<table>
<thead>
<tr>
<th>Focus Area</th>
<th>May 12, 2020 - CRP Version Draft Goals</th>
<th>Proposed Final SBP Draft Goals</th>
<th>SBP Objectives (so that we...)</th>
<th>Highlighted SBP Strategic Initiative/Investment ***</th>
</tr>
</thead>
</table>
| 1. Delivering essential services | Provide high-quality services—from the water at the tap to garbage, recycling, wastewater and stormwater management, and clean cities—every day, all year, in person, by phone, and online. | 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. | • Model best in class utility services  
• Provide reliable and rewarding customer experiences  
• Meet or exceed requirements and commitments  
See service metrics |  |
| 2. Stewarding environment and health | Develop ecosystem resilience through One Water approaches—integrated and equitable water management, efficient and optimal use, healthy watersheds—in the face of a changing climate and economy. | Develop One Water resilience: We protect water sources by cultivating healthy, adaptable watersheds and ecosystems and by using integrated and equitable water management strategies. | • Invest in holistic and nature-based solutions  
• Green Infrastructure |  |
| | Advance Zero Waste and a circular economy to reduce Seattle garbage and carbon pollution towards zero as rapidly as possible. | Advance Zero Waste: We advance policies and practices that create circular economy and reduce Seattle waste and carbon pollution as rapidly as possible. | • Reduce materials and carbon pollution  
• Food Rescue |  |
| 3. Empowering our customers, community and employees | Ensure all people have equitable access to SPU information, educational materials, and services and are able to act as stewards of water and waste resources. | Remove barriers to access: We support and uplift residents and businesses by ensuring equitable access to services, information and educational materials to help everyone steward our precious resources. | • Provide assistance that makes a difference  
• Side Sewer repair pilot |  |
| | Maximize the benefits of SPU investments: economic opportunity, livability, resilience. | 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. | • Create deeper community impact, engagement and connection  
• South Park Resilience District |  |
| | Build a dynamic and diverse work culture that prioritizes racial equity and attracts, | Invest in our employees: We are cultivating a dynamic and diverse work culture that prioritizes racial equity and attracts, inspires, and invests in | • Become a more awesome, equitable and attractive workplace  
• RSJ Strategic Plan  
• Investing in SPU Facilities |  |
inspires, and invests in existing and future employees existing and future employees—our most valuable resource.

| 4. Strengthening our utility’s business practices | Build an adaptive organization focused on continuous improvement and deepening our culture of safety, excellence, and innovation. | Be an adaptive, learning organization: We are focused on continuous improvement and deepening our culture of safety, excellence, and innovation. | Support a continuous improvement culture | Street sweeping water quality improvements |
| Ensure financial sustainability and affordability through strategic management of resources. | Enhance ratepayer affordability: We are focused on financial sustainability and careful use of our resources to help us manage costs for our ratepayers. | • Improve financial accountability and transparency | Seismic funding collaborative |
| Invest for resilient and effective operations and infrastructure, balancing and managing risks and opportunities for our customers and our community. | Manage assets and risks optimally: We are investing in operations, infrastructure and technologies that carefully manage SPU risks and build overall resilience and service effectiveness. | • Optimize strategic asset management | • Asset management plans |

*** Over the next year, we will work with SPU employees to better identify and understand the primary ways their work connects to these goals. As such, a comprehensive listing of SPU initiatives and investments will be far greater than this list which simply calls forth a highlighted initiative and investment priority that is being called out and reported upon as part of our SBP.