

# SEATTLE PUBLIC UTILITIES REHABILITATION EFFICIENCY STUDY



**CLIENT**  
Seattle Public Utilities

**LOCATION**  
Seattle, WA

**DURATION**  
6 months

**ROLE**  
Technical Lead

**BUDGET**  
\$80,000

**COMPLETED**  
February 2015



**City of Seattle**

With over 1,400 miles of sewer collection pipe and an average system age of 80 years, Seattle Public Utilities (SPU) is in a growing battle against system deterioration. The aging system requires increased levels of repair and the City planned to respond by tripling the size of the sewer pipe rehabilitation program. Immediately, SPU realized a new challenge it had to solve: how do you use existing staff and systems and successfully accomplish three times the amount of work?

The pipe rehabilitation program involves groups across the Utility; engineering, planning, crews, construction, and contracting. Each group has its own role and its own challenges. With HDR Engineering, David Gordon pulled together a technical team of SPU staff to work through the rehabilitation process, find resource constraints and opportunities for efficiencies.

This project combined workflow process mapping, root cause identification, and workload analysis to identify key roadblocks to ensuring the rehabilitation program could expand. A key success factor for this project was linking executive management and core technical staff to the project. An executive management team, compiled with key decision makers, provided insight on roadblocks

and more importantly ensured changes could be made and quick wins implemented. The technical staff provided the on-the-ground knowledge and solutions assessment to build a strong list of recommendations.

The end results was the development of a streamlined rehabilitation process that maximized the use of staff and contracted resources to handle additional workload.

