



THE BIDEN-HARRIS ACTION PLAN FOR ACCELERATING INFRASTRUCTURE

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OVERVIEW

For decades, American presidents have promised to invest in infrastructure but did not deliver. In November 2021, President Biden brought together Democrats, Independents and Republicans to pass the largest-ever investment in infrastructure. The Bipartisan Infrastructure Law makes historic levels of investment in our nation’s infrastructure – which is the vital foundation for a productive, strong, and resilient economy. Coupled with the Inflation Reduction Act, these federal resources present an unprecedented opportunity to build and modernize our infrastructure, usher in a new era of clean energy, increase economic competitiveness, strengthen supply chains, create good-paying union jobs, and bring down costs for working families, while advancing vital priorities like improving safety, combatting climate change, and promoting equity.

The Biden-Harris Administration has moved aggressively to implement the Bipartisan Infrastructure Law, distributing billions in funding and setting up new programs. To fully realize the historic promise of this moment, we must find better and faster ways to deliver results.

Over recent decades, infrastructure projects in the United States have too often been slowed down by inefficient processes, poor coordination, a lack of resources and capacity, and cost and schedule overruns. While there are innovative practices in use all over the country, they are not widely communicated or shared, leading to uneven and inconsistent project outcomes. About 90% of Bipartisan Infrastructure Law-funded projects will be built by non-federal agencies, such as state, Tribal, local, and territorial governments. There is room for improvement at all levels of government to build projects on time, on task and on budget. The federal government, which plays a strong and influential role in promoting innovative and streamlined approaches in design, construction and deployment, must take a leadership role in this effort.

Delivering on the historic promise of the Bipartisan Infrastructure Law requires accelerating the delivery of infrastructure projects consistent with the Administration’s priorities and values -- like strong labor protections, Made in America, equity, environmental justice, climate and resilience.

The White House is releasing this Action Plan for Accelerating Infrastructure Projects to focus attention on, and fast-track, innovation in the delivery of infrastructure investments in America. The plan complements the [Permitting Action Plan](#) released in May 2022 by focusing on new approaches and expanding successful efforts to accelerate project planning, design, procurement and construction. The actions outlined in this document will support the more efficient delivery of infrastructure in America, **on time, on task, and on budget.**

Key actions include:

- Launching the Department of Transportation (DOT) Project Delivery Center of Excellence to support and educate transportation infrastructure project managers from state, Tribal, local, and territorial governments in successful project planning and implementation.
- Expanding the Federal Highway Administration’s highly successful Every Day Counts Program, a federal-state collaborative partnership which identifies and deploys new ways to accelerate the delivery of highway infrastructure, including innovations applicable to transit and rail projects.



- Launching a new “Dig Once” initiative for broadband, transportation and electrification projects to coordinate efforts, lower project costs and minimize disruptions.



PROJECT DELIVERY ACTION PLAN

THE CHALLENGE

Delivering infrastructure is a challenging task under the best circumstances; it requires technical expertise and thoughtful planning, design, and project management, often in uncertain conditions. Project sponsors, whether federal, Tribal, state, territorial or local government agencies, shepherd each project through multiple steps, and delays or disruptions at one stage can have a cascading impact on a project's schedule, scope, and budget. Today, even experienced project managers may struggle to plan, design, conduct public outreach, permit, and start construction while keeping projects to their original schedule, task, and budget. For America to compete in the 21st century, this reality has to change.

The process of delivering projects has benefited from ingenuity and innovation for as long as people have been building infrastructure, and new approaches to streamlining project design, procurement, permitting and construction are already underway. Knowledge of these practices is not always widespread, and geographically-dispersed project sponsors around the country do not have the time or resources to gather and learn from one another.

Completing projects on time and on budget can be even more challenging for newer recipients of federal funds who may be unfamiliar with the requirements and procedures. Bipartisan Infrastructure Law grant programs have emphasized the availability of funding to communities that have often been overlooked and under-served. However, many are not aware of the availability grant program funding opportunities and are further hampered by insufficient resources or lack of experience building federally-funded projects. And new grant recipients must learn to navigate complex requirements for design, permitting, procurement and construction.

Poor coordination and ineffective community engagement can also delay project completion and add to costs. Reliance on sequential instead of concurrent reviews, use of duplicative procedures, and failure to address risk have all contributed to unnecessarily prolonged project schedules. Similarly, advancing projects without engaging in public and community dialogue that describes project benefits and impacts and provides meaningful opportunities for input can lead to controversy, opposition and delay.

The process of securing approvals and permits can create additional barriers to timely project delivery. Recent federal efforts to accelerate the environmental permitting processes, including the Permitting Action Plan, will improve project timelines while retaining essential protections for the environment and communities. However, permitting agencies have often struggled to manage large permitting workloads with limited staffing levels. The increase in infrastructure projects funded through the law will increase the demands on infrastructure and permitting agencies alike. While investments in the Inflation Reduction Act will help agencies increase permitting capacity, more can be done to enhance coordination, training, and effective use of technology.



There is also a lack of full understanding of the specific causes of project delays and cost overruns. While recent national and international research into these topics has yielded important insights, there is more to learn about why projects take longer and cost more in the United States than in other countries.

Finally, ensuring that the infrastructure workforce is ready to take on the expanded national infrastructure investment is critical to keeping projects on track. Today, project sponsors are facing the challenges of addressing labor needs, providing equitable access to good union jobs and training, and expanding the pool of available contractors in order to keep up with available funding.



THE FEDERAL RESPONSE

The Biden-Harris Action Plan for Accelerating Infrastructure Projects describes federal actions to address these challenges accelerate the planning, design and construction of infrastructure projects across all sectors, including transportation, broadband, resiliency, and others. Organized by the themes of On Time, On Task and On Budget, the actions support more efficient processes, collaboration, sharing of best practices, targeted support to new recipients of federal funding, and focused efforts to root out the causes of delays and overruns.

The federal government has a broad array of tools and resources to spur further innovation and promote efficiency and effectiveness. The Action Plan will outline new initiatives to expand awareness and training on best practices on a national scale. The Department of Transportation's Project Delivery Center of Excellence, the Department of the Interior's National Park Service's expanded project management training, the Department of Commerce's Communities of Practice program, and other federal actions will help identify and disseminate innovative practices nationwide.

The Action Plan describes several initiatives that provide targeted technical assistance to new recipients of federal funding, including smaller, rural and traditionally under-served communities with less experience and expertise. The Department of Energy's State and Local Resource Center, the DOT's Thriving Communities Initiative, the Environmental Protection Agency and the Department of Agriculture's joint effort to support to rural communities facing wastewater infrastructure gaps, the Department of the Interior's efforts to make Tribal communities safer and their infrastructure more resilient to the impacts of climate change, - all respond to the unique needs of communities that, thanks to the Bipartisan Infrastructure Law now have much more access to federal funding. Several agencies are using templates for contracts and procurement documents as a means of simplifying the processes for project sponsors. Federal agency technical assistance continues through the entire project lifecycle, from grant application guidance to construction, and will play a direct role in ensuring on-time and on-budget federal investments.

Other initiatives described in the plan improve federal agency coordination to support better project outcomes. The Departments of Interior and Commerce have created a partnership to more efficiently deliver high-speed internet to Tribal nations. DOC, DOT and DOE are collaborating on deploying "Dig Once" approached to transportation and electrification projects. And Rapid Response Teams are being deployed by the Interagency Working Group on Coal and Power Plant Communities and Economic Revitalization to help communities transition to new energy sources.

Many federal agencies will directly benefit for the Inflation Reduction Act's \$1 billion infusion into agency budgets. This investment will provide a robust response to agency staffing shortfalls and training needs and help facilitate efficient and effective environmental reviews.. The funding will also support quicker timelines for permitting, an essential component of on-time performance in infrastructure projects.

Federal agencies will also collaborate to pinpoint and address the causes of schedule and cost challenges. The White House and Office of Management and Budget will convene a panel of experts to develop a research agenda on cost overruns. The DOT's Project Delivery Center of



Excellence will lead a study with partner organizations to identify causes and prevention of change orders, a significant contributor to overruns and delays.

Delivering projects is not possible without trained, qualified and diverse employees, and federal agencies are addressing the challenge of hiring and developing the federal infrastructure workforce. With the law's investment of more than \$250 million to support hiring, training and apprenticeships, federal agencies are developing new programs to recruit workers. The [Talent Pipeline Challenge](#) and several related agency initiatives will expand access to good jobs while meeting the hiring needs generated by the increased federal infrastructure support.

Having delivered historic levels of federal funding, the Biden-Harris Administration is now focused on additional opportunities to accelerate and strengthen the project delivery process as a means of more rapidly delivering the benefits of modernized and robust infrastructure to the nation.



DELIVERING PROJECTS ON TIME

Project sponsors often struggle to complete projects on time, for reasons both within and outside of their control. This status quo is insufficient to meet our country’s needs and undermines public confidence in government’s ability to deliver.

Delays occur at all project stages, but can originate in the earliest planning and design phases of a project, with downstream impacts on future project stages. Therefore, it is essential for project sponsors to develop publicly-supported, carefully-developed plans at the outset, and secure the needed permits and approvals in a timely manner. Working effectively with construction unions and contractors— including promoting project labor agreements or local hiring that ensures a consistent, quality workforce and efficient performance— is also critical to on-time performance.

The Action Plan for Accelerating Infrastructure Projects includes federal actions to improve on-time performance by:

Fostering Time-Saving Innovation by Expanding “Every Day Counts” to Other Transportation Modes.

In November of 2022, the Federal Highway Administration (FHWA) will expand its successful Every Day Counts program. Every Day Counts is a partnership between FHWA and state departments of transportation that identifies and rapidly deploys proven, yet underutilized, innovations in transportation. One recent Every Day Counts initiative promoted best practices in “project bundling,” in which agencies construct multiple and similar projects under one contract. This process streamlines design and construction, reduces costs, and decreases transportation project backlogs. For example, using an “Every Day Counts” innovation, the Pennsylvania Department of Transportation conducted a three-county pilot project that rebuilt, replaced, or removed 41 county-owned structures for \$25 million, resulting in reduced timelines and disruption, as well as a 25-50 percent savings on design and a 5-15 percent savings on construction costs. While to date Every Day Counts has focused on highways, the upcoming round will expand to support innovation in rail and transit projects.

Using Innovative Financing to Help Rural Communities Improve Project Planning

In October 2022, the DOT’s Build America Bureau will launch a \$10 million, five-year pilot program for eligible rural state, Tribal, and local governments. The program will help these partners to accelerate project progress by identifying innovative project financing options, and paying for early project planning activities such as feasibility studies, engineering and environmental work.

Also starting in October 2022, the Build America Bureau will provide a new round of funding, investing an additional \$12 million into ten Regional Infrastructure Accelerators. These grants will provide innovative financing, project guidance, early development of project pipelines, and other initiatives to support on-time project delivery.



Improving Transparency and Accountability for Energy Demonstration Projects

The Department of Energy (DOE) has recently established an Office of Clean Energy Demonstrations to oversee the largest and most complex demonstration projects. These demonstration projects help identify new ways of transmitting, generating and distributing energy in support of achieving 100% clean electricity by 2035 and net-zero emissions by 2050. Using best-in-class project management practices, the new office will also help all DOE offices overseeing large clean energy demonstration projects keep them on time and on budget. DOE will also provide more transparency and accountability for large-scale (over \$100 million in federal funding) pilot projects with an advisory board of senior DOE officials. Both initiatives will keep large and complex projects on track by providing intensive, accountability-based oversight and rapid decision-making capability as projects progress toward deployment.

Standardizing Best Practices in Project Management for the Nation's Parks

The Department of the Interior's National Park Service's (NPS) Construction Center of Excellence is developing and distributing electronic Project Management Manuals to ensure that its infrastructure projects are managed to consistent, best-in-practice principles. The manuals include best practices and templates for contract language. NPS is also developing Communities of Practice to include "after action" review processes to identify successful strategies as well as opportunities for improvement for future projects. In Spring 2023, NPS will share these practices – and their results - with other federal agencies.

Delivering High-Speed Internet on Tribal Lands

In August 2022, the Department of Commerce's National Telecommunications and Information Administration (NTIA) and the Department of the Interior's Bureau of Indian Affairs signed an agreement to improve environmental permitting for high-speed internet projects on Tribal lands. DOI will provide its expertise on protecting unique cultural, historical, and environmental resources and assist NTIA on consultation with Tribal nations on high-speed internet projects in Indian Country. By sharing their resources and expertise, the agencies will save time and money during deployment while ensuring efficient and effective environmental reviews.

Streamlining Transportation Construction Contracts

The DOT Project Delivery Center of Excellence will also develop and distribute, in partnership with the American Society of Civil Engineers and Association of Consulting Engineering Companies, templates and model language for transportation construction contracts. The effort will greatly simplify the contracting process by providing newer, less experienced grant recipients with an off-the-shelf, high-quality model that they can ensure consistency and quality in design and construction contracts.



DELIVERING PROJECTS ON TASK

Delivering projects on time and on budget requires keeping projects on task at the earliest phases, when projects start the permitting, design, and public engagement processes. Getting the pre-implementation phase right is essential to keeping projects on time and on budget, as resolving issues early prevents later – and more expensive – disruptions. It also helps infuse values such as equity, resilience, and access to good jobs into projects from the start.

Experienced and new project sponsors alike benefit from technical assistance programs that provide access to experts and best practices, help recipients develop effective project plans, and navigate the steps required to deliver high-quality infrastructure. These initiatives to keep projects on task include:

Equitable Access and Technical Assistance

Launching a DOT Project Delivery Center of Excellence

DOT will launch a Project Delivery Center of Excellence to help recipients of federal funds deliver transportation infrastructure projects more effectively. Among other initiatives described later in the plan, the Center of Excellence will:

- Develop a central repository and disseminate national best practices and case studies in successful, innovative project development (planning, design, permitting, outreach, acquisition), project delivery (procurement and construction), and cost containment;
- Promote peer-to-peer information exchange to share best project delivery methods and practices;
- Organize webinars and trainings on successful project delivery methods and practices;
- Support DOT leadership in providing coordination and oversight of departmental project delivery initiatives; and
- Coordinate with DOT’s Strategic Advisor for Technical Assistance and Community Solutions in providing these services.

Providing Technical Assistance to Underserved Communities Replacing Lead Pipes

Starting in fall of 2022, EPA will pilot a program in four states to provide technical assistance to underserved communities replacing lead pipes. The Accelerators Program will provide tools to help communities address technical, operational, and financial barriers to completing their projects. EPA and the participating states will also work to actively share lessons learned from this effort with future program partners.



Creating a Central Portal for High-Speed Internet and Improving Customer Service

The National Telecommunications and Information Administration (NTIA) has launched a new grant portal specifically geared toward applicants for high-speed internet funding. The portal will allow applicants to access program guidance, apply for grants, and monitor their grant status. The portal will also include a tool for stakeholder and applicant questions, giving applicants a convenient central location to track their grants and communicate with NTIA. Providing ongoing comprehensive project communication and support helps project sponsors stay informed and on task.

Providing Training, Support and Technical Assistance to New Funding Recipients

The Bipartisan Infrastructure Law broadens access to federal funding programs by targeting resources toward communities that have traditionally been overlooked by government. The law also includes resources to support new recipients of federal funds to help familiarize them with the requirements. The Biden-Harris Administration launched a page on [Grants.gov](https://www.grants.gov) to provide information on topics from grant writing to funding eligibility requirements. It also released the [Technical Assistance Guide](#) to help make it easier for communities to learn about their opportunities to fund and build infrastructure projects. Philanthropic organizations complemented these efforts, including by developing training programs, technical assistance and guidance on effective public engagement, a key to developing community-supported, equitable projects.

Federal agencies have undertaken additional efforts to reach and support new recipients of federal funding and improve their stakeholder engagement processes. Key new initiatives include the following:

- DOT is leading an interagency [Thriving Communities Initiative](#) to provide technical assistance and hands-on planning support to communities as they plan, design and build infrastructure projects that address critical social, economic, environmental and mobility needs. Funding opportunities will be announced in the fall of 2022.
- DOT has also launched the [DOT Navigator](#) to help communities understand the grantmaking process and match their needs with technical assistance resources across DOT.
- The Environmental Protection Agency and U.S. Department of Agriculture recently launched [a new pilot program](#) to provide technical support to rural communities facing wastewater infrastructure gaps. The initiative will be piloted in 11 locations that have demonstrated significant need.
- The Department of Energy's recently-launched [State and Local Solution Center](#) provides resources, tools, and information on partnership opportunities to help states, local governments, and schools meet their clean energy goals.



- In August 2022, Rapid Response Teams were deployed by the [Interagency Working Group \(IWG\) on Coal and Power Plant Communities and Economic Revitalization](#) to bring together federal agencies and their regional staff to partner with local officials and community leaders as they navigate the region’s energy transitions. Rapid Response Teams help create a national network of assistance for energy communities, in partnership with federal, Tribal, local and non-governmental organizations.
- The IWG also offers energy communities a centralized, easily searchable resource to access funding opportunities across the federal government at www.energycommunities.gov. The site currently features nearly 170 open or planned opportunities, totaling nearly \$240 billion in grants for projects related to workforce development, broadband, environmental cleanup and more.
- Beginning in October 2022, FHWA will expand its Technical Assistance Programs by 40% and re-launch its Tribal Technical Assistance Program with eight new regional centers. These networks will provide training and technical assistance so that they can access and use Federal funds for projects on locally-owned roads and bridges.
- The U.S Department of Agriculture’s (USDA) Rural Utilities Service has pre-approved standard templates for engineering and construction documents for projects funded under the Water and Waste Disposal program. By using templates, the USDA has made these documents more accessible for rural or disadvantaged communities. Local agencies are also relieved of the burden of drafting and editing documents – which are later reviewed by federal and state agencies – from scratch.
- The U.S. Army Corps of Engineers Civil Works program has several technical assistance programs that support communities with planning, design, and construction for water infrastructure projects, as well as build local capacity to address flooding and other water resource needs. The *Planning Assistance to States* program provides Tribes, states, local governments and other non-federal entities with technical guidance for the development and conservation of water and related land resources. The *Floodplain Management Services* program also provides planning-level technical assistance to non-federal entities focused on flooding and floodplain management. The *Environmental Infrastructure Assistance Program* supports designated communities, counties and states with design and construction assistance for drinking water and wastewater infrastructure.
- In April 2022, the US Department of Agriculture launched The Rural Partners Network, a first-of-its-kind collaboration among federal agencies and local leaders and residents. This Network is focused on improving social and economic well-being bolstered by existing local partnerships and assets. The Network will launch in selected communities in Georgia, Kentucky, Mississippi, New Mexico as well as certain Tribes within Arizona. Community networks within these states will receive individualized support with the expertise to navigate federal programs, build relationships and identify additional resources to promote community-driven solutions, including infrastructure.



Workforce Readiness

Accelerating infrastructure projects is not possible without talented workers. According to research sponsored by the Department of Transportation and National Bureau of Economic research, smaller pools of bidders reduce competition and drive up costs.¹ Additionally, data shows that unionized workers help ensure that projects are delivered on time. Researchers from the Illinois Economic Policy Institute and the Project for Middle Class Renewal at the University of Illinois at Urbana-Champaign analyzed data collected by the Associated General Contractors of America and concluded that nonunion contractors were 16% more likely to say they had difficulty hiring for open positions than union contractors, and were also 21% more likely to see their project completion delayed because of worker shortages.²

Growing the infrastructure workforce helps contractors compete for more projects, ensuring that project sponsors receive competitive bids at reasonable prices. The Biden-Harris Administration has improved job quality through strong labor standards and ongoing efforts to provide access to good-paying jobs.

- In June, to catalyze new partnerships in critical occupations, the Biden-Harris Administration launched the [Talent Pipeline Challenge](#), a nationwide call to action for employers, education and training providers, states, Tribal, local, and territorial governments, and philanthropic organizations to support equitable workforce development in three critical infrastructure sectors: broadband, construction, and electric vehicle charging infrastructure and battery manufacturing.
- The Bipartisan Infrastructure Law includes more than \$800 million in dedicated investments in job training, as well as significant additional funds that may be used for workforce development – funds that are critical to ensure that this law’s programs employ a diverse workforce. These investments will provide workers in underserved communities with the skills and training to access newly created high-quality, unionized jobs in in-demand sectors—from high-speed internet, to construction, to electrification, to weatherization. Construction and clean energy jobs created by the law are also subject to prevailing wage requirements, ensuring the fair pay and benefits that will help companies retain their workers for the long-term and reduce costly turnover.
- The Department of Transportation is encouraging state and local entities to use the new authority under the Bipartisan Infrastructure Law for local and economic hiring preferences can be an important tool for transportation entities to encourage the development of a local workforce that is inclusive of economically disadvantaged communities
- The Administration is also aligning several workforce development programs. It is partnering with state and local governments to use the American Rescue Plan’s State and Local Fiscal Recovery Funds and Workforce Innovation and Opportunity Act to invest in workforce training programs. The DOL [Good Jobs Initiative](#) promotes collaboration among agencies, employers and unions to ensure strong labor standards and equity in



infrastructure projects. The initiative identifies specific federal infrastructure grant programs, including RAISE, INFRA and Reconnecting Communities, that are explicitly linked to equity and job quality.

- The DOT will accelerate the work of its Center for Transportation Workforce Development to provide program support, technical assistance, and workforce development activities in partnership with federal, state, and local agencies, industry organizations, schools, and universities. The Center provides national leadership and supports initiatives to develop and expand the nation's transportation workforce. These efforts have become more critical in light of the sharp increase in funding for rebuilding transportation infrastructure. Many of the Center's programs place a particular emphasis on reaching disadvantaged and underrepresented groups.
- The Administration is also growing the federal workforce to support the delivery of infrastructure projects across the nation. Federal agencies are hiring engineers, environmental analysts, technology specialists and a wide range of professional backgrounds to help plan, permit and implement infrastructure projects. To date, the Administration has hired more than 2,500 workers to support infrastructure law implementation, with many more to be hired over the coming months.
- Starting in October 2022, the Department of Commerce's Economic Development Administration will launch a Communities of Practice program that encourages its grant recipients support one another with information sharing, joint training, and peer-to-peer exchanges throughout the grant process – from award through project completion. These include the Build Back Better Regional Challenge, Coal Communities and Indigenous Communities.

Expanding Permitting Capacity

The recently-signed Inflation Reduction Act (IRA) provides over \$1 billion over the next ten years to several federal agencies to facilitate efficient and effective reviews under the National Environmental Policy Act and other federal processes. These resources will support hiring and training within permitting agencies, bolstering their ability to carry out important environmental protection responsibilities while conducting more efficient reviews and promoting new approaches such as nature-based solutions. Federal agencies are now developing plans to use the newly-provided IRA funds to bolster their environmental protection and review responsibilities. The new IRA resources include:

- \$100 million to the FHWA to support environmental permitting reviews of surface transportation projects. FHWA will issue a Request for Information to solicit comments on the effective administration and use of these funds. DOT will also be issuing final guidance that explains how DOT funding recipients can use federal funds to establish “liaison” positions at other federal or state agencies to focus exclusively on DOT projects and expedite project permitting.
- \$115 million to the Department of Energy to support timely environmental analysis and reviews.



- \$350 million to the Federal Permitting Improvement Steering Council’s Environmental Review Improvement Fund to support transparent environmental review
- \$30 million to the Council on Environmental Quality for training, environmental reviews, and the development of tools, guidance, and techniques to improve stakeholder and community engagement.
- \$20 million to NOAA to increase its capacity to provide more timely reviews for permitting and approvals.

The IRA also provides funds for more efficient permitting and reviews to USDA (\$100 million), Federal Energy Regulatory Commission (\$100 million), DOI (\$150 million), and EPA (\$40 million). In addition, the Permitting Council Executive Director will direct IRA funding to states, Tribes, and local governments, bolstering their ability to speed up environmental reviews and authorizations for infrastructure projects.



DELIVERING PROJECTS ON BUDGET

Cost overruns on infrastructure project can have multiple causes, such as design changes, contract inconsistencies and lack of timely public outreach. According to a national survey conducted by University of Nevada researchers as well as worked cited in *Recent Advances in Civil Engineering Research*, alterations in a project’s design or scope after it has started construction, also known as change orders, are a significant cause of cost overruns and delay. Successfully delivering infrastructure projects on budget will take intensive focus on the causes and prevention of cost overruns while supporting the most effective strategies for managing resources. These initiatives to keep projects on budget include:

Convening Leading Experts on Infrastructure Project Costs, and Launching Forward-Looking Research Agenda

Within 60 days, the White House and the Office of Management and Budget will convene world-leading practitioners and experts on infrastructure project costs, to present findings, analysis, and recommendations to the Administration’s leadership. Working with institutions such as the National Bureau of Economic Research and others, the Administration will support a forward-looking research agenda on infrastructure costs and project delivery. The findings and recommendations will inform implementation and future Administration commitments.

Addressing the Causes of, and Reducing, Construction Change Orders

The DOT Project Delivery Center of Excellence will convene a group of stakeholders (including the American Association of State Highway and Transportation Officials, the American Society of Civil Engineers, the American Road and Transportation Builders Association, and the American Public Transportation Association) to identify root causes of change orders and report to DOT on best practices to minimize their use. DOT will work with these organizations to disseminate best practices with project sponsors, starting in 2023.

Promoting “Dig Once” Construction Practices for Broadband, Transportation and Electrification Projects

The Department of Commerce (DOC) will initiate a Dig Once effort in cooperation with the Departments of Transportation and Energy. Dig Once entails interagency coordination on planning, design and construction to prevent multiple excavations for broadband, transportation and electrification projects. DOC will support state broadband offices to work with their counterparts in state energy and transportation departments to identify potential opportunities for project coordination. This effort will support the Federal Highway Administration’s December 2021 Broadband Infrastructure Deployment final rule that allows installation of broadband during road construction projects to minimize disruption and delay.



Streamlining Procurement for Environmental Remediation Programs

Two Department of the Interior (DOI) bureaus – the Bureau of Land Management and U.S. Fish and Wildlife Service – have recently developed new and simplified standard methods using pre-approved contract language, to assign work to contractors. The efficiencies gained from this streamlined approach will save time and money for multiple programs, including the Orphaned Well Site Plugging, Remediation, and Restoration program, which invests \$4.7 billion to reduce leaking of gas, oil and methane emissions.

Supporting and Expanding Access to Disadvantaged, Minority, and Women-owned Businesses

The Minority Business Development Agency, along with the Small Business Administration (SBA) and DOT, are collaborating to create technical assistance platforms with financial and procurement information for agencies and contractors. The effort will also create a central location with information about contractors around the nation, making it easier to identify prospective bidders and partners. By making the programs and their eligible contractors more accessible to implementing agencies, the effort will promote competition and increase bidding opportunities.

Promoting Competition and Increasing Bids

The DOI will also host virtual industry days highlighting the Bipartisan Infrastructure Law and other infrastructure projects, presenting information on the potential project work. DOI is also expanding application of the Buy Indian Act procurement procedures and initiating development of DOI-wide procurement goals for the involvement of Indian Small Business Economic Enterprises in prime contracts and subcontracts. Fostering broad awareness of contracting opportunities can help grow the number of contractors, increase competition, and control costs. Starting in January 2023, DOI will document these practices and share them with other federal agencies.

Using Alternative Delivery Approaches

The U.S. Army Corps of Engineers Civil Works program is using alternative delivery approaches including “split delivery” and innovative contract mechanisms to accelerate the delivery of water infrastructure projects. These approaches can result in significant life-cycle cost savings for water infrastructure projects through the acceleration of project timelines.



CONCLUSION

Delivering infrastructure projects is a challenging and complex process; however, there are opportunities to simplify and streamline our efforts across the local, state, Tribal, and federal levels. Transportation, broadband, water, resilience, electrification and other sectors all have unique benefits and challenges when it comes to their planning, design and implementation. But they are too important to our nation's economy and future to keep building them the old way. Revitalizing the nation's infrastructure needs more than funding – it requires ingenuity, new thinking, and a focus on efficiency. The Biden-Harris Administration knows that the record-setting investments represent more than groundbreaking ceremonies and ribbon-cuttings – they are fundamentally about delivering the benefits of world-class infrastructure to the American people in a manner that respects their time, needs, and tax dollars.

In a time of unprecedented federal investments in infrastructure, we must demonstrate that we can do big things again and deliver projects on time, on task, and on budget. Infrastructure investments are vital to our nation's wellbeing, and the Biden-Harris' Administration priorities of equity, climate resilience, and access to good jobs will all be bolstered by improving our project delivery practices. Doing so will require everyone – the federal government state, Tribal, local, and territorial governments, and non-governmental organizations – to work together to build.

Under President Biden's leadership, this Action Plan demonstrates that the Federal government is committed to accelerating infrastructure improvements. By building on success, modernizing our approach, and devoting the resources of the federal government and its partners, we will successfully address these challenges and bring this historic program to a successful completion: on time, on task and on budget.



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