



Progress Report to Council: Fourth 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)**. In Q4, Water and DWW response time to priority service calls was 86%, coming close to the target of 90%. Water achieved a 90% priority service response time, a 19% increase from Q3. DWW priority response time in Q4 increased to 85% from 71% in Q3. While initially on target to meet the 2020 goal of 90%, DWW performance was impacted by a major storm event at the end of December. As a result, the response metric dipped slightly in Q4 to close out the year at 84% of service calls responded to within an hour.
- **Utility Discount Program (#3)**. The Utility Discount Program enrolled 2,825 customers in Q4, which is an increase from Q3 enrollment of 2,793. Sixty-eight percent of enrollments were completed through the online Fast Track application. Total net enrollment for Q4 was 1,053, which is a significant increase over Q3. At the end of Q4, SPU had 42,968 customers enrolled in UDP to close 2020 with an increase of 8,940 enrollments over the previous year.
- **Pollutants Removed from Roads (#8)**. In Q4, SPU removed 34 tons of pollutants from roads for a total of 153 tons removed, exceeding its 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 exceed the target goals in Q4 by removing 100% of reported graffiti and responding to 100% of reported illegal dumping complaints within 10 business days. In 2020, the utility exceeded all graffiti removal and illegal dumping complaint responses performance targets every quarter.
- **Collection of Solid Waste Misses (#16 & #18)**. In Q4, SPU achieved 1.23 missed pickups for every 1,000 stops of the targeted ≤ 1 . Performance was impacted by solid waste contractor staffing shortages. SPU came close to meeting the target collection rate of 95% missed solid waste pickups within one business day, posting a 92%

collection rate for the quarter. Overall, SPU closed the year with a cumulative average of .94 for missed pickups, meeting the annual targets of ≤ 1 missed pickup goal for every 1,000 stops.

- **Purchases and Consulting Contracts with Woman and Minority Business Enterprise (WMBE) Firms (#19)**. In Q4, SPU awarded 18% of purchasing contracts, and 14% of consulting contracts, to WMBE firms. The utility exceeded its **purchasing** contracts target of 17%, but the **consulting** contracts target was not met. Consulting contracts awarded to WMBE firms were significantly impacted by COVID-19 restrictions in 2020. With 21% of purchasing contracts awarded to WMBE firms for 2020, SPU just slightly missed their targeted annual goal of 22%.

Q3 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%	84%
3	# of households enrolled in the Utility Discount Program. - Change since January 1 - 2020 year end goal: Meet the needs of customers	Monthly	Meet the Needs	10,851
				42,968
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	126
				66
				2.3
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	153
9	# gallons of runoff water managed using Green Stormwater Infrastructure. (In millions of gallons) (YTD)	Quarterly/ Annual (February)	300M gallons by year-end	410
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	54.4%
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%	100%
Focus Area: Operational Excellence - Improving how we work to deliver consistent, high quality services				
14	Meet obligations in wholesale customer contracts for pressure, flow, and unplanned transmission system outages.	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	0.9
17	Limit late container deliveries to a maximum of two per 100 deliveries.	Monthly	≤2	0.8
18	Collect at least 95% of missed Residential and Multifamily solid waste pickups within one business day. (YTD)	Monthly	≥95%	92%
19	% of purchases and consulting contracts with WMBE firms. (YTD)	Monthly	Annual Consulting ≥22%	17%
		Monthly	Annual Purchasing ≥17%	21%
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 Third 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 Third Quarter Progress	Quarterly Performance
<p>1. Apprenticeship Program Expand and enhance SPU’s apprenticeship program to recruit and retain the best and most diverse talent by providing more training and creating career pathways into and upward, throughout the organization.</p>	<p>2020 Deliverable:</p> <ul style="list-style-type: none"> • Complete 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 Fourth Quarter, SPU successfully met its goal of launching the Water Operations Apprenticeship Program with the recruitment of 16 apprentices – the most diverse recruitment group in the history of the utility. Planned Water Ops curriculum development slowed during Q4, due to the overwhelming demands on staff to implement training, resulting in 68% completion of “core” curriculum, just shy of the 70% goal.</p> <p>There was no additional progress on the DWW RSI lesson development. They completed 13% of the lesson plan in Q4 which is up from 6% in Q3. However, this was off the targeted 25% goal for the quarter. SPU received recommendations from South Seattle College on how to increase the effectiveness of the training going forward. SPU closed 2020 with meeting their 90% completion rate goal for Water Ops On-the-Job Training Skills Blocks development.</p>	

2018-2023 Action Items Overall Goals	2020 Deliverable and Third Quarter Progress	Quarterly Performance
<p>2. Facilities Improvements Purchase property, reconstruct existing facilities, and construct new facilities to address deficient workspace conditions for field crews, equipment, and administrative staff: North Operations 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 Fourth Quarter, the Cedar Falls Substation Transmission Line relocation was delayed to Summer 2021, and substation engineering has advanced to 60% of the design complete. At the end of Q4, the recently purchased South Spoils Yard, launched design contracts to begin planning for property redevelopment. Additionally, the North Operations Command and Control relocation analysis was completed, with a year-end conclusion of a strategy to reposition/restructure five functions (Control Center, SCADA, DOC, ORC and Security). By the end of Q4, the SMT space utilization design was completed and reviewed, and work on the Master Plan strategy progressed and will continue through 2021.</p> <p>Work on the South Operations Center was paused in Q2 due to COVID-19, and impacted SPU's ability to complete 30% of the design by the end of the year. With the exception of the design of the South Operations Center, SPU closed out 2020 by meeting the rest of the targeted facilities improvement goals.</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 Fourth Quarter, In Q4 installation of four electric vehicle chargers for fleet vehicle usage at the South Transfer Station was completed, along with the installation of an electric vehicle charger at Pump Station 22. SPU also identified pilot programs including: Testing battery-powered generators in a carpenter's van and pursuing the replacement of a diesel mower with an electric mower.</p> <p>SPU reduced five vehicles in 2020, and the Vehicle Use Committee approved the delay of five vehicles so they could be used for physical distancing of staff in lieu of rental vehicles. Based on current performance. SPU was able to meet all targeted deliverables in 2020.</p>	

2018-2023 Action Items Overall Goals	2020 Deliverable and Third 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 Fourth Quarter, SPU continued to support community and move forward approaches that build social capital and capacity in vulnerable Seattle communities. SPU graduated its first ever RainWise Academy class, with 19 new, independent RainWise contractors. Special attention was paid to recruiting a diverse mix of applicants.</p> <p>Q4 ended with 16 projects in development to continue growth of GSI partnerships; 8 are in the development and implementation of capital investments on publicly owned land with Seattle Parks and Recreation or in the City right of way; and another 8 with private investment (Affordable Housing providers, developers, UW, NGOs). These types of partnerships support delivery of high value outcomes for our community while supporting rate payer affordability.</p> <p>2020 has wrapped up with the GSI expansion work exceeding expectations. With 400 MG of stormwater runoff using GSI, SPU has surpassed the target of 200 MG set in 2013 and are on track to meet the goal of managing 700 MG of stormwater runoff with GSI by 2025.</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 19; 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 Fourth Quarter, SPU completed the improvement projects for PS 2, 72, and 73, and ended the quarter with finishing construction on hatch and valve replacements. The previously advertised project for PS 17 AND 118 was awarded and the notice to proceed has been given to the contractor in Q4. Additionally, the quarter saw the Asset Management Plan for CSO Outfalls completed.</p> <p>All other deliverables were met in previous quarters, and SPU was able to wrap up 2020 meeting all targeted deliverables for the year.</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 Fourth Quarter, Sewer rehabilitation by contractors did not meet the quarterly performance target of 2.75 miles. Although the Q4 target was not met, SPU achieved .77 miles of sewer rehabilitation by contractors, a 71% increase over Q3. A total of 1.44 miles of sewer rehabilitation were completed by contractors in 2020, which was 24% of the target.</p> <p>In spite of construction project delays due to COVID-19, SPU completed the year ahead targets for sewer rehabilitation completed by SPU crews. SPU exceeded Q4 goal of 42 rehabilitation repairs by completing 48 work orders. SPU finished the year with a total of 190 work orders 35 more than the target of 165 for the year.</p>	





2018-2023 Action Items Overall Goals	2020 Deliverable and Third Quarter Progress	Quarterly Performance
<p>7. Sewer Lining Increase sewer lining by utilizing trenchless technology, an efficient and cost-effective approach to address certain sewer system problems, to support meeting SPU's regulatory requirements, and reduce the likelihood of structural failures and sewer backups.</p>	<p>2020 Deliverable:</p> <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 Fourth Quarter, Seven lining work orders were completed, which was off the target of 35 work orders for Q4, but an increase over the previous two quarters. In 2020, 31 lining work orders were completed. The Q4 and annual targets were not met due to suspending work and limited crew availability in response to COVID-19.</p>	
<p>8. Technology Services Collaborate with the Information Technology Department (ITD) to design and implement processes that better ensure ITD's services meet SPU's priority business needs.</p>	<p>2020 Deliverable:</p> <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 Fourth Quarter, SPU finalized the 2021 Tech CIP Portfolio, reflecting business and strategic priorities of the utility. Assessment of CIP stage process concluded with the recommendations to be submitted to SPU's leadership in Q1 2021. In Q4, SPU completed a MOA with ITD covering Maximo application management transfer from ITD to SPU. The recruitment for IT Strategic Advisor Position resulted in a successful hire who joined the utility in Jan. 2021.</p>	
<p>9. Water Distribution System Maintenance Expand maintenance of approximately 60,000 water valves and 19,000 fire hydrants to better ensure that valves and hydrants operate reliably when needed, particularly during emergencies.</p>	<p>2020 Deliverable:</p> <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 Fourth Quarter, SPU crews completed 513 work orders for low priority hydrant repairs and 50 work orders for out of service hydrants. Annually for 2020, SPU crews completed 1692 work orders for low priority hydrant repairs, exceeding the 2020 target of 360. SPU crews also fulfilled 261 work orders for out of service hydrants, exceeding the annual goal of 120 work orders.</p> <p>Due to COVID-19 impacts, SPU did not meet all the targeted deliverables for 2020. Reduced staffing for most of the year prevented SPU from establishing accomplishment targets for valve inspections. Additionally, SPU has not been able to hire enough qualified water pipe workers to fill existing vacancies, and we continue to have an open hiring and recruitment process.</p>	
<p>10. Water and Drainage & Wastewater Opportunity Projects Take advantage of street openings driven by transportation projects by initiating water infrastructure projects to improve service levels, reduce risk, reduce future costs, and provide service where there currently is none.</p>	<p>2020 Deliverable:</p> <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 Fourth Quarter, SPU continued to assess opportunities for interagency projects. The assessments resulted in no additional projects completed with SDOT in Q4. While the number of opportunity projects continued to be impacted by COVID-19 and a shift in funding priorities by SDOT, SPU was able to meet their 2020 goals for Water and Drainage & Wastewater Opportunity projects.</p>	

Table 3. Progress on City Council Deliverable




2018-2023 Council Amendment Scope	2020 Deliverable and Third Quarter Progress	Quarterly Performance
<p>1. Customer Review Panel Maintain continuous stakeholder engagement as SPU implements the six-year Strategic Business Plan and conducts future Plan updates.</p>	<p>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 Fourth Quarter, the Customer Review Panel met two times in Q4, bringing the total number of meetings to 12. The Panel focused on reviewing SPU's draft SBP and writing the letter. Due to COVID-19 pandemic, the submission of the SBP and the Panel's letter was delayed to Q1 2021.</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>In the Fourth Quarter, the annual accomplishment rate for all funds decreased to 57%, with actual expenditures of \$238 million against the \$416 million Q4 budget. CIP performance in 2020 was impacted by delays due to COVID-19. Accomplishment rate was mixed by fund, excluding shared projects and technology projects, which are split across all funds:</p> <ul style="list-style-type: none"> • The Water Fund accomplished 55% of its budget with \$40 million in actual expenditures against \$73 million in budget. This underspending is due to delays on Water Distribution, Water Transmission, and Water Quality and Treatment projects. • The Drainage and Wastewater Fund accomplished 63% of its CIP with \$142 million in actual expenditures against \$224 million in budget. This underspending is due to delayed spending on Combined Sewer Overflow projects, Flooding and Sewer Capacity projects, and Green Stormwater Infrastructure. • The Solid Waste Fund accomplished 8% of its CIP with \$2 million in actual expenditures against \$27 million in budget. This underspending is due to the South Transfer Station Phase 2 project being delayed to future years. • Shared CIP accomplished 51% of its \$82 million budget. This underspending is due to delays related to work with SDOT as well as delays with heavy equipment purchases. • Technology CIP accomplished 117% of its \$11 million budget. The 2020 Tech CIP spending was driven primarily by the Utility Portal project and the Combined Customer Billing-/Meter Data Management projects. 	

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

2018-2023 Action Item	2018 – 20 Action Items Deferred	Quarterly Performance
<p>1. Diaper & Pet Waste Feasibility Study Evaluate the feasibility of composting diapers and pet waste.</p>	<p>The feasibility of composting diapers and pet waste will be addressed as part of the next Solid Waste Comprehensive Plan. We will not be reporting on this Action Item in 2020.</p>	<p>✓</p>
2018-2023 Action Item	2018 – 19 Action Items Completed	
<p>1. Security Monitoring Add a dedicated security monitoring center to provide SPU with real-time monitoring of security video and add a security position to respond to an increasing number of incidents, improve response time to alarms, and perform more security checks.</p>	<p>This Action Item is complete with the security monitoring space fully staffed by a security staff.</p>	<p>✓</p>
2018-2023 Council Amendment Scope	2018 – 19 Deliverable and Completion Date	Quarterly Performance
<p>1. System Development Charges Propose a set of recommendations to establish new sewer and drainage system development charges and change the method of calculating the water connection charge.</p>	<p>This deliverable was completed and closed in Q2 2020</p>	<p>✓</p>
<p>2. Accountability & Affordability Prepare a strategic plan for affordability and accountability.</p>	<p>This Council deliverable was completed and closed in Q2 2020.</p>	<p>✓</p>
<p>3. Risk & Resiliency Prepare a risk and resiliency management assessment to identify and evaluate potential impact and disruption to SPU's business and investment strategies. The assessment may include the following: climate change; disaster preparedness; economic growth and cost of living trends, market trends for utility services, regional and City investment priorities, and workforce availability and capabilities. Submit a status report on the assessment by August 1, 2018. Submit the final draft to Council by June 30, 2020.</p>	<p>This Council deliverable was completed and closed in Q2 2020.</p>	<p>✓</p>
<p>4. Efficiency Report Conduct a thorough review of utility business practices identifying changes in operation and project delivery processes that result in at least 0.1 percentage point decrease to the 5.2 percent combined average annual rate increase.</p>	<p>This Council deliverable was completed and closed in Q2 2020.</p>	<p>✓</p>
<p>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.</p>	<p>This Council deliverable was completed and closed in Q3 2018. The Director's rule went into effect on October 1, 2018.</p>	<p>✓</p>
<p>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.</p>	<p>This Council deliverable was completed and closed in Q3 2018. The Director's rule went into effect on October 1, 2018.</p>	<p>✓</p>

2018-2023 Action Item	2018 – 20 Action Items Deferred	Quarterly Performance
<p>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.</p>	<p>This Council deliverable was completed and closed in Q3 2018.</p>	
<p>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.</p>	<p>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.</p>	