RENEW ATLANTA BOND/TSFLOST PROGRAM

MAYOR KEISHA LANCE BOTTOMS | GENERAL MANAGER, JOSH ROWAN, PE, PgMP, PMP, CCM

Transportation Committee Update
November 2019
AGENDA

Safety Moment
Renew|TSPLOST Financial Update

P - Program Controls

I - Innovation & Risk

C - Communication & Community Engagement

Next Steps
Safety Moment

https://youtu.be/ODik6r6z7YY
PROGRAM FINANCIAL UPDATE
**PROGRAM BUDGET UPDATE**

FY20 Proposed Operating Budget: N/A  
Renew Atlanta Bond: $250M | TSPLOST Revenue: $260M  
Bond Premium: $7.6M | Other: $23.9M

### Anticipated TOTAL Program Budget

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renew Bond</td>
<td>$250M</td>
</tr>
<tr>
<td>Bond Premium</td>
<td>$7.6M</td>
</tr>
<tr>
<td>TSPLOST:</td>
<td>$260M¹</td>
</tr>
<tr>
<td>Other:</td>
<td>$23.9M²</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$541.5M</strong></td>
</tr>
</tbody>
</table>

**Note 1:** Based on Average monthly TSPLOST collections.

**Note 2:** Other funding has increased from $22.2M to $23.9M. This is due to additional impact fee funding of $1.25M for 15th Street Extension, $298k from More MARTA Atlanta, and $150k from Little Five Points CID. Therefore, the program budget has increased by $1.7M as a result of this additional funding.
Anticipated TOTAL Program Budget

Design: $40.9M
ROW: $84.1M
Utilities: $12.0M
Construction: $340.1M
Admin: $64.4M

TOTAL: $541.5M

Note 1: Construction contains current contingency
TSPLOST COLLECTIONS

$145.4M (through October 2019)

Tracking to Collect $260M TSPLOST revenue
- TSPLOST program delivery plan is dynamic.
- TSPLOST revenue collection is variable driving cash flow planning.
- TSPLOST commitments are made once all funds are available for the project phase.
- TSPLOST expenditures are estimate-to-complete and subject to change.
PROGRAM CONTROLS
**KEY TERMS AND DEFINITIONS**

- **Budget**: Total approved estimate of costs.
- **Projected Revenue or Planned Funding**: Cumulative planned funding received from TSPLOST, Renew Bond, GDOT, etc.
- **Revenue or Actual Funding**: Cumulative actual funding received from TSPLOST, Renew Bond, GDOT, etc.
- **Planned Commitments**: Cumulative planned contractual obligations (e.g. contract, purchase order, etc.) for goods or services related to the Program.
- **Actual Commitments or Committed**: Cumulative actual contractual obligations (e.g. contract, purchase order, etc.) for goods or services related to the Program.
- **Planned Value (PV)**: Cumulative planned payments to contracted vendors for goods and services provided in support of the Program.
- **Expenditures or Paid**: Cumulative actual payments to contracted vendors for goods and services provided in support of the Program.
- **Schedule Variance (SV)**: Paid – Planned Value = SV
- **Expenditure Performance Index (XPI)**: The XPI metric is used to track program/project performance relative to the rebaselined cashflow. This is calculated as Paid/Planned Value at a given point in time.
- **Cost Code**: There are six (6) cost codes used on the Program to separate different types of expenses, including: Design, ROW, Utilities, Construction, Contingency and Admin.
- **Project Phases**: There are five (5) project phases used on the Program to separate different phases in the lifecycle of a project, including: Not Started, Plan & Develop, Design, Construction and Complete.
- **Allocated vs. Unallocated**: Specific to the Council District report, these terms are used to define whether funding has been set aside for a particular project, “Allocated,” or if it remains in a general bucket for that council district, “Unallocated.”
- **Report Month or Report Quarter**: This is the “data date” or the last month/quarter that the cumulative data includes. Therefore a June 2019 report includes data from the beginning of the Program through June 2019.
### PROGRAM QUARTERLY REPORT

#### Project Manager

- All

#### Fund Source

- All

#### Report Quarter

- 2019 Q3

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**$541.5M** Budget  
- **01 - Complete Streets**  
  - Budget: $105.5M  
  - Funding: $36.6M  
  - Committed: $29.2M  
  - Paid: $19.3M  
  - % Complete: 8.00%

- **02 - Bridges**  
  - Budget: $25.3M  
  - Funding: $23.2M  
  - Committed: $12.2M  
  - Paid: $8.0M  
  - % Complete: 12.00%

- **03 - Resurfacing**  
  - Budget: $69.1M  
  - Funding: $69.1M  
  - Committed: $64.4M  
  - Paid: $42.6M  
  - % Complete: 4.00%

- **04 - Multi-use Trails**  
  - Budget: $95.8M  
  - Funding: $45.9M  
  - Committed: $45.7M  
  - Paid: $45.5M  
  - % Complete: 0.00%

- **05 - Traffic Signals**  
  - Budget: $40.9M  
  - Funding: $28.7M  
  - Committed: $22.6M  
  - Paid: $16.4M  
  - % Complete: 0.00%

- **06 - Roadway Improvements**  
  - Budget: $26.7M  
  - Funding: $22.4M  
  - Committed: $6.0M  
  - Paid: $2.7M  
  - % Complete: 8.00%

- **07 - Sidewalks & Mobility Improvements**  
  - Budget: $15.8M  
  - Funding: $14.2M  
  - Committed: $8.3M  
  - Paid: $4.7M  
  - % Complete: 17.00%

- **08 - Unallocated Local Funding**  
  - Budget: $10.7M  
  - Funding: $10.7M  
  - Committed: $0.0M  
  - Paid: $(0.0M)  
  - % Complete: 0.00%

- **09 - Vertical Projects**  
  - Budget: $61.5M  
  - Funding: $61.2M  
  - Committed: $56.6M  
  - Paid: $43.6M  
  - % Complete: 4.00%

- **10 - PM, City Staff & General Services**  
  - Budget: $65.0M  
  - Funding: $58.2M  
  - Committed: $58.4M  
  - Paid: $46.5M  
  - % Complete: 8.00%

- **11 - Program Contingency**  
  - Budget: $25.3M  
  - Funding: $7.7M  
  - Committed: $1.3M  
  - Paid: $0.0M  
  - % Complete: 0.00%

**Total**  
- Budget: $541.5M  
- Funding: $377.9M  
- Committed: $304.8M  
- Paid: $229.3M  
- % Complete: 4.00%

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**% Complete by Project Category**

- **01 - COMPL**: 18%
- **02 - BRIDGE**: 32%
- **03 - RESUR**: 62%
- **04 - TRAIL**: 47%
- **05 - TRAFF**: 49%
- **06 - ROADW**: 10%
- **07 - SIDEW**: 30%

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**Cost by Project Category**

- **Budget**  
- **Funding Received**  
- **Committed**  
- **Paid**

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**Budget by Project Phase**

- **01 - Not Started**: 1%
- **02 - Plan & Develop**: 16%
- **03 - Design**: 31%
- **04 - Construction**: 35%
- **05 - Complete**: 18%

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**Version 10.08.2019**
NEW Reporting | Q3
- Quarterly Report Developed
- Project Dashboards Developed

## PROJECT REPORT

### Scope
Cascade Road/Avenue project scope includes corridor improvements from Avon Avenue to ED Alexander Boulevard, includingMedian

### Funding
This project is funded by TSPLOST and Bond. All estimated costs are not included at this time. Project Manager and stakeholders at all project

### Cost
The RDM budget is currently insufficient to cover RDM expenses. In addition, there is insufficient overall project budget available to cover these costs. Therefore, a budget change needs to be performed in order to process purchase orders.

### Schedule
Phase I is design complete. Bid documents are being completed and will be issued via RFDQ. Phase I design is anticipated to complete in January 2023. In addition, currently working on ROW acquisition, as well as reviewing and submitting ROW cost estimates. To date 510 of 720 parcels have closed. Project is currently on schedule to start construction by the baseline date of December 2020. This project has been identified as a top priority and the team is evaluating options to expedite delivery. Funding will need to be in place and legislation must be in place by January 2020 in order to meet goal.

### Risk
Current ROW estimate is $3.7M, while the budget is $3.0M, $700K is not included in the current budget. Current utility estimate is $350K, however is anticipated that additional budget will be needed as well. Additionally, 3 restriping areas are not included in current budget.
COMPLETED PROJECTS

**Complete streets**
- Lynhurst Drive and East Paces Ferry Road are completed.

**Bridges**
- Powers Ferry & Courtland Bridge are completed. Childress Bridge is under construction. Central Ave & West Lake bridge are in design.

**Resurfacing**
- 259 lane miles resurfaced
- 25 miles of new bike lanes (27 streets)
- 4 miles of enhanced bike lanes

**ADA/Sidewalks**
- 930 ADA Ramps installed
- 29,748 LF of Sidewalk installed
- 15,595 LF of Curb and Gutter installed

**Signals**
- 101 beacons installed/replaced at 44 schools
- 41 major signal upgrades underway for construction, plus 181 signals upgraded
- 69 signal intersections improved/connected (includes TCC)
- 850/940 signal intersections communicating through Atlanta and GDOT
RESURFACING PROJECTS

- 110 miles total resurfaced through July 2019
- Total cost $41,459,879
- $376,908 per mile resurfaced
- 259 lane miles resurfaced
- 25 miles of new bike lanes (27 streets)
- 119 total miles of city bike lanes
- 4 miles of enhanced bike lanes
- 930 ADA Ramps installed
PROGRAM NEXT STEPS

- Nov 2019 Transportation Committee
  - Program Quarterly Dashboards | Update
  - Cash Flow Dashboards | Update
  - Council District Dashboards | Update
  - Project Level Dashboards | NEW
  - Quarterly Report | NEW

- Next Steps for Feb 2020 Transportation Committee
  - Program Quarterly Dashboards | Update
  - Cash Flow Dashboards | Update
  - Council District Dashboards | Update
  - Project Level Dashboards | Update
  - Quarterly Report | Update
  - Project Manager Dashboard | NEW
Key Projects Coming to Construction in 2020

- 1032 Resurfacing – GDOT Group B
- 1082 Unpaved Roadways Phase I
- 1084 West Wieuca Rd, Path/Sidewalk Widening
- 1092 Midtown CID ADA Sidewalk Repairs
- 1071 Citywide ITS/Signal
- 1083 Unpaved Roadways Phase II
- 1073 Dekalb Ave Safety Improvements
- 1018 RD Abernathy Blvd Complete St
- 1075 Inman Park Neighborhood Improvements
- 1099 Little 5 Points CID Improvements
- 1002 Cascade Rd Complete St
- 1070 Traffic Combo 4
INNOVATION & RISK

- Design to projected budget & implement process to evaluate scope changes
- Implement ROW & Utility focused technical teams to manage risk
- Reduce average time to procure A/E and Construction support – DOP partnership
- Pursue additional leveraging funds.
  - Federal (Build, TIGER, TIP)
  - State (HB170, REBA)
  - Local (Transportation Impact Fees)
Cascade Road Right-of-Way Acquisition

Parcels - Cascade R/W Acquisition
- Pending
- Title Report Delivered
- Appraisal Received
- Offer Letter Issued
- Closing
- Acquired
- Condemnation

Total Properties: 72

Title Report Delivered: 72
Appraisal Received: 72
Offer Letter Issued: 24
Closing: 15
Acquired: 0
Condemnation: 0

Renew Estimate: $254,659.29*
*Does not include Acquisition Support
FMV/Offers: $73,605*
*Does not include counter offers
Total Purchase Amt.: No Data
The AAR is a Structured approach for reflecting on the work of a team and identifying strengths, weaknesses, and areas for improvement.

“without an AAR, you keep learning your lessons again the hard way!”

Centered around four questions:

• What was expected to happen?
• What actually occurred?
• What went well and why?
• What can be improved and how?

✓ Completed: Powers Ferry Bridge
Coming Next: Childress Bridge
Powers Ferry Road Bridge Project

The project scope was a full bridge replacement for the Powers Ferry Road Bridge over Nancy Creek between Pineland Road and Hillside Drive adjacent to Chastain Park. The typical section is two twelve-foot lanes with a multiuse trail sidewalk (Chastain Park trail) only on the east side of the bridge. The project budget was $3,645,756 and was funded by the Renew Atlanta Bond Program and other funding from the Department of Watershed Management.
### What went well and why?

<table>
<thead>
<tr>
<th>Success</th>
<th>How to Ensure Success in the Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aesthetic completed bridge</td>
<td>Incorporate public design aesthetics with character of surroundings when budget allows.</td>
</tr>
</tbody>
</table>
| Design fee to construction cost                                         | • Negotiate design consultant fees based on construction cost estimates.  
|                                                                        | • Evaluate and rate design consultants to actual construction costs and for designing to budget. |
| Incorporation of rapid flashing beacon system for pedestrian crossing   | Continue to set up bids to allow for minor construction additions.     |
## What can be improved and how?

<table>
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<tr>
<th>What can be improved</th>
<th>Recommendations</th>
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| Utility coordination and relocation schedules             | • Evaluate and determine field construction techniques and equipment placement for construction considering large machinery to accomplish the project.  
• Include one on one meetings with utility company to coordinate impacted infrastructure considering project construction.  
• The Renew team now has expert resources in utility coordination. It is vital that the utility coordination task begin early in the preconstruction phase and that the appropriate experienced staff and resources are maintained for future capital improvement project success.  
• The City’s future DOT should officially adopt the GDOT utility accommodation manual as the City’s utility policy to benefit from state law in regard to enforcing utility compliance. |
## What can be improved and how?

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<td>Procurement time frame</td>
<td>• Stay with first bid and address irregularities.</td>
</tr>
<tr>
<td></td>
<td>• Only bid projects together if there is an economic benefit.</td>
</tr>
<tr>
<td></td>
<td>• Utilize RFQC contracts if funding and legislation allows.</td>
</tr>
<tr>
<td>Qualified and experienced contractors and subcontractors</td>
<td>• Evaluate and rate all contractors and their subs at the completion of a project to determine future bid eligibility.</td>
</tr>
<tr>
<td>Subcontractor adherence to schedule</td>
<td>• Set a policy that allows flexibility for prime contractor to execute work when subcontractor doesn’t perform.</td>
</tr>
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PROJECT DELIVERY EXPECTATIONS “MAJOR” PROJECTS

- Project Scoping (1-3 months)
- Issue Design RFP (6-9 months)
- Design Major Project (18-24 months)
- Purchase Right of Way (12-18 months)
- Relocate Utilities (12-18 months)
- Issue Invitation to Bid for Construction (6-9 months)
- Construct Major Project (24-36 months)

6.5 years – 10 years based on project complexity and field conditions
AREA LEADERS

Jennie Agerton, MS
NW | CD 03, 08, 09

Brandi Peck, PE
NE | CD 02, 06, 07

Conredge Lewis, PE
SW | CD 04, 10, 11

Ian MacRae, PE
SE | CD 01, 05, 12
New Website On The Way

• Easy to use
• Easily Accessible
• Accurate & Timely
• Innovative
Upcoming Contractor Outreach Events:

- Contractor Fair for Primes (Winter 2020)
- Contractor Fair for Subs (Winter 2020)
PAST EVENTS

- September 5, 2019 – 10th Street Multi-Modal Bridge Open House - Partnership with Midtown Alliance, GDOT
- September 18, 2019 – 5th Street Complete Street Open House - Partnership with Midtown Alliance
- September 25, 2019 – West Lake Avenue Bridge Replacement Project - Partnership with GDOT

UPCOMING EVENTS

- November 21, 2019 – Kathryn Johnston Memorial Park Ribbon Cutting Ceremony
THANK YOU

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