

Summary

2019 – 2024 Strategic Initiatives

Note: The purpose of this document is to summarize the seven strategic initiatives, making particular note of the information that has been added to the initiative templates based on the request of the Review Panel.

Strat Initiative Template Section	RP requested addition/edit?	#1 Customer Service	#2 Process Improvement	#3 Revenue Recovery	#4 Cost of Growth	#5 Evolving Energy Markets	#6 Environ Stewardship	#7 Clean Energy
2019 -24 Total cost	Y	TBD	\$1.5 m	N/A	N/A	\$20.4 m	\$1.9 m	\$58 m
Net additional cost?	N	N	N	N	N	N	N	N
Total FTE	Y	TBD	7	N/A	N/A	8	2.15	12
Net additional FTE?	N	N	N	N	N	N	N	N
Description	N	Establish City Light as a leader in customer service by providing multi-channel communication opportunities that are convenient, interactive and personalized	Improve operational productivity	Amend and create new rate policies and structures that progressively respond to industry changes and challenges	Study fees and charges for customer-initiated construction services. Possible policy changes	Undertake a comprehensive assessment of current portfolio and identify opportunities for cost savings or incremental revenue	Continue industry leadership	Lead Seattle to clean energy future
Context	Y	SCL partners with SPU to serve customers	Current Customer Care-focused effort will be implemented enterprise-wide	City Light rate structures have not changed materially in the last 30 years	Customer-driven requests & system expansion represent significant capital cost	A continuation SCL's work in the whole sale power market to better City Lights position	Part of Utility's ongoing work and contributes to City of Seattle goals	Continuation of SCL's 40-year commitment to efficiency and clean energy

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Business Value	N	Improved customer experience	<ul style="list-style-type: none"> • ↑ Svc delivery • ↓ O&M costs • ↑ employee engagement 	<ul style="list-style-type: none"> • ↑ customer service (bill transparency) • ↑ rate stability 	Possible ↓ base rates	Generate new revenue and value from existing hydroelectric resources	<ul style="list-style-type: none"> • Climate resilience for dist grid • Veg mgmt ↑reliability 	<ul style="list-style-type: none"> • ↑ EE in commercial buildings • ↑ access to EV • ↑ equity in EE program delivery
Cost ↓/ Rev ↑	Y	TBD	5% reduction in labor costs for each study completed (est 7 per year)	N/A	Will not generate new revenues, but may shift how costs for services are allocated	Revenue = (\$4.4) to \$14.5 m.	Possible ↓O&M related to outage repair, veg management, PCB clean-up and risk of regulatory fines	Neutral
Social Equity	N	Improved access to services	RSJI analysis will be included in each effort	Bill impact analysis will inform all rate policy decisions	Could reduce cost impacts of dev't and urban growth on vulnerable populations	Programs will impact all customers equally. WMBE will be used for contracting.	Environmental equity analyst on staff	More actively consider RSJI in programs
Metrics	N	<ul style="list-style-type: none"> • % calls handled/ abandoned • Avg speed to answer • Cost/ contact 	<ul style="list-style-type: none"> • Cost ↓ • Processes modified 	<ul style="list-style-type: none"> • Rate resolution passed • New rate design implemented 	<ul style="list-style-type: none"> • ↑ revenue from fees 	Implementation of EIM program. Future benefits will be defined at implementation	Progress on meeting milestones	Progress on meeting milestones

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Impact	Y	+ = ↑ customer service, ↓ reduction in calls to Mayor's office	+= ↑ customer service - = Conflicting work priorities	Stakeholders are very engaged on rate design, esp environmental community	Large changes in fees for certain services may be met with pushback from affected parties.	Environmental, customer and core business benefit	Important value of SCL and City of Seattle	Ties to City and Mayoral goals