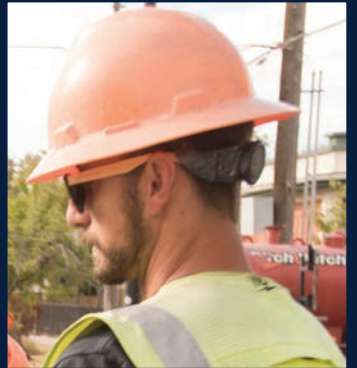
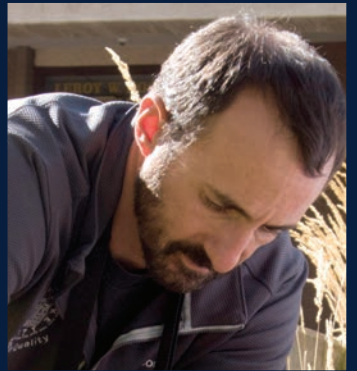


SALT LAKE CITY
PUBLIC UTILITIES

20
20

ANNUAL
REPORT



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2020 SALT LAKE CITY
PUBLIC UTILITIES ANNUAL REPORT

» Photography: Ed Kosmicki

» Design: Michael Yount, Y Design

A Pandemic Is No Match for Our People

On March 16, 2020, Mayor Erin Mendenhall shared with her Cabinet the first of several emergency declarations. The COVID-19 pandemic had reached Salt Lake City. The Mayor's immediate concern was for the safety of all City personnel and their families. Shortly after, I met with my own Public Utilities administrators. We would begin shutting down our business office to public interactions as quickly and efficiently as possible.

Our water and wastewater treatment plants would continue operating 24/7. Sewer collection systems, storm water maintenance, water distribution, water quality testing, safety inspections, and new construction would go on as if nothing had happened. Our commitment to protecting the public health and environment with excellent utility service would not change. Facial coverings, social distancing, and increased hygiene standards would become protocol. Some employees could do their jobs remotely and report from home, while most of our employees continued to report to work sites.

With the help of incredibly dedicated managers and the teams they lead, we persevered. We continue to go on—through the rough and tumble of quarantine and isolation, through flattening the curve over months, only to see Utah COVID cases spike dramatically again in autumn. As of this message, we are a work force like so many others, spread across many miles and balancing duties of work, family, and trying to stay healthy while living with anxiety and uncertainty.

Our lives have changed forever.

And yet we have grown stronger and more resilient. More than ever before, we are a bonded team.

A few days after our pandemic response began, we were again seriously tested when an early

morning, 5.7-magnitude earthquake rumbled through the Salt Lake Valley. Thankfully, no one was killed or injured. Within minutes of the event, our crews were fanning out to inspect dams, treatment plants, and our complex network of underground infrastructure for damage. Even though a series of aftershocks kept us on edge for weeks, I can report we sustained no serious damage from the quake.

There was more. On September 8, the Wasatch Front was slammed with a hurricane-force windstorm. The gusts were catastrophic, ripping hundreds of old-growth trees from our historic Salt Lake City Cemetery, our beautiful parks, and our neighborhoods. I tasked our capable teams with assisting the Public Services Department in a monumental, months-long cleanup effort. Wes Ing, our Safety and Emergency Operations Manager, capably supervised all safety for hundreds of City employees and contractors working to remove tons of storm debris.

Typically, our Annual Report contains many facts, figures, and graphs about what we do and the ways we serve the public. This year, there is some of that. But I believe 2020 is chiefly about our people: how they performed their jobs under relentless pressure, how they continued to show up, and how they supported each other and the public during a very dark time. While this list only scratches the surface, I'm proud to have witnessed:

*“Our lives
have changed
forever.*

*And yet we
have grown
stronger
and more
resilient.
More than
ever before,
we are a
bonded team.*

»LAURA BRIEFER
SLC Public Utilities Director

- » Our customer service team reaching out with great kindness while navigating payment plan options with residents struggling to pay their bills.
- » Our treatment plant operators, standing by in the initial days of the pandemic, ready to isolate on site, and away from their families to keep our treatment processes working non-stop.
- » Our watershed rangers working constantly to keep our source waters clean while managing record crowds in our canyons seeking respite in recreation.
- » The day-to-day business going nearly seamlessly, including Finance Administrator Lisa Tarufelli shepherding our WIFIA loan for the new Water Reclamation Facility through an exhaustive federal approval process. Her work will result in \$100 million in savings for ratepayers over the lifetime of the loan.

- » Our Mayor and City Council doing all within their power to support us. Mayor Mendenhall classified all Public Utilities employees as emergency responders, resulting in a \$1,000 hazard pay bonus. The City Council approved \$50,000 for our Water Assist program for financially strapped customers.

Read on to learn more. I'll admit I wish this year had been one with fewer clouds. But I've found so many silver linings. We could not have a finer and more dedicated team. I hope you enjoy Annual Report 2020: The Year of Our People.



Laura Briefer, MPA



In this uniquely challenging year, our Water Quality team equitably provided more than 360,000 Salt Lake Valley customers with the highest-quality drinking water. Whether treated at one of our three City-owned facilities, pumped from numerous underground wells, or purchased from our partner in water quality, Metropolitan Water District of Salt Lake and Sandy, our drinking water in 2020 meets or even exceeds state and federal drinking water regulations. This team stepped up all year to support one another. Here are some standout accomplishments:

WATER TREATMENT

- » In September, our three water treatment plants (WTPs) successfully completed the triennial state Division of Drinking Water Sanitary Survey.
- » All three plants—Parleys, Big Cottonwood, and City Creek—completed multiple construction projects to help update equipment, improve the treatment process, and provide additional safety to our team.
- » The Water Treatment team ably survived the trifecta of 2020 crises—COVID, earthquake, windstorm—and even found opportunities to cross-train for one another's jobs. This helped to protect operators and visitors and built stronger camaraderie and collaboration among the WTP teams and throughout the Department.

CROSS-CONNECTION CONTROL PROGRAM

- » The Cross-Connection Control Program proactively protects public health through the prevention of a cross-connection to our drinking water system. Our team protects the integrity and quality of our culinary water system through hazard assessments, monitoring of known cross-connections, and by requiring annual testing of backflow preventer assemblies. The team reported no major backflow incidents through November 1, 2020 (based on oversight of 8,571 backflow preventers). They performed over 170 hazard assessment inspections and identified and addressed more than 100 cross-connection violations. They met all state and federal requirements for cross-connection control for public drinking water systems.

WATER QUALITY SAMPLING

- » With the prevalence of Coronavirus in the community, our valiant culinary water quality sampling team focused even more than usual on decreasing public health risk of COVID. Our team provided safer working conditions for samplers by adjusting sampling sites and implementing personal protective measures. Even with the adjustment of sampling sites, the team met all regulatory compliance for water quality sampling.

Water Utility Revenues: \$90,901,618

CUSTOMER CHARGES: \$80,480,462

INTEREST INCOME: \$970,343

OTHER INCOME: \$4,366,145

CONTRIBUTIONS: \$5,084,668

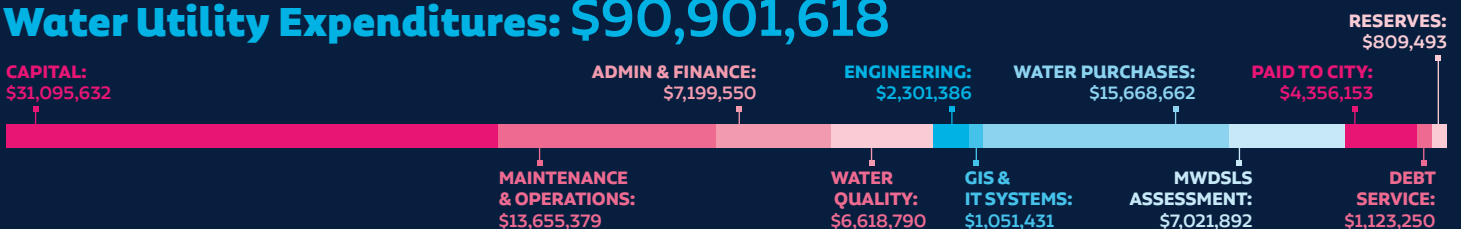


STORMWATER QUALITY

» Our stormwater team works around the clock to protect our urban waterbodies from urban pollution. They work with contractors, industry, and businesses to mitigate pollution from entering storm drains, which flows straight to our urban creeks and the Jordan River. They even educate the public on being good stewards of our urban waterbodies.

» This year our stormwater team finalized a long-standing audit with EPA and amended Stormwater Quality Ordinance 17.84 to improve the team's ability to regulate discharges and prevent pollution into the storm sewer system. Our team also implemented fine schedules to incentivize compliance for permitted construction projects. Finally, our team was able to navigate the challenges of COVID and was still able to meet the many regulatory requirements of this MS4 permit. This includes conducting over 859 audits, responding to 112 complaints and spills, one of which was a runaway tanker that crashed through a yard near the University of Utah.

Water Utility Expenditures: \$90,901,618



Construction of the new Water Reclamation Facility (WRF) was fully launched in early 2020. Over the summer, trucks hauled 2 million tons of fill dirt to the site, which helped to remedy poor soil conditions and stabilize the ground. This method of pre-loading the soil, instead of driving piles for stability, is saving our ratepayers \$40 million on this vital new project. Design is underway for a new influent pipeline to convey sewage to the WRF using gravity (rather than traditional pumping). Wetlands at the site were also removed, and will be relocated and remanufactured as the 2025 WRF operational start draws closer. Community members are helping to inform the construction of the wetlands to attract and support bird and animal life at the facility and to create educational opportunities as well.

Meanwhile, daily operations at the current WRF continued in the face of COVID-19 and other challenges. The National Association of Clean Water Agencies (NACWA) honored the facility team with its 2020 Peak Performance Platinum Award for five consecutive years of 100 percent compliance with environmental permits. The WRF has now achieved 26 consecutive years of full compliance.

WRF MANAGEMENT AND TEAM MEMBERS ALSO:

- » Restructured operations shifts at the 24/7 facility, which helped to improve work-life balance for employees. Fewer employees are now working graveyard shifts.
- » Implemented new electrical back-up generator procedures, and trained operators in enhanced chlorine safety measures. This ensured the WRF continued uninterrupted during electrical power outages and contributed to greater overall workplace safety.
- » Oversaw design/installation/startup of two mandatory belt presses to ensure the new WRF project stayed on schedule.
- » During the massive windstorm, WRF management issued a shelter in place order, and kept the facility running via SCADA telemetry. The WRF ran for several hours on back-up generator to avoid any issues with power.
- » By adopting a new electronic employee leave program, administrative staff has more efficiently tracked time-off requests, sick leave, and absences. The switch has allowed a more streamlined planning process and scheduling for projects and necessary workload.
- » The WRF team coped with and contained cases of COVID-19 in their ranks by working closely with Salt Lake City Human Resources Department and by adopting strict measures early on in the pandemic of 100 percent masking and taking temperatures of employees at shift change and of every visitor to the plant. From WRF Office Facilitator Jeanette Gonzalez: "Our team has faced great challenges in making sure our essential work here was performed. We had critical staffing shortages due to illness, retirement, death, and natural attrition. It has certainly been a stressful, and sometimes, an emotional year for our team. Time after time, our team has come together in time of need."

Wastewater Utility Revenues: \$92,733,449

CUSTOMER CHARGES: \$45,040,074

INTEREST INCOME: \$1,035,061

RESERVES: \$39,190,291

OTHER INCOME: \$388,452

CONTRIBUTIONS: \$7,079,571



Wastewater Utility Expenditures: \$92,733,449



2020 STORMWATER



Stormwater Utility Revenues: \$12,545,363



2020 Stormwater Maintenance Team Highlights:

107

Miles of
drainpipe
cleaned

23,337

Number of
inlets and
boxes cleaned

45.6

Miles
of gutter
cleared

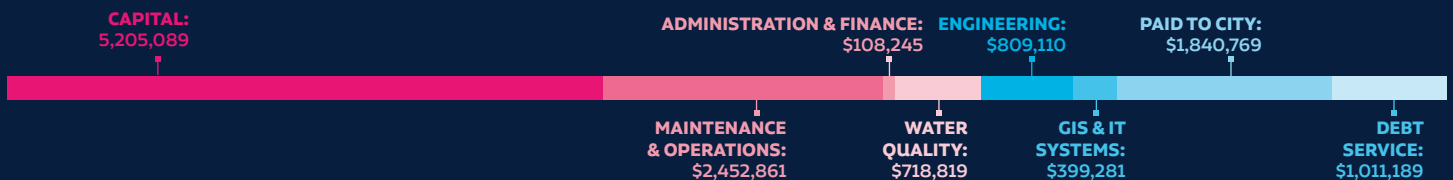


Our Stormwater team works together on many levels to keep the community's drainage systems clean and to monitor and maintain the quality of stormwater discharges. The engineers who make up the Stormwater Capital Improvement team are progressing on a master plan that will update the service level across the City. A primary goal for the plan is to anticipate climate change impacts, such as increasingly powerful and more frequent storm events, and to provide a new, state-of-the-art model of the storm drain system. In mid-2020, Michael Guymon, a member of the Stormwater CIP team, was appointed to manage the Stormwater Program full time. This new position reflects SLCDPU's emphasis on improving stormwater quality and long-range planning.

In conjunction with the City's Funding Our Future roadway reconstruction efforts, the Stormwater team in 2020 contributed with designing and building new storm drains. Pilot stormwater best-management practices were also begun to improve the health of the Jordan River and creeks flowing through the City.

While the maintenance team works all year to clean storm drains, inlets, detention basins, and ditches, they found themselves especially busy this year. Massive damage from the windstorm took weeks of dedicated clean-up work. Our team jumped into action to assist our colleagues in the Department of Public Services to remove downed trees and to clean up limbs on City park strips, in parks, and at the City Cemetery.

Stormwater Utility Expenditures: \$12,545,363



4,379

Tons of debris removed from storm drains and ditches

1,950

Cubic feet of floatable debris kept from entering the Jordan River

After extensive research and a robust public engagement period, a draft Street Lighting Master Plan was completed and transmitted to the Mayor and City Council in late 2020. Established in 1905, Salt Lake City's street lighting system is one of the oldest in the United States. The current plan was completed in 2006, so with population growth and expanded business and industry in the City, it was time for an upgrade.

With project consultants GSBS Architects and Clanton and Associates, our engineers worked on a lighting approach tailored to various City neighborhood needs and with a commitment to energy efficiency and sustainability. With contributions from residents, industry, business, and environmental experts, the updated plan will inform future street lighting projects that minimize glare, enhance community safety, and provide appropriate dimming in certain areas to support bird life and migration. As Clanton and Associates consultant Dane Sanders recently reported to our Public Utilities Advisory Committee, "this master plan takes into account safety, neighborhood character, responsibility, and equity" in guiding our street lighting efforts.



Street Lighting Utility Revenues: \$4,378,406

CUSTOMER CHARGES: \$4,258,440

INTEREST INCOME: \$119,716

OTHER INCOME: \$250



Street Lighting Utility Expenditures: \$4,378,406

CAPITAL: \$896,692

**MAINTENANCE &
OPERATIONS:** \$2,567,550

**ADMINISTRATION
& FINANCE:** \$208,358

ENGINEERING:
\$43,390

PAID TO CITY:
\$38,125

RESERVES:
\$520,854

DEBT SERVICE:
\$103,437

Our Customer Service team moved quickly and creatively to crush a multitude of challenges in 2020. From the first administrative meetings related to changing work operations in the pandemic, this team adapted to a new “normal.” Customer Service representatives typically spend several hours a day meeting in person

with customers who prefer to drop off payments with a check or cash. This all changed in mid-March. These essential workers reported to the office all year, but because of a closed administration building, all business was conducted by phone, email, and through our website customer portal.



IN 2020 THE CUSTOMER SERVICE TEAM:

- » Anticipated that several customers would lose income and experience financial difficulties during the pandemic. In response, our Finance and Customer Service groups implemented a deferred payment plan. IMS assisted in developing a system option to support and streamline this process.
- » Offered a five-month grace period on water service payments, which 3,500 customers accepted.
- » Found inventive ways to work with others in their division. During the service shut-off moratorium, for instance, collectors on delinquent accounts coordinated with and assisted the meter reading group. This cooperation allowed Customer Service to keep current on water use and accounts.
- » Assisted 1,691 walk-in customers. In an average year, the team serves about 6,000 customers. The decline is a direct result of closing the administration building to protect the public and our employees during the pandemic.
- » Night-drop payments are on par with those of 2019. The trusty fire hydrant-drop box on our building’s north side had accepted 3,026 as of November 1. In 2019, there were 3,186 night-drops.
- » Online payments have skyrocketed. In 2019, the team logged 304,076 payments. In 2020, as customers learned to cope with the long-term effects of COVID, Customer Service received 1,068,885 e-payments.

Our Finance team provides Department and City administrators, managers, and elected officials with reliable information to help support and manage operations and capital improvement projects. Finance also monitors accounts and systems, and oversees our meter reading, billing, and customer service groups. Transparency, accountability, and working to streamline services are all key to this team's success.

IN 2020, FINANCE:

- » Completed application for a highly competitive Water Infrastructure Finance and Investment Act (WIFIA) loan in February, and received an invitation to apply in October 2019. The \$348,635,000 loan toward construction of the new Water Reclamation Facility (WRF) officially closed on September 15, 2020. EPA officials joined our Department leaders and City officials in a socially distanced press conference announcing this milestone on September 17. With a lower interest rate and more favorable repayment terms than conventional bonding, the loan will save ratepayers approximately \$100 million in financing.
- » Maintained AAA Standard & Poor's rating and Aa1 Moody's rating for debt, including the WIFIA loan.
- » Issued 2020 utility revenue bonds generating net proceeds of \$197,500,000. Bonds were issued for water, sewer, and stormwater projects. The sewer bonds of \$106 million are for the WRF projects and serve as a portion of the Department's 51 percent match for the WIFIA loan.
- » Completed external auditors' examination of FY2020 accounting records and financial statements, in compliance with all generally accepted accounting principles.
- » Adapted financial processes to continue to do business in the Department and in coordination with other City departments.



Worked with Department and City leadership to suspend water service shutoffs for nearly six months after the onset of COVID in the community. This decision supported thousands of customers who fell behind on their accounts due to economic hardship and job loss.





The Development Services group includes the contracts and construction office, property management, utilities development, sewer, water, storm drain permitting, the google/fiber team, records management, and the development review engineering team. The group is responsible for administering federal, state and city regulations, code ordinances, and the department standards for water, sewer, storm drain, and street lighting. The group works closely with multiple city departments and other jurisdictions on planning, permitting, and development.

In early 2019, Development Services implemented a program of mobility and flexibility to accommodate a “one stop” office and telework. With the challenges of the COVID-19 shutdown and earthquake, the team moved quickly to full flexibility in working from home and with development and construction professionals on a limited basis under COVID safety protocols at the SLCDPU administration building.

Development trends showed no sign of slowing

even in a difficult year. Rapid increases in residential remodels, warehouse and industrial development, and multi-family housing have fueled this growth.

The property management group supports SLCDPU Engineering projects by purchasing easements and lands to facilitate the work. Purchases of watershed lands help to protect water quality for the Salt Lake Valley. Existing lands are also carefully managed, including the Jordan and Salt Lake Canal, the East Jordan Canal Extension, water treatment facilities and tanks, drainage detention basins and ditches, sewer treatment, and lift stations.

Records Management installed a new filing system in its main file room to update the filing and retrieval of important SLCDPU files. This file system extends and enlarges the file retention system to allow for the Department’s future needs.

Development Services also underwent a full remodel of the office, helping to streamline service and create greater organization.



2020 Development Services Highlights:

2,026

Permits
issued as
of Nov 1*

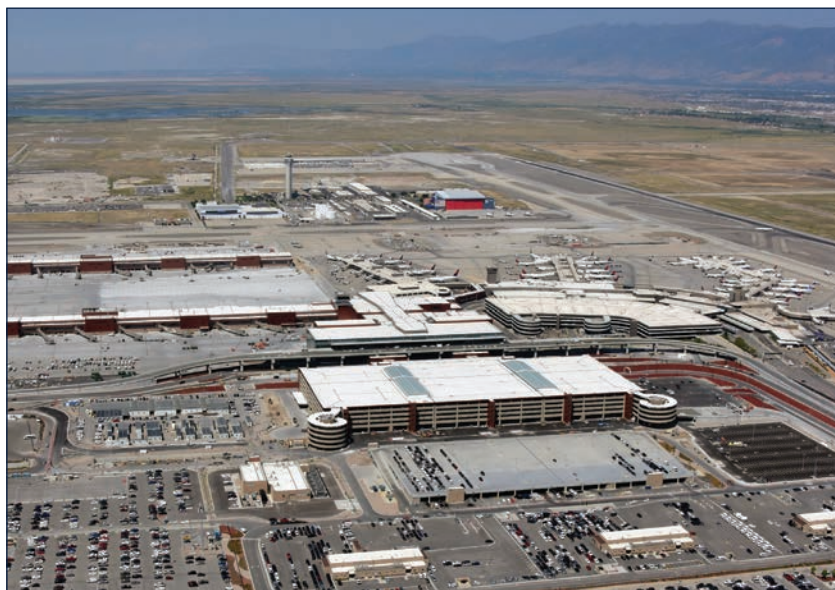
1,007

Private utility/
fiber projects
reviewed

23

New development
water mains
reviewed

*248 more than this time last year



SIGNIFICANT DEVELOPMENT SERVICES PROJECTS:

- » **SLC Airport:** Phase One opened in September 2020. Review continues of installation of water and sewer systems for the North Concourse and the South Concourse East phase.
- » **Northwest Quadrant:** Utility improvements continue for development of the Utah State Correctional Facility. The first phases of the Salt Lake City Global Logistic Port were planned and implemented, including new sewer collection and water distribution mains, and storm drain master planning in an environmentally sensitive area.
- » **The Granary District** and surrounding areas saw significant development during 2020, including several mixed-use multifamily developments. Development Services managed many of the utility infrastructure improvements.



8

New
development
sewer mains
reviewed

525

Water
service
work orders
issued

155

Demolition
permits
issued

17,810

Development-
related phone
calls answered

By consistently measuring the condition and criticality of our complex infrastructure, our engineers protect public health and safety, as well as support routine maintenance and long-term planning. Our Asset Management program includes pipes, valves, pump and lift stations, water treatment plants, sewer and water lines, dams and reservoirs, and much more. When analyzing condition, the team considers the ability of an asset to perform its function. Criticality ranks the importance of the function each asset performs. Accurate asset management includes regular inspections, cleaning, and maintenance.

The 2020 natural disasters played a role in the inspection and management process. The earthquake on March 18 and aftershocks caused minor damage to three concrete dams and our water treatment plants. Close inspection determined there was no impact on public or employee safety. Careful analysis of assets following the September 8 windstorm revealed about \$1 million in damages to City streetlights and some torn roofing at the Water Reclamation Facility. “Fortunately, damages were minor,” said Chief Engineer Jason Brown. “We saw the earthquake and wind event as a good wake-up call and practice run for us to test our command and emergency response functions and assessments.”



2020 Asset Management Inventory Highlights:

660

miles of sewer
pipe and
collection lines

346

miles of
storm drain
pipelines

30

active
pump
stations

27

stormwater
lift
stations

Our Industrial Wastewater Pretreatment Program provides for the health, safety, and welfare of the community, City employees, the sanitary sewer system, and the environment. The Pretreatment team has diligently worked to ensure business and industry complies with all aspects of federal, state, and local regulations related to the discharge of industrial process wastewater into the sanitary sewer system.

DURING 2020, THE PRETREATMENT PROGRAM:

- » Worked with the Utah Department of Water Quality and the Salt Lake County Health Department to monitor COVID-19 concentrations in the sewer system in various population areas within the city. This data helped inform local government response to the pandemic.
- » Worked with commercial and industrial businesses to help them better understand how their wastewater discharges affect the impact environment.
- » Monitored the industrial wastewater discharge from more than 100 significant commercial, industrial, and manufacturing City facilities.
- » Established a fats, oils, and grease (FOG) wastewater discharge control program to work with food service establishments and other commercial businesses to prevent FOG pollution from entering the sewer system.
- » Responded to the illicit discharges of FOG and various chemicals and surfactants and foaming agents that caused blockages and other issues within the sewer collection and conveyance pipelines.
- » Enforced more than 160 wastewater discharge permit violations, including issuance of approximately \$35,000 in administrative fines.

The Geographic Information System/Information Technology team supports the Department in running safely and efficiently throughout our service areas, and keeps us outfitted with much of the modern communications technology we need to do our jobs. This year, Tamara Wambeam became our new GIS/IT administrator, and immediately took on several challenges with her team—including rapidly outfitting 75 people to work from home with proper equipment to continue their jobs seamlessly.

SOME MAJOR ACCOMPLISHMENTS FOR GIS/IT:

- » Created more maps and models than ever for contractors during a yearlong building boom (1/3 more than normal).
- » Added a new employee and invested in new technology to help find leaking water pipes. This technology allows us to find much smaller leaks than before and pinpoint them with greater accuracy, so we don't dig in the incorrect location.
- » Increased access to mobile technology for field crews with more iPads and evolving technology
- » COVID and natural disasters played a big part in the GIS/IT group's work product in 2020.
- » They were responsible for finding laptops, cables, monitors, setting up software, and phones for all employees working remotely.
- » They helped create maps and websites after the windstorm to identify cleanup locations. This was a great assist to other City departments, divisions, and the Emergency Operations Center in streamlining response.
- » They helped track costs for the 2020 windstorm.
- » In the wake of the earthquake GIS/IT tracked infrastructure issues and helped with data analysis on infrastructure risks for future earthquakes.

In 2020 our Capital Improvement Project (CIP) engineers, designers, inspectors, and contractors worked through a COVID shutdown, an earthquake, a windstorm, and months of social unrest across the City. Still, this year marked the highest volume of CIP production in the history of our Department.

Most CIP engineers worked remotely from home this year. These essential workers performed without any measurable decline in project quality or productivity.

Catching up to aging infrastructure has been the focus for our enterprise funds—water, sewer, stormwater, and street lighting. Our CIP team worked across departments to replace or upgrade water, sewer, and stormwater utilities along with many City paving projects. In the past year, With the City’s street bond initiative, there has been a fair amount of catch-up and emergency work on the aging infrastructure. This year, our program managers have awarded 37 construction contracts to 33 contractors. We entered into 81 agreements with consulting engineers for help with project design and studies.

SIGNIFICANT CIP ACCOMPLISHMENTS INCLUDED:

- » Construction start of the East-West Water Line, a multi-year project that will meet expanding growth by conveying water from East Millcreek’s Terminal Reservoir to the City’s far northwest side.
- » After a long public engagement period, work began on upgrading the 4th Avenue Well, a vital piece of infrastructure that produces up to 7 million gallons of water in the summer months for downtown Salt Lake City.
- » Upgrades at the Parleys Water Treatment Plant, including new design, new SCADA telemetry system, and a rebuilt laboratory.
- » Completion of the Mountain Dell Dam liner, which will waterproof the dam and arrest the freeze-thaw process that deteriorates concrete.
- » Large sewer collection projects, including the 700 South Pump station and the 500 South diversion.
- » Near completion of the Rose Park Jordan River Watershed Project at Cornell Street, a significant stormwater quality project highly anticipated by the Rose Park neighborhood.





Capital Improvement Projects: \$191,162,000

STORMWATER:
\$7,630,000 (24 projects)

WRF:
\$95,210,000 (24 projects)

SS COLLECTORS:
\$41,118,000 (67 projects)

WATER:
\$47,204,000 (47 projects)

We develop and maintain a resilient and sustainable water supply through constant efforts toward conservation, which include monitoring customer demand, and incorporating drought planning and effects of climate change as we manage current and future water supply. A large part of this effort is through public education. This year, the Department added a full-time Sustainability Program to our Water Resources Management Group. The goal is to train a sustainability lens on all projects going forward and to minimize our energy footprint from initial design, through construction, and to completion.

IN 2020, WATER CONSERVATION ACCOMPLISHED:

- » Research, writing, and publication of a 100-page Water Conservation Plan update. The Plan includes information on current and future water supply and demand. It also analyzes historical water use and establishes 5, 10, and 40-year conservation goals. By state statute, and in accordance with guidelines of the American Water Works Association (AWWA), this plan must be updated every five years. Water Conservation Program Manager Stephanie Duer oversaw all aspects of the Plan, including presenting the draft document to a Facebook Live audience, community councils, and the Public Utilities Advisory Committee (PUAC) for their input. The Plan will be presented to the Mayor and City Council for approval by the end of the year.
- » With so many people working from home and in their yards during the COVID pandemic, our Department's rain barrels were in high demand. By late spring, customers had bought the entire inventory of 200 barrels. Since the Department began selling rain barrels at cost in 2015, public interest in capturing and using roof rainwater runoff for water-wise landscaping has truly taken off.
- » Once again, the Conservation Program partnered with Utah State University and the Center for Water Efficient Landscaping to conduct Water Checks at residential, commercial, and institutional properties throughout the service area. This free service, available through the financial support of the Metropolitan Water District of Salt Lake & Sandy, offers homeowners and property managers detailed analysis of landscape irrigation efficiency along with specific recommendations to improve efficiency and use less water, all while sustaining beautiful landscapes.

Conservation by the Numbers (Nov 1, 2019 – Nov 1, 2020)

2019: 195_{gpcd}

Average overall water use (in gallons per capita per day)

2020: 172_{gpcd}

168.58_{mg}

Peak water demand day: August 20



99

Number of water checks
(includes 24 Salt Lake
County public facilities)

2,052

Conservation Plan
Facebook Live
event views

This highly atypical year stretched our Watershed Program team in ways no one could imagine. Their primary responsibility is to protect SLCDPU's watershed at its source—in the magnificent canyons surrounding Salt Lake Valley that provide more than 60 percent of our customers' drinking water. In a normal year, that work is enough to keep everyone busy with educating visitors to "Keep It Pure," to maintain and restore trails, and to control noxious weeds and invasive species across the watershed. But it was no normal year.





THE EARTHQUAKE AND WINDSTORM BROUGHT THEIR OWN CHALLENGES. WATERSHED RESPONDED BY:

- » Deploying Watershed rangers to do rapid assessments of all backcountry dams that were safely accessible in Parleys, and Big and Little Cottonwood canyons. The team also conducted assessments during a multitude of large aftershocks, working with SLCDPU's engineers to ensure the dams remained stable. Additionally, the team kept in touch with all partners such as UDOT, ski resorts and sewer districts to help maintain highest water quality.
- » Even months after the windstorm, work remains to fully repair City Creek Canyon damage. After immediately responding to support treatment plant operations, the Watershed team spent two more weeks clearing the canyon to reduce potential wildfire risk from branches and downed trees. That work goes on.

IN 2020, OUR WATERSHED RANGERS AND MANAGERS:

- » Responded to the windstorm that battered City Creek Canyon with treefall. They quickly opened 5.5 miles of the canyon to ensure the City Creek Water Treatment Plant and staff could continue safe and uninterrupted service.
- » Finalized improvements and trail reroutes on the single-track Mormon Pioneer Trail in Parleys Canyon. This was a funding partnership between the Utah Recreational Trails Program, Salt Lake County Parks and Recreation, and SLCDPU. The nonprofit Trails Utah also contributed time and energy.
- » Began work on the update to the City's Watershed Management Plan. Public engagement is underway, and completion of a draft plan is anticipated in 2021.
- » Increased safety for bicyclists City Creek Canyon's upper road by repairing dangerous potholes with \$100,000 worth of pavement funding.
- » Donated a vault toilet for the new Grit Mill Trailhead in Little Cottonwood Canyon. The work was a partnership among Utah Department of Transportation (UDOT), US Forest Service (USFS), Salt Lake County, and Salt Lake City.
- » The pandemic created extra concerns for our Watershed team, as thousands of isolated residents took to the canyons for exercise and a way to cope with boredom and anxiety.
- » The team made use of budget funds for extra cleaning and disinfecting when USFS needed help in Big Cottonwood and Little Cottonwood canyons. Watershed continues to work with partners on this challenge to protect water quality and continues to keep in-depth cleaning protocols at high use restrooms to support the public and our staff.

When the Coronavirus hit Salt Lake City in March 2020, our Department had a distinct advantage: Safety and Emergency Manager Wes Ing. Because a severe outbreak H1N1 flu predicted years earlier never materialized, Wes and his support team turned up more than 30,000 N-95 masks that had been warehoused to protect employees during that event. The masks passed a safety inspection and within days, 10,000 were distributed to our Department's essential workers at treatment plants and job sites. Another 10,000 masks were donated to the Salt Lake City Police Department. Still another pallet of 10,000 went to employees of Salt Lake County. By November 2020, SLCDPU had a plentiful supply of masks, disinfectant, and other COVID safety supplies for our team.

The Safety Division is responsible for all employee safety training, and ensuring SLCDPU team members follow all OSHA, state, and local regulations in the workplace. But Wes worked most of this year to keep ahead of a microscopic challenge he says "has kept me on my toes. Never in my life did I think I'd be in this position, trying to learn everything I could about the science and prevention of a clever virus. We don't have a vaccine yet. We don't have widely available and dependable medications. We still don't understand the virus completely or the disease itself."

"The trick is to adapt to the changes and to overcome the challenges. We've done quite well at that. When you work with good people, it's easy to do good things."

» **WES ING**
Safety and Emergency Manager

Wes turned most of his weekly staff meeting "Safety Minute" presentations into supportive tips on preventing information COVID spread in the workplace, at home, and in the greater community. Each SLCDPU employee is required to wear a face mask, maintain social distancing of at least six feet, and to wash their hands regularly, and to disinfect workstations.

"I think after nearly a year in this environment, everybody has figured out the rules and etiquette to make it work," says Wes. "The trick is to adapt to the changes and to overcome the challenges. We've done quite well at that. When you work with good people, it's easy to do good things."



Like so many others in the Department, our Communication and Public Engagement team found new meaning in the words “Zoom” and “Teams.” These electronic platforms quickly became the safest way during a global pandemic to engage the community on our projects. Open houses, interaction with dozens of Salt Lake City community councils, and other events typically held in person all went virtual.

To quantify the effect of virtual outreach is challenging. However, with our largest project—the new Water Reclamation Facility—the team reached more than 183,000 viewers at various online events in 2020. Informational mailings reached more than 200,000 residents, with estimated touchpoints of 600,000. The Water Reclamation Facility website undergoes regular updates, and by working with colleagues in IT/GIS the engagement team provides evolving website information on design and construction of the Department’s key utility projects.

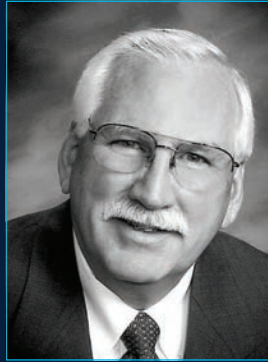
OTHER ACCOMPLISHMENTS INCLUDE:

- » Increasing social media traffic. Twitter increased followers to 1,300 (nearly double from 2019).
- » Launching a SLCDPU Instagram page, where photos help to inform the public of community presence.
- » Adding a Public Relations Coordinator to the team to help amplify our electronic messages and community interaction.

We marked the retirement of six valued team members in 2020. Combined, they gave 205 years to the Salt Lake City Department of Public Utilities and to the greater community. In a typical year, our work groups and leadership would thank our colleagues in person by

gathering co-workers, friends, and family to offer their well wishes. Regrettably, the pandemic ruled out such events, but our message is the same: Thank you for your service, for your contributions to our greater team, and we hope you enjoy a long and happy retirement!

NAME	RETIREMENT DATE	YEARS WITH CITY	YEARS WITH DEPT.
Brad Cordery	May 15, 2020	40 years	40 years
Dale Justice	March 26, 2020	39 years	39 years
Kenny Kajiyama	June 12, 2020	32 years	32 years
Jerry Silva	September 30, 2020	17 years	17 years
John Miller	December 31, 2020	45 years	45 years
Kelly Brown	October 31, 2020	32 years	32 years



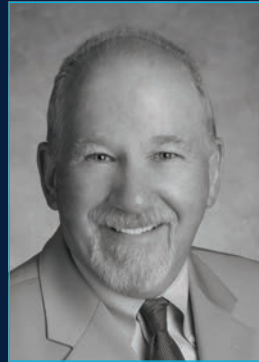
Tom Godfrey
CHAIR

The Public Utilities Advisory Committee (PUAC), meets monthly to provide guidance and oversight on departmental operations and budget, rate schedules, legislative issues, and policy decisions. Members serve as volunteers for four-year terms. They are nominated by the Department Director, appointed by the Mayor, and approved by the City Council. PUAC members represent customers throughout the Department's service area. We thank the Committee members for their service and commitment to our Department and customers. PUAC meetings are open to the public. For information and meeting schedule, please visit:

www.slc.gov/boards/boards-commissions/public-utilities-advisory-committee



Lynn Hemingway
VICE CHAIR



Ted Boyer



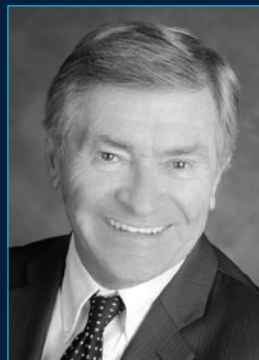
Colleen M. Kuhn, PhD



Kent Moore



Roger Player



Ted Wilson

SALT LAKE CITY DEPARTMENT OF PUBLIC UTILITIES

Administration

- » **Laura Briefer**, MPA • Director
- » **Jesse Stewart**, PG • Deputy Director
- » **Lisa Tarufelli**, MBA • Finance Administrator
- » **Marian Rice**, PhD • Water Quality Administrator
- » **Jason Brown**, PE • Chief Engineer
- » **Randy Bullough** • Maintenance Superintendent
- » **Jamey West** • Wastewater Facilities Manager
- » **Tamara Wambeam**, GISP • GIS & IT Administrator

Salt Lake City Administration

- » **Erin Mendenhall** • Mayor
- » **Rachel Otto** • Chief of Staff
- » **Lisa Shaffer** • Chief Administrative Officer
- » **Katherine Lewis** • City Attorney
- » **Rusty Vetter** • Senior City Attorney
- » **Cindy Lou Trishman**, NMC/CRM • City Recorder
- » **Marina Scott** • City Treasurer

Salt Lake City Council

- » **James Rogers** • District 1
- » **Andrew Johnston** • District 2
- » **Christopher Wharton** • District 3
- » **Ana Valdemoros** • District 4
- » **Darin Mano** • District 5
- » **Dan Dugan** • District 6
- » **Amy Fowler** • District 7

COMBINED STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

June 30, 2020 (with comparative information for 2019)

	Water Utility	Sewer Utility	Stormwater Utility	Street Lighting Utility	COMBINED 2020	COMBINED 2019
OPERATING REVENUES:						
Metered sales	\$80,480,462	\$-	\$-	\$-	\$80,480,462	\$73,535,874
Charges for sewer services	-	45,040,074	-	-	45,040,074	39,592,924
Stormwater fees	-	-	10,719,864	-	10,719,864	9,556,566
Street lighting fees	-	-	-	4,258,440	4,258,440	4,295,249
Other	4,197,718	343,367	74,273	250	4,718,291	4,718,291
Total operating revenues	84,678,180	45,383,441	10,794,137	4,258,690	145,114,448	131,698,904
OPERATING EXPENSES:						
Cost of sales and services	46,938,076	13,632,250	4,448,396	2,612,992	67,631,714	62,847,568
General and administrative	11,751,332	3,915,760	2,034,105	274,318	17,975,515	20,018,876
Depreciation	9,256,310	7,091,730	2,901,966	627,585	19,877,591	19,067,240
Total operating expenses	67,945,718	24,639,740	9,351,467	3,514,895	105,451,820	101,933,724
OPERATING INCOME (LOSS)	16,732,462	20,743,701	1,409,670	743,795	39,629,628	29,765,220
OTHER REVENUE (EXPENSE):						
Interest expense	(125,008)	(2,893,306)	(133,689)	(88,543)	(3,240,546)	(3,341,036)
Net bond interest expense	(125,008)	(2,893,306)	(133,689)	(88,543)	(3,240,546)	(3,341,036)
Investment income, net	970,343	1,035,061	129,047	119,716	2,254,167	3,917,893
Gain on disposition of property and equipment	168,427	45,085	11,419	-	224,931	447,527
Net other revenue	1,013,762	(1,813,160)	6,777	31,173	(761,448)	1,024,384
CAPITAL CONTRIBUTIONS AND GRANTS	5,084,668	7,079,571	629,542	-	12,793,781	8,142,100
CHANGES IN NET POSITION	22,830,892	26,010,112	2,045,989	774,968	51,661,961	38,931,704
NET POSITION:						
Beginning of the year	406,888,521	245,924,544	110,647,473	11,736,013	775,196,551	736,264,847
End of the year	\$429,719,413	\$271,934,656	\$112,693,462	\$12,510,981	\$826,858,512	\$775,196,551



Public
Utilities

1530 South West Temple
Salt Lake City, Utah 84115

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