

Capital Projects Portfolio Management Update

Presented to the
Metropolitan Water Pollution
Abatement Advisory committee
June 23, 2021



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Natural Resources and Parks
Wastewater Treatment Division

Today's Presentation

- Portfolio Management Recap
- Portfolio Updates
- Lessons Learned



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Project Portfolio Management

- Created categories of similar type projects
- Created inventory of all known project requests
- Prioritized projects based on each category's unique criteria
- Aligned categories with WTD strategy
 - Ensures strategies are funded and implemented
 - Funds allocated to each category by the Director and Senior Management



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Asset
Management
Plants and
Conveyance

Regulatory

Resource
Recovery

Operational
Enhancements

Capacity
Improvement

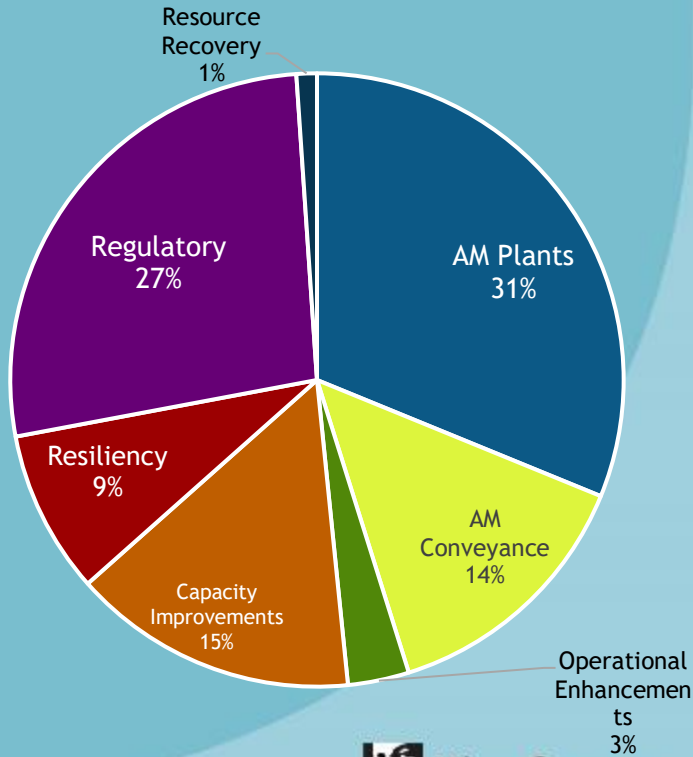
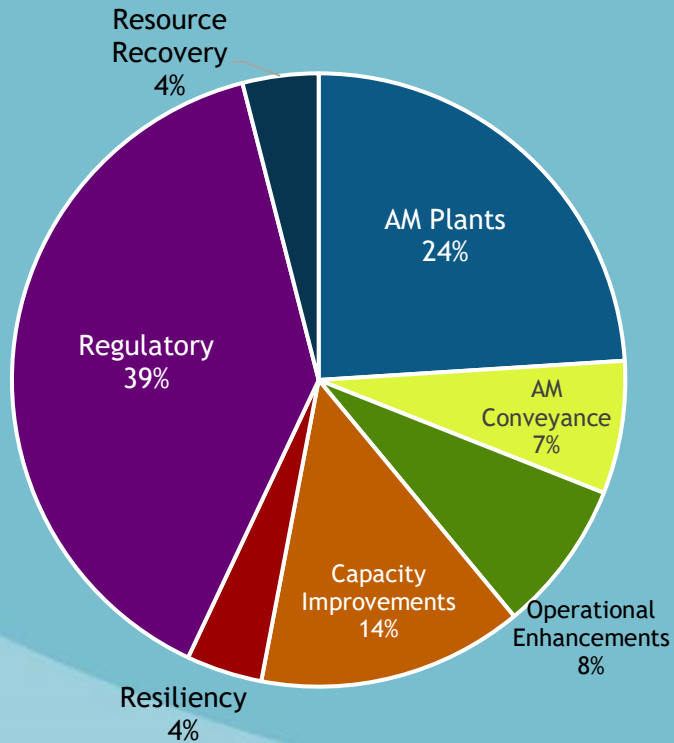
Resiliency

WTD Capital Categories

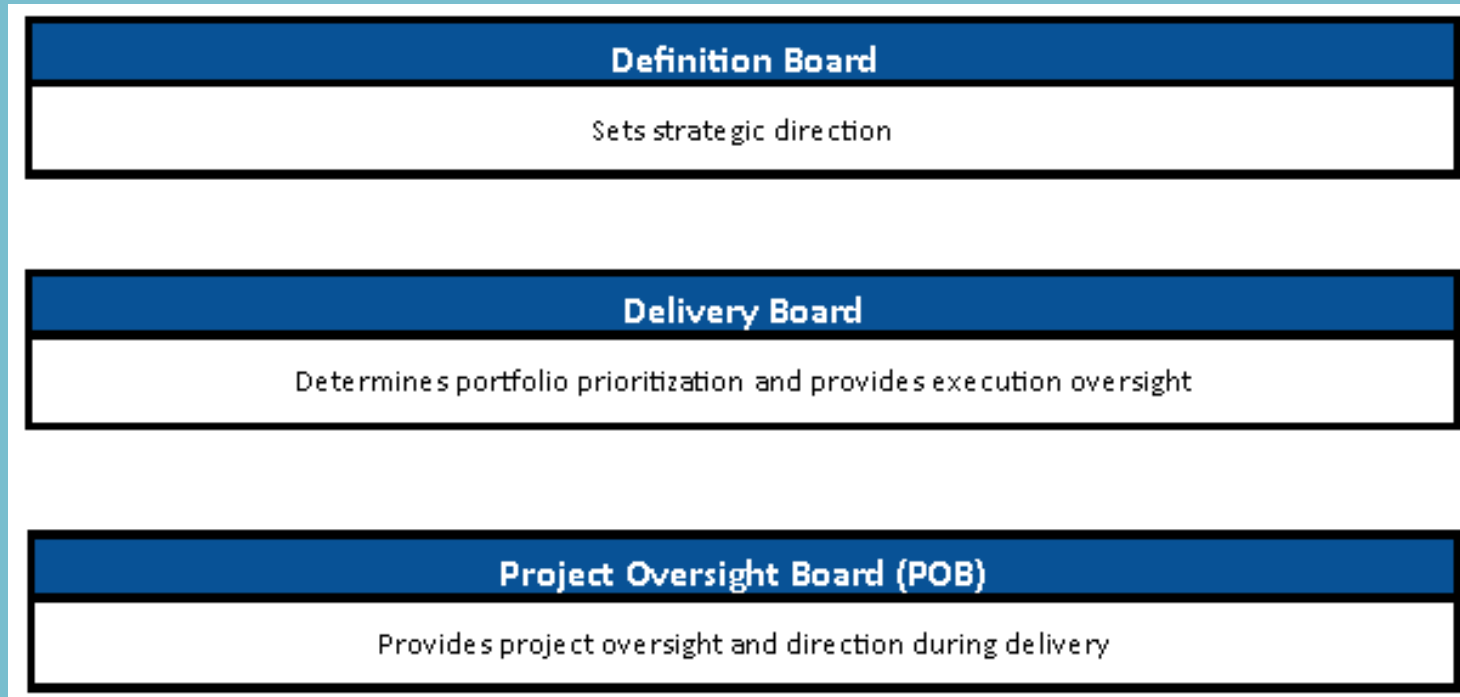
Portfolio Category Allocations

2019 Adopted (2019-2024)

2021 Adopted (2021-2026)



Portfolio Governance Structure



- Tiered portfolio and project governance
- Decisions are made at the lowest appropriate level



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Strategic Opportunity Indicators (SOI)

- The SOI metrics seek to identify additional potential regional, environmental and community benefits as part of capital projects
 - Clean Water & Healthy Habitat
 - Community Opportunity
 - Equity & Social Justice
 - Sustainability
- All projects recommended by each category are assessed against the SOI metrics
- Metrics are used in final prioritization of projects



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Comprehensive Portfolio Inventory

- Deployed portfolio inventory and prioritization management tool in 2019
- Improved inventory management of current projects and new project requests
- Visible inventory of projects benefits:
 - Better understanding of asset management backlog
 - Visibility of planned projects improves coordination



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Lessons Learned - What Went Well

Conducted comprehensive Lessons Learned workshops in 2020. Key Takeaways include:

- Steady State implementation built upon the lessons learned from the 2018 Pilot
- Portfolio Management Tool simplified project requests and project prioritization
- Documentation and transparency of decision making has improved
- Decisions are being made at the appropriate level



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Lessons Learned - Opportunities

- Continue to improve communication with internal and external stakeholders
- Improve procedures and processes for non-construction projects and programs
- Develop ways to improve reporting using Strategic Opportunity Indicator data
- Continue to improve portfolio performance data reporting



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Questions?

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