

**Preliminary Ideas for Strategic Business Plan Interim Outreach in the Fall of 2013  
For Discussion with Customer Review Panel at the August 6, 2013 Meeting**

Below is an **early draft** of the preliminary outreach concept SPU is developing. The objective of the fall outreach is to get information from customers that will help the Customer Review Panel, Seattle's elected officials, and SPU staff with our strategic planning work – specifically, decisions that affect customer bills. Please know this a very early thinking and we will come back with more concrete plans and audiences in upcoming meetings.

**A. Audiences:** TBD; to include residential and commercial customers

**B. Timing:** Meetings to be set for October-November; generally lasting roughly one hour, depending on the audience

**C. Content:**

1. Intro to SPU and the Strategic Business Plan: What's in it for you?
2. What we've done to-date:
  - a. Set strategic framework (what we will work on through 2020)
  - b. Developed a baseline rate path, showing that rates would increase on average X% per year from 2015-2020 if we just continued what we currently do
3. What we'll be doing over the next several months:
  - a. We are exploring efficiencies in multiple areas that will lower the baseline rate path. And we are reviewing our existing programs for possible reductions to lower priorities. We expect this work will provide an opportunity to lower the baseline rate path somewhere between 0.XX% - 0.YY%
  - b. We will be exploring new investments in strategic focus areas that will help us fulfill our promise to our customers
4. ***We Want Your Opinion:*** Given the rate reality described above, what else would you like to see SPU do?
  - a. Ask meeting participants to rank potential opportunities in some way (technique TBD). We will list out for them our major investment concepts by focus area (including the "what we face" description of the focus area). And we will provide some general cost rubric that indicates if the investment costs money or saves money, and the magnitude of costs/savings

**D. Method of Engagement:** TBD, could use low tech methods to get customer opinions (dots, ranking on a 1-5 scale, etc.) or higher tech method (Decision Lens tool, other scoring tools with ability to show immediate results)

**DRAFT opportunity areas to be presented to Interim Outreach participants**Investments in *Achieve Environmental Compliance and Stewardship*

- Achieve healthier waterways and Sound by improving stormwater quality. Savings/cost =
- Achieve 60% recycling by 2015; 70% recycling by 2022. Savings/cost =
- Reduce packaging and other waste at the source. Savings/cost =
- Protect the environment by adopting sustainable practices, including carbon neutrality. Savings/cost =
- Anticipate and adapt to changing circumstances related to climate change and delivery of utility services. Savings/cost =

Investments in *Create an Easy and Engaged Customer Experience*

- Make interactions with SPU easier for the customer, including (a) expanding communication options, (b) addressing customer problems proactively, and (c) creating a unified, coordinated system for developer projects. Savings/cost =
- Improve customer engagement with SPU, including improved visibility/customer knowledge of SPU programs and costs, and expanded customer participation in SPU programs. Savings/cost =
- Improve customer service, including for lower income customers, multi-family customers, and English-as-a-second-language customers. Savings/cost =

Investments in *Achieve Operational Excellence*

- Explore potential efficiencies for all operations and projects. Savings/cost =
- Move to every-other-week garbage pick-up to save money and increase recycling. Savings/cost =
- Explore increasing investment levels on flooding. Savings/cost =
- Improve our knowledge of, and planning for, maintenance and reliability of our water and DWW systems. Savings/cost =

Investments in *Transform the Workforce* . May want to take a different approach on these, more internal, investments. Two options are:

- Option 1: Treat this like the other focus areas, with a selection of investments choices for customers to react to, such as:
  - Develop a more comprehensive program for SPU worker safety and wellness. Savings/cost =
  - Address aging SPU workforce in terms of retaining employee knowledge, finding and retaining new employees to replace those retiring. Savings/cost =
  - Improve employee performance management system and tools. Savings/cost =
  - Invest in workforce skill levels. Savings/cost =
- Option 2: Ask customers about the quality of their interactions with SPU staff, and where we need to focus our workforce efforts.