

A dynamic splash of water in shades of blue and white, creating a sense of movement and freshness. The water droplets and splashes are captured in mid-air, with some droplets appearing as small circles and others as elongated, flowing shapes. The background is a solid light blue, and the bottom of the slide features a wavy blue border.

Capital Program Delivery

September 17, 2019

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Agenda

- 💧 What is the Capital Program Delivery Project?
- 💧 How Will the Services be Executed?
- 💧 What Can Be Expected to Change?
- 💧 When Should We Expect Change?
- 💧 Questions



What is the Capital Program Delivery Project?

What will be accomplished



What is the Capital Program Delivery Project?

- ◆ Four-year contract with a consultant for Program Management services
- ◆ Deliver a new and “best-in-class” processes for execution of GLWA’s Capital Improvement Program
- ◆ Recommend and assist in implementation of technology improvements to support the program
- ◆ Provide resources that will support GLWA enterprise-wide in the successful execution of the 5-year CIP
- ◆ Give an independent look at the current CIP, including the need for added advanced planning for highly complex projects

What We Are Trying to Accomplish

Increase...

- annual throughput of the CIP
- accuracy of project cost estimating
- accuracy of cash flow forecasting
- competitiveness of construction bids through improved solicitation scopes

Improve...

- contract change management processes (change orders) in both construction and professional services
- performance of project scheduling

The goal is at the end of the contract for the consultant to leave GLWA with the tools and resources needed to manage a best-in-class CIP without their support.

Tasks Identified in the Request for Proposal

Tasks 1 and 2 are focused on business process improvements. With more than 100 projects in the 5-year plan, streamlined business processes are key to effective CIP delivery.

- 💧 **Task 1 – CIP Business Process / Organizational Improvement Tasks**

Leading changes necessary to bring GLWA's business processes from where they are to best-in-class is the focus of this task. Streamlining the business processes is expected to significantly increase efficiencies.

- 💧 **Task 2 – CIP Delivery Standard Operating Procedure (SOP) Development**

Development of the written SOPs for the newly created processes is the focus of this task. These SOPs will be used to standardize processes across the organization as well as provide training material for new Team Members.

Tasks Identified in the Request for Proposal

Task 3 is focused on evaluation of the human resources needed to successfully execute our large and complex Capital Improvement Plan.

◆ Task 3 – CIP Delivery Resource Evaluation

The consultant will consider the number and skill-sets of people needed to effectively deliver our Capital Improvement Plan. This task will be iterative and conducted in concert with the Directors and Managers in various GLWA Groups, Executive Leadership and Organizational Development. A recommendation regarding organizational structure and staffing levels along with a development plan will be the primary output of this task.

Tasks Identified in the Request for Proposal

Tasks 4 and 5 are focused on identifying and implementing the technology solutions that will support the business processes and provide key metrics.

- ◆ **Task 4 – Project Management Information System (PMIS) Selection and Implementation**

Working with GLWA IT, the consultant will identify the technical and functional business requirements and assist in writing a solicitation document for a PMIS system. GLWA's Procurement Group will procure the technology solution. The consultant will assist GLWA's IT Group in implementation of the selected solution.

- ◆ **Task 5 – Project Controls and Reporting Support**

The consultant will implement project controls which are the data gathering, management and analytical processes needed to predict and understand the time and cost outcomes of our CIP projects. Out of these analytical processes will come ability to report out key statistics to track and influence project outcomes and overall CIP delivery.

Tasks Identified in the Request for Proposal

Tasks 6, 7 and 8 provide an independent look our CIP and provide supplemental resources needed to effectively meet the CIP needs while we remake internal processes.

💧 Task 6 – CIP Validation

In this task the consultant will review the existing 5-year CIP and recommend changes based on project drivers such as schedules, packaging, delivery methods, sequencing, costs and available resources.

💧 Task 7 – Engineering and Construction Staff Augmentation

This task will provide additional staff where needed to help in the execution of the 5-year CIP plan as approved by GLWA. It is expected that this support will primarily come in the form of construction project engineers, designers and inspectors.

💧 Task 8 – Advanced Facilities Planning

This task will provide support in the creation of more reliable project scopes and costs for eight of the most complex projects within the existing CIP, as selected by GLWA. The selection of complex project are those that we believe should have studies preceding the development of work scopes.

Tasks Identified in the Request for Proposal

As we considered the body of work needed to bring the capital improvement program to a best-in-class state through the works scope defined initially, we identified two additional tasks that will augment the work and bring significant value.

- ◆ **Task 9 – Allowance for Staff Augmentation other than Construction or Engineering**

This task will provide additional staff outside of construction or engineering where needed to help in the execution of the 5-year CIP plan as approved by GLWA.

- ◆ **Task 10 – Enterprise-Wide Energy Optimization & Sustainability Planning**

Working in concert with our Energy, Research & Innovation Group, this task will include the consultant bringing specific subject matter experts in water and wastewater innovation to scrub of the current CIP projects looking for opportunities to infuse innovation and optimization to the projects with the aim of increasing sustainability in our projects. Examples are higher optimization of energy use, cleaner processes and nutrient recovery.

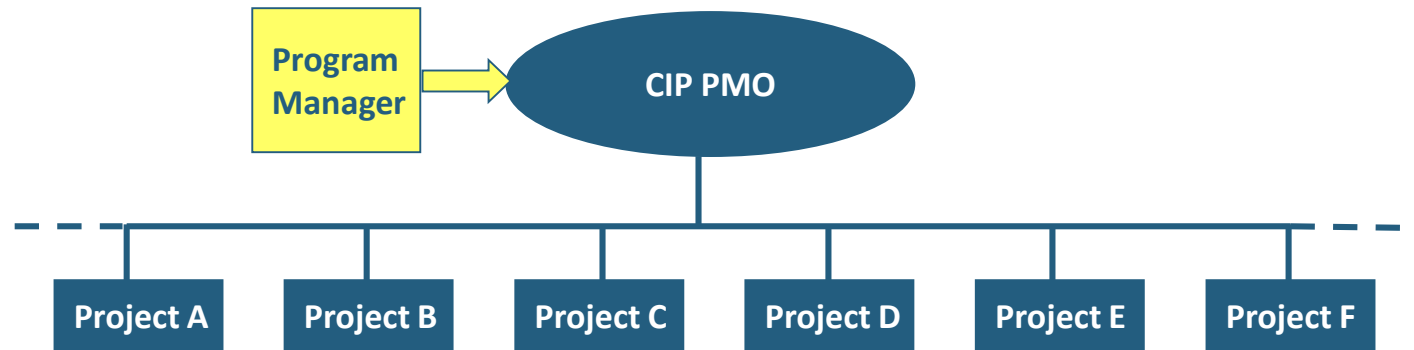
How will the services be executed?

Implementation Strategy



Implementation Strategy

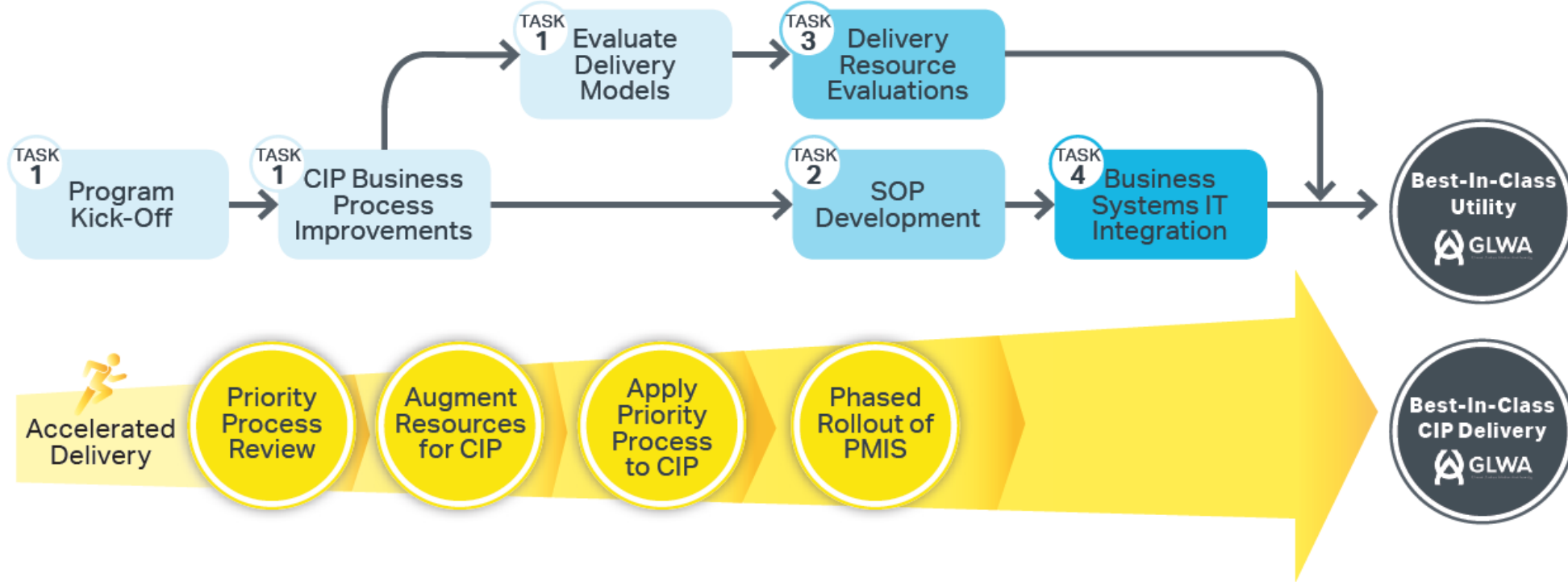
Because the CIP is executed at the business unit level which involves many Groups and Teams within GLWA a structured implementation strategy is need to ensure a successful implementation. We have selected a project management office (PMO) structure.



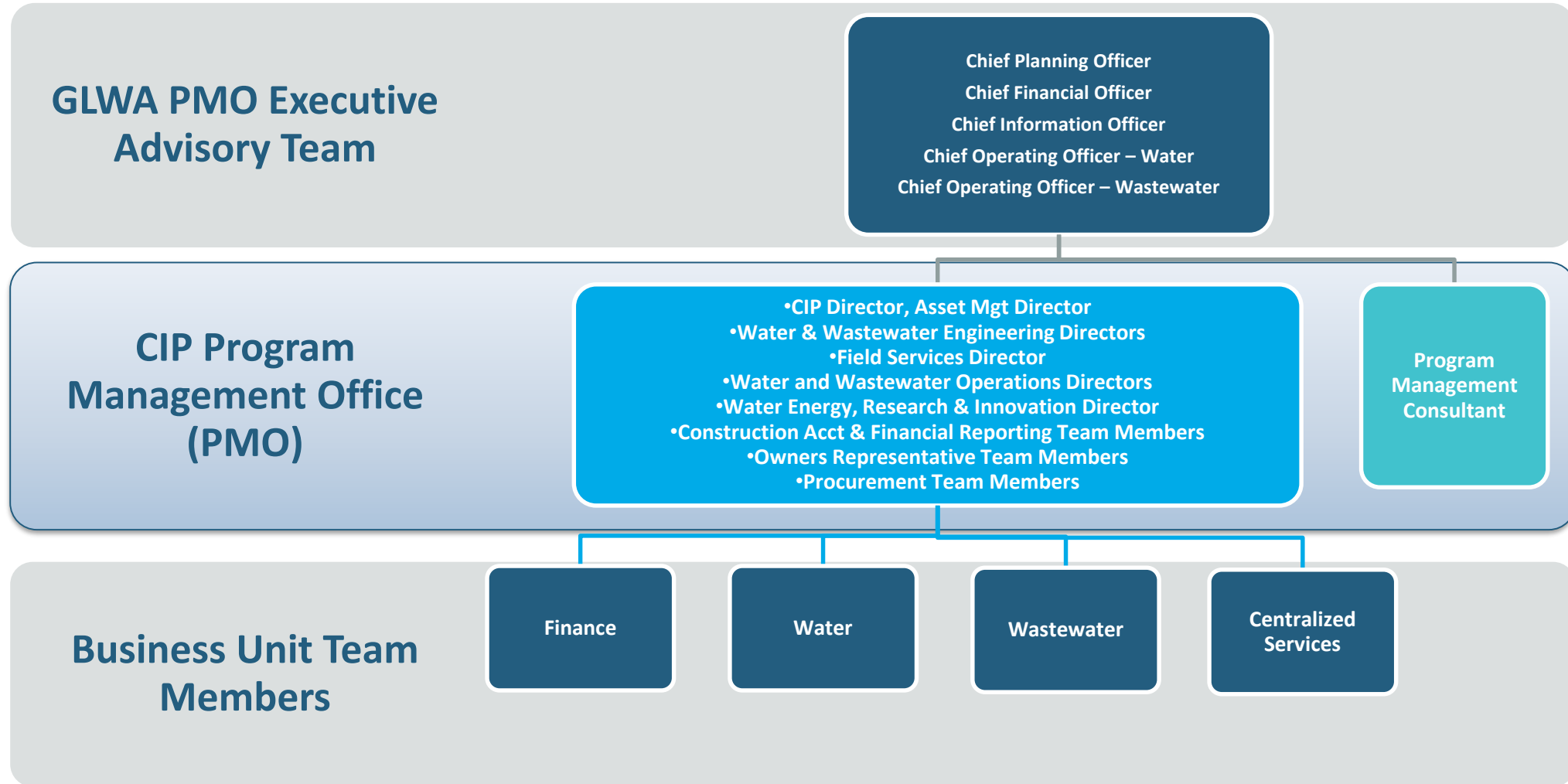
This model is working successfully in GLWA's IT Group where the large number of projects identified need to be prioritized, scheduled and resourced. The small group of leaders in the Program Management Office are strategically identified to represent various facets.

Implementation Strategy

Some tasks will need to be sequenced while others will work in parallel. The CIP Director's role as project manager will be working daily with the consultant team to organize, schedule and ensure collaboration with the various elements.



Team Member Involvement



Collaboration is Key - People Support What They Create

Execution of the concept “People Support what they Create” is a primary objective of the CIP Director in executing the project. Several strategies will be employed in this regard.

- 💧 Workshops to collectively improve processes and determine technology solutions
- 💧 Support on a project-by-project basis where needed
- 💧 Consultant team members located within the GLWA groups, side-by-side
- 💧 Theme to elevate what we have currently and phase themselves out



What will be different?

Expectation of the changes



What Can We Expect to be Different?

- ◆ Improved and streamlined business processes
- ◆ New technology solutions which bring key metrics
- ◆ New and better reporting
- ◆ Changes to project packaging, delivery methods and sequencing
- ◆ Possible organizational structure changes for those delivering the CIP
- ◆ Possible classification skill-set changes
- ◆ Infusion of projects with focus on energy optimization and sustainable practices
- ◆ Improved overall execution of the CIP



When Should We Expect Change

Project Progression



When Should We Expect Change

- ◆ Year 1: Standup the PMO, improved business processes, improved reporting and start of staff augmentation
- ◆ Year 2: Recommendations on resources, IT solution requirements, CIP project changes (packaging, delivery methods and sequencing) and increased staff augmentation
- ◆ Year 3: Possible organizational structure changes, begin implementation of IT solutions, and level-off of staff augmentation
- ◆ Year 4: Completion of IT solutions, further improved reporting, decreased staff augmentation, phasing out of consultant

Questions





GLWA

Great Lakes Water Authority

Have a Great Day!