

# City Light Advisory Board

## Meeting Summary

June 3, 2003

8:30 am – 11:30 am, Key Tower 4070

Attending: Board members Jay Lapin, Donald Wise, Sara Patton, Carol Arnold, and Randy Hardy (by telephone). Also present: Jim Ritch (SCL), Andrew Lofton (Mayor's Office), Ben Noble (Legislative Central Staff), Catherine Cornwall (Office of Policy & Management), Carol Butler (Legislative Central Staff), Absent: Maura O'Neill

### Minutes

The Board will not formally adopt the minutes or meetings summaries that are prepared by staff. However, as these summaries will stand as memorializations of decisions and key discussion points, each Board member should review the minutes and promptly propose any material corrections that may be warranted.

### Information Resources

The board will organize the next several meetings around a mix of "strategic reviews" which will involve briefings by the deputy superintendents for 5 of the City Light divisions combined with in-depth briefings on five broad topics. See page 3 for a summary of the proposed framework.

The strategic reviews will be organized by City Light divisions and will include presentations on generation, distribution, customer service, power marketing and finance & administration. At each of these reviews, the presenters will be asked to cover the following points: operations overview, strategic plan(s) and policies, CIP, infrastructure (status and issues), security, information technology, planning & analysis capability (including data and expertise), and use of outside experts and outreach to the community. Jim Ritch will coordinate with City Light staff to schedule these reviews over the next 5 meetings.

The in-depth briefings will be organized by City Light leadership around the following topics: power resources strategy, financial strategy, the regulatory and industry environment, organization and staffing, and the environment and conservation. City Light should consider including some outside experts or consultants to participate in the briefings – for example, the outside financial advisor and auditor in the financial strategy review and the outside lobbyist/law firm in the regulatory environment review.

The strategic reviews and the in-depth briefings constitute Phase I of the board's information gathering. Phase II will involve the board going out to talk to outside experts, City Light employees and labor unions, community groups, and other stakeholders on selected areas of focus. Some meetings with individuals and groups in the community may be scheduled over the summer to gather input on which areas of focus to select and their priority.

### Next Meeting/Skaqit Tour

The board is proposing combining its next meeting (scheduled for June 17) with the 75<sup>th</sup> anniversary celebration/tour of the Skaqit hydroelectric facility. Members would go up June 16<sup>th</sup> and return June 17<sup>th</sup>. Jay Lapin will confirm with the other board members to see if this will work with their schedules.

### Goals & Outcomes

The board discussed how to start defining its goals and outcomes. The board members bring time, expertise and independence to City Light issues. Some initial thoughts on goals for the board include:

- Restore confidence in City Light
- Improve City Light's performance in a couple key areas
- Better alignment between the Mayor, Council and City Light
- Create a sustainable governing/advisory function

A possible mission statement: provide meaningful policy advice to the Mayor, Council and City Light that results in measurable improvement in the following areas (*to be determined*). Caveat: Need also to emphasize restoring public confidence in areas of operation and strategy that are already excellent or sound.

Process is important: be effective as a Board (get some things done) – do not just function as a debating society, but have some impact. Recognizing that our effectiveness is a product of our credibility and the power of our ideas, we should be above politics and strive for consensus (particularly early in our tenure).

The board will continue discussing and refining its goals and outcomes during the next several meetings.

#### Focus Issues

The board tentatively identified the following areas of focus:

- power resources strategy
- financial strategy
- the regulatory and industry environment
- organizational capacity
- the environment and conservation
- infrastructure/capital improvement plan

The board will refine and prioritize its areas of focus and deliverables for the first Annual Report to the Mayor and Council at the end of the summer.

#### Other Discussion Items

- The board will put as a standing item on its agendas an update from the City Light Superintendent. City Light staff will send the board policy papers as they are developed.
- The Council Finance Committee will consider and possibly vote on the proposed ordinance which creates a compensation program for the City Light Superintendent position on Wednesday June 4.
- The Search Committee will meet the afternoon of June 4. If board members have any ideas or suggestions on the characteristics the Search Committee should consider in its hiring process, they should send them to Carol Arnold who will relay them to the Search Committee.
- There was general discussion of the mid-year reductions City Light is making in 03 to balance its budget. Sara Patton distributed copies of a letter sent to the Mayor, Council and Supt. Ritch regarding the reductions.

Meeting adjourned at 11:30 am.

Meeting summary drafted by Catherine Cornwall

**Information Resources – Proposed Framework  
June 3, 2003**

<b>Potential Inputs to Board</b>	<b>Points to Cover in Strategic Reviews</b>	<b>Strategic Review</b>	<b>In-Depth Briefings</b>
<ul style="list-style-type: none"> <li>• Community Groups: Rate Payer Groups, Business, Environmental</li> <li>• Experts: BPA, Regional Groups, Vantage, other utilities</li> <li>• Unions</li> <li>• Mayor’s Office</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Operations overview</li> <li>• Strategic Plans and Policies</li> <li>• Capital Improvements Programs</li> <li>• Infrastructure</li> <li>• Security</li> <li>• Information Technology</li> <li>• Planning &amp; Analysis</li> <li>• Data</li> <li>• Expertise</li> <li>• Outreach to experts and community</li> </ul>	<ul style="list-style-type: none"> <li>• Generation</li> <li>• Distribution</li> <li>• Customer Service</li> <li>• Power Marketing</li> <li>• Finance &amp; Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Power Resources Strategy               <ul style="list-style-type: none"> <li>○ Supply</li> <li>○ Marketing</li> <li>○ Risk Management*</li> </ul> </li> <li>• Financial Strategy</li> <li>• Regulatory &amp; Industry Environment</li> <li>• Organization and Staffing               <ul style="list-style-type: none"> <li>○ Internal staffing</li> <li>○ Governance – SCL, Mayor, Council</li> <li>○ Organizational structure/capability (e.g., resources, data collection)</li> <li>○ Planning &amp; analysis – resources and practices</li> <li>○ outreach to outside experts and community</li> </ul> </li> <li>• Environment and Conservation</li> </ul>

\*Risk Management is being covered separately in 4 risk management workshops