

# WE POWER *Seattle*

The 2019–2024 Strategic Plan Preview

## STRATEGIC PLAN CUSTOMER & STAKEHOLDER OUTREACH SUMMARY

March 27 2018



# OUTREACH EFFORTS – OCT 2017 – MARCH 2018

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## Market Research Survey:

1,700 respondents  
across all customer  
groups

## Stakeholder Meetings:

Over 330 stakeholders  
across 12 meetings &  
attended city-wide open  
houses



## Current Culture

## Employee Survey:

1,113 employees  
provided feedback on  
organizational  
performance



# MARKET RESEARCH SURVEY

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- Available October 2 – 13 & October 19 – 23, 2017
- Respondents
  - Residential: 1,377
    - Oversampling of UDP customers
  - General Commercial: 230
  - Key Commercial: 58

# MARKET RESEARCH SURVEY: KEY FINDINGS

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- Top Priorities for Residential and General Commercial Customers
  - New technologies to improve service, lower costs, and ensure safety
  - Invest in alternative clean energy, such as replacing fossil fuels with clean electric power for transportation
  - Invest in infrastructure and operations to improve power reliability

# MARKET RESEARCH SURVEY: KEY FINDINGS, CONTINUED

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- Top Priorities for Key Commercial Customers
  - Invest in infrastructure and operations to improve power reliability
  - Maintaining our hydroelectric dams and distribution systems
  - New technologies to improve service, lower costs, and ensure safety

# STAKEHOLDER MEETINGS

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- Over 330 stakeholders across 12 meetings
- Groups included:
  - Key customers/Large accounts
  - Business Owners & Management Assn
  - Manufacturing & Industrial Council
  - Human Svcs/Low-Income Providers
  - SCL Environmental Advisory Board
  - Seattle Chamber of Commerce
  - Seattle City Council
  - Seattle 2030 District
  - Community Partners
  - Franchise Cities
  - Northwest Energy Coalition



# STAKEHOLDER MEETINGS: KEY FINDINGS

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- **Rates & Bills**

- Customers want bills that are reliable, predictable, and accurate
- Customers expressed preference for gradual rate changes over one-time increases

- **Reliability**

- Commercial customers expressed that reliable power is necessary
- Residential customers give current level of power reliability a high rating

# STAKEHOLDER MEETINGS: KEY FINDINGS

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- Infrastructure

- Customers recognize City Light's infrastructure improvements
- Customers are optimistic about impact of AMI meters

- Operations

- Some customers expressed concerns about the equity in cost distribution
- Some participants want a more active role in organizational operations (wholesale power sales, distribution planning, etc.)



# CURRENT CULTURE EMPLOYEE SURVEY

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- Employee survey distributed in 2016
- Over 1,100 employees responded, with a participant rate of 68%
- Survey results were incorporated in the 2017 SWOT analysis which was foundational in the planning effort for the 2019 – 2024 Strategic Plan

## CURRENT CULTURE: KEY FINDINGS

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- The results of Current Culture were included in the analysis of stakeholder input for the strategic planning effort and will guide us as we move forward
- Results identified areas for City Light to focus on from 2017 through 2019
  - Shared Vision
  - Top Down Communication
  - Professional Growth
  - Mentoring/Feedback & Coaching

# LIMITED ENGLISH PROFICIENCY OUTREACH

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- Text translated in the seven tier one languages (Vietnamese, Somali, Spanish, Cantonese, Mandarin, Filipino and Korean) inviting customers to participate in the market research study. (complete)
- Attendance at five Citywide Office of Planning and Community Development/Department of Neighborhoods/Office of Housing Open Houses. These open houses covered all seven City Council Districts and were hosted in the following neighborhoods:
  - Delridge
  - New Holly
  - Central District
  - Wallingford
  - Ballard



# LIMITED ENGLISH PROFICIENCY OUTREACH, CONTINUED

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- Hosted a stakeholder forum specifically for the Community Partners group (complete)
- Attended a forum specifically for Human Services/Low Income Providers (complete)
- Contacted the Ethnic Chambers of Commerce Coalition, an organization that brings together seven ethnic chambers. Requested time at an upcoming meetings to make available translated Strategic Plan materials for their members. (in progress)
- Translating Strategic Plan preview document into tier one languages. Will be available at upcoming meetings and on the website (in progress)
- Notices of the updated strategic plan will appear in numerous ethnic publications (in progress)

# 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