



## CITY LIGHT REVIEW PANEL MEETING

Thursday, March 11, 2021

10:00 AM – 12:00 PM

Microsoft Teams Meeting

### Proposed Agenda

<u>Item</u>	<u>Lead</u>
1. Welcome, Introductions ( <i>5 min.</i> )	Leon Garnett, Panel Chair
2. Public Comment ( <i>5 min.</i> )	
3. Standing Items: ( <i>5 min.</i> )	
a. Review of agenda (Karen Reed)	
b. <b>Action:</b> Review and approval of meeting minutes of February 25, 2021	
c. Chair's Report (Leon)	
d. Communications to Panel (Leigh Barreca)	
e. Panel recruitment update (Maura Brueger)	
4. General Manager's update ( <i>30 min.</i> )	Debra Smith
5. Apprenticeship & Workforce Diversity ( <i>30 min.</i> )	DaVonna Johnson / Jai Elliot
a. Accomplishments	
b. IBEW labor update	
c. Plans for moving forward	
6. 2022-2026 Strategic Plan	
a. RP Schedule ( <i>5 min.</i> )	Leigh
b. Outreach plan ( <i>15 min.</i> )	Jenny Levesque
c. High-level Projects, Initiatives, and Activities ( <i>25 min.</i> )	Leigh
7. Adjourn	



## City Light Review Panel Meeting Meeting Minutes

**Date of Meeting: February 25, 2021 | 10:00 AM – 12:00PM |**

**Meeting held via Microsoft Teams “Draft”**

<b>MEETING ATTENDANCE</b>					
<b>Panel Members:</b>					
<b>Names</b>		<b>Name</b>		<b>Name</b>	
Gail Labanara	√	John Putz	√	Mikel Hansen	√
Sara Patton	√	Anne Ayre	√	Leon Garnett	√
Scott Haskins	√				
<b>Staff and Others:</b>					
Debra Smith		Jen Chan	√	Karen Reed (Consultant /RP Facilitator)	√
Kirsty Grainger	√	Mike Haynes		Tom DeBoer	
Jim Baggs	√	DaVonna Johnson	√	Craig Smith	√
Kalyana Kakani	√	Emeka Anyanwu	√	Michelle Vargo	√
Julie Moore	√	Chris Ruffini	√	Maura Brueger	
Greg Shiring	√	Carsten Croff	√	Leigh Barreca	√
Eric McConaghy	√	Toby Thaler	√	Angela Bertrand	√
Kathryn Aisenberg		Chris Tantoco	√	Colleen Lenahansen	√

**Welcome\Introductions.** Karen Reed called the meeting to order at 10:03 AM.

**Public Comment.** There was no public comment.

**Standing Items:**

**Review Agenda.** Karen Reed reviewed the agenda.

**Approval of February 18, 2021 Meeting Minutes.** Approved as submitted.

**Chair’s Report.** No report.

**Communications to Panel.** Leigh Barreca reported that we have received one application for the Residential panel position.

**Panel Member Recruitment.** Leigh provided an update on the recruitment efforts for three current (or upcoming) vacancies: Suburban Franchise City (Gail will be retiring in April), Economist, and a Residential representative. The paperwork for the Economist nominee has been sent to the Mayor’s office. Advertisements for the other two positions have been published via our Power Lines blog (one is in the meeting packet.) We are also working with the SCL franchise city liaison to get the word out to these targeted audiences.

**General Manager’s update.** Leigh shared that Debra Smith will not be able to attend the full meeting today. She is very sorry and will pop in if she has a break during her other meeting. Debra has been



## City Light Review Panel Meeting Meeting Minutes

spending considerable time working with our internal team, the Mayor's office, stakeholders, and sovereigns on the Skagit relicensing project. In March she will share updates from Skagit relicensing and IBEW (International Brotherhood of Electrical Workers) labor negotiations.

**Q:** Debra last time talked about the TV coverage on the Skagit relicensing, which I watched. What was the reaction in City Light? Debra did a great job and seemed to walk a fine line and she seemed open to a joint study.

**A:** Julie Moore: We have been in communication with the reporter beginning two weeks ago. We were surprised when she stated that she had been working on this story for three months since she had not reached out to us earlier. This week's follow-up story should include additional information we provided about studies we plan to suggest.

**2022 – 2026 Strategic Plan.** Leigh presented an overview of the planning process, showing the draft business strategies, objectives, success criteria, and sample projects/initiatives/activities, and how they relate to one another in building the strategic business plan. [See presentation in meeting packets]

**Comment:** I love it. It is great – but when you look at the rest of the documentation, there is a large customer focus that is reflected throughout. That is impressive, but not reflected on the process chart.

**Response:** That is a good point. We will include our mission vision and values explicitly in future versions of this.

At this point, different SCL Officers took turns presenting an overview of the five proposed strategic objectives in the plan, and how the utility proposes to measure their success in advancing towards these objectives.

### **1. Improve the Customer Experience:** *Kirsty Grainger presented*

**Comment:** When I read the statement under improve customer experience – it leads with employees. If I were a customer reading this, I would wonder why employees are emphasized rather than customers.

**C:** Thinking back to customer service, does this messaging about making it easier for customers to understand their bills and usage start here? How will you let customers know changes are ahead?

**C:** Items one and two deal with customer satisfaction and the associated metrics. Something related to service levels should be included--- Are we meeting expectations against targeted benchmarks?

**C:** Regarding surveys, I have heard different demographics respond differently to surveys. What mechanisms are in place to ensure diverse groups are participating?

### **2. Create our Energy Future:** *DaVonna Johnson presented*

**Q:** Could you explain the automation on the grid? Also, in the past you have talked about developing a new training center and apprenticeship program. Do you have any updates on these?

**A:** [Emeka Anyanwu] In broad terms, automation is automated functioning devices on the grid that can



## City Light Review Panel Meeting Meeting Minutes

sense grid conditions and respond to them with voltage regulators and switches. They matter because our energy future will be more dynamic – customers with different usages, building controls, and increased two-way interplay with our system. Our grid can no longer be a static. There are a lot of underlying technologies that need to be implemented to build the foundation to meet these needs.

**Response:** [DaVonna] We did shelve the training center project. The land that we owned is right up against the Duwamish and a lot of the things we would need to make that site suitable for use. This drove the price for building the center up. Since then we have started looking at other parcels we own to meet our training needs.

In the last two months or so we have begun working with Petelco (full service electrical contractor) to partner on our diversification initiatives. We are developing a regional approach which may include apprenticeship affinity groups or scholarships to attend lineman's college or building a utility pathway program paid for by City of Seattle education levy.

**C:** I am confused by the heading "create our energy future'. It seems too broad. The objective implies that it is all about the grid and making sure that it is equitably dealt used. There is nothing to guide the reader through how you will be doing it. The success criteria do not match what is stated in the objective.

**C:** It does not really deal with supply/demand in providing the energy future.

**C:** The whole electrification of transportation is not reflected in the objective text. Neither is reduction in carbon emissions.

**C:** Is SCL looking at impacts affecting communities and stakeholders outside SCL's service territory?

**C:** The whole discussion we had about innovation is not in this document.

**R:** Innovation is not an end in itself. We innovate to solve problems. We are not making innovation our outcome.

### **3. Develop Workforce & Organizational Agility:** *Leigh presented*

**Comment:** I love this. Nice job. It captures a lot. Would like to see a mention of equity in the outcome/success measures.

**C:** Glad to see workforce development and culture under this one. I am concerned that the success criteria include retention but does not specify diversity within SCL.

**C:** I would like to see a mention of innovation here.

**C:** I would recommend having a recruitment metric in addition to retention and promotion.

**Q:** Do you have a measure for recruitment to see what are the outcomes of recruitment efforts and how that tied back into retention and promotion?



## City Light Review Panel Meeting Meeting Minutes

**A: [DaVonna]** We maintain a lot of demographic data about our workforce. We will continue to that. We can do heroic efforts on recruitment, but if your culture is not inclusive and safe where people can come in and succeed, it does more harm and is all for naught. We are trying to move to the next level of how ensure that our workplace environment allows all employees to excel, regardless of identity.

**C:** I see employee culture survey shows positive responses for attitudes for change. The survey can identify where your gaps are.

### **Financial Health & Affordability:** *Jen Chan presented*

**Comment:** I would appreciate something about your strategy around debt in the strategy statement as well as the success criteria.

**C:** I like the success criteria and businesses strategy.

**C:** I would recommend removing the item about manager accountability for their budgets.

**C:** I would recommend removing or clarifying the discussion about budget spending.

**C:** I am a little disappointed about the strategy around debt. It is still a gap.

**R:** We thought if we said 'sustainable affordable rates' it would be implied. You are correct that cannot do that without controlling debt. I understand we are not being explicit.

**C:** I am not familiar with when you last reviewed your financial policies such as 1.8 and 60% - especially in light of the changes of prior years. Maybe once you have a measure of sustainability you can review them. I know there are choices.

**R:** It is true our financial policies have been more or less unchanged for about a decade. That said, we should look at them. Given that we are currently in a recession it is a hard time to have a conversation about being financially policies. There is so much improvement we can make in how we manage our capital improvements. That is where we're focusing right now.

### **4. We Power Seattle:** *Jim Baggs presented*

**Comment:** It does not deal with performance management overall. Would you want to cover that? I also don't see Capital Improvement Program here. The PIAs and dashboard related to accountability for that.

**C:** For Risk, I wonder about looking at risk as a part of each category instead of breaking it out. Risk categorically applies to all others.

**C:** I was thinking the same thing with risk. Then, the second one, you might add 'customer construction' permit levels or permit response so people know what that is. Is Market participation for wholesale market participation? I am confused about communication and community involvement? Is that every time you have a press release? We want to show that under DEI, but you should be communicating



## City Light Review Panel Meeting Meeting Minutes

across the board for everything.

**R:** Good feedback. For Communications we look at what people are doing on the website and who is looking. This should provide pretty good feedback about who is accessing it.

### **Final Comments:**

- Great start! Hitting all the important notes. One thing that is bothering me is #6 on Create Energy Future. Maybe drop race and broaden to just equity measures.
- Overall, it is great. I felt like there were gaps in very few areas. Maybe I missed this, but I felt one thing that did not come through to me on business strategy and objective side is something more explicit around Environment and Sustainability.
- Looks good. Everything looks good. Thanks for adding improvements to the billed services program. Also, we spent so much time on rate redesign and it is missing from this document.
- It is really good. How do you make sure everyone has fun doing this? Would like to know expectations for the advisory panel and our next steps.
- This is coming along very well. Good comments from the panel. One trap here is how you survey—is it really valid feedback, especially around workforce development. Need to pick measures really carefully here.
- Be clear that the goals highlighted aren't everything that SCL does.

In response to a Panel member question, Leigh outlined that the two meetings in March will include a review of the outreach plan and some of the specific Projects/Initiatives/Actions that will be included—this may also go into early April. An outline of the plan will be presented in March; the first draft will be available in Mid-April and the Panel can develop its comment letter at that point; the Draft Plan is to be submitted to the Mayor in mid-May.

**Q:** Will you be doing more scenario planning?

**A:** Not at this time.

**Adjourn:** The meeting adjourned at 12:01 PM.

**Next meeting:** March 11, 2021

# IBEW Wage Discussion

March 11, 2021



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# Background

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- + Current contract expired on January 21, 2021
- + Last market adjustment was a one-time adjustment of 3% in the 2017-2021 contract
- + Historically, SCL has led the region (Snohomish, Tacoma, Seattle) in compensation for high voltage workers by a nominal amount (\$.25 - \$.50 per hour)
  - More complex work (network, more commercial businesses)
  - High cost of living, commuting further distances
- + In April 2020, Snohomish made a significant wage adjustment. This has been extremely problematic for SCL and other Puget Sound utilities

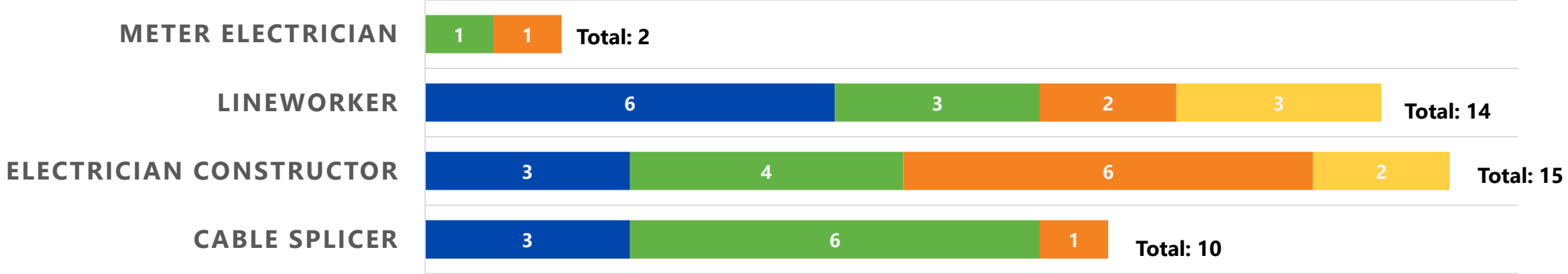
Utilities	Current Lineworker Hourly Wage	Hourly Difference from SCL	% Difference from SCL
Seattle	\$51.87		
Snohomish PUD	\$58.33	+\$6.45 hour	12.45%
Tacoma	\$50.57	-\$1.30 hour*	-2.57%

\*Tacoma is in negotiations to adjust wages in line with Snohomish PUD



# RETIREMENTS

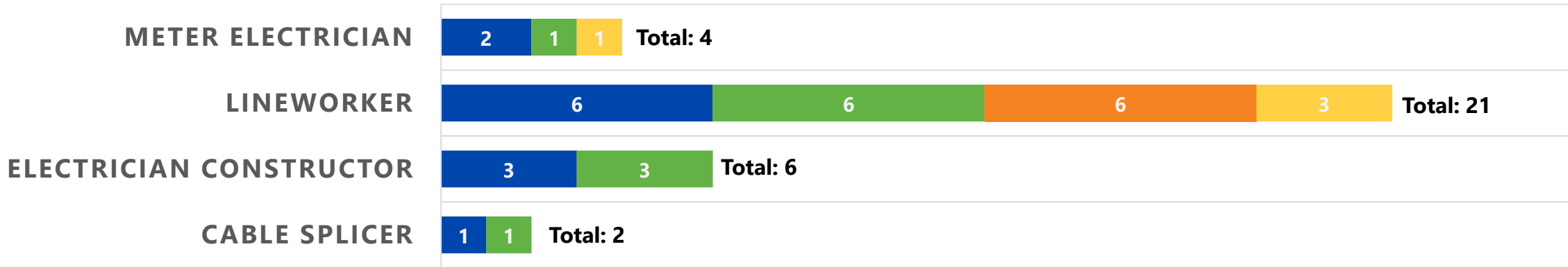
■ 2017 ■ 2018 ■ 2019 ■ 2020



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# RESIGNATIONS

■ 2017 ■ 2018 ■ 2019 ■ 2020

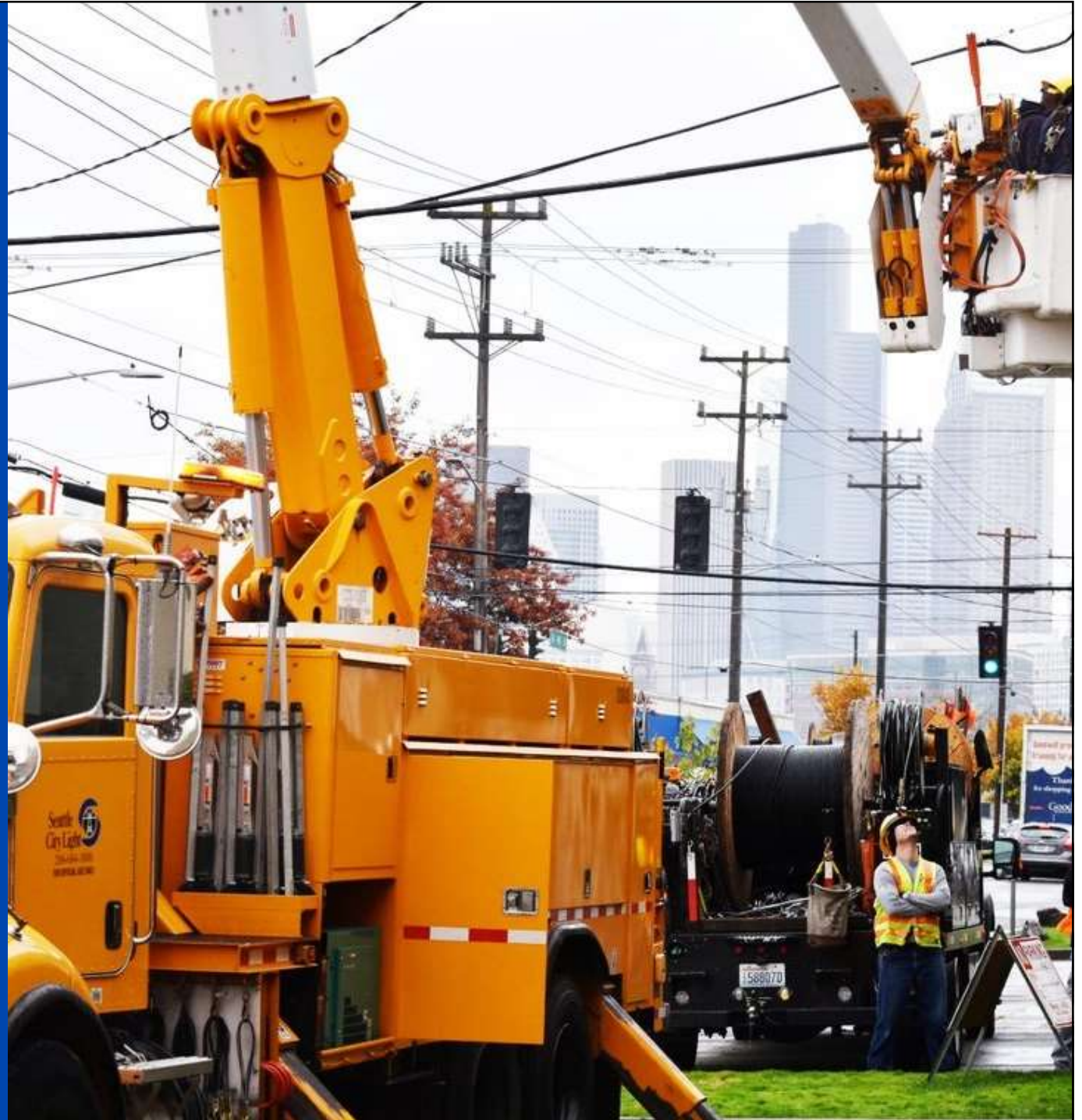


# Workforce Equity

- Workforce Demographics
- Recruitment and Outreach
- Apprenticeship
- Hiring and Attrition Rates



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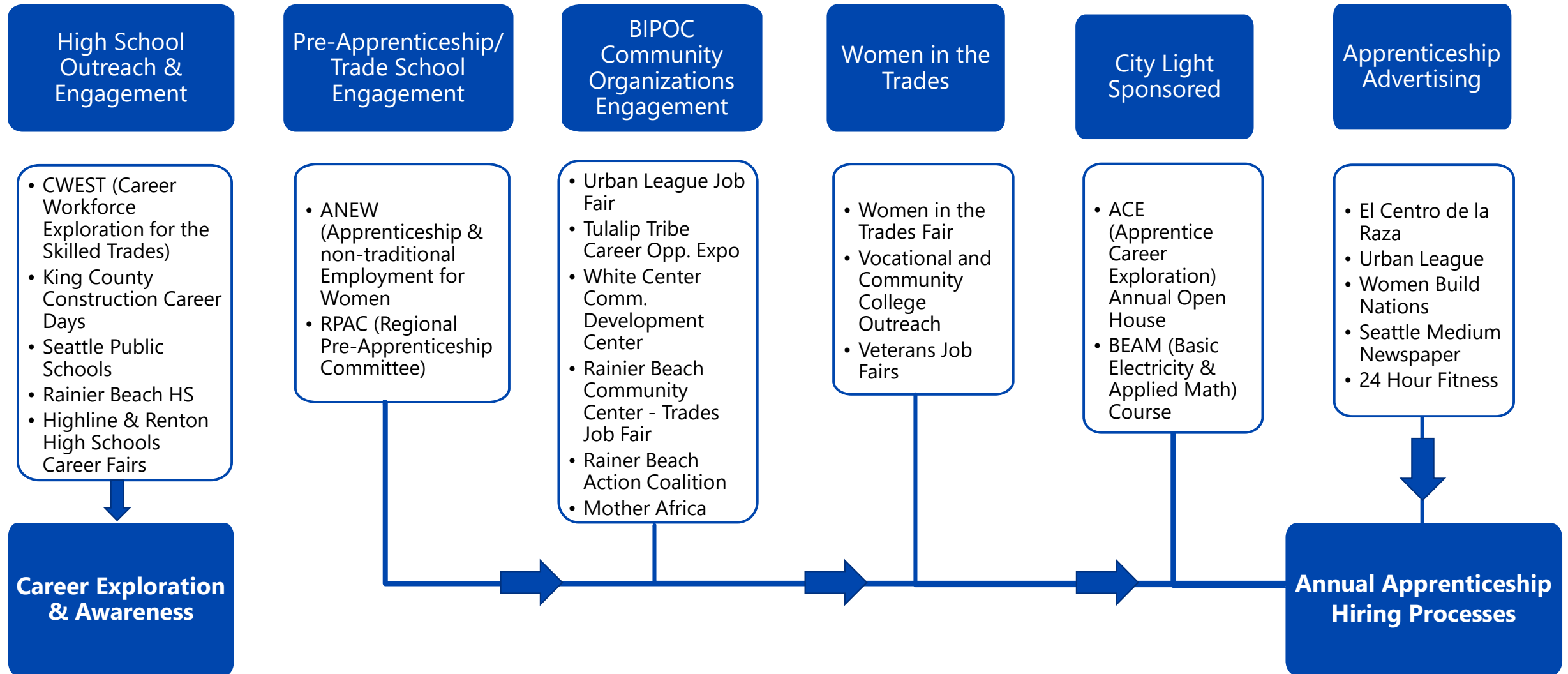


2021 Workforce Demographics					
Group	Women	Black/African American	American Indian & Alaskan Native	Asian & Pacific Islander	Hispanic
Official/Administrator	41.20%	10.30%	0.00%	12.40%	5.20%
Professionals	41.30%	8.50%	0.40%	26.10%	4.50%
Technicians	18.50%	5.50%	1.40%	16.40%	3.40%
ParaProfessionals	63.50%	22.20%	0.00%	17.50%	7.90%
Office & Clerical	69.70%	24.40%	2.50%	29.40%	7.60%
Skilled Trades	6.60%	10.90%	1.70%	10.20%	4.60%
Service & Maintenance	16.00%	14.10%	3.20%	16.00%	4.50%
<b>Seattle City Light</b>	<b>28.30%</b>	<b>11.30%</b>	<b>1.20%</b>	<b>18.40%</b>	<b>5.30%</b>
City of Seattle	38.75%	12.56%	1.27%	17.40%	5.70%
King County Census Data 2010	50.00%	6.00%	1.00%	15.00%	9.00%

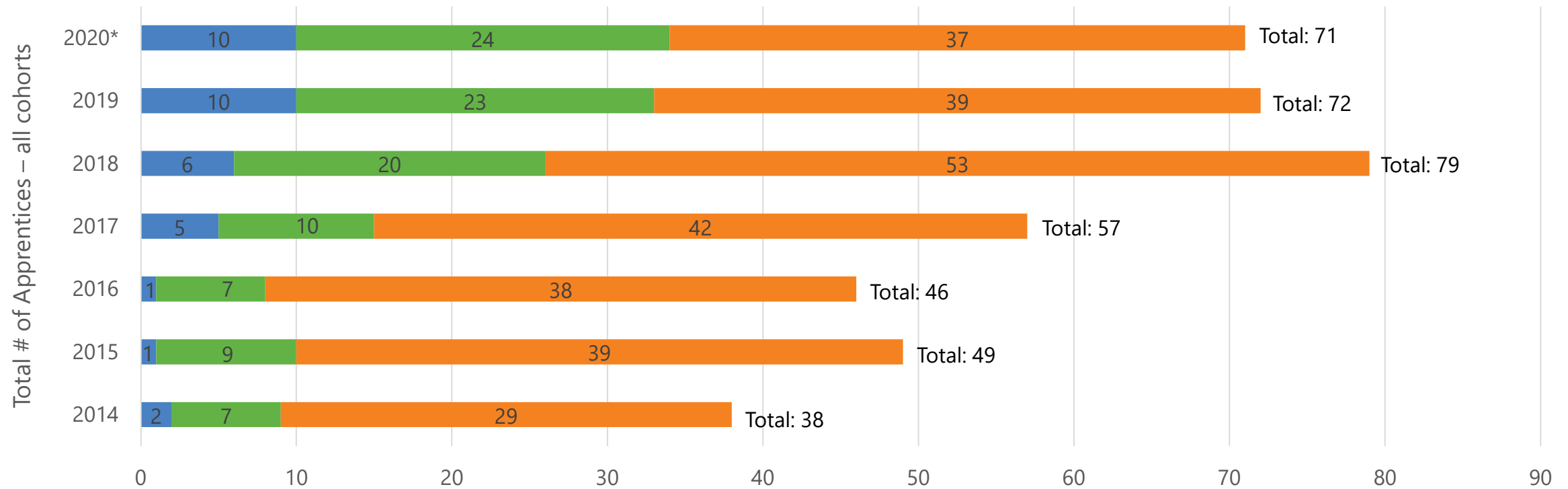
2017 Workforce Demographics					
Group	Women	Black/African American	American Indian & Alaskan Native	Asian	Hispanic
Official/Administrator	44.30%	1.40%	0.00%	10.30%	2.10%
Professionals	41.70%	8.70%	0.40%	24.40%	5.00%
Technicians	23.00%	5.40%	0.70%	18.90%	4.10%
ParaProfessionals	60.30%	8.80%	1.50%	14.70%	8.80%
Office & Clerical	66.10%	22.40%	1.80%	32.70%	6.10%
Skilled Trades	7.20%	11.70%	1.70%	10.20%	4.60%
Service & Maintenance	17.20%	13.00%	3.60%	16.00%	4.70%
<b>Seattle City Light</b>	<b>29.80%</b>	<b>11.40%</b>	<b>1.30%</b>	<b>18.10%</b>	<b>4.90%</b>
King County Census Data 2010	50.00%	6.00%	1.00%	15.00%	9.00%



# Apprenticeship Program outreach and recruitment pipeline



# Apprenticeship Program Demographics



	2014	2015	2016	2017	2018	2019	2020*
■ Women	2	1	1	5	6	10	10
■ BIPOC Men	7	9	7	10	20	23	24
■ White Men	29	39	38	42	53	39	37

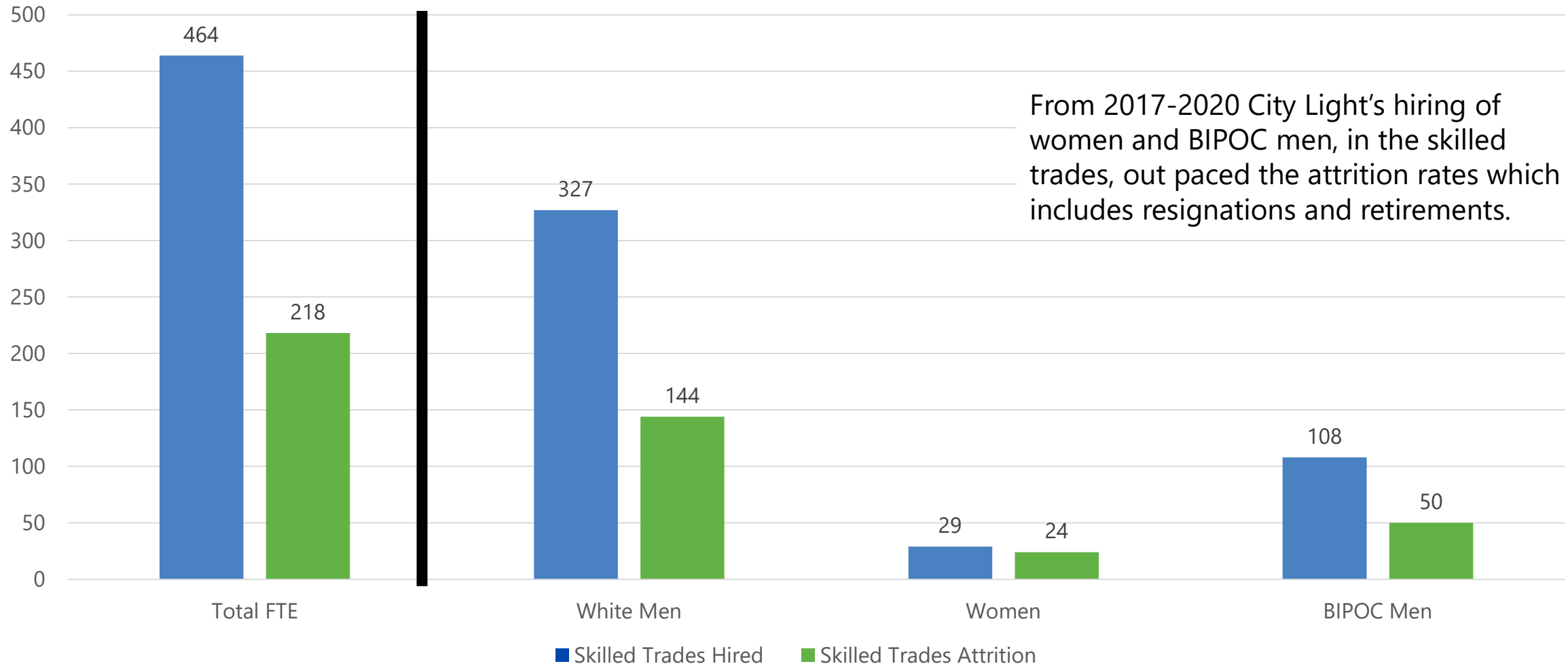
■ Women ■ BIPOC Men ■ White Men



\*Due to the impacts of COVID-19 we only conducted one of the three planned apprenticeship hiring processes.

# Skilled Trades Hiring and Attrition

2017-2020



# 2021 Apprenticeship Outreach & Engagement Plan

## City-wide Pre-Apprenticeship Lineworker Hiring Process

- In fall 2021 we will run an internal hiring process for City employees.

## Utility Pathway Program

- Partner with Seattle Colleges to develop a 2-year utility pathway program.
- Provide access to Seattle Promise students.

## Collaborate with City Departments on Recruitment & Outreach

- Office of Immigrant & Refugee Affairs and Department of Neighborhoods

## Develop a NW Lineman College Scholarship Program

- In partnership with Potelco, develop a BIPOC scholarship program.
- NW Lineman College graduates are highly competitive for utility skilled trades positions



Next step toward our vision:

**Build regional partnerships that leverage our strengths and resources**



Seattle City Light



## Regional Utility Diversity & Inclusion Consortium

Seattle City Light, Puget Sound Energy, Potelco, Snohomish PUD, Tacoma Power,  
& International Brotherhood of Electrical Workers (IBEW)

### Career Explorations Program

- Programs designed for high schools with high BIPOC and low-income populations.
- Re-entry job programs
- Community based workforce development programs

### Employee Resource Groups

- Participation will be open to all employees in consortium utilities. This will be especially impactful for the women in skilled trades positions.

### Marketing & Advertising

- Increased focus on utility careers & job opportunities.
- Proactive advertising for BIPOC communities and women
- Coordinated advertising of available job opportunities

### Job Preparation Programs

- Application and interview preparation workshops
- Increase participation in City Light's Basic Electrical Applied Mathematics (BEAM) course

### Coalition Building

- Create partnerships with Tribes & BIPOC Community Organizations.
- Build partnerships with pre-apprenticeship programs
- Seattle Colleges

### Pipeline & Recruitment Strategy

- Increase awareness of clean energy jobs
- Emphasis on changing the demographics and perception of our skilled trades workforce



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# POWER SEATTLE



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## **2022 – 2026 Strategic Plan**

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### Completion and Transmittal Schedule

<b>Date</b>	<b>Item</b>	<b>Who</b>
March 19	Identify SP appendices / Send to VL	Leigh
April 2	Draft plan to SCL	Vanessa
April 5	Draft MO pipeline memo	Leigh
April 9	Feedback on draft due to Vanessa	SCL
April 12	Transmit pipeline memo to MO, include draft SP	Maura/Chris T
April 16	Final draft SP to SCL	Vanessa
April – May	Draft ordinance	Leigh
May 14	Transmit SP et al to MO	Leigh / Chris T

### Review Panel for the Strategic Plan

<b>Date</b>	<b>Topics</b>
March 11	<ol style="list-style-type: none"> <li>1. Outreach plan</li> <li>2. Draft Projects, Initiatives &amp; Activities</li> </ol>
March 25	<ol style="list-style-type: none"> <li>1. Draft plan outline &amp; high-level content</li> <li>2. Discuss RP letter process.</li> <li>3. Discuss transmittal process and timing (Maura)</li> </ol>
April 14	<ol style="list-style-type: none"> <li>1. Review and discuss draft plan including appendices.</li> <li>2. Present final rate path</li> <li>3. Outreach update</li> <li>4. Begin RP letter</li> </ol>
April 29	<ol style="list-style-type: none"> <li>1. See final SP &amp; appendices, with design elements.</li> <li>2. Outreach report</li> <li>3. Continue RP letter</li> </ol>
May 12	<ol style="list-style-type: none"> <li>1. Finalize letter for inclusion in submittal package</li> </ol>

# Strategic Plan Community Outreach

2022-2026 City Light Strategic Plan



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# Outreach Efforts

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+ Stakeholder group meetings

+ Create an executive summary and distribute to:

- Stakeholder groups
- Key customer managers – share with commercial customers
- Review panel members – share with your networks
- Neighborhood associations, community councils, community-based organizations, and merchant associations in our service area
- City Light channels: Website, Powerlines blog, social media channels
- Other City departments: Amplify on social media channels, include a blurb in their newsletters

+ Virtual town hall

# Stakeholder Group Meetings

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- + We have reached out to 15 stakeholder organizations to offer a presentation about the Strategic Plan
- + Contacted organizations that we presented to in the past
- + Plus additional organizations in an effort to reach a diverse audience
- + COVID Concerns
  - Many groups not meeting currently
  - Groups have competing priorities

## Confirmed Stakeholder Group Meetings

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- + City Light Environmental Advisory Board: **March 18, 1:10-1:40pm**
- + Seattle Renters' Commission: **April 4, 6:00-7:30pm**
- + Franchise City Forum: **April 6, 9:00-10:30am**
- + NW Energy Coalition: **Date pending**
- + Multi-Service Center: **Date pending**

## Requested – Groups Still Deciding

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- + Business Owners and Management Association (BOMA)
- + Environmental Justice Committee (OSE)
- + Seattle 2030 District



## Requested – Pending Reply

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- + Ethnic Chambers of Commerce Coalition
- + Hopelink
- + Manufacturing and Industrial Council (MIC)
- + Queen Anne Helpline
- + Seattle Metropolitan Chamber of Commerce

# Declined

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- + Community Involvement Commission (DON): not meeting currently
- + Community Conversations (DON): not a good fit

# Internal/Employee Messaging

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## + City Light Meetings

- Review Panel
- E-Team
- Leadership Team
- Strategic Forum

## + City Light Channels

- Powerlines Blog
- Network Newsletter
- SCL Hub

# THANK YOU

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Seattle City Light

# 2022 – 2026 Strategic Plan



## Business Strategy & Objective



## Success Criteria



## DRAFT Projects, Initiative and Activities

### IMPROVE THE CUSTOMER EXPERIENCE

Our employees are empowered to meet customer needs by delivering targeted solutions in a consistently responsive way.

Feb. 25<sup>th</sup> RP Input: Customer not employee-focused

1. Consistently high customer satisfaction scores as measured through benchmark surveys (JD Power and SCL longitudinal survey.)
2. Adopt metrics related to customer centric culture.
3. Measure customer participation in projects and services.
4. Service Levels – meet our customer commitments.

Feb. 25<sup>th</sup> RP Input: Measure equitably, Customer engagement and understanding their bills.

1. Voice of the Customer insights – We will actively listen to and engage our residential and commercial customers to better understand their unique needs and preferences inform the development of equitable programs and services. We will also use customer insights to improve how we deliver services, while shifting our culture to become a customer first organization.
2. Assess & improve the Customers First culture – We will actively engage and listen to our workforce’s operational challenges, needs and priorities that inhibit our ability to provide exceptional customer service. We will utilize employee feedback to identify ways to expand and develop employees’ skillsets through focused training to support our customers’ needs.
3. Strengthen and fix our core services We will deliver equitable, timely and reliable services across all customer channels. We will actively initiate process improvement efforts to provide customers with timely and accurate billing and the delivery of new electric service connections.
4. Expand Customer Service Options – We will grow and develop customer focused programs and services to meet our customer’s individual needs. This will include expanding energy efficiency, demand response, and electrification. Additionally, we will work in partnership with other city departments and community partners to increase the effectiveness of our utility bill assistance programs.



### Business Strategy & Objective

#### CREATE OUR ENERGY FUTURE

To prepare for the future, we will build and maintain smart, resilient, flexible, dynamic, and reliable grid infrastructure. We will prepare for increased integration of distributed energy resources and increased customer options. We will intentionally prioritize underserved populations by seeking to reverse historical inequity impacts and avoid collateral harm to them as we create our energy future.

Feb. 25<sup>th</sup> RP input: Transportation Electrification, Carbon reduction



### Success Criteria

1. Increased load/revenue associated with electrification.
2. Penetration of automation on our grid
3. Distributed energy resource penetration and integration.
4. Percentage of transportation electrification in Seattle.
5. Lower carbon footprint for our service territory.
6. Equity measures
  - a. Reduction of emissions in Environmental Justice Communities (EJC)
  - b. Access to Electric Transportation in EJC
  - c. % of TE and GridMod investment in EJC

Feb. 25<sup>th</sup> RP input: Impacts to communities outside our service territory, other equity measures.



### DRAFT Projects, Initiatives and Activities

1. Utility Next –The focus of this program is the development of projects that will realize Seattle’s vision of creating a clean energy delivery system. This includes next generation customer programs while also contributing to the long-term economic recovery and clean energy development of our region.
2. Implement Grid Modernization Roadmap: As we electrify transportation and other sectors of our economy to take advantage of our carbon-free hydro resource, we will need a stronger, smarter grid to handle the increased consumption. This plan will help us make the investments needed to support electrification and increase grid flexibility, automation, reliability, and resilience.
3. Electrification – Deliver the Transportation Electrification Strategic Investment Plan (TESIP) and its intended outcomes by developing and executing our TE implementation plan. We will also deliver building electrification objectives consistent with policy directives such as the City of Seattle’s Green New Deal resolution and the updated City energy code. Support development of the clean energy workforce.
4. System Planning - Fully integrated planning process aligning traditional IRP through Transmission & Distribution, environmental planning, and customer service engineering.
5. Demonstrate Leadership & Collaboration: Lead long-term regional decarbonization and electrification planning. Ending the use of fossil fuels in our area requires working with others in the region, state, and nation to provide the best possible alternatives. We must ensure the capacity and availability of carbon-free generation resources as well as supporting development of regional solutions.



### Business Strategy & Objective

#### DEVELOP WORKFORCE & ORGANIZATIONAL AGILITY

To prepare for major transformations in our industry and the world, we will foster an organization that is nimble, adaptive, and responsive. We will cultivate a workforce that is agile, accountable, inclusive, and empowered to bring about social justice and meaningful change.

Feb. 25<sup>th</sup> RP input: Innovation



### Success Criteria

1. Business process management
  - a. Level of business process analysis, redesign, and management capabilities developed.
  - b. Frequency and effectiveness with which those capabilities are used.
2. Organizational change management readiness and adoption
  - a. Employee culture survey shows positive responses related to SCL’s adaptation to change, as well as where there are gaps.
  - b. Overcoming organizational resistance to change – projects are on time and on budget.
3. Workforce development/Safety
  - a. Development of foundational and equitable distributed tools to support culture change.
  - b. Staffing measures for retention and promotions.
4. Technology
  - a. Roadmap adoption by e-team - 100% ETeam adoption by end of the year 2021

Feb. 25<sup>th</sup> RP input: Diversity in employment and recruitment, Equity



### DRAFT Projects, Initiatives and Activities

1. Organizational Change Management – Establish a new Organizational Change Management (OCM) program to help the utility achieve greater investment return on millions of dollars spend on IT projects and processes. Having a more systematic and enterprise approach to OCM will reap significant benefits in helping employees successfully adapt to new processes and technologies, which will result in positive and greater impact for our customers.
2. Business Process Management (BPM) – SCL must search for new ways through business process analysis, management and redesign to improve customer service, seize opportunities, enhance productivity, maximize resource usage, and build flexibility to adapt to change. Implement robust, cross-functional business process framework in consistent, scalable and data-driven ways. A key focus will be internal capacity building to institutionalize business process management into workplace culture and operations.
3. Implement Technology Roadmap - With people increasingly dependent on the services we provide, City Light needs strong, smart, and secure technology systems to keep everything running smoothly. Create, adopt & implement Technology roadmap incorporating Information Technology (IT) & Operational Technology (OT) in a single, comprehensive architecture and plan for building a platform that carries us into the future.
4. Agile workforce – To be prepared for the future and strategically build a workforce that reflects the diversity of our community, we must anticipate new staffing requirements. To do so we will continue to invest in our current workforce to provide the skills and experience needed to meet the organization’s emerging needs. Our employee culture will boldly integrate diversity and mutual respect into all phases of the employee experience.
5. Safety - We will continue to build a safety culture to keep the well-being of our community, employees, and environment at the center of all we do.



### Business Strategy & Objective

#### ENSURE FINANCIAL HEALTH & AFFORDABILITY

City Light is committed to sustainably affordable rates for our customer-owners, including vulnerable populations. This includes developing a stable and predictable approach to setting rates over time.

Feb. 25<sup>th</sup> RP input: Affordability over time. Financial planning process is adaptable and flexible so the Utility will be able to can be nimble and manage unexpected changes.



### Success Criteria

1. Rate path at or below inflation.
2. 1.8X+ debt service coverage ratio.
3. Capital financed 60% or less by debt.
4. Spending aligns closely with budget– *higher proportion of budget is spent (clarify), w/o going over, and with limited carry forwards.*

Feb. 25<sup>th</sup> RP input: Measure for debt strategy



### DRAFT Projects, Initiatives and Activities

1. Deliver a Rate Path that is at or Below Inflation: Rates need to keep up with costs to keep the lights on, but City Light is committed to keeping rate increases at or below inflation. To ensure affordability and manage our operating costs, the utility is restructuring our financial system, expanding reporting, and introducing new processes to improve budget accountability.
2. Price Services for the Future: Building on the capabilities of our new smart meter network, City Light will expand our rate schedules to include time-variable and demand response options. New rate plans will help residents and businesses manage their energy costs, while helping reduce stress on the grid. Building flexibility around how and when we use electricity will be a key tactic for enabling low-cost integration of building and transportation electrification.
3. Control Debt and Right-size the Capital Program: Capital investments to maintain and improve our electric system are often financed with bonds. This initiative comprises strategies for controlling our debt through refining parameters for funding and authorizing new capital work. Utilizing asset data, strengthened project management standards, and an equity lens, City Light will reform our capital prioritization process to deliver a capital plan that is prudent, efficient, and community focused.





<p><b>WE POWER SEATTLE</b></p> <p>City Light’s utility operations will always support our mission and vision of meeting customer needs for affordable, reliable, and environmentally responsible energy services. We will prioritize diversity, equity, and inclusion in all that we do and will also actively manage and mitigate the constraints, risks, and uncertainty of operating in a COVID adjusted environment.</p> <p><u>Feb. 25<sup>th</sup> RP input:</u> Accountability, Increased focus on environmental stewardship</p>	<p>Individual dashboards capturing the primary annual workplans for each functional area of utility operations are being developed. Metrics for each area will be included. Accountability for measures will be linked to performance management.</p> <p>Examples of initial dashboards include:</p> <ul style="list-style-type: none"> <li>• Customer service</li> <li>• Customer construction</li> <li>• Financial management</li> <li>• Safety</li> <li>• Diversity, inclusion &amp; social justice</li> <li>• Power production</li> <li>• System planning &amp; operations</li> <li>• Distribution planning and operations</li> <li>• Power Market participation (wholesale?)</li> <li>• Communications &amp; community involvement</li> <li>• Physical &amp; cyber security</li> <li>• Compliance &amp; regulation</li> </ul> <p><u>Feb. 25<sup>th</sup> RP input:</u> CIP, HR/Workforce, PIAs, Emergency planning &amp; management, Risk included for each functional area. Customer construction should include permit and service level response times.</p>	<p>[As dashboards are developed and implemented, we will share examples of them with you. Dashboards will include metrics and operational status.]</p>
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