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
- **Project Initiation and Release** to ensure project resources (staff and time) and objectives are identified before project start
- **Alternative Development and Selection** to shorten the time to determine the correct project design alternative
- **Design Document Development** to further understand all design processes and prioritize for improvement efforts
- **Design Consultant Procurement** to reduce the elapsed time to bring design consultant on board
- **Permit Application and Environmental Review** to further understand all permit/environmental review processes and prioritize for improvement efforts
- **Property Acquisition** to determine the best time to acquire and reduce the time to acquire property for projects
- **Bring one or more additional alternatives forward in Design prior to selection of Design Alternative for all remaining future CSO projects**
- **Project Scheduling** Standards and VADIS Improvement (ongoing)
- **Improve Workload Forecasting and Resource Allocation**

### Business Culture & Project Environment
- **Reinforce and communicate Project Delivery philosophy**
- **Assess the efficacy of existing oversight structures (e.g. CST, PRB, etc) relative to their effectiveness in controlling project cost and scope growth**
- **Introduce Lean philosophies**
- **Define priorities: setting priorities that have meaning and are useful**
- **Clarify Supervisor role: what they should be checking and watching on project performance**
- **Improve Project Manager and team member Performance Evaluations to assess performance in Scope, Budget, Schedule, and Quality Management**
- **Improve Teambuilding skills**
- **On-going PM Training and coaching**
- **Incorporate Asset Management Condition Assessments in Project Planning**
- **Review semi-annual Project Cash Flow and Milestone Schedule (senior staff)**
- **Implement Capital Program Dashboard**

### Cost Management
- **Assess the project needs vs. requirements, and associated technical standards**
- **Communicate and reinforce Project Cost philosophy (minimization)**
- **Improve overall Cost Estimating for projects including estimate validation**
- **Improve Contingency Management and tracking of Allocation to project Requirements**
- **Enhance Performance Evaluation Criteria to include Cost, Scope, Schedule Control elements that match delivery philosophy**
- **Enhance Scope and Cost monitoring, reporting, and intervention processes**
- **Develop additional Metrics and Report for tracking project estimate iterations through final costs**
- **Improve Planning Level cost estimates by developing Planning Estimate Guidelines, outside consultant recommendations, incorporation of Historic Costs, and independent validation of estimates**
- **Improve Management and Monitoring of consultants to minimize project Scope and Cost growth prior to Baselining**

### Customer Level of Service
- **Assess 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.)