

# Improving Capital Project Delivery

Discussion with the Customer Review Panel  
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Seattle  
 Public  
Utilities

# Purpose of Discussion

- Describe focus areas to the Customer Panel
- Present focus area goals, and initial assessment
- Discuss accomplishments to-date

# Five Areas of Focus

- Accountability
- Organizational Structure
- Contracting Strategies
- Project Costs
- One Team

# Accountability: goals & initial assessment

- End goal: Instill a culture of accountability within Project Delivery organization and staff
- Initial assessment: Focus of organization and staff has been on the *process*; should be on *results*

# Accountability: accomplishments to-date

- Implemented quarterly CIP Project Briefing, with focus on providing accurate information, comparing approved plans to actual performance, developing actions to keep projects on track
- Working directly with project managers and directors to better define responsibilities, accountabilities, and authorities

# Organizational Structure: goals & initial assessment

- End goal: Increase effectiveness and efficiency of the Branch's organizational structure
- Initial assessment:
  - There is insufficient responsibility & authority at the manager, director, and deputy levels; replaced by committees
  - Decision-making process is slow, complicated, negatively affects staff productivity and morale
  - Organizational structure needs streamlining

# Organizational Structure: accomplishments to-date

- Developed and implemented a new organizational structure for the Project Delivery Branch, and have started realignment of the Branch

# Contracting Strategies: goals & initial assessment

- End goal: Improve contracting strategies and negotiations outcomes with consultants and contractors
- Initial assessment: External resources (consultants and contractors) not managed properly; too costly; durations too long



# Contracting Strategies: accomplishments to-date

- Maintaining hands-on involvement, including direct negotiations with consultants and contractors in key projects
- Building consensus with staff regarding proper evaluation and use of different contracting methods
- Introduced new contracting strategies and specifications for PDB, providing more SPU control in contract selection and work planning

# Project Costs: goals & initial assessment

- End goals:
  - Improve cost estimating and forecasting
  - Establish effective and efficiency cost control
- Initial assessment:
  - Attention to efficient use of time is lacking, both at the individual staff level and the organization overall
  - Decision-making process is slow
  - Individual initiative and innovation are replaced by consensus building

# Project Costs: accomplishments to-date

- Established guiding principles
- Providing training for project managers with the best practitioners in the area
- Maintaining hands-on involvement in project management of seen key projects

# One Team: goals & initial assessment

- End goals: Work as a team with members of SPU's Executive Team and Project Delivery staff

# One Team: accomplishments to-date

- Working in close coordination with Executive Team.
- Developing leadership qualities and productivity culture in Project Delivery.