

CASE STUDY

INDUSTRY



Utilities

PROJECT

Butte County Rebuild

LOCATION

Northern California

SERVICES PROVIDED

Project Controls

Budget and Cost Controls

Project Scheduling

Project Reporting Services

Project Governance



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Butte County Rebuild

DRMcNatty resources were brought in to establish project scheduling and cost controls to support the Butte County Rebuild. The DRM team quickly established processes for cost controls that allowed for effective reporting and audit capabilities as well as establishment of schedules for the program.



OVERVIEW

The Butte County Rebuild Program was launched to rebuild the electric, gas, and telecom infrastructure following the California wildfires in 2018. DRMcNatty was hired to support the project controls establishment for the program including cost and schedule controls.

CHALLENGES

The DRM team was faced with challenges at the inception of the program whereby much of the work was still being performed in event mode. Program cost controls were critical in a successful transition from emergent work to a managed rebuild phase. Through analysis of the collected cost data, the DRM team created a strategy and cost controls plan which allowed for accurate audit trails of costs incurred on the project and allowed for scale and reporting as the program continued to grow.

Project Schedules needed to be developed for the program as did the consolidated cost and schedule reports used by the stakeholders. While the program was working in event mode, the project schedules and reporting were done primarily on spreadsheets which were not maintained in a central environment with consolidated reporting.

Overall, as the program emerged from its event-driven inception, the program faced the challenge of the development of scope and budget along with mechanisms for forecast and change controls.

SOLUTION

A thorough analysis was done of the existing process and procedure to determine the strengths and weaknesses of the current program. New program procedures were developed in cooperation with the client which allowed for effective audit and compliance tracking of cost data for the program.

The DRM team established new methods for tracking Purchase Orders along with implementing a new method for vendor management to create consistency in data requested and collected. Additional processes were established for the setup of Accruals, Forecast, Purchase Order Status, and Change Order Status along with associated reporting to distribute timely information to program executive as well as project managers. Finally, a new system of Order Management was established that was a critical part of the transition from event mode to program mode was formalized and communicated throughout the program.

CASE STUDY



DRM implemented Primavera P6 for tracking project schedules and resources for the program. Standardized templates were developed for the various work streams within the program that allowed for unique aspects of these workstreams to be tracked and critical milestones reported to program managers.

Reporting dashboards were developed to help consolidate cost and schedule information for the entire program. These dashboards provided a graphical view of key performance indicators and were made readily available for executives and project managers.

RESULTS

Through the establishment of a foundation for project controls, DRM was effective in improving the overall cost tracking, scheduling, and reporting for the Butte County Rebuild. The program realized many benefits from these efforts including greater compliance with SOx audit requirements, greater visibility and communication among project stakeholders, consistent data collection from vendors, more accurate cost forecasts, and improved change management. The implementation of these measures helped improve communication within the program and diminish risks while providing Project Managers the ability to better manage the costs for their respective projects.

Project Schedules provided accurate forecasting of dates for key milestones along with variance reporting to provide focus and attention in areas that may be falling behind schedule.

In summary, the DRMcNatty Team established an effective Project Controls strategy for the Butte County Rebuild to scale the program while maintaining effective cost and schedule management.



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