

# 2021 – 2026 City Light Strategic Plan

## Terminology

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### **Priority**

Highest level of focus for SCL from 2021 – 2026.

### **Objective**

The objective is what we are hoping to attain through focusing on this priority area. It paints a picture of what we are working towards and why this is important. It is high-level and aspirational.

### **Goal**

The goal statement follows S.M.A.R.T. (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-Bound) criteria – it is statement that outlines specifically how progress toward our objective can be measured and when we expect to see this outcome.

### **Measures**

Breaking out the 'measurable' aspect of the goal statement, this further defines what success in the priority area looks like. By choosing multiple measures to track, multiple views of the priority area are allowed.

### **Initiatives**

These are the tasks and tactics that are being employed to work towards the objective. There should be both short term initiatives (things we are doing right now that will make progress on the goal) as well as long term initiatives that require further evaluation before taking specific action. Long term initiatives may become short term initiatives in future updates.

# Draft Outline

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## 1. Message from GM/CEO

## 2. Introduction

- a. High level vision
- b. Who is Seattle City Light?
  - i. Current state of utility
    - 1. Where we are (accomplishments from previous initiatives and SPs)
    - 2. New efforts since 2019
    - 3. Where we're going (How external themes are informing future operations)
- c. External environment -> where it's going (external themes)
  - i. Scenario planning and risk assessment input
- d. Introduction of priorities

## 3. Mission, Vision, Values

- a. Definition of mission, vision, and values
  - i. How our M, V, V impact our priorities / How our priorities reflect our M, V, V

## 4. Strategic Plan Overview

- a. Define terminology of plan
- a. Why a plan? Describe how the strategy prepares the utility for future, promotes stability
- b. Visual model of process and inputs to plan

## 5. Priorities

- a. Priorities (Focus area/why) > Objectives (what we will do) > Initiatives (how) > Measures (measure of success)

## 6. Financial Forecast

## 7. Close

- a. Final thoughts
- b. Monitoring plan

## 8. Appendices - E.g., Detailed Scenario Planning report; Outreach summary

# Proposed Strategic Plan Priorities and objectives

	<b>Version 1</b> Post- Scenario Planning	<b>Version 2</b> Revision post-review	<b>Version 3</b> Executive Team edit
<b>1.</b>	<b>Ensure Future Financial Security</b> Effectuate changes needed to be made to equitably stabilize rates, provide for financial flexibility, and to ensure stable financial positioning for the long-term future of SCL and its customers	<b>Ensure Future Financial Security</b> Effectuate changes needed to be made to equitably stabilize rates, provide for financial flexibility, and to ensure stable financial positioning for the long-term future of SCL and its customers.	<b>Ensure Future Financial Stability</b> Stabilize rates, increase financial flexibility and position the utility for the long-term benefit of all customer-owners.
<b>2.</b>	<b>Prepare the Grid for Tomorrow's Energy Use</b> Implement grid modifications necessary to meet customer needs, address current and future security requirements, and adapt to the new innovative grid utilization demands being placed upon it.	<b>Prepare the Grid for Tomorrow's Energy Use</b> Implement innovative grid modifications necessary to meet customer needs, address current and future security requirements, and adapt to emerging grid utilization demands being placed upon it.	<b>Prepare for Tomorrow's Energy Use</b> Implement innovative grid modifications necessary to meet customer needs, address current and future security requirements, and adapt to emerging grid utilization demands being placed upon it by electrification.
<b>3.</b>	<b>Anticipate Transformational Changes in Electric Utility Service</b> Provide excellent customer service while being pre-emptively prepared for transformative changes in electricity production, electricity consumption, consumer trends, and other innovative industry changes.	<b>Evolve to Meet Transformational Changes in the Utility and Customer Relationship</b> Provide excellent customer service while being pre-emptively prepared for transformative changes in electricity production, electricity consumption, consumer trends, and other innovative industry changes.	<b>Enhance relationship with our customers as the industry changes</b> Build strong relationships and individualize the customer experience to respond to changing expectations as the industry and the utility undergo disruption.
<b>4.</b>	<b>Optimize Operations</b> Modify business operations to optimize the value and operating efficiency of the utility while reducing cost of service and retaining and attracting an exemplary workforce.	<b>Optimize Operations</b> Modify business operations to optimize the value and operating efficiency of the utility while reducing cost of service and retaining and attracting an exemplary workforce.	<b>Position the Organization for Transformative Change</b> Increase customer value and achieve operational excellence by preparing our employees, assets, and resources for an uncertain future