

Overview and Analysis: Transportation Project Timelines

Board Transportation Committee
June 16, 2026

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Audit Recommendation Timelines

Audit Recommendations	
	Deadline
Observation 1	
Implement Project Management Information System	3/15/2027
Establish baselines and actively manage performance	9/30/2026
Observation 2	
Enhance TDD monthly report for visibility across all phases	9/30/2026
Incorporate performance metrics into monthly reporting	10/31/2026
Self-service access to project information	3/15/2027
Observation 3	
Revise project estimation practices	11/30/2026
Track the difference between cost estimates at the beginning of the design stage against final project costs	11/30/2026
Observation 4	
Interim update on guide or job aide for the Active Transportation process for Project Mangers	6/16/2026
Final guide or job aide for the Active Transportation process for Project Mangers	8/31/2026
Workforce capacity and staffing analysis	12/31/2026
Evaluate and optimize the project delivery model around design outsourcing	Ongoing (post 2026)
Observation 5	
Establish a process to identify, evaluate, and incorporate innovative practices, technologies, and alternative delivery approaches to accelerate the delivery of active transportation projects	Ongoing

Active Transportation Audit

- Recommendation: Improve the resources available to staff, including a standardized project delivery guide to support project managers.

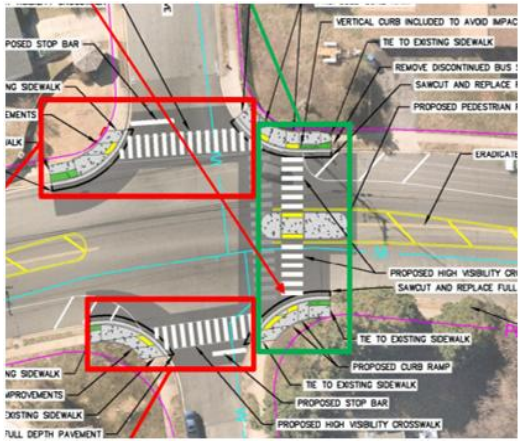
- Joint Board matter requested an interim update regarding the guide and ongoing response to the audit at the June Board Transportation Committee Meeting.
  - Key roles and responsibilities
  - Descriptions of project phases
  - Typical durations of project phases and anticipated handoffs
  - Key project decision points

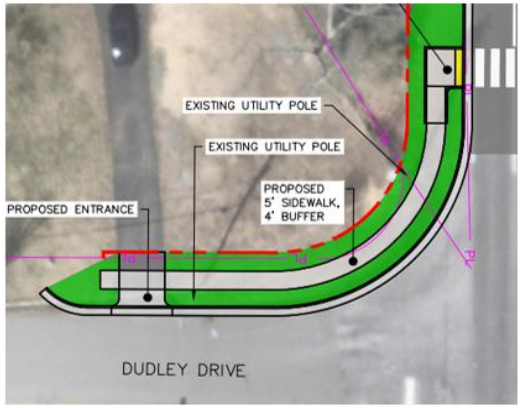
Roles and Responsibilities

- Project Managers
  - Manage project budget, serve as primary point of contact for project stakeholders, manage/maintain project schedules, conduct document review)
- Leadership (Section Chiefs/Division Chiefs)
  - Provide technical oversight, conduct constructibility reviews, mentor and guide project managers, provide support for stakeholder meetings
- Utility Coordinator (FCDOT)
  - Coordinates with utility companies: utility owner records, relocation strategies, easement needs, agreements, and schedules.

Stakeholder Interactions/Roles

- Land Acquisition Division
  - Lead appraisal, negotiation, acquisition, and documentation of required ROW and easements
- Utilities Design and Construction Division
  - Lead construction implementation, contract procurement, and construction administration after construction authorization







Project Steps/Internal Checklists (Pre-Scoping and Pre-Design)

- Pre-Scoping
  - Project Initiation
  - Existing Conditions & Constraints Analysis
  - Concept Development
  - Cost/Risk Assessment
  - Document and Management Review
  - Potential early stage community engagement
- Pre-Design: begins upon receipt of the final approved project scope
  - Validate Scope
  - Verify Funding Source
  - Initiate Survey
  - Execute Design Task Order, Consultant Kick-off Meeting



Project Steps / Internal Checklists (Design and Land Acquisition)

- Design
  - 30% Design: Key decision - is project feasible as scoped or are adjustments needed
    - Traffic study generally occurs here
  - 60% Design: Design provides sufficient precision to evaluate property impacts, utility conflicts, detailed drainage design, traffic control, and constructability
    - Community input on design occurs here
  - 90% Design: Key decision - is design sufficiently stable to commit to land acquisition, utility relocation design, and permit preparation
    - Constructibility review occurs here
  - 100% Design: Final design, handoff for permit and construction
- Land Acquisition
  - Prepare right-of-way and easement plats
  - Property appraisals, negotiations, and acquisition of required right-of-way



Project Steps / Internal Checklists (Utility Relocation and Construction)

- Utility Relocation
  - Project guide discusses:
    - Timeline to start utility relocation (90% Design)
    - Key activities and steps (e.g. evaluating utility conflicts, coordination with utility owners, utility relocation plans, verification of relocation)
- Construction
  - Project guide discusses:
    - Required documents for Construction Authorization Package (e.g. final engineer's estimate and quantities/bid items, Permits, Final Plans)
    - Types of construction contracts
    - UDCD Activities (for reference)
    - Necessary project manager support responsibilities



Process Timeline by Project Type (in months)

Project Type	Project Pre-Scoping Phase	Pre-Design Phase	Design Phase* (including Land Acquisition Phase*)	Utility Relocation Phase	Construction Phase	TOTAL (Months)
Small Pedestrian Improvement (No land rights or utility relocation) Value: less than $150K	6-9	7	15	0	6	34-37
Small Pedestrian Improvement (Refuge Island, curb ramps, crosswalk, etc.) Value: $150K - $300K	6-9	7	21	0**	6	40-43
Sidewalk / Trail Value: $500K	6-9	7	24	5	8.5	50.5-53.5
Sidewalk / Walkway Value: $1M	6-9	7	24	5	12	54-57
Intersection Improvements Value: $1M - $3M	6-9	7	28	6	16	63-66

** Timeline for Design and Land Acquisition phase overlap. Design phase begins from survey completion to permit application. Land acquisition begins a few months after pre-final phase and overlaps with design timeline. VDOT land use permit application is subject to completion of land acquisition and VDOT clearance of all review comments.*

*** Minor utility relocation within existing right of way or easement to be completed during Land Acquisition.*

Design Phase (detailed steps) ~ 24 months (~100 weeks)

Task Name (Design)	Duration (Weeks)
Preliminary/Concept Submission (30%)	5
Preliminary/Concept Internal Review	1
Intermediate Notice to Proceed	1
Intermediate Design (60%)	10
Intermediate Review	4
Community Information Meeting	4
Comment Period	3
Pre-Final Notice to Proceed	1
Pre-Final Design (90%)	11
Pre-Final Review	4
Final Notice to Proceed*	1
Final Design (100%)*	4
Final Review (Approval)*	4
Permit Submission	3
Permit Approval	4

Task Name (Land Acquisition)	Duration (Weeks)
Plat Preparation	6
Final Plats	3
Utility Plats	7
Land Acquisition Notice to Proceed	1
Land Acquisition Completion*	32

*Final NTP, Final Design, and Final Approval occur during Land Acquisition Completion stage, thus their time is not counted in the total

Key Decision Points and Handoffs

Key decision points for each phase including phase objective and proceeding action

Until CPMIS rollout in March 2027, FCDOT using Smartsheet as a project management flagging tool starting August 31, 2026.

Handoffs - Internal:

Handoff from pre-scope to pre-design
- Approval by Division leadership
- Elements of the pre-scoping package
- One week to hold a meeting between project managers

Handoff to UDCD
- Conditions to initiate the handoff
- Elements of the construction authorization package
- One week after receiving VDOT LUP permit or Countywide permit approval hold a handoff meeting



Flagging for Escalation

Items that are flagged for escalation (examples):

- Schedule delays that impact key milestones
  - Escalate to District Supervisor if there are changes to: LAD completion date, Permit Submission Date, Construction Authorization Date, Construction Contract NTP date, and Construction Substantial Completion Date
  - Any revision to schedule must be communicated to District Supervisor with appropriate justifications
- Significant cost increases
  - Escalate to District Supervisor:
    - During pre-scoping if estimate is 40% over initial
    - At design if estimate is over 20% for TPE <$500k and 10% for TPE $500K- $1M
- Immediate communication to District Supervisor:
  - Identification of unknown major environmental impact
  - Major scope revisions
  - Changes to guidelines, regulations, or policies during Design development

External Agencies (VDOT, Utilities, etc.):

- Project manager follow up after 30 days if without response
- Escalation to Department leadership within 45 days without response
- If unresolved, escalate to District Supervisor



Feedback Requested from the Board

Does this generally address the items discussed in the Board Matter (i.e. are we on the right track)?