidessentials/catmod.cfm?id=109>
- Every Day Counts Website
<http://www.fhwa.dot.gov/innovation/everydaycounts/>
- Federal-Aid Program Administration: Local Public Agency
www.fhwa.dot.gov/federalaid/lpa/index.cfm



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Notes:

In addition to the EDC-3 resources mentioned, these FHWA websites have more information on Stakeholder Partnering, the Every Day Counts initiative, and LPA Federal-Aid Program Administration.

- The FHWA Federal-Aid Essentials website is an extensive library of short, plain language videos meant to help LPAs navigate the complexities of the Federal-Aid program. One of the more recent installments in the library is a video introducing Stakeholder Partnering.
<http://www.fhwa.dot.gov/federal-aidessentials/catmod.cfm?id=109>
- The FHWA Center for Accelerating Innovation website has information on Stakeholder Partnering as promoted under both rounds 2 and 3 of Every Day Counts. This is also where you will find the Stakeholder Partnering Resource Library page mentioned earlier.
<http://www.fhwa.dot.gov/innovation/everydaycounts>
- The Federal-Aid Program Administration: Local Public Agency web page provides links to Federal-Aid Program information for local agencies, as well as reference guides and training resources.
www.fhwa.dot.gov/federalaid/lpa/index.cfm

Work Smarter, Be a Partner!

- What is the process to obtain these resources?
- Is travel covered?



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Notes:

What is the process to obtain these resources?

The process to obtain these resources is to inform your FHWA Division representative of your interest and contact EDC-3 Team Lead Michael Smith or Contractor Team Lead Kevin Chesnik. However, the services are first-come, first-served, and so we will be limited to the first states that sign up. The Contract Services run through June of 2017 and are linked to the EDC-3 schedule for completion, which focuses on fast deployment of technologies and practices.

Is travel covered?

Limited travel for state staff attending any peer exchanges located in another state is part of the services covered under the EDC support contract. Additionally, on-site technical assistance by the contractor is available to a central location within the state; however, any in-state travel costs for staff to attend the technical assistance is not covered.



Notes:

At this point, I hope you all are considering pursuing a Stakeholder Partnering program for your state. Let's talk about what steps to take next.

Start with a phone call or an email...

State FHWA Division Office

Michael Smith

FHWA EDC-3 Stakeholder Partnering Team Lead

Michael.Smith@dot.gov

(404) 562-3694

Kevin Chesnik

Contractor Team Lead

kchesnik@ara.com

(608) 274-6409



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Notes:

Your State FHWA Division Office Representative, FHWA EDC-3 Stakeholder Partnering Implementation Technical Team Lead Michael Smith, or Contractor Team Lead Kevin Chesnik can help get you started.

Michael Smith

FHWA EDC-3 Stakeholder Partnering Team Lead

Michael.Smith@dot.gov

(404) 562-3694

Kevin Chesnik

Contractor Team Lead

kchesnik@ara.com

(608) 274-6409

Representative Partnering Organizations



AMPO



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Notes:

When assembling your team, including representatives who are also members of state and national organizations such as the American Public Works Association

(APWA) and the National Association of County Engineers (NACE) can provide the reach needed to communicate your Stakeholder Partnering council activities to LPAs throughout the state.

Note: APWA and NACE originally partnered with FHWA to introduce Stakeholder Partnering as an EDC-2 innovation.

Another potential organization that can assist in reaching stakeholders is AMPO, the Association of Metropolitan Planning Organizations, which is a membership organization for MPOs.

The LTAPs are also great partners. They assist with LPA training and many other technical areas of local transportation.

Initial Steps

- Review charter template
- Survey stakeholders
- Gain management buy-in
- Invite representatives
- Secure meeting facilitator
- Set agenda



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Notes:

Here is a list of recommended first steps gathered from FHWA and model state experiences:

- Download the FHWA Charter template from the Stakeholder Partnering Resource Library and begin a dialog with your FHWA Division Office.
- Get buy-in from DOT management.
- Form the stakeholder council by inviting members with a broad background and range of experience.
- Identify a council chair.
- Gain stakeholder buy-in by surveying your LPAs and the heads of state chapters of national organizations such as the APWA and NACE to generate interest in the stakeholder council and a list of topics that they would like to see addressed.
- Develop a short “hot topic” list of programmatic issues that the council could address over the coming year.
- Secure a facilitator, especially for the first meeting. (Meeting facilitation is currently available through Every Day Counts.)
- Set the first meeting agenda in an open, collaborative way.
- For the kickoff meeting, two possible initial activities are drafting and approving a charter and developing some basic ground rules for future meetings.

Recommendations for Success

- State DOT in leadership role
- Stakeholder commitment
- Meet regularly
- Program-level topics
- Follow up on recommendations
- Transparency



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Notes:

These recommendations are based on FHWA and State DOT inputs for the basic ingredients of a successful Stakeholder Partnering program:

- The impetus and lead for Stakeholder Partnering should come from the State DOT, because the LPA program is State administered. A cooperative spirit of mutual respect provides a foundation for advancing the initiative.
- Commitment among stakeholders helps maintain momentum and achieve progress. A charter, or formal agreement, helps by putting the commitment in writing.
- Regular meetings (preferably quarterly) facilitate progress and reinforce commitment.
- Topics for discussion should be at a program level as opposed to project-specific (which is common among many State and LPA informal partnering processes).
- Establish a mechanism for dealing with stakeholder council conclusions and recommendations. Mechanisms need to delineate the decision process and plans for follow-up action.
- Keep the partnering process transparent. Be as open and inclusive as possible. Give all stakeholders an opportunity to provide input and keep everyone informed. Consider reaching out to an organization you may not typically communicate with.

Recommendations for Success

- Choose committee leaders carefully
- Strive for broad representation and committed members
- Leverage “connected” members
- A charter is essential
- Record, share meeting notes



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Notes:

These recommendations are seemingly simple tasks that are often not followed through on or may be deemed not necessary, but in reality it is the little things that make the relationship work. The bottom line is that it takes commitment from both sides to have a successful partnership.

- Choose committee leaders carefully: leadership sets the tone for cooperation and collaboration.
- Strive for broad representation: successful stakeholder councils include urban and rural representation from across the state.
- “Connected” members can reach out to others: Leverage the presence of representatives who are members of organizations such as NACE and APWA to reach additional stakeholders.
- A charter is essential, but is not a requirement. A charter provides structure and identifies the key aspects recommended for Stakeholder Partnering. Without a charter, members do not know their responsibilities or commitments and the group may eventually dissolve.
- Record and share meeting notes: this helps LPAs statewide, and DOT management, stay informed on stakeholder council activities and progress.

Work Smarter, Be a Partner!

- Are consultants included on stakeholder councils?
- Is a moderator necessary?



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Notes:

Are consultants normally included on stakeholder councils? It varies by state. The Missouri DOT includes consultants, Arizona does not, because their current focus is on LPA concerns.

Who moderates the meetings? It is common for a DOT staff member to serve as moderator. The Virginia DOT reported that they prefer to bring in a professional moderator.

Closing Thoughts

“The world hates change, yet it is the only thing that has brought progress.”

–Charles Kettering



Notes:

We'll close with a statement from one of America's great inventors, engineer Charles Kettering: "The world hates change, yet it is the only thing that has brought progress."

A lot of things may need changing, and it can be overwhelming, but if you focus your attention on one thing that needs improvement in your program, you can make a measureable difference.

Thank you for your time. I hope you will consider moving forward in support of a Stakeholder Partnering program in your state.

Contact

Name:
Agency:
Phone:
Email:

Find more information on Stakeholder Partnering on the
FHWA's Every Day Counts website at

[https://www.fhwa.dot.gov/innovation/
everydaycounts/edc-3/partnering.cfm](https://www.fhwa.dot.gov/innovation/everydaycounts/edc-3/partnering.cfm)



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Notes:

Presenter's contact information