

# **State of Construction Report**

Fiscal Year 2020 July 1, 2019 to June 30, 2020



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### **Table of Contents**

Introduction	3
Project Highlights	4
COVID-19 Impacts	13
Contractor Performance Metrics	14
Construction Management Contracts	16
CMFE Processes Enhancements	17
101 Ash St Update	19
Fiscal Year 2021 CIP Outlook	19



Coast Boulevard Sea Cave Emergency Stabilization Project

### Introduction

#### **Purpose and Scope**

This report summarizes the construction-related activity of the Engineering & Capital Projects Department (ECP) Construction Management & Field Engineering (CMFE) Division in Fiscal Year 2020 (July 1, 2019 to June 30, 2020). CMFE provides construction management and inspection services for Capital Improvements Program (CIP) projects designed by either ECP staff, Asset Managing Departments, or external consultants. The size and complexity of projects can range from the installation of a curb ramp to the construction of a major multi-facility program, such as Pure Water San Diego. CMFE also inspects private work performed in the City Right-of-Way (ROW) and grading on private and city property. In the last five years, an average of over 2,200 permits were pulled for inspection annually. Permits range in complexity from a home improvement to a developer-triggered road widening project. Annual CIP expenditures (based on information available as of September 8, 2020) for Fiscal Year 2020 are \$584.0 million, compared to \$582.2 million in Fiscal Year 2019.

Table 1 summarizes CMFE-related performance statistics for Fiscal Year 2020.

Stormwater inspections completed	6,208
Stormwater escalated enforcement	\$120,949
Total number of private permits issued	2,657
Number of private 5G permits issued	965
Number of permits closed	828
Number of private permit inspections performed	2,816
Miles of water pipeline NTP	26.13
Miles of water replaced (in-service)	31.34
Miles of sewer pipeline NTP	38.34
Miles of Sewer pipeline (in-service)	42.46
Street repair miles – slurry	126.5
Street repair miles – overlay	60.6
Street repair miles – concrete	1.8
Change order % (unforeseen conditions/design errors)	3.03
Average notice of completion duration from acceptance	5.58 months
Lab site visits/tests	30,012
Plants visits/tests	23,256
Surveys - projects delivered (in-house)	208
Surveys - projects delivered (consultant support)	117
Surveys - miles delivered (in-house)	82
Surveys - miles delivered (consultant support)	154
Surveys - aerial surveys delivered	43
Traffic permits issued	387
Traffic permit extensions issued	346
Full traffic control plan 'D' size reviewed	972
Shop drawing traffic control plans reviewed	2,432

### Table 1 – Performance Data

# Project Highlights

### **CIP Projects in Construction**

During this reporting period, CMFE has been working diligently to provide construction management and inspection services for approximately 367 CIP projects in the construction phase with an estimated construction cost value of \$1.5 billion.

Table 2 lists the number of projects that have begun construction and received a Notice to Proceed (NTP) or have been completed and received a Notice of Completion (NOC) within the period covered by this report.

Council District	NTPs	NOCs
1	10	12
2	12	13
3	19	9
4	8	8
5	4	7
6	5	5
7	5	9
8	8	9
9	12	5
Total	83	77

### Table 2: CIP NTPs and NOCs in Fiscal Year 2020

Some projects are in multiple Council Districts.

### **Highlighted CIP Projects**

The following are representative examples of significant CIP projects that were in the construction phase during Fiscal Year 2020.

### **Council District 1 - Coast Boulevard Sea Cave Emergency Stabilization Project**

The City declared an emergency after identifying an eroding sea cave sandstone formation in imminent danger of collapse, threatening the stability of Coast Boulevard in La Jolla. The work required construction of a temporary breakwater consisting of 130 two-ton blocks at the cave entrance. The breakwater attenuated wave surge, protected construction personnel, and allowed for the undisturbed placement of fill material. Even with the breakwater, work was limited by tide and surf conditions. A 36-inch diameter shaft was drilled for crew access to the cave via a crane and basket. Crews also drilled through the cave roof to provide access for concrete pumping hose and as vents. The infill was accomplished by injecting a controlled low strength material sand-cement slurry into the cave. Working twelve hours shifts, crews placed up to 105 cubic yards of slurry per workday and pumped approximately 600 cubic yards of slurry to seal the cave. Damage done to Coast Boulevard by heavy equipment was repaired after the sea cave was stabilized.



Work crew inside Coast Boulevard sea cave



Sea cave breakwater

### **Council District 2 - South Pacific Beach Pipeline**



This project will replace 41,700 linear feet (LF) of existing cast iron (Cl) water main and 8,900 LF of existing vitrified clay sewer main. The project extends from the I-5 at Upas Street to Crown Point and Mission Beach through the Midway District. It includes a pressure reducing station with above ground structure on West Mission Bay Drive and demolition of the Pacific Beach Reservoir.

South Pacific Beach trenching

# Council District 3 - Florida Street Emergency Storm Drain Replacement



The project replaced the existing deteriorated 126inch corrugated metal pipe (CMP) running along Florida Street in Balboa Park. The deterioration was causing sink holes which undermined the sidewalk and impacted the southbound lanes of Florida Street. The pipe was replaced prior to the rainy season to avoid further damage to the surrounding area despite many challenges, including its location a hillside adjacent to a major street. The project included:

- Replacement of approximately 560 LF of CMP storm drain with 120-inch reinforced concrete pipe.

- Replacement of approximately 65 LF of 10-inch vitrified clay sewer main.

- Permanent traffic control measures.

- Use unique slide rail shoring system to protect adjacent improvements while installing new pipe.

- Replacement of 600 LF of sidewalk, curb and gutter.

- Street asphalt repairs and new traffic stripping.

- Revegetation for slope stability and native plant establishment.

Construction is complete and revegetation will be finalized by September 2022.

Florida Street pipeline (note construction worker on lower right for scale)

#### Council District 4 – SR-94 / Euclid Avenue Interchange Phase 2

The project increased the safety and capacity of the eastbound SR-94 off-ramp and the westbound SR-94 on-ramp to address community safety concerns and reduce higher than normal accident rates. The project provides improved vehicle, bicycle, and pedestrian safety with the installation of new traffic signals. The project consisted of squaring the eastbound SR-94 exit ramp to Euclid Avenue and the westbound SR-94 entrance ramp from Euclid Avenue, installation of new traffic signals at each of the ramp intersections to eliminate the "free-turn" movements along the East side of Euclid Avenue, and installation of new Americans with Disability Act (ADA) compliant pedestrian ramps at the west and east side. Construction is currently 95% complete with revegetation to be completed by July 2021.



#### Council District 5 - Lake Hodges Reservoir Hypolimnetic Oxygenation System



The Lake Hodges Hypolimnetic Reservoir Oxygenation System (HOS) project reduced and controlled excessive algal productivity in the reservoir to improve water quality, restore the drinking water supply, and allow greater water supply interconnectivity and reliability. The HOS comprises of a speece cone that will be installed at the bottom of the reservoir. The system is designed to oxygenate the bottom waters to reduce internal nutrient cycling and control excessive algal productivity. The cone will be accompanied by a liquid oxygen and electrical supply facility. The old reservoir keeper's residence was demolished and replaced with the oxygen storage facility.

Lake Hodges Reservoir HOS speece cone



Lake Hodges Reservoir HOS oxygen storage facility



Barge transporting equipment and material for the Lake Hodges Reservoir HOS

### Council District 6 - Black Mountain & Park Village Signal Modification

The traffic signal modification at Black Mountain and Park Village project consisted of the construction of four new ADA pedestrian curb ramps, pedestrian push button poles and buttons, detector loops and new striping in order to improve the accessible paths of travel at the intersection.



Pedestrian curb ramp

### Council District 7 - SR163/Friars Road

The SR163/Friars Road Interchange was a severely congested corridor that did little to promote pedestrian and bicycle mobility. The inclusion of this project brought provisions for traffic congestion relief and safer travel conditions for pedestrians and bicyclists within the Mission Valley community by widening the State Route 163 and Friars Road overcrossing from three lanes to four lanes in each direction. The freeway on- and off-ramps were re-constructed to increase storage capacity and eliminate "free-right" movements, which vastly increases safety. Several retaining walls were constructed to widen Friars Road to minimize grading impacts to adjacent private properties. The project was designed to promote all modes of transport with 10-foot wide sidewalks and Class II bike lanes on each side of Friars Road, improving mobility around the main corridor serving Mission Valley. The project has a one-year plant establishment period to ensure the landscaping becomes established. The City will provide landscape maintenance for the next four years, after which landscape maintenance will be turned over to Caltrans. This was a very large and complex project that required the coordination of dozens of stakeholders.



Drone image of the SR163/Friars Road interchange

### Council District 8 - Otay Truck Route Phase IV Project- State of Construction Statement Draft

The Otay Truck Route provides commercial truck access and serves as a Border Patrol Station operations corridor at the Mexican border. The existing two-lane corridor is severely congested and provides limited access for daily trucking operations and emergencies responses. The proposed Otay Truck Route Phase IV project will build an additional travel lane and a dedicated emergency vehicle lane, replacing approximately one mile of existing roadway with jointed plain concrete pavement and add permanent K-rails to maintain lane assignments. Other improvements include a retaining wall, new storm drains, a biofiltration basin and rain garden, and green infrastructure. A 25-month revegetation maintenance and monitoring program is also included. Coordination with the Border Patrol and local businesses will be conducted throughout the project and construction operations will be scheduled to minimize the impact to truck traffic. The project is adjacent to environmentally protected vernal pools, which will be monitored during construction. Work is expected to be completed by April 2021.













### **Council District 9 - Park De La Cruz Neighborhood Improvements**

This project provided for the design and construction of a new skateboard park facility, a 19,000 square-foot park expansion, and improvements to the ADA accessible path to park amenities within the existing Park De La Cruz Community Park located in the Mid-City / City Heights community. The park includes

- An expansion connecting adjacent Cherokee Point Park and Park De La Cruz Community Park.
- New hardscape necessary to provide an accessible route to existing park amenities and neighboring walkways.
- A skate park with a flow bowl with spine ramp, street plaza with flow features, banks and transition ramps, street plaza a-frame with gap and rail features, signature mid-city ramp feature, beginner gap, rail, stair and ledge features backyard style pool, urban elements such as railings, stairs, banks and ledges.

The park is equipped with existing sports lighting with additional skate park lighting with ADA companion bench seating/observation areas.



Skate park backyard pool feature

### **Highlighted Private Permit Projects**

### **5G Construction**

The deployment of 5G cellular infrastructure will drive a significant level of construction related activity citywide. The City has approximately 400 active 5G permits with various communication companies (including Verizon / AT&T / Crown Castle / T-Mobil). The construction associated with these permits entails trenching in the ROW for both power supply and fiber optic cabling, installation of the overhead 5G device, and commissioning.

The undergrounding work is inspected by the CMFE District section, enforcing working



hours, traffic control, permit requirements and construction standard details for trench utility work. The CMFE Electrical section inspects the permits for power source connections and installation of the 5G device on the streetlight or traffic signals.

Current workload projections peak at 4,000 5G permits a year which would be in addition to the average of 2,200 permits a year inspected by the CMFE division. CMFE has hosted meetings with the contractors executing the current permit workload to clearly delineate their responsibility and typical pitfalls. This outreach will be ongoing and is a component of the overall strategy to manage this peak workload.



Commissioning and testing a 5G node

Completed 5G site with a streetlight replacement

### **COVID-19 Pandemic Impacts**

Prior to the declaration of the COVID-19 pandemic, CMFE was providing construction management services for CIP projects and managing private permits at historically high volumes. In addition, CMFE was contending with a high vacancy rate, and focusing on different recruitment strategies to draw experienced and talented engineers to work for the City.

Construction was deemed an essential service after the pandemic was declared, allowing CMFE to continue providing inspection services and construction support. Staff enforced new on-site safety protocols to minimize the possibility of viral transmission on the jobsite. Regardless, CMFE staffing and operations have been impacted. CMFE had previously trained and equipped staff to perform their duties at the job site, but quickly transitioned to performing duties remotely, such as hosting large preconstruction meetings or debriefings on new standards. The transition to the new processes has been challenging. CMFE continues to monitor the productivity and overall quality of work by staff and contractors to measure the effectiveness the new approaches of delivering the CIP program.

In addition, the pandemic has impacted document control and contract budget management. There are many variables in a construction contract that require constant coordination and changes to plans and specifications. The ability of CMFE to effectively address construction changes (which due to the pandemic require further coordination and more in-depth calculations of project budget and community impacts) has been affected.

Finally, construction projects traditionally perform work during business hours to minimize impacts to residents and communities. The pandemic has forced non-essential employees and students to remain home for extended periods, and CMFE has had to take this into consideration when coordinating the impacts to parking, water shutdowns and street closures. At the same time, the decrease in traffic has allowed for the accelerated modifications to some traffic control plans, including the North Harbor Drive resurfacing.

### **Contractor Performance Metrics**

CMFE meets quarterly with the construction industry to discuss new regulatory requirements, standards, and challenges in the industry. During this reporting period, representatives of local building companies shared that they were experiencing similar challenges as the City with retaining trained staff and recruiting new talent to complete projects. As a result, City construction management staff encountered a larger percentage of construction crews with only minimal CIP construction experience. CMFE adjusted its procedures to provide more project oversight and ensure building practices were in accordance with the contract requirements and approved City standards. Overall, contractor performance remained steady, with most contractors performing at a satisfactory level. Compared to previous years, fewer contractors finished their projects outside of the original contract specifications. The incidents of less than satisfactory performance can attributed to a lack of staff experience working on City projects.

Evaluations are conducted at various stages in the project, typically at the 30% and 60% complete milestones and at the completion of the construction of project. The overall rating for each evaluation is either 'outstanding', 'above satisfactory', 'satisfactory', 'needs improvement', or 'unsatisfactory'. A final evaluation with an 'unsatisfactory' overall rating has repercussions. Per the Municipal Code Chapter 2, Article 2, Division 8, receipt of two 'unsatisfactory' evaluations in a two-year period may be grounds for debarment of the contractor for two years. There are additional levels of enforcement that could lead to permanent debarment.

Contractor evaluations are completed for each CIP project to document their performance. Each evaluation covers six categories:

Contract Administration Compliance with Contract Documents Construction Safety Storm Water/Best Management Practice Compliance Cooperation/Professionalism/Communication and Public Outreach

CMFE completed 84 final project evaluations between July 1, 2019 and June 30, 2020. Table 3 summarizes the rating breakdowns of the final evaluations.

Outstanding	3
Above Satisfactory	15
Satisfactory	59
Needs Improvement	5
Unsatisfactory	2
Total	84

### Table 3 - Final Contractor Evaluation Summary

### **Letters to Cure and Defaults**

Contractor Evaluations provide a summary of performance over a given period, but they are not required to identify a contractor's level of performance as unsatisfactory or inconsistent with the requirements of a contract. During construction, if the contractor is not performing work diligently or it is apparent the project will not be completed within the contract duration, CMFE will send a letter putting the contractor on notice that liquidated damages may be assessed at the completion of the project.

If the contractor continues to be non-responsive, CMFE will send the contractor a 'letter to cure', which essentially outlines City expectations for the contractor comply with the contract documents. If after the contractor is put on notice there is still no constructive reaction, a letter will be sent to the surety of the contractor and the contractor then will be given a final deadline to improve their performance and submit the required documentation to avoid being defaulted from the project. The final letter would be sent to the surety requesting a takeover agreement of the project.

### **Evaluation Program Goals**

It is the goal of CMFE to structure its evaluation process in a way that encourages the contractor to be successful. The ideal situation is for the contractor to follow our contract specifications and standards while delivering the project within the specified schedule and budget.

CMFE evaluations are not intended to punish a contractor. They serve first as a training tool to have conversations regarding contractor performance and explain City expectations. When a contractor is successful, the City receives an asset built for use by the public in a safe manner. The other purpose of the evaluation is to identify those contractors who may not have the appropriate experience to deliver City CIP projects. These contractors are given multiple opportunities to improve their performance. If they are unable to do so, poor performance evaluations will lead to a staged debarment from City projects as found in Section 22.0807 of the Municipal Code.

In addition, CMFE participates in the California Multi-Agency CIP Benchmarking Study, a collaborative effort that involves the sharing of ideas and data between several major cities in California. The City of San Francisco has begun to implement a pilot process where poor contractor evaluations would be incorporated into the selection process of future contracts. The City of San Diego will closely monitor the implementation of this pilot.

### **Construction Management Contracts**

CMFE is structured to provide construction management services for all the possible types of CIP projects and inspection services for private permit work within the ROW. To help manage peak workloads, or to provide inspection services for projects that require special expertise, CMFE entered into three as-needed Construction Management (CM) contracts in Fiscal Year 2019.

Under the CM contracts, consultants may be assigned full or limited project responsibility. Projects currently supported by these contracts include water and wastewater pipelines, buildings, bridges, and roadway paving. CM consultants can only be used for City issued projects and not the CMFE inspected private permits.

To determine which projects are selected for consultant CM services, CMFE analyzes the project package received from the design team to identify what services will be required to deliver the project. Next, CMFE staff workload capacity is analyzed and the level of technical expertise required is determined. If those services cannot be provided internally by in-house staff, then a CM task is pursued and issued to support the CMFE team to deliver the project.

In addition, CMFE will issue a tailored Requests for Proposal for large projects (such as the Miramar Clear Wells or the West Mission Bay Drive Bridge) that require multiple CMs.

The three current CM contracts were originally awarded in May 2019 with an initial value of \$15 million each. Table 4 describes the status of the current As-Needed contracts as of June 30, 2020. CMFE will continue to prioritize assigning projects to in-house staff in Fiscal Year 2021 before considering assigning new tasks to the CM consultants.

Current As-Needed Construction Management Contracts	# of Task Orders Issued	Cumulative Task Order Value	Remaining Contract Capacity
WSP	13	\$6,728,861.92	\$8,271,138.08
Arcadis	15	\$5,508,622.72	\$9,491,377.28
Kleinfelder	7	\$1,601,249.38	\$13,398,750.62
Total	35	\$13,838,734.02	\$31,161,265.98

### **Table 4 - Status of Existing Construction Management Contracts**

Fiscal Year 2019 and 2020 construction management costs for which ECP was the responsible department are summarized in table 5.

Table 5 - FY 2020 and FY 2019 Mid-Year In-hous	se and contracted out contracted out CM costs
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Construction Management Costs	FY 2020 Actuals (\$)	Distribution % FY 2020	FY 2019 Actuals (\$)	Distribution % FY 2019
Contracted Out	6,878,679	25%	11,546,484	41%
In-house	20,490,893	75%	16,943,233	59%
Construction Management Total	27,369,572		28,489,717	

### **CMFE Process Enhancements**

CMFE continues to coordinate with similarly sized agencies and the construction industry in different forums to stay abreast of the latest enhancements that have facilitated increased productivity and construction project management quality. Some of these streamlining measures can be implemented quickly, while other require more time and potential process updates. The following list describes the enhancements that were adopted in Fiscal Year 2020.

### **New Implemented Process Enhancements**

### **Resident Engineer Manual**

Several different documents exist that provide guidance and support to a Resident Engineer (RE) providing inspection services for both private and public improvements. One such resource is the RE manual which was last updated in 2003 and is now outdated. Staff are now being provided more tools that are accessible online, instead of large binders.

The first edition of the new electronic RE manual was completed in Fiscal Year 2020 and identifies typical duties, common inspection practices for those duties, and links to different resources for a more in depth understanding of the task. The goal of the RE manual is to organize the information in such a way that the RE can quickly locate needed information when providing field inspections, not replace current standards, specifications, or SOPs.

#### Implementation of Net Motion

As CMFE implements the use of more technology in the field, it is imperative that the tools used provide minimum interruption or delay of the information REs need to perform their inspections. While there are different internet connectivity options in the field during a project, there are very few options to access City network while doing so. City network access to the Development Services Department (DSD) PTS system is necessary for inspections in the ROW for private permits. Net Motion, an online service that can be accessed wherever the inspector has internet service, allowing access to the City network without the need of carrying a token or other device, has been implemented to provide this service.

### Updated Default Specification Language

When a contractor is not performing to at least the minimum requirements as specified in the contract, the City has the option of having the bonding company take over the job and completing the project. The bonding company must present a new contractor to finish the remaining portions of the project. This has been clarified to prevent bonding company from re-hiring the company which had defaulted due to performance issues to finish the project.

### Management of Deposit Account Budgets

Larger permit projects require 'D' sheet drawings to be stamped by professional engineers and are executed as deposit accounts where an initial deposit is made for the inspection cost. In compliance with recommendation 5 of the February 2020 Audit Report, ECP manages the deposit account balance when the project begins construction. CMFE has absorbed the responsibility of identifying the projects that are below their minimum required balance and invoicing them to collect additional fees for inspections costs.

### Streamlined NOC Process

Project closeouts were averaging ten months from time of acceptance to the final NOC filing date. CMFE analyzed the problem and created additional metrics, schedule phases, and transparent contractor document accountability to decrease the overall project close out duration. The current average is less than six months per project.

### Private Development Process Improvement

This effort requires project schedules on any construction permit that is subject to a Reimbursement Agreement. This will demonstrate completion of work prior to the permit expiration date and apply the Whitebook section of Liquidated Damages to the agreement. This effort will also adopt language in the construction permits subject to a Reimbursement Agreement to allow for defaulting a contractor due to lack of performance.

### Proposed Future Process Enhancements

ECP will take a collection of CIP process improvements to Council in Fiscal Year 2021. The proposed improvements will directly improve the ability of CMFE to manage the CIP program and private permits while increasing transparency and opportunity at the community level. The proposed measures are summarized in table 6.

Construction Contract Closeout Streamlining Procedures	The closeout period of CIP projects consists of punch list completion, acceptance, and filing of the Notice of Completion. The Notice of Completion AR will be updated process to further improve the time it takes to complete the closeout process. This effort has been completed.
Material Purchasing	This process improvement proposes to study the feasibility of direct bulk purchase of construction materials in Fiscal Year 2020. If feasible the City may contract with suppliers to provide materials for construction contracts rather than each contractor purchasing material for each project. The estimated completion date is calendar year 2021.
Insurance Requirements	Adjust current minimum insurance requirements for consultant and construction contracts to ensure insurance coverages are in line with current industry standards and to reflect growing size of average contracts. The estimated completion date is Fiscal Year 2021.
Managing Private Permit Construction Fees	ECP will coordinate with DSD to begin directly managing the collection of fees collected for private permit inspections. A consultant will be hired to review the City's current practices, recommendation of the new team to support this function within CMFE and analyze the current fee structure to support this function. The Estimated Completion date is April 2022
Transparency and Customer Service Council Policy Updates	<ul> <li>Update Council Policy 000-31 on Transparency and Customer Service as some of the requirements and methods of communication are outdated. These updates would include:</li> <li>Reflecting what is captured on the City's website compared to what is presented at Committee(s)</li> </ul>

### Table 6 – Proposed Streamlining measures

• Incorporating the Five-Year Capital Improvement Outlook plan changes requested by Council
<ul> <li>Incorporating CIP Construction Semiannual Report presentations at the Active Transportation and Infrastructure Committee</li> </ul>
<ul> <li>Updating how consultant contracts, projections, and awards are communicated</li> </ul>
<ul> <li>Incorporating section on Customer Service</li> </ul>
The estimated completion date is Fiscal Year 2021.

# 101 Ash St Update

The 101 Ash St Tenant Improvement CIP project was in the active construction phase from July 2019 through January 2020. In addition, operations and maintenance contractors were performing work on different systems to improve their functionality and the property manager (CBRE) was conducting other general maintenance work. On January 17, 2020, the City began voluntarily vacating the building to address the asbestos fireproofing concerns highlighted by Air Pollution Control Board (APCD) in its notice of violation to the City. A decision was made at this time to discontinue work on the building. A complete update of all issues concerning 101 Ash St was outlined in the staff report presented to City Council during the August 6, 2020 meeting. For further information please reference that report.

## Fiscal Year 2021 CIP Outlook

In the upcoming year, the CIP program will execute a projected \$1.4 billion in contracts, surpassing a billion dollars for the first time. Of the total, approximately \$900 million will be for Pure Water program contracts. In order to manage a program of this size, CMFE has created a section solely dedicated to Pure Water with positions approved in Fiscal Year 2020. CMFE will focus all other inhouse resources to execute the remaining \$500 million in contracts and utilize the CM contracts as necessary to augment staffing levels.

Aside from the historic levels of CIP program activity, CMFE anticipates a large quantity of private permits entering the construction phase. The last four years have averaged 2,200 permits, excluding permits related to the 5G program. A modest 400 permits have been executed and entered the construction phase. It is anticipated permit work related to 5G will gradually increase to 4,000 permits a year and continue at this level for the following ten years.

Fiscal Year 2021 is expected to be a very challenging year due to workloads and the Fiscal Year 2020 carried-over challenges related to the COVID pandemic and the high vacancy level. Projecting these impacts is difficult to forecast. In order to address these uncertainties, CMFE has prepared a Continuance of Operations (COOP) plan which documents procedures for a variety of different scenarios. CMFE also has the majority of its training resources available remotely which allows the division to function with minimal need to visit the division office. It is anticipated that this proactive preparation will limit any negative impacts on the ability of CMFE to deliver the CIP.