

# SPU Customer Review Panel (CRP) Foundational Briefing

Seattle Public Utilities  
April 25, 2023



City of Seattle



A blue-tinted photograph of the Seattle skyline. In the foreground, the white Ferris wheel at Pike Place Market is prominent. Behind it, a dense cluster of modern high-rise buildings with glass facades rises against a clear blue sky. The water of the waterfront is visible at the bottom.

# Welcome Andrew Lee CEO and General Manger, SPU



# Public Comment

Cheryl Swab, BDS Planning





# Facilities Planning at SPU

## Easton Branam

# SBP - Workforce Facility Efforts

Empowering  
Our Customers  
Community &  
Employees

*“Our goal isn’t just to be better—it’s to be the best place our employees have ever worked...This includes investments in workforce attraction and recruitment, learning and development, and retention. It also means improving facilities and workspaces.”*

- 1. Complete Workforce Facilities Master Plan Strategy update.**
2. Complete planning and begin design and construction for North Operations Center, South Operations Center, & Cedar Falls Ph 2.
3. Develop recommendations for Seattle Municipal Tower restack



# Previously Initiated Projects - Updates



# Projects In-Flight

*Not impacted by Master Plan Update*

- Cedar Falls Phase II
- Seattle Municipal Tower Restack
- South Operations Center (SOC)





# Projects In-Flight

*Impacted by Master Plan Update*

## **North Operations Center (NOC)**

A seismic survey that found the existing NOC needs a costly upgrade that will provide no improvements to the overall function of the facility. In the Master Plan Update, SPU will consider investing in a One Water, joint facility to house DWW and Water crews and integrate staff.



# Workforce Facilities Master Plan Update



# Workforce Facilities Master Plan - Major Deliverables

SPU is investing in a Workforce Facilities (WFF) Master Plan Update to ensure that every employee has access to safe, quality, workspaces that are operationally efficient.

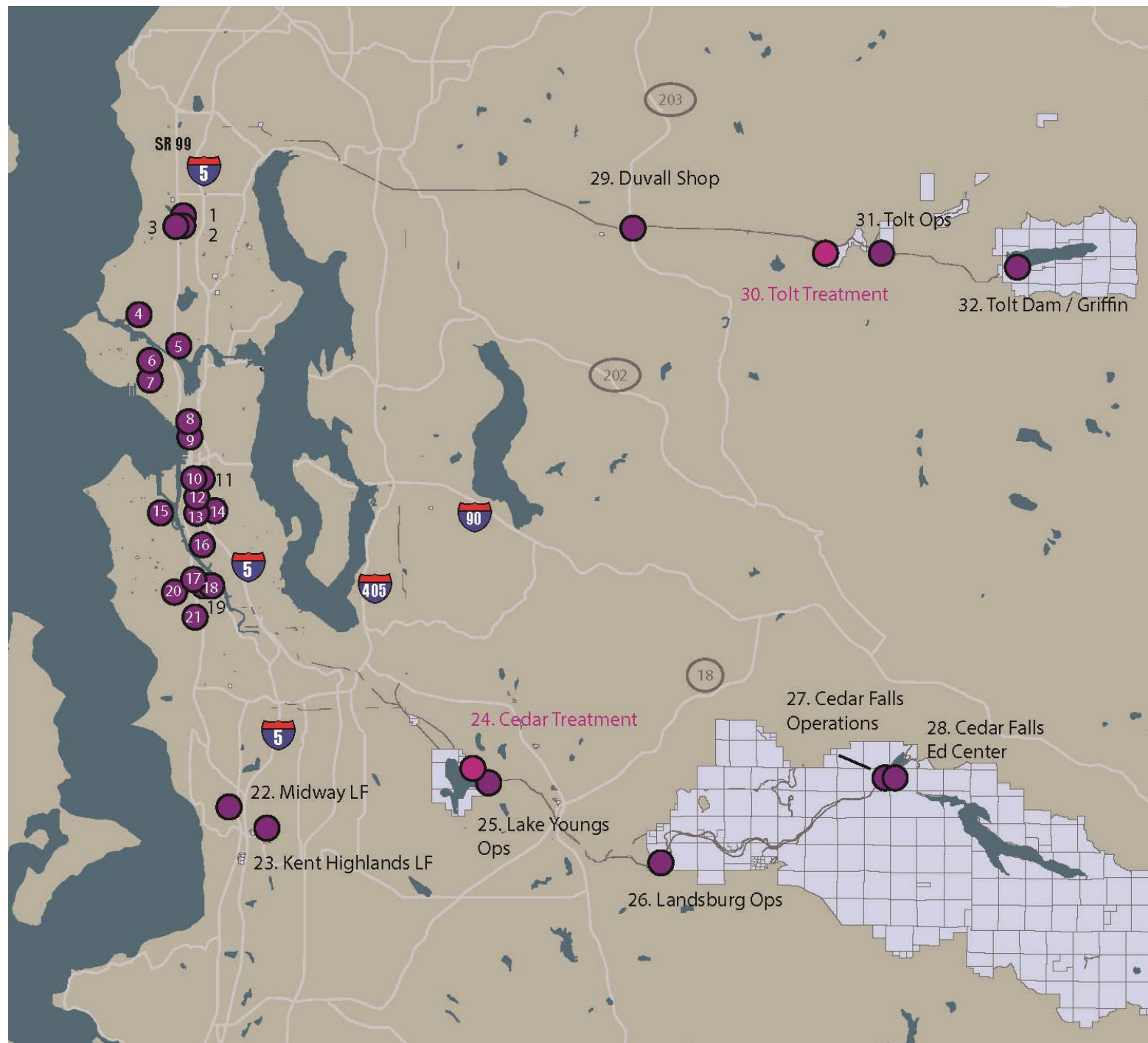
The WFF Master Plan Update includes:

1. Recommendations for the **creation of an asset management program for workforce facilities** (onboarding, facility maintenance and repairs, decommissioning).
2. The master plan will provide a phased approach to the **long-term Capital Improvement investments** needed to equitably steward SPU's workforce facility portfolio.



# Workforce Facility Portfolio

1. North Operations Center (NOC)
2. Haller Lake
3. N. Household Hazardous Waste (HHW)
4. Ballard Ops Building
5. North Transfer Station
6. Wharf Building
7. Halladay Decant
8. Seattle Municipal Tower (SMT)
9. Charles Street Materials Lab
10. Airport Way Center (AWC) Bldg D
11. AWC Water Quality Lab
12. Operations Control Center (OCC)
13. South Spoils (Future)
14. Beacon Hill Building
15. South Operations Center (SOC)
16. Mead Street
17. South Transfer station
18. Old S. Transfer station
19. S. Household Hazardous Waste (HHW)
20. West Seattle Decant
21. Joint Training Facility (JTF)
22. Midway Landfill
23. Kent Highlands Landfill
24. Cedar Treatment Facility
25. Lake Youngs Operations
26. Landsburg Operations
27. Cedar Falls Operations
28. Cedar Falls Education Center
29. Duvall Shop
30. Tolt Treatment Facility
31. Tolt Operations
32. Tolt Dam / Griffin Vista House





# Portfolio Baseline - Facility User Definitions

In facilities planning, employee types help determine the level of support needed from workforce facilities.

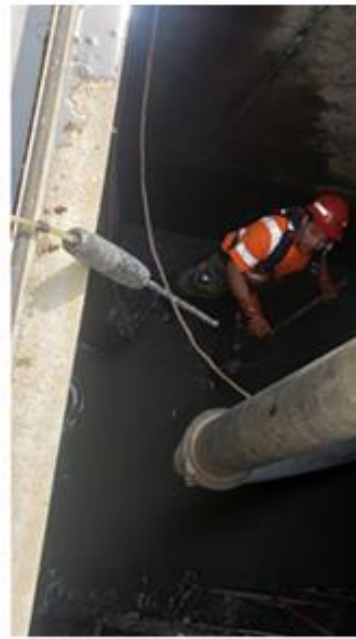
**Front Line Workers** – employees who must report to specific facilities to secure vehicles, materials, and equipment needed for their daily work

**Hybrid Workers (direct support or non-essential)** – employees who can work from any facility or remote location that has access to internet and the City of Seattle network



# Portfolio Baseline - User Needs

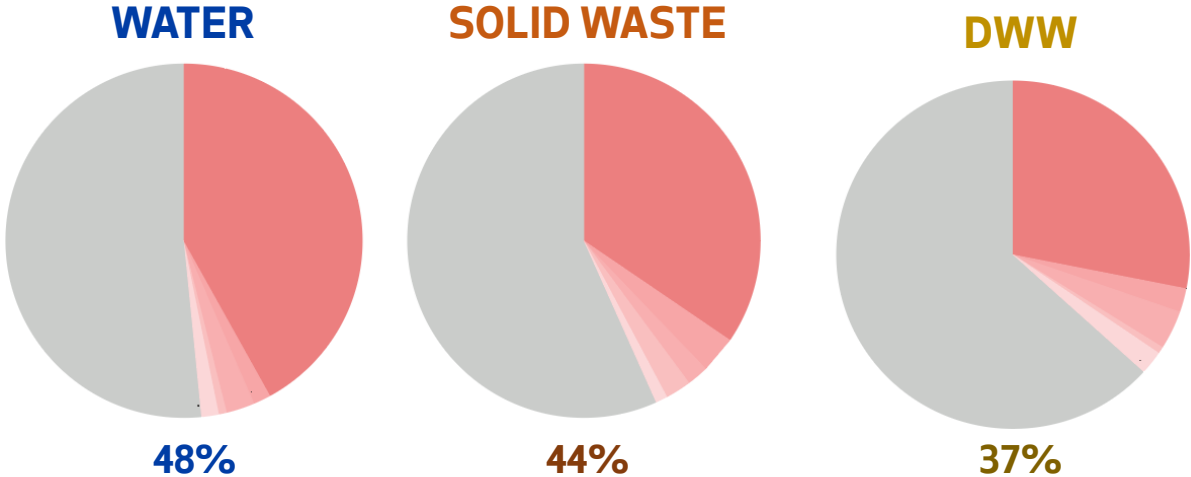
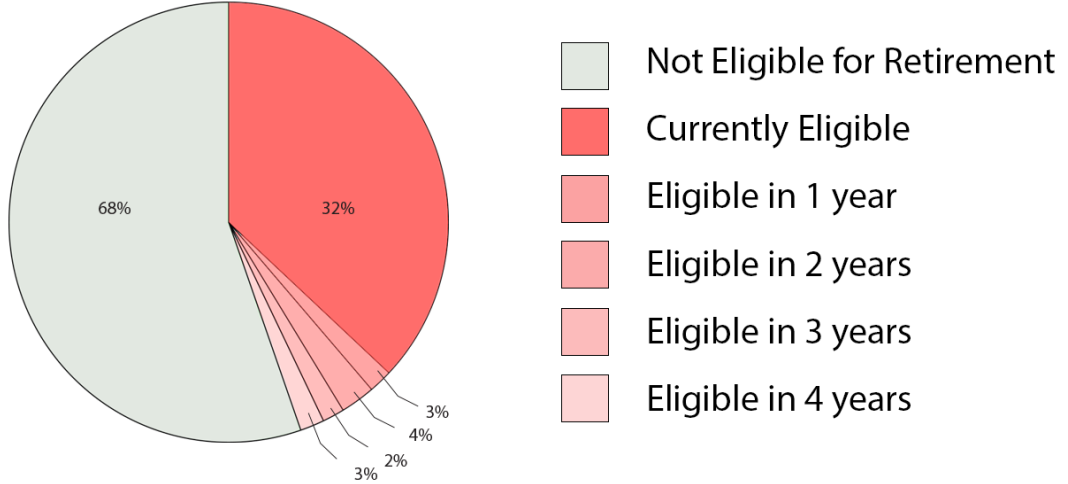
Conditions	Facility Needs	Hybrid Worker	Frontline Worker
Shocks / Emergency Operations	Must report to SPU facilities		X
	Access to City of Seattle data and reliable internet	X	X
	Materials Storage and Disposal		X
	Personal vehicle storage		X
	SPU vehicle dispatch		X
	SPU provided food, water, and sleeping areas (24hr ops / shifts)		X
	Communication with planning/operations support	X	X



# Portfolio Baseline - Frontline Employee Retirement

AVERAGE: 44%

- ~ **44%** of frontline workers\* are eligible for retirement in 5 years
- Frontline positions may become undesirable to the next generation if workforce facilities and working conditions put frontline employees at a disadvantage





\* Includes In-city and Regional front line workers




# Portfolio Baseline - In-City Frontline Employee Locations

SU108, SU110, SU125, SU126, SU127, SU128, SU088, SU090, SU091, SU092 (Employee Count: 300)

## Legend

-  Seattle Boundaries
-  10 Mile Increment

## Number of Employees

-  1
-  2
-  3
-  4
-  5
-  6
-  7
-  8
-  9
-  13

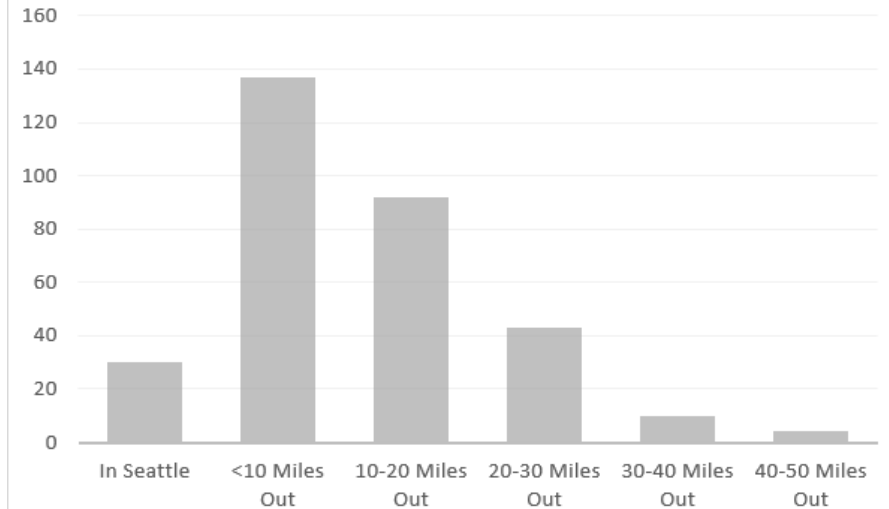
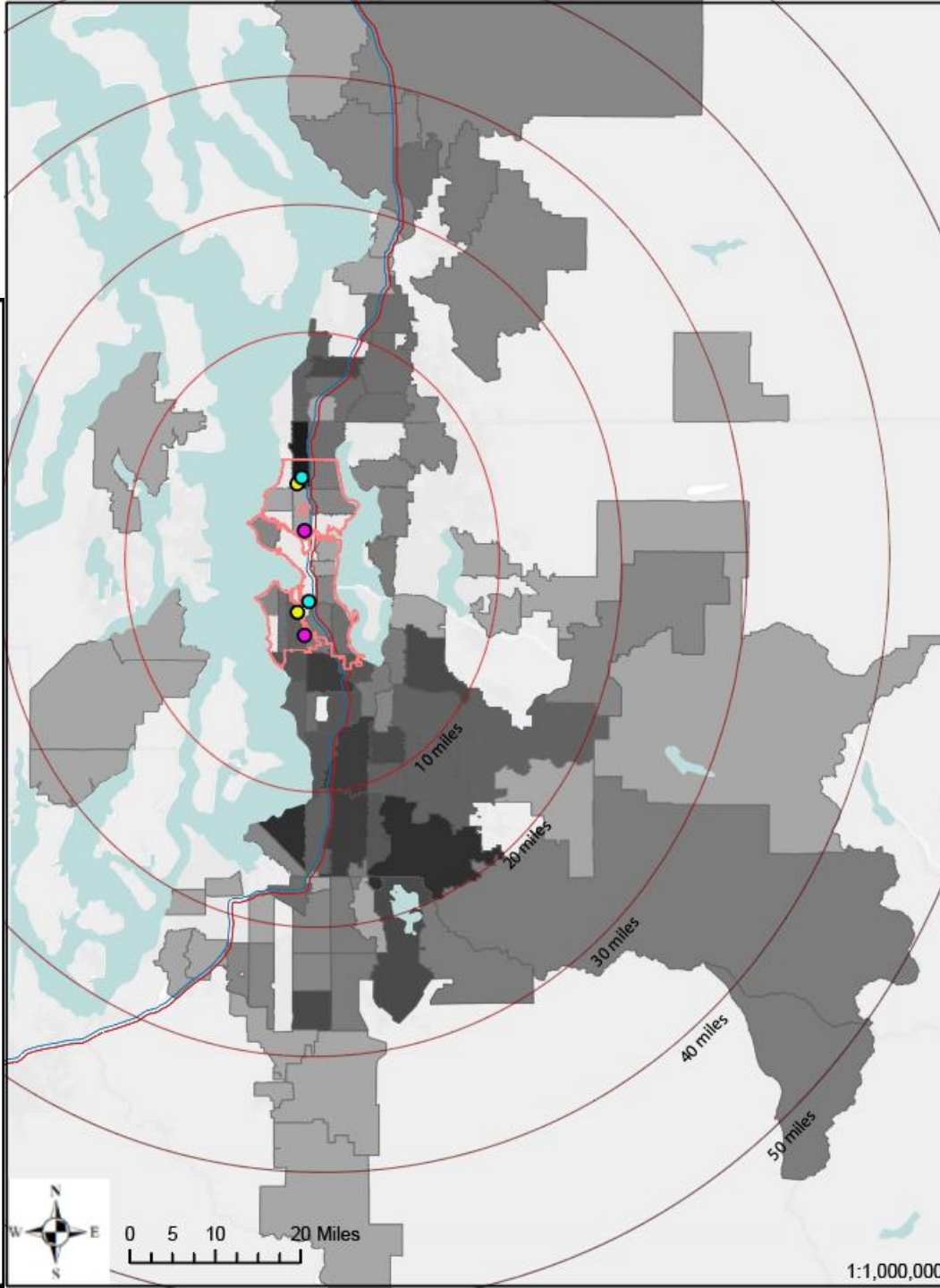
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 Water Bodies

 DWW Dispatch Centers

 Solid Waste Transfer Stations

 Water Dispatch Centers



- 91% of Frontline Employees live outside of Seattle
- 47% of Frontline Employees commute more than 10 miles to facilities located within the city limits.



City of Seattle

# Opportunities and Challenges



# Critical Success Factors



**Shift to systems narrative** – facilitate a universal understanding of why workforce facilities should be managed as a system



**Build an accurate inventory** of properties, associated building assets, and recent investments



**Clarify roles and responsibilities and identify resource gaps** for a building asset management program



**Build a system-wide vision** for next 20 years of capital investment

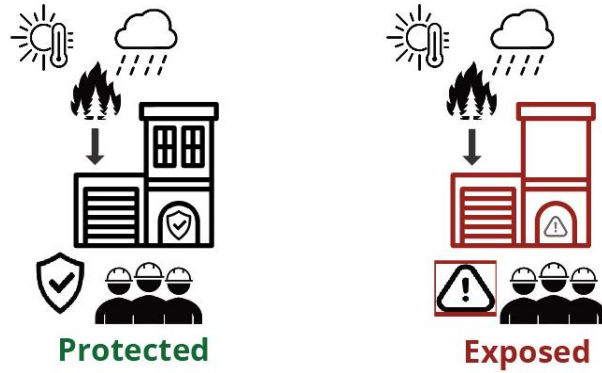


# Top Priorities

Alternatives Development under way in July 2023

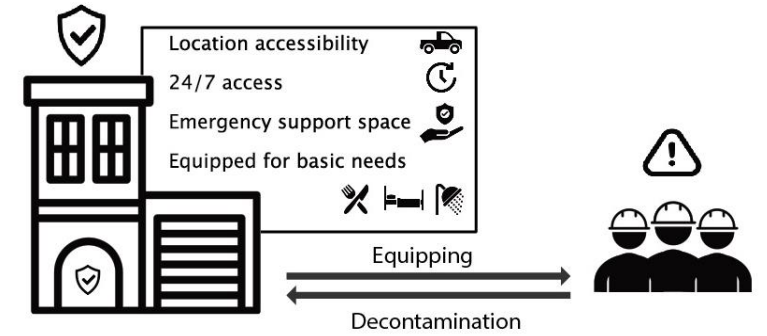


### Protect from Increased Exposure to Climate Hazards



Climate-resilient workforce facilities are a critical climate adaptation investment

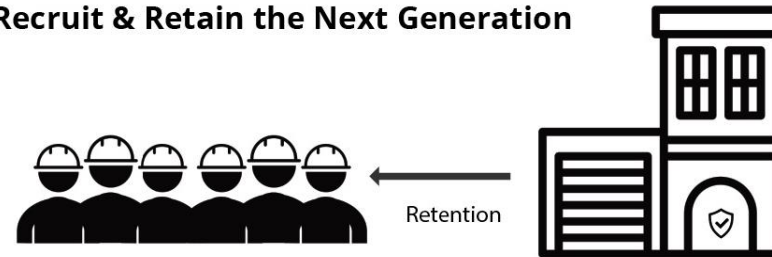
### Equip for the Needs of 21st Century Frontline Work



Climate-resilient workforce facilities enhance SPU's capacity for incident response and climate adaptation.

## 3 Facility Priorities

### Recruit & Retain the Next Generation



Climate-resilient workforce facilities enhance SPU's ability to recruit a diverse and resilient workforce while the current generation retires.

# Project Example: North Operations Center and Haller Lake to One Water Complex

- Priority project from 2016 Master Plan
- Confirmed current priority
- Opportunity to address deficient facilities for Water, DWW, Solid Waste.

## 1. NORTH OPERATIONS CENTER

1318 N 128TH ST

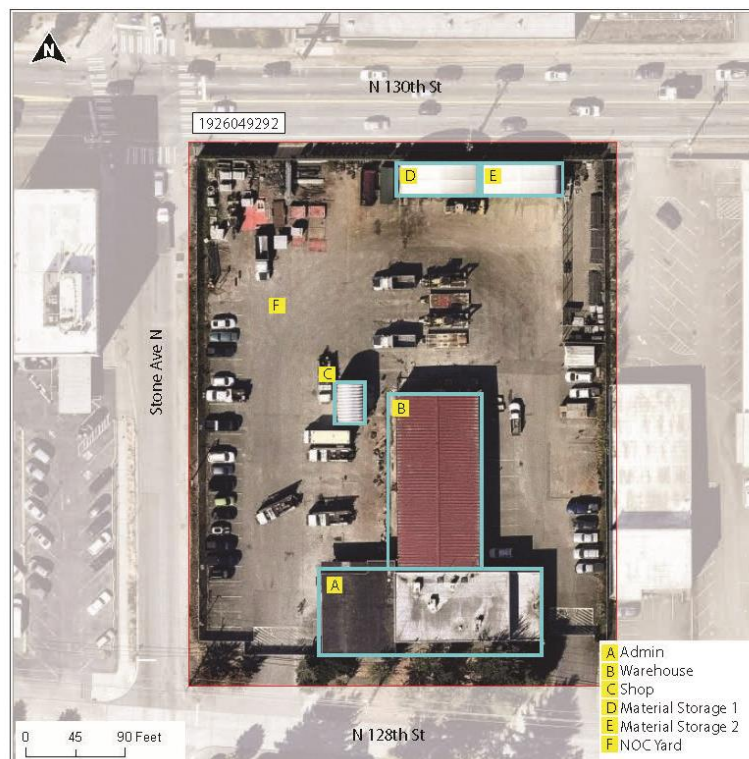


FIGURE 2. NORTH OPERATIONS CENTER. SOURCE: NEARMAP 01/2023

YEAR BUILT/RENOVATED	
A: 1960/2001	E: 2000
B: 1997	F: 1960
C: 2010	
D: 2000	

OWNER
SPU WATER
SITE AREA
1.92 AC

## 2. HALLER LAKE

12600 STONE AVE N



FIGURE 4. SPU USES AT HALLER LAKE. SOURCE: NEARMAP 01/2023

YEAR BUILT/RENOVATED		
A: 1973/1995	E: 2015	I: 1988
B: 2019	F: 1988	
C: 2000	G: 1988	
D: 2000	H: 1993	

OWNER
SPU DWW
SITE AREA
11.92 AC



# Previous MP Recommendations: Priorities to Explore

- **One Water Complex (NOC)** - Confirm program and update implementation costs and phasing plan
- **South Satellite** - Evaluate potential for property already owned by SPU (Kent and Midway Landfills) to be used for improved resilience and efficiency
- **Lake Youngs Operations** - Evaluate previous facility recommendations and determine priority
- **Duval Shop / Tolt** - Evaluate previous facility recommendations and determine priority



# 2023 Timeline

- Mar – Apr: Building Blocks
- May: Vision and Guides for decision making
- **Jun – Aug: Alternatives Development**
- Sep – Oct: Preferred Alternative Selection
- Dec: CIP Projects and Phased Implementation Plan



# SPU Strategic Technology Plan (SSTP)

Natasha Papsoueva



# Our Purpose & Objectives

- Technology underlines **everything** that that we do – transition from *not only a tool* but *the way* we do work.
- **Enable a future-ready utility** where technology empowers employees to fulfill commitment to people, communities, and the environment.
- CRP can **support through advocating** for technology related initiatives reflected in the SBP.
  - *For example, automated infrastructure*



**Align** technology solutions with utility strategies and business goals



Ensure our technology investments deliver **value**



Reflect our **CARES guiding principles** in technology investments



**Guide** strategic technology decision making for the next 5 years



# Our 8 Focus Areas

Cyber Security

Customer: Digital Experience, Information Systems, Engagement

Streamline application portfolio, Cloud

Ops technology, IT/OT support, IT/OT integration and interoperability (support of One Water strategies)

Asset Planning, Management and Operations

Smart Water Technologies: AMI, IOT, machine learning, AI

Data Management, Analytics, Business Intelligence

Tech Governance, Project Planning and Project Delivery



# SPU Strategic Technology Plan Team

## Advisory Committee

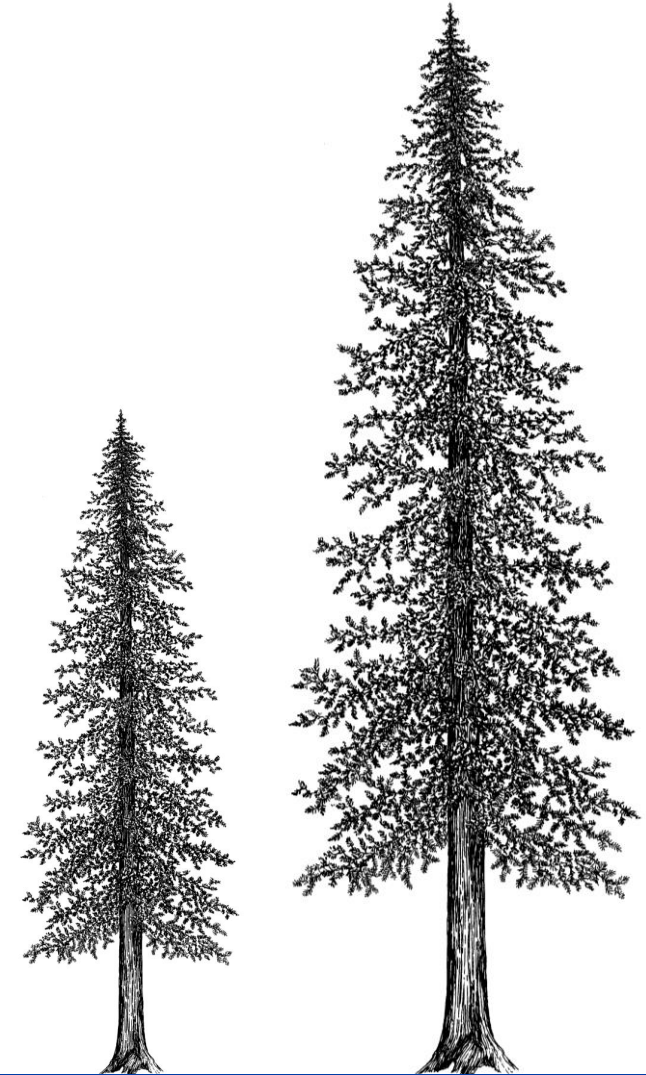
- Provides sponsorship, recommendations, insight and support
- Line of Business communication and Organizational Change Management (OCM)
- Reviews and provides feedback on deliverables

## Project Team

- Coordinating the development of SSTP
- Manage relationship with vendors
- Liaison between SSTP stakeholders and vendors ensuring a clear understanding of the project's scope and goals

## Consultants

- The Strategic Technology Planning vendor is responsible for the assessment of SPU's current state, providing recommendations, developing SSTP and key technology goals
- OCM vendor is responsible for assessing SPU's needs and navigating the change



# Phases of Work

Initiation & Planning – Q2 2023

Current State Analysis – Q3 2023

Future State Vision – Q4 2023

Solution Analysis – Q1 2024

SPU Strategic Technology Plan – Q2 2024



# Future of SSTP & Managing Change

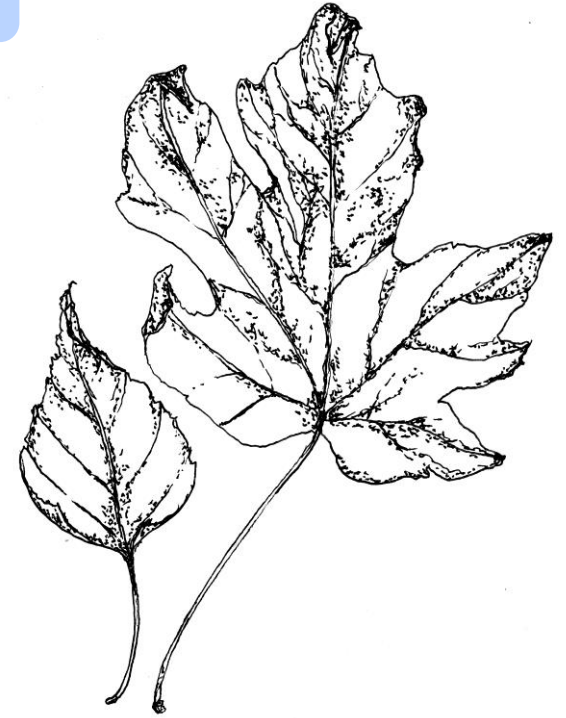
## Deliverables and Outcomes

### Deliverables:

- ✓ Assessment, recommendations, and actionable plans
- ✓ Analysis using SOAR method (Strengths, Opportunities, Aspirations, and Results)
- ✓ Identify & Map critical focus areas
- ✓ Define an SSTP Governance Structure & Processes
- ✓ Development of the Technology Roadmaps

### Outcomes:

- ✓ Change management assessments throughout the development of the plan
- ✓ Structured in a way that SPU can maintain and enhance over time





# Strategic Business Plan Update Outreach & Community Engagement

Vanessa Lund  
Sam Stork



# SBP Outreach Purpose & Objectives

## OUTREACH PRIORITIES

- Meaningful engagement with community
- Extra emphasis on BIPOC, immigrant and refugee and low-income communities
- Deep listening and learning
- Follow through/follow up

## OUR RESOURCES/ACTIVITIES

- Traditional SPU channels (meetings, website, etc.)
- Qualitative research (QualBoards)
- Focus groups
- **CRP insights/feedback**
- Additional outreach and research



# 2025-2030 SBP Update Elements



Review and Adjust Focus Area, Goals, Strategies



Revise Highlighted Initiatives and Investments



Update Rate Path



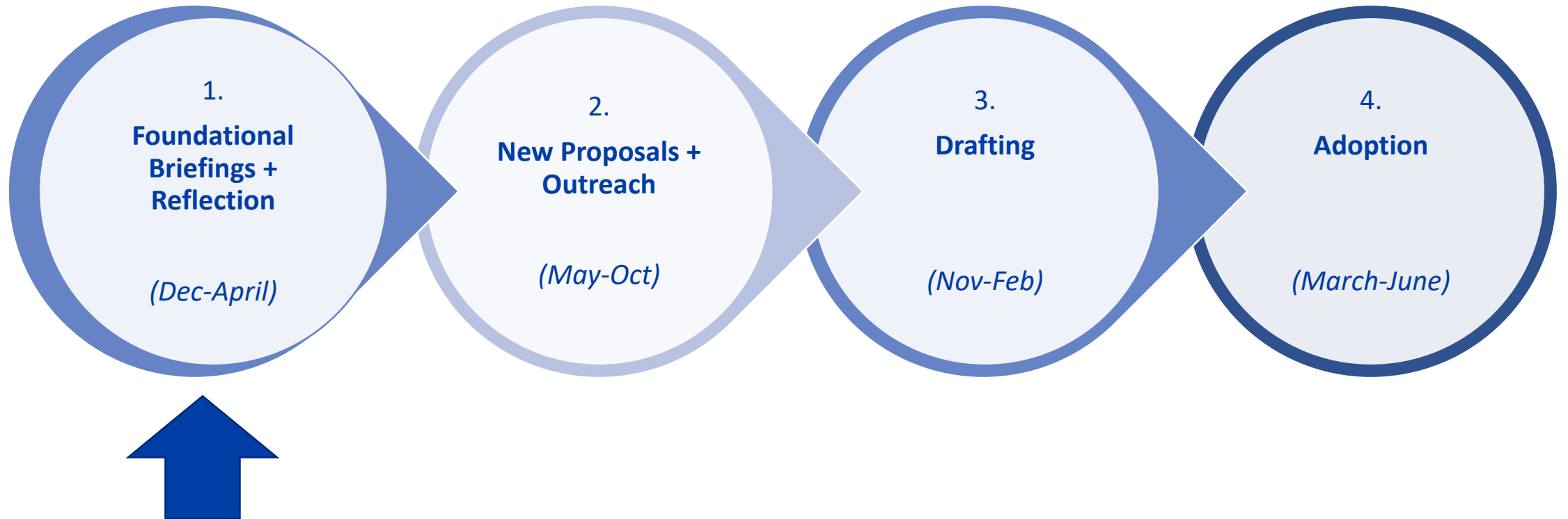
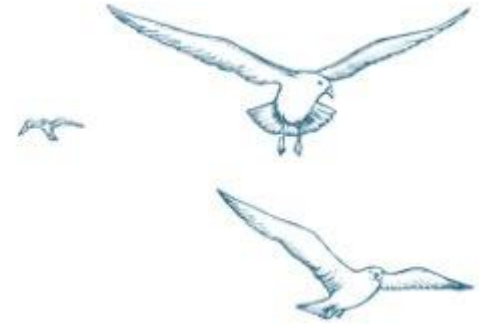
Conduct Strategic In/Outreach



Refresh Performance Measures and Document LOOK



# SBP Update Timeline





# Our Research Challenge



How can we best engage with and learn from SPU customers to understand their values, goals, and priorities as they pertain to SPU's mission, vision, and services?



How can we reach out and deeply listen to populations who are often underrepresented in research (particularly surveys), including BIPOC individuals?



What research technique can we use that will be flexible, convenient and cost effective?

# Our Approach: QualBoard®

- Online bulletin board discussion group.
- Participants log on to a private site during a prescribed period, at their convenience.
- Questions are posted by a moderator.
- Participants read/respond to the moderator and other participants.
- Discussion visible on-screen to the moderator and client.
- The tool and timeframe allow for more detailed responses than focus groups and make it possible to hear from every respondent on every question.

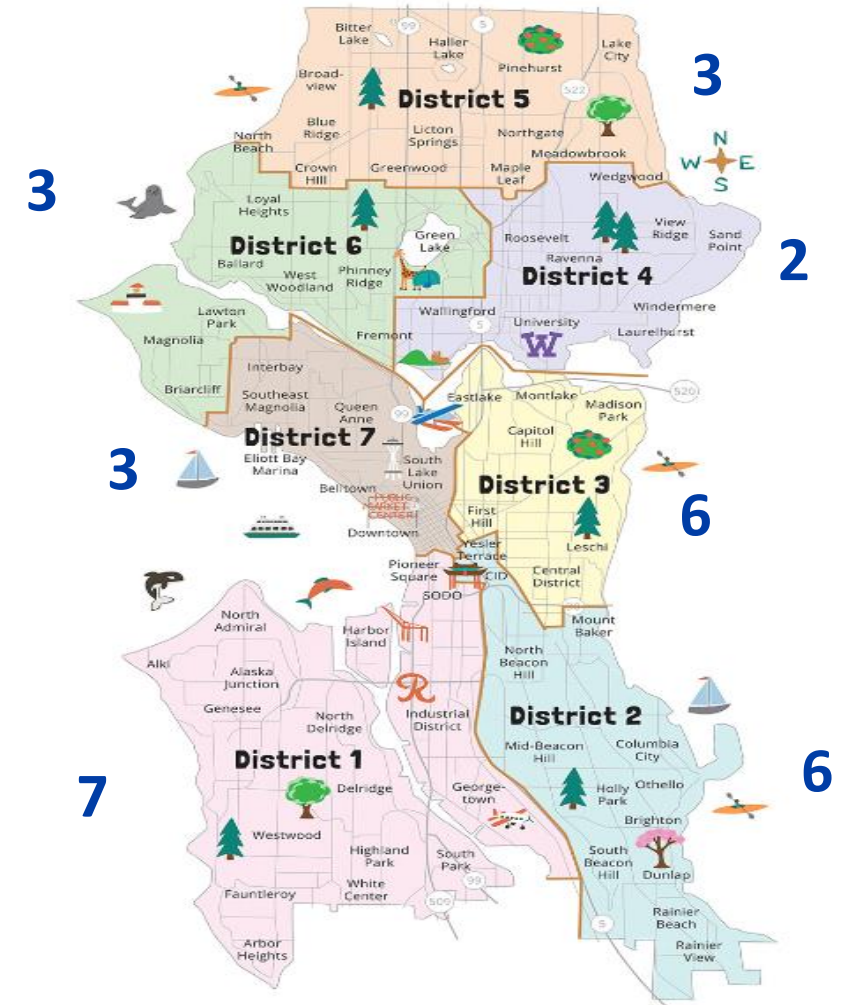
The screenshot shows a discussion board interface for 'Seattle Public Utilities Discussion Board'. The thread is titled 'S1Q17 - Q7' and asks, 'Are there any other issues related to water, drainage or waste in your neighborhood that you would like to see addressed?'. The thread includes several posts from participants and moderators. Each post shows the user's name, profile picture, and demographic information (District, Age, Rent/Ownership). Moderators are identified with a 'MODERATOR' badge. The interface includes interaction options like 'Follow Up', 'Like', 'Add Insight', and 'Add to Workbench Theme'. The thread shows a sequence of questions and responses, with moderators thanking participants for their input.

# Who Participated

- **Sample:** Recruited 33 SPU customers from all City Council districts (homeowners and renters). Mix of ages and genders. Over sampled racially/ethnically diverse individuals and those from central/south Seattle.
- **Excluded:** SPU employees, media, elected officials and potential ‘experts’ as well as those who had no knowledge of SPU.
- **Incentives:** \$150
- **Research sponsor identified:** Seattle Public Utilities
- **Total participants:** 30

## Seattle City Council Districts

Updated boundaries below take effect January 2024

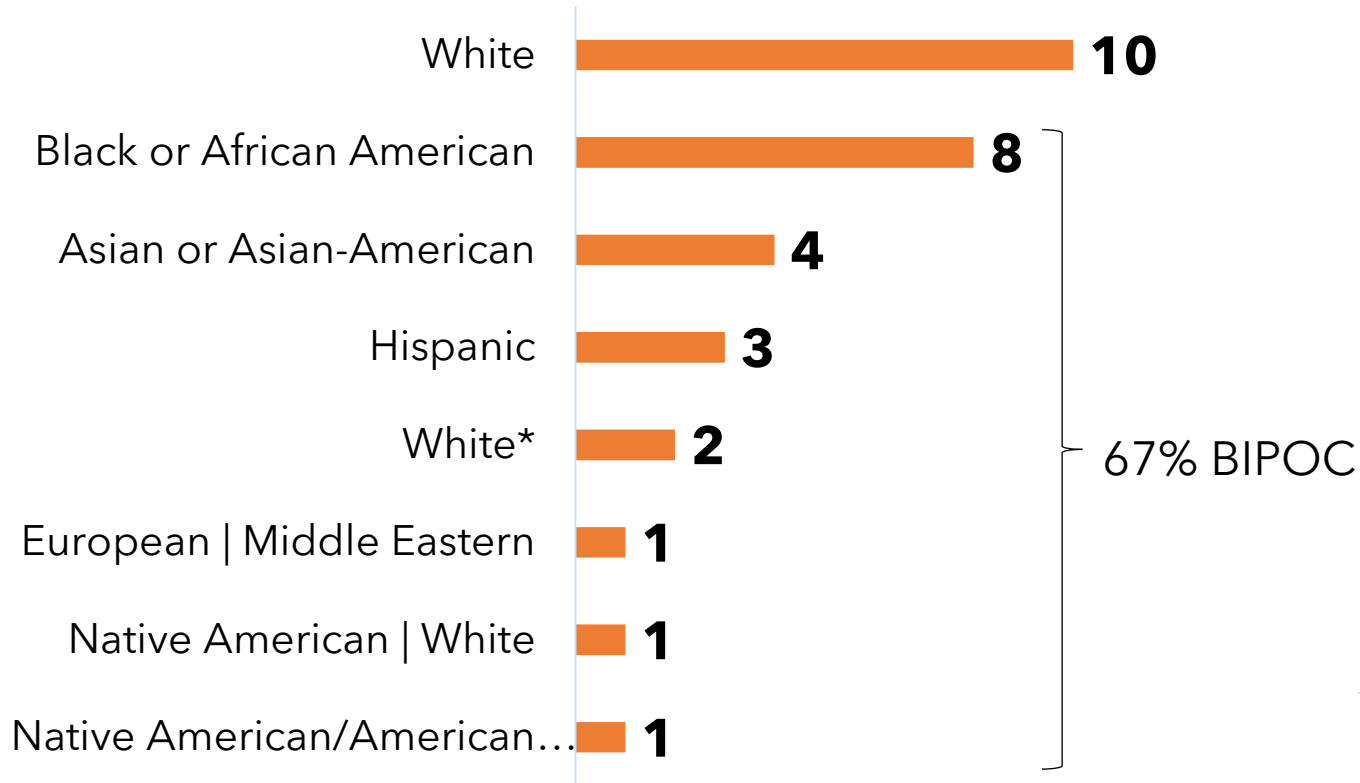


Number of participants shown in bold



# Participant Demographics

Race/Ethnicity (Open-Ended)

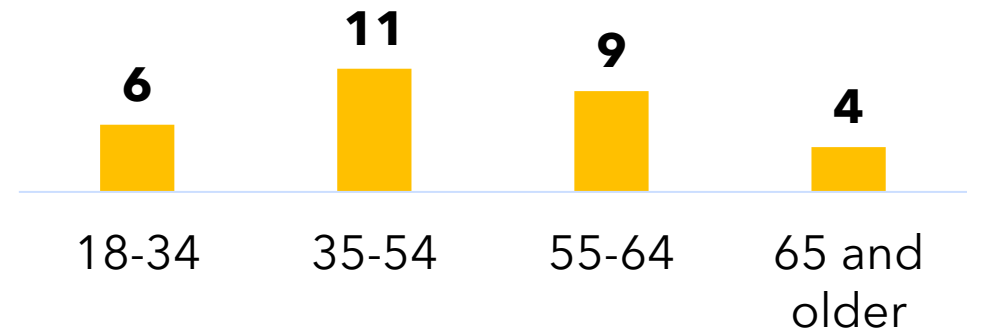


\* Hispanic, Latino or Spanish origin, such as Mexican, Puerto Rican or Cuban

Gender Identity (Open-Ended)



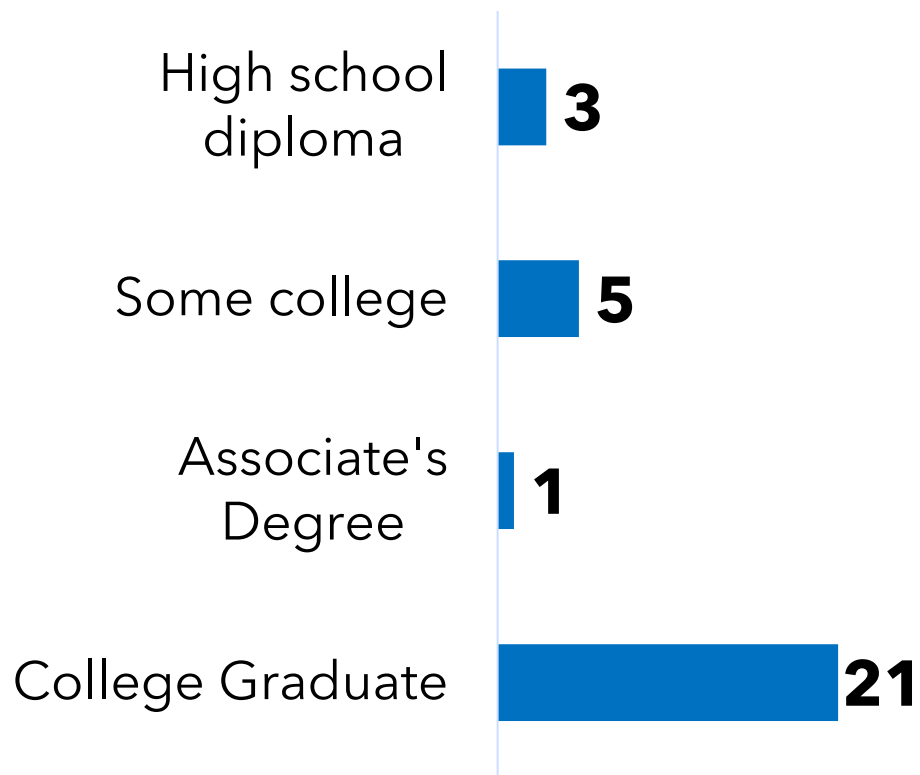
Age



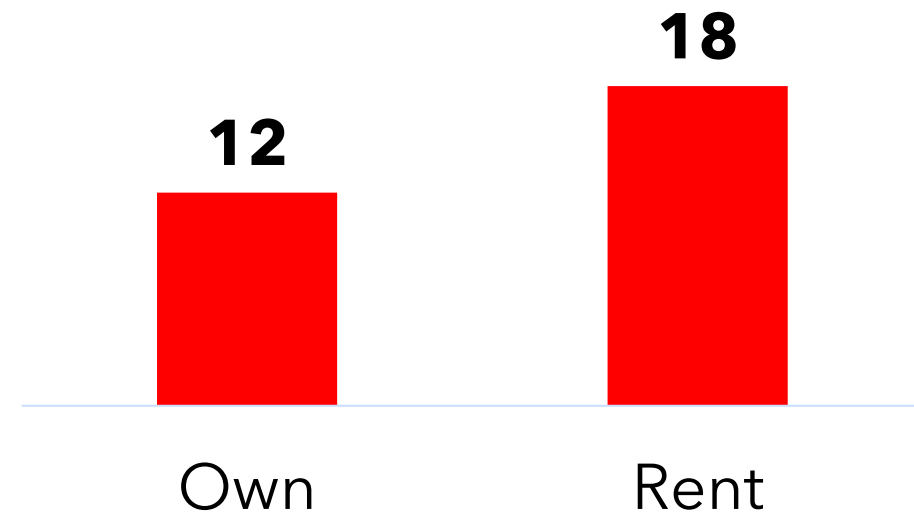


# Participant Demographics

## Educational Attainment



## Own/Rent Home



# Participant Demographics

## Employment

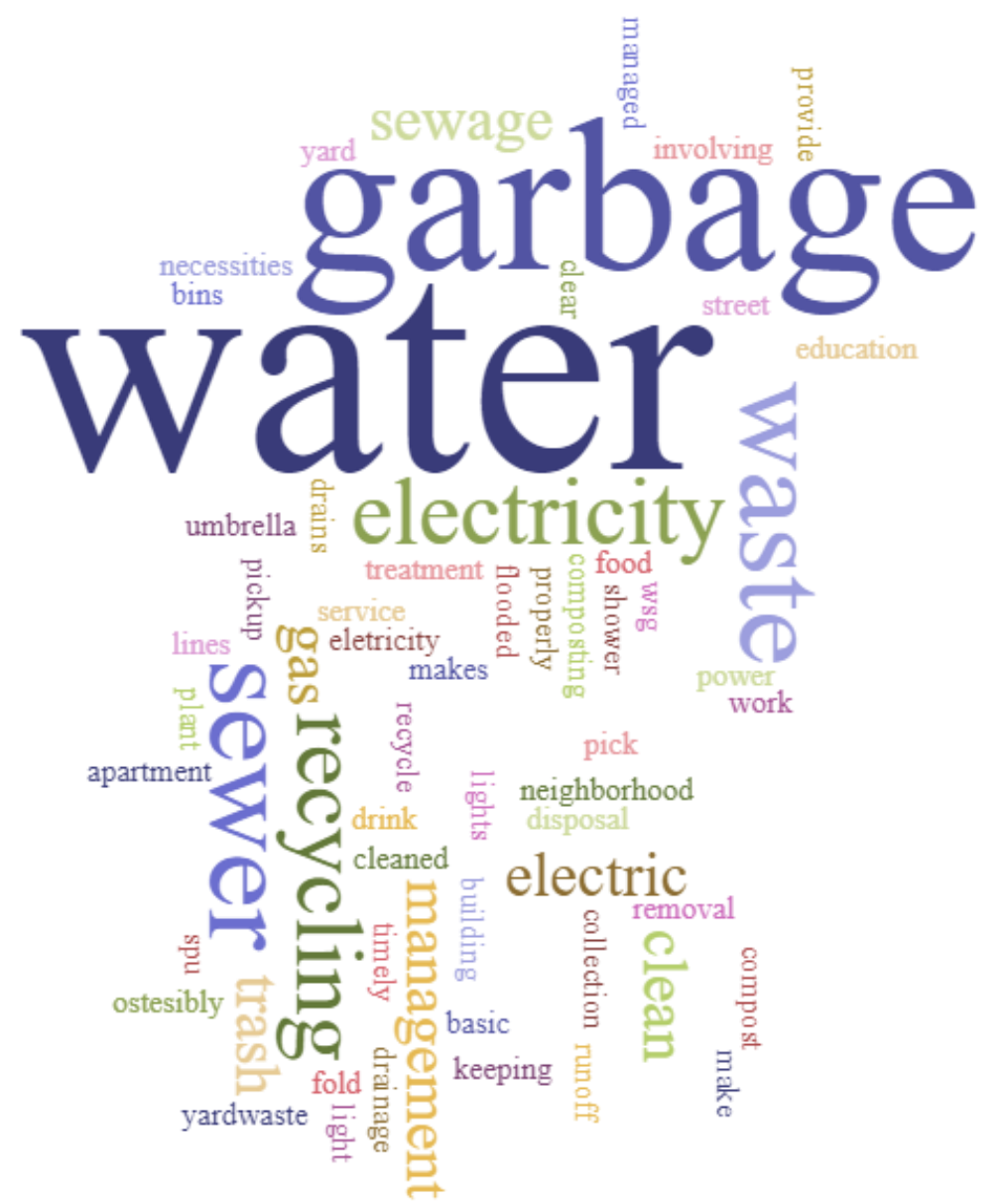
- Academic Librarian
- Analytics Manager
- Artist
- Building Services Troubleshooter Church Bookkeeper
- Clinical Research
- Communications, Healthcare
- Community Development and Sustainability, Affordable Housing Organization
- Community Engagement Work
- Disabled, Unemployed
- Disease Intervention Specialist
- School Specialist
- Facility Manager
- Freelance Audio Visual Technician
- General Manager/Owner, Painting Company
- Health Insurance Broker
- Karaoke Host
- Landscape Architect
- Massage Therapist
- Pediatrician
- Project Coordinator
- Real Estate Professional
- Retired (multiple)
- Sales
- Security
- Software Engineering
- Teacher



# What we heard

*What comes to mind when I say 'Seattle Public Utilities'?*

- SPU's essential (visible) services are top-of-mind, but there's some confusion with other utilities.
- Overall impressions are positive, but knowledge is limited.



# What we heard

SPU is generally seen as good, service-oriented, friendly, helpful and reliable.

*I think about the people who do garbage, recycle, compost pick up. They perform a vital function in this city, they get all kinds of kuddos from me. I think generally, public utilities runs pretty well in the Seattle area.*

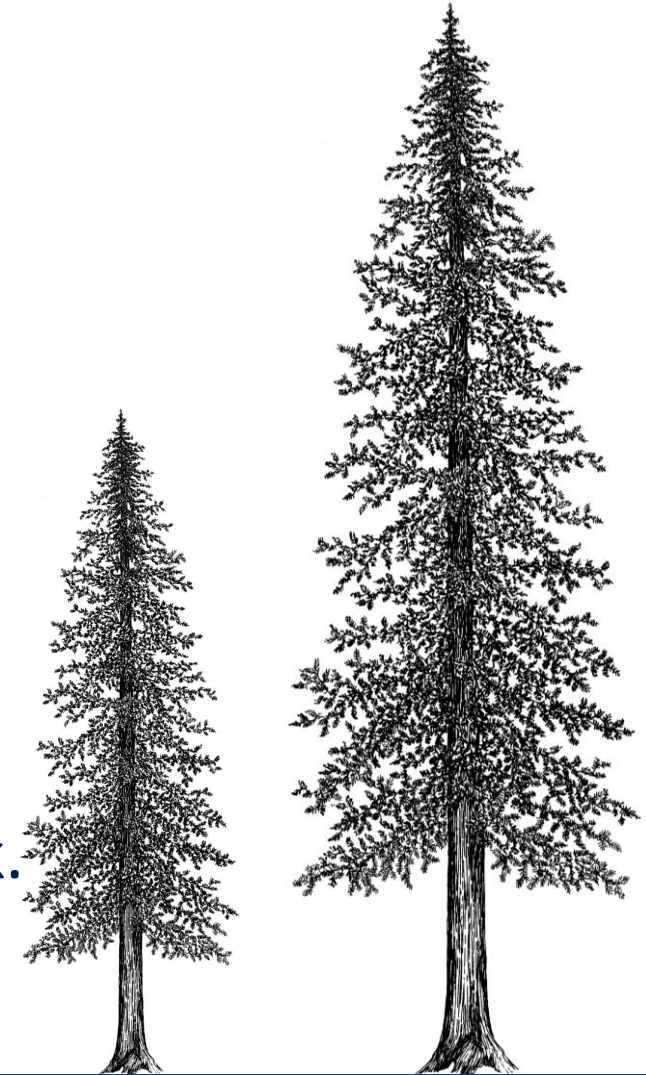
*I know that SPU is patient. And that if you fall behind on your invoice and need help there is an emergency hotline that provides assistance up to half your bill once per year. With the cost of living going up it can be stressful, and I have been grateful to be able to get needed support.*



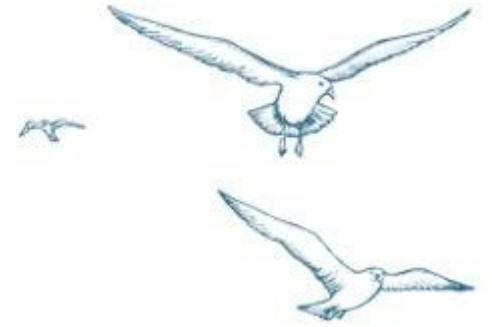
# What we learned

## Strengths

- SPU's essential services are **valued**.
- Reputation is **positive and satisfaction is strong**.
- SPU is seen as **addressing issues that matter**.
- With some education, there's **support for SBP priorities/initiatives** and there's an **interest in learning more**.
- There's a **strong desire** to see SPU continue its good work.



# What we learned

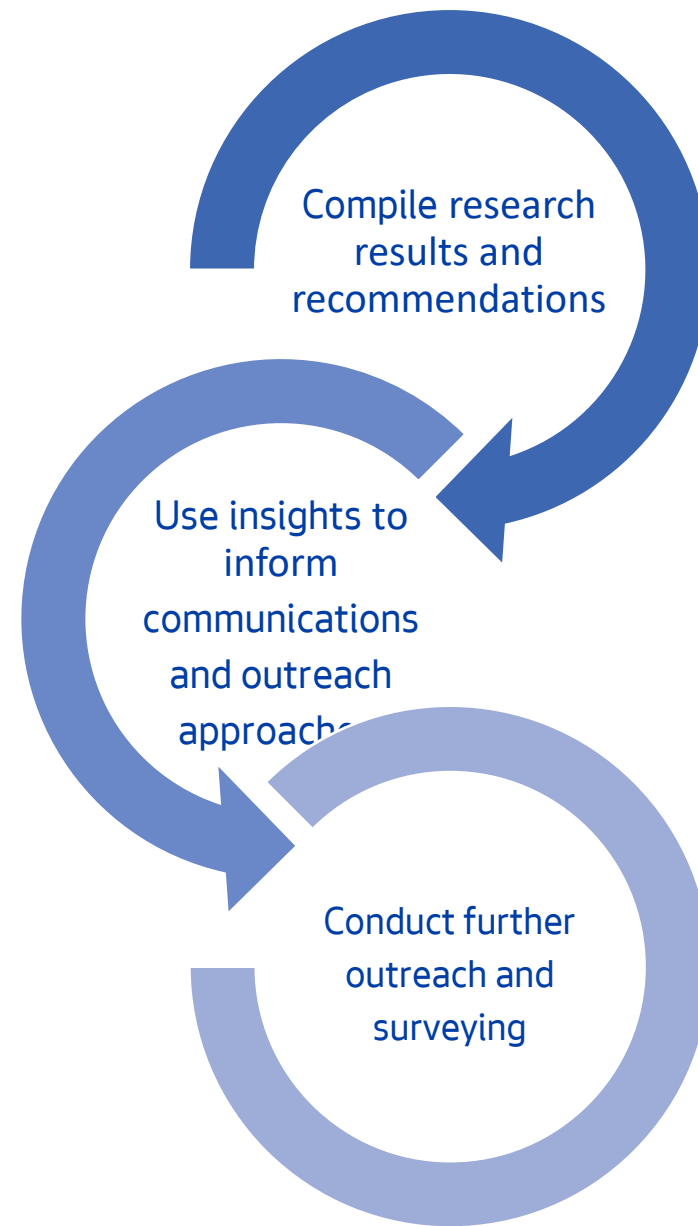


## Challenges

- **Confusion over identity** (utilities get lumped together).
- Knowledge beyond ‘essential services’ is **scant**. Visible services/issues grab focus.
- Affordability/rising costs are a **significant concern**.
- Illegal dumping, neighborhood trash and graffiti (often attributed to unsheltered populations) are **pain point**.
- Engaging with the community will require attention to the above.



# Now what?



# Building an SBP Community Engagement Plan

- Gathering what we heard from community from SPU & other City departments
- Shaping equitable engagement & piloting strategies centered on BIPOC, immigrant & refugee





# DON Community Liaisons Feedback

Emphasizing **continual** community education & feedback

- SPU is more than just a bill—storytelling SPU’s connections with people, health, environment
- Utilize a poster & art to demonstrate key SPU work
- Provide resources during outreach, not just a website



# Next Steps for SBP Outreach

Engage a visual artist to depict SPU core functions

Partner with DON Community Liaisons to refine outreach questions, visual, & strategies

Develop simple 'in-community' outreach survey

Assess quantitative survey need

Engage in community outreach June-early October



# CRP Discussion

- **Co-chair vote in June**
- **In-person meeting location for June**
- **King County WTD Letter**

Cheryl Swab, BDS Planning



# CRP Letter to King County WTD

- Addressed to Kamuron, WTD Division Director, copying King County Executive Constantine & King County Council Chair Balducci

## Tone of Letter

- Mentions concern over rate increases considering historical increases averaged closer to 1.9% per year over a 10-year period
- Emphasizes long-term work in the following areas:
  - Commit to a **multi-year rate path**
  - More **robust, transparent capital project** planning, delivery, & staffing
    - *Including requesting ongoing SPU participation with the third-party consultant*
  - **Meaningful engagement** with stakeholders
  - **Strategic** financing (not overutilize debt financing)
  - Increased collaboration **& leveraging outside funding** (ex- state/federal monies)

[CRP Letter to KC Re WTD Draft April 2023.docx \(sharepoint.com\)](#)





# Closing Remarks

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CITY HALL



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