



Seattle City Light



PROJECT CONTROLS BEST PRACTICES

Corey E. Lew

Engineering and Technology Innovation - Asset
Management and Large Projects

CITY LIGHT

OUR MISSION

Seattle City Light is dedicated to delivering customers affordable, reliable and environmentally responsible electricity services.

OUR VISION

We resolve to provide a positive, fulfilling and engaging experience for our employees. We will expect and reinforce leadership behaviors that contribute to that culture. Our workforce is the foundation upon which we achieve our public service goals and will reflect the diversity of the community we serve.

We strive to improve quality of life by understanding and answering the needs of our customers. We aim to provide more opportunities to those with fewer resources and will protect the well-being and safety of the public.

We aspire to be the nation's greenest utility by fulfilling our mission in an environmentally and socially responsible manner.

OUR VALUES

Safety, Environmental Stewardship, Innovation, Excellence, Customer Care



Seattle City Light

DISCUSSION TODAY

- Project Management Perspective
(2 Project Examples)
- Best Practices for Project Controls
- Future

PROJECT MANAGEMENT EXPERIENCE

Alternative Contract Delivery Methods (ACDM)

- GC/CM General Contractor Construction Manager
- Job Order Contracting
- Design Build

PROJECT MANAGEMENT EXAMPLE

- PTCA Project
 - Don Zwink & Biz Clark

PROJECT MANAGEMENT EXAMPLE

- Project: Mixed Use Development Scottsdale, AZ
- Complex Public/Private Project
- Underground Parking Structure, City Owned Museum, Private Condo Development, Public Plaza
- Goal: Hire “the right design team” for the project

PROJECT MANAGEMENT EXAMPLE

- Team A
- Team B
- Selecting the “Right Team” for the Project
- Defining Success

PROJECT MANAGEMENT EXAMPLES

Photos of Mixed Use Public
Private Projects in Scottsdale, AZ



XPD ACCELERATED PROCESS – PROJECT MANAGEMENT PERSPECTIVE

- Selecting the “Right Team” – Example Project - Scottsdale, AZ Better Partnerships
- Reduces Claims
- Time and Resource reduction
- Focus energy on building a better project
- Project Success

PROJECT MANAGEMENT TOOLS

Contemporaneous Period Analysis (CPA)

Settle Change Orders and Schedule Impacts every 30 days

Goal: No Change Orders or Claims at end of the Project



PROJECT CONTROLS

- What is Project Controls?

PROJECT CONTROLS

"**Project Controls** are the data gathering, data management and analytical processes used to predict, understand and constructively influence the time and cost outcomes of a **project** or program; through the communication of information in formats that assist effective management and decision making."

PROJECT CONTROLS

Project Controls is
insurance for your
project or program

PROJECT CONTROLS BEST PRACTICES

- Hired consultants from UW Evans School of Public Policy
- Conducted Internal and External Interviews and Research

Recommendations:

- Dedicated Project Controls positions
- Project Control Reporting system
- Create Project Change Review System
- Risk Management Plan
- Integrate Project Management Software

PROJECT CONTROLS BEST PRACTICES/TOOLS

- Project Management Framework
- Capital Asset Review & Evaluation (CARE) Committee
- XPD Accelerated RFP/RFQ Process
- Future – Utilization of Project Portfolio Management (PPM)

PROJECT MANAGEMENT FRAMEWORK

- Provides Project Management tools for management and reporting of projects over \$250K
- Project Charters
- Project Plans
- Project Status Reports

CAPITAL ASSET REVIEW & EVALUATION (CARE) COMMITTEE

- Roll-out of Comprehensive Program now
- Monitoring and management of ETI's Capital Improvement Program
- Oversight and transparency of the development of the Six-year CIP with City Light's strategic plan and initiatives
- Development and tracking of CIP

CAPITAL ASSET REVIEW & EVALUATION (CARE) COMMITTEE

- City Light's Rate Increase was approved by City Council 7/9/18
- Includes an average rate increase of 4.5% increase over the next 6 years to support the Strategic Plan
- Also requires approx. 9% reduction in Capital Spending

FUTURE

- Centralized Project Controls - Asset Management & Large Projects
- Use Project Portfolio Management (PPM) system, consistency in reporting with SDOT and SPU
- XPD Process – Provide Metrics, Info on Vendors, Control and Project Assurance