

CITY LIGHT REVIEW PANEL MEETING

Thursday, April 14, 2022 1:00 - 3:00 P.M. **Microsoft Teams Meeting** Proposed Agenda

<u>Item</u> Lead

1. Welcome (5 min.) Mikel Hansen, Panel Chair

- 2. Public Comment (5 min.)
- 3. Standing Items: (5 min.)
 - a. Review of agenda (Karen Reed)
 - b. **Action**: Review and approval of meeting minutes of March 23, 2022
 - c. Chair's Report (Mikel)
 - d. Communications to Panel (Leigh Barreca)
- 4. General Manager's update (20 min.)

Debra Smith

- 5. Strategic Planning
 - a. Rate Path Update (10 min.) Kirsty Grainger b. Review Draft #2 Strategic plan (10 min.) Vanessa Lund c. Outreach update (5 min.) Jenny Levesque Karen
 - d. Continue Review Panel Letter discussion (60 min.)

6. Adjourn

Next meeting: April 26, 2022, 9:00 – 11:00 a.m.



Date of Meeting: March 23, 2022 | 1:00 – 3:00 PM | Meeting held via Microsoft Teams "Draft"

MEETING ATTENDANCE Panel Members:						
Names		Name		Name		
Anne Ayre	√	Leo Lam	√	John Putz	√	
Mikel Hansen	√	Kerry Meade	√	Tim Skeel		
Scott Haskins	√	Joel Paisner		Michelle Mitchell-Brannon (appointment pending)		
Staff and Others:						
Debra Smith	√	Jen Chan	√	Karen Reed (Consultant /RP	√	
				Facilitator)		
Kirsty Grainger √ Mike Haynes		Mike Haynes	√	Craig Smith		
Jim Baggs √		DaVonna Johnson		Michelle Vargo	√	
Kalyana Kakani √		Emeka Anyanwu	√	Maura Brueger	√	
Julie Moore √		Chris Ruffini √		Chris Tantoco	√	
Greg Shiring	√	Carsten Croff	√	Leigh Barreca	√	
Eric McConaghy	√	Caia Caldwell		Jeff Brausieck	√	
Kate Nolan Kristian Alcaide		Kristian Alcaide	√	Brian Taubeneck	√	
Vanessa Lund (Lund Faucett)	√	Ellen Pepin-Cato (Lund Faucett)	√	Joni Bosh (NWEC)	V	

Welcome and Introductions. The meeting was called to order at 1:02 p.m.

Public Comment. There was no public comment.

Standing Items:

Review Agenda. Karen Reed reviewed the agenda.

Approval of February 15, 2022 Meeting Minutes. Minutes were approved as presented

Chair's Report. Mikel Hansen said he is looking forward to getting into the meat of why we exist as a Panel and the Strategic Planning process.

Communications to Panel. There were no communications to the Panel.

General Manager's update. Debra Smith and Mike Haynes led the presentations and discussion.

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- a. <u>Cyber Security</u> Jeff Brausieck presented on Cyber Security program in response to Panel Member Scott Haskin's request regarding cyber security. Russia is known to use cyber-attacks, and specifically cyber-attacks on critical infrastructure including Ukraine's electric grid. The City is paying very close attention to guidance from our federal partners. There are no specific threats at this time only a heightened sense of awareness. It is less likely that there would be a direct attack on our Seattle grid, and more likely that another attack spreads to impact us.
- b. <u>City Light's work with housing City Light has long been an active contributor to the City's efforts to address homelessness.</u> Over the years we have rented some of our unused properties to host shelters or tiny house villages.
 - a. <u>Substation transfer</u> In November of 2020, City Light transferred our former Loyal Heights substation property in Loyal Heights to the City Office of Housing for permanently affordable homeownership. The Office of Housing made it available to Habitat for Humanity to develop townhomes for seven families. Through Habitat's homeownership model, homes have been matched with seven families whose income is under 80% of the area median income. These homes meet green building criteria for sustainability and are designed and constructed to ensure healthy, low-cost maintenance homes. The development, now called Copper Pines, is nearly completed. This property is one of two that were transferred from City Light to the Office of Housing for the development of permanent affordable housing.
 - b. Roy Street facility Working with other City partners, the old SCL Power Control Center on Roy Street has been opened for tenants. The facility is set up as a 24-hour shelter for up to 40 homeless individuals and will be managed by the Seattle Indian Center.
 - In recent months, we have been preparing the Roy Street site for two different uses in addition to the shelter, Seattle Public Utilities will locate one of their hygiene trailers to the parking lot, which will soon provide showers and restrooms for homeless individuals in the area. Staff in many divisions Steel, HVAC and Electrical shops, Safety, Contracts & Procurement, Facilities and Real Estate accomplished an incredible amount of work to get ready for these much-needed services
 - **Q:** Are you retaining title to these properties? **A**: No, for the substation properties, we are transferring titles. It took legislation to get around public gift of funds laws. Frank Chopp led this legislation, and it has not been challenged. The property is transferred to Office of Housing, not to nonprofit partners.
- c. <u>Road to Recovery</u> Final Report on Utility Moratorium Shut-Off Extension was sent to the Mayor's Office in mid-March. Some funding for utility payment arrearages is in the state budget.
- d. <u>EPRI Study</u> A summary of a study that examines the impacts on electrification on City Light is in member packets.



Q: Can you share the full EPRI study? **A**: Yes, it is on the council website. We will also mail to panel members.

- e. <u>Skagit Update</u> City Light submitted the Skagit Hydroelectric Project Relicensing Initial Study Report (ISR) to FERC on March 8, 2022. The ISR reports progress on relicensing studies and previews plans for the 2022 study season. City Light is working with the partners on this project to support an unprecedented level of study as the utility prepares to submit a license application.
 - City Light will return of 230 stone artifacts from the shores of the Skagit River to the Upper Skagit Tribe. These artifacts were discovered during the renovation of a building located in Newhalem --- the Gorge Inn.
- f. <u>Vegetation Management</u> City Light is thrilled to be recognized by the Arbor Day Foundation as a 2022 Tree Line USA member! Tree Line USA is a national program recognizing public and private utilities for best practices that protect and preserve America's urban forests. Congratulations to the Vegetation Management Team and other utility groups who continue to be acknowledged, year after year, for this effort. Seattle City Light achieved the Tree Line USA recognition by meeting five program standards: quality tree care, annual worker training, tree planting and public education, a formal tree-based energy conservation, and a sponsorship of or participation Arbor Day celebration.

2023 - 2028 Strategic Plan

Draft Rate Path/Revenue Requirement

Kirsty Grainger presented; the presentation is in the Panel packet. This is a work product that has been shared with Marco Lowe, the Mayor's Chief Operating Officer, and is not a final proposal.

Q: Are you also including the service impacts in your rates analysis, not just the financial impacts? **A**: Yes, that is what we are preparing to talk about when we present to the Mayor. We will need to include where we will make cuts. That could include actions such as holding our increased vacancy rate which could impact connection times and other services.

2022 Plan to 2023 Plan Update

Leigh presented; the presentation is in the Panel packet.

Draft Strategic Plan

Vanessa Lund presented. The draft plan is in the Panel packet. Suggestions from the Committee members included:

• Highlights how this plan is different from the last plan



- Identify challenges or take-aways related to the five focus areas were there lessons learned or changed assumptions, for example?
- Use of action verbs in the accomplishment notes is very good.

Q: When will we see the financial documentation? **A**: You saw the draft previously, and we showed you our work to re-evaluate the rate path. We'll bring it back when we have more information as we figure out how we will deal with the increased inflation.

Review Panel Letter

Karen presented. Materials are in the Panel packet.

The panel discussed what "top of mind" thoughts they have either about the strategic plan or that they would like to include in the Panel's letter. Comments included:

- Are there any other areas of emphasis we should mention? It looks like we are on track to implement the plan. Can we consider inserting graphics that already exist to highlight our points? Looking ahead there are three strategies for balancing the financial challenge, and tradeoffs associated with each: cuts, rate increases, and/or increasing debt service coverage. We may want to include a discussion of this.
- I am very interested in the Western Energy Imbalance Market (WEIM). What opportunities does this create for the utility. What are the tradeoffs between electrification and rates? Electrification is the biggest development on deck and the relationship between that and energy efficiency is very important. I appreciate the efforts to keep rate increases reasonable. We need to look at the relationship between grid modernization, electrification WEIM. Long term what are the opportunities for cost controls that customers can utilize themselves?
- Rates are hugely important. On the revenue side, what can we do to support regional economic development? Personally, I think the charging stations are not cost-effective use of utility revenues.
 - Debra Smith noted that the utility has a new strategy relative to charging stations—they are focusing on gaps, supporting the private sector. She further noted that the new Council Committee structure combines City Light and Economic Development into one committee.
- I think it would be interesting to do a backward-looking section on how the utility has performed--- predicted versus actual.



• I think the Panel letter from last year buries the most dramatic stuff under energy future—makes it seem like less of a priority. I want to explore more programs for industrial customers.

Kirsty Grainger noted that the interruptible rates pilot project found that the Utility could not offer sufficient rate discounts to make this concept workable for large industrial customers.

- I would like to see more focus on fundamentals—financial, operational—especially after the pandemic. I'm also concerned about the prospective impacts of higher borrowing costs.
- Another thought would be to consider the keys to success moving forward and to highlight those.

Adjourn: Meeting adjourned at 3:06 p.m.

Next meeting: April 14, 2022, followed by April 26th and May 4th.

Seattle City Light Strategic Plan Update (2023-2028)

DRAFT Updated 4-11-22

Ready, set, go

As a public utility, our customers and the communities we serve help to define Seattle City Light's goals. We, in turn, deliver affordable, reliable, and environmentally responsible power. And we strive to keep the power on, even in challenging situations like extreme weather, population growth, and ever-changing business demands. And as we're learning in 2022, with supply chain disruptions, inflation, and the "great resignation," it's not easy, but no one ever said it would be.

City Light has met the unparalleled challenges of the past two years with resilience, ingenuity, and determinedness. This is to the credit of our incredible workforce and the understanding that no matter the disruptions we face, we are a team with a clear vision of where we want to go and a map for getting there. City Light's Strategic Plan is our guide. It reminds us of our shared purpose and keeps us pointed in the direction of our long-term goals while we navigate the uncertainty of the present. Having a north star has never been more important.

Since 2012, City Light has developed a full Strategic Plan every six years to outline the key strategies that guide our work. We update this plan regularly to reflect current conditions, report on our progress, and make necessary adjustments. This includes incorporating customer, community, and employee feedback to ensure our plans and our day-to-day work continue to reflect diverse needs and perspectives.

In May 2021, the City Council and Mayor adopted a five-year 2022-2026 Strategic Plan, having deferred a planning year during the pandemic. This update puts us back on our regular six-year trajectory. More than that, it's an opportunity for us to add detail and further clarify our shared goals as we move into a post-pandemic reality. The 2022-26 plan helped us keep our sights set on the future as we dealt with the disruption of the pandemic. With that disruption receding, it's time to get going. That's what this update is about—acknowledging the progress we've made, reaffirming our vision, and putting our strategies into action. Ready, set, go!

Accomplishment Highlights

City Light is already making progress on the Strategic Plan. Below are some key accomplishments that highlight work that is underway.

Delivering Power in Extreme Weather

From windstorms and record snow in the winter and fall, to record-breaking triple-digit temperatures in the summer, 2021's extreme weather caused many large-scale outages and high peak energy usage. Through it all, City Light responded quickly and safely to get the power back on and manage power loads to ensure the system could accommodate increased use.

Creating Shelter for Unhoused Neighbors

Working with other City of Seattle partners, City Light has turned its former Power Control Center on Roy St. in Seattle's Uptown neighborhood into a 24-hour shelter for up to 40 unhoused individuals. The Seattle Indian Center will manage the shelter.

Expanding Access to Electric Vehicle Charging

City Light continues efforts to install and operate publicly accessible electric vehicle fast chargers throughout its service area. In 2021, City Light installed six new rapid chargers in its franchise cities, including five in Tukwila in the heart of downtown Burien. In addition, City Light partnered with King County Metro and the City of Tukwila to develop and open a charging facility for Metro's new fleet of all-electric buses. The facility supports efforts to provide accessible electrified public transit for south King County communities and reduces air and noise pollution throughout the region.

Earning a Place on the Clean Energy Leaderboard

In April 2021, the Smart Electric Power Alliance (SEPA), a nonprofit organization that envisions a carbon-free energy system, announced that City Light earned a spot on its 2021 Utility Transformation Leaderboard. The recognition results from City Light's participation in SEPA's Utility Transformation Challenge—an assessment of U.S. electric utilities' efforts to embrace the transition to a clean and modern energy future.

Greening Up Our Community

City Light and the Washington State Housing Finance Commission's (WSHFC) Sustainable Energy Trust were selected as 2021 Green Power Leadership Award winners by the Center for Resource Solutions. The award recognized the two agencies for removing barriers for low- and moderate-income communities to install solar energy projects. Along with affordable financing through WSHFC's Sustainable Energy Trust, communities can access funding through Light's Green Up Community Program. When customers participate in Green Up, City Light purchases regional renewable energy credits on their behalf to fund community rooftop solar projects.

In 2021, a team led by City Light, Pacific Northwest National Laboratory and Sandia National Laboratories began exploring a potential shift from fossil fuel to clean hydrogen fuel to power medium- and heavy-duty vehicles at the Port of Seattle. Clean hydrogen fuel is expected to significantly reduce greenhouse gas emissions, particularly in the maritime and trucking industries, which are harder to decarbonize. This work is supported by two awards from the U.S. Department of Energy totaling \$2.12 million to help meet emission reduction goals set by City Light and the Port.

Organizational Change Management Office

City Light has established a formal change management program to provide consistent structure, standards, training, coaching, and resources to help employees adapt to, and make the most of, changing job functions, business processes, and technology. The program has dedicated staffing and initial projects are underway.

Customer Assistance

City Light continues its focus on ensuring all customers have access to clean energy, no matter their income. No one should be without power. We are working with City and community partners to increase the effectiveness of our utility bill assistance programs.

Customer Technology

City Light is improving customer-facing technologies to give customers the tools they need to manage their account and services.

Replacing Aging Infrastructure

The Boundary Hydroelectric Project installed a brand new 772,000-pound rotor in one of its six generators. A rotor is a crucial piece of a generator. This upgrade will enable the generator to operate at optimum speed, increasing energy output and providing carbon-free, reliable power for the next 40+ years.

Our Strategies

The fundamentals of the Strategic Plan remain unchanged for the 2023-2028 update. We are delivering on our investments to maintain current service levels and additional strategic investments to enhance service and improve productivity. This plan update further describes the steps City Light is taking.

IMPROVE THE CUSTOMER EXPERIENCE

We are focused on engaging with our customers and helping employees see the impact of their actions from the customers' perspective.

When we listen to our customers and act on what we hear, we can better anticipate needs, deliver excellent service, and help our customers make informed energy choices that help them and the planet.

Projects, Initiatives, Activities	What does it look like?
Integrate the 'voice of the customer' into our organizational culture.	Implement a Customers First strategy that enables us to keep customers' diverse needs and perspectives front and center when making decisions, developing programs, and delivering services.
	Evaluate and redesign our portfolio of utility assistance programs to ensure our customer assistance and affordability programs are accessible, effective, and help as many eligible customers as possible.
Strengthen and fix core customer services	Establish a specialized customer support team to address complex billing issues and implement new billing processes to improve customer interactions and address billing issues.
	Implement service-to-bill recommendations to reduce delivery times for new service connections.
	Launch the Renewable Plus program, digital marketplace, and
Expand customer service options	demand response pilot to improve energy efficiency options to help customers meet their sustainability goals.
,	Implement customer technology projects to enable us to give customers more self-service opportunities.

CREATE OUR ENERGY FUTURE

Our energy future is based on carbon-free renewable resources. Moving away from fossil fuels will require significant commitments and partnerships. New infrastructure is needed to ensure electricity can be accessed wherever and whenever people need it. Similarly, customers will need more options for accessing and paying for electricity.

Creating our energy future involves:

- Building and maintaining a smart, resilient, flexible, dynamic, and reliable grid infrastructure.
- Preparing for the increased integration of distributed energy resources and more customer options.
- Working to reverse historic inequities and avoid collateral harm to underserved populations by intentionally prioritizing their needs.

Projects, Initiatives, Activities	What does it look like?
Utility Next portfolio	Compete for state and federal grants that will augment and accelerate progress in grid modernization and electrification.
Grid modernization program	Implement grid modernization projects and programs to enhance and update our grid to support our customers as more buildings and transportation become electric.
Implement electrification plans	Develop and implement strategies and new programs to support building electrification and invest in transportation electrification infrastructure.
Integrated distribution system and resource planning	Implement an integrated distribution, transmission, and generation resource plan that improves our system assets, modernizes our grid architecture and incorporates new concepts (e.g., behind-the-meter and other distributed energy sources, non-wire alternatives, and demand-side management/flexible loads.) This advanced approach will meet strategic, policy and regulatory objectives.
Demonstrate leadership in western market development	Provide leadership to develop a coordinated western energy market to enable the integration of carbon-free resources, enhance reliability, and support increased planning and operational efficiency in the region.

Develop workforce & organizational agility

Our industry is transforming quickly, and so are our customers' needs. We must invest in our people and processes to enable them to thrive in this transformational environment. We are fostering an organization that is nimble, adaptive, and responsive. And we are cultivating a workforce with the skills and knowledge to align with evolving business needs and to advance social justice.

Projects, Initiatives, Activities	What does it look like?
Enterprise Change Management program	Launch and grow an organizational change management program to help employees prepare and seamlessly adapt to changing job functions, business processes, and technology.
Build an agile workforce	Develop and implement a future of work strategy that encompasses reimagining the workspace for a hybrid work environment; broadening recruitment to reach a more diverse applicant pool; enhancing employee development and training; and developing a culture of accountability and outcomes.
Implementing the Utility Technology Roadmap	Develop and implement policies, procedures, and standards for governance, data management and application implementation. Right-size and real-size the roadmap to ensure that the work can be done effectively and successfully, and align with industry cost benchmarks.

ENSURE FINANCIAL HEALTH & AFFORDABILITY

Financial stability is essential to everything we do. Responsible financial planning makes it possible to develop innovative energy solutions, plan for critical investments, and keep our rates affordable.

We are focused on supporting long-term affordability in Seattle by offering rates that are transparent, understandable, reasonable, and equitable for all customers, including vulnerable populations. This commitment includes developing a sustainable and predictable approach to setting rates over time.

Projects, Initiatives, Activities	What does it look like?				
	Improve reporting, analysis, and controls to foster				
	strong fiscal management and accountability at all				
Control rate increases	levels. Cost control and prudent budgeting will enable us				
	to deliver incremental, affordable rate increases that				
	resemble inflation.				
	Deliver a new time-of-day rate option and other				
Price services for the future	enhancements to customer pricing plans to refine price				
	signals and give customers more control over their bills.				
	Implement a comprehensive, customer-focused road to				
Road to recovery	recovery. This process will include the expansion of				
	repayment and financial assistance options to help				
	customers as they emerge from the Covid-19 pandemic.				

WE POWER

"We Power" refers to our core function as a utility in providing electricity services to customers. This is central to all we do and reflects the core mission of our workforce.

Our commitment to our core business operations and delivering value to our customers includes:

- Continuing to advance our mission to provide our customers with affordable, reliable, and environmentally responsible energy services
- Prioritizing diversity, equity, and inclusion in all that we do
- Actively managing and mitigating the constraints, risks, and uncertainty of operating in a COVIDadjusted environment

Projects, Initiatives, Activities	What does it look like?				
We Power	Develop dashboards for each line of business to track our progress and hold ourselves accountable.				
Skagit relicensing (New PIA for 2023 – 2028 plan)	Relicense the Skagit River Hydroelectric Project under the Federal Energy Regulatory Commission (FERC) so that the project can continue to provide clean, carbonfree energy while also safeguarding the cultural and natural resources of the area.				
Investment in core infrastructure is prioritized (New PIA for 2023 – 2028 plan)	Prioritize investments in core infrastructure and incorporating new concepts and technologies to accelerate grid modernization.				

Initiative Spotlights

Market Development

Western states are increasingly challenged to safely provide cost-effective, reliable electricity from diverse resources across a complex grid and a geographically diverse region. This task has been exacerbated by climate change, drought and reduced fossil fuel and hydropower resources. Meanwhile, customer demand for more and cleaner electricity is increasing due to transportation electrification, building electrification, and increased commercial development. City Light is coordinating with other energy leaders across the West on regional efforts to drive energy market solutions that can improve market efficiencies, leverage diverse resources, achieve carbon reduction goals, and increase reliability in the West. Through participation in efforts like the Western Energy Imbalance Market, the Western Resource Adequacy Program, and the West Markets Exploratory Group, City Light is helping create a more modern electric grid to deliver a cleaner, reliable, and more affordable energy future for everyone.

Skagit Relicensing

City Light is in the process of relicensing the Skagit River Hydroelectric Project, a series of three dams that provide 20 percent of City Light's power. Renewing our federal operating license will allow the Skagit Project to continue producing clean, carbon-free energy while also safeguarding the area's cultural and natural resources. City Light is working with 38 partner organizations and consulting parties—including federal and state agencies, Indian tribes, and non-governmental organizations—to gather information needed to ensure the protection of natural and cultural resources within the Skagit Project area for the duration of the new license. In March 2022, City Light filed the Initial Study Report (ISR) with the Federal Energy Regulatory Commission. The ISR provides initial results from 33 studies that are being done to inform the actions that City Light will take to manage and protect the cultural, environmental, and recreational resources of the Skagit River watershed under the next license.

Investment in Critical Infrastructure

City Light is prioritizing investments in core infrastructure. Thanks to committed crews and staff, we have significantly accelerated our pole replacement schedule—our goal is to replace 1,600 utility poles by the end of 2022. We are also continuing work to upgrade transformers and switchgear at substations, in addition to other resiliency enhancements.

Electrification Strategy

The electrification of transportation and buildings is key to reducing carbon emissions and combating climate change. We are investing in public charging stations, working with partner agencies to electrify fleets, and implementing our building electrification strategy to support City policy goals and further reduce emissions.

In addition, our grid modernization work is further enhancing the reliability and resiliency of our infrastructure and offering new choices to our customers. And we are taking an innovative approach to electrification along the downtown Seattle waterfront and developing a regional hub for renewable hydrogen.

Keeping Customer Bills Affordable and Stable

This Strategic Plan update results in a rate path of 4.5 percent increases annually for the first two years, then increases of 3.0 percent each year for the remaining four years. For 2023 and 2024, the 4.5 percent increase translates to about \$4 a month for a typical residential bill or \$1.50 a month for a typical residential utility discount program (UDP) bill. (For 2023 a typical bill is \$80.76 /month for a 650 kWh customer, and the 4.5% increase is \$3.63. For UDP, \$32.32, increase of \$1.45.)

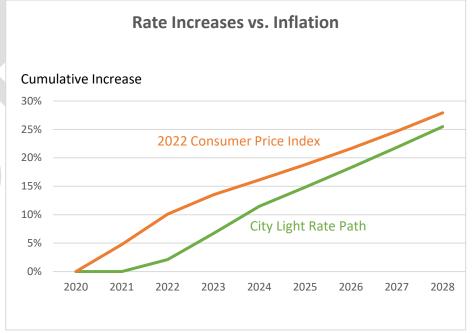
Rate Increase	2023	2024	2025	2026	2027	2028
Strategic Plan Update 2023-2028	4.5%	4.5%	3.0%	3.0%	3.0%	3.0%

Inflation in the cost of construction materials (e.g., wire, wood poles, and transformers) is a driving factor behind the 4.5 percent rate increases for 2023 and 2024. We are all seeing the impacts of price inflation in our purchases, and City Light is no exception. The rising value of raw materials like copper and steel has also increased the theft and vandalism of utility infrastructure, which compounds cost pressures.

Access to affordable electricity for everyone is our goal. Throughout the COVID pandemic, City Light has continued to deliver essential services without interruption to the residents and businesses we serve, including those who could not afford to pay their bills. As pandemic response measures sunset and we restart normal collections practices, we will work with more than 40,000 residential and business customers who have a total balance of nearly \$40 million

in unpaid bills to help them manage their outstanding balances. As a community-based electric utility, rates include funding for income-based bill discount programs, emergency bill repayment resources, and outreach to historically excluded communities, so that all customers can access help when they need it.

Seattle City Light is committed to providing strong, secure, and flexible energy infrastructure so all our customer-owners have access to reliable and affordable



electricity, whenever they need it and wherever they are.

Message from Debra

Message forthcoming (75-100 words, with photo at 4/21 ribbon-cutting event with Mayor.)

Review Panel (sidebar)

The Seattle City Light Review Panel is comprised of nine members drawn from among City Light's customers, to review and assess City Light's strategic plan and provide an opinion on the merits of the plan and future revisions to it to the Mayor and the City Council.

Anne Ayre, Industrial Customer Representative Mikel Hansen, Commercial Customer Representative Scott Haskins, Financial Analyst Leo Lam, Residential Customer Representative Kerry Meade, Non-profit Energy Efficiency Advocate Michelle Mitchell-Brannon, Low Income Advocate Joel Paisner, Suburban Franchise Representative John Putz, At-Large Customer Representative Timothy Skeel, Economist

Additional Resources

Seattle City Light 2023-2028 Strategic Plan Update

- Financial Report [will link when available]
- Outreach Summary [will link when available]

Visit the Seattle City Light Strategic Plan website to learn more.

Draft Topic Outline for Panel Comments on 2023-2028 SCL Strategic Plan

(last plan period was 2022-2027)

1.	Staten	nent regarding Panel's overall support for the plan
2.	Comm	ents on the current context in which the Plan is submitted
	a.	What is different now from last year? What is the same?
	b.	Notable successes/challenges in the last year?
	c.	What are the major issues for SCL now, in the Panel's view, and why?
3.	Comm	ents on financial condition of the Utility/proposed 2022-2026 rate path

4.		nents on the 5 Strategic Priorities, how the Utility will measure success for each, se associated PIAs.
	a.	Improve the Customer Experience
	b.	Create our Energy Future
	C.	Develop Workforce and Organizational Agility
	d.	Ensure Financial Health and Affordability
	e.	We Power Seattle
5.		topics of interest to the Panel relevant to City Light that the Panel wishes to bring Mayor's/Council's attention

Honorable Jenny A. Durkan May 14, 2021 Page 4

Seattle City Light Review Panel

c/o L. Barreca, Seattle City Light
P.O. Box 32023 Seattle, WA 98124-4023
CLRP@seattle.gov

May 14, 2021

Mayor Jenny A. Durkan The City of Seattle 600 Fourth Avenue P.O. Box 94749 Seattle, WA 98124-4749

RE: City Light Review Panel Comment Letter on Proposed 2022-2026 Seattle City Light Strategic Plan

Dear Mayor Durkan:

This letter presents our comments on the proposed Seattle City Light (City Light) Strategic Plan for 2022-2026 (the Plan) in fulfillment of our duties as members of the City Light Review Panel set forth in Ordinance 124740.

We are pleased to endorse the Plan and support its adoption as presented. In a quickly evolving landscape, this Plan presents a comprehensive, ambitious and strategic set of goals that we believe are well suited to the challenges faced by City Light and its customers. This letter offers our further thoughts and suggestions to you and the utility moving forward.

At the outset, we want to thank General Manager and CEO Debra Smith for her exceptional leadership of the utility. She and her team have been very supportive of the Panel's role and have engaged with us transparently; they bring welcome and positive change to the utility.

Successes and Challenges since adoption of the 2018 Strategic Plan

Reflecting on how City Light has been impacted since the last Strategic Plan was approved three years ago, the COVID pandemic is at the top of the list of disruptions. It caused a sharp decline in electricity usage and a need to significantly adjust how City Light operates. City Light responded quickly and creatively. Employees worked in new ways and launched new efforts to assist customers. Reliability of our electric service was preserved throughout. The entire City Light team should be commended for their success here.

Nearly a year and a half since the beginning of the pandemic, the speed and nature of the economic recovery we all hope for is unclear. Due to the uncertainty of the pandemic, delivery of the Plan was delayed by a year – it is a 5-year plan, rather than the 6-year plans we have worked on with City Light before. We think the delay was the right move.

Successes we observe since issuance of the last strategic plan include:

- Positive changes in leadership at the top and across the utility.
- Increased participation in the Utility Discount Program.
- Pilot programs launched to test new rate design components including the Energy Equity Rate Pilot, Residential Time of Day (TOD) Pilot, Commercial TOD project and the Demand Response Rate Pilot.
- Improved load forecast methodology.
- Launching of the transportation electrification initiative.
- City Light remains in a strong financial position, with an AA bond rating that helps keeps the rate of borrowing low.

The Plan provides a vision, goals, and high-level initiatives to address several challenges facing City Light in the next few years. The Panel believes there are several pressing issues facing City Light; we identify these challenges below, as they each relate to one of the Plan's five "business strategies." Our comments below are not prioritized and are presented in the order in which the Business Strategies are presented in the Plan.

Business Strategy: Improve the Customer Experience

- Race and Social Justice. There is a need for a more robust social justice and equity response in all government does.
- Growing receivables. In the last year, 20% of City Light's residential customers and 14% of its commercial customers have gone into arrears on their electricity bills.

Business Strategy: Create our Energy Future

- <u>Grid Modernization.</u> City Light's aging electrical grid lacks the flexibility to provide many of the next generation of products and services that customers are beginning to expect.
- <u>Balancing Policy Goals</u>. The utility will need to balance financial and policy support for energy efficiency (reducing demand for electricity) with the new transportation electrification effort designed to increase demand for electricity.

Business Strategy: Develop Workforce and Organizational Agility

• <u>Focus on Labor Costs</u>. Negotiations have recently been completed with the IBEW to bring City labor costs for line workers in sync with recently approved significantly higher wages in our neighboring electrical utilities. These are critical workers in a competitive hiring environment; this new contract will impact operating costs going forward.

Business Strategy: Ensure Financial Health and Affordability

• <u>Keeping Electric Service Affordable</u>. We are very pleased that the Plan proposes an annual average rate increase over the next 5 years of 3.5% per year -- significantly lower

than the 4.5% annual average in the 2018-2024 Strategic plan. Moving forward, keeping rates at this reduced path will require continued vigilance.

- Rightsizing City Light's Capital Improvement Plan While Ensuring Assets are Maintained. The Panel would like to see a reduction in the rate pressures created by City Light's large annual debt repayment obligations. While use of debt financing does increase affordability in the short term, over time, over dependence on debt will overburden the organization financially. We look forward to working with management to examine alternative ways of financing ongoing system investments. City policy requires City Light to fund its capital improvements with at least 40% operating cash, with the balance coming from borrowing: issuing debt. Funding debt service coverage remains the largest single rate driver for City Light in the 2022-2026 Plan.
- <u>Declining Retail Demand</u>. City Light is continuing to experience year over year declines in the demand for electricity, and there is a major question mark about how and when commercial demand for electricity, in particular, will recover as we move beyond the COVID pandemic. City Light's reliable and comparably low-cost electricity is a critical foundation for our economy, and economic development helps boost revenues for the City in many areas.
- Rate Design. City Light's outdated rate structure under-recovers fixed per customer costs and lacks time of use rates or interruptible rates (the latter two items are under study in pilot projects). Revisions to the utility's rate structure have been put on hold by COVID and we hope will be taken up by the City later this year.
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Business Strategy: We Power (maintaining core utility functions)

• <u>Environmental Stewardship</u>. We see a continued need to respond to our region's deeply held environmental values in the operation of the City's hydroelectric assets.

The Panel intends to be fully engaged with City Light on all these challenges moving forward. Success of the Plan will be based on execution; in filling in the details around the high-level initiatives presented and identifying and tracking meaningful metrics to measure success. Due to the consideration of so many interconnected variables, this Strategic Plan contains fewer tactical elements than previous plans. There is tremendous work ahead, and we support the goals laid out in the Plan. The utility will need to be nimble as the uncertainties before us are significant – particularly as to the pace of transportation electrification, and the shape of the economic recovery.

Honorable Jenny A. Durkan May 14, 2021 Page 4

Conclusion

The world in which City Light operates is changing rapidly. The Strategic Plan addresses this uncertainty in many ways, positioning the utility to respond effectively to a range of current and future challenges, all with a significant reduction in the annual growth of electric rates as compared to the prior strategic plan.

We are pleased to support this new Strategic Plan and we look forward to working with the utility on its implementation. We thank CEO Debra Smith, her staff team, as well as the staff from the City Council and Budget Offices all of whom support the work of the City Light Review Panel. It is a pleasure to work with such dedicated, excellent public servants. We thank you, Mayor Durkan, and the Council, for your continued support of our efforts as citizen volunteers serving on the Review Panel, and for your work on behalf of the ratepayers of City Light.

We would welcome the opportunity to speak with you and the City Council about the recommendations in our letter.

Sincerely,

Members of the City Light Review Panel¹

Panel Chair
Panel Position #7

Low Income Customer Advocate

Panel Vice-Chair Panel Position #5

Commercial Customer Representative

Panel Position #6 Industrial Customer re

Representative

Panel Position #2 Utility Financial Analyst

Scott Hackins

Panel Position #3 Non-profit Energy Efficiency Advocate

Panel Position #8 At-Large Customer Representative Panel Position #1 Economist

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² Appointment pending.

Honorable Jenny A. Durkan May 14, 2021 Page 4

Seattle City Light Review Panel

c/o L. Barreca, Seattle City Light
P.O. Box 32023 Seattle, WA 98124-4023
CLRP@seattle.gov

MARCH 2022 SEATTLE CITY LIGHT STATUS

May 14, 2021

Mayor Jenny A. Durkan The City of Seattle 600 Fourth Avenue P.O. Box 94749 Seattle, WA 98124-4749

RE: City Light Review Panel Comment Letter on Proposed 2022-2026 Seattle City Light Strategic Plan

Dear Mayor Durkan:

This letter presents our comments on the proposed Seattle City Light (City Light) Strategic Plan for 2022-2026 (the Plan) in fulfillment of our duties as members of the City Light Review Panel set forth in Ordinance 124740.

We are pleased to endorse the Plan and support its adoption as presented. In a quickly evolving landscape, this Plan presents a comprehensive, ambitious and strategic set of goals that we believe are well suited to the challenges faced by City Light and its customers. This letter offers our further thoughts and suggestions to you and the utility moving forward.

At the outset, we want to thank General Manager and CEO Debra Smith for her exceptional leadership of the utility. She and her team have been very supportive of the Panel's role and have engaged with us transparently; they bring welcome and positive change to the utility.

Successes and Challenges since adoption of the 2018 Strategic Plan

Reflecting on how City Light has been impacted since the last Strategic Plan was approved three years ago, the COVID pandemic is at the top of the list of disruptions. It caused a sharp decline in electricity usage and a need to significantly adjust how City Light operates. City Light responded quickly and creatively. Employees worked in new ways and launched new efforts to assist customers. Reliability of our electric service was preserved throughout. The entire City Light team should be commended for their success here.

Nearly a year and a half since the beginning of the pandemic, the speed and nature of the economic recovery we all hope for is unclear. Due to the uncertainty of the pandemic, delivery of the Plan was delayed by a year – it is a 5-year plan, rather than the 6-year plans we have worked on with City Light before. We think the delay was the right move.

Successes we observe since issuance of the last strategic plan include:

- Positive changes in leadership at the top and across the utility.
- Increased participation in the Utility Discount Program.
- Pilot programs launched to test new rate design components including the Energy Equity Rate Pilot, Residential Time of Day (TOD) Pilot, Commercial TOD project and the Demand Response Rate Pilot.
- Improved load forecast methodology.
- Launching of the transportation electrification initiative.
- City Light remains in a strong financial position, with an AA bond rating that helps keeps the rate of borrowing low.

The Plan provides a vision, goals, and high-level initiatives to address several challenges facing City Light in the next few years. The Panel believes there are several pressing issues facing City Light; we identify these challenges below, as they each relate to one of the Plan's five "business strategies." Our comments below are not prioritized and are presented in the order in which the Business Strategies are presented in the Plan.

Business Strategy: Improve the Customer Experience

• Race and Social Justice. There is a need for a more robust social justice and equity response in all government does.

2022 Status: City Light has continued to enhance its commitment to Race, Social Justice, Equity, and Inclusion (RSJI). Staffing in this area has been increased from one to three staff, providing additional resources to support utility programs. The City Light RSJI Change Team participation in program/budget development to increase the integration of RSJ/DEI principles in programs.

• <u>Growing receivables</u>. In the last year, 20% of City Light's residential customers and 14% of its commercial customers have gone into arrears on their electricity bills.

2022 Status: The Road to Recovery program is a comprehensive in-progress effort that includes bill clean-up, flexible payment plans, and expanded energy assistance. City Light expect to be ready to resume service collection of late fees and active collections/service disconnection/reconnection by **Q2 2022** reduce outstanding receivables balance.

Business Strategy: Create our Energy Future

• <u>Grid Modernization.</u> City Light's aging electrical grid lacks the flexibility to provide many of the next generation of products and services that customers are beginning to expect.

2022 Status: The Grid Modernization program is underway. Periodic updates will be included as per the Review Panel workplan.

• <u>Balancing Policy Goals</u>. The utility will need to balance financial and policy support for energy efficiency (reducing demand for electricity) with the new building electrification

effort designed to increase demand for electricity.

2022 Status: City Light continues to advance its electrification strategy, and also continues to deliver efficiency savings in line with I-937 requirements. We are also studying opportunities to target investments in efficiency measures in a way that allows lower cost of integrating new electrification load. For example, demand response deployment in areas where electrification may be expanding beyond available grid capacity could help alleviate congestion and avoid building new infrastructure.

Business Strategy: Develop Workforce and Organizational Agility

• <u>Focus on Labor Costs</u>. Negotiations have recently been completed with the IBEW to bring City labor costs for line workers in sync with recently approved significantly higher wages in our neighboring electrical utilities. These are critical workers in a competitive hiring environment; this new contract will impact operating costs going forward.

2022 Status: City Light concurs and continues to work with our labor and regional partners to attract and retain staff in these critical roles.

Business Strategy: Ensure Financial Health and Affordability

• <u>Keeping Electric Service Affordable</u>. We are very pleased that the Plan proposes an annual average rate increase over the next 5 years of 3.5% per year -- significantly lower than the 4.5% annual average in the 2018-2024 Strategic plan. Moving forward, keeping rates at this reduced path will require continued vigilance.

2022 Status: City Light is working hard to deliver on a rate path that resembles inflation, as promised. And emerging complication is supply chain constraints and rising inflation, which is pushing costs of labor and raw materials far above what we had budgeted for.

• Rightsizing City Light's Capital Improvement Plan While Ensuring Assets are Maintained. The Panel would like to see a reduction in the rate pressures created by City Light's large annual debt repayment obligations. While use of debt financing does increase affordability in the short term, over time, over dependence on debt will overburden the organization financially. We look forward to working with management to examine alternative ways of financing ongoing system investments. City policy requires City Light to fund its capital improvements with at least 40% operating cash, with the balance coming from borrowing: issuing debt. Funding debt service coverage remains the largest single rate driver for City Light in the 2022-2026 Plan.

2022 Status: Fairly distributing the costs of building infrastructure between present-day customers and future customers is an ongoing challenge. This challenge will be magnified in this new strategic plan as rising inflation magnifies the cost of capital work and puts pressure on rates. Periodic updates will be included as per Review Panel workplan.

• <u>Declining Retail Demand</u>. City Light is continuing to experience year over year declines in the demand for electricity, and there is a major question mark about how and when

commercial demand for electricity, in particular, will recover as we move beyond the COVID pandemic. City Light's reliable and comparably low-cost electricity is a critical foundation for our economy, and economic development helps boost revenues for the City in many areas.

2022 Status: Retail demand is something City Light continues to track closely. We have been pleased to see signs of recovery in 2021, and demand for electricity from City Light customers outperformed our adjusted-for-COVID forecasts.

• Rate Design. City Light's outdated rate structure under-recovers fixed per customer costs and lacks time of use rates or interruptible rates (the latter two items are under study in pilot projects). Revisions to the utility's rate structure have been put on hold by COVID and we hope will be taken up by the City later this year.

2022 Status: This work is in process and is included in the strategic plan update. Periodic updates will be included as per the Review Panel workplan.

• Reserve Fund Targets. The potential benefits to ratepayers from reducing the target reserve levels in the Rate Stabilization Account (RSA) should be seriously considered. The RSA was established to offset variability in wholesale power revenues that today are a much smaller dollar amount annually than was the case when the RSA was established.

2022 Status: In late 2021 City Council approved a proposal from City Light to amend the rules of RSA operation. The new rules do not reduce the RSA reserve, because our financial advisors counseled us that City Light maintains a relatively low level of days cash on hand compared to our counterparts and reducing our liquidity could negatively impact our credit standings. We did however amend the surcharge rules to make it harder for a surcharge to be triggered, allowing the RSA to continue to absorb wholesale variability but passing through less of this variability to customer rates.

Business Strategy: We Power (maintaining core utility functions)

• <u>Environmental Stewardship</u>. We see a continued need to respond to our region's deeply held environmental values in the operation of the City's hydroelectric assets.

2022 Status: City Light continues its long-held commitment to providing our customers with affordable, reliable, and environmentally responsible energy services.

The Panel intends to be fully engaged with City Light on all these challenges moving forward. Success of the Plan will be based on execution; in filling in the details around the high-level initiatives presented and identifying and tracking meaningful metrics to measure success. Due to the consideration of so many interconnected variables, this Strategic Plan contains fewer tactical elements than previous plans. There is tremendous work ahead, and we support the goals laid out in the Plan. The utility will need to be nimble as the uncertainties before us are significant – particularly as to the pace of transportation electrification, and the shape of the economic recovery.

Honorable Jenny A. Durkan May 14, 2021 Page 5

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Members of the City Light Review Panel¹

Leon Garnett

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Low Income Customer Advocate

Mikel Hansen

Panel Vice-Chair

Panel Position #5

Commercial Customer Representative

Anne Avre

Panel Position #6

Industrial Customer re

Representative

Scott Haskins

Panel Position #2

Utility Financial Analyst

Sara Patton

Panel Position #3

Non-profit Energy Efficiency

Advocate

John Putz

Panel Position #8

At-Large Customer

Representative

Tim Skeel²

Panel Position #1

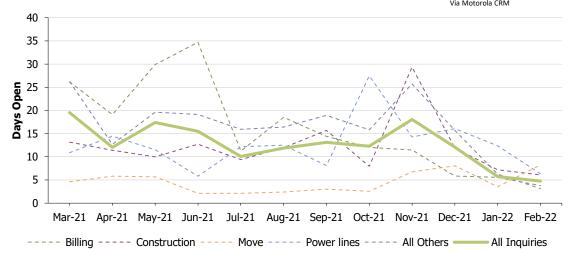
Economist

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General Inquiries - Average Days Open by Issue*



General Inquiry Resolution Rate

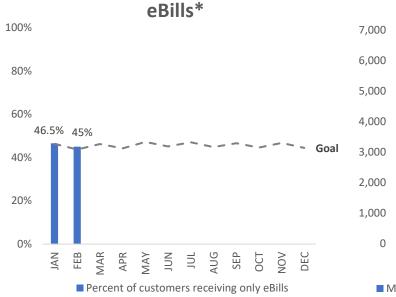
total closed / total created Via Motorola CRM

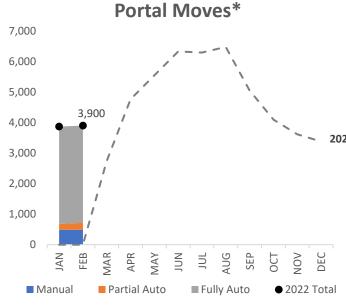
Resolution Rate	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Billing	90.6%	72.5%	78.1%	94.2%	85.1%	145.5%	81.9%	93.8%	81.1%	98.8%	97.4%	121.4%
Construction	106.3%	104.2%	77.3%	108.6%	78.9%	78.1%	62.9%	94.4%	63.3%	90.0%	94.6%	85.7%
Move	107.3%	104.1%	95.7%	111.5%	90.0%	104.7%	109.6%	97.1%	91.7%	63.8%	127.8%	59.6%
Power lines	116.1%	17.1%	37.0%	36.8%	26.8%	53.1%	72.4%	51.5%	34.4%	48.6%	73.7%	33.3%
All Others	86.8%	92.8%	96.9%	90.2%	87.6%	102.5%	75.6%	84.0%	69.6%	76.3%	119.0%	144.2%
Total	95.4%	87.0%	87.5%	91.2%	82.8%	104.0%	83.5%	86.8%	72.6%	76.1%	110.0%	112.7%
Remaining Open:	40	45	37	58	51	55	57	33	60	42	56	87
Total	520	493	424	488	541	521	486	516	580	510	661	489

JD Power* Residential, Q4 2021 Western Mid-Size Segment 7th







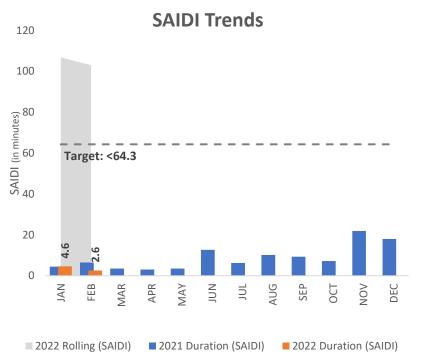


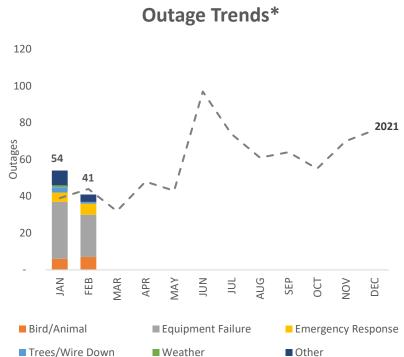


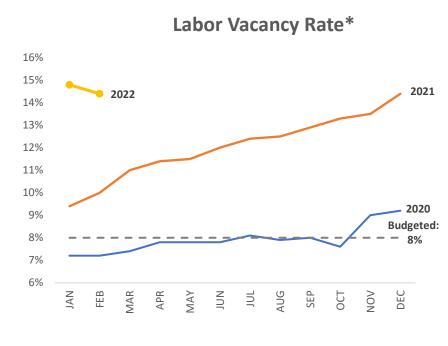
Overtime Budget vs Actuals*





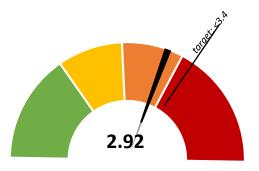




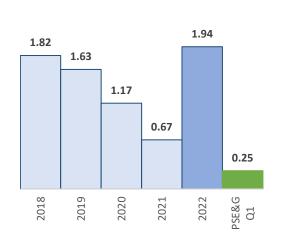


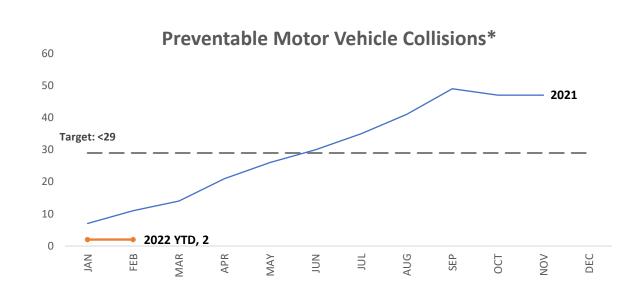


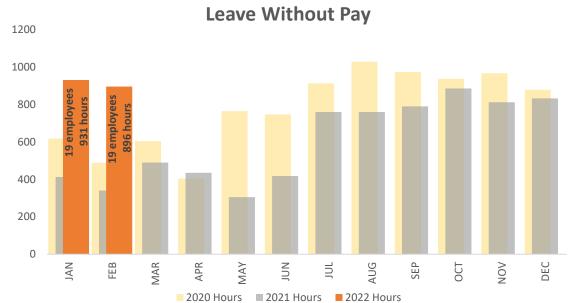


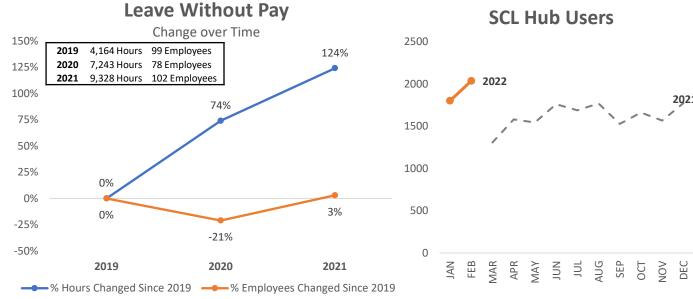


Lost Time Case Rate*

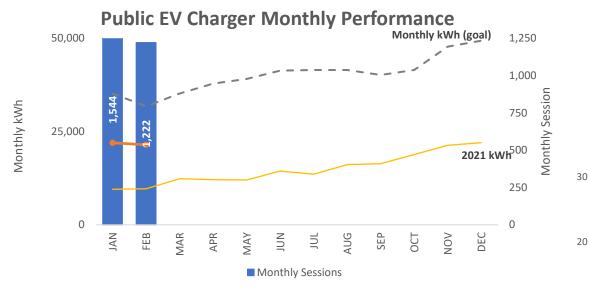




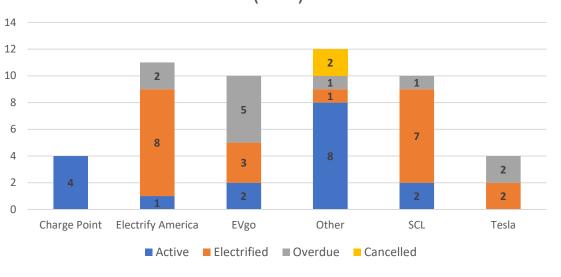








City Light Charging Site Projects* (YTD)



Energy Efficiency Acquisition*



Skagit Relicensing Project

- 12 (of 36) Studies due by Q1 2022
- 1 Technical Workshop in January
- 7 Work Group Meetings in February

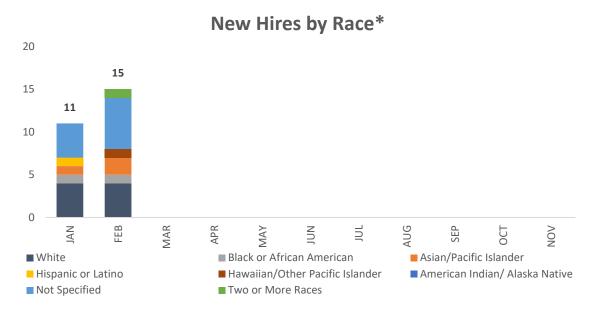


CIP Permitting

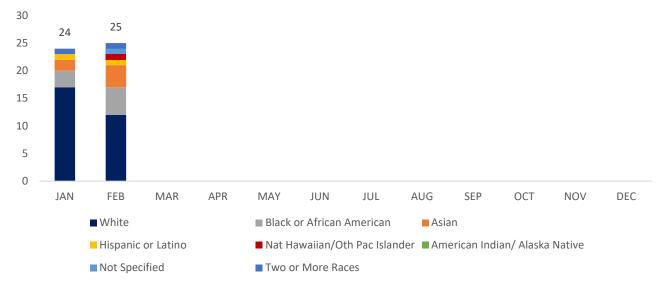
- All projects on track.
- Awaiting responses to comments on Boundary Reservoir Dye Study and New Fuel Dock.

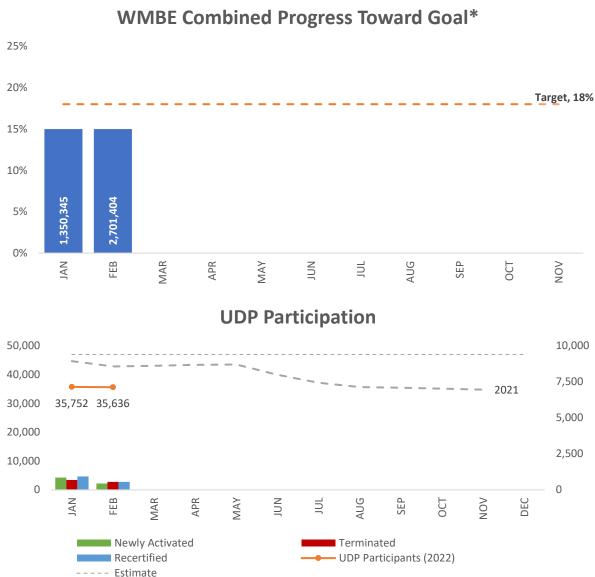












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City Light & King County Announce Opening of New Electric Bus Charging Base

by Hernann Ambion on March 30, 2022

On Wednesday, March 30, Seattle City Light joined King County Metro and the City of Tukwila to celebrate the opening of the Metro Transit South Base charging facility for Metro's new fleet of all-electric buses. The facility supports efforts to provide accessible electrified public transit for south King County communities and reduce air and noise pollution throughout the region.



City of Seattle, King County & Tukwila Officials at South Base facility

King County Metro has committed to transitioning its entire fleet to zeroemission vehicles by 2035. To support this deployment, Metro and City Light partnered on a project to build out a new charging facility at the South Base campus. In addition to providing power for the new site, City Light collaborated with King County on the design, testing, and commissioning to support South Base's operations as it moves to an all-electric fleet.



King County Metro's new battery-electric bus being charged at the South Base campus

The South Base site is approximately 52,000 square feet and includes chargers that can charge up to nine buses simultaneously. The chargers generate enough electricity to power up to 192 homes. This year, King County Metro expects to launch 40 battery-electric buses that will serve routes in the diverse, communities of south King County that rely on transit. These low-income communities and communities of color are priority focus areas for City Light in its Transportation Electrification Strategic Investment Plan (TESIP).

"Transportation electrification is an integral part of City Light's modernization plan," said Debra Smith, General Manager/CEO of Seattle City Light. "This strategic partnership with King County Metro helps prioritize public transportation electrification to deliver a triple win for our communities, the environment and the utility."



City Light's Emeka Anyanwu gives remarks at the opening of new South Base charging facility

The new charging facility, and partnership with Metro, is one of many investments City Light has prioritized in the TESIP. The utility continues to partner with regional agencies, local communities, and private companies to implement innovative electrification projects and offerings in environmental justice communities.

The transportation sector is changing as buses, ferries, freight trucks, fleets and personal vehicles and bikes continue to shift to electricity for fuel rather than gasoline and diesel. City Light is committed to supporting those efforts to meet the demands of our customers today and tomorrow.

To learn more about City Light's Transportation Electrification Strategy, please visit seattle.gov/city-light/energy-and-environment/future-of-energy/transportation-electrification.

Information about King County Metro's charging facility is available at kingcounty.gov/elected/executive/constantine/news/release/2022/March/30-Battery-Electric-Bus-Base.aspx.

Filed Under: Environment, Future of Energy, Powerlines

Tagged With: King County Metro, transportation electrification

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Seattle City Light

@SEACityLight

Replying to @SEACityLight

Power has been restored to the affected area. Thanks for your patience.





Apr 10, 2022



Seattle City Light

@SEACityLight

Replying to @SEACityLight

Power has been restored to over 2,300+ customers. Crews are actively investigating the cause of the outage. Please continue to follow our map for updates if you are still out of power: seattle.gov/city-light/out....

Apr 10, 2022



Seattle City Light

@SEACityLight

Crews are investigating an outage in parts of southeast Seattle, Tukwila and Renton affecting approximately 3,248 customers. The cause is under investigation. For updates, visit our outage map at seattle.gov/city-light/out...



Apr 9, 2022



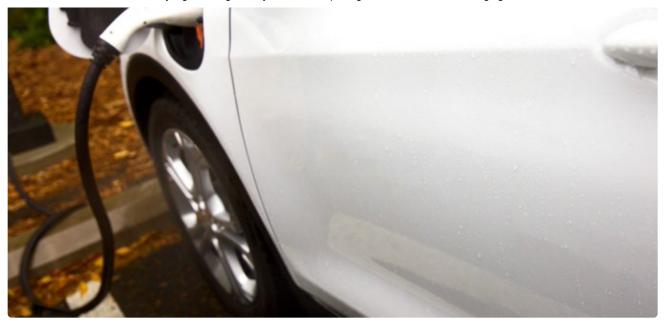
Seattle City Light

@SEACityLight

We're launching a new service to install public Level 2 electric vehicle (EV) chargers at curbside locations throughout the city of Seattle.

Learn more: seattle.gov/city-light/in-...





Apr 8, 2022



🔻 All Seattle.gov Blogs 🔻

City Light

Address: 700 5th Ave, Seattle, WA, 98104

Mailing Address: PO Box 34023, Seattle, WA, 98124-4023

Phone: (206) 684-3000

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