



CITY LIGHT REVIEW PANEL MEETING

Wednesday, February 18, 2025

9:00 – 11:00 A.M.

In Person - SMT

---or---

Microsoft Teams Meeting

Proposed Agenda

	Item	Lead
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 January 21, 2026	
	d. Communications to Panel	Angela Bertrand
30 min	4. General Manager Update	Craig Smith
20 min	5. Demand Side Management Potential Assessment (DSMPA)	Jennifer Finnigan
40 min	6. Strategic Plan Outline	Angela Bertrand
20 min	7. Rate Path Considerations	Chris RuffiniGener
	8. Adjourn	

Next meeting: March 18, 2026

Draft Agenda Items: Rate Path, Asset Health, Draft Strategic Plan



**City Light Review Panel Meeting
Meeting Minutes**

Date of Meeting: JAN 21, 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 Gina Sima	x	Leo Lam	x	Ryan Monson	x
Joel Paisner	x	Louis Ernst	x	Toyin Olowu	x
City Light:					
Dawn Lindell – <i>GM/CEO</i>	x	DaVonna Johnson	x	Malini Nambiar	x
Craig Smith	x	Ellie Thorstad	x	Maura Brueger	x
Alan Bach	x	Joon Sohn	x	Mike Hamilton	x
Andrew Strong	x	Julie Moore	x	Mujib Lodhi	
Angela Bertrand	x	Julie Ryan - <i>RP Facilitator</i>	x	Natalie Randell	x
Bridget Molina	x	Kirsty Grainger	x	Rebecca Klein	x
Brittney Garcia Stubbs	x	Katie Ewing	x	Siobhan Doherty	x
Carston Croff	x	Leigh Barreca	x	Verene Martin	x
Other Attendees:					
Adam Day	x	Eric McConaghy	x	Kathryne Patton (BPA)	x
Christie Parker	x	Karina Bull (Committee Coord)	x	Paul Menefee (CM Juarez Staff)	x

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 November 19, 2025, Meeting Minutes. Minutes were approved.

Communications to Panel.

- Megan and Michelle, who came to provide public comment in November, sent a PDF to share with you. It has been included in your packet.



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- A customer reached out with a billing issue. It has been shared with the appropriate team who is resolving the issues.

General Manager's Update. GM Dawn Lindell presented.

1. Update on South Dakota Street Project

In November you heard public comment from Megan and Michelle about concerns with the South Dakota Street Project. City Light is actively working with residents on South Dakota Street and 13th Avenue South to address their concerns. City Light representatives met on site with property owners in early December, and then again the same month with property owners who had additional questions. We believe we have now landed on a shared understanding among all participating neighbors.

City Light will manage the planting and transplanting of trees, including coordination with gas and water utilities, and the use of vacuum excavation to minimize site disturbance. Property owners will identify private underground facilities and will assume responsibility for ongoing tree care once planting is complete. All work is planned to occur on a single day in late 2026 or early 2027 to reduce stress on the trees.

Two properties, 1303 and 1321 South Dakota Street, will obtain replacement trees through Seattle's Trees for Neighborhoods program. This program supports our "Right Tree Right Place" principles and our long-standing partnership to promote a healthy and resilient urban tree canopy. Tree species will be confirmed with property owners in spring 2026 once the program procures their offerings for the year.

Two trees located in the public right-of-way at 1303 South Dakota Street will be replanted in the front yard of 1309 South Dakota Street.

Two trees located in the public right-of-way at 1309 South Dakota Street will remain in place and will continue to be managed under City Light's standard vegetation management practices.

Three trees located in the public right-of-way at 1321 South Dakota Street will be removed and transplanted. One tree will be relocated to private property at 4020 13th Avenue South. The remaining two trees will be placed at City Light selected public sites, prioritizing Beacon Hill.

Formal consent will be documented through signed acknowledgements from each property owner. City Light's Legal and Communications teams are actively finalizing the agreement language with the residents to ensure clarity, alignment, and completeness.

This approach reflects a balanced and thoughtful path forward that respects neighborhood concerns, urban forestry best practices, and City Light's responsibilities for safety, reliability, and stewardship.

2. Katie Wilson sworn in as Mayor on January 2nd.

We are underway in supporting Katie Wilson's new administration, including a few familiar City Light faces in the office including former Chief of Staff, Jen Chan, and former Organizational Change Management Manager, Kristina Pham. In addition, to Jen and Kristina, Mark Ellerbrook is the deputy direction of operations. He will have seven staff reporting to him in the role of



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Executive Operations Managers, each of whom will have a set of departments reporting to them. Our assigned manager is Hannah McIntosh. In addition to SCL, she will also be working with SPU and SDOT.

The mayor has decided to move in a different direction for Seattle City Light leadership. Effective immediately, Craig Smith, Chief Operating Officer, will transition into the role of Interim General Manager and CEO through March 4, 2026. Beginning March 4, 2026, Dennis McLerran will step in as Interim General Manager and CEO.

Our new committee assignment is to **Parks and City Light**, chaired by Councilmember Juarez and Vice-Chaired by Councilmember Kettle. Councilmembers Saka, Rivera, and Strauss will also serve on the committee. Our committee will meet on the 1st and 3rd Wednesdays at 2pm.

Review Panel Member Comment:

I want to acknowledge my disappointment with this decision. While I understand that leadership changes often occur with a new mayoral administration, this transition comes at a time when the utility needs stability and continuity, especially given the challenges facing the industry.

Review Panel Member Comment:

I do not believe this decision reflects Dawn's performance. Consistent leadership is critical for the utility, and I shared my disappointment with the Mayor's Office. I want to thank Dawn for her strong leadership.

Review Panel Member Comment:

I want to echo the comments already shared. This is the third General Manager transition during my time on the Review Panel, and it has been unsettling for the organization. I encourage the next GM not to make a lot of changes.

Dawn, you provided steady leadership and made meaningful improvements to culture, accountability, and service. I want to thank you and wish you the very best.

Review Panel Member Comment:

Agreed. Dawn, it has been a pleasure getting to know you and work with you and the team under your stewardship.

3. Skagit Project responds to drenching atmospheric rivers, wind

In December, a series of atmospheric rivers hit Western Washington. From Monday, December 8 through Wednesday, December 17, over 13 inches of rain fell at the Skagit River Hydroelectric Project. City Light's Incident Management Team (IMT) was activated and actively monitored river conditions, ensuring employee safety, operational continuity, and power generation. Equipment and supplies were strategically staged throughout the three-dam Skagit River Hydroelectric Project, supported by a 24-hour staffing plan. City Light also maintained regular communication with the Skagit County Department of Emergency Management.

Under an established agreement, Seattle City Light transfers control of Ross Dam to the Army



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Corps eight hours ahead of water flow forecasts at the town of Concrete exceeding 90,000 cubic feet per second. In this case, the Corps stepped in a day and a half before the trigger point to mitigate flood risks. It's not unusual for the Corps to regulate waterflow for municipal and utility-owned dams during flood events.

The dam held back 99% of water flowing into the reservoir, according to the Army Corps, who also took over Puget Sound Energy's Upper Baker Dam on the Baker River, a major tributary of the Skagit River. Dam operations were able to shave 4 to 5 feet off the river's peak height of about 37 feet, according to the Army Corps' preliminary estimates. Without this strategic reduction, flooding in Concrete and Mount Vernon could have been more severe.

4. **Holiday Giving**

Employees came together across the utility this year, raising over \$22,000 across four charitable organizations, each supporting the communities we serve and live in. The **Skagit** Holiday Party Auction & General Store raised nearly \$4,000 for nearby Concrete, with funds going to support the food bank and youth sports. The **Boundary** team celebrated their annual auction & potluck, raising over \$1,000 for The Tree of Sharing in North Pend Oreille (PON-DER-RAY) County. Here in Seattle, **The Field Operations teams** at North and South Service Centers pulled off another bountiful, recording-breaking Toys for Tots drive this year, raising more than \$16,500 in toy donations!

5. **City Light secures long-term power contract with Bonneville Power Administration**

Seattle City Light recently signed a new 16-year "Provider of Choice" power contract with the Bonneville Power Administration (BPA). Finalized in early December, the power purchase agreement guarantees our continued access to affordable, reliable hydroelectric power through September 2044.

BPA, which operates the Federal Columbia River Power System, generates about one-third of the electricity in the Northwest. As a public preference customer within the BPA system, City Light will continue to have access to some of the region's lowest-cost energy. Currently, BPA's wholesale power rates average around \$40 per megawatt-hour (MWh), compared to two to four times the cost per MWh for other non-BPA sources being developed in the region.

City Light's partnership with BPA has been a cornerstone of our energy supply for decades, historically providing about half of our electricity. This new agreement, effective October 2028, ensures this partnership continues, delivering stability and supporting our mission to safely provide our customers with affordable, reliable and environmentally responsible energy services.

Securing this 16-year contract was a massive undertaking, and it wouldn't have been possible without the dedication of several teams across the utility. A special thanks goes to our Power Contracts and Regional Affairs team for leading this complex negotiation process.

6. **City Light participates in GridEx to prepare to protect our grid**

Think of GridEx as the "Super Bowl" of grid security. Hosted every two years by the North American Electric Reliability Corporation's (NERC) Electricity Information Sharing and Analysis Center (E-ISAC), it is the largest grid security exercise in North America. The goal is to break the



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system in a controlled scenario so we can stress-test crisis response and recovery plans.

This year's event was a full-day, discussion-based tabletop exercise involving a cross-section of the utility. It wasn't just engineers and operators; the room included representatives from communications, physical security, IT, field operations, safety, employee support, leadership, and more. The simulation forced teams to make critical decisions without their digital tools. With the internet down and energy management systems offline, they had to determine how to prioritize work, ensure facility and employee safety, communicate effectively with employees and the public, and keep the lights on.

The exercise aimed to:

- Improve decision-making: How do we operate when our technology is compromised or unavailable?
- Increase situational awareness: How quickly can we understand the scope of a multi-pronged attack?
- Identify best practices and gaps: What are we doing well, and where do our plans fail under pressure?

Q: Were there any learnings from the GridEx exercise?

A: DaVonna Johnson, People and Culture Officer, shared that the exercise identified gaps with the uninterruptible power supply at the North Service Center and the need to replace a generator. While this work was already underway, the exercise highlighted the need to elevate these items as higher priorities. The exercise also strengthened coordination with Seattle IT and improved shared understanding of City Light's operational needs.

Q: IT – Seattle City Light previously had its own IT. Now that IT is citywide, has this been more challenging?

A: While the City provides IT services to Seattle City Light, we do have our own Operational Technology group and Technology Officer. There has been some turnover within Seattle IT, including approximately 15 to 20 of the City Light staff who transferred to Seattle IT. As a result, there are some knowledge gaps, which has created challenges.

A new area of focus at City Light is a Sustainability officer position, driven by the growth in transportation electrification and demand for EV charging. Plans are being developed to announce this work, assuming the new administration wants to proceed this direction..

Load Forecast. Mike Hamilton presented. Materials are in the packet.

Q: You mentioned that the bands of uncertainty are very high on the graph showing the base and high forecast. Yet, they appear relatively small in the graph.

A: The presenter noted the scale of the graphics makes the bands appear tighter than they really are. If the graphics were expanded and viewed in more detail, the uncertainty would appear



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larger. There was significant thought put into defining these scenarios, with a focus on areas that carry the most risk of change. These scenarios are intended to be reasonable representations.

Q: Do you run simulations to account for uncertainty across different factors, such as demand going higher or lower?

A: Yes. The team runs Monte Carlo simulations but focuses on the biggest drivers of uncertainty rather than every possible factor. These include transportation, data centers, weather, buildings, and electrification. This approach helps capture the overall range of possible outcomes.

Q: Is there information available online that explains the model assumptions, structure, and variables, including what is and is not accounted for?

A: Yes, there is. That documentation is not currently publicly available. Staff could share additional information if helpful.

Q: There was surprise about how small the increase in core load demand appears. Can you explain why?

A: We are not seeing large commercial building construction. And, while there is quite a bit of residential development, new construction is much more efficient than old building stock, because of building codes and appliance efficiency.

Integrated Resource Plan. Katie Ewing presented. Materials are in the packet.

Q: The summary slide shows a significant amount of customer-side resources, but they are dwarfed by the supply-side additions. Can you provide context on how much of the technically feasible customer-side potential this represents?

A: The Demand Side Management Potential Assessment (DSMPA) will be presented to the Review Panel next month, which will provide more detail. Seattle City Light has achieved strong customer-side efficiency gains over many years, which limits remaining potential compared to other utilities, though additional opportunities still exist.

Q How is the utility planning to integrate advanced technologies such as small modular reactors and enhanced geothermal, and what are the expected timelines?

A: The near-term acquisitions include wind, solar, and short-duration battery storage. Advanced technologies such as geothermal, small modular reactors, and longer-duration storage are being evaluated, with potential integration expected in the early to mid-2030s. Seattle City Light is a member of Energy Northwest, which is in partnership with Amazon to develop SMRs. And Seattle City Light is talking with geothermal developers to better understand timing and feasibility by the mid 2030s.

Q: As these projects evolve, are timelines and assumptions incorporated back into future IRPs?



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A: Yes. The IRP is updated every two years, and new information such as pricing, contracts, and lessons learned are incorporated into the modeling, recognizing there is a time lag between data updates and model runs.

Q: Outside of the two-year IRP cycle, is there a way to identify when assumptions may need to change?

A: Forecasting occurs across multiple timeframes, from short-term operations to long-term planning. In addition, each resource acquisition is evaluated individually to assess how it fits within the overall portfolio, allowing the utility to adjust as conditions change.

Review Panel Member Comment: In the chart with name plate capacity, it appears SCL is acquiring resources in excess of its forecasted load. I recommend you convert the numbers with a capacity factor coefficient to show "firm" or expected energy production instead.

Revenue Foundations. Carsten Croff presented. Materials are in the packet.

Q: Are days cash on hand based on actual cash or credit?

A: Days cash on hand reflects a combination of unrestricted operating cash and the stabilization rate account. Bond funds and capital accounts are not included.

Follow-up:

Due to lack of time to complete his full presentation, Angela Bertrand asked Carsten to return next month to continue this topic with the Review Panel. Review Panel members were invited to questions can be emailed to Julie Ryan or Angela Bertrand in advance so they can be addressed at the next meeting.

February Agenda. Draft Rate Path, DSMPA & ToU Update, First Look at Strategic Plan Outline

Adjourn. The meeting was adjourned at 11:00 a.m.

Next meeting: February 18, 2025, 9:00 – 11:00 a.m.

2026 Demand Side Management Potential Assessment

Review Panel

Jennifer Finnigan and Joe Fernandi
February 18, 2026

Today's topics

- Demand Side Management Potential Assessment 101
- How the DSMPA impacts resource projections
- Program wins

What is a Demand Side Management Potential Assessment?

- Identifies the amount, timing, and cost of demand-side resources
- Weighs against supply-side resources
- Selects best portfolio
- **Sets 2-year and 4-year targets**
- Required by state law



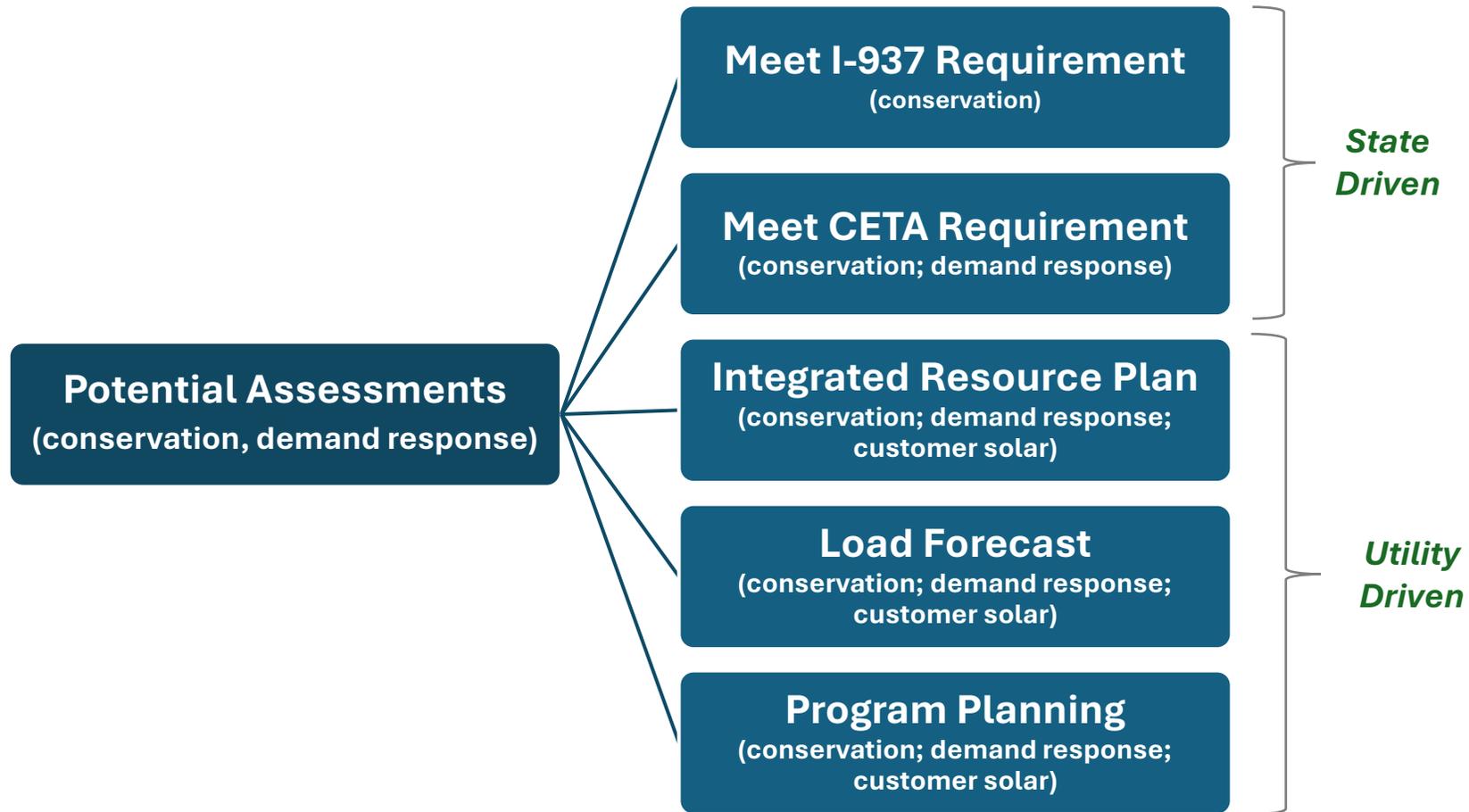
Potential assessments for... ?

- 1. Conservation** – efficient technologies and customer behaviors to reduce energy use
- 2. Demand response** – monetary signals and customer behaviors to reduce peak demand

We refer to these studies as the Demand Side Management Potential Assessment, or DSMPA

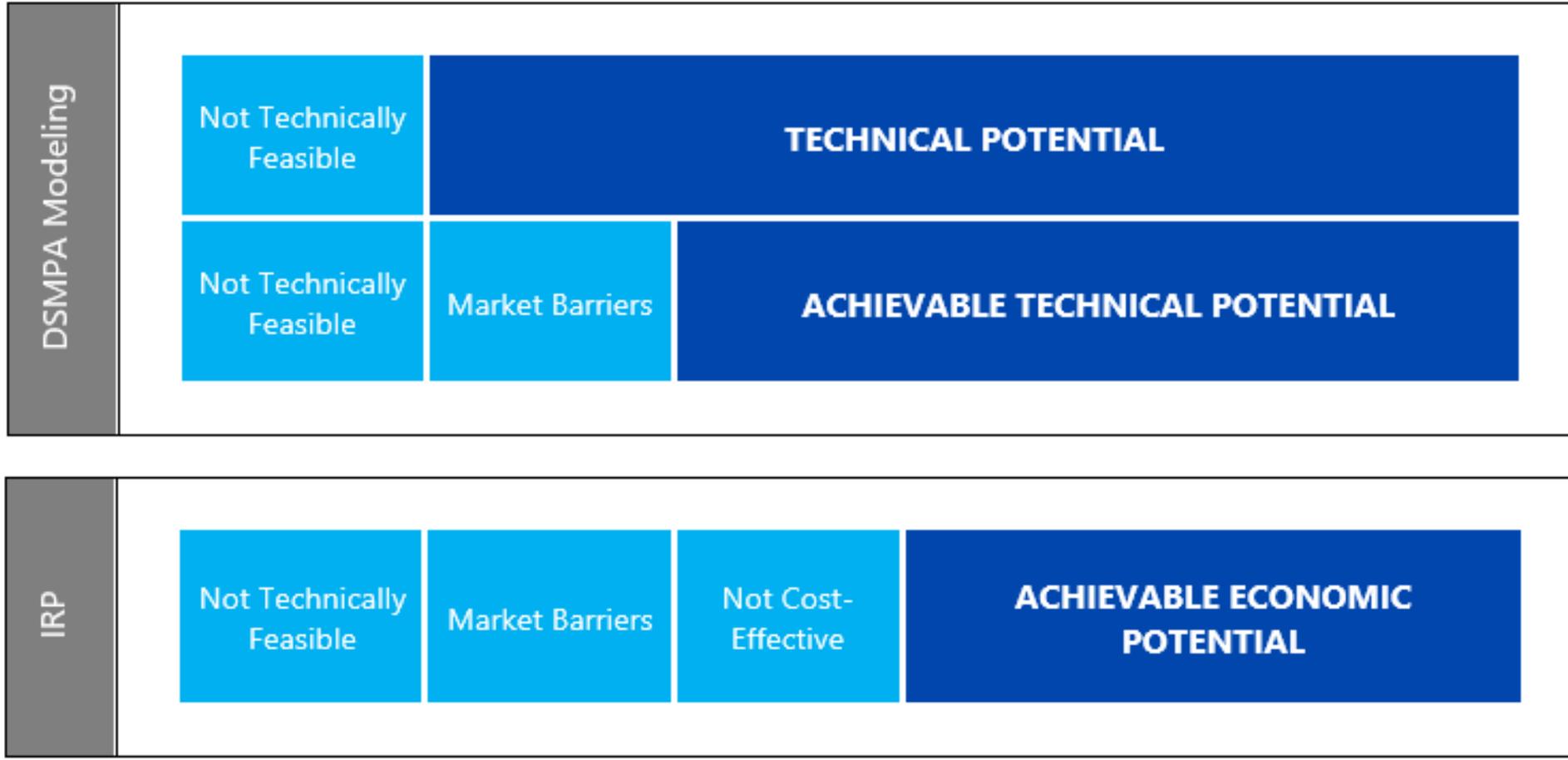


Why do we prepare potential assessments?



I-937 = Initiative 937, the Washington Energy Independence Act
CETA = Clean Energy Transformation Act

How do we set potential?



High level results

Conservation target

- Two-year target: **16 aMW** (it was 18 aMW)
- We want to exceed this target

Demand response target

- Clean Energy Transformation Act four-year target: **12 MW**



Conservation and demand response in the IRP

Customer-Side Resource Additions	2026-2035	2036-2045	Total
Conservation (aMW)	78	25	103
Demand Response (MW)	15	0	15
Customer Solar (aMW)	14	23	37
<i>Customer-Side Resources Total</i>	107	48	155

Program Wins

- Anticipate meeting 2024-2025 conservation target!
- Filled portfolio gaps
 - Strategic Energy Management
 - Supporting Building Performance Standards compliance
 - Energy Design Assistance
- Built awareness & participation
 - Customer outreach & marketing campaigns
 - Trade Ally Engagement Program
- Portfolio Optimization
 - Consolidation & streamlining
 - Incentive bonuses



THANK YOU



Seattle City Light

Italics = verbatim from SCL – do not change
Green: design notes

Intro

[Letter from Dennis]

Themes: reliability, optimistic look at challenges ahead/changing industry, rate transparency

[Mayor Quote/Photo]

Mission, Vision, Values

Seattle City Light’s mission, vision and values help to define our purpose, identify our long-term goals, and outline the core principles that guide our work.

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

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.

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.

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.

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.

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.

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.

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.

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.

Outreach

Seattle City Light puts customers and community at the core of everything we do.

As we plan for an affordable, reliable, and environmentally responsible energy future, we're committed to making sure our work reflects what matters most to the community.

Over the past year, we partnered with the Seattle Department of Neighborhoods to hear from customers across our service area.

Starting with what we already knew

Before reaching out, we reviewed feedback from past research to identify themes and information gaps and shape our community engagement plan.

Connecting with diverse communities

We met people at community events, gathered input through feedback forms and online surveys, and hosted a 3-day online focus group with participants from communities throughout Seattle and our franchise areas. Much of this outreach was done in partnership with Community Liaisons who helped us connect with customers in their preferred language.

[Insert 2 photos w/captions]

[Example: Photo of P-Patch Earth Day Celebration]

[Caption/cutline:] City Light's Community Liaison partners engaged community members in 8 different languages at the P-Patch Earth Day Celebration in Seattle's Central District.

Listening to those who are often left out

In addition to broad outreach, we held community conversations and focus groups with priority populations and key partners, including:

- communities historically underrepresented in planning processes
- youth and young adults
- business customers
- community-based organizations
- City Light employees

[Include 1-2 photos w/captions]

[Example: Photo from Lake City Community Service Provider Meeting]

[Caption/cutline:] We interviewed 14 Human Service Department Community Connectors about barriers to affordability programs and recommendations for helping community members reduce energy burdens.

[Example: Photo of Employee Engagement]

[Caption/cutline:] We engaged with employees across work locations, including connecting with 200+ frontline staff]

What we heard

- **Reliability is the top priority.** Customers expect City Light to keep the power on and restore it quickly when it goes out.
- **Our community cares deeply about the environment.** They are counting on us to provide energy in a way that doesn't harm our planet.
- **Affordability is critical.** Customers want to know they can afford to pay their electricity bill.
- **The transition to a clean energy future should be fair.** The communities we serve want City Light to remove barriers and improve access to programs, services, and benefits.

By incorporating community feedback into our strategic planning efforts, we will be better positioned to deliver outcomes benefit everyone. We will continue checking in with customers and community partners to keep listening, learning ,and improving.

Accomplishments

The following accomplishments highlight our ongoing commitment to improving the reliability of our systems, building trust among the communities we serve, and partnering with our customers to meet today's challenges and build a stronger energy future.

Making our electric system more reliable and resilient

- City Light is committed to restoring power to our customers as quickly as possible. In February 2025, our crews safely restored power to 98% of customers within 24 hours after a severe windstorm impacted 64,000 customers. A complex repair to a high-voltage transmission line near Bothell Substation showcased teamwork and innovation.
- Our new voluntary demand-response program invites our biggest customers to use less power for short periods of time when demand spikes, like during extreme hot or cold weather. This allows City Light to avoid costly market purchases and receive higher prices for surplus energy sales. The program delivers value to the utility, program participants, and the broader community by helping keep electricity affordable, reliable, and environmentally responsible.
- In December 2025, City Light signed a 16-year contract with the Bonneville Power Administration (BPA) to guarantee access to the Federal Columbia River Power System. As a public preference customer within the BPA system, City Light has access to the lowest cost rates in the region. Historically, we have received approximately 45-50% of resource needs from BPA. The new contract, which begins in October 2028, is expected to provide a similar amount of energy with a higher degree of flexibility.

Supporting our customers and community

- For the fourth year in a row, City Light has been ranked #1 in customer satisfaction for midsize electric utilities in the West, according to the J.D. Power 2025 U.S. Electric Utility Business Customer Satisfaction Study. We were also named a 2024 Business Customer Champion by Escalent for our strong relationships and reliable support for businesses.
- Working with the City of Seattle Department of Neighborhoods, we are reaching more communities that are often left out of decision making, and we are helping more people get connected to utility bill assistance programs and **other energy support**.
- To better serve our diverse community, we partnered with Seattle Public Utilities to allow customers to choose from more language options when they call our customer service center. By offering additional language options, we are helping more customers get the assistance they need.

Stewarding the environment and creating a sustainable energy future

- We celebrated the first year of success at the Native Salmonid Conservation Facility, where we completed the full lifecycle of Westslope cutthroat trout, preserving genetic diversity and supporting recreational fishing. Collaborative efforts with the Kalispel Tribe and local agencies have strengthened ecosystems and community ties
- In September 2025, the Seattle City Council approved our 2026-2029 Clean Energy Implementation Plan, which details how we'll meet Washington's goal of delivering 100% renewable and non-emitting electricity by 2045. The plan reflects months of extensive customer input and emphasizes equity, reduced energy burden, improved community health, and expanding access to green jobs.

- In July, City Light hosted Senator Patty Murray, along with clean energy and climate action leaders, for a discussion on cuts to clean energy tax credits and their far-reaching impacts on our region's environment, economy, and energy security. Even with these challenges, City Light will continue to expand clean energy resources to meet growing demand and keep Washington a leader in clean energy innovation.

Preparing the workforce to meet new energy demands

- Building a skilled EV workforce: Our Electric Vehicle Charging Installer Program is helping women- and minority-owned (WMBE) electrical contractors thrive in the emerging EV charging market. In 2025, we supported 15 WMBE firms with tools, training, and mentorship. Through the program, participants expanded their expertise, earned certificates, and secured 46 bid opportunities with City Light customers.

Using technology in strategic and innovative ways

- In 2025, our Vegetation Management team began using LiDAR to precisely map and manage vegetation along 600 miles of transmission lines, improving grid safety and wildfire prevention. Their innovative work earned them national recognition in October, when they received the Francis Upton Top Innovator in Analytics in Utility Service award.

[Call-out: Building a Strategic Roadmap]

As Seattle City Light faces significant challenges, including aging infrastructure, rising energy demand, and the growing impacts of climate change. That's why it's more important than ever to be clear about what matters most and where we're headed.

Our 10-Year Strategic Roadmap does just that. It sets a clear direction for the utility and helps make sure our day-to-day work supports our long-term goals.

The focus areas, outcomes, and initiatives in this Strategic Plan frame our strategic roadmap. We developed them through collaboration across the utility. Employees provided input through field visits, cross-functional workshops, team discussions, and leadership engagement. We also heard from more than 575 community members through a survey.

The result of this extensive input is a practical plan that helps us define our priorities for the next decade, what success looks like, and the work needed to get there.

Focus Areas and Outcomes

Focus Area: Reliability

Uninterrupted power is essential to our customers' lives.

By 2035, Seattle City Light will lead in power reliability. In addition to consistently delivering exceptional electric service to our community, we will minimize power outages and improve communication when they do occur.

Measure of success: We aim to achieving and maintaining a ranking in the top 25% of utilities nationally (as measured by the American Public Power Association) across three critical reliability metrics:

- SAIDI – reducing the total hours customers are without power
- SAIFI - decreasing the number of outages
- CAIDI - lowering the average time to restore power when outages occur

We will also track fewer and shorter planned outages and faster recovery from storm outages.

Outcomes

Asset Portfolio Health

Our equipment consistently performs well, with no unexpected equipment failures.

Restoration Time

Outages are rare, but when they happen, we restore power quickly.

Major Event Impact

When there are big disruptions, like storms or earthquakes, we bounce back faster than other utilities.

[Initiative Highlight(s)]

Focus Area: Power Supply

Keeping power affordable and reliable while meeting regulatory requirements depends on having enough energy resources. By 2035, Seattle City Light will have a sufficient mix of energy resources and transmission capacity to meet growing demand.

Measure of success:

Our primary measure is consistently meeting the Loss of Load Expectation metric from our long-term energy plan—no more than one day of energy shortfall in 10 years.

We will also meet regional grid reliability metrics, including the Western Energy Resource Adequacy Program Planning Reserve Margin (PRM) and Qualified Capacity Contribution (QCC) standards.

Outcomes

Maintain Existing Generation Assets

Our hydroelectric dams are relicensed, reliable, and in strong working condition for continued safe power generation.

Acquire Generation & Transmission

We've secured new resources aligned with our plan, giving us confidence we can meet or exceed future peak demand.

Adapt for Load Growth & Peaks

We have real-time visibility and influence over energy demand growth and peaks to ensure system stability and efficiency.

Optimize Power Resources

We forecast accurately and use our assets and the energy market strategically to maximize value for the system and our customers.

[Initiative Highlight(s)]

Focus Area: Customer Experience

By 2035, Seattle City Light will be known as a trusted energy partner that delivers positive and equitable customer experiences.

As a community-owned not-for-profit energy provider, we are committed to giving every customer access to the energy services they need, now and in the future.

Measure of success:

Earning and maintaining a number one ranking among all utilities across the nation as measured by J.D. Power's Overall Customer Satisfaction score.

Outcomes

Customer Trust

Customers trust us to be transparent, proactive, and solutions-focused; they hear from us first and trust our response.

Customer Effort

Our customers consistently get fast answers, simple processes, and support that fits seamlessly into their lives.

[Initiative Highlight(s)]

Focus Area: Sustainability

By 2035, City Light will lead the nation in utility sustainability through reducing carbon emissions, supporting electrification, and protecting the environment.

To us, sustainability means providing equitable clean¹ energy services that support a healthy environment, economic opportunity, and resilient communities today and in the future. We will embed sustainability across our planning, investments, operations, workforce, and culture.

Measure of success:

¹ *fully renewable or non-emitting, as defined by CETA

Ranking in the top 10% of the Escalent Environmental Dedication and Engaged Customer Relationship Indexes, and showing that customers see and value our sustainability efforts.

Outcomes

Environmental Stewardship

We steadily reduce emissions and are a recognized leader for environmental responsibility.

Strategic Partnerships

We're a trusted partner, building collaborations that provide mutual benefit for communities and our utility.

Resilient Services

Our climate-ready systems keep power flowing, reducing outages and limiting the impact of extreme events.

Community Well-Being

All customers have reliable energy to safely heat, cool, and power their homes to stay safe and comfortable.

[Initiative Highlight(s)]

Focus Area: Workforce

By 2035, Seattle City Light will build and support a highly skilled, diverse, resilient, and agile workforce to meet the changing demands of the energy sector. We will attract and retain top talent, foster a workplace culture that reflects our values, and prepare employees for emerging technologies and roles.

By aligning our workforce strategy with our long-term goals, enable reliable service delivery, support innovation and creativity, and strengthen the communities we serve.

Measures of success:

Employee engagement scores reach 80% or higher in each business unit and workforce excellence drives success in reliability, customer focus, power supply, sustainability, and technology

Outcomes

Model a Safe & Secure Work Environment

Employees embody a shared responsibility and proactive approach to safety.

Intentional Workplace Culture

Our culture is aligned with our values. Staff feel engaged and see themselves in our mission and values.

Skilled Workforce

Our people are prepared for the utility's evolving needs. Staff can recognize skills needed and have a pathway to develop those skills.

Supportive Systems and Processes

Employees have the tools, clarity, and support they need to work effectively and deliver on results.

[Initiative Highlight(s)]

Focus Area: Technology

By 2035, Seattle City Light will use technology strategically to enhance the customer experience, improve grid performance, support our workforce, and keep our systems secure.

We will deliver reliable, sustainable, and secure energy to our community, while positioning Seattle City Light as a technology leader in the utility sector.

Measures of success:

Improvements in customer experience, operational efficiency, and community trust driven by technological advancements.

Outcomes

Modern Grid & Utility Digital Solutions

[Description TBD]

Cyber-Physical Security & Network Modernization

[Description TBD]

Data Analytics & AI Enablement

[Description TBD]

[Initiative Highlight(s)]

1. Rate path

Factors Impacting Rates

Rate Path

Affordability

2. Review Panel & Letter

The Seattle City Light Review Panel is comprised of nine members drawn from among City Light's customers. Five members are nominated by the Mayor and four members are nominated by City

Council. The Panel is responsible for reviewing and assessing City Light's strategic plan and provide an opinion on the merits of the plan and future revisions to it to the Mayor and the City Council.

Bruce Flory

(Position 1: Economist)

Louis Ernst

(Position 2: Financial Analyst)

Kerry Meade, Executive Director, Northwest Energy Efficiency Council

(Position 3: Non-Profit Energy Efficiency Advocate)

Leo Lam, Chief Executive Officer, WEVE Design

(Position 4: Residential Customer Representative)

Ryan Monson, General Manager of Sabey Data Center's Seattle Campus

(Position 5: Commercial Customer Representative)

Toyin Olowu, Finance Manager and Controller at Nucor Seattle Steel Division

(Position 6: Industrial Customer Representative)

Oksana Savolyuk, Energy Program Director, Multi Service Center

(Position 7: Low Income Customer Representative)

Gina Cristina Sima

(Position 8: At-Large Customer Representative)

Joel Paisner, Partner, Ascent Law Partners, LLP

(Position 9: Suburban Franchise Representative)

Strategic Plan Update

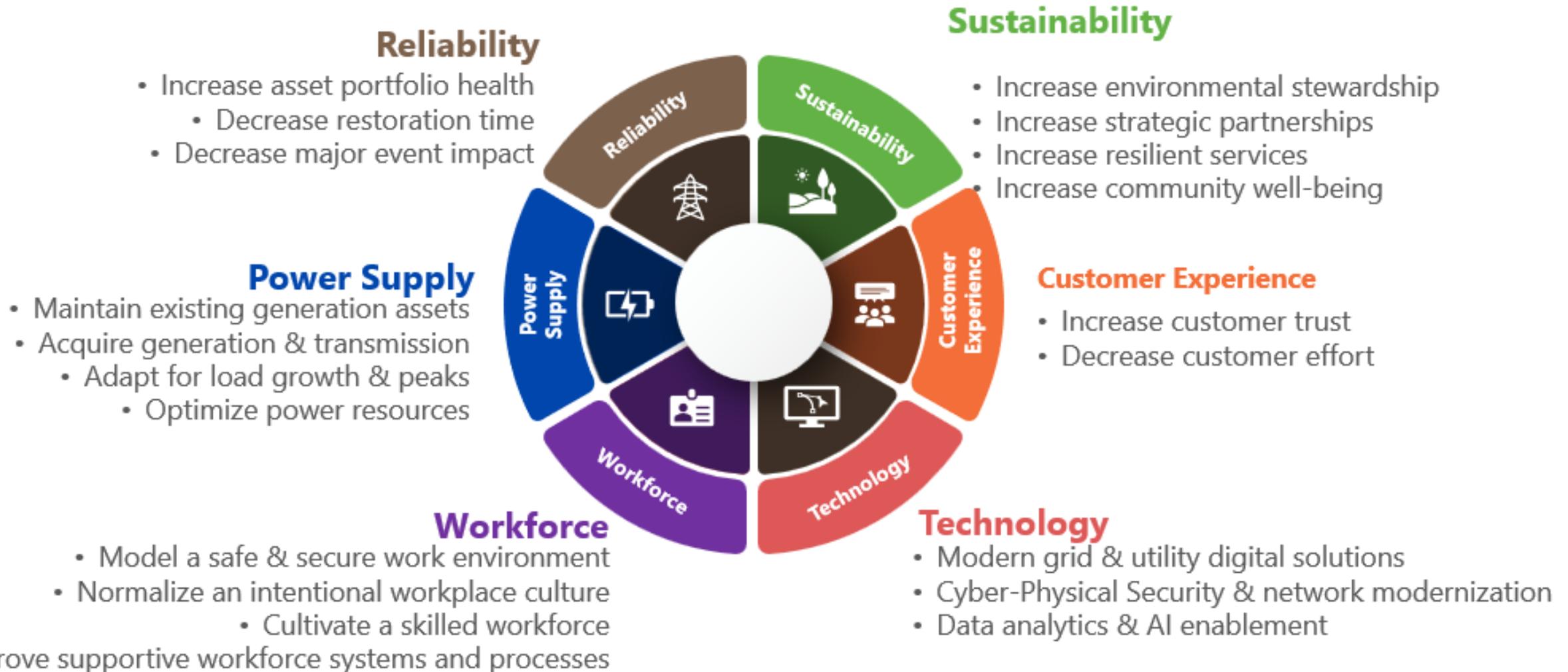
Rate Path Considerations

Review Panel Meeting 2.18.2025

Agenda

- Strategic Roadmap Recap
- Process and Timeline
- Unprioritized Budget Asks
- Major Cost Pressures
- Next Steps

Roadmap: City Light Focus Areas & Outcomes

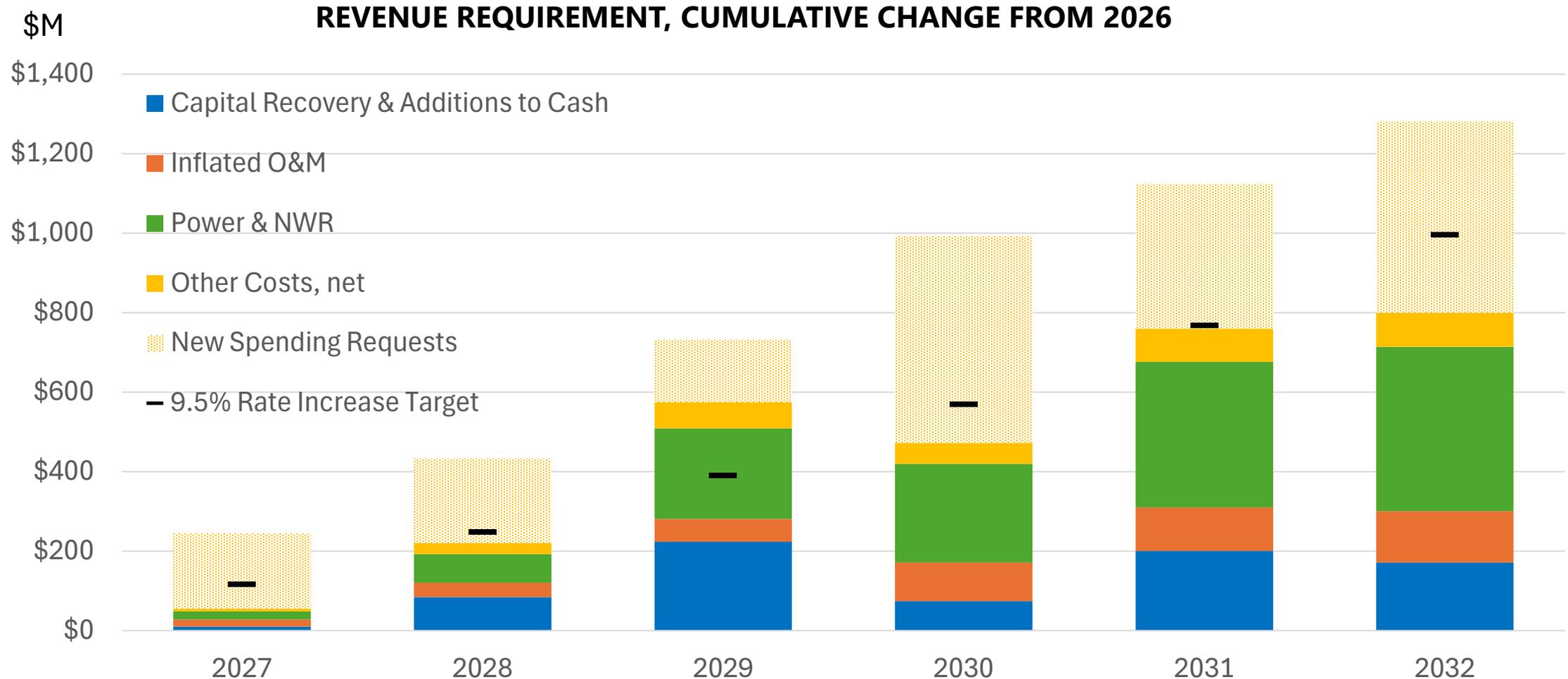


Process: Roadmap to Rates



We are here.

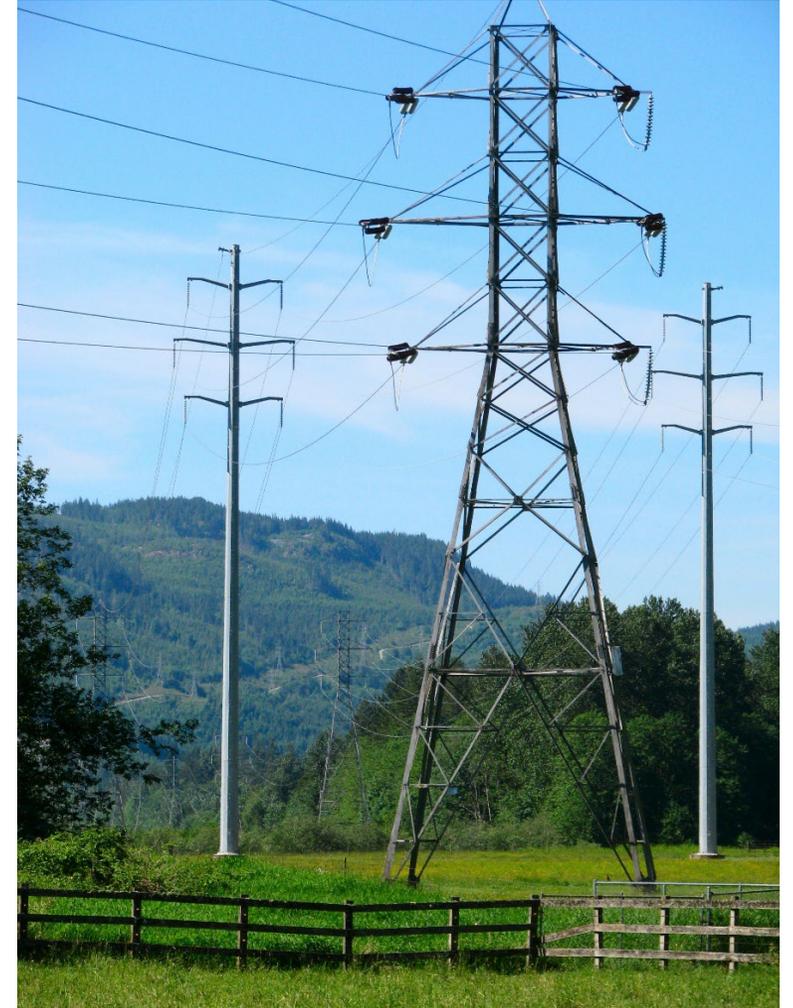
Current Baseline* + Unprioritized Asks



* Baseline includes minimal investment in infrastructure replacement, grid expansion in support of decarbonization, technology. Includes Skagit license costs.

Cost Pressures Driving Rate Increases

1. New power supply
 - Clean, sustainable resources and transmission
2. Electrification of buildings & transportation
 - Grid investments, capacity, new substations?
 - Customer support for BEPS, EV's, etc.
3. Aging infrastructure
 - Direct buried cable replacement: 330 miles, \$2B
4. Technology deficit
5. Skagit relicensing \$4B
6. Inflation: wages, materials, supply chain



Next Steps & Deadlines

Date	Deliverable	Team
March 16	Formal Budget Change Request Due	Staff
March 17 – 31	Oversight Committee Budget Change Request Review	CGO+
March 18	Strategic Plan Draft Review	Review Panel
April 1	Oversight Committee Recommendations to Executive Team	CGO+
April 2 – 17	Executive Team Budget Change Request Review	Executive Team
April 15	Strategic Plan Final Review + Draft Review Panel Letter	Review Panel
April 18	Executive Team Approves Proposed Budget Change Requests	Executive Team
May 1	Final Strategic Plan + Rate Path	Executive Team
June 3	Budget Submittal to Mayor’s Office	Executive Team

THANK YOU



Seattle City Light