



SEATTLE CITY LIGHT (SCL)

Who are we?

- SCL was established in 1910
- 7th largest municipal-owned utility in the United States
- Serves a population of 781K or 415K customers

Resources

- 7 Hydro-electric power generation stations
- 700 miles of transmission
- 1600 steel transmission structures
- 15 major substations (outside of Generation)
- 1320 network transformers
- 110,000 distribution poles

HISTORY OF ASSET MANAGEMENT

Initial Development

- Authority for a Utility-wide Asset Management Program originated on May 2, 2005 with adoption of Resolution Number 30761 by the Seattle City Council.
- This led to an Initiative by City Light Superintendent
- Initiative stated the purpose of its Asset Management Program as “allowing us to achieve greater cost effectiveness by lengthening the life and optimizing the operation of our physical assets. The program will allow us to lower the long-term costs borne by our customers.”

Outcomes

1. Formation of an central Asset Management Task Force in 2006
2. LAMP – Lifecycle Asset Management Program in 2008

LAMP – LIFECYCLE AM PROGRAM

What was needed for 5 year, \$30M effort:

- Engineering Tools – PM, Standards, Condition Assessment
- Data – IT System (Work Management System or “WAMS”)
- Culture climate where AM can thrive

Identified Risks:

1. Size of effort
2. Implementing necessary IT systems
3. Culture

Critical Success Factors

- Governance – Executive support
- Embracing of Best Practices
- Successful integration of Work Management System

Result: Every AM Best Practice known has been studied

GENERATION

Practiced Asset Management before there was AM:

- Had own Work Management System
- Assets identified and data in process of being built
- Started “last” with WAMS

Current State

1. Advanced user of WAMS today
2. Has own Engineering teams so condition assessments/stds are known
3. Capital program is established
4. Established PM programs
5. Active benchmark program with peers

Opportunities

- Finalize asset integration for smaller plants

OPERATIONS – TRANS/DIST/SUBSTATIONS

Current State – Successes in Cond Assessment/Use of WAMS

- Network
- Wood pole program
- Substation programs
- ROW
- Warehouse
- Standards & CU

Current Efforts

- Transmission tower/system condition assessment
- Direct-bury cable assessment
- Looped-radial components

Opportunities

- Following through on PM programs vs new customer/infrastructure demands
- Records retention – Reliable data, no mobile work force
- More governance around use of WAMS

ASSET MANAGEMENT TEAM

ASSET MANAGEMENT (AM) IS EVOLVING.

Aging infrastructure is contributing ...
to Outage Events trending upwards.

Capital dollars are constrained

...AM will make recommendations to spend the right dollars in the right place at the right time for the right reasons.

Available resources are limited

...AM will help to prioritize preventative maintenance and repair recommendations through outage review.

AM will help reverse outage trending by

...Analyzing assets using available data, performing risk assessments, responding to outage events, promoting new technologies.

OBJECTIVES FOR AM:

① Prioritize ETI capital

2017 goal: AM roadmap and tools that help guide prioritization of ETI capital investments.

② Outage & reliability tracking; response

2017 Goal: Maintain system vigilance and knowledge to effectively guide capital and O&M prioritization; and communicate recommended next steps with pertinent City Light teams.

③ Benchmark, SCL KPIs, trending

2017 Goal: Plot system performance relative to other top performing utilities and internal expectations to grow continual improvement and best practices.

AM Vision: Asset Management is the steward for prioritizing ETI capital investment through collaborative analysis to optimize system performance.

Visualize. Analyze. Prioritize.

FUTURE DIRECTION

CARE (Capital Asset Review & Evaluation) Committee

- Pilot program for \$284M Capital ETI Division
- Key Executive support
- Provide transparent, well-optioned oversight of capital recommendations by looking at PM options, condition assessment information, trending & benchmarking
- Prioritization
- More thorough business-case development

SAMP

- Finalize SAMP studies

Trending, Benchmarking, KPI, Outage Tracking

- Concentrate on trends
- Start a benchmarking effort (beyond Generation)
- KPIs centered on Reliability
- Maximize effort to support SCC with Outage Tracking

OUR VISION

To set the standard—to deliver the best customer service experience of any utility in the nation.

OUR MISSION

Seattle City Light is dedicated to exceeding our customers' expectations in producing and delivering environmentally responsible, safe, low-cost and reliable power.

OUR VALUES

Excellence, Accountability, Trust and Stewardship.