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.

Superintendent Jorge Carrasco
Seattle City Light

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
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.
EXECUTIVE TEAM

Jorge Carrasco
Superintendent
jorge.carrasco@seattle.gov

James 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

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

Superintendent’s Office 206.684.3200
Communications and Public Affairs 206.684.3090
Spanish website: www.seattle.gov/light/spanish
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
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
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
(Residential, Commercial and Industrial)
206.684.3800

Tree Trimming/Vegetation Management
206.386.1663

Skagit Tours
206.684.3030
www.SkagitTours.com

Superintendent’s Office
206.684.3200

Communications and Public Affairs
206.684.3090
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 Payment Drop Box
700 5th Avenue
4th Floor Lobby (near Key Bank)

Seattle Municipal Tower Payment Drop Box
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 a.m. - 5 p.m.

South Service Center*
3613 4th Avenue S.
Monday - Friday, 8 a.m. - 5 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 /continued, next page
Seattle Neighborhood Payment Locations continued

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, 2011, 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.

<table>
<thead>
<tr>
<th>Service Area Population</th>
<th>780,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Area Size</td>
<td>131.31 sq. mi.</td>
</tr>
<tr>
<td>Personnel (full-time equivalent positions)</td>
<td>1,811</td>
</tr>
<tr>
<td>Major Substations</td>
<td>15</td>
</tr>
<tr>
<td>Unit Substations</td>
<td>3</td>
</tr>
<tr>
<td>Commercial and Industrial Substation Transformers</td>
<td>56</td>
</tr>
<tr>
<td>Transmission Circuit Miles</td>
<td>656</td>
</tr>
<tr>
<td>Distribution Circuit Miles</td>
<td>2,308</td>
</tr>
<tr>
<td>Network Distribution Circuit Miles*</td>
<td>207.5</td>
</tr>
<tr>
<td>Meters</td>
<td>410,474</td>
</tr>
</tbody>
</table>

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

CUSTOMER STATISTICS (UNAUDITED)
For the year ended December 31, 2011, 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>360,442</td>
<td>3,217,101</td>
</tr>
<tr>
<td>Non-Residential</td>
<td>39,909</td>
<td>6,383,131</td>
</tr>
<tr>
<td>Total</td>
<td>400,351</td>
<td>9,600,232</td>
</tr>
</tbody>
</table>

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

2011 Uses of Power (in percent megawatt hours)

- Non-residential: 41.9%
- Residential: 31.8%
- Wholesale and other: 21.0%
- City Light operations/losses: 5.2%
- Other: 5.2%
Seattle City Light is proud to offer its residents some of the lowest electricity rates in the nation and the Northwest.

Note: Rates are set by the Seattle City Council. Notice of public hearings on future rate actions may be requested from The Office of the City Clerk, City Hall, 600 4th Avenue, Floor Three, Seattle, WA 98104. Information about public hearings and City Council meetings can be found on the Web at www.seattle.gov/council. Information on City Light rates can be found at www.seattle.gov/light/accounts/rates.

*Unaudited
Energy Resources

- Owned Hydro
- Long-term Hydro Contracts
- Treaty Rights from British Columbia
- Other Long-term Contracts

Legend
- Service Area
- Burien
- Lake Forest Park
- Normandy Park
- Renton
- SeaTac
- Seattle
- Shoreline
- Tukwila
- Unincorporated
  - King County

Service Territory

Your Seattle City Light Fingertip Facts
POWER SUPPLY GENERATED BY CITY LIGHT

<table>
<thead>
<tr>
<th>City Light Plants</th>
<th>Location</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></td>
<td><strong>1,810.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

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

2011 FUEL MIX

<table>
<thead>
<tr>
<th>Generation Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hydro</td>
<td>92.4</td>
</tr>
<tr>
<td>Nuclear*</td>
<td>2.5</td>
</tr>
<tr>
<td>Coal*</td>
<td>.5</td>
</tr>
<tr>
<td>Wind</td>
<td>4.1</td>
</tr>
<tr>
<td>Other**</td>
<td>.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0</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 plants supply more than half of Seattle’s power needs. We must make up the difference by purchasing power from outside the region.
Conservation Programs

Energy Savings

Seattle City Light has operated conservation programs for 34 years. In 2011, conservation reduced City Light’s electric system load by 1,106,211 megawatt-hours. That is enough electricity to power 124,000 Seattle homes – one-third of our residential service. These savings accrued from measures installed from 1982 to 2011.

If all the energy savings acquired through City Light’s conservation programs since 1977 had been available in 2011, this could power the homes of five cities the size of Seattle for one year — or the entire utility load for 2011 with 85 percent to spare.

Carbon Dioxide Emissions Reductions

In 2011, the release of more than 663,726 metric tons of carbon dioxide into the atmosphere was avoided because of our programs. That is equivalent to 146,000 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 2011, program participants saved $797 million on their bills. Half of these savings went to residential customers.
- In 2011, conservation customers reduced their City Light bills by $75.5 million.

Annual Energy Saved Through Conservation