CIP PROGRAM UPDATE
Capital Planning Committee

March 12, 2024

CIP Delivery Team

Jody Caldwell, PE, Chief Planning Officer

Dima El-Gamal, PhD, PE, LEED@AP., Capital Improvement Planning Director

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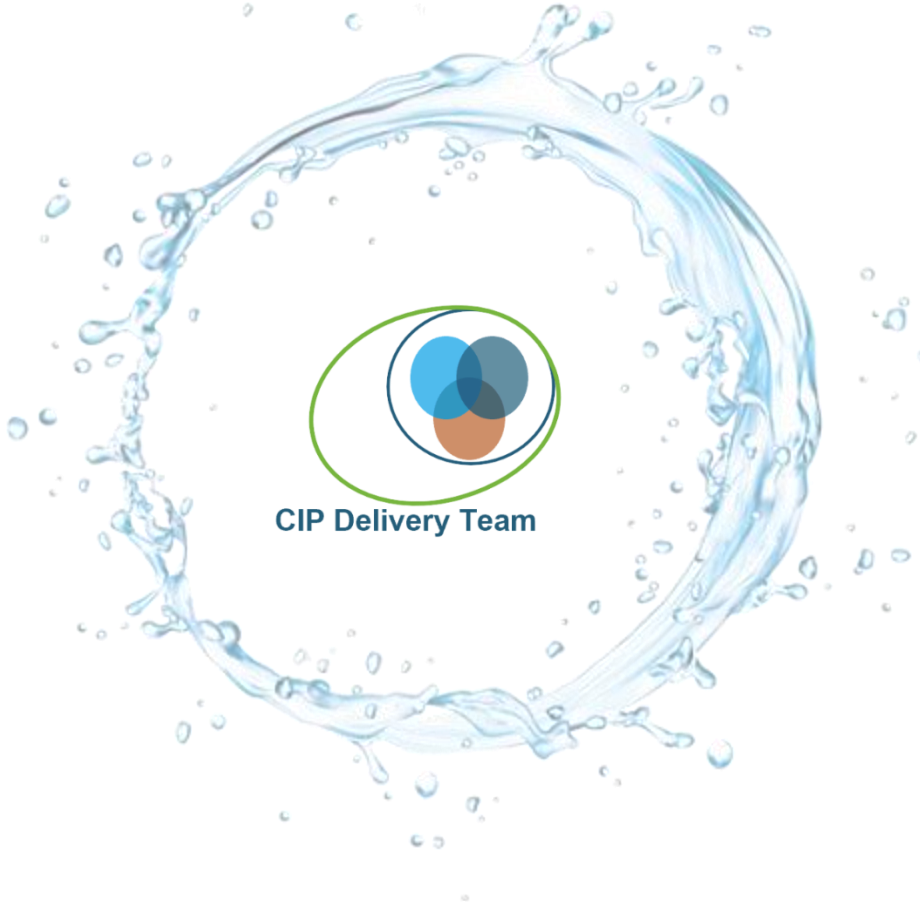
AGENDA

- Celebrating Successes
  - CIP FY 25 – FY 29 Board Approved
  - Project Management Plan Implementation Launched January 2024
- Water and Wastewater Review
  - FY 24 Actuals to Date and Forecast
  - FY 25-29 Forecast
- CIP Delivery Teams are Growing
- What's Next
- CIP Program Management Updates



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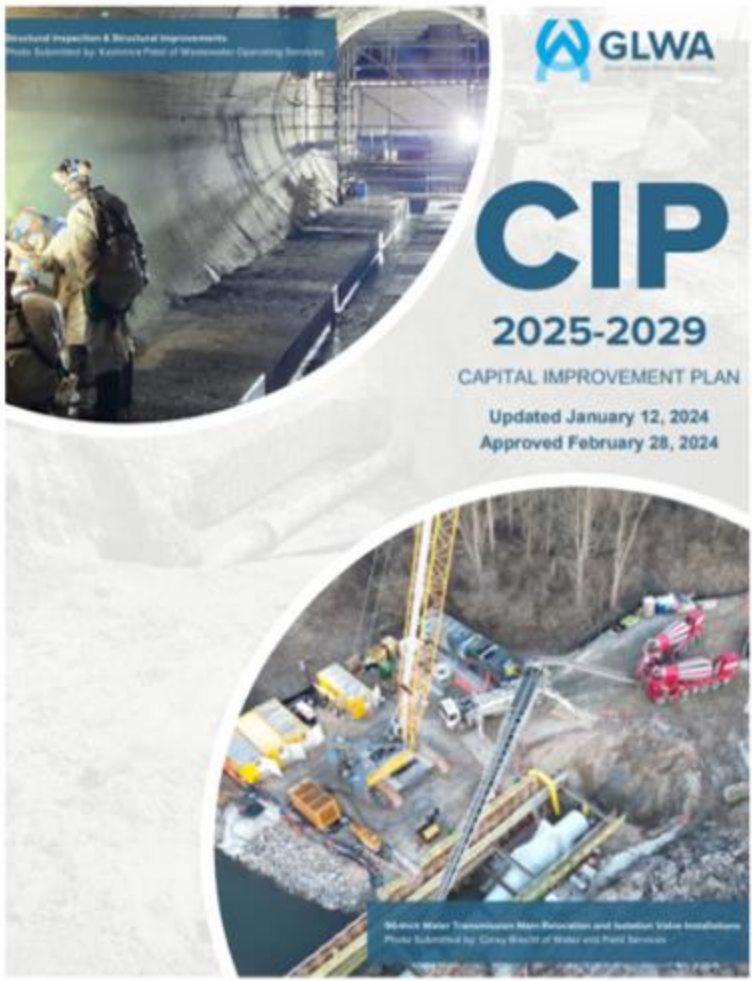
CIP – Capital Improvement Plan | **PMP**– Project Management Plan

BOARD APPROVED (FEBRUARY 28, 2024)

CIP Delivery Team



WATER

Category	Amount
5-Year Total	$1,071,788
5-Year Average	$214,358
10-Year Total	$2,180,458
10-Year Average	$218,046

**Financial figures are in thousands of dollars ($1,000's)*

WASTEWATER

Category	Amount
5-Year Total	$982,525
5-Year Average	$196,505
10-Year Total	$1,822,439
10-Year Average	$182,244

**Financial figures are in thousands of dollars ($1,000's)*

PLAN SPENDING SUMMARY

5-Year Total	10-Year Total
$2.05 Billion	$4.00 Billion
5-Year Annual Average	10-Year Annual Average
$410 Million	$400 Million

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CIP – Capital Improvement Plan

PMP IMPLEMENTION LAUNCHED

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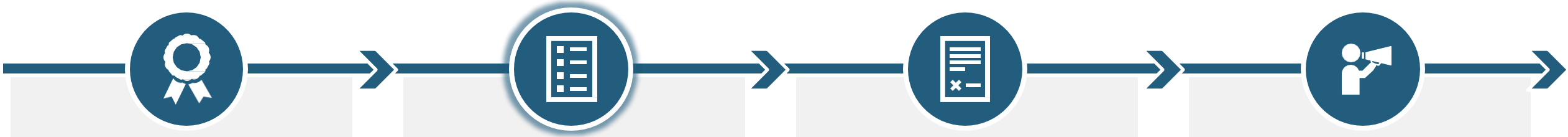

PMP, Training* and Design-Bid-Build Contract Modification Complete

December 31, 2023

Rollout PMP Internal Processes Based on Project Transition

January 1, 2024

Specifications, and Contract Modifications, and Vendor Outreach Plan

March 15, 2024

Rollout Contract Modifications, Specifications, and Outreach Communications

April 1, 2024

*** Except Chapter 15**

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PMP – Project Management Plan

CIP REVIEW - WATER

CIP Delivery Team

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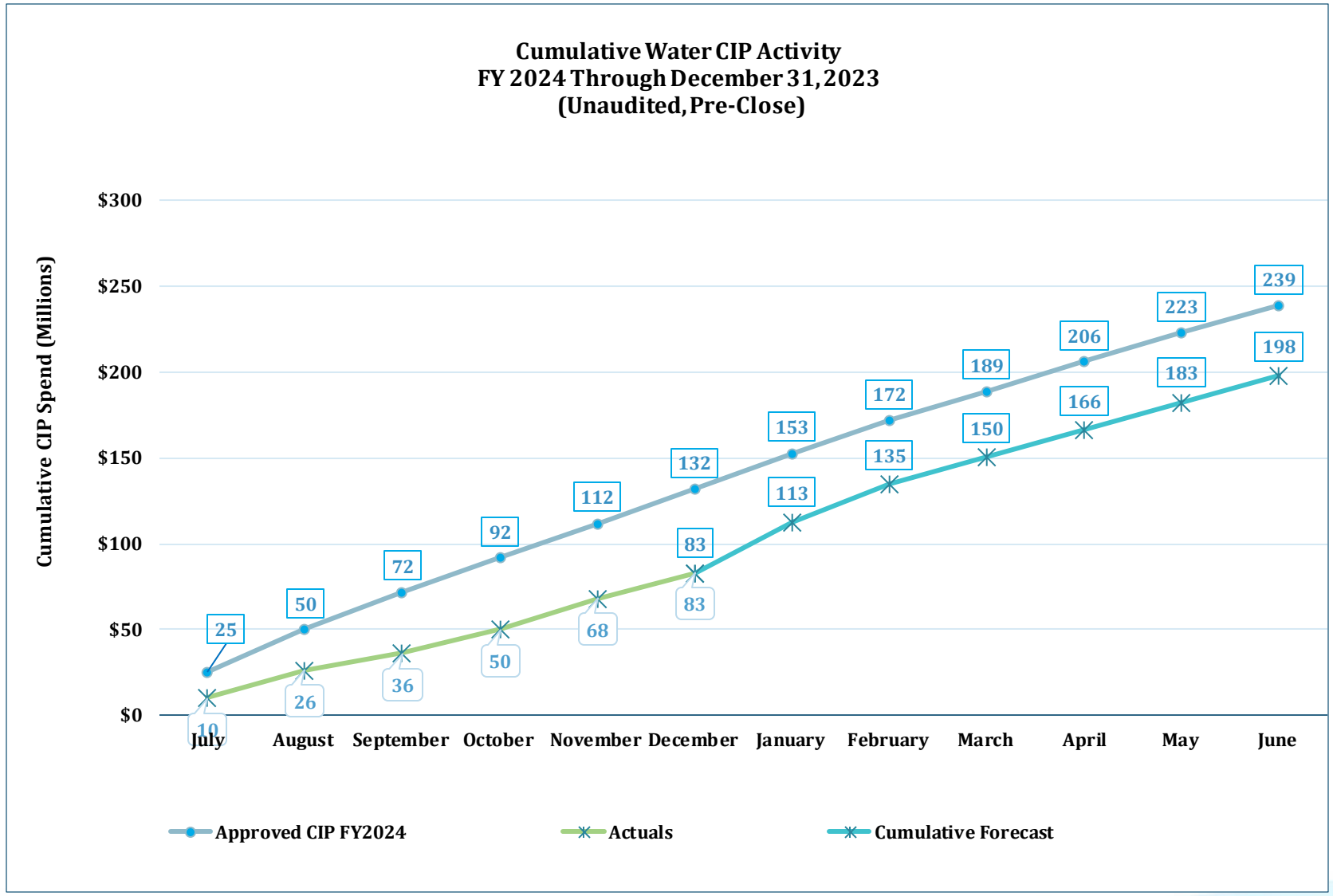
Key Performance Indicators - Water Cumulative

CIP Delivery Team



Current Status:

The water system incurred $83 million of CIP costs through December 2023.

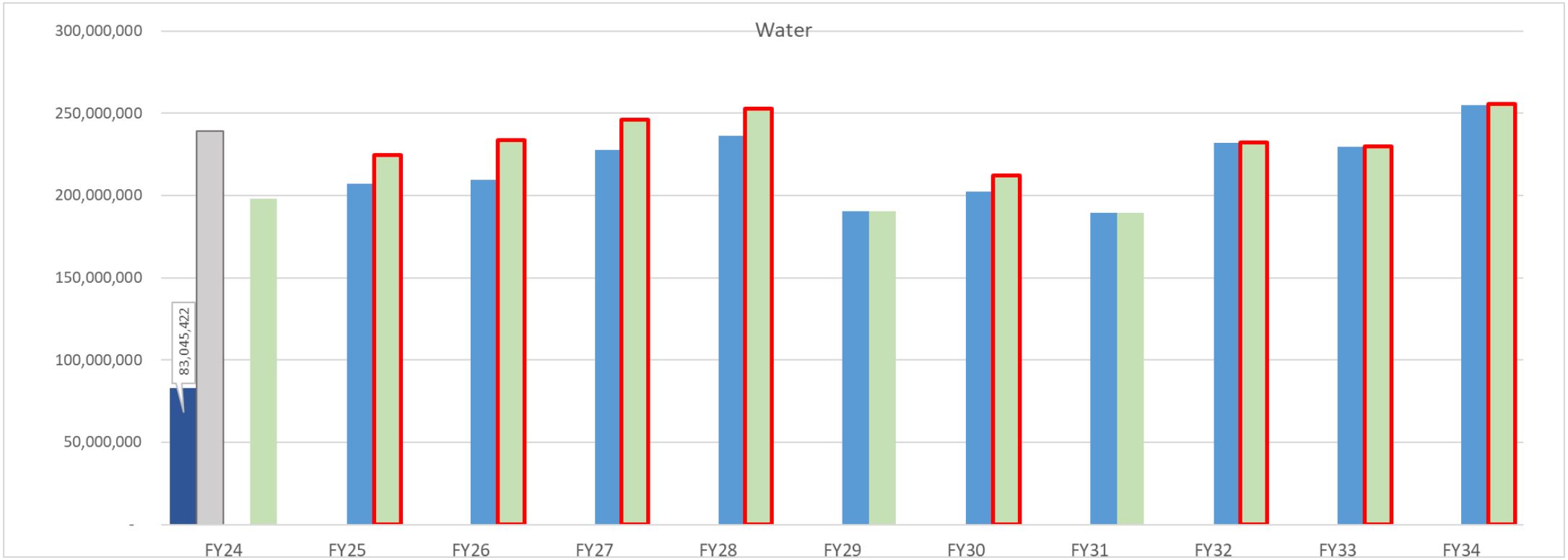
This is 63% of the FY 2024 monthly *Approved CIP2024-2028.*

CIP – Capital Improvement Plan

10-Year Forecast Summary – Water

CIP Delivery Team

	FY25-29	FY30-34
CIP2025 (Draft - 2)	$1,071,788,423	$1,108,669,950
Forecast	$1,147,448,364	$1,118,653,074
Variance	**($75,659,941)**	**($9,983,124)**



-	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
CIP2024	239,259,562	-	-	-	-	-	-	-	-	-	-
CIP2025 (Draft - 2)	-	207,332,526	209751750	227,822,919	236,330,734	190550493.5	202,287,868	189,586,268	232085794.6	229,575,583	255,134,437
ETC (PRISM)	197,933,699	224,426,332	233,502,297	246,241,350	252,871,465	190,406,920	211,970,003	189,281,094	232,095,255	229,874,423	255,432,300
Variance	41,325,863	(17,093,806)	(23,750,546)	(18,418,431)	(16,540,731)	143,573	(9,682,135)	305,174	(9,460)	(298,840)	(297,863)

CIP REVIEW - WASTEWATER

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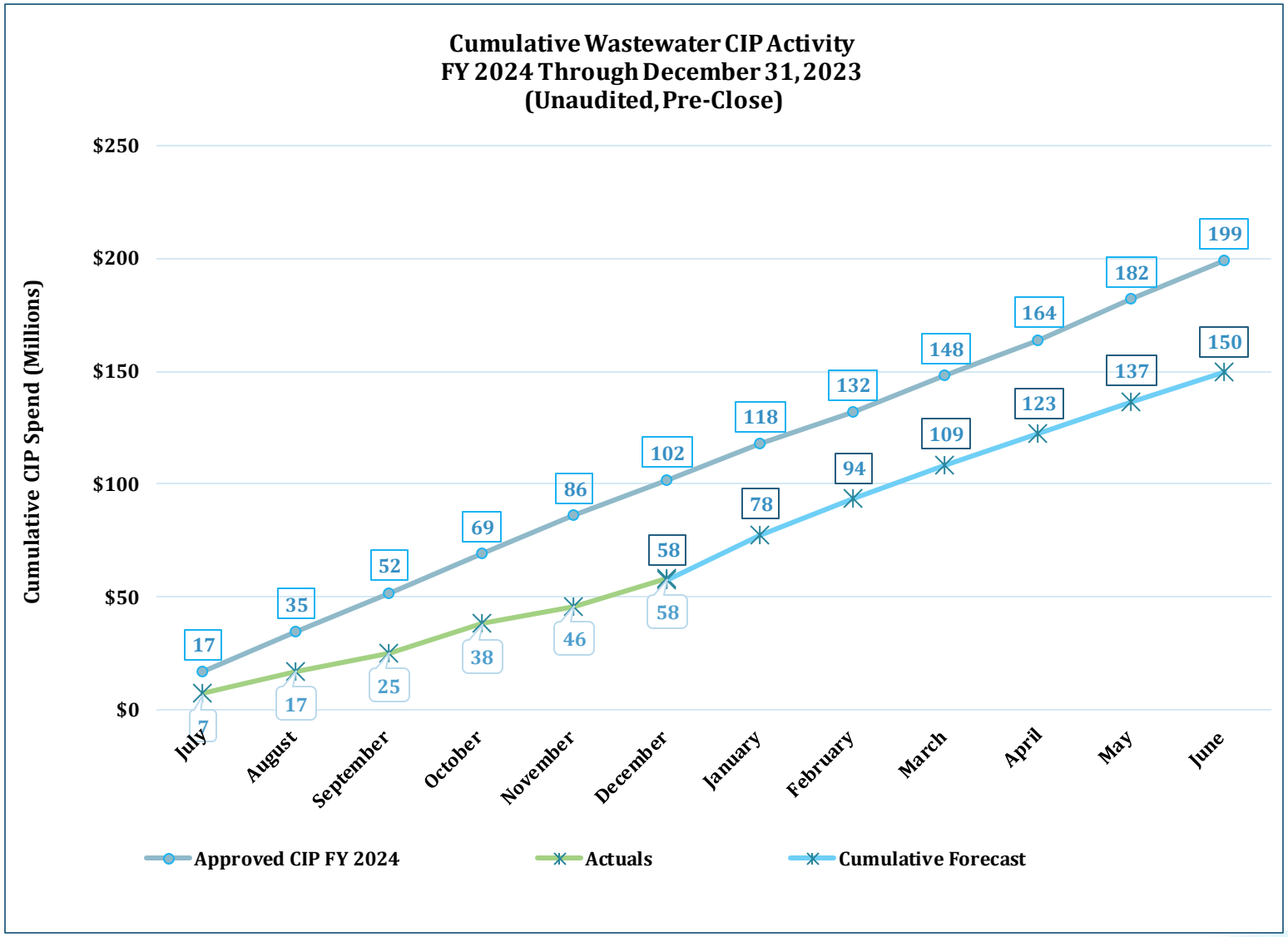
Key Performance Indicators – Wastewater Cumulative

CIP Delivery Team



Current Status:

The wastewater system incurred $58 million of CIP costs through December 2023.

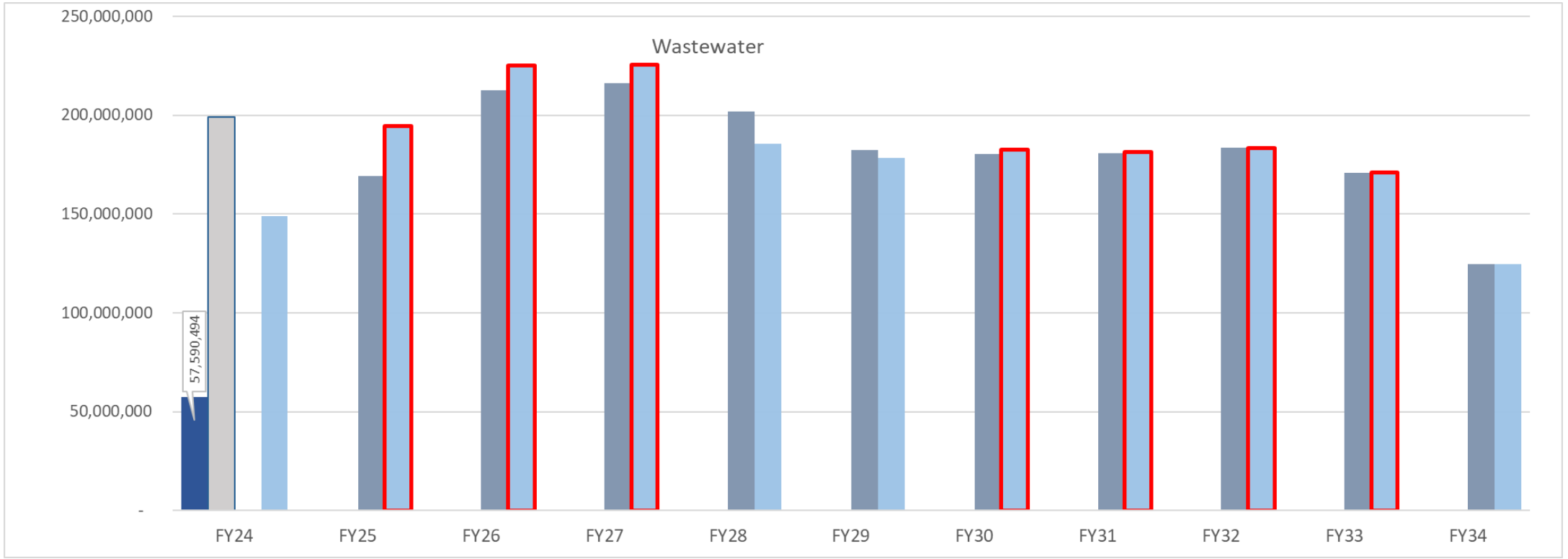
This is 57% of the FY 2024 monthly *Approved CIP2024-2028.*

CIP – Capital Improvement Plan

10-Year Forecast Summary – Wastewater

CIP Delivery Team

	FY25-29	FY30-34
CIP2025 (Draft-2)	$982,524,666	$839,914,602
Forecast	$1,009,375,340	$842,381,171
Variance	**($26,850,674)**	**($2,466,569)**



-	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
CIP2024	199,061,145	-	-	-	-	-	-	-	-	-	-
CIP2025 (Draft - 2)	-	169,188,982	212,693,231	216,230,914	201,995,000	182,416,539	180,433,377	180,716,003	183,392,368	170,901,014	124,471,840
ETC (PRISM)	148,794,101	194,667,886	225,202,585	225,616,702	185,420,891	178,467,275	182,371,042	181,174,286	183,459,388	170,906,996	124,469,458
Variance	50,267,044	(25,478,904)	(12,509,354)	(9,385,788)	16,574,109	3,949,263	(1,937,665)	(458,283)	(67,020)	(5,982)	2,382

CIP DELIVERY TEAMS ARE GROWING

CIP Delivery Team

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CIP DELIVERY TEAMS ARE GROWING

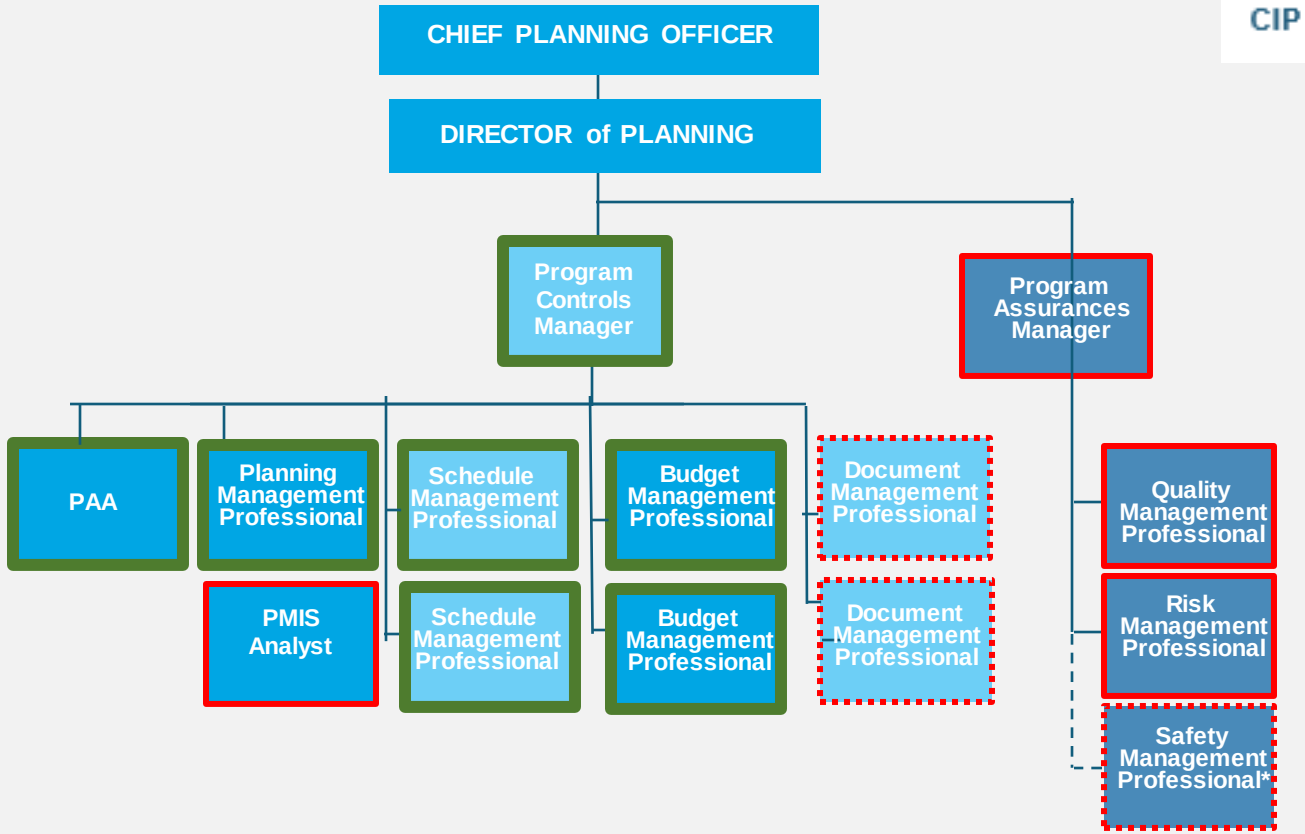
CIP Delivery Team

Water & Wastewater

- Chief Operating Officer
- Director of Engineering
- Lifecycle PM (Manager)
- Lifecycle PMs (11 to date)
- Technical Management Leaders (2 to date)

Cross Functional Support

CIP



*This is an Enterprise Safety role

Roles outlined in solid green have been filled

Roles outlined in solid red are in the process of being filled

Roles outlined in dotted red will be filled in the future

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CIP – Capital Improvement Plan | **PM** – Project Manager
PAA – Professional Administrative Analyst | **PMIS** – Project Management Information System

WHAT'S NEXT

CIP Delivery Team

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WHAT'S NEXT – FY 2026 - 2030

CIP Delivery Team

- Implementation of PMP
  - Improve Cost and Schedule Updates
  - Streamline Alignment with Financial Plan
  - Internal and External Outreach
- FY 2026 - 2030 CIP
  - Develop Roadmap
  - Improve the Portal Experience
  - Train PMs
  - Improve CIP Document Layout
  - FY 2026 - 2030 CIP
- Restart the PMIS Project (Contract by October 2024)

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CIP – Capital Improvement Plan | **PMP** – Project Management Plan
PM – Project Manager

CIP Delivery Team
THANK YOU
QUESTIONS
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PROGRAM MANAGEMENT UPDATE

CIP Delivery Team

GLWA Great Lakes Water Authority

AECOM

Michael McClure, AECOM

Today's Agenda – AECOM Contract Update

CIP Delivery Team

- **Task 2 – CIP Delivery Standard Operating Procedure (SOP) Delivery Status Update**
- **Task 5 – Project Administration & Project Controls, and Report Status Update**
- **Task 7 – Engineering and Construction Staff Augmentation Status Update**
- **Task 9 – GLWA Supplemental Department Staff Augmentation Status Update**

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AECOM

CIP Delivery Team

Status Update - Task 2: CIP Delivery Standard Operating Procedure (SOP) Delivery

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Task 2-PMP Implementation

CIP Delivery Team

Implemented

Bold – Full Implementation, Light Bold - Partial

PMP 00 – **PMP Overview**
PMP 01 – **CIP Program Overview**
PMP 02 – **Org. & Governance**
PMP 03 – **Communications Mgt.**
PMP 05 – **Schedule & Budget Mgt.**
PMP 06 – **Contract Change Mgt. (Part)**
PMP 07 – **Quality Mgt.**
PMP 08 – **Risk Mgt.**
PMP 09 – **Engineering & Design Mgt. (Part)**
PMP 10 – **Procurement & Contracts**
PMP 11 – **Permitting & Reg. Comp. Mgt.**
PMP 12 – **Health & Safety Mgt.**
PMP 13 – **Public Outreach & Stakeholder Mgt.**
PMP 14 – **Construction Mgt. (Part)**
PMP 15 – **CIP Planning & Development**

April 1, 2024
New Contracts Procured

PMP 06 – **Contract Change Mgt.**
- Change Request (CR)/Change Proposal (CP)
- Change Directive (CD)
- Field Order (FO) and Task Adjustment. (TA) instead of Construction Change Directive (CCD)
- Project Design Lead (PDL) and Project Construction Management Lead (PCML) instead of Engineer, Resident Project Representative (RPR), and Construction Assistance (CA)

PMP 09 – **Engineering & Design Mgt.**
- Change Request (CR)/Change Proposal (CP) and Change Directive (CD) Implemented
- Task Adj. (TA) instead of Construction Change Directive (CCD)

PMP 14 – **Construction Mgt.**
- Change Request (CR)/Change Proposal (CP) and Change Directive (CD) Implemented
- Field Order (FO) instead of Construction Change Directive (CCD)

Other minor changes through Specs and scopes.

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PMP 04 – Document Mgt. – held as draft until PMIS.

CIP – Capital Improvement Plan | **PMP** – Project Management Plan | **CR** – Change Request | **CP** – Change Proposal
CD – Change Directive | **FO** – Field Order | **TA** – Task Adjustment | **CCD** – Construction Change Directive | **PDL** – Project Design Lead
PCML – Project Construction Management Lead | **RPR** – Resident Project Representative | **CA** – Construction Assistance

Related Initiatives

- **Standard Contractual Document Revisions**
  - DBB – **Complete.**
  - Standard Division 1 Specifications – **Complete.**
  - DB, PDB, & Design Contracts – **In Process**.
- **Vendor Partner Rollout**
  - Recorded overview for new procurements.
  - Full presentation with Procurement Vendor event.
- **Informational Session**
  - Purpose is to inform the broader GLWA Team.

CIP Delivery Team

Status Update - Task 5: Project Administration & Project Controls, and Report

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Task 5 CIP Portal Update

CIP Delivery Team

CIP Portal Enhancements

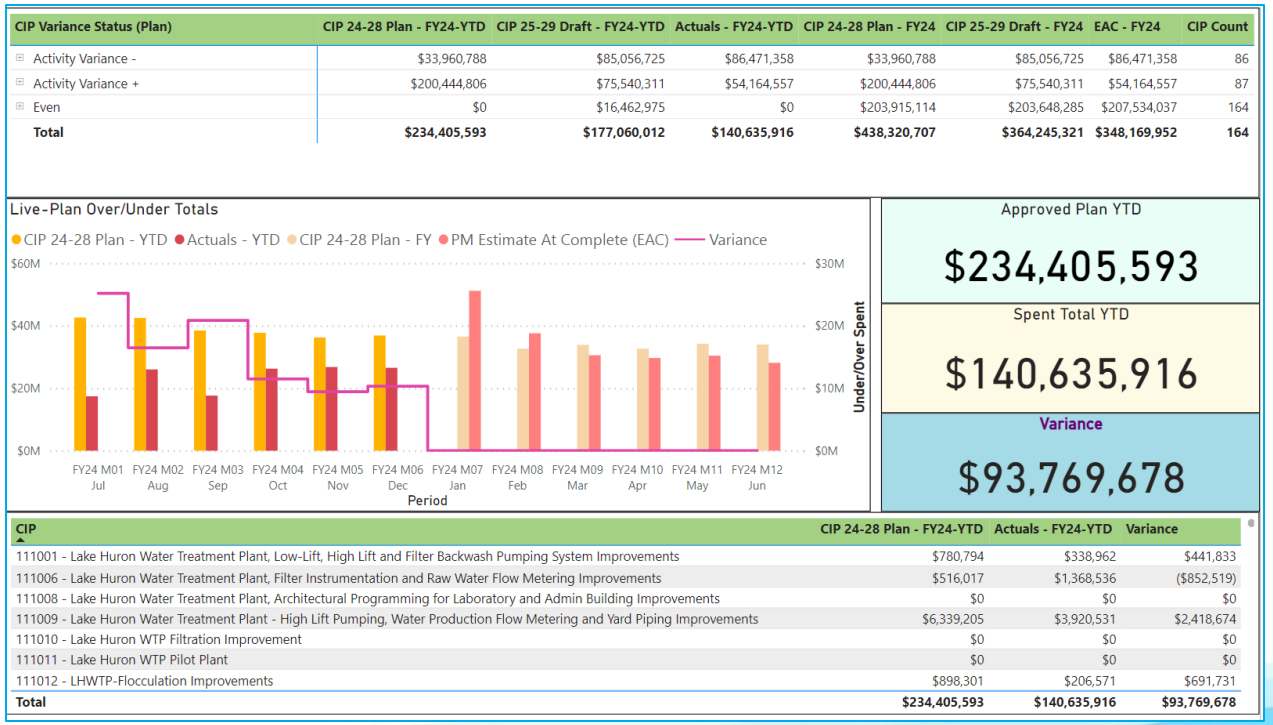
- Phase Details automated data updates (2023).
- Project Key Areas of Interest usage constraints (2023).
- Annual CIP Scoring updates (2023).
- Audit tracking (2024).

CIP Plan Development Support

- FY 2025 Portal “Switchover” in progress.
- Planned Portal “opening” May 2024.

CIP Portal Dashboard

- Released November 2023.
- Ongoing monthly tutorials.



CIP Variance Status (Plan)	CIP 24-28 Plan - FY24-YTD	CIP 25-29 Draft - FY24-YTD	Actuals - FY24-YTD	CIP 24-28 Plan - FY24	CIP 25-29 Draft - FY24	EAC - FY24	CIP Count
Activity Variance -	$33,960,788	$85,056,725	$86,471,358	$33,960,788	$85,056,725	$86,471,358	86
Activity Variance +	$200,444,806	$75,540,311	$54,164,557	$200,444,806	$75,540,311	$54,164,557	87
Even	$0	$16,462,975	$0	$203,915,114	$203,648,285	$207,534,037	164
Total	**$234,405,593**	**$177,060,012**	**$140,635,916**	**$438,320,707**	**$364,245,321**	**$348,169,952**	**164**

CIP	CIP 24-28 Plan - FY24-YTD	Actuals - FY24-YTD	Variance
111001 - Lake Huron Water Treatment Plant, Low-Lift, High Lift and Filter Backwash Pumping System Improvements	$780,794	$338,962	$441,833
111006 - Lake Huron Water Treatment Plant, Filter Instrumentation and Raw Water Flow Metering Improvements	$516,017	$1,368,536	($852,519)
111008 - Lake Huron Water Treatment Plant, Architectural Programming for Laboratory and Admin Building Improvements	$0	$0	$0
111009 - Lake Huron Water Treatment Plant - High Lift Pumping, Water Production Flow Metering and Yard Piping Improvements	$6,339,205	$3,920,531	$2,418,674
111010 - Lake Huron WTP Filtration Improvement	$0	$0	$0
111011 - Lake Huron WTP Pilot Plant	$0	$0	$0
111012 - LHWTP-Flocculation Improvements	$898,301	$206,571	$691,731
Total	**$234,405,593**	**$140,635,916**	**$93,769,678**

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CIP – Capital Improvement Plan

AECOM

CIP Delivery Team

Status Update - Task 7: Engineering and Construction Staff Augmentation

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Task 7 – Engineering & Construction Staff Augmentationn - Update

CIP Delivery Team

Engineering Support (Support Ending May 2025)

- Continue to successfully transition wastewater projects to GLWA's Life Cycle Project Managers (LPM's).
- Provide Technical Support on various WRRF Projects as depicted in Table.
- Currently, providing one (1) FTE as Staff Augmentation to Wastewater Group.

Task Memorandum	O&M / CIP No.	Project Description
72034A.01	O&M WW	Multiple O&M Projects including Incineration Rehab 8, 10 & 11, B-House Rehab and Miscellaneous JOC's
72034A.02	CIP 211005	WRRF PS No. 2 Improvements Phase II
72034A.03	CIP 211007	WRRF PS #2 Bar Racks Replacements and Grit Collection System Improvements
72034.04	CIP 212008	WRRF Aeration Improvements 1 and 2
72034.04	CIP 261000	WRRF Rehabilitation of the Secondary Clarifiers
7203A.05	CIP 213006	WRRF Improvements to Sludge Feed Pumps at Dewatering Facilities
72034.08	CIP 260701	Conveyance System Infrastructure Improvements
72034A.10	CIP 260901	Rehabilitation of HAZMAT Facility at WRRF
72034A.12	CIP 260905	WRRF Plumbing Shop Renovation
72034A.15	CIP 277001	Baby Creek Outfall Improvements Project

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CIP – Capital Improvement Plan | **LPM** – Lifecycle Project Manager
FTE – Full-Time Equivalent

CIP Delivery Team

Status Update - Task 9: GLWA Supplemental Department Staff Augmentation

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Task 9 – Supplemental Support Update

CIP Delivery Team

Recruiting Support

- Posted Jobs for LPM, TML, Manager LPM
- Continued sourcing for CIP Group Assurance Manager
- Added one (1) LPM hire in Water
- Progressed one (1) LPM to Manager of Engineering in Wastewater

Training Support

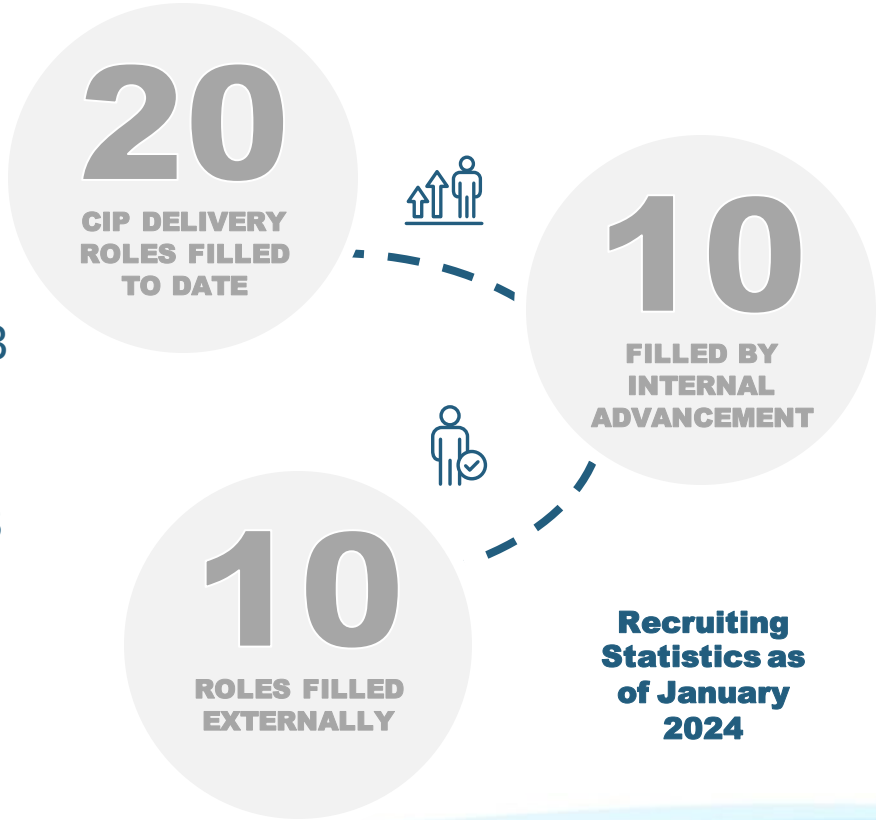
- Released thirteen **(13)** PMP chapter trainings as of December 2023

Change Management Support

- Completed six **(6)** Change Leaders Sessions as of December 2023

CIP Delivery Leadership Support

- Monthly CIP Steering Committee Meetings in Dec./Jan.
- PMP Information Session in March 2024



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CIP – Capital Improvement Plan | **LPM** – Lifecycle Project Manager
TML – Technical Management Leader **| PMP**– Project Management Plan

WHAT'S NEXT – RECAP

CIP Delivery Team

- Implementation of Project Management Plan
- Development of the FY 2026 - 2030 Capital Improvement Plan
- Resume the Project Management Information System (PMIS) Project

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THANK YOU
QUESTIONS
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