



CITY LIGHT REVIEW PANEL MEETING

Wednesday, February 19, 2025

9:00 – 11:00 A.M.

In Person - SMT

—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: (5 min.)	
a. Chair's Report (Leo Lam)	
b. Review of agenda (Julie Ryan)	
c. Action: Review and approval of meeting minutes of Jan. 15, 2025	
d. Communications to Panel (Leigh Barreca)	
4. General Manager Update (15 min.)	Dawn Lindell
5. City Light Transmission Portfolio (30 min.)	Siobhan Doherty
6. 10-year roadmap Update and Input (60 min.)	Angela Bertrand
7. Adjourn	

Next meeting: March 19, 2025

Draft Agenda Items: Integrated Communication Plan; Time of Use status and communication



City Light Review Panel Meeting Meeting Minutes

Date of Meeting: January 15, 2025 | 9:00 – 12:00 PM

Meeting held in SMT 3204 and via Microsoft Teams

MEETING ATTENDANCE					
Panel Members:					
Mikel Hansen	√	Leo Lam	√	Oksana Savolyuk	√
Joel Paisner	√	Amy Altchuler	√	Bruce Florey (<i>appointment pending</i>)	√
Kerry Meade	√	Thien-Di Do	√	Ryan Monson (<i>appointment pending</i>)	√
				Toyin Olowu (<i>appointment pending</i>)	√
Dawn Lindell (GM)	√	Leigh Barreca	√	Julie Ryan (Consultant /RP Facilitator)	√
Mike Haynes	√	Andrew Strong	√	Craig Smith	√
Kirsty Grainger	√	DaVonna Johnson		Maura Brueger	√
Julie Moore	√	Chris Ruffini		Angela Bertrand	√
Greg Shiring	√	Carsten Croff		Brian Taubeneck	√
Eric McConaghy		David Logsdon		Bridget Molina	√
Jeff Wolf		Caia Caldwell		Kristina Pham	√
Siobhan Doherty	√	Karin Estby	√	Shannon Marsh	√
Erik Turner (FAS)	√	Vanessa Rogers (Envir Science Associates)	√	Brittney Garcia Stubbs	√

Welcome and Introductions. The meeting was called to order at 9:10 a.m.

Public Comment. There was no public comment.

Standing Items:

Chair's Report. Leo Lam welcomes everyone and opened the meeting.

Review Agenda. Julie Ryan reviewed the agenda. Attendees, including our new members, introduced themselves.

Approval of October 16, 2024, Meeting Minutes. Minutes were approved with one exception:
Under discussion of charter amendments, the Panel agreed to strike the sentence: "The charter will be amended as agreed. Leigh Barreca will ask Jeff Wolf to review the proposed updates as a next step"

Communications to Panel. There was no communication to the Panel.

General Manager's Update. GM Dawn Lindell presented.



City Light Review Panel Meeting Meeting Minutes

1. November Storm Response – Seattle City Light weathered one of the largest storms in recent memory when winds produced by a bomb cyclone swept through Western Washington the evening of Tuesday, November 19. Rare easterly gusts reached nearly 60 miles per hour in the Seattle area downing trees and power lines, breaking poles, damaging equipment, and leaving more than half a million customers across the region in the dark.

At the peak Tuesday night, more than 114,000 City Light customers were without power. It was the most customers without power since the 2006 Hanukkah Eve windstorm. The wind knocked out power to a high number of customers in the northern (Shoreline and Lake Forest Park) and southern (Burien and Southeast Seattle) regions of our service area.

A bomb cyclone — known for its explosiveness — is a storm that forms quickly when central pressure drops rapidly in a 24-hour period. We knew the winds were coming and we prepared. We had enough transformers, wooden utility poles, and cabling on hand. As of Sunday, crews had replaced 39 poles and 47 transformers.

In the first 24 hours, we restored power to more than 90,000 customers across our service area. Restoring the remaining 25,000 customers, many of which involved complex repairs, was a multi-day effort. By Thursday morning, we were down to 10,000 without power. As we headed into the weekend, about 2,000 customers remained out. The work was slow-going as we continued to clear trees and debris, reset poles, and re-string wire. By early Sunday evening, we had restored power to everyone impacted by the storm.

Customers in hard-hit Lake Forest Park were among the last to be restored. We met with the Lake Forest Park City Council last Thursday evening to discuss the storm restoration efforts in this community and planned improvements to our outage management system, communication processes and infrastructure that will enable us to better serve all customers in the coming years.

Hundreds of employees across the utility worked long hours to assist with the response. Our schedulers and crew chiefs, field crews, and power dispatchers coordinated to restore power as quickly and safely as possible. There were over 900 individual events. In addition to the efforts of our crews, we called in mutual aid from Avista Utilities and Tacoma Power to assist in our storm recovery efforts. We restored every customer in 6 days while PSE took over 2 weeks. We did an after-action report to improve for the future. We did learn our externally facing outage map was not working as planned and are strengthening for the future.

Whenever a major storm like this disrupts power to our system, multiple City Light teams pull together to support our field operations, supply tools and resources, and inform our customers. Employees from system operations, emergency management, finance, fleets, warehousing, safety, substations, network, environmental management, engineering, customer service, communications, and more all play a role in restoration efforts. I am grateful to the hard work of everyone involved.



City Light Review Panel Meeting Meeting Minutes

C: The storm was very difficult for people in Lake Forest Park. It was very frustrating to access information on the SCL website, although when I was able to call and speak to someone, they were very helpful. This ties into what's happening in LA, and we need to clear trees from lines even if it's hard.

R: Two learnings were to share the expected end date broadly and loudly. We shared our optimistic hope even when we knew restoration would likely be longer. Also, as General Manager, I should have been calling the mayors of these towns and I will be doing that in the future.

2. 2024 Accomplishments – In addition to responding to extreme weather events, we completed foundational work to position Seattle City Light to meet the challenges of a rapidly evolving energy landscape and fulfill our mission to safely provide our customers with affordable, reliable, and environmentally responsible energy services.
 - a. Seattle City Council approved **updates to two important planning tools**: The 2025-2030 Strategic Plan, our guiding document, and the Integrated Resource Plan, our roadmap to meet growing customer energy needs. Big thank you to the Review Panel for their support making this happen. We adjusted our 2025-2030 rate path for customers to help stabilize revenues and invest in our aging infrastructure. As Seattle's population expands and electricity demand rises, upgrading our energy network and expanding our renewable energy portfolio is crucial.
 - b. We **completed critical infrastructure upgrades**, including adding new electrical equipment at the Broad Street Substation to improve the reliability of the regional transmission system and installing a new power transformer at the East Pine Substation.
 - c. We marked milestones in the multi-year, **federal relicensing processes for two hydropower projects**. We advanced negotiations with Skagit Hydroelectric Project license partners related to environmental and cultural measures to include in the new license for the three-dam project on the Upper Skagit River. We started the official process to relicense the South Fork Tolt Hydroelectric Project.
 - d. Across the state, we **cut the ribbon on a conservation fish hatchery**, the Native Salmonid Conservation Facility, in Usk, Wash. The facility aims to create self-sustaining fish populations of native trout in northeastern Washington's Boundary Reservoir tributaries. This years-long effort was a partnership with the Washington Department of Fish and Wildlife and the Kalispel Tribe of Indians.
 - e. We continued to drive our clean energy future with a focus on ensuring all customers can experience **the benefits of electric mobility** — from residential customers with electric vehicles (EVs) to businesses transitioning to electric fleets to multifamily customers looking to install EV chargers at their properties. We partnered with regional government agencies to break ground on the first all-electric bus base and turned on shore power for cruise and cargo ships.
 - f. For the third consecutive year, City Light finished first among midsize electrical utilities in the Western United States with **the highest business customer satisfaction index score** in the J.D. Power 2024 U.S. Electric Utility Business Customer Satisfaction Study™.



City Light Review Panel Meeting Meeting Minutes

3. Looking Ahead in 2025 - In 2025, we will continue to invest in a more resilient and reliable grid and help our customers save energy. We're on track to launch time-of-use pricing, giving customers the option to use electricity when power is cheaper, and demand is lower.
- a. The Executive Leadership Team is developing a 10-year Strategic Roadmap to address key priorities, such as replacing aging assets, identifying new generation and transmission resources, and improving our processes. This work is critical.
 - b. Through a partnership with the Seattle Department of Neighborhoods, we will expand our outreach and engagement efforts to reach underrepresented communities to connect more customers with utility bill assistance programs and ensure we are investing in an energy future that will benefit everyone.
 - c. As a leader, it is my job to notice and fill gaps. We will add key positions this year. I look forward to announcing our new Chief Information Officer who will join the Executive Team and focus on integrating new technologies and enhancing cyber security. A Continuous Improvement Manager will be onboard soon to lead process improvement efforts across the utility, including an initiative to significantly shorten our electric service connection timelines. We will also recruit a Sustainability Officer to advance our electrification strategy and environmental stewardship programs.

Q: During the bomb-cyclone, did you talk to the other CEOs of area utilities and what is the value in that? I'm curious about the regional approach.

A: I spent more time on the phone with CEOs from utilities that were not impacted and which offered mutual aid. I talked to Snohomish PUD and Mike Haynes was in contact with Michelle Varga at PSE as there were many places where crews worked side-by-side. We also talked to staff at Tacoma, who were not very affected. Mutual aid allows us to offer crews and assistance to other utilities since we are, usually, not in competition with them. It's a beautiful thing in the utility industry. We are billed for the time and supply them with materials, hotel, and food. This allows us to restore power as quickly as possible with the aid of other utility crews.

Q: When your communications went down because you lost power, did you not have back-up?

A: There is back-up power, but the momentary interruption triggered a re-boot situation. When it re-booted, there was an error. We called the head of Seattle IT who immediately jumped into action to fix the situation. Our System Operations Center never lost power.

Q: Have you sent crews to LA?

A: Not yet. They are not dispatching their own crews yet for safety reasons. But Seattle Fire has sent firefighting crews down. We are waiting for a request to come through.

Review Panel Charter updates. Julie Ryan led this discussion. The draft charter is in the meeting packet.

Q: Can we streamline the historical element about at inception the staggered positions?



City Light Review Panel Meeting Meeting Minutes

A: Yes, we will adjust the language as discussed today. The first half sentence of D will be added to A in the Membership section.

The Review Panel approved the Review Panel Charter as presented in the packet with the following edits:

"TERMS OF REVIEW PANEL MEMBERS. Appointments to the Review Panel shall be in general for three years. ~~except that at the Panel's inception, Positions 1, 2 and 3 shall be appointed for a one-year term, and Positions 4, 5 and 6 shall be appointed for a two-year term.~~ A member whose term has expired will continue to serve until a successor has been confirmed by Council.

The final version will be emailed to Review Panel members with the meeting materials for the next Review Panel meeting.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Exercise. Kristina Pham led this exercise. Presentation materials are in the meeting packet.

February Agenda. The next meeting will include the Leadership Team visioning work overview, the integrated outreach plan for the ten-year plan, and a program presentation TBD.

Adjourn. The meeting was adjourned at 11:54 a.m.

Next meeting: February 20, 2025, 9:00 – 11:00 a.m.



City Light Review Panel Meeting Meeting Minutes

Date of Meeting: October 16, 2024 | 9:00 – 11:00 AM
Meeting held in SMT 3204 and via Microsoft Teams “Approved”

MEETING ATTENDANCE					
Panel Members:					
Mikel Hansen	√	Leo Lam	√	Oksana Savolyuk	√
Joel Paisner	√	Amy Altchuler	√	Bruce Florey (<i>appointment pending</i>)	√
Kerry Meade	√	Thien-Di Do			
Dawn Lindell (<i>GM</i>)	√	Jen Chan		Julie Ryan (Consultant /RP Facilitator)	√
Mike Haynes	√	Andrew Strong	√	Craig Smith	√
Kirsty Grainger		DaVonna Johnson		Maura Brueger	√
Julie Moore	√	Chris Ruffini	√	Leigh Barreca	√
Greg Shiring	√	Carsten Croff	√	Angela Bertrand	√
Eric McConaghy		David Logsdon		Brian Taubeneck	√
Jeff Wolf		Caia Caldwell		Bridget Molina	√
Siobhan Doherty	√	Karin Estby	√	Nina Park	
Marcus Jackson	√	Melissa Bookwalter	√	Brittney Garcia Stubbs	√
Grant Emery (resident)	√				

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

Public Comment. There was no public comment.

Standing Items:

Chair’s Report. There was no report.

Review Agenda. Julie Ryan reviewed the agenda.

Approval of September 25, 2024, Meeting Minutes. Minutes were approved as presented.

Communications to Panel. There was no communication to the Panel.

General Manager’s Update. GM Dawn Lindell presented.

1. Cruise ship Electrification – In late September, we saw another milestone in a multi-year project to bring shore power to Pier 66, allowing cruise ships to turn off their diesel-powered engines while at berth and plug into the local electrical grid. The Port of Seattle completed the first full



City Light Review Panel Meeting Meeting Minutes

commissioning shore power connection of a cruise ship at Pier 66. The Port estimates that each ship on shore power reduces diesel emissions by 80% and greenhouse gas emissions at berth by 66% on average. To put things into perspective, a ship connected to shore power eliminates the emissions equivalent of an average car driving round trip from Seattle to New York 30 times.

Earlier in the month, City Light provided initial energization for the project, which includes a Port-owned, one-mile submarine cable under Elliott Bay stretching from Terminal 46 to Pier 66, the first of its kind in City Light's service area. Pier 66 is the final of 3 three cruise ship terminals in Seattle to offer shore power. In an email update to stakeholders, the Port's project manager gave shout outs to the various partners, including this one for City Light: "...the dedicated support of Seattle City Light staff from the project manager to design staff to field crews. They are to be commended for their commitment to the work and problem-solving attitude to find a way to get it done."

2. Transportation Electrification - The week of September 27th – October 6th was National Drive Electric Week, an annual celebration to raise awareness of the benefits of all-electric mobility solutions. This annual campaign to increase education and awareness about electric vehicles (EVs) kicked off in 2011. Back then, early models like the Nissan Leaf and the Chevy Volt were among the few EVs available, with only 22,000 EVs on U.S. roads. Today, more than 3 million EVs are driving across the nation, and by the end of this year, consumers will have 134 different EV models to choose from.

In Seattle, EV adoption exceeds the national average, thanks to affordable carbon-neutral energy, supportive state and regional policies, and the customer education and incentives provided by Seattle City Light. One in four (26.2%) new vehicles sold in Seattle is a plug-in electric. Our service area includes more than 40,000 EVs, with the count projected to climb to more than 200,000 EVs by 2030.

We strengthened our support of our customers and communities in their transportation electrification journey following the Seattle City Council's approval of City Light's Transportation Electrification Strategic Investment Plan (TESIP) in October 2020. Under this plan we support all sectors of transportation electrification through community outreach and engagement, partnerships, incentive programs, charging infrastructure, process improvements, and investments to upgrade and modernize the grid. The Transportation Electrification team is currently deep in the thick of working with local community organizations to update and revise TESIP for City Council review later this year.

The 200,000 EVs is why we did a study on how many EV chargers we need in the city. The first study said we needed 8,000. That seemed like a lot, so we did another and that one said we needed 11,000. That is why we have a goal to increase the number of chargers in our service territory.

3. USDOE Hydropower Incentive Grants Update: On October 3rd, City Light successfully submitted 4 negotiation packages for capital improvement projects at Ross, Diablo, Cedar Falls and Boundary



City Light Review Panel Meeting Meeting Minutes

dams. Due to the \$5M cap per hydropower project (facility) we decided not to pursue the dam safety project at Cedar Falls and prioritized the following projects:

- a. Powerhouse Automation Project at Cedar Falls Dam
- b. Station Service Transformer Replacement Project at Boundary Dam
- c. AC/DC Upgrade at Ross Dam
- d. Powerhouse Roof and HVAC Replacement at Diablo

We hope to have final agreements with USDOE in Q1 2025.

4. Green Jobs: Seattle City Light participated in the second annual Green Jobs, Green Futures Summit in late September, engaging with dozens of attendees, including college students and adults interested in green career opportunities. Our team highlighted electrification as a critical climate solution, explaining how the growing need for EV chargers and heat pump installations will create numerous jobs in the region. Many attendees were excited about the career paths in electrification, with questions focused on the training required to become an electrician and how these jobs support Seattle's climate goals. We also showcased demo EV chargers, giving participants a hands-on look at the technology they could soon be installing.
5. Customer Commitment – Earlier this month, City Light, in partnership with Seattle Public Utilities, published a customer commitment pledge. The principles guiding our service have long been at the heart of Seattle City Light and Seattle Public Utilities, and we are excited to bring them to the forefront by emphasizing our dedication to delivering exceptional service every day. A copy of this is included in the meeting notes below:

"Our Commitment to You" is not just a statement—it's a promise to our customers. It reflects our dedication to providing the highest level of service, ensuring we meet their needs with accuracy, reliability, and respect. This commitment includes:

Accurate, Timely Billing and Support: We promise to deliver accurate bills, flexible payment options, and responsive support whenever customers need it.

Helping Customers Manage and Reduce Utility Costs: We offer programs and resources, such as our Utility Assistance Programs and energy efficiency solutions, to help customers manage costs and contribute to environmental conservation.

Reliable and Accessible Customer Service: We are ready to assist through multiple channels, whether online, by phone, or in person, to ensure customers promptly get the help they need.

Support in Many Languages and Formats: We provide resources and assistance in many languages to meet the diverse needs of our communities, including free interpretation services and support for deaf or hard-of-hearing customers.

Transparent and Responsible Service: We commit to managing ratepayer funds responsibly and keeping customers informed with clear, transparent communication.

Building a Respectful and Trustworthy Relationship: We promise to be a partner our customers can trust by fostering a community where respect and helpfulness are paramount.



City Light Review Panel Meeting Meeting Minutes

Q: Is there any concern at City Light or the City in general about the grants you have received or the validity of the grants, if there is a change in administration?

A: That's always a concern. I know they are working to get the funds out this year. We will continue to pursue the individual grants as well as the group grant for the advanced distribution management system. These are infrastructure investments, that are part of the bipartisan Infrastructure Bill.

Review Panel Charter updates. Julie Ryan led this discussion. The Panel will have another opportunity to review the edited Charter at the November or January meeting.

Customer Assistance Program Updates. Marcus Jackson and Melissa Bookwalter presented. Presentation materials are included in the meeting packet.

Q: Where does the eligibility number come from?

A: We used to use census data, but we've been partnering with BlastPoint to access their data sources to estimate 113,000 eligible households.

Q: There's an increase in utilization of Emergency Bill Assistance (EBA) this year. Have you analyzed why?

A: The increase this year results from the resumption of disconnection policy. This spring we re-started this, after 6+ years of not sending notices. When customers receive those notices, they seek bill assistance. We expect the numbers to grow more as we return to our usual collection practices.

Q: How is Project Share different than EBA?

A: People who do not qualify for EBA qualify for Project Share. The maximum income range for EBA is the minimum for Project Share. Also, the funds available are limited to \$250 per year. This is also entirely customer donated funds; it's the last bucket of available assistance money to access for customer needs.

C: The three agencies have had contracts since May, and it has taken time to stand up the new SHEAP program.

Q: Is there a timeline for the redesign of the discount programs?

A: We are beginning work on this now and there are deliverables to meet in the Strategic Plan. We will deliver a workplan to the City Council in December. There is a second milestone of a more comprehensive -re-design due in April. We are starting the work now and are focusing on increasing enrollment. We will release updates over time, with core work starting in 2025 and increasing enrollment goals for 2025 and 2026.

Q: Will we also change the discount design?

A: Yes, possibly. We are shifting from a 70% state median income (SMI) to an 80% of the area median income (AMI) threshold. This could increase the eligible number of customers from 113,000 to 200,000. If all eligible customers participate in the program, it will be very expensive at the current 60% discount. We will look for ways to mitigate the impact on rates. For example, we are looking at a tiered program. Right now, all UDP participants get a 60% discount. We may offer a larger discount for lower-income



City Light Review Panel Meeting Meeting Minutes

customers and a smaller discount for those who qualify with higher incomes.

Q: Has there been a look at auto-enrolling all LIHEAP participants from other agencies?

A: Yes, we are tackling this from multiple directions, and we are ready to continuously learn and improve. Auto-enrollment is a great way to reach people we have not reached before. We are working with the Department of Neighborhoods to help connect communities where we have not had as much outreach. When customers are struggling, it is very hard for them to fill out paperwork over and over.

Q2 & Q3 2024 Strategic Plan Report. Leigh Barreca presented. Presentation materials are included in the meeting packet.

Q: Of the 20 programs that are delayed, what percentage do you estimate are due to macroeconomic or supply chain issues?

A: We would say about half. Permit delays also make up a portion. We also anticipate recent major storms, and geopolitical conflicts will exacerbate existing shortages, especially for transformers.

November 20th Agenda – Julie proposed that next month's meeting be held in person and be extended to three hours. During this meeting the panel will participate in a SWOT exercise; the results of which will inform the 10-year planning process that the utility began in October. There may be time for one other topic. The Panel agreed with this proposal.

Dawn assigned optional homework for the panel for them to think through our internal strengths and external opportunities and threats. Panel members will receive the 2023 Landscape Analysis and recommended pre-reading articles before the November 20th meeting.

Adjourn. The meeting was adjourned at 10:43 a.m.

Next meeting: November 20, 2024, 9:00 – 12:00 p.m.

Seattle City Light Transmission Overview

City Light Review Panel; February 19, 2025



Seattle City Light

WE POWER SEATTLE

Transmission Presentation Overview

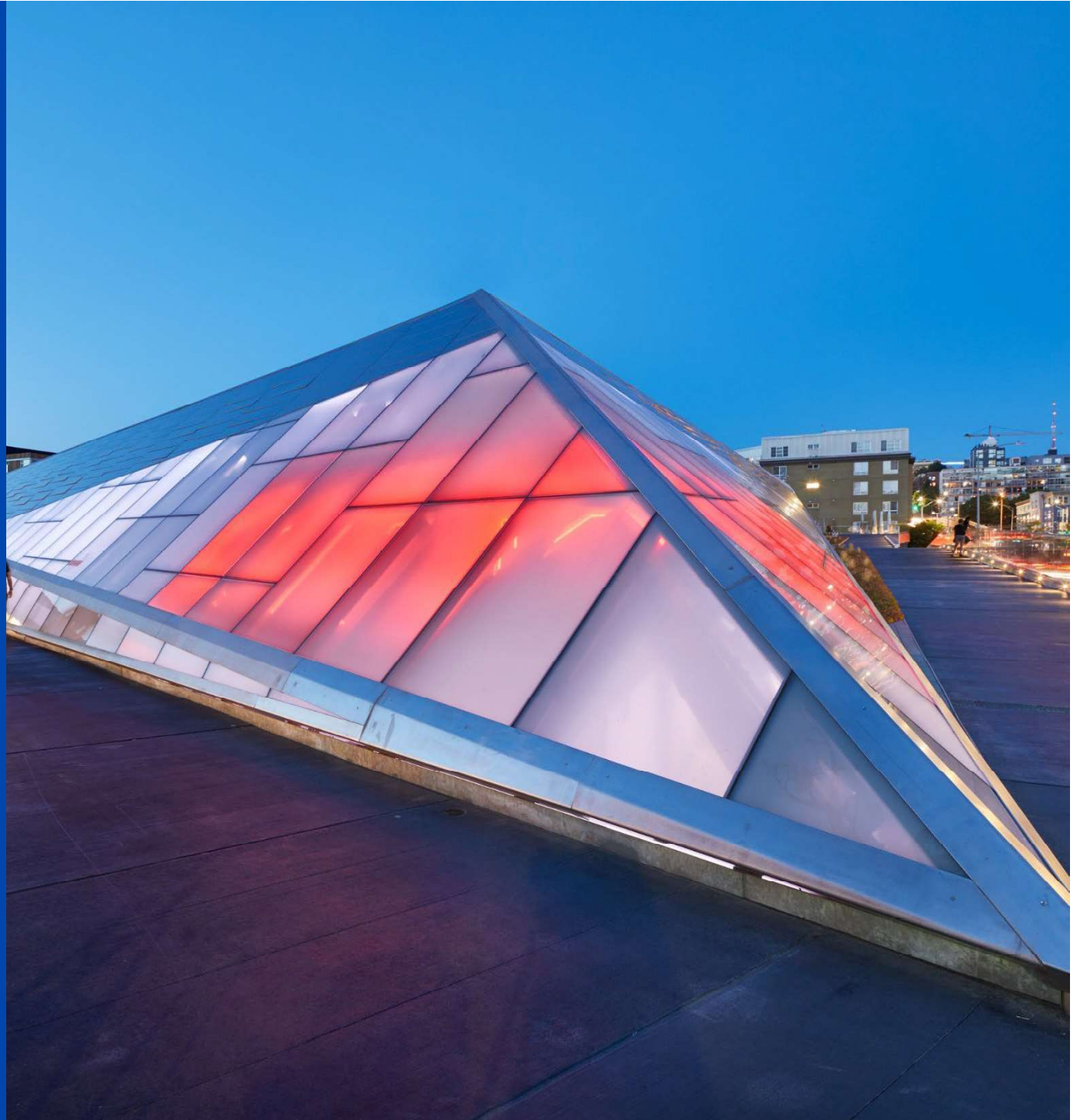
- Transmission Overview
- Transmission Challenges
- Transmission Needs
- Transmission Strategies and Plans



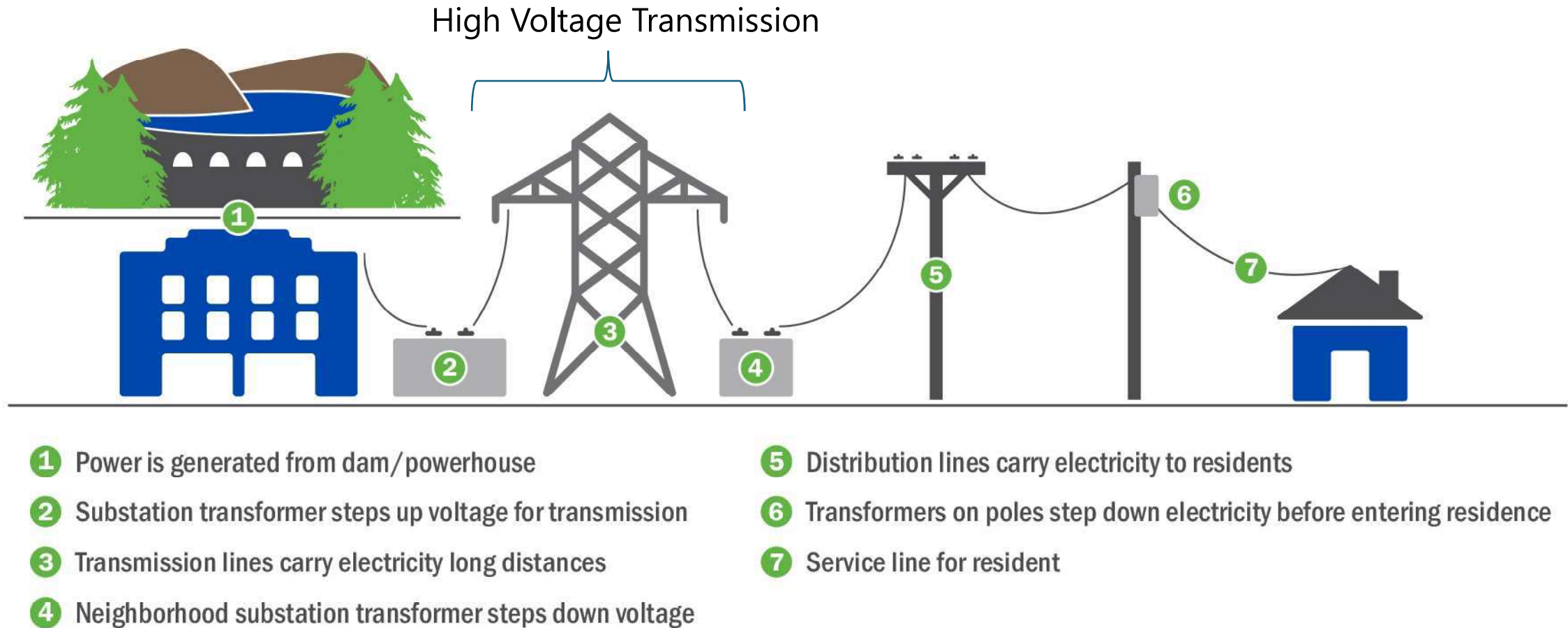
Transmission Overview



Seattle City Light



The Power Supply Chain

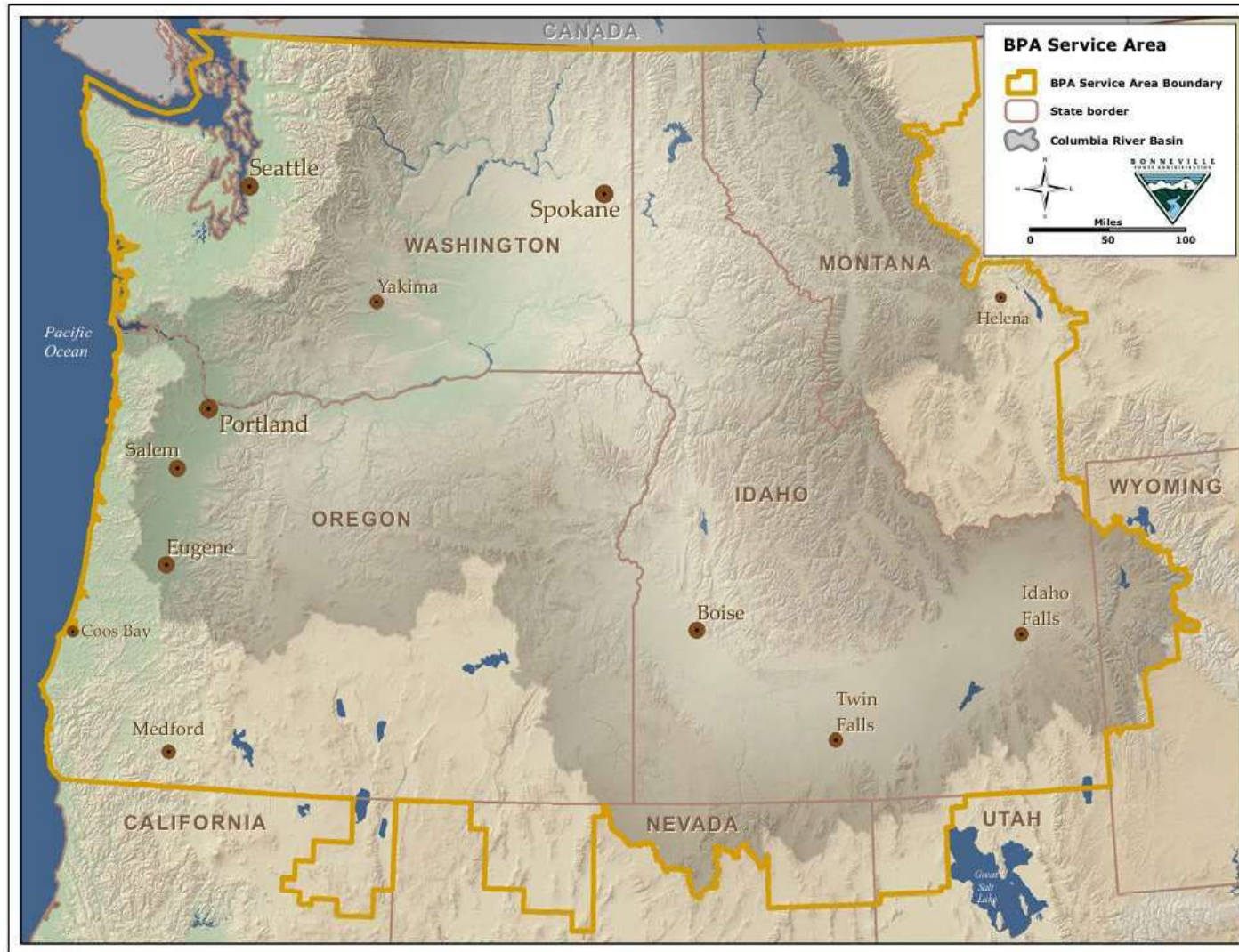


Western Electricity Coordinating Council

- Coordinates and enforces reliability standards in the western U.S. and Canada
- ~ 136,000 miles of transmission lines
- 38 Balancing Authorities (BAs)



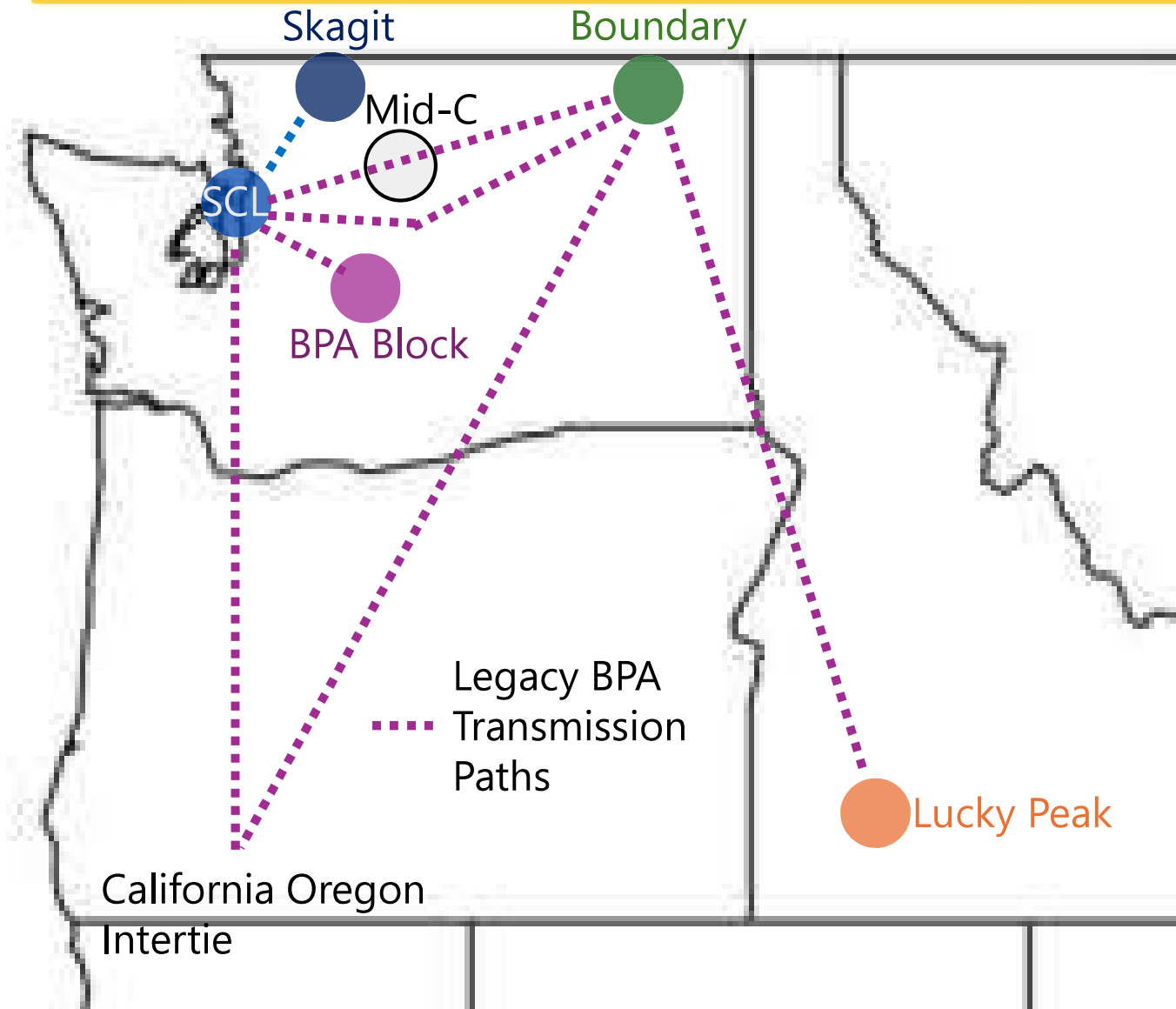
Bonneville Power Administration



- BPA is the primary provider of regional transmission in the PNW
- > 15,000 miles of high voltage lines
- ~80% of the region's 500 KV mileage

Source: Bonneville Power Administration

Transmission Assets



Key Figures

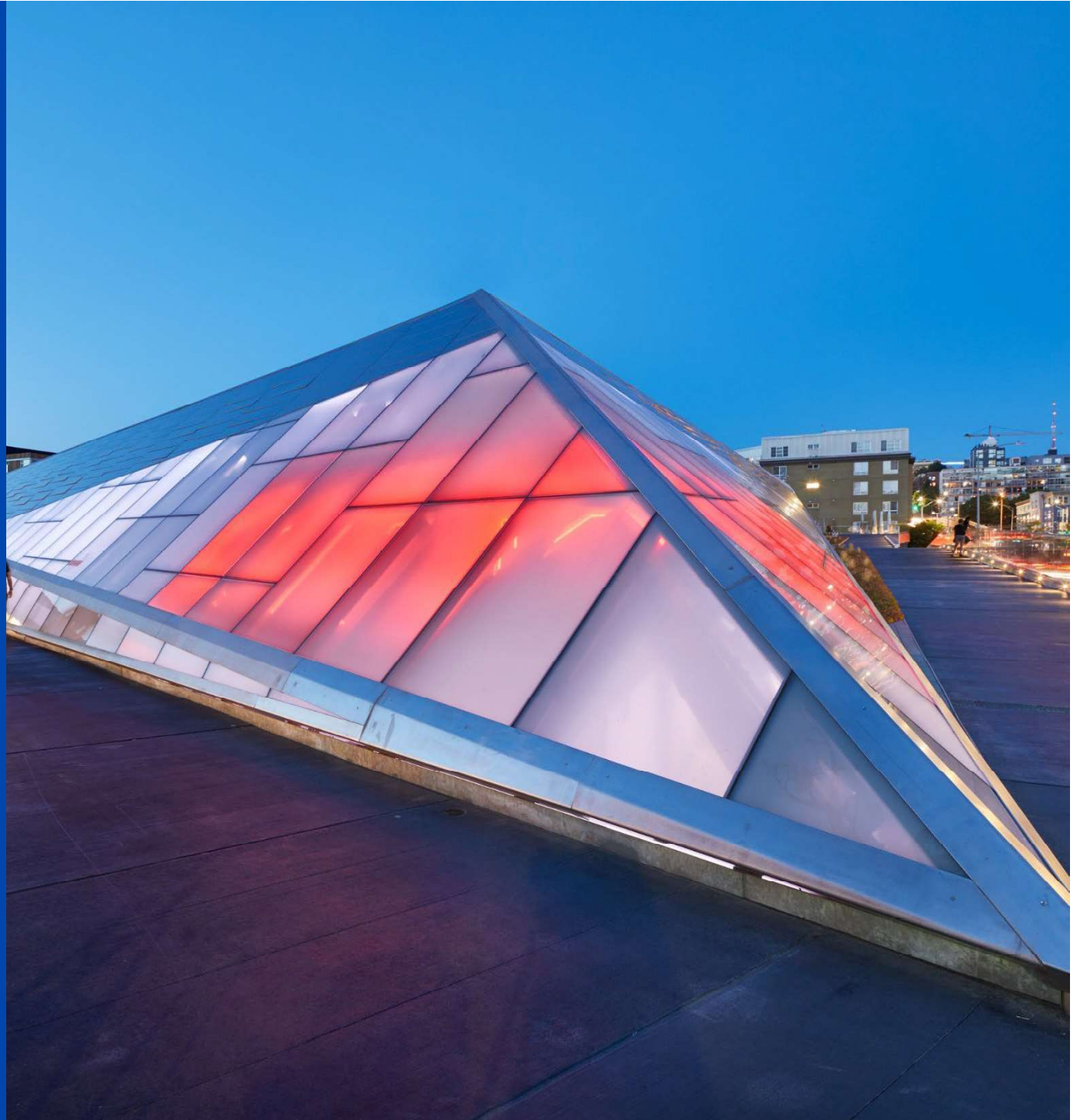
BPA Transmission Rights

- Total: 2,241 MWs
 - Inbound: 2,111 MWs
 - Outbound: 130 MWs
- Skagit Transmission
 - Inbound: 1,000 MWs

Transmission Needs

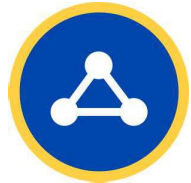


Seattle City Light



City Light's Transmission Needs

Examples



Policy Changes and Reforms

Climate Change, Energy Transition, Market Design



Increasing Load

Transportation, building electrification, seasonal load changes



New Resources Needs

Future renewable projects and supply resources



Commercial Markets

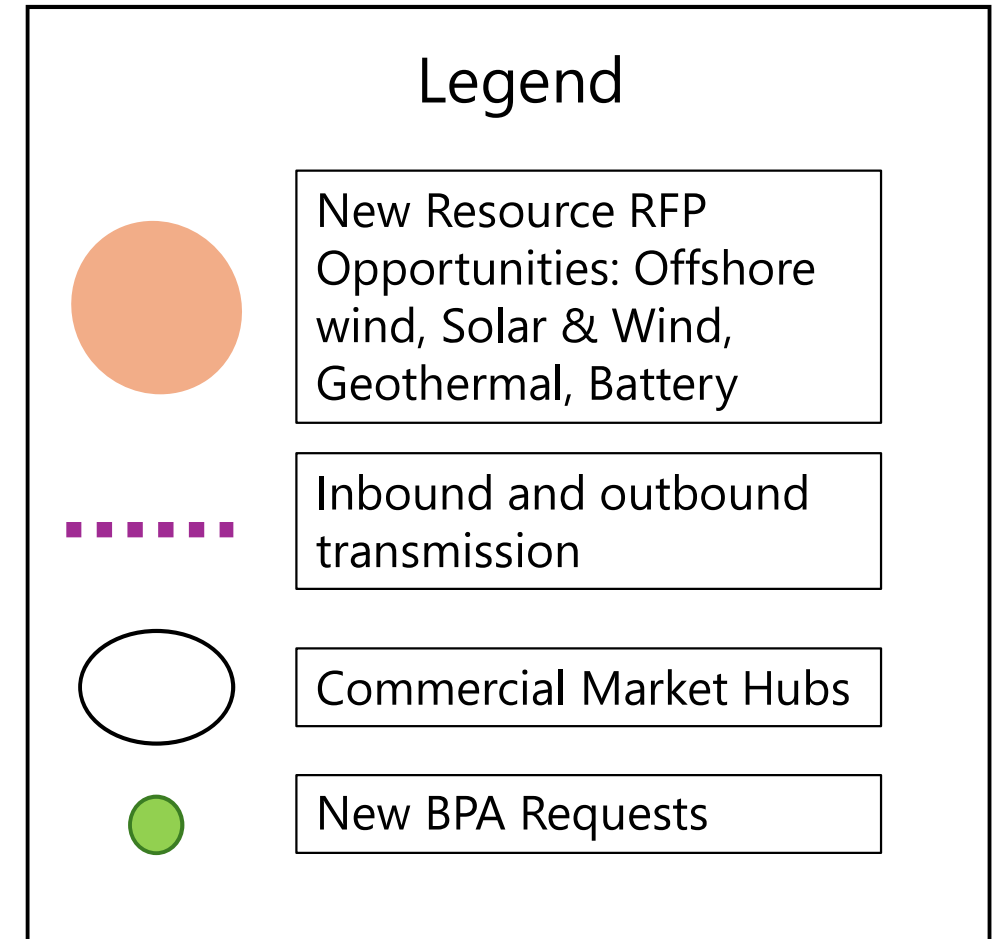
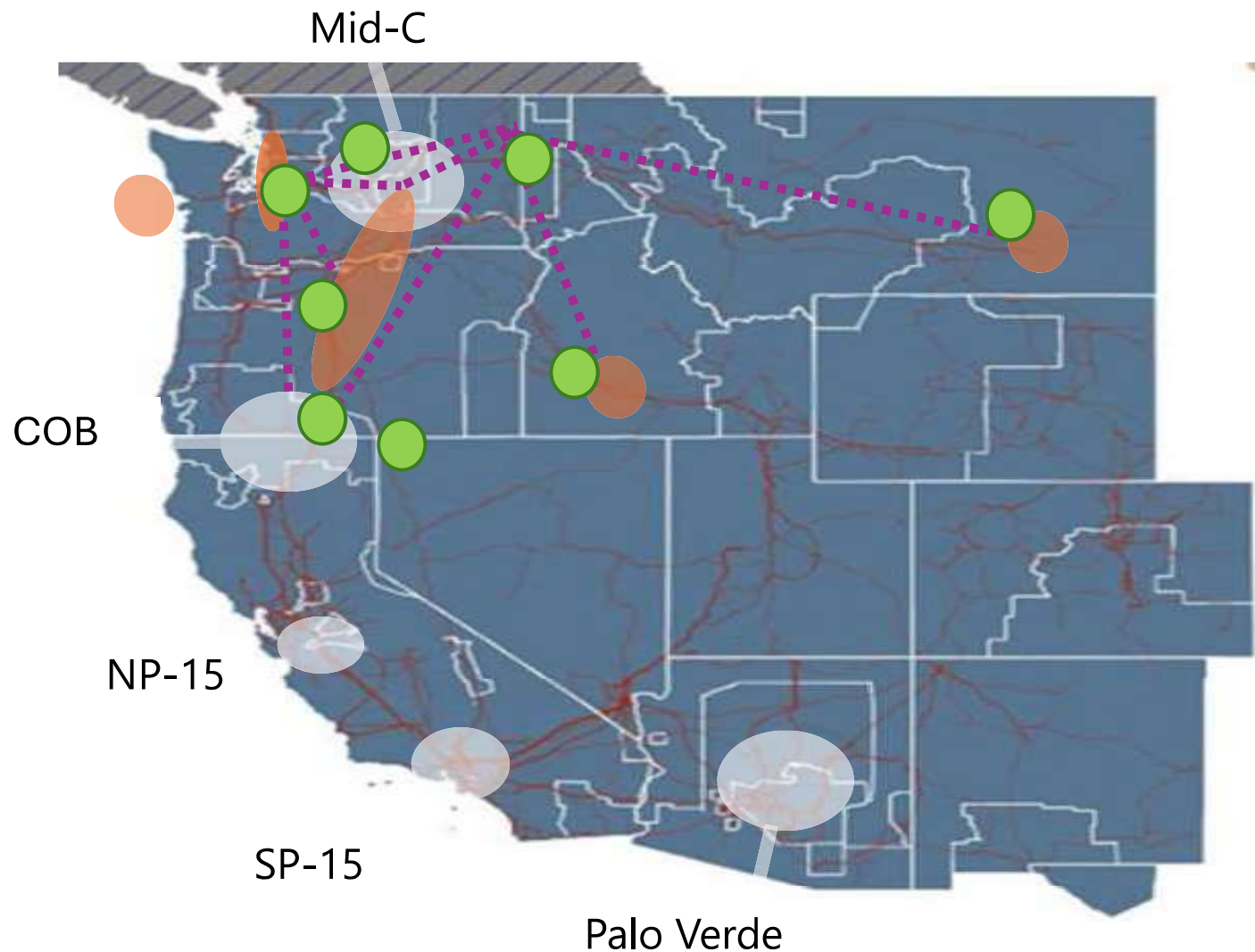
Connect to key Regional trading hubs in the West



Geographic Diversity

Access to diversified renewable resources

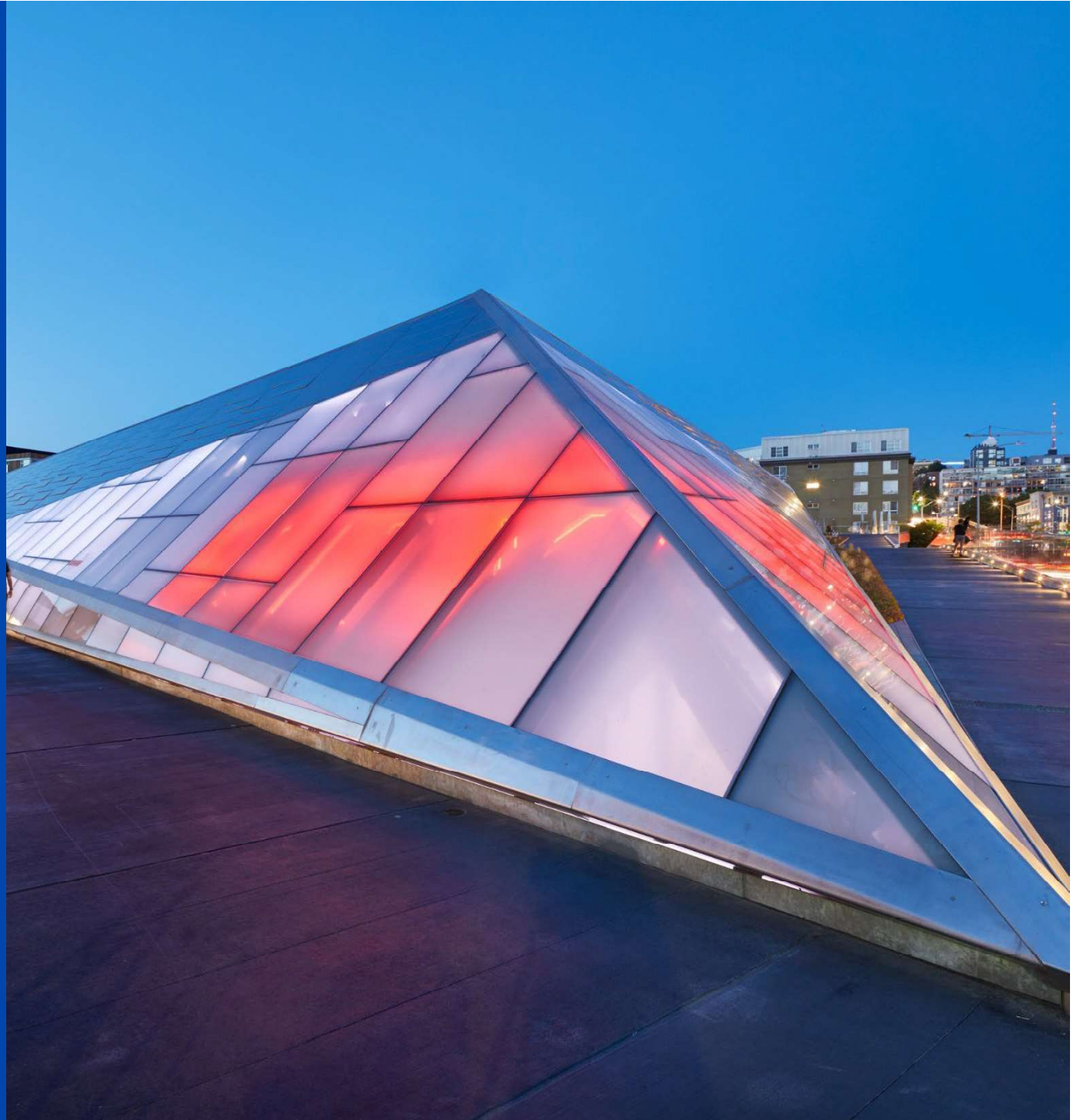
Markets, New Resources, and Transmission Overlay



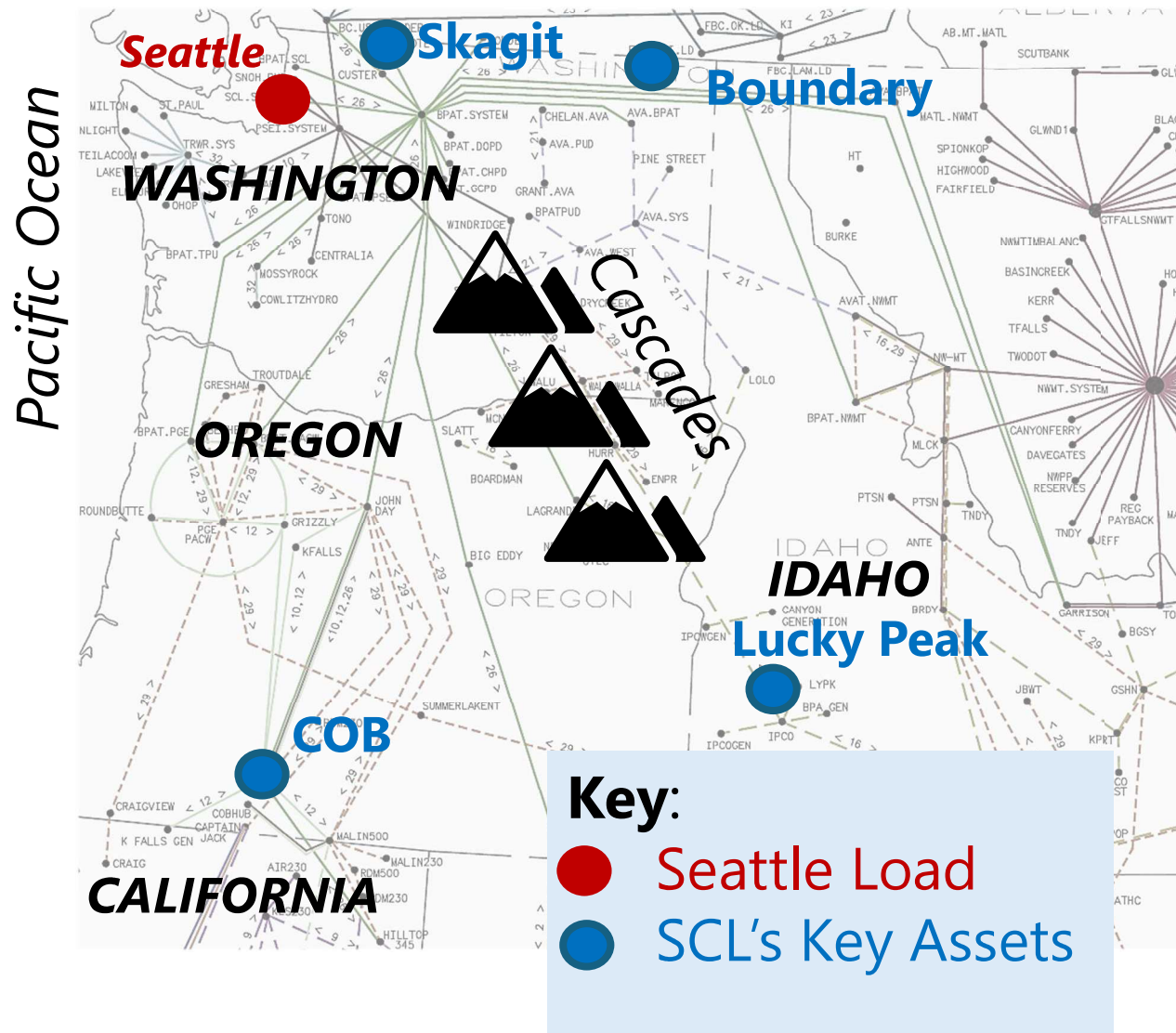
Transmission Challenges



Seattle City Light



Seattle's Unique Geography



- Inset detail
-
- **Geographic Reach:** Access to power from beyond the Pacific Northwest
- **Topography:** Bounded by ocean to the west and mountains to the east

Transmission Challenges

- **BPA System is already oversubscribed**
 - 8-10 year wait for new transmission rights
 - Boardman To Hemingway build was announced in 2008 – 19 years and counting
 - New Builds and Non-Wires solutions are needed to meet increased demand
 - 68,000 MWs submitted into BPA's queue for 2026



Transmission Challenges for SCL

- **Elevated competition for transmission assets**
- **Future transmission costs unknown**
 - Expected to be significantly higher than what City Light currently pays

Data Center in East Wenatchee, WA



Wind Farm in Benton County, WA



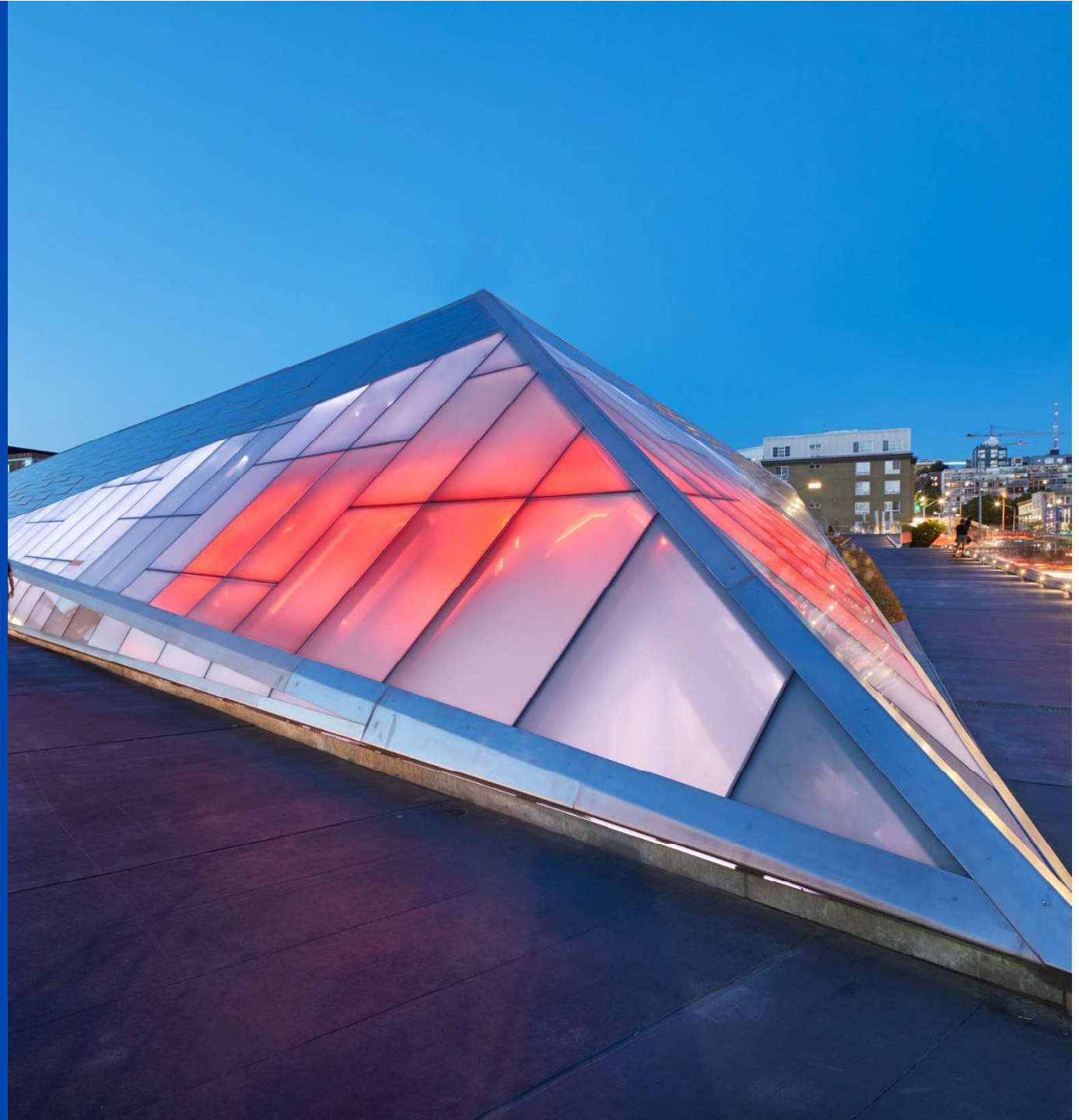
Solar panels in Richland, WA

Source: All photos from Seattle Times

Strategies and Plans



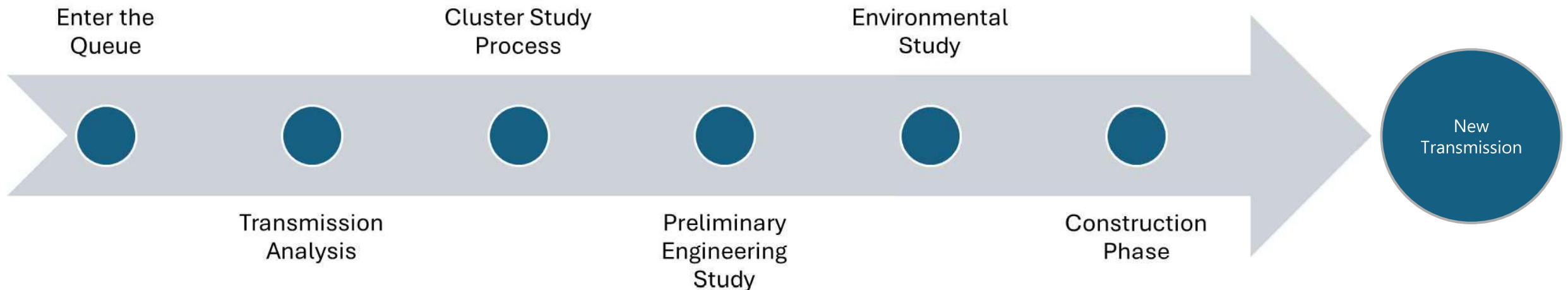
Seattle City Light



City Light Transmission Strategy

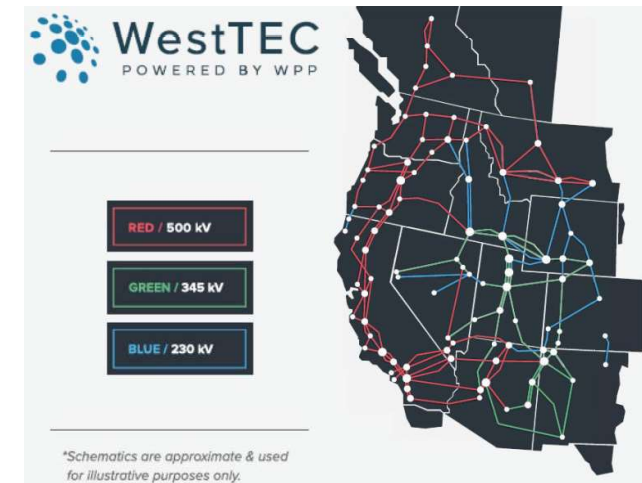
- Participate in BPA new transmission service request processes
- Acquire existing 3rd party transmission
- Utilize current transmission portfolio efficiently

Multi-Year BPA Transmission Process



Regional Transmission Planning

- WestTec
- Northern Grid
- Collaboration with neighboring utilities for grid upgrades
- Searching for avenues of building that don't involve the BPA process



Q&A



THANK YOU



Seattle City Light



Seattle City Light

seattle.gov/city-light



Mission, Vision, and Values

Mission

Seattle City Light safely provides our customers with affordable, reliable, and environmentally responsible energy services.

Vision

Create a shared energy future by partnering with our customers to meet their energy needs in whatever way they choose.

Values



Customers First



Environmental Stewardship



Equitable Community Connections



Operational and Financial Excellence



Safe and Engaged Employees



Seattle City Light

WE POWER SEATTLE

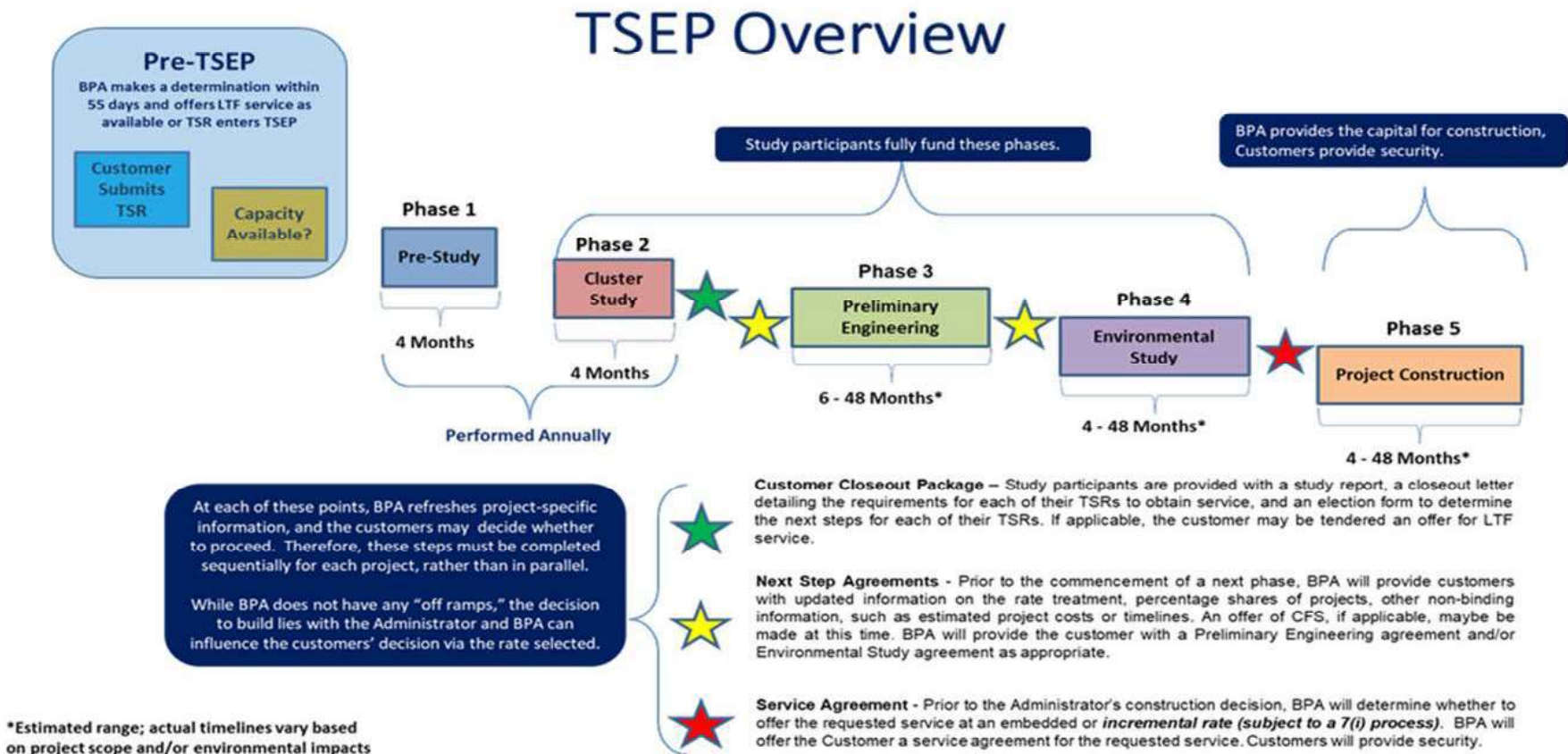
Glossary of Terms

- **Balancing Authority (BA)**- A subregional entity that ensures that demand and supply are always balanced. A **Regional Coordinator (RC)** coordinates a larger region of balancing authorities.
- **Transmission Planner**- An entity (or a person) charged with planning long-term transmission.
- **Transmission Service Provider (TSP)**- An entity that owns and operates electric grids, installs, maintains, and managed lines, poles, and meters to deliver electricity to homes.
- **Open Access Same-Time Information System (OASIS)**: Integrated system for obtaining services related to electric power transmission in North America.
- **Open Access Transmission Tariff (OATT)**: A tariff (regulatory instrument) that ensures that all Transmission Providers and Customers have fair and open access to transmission service.

BPA Transmission Study Expansion Process

B O N N E V I L L E P O W E R A D M I N I S T R A T I O N

Diagram – Overview of TSEP Phases



10 Year Roadmap

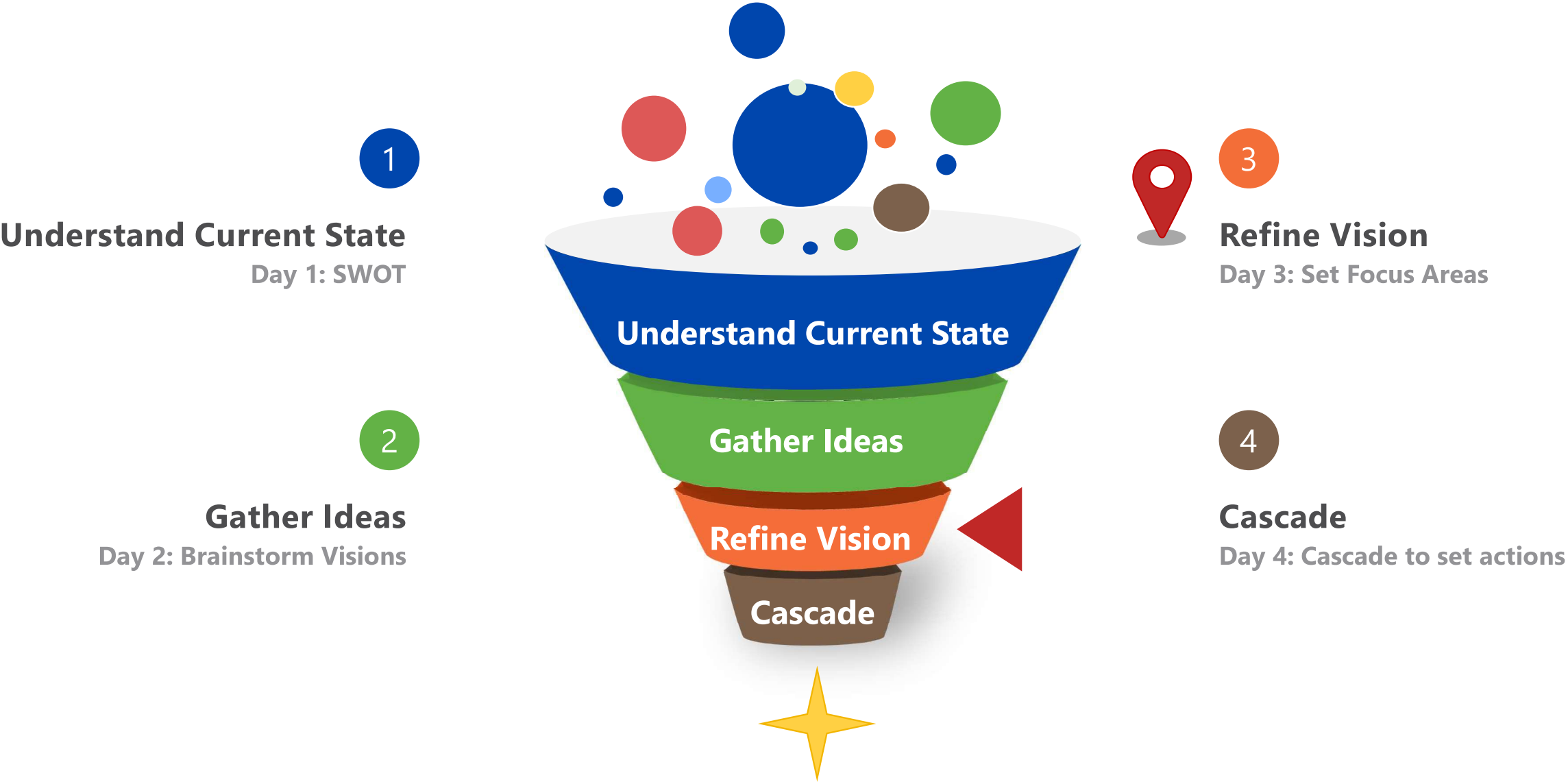
Review Panel Update



Seattle City Light

WE POWER SEATTLE

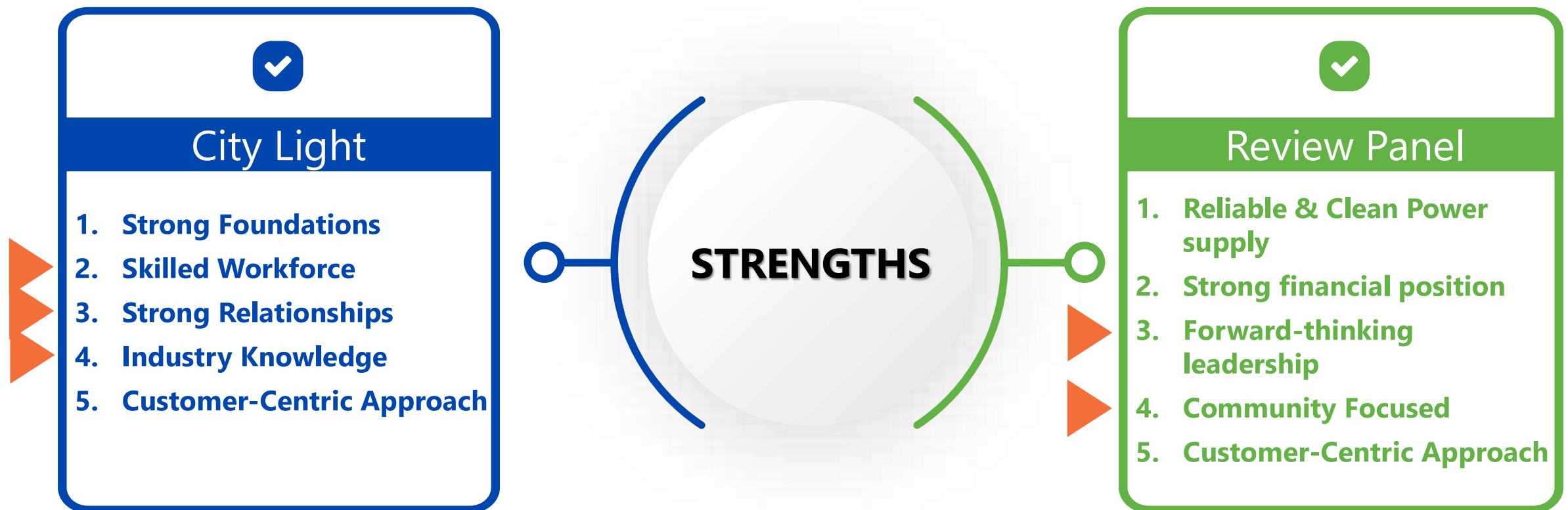
Where We've Been



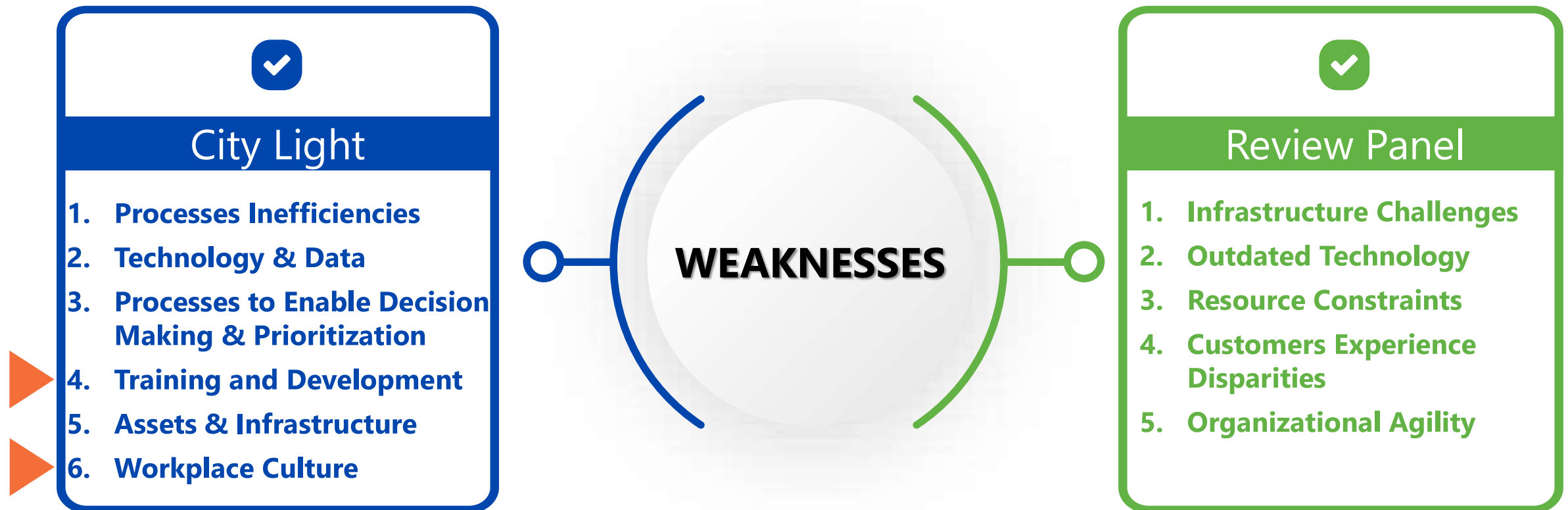
Day 1: Current State

Strengths	<ul style="list-style-type: none">1. Strong Foundations2. Skilled Workforce3. Strong Relationships4. Industry Knowledge5. Customer-Centric Approach	Weaknesses	<ul style="list-style-type: none">1. Technology and Data Deficiencies2. Leadership Decision Making & Prioritization3. Inadequate Training and Development4. Operational Processes Inefficiencies & Role Clarity5. Assets & Infrastructure6. Workplace Culture
Opportunities	<ul style="list-style-type: none">1. Customer Engagement2. Workforce Development & Trades3. Innovation & Technology4. Strategic Partnerships	Threats	<ul style="list-style-type: none">1. Political & Regulatory2. Economic & Market Risks3. Workforce & Culture4. Environment & Climate5. Cybersecurity & Safety

Comparison: Leadership & RP SWOT



Comparison: Leadership & RP SWOT



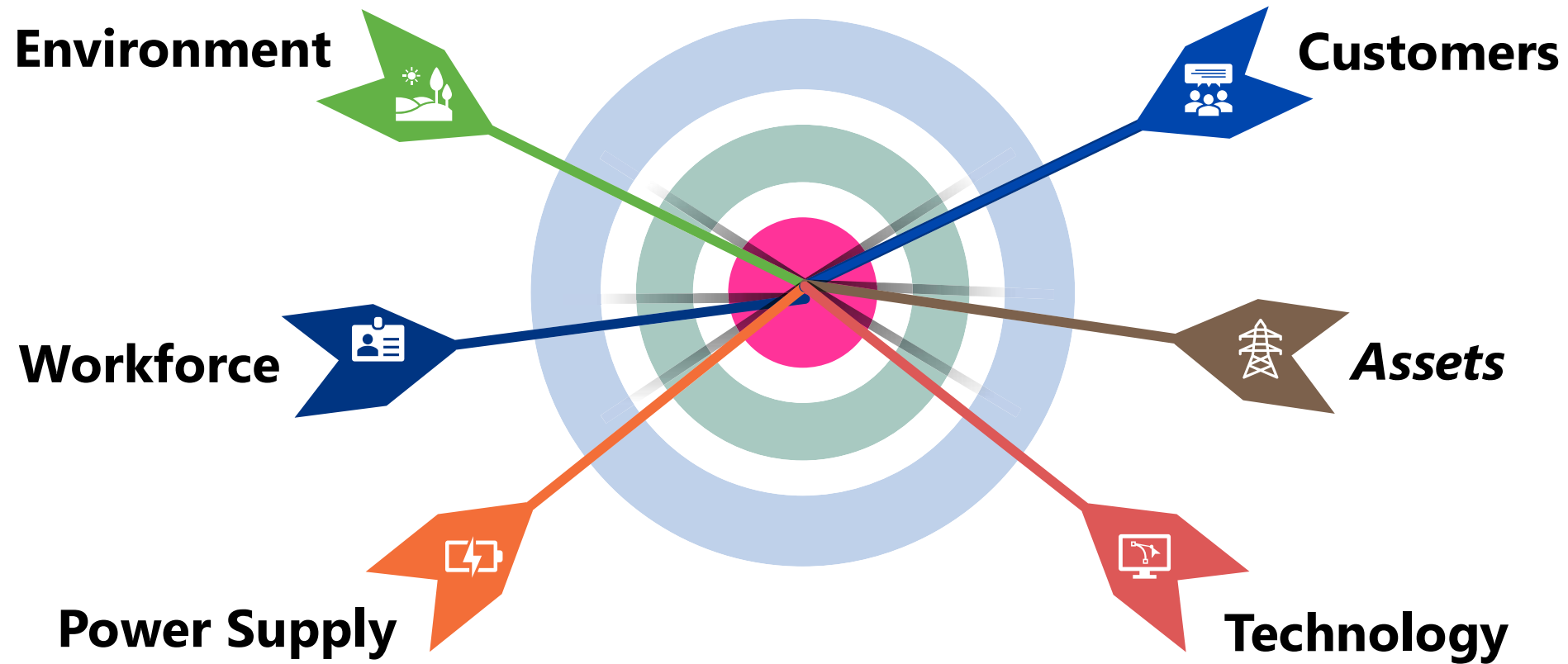
Comparison: Leadership & RP SWOT



Comparison: Leadership & RP SWOT

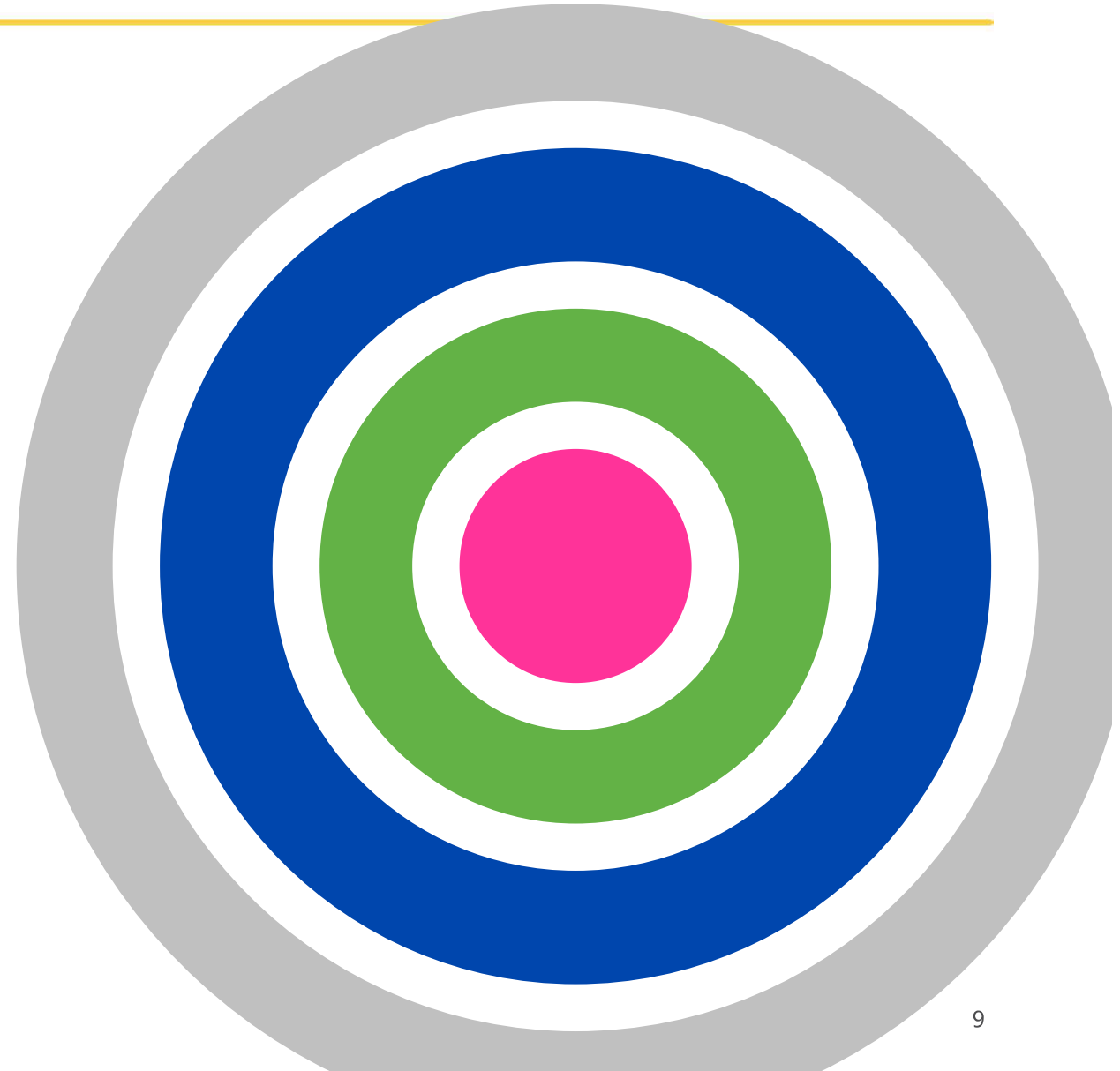


Day 2: Gather Ideas



Focus Area: Overview

- **Focus Areas:** our ultimate goals; north stars; long-term outcomes
- **Outcomes:** strategies to accomplish **focus areas**
- **Specific Programs & Actions:** what needs to change to accomplish **outcomes**



Refinement Criteria



Day 3: Focus

**Lead Nation's Utilities
in Sustainability**

Environment



**First in nation for
customer engagement**

Customers



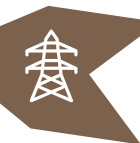
Employer of Choice

Workforce



**Best reliability in
nation**

Assets



**Carbon Neutral Resource
Portfolio Meets Demand**

Power Supply



**Leverage technology to
improve services**

Technology



Group Discussion

Additional information will be shared during review panel for discussion and feedback.

Up Next

Day 3



Best Reliability
in Nation

Day 4



Asset
Maintenance

Grid
Automation

Customer
Communications

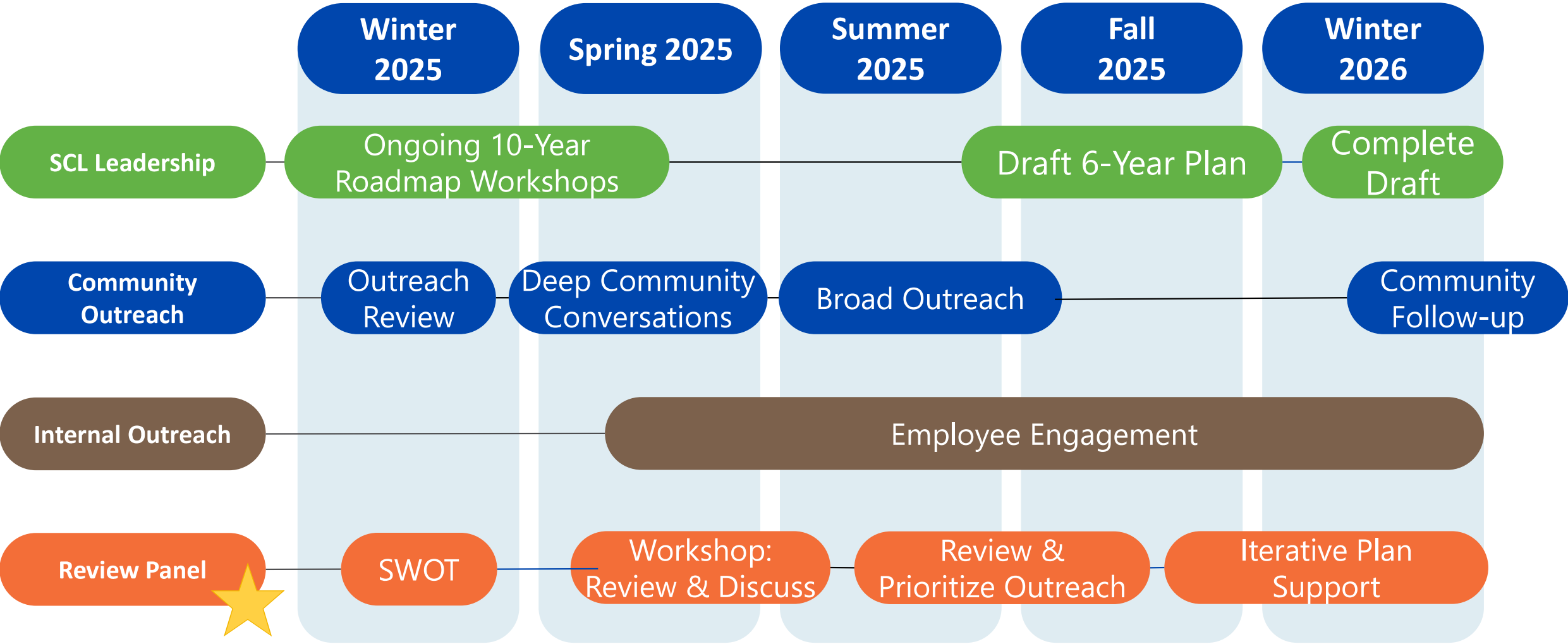
Summer:

Specific Tactical
Plan Development

Texting?

ETOR
Process?

Timeline



THANK YOU



Seattle City Light