Strategic Funding and Program Implementation
Strategies for Large Scale CIP

City of San Mateo

League of California Cities
Public Works Officers Institute and Exposition
28 March, 2018
Contributing Authors: Alex Shannon, Sarah Isbell
Panelist Introduction

Brad Underwood
Director of Public Works
City of San Mateo

Cathi Zammit
Clean Water Program Manager
City of San Mateo

Jay Witherspoon
Vice President, Program Management Advisor
Jacobs
Agenda

- About the City of San Mateo
- Why Use a Programmatic Approach?
- Developing a Program
- Implementing the Strategy
- Processes and Tools
- Financial Strategy
- Summary
City of San Mateo

- Population of 103,000
- Service Area: 150,000 served
- WWTP joint ownership
- Discharge to the bay, mid-way between San Francisco and San Jose
- Cease and Desist Order
- Annual O&M Budget: $18m
- Average dry weather flow: 10-12 MGD
Why Use a Programmatic Approach?

- Unprecedented major capital improvement investment needs
- Resources
- Holistic systematic approach
- Timing of delivery
- Best value approach
- Build momentum and support
Clean Water Program Drivers & Goals

Replace Aging Infrastructure

Provide Higher Levels of Treatment & Capacity Assurance

Address Sustainability, Climate Change, & Biosolids/Energy

Collection System

WWTP

RWQCB Cease & Desist Order NPDES Permit

Reusable Clean Water Partnerships

Infrastructure Sustainability Metrics
A clear Program framework builds the foundation for implementation success.
A Program brings a Comprehensive Approach

1. Integrated **Team**
2. A strong program **Brand** for the Clean Water Program
3. Robust **Program Controls**
4. Continuing **O&M Input** throughout the program
5. Effective **Standards**
6. Integrated **Construction Management (CM)**
7. Strategic **Funding Plan**
Chartering and Team Integration

- Developed a vision, mission, and goals
- Established critical success factors and key performance indicators
- Identified performance expectations
- Celebrate successes

Chartering establishes trust, pride, ownership, and teamwork

Program team charters annually and commits to the vision, mission, and goals
Alignment with City Vision

- Accelerated from 20 to 10 years
- Validation study provided technology approach to meet Program goals
- Balanced financial approach
- Developed proactive public outreach strategy
- Future recycled water potential
Program Governance

Established framework for:

— Program Management Team organization structure
— Team member roles and responsibilities
— Processes for decision making and escalating issues
— Reporting responsibilities

Program Management Plan

Alignment with City and Public Works Department
Program Management Team

- City Leadership
- Change/Risk Management
- Foster City Liaison
- Program Management
- Functional Teams
  - Project Managers
  - Consultants/Technologists
  - Contractors
Incorporating Community Values

- Community collaboration
- Engage decision makers and stakeholders
- Continuous performance assessment and reporting
- Transparency
Programmatic Environmental Impact Review

- Program Alternatives
  - Full Conveyance
  - In-System Storage
- Public Outreach
- Programmatic Umbrella
Establishing Program Approach & Project Prioritization

- Systematic approach
- Validated Integrated Wastewater Master Plan
- Project prioritization criteria
- Alternative delivery models
- Baseline schedule and budget

**High Priority**
- Capacity Upgrades for SSO Reduction

**Medium Priority**
- I/I Reduction
- Regional Impact Projects

**Standard Priority**
- Condition-Based Upgrades/Rehab
Multi-Disciplinary Approach for Projects
Strategic Approach

- Reduce Risk
- Aligns with Values
- Fundable and Implementable
- Schedule Scenarios & Cash Flows
Delivery Staff

PMP Staffing Estimate

Total PMO Staff

City PMO

FTEs

Years

1 12
Align With Financial Capacity

Original CIP Schedule

Optimized CIP Schedule

Planning
Financial Planning

- How much money and when
- Fixed versus variable rate structure
- Favorable market access
- Implementation
- Political acceptance

Risk

Multi Year

Rate Structure

Rate Profile
Strategic Funding

City Council and Program Team in Washington DC
Balancing Affordability with Goals
A Series of Firsts for San Mateo

- First Program
- Largest Public Works project in City’s history
- First underground flow equalization system
- First significant rate increase
- First nutrient removal project in Bay Area
- First alternative delivery project
- First co-located Program Management Office
Successful Behaviors

- Adaptability and evolution
- Proactively strategize to address challenges and mitigate risks
- Continually evaluate financial needs and plan
- Collaborative attitude
- Commitment to personal best
- Common vision
Consider if a Program is right for you!

YOU CAN DO IT

I BELIEVE IN YOU
Thank You & Questions