



Progress Report to Council: Third Quarter, 2019

Implementing the 2018-2023 Strategic Business Plan Update

Seattle Public Utilities' mission is to deliver efficient and forward-looking utility services that keep Seattle the best place to live and work for everyone. To keep our pledge to meet community and environmental needs, we:

- maintain and deliver some of the nation's best drinking water;
- help Seattle residents and businesses be recycling leaders; and
- protect local waterways and Puget Sound from sewage overflows and polluted storm water runoff.

We do these things while always keeping in mind that we need to spend our customers' money wisely.

The 2018 - 2023 Strategic Business Plan

Seattle Public Utilities (SPU) worked with customers and employees to update its Strategic Business Plan to guide our work from 2018 through 2023. The Plan Update continues to provide guidance for greater rate predictability while directing important investments for the future.

The Seattle City Council adopted the Strategic Business Plan Update on November 17, 2017, via Resolution 31760.

Service Level Quarterly Highlights

The Strategic Business Plan includes all the work and services SPU provides to its customers. The Plan reflects SPU's commitment to operational excellence and highlights the importance of monitoring and improving our performance. Table 1 summarizes the utility's performance in 23 service areas. Highlights are provided below.

- **DWW and Water Response Time (#2)**. Response time to priority drinking water and drainage and wastewater problems continued to improve. In Q3, 84% of priority problems were responded to within one hour, which is a 1% improvement compared to the previous quarter. SPU continued to work on improving workflows and data integrity in reporting. Both Water and DWW Lines of Business initiated process and workflow improvements and provided training to staff. Nights and weekend crews continue to experience mobility challenges related to locations of priority calls.
- **Utility Discount Program (#3)**. The Utility Discount Program continued to experience steady growth in enrollment with 32,821 households enrolled at the end of Q3 and it is on track to exceed the 2019 target of 32,924 by year end. In addition to ongoing partnership with Seattle City Light and the Human Services Department, SPU partnered with the Mayor's Innovation and Performance Team to develop and implement new marketing tools and strategies that expand UDP into Seattle's low-income communities by identifying program eligible customers.
- **Runoff Managed using Green Stormwater Infrastructure (#9)**. Our Green Stormwater Infrastructure (GSI) implementation target for 2019 is to manage 270 million gallons of runoff annually. The City initiated GSI practices in 2000 and SPU subsequently set a national standard for retrofitting the City right-of-way to manage stormwater with flow and water quality. We continued to support and foster GSI implementation within the city. GSI is installed through stormwater mitigation requirements for redevelopment, Capital Improvement Project programs and projects, and through partnerships to go beyond stormwater code requirements. The annual tracking of GSI installed in the City is led by SPU and reported within this metric. As of 3Q, we are on track to achieve our year end performance goal.

- **Illegal Dumping (#13)**. In 2019, SPU increased the target for “% of illegal dumping removed within 10 business days for public properties” from 90% to 95%. We continued to exceed the new target in Q3 with reported performance at 100%.
- **Collection of Solid Waste Misses (#16 & #18)**. In Q3, SPU saw 0.5 points improvement in solid waste missed pickup for every 1,000 stops and 5% improvement for solid waste missed collection pickup within one business day for residential and multifamily as compared to Q2. Despite improvements in Q3, we are off target due to contractor driver shortages. SW Line of Business continues to work with our contractor partners on strategies to address driver shortages and high volume of absenteeism.
- **Purchases and Consulting Contracts with Woman and Minority Business Enterprise Firms (#19)**. SPU showed strong performance in Q3 and exceeded targets for WMBE purchases and consulting contracts. Consulting contracts with WMBE firms increased by 4.3% from the previous quarter and Purchasing contracts were up by 9.1% from Q2.
- **5.2% Endorsed Rate Path (#20)**. SPU is projecting the rate path to be at 5.0% at the end of 2019, which is a decrease from the targeted 5.1% for the overall rate path. This decrease reflects SPU’s efforts under the Accountability and Affordability Strategic Plan to keep utility rates affordable for customers.

Table 1. Service Level Performance - Third Quarter 2019

#	Performance Metrics	Reporting Frequency	Target	2019 Performance
Focus Area: Customer Experience - Making it easier to get help and find answers				
1	Customer ranking of their satisfaction with SPU services is at least 5 on a scale of 1-7. (Last measured in 2015.)	Every 4 Years	≥5	5.9
2	% of priority drinking water, drainage, and wastewater problems responded to within one hour. (YTD)	Quarterly	≥90%	84%
3	# of households enrolled in the Utility Discount Program. - Change since January 1 - 2019 year end goal: 32,924	Quarterly	NA 32,924	897 32,821
Focus Area: Health and Environment - Protecting your health and our environment				
4	Compliance with all Department of Health regulations.	Quarterly	Yes	Yes
5	Meet tribal, regional, state and federal commitments for instream water for fish. This includes implementing a beneficial instream flow regime that provides high quality fish habitat for salmon and steelhead and reduces the risks of stranding juvenile fish or dewatering fish redds (nests).	Quarterly	Meet commitments for the quarter	Yes
6	Limit sewer overflows to no more than 4 annually per 100 miles of pipe, on a two-year average. - # of total sewer overflows in the current biennium - # of sewer overflows that count towards the Consent Decree threshold - # of sewer overflows in the current biennium per 100 miles of sewer pipe	Quarterly	NA <114 <4	43 29 1.0
7	% of CSO outfalls meeting the CSO control standard.	Annual (April)	100% by 2030	62%
8	# tons of pollutants removed from roads during 2019. (YTD)	Quarterly	≥140 tons/year	138
9	# gallons of runoff water managed using Green Stormwater Infrastructure. (In millions of gallons) (YTD)	Annual (February '20)	270 MG by year-end	263 MG
10	Achieve Water Conservation Partnership regional water conservation goal. (MGD = million gallons/day)	Annual (April)	<110 MGD	96.5
11	% of solid waste being recycled or composted.	Annual (July)	≥70% by 2022	56.5%
12	% of graffiti removed within 10 business day for SDOT structures and 6 business days for SPU property. (YTD)	Quarterly	≥90%	98%
13	% of illegal dumping removed within 10 business days for public property. (YTD)	Quarterly	≥95%	100%
Focus Area: Operational Excellence - Improving how we work to deliver consistent, high quality services				
14	Meet obligations in wholesale customer contracts for pressure, flow, and unplanned transmission system outages.	Quarterly	Meet commitments	Yes
15	No critical services (e.g., hospitals) are inaccessible due to flooding, except during extreme storm events (events exceeding a 100-year, 24-hour design storm event).	Quarterly	All critical services accessible	Yes
16	Provide reliable solid waste pickup with only one missed pickup for each 1,000 stops. (YTD)	Quarterly	≤1	1.2
17	Limit late container deliveries to a maximum of two per 100 deliveries.	Quarterly	≤2	1.3
18	Collect at least 95% of missed Residential and Multifamily solid waste pickups within one business day. (YTD)	Quarterly	≥95%	90.9%
19	% of purchases and consulting contracts with WMBE firms. (YTD)	Quarterly	Annual Consulting ≥22%	23%
		Quarterly	Annual Purchasing ≥15%	19%
Focus Area: Financial Health				
20	Stay within the overall 5.2% Endorsed rate path through 2023.	Quarterly	≤5.2%	Yes
21	The Water Fund is meeting its financial policy guidelines.	Quarterly	Yes	Yes
22	The Drainage & Wastewater Fund is meeting its financial policy guidelines.	Quarterly	Yes	Yes
23	The Solid Waste Fund is meeting its financial policy guidelines.	Quarterly	Yes	Yes

On track Monitor

Action Items and Council Deliverables – Improving Services

This section summarizes the utility’s progress on the 11 Action Items and 11 Council Deliverables that support the 2018-2023 Strategic Business Plan Update. Some of the names and overall goals of action items have been modified from their original presentation in the 2018-2023 Strategic Business Plan Update to more clearly and accurately describe the action items.

Table 2 and Table 3 present the overall goals of each Action Item and Council Deliverable, as well as our 2019 deliverables for each, and our progress in the Third Quarter. Table 4 presents Action Items deferred, and City Council Deliverables completed and closed in 2018-2019.

Quarterly Performance Legend				
 ON TRACK	 MINOR DELAY	 AT RISK	 OFF TRACK	 COMPLETE
<ul style="list-style-type: none"> ➤ Quarterly milestones completed on time ➤ No major known risks or issues 	<ul style="list-style-type: none"> ➤ At least 1 quarterly milestone delayed but within reasonable tolerance ➤ Minor risks or issues identified 	<ul style="list-style-type: none"> ➤ Quarterly milestone(s) delayed, and mitigation plan(s) needed ➤ At least one significant risk identified 	<ul style="list-style-type: none"> ➤ Quarterly milestones delayed and executive support needed ➤ Plan at risk, requiring executive action 	<ul style="list-style-type: none"> ➤ Action Plan or Council Deliverable is complete

Table 2. Progress on Action Items

2018-2023 Action Items Overall Goals	2019 Deliverables and Third Quarter Progress	Quarterly Performance
<p>1. Apprenticeship Program Expand and enhance SPU’s apprenticeship program to recruit and retain the best and most diverse talent by providing more training and creating career pathways into and upwards, throughout the organization.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> • Onboard the Water Apprenticeship Advisor. • Recruit, hire, and onboard the Drainage and Wastewater (DWW) Apprenticeship Advisor. • Begin DWW lesson plan development. • Complete 50 percent of Water lesson plans (15). • Complete Water On-the-job training skill block updates (8). • Complete the recruitment and hiring strategy for Water apprentices. <p>In the Third Quarter, SPU apprenticeship program development experienced some setbacks. Momentum achieved in the first two quarters was slowed down by the US Coast Guard deployment of the Water Apprenticeship LOB Advisor. DWW LOB curriculum development was suspended, and Water’s OJT Skills Blocks update was delayed until the fourth quarter. The DWW Apprenticeship LOB Advisor hiring process began in the third quarter, with an expectation of onboarding critical staff beginning in the fourth quarter.</p>	

2018-2023 Action Items Overall Goals	2019 Deliverables and Third Quarter Progress	Quarterly Performance
<p>2. Facilities Improvements Purchase property, reconstruct existing facilities, and construct new facilities to address deficient workspace conditions for field crews, equipment, and administrative staff: North Operations Complex; South Operations Complex; Cedar Falls; and Seattle Municipal Tower.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> • Complete ITD feasibility study for Haller Lake. • Complete the Stage Gate 1 process for Cedar Falls buildings/facilities assessment. • Complete repairs at Cedar Falls due to winter storm damage. • Cedar Falls headquarters opening celebration. • Release SMT 31 and scope options for SMT 48 of the Seattle Municipal Tower. • Complete an options analysis for the South Operations Center. <p>In the Third Quarter, SPU continued to make considerable progress in facilities improvements, but some projects may experience delay into the fourth quarter and 2020. At the end of the third quarter, SPU has met the following deliverables;</p> <ul style="list-style-type: none"> • Haller Lake IDT feasibility study was completed. • Cedar Falls HQ opening celebration in the summer. • Seattle Municipal Tower 31st floor was released and feasibility study and scoping for SMT 48 is on track for completion by year end. • Repairs to Cedar Falls from February’s winter storm were completed. <p>The following deliverables continued to experience some delays in the third quarter with work continuing into the fourth quarter and 2020.</p> <ul style="list-style-type: none"> • Cedar Falls: Some projects were delayed due to prioritization given to facility repairs from the February snowstorm. <ul style="list-style-type: none"> ○ Prioritization project for fall weather continued with gutter and downspout repairs targeted for completion by year end. ○ Sand pit cover replacement design and erosion control work will continue into 2020. ○ SG1 work on Cedar Fall building continued with a decision from the Asset Management Committee anticipated by year end. • South Operations Center: Permitting a temporary sewer grit transfer facility was postponed due to concerns that additional loading on the existing side sewer may lead to failure. Staff developed Stage Gate 1 and Change Gate documentation to obtain governance approval for moving forward with options analysis for the revised scope. 	
<p>3. Green Fleet Fund the infrastructure needed to implement a fleet of electric vehicles to reduce SPU’s use of fossil fuels and support the City’s Drive Clean Seattle Fleet initiative.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> • Finalize Vehicle Reduction Plan and implement 2019 vehicle reductions. • Perform Electric Vehicle Supply Equipment (EVSE) assessments and install EVSE at four locations; review existing green fleet policies. <p>In the Third Quarter, SPU was on target to achieve all deliverables by year end through implementation of SPU’s approved vehicle reduction plan which includes identification of 17 vehicles for reduction by 2019 and coordinating with SPU budget and end users on the impact of vehicle reductions. Additionally, SPU completed installation of Electric Vehicle Supply Equipment (EVSE) at the South Operations Center, Lake Youngs, and North Operation Center with a final installation at the Operation Control Center by year end. A Needs Assessment determined that the South Operation Center had an immediate need for EVSE stations so four new stations were installed. The installations at the South Operations Center replaced the planned installations at South Transfer Station which has been rescheduled to 2020. SPU also reviewed the anti-idling policy to increase staff awareness and began evaluating new telematic options which could improve idling and other vehicle data collection.</p>	

2018-2023 Action Items Overall Goals	2019 Deliverables and Third Quarter Progress	Quarterly Performance
<p>4. Green Stormwater Infrastructure Expansion Continue to develop and implement GSI projects in the Longfellow, Piper's, and Thornton Creek watersheds, as well as urban villages, decreasing the polluted runoff entering Seattle's waterways while providing substantial environmental and community benefits.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> Implement Green Stormwater Infrastructure (GSI) in Urban Villages Program by engaging with staff, interdepartmental contacts, and developers to identify and evaluate potential GSI partnership projects in urban villages. Implement Natural Drainage Systems (NDS) capital projects (Thornton Phase 1: 30th Ave NE). <p>In the Third Quarter, SPU continued to be on target to meet GSI expansion, and natural drainage system capital projects deliverables by year end.</p> <ul style="list-style-type: none"> The Green Stormwater Infrastructure in Urban Villages Program advanced a partnership with Seattle Parks and the Lake City community to create a creek floodplain park on the North Branch of Thornton Creek. The RainWise Program reinvigorated the working relationship with Seattle Schools, kicking off a pipeline of new green schoolyard retrofits with two projects, including a planting party and ribbon cutting at MLK Jr. Elementary. With the completion of the Natural Drainage Systems (NDS) on 30th Ave NE in the second quarter, the NDS Partnering program started construction on 12th Ave NE in the third quarter, an SPU/SDOT partnership, to deliver new sidewalk and bioretention. 	
<p>5. Pump Stations, Force Mains, and Combined Sewer Overflow Outfalls</p> <p>A) Rehabilitate or replace assets at SPU's sewer pump stations and their associated for mains to help prevent sewer overflows and backups.</p> <p>B) Rehabilitate and replace SPU's Combine Sewer Overflow outfalls to help prevent sewer backups.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> Achieve substantial completion for pump stations (PS) 2, 72, 73 Improvements, PS Ventilation Upgrades, force main (FM) 43. Replacement, and Outfall 171 Repair (A). Achieve 90% design for PS 17, 118 Improvements (A). Achieve 30% design for Airlift PS 38 Conversion Project and Airlift PS 56 Conversion Project (A). Complete assessment of 18 Combine Sewer Overflow (CSO) outfalls (B). <p>In the Third Quarter, SPU continued to make progress towards achieving most deliverables by year end, but some projects will be delayed into 2020. The following deliverables have been achieved or are on schedule for substantial completion by year end.</p> <ul style="list-style-type: none"> Outfalls: Underwater assessment of 18 outfalls was completed in Q3. Report Summarizing findings will be developed by end of year. PS 2 and 73 Improvements: Pump Station 2 and PS 73 are on track for substantial completion by year end. PS Ventilation Improvements: Project is ahead of schedule with final completion anticipated by year end. PS 43 Force Main Replacement: Project is ahead of schedule with final completion anticipated by year end. PS 17 and 118 Improvements: Project is on target with 60% deliverable achieved in the third quarter and is on target to achieve 90% design completion by year end. Airlift PS 38 Replacement: Project is ahead of scheduled with 30% deliverable achieved. <p>The following projects were delayed at the end of the third quarter and will continue into the next quarter and 2020.</p> <ul style="list-style-type: none"> Airlift PS 56 Replacement: Project was paused due to consultant performance issues. A third party has been identified to review consultant deliverables before moving forward. This delay will continue into 2020. PS 72: Substantial completion of project is delayed until 2020 due to pump and Motor Control Center (MCC) procurement delays. We were able to save several months on procurement for MCCs by going with a secondary vendor that offered 16 weeks lead time versus 35+ weeks from our primary vendor, but the delivery of pumping equipment was also delayed. 	

2018-2023 Action Items Overall Goals	2019 Deliverables and Third Quarter Progress	Quarterly Performance
<p>6. Sewer Rehabilitation Increase repair, rehabilitation, and replacement of SPU's aging wastewater and drainage pipes, based on criticality and condition assessments, to support SPU's goals of preventing sewer overflows and meeting regulatory requirements.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> Complete 160 spot rehabilitation work orders by crews. Complete four miles of sewer rehabilitation by contract. <p>In the Third Quarter, SPU crews continued to exceed the quarterly target for sewer rehabilitation repair and met the 2019 target. At the end of the quarter, crews completed 87 repairs for a total of 162, exceeding the 2019 target of 160. Contractors repair continued to slow in the third quarter with 0.5 miles of repair completed for a total of 1.81 miles of the targeted four miles. SPU will prioritize sewer repairs by contractors in the fourth quarter.</p>	
<p>7. Sewer Lining Increase sewer lining by utilizing trenchless technology, an efficient and cost-effective approach to address certain sewer system problems, to support meeting SPU's regulatory requirements, and reduce the likelihood of structural failures and sewer backups.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> Be ready to begin field work in Q4 2019 – install first liner. Have crew operational in the field by the end of the year. <p>In the Third Quarter, SPU continued to be on target to meet deliverables by year end with a completion of the draft standard operating procedure with the final version to be completed next quarter, a delivery of lining trailer, near completion of a closed-circuit television truck with an estimated delivery next quarter, and a successful training visit with the City of Portland on lateral liner. Based on these progresses, SPU is on target to install the first liner and have trained crews in the field by year end.</p>	
<p>8. Technology Services Collaborate with the Information Technology Department (ITD) to design and implement processes that better ensure ITD's services meet SPU's priority business needs.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> Track and manage the 2019 Tech CIP Portfolio and develop the 2020 Tech CIP Portfolio. Work with IT Department (ITD) to develop a process to identify and prioritize O&M work, as well as implement this process for 2020. Complete Tech Issues Gap Analysis report and develop plan to address gaps. Design and implement new monthly reports and annual work plan. <p>In the Third Quarter, SPU continued to closely collaborate with ITD to ensure efficient and timely technology project implementation and delivery. Technology Project Portfolio status dashboards and O&M financial reports were introduced to track more effectively both O&M and CIP project performance along with Service Hub metrics reflecting ITD customer support work. SPU and ITD kicked off O&M prioritization efforts aimed at identifying SPU O&M priorities and corresponding service levels.</p>	
<p>9. Water Distribution System Maintenance Expand maintenance of approximately 60,000 water valves and 19,000 fire hydrants to better ensure that valves and hydrants operate reliably when needed, particularly during emergencies.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> Hire four staff. Initiate purchase request for one hydrant and one valve truck. Create 2020 Resource Plan to plan for new staff utilization and backlog completion. Complete at least 30 lower priority hydrant maintenance work orders and 10 out of service hydrant work orders per month. <p>In the Third Quarter, SPU experienced difficulties bringing some deliverables to its targeted schedule. Despite SPU's ongoing recruitment efforts, we continued to experience challenges attracting qualified candidates for the four journey level positions. Ongoing recruitment for qualified candidate is expected to continue into 2020. Fleet purchase continued to experience delays due to the 2019 Fleet Reduction Exercise, a required Logistics Division and FAS review and approval process, an additional step that was not anticipated and will delay the deliverable into 2020. In the area of hydrant services, staff continued to exceed targets for completed work orders for low priority hydrant maintenance and out of service hydrants. Staff completed 206 work orders exceeding the target of 90 work orders for low priority hydrant maintenance. Additionally, staff also completed 75 out of service hydrants work orders exceeding the cumulative target of 30 work orders.</p>	

2018-2023 Action Items Overall Goals	2019 Deliverables and Third Quarter Progress	Quarterly Performance
<p>10. Water and Drainage & Wastewater Opportunity Projects Take advantage of street openings driven by transportation projects by initiating water infrastructure projects to improve service levels, reduce risk, reduce future costs, and provide service where there currently is none.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> • Address each potential opportunity project through the ROW coordination program process to determine recommended course of action. • When a project is identified, start implementation. <p>In the Third Quarter, SPU completed an assessment, scope and cost estimate of one project. The scope was sent to Project Delivery and Engineering Branch and SDOT for implementation. Additionally, we began analysis of two additional projects with a scheduled assessment of a third. SPU anticipate meeting full deliverables by year end.</p>	

Table 3. Progress on City Council Deliverables

2018-2023 Council Amendment Scope	2019 Deliverables and Third Quarter Progress	Quarterly Performance
<p>1 Customer Review Panel Maintain continuous stakeholder engagement as SPU implements the six-year Strategic Business Plan and conducts future Plan updates.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> • Provide quarterly status reports and hold quarterly meetings with the Customer Review Panel (CRP) to review and provide input on the progress of the 2018 - 2023 SBP Update action plans and deliverables. • In Q3, hold workshops and planning sessions with CRP to begin developing the 2021 - 2026 SBP Update. <p>In the Third quarter, staff met with the Customer Review Panel Chair and Facilitator during the third quarter to present the plan to kick-off the next Strategic Business Plan Update. The kick-off meeting is scheduled for early October. The Panel is scheduled to meet three times in the fourth quarter.</p>	
<p>2 CIP Accomplishment Rate Adjust the baseline capital improvement program accomplishment rate from 100% to 97.5%.</p>	<p>2019 Deliverables:</p> <ul style="list-style-type: none"> • Make sure the CIP spending remains within the limits set in the SBP of a 97.5% accomplishment rate and the funding levels approved in the SBP. • Evaluate and adjust as needed. <p>In the Third Quarter, we continued conducting monthly monitoring to stay within the rate path.</p>	

Table 4. Completed, Closed, Deferred Action Items and City Council Deliverables

2018-2023 Action Item	2018 – 19 Action Items Deferred	Quarterly Performance
<p>1. Diaper & Pet Waste Feasibility Study Evaluate the feasibility of composting diapers and pet waste.</p>	<p>The feasibility of composting diapers and pet waste will be addressed as part of the next Solid Waste Comprehensive Plan. We will not be reporting on this Action Item in 2019.</p>	<p>✓</p>
2018-2023 Action Item	2018 – 19 Action Items Completed	
<p>1. Security Monitoring Add a dedicated security monitoring center to provide SPU with real-time monitoring of security video and add a security position to respond to an increasing number of incidents, improve response time to alarms, and perform more security checks.</p>	<p>This action item is complete with the Security Monitoring space fully staffed by a security staff.</p>	<p>✓</p>
2018-2023 Council Amendment Scope	2018 – 19 Deliverables and Completion Date	Quarterly Performance
<p>1. System Development Charges Propose a set of recommendations to establish new sewer and drainage system development charges and change the method of calculating the water connection charge.</p>	<p>System Development Charges Summary of Issue Analysis was submitted to Council in June. This Council Deliverable was closed in Q2 2019</p>	<p>✓</p>
<p>2. Accountability & Affordability Prepare a strategic plan for affordability and accountability.</p>	<p>This Council Deliverable was completed and was closed in Q2 2019.</p>	<p>✓</p>
<p>3. Risk & Resiliency Prepare a risk and resiliency management assessment to identify and evaluate potential impact and disruption to SPU's business and investment strategies. The assessment may include the following: climate change; disaster preparedness; economic growth and cost of living trends, market trends for utility services, regional and City investment priorities, and workforce availability and capabilities. Submit a status report on the assessment by August 1, 2018. Submit the final draft to Council by June 30, 2019.</p>	<p>This Council Deliverable was completed and was closed in Q2 2019.</p>	<p>✓</p>
<p>4. Efficiency Report Conduct a thorough review of utility business practices identifying changes in operation and project delivery processes that result in at least 0.1 percentage point decrease to the 5.2 percent combined average annual rate increase.</p>	<p>This Council Deliverable was completed and was closed in Q2 2019.</p>	<p>✓</p>
<p>6. Water Tap Fees Adjust water tap fees to reflect current costs of service. Updated fees shall be implemented by SPU via Director's Rule no later than April 1, 2018.</p>	<p>This Council Deliverable was completed and closed in Q3 2018. The Director's rule went into effect on October 1, 2018.</p>	<p>✓</p>
<p>7. Water Connection Charges Update the water connection charge to ensure that SPU is charging the appropriate amount related to connecting to the water system and consistent with the SMC. Updated charges shall be implemented by SPU via Director's Rule no later than April 1, 2018.</p>	<p>This Council Deliverable was completed and closed in Q3 2018. The Director's rule went into effect on October 1, 2018.</p>	<p>✓</p>

2018-2023 Action Item	2018 – 19 Action Items Deferred	Quarterly Performance
<p>8. Utility Taxes Evaluate the transparency of utility billing information including the portion of a customer's bill attributable to state and local utility taxes, and specific state and local tax rates. Provide recommendations to the City Council addressing the Customer Review Panel's letter no later than April 15, 2018.</p>	<p>This Council Deliverable was completed and closed in Q3 2018.</p>	
<p>9. CIP Cost Review Report to the Council Committee with scoping recommendations, timelines, and an estimate of the cost to engage one or more consultants to do an independent cost estimate for all discrete non-relocation-related CIP projects with an estimated total cost of no less than \$60 million.</p>	<p>This Council Deliverable was completed and closed in Q3 2018. We will continue to conduct independent cost estimates for all discrete non-relocation-related CIP projects with an estimated total cost of no less than \$60 million; there are no additional projects of this size during this planning period.</p>	