

# Strategic Business Plan 2021-2026

## Customer Research + Outreach Approach



The background of the slide features a light blue sky with soft, out-of-focus clouds. Silhouettes of many hands are scattered across the frame, some appearing to reach upwards, creating a sense of community and aspiration. The hands are in various shades of brown and black.

# Principled Approach

1. Start with what we know, we/others have asked.
2. Demonstrate listening and connection to action/follow-up.
3. Fill critical knowledge gaps in thoughtful, value-added way ***with attention to equity.***

# Major Elements, Timeline, Action

| Research and Outreach Element  | Timeline   | Action   |
|--|--|--|
| <b>1. Customer Review Panel Engagement</b>   | Oct-June 2020  | <ul style="list-style-type: none"> <li>Shape plan</li> <li>Letter</li> </ul>   |
| <b>2. “Voice of the Customer” (VOC) Inventories</b> <ul style="list-style-type: none"> <li>Residential</li> <li>Business</li> <li>Employee</li> </ul>  | Oct-Nov 2019   | <ul style="list-style-type: none"> <li>Establish consolidated baseline</li> <li>Identify critical knowledge gaps to address</li> </ul> |
| <b>2a. VOC Gap #1 – Businesses</b> <i>(include small, equity)</i> <ul style="list-style-type: none"> <li>Part 1 - Influencer Interviews (25)</li> <li>Part 2 - TBD, possible focus groups</li> </ul> | <u>Phase 1:</u><br>Oct-Nov 2019<br><u>Phase 2:</u><br>Dec-Mar 2019 | <ul style="list-style-type: none"> <li>Identify values, concerns, partnering</li> <li>Shape plan</li> </ul>                            |
| <b>2b. VOC Gap #2 – Employees</b> <ul style="list-style-type: none"> <li>Work Culture Listening Sessions <i>(include pre-survey)</i></li> </ul>  | Nov-Mar 2020   | <ul style="list-style-type: none"> <li>Identify values, concerns</li> <li>Shape plans and actions</li> </ul>                           |
| <b>2c. Other VOC Gaps – TBD, Grass Top Community Advocates</b>   | Thru Mar 2020  | <ul style="list-style-type: none"> <li>Identify values, concerns</li> <li>Shape plans and actions</li> </ul>                           |
| <b>3. SPU Refresh - Identity + Messaging</b>   | <u>Phase 1:</u><br>Dec-June 2020                                   | <ul style="list-style-type: none"> <li>Refresh SPU vision, mission, values, goals, look and feel</li> </ul>                            |
| <b>4. SBP Community Outreach</b> <i>(include equity)</i> <ul style="list-style-type: none"> <li>Field where people already are</li> <li>Language appropriate</li> <li>5 Key Questions</li> </ul>     | <u>Design:</u><br>Oct-Dec 2019<br><u>Outreach:</u><br>Jan-Mar 2020 | <ul style="list-style-type: none"> <li>Identify values, concerns, partnering</li> <li>Shape plan</li> </ul>                            |
| <b>5. Draft SBP Plan Comment Period</b> <i>(online survey)</i> <ul style="list-style-type: none"> <li>Community</li> <li>Employees</li> </ul>  | May 2020   | <ul style="list-style-type: none"> <li>Incorporate into plan/actions</li> </ul>  |
| <b>6. Public Hearing Notification</b> <i>(online/mailer)</i>   | Fall 2020  | <ul style="list-style-type: none"> <li>Awareness</li> </ul>  |
| <b>7. Elected Review</b>   | <u>Mayor:</u><br>June 2020<br><u>Council:</u><br>Fall 2020         | <ul style="list-style-type: none"> <li>Recommend and adopt plan</li> </ul>   |

# Detail: VOC Gap #1 - Businesses

## Phase 1: (Nov 2019)

- 25 Influencer Interviews
- Example questions
  - *What's most important to you about services SPU provides?*
  - *Areas for service improvement?*
  - *Seattle's biggest water and waste challenges?*
  - *Ways to work together/partner to address challenges?*
- Assessment

## Phase 2: (Nov-Mar 2020)

- TBD, possible Focus Groups

Apartment Building Owner  
Business Association/Group  
Business Associations/Group, South Seattle  
Business Improvement Area (BIA)  
Business Owners and Management  
Developer, large  
Developer, low income  
Developer, small  
Development, green  
Ethnic Chamber of Commerce Coalition  
Food Industry  
Hospital/Medical Facility  
Hotel, Tourism  
Innovation Advisory Council Member (IAC)  
International Business  
Landscaping/environmental business  
Low Income Shelter  
Major Institution  
Manufacturing/Industry Council  
Restaurant, chain  
Restaurant, small  
Retail  
Small Business Advisory Council Member  
Small Business, MBE  
Transportation  
Unions, Trades



# Detail: SBP Community Outreach

## Design: (Oct-Dec 2019)

- Visual Service Awareness - Do you know that SPU...?
- Five Key Questions\*\* (\*\*= CRP input)
- Translation
- Track and code responses for follow-up action
- Evaluate continued presence possibilities

## Outreach: (Jan-Mar 2020)

- Go to places where people already are – fairs, markets, grocery, community centers, meetings, DON activities...
- Use DON community liaisons, community groups
- Focus on general and target communities, **attention to customer voice and service satisfaction gaps**
- Invite responses online too and post where we will be/when



# Outreach Comparison

| 2018-2023 Plan   | 2021-2026 Plan  |
|--|---|
| <p>1. <u>Customer Review Panel</u><br/><i>(Sept 2016 to May 2017)</i></p>                                      | <p>1. <u>Customer Review Panel</u><br/><i>(ongoing, SBP Oct 2019 to June 2020)</i></p>                  |
| <p>2. <u>Customer Focus Groups</u><br/><i>(6 in June 2016)</i></p>   | <p>2. <u>Voice of Customer (VOC) Inventories/Gap Research</u><br/><i>(Oct 2019 – March 2020)</i></p>    |
| <p>N/A</p>   | <p>3. <u>SPU Refresh – Identity and Messaging</u><br/><i>(Dec 2019 – June 2020)</i></p>                 |
| <p>3. <u>Community Partner Outreach Meetings</u><br/><i>(7 in hard to reach communities, Jan-Feb 2017)</i></p> | <p>4. <u>SBP Community Outreach</u><br/><i>(in community, target hard to reach, Jan-March 2020)</i></p> |
| <p>4. <u>Employee + Customer Survey</u><br/><i>(online, Jan-Feb 2017)</i></p>                                  | <p>5. <u>SBP Draft Plan Comment Period Employee + Customer</u><br/><i>(online, May)</i></p>             |
| <p>5. <u>Public Hearing Notification</u><br/><i>(online, mailer, Fall 2017)</i></p>                            | <p>6. <u>Public Hearing Notification</u><br/><i>(online, mailer, Fall 2020)</i></p>                     |



The background features several colorful speech bubbles in shades of orange, teal, yellow, light blue, pink, and purple. Below the bubbles is a row of six stylized human icons in various colors (orange, teal, green, pink, blue, purple) representing diverse people. The text "Your Thoughts ?" is centered in a bold, dark blue font.

# Your Thoughts ?