

Public Improvement Bonds Report

Mobility Committee
May 11th, 2023

James M. Snow, CCP
Interim Director
Capital Delivery Services



CAPITAL DELIVERY
SERVICES

“Effectively and Efficiently Deliver Quality Projects with the Concept of Speed”

AGENDA

- Overview of Capital Delivery Services Department
- Public Improvement Bonds Balance Status by Category
- 2016 Bond Overview
- 2018 Bond Overview
- 2020 Bond Overview



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Challenges:

- The City has decentralized how we deliver and support Capital Delivery projects
- Project *concepts* have been presented to Council as fully developed projects
- Current model does not provide flexibility to address large complex programs or projects
- Significant talent and materials constraints by the current economic environment

Response:

- Interim City Manager Garza has named Capital Delivery one of the top COA priorities and is closely monitored
- Capital Delivery Services Department was created on March 24th, 2023.

Department Priorities:

- Adopting a concept of speed in delivering quality projects
- Challenging all existing processes to find a way to execute in half of the time
- Developing and implementing a consistent approach to Capital Delivery across the City of Austin
- Providing proactive and transparent reporting on projects

Department Overview



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Goal: Reduce standard delivery time for Quality City Capital Projects from 7-9 years to 4-5 Years.

PEOPLE

Structure Department with the Concept of Speed

- Created Large Program Matrixed Team to deliver Corridor Program, Airport Expansion, and Convention Center.
- Establish a Project Controls and Reporting Team.
- Centralize Contract Administration Team.
- Embed Capital Procurement into department to streamline procurement process.

PROCESS

Plan Sequential and Execute in Parallel

- Streamlining project schedules to accomplish tasks in parallel.
- Standing up capital project development team to develop project prior to adoption and funding.
- Redesigning design development, review, and permitting process to reduce design phase from 3-4 years to 12 to 18 months.
- Re-Initiated Monthly Meetings with Partner Infrastructure Departments find "Dig-Once" Opportunities for Utilities.

PERFORMANCE

Transparency and Accountability

- Initiate monthly Project Health Assessments to track project progress and proactively address issues.
- Develop reporting formats that provide transparent, incorporate "Earned Value Report" and accurate project status updates to stakeholders.
- Centralize financial management and budgeting for Public Improvement Bonds to include standardized spending plans and reduce cost.

PARTNERS

One City – One Team – One Approach

- Establish a partnership with Community, Council, Sponsor, Partner Departments, and Contractors.
- Launch a community outreach program that provides the opportunity to listen to all voices that are impacted by the projects we build.

Public Improvement Bonds by Election Year



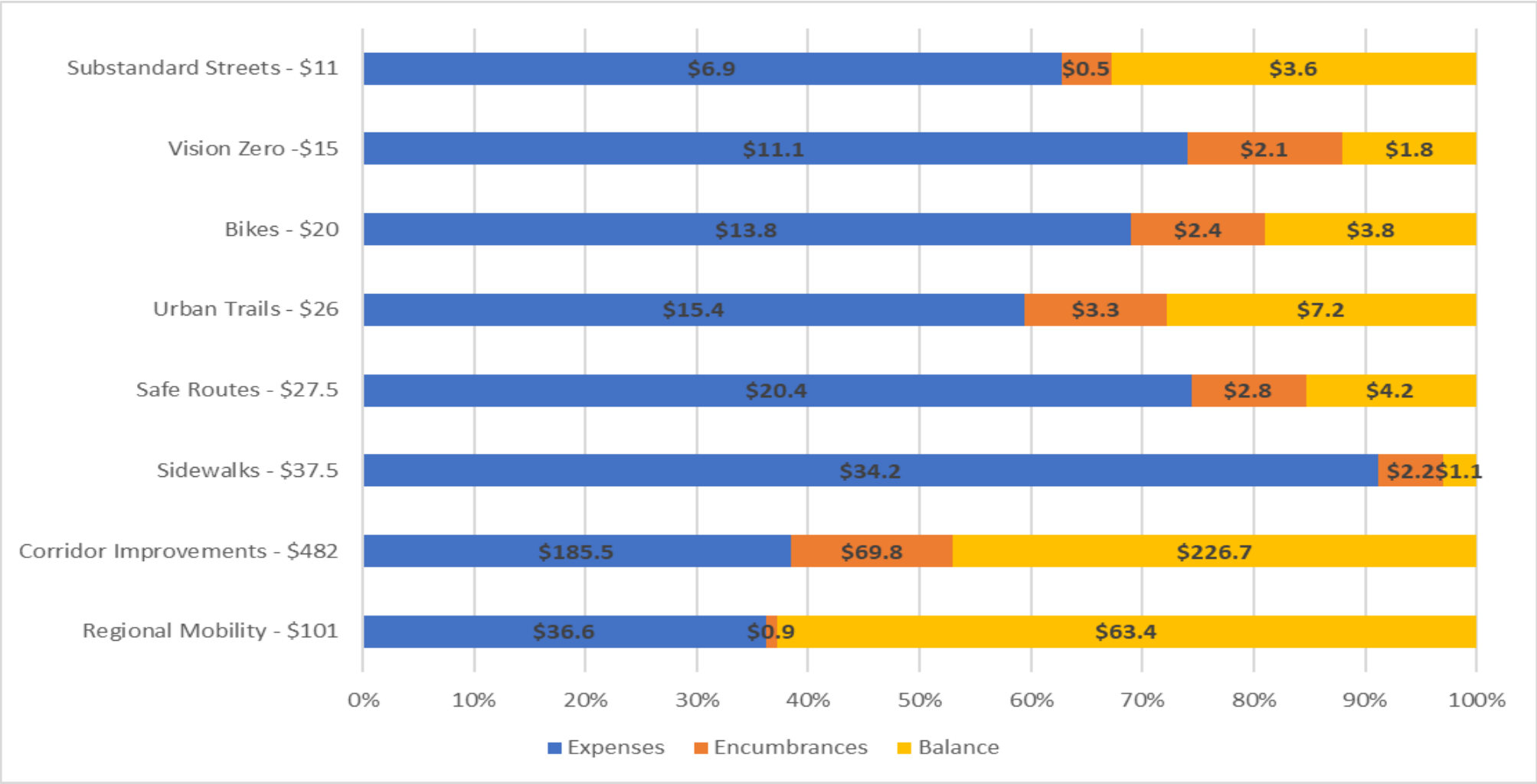
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Bond Program	Authorized	Expended	Encumbered	Balance
2016 - Mobility	\$720.0	\$324.0	\$84.0	\$312.0
2018 - Comprehensive (<i>Mobility</i>)	\$160.0	\$50.7	\$28.1	\$81.2
2020 - Mobility	\$460.0	\$22.7	\$32.7	\$404.6
Total	\$1,340.0	\$397.4	\$144.8	\$797.8

2016 Mobility Bonds – Balance by Category



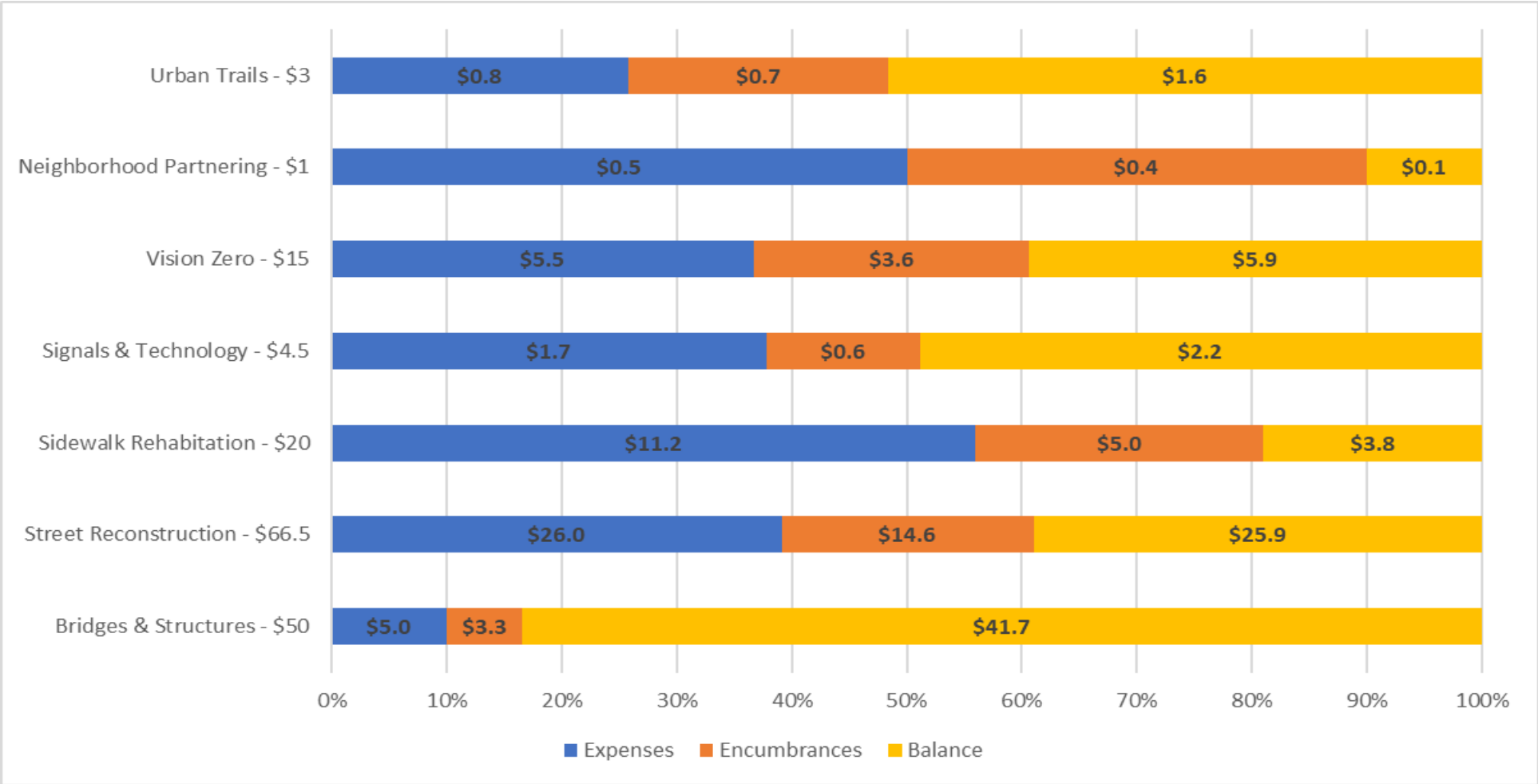
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2018 Mobility Bonds – Balance by Category



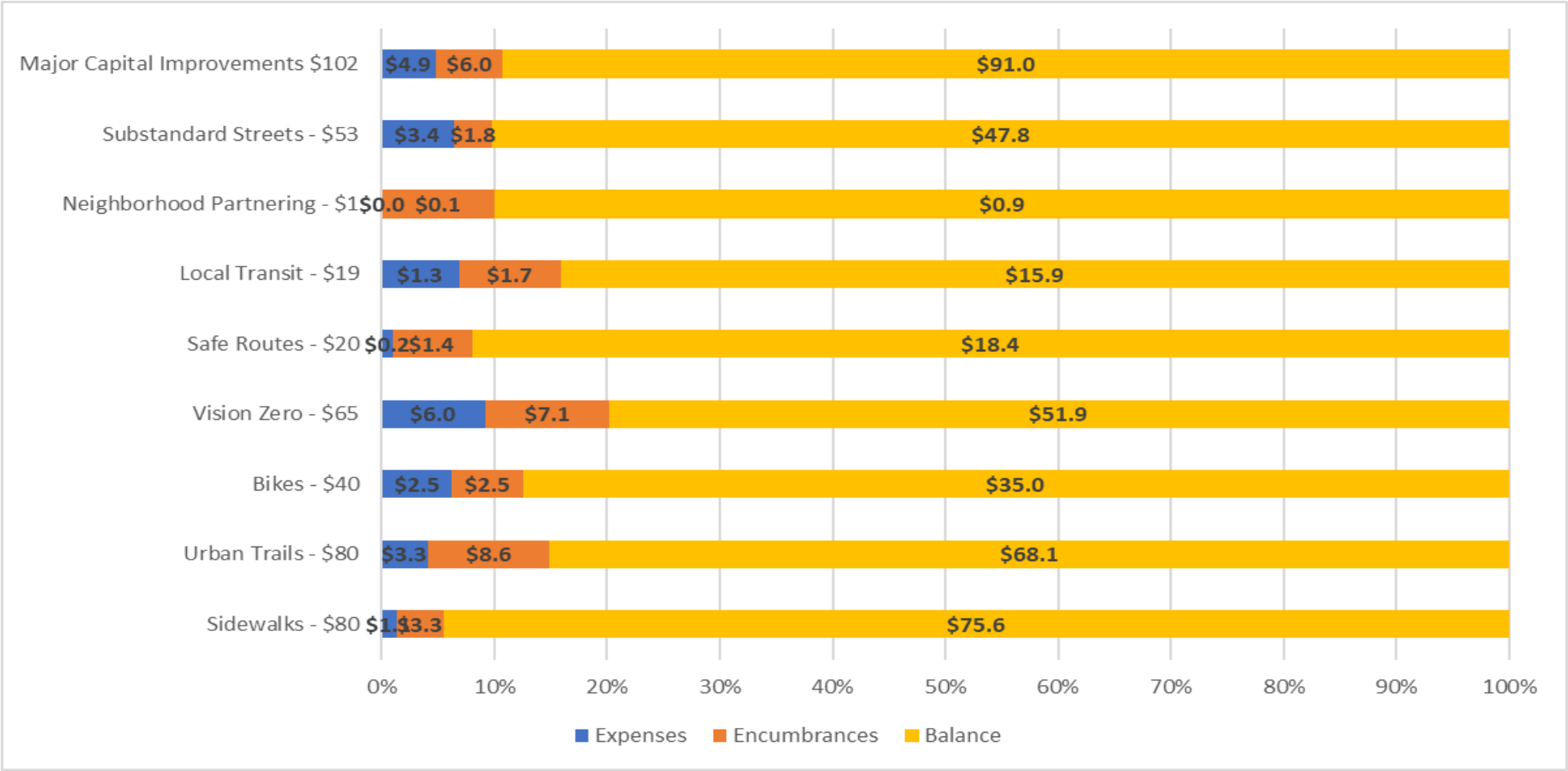
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2020 Mobility Bonds – Balance by Category



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Next Steps



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- Initiated with Development Services Department a review and refinement of permitting and design review process for City Capital Projects.
- Initiated a review of current City Capital Delivery Processes to look for efficiencies and for tasks that can be implemented in parallel.
- Coordinating with the Budget Office in developing a new spending plan template to improve transparency and align work performed with funding.
- Capital Delivery Services will work with our sponsor department Transportation and Public Works and our other capital delivery partners to look for efficiencies to improve delivery time for all Mobility Projects.

QUESTIONS + ANSWERS



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