Strategic Business Plan 2021-2026

Customer Research + Outreach Approach
Principled Approach

1. Start with what we know, we/others have asked.

2. Demonstrate listening and connection to action/follow-up.

3. Fill critical knowledge gaps in thoughtful, value-added way with attention to equity.
<table>
<thead>
<tr>
<th>Research and Outreach Element</th>
<th>Timeline</th>
<th>Action</th>
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</table>
| **1. Customer Review Panel Engagement** | Oct-June 2020 | • Shape plan  
                            • Letter |
| **2. “Voice of the Customer” (VOC) Inventories** | Oct-Nov 2019 | • Establish consolidated baseline  
                            • Identify critical knowledge gaps to address |
| • Residential  
• Business  
• Employee | | |
| **2a. VOC Gap #1 – Businesses (include small, equity)** | Phase 1: Oct-Nov 2019  
Phase 2: Dec-Mar 2019 | • Identify values, concerns, partnering  
                            • Shape plan |
| • Part 1 - Influencer Interviews (25)  
• Part 2 - TBD, possible focus groups | | |
| **2b. VOC Gap #2 – Employees** | Nov-Mar 2020 | • Identify values, concerns  
                            • Shape plans and actions |
| • Work Culture Listening Sessions (include pre-survey) | | |
| **2c. Other VOC Gaps – TBD, Grass Top Community Advocates** | Thru Mar 2020 | • Identify values, concerns  
                            • Shape plans and actions |
| | | |
| **3. SPU Refresh - Identity + Messaging** | Phase 1: Dec-June 2020 | • Refresh SPU vision, mission, values, goals, look and feel |
| | | |
| **4. SBP Community Outreach (include equity)** | Design: Oct-Dec 2019  
Outreach: Jan-Mar 2020 | • Identify values, concerns, partnering  
                            • Shape plan |
| • Field where people already are  
• Language appropriate  
• 5 Key Questions | | |
| **5. Draft SBP Plan Comment Period (online survey)** | May 2020 | • Incorporate into plan/actions |
| • Community  
• Employees | | |
| **6. Public Hearing Notification (online/mailer)** | Fall 2020 | • Awareness |
| | | |
| **7. Elected Review** | | • Recommend and adopt plan |
Detail: VOC Gap #1 - Businesses

Phase 1: (Nov 2019)
- 25 Influencer Interviews
- Example questions
  - What’s most important to you about services SPU provides?
  - Areas for service improvement?
  - Seattle’s biggest water and waste challenges?
  - Ways to work together/partner to address challenges?
- Assessment

Phase 2: (Nov-Mar 2020)
- TBD, possible Focus Groups

- Apartment Building Owner
- Business Association/Group
- Business Associations/Group, South Seattle
- Business Improvement Area (BIA)
- Business Owners and Management
- Developer, large
- Developer, low income
- Developer, small
- Development, green
- Ethnic Chamber of Commerce Coalition
- Food Industry
- Hospital/Medical Facility
- Hotel, Tourism
- Innovation Advisory Council Member (IAC)
- International Business
- Landscaping/environmental business
- Low Income Shelter
- Major Institution
- Manufacturing/Industry Council
- Restaurant, chain
- Restaurant, small
- Retail
- Small Business Advisory Council Member
- Small Business, MBE
- Transportation
- Unions, Trades
Detail: SBP Community Outreach

**Design:** (Oct-Dec 2019)
- Visual Service Awareness - Do you know that SPU...?
- Five Key Questions** (**= CRP input)
- Translation
- Track and code responses for follow-up action
- Evaluate continued presence possibilities

**Outreach:** (Jan-Mar 2020)
- Go to places where people already are – fairs, markets, grocery, community centers, meetings, DON activities...
- Use DON community liaisons, community groups
- Focus on general and target communities, **attention to customer voice and service satisfaction gaps**
- Invite responses online too and post where we will be/when
## Outreach Comparison

<table>
<thead>
<tr>
<th>2018-2023 Plan</th>
<th>2021-2026 Plan</th>
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<tbody>
<tr>
<td>3. <strong>Community Partner Outreach Meetings</strong> (7 in hard to reach communities, Jan-Feb 2017)</td>
<td>4. <strong>SBP Community Outreach</strong> (in community, target hard to reach, Jan-March 2020)</td>
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<td>4. <strong>Employee + Customer Survey</strong> (online, Jan-Feb 2017)</td>
<td>5. <strong>SBP Draft Plan Comment Period Employee + Customer</strong> (online, May)</td>
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<td>5. <strong>Public Hearing Notification</strong> (online, mailer, Fall 2017)</td>
<td>6. <strong>Public Hearing Notification</strong> (online, mailer, Fall 2020)</td>
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Your Thoughts?