

**Response to Statement of Legislative Intent 12-1-A-1**  
**SPU Workforce Efficiency and Performance**  
**May 1, 2011**

The Council requested that Seattle Public Utilities (SPU) submit a report that includes management recommendations for improving work force efficiency and performance. Consistent with the contracts approved in 2010 by 17 of the 19 unions in the Coalition of City Unions, Council intends that this information will be fed into ongoing discussions with these labor partners on how to enhance the efficiency of City service provision. Council asked SPU to provide recommendations that can be implemented within current collective bargaining agreements and those that would require discussion as part of future contract negotiations, such as:

- Multi-skill job classifications
- Shifts, work hours, and peak work loads
- Performance Benchmarks

**MULTI-SKILL JOB CLASSIFICATIONS**

SPU’s Field Operations and Maintenance (FO & M) Branch employs more than 500 staff in approximately 50 job classifications. Most of these employees are represented by one of fourteen different unions as indicated below.

Union	# Employees (FO & M)
Local 17	43
Local 17 IT	15
Local 21- Truck Drivers	41
Local 117 – Warehouse workers	1
Local 32 – Plumbers & Pipefitters	129
Painters	1
Local 79-Machinists	6
Local 46	9
Local 104-Boilermakers	2
Carpenters	3
Local 1239-Laborers	118
Local 77 – CMEOs	22
Local 21Z-CCs & Supervisors	13
Local 79-Waterworks	12

Job classification specifications and union jurisdiction issues limit the type of work the employees are allowed to perform. For example, a truck driver can drive the truck that hauls a backhoe to a job site, but is contractually unable to do other work once on-site. Likewise, a Construction and Maintenance Equipment Operator (CMEO) is limited to only operating the backhoe (or other similar piece of

equipment) at the job site. Only pipe workers can be ‘in the ditch’ repairing or installing pipes. There are similar examples of these constraints in all parts of the Field Operations and Maintenance Branch.

Narrow job definitions like these increase the number of employees required to perform SPU’s work and at times result in some employees sitting idle for long periods. Additionally, existing contractual and classification boundaries between the Water Pipe Worker and the Drainage and Wastewater class series prevent SPU from deploying workers with similar skills in a flexible manner. Currently, an SPU water pipe worker is limited to work on the drinking water system and is restricted from performing work on sewer or drainage systems, even though the two systems and the skill base needed to perform such work are comparable. Moreover, SPU’s ability to effectively and efficiently respond to surges in workload, changing business needs and emergencies is difficult and costly.

Multi-skilling is an option that SPU anticipates will help address these constraints and meet efficiency needs.

### Benefits of Multi-Skilling

Multi-skilling is the training and equipping of employees to perform work on a broad range of systems and infrastructure. Multi-skilling is common in other countries (e.g. Australia) and many small to medium-sized utility systems here in the U.S. (e.g. Olympia, WA and Sioux Falls, SD). In these organizations, it is common practice for each utility worker to drive a truck, operate a backhoe **and** perform a variety of other tasks related to the maintenance, repair and construction of both water and wastewater infrastructure. Workers are compensated based on the breadth of skills they acquire and utilize in their daily work. These organizations have realized measurable gains in efficiency and lower labor costs due to having a multi-skilled workforce. Multi-skilling also provides an attractive “career ladder” for field employees.

SPU believes that consolidating some classifications and creating a multi-skilled workforce will better serve Seattle’s ratepayers by:

- Increasing operational flexibility.
- Increasing productivity and efficiency.
- Reducing redundancies, both in terms of people and equipment.
- Increasing benefits and opportunities for individual employees.
  - Expanding career paths.
  - Expanding skills and knowledge development (through an expanded training program).
- Serving as a means of succession planning.
- Reducing annual labor costs (as a result of a streamlined workforce, one which is right-sized over a five to 10 year period).
- Reducing overtime costs for non-emergency work.
- Reducing long-term benefits costs (the result of a smaller workforce).
- Increasing ability to meet real-time demand for service and repairs.
- Increasing ability to meet on-going maintenance targets.
- Increasing ability to respond to emergent situations (e.g. earthquakes, urban flooding, freeze situations, etc.).
- Reducing employee turnover rate.

Recommendation

Over the next six (6) months, SPU will evaluate and identify within which work units/divisions cost savings and efficiencies can be gained by multi-skilling and consolidating classification titles. SPU is currently working with City Labor Relations on developing a plan to pursue the idea of multi-skilling. To achieve the stated outcomes, negotiations with the affected unions will be required. Furthermore, where there is a transfer of bargaining unit jurisdiction, or change in wages, City Labor Relations would need to seek parameters from the Labor Relations Policy Committee. SPU anticipates that phasing of the multi-skilling concept within the Field Operations and Maintenance Branch will take place over the next three to five years.

The general process for implementing a multi-skilling program in SPU would include the following:

- City Labor Relations and SPU to work with affected unions and employees to craft a workable multi-skill model.
- City Classification and Compensation to conduct a classification and salary review.
- City Labor Relations to seek parameters for bargaining from the Labor Relations Policy Committee;
- City Labor Relations to negotiate with the effected unions, and if agreement is not reached, proceed with a PERC Unit Clarification hearing; and
- Assuming approval of new titles, legislate new class titles.
- SPU to develop training and skills blocks, as well as an effective tracking system.
- SPU to transition employees into new series.

**SHIFTS, WORK HOURS, AND PEAK WORK LOADS**

SPU has successfully used shift change, work schedule change, and flexible work schedules as a means to reduce non-emergency and scheduled overtime costs and to better respond to customer needs and workload demands in Field Operations, Watershed Services, and the Call Center.

Current Efforts

***Field Operations: Drainage and Wastewater Operations and Water Distribution***

Drainage and Wastewater Operations has had a steady decline in non-emergency and scheduled overtime costs since 2008. In 2008 overtime was \$1.3M, in 2009 it was \$1.1 M and in 2010 it was just under \$1M. The percentage of overtime to total labor costs at its high in 2008 was at 21%. There has been a significant drop in the past 2 years to 13% in 2010 and it is anticipated that 2011 will be even lower. Currently for 2011 it is at 4%.

Year	Overtime Costs	% Overtime of Total Labor Costs
2008	\$1,324,671	21%
2009	\$1,174,035	16%
2010	\$992,605	13%

Drainage & Wastewater Operations has a large and growing work plan that exceeds SPU's capacity to complete it with our regularly scheduled resources. While regulatory requirements and infrastructure

conditions both drive up the need for more maintenance resources, tight budgets in recent years have limited our ability to request additional resources to keep up with increasing maintenance workloads. This has caused us to complete a significant portion of our work on overtime, rather than adding additional positions in the work group. We expect continued improvements in productivity over the next one to two years, which will be reflected in further decreases in overtime expenditures.

Overtime costs in Water Distribution have also declined since 2008. Overtime for non-emergency and scheduled overtime in 2008 was \$461,504, in 2009 it was \$386,524, and in 2010 it was \$325,291. The industry standard for overtime costs is 8% of total labor costs. Overtime costs ran 8% in 2008, 6% in 2009, and 5% in 2010. It is anticipated this downward trend will continue in 2011.

Year	Overtime Costs	% Overtime of Total Labor Costs
2008	\$461,504	8%
2009	\$386,524	6%
2010	\$325,291	5%

Reductions in non-emergency overtime has been accomplished through the use of shift and schedule changes to address operational workload, such as working evening and/or early morning hours for access to assets, and shift-coverage workload. Reallocating resources to higher priority work, increasing productivity, fewer water main breaks, and better management and assessment of water main breaks have also contributed to reducing non-emergency overtime costs. In the past two years, SPU has increased its messaging to the public to raise awareness on measures the public can take to prevent drainage issues and water pipe cracks and leaks. This has led to decreasing the number of emergency calls which in turn, decreases emergency overtime costs. In 2008 there were 138 water main breaks and in 2010 there were 111 breaks.

Earlier this year, Drainage and Wastewater Operations and Water Distribution both used a collaborative process with members from labor and management to provide recommendations to reduce overtime, increase coverage, and improve customer service. The recommendations from both teams included shift change and flexible work schedules as a means to reduce non-emergency and scheduled overtime and provide coverage that ensures staffing during peak workloads and hours outside of regular shifts, including weekends. Both lines of business have work tasks requiring work that is performed under trolley and bus lines, in major arterials, and on construction projects that can only be done in the early morning, evening, nighttime or on weekends. Utilizing contract provisions for shift change allows deploying crews when needed without overtime accrual.

The Water Distribution staff has recommended a regular 8-hour Monday to Friday schedule. In instances when non-emergency service can only be accomplished on weekends, staff recommends that the weekend work be accomplished by changing the crews' shifts, since this type of work is usually scheduled several days in advance. Such instances include maintenance under trolley and bus lines. (Emergency service outside of the regularly scheduled shift will continue to be provided by the First Response Crew.) A 20% savings in overtime costs over 2010 is estimated for 2011 by the consistent use of this type of shift-change. Other benefits to the department include improved customer response and service, greater flexibility to schedule night and weekend work when needed, less unscheduled time off, and increased coverage as needed. Performance metrics including actual overtime costs, number of

shift-change hours, number of overtime hours, and sick-time usage will be calculated for 2009, 2010 and 2011. These metrics will be reviewed quarterly.

The Drainage and Wastewater staff has recommended a 9/80, Monday to Friday work schedule with weekend coverage provided by the Drainage & Wastewater Response Crew (DWRC). The DWRC provides 24/7 coverage. Included in this recommendation is the exploration of 12-hour shifts for the DWRC. Improvements to how work order packages are put together is anticipated to increase efficiency so that jobs are packed by geographic locality, type of work, and complexity. This staff's recommendations are aimed at leveling out workload, supplementing resources (increasing employee availability) and increasing productivity.

Drainage and Wastewater Operations and Water Distribution both make use of seasonal work schedules, adjusting for daylight savings time by changing work schedules start and end times. Changing from a 5/8 work schedule to a 9/80 or 4/10 work schedule during peak workload is also used. Water Distribution's peak workload occurs in winter when freezing and thawing creates cracks and breaks in water lines. During this time, some shifts can be changed to a 4/10 work schedule extending the work day and decreasing the need for overtime. Drainage and Wastewater Operations changes some crews from a 5/8 to a 9/80 work schedule from April to September when the majority of large creek projects are done. When it is more efficient to do so because of the nature of the work, some crew members will start their shift 30 minutes earlier than other crew members so work can be staged. Construction Maintenance Equipment Operators and Heavy Truck Drivers will, at times, be scheduled for a 30-minute earlier start time for this purpose.

The table below identifies challenges and possible options to address the various challenges in the field:

<b>Challenge</b>	<b>Options</b>
Increasing customer response, reduce scheduled and non-emergency overtime, increase coverage, job continuation	Flex schedule (9/80, 4/10)
Job continuation, increase coverage, seasonal or peak workload periods	12-hour shift
Increase coverage, reduce scheduled and non-emergency overtime, perform work outside of scheduled shifts (early morning, evening, nighttime)	Shift Change
Seasonal workloads	Seasonal Shift
Increase coverage, job continuation, perform work outside of scheduled shifts	Scheduled OT
Increase productivity and efficiency, increase customer response, increase coverage, job continuation	Staggered Shifts
Seasonal workloads	Seasonal Labor

**Field Operations: Solid Waste Operations**

Overtime costs in Solid Waste Operations have steadily decreased since 2008. Overtime for 2008 was \$735K, for 2009 it was \$617.5K, and in 2010 it was \$503K. The current overtime costs for 2011 are just under \$95K, indicating the downward trend will continue for this year.

Year	Overtime Costs
2008	\$734,731
2009	\$617,508
2010	\$502,982

The North and South Transfer Stations are open to the public seven days per week from 8:00 am to 5:30 pm. A combination of seasonal, staggered, and flexible work schedules are used to provide adequate staffing without incurring overtime. Employees working in the Maintenance Laborer and Heavy Truck Driver job classifications work a seasonal schedule, adjusting for daylight saving time. Work schedules vary with start times ranging from 6:30am to 9:00am and end times ranging from 3:30 pm to 7:00 pm. Employees work either an 8-hour or a 10-hour shift. Crew Chiefs work a Wednesday to Saturday or Sunday to Tuesday schedule.

Work schedules are impacted by workload. The public (self-haul) utilizes the transfer centers more frequently during weekends and commercial customers utilize them more often during the weekdays, and staffing levels reflects this. During weekends, there are more Laborers scheduled to handle the increase in self-haul usage and during the week, there are more CMEO and Heavy Truck Drivers scheduled to accommodate the heavier commercial customer usage.

Trucks are maintained primarily by vendors due to their ability to provide mobile repair. This reduces downtime making for more cost effective, efficient and productive operations.

**Watershed Services Division**

The Watershed Services Division has utilized both shift change and a change in work schedule to reduce overtime and increase efficiency. Between 2005 and 2010, the Watershed has reduced overtime for CIP and O&M by 93%. A significant drop in overtime occurred in 2009 as compared to 2008 and again in 2010 as compared to 2009. This has been achieved by leveling out the workload over the course of the year, performing work during the regular shift and through shift change, and only using overtime to respond to emergency situations.

Year	Overtime Costs
2008	\$162,264
2009	\$61,176
2010	\$19,580

The Cedar River Watershed Education Center provides educational programs year round. April through October the Center is open Tuesday through Sunday to include weekends. Work schedules for public programs staff are shifted during this time period to accommodate the seasonal workload, thus

eliminating the need for compensatory time and overtime. This change was initiated in 2010 and non-emergency overtime has been reduced to \$0.

Increased efficiency in operations was achieved by changing the work schedules of the administrative staff. Coverage is needed from 7:00 am to 4:30 pm, Monday to Friday as these employees monitor the radios and coverage is necessary during the hours crews are working. Work schedules were changed to 9/80 for these employees with different days off so that coverage is provided without overtime.

Temporary staff (TES) is used to cover peak seasonal workloads during the summer months to perform vegetation management, road maintenance and improvement, forestry work, staffing for the Habitat Conservation Plan and to augment staffing in the Education Center. This is a cost effective way to address increased staffing needs for a 6-month time period.

### ***Call Center***

The joint Utility Call Center responds to over 3000 customer calls per day regarding services provided by SPU and Seattle City Light (SCL). The Customer Response Revitalization Project (CRRP) was launched in December 2009 to increase service and efficiency. Tracking calls by time of day revealed the need to adjust employee work schedules in order to meet service-level goals. Nine-hour shifts with 60-minute lunches align staffing needs with call volume patterns. Start times were adjusted based on time of day call volume, ranging from 7:15 am to 9:15 am and end times range from 4:00 pm to 6:15 pm. Work schedules for all staff were changed to Monday to Friday with part-time staff having Tuesday, Wednesday, or Thursday off rather than a Monday or Friday. After impact bargaining with the affected union, these changes were implemented in July 2010 and adjustments were made in October 2010. Refinements continue to be made based on on-going data collection and analysis.

### **Methods to Better Provide Coverage and Minimize Overtime**

As described above, SPU has employed a number of good management practices to reduce overtime costs, level out work load, and make more efficient use of staff. There are other practices employed by other utilities that SPU is exploring for the future. These include:

- **Peak Workload Demand:**
  - Water Distribution's peak workload is winter when freezing and thawing create cracks and breaks in water lines. Using 10-hour or 12-hour work schedules with alternating start dates (Monday to Thursday and Tuesday to Friday schedules) has been used successfully in other utilities to respond to seasonal or peak workloads. Work schedules return to 8-hour shifts during non-peak times.
  - Drainage and Wastewater Operations peak workload is April through September requiring greater resources because of projects such as dredging creeks and ponds and cleaning detention tanks. Utilizing longer shifts increases efficiency by making the best use of daylight hours and maximizing the use of equipment.
- **Seasonal Shifts – Both Water Distribution and Drainage and Wastewater Operations currently adjust work schedules in the fall and spring for changes in daylight savings time, as needed, making optimal use of day light hours.**

- Scheduled Overtime – Some utility and public works departments control overtime costs by using 12-hour shifts whereby one week the employee works three twelve-hour days and the following week the employee works 4 twelve-hour days. This results in 4 hours of overtime every 2 weeks. Additional overtime for job continuation is not incurred, overtime costs are known, and coverage spans 12 hours/day. This is an option SPU may want to explore at some point in the future.
- Staggered Shifts – SPU utilizes staggered start days to provide coverage throughout the week. We also stagger start and end times to extend coverage during the day, thus allowing for job continuation for work that cannot be completed within a regular 8 or 10-hour shift.

### Recommendations

SPU proposes to continue to collaborate with Labor to evaluate and refine the current methods of providing coverage and minimizing overtime. We also propose to explore other options not currently employed, such as 12-hour shifts. Finally, SPU proposes to look department-wide at the general use of flex schedules to determine the types of work that are the best fit for this type of schedule. It is our belief that there may be some types of work where the use of a flex schedule would optimize the use of resources. On the other hand, there may be other types of work where the use of a flex schedule is less effective than a 5/40 work schedule.

### **PERFORMANCE BENCHMARKS**

Over the past several years, SPU has focused its corporate benchmarking efforts on *The Water Services Association of Australia (WSAA) Asset Management Benchmarking*. This is an international effort in which SPU has participated since 2003. There are four studies that are offered annually on a rolling basis. The four studies are:

- Asset management process benchmarking – Comparative analysis of practices/processes in areas of policy and planning, asset acquisition, asset replacement and rehabilitation, asset operation and maintenance;
- Civil maintenance benchmarking – Comparative analysis of maintenance and rehabilitation costs and practices for water and wastewater pipes, wet wells, and stop taps;
- Mechanical/electrical benchmarking – Comparative analysis of maintenance and rehabilitation costs and practices for pump stations, water treatment plants, and rechlorination facilities; and
- Customer service benchmarking – Comparative analysis of costs and practices in the call center, meter reading, billing & accounting, front and back office, field services, and credit & collection.

When these studies are finalized, WSAA produces a report that shows us how SPU compares, in terms of cost and service provision, to the other participating utilities. We are also given a small number of key initiatives that are intended to improve our performance. These initiatives are reviewed, adjusted, and approved at SPU and become action items within the Strategic Business Plan initiatives or are work items in a Branch's work plan.

SPU is continuously working to improve our performance by establishing both service levels and cost-per-unit metrics. In a WSAA Mechanical-Electrical Maintenance Benchmarking study conducted in 2006, SPU's water and wastewater composite service level score versus composite cost score indicated a high

service level and a high cost level. Efforts to reduce costs while maintaining, and even improving service levels, have been a focus for the past several years.

Three specific benchmarks relating to Drainage and Wastewater Operations, Drinking Water Services, and the Call Center are discussed below. Implementation of new performance benchmarks will more than likely require negotiations with the affected unions.

#### Wastewater Preventative Maintenance

The main benchmark for Drainage and Wastewater Operations is the number of backups due to missed preventive maintenance. The target is 0, which was met in 2010. In 2009, 1 backup occurred due to missed maintenance and in 2008, 7 backups occurred. This improvement is the result of increased productivity due, in large part, to the improved work assignment strategies, supported by 2009 implementation of the Field Operations Mapping System (FOMS) which provides a visual display of work order locations. FOMS helps Crew Chiefs group work orders geographically, and helps crew members route themselves efficiently, thereby reducing travel time as well as their carbon footprint. Prior to FOMS, Crew Chiefs had only the location address on the work order and were not easily able to group work orders as effectively as they are now able to do. FOMS also aids the Operations Response Center in dispatching the crew closest to the location of the emergency, increasing overall productivity.

Two additional performance measures are catch basins inspected and catch basins cleaned. The target is to inspect 100% of the catch basins in SPU's drainage system each year. The National Pollutant Discharge Elimination System (NPDES) permit requirement dictates that catch basins in the drainage system containing sediment levels of 60% or more must be cleaned within 6 months of the inspection. In 2008, SPU inspected 77 % of its catch basins, in 2009 111% (some repeat inspections) and in 2010 106%. Of the catch basins inspected in 2008, 31% needed to be cleaned, in 2009 28% needed to be cleaned and in 2010, 23% needed to be cleaned. We have consistently met the requirement for cleaning all of the catch basins that require it within 6 months of the inspection.

Catch basins on the combined sewer system are not required to be inspected yearly and have been moved to an every-other-year schedule starting in 2011. Crews have started measuring sediment and catch basin depths this year and will input this data into the Maximo system to help track the rate of solids accumulation, which will help with work forecasting. The GPS location of catch basins will be verified and updated as well – both of which are anticipated will boost productivity.

#### Drinking Water Services

Service outage is one of the performance indicators measuring how well we provide drinking water to our customers. Our target for yearly drinking water outages for retail customers is no more than 4% of our customers (or 7,200 customers) experience outages totaling 4 or more hours. It covers both planned (scheduled) and unplanned (emergency) water outages to service connections along watermains, regardless of the cause. In both 2009 and 2010, we met our target by a large margin. In 2009, the number of customers with cumulative outages of more than 4 hours was 1,654; in 2010, it was 2,040.

**Unplanned, emergency water outages.** SPU has a one-hour target for responding to emergencies. Once a call is received, the Operations Response Center dispatcher calls the First Response Crew or a distribution section field supervisor and creates a Priority 9 work order. The time between the initial call

notifying SPU of the emergency and the arrival of SPU staff on the scene is noted, with the goal of being within one hour at least 90% of the time. In 2010, SPU met that goal in 6 of 12 months; in the months we did not meet the goal, we responded within one hour 85%-89% of the time. Once on site, crews are often able to restore water service in 4 or fewer hours.

**Planned water outages.** In the case of planned (scheduled) water outages, temporary water services are provided to critical facilities (e.g. hospitals, jails). Temporary service is also provided if the planned outage is anticipated to be over 24 hours.

### SPU Call Center

The Call Center currently uses a number of performance benchmarks that inform both management and Utility Account Reps (UARs) on current performance. This continuous feedback loop provides the necessary data so adjustments can be made on a regular basis helping to build a culture of continuous quality improvement. The primary benchmark is the Telephone Service Factor (TSF) – how fast we expect the telephone to be answered. The target for the Call Center is 80/60 which means that 80% of the calls are answered in 60 seconds or less. UAR performance continues to improve and push the TFS closer to the 80% target. January 2011 had a TSF of 66%, February was 76% and March was 73%.

Other key benchmarks are Average Speed of Answer (ASA) which is the average amount of time to answer all calls received for a specific interval, day, week, month, etc. and Not Ready time which is all time not on the phone including breaks, lunches, training, meetings, and post-call processing time, etc. SPU's Not Ready Time (NRT) time for Q 1 2011 is 46%. Not ready time is being addressed incrementally and the current goal is to ensure all staff achieves a (NRT) of 45% or less. The eventual target is to meet an average of 35%. The most effective way of reducing Not Ready time is to provide UARs with feedback and coaching, which supervisors are doing regularly as part of the Call Center's Quality Management Program. Included in the monthly evaluation is a quality score measuring critical and non-critical errors, the supervisor's evaluation of 3 calls, and other performance data giving supervisors an effective tool for assessing performance and providing employee regular feedback. An example of a UAR Scorecard is attached.

Management is considering adding additional employee metrics for meeting individual scorecard goals including; Average Handle Time (AHT), attendance, and schedule adherence. For the Call Center overall the department is considering First Call Resolution and a metric for Abandoned Calls (hang-ups while hearing "wait" messages). Some preliminary work has begun with AHT. AHT is the average amount of time it takes to process one piece of work. The Call Center is in the process of determining a reasonable incremental target and actual AHT target for each line of business (for example, AHT for outage calls is much shorter than AHT for opening and closing an account). The combined average for AHT for the Call Center is currently 10 minutes. The goal is to reduce the AHT by 20% overall. Supervisor metrics will also evolve in the Call Center with consideration being given to a Supervisor Report card which may include coaching sessions and completing call evaluations for staff.

Each performance metric that that has been and will be considered is a metric utilized in Call Centers in other public and private utility or similar business. SPU has been and will continue to work closely with Labor on these performance metrics and will clearly communicate expectations to staff. The new staff and supervisor performance metrics are important goals to help SPU work as efficiently as possible and to ensure that we provide cost-effective and quality service to our constituents.

An important step in the process towards efficiency and quality improvements in the Call Center is to acquire a workforce management and media blending system. Workforce management systems use a complex set of algorithms to determine the number of staff required to complete work and the optimum schedules for employees. It considers many factors including call volumes, NRT and AHT for all contact channel work (emails, fax, letters and calls), call traffic patterns, employee performance, vacations, meetings, training and sick leave to determine real time and future staffing requirements. Workforce management also helps to determine who should perform specific tasks at specific intervals and alert supervisors if the work is not being performed as scheduled (“schedule adherence”). Media blending systems automate the delivery of non-phone customer contacts such as scanned letters, email, fax, chat etc. Robust media blending systems monitor when an agent is idle and deliver media between phone calls for optimum staff efficiency. SPU has completed an RFP process for a workforce management and media blending system that will help the Call Center perform necessary metric capturing functions that are not possible today, and will automate and improve the accuracy of some manual processes currently performed by supervisors.

### Recommendations

SPU proposes that we continue to work collaboratively with labor to improve performance benchmarks and to evaluate and refine our current service levels and performance metrics to ensure that we’re measuring the right things and continually improve our services. We also propose that we explore and implement new service levels and performance metrics to ensure we are providing the highest value at the lowest cost to our water, sewer, drainage and solid waste ratepayers.