



Seattle City Light

# STRATEGIC PLAN UPDATE

City Light Review Panel

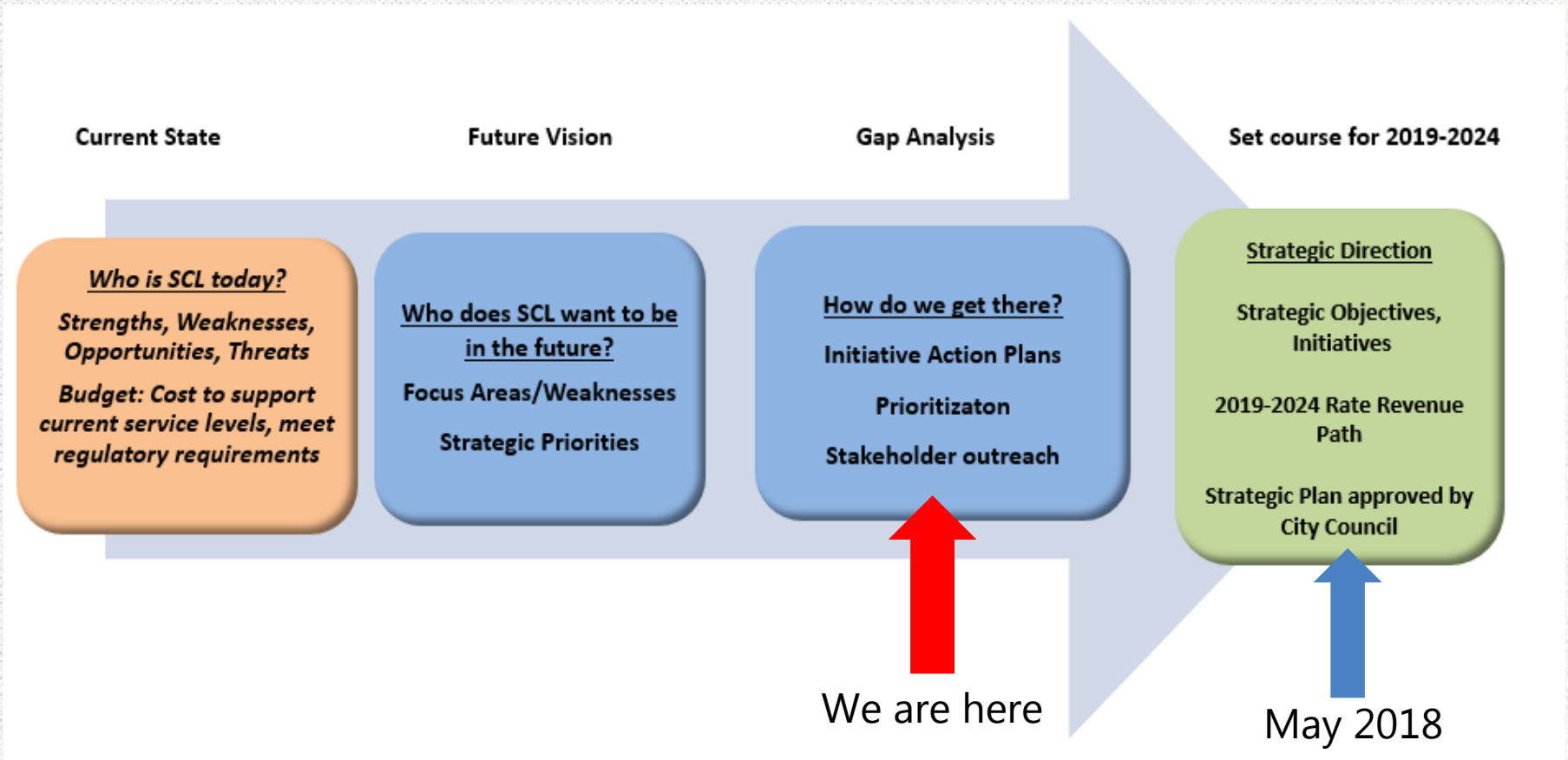
Robert Cromwell/Leigh Barreca | Tuesday, September 26, 2017

# TODAY'S PRESENTATION

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- Introduction
- City Light Strategic Plan
  - Status to Date
  - Contributors/Team
  - Strategic Priorities
  - Initiatives
  - Initiative Review Process
- Phase One Outreach
- Questions?

# PLANNING PROCESS



# CONTRIBUTION AND OVERSIGHT

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- Cross-Utility planning team leading development of plan components
- Each Business Unit/division proposed initiatives
- Public outreach
- Oversight
  - Executive Team
  - City Light Review Panel



## PLANNING TEAM

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- **Robert Cromwell** – Executive Sponsor, Power Supply & Strat Planning
- **Jim Baggs** – Customer Service, Communications & Regulatory Affairs
- **Darwyn Anderson** – Safety, Health & Wellness
- **Maura Brueger** – Gov't & Leg Affairs
- **Bill Devereaux** – Environmental Affairs
- **Sandi Fukumoto** – Customer Care
- **Kirsty Grainger** – Finance
- **Kathy Knoelke** – Administrative Services
- **Pawel Krupa** – System Operations

## PLANNING TEAM, CONTINUED

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- **Paul Larson** –  
Generation Operations &  
Engineering
- **Jenny Levesque** -  
Communications
- **Brendan O’Donnell** –  
Customer Energy Solutions
- **Reagen Price** –  
Race & Social Justice  
Initiative
- **Ben Rushwald** –  
Engineering and  
Technology Innovation
- **Margo Dannemiller** -  
Communications
- **Leigh Barreca**, Program  
Manager – Power Supply  
& Strat Planning

## STRATEGIC PRIORITIES IN THE NEW PLAN

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### **1. Improve Customer Experience and Rate Predictability**

Seattle City Light's diverse customer base expects high quality, reliable service, improved access to information, more timely communication, and the ability to predict and manage their utility costs.

**SCL Value = Customer Care**

## STRATEGIC PRIORITIES, CONTINUED

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### **2. Increase Workforce Investments and Safety Practices**

The safety of our employees and customers remains our highest priority. We will continue to improve and promote our safety, health and wellness culture in the workplace.

City Light will attract, develop and retain a diverse, inclusive and highly skilled workforce that promotes excellence and fosters employee engagement to generation exceptional outcomes for our customers.

**SCL Values = Safety and Excellence**



## STRATEGIC PRIORITIES, CONTINUED

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### **3. Enhance value to customers through organizational performance**

We will leverage industry best practices to improve performance and efficiency of our operations. We will enhance our ability to monitor the changing environment, and forecast and plan for the future.

**SCL Values = Excellence and Innovation**

## STRATEGIC PRIORITIES, CONTINUED

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### **4. Provide strong environmental stewardship and leadership in clean energy solutions**

Protect the long-term sustainability of the ecosystem that we affect and develop robust customer programs to promote the efficient use of clean energy.

**SCL Value = Environmental Stewardship**

# FROM MISSION TO ACTION

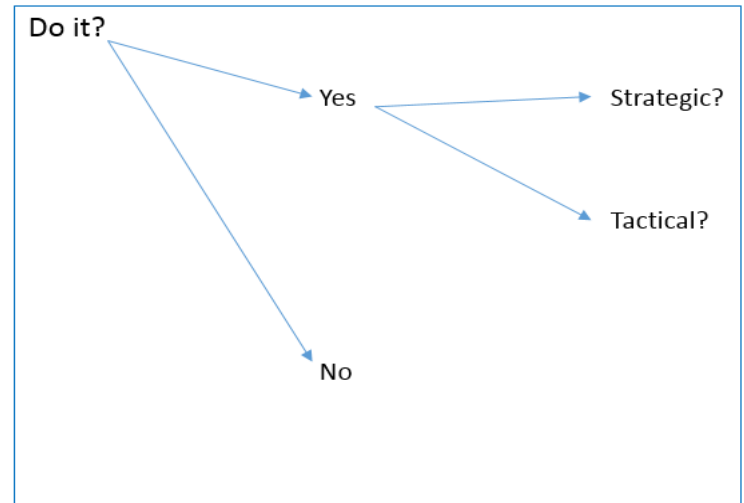


Strategic Priority					
Objective		Objective		Objective	
Initiative	Initiative	Initiative	Initiative	Initiative	Initiative
Initiative	Initiative	Initiative	Initiative	Initiative	Initiative

# INITIATIVES

- **Proposing Strategic Initiatives**
  - What is a Strategic Initiative?
    - Strategic-level bodies of work
    - ANY request for new \$ or FTE(s)
- **50+ initiatives received**

## To be or not to be--- a Strategic Initiative



# INITIATIVE REVIEW PROCESS

- City Light Budget Liaisons meet with PMs to confirm \$ and FTE requests
- BUs prioritize initiatives
- Executive Team and the Review Panel review and approve initiatives with knowledge of rate path analysis



# PHASE ONE OUTREACH

- **Employees** (Sept 2017 – Dec 2017)
  - Monday Message (Sept 5, 2017)
  - Network (Oct 2017)
  - Talking points for Supervisors, Managers and Directors (Oct 2017)
  - Lunch & Learns (Nov - Dec 2017)



## PHASE ONE OUTREACH, CONTINUED

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- **Customers** (Sept 2017 – Nov 2017)
  - Market Research
    - Residential and Small Business
      - Week of 9/25/17 invitations to participate in survey (30,000 email and 5,000 letters)
    - Large accounts will be sent survey by Key Account Managers
    - Translated invitations and surveys will be available



## PHASE ONE OUTREACH, CONTINUED

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- **Other Stakeholders** (Sept 2017 – Nov 2017)
  - Presentations of results and high-level initiatives to:
    - BOMA
    - Seattle Chamber
    - NWECC
    - MIC
    - Environmental Advisory Board
    - Elected Officials



# QUESTIONS?

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**Thank you.**



# 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