



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.

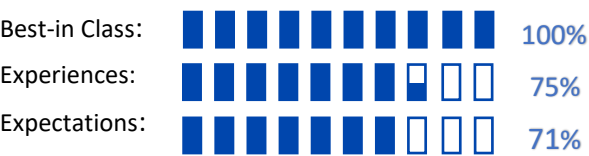
Focus Areas

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% System Leak Reduction Annual Target: ≤10% | -3309 Utility Discount Program Target: Meet the Need | .80 lbs Residential Garbage* Annual Target: <1lb/pers/day | 100% Clean City Collection Target: ≥95% | 1.78 Sewer Overflows Target: ≤4 per100 miles | | |
| Reliable and Rewarding Experiences | 92% Water & DWW response Target: ≥ 90% | 1.09 Missed waste pick-up Target: ≤1 per 1000 stops | 97% Customer call response Target: ≥ 80% in 3 mins | 93% Customer satisfaction Target: ≥ 90% | | | |
| Expectations, Requirements, and Commitments | 62% CSO Outfalls Annual Target: ≥ 62% | 2.11 lbs Garbage, Recycle, Organics* Target: < 2.5 lbs./person/day | 79% Customer Effort Target: ≥ 80% | 20% WMBE Purchasing Target: ≥ 17% | 16% WMBE consultants Target: ≥ 22% | Met Drinking Water Quality Target: Regulation met | Met NPDES** Target: Requirements met |

*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 2019.

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

Highlights

Utility Discount Program: The target for Utility Discount Program will continue to be 'meet the need' for 2021. The negative net enrollment for the quarter was driven by removal of accounts that failed to complete the 're-certification' process and confirm program qualification.

Customer Satisfaction: In the second quarter, SPU continued to exceed the goal with an overall 93% customer satisfaction score.
Customer Effort: In Q2, 79% of customers strongly agreed that SPU made it easy for them to handle their customer issue. The goal is ≥ 80%.

Missed Waste Pick-up: In the second Quarter, the Solid Waste contractors slightly missed the target due to the extreme heat wave, that impacted their ability to safely collect at the end of June.

Clean Cities: Continued to exceed targets for addressing sharps (needle) collection, illegal dumping, and graffiti abatement in the 2nd Quarter; and by the end of the Quarter had surpassed their annual target for sharps collection by collecting over 25,000 needles so far.

Meeting Target: ■ Monitor: ■

Stewarding Environment and Public Health Investments



Ship Canal Water Quality Project

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:

- 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 second quarter, designs of 90% Design Package for Pump Station and Ballard Conveyance project and Final Design of Wallingford Conveyance project were completed. These projects are progressing to finish earlier than the 2023 target. Tunneling has not started in Q2 due to international shipping delays for key pieces of equipment. We anticipate the tunneling to begin in July 2021.



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 second quarter, SPU continued to leverage CIP investments to grow knowledge and delivery of expanded community benefits. Two projects were advertised for construction, and several are in early stages of development and exploring co-development with SDOT, SPR, OPCD, community or a combination of them all.

With 430 million gallons of polluted runoff currently being managed with GSI (that's the equivalent of over 650 Olympic swimming pools), SPU is on track to meet the annual target of 440 MG.

Our RainCity CBP3 program RFI had great feedback for our approach to growing and delivering the program. RainWise continues to partner with property owners through installation rebates, as well as a partnership with Seattle Public Schools; new installations this summer include cisterns and rain gardens at Leschi school.

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 second quarter, SPU delivered the Racial Equity Toolkit final memo for the implementation of the Side Sewer Assistance program. The Pilot Implementation Plan with Outreach Strategy & Tactics was also drafted. The Pilot encountered minor delays with the development of outreach materials to aid program awareness and pilot enrollment, and with drafting an agreement for 3rd party Project Management. These milestones should be completed by Q3.



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 second Quarter, SPU met its targeted goal for performing RV Pocket cleans. 31 RV pocket cleans were performed, bringing the overall number of cleans to 68. This puts SPU on track to meet the annual goal of 144 Pocket Cleans. Additionally, the team met its goal of servicing 30 unsanctioned homeless encampments this quarter, collecting 119,129 pounds of trash and 13,663 sharps. By the end of Q2, SPU has exceeded their quarterly goal for trash collection and their annual goal of sharps collection. We continue to be on track to meet their annual targets for servicing unsanctioned homeless encampments and RVs in hotspot areas around the city.

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 second quarter, SPU was close to meeting our targeted goal for servicing RV wastewater tanks. SPU was able to service 339 wastewater tanks in and conducted one RV Dump Event in Georgetown, in Q2. We changed our service interval for the quarter from once every four weeks to once every six to reduce costs and match service levels to clients' needs. We will evaluate the impact of this change going forward. SPU is still on track to meet the 2021 goal for servicing RV wastewater tanks.



Workforce Facilities Investments

Status: On Track

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 second 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** continued. The **South Operations Complex** planning, and design continues to be on track to meet annual goals. In Q2, Leadership approved options analysis to address Staff Hygiene facilities, and damage was found in the bus wash area and addressed with temporary bracing. More in-depth inspection will define full scope of permanent repairs. Additionally, a vehicle gate with improved security access will be installed along with fiber optic service for improved and reliable system access. **Cedar Falls Phase 2** continues to be on track. In Q2, the Executive Team was briefed on design concepts and gave the approval to move forward.

As part of the planning and design work for **SMT reconfiguration** in Q2 there was an executive decision to postpone the new programming. Additionally, SPU is on track to continue meeting quarterly targets and will open an 'Open Concept Lab' in SMT on the 48th floor in Q3. The concept lab 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: 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:

- 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 second quarter, SPU met most of our quarterly milestones. The transmission pipeline study preliminary drafts have been received. The Eastside and Riverton Reservoirs consultant was selected. With the distribution system critical mains were not defined by the end of Q2, there has been a minor delay in the advancement of the project. However, the Water System Seismic Resilience investment should be back on track to meet all milestones for the year by the end of the fourth quarter.



DWW Asset Management and Opportunity Work

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
- 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 second quarter, SPU crews have again exceeded their goal for Sewer Rehabilitation work with 106 work orders completed, 63% over the targeted goal of 65 work orders for the quarter. Additionally, 4.1 miles of contracted pipe rehabilitation was completed by the end of the Q2. SPU crews almost doubled the quarterly target for drainage rehabilitation. At the end of Q2, crews had completed 45 of the 25 targeted work orders.

By the end of the second quarter, access improvements and condition assessment were completed for FM 35. Also, FM Condition Assessment and Rehab Strategy Tech Memo has also received 90% of review comments, and completion has been slightly delayed to Q3.



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:

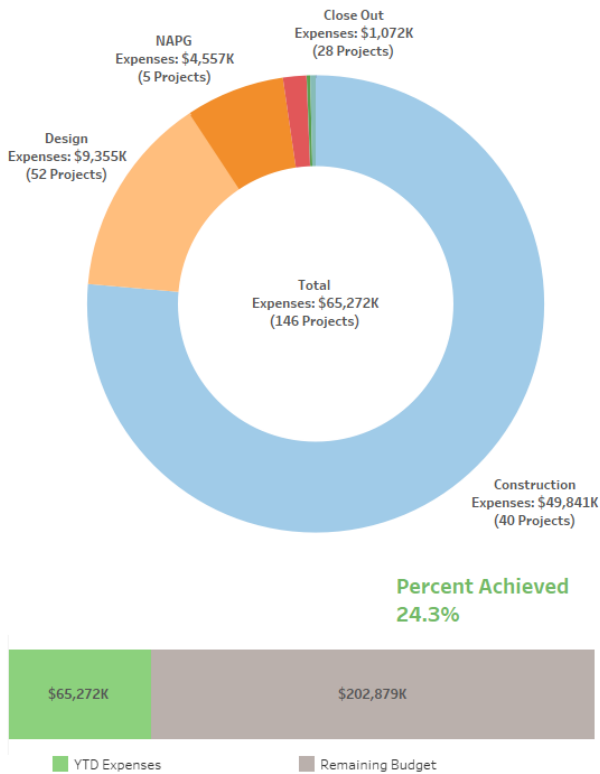
- Water Asset Transportation Opportunity Projects
 - Project assessment to determine opportunity
 - If project is identified, prepare scope and cost estimates for inclusion into SDOT project
- Hydrant and Valve Maintenance
 - Sustain 99.9 percent of hydrants in service
 - 95% of newly reported out of 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 Transportation Opportunity Projects:** In the second quarter, SPU continued to assess Q2 interagency transportation projects for impact or opportunity driven improvements. Again, it was determined there were no new transportation projects identified for assessment. SPU will continue to look for interagency project opportunities through 2021.
- **Hydrant and Valve Maintenance:** In the second quarter, SPU continued to successfully maintain the goal of sustaining 99.9% of hydrants in service. In Q2 58 hydrants were reported as out of service (OOS), 100% of which were returned to service meeting the targeted goal for the quarter. The second quarter goal for completing minor hydrant work orders was again exceeded, with 648 completed. Critical valve inspection is scheduled to begin in the next quarter as planned, and SPU is on track to meeting our goals for 2021.
- **Water System Overall Management:** In the second quarter, there were limited proactive service renewal opportunities. These opportunities tend to occur disproportionately throughout the year, and it's likely SPU will meet our targeted annual goal by the end of the year. Q2 continues to see progression on water main replacement efforts. As planned for Q2, the Water Main replacement model data is being refreshed, which is needed for Water Main Project #7 planning; and Water Main Multi-Site Project #3 was awarded and is entering the construction phase. Additionally, Magnolia Tank condition assessment data has been compiled and is under review. SPU is on track to meet our 2021 goals for Water System Overall Management.



YTD Q2 2021 PDEB CIP Spending



Upcoming Construction Bids

- **C317017** – Sewer Lining Contract (Small Diameter) – Advertise August 2021
- **C600098** – 45th Ave NE Sewer Re-Route – Advertise August 2021
- **C312060** – Broadview Drainage Improvements – Advertise August 2021
- **C312060** – 12th Ave SSO & Drainage Improvements – Advertise October 2021
- **C600229** – Airlift Pump Station 38 Conversion – Advertise November 2021
- **C117001** CP Improvements 2021 Package – Advertise Nov. 2021
- **C600299** – Watermain Rehab Package #4--Advertise December 2021

Key Updates

C113007 – Lake Forest Park Reservoir Covering. Delays due to COVID. We are developing schedule recovery plan to bring reservoir back on-line 4Q2021.

C212041 – STS2 Solid Waste Facilities. Design consultant, HDR held team meetings. We anticipate 30% design complete by 4Q2021.

C308011 – South Park Pump Station. The project is midway through construction; anticipated completion early 2022.

C114074 – 430 Pipeline Improvements. We anticipate awarding construction contract in September 2021.

C117045 – Watermain Rehab Package #3. Construction contract awarded 8/5/2021

C117069 – Tolt Debris Boom. Project achieved 30% Design in June of 2021. Remaining design and permitting will go through 2022.

C399315 – Taylor Creek Culvert Replacement. Working on 60% design of distributed sediment management structures in Dead Horse Canyon; 90% design of lower Taylor Creek Restoration elements.

C312051 – Pearl Street DWW Improvements. The project is in construction; construction will be completed by the end of the year.

C316056 – Longfellow Natural Drainage System. Project went to bid Q2; construction NTP anticipated September.

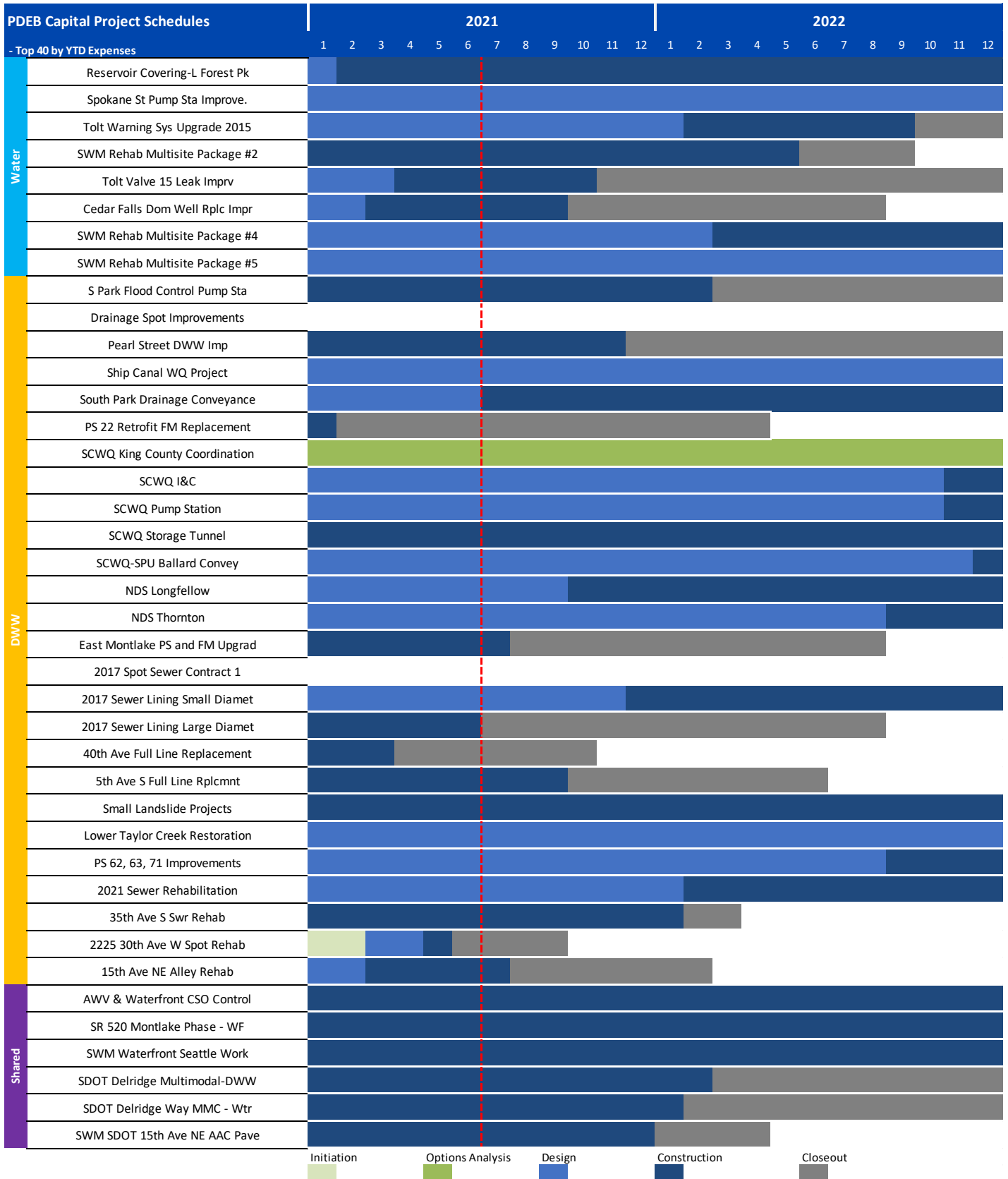
C416010 / C416015 - Madison Bus Rapid Transit Project: SDOT project. SPU updating DWW facilities and replacement of watermain along Madison St. Construction to begin 4Q 2021.

C413013 / C416005 - SR 520 - Montlake Phase: WSDOT project is under construction. Project is to complete in mid to late 2023.

C413048/C410018/C413050 – Waterfront Seattle Main Corridor: Under construction. Major SPU scope was construction of a CSO reduction project, which is mostly completed.

C600275 – 15th Ave NE AAC Paving: SDOT project under construction. SPU is replacing galvanized watermain with ductile iron. SPU work to complete in 2021.
C416030/C600196 – Delridge Way MMC: SDOT project. SPU scope, including several thousand feet of drainage and several hundred feet of replaced watermain, is mostly complete.

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 Q2 2021 CIP Accomplishment Rate

The Q2 2021 CIP accomplishment rate for all funds was 84% with actual expenditures of \$108 million against a budgeted amount of \$128 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 110% of the Q2 budget with \$17.6 million in actual expenditures against a budget of \$16.1 million.
- The Drainage and Wastewater Fund (excluding shared and technology) accomplished 78% of the Q2 budget with \$63.5 million in actual expenditures against a budget of \$81.7 million.
- The Solid Waste Fund (excluding shared and technology) accomplished 832% of the Q2 budget with \$10.0 million in actual expenditures against a budget of \$1.2 million. *Please note that the high accomplishment is due to costs that were planned for 2020 but paid in 2021.*
- Shared CIP accomplished 45% of the Q2 budget with \$10.7 million in expenditures against a budget of \$23.8 million.
- Technology CIP accomplished 117% of the Q2 Budget with \$6.1 million in actual expenditures against a budget of \$5.3 million.

Water Fund Q2 2021 Financial Results

(\$ in millions)

| | 2021 Annual | | | | 2021 Through June | | | |
|--------------------------------|------------------------|-------------------------|-----------------------------|-------------------------------|----------------------|--------------|--------------|------------------------------|
| | 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 | \$115 | \$147 | 56% | \$128 | \$115 | \$13 | 10% |
| Capital | \$117 | \$26 | \$91 | 78% | \$26 | \$26 | \$0 | 0% |
| Total Expenditures | \$379 | \$141 | \$238 | 63% | \$154 | \$141 | \$13 | 8% |
| | 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. | \$214 | \$88 | \$126 | 59% | \$92 | \$88 | \$4 | 4% |
| Wholesale Customer Rev. | \$52 | \$21 | \$31 | 60% | \$23 | \$21 | \$2 | 9% |
| Other Revenue | \$12 | \$8 | \$4 | 33% | \$6 | \$8 | (\$2) | (33%) |
| Total Operating Revenue | \$278 | \$117 | \$161 | 58% | \$121 | \$117 | \$4 | 3% |

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

Drainage and Wastewater Fund Q2 2021 Financial Results

(\$ in millions)

| | 2021 Annual | | | | 2021 Through June | | | |
|--------------------------|------------------------|-------------------------|-----------------------------|-------------------------------|----------------------|--------------|--------------|------------------------------|
| | 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 | \$466 | \$209 | \$257 | 55% | \$225 | \$209 | \$16 | 7% |
| Capital | \$278 | \$71 | \$207 | 74% | \$99 | \$71 | \$28 | 28% |
| Total | \$744 | \$280 | \$464 | 62% | \$324 | \$280 | \$44 | 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 | \$155 | \$160 | 51% | \$154 | \$155 | (\$1) | (1%) |
| Drainage Revenue | \$165 | \$82 | \$83 | 50% | \$82 | \$82 | \$0 | 0% |
| Other Revenue | \$6 | \$4 | \$2 | 33% | \$3 | \$4 | (\$1) | (33%) |
| Total | \$486 | \$241 | \$245 | 50% | \$239 | \$241 | (\$2) | (1%) |

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

Solid Waste Fund Q2 2021 Financial Results

(\$ in millions)

| | 2021 Annual | | | | 2021 Through June | | | |
|--------------------------|------------------------|-------------------------|-----------------------------|-------------------------------|----------------------|--------------|--------------|------------------------------|
| | 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 | \$94 | \$123 | 57% | \$111 | \$94 | \$17 | 15% |
| Capital | \$25 | \$11 | \$14 | 56% | \$3 | \$11 | (\$8) | (267%) |
| Total | \$242 | \$105 | \$137 | 57% | \$114 | \$105 | \$9 | 8% |
| | 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 | \$63 | \$82 | 57% | \$63 | \$63 | \$0 | 0% |
| Commercial | \$58 | \$31 | \$27 | 47% | \$29 | \$31 | (\$2) | (7%) |
| Other Revenue | \$18 | \$11 | \$7 | 39% | \$10 | \$11 | (\$1) | 0% |
| Total | \$221 | \$105 | \$116 | 52% | \$102 | \$105 | (\$3) | (3%) |

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