



CITY LIGHT REVIEW PANEL MEETING

Wednesday, March 22, 2023

1:00 – 3:00 P.M.

SMT 2821

—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: (10 min.)	
a. Chair's Report (Mikel)	
b. Review of agenda (Julie Ryan)	
c. Action: Review and approval of meeting minutes of Feb. 15, 2023	
d. Communications to Panel (Leigh Barreca)	
4. General Manager Update (45 min.)	Debra Smith
a. Rate Stabilization Account	Kirsty Grainger
7. Strategic Plan Progress (60 min.)	
a. Strategic Priority: Improve the Customer Experience	Craig Smith
8. Adjourn	

Next Meeting: Wednesday, April 19, 2023



**City Light Review Panel Meeting
Meeting Minutes**

**Date of Meeting: February 15, 2023 | 9:00 – 11:00 AM |
Meeting held in SMT 2821 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	√		
Staff and Others:					
Debra Smith	√	Jen Chan	√	Julie Ryan (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	√	Leigh Barreca	
Greg Shiring	√	Carsten Croff	√	Angela Bertrand	√
Eric McConaghy		Caia Caldwell	√	Brian Taubeneck	√
Siobhan Doherty	√	Namura Nkeze	√	Jeff Brausieck	√
Brendan Armstrong	√	Tyler Blackwell (SODO BIA)	√		

Welcome and Introductions. The meeting was called to order at 9:03 a.m.

Public Comment. There was no public comment.

Standing Items:

Chair’s Report. Mikel Hansen greeted everyone and opened the meeting.

Review Agenda. Julie Ryan reviewed the agenda.

Approval of January 18, 2023, Meeting Minutes. Minutes were approved as presented.

Communications to Panel. Julie reported that we will be searching for a new Low Income Advocate Representative member of the panel, as the current person is unable to commit the time needed to represent low-income customers. Please send suggestions of individuals or organizations to Leigh, Mikel, or her. There were no other communications to the Panel.



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General Manager's update.

1. Vaccine Mandate – As COVID transmission and hospitalization rates continue to remain low through the winter surge and annual boosters are readily available, the City announced on Monday, February 6th, that they were lifting COVID vaccination requirements. Informed by our Department of Public Health and issued in partnership with King County, Executive Order 2023-02 will sunset the vaccine mandate. Effective Tuesday, February 7th, **the COVID-19 vaccination requirement for Executive City employees, contractors, and volunteers was officially lifted.**

The vaccine mandate was an effective and necessary tool for protecting the health and safety of City workers and the public the City serves. Actions undertaken have always been informed by the science of the pandemic and recommendations of public health officials. It's because of that approach, based on data and science, that Seattle and King County had one of the nation's strongest public health pandemic responses. Now, the latest public health guidance informs the COS and KC that it is the right time to again adjust their response. Any employees who previously left City Light because of the vaccine mandate are welcome to reapply for jobs.

2. APPA Rating - The American Public Power Association (APPA) has recognized City Light with a Platinum Designation for our Reliable Public Power Program (RP3). The utility scored a 94.5 out of 100 points. The APPA's RP3 program recognizes utilities that demonstrate high proficiency in reliability, safety, workforce development, and system improvement. The designation is good for three years, until April 2026. This was a huge effort that required submission of data and documents throughout the organization. In the areas where City Light lost points, the APPA review team made improvement recommendations which we will review carefully.
3. Road to Recovery – Debra shared the accomplishments of the Road to Recovery team. The Road to Recovery team has worked diligently over the past 18 months to achieve its goal of reducing the amount City Light customers owe in past-due balances and equitably reinstating service disconnections for customer non-payment. The utilities jointly helped more than 43,600 residential customers through the Utility Discount Program over the course of 2022.
 - a. We decreased past-due balances from a high of \$44.5 million in May to \$30.2 million in December.
 - b. City Light provided \$13.5 million in bill assistance to eligible residential customers enrolled in utility bill assistance programs and/or payment plans.
 - c. City Light reduced the number of residential customers at risk of disconnection by 35 percent. Between late October and Jan. 31 of this year, we had disconnected 591 customers for nonpayment on past-due balances of \$1,000 or more. The good news, we reconnected 572 of those customers by engaging with them and connecting them to repayment options and/or bill assistance.
4. Current Culture Survey – Company culture is often called the personality of an organization. The last few years have underscored the critical importance of intentionally shaping a healthy,



City Light Review Panel Meeting Meeting Minutes

positive, and productive workplace culture.

People and Culture Officer, DaVonna Johnson, and Employee Experience Advisor Namura Nkeze, provided an overview of the survey. They shared the areas where employees scored the highest and lowest levels of engagement. The latter are opportunities for City Light to work on in the future. The next steps are to share the information more broadly internally and then to plan initiatives to increase employee trust and engagement.

Q: When did the City-Wide push for a re-vamp of the performance review process stop and why did you not act on the prior 2019 survey to change the performance review process?

A: The city-wide initiative ended in the 2019 timeframe. There were several changes in the City HR group at the time. We did not immediately change the performance review because there is some lead time required to negotiate with Labor on revised performance reviews. Then, Covid largely postponed changes to the process.

Q: What is your timeline?

A: Right now, we are cascading the results from the Current Culture survey through the organization before posting it on our internal website. There will be division meetings to review and consider division-specific results. We will be planning initiatives to address opportunities through the remainder of the year.

Q: It's not unusual for trust to be less across departments and with senior leadership. But results showing City Light is moving in the right direction is a big deal – congrats.

A: Yes, we thought we were over communicating but we will be looking at which ways people hear information to find even better ways to communicate. We're focusing on priorities, building trust (i.e. psychological safety), and rebuilding our four core expectations of safety, integrity, accountability, and mutual respect.

Q: Where do you think the building emissions standards program is going? The City feels it's been well communicated, but the Commercial community is unclear.

A: We have been working with Office of Sustainability (OSE). We support the City's advancing carbon reduction goals. But we are aware that the roll-out took the commercial business community by surprise. Building performance standards will require action on behalf of the commercial community since City Light does not have funds to help businesses pay for compliance. Businesses will need to make capital investments so we're hoping there's a long enough ramp time.



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Physical and Cyber Security. Jeff Brausieck (Cyber Security Senior Manager) and Brendan Armstrong (Workplace Logistics Director) presented. The presentation is in meeting packets.

Q: Does a risk register exist for other leading corporate and operational risks as well? Is it a part of a larger register?

A: Physical and cyber security risk management focuses on risk assessment, impact, priorities, and mitigation planning.

A: Broader enterprise risk management work in other parts of the organization is a priority for 2023, as we move into the next strategic plan.

Q: What is the risk administrative structure?

A: We have several areas working on enterprise risk assessment and mitigation. There is a risk management committee focusing largely on wholesale market risks that impact net wholesale revenue. We are considering restructuring or expanding this for other enterprise risks. We have a plan to define this more broadly.

Q: Aren't there functions centralized in the City which could introduce cyber risk?

A: When the City merged IT departments, it created a shared data center and customer billing system. Yes, shared services and systems can pose risk. I work with other City IT leads to share information and focus on vulnerabilities and mitigation.

Q: How many times has SCL been attacked online this year (DDOS) and has there been damage/cost?

A: Attacks are happening all the time as bots search for vulnerabilities. However, there have been no material incidents negatively impacting City Light.

Market Overview, Wholesale Market Risks & Western Resource Adequacy Program. Jim Baggs (Regulation and Market Development Officer) and Siobhan Doherty (Power Management Director) presented. The presentation is in meeting packet.

Q: Why did some utilities not participate in WRAP?

A: There are 20-something utilities participating. There are a few reasons why not every utility is actively participating. There is an administrative and financial cost to utilities, so that may be a reason the utility chose not to participate. Some utilities do not participate because they get all their energy from Bonneville Power Administration. Since BPA participates, they do not need to. And utilities in California are not participating since California has a resource adequacy program.



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Q: In your load forecast, does City Light need to acquire resources?

A: Yes. The last integrated resource plan (IRP) that we shared with you shows City Light has more load than resources by the mid-2020s. We currently have an RFP outstanding to source new supply.

Q: Do you have a preference for the Southwest Power Pool Markets Plus (SWPP Plus) or Western Energy Day Ahead Market (EDAM)?

A: We are actively participating in both on purpose, so we can monitor how they develop. In the end, the offerings may be similar to one another. The biggest difference is in timing. EDAM will be in place 1 ½ years before SWPP Plus.

Closing: Julie advised the Review Panel that the Customer Experience Business Strategy would be the topic at the next meeting. Debra added that there would also be an update on the Skagit dam relicensing.

Adjourn: Meeting adjourned at 11:04 a.m.

Next meeting: March 22, 2023, 1:00 – 3:00 p.m.

2023 Rate Stabilization Account (RSA) Transfer

Review Panel Briefing – March 2023

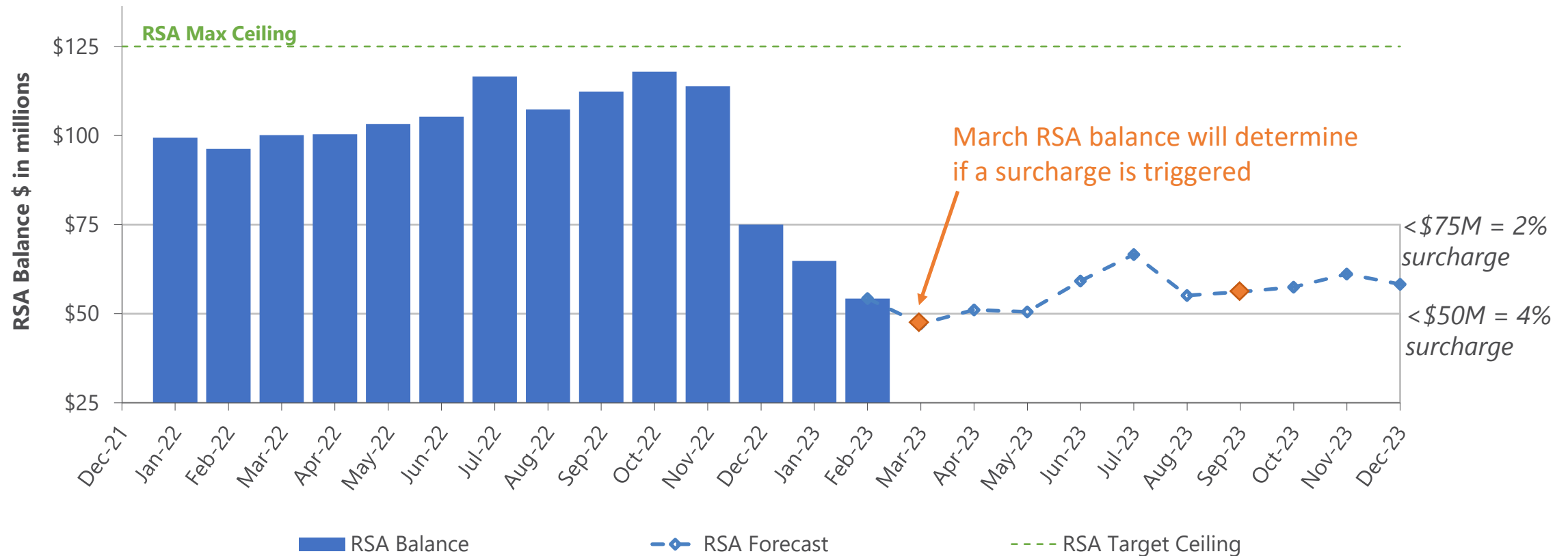


Seattle City Light

RSA Outlook*

*As of March 3, 2023

Situation: Due to very low (i.e. negative) revenues from surplus power sales since Nov 2022, either a 2% or a 4% RSA surcharge will be triggered this spring.



How the RSA Works: Difference between planned and actual net wholesale revenue (NWR) determines changes in RSA balance

RSA Transfer Plan

- City Light proposes to transfer operating cash into the RSA to forestall a surcharge
 - Transfer requires legislation; must be approved by City Ordinance
- Justification
 - Historical precedent (discretionary RSA transfers made in 2012, 2013 and 2021)
 - Excellent financial performance in 2022, positive outlook for 2023
 - Strong liquidity: \$356 million operating cash
- Risks
 - Cash transfer to RSA will weaken 2023 financials*
 - Potential credit rating impact- want to maintain >1.80x DSC
 - Moving cash to RSA means higher debt/rates in the long term
- Transfer: Plan for ~\$28M, go as high as ~\$34M (1.85X)

RSA Transfer Amount	Debt Service Coverage*
\$0 M	2.00x
\$22 M	1.90x
\$28 M	1.87x
\$34 M	1.85x
\$45 M	1.80x

*Debt Service Coverage (DSC) is City Light's primary metric for financial performance.

POWER SEATTLE



Seattle City Light

Improve the Customer Experience City Light Review Panel



Introductions



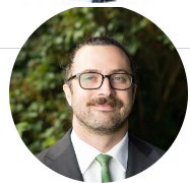
Craig Smith, Chief Customer Officer



Kathryn Aisenberg, Director – Customer Experience



Marcus Jackson, Director – Customer Operations



Joe Fernandi, Director – Customer Energy Solutions



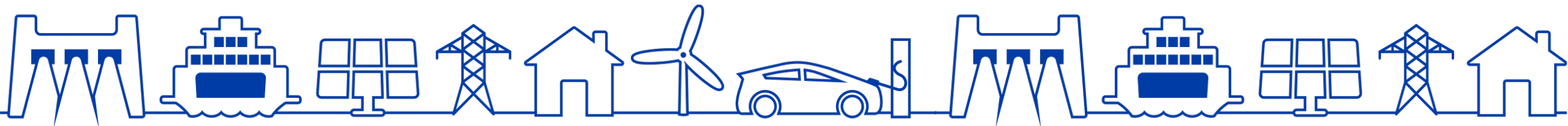
Julie Moore, Director – Communications



Melissa Skelton, Service to Bill Program Manager

Agenda

1. Strategic Plan + Improve the Customer Experience Business Strategy
2. 2022 PIA Progress + 2023 Look Ahead
 - a) Strengthen and fix core customer services
 - b) Expand customer service options
 - c) Integrate the voice of the customer
3. Discussion / Q&A



2023-2028 Strategic Plan



Strategic Plan Business Strategies



Improve the Customer Experience



Create our Energy Future



Develop Workforce and Organizational Agility



Ensure Future Financial Stewardship and Affordability



We Power



Focus on Improve the Customer Experience

1 IMPROVE THE CUSTOMER EXPERIENCE



We are focused on engaging with our customers and helping employees see the impact of their actions from the customers' perspective.

We are making investments to enhance accessibility, offer new program choices, and better meet our customers' diverse needs.

PROJECTS, INITIATIVES, ACTIVITIES	WHAT DOES IT LOOK LIKE?
<p>Integrate the 'voice of the customer' into our organizational culture</p>	<p>Implement a Customers First strategy that enables us to keep customers' diverse needs and perspectives front and center when making decisions, developing programs, and delivering services.</p>
<p>Strengthen and fix core customer services</p>	<p>Evaluate and redesign our portfolio of utility assistance programs to ensure our customer assistance and affordability programs are accessible and effective, and help as many eligible customers as possible.</p> <p>Establish a specialized customer support team to address complex billing issues and implement new billing processes to improve customer interactions and address billing issues.</p> <p>Implement service-to-bill recommendations to reduce delivery times for new service connections.</p>
<p>Expand customer service options</p>	<p>Launch the Renewable Plus program, digital marketplace, and demand response pilot to improve demand-side management and energy-efficiency options to help customers meet their sustainability goals.</p> <p>Implement customer technology projects to enable us to give customers more self-service opportunities.</p>

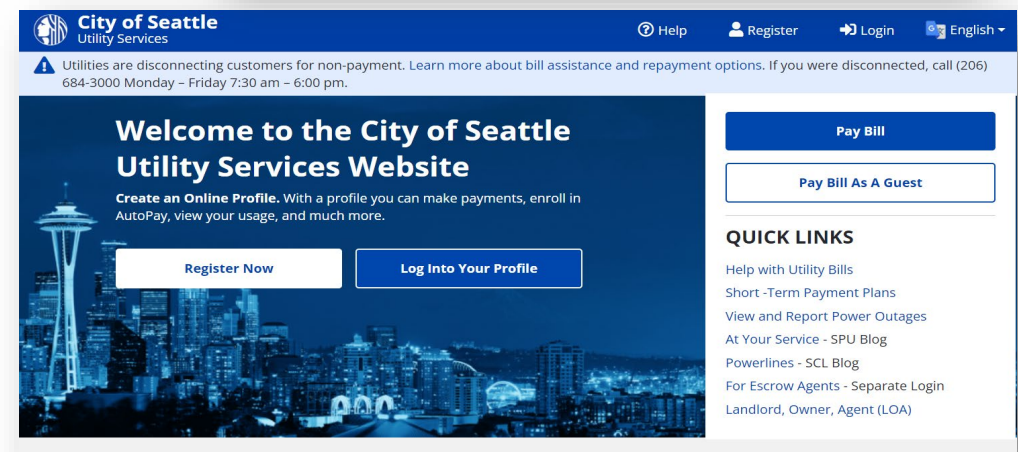
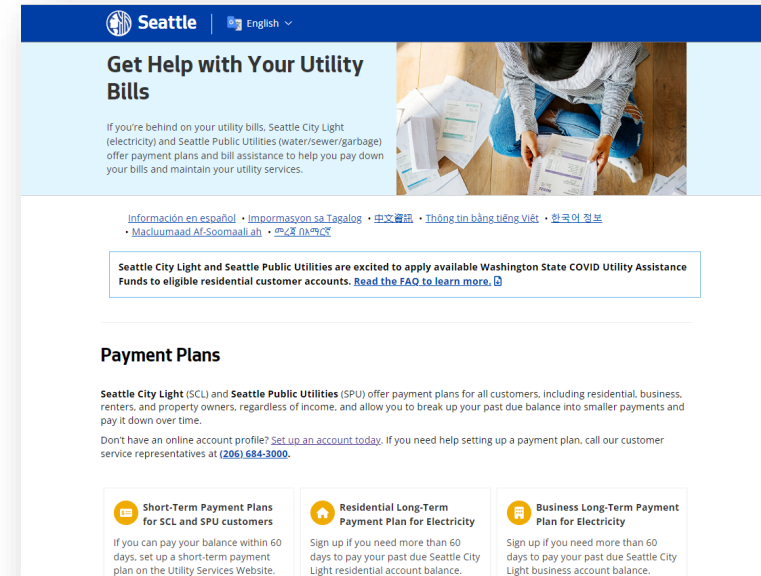
Strengthen and Fix Core Customer Services



Strengthen and Fix Core Services

What have we accomplished?

- Launched **Customer Advocacy Team (CAT)**
- Implemented new **consumption/flat rate billing rate**
- Expanded **customer repayment and bill assistance offerings**
- Added functionality to **customer utility services website**



Strengthen and Fix Core Services

What are we planning to do in 2023?

- Resume **Project Share** program
- Resume **field disconnections** and reconnections for customer non-payment
- Lower **delinquency threshold** for collection activities
- Deploy **new customer communications and notifications** regarding delinquent accounts, payment plans, late fees, and other temporary provisions
- Evaluate **Utility Assistance Programs**



Kinakailangan ba ninyo ng tulong upang mabayaran ang inyong mga bayarin na pang-utility?

Kayo ba ay nahuhuli sa pagbabayad sa inyong mga Seattle City Light or Seattle Public Utility bill?
Narito po kami upang tumulong! Alam namin na ang pandemya na COVID-19 ay ginawang mas mahirap para sa ilan sa ating mga mamamayan na makayanan ang mga kinakailangan na mga serbisyo ng utility. Kami ay nag-aalok ng mga oportunidad sa pagbabayad at mga programa upang makatulong sa mga bayarin at matulungan kayo na mabawasan ang mga natitirang balanse sa inyong mga utang at patuloy na makatanggap ng mga kinakailangan na serbisyo ng utility.

Mga Plano sa Pagbabayad

Mga Plano sa Pagbabayad ng Seattle City Light at ng Seattle Public Utilities
Kung ang inyong bayarin sa Seattle City Light (kuryente) at sa Seattle Public Utilities (tubig/sewer/basura) ay lumampas na, kami ay nag-aalok ng mabilisan at pangmatagalan na programa ng pagbabayad para sa lahat ng mga residente at negosyante na mamamayan. Sa pamamagitan ng planong pagbabayad, mababayaran ninyo ang inyong balanse sa pamamagitan ng mga maliit na hulugan sa pinag-kasunduan na panahon. Sa pamamagitan ng inyong pagbabayad ng mga bagong bayarin sa utility at sa mga plano ng pagbabayad ng hulugan ayon sa takdang oras, mapapanatili ninyo ang mga serbisyong pang-utility at maiwasan ang pagputol ng mga serbisyong ito dahil sa hindi pagbabayad.

Mga Programa sa Pagtulong Para sa mga Babayaran

Kung kayo ay isang residensyal na mamamayan at matutugunan ninyo ang mga kinakailangang gawin upang maging karapat- dapat sa programang ito, maaari kayong maging kwalipikado para sa tulong na ito at tuluy-tuloy kayong matulungan para sa pagbabayad.

Programang Pag-didiskwento ng Utility

Maaaring mag-enrol ang mga tao or mga residente na kwalipikado batay sa kanilang kita sa Programang Pag-didiskwento sa Lungsod ng Seattle, na nag-aalok ng 60% diskwento sa mga hinaharap na mga bayarin para sa Seattle City Light at ng 50% diskwento sa mga hinaharap na mga bayarin para sa Seattle Public Utilities.



IMPORTANT NOTICE—ACTION REQUIRED

Dear Customer,

Our records indicate no one at this service address is paying for power. Please act now by making a payment online at myutilities.seattle.gov or by calling customer service at (206) 256-5200, Monday–Friday from 7:00 am to 3:00 pm to speak to a representative.

If you're having difficulty paying your bill, Seattle City Light offers flexible payment plans for all customers. Visit seattle.gov/UtilityBillHelp to learn more.

Interpretation services are available at no cost to you. Please call (206) 684-3000 for language assistance. Translated materials available at seattle.gov/UtilityBillHelp.

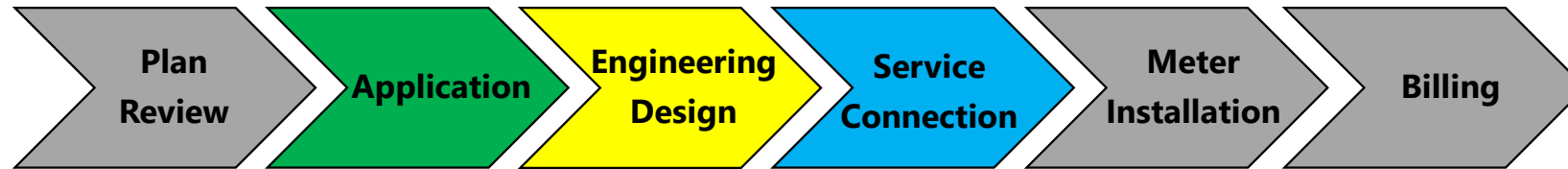


Seattle City Light

seattle.gov/city-light

Service to Bill Program

Review & create efficiencies in end-to-end process from customer service connection request, through engineering design/installation, metering, and receipt of timely and accurate bill.



Service Type	Application Processing	Engineering	Service Connections
Service removal – simple (single-phase, 400 A or less)	2 weeks	Not applicable	6 weeks
Service removal – complex (three-phase and/or underground)	2 weeks	8 weeks	8 weeks
Temporary power – simple (single-phase, overhead, 400 A or less)	2 weeks	Not applicable	6 weeks
Temporary power – complex (three-phase and/or underground)	2 weeks	8 weeks	8 weeks
Service upgrade – simple (single-phase, overhead, 200 A or less)	2 weeks	10 weeks	10 weeks
Service upgrade – complex (three-phase and/or underground)	2 weeks	8 weeks	10 weeks
New service - simple (single-phase, overhead, 400 A or less)	2 weeks	10 weeks	10 weeks
New service – complex (three-phase and/or underground)	2 weeks	12 weeks	16 weeks*
Line extensions, plat development	2 weeks	16 weeks	16 weeks*

Service to Bill – Past Successes & Upcoming Priorities

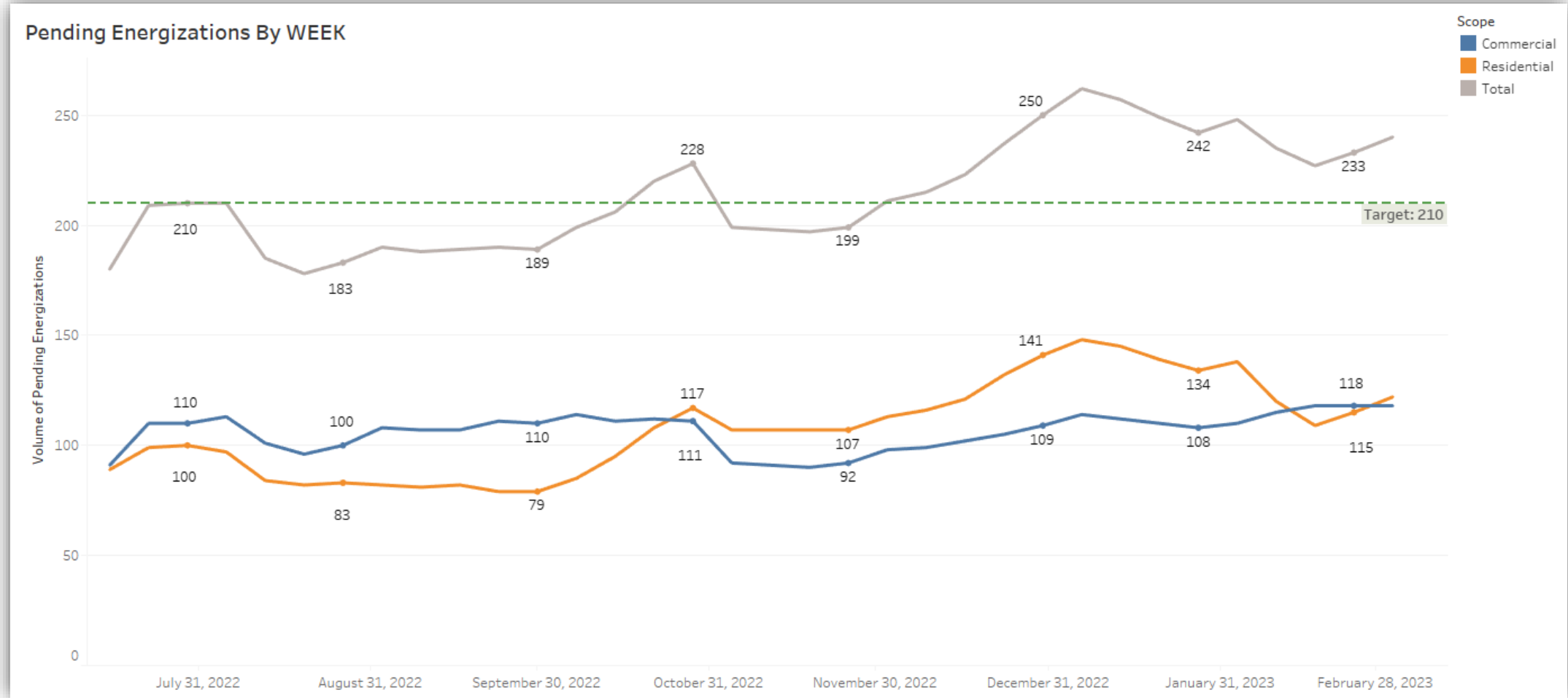
2020-2022

- Variance Committee
- Escalation Accountability
- Workflow Management
- Supply Chain Analytic Support
- Engineering Benchmarking
- Service Connection Analysis

2023

- Pre-Application Customer Needs
- Electric Service Application
- Construction Billing Breakdown
- Engineering Improvements
- Planned Outages Process
- Technology Bridges/Needs

Service Connection Analysis



Expand Customer Service Options



Digital Marketplace

Enable customer purchase of energy-efficient products from a trusted utility provider in a self-service portal.

What have we accomplished?

- Completed program & IT business case
- Interviewed several vendors / service providers
- Deprioritized & shifted focus to Time of Day Rates



Implement Time of Day (TOD) Rates

What have we accomplished?

- [Rate ordinance](#) approved by Council
- Completed TOD Rate Pilot

What are we planning to do in 2023?

- Interval data for all Advanced Metering Infrastructure (AMI) capable meters available to customers
- Contract with vendor to provide a suite of decision-support and rate implementation tools
- Implement customer communication & outreach plan
- TOD rates available by Q1 2024



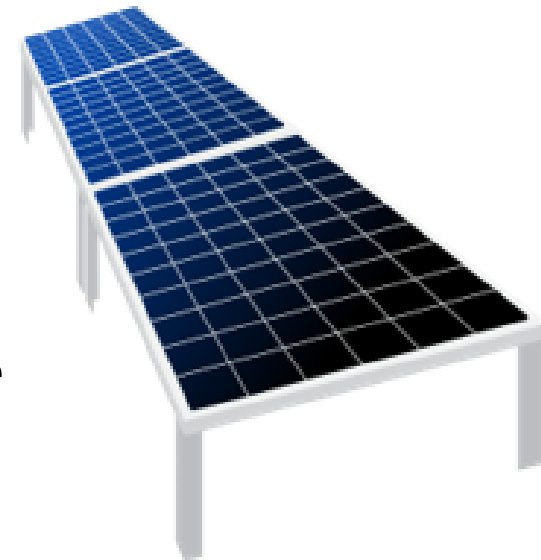
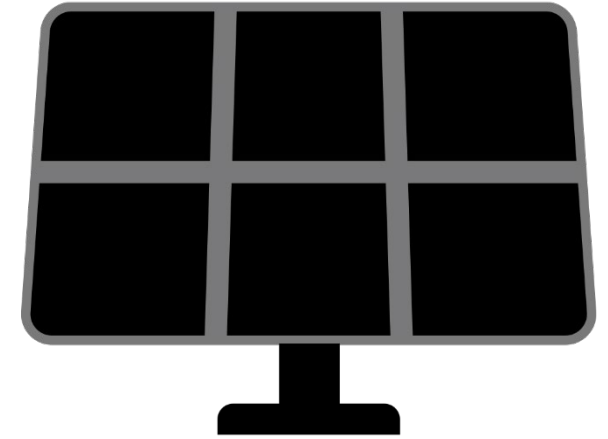
Renewable Plus

What have we accomplished?

- Negotiations stalled with a key developer from a 2021 RFP
- First Participation Agreement (PA) signed with large customer
- 2021 R+ bidders to resubmit under the 2023 utility power supply RFP

What are we planning to do in 2023?

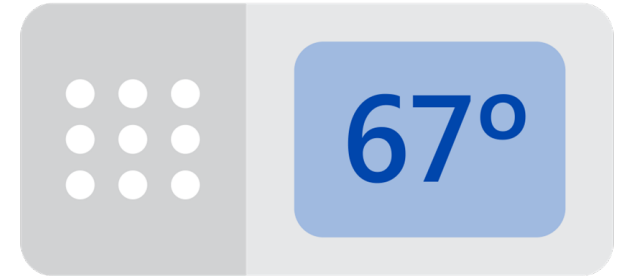
- Evaluate 2023 RFP submittals and identify a suitable power resource for R+
- Execute a Power Purchase Agreement (PPA)
- Begin project construction
- Enroll additional customers (post PPA) for at least 80% of expected resource



Demand Response Pilot

What have we accomplished?

- Customer centric demand response survey
- Racial Equity Toolkit developed
- Contracts executed with implementer & evaluator firm + program design underway & kickoff meetings held

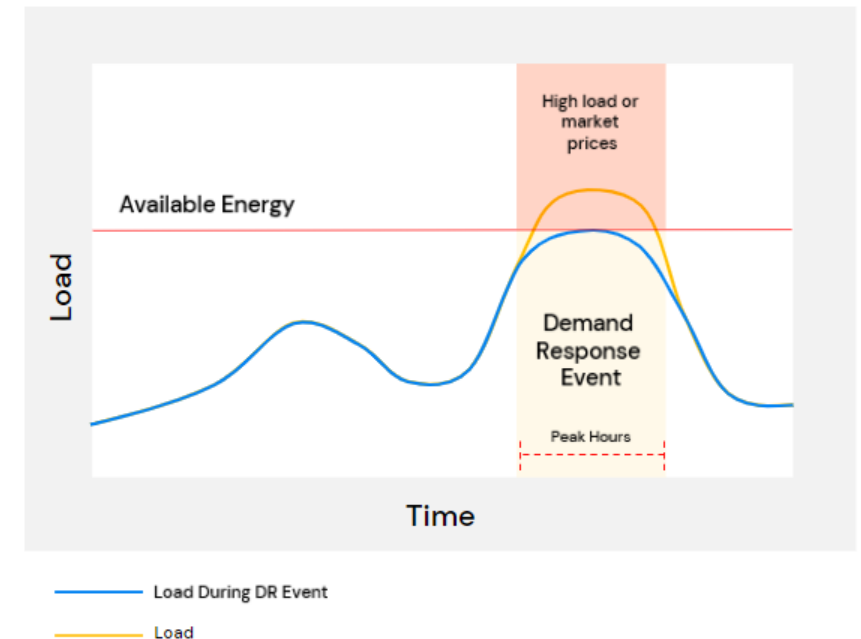


What are we planning to do in 2023?

- Complete program design & launch

Success Metrics:

- 2,000 participants enrolled by June
- <15% attrition YOY (based on annual opt-outs)
- >0.71 MW of DR per 1,000 participants



Integrate the “Voice of the Customer” into Our Organizational Culture



Customer First Insights (2022)

What have we accomplished?

- Conducted first SCL Longitudinal Customer Satisfaction Survey **focus groups**
- Developed utility-wide **action plans** informed by benchmark studies
- Informed customer **payment plan** and **bill assistance offerings**
- Developed design concept for **Demand Response Program Pilot**



Seattle City Light Residential Long-Term Payment Plan Application

Residential customers may request a long-term payment plan to repay their past due balance in smaller installments over time (up to three years). Customers who pay their new electricity bills and payment plan installments on time will maintain their electricity service now that Seattle City Light has resumed disconnections for non-payment.

Set Up a Long-Term Payment Plan:

- Complete the application below including the requested length of time to repay (maximum 36 months).
- City Light will process your application and send you an email confirming the terms of your long-term payment plan. Please note this could take up to two weeks.

Have questions or need help setting up a payment plan that works for you? Call our knowledgeable customer service team at (206) 684-3000 Monday through Friday between 7:30 am and 6:00 pm to discuss your options.

Account/Applicant Information:

- I have been financially impacted by the COVID-19 pandemic and I request to set up a long-term payment plan.
- I request to pay my outstanding City Light balance in equal installments.

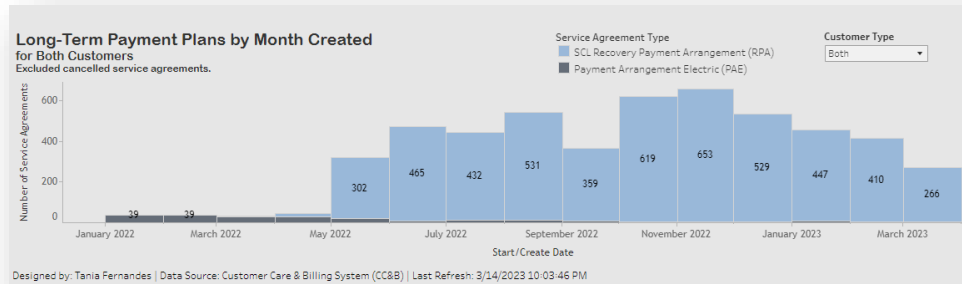
Account Holder First Name *



Customer First Insights (2023)

What are we planning to do in 2023?

- Deploy a **Customer Experience Resource Hub**
- Field second biannual SCL **Longitudinal Customer Satisfaction Survey**
- Conduct customer interviews/focus groups to map **customer journeys** and inform key deliverables related to *billing and payment, Time of Day Rates, and solar interconnection process*
- Deploy **operational and management dashboards** to increase data-driven decision making



Define the scenario and customer

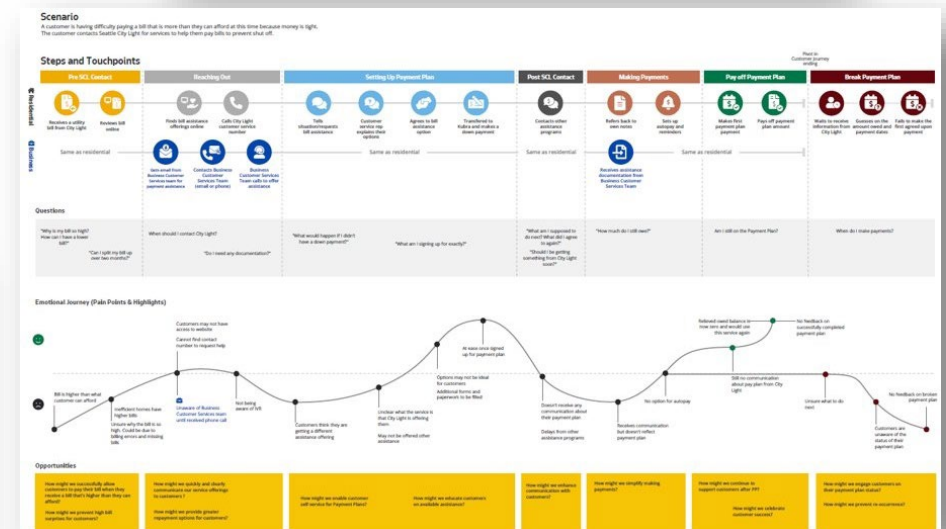
A customer is interested in resources related to their failing natural gas furnace.

James & Anita

"Our furnace started making noises! The service rep said it wasn't worth repairing and we should consider replacement. We didn't expect to replace our furnace yet!"

Demographics	Frustrations	Behaviors
Live in older, single-family home in Skyway	Their home has poor insulation, it's either hot or cold	Take pride in homeownership
Have owned home for about 6 years	Furnace started making noises, no repairs	Active in their community, especially church
Combined annual income is \$55k	No disposable income to pay for home upgrades currently	Hired service rep to look at their furnace
Both in their mid-to-late 40s	Thought they heard rattling noises in the attic	Talking with their neighbors and family about their house issues
Budget is highly fixed, no wiggle room	Do not have A/C or just have a couple window units	Not aware of using benefits or programs available to them (weatherization, LIHEAP)
	Continued home repairs and maintenance (toot, time, etc.)	

Any other characteristics to include?



External Communications (2023)

What are we planning to do in 2023?

- Implement utility-wide **inclusive outreach & engagement framework** and toolkit, including resources and workshops for employees.
- Partner with **community-based organizations** and Department of Neighborhoods (DON) **Community Liaisons** to help facilitate outreach and engagement with target audiences.
- Ensure messaging reflects the **diversity** of our employees, customers, communities, and franchise cities.
- **Language access** – share information in City of Seattle Tier 1 languages and through ethnic media publications.



Takeaways



In 2023 we're focused on...

1. Improving the stability, reliability, and efficiency of our core services
2. Expanding programmatic offerings to meet evolving customer needs
3. Understanding and improving customer journeys for core business and new program offerings



THANK YOU



Seattle City Light

DRAFT

June 2022 – June 2024 Review Panel Workplan

Quarter	Month	Topics	Other Topics to Consider
Q2 2022	June 7	<ul style="list-style-type: none"> • IRP • 2023-2024 Rate Proposal (COSA, Rate Design, TOD) • Q1 2022 Strategic Plan Report 	<p>Possible additional topics based on Panel SBP letter:</p> <ul style="list-style-type: none"> • Accounts receivable update • Climate Goals incentives/electrification updates • Workforce update – RSJ, Vacancies • Rates & inflation update <p>Other:</p> <ul style="list-style-type: none"> • How can SCL promote regional goals around energy efficiency, decarbonization, economic development and smart growth (beyond SCL’s service territory)? • TOU Implementation
Q3 2022	July 26	<ul style="list-style-type: none"> • 2023 – 2024 Rate Proposal Update • June Executive Dashboard • Q2 2022 Strategic Plan Report 	
	August 25	<ul style="list-style-type: none"> • Rate ordinance overview and endorsement • Review Panel letter 	
	September 27	<ul style="list-style-type: none"> • Panel Workplan development • Panel officers – Chair and Co-Chair • Q2 Executive Dashboard • Q2 2022 Strategic Plan Report • BPA contract update 	
Q4 2022	October 25	<ul style="list-style-type: none"> • Business Strategy – Overview • September Executive Dashboard • Q3 2022 Strategic Plan Report 	
	November	<ul style="list-style-type: none"> • Business Strategy – Financial <ul style="list-style-type: none"> • Control rate increases <ul style="list-style-type: none"> ▪ Debt management • Pricing services for the future • Road to recovery 	
	December	Meeting cancelled	
Q1 2023	January	<ul style="list-style-type: none"> • Business Strategy – Financial (continued) <ul style="list-style-type: none"> • Debt management/Debt strategy 	
	February	<ul style="list-style-type: none"> • Employee Current Culture survey and action planning 	

		<ul style="list-style-type: none"> • Cyber and physical security • Market overview 	
	March	<ul style="list-style-type: none"> • Skagit update • Business Strategy – Customer Experience <ul style="list-style-type: none"> • Voice of the customer • Strengthen and fix core customer services <ul style="list-style-type: none"> ▪ Service to bill • Expand customer service options <ul style="list-style-type: none"> ▪ Time of use implementation ▪ Demand response ▪ Renewable Plus 	
Q2 2023	April	<ul style="list-style-type: none"> • Business Strategy – Workforce & Organizational Agility <ul style="list-style-type: none"> • OCM/BPM programs • Build an agile workforce • Q1 2023 Strategic Plan Report • March Executive Dashboard 	
	May	<ul style="list-style-type: none"> • Business Strategy – Energy Future <ul style="list-style-type: none"> • Grants and policies • Grid modernization • Utility Technology Roadmap • New Markets • Electrification • System planning 	
	June	<ul style="list-style-type: none"> • Business Strategy – We Power <ul style="list-style-type: none"> • Division dashboards • Skagit relicensing • Invest in core infrastructure 	
Q3 2023	July	<ul style="list-style-type: none"> • June Executive Dashboard • Q2 2023 Strategic Plan Report • Debt Strategy white paper 	
	August	----NO MEETING----	
	September	TBD	
	October	<ul style="list-style-type: none"> • <i>Enterprise Risk Management</i> 	

Q4 2023		<ul style="list-style-type: none"> • Q3 2023 Strategic Plan Report • September Executive Dashboard 	
	November	<ul style="list-style-type: none"> • <i>Enterprise Risk Management</i> 	
	December	<ul style="list-style-type: none"> • Strategic Plan Update • Draft Revenue Requirement 	
Q1 2024	January – March	<ul style="list-style-type: none"> • Strategic Plan Update • January Executive Dashboard 	
Q2 2024	April - June	<ul style="list-style-type: none"> • Strategic Plan Update • Final Revenue Requirement • Review Panel SP letter • Panel 2024 – 2025 Workplan 	