

SPU Customer Review Panel (CRP) September Quarterly Meeting

Seattle Public Utilities
September 11, 2023



Seattle
Public
Utilities

Tour of Water Quality Facility

Presentation will begin at 3:35 PM

A panoramic view of the Seattle skyline from the waterfront. The Great Wheel is prominent on the left, and the Pier 56 building is visible on the right. The sky is clear and blue.

Welcome

Andrew Lee

CEO and General Manger, SPU

Public Comment

Andrés Mantilla, BDS Planning



Seattle
Public
Utilities

Committee Business

Meeting Minutes



Upcoming CRP Meetings

Date	Topic
Monday October 16th 3pm-5:30pm	<ul style="list-style-type: none">• SBP Rate Path proposal• Focus Area Initiatives and Investments
Monday November 13th 3pm-5:30pm	<ul style="list-style-type: none">• SBP Rate Path proposal• Focus Area Initiatives and Investments
Monday December 11th 3pm-5:30pm	<ul style="list-style-type: none">• SBP Outreach results• Dec/Jan/Feb- Discussions on SBP document, final rate path, initiatives & investments, CRP letter

Q2 SBP Report Update

Sent via email



City Council + Mayor's Office Updates

Brian Goodnight, Council Central Staff

Akshay Iyengar, Mayor's Central Budget Office



A scenic landscape featuring a calm lake in the foreground, a dense forest of evergreen trees in the middle ground, and a range of mountains in the background under a bright blue sky with scattered white clouds. The scene is reflected in the water.

Seattle Public Utilities: Customer Review Panel

Core Values, Key Issues & Goals

September 11, 2023

Agenda



- Welcome
- Purpose and Outcome
- Process Review
- Work to Date
- Discussion
- Next Steps

Agenda



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TODAY'S PURPOSE AND INTENDED OUTCOMES

- **Affirm core values** for Customer Review Panel
- Establish clarity around the **priorities** and **key issues**
- Grow **understanding and relationships** among Customer Review Panel.

Agenda



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ONE WATER

Water is essential for life. Our health, wealth, and livelihoods depend on it, and we must protect it for future generations.

One Water means we value and carefully manage water in all its forms: through conservation, capture, restoration, and reuse. Whether it is fresh water or wastewater, all water is protected and managed in an integrated and sustainable way, and all people and species have access to healthy waters.

COMMUNITY CENTERED

We put people at the heart of our work and work with them to understand and address their priorities. We seek to better understand and address employee, customer, and community needs, and build the long-lasting, equitable, and inclusive relationships necessary to address these needs.

SPU strives to live by this inclusive principle and embed it in all we do.

ZERO WASTE

All resources have value, and we strive to waste nothing. We must look at the whole life cycle of materials so we can eliminate waste, prevent pollution, encourage product durability and reusability, conserve natural resources, and ultimately build a circular and inclusive economy.

Zero Waste protects health and the environment through the conservation of all resources from production through consumption without burning or pollution to land, water, or air.

GUIDING PRINCIPLES

Our shared values guide all we do. To be community-centered and act in service to our customer-owners, we collaborate to uphold SPU CARES principles:

C

CUSTOMERS AND COMMUNITY

We strive to understand and respond to customer and community needs—inside and outside our organization.

A

AFFORDABILITY AND ACCOUNTABILITY

We do our best to ensure that utility services are available to everyone regardless of ability to pay and we responsibly manage and leverage every ratepayer dollar.

R

RISK AND RESILIENCE

We seek to minimize utility risks, reduce our environmental footprint, and improve our community's capacity to adapt to change and persevere in the face of hardship.

E

EQUITY AND EMPOWERMENT

We work to dismantle institutional racism by building trusting relationships, prioritizing equity and inclusion in decision-making, and creating opportunities for all. This includes listening to and investing in our people—the valued employees of Seattle Public Utilities.

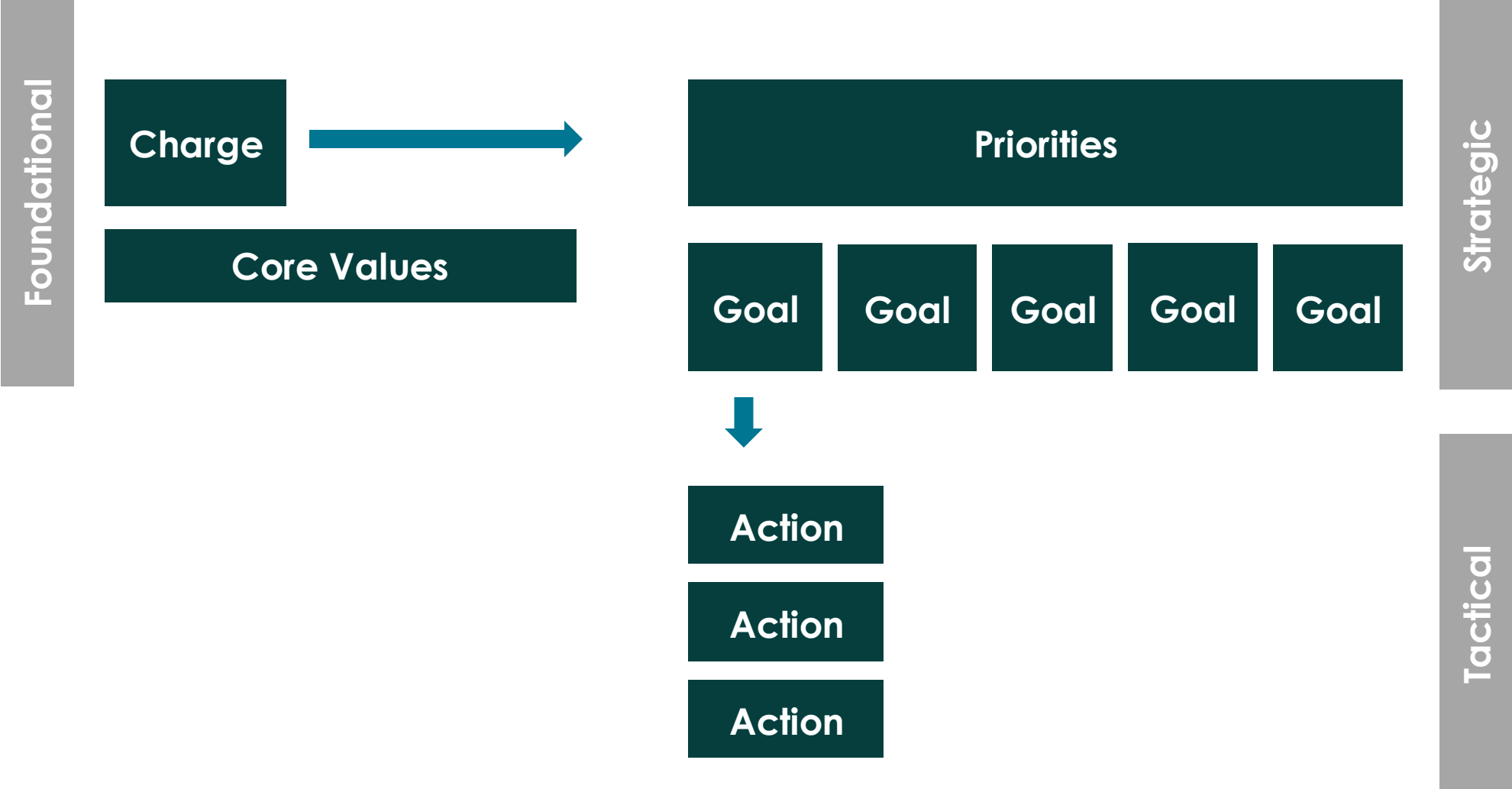
S

SERVICE AND SAFETY

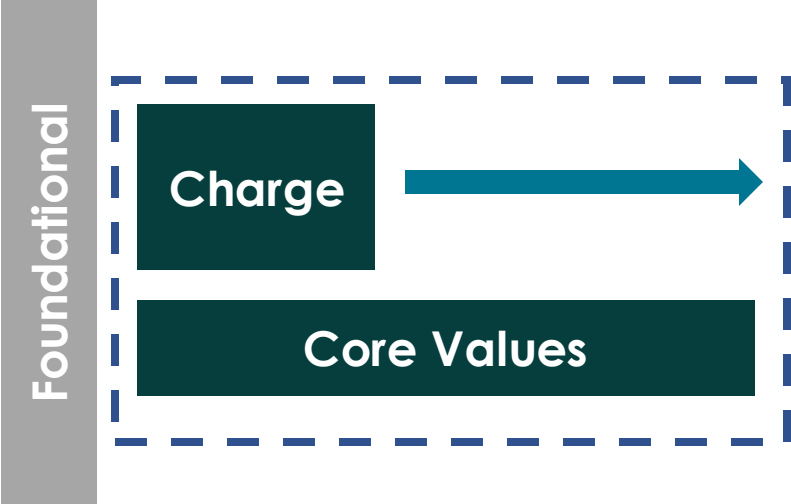
We focus on delivering high quality, reliable, and sustainable services and infrastructure that prioritize the health and safety of our employees and our community.



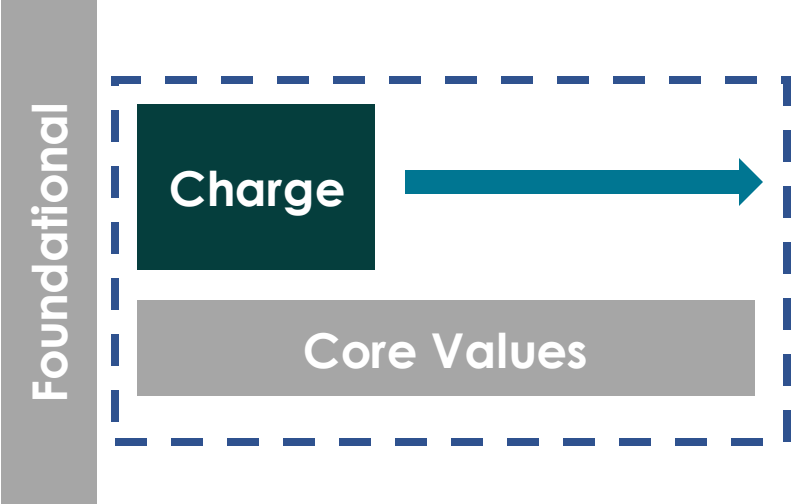
COMPONENTS OF A STRATEGIC FRAMEWORK



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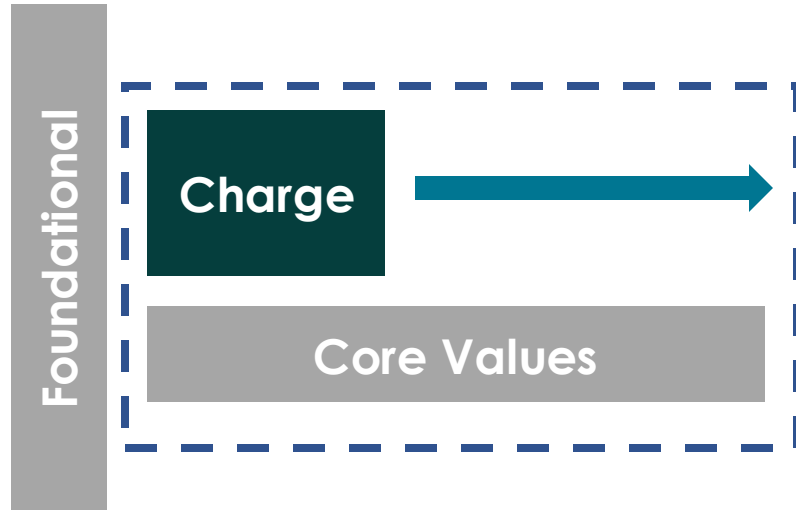


COMPONENTS OF A STRATEGIC FRAMEWORK



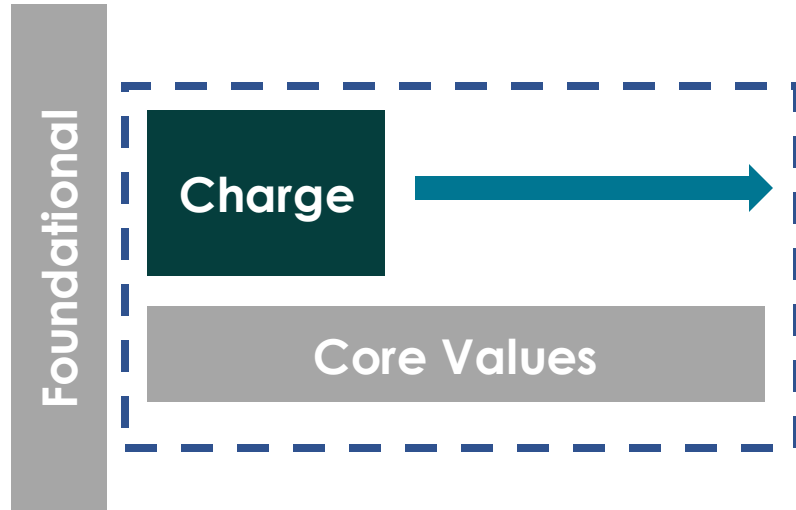
Customer Review Panel is charged with providing ongoing stakeholder oversight of Seattle Public Utilities offering advice and recommendations to SPU as it implements elements of the Strategic Business Plan (“Plan”) and develops future updates of the Plan.

COMPONENTS OF A STRATEGIC FRAMEWORK



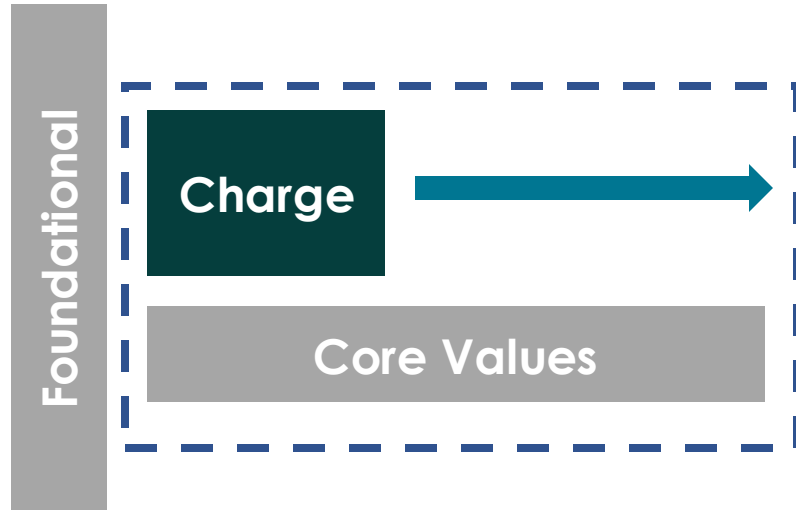
- A. Provide oversight of the Plan implementation
- B. Provide input into Plan updates

COMPONENTS OF A STRATEGIC FRAMEWORK



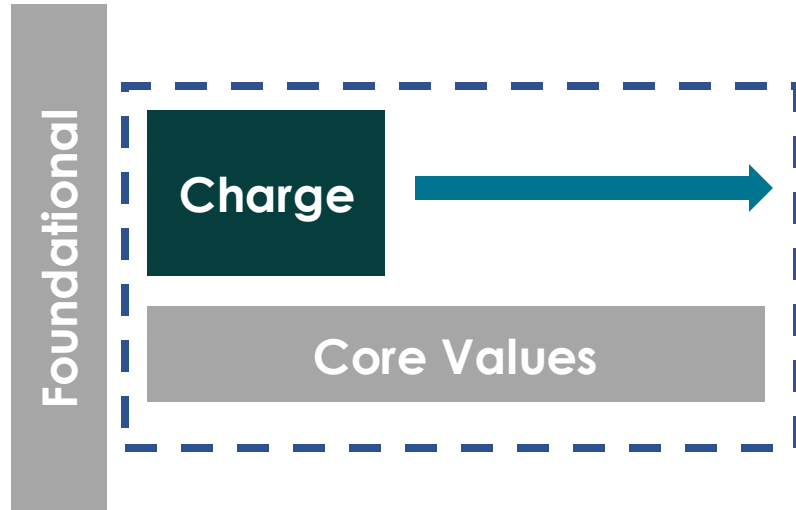
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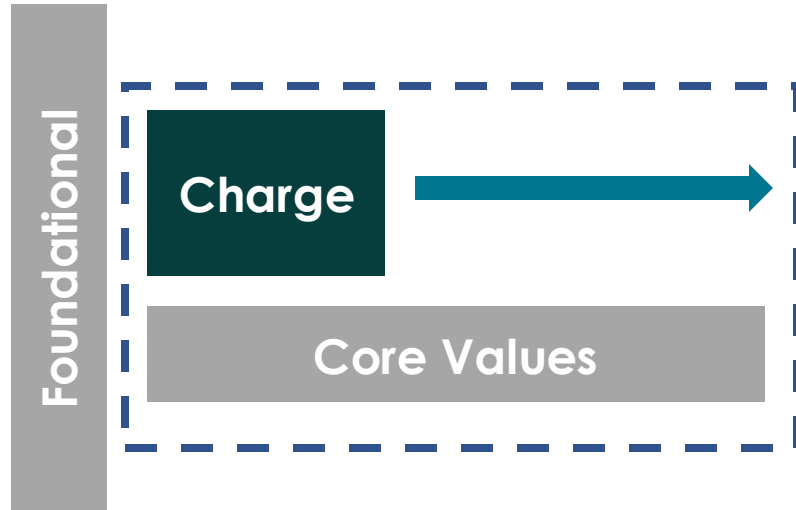
1. Review and provide input on the **progress on the action plans** and other deliverables related to the adopted Plan
2. Monitor the **six-year rate path** endorsed by the Plan, gain an understanding of the drivers impacting the revenue requirements that differ from those assumed in the endorsed rate path, and provide input in support of the Plan implementation.

COMPONENTS OF A STRATEGIC FRAMEWORK



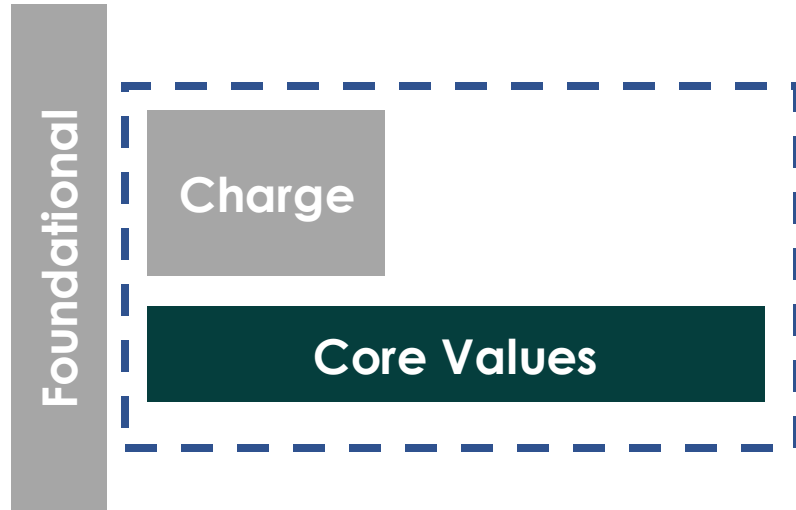
- A. Provide oversight of the Plan implementation
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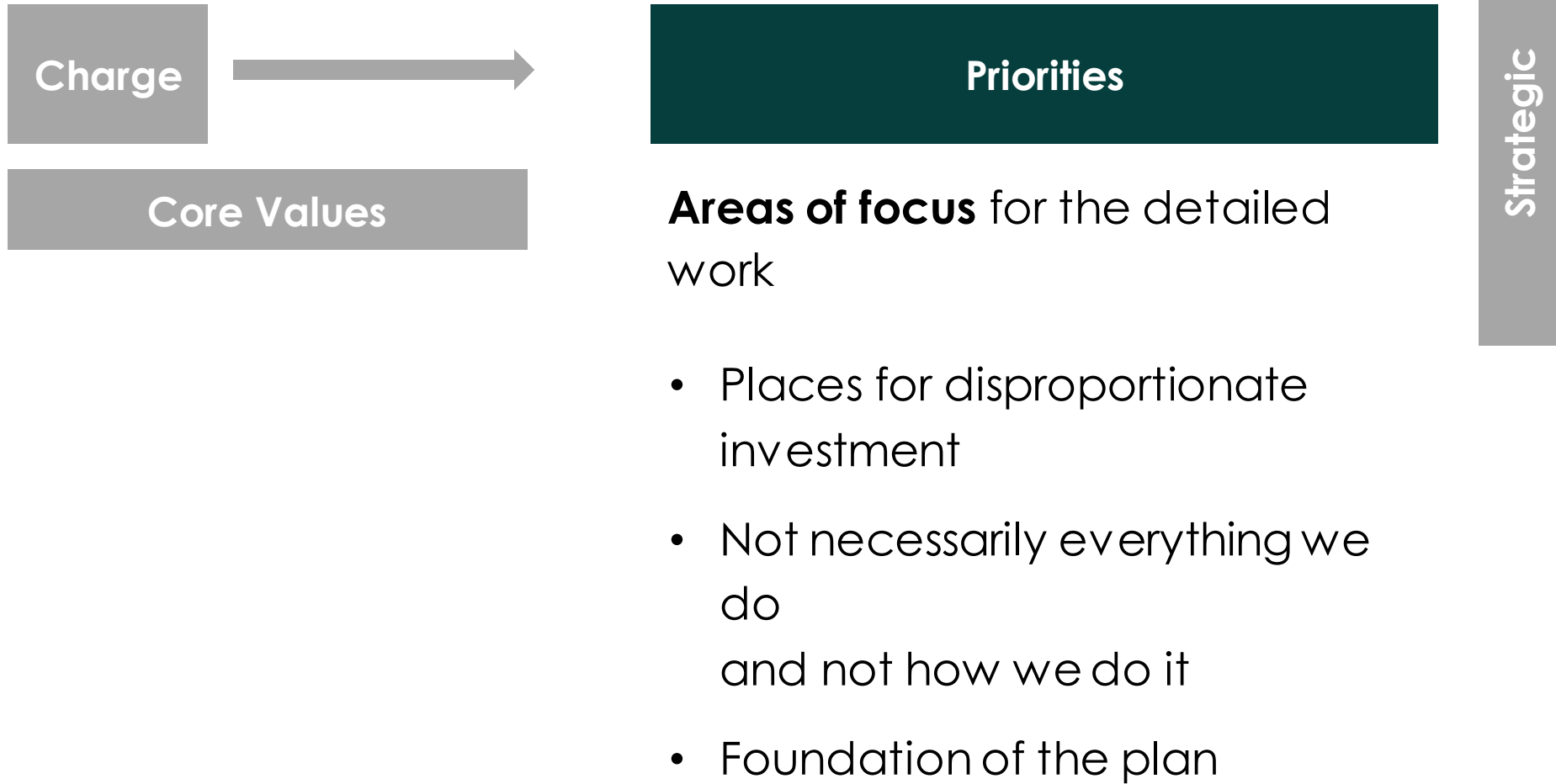
1. Gain a **knowledge of SPU services**, financial policies, costs, and rates;
2. Review **assumptions, technical evaluations, policy directions, and action alternatives**;
3. Work closely with staff designated by **the City Council and the Mayor** to understand the issues and concerns and provide comments concurrent with delivery of Plan;
5. Assist the Mayor and City Council in **engaging customers** in discussions of the merits and implications of the Plan.

COMPONENTS OF A STRATEGIC FRAMEWORK

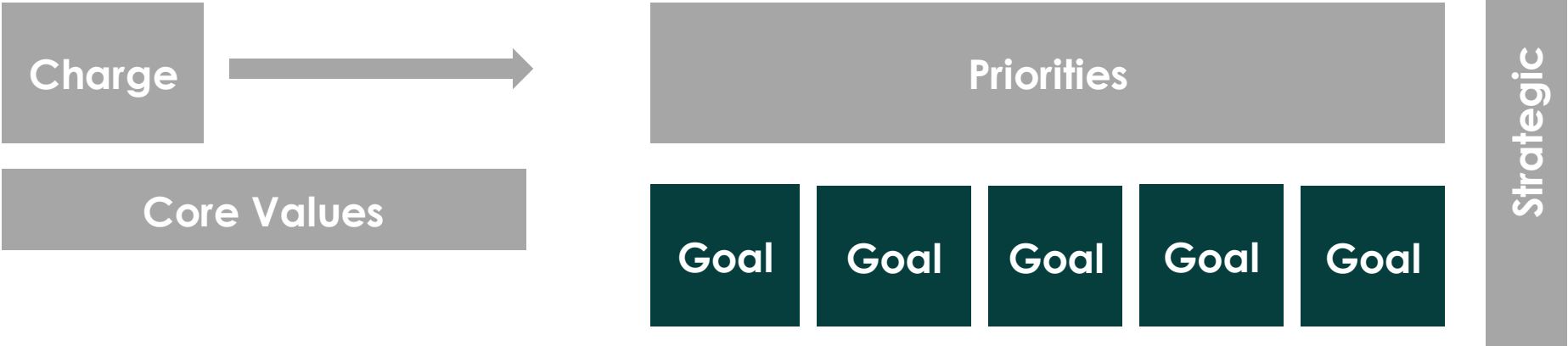


Core values define the essence of an organization and help inform **decision-making** and **priorities** both externally and internally

COMPONENTS OF A STRATEGIC FRAMEWORK

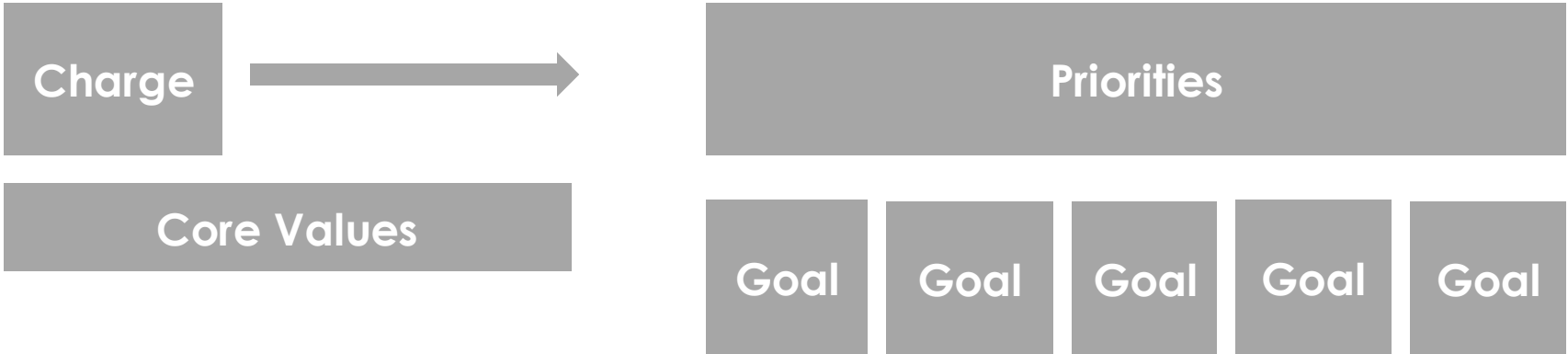


COMPONENTS OF A STRATEGIC FRAMEWORK



Concise statement that prioritizes a **future condition, intended outcome or achievement** and attempts to solve for your identified **key issues**.

COMPONENTS OF A STRATEGIC FRAMEWORK

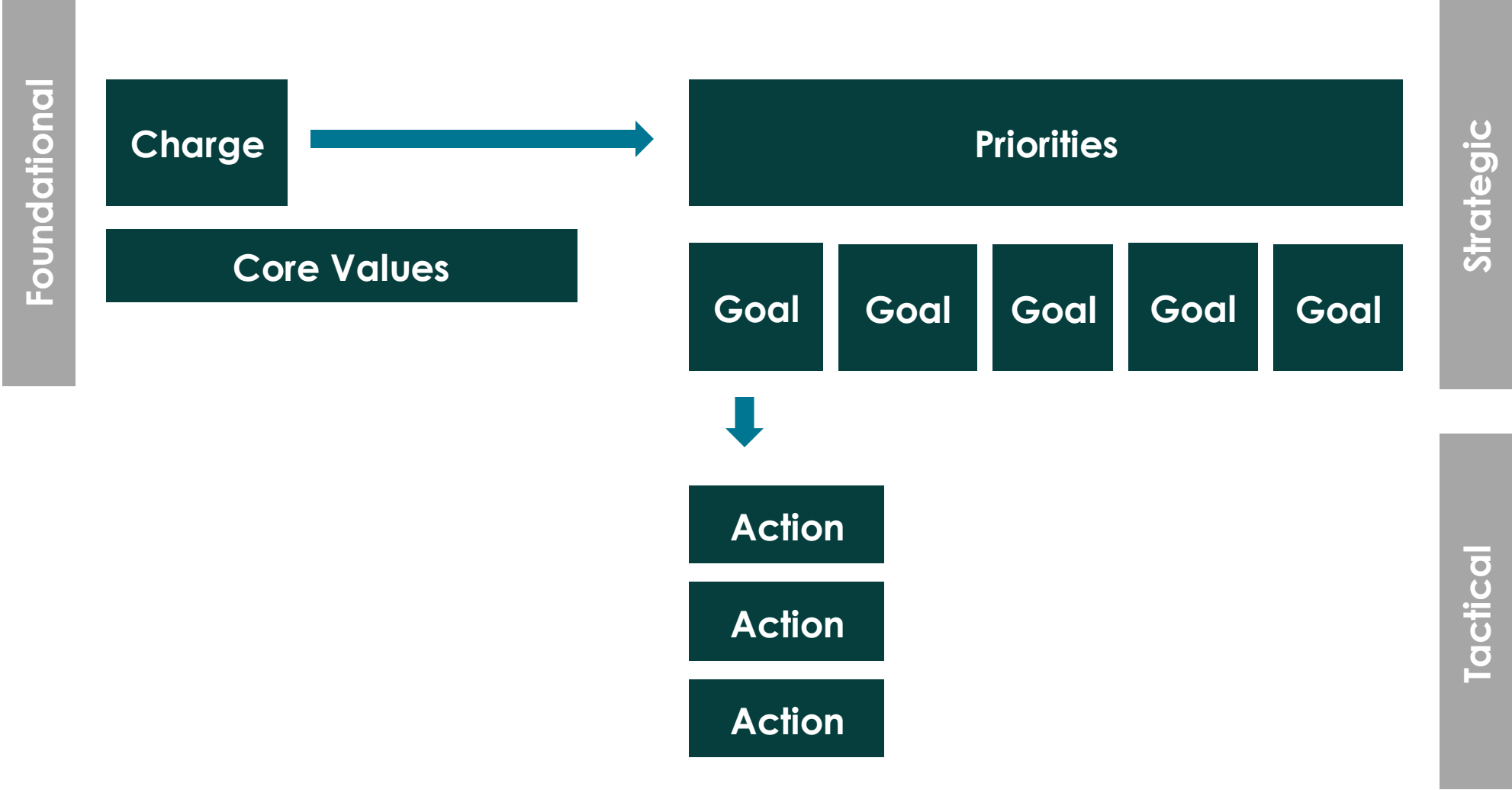


More **specific and actionable interventions** that move you closer to your stated goal.

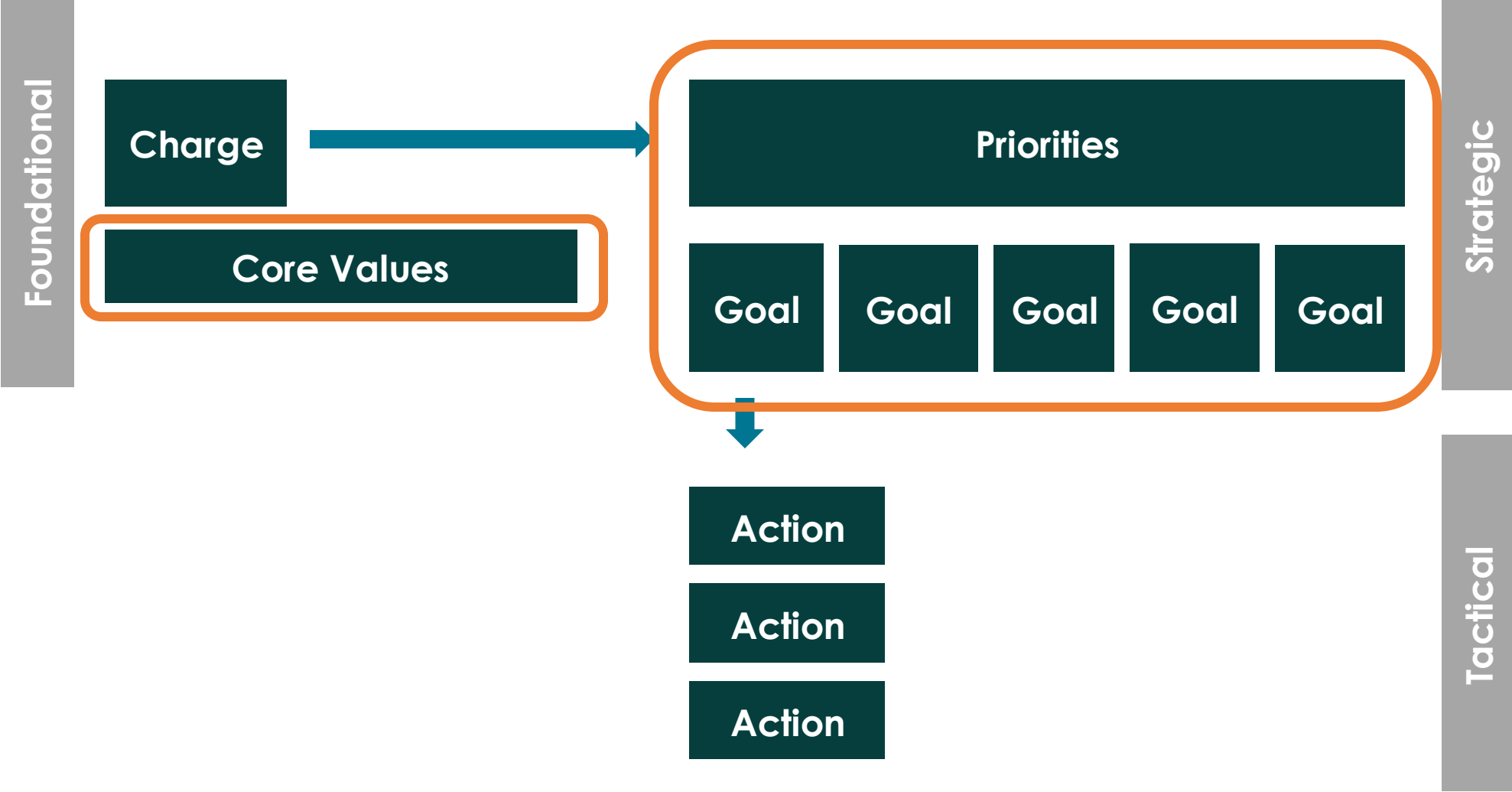


Tactical

COMPONENTS OF A STRATEGIC FRAMEWORK



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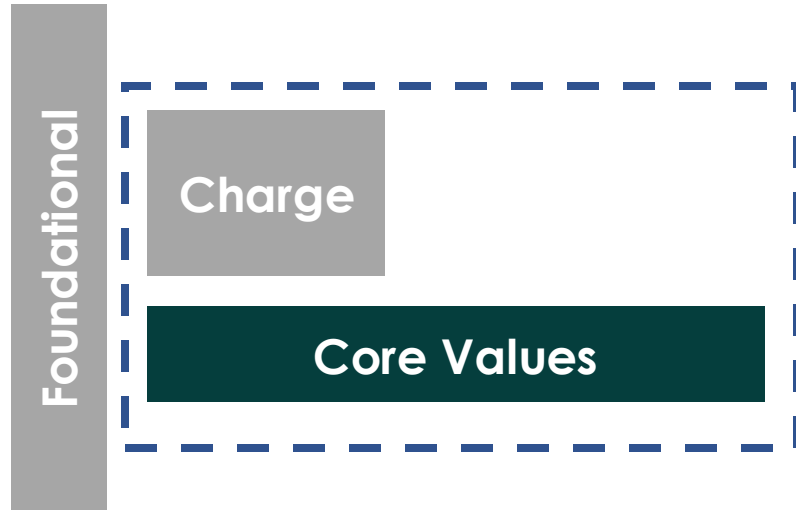


Agenda



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CORE VALUES



Core values define the essence of an organization and help inform **decision-making** and **priorities** both externally and internally

DRAFT CUSTOMER REVIEW PANEL CORE VALUES

SPU CUSTOMER REVIEW PANEL VISIONING - 7/27/23

MOTIVATIONS

- > REPRESENT RATE-PAYERS
- > GAIN INFO & EDUCATE ✓
- > CUSTOMER FEEDBACK
- > EQUITY & ENHANCING LIVES
- > REDUCE WASTE
- > IMPACT
- > INFLUENCING SPU

VALUES

- > PERSONAL KNOWLEDGE
- > EDUCATION
- > INFLUENCE DECISION-MAKERS
- > DIVERSITY OF PERSPECTIVES & GEOGRAPHIC LOCATIONS
- > KNOWLEDGE SHARING & LEARNING
- > AWARENESS & PUBLICITY

FEARS

- > TIME TO IMPLEMENT & SEE IMPACT
- > BURNOUT OF PANEL MEMBERS
- > RECOMMENDATIONS ARE IGNORED
- > LARGE CHALLENGES
- > FINANCIAL ISSUES
- > CLIMATE CHANGE IMPACTS
- > RESILIENCY ~~is~~

PRIORITIES



KEY ISSUES

- Sustainability of infrastructure
- access to basic services
- garbage/waste to compost
- retirement & vacancies & retention & training
- adaptation
- crisis & overburden of systems
- infrastructure that plans for future
- seismic events ✓
- mitigating human impacts through systems
- access to water
- hygiene/dehydration
- stormwater
- reduction of CSOs
- impact of runoff on people & environment

DRAFT CUSTOMER REVIEW PANEL CORE VALUES

- Learning
- Connection to Community
- Impact
- Equity
- Representation
- Responsiveness

DRAFT CUSTOMER REVIEW PANEL CORE VALUES

- Learning
- Connection to Community
- Impact
- Equity
- Representation
- Responsiveness

Are these correct?
Is there anything
missing?

PRIORITY AREAS



Areas of focus for the detailed work

- Places for disproportionate investment
- Not necessarily everything we do and not how we do it
- Foundation of the plan

PRIORITY AREAS

- Affordability & Accessibility
- Asset Management & Infrastructure
- SPU Workforce
- Climate & Resiliency
 - Zero Waste
- Water & Drainage

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AFFORDABILITY & ACCESSIBILITY

KEY ISSUES

- Access to basic services
- Impact on unhoused community

DRAFT GOAL

DRAFT ACTIONS

What are additional key issues that this priority area needs to address?

ASSET MANAGEMENT & INFRASTRUCTURE

KEY ISSUES	DRAFT ACTIONS
<ul style="list-style-type: none">● Sustainability of infrastructure	<div data-bbox="1057 878 2395 1206">What are additional key issues that this priority area needs to address?</div>
DRAFT GOAL	

SPU WORKFORCE

KEY ISSUES

- Retirement
- Vacancies
- Retention
- Training

DRAFT GOAL

DRAFT ACTIONS

What are additional key issues that this priority area needs to address?

CLIMATE & RESILIENCY

KEY ISSUES

- Adaptation
- Crisis & overburdening of systems
- Future-thinking infrastructure
- Seismic events

DRAFT GOAL

DRAFT ACTIONS

- Zero Waste

What are additional key issues that this priority area needs to address?

WATER & DRAINAGE

KEY ISSUES

- Human impacts
- Accessibility of water (hygiene/dehydration)
- Stormwater
- Reduction of CSOs
- Impact of runoff on people & environment

DRAFT GOAL

DRAFT ACTIONS

What are additional key issues that this priority area needs to address?

GOAL(S)



Concise statement that prioritizes a **future condition, intended outcome or achievement** and attempts to solve for your identified **key issues**.

AFFORDABILITY & ACCESSIBILITY

KEY ISSUES

- Access to basic services
- Impact on unhoused community

DRAFT GOAL

DRAFT ACTIONS

If everything works out as you'd hope as a result of investing in these strategic priorities ...

What will be different about this strategic priority in 5 years?

ASSET MANAGEMENT & INFRASTRUCTURE

KEY ISSUES

- Sustainability of infrastructure

DRAFT ACTIONS

DRAFT GOAL

If everything works out as you'd hope as a result of investing in these strategic priorities ...

What will be different about this strategic priority in 5 years?

SPU WORKFORCE

KEY ISSUES

- Retirement
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DRAFT GOAL

DRAFT ACTIONS

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CLIMATE & RESILIENCY

KEY ISSUES

- Adaptation
- Crisis & overburdening of systems
- Future-thinking infrastructure
- Seismic events

DRAFT ACTIONS

- Zero Waste

DRAFT GOAL

If everything works out as you'd hope as a result of investing in these strategic priorities ...

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WATER & DRAINAGE

KEY ISSUES

- Human impacts
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DRAFT GOAL

DRAFT ACTIONS

If everything works out as you'd hope as a result of investing in these strategic priorities ...

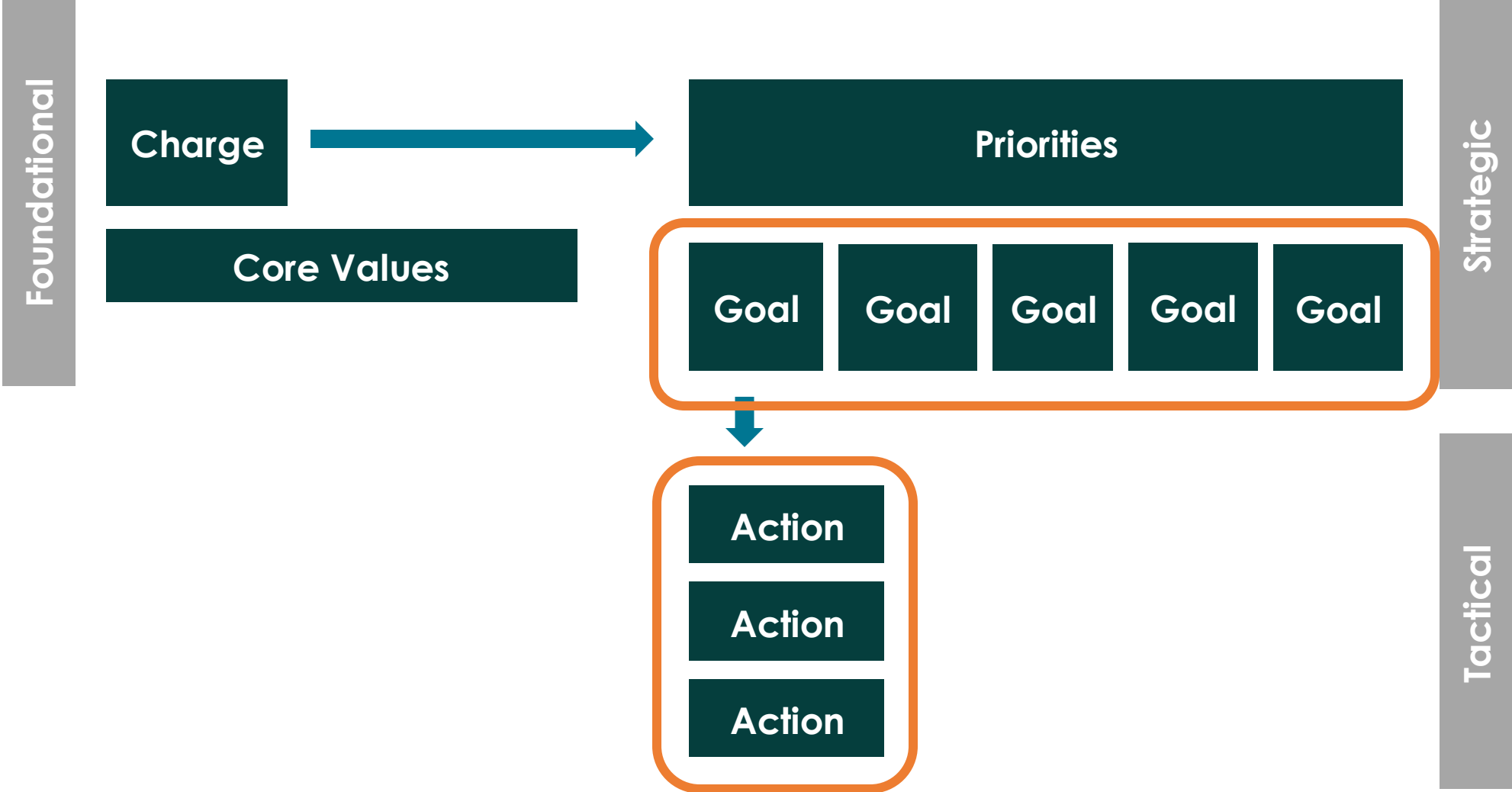
What will be different about this strategic priority in 5 years?

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NEXT STEPS





Seattle
Public
Utilities



SBP Update

Outreach Update

SBP Framework Revisioning

Major moves



SBP Outreach Update

- Understand community's satisfaction with SPU
- Center strategies with Language Access & outreach to BIPOC, Immigrant & Refugee, low-income communities
- Pilot new partnerships across SPU programs with DON Community Liaisons





Community Survey & Outreach

- Co-created with Community Affairs & DON Community Liaisons
- Designed to meet community at their understanding of SPU & create opportunity to inform/educate
- Translated into 10 languages *Spanish, Vietnamese, Korean, Trad & Simp Chinese, Tagalog, Somali, Amharic, Tigrinya, Oromo*
- Available at in-person events & online
- [SPU Strategic Business Plan – Online Community Portal \(infocommunity.org\)](https://infocommunity.org)

Residential Survey

- 38 question survey to understand community SBP priorities
 - Translated into English, Spanish, Chinese (traditional), Vietnamese, Somali, Korean, Amharic, Tagalog
 - 16 demographic questions
 - 22 SPU-related questions
- Goal of 1400 returns for statistical validity
 - SPU customer e-mail/phone contact list (online survey)
 - Random Seattle household list from third party (online survey)
 - Targeted fielding to ensure geographic and demographic representation (online, phone as needed)



2020-2023 Accomplishment Highlights

SBP 2020-2023 Accomplishment Highlights -

Draft

Delivering Equitable Essential Services

- Pandemic Service Delivery Record
- South Park Flood Response and Backflow Prevention
- Clean City and Unsheltered services
- Regulatory Compliance Record
- Safety record

Stewarding Environment and Health

- Shape Our Water Vision Plan
- Ship Canal Water Quality Project Tunneling
- Solid Waste Comprehensive Plan
- Carbon Emission Inventories
- Seattle Reuse

Empowering Our Customers, Community and Employees

- Pandemic Customer Affordability Assistance Innovations
- Employee Survey
- Record Hiring and Diversity in Hiring
- Grant/Seeds Innovation Investments
- WMBE Contracting/Procurement results

Strengthening Our Utility's Business Practices

- Alternative funding and financing results
- Big Idea
- Asset Management Results
- Covid financial management
- Capital project delivery results



SBP 2020-2023 Accomplishments

Focus Area	SBP 2020-2023 Accomplishments (5)	Related Initiative, Investment
Delivering Equitable Essential Services	South Park Flood Response and Backflow Prevention: <i>Finished construction of new pump station and phase one drainage and roadway partnership; installed private property grinder pumps; 2022 - 2023 Duwamish River Flooding response and preparedness.</i>	none listed for this focus area
	Clean City and Unsheltered services: <i>Provided cost-effective sanitation and disposal solutions for unsheltered populations, including trash, sharps, and RV services to address health, hygiene and environmental needs. Will add data.</i>	
	Pandemic Service Delivery Record: <i>Maintained high service standards through pandemic challenges. Will add data.</i>	
	Regulatory Compliance Record: <i>Reduced the cost and risk of meeting regulatory demands while ensuring public health and safety, environmental protections, a vibrant local economy, and social equity outcomes. Will add data.</i>	
	Safety record: <i>Complied with safety standards and targets.</i>	

SBP 2020-2023 Accomplishments

Focus Area	SBP 2020-2023 Accomplishments (5)	Related Initiative, Investment
Stewarding Environment and Health	Shape Our Water Vision Plan: <i>Produced National award-winning long-term vision to guide investments, policies, programs and projects that will improve the performance and resilience of our drainage and wastewater systems while optimizing social and environmental benefits for the city.</i>	Shape Our Water
	Ship Canal Water Quality Project Tunneling: <i>Completed 2.7-mile storage tunnel for polluted stormwater and sewage.</i>	Ship Canal Water Quality Project
	Solid Waste Comprehensive Plan: <i>Adopted comprehensive solid waste management plan providing a roadmap for how the City will manage and finance its solid waste services and facilities over the next 6 years, and projected system management needs over 20 years.</i>	Waste Prevention Waste Diversion
	Carbon Emission Inventories: <i>Completed 2019-2021 carbon emissions inventories for SPU operations and worked with King County to establish a carbon emissions footprint related to Seattle-area consumption and solid waste generation.</i>	Climate Justice, Adaptation and Mitigation
	Seattle Reuse: <i>Launched Nationally recognized Reuse Seattle program that brings reusable food and beverage container solutions to Seattle businesses for a waste-free future. Reuse Seattle envision a network of reuse systems for food and beverage containers at Seattle institutions, venues, businesses, and communities.</i>	Waste Prevention

SBP 2020-2023 Accomplishments

Focus Area	SBP 2020-2023 Accomplishments (5)	Related Initiative, Investment
Empowering Our Customer, Community and Employees	Pandemic Customer Affordability Assistance Innovations: <i>Dispersed over \$4 million in Federal and State pandemic assistance \$ and took innovative steps to avoid shutoffs and provide flexible payment plans to customers having difficulties paying utility bills.</i>	Customer Affordability Programs
	Employee Survey: <i>Initiated annual SPU employee survey to allow SPU employees a mechanism for providing feedback and a strategy for collectively working to improve SPU's work environment.</i>	SPU Workforce Development
	Record Hiring and Diversity in Hiring: <i>Restarted SPU apprenticeship program and made improvements in workforce attraction and recruitment, learning and development, and retention. Will add data.</i>	Race and Social Justice SPU Workforce Development
	Grant/Seeds Innovation Investments: <i>Invested in community led efforts to build water resiliency, encourage a circular economy, and grow blue-green job opportunities for BIPOC communities. Will add data.</i>	Seeds of Resilience Investment
	WMBE Contracting/Procurement results: <i>Increased equity in contracting to exceed participation levels of >23% (purchasing) and >25% (consulting) contract dollars.</i>	Race and Social Justice

SBP 2020-2023 Accomplishments

Focus Area	SBP 2020-2023 Accomplishments (5)	Related Initiative, Investment
Strengthening Our Utility's Business Practices	Alternative funding and financing results: <i>Successfully pursued and leveraged a wide variety of alternative funding and financing sources such as Federal and State appropriations, WIFIA and SRF loans, King County Flood Control district funding, philanthropic support. Will add data.</i>	Affordability and Accountability
	Big Idea: <i>Invested \$70k to fund employee ideas to improve SPU service delivery including: field operation QR codes for info access; field staff multi-media training materials; and hands on exhibit for community outreach.</i>	Continuous improvement
	Asset Management Results: <i>Managed extensive infrastructure systems that include reservoirs, treatments plants, piping networks, pump stations, transfer stations, landfills, and more. Will add data.</i>	Asset Management Work (water, drainage and wastewater)
	Covid financial management: <i>Worked though the complexities of pandemic funding and finances and maintained positive financial outlook, bond ratings, bond defeasance.</i>	Risk and Resilience
	Capital project delivery results: <i>Increased the speed and efficiency of planning and delivering capital improvement projects while maximizing community value. Will add data.</i>	Affordability and Accountability

Revisions

Strategic Business Plan Framework

SBP Framework

SPU staff spent time in April and July to revise SBP framework elements. These revisions also considered CRP and community feedback to date including CRP values discussion in July.

Results:

- SPU's Mission, Vision, Cares Principles unchanged
- SPU's 4 Focus Areas unchanged
- SPU's Goals, Strategies, Initiatives and Investments have had some revisions using staff, CRP, and community feedback.

In the next slides, we highlight those changes in summary form and then specifically by each focus area. We also provide a comparison between existing and updated language.



Revisions Goals and Strategies

Goals and Strategies Revisions Summary - Draft

Focus Area	Existing 2021-2026 SBP		Proposed 2025-2030 SBP	
	Goals	Strategies	Goals	Strategies
Delivering Equitable Essential Services	Provide high quality services.	i) Strive for best in class	Provide reliable, quality services that meet requirements and commitments. Make equitable investments to improve services for underserved and over-burdened communities.	i) Provide resources, facilities, and remove barriers to ensure frontline service delivery staff can be successful.
		ii) Provide reliable and rewarding experiences		ii) Prioritize and support equitable access to essential services.
		iii) Meet or exceed expectations, requirements and commitments		
Stewarding Environment and Health	Develop one water resilience. Advance zero waste.	i) Invest in key water, stormwater, and wastewater projects and plans.	Develop one water resilience from our watersheds to city to Sound. Advance zero waste circular economy.	i) Invest in strategic plans, projects, and programs that advance a holistic One Water approach.
		ii) Advance climate resilient, nature-based community led solutions.		ii) Advance nature-based and community-centered climate adaptations and solutions.
		iii) Reduce materials and carbon pollution.		iii) Reduce material use and prevent water and carbon pollution.
Empowering Customers, Community, and Employees	Remove barriers. Partner with community to maximize the benefits of SPU investments. Invest in our employees.	i) Provide utility assistance that makes a difference	Build trusted relationships, partnerships, and allyships with our customers and communities. Be an anchor institution that advances equity, addresses environmental justice, and partners to leverage holistic community benefits in all that we do. Invest in all of our employees.	i) Provide utility assistance that makes a difference.
		ii) Give voice and power through meaningful partnerships		ii) Empower and support customers to make sustainable behavioral changes.
		iii) Foster a more equitable workplace, work culture, and better work opportunities		iii) Lead with race and social justice in delivering equitable engagement, capacity building, investment outcomes, and opportunities.
				iv) Foster a more equitable workplace, work culture, and better work opportunities.
Strengthening Our Utilities Business Practices	Enhance ratepayer affordability. Manage assets and risks optimally. Be an adaptive, learning organization.	i) Deliver on affordability and accountability commitments.	Enhance ratepayer affordability and utility accountability. Manage assets and risks optimally. Foster a culture of shared leadership, continuous improvement, and innovation.	i) Deliver on high impact affordability and accountability commitments.
		ii) Improve how we manage risk and invest in system assets and infrastructure.		ii) Address aging, undersized, and at-risk facilities and infrastructure to ensure continuous service delivery.
		iii) Support a continuous improvement culture.		iii) Support a continuous improvement and innovation culture.

Delivering Focus Area Revisions

Focus Area	<u>Proposed 2025-2030 SBP</u>	
	<u>Goals</u>	<u>Strategies</u>
Delivering Equitable Essential Services	Provide <u>reliable, high quality services that meet requirements and commitments.</u>	<ul style="list-style-type: none"> i. Provide resources, facilities, and remove barriers to ensure frontline service delivery staff can be successful. i. Strive for best in class. ii. Provide reliable and rewarding experiences. iii. Meet or exceed expectations, requirements and commitments.
	<u>Make equitable investments to improve services for underserved and overburdened communities.</u>	<ul style="list-style-type: none"> ii. <u>Prioritize and support equitable access to essential services.</u>

Stewarding Focus Area Revisions

Focus Area	<u>Proposed 2025-2030 SBP</u>	
	<u>Goals</u>	<u>Strategies</u>
Stewarding Environment and Health	Develop one water resilience <u>from our watersheds to city to Sound.</u>	i. Invest in key water, stormwater, and wastewater projects and plans <u>strategic plans, projects, and programs that advance a holistic One Water approach.</u> ii. Advance climate resilient, nature-based, and community-led <u>centered climate adaptations and solutions.</u>
	Advance zero waste <u>circular economy.</u>	iii. Reduce materials <u>use and prevent water</u> and carbon pollution.

Empowering Focus Area Revisions

Focus Area	<u>Proposed 2025-2030 SBP</u>	
	<u>Goals</u>	<u>Strategies</u>
Empowering Customers, Community, and Employees	Remove barriers. <u>Build trusted relationships, partnerships, and allyships with our customers and communities.</u>	i. Provide utility assistance that makes a difference. ii. Give voice and power through meaningful partnerships. <u>Empower and support customers to make sustainable behavioral changes.</u>
	Partner with community to maximize the benefits of SPU investments. <u>Be an anchor institution that advances equity, addresses environmental justice, and partners to leverage holistic community benefits in all that we do.</u>	iii. <u>Lead with race and social justice in delivering equitable engagement, capacity building, investment outcomes, and opportunities</u>
	Invest in <u>all of</u> our employees.	iv. Foster a more equitable workplace, work culture, and better work opportunities.

Strengthening Focus Area Revisions

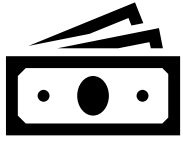
Focus Area	<u>Proposed 2025-2030 SBP</u>	
	<u>Goals</u>	<u>Strategies</u>
Strengthening Our Utilities' Business Practices	Enhance ratepayer affordability and utility accountability.	i. Deliver on <u>high impact</u> affordability and accountability commitments.
	Manage assets and risks optimally.	ii. Improve how we manage risk and invest in system assets and infrastructure. <u>Address aging, undersized, and at-risk facilities and infrastructure to ensure continuous service delivery.</u>
	Be an adaptive, learning organization. <u>Foster a culture of shared leadership, continuous improvement, and innovation.</u>	iii. Support a continuous <u>improvement and innovation</u> culture.

Revisions Initiatives and Investments (I+I)

Initiatives and Investments Revisions Summary - Draft

Focus Area	Existing 2021-2026 SBP (18)	Proposed 2025-2030 SBP (22)
Delivering Equitable Essential Services	n/a	<ol style="list-style-type: none"> 1. <u>North 'One Water' Operations Facility</u> ** 2. <u>In-house Water Quality Treatment</u> 3. <u>Field Engineering Improvements Program</u> 4. SPU Clean City and Support Services for Unsheltered ** 5. <u>Duwamish Valley Resilience</u> **
Stewarding Environment and Health	<ol style="list-style-type: none"> 1. Shape Our Water 2. Ship Canal Water Quality Project 3. Climate Justice, Adaptation and Mitigation 4. Green Stormwater Infrastructure 5. Waste Diversion 6. Waste Prevention 	<ol style="list-style-type: none"> 6. Shape Our Water ** 7. <u>Water Supply and System Planning</u> 8. <u>Cedar and Tolt Watershed Resilience</u> 9. <u>Upstream Legislative Strategies</u> 10. <u>2030 Carbon Neutrality and Sustainable Operations</u> ** 11. Waste Prevention and Diversion **
Empowering Our Customer, Community and Employees	<ol style="list-style-type: none"> 7. Customer Affordability Programs 8. Side Sewer Assistance 9. SPU Support Services for the Unsheltered 10. Seeds of Resilience Impact Investment 11. Race and Social Justice Strategic Plan 12. SPU Workforce Development 13. Workforce Facilities Investments 	<ol style="list-style-type: none"> 12. Customer Affordability Programs ** 13. Side Sewer Assistance ** 14. <u>Automated Metering Infrastructure (AMI)</u> 15. Seeds of Resilience and Waste Free Communities Grant Investments ** 16. <u>Equity in Contracting</u> ** 17. Employee Life Cycle Initiatives **
Strengthening Our Utility's Business Practices	<ol style="list-style-type: none"> 14. Affordability and Accountability Strategic Plan 15. Risk and Resilience Strategic Plan 16. Water Seismic Resilience 17. DWW Asset Management Work 18. Water Asset Management and Opportunity Work 	<ol style="list-style-type: none"> 18. Alternative Funding and Financing ** 19. <u>Arbor Heights Sewer Capacity</u> 20. DWW Asset Management Program ** 21. Water Asset Management and Seismic Program ** 22. <u>Strategic Technology Plan</u>

** = Denotes element that is a carryover or carryover with greater specificity from the 2021-2026 SBP



- Investments – Reported on Quarterly; Typically capital infrastructure; Representing > \$5 million in expenditures



- Initiatives – Reported on Annually; Typically planning, policy, and programmatic in nature; Representing < \$1 million in expenditures

Initiatives and Investments Detail

Focus Area	Effort	Type	Line of Business			
			Water	Drainage & Wastewater	Solid Waste	All
Delivering Equitable Essential Services	1. North 'One Water' Operations Facility	Investment	✓	✓		
	2. In House Water Quality Treatment	Investment	✓			
	3. Field Engineering Improvements Program	Investment				✓
	4. SPU Clean City and Support Services for Unsheltered	Investment		✓	✓	
	5. Duwamish Valley Resilience	Investment		✓		
Stewarding Environment and Health	6. Shape Our Water	Initiative		✓		
	7. Water Supply and System Planning	Initiative	✓			
	8. Cedar and Tolt Watershed Resilience	Initiative	✓			
	9. Upstream Legislative Strategies	Initiative				✓
	10. 2030 Carbon Neutrality and Sustainable Operations	Initiative				✓
	11. Waste Prevention and Diversion	Investment			✓	
Empowering Customers, Community, and Employees	12. Customer Affordability Programs	Initiative				✓
	13. Side Sewer Assistance	Investment		✓		
	14. Automated Metering Infrastructure	Investment	✓	✓		
	15. Seeds of Resilience and Waste Free Communities Grant Investments	Initiative			✓	✓
	16. Equity in Contracting	Initiative				✓
	17. Employee Life Cycle Initiatives	Initiative				✓
Strengthening Our Utilities Business Practices	18. Alternative Funding and Financing	Initiative				✓
	19. Arbor Heights Sewer Capacity	Investment		✓		
	20. DWW Asset Management Program	Investment		✓		
	21. Water Asset Management and Seismic Program	Investment	✓			
	22. Strategic Technology Plan	Investment				✓

Delivering Framework w/ I+I - Draft

Focus Area	Goals	Strategies	Proposed – Initiatives and Investments
Delivering Equitable Essential Services	Provide reliable, quality services that meet requirements and commitments.	i) Provide resources, facilities, and remove barriers to ensure frontline service delivery staff can be successful.	<ol style="list-style-type: none"> 1. North 'One Water' Operations Facility 2. In House Water Quality Treatment 3. Field Engineering Improvements Program
	Make equitable investments to improve services for underserved and over- burdened communities.	ii) Prioritize and support equitable access to essential services.	<ol style="list-style-type: none"> 4. SPU Clean City and Support Services for Unsheltered 5. Duwamish Resilience

Stewarding Framework w/ I+I - Draft

Focus Area	Goals	Strategies	Proposed – Initiatives and Investments
Stewarding Environment and Health	Develop one water resilience from our watersheds to city to Sound.	i) Invest in strategic plans, projects, and programs that advance a holistic One Water approach.	6. Shape Our Water 7. Water Supply and System Planning
		ii) Advance nature-based and community-centered climate adaptations and solutions.	8. Cedar and Tolt Watershed Resilience
	Advance zero waste circular economy.	iii) Reduce material use and prevent water and carbon pollution.	9. Upstream Legislative Strategies 10. 2030 Carbon Neutrality and Sustainable Operations 11. Waste Prevention and Diversion

Empowering Framework w/ I+I - Draft

Focus Area	Goals	Strategies	Proposed – Initiatives and Investments
Empowering Our Customers, Community, and Employees	Build trusted relationships, partnerships, and allyships with our customers and communities.	i) Provide utility assistance that makes a difference. ii) Empower and support customers to make sustainable behavioral changes.	12. Customer Affordability Programs 13. Side Sewer Assistance 14. Automated Metering Infrastructure (AMI)
	Be an anchor institution that advances equity, addresses environmental justice, and partners to leverage holistic community benefits in all that we do.	iii) Lead with race and social justice in delivering equitable engagement, capacity building, investment outcomes, and opportunities.	15. Seeds of Resilience and Waste Free Communities Grant Investments 16. Equity in Contracting
	Invest in all of our employees.	iv) Foster a more equitable workplace, work culture, and better work opportunities.	17. Employee Life Cycle Initiatives

Strengthening Framework w/ I+I - Draft

Focus Area	Goals	Strategies	Proposed – Initiatives and Investments
Strengthening Our Utilities Business Practices	Enhance ratepayer affordability and utility accountability.	i) Deliver on high impact affordability and accountability commitments.	18. Alternative Funding and Financing
	Manage assets and risks optimally.	ii) Address aging, undersized, and at-risk facilities and infrastructure to ensure continuous service delivery.	19. Arbor Heights Sewer Capacity 20. DWW Asset Management Program 21. Water Asset Management and Seismic Program
	Foster a culture of shared leadership, continuous improvement, and innovation.	iii) Support a continuous improvement and innovation culture.	22. Strategic Technology Plan

Closing & Adjourn

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