



CITY LIGHT REVIEW PANEL MEETING

Wednesday, November 19, 2025

9:00 – 11:00 A.M.

In Person - SMT

---or---

Microsoft Teams Meeting

Proposed Agenda

	<u>Item</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 October 15, 2025	
	d. Communications to Panel	Angela Bertrand
30 min	4. General Manager Update	Dawn Lindell
30 min	5. Continuous Improvement Program	Inger Brinck
40 min	6. Q3 Financials Update	Chris Ruffini
20 min	7. Strategic Plan Update	Angela Bertrand
	8. Adjourn	

Next meeting: January 21, 2026

Draft Agenda Items: IRP, Rate Path Foundations



City Light Review Panel Meeting -Draft- Meeting Minutes

Date of Meeting: OCT 15, 2025 | 9:00 – 11:00 AM
Meeting held in SMT 3204 and via Microsoft Teams

MEETING ATTENDANCE					
Review Panel Members:					
Bruce Flory	x	Kerry Meade	x	Oksana Savolyuk	x
Cristina Gina Sima	x	Leo Lam	x	Ryan Monson	x
Joel Paisner	x	Louis Ernst	x	Toyin Olowu	
City Light:					
Dawn Lindell - <i>GM & CEO</i>		Craig Smith		Leigh Barreca	x
Angela Bertrand	x	DaVonna Johnson		Maura Brueger	
Andrew Strong	x	Dylan King	x	Mike Haynes	
Bridget Molina	x	Julie Moore	x	Mujib Lodhi	x
Brittney Garcia Stubbs	x	Julie Ryan - <i>RP Facilitator</i>	x	Siobhan Doherty	x
Chris Ruffini	x	Kirsty Grainger	x		
Other Attendees:					
Caia Caldwell	x	Christie Parker	x	Eric McConaghy	
		Adam Day	x		

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

Public Comment. There was no public comment.

Standing Items:

Chair's Report. Co-chair Joel Paisner welcomed everyone and opened the meeting.

Review Agenda. Julie Ryan reviewed the agenda.

Approval of September 17, 2025 Meeting Minutes. Minutes were approved.

Communications to Panel.

- Two messages were sent to the review panel mailbox. One from a Parks and Rec employee looking for more information on the structure of the Review Panel and another from a customer about a sub-par service interaction. Angela responded to both and worked with management internally with regards to the service interaction.

General Manager's Update. Chief of Staff Leigh Barreca presented.



City Light Review Panel Meeting Meeting Minutes

1. SCL Values – SCL leadership and I completed revising our organization's values in mid-September. Our values are the core principles that define our identity, shape decisions, and influence how we connect with each other, our customers, and our community. While our previous values have served us well, we recognized the opportunity to ensure they evolve alongside our workforce and remain relevant to our commitment to power with purpose. At the heart of everything we do is our mission to safely provide our customers with affordable, reliable, and environmentally responsible energy services.

These values are more than words; they reflect who we are and who we strive to be. During this meeting, Leigh Barreca will describe the process that we followed to complete this exercise and provide us with a final list that we're incredibly proud of.

APPA Award - City Light received the Francis Upton Top Innovator Award in Analytics last week in Washington, D.C., recognizing vegetation manager, Anabel Roza, and her Team for their innovative use of analytics to strengthen operations and improve service reliability.

How City Light's Vegetation Management Team uses LiDAR to keep the grid safe

by [Anabel Roza](#) on August 8, 2025



Anabel Roza is Seattle City Light's Vegetation Management & Wildfire Mitigation Manager

<https://powerlines.seattle.gov/2025/08/08/how-city-lights-vegetation-management-team-uses-lidar-to-keep-the-grid-safe/>

This achievement showcases City Light's leadership in applying data-driven solutions and highlights the value of Anabel's team's contributions.

2. City Light in the community – Our Energy Heroes educational program had an outstanding 2024-2025 school year. We reached more students than ever before while maintaining our commitment to equity and academic excellence.



City Light Review Panel Meeting Meeting Minutes

Since 2008, Energy Heroes has brought hands-on learning about electrical safety, renewable energy, and conservation directly to classrooms across our service area. This year's achievements show the program's continued growth and impact on the young learners in our communities.

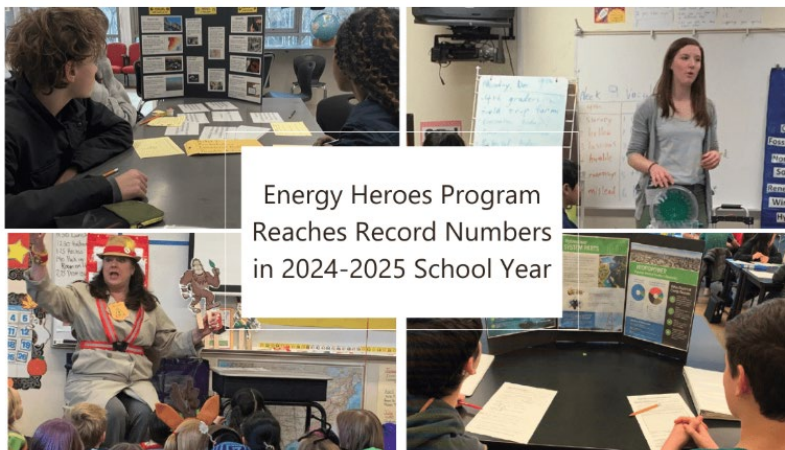
For the 2024-2025 school year, the Energy Heroes program delivered workshops for 190 classes — this amounts to 5,185 students across 47 different schools! These numbers represent a significant expansion for the program. In fact, more than a third of the workshops took place at schools that were new to the program or hadn't participated in the past four years.

The Energy Heroes program's success demonstrates the strong demand for accessible, equity-focused energy education in our communities. By connecting students to their local utility and empowering them with practical knowledge, we're helping to develop the next generation of energy-conscious citizens.

The program's expansion into new schools while maintaining quality delivery reflects our commitment to reaching every student in our service area. We look forward to continuing this important work during the 2025-2026 school year and beyond.

Energy Heroes Program Reaches Record Numbers in 2024-2025 School Year

by Wesley Matlock on September 15, 2025



<https://powerlines.seattle.gov/2025/09/15/energy-heroes-program-reaches-record-numbers-in-2024-2025-school-year/>



City Light Review Panel Meeting Meeting Minutes

New City Light Values Leigh Barreca presented; materials are in the packet.

Q: What sparked the development of the new City Light Values?

A: Dawn wanted to create values that feel fresh and are actionable. Many corporations have values that people don't understand how to put into action. This effort was intended as a refresh to make City Light's values more meaningful and applicable in daily work.

Q: I assume this might be covered in the strategic roadmap, but I'm curious to understand how you plan to operationalize these values into the day-to-day workings of Seattle City Light.

A: At the end of September, Dawn announced the new values in the Monday Message sent to all employees. The rollout is structured as a two-phase approach.

Phase 1 focuses on socializing the values with all staff through the voices of executive leadership. Each executive is featured in a short 2-3 minute video segment, sharing what the values mean to them. These videos are being released weekly through the end of November. In addition, employee conversations will be held several times a year, including a large virtual session for approximately 500-700 employees and in-person discussions at the service centers to foster deeper engagement.

Phase 2 is being led by the Communications team, which is creating visual materials and tools to reinforce values. This includes updated branding, posters for worksites, and an employee campaign featuring recognition elements such as certificates and a virtual "Values Kudoboard" for peer-to-peer appreciation. These efforts are expected to roll out by the end of the year, with the goal of integrating the values into all aspects of daily work.

Q: On the topic of values in the organization, what are we doing to incorporate them into decision making? At companies I have worked at that use their values well, they are directly referenced during hiring and performance evaluations. At companies that don't, they are on posters that people cynically joke about when people are acting counter to those values.

A: Leigh supported the idea of integrating values into the hiring process and will this recommendation to People and Culture team for consideration and implementation. They will also be incorporated into workplace expectations and the performance review process to ensure the values are actively reflected in daily decision-making and employee development.

Q: I'm trying to understand how the mission statement, goals, themes, outcomes, and values fit together. Are the values derived from these elements? They seem somewhat unrelated. Additionally, how will we know if we've achieved the desired outcomes, are there performance measures in place to track them?



City Light Review Panel Meeting Meeting Minutes

A: The values were developed through a multi-step process. Each department shared what they wanted their culture to reflect, and the common themes from those responses shaped the eight City Light values. The outcomes are not metrics but serve as goals that describe the changes and improvements the organization hopes to see as the culture grows.

Strategic Plan Outreach Dylan King presented; materials are in the packet.

Comment: A member shared that Seattle City Light does an excellent job engaging with the energy efficiency community.

Response: One of the major components from this outreach and engagement effort is to start having conversations with communities. To help educate the communities with the obstacles SCL is facing.

10 Year Roadmap Updates Angela Bertrand presented; materials are in the packet.

Q: When will outcomes be ready?

A: The outcomes are expected to be ready in January or February 2026.

Q: When we did this last year, Dawn spoke about several needed investments, such as behind-the-meter initiatives, batteries, distribution energy resources, and some software upgrades. I'm curious if we will receive an update on the progress of those items that were discussed last year.

A: We'll make sure to include a presentation on those investments. Some of these topics will also be covered in the Integrated Resource Plan (IRP), and there is additional detail available in the 10-Year Roadmap too.

Q: City Light has communicated Council will receive an introduction to the New Large Load Policy. Will the Review Panel have additional input on that draft before it is sent to Council?

A: The New Large Load Policy is now expected to move forward in the first quarter of 2026, following the transition to newly elected officials. The team will reconnect with the Review Committee in January 2026 to provide an update and gather additional input.

Q: Are these real rates or nominal rates in the May 2025 rate forecast? Is there an assumed inflation rate? What does this mean, will we need to go back to the drawing board on things we want to do and prioritize?

A: This forecast is nominal rates. If this were shown in real rates, they would be lower by the projected inflation rate. Yes, we will need to re-assess the cost estimates and prioritize items. And look at how to smooth out the rates so there is not a large jump in one year.

Q: Is the jump in rates in 2028 from the expiry of BPA contracts? How confident are we that 29.6% will cover the additional cost of energy?



City Light Review Panel Meeting Meeting Minutes

A: The increase is not related to the BPA contract. The team is currently completing the 2026 Integrated Resource Plan (IRP), and updated power costs will be incorporated once that analysis is finalized. The IRP provides a study and analysis framework, which is then used to develop an implementation plan for how Seattle City Light will procure future resources. Regarding the BPA contract, City Council has approved authorization to renew it. The team is currently reviewing the new contract and expects to sign it at the end of this month.

November Agenda. Topics likely to include a Q4 financial update and a strategic planning update

Adjourn. The meeting was adjourned at 10:53 a.m.

Next meeting: November 19, 2025, 9:00 – 11:00 a.m.

Continuous Improvement

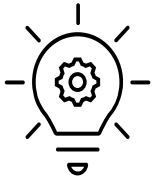
Services and Impact



Seattle City Light

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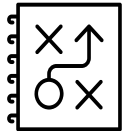
Why Continuous Improvement?



General Manager and CEO Dawn Lindell – CI is integral to achieving her vision of transforming City Light into a more agile, responsive, and efficient organization.



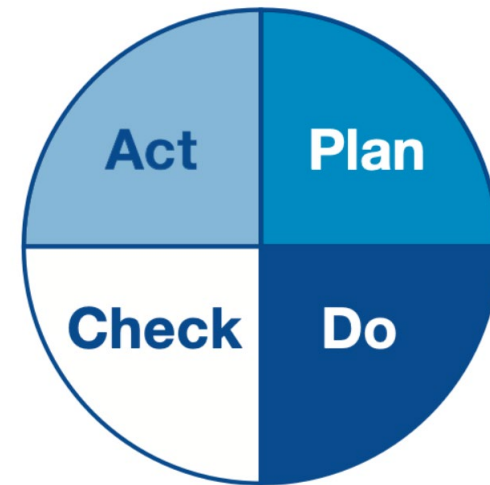
Customer feedback – residential and commercial customers have repeatedly voiced that the utility needs to be more responsive and deliver services more quickly.



Lean management – a proven management system, derived from Toyota, to continuously deliver rapid problem solving and improvements

What is continuous improvement?

A structured, repeatable process for solving problems, which leads to ongoing cycles of improvement.



Continuous Improvement (CI) at Seattle City Light

Vision: Within 10 years, 80% of teams routinely apply the SCL standard approach to problem solving and continuous improvement, which will enable us to deliver greater value to customers more quickly.

What is the standard approach to problem solving that we're striving for?

Whenever we see or hear of a problem, we pause and work through a cycle of questions to gain an accurate understanding of the problem and develop the correct countermeasures.

Continuous Improvement Services

1. Facilitate structured problem-solving

- Strategic focus: decrease timelines for new service connections, final construction bill, and first consumption bill.

2. Build Continuous Improvement capacity

- Strategic focus: establish a culture of continuous improvement

3. Improvement projects

- Strategic focus: time-sensitive leadership requests

4. Lean Enterprise Transformation

- Strategic focus: Developing Lean leaders (Sr. Mgr.+)

Decreasing wait times for new service connections and billing

2025 Executive Goals	Status as of October 2025
New service connections – 26 weeks from request to energization	Median: 36.3 weeks On-time rate: 23%
Final construction bill – 12 weeks from energization	September 2025 Median: 35.6 weeks
First consumption bill – 12 weeks from meter installation	Median: 4.6 weeks On-time rate: 99%

Financial Update



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September YTD

How are we doing?



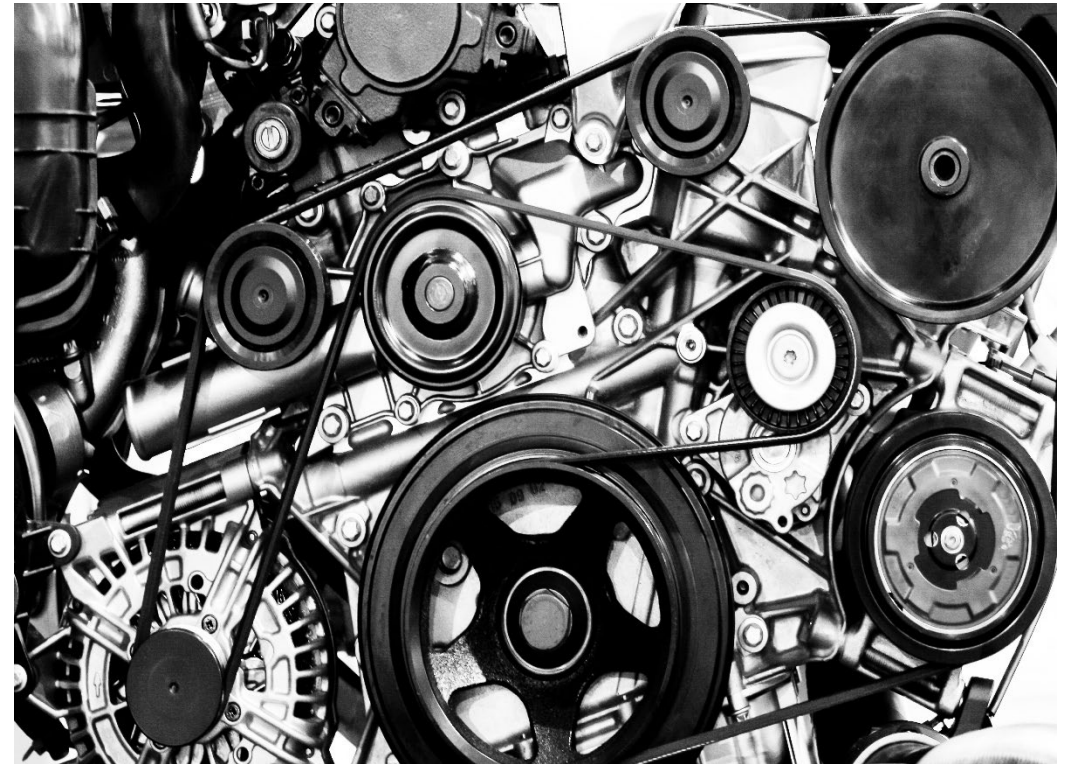
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So, how are we doing?

Many moving parts, but we are on track.

- Debt Service Coverage = 1.99
- Cash-funded CIP on plan
- Leverage is 57%
- Days Cash on Hand 182



If you want more information, you can find our monthly Financial Highlights report [here](#).

Financial Policies

Official Financial Policies (Resolution [31187](#))

- Rates set to achieve a Debt Service Coverage Ratio (DSC) of 1.80
- Over any 6-year CIP, 40% of expenditures funded by cash from operations.

Additional Financial [Targets](#)

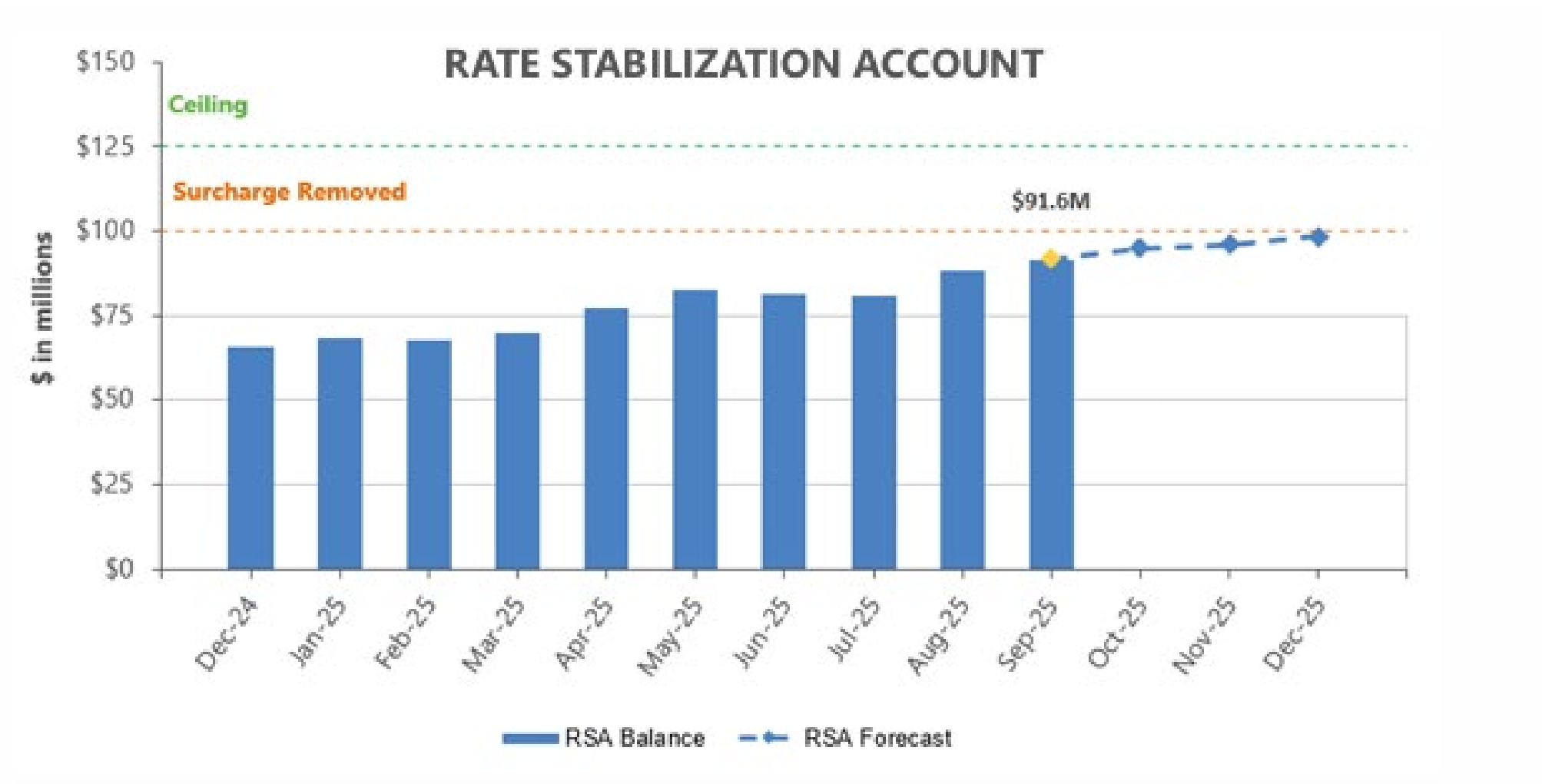
- At least 1.80 DSC and greater than 40% cash-funded CIP
- Debt to Fixed Asset Ratio (leverage) less than 60%
- Days Cash on hand greater than 150 days.

Debt Service Coverage

What is Debt Service Coverage?

- DSC measures how comfortably an organization's operating income can cover its loan payments.
- In other words: Are we making enough money to meet our loan payments *and still have a buffer*?
- SCL's 2026 Debt Service (principal and interest payments on outstanding bonds) is \$249M. So, we set rates to ensure we have at least \$448M of operating income. ($\$249\text{M} \times 1.80 = \448M)

Rate Stabilization



Looking Ahead

Strategic Plan and Rate Path



Seattle City Light



2026

	Residential	General Service				Downtown Network		Average
		Small	Medium	Large	High Demand	Medium	Large	
2025	4.3%	5.8%	6.0%	5.7%	4.4%	4.7%	6.8%	5.4%
2026	4.9%	5.8%	5.9%	5.2%	4.6%	5.9%	6.9%	5.4%

- 5.4% Average Increase
- BPA?
- RSA?

2026 What if.....

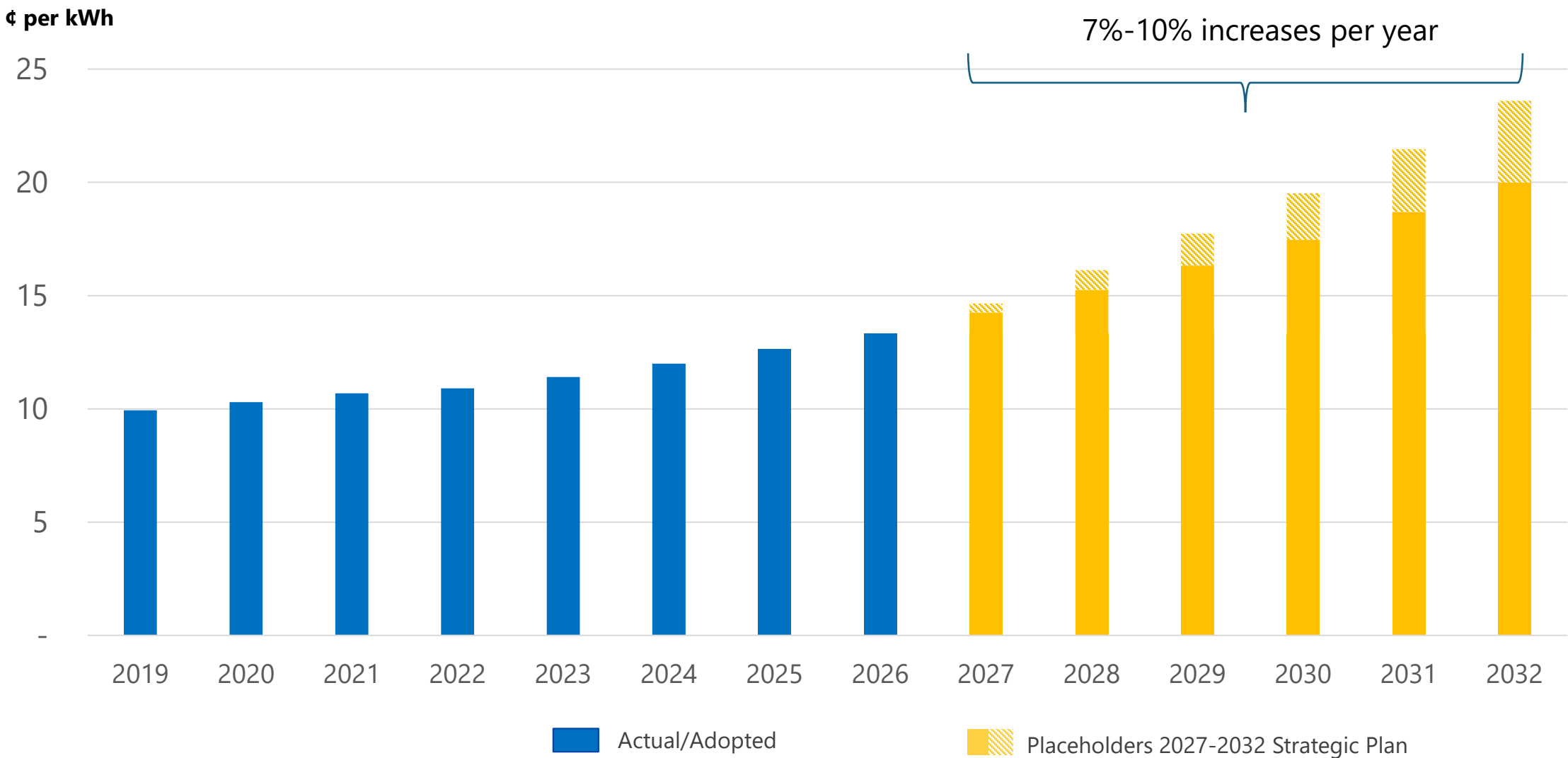
Example Monthly Bill Impacts with RSA Surcharge in 2026

Monthly Bills	kWh	2025	2026	Increase	%
Apartment- Non-Electric Heat	204	\$37	\$41	\$3.44	9.2%
Single Family Home- Non-Electric Heat	634	\$97	\$101	\$4.11	4.3%
Single Family Home- Electric Heat	841	\$125	\$129	\$4.43	3.5%
Car Wash	7,573	\$959	\$1,003	\$44.13	4.6%

Example Monthly Bill Impacts without RSA Surcharge in 2026

Monthly Bills	kWh	2025	2026	Increase	%
Apartment- Non-Electric Heat	204	\$37	\$39	\$1.87	5.0%
Single Family Home- Non-Electric Heat	634	\$97	\$97	\$0.24	0.2%
Single Family Home- Electric Heat	841	\$125	\$124	(\$0.55)	-0.4%
Car Wash	7,573	\$959	\$965	\$5.54	0.6%

Retail Rate Increases and City Light's Strategic Plan



THANK YOU



Seattle City Light

Mission, Vision, and Values

Mission

Seattle City Light safely provides our customers with affordable, reliable, and environmentally responsible energy services.

Vision

Create a shared energy future by partnering with our customers to meet their energy needs in whatever way they choose.

Values



Customers First



Environmental Stewardship



Equitable Community Connections



Operational and Financial Excellence



Safe and Engaged Employees



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2027 Strategic Plan Update

November 2025

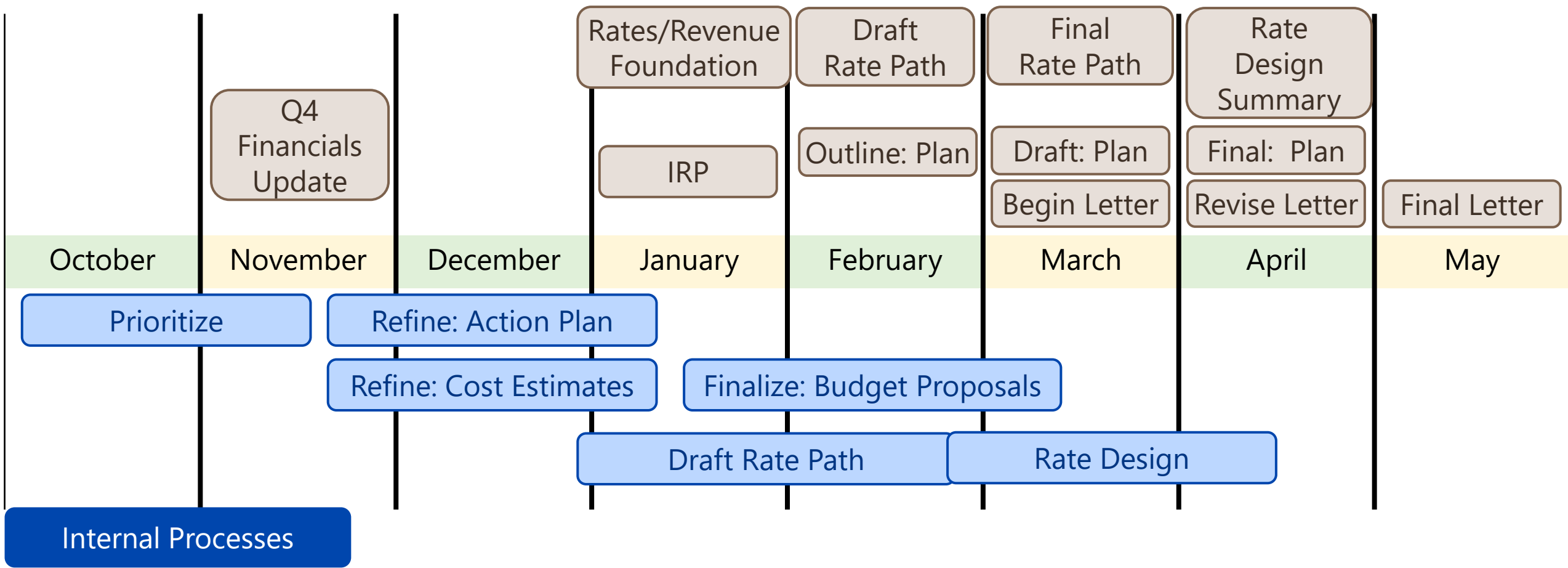


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Draft Workplan*

Review Panel Workplan



*Timing may shift 2

Strategic Roadmap: Current Work

✓ **Internal + External
Outreach & Engagement**

Including 250 staff across 6 sites & nearly 600 customers

✓ **Review:** Gauge level of coordination, alignment, and feasibility

✓ **Process Alignment**

Integrated budget and performance processes with strategy to ensure resourcing and accountability



❑ **Revise:** Bodies of Work are refined, including 10-year cost estimates

10-Year Utility-wide Strategic Planning

6 Key Focus Areas:

Determined by GM, Officers, & Directors

Ex. **Reliability** (w/ definition)
owned by **Dawn**

3-4 Outcomes per Focus Area:

Determined by GM, Officers, & Directors

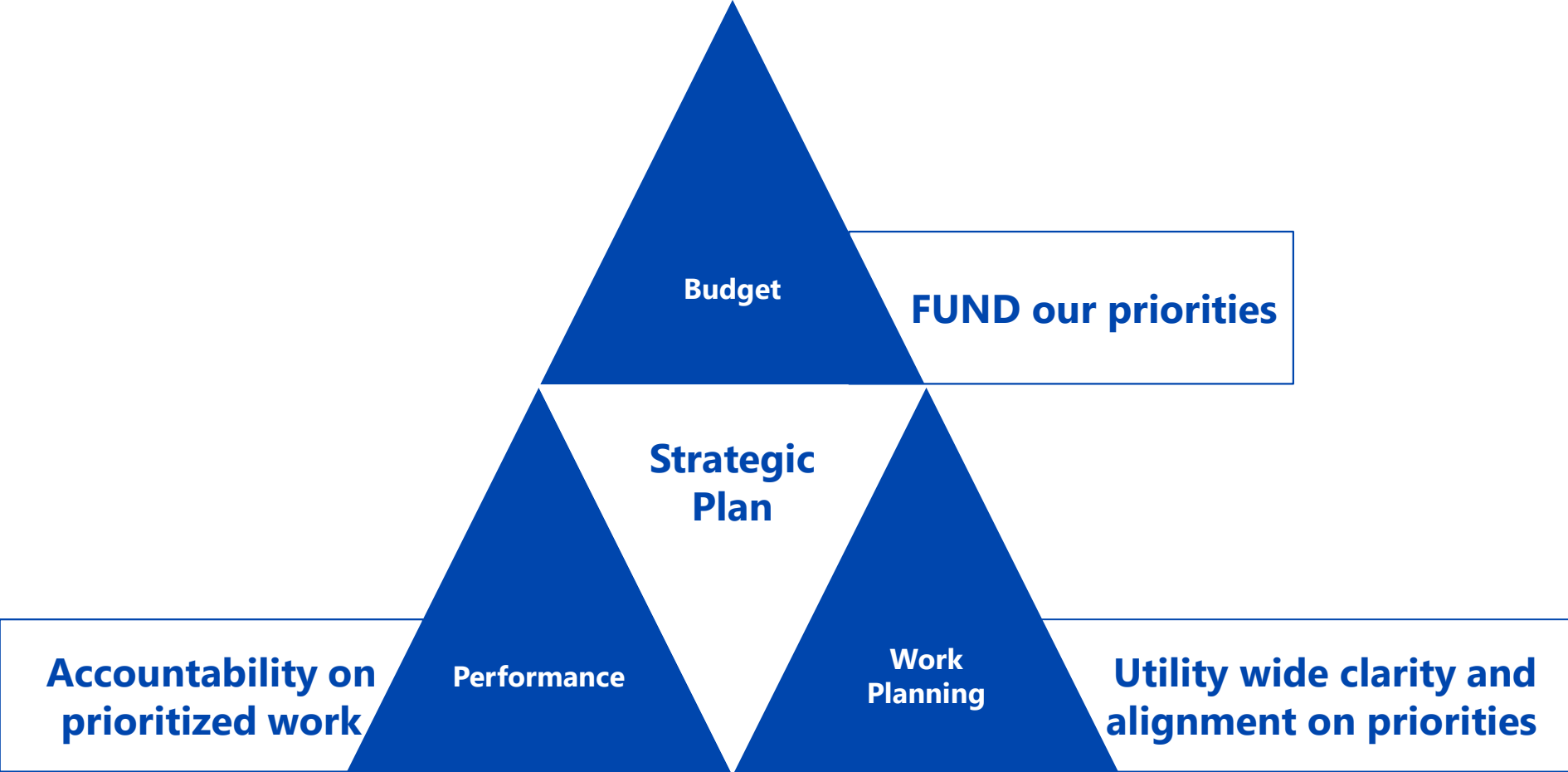
Ex. **Increase asset portfolio health** (w/ metric) owned by **Andy**

Strategic Bodies of Work (BOW):

Brainstormed by multi-channel summer work;
Determined by Officers & their Direct Reports

Ex. **Asset Data Management** (w/ definition) owned by **Tamara**

Building out Supports



THANK YOU



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