Capital Improvement Program Delivery Updates

Suzanne Coffey, Chief Planning Officer

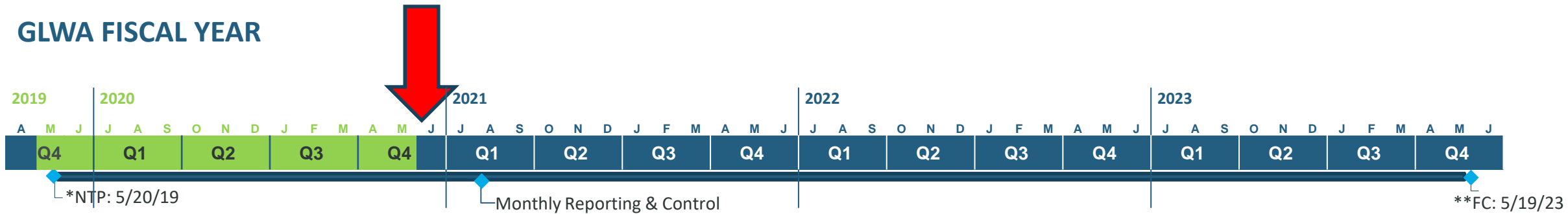*Ali Khraizat, CIP Director*

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Capital Improvement Program Delivery
A Project with a Consulting Contract

- Goal to Improve CIP Execution

- Contract CS-272: Capital Improvement Program Delivery – AECOM
  - Contract Executed - May 17, 2019
  - Contract Duration – 4 Years
  - 10 Interrelated CIP Tasks with Contract Totaling $54,934,034
    - Largest Portion (60%) is Staff Augmentation for CIP
  - Status Reported at Capital Planning Committee Meetings

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CS-272: Capital Improvement Program Delivery

GLWA FISCAL YEAR

2019	2020				2021				2022				2023			
A M J	J A S O N D	J F M A M	J J A S O N D	J F M A M J	J A S O N D	J F M A M J	J A S O N D	J F M A M J	J A S O N D	J F M A M J
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

*NTP: 5/20/19

Monthly Reporting & Control

**FC: 5/19/23

Key Progress

- Business Process Improvements- Recommendation Phase Underway
- Continued work on first sections of PMP processes and SOPs
- Preparing documents to present to GLWA leadership to advance issues and obtain decisions to move forward and ultimately with CIP project management structure for project delivery
- Completed preliminary Draft of the Resource Development Plan

- Developed and distributed Draft RFP document for internal review for the PMIS
- Progressing CIP Planning work for the upcoming CIP Plan cycle
- Conducted meetings with all GLWA Water and WW PMs to compile cost and schedule information for validation
- Continued to advance alternatives analysis for the Springwells WTP Header and Yard Piping Project

Budget/Schedule

Contract Duration 1,461 Calendar Days
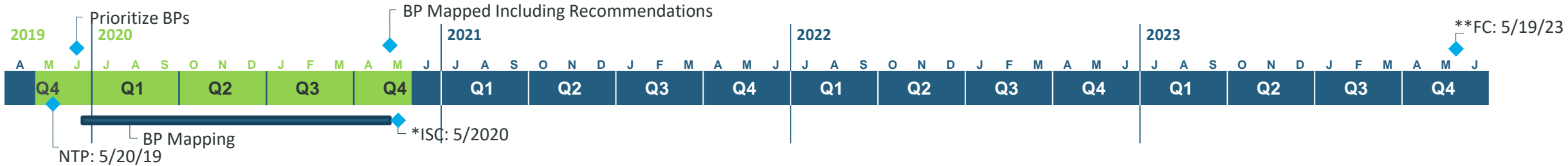**375 Calendar Days since NTP**
(as of May 29, 2020)

26 % Time Elapsed

Total
$54,934,034

Spent to Date
$7,862,116 = 14.3%

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Task 1: CIP Business Process Improvements
Lump Sum Task

GLWA FISCAL YEAR

Prioritize BPs

BP Mapped Including Recommendations

**FC: 5/19/23

2019	2020				2021				2022				2023			
A M J	J A S O N D	J F M	A M	J	J A S O N D	J F M A M J	J A S O N D	J F M A M J	J A S O N D	J F M A M J	J A S O N D	J F M A M J
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

BP Mapping

*ISC: 5/2020

NTP: 5/20/19

Key Progress	Budget	Schedule
• Business Process Improvements- Recommendation Phase Underway	**Total** $1,043,816 ——— **Spent to Date** $688,928 = 66%	**Estimated 378 Calendar Days** **375 Calendar Days since NTP** (as of May 29, 2020) ——— **99.2% Time Elapsed**

*ISC = Interim Substantial Completion   **FC = Final Substantial Completion
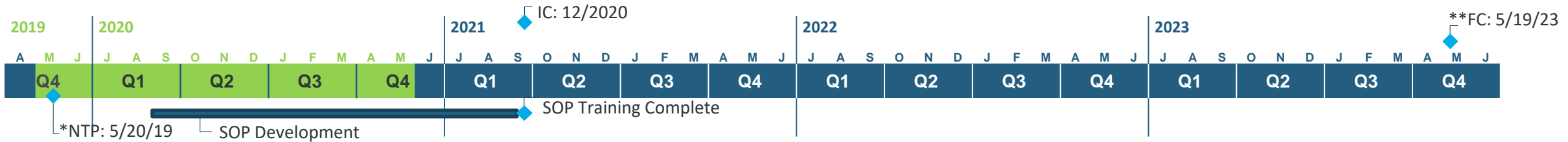
Task 1 (Business Process)Update

- Completing AECOM's recommendation phase of improving business processes

- Meanwhile identifying suggested high priority business processes to be first up for streamlining

- GLWA considering AECOM's recommendations
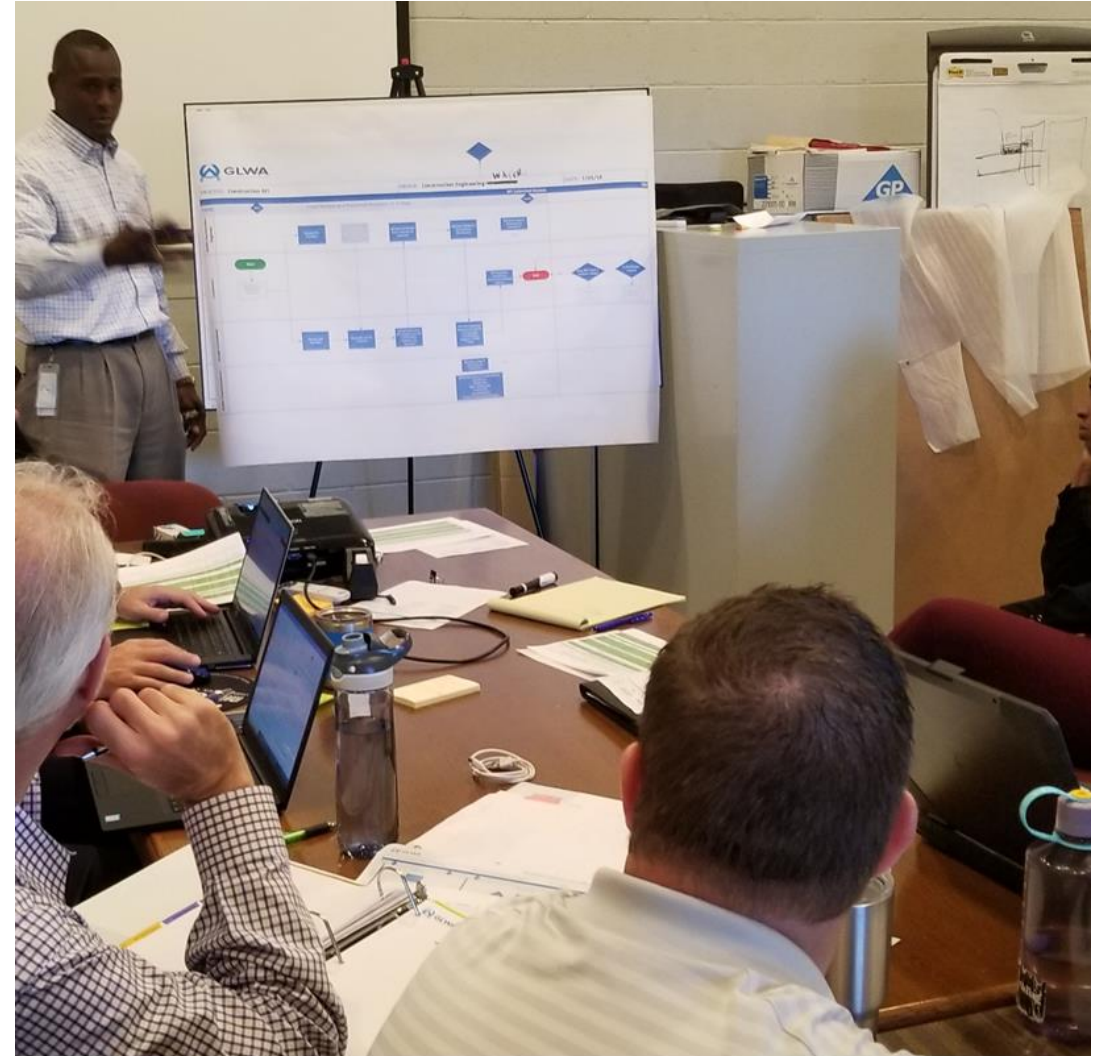
Task 2: CIP Delivery Standard Operating Procedure (SOP) Development
Lump Sum Task

GLWA FISCAL YEAR

IC: 12/2020

**FC: 5/19/23

2019	2020				2021				2022				2023			
A M J J A S O N D	J F M A M J	J A S O N D J F M A M J	J A S O N D J F M A M J	J A S O N D J F M A M J
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

*NTP: 5/20/19

SOP Development

SOP Training Complete

Key Progress

- Assisting GLWA with presentation to received feedback from GLWA's Executive Leadership Team on next steps
- Continued work on first sections of PMP processes and SOPs
- Preparing documents to present to advance issues and assist GLWA's Executive Leadership Team in making decisions to move forward with CIP PM structure for project delivery

Budget

Total

$1,181,756

Spent to Date

$90,552 = 7.7%

Schedule

Estimated 577 Calendar Days

375 Calendar Days since NTP

(as of May 29, 2020)

65% Time Elapsed

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*ISC = Interim Substantial Completion   **FC = Final Substantial Completion

Task 2 (SOPs)Update

- Conducted several workshops to discuss the project including
    - Project Delivery Options
    - Program Management Plan
    - Internal Governance
- Nearing completion on the first section of the Program Management Plan (compendium of standard operating procedures for CIP)
- Continuing to update GLWA's Executive Leadership Team on the project related to some critical decisions
    - Cross-functional governance structure within GLWA
    - Project Delivery
    - Roles and Responsibilities

Task 02 – Program Management Plan/SOP Development

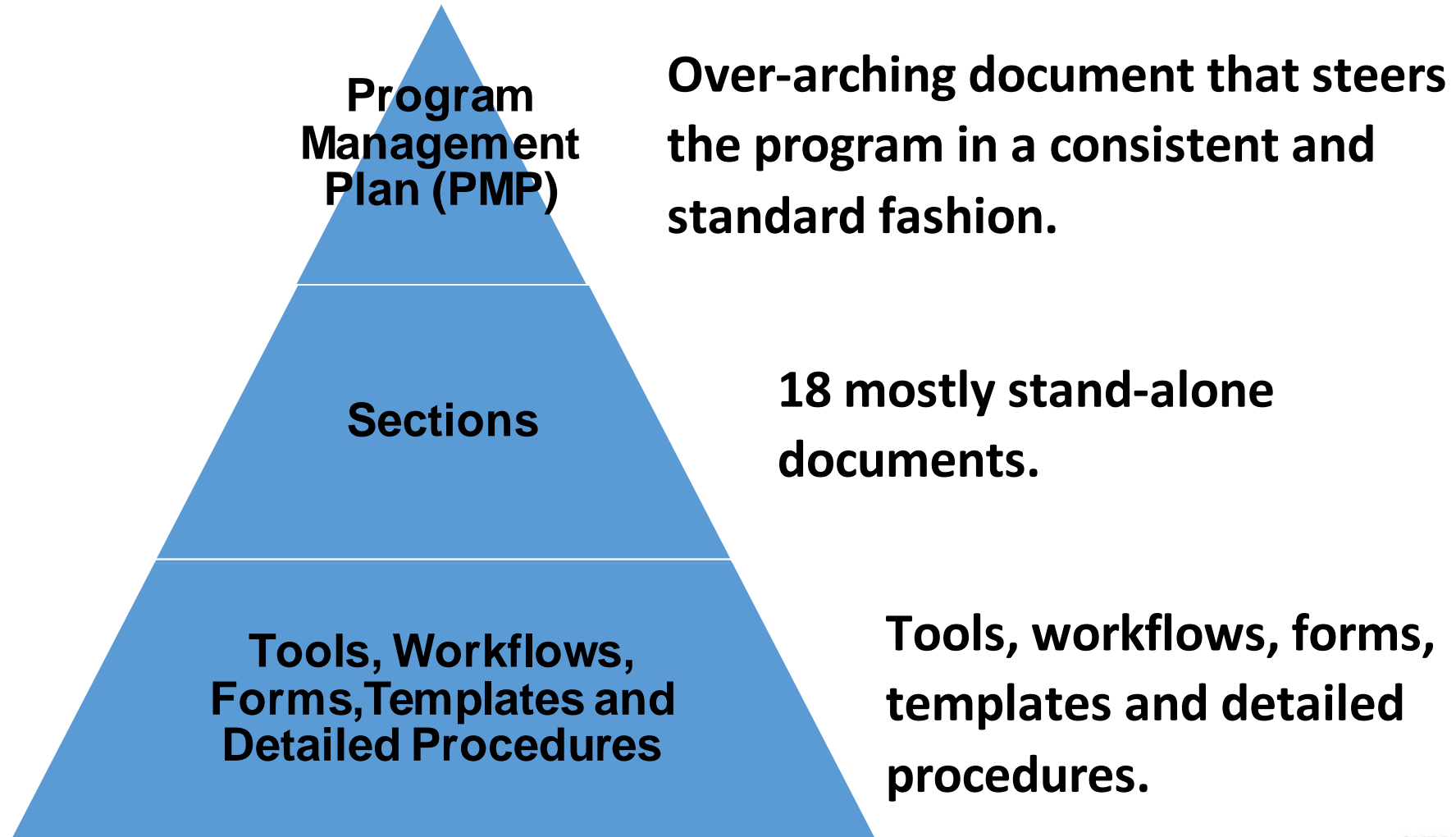Discovery → As-is Mapping → Workshops → Recommendation → Workshops → PMP/SOP's → Training/Roll-Out

PMP/SOP's:

- Formally Document Processes
  - Program Management Plan (PMP)
  - Standard Operating Procedures (SOP)
- Attach Templates, Forms and Other Tools
- Provides for Quality and Consistency
  - Internal
  - External
  - CIP Throughput
  - CIP Team Growth
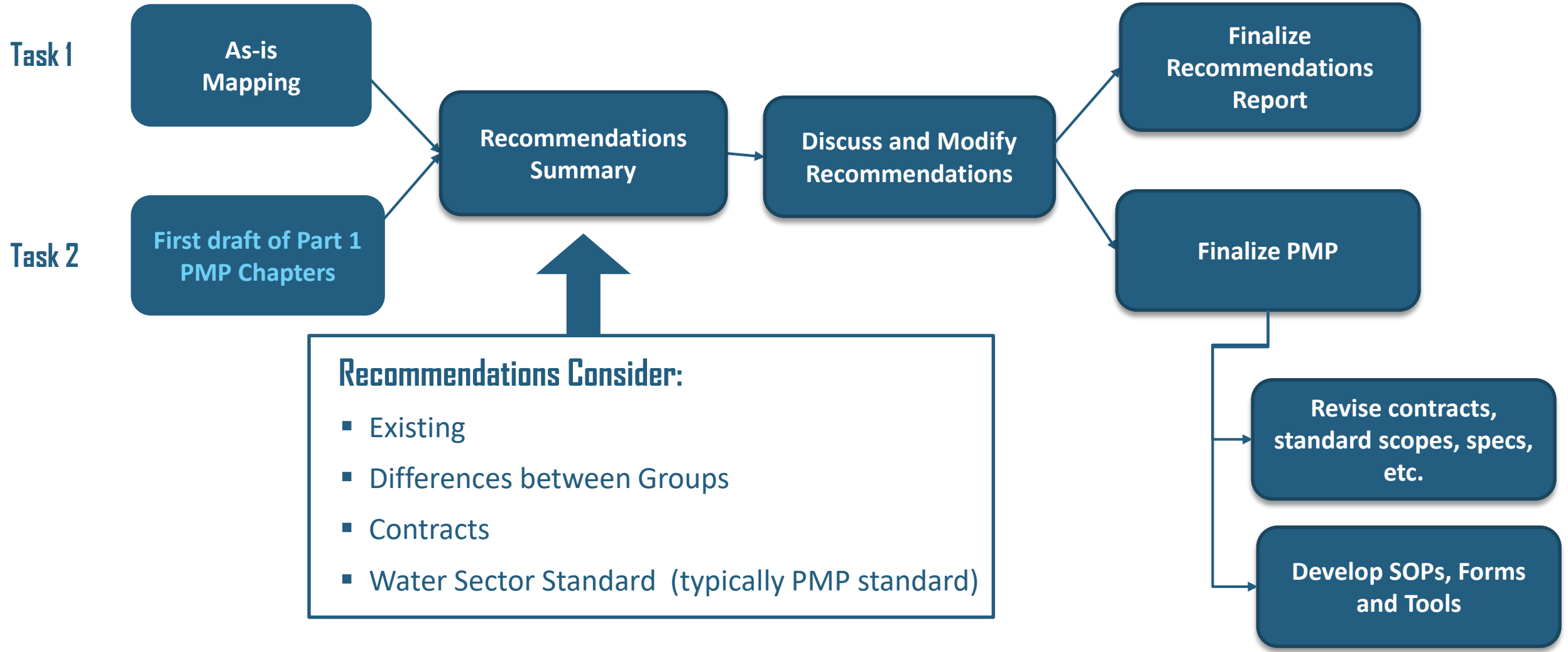
Training/Roll-out:

- Train Team Members on New/Modified CIP Business Processes
- Abbreviated Roll-Out for Selected Processes
- RFI/Submittal Process (Real-Time Example)

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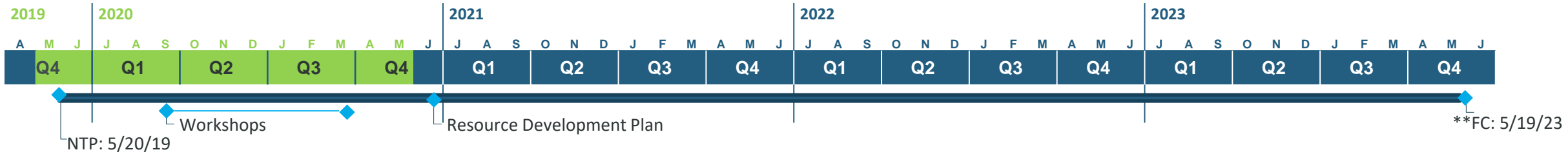
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Guidance Document/PMP

Program Management Plan (PMP)

Sections

Tools, Workflows, Forms,Templates and Detailed Procedures

Over-arching document that steers the program in a consistent and standard fashion.

18 mostly stand-alone documents.

Tools, workflows, forms, templates and detailed procedures.

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Recommendations Process

Task 1

As-is Mapping

Task 2

First draft of Part 1 PMP Chapters

Recommendations Summary

Discuss and Modify Recommendations

Finalize Recommendations Report

Finalize PMP

Recommendations Consider:

- Existing
- Differences between Groups
- Contracts
- Water Sector Standard (typically PMP standard)

Revise contracts, standard scopes, specs, etc.

Develop SOPs, Forms and Tools

What Is In A Resource Development Plan?

1

CURRENT STRENGTHS

2

FULL TIME TEAM MEMBERS

3

TRAINING APPROACH

4

TEAM STRUCTURE

5

COMPETENCY REQUIREMENTS

6

SUGGESTED MODIFICATIONS

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Task 03: Resource Development

Preliminary Draft of Resource Plan created for review, discussion and refinement

Task 4: Project Management Information System (PMIS) Selection & Implementation

Lump Sum Task

GLWA FISCAL YEAR
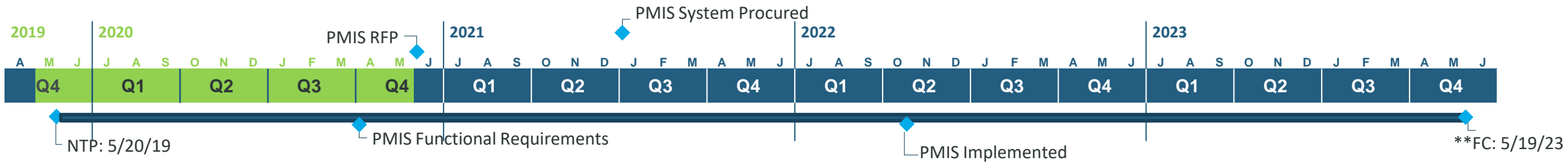
Key Progress

- Developed and distributed for comments business requirements document
- Developed and distributed Draft RFP document

Budget

Total

$1,493,744

——————

Spent to Date

$198,182 = 13.3%

Schedule

Estimated 1,461 Calendar Days
375 Calendar Days since NTP
(as of May 29, 2020)

——————

26 % Time Elapsed

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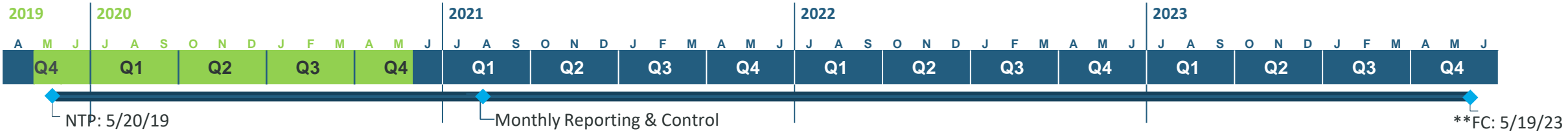
From Program Management Plan to Program Management Information System

Task 5: Project Controls & Reporting Support
Time & Materials

GLWA FISCAL YEAR

Timeline: 2019 | 2020 | 2021 | 2022 | 2023

NTP: 5/20/19

Monthly Reporting & Control

**FC: 5/19/23

Key Progress

- Progressing CIP Planning work for the upcoming cycle
- Developed IT tool to expedite CIP updating during upcoming CIP Planning cycle and synch schedule and cost information from the IMS
- Refined CIP Dashboard

Budget

Total

$12,717,034

Spent to Date

$3,660,024 = 28.8%

Schedule

Estimated 1,461 Calendar Days

375 Calendar Days since NTP

(as of May 29, 2020)

26 % Time Elapsed

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16

Task 5 (Controls and Reporting) Update

Introducing new CIP Planning Portal to expedite CIP Planning update process

- A Better User Experience
- Accessible anywhere with internet access
- Connecting the multiple data sources
- Reducing manual data entry
- Leverage CIP validation data
- Leveraging new WBS

UPDATED CIP PLANNING PORTAL

SCORING COMMITTEE
Single source of data for evaluation and analysis capability

PROJECT MANAGER
Reduced data entry; single platform and intuitive design

CIP PLAN
UPDATE: Web-based, centralized, automated reporting

VALIDATED PROJECT COST/SCHEDULE
Seamless software integration (new and already used tools)

CIP ALIGNMENT MEETING
Alignment process performed directly in the CIP portal

FROM THIS:

TO THIS:

CURRENT DATABASE

UPDATED CIP PLANNING PORTAL

PROJECT MANAGER

Multiple points of disconnected data entry

SCORING COMITEE

Multi-source data for evaluation and analysis capability

COST/SCHEDULE UPDATES

Non-integrated requires multiple points of data entry

CIP ALIGNMENT MEETING

Review preliminary export and make changes to cost/schedule

EXCEL EXPORT

Output to excel reports

CIP PLAN

CURRENT: Manually exported data for report creation

UPDATE: Web-based, centralized, automated reporting

SCORING COMMITTEE

Single source of data for evaluation and analysis capability

PROJECT MANAGER

Reduced data entry; single platform and intuitive design

VALIDATED PROJECT COST/SCHEDULE

Seamless software integration (new and already used tools)

CIP ALIGNMENT MEETING

Alignment process performed directly in the CIP portal

Task 6: CIP Validation
Lump Sum Task

GLWA FISCAL YEAR

Projects Validated

2019	2020				2021				2022				2023			
A M J	J A S O N D J F M A M				J J A S O N D J F M A M J				J A S O N D J F M A M J				J A S O N D J F M A M J			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Prioritize CIP Projects

NTP: 5/20/19

5 Year CIP   5 Year CIP   5 Year CIP   **FC: 5/19/23
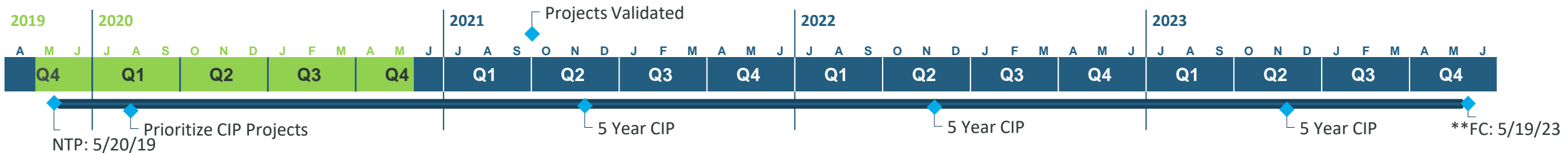
Key Progress

- Completed document review of all Water and WW CIP projects to validate cost and schedule
- Conducted meetings with all GLWA Water PMs to compile cost and schedule information for validation
- Conducted meetings with all GLWA WWW PMs to compile cost information for validation

Budget

Total

$2,381,024

_____

Spent to Date

$933,509 = 39.2%

Schedule

Estimated 1,461 Calendar Days

375 Calendar Days since NTP

(as of May 29, 2020)

_____

26 % Time Elapsed

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19

Task 7 & 9: Staff Augmentation
Time & Materials

GLWA FISCAL YEAR

2019	2020				2021				2022				2023			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

NTP: 5/20/19

Staff Augmentation as requested by GLWA

**FC: 5/19/23
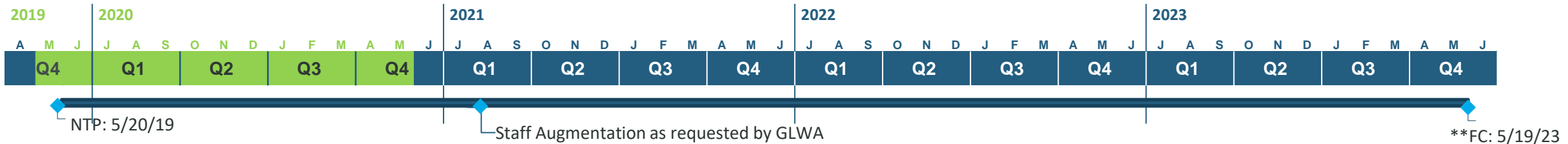
Key Progress

- Prepared bid documents for SW WTP Chlorine Scrubber and Raw Water Screens Project
- Continued to advance alternatives analysis for Springwell WTP Header and Yard Piping Project
- Agreed Scope of Work for WRRF Pilot Research Plant
- Provided Engineering, Inspection, and CADD Resources as Requested

Budget

Total Task 7
$31,459,764
Spent to Date
$1,748,794 = 5.6%
Total Task 9
$1,534,586
Spent to Date
$11,160 = 0.7%

Schedule

Estimated 1,461 Calendar Days

375 Calendar Days since NTP

(as of May 29, 2020)

26 % Time Elapsed

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Task 8: Advanced Facilities Planning (AFP)
Lump Sum Task

GLWA FISCAL YEAR

Advanced Facilities Planning for 8 Projects – 2/Year

NTP: 5/20/19

**FC: 5/19/23
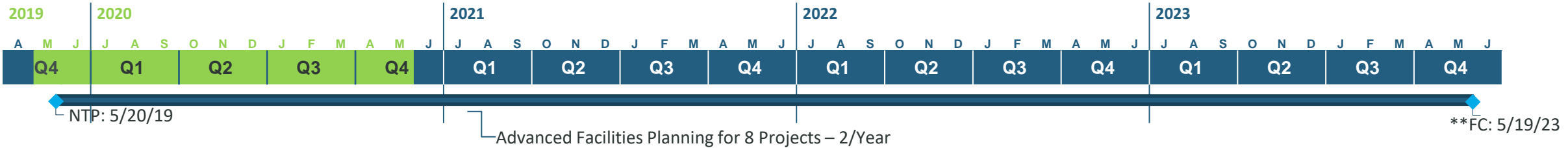
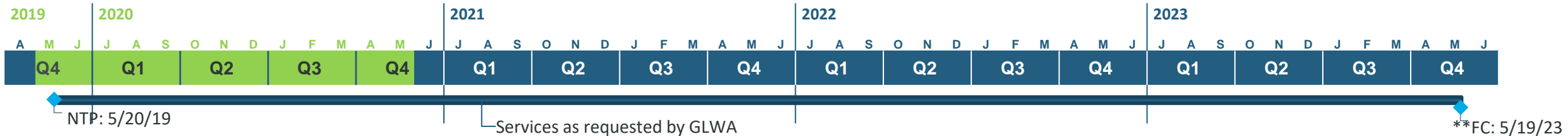| Key Progress	Budget	Schedule
• Task to Prepare a Basis of Design (BOD) Report for the Oakwood District Intercommunity Relief Sewer has been cancelled	**Total** $2,006,563 — **Spent to Date** $75,786 = 3.8%	Estimated 1,461 Calendar Days 375 Calendar Days since NTP (as of May 29, 2020) — **26 % Time Elapsed**

Task 10: Enterprise-wide Energy Optimization and Sustainability Planning
Lump Sum Task

GLWA FISCAL YEAR

Timeline:
- 2019 / 2020 / 2021 / 2022 / 2023
- Q4 Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4

NTP: 5/20/19

Services as requested by GLWA

**FC: 5/19/23

Key Progress

- Not started

Budget

Total

$438,900

Spent to Date

$0

Schedule

Estimated 1,461 Calendar
375 Calendar Days since NTP

(as of May 29, 2020)

26 % Time Elapsed

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CS-272: Capital Improvement Program Delivery

GLWA FISCAL YEAR

2019	2020				2021				2022				2023			
A M J	J A S O N D	D J F M A	A M	J	J A S O	N D J F	M A M J	J A S O	N D J F	M A M J	J A S O	N D J F	M A M J	J A S O	N D J F	M A M	J
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

*NTP: 5/20/19

Monthly Reporting & Control

**FC: 5/19/23

Key Progress

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Budget/Schedule

Contract Duration 1,461 Calendar Days
375 Calendar Days since NTP
(as of May 29, 2020)

26 % Time Elapsed

Total
$54,934,034
———
Spent to Date
$7,862,116 = 14.3%

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*NTP = Notice to Proceed   **FC = Final Substantial Completion

Questions?