

Effort 1 - Capital Improvement Program Procedural Evaluation Scope of Service

Introduction

It is proposed to undertake an in-depth evaluation of the methodology and process used by the Long Beach Department of Public Works to initiate, fund, design and ultimately construct and operate public works capital improvement projects.

The goal is for a complete evaluation of the process, comparison to programs in other communities, recommendations for improvements and development of "organizational buy-in" to foster improvement in the development and delivery of capital improvement projects.

The following Scope of Service is intended to achieve the desired results.

Background

Each year the City of Long Beach like other communities develops an operating and capital improvement program. The program for 2000-2001 lists numerous projects with a combined estimated value of over \$90 Million. Recently the Department has been questioned on the nature of the program and the desire to expedite the delivery of these programs. This project will examine that question and the processes, which are used to develop the CIP and manage the program. The intent is to provide for an objective outside review of the CIP process. This will be done in an organized process with the goal not to identify weakness but rather to improve and expedite project delivery. This will be done as much by review as by listening to the staff charged with program development

Scope of Service

This project has been divided into several phases to facilitate development:

Task I. Project Initiation.

This task will consist of a kickoff meeting with the City to introduce the project team and commence services. At this meeting Earth Tech will review the scope with the Director of Public Works and identify contacts and project reporting lines to be implemented for the balance of the work. The Kick Off meeting will include a discussion of the process envisioned for the study and the initial schedule for

the project. We will review data needs with the city staff and establish procedures for acquisition of this information.

Deliverables:

1. Kickoff meeting in Public Works
2. Memo indicating final study structure
3. List of Task Advisory Group members
4. Projected schedule for Study Completion and key Task events

Task II. Data Collection

Internal.

The following datasets will be developed for the project from information, which is available within the City.

1. Based on the 2000-2001 CIP we will review project files to ascertain the history and scope of each project. This review will include the development of a database for the CIP noting the type of project, cost, inception date, project manager, noted funding areas, special project grant requirements and historical annotations in the files.
2. We will interview the DPW and Finance offices in the City and chart the process required by local laws and procedures for the development of a capital program. This process will result in the "ideal" flow chart for a typical capital program.
3. We will conduct user surveys of various departments concerning the CIP program. This will be done using a standardized survey form and questions to ascertain opinions, issues and problems that are encountered in the development of CIP projects. This survey will focus on internal staff and city issues. This is intended to be both a factual and attitude survey to allow staff to tell us what their problems are and what they think needs improvement in the program. Surveys will be developed by interview on an anonymous basis.

External.

4. We will contact up to five communities of similar size and programs to request information on the development and processing of CIP's in their community. This will include 3 California communities and 2 Communities from outside California. This will be done by a standardized questionnaire, which will be used to solicit responses. It is our intent to do this by the personal interview method. We will select communities in the areas of our office locations to minimize travel. The intent will be to gain a

broader understanding on how these programs are monitored in a variety of settings. Of the 7-non California communities we will disperse them throughout the country to gain a national perspective. The target communities and questionnaire to be used will be reviewed with the City prior to initiating the survey.

5. We will contact grant agencies such as CALTRANS and the Regional Planning agency to ascertain their perspective on the project development process in Long Beach.
6. We will review the laws and statutes applicable to the CIP program and determine impacts that such have on the program.
7. We will review individual grant programs to determine CIP processing issues if any.

At the completion of this process Earth Tech will have a background on the internal and external "reviews" for the current CIP process and the limitations imposed.

Deliverables:

1. Memorandum outlining results of the internal interview process and summarizing issues.
2. Standardized external Questionnaire
3. Memo summarizing External Interview process
4. Matrix of Issues and Challenges revealed by this process.
5. "Ideal" CIP Flow Chart

Task III. Initial Analysis

Earth Tech will review the data collected and develop an initial assessment of the needs as identified in the Data Collection Phase.

The "Ideal" CIP process will be compared to the historical records of the current program and the variances noted programmatically. This process will identify the processes that are working well and those that are not. The projects, which show anomalies, will be reviewed in detail and additional discussions held with the program manager in charge of the project and/or the area, which was problematic. We will look for patterns and "tripsteps" which seem to be slowing the process.

Deliverable:

Memorandum detailing the analysis results and stating identification of problem areas, which seem from a program basis to be delaying the overall CIP.

Task IV. Assessment of attitudinal responses.

Earth Tech will review staff interviews in connection with the "ideal" CIP process to assess if expectations are achievable based on statutory and local law requirements for project processing.

We will also identify the program areas, which are perceived to be the problem areas by other than DPW staff and assess if expectations are realistic or otherwise.

The CIP Flow Diagram. Earth will develop based on the inventories and data collected a recommended flow chart for the typical Capital Improvement Project. This chart will address the basic areas of project development.

- Project Need Determination
- Costing and Project Conceptualization
- Grantsmanship
- **Budget Process and Approval**
- Design Development
- Procurement Procedure
- Construction Contract Administration
- Acceptance of completed project.

Deliverable:

1. Memorandum of analysis of CIP Process and
2. CIP Project Timeline

Task V. Program Discussions

An important part of any program is to gain the participation and confidence in the program by the staff. The best way to gain buy-in from the staff is to have them participate in the development process which provides training while gaining understanding of the importance of each segment of Project Development. Capital Improvement Programs as well as other city endeavors require the completion of numerous tasks and items to proceed through the eight levels of development noted above. Lack of attention in any one area will be fatal to the schedule. The Staff involved need to have an understanding of the way it all works and what their involvement will be.

Earth Tech will convene a 2-½ day facilitated sessions to discuss the CIP program and to confer with the stakeholders in the program development process on our initial thoughts. This is envisioned to be a session, which will

present the issues noted and solicit suggestions within the context of the "ideal" program. This will be a give and take design session where we work with those involved to raise issues and work to suggested means of improvements. The end result will be a refinement of the CIP program development process which will be a product of all attending. The end result of this program development day will be a process, which has potential for buy-in from all.

Task VI Recommendations

On the basis of the work in the preceding tasks Earth Tech will develop recommendations concerning the CIP process and draft a report outlining them. We anticipate that this report will include specific concepts to streamline the program and accelerate the delivery of projects. It must be recognized that this may require additional staff resources therefore we will pay special attention to methods to achieve improvement within available department staffing. The products will include the report, flow chart and timeline, functional grouping of tasks and logical assignment within the city structure.

As a part of this task we will develop a project checklist and procedure manual outlining the "ideal" CIP program. No two projects are the same but we believe that progress can be measured at key points in a project history and thus can be projected at the start of a program. The checklist will afford an opportunity to estimate the path timeline through the project

Deliverables:

1. Report summarizing Process and recommending procedural changes to facilitate program
2. Early Implementation Guidelines and procedures
3. Sample CIP Forms and Tracking Programs to facilitate integration of project results into City practice.
4. CIP Project Checklist for monitoring CIP Program requests.
5. CIP Program Management software recommendations.

Task VII. Meetings

Deliverables:

During the course of the program we envision the following meetings.

- Monthly Progress Meetings during the development of the project
- Kick-off meeting as described in Task 1
- Interview meetings with city agencies as described in Task II.
- Staff concepts conference described in Task IV – 2 sessions
- Formal report presentation meeting with Department and City Manager
- Presentation to Council (Optional)

Effort 2 : Project Liaison Services

Under this task Earth Tech will provide the following basic services assuming the role of project liaison engineer for the City of Long Beach. This will provide technical support services to manage current projects, including:

- Assign a Liaison Engineer experienced in the engineering discipline required for each selected program area, subject to approval by the City.
- Manage selected capital improvement programs currently underway in the City, including the following subtasks:
 1. Develop project schedules in Microsoft Project or similar scheduling tool, and familiarize key City staff on usage of the scheduling tool;
 2. Monitor and facilitate progress of consultants retained on design projects;
 3. Review submitted project materials for technical quality and consistency with format requirements;
 4. Assure compliance with funding agency program requirements;
 5. Evaluate design change orders;
 6. Coordinate project issues with other government agencies, client departments, and regulatory agencies;
 7. Review invoices; and,
 8. Perform other program management tasks as requested by the City.
- Provide monthly progress reports to each program manager for the City. Coordinate responses, citizen inquiries and brief managers as necessary. In the course of completing the tasks above, Earth Tech will document key issues and recommendations for consultant guidance, toward establishing a "Guide to Design Consultants working with the City of Long Beach Public Works Department." The deliverable for this activity will consist of a preliminary outline of topics, reviewed with the City within two months of notice-to-proceed and subsequently refined over the course of this activity, and insert text/graphics for topics addressed during the performance of liaison services.