



## CITY LIGHT REVIEW PANEL MEETING

Tuesday, November 22, 2022

9:00 – 11:00 A.M.

SMT 3517

—or—

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. <b>Action:</b> Review and approval of meeting minutes of October 25 <sup>th</sup>	
c. Chair's Report (Mikel)	
i. Final meeting for Karen and Introduction of new Panel facilitator, Julie Ryan	
d. Communications to Panel (Leigh Barreca)	
4. General Manager Update (25 min.)	Debra Smith
5. Strategic Plan Progress	
a. Q3 2022 Status Report	Leigh
b. Strategic Priority: Ensure Financial Health & Affordability	Kirsty Grainger/Craig Smith
i. Operational update (20 min.)	
ii. Debt Strategy (45 min.)	
iii. Q&A (15 min.)	
6. Adjourn	

*Next Meeting: Wednesday, January 18, 2023*



## City Light Review Panel Meeting Meeting Minutes

Date of Meeting: October 25, 2022 | 9:00 – 11:00 AM |  
Meeting held in SMT 3517 and 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	√	Michelle Mitchell-Brannon	
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		Caia Caldwell		Angela Bertrand	√
		Stefanie Johnson	√	Brian Taubeneck	√
Amy Wheelless (NVEC)	√				

**Welcome and Introductions.** The meeting was called to order at 9:02 a.m.

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

### Standing Items:

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

**Approval of Sept. 27, 2022, Meeting Minutes.** Minutes were approved as presented.

**Chair’s Report.** No report.

**Communications to Panel.** Leigh Barreca forwarded an invitation to a November 9<sup>th</sup> meeting during which the results of a recent customer satisfaction survey will be shared. This is an optional meeting. Please let Leigh know if you need more information.

**Infrastructure Investment & Jobs Act (IIJA) Overview.** Maura Brueger and Stefanie Johnson presented on what this 2021 federal law provides in the way of potential grants for SCL. The presentation is in the meeting packet.



## City Light Review Panel Meeting Meeting Minutes

**Q:** Can you tell us what GRIP RFI means?

**A:** It stands for Grid Resilience and Innovation Partnership (GRIP) Request for Information (RFI). This is a multistep process – the RFI is prior to the grant application.

**Q:** How do the grant opportunities compare to assumptions built into budget, CIP, or revenue requirements

**A:** You'll see projects we've mentioned before and are following our climate adaptation strategy and the priorities in our Strategic Plan. Knowing this is a 5-year funding opportunity give us a lot of options.

**Q:** Can you speak to how competitive these opportunities are?

**A:** We have learned a lot by attending webinars and other informational meetings. We are encouraging the funding organizations to be risk takers and move the money quickly. It will be hard to know just how competitive the process will be until we have the Notice of Funding Availability. 40% of the funds for some of the grants must go to Justice40. There are portions of the City of Seattle that qualify. If we find a project in those communities, it will increase our chances for getting the grant.

**Q:** Are the groups that are trying to have dams removed active against some of this funding?

**A:** Hydropower is strongly bipartisan, and we have not had a lot of push back. We are part of a push with the environmental community as to how can we invest in the projects we need to invest in and not in the areas that no longer have a purpose (non-generating).

**Q:** Are the pending applications on slide 10 in process?

**A:** No notice of funding availability has been issued, so we have not applied for any yet. These are the types of projects we are tracking and are looking at applying for when its available.

**Q:** On ferry electrification – is that through the state or are there federal funds?

**A:** There are federal funds that the state system is applying for. Our role is the ferry battery storage system. There is a lot of interest along the waterfront for electrifying ferries, water taxis and cruise ships. Battery storage would help us manage that considerable load.

**2023 – 2028 Strategic Priorities and Projects, initiatives, and activities (PIA) Review.** Leigh reviewed the strategic priorities and PIAs that are in the Strategic Plan in preparation for upcoming meetings that will be devoted to in depth discussion of each priority and supporting PIAs.

**Finalize Review Panel Workplan and Supporting letter.** Karen reviewed the draft workplan and the draft letter that will accompany the workplan transmittal to the Council and Mayor. Both documents are in the meeting packet. Submitting a two-year work plan is an ordinance requirement for the Panel. Panel members provided feedback and suggestions on the transmittal letter, and approved submittal of the work plan and the revised letter.



## City Light Review Panel Meeting Meeting Minutes

**General Manager's update.** Jen Chan & Mike Haynes updated the panel on the following items:

- a. **Budget:** Seattle City Light's 2023-2024 Proposed Budget includes a package of spending reallocations that advance City priorities and strategic business priorities outlined in City Light's adopted [2023-2028 Strategic Plan Update](#), continuing work on the same five business strategies first described in last year's 2022-2026 Strategic Plan:
  - 1) Improve the Customer Experience
  - 2) Create our Energy Future
  - 3) Ensure Financial Health and Affordability
  - 4) Develop Workforce and Organizational Agility
  - 5) We Power (Core Business)

City Light's proposed budget is approximately \$1.5 billion, including \$448 million for capital projects, with no new position or additional funding requests. Here is a summary of City Light's key changes in the 2023-24 Proposed Budget:

### **1. Improve the Customer Experience – Affordability Programs**

This budget adds funds to evaluate, align, and enhance customer programs that reduce customers' energy costs through both financial assistance and energy efficiency, solar, and electrification offerings. It also funds research and assessment of potential options to lower upfront and operating costs of utility service to support affordable housing providers in building cost-effective, resilient, energy- and water-efficient, all-electric housing.

### **2. Create Our Energy Future – Western Energy Market**

This budget adds funding for increased participation in the development of a regional organized Western Energy market. Access to affordable, green, reliable power is critical to our energy future. As the largest public utility in the Northwest, City Light's strong presence in this regional effort, while it is in its nascent stages, will help ensure that Seattle's interests are reflected in any new market design created.

### **3. Develop Workforce & Organizational Agility – Utility Technology Roadmap**

This priority outlines investments needed over the next seven years to support strategic business priorities. This budget adds operating and maintenance (O&M) funding to begin implementation of this work and transfers five positions from Seattle IT for City Light specific data infrastructure, network, and IT security needs. Additional capital projects will be proposed in the next budget cycle in 2023.

### **4. Ensure Financial Health and Affordability – TOD Rates & Finance**

This budget adds funds and resources to support the rollout of a new Time of Day (TOD) rate option at the start of 2024. Customer outreach and communication, as well as training for customer-facing staff, will be critical to ensure all customers can make an informed choice about the pricing plan most beneficial for them. This budget also reallocates two positions to support improved budget reporting and financial management.

### **5. We Power – Stewardship of Legacy Hydroelectric Facilities**

Critical efforts funded in past budgets include Skagit Relicensing and the Accelerated Pole Replacement



## City Light Review Panel Meeting Meeting Minutes

Program; both initiatives continue in the 2023-2024 Budget. This budget allocates needed O&M and capital funding to maintain Seattle's legacy hydroelectric assets.

### 6. O&M Budget Reductions and Technical Changes

To balance the incremental spending in business strategy priority areas, we are taking corresponding O&M reductions across the organization. Earlier this year, City Light completed a non-labor O&M reconciliation that identified budget available for redeployment due to underutilization or one-time need. Reductions in operating budgets are primarily in salary savings from an increased vacancy rate, underutilized budget for travel and services, and lower Federal Energy Regulatory Commission (FERC) fees. We increased the inflation and cost-of-living adjustments in both the capital and O&M budgets to accommodate the significantly higher costs we are experiencing.

The final adoption of the budget is expected on Tuesday, Nov. 22.

- b. Return to work updates: They Mayor has asked all departments and all employees to increase the number of days employees are in the office from a one to two days/week starting November 1<sup>st</sup>. Staff are submitting their work plans now. We are hoping this is another step towards normalcy.
- c. Staffing/reorganization update: The new org chart is in RP packets.

Over the last few months, we have decreased our vacancy rate and have filled key vacancies in leadership roles and announced the restructuring of several divisions to align strengths, streamline processes, and create synergies. Realignments underway across the utility include shifting work units, standing up new teams and divisions, renaming work groups, and establishing new leadership positions.

**Asset Management & Large Projects renamed Project Delivery, and Engineering & Technology Operations (ETO)** are realigning teams within and across the two divisions housed in the Environment, Generation & Technical Services Business Unit. Under the leadership of Project Delivery Director Tamara Jenkins and ETO Director Andy Strong, the goal is to achieve efficiency gains within engineering, project management, construction management, and asset management and data services.

In recent years, the **Customer Care & Energy Solutions Business Unit** has seen a lot of change. With new leadership in key roles – beginning with Marcus Jackson as Customer Operations Director, followed by Joe Fernandi in his new role as Customer Energy Solutions Director, and most recently Kathryn Aisenberg being named director to lead a new division Customer Experience – we're realigning resources and maximizing our collective impact to better serve our customers and support our staff.

**Q:** Are you finding it easier/harder to attract people to hire? At the broadest level.

**A:** I think we all have different experiences. For Admin, it was really difficult because we didn't get a lot of candidates, then it got refined down. Also, when our hiring process is a long time, we lose good candidates. We are turning a corner, but I can't tell if its our internal processes or the labor market. There's a lot of opportunity to grow our staff, and sometimes its good to bring in new blood. In operations, people are looking for skilled trades. The pipeline is narrow, and we have a lot of upcoming retirements. Focusing on remote sites as those have become a bit of a challenge.



## City Light Review Panel Meeting Meeting Minutes

**Q:** Where does power trading and contracts sit?

**A:** With Siobahn Doherty – a new director under Emeka. That area has a higher-than-average vacancy rate. We're actively recruiting in this area.

**Adjourn:** Meeting adjourned at 10:17 a.m.

**Next meeting:** Nov. 22, 2022, 9:00 – 11:00 a.m. There will be both virtual and In-person meeting options.



# 2022 – 2026 Strategic Plan Status Report

## Quarter Three 2022



Photo: Zorn Taylor, 2021

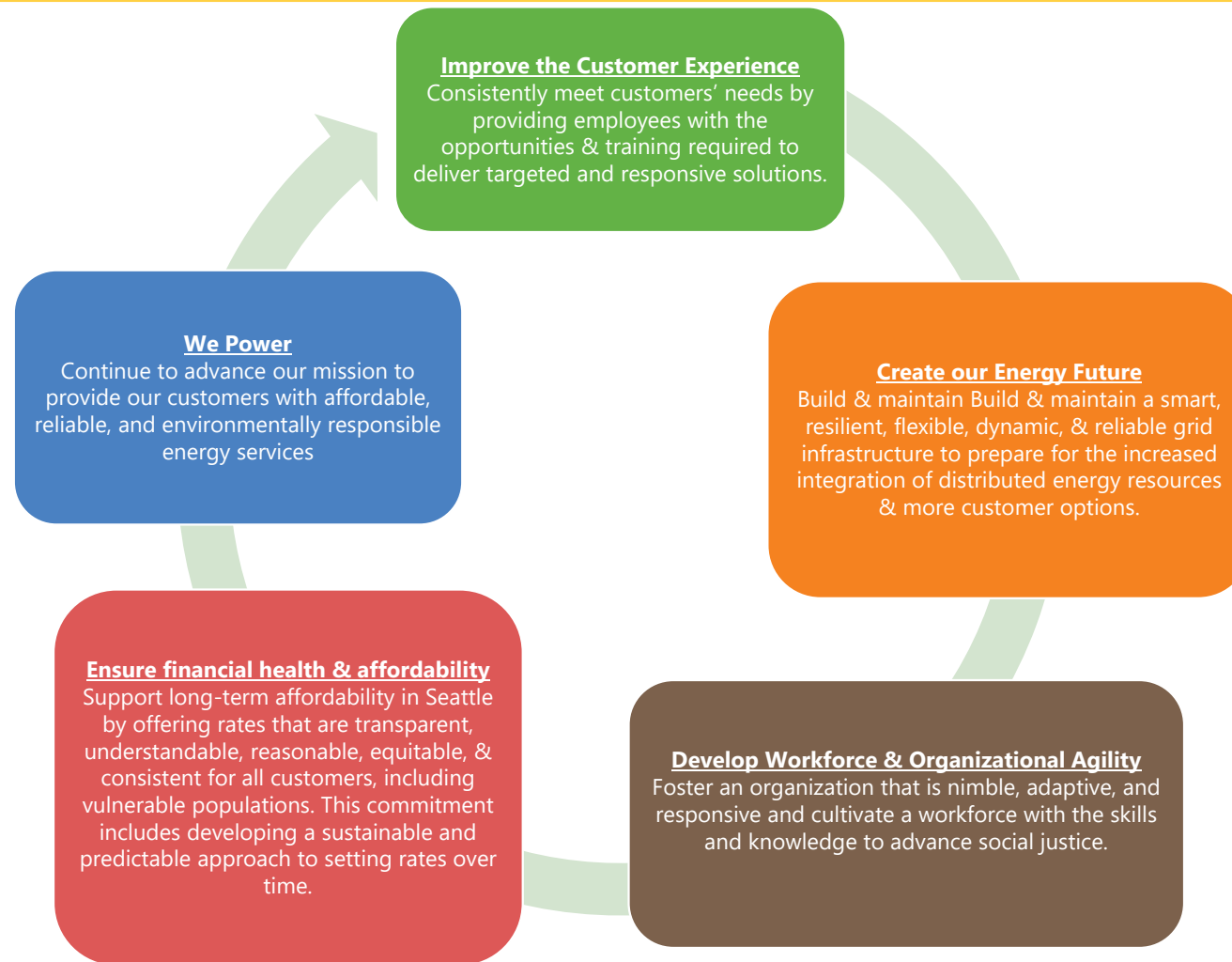


**Seattle City Light**

**WE POWER SEATTLE**

# 2022 – 2026 Business Strategies & Objectives

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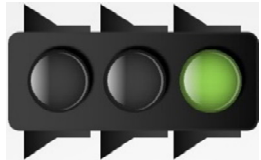




# Business Strategy Status Dashboard

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1. Improve the Customer Experience



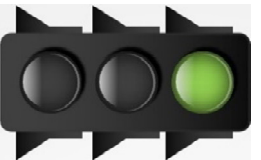
On track

2. Create our Energy Future



On track

3. Develop Workforce & Organizational Agility



On track

4. Ensure Financial Health & Affordability



On track

5. We Power



On track

# Q3 2022 – Improve the Customer Experience

## + Voice of the Customer

- Engineering Culture Assessment Project: Delivered final analysis, current state, and recommendations to project sponsors and stakeholders. Assigned owners and support staff for action items in September. Several meetings were conducted, and scope documents drafted.
- Customer Satisfaction: Completed Longitudinal Survey in-language Focus Groups (including analysis) and DHM reported out on findings to stakeholders and Executive Team. Project teams conducted debrief and shifted ownership of 2023 survey to Customer Experience organization.

## + Expand Customer Service Options

- Customer Portal – A new Landlord, Owner and Agent (LOA) account maintenance portal within the Utilities Services website is in process. This will improve the functionality and workflow management for users. New features include the ability for users to create an LOA Agency to manage their properties and the agents assigned to the properties; users can view all their properties' current status and pending actions for electric service; users can initiate Start and Stop electric service requests for their tenants; improved turnaround time.



# Q3 2022 – Improve the Customer Experience, continued

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## + Strengthen Core Services

- Specialized Customer Support: Interviews are underway to fill the remaining Senior Customer Service Representative positions. Positions had to be reposted as we did not have enough viable candidates during the original hiring processes.
- Presumptive Consumption: We have started using the flat rates from the Presumptive Consumption table to resolve complex billing issues. In September, the first 4 buildings to get started on the flat rate were: 955 Lenora St, 600 N 36th St, 4106 Stone Way N, and 6901 MLK Jr Way S.
- Utility Assistance Program: Milestones are delayed by 1-2 quarters. Utility assistance program evaluation RFP is in development. SPU will issue the evaluation contract, with costs shared between SPU and SCL. Anticipate RFP release in late Q4, with community engagement to follow in 2023. Utility Assistance Program automation went live on August 29, 2022. Stabilization period will be active through 2022.



# Q3 2022 – Improve the Customer Experience, continued

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## + Strengthen Core Services, cont.

- Service to Bill (StB): As part of an interdepartmental team, StB maintains connections across city departments to discuss, observe and highlight changes to improve processes for customers. One example is monthly Permitting meetings with representatives from City Light, SDCI, SPU, SDOT, Office of Housing and Seattle IT to examine customer issues and improvement opportunities with the Master Builders Association. Additionally, workgroups on Permitting and Strategic Opportunities were developed by the City to support the Mayor's Subcabinet on Housing; StB participates with a focus on process mapping, removing barriers and developing efficient ways to assist customers.
- Temporary Service Policy: This objective was moved to Q4 to provide bandwidth to focus on other projects that need more consideration.
- Service Delivery Cost Estimates: This objective was moved to Q4 to provide bandwidth to focus on other projects that need more consideration.



# Q3 2022 – Improve the Customer Experience, continued

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## + Strengthen Core Services, cont.

- Engineering Benchmarking Study (New): This project assesses all functions under the Engineering, Technology, and Operations Division, including staffing levels, workload, process times, work management approaches, operational challenges and impact of industry changes. The areas being examined are Systems and Tools, Distribution Engineering, Asset Management, Systems Planning, Grid Modernization / Electrification, Street Light Engineering, Joint Pole Use Engineering, Standards Engineering and Construction Management. Fourteen utilities are being examined for participation in the survey.
- Engineering Process Documentation: This milestone was scheduled for Q4 2022, but due to contemporaneous work being conducted with the Engineering Benchmarking Study, StB began examining suggested engineering process documentation and/or improvement work. Areas contemplated for StB leadership include guidelines for bridled service, cost estimate consistency for secondary infrastructure, and guidelines for exceptions to “one site one service” as it relates to scaling up electric vehicle infrastructure.



# Q3 2022 – Create our Energy Future

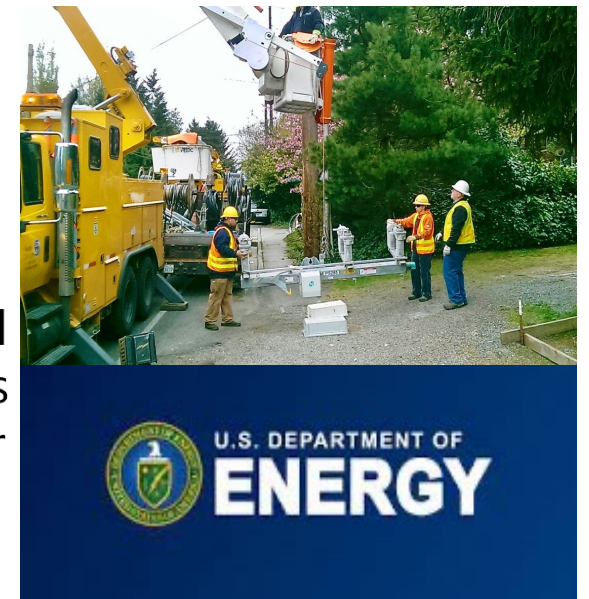
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## + Utility Next

- Funding Opportunities - City Light is coordinating working on a new federal funding opportunity with the Washington State Department of Commerce. This program seeks to strengthen and modernize the grid against wildfires, extreme weather, and other natural disasters intensified by climate change.

## + Grid Modernization

- Waterfront Electrification: City Light is partnering with Pacific Northwest National Laboratory's (PNNL) on a Waterfront Reliability Study, adding more use cases this fall that focus on shore power and electrified harbor vessels such as ferries, water taxis, and tour boats.
- Energy storage solutions for Washington State Ferries: Seattle City Light is working with Washington State Ferries on conceptual design for the Battery Energy Storage Systems required to recharge low- or no-emission ferries at Colman Dock.
- Distribution automation and modernization: Piloting new technologies to provide more reliable service, enhance operational efficiency, and enable greener operations.





## Q3 2022 – Create our Energy Future, continued

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### + Building Electrification

- Heat Pump Adoption: Market transformation requires collaboration at scales both large and small. City Light has met with local utility partners to discuss potential collaboration on a regional heat pump pilot.
- Targeted Technical Advising: SCL's Buildings team continues to advise customers and stakeholders on lighting and building efficiency project needs. In the third quarter, they advised colleagues at the UW Engineering Department, the Office of Superintendent of Public Instruction, and the City of Renton, among others.

### + Transportation Electrification

- Curbside Charging: The opt-in process for the Curbside Level 2 EV Charging project closed on August 31 – in total SCL received 1,794 eligible requests. Required engineering work is now picking up speed to support the installation of these chargers.
- Washington State Ferries: MOU signing and partnership meeting for Colman Dock Electrification project. Preliminary design begins.



# Q3 2022 – Create our Energy Future, continued

## + Western Market Development

- California ISO Extended Day-Ahead Market: SCL has actively participated in the stakeholder processes. The primary areas of focus continue to be resource sufficiency, transmission commitment & congestion rent, and greenhouse gas accounting. CAISO plans to release its Draft Final Proposal at the end of October.
- Southwest Power Pool Markets+ Program: SCL is involved in a separate market centered effort in the West that is being promoted by the Southwest Power Pool (Markets+). SPP released its Draft Service Offering in September and is accepting comments on the service offering through the end of October.
- Western Markets Exploration Group: SCL continues to actively participate in a group of western utilities that is evaluating transmission and resource approaches to a Western energy and ancillary services market. The group has been expanded to 25 transmission owning electric providers that serve over 16.5 million customers in the Western United States and represent a 95 GW combined peak demand. They are developing a markets roadmap and cost/benefit analysis framework to help participants determine where and how benefits could be derived by considering multiple scenarios such as footprint size and market operator choices.



## + Integrated System and Resource Planning

- This project is on hold pending identification of staffing resources.

# Q3 2022 – Develop Workforce & Organizational Agility

## + Enterprise Change Management

- Organizational Change Management: Program evaluation and the feedback framework to allow our clients share input on how we perform as been delayed and will start in Q4 2022. Continued work on lessons-learned sessions with core team members of the Utility Assistance Program. Continued roadshows to raise awareness of Organizational Change Management & Business Process Management (OCM/BPM) programs

## + Agile Workforce

- Human Resource Management: The vendor has provided the updated HR strategy proposal for the People and Culture (P&C) team to review. P&C will begin the contracting process in Q4.
- Future of Work: The first phase of Future of Work, including Return to Office and the beginning of Reimagine the Workplace was presented to the Leadership Team on September 26th. Policies and standards are being finalized with input from directors and officers.
- Addressing Race and Social Inequity: The Equity Lab paused for evaluation and process improvement. Q4 trainings are currently being scheduled.



# Q3 2022 – Develop Workforce & Organizational Agility

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## + Agile Workforce, cont.

- Diverse Recruitment: P&C is in the process of developing an outreach plan for organizing employee resource groups across a consortium of utilities. The Apprenticeship held an open house for the community we serve. P&C continues to partner with hiring managers to identify and attract diverse candidate pools. Efforts include posting opportunities on a variety of job boards/sourcing sites and organizations; re-evaluating and amended job descriptions; and starting to partner with other City departments to expand our reach.
- Comprehensive Employee Development: Final stages of developing a 2-hour de-escalation and empathy training to support our organizational core value of “Customers First”. The training pilot will be deployed for selected customer facing groups on October 12, 2022.
- Comprehensive Leadership Development: Imperative Peer Coaching was implemented in August for People Leaders. At the end of the third quarter, we were at a 52% adoption participation rate.
- Improving Employee Experience and Workplace Culture through Continuous Improvement: P&C continues to share anniversary survey results with E-Team. A plan to focus on culture work using the Culture Renovation framework is in development.



# Q3 2022 – Ensure financial health & affordability

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## + Control Rate Increases

- Debt Management: 2023–2028 rate path (Strategic Plan) and 2023/2024 rates were adopted by the Seattle City Council in Q3. Restarting debt strategy discussions with Review Panel.
- Financial Governance: A financial reporting dashboard for org managers in final testing, full launch in December.

## + Pricing Services for the Future

- New 2023-2024 Rates: Rates with a new structure (new/higher fixed charges, TOD option, compressed residential blocks) approved by the City Council.
- Time of Day (TOD) Rates: Implementation of 2024 TOD rates starting. Identifying PM, billing system/technology updates.





# Q3 2022 – Ensure financial health & affordability

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## + Road to Recovery

- Staff Support: Completed documentation including job aids for all disconnection and reconnection activities and trained staff.
- Customer Support: Working with Communications staff, assisted in developing/crafting messaging for Urgent and Final Shut-off notices, bill inserts, landlord/apartment complex posters, and website pages. Additionally, facilitation support was provided to identify key customer touchpoints, issues, and related escalation resolution processes and pathways.
- Resumption of recovery efforts: Sent targeted delinquent customer communications to all customers with past due balances  $\geq$  \$800 prior to resumption of service. Resumed sending Urgent Notices the week of September 26<sup>th</sup>. Final Shutoff Notices and remote disconnects begin in the 4<sup>th</sup> quarter.





# Q3 2022 - We Power

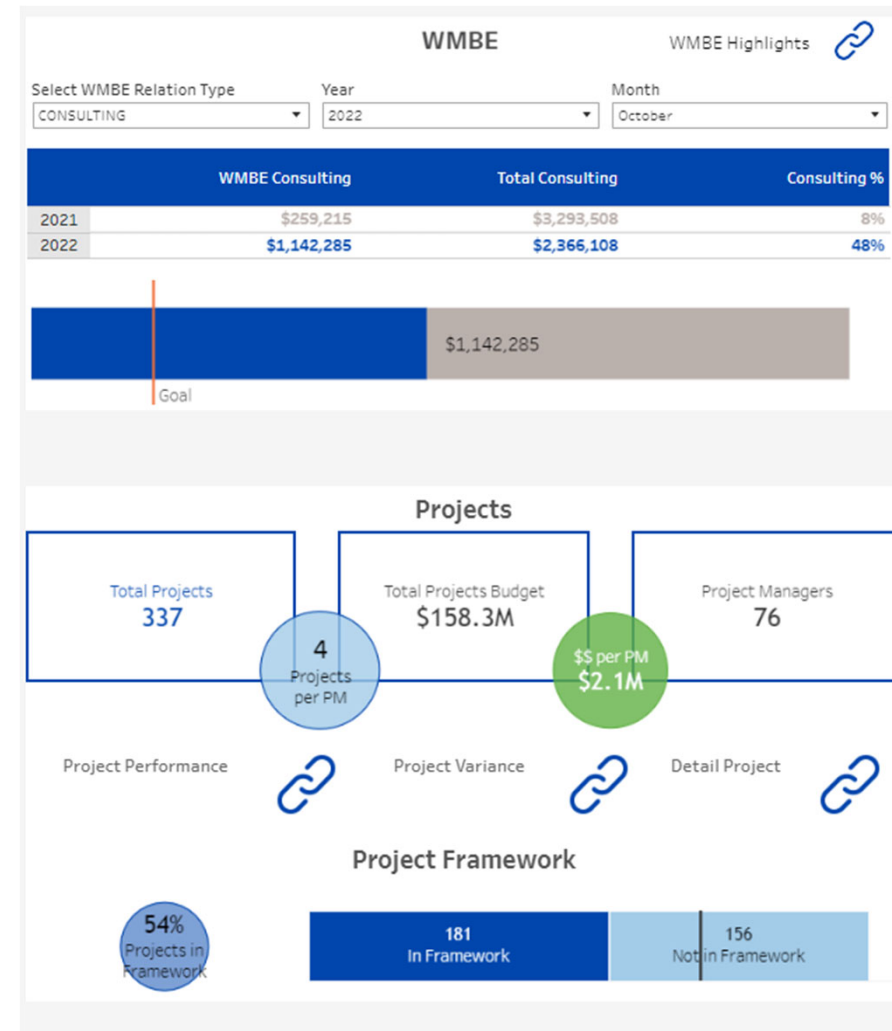
## + We Power Dashboards

### ● 2022 Completed Dashboards:

- Engineering and Strategic Technology
- Transmission & Distribution

2022 In Process Dashboards (to be completed in Q4)

- Project Delivery (formerly Asset Management & Large Projects)
- Safety Health and Wellness
- Utility Technology Division



Dashboard Draft – Project Delivery



# POWER SEATTLE



Seattle City Light

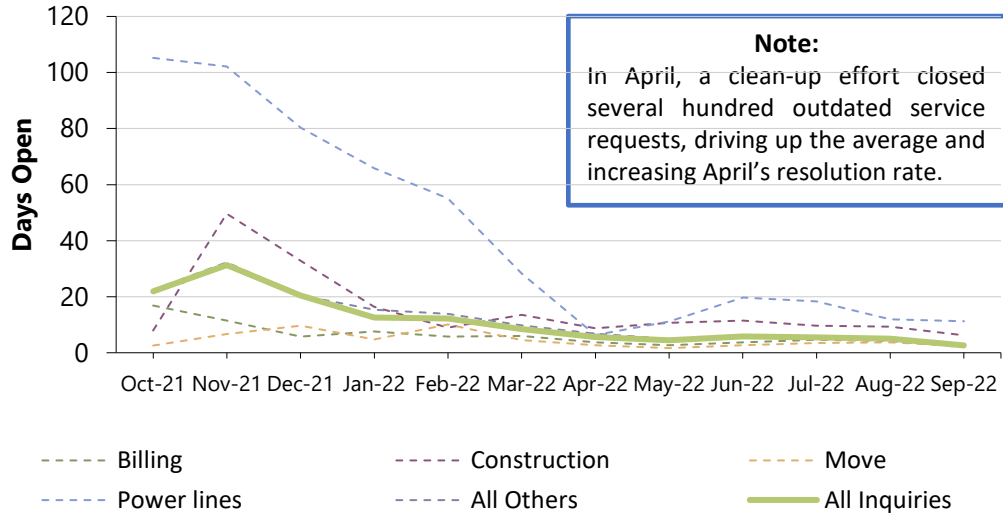




### General Inquiries\*

Average Days Open by Issue

Via Motorola CRM



### General Inquiry Resolution Rate

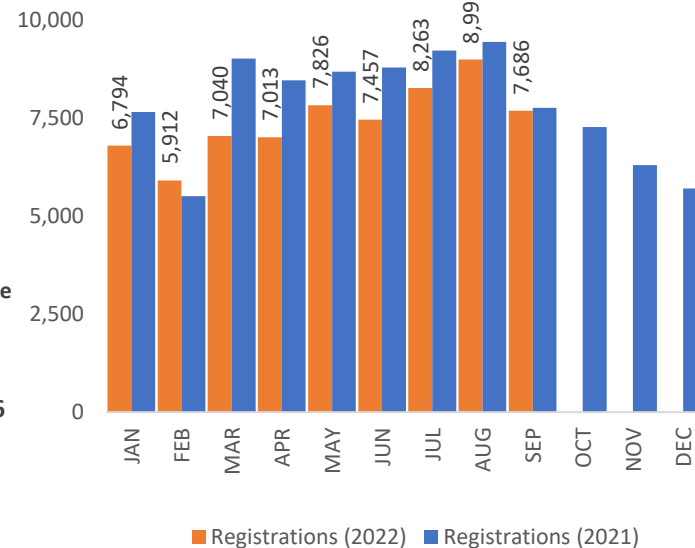
total closed / total created

Via Motorola CRM

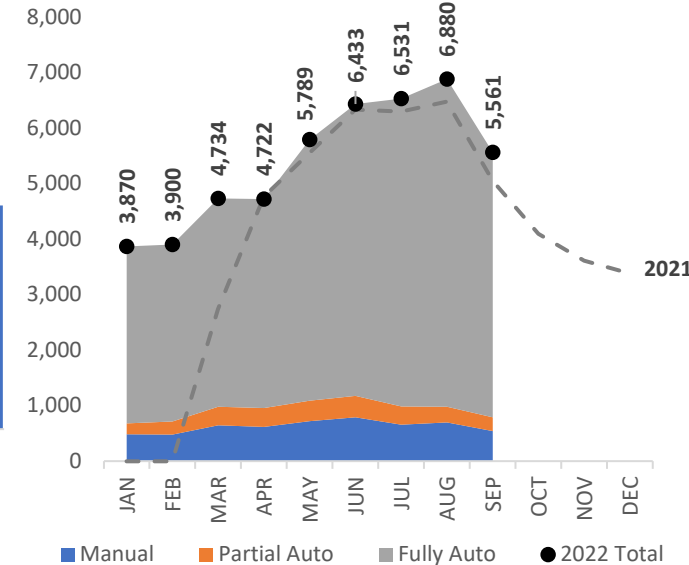
Resolution Rate	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Billing	93.8%	81.1%	98.8%	97.4%	121.4%	105.9%	108.0%	118.5%	91.5%	100.0%	103.5%	106.5%	102.5%
Construction	94.4%	63.3%	90.0%	94.6%	82.9%	100.0%	137.8%	88.4%	74.4%	89.2%	70.6%	73.5%	88.7%
Move	97.1%	91.7%	63.8%	127.8%	59.6%	145.4%	100.0%	86.3%	90.0%	89.2%	91.3%	87.9%	95.3%
Power lines	51.5%	34.4%	48.6%	73.7%	33.3%	52.9%	1,000.0%	33.3%	18.4%	54.2%	58.3%	45.2%	108.7%
All Others	84.0%	69.6%	76.3%	119.0%	142.5%	103.5%	144.6%	116.7%	91.7%	98.8%	100.7%	83.8%	101.2%
<b>Total</b>	<b>86.8%</b>	<b>72.6%</b>	<b>76.1%</b>	<b>110.0%</b>	<b>111.8%</b>	<b>111.7%</b>	<b>179.2%</b>	<b>103.9%</b>	<b>82.7%</b>	<b>94.2%</b>	<b>94.5%</b>	<b>82.9%</b>	<b>100.0%</b>
Remaining Open:	6	9	7	12	11	17	28	53	72	42	60	109	426

### Self-Service Registrations

(all utility customers)

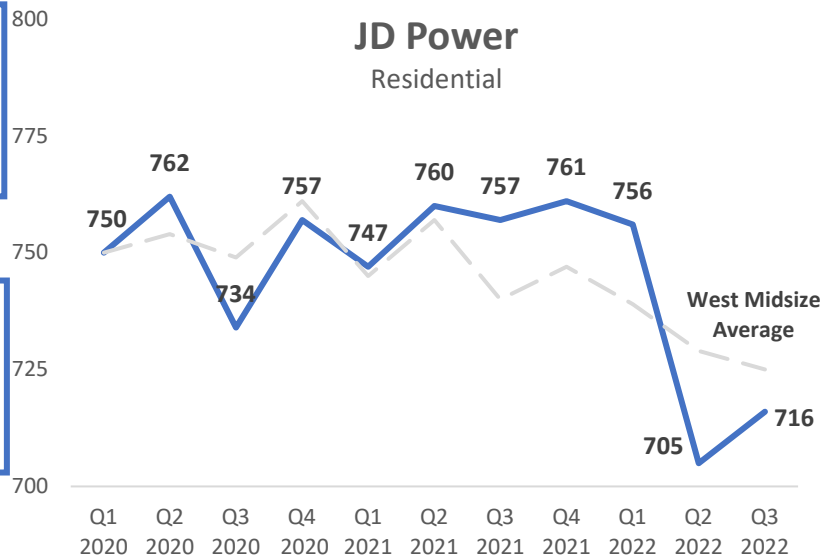


### Portal Moves\*



**JD Power**  
Residential, Q2 2022  
Western Mid-Size Segment  
↓ 8th

**JD Power**  
Business, 2021  
Western Mid-Size Segment  
↑ 1st

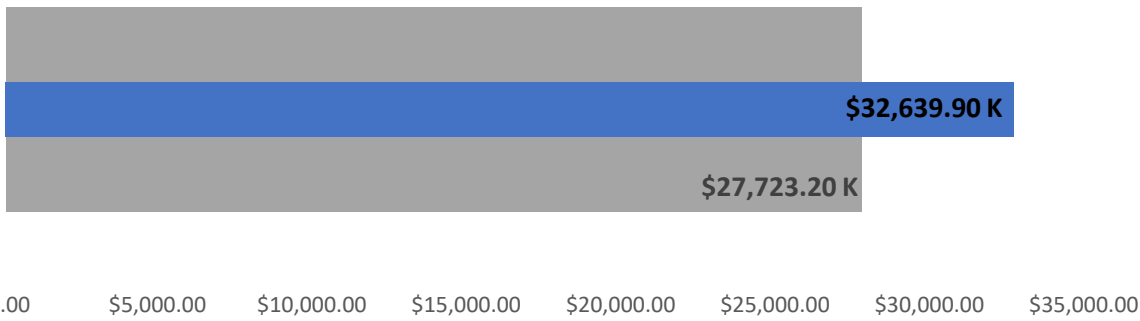




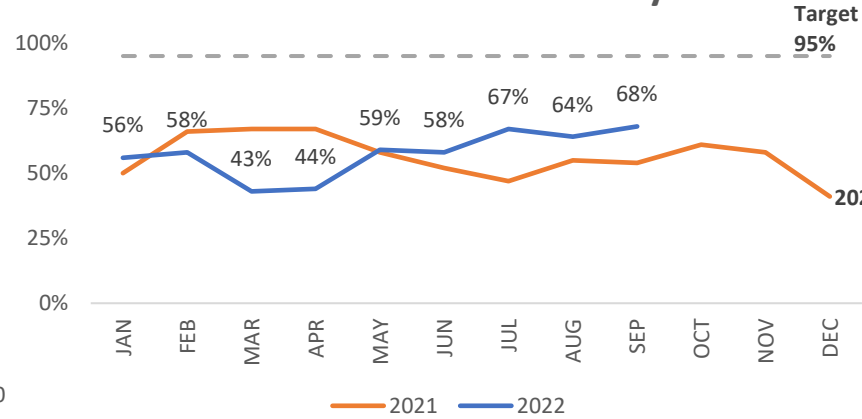
# Operational & Financial Excellence

## September 2022 Performance

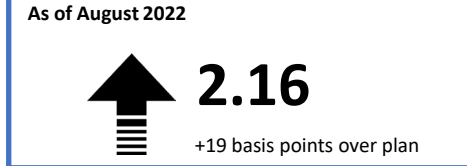
### Overtime Budget vs Actuals\*



### Invoices Paid within 30 Days\*

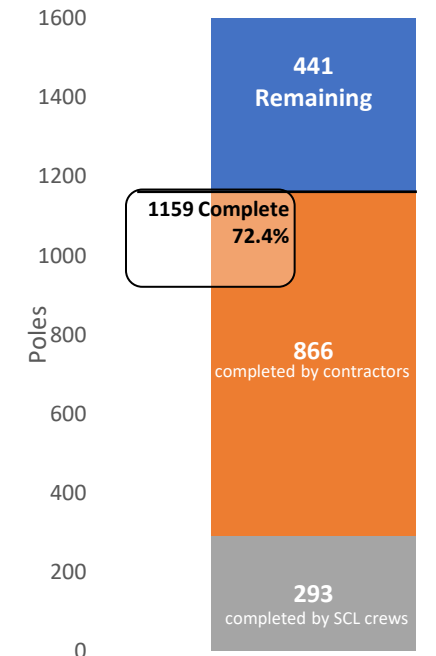


### Debt Service Coverage\*



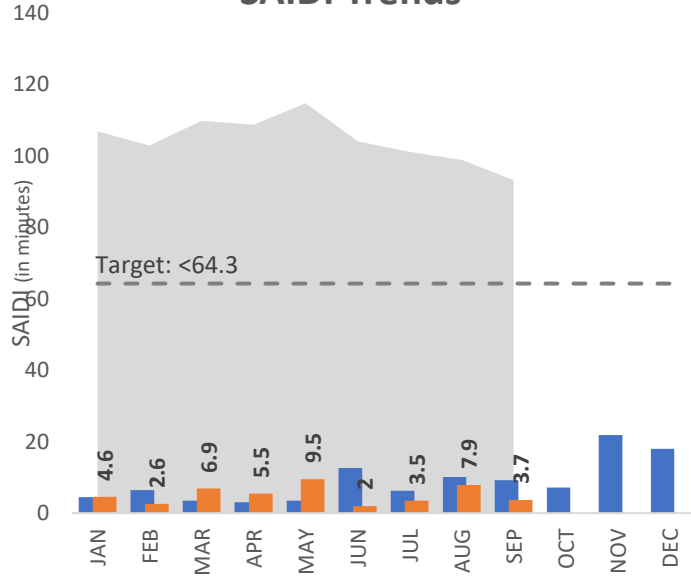
### 2022 Accelerated Pole Replacement Program\*

(as of 10/1/2022)

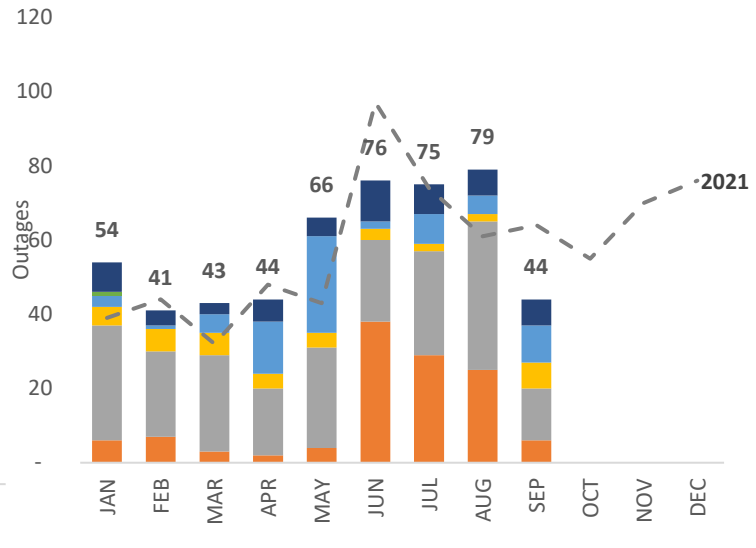


**2022 Target: 1,600 Poles**

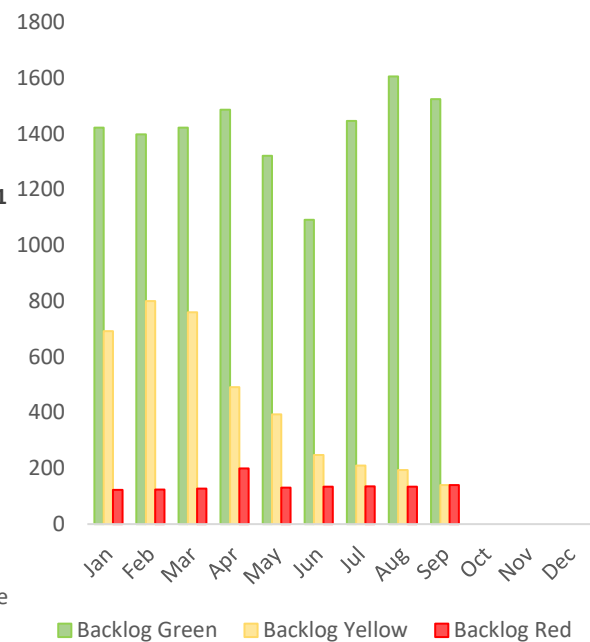
### SAIDI Trends



### Outage Trends\*



### Streetlight Backlog



■ 2022 Rolling (SAIDI) 
 ■ 2021 Duration (SAIDI) 
 ■ 2022 Duration (SAIDI) 
 ■ Trees/Wire Down 
 ■ Equipment Failure 
 ■ Emergency Response 
 ■ Other 
 ■ Weather

■ Backlog Green 
 ■ Backlog Yellow 
 ■ Backlog Red



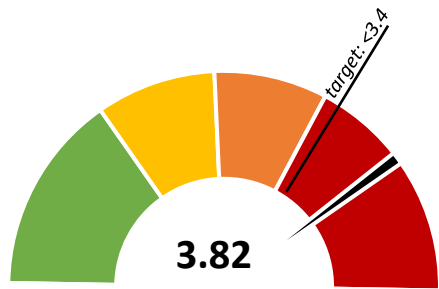
# Safe & Engaged Employees

## September 2022 Performance

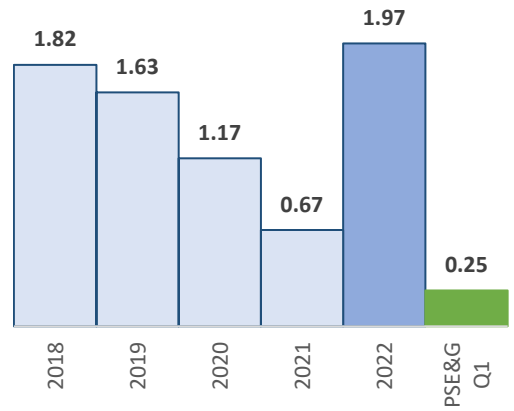


# Seattle City Light

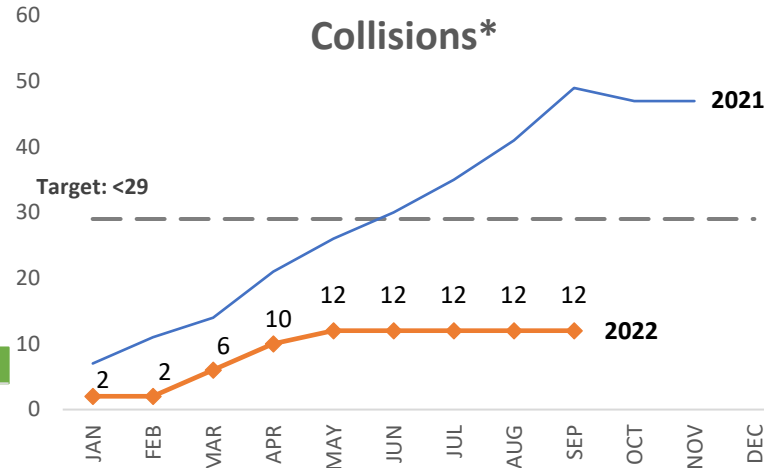
### Total Recordable Incident Rate\*



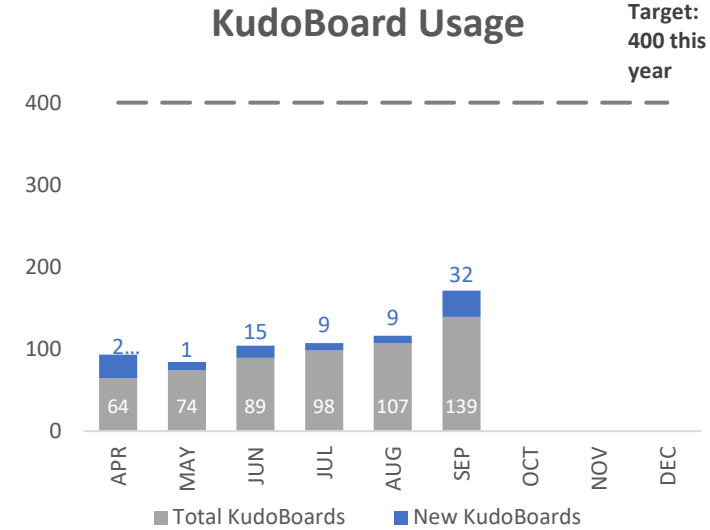
### Lost Time Case Rate\*



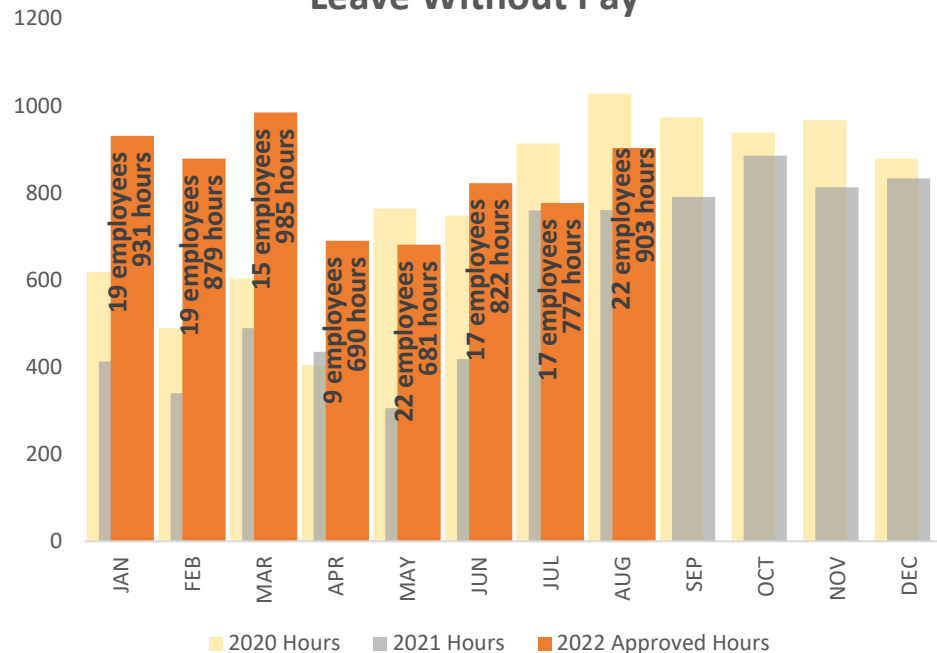
### Preventable Motor Vehicle Collisions\*



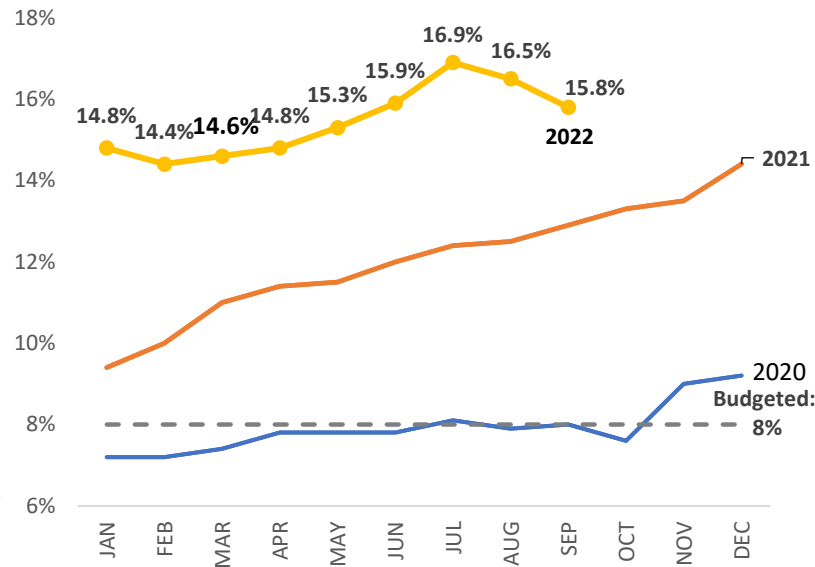
### KudoBoard Usage



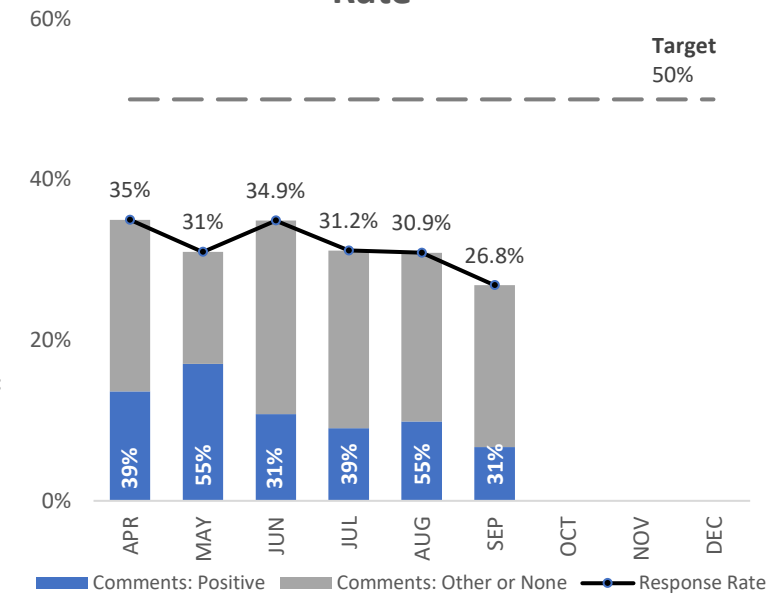
### Leave Without Pay\*



### Labor Vacancy Rate\*



### Anniversary Survey Response Rate\*





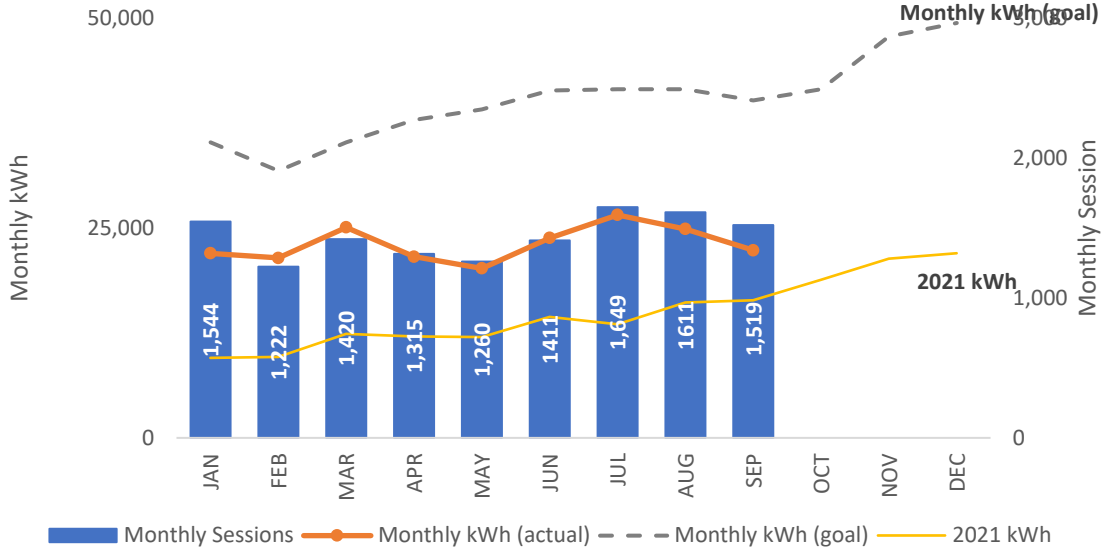
# Environmental Stewardship

## September 2022 Performance

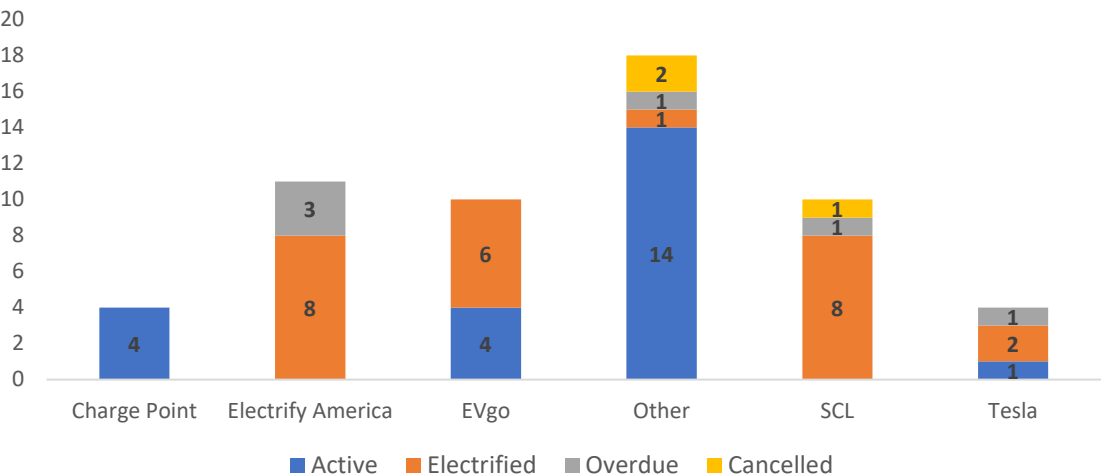


# Seattle City Light

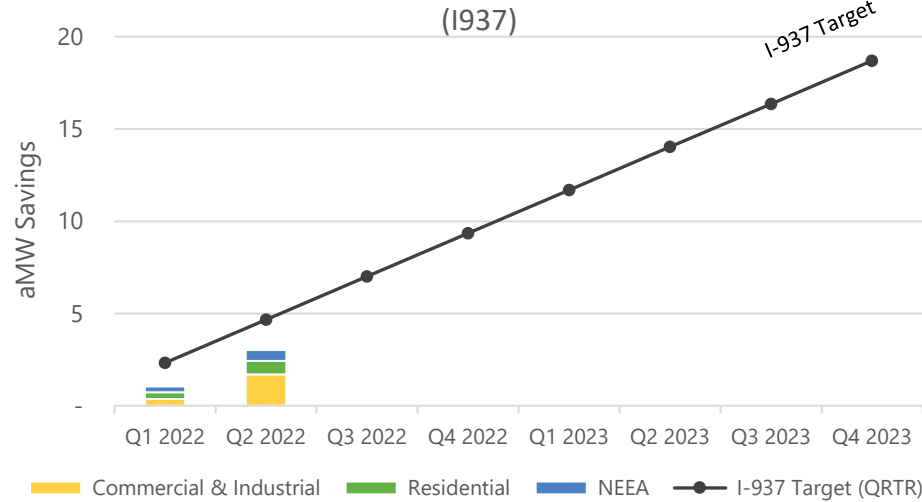
### Public EV Charger Monthly Performance



### City Light Charging Site Projects\* (YTD)



### Energy Efficiency Acquisition



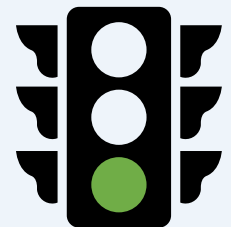
### Skagit Relicensing Project\*

- [Skagit Relicensing Digest](#) linked above.
- No new updates. Currently in confidential settlement discussions.



### Project Environmental Permitting\*

- All project permits on track.
- CIP Project Permits – 19 Total
- O&M Project Permits – 4 Total
- Other Project Permits – 1 Total





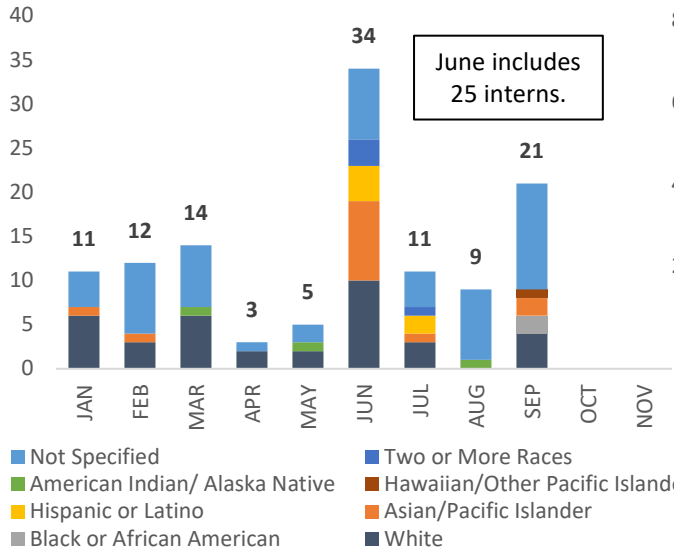


# Equitable Community Connections

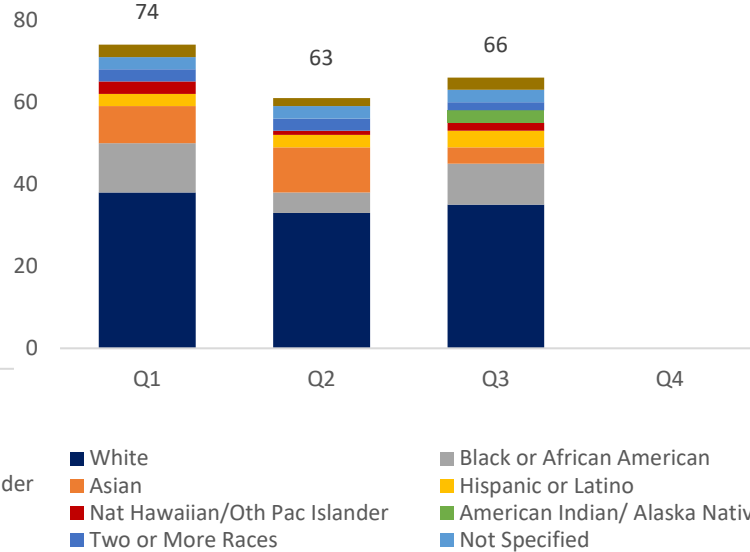
September 2022 Performance



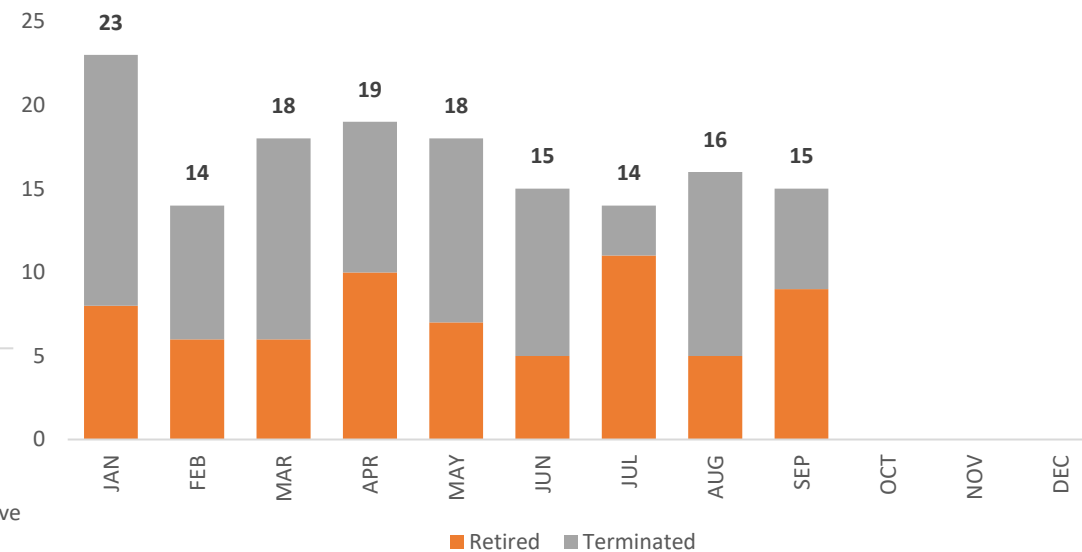
### New Hires by Race\*



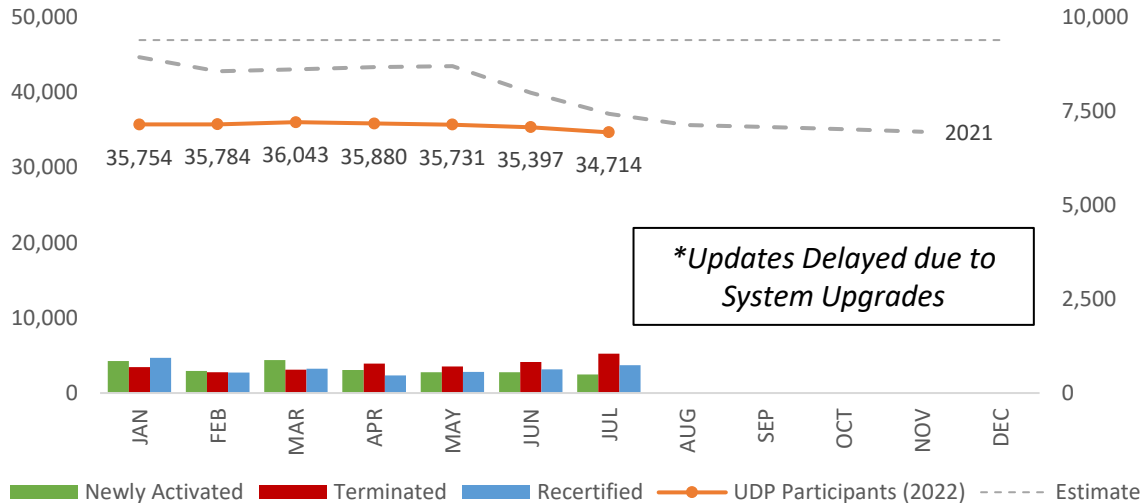
### Promotions by Race\*



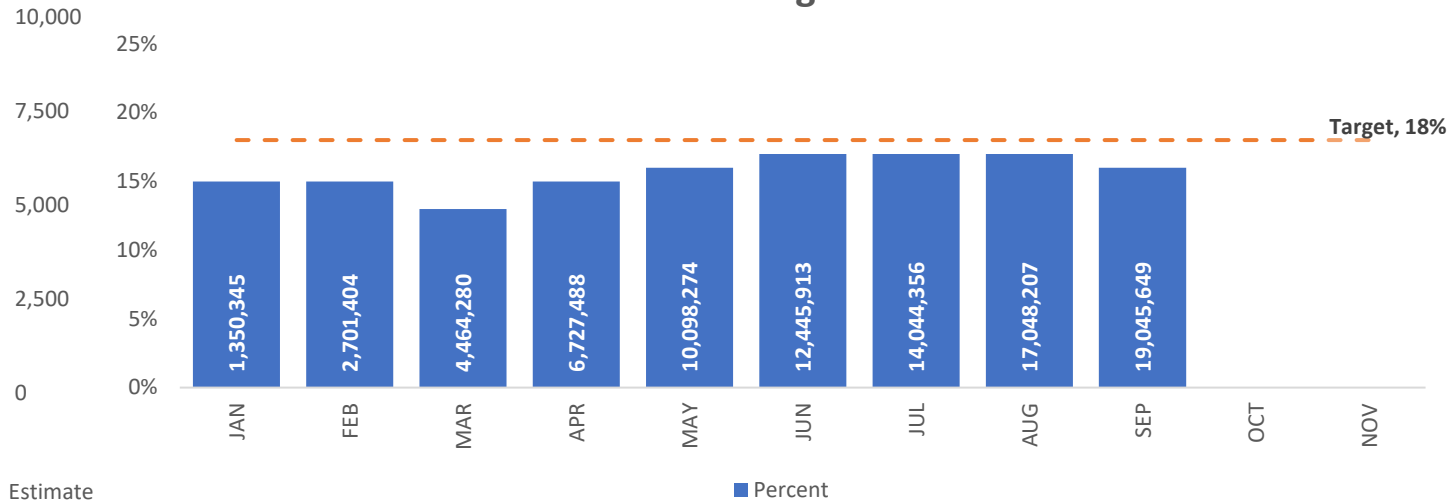
### Employee Exits\*



### UDP Participation



### WMBE Combined Progress Toward Goal\*





**Julia M. Ryan**  
**Managing Partner**  
**Aether Advisors LLC**

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Ms. Ryan has over 30 years of strategy and risk management experience in the energy industry. She has been consulting since 2006, and prior to that, she held executive roles in regulated and non-regulated energy companies. At Puget Sound Energy, she served as Vice-President Risk Management and Strategic Planning, and prior to that, as Vice President Energy Portfolio Management. Before that, she was Managing Director at Merchant Energy Group of the Americas, responsible for North American origination and marketing. Earlier in her career, she was Senior Vice President at Duke/Louis Dreyfus and Vice President at Louis Dreyfus Energy Corp, where she launched the firm’s natural gas trading business led marketing alliances and joint ventures.

Ms. Ryan is currently Managing Partner of Aether Advisors LLC, providing management consulting, facilitation, and coaching services. In the course of her work, Ms. Ryan has facilitated board meetings, executive planning sessions, and manager group meetings. The facilitated sessions included topics of strategic planning, business implementation, and enterprise risk analysis. In addition, Ms. Ryan serves as the director of Willamette University's “Utility Management Certificate” program, which is a program offering industry training and leadership development to utility managers. And she is an instructor in strategic planning and enterprise risk management for the Northwest Public Power Association.

Ms. Ryan currently serves on the Board of Trustees for the Northwest Public Power Association and on the advisor board of Entrion Wind. From 2010-2017, Ms. Ryan served as an appointed member of the Seattle City Light Review Panel. Prior to that, Ms. Ryan served on the Board of Directors of the Northwest Gas Association from 2002-2006. Ms. Ryan graduated Cum Laude, and was elected to Phi Beta Kappa, from Smith College in Massachusetts.

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## REPRESENTATIVE EXPERIENCE

Ms. Ryan has strategic planning and implementation advisory services to clients as a consultant, coach, and instructor. Representative engagements and work experience are provided below.

### Strategic Plan and Business Plan Facilitation

- **Kitsap County PUD** – Ms. Ryan helped the utility management team update its strategic plan for its water and telecom services. She facilitated management team meetings, introducing a strategic plan template that team members used to develop department strategies supporting the over-arching utility plan (2022).
- **Salem Electric** – The objective was to engage the Board to confirm strategic priorities, strategic goals, and related strategies. Ms. Ryan facilitated management team workshops to prepare the strategic plan elements that were discussed in the board workshops. Ms. Ryan also facilitated the two board workshops to discuss the external landscape and internal SWOT, the strategic goals, the proposed strategies, and the success measures (2021).
- **Aha Macav Power Service** – Ms. Ryan helped the Fort Mojave Indian Tribe’s utility management team and its Board complete a strategic plan. Ms. Ryan facilitated five management workshops: 1) updating the vision statement, mission statement, and values; 2) completing a landscape analysis and SWOT; 4) defining strategic goals; 5) drafting strategies; and 5) developing success measures and action plans. In addition, she facilitated two Board meetings where the strategic plan content and the implementation plan details were shared with the Board for feedback and guidance (2019- 2022).
- **Northwest Energy Efficiency Alliance** – The Northwest Energy Efficiency Alliance (NEEA) is a not-for-profit alliance of 140 utilities and efficiency organizations working together to advance energy efficiency in the Northwest. Ms. Ryan worked with NEEA staff and the Business Planning Committee (a subcommittee of the Board of Directors) to develop the Alliance’s 2020-2024 Business Plan. In addition, Ms. Ryan facilitated Board workshops where the Board reviewed and provided guidance to the subcommittee and staff on the Business Plan (2018).
- **American Public Power Association (APPA)** – In 2014-2015, Ms. Ryan facilitated workshops with the senior staff and the Board of Directors in the development of a long-term strategic plan for the Association. She conducted interviews with Board members as

well as external stakeholders. She then facilitated staff workshops and board meetings in the development of purpose, vision, situational analysis, strategic initiatives, risk analysis and mitigation, and success measures. In 2017, APPA invited Ms. Ryan to help the Board workshop update the 2015 strategic plan strategic initiatives. And in 2018, Ms. Ryan helped APPA staff and a board subcommittee update the Association's strategic plan and develop new success measures and targets (2014- 2018).

- **Northwest Public Power Association** – Ms. Ryan facilitated a strategic planning session with NWPPA's Board of Trustees in 2014 and again in 2017. The objective was to have the Board provide strategic direction to NWPPA for its strategic plan. She helped find relevant pre-readings, reviewed Board survey responses, and interviewed NWPPA executive committee members. As the meeting facilitator, she guided the board through a discussion of emerging trends affecting members and the Association (2014, 2017).
- **Seattle City Light Review Panel** – Ms. Ryan was a member of the utility's Review Panel from 2010-2017 and was the Chair 2015-2016. Every two years, the utility develops a strategic plan with the assistance and input of the Panel. To support the utility, the Panel meets monthly to discuss utility operations, review financial results and progress on strategic initiatives, discuss the emerging industry trends, review rate design and cost allocation, and address other topics as requested by the mayor and city council (2010-2017).
- **Nashville Electric Service** (municipal electric utility)– Ms. Ryan and her colleague helped Nashville Electric Service complete a five-year strategic plan that focused on maintaining core objectives of safety, reliability, and affordability and focused on emerging trends impacting utilities and customers. Aether developed an employee survey to elicit ideas from staff; conducted interviews with key stakeholders; and facilitated utility management workshops. Additionally, Ms. Ryan helped present the plan to the utility's board (2016).
- **ElectriCities (Southeast joint action agency)** – Ms. Ryan helped a generation and transmission joint action agency in the southeastern U.S. update its strategic plan to meet public power utility members' needs and prepare for changing utility industry trends. She facilitated the management team meetings to 1) assess internal and external factors that impact members and the joint action agency, 2) develop strategic initiatives, and 3) complete tactical plans. As part of the facilitation services, Ms. Ryan provided a project roadmap, schedule, and all the workshop materials (2016).



- **Eugene Water and Electric** – Ms. Ryan’s initial assignment was to provide a training series to broaden the overall strategic knowledge set of senior managers across the utility. A second objective was for the management team to develop a shared understanding of key issues facing the utility and its customers. Ms. Ryan assisted the executive team with assembling a strategic plan that was presented to its Board of Commissioners. Ms. Ryan supported the executive team presenting the draft plan to its Board (2013).

### **Enterprise Risk Management Facilitation**

- **Central Contra Costa Sanitary District** – Ms. Ryan helped the Agency combine department-level operational risks with strategic risks requiring cross-departmental solutions and senior management’s involvement. Strategic Risks included both internal and external risks, including environmental, financial, regulatory/legislative, operational, natural disaster, and market risks. Ms. Ryan facilitated executive team workshops to identify and prioritize risks and mitigation plans (2019- 2020).
- **Redding Electric Utility** – Ms. Ryan helped REU with its risk management program over a three-year period. Aether began with reviewing existing risk management practices, then conducted interviews and a workshop, and delivered a set of recommendations for implementing a more formal risk management program. Aether designed a utility-wide risk management charter, an energy risk management policy, a credit risk management policy, and a credit risk rating model. In 2019, Ms. Ryan facilitated senior leadership team meetings that focused on operational risks at the utility. This entailed facilitated workshops with the general manager and his direct reports, where operating risks and risk mitigation plans were discussed. Ms. Ryan also assisted with drafting an operational risk policy (2016-2019).
- **Turlock Irrigation District** – Ms. Ryan facilitated several enterprise risk management workshops at the District. One focus of the workshops was to update the risk inventory, risk rating, and risk ranking. Following this, Aether aggregated the District’s risk information into reports for decision-making by the senior management. A second focus was standardizing and updating risk mitigation plans, for business planning purposes. The third objective was to help the leadership team develop sustainable risk management practices (2015, 2017, and 2018).
- **Franklin PUD** – Ms. Ryan facilitated several workshops with the senior management team to identify operating, financial, environmental, regulatory, and strategic risks across the District’s operations. This included ranking and prioritizing risks across several criteria, to

support internal mitigation planning to mitigate and respond to risk events. Aether developed the graphical representations of risks, based upon the data from the workshops (2016-2017).

### **Strategic Planning Coaching**

- **Willamette University, “Utility Management Certificate Program (UMC)”** – Ms. Ryan has served as a program director since 2013 and has been an instructor in strategic planning since 2006. The program attracts participants from over twenty-seven investor-owned and customer-owned electric and gas utilities, from the Pacific Northwest and Midwest. In addition to developing the curriculum and organizing the instructors, she leads participants in the development of a strategic plan that includes situational assessment and risk mitigation analysis (2006 - present).
- **Northwest Public Power Association** – Ms. Ryan has taught regional classes and in-house sessions in department-level strategic planning. The training is organized around a strategic planning framework that included landscape analysis, SWOT, strategic goals, strategies, impact areas, success measures, and risk analysis and mitigation (2020 – present).
- **Bonneville Power Administration** – Ms. Ryan provided internal training programs to BPA managers, focusing on: Strategic Thinking, Strategy Formation, and Strategy Implementation. Ms. Ryan designed the curriculum; selected pre-readings; created instructional materials, case studies and project assignments; and delivered the program content. She worked with the Learning and Development team, the Business Transformation Office, and the executive sponsor (2017, 2019 - current).
- **Louisville Gas & Electric and Kentucky Utilities** – Ms. Ryan helped LG&E and KU develop a program offering utility operations training and leadership training. Ms. Ryan coached program participants in developing a utility department strategic plan and a corporate-wide strategic plan. She also taught the use of risk analysis and mitigation planning in strategic planning. In 2014, the American Society for Training & Development (ASTD) selected the LG&E and KU Energy Strategic Business Integration (SBI) program to receive an ASTD Excellence in Practice Citation in the Organizational Learning and Development Category, American Society for Training & Development (2008 – 2017).

**JULIE RYAN**  
[jryan@aetheradvisors.com](mailto:jryan@aetheradvisors.com)  
206-271-3218

Experienced energy professional providing facilitation, coaching, and advisory services in strategic planning and risk management. Collaborative approach focused on engagement by and involvement from all participants.

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**PROFESSIONAL EXPERIENCE**

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**AETHER ADVISORS LLC**

Seattle, Washington

2012- Present, 2006 -2011

***Managing Partner***

Established Aether Advisors LLC to provide facilitation, training, and advisory services to regulated and non-regulated electric, natural gas, and water utility companies. Provide strategic planning and risk management services. Help organizations translate emerging trends into actionable strategies to meet customers' needs, manage costs, comply with regulation, and maintain financial strength.

**CONCENTRIC ENERGY ADVISORS INC.**

Seattle, Washington

2011-2012

***Vice President***

Led the firm's Risk Management practice and was responsible for business development and the delivery of advisory services to clients. Reviewed the tools, techniques, and decisional documentation of utilities' risk management programs. Reported to the president.

**PUGET SOUND ENERGY**

Bellevue, Washington

2001-2006

***Vice President, Risk Management and Strategic Planning (8/2005-2/2006)***

Directed Corporate Budgeting, Credit Risk Management, Energy Risk Control, and Internal Audit. Managed 25 professional staff. Implemented the company's enterprise risk management framework. Executive member of the following oversight committees: Disclosure Practices, Risk Management, Sox 404, Ethics and Compliance, Energy Resources, Emissions Marketing, and Financial Outlook. Reported to the CFO.

***Vice President, Energy Portfolio Management (12/2001- 8/2005)***

Managed the utility gas portfolio and the utility electric portfolio (hydro, coal generation, gas-fired generation, and market purchases). Led 35-40 professionals in risk management, hedging, quantitative analysis, financial analysis, and trading. Reported to the CFO.

**TRANSALTA USA (FORMERLY MERCHANT ENERGY GROUP OF THE AMERICAS)**

Annapolis, MD

1997- 2001

***Managing Director, North American Marketing***

One of the four principals who developed a North American marketing, trading and merchant power business plan and entry strategy for parent companies, Gener S.A. and TransAlta. Responsible for setting up risk management infrastructure and then co-leading North American marketing and origination. Reported to the Merchant Energy Group CEO, and later to the TransAlta CFO.

**LOUIS DREYFUS CORPORATION**

Wilton and Stamford CT, Winnipeg MB, and Kansas City KS

1984-1997

***Senior Vice President Strategic Initiatives, Duke/Louis Dreyfus L.L.C., Wilton, CT (2/96-6/97)***

Conceptualized the business plan for joint venture marketing alliances, national accounts, and regional accounts. The products and services developed included energy management outsourcing, supply portfolio hedging, tariff analysis, and fuel consumption analysis.

***Vice President, Louis Dreyfus Corporation, Wilton, CT (4/89-1/96)***

Established the company's natural gas trading and marketing division in 1989. Focused on managing the trading desk risks and hedging natural gas production.

***Merchant, Louis Dreyfus Corporation, Kansas City KS, Winnipeg MB, Stamford CT (6/84-3/89)***

Diverse trading career in domestic and international agricultural commodity markets.

**EXTERNAL**

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- Program Director for the "Utility Management Certificate Program" at the Atkinson Graduate School of Management, Willamette University (2013- current)
- Board of Trustees member of the Northwest Public Power Association (current)
- Advisory Board member of Entrion Wind (current)
- Seattle City Light Review Panel member and Panel chair from 2016-2017 (2010- 2017)
- Board member of the Northwest Gas Association (2002-2006)
- Extensive presentation experience with company boards, state regulators, and elected officials

**EDUCATION**

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**SMITH COLLEGE**, Northampton, MA

B.A. English, 1984 Smith College, Northampton, MA. Graduated Cum Laude and Phi Beta Kappa.