

CIP PREP Update

PUB Meeting

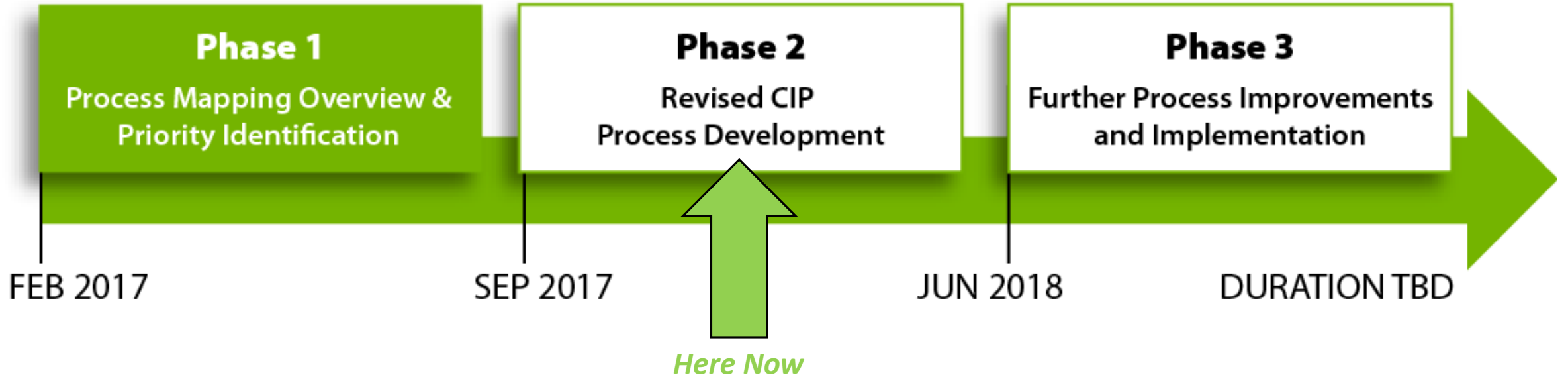
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Dawn Uchiyama, Steve Hansen

Overview

- ❖ Phase 1 Refresher
- ❖ Change has started
- ❖ Approach to Phase 2
- ❖ Links to Budget
- ❖ Next Steps

CIP PREP Phases



Review Phase 1 Key Recommendations

Move toward an integrated CIP delivery model

- Engage staff with consultant support and evaluate service delivery model options
 - Integrated System Planning Outputs
 - Project Management Office (PMO)
 - Concept-to-Closeout Project Delivery System
 - Integrated, multi-disciplinary Project Delivery Teams
 - Clarify Client/Service Provider relationships
- Recognize reorganization could impact entire Bureau: from origination through close-out

Change Has Started!

- Director's Office Reorganization
 - Includes Key Hires of Change Manager and Equity Manager
- New Wastewater Division established
 - Combines Design and Construction—a possible model for the future
- Leveraging Fall BMP Approvals
 - Contract in place for \$50k reorg support
 - Contract in place for \$100k for CIP delivery and oversight process improvements
 - Contract Tech Conversion for Heron support in process

Focus of Phase 2

'Adjusting the 3 Dials'...



Business Processes



Workforce Talent



Organization

...to create best possible organizational performance.

Senior Management Team developing Implementation Plan

- Three Primary Focus Areas
 - Integrated Planning Outputs
 - Evaluating governance and decision-making criteria
 - Centralized Program/Project Delivery
 - Evaluating a range of options
 - Near Term Improvement
 - Evaluation and implementing a range of staff recommendations

Continue to Benchmark

- Attended industry Peer-to-Peer information-sharing workshop in January 2018
- BES Management Team to meet with Seattle Public Utilities and King County in March 2018
- Continuing conversations with other municipalities
- Evaluating Stage Gating approaches from a range of sources

FY 18-19 FTE requests related to CIP PREP recommendations:

- Integrated Planning

- Condition Assessment

- PM
- Field Tech
- BSA

- System Planning/Modelling

- Engineer

- Project Delivery

- Project Management

- PS/RR&M Project Manager
- SW Project Manager
- Construction Manager

- Support

- Procurement Assistant
- Training Coordinator
- Cost Estimator/Scheduler

Preparing for Implementation

Next Steps

Aim to agree on business process improvements, workforce needs and organizational changes by **July 1, 2018**

- Changes will be implemented with a Transition Plan
- Estimate transition complete by September 30, 2018