



**Seattle
Public
Utilities**

2021-2026 Strategic Business Plan

February 2021 (DRAFT)

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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.

Let's work together,
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 reducing urban flooding;
- Preventing water pollution and supporting raingardens;
- Safely removing pollutants from streets, sidewalks, and open spaces; and
- 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	<i>We strive to understand and respond to customer and community needs—inside and outside our organization.</i>
Affordability and Accountability	<i>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.</i>
Risk and Resilience	<i>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.</i>
Equity and Empowerment	<i>We work to dismantle institutional racism by building trusting relationships, prioritizing equity and inclusion in decision-making, and creating opportunities for all. This includes listening to and investing in our people—the valued employees of Seattle Public Utilities.</i>
Service and Safety	<i>We focus on delivering high quality, reliable, and sustainable services and infrastructure that prioritize the health and safety of our employees and our community.</i>

The Challenges Ahead

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:

- Ensure the resilience and robustness of our infrastructure through all types of threats?
- 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 strength and focuses 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: service, sustainability, equity, and affordability.

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

Your Utility, Your Voice

We work in partnership with you, 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 different types of SPU customers.

Community Outreach: We engaged diverse communities (including low-income and other hard-to-reach populations) through interviews with community leaders and outreach by Seattle Department of Neighborhoods community liaisons. These conversations took place in multiple languages and within neighborhoods. A five-question (translated) survey was promoted through community events, social media, bill inserts, our website, and other communications.

Employee Engagement: SPU 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.

Outreach Highlights:

- 944 survey responses
- 52 in-depth interviews with community and business leaders
- 82,378 reached via Facebook

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

SPU's Customer Review Panel¹ 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 regularly met with SPU leaders 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

¹ The Seattle Public Utilities Customer Review Panel was created July 2018 through City Council Resolution 31825.

Our Mission and Vision

Our 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.

Our 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.

My wish is that one day my great, great grandchildren stand on the shoreline and tell their children about how their great, great grandfather and his colleagues had the vision to restore it more than 100 years ago.

—Jerry Waldron, SPU Employee

Our Mission and Vision

Community Centered

- We put people at the heart of our work and work with them to understand and address their priorities. We seek to better understand and address employee, customer, and community needs, and build the long-lasting, equitable, and inclusive relationships necessary to address these needs.
- Together, we will identify 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 inclusive 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 and carefully manage 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 Equitable Essential Services

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

Our Essential Workforce Includes:

Drinking Water Workforce

Manages and delivers safe and pure drinking water to Seattle and the King County region.

The drinking water supply system includes:

- Two pristine watersheds, supporting reservoir and transmission infrastructure and operations staff that bring water from the mountains to the City of Seattle and SPU's wholesale contract customers;
- Two water quality treatment facilities treat water and a regional water quality lab continuously tests and monitors drinking water purity; and
- Water distribution reservoirs, distribution infrastructure, and metering system operations and maintenance within Seattle.

Drainage and Wastewater Workforce

Manages wastewater and stormwater systems, compliance monitoring, pollution source control, waterway restoration, and spill response within Seattle.

- The wastewater system collects and conveys sewage and a portion of the city's stormwater to King County's regional wastewater treatment system.
- The stormwater system is a network of storm drains, ditches, culverts, outfalls, green stormwater infrastructure, and structures that control how rainwater moves through our urban area. The system works to prevent flooding and clean the water that feeds into our creeks, our lakes, and Puget Sound.
- Systems operations, maintenance, and source and pollution control crews help keep the water clean and flowing to the right places.

Solid Waste and Clean City Program Workforce

Manages garbage, recycling, and organic waste for residents and businesses, helping to keep Seattle clean and welcoming for all.

- The solid waste system includes overseeing waste collection, processing, and landfill disposal contracts and inspections; 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.

Focus On: Delivering Equitable Essential Services

Our Essential Workforce (Continued):

Customer Service Workforce

Builds strong customer relationships, listens to input from customers, helps customers navigate City services, and improves the customer experience.

- The Contact Center (which also supports Seattle City Light) and SPU billing teams resolves billing and service inquiries, reads customer water meters, and issues 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 Workforce

Provides critical support to frontline staff and utility asset infrastructure.

- SPU project delivery, engineering, construction management, survey, materials lab, and asset and facilities maintenance staff who directly support the front line and lines of business, ensuring infrastructure safety and effectiveness.
- Shared services, facilities, fleets, warehouse, and logistics staff reduce SPU carbon emissions, keep assets painted, repaired and functioning, and equip SPU's frontline crews with the facilities, vehicles, supplies and support they need to do their work.
- Emergency management, safety, security, risk, quality assurance and environmental management staff who manage system risks, preparedness, and response and keep our staff safe and prepared.

Focus On: Delivering Equitable Essential Services

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 all our customers.

Strategies

1. Strive for best-in-class

Stay knowledgeable and operate at the top of our field; demonstrate leadership in cost-effective, equitable, and cutting-edge service, engagement and partnership.

2. Provide reliable and rewarding experiences

Focus on improved and equitable customer service interactions and satisfaction with each individual experience using customer involvement, input, data, and analysis to improve performance.

3. 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.

2018-2020 Accomplishments and Learnings

- Continued 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.
- Reduced peak period call waiting times at the Customer Contact Center by over 17 minutes since 2017, 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

We strive to achieve quarterly essential service delivery performance targets, meet all regulatory and financial commitments, and report our progress regularly. This information helps us track and improve our performance.

Learn More!

Accountability and performance metrics are included in the appendix.

Focus On: Stewarding Environment and Health

Community well-being depends on a healthy environment fostered by good stewardship of water and waste resources. Without new strategies, we will continue to experience increasing costs and degradation created by pollution, disease, climate-change, 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, science-informed, 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.

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.

Seattle’s Green New Deal

City departments, including SPU, are working collaboratively to eliminate climate pollution, prioritize climate justice, and invest in an equitable transition to a clean energy economy.

2018-2020 Accomplishments and Learnings

- 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.
- Completed a watershed vulnerability assessment evaluating climate change impacts and restoration approaches to protect Cedar River Watershed ecosystem functions.
- 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.

Focus On: Stewarding Environment and Health

Strategy 1: Invest in key water, stormwater, and wastewater projects and plans

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

Highlighted Initiatives and Investments²:

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 regional water quality 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.
- Start operation in 2025.

² **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).

Focus On: Stewarding Environment and Health

Strategy 2: Advance 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 use science and best practices to retool our water and waste practices. This will help build 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 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.

Key Commitments:

- Adaptively manage water supply and stormwater operations and make strategic system investments 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.

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.

Focus On: Stewarding Environment and Health

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 SPU 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 volume and 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 Commitments:

- Work with state and regional partners to finalize a statewide framework for extended producer responsibility.
- Increase food rescue innovation partnership work.

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 percent 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 Commitments:

- Develop and adopt a Waste Prevention Strategic Plan and metrics.
- Fund waste prevention innovation through SPU waste-free community grants.

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

We work with our customers, community, and staff to identify and refine our utility’s priorities and approaches. Collaboration, both inside and outside the utility, will help us build a more just, livable, and resilient Seattle.

At the heart of this work is SPU’s commitment to equity and empowerment—giving voice and power to all our customers, community, and employees. This work begins with addressing the insidious effects of racism and race and social justice disparity and acting to uplift disadvantaged populations through our work in whatever ways we can. This demands intentional and focused efforts and needs to be incorporated into all we do.

Over the long term, this means investing to address service, infrastructure, and assistance inequity; deepening inclusive engagement and partnership efforts; and enhancing opportunities for economic advancement and job opportunities related to utility work.

Each day, that commitment means ensuring our customers are heard, have service, and are empowered and educated to value water and reduce waste. It means we are working alongside community-based organizations, governments, schools, and businesses to maximize the collective benefits we can provide. And, at our workplace, it means that with each hire and at each meeting we are cultivating a diverse workforce and creating engaging and inclusive leadership opportunities and facilities so that we can attract and retain 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 shared, 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 compassionate and dynamic work culture that prioritizes racial equity and attracts, inspires, and invests in existing and future employees—our most valuable resource.

2018-2020 Accomplishments and Learnings

- 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.
- Used the experience of COVID-19 to honor and continue to improve support and connection to our frontline employees who have ensured uninterrupted delivery of our essential water and waste services.

Focus On: Empowering Our Customers, Community, and Employees

Strategy 1: Provide utility assistance that makes a 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 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 Commitments:

- Make pilot program incentives available to low-income customers in the form of grants, loans, rebates, or repairs.
- Use pilot results to potentially expand the program to serve a wider range of customers.

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 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 percent 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.

Focus On: Empowering Our Customers, Community, and Employees

Strategy 2: Give voice and power through meaningful partnerships

Building more inclusive, equitable, trusted, and mutually beneficial relationships with community, businesses, and our most vulnerable populations 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 Centered, 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 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.

Focus On: Empowering Our Customers, Community, and Employees

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 the best place our employees have ever worked. 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-entered 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 in the SPU Facilities Master Plan. Work that improves operational efficiencies will be prioritized and facility improvements will address maintenance issues.

Key Commitments:

- Complete planning and design and begin construction for NOC, SOC, and Cedar Falls Phase 2 projects.
- Develop recommendations for Seattle Municipal Tower renovations that consider a reduction of rented space, expanded use of telecommuting, and more collaborative and temporary workspaces that leverage learnings from the coronavirus pandemic.
- Complete Facilities Master Plan Strategy update.

Learn More!

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

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 will also use the best available science, data, and analysis to inform utility decision making and performance.

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.

2018-2020 Accomplishments and Learnings

- Reduced SPU’s adopted rate path by 20 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 the lifespan of our assets.
- Completed a water system assessment of seismic vulnerabilities and priority investments.

Focus On: Strengthening Our Utility's Business Practices

Strategy 1: Deliver on accountability and affordability commitments

Affordability and accountability are top priorities for our customers and for SPU. We will make changes that reduce our rate increases and holistically improve transparency and performance reporting. 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 collaborative partnerships that refine our priorities, help manage our costs, and increase our impact.

Highlighted Initiatives and Investments:

Accountability and Affordability Strategic Plan

As Seattle residents contend 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 and partnerships, and improved reporting about SPU performance and investments.

Key Commitment:

- Implement three-year actions and recommendations of the Accountability and Affordability Strategic Plan.

Focus On: Strengthening Our Utility's Business Practices

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 Strategic Plan

To improve SPU's ability to respond to risks and unexpected events, SPU will seek organization-wide opportunities to encourage and facilitate experimentation and investment 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 percent 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.

Focus On: Strengthening Our Utility's Business Practices

Highlighted Initiatives and Investments (Continued):

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 pipes, 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 for and build upon 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.

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 SPU's rates are structured to collect only the amount of revenue needed to support its business operations and financial obligations, 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's rates are driven by the cost of services. SPU has been working to reduce costs and flatten rate increases over time. While a consistent growth in rates is expected due to inflationary factors, SPU's projected rate path for the 2021-2026 period is projected to be lower than what was anticipated in previous rate paths (2018-2023 and 2015-2020).³

Factors lowering the growth in the cost of services include:

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

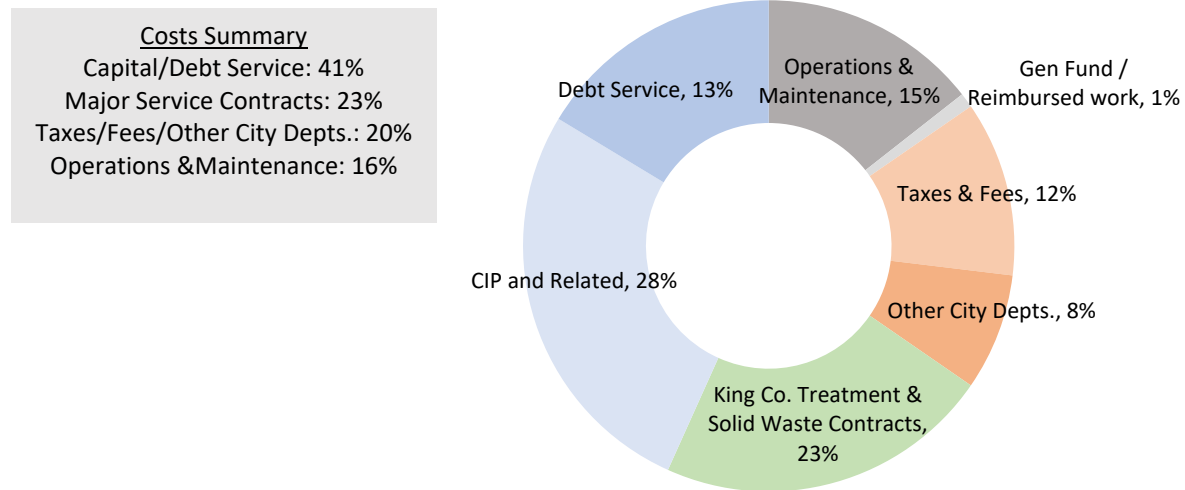
There are also factors that are increasing costs at a faster pace and offsetting cost savings. These include:

- Higher than expected increases in King County's wastewater treatment charges to Seattle,
- 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 and obligations to keep pollutants out of our water.

Chart 1 (see next page) further explains what drives the projected rate path by showing SPU's expenses by category.

³ The utility reviews and recommends 'rate paths' within its Strategic Business Plan, over six-year periods.

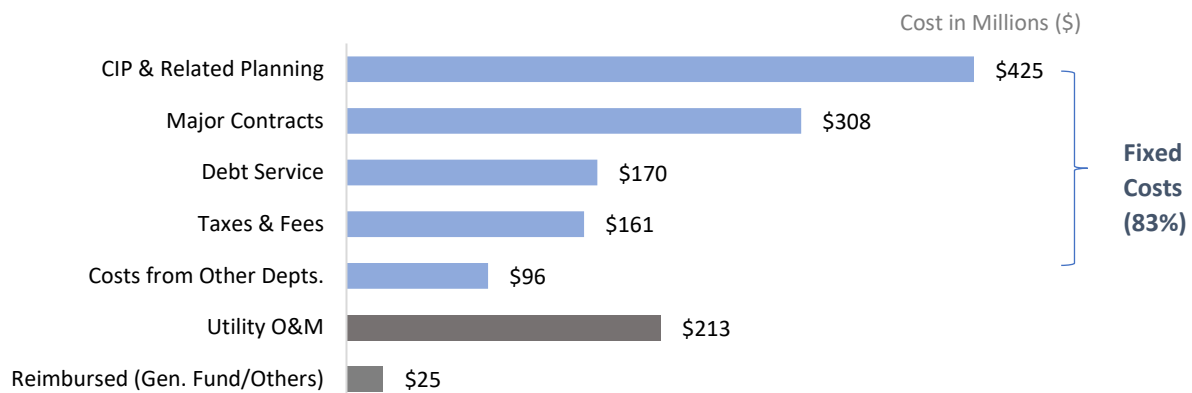
Chart 1: SPU Expenses by Category (2021-2026)



SPU’s largest cost area consists of capital costs and related debt service, accounting for 41 percent of the budget. Major service contracts, including King County wastewater treatment, account for 23 percent; and taxes, fees, and costs paid by SPU to other City departments make up 20 percent. Utility operations, which includes work required to deliver essential services and work on behalf of the City’s General Fund, and work that is reimbursed by other departments, makes up 16 percent.

Chart 2 further explains expenses by showing costs in dollars for 2021. The total 2021 annual budget is \$1.4 billion. Fixed (non-discretionary) costs and CIP costs make up 83 percent of the budget (or \$1.2 million for 2021).

Chart 2: Expenses by Category (2021)



Three-Year Rate Path and Additional Three-Year Projection

SPU’s projected rate path is provided below. This six-year planning horizon is updated every three years.

The projected 2021-2026 average annual rate increase is projected to be lower than the adopted 2018-2023 rate increase. Chart 3 illustrates that updated growth rates are expected to average 4.2 percent (orange line) and 20 percent lower than the last adopted Strategic Business Plan, and nine percent lower than the 2015-2020 Strategic Business Plan.

Chart 3: Projected Rate Path

The Proposed 2021-2026 Plan Lowers the Average Rate Path by 20%

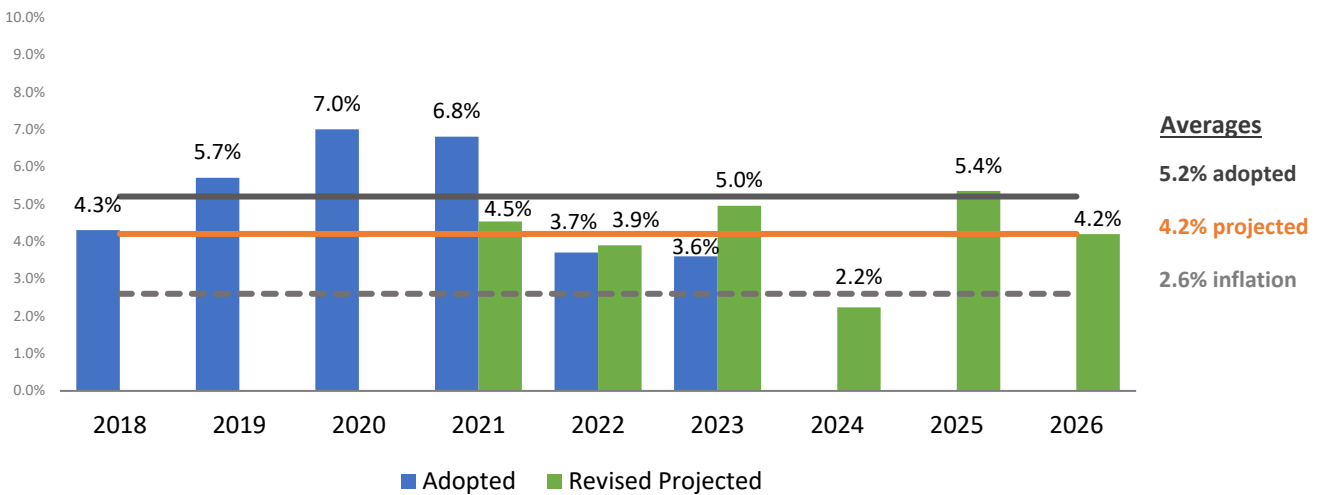


Table 1 describes the projected three-year rate path and projected three-year rate forecast for the six-year period, by line of business and combined.

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%
Wastewater	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%

Approved rate legislation currently in effect

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.

Rate Impact to Customers

Table 2 below shows 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

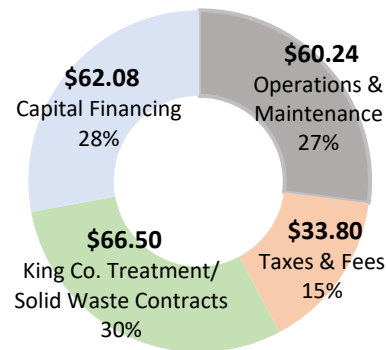
*Totals may vary due to rounding

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

Chart 4 shows how a typical residential customer’s bill is spent across utility expense areas.

Chart 4: Where the Money Goes

Typical Customer Bill Breakout
Single Family Home Monthly Bill:
\$222.62



Customer Financial Assistance

SPU’s affordability and accountability work aims to keep rate increases to the lowest possible level, reducing potential hardship for our customers. But if customers need financial assistance, we can help them in a few ways:

- **Conservation and education programs** which help people understand their usage and bills and identify ways to potentially reduce them;
- The **Utility Discount Program** which provides ongoing bill assistance to the lowest income families and uses customer data to target marketing, signup, and assistance to those in need;
- The **Emergency Assistance Program** which provides credits toward one bill per year for lower-income households or two bills per year for households with children;
- **Payment plans** which provide customers with flexibility in payment arrangements that fit their needs; and
- The **Community Donation Fund** which allows for voluntary contributions to help those who are in need.

SPU has been actively promoting these programs to ensure people know help is available when they need it. We have also improved these programs to make rates more affordable for low-income customers, and we plan to continue this work in the years ahead. To date, we have:

- Worked proactively with low-income customers and small businesses,
- Increased Utility Discount Program enrollment through a self-certification pilot,
- Improved the Emergency Assistance Program and shut-off prevention and notification,
- Created more flexible payment arrangements,
- Eliminated interest charges on late bills, and
- Started to use customer data and predictive analytics to target our efforts.

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.

Supporting Documents and Appendices

The 2021-2026 Strategic Business Plan and supporting materials are available at:

<https://www.seattle.gov/utilities/about/plans/strategic-business-plan>

Appendices:

- A. Accountability and Performance Reporting
- B. Highlighted Initiative and Investment Detail
- C. Community Research and Outreach Summary
- D. Financial Forecast
- E. Seattle Public Utilities Accountability and Affordability Strategic Plan
- F. Seattle Public Utilities Risk and Resiliency Strategic Plan
- G. Customer Review Panel Letter