



Presentation Overview: Strategic Planning Update

2019 - 2024 Strategic Plan [DRAFT]

Strategies:

- Customer-centric
- Continuous Improvement
- Innovation

Strategy	Objective	Draft Initiatives
Customer-Centric	Improve the customer service experience	<ul style="list-style-type: none"> • Create Commercial Customer Service Center • Create a 24/7 customer service team • Establish modern, multi-modal customer service center operations for all customers
	Increase equity of customer program offerings	<ul style="list-style-type: none"> • Value equity impacts more explicitly in CES' portfolio design
	Stabilize Revenue	<ul style="list-style-type: none"> • Revised financial policies • Increase debt service coverage ratio
	Become a leader in customer service technology solutions	<ul style="list-style-type: none"> • Digital Customer Experience • Technology testing and demonstrations (i.e. Lighting Design Lab) • Continue to work with regional partners such as Northwest Energy Efficiency Alliance (NEEA)
	Support goals of Seattle's Climate Action Plan	<ul style="list-style-type: none"> • Drive Clean Seattle-Citywide initiative to increase the adoption of electric transportation • Seattle Energy Code
	Preparation and carrying out of relicensing	<ul style="list-style-type: none"> • Skagit Relicensing • Tolt Relicensing

Continuous Improvement	Drive continuous improvement across utility to deliver best possible customer service and achieve systematic improvement of customer service delivery processes	<ul style="list-style-type: none"> • Fully develop consistent standards, practices and procedures • Increase efficiencies in service delivery using current technology
	Promote a safety, health and wellness culture in the workplace with shared accountability	<ul style="list-style-type: none"> • Develop, implement and monitor a comprehensive safety, health and wellness roadmap to achieve safety excellence. • Build a robust employee safety, health and wellness recognition program. • Implement systems and tools to improve employee safety, health and wellness.
	Attract, train and retain a high-performance workforce	<ul style="list-style-type: none"> • Attract and retain workers with expertise specific to electric utilities. • Invest in employee growth and development. • Increase employee engagement to improve employee retention, morale and customer outcomes. • Implement systems and tools to encourage employee feedback.
	Improved Load Forecasting and coordination of long term planning efforts (CPA, IRP)	<ul style="list-style-type: none"> • Initiate work to better understand customer consumption characteristics • Create small area load forecast to inform operations maintenance
	Deploy capital effectively and efficiently	<ul style="list-style-type: none"> • Implement use of analytics/grid intelligence
	Lifetime extension and upgrades of capital assets	<ul style="list-style-type: none"> • Generator and turbine asset refurbishments • Transformer, protection and switchyard refurbishments and replacements • Long range plan for Cedar Falls Generating Plant • Regulatory and environmental improvements • Camp site improvement
	Real Estate program improvements	<ul style="list-style-type: none"> • Step-up enforcement to remove encroachments
	Reduce environmental liability II	<ul style="list-style-type: none"> • Remove all PCBs from our system • Accelerate clean-up of properties

	Provide environmental leadership II	<ul style="list-style-type: none"> Carry out more environmentally sound vegetation management on the Right of Way
	Implement data governance/information strategy	<ul style="list-style-type: none"> Data strategy that includes data sharing capabilities and reduction of data silos Build a deeper understanding of customers, buildings and energy use
Innovation	Create an integrated, multi-directional and nimble grid integrated with advanced technologies	<ul style="list-style-type: none"> OT and systems roadmap Connected and multi-directional distribution system Robust distribution planning program
	Align utility with changing market	<ul style="list-style-type: none"> Energy Imbalance Market (EIM) and other emerging energy markets Replace trading system
	Implement new technologies to improve reliability of our service	<ul style="list-style-type: none"> Natural Disaster resiliency improvements for generation, transmission and distribution infrastructure Continue expanding distribution automation program. Procure and implement new Distribution Management System Implement Outage Management System upgrade
	Strategic and targeted acquisition of cost effective energy efficiency resources.	<ul style="list-style-type: none"> Continue to offer and develop innovation EE programs Connection to IRP
	Seek new revenue sources	<ul style="list-style-type: none"> Battery storage consumer level (Grid objective, grid benefits, new source of revenue) Improved strategies to maximize return on properties. Increased sale of properties (revenue recovery)