



Briefing on WTD's Capital Delivery Streamlining

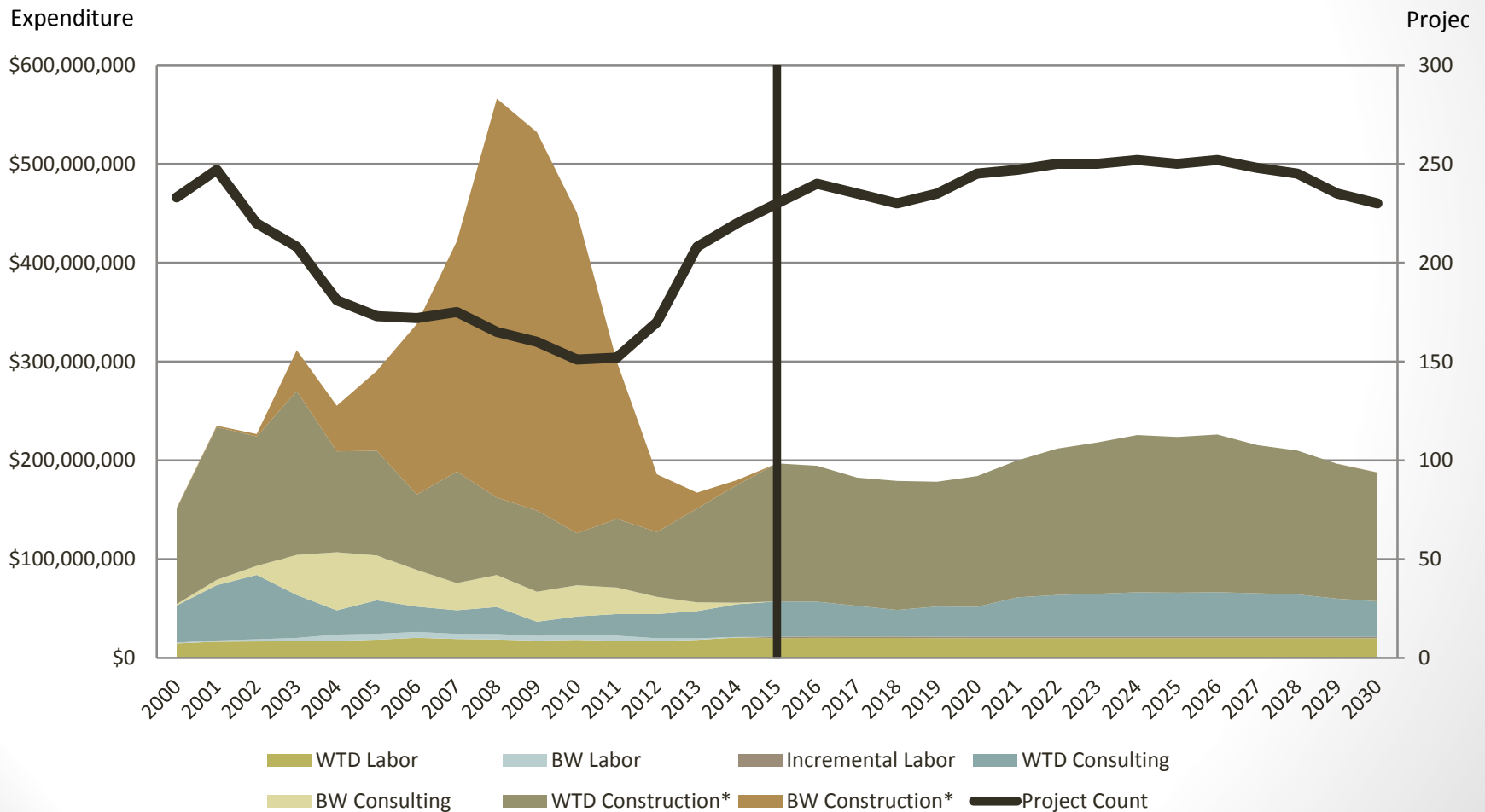
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MWPAAC
March 23, 2016



King County

Department of Natural Resources and Parks
Wastewater Treatment Division

Compelling driver – Capital Project Needs





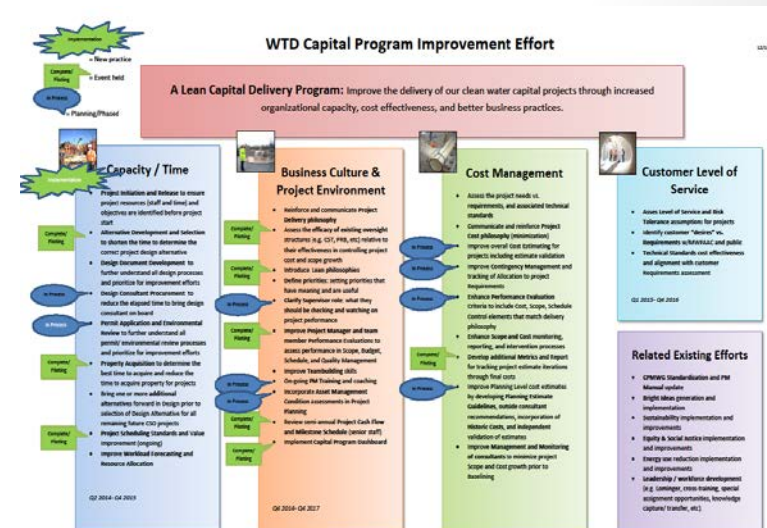
Desired Outcome:

- Deliver projects more than 1 year faster
- Uncover 30% staff time availability
- Support culture of continuous improvement



Evolving Our Approach - utilizing lean philosophies for capital delivery streamlining

- Formed a staff team
- Identified all the major phases/steps of the capital delivery process
- Surveyed 150 employees
- Identified 6 areas of the delivery process to streamline
- Discussed at staff meetings
- Created implementation plan



Time to look to the future...

"An innovative and resilient clean water enterprise revolutionizing the recovery of valuable resources for sustainable communities."

the next

50

Clean Water & Beyond

UTILITY OF THE FUTURE

WASTEWATER TREATMENT DIVISION

VISION

An innovative and resilient clean water enterprise revolutionizing the recovery of valuable resources for sustainable communities.



MISSION

We protect public health and enhance the environment by collecting and treating wastewater while recycling valuable resources for the Puget Sound region.

VALUES

Safety: We protect ourselves and others before all other priorities. Safety is a virtue to be instilled in each of us.

Innovation: We foster a creative environment where employees openly and enthusiastically search for new ways to improve our work.

Spirit of Service: We reliably and equitably deliver exceptional products and services to our customers and communities all day, every day.

Empowered Teams: We respect, trust, collaborate and communicate – openly embracing problems and conflict as opportunities to create solutions.

Communications: We listen to and share with each other timely, accurate and clear information to ensure effective performance of our work.

Cultivate Mastery: We provide opportunities to encourage each other to reach our highest level of performance within an inclusive, positive, fun work environment.

Financial Accountability: We are responsible stewards of public dollars.

GOALS

Stimulate Innovation

Build a Sustainable and Resilient Future

Educate and Engage Customers

Grow Employees

Advance Resource Recycling

Maximize Financial Performance


King County



Creating A Culture of Lean

- Engaging with and empowering employees and supervisors to identify and implement improvements.
- Implementation of visual management boards to easily track process.
- Management “process walks” to see work flow
- Plan-Do-Check-Adjust – flexible to continue to make improvements

Process Improvement events

Completed 5 events for capital streamlining:

- project initiation
- consultant procurement
- 60% engineering design
- alternative development
- property acquisition

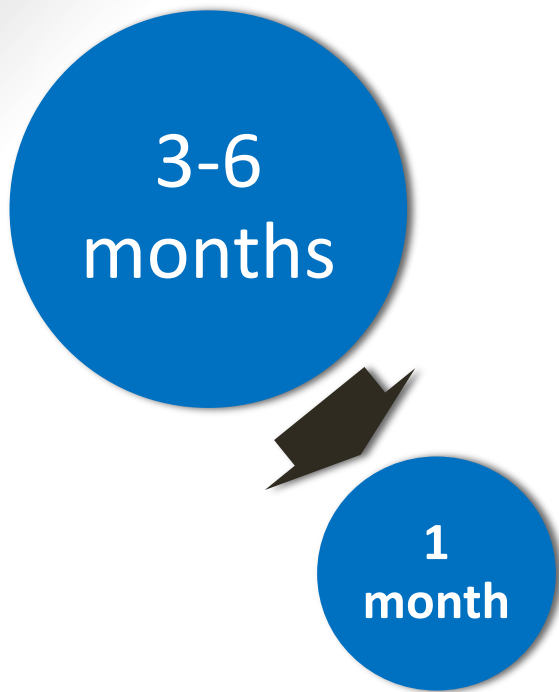


What is a process improvement event?

- Map current state
- Identify waste, non-value added steps, redundancy
- Map future state
- Pilot
- Adjust
- Adopt



Project Initiation and Release



Improvements

- Defined process
- Clarity in who prepares charter
- Clarity in project objectives
- Clarity in boundaries and staff resources
- Clarity for expectations and timing for Gate 1



Design Consultant Procurement

Evaluation
phase

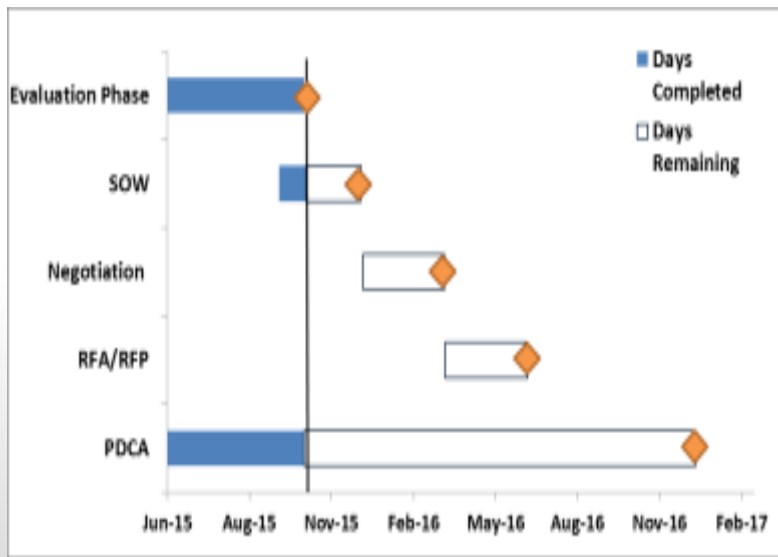
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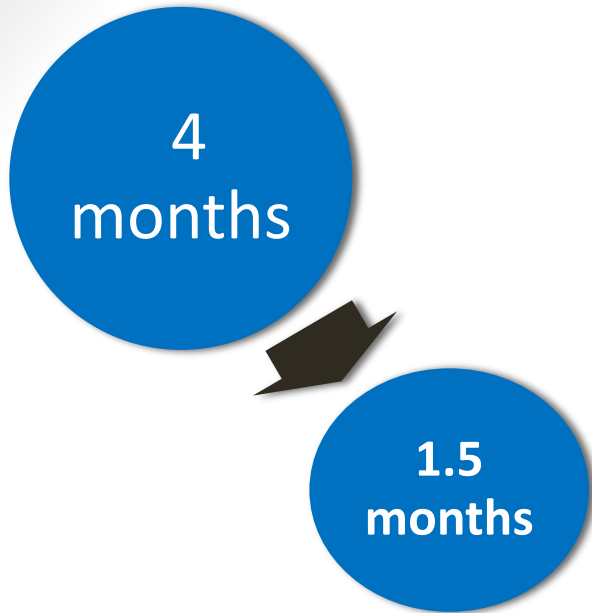
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Improvements

- Streamlined Evaluation phase
 - Removed redundancies in evaluation criteria with clear built-in instructions and guidelines.
 - Implemented consensus scoring, eliminating rework, and reduced overall lead time.
 - Simplified scoring methodology
 - finishing scope of work phase



60% Engineering Review

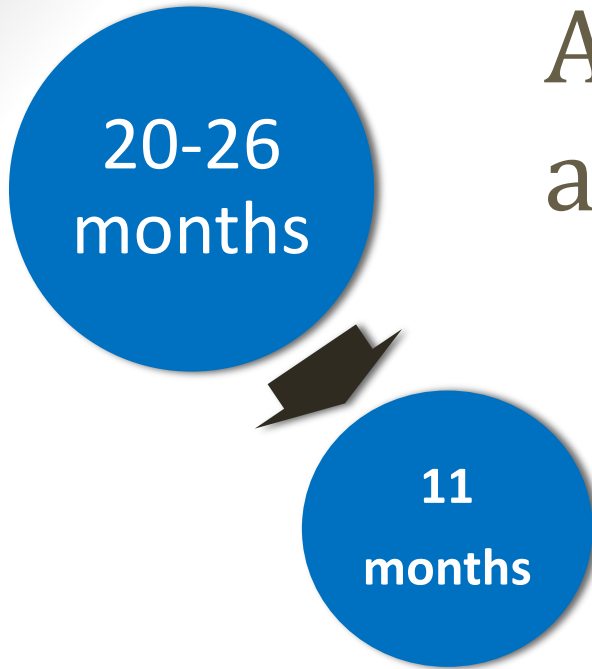


Improvements

- Clear roles and responsibilities
- Defined tasks
- New guidance
- Changed method for collecting comments including:
 - Mini-meetings
 - Sharepoint site



Alternative Development and Selection



Improvements

- New streamlined process
- Use staff to front load criteria for consultants
- increased clarity and focus on proposals
- Created standardized selection criteria



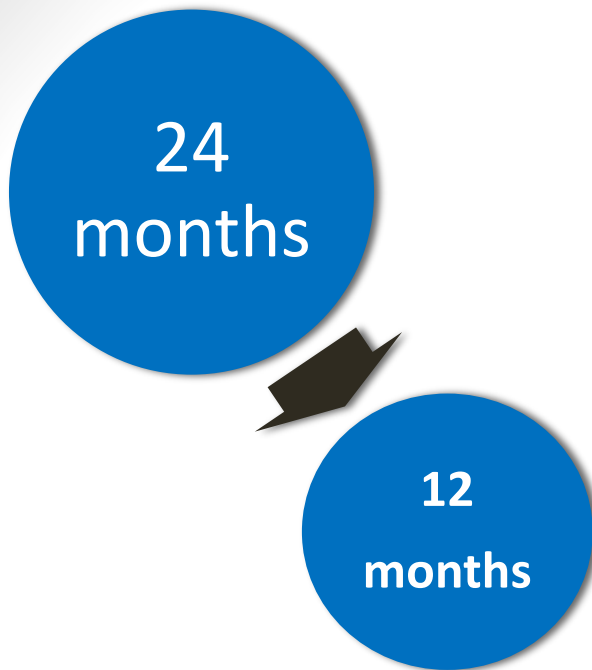
Orange sticky notes represent opportunities for change.

Property Acquisition

Improvements

- New process
- Clear and standard timelines
- New templates, letters and forms
- Improved Routing Packages
- Strategic (Early) Acquisition process
- Standardized work
- Clear visual tracking board

Current state mapping





Incorporation Of Lean In The Day To Day Work At WTD

- Visual management boards
- Metrics
- Process walks
- A3 and root cause analysis
- Standard operating procedures





What is next?

- Two more large process improvement events being planned
 - Design Document Development
 - Permitting
- Pilot, Check and Adjust
- Stitch together new delivery process
- Continue cultural enablers
 - Sustain the Gain
 - Capital delivery team building
 - Practicing process walks
 - Developing lean champions and leaders



Continued Conversations

What is important to MWPAAC in the capital delivery process?

What additional information do you want to have on this effort?

As we progress we want to have more conversations with MWPAAC on capital delivery streamline efforts.