Implementation = New practice Complete/ Piloting = Event held In Process = Planning/Phased

Complete/

Piloting

In Process

Complete/

Piloting

WTD Capital Program Improvement Effort

A Lean Capital Delivery Program: Improve the delivery of our clean water capital projects through increased organizational capacity, cost effectiveness, and better business practices.

Capacity / Time Cost Management Business Culture & Project Environment Project Initiation and Release to ensure Complete/ Assess the project needs vs. **Piloting** project resources (staff and time) and In Process requirements, and associated technical Reinforce and communicate Project objectives are identified before project standards Delivery philosophy In Process Communicate and reinforce Project Assess the efficacy of existing oversight Alternative Development and Selection **Cost philosophy** (minimization) structures (e.g. CST, PRB, etc) relative to to shorten the time to determine the Improve overall Cost Estimating for In Process their effectiveness in controlling project correct project design alternative projects including estimate validation cost and scope growth • Design Document Development to Improve Contingency Management and In Process Introduce Lean philosophies further understand all design processes tracking of Allocation to project **Define priorities:** setting priorities that and prioritize for improvement efforts Requirements have meaning and are useful **Design Consultant Procurement** to **Enhance Performance Evaluation** In Process **Clarify Supervisor role**: what they reduce the elapsed time to bring design In Process Criteria to include Cost, Scope, Schedule should be checking and watching on consultant on board Control elements that match delivery project performance **Permit Application and Environmental** philosophy Complete/ Improve Project Manager and team Review to further understand all Piloting **Enhance Scope and Cost** monitoring, member Performance Evaluations to permit/ environmental review processes reporting, and intervention processes assess performance in Scope, Budget, and prioritize for improvement efforts Develop additional Metrics and Report In Process Schedule, and Quality Management Property Acquisition to determine the for tracking project estimate iterations Improve **Teambuilding** skills best time to acquire and reduce the through final costs On-going **PM Training** and coaching time to acquire property for projects In Process Improve Planning Level cost estimates Complete/ **Incorporate Asset Management** Bring one or more additional Piloting by developing Planning Estimate Condition Assessments in Project alternatives forward in Design prior to **Guidelines**, outside consultant **Planning** selection of Design Alternative for all recommendations, incorporation of Review semi-annual Project Cash Flow remaining future CSO projects Historic Costs, and independent and Milestone Schedule (senior staff) Project Scheduling Standards and Value validation of estimates Implement Capital Program Dashboard Improvement (ongoing) Improve Management and Monitoring Improve Workload Forecasting and of consultants to minimize project **Resource Allocation** Scope and Cost growth prior to Baselining



Customer Level of Service

- Asses Level of Service and Risk
 Tolerance assumptions for projects
- Identify partner/customer "desires" vs.
 Requirements w/MWPAAC and public
- Technical Standards cost effectiveness and alignment with customer
 Requirements assessment

Related Existing Efforts

- CPMWG Standardization and PM
 Manual update
- Bright Ideas generation and implementation
- **Sustainability** implementation and improvements
- Equity & Social Justice implementation and improvements
- **Energy use** reduction implementation and improvements
- Leadership / workforce development (e.g. Lominger, cross-training, special assignment opportunities, knowledge capture/ transfer, etc).