

About this Draft:

Text in blue or brackets is instructive and will not be printed in the report. This WORD version of the report is formatted so it is easy to review and hand off to the graphic design team for formatting. Notes are provided regarding 'design direction' throughout the report.

SPU LOGO
2021-2026 Strategic Business Plan
[INSERT DAY MONTH OF PUBLICATION], 2020

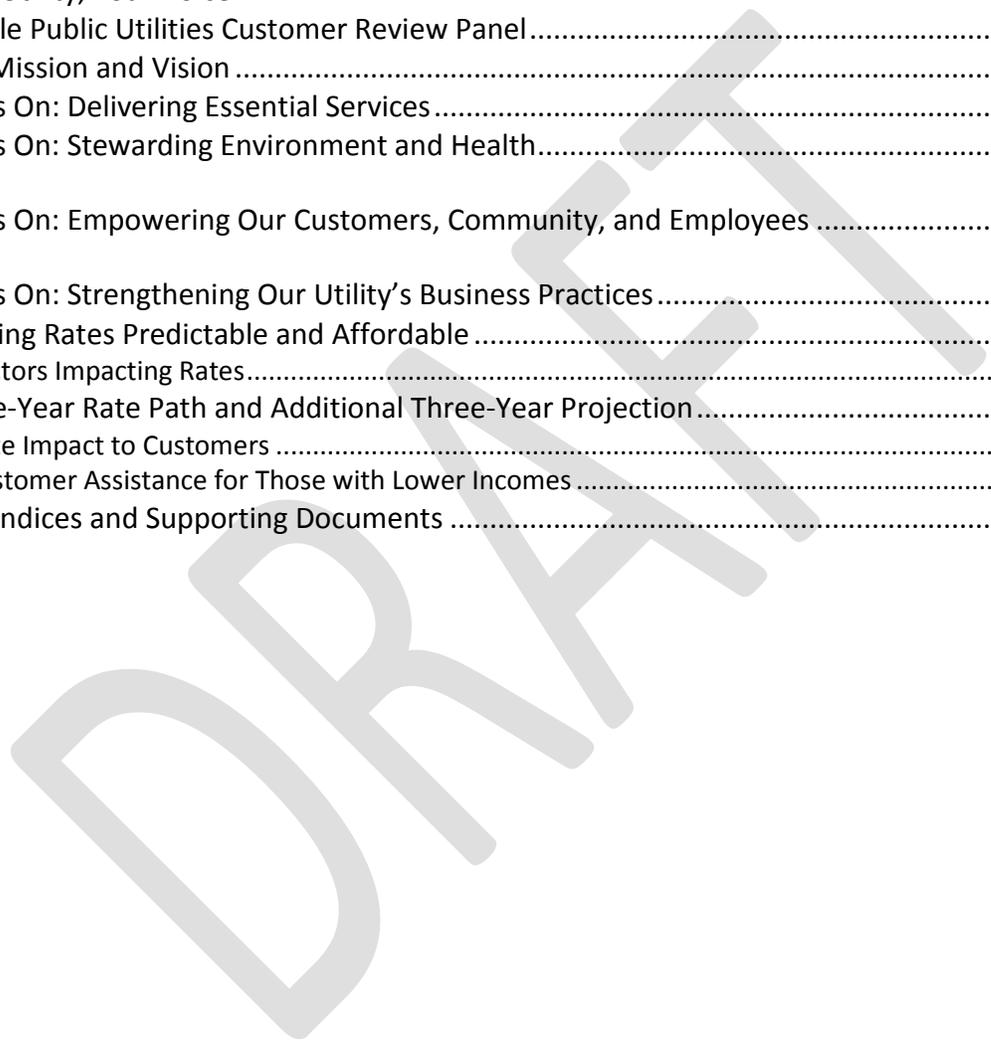
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INSIDE FRONT COVER

[NOTE: There will also be a brief (4 page), separate executive summary]

Contents

Your Invitation to Join Us.....	3
About Seattle Public Utilities	4
Guiding Principles	4
The Challenges Ahead of Us	5
Strategic Business Plan Overview	6
Your Utility, Your Voice.....	7
Seattle Public Utilities Customer Review Panel.....	7
Our Mission and Vision	8
Focus On: Delivering Essential Services.....	9
Focus On: Stewarding Environment and Health.....	11
Focus On: Empowering Our Customers, Community, and Employees	15
Focus On: Strengthening Our Utility’s Business Practices.....	20
Keeping Rates Predictable and Affordable	24
Factors Impacting Rates.....	24
Three-Year Rate Path and Additional Three-Year Projection.....	24
Rate Impact to Customers	27
Customer Assistance for Those with Lower Incomes	28
Appendices and Supporting Documents	29



Your Invitation to Join Us

Thank you for making a difference in our community. Your water stewardship, recycling, and waste reduction helps keep Seattle Public Utilities' (SPU) rates affordable and reflects your commitment to our region's environmental ethic.

This utility, with our community, is a national leader in protecting and sustaining community health and the environment. At SPU, we have long recognized that how we manage water and waste has the power to drive transformative change for people and the planet. Today, this is more important than ever, as new and continuing challenges test our resiliency and resolve.

The challenges of coronavirus have been difficult. There has been tremendous suffering, but also hope—people supporting others, opportunities for greater connection with the outdoors, and emerging innovations and adaptation. Together, we have the power to confront challenges such as climate change, water and waste pollution, affordability, racial and social justice, and the impacts of the coronavirus crisis. It is time to rethink how we live and manage our resources, including water and materials that become waste. Imagine a future where together we:

- Transform how we capture and use water and protect our waterways;
- Reconsider what we produce, consume, and waste;
- Reimagine and restore our connections with nature, with each other, and with the most vulnerable in our community;
- Refocus how we invest our resources to be strategic, equitable, and affordable; and
- Stimulate jobs and a green economy.

These imperatives shape our aspirational vision to be your Community Centered-One Water–Zero Waste utility.

We understand this vision can only be achieved through community-wide partnerships with residents, businesses, environmental leaders, and others. By advancing our part of Seattle's Green New Deal, we can collaboratively prevent waste; prioritize sustainable resource management; facilitate greener and more efficient building; invest in and maintain our aging utility infrastructure; and partner to create new, green jobs that will benefit traditionally underserved communities and restore our environment.

We will work tirelessly to deliver essential utility services that match your values and exceed your expectations. We are creating a strong community inside and outside our organization. We want to be a place where equity, affordability, and sustainability guide our daily actions. We encourage continuous learning and improvement. We aim to always understand and respect customer and employee rights and responsibilities.

We ask you to help us achieve this shared vision. Please lend your imagination, your voice, and your actions to conserve our water resources, reduce waste, restore our environment, and build a stronger Seattle.

Your community partner,
Mami Hara, GM and CEO, Seattle Public Utilities

About Seattle Public Utilities

We provide essential drinking water, drainage and wastewater, and solid waste services to more than 1.5 million people in the greater Seattle area. About 1,400 SPU employees work with our community to provide affordable and equitable stewardship of our water and waste resources for future generations.

Our staff and our community work together on essential resource management, including:

- Protecting our mountain drinking water sources
- Keeping our tap water safe and enjoyable
- Educating residents, businesses, and youth about our protected watersheds, urban forest, waterways, and resource management stewardship
- Increasing waste prevention, recycling and composting
- Keeping neighborhoods clean, healthy, and beautiful
- Turning kitchen waste into healthy soil
- Maintaining our sewer and drainage systems and reduce urban flooding
- Preventing water pollution and supporting raingardens
- Safely removing pollutants from streets, sidewalks, and open spaces
- Ensuring that investments benefit our customer-owners

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:

Customers and Community: We strive to understand and respond to customer and community needs - inside and outside our organization.

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.

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.

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.

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.

The Challenges Ahead of Us

The profound impact of the coronavirus pandemic revealed, in new ways, our local community's compassion, hardiness, and strength. Most of all, it has shown that working together is a requirement for success. We must apply this sense of partnership, resilience, and resourcefulness to address the challenges that lie ahead.

How will we...

Contribute to affordability in the face of increasing wage inequity and the challenges of a post-coronavirus economic recovery?

Address climate changes, such as extreme storms, rising sea levels, and dry periods?

Dismantle systemic racism and achieve social justice?

Change the way we work, behave, and incentivize opportunities so prosperity is enjoyed by all?

Stop millions of gallons of stormwater pollution and sewer spills that threaten our streams and waterways?

Save our oceans and earth from overwhelming volumes of plastic and other waste?

Eliminate toxic substances from what we use and consume to lead healthier lives and to prevent land and water pollution and expensive post remediation efforts?

Maintain our aging water and sewer infrastructure in ways that support environmental and resiliency goals?

Find creative ways to reduce food waste and increase food security?

Strategic Business Plan Overview

This plan builds on our strengths, focuses our work, and guides essential service delivery and comprehensive business strategy for SPU's drinking water, drainage and wastewater, and solid waste responsibilities. It reflects and responds to values consistently expressed by customers and community: affordability, sustainability, and equity.

In the pages that follow, we identify SPU's focus areas and describe our long-term goals, near-term objectives, and highlighted initiatives and investments.

This plan looks forward to the next six years (2021-2026) and provides our customers with a predictable three-year rate path to be adopted by City Council and projections for the subsequent three years. We will update our plan and adopted rate path on a three-year cycle to allow for future uncertainties and adjustments.

Our Comprehensive Strategic Approach

As a public utility, SPU affects the community in ways that go beyond our delivery of service, collection, and billing. We have a responsibility to maximize our investments and long-term outlook for our customers. Our long-term sustainability and well-being depend on our entire community collaborating to drive down costs and reduce risks. Every home, office, and organization between the mountain watersheds to Puget Sound is in the water and waste business together.

Our approach maximizes:

- **Environmental and public health benefits** to build long-term restoration and resilience, while ensuring environmental justice in water and waste resource management.
- **Community benefits** to create equity and empowerment for residents and employees, recognizing the impact SPU work can have on economic opportunities, social cohesion, and cultural identity.
- **Economic benefits** to ensure that accountability, affordability, efficiency, and risk management drive how we manage the public's investment.

Your Utility, Your Voice

We work in partnership with our customers to keep your water safe, your garbage sorted, and waste disposed of in ways that are good for the environment and our community. Customer voices helped shape this plan and will be vital to our success.

We conducted broad research and public engagement

- **Voice of the Customer Research Review:** To better understand residential and business customer experiences, opinions, and preferences, as well as employee perspectives, we conducted a comprehensive review of 28 research studies commissioned by SPU and others from 2010-2019. These studies captured feedback on a wide range of topics and included input from many different types of SPU customers.
- **Community Outreach:** We engaged diverse communities (including low-income and other traditionally underrepresented groups) through interviews with community leaders and outreach by Department of Neighborhoods community liaisons. These conversations took place in multiple languages and within neighborhoods. A five-question (translated) survey was promoted at community events, on social media, via bill inserts, our website, and other communications.
- **Employee Engagement:** Employees shared their ideas through an online survey and group discussions. A series of workshops, focus groups, and online engagement tools refined our mission, vision, and values.
- **Business Interviews:** In-depth interviews were held with a diverse cross-section of large, medium, and small business customers.
- **Customer Review Panel and Community Advisory Committees:** Advisory groups provided feedback on the Strategic Business Plan, community outreach questionnaire, and SPU's progress in implementing the current plan.

What we learned:

1. SPU services are essential and highly valued. We are known for providing safe, high-quality drinking water; reliable drainage and sewer service; and effective garbage disposal and waste prevention.
2. People appreciate SPU's thinking about the future. Issues associated with growth, affordability and climate change are recognized challenges for the utility.
3. Many recognize that SPU is doing more to create authentic partnerships in communities that have long been underserved—and there is more to be done.

Seattle Public Utilities Customer Review Panel

The Seattle Public Utilities Customer Review Panel* provides advice and recommendations to the Mayor and City Council on the utility's strategic plan and rates. The panel includes representatives from private, public and nonprofit sectors, utility experts, business leaders, and community representatives. The panel met with SPU leaders regularly and provided valuable input that shaped this effort.

Panel:

Noel Miller, Chair
Suzanne M. Burke
Bobby Coleman

Dave Layton
Laura Lippman
Maria McDaniel

Thy Pham
Rodney Schauf
Puja Shaw

*The Seattle Public Utilities Customer Review Panel was created July 2018 through City Council Resolution 31825.

Our Mission and Vision

Mission: Seattle Public Utilities fosters healthy people, environment, and economy by partnering with our community to equitably manage water and waste resources for today and for future generations.

Vision: COMMUNITY Centered, ONE Water, ZERO Waste

Our bold vision reflects SPU's goals for the next 50 years of service, infrastructure investment, and management of water and waste. We will lead with equity and work in partnership with communities and employees to create a just and sustainable future. We understand that the actions we take today have the power to transform our employees, community, environment, and economy for generations to come.

Community Centered

- We put people at the heart of what we do. We are building long lasting equitable and inclusive relationships with communities and individuals, inside and outside our organization.
- Together, we will listen to community needs and co-create solutions that protect water, reduce waste, restore our environment, and build a stronger Seattle.
- SPU strives to live by this principle and embed it in all we do.

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 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.
- *Examples of our evolving work include pipe system maintenance and investments, water conservation and RainWise programs, source control and spill response, combined sewer overflow control, and green infrastructure and watershed restoration.*

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.
- *Examples of our evolving work include waste prevention, recycling and composting programs, food rescue, materials salvage, producer responsibility legislation, and sharps, litter, and household hazardous waste collection. This also reflects our commitment to finding efficiencies in our work and wisely using our resources.*

Focus On: Delivering Essential Services

Essential service delivery represents the day-to-day services our customers and community need to live healthy lives. Front-line service staff work year-round to deliver reliable water, drainage and wastewater, solid waste services, and Clean City services to homes, businesses, schools, nonprofits, other organizations, and places across our community.

Our Essential Front Line Workforce

FRONT LINE	RESPONSIBILITIES	DESCRIPTION
Drinking Water	Manages and delivers safe and pure drinking water to Seattle and the King County region.	<p>The drinking water supply system includes:</p> <ul style="list-style-type: none"> watersheds, infrastructure and activities related to water supply, treatment, and system-wide monitoring; a transmission system that brings water from the mountains to the people; a regional Water Quality Lab that tests and monitors drinking water purity; and the retail water distribution and metering system within Seattle.
Drainage and Wastewater	Manages wastewater and stormwater systems, compliance monitoring, and pollution source control, waterway restoration, and spill response within the Seattle.	<ul style="list-style-type: none"> The wastewater system collects and conveys sewage and some city stormwater to King County’s regional wastewater treatment system. The stormwater system is a network of storm drains, ditches, culverts, outfalls, and structures that control how rainwater moves through our urban area. The system prevents flooding and cleans the water that feeds into our creeks, our lakes, and Puget Sound.
Solid Waste and Clean City Program	Manages garbage, recycling, and organic waste for residents and businesses, helping to keep Seattle clean and welcoming for all.	<ul style="list-style-type: none"> The solid waste system includes overseeing waste collection, processing and landfill disposal contracts, operation of transfer stations, maintenance of former landfills and, through regional collaboration, household hazardous waste management. Clean City services address litter, graffiti, and illegal dumping needs and assist with trash, needle collection, and hygiene services for Seattle’s unsheltered population.
Customer Service	Builds strong customer relationships, listens to input from customers, help customers navigate City services, and improves the customer experience.	<ul style="list-style-type: none"> The Contact Center (which also supports Seattle City Light) and SPU billing teams resolve billing and service inquiries, read customer water meters, and issue accurate and timely utility bills. The Operations Response Center dispatches staff to respond to infrastructure breaks, hazards, spills, and emergency conditions. The Development Services Office helps developers and homeowners obtain new water utility services and supports staff working within Seattle Department of Construction and Inspection on side sewer permitting.
Utility-Wide	Provides critical support to frontline staff and crews.	<ul style="list-style-type: none"> SPU project delivery, engineering, construction management, survey, materials lab, and asset and facilities maintenance staff who directly support the front line, ensuring safety and effectiveness. Facilities and logistics staff equip SPU’s frontline crews with the facilities and supplies they need to do their work.

Goal

Provide high-quality services: We're here 24/7, providing safe tap water, reducing waste and litter, managing wastewater and stormwater, and responding to customers.

Strategies

Strive for Best-In-Class

Stay knowledgeable and operate at the top of our field; demonstrate leadership in cost effective and cutting-edge service delivery, programs, partnerships, tools, and customer community choices.

Provide Reliable and Rewarding Experiences

Focus on improved customer service interactions and satisfaction with each individual experience.

Meet or Exceed Expectations, Requirements, and Commitments

Deliver excellent service and response to our customers, regulators, and community—through every contact and in all areas of responsibility, whether it is installing water taps, responding to flooding, complying with environmental and public health regulations, or reporting on SPU performance.

[ACCOMPLISHMENTS/LEARNING CALL OUT]

Accomplishments and Learning: Delivering Essential Services (2018-2020)

- Continued uninterrupted essential service delivery during COVID-19.
- Met all regulatory permit requirements and negotiated improved approaches.
- Improved billing practices to keep estimated meter reading to low levels, ensure billing accuracy, eliminate billing backlogs, and reduce call volumes.
- Opened the new North Transfer Station.
- Reduced call wait-times at the Customer Contact Center by an average of eight minutes and used data and lessons learned to anticipate and respond to spikes in call volume.
- Implemented Utilities Customer Self Service Portal Phase 1 in collaboration with Seattle City Light and Seattle Information Technology Department.

Performance Targets for Essential Service Delivery

We strive to achieve quarterly performance targets, meet all regulatory and financial commitments and report our progress regularly. This information helps us track progress against priorities and improve our performance. (See Appendix X: Accountability and Performance Reporting – Delivering Essential Service Metrics.)

Focus On: Stewarding Environment and Health

Community wellbeing depends on a healthy environment based on good stewardship of water and waste resources. Without new strategies we will continue to experience increasing costs and degradation created by pollution, disease, our climate-change crisis, over-consumption, and waste. Stresses on our region's natural systems also threaten the sustainability and affordability of our utility services and our local economy.

As the local utility responsible for managing most forms of pollution, waste, wastewater, litter, illegal dumping, spills, and graffiti, our work is directly tied to our community's actions and stewardship. Together, we can build regenerative, healthy ecosystems, and circular economies that improve our quality of life.

We will work with our partners and community to embrace a nature-based and whole systems approach to the management of water and waste resources. We will incentivize green technology and innovations that ensure equity in human and environmental health outcomes regardless of race or neighborhood. We will restore and maintain a healthy community with clean and safe water, greater contact with nature, and efforts towards zero carbon and waste pollution – and we will do this work in beneficial, fair, and low-cost ways.

[Potential call out: Executive Order 2020-01: In 2020, Mayor Jenny Durkan directed City departments to advance a Green New Deal for Seattle, work collaboratively to eliminate climate pollution, prioritize climate justice and invest in an equitable transition to a clean energy economy. SPU is working with City leadership, departments, and the community advance these goals.]

Goals

Develop One Water resilience: We protect water sources by cultivating healthy, adaptable watersheds and ecosystems and by using integrated and equitable water management strategies.

Advance Zero Waste Circular Economy: We support and promote policies and practices that create a circular economy and reduce Seattle waste and carbon pollution as rapidly as possible.

Strategies

Strategy 1: Adopt 'One Water' approaches

Using more flexible, collaborative, and integrated water management approaches (e.g., water conservation, capture, restoration, and reuse) will help maximize resilience benefits at lower costs.

Highlighted Initiatives and Investments¹:

Shape Our Water: A Drainage and Wastewater Plan for a Water Resilient Future

Given uncertainty related to climate change, growth, and increasingly stringent regulations, SPU is developing an integrated system plan called, 'Shape Our Water.' The plan includes a long-term vision and a short-term implementation plan and will 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.

Key Commitments:

- Complete the Shape Our Water Integrated System Plan

Ship Canal Water Quality Project

The Ship Canal Water Quality Project (SCWQP) will improve water quality regionally by keeping more than 75 million gallons of polluted stormwater and sewage from flowing into the Lake Washington Ship Canal, Salmon Bay and Lake Union on average each year.

Key Commitments:

- Deliver SCWQP on-time and within budget
- Complete final design of the pump station and Wallingford and Ballard conveyance projects
- Complete tunneling of the 2.7-mile storage tunnel for polluted stormwater and sewage; operate by 2026

Strategy 2: Invest in climate resilient, nature-based, community-led solutions

When communities lead, we see improved innovation and sustainability around environment and health issues that matter most. Working together, we will retool our water and waste practices for climate resiliency and restore connections between people and nature to improve the health of our waterways, watersheds, and neighborhoods.

Highlighted Initiatives and Investments:

Climate Justice, Adaptation, and Mitigation for Water and Waste

Climate resilience work includes investing in the leadership and ingenuity of frontline communities to accelerate a just climate transition, adapting our natural and built systems and operations to a changing climate, and reducing the greenhouse gas emissions that contribute to climate change.

¹ **Initiatives and investments** are representative examples of how SPU will advance the strategies described in the Strategic Business Plan. Initiatives represent policy, planning, and program work and generally require less significant expenditures (under \$5M). Investments result in tangible infrastructure, asset, asset repair, or service and require more significant expenditures (over \$5M).

Key Commitments:

- Adaptively manage water supply and stormwater operations and factor climate impacts into water system improvements to adapt to a changing climate.
- Work with City departments and the Duwamish River Clean Up Coalition (DRCC) to build resilience district partnerships to inform drainage and wastewater investments in South Park and prevent displacement of residents and local businesses from rising sea-levels.
- Develop a de-carbonization strategy for existing and new SPU-owned buildings.
- Partner with King County to establish a carbon emissions footprint related to Seattle-area consumption and solid waste generation
- Complete a wildfire risk assessment and management strategy to mitigate risks to the municipal water supply.

Grow Green Stormwater Infrastructure

SPU is investing in Green Stormwater Infrastructure (GSI) to improve water quality, manage flooding, reduce regulatory costs, and build resilient infrastructure while maximizing community benefits and value for our customers. We are growing innovative cross-sector and community-led partnerships, tools, and approaches to leverage these nature-based investments and impacts throughout the city.

Key Commitment:

- Manage 360 million gallons of stormwater runoff annually with GSI investments.

Strategy 3: Reduce materials and carbon pollution

Pursuing changes that reduce the effects of waste and toxins and help transition Seattle to a more circular economy is a top objective.

Highlighted Initiatives and Investments:

Waste Diversion

Waste diversion relies on improving the quality of recycling and composting streams, food rescue, and extended producer responsibility to reduce landfill costs. SPU supports the statewide goal of cutting food waste by 50 percent by 2030. Our extended producer responsibility efforts engage product developers to create environmentally sound and socially responsible solutions for the end-of-life management of a wide variety of products.

Key Commitment:

- Work with state and regional partners to finalize a statewide framework for extended producer responsibility.

Waste Prevention

Waste prevention work targets product consumption and consumer behavior, addressing the root cause of waste and toxins to reduce their impact. Product consumption accounts for about 42% of U.S. greenhouse gas emissions, making waste prevention an important climate change mitigation strategy. SPU will leverage partnerships to prevent waste, respond to changing recycling markets, and reduce the volume of single-use plastics.

Key Commitment:

- Develop and adopt a Waste Prevention Strategic Plan.

[ACCOMPLISHMENTS/LEARNING CALL OUT]

Accomplishments and Learning: Stewarding Environment and Health (2018-2020)

- Completed a 10-year SPU Water System Plan and collaborated with the Saving Water Partnership to set an ambitious new regional water conservation goal during a period of anticipated population growth.
- Recognized as the U.S. solid waste industry's greenest fleet—200 fossil-fuel free vehicles by 2020.
- Reduced residential per capita waste generation rate to approximately half the national average.
-  Became the first U.S. city to widely promote a ban on plastic straws and partnered with the Lonely Whale Foundation to inspire others to do the same.

Learn more! 

Additional details about the investments and initiatives that advance this focus area are provided in the appendix.

Focus On: Empowering Our Customers, Community, and Employees

To address the needs of our customers, employees, and city, SPU prioritizes equity and affordability, engages with community members and organizations, and fosters economic advancement and inclusion.

For too long, society has ignored the deep harm caused by systemic racism. We seek to address the insidious effects of racism in all our work. By investing in the community and our employees, we can strengthen our impact in making our city more just, livable, and resilient.

We work to ensure that our customers are heard and have equitable access to SPU services, obtain maximum benefit from SPU's activities, and are empowered to advocate for protecting water and reducing waste. We partner with community-based organizations, governments, schools, and businesses to engage hard-to-reach communities and maximize the benefit we can provide. We are also continuously improving workforce and culture so we can attract the next generation of essential workers.

Goals

Remove barriers: We support and uplift residents and businesses by ensuring equitable services, information, and educational materials to help everyone steward our precious resources.

Partner with community to maximize the benefits of SPU investments: We are improving our investment strategies in ways that help SPU contribute to economic opportunity, enhance livability, and build sustainability.

Invest in our employees: We are cultivating a dynamic and diverse work culture that prioritizes racial equity and attracts, inspires, and invests in existing and future employees—our most valuable resource.

Strategies

Strategy 1: Provide utility assistance that makes a real difference

Better understanding and responding to customer and community needs is good for business and the right thing to do. We are committed to continually improving financial and basic service assistance including support for unsheltered persons and those with low or fixed incomes; coordinating home, business, and industrial sustainability assistance and education; and enhancing customer self-service and smart utility and information technologies.

Highlighted Initiatives and Investments:

Customer Affordability Programs

We can make a meaningful difference in people’s lives when we improve the effectiveness of financial assistance to customers in need. Our work in this area focuses on impactful customer service initiatives including shut-off prevention, leak assistance, Utility Discount Program, Emergency Assistance Program, and payment plans.

Key commitments:

- Expand outreach and participation in assistance programs (Utility Discount Program, Emergency Assistance)
- Expand leak adjustment policy for residential and commercial customers

Side Sewer Assistance

To enhance affordability, SPU will implement a pilot program that eases the financial burden of repairing side sewers.

Key commitment:

- Make program incentives available to customers in the form of grants, loans, rebates, or repairs.

SPU Support Services for the Unsheltered

Relying primarily on non-ratepayer funding from the City of Seattle’s Clean City program, SPU will work to provide cost-effective sanitation and disposal service solutions for Seattle’s unsheltered populations including trash, sharps, and RV services to address health, hygiene, and environmental needs.

Key commitments:

- Pilot and evaluate cost-effective RV pump out service.
- Achieve 90% voluntary compliance rate for RV vehicles encountered by RV remediation pilot program.
- Pilot and evaluate alternative approaches to effectively deliver garbage and sharps collection services for the unsheltered population.

Strategy 2: Enable deeper community engagement, connection, and opportunity 

Building more equitable, trusted, and mutually beneficial internal and external relationships will diversify our perspective and guide how decisions are made. Our efforts are aligned with the City’s Race and Social Justice goals and prioritize outreach to traditionally hard-to-reach communities, improve connections with and between employees (especially those on the front lines of service delivery), and enhance regional partnerships and collaboration. We will also work to incentivize the creation of job opportunities that support responsible water and waste utility innovations in building, industry, and nature-based technologies.

Highlighted Initiatives and Investments:

Seeds of Resilience Impact Investment Proposal

SPU seeks to build water resiliency, encourage a circular economy, and grow blue-green job opportunities with an emphasis on supporting Black, Indigenous and People of Color (BIPOC) communities through an innovative investment program. This project will assess viable approaches for designing, funding, managing, and evaluating a pilot program that fosters community driven One Water and Zero Waste entrepreneurship.

Key commitments:

- Develop a proposal and enabling ordinance for Mayor’s Office and City Council approval.
- If approved, launch pilot investment program.

Race and Social Justice (RSJ) Strategic Plan

When we build trust and strengthen partnerships with community organizations, we can improve equity and social outcomes for the City of Seattle. SPU will update its existing RSJ plan to reflect current needs, assess the extent to which RSJ policies are supported across the utility, and recommend opportunities to improve our policies and practices.

Key commitments:

- Revise Environmental Justice and Service Equity (EJSE) Division Race and Social Justice Strategic Plan.

Strategy 3: Foster a more equitable workplace, work culture, and better work opportunities 

Investing in changes that strengthen the diversity and appeal of working for SPU will reap rewards today and tomorrow. Our goal isn't just to be better—it's to be 'awesome.' We cannot fully deliver on our service or policy priorities without investments in our people and the places they work. This includes investments in workforce attraction and recruitment, learning and development, and retention. It also means improving facilities and workspaces.

Highlighted Initiatives and Investments:

SPU Workforce Development

Workforce planning is an interconnected set of solutions to meet employment needs. It can include changes to culture, changes to employee engagement, and improvements to employee skills and knowledge that will help to positively influence SPU's future success. This is important to rebuild, retain, and recruit our workforce. We can stay ahead of changes by building on internal programs and creating opportunities for employees to stay within SPU and the City of Seattle. An equity, race and social justice lens will be applied to all our work.

Key commitments:

- Implement SPU's Workforce Development Plan.
- Model shared and inclusive leadership and what it means to be a Community-Centered Utility in structuring the work of SPU's People, Culture, and Community Branch.

Workforce Facilities Investments

The workforce facilities program includes efforts to improve working conditions for frontline employees at South Operations Center (SOC), North Operations Complex (NOC), Cedar Falls Phase 2, as well as improved space utilization efficiencies at the Seattle Municipal Tower and Facilities Master Plan. Improvements to facilities will address maintenance issues and work that improves operational efficiencies will be prioritized.

Key commitments:

- Complete planning and design and begin construction for North Operations Complex (NOC), South Operations Center (SOC), and Cedar Falls Phase 2 projects.
- Develop recommendations for Seattle Municipal Tower renovations that consider expanded use of telecommuting and facilitate more collaborative and temporary workspaces based on learnings from the coronavirus pandemic.
- Complete Facilities Master Plan Strategy update.

[ACCOMPLISHMENTS/KEY LEARNINGS CALL OUT]

Accomplishments and Key Learnings: Empowering Our Customers, Community, and Employees (2018-2020)

- Applied learnings from customer assistance pilot work and customer feedback to improve notification and assistance to low-income households and small businesses.
- Filled all 20 SPU water pipe apprenticeship positions from a pool of over 680 applicants.
- Sponsored more than 60 youth over three years for City summer youth employment programs.
- Leveraged SPU South Park investments by helping to secure \$22 million in outside grants and partnerships. Using the experience of COVID-19 to honor and continue to improve support and connection to our front-line employees who ensuring uninterrupted service.

Learn more! 

Additional details about the investments and initiatives that advance this focus area are provided in the appendix.

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Focus On: Strengthening Our Utility’s Business Practices

How we manage utility business practices matters. Our customers expect their faucets to flow, toilets to flush, and garbage to be picked up. These services are delivered under increasingly complex and costly regulations and via aging infrastructure that must be resilient in the face of challenges such as earthquakes and climate change. At the same time, we must be attuned to what the community can afford. The utility will examine its business practices and assess ways to improve service, be more efficient, and provide value.

We are committed to providing utility pricing and assistance to customers that ensures everyone receives the services they need. The cost of our services is often constrained by the need to maintain infrastructure, encourage conservation, safeguard the environment, and protect public health. However, we recognize the importance of addressing affordability and we are taking actions to reduce costs, increase productivity and efficiency, invest in assets that have multiple benefits, and remove barriers to service access.

SPU’s commitment to affordability is comprehensive and extends beyond rates to include capital project delivery and implementation of utility business processes and practices. Our infrastructure asset management approach is systematic and balances short- and long-term risk with cost and public benefit. We will continuously evaluate and adjust our work to ensure our assets are in good condition.

Goals

Enhance ratepayer affordability: We are focused on financial sustainability and careful use of our resources to help us manage costs for our ratepayers.

Manage assets and risk optimally: We are investing in operations, infrastructure, and technologies that carefully manage SPU risks, resilience, and effectiveness.

Be an adaptive, learning organization: We are continuously improving and deepening our culture of safety, excellence, and innovation.

Strategies

Strategy 1: Continue to focus on accountability and affordability

Affordability and accountability are top priorities for our customers and SPU. We will make changes that reduce our rate increases and improve investment transparency. We will align and adapt our environmental regulatory work; improve the speed and efficiency of capital planning and delivery; streamline budget and financial planning practices; and build partnerships that decrease costs.

Highlighted Initiatives and Investments:

Accountability and Affordability Strategy Plan

As Seattle residents grapple with a tumultuous economy, high costs of living, and inequitable access to opportunity; SPU must help customers who are struggling to afford essential utility services. This strategy proposes a holistic approach to deliver our essential services, keep rate increases lower, focus corporate culture on continuous improvement, and make investments that deliver multiple benefits to the community. The implementation plan targets improvements in several areas including: capital planning and delivery, process efficiency improvements, financial management, alternative funding advocacy and partnerships, and improved reporting about SPU performance and investments.

Key commitment:

- Implement 3-year actions and recommendations of the Accountability and Affordability strategic plan.

Strategy 2: Improve how we manage risk and invest in system assets and infrastructure.

Upgrading how we manage, maintain and invest will help us reduce risk, improve resilience, and take better advantage of opportunities. We will focus on strengthening overall strategic asset management investment and performance; addressing high risk infrastructure; and prioritizing work that yields multiple benefits.

Highlighted Initiatives and Investments:

Risk and Resilience Strategy Plan

To improve SPU's ability to respond to risks and unexpected events, SPU will seek organization-wide opportunities to encourage and facilitate deliberate risk-taking that maximizes benefits and reduces negative impacts. Our work in this area focuses on collaborative planning, capacity development, and vulnerability reduction.

Key commitment:

- Create and implement tools and guidance for SPU work units to identify risk, take action, and increase resilience.

Water Seismic Resilience

A recent SPU-commissioned study found that a catastrophic earthquake in the region would result in total water pressure loss within approximately 20 hours and take 10 to 25 days to restore 50% of water service, but that seismic upgrades could significantly cut down service

restoration time. This effort aims to improve the seismic resiliency of the water system to mitigate the impact of earthquakes.

Key commitment:

- Implement short-term recommendations of the SPU Seismic Study, with the focus on emergency preparedness and response planning, as well as system isolation and control strategies.

Water Asset Management and Opportunity Work

This program focuses on asset management and enhanced investment in SPU's aging drinking water infrastructure and deferred maintenance to reduce long term system costs. Efforts include infrastructure opportunity work that supports transportation projects and other City capital investments and leverages cost savings from reduction of paving restoration costs.

Key commitments:

- Complete planned water main and service line replacements and install new corrosion control (cathodic protection) on transmission pipes.
- Complete priority planning, replacement, and rehabilitation work.
- Reduce backlog of maintenance work orders for hydrants and critical valves.
- Report on budget and schedule deviations larger than 25 percent for externally driven transportation opportunity projects.

Drainage and Wastewater Asset Management and Opportunity Work

The average age of SPU's wastewater infrastructure is over 80 years old. SPU will invest in the rehabilitation of our sewer pipe, pump stations, combined sewer overflow outfalls, and force mains to address infrastructure needs. A renewal program will also be developed for making future investments in the City's drainage system assets. In addition, SPU will pursue infrastructure opportunity work that supports transportation projects and other City capital investments and leverages cost savings from the reduction of paving restoration costs.

Key commitments:

- Complete rehabilitation schedule for sewers, pump stations, force mains and drainage assets.
- Clean, replace, and rehabilitate key Combined Sewer Overflow (CSO) outfalls.

Strategy 3: Support a continuous improvement culture 

When all employees practice continuous improvement, we can improve services, create efficiencies, and learn from each other. Our objectives are to train and develop a culture of constant improvement focused on experimenting and streamlining processes, employ a ‘plan-do-check-adjust’ approach, streamline processes, and reduce waste. SPU will reflect this commitment in all aspects of our work and across all initiatives and investments.

[\[ACCOMPLISHMENTS/KEY LEARNINGS CALL OUT\]](#)

Accomplishments and Key Learnings: Strengthening Our Utility’s Business Practices (2018-2020)

- Reduced SPU’s adopted rate path by 0.2 percent and paved the way for greater reductions in future years through adoption of our Accountability and Affordability Strategy plan.
- Saved \$66 million by securing a \$192.2 million low-interest EPA Water Infrastructure Finance and Innovation Act loan for the Ship Canal Water Quality Project and broke ground on its delivery.
- Negotiated new solid waste collection contracts, lowering costs.
- Launched a Drainage and Wastewater pipe lining crew to increase life of our assets.
- Completed a water system assessment of seismic vulnerabilities and priority investments.
- Worked closely with our Customer Review Panel to evaluate performance and adjust expenditures for facilities projects and asset management needs and investments.

Learn more! 

Additional details about the investments and initiatives that advance this focus area are provided in the appendix.

Keeping Rates Predictable and Affordable

A key element of a utility Strategic Business Plan is to balance forward-looking improvements with the thoughtful use of ratepayer revenue.

Previous sections of the plan describe SPU's vision and long-term goals and highlight key initiatives and investments. This section explains how Seattle Public Utilities' rates are structured to collect only the amount of revenue needed to support current business operations, while responding to regulatory requirements and preparing for future challenges.

Ratepayers pay for essential services, infrastructure and day-to-day operations through their utility bills. This ensures our services are there when needed. These utility rates assume that the current level of operations will continue, and that SPU is responding to the needs of the future.

To deliver value, enhance affordability, and demonstrate accountability, SPU develops rates by evaluating a complex mix of factors. The analysis includes operating costs, capital investment needs, long-term risks, debt repayment, service demands, financial policies, and anticipated revenue associated with delivering services across three lines of business—water, drainage and wastewater, and solid waste.

Factors Impacting Rates

SPU has been working to flatten rate increases over time. While a consistent growth in rates is expected due to inflationary factors, SPU's growth in cost to provide services for 2021-2026 period is projected to be lower than in the 2018-2023 period.

Factors lowering the growth in the cost of services include:

- Improving capital investment planning to better reflect experience,
- Using cash balances to smooth rate changes,
- Negotiating lower solid waste contract rates, and
- Reducing the cost of borrowing money.

At the same time, there are also factors that are increasing costs at a faster pace and offsetting cost savings. These include:

- Higher than expected increases King County wastewater treatment charges to cities,
- Funding for large capital projects required for state and federal regulatory compliance,
- Targeted funding increases to address deferred maintenance of aging capital assets, and
- Increased commitment to keep pollutants out of our natural waters.

Three-Year Rate Path and Additional Three-Year Projection

Seattle Public Utilities' projected rate path is provided below. This six-year planning horizon is updated every three years. Forecasted rates increase an average of 4.2 percent per year through 2026.

The projected 2021-2026 average rate increase is projected to be lower than the adopted 2018-2023 rate increase. Chart 1 illustrates that updated growth rates are expected to average 4.2 percent (lower line) and 1 percent lower than the last adopted Strategic Business Plan.

Chart 1: Projected Rate Path

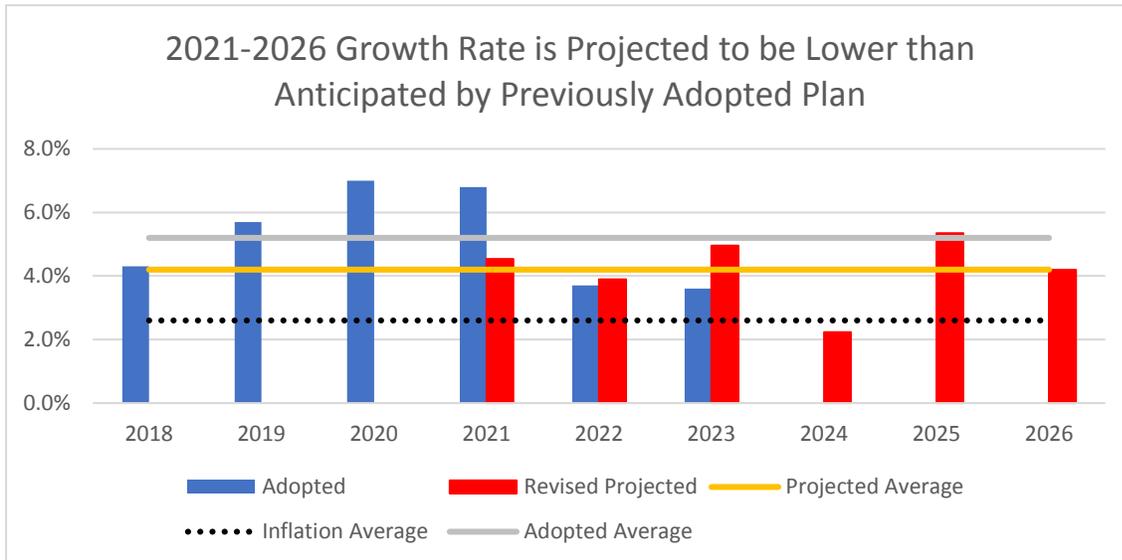
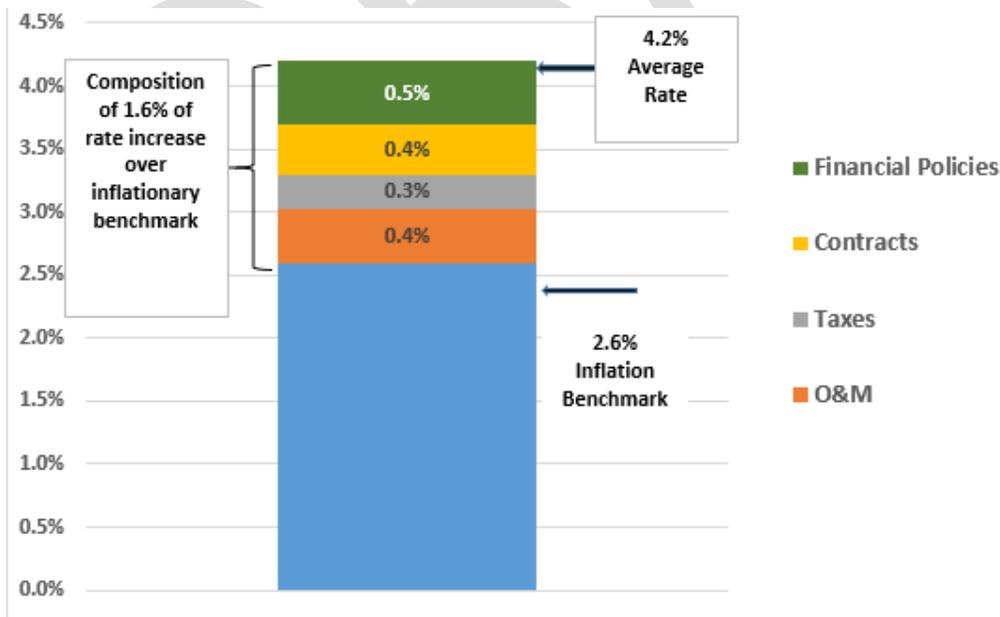


Chart 2 illustrates that these changes are resulting in a projected average increase of 4.2 percent from 2021-2026. This is 1.6 percent above the anticipated average rate of inflation of 2.6 percent. Much of the increase is driven by inflation. The rest of the increase is driven by higher costs for capital financing, major contracts (such as King County Wastewater), taxes on the utility, and operations.

Chart 2: Components of Rate Increase



The following table describes the projected three-year rate path and projected three-year rate forecast for a six-year period, by line of business and combined.

Table 1: Projected 2021-2026 Average Rate Increases

	Rate Path			Rate Forecast			Average
	2021	2022	2023	2024	2025	2026	
Water	0.0%	2.7%	4.7%	3.6%	4.2%	5.5%	3.4%
Sewer	7.3%	3.1%	5.9%	0.5%	7.8%	3.6%	4.7%
Drainage	7.4%	8.6%	7.2%	3.9%	6.5%	6.7%	6.7%
Solid Waste	2.9%	2.9%	2.2%	2.3%	2.1%	2.1%	2.4%
Combined	4.5%	3.9%	5.0%	2.2%	5.4%	4.2%	4.2%

Our Financial Position is Strong

SPU takes a fiscally balanced approach to its financial policies and reserves. By maintaining sufficient reserves, the utility is better able to weather fluctuations in revenues and expenses and navigate financial uncertainty. These prudent practices protect our asset investments and benefit customers through the avoidance of extraordinary rate increases and volatility.

The COVID-19 Pandemic Increases the Uncertainty of the Rate Projection

The COVID-19 pandemic is continuing to have a profound impact on the economy and creating risks for SPU’s financial position. As the situation evolves, we are carefully analyzing and evaluating our position, risks and opportunities to recover. This work is ongoing.

SPU will closely monitor and evaluate several risks including:

- Significant changes in consumption across all three lines of business,
- Variations in anticipated applications for bill relief such as the utility discount program, and
- Additional programmatic needs required to address the pandemic.

If SPU needs to recover lost revenue, there are several options that could be considered other than increasing rates. These include:

- Additional use of cash or reserves,
- Reductions or deferrals in near term expenditures, and/or
- Potential federal or state relief funds.

While developing the baseline rate projection, SPU considered several scenarios and financial stress tests including significant decreases in demand, losses non-rate revenue, and large increases in financial assistance. **Combined, these initial scenarios increased the six-year average projected rate path to 4.2 percent.** This 0.1 percent increase may not be necessary, and we will continue to try to further flatten rate increases, as we have over the last three years.

Rate Impact to Customers

Tables below help explain the projected rate path by showing typical monthly bills for several different types of customers.

Customers who decrease their service consumption through conservation will experience smaller bill impacts. For instance, customers might reduce their cost by conserving water and switching to smaller garbage bins through recycling and composting more. We also offer incentives to divert and keep rainwater on private property through rain gardens and cisterns.

Table 2: Typical Monthly Bill Examples

Typical Monthly Bill for a Single-Family House						
	2021	2022	2023	2024	2025	2026
Water	\$46	\$47	\$49	\$51	\$53	\$56
Wastewater	\$72	\$75	\$79	\$79	\$85	\$89
Drainage	\$50	\$54	\$58	\$60	\$64	\$69
Solid Waste	\$55	\$56	\$58	\$59	\$60	\$61
Combined	\$223	\$232	\$244	\$250	\$263	\$275
Annual Change	\$15	\$9	\$12	\$6	\$13	\$12

Typical Monthly Bill for a Multifamily Unit (Apartment Building)						
	2021	2022	2023	2024	2025	2026
Water	\$25	\$26	\$27	\$28	\$29	\$31
Wastewater	\$65	\$67	\$71	\$71	\$77	\$80
Drainage	\$9	\$10	\$11	\$11	\$12	\$13
Solid Waste	\$28	\$29	\$30	\$30	\$31	\$32
Combined	\$127	\$132	\$138	\$141	\$149	\$155
Annual Change	\$4	\$4	\$7	\$2	\$8	\$6

Typical Monthly Bill for a Small Business (Convenience Store)						
	2021	2022	2023	2024	2025	2026
Water	\$107	\$110	\$115	\$120	\$125	\$131
Wastewater	\$325	\$335	\$355	\$357	\$385	\$399
Drainage	\$121	\$131	\$140	\$146	\$155	\$166
Solid Waste	\$556	\$573	\$585	\$599	\$611	\$623
Combined	\$1,109	\$1,149	\$1,196	\$1,221	\$1,275	\$1,319
Annual Change	\$38	\$40	\$47	\$25	\$55	\$44

*Totals may vary due to rounding

Residential and commercial customers each account for approximately 45 percent of the rate revenue across all three utilities. The remaining 10 percent comes from wholesale customers, including other cities and districts.

[Call out]

Customer Assistance for Those with Lower Incomes

SPU's approach to keep services more affordable to customers rests on four key pillars:

1. Conservation programs which help customers lower their usage and bills through more efficient appliances;
2. The Utility Discount Program which provides ongoing bill assistance to the lowest income families;
3. The Emergency Assistance Program, which provides a credit of up to \$448 dollars toward one bill per year for lower-income households (or two bills per year, for households with children); and
4. The Utility Donation Program which allows for voluntary contributions to help those who are in need.

These core programs are supplemented by programs that address more specific needs. For example, payment arrangements help customers spread their payments over time and our leak adjustment policy helps customers who have a significant bill spike because of an unforeseen leak.

Over the past three years and into the next three, SPU is improving these programs to make rates more affordable for low-income customers. This work has included increasing Utility Discount Enrollment through a self-certification pilot and improving emergency assistance programs and shut-off prevention and notification. During the COVID-19 pandemic, SPU also worked proactively with low-income customers and small businesses to create more flexible payment arrangements and eliminate interest charges on late bills. In addition, SPU eliminated interest charges on late bills during that time.

[End call out]

We are pleased to present this plan for further consideration by the Seattle City Council. We look forward to additional engagement on this plan with the Council as we use it to guide our success in the years ahead.

Appendices and Supporting Documents

[We will refer readers to the SBP website here to learn more, and highlight the appendices, etc.]

Supporting documents and resources:

- Strategic Business Plan website
- Strategic Business Plan Executive Summary

Appendices:

- I.  Accountability and Performance Reporting
- II. Highlighted Initiative and Investment Detail
- III. Community Research and Outreach Summary
- IV. Financial Forecast
- V. Seattle Public Utilities Accountability and Affordability Strategy Plan
- VI. Seattle Public Utilities Risk and Resiliency Strategy Plan
- VII. Customer Review Panel Letter

 [BACK COVER]