



# Strategic Objectives

August 19, 2010

# Strategic Objectives Agenda

- Intent and Process
- Superior Value
- Speed
- Stakeholder Participation
- Safety
- Sustainability
- Information Requests/Other

# Intent and Process

- **Build on Values Statement to articulate broad project objectives:**
  - Superior Value
  - Speed
  - Stakeholder Opportunity
  - Safety
  - Sustainability
- **Conducted individual interviews with all Authority Board members**
- **Summarize Key Findings and Prepare Draft Objectives**
  - Review with KYTC, INDOT, and Governors' offices
  - Review with Authority members
- **Revise objectives statements as needed to obtain Authority endorsement**
- **Authority-approved objectives will help guide future decision-making in alignment with Values, Vision, and Mission**

# Superior Value: Comments Summary

- **Many components of “value”**
  - Congestion relief
  - Improved mobility / predictable travel times
  - Construction cost
  - Long term operations, maintenance, and rehabilitation
  - Job creation
  - Economic impact
  - Improved safety
- **Measures of economic value must consider whole life of facilities**
- **Increasing or adding to scope could erode value**

# Superior Value: Comments Summary (cont.)

- **Tolling (if adopted) must equitably reflect the value provided to users**

- Consider tolling the Kennedy Interchange
- Consider traffic diversion and other impacts
- Address long term operations and maintenance
- Fair and uniform enforcement is critical
- Consider time of day/variable pricing
- Consider local/frequency discounts

- **Private operation and toll collection (if adopted) is acceptable**

- Seek most efficient approach
- Toll-setting must be controlled and transparent

# Superior Value: Draft Objectives

Develop whole life cost measure(s) to serve as the basis for project decision-making and value determinations

Identify and leverage value engineering opportunities to reduce cost

Develop and maintain clear project description to avoid “scope creep” and to guide project into its delivery phase

Develop a tolling and pricing policy that delivers real and recognized value to the customers that use the facilities

# Speed: Comments Summary

- Need to operate at the speed of business
- Need to reach a “tipping point” into implementation prudently and quickly
- Delays add cost, erode support
- Clear and logical project phasing is an important component of speed
- Evaluate schedule tradeoffs between objectives
- Demonstrate progress and a series of accomplishments
- Authority should catalyze action
  - Especially as LASIBA’s role matures and evolves

# Speed: Draft Objectives

Advance the project to the delivery phase on the most rapid timetable possible in light of planning, regulatory and approval requirements

Develop a timeline and milestones that drive project delivery

Develop a communications plan to foster awareness of project progress

Define and achieve consensus on Authority's role in project delivery

# Stakeholder Opportunity: Comments Summary

- **Maximize opportunities for local workers and businesses**
  - Active outreach to local businesses
  - Disadvantaged Business Enterprises
  - Honor applicable guidelines and Inclusion Policy
- **Maximize and expedite economic impact**
  - Project of national significance
  - Biggest economic development project and job creation initiative in the region
- **Consult with local, state and federal authorities to maintain consensus**
- **Proactive communications effort**
  - Communicate on delivery issues

# Stakeholder Opportunity: Draft Objectives

Solidify and update estimates of project economic benefits

All other things being equal, maximize project involvement opportunities for local workers, contractors and suppliers in accordance with Policy on Inclusion and applicable guidelines

Develop and implement an outreach plan to communicate proactively with stakeholders and the business community

Identify opportunities for the project to enhance livability in Kentuckiana

# Safety: Comments Summary

- **Safety must be a “given” and part of project culture**
  - Meet all applicable safety standards, strive for “best in class”
    - Safety for users
    - Safety for workers
- **Simply building the project improves safety significantly for travelers**
- **Safety has important indirect benefits**
  - Risk management, insurance costs
  - Construction schedule delays
  - Reliability, throughput
  - Enhanced user experience

# Safety: Draft Objectives

Foster a project culture that maintains awareness among all stakeholders of the priority of safety—for travelers and workers alike

Maintain project criteria through which new and existing project facilities help achieve U.S. DOT's goal of making the U.S. transportation system safe for all users

Maintain a project scope that addresses safety problems identified in the Record of Decision, thus reducing the number of traffic accidents within the Kennedy Interchange and on the Kennedy Bridge

# Sustainability: Comments Summary

- **Seek to foster enhanced livability for the community**
- **Relieving congestion provides substantial environmental, livability benefits**
- **Strive for “best in class” sustainability**
  - Balance against cost and schedule impacts
- **Project should be source of pride for the community for decades**
  - Think long-term sustainability
- **All Electronic Tolling Collection would enhance sustainability**
  - Reduces wait times and congestion
  - Temporary cash collection option should be explored

# Sustainability: Draft Objectives

Deliver an actionable financial plan that facilitates the project's ability to address traffic congestion issues in Kentuckiana and to be a self-sustaining, integrated cross-river mobility solution for future generations

Create and improve facilities to accommodate pedestrians and bicycles and to promote increased access to transit, for example, in the form of enhanced bus service

Explore and implement electronic tolling technology to minimize adverse air quality impacts and maximize throughput

Develop a plan for evaluating the project's likely impact on the human and natural environment

# Information Requests

- **Workshops/more information requested on:**

- Tolling technology, enforcement and collection histories
- Innovative procurement structures and commercial options
- Open road tolling vs. electronic tolling collection
- Risk transfer considerations
- Case studies, including international precedents

# Approval of Values

**Superior Value**

**Speed**

**Stakeholder Opportunity**

**Safety**

**Sustainability**

