

*Panel Discussion:*  
Framing the *Strategic Plan*  
*Update*—Initial Feedback from  
Panel on *Planning Categories,*  
*Priorities, Workplan*

*Seattle City Light Review Panel – August 4, 2010*

# Questions for Today: your feedback on...

- 1. What is the function of the Strategic Plan?**
- 2. “Update” or start fresh?**
- 3. Vision and Mission:** What here is most important for the Plan? What questions are raised?
- 4. Plan “Priorities” / “Categories”:** 3 v. 5? Questions? Comments? What’s missing? What are these “priorities” / “categories”? ( Are they *outcomes*? A *division of all possible activity* into categories? *Priority work areas*? *Criteria for decision-making*? *Other*?)
- 5. The “9 presentations”** – Questions? Comments? What’s missing?
- 6. Criteria for decision-making:** four-dimensions
- 7. Workplan over next 2 years**—very high level

# *Strategic Plan Functions:*

## *Panel feedback so far...*

- Link actions to mission & vision
- Describe the external challenges, opportunities, internal strengths & weaknesses of SCL
- Guide decision-making between competing options by identifying priorities and decision-making criteria
- Inject predictability into rates, budgets, investments
- Increase accountability of utility, city leaders to implement plan
- Describe how the utility will/should look different at the end of the 6-year planning period
- And...?

# SCL's Vision

To set the standard and deliver  
the best customer service  
experience of any utility in the  
nation

# SCL's Mission Statement: Seattle City Light is a publicly owned utility dedicated to exceeding our customer's expectations in producing and delivering environmentally responsible, safe, low cost and reliable power.

## **Customer Service**

- *Being prompt and timely.*
- *Improve Reliability*
- *Provide solutions*

## **Employee Performance and Growth**

- *Reward exceptional performance*
- *Invest in employee development and training.*
- *Provide career growth and learning opportunities*

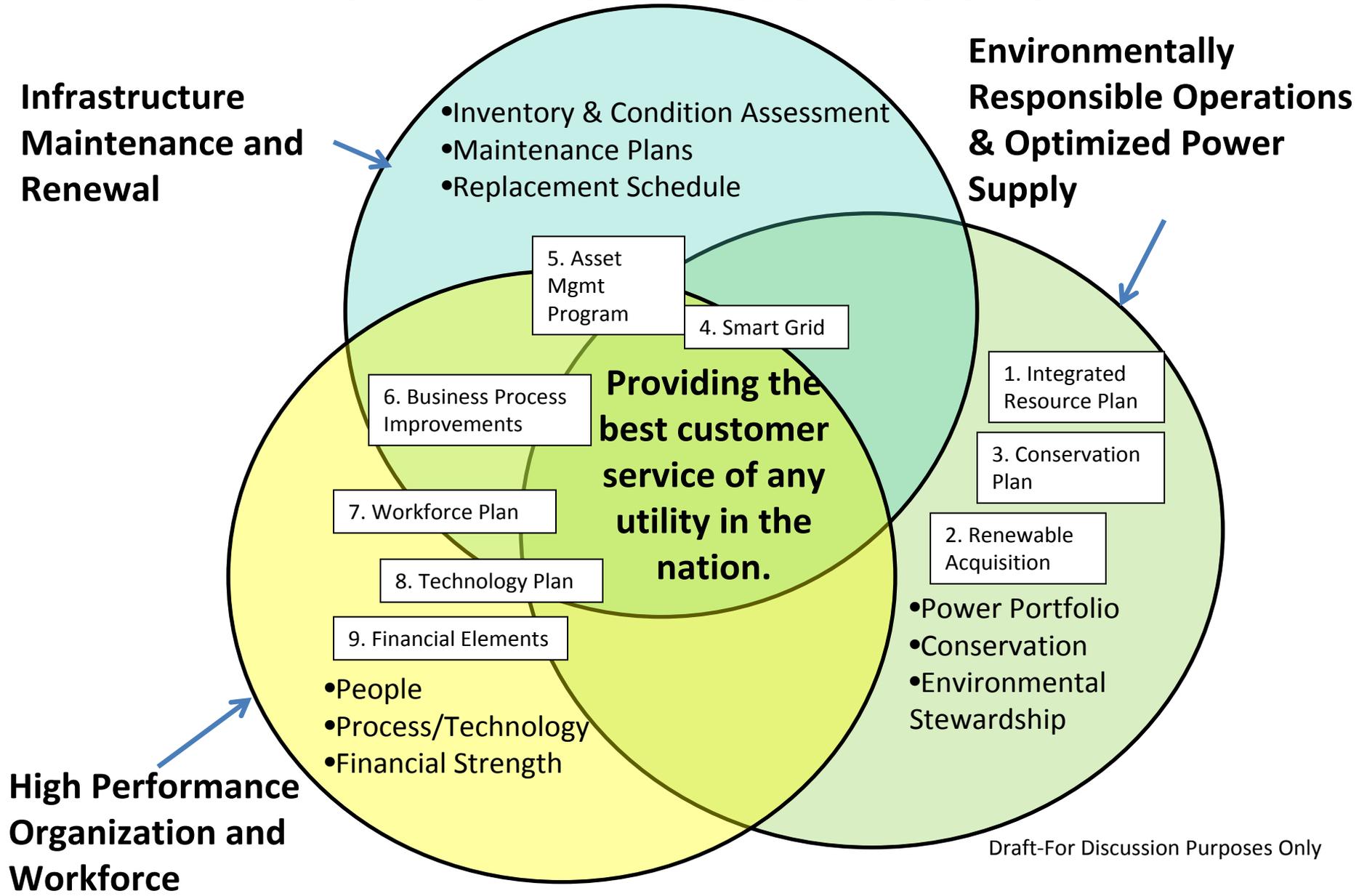
## **Operational Excellence**

- *Improve productivity and achieve cost effectiveness*
- *Measure and improve performance*
- *Minimize environmental impact.*

## **Financial Strength**

- *Ensure long term financial stability.*
- *Preserve and enhance our assets for long term*
- *Manage risks*

# City Light's Draft Strategic Plan Categories with Planned Presentations



# 2008 Draft Strategic Plan: 5 Priorities

## **Environmental Stewardship**

- To protect and enhance the environment through our choices in power supply, how well we guide our customers to conserve the energy they use, how we run our day-to-day operations, and the value of our environmental programs

## **Improved energy delivery infrastructure**

- To strengthen and improve our energy delivery infrastructure (poles, wires, transformers, etc) so that we offer a reliable platform for our customers and the City itself to thrive both socially and economically

## **Balanced resource portfolio**

- To develop a cost-efficient portfolio of power resources that responsibly and legally meets our customers' needs.

## **Financial Strength**

- To ensure that the utility is financially resilient to protect our customers from the risks that arise due to our hydro-dependence and from our many links to the broader power market.

## **High-performance organization**

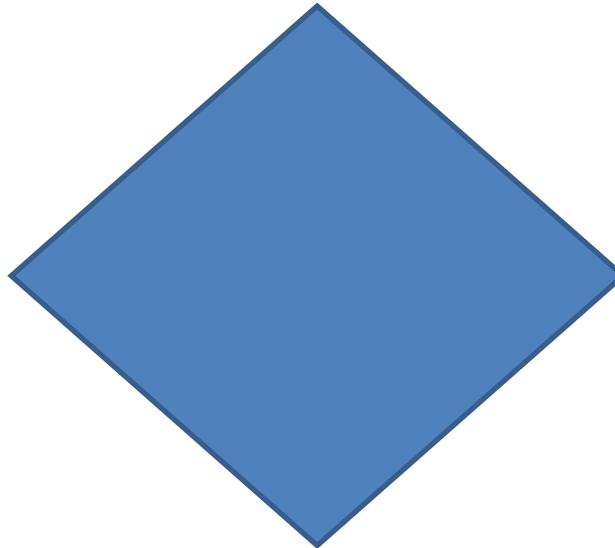
- To build on City Light's existing strengths in ways that transform the utility into a high-performance organization –acting as an effective, well-supported team that delivers the best possible customer service.

# Criteria for Decision-Making:

*4 general dimensions to consider*

**Mandatory or Discretionary?**

**Costs**



**Time**

**Service Options (what?, how?, how much?)**

# High Level Workplan for 2010-2012

- *2011-2012 Biennial Budget & Rates: adopted by Council November 2010.*
- Draft Strategic Plan available for Panel review and comment **Q4 2010** (draft developed considering input from Panel to that point)
- Strategic Plan Comments from Panel to Council/Mayor: **Q1-Q2 2011**
- Rate changes, rate design review, cost allocation between customer classes: begin **Q2 2011**
- *Mid-Biennium Budget and Rate adjustments, if any: November 2011*
- 2013-2014 Budget and Rate work begins: **Q1-Q2 2012.**