

Strategic Business Plan Framework

Mission: Providing efficient and forward-looking utility services that keep Seattle the best place to live

Vision: Our customers will see how their utility dollars sustain and improve their quality of life

Strategic Role: Solving problems at the source

Values: Customer focus, Safety, Innovation, Inclusion, Value for money

Focus Areas & Strategic Objectives:

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