

Active Transportation Projects Audit Update

Board Transportation Committee
September 22, 2026

Gregg Steverson, Director
Fairfax County Department of Transportation

Audit Recommendation Timelines

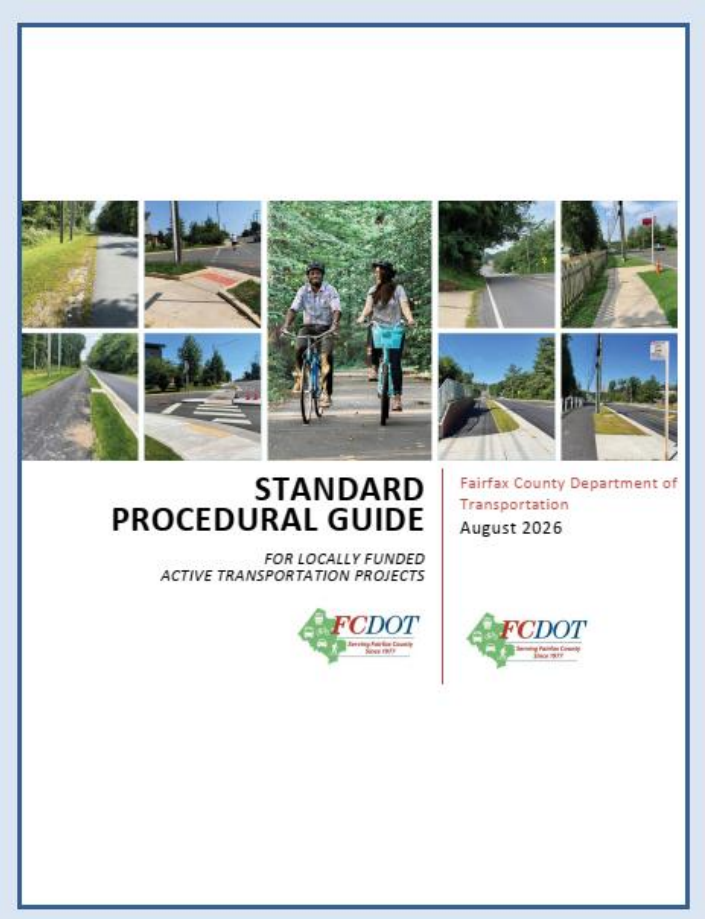
Audit Recommendations	
	Deadline
Observation 1	
Implement Project Management Information System	3/15/2027
Establish baselines and actively manage performance	9/30/2026
Observation 2	
Enhance TDD monthly report for visibility across all phases	9/30/2026
Incorporate performance metrics into monthly reporting	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

Standard Project Guide

Recommendation 4a: Improve the resources available to staff, including a standardized project delivery guide to support project managers.

Features:

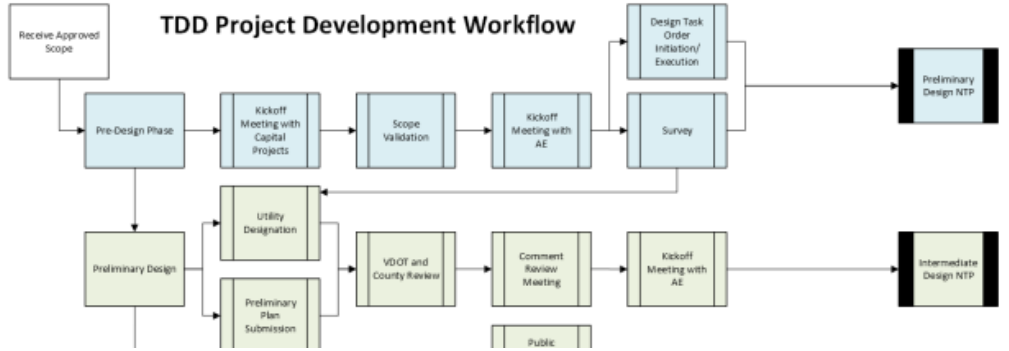
- Checklists
- Step-by-step instructions
- Key project decision points
- Workflows
- Internal handoff timelines
- Roles and responsibilities



Standard Project Guide

- Options for public outreach
- Earlier consideration for condemnation
- Earlier survey notification
- Collecting lessons learned
- Annual updates

TDD Project Development Workflow Diagram (for 11x17 version, see Appendix D-3):



Appendix B

Pre-Scope Checklist

FCDOT Standard Procedural Guide - Active Transportation Projects

August 2026 | Revision: 1.0

Complete this checklist for final pre-scope submission

Project Name _____ Project # _____

Project Milestone _____

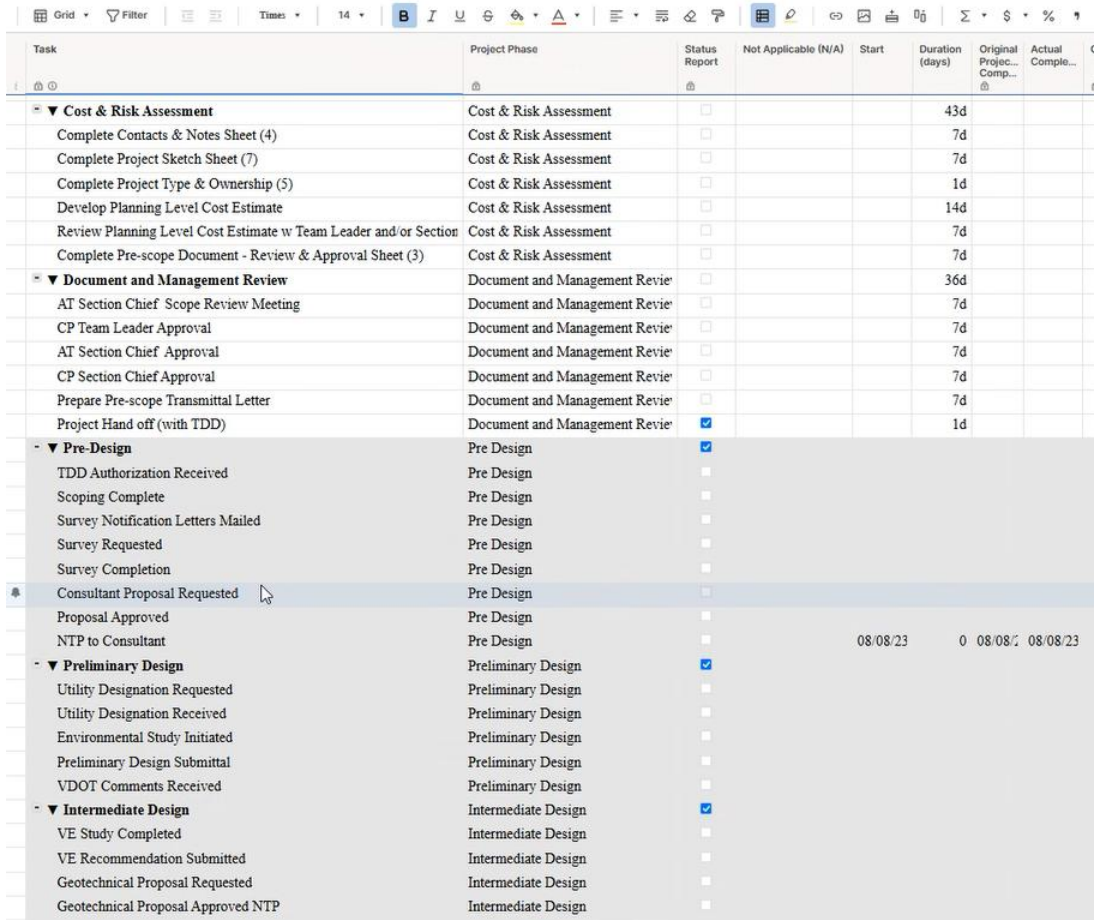
Standard Project Guide
Escalation and Flagging

ALL MILESTONES FOR ESCALATION				
Topic/Phase	**Trigger**	**Notification**	**Action Required**	**Notes**
Design	A change in project scope that results in additional property impacts, environmental or regulatory impacts, significant tree impacts, increased utility impacts, additional construction risks, or other material impacts *(SPG Sections 3.1.1.4, 20.1.1)*		●	Consult if project should be re-scoped and if updated scoping document is required. Potentially obtain concurrence from Supervisor.
	Cost increase in the estimated total project cost of 20% for projects with CN value $500K-$1M and 10% for projects with CN value +$1M from the approved project budget *(SPG Section 3.1.1.4)*		●	Consult if project should be re-scoped and if updated scoping document is required. Potentially obtain concurrence from Supervisor
	A delay of 3 months or more to the approved project delivery schedule *(SPG Section 3.1.1.4)*		●	Consult if project should be re-scoped and if updated scoping document is required. Potentially obtain concurrence from Supervisor
Survey	Stakeholder distribution letter *(SPG Section 6.1.5.5.4)*	●		
Utility Coordination	45+ days with non-responsive utility owners *(SPG Section 9.3)*	●		
Land Acquisition	Pre-Notice to Proceed: Notification of anticipated acquisitions *(SPG Sections 10.2.4.1, 20.2)*	●		
	4 months after Land Acquisition Notice to Proceed or 5 months before scheduled land acquisition completion date, if negotiations with affected property owners are unsuccessful or are anticipated to be substantially delayed, evaluate		●	Determine whether condemnation should be pursued and approval by Supervisor

Establishing Baselines and Tracking

Recommendation 1b: Establish baselines and actively manage performance.

- Tracking of approximately 85 tasks from pre-scoping through construction and completion
- Original, revised, and actual completion dates
- Developing automated reminders for upcoming and overdue tasks



Task	Project Phase	Status Report	Not Applicable (N/A)	Start	Duration (days)	Original Projec... Comp...	Actual Comple...
▼ **Cost & Risk Assessment**	Cost & Risk Assessment	☐			43d		
Complete Contacts & Notes Sheet (4)	Cost & Risk Assessment	☐			7d		
Complete Project Sketch Sheet (7)	Cost & Risk Assessment	☐			7d		
Complete Project Type & Ownership (5)	Cost & Risk Assessment	☐			1d		
Develop Planning Level Cost Estimate	Cost & Risk Assessment	☐			14d		
Review Planning Level Cost Estimate w Team Leader and/or Section	Cost & Risk Assessment	☐			7d		
Complete Pre-scope Document - Review & Approval Sheet (3)	Cost & Risk Assessment	☐			7d		
▼ **Document and Management Review**	Document and Management Revie	☐			36d		
AT Section Chief Scope Review Meeting	Document and Management Revie	☐			7d		
CP Team Leader Approval	Document and Management Revie	☐			7d		
AT Section Chief Approval	Document and Management Revie	☐			7d		
CP Section Chief Approval	Document and Management Revie	☐			7d		
Prepare Pre-scope Transmittal Letter	Document and Management Revie	☐			7d		
Project Hand off (with TDD)	Document and Management Revie	☑			1d		
▼ **Pre-Design**	Pre Design	☑					
TDD Authorization Received	Pre Design	☐					
Scoping Complete	Pre Design	☐					
Survey Notification Letters Mailed	Pre Design	☐					
Survey Requested	Pre Design	☐					
Survey Completion	Pre Design	☐					
Consultant Proposal Requested	Pre Design	☐					
Proposal Approved	Pre Design	☐					
NTP to Consultant	Pre Design	☐		08/08/23	0	08/08/2	08/08/23
▼ **Preliminary Design**	Preliminary Design	☑					
Utility Designation Requested	Preliminary Design	☐					
Utility Designation Received	Preliminary Design	☐					
Environmental Study Initiated	Preliminary Design	☐					
Preliminary Design Submittal	Preliminary Design	☐					
VDOT Comments Received	Preliminary Design	☐					
▼ **Intermediate Design**	Intermediate Design	☑					
VE Study Completed	Intermediate Design	☐					
VE Recommendation Submitted	Intermediate Design	☐					
Geotechnical Proposal Requested	Intermediate Design	☐					
Geotechnical Proposal Approved NTP	Intermediate Design	☐					

Monthly Project Reports

Recommendation 2: Enhance its TDD monthly report to provide end-to-end visibility across all phases of the project lifecycle, from Project Initiation and Pre-Scope through Construction.

- Summarized version of internal tracking document
- Original and current project cost estimates
- Remarks/comments to allow for details of project nuances
- Task status (e.g. on time, ahead of/behind schedule)

Beulah Rd @ Abbotsford Dr

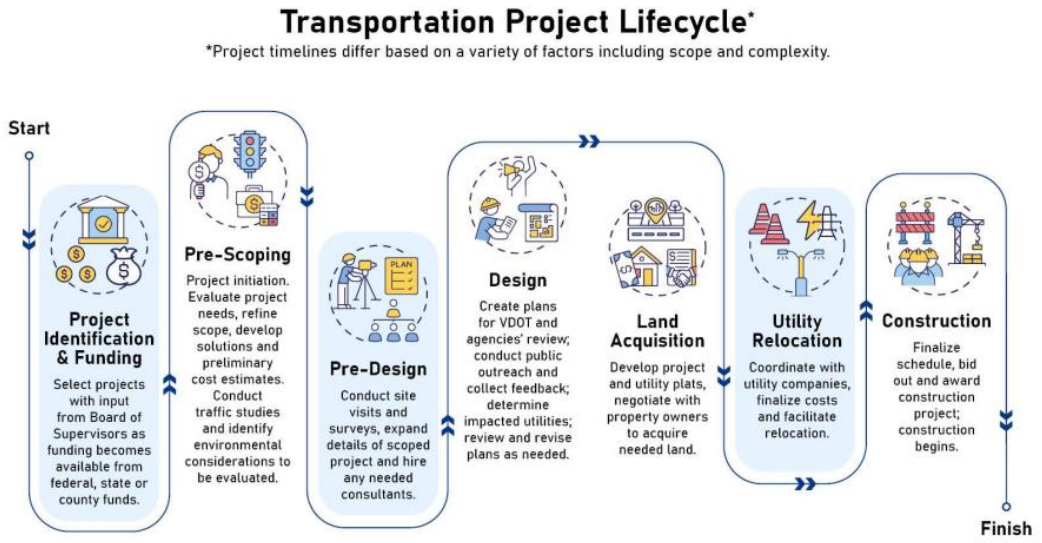
Project Name	Beulah Rd @ Abbotsford Dr
TPP/ID Number	23034
Project Number (Focus)	2G40-197-032
Funding Type	County & Regional Transportation Projects
Project Description	Construct a pedestrian refuge island within the existing painted median, reconstruct the existing non-compliant ADA curb ramps at all four corners of the intersection to meet current ADA and PROWAG standards, and construct a new bus stop pad with accessible pedestrian connections.
District	Hunter Mill
Current Phase	RW
Schedule Status	
Original Total Project Estimate	
Current Total Project Estimate	
FCDOT Project Manager	
Project Remarks	

Beulah Rd @ Abbotsford Dr

Project Phase	Milestone/Task	Original Projected Completion	Actual Completion	Change	Schedule Status	Revised Projected Completion	Remarks
Pre-scope	Project Assignme	04/18/23					
Pre-scope	Conduct Initial P	05/07/24	**04/15/24**	-22	Early		
Pre-scope	Project Hand off	06/14/24	06/13/24	-1	Early		
Pre Design	Survey Completi	10/29/26	10/29/26	0	On-Time		
Design	Preliminary Desi	12/12/24	12/12/24	0	On-Time		
Design	Intermediate Des	03/21/25	03/20/25	-1	Early		
Design	Pre-Final Design	11/04/25	10/31/25	-4	Early		
Land Acquisition	Land Acquisition	05/08/26	05/08/26	0	On-Time		
Land Acquisition	Land Acquisition	01/08/27					
Utility Relocation	Utility Relocatio	N/A0					
Utility Relocation	Utility Relocatio	NA0					
Design	LUP Permit Subi	10/13/26				11/23/26	
Construction	Construction Aw	04/05/27					
Construction	Construction Sut	08/09/27					

Additional Audit Recommendations

- Implement a Project Management Information System
  - User Acceptance Testing and data migration expected January/February 2027
- Innovation and alternate project delivery
  - Workshop with Prince William County planned for October 2026
- Self-service access to project information
  - Reviewing project information on website



Additional Audit Recommendations (continued)

- Revise project estimation practices
  - Staff evaluating changes in project scopes, unit cost differences, impacts of regulation changes, and other factors to better understand cost estimate variances.
- Track the difference between cost estimates at the beginning of the design stage against final project costs
  - See above
- Workforce capacity and staffing analysis
  - FCDOT management is continuously looking at workload, vacancies, organizational structure and processes to optimize staffing capacity.
- Evaluate and optimize the project delivery model around design outsourcing
  - Will use workforce capacity/staffing information to denote tasks that should be outsourced versus tasks that could be done in-house.



Feedback Requested from the Board

Does the new project tracking report support the project information needs for the Board?

Does the flagging mechanism meet the Board's expectation on the timing and items for which you want to be notified/flagged?