



Seattle City Light



2021-2026 STRATEGIC PLAN UPDATE

Customer and Stakeholder Outreach Efforts

Jenny Levesque | July 16, 2019

STRATEGIC PLAN PROCESS

- 2012 first Seattle City Light Strategic Plan: 2013-2018
 - Updates every 2 years:
 - 2014
 - 2016
 - 2018
 - 2020  2021– 2026 Strategic Plan
- Each plan is developed with input from the City Light Review Panel and City Light Stakeholders

2019-2024 STRATEGIC PLAN OUTREACH

October 2017 – April 2018

Market Research Survey

1,700 respondents across all customer groups

Stakeholder Meetings

Over 330 stakeholders at 12 meetings and attended five city-wide open houses



Current Culture Employee Survey

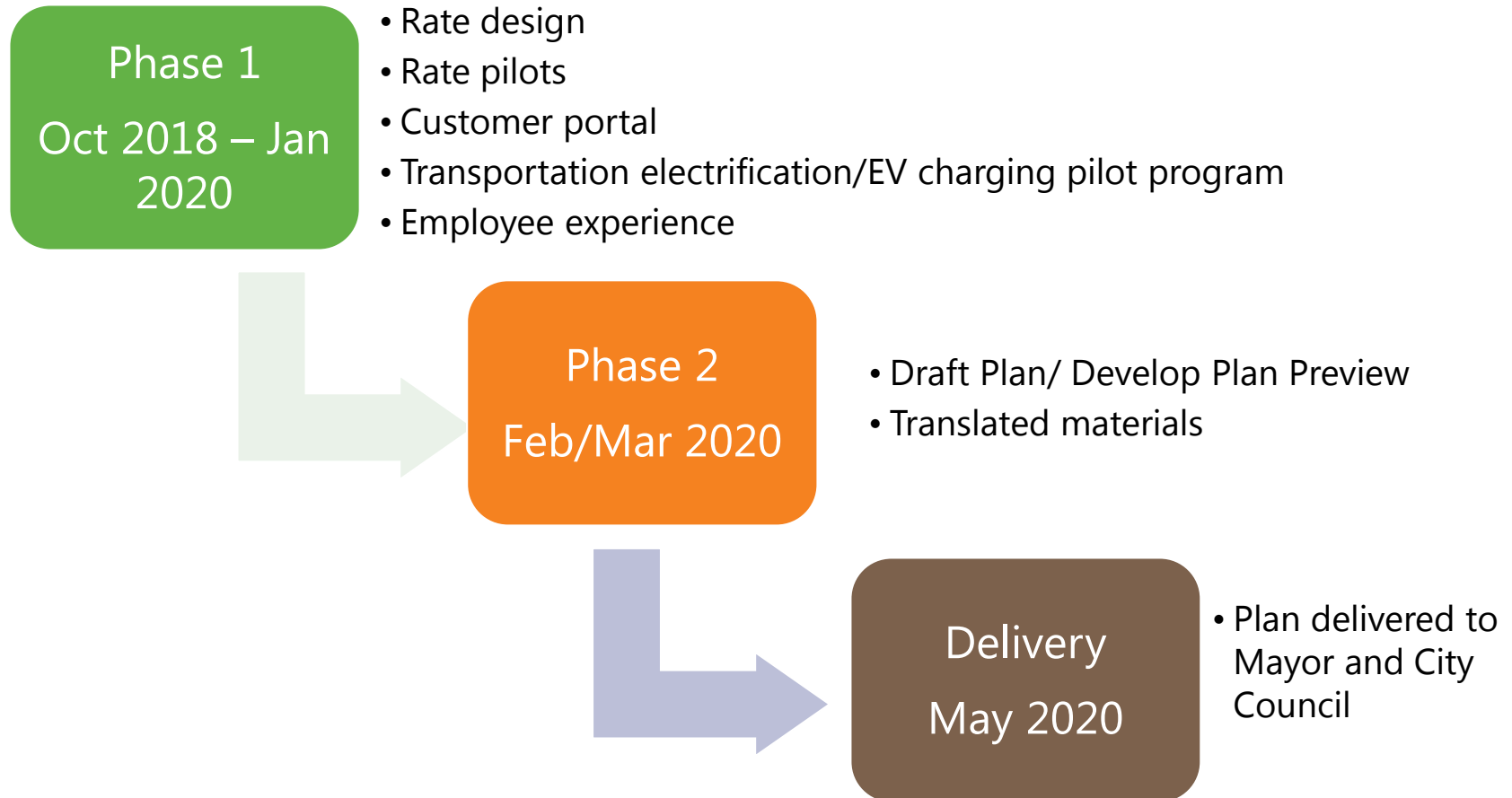
1,113 employees provided feedback on organizational performance

CITY LIGHT STRATEGIC PLAN UPDATE



2019 – 2024 PRIORITIES	INITIATIVES	2021 - 2026 AREAS OF FOCUS
Customer Service	<ul style="list-style-type: none"> Upgrade customer service practices to meet evolving customer needs and expectations 	Create a customer-centric culture
Affordability	<ul style="list-style-type: none"> Business process improvement Revenue recovery and rates Managing the cost of growth Evolving energy markets 	Revenue stabilization through rate redesign
Clean Energy	<ul style="list-style-type: none"> Environmental stewardship Clean, renewable-powered city 	Innovation is electrification
Core Business	<ul style="list-style-type: none"> Invest in our infrastructure and workforce to provide a consistent level of service, reliability, and response 	--
--	--	Enhance the employee experience
--	--	One Seattle

TIMELINE FOR OUTREACH EFFORTS



PHASE 1 OUTREACH FOR AREAS OF FOCUS

- **Create a customer-centric culture**
 - August 2019: Customer portal user experience testing
 - Fall/Winter 2019 – 2020: Outreach via social media, Light Reading publication
- **Enhance the employee experience**
 - September 2019: Employee engagement survey

PHASE 1 OUTREACH FOR AREAS OF FOCUS

- **Revenue stabilization through rate redesign**
 - October 2018: Rate Design Stakeholder Sessions
 - Invited over 75 stakeholders to participate
 - February 2019: Rate Design Focus Groups
 - Three focus groups (two in English, one in Spanish)
 - City Light heard from 23 individuals total
 - September 2019 – February 2020: Outreach will be included in the schedule for each rate pilot and will be represented on the Roadmap to 2021



PHASE 1 OUTREACH FOR AREAS OF FOCUS

• **Innovation is electrification**

- January – March 2019: Public EV pilot program fast charging stations open houses
 - Magnuson Park
 - Gas Works Park
 - Burien
 - Capitol Hill
- April – July 2019: Public EV pilot program fast charging stations customer surveys
 - West Seattle
 - Central District
- Date TBD: Industrial/Commercial customer Innovation Forum

PHASE 2 OUTREACH FOR AREAS OF FOCUS

- February/March 2020:
 - Strategic Plan preview provided to stakeholders
 - Share materials through social media channels
 - Translated materials provided on website
 - Limited English Proficiency customer outreach
 - Share information at various stakeholder meetings



CITY LIGHT

OUR MISSION

Seattle City Light is dedicated to delivering customers affordable, reliable and environmentally responsible electricity services.

OUR VISION

We resolve to provide a positive, fulfilling and engaging experience for our employees. We will expect and reinforce leadership behaviors that contribute to that culture. Our workforce is the foundation upon which we achieve our public service goals and will reflect the diversity of the community we serve.

We strive to improve quality of life by understanding and answering the needs of our customers. We aim to provide more opportunities to those with fewer resources and will protect the well-being and safety of the public.

We aspire to be the nation's greenest utility by fulfilling our mission in an environmentally and socially responsible manner.

OUR VALUES

Safety, Environmental Stewardship, Innovation, Excellence, Customer Care



Seattle City Light