CAPITAL PROGRAMS EXPANSION
Schedule and Budget

September 24-25, 2024

PROJECT OVERVIEW

How We Got Here

- At the beginning of FY24, evaluated improvement opportunities (systems, processes, etc) in our End-To-End management of Capital Projects.

- Based on that analysis, prioritized a set of improvement areas to be implemented in Phase 1:
  - Improve Budget Tracking
  - Improve Schedule Tracking
  - Simplify Status Reporting

- Additional areas around Project Templates/ Checklists, Phase Changes, Risk Management, Change Orders would occur in future phases.

Success Criteria

- Improved Transparency
- Don't increase burden on PM's
- Extend ability to reflect potential risk/ events in projects

Project Mechanics

- May 2024 to Aug 2024
- Joint Effort With Facilities, NUIT and Llama
- Capital Programs SMEs:
  - Larry
  - Dave
  - Bonnie
  - Dan
  - Hiro

BENEFITS

New Features Enable:

- Improved Transparency

  - Provides the ability to see a summary level of budget and schedule risk across the capital programs portfolio (140+ projects)

  - Drives consistency of process / tools across the portfolio (vs different ways of doing this by PM)

- Extended ability to reflect potential risk/ events in projects

  - Evaluating forecasted expenses against a baseline allows quick identification of risk and allows questions to be asked early in the project

  - Sets the foundation for more advanced system tracking (Actuals vs Baseline, etc)

- Minimizing burden on PM's

  - Accountability doesn't change in terms of schedule/ budget. This just allows everyone a better way to see where potential problems may arise

  - Reusing existing processes and reports in the system. Simplified them to reduce the effort to complete.

  - Most effort happens at new project set up, then leverage updating against the baseline during existing check in process.

  - Work to do budgets/ progress reports, offset by simplification of phase checklists/ templates. (Upcoming Phase)
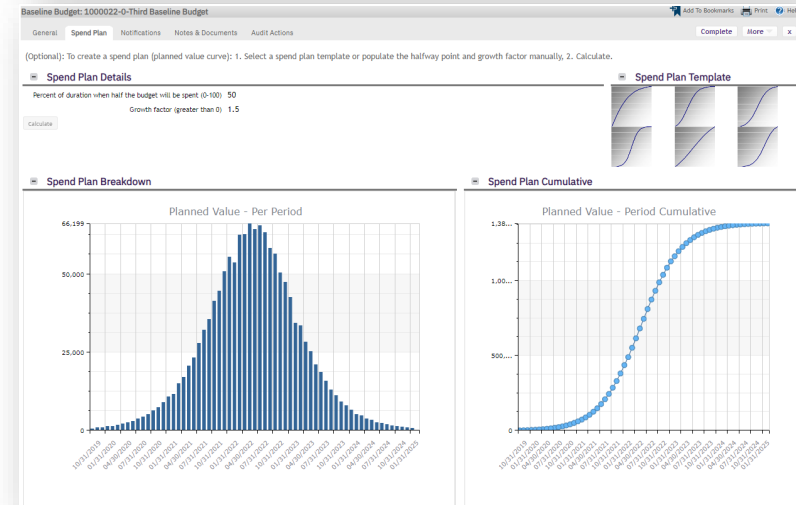
EXPANDED FUNCTIONS

We decided to:

- Relabeled fields to clarify difference between Funding and Budgets (existing fields)

- Establish a Baseline Budget with Spend Plans (new form)

- Enable Budget Forecasting (new form)

- Set Project Dates
    - Substantial Completion Date (renamed existing field)
    - Anticipated Financial End Date (new field)

- Streamline Project/Progress Reports to focus on Budget and Schedule Metrics (existing form, simplified fields)

- Established Performance Metrics and Develop a Project Status Dashboard (new report, fed on progress reports)

FUNDING & BUDGET

a. Original Funding	$1,722,470.00	US Dollars
b. Funding Changes	$-299,550.00	US Dollars
c. Current Funding (a+b)	$1,422,920.00	US Dollars
Baseline Budget	$1,382,612.00	US Dollars
Budget Delta	$40,308.00	US Dollars

TRAINING AGENDA

➤ Updated Budget Summary

➤ Adjusting Schedule Dates

➤ Creating a Baseline Budget

➤ Creating a Budget Forecast

➤ Creating Project Reports

➤ Project Health Dashboards

UPDATED BUDGET TAB

BUDGET TAB

Funding and Budget Grouping

- **Original Budget** is the original budgeted amount for the project, established during the creation of the project's capital chartstring.

- **Funding Changes** represents the net change to project budget (i.e. sum of budget increases and decreases) following the creation of the original project budget.

- **Current Funding** (a+b) is the project's current budget; it represents the sum of the Original Budget and Budget Changes line items.

- **Baseline Budget** represents the amount project leadership thinks the project is going to be, so that performance can be based on that actual thought rather than the initial amount that was funded.

- **Baseline Delta (c-Baseline Budget)** represents the delta of the Current Funding and Baseline Budget.

BUDGET TAB

Incurred Grouping

- **Invoices Paid** represents the sum of all vendor invoice payments that have been released for the project.

- **Journal/Job Cost** represents the sum of all NU Facilities internal costs (e.g. shop time, PM Fees, etc.) billed to the project.

- **Total Incurred** (e+g) represents the combined total of internal and external costs that has been spent on the project.

ADJUSTING SCHEDULE DATES

SCHEDULE TAB

Summary Section

- The **Plan Start** date represents the initiation of the project.

- The **Substantial Completion** date represents the date <u>construction</u> is to be completed.

- The **Anticipated Financial End** date represents the when all <u>financial transactions</u> should be completed and processed for the project.

CREATING A BASELINE BUDGET

CREATING A BUDGET FORECAST

CREATING PROJECT REPORTS

PROJECT HEALTH DASHBOARDS

HEALTH DASHBOARD

Project Data

Self Selection

BEST PRACTICE REMINDERS

- **ACTIVATE THE PROJECT RECORD**

- Save the Project Record frequently when updating

- Don't navigate away from a Project Record if it is a large project

- Project Reports and Percent Complete:

    o Prioritize schedule over billing

    o Focus on work complete

    o Utilize comments for context

IMPORTANT FIELDS

Field	Description
Actual Percent Complete As of Period End Date	Manual entry by PM, with estimated completion percentage
Budgeted Cost of Work Performed	**Baseline Budget** * % Complete
Actual Cost Period End	Invoices Paid as of Report End Date
Cost Performance Index (CPI)	Budgeted Cost of Work Performed / Actual Cost Period End
Schedule Performance Index (SPI(t))	Earned Schedule Duration / Planned Days
Earned Schedule Duration	Utilizes: Planned Duration, Budgeted Cost of Work Performed, **Baseline Budget Spend Plan Curve**, **Baseline Budget**
Estimated Final Cost	(Forecast Final – Paid Invoices)/CPI + Paid Invoices ELSE Forecast Final/CPI
Forecast Final	Current Commitment + Potential Change Orders + **Forecast to Complete**
Estimated Final End Date	**Project Plan Start** + Estimated Final Duration
Estimated Final Duration	Planned Duration / SPI
Planned Duration	Duration of **Project Plan Start** to **Project Anticipated Financial End**