



Capital Planning Committee Meeting CS-272 Capital Improvement Program Delivery Update September 17, 2019

Ali Khraizat, CIP Director

John Barron, AECOM PM

Introductions

- ♦ Ali Khraizat – CIP Director and GLWA PM for CS-272
- ♦ John Barron – AECOM PM for CS-272

Update

💧 **CS-272: Capital Improvement Program Delivery**

Contract Summary

- 💧 **10 Interrelated CIP Tasks**
- 💧 **Goal to improve CIP Execution**
- 💧 **\$54,934,034.00**
- 💧 **Duration – 4 Years**
- 💧 **Contract Executed -17 May 2019**

Update

💧 **CS-272: Capital Improvement Program Delivery**

Contract Summary

💧 **Task 1**

CIP Business Process Improvements

💧 **Task 2**

CIP Delivery / SOP Development

💧 **Task 3**

CIP Delivery Resource Evaluation

💧 **Task 4**

PMIS Selection & Implementation

💧 **Task 5**

Project Controls & Reporting Support

💧 **Task 6**

CIP Validation

💧 **Task 7**

Engineering & Construction Staff Augmentation

💧 **Task 8**

Advanced Facilities Planning

💧 **Task 9**

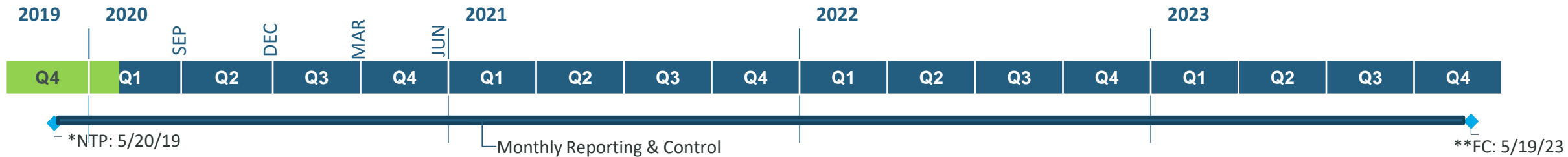
Staff Augmentation Other than Construction or Engineering

💧 **Task 10**

Enterprise-wide Energy Optimization and Sustainability Planning

CS-272: Capital Improvement Program Delivery

GLWA FISCAL YEAR



Key Progress

- Current progress will be reported here



Budget/Schedule

Contract Duration 1,461 Calendar Days

68 Calendar Days since NTP

(as of July 26, 2019)

4.7 % Time Elapsed

Total

\$54,934,034

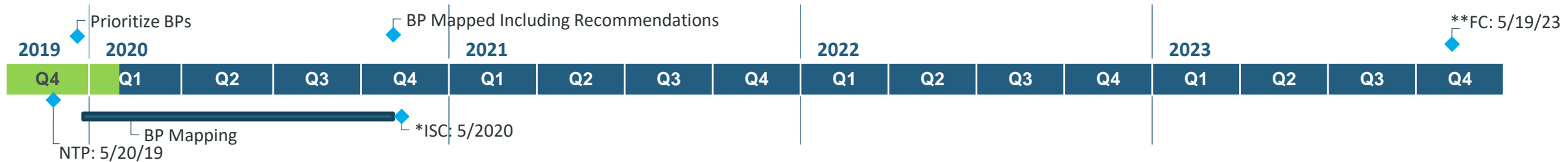
Invoiced to Date

\$1,099,555 = 2%

Task 1: CIP Business Process Improvements

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Updated Wastewater RFI/Submittal As-is Processes for Pilot Project – “interim”
- Submitted Final Business Process Priority List to GLWA
- Met with Todd King, Field Services regarding Change Control Directive Process Mapping



Budget

Total
\$1,043,816

Invoiced to Date
\$124,997 = 12%



Schedule

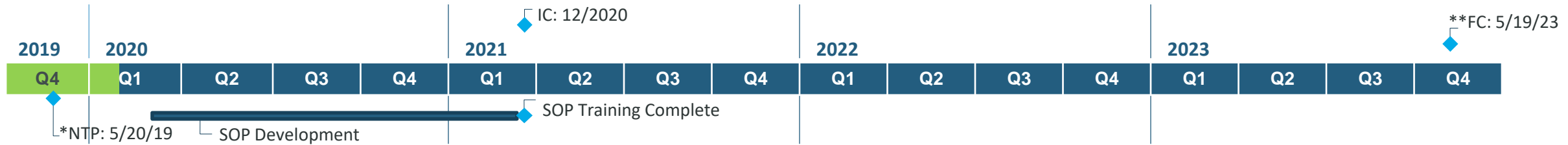
Estimated 378 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

18% Time Elapsed

Task 2: CIP Delivery Standard Operating Procedure (SOP) Development

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Cross referenced Business Process List with Program Management Plan
- Identified chapters GLWA SOP's will be placed & met with GLWA for SOP development
- Coordinated Tasks 01-04 to complete Integrated Master Schedule



Budget

Total
\$1,181,756

Invoiced to Date
\$23,635 = 2%



Schedule

Estimated 577 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

12% Time Elapsed

Program Management Plan - Document Development

PMP Section Titles	Consultant Author	Client SME
PMP Overview		
PMP 01 – Program Description		
PMP 02 – Organization and Governance		
PMP 03 – Communications Management		
PMP 04 – Document Management		
PMP 05 – Schedule & Budget Management		
PMP 06 – Change Management		
PMP 07 – Quality Management		
PMP 08 – Risk Management		
PMP 09 – Engineering & Design Management		
PMP 10 – Procurement & Contracts Management		
PMP 11 – Permitting & Regulatory Management		
PMP 12 – Environmental, Health and Safety		
PMP 13 – Public Information & Stakeholder Management		
PMP 14 – Construction Management		
<u>Potential Other Chapters</u>		
PMP XX – Program Design Manual		
PMP XX – Sustainability Management		
PMP XX – Property & Easement Acquisition		

6.2 Change Order Process

6.2.1 Change Request

6.2.1.1 Description and Justification of Change

6.2.1.2 Analysis and Evaluation of CR

6.2.1.3 Negotiation of the Change

6.2.1.4 Change Approval

6.2.1.5 Notification of Change Determination

6.2.1.6 Amendment to the Contract

6.2.2 Work Change Directive

6.2.2.1 Description of Work Change Directive

6.2.2.2 Analysis and Evaluation of WCD

6.2.2.3 Determination to Proceed

6.2.2.4 Request for Change Proposal

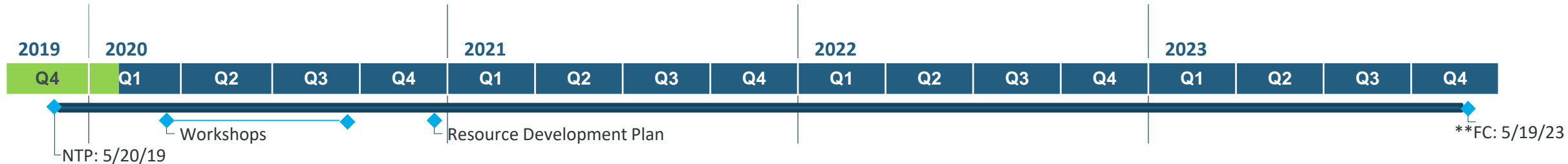
6.2.2.5 Analysis and Evaluation of RCP and Completion of the WCD Process

6.2.3 Project Scope Changes

Task 3: CIP Delivery Resource Evaluation

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Drafted Digital Message Board communications
- Drafted FAQ's and Newsletter for program communications –received GLWA's comments
- Verified 1st Draft of Line Reporting with GLWA



Budget

Total
\$676,847

Invoiced to Date
\$84,606 = 12%



Schedule

Estimated 1,461 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

5% Time Elapsed

Task 3: CIP Delivery Resource Evaluation

Initial Program Communications Plan



Digital Messaging
*Displayed on GLWA internal
messaging monitors*

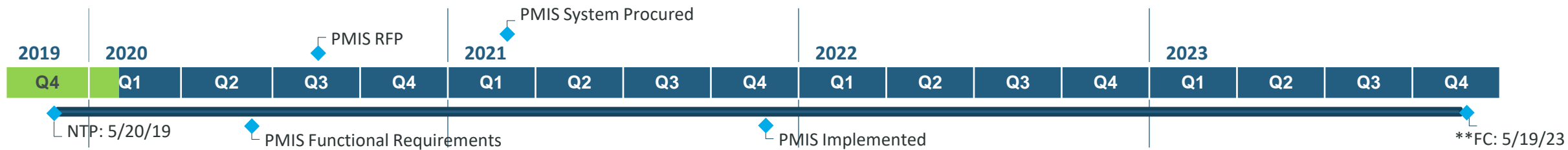


Newsletter and FAQ's
Shared via One Water Connect and Email

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

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Completed the basis for system architecture - further clarification with GLWA IT required
- Developed Draft outline for the Business Requirements Document to support PMIS Request for Proposal development



Budget

Total
\$1,493,744

Invoiced to Date
\$33,609 = 2%



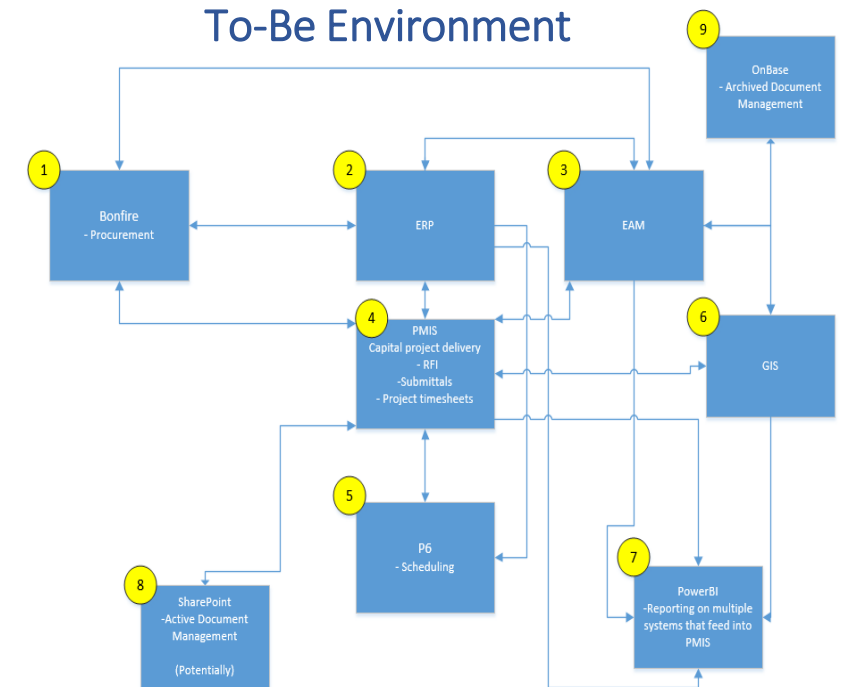
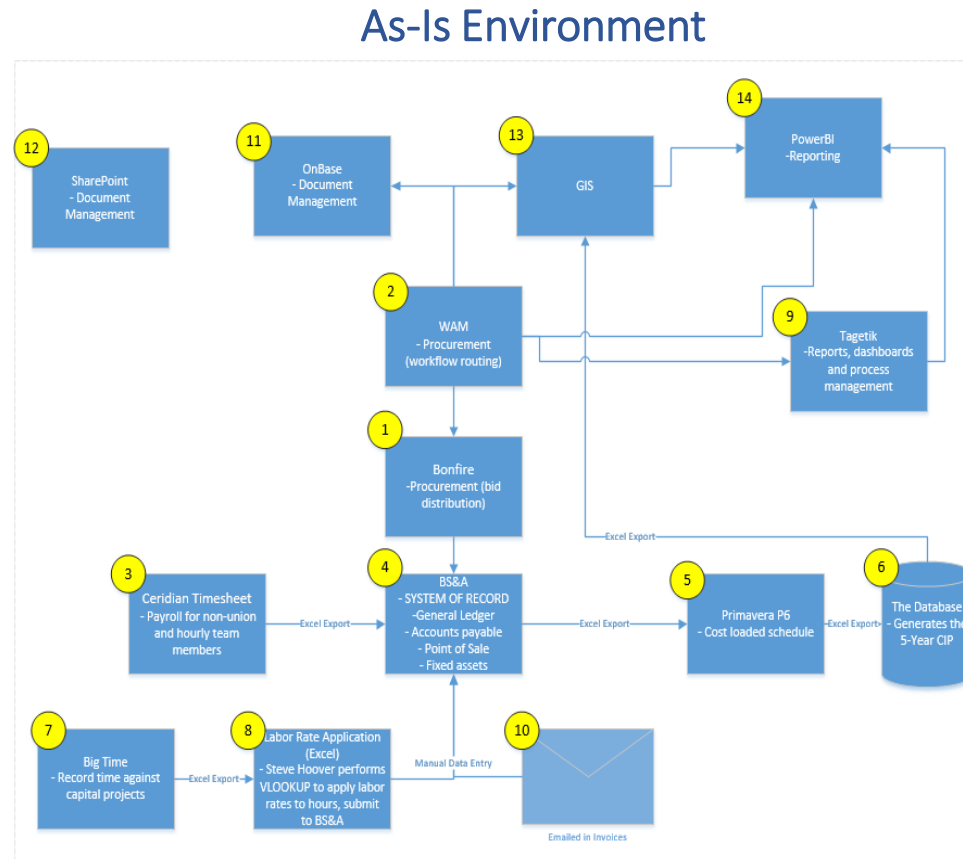
Schedule

Estimated 1,461 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

5% Time Elapsed

GLWA As-Is and To-Be Architecture Diagrams

- Define the systems and tools currently supporting CIP delivery
- Identify the systems that are anticipated to support CIP delivery after major system implementation efforts are complete

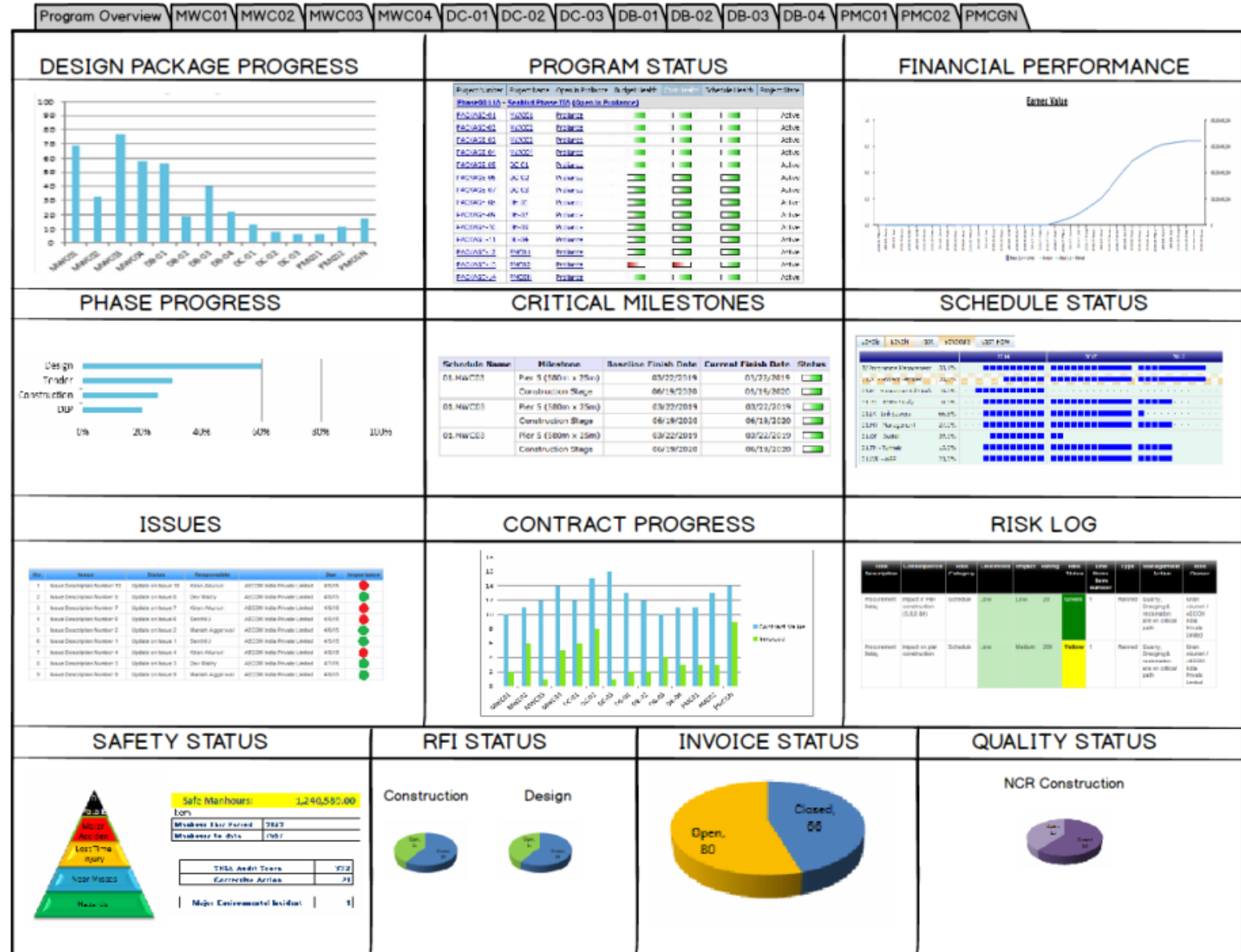


GLWA Internal Dashboard Example Structures

- Organizational transparency on capital program project and process data
- "Ball in court" workflows create traceability and accountability for functional processes
- Consolidation of data sources reduces duplication of effort, data discrepancies and increases reporting capabilities
- Standardization and facilitation of functional processes provides consistency across the program



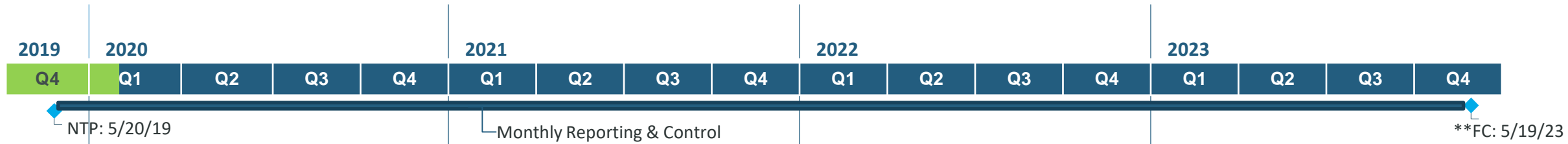
Project Seabird Phase IIA EXECUTIVE REPORT



Task 5: Project Controls & Reporting Support

Time & Materials

GLWA FISCAL YEAR



Key Progress

- Final Draft of H&S Plan complete
- Final Draft of QA Plan complete
- Completed Cost loading of IMS
- Developed process for updates to IMS % complete on LS Tasks
- Modified and delivered June Monthly report and Invoice
- Developed for Task Order Development process



Budget

Total
\$12,717,034

Invoiced to Date
\$606,382 = 5%



Schedule

Estimated 1,461 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

5% Time Elapsed

Project SharePoint Site Framework

https://glwa.aecomonline.net/SitePages/Home.aspx

GLWA Capital Improvement Program Delivery > GLWA Capital Improvement Program Delivery - Home

John Barron

GLWA Capital Improvement Program Delivery

Home

Schedule

Service Requests

Task No. 01

Task No. 02

Task No. 03

Task No. 04

Task No. 05

Task No. 06

Task No. 07

Task No. 08

Task No. 09

Task No. 10

Program Administration

GLWA Guidelines

Drop Off Library

Raj's Documents

Financial Management Calendar

Drop Off Library

Task 07 Service Request Management

GLWA CIP Program Transmittal

Program Transmittal

Task 07 Service Request Tracking Log

Task 07 Service Requests Status

Task 07 Service Request Email Library

Task 07 Service Request Budget Tracking

Site Contents

Welcome to the AECOM Sharepoint Site for the Greater Lakes Water Authority (GLWA) Program

PROGRAM PORTALS SITES

GLWA PROGRAM PORTAL

PROGRAM MANAGEMENT TEAM PORTAL

PROGRAM INFORMATION

PROGRAM PERSONNEL INFORMATION

MEETING MINUTES / AGENDA & SIGN-IN SHEET TEMPLATES

DROP OFF LIBRARY

PROGRAM EMAIL ADDRESS

Please cc: GLWACIP@sp.aecomonline.net on any important email so that the program may have a copy.

Click here for Email Library

GLWA GUIDELINES

PTO CALENDAR

PROGRAM TEMPLATES

WEEKLY REPORT FORM

MONTHLY REPORT FORM

HELP DESK / SHAREPOINT REQUESTS

ACTION ITEMS

Project Calendar

August 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
28	29 11:00 - 13:00 Senior Leadership Meeting	30 10:00 - 11:00 Task 5 Weekly Progress	31 14:00 - 15:00 Construction CIP Business	1 9:00 Task 1-4 Task Leader 11:00 T01 - CIP Delivery	2 13:00 - 14:00 SharePoint Demonstration	3
4	5	6 10:00 - 11:00 Task 5 Weekly Progress	7 14:00 - 14:30 GLWA CIP Delivery #105	8 9:00 GLWA Architecture 9:00 Task 1-4 Task Leader	9	10
11	12 14:00 - 15:30 Task 7 Process and Setup	13 10:00 - 11:00 Task 5 Weekly Progress	14 11:00 Request for Service 11:00 Design Engineering	15 9:00 - 10:00 Task 1-4 Task Leader Co	16 9:00 - 10:30 Follow Up Design Engin	17
18	19 11:00 - 13:00 Senior Leadership Meeting	20 10:00 Task 5 Weekly Pro 13:00 Task 7 SharePoint	21	22 9:00 Task 1-4 Task Leader 14:30 CIP Working Group	23	24
25	26	27 9:00 Construction Engin 10:00 Task 5 Weekly Pro	28 14:00 - 16:00 GLWA Board Meeting	29 9:00 - 10:00 Task 1-4 Task Leader Co	30	31

GLWA Capital Improvement Program Delivery > GLWA Capital Improvement Program Delivery - Task 01 Home Page

John Ramon

Task 01 Home Page

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Drop Off Library
Task 07 Service Request
Management
GLWA CIP Program
Transmittal
Program Transmittal
Task 07 Service Request
Tracking Log
Task 07 Service
Requests Status
Task 07 Service Request
Email Library
Site Contents

Task No. 01 - CIP BUSINESS PROCESS IMPROVEMENTS

Task Controls Report

Task 1: CIP Business Process Improvements
Lump Sum Task

GLWA FISCAL YEAR

2019

2020

2021

2022

2023

2024

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

10/1/2019

9/30/2020

9/30/2021

9/30/2022

9/30/2023

9/30/2024

Key Progress

Budget

Schedule

Not off meeting with Service Requests at all
Developed Workflow and Process for the CIP Task (Late Request)
Met with IC/Workwater Construction PM and Schedule Process
Developed and has reviewed and reviewed meeting notes
GLWA/WW Transmittal Document
Task 1-4 Construction Meeting

Total

\$1,043,816

Invoiced to Date

\$38,534 = 3.5%

Estimated 345 Calendar Days

40 Calendar Days since NTP

(on N.T. on 7/26, 2019)

11.6 % Time Elapsed

GLWA

Task 1-4 Construction Meeting

Task 01 Calendar

August 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
28	29	30	31 14:00 - 15:00 Construction CIP Business Process 11:00 T01: CIP Delivery Program	1 9:00 Task 1-4 Task Leader Coordination 11:00 T01: CIP Delivery Program	2	3
4	5	6	7	8 9:00 - 10:00 Task 1-4 Task Leader Coordination	9	10
11	12	13	14 11:00 - 12:00 Design Engineering Process	15 9:00 - 10:00 Task 1-4 Task Leader Coordination 9:00 - 10:30 Follow Up Design Engineering	16	17
18	19	20	21	22 9:00 - 10:00 Task 1-4 Task Leader Coordination	23	24
25	26	27 9:00 - 11:00 Construction Engineering as it pr	28	29 9:00 - 10:00 Task 1-4 Task Leader Coordination	30	31

MEETING MINUTES

Draft Meeting Documents

new document or drag files here

Name	Task No.	Meeting Type	Meeting Date	Meeting Location	Meeting Category
Agenda- WW Design Engineering Discovery 08-14-19	#Task No. 01 - CIP Business Process Improvements	GEN	8/13/2019	WRRF-244	External Meeting
Task 01_CCD-CO Process Workflow Review-Water_Meeting_Minutes_7-10-19	#Task No. 01 - CIP Business Process Improvements	GEN	7/10/2019	Conference Call	External Meeting
Task 01_BP Discovery Wastewater Construction Meeting Minutes_7-31-19	#Task No. 01 - CIP Business Process Improvements	GEN	7/31/2019	WRRF	External Meeting
Task 01_Business Process Prioritization Meeting Minutes_06.17.19	#Task No. 01 - CIP Business Process Improvements	GEN	6/17/2019	Conference Call	External Meeting
Task 01_Construction RFI and Submittal Process Meeting Minutes_06.25.19	#Task No. 01 - CIP Business Process Improvements	GEN	6/25/2019	WRRF	External Meeting

ACTION ITEMS

Action Items

new item

Action Item No.	Task No.	Title	Created	Description	Assigned to	Status	Date Completed	Comments	Action Item Routing	Task No./Task Name
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Status: Open (0)

PROJECT DOCUMENTS

Document Management

Reference Documents

PMP Documents

EMAIL LIBRARY

Email Library

new document or drag files here

Name	E-Mail Subject	E-Mail From	E-Mail To
Vendor Contractual Noncompliance Process Overview 08-14-19	FW: #101 Vendor Performance and Quality Management Noncompliance Process Documents	Rutledge, Merenda <merenda.rutledge@aecom.com>	dparks@dlz.com <dparks@dlz.com>;
Process Flow Vendor Noncompliance Process (Levels I-III) 08-14-19	FW: #101 Vendor Performance and Quality Management Noncompliance Process Documents	Rutledge, Merenda <merenda.rutledge@aecom.com>	dparks@dlz.com <dparks@dlz.com>;
FW 101 Vendor Performance and Quality Management Noncompliance Process Documents	FW: #101 Vendor Performance and Quality Management Noncompliance Process Documents	Rutledge, Merenda <merenda.rutledge@aecom.com>	dparks@dlz.com <dparks@dlz.com>;
Process Flow Notice to Cure (Level IV NC) 08-14-19	FW: #101 Vendor Performance and Quality Management Noncompliance Process Documents	Rutledge, Merenda <merenda.rutledge@aecom.com>	dparks@dlz.com <dparks@dlz.com>;
RE CIP Delivery: T01 Business Process Improvement-Information Request 7500	RE: CIP Delivery: #101 Business Process Improvement-Information Request	Cyril Weems <Cyril.Weems@plantmoran.com>	All Khalilzai <akhalilzai@glwater.org>; Grant Gartrell <Grant.Gartrell@glwater.org>;

https://glwa.aecomonline.net/_layouts/15/listform.aspx?PageType=8&ListId=%7B77185041%2D3F7A%2D4065%2DBC83%2D63C730AD9CAC%7D&RootFolder=

10:31 AM
8/19/2019

GLWA
Great Lakes Water Authority

ONE WATER ONE TEAM



Task 01 Home Page

Home

Schedule

Service Requests

Task No. 01

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Task No. 10

Program Administration

GLWA Guidelines

Drop Off Library

Reg's Documents

Financial Management

Calendar

Drop Off Library

Task 07 Service Request

Management

GLWA CIP Program

Transmittal

Program Transmittal

Task 07 Service Request

Tracking Log

Task 07 Service

Requests Status

Task 07 Service Request

Email Library

Task 07 Service Request

Budget Tracking

Site Contents

TASK No. 01 - CIP BUSINESS PROCESS IMPROVEMENTS

Task Controls Report

Task 1: CIP Business Process Improvements

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Kick off meeting with WRRF Directors and Managers
- Developed Workflow and Process for CIP Task Order Approval
- Prepared for 1st Wastewater Construction RFI and Submittal Process
- Developed draft task schedule and invoice template
- GLWA PMP Framework Discussion
- Task 1-4 Coordination Meetings



Budget

Total
\$1,043,816

Invoiced to Date
\$36,534 = 3.5%



Schedule

Estimated 365 Calendar Days
40 Calendar Days since NTP
(as of June 25, 2019)

11.6 % Time Elapsed



*SC = Interim Submittal/Construction *ESC = Final Submittal/Completion

06/19/2019 1 YEAR

MEETING MINUTES

Draft Meeting Documents

+ new document or drag files here

✓	Name	Task No.	Meeting Type	Meeting Date	Meeting Location	Meeting Category
✓	Agenda- WW Design Engineering Discovery 08-14-19	... #Task No. 01 - CIP Business Process Improvements	GEN	8/13/2019	WRRF-244	External Meeting
✓	Task 01_ CCD-CO Process Workflow Review-Water_Meeting Minutes_7-10-19	... #Task No. 01 - CIP Business Process Improvements	GEN	7/10/2019	Conference Call	External Meeting
✓	Task 01_BP Discovery Wastewater Construction Meeting Minutes_7-31-19	... #Task No. 01 - CIP Business Process Improvements	GEN	7/31/2019	WRRF	External Meeting
✓	Task 01_Business Process Prioritization Meeting Minutes_06.17.19	... #Task No. 01 - CIP Business Process Improvements	GEN	6/17/2019	Conference Call	External Meeting
✓	Task 01_Construction RFI and Submittal Process Meeting Minutes_06.25.19	... #Task No. 01 - CIP Business Process Improvements	GEN	6/25/2019	WRRF	External Meeting

1 - 5

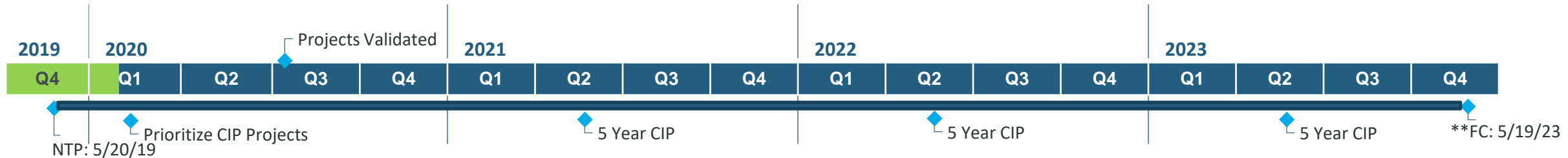
PROJECT DOCUMENTS

Document Management UNDER DEVELOPMENT	Reference Documents Reference Documents	PMP Documents PMP DOCUMENTS
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Task 6: CIP Validation

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Drafted CIP Pairing matrix and method on facility basis
- Reviewed BCEs on CIP projects for validation effort – W and WW
- Conducted 2-day Workshop
- Identified 10 CIP projects and began cost estimation/validation



Budget

Total
\$2,381,024

Invoiced to Date
\$184,408 = 8%



Schedule

Estimated 1,461 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

5% Time Elapsed

Project Pairing Methodology – Review Projects/Items in groups

1. CIP Project Review - BCE's, Needs Assessment, Water Master Plan, Grouped by Operating Unit or Plant
2. Set up Comparison Matrix
 - Compare each project to all other projects

	A	B	C	D	E
1		Project A	Project B	Project C	Project D
2	Project A				
3	Project B				
4	Project C				
5	Project D				

- Grey out ½ of matrix, not doing the same comparison twice

	A	B	C	D	E
1		Project A	Project B	Project C	Project D
2	Project A				
3	Project B				
4	Project C				
5	Project D				

Project Pairing Methodology – Systems Approach

All Future Planned Wastewater Projects for CIP Validation	211005 - Pump Station No. 2 Improvements Phase II at Wastewater Treatment Plant (WRRF)	211007 - Replacement of Bar Racks at Pump Station No.2	211009 - Rehabilitation of the Circular Primary Clarifier Scum Removal System	212007 - Rehabilitation of the Secondary Clarifiers	212008 - WRRF Rehabilitation of Intermediate Lift Pumps (ILPs)	213006 - Improvements to Sludge Feed Pumps at Dewatering Facilities	216006 - Assessment and Rehabilitation of WRRF yard piping and underground utilities
211005 - Pump Station No. 2 Improvements Phase II at Wastewater Treatment Plant (WRRF)		211007	211005	211005	211005	211005	211005
211007 - Replacement of Bar Racks at Pump Station No.2			211007	211007	211007	211007	211007
211009 - Rehabilitation of the Circular Primary Clarifier Scum Removal System				211009	212008	213006	211009
212007 - Rehabilitation of the Secondary Clarifiers					212008	213006	212007
212008 - WRRF Rehabilitation of Intermediate Lift Pumps (ILPs)						213006	212008
213006 - Improvements to Sludge Feed Pumps at Dewatering Facilities							213006
216006 - Assessment and Rehabilitation of WRRF yard piping and underground utilities							

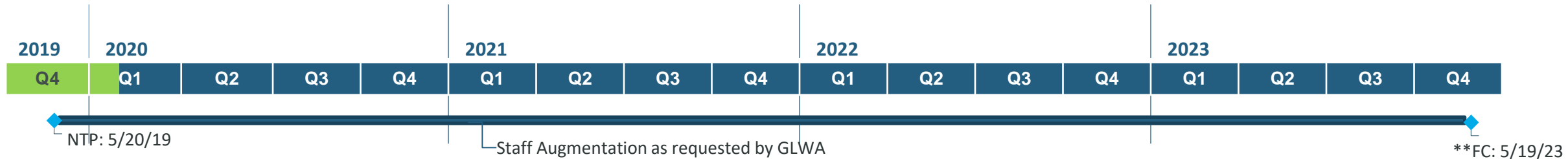
	Count of Cells	Rank	IS THE MATRIX FULLY POPULATED?	YES
211005 - Pump Station No. 2 Improvements Phase II at Wastewater Treatment Plant (WRRF)	5	2		
211007 - Replacement of Bar Racks at Pump Station No.2	6	1		
211009 - Rehabilitation of the Circular Primary Clarifier Scum Removal System	2	5		
212007 - Rehabilitation of the Secondary Clarifiers	1	6		
212008 - WRRF Rehabilitation of Intermediate Lift Pumps (ILPs)	3	4		
213006 - Improvements to Sludge Feed Pumps at Dewatering Facilities	4	3		
216006 - Assessment and Rehabilitation of WRRF yard piping and underground utilities	n	7		

- Water
- Future Planned
- 25 Projects

Task 7 & 9: Staff Augmentation

Time & Materials

GLWA FISCAL YEAR



Key Progress

- Finalized SOW, Schedule and Fee for “Interim” pilot project
- Develop CSO project support framework – Projects, SOW, schedule, draft cost estimate
- Started Facility Assessment Task Order
- Finalized CON-149 Technical Memorandum
- Coordinated Path forward on Field Services Contracts Support



Budget

Total Task 7
\$31,459,764
Invoiced to Date
\$0

Total Task 9
\$1,534,586
Invoiced to Date
\$6,852 = 0.5%

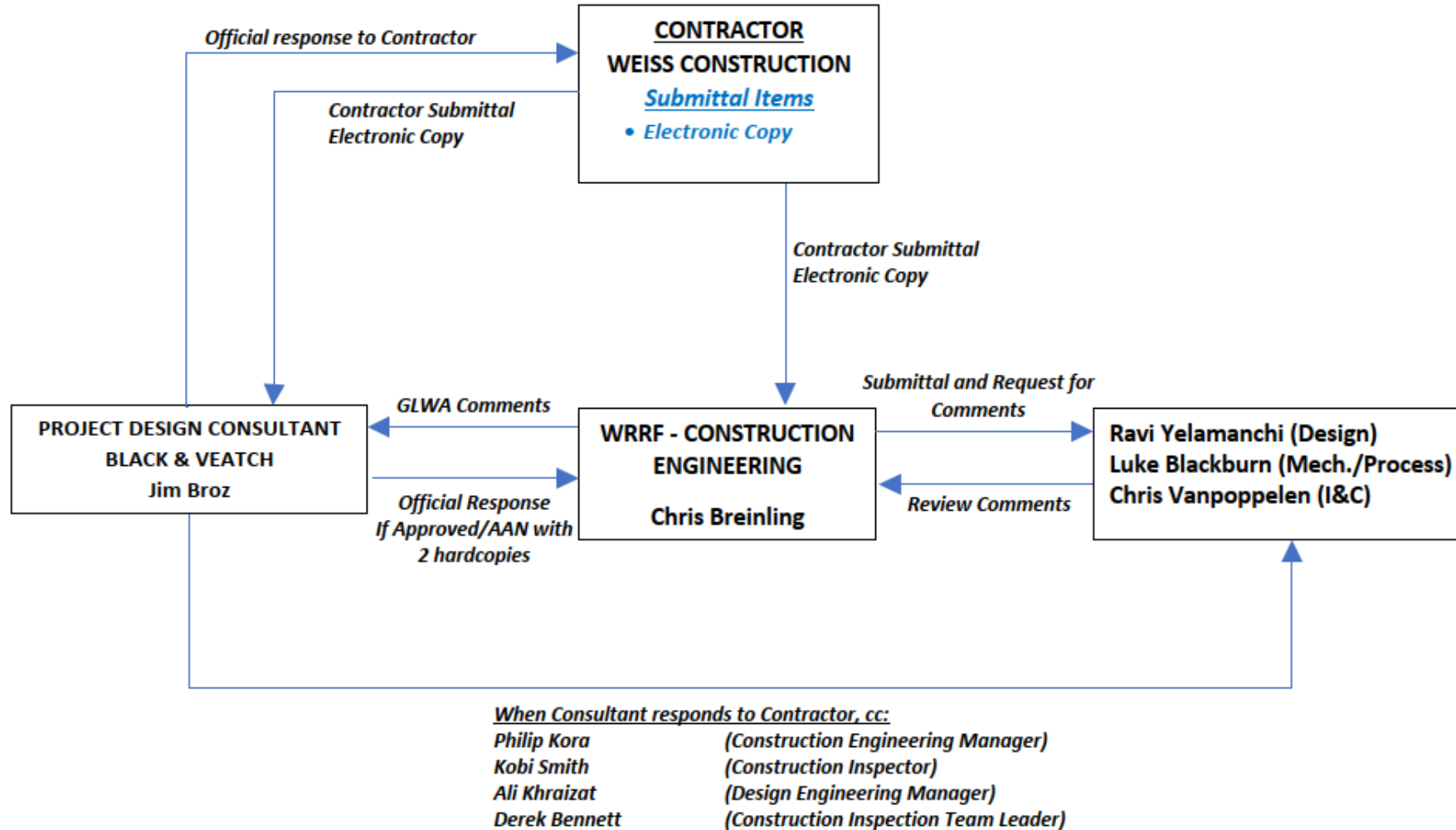


Schedule

Estimated 1,461 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

4% Time Elapsed

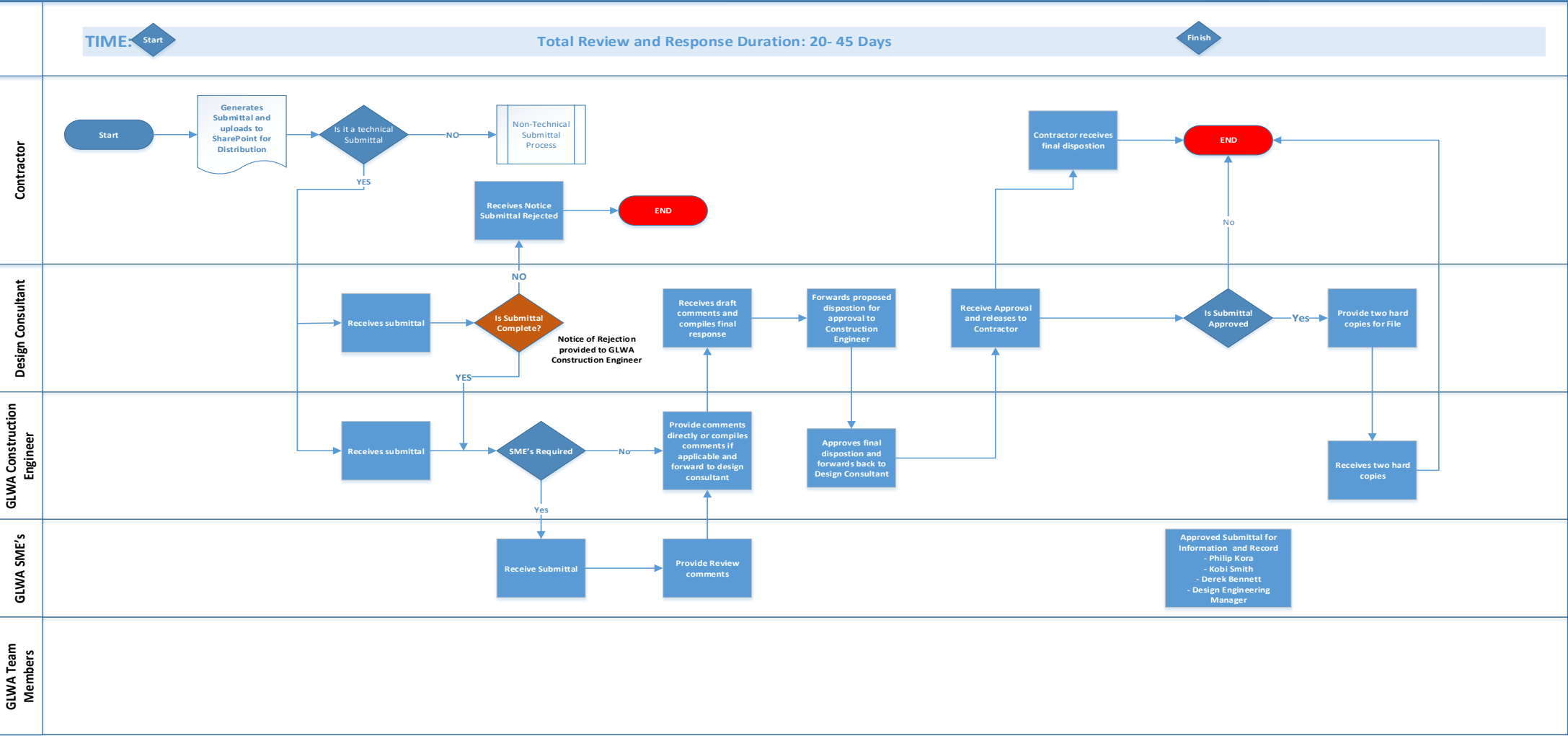
Current WW document process – CIP 1803817 Leaf CSO HVAC Improvements



PROCESS: Construction Submittal -Technical

GROUP: Construction Engineering- Wastewater

DATE: 8/2/19



Interim RFI/Document Management Solution - Project Set-up

CIP 000000 [EDIT LINKS](#)

Search this site 

CONSTRUCTION

CIP Project No. 000000 - DEMONSTRATION WASTEWATER PROJECT

Project Information

[+ new item](#) or [edit this list](#)

✓	Project Name	Project No.
	WATER DEMO PROJECT	... 00001

Roles_Responsibilities

[+ new item](#) or [edit this list](#)

✓	ID	Title	Name	Email Address
	1	Construction Contractor	... Cindi Costello	Cindi.Costello@aecom.com
	2	Construction Manager	... Becky Wheeler	Becky.Wheeler@aecom.com
	3	Design Consultant	... Mary Jane Hartney	Maryjane.Hartney@aecom.com

RFIs

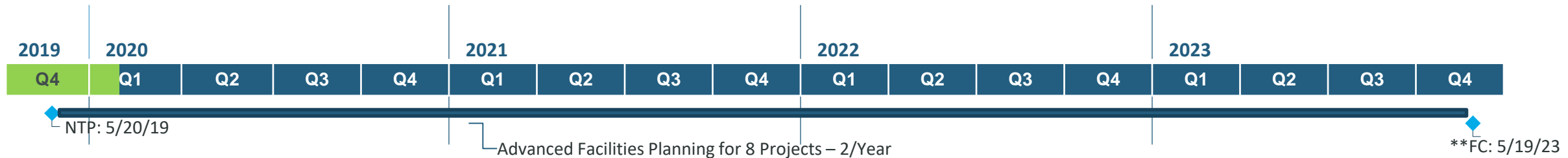
SUBMITTALS

OTHER DOCUMENTS

Task 8: Advanced Facilities Planning (AFP)

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Attended internal CIP Working Group meeting and supported the review of identified CIP projects for validation



Budget

Total
\$2,006,563

Invoiced to Date
\$35,066 = 2%



Schedule

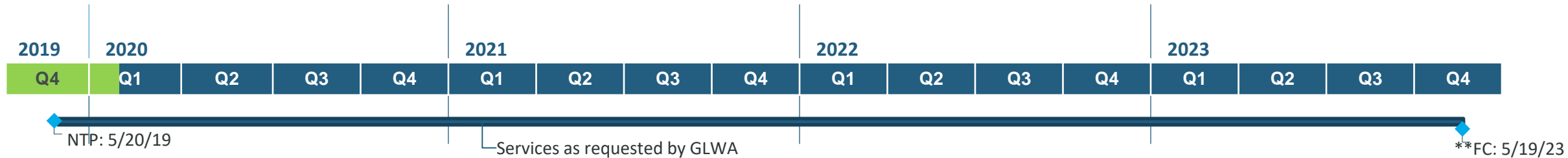
Estimated 1,461 Calendar Days
68 Calendar Days since NTP
(as of July 26, 2019)

5 % Time Elapsed

Task 10: Enterprise-wide Energy Optimization and Sustainability Planning

Lump Sum Task

GLWA FISCAL YEAR



Key Progress

- Nothing significant to report (NSTR)



Budget

Total
\$438,900

Invoiced to Date
\$0



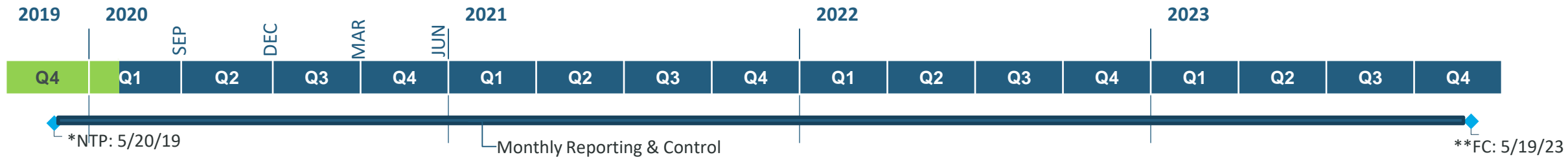
Schedule

Estimated 1,461 Calendar
68 Calendar Days since NTP
(as of July 26, 2019)

4% Time Elapsed

CS-272: Capital Improvement Program Delivery

GLWA FISCAL YEAR



Key Progress

- Updated Waste Water RFI/Submittal As-is Processes for Pilot Project – “stop-gap
- Submitted Final Business Process Priority List to GLWA
- Referenced Business Process List with PMP to identify chapters GLWA SOP's will be placed
- Drafted FAQ's and Newsletter for program communications –received GLWA's comments
- Developed Draft outline for the Business Requirements Document (BRD) to support RFP development
- Finalized Draft of QA and H&S Plan complete
- Developed process to update to IMS % complete on LS Tasks
- Developed process for Task Order Development
- Reviewed BCEs on CIP projects for validation effort – W and WW
- Developed CSO project support framework – Projects, SOW, schedule, draft cost estimate



Budget/Schedule

Contract Duration 1,461 Calendar Days
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5% Time Elapsed

Total
\$54,934,034

Invoiced to Date
\$1,099,555 = 2%



Questions



GLWA

Great Lakes Water Authority

