OUR VISION:
To set the standard—to deliver the best customer service experience of any utility in the nation.

OUR MISSION:
Seattle City Light is dedicated to exceeding our customers’ expectations in producing and delivering environmentally responsible, safe, low-cost, and reliable power.

OUR VALUES:
Excellence, Accountability, Trust, and Stewardship

Printed on recycled paper.
After two years of work by the City Light Review Panel, and wide-ranging input from customers and stakeholders, a six-year strategic plan was unanimously adopted by the Seattle City Council in July, 2012. For Seattle City Light customers, the plan means rate predictability, service improvements, and more reliability. For the utility, the plan provides revenue stability and a guide to the future, allowing us to make needed investments and upgrades.

Reviewed and updated every two years, City Light’s strategic plan will help the utility meet its vision of providing the best customer service of any utility in the country.

Jorge Carrasco  
General Manager and Chief Executive Officer,  
Seattle City Light
WE’RE YOUR ELECTRIC UTILITY

On March 4, 1902, Seattle voters took the bold step of approving bonds to build a hydroelectric power plant on the city’s newly established Cedar River watershed. The power generated would supply electricity to the city’s streetlights.

Guided by a young visionary named J.D. Ross, the Cedar Falls power plant was completed and Seattle’s streetlights were illuminated in January of 1905. In April of 1910, the city’s charter was amended to create a Light and Power Department – eventually to become known as Seattle City Light. We have a long and proud history of innovation and stewardship. J.D. Ross’ legacy of utility leadership continues today at City Light as we face a world challenged by global climate change.

Our dams on the upper Skagit River – Ross, Diablo and Gorge – and Boundary Dam on the Pend Oreille River are industry models. Through careful resource management and habitat protection we are improving endangered fish populations in Puget Sound. We are also doing our part to reduce harmful levels of greenhouse gases by achieving net-zero carbon dioxide emissions each year since 2005.

Looking into the future for new, renewable energy is our challenge and our opportunity. We see increased conservation as our “power plant” of the future. The resources we don’t use today will provide power for our future.

For more information about Seattle City Light, visit www.seattle.gov/light.
Jorge Carrasco  
General Manager and CEO  
jorge.carrasco@seattle.gov  

Sephir Hamilton  
Chief of Staff  
sephir.hamilton@seattle.gov  

Jim Baggs  
Internal Compliance Officer/Interim Power Supply and Environmental Affairs Officer  
james.baggs@seattle.gov  

Jeff Bishop  
Chief Financial Officer  
jeff.bishop@seattle.gov  

DaVonna Johnson  
Human Resources Officer  
davonna.johnson@seattle.gov  

Phil West  
Customer Service and Energy Delivery Officer  
phil.west@seattle.gov  

Left to right: Jeff Bishop, chief financial officer; Jorge Carrasco, general manager and CEO; Phil West, customer service and energy delivery officer; Jim Baggs, compliance officer/interim power supply and environmental affairs officer; DaVonna Johnson, human resources officer; and Sephir Hamilton, chief of staff.
**Key Phone Numbers**

**Outage Hotline** .................................................. 206.684.7400

**Electrical Life-Support Equipment Program** .... 206.684.3020

**Customer Service Center** ............................ 206.684.3000

Out of area calls 800.862.1181 (Interpreters are available for customers who do not speak English.)

Account Information, Payment Assistance, Payment Locations, Bill Information and Dispute Resolution, Rates Information, and Green Renewable Energy Information

**TTY/Hearing Impaired** ........................................ 206.233.7241

**After-Hours Electrical Emergency Line** ............ 206.706.0051

**Electrical Service and Streetlight Service**
North of Denny Way ............................................. 206.615.0600
South of Denny Way .......................................... 206.386.4200

**Streetlight Problems** ........................................ 206.684.7056

**Conservation Information** .......................... 206.684.3800
(Residential, Commercial and Industrial)

**Tree Trimming/Vegetation Management** .......... 206.386.1663

**Skagit Tours** [www.SkagitTours.com] .................. 206.684.3030

**General Manager’s Office** ............................. 206.684.3200

**Communications and Public Affairs** ................. 206.684.3090

---

**Contacts**

**Seattle City Light Administrative Office**
Seattle City Light Visitor Center and Executive Offices
700 5th Avenue, Suite 3200
Seattle, WA 98104-5031
(5th Avenue between Columbia and Cherry streets)

Mailing Address:
P.O. Box 34023
Seattle, WA 98124-4023

General Manager’s Office 206.684.3200
Communications and Public Affairs 206.684.3090

Non-English Language Portal:

**North Service Center**
1300 N. 97th Street
Seattle, WA 98103
206.615.0600

**South Service Center**
3613 4th Avenue S.
Seattle, WA 98134
206.386.4200
PAYMENT LOCATIONS

**Downtown**

**Utilities Payment Center**
700 5th Avenue, Suite 2777
Monday - Friday, 8 a.m. - 5 p.m.

**City Treasurer’s Office**
700 5th Avenue, Suite 4250
Monday - Friday, 8 a.m. - 5 p.m.

**Seattle Municipal Tower Customer Service Center**
700 5th Avenue
4th Floor Lobby
Monday - Friday, 8 a.m. - 5 p.m.

**Seattle Municipal Tower Payment Drop Boxes**
700 5th Avenue
4th Floor Lobby
and
6th Avenue and Cherry Street
(outside at the SE corner of the building)

**City Hall Payment Drop Box**
5th Avenue and Cherry Street
1st Floor Lobby (by the elevators)

*Note: Credit card payments are not accepted in payment drop boxes.*

**Seattle City Light Service Centers**

**North Service Center**
1300 N. 97th Street
Monday - Friday, 8:30 a.m. - 4:30 p.m.

**South Service Center**
3613 4th Avenue S.
Monday - Friday, 8:30 a.m. - 4:30 p.m.

**Seattle Neighborhood Payment Locations**

**Ballard**
5604 22nd Avenue N.W.
Monday - Friday, 9 a.m. - 5 p.m.
Saturday, 10 a.m. - 2 p.m.

**Central**
2301 S. Jackson Street, Suite 208
Monday - Friday, 9 a.m. - 7 p.m.
Saturday, 9 a.m. - 5 p.m.

*Payment drop boxes are located outside near the main entrances.*
Seattle Neighborhood Payment Locations

Delridge
5405 Delridge Way S.W.
Monday - Friday, 10 a.m. - 6 p.m.

Lake City
12525 28th Avenue N.E.
Located in the Lake City Public Library
2nd Floor
Monday - Friday, 9 a.m. - 5 p.m.

Southeast
3815 S. Othello
Suite 105
Monday - Friday, 9 a.m. - 5 p.m.
Saturday, 10 a.m. - 2 p.m.

University
4534 University Way N.E.
Monday - Friday, 10 a.m. - 6 p.m.
Saturday, 10 a.m. - 2 p.m.
GENERAL INFORMATION

For the year ended December 31, 2012, the most current data available.

Seattle City Light, a department of the City of Seattle, is one of the nation’s largest municipally owned utilities in terms of the number of customers served. City Light is supported by revenues from its customers, not taxes. In fact, City Light pays substantial taxes to state and local governments.

| Service Area Population | 776,336 |
| Service Area Size       | 131.31 sq. mi. |
| Personnel (full-time equivalent positions) | 1,811 |
| Major Substations       | 15 |
| Unit Substations        | 3 |
| Commercial and Industrial Power Transformers | 56 |
| Transmission Circuit Miles | 656 |
| Distribution Circuit Miles | 2,310 |
| Network Distribution Circuit Miles* | 216 |
| Meters                  | 418,000 |

*Includes the downtown business district, First Hill, and the University District.

CUSTOMER STATISTICS (UNAUDITED)

For the year ended December 31, 2012, the most current data available.

<table>
<thead>
<tr>
<th></th>
<th>Average Number of Customers</th>
<th>Megawatt-Hours*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>362,658</td>
<td>3,098,745</td>
</tr>
<tr>
<td>Non-Residential</td>
<td>39,950</td>
<td>6,367,897</td>
</tr>
<tr>
<td>Total</td>
<td>402,608</td>
<td>9,466,642</td>
</tr>
</tbody>
</table>

*Amounts include an allocation for the net change in unbilled revenue.

2012 USES OF POWER
(in percent megawatt-hours)

SERVICES

- Non-Residential 45.3%
- Residential 26.9%
- Wholesale & other 5.3%
- Seattle City Light operations and losses 22.5%
Seattle City Light is proud to offer its residents some of the lowest electricity rates in the nation and the Northwest.


*2012 national average annual consumption data not available; 2012 national average rate data is preliminary; 2011 national average annual consumption data added; 2011 national average rate data updated.
Seattle City Light serves approximately 403,000 customers in the City of Seattle and eight adjacent jurisdictions.
POWER SUPPLY GENERATED BY CITY LIGHT

<table>
<thead>
<tr>
<th>City Light Plants</th>
<th>Locations</th>
<th>Date in Service</th>
<th>Capacity (MW)</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boundary</td>
<td>Pend Oreille River</td>
<td>8/23/67¹</td>
<td>1,050.0</td>
<td>58.0</td>
</tr>
<tr>
<td>Ross</td>
<td>Skagit River</td>
<td>12/30/52</td>
<td>352.6</td>
<td>19.5</td>
</tr>
<tr>
<td>Gorge</td>
<td>Skagit River</td>
<td>9/27/24</td>
<td>199.2</td>
<td>11.0</td>
</tr>
<tr>
<td>Diablo</td>
<td>Skagit River</td>
<td>10/20/36</td>
<td>159.3</td>
<td>8.8</td>
</tr>
<tr>
<td>Cedar Falls</td>
<td>Cedar River</td>
<td>10/14/04</td>
<td>30.0</td>
<td>1.7</td>
</tr>
<tr>
<td>S. Fork Tolt</td>
<td>S. Fork Tolt River</td>
<td>11/20/95</td>
<td>16.6</td>
<td>0.9</td>
</tr>
<tr>
<td>Newhalem</td>
<td>Newhalem Creek</td>
<td>1921</td>
<td>2.3</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Total System Generation Capability</strong></td>
<td><strong>1,810.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Two additional hydro units of 399 MW capacity installed in 1986.

2012 SOURCES OF POWER
(in percent megawatt-hours)

**GENERATED**
- Boundary
- Skagit
- Cedar Falls & South Fork Tolt

**TREATY**
- BC Hydro

**PURCHASED**
- BPA
- Other

2012 FUEL MIX

<table>
<thead>
<tr>
<th>Generation Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hydro</td>
<td>89.8</td>
</tr>
<tr>
<td>Nuclear*</td>
<td>4.4</td>
</tr>
<tr>
<td>Wind</td>
<td>3.9</td>
</tr>
<tr>
<td>Coal*</td>
<td>.8</td>
</tr>
<tr>
<td>Other**</td>
<td>.6</td>
</tr>
<tr>
<td>Landfill Gases</td>
<td>.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

* Represents a portion of the power purchased from Bonneville Power Administration.

** Includes natural gas, biomass, waste, petroleum, landfill gases, and other fuels.

Meeting Our Customers’ Power Needs

Seattle’s city-owned hydroelectric plants depend on rain and snow as their fuel. In years with normal precipitation, our facilities supply more than half of Seattle’s power needs. We make up the difference by purchasing power from outside the region.
CONSERVATION PROGRAMS

Energy Savings
Seattle City Light has operated conservation programs for 35 years. In 2012, conservation reduced City Light’s electric system load by 1,196,732 megawatt-hours. That is enough electricity to power 140,000 Seattle homes – over one-third of our residential service. These savings accrued from measures installed from 1982 to 2012. If all the energy savings acquired through City Light’s conservation programs since 1977 had been available in 2012, this could power the homes of six cities the size of Seattle for one year – or double the entire utility load for 2012.

Carbon Dioxide Emissions Reductions
In 2012, the release of more than 765,908 metric tons of carbon dioxide into the atmosphere was avoided because of our programs. That is equivalent to 168,500 households driving one fewer car for a year. This impact will continue for the next 16 years, as long as the conservation measures installed continue to save energy.

CONSERVATION CUSTOMERS

Save on Electric Bills
- From 1977 to 2012, program participants saved $806 million on their bills. Half of these savings went to residential customers.
- In 2012, conservation customers reduced their City Light bills by $84 million.