

## SWOC with E-Team Edits in Gray

### Create an Easy & Engaged Customer Experience

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ Customer trust and pride in SPU’s water quality and SPU/customer environmental efforts</li> <li>▪ Customer perception that SPU services linked to quality of life</li> <li>▪ Generally high customer satisfaction with SPU services</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>▪ Negative perceptions of rate levels and rate increases</li> <li>▪ Equity issues with service delivery – perceived value for money spent depends upon neighborhood in which customer lives or works</li> <li>▪ Inefficient customer-facing processes</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Proactively identifying and solving the major problem areas for customers</li> <li>▪ Expanding communication options to include popular electronic modes (web services, email, texts, mobile apps) and further ESL services</li> <li>▪ Increasing rate/service predictability and transparency</li> <li>▪ Dependence on customer actions and participation to achieve goals in each line of business</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>▪ General invisibility of our work</li> <li>▪ High percentage of fixed costs coupled with decreasing customer demand, leading to increasing rates</li> </ul>

### Transform the Workforce

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ Employee loyalty to SPU, and pride in SPU services</li> <li>▪ Passionate and professional people</li> <li>▪ Analytical and strategic thinking abilities of employees</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>▪ Workforce challenges: lack of clear expectations, accountability, and empowerment</li> <li>▪ Inadequate succession planning</li> <li>▪ Inadequate soft and other skills and training</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Developing a culture that forges teamwork and collaboration</li> <li>▪ Improving systems and processes to attract, develop, and retain capable and motivated people</li> <li>▪ Improving workplace safety</li> <li>▪ Working with unions to expand workforce flexibility (moved from “Challenges”)</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>▪ Cultural norm of avoiding difficult issues</li> <li>▪ Aging workforce and increasing retirement eligibility leading to knowledge drain</li> <li>▪ Physically demanding jobs with increased on-the-job injuries</li> <li>▪ Developing a culture of embracing efficiency and accountability in order to successfully implement the Strategic Business Plan</li> <li>▪ Relatively low span of control</li> </ul>

### Protect Environmental & Public Health

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ Commitment to environmental compliance &amp; stewardship</li> <li>▪ Good relationships with our regulators</li> <li>▪ Conservation and recycling programs that lead the nation</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>▪ Lack of clear policy direction for environment/public health programs not required by regulators</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Improving response to evolving external circumstances (i.e., climate)</li> <li>▪ Maintaining strong relationships with regulators</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>▪ Keeping up with evolving regulatory mandates</li> <li>▪ Integrating climate change science into future actions</li> <li>▪ Success in conservation creates revenue challenges</li> </ul>

## Achieve Operational Excellence

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▪ Generally reliable infrastructure: few service outages; redundant water supply sources</li> <li>▪ High level of fiscal strength</li> <li>▪ Commitment to asset management principles</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>▪ Inefficient and excessive processes</li> <li>▪ Lack of effective prioritization of work</li> <li>▪ Delivering large capital projects on time and within budget</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Discovering and implementing efficiency opportunities</li> <li>▪ Improving collaboration and integration with other departments and agencies</li> <li>▪ Ensuring sound financial practices</li> <li>▪ Partnering with other City departments on changing Citywide systems, policies, or processes</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>▪ Insufficient drainage, wastewater, and drinking water infrastructure in pockets of the City</li> <li>▪ Limited influence/control on major cost centers (wastewater treatment; charges from other City departments)</li> <li>▪ Other agency projects affecting SPU infrastructure in rights-of-way</li> <li>▪ Achieving appropriate balance between core services and policy objectives</li> <li>▪ Affordability challenges</li> <li>▪ Underperforming infrastructure</li> </ul>

**Focus Areas & Strategic Objectives with E-Team Edits Highlighted in Gray**

FOCUS AREAS/ GOALS	STRATEGIC OBJECTIVES WITH CUSTOMER PANEL FEEDBACK
<p><b>Create an easy &amp; engaged customer experience</b></p> <p><i>Goal:</i> We achieve internal and external customer expectations</p>	<p><i>Easy Customer Experience.</i> Minimize the amount of customer effort required to interact with SPU</p> <p><i>Service Equity.</i> Ensure equitable access for all customers <del>service accessibility</del></p> <p><i>Customer Involvement.</i> Create an opportunity to participate in utility programs, such as recycling, rain gardens, and water conservation</p> <p><i>Transparency.</i> Make SPU transparent to customers and constituents</p>
<p><b>Transform the workforce</b></p> <p><i>Goal:</i> We will have a high performing, engaged workforce focused on business outcomes</p>	<p><i>People.</i> Attract, develop and retain capable and motivated people</p> <p><i>Place/Safety.</i> Improve workplace safety.</p> <p><i>Culture.</i> Grow a culture that forges teamwork, <del>and collaboration,</del> and accountability</p> <p><i>Systems and Processes.</i> Develop and deploy effective systems, tools, and processes to support workforce planning, succession planning, and performance management</p>
<p><b>Protect environmental &amp; public health</b></p> <p><b>Achieve environmental compliance &amp; stewardship</b></p> <p><i>Goal:</i> We will provide utility services in a way that makes Seattle cleaner, greener, and more healthful</p>	<p><i>Environment &amp; Health Mandates.</i> Meet or exceed environmental and public health mandates in a cost effective manner</p> <p><i>Sustainability.</i> Conduct all SPU operations in a sustainable way</p> <p><i>Stewardship.</i> Conserve, protect, and restore environmental resources, within approved utility service and resource levels.</p> <p><i>Partnering.</i> Effectively partner with regulators, stakeholders, public and private entities to achieve environmental <del>objectives</del> mandates and stewardship goals</p> <p><i>Adaptability.</i> Anticipate and adapt to changing circumstances</p> <p>Promote conservation and sustainable use of utility services</p>
<p><b>Achieve operational excellence</b></p> <p><i>Goal:</i> increase value delivered to the customer</p>	<p><i>Service Quality.</i> Provide reliable, equitable, high quality utility services to all customers</p> <p><i>Effectiveness &amp; Efficiency.</i> Spend our customers' money on the right things and in the best way, accounting for equity, risk, and external drivers, and leveraging technology and innovation to get the job done</p> <p><i>Affordability.</i> Enhance affordability through realizing efficiencies, wise investments, appropriate subsidies, and developing a predictable rate path.</p> <p><i>Fiscal Strength and Integrity.</i> Maintain fiscal strength and ensure development and implementation of sound financial practices and internal controls</p> <p><i>Technology &amp; Tools.</i> Leverage technology and innovation to get the job done</p> <p><i>Adaptability.</i> Anticipate and adapt to changing circumstances</p>

## Strategic Business Plan Promise Statements

*Vision: The big goal by 2020*

Our customers will see how their utility dollars sustain and improve their quality of life

*Mission: What SPU delivers*

Providing efficient and forward-looking utility services that keep Seattle the best place to live

*Strategic Role: SPU's primary strategic approach*

Solving problems at the source

*Values: Guides employees to make decisions*

- Customer-focus: We are accountable to our customers
- Safety: We provide a safe environment for our employees and customers
- Innovation: We encourage employees to explore new ideas and challenge traditional viewpoints
- Inclusion: We listen and collaborate to ensure our actions and equitable and improve quality of life
- Value for money: We make effective decisions based on financial, social and environmental costs and benefits to achieve the best value for our customers