

A close-up, profile view of a utility worker wearing a yellow hard hat with the Seattle City Light logo, safety glasses, and a blue work shirt. The worker is focused on a task, holding a red-handled screwdriver. In the background, an open electrical panel reveals rows of circuit breakers and copper wiring. The scene is brightly lit, suggesting an outdoor or well-lit indoor environment.

# POWERING AHEAD

STRATEGIC PLAN UPDATE 2025–2030



Seattle City Light

# MESSAGE FROM THE GENERAL MANAGER



The energy landscape is rapidly transforming, presenting monumental challenges for the public utilities sector. We are facing rising wholesale energy prices, more frequent extreme weather events caused by climate change, and the impacts of low-water flow on our hydroelectric generation capacity.

At the same time, customer demand is escalating more quickly than we projected just a couple years ago. Retail demand from building electrification is growing three times faster, and transportation electrification demand has increased 70%. In a matter of years, demand will outpace energy savings from efficiency.

Seattle City Light, a leader in clean energy and environmental stewardship, is primed to meet these challenges, and the Strategic Plan is our guide. It keeps us pointed toward our long-term goals, helps us navigate uncertainties, and reinforces our commitment to deliver affordable, reliable, and environmentally responsible energy services.

We develop a full strategic plan every six years and update it every two years to incorporate input from City Light's Review Panel, customers, and stakeholders, adjust for new forecasts, and report our progress.

This 2025–2030 Strategic Plan Update reflects what we've learned since 2022 and reiterates our commitment to developing our workforce; identifying cost-saving opportunities; investing in infrastructure; incorporating new technologies; and enhancing cyber security. It also includes bold initiatives to meet the challenges ahead, like technology expansions that integrate renewable energy and demand response programs to reduce strain on the grid.

Like many public power utilities, City Light is undergoing an expansive—and expensive—transformation. This Strategic Plan Update calls for rate increases to produce enough revenue to cover rising costs. As a not-for-profit utility, we work hard to keep rates affordable. We also offer utility assistance programs for customers with limited incomes.

I am honored to lead City Light and to share this Strategic Plan Update with you. With this plan we will continue to power our region and build a more equitable and sustainable future, while maintaining the flexibility to adapt in an evolving energy landscape.



**Dawn Lindell**  
General Manager/CEO  
Seattle City Light

# MISSION, VISION, AND VALUES

Our mission, vision, and values help to define and guide who we are, where we are going, and what is most important to focus on in the work we do every day.

## MISSION

Seattle City Light 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

We believe customer service is everyone's job. We pledge to be approachable, respectful, and responsive in providing products and services that our customers want and need.

### ■ Environmental Stewardship

We care about the environment, and we are dedicated to enhancing, protecting, and preserving it for future generations.

### ■ Equitable Community Connections

We are proud to be a local, community-owned utility. We are visible and actively involved in the communities we serve. We are rooted in our commitment to racial diversity, social justice, and the equitable provision of services to all.

### ■ Operational and Financial Excellence

We strive for excellence, are forward-focused, and seek new and innovative solutions to meet the challenges of today and tomorrow. We prioritize our investments and operating choices to build upon our strong financial foundation and solid, reliable infrastructure.

### ■ Safe and Engaged Employees

We actively practice our commitment to employee and public safety. We treat each other with kindness and respect, are personally accountable, and work effectively in teams.

# ACCOMPLISHMENT HIGHLIGHTS

City Light continues to make significant progress on its strategic priorities. Below are key accomplishments that highlight just a few of the ways we have supported our customers and community, invested in our people and processes, managed our resources wisely, and built a strong energy future.

## **Spent \$12+ Million to Assist Customers Who Struggled to Pay Bills**

City Light remains committed to helping customers who are facing financial challenges. In 2022, we distributed \$9,756,600 in state pandemic funds to 16,990 customers to help reduce past-due balances. We also distributed \$1,056,200 through our Emergency Bill Assistance program and \$2,706,400 in Low-Income Home Energy Assistance Program funds. In 2023, we allocated another \$880,000 in state funds to help low- and moderate-income residential customers who were receiving help from utility bill assistance programs.

Additionally, as part of our shared commitment to meeting customers' needs, we partnered with Seattle Public Utilities to launch a newly designed online application process for the City of Seattle Utility Discount Program called the Utility Assistance Program. Consolidating three separate applications into one created a simplified approach that provides customers with a more straightforward process and a better user experience.

## **Gave Customers New Tools to Understand and Manage Their Energy Use**

City Light has continued to roll out enhancements to our Utility Services Website since it was introduced in 2020. Most recently, we have made daily electricity usage data available, giving customers the information they need to understand their household energy use and make decisions for cost-saving energy adjustments.

## **Collaborated with Partners to Steward the Skagit River Watershed and Plan for the Future of the Skagit Hydroelectric Project**

City Light's Skagit River Hydroelectric Project is a series of three dams that make up 20% of our power portfolio. In April 2023, we submitted a final license application to the Federal Energy Regulatory Commission detailing plans to operate the Skagit River Hydroelectric Project for the next 50 years. The final license application is a significant milestone and represents years of collaboration among Treaty Tribes, Canadian First Nations, federal and state regulatory bodies, environmental groups, and nearby communities. The application is a complete and comprehensive plan that balances the need for renewable energy with the need to respect Tribal interests and be good stewards of the ecosystem.

# ACCOMPLISHMENT HIGHLIGHTS



## Advanced Transportation Electrification

The electrification of transportation is key to reducing carbon emissions and combating climate change. In 2023, we launched incentive programs and technical support for businesses transitioning to electric fleets and multifamily customers looking to install EV chargers at their properties.

We have completed our pilot program to install 131 Multifamily Level 2 EV chargers and 31 curbside charging stations at neighborhood locations across the city. We also joined statewide partners in unveiling the first electric bus in the Amtrak National Network.

## Supported Green Energy in the Community

In 2023, City Light invested \$785,000 in renewable energy credits through the Green Up Community program, which incentivizes the installation of new rooftop solar energy hosted by affordable housing, local nonprofits, and public entities. The goal is to help them reduce operating costs, allowing them to focus on their respective missions to provide quality services to meet the needs of our community. Green Up is funded by a voluntary renewable energy credit (REC) purchasing program in partnership with the Washington State Housing Finance Commission's (WSHFC) Sustainable Energy Trust.

## Refined Our Wildfire Risk Reduction Strategy

Climate change is making wildfires more frequent and intense. To address the escalating challenge of wildfire, we refined our Wildfire Risk Reduction Strategy. Released in August 2023, the strategy prioritizes minimizing potential damage through risk reduction plans that deter wildfire occurrences while ensuring we are prepared to respond effectively and recover quickly when fires occur. We applied the strategy during the 2023 Sourdough Fire near our Skagit Hydroelectric Project facilities to maintain operations and monitor infrastructure so that customers experienced little to no impact from the fire.

## Improved the Customer Experience

City Light is committed to improving the customer experience. In 2022 and 2023, City Light secured the highest business customer satisfaction index score among midsize electric utilities in the Western United States in the J.D. Power 2023 Electric Utility Business Customer Satisfaction Study<sup>SM</sup>.



## Expanded the Energy Heroes Program

During the 2022–2023 school year, we expanded our Energy Heroes program. We taught more than 2,000 students at 17 schools in our service area about electrical safety, energy conservation, and all things renewable. We also completed a pilot for a new high school workshop on electrification and equity. Since 2008, Seattle City Light has provided the Energy Heroes educational program to classrooms across our service area. We've been hard at work helping students learn the ins and outs of electrical safety, energy conservation, renewable energy, and more.



## Welcomed a New Tenant to the Denny Substation

In late 2023, we celebrated the opening of a newly designed and built-out section of the Denny Substation in South Lake Union. YouthCare, a nonprofit youth homelessness services provider, will use the space to provide education and workforce development services for young people experiencing homelessness.



## Expanded Access to Recreational Opportunities

In the summer of 2023 we opened two new overlook areas in northern Pend Oreille County, home to City Light's Boundary Dam Hydroelectric Project. The Peewee Falls and Riverside Canyon overlooks make breathtaking views accessible to the public with new restroom facilities, picnic tables, ample parking, and gravel walking trails with easy grades. Future improvements will include the completion of a trail that links the two new overlooks, which has been officially named *słqqaxs č čaxíwłk*<sup>SM</sup> (the Salmon Passage Trail) in consultation with the Kalispel Tribe of Indians.



## Gave Back to the Community

City Light's employee-led fundraising efforts brought in thousands of dollars to support important community causes. Our annual Toys for Tots holiday drive brought in a record \$11,000 and filled 91 bags with toys—our most successful toy drive to date.

# STRATEGIC PRIORITIES



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

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

# 1 IMPROVE THE CUSTOMER EXPERIENCE

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

## Deliver Programs Aligned with Customer Priorities

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



### Initiative Highlight: Customer Insights

We are enhancing our Voice of the Customer program by expanding and improving our data collection to deepen our understanding of customer preferences and inform our work. We are also increasing internal engagement with the program through briefings, workshops, and feedback opportunities, ensuring employees have the information necessary to design and deliver services and programs that match customers' needs.

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

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



### Initiative Highlight: Outage Management System

We are updating our Outage Management System, including increasing our capacity to collect and analyze outage data. This will improve our awareness of the health of our power grid and help us identify and respond to outage trends.

## Provide More Predictable Service Connection Timelines

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



### Initiative Highlight: Service to Bill

City Light's Service to Bill program uses data from a comparative study of peer utilities to inform our Residential Electric Service Connection timelines strategy. We are also continuing our work to better communicate service delivery expectations and create a more transparent application process, and we are exploring ways for customers to request early design guidance before starting a project or submitting an application.

# 2 CREATE OUR ENERGY FUTURE

The future of energy is arriving ahead of schedule and is dramatically impacting the energy landscape. Disruptive forces have accelerated, and we must be prepared to address climate change, a shift from using fossil fuels to clean electricity, and an increase in electricity demand from electric vehicles and building standards. These changes impact our infrastructure from generation to how we connect to your home or business. We are improving our systems and infrastructure to meet our capacity needs now and in the future. Our work in this area strives to deliver the following outcomes:

## Secure a Diverse Mix of Long-Term Energy Resources to Meet Growing Demand

We aim to have enough different energy sources to keep up with growing needs and future growth. This will help people make the switch to electricity for transportation and buildings. We are preparing with the help of long-term planning and trying new ideas like demand response.

## Support Customer Adoption of Transportation and Building Electrification

Making the switch to electricity for transportation and buildings will be a tremendous change. We are committed to equitably supporting all customers, big and small, in their decarbonization efforts.

## Improve Energy Delivery Infrastructure to Meet Current and Future Capacity Needs

Creating our energy future depends on ensuring our infrastructure can meet evolving needs. Our grid must support a two-way flow of electricity as well as increased demand from electrification and severe weather events.



### Initiative Highlight: Long-term Energy Portfolio

City Light is considering a broad set of resources to incorporate into our resource portfolio, including different types of storage technologies, geothermal, solar, and onshore and offshore wind.

The Integrated Resource Plan will inform future acquisition of new electric generation or storage projects.



### Initiative Highlight: Transportation Electrification

Our Transportation Electrification work offers customer programs that provide technical support, as well as charger incentives.

City Light also owns and operates public chargers for our customers and aims to bring community-focused projects to residents.



### Initiative Highlight: Grid Modernization

As our world and environment change, the grid must keep up. We will ensure the grid is reliable, resilient to impacts from climate change, and secure from cyberattacks by updating grid infrastructure, integrating renewable energy resources, and accommodating new technologies.

# 3 DEVELOP WORKFORCE & ORGANIZATIONAL AGILITY

As our industry and customers rapidly change, we must invest in our people and processes to enable them to respond, adapt, and thrive. We are creating a flexible and responsive organization by focusing on change management, training, and new technology. Our efforts aim to attract, train, and keep talented staff. We want to see higher employee engagement, more career opportunities, and staffing that supports our organizational priorities. Outcomes of our work in this area will include:

## Increase Employee Engagement

We're focused on increasing employee satisfaction across the organization. We will use our employee survey to identify ways to support employees and managers through the many changes to our work.



### Initiative Highlight: Organizational Change Management

City Light is creating a Change Management Community of Practice to provide opportunities for continuous learning, knowledge sharing, and collaboration in support of a more engaged and motivated workforce. We aim for this initiative to spark creative solutions and foster a culture of innovation that benefits the entire organization.

## Provide Opportunities for Career Mobility

We're focused on supporting our employees at every stage in their career, ensuring they have the tools and resources they need to explore opportunities and take on new roles.



### Initiative Highlight: Performance Development

City Light's performance development work will provide managers with the performance tools and resources needed to help employees achieve their career goals within the organization. We aim to foster an environment where employees can flourish in their current role, while preparing them for future career exploration and growth within the utility.

## Prioritize Our Work and Staff It Accordingly

Our recruitment strategy, particularly in trades, will help us ensure we have the right people to help us perform our work and deliver essential services.



### Initiative Highlight: Attract, Train, and Retain

City Light will develop a comprehensive talent recruitment, training, and retention strategy to help the organization become a top choice for prospective employees and align our hiring practices with emerging market and talent trends. This work will include assessing the utility's staffing needs, forecasting hiring trends, and designing data-driven recruitment strategies.

# 4

## ENSURE FINANCIAL HEALTH AND AFFORDABILITY

Financial stability is crucial to our future. It allows us to create innovative energy solutions, invest in critical infrastructure, and keep our rates affordable. We are dedicated to supporting long-term affordability in Seattle. This means having rates that are understandable and fair for everyone, especially those who are more vulnerable. We are committed to setting rates in a way that is sustainable and predictable over time. We're also offering new pricing options to help people manage their energy costs better. Our outcomes in this area include:

### Reduce Volatility in Power Supply Costs

To reduce volatility in power costs and improve rate stability for customers, we will adapt our internal risk, forecasting, monitoring, and contracting practices to respond to changes in the wholesale power market.



#### Initiative Highlight: Market Risk Management

Increasingly severe weather events, growing demand, and the region's changing energy supply mix make markets more dynamic and increase City Light's financial risk. We will update our power marketing practices to mitigate risks and optimize the value of our resource portfolio. We will also pursue participation in new markets, allowing us to efficiently use our power generation and transmission assets to integrate new green resources like wind and solar.

### Allocate Resources to Balance Growing Energy Costs and Customer Expectations

Adjusting our resourcing strategies to better match customer priorities is a win-win. For example, time-of-use pricing rewards customers who use electricity when power is cheaper and demand is lower, with lower rates. Customers enjoy cost savings, and we all benefit from reduced strain on the electric grid.



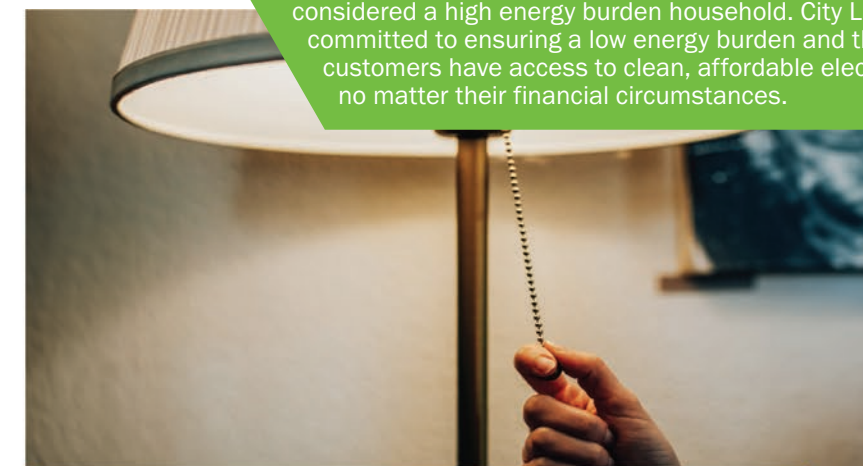
#### Initiative Highlight: Renewable Plus

City Light's Renewable Plus program will offer large customers a "bundled" renewable energy product—solar/wind energy (kWh) along with the associated Renewable Energy Certificates—to help meet their sustainability and climate goals. The program will include new solar resources located in the Pacific Northwest, with an online target date of 2025. Customers will sign 15-year Participation Agreements and will receive the bundled product once projects are complete and generating power.

### Limit Energy Burden on Customers

Lastly, we'll continue supporting and improving programs that help ensure customers can afford their utility bills and get assistance when they need it.

**What is "Energy Burden"?** The share of annual household income used to pay annual home energy bills. A household that pays 6% or more of its income on energy costs is considered a high energy burden household. City Light is committed to ensuring a low energy burden and that all customers have access to clean, affordable electricity no matter their financial circumstances.



#### Initiative Highlight: Utility Assistance Programs

Upon completion of a comprehensive evaluation of the City of Seattle's Utility Assistance Programs, City Light will begin implementation of program redesign initiatives aimed at re-centering customer needs in our income-qualified service offerings. This includes intentional and systematic changes to eliminate barriers of access to programs, increase enrollment and retention of eligible customers, and drive down customer energy burden to help customers keep current on their utility bills.

# 5 WE POWER

“We Power” refers to our core mission as a utility—to provide affordable, reliable, and environmentally responsible energy services to our customers. This drives everything we do, and our values guide us in achieving this goal. Our commitment to our core business operations and delivering value to our customers includes: providing the energy services our customers need by taking care of our key assets and infrastructure; prioritizing diversity, equity, and inclusion; and managing and mitigating the challenges, risks, and uncertainties of a changing world. City Light’s “We Power” outcomes include the following:

## Enhance Our Response to the Environmental Impacts of Climate Change

We’re implementing initiatives to ensure we continue to have a reliable power supply in a changing environment.



### Initiative Highlight: Wildfire Reduction and Mitigation Strategy

We are committed to reducing wildfire risks by implementing City Light’s Wildfire Risk Reduction Strategy. The strategy, completed in 2023, addresses the potential for our assets and infrastructure to cause wildfires and be impacted by them. Key elements include risk assessment and mitigation, including actions such as grid hardening and vegetation management; emergency management to monitor for high-risk weather conditions; stakeholder engagement; coordination with emergency management agencies and municipalities; and governance and accountability.

## Efficiently Manage Operations to Comply with Expanding Regulations

As we plan for the future of providing affordable, reliable, and environmentally responsible energy services, we commit to meeting regulatory obligations such as dam safety and emissions requirements.



### Initiative Highlight: Emissions Regulation Compliance

City Light must comply with a variety of local, state, and federal policies related to climate change and greenhouse gas emissions. We will manage compliance as a holistic program to help ensure the reduction of City Light’s greenhouse gas emissions, minimize compliance costs, optimize our portfolio of resources, and capitalize on opportunities.

## Enhance Technology and Cyber Security to Adapt to the Rapidly Evolving Energy Landscape

We are investing in technology and cyber infrastructure enhancements to ensure we continue to be responsive and resilient to the challenges presented by a changing energy landscape.



### Initiative Highlight: Distributed Energy Resource Management System

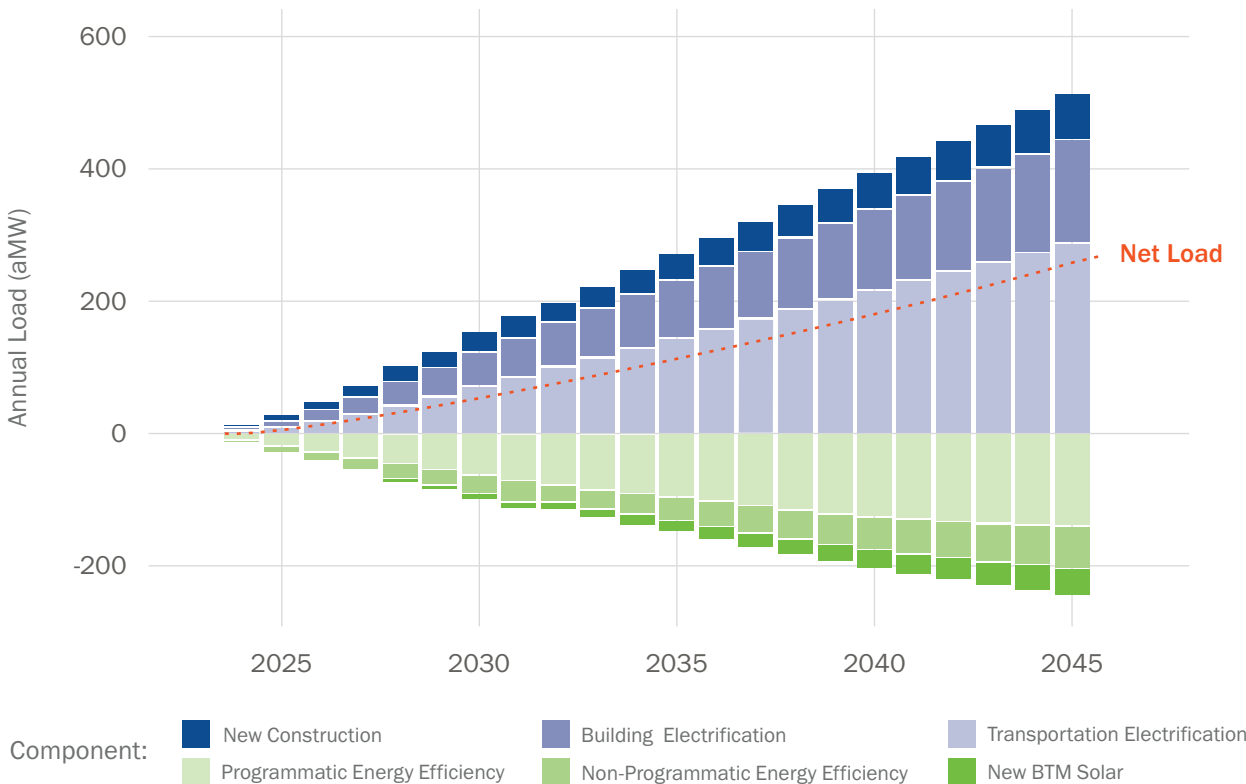
City Light’s Distributed Energy Resource Management System is an essential technology for establishing a grid that supports the two-way exchange of energy between the utility and our customers. This will allow us to manage the operation of distributed energy resources such as solar panels, wind turbines, and energy storage systems—all key to decarbonizing the energy sector. It will also manage the charging and discharging of electric vehicles and other energy storage systems, supporting both vehicle and building electrification and enhancing grid stability.

# FINANCIAL REQUIREMENTS & RATE PATH

Seattle City Light’s revenue requirements and rates are expected to increase as the projected pace of electrification intensifies.

## Load Growth

This chart shows the drivers that pushing retail load up or down compared to 2023 levels. Electrification of buildings and transportation is expected to drive significant load growth in the coming years.

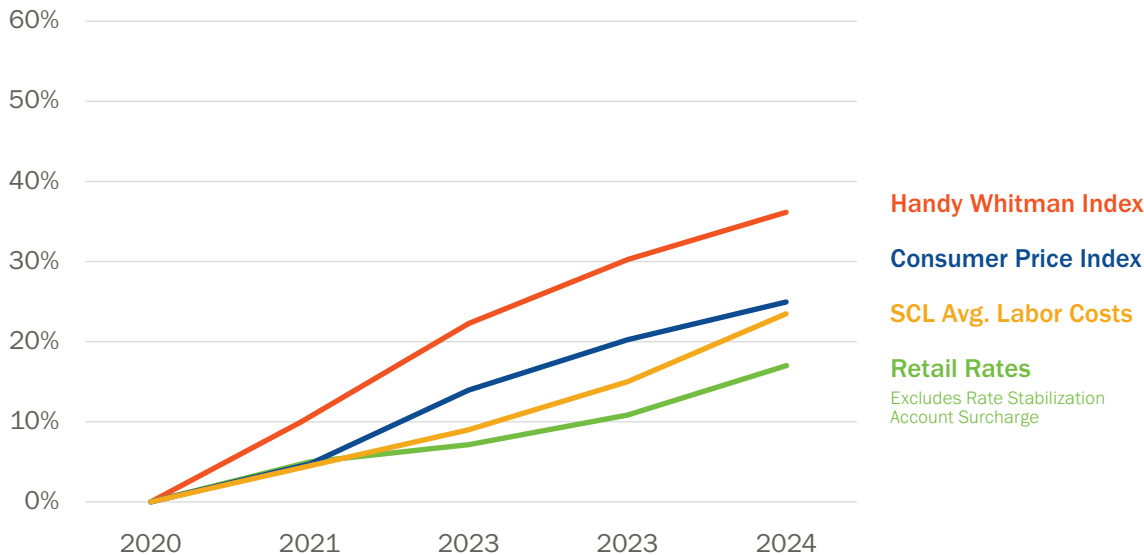


## Factors Impacting Rates

City Light’s cost to provide reliable service is increasing due to growing customer demand spurred by building and transportation electrification; securing additional power resources to meet growing load and to ensure reliability; anticipating costs associated with relicensing the Skagit Hydroelectric Project; and incorporating wage and materials inflation.

## Cumulative Rate Increases and Inflation

Retail rates have not kept pace with increasing costs for labor and materials, particularly in the energy industry.



Cost Management Savings

City Light recognizes the challenges rate increases present to our customers and community, and we continue to identify cost savings and cost avoidance opportunities wherever possible. For example, City Light's Hiring Advisory Team evaluates every position request, including backfills for existing positions, to ensure the utility uses each position for the best, highest purpose. The utility's Capital Governance & Oversight Committee performs a similar function for City Light's Capital Improvement Program.

Rate Path

As a public utility, City Light operates to benefit the public – you are our shareholders. This means we spend ratepayer money carefully and we drive down costs through prudent management. While we remain committed to managing costs, we cannot meet the increasing financial pressures of higher power costs, electrification, and the impact of new regulatory requirements without also raising rates.

This Strategic Plan Update results in a rate path of 5.4% increases annually for the first two years, and 5% annually for the remaining four years

2025	2026	2027	2028	2029	2030
5.4%	5.4%	5.0%	5.0%	5.0%	5.0%

Bill Impact

For 2025 and 2026, the 5.4% percent increase translates to about \$4.88 a month for a typical residential bill or \$1.95 a month for a typical residential Utility Discount Program (UDP) bill.

CUSTOMER BILL IMPACT EXAMPLES	Monthly Bill 2024	Monthly Increase						AVG
		2025	2026	2027	2028	2029	2030	
Residential (630 kWh/month)	\$87.99	\$4.75	\$5.01	\$4.89	\$5.13	\$5.39	\$5.66	\$5.14
Residential - UDP (60% Discount)	\$35.20	\$1.90	\$2.00	\$1.96	\$2.05	\$2.16	\$2.26	\$2.06
Small Commercial (Car Wash)	\$515	\$28	\$29	\$29	\$30	\$32	\$33	\$30
Medium Commercial (Retail Store)	\$8,298	\$448	\$472	\$461	\$484	\$508	\$534	\$484
Large Industrial (Cement)	\$27,060	\$1,461	\$1,540	\$1,503	\$1,578	\$1,657	\$1,740	\$1,580
Large Commercial (Hospital)	\$105,206	\$5,681	\$5,988	\$5,844	\$6,136	\$6,443	\$6,765	\$6,143
Large Commercial (Education)	\$2,311,844	\$124,840	\$131,581	\$128,413	\$134,834	\$141,576	\$148,654	\$134,983

Affordability

Access to affordable electricity for everyone is our goal. As a community-based electric utility, rates include funding for income-based bill discount programs, emergency bill repayment resources, and outreach to historically excluded communities, so all customers can access help when they need it.

# Our Commitment to You

At Seattle City Light and Seattle Public Utilities, our main goal is to keep you, our valued customer, satisfied. As public utilities, we promise to give you the best service possible. Here's how:

**We commit to providing you accurate and timely billing, services, and support.** We promise to provide you with accurate bills, payment options, and help when you need it. We offer equitable financial support and the following services:

- We have payment plans and arrangements to meet your needs.
- We provide City Light residential customers a Budget Billing option. You can pay the same amount each month to better manage your costs.
- We have a way for you to dispute your Seattle Public Utilities bill or Seattle City Light bill.

**We commit to helping you manage and reduce your utility costs.** We're here to help you save on your bills while promoting environmental conservation. We offer these services to support you:

- We offer a Utility Discount Program for income-qualified residential customers. You can get discounts on your future bills.
- We provide emergency assistance programs to income-qualified residential customers. You can get immediate help to reduce your past due balance.
- We offer energy efficiency solutions and ways to reduce water use. You can help protect the environment and lower utility costs.

**We commit to providing you with quick and reliable customer service.** We want to make it easy for you to get answers about your utility services – online, in person, by phone, or in writing. Our representatives are knowledgeable and respectful. You can expect them to help you through the following services:

- We provide a Utility Services Website for you to manage your account information. You can pay bills, start or stop service, and find helpful information.
- We have customer service representatives available at (206) 684-3000 on weekdays from 7:30 a.m. to 6:00 p.m. You can ask questions, make payments, and talk about payment options with us.
- We have Customer Service Centers throughout the city so you can pay your bill in person.
- We have customer service counters that you can visit. You can get help with payments and answers to your questions on the fourth floor of the Seattle Municipal Tower in downtown Seattle.

**We commit to supporting you with resources that are easy to access and understand.** We celebrate the diversity of our region and want to help in a way that works best for you. This means providing help in many languages and formats that meet your needs.

- We offer help in many languages on our utility bill assistance and Utility Discount Program webpages.
- We provide translated materials and interpretation services at no charge to you. You can call (206) 684-3000 on weekdays from 7:30 a.m. to 6:00 p.m. to speak with an interpreter for free.
- We have help for deaf or hard-of-hearing customers available. You can call 711 and then enter (206) 684-3000.

**We commit to serving you responsibly and transparently.** We are here to give you clear information about your bills and our services. We promise to appropriately manage your money and make that information available.

- We show how we use ratepayer funds responsibly in our annual reports.
- We include cost and usage information on customer bills.
- We tell you about rate changes and major news using bill inserts and other messages.
- We provide you with estimated timelines for service to help you plan.

**We commit to building and maintaining a respectful, helpful relationship with you.** Our goal is to be a partner you can trust. We support and expect safe, respectful treatment of one another. Together, our whole community can thrive.

We promise to be clear, helpful, and respectful every step of the way. We welcome feedback to improve our services. If you need help or have questions, please reach out. We're here for you.



## Seattle City Light

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# REVIEW PANEL

The Seattle City Light Review Panel is comprised of nine members drawn from among City Light's customers and stakeholders, to review and assess 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.

### **Timothy Skeel**

Consultant, Economics and Asset Management  
Position 1: Economist

### **John Putz**

Senior Strategist, The Energy Authority  
Position 2: Financial Analyst

### **Kerry Meade**

Executive Director, Building Potential  
Position 3: Nonprofit Energy Efficiency Advocate

### **Leo Lam**

Chief Executive Officer, WEVE Design  
Position 4: Residential Customer Representative

### **Mikel Hansen**

Chief Operating Officer, Sabey Corporation  
Position 5: Commercial Customer Representative

### **Amy Altchuler**

Director of Sustainability, First Mode  
Position 6: Industrial Customer Representative

### **Oksana Savolyuk**

Energy Program Director, Multi Service Center  
Position 7: Low-Income Customer Representative

### **Di Do**

Vice President of Marketing & Communications, NorthStar Energy  
Position 8: At-Large Customer Representative

### **Joel Paisner**

Partner, Ascent Law Partners, LLP  
Position 9: Suburban Franchise Representative

# APPENDICES

[Financial Forecast](#)   [Outreach Summary](#)

Visit the [Seattle City Light Strategic Plan website](#) to learn more. ▶