



Project Management Information System (PMIS) SaaS & Implementation Services

October 23, 2024 | Board of Directors Meeting

Project Management Information System

Key Takeaways

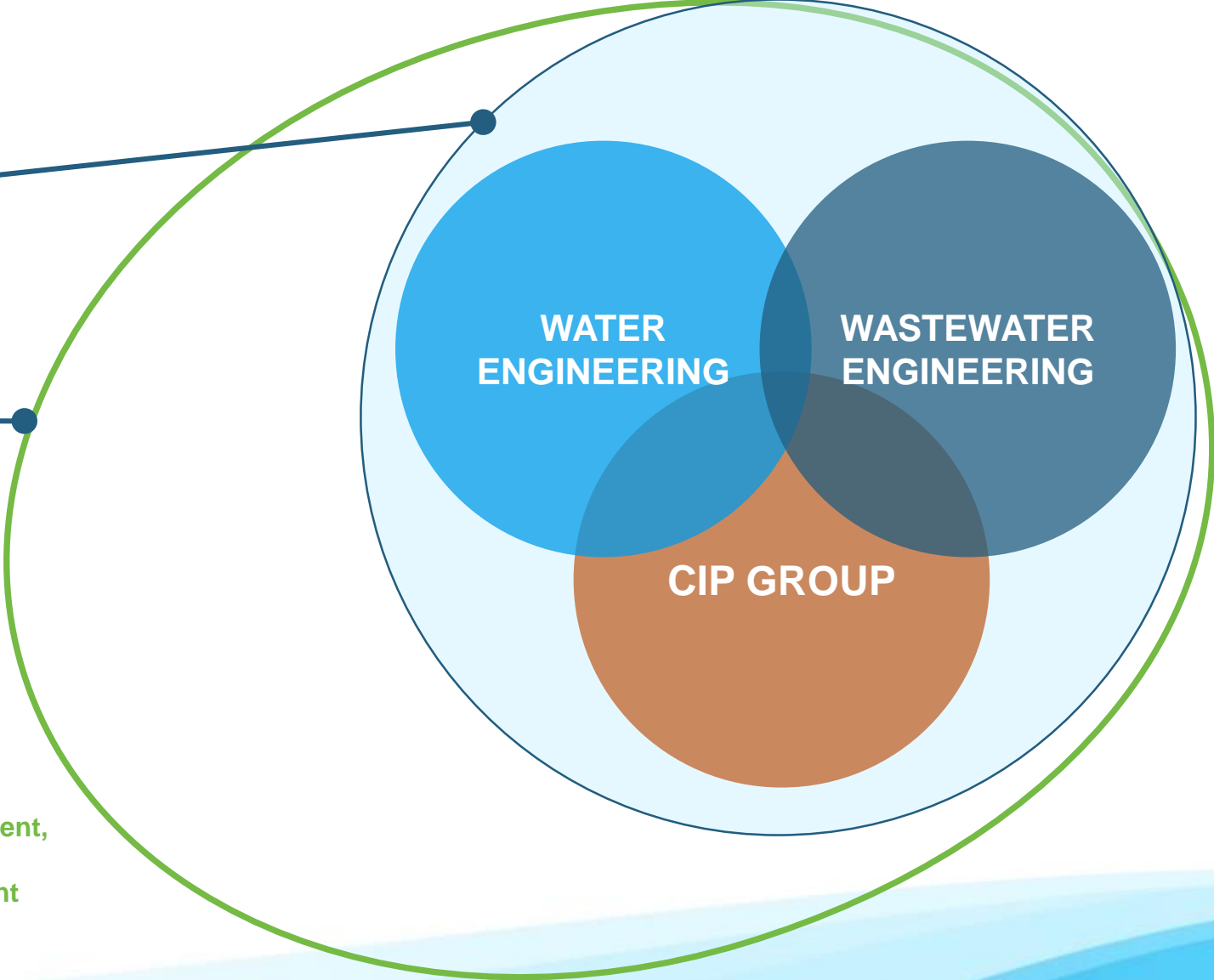
- ◆ GLWA identified needed improvements to the management of CIP project delivery
- ◆ A robust software solution, called a Project Management Information System (PMIS), is recommended (and planned as part of the AECOM contract) to integrate and streamline CIP project tracking and delivery
- ◆ CIP Program Manager, AECOM, is currently performing most activities that will be replaced by the new system – offsetting these expenses
- ◆ The PMIS RFP was issued in 2021, and a system was selected (Kahua); however, due to competing implementations (Workday & NEXGEN) and to limit the level of organizational change, the project was placed on hold
- ◆ Lesson learned from two implementations of Workday and NEXGEN
- ◆ Scoping, budget and schedule have been renegotiated with plans to bring this contract to Operations & Resources and the Board in November 2024

Background – Single Unified CIP Delivery Team

CORE DELIVERY TEAM
Accountable for delivering CIP projects

CIP DELIVERY TEAM

CRITICAL CIP PARTNERS:
Operations, Maintenance, Financial Services, Procurement, General Counsel, IT, and Organizational Development



Program Management Plan (PMP)

🔹 Rolled out January 2024

🔹 Sixteen (16) Chapters

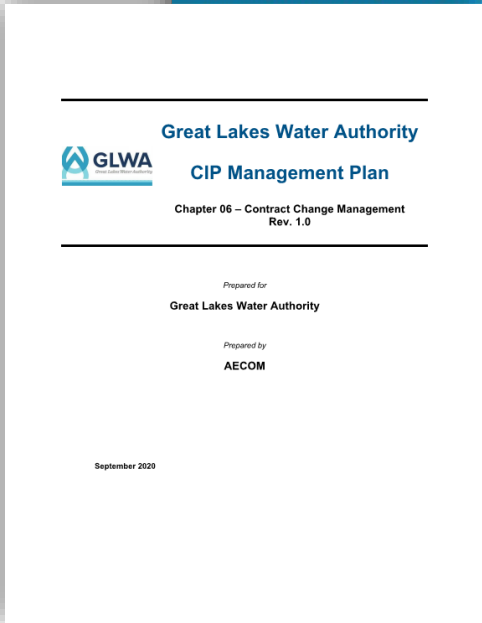
🔹 Guides CIP Delivery

🔹 Unifies Processes

🔹 Foundation for PMIS



SOPs, Forms & Checklists



Written Processes/Procedures

| Form | | | |
|-------------------|--|---------------------|--------------------------------------|
| Effective Date: | Document #: | Revision Date: | Revision#: 0 |
| 4/1/2024 | FORM 0603 | Select Date Revised | |
| Document Title: | Also for Contract Change Directives (CCD) for contracts procured prior to April 1, 2024. | | Document Owner/Department: CIP Group |
| 0603- Field Order | | | |

1. General Information

| | |
|--------------------------------|---------------|
| GLWA Field Order or CCD No.: | Date: |
| Project CM Lead: | Project Name: |
| Project/CIP #: | GLWA PM: |
| Contract Title: | Contractor: |
| Contract Number: | |
| Requisition No. for amendment: | PO No.: |

2. Change Description

Attention:

In accordance with General Conditions Article 12, for changes in the Work without changes in Contract Price or Contract Times, you are hereby requested to promptly execute the work described in this Field Order/CCD.

Reference: _____ Specification Section(s) _____ Drawing(s) / Detail(s)

Description:

If multiple allowance lines are impacted - please detailed separately for each.

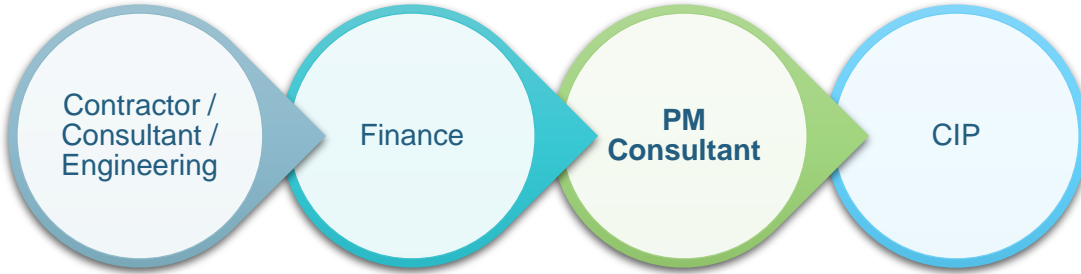
Attachments:

Form - 0603- Field Order Page 1 of 3

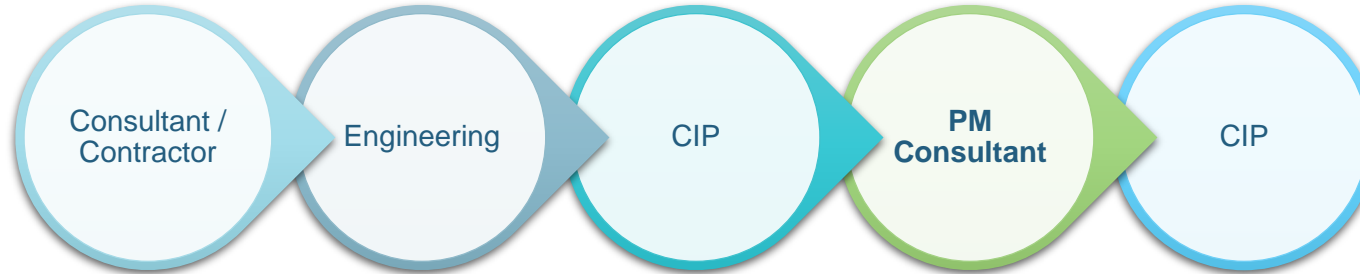


CIP Processes and Data Collection

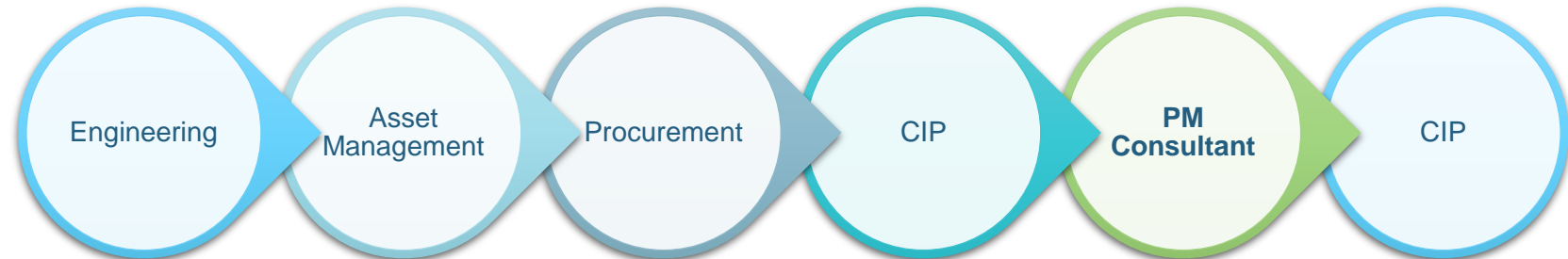
FINANCIAL



PROJECTS



CONTRACTUAL



Program Management Consultant (AECOM)

Task 5 Project Controls - Primary Responsibilities

Project Controls

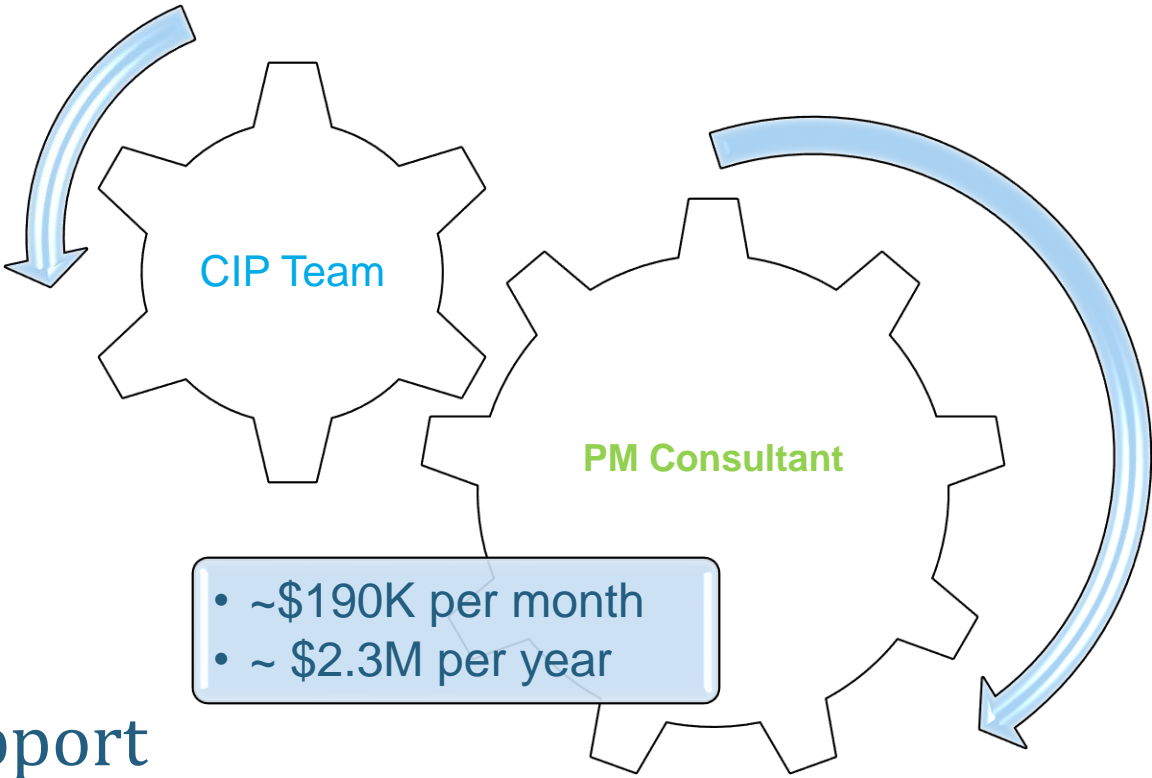
- Actuals processing (semi-manual)
- Cash flow projections (PRISM)

Five Year CIP (Portal)

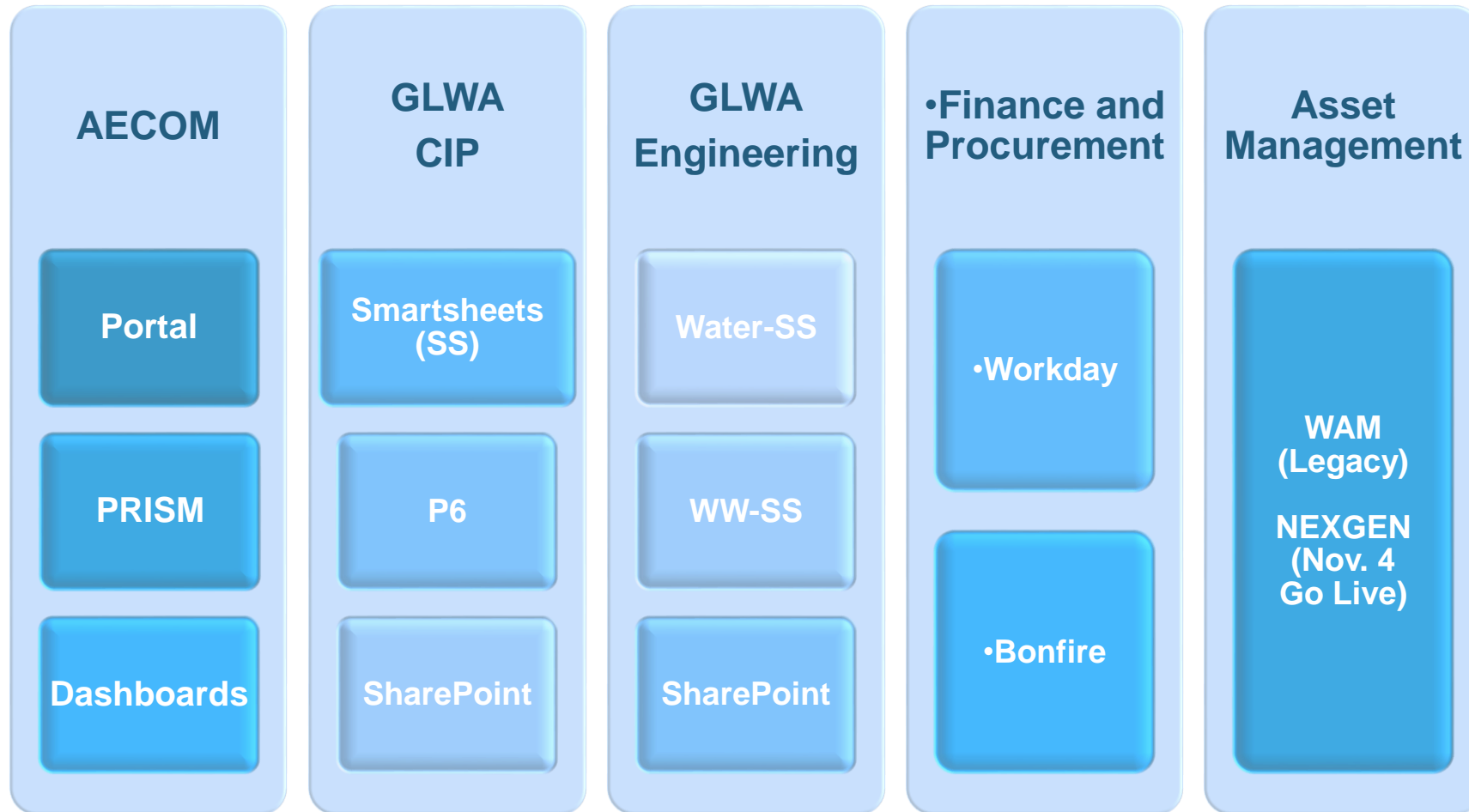
- New project/existing project updates
- Project scoring
- CIP document development

Portal and Dashboards Maintenance

Other Program Mgt. and Related Support



CIP Platforms – Current State

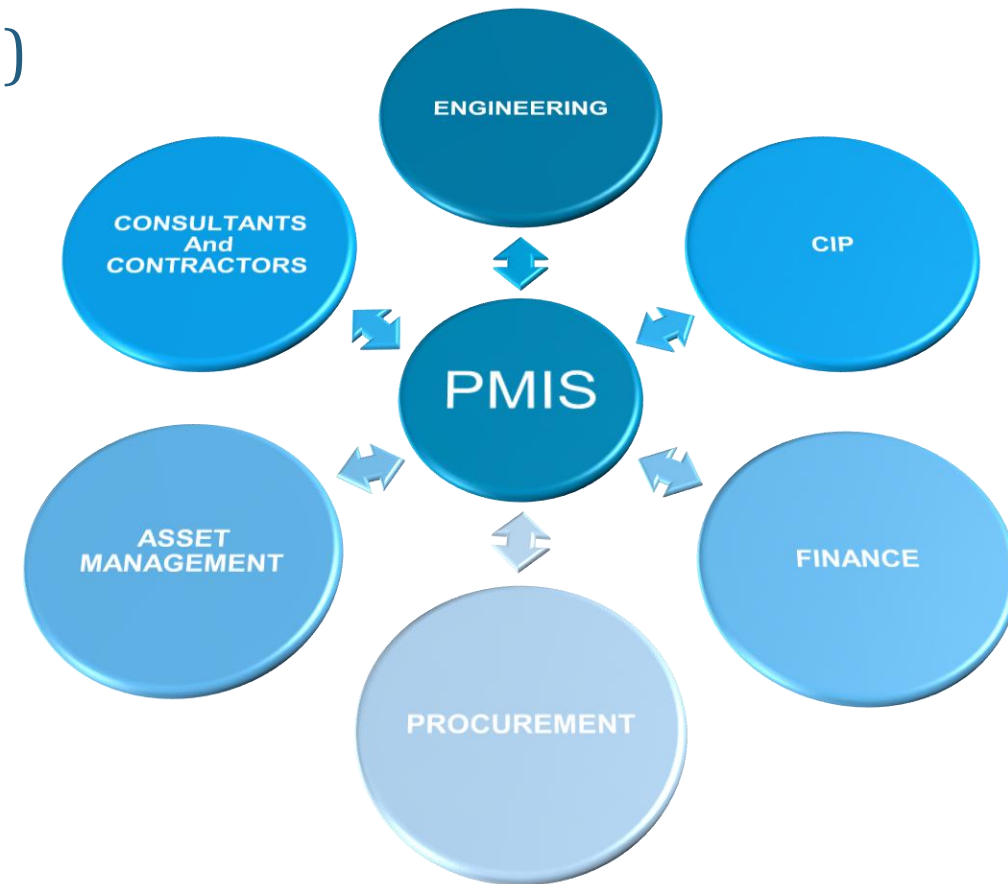


Current Shortcomings without a PMIS

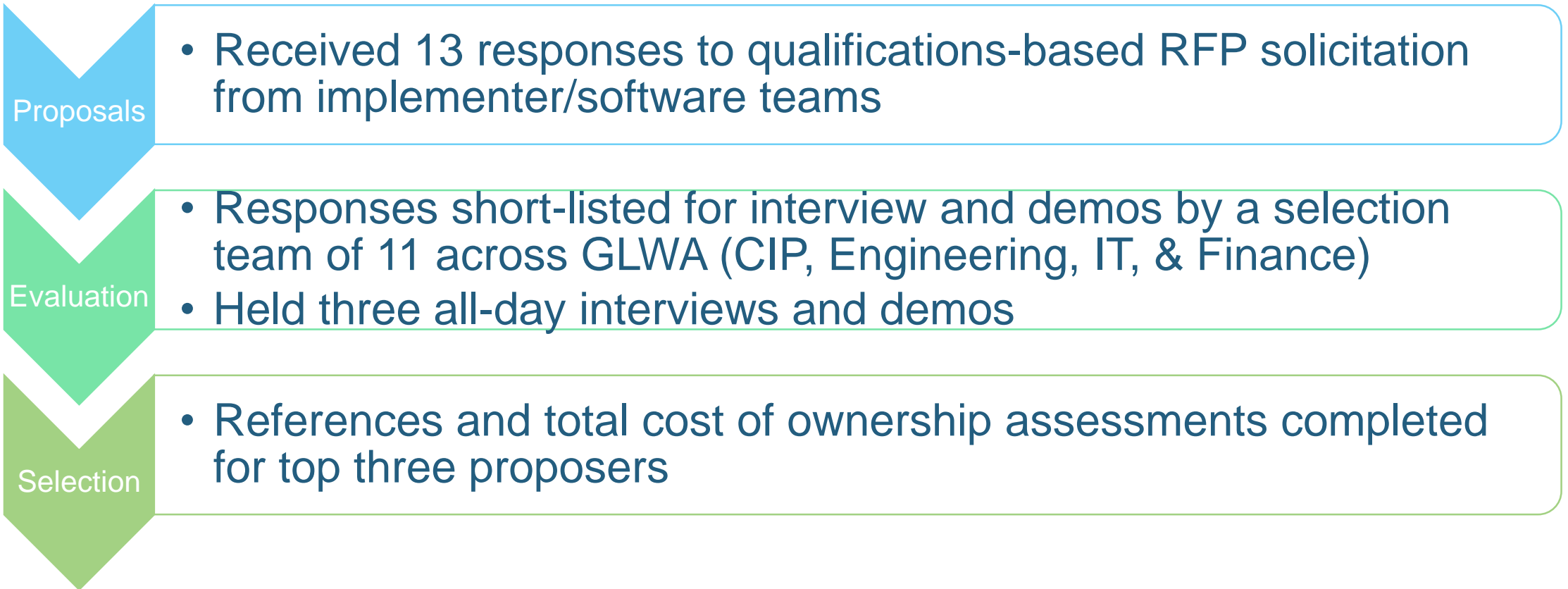
- ◆ Disparate databases, data sets, smart sheets used throughout GLWA – No one source of truth!
- ◆ No integrations with other key systems (Workday, NEXGEN, etc.)
- ◆ Manual processes for various workflows
- ◆ Limited reporting and tracking capabilities
- ◆ Reliant on CIP Program Management (AECOM) for portal management and support
 - ◆ Both day-to-day and five-year CIP development

Benefits of a PMIS

- 💧 Single CIP delivery database (Used by: CIP, engineering, finance, consultants, contractors, etc.)
- 💧 CIP planning and program & project Delivery
- 💧 Streamline PMP implementation
- 💧 Unified forms, processes, tracking and approval routing
- 💧 Allows GLWA to phase out AECOM's databases and support of CIP systems
- 💧 Can be used with other non-CIP projects (future enhancement)



PMIS Selection Process

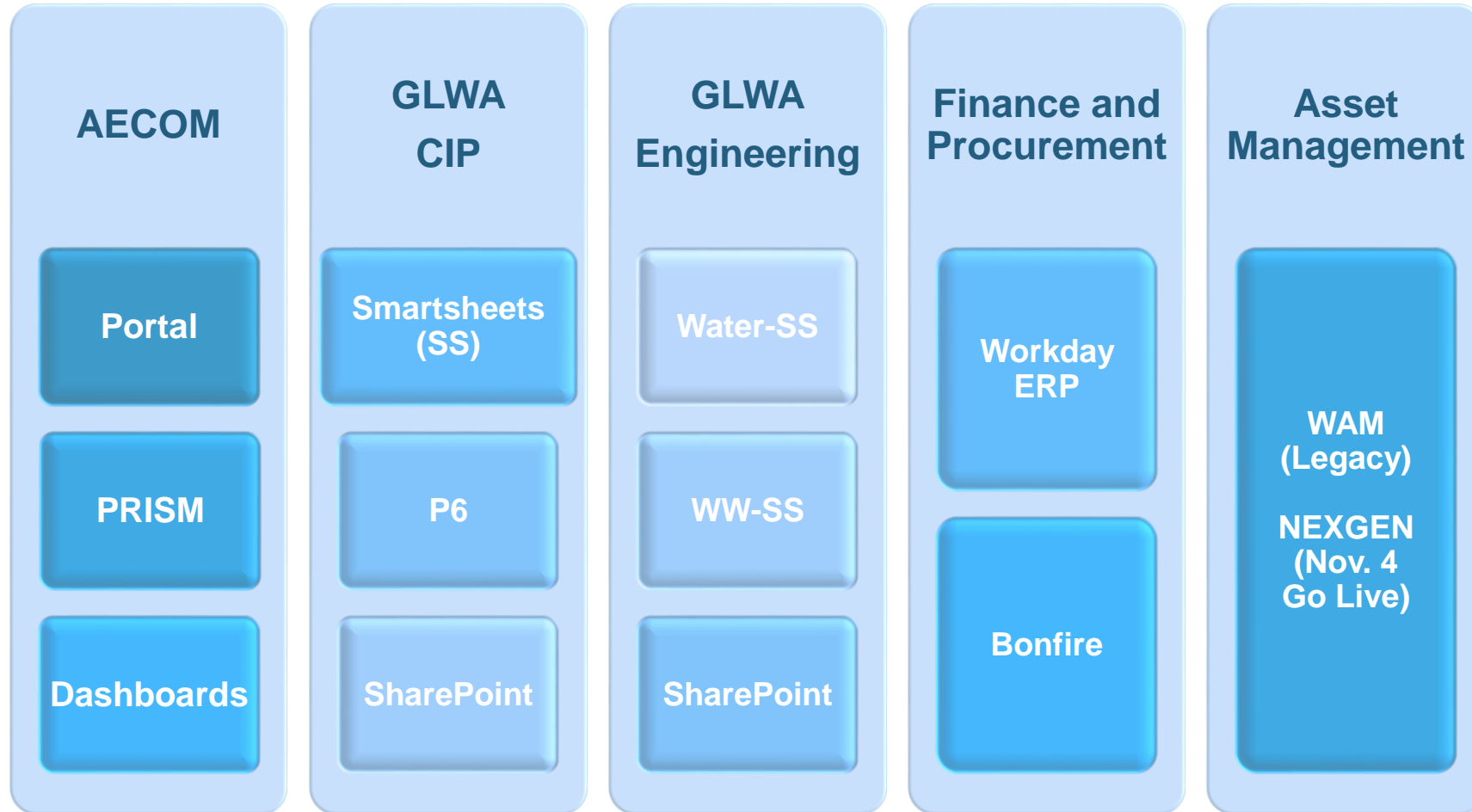


Why was Kahua PMIS selected

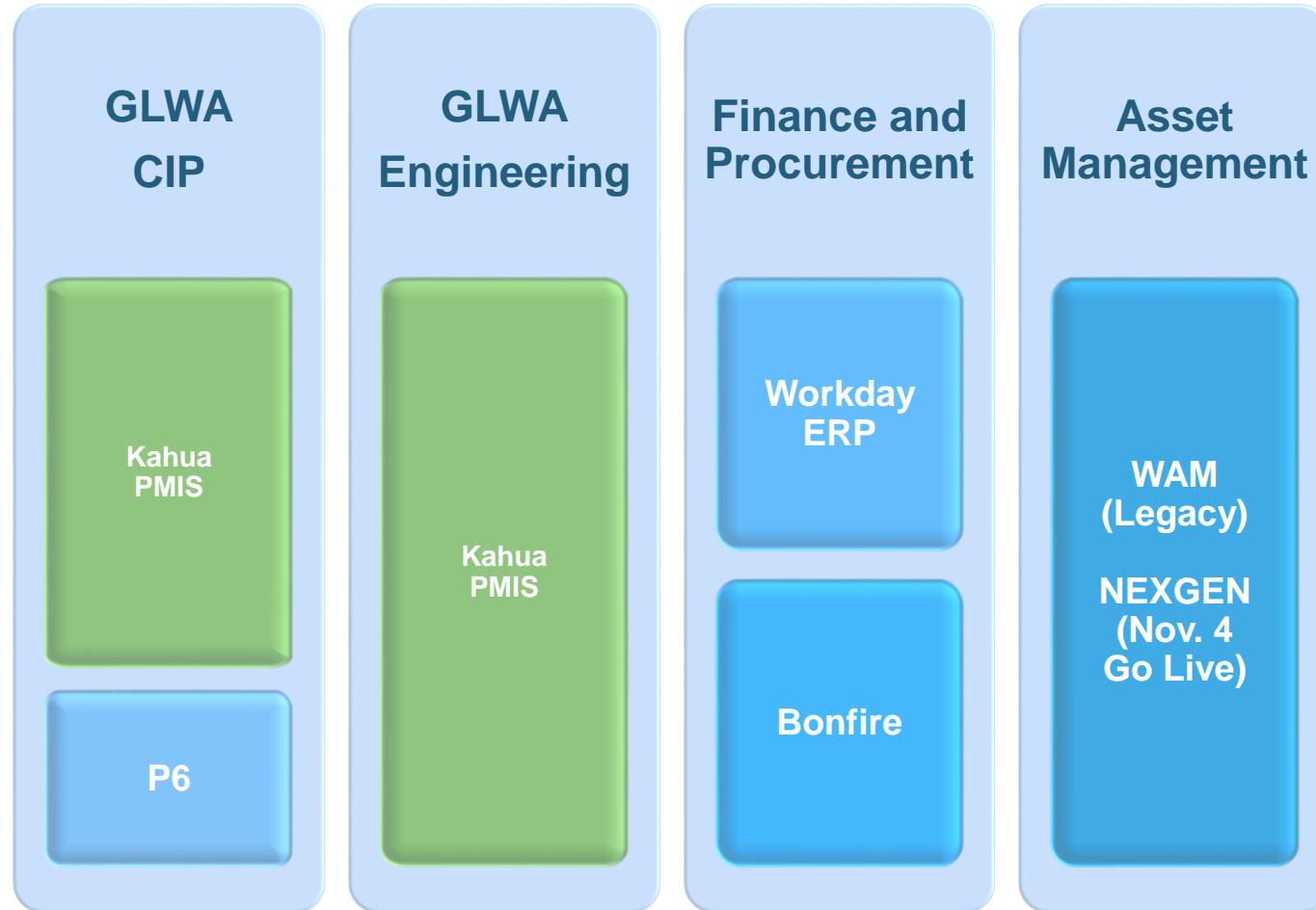
- 💧 Highest scored proposer
- 💧 Innovative and modern
- 💧 Integrates well with Workday and NEXGEN
- 💧 Enhanced reporting and dashboard capabilities
- 💧 User-friendly desktop, web, and mobile platforms
- 💧 Implementation team – self-implementation by **Kahua** with support from **Stellar** – Integrations & **PMA** – GLWA experience
- 💧 Other Water & Wastewater Customers:
Northeast Ohio Regional Sewer District, DC Water, San Francisco, East Bay Municipal Utility District, St. Louis, & Boston



CIP Platforms – Current State



CIP Platforms – Future State



PMIS Implementation Schedule



A 6-month Post Go-Live Support period after each phase will promote user adoption

PMIS Organizational Change Approach



Change Leadership

Provide support to help manage the transition to future state

Engage all affected team members to educate, build awareness, and ownership



Communication

Consistent message(s) delivered many ways, to many people

Explain the WHY

Reinforce the benefits

Transparency and simplicity



Training

Right tools, right support, right info at the right time

Determine what should the learner be able to DO – Provide the HOW

Provide support to help people do their “BEST” work

Simple • Effective • Just-in-time • Transparent • Repeatable • Sustainable

RFP and Negotiation Timeline

- 💧 RFP, Proposals and Original Pricing Received – 2021
- 💧 Original Negotiation – 2022
- 💧 Deferred due to Workday and NEXGEN implementations
 - 💧 Resource constraints and quality of delivery
 - 💧 Organizational change impacts
- 💧 Final Negotiation – 2024
 - 💧 Additional functionality
 - 💧 Lessons learned from Workday & NEXGEN – post-go live support
 - 💧 Software and services costs increases
 - 💧 Two separate contracts – Software-as-a-Service & Implementation

Software-as-a-Service Pricing

Original RFP (2021)

\$1,600,000

- Original proposed total
- 5 years of service

Original Negotiated (2022)

\$3,240,000

- Additional modules
- Added 2 years (7 total)
- Allowances

Final Negotiated (2024)

\$4,780,757

- Price Book adjustment
- Integration Framework
- Add-ons: Analytics & Asset Centric Handover

Implementation Services Pricing

Original RFP (2021)

\$1,509,340

- Original proposed total
- 24-month timeline

Original Negotiated (2022)

\$2,546,340

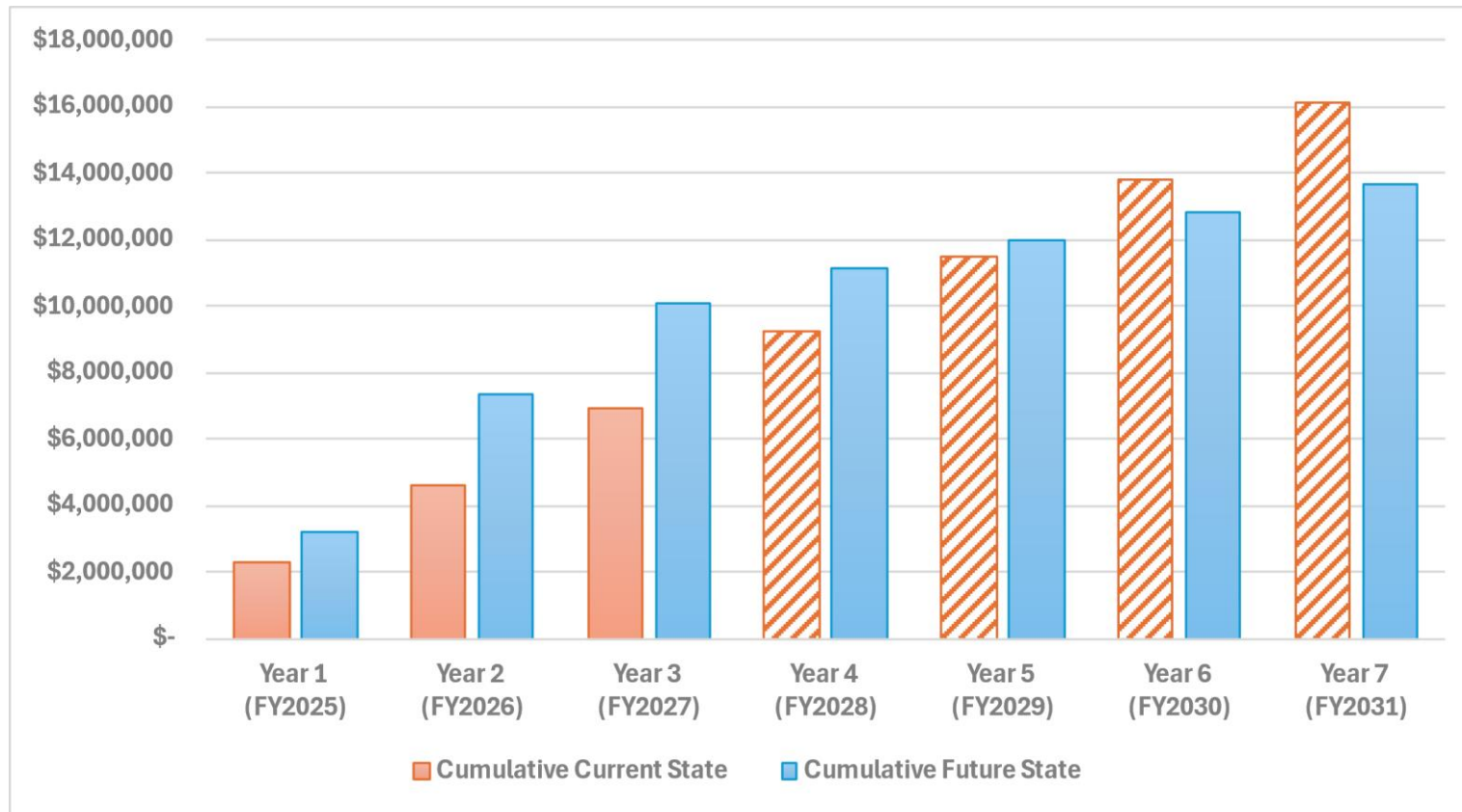
- Additional modules, Workday integrations
- General and travel allowances

Final Negotiated (2024)

\$3,150,000

- Added 2 phases (extended timeline – 30 mon.)
- Increased services costs & level of post-go live support

7-year Cumulative Total Cost of Ownership – Comparison between Current and Future State (Kahua PMIS)



Notes:

Current State includes AECOM consulting while Future State includes PMIS SaaS, Implementation Services, and AECOM consulting for first 3 years during implementation.

Internal efficiencies realized from PMIS benefits have not been accounted for in this comparison.

The hatched Cumulative Current State denotes estimated AECOM cost if a PMIS is not implemented.



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Thank you for your time.

Questions?

