



CITY LIGHT REVIEW PANEL MEETING

Monday, December 13, 2021

9:00 AM – 11:00 AM

Microsoft Teams Meeting

Proposed Agenda

- | <u>Item</u> | <u>Lead</u> |
|---|---------------------------|
| 1. Welcome (5 min.) | Mikel Hansen, Panel Chair |
| 2. Public Comment (5 min.) | |
| 3. Standing Items: (5 min.) | |
| a. Review of agenda (Karen Reed) | |
| b. Action: Review and approval of meeting minutes of November 23, 2021 | |
| c. Chair's Report (Mikel) | |
| d. Communications to Panel (Leigh Barreca) | |
| e. Panel position recruitment (Leigh) | |
| 4. General Manager's update (30 min.) | Debra Smith |
| a. Project Share campaign (Julie Moore) | |
| b. Council Actions (12/1 Council Committee/Full council vote 12/8) | |
| i. Conservation Potential Assessment | |
| ii. Land given to Parks and SDOT (public benefit from street vacation) | |
| iii. RSA action to prevent rate surcharge | |
| iv. Mayor signed 2022 budget (12/2) | |
| c. Future of Work | |
| d. Electrification in the news | |
| i. Burien Charging Station | |
| 5. Follow up - Data Tools for Management (15 min.) | Angela Bertrand |
| a. Questions or comments | |
| 6. Federal Funding Opportunities (20 min.) | Maura Brueger |
| 7. Strategic Planning (40 min.) | Leigh |
| a. Equitable Strategic Planning and Core Business (Reagen Price) | |
| b. 2022 – 2026 Plan review – Leadership Team input | |
| c. 2022 – 2026 Plan reporting process | |
| d. 2023 – 2028 Outreach – Initial planning (Julie) | |
| 8. Adjourn | |

Next meetings: January 24, 2022

February 16, 2022 (Tentative date)



City Light Review Panel Meeting Meeting Minutes

Date of Meeting: November 22, 2021 | 10:00 AM – 12:00 PM |

Meeting held via Microsoft Teams “Draft”

MEETING ATTENDANCE					
Panel Members:					
Names		Name		Name	
Anne Ayre		Leo Lam	√	John Putz	√
Mikel Hansen	√	Kerry Meade	√	Tim Skeel	√
Scott Haskins	√	Joel Paisner	√		
Staff and Others:					
Debra Smith	√	Jen Chan		Karen Reed (Consultant /RP Facilitator)	√
Kirsty Grainger	√	Mike Haynes	√	Craig Smith	√
Jim Baggs		DaVonna Johnson		Michelle Vargo	√
Kalyana Kakani	√	Emeka Anyanwu		Maura Brueger	√
Julie Moore	√	Chris Ruffini	√	Chris Tantoco	√
Greg Shiring	√	Carsten Croff		Leigh Barreca	√
Eric McConaghy	√	Toby Thaler	√	Angela Bertrand	√
Robert Cromwell	√	Paul Nissley	√	Cierra Holland Purcell	√
Brian Taubeneck	√	Catherine Morrison (guest)	√	Samantha Stork (guest)	√
Jennifer Finnigan	√				

Welcome. The meeting was called to order at 10:02 a.m.

Public Comment. There was no public comment.

Standing Items:

Review Agenda. Karen Reed reviewed the agenda.

Approval of October 26, 2021 Meeting Minutes. Minutes were approved as presented

Chair’s Report. Karen provided the panel with an overview of Panel roles and responsibilities as defined by ordinance.

Communications to Panel. There were no communiques to the panel.

Panel Member Recruitment. Leigh Barreca reported that she has contacted an individual working for the Atlantic Street Center-- a Seattle non-profit social service agency that serves children and families—who may be interested in applying for the Low-Income Advocate position on the Panel. Leigh is scheduling time to meet with this person; she thanked Scott Haskins for the



City Light Review Panel Meeting Meeting Minutes

referral to this individual.

General Manager's update. Debra Smith presented.

- Skagit Dam Relicensing –
 - Packet includes an open letter to Skagit partners. The goal of the letter was to reiterate our commitments to doing what is right for the environment and the people of the region impacted by our relicensing process.

- Council Legislation -
 - RSA (Rate Stabilization Account) legislation is going before City Council in December to request at transfer of funds into our RSA account. This action is designed to prevent a rate surcharge from going into effect in 2022.
 - A number of other proposals will be before Council in December. Maura Brueger shared what is coming up.
 - The Conservation Potential Assessment which sets our conservation targets for 2022 and 2023.
 - A property transfer to the Parks Department near the Georgetown Flume for the creation of a dog park. This will be done as the public benefit requirement associated with a street vacation request.

- Renewable Hydrogen Study –
 - There is an article in the packet about SCL's Renewable Hydrogen Study. A lot of exciting work is being done and we are grateful to work with our regional partners on this effort.

- Covid Update and Return to Office –
 - We have roughly 17 people who have separated/intend to, and 11 that intend to retire. We believe some of these folks would have separated regardless of the vaccination policy.
 - Of the exemptions we have moved through, we have 8 temporary accommodations that expire on January 19, 2022 – this gives the employees extra time to make decisions regarding their vaccination and work status. Many of the folks who have left/are leaving are in operations.
 - 1,588 employees have been fully vaccinated with 7 who are in process.
 - We have not identified *any* positions that can be completed entirely remotely.

- Emergency Assistance Programs
 - We made changes to our assistance program (ELIA – Emergency Low Income Assistance) during COVID--- we increased the benefit to \$500 and removed the requirement to have children in the household for a second payment. These changes will stay in place through 2022. We also removed the requirement for customers to have received a disconnect notice in order to qualify for these funds. This program is an important component of our Road to Recovery work. These changes are consistent with the SPU program guidelines.
 - Some of the federal rental assistance money the City received was directly allocated to City Light. We have applied nearly \$1M directly to offset customer bills.



City Light Review Panel Meeting Meeting Minutes

- City Light is doing both an internal & external campaign for Project Share. This is a donation fund anyone can donate to, but it was challenging to donate to in the past. Earlier this year we added a credit card option to collect donations. Ten thousand dollars is already committed; some folks have added recurring donations in their bills. The utility has paid social media spots, including on KUOW. Our internal campaign has a goal of \$12,500 – we achieved 10% of the goal on the 1st day!
 - Staff will bring update stats in December.
 - \$3,645 has been contribute by City Light employees to date.
- Long Term Debt Planning
 - The past two months the Panel has had presentations on long- term debt planning. Given that this is a role and responsibility of this group, we plan to continue this discussion at the conclusion of the next strategic planning cycle. We would like to see the work that City Light is doing be reflected in and consistent with the Review Panel work plan.

Clean Energy Transformation Act (CETA) compliance.

Robert Cromwell presented. The presentation is in the Review Panel packet.

Q: In the 90% mix that is considered clean, what energy sources are considered clean? **A:** There are different definitions. For I-937 it included biomass, landfill gas, and renewable things – not hydro. For CETA, hydro is included as ‘non-emitting’. The two statutes overlap, giving us different views. This will bring on new wind and solar options in the coming years.

Q: On the RTO (Regional Transmission Organization) topic, what is developing? What do you predict will happen? **A:** I would give a 90% chance that something will happen. I can’t predict if CAISO (California Independent System Operator) will expand beyond California. If CAISO doesn’t take action, the SPP (Southwest Power Pool) is likely to grow and serve the rest of the west. I would give a low probability for an independent RTO.

- Debra’s comment: SCL is all in on this. We are very involved and would be happy to brief you on progress. Jim Baggs is leading that effort.

Q: There are resource adequacy concerns coming up in the short to mid-term. How will SCL manage that? Are you making purchases or building new facilities? If you are building things, is it just wind and solar? **A:** The idea of resource adequacy is that we have the resources needed to meet a customer need throughout the year (including weather events.) Our resource planning team has identified summer and winter peak needs. We will need to bring on additional resources to meet those expected needs. As a hydro utility, most of our power is generated in Q2. We manage this by selling excess in Q2 and buying throughout the remainder of the year. We’ll need to buy additional power to meet customer needs.

Q: How hard will it be to find those resources? **A:** I expect it will be easy to identify the resources, but difficult to acquire transmission of that resource to our load. This is driving the need for the regional transmission operator.



City Light Review Panel Meeting Meeting Minutes

Strategic Planning

Leigh presented a summary of the 2022 – 2026 Strategic Plan in preparation for 2023 – 2028 planning. Karen led the panel through a discussion of possible modifications to the current Business Strategies, project, initiatives, and activities identified in the 2022 plan.

Panel Member Comments:

- Debt strategy and rate design
- Encouraging economic development is on my mind – how can we encourage green development?
- Regional approach: working with PSE was great news
- Impressed with dashboards
- Interested in learning about the We Power portion of the plan.
- Agree the Panel should align its work with the work plan of the utility.
- Debt strategy remains a priority.
- AMI – how can we further leverage the technology and really make use of this information. What are the next steps in deployment?
- Continuation of what's being done – particularly electrification
- Is there a way, in light of cost of service & debt, encourage customers to participate more in cost signals, e.g. installation of batteries or electrification of buildings to manage rates?
- Debt and rates challenge
- Preparing for green energy and clean energy requirements coming our way. Teaming up with peers will be a necessity.
- Attention to rigorous decision-making processing—evaluating risk and the cost/benefit to customers. Balance value to customers with risks.
- Would like to know more about the City Light organization, including what is on the General Manager's work plan, including understanding debt policy and how that is working, who are our regional partners, what metrics are we using, what are our targets for performance
- Understanding the plan for Distribution Energy Resources Management (DEM)
- Looks good. Most interested in customer experience and clean energy future business strategies and how they come together.

Eric McConaghy, Council Committee staff, offered items on which he anticipates continued Council interest: rates and rate path, adjusting the RSA to prevent bill surcharges, the move back to regular billing and shut-off practices and how these are communicated to customers. Eric is also interested in using census and other data to understand more about our customers.

Data Tools for Management

Angela Bertrand presented. The presentation is in the Review Panel packet.

Adjourn: Meeting adjourned at 12:04.

Next meeting: December 13, 2021.



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Rails, Redevelopments and Rinks, oh my! How City Light powered the latest updates to Northgate

by [Seattle City Light](#) on December 1, 2021

North Seattle and Northgate have experienced a redevelopment renaissance over the past few years, with more development on the horizon. From taking the Light Rail to Sound Transit's newest stations or lacing up your skates for a bit of ice time at the practice facility of the National Hockey League's latest team, there are new and fun things to explore near Northgate. This new growth required an engineered, reimagined and innovative approach to the electric infrastructure that powered this new Northgate and was made possible in part thanks to Seattle City Light.

Northgate Station and Kraken Community Iceplex

The Northgate Mall facility is often touted as the first modern shopping mall in the United States, dating back to its opening in 1950. The mall's (now named Northgate Station) redevelopment project began in 2018 when officials announced plans to tear down a portion of the mall facility and build residential, industrial, retail and restaurant buildings and spaces. City Light officials understood that this would be a large body of work, but the utility was ready to take on the task.

The Northgate Mall area is powered through an underground utility corridor that houses electrical, water and sewer lines. This system was built during the same timeframe as the mall's construction and required new equipment upgrades to support these redevelopment and transit-oriented projects.

“The scope of the project was a complete teardown and redevelopment,” Solomon Gebregiorgis, distribution engineer for City Light, explained. “Most of the electrical system needed to be upgraded and modernized to meet the needs of this expanding development.



The Kraken Community Iceplex
(Photo credit: Seattle Kraken)

And then came the Kraken.

Later that year, city leaders unveiled proposals for a new professional hockey training facility and team headquarters on the Northgate property by 2021. The plans added to the bustling construction of a neighborhood already occupied by the construction of the Northgate Link Light Rail Station. With the tight timeline and revised scope, City Light went to work to develop the electrical infrastructure for the Kraken Community Iceplex, the practice facility for the Seattle Kraken. The facility opened to the public in early September 2021.

For Kristi De Winter, electrical service engineer for City Light, the chance to work on a landmark like Northgate was something extraordinary.

“There are few projects that are as visual and well known as Northgate. It’s really cool to think that our team will get to drive past it for years and get to think, ‘wow! We were the ones to work on the project!’”

Northgate Station during testing prior to opening.
(Courtesy of Sound Transit)

Northgate Link Light Rail Extension

Another important addition to the neighborhood is the Northgate Light Rail Station that connects the area to downtown and beyond. City Light was also instrumental in developing and implementing the electrical infrastructure of the Northgate Link Extension, which includes the Northgate, Roosevelt and U District stations, all of which opened on Oct. 2.

The

A relocated transmission tower near I-5.

transportation project required coordination with local, state and federal officials to ensure that the light rail station was operational by 2021. City Light's system planning group coordinated a load study to analyze whether the system's current configuration could withstand large electrical loads and usage from the light rail trains, the newly opened stations and the continued development of the area. City Light also upgraded existing electrical equipment and relocated transmission lines to provide the necessary power for the new light rail station and mall property. Anticipating the electrical demands of tomorrow today helps ensure that the utility remains ahead of the curve as the region continues to grow.

"We are committed to creating these vital connections to electrify the communities we serve," City Light General Manager and CEO Debra Smith said. "Whether it's connecting North Seattle with downtown by Light Rail or electrifying an NHL practice facility, we will continue to seek new and innovative solutions to meet the challenges of today and tomorrow. I want to thank all City Light employees who worked tirelessly on these projects that will provide benefits to so many in our community."

City Light Special Capital Programs Manager Steve Byers has worked with Sound Transit on developing their Light Rail infrastructure for more than 20 years, dating back to the Central Link project, which connects downtown and Sea-Tac International Airport by rail. For him, the Light Rail will be a part of his legacy at City Light.

"I am so proud that I can say that I helped make this become a reality," Steve said. "When I retire, that train is always going to be there. That's something special."

Filed Under: [Future of Energy](#), [In the Community](#)

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Seattle City Light ✓

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Project Share offers support to those struggling to pay their electricity bills due to financial hardship. This holiday season, support our community with a donation to ensure that no family goes without power. Visit [seattle.gov/city-light/in-...](#) to donate and learn more.



3h



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Did you know that the largest irrigated crop in the U.S. is not corn or wheat, but lawn grass? In our latest blog post, read about a more eco-friendly approach to landscaping and get some tips on how you can try it out in your garden: [powerlines.seattle.gov/2021/12/08/eco...](#)

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New Electric Vehicle Charging Station opens at Burien City Hall

Dec 4, 2021 | [Burien](#), [Burien News](#), [Environment](#), [Featured Post](#), [Government](#), [News](#), [Science](#), [Transportation](#)



Representatives from the City of Burien and Seattle City Light on Friday, Dec. 3, 2021 flipped the switch on a newly-installed Electric Vehicle (EV) Charging Station located at Burien Library/City Hall.

This new EV charging station aligns with the City of Burien's Climate Action Plan.

"City Light is installing publicly accessible EV fast chargers throughout our service area in support of our Transportation Electrification Strategic Investment Plan, which strives to remove barriers to EV adoption and reduce carbon emissions across the transportation sector," City Light [said](#).

Emeka Anyanwu, Seattle City Light's Energy Innovation & Resources Officer and City of Burien Councilmember Kevin Schilling spoke.

Here's more info from City Light:

- City Light is installing publicly accessible EV fast chargers throughout the utility's service area to ensure that neighborhoods have equitable access to EV charging. The utility is running this program to provide a public service to customers and better understand EV charging impacts on the electrical system. The program also

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English

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UPCOMING EVENTS

Winter Lights through Dec. 31 at Town Square Park

November 15 - December 31

FREE in-person Health

Inst English



supports Seattle's clean transportation initiative, which has goals to remove EV adoption barriers and reduce pollution and carbon emissions across the transportation sector.

- Electric vehicles don't have tailpipes and don't release harmful smog-forming pollutants. Driving an EV can help improve community air quality and public health and help fight against climate change by reducing greenhouse gas emissions. Increasing the accessibility of EV chargers in the city will allow people who choose to drive an EV to get the most out of their cars. New and used EVs have become much more affordable and are now in most drivers' price range.
- This location will have one 62.5kW DC fast Charger with CHAdeMO and CCS ports. The charger will be on the ChargePoint network. User will be charged per kilowatt-hour delivered. Drivers can find more information on user fees and details about this location and other City Light locations on our public [EV charger map](#).
- Learn more at seattle.gov/city-light/electric-vehicles.

Seattle City Light @SEACityLight

On Friday, City Light along with our partners @Burien unveiled our latest electric vehicle charging station. Read more about the event on our blog and be sure to stop by the Burien City Hall/Library to check it out! powerlines.seattle.gov/2021/12/06/sea... #PublicPower

2:18 PM · Dec 6, 2021

8 likes · Share this Tweet

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Hugo4Burien @hugo4burien

Making infrastructure improvements is lovely! Great city investment in EV infrastructure and good to see CM @KJSchilling94 headlining the opening of the city's own charging station.

Airport Thursday, Dec. 9

December 9 @ 10:00 am - 4:00 pm

Come meet a real, live reindeer (with Santa) Friday at Normandy Park Towne Center

December 10 @ 2:30 pm - 4:00 pm

Free 'Narnia Night' event promises holiday enchantment in Normandy Park on Sat., Dec. 11

December 11 @ 5:00 pm - 7:00 pm

Northwest Associated Arts FREE 'Christmas Sounds in Burien' concert will be Sunday, Dec. 12

December 12 @ 2:00 pm - 3:30 pm

Deadline to nominate for City of Burien's 2022 'Citizen of the Year' is Feb. 22, 2022

February 22, 2022

[View All Events](#)

SEARCH ...

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WEATHER

BURIEN

39° cloudy

7:45am - 4:18pm PST

feels like: 30°F
wind: 15mph ssw
humidity: 85%
pressure: 29.9"hg
uv index: 0

12h	13h		
41°F	41°F		
fri	sat	sun	mon
45/43°F	46/37°F	43/37°F	45/36°F



Weather forecast
Burien, Washington

English





The charging station is located at 15135 4th Ave SW, just northeast of the Burien City Hall/Library:

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Executive Reporting

Review Panel

November 23, 2021

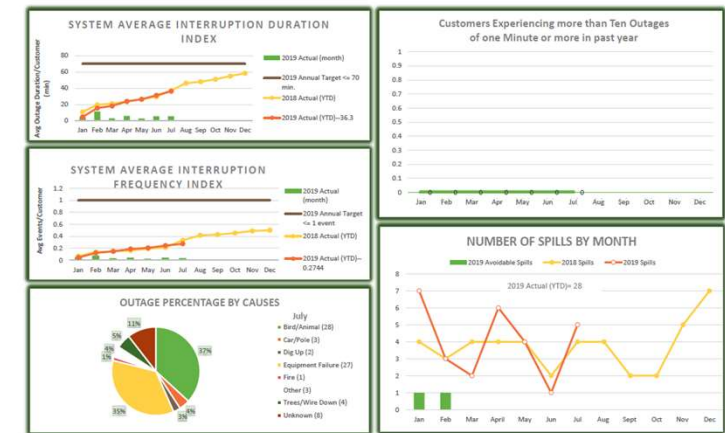


Seattle City Light

WE POWER SEATTLE

Where we've been – Executive Report

- 2019...
 - Same report for a few years – “what we’ve always done”
- 2020...
 - Gave it a ‘facelift’ & aligned with strategic plan
 - Worked with cross-functional team to create a plan
- 2021...
 - Launched new version, incorporating feedback from across the utility; have continually made improvements
 - Identified division metrics as a need in the strategic plan
 - Launched We Power Pilot



Seattle City Light Monthly Performance Dashboard October 2020

Project Highlight

On October 13th, City Light announced the installation of six new public electric vehicle (EV) fast-charging stations in Seattle. The new stations are part of a pilot program to install 20 EV fast chargers throughout the utility's service area in support of the city's Drive Clean Seattle initiative.

Read more here: <https://powerlines.seattle.gov/2020/10/13/city-light-announces-new-electric-vehicle-fast-chargers-in-seattle/>

Customer Centric Culture

Seattle City Light received results from J.D. Power on the 2020 Electric Utility Business Customer Satisfaction Study. In 2020, with a score of 822, City Light claimed the top spot, surpassing SMUD and LADWP. Across all electric utilities, SCL tied for 5th place, with 36% respondent agreement with the statement: “the utility understands my energy needs.” We are very pleased that our commitment to customer service is evidenced by these scores.

- 8th of 16 JD Power (Residential West) Service Segment
- .811 Service Requests per 1,000 Customers (39 service requests)
- 44.4% Of Eligible Population Enrolled in UDP
- 51.2% E-bills*

Employee Experience

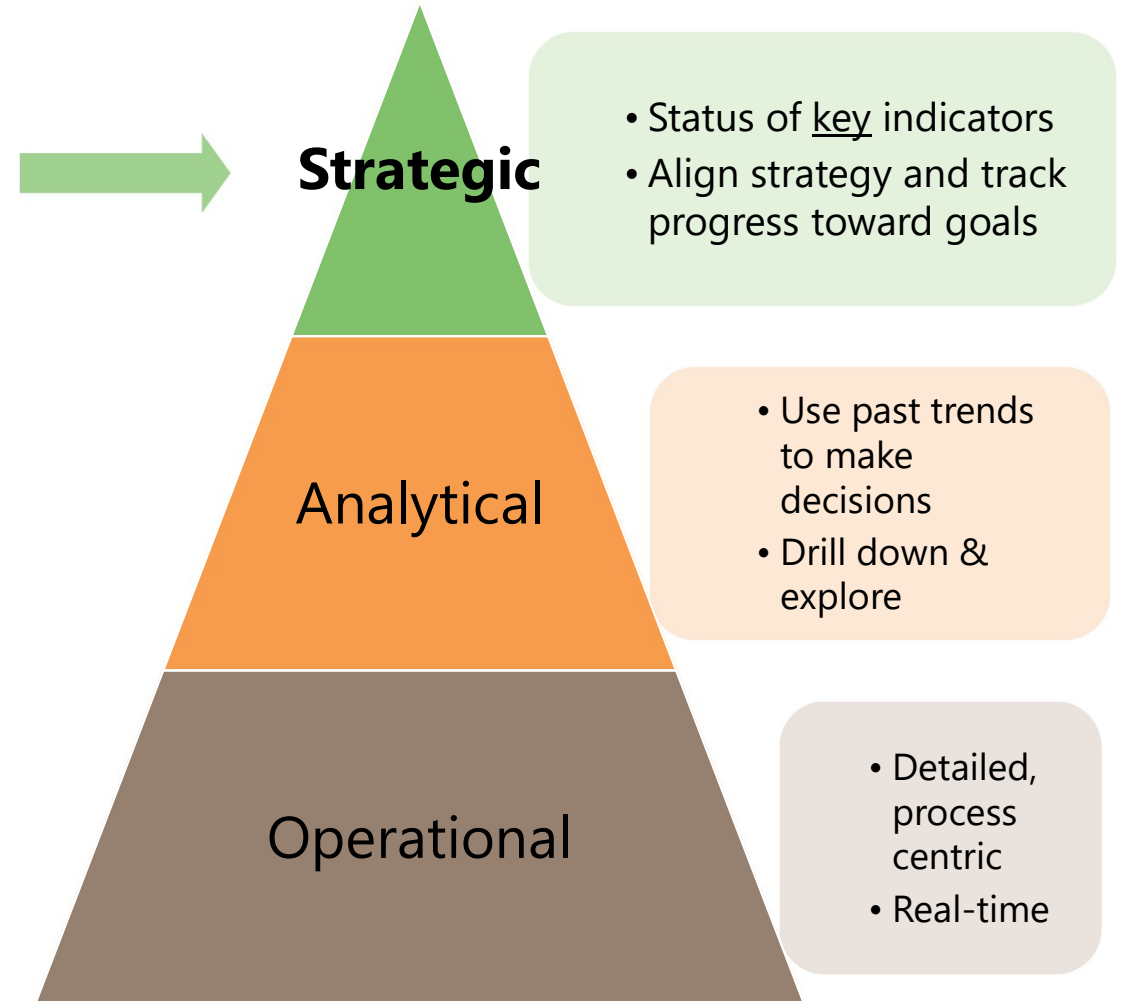
Our vacancy rate has fluctuated between 7.1% - 8.0% or 128 - 144 positions in 2020. In October, 1,663 of our 1,800 FTE pockets were filled.

- Since the beginning of the year, 29 employees have retired and 31 have resigned/left. 20 new employees joined the utility, 200 competitive hiring processes for regular employees were conducted. The average hiring cycle time in 2020 is 37 days.
- 2.81 TRR (goal ≤ 3.5), 29 Preventable MVC (goal ≤ 29)
- 324 Worksite Safety Assessments (vs. 172)
- 7.6% Vacancy Rate
- 730 Training Registrations | 1,408 Completions

Reporting Overview

Key Questions:

1. *Who are the primary users?*
 - Executive Officers – internal & high level
2. *What will they use it for?*
 - Strategic – raise questions, not answer them
3. *How frequent will it be viewed?*
 - Monthly; at executive team meetings





Questions to Consider

Executive Performance Dashboard



Seattle City Light

- + Where do you see positive movement?
- + Does anything you see surprise you?
- + Do you see any concerning trends?
- + What can you do differently in the next 30 days to shift the trend?



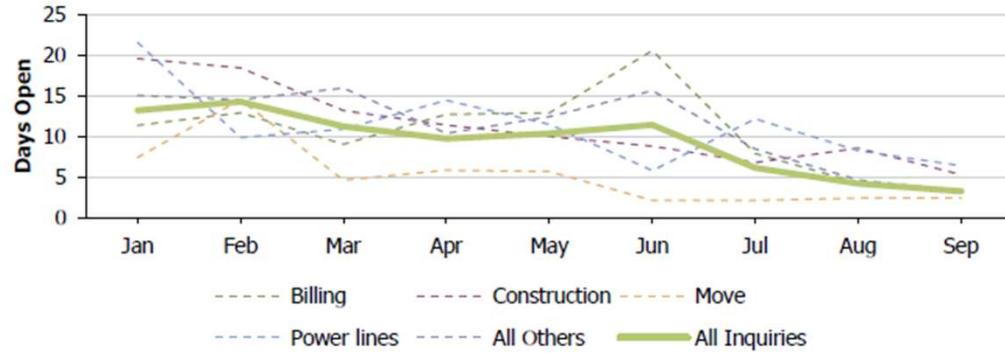
Customers First

September 2021 Performance



General Inquiries - Average Days Open by Issue*

Via Motorola CRM



General Inquiry Resolution Rate

total closed / total created Via Motorola CRM

Resolution Rate	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Billing	71.1%	192.3%	90.6%	72.5%	78.1%	94.2%	85.1%	147.7%	81.9%
Construction	140.9%	176.9%	106.3%	104.2%	77.3%	108.6%	78.9%	78.1%	62.9%
Move	96.0%	63.3%	107.3%	104.1%	95.7%	111.5%	90.0%	104.7%	109.6%
Power lines	82.1%	86.5%	116.1%	17.1%	37.0%	36.8%	26.8%	53.1%	72.4%
All Others	104.2%	114.0%	86.8%	92.8%	96.9%	90.2%	87.6%	102.0%	75.6%
Total	98.9%	114.6%	95.4%	87.0%	87.5%	91.2%	82.8%	104.0%	83.5%
Remaining Open:	5	24	53	49	48	67	64	78	133
Total	354	267	520	493	424	488	541	521	486

JD Power

Business, 2020
Western Mid-Size Segment



1st

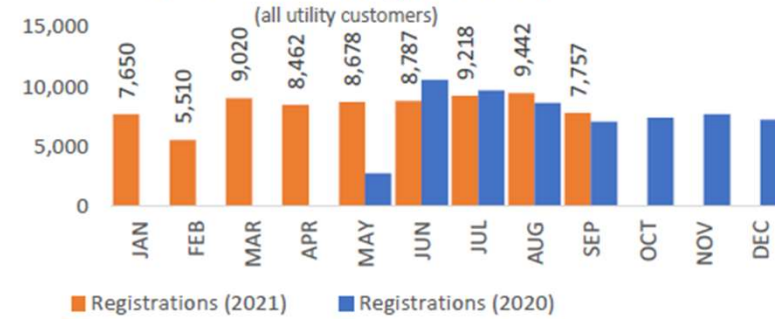
JD Power*

Residential, Q3 2021
Western Mid-Size Segment

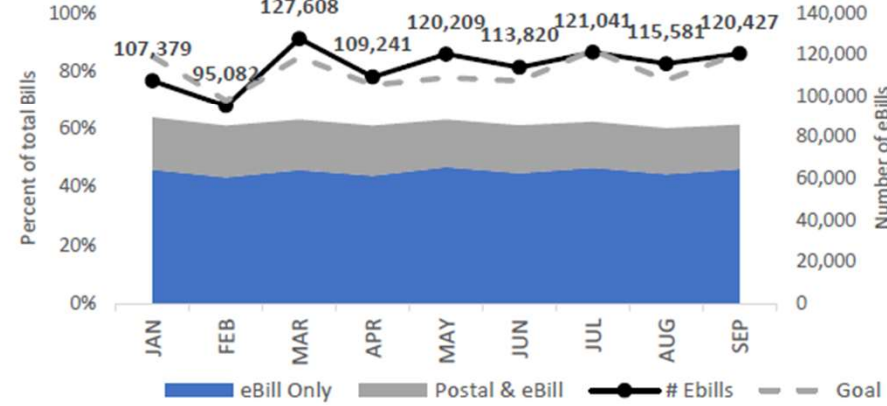


6th

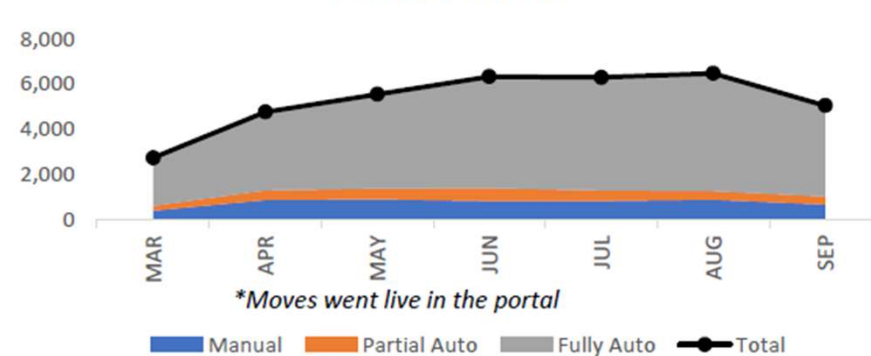
Self-Service Registrations



EBills*



Portal Moves*



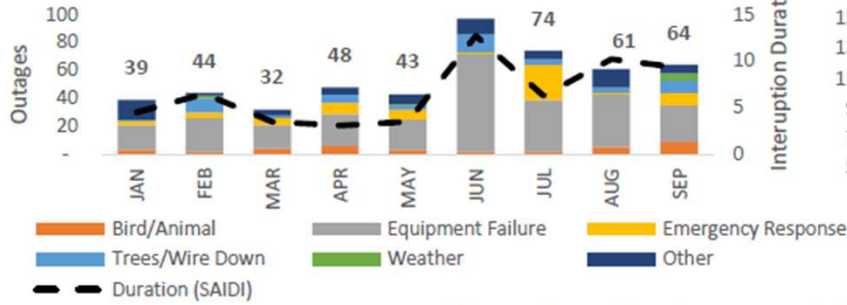
*Moves went live in the portal



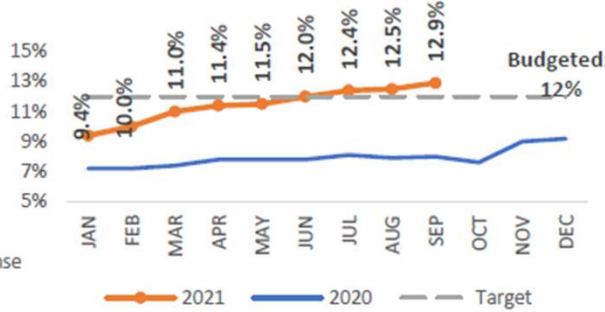
Operational & Financial Excellence

September 2021 Performance

Outages and SAIDI Trends



Labor Vacancy Rate*



Debt Service Coverage* As of August 2021

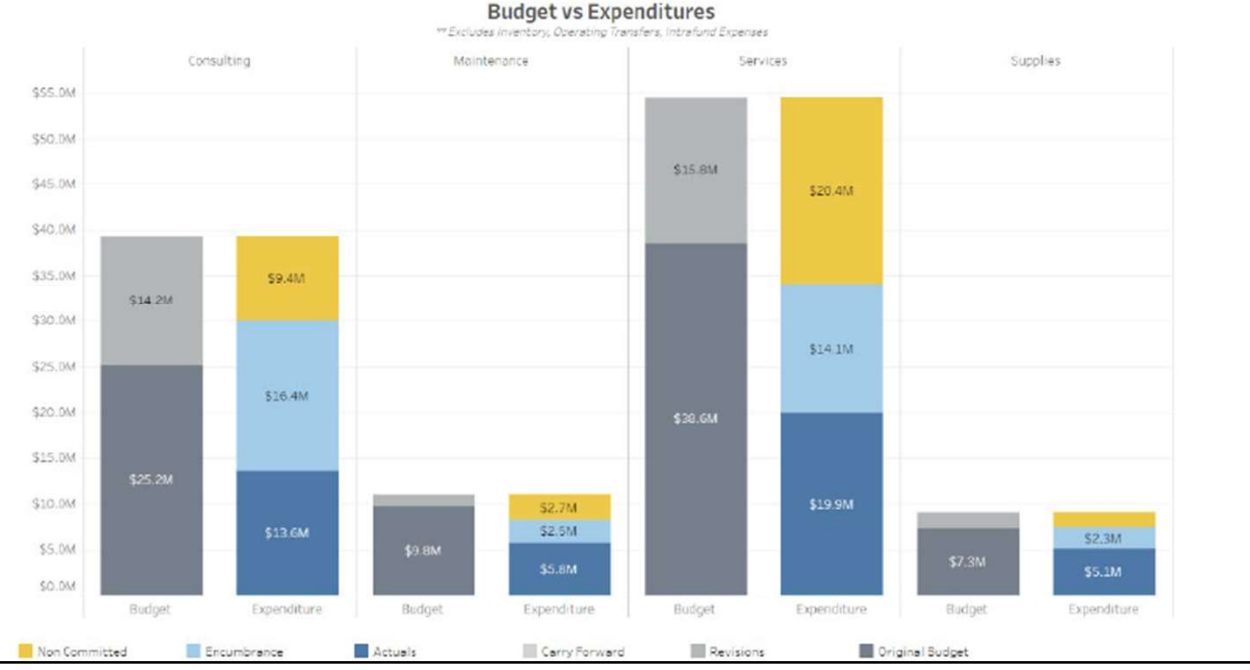
2.00

+20 basis points over plan of 1.8

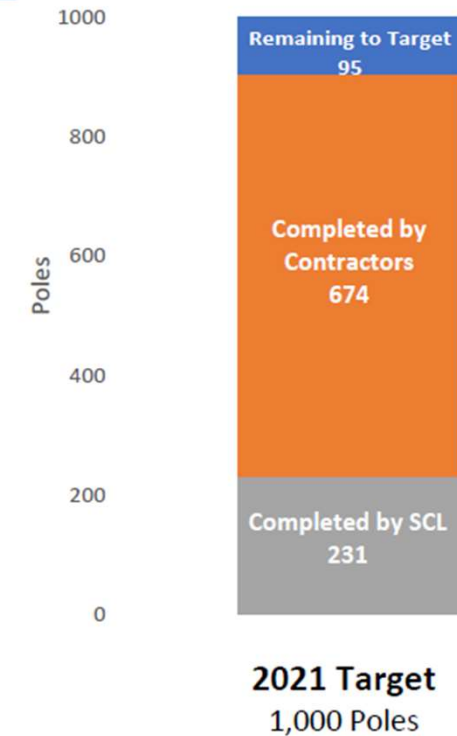
Overtime Budget vs Actuals*



Budget vs Expenditures



2021 Accelerated Pole Replacement Program* (as of 10/1/2021)

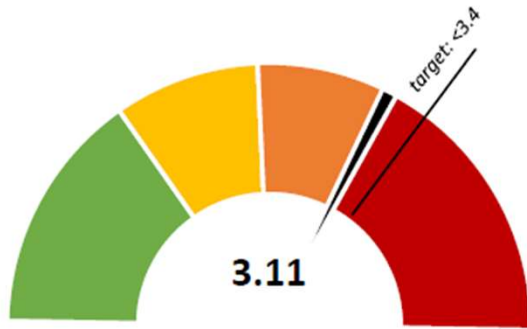




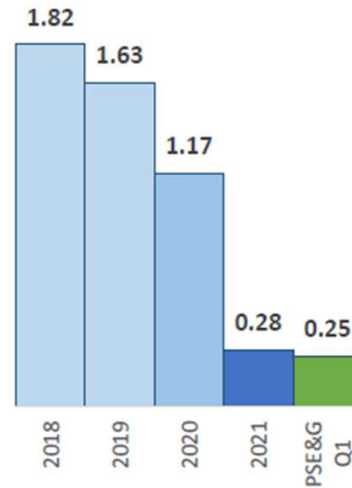
Safe & Engaged Employees

September 2021 Performance

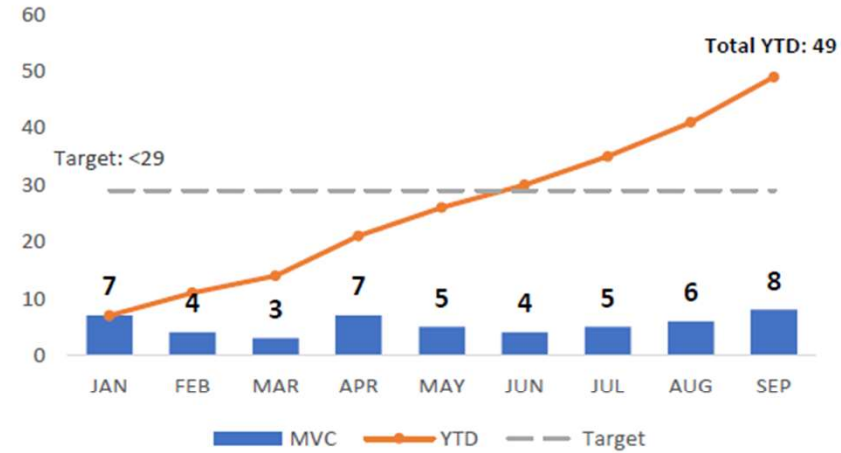
Total Recordable Incident Rate*



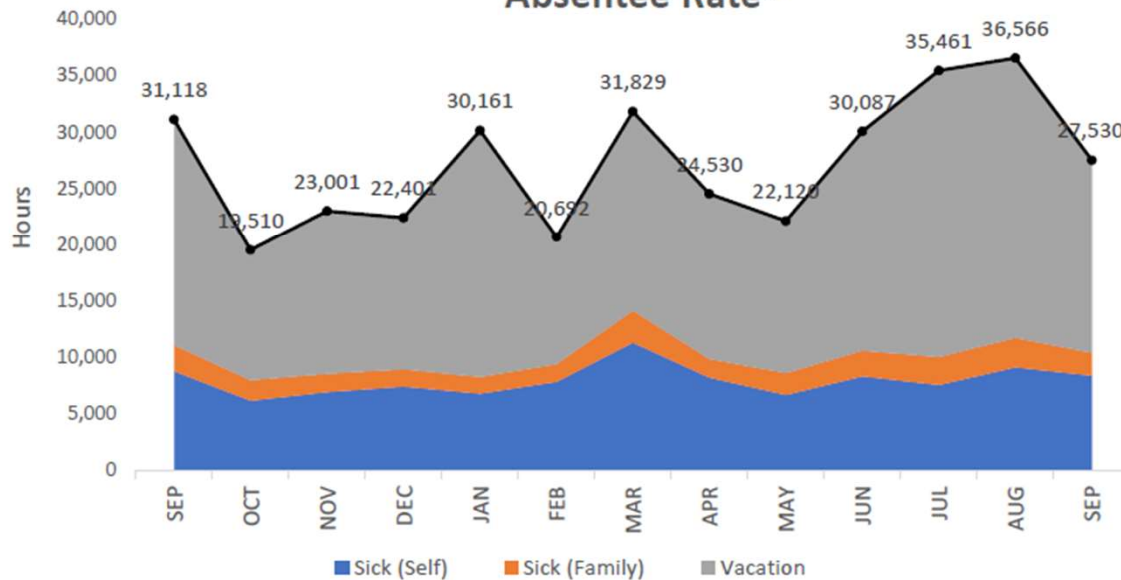
Lost Time Case Rate*



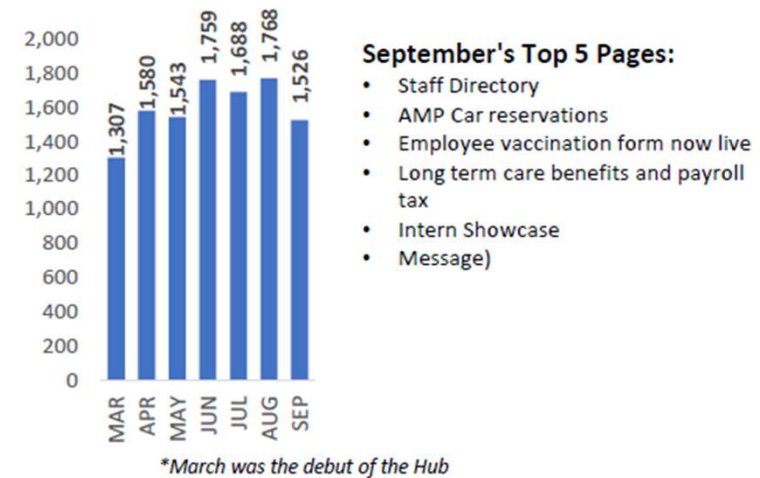
Preventable Motor Vehicle Collisions*



Absentee Rate*



SCL Hub Users



September's Top 5 Pages:

- Staff Directory
- AMP Car reservations
- Employee vaccination form now live
- Long term care benefits and payroll tax
- Intern Showcase
- Message)



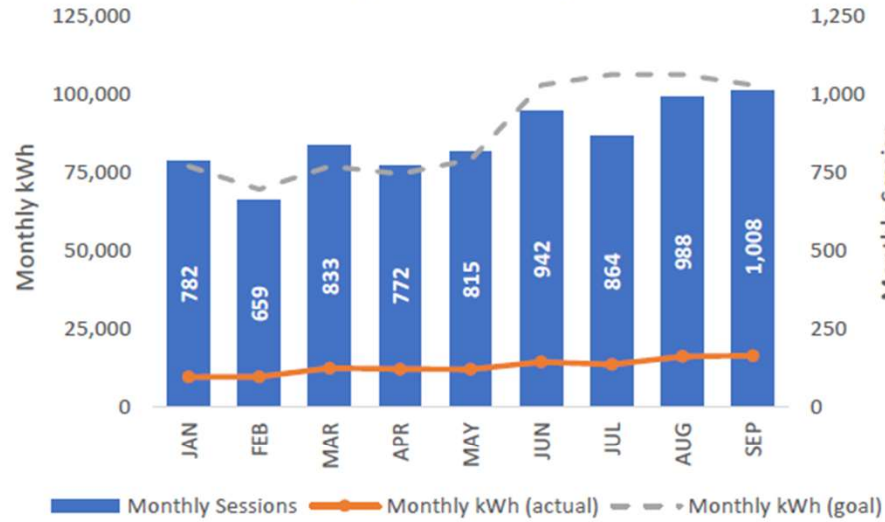
Environmental Stewardship

September 2021 Performance



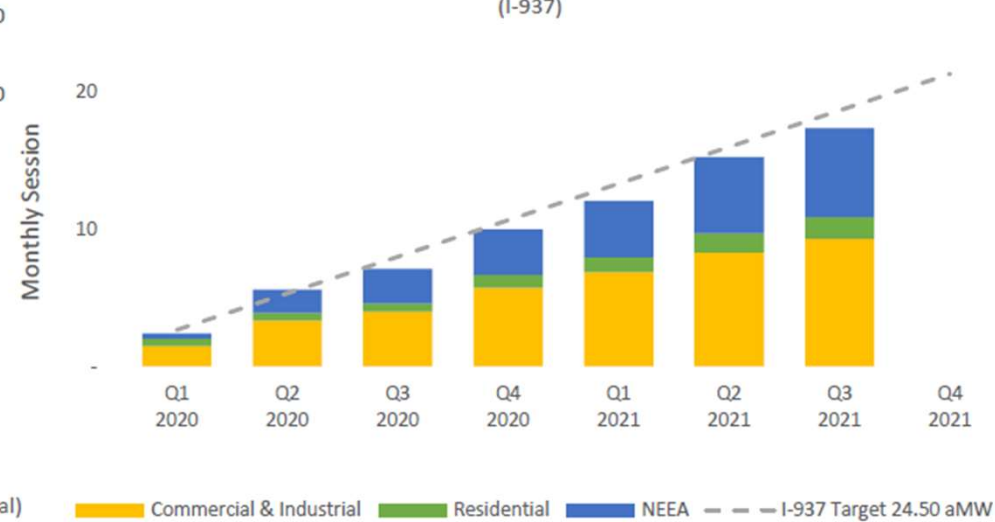
Seattle City Light

Public EV Charger Monthly Performance



Energy Independence Act Compliance*

(I-937)



Skagit Relicensing Project

- 12 (of 36) Studies due by Q1 2022
- 1 Technical Workshop in September
- 2 Partner Committee Meetings in September
- To do in October:
 - Terrestrial Work Group (standing)
 - Geomorphology Work Group (standing)



CIP Permitting

- 37 projects awaiting permits
- 37 on track to complete by date/quarter
- 1 awaiting responses to comments



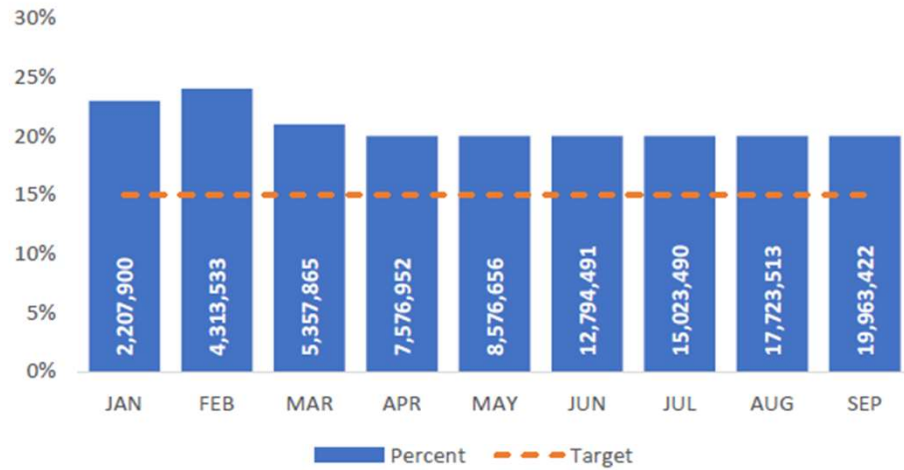


Equitable Community Connections

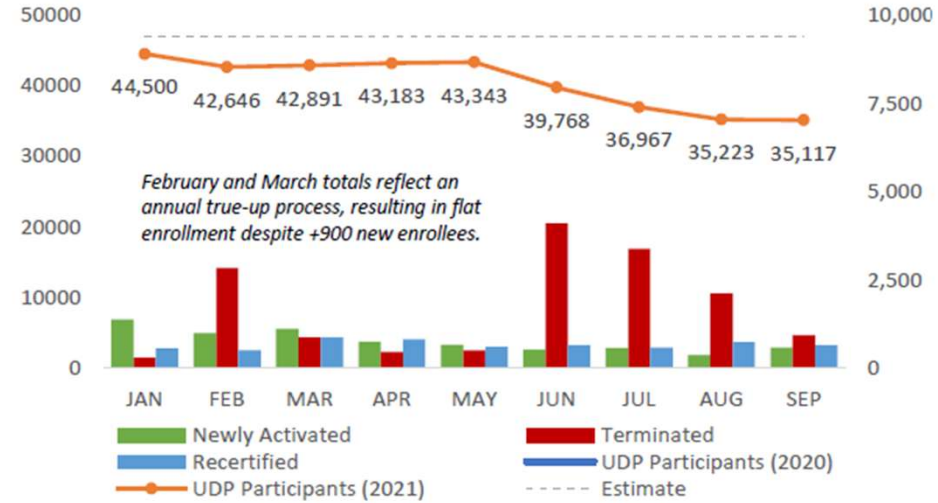
September 2021 Performance



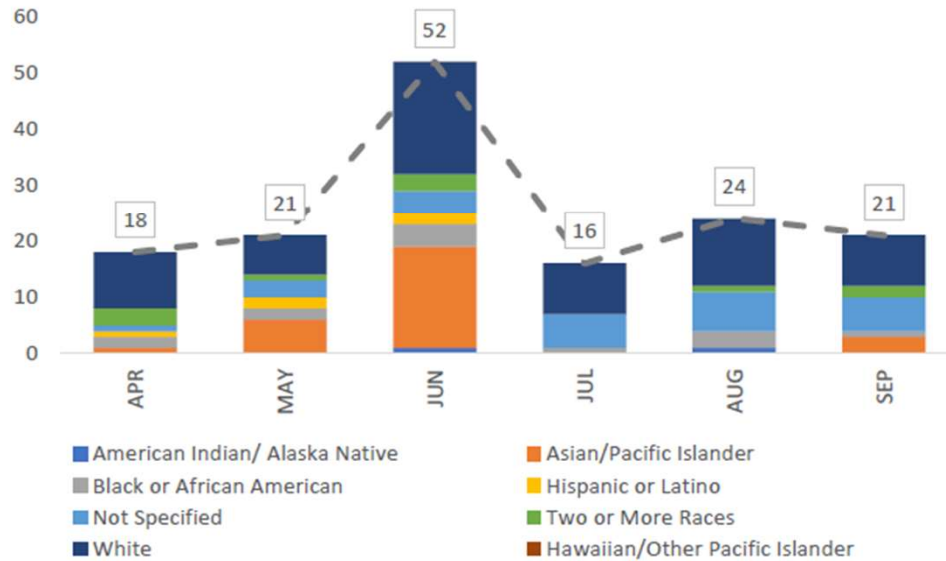
WMBE Combined Progress Toward Goal*



UDP Participation



New Hires by Race*



In Development: RSJI



JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

Follow-Up

- Update & Revise!

- Constantly working to improve alignment & relevancy
- Coordinate with teams to develop & refine

Value	Chart	Effort	Priority
Employees	Absenteeism	Medium	High
Community	Outreach	Medium	Mid
Ops & Fin	Bad Debt	Medium	High
Customers	Timely Bill	Large	Low
Environment	Fleet Electrification	Large	Low
Environment	EV Chargers	Large	Mid
Community	UDP Replacement	Large	Mid
Community	All	Large	High
Customers	Time to Connect	XLarge	High
Ops & Fin	Outage by District	XLarge	Mid
Customers	Portal Registrations	Medium	Mid
Customers	General Inquiries	Medium	High
Environment	Env. Audits	Small	Mid
Customers	General inquiries	Small	Low
Community	New Hires	Small	Mid
Environment	TESIP Incentives?	Large	Mid
Environment	CETA	Large	High

+ over 30 complete

- Discovery Sessions

- Build curiosity around data
- Explain what goes into high-level numbers

Completed:

- Customer Portal (July 2021)

Upcoming:

- Leave Programs (December 2021)
- Power Lines (in progress – post storm season)

WE POWER

WE POWER

BUSINESS STRATEGIES

"We Power"[®] refers to our core function as a utility in providing electricity services to customers. This is central to all we do and reflects the core mission of our workforce.

As we work on the new efforts outlined in this strategic plan, we will remain committed to our core business operations and delivering value to our customers in Seattle and our franchise cities.

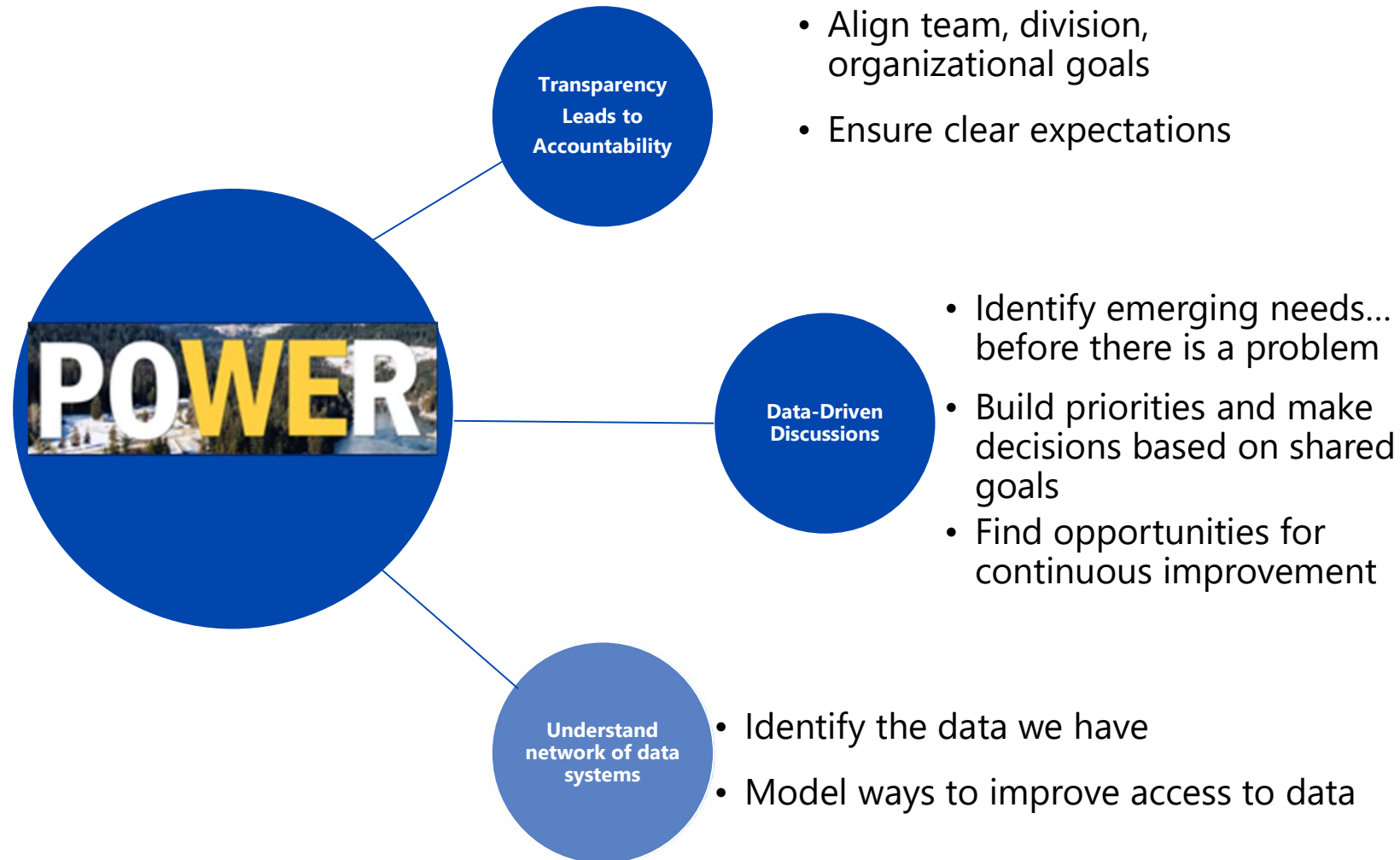
OBJECTIVES:

- Continue to advance our mission to provide our customers with affordable, reliable, and environmentally responsible energy services
- Prioritize diversity, equity, and inclusion in all that we do
- Actively manage and mitigate the constraints, risks, and uncertainty of operating in a COVID-adjusted environment

SUCCESS MEASURES:

- Operational dashboards will track performance metrics for each line of business

Why?

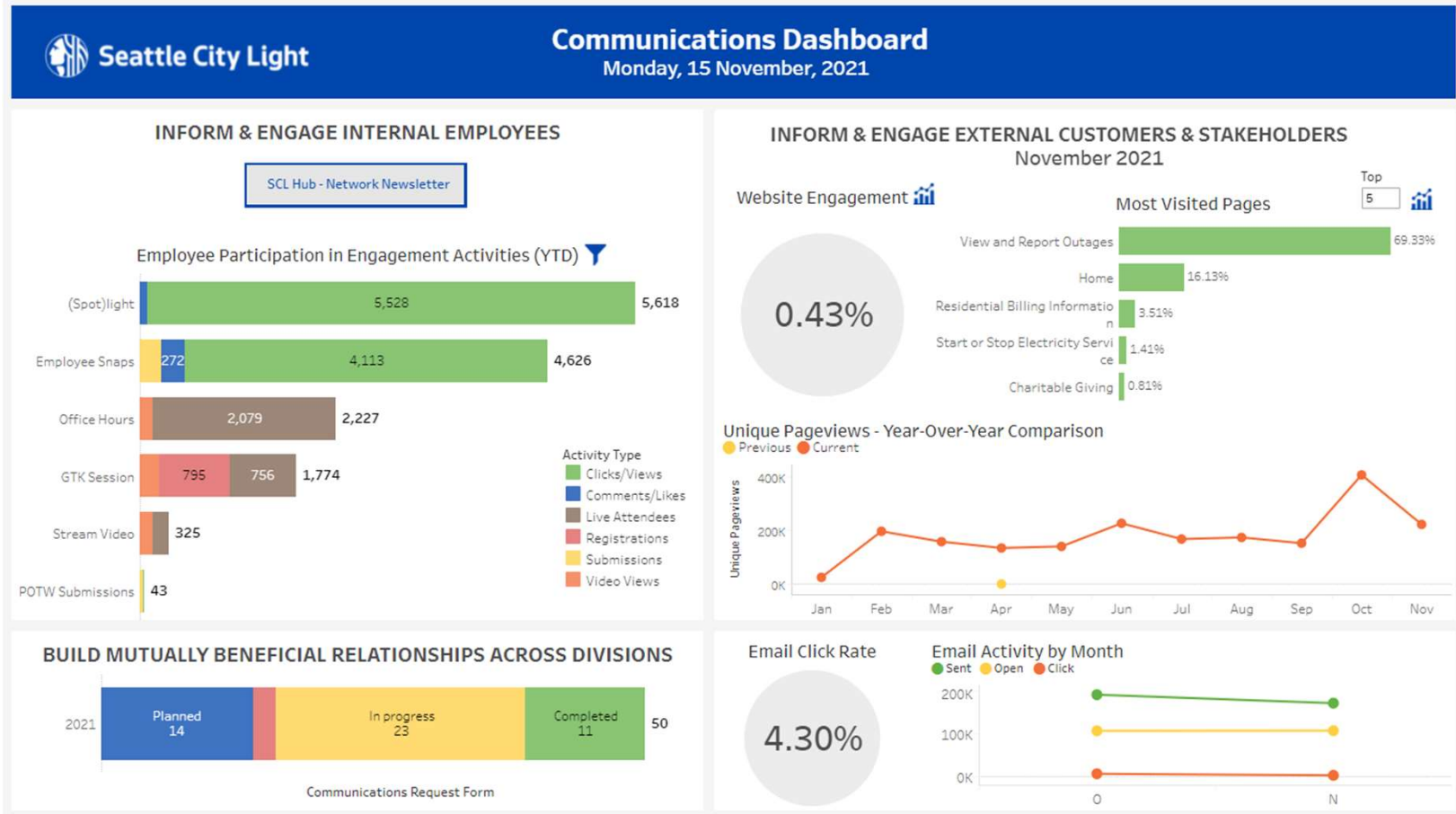


We Power

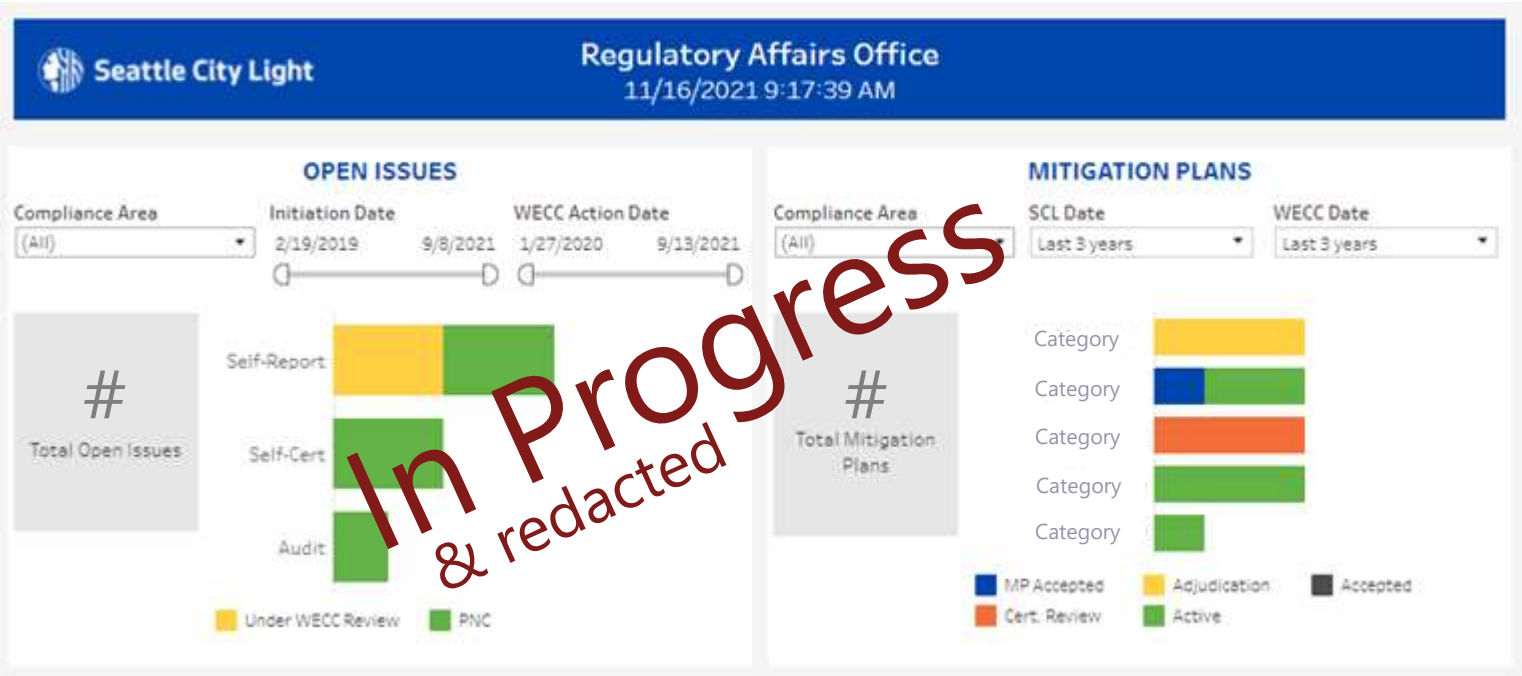
- Team has business analyst, training lead, and developers.
- Goal of 3-4/year *(est. completion 2027)*
 - Estimate between ~2 and ~5 months per dashboard
- Target audience: division directors
 - Still strategic level
 - Focused on what the director identifies as

Pilot 1: Communications

- 3 key priority areas identified
 - Inform & Engage Employees
 - Inform & Engage Customers
 - Build Mutually Beneficial Relationships



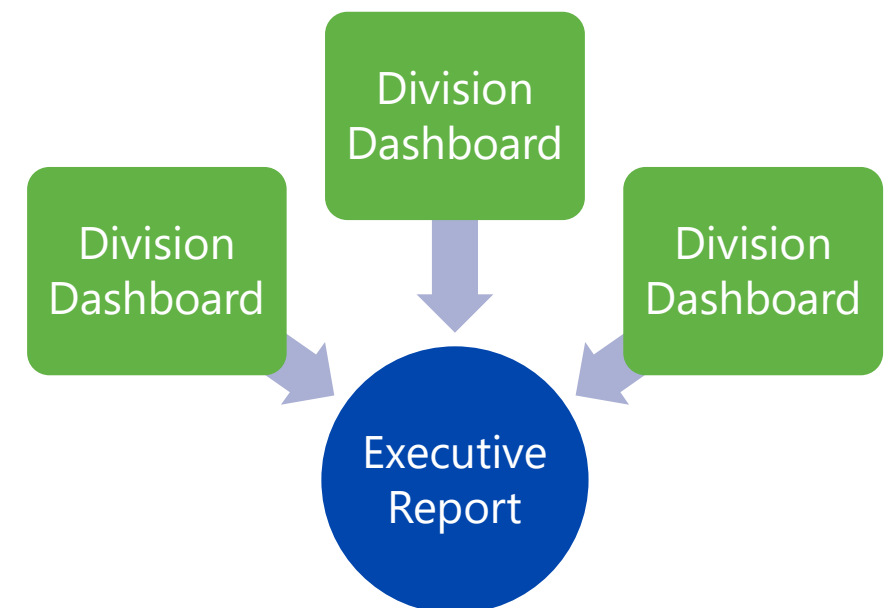
Pilot 2: Regulatory Affairs



- Currently in progress!
 - Three more measures in development
- Applying lessons learned and taking a more iterative approach

Next Steps

- Wrap up 2nd Pilot by Dec 17 → ramp up to full project
 - Goal: automated dashboards for 30 divisions
 - Finalize resources for upcoming year
- Prepare to launch next divisions in early 2022
 - Electrification & Strategic Technology
 - Transmission & Distribution Field Operations
- Align We Power Dashboards & Executive Report
 - Develop enterprise-wide reporting strategy
 - Automate the manual executive report
 - Tie into benchmarking as available or requested



Questions?



Seattle City Light

City Light Federal Infrastructure Opportunities

Presentation to City Light Review Panel



Seattle City Light

WE POWER SEATTLE

Background – Infrastructure Investment & Jobs Act

- On November 5, 2021, the House voted 228-206 to pass the bipartisan “Infrastructure Investment and Jobs Act” ([H.R. 3684](#)) to invest in the nation’s infrastructure, including funding for roads and bridges, rail, transit, airports, energy, sustainability, water, and broadband, among other priorities.
- The Senate had passed the measure in August on a bipartisan 69-30 vote. President signed the bill on November 15, 2021.
- The legislation provides **\$1.2 trillion in total spending over five years**, including \$550 billion in *new spending*.



Environmental Justice & Buy American Provisions

- President Biden’s Executive Order (EO) 14008, “Tackling the Climate Crisis at Home and Abroad” created a government-wide “Justice40 Initiative” that aims **to deliver 40 percent of the overall benefits of relevant federal investments to disadvantaged communities.**
- President Biden’s Executive Order (EO) 14005, Ensuring the Future is Made in All of America by All of America’s Workers, launching a whole-of-government initiative to **strengthen the use of federal procurement to support American manufacturing.**



Energy & Resiliency Provisions – SCL Direct Recipient

Electric Grid Investments - \$13B

- Grid Resilience Grant Program (DOE) – *New competitive grant program to fund activities to make grids more resilient and reliant in the face of extreme weather or nature's disasters. **\$5B***
- Program Upgrading our Electric Grid Reliability (DOE) – *New competitive grant program for demonstrating innovative approaches to transmission, storage, and distribution infrastructure to harden and enhance resilience and reliability. **\$5B (over 5 years)***
- Smart Grid Investment Matching Grant Program (DOE) – *Existing program; created in ARRA stimulus bill in 2009. Funding to support deployment of technologies that enhance electric grid flexibility. **\$3B (over 5 years)***



Energy & Resiliency Provisions – SCL Direct Recipient

Hydro Power Investments

- Hydroelectric Efficiency Improvements Incentive (DOE) - Grant program to support grid resilience, dam safety upgrades, and environmental enhancements at existing hydropower facilities. \$553.6M (up to 30% of costs capped at \$5M/project)
- Maintaining & Enhancing Hydroelectric Incentives (DOE) – Grants to facility owners for hydropower efficiency improvements at existing hydro projects. \$75M (30 percent of capital improvements, up to \$5 million) directly related to improving efficiency of facilities by 3 percent



Environment & Resiliency Provisions – SCL Partners

Buildings

- Cost-Effective Codes Implementation for Efficiency & Resilience (DOE) - *Competitive grant program for states and regional partnerships to implement updated building energy codes.* **\$225M**
- Weatherization Assistance Program (DOE) - *Administered by the WA Department of Commerce (formula). Seattle Office of Housing administers the funds in Seattle.* **\$3.5B**
- Energy Efficiency and Conservation Block Grant (EECBG) (DOE) – *Provides grants to state and local government for energy efficiency and conservation projects.* **\$550M**
- Low-Income Home Energy Assistance Program (LIHEAP) – *Assistance program for low-income customers administered by state (delivered through community action agencies).* **\$500M**



Environment & Resiliency Provisions – SCL Partners

Vehicles

- Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Grant Program (DOT) – *New formula and competitive grant program WSDOT will allocate formula, local governments eligible for competitive grants. **\$7.3B** (formula) & **\$1.4B** (competitive grants)*
- Carbon Reduction Program (DOT) – *New formula program, WSDOT will allocate. **\$6.42B** over five years.*
- Electric Vehicles (EV) Charging and Refueling Grant Program (DOT) – *WSDOT to allocate formula, local governments eligible for competitive grants. Publicly accessible alternative fuel charging infrastructure. **\$2.5B** over 5 years.*
- EV Charging Formula Program (DOT) – *Establishes a National EV Formula Program to provide funding to states to deploy EV charging infrastructure. **\$5B** over five years.*



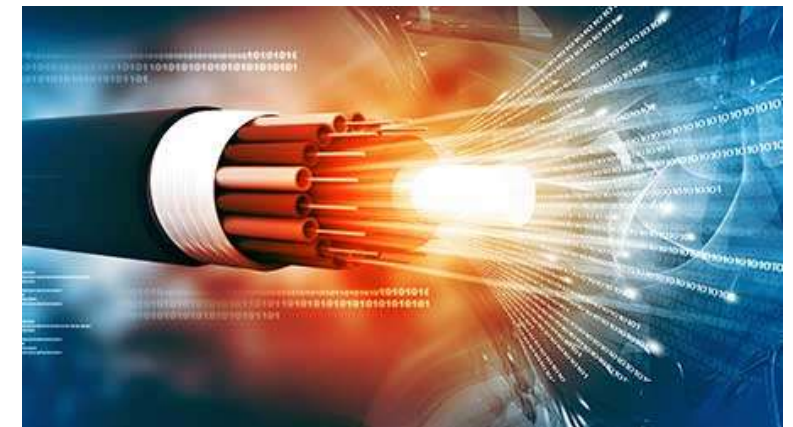
Cyber Security & Public Safety Provisions – SCL Partners

- State and Local Cybersecurity Grant Program (DHS) – *Established a grant program for state and local governments to address cyber security risks and threats. **\$1B***
- Cyber Response and Recovery Fund (DHS) – *A fund for federal, state, local and private entities to seek reimbursement and technical assistance following cyber incidents. **\$1.2B***
- Building Resilient Infrastructure and Communities (BRIC) Program (FEMA) – *Existing program. Supports pre-disaster and hazard mitigation activities undertaken by state and local communities. WA DOC administers and Seattle Emergency Management Office coordinates grant applications. **\$1B** over 5 years.*
- National Dam Safety Program (FEMA) - *grants to states - **\$658M***



Broadband Provisions – SCL Partners with Seattle IT

- Broadband Equity, Access and Deployment Program (DOC) – *Formula-based program to states to competitively award grants to qualifying equity, access and deployment projects. \$42.5B*
- Middle Mile Broadband Infrastructure (DOC) – *Competitive grants for construction, improvement of acquisition of middle-mile infrastructure. \$1B*



Next Steps – Prioritize & Strategize

City Light's **Utility Next Portfolio** & Seattle's **Green New Deal** will serve to guide our prioritization

Equity & racial inclusion will be central to City Light's efforts

Other important factors (not in prioritized order):

- Utility Next Projects that already received state/federal funds
- City/State receives formula funds (including franchise communities)
- Customer priorities & partnerships
- High priority for City of Seattle & Harrell Administration
- City Light Strategic Plan Priorities, Initiatives, Activities (PIAs)
- City Light staff capacity & availability of matching funds

THANK YOU



Seattle City Light

Mission, Vision & Values

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Values



Customers First



Environmental Stewardship



Equitable Community Connections



Operational and Financial Excellence



Safe and Engaged Employees



Seattle City Light

WE POWER SEATTLE

Equitable Strategic Planning and Operations

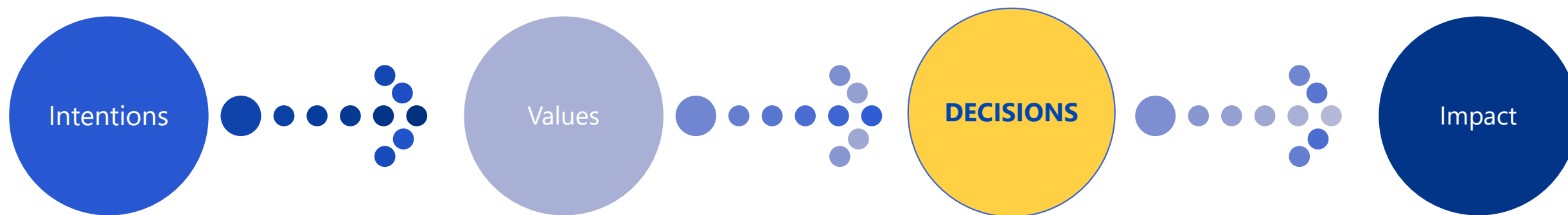


Seattle City Light

Artist: Stephanie Ashby
"Aurora Bridge" 2008



Equity work is an opportunity to align good intentions with meaningful impact.

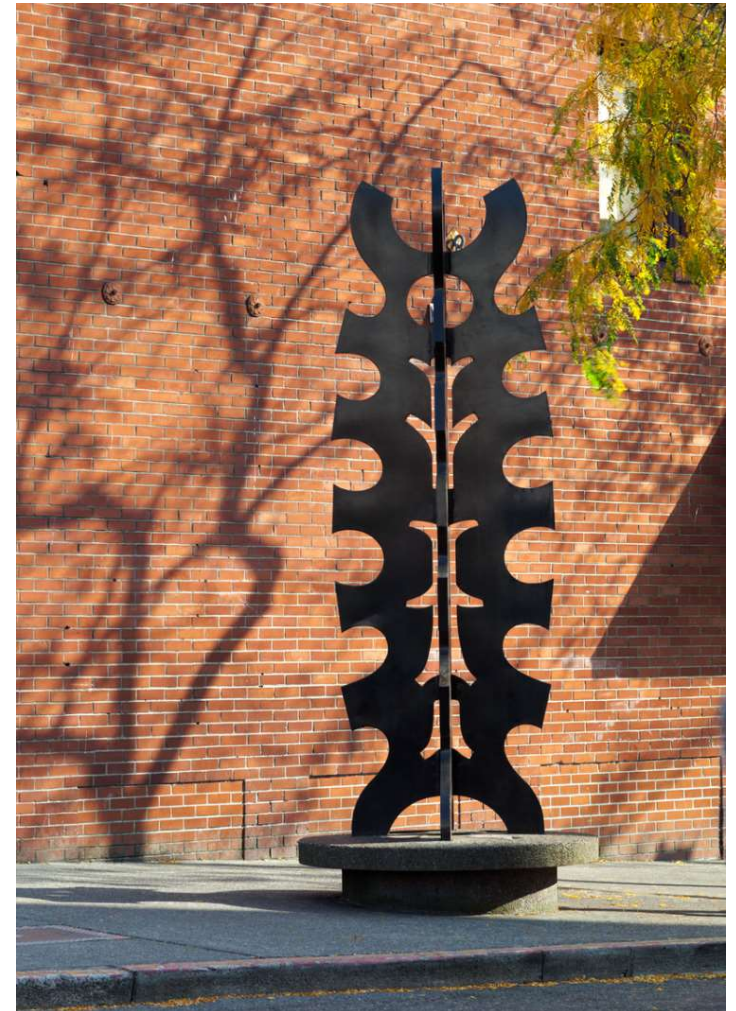


Equity lives (or dies) in the decisions we make.

- | | |
|------------------|--|
| Policies | <ul style="list-style-type: none">• What to propose or modify?• How consistently to enforce? |
| Practices | <ul style="list-style-type: none">• What routines to continue or change?• What habits to promote as standard?• What habits align our values with our actions? |
| Planning | <ul style="list-style-type: none">• What to change and prioritize in programs and work plans? |
| Budgets | <ul style="list-style-type: none">• What to prioritize, add, grow, reduce or eliminate? |
| Staffing | <ul style="list-style-type: none">• Who to hire, retain, promote or develop as leaders? |
| Contracting | <ul style="list-style-type: none">• Who to hire, re-hire, promote or recommend? |

What is a racial equity analysis?

- A systematic examination of how different racial and ethnic groups will likely be affected by a proposed action or decision
- Used to minimize unanticipated adverse consequences in a variety of contexts, including policies, practices, programs, plans and budgetary decisions
- A vital tool for preventing institutional racism and identifying new tactics to remedy long-standing inequities



'Heaven, Man, Earth.' George Tsutakawa. 1978. City of Seattle Civic Art Collection.

Why assess for equitable impact?

- To engage stakeholders in decision-making, especially those most adversely affected by current conditions
- To bring conscious attention to racial inequities and impacts before decisions get made
- To avoid or minimize adverse impacts and unintended consequences
- To prevent racism from occurring or reoccurring



"Memorabilia." Jacob Lawrence. 1990. City of Seattle Civic Art Collection.

When to analyze for racial equity?



"Rise Up." Yvonne Chan. 2017. City of Seattle Civic Art Collection.

- Best conducted early during the decision-making process, prior to enacting new proposals
- Used to inform decisions, much like environmental impact statements, fiscal impact reports and workplace risk assessments.

Institutionalizing Racial Equity

Implicit Bias

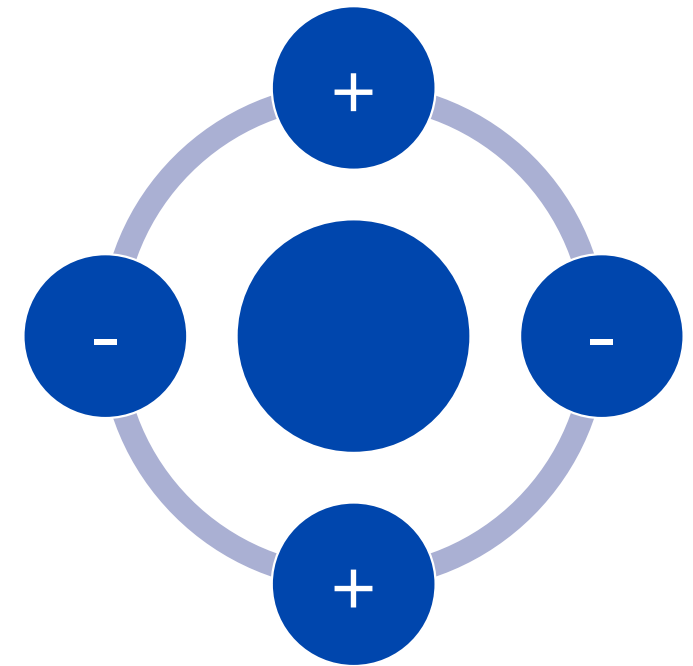
- Unaware of choice points
- Exclusive of stakeholders
- Not attentive to race, gender, income or other identity-based inequities
- Ignores barriers to access
- Does not consider racial impacts

Explicit Equity

- Builds in decision-making guides that instigates consideration for equity
- Fosters active engagement and empowerment of stakeholders
- Gives distinct, specific and sufficient attention to key disparities and inequities
- Supports and implements strategies to remove barriers
- Systematically analyzes potential impacts on marginalized groups

Equity in our Core Business Practices

1. Net Energy Metering Policy and Statutes
2. City Light Strategic Planning Process
3. AMLP WMBE utilization
4. Real Estate Encroachment Enforcement
5. Equitable Stakeholder Engagement
6. Digital Apprenticeship Testing
7. Electrification & Grid Modernization
8. Levying Interest/Late Payment Charges on Overdue Balances in CCB
9. Payment of Vendor Invoices
10. Hazard Codes in CCB
11. Reflecting Community in SMT Restacking Plan
12. Road to Recovery
13. Wholesale Counterparty Credit Risk
14. Scheduling Workflow of Customer & System Jobs

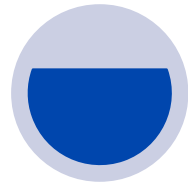


Equitable Planning



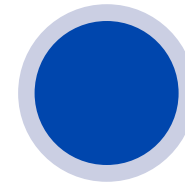
Solidify **equity outcomes**.

- What are the historic or current racial and/or socio-economic disparities related to this decision?
- How might we evaluate whether disparities are occurring?
- How might we eliminate, decrease or prevent disparities through this decision?



Identify **marginalized stakeholders**.

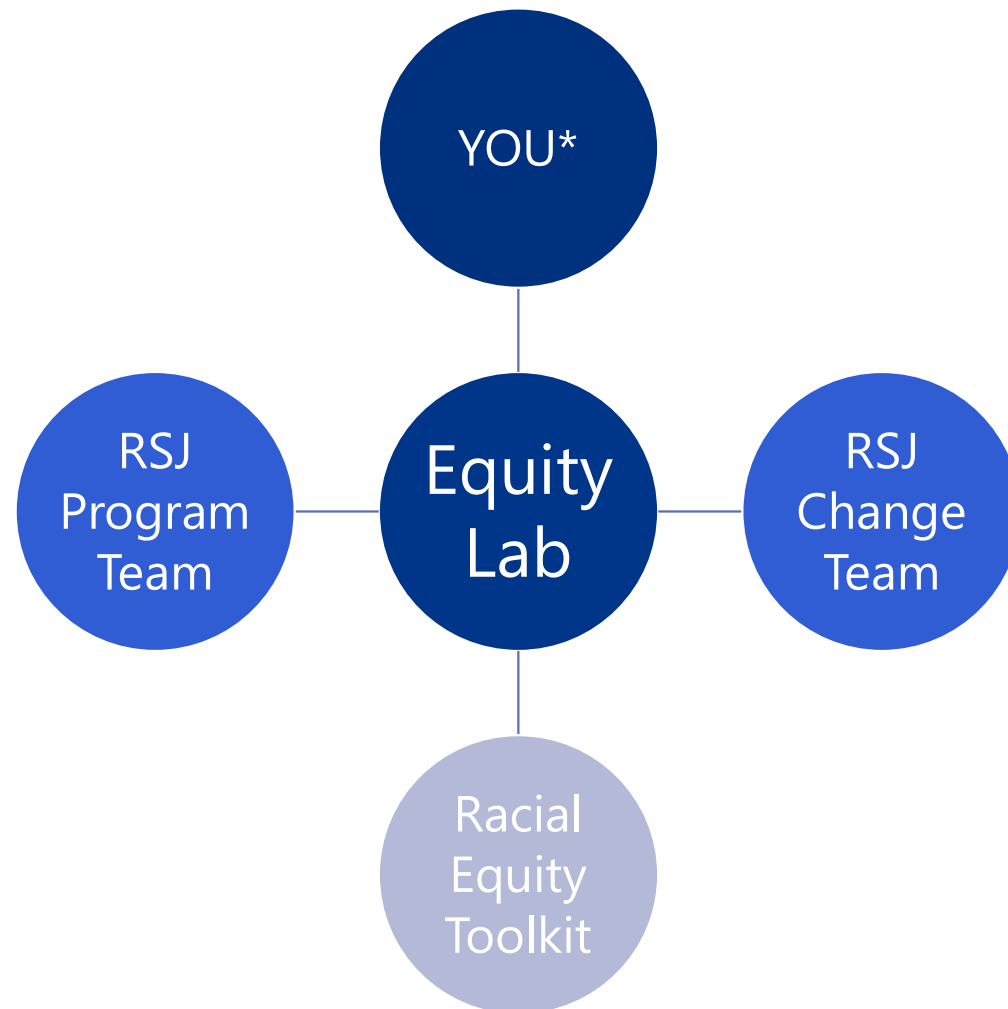
- Who is affected by the decision we're about to make?
- Do we have a dynamic, reliable understanding of the impact on customers, employees and/or the environment?
- Is there an opportunity to partner with a WMBE?



Plan for **true costs** of equity strategies.

- Did we plan/advocate for the time necessary to do this equitably?
- Did we staff this effort adequately *and* with team diversity in mind?
- Did we consider the financial costs of equitable stakeholder engagement? Language and disability access?

Supports for Equitable Planning



Asks for Equity Lab

- Inform PIA leads/teams.*
- Save the dates for Equity Lab.
Jan 13 + Feb 17 + Mar 17
- Share a synopsis of your Core Business Practice or PIA.
- Outline ideas for the equity outcome(s).
- Brainstorm a working list of the marginalized stakeholders.
- Thoughtfully consider what resources are necessary to effectively and equitably execute the plan.

Questions and Comments



Seattle City Light



THANK YOU



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Seattle City Light

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Strategic Plan PIA input

City Light Leadership Team and Review Panel

Business Strategy	Existing PIA	LT Input (11/30/21)	Review Panel Input (11/23/21)
Improve the customer experience	1. Integrate the 'voice of the customer' into our organizational culture	<ol style="list-style-type: none"> 1. Customer research 2. Channel of choice for customer communications 3. Less binary customer assistance approach 4. OMNI channel strategy 	
	2. Strengthen and fix core customer services	<ol style="list-style-type: none"> 1. Decrease service response time for new construction 2. Decrease service time for existing customer issues 3. Service to Bill 	
	3. Expand customer service options	<ol style="list-style-type: none"> 1. Equity considerations for new customer programs 2. Time-of-day rates 3. Bill redesign 4. Bill transparency (x2) 5. Assistance programs/affordability 6. Alternative to UDP? 	
Create our energy future	1. Fund and implement the 'utility next' portfolio	<ol style="list-style-type: none"> 1. Hydrogen 	
	2. Implement grid modernization roadmap		
	3. Implement electrification	<ol style="list-style-type: none"> 1. Targeted electrification 	<ol style="list-style-type: none"> 1. This should continue to be a high priority 2. Encourage customers to participate more in cost signals, e.g. installation of batteries or electrification of buildings to manage rates?
	4. Integrate distribution system and resource planning	<ol style="list-style-type: none"> 1. Need to know the locational, diurnal, and seasonal value of potential customer programs (EE, DR, electrification) in our distribution system 	<ol style="list-style-type: none"> 1. Plan for a Distribution Energy Resources Management system (DEMS).
	5. Demonstrate leadership and collaboration	<ol style="list-style-type: none"> 1. New Markets 	<ol style="list-style-type: none"> 1. Continued regional collaboration, e.g. PSE

		2. Increase regional collaboration, e.g. PSE	2. CETA
	6. Other	1. CETA 2. LCFS (Low carbon fuel standard)	1. Encourage customers to participate more in cost signals, e.g.
Develop workforce & organizational agility	1. Institutionalize organizational change management	1. Technology roadmap 2. Roadmap governance 3. Business process management/Business process improvement 4. Data governance 5. Process automation/digitization	1. AMI – How can we further leverage the technology and make use of the information. What are the next steps? 2. Increased attention on rigorous decision making – evaluate risk and cost/benefit to customers
	2. Build an agile workforce	1. Work with labor partners to increase flexibility for admins and strats 2. Implement interest-based bargaining 3. Technologies to enable employees 4. Update HRIS 5. Culture focused on accountability and outcomes 6. Workforce Data Analytics program	
Ensure financial health & affordability	1. Control rate increases	1. Stronger financial policies 2. Debt management plan 3. Selling properties	1. Debt strategy
	2. Price services for the future	1. Rate redesign/Rate options	1. Rate design
	3. Road to recovery		
We power	We Power Division Dashboards	1. Center equity in all utility activities 2. Asset management 3. Undergrounding policy and implementation plan 4. Improved project management skills 5. Enhanced/fully resourced PMO 6. Skagit Relicensing	1. Continue progress on dashboards 2. Include some of the work activities in this section

		<ol style="list-style-type: none">7. New staffing model for 24/7 coverage8. Integrate new City leave programs9. New apprenticeship-like opportunities across City10. CETA compliance	
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