



CITY LIGHT REVIEW PANEL MEETING

Thursday, June 22, 2023

9:00 – 11:00 A.M.

SMT 2821

—or—

Microsoft Teams Meeting

Proposed Agenda

- | <u>Item</u> | <u>Lead</u> |
|--|----------------------------|
| 1. Welcome (5 min.) | Julie Ryan, Facilitator |
| 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 May 11, 2023 | |
| d. Communications to Panel (Leigh) | |
| 4. General Manager Update (30 min.) | Debra Smith |
| 7. Strategic Plan Progress (70 min.) | |
| a. Strategic Priority: We Power | Mike Haynes/Michelle Vargo |
| 8. Adjourn | |

Next Meeting: Wednesday, September 20, 2023



City Light Review Panel Meeting Meeting Minutes

Date of Meeting: May 11, 2023 | 9:00 – 11:00 AM |
Meeting held in SMT 2821 and via Microsoft Teams “Draft”

MEETING ATTENDANCE					
Panel Members:					
Anne Ayre	√	Leo Lam	√	John Putz	√
Mikel Hansen	√	Kerry Meade	√	Tim Skeel	
Scott Haskins	√	Joel Paisner	√	Oksana Savolyuk	√
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	√
Jeff Wolf	√	Siobhan Doherty	√	Kristina Pham	√
David Logsdon	√	Karin Eastby	√	Cameron Keyes	√

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

Public Comment. There was no public comment.

Standing Items:

Chair’s Report. Mikel Hansen opened the meeting. He welcomed the new Review Panel member, the low-income customer advocate, Oksana Savolyuk. The panel members introduced themselves to Oksana.

Review Agenda. Julie Ryan reviewed the agenda.

Approval of April 19, 2023, Meeting Minutes. Minutes were approved as presented.

Communications to Panel. Leigh Barreca reported that she had received an email from a Crosscut reporter inquiring when the minutes from the April meeting would be available. Leigh provided the website link and responded that minutes are posted a few days prior to the next month’s meeting.



City Light Review Panel Meeting Meeting Minutes

General Manager's update.

1. Mayor's Office Representative – Caia Caldwell will be taking leave through the end of the year. Karin Eastby will be filling in while she is out.
2. March 2023 Financial Report – The report is in the meeting packet. Kirsty will be ready to respond to questions.
3. RSA/Wholesale Energy Revenue – The proposal that was presented to the Panel in April, to use surplus general fund dollars to the RSA and eliminate the need for an RSA rate surcharge was presented to Council Committee on 4/26.

Q: Is the process that City Light must go back to City Council to request this transfer?

A: We are in the process now. The full Council is scheduled to vote on the City Light proposal on Tuesday, May 16th.

Q: I didn't realize we also had a surplus in retail sales revenue. What caused that?

A: Load was higher than normal, increasing retail revenue. We used our power and purchased power supply to serve our customers. Using our own power to serve our customers meant we had less to sell in the wholesale market, which reduced the RSA account. The transfer from the general fund to the RSA is possible because we have higher off-setting retail revenues.

Q: I think the origin of the RSA is because you always had surplus supply, and the RSA account fluctuated with volatile market prices. Does it make sense to change this structure now?

A: The hydro is also uncertain and the volume we get out of our hydro projects is subject to change each year. The cash reserve and the RSA insulate both our bottom line and our customer owners from that fluctuation.

A: Electrification will increase load in the future. This may be an early signal to assess the structure in the future.

Q: What do the water levels look like today as opposed to last month? Are they as predicted?

A: They have changed marginally. The warmer weather has accelerated the run-off, which is now in full effect. It looks like it will be a faster runoff than we would like.

Q: *(via chat)* Do your stochastic models capture the correlations between, load, price, and hydro generation? And, if so, I do think it probably makes more sense to budget around Net Revenue than separately for wholesale and retail.

A: *(via chat)* Yes, they absolutely do incorporate this correlation (and it's an important driver) and I agree. Designing and getting approval for automatic rate mechanisms is a heavy policy lift... but we've definitely talked about it.

4. Skagit Relicense - Seattle City Light submitted a final license application to the Federal Energy Regulatory Commission (FERC) today, detailing plans to operate the Skagit River Hydroelectric Project for the next 50 years. Although this is not the last step in the FERC relicensing process, the



City Light Review Panel Meeting Meeting Minutes

final license application (FLA) is a significant milestone for City Light and its partners. Totalling approximately 15,000 pages, it represents years of collaboration among Treaty Tribes, Canadian First Nations, federal and state regulatory bodies, environmental groups, and nearby communities.

Chris Townsend, SCL Director of Natural Resources and Hydro Licensing, was featured in the April 2023 issues of Hydro Leader magazine. The article reported that “City Light has been working for more than 5 years with federal, state, and local agencies and stakeholders, including Native American tribes, to relicense the dams in a way that takes into consideration the complex interactions between the natural environment and the humans who live and work in the watershed.”

5. Review Panel Appointments – At the 4/26 committee meeting, the 2nd term reappointments of Tim Skeel and Scott Haskins were approved. Additionally, the appointment of our new Low Income Customer Advocate, Oksana Savolyuk as also approved. We now have a full panel, and we thank you all for your participation.
6. APPA Platinum Designation - Seattle City Light has earned a platinum level Reliable Public Power Provider (RP3) designation from the American Public Power Association. This award certifies that City Light has demonstrated leading practices in providing the highest degree of reliable and safe electric service. The RP3 designation lasts for three years and recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvement. Of the thousands of public power utilities in the country, City Light joins 271 that hold the RP3 designation.

While the recognition is a wonderful acknowledgement of the utility’s efforts, we’re not going to stop working to better ourselves and strengthen our services. We remain dedicated to powering our community and to finding ways we can enhance our operations. We’re all ears when it comes to suggestions from our customers and welcome the opportunity to continue serving this area.

Q: The Seattle Times recently published an article that included an observation that there were no EV chargers scheduled for placement in Rainier Valley.

A: We used established criteria to select the sites and we talked with community members before making location selections. This first round of charger installations was a pilot. We will continue to work with community groups to provide the kind of charging infrastructure they want.

Strategic Plan Quarterly Report: The packet includes the Q1 2023 Strategic Plan report. There are 28 workstreams, 9 of which are experiencing delays and are shaded in yellow. None are consequential delays that cannot be made up. The first table provided the status report of all workstreams, and the second table includes details on the workstreams experiencing delays. Each quarter the Panel will be alerted if any of the workstreams are in danger of not being completed on time. Please direct your questions to Leigh Barreca and we can discuss them at the next Panel meeting.



City Light Review Panel Meeting Meeting Minutes

Strategic Plan Priority: Create our Energy Future Emeka Anyanwu (Energy Innovation & Resources Officer), David Logsdon (Electrification & Strategic Technology Director), and Siobhan Doherty (Power Management Director) presented. The presentation materials are in Panel packet. The presentation provided information on the many projects, initiatives, and activities (PIA) that these teams are engaged in to support the “Create our Energy Future” strategic priority in the City Light Strategic Plan. The teams presented work completed in 2022 and upcoming initiatives for 2023 in the following areas:

- a. Western Market Development
- b. Integrated distribution and resource planning
- c. Utility Next Portfolio
- d. Electrification Plans
- e. Grid Modernization

Q: Why is there no identified need for utility-scale solar from 2032-2041?

A: The amount we plan to procure through 2031 will meet the resource need, so that is why no additional solar is noted for 2032-2041. The IRP planning is a scenario-based process to look at different elements of portfolios. We will run those scenarios again in a few years as we develop the next IRP. We anticipate the plan may change for new information.

Q: Will customer solar be more widely adopted by residential customers?

A: These are different solar resources from the utility-scale solar in the plan. There is a different value proposition for behind the meter retail solar. The issue is what will it take to drive customer adoption.

Q: With hydro representing 86% of your portfolio, have you considered doing as the Mid-C utilities have done and selling slices of your hydro system and replacing that with flat block power?

A: Our hydro is a combination of our own resources (40%) and hydro from Bonneville Power Administration (60%). The BPA volume is purchased as a block product, so we diversified the hydro risk. We are somewhat different than our peers in the Mid-C. Our supply is to serve load as opposed to the Mid-C utilities whose supply greatly exceeds their load. As a result, it makes more sense for them to sell a slice of their hydro system supply.

Q: Did the legislature just pass a bill that Puget Sound Energy is going to stop doing gas hookups for new buildings? If so, do you know how much of an impact that'll have on your load?

A: No, it did not pass. However, we supported the bill and we worked with PSE on what the load impact would be.



City Light Review Panel Meeting Meeting Minutes

Q: In terms of charging infrastructure, how do you assure that we're not investing in the same areas?

A: We work with the private EV charging companies closely since we are the field provider for their system interconnection. We focus our chargers in the gaps they do not serve (that was one of our criteria in selecting curbside charging locations).

Q: You've probably discussed this in the past, but are there metrics to help us track progress in these areas?

A: Yes. There are metrics in the executive dashboard report. We are also developing metrics for the We Power strategic plan priority.

C: I feel confident in the team working on this and look forward to hearing more about progress on this work. In particular, I'm curious about the demand side management potential study that was mentioned. I am not familiar with that framework vs. the Conservation Potential Assessment. Very interested to learn more!

[During the Q&A above, the group discussed ideas to re-structure the Panel meeting format to provide more time for questions and discussion.]

Adjourn: Meeting adjourned at 10:59 a.m.

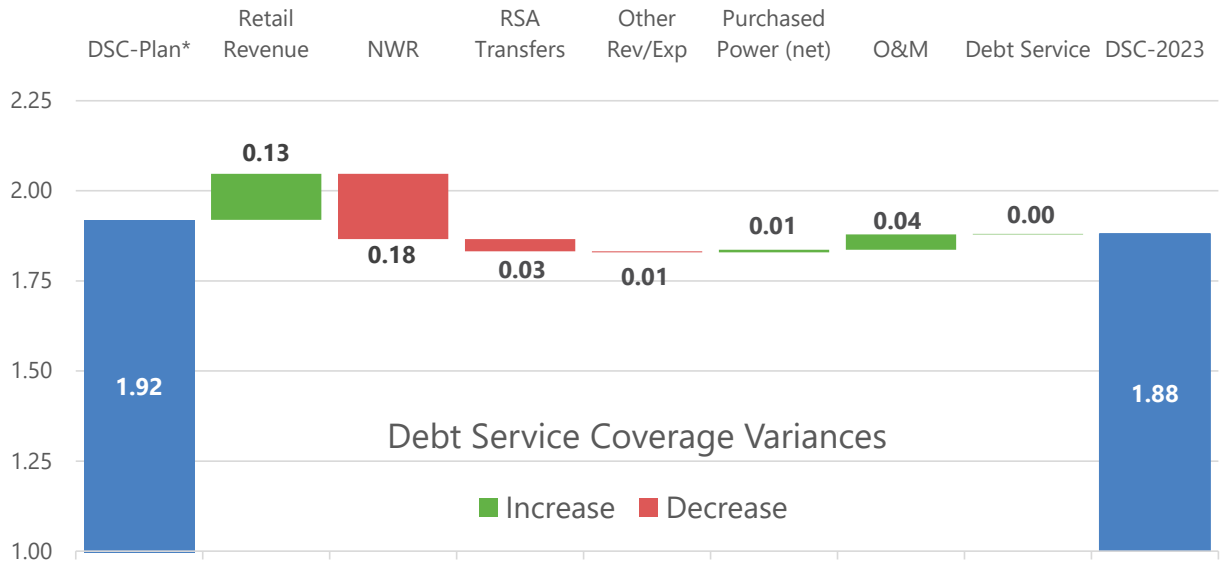
Next meeting: June 22, 2023, 9:00 – 11:00 a.m.



Seattle City Light

2023 FINANCIAL HIGHLIGHTS APRIL 2023

Debt service coverage of 1.88X is 4 basis points below planned coverage of 1.92X.



*2023 Plan based on financial forecast used to set 2023 retail rates.

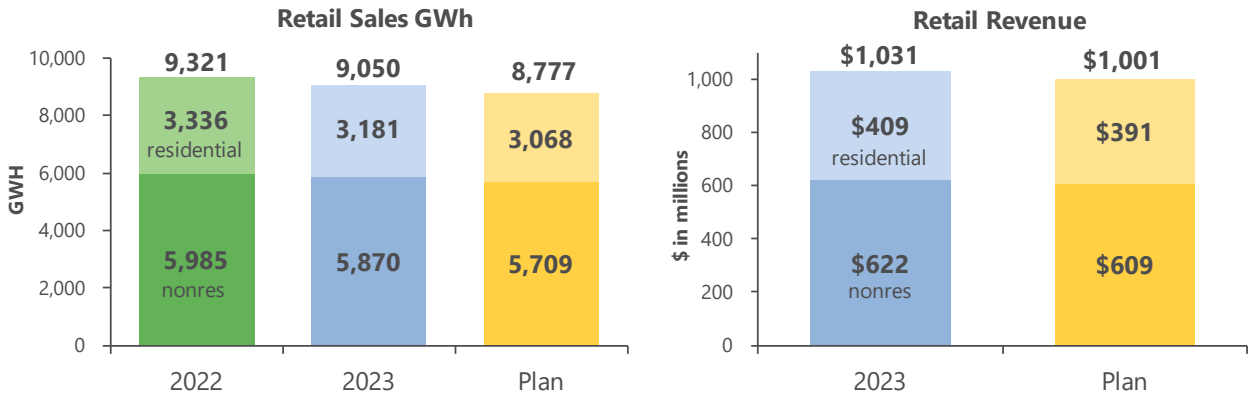
2023 Full Year vs. 2023 Plan:

Retail revenue is forecast at \$30.4M higher than Plan. \$18.1M is from actuals through April, partially from colder weather. The remainder is due to an updated retail sales outlook adopted in December 2022.

Net wholesale revenue (NWR) is projected to end the year at (\$2.9M), \$42.9M under Plan, primarily due to significantly lower than normal hydro generation through April resulting in purchases at high market prices.

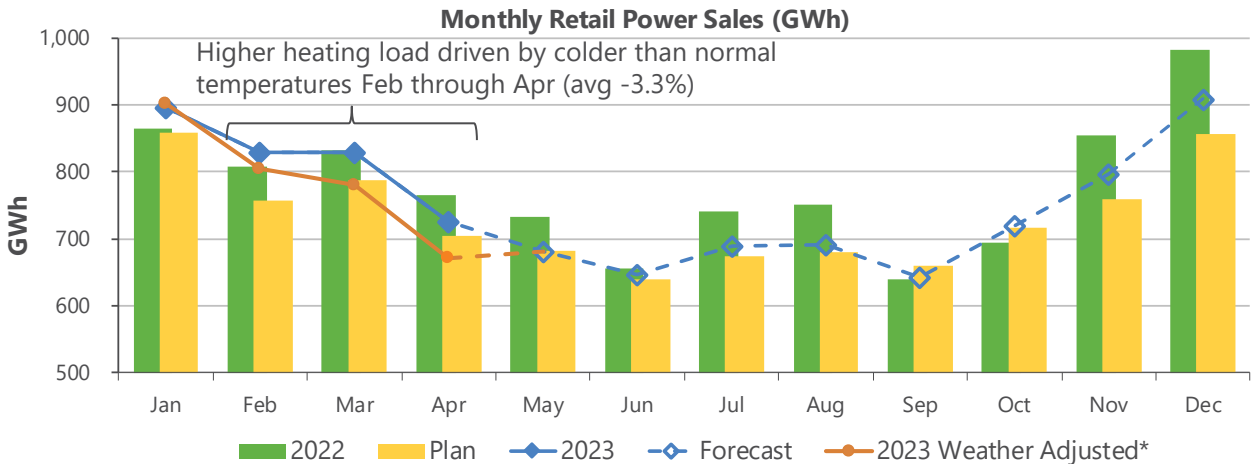
The \$8.0M unfavorable **RSA transfer** includes the impact of a \$30M transfer in Q2 and a forecasted \$23M transfer in Q3 of surplus operating funds into the RSA to avoid triggering a RSA surcharge.

RETAIL POWER SALES AND REVENUE



Retail Sales GWh			
	Nonresidential	Residential	Total
2023 Fcst vs. Plan	2.8%	3.7%	3.1%

Retail Revenue			
	Nonresidential	Residential	Total
2023 Fcst vs. Plan	2.1%	4.5%	3.0%



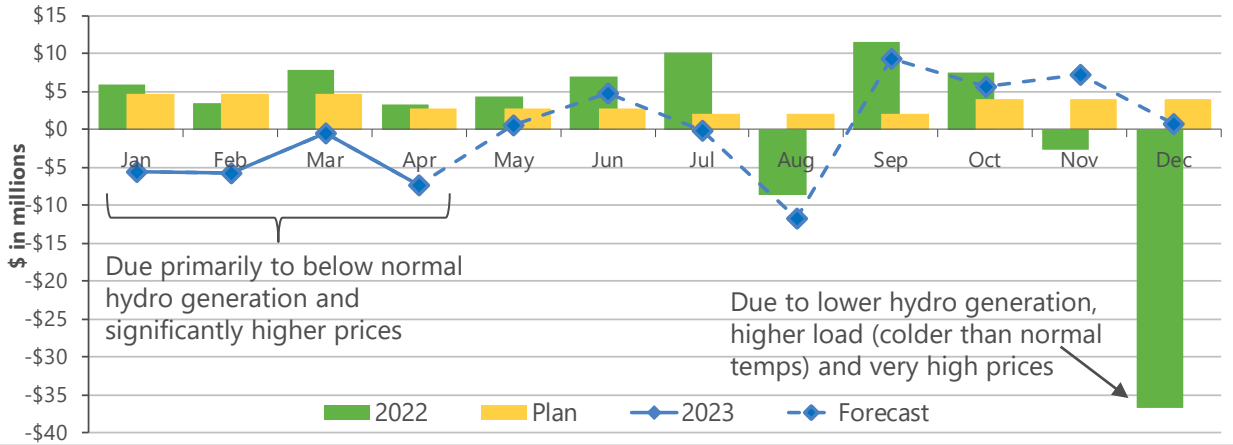
Retail Revenue: Actuals/Forecast vs. Plan			
\$ in millions	Jan-Apr	May-Dec	Full Year
Forecast over(under) Plan	\$18.1	\$12.3	\$30.4

*Heating and cooling requirements vary significantly with temperatures. Weather Adjusted 2023 sales reflect the estimated retail sales if monthly temperatures were at their historical averages.

- The Plan uses the retail forecast used to set 2023 rates (2021 Load Forecast)
- The Forecast uses an updated forecast (2022 Load Forecast), which increased total expected 2023 sales by 2.5% compared to Plan and explains the higher than planned weather adjusted sales.

NET WHOLESALE REVENUE

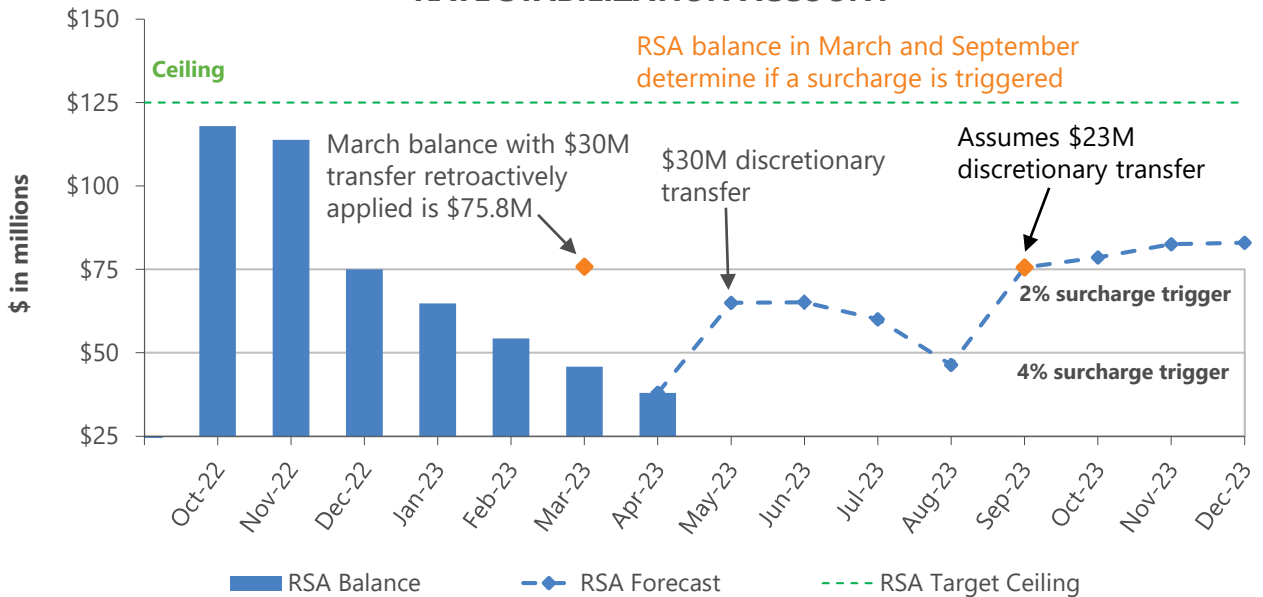
\$ in millions	2022	2023	Plan	Variance-Y/Y	Variance-Plan
Full Year	\$13.1	(\$2.9)	\$40.0	(\$16.1)	(\$42.9)
YTD	\$20.6	(\$19.2)	\$16.7	(\$39.8)	(\$35.9)



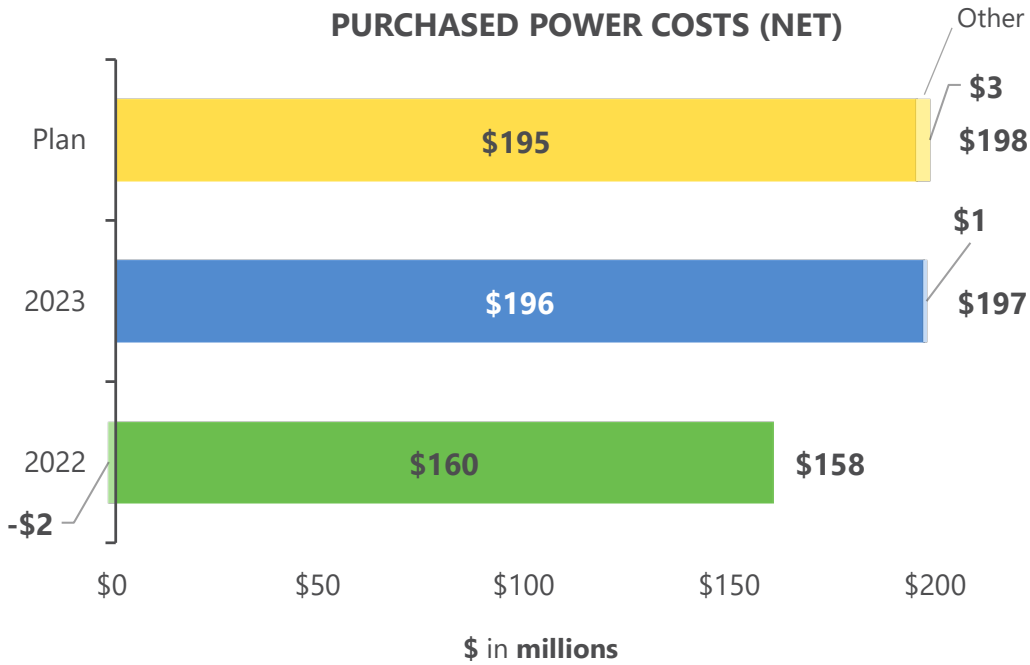
	Historical Avg*	2023 Avg	% of Historical Avg
SCL Hydro Generation	6,132	5,335	87%
Market Prices (Peak Hours)	\$49.83	\$111.55	224%

*Average hydro generation for 1998-2022, average prices for 2018-2022

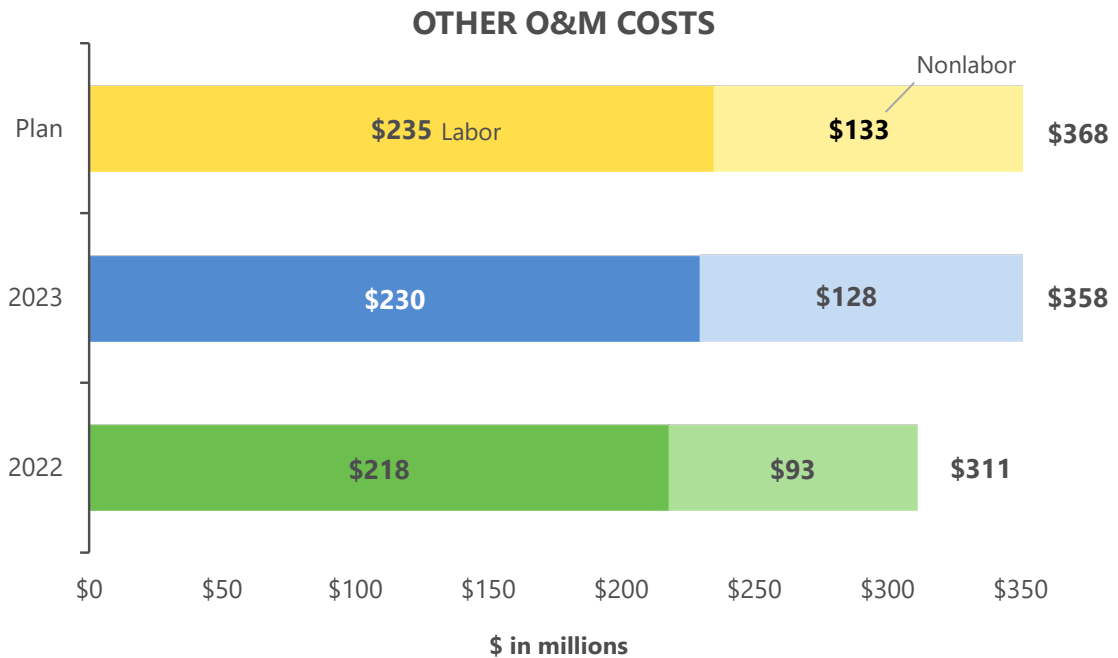
RATE STABILIZATION ACCOUNT



- The March RSA balance fell below \$50M, which under normal operating rules would trigger a 4% surcharge effective June 1. However, Ordinance 126819, passed in May, authorized City Light to make a discretionary transfer implemented in May that canceled the June 1 surcharge.



- Both BPA and other purchased power net costs are expected to end the year close to Plan.
- Projected BPA costs are \$36M higher than 2022 driven by a credit received from BPA's reserve distribution clause in 2022 (BPA returned funds to customers due to strong secondary sales).



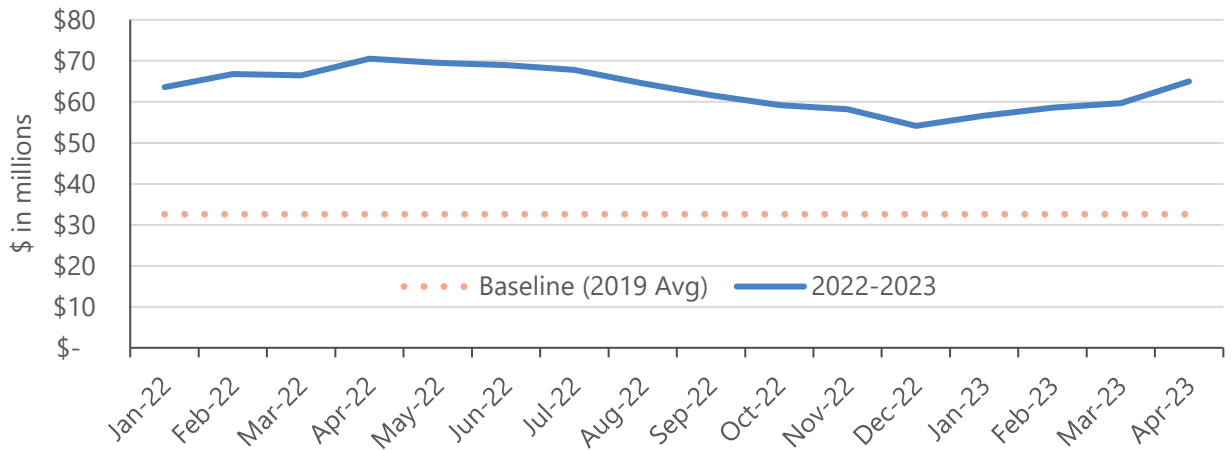
- Labor O&M costs are forecast at \$5M under Plan due primarily to a higher than planned 8% vacancy rate; partially offset by vacancy-related overtime.
- Nonlabor O&M costs are forecast to end the year about \$5M below Plan driven by lower than expected YTD spend.

OTHER REVENUE & EXPENSE (NET)

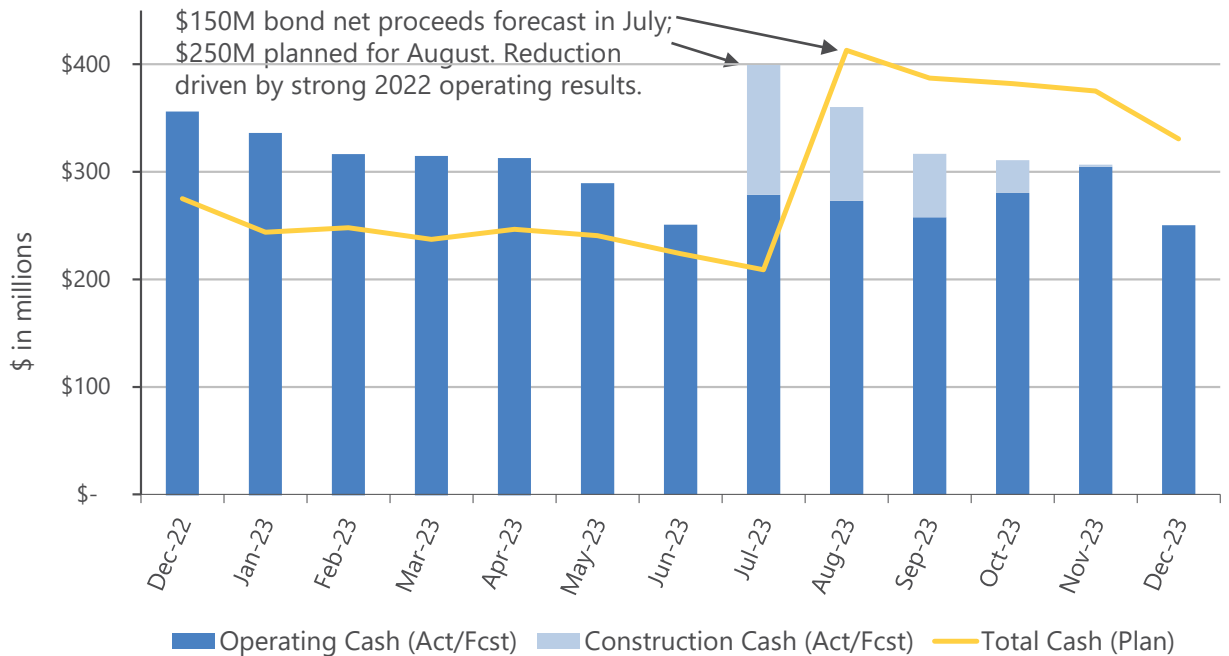
\$ in millions	2022	2023	Plan	Variance-Plan
Other Revenue	\$35.8	\$40.8	\$40.1	\$0.8
Other Expense	\$55.4	\$61.9	\$60.6	\$1.4
Uncollected Revenue	\$3.1	\$7.0	\$7.5	(\$0.5)
State & Franchise Taxes	\$52.3	\$54.9	\$53.0	\$1.9
Other Revenue (Expense) - net	(\$19.6)	(\$21.1)	(\$20.5)	(\$0.6)

- **Other revenue** is expected to come in slightly above Plan. Higher than planned interest income resulting from a higher market rate environment is forecast to more than offset lower than expected late payment fees, pole attachment fees and reconnect charges.
- **Overdue accounts receivable** balances have been trending down since mid-2022 and are expected to continue declining as the reinstated disconnect policy encourages customer payments. The uptick in early 2023 is due mostly to seasonality (higher bills in coldest months), but the April increase is higher than expected and will be monitored.

Total Overdue Accounts Receivable Balances



OPERATING & CONSTRUCTION CASH BALANCES



SUMMARY FINANCIAL RESULTS – FULL YEAR 2023

\$ in millions	2023	Plan	Variance	Page ⁽¹⁾
Debt Service Coverage				
Retail Revenue	\$1,031.2	\$1,000.8	\$30.4	2
RSA Surcharge Revenue	\$0.0	\$0.0	\$0.0	--
Net Wholesale Revenue	(\$2.9)	\$40.0	(\$42.9)	3
RSA Transfers (net)	(\$8.0)	\$0.0	(\$8.0)	--
Other Revenue (expense)	(\$21.1)	(\$20.5)	(\$0.6)	5
Total Revenue	\$999.1	\$1,020.3	(\$21.3)	--
Purchased Power (net) ⁽²⁾	\$197.0	\$197.5	(\$0.5)	4
Other O&M ⁽³⁾	\$357.5	\$367.5	(\$10.0)	4
Total Expense	\$554.5	\$565.0	(\$10.5)	--
Amount Available for Debt Service	\$444.7	\$455.3	(\$10.6)	--
Debt Service	\$237.1	\$237.3	(\$0.2)	--
Debt Service Coverage	1.88	1.92	(0.04)	--
Net Income	\$152.9	\$142.7	\$10.2	--
Debt to Capitalization Ratio	52.2%	54.5%	-2.3%	--
Liquidity				
Operating & Construction Cash @ April 30, 2023	\$306.8	\$246.5	\$60.3	5
Rate Stabilization Account @ April 30, 2023	\$38.0	\$101.4	(\$63.5)	3

⁽¹⁾See referenced page for additional detail

⁽²⁾Purchased power costs (net) include long-term purchased power & wheeling expenses net of power contract and power marketing revenue

⁽³⁾Other operations and maintenance expense includes costs related to distribution, transmission, power supply, conservation, customer service and administrative activities

BUDGET

Budget Summary	YTD - Apr		Full Year	
\$ millions	Actuals	Projections	Budget	Diff
<i>O&M</i>				- Over / +Under
Purchased Power	\$123.5	\$315.0	\$294.4	(\$20.6)
Utility Operations & Administration	\$151.0	\$360.1	\$373.0	\$12.9
Taxes and Debt Service	\$134.2	\$360.7	\$357.0	(\$3.8)
O&M Total	\$408.7	\$1035.9	\$1024.4	(\$11.5)
% of Annual Budget	39.9%	101.1%	100.0%	-1.1%
<i>CIP</i>				
Conservation & Environmental	\$8.1	\$56.1	\$63.5	\$7.5
Power Supply	\$29.1	\$196.8	\$208.6	\$11.7
Transmission and Distribution	\$35.7	\$250.9	\$248.1	(\$2.8)
Customer Focused	\$37.1	\$137.4	\$140.9	\$3.5
CIP Total	\$110.0	\$641.2	\$661.2	\$19.9
% of Annual Budget	16.6%	97.0%	100.0%	3.0%
Total Budget	\$518.7	\$1677.1	\$1685.5	\$8.5
% of Annual Budget	30.8%	99.5%	100.0%	0.5%

Purchased Power is forecast to come in \$20.6million over budget driven by lower than expected hydro generation and colder than normal weather (higher heating load).

Utility Operations and Administration is expected to underspend by \$12.9 million due primarily to labor savings from vacant positions partially offset by increased overtime charges.

Taxes and Debt Service is projected to overspend by \$3.8 million due primarily to taxes on higher than expected retail revenue.

CIP is forecast to underspend by \$19.9 million, an accomplishment rate of 97.0%, which exceeds the 90% achievement target for 2023.

We Power Overview City Light Review Panel

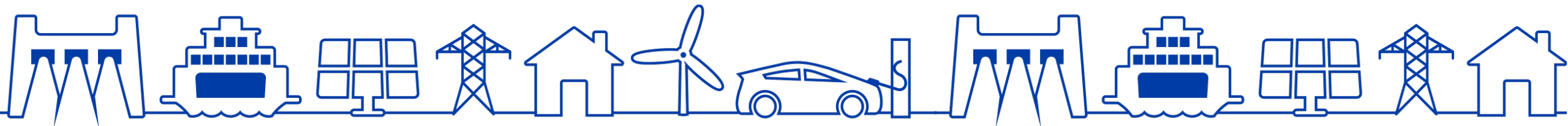
June 22, 2023

Introductions

- Mike Haynes, Assistant General Manager
- Michelle Vargo, Chief Operating Officer
- Angela Bertrand, Strategic Advisor – Strategic Planning & Performance, Officer of the Chief of Staff
- Jason Adams, Strategic Advisor – Office of the Chief of Staff

Agenda

1. Strategic Plan + We Power
2. 2022 - 2023 PIA Progress
 - a) Develop Division-level Performance Dashboards
 - b) Relicense the Skagit Hydro Project
 - c) Prioritize Investments in Core Infrastructure
3. Discussion / Q&A



2023-2028 Strategic Plan



Seattle City Light

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



Strategic Priority - We Power

5 WE POWER

“We Power” refers to our core mission as a utility—to provide our customers with affordable, reliable, and environmentally responsible energy services. This is central to all we do, and our organizational values describe the way employees deliver on that core purpose.

Our commitment to our core business operations and delivering value to our customers includes:

- Continuing to advance our mission to provide our customers with the energy services they need by responsibly maintaining our key assets and infrastructure.
- Prioritizing diversity, equity, and inclusion in all that we do.
- Actively managing and mitigating the constraints, risks, and uncertainty of operating in a COVID-adjusted environment.

PROJECTS, INITIATIVES, ACTIVITIES	WHAT DOES IT LOOK LIKE?
We Power	Develop dashboards for each line of business to track our progress and hold ourselves accountable.
Skagit relicensing*	Relicense the Skagit River Hydroelectric Project under the Federal Energy Regulatory Commission so that the project can continue to provide clean, carbon-free energy while also safeguarding the cultural and natural resources of the area.
Prioritize investment in core infrastructure*	<p>Prioritize investments in core infrastructure and incorporate new concepts and technologies to accelerate grid modernization.</p> <p>Evaluate and adjust business processes to ensure design and planning supports advancements in our customer-facing services.</p>

We Power Division Dashboards



Strategic Reporting at City Light

Strategic

→ Key indicators, results

Analytical

→ Drill down, explore trends

Operational

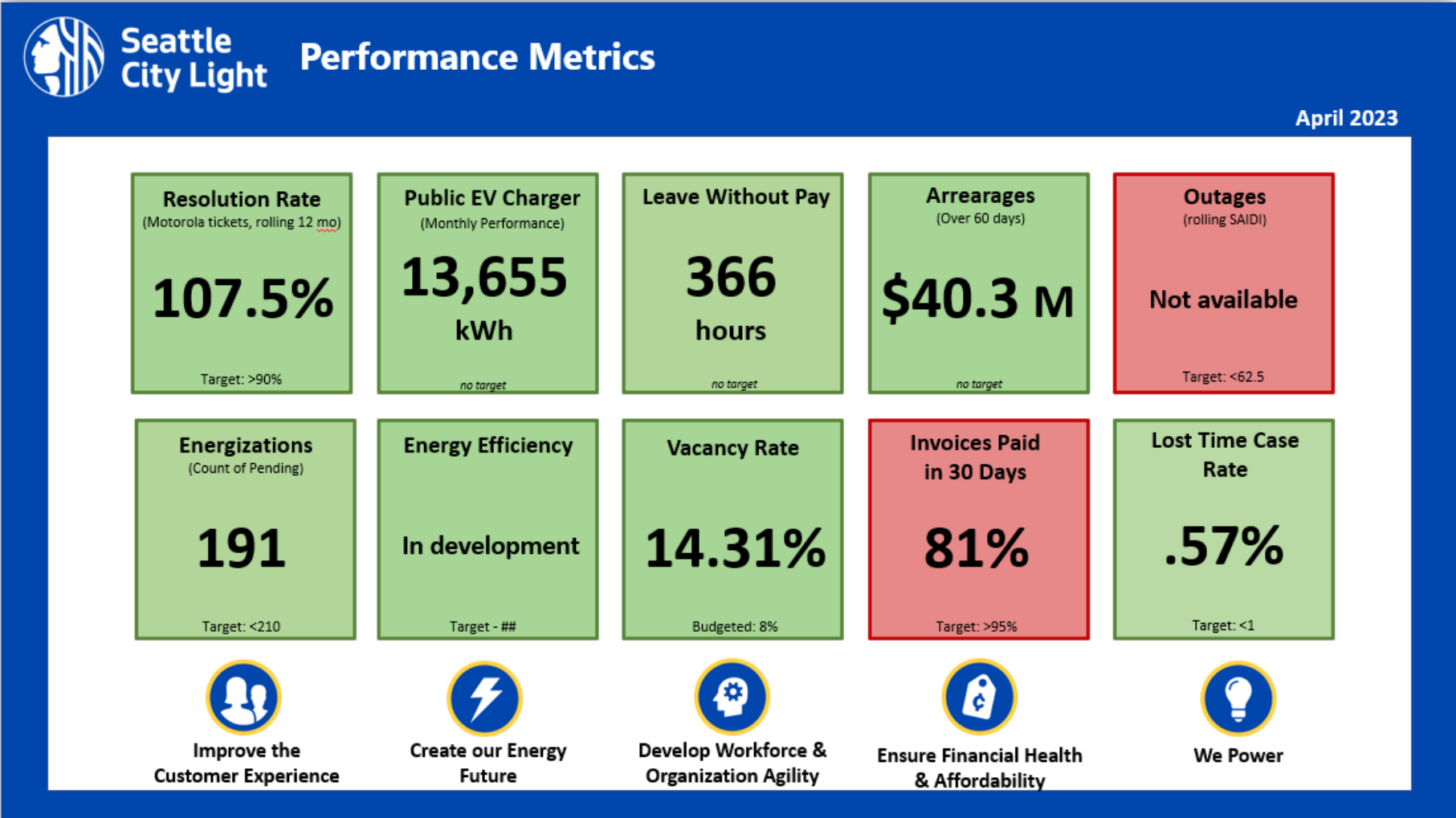
→ Detailed, Real-time

Strategic Plan Report

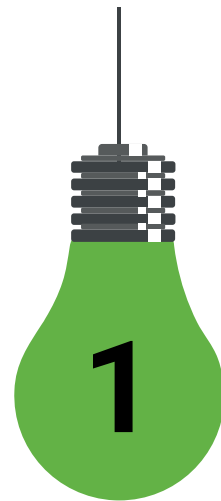
Executive Report

We Power Dashboards

Executive Report



Dashboards to track performance for each director



Directors know their key performance indicators and have the tools to track them



Build data literacy to drive data-driven discussions



Build internal knowledge of data systems and how they connect

Progress

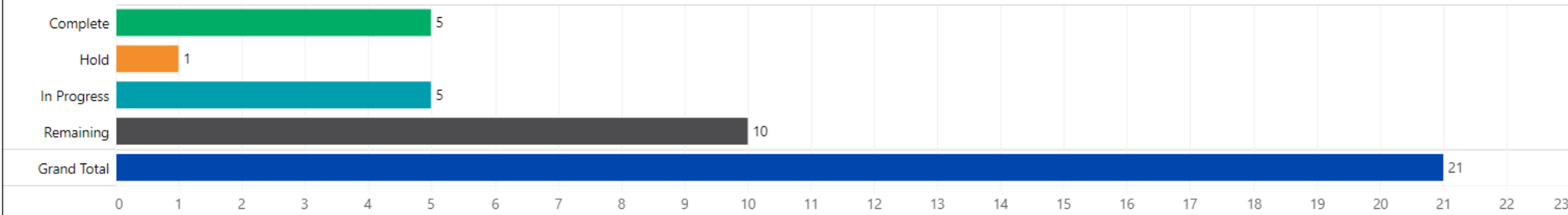


We Power Dashboard Progress

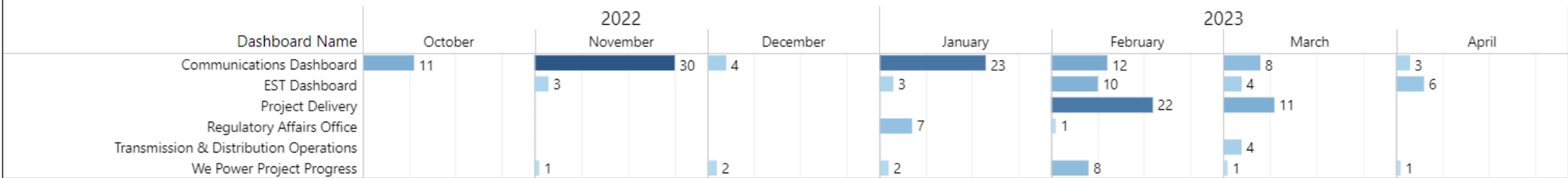
Thursday May 25, 2023



Dashboard Status











Dashboard Views






Example

 **We Power** ★ ⓘ ...
Owner **Bertrand, Angela**

New ▾ **Select All**

- | Type | Name |
|--|--|
| <input type="checkbox"/> ☆  | Data Sources - We Power |
| <input type="checkbox"/> ☆  | Communications Dashboard |
| <input type="checkbox"/> ☆  | EST Dashboard |
| <input type="checkbox"/> ☆  | Project Delivery |
| <input type="checkbox"/> ☆  | Regulatory Affairs Office |
| <input type="checkbox"/> ☆  | Safety Health and Wellness |
| <input type="checkbox"/> ☆  | Transmission & Distribution Operations |
| <input type="checkbox"/> ☆  | We Power Project Progress |

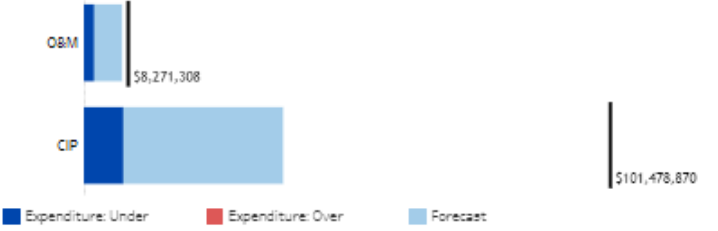
 **Seattle City Light**
Project Delivery
Thursday, May 25, 2023

BUDGET

Project Performance [↗](#) Project Delivery [↗](#)

Org:




■ Expenditure: Under ■ Expenditure: Over ■ Forecast

WMBE

WMBE Highlights [↗](#)

Select WMBE Relation Type: Year: Month:

	WMBE Combined	Total Combined	Combined %
2022	\$435,930	\$680,449	64%
2023	\$2,144,234	\$7,589,260	28%




Invoices over 30 Days

Invoice Paid by Org [↗](#)

Payment Year: Payment Month-Year: ORG: WMBE Supplier:

Percentage Paid within 30 Days



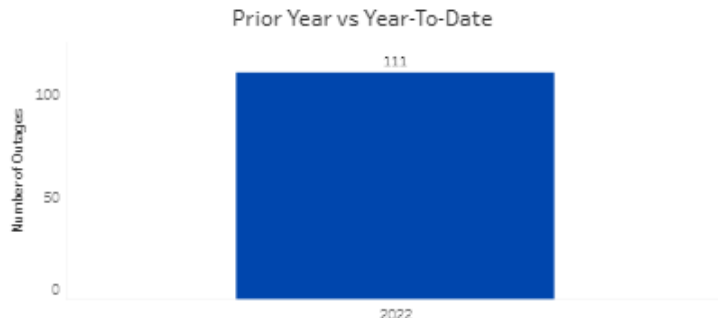
Total Paid Invoices

207 Invoices	\$7,882,790 Amount
------------------------	------------------------------

Outages Due to Distribution Equipment Failure

UG/OH: [Link to detailed page](#) [↗](#)

Prior Year vs Year-To-Date



Projects

Total Projects

127

Total Projects Budget
(Actuals + Forecast)

\$221.06M

Project Managers

15

8


Projects per PM

\$14.7M

\$ per PM

Project Performance [↗](#) Project Variance [↗](#) Detail Project [↗](#)

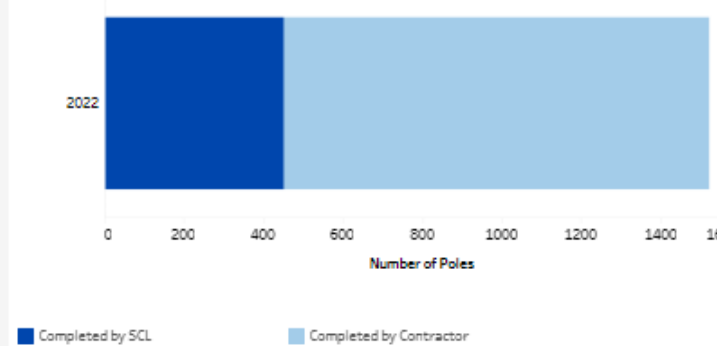
Project Framework



Poles

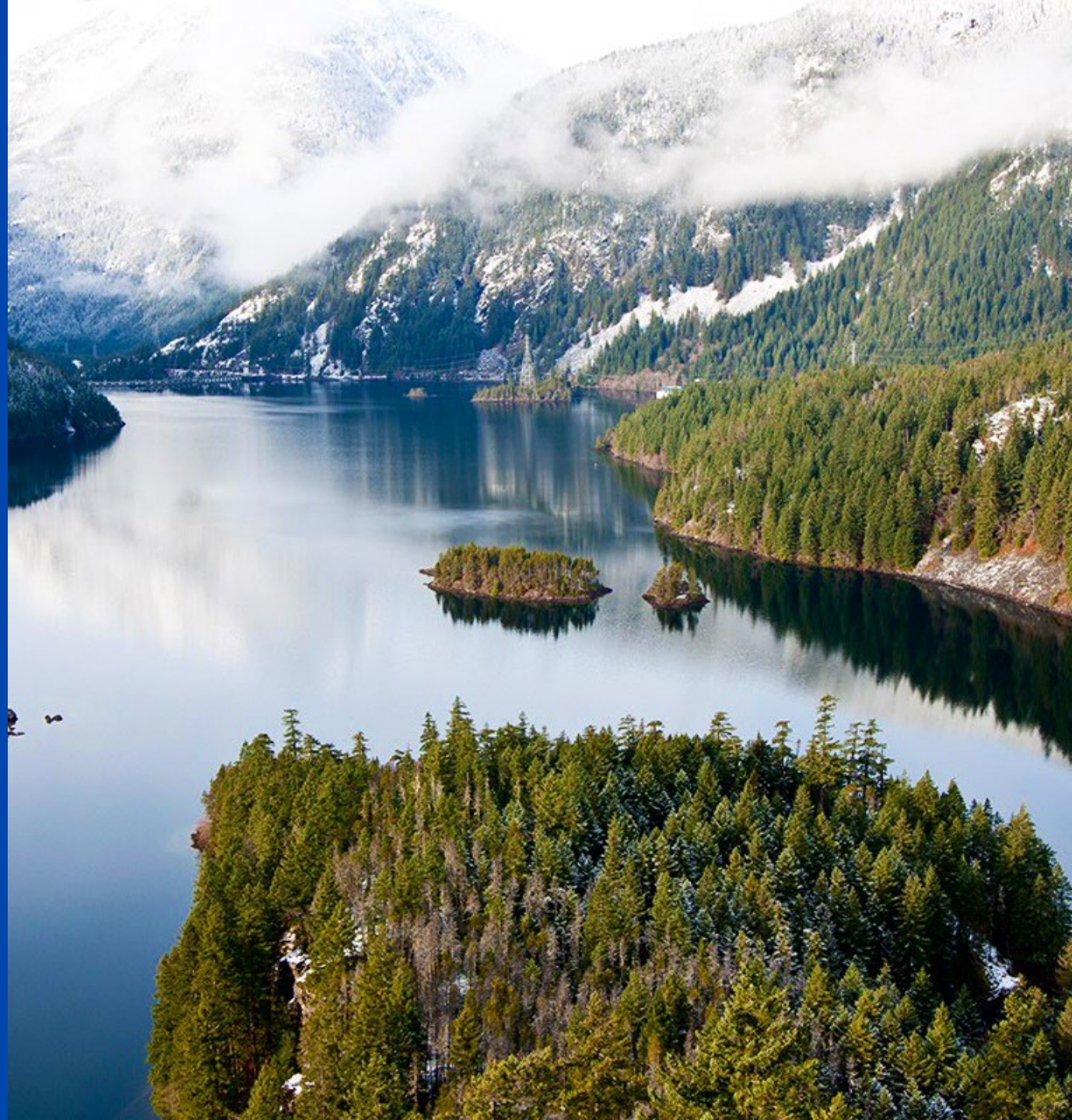
Monthly view [↗](#)

Year:

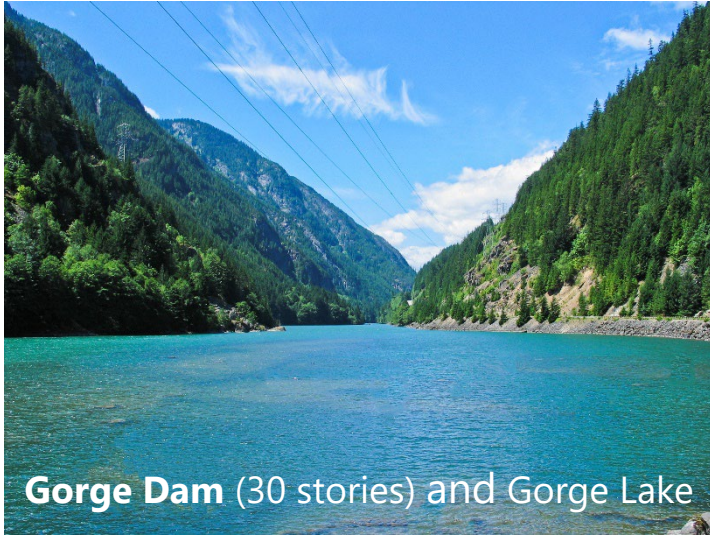


■ Completed by SCL ■ Completed by Contractor

Skagit Relicensing



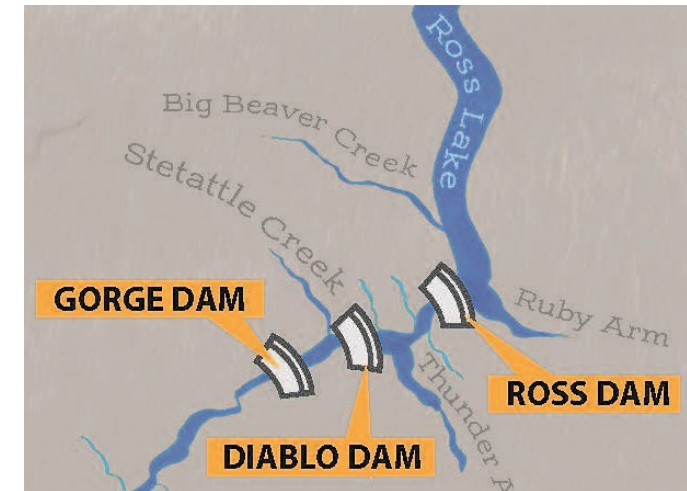
A Special Place



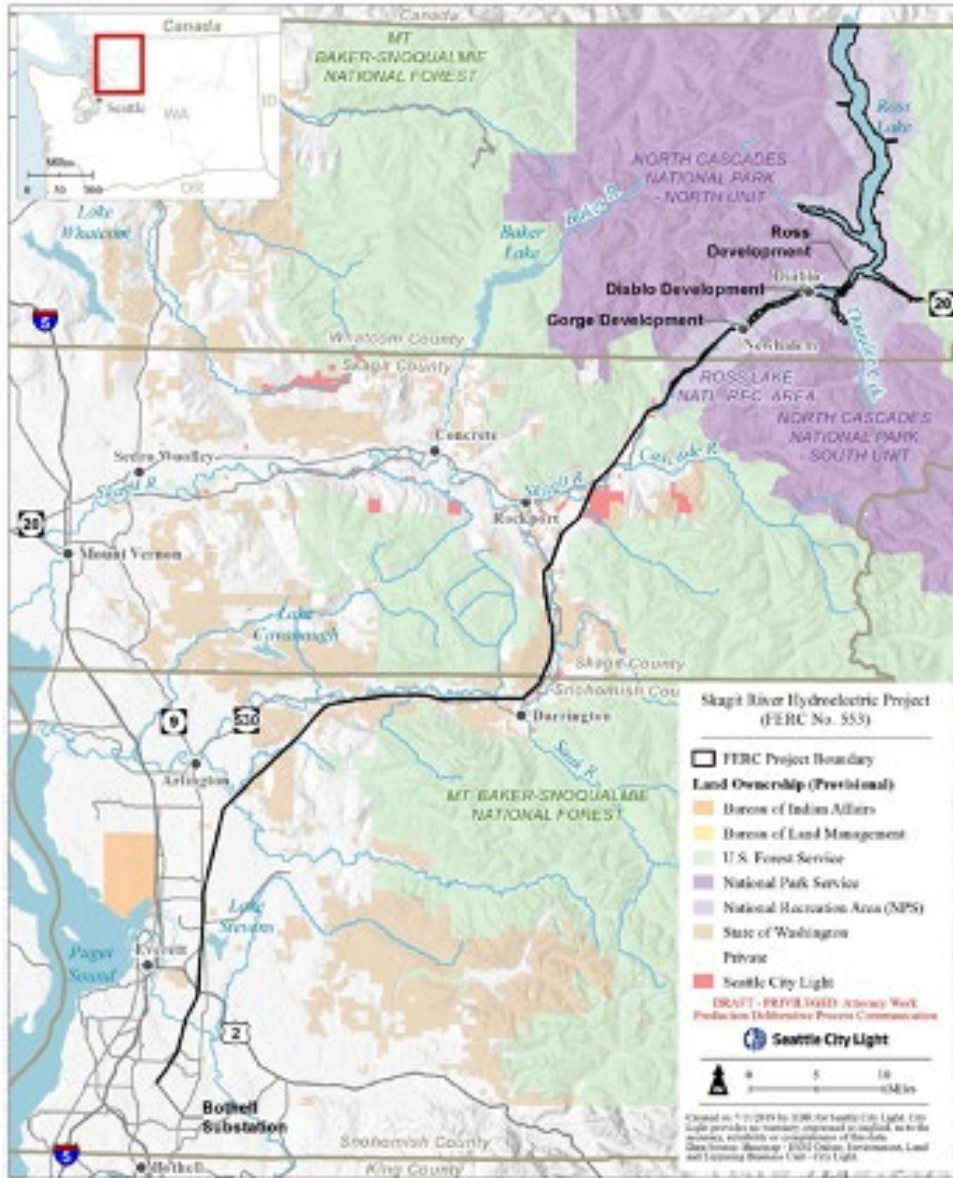
Gorge Dam (30 stories) and Gorge Lake



Diablo Dam (39 stories) and Diablo Canyon



Skagit River Hydroelectric Project



- 3 dams (completed in the mid-1950's)
- 3 powerhouses
- 3 reservoirs
- 2 company towns
- ~100 miles of 230kV transmission lines

Located within the Ross Lake National Recreation Area (North Cascades National Park, est. 1968)

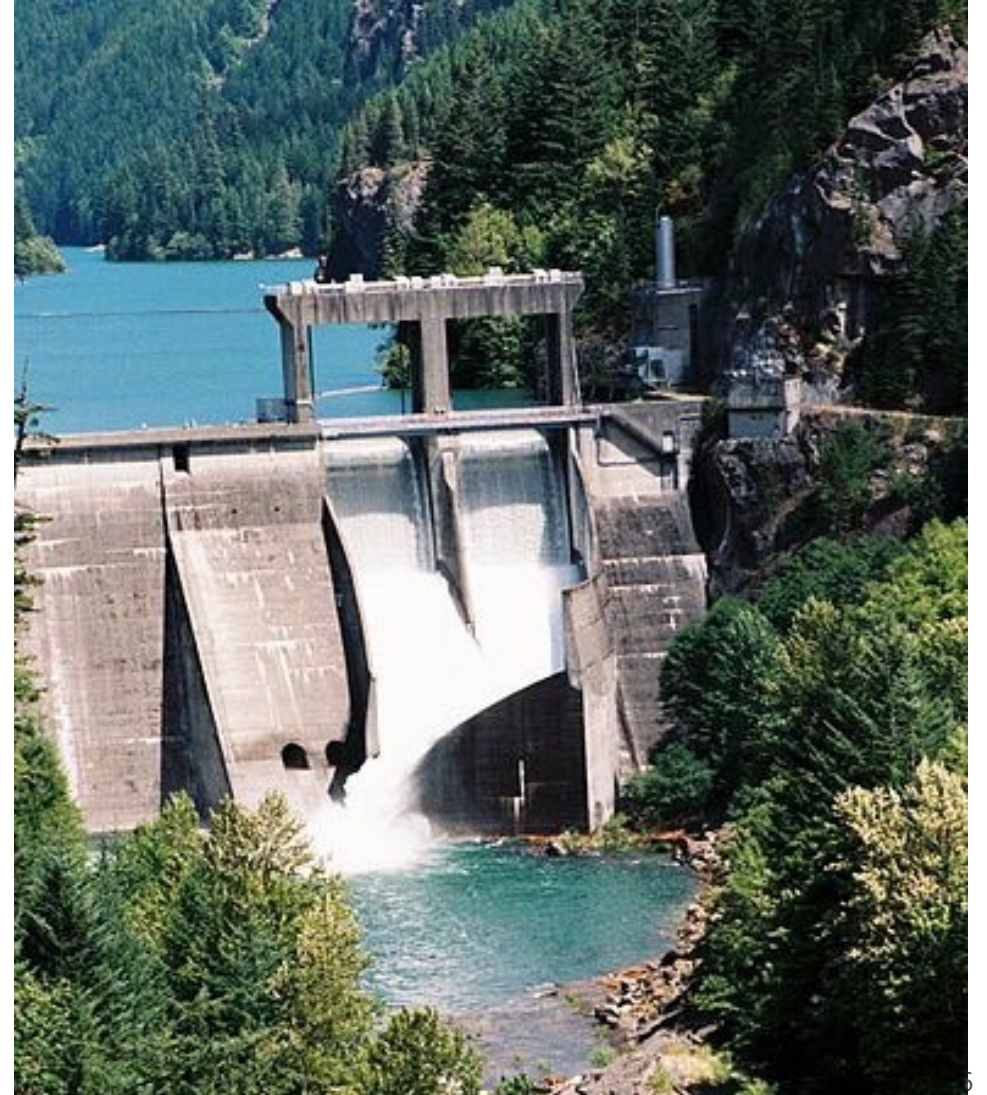
840 megawatts, about 20% of City Light's power

Critical component of electrification efforts and a carbon-free energy future

Operational Management Priorities

The project is managed according to the following priorities:

- Flood risk management
- Fish protection
- Recreation and education
- Power generation



Final License Application Basics

- 15,000 pages, covering every aspect of dam operations
- Required every 30-50 years
- 5+ year process of collaboration → hundreds of meetings
- \$28 million in environmental studies
- Over 30 license partners and other consulting organizations
- Includes regulatory agency requirements
- Not the final step in the process

Summary of New License Proposed Improvements



- Whole-ecosystem approach
- Adaptive management to allow for more monitoring and flexibility in responding to changing environmental conditions
- Comprehensive fish program, including fish passage
- Continuing priorities
 - Flood risk management
 - Commitment to the environmental education center and recreation

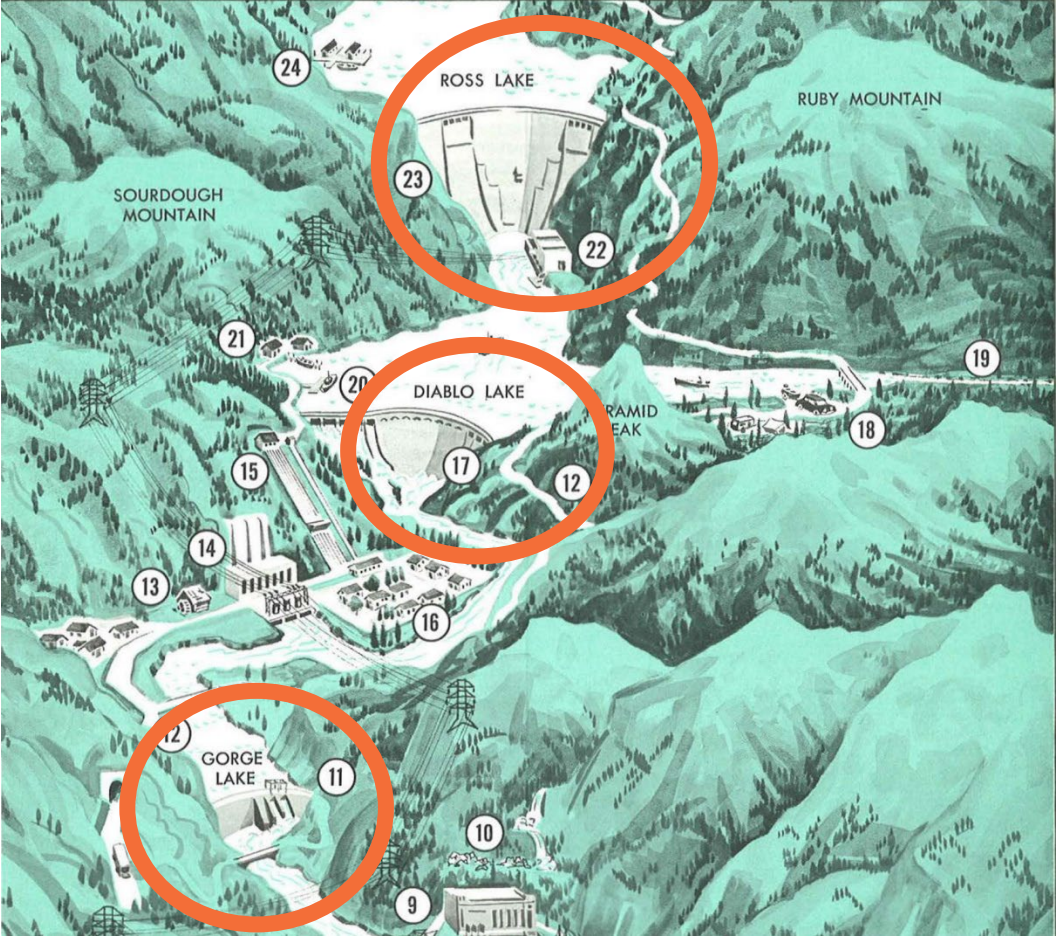
Comprehensive Fish Program

- Flow Management Plan
- Water Quality Attainment Plan
- Estuary and Mainstem Habitat Program
- Fish Passage
- Ecosystem Monitoring and Adaptive Management Program



Pink Salmon spawning in Diobsud Creek

Fish Passage: The Challenge



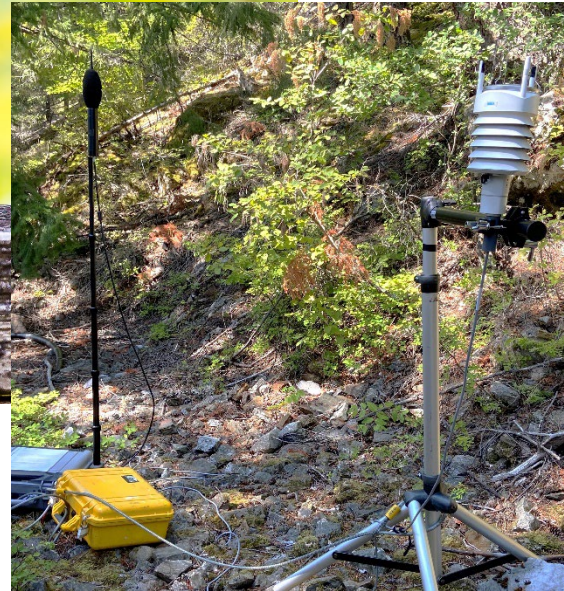
Fish Passage: The Approach

- City Light is committed to fish passage around all 3 dams
- Phases developed with key partners:
 - Phase 1: Studies by fish agencies
 - Phase 2: Pilot program moves fish to Ross Lake, informing future project design
 - Phase 3: Permanent facilities at Gorge Powerhouse and Ross Dam
 - Phase 4: Permanent facilities at Gorge and Diablo Dams
- Phases 1&2 are detailed in the FLA; 3&4 are in the FLA and will be further developed based on what we learn in the first two phases
- Fish Passage at Ross Dam will require construction of road from Highway 20 to Ross Dam
- Fish Passage facilities will require approval of National Marine Fisheries Service, US Fish and Wildlife Service, and FERC



Other Ecosystem Plans and Considerations

More than 230 individual items are included Protection Mitigation and Enhancement (PME) measures



- Mitigation Lands Management
 - Enhance access for Indian Tribes
 - Prioritize culturally important and sensitive habitats and species
 - Limit vulnerability to theft, vandalism, poaching
- Birds
- Wildlife
- Wetlands
 - Erosion
 - Vegetation Management
 - Invasive Species
 - Amphibians
 - Noise
 - Light

Estimated Costs

Note: These costs are estimated for the duration of a 50-year license. Considering the long timeline and uncertainty of future costs and project development, ratepayer impact cannot be calculated at this time.

Category	Over 50-year License	Estimated Annual
Hydroelectric Infrastructure	\$1.38 billion	\$27.5 million
Environmental (PME) total	\$850 million	\$17 million

- *FLA, Exhibit D*
- *2021 dollars*
- *PME: Protection Mitigation and Enhancement measures, including the first two phases of fish passage*

Next Steps

- Complete negotiations with license participants on the comprehensive settlement agreement
- FERC will conduct environmental review
- FERC will consult with NMFS and USFWS regarding impacts on Endangered Species Act species
- Ecology will determine if relicensing complies with state water quality requirements pursuant to the Clean Water Act
- City Light to start early actions once comprehensive settlement agreement is reached... even before the license is issued

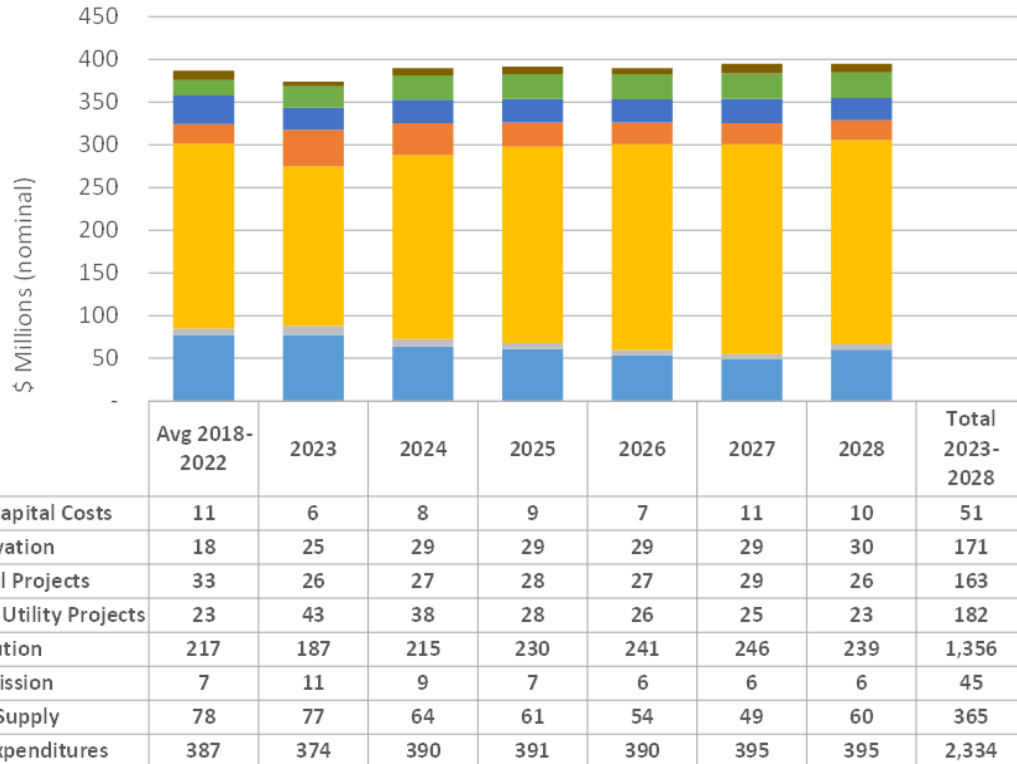
Tribal Engagement



Prioritize Investments in Core Infrastructure



Capital Budget



Largest CIP Projects, 2023-2028	\$ Millions
Overhead Equipment Replacements*	\$302.6
Underground Equipment Replacements	\$148.3
Medium Overhead and Underground Services	\$136.8
Boundary – Licensing Mitigation	\$106.5
Pole Attachments	\$104.0
Software Replacement Strategy (Distribution)	\$72.1
Local Transportation Driven Relocations	\$64.4
Network Additions & Services: Broad Street Sub	\$60.9

E Team: Portfolio Investment Management

Capital Portfolio Investment:

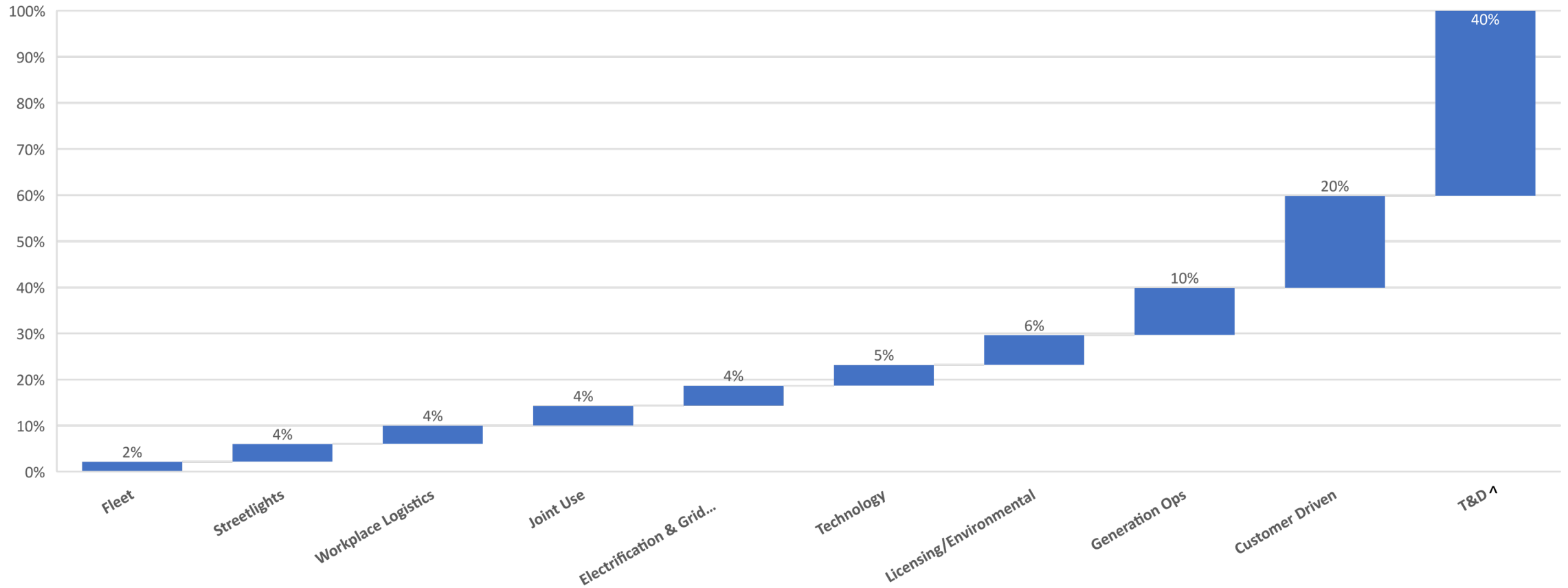
- Better align capital decision-making at a more strategic level, forward-looking framework.
- Sets annual budget targets for capital portfolios using Strategic Plan priorities and risk feedback from frontline staff balanced against historical spending and resource constraints.

2023 Capital Portfolios:

- Joint Use
- Streetlights
- Customer Driven
- Transmission & Distribution (T&D)
- Gen Ops
- Technology
- Workplace Logistics
- Fleets
- Licensing & Environmental
- Electrification & Grid Mod

2023 Portfolios Breakdown

Percent of 2024 CIP Budget

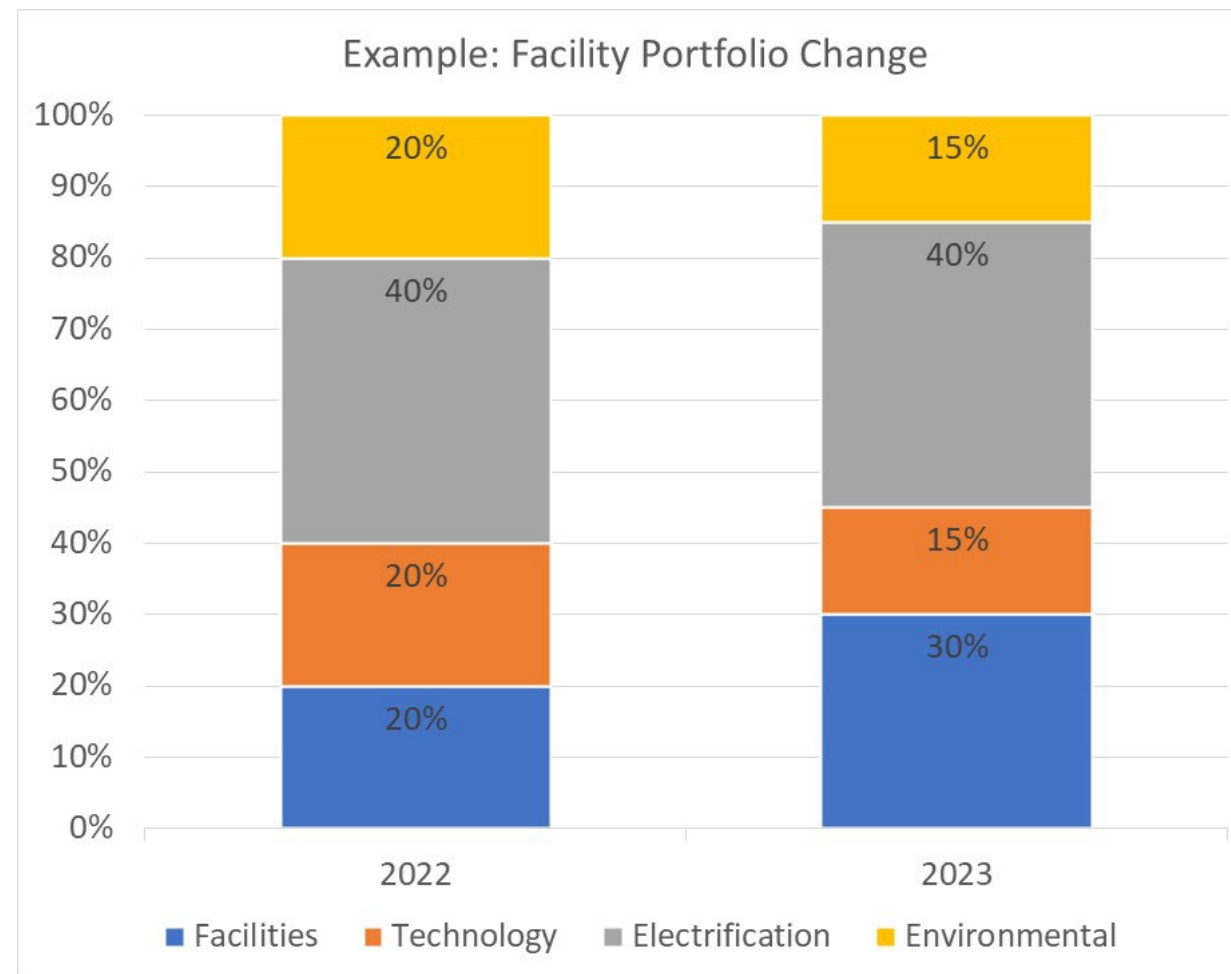


^ - T&D = Transmission & Distribution

Portfolio Investment Management: Example

- **Simplified Example: Facilities**

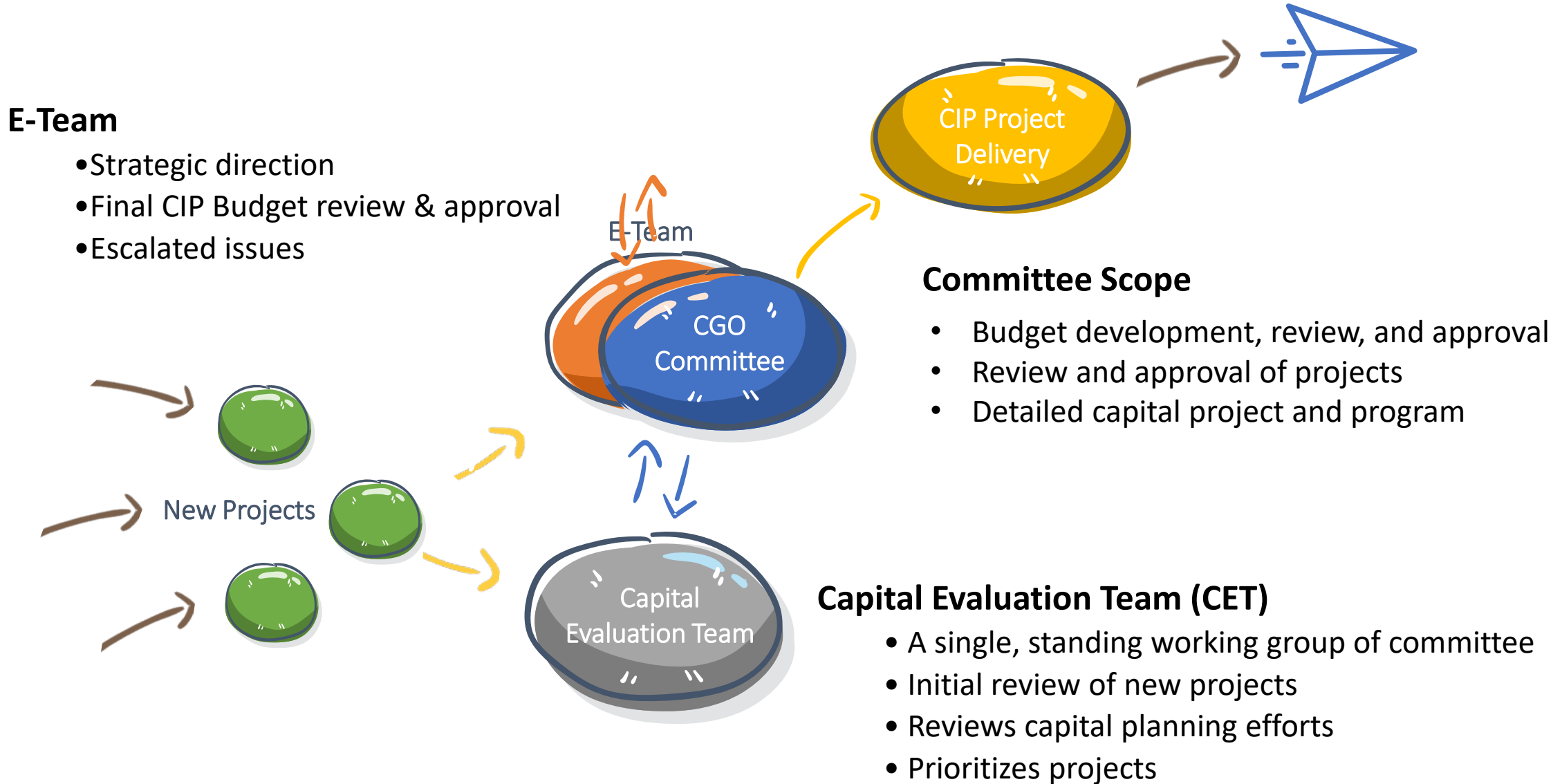
- 2022 – 20% of SCL CIP, consistent with Facilities' historical %
- 2023 – 30% of SCL CIP to account for new 2023 Initiative: Seattle Municipal Tower Restack



Benefits of Capital Governance & Oversight (CGO) Restructure

- Brings capital decision-making and oversight closer to the work
 - Allows for more detailed and in-depth oversight and prioritization.
- Integrates all CIP portfolios into common decision-making framework
- More clearly defined roles, responsibilities, and governance
- Lays the groundwork for long-term capital planning

Revised Capital Oversight Model



CGO & Portfolio Investment Timeline



Investments in Infrastructure

- Increase reliability & outage response
 - Dam Safety
 - Seismic Resiliency
 - Generation
 - Energy Delivery-
Upgrades/Maintenance
 - Transmission
 - Network
 - Substation
 - Distribution
 - Inter-Agency programs



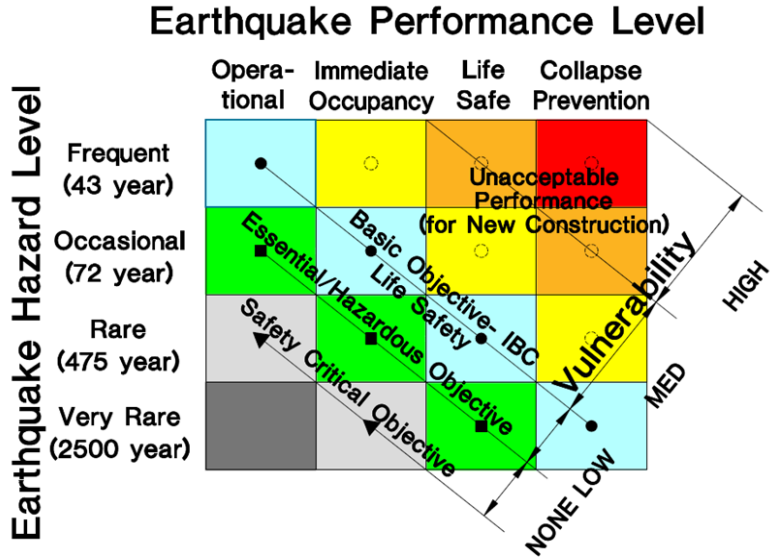
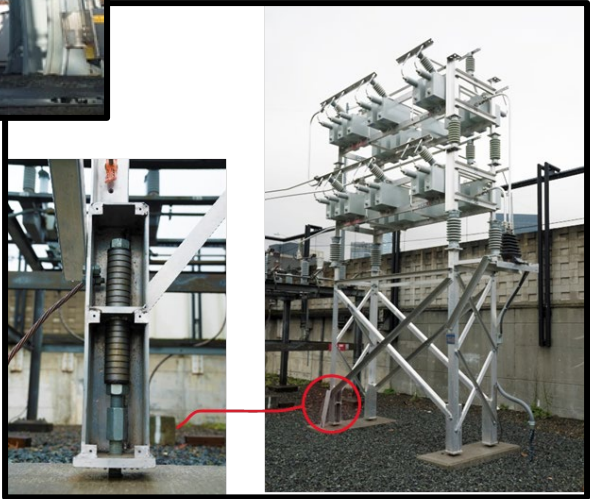
Infrastructure Project Spotlight - Dam Safety

- Inspections
- Monitoring
- Projects
- Program Maturity
- Functional Exercises



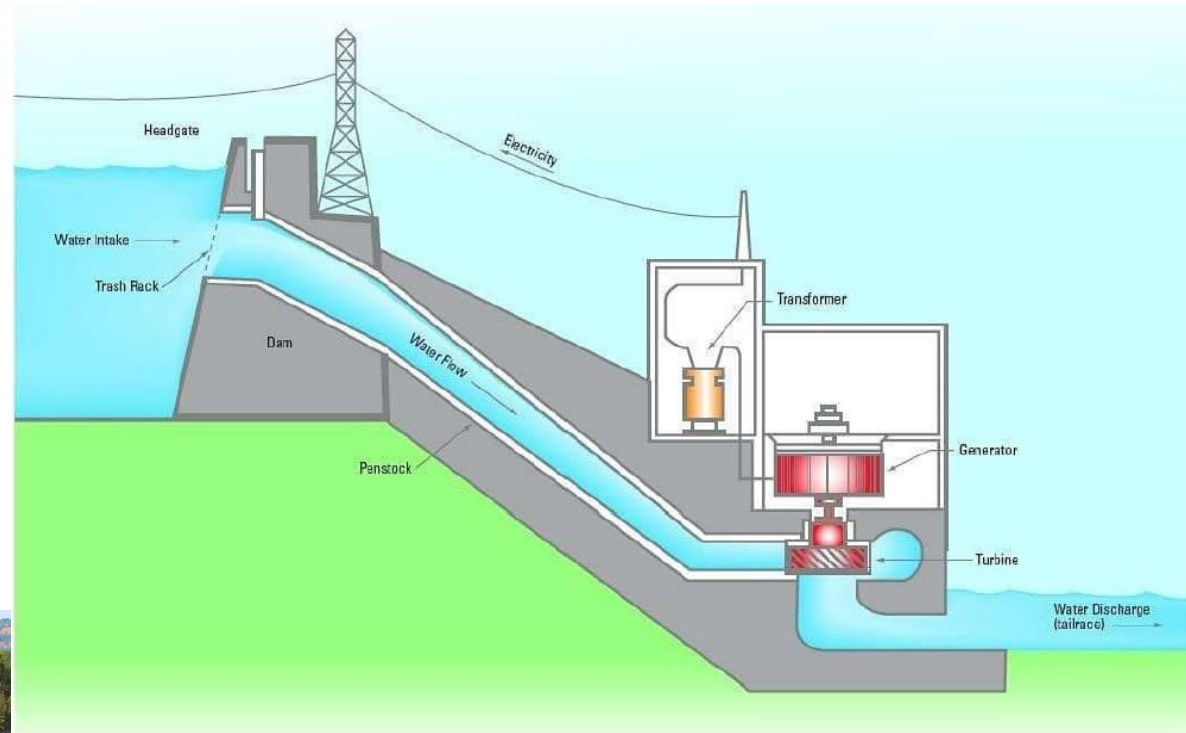
Infrastructure Project Spotlights-Seismic Resiliency

- Long Term Plan for Building Resiliency
- Standardizes building/structure design, equipment, construction
- Objective: Essential/Hazardous (green)



Infrastructure Project Spotlights-Generation

- Boundary
- Skagit
- Cedar Falls
- Tolt
- Lucky Peak



Infrastructure Project Spotlights-Energy Delivery

- Transmission

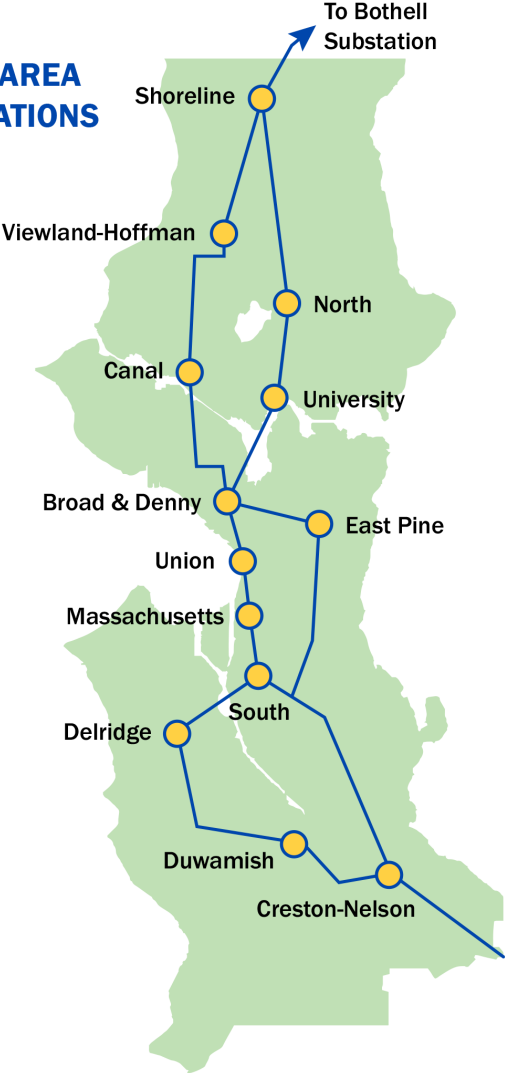
Transmission System Overhead Circuits (230/115kV)	644 miles
Transmission System Underground Circuits (230/115kV)	23 miles

- Substations

Major Substations	16
-------------------	----

- Recent threats

SERVICE AREA & SUBSTATIONS



Infrastructure Project Spotlights-Energy Delivery

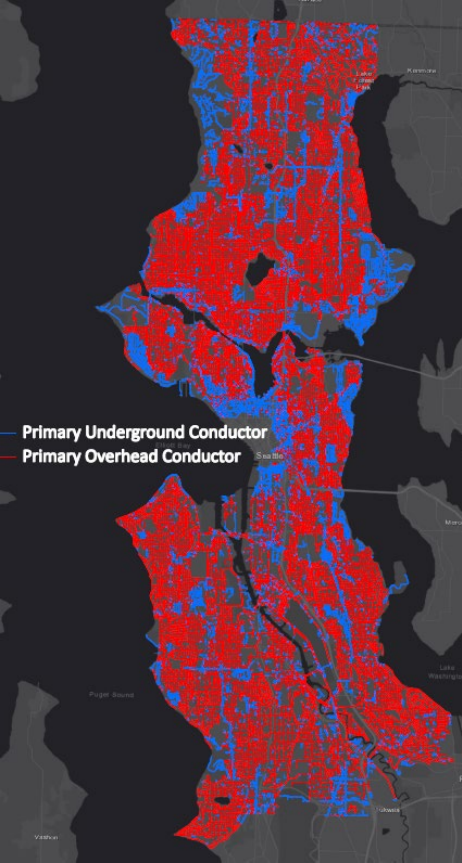
- Network

Distribution System Network Circuits (34/26/13/4kV)	348 miles
---	-----------

- Distribution

- Accelerator Pole Replacement Program
- Underground Radial Distributi

Distribution System Overhead Circuits (34/26/13/4kV)	1,739 miles
Distribution System Underground Circuits (34/26/13/4kV)	592 miles
Poles	90,000
Streetlights	85,000



Partnerships

- Inter-agency programs
 - Sound Transit: Lynnwood, ST3 (w/ SDOT, SPU)
 - Wastewater treatment: Ship Canal, West Point (w/ SPU, KC)
 - Port/Waterfront: (WSDOT, Port of Seattle)
 - Downtown Revitalization: City Center Connector "C3" (with SDOT)
 - Key Accounts: Nucor, UW, First Hill hospitals, etc.

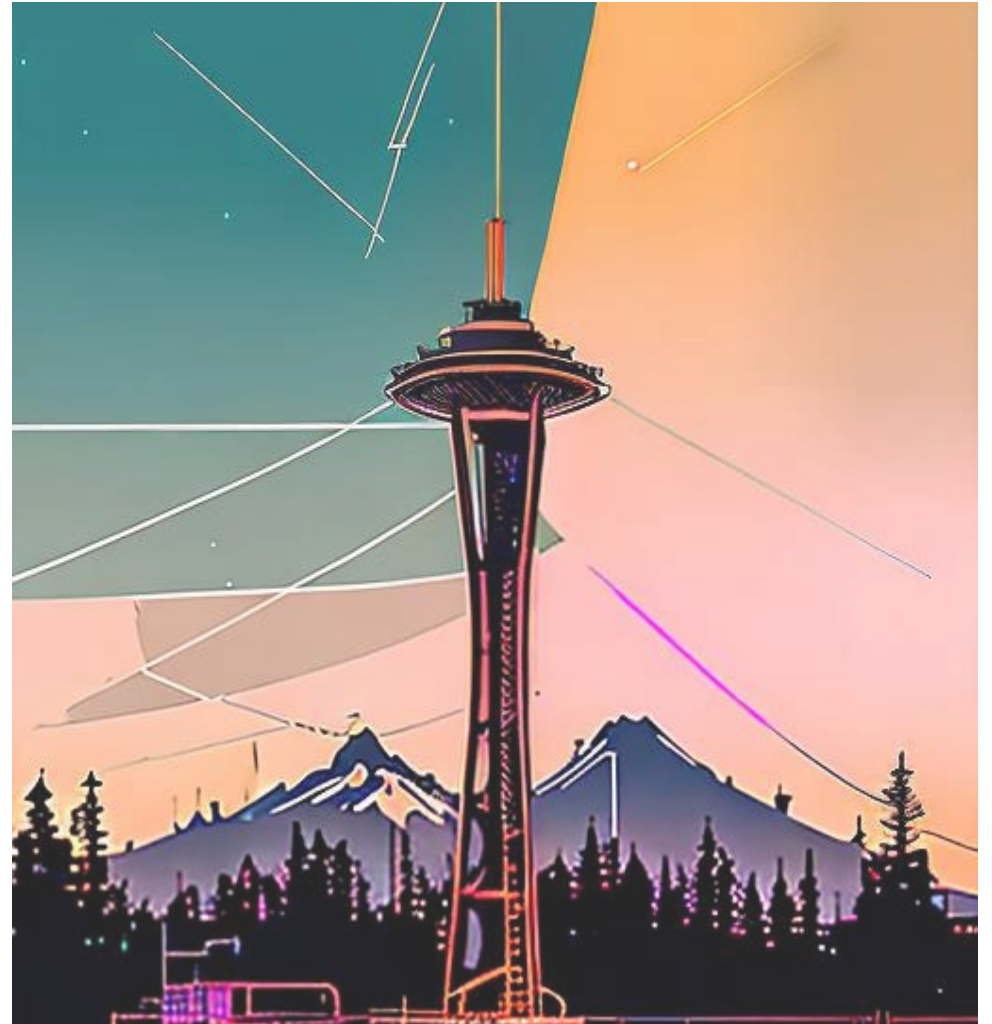
THANK YOU



Seattle City Light



Q1 2023 Strategic Plan Status Report



Project Lead: Leigh Barreca
Report Preparation: Brian Taubeneck
May 2, 2023

Table of Contents

- 1. Document Purpose & Key Definitions1**
 - 1.1. Document Purpose.....1
 - 1.2. Key Definitions1

- 2. Strategic Priority – Improve the Customer Experience.....2**
 - 2.1. Q1 Milestone Status.....2
 - 2.2. Selected Q1 Milestone Comments.....2

- 3. Strategic Priority – Create our Energy Future.....3**
 - 3.1. Q1 Milestone Status.....3
 - 3.2. Selected Q1 Milestone Comments.....4

- 4. Strategic Priority – Develop Workforce and Organizational Agility5**
 - 4.1. Q1 Milestone Status.....5
 - 4.2. Selected Q1 Milestone Comments.....6

- 5. Strategic Priority – Ensure Financial Health and Affordability7**
 - 5.1. Q1 Milestone Stage.....7
 - 5.2. Selected Q1 Milestone Comments.....7

- 6. Strategic Priority – We Power8**
 - 6.1. Q1 Milestone Status.....8
 - 6.2. Selected Q1 Milestone Comments.....9

1. Document Purpose & Key Definitions

1.1. Document Purpose

This document is intended for use by Seattle City Light staff and its stakeholders, including the City Light Review Panel. It provides status updates on the quarterly completion of milestones for each workstream associated with the five strategic priorities detailed in City Light’s 2023 – 2028 Strategic Plan.

Each section will begin with a snapshot of whether each workstream’s quarterly milestone(s) has/have been completed, delayed/in progress, or delayed/cancelled. The next section will provide greater detail of each workstream’s milestone status through the comments provided by the workstream leads. The comments will show only those milestones that are delayed or are facing issues with completion. If a workstream has completed all their milestones, that will be noted at the beginning of the section.

1.2. Key Definitions

Strategic Priority – Broad, multi-year areas of focus that will help City Light achieve its vision. These five strategic priorities, also known as business strategies, are detailed in City Light’s Strategic Plan.

PIA – Acronym for “Projects, Initiatives, and Activities.” PIAs are key program areas that have been specifically called out in City Light’s Strategic Plan.

Workstream – Major initiatives and activities completed by various workgroups at City Light in support of the PIAs. Each contributes to the overall success of City Light achieving the goals of the strategic priorities.

Milestone Stage – Workstream Leads choose from 3 statuses when reporting on the success of meeting quarterly milestones:

- Complete – Indicates that milestones for the quarter were completed as scheduled.
- Delayed / In Progress– Indicates that completion of a scheduled milestone has been delayed. This includes milestones that are in progress and will be completed after the close of the reporting quarter.
- Delayed / Cancelled or Reprioritized – Indicates that milestones have been delayed significantly as the result of cancellation or reprioritization.

Milestone Comments – Space provided for workstream leads to give greater detail for their choice of Milestone Status. Examples of comments include deliverables completed and mitigation for delays.

2. Strategic Priority – Improve the Customer Experience

2.1. Q1 Milestone Status

There are six workstreams within the Improve the Customer Experience strategic priority. Five completed all scheduled milestones and one had delayed or in progress milestones for Q1. Milestone detail can be found on the accompanying Excel spreadsheet.

PIA	Workstream	Q1 Milestone Stage
Integrate Voice of the Customer Into Organizational Culture	Apply customer insights to utility projects and programs	Complete
Strengthen and Fix Core Customer Services	Service to Bill	Complete
	UAP Evaluation	Complete
Expand Customer Service Options	Demand Response Pilot	Delayed / In Progress
	Implement Time of Day Rates	Complete
	Develop the Renewable Plus Program	Complete

2.2. Selected Q1 Milestone Comments

Workstream Leads provided several comments related to their milestone status. While many deliverables were completed some have been scheduled for early Q2. A selection of comments is highlighted below:

Workstream	Q1 Milestones	S	Q1 Milestone Comments
Demand Response Pilot	<p>Program start up; Demand Response Management System configured</p> <p>Marketing plan initiated</p> <p>Define dispatch strategy; provide training and documentation</p>		Dispatch strategy & Demand Response Management System to be finalized and configured in April (Q2)

3. Strategic Priority – Create our Energy Future

3.1. Q1 Milestone Status

There are seven workstreams associated with the Create our Energy Future strategic priority. Three completed milestones for Q1, three were delayed in Q1, and one did not have any milestones identified for the current quarter. Milestone detail can be found on the accompanying Excel spreadsheet.

PIA	Workstream	Q1 Milestone Stage
Demonstrate Leadership In Western Market Development	Achieve reliability & market compliance - Western Market Development	Delayed / In Progress
Fund and Implement Utility Next Portfolio	Utility Next – complete applications and secure key grant opportunities	Delayed / In Progress
Implement Electrification Plans	Launch PowerUp NW and Finalize Building Electrification Strategy	Complete
	Implement key Transportation Electrification initiatives	Complete
Implement Grid Modernization Program	Implement grid modernization projects	Delayed / In Progress
Integrate Distribution System and Resource Planning	Develop a plan and process for creating an Integrated System and Resource Plan (ISRP) encompassing Generation, Transmission & Distribution	No Q1 Milestones Identified
	Design and implement distributed energy resources strategy	Complete

3.2. Selected Q1 Milestone Comments

Workstream Leads provided several comments related to their milestone status. While many deliverables were completed some have been scheduled for early Q2. A selection of comments is highlighted below:

Workstream	Q1 Milestones	S	Q1 Milestone Comments
Achieve reliability & market compliance - Western Market Development	Contract for Extended Day-Ahead Market production cost model benefits study		Scope of work being negotiated and discussed. Working with peer utilities on lessons learned from previous model runs. Will be finalized in early Q2.
Utility Next – complete applications and secure key grant opportunities	Finalize Utility Next Charter		Utility Next charter drafted but will not be finalized until new Grants Strategic Advisor starts (offer made March 2023).
Implement grid modernization projects	<p>Complete lab testing for Distribution Automation (DA)</p> <p>Prepare back-end systems for distribution line sensors (DLS): Success means Power System Automation group has identified the SCL owned hardware for the backend system and completed the workshop series with Landis and Gyr (L+G) to establish, install, and integrate the L+G backend software (C.IQ)</p> <p>Completed Engineering Drawings. Receive completed DA Remote Switching Project engineering drawing from consultant</p>		<p>Lab testing for Distribution Automation is still ongoing</p> <p>Consultant-provided workshop/ training scheduled and will be held in late Q1/early Q2. SCL backend systems identified.</p> <p>90% Engineering Drawings received and reviewed. In comment resolution phase. Small delays occurred due to discussions about possible scope increases.</p>

4. Strategic Priority – Develop Workforce and Organizational Agility

4.1. Q1 Milestone Status

There are six workstreams within the Develop Workforce and Organizational Agility strategic priority. Four workstreams have completed milestones and two have delayed or in progress milestones. Milestone detail can be found on the accompanying Excel spreadsheet.

PIA	Workstream	Q1 Milestone Stage
Organizational Change Management Program	Operationalize Enterprise Change Management and Business Process Management Programs	Complete
Build an Agile Workforce	Develop an Equitable Employee Lifecycle	Delayed / In Progress
	P&C Assessment and Strategic Planning	Complete
	Foster a Safe and Secure Work Environment	Delayed / In Progress
	Redesign racial equity analysis process and tool	Complete
Continued Implementation of the Utility Technology Roadmap	Implement the Utility Technology Roadmap	Complete

4.2. Selected Q1 Milestone Comments

Workstream Leads provided several comments related to their milestone status. A selection of comments is highlighted below:

Workstream	Q1 Milestones	S	Q1 Milestone Comments
<p>Develop an Equitable Employee Lifecycle</p>	<p>Equitable Employee Lifecycle Framework (Phase 1) completed. Includes (but not limited to):</p> <ul style="list-style-type: none"> a. Talent Management Strategy b. Workforce Development Strategy c. Apprenticeship and Technical Training Strategy d. RSJI Strategy (included in separate Workstream) <p>Review and assess current processes, optimize, and update where possible</p>		<p>In the process of developing strategies for each work unit that relate to employee development. P&C has researched and inventoried current processes.</p> <p>Workforce Excellence is determining where processes can be updated and centralized and what training and upskilling is needed to fully utilize tools.</p> <p>Working with a vendor, to understand all components of the employee lifecycle, and how it relates to culture, access, and RSJI priorities.</p>
<p>Foster a Safe and Secure Work Environment</p>	<p>Update Cority (safety tracking program) to allow incident review and closure by Safety, Health and Wellness (SHaW) staff</p> <p>Debrief Current Culture Survey with each business unit</p> <p>Deploy hoteling software and configure back end and complete design for phase 2 of tenant improvements at Seattle Municipal Tower (30,34-36)</p>		<p>Cority permissions have been given to all SHaW staff to review and close incidents for their assigned groups. Beginning the week of 4/3, weekly incident reviews are being implemented at SHaW staff meetings.</p> <p>Business units have either debriefed or have scheduled a debrief session with on the Current Culture Survey. Expected completion by the end of April.</p> <p>Hoteling software is approved by the Information Technology Department and has been approved for mobile devices. System configurations are being finalized. Anticipated final build completed by end of May. Design Development 100% for phase 2.</p>

5. Strategic Priority – Ensure Financial Health and Affordability

5.1. Q1 Milestone Stage

There are five workstreams for the Ensure Financial Health and Affordability strategic priority. Three completed milestones for Q1 and two workstreams reported delayed or in progress milestones. Milestone detail can be found on the accompanying Excel spreadsheet.

PIA	Workstream	Q1 Milestone Stage
Control Rate Increases	Increase Financial Acumen	Complete
	Refine Financial Policies and Debt Strategy	Complete
Price Services for the Future	Influence Bonneville Power Administration Provider of Choice Contract Policy	Complete
	Underground Rate Policy	Delayed / In Progress
Road to Recovery	Road to Recovery continuation efforts and improvements	Delayed / In Progress

5.2. Selected Q1 Milestone Comments

Workstream Leads provided several comments related to their milestone status. While many deliverables were completed some have been scheduled for early Q2. A selection of comments is highlighted below:

Workstream	Q1 Milestones	S	Q1 Milestone Comments
Underground (UG) Rate Policy	Develop Geographic Information System (GIS) underground service analysis scope and timeline Internal decision on first year proposed UG rate would start		GIS resources secured. Scope/design study in process. SCL's internal proposal for a (potential) UG surcharge is projected to 2027.

Road to Recovery continuation efforts and improvements	Refine field disconnection and reconnection processes.	<p>Credit and collections leadership has been working with leadership from operations and technical metering to establish protocols and processes for executing manual disconnections. Newly hired Electrical Helpers will be helping with residential and some small commercial disconnects and reconnects. Meter electricians, and when needed, Line Service will handle manual disconnects and reconnects for medium and large commercial customers.</p> <p>The teams last met on March 24th to discuss, but a couple of additional meetings are needed. We will start small in regard to volume for field disconnection requests and look to conduct the first field disconnections in late April or early May.</p>
--	--	---

6. Strategic Priority – We Power

6.1. Q1 Milestone Status

There are three workstreams within the We Power strategic priority. Two completed milestones, and one was delayed or in progress in Q1. Milestone detail can be found on the accompanying Excel spreadsheet.

PIA	Workstream	Q1 Milestone Stage
We Power	Develop Division Performance Dashboards	Complete
Skagit Relicensing	All efforts related to relicensing requirements	Complete
Prioritize investment in core infrastructure to	Improve reliability and outage response	Delayed / In Progress
	Infrastructure improvement prioritization and reporting	Complete

6.2. Selected Q1 Milestone Comments

Workstream Leads provided several comments related to their milestone status. While many deliverables were completed some have been scheduled for early Q2. A selection of comments is highlighted below:

Workstream	Q1 Milestones	S	Q1 Milestone Comments
Improve reliability and outage response	Boardwalk Meeting/ Abnormal Condition Log. Line Operations Scheduling Tool Implementation		Positive progress towards repairing abnormal system/equipment issues via the boardwalk meeting. Line scheduling tool is almost fully implemented for overhead and underground crews.

Strategic Priority	PIA	Workstream
Improve the Customer Experience	Expand Customer Service Options	Demand Response Pilot
Improve the Customer Experience	Expand Customer Service Options	Implement Time of Day Rates
Improve the Customer Experience	Integrate Voice of the Customer Into Organizational Culture	Apply customer insights to utility projects and programs
Improve the Customer Experience	Expand Customer Service Options	Develop the Renewable Plus Program

Improve the Customer Experience	Strengthen and Fix Core Customer Services	Service to Bill
Improve the Customer Experience	Strengthen and Fix Core Customer Services	UAP Evaluation
Create Our Energy Future	Demonstrate Leadership in Western Market Development	Achieve reliability & market compliance - Western Market Development
Create Our Energy Future	Integrate Distribution System and Resource Planning	Design and implement distributed energy resources strategy

Create Our Energy Future	Fund and Implement Utility Next Portfolio	Utility Next – complete applications and secure key grant opportunities
Create Our Energy Future	Implement Electrification Plans	Launch PowerUp NW and Finalize Building Electrification Strategy
Create Our Energy Future	Implement Electrification Plans	Implement key Transportation Electrification initiatives
Create Our Energy Future	Implement Grid Modernization Program	Implement grid modernization projects

Create Our Energy Future	Integrate Distribution System and Resource Planning	Develop a plan and process for creating an Integrated System and Resource Plan (ISRP) encompassing Generation, Transmission & Distribution
Develop Workforce and Organizational Agility	Continued Implementation of the Utility Technology Roadmap	Implement the Utility Technology Roadmap
Develop Workforce and Organizational Agility	Build an Agile Workforce	Develop an Equitable Employee Lifecycle
Develop Workforce and Organizational Agility	Build an Agile Workforce	P&C Assessment and Strategic Planning

Develop Workforce and
Organizational Agility

Build an Agile Workforce

Foster a Safe and Secure Work
Environment

Develop Workforce and Organizational Agility	Operational Change Management Program	Operationalize Enterprise Change Management and Business Process Management Programs
Develop Workforce and Organizational Agility	Build an Agile Workforce	Redesign racial equity analysis process and tool
Ensure Financial Health and Affordability	Control Rate Increases	Increase Financial Acumen
Ensure Financial Health and Affordability	Control Rate Increases	Refine Financial Policies and Debt Strategy

Ensure Financial Health and Affordability	Price Services for the Future	Influence Bonneville Power Administration Provider of Choice Contract Policy
Ensure Financial Health and Affordability	Price Services for the Future	Underground Rate Policy
Ensure Financial Health and Affordability	Road to Recovery	Road to Recovery continuation efforts and improvements
We Power	Investment in Core Infrastructure Prioritization	Improve reliability and outage response

We Power	Investment in Core Infrastructure Prioritization	Infrastructure improvement prioritization and reporting
We Power	Skagit Relicensing	All efforts related to relicensing requirements
We Power	We Power	Develop Division Performance Dashboards

E-Team Lead	Q1 Milestones
Smith, Craig	<p>Program start up; DRMS configured</p> <p>Marketing plan initiated</p> <p>Define dispatch strategy; provide training and documentation</p>
Smith, Craig	<p>SOW and deliverables defined for program</p> <p>Data Extract solution (DSS-T) contracted and underway</p>
Smith, Craig	<p>CX Foundational: Complete customer personas for utility-wide use</p> <p>CX Foundational: Deploy new SharePoint CX Resource Hub for people to access personas, core journeys, project intake form, survey data, and templates. Conduct roadshows to educate and engage staff.</p> <p>Time of Day (TOD): Conduct customer research to inform SMW replacement (phase 1 of TOD); support TOD concept mapping</p> <p>INSIGHTS: Complete 2022 Year End Survey report outs to inform utility 2023 planning</p> <p>INSIGHTS: Join Chartwell Leadership Councils to develop network of utility professionals and expand insights available through Insights Center</p>
Smith, Craig	<p>Outreach to customers known to be interested in participating in R+ completed, providing updates on program status</p> <p>Release of solar/wind resource RFP (by Power Marketing, as part of broader resource acquisition efforts)</p>

Vargo, Michelle	Customer Service Application Review/Updates Engineering Benchmarking Study Closeout/Next Steps
Smith, Craig	Utility Affordability Programs 2023 workplan in place. Contractor Selected.
Baggs, James	Contract for EDAM production cost model benefits study
Anyanwu, Emeka	Conducting current state assessment as it related to DER – Reviewing key SCL documents. Interviewing SCL staff and external stakeholders via consultant. Make significant progress on future state – Host a future state session with employees; review DER best practices from peer utilities.

Anyanwu, Emeka	<p>Finalize Utility Next Charter</p> <p>Complete Department of Energy (DOE) Grid Resilience and Innovation Partnerships (GRIP) Application</p>
Anyanwu, Emeka	<p>PowerUp NW:</p> <ul style="list-style-type: none"> • Develop 2023 Offerings/programming calendar • Contract with PowerUp NW transition plan vendor <p>Building Electrification:</p> <ul style="list-style-type: none"> • Launch community engagement/input into strategy <p>External Workforce Development:</p> <ul style="list-style-type: none"> • Align Workforce Development objectives with other City Departments: Office of Economic Development and Office of Sustainability and Environment (OED, OSE)
Anyanwu, Emeka	<p>LCFS: Create scope of work and draft RFP</p> <p>Programs: Onboard Implementation vendor and beginning design</p>
Anyanwu, Emeka	<p>Complete lab testing for Distribution Automation: Switches are part of a University Sub Fault Location Isolation and Service Restoration (DA FLISR) scheme</p> <p>Prepare back-end systems for distribution line sensors (DLS) Working with SCL's Utility Technology Division; Success means PSA (Power System Automation group) has identified the SCL owned hardware for the backend system and completed the workshop series with Landis and Gyr (L+G) to establish, install, and integrate the L+G backend software (C.IQ)</p> <p>Completed Engineering Drawings – Receive completed DA Remote Switching Project engineering drawing from consultant</p>

Anyanwu, Emeka	
Kakani, Kalyana	<p>On Call Contract</p> <p>Crew Callout Tool Contract</p> <p>DSS T Data Extract Contract w/ Oracle</p>
Johnson, DaVonna	<p>Equitable Employee Lifecycle Framework (Phase 1) completed. Includes (but not limited to):</p> <ul style="list-style-type: none"> a. Talent Management Strategy b. Workforce Development Strategy c. Apprenticeship and Technical Training Strategy d. BSJI Strategy (included in separate Workstream) <p>Establish stakeholder engagement activities where appropriate</p> <p>Review and assess current processes, optimize and update where possible</p> <p>Engage with internal and external networks (other utilities, affinity groups, Regional Consortium members, etc.)</p>
Johnson, DaVonna	<p>Conduct one-on-one interviews with executive leadership. Help identify opportunities for improvement to better support our customers throughout the employee lifecycle – from hire to retire.</p> <p>Conduct survey of People Leaders and key People and Culture staff. Gather stakeholder feedback for the services that People and Culture delivers to internal customers.</p>

Johnson, DaVonna	<p>Update Cority to allow incident review and closure by SHaW personnel.</p> <p>Introduce all SHaW personnel to the concepts and functions of Learning Teams (LT); continue to facilitate Learning Teams across City Light.</p> <p>Develop written SHaW internal processes on basic subjects including performance expectations, internal communications, post incident communications, assignment of work, vehicle sharing, etc.</p> <p>Safety supports Workforce Development in creating training opportunities, meeting meet monthly to share information.</p> <p>Deploy hoteling software and configure back end</p> <p>Complete design for phase 2 of tenant improvements at SMT (30,34-36)</p> <p>Layout 2023 CIP workplan to increase YoY spending by 50%</p> <p>Debrief Current Culture Survey with each business unit</p>
------------------	--

<p>Chan, Jen</p>	<p>Develop and deliver OCM/BPM strategies and/or services for SCL key initiatives:</p> <ul style="list-style-type: none"> • Develop and/or update OCM/BPM strategy for key SCL initiatives such as WAMS, UT Roadmap work, Create Our Energy Future, Time of Day and others. • Deliver OCM services to NMS, Workday, Work & Asset Management. • Develop and/or deliver BPM services to Hiring Process, Accounting Division, Enterprise Intake and others. <p>Refine BPM service offerings and related collaterals:</p> <ul style="list-style-type: none"> • Create adoption rubric, aligned with strategic priorities. • Develop and offer initial BPM 101 training series on rolling basis. • Continue activities to raise awareness in the utility. <p>Lay the groundwork for establishing performance measurement best practices in collaboration with the SCL Strategic Planning and Performance team.</p>
<p>Johnson, DaVonna</p>	<p>TOOL: Redesign the tool step by step with equity staff</p>
<p>Grainger, Kirsty</p>	<p>Project Management Dashboard Requirements</p>
<p>Grainger, Kirsty</p>	<p>Documentation of financial metrics</p> <p>Develop outline of white paper</p>

<p>Anyanwu, Emeka</p>	<p>Continue to participate and provide vocal and effective leadership from the staff level up to the executive level on the multiple workstreams in the POC process. This includes</p> <ul style="list-style-type: none"> - PPCs POC executive group, - PPC's small working group, - BPA's Peak Net Requirements small group, - BPA's general stakeholder processes, and - any other ad-hoc groups or meetings as they arise. <p>Development of analytical tools and capability to consider policy impacts to Seattle City Light</p>
<p>Grainger, Kirsty</p>	<p>Develop GIS underground service analysis scope and timeline</p> <p>Internal decision on first year proposed UG rate would start</p>
<p>Smith, Craig</p>	<p>Refine field disconnection and reconnection processes.</p>
<p>Vargo, Michelle</p>	<p>Boardwalk Meeting/ Abnormal Condition Log.</p> <p>Line Operations Scheduling Tool Implementation</p>

Haynes, Mike	<p>Advertise and hire for Manager 3 (Underground)</p> <p>Assign a Project Delivery Division Program Team (Fleet)</p> <p>Apply for grant funding (Fleet)</p> <p>Start fabrication (Diablo)</p> <p>Responses to construction bid received (Broad St)</p> <p>Focus on Sound Transit Board action on preferred alternative for Ballard Link Extension (Sound Transit 3)</p> <p>Work with Operations and ETO to provide "30% submittal" expedited comment review (Sound Transit 3)</p>
Haynes, Mike	<p>File Updated Study Report with Federal Energy Regulatory Commission (FERC)</p> <p>Mayor's Office and Council Briefing on Final License Application</p>
Chan, Jen	<p>Build one dashboard</p> <p>Assign action steps necessary for dashboard development to one division</p> <p>Confirm all 2023 division with the directors and present to ETeam for Visibility</p>

Q1 Milestone Stage

Delayed / In Progress

Complete

Complete

Complete

Complete

Complete

Delayed / In Progress

Complete

Delayed / In Progress

Complete

Complete

Delayed / In Progress

No Q1 milestones

Complete

Delayed / In Progress

Complete

Delayed / In Progress



Complete

Complete

Complete

Complete

Complete

Delayed / In Progress

Delayed / In Progress

Delayed / In Progress

Complete

Complete

Complete

Q1 Milestone Comments

Dispatch strategy & DRMS to be finalized and configured in April (Q2)

Program charter signed, outcomes defined, and DSS-T data extract solution contracted with Oracle.

Completed draft customer personas. Rollout scheduled for Q2.

Deployed updated SharePoint site for CX Division, including updated resources. Continued work occurring to develop resources as requested by staff. Rollout scheduled for Q2.

Five customer interviews were conducted to inform the Seattle Meter Watch replacement project. To date, the TOD design concept mapping has completed visioning, customer/participant ideation, and journey mapping workshops. Remaining concept mapping will be completed in early Q2 (including customer research).

All 2022 Year End Benchmark Survey report outs were completed, including JD Power and Cogent readouts. Additionally, internal CX memos and presentations were given to Communications, CES Division, CCES leadership, Customer Operations leadership, and Business Customer Services team. Memos were also shared broadly with utility leadership.

Seattle City Light joined Chartwell's Leadership Councils (Customer Experience Leadership Council, Billing and Payment Council, Outage Communications Council, and Vulnerable Customer Leadership Council) and assigned City Light Leads and participants for each. City Light has leveraged the Councils to for input on CX Team & Program structures and Advanced View Usage / TOD Rollout.

RFP closed; Submittals being reviewed for short-list. Customer communication drafted.

Customer Service Application Review/Updates: StB facilitated connections between several teams/groups on City Light's Application for Electric Service and began to identify areas requiring change or further investigation, which ranged from application content to communication with customers after application submission to the application technology/format itself. StB's application project manager changed midway through Q1 which allowed for learnings from the contiguous application process mapping to be incorporated. The next steps include: (1) facilitating an Application Workshop with all relevant subject matter experts, and (2) continued partnership with Utility Technology team on solutions and prioritization.

Engineering Benchmarking Study Closeout/Next Steps: The ETO Study was presented to the Steering Committee in December 2022. StB met with engineering leadership to discuss next steps as they further consider recommendations from the study in tandem with hiring of pertinent engineering managers. StB will collaborate on process improvements as requested by engineering after ETO digests the benchmarked information.

We plan to evaluate and potentially redesign our portfolio of utility assistance programs and affordability programs to ensure they are accessible, effective, and help as many eligible customers as possible.

As planned, we have selected a consultant to lead this effort. We were able to utilize an on-call roster of consultants established by the CES division and selected Illume. SOW development is underway.

Scope of work being negotiated and discussed with Brattle. Working with peer utilities on lessons learned from previous model runs. Will be finalized in early Q2.

Current State and Proposed Future State shared with DER Steering Committee and Executive Steering Committee. Review of proposed Future State requested. Additional SCL staff review tasks announced for Q2.

DOE GRIP Application submitted successfully. WA CEF4 Grants successfully contracted for.

Utility Next charter drafted but will not be finalized until new Grants Strategic Advisor starts (offer made March 2023).

PowerUp NW/LDL

LDL offerings and programming calendar in place for first half of the year.

Transition plan contract signed and in place - awaiting PO to be issued.

Building Electrification:

Building Electrification Strategy Community Engagement kicked off with 2 sessions facilitated by ECOSS. MOU with DON underway.

External Workforce Development

Engaging in working group with OSE and OED (led by OED) to coordinate on response to Workforce Development Executive Order

LCFS: We completed a SOW and selected a vendor to develop SCL's LCFS program. We accelerated this timeline by selecting a vendor on EST's on-call contract.

Programs: ICF is onboarded and starting to design SCL's Public Charging Station Program.

-Lab testing for Distribution Automation is still ongoing —Switches are part of a University Sub Fault Location Isolation and Service Restoration (DA FLISR) scheme

-Distribution line sensors (DLS) – L+G provided workshop/ training scheduled and will be held in late Q1/early Q2. SCL backend system identified.

-90% Engineering Drawings received and reviewed. In comment resolution phase. Small delays occurred to to discussions about possible scope increases that did not occur.

- The contract for Crew Call Out is in place so the project can proceed.
- The contract with Oracle for the Data Extract is in place.
- We have selected 17 vendors and identified which of the 9 topic areas that we want to contract with each of them. We are finalizing details and establishing the contracts with the 17 vendors.

The Division is in the process of developing strategies for each work unit that relate to employee development and the groups have researched and inventoried current processes.

Working with EPRI, DOE, and regional utility partners (such as Portland General Electric) as well as with SCL's OCM, and other stakeholders at CL, Workforce Excellence is determining where processes can be updated and centralized and what training and upskilling is needed to fully utilize tools (i.e. Cornerstone and NeoGov).

Working with a vendor, WEX is working to understand all components of the employee lifecycle, and how it relates to culture, access, and JEDI priorities.

Completed one-on-one interviews with executive leadership on March 8, 2023. Survey of People Leaders and key People and Culture staff was completed on March 20, 2023.

Cority permissions have been given to all SHaW personnel to review and close incidents for their assigned groups. Beginning the week of 4/3, weekly incident reviews are being implemented at SHaW staff meetings. An introductory session to Learning Teams was held at the monthly "All SHaW Professional Development" meeting in February. An additional workshop is scheduled in April.

During the first quarter, SHaW completed development of a written process on obtaining Commercial Driver's Licenses and getting into the driving pool, which is being implemented for pre-apprentices and new and existing employees. SHaW completed and implemented an internal Storm Response procedure, a paging system for emergencies, and finalizing the draft on the expanded Incident Response Standards and Safety Committee Guidelines. SHaW provided Workforce Development with the updated Safety training matrix and a list of classes that can be provided online, assisted with scheduling and developing presentations for Safety Camp training sessions, and assisted with external trainer coordination. Business units have either debriefed or have scheduled a debrief session with DecisionWise on the Current Culture Survey. Expected completion date will be the end of April.

Hoteling software is approved by ITD, SSO enabled and approved for mobile devices (i.e., iPhone app). System configurations are being finalized. Anticipated final build completed by end of May. Design Development 100% for phase 2 and delivered on-schedule and moving onto Construction Documents. Partnered with Project Delivery to capture and prioritize 6 projects to expend funds and project managers are being assigned and funding allocated.

- * Hosted an OCM shared vision workshop for WAMS, which is a step towards an OCM Strategy
- * Developed a working OCM strategy materials and BPM Strategy for the respective key projects listed in our Q1 milestone (UT Roadmap, TOD, etc.); these materials will evolve as project needs evolve.
- * Developed the first BPM 101 training course, piloted with the Service-to-Bill team and the Data Interest Group (DIG).
- * Presented to the DIG cross-utility group, discussing the role and value of BPM, generating additional awareness and support.
- * Began conversations with the SCL Strategic Planning and Performance team, sketching initial engagement scope.
- * Developed a BPM training maturity model, along with class outlines and timeline.

The Race and Social Justice (RSJ) team is in the process of redesigning the racial equity analysis process and tool. There are six steps to redesign. The RSJ team is working on the first step within the team and the second step with the Community Outreach and Engagement Advisor.

Draft requirements complete. Ready to transmit to BI Team for prototyping.

Staff and management continues to participate in PPC, BPA & I5 utility developments on the BPA POC process. Process is moving past the "policy" development stage and in Q2 will move into "product" development. Critical elements in POC process including system size and allocation should be finalized in Q2.

GIS resources secured. Scope/design study still in process.

SCL's internal proposal for a (potential) UG surcharge is projected to 2027.

Credit and collections leadership has been working with leadership from operations and technical metering to establish protocols and processes for executing manual disconnections. Newly hired Electrical Helpers will be helping with residential and some small commercial disconnects and reconnects. Meter electricians, and when needed, Line Service will handle manual disconnects and reconnects for medium and large commercial customers.

The teams last met on March 24th to discuss, but a couple of additional meetings are needed. We will start small in regards to volume for field disconnection requests and look to conduct the first field disconnections in late April or early May.

Positive progress towards repairing abnormal system/equipment issues via the boardwalk meeting.

Line scheduling tool is almost fully implemented for OH and URD crews.

Underground Cable Replacement Manager 3 was posted and closed on 3/28/2023.
Hiring process started.

Project Delivery Division Program team lead, for fleet/facilities are Steve Byers (Manager 3) and Lizzy Kay (Sr. Project Manager). Team exploring grant opportunities.

Diablo trash rash is in progress.

Bids were received. Awarded on 4/11/2023.

Engaged on Sound Transit 3 and post March 2023 board action. Pivoting to design options and possible refinements with Sound Transit and developers.

Coordination and collaboration with ETO continues, regarding Sound Transit Submittals.

All tasks complete. Q2 tasks on track.

Progress is being made on building a dashboard for CES, and should be complete by end of Q2.

CES, Workplace Logistics, Finance, Accounts Payable, and Utility Technology have all been confirmed for the year, with one remaining division to be confirmed. This plan has been presented to ETeam for visibility.

Discussions with Env. Land & Licensing are in progress.

Opinion

The Seattle Times

City Light seeks dam license renewal with focus on fish passage

May 17, 2023 at 3:42 pm



Diablo Dam is one of three dams that are located along the Skagit River, the others being Ross and Gorge dams. (Daniel Kim / The Seattle Times)

Turning on a light is easy to take for granted.

We're proud of that. Seattle City Light customers should take for granted that the electricity will work and will be renewable and affordable. We're proud to be a publicly owned supplier of clean energy, and nearly 1,800 people work to ensure the reliability of that energy for 1 million people who live and work in Seattle and neighboring communities.

We're fortunate to have multiple sources of hydropower, but no energy source is environmentally perfect. As City Light seeks a new license from the federal government that will update how we operate the three-dam Skagit River Hydroelectric Project, the decisions about project operations and environmental mitigation should be part of a public conversation.

The magnificent Skagit River provides about 20% of Seattle's electricity. If you have five light bulbs on, at least one is powered by a river that begins in Canada, flows through the North Cascades National Park and pours into Puget Sound. Gorge, Diablo and Ross dams are stunning, and their reservoir lakes are treasured destinations.

The three-dam project was built to generate renewable electricity, and it does that well. But that's not its only job; flood risk management and protection of fish habitat are prioritized over recreation and power generation.

On April 28, Seattle requested a new license from the federal government to operate the dams for the next 50 years. Our application was the result of years of collaboration with tribes, Canadian First Nation, and federal and state

resource agencies. The Federal Energy Regulatory Commission will conduct its own environmental review, seek public comments and consult with the tribes. A new license is expected in 2025 or 2026. In the meantime, we will continue to accept public feedback and work collaboratively to protect and enhance the Skagit.

Seattle has much to be proud of: The dams have been maintained well and are safe for both workers and downstream communities. Over the last several decades, environmental mitigation around the project and throughout Skagit County has been extensive. But we have more work to do.

While hydropower is the most reliable, low-emission energy source available, nothing is free of trade-offs. Salmon and Steelhead are important to the ecosystem and are at the center of the lives of tribes, and we know our choices affect fish populations. To improve their chances, we must look at the whole ecosystem, especially now as climate change is increasingly affecting snowpack, water quality, fish, wildlife, forests and more.

During the early 1990s, as they were preparing the last license application, City Light, federal and state resource agencies, and tribes collectively decided to focus on improving the flow program and enhancing the lower river habitat, where all Skagit River fish species have their spawning ground. Those projects have been successful and will be continued during the next license.

Now it is time to plan for fish passage. More than in past re-licensing processes, we have been prioritizing the tribes' interests in fish restoration and harvest, and we've developed a comprehensive fish program that includes fish passage. We are genuinely grateful to the Upper Skagit Indian Tribe, the Swinomish Tribe and the Sauk-Suiattle Tribe for their continued collaboration.

If your idea of fish passage is the Ballard Locks fish ladder, think again. Gorge Dam is 30 stories tall; Diablo is 39 stories; Ross is 54. The only option is "trap and haul," which means collecting fish in the lower river and driving them nearly 15 miles to Ross Lake. That will involve building a whole new road through the mountains of the North Cascades National Park. In this license, we're working with National Marine Fisheries Service, the tribes and others to take on the engineering and environmental challenges of fish passage. Collaborative problem-solving, based in science, is central to developing a successful fish passage program.

What's more, we're not relying on fish passage alone. The Skagit has five species of salmon in the river, and we're working with the Swinomish Tribe and others on whole-ecosystem care, which includes estuary restoration to ensure fish have the essential habitat to thrive throughout the river. We're also working with the Army Corps of Engineers, Skagit County and other partners to manage the risk of floods, a long-held commitment to downstream communities.

Is this all hard to imagine? It doesn't have to be. The project is a public facility, and everyone is invited to visit, take a boat tour, learn about the local tribes and be blown away by the beauty of the North Cascades.

Once you see it, we guarantee: The next time you turn on the light, you won't take it for granted.

***Debra Smith** is the General Manager and CEO of Seattle City Light, a publicly owned utility providing nearly 1 million customers with affordable, reliable and environmentally responsible energy services.*

 [View 7 Comments](#)

The opinions expressed in reader comments are those of the author only and do not reflect the opinions of The Seattle Times.

Latest in Opinion



Special Counsel John Durham's mission was always questionable | Harry Litman

The report does nothing to advance the suggestion... [1 hour ago](#)

As local news fades, no more 'first rough draft of history' for many communities | Op-Ed

With local news at a crisis stage, we...

City Light seeks dam license renewal with focus on fish passage | Op-Ed

Seattle City Light has prioritized fish passage in...

Government: Taking ownership | Letter to the editor

Frequently in conversation and in the media, I hear references to “the government.” I suggest we refer to...

Delivery drones: A very bad idea | Letter to the editor

Re: “Pagliacci Pizza plans drone delivery in Seattle area” : The news that Pagliacci Pizza plans to deliver...

Mass shootings: ‘The elephant in the room’ | Letter to the editor

Re: “Texas committee OKs bill to raise age to buy AR-15-style rifles” : It’s a small, small step,...
