

**Draft Strengths, Weaknesses, Opportunities, Challenges by Focus Area
with Customer Panel Feedback Highlighted in Yellow**

Customer

<p>Strengths:</p> <ul style="list-style-type: none"> Customer trust and pride in SPU's water quality and SPU/customer environmental efforts [Panel comment: add how dependent we are on customer actions in DWW LOB] Customer perception that SPU services linked to quality of life Generally high customer satisfaction with SPU services 	<p>Weaknesses:</p> <ul style="list-style-type: none"> Negative perceptions of rate levels and rate increases [Panel comment: tax rates are high; helps create affordability challenges] Equity issues with service delivery – perceived value for money spent depends upon neighborhood in which customer lives or works Inefficient customer-facing processes
<p>Opportunities:</p> <ul style="list-style-type: none"> Proactively identifying and solving the major problem areas for customers Expanding communication options: web services, email, texts, ESL services Increasing rate/service predictability and transparency 	<p>Challenges:</p> <ul style="list-style-type: none"> General invisibility of our work High percentage of fixed costs coupled with decreasing customer demand, leading to increasing rates

Workforce

<p>Strengths:</p> <ul style="list-style-type: none"> Employee loyalty to SPU, and pride in SPU services Passionate and professional people Analytical and strategic thinking abilities of employees 	<p>Weaknesses:</p> <ul style="list-style-type: none"> Workforce challenges: lack of clear expectations, accountability, and empowerment Inadequate succession planning Inadequate soft and other skills and training
<p>Opportunities:</p> <ul style="list-style-type: none"> Developing a culture that forges teamwork and collaboration Improving systems and processes to attract, develop, and retain capable and motivated people Improving workplace safety 	<p>Challenges:</p> <ul style="list-style-type: none"> Cultural norm of avoiding difficult issues Working with unions to expand workforce flexibility Aging workforce, leading to increased on-the-job injuries and knowledge drain (with retirements) [Panel recommendation: reword this one]

Environment

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

Operations

<p>Strengths:</p> <ul style="list-style-type: none"> Sound infrastructure: few service outages; redundant water supply sources [Panel comments: consider SWOC by LOB in OpEx, since it is LOB-dependent; consider using the word "reliable" instead of "sound".] High level of fiscal strength Commitment to asset management principles 	<p>Weaknesses:</p> <ul style="list-style-type: none"> Inefficient and excessive processes Lack of effective prioritization of work
<p>Opportunities:</p> <ul style="list-style-type: none"> Discovering and implementing efficiency opportunities Improving collaboration and integration with other departments and agencies Ensuring sound financial practices [Panel comment: this is important to building customer trust] 	<p>Challenges:</p> <ul style="list-style-type: none"> Insufficient drainage infrastructure in pockets of the City Limited influence/control on major cost centers (wastewater treatment; charges from other City departments) Other agency projects affecting SPU infrastructure in rights-of-way Underperforming infrastructure

Focus Areas, Goals, and Strategic Objectives with Customer Panel Feedback Highlighted in Yellow

FOCUS AREAS/ GOALS	STRATEGIC OBJECTIVES WITH CUSTOMER PANEL FEEDBACK
<p>Create an easy & engaged (Panel question: do you really want engagement?) customer experience</p> <p><i>Goal:</i> We achieve internal and external customer expectations [Panel comment: consider including the concept of affordability in this focus area, as well as OpEx]</p>	<p><i>Easy Customer Experience.</i> Minimize the amount of customer effort required to interact with SPU (Panel comment - restate in positive way?)</p>
	<p><i>Service equity.</i> Ensure equitable service accessibility</p>
	<p><i>Customer Participation.</i> Create an opportunity to participate (Panel question: what does this mean?)</p>
	<p><i>Transparency.</i> Make SPU transparent to customers and constituents</p>
<p>Transform the workforce</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. (Panel comment – change “improve to “enhance””? Also edit SWOC re: aging workforce & OJT injuries)</p>
	<p><i>Culture.</i> Grow a culture that forges teamwork and collaboration</p>
	<p><i>Systems.</i> Develop and deploy effective systems and tools to support workforce planning and performance management (Panel comment -If not just IT, then pick different word.)</p>
<p>Achieve environmental compliance & stewardship</p> <p><i>Goal:</i> We will provide utility services in a way that makes Seattle cleaner, greener, and more healthful [Panel comment: consider including “environmental stewardship” on values list]</p>	<p><i>Environment & Health Mandates.</i> Meet or exceed environmental and public health mandates (Panel comment – not noted here is our flexibility in meeting these mandates)</p>
	<p><i>Sustainability.</i> Conduct all SPU operations in a sustainable way (Panel comment - delete the word “all”?)</p>
	<p><i>Partnering.</i> Partner with stakeholders, public and private entities (Panel question: what is the distinction being made here?) to achieve environmental objectives (Panel question: how does this relate to “mandates” above?)</p>
	<p><i>Adaptability.</i> Anticipate and adapt to changing circumstances</p>
	<p><i>Wise use of Resources.</i> Promote conservation and sustainable use of utility services [Panel comment – promote only so much; focus on efficiency & strategy]</p>
<p>Achieve operational excellence</p> <p><i>Goal:</i> increase value delivered to the customer</p>	<p><i>Service quality.</i> Provide reliable, high quality utility services to all customers</p>
	<p><i>Effectiveness & Efficiency.</i> Spend our customers’ money on the right things and in the best way, accounting for equity, risk, and external drivers</p>
	<p><i>Fiscal Strength.</i> Maintain fiscal strength</p>
	<p><i>Fiscal Integrity.</i> Ensure development and implementation of sound financial practices [Panel comment: specifically call out improving internal controls, maybe stating in as a weakness]</p>
	<p><i>Technology & Tools.</i> Leverage technology and innovation to get the job done</p>
	<p><i>Adaptability.</i> Anticipate and adapt to changing circumstances</p>