



CITY LIGHT REVIEW PANEL MEETING

Wednesday, February 21, 2024

9:00 – 11:00 A.M.

SMT 3204

—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: (15 min.)	
a. Chair's Report (Leo Lam)	
b. Review of agenda (Julie Ryan)	
c. Action: Review and approval of meeting minutes of January 24, 2023	
d. Communications to Panel (Leigh Barreca)	
4. General Manager Introduction (25 min.)	Dawn Lindell
5. Strategic Plan Update (60 min.)	Leigh
a. Draft Revenue Requirement	Carsten Croff
b. Strategic Outcomes	Angela Bertrand
i. Next Steps – Mapping Outcomes to PIAs	
c. Strategic Plan Outline	Leigh
6. Adjourn	

Next Meeting: March 20, 2024



City Light Review Panel Meeting Meeting Minutes

Date of Meeting: January 24, 2024 | 9:00 – 11:00 AM |
Meeting held in SMT 3204 and via Microsoft Teams “Draft”

MEETING ATTENDANCE					
Panel Members:					
Mikel Hansen	√	Leo Lam		Oksana Savolyuk	√
Joel Paisner	√	John Putz		Thien-Di Do <i>Appointment pending</i>	√
Kerry Meade	√	Tim Skeel		Amy Altchuler <i>Appointment pending</i>	√
Mike Haynes (<i>Interim GM</i>)	√	Jen Chan	√	Julie Ryan (Consultant /RP Facilitator)	√
Dawn Lindell (<i>New GM, pending appointment</i>)	√	Andrew Strong	√	Craig Smith	
Kirsty Grainger	√	DaVonna Johnson		Maura Brueger	√
Julie Moore	√	Chris Ruffini	√	Leigh Barreca	√
Greg Shiring	√	Carsten Croff	√	Angela Bertrand	√
Eric McConaghy	√	Caia Caldwell	√	Brian Taubeneck	√
Jeff Wolf	√	Karin Estby	√	Bridget Molina	√
Pat Leyritz	√	Joe Fernandi	√	Britt Luzzi	√

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. Mike Hansen welcomed everyone and opened the meeting.

Review Agenda. Julie Ryan reviewed the agenda.

Approval of Nov. 15, 2023, Meeting Minutes. Minutes were approved as presented.

Communications to Panel. There were no communications to the Panel.

Member Update. Maura Brueger reported that the full Council will vote on the appointment of our two newest members, Di Do and Amy Altchuler, as well as the transfer of John Putz from the At Large position to the Financial Analyst position. This vote will take place on January 30th.



City Light Review Panel Meeting Meeting Minutes

New Member Onboarding. Julie Ryan and Leigh Barreca will lead a new-member onboarding session on Tuesday, February 6th from 9:00 – 10:30 a.m. This will be a virtual session. All members are invited to attend. Please let Leigh know if you would like to be included.

Review Panel Chair and Co-Chair Vote. Leo Lam was elected to the Chair position; Joel Paisner will assume the role of Co-Chair.

General Manager's update.

1. New General Manager – Welcome to Dawn Lindell. Dawn and the Panel introduced themselves.
2. 2023 Accomplishments
 - a. Customers First
 - i. We allocated \$880,000 in state funds to help low- and moderate-income residential customers who were receiving help from utility bill assistance programs. These state funds helped reduce past-due balances compounded by the pandemic.
 - ii. For the second year in a row, we secured the highest business customer satisfaction index score among midsize electric utilities in the Western United States in the J.D. Power 2023 U.S. Electric Utility Business Customer Satisfaction Study.
 - iii. Also, we added a new feature to our Utility Services Website. This tool shows daily electricity usage, giving you the data to make decisions for cost-saving energy adjustments.
 - b. Sustainable Energy Solutions and Environmental Stewardship
 - i. In April, we submitted a final license application to the Federal Energy Regulatory Commission. This application details plans to operate the Skagit Hydroelectric Project for the next 50 years.
 - ii. We invested nearly \$785,000 in renewable energy credits through the Green Up Community program. This program facilitated local rooftop solar projects at Highline High School, Brighton Senior Housing, the Evergreen Aquatic Center, and more.
 - iii. Transportation Electrification
 1. We launched incentive programs and technical support for businesses transitioning to electric fleets and multifamily customers looking to install EV chargers at their properties.
 2. We are close to completing our pilot program to install public curbside EV charging stations at 31 neighborhood locations across the city.
 3. We joined statewide partners in unveiling the first electric bus in the Amtrak National Network.



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4. We collaborated with the Seattle Department of Transportation and ZEV co-op to unveil a new electric ADA-accessible vanshare at Estelita's Library.
 5. We hosted two ride-and-drive events and demonstrated how EV charging works at events like the Seattle International Auto Show.
- c. Support for Economic, Educational and Environmental Development (we do more than just deliver power!)
- i. During the 2022-2023 school year, we expanded our Energy Heroes program. We taught more than 2,000 students at 17 schools in our service area about electrical safety, energy conservation, and all things renewable. We also completed a pilot for a new high school workshop on electrification and equity.
 - ii. We welcomed a new tenant to the Denny Substation. YouthCare, a Seattle-based youth homelessness services provider, will offer educational and workforce development services in the southeast corner of the substation.
 - iii. We continued enhancing and expanding recreational opportunities at our hydropower facilities. This summer, we opened two new day-use overlooks at the Boundary Reservoir, home to our Boundary Hydroelectric Project. The overlooks not only provide breathtaking views of the landscape, but also make these areas accessible to the public.
 - iv. Our Toys for Tots holiday drive brought in more than \$11,000 and filled 91 bags with toys. It was the most successful drive to date.
3. FEMA Grant – In December, we received official notice that the Federal Emergency Management Agency (FEMA) Region 10 awarded City Light a Hazard Mitigation Grant Program (HMGP) grant to mitigate wildfire hazard around our Cedar Fall infrastructure. This project will help to reduce hazardous fire fuels and create approximately 57 acres of defensible space adjacent to critical power and potable water facilities in the Cedar River Municipal Watershed. In Phase I, Seattle City Light will conduct a series of studies and designs to support the proposed project. Phase II will include implementing a defensible space, including clearing vegetation up to 100 feet from buildings and infrastructure. The grant award is \$221,000 for Phase 1 and an estimated \$1,518,200 for Phase 2.
4. On January 12th, between 5 and 6 p.m., we set a new peak load of 2025 megawatts (MW), above the peak set in December 2022.

Q: Did the peak load reveal any weak spots in regional delivery?

A: The Power Management team did a great job anticipating this cold snap. We had an unplanned outage at the Gorge, but the team leveraged water that we had behind the Skagit dam and used the



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Boundary dam for load following. We were also in the market purchasing at pretty high prices. But, all told, we managed it well and there was a lot of collaboration across the Northwest, everyone's system in the region was stressed by the extreme temperatures. This underscored how the market is changing and how we are intertwined with the regional market. We were able to use our strengths and draw on the broader market to supplement our energy needs. From an infrastructure perspective, our grid was able to manage the capacity. More broadly in the region, tools such as margins and reserves helped utilities manage through the extreme weather.

Q: What does summer peak look like?

A: It is lower – just under 1,600 MW. Our summer load has been increasing due to growing air conditioning and cooling load.

Q: Did the event provide data that will help understand future scenarios? WRAP?

A: Yes. Our team is still looking into this and doing reconnaissance. We both need to collaborate as well as understand how to use this as a competitive advantage.

One surprise was the unavailability of the Jackson Prairie underground storage facility that Puget Sound Energy operates and where several gas utilities have natural gas inventory. It is the largest underground gas storage facility in the region. When it failed during the cold snap, this threatened gas heating needs. Because the region also relies on natural gas storage generation to supplement other generating resources, this was also a threat to regional power supply. PSE sent an alert to their customers to limit demand during the evening peak and we saw that Puget Sound Energy was actively purchasing supply in the wholesale market. The failure at Jackson Prairie has not happened in recent decades.

Strategic Plan Update. Leigh Barreca introduced the following topics related to the 2025 – 2030 Strategic Plan Update. All materials are included in the Review Panel packet.

- a. Planning Schedule - Leigh reviewed this with the Panel.
- b. Strategic Outcomes Review and Discussion (Angela Bertrand presented)

Q: (In Improve the Customer Experience) is there anything related to low-income customers?

A: Yes, decrease Energy Burden is included.

Q: Can we include a recognition that the needs of industrial customers are different from those of residential customers?

A: Yes, we will ensure that references to the needs of all customer classes is included.

Q: Can we also discuss reducing the barriers for low-income customers when they apply for utility services? The low-income community has trouble finding assistance, which is what we want to address. Perhaps the PIA is to reduce the barrier or add staff in order to process applications more quickly.

A: We can explore that as part of a PIA (projects, initiatives, activities) during the next phase of the planning process.



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Q: (In Create our Energy Future) Why is cyber-security here and not in the customer priority?

A: That is a good observation. Many of the outcomes can address several priorities, but we will take a second look at this one.

Q: Where would batteries fit in this model?

A: It could fit in two places. One, batteries may be part of meeting customer needs. It could also be part of the diverse, customer-side resources that are referenced.

Q: (In Agile Workforce) Do we need to address Employee Experience?

A: Yes, that needs to be included. A lot of very important workplace culture work is happening now and is planned for the future.

Q: (In Financial Stewardship) What do you mean by transparency as it relates to perceived value? In other words, as we educate customers, do we have transparent systems and processes so customers can see how pricing is structured and how we deliver energy to them?

A: This could fall under the outcome to “include more/better customer education and communication about our services”. We can revise that text so it is clearer.

Time of Use Rate Implementation Update. Joe Fernandi presented (materials are in the Packet.)

Other discussion:

- Julie Moore shared the recently released combined 2021 & 2022 City Light Annual Report: <https://www.seattle.gov/documents/Departments/CityLight/Communications/SCLAnnualReport2022.pdf>

Adjourn. The meeting was adjourned at 10:34 a.m.

Next meeting: February 21, 2024, 9:00 – 11:00 a.m.

Strategic Plan Update 2025-2030 Financial Assumptions v1.0

Review Panel Meeting

February 21, 2024



Seattle City Light

Parallel Timelines

- Strategic Plan Development



Feb: Review Panel v1.0



Mar: Finalize assumptions



May: Mayor's Office

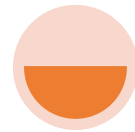


Jun: Council Adoption

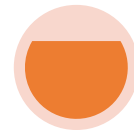
- Budget Development



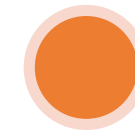
Feb: Develop BCR* Proposal List



Mar: Analyze BCR's and Offsets



Apr: Finalize Budget Decisions



Jun: Budget to CBO



2025-2026 Rates

* Budget Change Requests are how we collect requests for new budget, positions, etc.

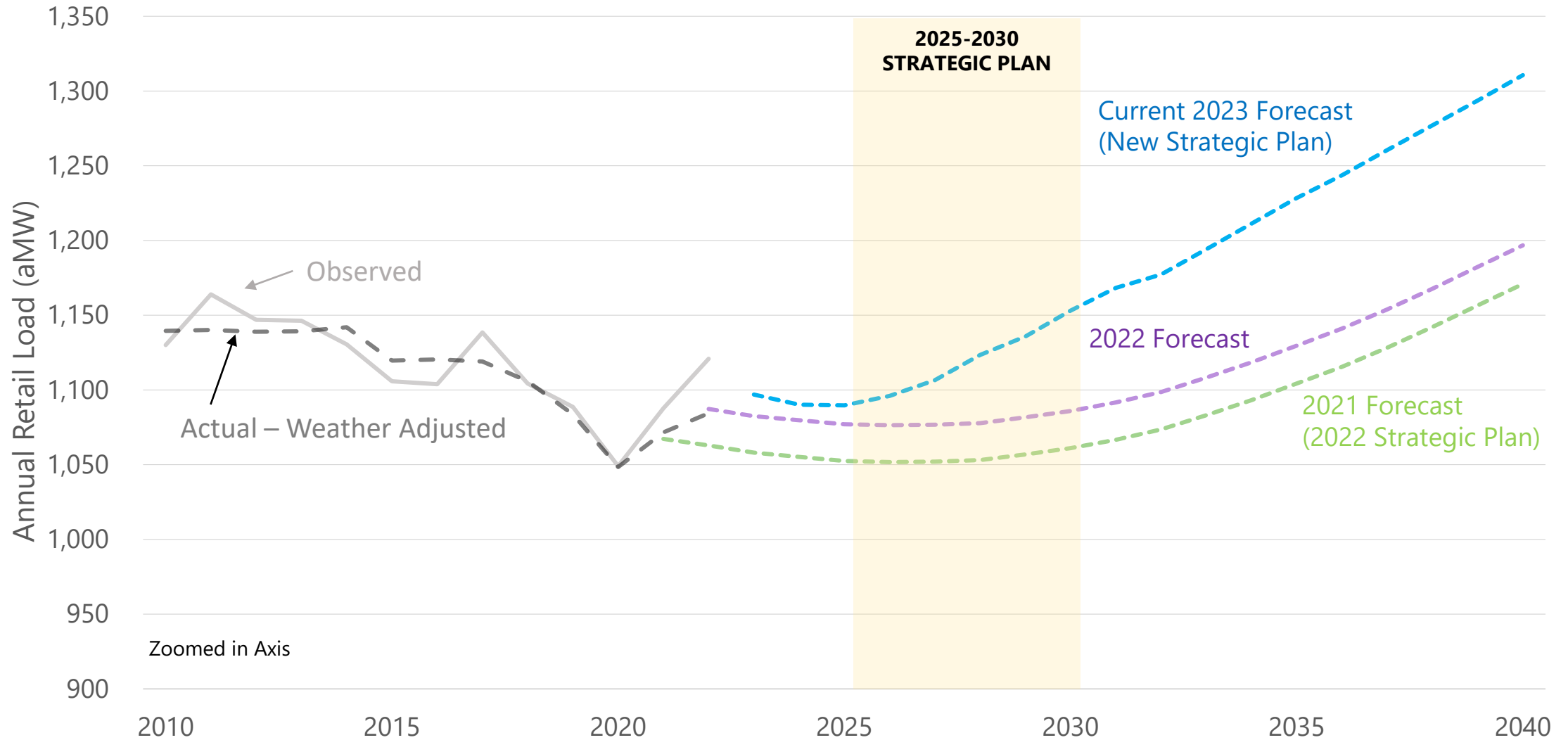
Strategic Plan Draft Rate Path (v1.0)

Math reminder...

$$\text{Price (Rate)} = \frac{\text{Revenue (\$)}}{\text{Sales Volume (kWh)}}$$

<u>NEW STRATEGIC PLAN v1.0</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Revenue Requirement \$M	1,140	1,202	1,254	1,322
Retail Sales GWh	9,075	9,134	9,225	9,388
Avg Rate ¢/kWh	12.6	13.2	13.6	14.1
New (draft) Rate Path	4.8%	4.8%	3.3%	3.6%
<u>OLD 2023 STRATEGIC PLAN</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Revenue Requirement \$M	1,072	1,103	1,137	1,176
Retail Sales GWh	8,733	8,728	8,730	8,767
Avg Rate ¢/kWh	12.3	12.6	13.0	13.4
Old Rate Path	3.0%	3.0%	3.0%	3.0%

Higher Retail Load Forecast



Power Cost Pressures

\$Millions

2025-2030 Strat Plan v1.0	2025	2026	2027	2028	2029	2030
Debt Service Coverage (CIP)	485	522	538	566	586	616
O&M	390	401	406	418	430	440
Purchased Power, net	267	307	361	415	440	467
Net Wholesale Revenue	(25)	(55)	(80)	(110)	(110)	(110)
Other	24	27	29	33	36	39
Revenue Requirement	1,140	1,202	1,254	1,322	1,381	1,452

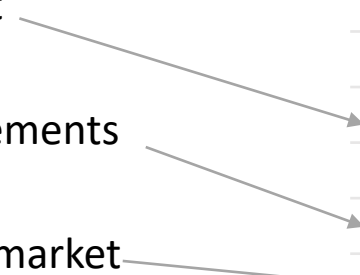
2023-2028 Strategic Plan	2025	2026	2027	2028
Debt Service Coverage (CIP)	480	477	493	513
O&M	388	393	402	412
Purchased Power, net	227	291	302	310
Net Wholesale Revenue	(45)	(80)	(85)	(85)
Other	22	23	24	25
Revenue Requirement	1,072	1,103	1,137	1,176

Difference	2025	2026	2027	2028
Debt Service Coverage (CIP)	5	46	45	53
O&M	2	7	4	6
Purchased Power, net	40	16	59	105
Net Wholesale Revenue	20	25	5	(25)
Other	3	5	6	8
Revenue Requirement	69	99	118	147

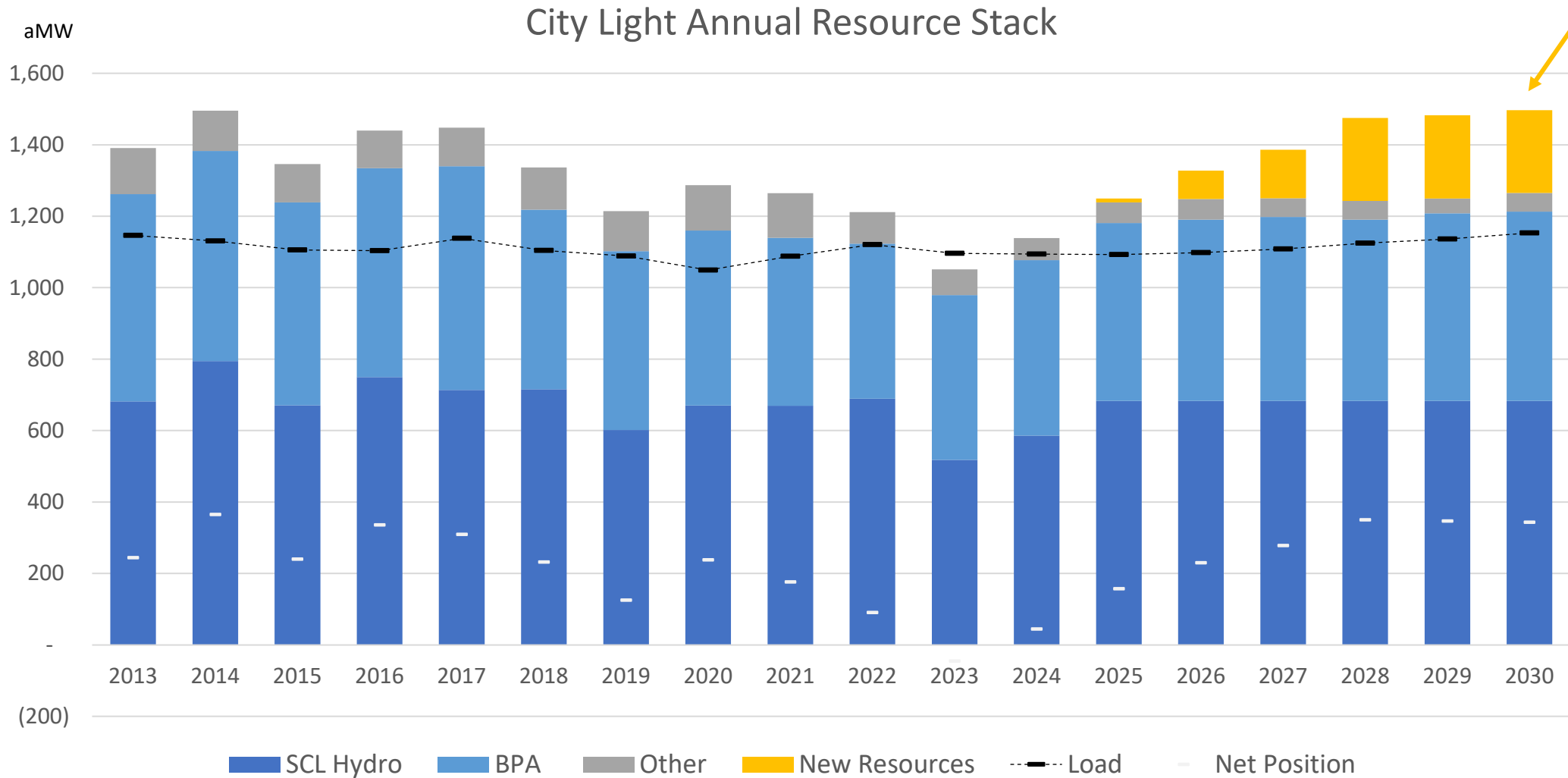
Increasing: capital costs for Skagit relicensing, etc.

Increasing: Power purchase agreements for new resources.

Risk: What will be the wholesale market value of surplus energy?

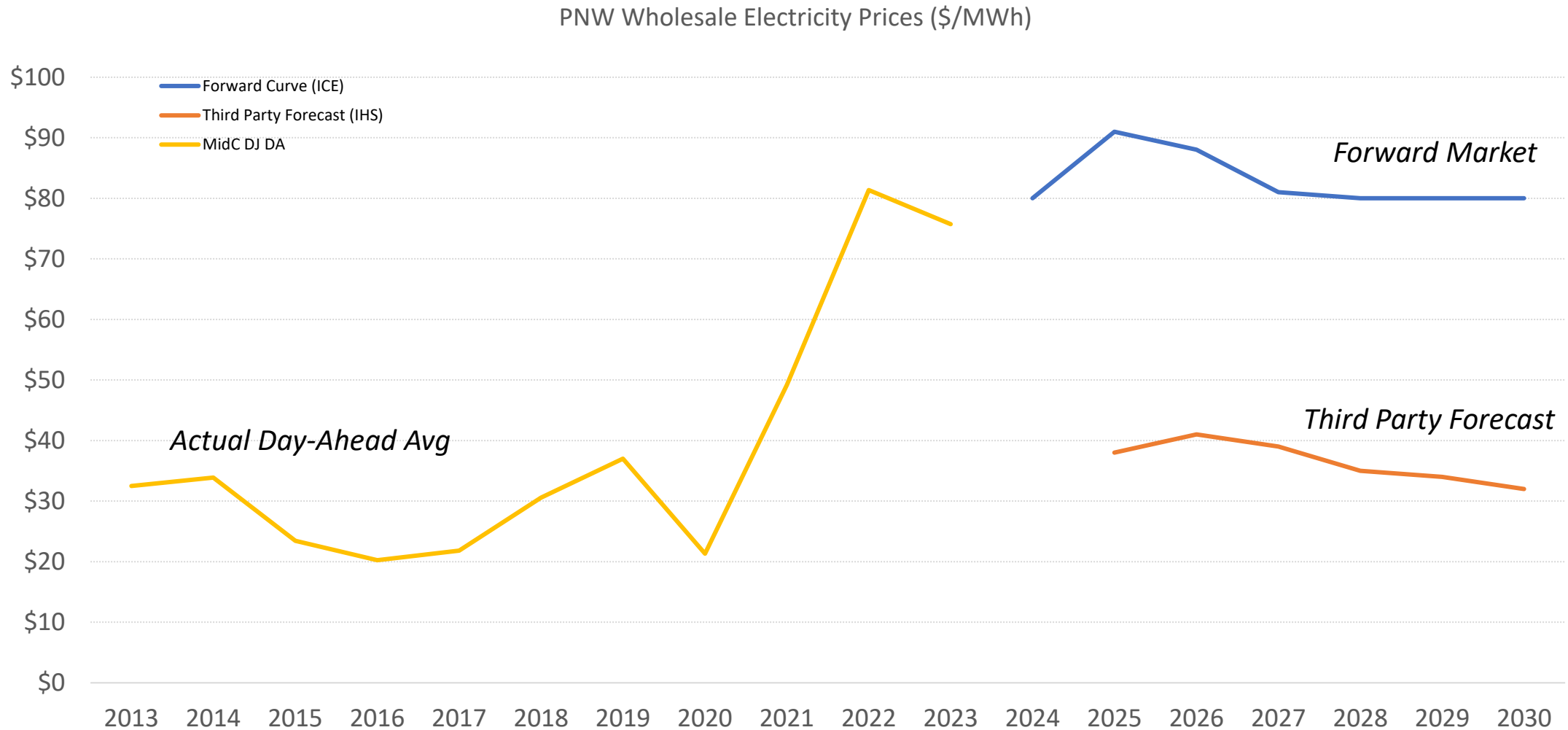


Adding New Resources to Power Portfolio

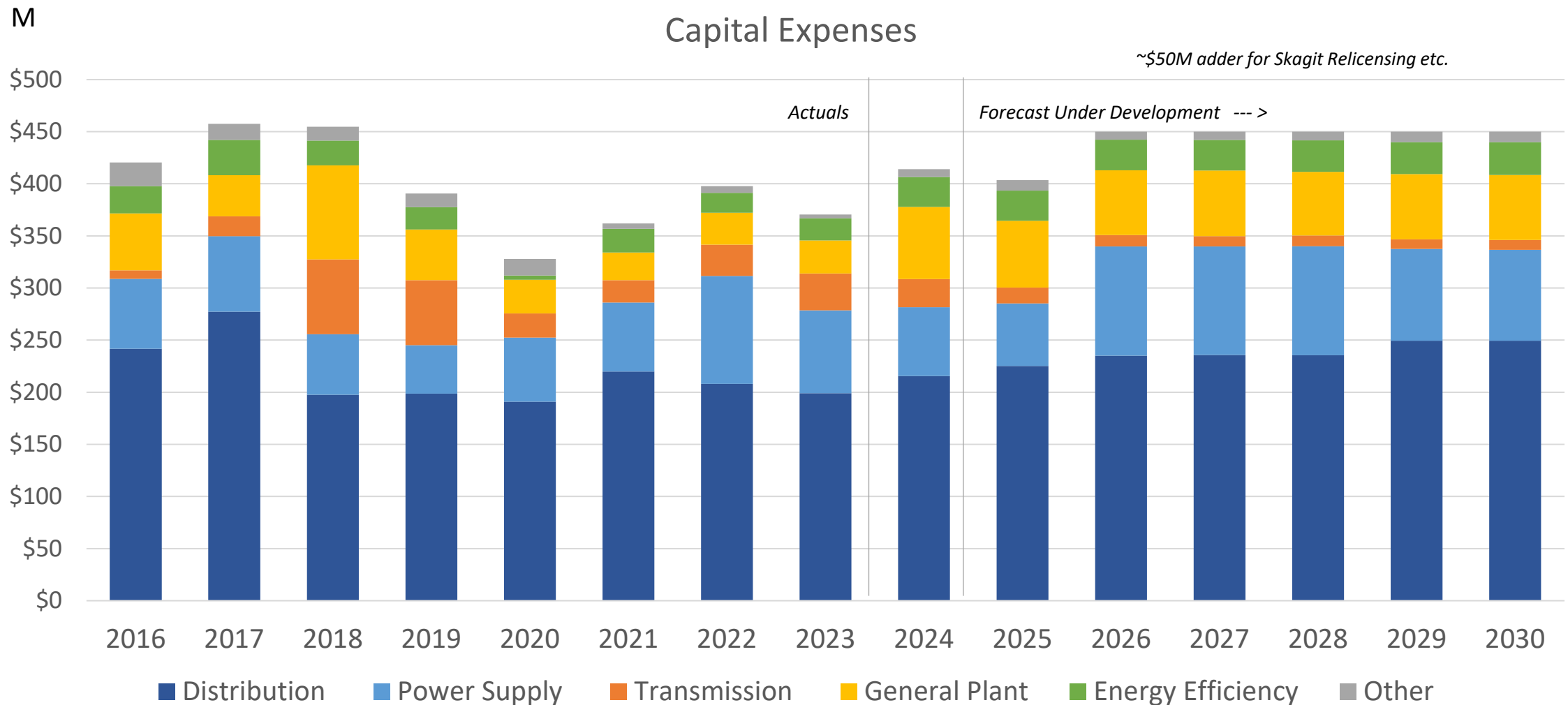


Average generation expected from new wind/solar resources

Major Risk: Wholesale Energy Prices



CIP is Expected to Grow



Debt Strategy & Financial KPI's

Key Metrics	2025	2026	2027	2028	2029	2030
Revenue Requirement, \$M	1,140	1,202	1,254	1,322	1,381	1,452
Retail Sales, GWh	9,075	9,134	9,225	9,388	9,463	9,602
Rate Increase %	4.8%	4.8%	3.3%	3.6%	3.6%	3.6%
Cumulative Increase from 2024	4.8%	9.7%	13.4%	17.4%	21.7%	26.1%
Debt Service Coverage	2.0	2.1	2.2	2.2	2.2	2.4
Days Cash on Hand (Liquidity)	169	164	155	149	150	162
Debt to Fixed Asset Ratio (Leverage)	58%	58%	57%	57%	57%	56%
CapEx, \$M	\$404	\$450	\$450	\$450	\$450	\$450
CapEx funding from Ops* (40%+)	42%	40%	43%	43%	43%	44%

* Six-year rolling average, retrospective (2025=avg 2020-2025)

Next Steps & Discussion

- Questions?
- City Light's next steps:
 - Identify strategic gaps and needs not currently funded
 - Prioritize budget asks
 - Balance adds with offsetting reductions or rate path adjustment
 - Refine financial assumptions

- Timeline for decision making



Feb: Review Panel v1.0



March: Finalized assumptions to Review Panel



May: Mayor's Office



June: City Council

THANK YOU



Seattle City Light

Outcomes Progress

Review Panel – February 21, 2024



- Outcomes Review
- Process
- Drafts out for Approval



Strategic Plan Update: Schedule



Outcomes Overview

Priority

Our strategic
areas of focus

Outcome

WHY
we do what we do

PIAs

WHAT
we do

Path to Outcomes

ETeam Workshop
On Dec 20th many members of the Exec Team came together to draft initial outcomes for each priority. Strategic Planning & Performance transcribed and created **draft** outcomes



Leadership Team Workshop
Leadership team came together to revise & refine the draft outcomes. Additional feedback from Review Panel and Subject Matter Experts was sought to develop **second draft** outcomes



Revise & Refine
The second draft outcomes was sent out for revisions. All feedback was collated, highlighting five areas with lingering questions. These were brought to the Eteam to discuss.



Finalization & Approval
Final drafts are currently out with Eteam for approval, though Dawn will have final say. From there, our writer will further clarify the language before we begin tying PIAS to Outcomes.



Current Draft Outcomes



Content Outline

1. Message from the General Manager and Introduction
Introduces the utility's new GM, explains the purpose of the update, and importance of taking a strategic approach.
2. Mission, vision, and values
Tells us who City Light is and what the utility cares about
3. Accomplishment highlights
Highlights key accomplishments since the last plan
4. Strategies
Explains City Light's strategic focus areas, what will be done and anticipated outcomes.
 - a. Improve the customer experience
 - b. Create our energy future
 - c. Develop workforce & organizational agility
 - d. Ensure financial health and affordability
 - e. We Power
5. Initiatives spotlight
6. Rate path
Explains the rate path and the utility's commitment to affordability and predictability.
7. Review Panel
Lists the current review panel members and their role.
8. Appendices
 - a. financial forecast
 - b. outreach summary
 - c. resources - SCL contact info and link to Strategic Plan website