



2021 - 2026 Strategic Plan Overview

City Light Review Panel
December 10, 2019



Seattle City Light

Presentation overview

- 2021 – 2026 Strategic Priorities
 - Terminology
 - Scenario Planning Input
 - 2021 – 2026 Draft Priorities v1 and v2
 - Other utility examples
- Strategic Priority Discussion
- Draft Strategic Plan outline
- Outreach plan preview



2021 - 2026 Strategic Priorities



Terminology

- **Priority** – Focus area
- **Objective** – Desired end state and reasoning
- **Goal** – Statement following S.M.A.R.T. criteria clarifying the objective
- **Initiatives** – Tasks and tactics we will use to reach our objective
- **Measures** – Specific areas to track to make success visible



Terminology in action

PRIORITY:

What is SCL focusing on?

OBJECTIVE:

With that focus, what do we want to achieve?

GOAL:

How do we know if we've accomplished that objective?

MEASURE:

What should I watch to see if we're on track?

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INITIATIVE:

What are we doing to get there?

INITIATIVE:

What *will* we do to get there?

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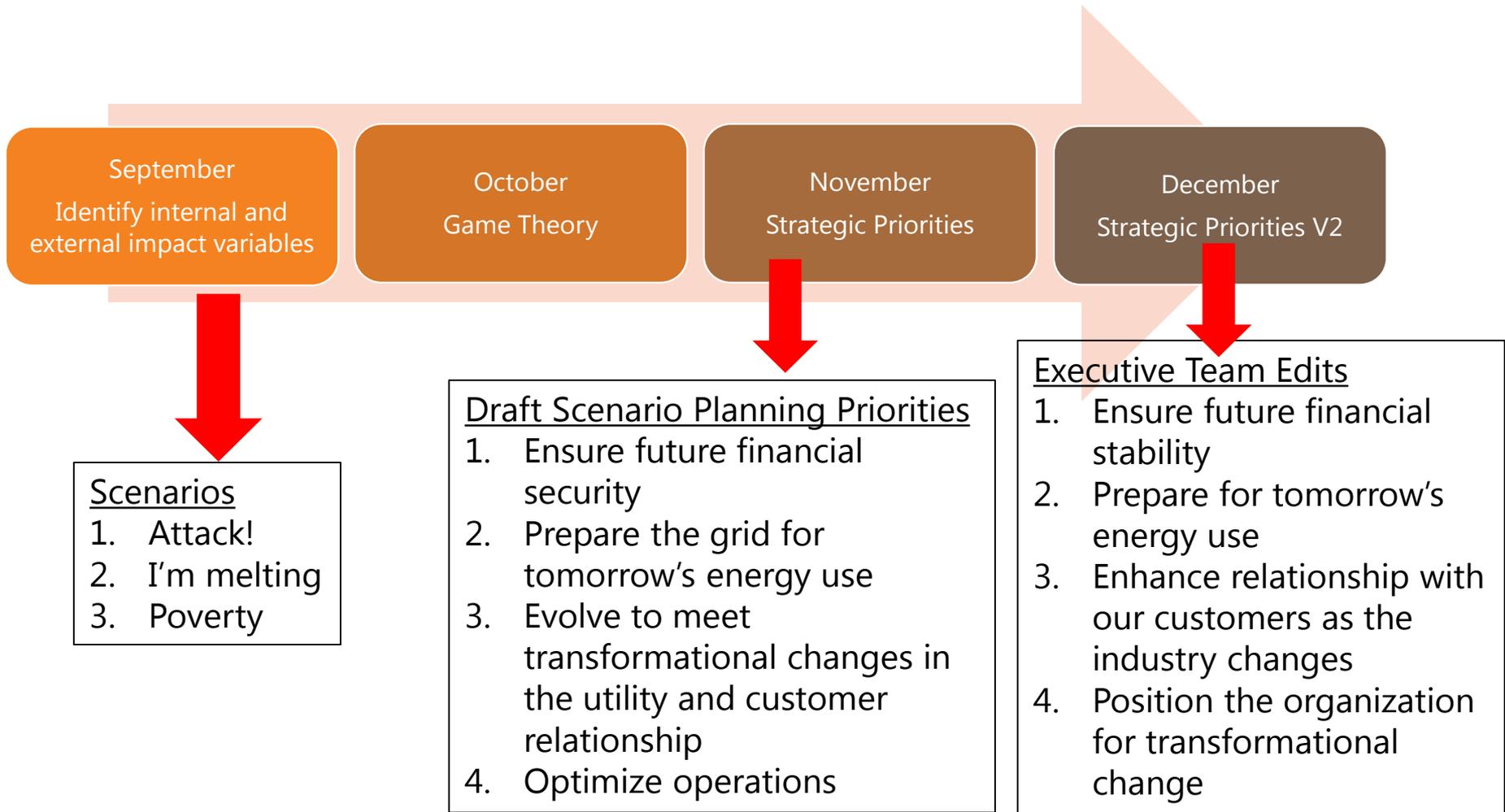
What are we doing to get there?

INITIATIVE:

What *will* we do to get there?



Scenario Planning Input



Examples from other utilities

	SMUD	Austin Energy	Salt River Project	Central Lincoln	SCL 2019-2024
Financial Health	✓	✓	✓	✓	✓
Customers & Community	✓	✓	✓	✓	✓
Environment	✓	✓	✓		✓
Operational Excellence	✓	✓	✓	✓	✓
Grid Modernization		✓		✓	
Safety	✓				
Employees	✓		✓		
Culture of Data				✓	



Priorities and Objectives Discussion

- Do they reflect City Light's direction for the future?
- Will they enable City Light to respond to industry, customer and environmental impacts?
- Are there gaps/risks in the four priority areas?
- Should something be removed?
- Do they respond to Review Panel concerns and interests?
- How will CL and the RP know when each objective is achieved? (Goal definition)

Draft Strategic Plan Outline

- **Message from GM/CEO**
- **Introduction**
- **Mission, Vision and Values**
- **Strategic Plan Overview**
- **Priorities, Objectives and Goals**
 - **Initiatives and measures**
- **Financial Forecast**
- **Conclusion**
- **Appendices**



OUTREACH FOR 2021 – 2026 PLAN



2019-2024 STRATEGIC PLAN OUTREACH REVIEW

- **Market Research Survey**

1,700 respondents across all customer groups

- **Stakeholder Meetings**

Engaged with more than 330 stakeholders at meetings and city-wide open houses



- **Current Culture Employee Survey**

Over 1,100 employees provided feedback on the utility's organizational performance



2021-2026 STRATEGIC PLAN OUTREACH

- Past and current outreach efforts
 - Rate design stakeholder sessions (Oct 2018)
 - Public EV charging pilot program stakeholder outreach (Jan – Dec 2019)
 - Rate design focus groups (Feb 2019)
 - Customer experience roadmap task force (June – Dec 2019)
 - Customer portal user experience testing (Aug 2019)
 - Strategic scenario planning think tank (Sept – Nov 2019)



2021-2026 STRATEGIC PLAN OUTREACH (CONTINUED)

- Current Culture employee engagement survey (Oct 2019)
- Residential EV charging pilot program market research (Dec 2019 – Feb 2020)
- Transportation electrification action plan stakeholder engagement efforts - Phase 1 (Dec 2019 – Apr 2020)



2021-2026 STRATEGIC PLAN OUTREACH

- Next steps (Feb – May 2020)
 - Strategic Plan preview shared with stakeholders
 - Stakeholder presentations by City Light leadership to key stakeholder groups, e.g. BOMA, MIC, Seattle Chamber, NWECC
 - Share materials through various channels – stakeholder meetings, social media, ethnic media
 - Translated materials provided in Tier 1 languages
 - Employee outreach – Updates shared in Network News and at employee meetings and/or leadership forums





THE FUTURE OF POWER
STARTS HERE

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