



## Osceola County Case Study

(2008 – 2010)

“Most rapidly deployed  
Project Bundling Program in  
the nation”



*Narcoossee Rd. Phase I*

## An aerial photograph showing a multi-lane highway interchange. A large, dark, rectangular pile of debris, likely collapsed bridge material, is situated on the left side of the road, partially blocking the path. Several vehicles are visible on the highway, and a few people can be seen standing near the debris. The surrounding area includes residential houses with red roofs and some trees.

- Shut all production down until schedules developed and all dollars accounted for
- Bundle 18 projects into 6 contracts
- Deliver 18 projects every 18-months to get program caught up
- Employ local contractors
- Failure not an option

## Why We Bundled



- ✓ Desperation; needed a miracle solution to catch program up
- ✓ Reduce project backlog
- ✓ Geographic efficiencies
- ✓ Similar project efficiencies:
  - ✓ Numerous road widenings
  - ✓ Numerous bridges

*"Vision without action is a daydream; action without vision is a nightmare." – Japanese Proverb*

## Bundling Results

- ✓ Most accelerated program in Nation
- ✓ 11 Major Roadways in 1-year
- ✓ Returned \$80 million to local economy in first 4-months of construction
- ✓ 11 times previous production
- ✓ Returned 36 million dollars in savings to the County's budget
- ✓ Start of design to ground breaking as fast as 15-months
- ✓ Saved numerous local contractors from going out of business



*John Young Parkway/Osceola Parkway Interchange*



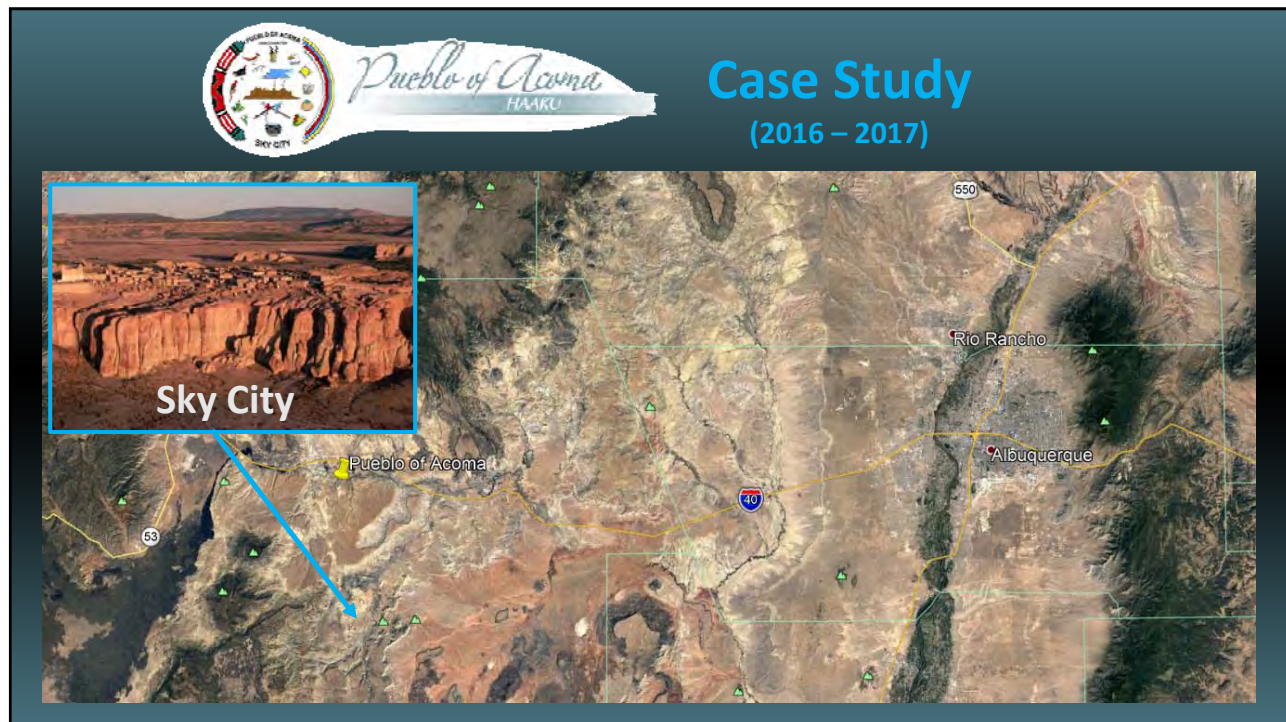
## Seven Major Ground Breakings in 1-Year (five pictured)



*"Success consists of going from failure to failure without loss of enthusiasm."* – Winston Churchill



*"Top 25 Newsmakers of 2009... Veteran Engineer Revives Road Program"*



## The Objective



- ✓ Complete construction of all projects by June 2017 (started in January 2016)
- ✓ Commit to a overall budget of \$6.9 million (excluding FEMA projects)
- ✓ Hire locally from Cibola County
- ✓ Innovate to generate time and cost savings
- ✓ Stimulate local economy

**Deliver a 7-year capital program in 18-months**





## What types of Projects?

### FEMA Projects

FEMA Funded Maintenance Projects

#### Objectives

- Bundling of 150+ projects
- Rapid delivery
- Site recovery minimized by use of same contractor
- Regular communication with FEMA streamlined approvals



## Strategic Planning

2-Day strategic planning meeting at project kick-off

- Project goals
- Preliminary schedule
- Preliminary cost-model
- Communication plan
- Stakeholder strategy
- Risk workshop (not accomplished)
- Team member roles and responsibilities
- Team building



## Why We Bundled

- ✓ Reduce project backlog
- ✓ Innovation / cost savings
- ✓ Rapid delivery
- ✓ Geographic efficiencies
- ✓ Better competition
- ✓ Economic stimulus

*"Great minds discuss ideas; average minds discuss events; small minds discuss people." – Eleanor Roosevelt*





## Why We Bundled (Cont'd)

- ✓ Similar project efficiencies:
  - ✓ Roadway and two connecting parking lots
  - ✓ Two bridge replacements
  - ✓ 150+ FEMA projects
  - ✓ Stabilization/dust control on several dirt roads

*"Whether you think you can or you think you can't--you're right." – Henry Ford*



## Bundling Results Worth Celebrating

- ✓ All projects except for FEMA work and Pinsbaari Rd. Phase B completed in 11 months, including design and FEMA
- ✓ Cumulative \$1.15 million in cost savings used to fund Pinsbaari Rd. Phase B
- ✓ Team overcame major challenges by focusing on solutions verses finger pointing
- ✓ Successful Project Bundling Program on tribal lands
- ✓ Project Bundling delivered big results, fueled by Alternative Contracting Methods (ACMs)

