

# A New Paradigm for Utility Coordination

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# Creating a New Paradigm: Leading Successful Change

Implement and sustain change:  
"I am committed to this change  
and I take ownership over my  
actions."

Communicate the vision and  
enable action: "I get it and I  
want to do it."

Create awareness: " I hear  
change is coming."



# The Goal of Utility Coordination

- The primary goal of utility coordination is to get the utilities out of the way of our road project.
- The primary objective is to proactively engage our partners so that maintenance of and improvements to the public infrastructure can be accomplished.
- No surprises to our teammates!



# Utility Coordination Problem Solving



We recognized the need for a significant change in our culture—we treated utilities as “in the way” instead of business partners—we had to change that culture.



Our ability to deliver projects within projected budgets and on time was significantly negatively impacted by our inability to work collaboratively with the utility companies.



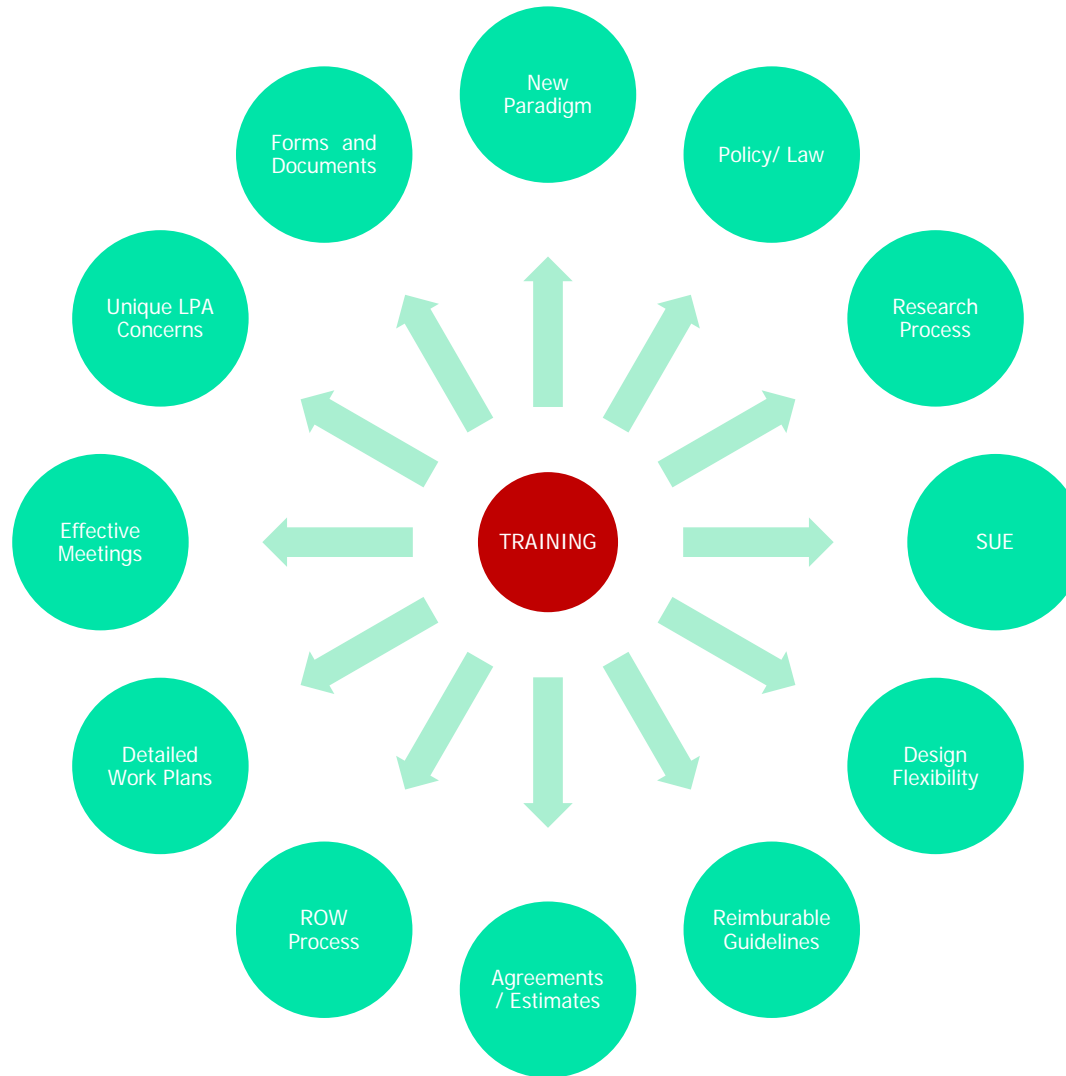
We wanted to improve our project delivery by defining a clearly defined process for practical delivery of the critical path—specifically utility coordination



We created a training program for consultants to learn how to deliver our expected product with a new culture and a formal practical delivery process.



# Training Topics



# Identifying the critical path?

- Stumbling blocks to success
  - Right-of-way acquisition
  - Relocating Utilities
  - Environmental permitting
- Successful teams will identify and address the critical path; assess and manage risk!



# Current Approach

- Survey and begin project design
- Notify utility companies
- Establish right-of-way
- Design the project to stage 2-3
- Bring in the utility companies to finalize coordination
- Construct the project



# New Paradigm

- **Survey and begin initial design**
- **Bring utility companies to the table**
- **Avoid utility impacts whenever feasible**
- **Provide our Geo-Tech reports**
- **Establish reimbursable positions**



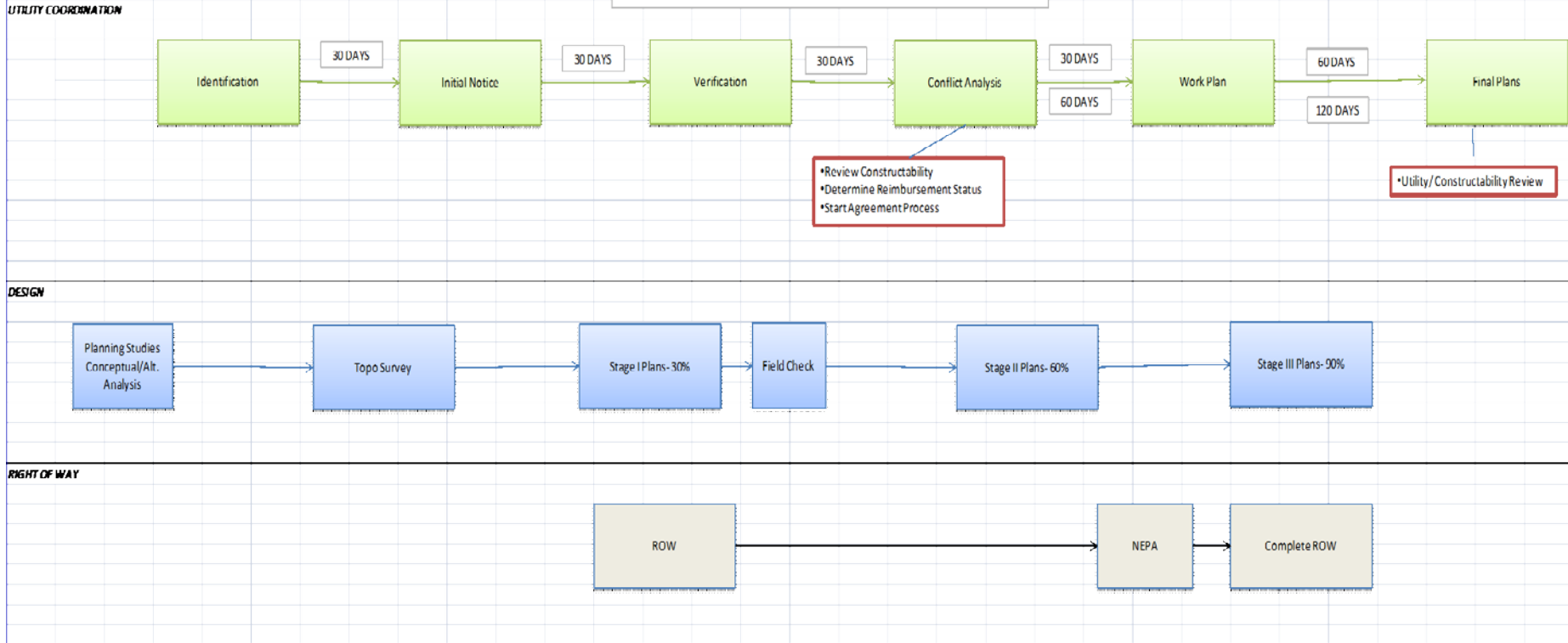


# New Paradigm

- Obtain a ballpark estimate
- “Everyone knows where everyone goes!”
- Determine the team who will acquire right-of-way
- Establish the critical path for ROW acquisition
- Build in contract whenever feasible



## CURRENT PROJECT DEVELOPMENT PROCESS



# NEW PARADIGM

- Set Target Dates
- Set Relocation Goals
- Discuss Supply Chains
- Other time Critical Info

- Identify Critical Path
- Determine Reimbursement Status
- Design with Avoidance as Goal-
- Get all Partners Involved

Constructability Review

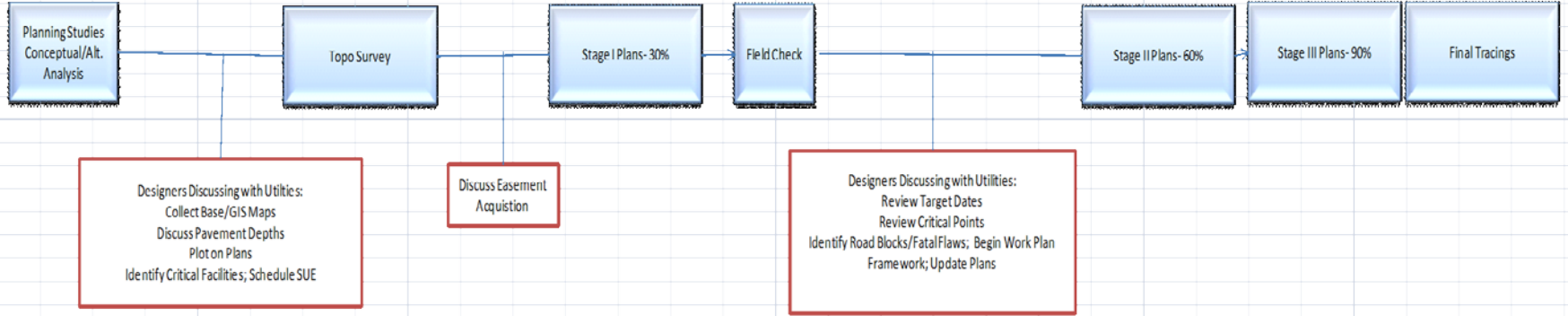
- Early Involvement Should Result In Deliverables:**
- Work Around Plans
  - Reduced Cost for INDOI & Vendors
  - Partnership in Project
  - Reduced Time for Planning
  - More time for Execution

## CONFLICT ANALYSIS AT EVERY STAGE OF PROCESS

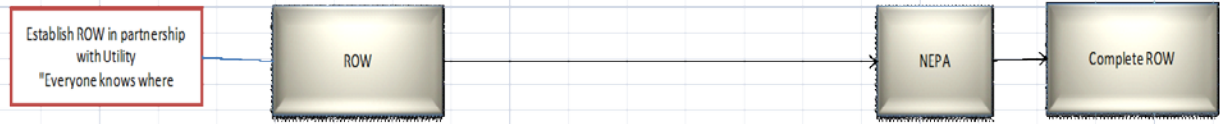
UTILITY COORD.



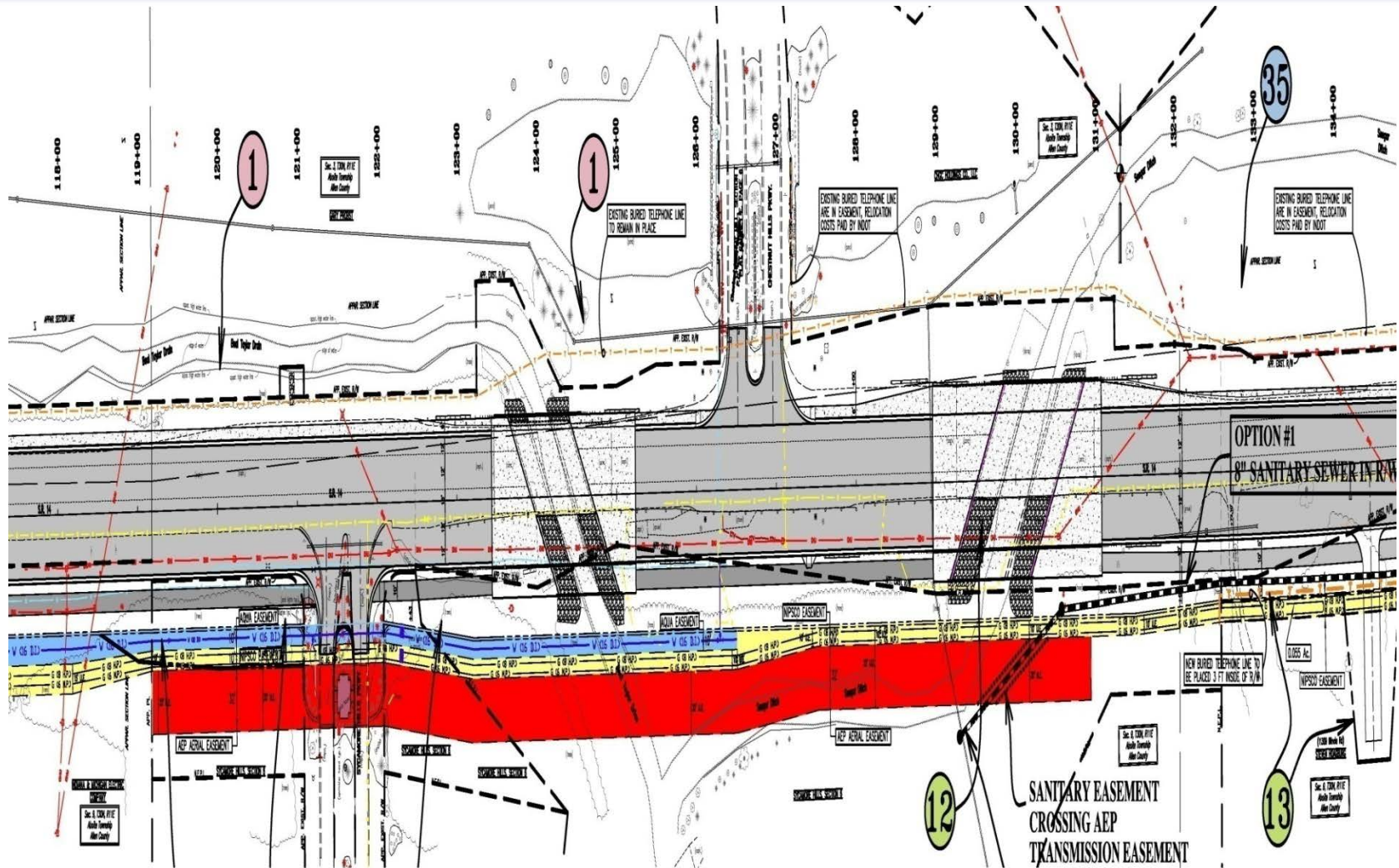
DESIGN



RIGHT OF WAY



# New Paradigm Example



# New Paradigm

- Conduct constructability reviews at project specific intervals!
- Complete design through tracings
- Thoroughly review utility work plan schedules, right-of-way status, & Gantt charts to prepare special provisions and do “Time Set”
- Construct the project
- Maintain utility coordination efforts



# Post-letting Utility Coordination

- Coordinator stays “on point”
- Advises CN and PM of all utility activities
- Manages schedules
- Adjust to field conditions
- Monitor cost overruns
- Issue acknowledgement of completed work plan and final bill reminder



# Benefits to this Approach

- The utility is brought in as a partner
- All right-of-way needs are accounted for
- One presentation to the property owner
- The project team controls the schedule
- Control costs of right-of-way, design, utility relocations and construction
- Avoid costly delays and confusion
- Construction, Utilities, and Project Managers are in full partnership throughout



# What Our Partners Are Saying

"I've heard from ACEC members that this was one of the best trainings INDOT has ever done....it far exceeds just Utility Coordination but is the how to's of good project delivery!" --Cash Canfield, Structurepoint

*"Again, in general I thought everything and everybody did well—this will be valuable training! Great job to you and your staff in the thought of topics, the overall organization/structure, and the selection of speakers!"- Chris Hammond, United*

. I have been practicing with Duke Energy for over 34 years. Since Kenny Franklin has become Director of Utility and Railroad at INDOT, I have seen a dramatic reduction in the number of disputes with INDOT and by extension, local government on matters involving our use of public road right of way. The reason being Kenny has proactively reached out to Duke Energy and other public utility entities to get their input on how best to resolve current and emerging issues. In other words, INDOT no longer makes decisions or policy in a vacuum when it comes to public utility matters. Instead, by gaining their input and trust, Kenny enables Indiana public utilities such as Duke Energy to partner with INDOT on issues of mutual and individual concern."- Duke Energy

*"... Citizens Energy Group Gas Division has noticed improvements in communication. We do feel like an actual partner with INDOT more than before. It is refreshing to have the INDOT project design firms actually care about the location of existing facilities. The whole Utility coordination goes smoothly."*

Rich Miller, Citizens Gas





# What Our Partners Are Saying

“We’ve seen some very positive steps in improving our partnership this year. Your drive towards conflict avoidance, flexibility in use of the ROW – including Limited Access ROW and an eye towards managing costs for all parties involved in these projects is a very fresh and welcome approach. The many phases and components of the US 31 project in the Indianapolis/Carmel/Westfield are have shown evidence of this improvement.”- Greg Hohlier, AT&T

“... I think the training is great, and appreciate your putting this together. I think it will really pay off. ...I like the way you present a focus on the three C’s (communication, coordination, and cooperation.....I really like the stress you place at points in the presentations on accountability...” FHWA

“During your leadership, my teams feel that their concerns are promptly addressed. INDOT under its new paradigm does take time to hear all sides of an issue or concerns. There is no longer the mentality of “us vs. them.” My engineers feel that we are moving towards a team approach on INDOT projects associated with utility relocations”- Tim Umbraugh, Distribution Design



# Questions?

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