

Strategic Plan Initiative Tracker December 2014

The Strategic Plan includes 36 initiatives approved by the Mayor and City Council in 2012. The total project cost for all initiatives over the plan’s six-year period is estimated to be \$493.3 million and is forecast to deliver \$108.2 million in financial benefits.

For 2014 these amounts are comprised of project costs of \$46.3 million and were expected to deliver \$14.6 million in financial benefits. Progress on these initiatives is reported under Seattle City Light’s four themes:

- 1) Improve Customer Experience and Rate Predictability;
- 2) Increase Workforce Performance and Safety Practices;
- 3) Enhance Organizational Performance; and
- 4) Continued Leadership in Conservation and Environmental Stewardship.

The detailed information in this report is broken into three sections which discuss the following elements of this process:

- Section I** - Assessment of Initiative Performance
- Section II** - Summary of the Strategic Plan Results
- Section III** - Summary Performance Assessment for Each Initiative.

Section I – Assessment of Initiative Performance

Each initiative has a template that identifies start and finish dates, Operations & Maintenance (“O&M”) and Capital Improvement Project (“CIP”) budgets and actual expenditures for the period, as well as other information needed to track progress.

The Strategic Initiative achievements have been evaluated in the following way:

Green	Year-to-date	Metrics are met YTD.
	Full-Year	Metrics are expected to be achieved by year-end.
	Project Life-Cycle	Metrics are expected to be achieved by end of project life-cycle
Yellow	Year-to-date	Metrics are not met YTD, but are expected to be met by year-end.
	Full-Year	Uncertainty exists around the achievement of metrics by year-end.
	Project Life-Cycle	Uncertainty exists around the achievement of metrics
Red	Year-to-date	Metrics are not met YTD.
	Full-Year	Metrics are not expected to be achieved by year-end.
	Project Life-Cycle	Metrics are not expected to be completed

Where appropriate, progress metrics will include scope and schedule, milestones, and deliverables under the “Milestones” column. The financial impact (costs and/or savings) generated by each initiative compared to budget will be included under the “Financial” column.

Section II – Summary of Strategic Plan Results

Table 1 provides an assessment of the overall expected outcome of the Strategic Plan Initiatives assigned to the four themes.

Table 1 – Summary Initiative Progress

Summary Initiative Progress	YTD	Full - Year	Project Life - Cycle Forecast
Improve Customer Experience & Rate Predictability			
Increase Workforce Performance & Safety Practices			
Enhance Organizational Performance			
Continued Leadership in Conservation & Environmental Stewardship			
Overall			

- Ratings are determined based on a combination of aggregate initiative progress relative to financial and project milestones, weighted to the initiatives with the largest financial impact.

City Light’s Strategic Plan includes 36 initiatives, some of which have multiple components or projects. Thirty-two began in 2013 and three were completed by year-end.

Thirty-three initiatives were active in 2014. As of December 31, 2014, 25 are on track and eight are experiencing delays. Further detail of these variances can be found in Section III of this document. Savings resulting from strategic investments are reported below.

Financial Analysis

Capital Delivery of Program Improvements – City Light budgeted \$77.2 million on CIP projects to implement continuing Strategic Plan initiatives during 2014. The forecast was to spend 94% of the original budget in 2014; by year-end, 84.1% was spent.

Operations and Maintenance - Table 2 provides a holistic view of the status of costs and revenues. These figures include both dollars in the baseline in addition to those associated with initiatives.

Table 2 - Summary Financial Plan Tracker – 2014

\$M	Full-Year Results		
	Plan	Actual	Diff
Retail Revenue	754.0	728.4	(25.6)
Net Wholesale Revenue	85.0	88.6	3.6
Net Power O&M	(265.0)	(253.9)	11.1
Net Non-Power O&M	(222.5)	(211.1)	11.4
RSA Transfers, Net	(2.7)	(4.4)	(1.7)
Taxes, Depreciation & Other	(228.8)	(219.6)	9.2
Available for Debt Service	348.2	344.0	(4.2)
Debt Service	184.8	184.8	0.0
Debt Coverage Ratio	1.88	1.86	(0.02)

City Light will meet its required debt coverage ratio for 2014. Full-year retail revenue is below budget as a result of lower than budgeted load due primarily to warmer weather in the beginning of the year and lower than anticipated load from the boring machine for the Alaska Way Viaduct project. Full-year net wholesale revenue is higher than budget by \$3.6 million or 4.6%. Full-year net power O&M is lower than budget due to higher revenues from a higher fair valuation of seasonal exchanges and lower long-term purchased power costs. Full-year net non-power O&M expenses are below budget due to lower generation expenses as well as lower distribution expenses driven by lower than anticipated distribution station and tree trimming expenses. Full-year taxes, depreciation & other expenses are below budget due primarily to lower than expected interest, depreciation and tax expense partially offset by lower than expected capital contributions.

Baseline Budget Performance - Budgeted annual initiative spend in the areas of Non-Power O&M and CIP comprises 3% and 4%, respectively, of total City Light spend in these categories. City Light spent 95% of the overall O&M budget through December and the initiative spending was consistent with the overall O&M budget spending. For purposes of a baseline view, if the initiative underspending is removed from the forecast, the results also reflect that City Light continues to spend below baseline budget levels in the areas of Non-Power O&M and CIP.

The baseline projects represent the investment required to maintain a consistent level of reliability and customer service. City Light delivered on all of the 22 baseline programs in 2014, 20 of which exceeded or met target performance measures. Some of the major projects in the baseline include the implementation of a new customer billing system, the Boundary relicensing project and performance maintenance projects at Boundary, Skagit, Cedar Falls and Tolt dams.

Efficiency Initiatives/Savings

City Light committed to \$14.6 million of savings associated with planned efficiencies by the end of 2014. Efficiency efforts were successful and the year-end goal was surpassed. Efficiencies achieved in 2014 are as follows:

	Efficiency Initiative		Year-to-Date
Sustainable Efficiencies	Bond Issue Timing	\$	600,000
	BPA Power Factor	\$	129,000
	Bond Size Reduction	\$	4,600,000
	BPA Slice Solution	\$	255,348
	Cost Allocation	\$	561,262
	Credit and Collections	\$	319,577
	Current Diversion	\$	780,957
	Fleet Reduction	\$	520,200
	Inventory Costs	\$	104,040
	Online Security	\$	104,040
	Project Management	\$	1,024,794
	Permitting Penalty Reduction	\$	25,000
	Risk Mgmt Audit	\$	180,000
	Benefit Savings	\$	1,010,981
	Environmental Grants	\$	4,354,797
	CSED O&M	\$	674,779
	CSED CIP	\$	1,060,478
	PSEA O&M	\$	1,808,600
	PSEA CIP	\$	1,760,000
	Subtotal	\$	19,873,853
One-Time Efficiencies	NW Refund Case	\$	1,000,000
	Real Estate Sales	\$	1,585,440
	Subtotal	\$	2,585,440
	TOTAL Efficiencies	\$	22,459,293

Section III - 2014 Summary Performance Assessment for Each Initiative

Section III provides an assessment of individual Strategic Plan initiative performance, associated major milestones achieved, and discussion of any material variances. Dollar amounts listed in the second column are 2014 net revenues or costs in millions of dollars.

Improve Customer Experience and Rate Predictability

2014 Progress			Year-to-Date		Full-Year Forecast		Project Life-Cycle Forecast	
#	\$M ¹	Description	Financial	Milestones	Financial	Milestones	Financial	Milestones
A4	0.3	Implement Compliance Tracking and Std <i>(In-Service revised to June 2015)</i>	●	●	●	●	●	●
A6	15.7	Denny Substation Program <i>(In-Service revised to July 2017)</i>	●	●	●	●	●	●
A7	0.4	Upgrade Transmission System Inductor Installation	●	●	●	●	●	●
		Upgrade Transmission System Reconductoring	●	●	●	●	●	●
A8	11.6	Underground Cable Replacement	●	●	●	●	●	●
A9	2.9	Improved Streetlight Infrastructure	●	●	●	●	●	●
A11	0.5	Hydro Performance and Generation Availability	●	●	●	●	●	●
A13		Advanced Metering Infrastructure	n/a	●	n/a	●	●	●
CR2		Tools to Reduce Potential Rate Shocks	n/a	●	n/a	●	●	●
CR4		Cost of Service and Rate Design Policies	n/a	●	n/a	●	●	●
CR5		Customer Portal ²	●	●	●	●	●	●
CR7	(.15)	Customer Contact Center Performance	n/a	●	n/a	●	●	●
CR10	0.4	Low Income Assistance Program	●	●	●	●	●	●

¹ Financial impacts of each initiative are reflected as Expense/(Savings)

² Budget for this Strategic Initiative has been combined with the Customer Care and Billing system project

- Implement Compliance Tracking System – Finalization of the contract continues to be delayed due to on-going contract language conflicts between the selected vendor (AssurX), the Department of Finance and Administrative Services and the City of Seattle Law Department. The contract should be signed by January 30, 2015. This will delay full implementation of the system until the second quarter of 2015. (A4)
- Low Income Assistance Program – City Light exceeded the target to enroll 2,500 new participants in the Low Income Assistance program (also called the Utility Discount Program, UDP) in 2014. By year-end 2014 new enrollments reached 3,168. The milestone to perform audits on 400 participating residences was not met due to staffing limitations that have since been addressed. This milestone will be included in the program’s 2015 work plan. (CR10)

Increase Workforce Performance and Safety Practices

2014 Progress			Year-to-Date		Full-Year Forecast		Project Life-Cycle Forecast	
#	\$M ¹	Description	Financial	Milestones	Financial	Milestones	Financial	Milestones
W1	(2.0)	Safety Culture and Accountability	●	●	●	●	●	●
W2a/b	(2.8)	Attract and Retain Workforce <i>(In-Service revised to April 2015)</i>	●	●	●	●	●	●
	2.1	Training and Development <i>(In-Service revised to Dec 2015)</i>	●	●	●	●	●	●
W2	6.1	Technical Training Center <i>(In-Service revised to Jan 2017)</i>	●	●	●	●	●	●

- Attract and Retain Workforce – City Light Human Resources is collaborating with the City Personnel Department to conduct an employee pay analysis. It is expected that the study results and summary report will be provided to City Light by April 30, 2015. Meeting the target timeline is dependent upon the collaboration with City Personnel. (W2a)
- Training and Development – Cornerstone OnDemand, City Light’s Learning and Talent Management System’s Succession Module was launched on December 10, 2014. This will facilitate the implementation of the career ladder and knowledge transfer program that is scheduled to be completed by September 15, 2015. (W2b)

Enhance Organizational Performance

2014 Progress			Year-to-Date		Full-Year Forecast		Project Life-Cycle Forecast	
#	\$M ¹	Description	Financial	Milestones	Financial	Milestones	Financial	Milestones
M2	0.3	Benchmarking City Light Performance	●	●	●	●	●	●
M3	0.9	Disaster Recovery	●	●	●	●	●	●
	1.3	FINMAP Project <i>(In-Service revised to June 2015)</i>	●	●	●	●	●	●
	0.4	Enterprise Document Management	●	●	●	●	●	●
M4	1.2	Performance-Based Reporting	●	●	●	●	●	●
M5	0.7	Internal Audit	●	●	●	●	●	●
M6	0.5	Project Management Quality Improvement	●	●	●	●	●	●
M7		Service Level Agreements with City Departments	n/a	●	n/a	●	●	●
M8	(0.3)	Procurement Process for Internal Services	n/a	●	n/a	●	●	●
M9	(14.6)	Efficiency Initiatives	●	●	●	●	●	●
A3	0.8	Information Technology Security Upgrades	●	●	●	●	●	●
A5	3.0	Implement Enterprise Geospatial Information System	●	●	●	●	●	●
A10		Mobile Workforce Implementation <i>(In-Service revised to December 2016)</i>	n/a	●	n/a	●	●	●
A12	(1.9)	Regional Electric Utility Leadership	●	●	●	●	●	●
A15	0.5	Updating Standards	●	●	●	●	●	●

- FinMap – City Light is participating in further refinement of the scope for this City-wide project as well as implementing an Asset Management module (AMM) to record accounting values for utility Plant Assets. This module will be implemented and tested during the first quarter 2015, with initial usage planned for June 2015. (M3)

- Mobile Workforce Implementation – The completion of the Mobile Workforce Management Initiative, as envisioned in 2012, is dependent on Oracle Utilities Mobile Workforce Management software having the functionality to meet City Light’s business requirements. As of December 31, 2014, Oracle had not released this product and is estimating release for the end of 2016. This delay has shifted the focus of the Mobile Workforce Implementation to a multi-phase approach to begin in 2015. The first phase to be completed by June 30, 2015 will include equipping the City Light field workforce with mobile data tablets using web based software that can access WAMS and other mobile applications. (A10)
- Updating Standards – The milestone to complete an index of new standards for the underground system was delayed from June 30, 2014 until February 27, 2015 due to a current focus on the overhead system. Development of pole head construction standards has been delayed from the original target date of August 2, 2014 until May 29, 2015 due to scope expansion from approximately 30 to 195 assembly variations. (A15)

Continued Leadership in Conservation and Environmental Stewardship

2014 Progress			Year-to-Date		Full-Year Forecast		Project Life-Cycle Forecast	
#	\$M ¹	Description	Financial	Milestones	Financial	Milestones	Financial	Milestones
CR8		Enhance Environmental Leadership						
CR9	1.1	Reduce Environmental Liability						
A14		Electric Vehicle Infrastructure	n/a		n/a			
A17	0.2	Climate Research						
A18		Conservation Program Enhancement	n/a		n/a			

- Enhance Environmental Leadership - The ecological management plan for the Creston-Duwamish transmission right-of-way (ROW) is complete. The Cedar Falls ecological management plan was delayed in order to facilitate greater coordination with Seattle Public Utilities now estimated to be completed by June 30, 2015. This is not expected to impact overall timeline for the strategic initiative. (CR8)

Baseline Strategic Assumption

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Power Supply and Environment

Produce and purchase 10 billion kilowatt-hours of clean electricity each year to power all the homes and businesses (nearly 400,000 customers) in Seattle, Shoreline, Lake Forest Park, Burien, SeaTac, Tukwila and other small parts of King County.

Operate and conduct maintenance on Boundary, Skagit, Cedar Falls and Tolt Dams

Incorporate environmental and wildlife habitat mitigation as part of the new Boundary plant license

Meet load growth with conservation and renewable power resources, including compliance with I-937 requirements to acquire renewable power resources

Continue strong conservation program and achieve I-937 mandated targets

Uphold greenhouse-gas neutrality status

Continue hazardous waste/Superfund cleanup, water quality testing, and the restoration of hundreds of acres of land that includes fish and wildlife habitats

Reliability

Provide reliability equal to no more than one outage per year per customer lasting no more than 70 minutes per customer.

Support operation and maintenance of 14 large substations and almost 3,000 miles of transmission and distribution lines

Conduct maintenance on highly reliable network system that serves customers in downtown Seattle

Manage 500-plus miles of annual tree trimming along power lines -- a major contributor to keeping reliability at a high level

Inspect and treat City Light's 108,000 poles and annual replacement of 2,000 poles

Direct streetlight repair response within 10 working days of a reported outage, as well as replacement of about 15,000 streetlight lamps per year with energy-efficient LEDs until all residential streets have LEDs

Implement a new work and asset management program to assess and prioritize work on City Light's most critical assets

Conduct an apprenticeship program that hires and trains 10-20 new apprentices per year

	2014	2015 & Beyond	Notes
Achieved	On Track	On Track	13.6 billion KWhs of clean electricity were generated and purchased in 2014.
Achieved	On Track	On Track	The Boundary Unit 55 Generator Rebuild continues to run reliably and the Unit 56 Rebuild is progressing on schedule with the Toshiba work ahead of schedule. A new security entrance and guard station were completed.
Achieved	On Track	On Track	The Boundary Licensing program includes a number of subprojects such as a native salmonid conservation program, an upstream fish passage, downstream fish entrainment program planning, and an initial mitigation measure for Total Dissolved Gas
Achieved	On Track	On Track	A 2014 State Auditor Office report confirmed that City Light had fully complied with the requirements of I-937.
Achieved	On Track	On Track	As of December City Light achieved 16 MW of conservation or 114% of the aMW target.
Achieved	On Track	On Track	For the tenth year in a row that City Light achieved greenhouse gas neutrality.
Achieved	On Track	On Track	Site environmental clean-up continues on Terminal 117 and the Duwamish waterway. Twenty-five acres of habitat were also restored in the Skagit River area.
Achieved	On Track	On Track	SAIDI and SAIFI targets have been met for 2014 with SAIDI at 69.7 minutes and SAIFI at 0.9.
Achieved	On Track	On Track	The Substation Power Transformer Condition Assessment Program field inspected and tested 12 substation power transformers. Final condition assessment reports on all 12 were published.
Achieved	On Track	On Track	City Light continues to schedule and perform regular maintenance on the network system. Equipment is inspected, repaired or replaced and tracked in the Work and Asset Management System.
Achieved	On Track	On Track	587 line-miles of trees were trimmed in 2014. This includes 522 miles of distribution and 65 miles of transmission lines.
See Note	See Note	See Note	In 2014 the Utility reinforced or replaced a total of 1,753 poles with 1,319 poles replaced by crews, 219 poles replaced by contractors, and 215 poles reinforced.
Achieved	On Track	On Track	On average for 2014 a 95% response rate for streetlight trouble tickets was achieved. Residential streetlight replacement with LEDs was also successfully met.
Achieved	On Track	On Track	WAMS phase #2 (Generation) implementation was completed in 2013 with system stabilization and optimization efforts continuing throughout 2014.
Achieved	On Track	On Track	A total of 12 apprentices in the Electrical Constructor and Cable Splicer trades were hired for the apprentice classes in 2014.

Maintain an outage management system that provides customers critical information during outage events	Achieved	On Track	Improvements in functionality and speed were made in 2014 as well as enhancements to the map which was accessed over 1 million times by City Light customers.
Customer Service			
Manage a customer metering and billing system, including an e-billing option, that provides monthly or bi-monthly bills to all customers	Achieved	On Track	2014 efforts supporting implementation of the new billing system included the completion of the transformation design and start of system configuration as well as conversion of data.
Ensure new service connections are completed within 40-60 days	Achieved	On Track	Service connections were completed in an average of 36 days in 2014.
Infrastructure and Support			
Continue and complete a wide variety of capital projects that maintain and upgrade City Light's power production, transmission and distribution systems	Achieved	On Track	Major CIP projects included: 100% design completion of the Denny Network, 60% completion of the Denny Substation conceptual design, injecting 5.8 miles of underground conductor, installation and energization of 5.44 miles of new conductor, and relocation of distribution and transmission lines for transportation projects.
Maintain the utility-wide information technology infrastructure and about 125 software applications including website, customer care, billing, energy management, inventory management and budgeting enhancements	Achieved	On Track	IT completed 32 projects in 2014 including WAMS Phase 2, Enterprise Content Management modules, Windows 7 and Office 2010 deployment, and improvements to the Outage Map. The IT Service Desk handled over 48,500 contacts in 2014, achieving a 96% internal customer satisfaction rate.
Hold staffing to 1,811 authorized positions to perform necessary baseline work in distribution, transmission, generation, conservation, customer service, and administration	See Note	See Note	1,835 positions were authorized in the 2014 Adopted Budget. Approximately 24 are new Strategic Initiative positions that did not impact the base number of 1811.
Maintain compliance with federal regulatory requirements regarding system reliability and critical asset protection	See Note	On Track	During 2014, WECC conducted the triennial audit of City Light. Two violations for the CIP requirements were identified, both of which have been mitigated.

Objective 1
Improve customer experience and rate predictability

Objective 2
Increase workforce performance and safety practices

Objective 3
Enhance organizational performance

Objective 4
Continue conservation and environmental leadership

Status	Initiative	O&M (\$)	CIP (\$)	Objective	Notes
✓	Budget/rate alignment	0.3		◆	New budget system installed with alignment was completed in 2014
●	Net wholesale revenue practices	126.3		◆	A net wholesale revenue reduction was approved by the City Council and included in the 2015 and 2016 budgets.
✓	Ratepayer advocacy initiative			◆	Completed in 2013 with City Council Resolution
✓	Cost of service & rate design policies			◆	Citizen Review Panel receiving briefings on options
●	Customer focused website/services	0.7	1.4	◆	Internal refresh of web site to improve navigation and update content completed. Enterprise Design workshops conducted for Customer Portal which is part of the
✓	Customer service center improvements			◆	Improvements for customer services centers implemented in 2014 including enhancements to phone system.
●	Enhanced environmental leadership	0.1		◆ ●	Development of Cedar Falls ecological management plan was delayed to facilitate greater cooperation with SPU.
●	Environmental liability reductions	1.4	9.1	◆ ●	PCB Master Plan was completed by year-end as scheduled
●	Safety culture promotion/practices	(4.6)		▲	The new Safety Management System was implemented. The Total Recordable Rate (TRR) was 5.2 – the target is 5.4 or less
●	Skilled workforce attraction and retention	27.2	6.2	▲	A training plan was developed and the number of days to hire reduced. However, permitting for the Technical Training Center remains behind schedule.
●	IT security upgrades	1.2	4.2	◆ ■	New firewalls were implemented and are operational between City Light and DoIT backbone networks.
●	Reliability and cybersecurity standards compliance	3.5	0.8	◆ ■	Finalization of the vendor contract was not completed in 2014 delaying compliance tracking system implementation until early 2015.
●	Enterprise GIS	4.1	6.4	◆	A Business Requirements Assessment and Quality Assurance consultants were selected
●	North downtown (Denny) substation	1.5	173.6	◆	The cost of the substation was increased by \$62m in 2014 budget. On the other hand, both the substation 60% design and network 90% design were completed on schedule. The target for energization of the substation was delayed by six months until June 2017.
●	Transmission system improvement		18.2	◆	Massachusetts to Union to Broad preliminary engineering was completed for the replacement of inductors. SEPA's were also completed for The Bothell to SnoKing double circuit and reconductoring for the Delridge to Duwamish line.
●	Underground cable replacement	1.2	5.3	◆	Electrical installation for first neighborhood was completed on time. Neighborhood #2 design in progress.
●	Streetlight planning, design, construction		29.9	◆	All phases through Hawthorne Hills construction complete. Design and permitting for Clise Place, Seattle Center and others also on time.
●	Mobile workforce implementation	0.8	0.8	◆ ■	Implementation postponed due to delayed release of system software, Oracle Utilities Mobile Workforce Management
●	Hydro performance and generator availability	1.4		◆	WAMS Phase 2 implemented
●	Regional power and transmission leadership	(10.2)		◆ ■	Substantial savings were achieved through reduced BPA rates.
●	Advanced metering infrastructure	(6.4)	80.5	◆ ■	Project team was hired. Vendor evaluation in process.
●	Electric vehicle infrastructure and rates			◆ ● ■	The Electric Vehicle Clean Cities Grant project was completed with the Seattle Office of Sustainability and Environment.
●	Engineering and operation standards	3.0		◆ ■	Standards for the underground system were delayed due to a project reprioritization on the overhead system.
●	Climate research	1.3		●	Initial research results were analyzed.
●	Conservation enhancement program			◆ ●	Three pilot projects were approved by the Council. A vendor was selected to provide program evaluation support.
●	Communications and engagement			■	Citizen Review Panel work plan adopted and strategic plan update outreach completed.
●	Performance benchmarking and efficiencies	1.7		■	Seven benchmarking studies completed in 2014.
●	IT roadmap	5.7	12.5	■	Three different projects are included in the IT roadmap. The IT Disaster Recovery project was completed in 2014. The Enterprise Document Management project remains on target, however the FinMAP project is delayed. This delay is largely due to the complexity in scoping this City-wide effort.
●	Performance-based reporting	5.4	3.1	■	Accounts payable, HUB/WMBE and WAMS streetlight data marts completed along with continued improvements to the Finance portal. Transitioned system to new data facility.
✓	Internal management review unit	4.1		■	Internal management review unit staffed and a 2015 program plan was developed.
●	Project management quality improvement	2.8		■	A consultant was hired. The Project Management Framework was approved by the project steering committee.
●	Service agreements/performance metrics	0.8		■	Service agreements were completed with 3 departments as planned. Several others are in process.
●	External service contract procurement			■	Saving target was reached as the result of cost reduction improvements that were implemented.
●	Efficiencies initiatives	(55.9)	(37.5)	◆ ■	A combination of one time, ongoing, and new efficiencies were achieved.
✓	Financial policies initiative	3.0		■	A consultant completed engineering visits and a report on insurance for the generating units. Initial cost quotes were received.
●	Low Income assistance			◆	Program enrollments exceeded target of 2,500 with 3,168 new enrollments in 2014 but audits on participant residences were delayed.

Legend	
✓	Completed
●	On-track
●	Behind schedule but expected to be delivered on-time
●	Scope or timeline adjusted
○	Not started