



# City of Westlake

## Standardized Project Scheduling

# Introductions

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# Outline

- Introduction
- Project Overview
- Project Development
- Impact of the Project

# Project Overview

## **Standardized Project Scheduling**

Develop a standard projected base scheduling of resources for projects (specific resources, staffing, tools, equipment and funding). Currently, each department has their own process with no understanding of the other departments needs and internal scheduling. The desired outcome would be a standard process for scheduling projects for all departments. This would also include providing usable metrics, consistent outcomes, timely completion of projects and improve communications.

# Project Overview

- **Current State (City-Wide)**
  - All purchasing requests require Director(s) approval
  - Process
  - Semi-Centralized Purchasing Department
  - Points of Pain



# Project Overview

- **Current State (Service Dept.)**

- Managers develop individual division schedules
- Current annual tasks schedules are primarily based on what has been done historically
- Requests are not made considering current project schedules
- Outside departments make project requests without considering service workloads
- Projects are created by managers
- Projects are driven by managers, not the department as a whole
- Points of pain
  - Putting out fires
  - Resource allocation
  - Uncompleted projects

# Project Overview

- **Points of Pain (Service Dept.)**

- Putting out fires
- Over allocation of equipment
- Underutilized resources
- Coordinating skilled resources
- Uncompleted projects

# Project Overview

- **Direction of Improvement**
  - Action Plan & Execution
  - Information Gathering & Analysis
  - Project Measurable Results

## STANDARDIZED PROJECT SCHEDULING



### MISSION STATEMENT

Create a standardized project schedule to allow for efficient resource allocation and communication with parties involved.



### GOALS

1. Define annual task for service department divisions.
2. Create a working project schedule for service department for potential use city wide.

### OBJECTIVES

1. Complete SWOT analysis with service managers by 9/4.
2. Gather annual task information from service managers by 9/20.
3. Develop annual general task calendars for service divisions by 10/4.
4. Install projects into annual task calendar for 2020.



### PERFORMANCE MEASURES

1. Complete objectives by target dates
2. Receive accurate task information
3. Create a 2020 task calendar that the Service Dept. can use.

### DATA TRACKING, ANALYSIS & REPORTING

1. Complete SWOT analysis with service managers by 9/4.
2. Gather annual task information from service managers by 9/20.
3. Develop annual general l.

"HEART, SMARTS, GUTS, AND LUCK"  
BY ANTHONY, RICHARD, AND TSUN-YAN

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[cityofwestlake.com](http://cityofwestlake.com)



# Project Development

## SWOT Analysis

Standardized Project Scheduling	
Strengths	Weakness
Resources - equipment, materials, labor	Communication between departments
Diverse skills within divisions	Waiting for PO approval
Contacts	Access to our resources - equip, mat'l, labor
Finacial sound	Technology to track and communicate projects
Ability to track projects	Funding resources for technology (mayor / council buy in)
Metrics assist in managing projects measure success (measure up?)	Designated point person for project (who)
Evaluate metrics with clear benchmarks within industry	Poor comm. Within high level decision making
Department staff eager to be part of the team	Late acquisition of resources and staff
Increased collaboration b/w departments share knowledge, skill, accountability	Lack of project importacne and prioritazion
Willingness of staff to improve city operations	Participation / lack of interest
Geography and space (we are close - eliminate travel and have ample meeting space)	No city wide WO system in place
Technology - phones and computers are readily avail. To communicate / share info. House master schedule	No follow thru
Past practices / successes - each dept using similar tactics individually	Unknownpriorities and challenges specific to each dept. (compliance,budgets,staffing, seasonal issues)
	Communication issues - Silos
Opportunities	Threats
Improved communication	Weather / Seasonal
Better understanding of departmental needs and function	Lack of communication
Speed of decision making and ability to preform certain projects timely	No management support / communication
Determine projects that should be outsourced	Failure of internal customer to follow schedule
Determine staffing needs	Failure of departments to follow process
Ability to inform the public on timelines (start / completion)	Cooperation and buy in from Mayor and departments
Clearly determine future training needs	Political buy in (elected officials)
Completed projects on timeand on budget	Individuals not comfortable to share front end decision making
Streamline ownership of project tasks (skill / knowledge)	Staff not able to complete due to existing over booked schedule
Improved work flow	Funding (could be placed on back burner)
May open door for other city wide programs	Seasonal workload
Minimize waste (duplicated efforts, over allowcate resources resualting in further delays)	Follow thru
Reduce the cost of inefficiency, missed deadlines, delaying other projects, contractor costs, poor staffing	Changing regulations
	Natural disaster - storms, sinkholes
	Changing directives from Mayor / Council

# Annual Task Calendar



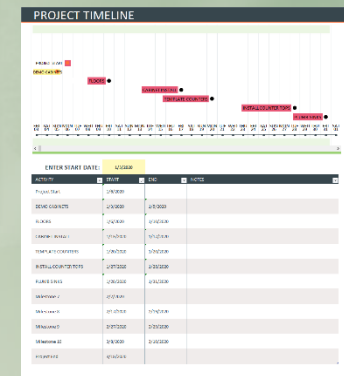
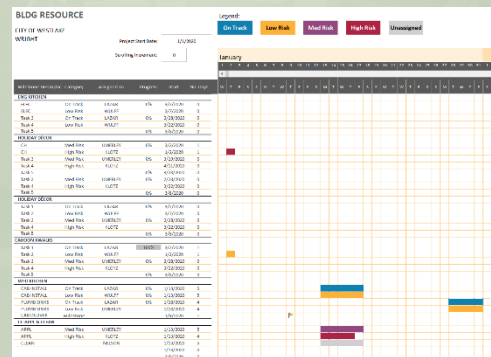
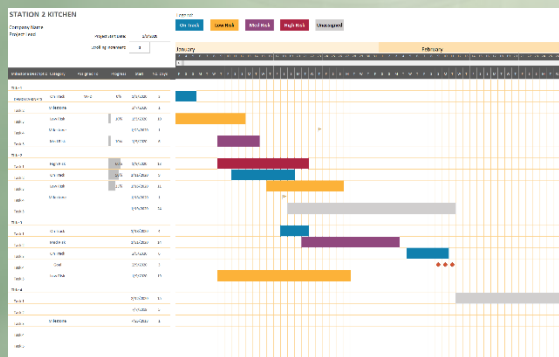
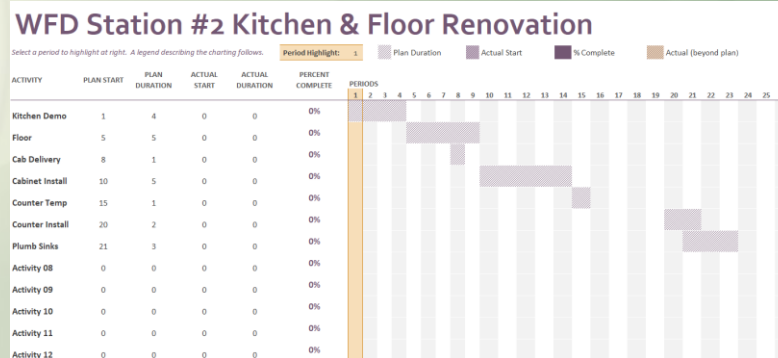
# Project Development

- **Create Project List**



# Project Overview

- Scheduling Program Evaluation
  - Existing software
  - Limitations



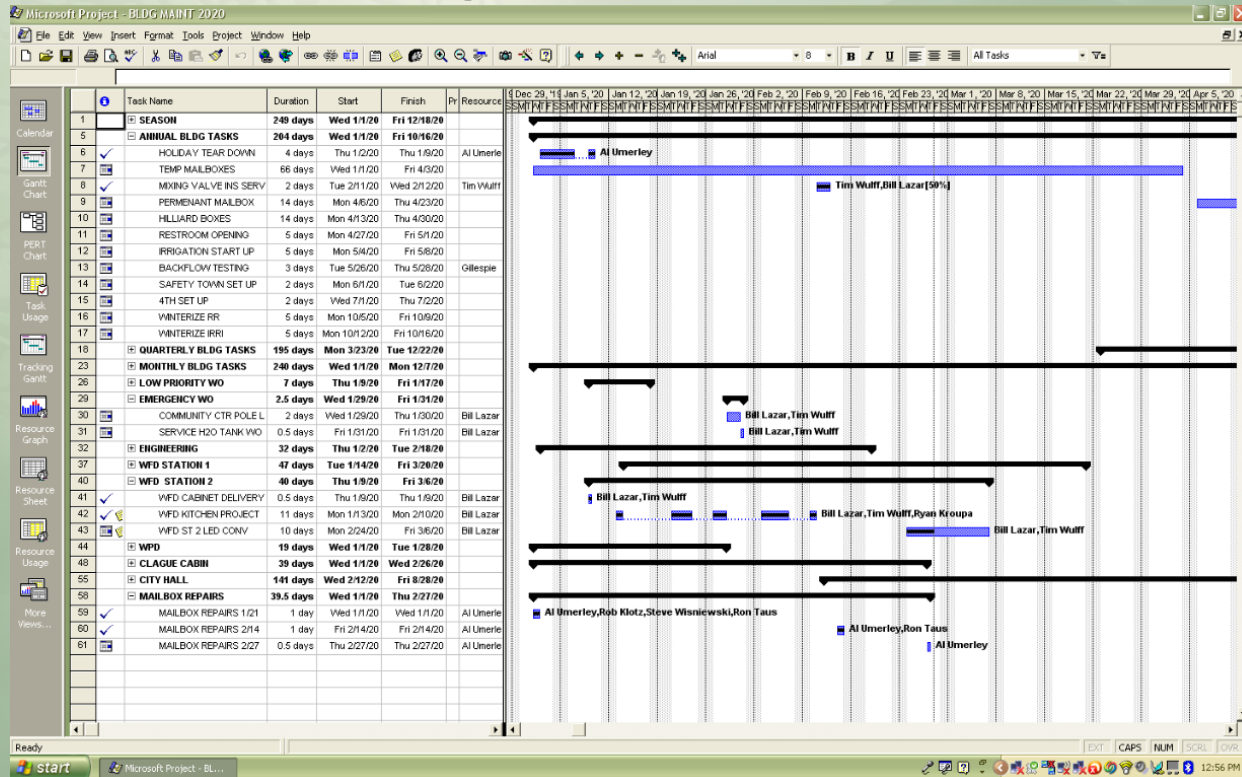
# Project Development

- **Dedicated Scheduling Software**
  - Microsoft Project
    - Compatibility
    - Provides better data tracking
    - Multiparty Use
    - Detailed Matrix



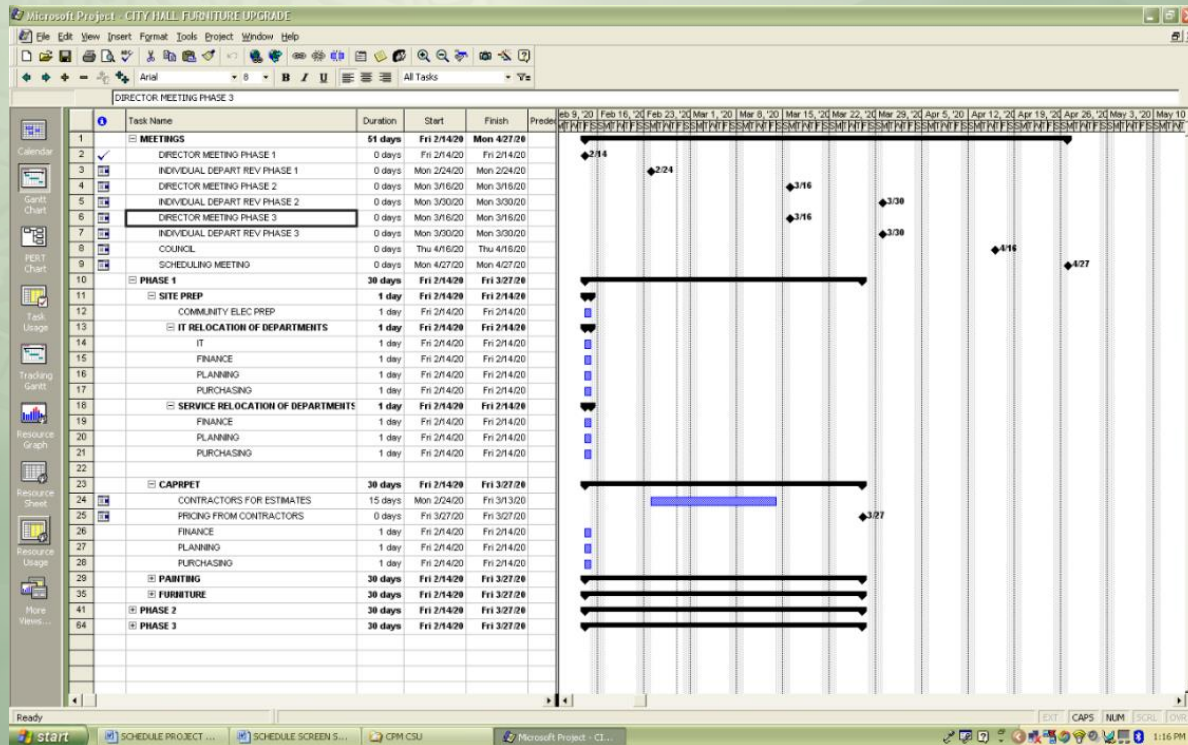
# Project Development

## 2020 Building Maintenance Schedule Q1



# Project Development

## City Hall Office Refresh Project Schedule



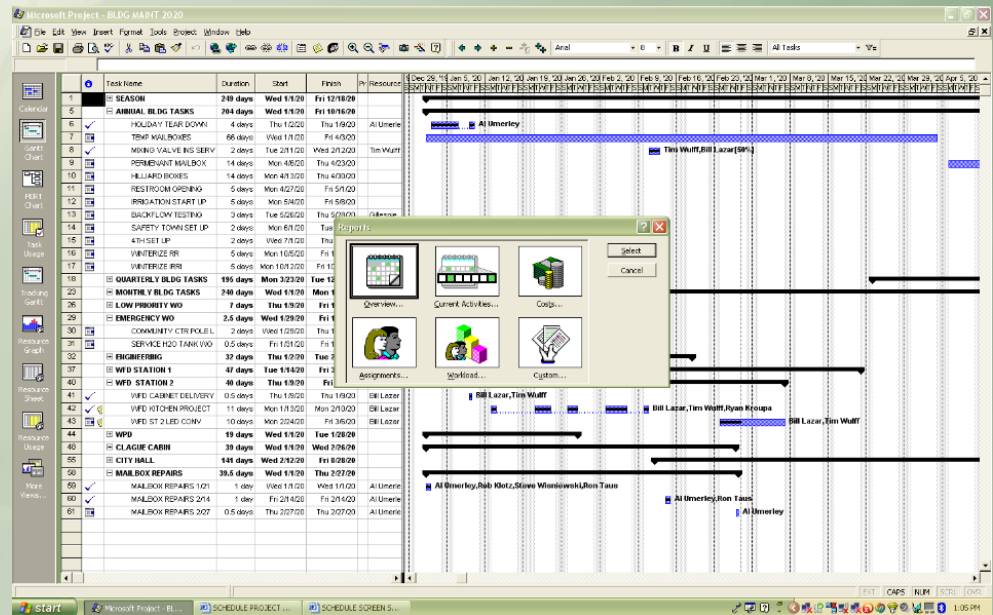
# Impact of the Project

- **Issues Found to Date**

- Annual tasks have change
- Time frame for tasks need to be adjustable
- Need Dedicated Scheduling Software
- Administrative task scheduling/coordination

# Impact of the Project

- **Future Outcomes**
  - Availability for reports
  - Improved communication
  - Timely completion
  - Metrics
  - LEAN
  - Efficiencies
  - Value







# Thank You