## Focus Areas & Strategic Objectives:
Review of Affordability & Environmental Mandates

<table>
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<th>FOCUS AREAS/ GOALS</th>
<th>STRATEGIC OBJECTIVES WITH CUSTOMER PANEL FEEDBACK</th>
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| **Create an easy & engaged customer experience**  
*Goal:* We achieve internal and external customer expectations |  
*Easy Customer Experience.* Minimize customer effort required to interact with SPU  
*Service Equity.* Ensure equitable access for all customers  
*Customer Involvement.* Create an opportunity to participate in utility programs, such as recycling, rain gardens, and water conservation  
*Transparency.* Make SPU transparent to customers and constituents |
| **Transform the workforce**  
*Goal:* We will have a high performing, engaged workforce focused on business outcomes |  
*People.* Attract, develop and retain capable and motivated people  
*Place/Safety.* Improve workplace safety.  
*Culture.* Grow a culture that forges teamwork, collaboration, and accountability  
*Systems and Processes.* Develop and deploy effective systems, tools, and processes to support workforce planning, succession planning, performance management, and the evolving workforce |
| **Protect environmental & public health**  
*Goal:* We will provide utility services in a way that makes Seattle cleaner, greener, and more healthful |  
*Environment & Health Mandates.* Meet or exceed environmental and public health mandates in a cost effective manner.  
*Stewardship.* Conserve, protect, and restore environmental resources, within approved utility service and resource levels.  
*Partnering.* Effectively partner with regulators, stakeholders, public and private entities to achieve environmental mandates and stewardship goals  
*Adaptability.* Anticipate and adapt to changing circumstances |
| **Achieve operational excellence**  
*Goal:* We will increase value delivered to the customer |  
*Service Quality.* Provide reliable, equitable, high quality utility services to all customers  
*Effectiveness & Efficiency.* Spend our customers’ money on the right things and in the best way, accounting for risk and external drivers, and leveraging technology and innovation to get the job done  
*Affordability.* Emphasize overall rate affordability and predictability, including appropriate subsidies for low income customers  
*Enhance affordability through realizing efficiencies, wise investments, appropriate subsidies, and developing a predictable rate path.*  
*Fiscal Strength and Integrity.* Maintain fiscal strength and ensure development and implementation of sound financial practices and internal controls  
*Adaptability.* Anticipate and adapt to changing circumstances |