



Seattle City Council

Mr. Larry Weis,
214 Barton Springs Road,
Austin,
Texas

January 26, 2016

Dear Mr. Weis,

In preparation for your first confirmation hearing on February 4, 2016, for the position of General Manager and Chief Executive Officer of Seattle City Light, the city's municipal electric utility, please provide written answers to the following questions. They have been developed by the members of the Energy and Environment Committee in consultation with all members of the Seattle City Council to help them in their deliberations of your candidacy for this important position.

- 1) What do you see as the value and role of public power today? What do you see its greatest challenge and what do policy makers need to do to address it?
- 2) City Light and Austin Energy are similar in many regards. What do you see as the principle differences between City Light and Austin Energy as utilities? What do you see as the principle differences in the way they are governed?
- 3) Tell us a little about the utility advisory commission in Austin. What is its role and how did it function. Was it helpful? How do you plan to engage the City Light Review Panel? Do you see its role changing during your tenure and if so how?
- 4) What is your vision for City Light in five, ten and twenty years?
- 5) What challenges do you anticipate in trying to realize that vision and how will you overcome them?
- 6) What is the most publicly controversial issue you have dealt with in your career? What role did you have in the situation and how did you contribute to its resolution? What were your positive and negative experiences, and was there anything you would have done differently?
- 7) Texas is a right-to-work state. How did that affect your interactions with the workforce at Austin Energy? What proportion of workforce is unionized and what union(s)? What is your

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An EEO employer. Accommodations for people with disabilities provided upon request.

approach to management and labor relations generally? What are the key issues that need to be addressed to achieve the highest performing workforce?

- 8) In your opinion, what do elected officials need to know about the utility industry in general and City Light in particular to be good stewards of the public's assets?
- 9) What special skills, management or otherwise, will you bring to the leadership of City Light that will improve the lot of rate payers? What, in your opinion, is the best way to allocate costs between rate classes and structure rates to best defend the interests of the utility and the public?
- 10) What utility discount program did Austin Energy offer low income customers under your watch? What, in your opinion, would be the ideal arrangement?
- 11) How, in your opinion, can public utilities help protect the environment? What is your interest in this?
- 12) How, in your opinion, could City Light help the City build a municipal broadband service? What is your interest in this?
- 13) The General Manager/CEO of City Light is Seattle's highest paid City executive position, making over 10 times the wages of the lowest paid City workers. City executive salaries are largely financed through the taxes and utility rates of ordinary working people who, in the private sector, face even greater income inequality. How do you think City executives should be compensated to address income inequality? How can the public sector attract leadership motivated to serve the public good?
- 14) In describing your approach to management at Austin Energy to the American Statesman during an exit interview, you said: "I had to say, here is where we are going and what we're doing, everybody get behind it and let's start marching that way." Please explain how the City Council and City Light workforce should interpret that statement. Is it representative of your general approach to management? If not, what is your approach to management and leadership?
- 15) The City of Seattle has a strong commitment to race and social justice. The expectation is that all department heads and their staff will incorporate the race and social justice toolkit into policy and program implementation. Please describe your prior history with providing low-income and/or communities of color with access to services. Is there a better way for City Light to infuse these principles into its work?
- 16) Climate change impacts frontline communities at a disproportionate rate in Seattle and nationally. City Light is one of the "greenest" public utilities in the nation. Describe your clean energy philosophy and how you can continue to advance City Light's commitment to the same.

Please do not hesitate to contact Council Staff Tony Kilduff (206-684-3580; tony.kilduff@seattle.gov) if you require clarification of any of the questions. The Committee would appreciate receiving your written answers by close of business on Tuesday, February 2, 2016, to provide the members adequate time to review them.

Thank you,

Energy and Environment Committee of the Seattle City Council:



Councilmember Kshama Sawant
(District 3)



Councilmember Debora Juarez
(District 5)



Councilmember M. Lorena González
(Position 9 - Citywide)