

### Status of 2015-2020 Efficiencies (as of 10.25.16)

	Focus Area	Action Item Title	Status	Overall Goal	Overall Progress	2016 Goal	On Track for 2016?
1	Customer Experience	Solid Waste Customer Service	Did not pursue - Not feasible at this time	<i>Consultant Recommendation: Reduce the inspection program by transitioning the inspection services to the contractors.</i>			
2	Customer Experience	Customer Call Center	Did not pursue - Would not save \$	<i>Consultant Recommendation: Implement monthly billing as part of an updated eBusiness billing application and customer education program.</i>			
3	Operational Excellence	Design Standards and Guidelines	Active	Update SPU DSG to match current SPU procedures. Public document in SharePoint site by 4Q2016; notify all SPU users of its availability; all SPU projects required to use standards by end of 2016.	75-99%	All chapter editing completed by July 2016; final editing by August 2016; handover from consultant to SPU by September 2016; notification and rollout to SPU users by October 2016.	Yes
4	Operational Excellence	Corporate Business Planning	Did not pursue - Lower priority	<i>Consultant Recommendation: Structure is in place at the corporate level that provides guidance to the LOBs on standards, methodology and policy regarding comprehensive planning.</i>			
5	Operational Excellence	Asset Management - General	Active	In 2020, new Benchmark Study shows SPU scores 4/5's on all components of our AM program.	0-25%	Asset Management roadmap work plan and change management plan complete; Asset Management framework complete, Asset Management gap analysis underway.	Yes

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6	Operational Excellence	Asset Management - Hierarchy	Active	Hierarchy in place in Maximo; source documents to be used to fill in hierarchy for new assets; business process in place to keep hierarchy updated.	0-25%	Asset Hierarchy (AH) data model in place for approximately half of the approximately 50 asset classes. AH data model dictionary complete. Meet all Summit Reimplementation team requests and deadlines.	Yes
7	Operational Excellence	Reliability Analysis	Deferred - Resource constraints	<i>Consultant Recommendation: Create a Reliability Analysis function to facilitate reliability analysis and assist with maintenance strategies and capital planning priorities.</i>			
8	Operational Excellence	Wastewater Model	Completed	Complete a planning level wastewater and drainage system model.			
9	Operational Excellence	Procurement	Active	Create new Contracts Division in Finance & Administration. Develop Service Level Agreement with FAS for procurement services.	25-50%	Execute SLAs with FAS and other City departments. Develop contract management training. Develop centralized grants processes.	Yes
10	Operational Excellence	SPU Fleet Transition	Did not pursue - Lower priority	<i>Consultant Recommendation: Work with FAS to transition the responsibility for all SPU fleet purchasing and take control of fleet management.</i>			
11	Operational Excellence	Financial Structure	Active	Via the Summit Reimplementation project, create a new financial structure that more effectively tracks SPU costs and is linked to assets.	25-50%	Develop a project coding structure to track operating costs by asset category and type of work. Implement new fund, department, and account codes and budget control structure. Begin translating 2015 data into the new structure.	Yes

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12	Operational Excellence	SPU Fleet Management	Completed	Create a service level agreement with FAS for fleet management services.			
13	Operational Excellence	External Property Claims	Completed	Create a service level agreement with FAS for claims management services.			
14	Operational Excellence	Cost of DOIT Services	Did not pursue - IT Consolidation	<i>Consultant Recommendation: Consolidate responsibility for SPU IT services within SPU IT reducing City Department of IT (DoIT) charges and properly allocating DoIT charges.</i>			
15	Operational Excellence	Business Initiatives Evaluation	Did not pursue - Lower priority	<i>Consultant Recommendation: Run all new business initiatives, including O&amp;M programs, through a stage gate type of process.</i>			
16	Operational Excellence	Management Reserve Funds	Active	Business processes in place and incorporated into management system (eg. EPMS), users trained, project management methodology and cost estimating guide updated.	75-99%	Roll out a written process/guide. Implement the new process on large (\$5M+) CIP in PDEB.	Yes
17	Operational Excellence	Project Management Methodology	Active	Integrate standards for project delivery, reports into software applications; update project management methodology and cost estimating guide.	75-99%	Roll out revised Project Management Guide and Cost Estimating Guide.	Yes
18	Operational Excellence	Cost of Non-SPU Projects	Active	Agreement with SDOT on cost allocation principles.	75-99%	Complete update to SPU, SDOT, SCL Asset Protection MOA. Complete MOA for joint sidewalk/GSI MOA projects.	Yes

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19	Operational Excellence	SPU Alignment	Active	Better align SPU around its lines of business by creating three Branches - Water, Drainage & Wastewater, and Solid Waste - that include the planning, operations, and maintenance resources for that line of business.	75-99%	SPU has completed the smaller organizational changes that support the LOB realignment.	Yes
20	Operational Excellence	SBP Implementation	Active	SPU has completed the first three years of the 2015-2020 SBP. It has met the majority of Action Items and service levels and stayed within the 4.6% rate path. Council has approved the 2018-2023 SBP Update.	50-75%	By the end of 2016, SPU has met the majority of the Action Items' 2016 accomplishments and service levels, and stayed within the 4.6% rate path. Work on updating the 2018-2023 SBP has started.	Yes
21	Operational Excellence	Chief Information Officer	Did not pursue - IT Consolidation	<i>Consultant Recommendation: Create a Chief Information Officer position that reports at the E-Team level with a Chief Knowledge Officer reporting to the CIO for knowledge management and business system analytics.</i>			
22	Operational Excellence	Software Procurements	Completed	Identify types of software that are not currently going through the procurement procedures and develop management practices/procedures to ensure that this occurs.			
23	Operational Excellence	Enterprise Content Management Strategy	Active	Implement SharePoint as SPU's primary platform for enterprise content management, including document management and search capabilities.	75-99%	Start 75+ new SharePoint Online sites, including cross-Branch and Division teams; DWW LOB, including CMOM; PDEB Project Management, Ship Canal project. Implement digital signatures for engineering plans and electronic signatures for SPU forms.	Yes
24	Operational Excellence	GIS Platform	Completed	Update the GIS platform to most recent ArcGIS technology to allow for easier integration with third party software products.			

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25	Operational Excellence	Performance Metrics	Active	SPU has a performance measurement system in place that includes service levels and measures/indicators throughout SPU. This is used to regularly track and assess how well we are meeting our services and service levels and to continuously improve.	25-50%	Each division has at least three measures in place that help us meet our Promise to our customers. SPU has created branch metrics and updated its service levels. SPU has a system to collect and report out on these measures.	Yes
26	Operational Excellence	Mission Critical Roles	Did not pursue - Lower priority	<i>Consultant Recommendation: Identify positions with responsibility for making decisions critical to the business and service delivery; update the org charts to show clear points of accountability and job descriptions.</i>			
27	Protect Health & Environment	Strategic Environmental and Regulatory Interface and Information Management	Did not pursue - Lower priority	<i>Consultant Recommendation: Develop a central repository as the standard environmental management system and regulatory data management platform for SPU.</i>			
28	Transform the Workforce	CADD Staffing Augmentation	Completed	New on-call contracts in place for supplemental CADD staffing that can be tapped during peak workload times.			
29	Transform the Workforce	Project Manager Certification	Did not pursue - Lower priority for City	Create a new classification for project managers.			
30	Transform the Workforce	Negotiations Skills	Completed	32 Project Management Division staff trained by consultant in negotiation skills.			
31	Transform the Workforce	Field Crew Productivity	Did not pursue - Not feasible at this time	<i>Consultant Recommendation: Optimize field staff skills, knowledge and abilities with broadened employee classifications and implementation of cross-training and cross divisional activities to increase skills.</i>			