



Initiative #13: Clean, renewable-powered city

INITIATIVE INFORMATION

Business Unit/Division	Customer Service, etc/Customer Energy Solutions						
Initiative Executive Sponsor	Craig Smith						
Initiative Project Manager	Colm Otten/Brendan O'Donnell/Maura Brueger						
(\$000's)	2019	2020	2021	2022	2023	2024	Total
O&M \$ Amount							
CIP \$ Amount							
Total \$ Request	0	0	0	0	0	0	0
FTEs Added	0	0	0	0	0	0	0

INITIATIVE SUMMARY

- a) Description: City Light is our customers' most valued and trusted energy management partner, leading our community to a clean energy future. We work with customers and community partners to increase the energy productivity of buildings, equipment and transportation—preserving and extending the benefits of our low cost, carbon neutral electricity system.
- b) Component(s) of initiative:
 - a. Develop programs using a Pay for Performance (P4P) structure that reward creative projects and deep energy savings in a range of commercial buildings.
 - b. City Light will support widespread adoption of electric transportation through providing increased access to charging. This will include both City Light owned stations, but also private development for passenger and heavy-duty applications.
 - c. 100% Equitable and Renewable Energy - Through this joint program with the City's Office of Sustainability & Environment a roadmap will be developed to center racial and social justice in how the City and City Light supports the Seattle Climate Action Plan goal of 100% renewable energy and a path to carbon neutrality.
- c) Business Value:
 - a. Pay for Performance - From an operational perspective, implementation of the Deep Retrofit Program is expected to reduce our labor cost/kWh, as Energy Management Analysts avoid the

challenge of quantifying energy savings using up-front calculations for each individual project, and can simply analyze the entire building's performance over time, which may include multiple projects and measures. From a customer perspective, P4P will allow for enhanced service delivery, as the program maximizes flexibility while minimizing touchpoints. From a regulatory perspective, evaluators can place a higher-degree of faith in the fact that energy savings are measured at the meter. Finally, the program ensures a greater likelihood that energy savings persist after project completion.

- b. Electric Transportation - The main benefits of this pilot will be to provide increased access to carbon-neutral electricity and better utilization of City Light's existing infrastructure. In building charging stations, the primary sources of value are increased direct revenue from station operation, better understanding of the timing and location of charging, and increased vehicle adoption (particularly in key demographics like shared transportation and multifamily residents). For the customer, the benefits are access to higher quality charging than the current private market provides, a lower carbon fuel system and a competitive pricing structure.
- c. 100% Equitable and Renewable Energy - The program's comprehensive approach includes community partnerships, business development opportunities, community ownership models, job training and employment opportunities plus a focus on improving air quality and health outcomes. Participation in the program will provide the utility a platform to test new approaches and strategies to center racial and social justice in how we deliver services to our customers while making progress on the Seattle Climate Action Plan.

INITIATIVE MILESTONES AND DELIVERABLES (WILL BE COMPLETED BY PROJECT MANAGER(S))

[List quarterly milestones for each program included as part of the initiative, also include deliverables as appropriate.]

Pay for Performance

Milestone	Due Date	Deliverables and Comments
Initiative Start		
Initiative Complete	Quarter/Date	

Electric Transportation

Milestone	Due Date	Deliverables and Comments
Initiative Start		
Initiative Complete	Quarter/Date	

100% Equitable and Renewable Energy

Milestone	Due Date	Deliverables and Comments
Initiative Start		
Initiative Complete	Quarter/Date	

SOCIAL EQUITY (WILL BE COMPLETED BY PROJECT MANAGER(S))

[Describe in detail how this initiative will advance or contribute to City Light’s commitment to equity and inclusion, such as program outcomes related to RSJI, WMBE, Environmental Equity, and/or UDP.]

METRICS FOR SUCCESS AND METHOD FOR MEASUREMENT (WILL BE COMPLETED BY PROJECT (MANAGERS))

[How will you measure the success of this initiative? What is the frequency for reporting performance measures?]

Send completed templates to SCL_StrategicPlan@seattle.gov by February xx, 2018