



CITY LIGHT REVIEW PANEL MEETING

Wednesday, October 21, 2026

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	
10 min	3. Standing Items:	
	a. Chair's Report	Leo Lam
	b. Review of agenda	Julie Ryan
	c. Action: Review & approval of meeting minutes of July 15, 2026	
	d. Communications to Panel	Angela Bertrand
20 min	4. General Manager Update	Rob Santoff
30 min	5. Utility Assistance Overview	Melissa Bookwalter
30 min	6. Service Connections	Inger Brinck
20 min	7. September Metrics	Joon Sohn
	8. Adjourn	

Next meeting: November 18, 2026

Draft Agenda Items: Regional Forecast Planning Initiatives, TESIP/EV Charging,



City Light Review Panel Meeting Meeting Minutes

Date of Meeting: JUL 15, 2026 | 9:00 – 11:00 AM - DRAFT
Meeting held in SMT 3204 and via Microsoft Teams

MEETING ATTENDANCE					
Review Panel Members:					
Bruce Flory	x	Kerry Meade	x	Oksana Savolyuk	x
Cristina Sima	x	Leo Lam	x	Ryan Monson	x
Joel Paisner	x	Louis Ernst		Toyin Olowu	
City Light:					
Rob Santoff Int. GM/CEO	x	Julie Ryan RP Facilitator	x	Leigh Barreca	x
Dennis McLerran Dep. GM	x	Carsten Croff	x	Maura Brueger	x
Angela Bertrand	x	Kirsty Grainger	x	Colm Otten	
Bridget Molina		Julie Moore	x	Joon Sohn	x
Brendan Armstrong		David Lodgson	x	Andrew Strong	x
Chris Ruffini	x	DaVonna Johnson	x	Sherri Rice	x
Tenzin Chokey	x	Mujib Lodhi	x	Carol Albert	
Other Attendees:					
Paul Menefee	x	Christie Parker	x	Eric McConaghy	x
Julien Loh (PSE)	x	Joe Dougherty (Kimley Horn)			

Welcome and Introductions. The meeting was called to order at 9:03 a.m.

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 June 17, 2026 Meeting Minutes. Minutes were approved.

Communications to Panel. The group discussed logistics for a possible September tour. There were no other communications to the panel

General Manager's Update. Interim GM Rob Santoff presented.

1. 2027 – 2028 Strategic Plan and Rate Ordinance



City Light Review Panel Meeting Meeting Minutes

The Strategic Plan Resolution passed full council on July 7th! This follows a presentation on June 17th to the Parks and City Light Committee and subsequent vote on July 1.

Now attention turns to the Rates Ordinance. Following the June 17th presentation that covered both pieces of legislation, committee members submitted questions that we responded to via memo and detailed presentation on July 1st. The Rates Ordinance, including changes to the RSA, Data Centers, and UDP, will be voted on by Committee this afternoon.

We anticipate that the Ordinance will go to full Council on July 21 for a final vote.

Again, thank you for your strong endorsement. You were a key part of making this process as smooth as it has been.

2. World Cup Success!

I have talked about our (5) 2026 priorities in the past. FIFA preparation and execution is one of the 5 priorities. I watched our whole utility come together for a common goal and we successfully completed the FIFA preparation and execution goal. We completed the FIFA events with no outages or incidents to the stadium area or watch party areas.

One of the teams that drove utility wide collaboration was our Emergency Management team. They brought all of our stakeholders, both internal and external, to the table and coordinating an activation and response mechanism that was executed beautifully. The lessons learned will allow the utility to expand it's emergency response capability to any hazards or planned events for the city and our communities.

We have an after-action review scheduled for later this month to ensure we use our success to improve for future event.

You'll hear more about FIFA later today from Sheri Rice one of our operations directors. Her presentation will focus on the work our operations teams did in collaboration with other groups.

Comment: Congratulations on an incredible job during FIFA.

3. Improved Summer Hydropower Outlook

We record-breaking December floods and a wetter-than-average winter, but mild temperatures still led to a snow drought. The Department of Ecology declared a drought for the fourth consecutive year.

However, thanks to high-elevation snowpack in the Skagit, "Pondaray", and Upper Columbia basins, and careful planning by our staff, our summer hydropower outlook is better than it has been at the start of the past few summers.



City Light Review Panel Meeting Meeting Minutes

Late June through early September is historically a challenging time as the combination of the lowest waterflow flows, heat waves that increase demand, and potentially volatile power markets requires careful planning and coordination.

We're entering this season prepared, through planned outage management at our generation facilities, a new large industrial load curtailment program, and leveraging our hydropower flexibility by using the reservoirs like a giant battery.

In the future, we plan to share our winter and summer readiness assessments with you.

4. New Trail in Pend Oreille County

On June 24, I participated in a ribbon cutting for the Salmo Passage Trail. This trail was completed in 2025 through a partnership with Colville National Forest as part of our efforts to provide more recreation opportunities under the Boundary Hydroelectric Projects licensing agreement.

It is a 9.6 mile long hiking and mountain biking trail that connects the norther Peewee Falls Overlook to the southern Riverside Canyon Overlook. The trail was named the Salmo Passage Trail to reflect the fact that it traces a portion of the journey the Kalispel people took to reach the Salmo River from the present-day Cusick area.

The Salmo Passage Trail is one of many projects City Light has completed within the Boundary Project area to provide new and enhanced recreation opportunities. We've renovated amenities at the Forebay Recreation Area, Metaline Park, Mill Pond Historic Site, and Mill Pond campground. We've added new boat-in campsites, hiking trails, overlook areas, and portage around Metaline Falls.

We've long been dedicated to stewardship and sustainability and are proud to help enhance natural and cultural resources and expand recreational opportunities so everyone can enjoy the scenic beauty of the Boundary Reservoir.

5. Deputy General Manager Dennis McLerran added that a Boundary License amendment is going to Council next week that improves ecological outcomes by enhancing native salmonid recovery and provides over \$110M in cost savings. This was developed in partnership with the Kalispel Tribe and improves operational efficiency at Boundary

Workplace Culture DaVonna Johnson presented. Key points included:

- Extensive work has been done to support employees and workplace culture, including executive leadership development, alignment on mandatory reporting and anti-harassment & anti-discrimination training, strengthening accountability frameworks, and expanding workforce training pipelines.



City Light Review Panel Meeting Meeting Minutes

- More work is underway to further expand support for our employees, including a refresh of workplace expectations training, building a positive safety culture, standardization of technical training, and new people leader orientation.
- Together this is building a foundation for more intentional and lasting culture change through setting and communicating expectations to leaders and employees. We've already seen a shift through increased productivity, better customer service, and a reduction in recordable injuries and lost days from 112 in 2016 to 33 in 2025.
- We recognize culture takes constant work, and we are committed to maintaining this momentum.

Comment: I'm really impressed with the metrics you shared. The percent of reviews completed is such an important metric.

Q: How can the Review Panel support SCL's workforce training programs and initiatives?

A: Sharing your knowledge and experience from organizations you work in would be of interest to City Light. I would be interested in hearing anything you think would be helpful to us.

Q: I'm very impressed. You've made great strides, particularly around the intern to assistant engineer pipeline. How is the apprentice pipeline?

A: We have a very successful apprenticeship program. Right now we are focused on increasing the number of journeymen to allow for more apprentices. We're required to keep a ratio of 3 journeymen for each apprentice. And there is an international shortage of lineworker journeymen so we are competing for that staff. Our dense urban environment adds to the challenge. In a year with heavy recruitment efforts, we were able to add 12 – and that was a banner year.

Q: Can you provide a quick summary of compensation levels for apprentices?

A: Apprentices start at approximately \$55 per hour, and upon graduating make around \$100/hour. The average total earnings for a graduate, including overtime, can reach around \$300,000 annually. It's a very lucrative field especially in public sector. We have excellent benefits, with many staff grateful they are locally based and are able to be with family at the end of the day.

FIFA Wrap Up Sheri Rice presented, materials are in the packet.

Q: What a feel-good story! Congrats to SCL!



City Light Review Panel Meeting Meeting Minutes

A: The entire City of Seattle worked towards this goal. It is a big win for the city!

Comment: You may want to create a video to deliver a positive message and feature it in a blog post for recruiting.

A: Yes – we may look into developing a video to highlight positive achievements, showcase workforce culture, and support recruiting efforts, and it can be paired with a blog post to broaden reach and engagement.

Below are illustrative posts:

- Instagram: [Seattle City Light \(@seacitylight\)](#) • Instagram reel
- Facebook: [4.4K views | Reel by Seattle City Light](#)
- LinkedIn: [City Light pitched in to prep Seattle for the FIFA World Cup 2026™ | Seattle City Light](#)
- YouTube: <https://youtube.com/shorts/j2u5EG6mkmo?si=BQHnKZ8dbpTSpTUA>

Mid-Year Financials Update Carsten Croff presented, materials are in the packet.

Q: What were SCL's Bond ratings (from S&P and Moody's)?

A: S&P reaffirmed the AA rating with a stable outlook in June 2026. Moody's also kept its Aa2 rating and stable outlook, confirming it again during recent major bond issuances. Here is our City website on bond sales and credit ratings: [Investor Relations - Investor Relations | seattle.gov](#)

Q: Can you explain the dotted line in the graph for "surcharge removed"? It didn't come off until April.

A: After the balance reaches the dotted line, we have three months to remove the surcharge. We exceeded that amount in December, so the surcharge was removed in late March.

Strategic Plan Retrospective Angela Bertrand presented, materials are in the packet.

The panel was generally pleased with the process and noted a stronger connection to the process and City Light team in this recent strategic plan cycle.

Two members noted the SWOT exercise was helpful, allowing them to represent the views of their constituents. And a member noted that the large load policy is an important topic here in Seattle, as well as across the country, and the RP would like deeper conversations on this.



City Light Review Panel Meeting Meeting Minutes

Review Panel members shared ideas for improvement, including ensuring materials were sent out ahead of meetings, clarifying the ask of the panel for each presentation, and allowing for panel teambuilding opportunities.

September – no formal Review Panel meeting will be scheduled, but there will be a tour of City Light facilities.

Next Meeting. October 21. Agenda topics will include Service Connections, Utility Assistance, Time of Use, Metrics

Adjourn. The meeting was adjourned at 10:57 a.m.

Utility Assistance Update

Melissa Bookwalter

10/21/2026

Presentation Type:

LEARN



Seattle City Light

Today's Objective:

Learn more about utility assistance to help utility bills remain affordable for the most energy burdened households.



Seattle City Light

Residential Bill Assistance Today

Utility Discount Program (UDP)

Ongoing **60% discount for SCL customers** and 50% discount for SPU customers for future bills.

Available to households up to 70% SMI

\$51M in benefits annually
Serves ~42,000 customers

SCL's Emergency Bill Assistance Program (EBA)

Up to \$1420 in assistance per year for households with children

\$710 for households without children

\$4M benefit annually
Serves ~6,000 customers

Available to households with **incomes up to 80% SMI**

(\$76,548 for a 2-person household in 2026)

Available to households with **incomes up to 80% AMI**

(\$105,408 for 2-person household in 2026)

SCL's Project Share

Funded by customer donations

Provides a **\$250 bill credit**, once per calendar year

\$800K benefit annually
Serves ~2,300 customers

Values and Approach for Utility Assistance



City Light serves different customers with different needs.

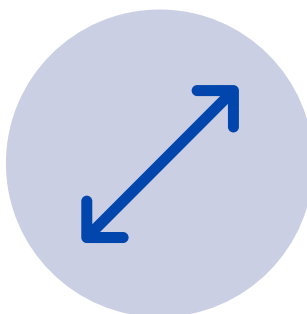
We serve both **renters and owners** within Seattle and in the Franchise Cities.



Customer needs have changed, our UA benefit model needs to adapt. With the push to electrification, customer demand for our utility has increased.



As rates increase and load grows, we need a more sophisticated and outcome-drive program. Washington State has clearly defined our **north star** – ***ensure that no customer is energy burdened greater than 6% of annual household income.***



Maintaining a one-size fits all approach will over provide for many customers, thereby raising costs (\$10M = 1% rate increase) ***for all.***

Current State: Success Increasing Enrollment

- **42,000** enrolled in Utility Discount Program *meeting our 2026 goal to increase enrollment by 10% by Q3*
- **30,000** applications for UDP and Bill Assistance *received and processed*
- **1,450** enrolled via affordable housing partnerships *making it easier for customers leveraging income already verified from another source*
- **39%** participation rate *up from Q4 32% of eligible customers at 70% SMI*

Connecting with Community

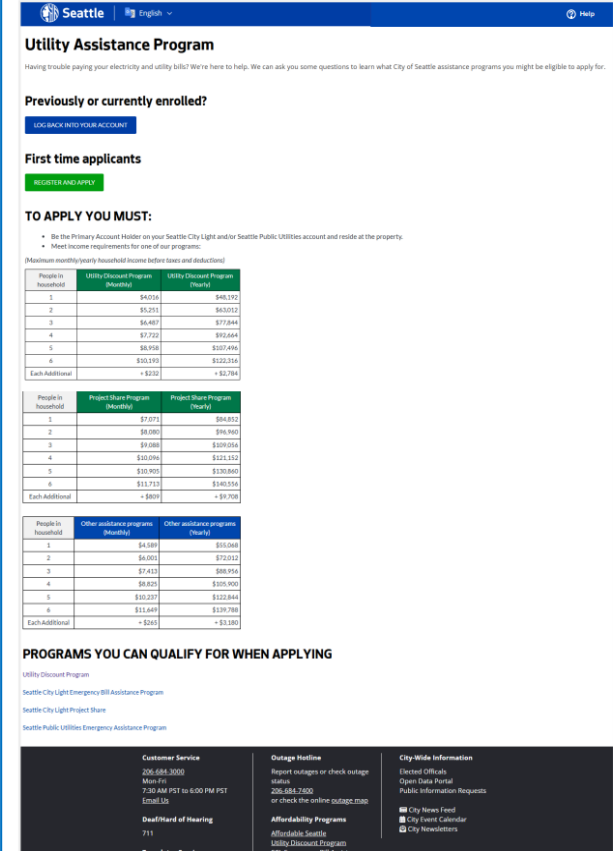
- **120+** events in 2026
- **2x** the events we did in 2025
- **14** HSD Community Connectors
- **Expanded** in-language enrollment support



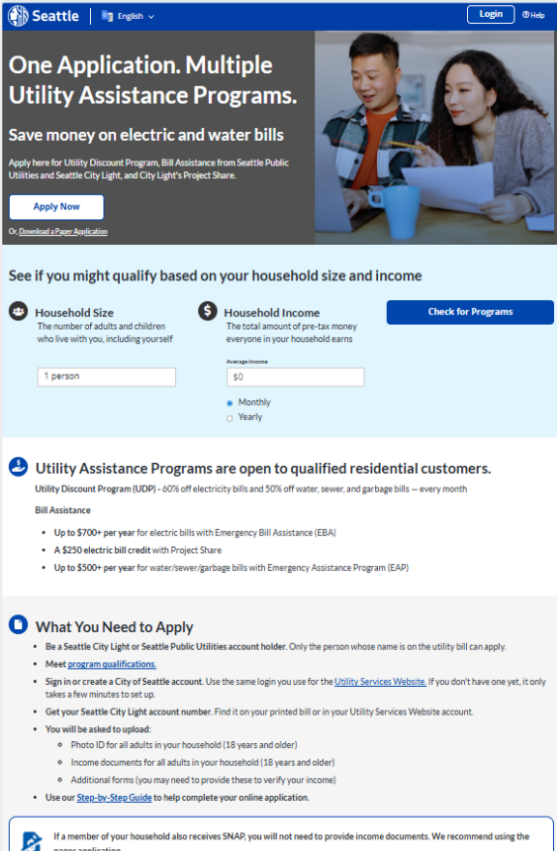
Removing Barriers for Customers

- Improving online application UAPA landing page UX
- Data informed policy changes *ex. senior only households ages 65+ remain on UDP*

Before



After



Future State: Summary of Expanded Utility Assistance

Utility Discount Program

Expand eligibility from 70% SMI to 60% AMI

- Continues SCL 60% and SPU 50% bill discounts
- Increases eligible population **by 28%**
- Provides an **additional ~\$19M** in annual bill discounts

Emergency Bill Assistance

Expand eligibility from 80% SMI to 80% AMI

- Increases eligible population **by 50%**
- Provides an **additional ~\$4M** in assistance annually

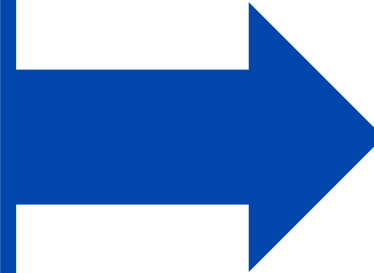
Project Share

Eligibility remains up to 80% AMI

- Provides an **additional ~\$1M** in assistance annually

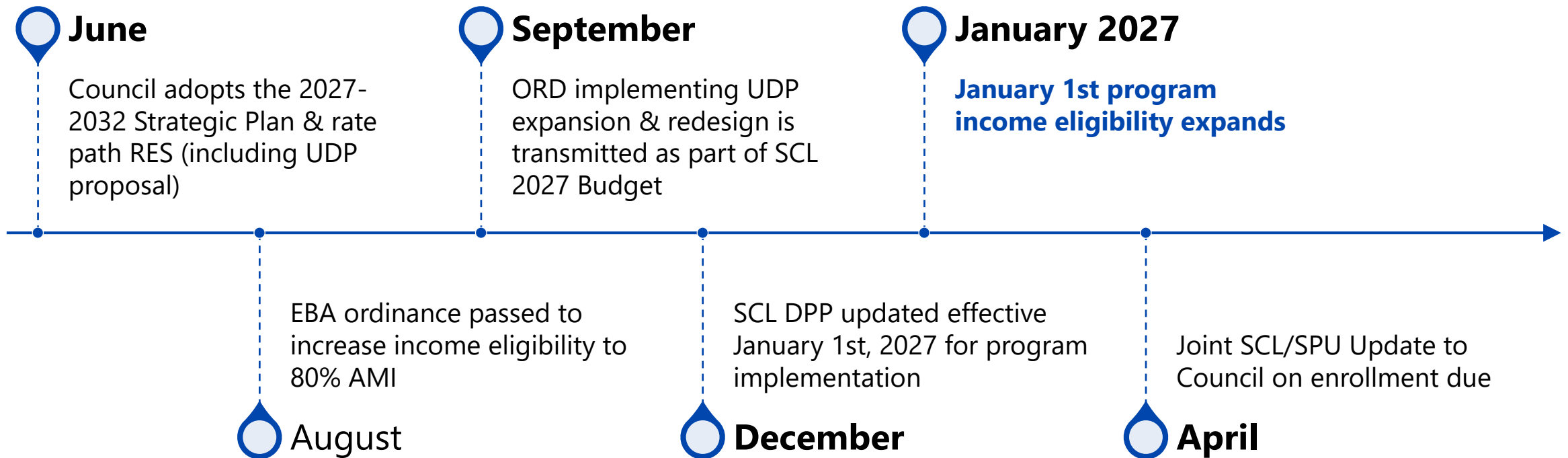
Program changes effective January 1st, 2027

- *All* households receive benefit equal to last two bi-monthly bills up to \$1420 annually
- Maximum annual assistance fully applied when application is approved
- No past due balance required

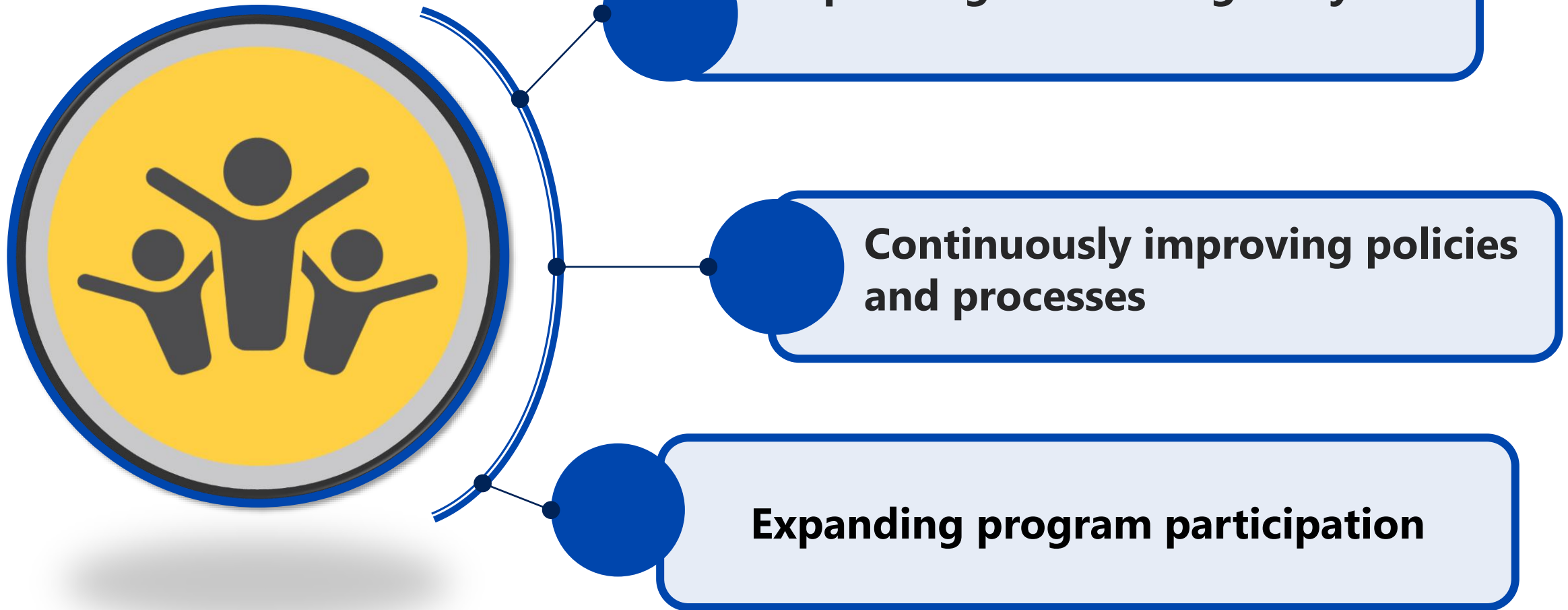


- Adapts for energy burden out of customer control (ex. Renter in older building with electric heat, senior in larger single-family home).
- Lowers administrative burden by giving customer assistance up front instead of applying many times each year.
- Reduces customer effort with reapplying after denial
- Aligns with current SPU emergency assistance program policy

2026-2027 Key Milestones



Conclusion



Questions?



Seattle City Light

THANK YOU



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Reducing Service Connection & Billing Times

Inger Brinck, Sr. Manager, Continuous Improvement

Jessica Kenyon, Data Scientist and Sr. Manager, Data Analytics and Quality Assurance

October 21, 2026

Presentation Type:

LEARN



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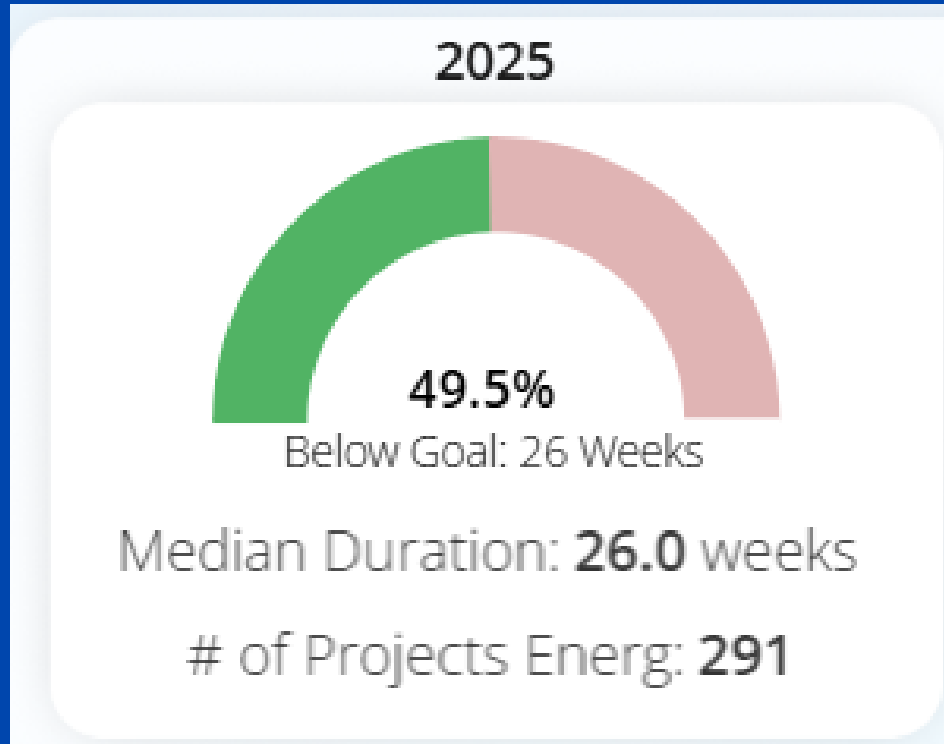
Today's Objectives:

Provide updates on active improvement efforts and new data reporting capabilities to reduce service connection times and improve process quality and customer experience.

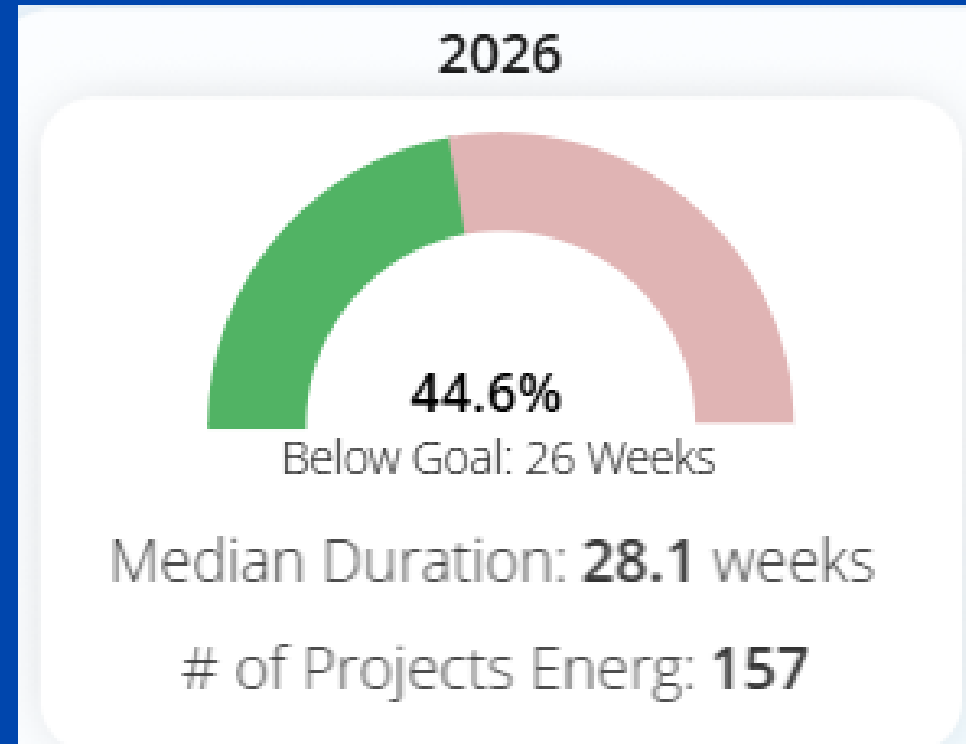


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Median connection times for non-engineered projects

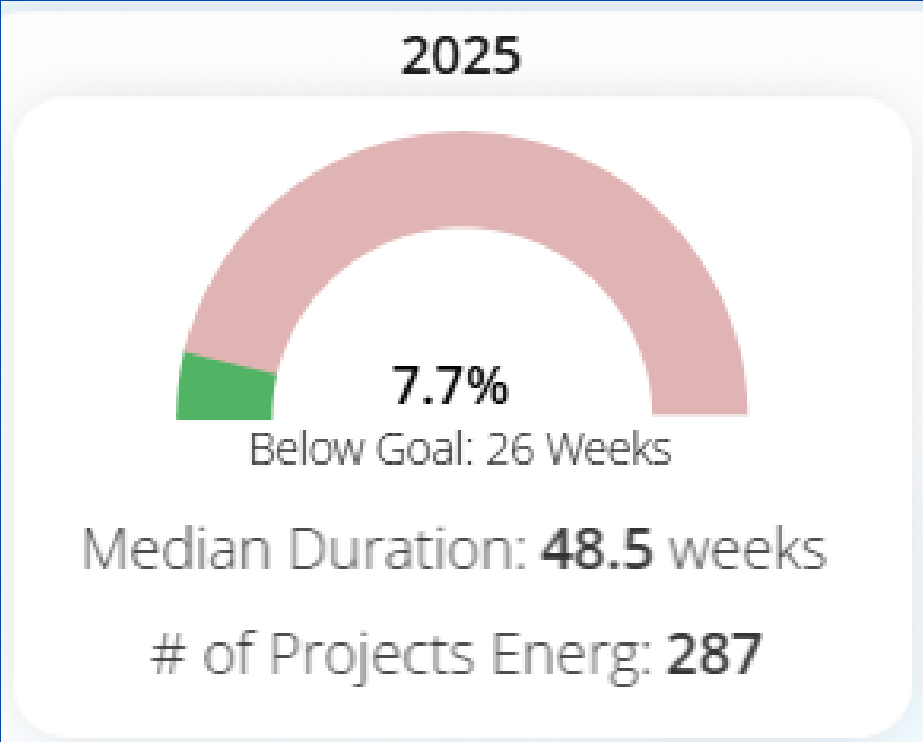


January 1, 2025 – December 31, 2025

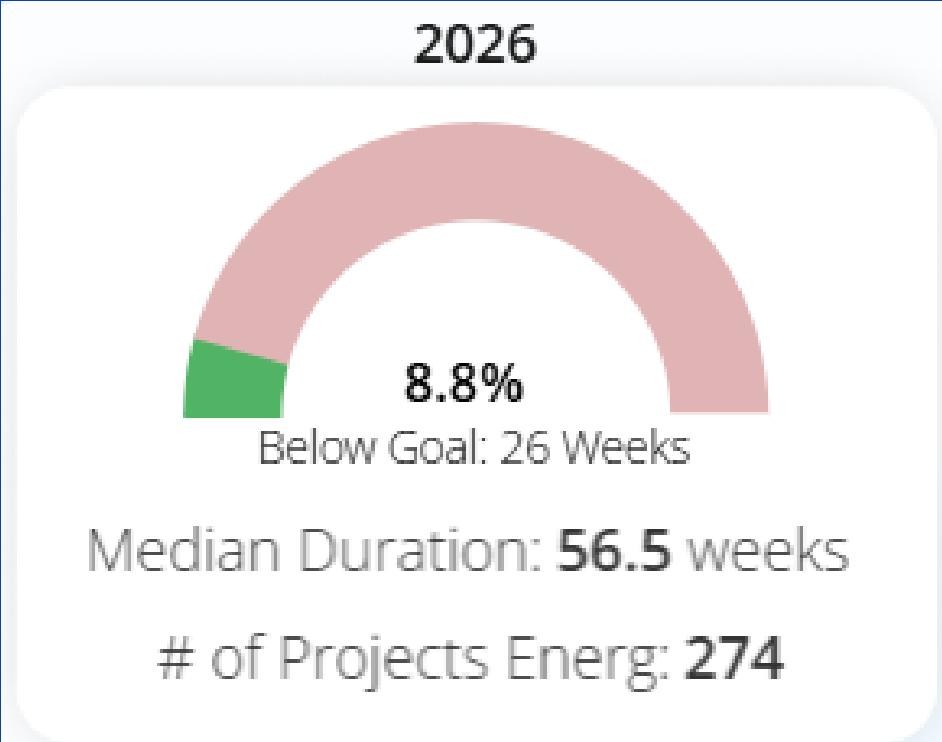


January 1, 2026 – August 31, 2026

Median connection times for secondary engineered projects



January 1, 2025 – December 31, 2025



January 1, 2026 – August 31, 2026

SCL Goal: Reduce median lead time for new electric service to 26 weeks

Customers are frustrated by different aspects of the new electric service process. In response, the utility set a goal to reduce lead times for service connection and billing. We're pursuing many improvements to customer experience – these are a few.

Customer pain points	Countermeasures	Status
Unclear about which meter equipment and configurations are acceptable – can result in costly rework and delays of 4+ weeks.	• Improved communication to customers • Improved the EUSERC Acceptability Page • Updated Meter Standard 1553.03 • Added meter requirements to Early Design Guidance meetings and notes. • <i>In process:</i> Developing new learning resources for Electric Service Reps.	Completed.
Service Construction Agreement for Time & Material jobs is unclear, causes delays.	• Developed new agreement.	Expected completion date (ECD): November
Time to complete engineers' designs for simple services.	• Developing decision tree for engineers to streamline and speed up design process.	In process. ECD: March 2027

Service Connection Timeline Problem:

60% of customer applications for new service require rework, delaying their projects by ~two weeks.

Countermeasure:

Develop a checklist to help customers submit successful applications the first time. Expected launch: January 2027. We have also begun procurement process for a new application system.

SR's Requiring Customer Corrections.

SR Service		SR Number	SR Status	Phase
Area Group	Area			
All Solar	89	Christianson, P.	ACTIVE	145 CUST CORR PENDING
North	26	Booth, D.	CREATED	145 CUST CORR PENDING
Commercial	28	Kamimae, T.	CREATED	145 CUST CORR PENDING
			CREATED	145 CUST CORR PENDING
			CREATED	145 CUST CORR PENDING
			CREATED	145 CUST CORR PENDING
			CREATED	145 CUST CORR PENDING
			CREATED	145 CUST CORR PENDING
	30	Gomez, D.	CREATED	145 CUST CORR PENDING

Problem Code	ESR Comments	Phase Duration
INST PROD	Needs wire exchange & m..	30-59 Days
AM/PM		180+ Days
INST NEW		30-59 Days
REWIRE ADD		30-59 Days
REWIRE NAL		30-59 Days
REWIRE ADD		0-13 Days
SYS MOD		30-59 Days
SYS MOD		60-89 Days
INST NEW		0-13 Days

Service connection quality problem:

Customers do not always know when SCL crews will be onsite.

Countermeasure 1:

Created new dashboard to enable SCL Service Reps to provide customers with better information.

WO Number	WO Task	Task Status	ESR	Crew Group	Assigned to:	Days Since Assignment	Current Phase	Days Since Phase
2001839	02	ACTIVE	Null	S_PD	KLEEBAUER	11	CREW ASSIGNED	11
2001839	03	ACTIVE	Null	S_OHL	KLEEBAUER	11	CREW ASSIGNED	11
2001839	04	ACTIVE	Null	S_PS	KLEEBAUER	11	CREW ASSIGNED	11
2003449	02	ACTIVE	Null	CONTR			READY FOR SCHEDULING	11
2410319	06	ACTIVE	Dennis Dolezal	METER			COMPLETE	11
			Frances Amoras..	METER			COMPLETE	11
2410319	08	ACTIVE	Dennis Dolezal	METER			COMPLETE	11
			Frances Amoras..	METER			COMPLETE	11
2502502	02	ACTIVE	Taylor Enck	S_OHL	WARD	11	CREW ASSIGNED	11

Goal: Improve billing and collections for Time & Material (T&M) projects.

Summary of projects to decrease lead times for T&M invoicing and collections.

- 1. Customers of T&M projects are frustrated with our final billing process. To address their pain points:**
 - Launched a new invoice cover letter that provides a comparative breakdown of the original estimate and final bill.
 - Launched a dedicated phone number and email for T&M bill assistance.
 - Contacting T&M customers one week after issuing their final bills.
- 2. To increase the collection rate on T&M final bills:** Launched a new payment plan service. One customer signed up within the first two weeks of launch.
- 3. To reduce engineers' time spent reconciling final bills:** Developed new resources and FAQs to address common questions and pain points.
- 4. To shrink the gap between initial estimates and final bills:** Field Ops and Engineering will conduct more joint prelim site visits.

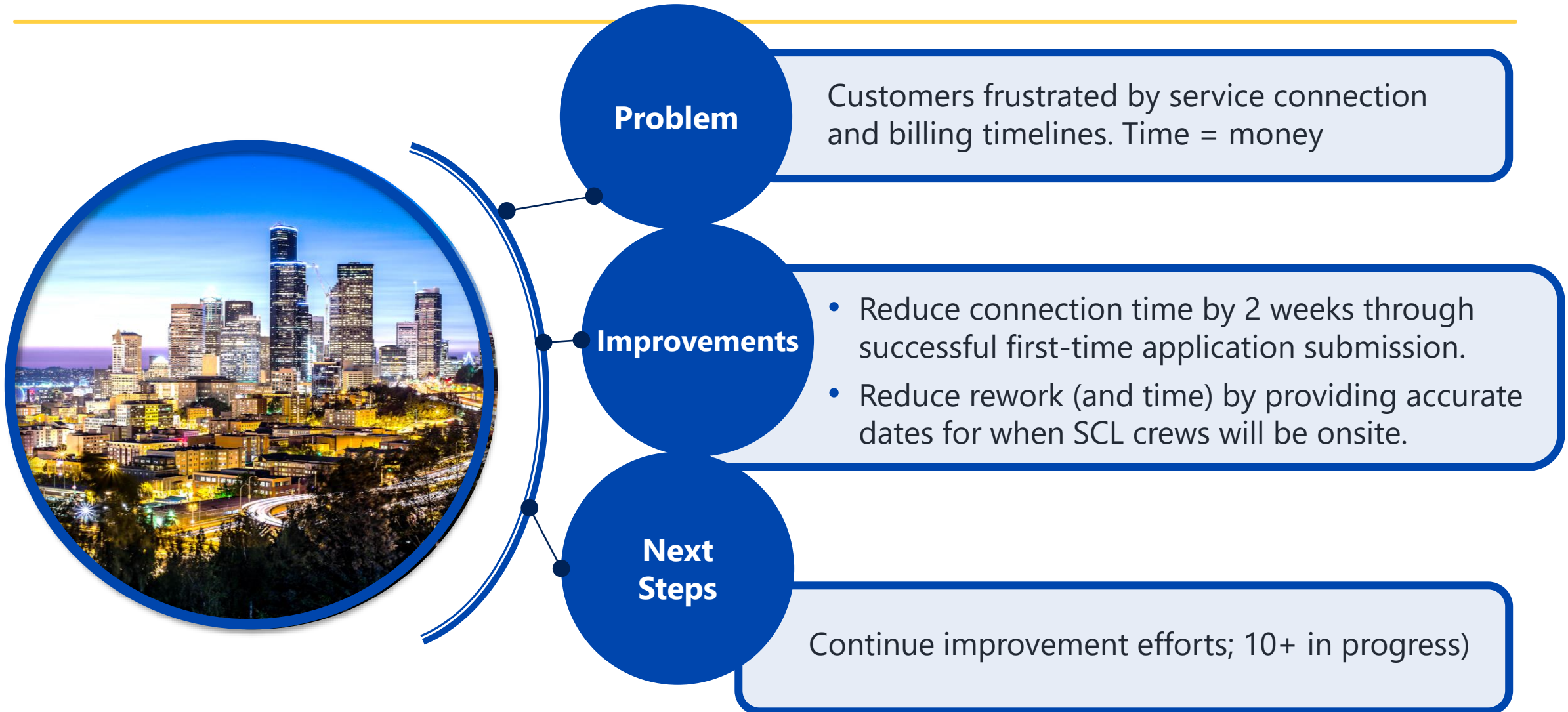
Enabling online payments for SCL construction bills

- **Customer pain point:** could not pay online with credit card or check for SCL construction bills. Options were to call a cashier and pay over the phone or physically visit a Service Center to pay in person.
- **Countermeasure: Started a proof of concept to** migrate rewire billing from PeopleSoft to the Customer Care and Billing (CCB) system in April 2026.

The Results

- As of October 1, Customer Engineering successfully created accounts and generated charges for more than 1,700 service requests.
- Billed a total of \$1.7 million and received \$1.3 million in payments.
 - 89% of payments were made online
 - Payments range from \$300- \$16k
 - \$400k in outstanding payments due
- This effort provides a strong foundation for evaluating the long-term potential of fully transitioning all construction billing charges to CCB.

Conclusion



Questions?



Seattle City Light

THANK YOU



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Quarterly Metrics Review

Joon Sohn

October 21, 2026



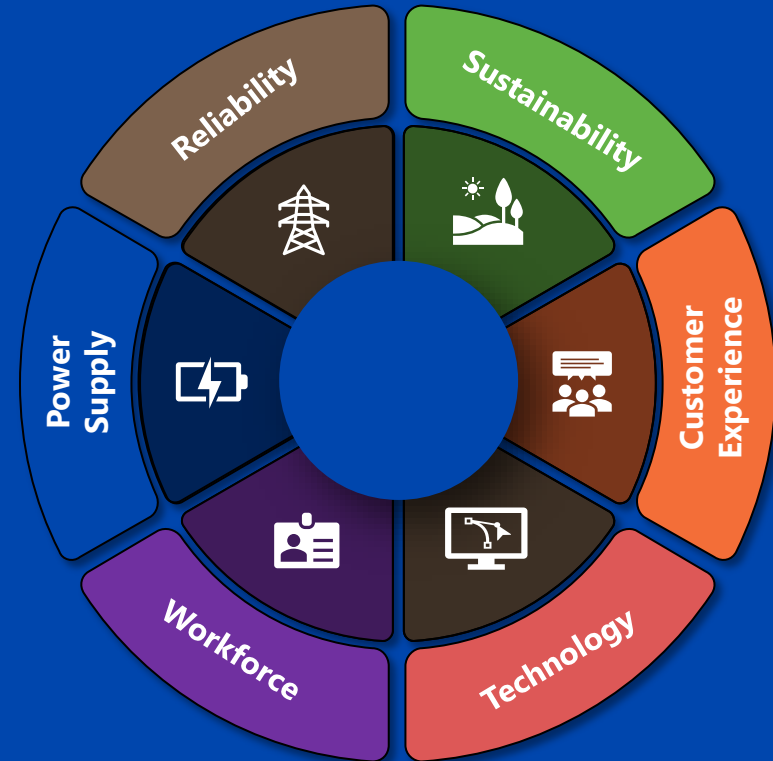
Seattle City Light

Presentation Type:

LEARN

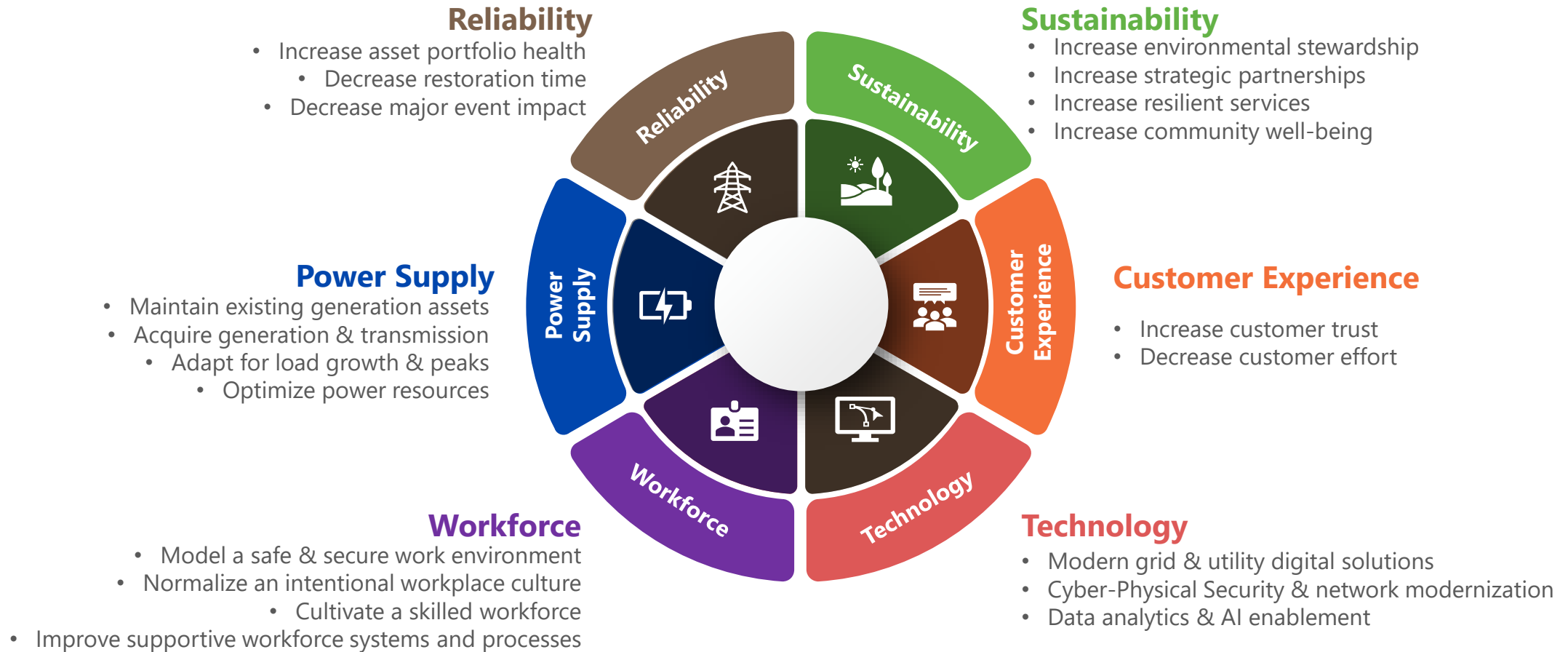
Today's Objective:

Introduce how SCL uses data to track our progress and demonstrate our commitment to key focus areas



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City Light Focus Areas & Outcomes



Executive Dashboard



Seattle City Light

EXECUTIVE OUTCOMES DASHBOARD



RELIABILITY



POWER SUPPLY



CUSTOMER EXPERIENCE



SUSTAINABILITY



WORKFORCE



TECHNOLOGY



CAIDI

Rolling* Average
107.6 MINS

▲ 3.3 Last Month
▲ 34.9 Target

September 2026

MAJOR EVENT CAIDI

Coming Soon

ASSET MAINTENANCE

YTD Completion Rate
58%

▲ 33% Last Month
▼ 42% Target

August 2026

RESOURCE ADEQUACY

Nameplate Capacity
0 MW

Additional Need
1,875 MW

2026 Q2

DSMPA

Monthly Savings
0.90 AMW

▼ 0.33 Last Month
▲ 0.14 EE Target
▼ 2.74 CR Target

August 2026

DREM

Monthly DREM
0.30

▲ 0.0 Last Month
▲ 0.3 Target

September 2026

GENERATION ASSETS

Coming Soon

BRAND TRUST

Quarterly Score
747.0

▲ 24.0 Last Quarter
▼ 11.0 Target

2026 Q2

EASE OF DOING BUSINESS

Quarterly Avg. Score
587

▼ 32 Last Quarter
▼ 19 Target

2026 Q2

SERVICE CONNECTIONS

[Link To Service Connections Timeline Dashboard](#)

T&M ISSUANCE AND BACKLOG

YTD Combined Completion
43%

August 2026

ESA LAND ACQUISITION

YTD Total
57.00 ACRES

▲ 18.3 Last Quarter
▲ 19.5 Target

2026 Q3

CAR PRIORITIZED LIST

UDP STATS

Customer Participation
41,955

▲ 137 Last Month
▲ 1,291 Target

August 2026

TRIR

Monthly Rate
2.37%

▲ 0.3% Last Month
▲ 2.4% Target

August 2026

UNAUTHORIZED LWOP

Number of Employees
26

▲ 1 Last Month

August 2026

MANDATORY TRAINING COMPLETION RATE

Avg. Completion Rate
70.5%

August 2026

TIME TO RESOLVE EMPLOYEE ISSUES

Monthly Rate
91.7%

▼ 8.3% Last Month

August 2026

LWR

Monthly Rate
228 WORKDAYS

▼ 25 Last Month

August 2026

TECH PROJECT STATUS



NOTES
* Rolling average over 12 months

LEGEND

- ▲ Increase in Margin
- ▼ Decrease in Margin
- Favorable
- Unfavorable

OPERATIONS DASHBOARD

Reliability Metrics - Monthly Overview

Note: Planned outages, storm-related outages, and flickers are excluded.

Data Source: Dispatcher Logging System (DLS)

Last Refresh: 9/28/2026 5:32:51 AM

Workbook Connection Type: Extract

Workbook Last Refresh: 9/28/2026 7:39:48 AM

Workbook Refresh Schedule: Every Monday at 6AM

KPI Rolling 12 Months

SAIDI

SAIDI
114.3 ▼

SAIFI

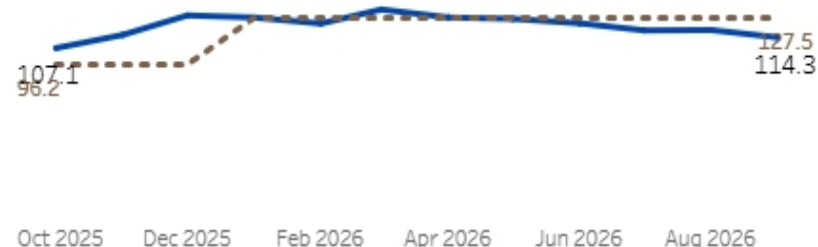
SAIFI
1.06 ▼

CAIDI

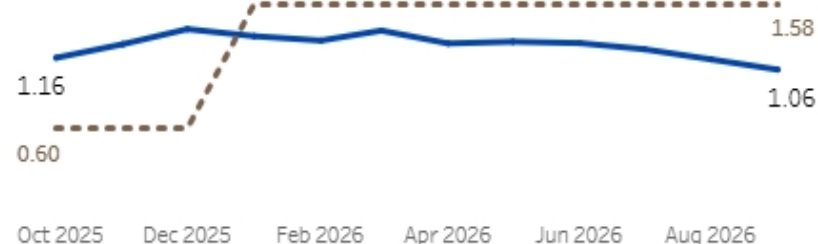
CAIDI
107.6 ▲

Rolling 12 Months 10/1/2025 to 9/28/2026

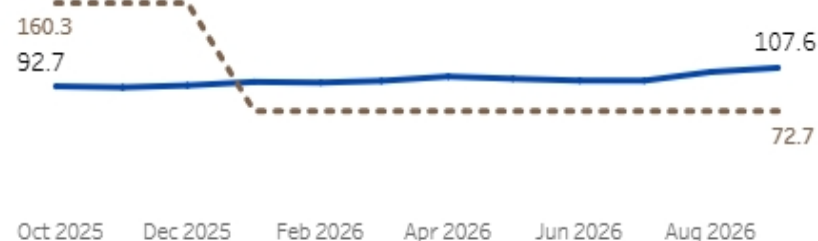
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Oct 2025 Dec 2025 Feb 2026 Apr 2026 Jun 2026 Aug 2026



Oct 2025 Dec 2025 Feb 2026 Apr 2026 Jun 2026 Aug 2026

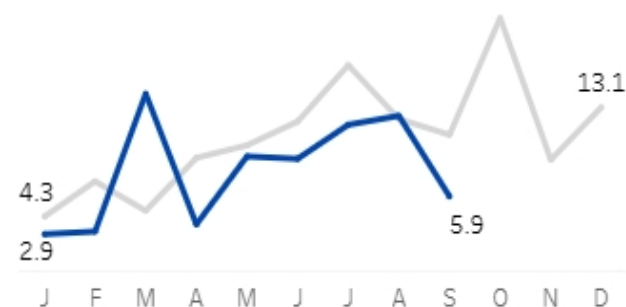


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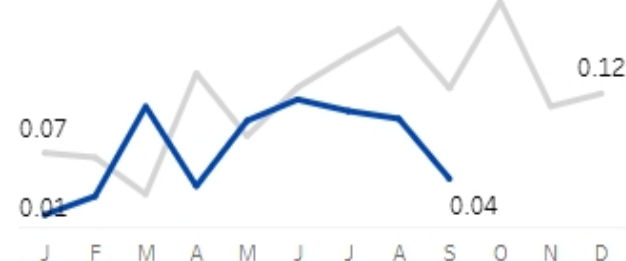
■ CAIDI - Rolling 12 Months ■ Target CAIDI

Month-Over-Month Comparison

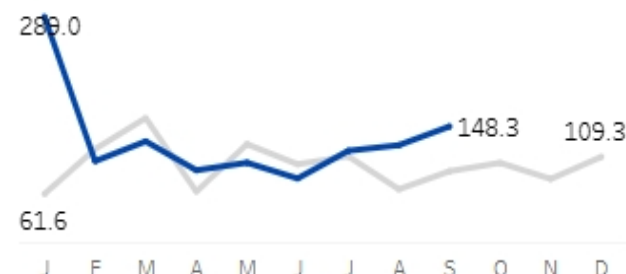
Hover over a point to see more details.



J F M A M J J A S O N D



J F M A M J J A S O N D



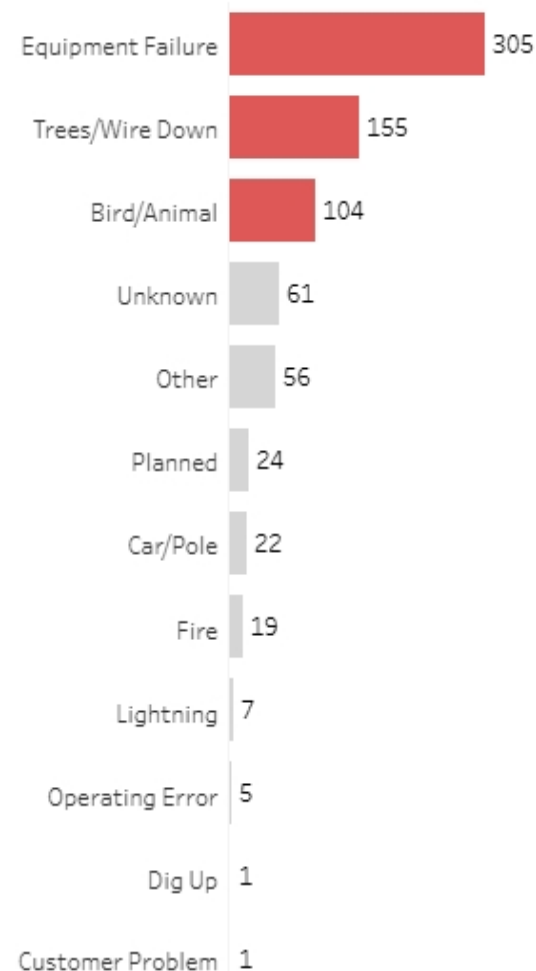
J F M A M J J A S O N D

■ Current Year ■ Previous Year

Top 3 Causes

10/1/2025 to 9/28/2026

Hover over the bars to see more details.

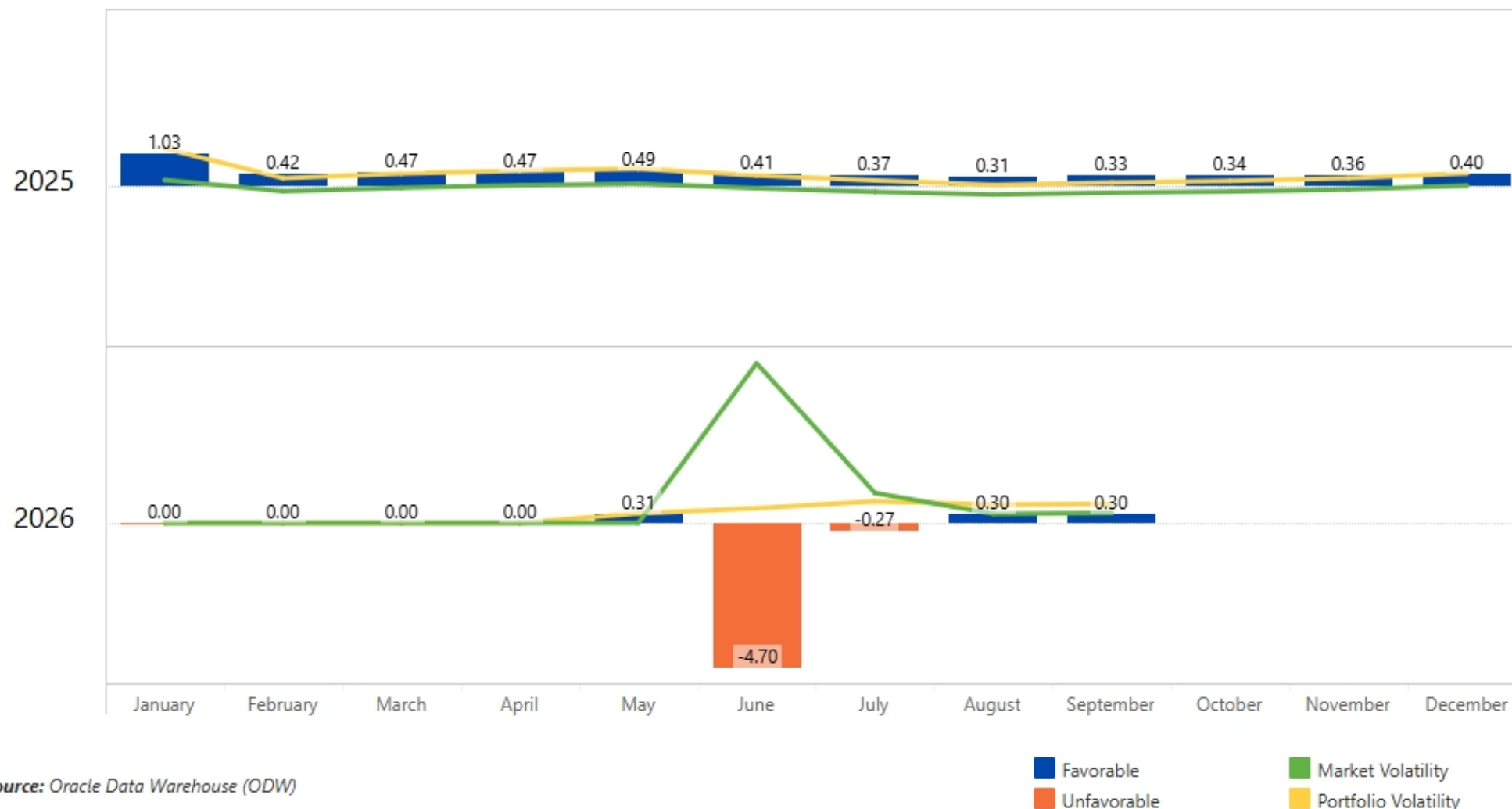


DOWNSIDE RISK EXPOSURE



YEAR-OVER-YEAR YTD DREM BY MONTH

Comparing the last 2 years



Source: Oracle Data Warehouse (ODW)



**Optimize Power
Resources**

METRIC INTENT

Reduce volatility in power supply costs

RELATED REPORTS

- [DREM Dashboard](#)
- [Financial Highlights](#)

CONTACTS

Siobhan Doherty | Outcome Owner

Raman Vishwanathan | Business Owner

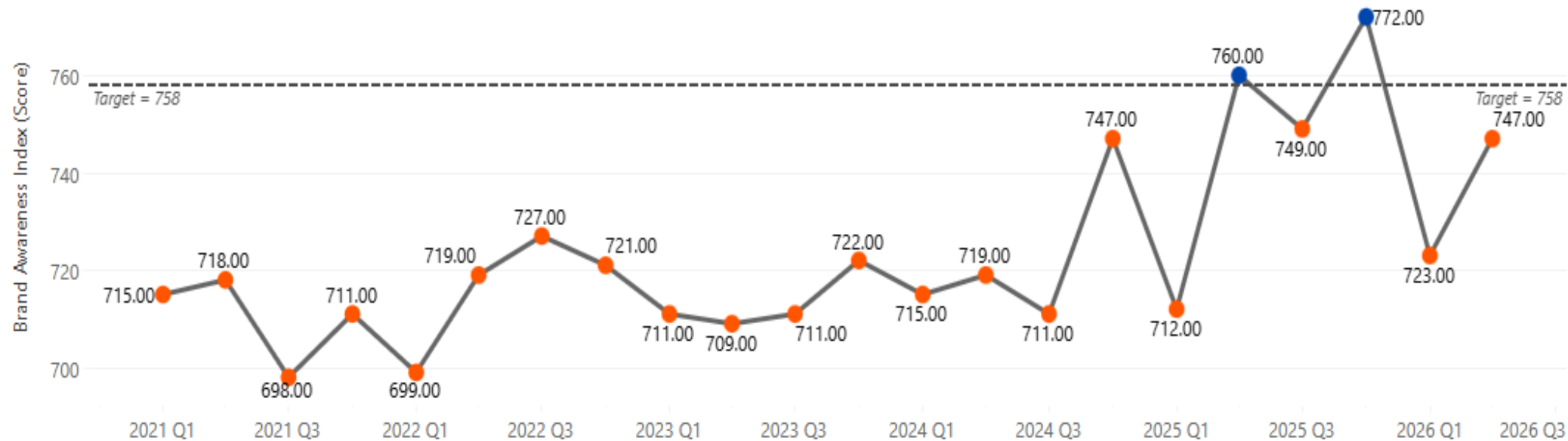
Edward Park | Technical Owner

Yijun Du | Technical Owner

BRAND TRUST

BRAND TRUST

Trends by Quarter



Improve Customer Trust

METRIC INTENT

Deliver programs aligned with customer priorities

Communications Effectiveness Index

785

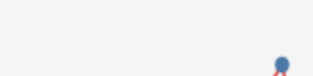
▲ 13.0 vs Last Quarter



Community Support Index

742

▲ 58.0 vs Last Quarter



Company Reputation Index

773

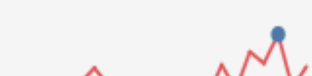
▲ 16.0 vs Last Quarter



Customer Focus Index

774

▲ 22.0 vs Last Quarter



Environmental Dedication Index

775

▲ 39.0 vs Last Quarter



Reliable Quality Index

782

▲ 9.0 vs Last Quarter



CONTACTS

Marcus Jackson | Outcome Owner

Hillary Winchester | Business & Technical Owner

What the Dashboard *Does*

- Shows where we're ahead and where we're behind, all in one place.
- Demonstrates that we are consistently tracking key areas internally.
- Helps leaders and teams set goals and priorities based on shared, reliable data.
- Connects individual work, division efforts, and City Light's long-term outcomes.

Why This Matters

- Gives executives a clear view of trends and where strategies may need to shift using data.
- Focuses on how the utility is performing overall via data
- Replaces scattered updates with one shared picture leaders can trust.
- Strengthens the utility through transparency and early insight into challenges.

Conclusion

- Transparency that Builds Trust and Alignment: The Dashboard connects our organization, strengthens transparency, and reinforces our commitment to the people we serve.
 - ✓ Strengthens communication across the organization
 - ✓ Shares our strategic roadmap and progress
 - ✓ Builds trust through transparency
 - ✓ Improves alignment
 - ✓ Reinforces commitment to meaningful outcomes

Questions?



Seattle City Light

THANK YOU



Seattle City Light

Appendix- Executive Dashboard



Seattle City Light

EXECUTIVE OUTCOMES DASHBOARD



RELIABILITY



POWER SUPPLY



CUSTOMER EXPERIENCE



SUSTAINABILITY



WORKFORCE



TECHNOLOGY

CAIDI



Rolling* Average
107.6 MINS

▲ 3.3 Last Month
▲ 34.9 Target

September 2026

RESOURCE ADEQUACY

Nameplate Capacity
0 MW

Additional Need
1,875 MW

2026 Q2

BRAND TRUST

Quarterly Score
747.0

▲ 24.0 Last Quarter
▼ 11.0 Target

2026 Q2

ESA LAND ACQUISITION

YTD Total
57.00 ACRES

▲ 18.3 Last Quarter
▲ 19.5 Target

2026 Q3

TRIR

Monthly Rate
2.37%

▲ 0.3% Last Month
▲ 2.4% Target

August 2026

TECH PROJECT STATUS



MAJOR EVENT CAIDI

Coming Soon

DSMPA

Monthly Savings
0.90 AMW

▼ 0.33 Last Month
▲ 0.14 EE Target
▼ 2.74 CR Target

August 2026

EASE OF DOING BUSINESS

Quarterly Avg. Score
587

▼ 32 Last Quarter
▼ 19 Target

2026 Q2

CAR PRIORITIZED LIST



UNAUTHORIZED LWOP

Number of Employees
26

▲ 1 Last Month

August 2026

ASSET MAINTENANCE

YTD Completion Rate
58%

▲ 33% Last Month
▼ 42% Target

August 2026

DREM

Monthly DREM
0.30

▲ 0.0 Last Month
▲ 0.3 Target

September 2026

SERVICE CONNECTIONS

[Link To Service Connections Timeline Dashboard](#)

UDP STATS

Customer Participation
41,955

▲ 137 Last Month
▲ 1,291 Target

August 2026

MANDATORY TRAINING COMPLETION RATE

Avg. Completion Rate
70.5%

August 2026

GENERATION ASSETS

Coming Soon

T&M ISSUANCE AND BACKLOG

YTD Combined Completion
43%

August 2026

TIME TO RESOLVE EMPLOYEE ISSUES

Monthly Rate
91.7%

▼ 8.3% Last Month

August 2026

LWR

Monthly Rate
228 WORKDAYS

▼ 25 Last Month

August 2026

NOTES

* Rolling average over 12 months

LEGEND

- ▲ Increase in Margin
- ▼ Decrease in Margin
- Favorable
- Unfavorable



OPERATIONS DASHBOARD

Reliability Metrics - Monthly Overview

Note: Planned outages, storm-related outages, and flickers are excluded.

Data Source: Dispatcher Logging System (DLS)
Last Refresh: 9/28/2026 5:32:51 AM
Workbook Connection Type: Extract
Workbook Last Refresh: 9/28/2026 7:39:48 AM
Workbook Refresh Schedule: Every Monday at 6AM

KPI Rolling 12 Months

SAIDI

SAIDI
114.3 ▼

SAIFI

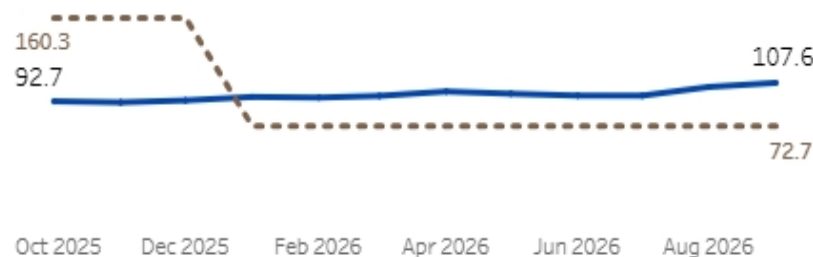
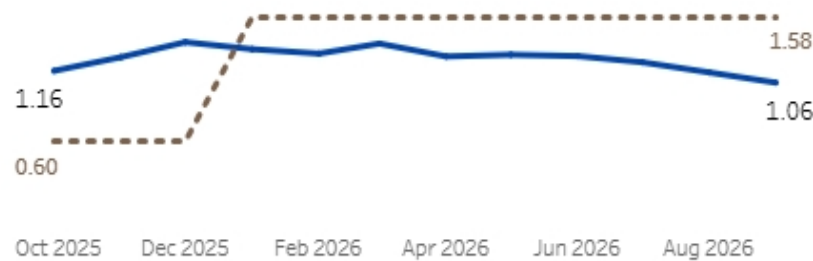
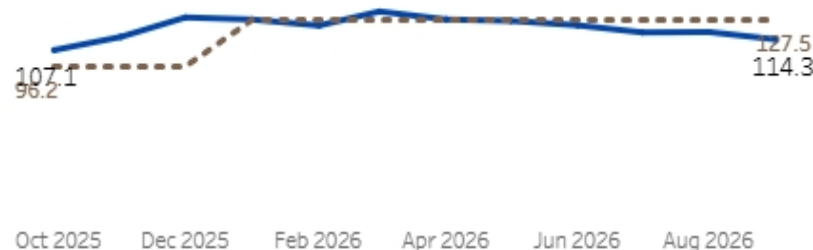
SAIFI
1.06 ▼

CAIDI

CAIDI
107.6 ▲

Rolling 12 Months 10/1/2025 to 9/28/2026

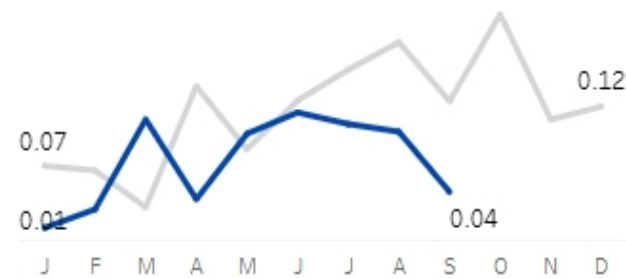
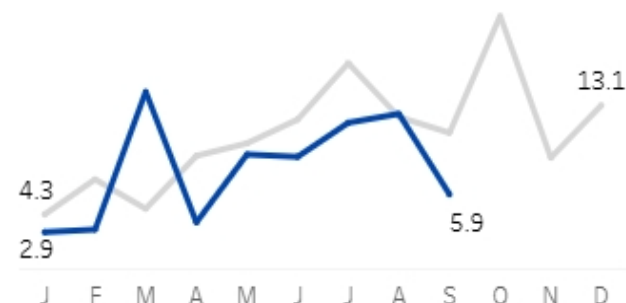
Hover over a point to see more details.



■ CAIDI - Rolling 12 Months ■ Target CAIDI

Month-Over-Month Comparison

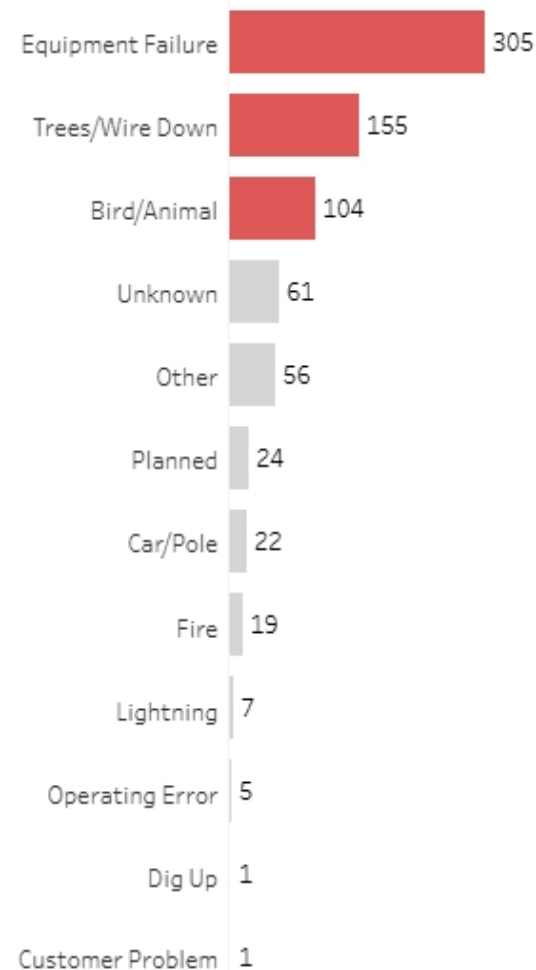
Hover over a point to see more details.



■ Current Year ■ Previous Year

Top 3 Causes 10/1/2025 to 9/28/2026

Hover over the bars to see more details.



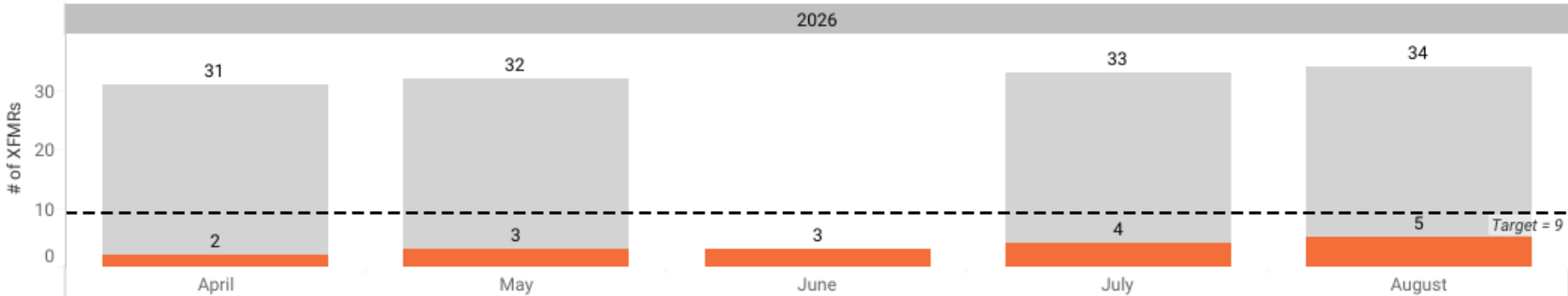


ASSET MAINTENANCE CHARTER PROGRESS



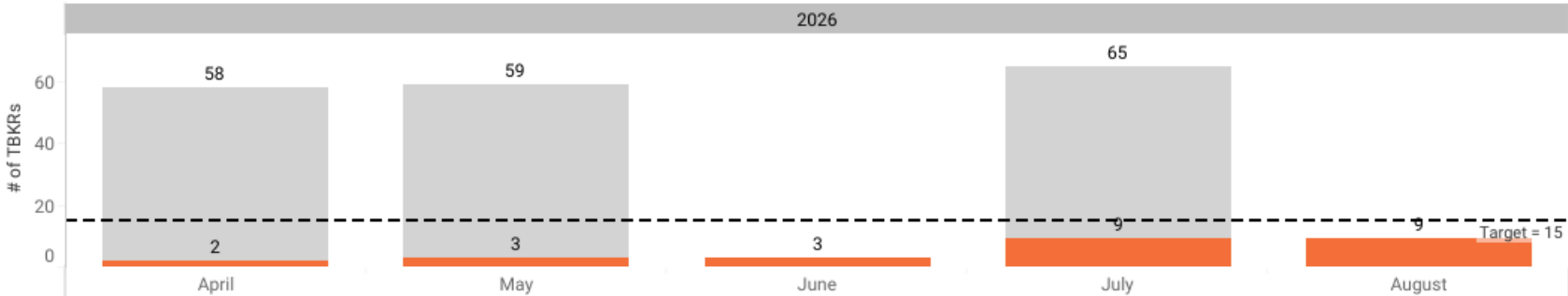
POWER TRANSFORMERS

YTD assessment of XFMR



TRANSMISSION BREAKERS

YTD assessment of TBKR



Improve Asset
Portfolio Health

METRIC INTENT

Assess all station asset health to begin implementing asset maintenance best practices.

CONTACTS

Andy Strong | Outcome Owner
Jodi Rian | Business Owner
Eric Detert | Technical Owner

Source: N/A

RESOURCE ADEQUACY - Progress to 2035	DSMPA - Cumulative Totals by Month	DOWNSIDE RISK EXPOSURE - YoY YTD DREM
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Seattle City Light

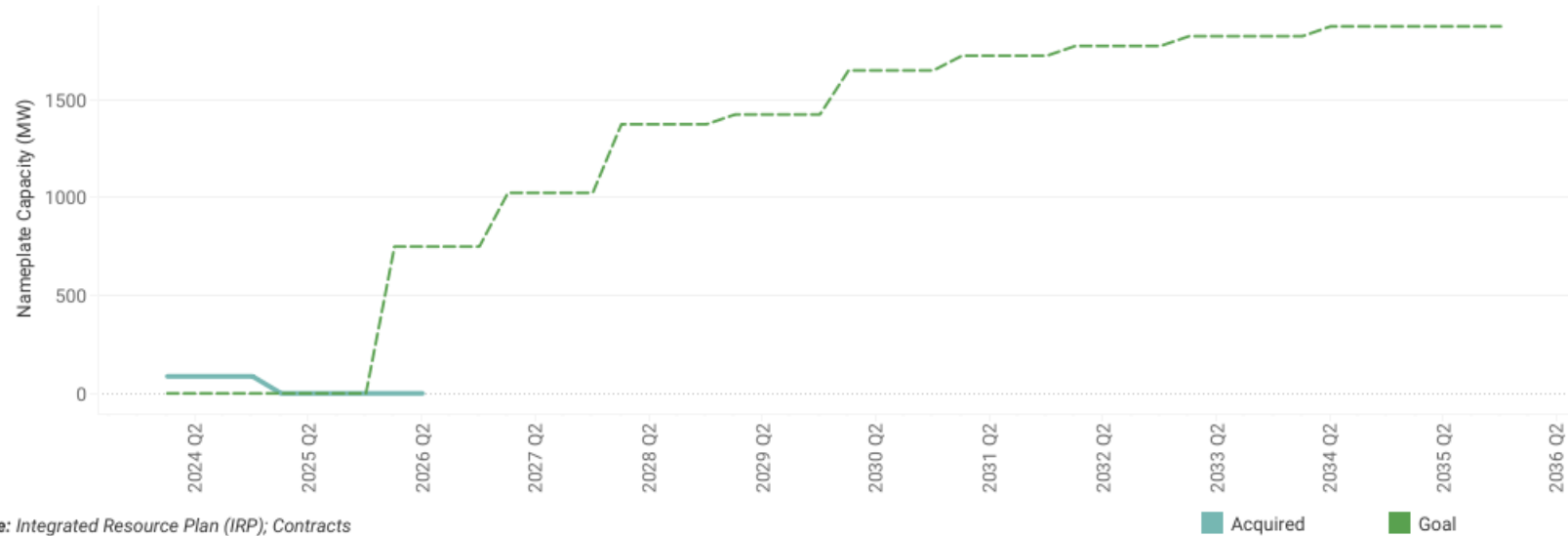
RESOURCE ADEQUACY INFORMATION



2035 RESOURCE ADEQUACY
The MW capacity needed to meet resource adequacy metrics



NAMEPLATE CAPACITY PROGRESS TO 2035
Acquired Solar By Quarter



Source: Integrated Resource Plan (IRP); Contracts



Acquire Generation and Transmission

METRIC INTENT
Secure a diverse mix of long-term energy resources to meet growing demand

CONTACTS
Siobhan Doherty | Outcome Owner
Josh Walter | Business Owner
Katie Ewing | Business Owner
Rebecca Klein | Technical Owner

RESOURCE ADEQUACY -
Progress to 2035

DSMPA - Cumulative
Totals by Month

DOWNSIDE RISK
EXPOSURE - YoY YTD
DREM

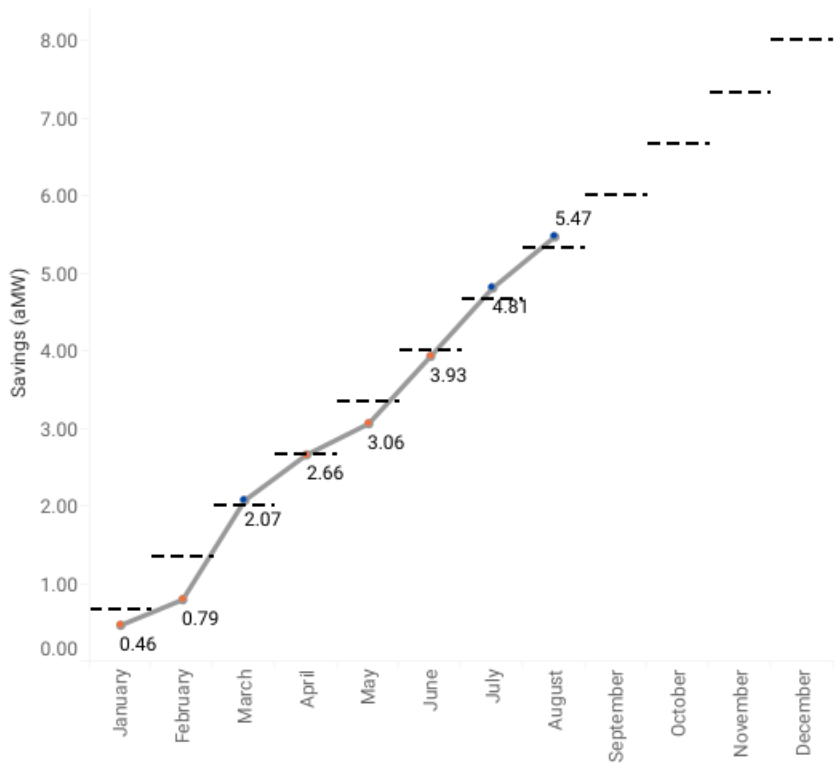


DEMAND SIDE MANAGMENT PORTFOLIO ASSESSMENT (DSMPA)



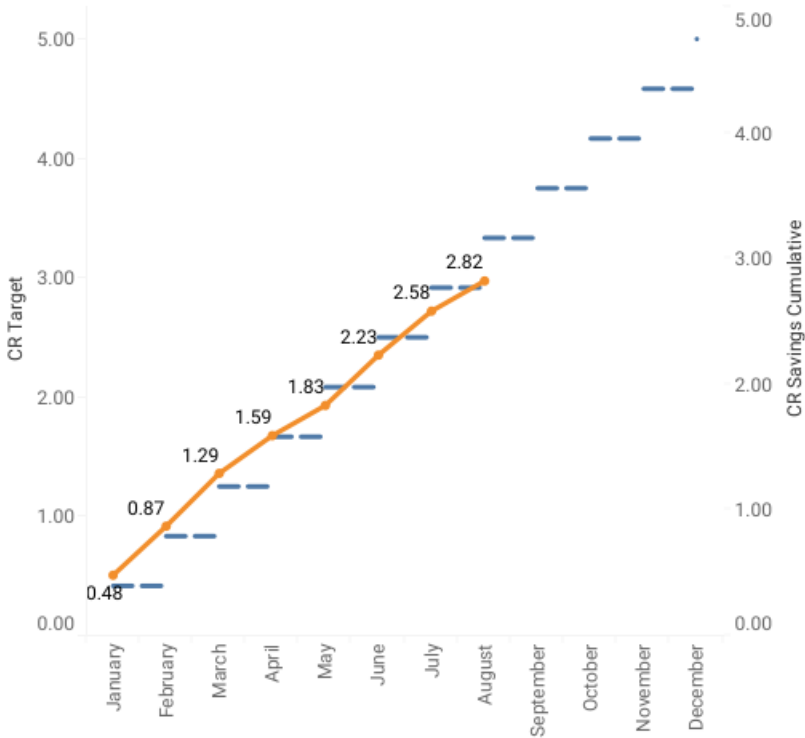
ENERGY EFFICIENCY

Cumulative Totals of Savings



CUSTOMER RENEWABLES

Cumulative Totals of Savings



Adapt for Load Growth
and Peaks

METRIC INTENT
TBD

CONTACTS

Marcus Jackson | Outcome
Owner

Joseph Fernandi | Business
Owner

Alex Porteshawer | Technical
Owner - CR

Tiffany Brundage | Technical
Owner - EE

Source: N/A

Favorable

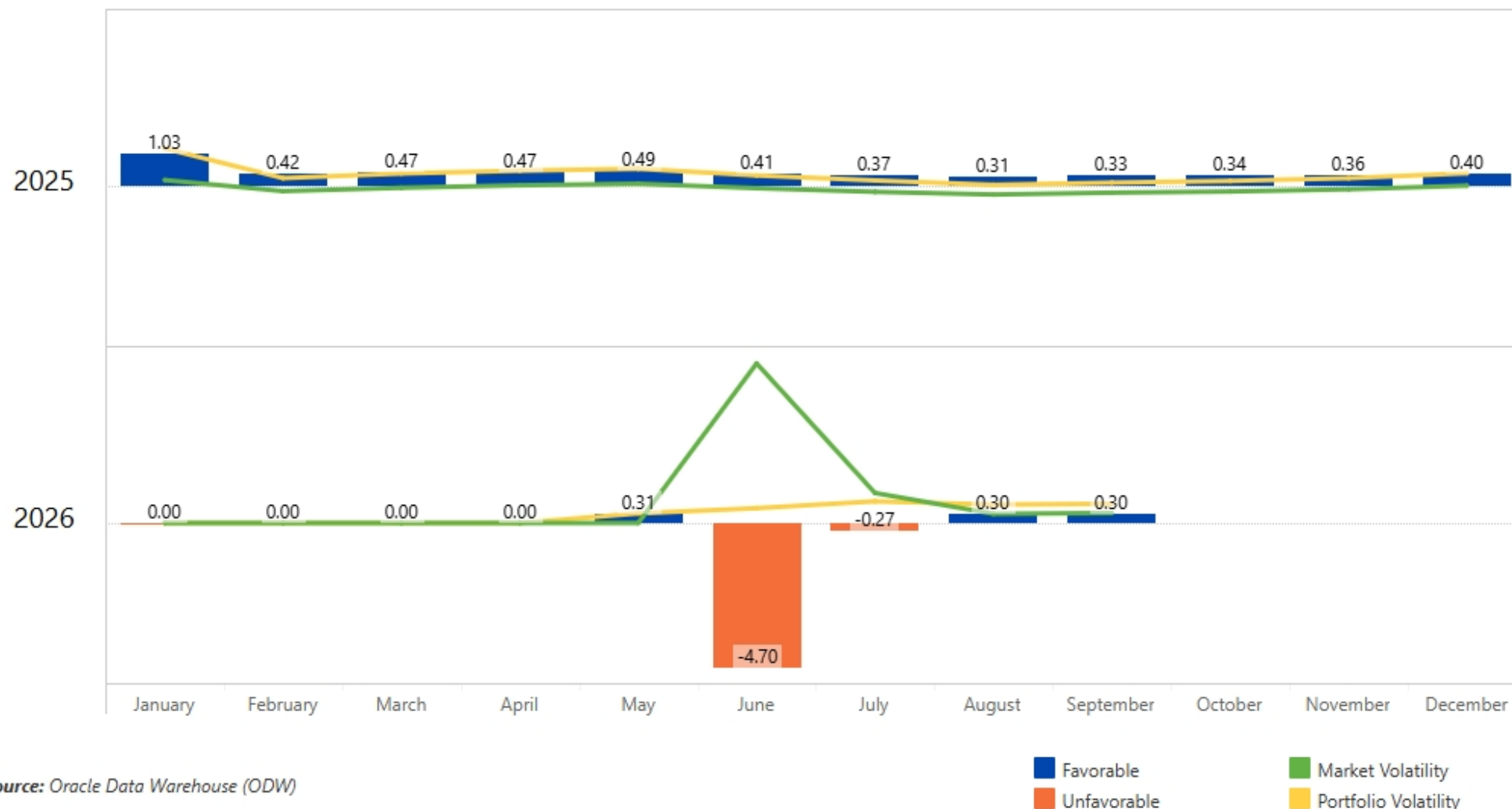
Unfavorable

DOWNSIDE RISK EXPOSURE



YEAR-OVER-YEAR YTD DREM BY MONTH

Comparing the last 2 years



Source: Oracle Data Warehouse (ODW)



**Optimize Power
Resources**

METRIC INTENT

Reduce volatility in power supply costs

RELATED REPORTS

- [DREM Dashboard](#)
- [Financial Highlights](#)

CONTACTS

Siobhan Doherty | Outcome Owner

Raman Vishwanathan | Business Owner

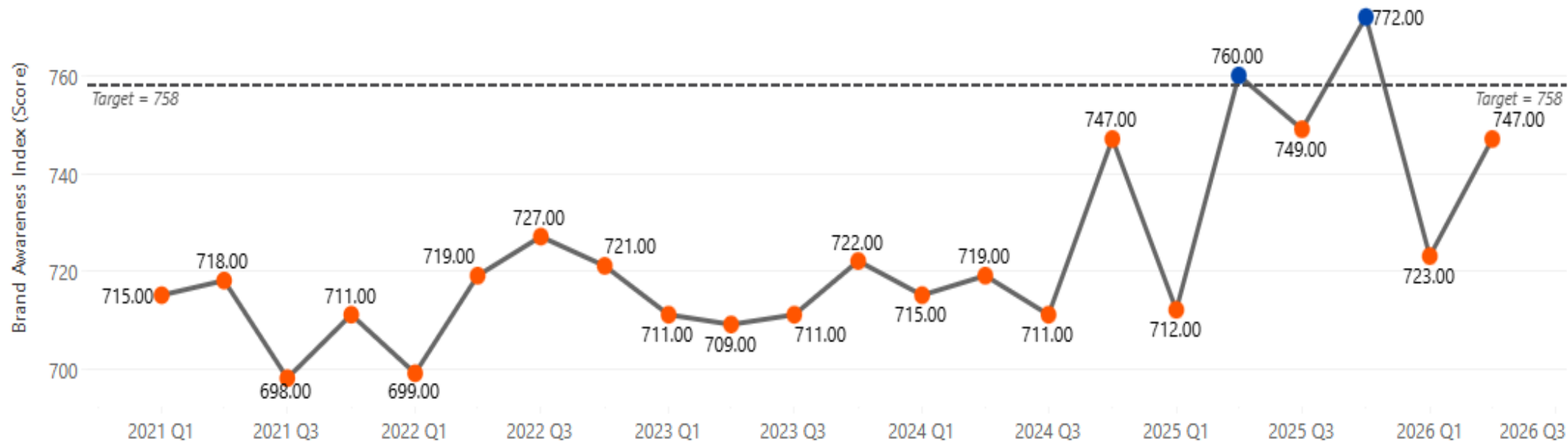
Edward Park | Technical Owner

Yijun Du | Technical Owner

BRAND TRUST

BRAND TRUST

Trends by Quarter



Improve Customer Trust

METRIC INTENT

Deliver programs aligned with customer priorities

Communications Effectiveness Index

785

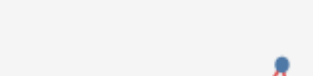
▲ 13.0 vs Last Quarter



Community Support Index

742

▲ 58.0 vs Last Quarter



Company Reputation Index

773

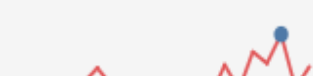
▲ 16.0 vs Last Quarter



Customer Focus Index

774

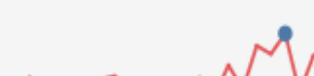
▲ 22.0 vs Last Quarter



Environmental Dedication Index

775

▲ 39.0 vs Last Quarter



Reliable Quality Index

782

▲ 9.0 vs Last Quarter

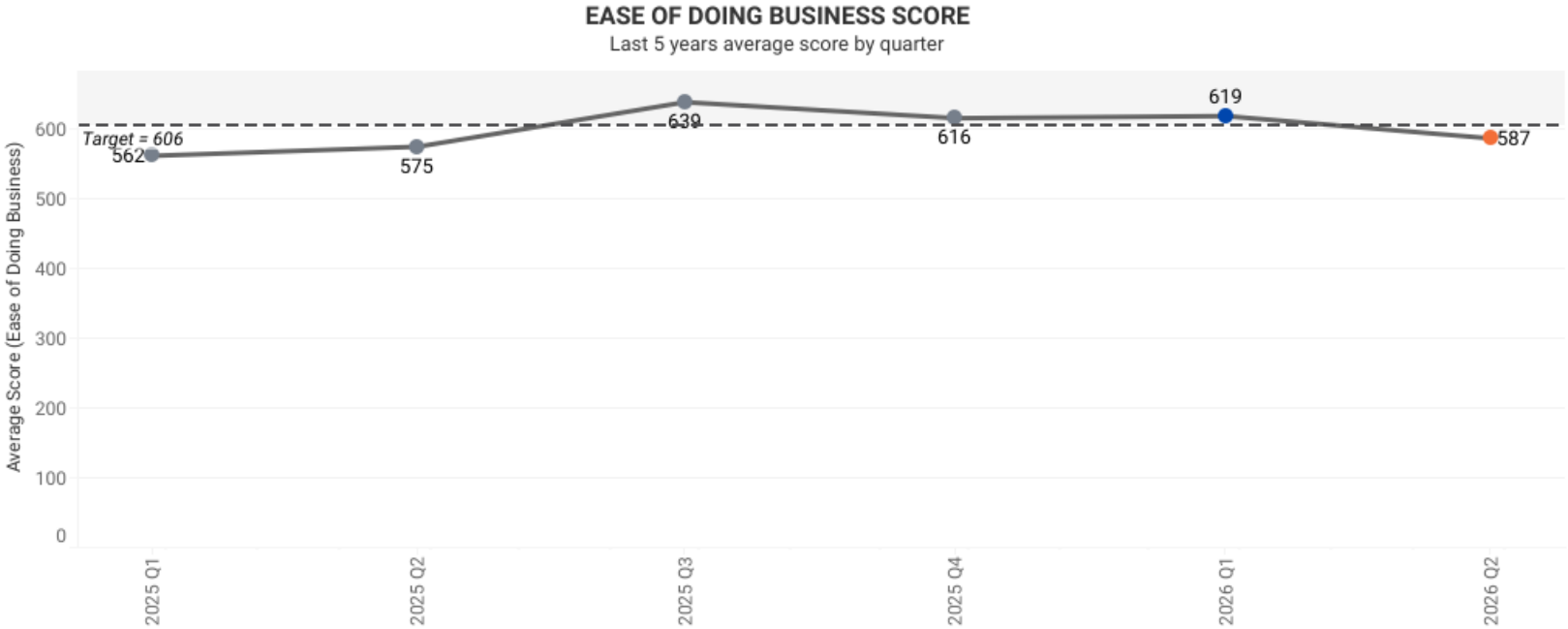


CONTACTS

Marcus Jackson | Outcome Owner

Hillary Winchester | Business & Technical Owner

 EASE OF DOING BUSINESS



West Region: Midsize Segment



Quarterly Score

587

April 2026

Best In Class Score: **626**

Average Score: **537**

Source: J.D. Power - U.S. Electric Utility Residential Customer Satisfaction Study

Favorable

No Target

Unfavorable

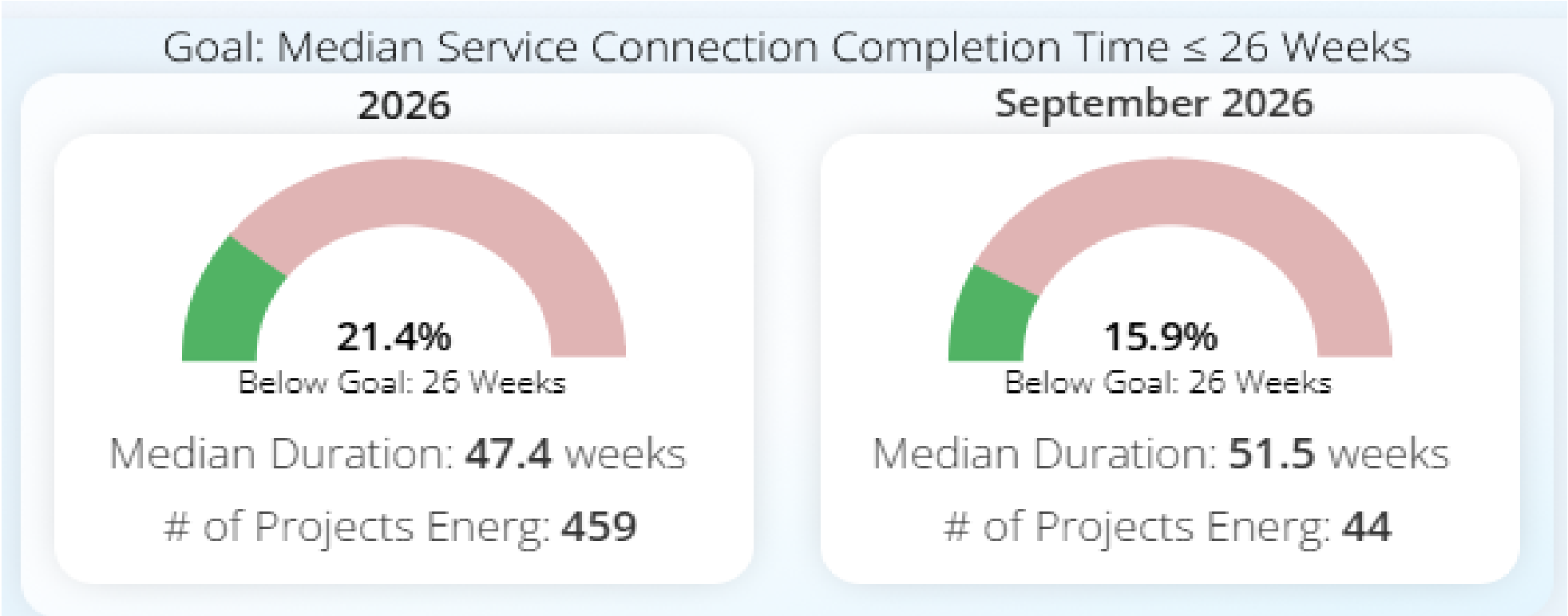


Decrease Customer Effort

METRIC INTENT
Deliver programs aligned with customer priorities

CONTACTS
Marcus Jackson | Outcome Owner
Hillary Winchester | Business & Technical Owner

Customer Service:
Service Connection Timelines



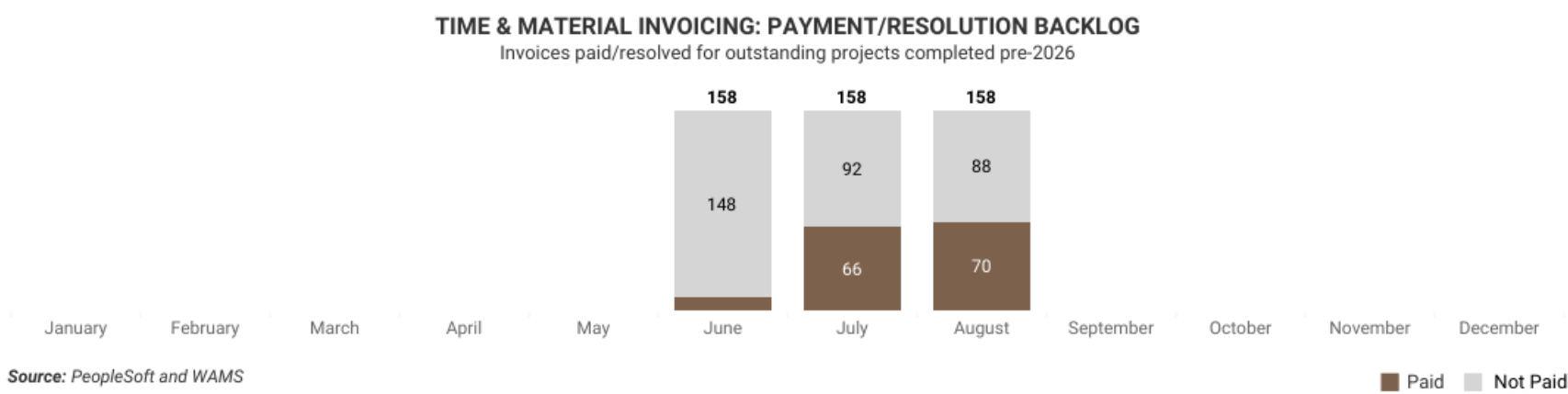
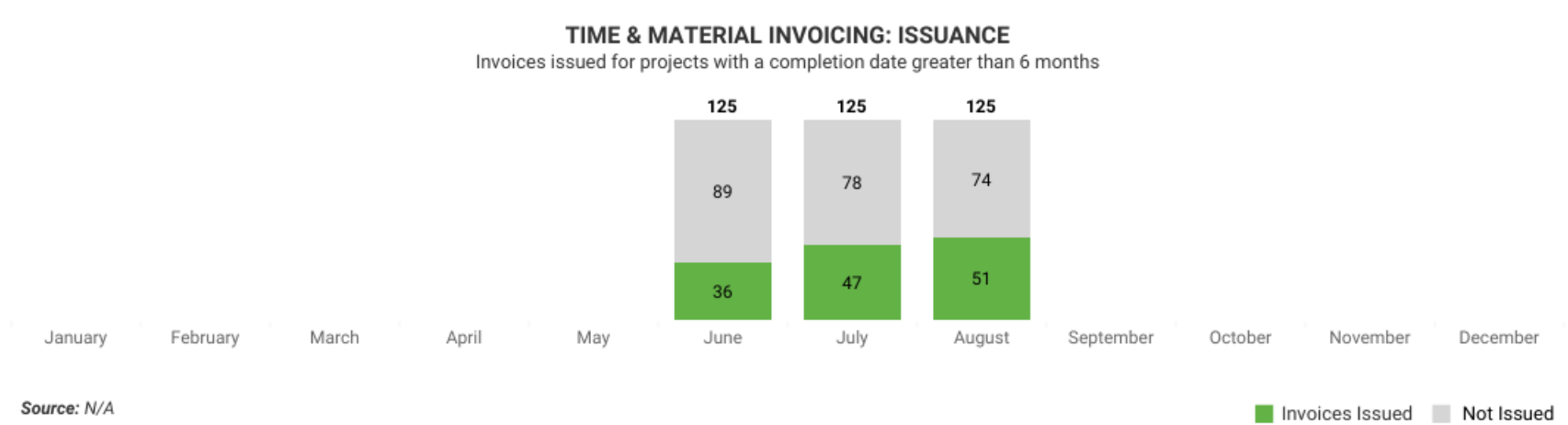
BRAND TRUST -
Trends By Quarter

EASE OF DOING
BUSINESS -
Quarterly Score

TIME AND
MATERIAL
INVOICING - By Mo..

Seattle
City Light

TIME & MATERIAL INVOICING: ISSUANCE AND RESOLUTION



Time & Material Invoicing: Issuance and Resolution

METRIC INTENT
Resolve billing backlogs.

CONTACTS
Kirsty Grainger | Officer
Natalie Hayashi | Business Owner
Simon Gelber | Technical Owner

ESA Land Aquisition and Restoration

CAR Success - Milestone Status

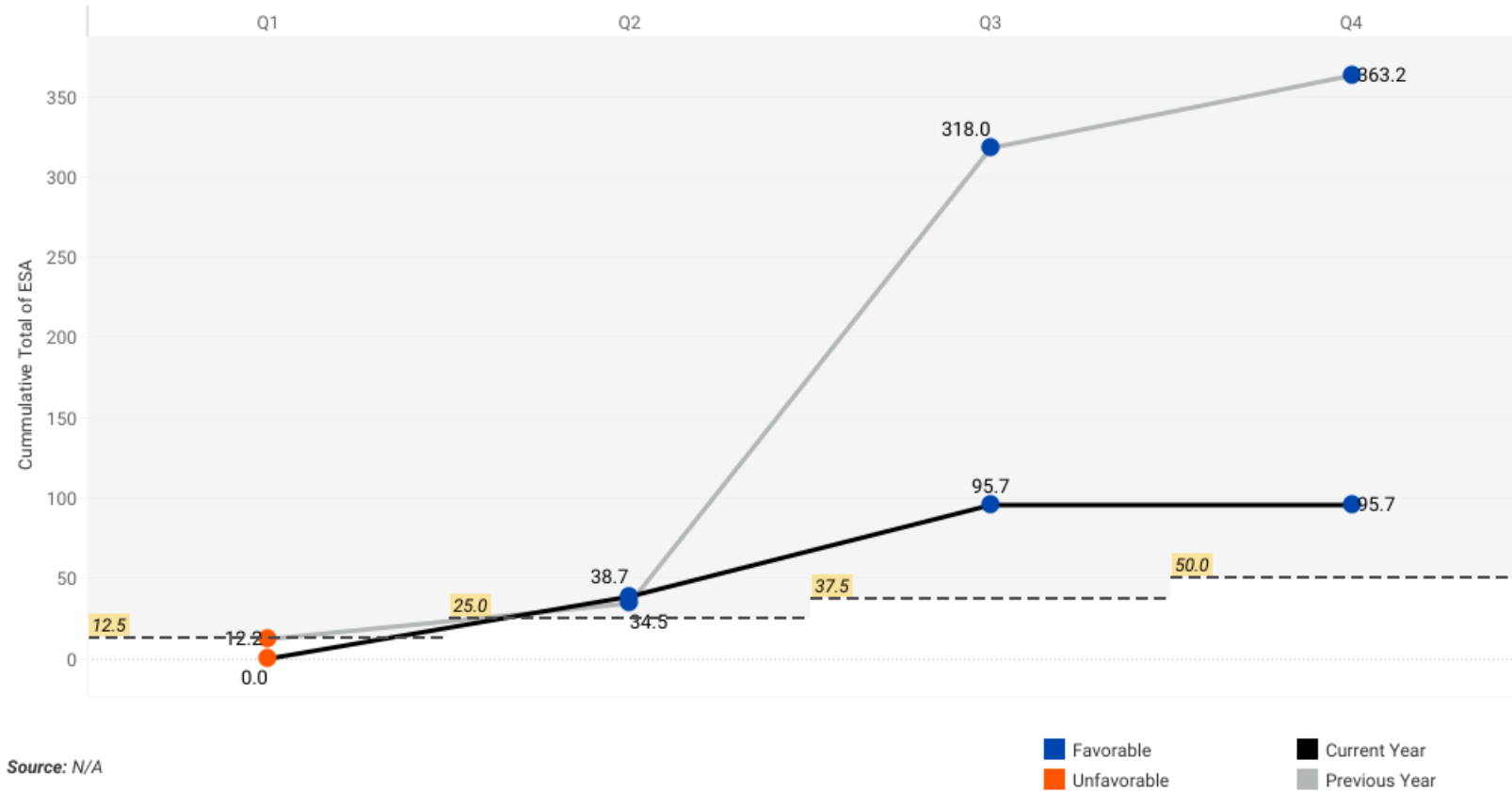
ENROLLMENT ASSISTANCE - UDP, EBA and Project Share



ESA Land Aquisition and Restoration



CUMULATIVE LAND ACQUIRED AND/OR RESTORED BY YEAR
Year-to-date totals showing annual progress over time



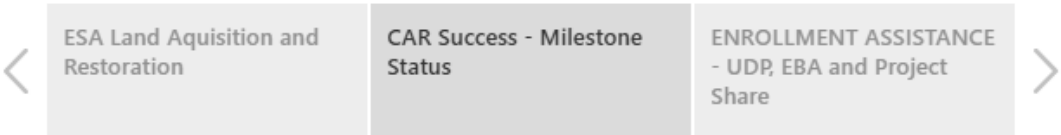
Improve Environmental Stewardship

METRIC INTENT

Watershed investments project to protect species, water quality, and reduce hydropower risk.

CONTACTS

Andy Strong | Outcome Owner
Kate Engel | Business Owner
Denise Krownbell | Technical Owner



SUCCESS OF CLIMATE ACTIONS ON THE ROADMAP



🔗 |◀ ◻ ▶▶

🔍 Search table

Milestone	Milestone Due Date	Milestone Status	
Create the Foundational Elements of Climate Action Roadmap and	10/31/2026	On Track	
Develop a Climate Action Catalog	4/30/2026	Complete	
Synthesize and Organize Climate Actions	8/31/2026	On Track	



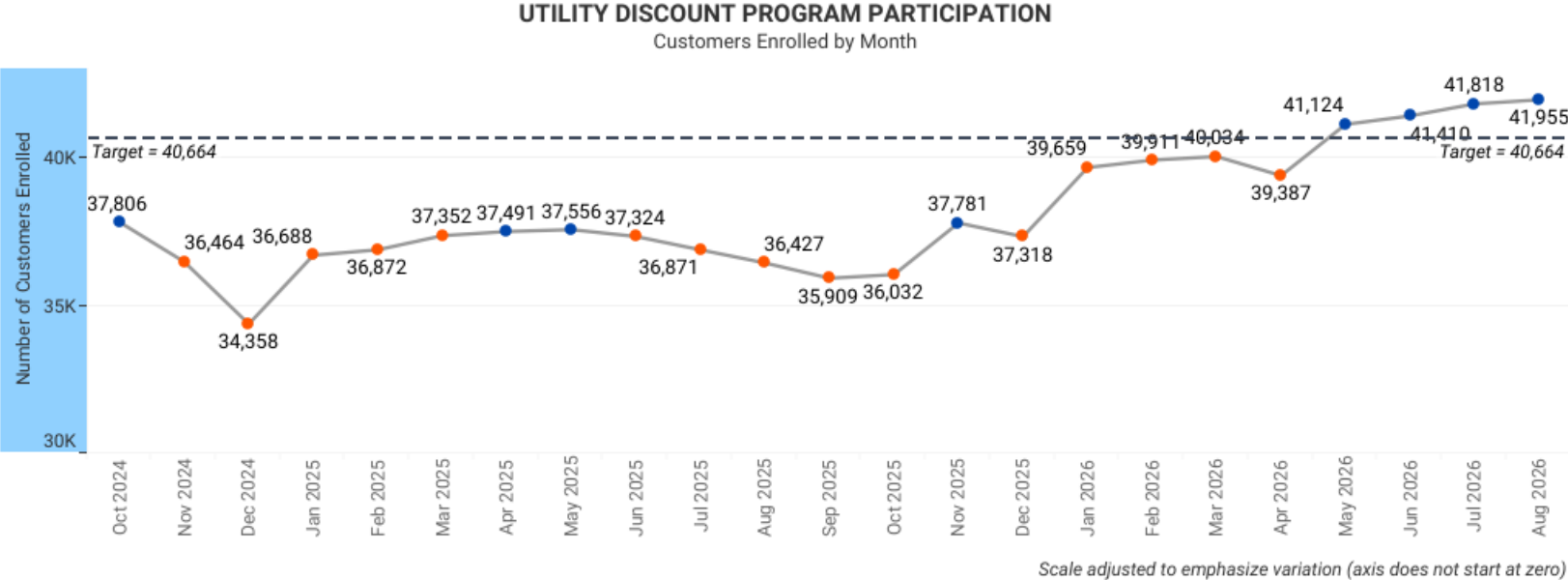
Improve Strategic Partnerships & Resilient Services

METRIC INTENT
CAR guides long-term climate mitigation, adaption, goals, and coordinated action.

CONTACTS
Andy Strong | Outcome Owner
Kate Engel | Business Owner
Kiyomi Keckemet | Technical Owner
Ronda Strauch | Technical Owner

ESA Land Aquisition and Restoration	CAR Success - Milestone Status	ENROLLMENT ASSISTANCE - UDP, EBA and Project Share
-------------------------------------	--------------------------------	--

 ENROLLMENT ASSISTANCE



**Provide Increased
Community Well-Being**

METRIC INTENT
Limit energy burden on
customers

Emergency Bill Assistance
Short-term help for customers struggling to pay bills

Recipients YTD	Assistance Provided YTD
5,539	\$3,382,065
▲793 vs Prior YTD	▲\$178,561 vs Prior YTD

Project Share
Offers customers with up to \$250 off their past-due bill

Recipients YTD	Assistance Provided YTD
7,174	\$3,889,912
▲5,929	▲\$3,580,796

* Program began in September 2024.

Source: Customer Care & Billing System (CC&B)

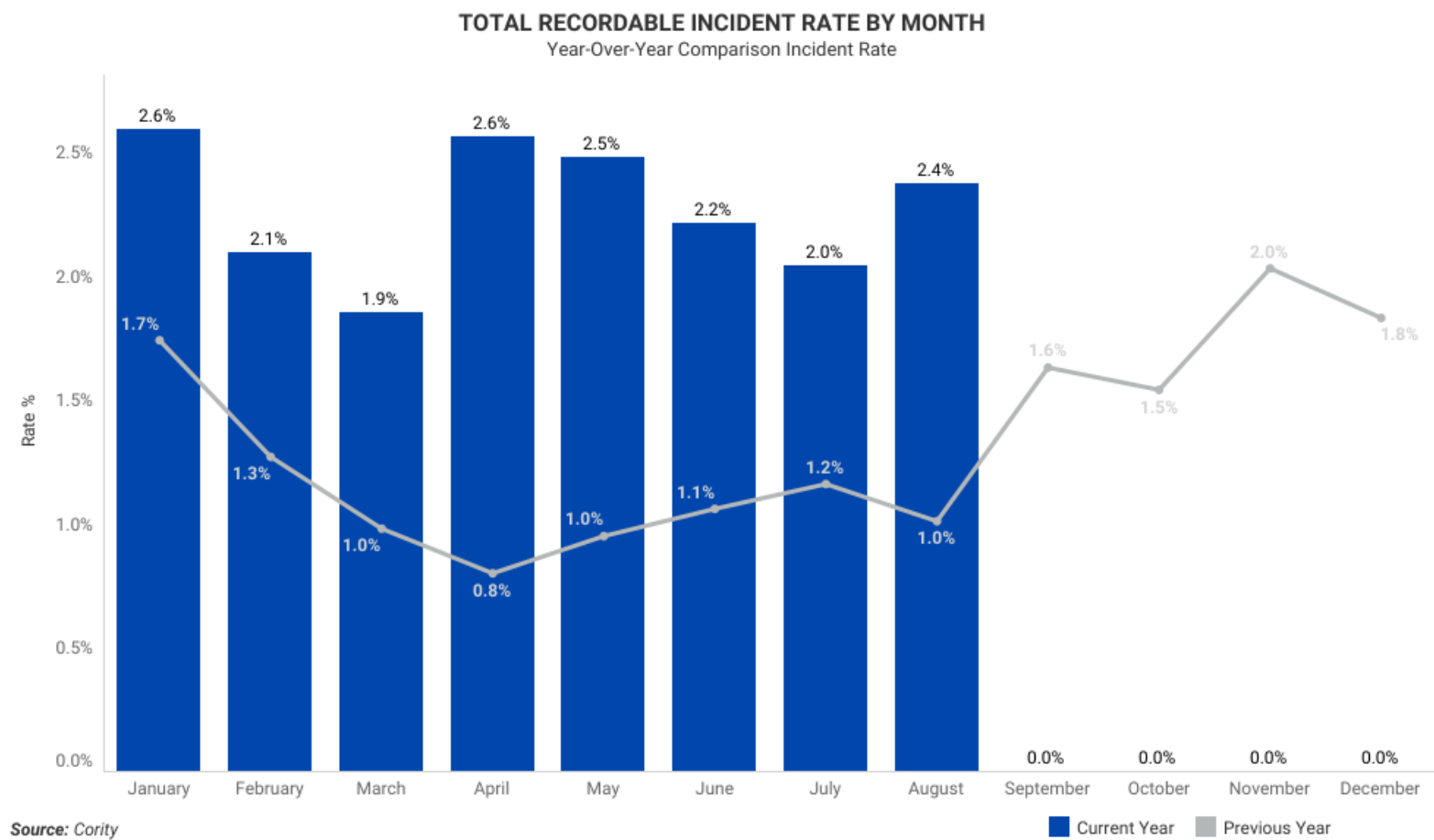
■ Favorable ■ Unfavorable

CONTACTS

- Marcus Jackson | Outcome Owner
- Melissa Bookwalter | Business Owner
- Jessica Kenyon | Technical Owner
- Henry Tappa | Technical Owner

TOTAL RECORDABLE INCIDENT RATE (TRIR) - Safe and Secure Work E..	LWOP - Normalize an Intentional Workplace Culture	SKILLED WORKFORCE - Compliance Completion Training	TIME TO RESOLVE EMPLOYEE ISSUES - Supportive workplace sy..	LOST WORK - Lost Workday Rate (LWR) and Restricted Days
--	---	--	---	---

TOTAL RECORDABLE INCIDENT RATE (TRIR)





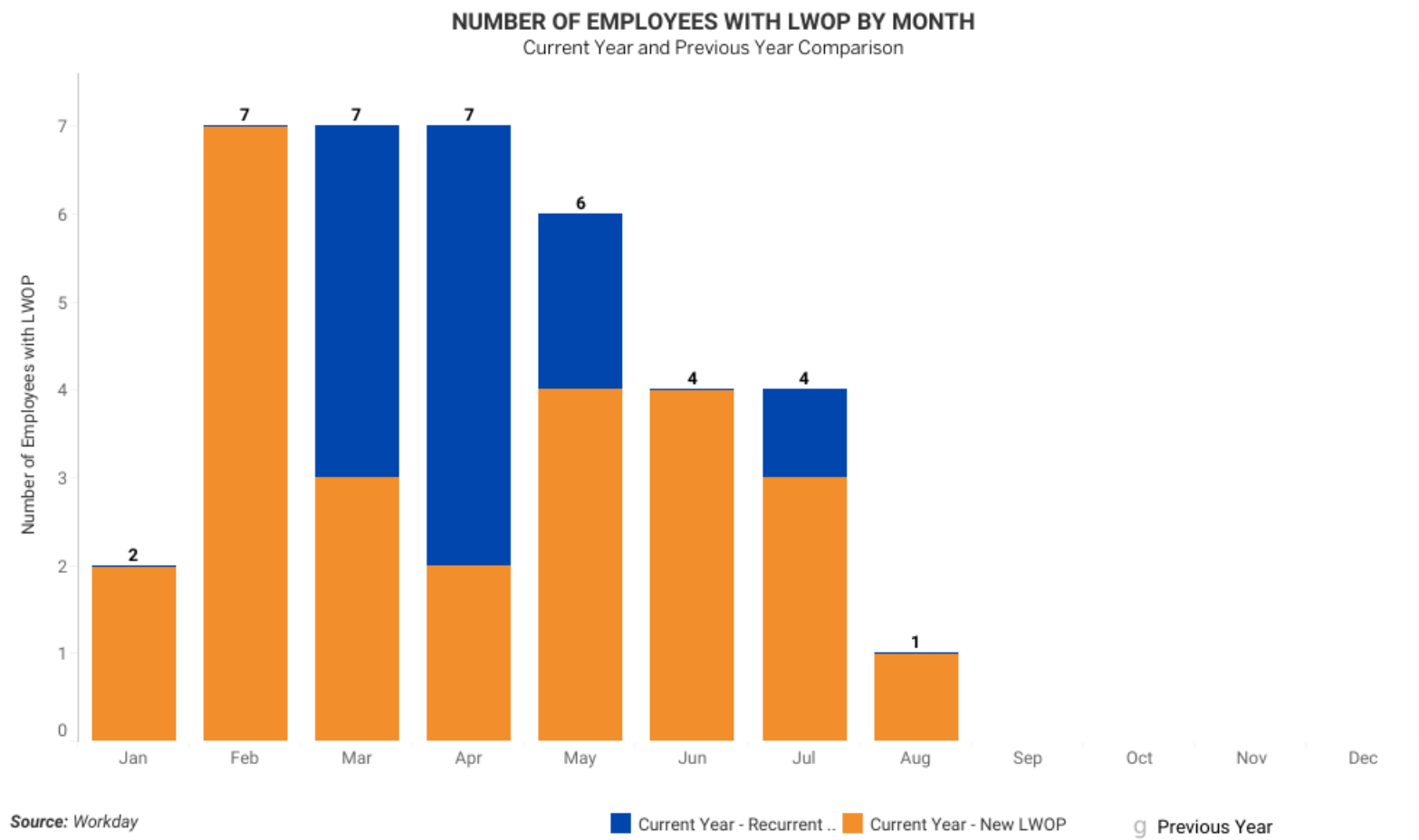
Model a Safe and Secure Work Environment

METRIC INTENT
Identify emerging patterns early to proactively ensure safe and secure work environment before issues become systemic.

CONTACTS
DaVonna Johnson | Outcome Owner
Yolanda Soto | Technical Owner

TOTAL RECORDABLE INCIDENT RATE (TRIR) - Safe and Secure Work E..	LWOP - Normalize an Intentional Workplace Culture	SKILLED WORKFORCE - Compliance Completion Training	TIME TO RESOLVE EMPLOYEE ISSUES - Supportive workplace sy..	LOST WORK - Lost Workday Rate (LWR) and Restricted Days
--	---	--	---	---

 UNAUTHORIZED LEAVE WITHOUT PAY (LWOP)





Normalize an Intentional Workplace Culture

METRIC INTENT
Reduce year-over-year unauthorized LWOP hours to improve accountability, engagement, and attendance adherence.

CONTACTS
DaVonna Johnson | Outcome Owner
Kathryn Schultz | Business Owner
Yolanda Soto | Technical Owner

TOTAL RECORDABLE INCIDENT RATE (TRIR) - Safe and Secure Work E..	LWOP - Normalize an Intentional Workplace Culture	SKILLED WORKFORCE - Compliance Completion Training	TIME TO RESOLVE EMPLOYEE ISSUES - Supportive workplace sy..	LOST WORK - Lost Workday Rate (LWR) and Restricted Days
--	---	--	---	---



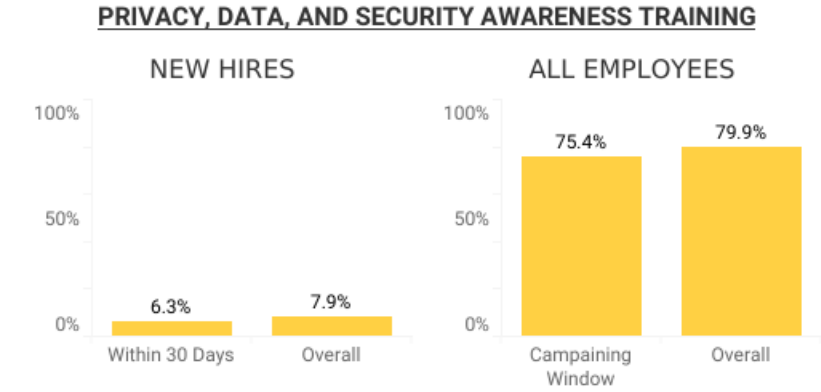
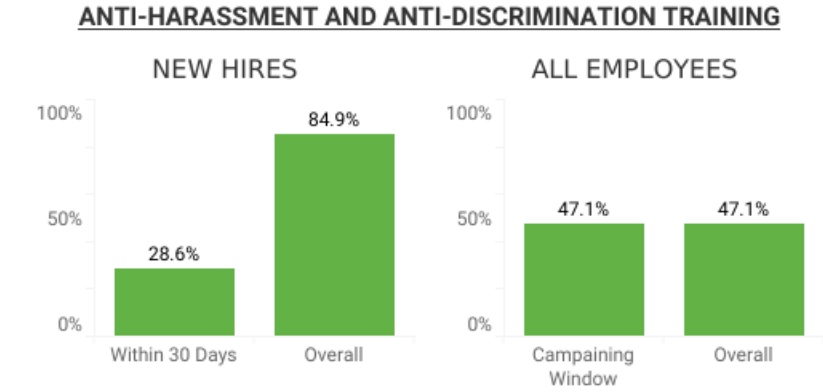
COMPLIANCE TRAINING COMPLETION RATE





Compliance Training

METRIC INTENT
Ensure mandatory training is completed on time to maintain compliance, build skills, and reduce risks.

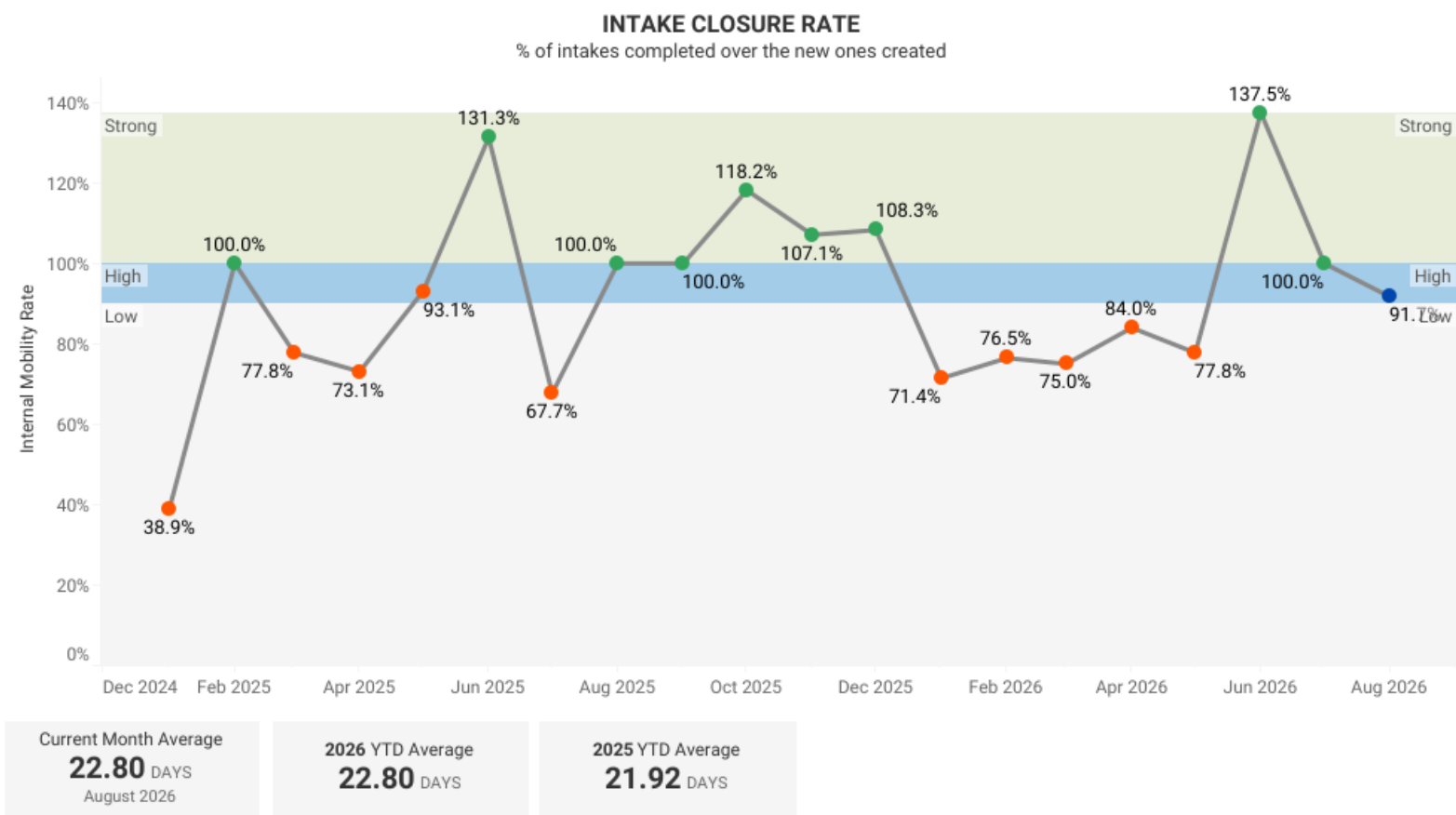


Source: Cornerstone

CONTACTS
DaVonna Johnson | Outcome Owner
Kathryn Schultz | Business Owner
Yolanda Soto | Technical Owner

TOTAL RECORDABLE INCIDENT RATE (TRIR) - Safe and Secure Work E..	LWOP - Normalize an Intentional Workplace Culture	SKILLED WORKFORCE - Compliance Completion Training	TIME TO RESOLVE EMPLOYEE ISSUES - Supportive workplace sy..	LOST WORK - Lost Workday Rate (LWR) and Restricted Days
--	---	--	---	---

TIME TO RESOLVE EMPLOYEE ISSUES



Source: LaborSoft

Strong Healthy Low



Improve Supportive Workplace Systems and Processes

METRIC INTENT
Employee issues are resolved quickly and effectively, reflecting responsive HR support.

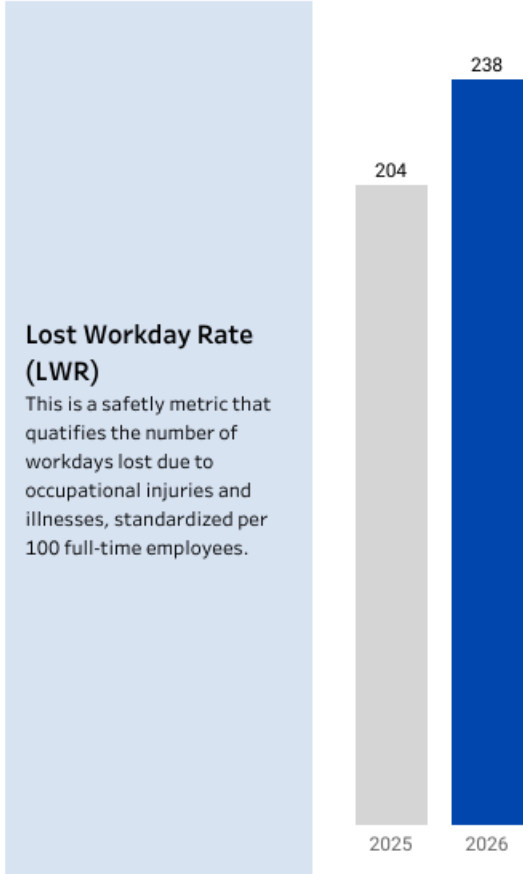
CONTACTS

- DaVonna Johnson | Outcome Owner
- Kathryn Schultz | Business Owner
- Anna-Lyn Hurlburt | Technical Owner
- Yolanda Soto | Technical Owner

TOTAL RECORDABLE INCIDENT RATE (TRIR) - Safe and Secure Work E..	LWOP - Normalize an Intentional Workplace Culture	SKILLED WORKFORCE - Compliance Completion Training	TIME TO RESOLVE EMPLOYEE ISSUES - Supportive workplace sy..	LOST WORK - Lost Workday Rate (LWR) and Restricted Days
--	---	--	---	---

 **LOST WORK**





Source: Cority



Lost Work

METRIC INTENT
Support workplace safety and help minimize lost productivity resulting from workplace injury.

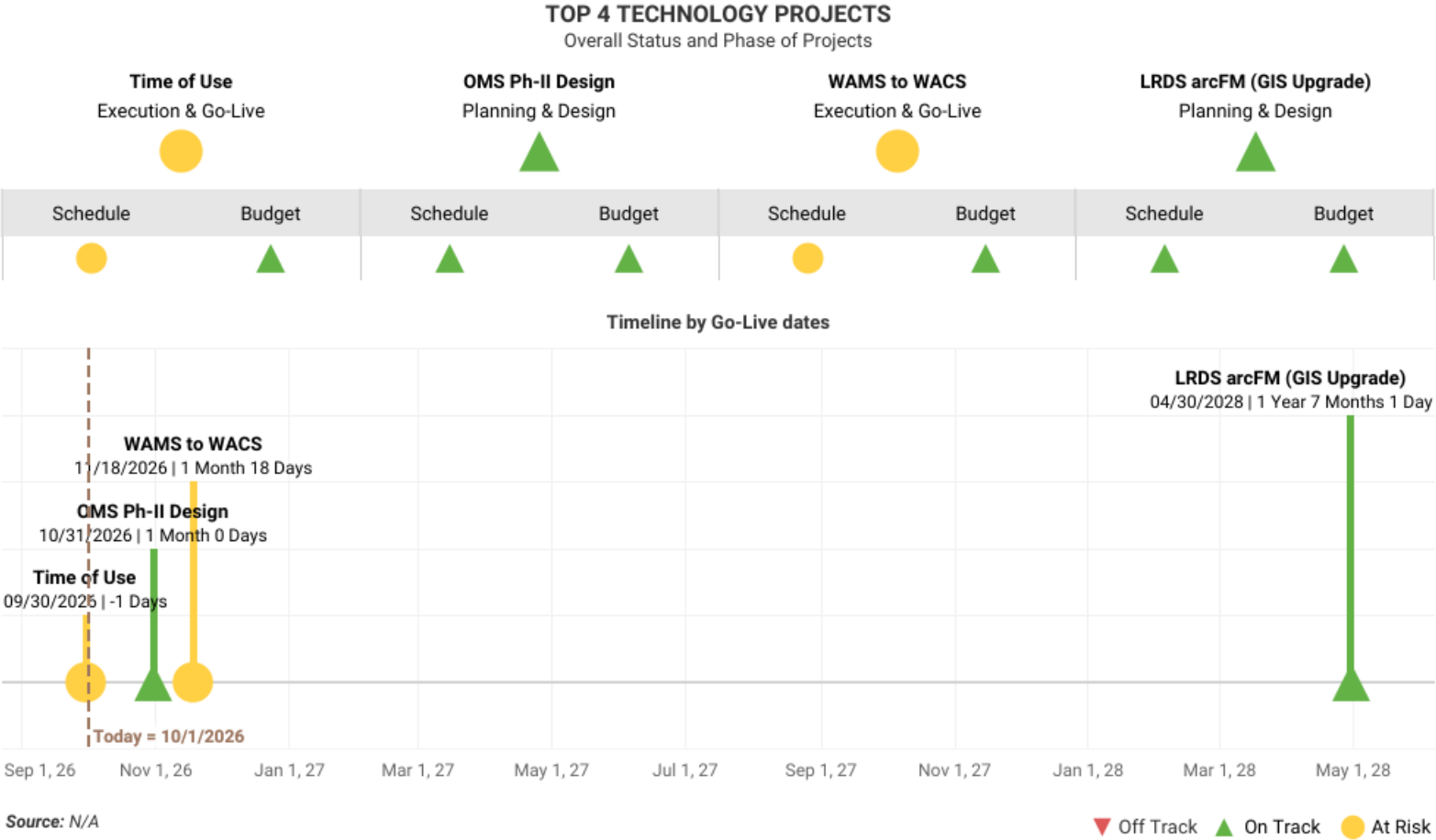
CONTACTS
DaVonna Johnson | Outcome Owner
Kathryn Schultz | Business Owner
Yolanda Soto | Technical Owner
Jenny Wong | Technical Owner

TOP 4 TECHNOLOGY
PROJECTS - Overall
Status and Timeline

 **Seattle City Light**

TOP 4 TECHNOLOGY PROJECTS STATUS







**Modernize Grid and
Utility Digital Solutions**

METRIC INTENT
Enhance technology to
adapt to the rapidly
evolving energy landscape

RELATED REPORTS
[Project Status](#)

CONTACTS
Mujib Lodhi | Outcome Owner
Jody Bauder | Business Owner
Liam Grantham | Technical
Owner

THANK YOU



Seattle City Light