

WE POWER *Seattle*

The 2019–2024 Strategic Plan Preview



WE POWER Resiliency

As a pioneering city of the information age, Seattle is no stranger to change. With the pace of technological advancements accelerating, City Light is at another pivotal moment in its history. The 2019-2024 Strategic Plan builds on the utility's legacy of bold, visionary action by candidly addressing these challenges and developing solutions befitting our adaptive, resilient organization.

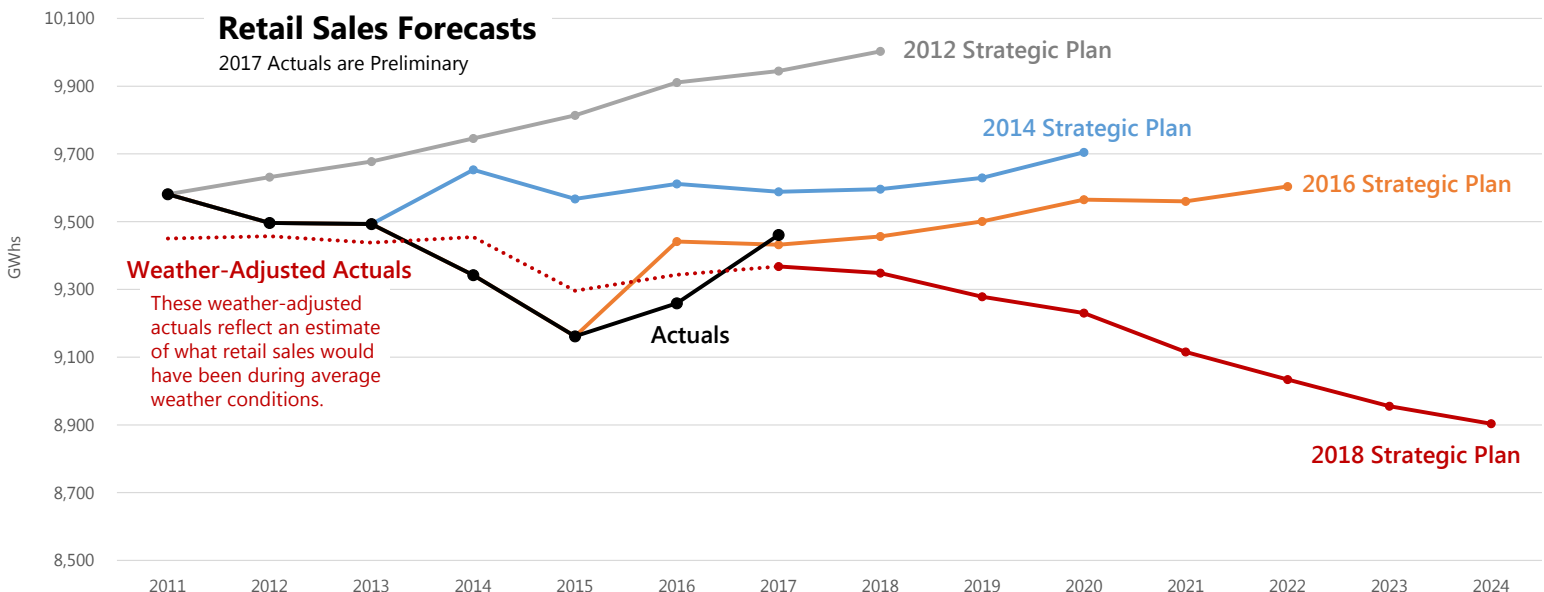
Despite serving one of the fastest-growing cities in the nation, City Light's retail sales have been less than forecast because of the success of its energy-efficiency efforts and stringent local building codes. The new strategic plan forecasts that the downward trend will continue as seen below. Unfortunately, lower sales of electricity do not result in lower operating costs.

One thing hasn't changed for City Light: The utility still strives to ensure its customers receive the highest possible level of service. Through strategic

initiatives in the 2019-2024 Strategic Plan, City Light is developing a comprehensive, multi-pronged response to the challenges faced by the utility.

From standing up enterprise-wide process improvement teams to building a customer relationship hub to exploring additional opportunities for clean energy, City Light is investing heavily in a more flexible and responsive organization. As customer demand for new products and services continues to increase, so will the utility's unwavering dedication to answering that demand. And, as always, City Light's efforts to combat climate change and advance social equity guide the utility's work.

Together, these initiatives will maintain City Light's status as a reliable, values-driven nonprofit energy partner and deepen its commitment to community and the environment—a utility of the future, working for you today.



WE POWER Progress

The 2019–2024 Strategic Plan includes initiatives in support of four priorities.

1 Customer Service

Improve Customer Service

Provide excellent customer service while addressing customer needs and expectations, City Light will implement a 24/7 customer relationship hub expanding customer access to information and assistance. This full-service hub will allow customers to choose their method of interaction, with access to a full range of services through multiple touchpoints.

2 Affordability and Rate Stability

Revenue Recovery

Improve bill transparency and combat revenue volatility exacerbated by declining retail sales of electricity, City Light will restructure rates to better reflect the cost of serving its customers.

Business Process Improvement

Deploy strategies to identify and capture opportunities for improved efficiency and reduction in costs on an ongoing basis, both in the delivery of customer services and for internal operations.

3 Clean Energy and Environmental Stewardship

Environmental Stewardship

Continue its industry leadership in improving the protection of the ecosystems in which it operates.

Clean, Renewable Power for the City

Continue to lead the community towards a clean energy future. The utility will work with its customers and community partners to increase the energy productivity of buildings, equipment and transportation, preserving and extending the benefits of our low-cost, carbon-neutral electricity system.

4 Continuing Progress on Our Core Business

Safety Culture

City Light will continue to improve its Safe Work Environment program, which has decreased employee injuries by 23 percent since its implementation.

Secure, Resilient Work Environment

City Light will implement best practices to enhance security, emergency preparedness/disaster recovery programs and improve the resiliency of facilities and services.

Attract, Train and Retain Employees

To ensure a knowledgeable and robust workforce for the future, City Light will continue to implement a comprehensive strategy to attract qualified candidates while retaining its current staff.

Relicensing Current Hydroelectric Projects

The utility's hydroelectric dams are central to its ability to deliver reliable and low-cost power. License renewal applications for the Skagit, Newhalem and South Fork Tolt hydroelectric projects will be filed in 2023, 2025 and 2027, respectively.

Enhanced Grid Performance and Cybersecurity

City Light will continue to upgrade the operational technology infrastructure and energy grid it operates to address cybersecurity risks and support power grid operations and wholesale power marketing.

Preserve Hydroelectric Generation Assets

City Light will enhance its programs with a strategic focus on multiple areas of generation investment and maintenance. These enhancements include implementing dam safety enhancements, improving outage management processes and long-term planning for the sustainability of its hydroelectric assets.

While the work of the initiatives is important, each will fail to achieve its optimal results if not first examined through an equity lens. With this in mind, each initiative was intentionally designed to align with City Light's commitment to environmental equity, race and social justice.