1.1 Background
On August 10, 2005, the President signed into law the new surface transportation act, the “Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users” (SAFETEA-LU). The requirement for the Project Management Plan (PMP) and an Annual Financial Plan are contained in section 1904(a) of SAFETEA-LU. This provision amends 23 U.S.C. 106(h) by indicating that a project with an estimated cost of $500 million or more, defined as a major project, shall submit a Project Management Plan (PMP) and an annual financial plan for review. The PMP shall document the procedures and processes that are in effect to provide timely information to the project decision makers to effectively manage the scope, costs, schedules, and quality of, and the Federal requirements applicable to the project, the role of the agency leadership, and management team in the delivery of project.

This PMP guidance is to assist the recipient of Federal financial assistance in the preparation of a PMP to meet the requirements of SAFETEA-LU. The intent of this guidance is to provide a general framework in which modifications can be made in order to produce a PMP that will most effectively serve the State Transportation Agency (STA), the FHWA, and other sponsoring agencies throughout the project continuum.

1.2 Initial Project Management Plan - General
Major projects are monitored from planning to operations. The PMP will help the management team maintain a constant focus towards delivering the major project in accordance with the customers' needs, wants, and expectations. Major projects must be delivered in a manner that captures the public's trust and confidence in the State and Federal transportation agencies' ability to effectively and efficiently deliver a quality product.

For most projects, the recipient of Federal financial assistance will be a State Transportation Agency (STA). Therefore, the STA will prepare the PMP. A draft of the PMP must be submitted to the FHWA for review prior to approval of the NEPA decision document. The FHWA will provide comments and the STA must submit a PMP for approval within 90 days of the date of the signed NEPA decision document (e.g. EA/ FONSI, Record of Decision).

For the first PMP, the FHWA Major Projects Team must provide concurrence prior to the FHWA Division Office approval. After that, either the Division or Headquarters Offices may request FHWA Headquarters review and concurrence prior to the Division's approval of subsequent PMP revisions. The PMP is to be a living document in which revisions will be issued as the project progresses in order to add, modify, or delete provisions that will result in the most effectively managed project. At a minimum, the PMP should be revised and approved prior to the authorization of federal-aid funds for right of way acquisition and prior to authorization of federal-aid funds for construction.

1.3 Purpose
The Project Management Plan is the guide for implementing the major projects, documents assumptions and decisions regarding communication, management processes, execution, and overall project control. The ultimate purpose of the Project Management Plan is to clearly define the roles, responsibilities, procedures, and processes that will result in the major project being managed such that it is completed:

- On-time,
- Within budget,
- With the highest degree of quality,
- In a safe manner for both the individuals working on the project and for the traveling public, and
- In a way, the public trust, support, and confidence in the project will be maintained.

The PMP addresses all phases of the major project life cycle and ensures that the project will be managed holistically and as a continuum, not incrementally as the project progresses. It is essential that the PMP establish the metrics by which the success of the project is defined. It is expected that all sponsoring agencies will endorse the PMP.

1.3.1 Topics
The following topics form the basic contents for the PMP. The intent of the following sections is to provide a
general framework in which modifications can be made to produce a PMP that will most effectively serve the STA, the FHWA, and other sponsoring agencies throughout the project continuum. References to existing STA documented processes may be used in the PMP.

1. Project Descriptions and Scope of Work
2. Goals and Objectives
3. Project Organizational Chart, Roles, and Responsibilities
4. Project Phases
5. Procurement and Contract Management
6. Cost Budget and Schedule
7. Project Reporting and Tracking
   - Executive Summary
   - Project Activities and Deliverables
   - Action Items/Outstanding Issues
   - Project Schedule
   - Project Cost
   - Project Quality
   - Other Status Reports
8. Internal and Stakeholder Communications
9. Project Management Controls (Scope, Cost, Schedule, Claims, etc.)
   - Risk Management Plan
   - Scope Management Plan
   - Scheduling Software
   - Cost Tracking Software
   - Project Matrices
   - New and Innovative Contracting Strategies
   - Value Engineering, Value Analysis, and Constructability Reviews
   - Contractor Outreach Meetings
   - Partnering
   - Change Order and Extra Work Order Procedures
   - Claims Management Procedure
   - Other Programs
10. Design Quality Assurance / Quality Control (QA/QC)
11. Construction Quality Assurance / Quality Control (QA/QC)
12. Environmental Monitoring
13. Right of Way
14. Safety and Security
15. Traffic Management
16. Project Communications (Media and Public Information)
17. Civil Rights Program
18. Closeout Plan
19. Project Documentation
20. Other Possible Sections
21. Appendices
22. Executive Leadership Endorsement

Other items may be added depending on the project’s characteristics.
5.1 Background
On August 10, 2005, the President signed into law the new surface transportation act, the “Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users” (SAFETEA-LU). The requirement for an Annual Financial Plan is contained in section 1904(a) of SAFETEA-LU. This procedure describes when a Financial Plan is required based on the total project cost.

5.2 Process for $100 to $500 million projects
Section 1904(a)(2) of the Safe, Accountable, Flexible, Efficient Transportation Act: A legacy for Users (SAFETEA-LU) added a new section, 23 USC 106(i), which requires recipients for federal financial assistance for projects with a total cost of between $100 million and up to $500 million in year-of-expenditure dollars, to prepare an annual financial plan. Unlike financial plans for projects which cost more than $500 million, FHWA does not formally approve the plan that is prepared. However, it must be available for their review.

For determining whether the project costs exceed $100 million, the Department will look at the total cost estimate for the project limits set forth in the Record-of-Decision or the final environmental determination.

5.2.1 Initial Financial Plan
For projects in the $100 to $500 million-dollar range, the initial financial plan may be developed and completed at the earliest feasible point in the project development process, but it needs to be finalized before requesting FHWA authorization to obligate federal funds for the first significant construction contract for the project. Therefore, the financial plan will be submitted to FHWA by the due date for submitting the form FHWA-37 to the Bureau of Financial Services (BFS) according to the letting schedule shown in FDM 19-1 Attachment 1.2.

In order to ensure timely completion of the financial plan, the following steps should be completed:
- Six months prior to the letting date for the first significant construction project, staff from the Office of Policy Budget and Finance (OPBF) and the Bureau of State Highway Programs (BSHP) will contact the project manager regarding the need to complete the financial plan.
- Staff from OPBF and BSHP will compile a draft of the financial plan schedules required: Cost Estimate, Implementation Plan, Financing and Revenues, and Cash Flow, and meet with the project manager to ensure the anticipated project schedule has been accurately reflected in FIIPS.
- The project manager will submit to BSHP and OPBF an identification of potential risks and mitigating factors to the project that will be included as part of the financial plan.
- The director of the OPBF and the administrator of DTIM will sign the letter of certification included with the plan on behalf of the Department. OPBF staff will then submit the plan to the FHWA Wisconsin division office. OPBF will retain a signed copy of the financial plan.

5.2.2 Annual Update to the Financial Plan
To ensure timely completion of the annual update to the financial plan, the following steps should be completed:
- The required annual update will be completed by September 30 of each year with financial information as of June 30th.
- Staff from OPBF and BSHP will compile a draft of the financial schedules needed to update the financial plan and meet with the project manager to ensure the anticipated project schedule has been accurately reflected in FIIPS.
- The project manager will submit to BSHP and OPBF an updated list of potential risks to the project that will be included in the annual update. The project manager will be responsible for explaining the reasons for significant changes to the either the cost or schedule of the project when compared to the previous financial plan for the project.
- The director of the OPBF and the administrator of DTIM will sign the letter of certification included with the plan on behalf of the Department. OPBF staff will then submit a copy of the plan to the FHWA Wisconsin division office.

5.3 Process for projects in excess of $500 million
Section 1904(a)(2) of the Safe, Accountable, Flexible, Efficient Transportation Act: A legacy for Users (SAFETEA-LU) amended 23USC106(h) to require financial plans for projects expected to cost $500 million or more in year of expenditure dollars. FHWA must formally approve the plan before federal funds may be authorized for construction.

For determining whether the project costs exceed $500 million, the Department will use the total cost estimate for the project limits set forth in the Record-of-Decision or the final environmental determination.
5.3.1 Initial Financial Plan
For projects estimated to cost in excess of $500 million, the initial financial plan may be developed and completed at the earliest feasible point in the project development process, but it needs to be finalized before requesting FHWA authorization to obligate federal funds for the first significant construction contract for the project. Therefore, the financial plan must be approved by FHWA no later than the date FHWA authorizes advertising for bids for the first significant construction project. For additional information, see FDM 19-1 Attachment 1.2.

To ensure timely completion of the financial plan, the following steps should be completed:

- 12 months prior to the letting date for the first significant construction project, project team staff shall contact the Office of Policy Budget and Finance (OPBF) and the Bureau of State Highway Programs (BSHP) staff regarding the need to complete the financial plan. FHWA Wisconsin Division staff will also be invited to participate in the development of the initial financial plan.
- Staff from OPBF, BSHP and the project team will meet to assign responsibility for preparing necessary schedules and other information to be included in the plan to be submitted to FHWA as identified in Table 1.
- OPBF staff will coordinate the development of the financial plan document and working with the project team schedule the review of the plan by the Oversight committee. OPBF staff will then submit the plan to the FHWA Wisconsin division office. OPBF will retain a signed copy of the plan submitted to FHWA.

5.3.2 Annual Update to the Financial Plan
To ensure timely completion of the annual update to the financial plan, the following steps should be completed:

- The required annual update will be completed by September 30 of each year with financial information as of June 30th.
- Staff from OPBF, BSHP, and the Project team will meet, as needed, during the year to review and discuss significant changes to the project cost and estimate.

### Table 5.1 Information Needed for Financial Plan

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FDM 3-15-15 Value Engineering

15.1 Originator
The originator of this chapter is the Chief of the Design Standards and Oversight Section, Bureau of Project
15.2 Introduction to Value Engineering

Value Engineering (VE) is defined by the Society of American Value Engineers\(^1\) as “the systematic application of recognized techniques which identify the function of a product or service, establish a value for that function, and provide the necessary function at the least overall cost. In all instances, the required function should be achieved at the lowest possible life-cycle cost consistent with requirements, performance, maintainability, safety, and aesthetics.” Value can be increased by improving function or reducing costs.

Wisconsin Department of Transportation (WisDOT) recognizes the need for the prudent use of resources while delivering a quality transportation program. The goals of a VE study can include improving quality, minimizing total ownership costs, reducing construction time or cost, simplifying construction, increasing safety, enhancing operations, and meeting environmental and ecological goals. While VE is relevant to many processes and is used across many sectors, this chapter focuses on transportation projects.

States with active VE programs have realized additional benefits beyond design improvements and cost savings, such as continual improvement of standards and policies, accelerated incorporation of new materials and construction techniques, employee enthusiasm through participation in agency decisions, and increased skills obtained from team participation.

Value engineering analysis is accomplished through a workshop, during which a multidisciplinary panel of peers led by a qualified VE Team Leader reviews a project according to a prescribed job plan and recommends changes to increase value. Workshops often occur over 3 to 5 days, take place near the proposed project site, and are staffed by individuals with expertise relevant to the project but not immediately involved with the project's design.

This procedure provides guidance on the use of VE by explaining when a study is required, various stages of a project's life where VE may be applied, how to set up a VE study and the roles of various WisDOT staff in VE.

15.3 Policy and Application

15.3.1 Federally Required Value Engineering Studies

Pursuant to Federal Highway Administration (FHWA) requirements under MAP-21\(^2\), a VE analysis shall be conducted on:

- Each project on the National Highway System (NHS) receiving Federal Aid with an estimated total cost of $50 million or more
- Each bridge project on the NHS receiving Federal Aid with an estimated total cost of $40 million or more
- Any other project the USDOT Secretary determines to be appropriate

A project is defined by the scope identified in the NEPA Environmental document, which includes the portion of a highway that a state or local unit of government proposes to construct, reconstruct, or improve. The total cost includes all design, right-of-way, construction, and associated costs from all project phases, as reported in the environmental document. A project may consist of several contracts or phases over several years. A VE analysis is required on either the whole project, a segment of the project, or on an element of the project, during some phase of the Department's Facilities Development Process.

Best practice is to review and determine VE requirements with FHWA as soon as the estimated total project cost is determined. There are no provisions in MAP-21 that authorize FHWA to grant a waiver or exemption to the requirement to conduct VE analyses.

Regions are responsible for implementing the VE program and complying with its requirements. Central Office facilitates the statewide VE program and uses the results of VE studies to prepare the Department's required annual VE summary report, evaluate the VE program guidance, cost effectiveness, and recommend changes to the program as needed.

Note: Thresholds for required VE studies were changed with MAP-21. All projects authorized for Federal funding before October 1, 2012 are required to provide VE according to previous requirements:

- Each project on the Federal Aid system with an estimated total cost of $25 Million or more, or
- Each bridge project with an estimated total cost of $20 Million or more, and

\(^1\) https://www.fhwa.dot.gov/ve/

\(^2\) https://www.fhwa.dot.gov/legsregs/directives/orders/13111a.htm
**15.3.2 Value Engineering on Projects Beyond Federal Requirement**

A VE study may be beneficial to a project with an estimated total cost between $25 million and $50 million (authorized for Federal funding on or after October 1, 2012). In this case, contact the State VEPM to review the scope of the project to determine whether VE is likely to yield a return on its investment.

Consider a VE analysis for any project involving:

- Scopes or estimates that substantially exceed initial values, or that grow complex over a long period of time
- Complex traffic control or staging/phasing, or right-of-way or utility requirements
- Extensive or expensive environmental, geotechnical, or structural requirements
- Other multidisciplinary workshops such as road safety audits, context sensitive solution workshops, etc.
- Complex technical issues, challenging project constraints, unique requirements, or competing community and stakeholder objectives

**15.3.3 Other Value Engineering Applications**

VE analysis may be applied to policies, standards, procedures or specifications. VE may be performed on a Region-wide basis, along a corridor, along several projects, or on a network of roadways (major, interstate, local, etc.)

When a VE study is not required but is performed because of its potential to improve value, follow the procedures in this chapter and report the results of the study to the State VEPM.

**15.4 Scheduling a Value Engineering Study**

When a VE study is warranted under FDM 3-15-15.3, contact the State VEPM to set up a VE study. Following are the steps for selecting a team and structuring the study.

Most VE studies are conducted by consultant firms under Master Contract. However, if a project’s design contract includes VE services, follow all procedures in this chapter.

See Attachment 15.1 and Attachment 15.2 for a description of the roles and responsibilities of Consultant, Region, and Central Office personnel.

**15.4.1 Project Identification/Selection**

WisDOT personnel complete a VE Work Order Request Form and submit it to the State VEPM as soon as a VE need is identified. The State VEPM selects a VE consultant, completes the request, and submits it to the Contract Administration Section for approval, then returns the approved copy to the Project team. Each VE study is performed under one Work Order, which is executed between the VE consultant and the WisDOT Region / Project Manager. See FDM 8-20 for consultant contracting procedures.

The scope of a VE study may include one project or a series of projects. Adjacent projects that share geometric elements or construction staging, or projects on a corridor, can sometimes be combined into one VE analysis. Review the proposed scope with the State VEPM and the VE Team Leader, and determine the appropriate scope of each VE study, and confirm the scope in writing with FHWA.

Apply VE as early as practical in project development. In doing so, the VE study is less likely to conflict with the project schedule, recommendations are less likely to require extensive design re-work, and the project team is more likely to be receptive to VE recommendations. However, adequate project data and preliminary design must be available for the VE team to analyze. Work with the State VEPM and FHWA VE coordinator to determine the most appropriate time to hold the VE study.

Common project development stages when VE is applied with the best results include:

- Scoping of project concepts and alternatives to be studied – this is often referred to as a “Value Planning” study
- Development and evaluation of alternatives and alignments, and their environmental impacts
- Development of preliminary roadway and bridge design, typically near 30% design

Examples of VE applications for Major Projects are discussed Attachment 15.3. At a minimum, any VE analysis required per FDM 3-15-15.3.1 shall be conducted prior to completing the project’s final design.
15.4.2 Team Leader Selection

For Federally-required VE studies, the VE firm selected must not be the same as the design or environmental firm selected for the project under study.

WisDOT retains several VE consultants on two-year Master Contracts for quick access to qualified VE Team Leaders and participants. The State VEPM is responsible for soliciting and maintaining the VE master contracts. The number of Master Contracts in each biennium is based on the probable amount of work anticipated. To be considered for a Master Contract, a VE firm must employ qualified Team Leaders.

To be eligible to lead a WisDOT VE study, a VE Team Leader must:
- Not be employed by the same firm as the design or environmental firm for the project under study
- Be certified by the Society of American Value Engineers as a Certified Value Specialist (CVS)
- Be fluent with the current VE Job Plan (Attachment 15.2) and FHWA VE requirements
- Demonstrate past performance leading VE studies, with references
  - Have a record of presenting practical solutions, indicated by a high number of recommendations implemented compared to the number of recommendations made.
  - Be skilled in facilitating workshops and motivating a diverse group to produce creative solutions
- Have engineering background, with experience in transportation projects
  - Be familiar with the requirements, standards, and policies of the affected regulatory and environmental agencies
- Be employed by a firm on or eligible for WisDOT’s roster of engineering consultants. See FDM 8-5-45

The State VEPM facilitates connecting VE Team Leaders with project teams based on schedule, work load, areas of expertise, and likelihood of success.

Convey relevant project information to VE Team Leader

In order to define the objectives of a VE study and select an appropriate team, the WisDOT project team must provide basic information to the VE Team Leader. To the extent practicable, provide the VE Team Leader with current design information such as plans, alternatives, estimates, and other reports. Discuss with the VE Team Leader any specific project concerns or constraints, and objectives for the VE study. At a minimum, provide the Team Leader with a project overview to help the VE team leader select an appropriate VE team.

15.4.3 Team Selection

A VE team is a multidisciplinary group of individuals, none of whom may be directly involved in the day-to-day design or management of the project being studied. The team’s expertise should include the major areas anticipated to be evaluated. Representatives from diverse disciplines other than engineering may provide greater objectivity to the study.

The VE Team Leader is responsible for selecting and managing the VE team and will recommend relevant individuals from their network of subject matter experts. Team members can also include experts from other agencies, elected officials, or interested citizens.

Each VE team should include WisDOT staff, from any region or Statewide Bureau, to contribute expertise on subject matter, State policies, and procedures. Consider inviting personnel from the Bureau of Traffic Operations and Bureau of Structures to participate in each VE study. Including WisDOT personnel on VE study teams results in more relevant, implementable VE recommendations.

The VE consultant shall obtain the approval of the region Project Manager and State VEPM on the scope of the VE study, as well as the study team members included.

15.4.4 Study Set-up

Coordinate the VE study details with the VE Team Leader. Some of these elements influence the cost of the VE study and need to be determined prior to executing a Work Order.
- Date and time of study: VE studies vary in length based on project complexity, are often 3 to 5 days long and occur during one week. The VE team leader will recommend an agenda for the study.
  Structure the agenda to accommodate travel by VE team participants, and attendance by key WisDOT personnel.
- Location of study: Some studies are held in conference rooms at region offices, but are often effective when moved offsite, to a nearby conference or meeting facility of any kind. The study location must be conducive to the VE team focusing fully on the study, without distractions.
- Site Visit: Many VE project teams greatly benefit from a site visit. When a site visit is part of the
agenda, a study location near the project site is recommended. A representative from WisDOT who is familiar with the site should act as a guide for the VE study team. Site visits are usually made in a State van (arranged by WisDOT PM) or rented van (arranged by VE Team Leader.)

- **In-brief meeting**: At the beginning of each VE study, the project/design team briefs the VE team on the project design and decisions to-date, as well as constraints and goals for the VE study. The in-brief meeting is a valuable opportunity to solicit input and participation from project stakeholders, which can include WisDOT, FHWA, local municipalities, and others. At a minimum, the Project Manager shall establish a meeting for the in-brief session, and invite the State VEPM, the project’s FHWA representative, the project’s Design Oversight liaison (BPD), and representatives from the Bureau of Traffic Operations and Bureau of Structures. Provide this invitation as soon as possible after the VE agenda is determined.

- **Out-brief meeting**: At the end of each VE study, the VE team presents its recommendations to WisDOT. In coordination with the VE Team Leader, the project manager shall establish a meeting time and place for the out-brief and invite interested or affected stakeholders (as described below in FDM 3-15-15.6).

**15.5 Conduct a Systematic Functional Analysis VE Study**

The VE study itself is administered in accordance with a standard Job Plan (Attachment 15.1), by the VE Team Leader. During the study, involvement by the WisDOT project team is usually minimal. Designate an individual on the project team as a point of contact for the VE team, to answer questions or furnish additional information requested.

**15.6 Presentation of Recommendations**

At the end of each VE study, the VE Team presents its recommendations to the WisDOT project team and other interested stakeholders. It is imperative that project personnel, region managers, and other interested decision-makers attend the out-brief meeting and ask any questions directly of the VE team.

At a minimum, the Project Manager in coordination with the VE Team Leader shall establish a meeting for the out-brief session, and invite the State VEPM, FHWA, Bureau of Project Development, Bureau of Traffic Operations, and Bureau of Structures (if the project includes any structures), and region managers.

After the VE study is completed, the VE consultant shall prepare and deliver to WisDOT a complete draft report of the VE study. It is recommended that the draft report be furnished to WisDOT in electronic (PDF) format. The report must be completed in a timely manner (as specified in the Work Order), and give a complete, clear, and thorough account of the VE study considerations and recommendations.

**15.7 Implement Approved Recommendations**

The WisDOT project team is responsible for implementing accepted VE recommendations.

After the completion of the VE study and receipt of the draft VE report, the Project team, in consultation with region management, must determine which VE recommendations to implement. It is desirable for the project team convene an additional meeting to review the VE recommendations. Give serious consideration to all VE recommendations, even those that represent significant changes to the project design. Revise the estimated savings, if necessary, and note any conflicts with project parameters. Contact the VE Team Leader, if necessary, for corrections to the draft report or for additional clarifications.

Likewise, understand that the VE team works with limited information; do not accept VE recommendations that violate previous commitments or other project objectives or parameters not adequately considered by the VE team.

Ultimately, determine which recommendations to accept or reject, and document rationale for each decision alongside each recommendation on the VE summary worksheet (Attachment 15.4). Provide a list of these decisions to the VE Team Leader for inclusion in the final VE report and to the VEPM for statewide reporting.

Approved VE recommendations shall be implemented through revision of the project design documents. Changes made as a result of the VE study should be noted in design documentation, including the DSR.

**15.8 Reporting Requirements**

For each VE study, the VE Consultant shall provide the Department a complete final report of the VE study. The report must thoroughly document each phase of the VE study, along with summary information.

Provide a full electronic (PDF) copy and one full paper copy to the State VEPM, to be retained in Central Files. Additional copies should be distributed at the Project Manager’s discretion.

For each VE study, all VE alternatives shall be summarized on Attachment 15.4. This worksheet consists of a
summary description and details of each VE alternative considered, their acceptance status, and final VE estimated cost avoidance. A draft of form DT1342 (Value Engineering Summary) shall be included with each VE final report, which the Project team will update with implementation data.

The State VEPM retains records of all VE studies completed and compiles the required annual report to FHWA. This report helps keep stakeholders aware of VE accomplishments and results and serves to promote VE as a team effort of the entire department.

LIST OF ATTACHMENTS

Attachment 15.1 Value Engineering Job Plan
Attachment 15.2 Roles and Responsibilities
Attachment 15.3 Value Engineering Studies on Major Projects
Attachment 15.4 VE Recommendations Summary Worksheet

FDM 3-15-20 Accelerated Construction Technology Transfer May 15, 2019

20.1 General
Questions or comments about accelerated construction technology transfer should be directed to the Chief of Construction Standards Oversight and Local Program Section.

20.2 Accelerated Construction Technology Transfer
An Accelerated Construction Technology Transfer (ACTT) workshop focuses on achieving the objective of "Get in, Get out, and Stay out". Using national transportation leaders to identify strategic planning goals, innovative techniques, and newer technologies, the ACTT process has proven to be a viable approach to addressing the construction time and traffic congestion concerns of today's large, complex multi-phase projects.

The ACTT concept was originated by the Transportation Research Board (TRB) in conjunction with FHWA and the Technology Implementation Group (TIG) of the American Association of State Highway and Transportation Officials (AASHTO). Following the completion of two pilot workshops, one in Indiana and one in Pennsylvania, the originating task force, A5T60, passed the concept off to FHWA and TIG to continue the effort. They have done so by coordinating a series of ACTT workshops around the country. The publication of FHWA's ACTT Implementation Memorandum and accompanying 'How To' Guide in October 2005 brought the program to the next level by offering step-by-step guidance for States adopting ACTT as standard practice.

The ACTT process is successful because no one person or organization serves as the driving force, Accelerated Construction Technology Transfer is a collaborative effort in the truest sense of the word. It works because it brings together public and private sector experts from across the country in a setting that encourages flexibility and innovation.

Note that conducting an ACTT workshop on a project does not meet the requirements of a mandatory value engineering study as discussed in FDM 3-15-15.4.1.

For more information, see the FHWA website https://www.fhwa.dot.gov/construction/accelerated/.