



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. About 1,400 SPU employees work with our community to provide affordable and equitable stewardship of our water and waste resources for future generations.

The **2021-2026 Strategic Business Plan** 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.

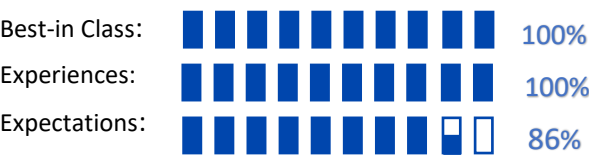
Focus Areas

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 below display the performance of the total investments in each of the Strategic Business Plan focus areas and represent the percentage 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.



Stewarding 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.



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	5.8% Distribution System Leakage Annual Target: ≤10%	-4651 Utility Discount Program Target: Meet the Need	.80 lbs Residential Garbage** Annual Target: <1lb/pers/day	100% Clean City Collection Target: ≥95%	2.32 Sewer Overflows Target: ≤4 per100 miles		
Reliable and Rewarding Experiences	97% Water & DWW response* Target: ≥ 90%	1.0 Missed waste pick-up Target: ≤1 per 1000 stops	99% Customer call response Target: ≥ 80% in 3 mins	93% Customer satisfaction Target: ≥ 90%			
Expectations, Requirements, and Commitments	62% CSO Outfalls Annual Target: ≥ 62%	2.27 lbs Garbage, Recycle, Organics** Target: < 2.5 lbs./person/day	80% Customer Effort Target: ≥ 80%	19% WMBE Purchasing Target: ≥ 17%	18% WMBE consultants Target: ≥ 22%	Met Drinking Water Quality Target: Regulation met	Met NPDES*** Target: Requirements met

* More details about the performance of these service areas below

**Metrics for Residential Garbage and Garbage, Recycle, Organics reporting is annual, and there is a lag in obtaining the data. Current annual metric available is from 2020.

*** National Pollution Discharge Elimination System permits requirements for Seattle's Drainage and Wastewater systems

Equitable Essential Services Highlights

Water & DWW Response: Has exceeded their quarterly target for responding to priority calls every quarter in 2021. Priority calls require an immediate rapid response, and the target response time is within one hour. In Q3 the teams hit the target 97% of the time.

Customer Effort: In Q3 SPU met their goal of 80% of customers strongly agreeing that SPU made it easy for them to handle their customer issue. The customer effort reporting is gathered from the post-call survey that is presented at the end of every call with a Customer Service Agent.

Utility Discount Program: The impacts of the pandemic resulted in over 17,000 new households enrolled in the UDP since March 2020. While quarterly enrollment continues to fluctuate, with negative enrollment in Q3, the program continues to successfully meet the needs of the customers.

Residential Garbage and Garbage, Recycle, Organics: Both of these essential service metrics have exceeded the annual target for the 2020 reporting year. The significant lag in reporting is because much of the lengthy process of gathering data from 3rd party providers.

Meeting Target: ■ Monitor: ■

Stewarding Environment and Public Health Investments



Ship Canal Water Quality Project

Status: On Track

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:

- Design of the pump station, and Wallingford and Ballard conveyance projects
- Begin digging 2.7-mile long, 18-ft 10-in diameter storage tunnel using 22-foot diameter Tunnel Boring Machine (TBM)

Update for the Quarter: In the third quarter, tunnelling began in August and is progressing well. The designs of the final package for the Pump Station and Ballard Conveyance projects are on track to finish by the Q2 2023 target. The construction project is on track to be out of the Ballard shaft to allow the Pump Station to start in Q1 2023. The contractor's order of work changed slightly in Q3 increasing the spending target for 2021 to \$72.3M, with spending in 2022 increasing by about \$2M. The overall project continues to be at a 65% confidence on the overall \$570M budget.



Green Stormwater Infrastructure

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 GSI projects in the Longfellow, Piper's, and Thornton Creek watersheds, as well as urban villages.

Annual Target:

- Leverage DWW Capital project investments to grow knowledge and delivery of expanded community benefits (environment, health, equity, empowerment, customer experience)
- Launch RainCity Partnerships, continue a right sized RainWise program, and increase partnership on private property in many areas of the city
- Manage an average volume of 440 million gallons (MG) of runoff with GSI

Update for the Quarter: In the third quarter, SPU continued to meet their quarterly targets. With 440 million gallons of polluted runoff currently being managed with GSI, SPU remained on track to meeting the annual goal. SPU continued to grow and improve our incentive programs, in Q3. RainWise program improvements were identified through the Racial Equity Toolkit and Program review and have been implemented. One of the improvements was a streamlined online application process for the program, allowing customers to submit and upload documents online. This brought greater efficiency to the application process for both SPU and the customers. In Q4, SPU will work to advertise the RFP for the Community Based Public Private Partnership and have significant milestones in CIP projects that are using GSI to solve DWW system priorities. SPU anticipates meeting annual targets for 2021.

Empowering our Customers, Community, and Employees Investments



Side Sewer Assistance Pilot and Implementation

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:

- Apply the Racial Equity Toolkit to program implementation by Q2
- Develop an implementation plan with strategies and tactics to pilot the program
- Develop program awareness and pilot program
- Acquire a 3rd Party Agreement or Contract (if applicable)

Update for the Quarter: In the third quarter, the Side Sewer Assistance Pilot continued to progress. The 3rd party Agreement was in the final stages of negotiation and will be circulated for signatures in Q4. The Pilot continued to encounter minor delays with the development of outreach materials and continued to make revisions. SPU should meet the goal of beginning outreach and enrollment by the end of 2021.



SPU Support Services for the Unsheltered

Status: On Track

Description: SPU is increasing 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:

- Service 30 different unsanctioned homeless encampments
- Collect 525,000 pounds of litter from homeless encampments
- Collect 23,000 Sharps from homeless encampments
- Perform 144 RV Pocket cleans in hotspot areas around the city

Update for the Quarter: In the third quarter, SPU performed 24 RV Pocket cleans, meeting their goal to clean 8-12 per month each quarter. SPU serviced 33 unsanctioned homeless encampments in Q3. This quarter the team collected a total of 126,070 pounds of trash and 15,973 sharps (needles) at the encampments. By the end of the third quarter, SPU had not only exceeded their quarterly target for removing litter and sharps from homeless encampments around the city but have surpassed the annual targets set for 2021.

Empowering our Customers, Community, and Employees Investments



DWW Recreational Vehicle (RV) Mobile Pump Out Program

Status: On track

Description: Operate a pilot RV pump out program to address dumping of sewage and other contaminants that can enter the drainage system and travel to local waterways through drainage catch basins.

Annual Target: Service 1560 RV Wastewater Tanks in 2021 (130 per month).

Update for the Quarter: In the third quarter, SPU exceeded our targeted goal for servicing RV wastewater tanks. The team was able to service 415 wastewater tanks this quarter, bringing the total number of tanks serviced to 1154. This puts SPU well on track to meet the annual target of 1560 RV Wastewater tanks serviced. In Q2, the service interval for the quarter was changed to every six weeks. In Q3, the service interval was returned to every 4 weeks. This change was made after a review of both budget availability and an evaluation of ideal service intervals. The 4 week interval was found to be achievable under the current budget and to match the available staff and vendor capacity; and to serve the wastewater needs of approximately 85% of clients. Additionally, in the third quarter, SPU began Stage Gate process to evaluate feasibility of permanent dump station project and expects to complete the Stage Gate 1 step by end of the year. SPU is on track to exceed planned pump out activity for 2021.



Workforce Facilities Investments

Status: Minor Delay

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 Targets:

- Update Facilities Master Plan strategy
- Begin planning and design work for North Operations Complex (NOC)
- Begin planning and design work for South Operations Complex (SOC)
- Begin planning and design work for Cedar Falls Phase 2
- Complete planning and design work for SMT reconfiguration

Update for the Quarter: In the third quarter, SPU was on track to meet all the targeted goals for Workforce Facilities Investments. By the end of Q2 the **Facilities Master Plan** charter was completed ahead of the Q3 target.

The discussion for scope and deliverables for the **North Operations Complex** is ongoing and continued through Q3. The **South Operations Complex** planning, and design continues to be on track to meet annual goals. In Q3 Stage Gate 2 options analysis for Staff hygiene facilities was completed and the report issued. As four columns were discovered to be damaged in the bus washing area, an in-depth inspection was conducted, and the columns were temporarily stabilized and will be replaced in Q1 2022. There was a slight delay in progress at **Cedar Falls Phase 2**. The Executive Team was briefed on design concepts and gave the approval to move forward in the previous quarter but there are position vacancies slowing the progress on moving to Stage Gate 2.

In the **SMT reconfiguration** effort, Workspace Reimagined has changed from a design mode to a concept mode driven by 'Return to Office' being pushed out to 2022. A concept space is being created, where SPU is installing several vignettes of future style furniture for private offices to conference rooms, and useable touchdown stations for testing. Completion expected by Q1 2022. The concept space will be toured by the staff and used in future selections and designs on SPU floors.

Strengthening Our Utility's Business Practices Investments



Water System Seismic Resilience

Status: At Risk

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:

- Transmission Pipelines: Develop approach/plan for upgrading transmission pipeline system
- Upgrade Vertical Facilities – Hire consultant and commence seismic assessment/ options development for Riverton and Eastside Reservoir seismic retrofits
- Install Earthquake Resistant Pipe: Define Critical Water Mains and Update Seismic Design Standards for New Watermains
- Improve Emergency Response Planning: Complete Water System Earthquake Hazard-Specific Response Plan

Update for the Quarter: In the third quarter, SPU was unable to meet the quarterly milestones that were set for the upgrade to the Vertical Facilities and to install earthquake resistant pipe. The Eastside and Riverton Reservoirs consultant was selected in Q2, and in the 3rd quarter a tentative agreement was reached; but the consultant has not been given the notice to proceed. Also, because of a shift in resources to other unanticipated projects, there continued to be a delay in the project to install earthquake resistant pipes and complete the update of seismic design standards. However, 50% of the critical mains were identified by the end of the quarter and the update of the Seismic Design Standards are ongoing. Although there were delays in Q2 and Q3, SPU should be able to complete the work by Q1 2022.



DWW Asset Management and Opportunity Work

Status: Minor Delay

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
- Add 1 pipe assessor to the Sewer Rehabilitation Program
- Expand Drainage Rehabilitation work
- Complete drainage program review
- Wastewater Pump Stations, Force Mains (FM), and CSO Outfall Rehabilitation

Update for the Quarter: In the third quarter, SPU crews have continued to exceed their goal for Sewer Rehabilitation work with 105 work orders completed. The target for the quarter was 65 work orders. With 1.6 miles of contracted pipe rehabilitation completed at the end of Q3, SPU has surpassed their annual target of 4.4 miles of pipe rehabilitation for the year. With 20 Drainage rehab work orders completed this quarter, the crews have also exceeded their annual goal of 100 work orders. The 2021 goals were set conservatively because of COVID and will be adjusted in 2022 based on this year's performance.

In the third quarter, there were minor delays to efforts surrounding Pump Station, Force Main, and CSO Outfall rehabilitation. Improvements on FM 35 were delayed due to the discovery of contaminated soil. Pump Station 118 commissioning was delayed slightly but expected to be completed in Q4. Design kickoff for replacement of 2 outfalls were delayed to 2022 Q1 to adjust to PDEB resourcing. However, the Force Main Condition Assessment and Rehab Strategy Tech Memo was completed by the end of the quarter.

Strengthening Our Utility's Business Practices Investments



Water Asset Management and Opportunity Work

Status: On Track

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 3 different investment projects: Water System Overall Asset Management, Hydrant and Valve Maintenance and Water Asset Transportation Opportunity Projects.

Annual Targets:

- Water Asset Transportation Opportunity Projects
 - Project assessment to determine opportunity
 - If project is identified, prepare scope and cost estimates for inclusion into SDOT project
- Hydrant and Valve Maintenance
 - Sustain 99.9 percent of hydrants in service
 - 95% of newly reported out of service (OOS) hydrants returned to service on a quarterly basis
 - 1600 low priority (minor) hydrant work orders completed
 - Hire 2 additional staff in Q2
 - 82 critical valve work orders completed in Q3 & Q4
- Water System Overall Asset Management:
 - Complete 1 mile per year of planned water main replacement
 - Complete 650 replacements per year of water service line replacements (renewals)
 - Complete planning and evaluation for rehabilitation for 2 water tanks
 - Complete 2,500 feet per year of new cathodic protection on transmission pipes

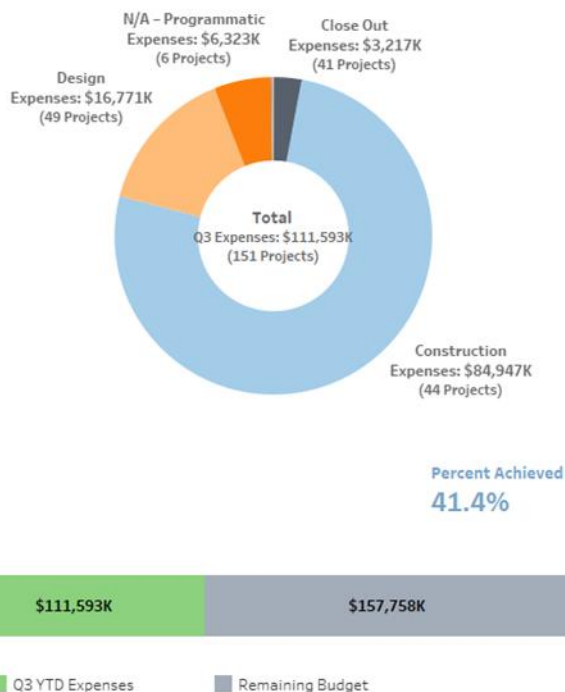
Update for the Quarter:

- **Water Asset Transportation Opportunity Projects:** In the third quarter, SPU completed an Initial evaluation of N 175th St Shoreline pavement project and SDOT Bridge Seismic Retrofit (BSR) Project at 15th Ave NE/NE 105th St. and will pursue further evaluation of the N 175th St project as a partnership opportunity project. SPU is currently negotiating with SDOT regarding inclusion of a water pipeline support system in conjunction with the SDOT BSR project at 15th Ave NE/NE 105th St. Additionally, SPU has developed scope regarding a water distribution infrastructure opportunity and impact-driven project for Shoreline's N 145th St Corridor project.
- **Hydrant and Valve Maintenance:** In the third quarter, SPU continued to successfully maintain the goal of sustaining 99.9% of hydrants in service. In Q3, 82 of the 88 hydrants that were reported as out of service were returned to service. This is a return to service rate of 93.2% which is just short of the 95% target for the quarter. The third quarter goal for completing minor hydrant work orders was again exceeded, with 464 completed. Critical valve inspection did not begin in Q3 as expected and will begin when FTEs are hired. Due to the current construction boom it has been difficult to attract journey level talent, delaying the hiring process. Plans for rolling recruitment should help speed up process.
- **Water System Overall Management:** In the third quarter, there were 156 reactive service renewals and fewer than anticipated proactive service renewals. The target for proactive renewals was 22, but in Q3 there were a total of 5 due to limited proactive renewal opportunities provided by pavement restoration in conjunction with other projects or commercial development street restoration. Q3 continues to see progression on water main replacement efforts. This quarter Water Main Multi-Site Project #3 was awarded ahead of schedule in August, though the Notice to Proceed to a Public Works Contractor has been delayed to Q4. Also, the Magnolia Elevated Tanks and Trenton Standpipes condition assessments were completed,



YTD Q3 2021 PDEB CIP Spending

Key Updates



C416010/C416015 - Madison Bus Rapid Transit Project: This SDOT project has been awarded. SPU is updating standard DWW facilities and replacing watermain along Madison St.

C413013/C416005 - SR 520 - Montlake Phase: WSDOT project is under construction. SPU engagement continued with replacement of the 12" watermain in Montlake Boulevard NE. Sound Transit 2: Sound Transit removed debris from large diameter SPU drains in the Northgate area.

C315502/C315506 - SCWQP Tunnel Effluent Pump Station & Ballard Conveyance: A combined 90% design was completed. The project is working towards a 100% design deliverable in late February 2022.

C315503 - SCWQP Storage Tunnel: In construction. All 5 drop shafts have been excavated. Two Tunnel Boring Machines (TBMs) began mining in late summer 2021.

C315507 - SCWQP Wallingford Conveyance: 100% design deliverable completed in May 2021.

C113007 - Lake Forest Park Reservoir Covering: Currently in construction. Delays occurred due to COVID impacts on material shipping, manufacturing, and delivery. East cell will be complete Q4 2021.

C114074 - 430 Pipeline Improvements: Pre-construction meeting planned for December and NTP in Jan. 2022.

C117045 - Watermain Rehab Package #3: Construction contract awarded Aug 2021.

C115120 - Tolt Early Warning System: First phase began Emergency Contracting. The second phase captures community-driven scope and will complete construction fourth quarter 2022.

C312051 - Pearl Street DWW Improvements: Project is in construction and below ground storage tank structure is being backfilled.

C308011 - South Park Pump Station: Project is midway through construction with major underground assets in the ground.

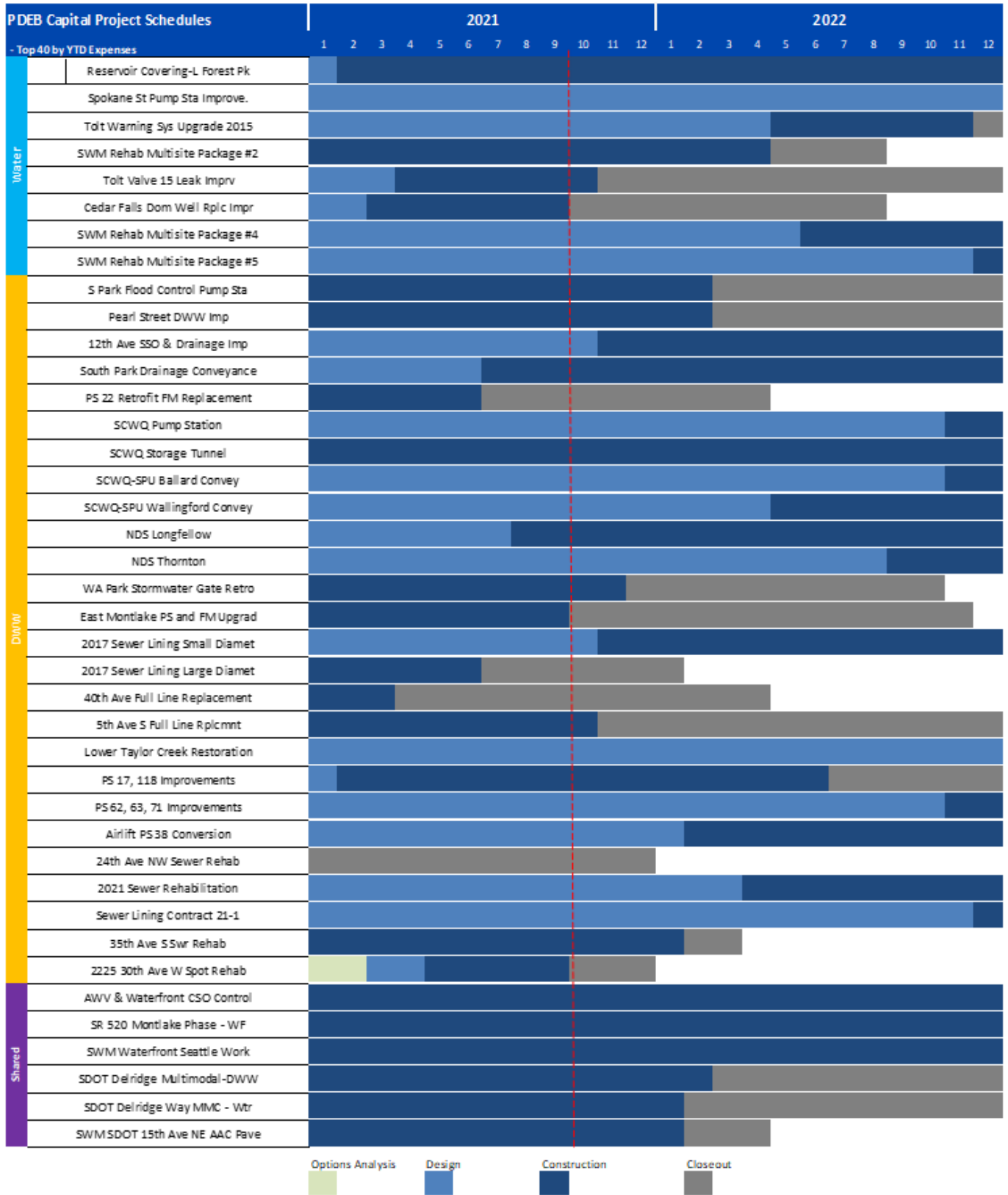
C314057 - South Park Roadway and Drainage Improvements: The project construction NTP in Q4 with a planned 18 months of construction.

C316056 - Longfellow Natural Drainage Systems: Project bidding delayed with the fish window construction requirement, the construction NTP has shifted from Q3 2021 to Q2 2022.

Upcoming Construction Bids

- C117001** - CP Improvements 2019 Package: Advertise December 2021
- C115120** - Tolt Early Warning System: "Other Project Components" - Advertise March 2022
- C312060** - Broadview Drainage Improvements: Advertise November 2021
- C600229** - Airlift Pump Station 38 Conversion: Advertise November 2021
- C600299** - Watermain Rehab Package #4: Advertise March 2022
- C600491** - Melrose and I-5 Sewer Lining Crossing: Advertise Q1 2022
- C600555** - Sewer Repair Contract: Advertise Q1/Q2 2022

PDEB 2021 – 2022 Capital Project Schedule





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. This will 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 plans usage. This is supplemented by Citywide statistics related to income, cost of living, income disparity, poverty indicators, and household self-sufficiency standards.

YTD Q3 2021 CIP Accomplishment Rate

The Q3 2021 CIP accomplishment rate for all funds was 83% with actual expenditures of \$188 million against a budgeted amount of \$230 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 114% of the Q3 budget with \$33.5 million in actual expenditures against a budget of \$29.4 million.
- The Drainage and Wastewater Fund (excluding shared and technology) accomplished 76% of the Q3 budget with \$117.6 million in actual expenditures against a budget of \$155 million.
- The Solid Waste Fund (excluding shared and technology) accomplished 629% of the Q3 budget with \$10.5 million in actual expenditures against a budget of \$1.7 million. Please note that the high accomplishment is due to costs that were planned for 2020 but paid in 2021.
- Shared CIP accomplished 46% of the Q3 budget with \$15.9 million in expenditures against a budget of \$35 million.
- Technology CIP accomplished 131% of the Q3 Budget with \$11.1 million in actual expenditures against a budget of \$8.5 million.

Water Fund Q3 2021 Financial Results

(\$ in millions)

	2021 Annual				2021 Through September			
	Annual Plan to Spend	Annual Spent to Date	Annual Remaining to Spend	% Annual Remaining to Spend	YTD Planned to Spend	YTD Spent	YTD Variance	% YTD Under Spend
Expenditures								
Operating**	\$262	\$274	(\$12)	(5%)	\$214	\$274	(\$60)	(28%)
Capital	\$117	\$46	\$71	61%	\$44	\$46	(\$2)	(5%)
Total Expenditures	\$379	\$320	\$59	16%	\$258	\$320	(\$62)	(24%)
	Annual Planned Revenue	Annual Received to Date	Annual Remaining to Receive	% Annual Remaining to Receive	YTD Planned Revenue	YTD Received	YTD Variance	% YTD Revenue Under Recovery
Operating Revenue								
Retail Customer Rev.	\$208	\$160	\$48	23%	\$158	\$160	(\$2)	(1%)
Wholesale Customer Rev.	\$56	\$45	\$11	20%	\$46	\$45	\$1	2%
Other Revenue	\$12	\$12	\$0	0%	\$9	\$12	(\$3)	(33%)
Total Operating Revenues	\$276	\$217	\$59	21%	\$213	\$217	(\$4)	(2%)

*Negative number means over-spend in the case of expenses, and over-recovery in the case of revenue.

**O&M YTD overspent due to bond defeasance of \$79M, which is addressed in the 3Q supplemental.

Drainage and Wastewater Fund Q3 2021 Financial Results

(\$ in millions)

	2021 Annual				2021 Through September			
	Annual Plan to Spend	Annual Spent to Date	Annual Remaining to Spend	% Annual Remaining to Spend	YTD Planned to Spend	YTD Spent	YTD Variance	% YTD Under Spend
Expenditures								
Operating	\$465	\$398	\$67	14%	\$435	\$398	\$37	9%
Capital	\$278	\$130	\$148	53%	\$181	\$130	\$51	28%
Total	\$743	\$528	\$215	29%	\$616	\$528	\$88	14%
	Annual Planned Revenue	Annual Received to Date	Annual Remaining to Receive	% Annual Remaining to Receive	YTD Planned Revenue	YTD Received	YTD Variance	% YTD Revenue Under Recovery
Operating Revenue								
Wastewater Revenue	\$315	\$237	\$78	25%	\$236	\$237	(\$1)	(0%)
Drainage Revenue	\$165	\$124	\$41	25%	\$124	\$124	\$0	0%
Other Revenue	\$6	\$6	\$0	0%	\$5	\$6	(\$1)	(20%)
Total	\$486	\$367	\$119	24%	\$365	\$367	(\$2)	(1%)

*Negative number means over-spend in the case of expenses, and over-recovery in the case of revenue.

**O&M YTD overspent due to bond defeasance of \$51M, which is addressed in the 3Q supplemental.

Solid Waste Fund Q3 2021 Financial Results

(\$ in millions)

	2021 Annual				2021 Through September			
	Annual Plan to Spend	Annual Spent to Date	Annual Remaining to Spend	% Annual Remaining to Spend	YTD Planned to Spend	YTD Spent	YTD Variance	% YTD Under Spend
Expenditures								
Operating	\$217	\$146	\$71	33%	\$165	\$146	\$19	12%
Capital	\$25	\$12	\$13	52%	\$5	\$12	(\$7)	(140%)
Total	\$242	\$158	\$84	35%	\$170	\$158	\$12	7%
	Annual Planned Revenue	Annual Received to Date	Annual Remaining to Receive	% Annual Remaining to Receive	YTD Planned Revenue	YTD Received	YTD Variance	% YTD Revenue Under Recovery
Operating Revenue								
Residential	\$145	\$116	\$29	20%	\$115	\$116	(\$1)	(1%)
Commercial	\$58	\$48	\$10	17%	\$44	\$48	(\$4)	(9%)
Other Revenue	\$18	\$18	\$0	0%	\$15	\$18	(\$3)	0%
Total	\$221	\$182	\$39	18%	\$174	\$182	(\$8)	(5%)

*Negative number means over-spend in the case of expenses, and over-recovery in the case of revenue.