



# SBP Progress Report

Fourth Quarter, 2024

Implementing the 2021-2026  
Strategic Business Plan Update

March 10, 2025





# About SPU and the Strategic Business Plan

Seattle Public Utilities provides essential drinking water, drainage and wastewater, and solid waste services to more than 1.5 million people in the greater Seattle area. Over 1,400 SPU employees work with our community to provide affordable and equitable stewardship of our water and waste resources for future generations.

**The 2021-2024 Strategic Business Plan (SBP)** builds on our strengths, focuses our work, guides essential service delivery, and maximizes the benefit of every dollar. It reflects and responds to values consistently expressed by customers and community: affordability, sustainability, and equity.

The plan reflects guiding principles that are at the center of our work ethic: understanding and responding to customers and community, ensuring affordability and accountability, addressing risk and resilience, enhancing equity and empowerment, and delivering service and safety.

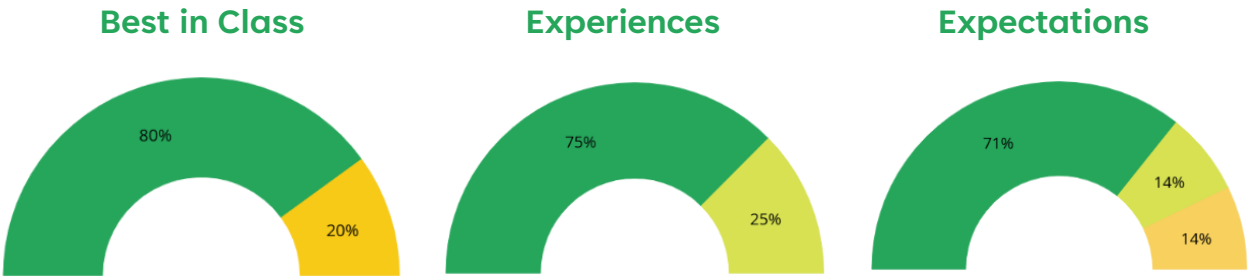


# Focus Area Progress

SPU has chosen to focus on the following areas and corresponding highlighted investments. These investments are representative examples of how SPU will advance the strategies described in the Strategic Business Plan. Investments result in tangible infrastructure, asset, asset repair, or service and require more significant investment. The charts display the performance of the total investments in each of the Strategic Business Plan focus areas and represent the percentages of investments hitting their targets. For delivering essential services the charts represent the total performance for the metrics in each of the three strategies: Strive for Best-in-Class, Provide Reliable and Rewarding experiences, and Meet or Exceed Expectations, Requirements and Commitments.

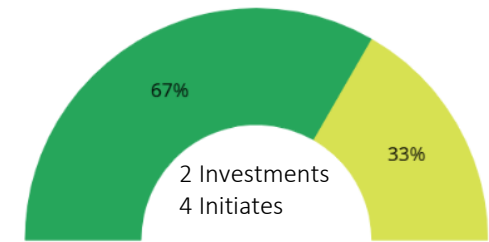
## DELIVERING EQUITABLE ESSENTIAL SERVICES

Essential service delivery represents the day-to-day services our customers and community need to live healthy lives. Our staff work year-round to deliver reliable water, drainage and wastewater, solid waste services, and Clean City services.



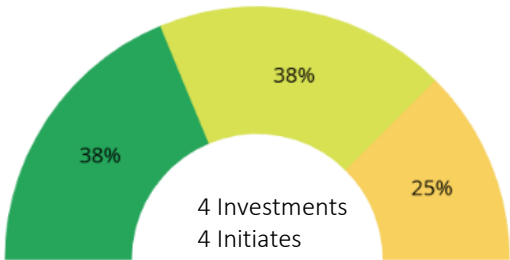
## STEWARDSHIP ENVIRONMENT AND PUBLIC HEALTH

Community well-being depends on a healthy environment fostered by good stewardship of water and waste resources. We are committed to supporting our community, customers, and employees in building an equitable, sustainable, and just future.



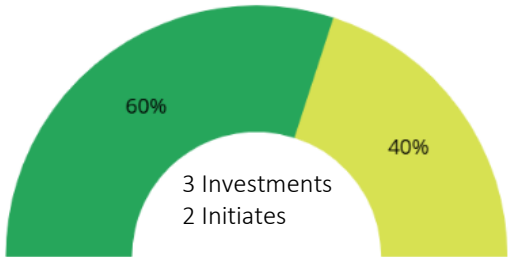
## EMPOWERING OUR CUSTOMERS, COMMUNITY, AND EMPLOYEES

Improving access to utility services, partnering with community organizations to increase livability and local opportunity, and cultivating and promoting a more diverse and dynamic workforce.



## STRENGTHENING OUR UTILITY'S BUSINESS PRACTICES

The utility will examine its business practices and assess ways to improve service, be more efficient, and provide value. We will also use the best available science, data, and analysis to inform utility decision-making and performance.



On Track Minor Delay At Risk Off Track



# DELIVERING EQUITABLE ESSENTIAL SERVICES

We are committed to supporting our community, customers, and employees in building an equitable, sustainable, and just future.

## BEST IN CLASS

<b>6.2%</b>	<b>0.88 lbs.</b>	<b>1.5</b>	<b>100%</b>	<b>-2,859</b>
<b>Distribution System Leakage</b>	<b>Residential Garbage*</b>	<b>Sewer Overflows</b>	<b>Clean City Collection</b>	<b>Utility Discount Programs***</b>
Annual Target: ≤10%	Annual Target: <1lb /per day	Annual Target: ≤4 per 100 miles on a 2 yr. avg.	Annual Target: ≥95%	Target: Meets the Need

## RELIABLE AND REWARDING EXPERIENCES

<b>94%</b>	<b>82%</b>	<b>96%</b>	<b>1.3</b>
<b>Water &amp; DWW Response</b>	<b>Customer Call Response</b>	<b>Customer Satisfaction</b>	<b>Missed Waste Pick-up</b>
Annual Target: ≥90%	Target: ≥ 80% in 3 mins	Target: ≥ 90%	Target: ≤1 per 1000 stops based on a 52-week rolling avg.

## EXPECTATIONS, REQUIREMENTS, & COMMITMENTS

<b>62%</b>	<b>2.04</b>	<b>20%</b>
<b>CSO Outfalls</b>	<b>Garbage, Recycling, Organics*</b>	<b>WMBE Purchasing**</b>
Annual Target: ≥ 62%	Target: < 2.5 lbs./person/day	Target: ≥23% total purchasing dollars
<b>Met</b>	<b>Met</b>	<b>89%</b>
<b>Drinking Water Quality</b>	<b>NPDES</b>	<b>Customer Effort</b>
Target: Regulation met	Target: Regulation met	Target: ≥ 80%
		<b>20%</b>
		<b>WMBE Consultants**</b>
		Target: ≥ 25% total consulting dollars

■ = Meeting Target
 ■ = Minor Delay
 ■ = At Risk



\*Metrics for Residential Garbage, Recycling, and Organics reporting is annual for previous year, there is a lag in obtaining the data.

\*\* WMBE is a cumulative target that is reported as a percent throughout the year until Q4.

\*\*\*Due to clean up efforts and bulk corrections to remove inactive accounts, this has resulted in a net negative enrollment number. Newly activated accounts for Q4 Oct 589, Nov 476, and Dec 504.



### 2024 Highlights



#### Race and Social Justice

On June 12, 2024, participants of SPU's months-long Appreciative Inquiry Dream Phase came together to present their work and inspire colleagues with their visions for the department. The event started with a circle activity, led by consultants, that allowed the 60+ participants to get to learn from each other's shared experiences. The Dream Phase resulted in "towers" that are currently traveling among various SPU locations before returning to SMT in Q2 of 2025.

#### Green Stormwater Infrastructure

SPU's Drainage and Wastewater team is co-investing in green stormwater infrastructure projects that go beyond code requirements. These projects help improve water quality, manage stormwater flow, and expand system capacity.

The latest addition, Northlake Commons, features a flow-through swale that filters pollutants from street runoff before the water re-enters the system downstream. This project contributes to SPU's stormwater management goals. After surpassing the 2024 goal of managing 700 million gallons, SPU now manages 743 million gallons of stormwater.

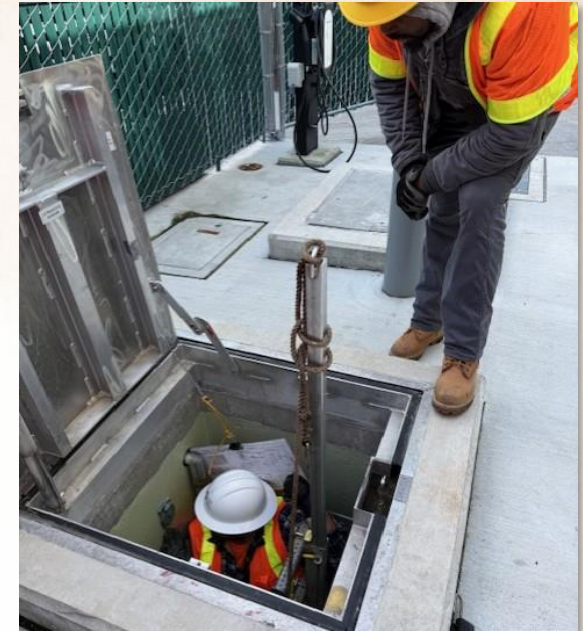


*Photo courtesy of Weber Thompson*

#### DWW Asset Management

This project focused on replacing and reinforcing the failing coalescing plates to improve structural support. The replacement was essential for maintaining optimal water quality treatment and ensuring easier maintenance in the future. Over time, coalescing plates lose structural integrity, with lifting rings often failing. This makes cleaning more difficult, requiring extra crew time and reducing the plates' effectiveness in treating water. This project required extensive logistical coordination, including:

- Planning and identifying parts
- Ordering materials
- Designing and fabricating additional structural elements
- Removing failed plates
- Cleaning the structure's interior
- Installing new plates and structural support





# STEWARDSHIP ENVIRONMENT AND HEALTH

## SHIP CANAL WATER QUALITY PROJECT

*Investment*

Status: Minor Delay

**Description:** The Ship Canal Water Quality Project (SCWQP) will improve regional water quality by keeping more than 75 million gallons of polluted stormwater and sewage from flowing into the Lake Washington Ship Canal, Salmon Bay, and Lake Union on average each year. The project is under a federal consent decree and must be operational by the end of 2025.

### Annual Target:

- Complete Mining of 18ft diameter Storage Tunnel
- Complete Mining of 8ft diameter tunnel under Ship Canal
- Start Construction of Ballard Pump Station/Ballard Conveyance Project
- Start Construction of Wallingford Conveyance Project
- Update Program Budget and Completion Schedule

The Ship Canal Water Quality Project is on-track to reach construction completion before December 31, 2027. This timeline aligns with the requirements included in the proposed Consent Decree modification, expected to be finalized by early 2025.

- Storage Tunnel – Completion has been delayed and is now scheduled to complete in Q2 2025.
- Ballard Pump Station / Conveyance - Construction of the Ballard Pump Station/Ballard Conveyance began in early November.
- Wallingford Conveyance - Reached substantial completion in October 2024. A minor repair will be completed in early 2025 marking the construction contract's completion.



### GREEN STORMWATER INFRASTRUCTURE *Investment*

Status: On Track

**Description:** SPU will lead programs, policies, and partnerships to expand the use of green infrastructure, decreasing polluted runoff entering Seattle's waterways while providing substantial environmental and community benefits. Implementation focus areas include Green Stormwater Infrastructure (GSI) projects in the Longfellow, Piper's, and Thornton Creek watersheds, as well as urban villages.

#### Annual Targets:

- Promote GSI installations on privately owned lands through stormwater code requirements, and voluntary incentives programs (RainCity, RainWise and the Beyond Code GSI Partnership Program)
- Leverage DWW Capital project investments to grow knowledge and delivery of expanded community co-benefits (environment, health, equity, empowerment, customer experience)
- Increase access to GSI workforce wealth-building opportunities through co-creation of SPU youth opportunity corps with Seattle Jobs Initiative
- By end of 2023 manage an average annual volume of 510 million gallons (MG) with GSI.

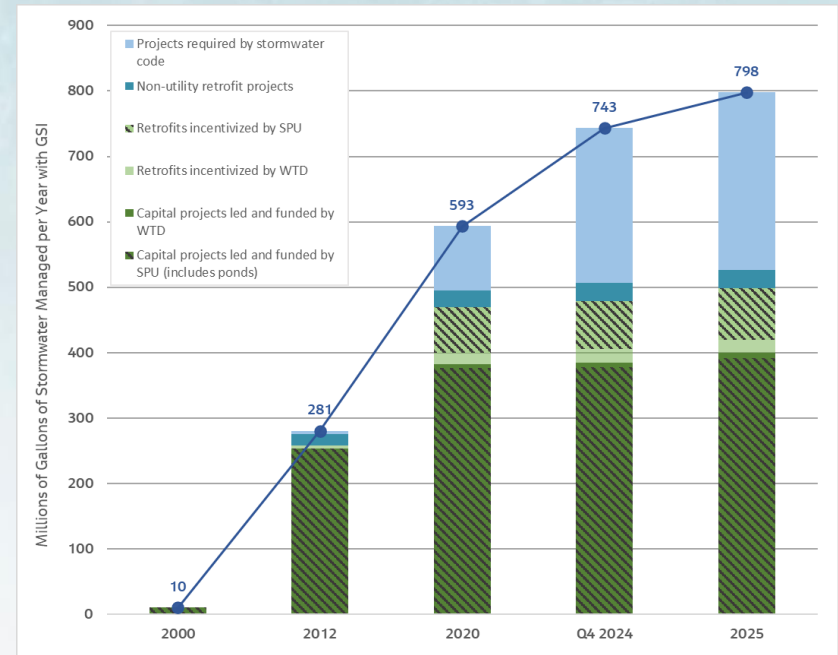
#### Update:

The Green Stormwater Infrastructure team met the 2024 performance targets with key investments in green stormwater infrastructure partnerships, including the Northlake Commons project.

By the end of 2024, an average annual volume of 725 million gallons (MG) was managed with GSI.

Additional projects include:

- South Thornton Natural Drainage System
- North Thornton Natural Drainage System
- Holden Natural Drainage System – Featuring improvements to the Office of Housing property, a new weir, and an updated BMP design.





## FOCUS ON: Stewarding Environment and Health

### Shape our Water: A DWW Plan for a Water Resilient Future Initiative

Status: On Track

**Description:** SPU is developing an integrated system plan called ‘Shape Our Water’. The plan includes a long-term vision and a short-term implementation plan and will guide investments, policies, programs, and projects that will improve the performance and resilience of our drainage and wastewater systems while optimizing social and environmental benefits for the city.

#### 2024 Targets:

- Host six (6) SPU in-reach workshops to brainstorm solutions to DWW problems in collaboration with the In-Reach Design Team. Utilize non-workshop approaches to engage SPU front-line staff.
- Host three (3) external planning workshops with City family partners, other agencies, and community and environmental advocates.
- Stand up and host three (3) sessions of an external advisory forum that will provide expertise, guidance, and creative ideas to the Shape Our Water plan.
- Utilize a variety of communications and partnerships to build community understanding and recognition of Shape Our Water.
- Implement four (4) organizational development projects aimed at building capacity within SPU to implement Shape Our Water when it is complete.
- Initiate development of tool to support evaluation of alternatives that include the solutions brainstormed through workshops.

#### Update:

In 2024, the team completed the **Brainstorming Solutions** phase of **Shape Our Water**. This phase focused on both internal and external engagement, using interactive public art, targeted engagement workshops with community groups, Tribal outreach, and in-depth internal workshops. These efforts helped raise awareness and leverage expertise to tackle drainage and wastewater infrastructure challenges. Throughout the year, the team engaged over 250 participants – bringing their imagination, lived experiences, and passion for stewardship – through more than 14 project workshops, generating over 800 ideas for drainage and wastewater solutions.

#### Key Highlights:

- **Community Engagement and Creativity** – The team fostered connections at community-hosted events, including designing the [Raindrop Run game/art installation](#) for the Seattle Design Festival.
- **Collaboration Across SPU** – More than 200 SPU staff participated in brainstorming solutions, informed by [system performance analysis](#) and aligned with Shape Our Water’s [Community Vision](#).
- **Exploring Solutions** – The team used [a Solutions Toolbox](#) to assess how different strategies - from capital projects to policy improvements - could enhance drainage and wastewater systems.



Raindrop run game at the Seattle Design Festival



### Climate Justice, Adaptation and Mitigation for Water and Waste Initiative

Status: On Track

**Description:** SPU's climate work includes a holistic approach to action that includes reducing the greenhouse gas emissions that contribute to climate change, adapting our natural and built systems and operations to a changing climate, and investing in the leadership and ingenuity of frontline communities to accelerate a just climate transition for all Seattle residents.

#### 2024 Targets:

- Brief the Mayor on the Duwamish Valley Resilience District in Q2 2023 and request funding to establish the pilot office, to be housed in SPU.
- Develop a Land Acquisition Strategy for SLR-related Flood Risk Management in the Duwamish Valley
- Contribute to SPU's water demand modeling effort
- Establish partnership with King County for a groundwater and sea level rise study in the Duwamish Valley
- Begin work on a WUCA/WRF study on the business case for climate adaptation
- Publish article in a climate-services focused issue of Sustainability
- Publish research on SPU staff as precipitation first responders and strategies to incorporate lived experience in SPU's climate adaptation strategy
- Continue to host Climate Community of Practice convenings for SPU staff
- Continue to develop the Duwamish Valley Resilience District
- Serve as point of contact for 2024 Comprehensive Plan Update
- Delivery of SPU's baseline 2019/2020 operational GHG inventory, supply chain inventory, and Seattle's Consumption Based Emissions Inventory
- Continue to work towards the goals of the Sustainable Energy Management Program

#### Update:

SPU is committed to being a responsible steward of natural resources while ensuring reliable service as the region experiences climate change. Our goal is to be carbon neutral by 2030, improve energy efficiency, and invest in renewable energy where possible. We've made significant progress in the following areas:

- **Tracking Emissions and Progress:** SPU is preparing an emissions report for publication, reinforcing our commitment to transparency by disclosing our emissions annually.
- **Implementing Sustainable Operations:** SPU has transitioned our fleet to renewable diesel and continue to electrify our light and medium-duty vehicles. Efforts to improve energy efficiency are underway at our drinking water pump stations and transfer stations, alongside new energy generation projects. SPU also secured grant funding to explore renewable energy at three facilities, including feasibility studies for in-line hydropower generators. To support these initiatives, we approved a Sustainable Operations and Innovations Advisor position.
- **Planning for a Sustainable Future:** SPU is identifying opportunities to enhance both sustainability and operational reliability. This includes advancing our climate action roadmap and strengthening our commitment to Seattle's Sustainable Purchasing and Procurement policy. We're collaborating with other city departments to align on key policies, such as signing a MOA on the Washington State Clean Fuel Standard with SCL and SDOT. We've also integrated climate action into the City's Growth Management Plan and draft EIS.
- **Embedding Climate Adaptation into SPU's work:** SPU is helping establish the Duwamish Valley Resilience District to support communities facing sea level rise. This initiative will coordinate funding and staffing strategies to enhance local resilience. Other efforts include researching sea level rise adaptation in South Park and acquiring properties for facilities that mitigate coastal flooding risks. These initiatives reflect our broader commitment to sustainability, resilience, and climate adaptation.

## FOCUS ON: Stewarding Environment and Health

### Waste Prevention Initiative

Status: Minor Delay

**Description:** Waste prevention addresses the root cause of waste to reduce its impact. Consumption accounts for a large proportion (42 percent) of U.S. greenhouse gas emissions. Waste prevention works by directly targeting consumption and consumer behavior. SPU will lead waste prevention planning and programs that leverage partnerships, respond to changing recycling markets, and reduce the volume of single-use plastics. Examples of waste prevention actions residents and businesses can take include buying and using less; designing products to last longer; reducing packaging; buying used; and repairing, reusing, sharing, donating, or re-selling items so others can use them.

#### 2024 Targets:

- Develop and adopt a Waste Prevention Strategic Plan and metrics:
  - Complete research gathering.
  - Analyze research results.
  - Implement change management plan.
  - Make decisions based on research results.
  - Write the Waste Prevention Strategic Plan.
- Fund waste prevention innovation through SPU waste-free community grants:
  - Manage ten grant agreements.
  - Update the grant program guidelines and application documents for the new grant cycle launching in January 2025.

#### Update:

##### Fund waste prevention innovation through SPU waste-free community grants –

The program is on track and closed out a total of 4 grant projects in 2024, with the remaining 8 projects planned for completion by July 2025. Restructuring the grant program in 2025 to align with direction from the City Council to support organizations providing employment opportunities to immigrant and refugee women through textile waste prevention efforts.

**Develop and Adopt a Waste Prevention Strategic Plan and metrics –** This commitment is experiencing a Minor Delay. The team completed a series of decision-making meetings with SPU staff to develop draft waste prevention goals, principles, metrics, measurement strategies, and prioritization criteria. A draft of a Waste Prevention Strategic Plan was drafted but the decision was made to delay completion until 2025 after additional community engagement and completion of the associated Action Plan.





## FOCUS ON: Stewarding Environment and Health

### Waste Diversion Initiative

Status: On Track

**Description:** SPU waste diversion work aims to reduce the amount of food waste created and support statewide food waste reduction goal of cutting food waste by 50 percent by 2030. Our extended producer responsibility efforts engage producers in developing environmentally sound and socially responsible solutions for the end-of-life management of their products. In addition to these efforts, SPU will focus on targeting contamination, improving the quality of recyclables and the quality of composting waste diversion streams, and expanding opportunities for self-haul and construction waste salvage.

#### 2024 Targets:

- Expand food donation/rescue tools in stores, gather impacts of these tools, and modify for increased adoption by additional stores.
- Support further food rescue innovation by offering competitive grant process via Seeds of Resilience.
- Continue to work with legislators and other stakeholders to refine the proposal, which was reintroduced for consideration once again in 2024.

#### Update:

- To improve the quality and quantity of donate food, we identified a need for standardized donation protocols. Key progress includes:
  - Conducted donation training for 20 department leads at Ballard Town and Country grocery store.
  - Developed customized “How to Donate” posters for different store departments (meat, dairy, produce) to reinforce training and encourage consistent food donations and reduce waste.
  - Tested an adoption rate tracking form to monitor donation trends and progress
  - Drafted a case study of grocery store donation improvements and best practices.
- All grant recipients have launched their food rescue partnerships. SPU conducted a site visit to Virginia Mason Hospital (grant recipient) where staff are using donation tracking to identify overproduced food items and adjust production levels to reduce waste. Virginia Mason is also developing training materials and evaluation forms to standardize their food rescue process, offering valuable insights that SPU can incorporate into its own efforts.
- SPU participated in the State’s Food Donation Working Group, helping shape recommendations to improve food donation policies statewide. These recommendations will be compiled and presented to the Legislature in Spring of 2026.



*Volunteers unloading surplus food, which will get redistributed to families in need, “rescuing food” that would otherwise become garbage or compost.*

# EMPOWERING OUR CUSTOMERS, COMMUNITY, AND EMPLOYEES

## WORKFORCE FACILITIES

### Investment

Status: At Risk

**Description:** Foster a more equitable workplace, work culture, and better work opportunities by investing in our employees; and continue improvements to SPU workforce facilities to improve working conditions for frontline employees at South Operations Complex, North Operations Complex, Cedar Falls Phase 2, and at the Seattle Municipal Tower (SMT).

#### Annual Target:

- Update Facilities Master Plan strategy
- Planning and design work for South Operations Complex (SOC)
- Planning and design work for Cedar Falls Phase 2
- Planning and design work for SMT reconfiguration

#### Update:

Significant changes in direction have occurred in 2024 for Workforce Facilities investments. Previously met targets have shifted, requiring adjustments in project direction. Contingency plans have been developed, and teams are now moving accordingly.

- **Facilities Master Plan** – Successfully closed out and completed in February 2024
- **SOC Hygiene & SOC Dewatering** – DWW executive team has requested that these projects be combined into a single initiative and presented to AMC by Q2 2025 along with estimated budgets for the remaining scope at SOC that is not covered by the SOC Hygiene and SOC Dewatering projects.
- **Cedar Falls** – The site plan was re-examined and revised for operability while maintaining appropriate green space. A cost estimate and total project budget for this revised plan will be completed by March 2025. The changes have shifted SG2 for the project to Q2 2025.
- **SMT Reconfiguration** – Following the Mayor’s announcement of Return to Office for three days per week, a redesign was required. The design is now complete, and cost estimates are being revised. Construction is now expected to begin in November 2025.





## FOCUS ON: Empowering Our Customer, Community, and Employees

### SIDE SEWER ASSISTANCE PILOT AND IMPLEMENTATION

Investment

Status: Minor Delay

**Description:** Identify and test program approaches that are of value to customers that help reduce the costs of owning and maintaining side sewers.

#### Annual Target:

- Enroll eligible low-income customers into the Phase I Loan Program to receive funding for repairs
- Phase II (maintenance incentives) program development and implementation
- Contract with Community Based Organizations to perform outreach and educational work about the program

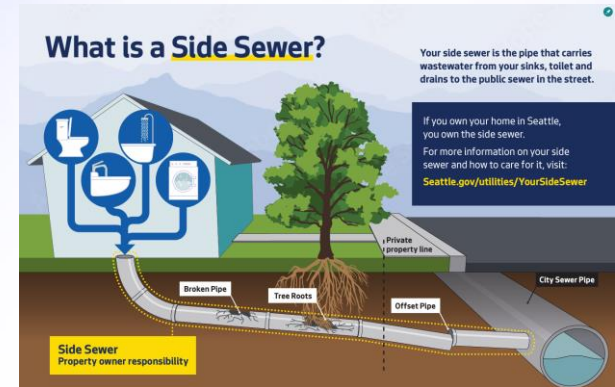
#### Update:

##### Phase 1: Loan Program

- No sewer repair loans were completed in Q4 2024, but two repair loans are in progress and expected to be completed in Q1 2025.
- An amendment to the Interdepartmental Agreement with Office of Housing was executed, extending the contract for two years and adding funds to support the loan program. The scope of work was adjusted to remove barriers that previously limited contractor participation on necessary side sewer repairs.
- A redesigned 2025 program brochure has been received and is currently under review by the SPU team.
- Community feedback focus groups were conducted on the brochure's design, language, and messaging. Additional input was gathered from Community-Based Organizations and Department of Neighborhoods Community Liaisons, both of whom are familiar with the program.
- Outreach to market the program has been completed at Seattle Department of Construction and Inspections' Home Fair. Homeowners were in attendance.
- Outreach to improve assistance program awareness was completed at local Senior Center providing education on side sewers and proper drain care.
- Ongoing monthly outreach through joint SPU mailer to all new Utility Discount Program enrollees.

##### Phase 2: Maintenance Program

- Expansion into maintenance is currently on hold.
- Plans for program expansion will be reassessed in Q1 2025, depending on staff availability and alignment with other critical SPU projects.



### Side Sewer Assistance

**Is your side sewer broken?**  
**Get help paying for repairs!**

Contact the Office of Housing's Home Repair program to learn more and apply.

(206) 684-0244 | [HomeRepair@seattle.gov](mailto:HomeRepair@seattle.gov)

[Seattle.gov/housing/homeowners/home-repair/side-sewer-assistance-program](https://seattle.gov/housing/homeowners/home-repair/side-sewer-assistance-program)

**NO monthly payments**  
**0% interest loans**

**How do I qualify?**

- Live in the home you own in Seattle
- Have a broken or collapsed side sewer requiring emergency repair
- Meet income guidelines listed below

**Income Guidelines\***

Family Size	Annual Income
1	\$77,700
2	88,800
3	99,900
4	110,950
5	119,850
6	128,750

\*call for current eligibility guidelines

## FOCUS ON: Empowering Our Customer, Community, and Employees

### DWW RV WASTEWATER PROGRAM *Investment*

Status: On Track

**Description:** Increasing SPU's support services for the unsheltered through the provision of cost-effective sanitation and disposal service solutions for Seattle's unsheltered populations including trash, sharps, (i.e., used needle collection) and recreational vehicle services

#### Annual Target:

- Complete written Standard Operating Procedures
- Complete 1600 RV Wastewater Collections
- Create a program website
- Create a system to deliver supplies and instructions to RV occupants to repair leaking systems

#### Update:

- The RV team is On Track to meet Q4 2024 targets.
- Hiring is in progress for an Assistant Environmental Compliance Inspector (50% RV focus) and a Coordinator(final stages).
- SOPs are complete, and program documentation is in development.
- Program performance is on track to meet targets and included 600 outreach visits and 344 conducted wastewater collections.
- [Program website](#) is complete, fully developed and updated monthly to communicate schedules to clients.
- A supply distribution system has been implemented, providing RV occupants with supplies and instructions to repair leaking systems.
- A new blanket contract is under review, with a program goal of hiring two pump-out companies for redundancy.
- Gallons of water are still being distributed to clients.

### SPU SUPPORT SERVICES FOR THE UNSHELTERED *Investment*

Status: Minor Delay

**Description:** Increasing SPU's support services for the unsheltered through the provision of cost-effective sanitation and disposal service solutions for Seattle's unsheltered populations, including trash, sharps, (i.e., used needle collection), and recreational vehicle services

#### Annual Target:

- Conduct 65 RV remediations
- Conduct 700 RV geographical cleans
- Service 28 Unauthorized Homeless Encampment sites at any given time through the Encampment Trash program
- Continuation of Encampment Trash program

#### Update:

- **Encampment Trash Program** (aka purple bag program)
  - SPU maintained an average of 34 serviced sites per month throughout 2024. In Q4 2024, the monthly average increased to 40 sites. A total of 147 sites were serviced over the course of 2024.
  - Partnered with experienced service providers to distribute purple bags and educate 40% of ETP sites.
  - With the addition of a new outreach contractor, Peoples Harm Reduction Alliance, the program continues to provide harm reduction services to a significant portion of ETP sites.
  - In Q4 2024, outreach partners successfully serviced 40% of total ETP sites, meeting quarterly goals.
- **RV Remediation** - In Q4 2024, SPU completed 26 RV remediations. A total of 107 RV remediations were conducted throughout 2024, exceeding the goal of 65.
- **Geographical Cleans** – Q4 2024 goals were met, averaging 45 geo cleans per month. A total of 634 total geo cleans were completed in 2024.



### Customer Affordability Program Initiative

Status: Minor Delay

**Description:** SPU has and will continue to take concrete action to improve our suite of programs that help keep our services affordable for lower-income customers. Our work to improve customer assistance has included increasing Utility Discount Program enrollment through a self-certification pilot and expansion of the Emergency Assistance Program during the COVID pandemic, proactive outreach to prevent shut offs, and multi-family building notification improvements. We will continue to build on these improvements in 2021-23.

#### 2024 Targets:

- Utility Assistance Evaluation:
  - April 2024: Utility Assistance Evaluation completed
  - Q2-Q3: Prioritization of recommended changes to utility assistance programs and work planning
  - Q3-Q4: Begin implementation
  - Increase EAP, UDP, and other Utility Assistance community outreach opportunities
  - Identify and train staff on efforts to align processes across inter-departmental Utility Assistance teams

#### Update:

The Customer Affordability Program is experiencing a minor delay but has had achieved several successes throughout 2024.

- 8,318 new customers were enrolled in 2024
- Net enrollment decreased by 1,925 primarily due to:
  - Customers failing to complete the recertification process (5,974).
  - Customers moving out of the service area (3,424).
- Improving customer retention through a redesigned recertification process is a priority for 2025.
- The Utility Assistance Evaluation was completed. Planning for implementation is in progress. Awaiting alignment decisions by Seattle City Light and Seattle Public Utilities leadership.
- The Emergency Assistance Program issued \$1.2M in assistance issues to 1,687 households.
- Increased attendance across the SPU service area, reflecting increased engagement with 22 community outreach events.
- Successfully completed staff trainings and team gatherings with collaboration with HSD, SPU, and SCL utility assistance teams.



## FOCUS ON: Empowering Our Customer, Community, and Employees

### SPU Workforce Development Initiative

Status: At Risk

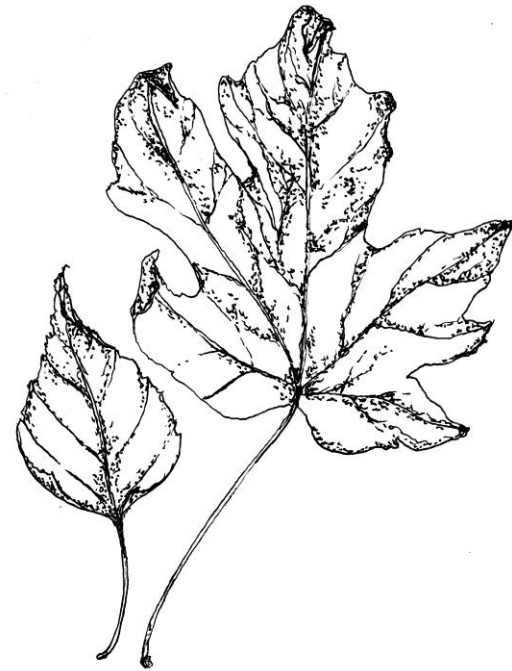
**Description:** Workforce planning is an interconnected set of solutions to meet employment needs. It can include changes to culture, changes to employee engagement, and improvements to employee skills and knowledge that will help to positively influence SPU's future success. This is important to "rebuild, retain, and recruit" the SPU workforce. Data shows that our workforce is changing and the way to stay ahead of this change is to proactively prepare, creating space for employees to stay within the SPU/ City of Seattle by growing and developing using internal programs. Equally important is using an equity and Race and Social Justice (RSJ) lens to ensure any development plan will align with the City of Seattle's Race and Social Justice Initiative (RSJI) expectations and to provide an equity component to all aspects of the SPU development planning.

#### 2024 Targets:

- Rollout of SPU Seattle Youth Employment Program
- Career clinics for staff to apply internally for new positions.
- Launch Leadership Development Program for all people leaders.
- Launch Supervisor Training Program for all people leaders

#### Update:

- The Seattle Youth Employment Program (SYEP) at SPU had 17 participants in the 2024 Pilot Cohort. Participants were placed in internships across SPU LOBs and branches. Feedback from interns, supervisors, and stakeholders was collected, reviewed, and analyzed. Next steps for the program include refinements to be incorporated into the 2025 cohort.
- Leadership Development Program was launched in January 2024. Nine six-week cohorts were completed. 80% of SPU supervisors completed or are in progress.
- Supervisor Training Program launched in January 2024. Seven six-week cohorts were completed. 82% of SPU supervisors have completed or are in progress.
- Recruitment team delivered ~15 career clinics to support skilled trades employees in internal advancement and promotion. Topics included: How to fully complete job application on NeoGov, resume tips, and interview skills training.





## FOCUS ON: Empowering Our Customer, Community, and Employees

### Race and Social Justice (RSJ) Strategic Plan

#### Initiative

Status: On Track

**Description:** SPU's RSJ Strategic Plan outlines a comprehensive approach to support the utility's internal and external RSJ work. Increased employee engagement in RSJ work will result in a more equitable work culture; increased community engagement will provide a deeper understanding of the needs of our customers and help inform policy.

#### 2024 Targets:

- Conduct "Dream" Phase of Shaping SPU's RSJ Trajectory work
- Continue to support the work of Branch Equity Teams (including work planning, co-lead convenings, trainings, surveying)
- Design and conduct RSJ trainings for SPU, including Knowledge Basin, Race: The Power of an Illusion, and others, both SPU-wide and with specific teams, divisions, and branches
- Expand engagement with community by growing the Department of Neighborhood's Community Liaisons collaboration, launching the streamlined Watershed Equity Tours (WET) pilot with the Cedar River Watershed, and adopting the Environmental Justice commitments as part of the SBP Update, among many more.
- Advance and support WMBE, Diversity in hiring, and other DEI efforts.

#### Update:

Race and Social Justice (RSJ) efforts at SPU remain strong despite staffing changes. Highlights include:

- Estimated 130 SPU staff engaged in one of the six Branch Equity Teams.
- Environmental Justice & Service Equity (EJSE) team added two new advisory roles: Equitable Opportunities Advisor and Environmental Justice and Equity Policy Advisor.
- DWW Systems Maintenance and Logistics reintroduced the Equity Tailgate initiative.
- EJSE supported two Kaizens – Missed Collection Process & Unified Flood Response – centering equity and community voice.
- Policy & Risk Management Board approved updates to the Racial Equity Toolkit, with adoption expected in 2025.
- 63 staff joined weekly Appreciative Inquiry Dream Phase meetings and July gallery walk.
- EJSE and Corporate Policy & Planning (CPP) secured two on-call Equity Consultants for 3-5 years.
- EJSE streamlined process to engage with Community Liaisons through the Department of Neighborhoods.
- SPU adopted Environmental Justice definition, incorporating it into the SBP update with an EJ Poetry and Voices training module.



*Meet Ming training with SPU's Logistics Division  
December 2024*

## FOCUS ON: Empowering Our Customer, Community, and Employees

### Seeds of Resilience Impact Investment Proposal Initiative

Status: On Track

**Description:** SPU's Seeds of Resilience program is a pilot program that explores viable approaches for designing, funding, managing, and evaluating projects that foster community-centered, One Water and Zero Waste entrepreneurship in the local private sector economy. Funded projects will have a strong nexus with SPU's business needs and will build water resiliency, the circular economy, and local job and business opportunities with an emphasis on supporting frontline community members.

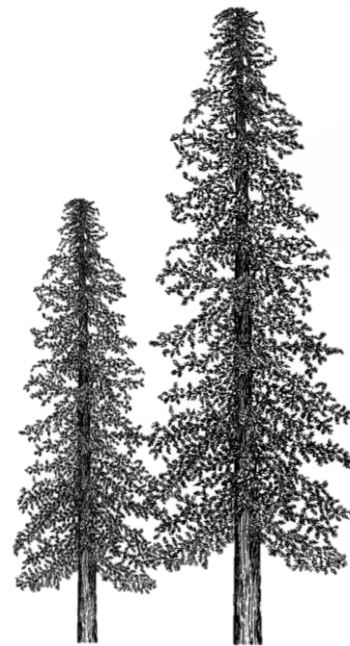
#### 2024 Targets:

- In 2024, we aim to fund and implement 2 new community-led food rescue pilot projects, for up to \$100,000 each, using Seeds of Resilience funds.
- We also plan to fund improvements to community drinking water access, including potentially mobile/temporary water refill stations at large events and permanent, publicly accessible water refill stations in the right of way and/or on private property.
- Other projects related to solid waste, drinking water, and drainage/wastewater will also be explored for Seeds funding in 2024.

#### Update:

Q4 2024 was a productive quarter for the Seeds of Resilience impact investment program, with significant progress across multiple initiatives. Key activities included:

- Reviewed first-quarter reports and issued initial payments to grantees of SPU's Food Rescue Innovation Grant, a Seeds of Resilience project developed in collaboration with the Solid Waste LOB.
- Conducted a site visit of grant recipient, Virginia Mason Medical Center to assess their food rescue projects.
- Developed a plan to showcase SPU and food rescue grant recipients at an international conference in June 2025.
- Funded trainers and facility costs at Daybreak Star Indian Cultural Center.
- Provided five stipends for frontline community members to attend the Native Seed Collection training, a Seeds of Resilience project jointly developed with the watershed forest management team.
- Partnered with the DWW FOG team to develop a Phase 2 plan focusing on grease trap entrepreneur training for 2025.
- Explored a co-located / co-funded FOG biofuel processing facility at Silver Bay with FOG team, South Park Water Quality facility teams, and DP Chem Consulting.
- Developed a new project idea for 2025 focusing on rooftop gardens for food banks and community-based organizations.
- Investigating a new project to help breweries and distilleries reduce water consumption using rainwater recapture/reuse.
- Met with OSE grant administrators to explore co-funding community-led water quality monitoring project for BIPOC youth in the lower Duwamish River.





# STRENGTHENING OUR UTILITY'S BUSINESS PRACTICES

## Water System Seismic Reliance Investment

Status: Minor Delay

**Description:** Implement short-term measures, such as improving emergency preparedness and response planning, and adopting isolation and control strategies, that can be used to mitigate the effects of seismic damage until expensive long-term infrastructure improvements can be made.

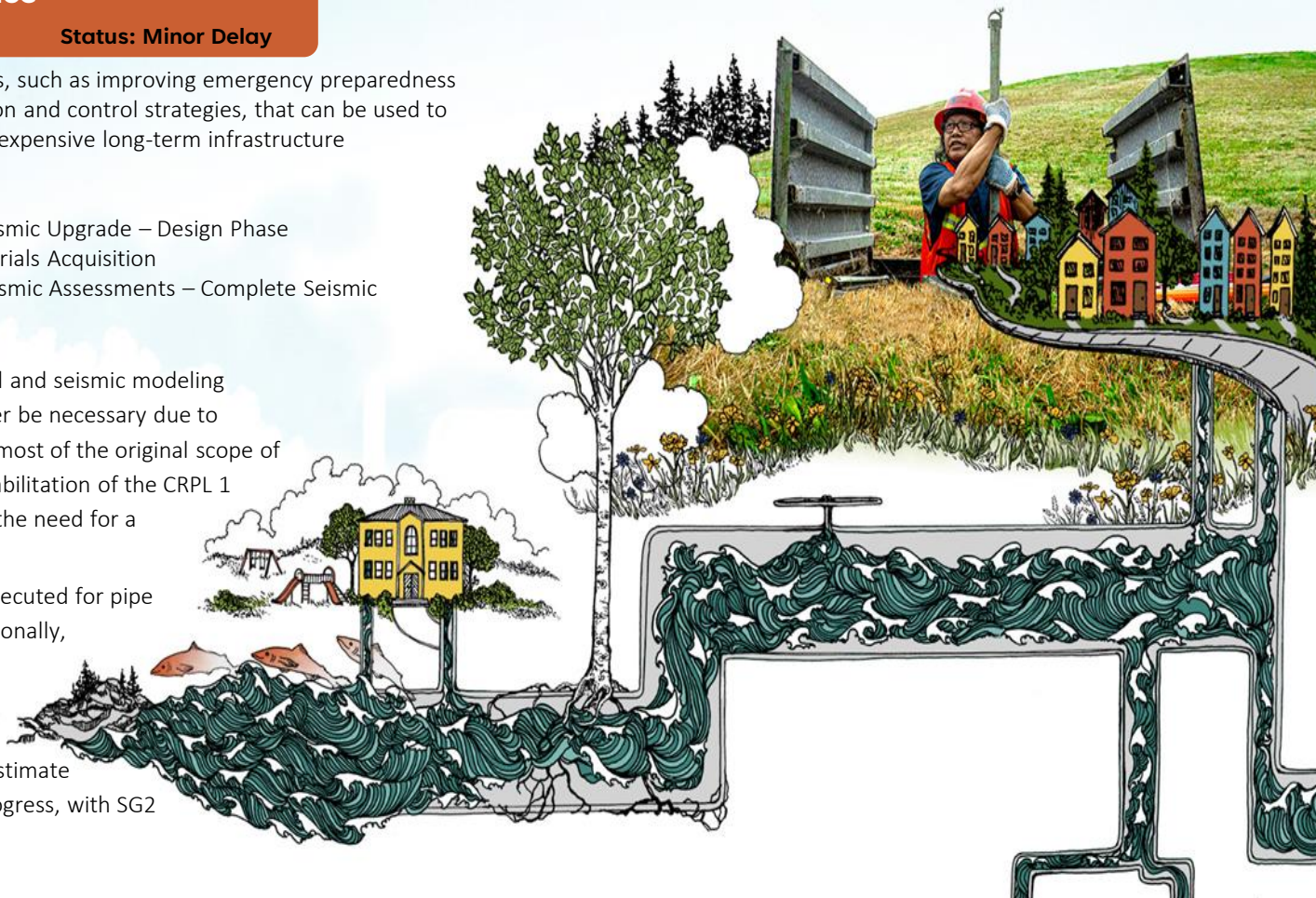
**Annual Target:**

- Cedar River Pipelines in Renton Seismic Upgrade – Design Phase
- Earthquake Emergency Spare Materials Acquisition
- Eastside and Riverton Reservoir Seismic Assessments – Complete Seismic Vulnerability Assessments

**Update:**

As reported earlier in 2024, new geotechnical and seismic modeling seismic resiliency improvements will no longer be necessary due to minimal liquefaction settlement. As a result, most of the original scope of work has been removed, and only minor rehabilitation of the CRPL 1 concrete tunnel will be pursued, eliminating the need for a significant capital investment in this area.

At the end of 2024, a blanket contract was executed for pipe materials designed for seismic storage. Additionally, an order for large-diameter (66") steel pipe is scheduled to be placed in mid-2025. Further seismic assessments required additional consultant analysis, and the cost estimate update is complete. An options analysis is progress, with SG2 is expected to be complete around 2025.



## FOCUS ON: Strengthening Our Utility's Business Practices

### WATER ASSET TRANSPORTATION OPPORTUNITY PROJECTS

#### Investment

Status: Minor Delay

**Description:** Take advantage of street openings, driven by transportation projects, by initiating water infrastructure projects to improve service; and replace failing infrastructure at reduced costs through shared pavement restoration, mobilization, and traffic control costs. This consists of three different investment projects:

- Water System Overall Asset Management
- Hydrant and Valve Maintenance
- Water Asset Transportation Opportunity Projects

#### Annual Targets:

- **Water Asset Transportation Opportunity Projects**
  - Advance water asset transportation opportunity projects through various stages of planning, design, and construction
  - Conduct opportunity and impact-driven interagency project assessments
  - Prepare scope and cost estimates for inclusion into interagency project for identified projects
- **Hydrant and Valve Maintenance**
  - Sustain 99.9% of hydrants in service
  - Return service to 95% of newly reported out-of-service (OOS) hydrants
  - Complete 1,600 low-priority (minor) hydrant work orders
  - Reduction of backlog for minor & major maintenance work order for hydrants and maintenance work orders for critical values
- **Water System Overall Asset Management**
  - Water Tank Rehabilitation and Seismic Upgrades - Magnolia tank seismic upgrade project
  - Cathodic Protection for Pipelines Capital Improvements - Design and construction progress for three cathodic protection project packages
  - Water Main Rehabilitation Program (WMRP) - Advance packages 2-7 through various stages of planning, design and construction
  - Water Service Renewals - Complete approximately 650 water service renewals annually.

#### Update:

##### Water Asset Transportation Opportunity Projects

- The target for all applicable interagency ROW projects were assessed and project scopes developed for initiated projects.
- Roosevelt RapidRide J Line Water Main Replacement and East Marginal Way HHC Water Main Replacement are both in construction. The SDOT Missing Link Water Main Replacement (formerly named "Market St AAC") resumed design. The SPU Water infrastructure improvement potential for all incoming interagency ROW projects has been assessed.

##### Hydrant and Valve Maintenance

- Due to a continued increase in hydrants being reported Out of Service; 113 hydrants were reported out of service in Q4, we did not meet our goal of sustaining 99.9% of hydrants in service. Currently we have 47 Out of Service hydrants. Our goal is to have less than 19 hydrants out of service. Crews continue to service and work to get hydrants back in service as quickly as possible. Overall, we stand at 99.8% of our hydrants currently operational in the system.
- 113 hydrants were reported out of service in Q4 while the crews returned 109 into service.
- Completed 701 minor hydrant repairs in Q4 which puts us above our target for 2024.
- 55 critical valve inspections completed in 2024

##### Water System Overall Asset Management

Cathodic Protection for Pipelines Capital Improvements: All new systems installed under CP 2019 and CP 2021 have been fully commissioned.

- Water Main Rehabilitation Program (WMRP): There are no new milestones, Watermain Rehab Packages 4-8 are all progressing within various stages of initiation, design, and constructions.
- Water Service Renewals: 80 reactive renewals, 15 proactive renewals\*

*\*Note that there is a substantial data lag which will result in more renewals reported for Q4 later.*



## FOCUS ON: Strengthening Our Utility's Business Practices

### DWW ASSET MANAGEMENT AND OPPORTUNITY WORK

#### Investment

Status: On Track

**Description:** Increase investment in the rehabilitation of sewer pipe, pump stations, combined sewer overflow outfalls, and force mains; as well as develop a renewal program for the City's drainage system to reduce asset and facility failures.

#### Annual Target:

- Expand Sewer Rehabilitation work
- Expand Drainage Rehabilitation work
- Wastewater Pump Stations, Force Mains (FM), and CSO Outfall Rehabilitation

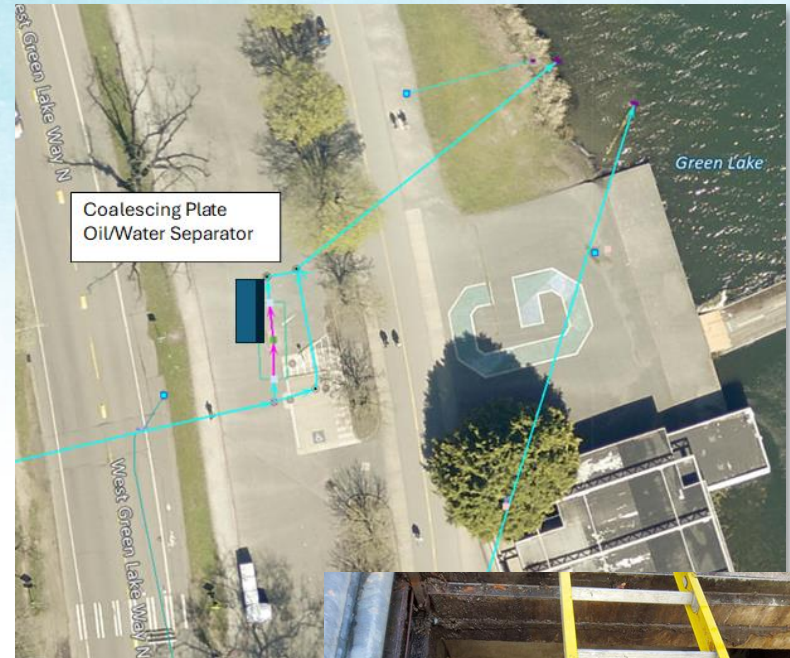
#### Update:

**Expand Sewer Rehabilitation work** (miles of pipe/crew work order count): On track with 10.0 miles of contracted full pipe rehabilitated and 378 sewer rehab crew work orders completed YTD.

**Expand Drainage Rehabilitation work** (crew work order count and facility projects): On track with 265 drainage rehab crew work orders completed YTD, 1,019 CCTV inspections completed YTD, and 3 Drainage Facility were installed.

**Wastewater Pump Station (WWPS) and Force Mains (FM) Rehabilitation –** On track by completing 2 WWPS projects and installing 2 force mains. 7 CSO Outfall were inspected and cleaned and were on track. 1 CSO delayed due to limited accessibility and will be pushed to 2025.

CIP dollars spent through Q4 is approximately \$58.4M and on track.



*Drainage Facility improvements photos, replacing of plates of an Oil/Water Separator at Green Lake*



## FOCUS ON: Strengthening Our Utility's Business Practices

### Accountability and Affordability Business Practices

#### Initiative

Status: On Track

**Description:** Improving rate affordability and accountability to our customers is paramount. While SPU is making progress in managing rates, the affordability of drinking water, wastewater, and stormwater is a challenge in Seattle and for utilities nationwide. As we confront increasing costs of living in housing and other sectors and the increase in economic inequality among our residents, the affordability of SPU's services becomes even more critical. Our strategy outlines a holistic approach to deliver essential utility services, keep rate increases lower, focus corporate culture on continuous improvement, and make investments that deliver multiple benefits to the community.

#### 2024 Targets :

- Produce a report for 2022-2023 results
- Update strategic plan, focusing on aligning actions and strategies with work plans
- Focus on Capital Planning and Project Delivery, Funding and Financial Management, Regulatory Strategies, Work Improvements and Efficiencies, Customer Assistance, Technology Management, Service Contract Negotiation.

#### Update:

Completed 2022-2023 accomplishments report. Discussions with the core team and leadership indicate that A+A is becoming more integrated into staff work plans. As a result, we are reassessing the future direction of the initiative. Even without an update to the strategic plan, key affordability and accountability actions were taken in 2024, including:

- In 2024, SPU received notice of award for more than \$30 million, which will be applied to projects in all Lines of Business over the next several years. The sources of funding include local, state, and federal dollars and will be used on projects ranging from drainage infrastructure improvements to deconstruction to studying renewable energy generation.
- SPU took steps to improve the agency's readiness for external funding by being more strategic in its pursuit and clarifying workflows and responsibilities.
- SPU improved cross-team communication to facilitate the onboarding and management of awarded grants and loans.

The Continuous Improvement Champions program launched and successfully fully trained 5 employees on the Plan Do Check Act problem solving method with an emphasis on lean process improvement. This yielded individuals projects that resulted in a reduction of process steps, cost, and enhanced customer experience. SPU piloted this program this year and will continue into 2025 with 2 more sessions as we begin to expand the Continuous Improvement program.

- A formal strategy for the Continuous Improvement program began development in Q4 with an anticipated completion date in early 2025. The strategy will advance the program for the utility by adding structure and a clear vision for the next 4-5 years.
- Additional opportunities for employees to engage in continuous improvement and familiarize themselves with the concepts have been offer throughout 2024 with team learning sessions, process improvement events, and organizational communications.

SPU has begun collaborating with HSD and SCL to redesign the Utility Discount Program for improved affordability and accessibility.



2024 Champions Participants



## FOCUS ON: Strengthening Our Utility's Business Practices

### Risk and Resilience Strategic Plan

#### Initiative

Status: On Track

**Description:** This strategy focuses on working with business units to assess risk and resilience; identify opportunities and reduce negative impacts; and develop tools to support maximum benefit to SPU in areas such as equity, finance, legal, security, and asset management. How to approach risk, how to make decisions involving uncertainty, and how to address, adapt to, and recover from factors that might disrupt our ability to provide critical utility services will be a key emphasis. The work will also center around building partnerships within and outside SPU, mapping interdependencies.

#### 2024 Targets:

- Annual update of Utility Risk & Resilience trends
- CPP and the Watershed Management Division have a number of goals related to wildfire management in 2024.
  - Complete a Post Wildfire Response and Recovery Plan
  - Complete a high-level wildfire management strategy with accompanying action plan
  - Partner with University of Idaho to conduct further modeling to understand the risk to water supply and tolerance for wildfire and post-wildfire actions.
- In response to South Park flooding, the City committed to invest in long-term community resilience in the Duwamish Valley including
  - Continue ongoing support for sewer backups and flooding in the South Park neighborhood
  - Continue building relationships and advancing initiatives that support Duwamish Resilience
- Support ONE WATER efforts through advancement on Onsite Non-Potable Water Reuse, Water Conservation, and Water Innovation.
- SPU Hazard Inventory Vulnerability Assessment

#### Update:

- In July 2024, SPU conducted its annual review of trends and drivers impacting business resilience and presented findings to Policy Board.
- In collaboration with the Watershed Division of the Water LOB, SPU staff achieved key milestones in wildfire management:
  - SPU finalized its first-ever Wildfire Response & Recovery Plan. This plan will guide staff in protecting water quality and supply in the event of a wildfire in either the Cedar River Municipal Watershed or the South Fork Tolt River Municipal Watershed. The plan includes risk assessment, monitoring strategies, and mitigation actions for the first year after a wildfire.
  - SPU and ICF consultants completed a draft Wildfire Management Strategy (WMS). In Fall of 2024, a steering committee with representatives from various SPU divisions was formed to refine the strategy. The final WMS, along with a five-year implementation plan will be completed in 2025.
- Efforts to mitigate South Park flooding risk continue to improve. This includes ongoing updates to the South Park Emergency Response Plan and addressing the evolving needs of affected residents. Key actions include supporting access to flood insurance, building connections to the Office of Civil Rights and Tenant Law Center, and exploring the hallmarks of a successful long-term acquisition strategy.
- The Risk and Quality Assurance team completed an updated SPU Hazards Vulnerability Assessment.



# Project Delivery and Engineering Branch Capital Infrastructure Reporting

Seattle Public Utilities Project Delivery and Engineering Branch (PDEB) delivers capital infrastructure projects and programs to all SPU lines of business making up 27% of the SPU rate.

## Q4 Key Updates

**SDOT Rapid Ride J Line** - SDOT has incorporated the construction of almost 8,300 linear feet (lf) of watermain (both conventional and earthquake resistant) into the construction of their project which is making improvements for a RapidRide bus line from Belltown to the U-District. Most of the water work is along Eastlake Avenue with a short section of new main on NE 43rd. Improvements to these SPU assets will improve the resilience and extend the service life. Construction planned to start shortly, beginning with drainage work and water main facilities. Notice To Proceed was issued early October. SDOT leads the overall communication outreach strategy while SPU will coordinate communications for disruptions in water service associated with the work. In common with most One-City inter-departmental projects, the inclusion of SPU work into the SDOT contract, and the ongoing inter-departmental coordination, reduces overall public costs and public impacts.

**Pump Station 56 Conversion Project** - This project will decommission an aging sanitary sewer pump station serving 11 residences and replace it with a new gravity sewer system with a conveyance pipe to connect these homes to the existing sewer system. The existing airlift pump station is costly to maintain and prone to overflows into Puget Sound during heavy storms. Decommissioning it will eliminate maintenance challenges and prevent overflows. Due to site constraints such as the depth of the sewer system, challenging topography, and a narrow right-of-way, the project team initially selected a trenchless installation method for the newer pipe. However, construction began in 2023, and the contractor was unable to successfully install the pipe using that method. Since then, the design team and contractor have developed an alternative trenchless installation approach, with the official Design Change issued at the end of 2024. Throughout this process, the community has received periodic updates, and once the revised construction schedule is finalized, outreach efforts – including emails, mailers, drop-in sessions, etc. – will ramp up. Construction is expected to resume in Q2 of 2025 and last for 9 to 12 months.

**Holden Natural Drainage System (NDS) Project** - This project will install natural drainage systems (NDS), also known as roadside rain gardens or bioretention areas, along SW Holden Street between 16th Avenue SW and 18th Avenue SW. The NDS will capture and treat stormwater runoff before it reaches Longfellow Creek and Puget Sound. These systems will capture and treat stormwater runoff before it reaches Longfellow Creek and Puget Sound, improving water quality and supporting healthier creek ecosystems. Additional benefits include enhanced pedestrian safety and increased landscaping diversity. SPU is currently finalizing the design plans, with an advertisement for construction expected in Spring 2025. Outreach efforts are ongoing and include website updates, planned outreach event in Q1 2025, and direct communication with residents as needed. Construction is anticipated to begin Q3 2025 and complete by the end of 2026.

## PDEB Current Projects

### Seattle Public Utilities: Capital Improvement Projects



Existing Pump Station 56

Curious to see what projects are happening in your area?  
[Click HERE](#) to visit our interactive project map.

## Q4 Quick Stats

- **163** Current Active PDEB Projects
- **13** PDEB Projects completed Q4 2023
- **2** Project Bids - PDEB
- **\$43.88M, 49.44%** accomplishment rate, YTD actuals **\$165.75M**



## Implement Projects with Multiple Benefits

### Watermain Rehab Package #4

This project was substantially completed on September 18, 2024. Final construction work however, is ongoing. This project improved the reliability and fire flow capacity of the water distribution system with the installation of 0.8 miles of new ductile iron water main, valves, and hydrants.



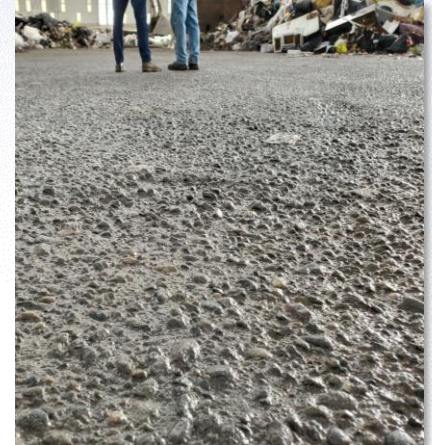
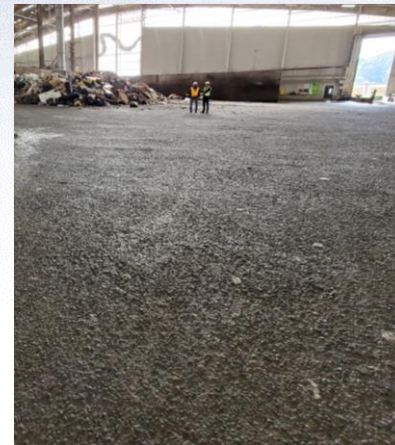
Street rehabilitation included minor storm drainage improvements, new pavement, ADA compliant curb ramps, and sidewalks where needed.

This project included ten sites - nine in Seattle and one in Shoreline – with Seattle locations in neighborhoods throughout Alki, Beacon Hill, Cherry Hill, Fauntleroy, Madrona, Rainier Valley, and Wallingford.

## Engage in Community Centered Projects

### South Transfer Station Tipping Floor Replacement

The project includes refurbishing the sacrificial concrete topping slab in the South Park neighborhood. The South Transfer Station has been in operation since 2013 and receives more than 60-percent of the City of Seattle's Waste. The station is in operation 24-hours a day, seven days a week. The commercial side of the station is showing considerable wear due to normal operations. The project has held multiple internal meetings to identify customers, audiences, and strategies for engagement.



In February 2025, the project will begin outreach to the general public, other City departments, commercial customers, and self-haul customers. In the months following, outreach efforts will expand to neighboring businesses, residents, and local community organizations. Messaging will be broadcast in multiple languages - Spanish, Vietnamese, Traditional Chinese, and English to start. Outreach strategies will include banners and signage at the South Transfer Station, direct mailers, social media advertisements, notifications on the At Your Service blog and on the South Transfer Station's website, inserts in mailed bills, a press release, and scripts to be read by the OCC call center staff. Construction is scheduled to begin August 4, 2025, and finish August 29, 2025.

# Financial Performance Reporting

Financial performance reporting tracks the Utility's planned budget and consumption and revenue forecasts alongside operating and capital program expenditures, accomplishments, and received revenue for each utility fund – water, drainage and wastewater, and solid waste.

The SPU Finance Division and Accounting Division compare actual performance against the budget on a monthly and quarterly basis and update the Utility's financial projections accordingly to guarantee that the Utility stays within the approved and legislated budget. SPU also considers the accomplishment performance when developing longer-term financial projections that are included in the Strategic Business Plan and subsequent rate studies.

Over the next few years, SPU will work to supplement its financial performance reporting with a more robust affordability metric evaluation to guide policy work related to financial capability assessments for federal regulatory and consent decree requirements, federal funding advocacy initiatives, customer assistance programs, and utility rate setting. Current affordability metrics track customer delinquency, utility discount program enrollment, as well as emergency assistance program, and payment plan usage. This is supplemented by Citywide statistics related to income, cost of living, income disparity, poverty indicators, and household self-sufficiency standards.



## CIP ACCOMPLISHMENT RATE

The 2024 CIP accomplishment rate for all funds was 65% with actual expenditures of \$278.1 million against a budgeted amount of \$427.8 million. Accomplishment was mixed by fund. Please note that the shared budget and technology budget are paid for using all funds at the Utility.

- The Water Fund (excluding shared and technology) accomplished 64% of the budget with \$56.8 million in actual expenditures against a budget of \$89.3 million.
- The Drainage and Wastewater Fund (excluding shared and technology) accomplished 73% of the budget with \$170.5 million in actual expenditures against a budget of \$232.6 million.
- The Solid Waste Fund (excluding shared and technology) accomplished 20% of the budget with \$5.3 million in actual expenditures against a budget of \$26.4 million.
- Shared CIP accomplished 58% of the budget with \$38.5 million in expenditures against a budget of \$66.2 million.
- Technology CIP accomplished 53% of the Budget with \$7.0 million in actual expenditures against a budget of \$13.2 million.



## WATER FUND Q4 FINANCIAL RESULTS

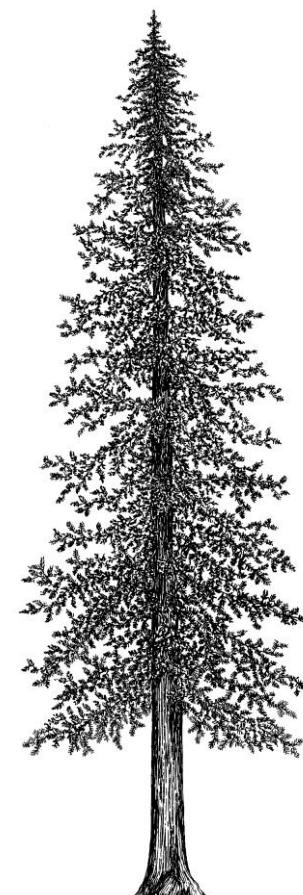
(\$ in millions)

	2024 Annual	2024 Through December			
	Annual Plan to Spend	YTD Plannned to Spend	YTD Spent	\$ Variance Under/(Over)	% Variance Under/(Over)
<b>Expenditures</b>					
Operating	\$299.3	\$299.3	\$286.2	\$13.1	4.4%
Capital	\$139.2	\$139.2	\$83.2	\$56.0	40.2%
<b>Total Expenditures</b>	<b>\$438.5</b>	<b>\$438.5</b>	<b>\$369.4</b>	<b>\$69.1</b>	<b>15.8%</b>

	Annual Planned Revenue	YTD Planned Revenue	YTD Received	\$ Variance Under/(Over)	% Variance Under/(Over)
<b>Operating Revenue</b>					
Retail Customer Rev.	\$232.4	\$232.4	\$235.5	(\$3.1)	(1.3%)
Wholesale Customer Rev	\$65.0	\$65.0	\$64.9	\$0.1	0.2%
Other Revenue	\$13.9	\$13.9	\$7.4	\$6.5	46.8%
<b>Total Operating Revenue</b>	<b>\$311.3</b>	<b>\$311.3</b>	<b>\$307.8</b>	<b>\$3.5</b>	<b>1.1%</b>

Sums may not total due to rounding.

\*Negative numbers mean over-spend in the case of expenses, and over-recovery in the case of revenue. Red numbers denote overspend or under-recovery.





## DRAINAGE AND WASTEWATER FUND Q4 FINANCIAL RESULTS

(\$ in millions)

2024 Annual	2024 Through December			
Annual Plan to Spend	YTD Plannned to Spend	YTD Spent	\$ Variance Under/(Over)	% Variance Under/(Over)

### Expenditures

Operating	\$519.3	\$519.3	\$506.4	\$12.9	2.5%
Capital	\$257.5	\$257.5	\$187.1	\$70.4	27.3%
<b>Total Expenditures</b>	<b>\$776.8</b>	<b>\$776.8</b>	<b>\$693.5</b>	<b>\$83.3</b>	<b>10.7%</b>

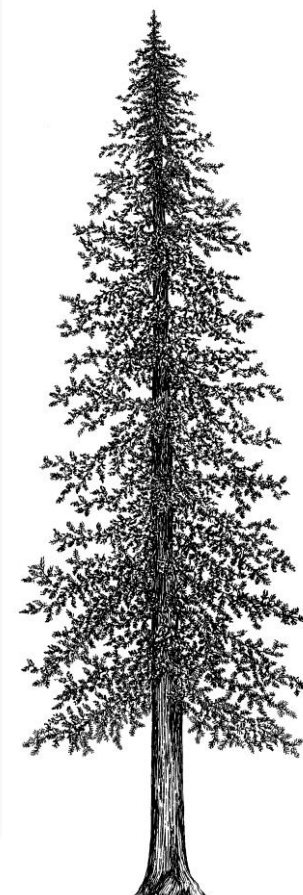
Annual Planned Revenue	YTD Planned Revenue	YTD Received	\$ Variance Under/(Over)	% Variance Under/(Over)
------------------------	---------------------	--------------	--------------------------	-------------------------

### Operating Revenue

Rate Revenue less UDP	\$567.9	\$567.9	\$564.9	\$3.0	0.5%
Industrial Surcharge	\$3.8	\$3.8	\$3.3	\$0.5	14.3%
Other Revenue	\$7.0	\$7.0	\$6.5	\$0.5	7.1%
<b>Total Operating Revenue</b>	<b>\$578.7</b>	<b>\$578.7</b>	<b>\$574.7</b>	<b>\$4.0</b>	<b>0.7%</b>

Sums may not total due to rounding.

\* Negative numbers mean over-spend in the case of expenses, and over-recovery in the case of revenue. Red numbers denote overspend or under-recovery.



## SOLID WASTE FUND Q4 FINANCIAL RESULTS

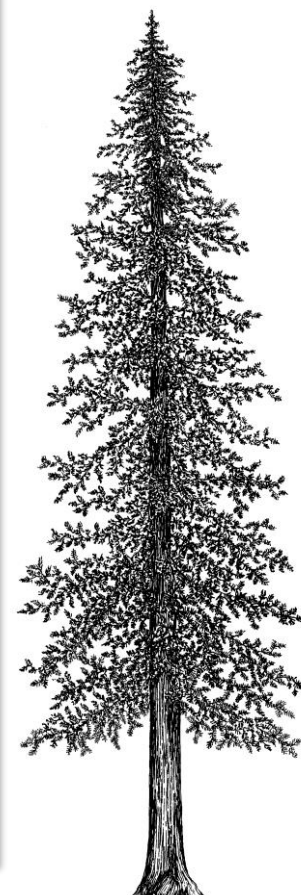
(\$ in millions)

	2024 Annual	2024 Through December			
	Annual Plan to Spend	YTD Plannned to Spend	YTD Spent	\$ Variance Under/(Over)	% Variance Under/(Over)
<b>Expenditures</b>					
Operating	\$307.6	\$307.6	\$306.5	\$1.1	0.4%
Capital	\$31.1	\$31.1	\$7.8	\$23.3	74.9%
<b>Total Expenditures</b>	<b>\$338.7</b>	<b>\$338.7</b>	<b>\$314.3</b>	<b>\$24.4</b>	<b>7.2%</b>

	Annual Planned Revenue	YTD Planned Revenue	YTD Received	\$ Variance Under/(Over)	% Variance Under/(Over)
<b>Operating Revenue</b>					
Residential Revenue	\$169.0	\$169.0	\$171.8	(\$2.8)	(1.7%)
Commercial Revenue	\$73.4	\$73.4	\$75.7	(\$2.3)	(3.1%)
Transfer Station Revenue	\$21.3	\$21.3	\$22.4	(\$1.1)	(5.2%)
Other Revenue	\$7.2	\$7.2	\$15.3	(\$8.1)	(112.5%)
<b>Total Operating Revenue</b>	<b>\$270.9</b>	<b>\$270.9</b>	<b>\$285.2</b>	<b>(\$14.3)</b>	<b>(5.3%)</b>

Sums may not total due to rounding.

\*Negative numbers mean over-spend in the case of expenses, and over-recovery in the case of revenue. Red numbers denote overspend or under-recovery.







# Thank You

for reviewing SPU's Q4 2024 SBP  
Progress Report

For more information, click the links below

- [SPU's 2021-2026 Strategic Business Plan](#)
- [SPU CARES Principles](#)

Previous SPU SBP Reports

- [Q3 2024](#)
- [Q2 2024](#)
- [Q1 2024](#)
- [Q4 2023](#)