

Strategic Plan 2021-2026: Proposed Initiatives

| Priority | Initiative | Sponsor | Overview |
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| Ensure Future Financial Stewardship & Affordability | Right-size Capital Program | K. Grainger | Asset management informs programmatic Capital Improvement Program (CIP,) reducing non-critical expenditures. Strong project controls limit budget variances. |
| | Rate path at or below inflation | K. Grainger | Affordable rates by managing long-term cost of debt, containing labor costs, and pursuing full reimbursement for customer-driven work. |
| | Pricing Services for the future | K. Grainger | Time of day (TOD) and demand response rates increase customer choice as well as contain capacity costs and maximize wholesale market benefits. Rates have mechanism to adjust for power costs, stabilizing contribution margin. |
| Create Tomorrow's Energy Future Today | Grid Modernization to enable and accelerate Electrification | E. Anyanwu | To enable the electrified – and decarbonized – future our customers want, we will create, maintain, and execute a Grid Modernization roadmap with specific technology timelines and an associated CIP plan. This will establish a disciplined approach to choosing our modernization investments that will deliver operational capabilities our customers need from us and give them access to energy choices they want for themselves. |
| | Utility Technology and Operations Roadmap, | J. Baggs | Having a current documented Information Technology and Operations Technology architecture is required to enable disciplined choices of how and when to make IT (information technology) & OT (operations technology) investments, and to ensure that they are consistent with current strategic objectives. Utility Technology and enterprise information management, along with solid project management and operations, will be fundamental to the utility's success in achieving all its Strategic Priorities. |
| | Enhance Cyber Security Capabilities and Oversight | J. Baggs | Complete phase one staffing of cyber security team and establish cyber security governance and risk management framework for Utility Technology. Monitor and direct City provision of cyber security protection for critical energy infrastructure assets and centralized systems on which the utility depends. Implement appropriate security toolsets and controls and improve security posture in key program areas. |
| | Regional leadership and collaboration | M. Brueger | Take a leadership position in defining the future of deep decarbonization in the energy sector through the expansion of electricity for buildings and transportation in our region, consistent with the city's broader environmental stewardship and racial equity and social justice values. Additionally, ensuring the capacity and availability of carbon-free generation resources will ensure reliability and affordability for our customers today and for future generations. Finally, pursuing innovative solutions that allow our hydro resources to integrate the continued proliferation of renewable resources in the west to further assist with our decarbonization goals. |

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| Focus on Customer Experience | Customer Experience Roadmap | C. Smith | The Customer Experience Roadmap is designed to help us understand customer's needs and desires, through comprehensive research on customer pre customer preferences and behavior, customer journey mapping, and ongoing customer satisfaction measurement. We will use the voice of the customer as well other customer data and analytics to drive empathetic process improvement, training, and product and service design. This approach should lead to higher levels of customer satisfaction and loyalty, as well as employee engagement. |
| | Expand Customer Program Options | C. Smith | Following the customer experience roadmap and segment strategies, develop and deliver new, personalized products and services to residential and commercial customers. Services focus on improving our customers' experiences and meeting their needs through enhanced digital engagement and innovative energy management, electrification, and distributed energy resource programs. These solutions are intended to increase customer satisfaction and loyalty, and in some cases, reduce cost to the utility and our customer owners. |
| Cultivate a Culture of Change | Change Management | J. Chan | Given the scale of changes anticipated through new technology, business process improvements and evolving industry and customer needs, a huge success factor will be by developing formal change management plans that define how we support SCL staff, external customers and other stakeholders transition for anticipated changes through specific actions and deliverables such as formal communications strategy, employee development, sponsorship assistance, etc |
| | Future of Work | D. Johnson | Assess, develop and implement programs and services that positively impact the employee experience so that employees can do their best work in this changing environment. |
| | Continuous Improvement | J. Chan | Enhance organizational performance and enhance service delivery through a continuation of our enterprise-wide Business Process Improvement program. |
| Keep the Lights On | - | - | <i>This includes all ongoing work. Reporting will include standard operational metrics.</i> |