



Progress Report to Council: Second Quarter, 2020

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 provides 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 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 below.

- **Drainage and Wastewater (DWW) and Water Response Time (#2).** Performance in Q2 decreased slightly for both DWW and Water lines of businesses with an 89% achievement for DWW and 74% for Water compared to 92% and 75% respectively in Q1. DWW response time dipped in April and May due to reduced staffing levels stemming from the COVID-19 pandemic, and the closure of the West Seattle Bridge in late March, which increased travel time for service calls. In June Seattle began phase 2 of reopening, allowing DWW to return to normal operations, improving service response times to 97% in that month.

Water continued to be impacted by inconsistency in reporting data due to missing arrival times on some completed work orders resulting in a 74% of service calls meeting the target of one-hour response time. Water line of business will be conducting additional training for staff to address data integrity issues. Overall SPU's performance ending in Q2 was at 87%, which is 3% below the established target.

- **Utility Discount Program (#3).** The Utility Discount Program has surpassed its original enrollment target for 2020, which was set prior to the COVID-19 pandemic at 2000 net new households. "Net new" reflects the number of new households coming into the program after the number leaving the program has been subtracted. In Q2, the program enrolled 5,754 net new households compared to 2,109 in Q1 (revised number which includes enrollments done in late Q1). The vast majority of new customers enrolled using the COVID-19 fast-track form that expedites enrollment for income-eligible customers. Due to the pandemic's significant impact on low-income communities and the unpredictable nature of the economy and recovery, the UDP Steering Committee set a qualitative enrollment goal for 2020 that aims to meet the needs of customers, whatever those may be. The sum-total number of customers enrolled in the UDP at the end of Q2 was 41,891, with increased enrollments projected in the future.

- **Pollutants Removed from Roads (#8).** In Q2, SPU met the quarterly target of removing 35 tons of pollutants from roads for a sum-total of 84 tons by mid-year. The Q1 figure was adjusted from 44 to 53 tons removed due to additional tonnage that was counted late. SPU is on target to meet/exceed the 2020 goal of removing 140 tons of pollutants from roadways.
- **Graffiti Removed and Illegal Dumping within 10 Business Days (#12 & #13).** SPU crews continued to post a strong performance in Q2 by removing 100% of reported graffiti and addressing 99% of reported illegal dumping complaints within 10 business days. The utility is on track to meet/exceed the performance targets of removing 90% of reported graffiti and 95% of reported illegal dumping in 2020.
- **Collection of Solid Waste Misses (#16 & #18).** SPU achieved a 0.79 for missed pickups for every 1000 stops and a 94% collection rate for missed solid waste pickups within 1 business day. The cumulative average for missed pickups is 0.62 and solid waste collection rate is 96%, exceeding the targets of ≤ 1 missed pickup goal for every 1,000 stops and 95% for missed solid waste collection.
- **Purchases and Consulting Contracts with Woman and Minority Business Enterprise (WMBE) Firms (#19).** In Q2, SPU awarded 33% of purchasing contracts and 16% of consulting contracts to WMBE firms. While the utility exceeded the WMBE purchasing target for the second straight quarter by 16%, it missed the target for WMBE consulting due to paused projects as we worked to comply with added health and safety protocols in response to COVID-19. Additionally, portions of WMBE consulting contracts were in communications and outreach services which were significantly impacted by the Governor's stay at home order that began in March. While the utility expects to continue achieving its WMBE purchasing goal for 2020, WMBE consulting spending may be at risk due to ongoing COVID-19 restrictions.

Q2 Service Level Performance Metrics				
#	Performance Metrics	Reporting Frequency	Target	2020 Performance
Focus Area: Customer Experience - Making it easier to get help and find answers				
1	Customers rank 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)	Monthly	≥90%	87%
3	# of households enrolled in the Utility Discount Program. - Change since January 1 - 2020-year end goal: Meet the needs of low-income customers	Monthly	Meet the Needs of Low-Income Customers	7,863 40,699
Focus Area: Health and Environment - Protecting your health and our environment				
4	Compliance with all Department of Health regulations.	Monthly	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	Monthly	NA <114 <4	53 35 1.2
7	% of CSO outfalls meeting the CSO control standard.	Annual (April)	100% by 2030	61%
8	# tons of pollutants removed from roads during 2020. (YTD)	Quarterly	≥140 tons/year	84
9	# gallons of runoff water managed using Green Stormwater Infrastructure. (In millions of gallons) (YTD)	Quarterly/ Annual (February)	300M gallons by year-end	280
10	Achieve Water Conservation Partnership regional water conservation goal. (MGD = million gallons/day)	Annual (April)	<110 MGD	94.0
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)	Monthly	≥90%	100%
13	% of illegal dumping removed within 10 business days for public property. (YTD)	Monthly	≥95%	99%
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.	Monthly	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).	Monthly	All critical services accessible	Yes
16	Provide reliable solid waste pickup with only one missed pickup for each 1,000 stops. (YTD)	Monthly	≤1	0.6
17	Limit late container deliveries to a maximum of two per 100 deliveries.	Monthly	≤2	0.9
18	Collect at least 95% of missed Residential and Multifamily solid waste pickups within one business day. (YTD)	Monthly	≥95%	96%
19	% of purchases and consulting contracts with WMBE firms. (YTD)	Monthly	Annual Consulting ≥22%	17%
		Monthly	Annual Purchasing ≥17%	25%
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

Table 1. Service Level Performance - Fourth Quarter 2020

Action Items and Council Deliverable – Improving Services

This section summarizes the utility's progress on the 12 Action Items and 10 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 better describe the action items.

Table 2 and Table 3 present the overall goals of each Action Item and Council deliverable, as well as the 2020 Deliverable for each, and progress in the Second Quarter. Table 4 presents Action Items deferred, and City Council Deliverable completed and closed in 2018-2020.












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	2020 Deliverable and Second Quarter Progress	Quarterly Performance
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 upward, throughout the organization.	<p>2020 Deliverable:</p> <ul style="list-style-type: none"> • Completion 70% of Water Operations Related/Supplemental instruction (RSI) lesson development • Complete 90% of Water Operations On-the-Job Training (OJT) lesson development • Begin Water Operations "First Class" Training for apprentices • Complete recruitment and selection of apprentices • Complete 25% of DWW Related/Supplemental Instruction (RSI) lesson development <p>In the Second Quarter, SPU completed the plan and schedule for the Water Operations "First Class" training, completed 57% of the Water Ops RSI "core" lesson plan development and made significant headway with OJT Skills Blocks development by completing 61% of the skills blocks. The hiring freeze waiver for apprenticeship recruitment was approved and we began the recruitment process. The next phase of the apprenticeship recruitment, the in-person "working tests" scheduled to begin in Q3, maybe delayed due to public health safety requirements. The Drainage & Wastewater LOB approved the curriculum format, with work started on the first three sets of lesson plans. While content for the pilot lesson plan is completed, the curriculum materials are not in "final draft" stage. In summary, SPU is on target to meet most deliverables, however some risk of delays remains due to the ongoing COVID-19 pandemic response, and the Governor's safety restrictions.</p>	

2018-2023 Action Items Overall Goals	2020 Deliverable and Second 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 Center; South Operations Center; Cedar Falls; and Seattle Municipal Tower.</p>	<p>2020 Deliverable:</p> <ul style="list-style-type: none"> Options analysis for Cedar Falls Phase 2 Purchase South Spoils Yard Complete options analysis study of North Operations Command and Control relocation Planning for update Master Plan delivery strategy Seattle Municipal Tower space utilization design Complete 30% design of the South Operations Center <p>In the Second Quarter, SPU advanced a proposal for an options analysis study to relocate the Utility's most sensitive Command & Control functions. The North Operations Center serves as a back-up location for the Command & Control functions, but the location was identified to be vulnerable to earthquake damage in a 2019 seismic study. SPU also initiated a contract proposal for repair of the Cedar Falls Learning Center, which suffered extensive water damage last winter. In July, the City Council authorized the purchase of properties in the SODO neighborhood for the South Spoils Yard. The utility initiated work with tenant relocation specialists to assist affected tenants from the property. SPU also completed the OCC Meter Shop roofing project which stemmed from leaks in the roof and the exterior window.</p> <p>Due to the pandemic and new teleworking options, the Facility Master Plan was refocused to provide more workspace sharing options between operations and office staff. SPU's space utilization design of SMT will focus on options to reduce SPU's occupancy at SMT by 25%. Critical planning work for the Master Plan delivery strategy will continue into 2021.</p> <p>While most projects were on track, a few were paused, repurposed, or delayed. The Cedar Falls Phase 2 project received direction from SPU executive leadership on a scope and cost reduction strategy with phase 2 to be presented for approval in Q4 in 2020. Work on the South Operations Center remains paused due to reduced staffing in response to COVID-19. SPU's space utilization design of SMT was repurposed to the "SMT 25% Consolidation Pilot Program" which aims to reduce SPU's occupancy at SMT by 25%.</p>	
<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>2020 Deliverable:</p> <ul style="list-style-type: none"> Hire permanent Green Fleet Strategic Advisor Electric Vehicle Supply Equipment (EVSE) assessment and installation at two SPU locations Identify opportunities for electric vehicle/tools pilot programs Implement 2020 phase of SPU Vehicles Reduction Plan, per Executive Order 2018-05 <p>In the Second Quarter, SPU coordinated with FAS to install EVSE at FAS facilities leased by SPU. FAS expects to complete the EVSE installations at SeaPark Garage by end-year, allowing SPU parking access for electric vehicles. We will continue working with FAS on possible EVSE installations at Airport Way Center for SPU's Water Quality Lab, and at Charles Street for SPU's Materials Lab. SPU expects to meet all remaining deliverables this year, pending the City's reopening phase as permitted by the Governor.</p>	

2018-2023 Action Items Overall Goals	2020 Deliverable and Second Quarter Progress	Quarterly Performance
<p>4. Green Stormwater Infrastructure Expansion Lead programs, policies and partnerships to expand the use of green infrastructure. This work includes implementing GSI projects in the Longfellow, Piper's, and Thornton Creek watersheds, as well as urban villages, to decrease polluted runoff entering Seattle's waterways while providing substantial environmental and community benefits.</p>	<p>2020 Deliverable:</p> <ul style="list-style-type: none"> • Programs and policies to expand Green Stormwater Infrastructure (GSI) delivery through partners (e.g. projects initiated by non-SPU agencies, CBOs and/or developers) • Leverage DWW capital project investments to increase knowledge and delivery of expanded community benefits (environment, health, equity, empowerment, customer experience) <p>In the Second Quarter, the GSI expansion team explored elements of the work that can be expanded and expedited to help providing economic opportunity for communities hardest hit by Covid-19. Most of this work involved finalizing a new green infrastructure partnering program launching early 2021. The new program will engage community-based organizations and developers to identify, install, and maintain GSI. Eligible projects will restore riparian area or manage runoff from existing impervious surfaces like parking lots, roofs, and driveways by installing rain gardens, cisterns, and other green infrastructure. The program will stimulate paid employment to install and maintain the facilities and incentivize projects that deliver community benefits beyond stormwater management. The program will engage the GSI Landscape O&M Youth Corps to work with youth of color age 18-25 to provide exposure to utility-related careers, provide skill training and a fair wage, and point participants to future education and/or career training options at SPU.</p>	
<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>2020 Deliverable:</p> <ul style="list-style-type: none"> • Complete Pump Stations 2, 72, 73 improvement projects • Advertise project for Pump Stations 17 and 118 • Kick-off design improvements for Pump Stations 62, 63, 71 and 76 • Airlift Pump Station Conversions: Achieve 30% design for Airlift SP 56 and 90% design for Airlift PS 38 • Complete Wastewater Pump Station Projects: Replacement projects of pump stations 1, 49, 59 and 84; commission facility of pump station 9; and construction fencing and restore site of pump station 80 • Replace valves and hatches • CSO Outfalls: Develop Asset Management Plan by year-end <p>In the Second Quarter, SPU is on target with most pump station rehabilitation and/or replacement projects. Construction improvements at Pump Stations (PSs) 2, 72 and 73 projects continued, with substantial completion expected in Q3. Improvements to PSs 17 and 118 were ahead of schedule, with advertisement to begin in Q3. Design improvements on PSs 62, 63, 71 and 76 will begin next quarter. Valve and hatch replacement projects are on target for completion in Q3. Airlift PS 38 reached the 60% design target, and we initiated a third-party estimate for Airlift PS 56. Projects at Wastewater Pump Stations 19, 49, and 59 were completed in Q2 with projects at pump stations 1 and 84 expected to be completed on schedule next quarter. The pump station 80 encroachment project experienced a slight delay and will be completed in Q3. The Combined Sewer Overflow outfalls program is on target to develop an asset management plan by year-end. SPU expects to complete all deliverables by year-end.</p>	
<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>2020 Deliverable:</p> <ul style="list-style-type: none"> • Complete 165 spot rehabilitation work orders by crews. • Complete 5.9 miles of sewer rehabilitation by contract. <p>In the Second Quarter, SPU completed 24 spot repair work orders and 0.42 miles of the targeted 0.41 miles of sewer pipes rehabilitated. At mid-year, SPU completed 88 spot repairs of the targeted 165 and 0.45 miles of the targeted 5.9 miles for 2020. As we work to adjust availability/schedules of crews and contractors to comply with added health and safety protocols in response to COVID-19, SPU expects performance in Q3 and Q4 to be impacted due to limited staffing resources.</p>	







2018-2023 Action Items Overall Goals	2020 Deliverable and Second Quarter Progress	Quarterly Performance
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.	2020 Deliverable: <ul style="list-style-type: none"> Finalize Standard Operating Procedures Install spot liners and T-Liners in wastewater and drainage system by completing 140 lining work orders. <p>In the Second Quarter, lining work was suspended due to health and safety concerns and limited staffing because half of the lining crew were identified as high-risk employees and were unable to report for field work. Available operational staff were reassigned to support spot sewer rehab work and other support.</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.	2020 Deliverable: <ul style="list-style-type: none"> Track and manage the 2020 Tech CIP Portfolio and develop the 2021 Tech CIP Portfolio. Reassess Tech CIP Stage Gate process to identify opportunities for improvement and alignment with ITD. Recruit an IT Strategic Advisor Position that will oversee development of SPU Technology Strategic Plan, Tech CIP Portfolio Management, and ongoing O&M programs and services. <p>In the Second Quarter, SPU, in partnership with ITD, continued to closely monitor delivery of key priority projects for the utility. Based on SPU's feedback, ITD introduced regular joint project status briefings to provide more visibility to project accomplishments and challenges. SPU and ITD staff initiated development of multiyear Tech CIP portfolio financial forecasts to improve overall portfolio planning. A recruitment process for IT Strategic Advisor was initiated and is currently underway.</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.	2020 Deliverable: <ul style="list-style-type: none"> Establish accomplishment targets for critical valve inspections based on route completion Hire 2 valve/2 hydrant FTEs until filled Hydrant maintenance: Complete 360 work orders for low priority hydrants and 120 work orders for out of service hydrants <p>In the Second Quarter, crews completed 80 out-of-service hydrant work orders of the quarterly target of 30 and 537 low priority maintenance work orders, exceeding the 2020 target of 360 completed work orders. SPU crews exceeded performance goals for hydrant maintenance despite the implementation of 50% rotational crew staffing schedules during most of Q2 in response to COVID-19 health and safety concerns. The hiring freeze waiver for the valve inspections and hydrant positions was approved, and recruitment for these critical positions is currently in progress. SPU expects to continue to exceed hydrant maintenance performance targets in 2020. Valve inspections may be impacted in Q3 and Q4 due to a 20% reduction in staff availability as field workers are identified as high-risk and unable to work.</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.	2020 Deliverable: <ul style="list-style-type: none"> Project assessment to determine opportunity If project is identified, prepare scope and cost estimates for inclusion into SDOT project If rehab project is not included in SDOT project, add to SPU projects for prioritization and scheduling. <p>In the Second Quarter, SPU assessed two watermain opportunity projects. SPU continued its assessment for Water and DWW opportunity projects by reviewing new interagency projects for drinking water opportunity projects, including regular coordination meeting with SDOT project teams. SDOT corridor projects have priority funding and will be the primary source of most water opportunities projects in the near term. SPU anticipates the number of opportunity projects will continue to be impacted by the pandemic.</p>	


Table 3. Progress on City Council Deliverable

2018-2023 Council Amendment Scope	2020 Deliverable and Second 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>2020 Deliverable:</p> <ul style="list-style-type: none"> Complete Panel briefing for 2021-2026 SBP; 10 meetings Transmit Panel letter regarding SBP recommendations to Council Quarterly review of Strategic Business (SBP) Plan deliverable <p>In the Second Quarter, the Customer Review Panel met three times. The Panel paused work on their recommendations due to uncertainty surrounding the COVID-19 health concerns. The Panel will reconvene in Q3 to complete their recommendations by December 2020 and transmit those recommendations to Council in 2021 to coincide with the transmittal of the 2021-2026 SBP.</p>	
<p>2. CIP Accomplishment Rate Adjust the baseline capital improvement program accomplishment rate from 100% to 97.5%.</p>	<p>2020 Deliverable: Adjust the baseline Capital Improvement Program (CIP) accomplishment rate from 97.5% to 85%* (95% Ship Canal Water Quality Project and sediments, 90% Solid Waste).</p> <p>The Second Quarter, the CIP accomplishment rate for all funds increased to 58% with actual expenditures of \$78.2M against a budget of \$133.9M. Construction CIP spending in Q2 slowed due to the impact of the COVID-19 pandemic as staff and contractors worked to be in compliance with COVID-19 health and safety requirements.</p> <p>Annual accomplishments rates in Q2 were mixed by fund. Shared and technology projects were calculated separately.</p> <ul style="list-style-type: none"> The Water Fund accomplished 78% of its CIP – Achieving \$16.2M in expenditures of the \$20.8M budget. Year-to-date underspending is primarily due to COVID-19-related delays. The Drainage and Wastewater Fund accomplished 51% of its CIP – Achieving \$38.6M in expenditures of the \$76.3M budget. Year-to-date underspending was due to reduced spending across multiple areas such as the Ship Canal Water Quality Project, South Park Stormwater Program, and Natural Drainage Systems Partnering. The Solid Waste Fund accomplished 39% of its CIP – Achieving \$1.1M in expenditures of the \$2.9M budgeted. Year-to-date underspending was due to planning delays for the South Transfer Station Phase 2 project. Shared CIP accomplished 53% - \$14.9M in expenditure of the \$27.9M budget. Year-to-date underspending was primarily due to delays/cancellations of SDOT projects. Technology CIP accomplished 125% - \$7.4M of the \$5.9M budget. This higher spending was due to 2019 carryover projects. Budgets for these projects are also carried forward from 2019 and are projected to cover the increased activity. 	

*85% accomplishment rate was established as a target based on SPU CIP budget adopted in Nov. 2019 and does not reflect impacts of COVID-19 pandemic.

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

2018-2023 Action Item	2018 – 20 Action Items Deferred	Quarterly Performance
1. Diaper & Pet Waste Feasibility Study Evaluate the feasibility of composting diapers and pet waste.	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 2020.	✓
2018-2023 Action Item	2018 – 19 Action Items Completed	
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.	This Action Item is complete with the security monitoring space fully staffed by a security staff.	✓
2018-2023 Council Amendment Scope	2018 – 19 Deliverable and Completion Date	Quarterly Performance
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.	This deliverable was completed and closed in Q2 2020	✓
2. Accountability & Affordability Prepare a strategic plan for affordability and accountability.	This Council deliverable was completed and closed in Q2 2020.	✓
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, 2020.	This Council deliverable was completed and closed in Q2 2020.	✓
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.	This Council deliverable was completed and closed in Q2 2020.	✓
5. 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.	This Council deliverable was completed and closed in Q3 2018. The Director's rule went into effect on October 1, 2018.	✓
6. 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.	This Council deliverable was completed and closed in Q3 2018. The Director's rule went into effect on October 1, 2018.	✓

2018-2023 Action Item	2018 – 20 Action Items Deferred	Quarterly Performance
7. 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.	This Council deliverable was completed and closed in Q3 2018.	
8. 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.	This Council deliverable was completed and closed in Q3 2018. We will continue to create independent cost estimates for all discrete non-relocation-related CIP projects with an estimated total cost of up to \$60 million.	