



2017 GO Bond Program Management Services & Supplemental Budget Appropriation

City Council Committee Presentation
January 30th, 2018

FOR CITY SERVICES VISIT DenverGov.org | CALL 311



- Ordinance Request Summary
- Summary of Activities to Date
- Program Management
- Supplemental Budget Appropriation
- Next Steps

Seeking approval for:

- Approval of Program Management Services from Atkins North America for the implementation of the 2017 GO Bond Program.
- Requests planned 2018 supplemental appropriation of \$4,500,000 from general fund contingency for program management services (\$3,017,900) and resources for implementation of the 2017 General Obligation Bond program in several city agencies (\$1,482,100).

Phase 1 – Project Input (2016)

- Began with Elevate 2020 as the foundational document
- Six public meetings co-hosted with City Council
- Over 3,000 comments received during public engagement

Phase 2 – Project Selection (2017)

- External stakeholder committee evaluation & recommendations
- Mayor and City Council review & recommendations
- City Council unanimous approval of project list and referral to ballot
- November 2017 vote – all 7 ballot questions strongly approved
- An additional 1,000 comments received during this phase

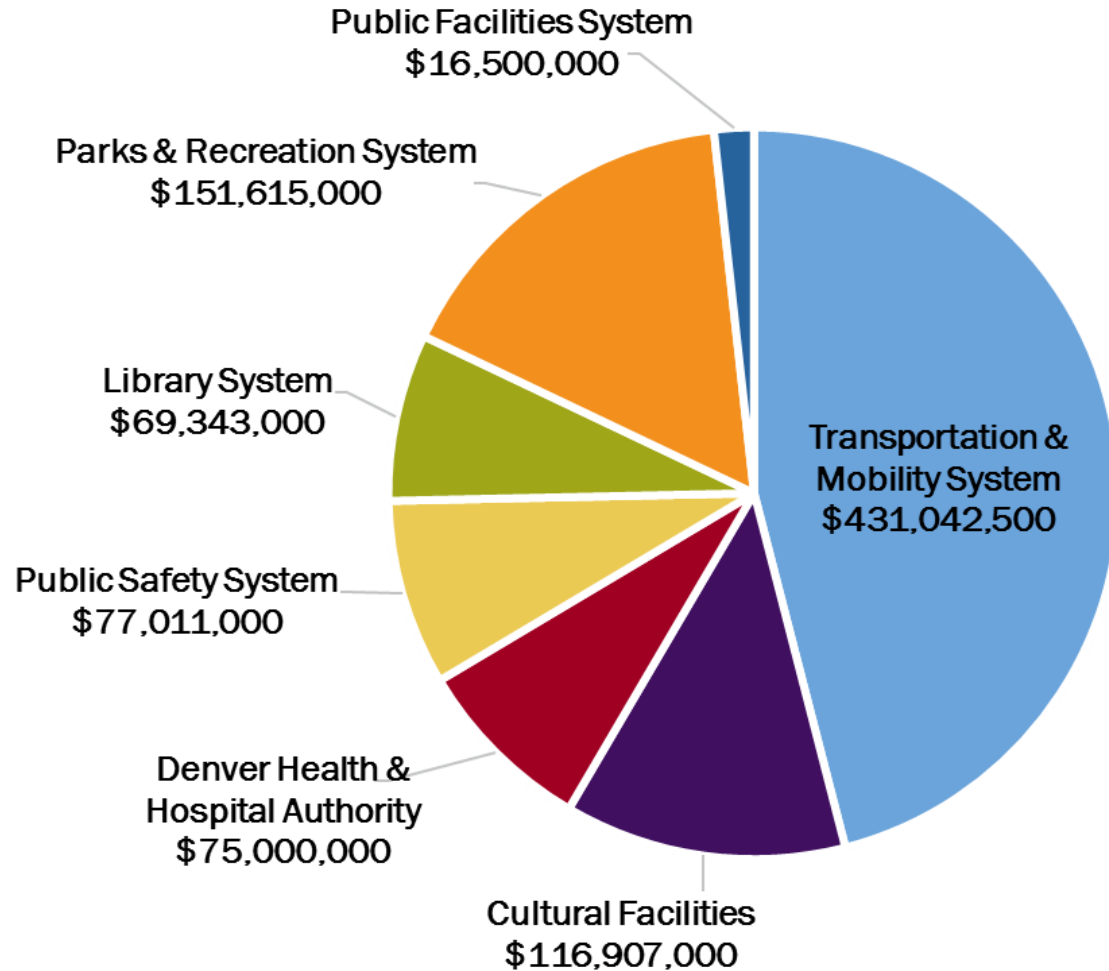
Phase 3 – Implementation (2018)

- Establish GO Bond Program and begin implementing projects

Activities to Date

Summary of Approved Program

- Total = \$937,418,500
- Over 460 distinct projects
- More than half of all projects fix/repair existing assets
- Transportation & Mobility projects are greater than 60% (290) of all projects
- Projects leverage over \$400,000,000 in funds from other entities



- The coordinated oversight of a group of projects that allows for increased cost efficiencies, accountability and transparency
- Centralizes program activities
- Assist the City in implementing the goals, objectives and overall delivery strategy developed by the Bond Executive Committee
- Responsible for overall program outcome
- Added Benefits:
 - Increased delivery speed
 - Increased and sustained capacity to deliver work
 - Increased project tracking and reporting

- Program implementation includes a blended approach of external program management resources and internal City staff.
 - Scalability – Immediate access to staff capacity allowing program resources to track and anticipate program demand. Quick ramp up and ramp down.
 - Expertise gap filling – Access to program level subject matter expertise. Access to nationwide best-practices and implementation innovation.
 - Knowledge sharing – leverage industry to create training programs & opportunities to enable in-house staff development.
 - Quality assurance – resource access to allow thorough quality assurance practices.
 - Diversity & Inclusiveness – greater diversity in knowledge base and experience.

- Competitive Selection Process
 - Organized Selection Committee – September
 - Diverse Bond Leadership Team representing 9 different agencies
 - Request for Qualifications – October
 - Three highly qualified teams submitted
 - Request for Proposals and Interview – November
 - Demonstrate examples of their management system & structure
 - Describe elements of their Program Management strategy
 - Outline their approach to integration within the City
 - Provide the core team functions that will support the City in delivering the Program
 - Finalist Recommendation – December

- Atkins North America, Inc.

- Key personnel introductions

- Develop, track and provide oversight of:
 - Program Management Plan
 - Resource Management Plan
 - Communications Plan
 - Program Sustainability Plan
 - Assist the City with workforce development activities
 - Financial Reporting
 - Key Performance Indices
 - Risk Management
 - QA/QC Program
 - Robust Outreach Campaign

Scope of Services:

- Program Management, Controls & Communications
- Management Policies and Procedures
- Program Implementation, Support & Project Management
- Document Management Administrative Support

Terms:

- 3-Year contract with optional 2-Year Renewal
- \$19M Capacity
- Funded through the General Fund to reserve bond capacity
- M/WBE Participation: 9%

- \$4.5M supplemental appropriation to provide funding for program management contract and city resources.
 - \$3,017,900 for 2018 Atkins program management services
 - \$1,482,100 for approximately 13 FTEs and professional services in multiple departments to support first year GO Bond implementation.
- FTE needs will be evaluated annually as part of the operating budget process in coordination with the bond implementation plan.



2018 Bond and Program Management Staff Resources – 13 FTEs

Bond Portfolio Implementation (7 Limited FTE)

Transportation & Mobility (3 FTE)	Facilities (1 FTE)	Parks & Recreation (3 FTE)
<ul style="list-style-type: none">• 2.0 FTE Project Manager II• 1.0 FTE Staff Engineer	<ul style="list-style-type: none">• 1.0 FTE Project Manager II	<ul style="list-style-type: none">• 1.0 FTE Project Manager I• 1.0 FTE Supervisor• 1.0 FTE Planner

Bond Program Implementation Support (6 Limited FTE)

- 1.0 FTE Communications Specialist
- 1.0 FTE Senior Financial Analyst
- 1.0 FTE DSBO Contract Compliance Coordinator
- 1.0 FTE Senior Construction Attorney
- 1.0 FTE Real Estate Project Manager
- 1.0 FTE Senior City Planner (CPD)

All positions will be 8 year limited positions to align with the life of the bond program.

2018 General Fund Contingency Budget: \$34.4M

Total Supplemental Request: \$4.5M

- **Atkins North America** (*GO Bond Program Management Services*) - \$3,017,900
- **City of Denver Resources** - \$1,482,100 (13 FTEs)
 - Public Works - \$798,400 (4 FTE)
 - Parks & Recreation - \$240,400 (3 FTE)
 - Department of Finance - \$186,220 (3 FTE)
 - City Attorney's Office - \$130,900 (1 FTE)
 - Office of Economic Development - \$75,350 (1 FTE)
 - Community Planning & Development - \$50,830 (1 FTE)

The transactions requested above will reduce General Fund contingency to \$29,958,000 or 87% of the original balance.

- City is in the process of hiring a Program Manager
 - *City Council hearing process January/February*
- Evaluate the cadence of projects and determine timing of first issuance and projects
 - *Future cost avoidance*
 - *Project activities completed to date*
 - *Balanced system investments*
 - *Public priorities/impacts*
 - *Windows of opportunity*
- Evaluate the potential procurement methods/options for each project or package of projects
- Continue to evaluate and monitor market conditions