

**Sponsor's Training for
Non-Traditional Transportation
Project Implementation**

2011

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 1

Sponsor's Training

- Welcome to the Sponsor's Guide to Non-traditional Transportation Project Implementation Manual review and Certification training.
- Regional Project Development Section (PDS) Chief or Regional Local Program Supervisor Greeting

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 2

Sponsor's Guide Revision Overview

Acronyms – See Appendix A

- FHWA Federal Highway Administration
- LPA Local Public Agency (Sponsor)
- MC Management Consultant
- WisDOT Wisconsin Dept of Transportation
- FDM Facilities Development Manual
- LLC's Locally Let Contracts
- SMA State Municipal Agreement
- LFA Local Force Account
- DSR Design Study Report

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 3

Sponsor's Guide Revision Overview

- Provide information and instructions to Sponsors
- Guidance to adhere with Federal and State requirements
- Only intended for use on Local Let projects. State let will follow FDM procedures for state letting

Continued



Sponsor's Guide Revision Overview

Useful WisDOT Links

- WisDOT Programs for Local Government
<http://www.dot.wisconsin.gov/localgov/>
- WisDOT Doing Business
<http://www.dot.wisconsin.gov/business/index.htm>
- WisDOT Extranet Site – Requires registering with a username and password
<https://trust.dot.state.wi.us/nidp/idff/sso?id=45&sid=0&option=credential&sid=0>





Sponsor's Guide Revision Overview

Non-Traditional Program types covered by Sponsor's Guide

- Congestion Mitigation and Air Quality Improvement Program(CMAQ)
- Local Transportation Enhancements Program (TE)
- Bicycle and Pedestrian Facilities Program (BPFP)
- Safe Routes To School Program (SRTS)

Continued



Sponsor's Guide Revision Overview

Non-Traditional Program types covered by Sponsor's Guide

- Sheboygan Non-motorized Transportation Pilot Program (NTPP)
- Scenic Byways (SB)
- High Priority Projects (HPPs) where LLCs or LFAs may be used
- Federal Appropriation Earmarks where LLCs or LFAs may be used



Sponsor's Guide Revision Overview

- Majority of revisions are clarification of current policies and procedures
- Format of Guide revised to chronologically flow with project delivery
- Tool to assist Sponsors to deliver project more efficiently



Sponsor's Guide Revision Overview

Changes include:

- Sponsor Certification
- Scope defined in Project Application
- Scope change requested and approved in writing
- Contract between Sponsor and WisDOT if Sponsor performs the design with their staff and utilizes Federal Funding.

Continued

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

10

Sponsor's Guide Revision Overview

Changes include:

- Elimination of Environmental Checklist, Refer designer to FDM Chapter 21
- Revised Checklists to highlight Federal and State requirements

Continued

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

11

Sponsor's Guide Revision Overview

Changes include:

- Emphasis on Record Keeping and Invoice
- Supporting Documents
- Design Study Report Requirements
- Local Force Account Policy
- Preliminary Plans Requirement

Rev February 4, 2011




Sponsor's Training for Non-Traditional Transportation Project Implementation

12

**Organizational Structure
Roles And Responsibilities**


Organizational Structure

- FHWA
- WisDOT
- Management Consultant
- Sponsor

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 13


Roles And Responsibilities

- Federal Highway Administration
 - Is the ultimate authority on the expenditure of Federal Transportation Funds. FHWA authorizes each project and is responsible to ensure that all Federal laws and regulations are followed when utilizing Federal Funding.

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 14

Roles And Responsibilities

- Wisconsin Department of Transportation
 - Is responsible for ensuring that activities delegated to Sponsors are completed in conformance with Federal and State requirements. Where FHWA has not delegated final approval through the Federal-Aid Oversight Agreement, WisDOT monitors Sponsor activities, makes recommendations to FHWA, is actively rendering decisions, and remains in control of the funding and process.

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 15

Roles And Responsibilities

- Management Consultants
 - WisDOT has contracted with private sector Management Consultants (MC) to provide direct project oversight on Local Program Projects, including Non-Traditional Projects.

Continued

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

16

Roles And Responsibilities

- MCs work directly with the Sponsor and report to the Local Program Project Managers in each WisDOT Region
- MCs have a dual role of ensuring compliance of Federal and State Requirements, and providing assistance to the local agencies in interpreting the regulations, manuals and guidelines as they apply to specific project conditions.
- **MCs should be the first contact for a Sponsor to answer questions regarding project delivery.**

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

17

Roles And Responsibilities

<p>Northwest Region Eau Claire (715)836-2891 Superior (715)392-7863 Management Consultant Knight E.A. Inc. (608)519-1455</p>	<p>Northcentral Region Rhinelander (715)365-3490 Wisconsin Rapids (715)421-8300 Management Consultant Cedar Corp. (715)235-9081</p>	<p>Northeast Region Green Bay (920)-492-5643 Management Consultant Shore Elliott-Hendrickson (920)380-2805</p>
<p>Southwest Region Madison (608)246-3800 La Crosse (608)785-9022 Management Consultant KJohnson Engineers (608)829-3858</p>	<p>Southeast Region Waukesha (262)548-5903 Management Consultant DAAR Engineering (414)225-9817</p>	

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

18

Roles And Responsibilities

- Sponsor
 - A governmental entity with taxing authority including townships, villages, cities, counties, Tribal Nations and may also include other state agencies.
 - The Sponsor is required to have a representative in responsible charge for each project application utilizing Federal Funds.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

19

Table 1 Federal Project Through Mile ¹					
Work Activity	Agency	DOT	State	Local	FHWA
Project Application - Scope of Work	X				
Project Application	X				
Project Submittal					X
Environmental Clearance	X	X			
Environmental Paper ²					X
Design Preparation	X	X			
Design Study Report (if required)	X	X			
LEA Cost Estimate/Plan	X	X			
Right of Way Conditions	X	X			
Title Certification	X				X
Title	X	X			
Construction Administration	X	X			
Construction Record	X	X			
Final Inspection	X	X			
Performance Report	X	X			
Project Closure	X	X	X	X	X

¹ LEA Agency ² EIS/CEQA ³ EIS/CEQA ⁴ EIS/CEQA ⁵ EIS/CEQA ⁶ EIS/CEQA
¹ While FHWA has approval authority of most of the listed activities, some agencies retain a program authority to the extent provided under the Federal Highway Act or other laws, such as 23 USC 104.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

20

FHWA EXPECTATIONS

Rev February 4, 2011




Sponsor's Training for Non-Traditional Transportation Project Implementation

21


Federal Expectations

- Federal-aid Highway Funds can only be used in compliance with Federal laws and regulations. Noncompliance results in the loss/removal of Federal funds
- On a National level FHWA determined that there was a widespread failure to understand and comply with Federal requirements on local projects

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 22


Federal Expectations

- Federal Aid Funds spent on local projects are a significant portion of the Federal-aid program – approximately 6 – 8 billion dollars per year
- On a National level, the US DOT Office of Inspector General (OIG) is conducting a review of the FHWA local program

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 23


Federal Expectations

- In Wisconsin, FHWA has worked extensively with WisDOT, the MCs, and locals to make strong improvements to the federally funded local program
- FHWA is comfortable that WisDOT and the MCs have a solid understanding of the federal requirements

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 24


Federal Expectations

- The expectation is that by completing this Certification process, local officials will have a better idea of what needs to be done on nontraditional projects.
- The cost of noncompliance with Federal requirements is the loss of Federal funding
- In particular, a lack of adequate documentation in the file can and will lead to the loss of Federal funding


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 25

Federal Expectations

- The FHWA goal is to not have to remove the funding from any nontraditional projects in particular, or from any WisDOT local projects in general
- To achieve this goal WisDOT, the MCs, and the Local will need to work together to ensure that each and every project file adequately documents that the project was designed and constructed in accordance with Federal and State requirements.


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 26

PROGRAMMING

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 27


Programming

- Application Process
- Project Progress
- TIP and STIP Requirement
- State Municipal Agreements (SMAs)
- Project Scope Changes
- Variance to Wisconsin Bicycle Facility Design Handbook

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 28


Programming Application Process

- Revised in 2010
- Questions added to help aid in project delivery
- Application serves as Concept Definition Report
- Next application cycle anticipated in 2012 for SRTS, TE, BFPF and late 2011 for CMAQ

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 29


Programming Project Progress

- Sponsors have 3 years from SMA acceptance until project authorization for construction
- Extensions can be requested
- Requests for extensions should be in writing and include:
 - Reasons for delay
 - Updated Timeline

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 30


**Programming
TIP and STIP Requirement**

- Federally funded projects in urbanized areas must have projects listed in the MPO's Transportation Improvement Program (TIP)
- Federally funded projects outside urbanized areas must have projects listed in State TIP
- In urbanized areas MPOs do receive their area project applications
- MPOs are notified of selected projects
- STIP is updated by WisDOT for selected projects

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 31


**Programming
State Municipal Agreements (SMAs)**

- Project Agreements spell out the funding, terms and conditions, DBE goals, maintenance requirements, etc
- Project Agreements updated for 2011
- Sponsors should anticipate receiving Project Agreements by late February to early March pending Certification
- Regions send project agreements

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 32


**Programming
Project Scope Changes**

- Project Awards Capped, so availability of funds may drive decisions
- Need to notify WisDOT and obtain approval
- Unless minor, will usually require a revised application which serves as Concept Definition Report (CDR)
- The sooner, the better
- In some cases, may be looking at substituting a similar project in close proximity to original

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 33


Bike/Ped Project
Examples of Scope Changes

- Changes in termini, e.g., shorten or possibly lengthen path
- Routing – provided a parallel path in the corridor but on a different alignment
- On-street facility rather than separate path
- Change in pavement materials from asphalt to crushed aggregate


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 34

Programming
Variance to the Wisconsin Bicycle Facility Design Handbook

- Typically involve Bicycle & Pedestrian Facilities
 - Changes in path width, e.g. from 10 ft. standard to 8 ft. for portions
 - Changes in width of structures like bridges and boardwalks which require “clear zones”
 - Other examples such as grading, sight lines, curve radii, railings, etc.
- May be difficult to approve multiple exceptions that reduce safety and affect meeting required ADA standards

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 35

ENVIRONMENTAL PROCESS

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 36

Environmental

- Environmental requirements must be followed when there are federal or state funds in any part of the project.
- National Environmental Policy Act (NEPA) and Wisconsin Environmental Policy Act (WEPA) provide requirements for environmental documentation.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

37

Environmental

Native American Notification:

- Required for all projects.
- Contact your MC for the current base notification letter. MC will send letters.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

38

Environmental

Archaeological and Historical Screening:

- Some projects will qualify for WisDOT screening review. MCs will coordinate the screening request.
- Timing of screening:
 - This happens at the beginning of the project.
 - Sponsors may have experience with screening when applying for WisDNR permits. WisDNR does similar screening during their permit review. **Please note, WisDNR screening for archaeology or history does not constitute WisDOT/FHWA approval.**

Continued

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

39

Environmental

Archaeological and Historical Screening:

- If a project is put on the screening list for both archaeology and history, the Section 106 process is complete.
- If the project is not put on the screening list for both archaeology and history, a Section 106 Review is required.
- The screening list is at ftp://ftp.dot.state.wi.us/transp/bho/boe_screening.pdf. It is typically updated monthly.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

40

Environmental

Section 106:

- Section 106 of the National Historic Preservation Act of 1966 requires that a federal agency take into account the project's effects on cultural resources.

Continued

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

41

Environmental

Section 106:

- Will include further review of archaeological resources, historical resources, or both. An archaeologist and/or historian will likely need to be hired.
 - WisDOT Facilities Development Manual (FDM) 26-30 outlines archaeologist and historian qualifications.
 - Wisconsin Historical Society maintains a list of archaeologists: http://www.wisconsinhistory.org/archaeology/preserve/pdf/arch_consultants.pdf

Continued

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

42

Environmental

Environmental Documentation:

- NEW: Environmental Checklist/Certification from the previous version of the Sponsor's Guide has been eliminated.
- See FDM Chapter 21 for guidance on environmental documentation.
- FDM 21-5 Attachment 5.1 provides examples of projects for each environmental document type.
- The environmental document must address the entire project, not just the federally funded portion.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

49

Environmental

Environmental document types:

- Environmental Impact Statement (EIS).
- Environmental Assessment (EA) and Finding of No Significant Impact (FONSI).
- Categorical Exclusion: An action that does not have a significant effect on the human environment.
 - Environmental Report (ER).
 - Programmatic Environmental Report (pER).
 - Listed Categorical Exclusion (CE): Requires no environmental document.
- Most projects will require a pER or ER.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

50

Environmental

Preliminary design needs to be completed to determine the environmental impacts.

- Preliminary plans are needed prior to or as a part of the environmental document review.
- The environmental document is a stand-alone document so the preliminary plans are needed as an attachment.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

51

Environmental

The potential for presence of hazardous materials must be investigated.

- Complete **Initial Site Reconnaissance Checklist** for all projects.
- Complete the **Parcel Reconnaissance Checklist** for all parcels that will be purchased for the project.
- See FDM 21-35 for when additional hazardous material assessment is needed, typically if real estate acquisition or 2 feet or more excavation depth.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

52

Environmental

Timeframe for environmental process:

- Allow ample time for report reviews and approvals.
- Section 106 typically takes 4-6 weeks for approval.
- The environmental document cannot be approved until the project is screened or the Section 106 is approved.
- A pER is approved by WisDOT and can take a few months to approve. An ER is approved by FHWA and can take longer to approve.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

53

RIGHT OF WAY ACQUISITION

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

54

Right of Way Acquisition

- Real Estate requirements must be followed when there are federal or state funds in any part of the project. Additional requirements apply if real estate is federally funded.
- Do not begin real estate work until receiving written authorization to do so. Real estate work cannot begin until the environmental document is approved, or DSR is approved (if required) and the real estate documents have been reviewed.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

55

Right of Way Acquisition

The Uniform Relocation Act:

- The federal law that applies any time a government is purchasing land regardless of funding.
- Federal funding can be lost if the Uniform Relocation Act is not followed.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

56

Right of Way Acquisition

Local Public Agency Manual for Right of Way Acquisition.

- Local Public Agencies must follow the minimum procedures outlined in this Manual to secure the approvals needed for projects with federal funds.
- Available at https://trust.dot.state.wi.us/extntgtwy/dtid_real_estate/repm/lpa/index.htm.
- You will need a user ID and password for the WisDOT extranet to access the Manual.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

57

Right of Way Acquisition

Interests:

- Fee
- Highway Easement
- Permanent Limited Easement (PLE)
- Temporary Limited Easement (TLE)
- Construction Permits
- Access Rights
- Utilities

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

58

Right of Way Interests Fee

- Fee acquisition is the full and complete acquisition of the land, including all rights and interests
 - No reversionary rights
- Preferred type of interest

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

59

Right of Way Interests Highway Easement

- Only use in rare instances where fee cannot be accomplished or lands are from another agency (i.e. DNR, railroads) or contaminated parcels
- Remains on the tax rolls but its use is denied to owner as long as the property is used for highway purposes
 - Assessor should adjust for this so property owner is not paying taxes on it

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

60


**Right of Way
Permanent Limited Easements**

- Permanent acquisition for a limited purpose
 - Typically used for construction outside right-of-way that does not seriously impair the property owner's use but requires occasional access for maintenance purposes (i.e. riprap placement on bridge projects, yard drains, storm sewer outfall)
- Also used in areas where Local Public Agency will jointly use same lands with others (i.e. DNR, railroads, or utility companies)

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 61

**Right of Way Interests
Temporary Limited Easement**


- Temporary acquisition for a limited purpose that Local Public Agency needs to construct the project
 - Most appropriate when the later private use of land will not impact use of facility (i.e. for construction outside the right of way that does not require future maintenance)
- Should not be used for fill slopes or ditches with a rural cross section

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 62

**Right of Way Interests
Construction Permits**

- Not a land interest, project can be built without this agreement
 - Generally to the benefit of the property owner
 - Generally should not be part of design process, should be done during construction
 - Cannot be used if Local Public Agency needs the lands to construct the project
 - Use Temporary Limited Easement

Continued

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 63

Right of Way Interests Construction Permits

- Agreement between the property owner and LPA to temporarily use small portion of property to make it more compatible to the roadway (i.e. decreasing the slope of a driveway or matching lawns to sidewalks or slopes at a flatter grade)
- Also appropriate as an agreement between a Sponsor and a school if the school will own and maintain the facility after construction (i.e. a multi-use path on school property)

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

64

Right of Way Acquisition

- A Relocation Order and Plat are required when the value of acquisition is greater than \$1,000, including utilities.
- If the value of acquisition is less than \$1,000, show real estate interests on the plan sheet.

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

65

Right of Way Acquisition

Typical Responsibilities:

- Design Consultant:
 - Right of Way Plat
 - Title Searches
 - Legal Descriptions
 - Relocation Order
 - Monumentation
 - Appraisal staking

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

66

Right of Way Acquisition

Typical Responsibilities:

- Sponsor:
 - Acquisition

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

67

Right of Way Acquisition

- **Right-of-Way (R/W) & Real Estate (R/E) Checklist** gives an outline of the process and is a required document.
- Key required documentation:
 - Rights of Landowners Under Wisconsin Eminent Domain
 - Negotiation Diary
 - Conveyance document
 - Waiver of Appraisal (if applicable)
 - Statement to Construction Engineer
 - **Certificate of Right of Way (DT1899)**

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

68

Right of Way Acquisition

- Real Estate must be done prior to Request to Advertise.
- Timeframe for real estate:
 - Allow ample time for real estate acquisition. Property owners may live out of state or travel for work, or there may be a property with multiple owners.
 - It is hard to put a timeframe on acquisition because of the variables but it is safe to assume that it will take months or possibly years rather than days.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

69

PROJECT DESIGN DELIVERY

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 70

Design Contract types

Federal and/or State Reimbursable**


- Three-party: Sponsor, WisDOT & Design Consultant (DC)
- Two-party: Sponsor & WisDOT
- **Need signed project agreement, authorization letter & executed contract prior to starting design

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 71

Design Contract types

Non Federal and/or Non State Reimbursable

- Two-party between Sponsor & Consultant
- In-house without a contract
- Will only cover reimbursable in this presentation, but can request assistance from MC with two-party as stated above


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 72

Design
3-Party Design Contract

Timeline: 3- 9 Months for Contract Execution

- Depends on scope, DC familiarity with WisDOT contracting (use of boilerplate w/fee sheets, etc), negotiations, internal Sponsor timing of approvals
- After receiving Notice to Proceed, you can begin design

Continued

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 73

Design
3-Party Design Contract

Includes:

- Creation of Request For Proposal (RFP)
- Qualification Based Selection (QBS)
- Consultant approval by WisDOT
- Scoping of the contract
- Creation, negotiation and review of 3-party
- Execution by Design Consultant & Sponsor
- WisDOT processing & execution

Continued

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 74

Design
3-Party Design Contract

- MC Role
 - Monitor Selection Process to ensure Federal requirements are met
 - Assist Sponsor with Selection Process
 - **Does not participate in actual selection**
 - Assist with Contract and Negotiation Process

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 75

Design
3-Party Design Contract

- Most projects will require WisDOT approved consultants
- Sponsor shall pay the consultant directly and seek reimbursement from WisDOT
- Encourage use of payment milestones within contract
- Can request review of evaluations of consultants from WisDOT (through MC) on previous projects


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 76

Design
Two party Design (Local/WisDOT)

Timeline: 3- 6 Months for Contract Execution

- Depends on scope, Sponsor familiarity with WisDOT contracting, internal Sponsor timing of approvals
- After receiving notice to proceed, you can begin design
- MC Role is similar to the three-part design, but without the consultant aspect.


Continued

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 77

Design
Two party Design (Local/WisDOT)


Includes:

- Scoping of the contract
- Creation & review of 2-party contract
- Execution by Sponsor
- WisDOT processing & execution

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 78

Design Contracting Questions

- Work with your MC!!!
- Any questions?

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 79


Design Standards

- Design standards to be followed
 - Wisconsin Bicycle Facility Design Handbook
 - FDM elements (documented in DSR)
 - AASHTO
 - Additional listed in Sponsor's Guide-Section 1.5
- Sidenote: These are what are listed on the **Project Proposal Cert.** (common mistake)
- Any initial challenges with standards need to be discussed early on

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 80

Design Local Force Accounts (LFA)


- Should be indicated in project agreement
- Prequalification for the project Sponsor Required
 - DT2300
- Subcontracting not allowed
- Equipment rental typically not allowed
- In accordance with FDM (DOES NOT FOLLOW SPONSOR'S GUIDE)
 - If less than \$25,000 covered by Programmatic Cost Effectiveness Finding (CEF)
 - If more than \$25,000, a CEF is required
- Questions?

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 81

Design Process Overview


- Timeline: 6 months to 3 years
- Dependent on familiarity of designer with process, if design amendments are needed, & complexity of project.
- At the end of this process, you can submit **Request to Advertise**.
- After **Request to Advertise** approved, design contract and ID should be closed

Continued

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 82

Design Process Overview


- Design begins
↓
- Environmental Document approved
↓
- DSR approved
↓
- Plans, Specs & Estimates (PS&E)
↓
- WisDOT forms for **Request to Advertise**

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 83

Design Challenges (added time)

- Railroad
- Structures
- Real Estate
- Utility Coordination
- Scope Modifications
- WisDNR/ACOE permitting
- Multiple phases of construction
- Section 106 challenges (Historic or Archeological)
- Hazmat (greater than Phase 1)

The sooner you coordinate with the MC for all, the better.

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 84


**Design
Challenges: Railroad**

- If RR within 1,000 feet, contact MC who will work with Regional Rail Coordinator (RRC). **DO NOT CONTACT RR DIRECTLY!**
- If a crossing is needed, an Office of the Commissioner of Railroads (OCR) hearing is required
- Contact is required as well with abandoned corridors
- RR involvement will typically add 2+ years to the project (this was also noted on the applications)

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 85


**Design
Challenges: Utilities**

- TRANS 220 does not apply to Local Program Projects, including Non-traditional, however utility coordination is still required.
- Coordinate for planning locates through digger's hotline and/or through private utilities
- Utility relocation costs not reimbursable unless specified in your project agreement with a separate utility ID (minimum \$50,000 per utility).

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 86


**Design
Challenges: Structures**

- Culverts, bridges, boardwalks, retaining walls will need to be submitted to Bureau of Structures (BOS)
 - If bridges less than 20' or retaining walls less than 5.5' from top of footing to top of wall, does not apply.
- Formal BOS submittals—both preliminary (Type, Size, Location (TSL)) and final
 - Preliminary submittal comments must be received and included within Design Study Report (DSR)
 - Final BOS submittal to BOS a minimum of 1 month prior to final submittal of Request to Advertise .

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 87

**Design
Challenges: Structures**


- Prior to submittal to BOS, submit to MC for review of completeness
- Will be submitted electronically in accordance with FDM
 - Will need structure number for submittal
 - In “comments” section, you will want to write: “Non-traditional project” since they are evaluated slightly different than roadway bridges.
- Be aware:
 - Weight restrictions : Min 20,000 lbs (even for pedestrian)
 - Desired 14’ wide clear span (12’ minimum)
 - Appropriate railing and fencing requirements are required

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 88

**Design
Challenges: Other**


- Scope Modifications
 - Multi-levels of approval (not quick)
 - Possible re-work (which would then not be reimbursable)
- Previously discussed
 - Hazmat (greater than Phase 1)
 - Section 106 (Environmental)
 - Right-of-Way - Section 7 Sponsor’s Guide
 - WisDNR /ACOE permitting

Questions?

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 89

**Design
General Notes**


- NEW: Preliminary plans are required with environmental document
- DSR includes 60% plans
- Plans and specifications do not need to be in WisDOT state-let template, but do need to include appropriate detail & information
- WisDOT specifications are encouraged to be referenced, at a minimum Part 1 should be incorporated via reference
- Estimates should not include contingencies
- Plans to be submitted in 11 x17 format

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 90

Design Stages

Preliminary submittal


- Preliminary plans (see Sponsor’s Guide, page 40 for required information)
- Environmental document w/ appropriate back-up
- Phase 1 Hazmat (if applicable) or **Initial Site checklist** (form) & **Parcel Reconnaissance** (form)
- **Preliminary Engineering Checklist** (form)
- ***Do not move forward until review comments have been received and Environmental document is approved****

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 91

Design Stages


“60%” submittal

- Updated project plans
- Preliminary structure plans (if applicable)
- DSR (if applicable--more on next slide)
- **Utility Checklist** (form)
- **Certificate of Right of Way (DT1899)**(Cert 1)
- **** Do not move forward until review comments have been received and DSR is approved****

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 92

Design Design Study Report (DSR)

- NEW: required when construction project costs are greater than \$500,000
- Does not apply to building-type projects or some other unique types
- Many times the abbreviated DSR will be used (also in the FDM)
- Needs to be approved prior to draft **Request to Advertise**
- 60% plans are one of the attachments


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 93

Design Stages

90% (Draft **Request to Advertise** Package)

- Draft final plans
- Final structure plans (if applicable)
- Draft Project Manual with all required WisDOT forms per **LLPCDC**, front end documents and special provisions included
 - **LLPCDC** examples: DBE forms, wage rates, Buy American, etc.
- 90% estimate
- WisDOT forms..... (next page)

Continued


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 94

Design Stages

90% (Draft **Request to Advertise** Package)

- **Construction Bid letting Checklist** (form)
- **Project Proposal Certificate**
- **Local Let Project Contract Document Checklist** (LLPCDC)....(form)
- **Certificate of Right of Way (DT1899)** Cert 1 (form) with applicable documents (if not already submitted)
- **Request to Advertise** (form)
- Final approved permits
 - DNR/ACOE permits
 - STH permits (crossings, signals, marking)


**** Do not move forward until review comments are received****

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 95

Design Request to Advertise/Final PS&E Submittal

- Submit a minimum of six weeks prior to the desired advertisement placement date
- In the submittal to the MC include (2 sets of everything, with one set having all original signatures)..... (next page)

Continued


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 96

Design

Request to Advertise/Final PS&E Submittal

- Project Manual:
 - Cover
 - Special Provisions
 - Contract Front End
 - Part 1 of WisDOT Standard Specifications
 - WisDOT DBE & Labor Compliance Additional Special Provisions (noted on Local Let Project Contract Document Checklist)
 - Supplemental Information (as required—e.g. permits, soil borings, etc.)
- Project Plans (signed & sealed – typically 11 x17 format)

Continued


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 97

Design

Request to Advertise/Final PS&E Submittal

WisDOT Forms/Checklists

- Approved Environmental Document
- Approved Certificate of Right of Way (DT1899) (even if no Real estate is acquired)
- Construction Bid Letting Checklist
- Local Let Project Contract Document Checklist
- Project Proposal Certificate
- Engineer's Estimate
- Request to Advertise (with Proposed Advertisement attached)


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 98

Design

Request to Advertise/Final PS&E Submittal

***Do not advertise until the Request to Advertise package has been approved and you have received an authorization letter!**

Questions?


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 99

**Design
Variance to "Handbook"**

"Variance to the Wisconsin Bicycle Facility Design Handbook"

- Required for variances to design standards (width, clear zone encroachments, side slopes, curve radii, etc)
- **Last resort, alternative design solutions should be explored first and foremost**. Contact your MC if you are concerned that there will be a challenge with a standard.
- Specific format and requirements for the Variance can be gotten from your MC.


Continued

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 100

**Design
Variance to "Handbook"**

"Variance to the Wisconsin Bicycle Facility Design Handbook"


- Designers should not assume that the variance will be approved by the Department.
- Allow ample time for review and modifications/approval (months)
- Need to be approved prior to submittal of DSR and/or 60%.
- See Section 8.9 of Sponsor's Guide

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 101

**Design
Proprietary Product Justifications**

Proprietary Product Justifications (PPJ)/Sole Source


- Required for items that specify unique , distributor, manufacturer
- Contact MC for specific form-required WisDOT signature
- Within special provisions, identifying "or approved other" is not enough. Need to have total of two or more options or generalize the specification to remove specific products and names
- Per FDM 19-1-5

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 102

Design
Material & Equipment Purchasing

Material & Equipment Purchasing


- Slightly different than full **Request to Advertise** Package—called “Purchase Request Package”
- Still includes an advertisement, bid documents, and **Request to Award** package as well.
- Refer to Section 8.17 of the Sponsor’s Guide

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 103

Design
Bidding Locally Let

Three Different bidding types

- Official sealed bidding: 99% of projects
 - Newspaper advertisement & sealed bids
- Simplified Bidding
 - \$5,000 or less- a little more flexibility
 - \$5,000 to \$25,000—three or more quotes—in writing preferred
- Competitive Negotiation & Sole source—contact your MC for more info

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 104

LOCALLY LET CONTRACTS

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 105

Locally Let Contracts

- Before the Local Letting can be advertised, the construction phase must be Federally Authorized
- Approved **Request to Advertise**

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 106

Locally Let Contracts

Advertisement


- Minimum 3 week publication
- Recommend diverse publication to ensure competitive bid
 - Sponsor's Legal Newspaper
 - Trade Journals
 - State of Wisconsin Legal Newspaper
 - Sponsor's Internet Site
- Obtain Affidavit of Publication and keep in Records

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 107

Locally Let Contracts

Advertisements – Addendums


- Notify MC of significant changes requiring Addendum
- WisDOT Must Approve Addendum
- **Significant change** defined as change in quantities or work that would affect the engineers estimate, changes in start or completion dates or change connected with permitting, approval or mitigation measures.

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 108

Locally Let Contracts

Bid Opening

- All bids shall be sealed and sent to Sponsor in accordance with terms of Advertisement
- All bids received shall be publically opened and announced either by item or total amount
- If any bid is not read, publically announce the name of the bidder and the reason.
- Document justification for rejecting bids

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 109

Locally Let Contracts

Bid Opening

- Sponsor must ensure selection process meets requirements after advertising, bid opening and determination of lowest responsive and responsible bidder
- Sponsor must evaluate all bids for irregularities – Section 102 and 103 of Standard Specifications
- Justification required to accept bid if
 - Less than 3 bids received
 - Low bid is greater than 10% over Engineer Estimate

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 110

Locally Let Contracts

DBE Commitments

- Successful Low Bidder submits **Commitment to Subcontract to DBE Non-Traditional Projects** along with **Attachment A** for each subcontractor to WisDOT DBE office.
- If Contractor cannot meet DBE Commitments, they must submit a Good Faith Waiver Request
- Good Faith Waiver is not automatically approved
- WisDOT will approve DBE commitments or Waiver

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 111

Locally Let Contracts

Request to Award


- Sponsor submits **Request to Award** to MC
- Include
 - Copy of Notarized Advertisement
 - WisDOT approved DBE Commitments
 - Affidavit of Publication
 - All Addenda
 - Justification for rejecting bids
 - **Bid Summary**
- Allow at least 2 weeks for review

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 112


Locally Let Contracts

Contract Execution

- MC will notify Sponsor to Proceed with Contract Execution by returning signed **Request to Award**.
- Sponsor shall execute the Contract in accordance with their Local Approval Authority as documented in the Sponsor's Certification
- Proceed into the Construction Phase


Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 113

CONSTRUCTION ADMINISTRATION

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 114


**Construction Administration
Pre-con Meeting**

- Formally Invite MC + WisDOT PM
- Local standard topics + WisDOT topics (contract mods, labor compliance, monthly progress reports)
- Discussion on Erosion Control items
- Federal posters on-site should be distributed
- Schedule for completion from Contractor
- Pay applications-how often is up to Sponsor
- Copy MC on official 'Notice to Proceed'

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 118


**Construction Administration
Labor & DBE Compliance**

- Post the wage rates on-site
- Weekly Certified payroll is required for all of these projects.
- Interviews are the responsibility of the Sponsor – form in appendix of Sponsor's Guide for assistance

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 119

**Construction Administration
Erosion Control**

- Not part of the WisDNR/WisDOT cooperative agreement.
- In accordance with WisDNR permits, project plans and special provisions
- Contractor to submit detailed schedule of erosion control activities & supplemental information
- All WisDNR permits should be posted on-site
- Sponsor/Contractor responsible for meeting all conditions of permits and maintaining all erosion control
- Copy NR 216 close-out docs to MC prior to project completion

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 120

Construction Administration Local Force Account

- If constructed by local forces (LFA), the department will contract with a consultant for construction oversight in accordance with the FDM.

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

127

Construction Administration Close-out

- Final Walk-through/punch-listing
 - Invite MC/Region PM
 - MC will take pictures to assist in reimbursement
 - Include MC in order to assure that all items are addressed prior to final Contractor payment
- At a minimum, as often as reimbursements requested, MC will visit project site.

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

128

REIMBURSEMENT

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

129

Reimbursement

- These projects are reimbursement projects where the Sponsor pays the cost of the project and then submits a request for reimbursement.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

130

Reimbursement

Reimbursement Request timing:

- Submit as soon as practical.
- NEW: Submit for an amount greater than \$1,000.
- Do not wait to submit design reimbursement requests until construction is complete.
- For smaller projects it is fine to submit one request for design and one request for construction.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

131

Reimbursement

Required documentation for design.

- **Reimbursement Request** form DT1713
- Invoice
- Progress Report
- Cancelled check showing payment

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

132

Reimbursement

Required documentation for construction.

- Construction and construction oversight by consultant:
 - **Reimbursement Request** form DT1713
 - Detailed Invoice (per item)
 - Cancelled check showing payment

Continued

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

133

Reimbursement

Required documentation for construction.

- Construction oversight by Sponsor:
 - **Reimbursement Request** form DT1713
 - Printout from financial system that shows the employees, rates, hours worked, and time period
- Local Force Account projects:
 - Require detailed summary of work and payment is processed through FieldManager

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

134

Reimbursement

Final Reimbursement Request

- Prior to final reimbursement request, all project records must be complete
- Mark the request "Final"
- Provide the **Project Completion Certificate**
 - This must be completed for both design and construction
 - Complete for construction after the final walk-through and all work is complete
- Submit as soon as practical

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

135

**ADDITIONAL QUESTIONS
REGARDING SPONSOR'S GUIDE**

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

136

CERTIFICATION PROGRAM

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

137

Certification Program

The certification process requires a Local Public Agency to certify they have sufficient expertise and capability, either in house or contracted, to administer all aspects of project delivery and construction.

Rev February 4, 2011



Sponsor's Training for Non-Traditional
Transportation Project Implementation

138

Certification Program

Why Certification

- FHWA Local Program Review 2004
- In 2006, FHWA identified the Local Program as a National high-risk program
- FHWA Local Force Account (LFA) Review 2006
- Local Program Construction Administration, Financial Accountability Assessment, 2008
- Local Program Billing and Project Review 2009

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

139

Certification Program

Federal-Aid Oversight Agreement

- The Oversight agreement can be found at: <http://roadwaystandards.dot.wi.gov/standards/fdm/05-02-001e001.pdf>
- The amended agreement documents the authority for WisDOT to delegate certain administrative actions to beneficiary of Federal Funding to provide for a more efficient project delivery
- Allows Sponsors to locally let certain projects provided they follow all Federal and State laws and regulations

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

140

Certification Program

- Required for all 2009 approved CMAQ, and 2010 approved TE/BPFP and SRTS projects
- State Municipal Agreements will not be approved until Certification has been completed and accepted by WisDOT.
- Existing project Sponsor certification is not required, however if attended training and completed the certification form will be certified for future projects
- Regardless of obtaining certification, all projects will be required to follow the Sponsor's Guide dated January 14,2011

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

141

Certification Program

Requirements

- Designated Person in Responsible Charge or defined Approval Authority to act as authority for all WisDOT delegated responsibilities and project approvals
- Have sufficient expertise and capability, either in-house or consulted, to perform and supervise the design, environmental, PS&E, advertisement, letting and award and construction administration phases of the project.
- Projects must be administered in accordance with the Sponsor's Guide to Non-Traditional Transportation Project Implementation.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

142

Certification Program

Process

- Review and understand the Sponsor's Guide to Non-Traditional Transportation Project Implementation
- Attend Sponsor's Guide Training and Certification Process Overview
- Complete the **Certification for Non-Traditional Project Administration and Delivery** form

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

143

Certification Program

Process

- Sponsor submits the completed form to WisDOT (Region Local Program Project Manager, (LPPM))
- WisDOT will Evaluate submittal, if satisfactory will Accept certification, if unsatisfactory, may ask for additional information.
- Complete **Sponsor's Guide Acknowledgement** form

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

144

Certification Program

Project Administration and Delivery Models

- Four delivery model options available allowing Project Sponsor to perform all tasks, including Administration, design and construction oversight or hire a consultant to perform these functions on behalf of the Sponsor

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

145

Certification Program

Definitions

- Project Administration – Overall management and implementation of the approved project to ensure compliance with all applicable state and federal regulations as explained and described in the Sponsor's Guide; required for project costs to be eligible for Federal reimbursement. The Sponsor is 100% responsible for all costs associated with administration; some activities may be performed by a consultant.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

146

Certification Program

Definitions

- Oversight – The act of ensuring that the construction project is delivered consistent with federal and State Laws, Regulations and Policies. Oversight activities include review and approval actions pertaining to design, plans, specifications, estimates, right of way certification statements, contract awards, inspections and final acceptance.

Rev February 4, 2011



Sponsor's Training for Non-Traditional Transportation Project Implementation

147

Certification Program

Definitions


- Engineering/Inspection: All efforts/activities required to complete the four project phases: Design, Real Estate Acquisition, Letting and Construction

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 148

Certification Program

Delivery Models


- Sponsor adequately staffed to provide project administration duties on a Locally Let Construction Project and
 - Performs Project design
 - Performs Construction Oversight
 - Requires a PE on staff

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 149

Certification Program

Delivery Models

- Sponsor Adequately staffed to Provide project administration duties a Locally Let Construction Project BUT
 - Utilizes consultants to perform Project Design and/or Construction Oversight

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 150

Certification Program

Delivery Models


- Sponsor will retain a unique consultant for Project administration and utilize other consultant(s) for project design and construction oversight
 - Consultant utilized for admin functions are not eligible for federal funds and are 100% locally funded
 - Consultant utilized for project design and construction oversight may be eligible for federal reimbursement

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 151

Certification Program

Delivery Models

- Sponsor will utilize a single consultant for Administrative tasks and project design and construction oversight.
 - Option only available if 100% Sponsor funded for all consultant services
 - No federal reimbursement allowed

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 152

QUESTIONS AND DISCUSSION

Rev February 4, 2011  Sponsor's Training for Non-Traditional Transportation Project Implementation 153
