

Where does your project/program lie across each of these dimensions?

	Focus Area	Project focus	Group of projects focus	Program approach
	Policy	Getting political support, policy changes, and funding for a single project and repeating each time	Building political support and aligning funding for a set of projects that you'll aim to deliver projects that are branded as a single effort	Getting political support upfront for a program, using that support to change policies, and align funding to be able to execute with more autonomy & momentum
	Engagement	Project-specific public engagement that is hyper focused that begins and ends with this single project	Project-level public engagement that is anchored on principals from a broader transportation plan but discussion is focused on each project	Programmatic, on-going, and outcome-focused public engagement that centers on a program where the sum of the whole is greater than the parts
	Planning	Planning that aims to connect this specific project to broader plans showing the incremental gain of this scope	Planning that begins to connect the dots between various projects and group the gains of those projects in a single umbrella	Program focused planning that begins to move the needle towards a broader outcome in alignment with City goals & initiatives
	Design & Delivery	Finding the resources and approvals that get this specific project over the line and into the ground	Developing streamlined processes that allow projects to all follow a single approach and begin to gain scale	Ensuring that resourcing, processes, and standards are in place to achieve a larger scope of work at scale and with standardized delivery outcomes
	Evaluation	Measuring and tracking metrics specific to this project and what it has done for the community	Measuring the impact of a group of projects together using shared metrics that shows the impact of a series of projects together	A continuous evaluation process that monitors progress against a global set of metrics and articulates the success story to the public to drive the program forward



Policy self-assessment deep dive (1/5)

Sub-area	Project focus	Group of projects focus	Program approach
Political Support	High-level leadership support for a specific project	Political support for a plan that contains projects that align with a political direction or contains specific projects that are important to certain elected officials	On-going and committed political support at various levels of political leadership for the entire program (e.g., Mayor attends ribbon cuttings, council members walk projects with staff, elected officials stand up for the program against pushback)
Transport Policies	Each project must be reviewed for any deviation from conventional design manuals (e.g., MUTCD)	City adopts more robust design manuals (e.g., NACTO) to provide optionality for project design but can be blocked by internal pushback or political intervention	City adopts and implements robust design manual options, changes laws to allow the rollout of the new policies, and develops internal processes to implement them (e.g., changing laws that prevent speed humps on certain roads so policies can be implemented + changing internal policies to support executing these interventions)
People Power	Resourcing / staffing is planned on a project to project basis, as needed	A team/group of people is responsible for delivering a group of projects with no clear proactive analysis of workload to resourcing levels	Resourcing for the program is planned in advance of funding / project decisions to ensure there is a team in place to deliver, manage the delivery, and ensure the success of the program ahead



Engagement self-assessment deep dive (2/5)

Sub-area	Project focus	Group of projects focus	Program approach
Shared Understanding	Starting engagement at the project scope	Focusing project engagement on the project with some background on broader policies and program objectives	Engagement that begins with the larger objectives for transportation in the city with a two way dialog on the program objectives ahead of project specifics
Trusted Partners	Project specific engagement lead by the City & consultants	Initial engagement on a group of projects with community partners involved but not engaged through the whole process	Building trusted community partners into the program plan from the start and ensuring they are helping you reach the community every step of the process AND that the message reaches the community
Transparency	Engagement about the project on the City's schedule at the time of the project	Engagement focused on the project with readily accessible documentation on all projects	On-going engagement that focuses on reach and gives residents ample time to be engaged during the lead up, execution, and post-implementation of the program ensuring a continuous feedback loop



Planning self-assessment deep dive (3/5)

Sub-area	Project focus	Group of projects focus	Program approach
Project Inventory	Dated project inventory that does not drive project selection	Updated project inventory based on previous plans with accurate data but limited budgets and no prioritization	Project inventory that is regularly updated, prioritized/fiscally constrained, and contains accurate budgets to help keep a clear list to inform program development
Network Action	Projects are hyper specific to the needs of specific areas	Projects focus on connecting to other projects to create a network	Programs aim to close critical gaps and ensure that work has a multiplier effect of extending and strengthening the existing network (the sum of the whole is greater than its parts)
Visualization	Projects listed by name for the public	Projects are mapped and accessible by the public	Program is mapped and marketed to the public showing the big picture of how this program connects to the existing network and impacts mobility



Design & delivery self-assessment deep dive (4/5)

Sub-area	Project focus	Group of projects focus	Program approach
Program Management	Project managers manage active projects	Project managers manage projects and more senior project managers are responsible for large groups of projects	Team is staffed with project and program manager(s) proactively to ensure project delivery within the program and program ownership to ensure overall program progress / success
Standards & Specs	Designs, approval processes, and materials are specific to each project	Standard designs are available and used where easily applied, delivery processes differ but follow same general approach, and material specs are flexible	Standard designs are foundational, processes are shared and adhered to, and materials follow a standard set to ensure quick approval + ability to maintain post-delivery
Contracting	Project specific contracting (maybe some on-calls to leverage)	Ability to leverage streamlined contracting tools as needed (e.g., on-calls, standard procurement templates)	Contracting is a fundamental input to the program with a proactive approach to ensuring availability, flexibility, and quality (e.g., robust on-calls, innovative bid mechanisms to move faster, and clear processes to manage quality)



Evaluation self-assessment deep dive (5/5)

Sub-area	Project focus	Group of projects focus	Program approach
Baseline Data	Baseline date is dated and updated at the time of the project	Baseline date is collected ahead of the projects based on impacts expected from the project	Baselined data is collected across the City to be measured across the program's projects and more macro at the city-level to ensure outcomes can be measured and compared over time
Success Metrics	Metrics are developed in terms of engineering and done per project	Shared metrics are determined and tracked on each project post-execution	Success metrics are developed ahead of the program and tracked before + after with a focus on both engineering (e.g., PCI, miles of sidewalk) and outcome focused metrics (e.g., reduced incidents, improved safety)
Storytelling	Success is measured project by project and told in numbers only	Success is measured in a uniform way across all projects to tell a uniform success story of the various projects	Success is measured at the project, program, and City level towards achieving a broader outcome. While evaluated with numbers, success is communicated at the person level focused on why this program is important to the public