# Today's goals

- **Review why APM is needed**

- **Review brainstorming sessions and make additions**

- **Consider peer review**

- **Identify most important issues that can be addressed with APM**

- **Get a sense of options available**

CMAP

Why APM?

- **Obligation History**

- **Implementation Issues**

- **Transparency**

  - Sponsor Expectations
  - GATA

Obligation History

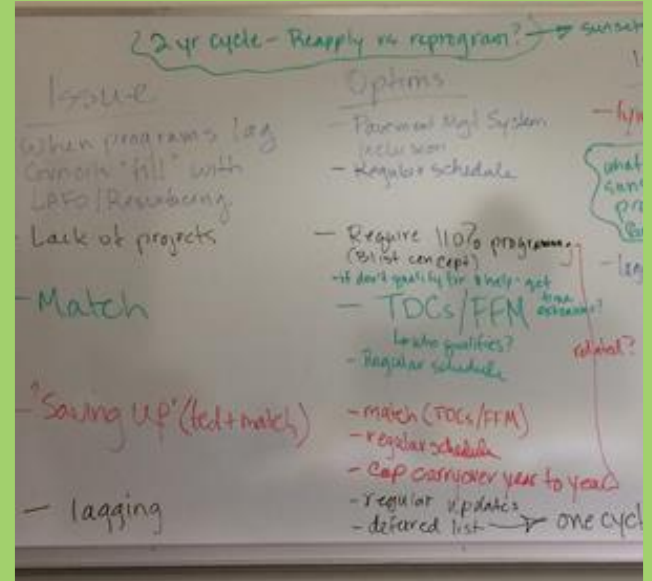STP-L marks, allotments, and expenditures history
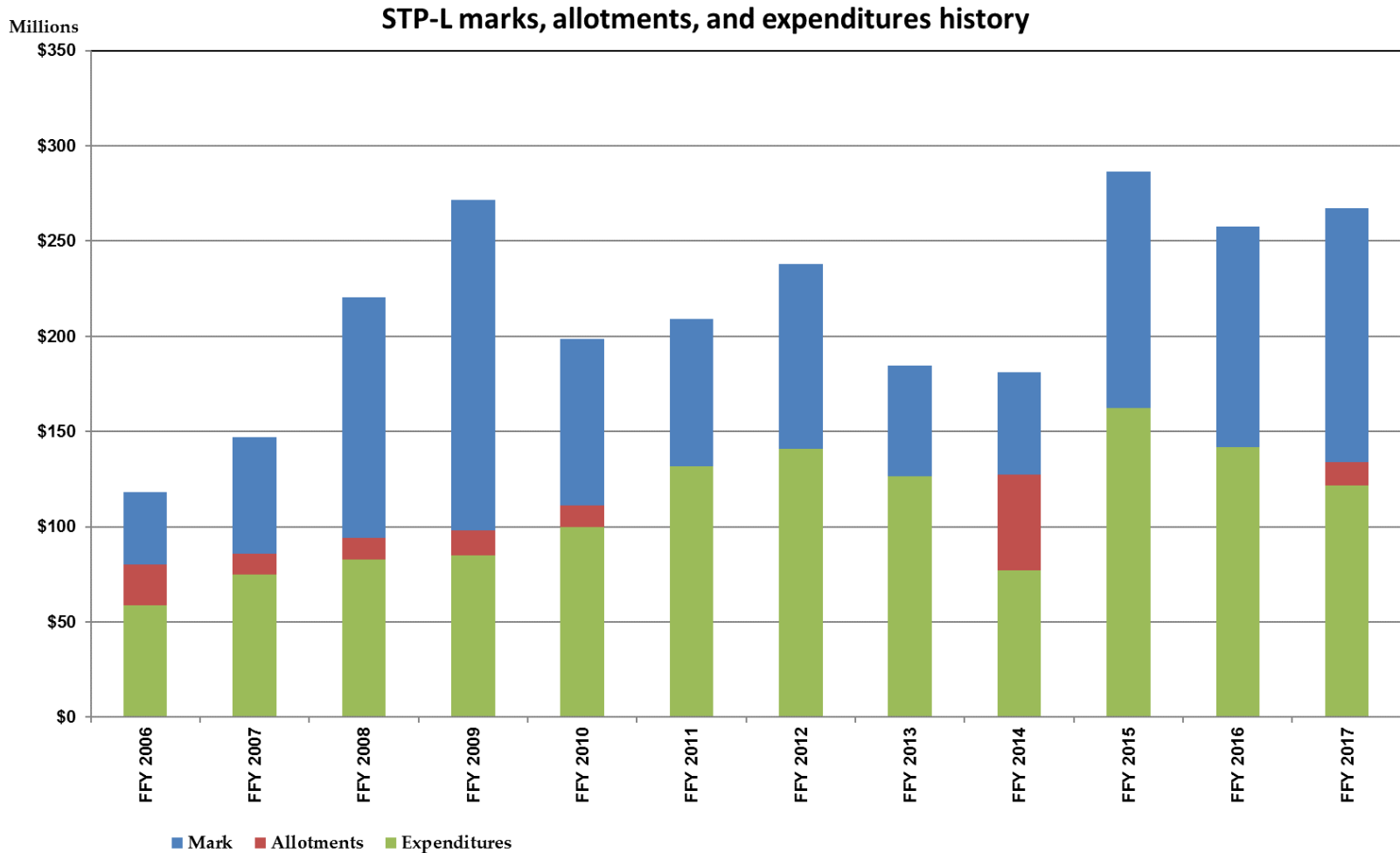
Source: CMAP STP-L Obligations spreadsheet.

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So what?

- **STP funds used to be protected from rescission – not anymore**

- **Projects are programmed, even more projects are needed, but they're not getting done**

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Brainstorming

- **Three sessions**

  - CMAP staff
  - Planning Liaisons
  - IDOT D1 Local Roads

- **Developed "Issues & Options"**

Issues

Projects don't start on time

Repeat offenders

Agreement delays

Funds are "reserved" for projects that are delayed

Sense of "entitlement" to funding

"Saving up"

Sponsors won't start project without "guarantee" for construction

Time needed to save up match $

Early phases using local funds make construction "come out of nowhere"

Inaccurate cost estimates

ROW delays can be significant and are not controlled by sponsor

Changing local priorities/politics

Lack of awareness of project status by decision/policy makers

Lack of applications - filling programs with LAFO

Lagging projects or phases

Unrealistic/speculative project applications

Balance keeping funding local vs. replenishing the shared fund

CMAP

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Issues

Active Program Management

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Project Selection Methodologies

Inaccurate cost estimates

Repeat offenders

Different PMs/Consultants known to be more accurate with estimates

Sense of "entitlement" to funding

"Saving up"

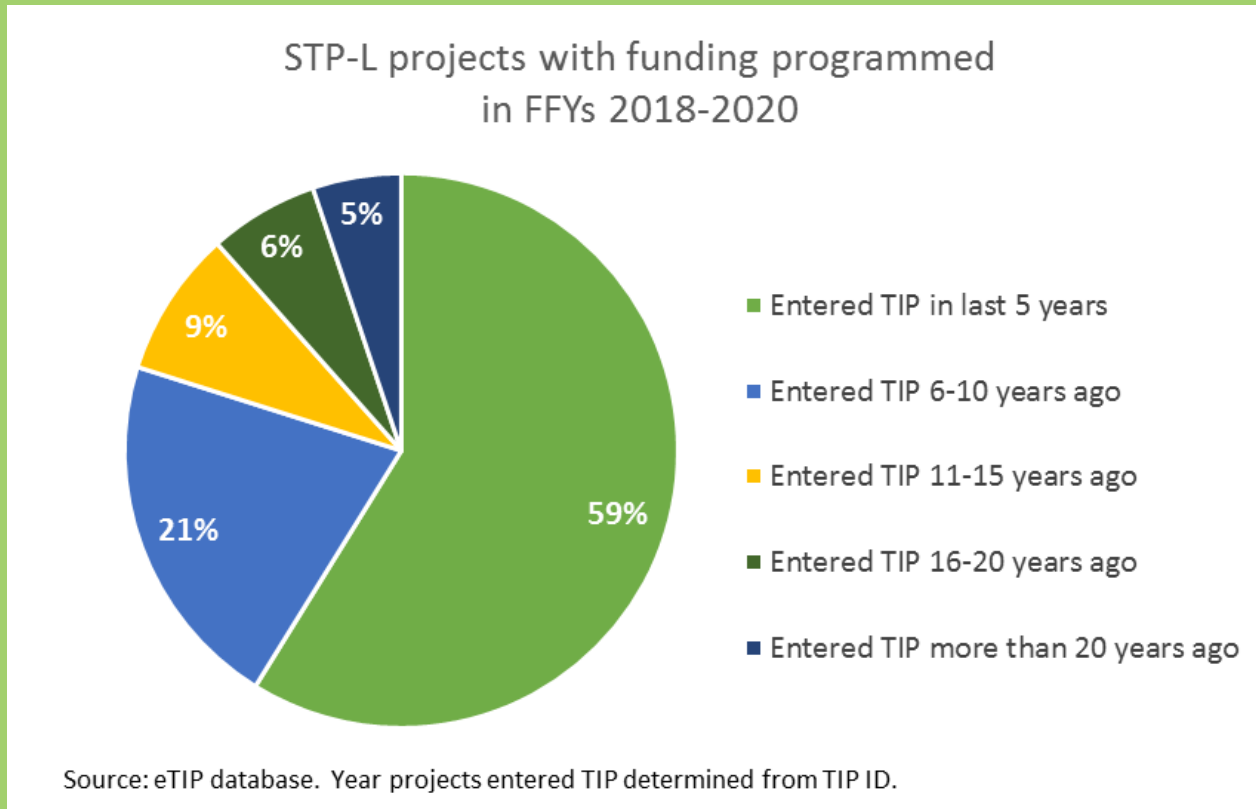Lack of applications - filling programs with LAFO

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CMAP

Issue: Lag between programming & implementation

- **20% of current projects were programmed more than 10 years ago**

STP-L projects with funding programmed in FFYs 2018-2020

- Entered TIP in last 5 years — 59%
- Entered TIP 6-10 years ago — 21%
- Entered TIP 11-15 years ago — 9%
- Entered TIP 16-20 years ago — 6%
- Entered TIP more than 20 years ago — 5%

Source: eTIP database. Year projects entered TIP determined from TIP ID.

CMAP

Issue: Lag between programming & implementation

- **25% of projects had their first obligation more than 5 years after entering the TIP**

First obligation relative to entering TIP	Number of projects	Percent of projects	Amount of STP-L "reserved" for these projects
> 15 years	11	1%	$75M
10 – 14 years	39	4%	$280M
5 – 9 years	179	20%	$475M
< 5 years	651	74%	$714M

Source: CMAP STP-L Obligations spreadsheet. 880 projects entering TIP in 1994 or later, with at least one STP-L obligation.

CMAP

Issue: "Reserved" funds

- **When delays occur, the "reserved" funds are going unspent**

- **There are different ways that we "reserve" funds:**

  - By council with our distribution formula
  - By call for projects cycle when we create an "approved program"
  - By project when estimates or bids are low

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Issue: Agreement delays

- **Funds cannot be obligated and project phases cannot be started without an agreement**

- **Delayed start of early phases can cause a snowball effect on later phases.**

- **Good news - Majority of delays are preventable!**

AGREEMENT DELAYS

- Submitted prior to PPI approval
- PPI, Agreement & TIP (do not match)
- Submitted w/o Design Approval
- Missing Exhibits
- Signed Agreements not dated
- Incorrect Resolution
- Project Scope Change
- Fund Source Changes

EXPECT DELAYS

REASONS FOR DELAY ON ENGINEERING AGREEMENTS

- Incomplete submittal
- Payroll Rate/Classifications missing or do not match the Current Payroll Rate listing
- Sub-Consultant not Pre-Qualified
- Profit formula not consistent
- Not submitted w/ LPA Agreements
- Project description must match the TIP

Source: IDOT D1 BLRS presentation at recent STP workshop

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Issue: ROW delays

- **Can be significant**

- **Can legitimately be "beyond sponsor control"**

  - Condemnation process can be long
  - Cost can escalate, causing delay while funds are secured

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Issue: Changing local priorities

- **When priorities change, programming often doesn't follow suit**

Issue: Lack of awareness

- **Decision-makers that budget and schedule often aren't in the loop:**
  - On status of projects
  - On rules/procedures for spending

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Other issues?

Agreement: Provisions to Consider for APM System

- **Deadlines for projects to be initiated**

- **Deadlines for project phases to be obligated**

- **Grace periods for local reprogramming of funds**

- **Policies for project and phase eligibility**

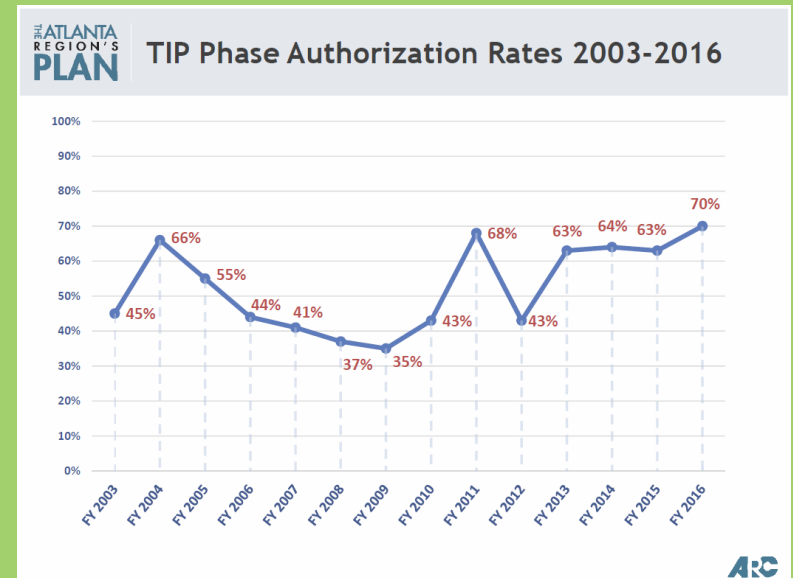- **Policies for re-distribution of unobligated funds**

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Peer Review

- **Five MPOs, our CMAQ/TAP program, and existing council policies**

| MPO/Council	Require Status Updates	Milestones	Deadlines	Grace Periods/ Extensions	Penalties	Immediate Reprogramming	Training/ Project Mgmt	Other provisions
Atlanta Regional Commission (ARC)	✓	✓	✓	✓	✓		✓	✓
Puget Sound Regional Council (PSRC)	✓	✓	✓	✓	✓	✓		✓
NC Capital Area MPO (CAMPO)	✓	✓	✓				✓	
EW Gateway	✓	✓	✓	✓	✓	✓	✓	✓
Metropolitan Council		✓	✓	✓	✓			
CMAP (CMAQ/TAP)	✓	✓	✓	✓	✓	✓	✓	
North Shore		✓	✓	✓	✓			
Northwest		✓	✓	✓	✓			
North Central								
Central								
Southwest		✓	✓		✓			
South	✓							
DuPage		✓	✓	✓	✓			
Kane/Kendall	✓							
Lake								
McHenry	✓	✓	✓		✓			
Will		✓						✓

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Atlanta Regional Commission

- **Annual program status report**
  - Projects are "Advancing", "Delayed", or "Dropped"

- **Deadlines based on programmed year**

- **Delays > 1 year cause subsequent phases to move out of program**

- **New applications are limited for sponsors of delayed projects**

- **Deliverability assessment completed with funding application**

THE ATLANTA REGION'S PLAN

TIP Phase Authorization Rates 2003-2016

45% 66% 55% 44% 41% 37% 35% 43% 68% 43% 63% 64% 63% 70%

FY 2003 FY 2004 FY 2005 FY 2006 FY 2007 FY 2008 FY 2009 FY 2010 FY 2011 FY 2012 FY 2013 FY 2014 FY 2015 FY 2016

Puget Sound Regional Council

- **One request for 6 month extension allowed, based on ability to progress, not reason for delay, limited to ROW and CON phases**

- **Aggressive contingency list for immediate reprogramming**

  – Projects receiving reprogrammed funds must be "immediately ready to obligate"

  – Hierarchy: prioritized contingency list, subsequent phases of previously funded projects, projects with other federal funds in the TIP

- **If miss deadline, funds removed and reduced # of new applications allowed next call**

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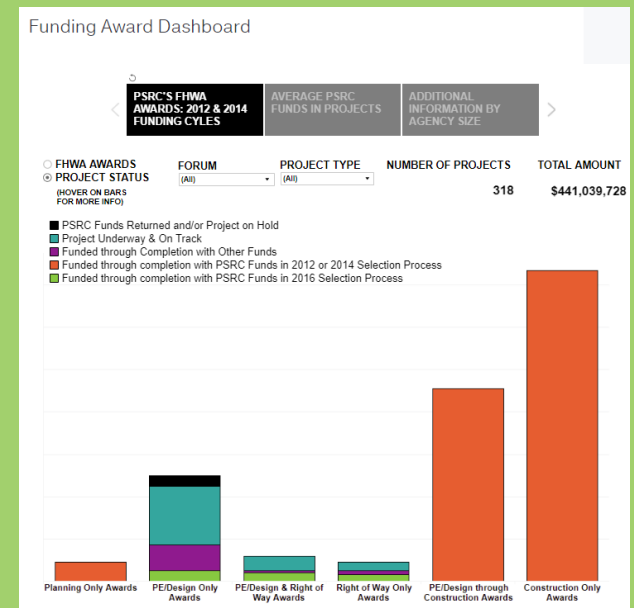
Capital Area MPO (Raleigh)

- **Programming/management changes in response to 2009 rescission**

- **Program 2-years in future, every year**

- **Agreements for programmed phases signed by local and state in September (before start of programmed FFY), or funds reprogrammed**

- **Project selection includes consideration of past project delivery performance**

  - Limit number of new applications based on number of projects delayed in past

- **Project managers and training required**

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East-West Gateway

- **Monthly status reports**

- **One chance to reprogram (IMP or CON only) if delay** beyond sponsor control *and* a strategy is in place to obligate **funds**

- **Missed deadline/no extension:** funding forfeited *and* prior **phase(s)** federal funds repaid **by sponsor**

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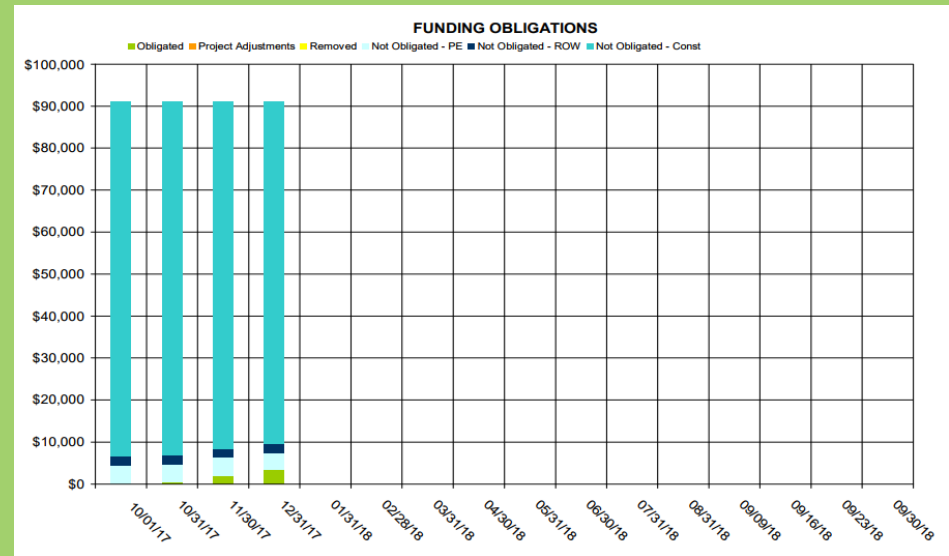
Metropolitan Council (Twin Cities)

- **Request extension 6 mos. before deadline**

- **Unforeseen delay *and* project progressing**

- **Projects that miss deadline are not carried into new TIP**

- **No automatic inflationary cost increase for extended phases.**

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High Level Options

- **Realistic programming**

- **Project sunsets**

- **Frequent status updates**

- **Active reprogramming**

- **Regular and uniform calls for projects**

- **Standardized implementation procedures**

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Realistic Programming

- **Ask for funds when project/phase(s) *will* be ready, not in current/next year**

- **Use IDOT milestone schedule and previous experience as a guide**

- **Creates foundation for success**

Issues addressed:

- Delayed start
- Agreement & ROW delays
- Time to save match

CMAP

Project Sunsets with Serious Penalties

- **Set deadlines based on programmed year**

- **Tie to letting and milestone schedules**

- **Milestones must be met well ahead of the end of the FFY in order to ensure obligation within that same year**

- **Motivates sponsors to make progress or risk losing funding for project and for council**

Issues addressed:
- Starting on time
- "Reserved" funds
- Agreement & ROW delays

LETTING SCHEDULE THROUGH CY2019
IDOT - Bureau of Local Roads and Streets
Region One

*Pre-Final Plans to Region One (Friday)	TIP Revisions Due (Wednesday)	CMAP Transportation Committee Meeting (Friday)	Final PS & E and Draft Agreement(s) (Funding / CE) to Region One (Monday)	Program Revisions Due (Friday)	Final CE, RR and Funding Agreements to D-1 BLRS & Final ROW Documents to D-1 Bureau of Land Acquisition (Monday)	ROW Certified by Bureau of Land Acquisition (Wednesday)	Federal Authorization Request (Friday)	Service Bulletin (Friday)	Letting (Friday)
August 11, 2017	November 8, 2017	November 17, 2017	October 3, 2017	October 20, 2017	November 20, 2017	November 29, 2017	December 1, 2017	December 8, 2017	January 19, 2018
September 29, 2017	January 10, 2018	January 19, 2018	November 27, 2017	December 8, 2017	January 15, 2018	January 24, 2018	January 26, 2018	February 2, 2018	March 9, 2018
November 17, 2017	January 10, 2018	January 19, 2018	January 15, 2018	January 24, 2018	March 5, 2018	March 14, 2018	March 16, 2018	March 23, 2018	April 27, 2018
January 5, 2018	February 14, 2018	February 23, 2018	March 5, 2018	March 16, 2018	April 23, 2018	May 2, 2018	May 4, 2018	May 11, 2018	June 15, 2018
February 23, 2018	April 18, 2018	April 27, 2018	April 23, 2018	May 4, 2018	June 11, 2018	June 20, 2018	June 22, 2018	June 29, 2018	August 3, 2018
April 13, 2018	May 30, 2018	June 8, 2018	June 11, 2018	June 22, 2018	July 30, 2018	August 8, 2018	August 10, 2018	August 17, 2018	September 21, 2018
June 1, 2018	July 25, 2018	August 3, 2018	July 30, 2018	August 10, 2018	September 17, 2018	September 26, 2018	September 28, 2018	October 5, 2018	November 9, 2018

Frequent Status Updates

- **Forces awareness of progress – keeps project at the forefront**

- **Confirmation of progress**

- **Early identification of delays – before a sunset milestone is missed**

- **Flexibility to modify schedule during a regular call for projects**

- **From beginning – not just beginning of federally funded phase**

Issues addressed:

- Phase delays
- Predictable schedule for securing match
- Less "surprise" construction
- Changing local priorities
- Lack of awareness

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Grace Periods and Active Reprograming

- **Delays do happen – must be reasonable when making progress**

- **Provides flexibility to move a project(s) forward when another is delayed**

- **Creates a pipeline a viable projects**

Issues addressed:

- "Reserved" funds
- Delays beyond sponsor control
- Changing local priorities
- Keeps funds local

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Standard Implementation Procedures

- **Uniform call for projects schedule**

- **Published, consistent policies across the region**

- **Frequent and comprehensive training**

Issues addressed:
- Lack of awareness
- GATA requirements

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Active Program Management System development timeline

- **Selection Committee discussion**
  - Jan 2018: issues & options
  - Mar 2018: initial proposal
  - May 2018: revised proposal
  - Summer 2018: council and partner feedback
  - Sep 2018: Approval
- **Programming cycle begins with call for shared fund projects in Jan 2019 and local program projects in Jan 2020**

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ON TO 2050

STP Active Program Management:

Issues & Options

January 24, 2017

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