

# Letter From the General Manager

## INVESTING NOW: A BRIGHTER FUTURE FOR CUSTOMERS

Since Seattle City Light's Strategic Plan was first approved by the City Council in 2012, the utility has been delivering on its promise to meet and exceed customer expectations in producing and providing environmentally responsible, safe, affordable and reliable power — today and for years to come.



Every two years, City Light updates the plan, with the last revision in 2014. For the 2016 update, the plan's foundation remains unchanged — maintaining current levels of service while planning for a challenging future.

A range of initiatives and investments to improve performance and provide rate reliability and predictability are well underway, with others already completed. And results are coming in, with improved savings and operations.

The 2017-2022 Strategic Plan update includes innovations that reflect City Light's identity as a "Utility of the Future," an organization able to adapt to a changing industry. The update also reflects the guidance and input of our independent Review Panel as well as extensive community engagement.

City Light continues to look for cost savings, from improving internal processes and adopting new technologies to updating our generating system. This hard work is paying off. Careful use of resources and efficient operations have resulted in sustainable cost-savings for the utility. Through these efficiencies, City Light saved \$18.5 million in 2015. By 2018, the utility is committed to achieving an additional \$10 million in cost savings for a total of \$28 million.

Perhaps and most important, the Strategic Plan fulfills our commitment to transparency and accountability. It is a blueprint that outlines our path forward and serves as our report card to the community.

I offer my personal thanks for the meticulous work done by the City Light Review Panel (please see the sidebar on this page). Panel members bring broad experience and great insight to the task at hand. They are essential to the creation of a vibrant, relevant and innovative Strategic Plan.

On behalf of all the dedicated employees of City Light, thank you for your involvement in our work and in helping us be the best utility in the country.

Sincerely,

A handwritten signature in black ink that reads "Larry Weis". The signature is fluid and cursive.

Larry Weis  
General Manager and CEO  
Seattle City Light

## CITY LIGHT REVIEW PANEL

Created in 2010 by city of Seattle ordinance, the City Light Review Panel includes representatives from private, public and nonprofit sectors; utility experts; business leaders and community representatives. For this update, the panel met many times to hear briefings from City Light leaders about progress made on the plan, and provided valuable input that helped shape the effort. Thanks to our panel members:

**David Allen**  
(commercial customer)

**Gail Labanara**  
(suburban franchise representative)

**Tom Lienesch** (economist)

**Chris Roe** (industrial customer)

**Julia M. Ryan** (financial analyst)

**Sue Selman**  
(low-income customer representative)

**Eric Thomas**  
(residential representative)

**Sara Patton**  
(non-profit energy efficiency advocate)

**Eugene Wasserman**  
(at-large customer)

