Overview of Wastewater Treatment Division's (WTD) Portfolio Management Process – *How Projects are Prioritized*

Portfolio Planning & Analysis Unit

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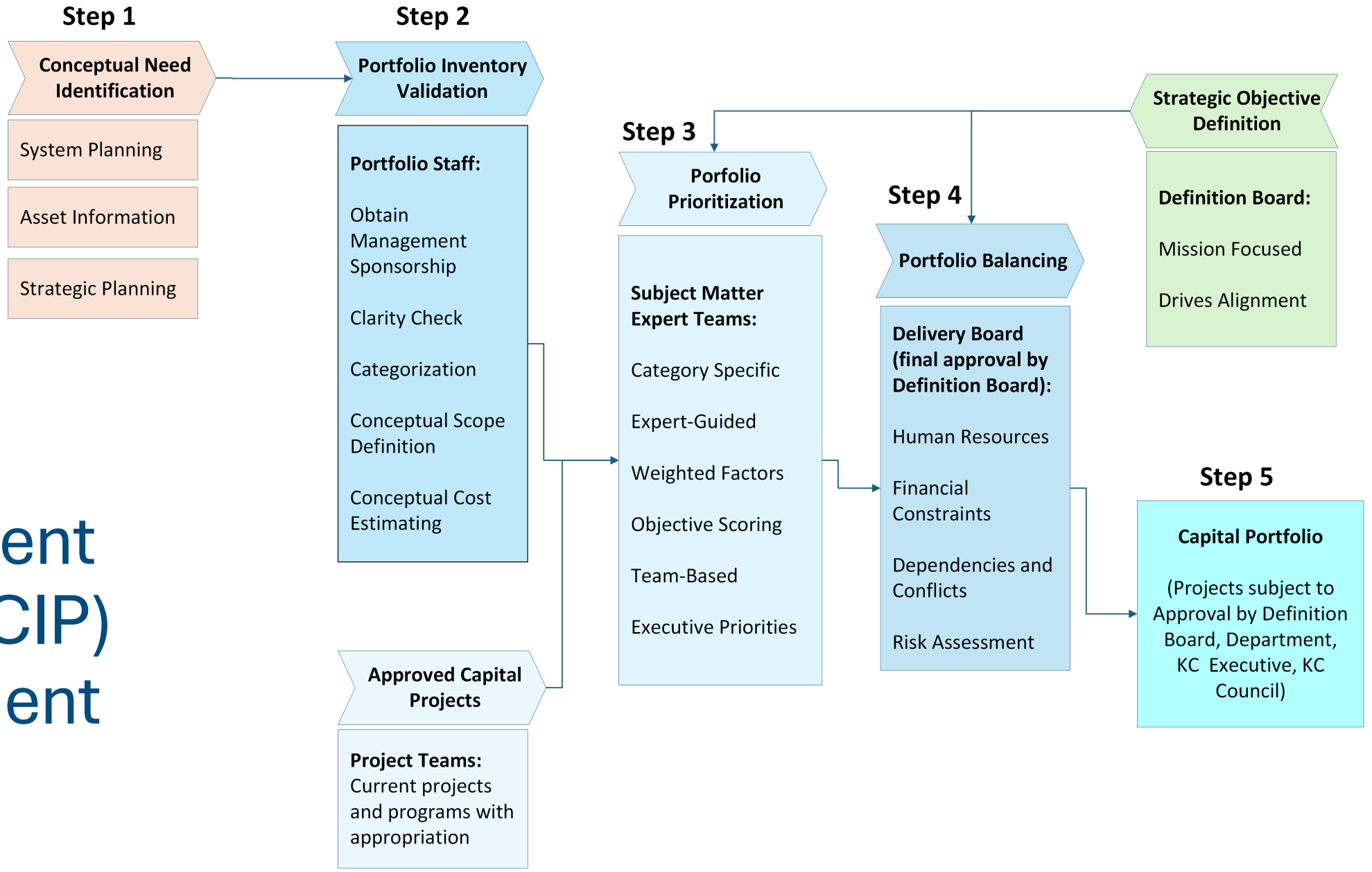
Purpose of Portfolio Management

- Allows WTD to prioritize the right projects at the right time for the right reasons
  - Identify capital projects that best align with organizational objectives
  - Conduct project delivery performance metrics to identify areas for continuous improvement

WTD's Decision Makers

- Subject Matter Experts (SMEs): front line staff such as leads and supervisors closest to the work, prioritize new project requests (REQs)
- Supervisors & Unit Managers: identify sequencing opportunities, potential conflicts between projects and staffing and operational constraints
- Project Oversight Board (POB): oversight of capital projects in design and delivery
- Delivery Board: refine process, oversight of complex capital projects, resolution of complex issues
- Definition Board: sets strategic direction

Capital Improvement Program (CIP) Development Overview



New Project Request Ranking

- New project requests prioritized by multi-disciplinary subject matter experts (SMEs) based on data specific to one of seven categories: Asset Management – Plants or Conveyance, Regulatory, Resource Recovery, Operational Enhancements, Capacity Improvement Resiliency
  - Rank projects inside and across categories

- Project requests evaluated across categories to:
  - Identify opportunities to sequence scope (combine or eliminate redundancies)
  - Identify potential conflicts or constraints (scope that can't be done at the same time)
  - Project requests compared against existing projects, those already in progress

Initial Capital Improvement Program (CIP) Development

- Portfolio staff incorporate highest priority, new requests into list of existing projects to create the initial CIP

- Delivery Board then considers staff availability for new projects, considers current projects that have requested more staff and/or funding

- Also consider risks and opportunities not identified by SMEs such as timing conflicts between projects, permitting requirements, regulatory constraints etc.…
  - Comprised of Construction Management, Engineering, Project Management, Finance, Planning, Project Control, Permitting, Operation & Maintenance, and other SMEs from a broad swath of WTD sections

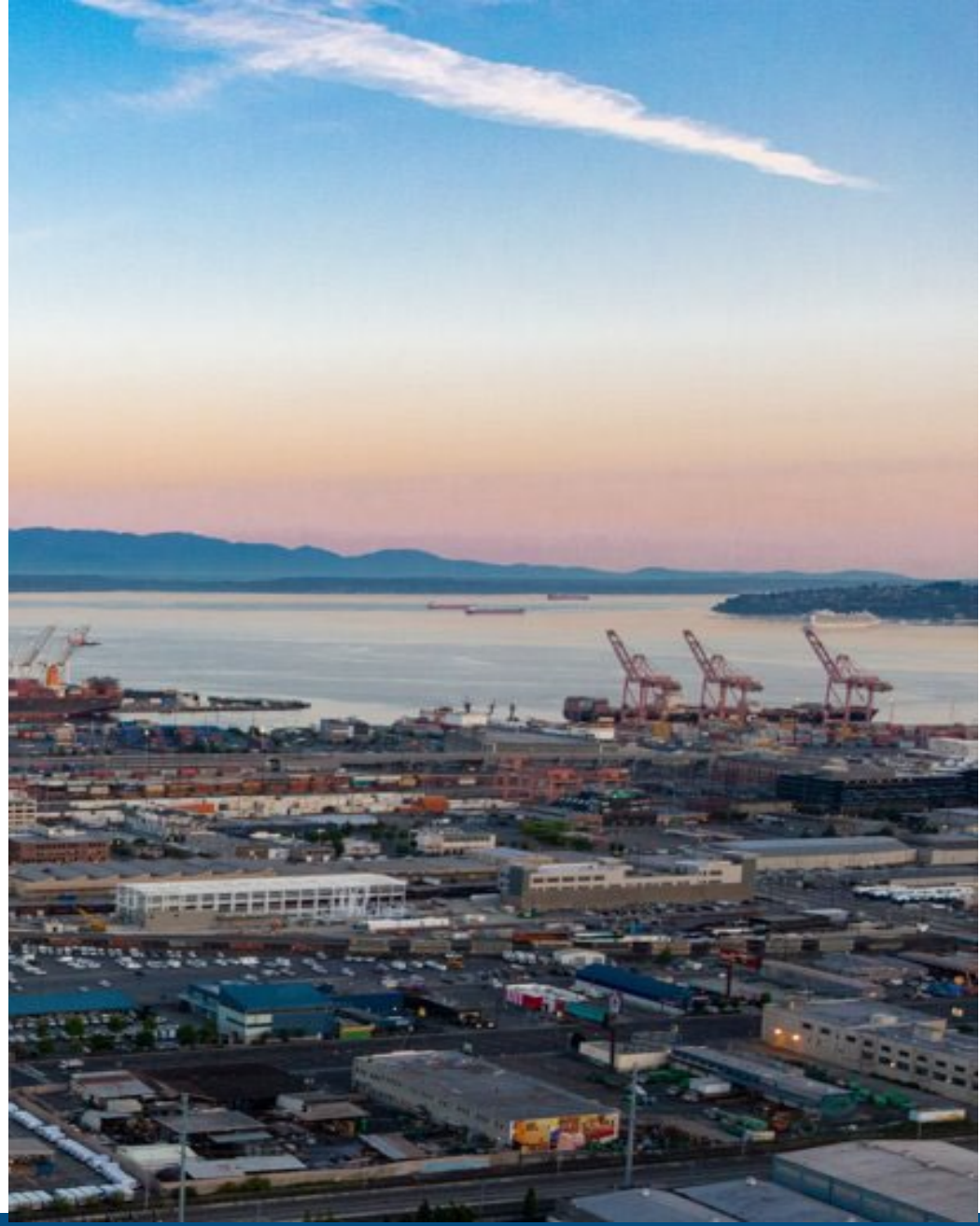
Scenario Creation and Draft Capital Improvement Program (CIP)

- Definition Board, led by WTD Director, considers different capital portfolio scenarios
- Scenario that best meets objectives then moves forward
- Mix of projects that optimize funding resources – essentially project/funding Tetris!

Submit CIP as part of WTD's Proposed Budget

- WTD Leadership submits 6-Yr CIP to:
  - Department of Natural Resources and Parks (DNRP) Leadership
  - Adjust based on input

- Submit DNRP-approved 2-Yr CIP, including WTD's proposed biennial budget to:
  - King County Executive
  - King County Council



Q & A

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