



2010 Seattle City Light Strategic Plan

Operational and Rate Guidance for 2011-2016

A systematic and integrated look at our business operations, costs, people, and customers for the period 2011-2016.

THE STRATEGIC PLANNING ENGAGEMENT PROCESS



List of Strategic Priorities, Strategic Objectives, and Strategic Initiatives

Priority	Objectives	Initiatives
I. Infrastructure Maintenance and Renewal	<ul style="list-style-type: none"> • Provide Reliable and Efficient Service to Existing Customers 	<ul style="list-style-type: none"> • Inventory and Condition Assessment • System Automation and Asset Refurbishment • System Maintenance
	<ul style="list-style-type: none"> • Connect New Customers & meet new demand 	<ul style="list-style-type: none"> • New Customer Services (Distribution, Network, Transmission) • Provide Adequate Capacity for New Load (North Downtown Sub)
	<ul style="list-style-type: none"> • Meet Legal Obligations 	<ul style="list-style-type: none"> • Joint Agency projects (Alaskan Way Viaduct) • Address Transmission Congestion (Downtown Inductors, Reconductor) • Perform Work Requested and Reimbursed by Others (Relocation, Joint Use)
II. Environmentally Responsible Operations & Optimized Power Supply	<ul style="list-style-type: none"> • Generating, managing and procuring power • Providing conservation resources • Protecting the environment in which the utility operates 	<ul style="list-style-type: none"> • Buy renewable resources to comply with legislation • Implement terms of new Boundary license • Acquire cost-effective conservation • Study and address existing environmental concerns • Study climate impacts on hydro resources • Maintain greenhouse gas neutrality
III. High Performance Organization and Workforce	<ul style="list-style-type: none"> • People • Process & Technology • Financial Strength 	<ul style="list-style-type: none"> • Human Resource planning to ensure we have the right knowledge, skills, and abilities to provide reliable energy and outstanding customer service: <ul style="list-style-type: none"> ▪ Attracting the right people ▪ Retention of key talent ▪ Developing knowledge, skills, and abilities • Improve internal processes to reduce cost & risk • Improve processes with technology to enhance customer service effectiveness • Responsible Debt Management • Improve Linkage between Budget, Rates & Strategic Plan • Revenue Stability • 6-Yr Rate Outlook

Draft Illustration of Milestones

Strategic Initiative	2011	2012	2013	2014	2015	2016	Safe Reliable Efficient	New Customer Legal Obligation
Inventory & Condition Assessment (C.A.)								
Steel Tower C.A.		[Green bar]					X	X
Transmission C.A.		[Green bar]					X	X
System Automation and Refurbishment								
Pole Replacement Program		2011 Initiate Pole Test and Treat		2011 – 16: Inject 30 mi and replace 8.5 miles annually			X	
Cable Injection/Replace		[Green bar]					X	
Network Enclosure Rebuild		Rebuild 20 enclosures annually					X	
Gen Unit Auto, Upgrade		[Green bar]					X	
Substation Transformer Replacement		2013-16 upgrade 2 substation transformers annually					X	
Normal System Impr.		[Green bar]					X	X X
System Maintenance								
T&D Maintenance		Feeder Reliability Maintenance Pgm		2011-12 develop standard T&D maintenance processes; implement in 2013-14			X	X
Generator Maintenance		[Green bar]					X	X

Current timeline for putting a draft Plan document in the hands of the Review Panel and Mayor:

ID	Task Name	Duration	Start	Finish	g 1, M
19	The Strategic Plan document	74 days?	Thu 8/19/10	Tue 11/30/10	
20	Concept paper for framing content	1 day?	Thu 8/19/10	Thu 8/19/10	
21	1st cut milestone schedules	1 day?	Fri 8/20/10	Fri 8/20/10	
22	1st cut rate impact	1 day?	Tue 8/24/10	Tue 8/24/10	
23	draft SP to CFO	21 days?	Wed 9/8/10	Wed 10/6/10	
24	Draft SP to E-team	5 days?	Wed 10/6/10	Tue 10/12/10	
25	Draft SP to CEO	25 days?	Wed 10/13/10	Tue 11/16/10	
26	Draft SP to Review Panel	1 day?	Wed 11/17/10	Wed 11/17/10	
27	Draft SP to Mayor	1 day?	Tue 11/30/10	Tue 11/30/10	