

AASHTO Innovation Initiative

[Proposed] Nomination of Innovation Ready for Implementation

Sponsor

Nominations must be submitted by an AASHTO member DOT willing to help promote the innovation. If selected, the sponsoring DOT will be asked to promote the innovation to other states by participating on a Lead States Team supported by the AASHTO Innovation Initiative.

1. **Sponsoring DOT (State):** Florida Department of Transportation
2. **Name and Title:** Jennifer Marshall, P.E., Director, Office of Environmental Management

Organization: FDOT Office of Environmental Management

Street Address: 605 Suwannee Street

City: Tallahassee

State: Florida

Zip Code: 32399-0450

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Phone: 850-414-4316

Fax: 850-414-4443

Innovation Description (10 points)

The term “innovation” may include processes, products, techniques, procedures, and practices.

3. **Name of the innovation:**

SWEPT Section 4(f) Tool

4. **Please describe the innovation.**

The SWEPT Section 4(f) Tool is a wizard-based tool in Florida Department of Transportation's (FDOT's) StateWide Environmental Project Tracker (SWEPT), an interactive web-based application that supports

activities in FDOT's environmental process. SWEPT also provides for consistent and reliable file management and retention. It automatically transfers documents to FDOT's Electronic Document Management System (EDMS), providing access through other information technology solutions within FDOT. The SWEPT Section 4(f) Tool is the culmination of FDOT's Office of Environmental Management's (OEM's) initiative to improve the project management process as a NEPA Assignment state regarding documentation of Section 4(f) properties. The Tool allows users to complete a digital form capturing all required information to efficiently document Section 4(f) protected properties associated with each federal undertaking. The SWEPT Section 4(f) Tool guides users as they move through the form, prompting relevant follow up questions based on previous answers. The end product is a standardized, organized, and thorough form for each protected property and a comprehensive document for each project that has Section 4(f) interactions. This document can then be efficiently reviewed and concurred/approved by OEM, as well as saved to the master project file for incorporation into the NEPA environmental document and automatically retained in compliance with records management standards.

5. What is the existing baseline practice that the innovation intends to replace/improve?

The predecessor baseline practice for documenting Section 4(f) was that each of FDOT's 8 Districts approached documenting project interactions with Section 4(f) properties in an individualized, non-standard manner with no clear document format or workflow for the submission, review, and concurrence/approval of the documentation.

6. What problems associated with the baseline practice does the innovation propose to solve?

The SWEPT Section 4(f) Tool improved all aspects of FDOT's compliance with Section 4(f) from embedding QA/QC checkpoints in the process which improved the overall quality of documentation; to streamlining the effort required to compile the documentation through the ability to pull data from the master SWEPT project file; to saving the final approved/concurred document to the master SWEPT project file for efficient records management; to clearly and automatically creating a submission and review record to track edits, comments, and approvals for both the submitting District and OEM reviewer.

7. Briefly describe the history of its development.

FDOT OEM and District staff, as well as consultant feedback, identified the need to improve the process for compliance with Section 4(f). Through a series of work groups, a form was developed in Microsoft Word for each of the Section 4(f) determinations and evaluations which provided improved guidance, required content, and format for the 4(f) documentation. However, these forms were all-inclusive for every aspect of each of the determination situations, which left room for confusion, and it did little to improve the workflow for submission, review, and final approval/concurrence. The confluence of the development of the SWEPT system and FDOT getting NEPA Assignment allowed for the innovation for the SWEPT Section 4(f) Tool to what it is today, a fully customizable experience for users to complete Section 4(f) documentation and efficient and trackable review process.

8. What resources—such as technical specifications, training materials, and user guides—have you developed to assist with the deployment effort? If appropriate, please attach or provide weblinks to reports, videos, photographs, diagrams, or other images illustrating the appearance or functionality of the innovation (if electronic, please provide a separate file). Please list your attachments or weblinks here.

When FDOT deployed the SWEPT Section 4(f) Tool, OEM conducted a webinar providing instructions on how to use the tool within SWEPT. It covered the Section 4(f) approval process in SWEPT and provided various scenario demonstrations. The [webinar recording](#) is available on SWEPT and on the [FDOT web page](#) dedicated to on demand SWEPT training. As illustrated on the following screen captures, the SWEPT Section 4(f) Tool provides user instruction and guidance on each page. OEM also created a quick reference guide highlighting the key features of the tool (attached).

Attach photographs, diagrams, or other images here. If images are of larger resolution size, please provide as separate files.

Home > Section 4(f) Resources

StateWide Environmental Project Tracker

Section 4(f) Consideration

SR 45 US 41 SR 44 WEST MARION CO LINE

237811-1-21-01

Section 4(f) Involvement

Whispering Pines Park Details Ready for Concurrence

Resource Name: *

Whispering Pines Park

Map Links:

Attach Maps

23781112101-CE2-D7-US_41_PLM_Whispering_Pines_Park-2022-0503.pdf Edit Delete

Upload

Facility Type: *

This park is part of the Withaloochee State Forest.

Property Classification: *

Park/Rec Area

Wildlife/Water Fowl Refuge

Historic Site

Multiple Use Facility

Description of Property: *

Include the following Size, location, functions/activities available, description/location of existing and planned facilities, access and usage, relationship to other similar uses in vicinity, as applicable.

Was the OWJ informed in writing that their concurrence with a no adverse effect finding to the activities, features or attributes which qualify the property for protection may result in FDOT making a *de minimis* approval under Section 4(f)?

Yes

No

Did the OWJ concur that the proposed project, including any enhancement, mitigation and minimization of harm measures, will result in no adverse effects to the activities features or attributes of the property?

Yes

No

Describe below the basis on which the *de minimis* determination was made (e.g., consideration on why there is no adverse effects to the property and its activities, features and attributes), and identify and describe the avoidance and minimization of harm measures (if any) incorporated into the project in order to obtain a *de minimis* finding.

Throughout the US 41 PD&E Study, Design Change Re-evaluation, and more recently during the Construction Advertisement Re-evaluation, the FDOT has coordinated with the FDACS and the City of Inverness to minimize impacts to the WSF, to provide mitigation for unavoidable impacts, and to provide benefits and accommodate requests by the FDACS. These actions are consistent with Chapter 253, Florida Statutes, and the policy established by the Board of Trustees (BOT) of the Internal Improvement Trust Fund for the Use of Natural Resource Lands by Linear Facilities and the Board's Policy for Incompatible Use of Natural Resource Lands.

To offset the unavoidable impacts to Park FDOT will provide the following as additional compensation:

- Provide to the Trustees a total of 16,511 acres (more or less), of replacement lands located at 15377 Samons Road in Escambia, Hernando County.
- Restore the existing boundary fence along the new western right-of-way line of US 41 adjacent to the Park.
- Reconstruct the existing jogging/maintenance trail alongside the new boundary fence.
- Plant native trees and shrubs adapted to a sandy site within the areas disturbed by construction.
- Long leaf pine survey for timber harvest by FFS within the proposed easement areas.

Has the public been afforded an opportunity to comment? *

Yes

No

Summarize activities related to this resource *

Section 4(f) Resources

Florida Department of Transportation

SR 45 US 41 SR 44 WEST MARION CO LINE

District: FDOT District 7

County: Citrus County

ETDM Number: N/A

Financial Management Number: 237811-1-21-01

Federal-Aid Project Number: N/A

Project Manager: Kirk R. Bogen

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SR 45 US 41 SR 44 WEST MARION CO LINE # 237811-1-21-01

Summary and Approval

Resource Name	Facility Type	Property Classification	Owner/Official with Jurisdiction	Recommended Outcome	OEM SME Action
Whispering Pines Park	This park is part of the Withaloochee State Forest	Park/Rec Area	City of Inverness	<i>de minimis</i>	Concurrence Pending
Withaloochee State Trail	This facility is a trail	Park/Rec Area	FDEP	Exception/Exemption	Determination Pending
Inverness Middle School	This facility is a middle school with recreation	Park/Rec Area	Citrus County School Board	No Use	Determination Pending

Director of the Office of Environmental Management
Florida Department of Transportation

Note: Public Involvement activities outside of the public hearing can include but are not limited to kickoff meetings, public information meetings, newsletters, flyers, and small group meetings.

The FDOT notified the City of Inverness of our intent to pursue a Section 4(f) de Minimis determination on June 23, 2022. An Opportunity for Public Review and Comment was advertised on the project website, FDOT social media, in the Tampa Bay Times and Citrus County Chronicle, and within the Whispering Pines Park on July 10, 2022. A 17-day public comment period was initiated and ran until July 27, 2022. No public comments regarding the Whispering Pines Park were received.

District Comments: N/A
OEM Comments:

Enter any additional comments you have about this resource. NOTE: These comments DO NOT appear in the PDF report.

Date CRM Specialist Discussed with OEM Director *

OEM SME Concurrence Date:

Documents

Attach Supporting Documentation for Resource Documents

23781112101-CE2-D7-WhisperingPinesPark-2020-0220.pdf Edit Delete

23781112101-CE2-D7-257185_3 US 41 Section 4f de Minimis Request for Concurrence_WPP_City_Signed_081722-2022-0822.pdf Edit Delete

Upload

Approval Comments:

These comments will appear in the Approval History.

Return For More Information
Save Concurrence
Submit

Approval History

Show/Hide History

Action	Resource	Date/Time	Completed By	Role	Comment
Ready for Concurrence	Whispering Pines Park	08/23/2022 06:00 PM	Kristin Scholl	Project Data Entry	

SR 45 US 41 SR 44 WEST MARION CO LINE # 237811-1-21-01

Whispering Pines Park

Facility Type: This park is part of the Withlacoochee State Forest.

Property Classification: Park/Rec Area

Address and Coordinates:
Address: 1700 Forest Dr, Inverness, FL, 34453, USA
Latitude: 28.84000 Longitude: -82.34880

Description of Property:
Whispering Pines Park is approximately 299.828 acres located at 1700 Forest Drive, Inverness, FL 34453. The park is part of the Citrus Tract of the Withlacoochee State Forest (WSF) which is approximately 168,000 acres. The Whispering Pines Park is owned by the Trustees of the Internal Improvement Trust Fund (TIITF), leased by the Florida Department of Agriculture and Consumer Services (FDACS), and subleased by the City of Inverness.

Whispering Pines Park was created in 1965, to use for recreation. The management of the entire complex is accomplished by the City of Inverness Department of Parks & Recreation. City of Inverness is responsible for establishment and operation of recreational activities, facilities, and interpretive/educational programs. FDACS, WSF is responsible for cultural, invasive species, silvicultural, and wildlife activities.

Whispering Pines Park contains numerous recreational amenities, including trails for hikers and off-road bicyclists, shelters, athletic fields, athletic courts, swimming pool complex, and playground.

Owner/Official with Jurisdiction: City of Inverness

Recommended Outcome: de minimis

Yes No

Was there coordination with the Official(s) with Jurisdiction to identify an opportunity for a de minimis finding?

Was the OWJ informed by the District of FDOT's intent to pursue a de minimis approval option?

Was the OWJ informed in writing that their concurrence with a no adverse effect finding to the activities, features or attributes which qualify the property for protection may result in FDOT making a de minimis approval under Section 4(f)?

Did the OWJ concur that the proposed project, including any enhancement, mitigation and minimization of harm measures, will result in no adverse effects to the activities features or attributes of the property?

Basis on Which the Determination was Made
Throughout the US 41 PD&E Study, Design Change Re-evaluation, and more recently during the Construction Advertisement Re-evaluation, the FDOT has coordinated with the FDACS and the City of Inverness to minimize impacts to the WSF, to provide mitigation for unavoidable impacts, and to provide benefits and accommodate requests by the FDACS. These actions are consistent with Chapter 253, Florida Statutes, and the policy established by the Board of Trustees (BOT) of the Internal Improvement Trust Fund for the Use of Natural Resource Lands by Linear Facilities and the Board's Policy for Incompatible Use of Natural Resource Lands.

Section 4(f) Resources Page 2 of 10

SR 45 US 41 SR 44 WEST MARION CO LINE # 237811-1-21-01

To offset the unavoidable impacts to Park FDOT will provide the following as additional compensation:

- Provide to the Trustees a total of 16,511 acres (more or less), of replacement lands located at 15377 Samons Road in Brooksville, Hernando County.
- Restore the existing boundary fence along the new western right-of-way line of US 41 adjacent to the Park.
- Reconstruct the existing jogging/maintenance trail alongside the new boundary fence.
- Plant native trees and shrubs adapted to a sandhill site within the areas disturbed by construction.
- Long leaf pine survey for timber harvest by FFS within the proposed easement areas.
- Construct a new Park entrance across from the main entrance of the Inverness Regional Shopping Center.

Public Involvement Activities:
The FDOT notified the City of Inverness of our intent to pursue a Section 4(f) de Minimis determination on June 23, 2022. An Opportunity for Public Review and Comment was advertised on the project website, FDOT social media, in the Tampa Bay Times and Citrus County Chronicle, and within the Whispering Pines Park on July 10, 2022. A 17-day public comment period was initiated and ran until July 27, 2022. No public comments regarding the Whispering Pines Park were received.

OEM SME Concurrence Date: Pending

(Above) Section 4(f) Document produced for the undertaking with organized table of contents, resource summary, and one of the resource's specific evaluations.

(Left) Example 4(f) resource page with step-by-step instructions.

Home > Section 4(f) Resources

StateWide Environmental Project Tracker

Section 4(f) Consideration

SR 45 US 41 SR 44 WEST MARION CO LINE
237811-1-21-01

Tips to Get Started

[Section 4\(f\) References and Guides](#)

Federal transportation projects require concurrence or approval from OEM per Section 4(f) in order to proceed when there may be involvement with any [potential resource or property protected by Section 4\(f\)](#). These include, but are not limited to:

- publicly owned parks or recreation areas that are open to the general public.
- publicly owned wildlife or waterfowl refuges.
- public or privately owned historic properties, and
- other properties that may not fit neatly into these categories.

For more information regarding the applicability of Section 4(f) to certain property types or in certain situations, refer to [Part 2, Chapter 7 of the PD&E Manual](#), the [Section 4\(f\) Policy Paper](#), the [FHWA Section 4\(f\) Tutorial](#), or the [OEM Section 4\(f\) References and Guides webpage](#).

The Section 4(f) Tool allows you to record all of your project's Section 4(f) information in one place. Start by selecting the number of resources that may be protected by Section 4(f), and enter the basic information for each resource in the summary table. One row of the table is generated for each resource, and each row is linked to a summary page where more information can be entered. Once an applicability decision or approval option recommendation is made by district personnel, OEM Subject Matter Experts (SMEs) may enter the tool and concur with this recommendation.

If there are no potential Section 4(f) resources in the project area, this Tool does not need to be filled out. If you anticipate the need for an Individual Section 4(f) Evaluation (meaning the project will require a use, and the use would have greater than de minimis impact on the property), the evaluation and documentation will need to be completed outside of this Section 4(f) Module.

Examples of situations where Section 4(f) would NOT apply include, but are not limited to:

- A transportation project being constructed solely using State or local funds and not requiring U.S. DOT funds or OEM approval.
- A project intended to address a purpose that is unrelated to the movement of people, goods, and services from one place to another (i.e., a purpose that is not a transportation purpose).
- A project to be located adjacent to a Section 4(f) property, causing only minor proximity impacts to the Section 4(f) property (i.e., no constructive use).
- A project that will use land from a privately owned park, recreation area, or refuge.

Section 4(f) Involvement

Summary

[Whispering Pines Park Details](#)

[Withlacoochee State Trail Details](#)

[Inverness Middle School Details](#)

[Send Email for Review](#)

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* = required field

Summary

Project-Level Attachments

Include project-level documentation (Project Location Map, Typical Section Reports, Meeting Minutes, attachments that support multiple resources, etc.) that support multiple resources below.

Attachments that support a single, specific resource should be uploaded at the [Attach Supporting Documentation for Resource Documents](#) attachment point found on the resource's details page. Maps to support a single, specific resource should be uploaded using the Location Map(s) attachment point found on the resource's details page or the Summary page.

Are there any project-level documents to attach?

Yes

No

(Left) A project's summary page for the undertaking with instructions and links to Section 4(f) guidance and regulations as well as a summary of all individual 4(f) resources for the overall project.

Home>My Alerts

StateWide Environmental Project Tracker

Alerts

My Alerts My Area

Search Alert Date for Last 60 days

Search

Date Range: 06/26/2022 - 08/25/2022

Alerts

FM Number	Project Name	Alert Date	Alert Type	Alert Description	Action	Due Date	Days Overdue	Dismiss
445815-1-52-01	SR 8 (I-10) FROM W OF YELLOW RIVER TO E OF SHOAL RIVER	08/11/2022	Section 4F Resource Determination Requested	Section 4F Resource (Beaver Creek Park) is ready for determination	Review Resource			Dismiss
445815-1-52-01	SR 8 (I-10) FROM W OF YELLOW RIVER TO E OF SHOAL RIVER	08/11/2022	Section 4F Resource Determination Requested	Section 4F Resource (SR 85 Connector) is ready for determination	Review Resource			Dismiss
437366-1-52-01	SR 30 (US 98) FROM W OF JOSIE RD TO W OF BROOKS BRIDGE	08/23/2022	Section 4F Resource Determination Requested	Section 4F Resource (Mary Esther Burial (OK00029)) is ready for determination	Review Resource			Dismiss
437366-1-52-01	SR 30 (US 98) FROM W OF JOSIE RD TO W OF BROOKS BRIDGE	08/23/2022	Section 4F Resource Determination Requested	Section 4F Resource (La Brisa Beach Circle (OK03623)) is ready for determination	Review Resource			Dismiss
445815-1-52-01	SR 8 (I-10) FROM W OF YELLOW RIVER TO E OF SHOAL RIVER	08/11/2022	Section 4F Resource Determination Requested	Section 4F Resource (Yellow River Paddling Trail) is ready for determination	Review Resource			Dismiss
437366-1-52-01	SR 30 (US 98) FROM W OF JOSIE RD TO W OF BROOKS BRIDGE	08/23/2022	Section 4F Resource Determination Requested	Section 4F Resource (South Bryn Mawr Park) is ready for determination	Review Resource			Dismiss
437366-1-52-01	SR 30 (US 98) FROM W OF JOSIE RD TO W OF BROOKS BRIDGE	08/23/2022	Section 4F Resource Determination Requested	Section 4F Resource (Sound Park) is ready for determination	Review Resource			Dismiss
437366-1-52-01	SR 30 (US 98) FROM W OF JOSIE RD TO W OF BROOKS BRIDGE	08/23/2022	Section 4F Resource Determination Requested	Section 4F Resource (City of Fort Walton Beach Heritage Park and Culture Center) is ready for determination	Review Resource			Dismiss

(Below) OEM Reviewer's notification page listing all Section 4(f) resources for review.

State of Development (40 points)

Innovations must be successfully deployed in at least one State DOT. The All selection process will favor innovations that have advanced beyond the research stage, at least to the pilot deployment stage, and preferably into routine use.

9. How ready is this innovation for implementation in an operational environment? Please select from the following options. Please describe.

- Prototype is fully functional and yet to be piloted
- Prototype has been piloted successfully in an operational environment
- Technology has been deployed multiple times in an operational environment
- Technology is ready for full-scale implementation

Technology is fully deployed within FDOT for routine use throughout the state since May 9, 2020. It is a single, integrated, enterprise solution that has been used successfully on multiple projects requiring Section 4(f) documentation.

10. What additional development is necessary to enable implementation of the innovation for routine use?

While there is no additional development needed for this Tool, updates and refinements continue to improve the functionality and efficiency of both the documentation for Section 4(f) compliance and the process to review and approve the documentation.

11. Are other organizations using, currently developing, or have they shown interest in this innovation or of similar technology?? Yes No

If so, please list organization names and contacts. Please identify the source of this information.

Organization	Name	Phone	Email
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Potential Payoff (30 points)

Payoff is defined as the combination of broad applicability and significant benefit or advantage over baseline practice.

12. How does the innovation meet customer or stakeholder needs in your State DOT or other organizations that have used it?

The greatest benefit of the Tool is the built-in understanding of Section 4(f) documentation requirements that adapt as the user answers questions and inputs information. The wizard presents the relevant follow up questions or instructions that lead the user step-by-step through the applicability and determination process and then packaged the final product into an easily reviewable format. The final product is then cross-referenced to the master SWEPT project file for incorporation into the final environmental document and appropriate records management. By integrating with FDOT's EDMS, the files may also be access through other information technology solutions within the Department. This makes the documents available to future project team members, assisting with project hand off as the project moves forward to subsequent phases in the transportation delivery process. It also provides support to FDOT's Office of General Counsel should an administrative record need to be produced.

13. Identify the top three benefit types your DOT has realized from using this innovation. Describe the type and scale of benefits of using this innovation over baseline practice. Provide additional information, if available, using quantitative metrics, to describe the benefits.

Benefit Types	Please describe:
Improved Quality	<p>Essential information is required for the user to move through the Tool reducing the occurrences of incomplete or incorrect documents being submitted for review.</p> <p>Tailored instructions at each step along the way prompt users to apply applicable regulatory language and statements.</p> <p>Documents are automatically generated in a predictably organized format providing for an easier review.</p> <p>Quality control checks are in place to prevent a document from moving forward in the approval process when required elements are not complete.</p>
Organizational Efficiency	The completion of the form via the Tool removes missteps in interpreting Section 4(f).

	<p>Submission of a completed form is a push button process rather than external hardcopy or digital submission that has less reliable delivery and no trackability.</p> <p>Review of the submissions, the ability to return comments, and approve/concur within the Tool is far more efficient than tracking emails to the correct project staff member.</p>
Other (please describe)	<p>Records Management and Retention: Seamless incorporation into the master SWEPT project file and long-term archiving vastly improved the record management and compliance with retention requirements of project management.</p>

Provide any additional description, if necessary:

[Click or tap here to enter text.](#)

14 How broadly might this innovation be deployed for other applications. in the transportation industry (including other disciplines of a DOT, other transportation modes, and private industry)?

FDOT has successfully deployed additional “smart forms” in SWEPT with the same data-driven model used in the SWEPT Section 4(f) Tool. Examples include documenting protected species effects determinations for minor projects, scope of service development, and State Environmental Impact reports. Additional smart forms are underway to support other documentation needs. By changing the questions and document definitions, other applications could use the same model.

Market Readiness (20 points)

The All selection process will favor innovations that can be adopted with a reasonable amount of effort and cost, commensurate with the payoff potential.

15. What specific actions would another organization need to take along each of the following dimensions to adopt this innovation?

Check boxes that apply	Dimensions	Please describe:
<input checked="" type="checkbox"/>	Gaining executive leadership support	Moving from a hard-copy, inconsistent process to a more streamlined digital process requires organization change the must be supported at all levels of management within the affected organization.
<input checked="" type="checkbox"/>	Communicating benefits	People are more likely to support process improvements when they understand the benefits to be gained.
<input checked="" type="checkbox"/>	Overcoming funding constraints	Implementing new technologies and processes requires funding. Organizations desiring to implement these changes should identify funding avenues. FDOT used a combination of State and Federal funding to implement this innovation.
<input checked="" type="checkbox"/>	Acquiring in-house capabilities	The SWEPT Section 4(f) Tool was custom-built to meet FDOT requirements. In-house staff identified system requirements and continue to provide for the long-term oversight and management of the tool.
<input type="checkbox"/>	Addressing legal issues (if applicable) (e.g., liability and intellectual property)	Click or tap here to enter text.
<input type="checkbox"/>	Resolving conflicts with existing national/state regulations and standards	Click or tap here to enter text.

<input type="checkbox"/>	Other challenges	Click or tap here to enter text.
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16. Please provide details of cost, effort, and length of time expended to deploy the innovation in your organization.

Cost: \$800,000 (\$580,000 for the base project file framework in SWEPT needed to run the Section 4(f) Tool; and \$220,000 for the addition of the Section 4(f)-specific component)

Level of Effort: 8000 hours (Approximately 5500 hours for the framework plus 2500 hours for the Section 4(f)-specific component)

Time: 2 years and 3 months (1 year to establish the SWEPT framework and then 1 year 3 months to identify requirements and add the Section 4(f)-specific component)

17. To what extent might implementation of this innovation require the involvement of third parties, including vendors, contractors, and consultants? If so, please describe. List the type of expertise required for implementation.

The SWEPT Section 4(f) Tool is a web-based, database application developed by an interdisciplinary team of environmental specialists, cultural resource management staff, university researchers, and information technology consultants. Information technology expertise needed to implement the technology elsewhere includes: programmers, data architects, business analysts, user interface designers, technical writers, database administrators, and system administrators. Depending on the anticipated deployment environment, a Cloud provider may also be needed.