

# CIP 2021 DEFINITION & FUNDING REPORT

PART 1 History & GEFA Loan

PART 2 CIP 2021 Definition

PART 3 Prioritization

PART 4 WIFIA and GEFA Resolutions

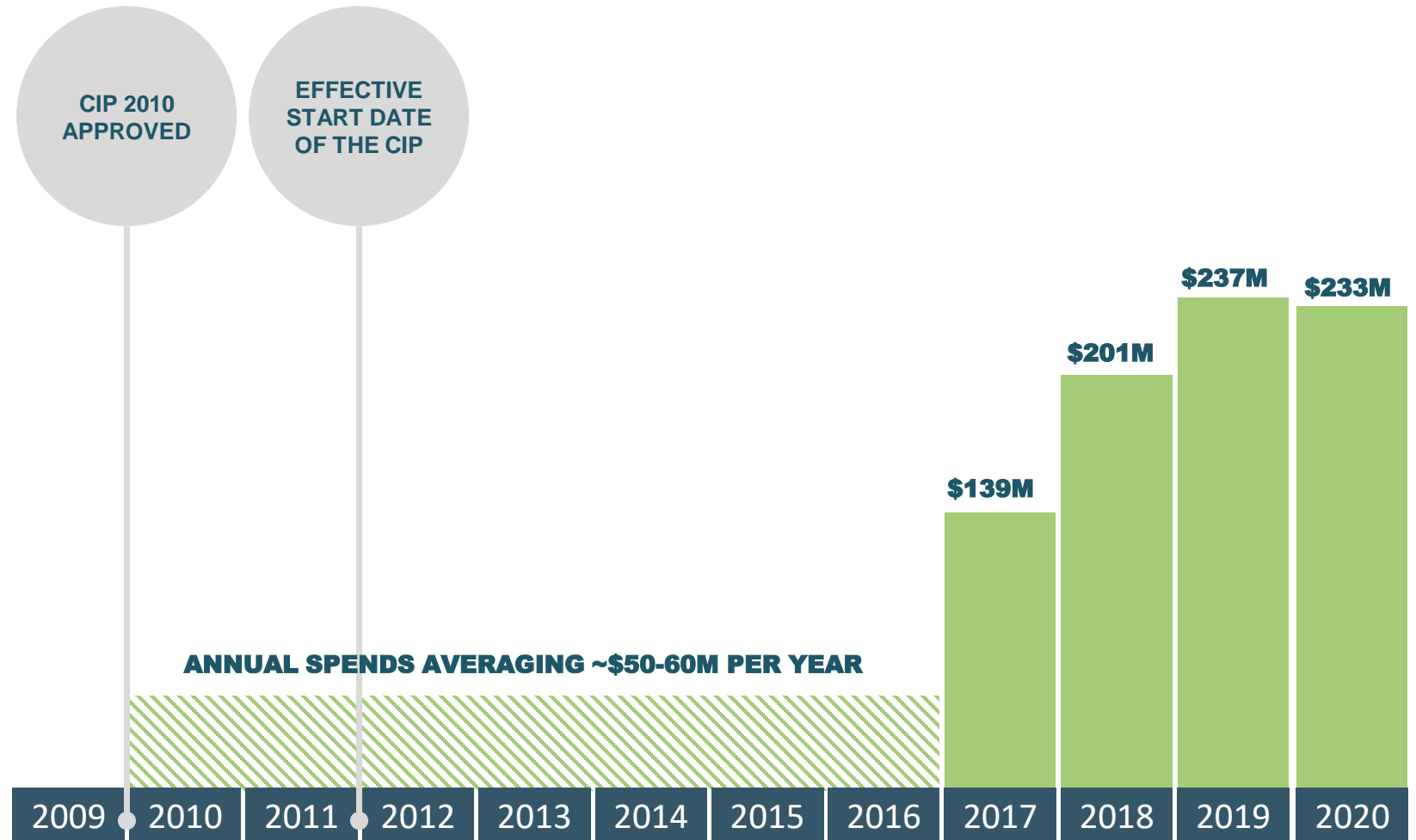
**PART 5 CIP Program Management Tools**

PART 6 Funding

*October 20, 2020*

# Program Development

- ▶ CD and CIP Program Managers not contracted until 2014 and 2015
- ▶ Only 27% of the 5-year CIP 2010 completed through 2016 (planned horizon)



# RECAP

## CIP 2010

- ▶ \$1.345 B, 5 years
- ▶ 5-6 yr delay in key management contracts
- ▶ Only 27% delivered through 2016

## PIVOT IN 2017-2020 ALLOWS NEW APPROACH FOR CIP 2021

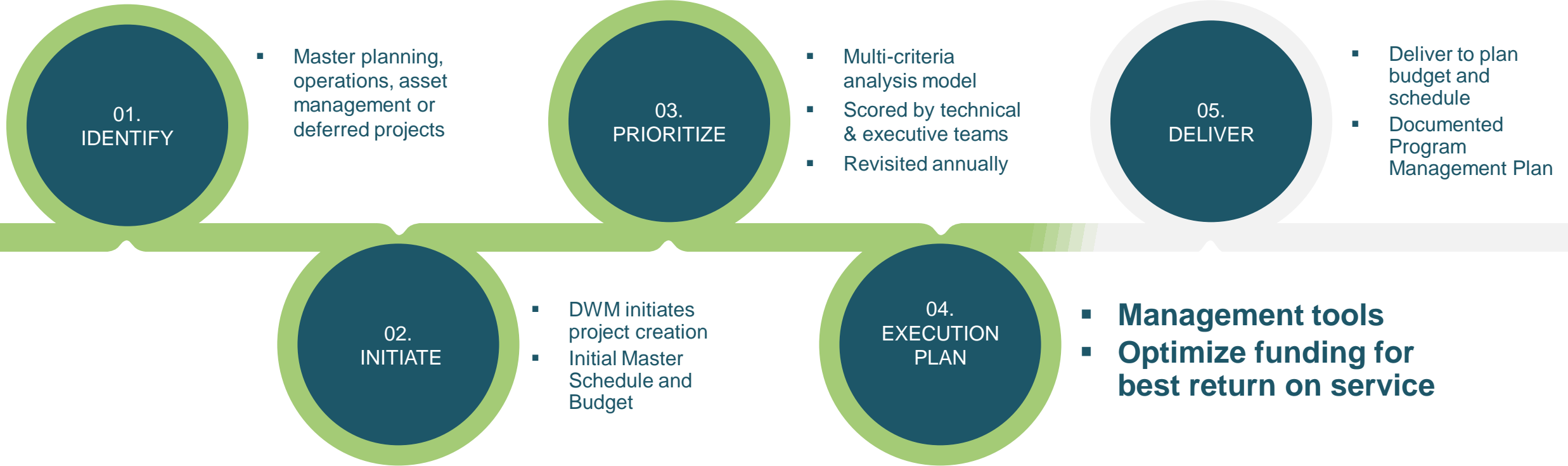
- ▶ Hydraulic models – W+WW
- ▶ Master Plan – W+WW
- ▶ CD amendment
- ▶ Exceptional financing options identified (WIFIA + GEFA)
- ▶ Documented processes
- ▶ Best-practice, data-driven project prioritization process

## EARLY FINANCIAL APPROVALS

- ▶ First WIFIA and GEFA loans approved October 2020

# EXECUTION

## Documented Management Tools

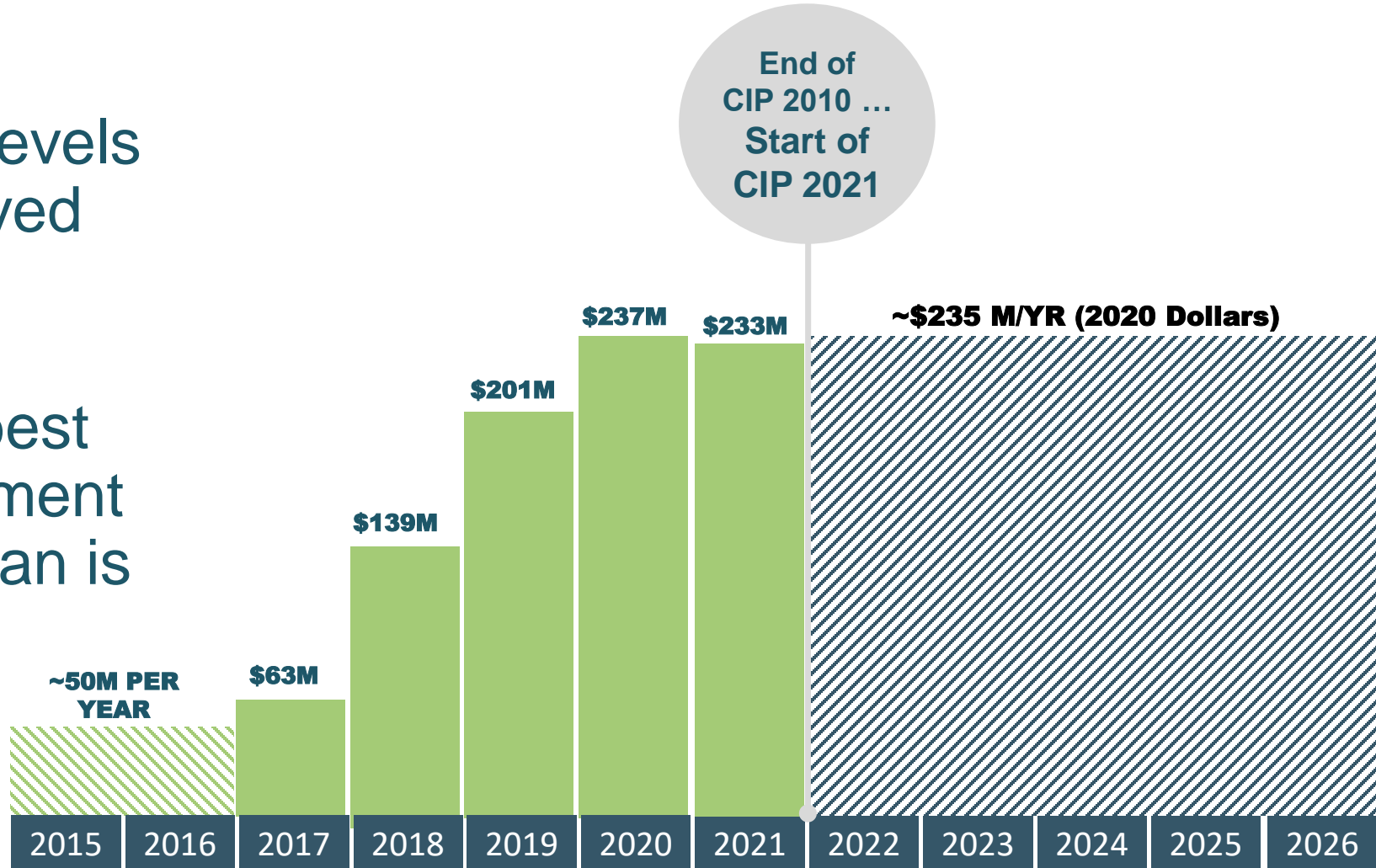


# Institutionalizing Delivery Capability

- ▶ Required spend levels have been achieved

## AND CIP HAS

- ▶ Institutionalized best practice management tools to ensure plan is met each year



A blue-tinted photograph of a construction site. In the foreground, a deep trench is visible with a large pipe being laid along its length. Several workers in hard hats and safety vests are scattered throughout the site. In the background, there are excavators, a pickup truck, and stacks of materials. The overall scene is busy and industrial.

# MANAGEMENT TOOLS



# **For a CIP Program: Over & under plan spending are equally undesirable ...**

- ▶ Over plan spend exceeds available funds
- ▶ Under plan spend represents a missed opportunity to achieve benefits from available funds and may result in issues such as negative arbitrage.

# CAUSES OF VARIANCES

- ▶ Causes of over plan spend:
  - ▶ + ve - Projects on-plan spend but earlier than plan
  - ▶ - ve - Projects on schedule but over plan spend.
- ▶ Causes of under plan spend:
  - ▶ + ve - Projects on-schedule but under budget
  - ▶ - ve - Projects delayed.



# PROGRAM STRATEGIES

## DOCUMENTED & ENFORCED PROCESSES

### Program Management Plan

- ▶ Program/Project roles documented through program/project lifecycle

### PMIS

- ▶ Workflows
- ▶ Control/Tracking
- ▶ Reporting.

## ORGANIZATION & GOVERNANCE

### PMO Structure

- ▶ Defined and optimized balance of staff and consultants
- ▶ Develop towards DWM self reliance
- ▶ Defined reviews, approvals and escalation paths.

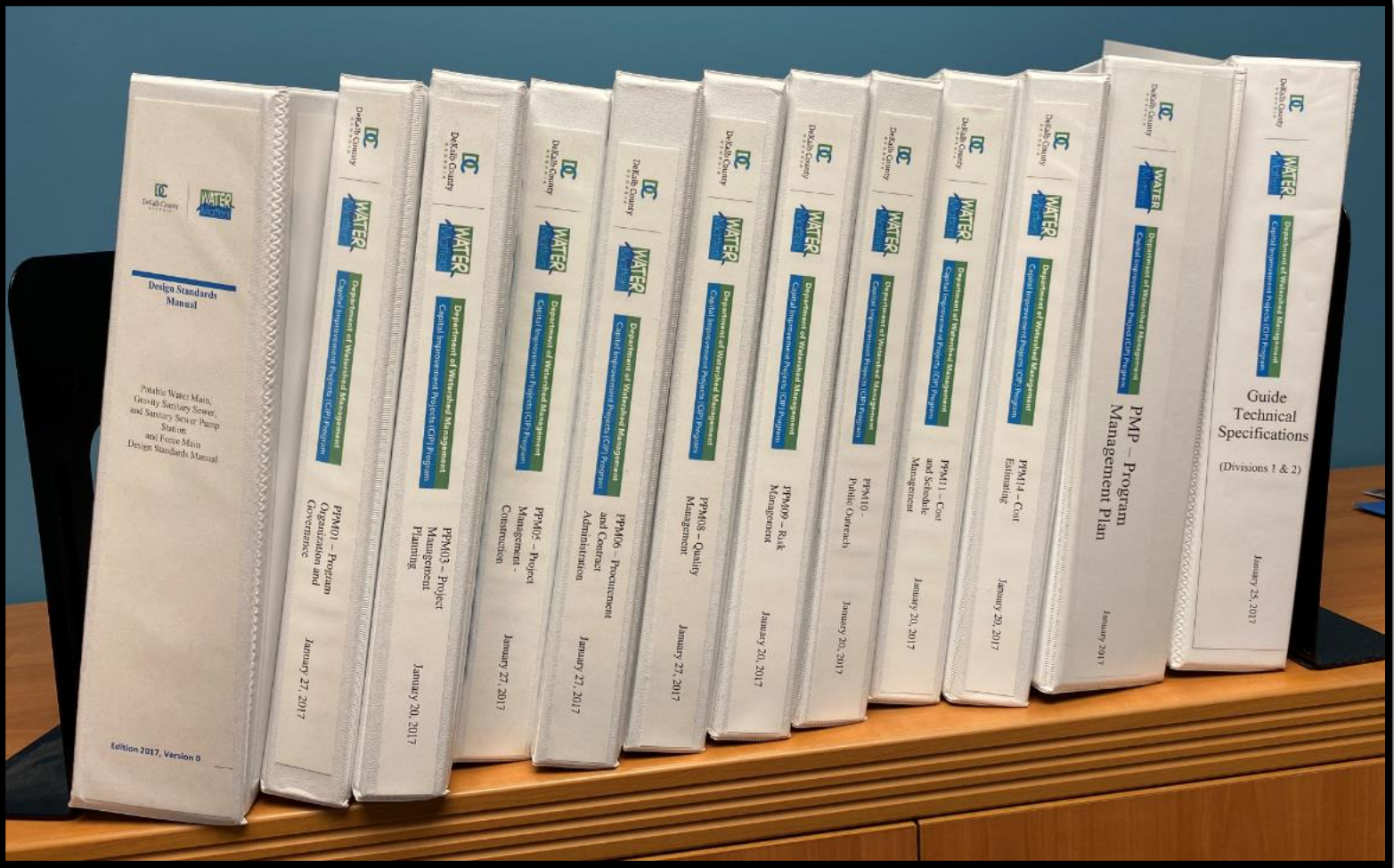
## CONTRACT PACKAGING

### Mature Contractor Pool

- ▶ Maximize contractor involvement through optimal mix of contract types and sizes
- ▶ Continuity and predictability leads to preferred pricing.

# CIP PROGRAM MANAGEMENT PLAN (PMP)

*Drives consistent and standard delivery of CIP Program projects*

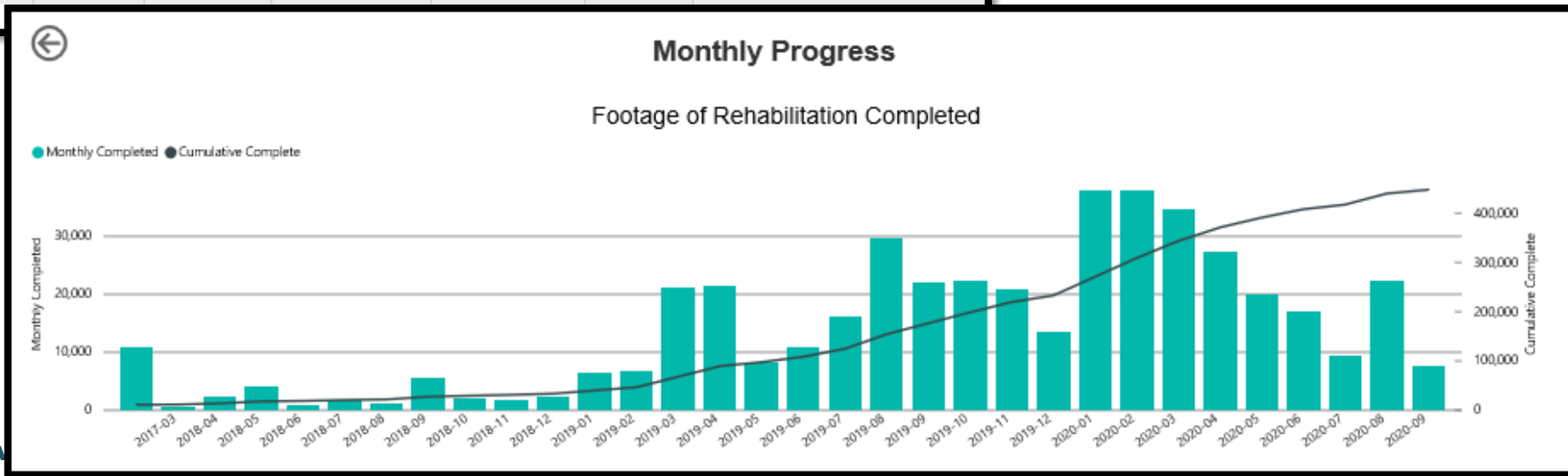
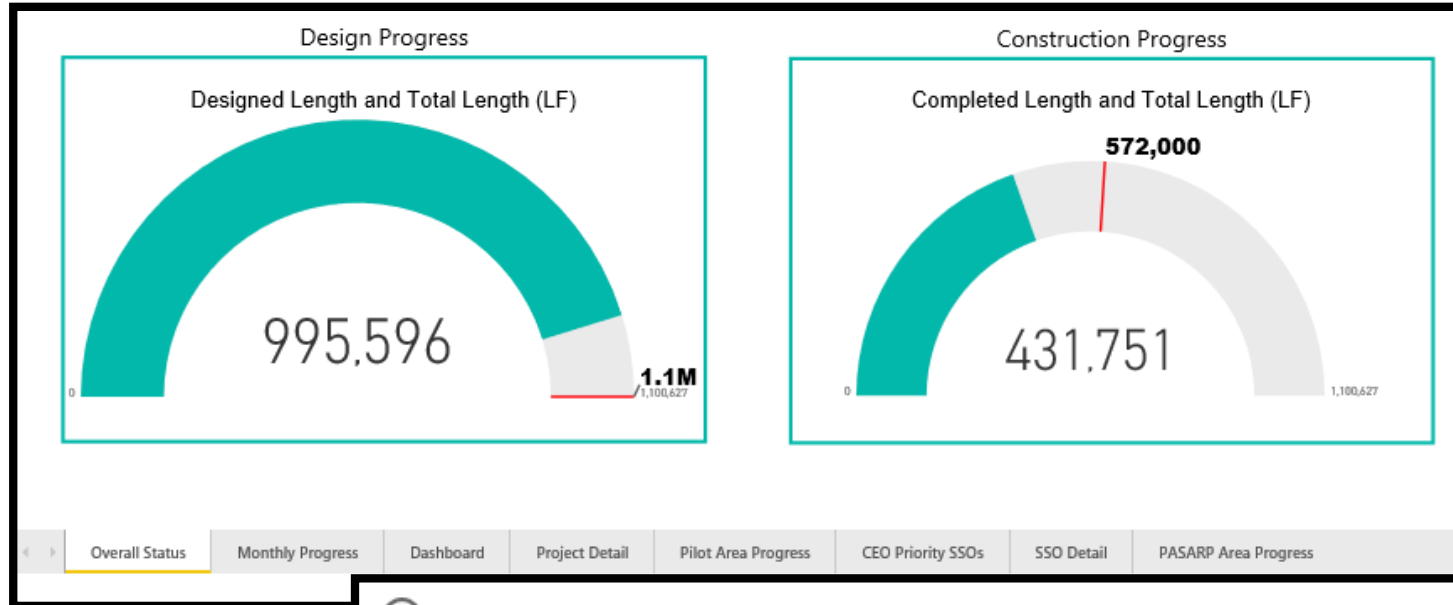


# SPANNING ALL PROGRAM AREAS

Chapter	Title
01	Program Organization and Governance
02	CIP Project Prioritization Process
03	Project Management - Planning
04	Project Management - Design
05	Project Management - Construction
06	Procurement and Contract Administration
07	Health, Safety & Security
08	Quality Management
09	Risk Management
10	Public Outreach
11	Cost and Schedule Management
12	Reporting
13	Document Control
14	Cost Estimating

Program governance  
Project management  
Assurances  
Standard processes  
and tools

# PROJECT MANAGEMENT INFORMATION SYSTEM (PMIS)



# Program Management Organization (PMO)

- ▶ Pivot from rehab to heavy design and construction:
  - ▶ Major projects (>\$50M)
    - ▶ SCWTP resiliency
    - ▶ CD-required trunk sewers
    - ▶ New looped water main.
- ▶ New/Increased PMO focusses:
  - ▶ Permits
  - ▶ Easements
  - ▶ Public Outreach.

# GROWING CHALLENGES

## *Demands of major projects*

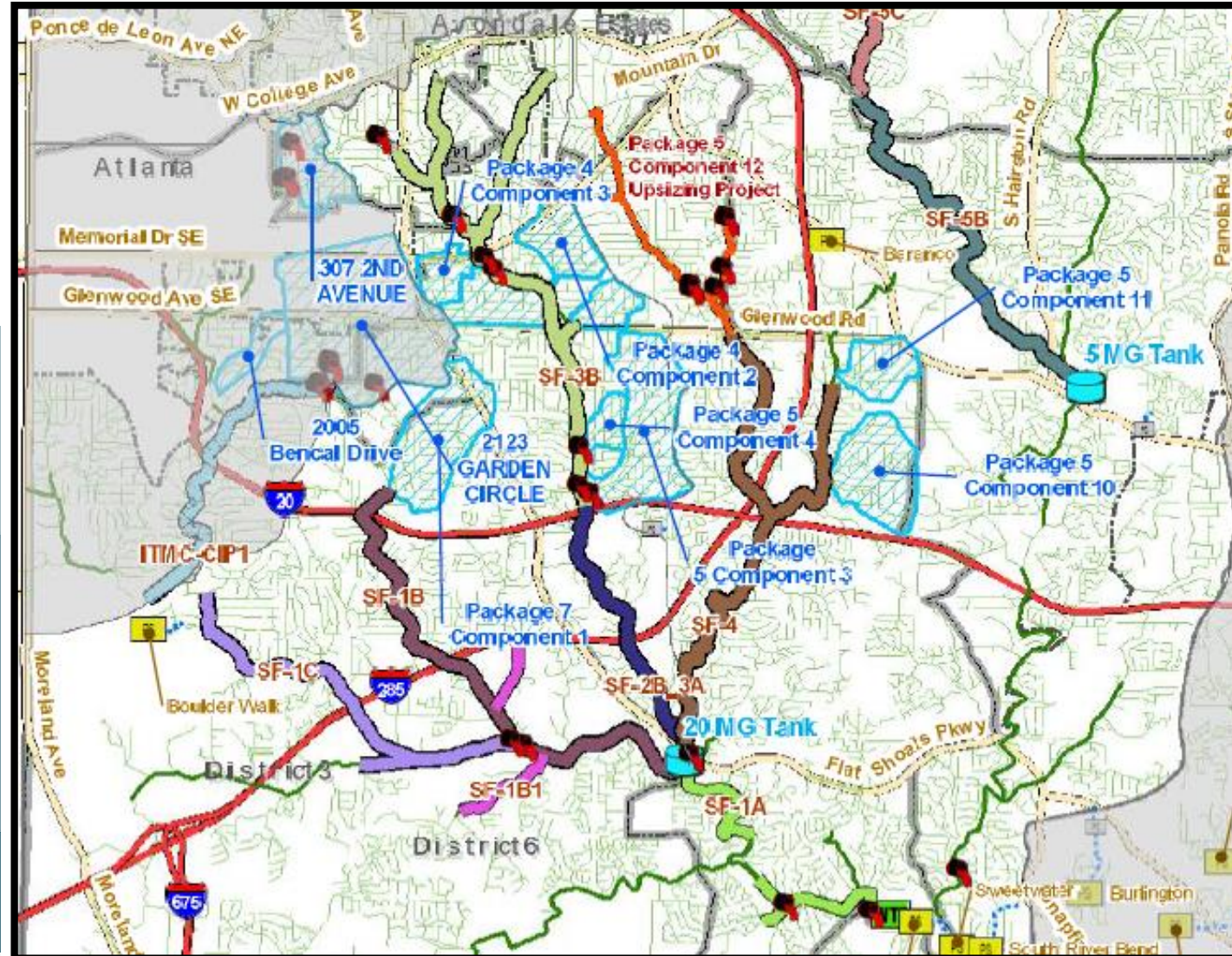
### **Example: Shoal Creek Trunk Sewer Project**

Initial studies and procurement started

- Size
- ~51,000 LF of major trunk sewer capacity projects
  - Up to equivalent of 72" main
  - Storage tanks up to 20 MG

- Permit Challenges
- 3 Highway crossings - Memorial Dr., Glenwood Rd., Flat Shoals Pkwy
  - 2 Interstate crossings (I-20 and I-285)
  - Mostly adjacent to Shoal Creek and South River

Public Impacts ~126 properties

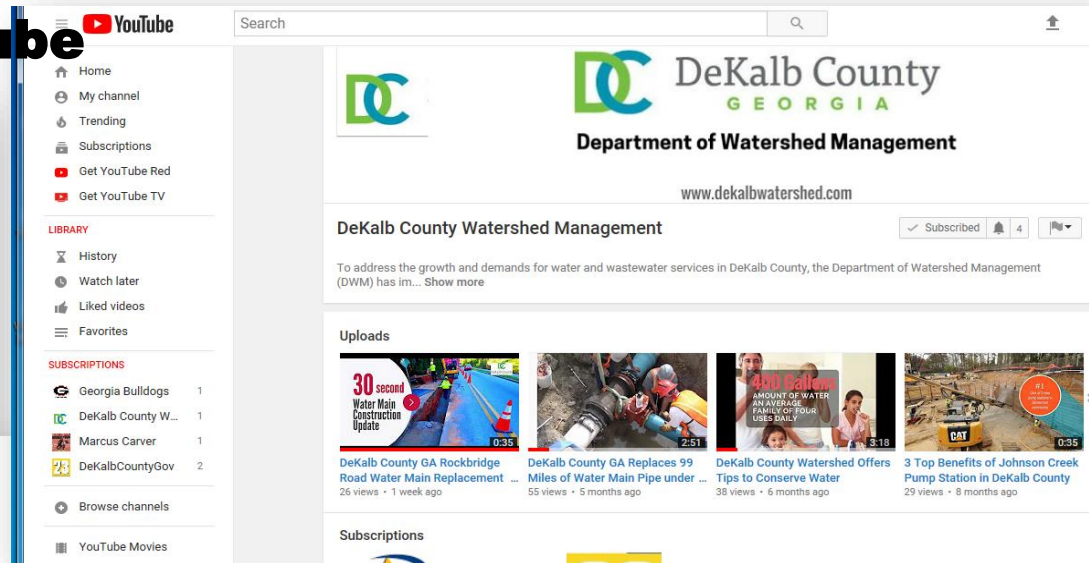


# DOCUMENTED OUTREACH METHODS

Across multiple platforms

Video/YouTube

GovDelivery



December 19, 2017

## Phase one of construction nearing the end at the Lower Crooked Creek Pump Station I project site

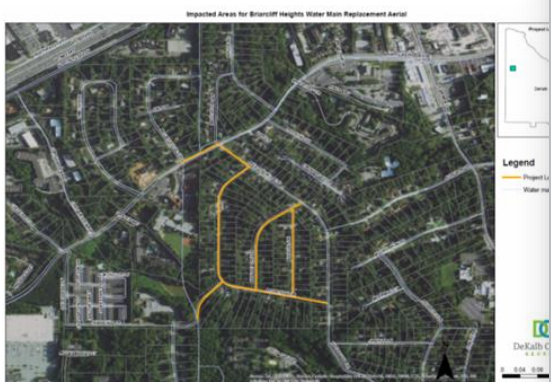


SoI Construction crews, working on behalf of DeKalb County Department of Watershed Management (DWM) have initiated construction to improve to the Lower Crooked Creek Pump Station I located at 7364 Drake Avenue, in Lithonia. Last week, crews demolished the existing pump station access road, and

replaced the collapsed concrete culvert in the pump station. Next, crews will install concrete footings for the new sewer crane system, completing phase one of construction at the site. Normal construction hours will be Monday through Friday 7a.m. to 7p.m., excluding major holidays. Lakes of Kilkenny residents are advised to expect an increase in

## Project Websites

IHM Briarcliff Heights Water Main Replacement Project



**Project Details**  
 Name: IHM Briarcliff Heights Water Main Replacement  
 Type: Drinking Water  
 Location: Briarcliff Road between Mount Royal Drive and Beacon Hill Boulevard  
 Cost: \$9 million  
 Project Timeframe: Winter 2017 - Spring 2018

**Project Description**  
 This project will replace 3,100 linear feet of water main (pipe) along Briarcliff Road from Mount Royal Drive to Beacon Hill Boulevard impacting residents on Belle Isle Circle, Bridgeport Drive, and Bristol Drive. The Department of Watershed Management is installing an eight-inch water main to replace the aging six-inch water main. This work is designed to meet future demand for water services, reduce water main breaks and water outages. Please note: local traffic delays are anticipated with this project, which will require traffic lane closures.

**Follow Project Status**  
 Start of Construction Letter  
 Project Overview  
 Frequently Asked Questions (FAQs)

## DeKalb Watershed Traffic Alert

**Road Closure**

**Fairoaks Road**

**Between Wilshire Lane and Oak Grove Road**

**January 8 - 17, 2018**  
**9 a.m. thru 4 p.m.**  
**Weekdays**

*For traffic related news check [www.dekalbcountyga.gov/watershed-management](http://www.dekalbcountyga.gov/watershed-management)  
 Sign up for other DWM email updates: [info@dekalbcountyga.gov](mailto:info@dekalbcountyga.gov)*

## Social Media

A blue-tinted photograph of a construction site. In the foreground, a deep trench is visible with several large pipes laid out. Workers in hard hats and safety vests are scattered throughout the scene. A large concrete pipe lies on the ground to the right. In the background, a CAT excavator is partially visible on the left, and a white pickup truck is parked. The overall scene depicts an active construction project.

# PROCUREMENT OVERSIGHT



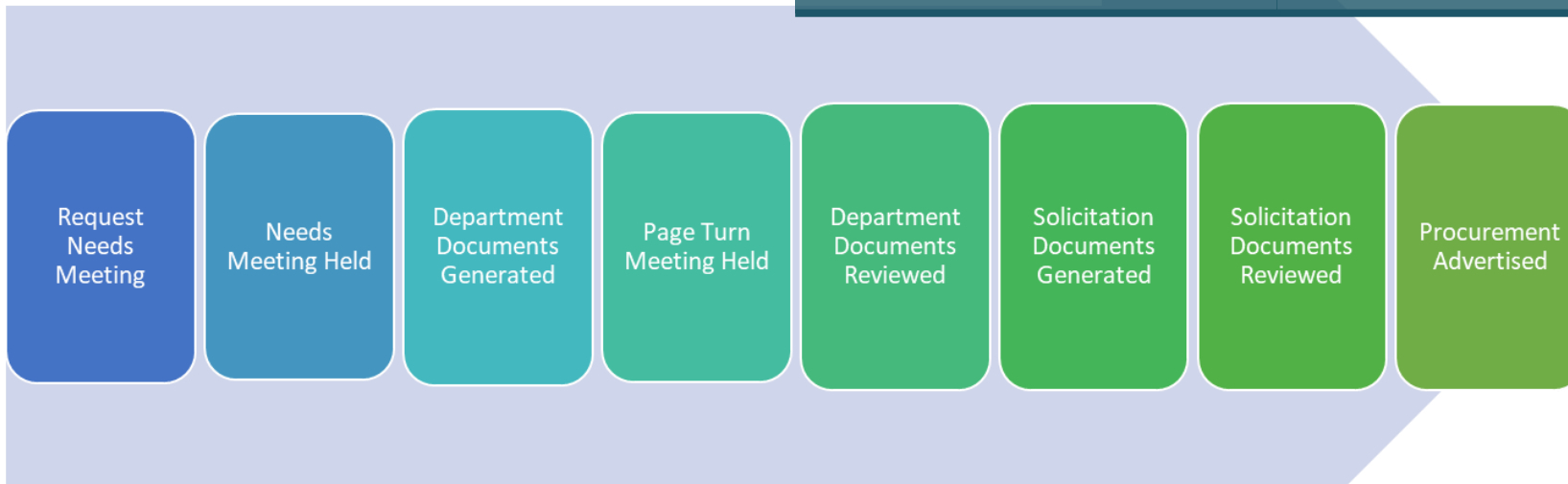


# PMIS WORKFLOW

*Driving accountability*

**New SharePoint  
workflow approaching  
beta testing**

PROCESS AUTOMATED	<ul style="list-style-type: none"><li>• Eliminate reviews via email</li><li>• Implement Structure &amp; Transparency</li></ul>
DOCUMENTED ROLES & RESPONSIBILITY	<ul style="list-style-type: none"><li>• One Gatekeeper – manages the process and provides weekly reporting</li><li>• Track by “Ball-in-Court”</li></ul>
CENTRALIZED & STRUCTURED	<ul style="list-style-type: none"><li>• One Location for all documents</li><li>• Standardized process</li></ul>



# NEXT STEPS



# UPDATED TIMELINE

**INFORMATION  
SESSION ON  
MASTER PLAN**

COMPLETE

**APPROVE CD  
MODIFICATION**

ONGOING

**APPROVE  
CIP 2021**

ONGOING

**WIFIA LOAN**

OCTOBER 13  
RESOLUTION

**GEFA LOAN**

COMPLETE

**APPROVE  
LONG-TERM  
FINANCIAL PLAN**

ONGOING

**REVIEW  
BILLING  
IMPROVEMENTS**

ONGOING

# Questions?

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