

CITY LIGHT REVIEW PANEL MEETING

Wednesday, October 15, 2025 9:00 – 11:00 A.M. In Person - SMT

---or---

Microsoft Teams Meeting

Proposed Agenda

<u>ltem</u>	<u>Lead</u>
^{5 min} 1. Welcome	Julie Ryan, Facilitator
2. Public Comment	
^{5 min} 3. Standing Items:	
a. Chair's Report	Leo Lam
b. Review of agenda	Julie Ryan
c. Action: Review & approval of meeting	
minutes of September 17, 2025	
d. Communications to Panel	Angela Bertrand
^{10 min} 4. General Manager Update	Leigh for Dawn Lindell
^{20 min} 5. New City Light Values	Leigh Barreca
^{40 min} 6. Strategic Plan Outreach	Dylan King
^{20 min} 7. 10 Year Roadmap Update	Angela Bertrand
8. Adjourn	

Next meeting: November 19

Draft Agenda Items: Q4 Financial Update, Strategic Planning Update



Date of Meeting: September 17, 2025 | 9:00 – 11:00 AM Meeting held at Seattle Municipal Tower, Conference Room 3217

MEETING ATTENDANCE					
Review Panel Members:					
Bruce Flory	√	Cristina Gina Sima	√	Louis Ernst	
Di Do	√	Kerry Meade		Oksana Savolyuk	√
Joel Paisner	√	Leo Lam	√	Ryan Monson	√
				Toyin Olowu	√
City Light:					
Dawn Lindell - GM & CEO	√	Craig Smith		Leigh Barreca	√
Angela Bertrand	√	DaVonna Johnson		Maura Brueger	
Andrew Strong		Grecia Elenes	√	Mike Haynes	
Bridget Molina	√	Julie Moore	√	Mujib Lodhi	√
Brittney Garcia Stubbs	√	Julie Ryan - RP Facilitator	√	Siobhan Doherty	√
Chris Ruffini					
Other Attendees:	•	•	•	•	
Caia Caldwell		Christie Parker	√	Eric McConaghy	
Justin Chan	√				

Welcome and Introductions. The meeting was called to order at 9:02 a.m.

• Welcome Cristina Sima as a new Review Panel member.

Public Comment. There was no public comment.

Standing Items:

Chair's Report. Leo Lam welcomed everyone and opened the meeting.

Review Agenda. Julie Ryan reviewed the agenda.

Approval of July 16, 2025, Meeting Minutes. Minutes approved with an edit to add Louis Ernst was in attendance. (6 approve, 1 abstain, 2 absent

Communications to Panel.

• All three nominees (two reappointments (Leo & Toyin) & one new appointment (Cristina)) are all moving forward in December to the SCLAC Committee for confirmation, scheduled for December 5th. Di Do will not continue another term.

General Manager's Update. GM Dawn Lindell presented.

Discussion around reliability. Seattle City Light is facing reliability issues. This challenge has been on the GM's "Top 14 Focus Areas" list. Much of the utility's infrastructure was built in the

1970s. While those assets have served well, they are now 60+ years old and are beginning to fail, particularly underground direct-burying cables and their components. Those assets have served us well. The underground direct bury cable is at 60+years and it is failing and the components associated with that are failing.

Following the Western Energy Crisis, the utility focused on keeping rates low for nearly 20 years. The tradeoff was deferred maintenance and a "run to failure" approach, which is no longer sustainable for customers. We had a long 20-year period of doing that and unfortunately running to failure is not a strategy we can continue.

Since becoming GM & CEO last year, Dawn has been closely monitoring outages. Outages occur nearly every day, an issue she has not experienced in previous roles at higher-performing utilities (top 20% and top 10%). Seattle City Light's reliability performance is now below average among Large Public Power Council utilities, with outages increasing and reliability declining further over the last 18 months.

The utility is completing a comprehensive assessment of assets, including age, condition, and operational status. Repairs are prioritized by the condition of assets and frequency of outages in affected areas. Most franchise cities and many Seattle neighborhoods (outside of the Downtown network) are experiencing significant reliability issues. The Downtown network remains at "Grade A" reliability, all the radials that are off the Downtown network often fall between "D-" and "C" grade.

The Seattle Times published an article on the streetlight outages on the West Seattle Bridge link to <u>Article</u>. While, streetlights are not a direct grid outage, but it touches on some of the problems that we are seeing. We got streetlights on the West Seattle Bridge out. The outages are caused due to people stealing copper wire. This is an ongoing problem where stolen copper is sold for profit, leaving streetlights out of service.

When did we learn about the problem?

Most of the trouble tickets were reported for the S Spokane St and the Swing bridge, not the West Seattle Bridge (WSB). We weren't aware of the full extent of the outage on the WSB until recently. The Swing bridge streetlights on the east approach were reported by SDOT bridge maintenance crews. SCL arranged to meet with SDOT at two locations to view the problem: Spokane St Swing bridge and S Lander Street bridge on **August 7**, **2025**. Unfortunately, it's not a simple problem when copper is pulled. More research of the underground circuits and maps was needed to develop a plan of action. The timeline for repairs to be completed, in short term, we are working to get the lights back on the bridge to make the area safe for the public. Further work is needed to make additional repairs and ensure the future tamper proofing of the system. We have completely secured lids, vaults, tamper-proof vaults and they have still broken them. This will likely include civil work and permitting to move forward.

What steps are being taken to secure the area to prevent reoccurrence?

Temporary ecology block(s) are proposed to be placed in front of the electrical cabinet on the north side of S Spokane St to prevent entry and unauthorized tampering. Additional civil



construction works to replace and modify underground electrical handholes is proposed in several locations. This work will be submitted for Street Use permits. Unfortunately, the wire theft continues to be persistent despite SCL taking measures to install tamper-proof materials.

We have been actively securing our facilities wherever possible. However, certain areas continue to experience higher levels of streetlight wire theft and vandalism, particularly locations with lower public traffic where perpetrators have greater seclusion. As we discover these vulnerabilities, we're adapting and developing prevention solutions.

Do we have a database to track what/how many streetlights have been damaged by wire theft? We have recently established an internal process to help us track the cause of streetlight outages so we can identify the increase in volume of wire theft.

Has SCL established whether it's vandalism, theft, or both?

Both. Other components are being damaged for thieves to better access areas.

Officially, how many were damaged?

It's estimated that approx. 71 streetlights of more than 200 lights on the high-rise sections of the WSB, and approx. 15 streetlights on the Swing bridge east approach as well. When crews investigated, they found that there were additional components including a streetlight cabinet and handholes that required repair City Light Security will continue to coordinate with Seattle Police Department when we encounter these types of issues.

Is this being investigated by law enforcement or other sleuths? City Light Security will continue to coordinate with Seattle Police Department when we encounter these types of issues.

What can the public do to help prevent future theft and vandalism?

Use <u>Find It</u>, <u>Fix It app</u> to report dark streetlights and occurrences of wire theft. Together, we will be able to deter and reduce this type of criminal activity.

What is the cost to ratepayers?

There is no incremental addition to rates currently.

Additional Notes on Copper Theft.

- Thieves open handholes (underground vault or box used to access electric cabling), cut
 the wire, and pull it out. They strip the outer rubber casing off and then sell the copper at
 recycling businesses.
- Some recyclers in our area have a strict protocol in place to prevent purchasing stolen copper; other recyclers are not so discerning.
- Typically, wire theft is discovered after the fact, often during outage response, inspections, or while addressing service disruptions. City Light's primary focus is on restoring service and securing the area.



- Smaller-scale thefts without actionable evidence may not be formally reported to SPD. For example, we reported to SPD major thefts involving significant infrastructure damage and material loss at the Magnolia Bridge, Lander Street Bridge, and West Seattle Bridge.
- We have evaluated several different fasteners, covers, and handhole lids with varying degrees of success. We have adopted some of these measures to our standards where feasible with the infrastructure.

The Seattle Times – Vandals leave high West Seattle Bridget in the dark Article Link: https://www.seattletimes.com/seattle-news/transportation/vandals-leave-high-west-seattle-bridge-in-the-dark/

Now back to the overall grid. In the areas of Beacon Hill and Yesler Terrace, the Seattle Times also published a story after a series of outages, which residents rightly raised to them. We are aware of several outages affecting Yesler Terrace, First Hill, and North Beacon Hill over the past two months.

- On September 5 and September 15, outages were caused by failed wire splices in two separate locations. Same root cause, different locations.
- On July 26 and September 10, outages were caused by balloons and birds.
- On August 27, no cause was found.

Also, throughout the spring and summer, because this area's equipment is on the far downhill side of its useful life, we have done several planned outages. Planned outages are just as frustrating as unplanned outages, but at least customers are notified and can plan around them. These were routine maintenance.

Since two of the recent outages were caused by failed wire splices, crews will be conducting visual and infrared scans of all the wires in the area to identify similar weaknesses and address them. We are also reviewing historical data to assess potential system design changes. For example, using a different type of spice could help reduce future outages or speed up restoration times.

Q: Direct bury situation – Are there particular areas in the service territory that are worse? What is the long-term plan and how do you stage that?

A: Yes, there are areas that are worse. When we have an area that is severely affected but lacks the funding to replace all direct-bury cables, we replace component parts and hope it helps. We have done this in Tukwila, Burien, Lake Forest Park, Shoreline, and other neighborhoods. Currently, we are replacing about 5 miles of direct-bury cable per year, prioritized by where outages are most frequent.

Q: Is it the age of the cable that is causing the failure or something else?

A: The failures are due to both age of cable and the old component parts. We are currently replacing about 5 miles of direct-bury cable per year, but we have more than 300 miles that are over 60 years old. This is an urgent issue, and we need to solve it now. We estimate the cost at \$2 billion for underground cable and an additional \$1 billion for component parts. Altogether, this is a \$3 billion project we hope to complete in the next 7-12 years. In the future, we will bury cables =in conduit. When the cable ages, a new conductor can be hooked to the old one and pulled through the conduit at a far lower cost, putting new cable in the ground. This project will be expensive, painful, and a lot of work, but we are preparing. It will be included in our next budget, and we will plan for the 12-year scope while also looking at options to accelerate the timeline. The Review Panel will have insight into this, and we will continue to talk it through.

Q: City Light has copper all over the place, but are streetlights the primary target for theft?

A: For copper theft, yes. But thieves have also taken it from our yard (entire rolls of copper). They target streetlights because they are low voltage. EV chargers are also experiencing consistent theft.

Q: Is the continual replacement and repair of streetlights due to copper theft a major cost, or more of an annoyance?

A: It's much cheaper than replacing direct-buried cable, but the costs have exceeded more than a million dollars. The General Fund covers streetlight costs, which means less money for Seattle Fire Department, less money for Seattle Police Department, and fewer resources overall. It also takes Seattle City Light crews and engineers away from other critical work. So, the cost goes far beyond repairs alone.

City Light in the community

- We hosted Senator Patty Murray at our Denny Substation. She led a roundtable panel with leaders from clean energy and climate action to discuss the federal cuts to clean energy tax credits in the recently passed Reconciliation 2 Bill and the farreaching impacts it will have on the region's environment, economy, and energy security. In addition to myself, participants included Senator Murray, Washington State Commerce Director Joe Nguyen, Political Director for IBEW Local 77 Christine Reid, Climate Solutions Executive Director Gregg Small, and General Manager of Western Solar in Bellingham, Brandon Provalenko. Sen. Murray's team was deeply appreciative of the support provided by City Light staff in facilitating the event.
- On August 14th, we hosted Eastern Washington Representative, Michael Baumgartner, and his staff at the ribbon-cutting ceremony for the grand opening of Metaline Falls Portage Park, a project that highlights the strong connection between City Light's energy policies, cultural heritage and economic vitality in Pend Oreille (PAWN-DER-RAY) County, home of our Boundary hydro facility. In the words of Rep. Baumgartner, "This beautiful new park, made possible by Seattle City Light's commitment to protecting the Boundary Dam, offers accessible trails, picnic areas, and stunning viewpoints while honoring the Kalispel people's historic portage routes. Beyond recreation, Seattle City Light is a major employer and



economic cornerstone in Pend Oreille County. Their investment in this project reflects a dedication to supporting the local economy, enhancing our lands, and preserving our cultural heritage."

• City Light Award

Ocity Light was named a 2025 Trusted Business Partner by Escalent, a leading data analytics and advisory firm specializing in human behavior research. This recognition places City Light among the top-performing utilities in the nation. The award highlights our commitment to providing exceptional customer service and reflects City Light's ongoing efforts to serve as more than just an energy provider. We strive to serve as a strategic partner, helping businesses explore options for cost savings, sustainability initiatives, and environmental goals.

Link: Ribbon-cutting ceremony for the grand opening of Metaline Falls Portage Park with Michael Baumgartner, Eastern Washington Representative

https://powerlines.seattle.gov/2025/08/19/celebrating-the-opening-of-the-metaline-falls-portage-park/



Link: City Light was named a 2025 Trusted Business Partner by Escalent https://powerlines.seattle.gov/2025/07/31/seattle-city-light-earns-2025-trusted-business-partner-award/





Q: When you were talking about "run to failure" I assume there might still be some aspects where this approach works with low-consequence assets that can just be replaced at the time. Is that correct?

A: It is only streetlights. I would not run anything else to failure because it causes problems for our customers when they are without power.

When possible, we build loops into the system to reroute power in another direction if there is an outage. For example, the downtown network is built on loops upon loops, which lets us restore power within minutes. Outside the downtown network, our system has radials that, are not looped. If a radial goes out, we may have no backup path or only one alternate path, which makes restoration slower.

We want to be trusted, but multiple outages in short timeframes are eroding that trust. It will take years to correct, and it is extremely frustrating and, in some cases, frightening for our customers.

Comment: Outages are particularly frustrating when it's not storm season.

Response: We live in an area with a lot of trees, so outages can still occur in spring, summer, and early fall. During the bomb cyclone last November, we had 114,000 customers out of service. This lasted 6 days; we received outside assistance, and without that help, the outages would have lasted much longer.

Clean Energy Implementation Plan - Presented by Grecia Elenes, Environmental Equity Advisor

Q: Load being met for energy; the total for 2026 is 92%. Where is SCL today?

A: It varies year by year. Our only non-emitting purchases are from the market. It's in single digits. Approximately 5%. Our load is increasing, and we need to acquire new resources to meet our loads.

Q: Have we seen huge data center demands?

A: We have received requests from data centers to connect to SCL, but none have moved toward implementation at this time.

Q: Is SCL worried about load growth and acquiring more resources?

A: Yes, we are concerned about load growth for our system and the region as a whole. We are focused on acquiring new resources to meet that growth, whether it comes from data centers, electrification, or overall economic development. Building new clean resources has slowed due to federal policy changes and has become more costly with the loss of tax credits for new clean resources.

Q: Is that part of the New Large Load Program?

A: Yes. We will bring the new large load tariff to the Review Panel once it is completed. We are looking into how to work with large-load customers, as we have had ten inquiries for new large loads in the past year. Internally, we are also considering how to manage the financial perspective. We are doing both policy and customer work, and when it is ready, we will present it to the Review Panel.

Q: It's daunting to face a \$2–3 billion price to address the distribution system and also reach the state's 2045 clean energy goals. Given that we no longer have the federal government as a partner; and that is unlikely to change; is there any indication that the State of Washington will assist local utilities in meeting these goals? There is huge potential demand growth on top of these goals, which makes it difficult to see how we will meet them. There must be some recognition of the difficulty in securing already scarce resources, which increases costs, while also ensuring we can help residents transition to heat pumps and improve efficiency with windows and doors. How does SCL proceed under these constraints? Have tested what you have in the pipeline for resources versus your goals? A: We are talking to developers to see how to accelerate development. Our hydro flexibility is important for integrating renewable resources, Dawn has been very clear since joining City Light that this will require significant investment. In the past, our focus was always on being the lowest-cost utility, but that has not served us well in the long term. She is being direct with elected officials, City Council, the Mayor's Office, and with customers that it is time to re-invest and that is the approach moving forward.

Link: https://powerlines.seattle.gov/2025/06/10/seattle-university-students-propose-earthquake-cybersecurity-solutions-for-city-light/

Strategic Roadmap Presentation – Angela Bertrand, Manager - Strategic Planning & Org. Performance

Q: Do you take the Strategic Roadmap 10-year Plan to Council?

A: We take the 6-year Strategic Plan to Council.

Q: To confirm, you identified focus areas, will break them down further, and this will help you develop programs with a timeline. I assume the budget is tied to these initiatives?

A: Yes, that is correct. And we are trying to allow some flexibility in implementation as new ideas surface.

Q: Sustainability is a broad topic. Where would you ensure the utility can sustain its operations to sustainably meet the needs of community?

A: I would say it shows up strongly in section "Strategic Partnerships," such as partnering with high schools and creating jobs pipeline, so we have youth that is ready to join our workforce in the future.

Q: What about the utility itself, not just partnerships? How will you ensure there are enough linemen and crews? How will you train them, and how will you operate in different situations?

A: The section "Workforce" is where we address having a safe and secure work environment where people want to work. We need a skilled workforce with the abilities required both now and, in the future, supported by systems and processes that give employees what they need to do their jobs.

Additionally, the development of the 10-year plan is how we are ensuring sustainability. Each focus area contributes to making sure we are well positioned for the future.

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Q: SCL does such a great job of keeping the Review Panel informed of broader transmission issues. Is this in the 10-year plan?

A: Yes. In the Power Supply section, there are three main parts:

- Maintaining existing generation assets including both transmission and hydroelectric projects.
- Acquiring new resources both transmission and generation. A key part of this strategy is understanding the ecosystem of businesses, policies, and rules we operate under in order to secure those resources.
- Managing demand and optimization managing load growth and peaks on the demand side, while optimizing our carbon resources to ensure we are using them effectively in the market.

Dashboard Presentation – Angela Bertrand, Manager - Strategic Planning & Org. Performance

Q: Are you doing a monthly engagement survey

A: Yes. We conduct employee engagement surveys monthly, based on the month an employee was hired, and compare results to our broader survey.

Q: I am curious about the "Near misses" metric?

A: There has been a strong push on reporting and addressing near misses.



Q: How do the executive staff use the dashboard?

A: Once a month, we review the metrics. If there are unfavorable results, we discuss the reasoning or action plans in the meeting and solve problems together.

October Agenda. Integrated Resource Plan (IRP), Strategic Planning updates.

Adjourn. The meeting was adjourned at 11 a.m.

Next meeting: October 15, 2025, 9:00 – 11:00 a.m. (hybrid option)

City Light's Values Review Panel Presentation

October 15, 2025





Values Process



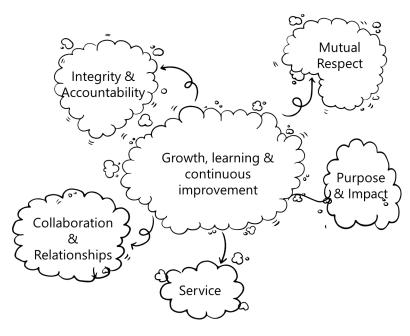
Reviewed values from other organizations

Reviewed SCL culture statements



Completed analysis of common components

Values Process (continued)...



Grouped **Components into Themes**



Discussed the outcomes we wanted for our values

Foundational Values

(These are the foundation of trust and belonging)

Respect – honoring each person's voice, experience

Relational Values

(These shape how people work together and build community)

erse perspectives

ety and mutual

Collaboration – Partnering across teams and functions to Performance Values achieve shared goals (These guide how work gets done with integrity and

- Communication Pract
- excellence) listening, and honest d
- Support Showing up Accountability Owning actions, following through, and celebrating wins learning from mistakes
 - . Integrity Acting with honesty, fairness, and ethical clarity Adaptability Manifesting change and resilience and

Growth and Purpose Values

(These reflect the deeper why behind the work and the drive to evolve)

- Continuous improvement Encouraging curiosity, feedback, and professional development
- Service Committing to public impact, stewardship, and meaningful contribution
- Purpose Connecting daily work to the broader mission and values



Drawing Inspiration From Others

Adobe

- Create the Future
- Own the Outcome
- Raise the Bar
- Be Genuine

Zillow

- **Better Together**
- Include & Empower
- Customers Are Our North Star
- Turn on the Lights
- Delivery Quality on Time, Every Time

Atlassian

- Open company, no bullshit
- Build with heart and balance
- Don't #@!% the customer
- Play as a Team
- Be the change you seek

Cooleaf

- Authenticity
- Ownership
- **Customer-Centered**
- **Constant Growth Mindset**
- Grit

1

Inspiration from Zappos



(See handout)

The 10 Core Values of Zappos

- **1.Deliver WOW Through Service**: Go above and beyond to create a "wow" experience for customers.
- **2.Embrace and Drive Change**: Be proactive in adapting to new circumstances rather than resisting them.
- 3.Create Fun and A Little Weirdness: Foster a playful and unique atmosphere.
- 4.Be Adventurous, Creative, and Open-Minded: Encourage new ideas and perspectives.
- **5.Pursue Growth and Learning**: Commit to continuous personal and professional development.
- **6.Build Open and Honest Relationships With Communication**: Foster transparency and open dialogue.
- **7.Build a Positive Team and Family Spirit**: Cultivate a supportive and inclusive environment.
- **8.Do More With Less**: Find creative and efficient ways to achieve more with fewer resources.
- **9.Be Passionate and Determined**: Approach work with enthusiasm and perseverance.
- **10.Be Humble**: Stay grounded and avoid arrogance.

Culture Statement Components

- Operational reliability and pride in quality work
- Clear, proactive communication across groups
- Respect, mutual support, and shared accountability
- Focus on continuous improvement, learning and celebrating success
- · Strong team spirit with trust and openness

- Pride in skilled work and craftsmanship
- · Safety, reliability, and operational excellence
- Clear communication. speaking up, and owning responsibilities
- Strong sense of teamwork and support
- Environmental stewardship and sustainability
- Continuous improvement. adaptability, and innovation
- Building a culture that is inclusive and people-first

- · Transparency, open
 - communication, and trust
 - · Supportive leadership that advocates for growth
 - Mutual respect and positivity
 - · Encouraging a growth mindset, adaptability, and creativity
 - Shared ownership and focus on solutions, not blame
 - Empathy, patience, and humor under stress
 - A culture rooted in integrity, autonomy, and learning

- Building a culture of safety, trust, and psychological security
- Respectful collaboration across levels and teams
- · Open information-sharing, transparency, and proactive communication
- · Encouraging curiosity and a growth mindset
- Supporting team connection through informal interactions and recognition

- Culture of learning. curiosity, and feedback
- Open sharing of information and broad communication.
- · Accessibility and inclusivity for diverse needs
- · Accountability for roles, expectations, and followthrough
- Respect for time (effective) meetings)
- . Strong data standards and governance
- Valuing diverse perspectives and trustbased leadership

- Collaboration and team support
- · Clear, open communication
- Accountability with empathy
- Respect for diversity, equity, and inclusion
- · Continuous improvement and learning
- Pride in the work and mission
- Safety, reliability, and environmental stewardship in utility operations

- Mutual respect and supportive teamwork
- · Accountability, clear roles, and ownership
- Transparency and trust
- · Continuous improvement and adaptability
- · Emphasis on cross-team collaboration and shared learning

- Inclusivity and accessibility for all backgrounds and abilities
- Respect for time, efficient meetings, and clear agendas
- · Strong informationsharing culture and clear data standards
- · Accountability for responsibilities and followthrough
- Results driven
- Welcoming diverse perspectives and maintaining trust-based leadership
- · Work collaboratively, create inclusive environment

Common Components across SCL







Growth & Learning



Collaboration& Relationships



Integrity & Accountability



Mutual Respect



Purpose & Impact

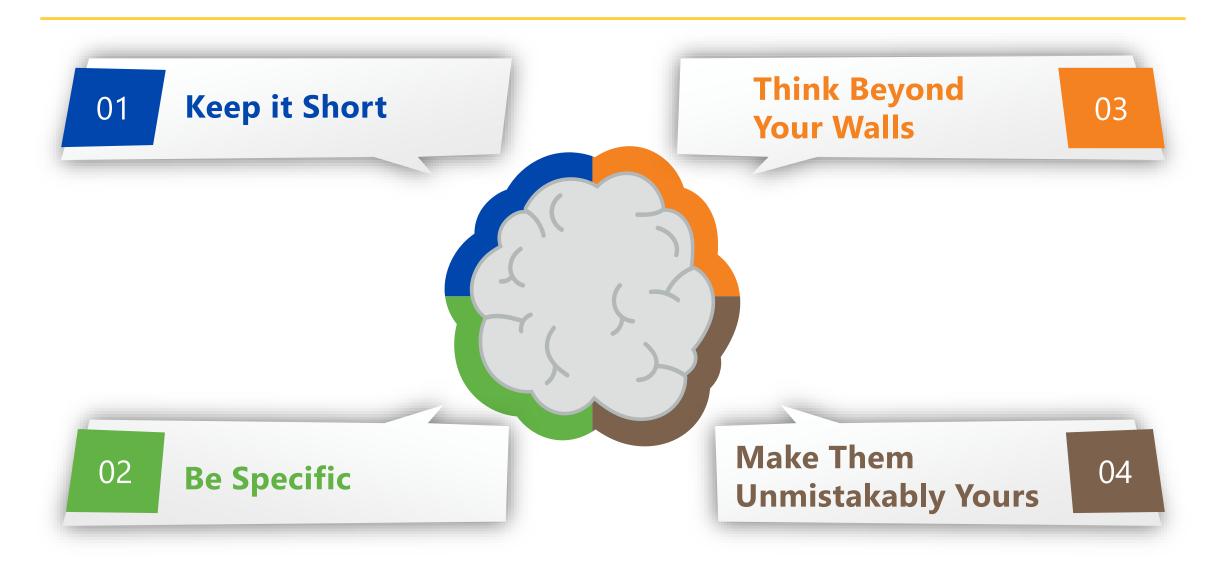
Desired Outcomes & How We Will Know

Desired Outcome	How will we know when we have achieved outcome?
1. High performing workforce	 We establish and track smart goals Expectations are set, communicated & exceeded
2. Anticipate customer needs	We are proactive, not reactiveMeet customers where they are
3. Shared language & understanding of what is important	 There is an organization-wide understanding of challenges & priorities There is ongoing internal dialog & sharing we evolve together
4. Delivery of quality products & services	 We deliver what the customer wants & needs We are reliable & can be counted on to do what we say, to show up when we say we will, to mean what we say
5. Shared ownership	We have a shared understanding of team rolesWe look at the whole solution, not just our part

Desired Outcomes & How We Will Know, continued

Desired Outcome	How will we know when we have achieved outcome?
6. Prepared, agile & ready to face the future	 Embrace the fluidity of the job We have a willingness to catch everything that "comes over the fence"
7. Responsive to employees	 We give accurate & constructive feedback We allow people to grow & change
8. Investment in each other's success	We encourage & practice empathyWe continue to learn
9. Balance between history & innovation	 Practice collective wisdom – we are better together Give everyone a fair & equal opportunity to participate
10. Better decision making	 Decision makers take responsibility for the decisions they make Expect & consider all facts when making a decision

How to Define Organizational Values



New Values....

Dream big. Be brave. Improve. Never stop learning.

01

02

03

04

80

05

07

06

Collaborate intentionally, listen deeply, achieve more together.

We serve with care.

My voice matters: I can make a difference.



Accountability in every action, pride in our craft.

Protect the people, preserve the planet, power the future.

Grace guides us, empathy connects us, respect unites us.

1. Dream big. Be brave. Improve. Never stop learning.

We continuously improve by approaching every challenge with curiosity and a growth mindset, proactively seeking opportunities to innovate, learn, and improve.

2. Collaborate intentionally, listen deeply, achieve more together.

We share ownership and responsibility for outcomes, the best of which are achieved together through authentic collaboration, active listening, alignment on goals, and commitment to action.

3. We serve with care.

We show up for our customers, communities and colleagues with empathy and intention, making equitable and thoughtful decisions, and delivering valuable, friendly service that earns trust.

4. My voice matters: I can make a difference.

Everyone is empowered and encouraged to speak up. Different experiences and diverse perspectives help us make meaningful change. Even if things don't go my way, I am heard and respected.

5. Safety and integrity— no exceptions.

In every setting, we are uncompromising in our commitment to physical and psychological safety and to exercising honesty, accountability, and transparency.

6. Accountability in every action, pride in our craft.

We bring our skills, expertise, and commitment to deliver work we can be proud of, celebrating our successes and addressing our failures.

7. Protect the people, preserve the planet, power the future.

We are committed to making sustainable choices today that ensure a healthier planet and a stronger future for generations to come.

8. Grace guides us, empathy connects us, respect unites us.

We support the mission and one another by exercising patience, kindness, and understanding. We treat everyone with dignity, honoring our differences and elevating our shared ideals to create a space where we all belong.

Next Steps



- Values shared with all employees on 9/22/25
- Weekly videos highlighting one value per week on our internal site.
- All employee meetings to continue values & culture discussions – Nov/Dec
- Distribution of Value posters Nov/Dec
- Updated templates featuring values Dec
- Employee engagement campaign Dec/Jan

THANK YOU



Seattle City Light











Integrated Strategic Planning

Overview of engagement to-date and preliminary community feedback





What We'll Cover

Overview of engagement

Recap of community feedback

Outline of next steps





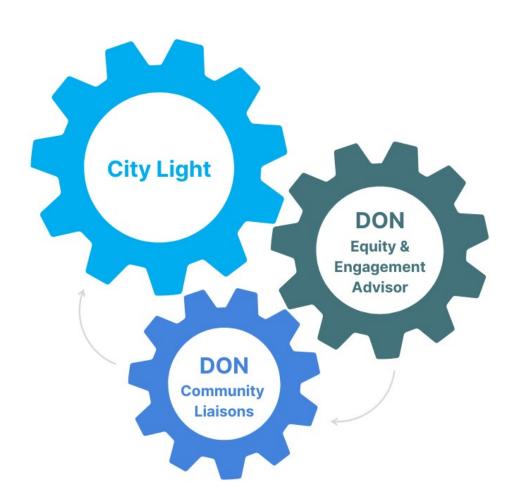
Collaborating for Success

Equity-Focused Core-Team

- GM/Chief of Staff Office
- Communications
- Race & Social Justice
- Dept of Neighborhoods

Key Partners

CES, CX, Customer Ops, EST,
 Other City Depts.



Integrated Engagement

- Strategic Roadmap & Strategic Plan
- Clean Energy Implementation Plan (CEIP)
- Integrated Resource Plan (IRP)
- Energy Efficiency Strategy
- Demand Response Strategy

An integrated approach is more:

- Efficient
- Effective
- Equitable

Community Engagement Approach





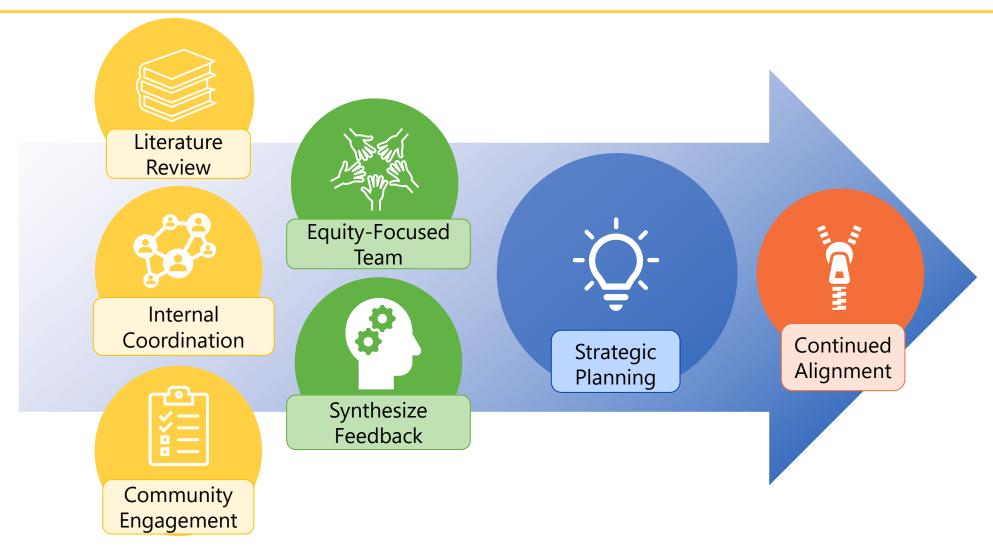




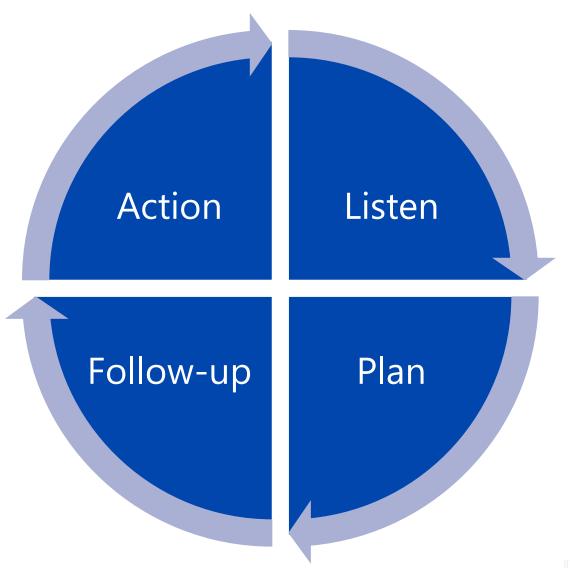




Equity-Focused, Human-Centered Approach



Equity-Focused, Human-Centered Approach



Engagement by the Numbers

10

Engagement Reports Reviewed 12

Community Events

24

Community Conversations

17+

Language Communities

575+

Responses Collected

Equitable Community Connections

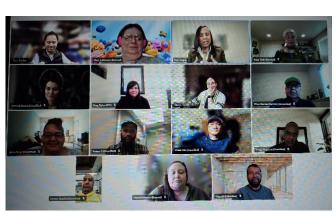
Community Events

- Byrd Barr Block Party
- Lake City Summer Festival
- Celebrate Shoreline
- Tukwila Community Play Day



Community Conversations

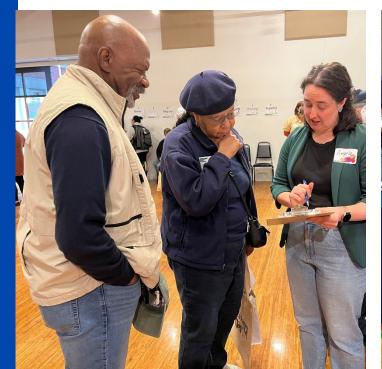
- Indigenous Advisory Council
- South Park Neighborhood Association
- DON Community Liaison Focus Groups
- Key Accounts Forum



Community Feedback Recap











Electricity is an Essential Service

"We can't live without electricity."

- Community member

- Lighting & charging
- Heating, cooling & hot water
- Food storage & cooking
- Appliances
- Air purifiers & breathing devices
- Mobility & accessibility

We Need to Better Understand Customer Motivations













Balancing Trade-Offs

Customer priorities:

Reliability is the top priority

 Affordability and the environment are also very important

What We've Heard So Far

Prioritize Vulnerable Communities

Responsive Offerings

Health & Environment

Prioritize Vulnerable Communities

- Focus on people who are disproportionately impacted
- Coordinated, targeted strategies to reduce unique barriers that priority populations experience
- Ensure everyone benefits from our regions transition to clean

"Prioritize investments in underinvested areas and [maximize cobenefits]."

- Comprehensive Plan Community Feedback

Responsive Offerings

- Design solutions that reflect community's values, motivations, and lived experiences
- Consider opportunity costs and risks for customers to participate
- Package information to reduce customer effort

"Make it as easy as possible to participate."

- Community member

Health & Environment

- Increase awareness about the impact of our work
- Make it relevant by connecting to personal and community wellbeing
- Engage with youth and support forward-looking solutions

"We want to plan for our next generations and make sure they have a healthy planet to live on."

- Community member

How Community Wants Us to be Responsive

Education & Awareness Connect to Youth & Green Jobs Community Partnering Community-Driven Investment Internal Coordination

Education & Awareness

- Make information clear, accessible, and relevant
- Support behavior change through sustained education
- Adapt approach based on community's priorities and needs

"People need to understand the systems and challenges to see how it impacts them. With education, people will want to take action."

-Community partner

Connect to Youth and Green Jobs

- Community members emphasized importance of engaging with youth
- Recruit locally and promote pathways to green jobs
- Expand community's understanding of and connection to our work by focusing on youth and green jobs

"Local hires should target youth...partner to ensure youth are ready for trades."

- Community member

Community Partnering

- Foster mutually-beneficial relationships
- Work with trusted community partners to build equitable community connections
- Follow-through and follow-up with community to build trust

"Honor people's time and expertise."

- Community member

Community-Driven Investment

- Co-design solutions that reflect our customer's interests and needs
- Partner with other agencies to address intersecting challenges
- Consider how our work can contribute to community wealthbuilding

"Complex problems require creative solutions."

- Community member

"Help [customers]
think through
challenges and
provide unique
solutions."

- Community partner

Internal Coordination

- Align across customer-facing teams
- Create processes to inform process improvements
- Continue to build equitable community connections through integrated engagement

"Take a systemic approach."

Community partner

"I'd like to see us challenge ourselves, knowing that equitable solutions are possible."

- Community partner

Reflection Questions

How might we center community's voice in our work?

How might we be more visible and actively involved in the community? Why is our work important to customers?

How might we design our programs and services to meet customer needs?

How might we work across the utility and City to better serve customers?

Next Steps





Next Steps

- **/**
- Incorporate this feedback into City Light's strategic planning efforts
- 息
- Share a summary of feedback with City Light teams
- Continue to engage customers and key stakeholders
- Follow-up with customers and partner organizations
- Compile engagement report to support 6-year Strategic Plan
- Circle back with staff, customers, and partners with update once plan is approved

THANK YOU



2027 Strategic Plan Update

October 2025





- Current Work
- Roadmap vs. Plan
- Path to Completion





Strategic Roadmap: Current Work

✓ Internal + External
Outreach & Engagement
Including 250 staff across 6
sites & nearly 600 customers

☐ **Prioritize:** Rate each <u>body of</u>
<u>work</u> for initial prioritization,
including draft plan and early
cost estimates

- ✓ **Process Alignment**Integrated budget and performance processes with strategy to ensure resourcing and accountability
- **Revise:** Priority <u>bodies of work</u> are refined, including 10-year cost estimates & early work plan

Prioritize

- 54 Bodies of Work supporting 17 Outcomes
- Show that you...
 - Have collaborated with stakeholders
 - Have started thinking about steps

Asset Data Mgmt. Step 1: Validate Focus Area Focus Area Strategic Outcome Body of Work Owner Collaborators Key Actions and Timing Asset Data Mgmt. Reliablity Asset Portfolio Health (Outcome Owner: Andy) Tamara Jenkins - 2026:

Criteria in order of application	Definition	Response options
1. Strategic Alignment	Does this body of work clearly advance one or more Strategic Roadmap Outcomes?	 High – Foundational Need Medium – Strong Impact Low – limited/indirect impact
2. Primary driving force	Is there documented expectation or legal mandate driving this work?	 For each: Not a Factor Documented Expectation Legal Mandate MUST Cite Source (WAC, ORD, etc)
3. Risk of not completing	What happens if we don't do this work?	 For each: Impact: high: severe low: minor Probability: high: likely low: unlikely

Revise

For prioritized bodies of work, two next steps due in January



Action Plan

Draft a multi-year plan, including measurable milestones for organizational accountability



Early Budget Proposal

Prepare a 10-year cost and labor estimates for review by cross-functional group

Roadmap vs. Plan



10 Year Roadmap

- Internal, guiding document
- Allows for longer planning horizon
- Low detail: focus areas, outcomes,
 & bodies of work

2027 Strategic Plan

- Public facing
- Rigorous costing; impact on rates
- Bodies of work supported by action plans

Change: Priorities → Focus Areas

STRATEGIC PRIORITIES





Our strategic priorities support our mission, vision, and values and reinforce our commitment to operational excellence and customer service. While our business strategies remain unchanged from the previous update, the way we define success has evolved. As we plan for the future of providing customers with affordable, reliable, and environmentally responsible energy services, we are focusing on outcomes—why we do what we do. The sections that follow describe the outcomes City Light aims to reach in the coming years along with examples of our work in each area.

- 1 Improve the Customer Experience
- Create Our Energy Future
- Develop Workforce & Organizational Agility
- Ensure Financial Health & Affordability
- 5 We Power

Focus Areas

- Reliability
- 2 Power Supply
- 3 Customer Experience
- 4 Sustainability
- Workforce
- **6** Technology

Staying the Same: Outcomes

1 IMPROVE THE CUSTOMER EXPERIENCE

We prioritize our customers and strive to tailor our services to meet their needs and exceed expectations. That's why we're investing in improvements that will make our services more accessible and provide more options. Whether we're enhancing our programs or introducing new ones, our goal is to better serve our customers. Our work in this area strives to deliver the following outcomes:

Deliver Programs Aligned with Customer Priorities

City Light is focused on enhancing our understanding of customers' needs so we can offer products and services that make a difference in their lives.

Decrease Unplanned Outages in Service Areas That Experience Above-Average Outage Rates

Some regions of City Light's service area experience above-average power outages. We are committed to changing that.

Provide More Predictable Service Connection Timelines

City Light is committed to providing customers awaiting service connections with timelines that allow them to plan accordingly.

Customer Experience (Top Ranked JD Power) ↑ Customer Trust ↓ Customer Effort

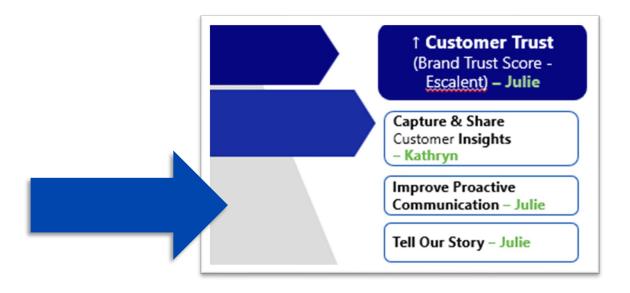
† Customer Trust (Brand Trust Score -

Escalent) - Julie

(Ease of Doing Business -JD Power) – Craig Valued
Products & Services
(Benefits Awareness Escalent) – Craig

Staying the Same: Examples



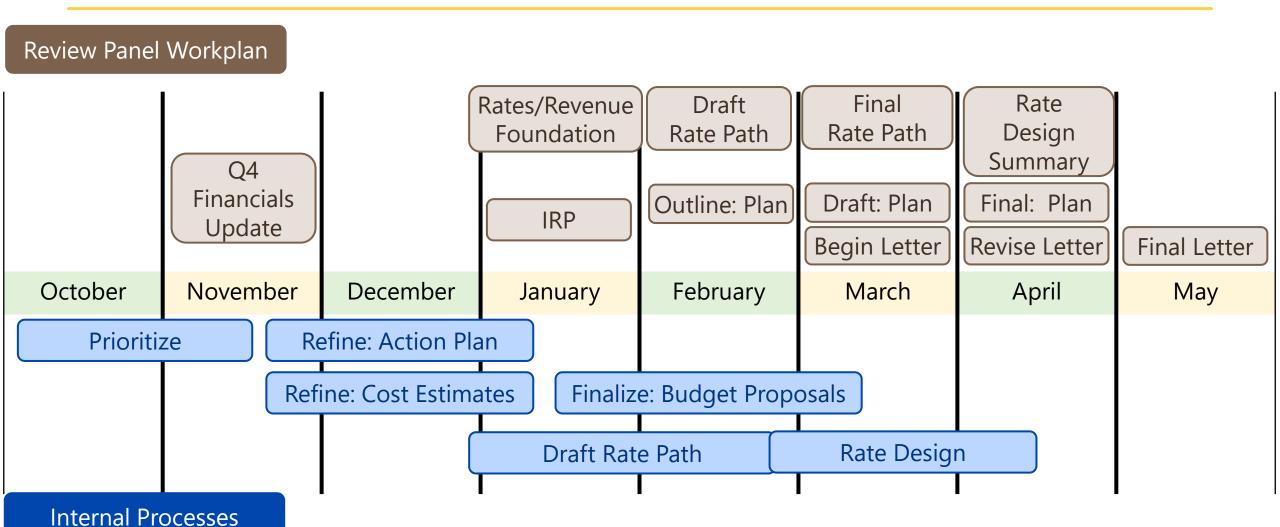


Discussion Questions

- What else do you need to draft the letter?
- Is there additional information you are expecting?
- Are there any lingering questions?



Draft Workplan*

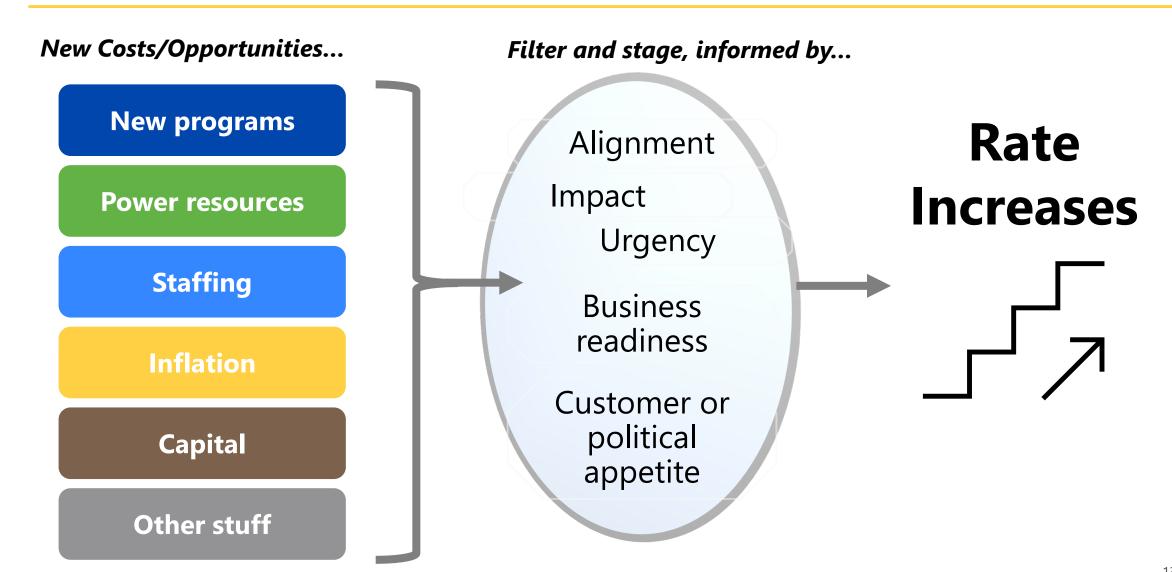


A note on Rates

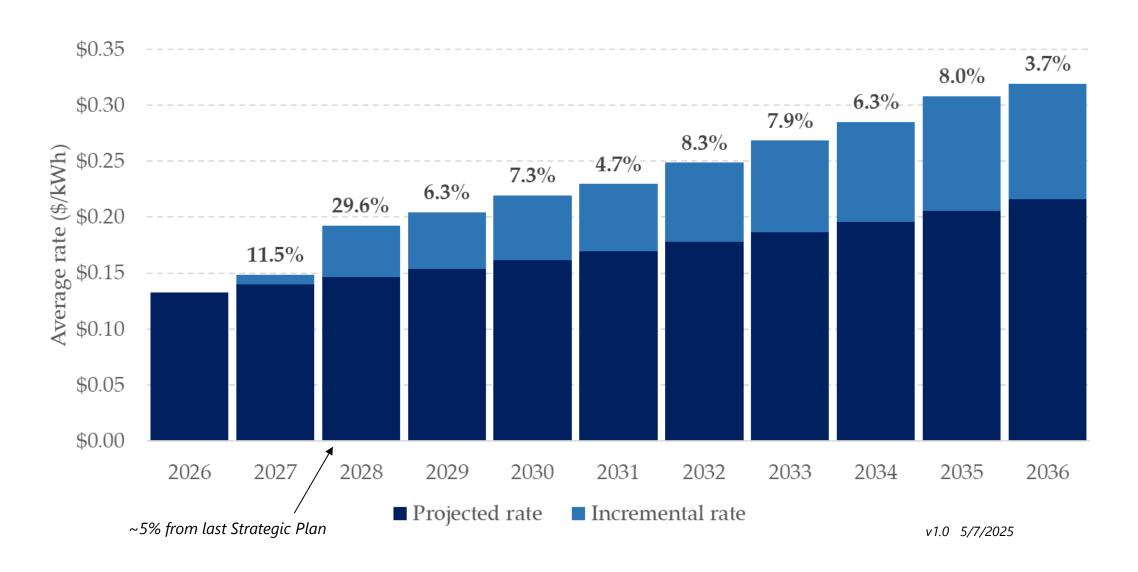




Establishing a Rate Path



Rough Estimate Rate Analysis (May 2025)



THANK YOU

