



# ***Annual Public Works Round Up***

## **Connecting Communities: The Impact of Stakeholder Involvement in Public Works**

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# ***Agenda***

- **Introduction**
- **Importance of Stakeholder engagement**
- **Stakeholder engagement during**
  - **Planning Phase**
  - **Execution Phase**
  - **Construction Phase**
- **Project Examples**
- **Lessons Learned**
- **Conclusion**

# ***Introduction***

- **Fort Worth is now the 12th fastest growing city in the country with a population of around a million**
- **Growing City means expanding public works infrastructure**
- **Addressing transportation needs and maintaining infrastructure become increasingly complex**
- **Stakeholder engagement plays important roles in prioritizing and delivering the needs of the community**



## Why is stakeholder engagement important?

- Creates the basis for effective strategy development.
- Helps translate stakeholder needs into organizational strategic goals
- Collaboration, mutual understanding, and diverse perspectives lead to success
- Stakeholder engagement increases assurance of meeting project objectives
- Helps in resolving issues as they arise
- Helps in transparency, communication and building trust



## ***Planning Phase***

- The most important aspect is to identify stakeholders
- Stakeholder engagement ensures that the project aligns with their needs and expectations
- This document helps to identify the preference of method and frequency of communication
- Helps in gathering perspectives and priorities, defining scope, and creating a risk mitigation plan
- Open houses help to gather resident input on what improvements they want to see in the future

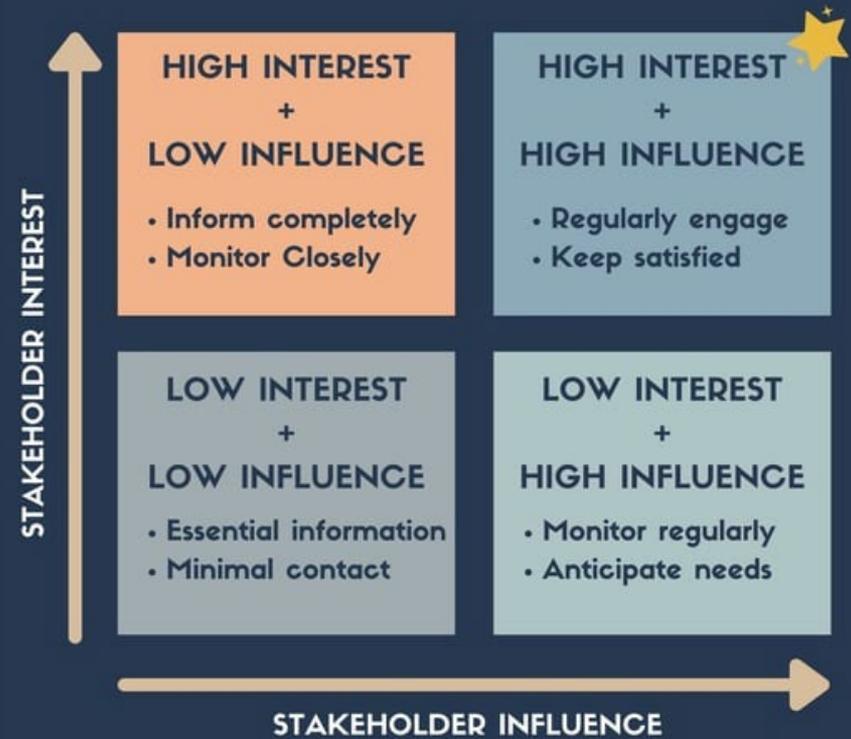


# Planning Phase

## STAKEHOLDER MAPPING

Stakeholder mapping is an exercise to help you determine who your stakeholders are and how much engagement, communication or consideration they need.

By mapping and prioritizing your stakeholders, you can focus your attention in the most impactful way.





# *General Stakeholders*

Internal Stakeholders	External Stakeholders
City Leadership	NCTCOG/TxDOT
Project Sponsor	Community/residents
Other City departments	Franchise Utilities/Water
The project team	Business owners
	Railroads, TRE/Bus network
	Other entities like TRWD, Neighborhood Associations
	Neighboring Cities

# ***Project Example***

## **Horne St Streetscape**

- **How the stakeholder engagement at planning stage proved advantageous for the project**
- **Many meetings were conducted while the application was put together for the funding**
- **The neighborhood and leadership were involved**
- **City conducted an open house to gather final input before finalizing scope**
- **Large roll plots were shown to residents to add their requests to it**

# Examples



## Scope

The early coordination with stakeholders minimized the possibility of scope change



## Schedule

Though it took a while to finalize the scope, the project went smoothly after due to stakeholder engagement.



## Budget

There were minimal impacts to budget as the project stayed within scope and on schedule.

## *Execution Phase*

- Requires Stakeholder engagement and monitoring:
  - **Communication:** Keeps them informed and fosters transparency and trust.
  - **Issue Resolution:** Receive feedback that helps in promptly addressing issues that arise
  - **Maintaining Support:** Crucial for project momentum and successful completion.
- It is important to maintain these dynamic documents during execution:
  - **Stakeholder Registry**
  - **Communication Matrix**
  - **Utility Conflict Matrix**



# Communication Matrix

	Department	Organization	Name	Phone	Email
External	TXDOT				
	ISD's				
	Consultants - Project Manager				
	Consultants - Project Engineer				
	Franchise Utilities - Communications	Charter			
	Franchise Utilities - Communications	AT&T			
	Franchise Utilities - Gas	Oncor Electric			
	Franchise Utilities - Electric	Atmos Energy			
	Franchise Utilities - Electric	Other			
	Residents/Property Owners				
	Business Owners				
	Neighborhood Associations				
	Council Members	City of Fort Worth			
	Team Members	City of Fort Worth			
Internal	City Managers Office	City of Fort Worth			
	Program Manager	City of Fort Worth			
	Project Manager	City of Fort Worth			
	Project Engineer	City of Fort Worth			
	Project Manager	City of Fort Worth			
	Project Engineer	City of Fort Worth			
	Other City Departments:				
	1. Legal/City Attorneys Office	City of Fort Worth			
	2. ROW	City of Fort Worth			
	3. Parks and Recreation Department	City of Fort Worth			
	4. IT Department	City of Fort Worth			
	5. HR department	City of Fort Worth			
	6. Planning and Data Analytics	City of Fort Worth			
	7. City Secretary	City of Fort Worth			
	8. Financial Management Services	City of Fort Worth			
	9. Transportation Planning Management	City of Fort Worth			
	Transportation Planning Management	City of Fort Worth			
	Transportation Planning Management	City of Fort Worth			
	Transportation Planning Management	City of Fort Worth			
	Transportation Planning Management	City of Fort Worth			
	10. Storm Water Management	City of Fort Worth			
	11. Police/Fire	City of Fort Worth			
	13. Property management	City of Fort Worth			
	14. Public Events	City of Fort Worth			
	15. TPW Plans Vault	City of Fort Worth			
	16. Water Department	City of Fort Worth			
	17. Code Compliance	City of Fort Worth			
18. M/WBE Office	City of Fort Worth				
TPW Capital Delivery Practice Lead	City of Fort Worth				
Neighborhood Services	City of Fort Worth				
Municipal Court	City of Fort Worth				



# *Examples*

## **N Main St & 24<sup>th</sup> St Intersection Improvements**

- **Started with a definite scope of installing a PHB to improve pedestrian safety**
- **Corridor improvement studies were in works for same location**
- **The study was approved during the stage of final design**
- **Considering the location being in TXDOT ROW and historic district, the scope of the project was altered to add signalization and parking removal**

# Examples



## Scope

The scope changed multiple times for this project, which could have been minimized with continuous stakeholder engagement and communication



## Schedule

The project was on final design phase for about 2 years before the final submittal was accepted.



## Budget

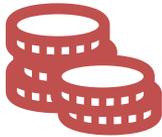
The final budget for this project was almost 4 times the planning budget.

## ***Examples***

### **Basswood Blvd & Old Santa Fe Trail Traffic Signal**

- **Original scope was to install a new traffic signal with APS and ADA ramps**
- **During the design community engagement, residents expressed concerns regarding drainage near the intersection**
- **After coordination with the CFW Stormwater team, the scope was modified to include drainage improvements**
- **This required approval from City council**

# Examples



## Scope

The scope was modified to include drainage improvements in response to community feedback



## Schedule

The project had about 6+ months delay due to allocating additional funding in the project for construction



## Budget

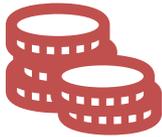
The final project budget estimate was about ~\$500K higher than original estimates

# ***Project Example***

## **Horne St Streetscape**

- **The stakeholders were engaged and monitored periodically throughout the design phase of the project**
- **Due to multiple utility projects in location, the pavement conditions worsened from when the application was submitted**
- **Residents requested changing Mill and overlay to full depth reconstruction**
- **City analyzed the issue and communicated the needs with NCTCOG**
- **The scope change was included in the project without significantly impacting the schedule**

# Examples



## Scope

The early coordination with stakeholders minimized the possibility of scope change



## Schedule

Though the scope was changed, the impacts to schedule were minimal



## Budget

The funding needs were approved with NCTCOG, with a portion of City participation

## *Examples*

### **Forest Hill Dr & Royal Crest Dr Intersection Improvements**

- **Original scope included adding left turn lanes, traffic signal rebuild, and ADA ramps**
- **Prior to design, Traffic study was conducted and recommended to add left turn lane for additional direction, which was approved by CFW**
- **After the 60% submittal, NCTCOG held a community meeting regarding a corridor study of Forest Hill Dr**
- **After coordination with NCTCOG, it was confirmed that the planned improvements would conflict with the corridor improvements**

# Examples



## Scope

The final scope was reduced to just what was needed to increase safety until the NCTCOG project is complete



## Schedule

There was 6+ months of schedule delay due to coordination with NCTCOG as well as internal stakeholders in order to finalize the scope



## Budget

The reduced scope allowed for the project to be under budget

# ***Construction Phase***

- **During construction, it is vital to maintain communication with all stakeholders**
- **CFW Project Websites and social media are resources to distribute information to Stakeholders**
- **Providing the community regular updates and responding to their requests in a timely manner increases transparency and trust**
- **Coordination with all utilities is essential to protect all existing infrastructure (ex) water lines**
- **Regular site visits with contractor, inspector, and design team helps to keep the project on track and provides the opportunity to address and respond to RFC/RFI**
- **Documentation is essential**

## ***Examples***

### **Vickery & Riverbend Pedestrian Improvements**

- **Original scope included extending existing shared used path across the intersection with pedestrian signal**
- **During design, it was suggested to add traffic signal improvements to the scope**
- **With the location being in railroad ROW, needed agreement to be executed to start construction**
- **Project experienced budget overruns due to late involvement of stakeholders in project review**

# Examples



## Scope

The scope changed to add more elements to the project.



## Schedule

The revised scope delayed the schedule for the project to receive additional funding



## Budget

The comments provided by stakeholders during construction increased budget requirements

# *Examples*

## **Wichita St & Martin St Traffic Signal**

- **Original scope was to install a new traffic signal with APS and ADA ramps to increase safety and mobility**
- **Due to the proximity of existing driveways to the intersection, started coordination with property owners early on regarding driveway modifications**
- **Still received push back right before starting construction**
- **After executing Access Modification Letters with the property owners, construction was able to begin**

# Examples



## Scope

The early coordination with property owners allowed the construction plans to reflect the driveway modifications



## Schedule

There was about a year of schedule impact due to execution of Access Modification Letters



## Budget

There were minimal impacts to the budget

# *Lessons Learned*



**Early Engagement is the Key**



**Continuous Communication  
to keep stakeholder  
engaged**



**Flexibility and open to  
feedback**



**Stakeholder analysis can  
improve efficiency**



**Importance of sharing  
lessons learned with team**

# Conclusion



**Stakeholder engagement is a cornerstone of successful programs**



**Effectively involving stakeholders can improve project outcomes**



**Lessons learned highlight importance of early engagement, continuous communication, and flexibility.**

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Thank you all!!

QUESTIONS

