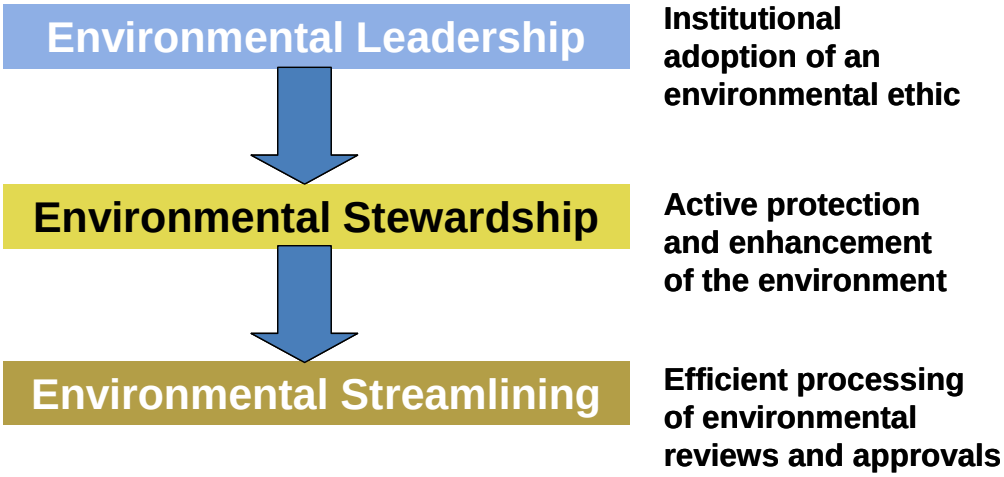
CHAPTER 1
DOTD PROJECT MANAGEMENT PHILOSOPHY

INTRODUCTION

Public expectations and demands for transportation solutions ***today***, not years from now, are understandable, given the magnitude and pervasiveness of America's transportation challenges. Equally understandable is the public's desire for environmentally sound ways to develop those transportation solutions. Environmental Stewardship and Streamlining are two different, but tightly interlinked, goals often associated with the public's demand for environmentally responsible transportation improvements.

DOTD's Environmental policy is that of careful consideration of the natural and human environment while addressing Louisiana's mobility and safety needs.



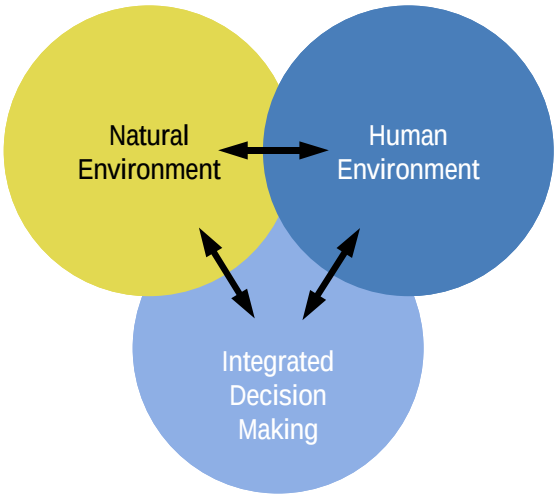
Effective Environmental Streamlining involves establishing realistic time frames among cooperating, and participating agencies to complete environmental reviews and permitting, without compromising environmental protection.

Environmental Stewardship demonstrates that we are mindful of the natural and human environment while addressing mobility and safety needs of the public. Environmental Streamlining consists of completing environmental reviews and permitting in a timely manner, without compromising environmental protection. This entails establishing realistic project development timeframes among transportation and environmental agencies, and then working cooperatively to adhere to those timeframes. The coordination of multiple and overlapping environmental reviews, analyses, and

permitting actions essential to Environmental Streamlining was identified in the Transportation Equity Act for the 21st Century (TEA-21). Although certain processes overlap, the procedural requirements for meeting these mandates are distinct and defined by each Federal agency charged with statutory oversight of a specific environmental resource or concern. Also, Louisiana, like most other states and some local jurisdictions, has their own environmental statutes and requirements that must be addressed.

The mission of the DOTD is to develop an environmentally sound transportation system through cooperative decision-making, involving the public and appropriate agencies.

DOTD recognized that achieving the bottom line – the efficient and effective delivery of a sound and environmentally responsible transportation program – required adopting a new mindset that embraced Environmental Stewardship and Streamlining. On May 12, 2000, the DOTD adopted an Environmental Policy, which declared that its mission includes the development of an environmentally sound transportation system through shared decision-making, involving other agencies and the public in full cooperative partnership. This policy committed the DOTD to promoting transportation improvements developed using Context Sensitive Solutions (CSS) that are fully compatible with the natural and human environment.



Since that time, the DOTD adopted a Project Development Process (PDP) that includes seven stages defining the way major projects are to be developed.

Louisiana Department of Transportation And Development Environmental Policy

It is the mission of the Louisiana Department of Transportation and Development to ensure that our customers those who live, work, and travel in Louisiana have a safe, efficient, and environmentally sound transportation system.

It is our goal to provide an environmentally sound transportation network and protect, preserve, and enhance Louisiana's cultural and natural resources, many of which are unique to our State.

We will ensure that transportation and water resource projects are compatible with environmental concerns and considerations, and done in the spirit of cooperation with our public and private partners through information sharing and mutual involvement. We are committed to the meaningful involvement and fair treatment of all people.

It is our policy to evaluate environmental consequences, both to the natural and to the human environment (including impacts to the community), and promote compatible solutions in serving the transportation needs of Louisiana.

We are committed to balanced decisions by providing a holistic evaluation of departmental actions to provide our customers with a quality transportation system that is safe, cost-effective, environmentally sound and one of the best in the nation.

APPROVED AND ADOPTED THIS 12th DAY OF MAY, 2000:

Kam K. Movassaghi, Ph.D., P.E.
Secretary

Blaise M. Carriere, P.E.
Deputy Secretary

John P. Basilica, Jr.
Undersecretary for Management and Finance

Roderick E. Dillon, Jr., P.E.
Chief Engineer

Curtis G. Patterson, P.E.
Assistant Secretary for Public Works and Intermodal Transportation

William H. Temple, P.E.
Assistant Secretary for Operations

Eric I. Kalivoda, Ph.D., P.E.
Deputy Assistant Secretary for Planning and Programming

These stages include:

- Stage 0 – Feasibility
  - The Feasibility Stage involves the preliminary analysis of the feasibility of a project proposal, and development of an initial scope and budget.

- Stage 1 – Planning / Environmental
  - The Planning/Environmental Stage involves detailed project planning, environmental analysis, the development of project scope, location and major design features, the development of project budget, and environmental closure.

- Stage 2 – Funding / Project Prioritization
  - During this Stage the project is on hold pending a priority determination of funding to establish and meet the project delivery schedule.

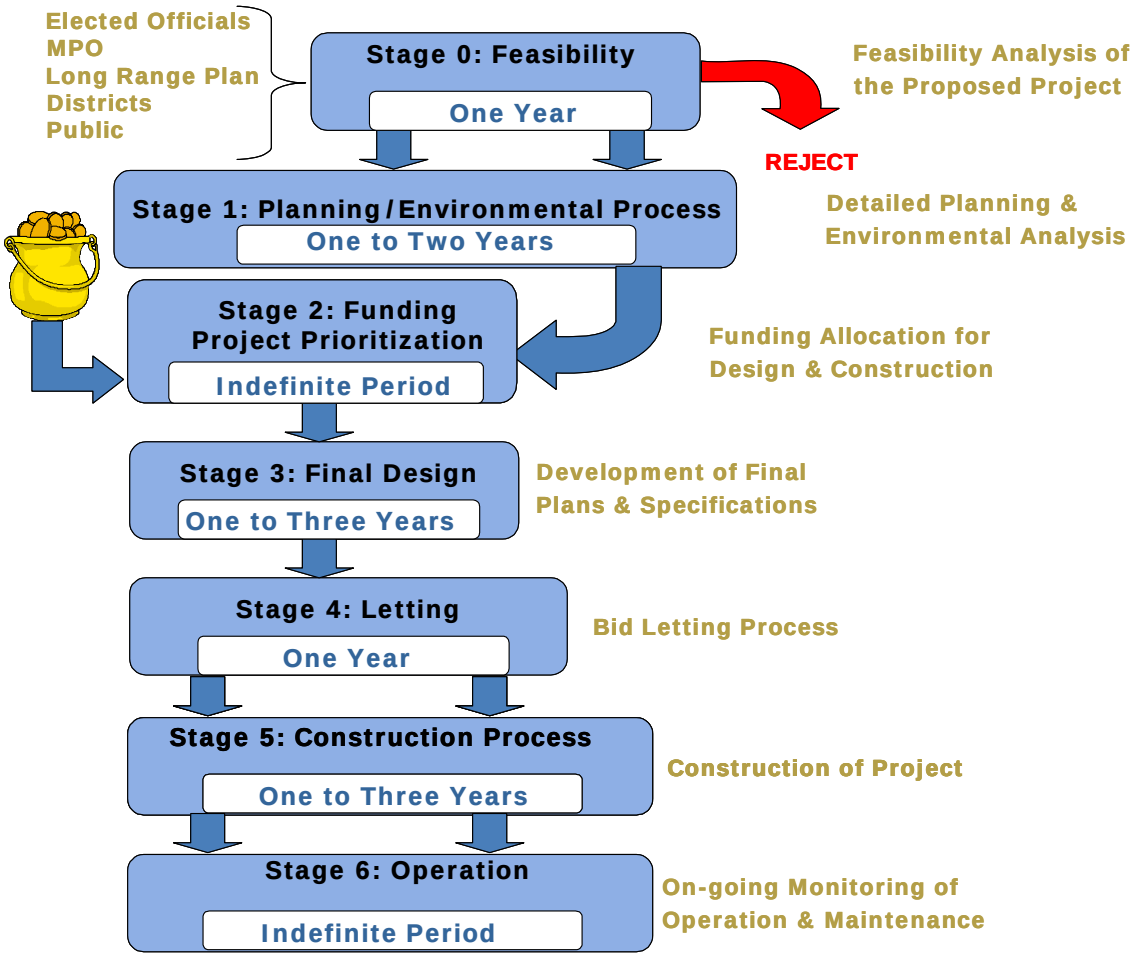
- Stage 3 – Final Design
  - The Final Design Stage involves the development of plans, specifications and estimates, securing needed right-of-way, utility agreements and required permits.

- Stage 4 – Letting
  - The Letting Stage includes the preparation of bid documents, contract advertisement and award.

- Stage 5 – Construction
  - This Stage involves the construction process.

- Stage 6 – Operation
  - This Stage deals with continuous monitoring of the project once it is placed in operation.

DOTD Project Development Process



DOTD'S PROJECT MANAGEMENT PHILOSOPHY

The DOTD is evolving into an organization centered on a ***Project Manager*** and a unified ***Project Team*** to advance transportation projects. This concept better responds to the challenges of environmental stewardship and streamlining and the public's expectations and demands for transportation solutions in a shorter timeframe.

The Project Manager is responsible for carrying out the project by insuring that all project activities are completed in accordance with time and budget requirements and at the highest level of quality. For the purpose of business at DOTD, two (2) project managers are often used, one from the Office of Engineering, Environmental Section, and one from the Project Development Division.

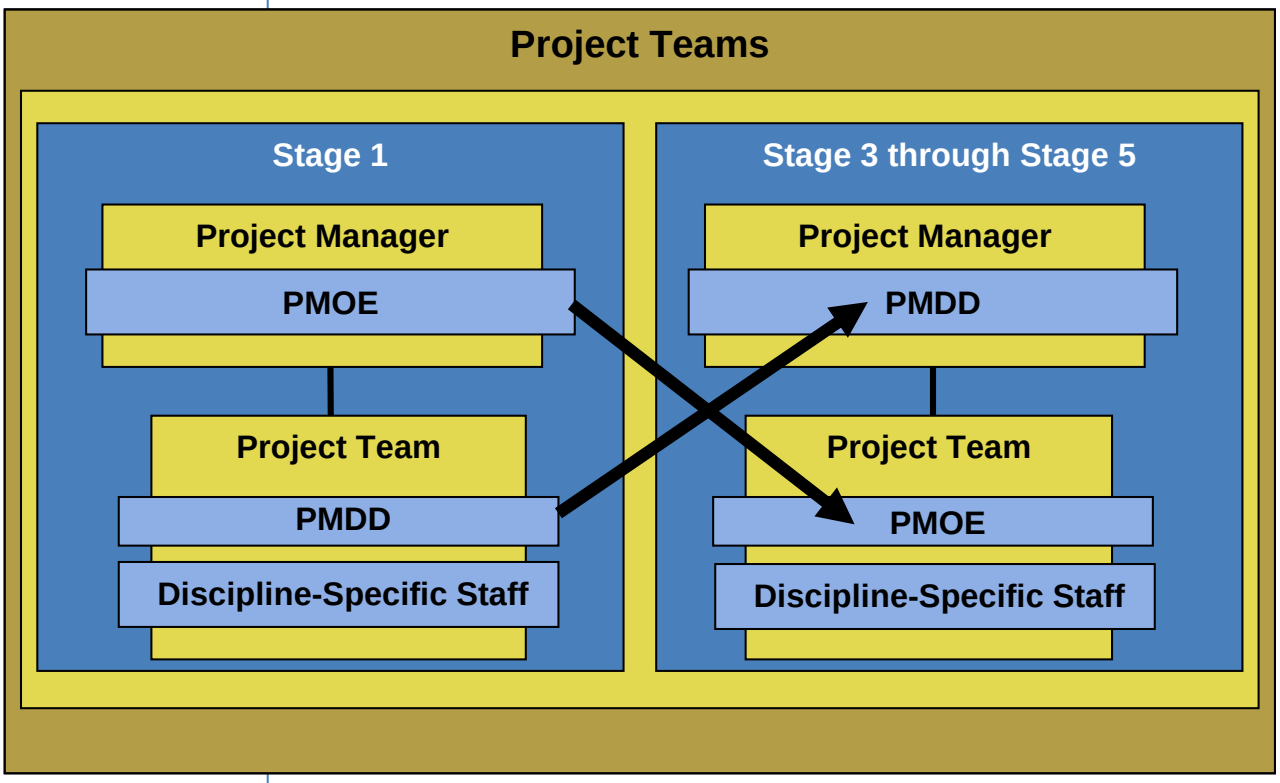
The Project Team will be comprised of various members depending on the required expertise to complete the project.

The Project Manager from the Office of Engineering, Environmental Section (PMOE) will lead the Project Team for projects requiring an Environmental Assessment (EA) or an Environmental Impact Statement (EIS) through the Stage 1 project development process. Then, the Project Manager from the Project Development Division (PMDD) will lead the Project Team on projects through Stages 3 and 4 and be available for consultation during Stage 5. DOTD's Chief Engineer and the Chief of Project Development will jointly select the PMOE and PMDD.

The identified PMDD would be a member of the Project Team during Stage 1.

Projects determined by the DOTD to be high risk will be led by a single Project Manager from the Office of Engineering, Project Management Unit. This Project Manager will lead the Project Team through Stages 1 thru 4 and be available for consultation during Stage 5.

The remainder of the Project Team would be staffed from various DOTD Sections (e.g. Road Design, Bridge Design, Utilities) or through consultant contracts depending on the required expertise. The PMOE would negotiate with the various Section Administrators for the desired Stage 1 staff.



THE DOTD PROJECT MANAGER

Under this new project management philosophy, the Project Manager is the undisputed leader of the Project Team and has the ultimate responsibility for the success or failure of a project. The DOTD Project Manager is the person who is responsible for getting the job done.

The DOTD Project Manager is responsible for developing transportation solutions in a fiscally responsible, schedule conscious, and environmentally sound manner.

The successful project manager must be able to do many things:

- Communicate
- Coordinate
- Delegate
- Administer, and
- Ensures that what needs done gets done.

Additionally, the project manager must be a team builder for the project. This responsibility goes beyond identifying and directing personnel to deliver the project. It involves developing the individual members into a cohesive Project Team whose primary objective is the delivery of the best possible transportation improvement projects in a fiscally responsible, schedule conscious, and environmentally sound manner. The Project Manager and the Project Team should approach every project as if it is going to be an award-winner!

A successful Project Manager is an individual who is:

- Willing to sacrifice involvement in certain technical tasks in order to have more time for administrative responsibilities
- Willing to take the blame for another team member's mistakes
- Able to let ego take a back seat in favor of team recognition
- Trusting of other individual's capabilities and willing to delegate authority
- Comfortable working with others, rather than alone
- Willing to "go the extra mile" to assist the team even though their personal duties may not be completed.

As a steward of the environment, the DOTD Project Manager is responsible for developing transportation solutions in a fiscally responsible, schedule conscious, and environmentally sound manner. The Project Manager is responsible to the Department, the Project, and the Project Team. **The Project Manager is the key to the success of the project.**

MANUAL OF STANDARD PRACTICE

This Manual of Standard Practice has been prepared to provide guidance to the Project Manager in advancing a transportation

improvement project through the Department's **Stage 1 – Planning / Environmental Process** for Federal-aid projects and state-funded projects requiring a federal approval or permit decision requiring an Environmental Assessment (EA) or an Environmental Impact Statement (EIS). The Manual presents an overview of the National Environmental Policy Act (NEPA) and other environmental regulations, discusses project management tools and techniques, provides general discussion and direction on moving a project through the NEPA process, and lists reference materials for further information. Technical guidance is provided in other Department publications.