



CITY LIGHT REVIEW PANEL MEETING

Wednesday, September 17, 2025

9:00 – 11:00 A.M.

In Person - SMT

Proposed Agenda

<u>Item</u>	<u>Lead</u>
5 min 1. Welcome	Julie Ryan, Facilitator
2. Public Comment	
5 min 3. Standing Items:	
a. Chair's Report	Leo Lam
b. Review of agenda	Julie Ryan
c. Action: Review & approval of meeting minutes of July 16	
d. Communications to Panel	Leigh Barreca
30 min 4. General Manager Update	Dawn Lindell
30 min 5. Clean Energy Implementation Plan	Mike Haynes & Grecia Elenes
30 min 6. Strategic Roadmap Updates	Angela Bertrand
15 min 7. City Light Metrics	Angela Bertrand
5 min 8. Adjourn	

Next meeting: October 15

Draft Agenda Items: Strategic Roadmap,



City Light Review Panel Meeting Meeting Minutes

Date of Meeting: July 16, 2025 | 9:00 – 11:00 AM DRAFT
Meeting held in SMT 3204 and via Microsoft Teams

MEETING ATTENDANCE					
Panel Members:					
Leo Lam	√	Thien-Di Do		Oksana Savolyuk	
Joel Paisner	√	Ryan Monson	√	Bruce Flory	√
Kerry Meade	√	Toyin Olowu	√		
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	√
Christie Parker	√	Carsten Croff		Brian Taubeneck	
Eric McConaghy		David Logsdon		Bridget Molina	√
Jeff Wolf				Brittney Garcia Stubbs	√
Siobhan Doherty	√	Karin Estby	√	Margaret Frey	√
Mujib Lodhi	√	Julien Loh (external)	√	Wendy Cho-Ripp (external)	√

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. Leo Lam welcomed everyone and opened the meeting.

Review Agenda. Angela Bertrand, on behalf of Julie Ryan, reviewed the agenda.

Approval of June 18, 2025, Meeting Minutes. Minutes were approved.

Communications to Panel.

- Di Do's term concludes on September 30, 2025, and she has chosen not to seek reappointment. As a result, Position 8 - At-Large Customer Representative, is now vacant.

Bridget Molina is actively reaching out to potential candidates. Due to the City Council's budget recess, formal appointment consideration is not expected until December 2025. In the interim, interested candidates may begin attending meetings as non-voting participants.



City Light Review Panel Meeting Meeting Minutes

General Manager's Update. GM Dawn Lindell presented.

1. Working with Olympia - On Wednesday, June 25, Congressman Adam Smith's (WA-09) office hosted a webinar focused on current and upcoming home energy assistance, rebate, and incentive opportunities with guests from the Washington State Department of Commerce, Puget Sound Energy, Seattle City Light, and Seattle Public Utilities. City Light's Demand Response & Residential Energy Efficiency Program Manager, presented on the Utility Assistance Programs and our residential energy efficiency offerings. Customers were excited to learn about our offerings, such as the Utility Discount Program, in which one participant shared she knew two people in the elder community she assists who would instantly benefit from this offering.
2. Connecting with our customers - On Tuesday, June 17, our Business Customer Services team hosted a quarterly customer strategic planning meeting to request customer feedback and share information about how we're planning for the next decade. Angela Bertrand presented and explored balancing factors such as keeping electricity service reliable and costs affordable and shared how these decisions affect customers and their priorities. She also provided an overview of our planning efforts, including focus areas such as power supply and reliability. Representatives from 40 key customers attended including Boeing, Port of Seattle, Sabey, Nucor, CenTrio, Seattle Public Schools, Franchise Cities, UW, and King County Wastewater.
 - a. A summary of customer feedback:
 - i. Attendees emphasized the importance of City Light working closely with them to address rising energy demands driven by electrification, EV charging, and infrastructure upgrades.
 - ii. Reliability remains their top priority, along with balancing affordability and sustainability as businesses transition to clean energy.
 - iii. They expressed strong support for affordable renewable energy options, incentives for energy efficiency, and partnerships to share the costs of power generation.
 - iv. They also highlighted the need for better access to energy data, flexibility to adopt new technologies like solar and EV charging, and improved emergency planning and grid resilience.
 - v. Their input reinforces the need for a stronger partnership between City Light and its customers to ensure reliable, sustainable energy solutions for the future.
3. City Light in the Community - Staff attended an Anti-Displacement Resource Fair on Saturday, June 14 at the Rainier Beach Community Center. The event was hosted by Councilmember Mark Solomon on behalf of District 2. City Light shared information about residential energy efficiency rebates, ways for customers to save energy, and reduce their bills. Staff engaged



City Light Review Panel Meeting Meeting Minutes

with over 30 community members. City Light representatives had great conversations with participants and answered questions about energy efficiency as well as City Light's Time of Use Rate that will be launching this fall.

4. Impacts of The One Big Beautiful Bill Act of 2025 – Signed into law on July 4, 2025. This was quite a ride with an unusually short timeline for federal legislation and no ability for Democrats (and much of WA's delegation) to influence the process. Unfortunately, significant cuts were made to solar and wind clean energy tax credits. Only projects put into service by 2027 are eligible for the tax credits.

While several of our most recent projects retain eligibility, this will directly impact City Light as we do expect to have to acquire additional wind and/or solar resources. SCL worked closely with the National Hydropower Association to ensure that hydropower was treated similarly to other non-emitting baseload generation (and did not meet the same fate as solar and wind). We retain access to hydro tax credits until 2033 and projects only need to have commenced construction by that date.

Additionally, while we initially lost access to elective pay due to onerous domestic content requirements for public power in the House version, those were removed by the US Senate. This means City Light can access the tax credits while available which was a huge win achieved through collaboration with our public power trade associations and our allies in Idaho and Montana.

Finally, we retain the current tax treatment of municipal bond interest, protecting our most valuable tool for financing our capital projects at City Light.

Q: With the federal government stepping back and reducing funding, and the State collecting significant revenue from carbon-related technologies, is there any indication the State will help fill the gap?

A: The State has experienced a substantial reduction in federal funding across various areas. While climate commitment funds are available, there is significant competition among state agencies for how the funds should be allocated. Seattle City Light will participate in those discussions and help evaluate options. However, the loss of federal tax credits- particularly those for solar and wind components, cannot be fully offset. These reductions will have financial impacts on utilities and manufacturing sector solar & wind components.

Q: Are you seeing any reduction in sales, particularly due to the impact of tariffs?

A: Yes, we're seeing lower revenue, especially from port electrification projects; those aren't moving forward right now. The main reason is the high tariffs, along with a lot of uncertainty about whether those tariffs will stay or be removed. That unpredictability creates risk for



City Light Review Panel Meeting Meeting Minutes

businesses that rely on imports. As a state that depends heavily on trade, it's already having a direct impact on our revenue.

Power Supply Briefing. Siobhan Doherty, Power Supply Officer and Margaret Frey Regional Affairs Strategic Advisor presented. Materials are in the packet.

Q: Have you seen any impact from summer heat on peak loads?

A: Yes, we are seeing an increase in summer peak loads. During extreme cold events in winter, we typically hit around 2,000 megawatts. In the summer, our peaks are closer to 1,500 megawatts; while there's an increase in numbers, they remain lower than winter peaks. Another difference is that summer heat events are usually shorter and tend to cool down in the evenings, whereas winter cold events may last days.

Q: Are you benchmarking against other utilities?

A: Yes, we're actively engaged with industry groups across the Northwest. Utilities throughout the region are facing similar pressures, particularly around electrification and growing demand. These shared challenges help inform our planning and benchmarking efforts.

Q: Can you remind me why peak demand is expected to grow much faster than average demand?

A: It comes down to when and how people use electricity. While solar power and energy efficiency help lower overall energy use, peak demand continues to rise due to several factors such as- increased adoption of electric vehicles, large new loads like data centers, and more frequent extreme weather events.

Q: What percentage of your projected resource acquisitions are under Power Purchase Agreements (PPAs) versus your own development?

A: So far, we've signed two new solar Power Purchase Agreements, both in 2024. The Integrated Resource Plan (IRP) doesn't dictate how we should structure the purchase for the resources. It identifies what we need to meet our load. We will look at a combination of power purchase agreements and owning resources. Over the short term it will be faster to execute power purchase agreements because those are projects that are already in development. Over time, we will need to build internal expertise to develop our own resources.

Financials Update. Chris Ruffini, Finance Director, presented. Materials are in the packet. The 2026 budget submission will be within the rate trajectory in the Strategic Plan.

Q: I assume the refund was at the request of the bondholders?

A: No, this is the election of the bond issuer, City Light. . Our bonds include terms that outline when we're allowed to refinance. If market conditions shift, refinancing becomes an option. We refinance to access lower interest rates/debt cost. In this case, we refinanced some bonds to reduce our financial risk, presuming a high likelihood that the subsidies on our Build America Bonds (BABs) will degrade/disappear in the future. BABs typically can't be refinanced. But recent



City Light Review Panel Meeting Meeting Minutes

court decisions said the covenants had materially altered the terms enough to give us the legal ability to refinance. We're now refinancing several billion dollars in BABs. The effective interest rate is 4.465%, vs. 5% in our budget forecast. We completed the refinancing through a negotiated private sale earlier this year. Both rating agencies re-affirmed our ratings, noting our diverse customer base, supportive mayor and city council, and strong management. There were over 70+ bidders on the bonds and it was a great sale.

Q: What does CREBs mean?

A: Clean Renewable Energy Bonds

Q: What's driving our peak demand?

A: Weather events are the biggest driver. We're seeing more extreme and unpredictable conditions — hotter days, colder snaps, and sharp temperature swings. The atmosphere has already warmed by 1°C, with some forecasts indicating 1.3–1.7°C increase. As a result, the atmosphere now holds 7% more moisture. This creates real challenges for hydropower, especially given our regional dependence on it.

As part of Skagit relicensing, tribal nations have shown a willingness to explore new ways to make better use of these resources. To keep up, we'll need to overbuild infrastructure and recapitalize, which will impact rates. It's time to invest in our utility and continue seeking new resources, including deeper partnerships with the Skagit Tribes.

Q: Does having the RSA help with our credit rating?

A: Yes. The automatic surcharge mechanism reduces revenue risks for the utility and reduces rate volatility for customers.

Possible September Agenda Items. Clean Energy Implementation Plan, 10-Year Roadmap Update, IRP

Adjourn. The meeting was adjourned at 10:42 a.m.

Next meeting: September 17, 2025, 9:00 – 11:00 a.m. **In Person.**

2026–2029 Clean Energy Implementation Plan (CEIP) RES

City Light Review Panel

September 17, 2025



Seattle City Light

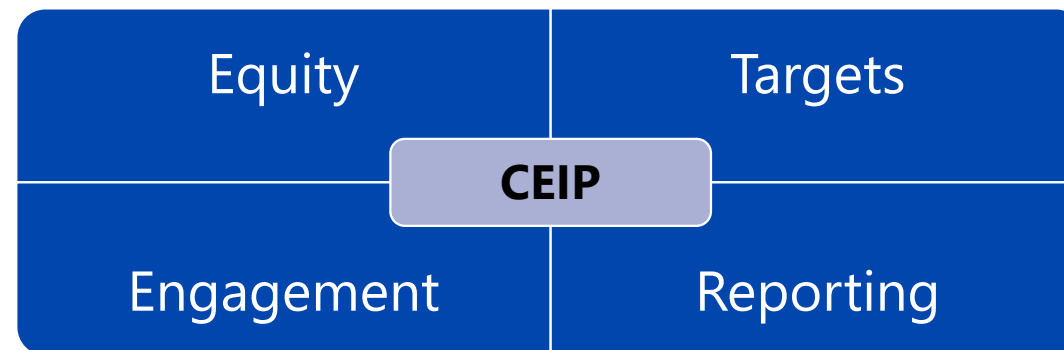
WE POWER SEATTLE

Purpose of Briefing

1. Provide background on Washington State's Clean Energy Transformation Act (CETA)
2. Explain Clean Energy Implementation Plan (CEIP) as a legal requirement under Washington State law
3. Summarize what is included in our CEIP
4. Highlight how equity and community input shaped our plan
5. Seek Council approval to submit CEIP to the Washington State Department of Commerce

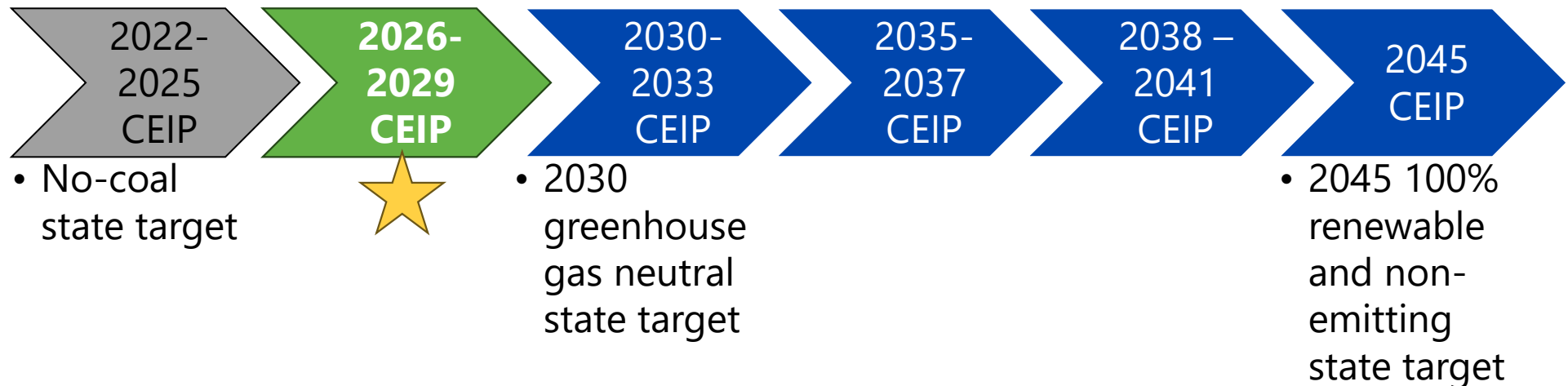
What is the Clean Energy Transformation Act?

- 2019 state law requiring 100% renewable/non-emitting electricity by 2045
 - Statute: Ch [19.405](#) RCW, Rules: Ch [194-40](#) WAC; Ch [173-444](#) WAC
- Key interim targets:
 - 2030 greenhouse gas neutral
 - 2045 100% renewable or non-emitting
- Requires utilities to submit CEIPs every four years

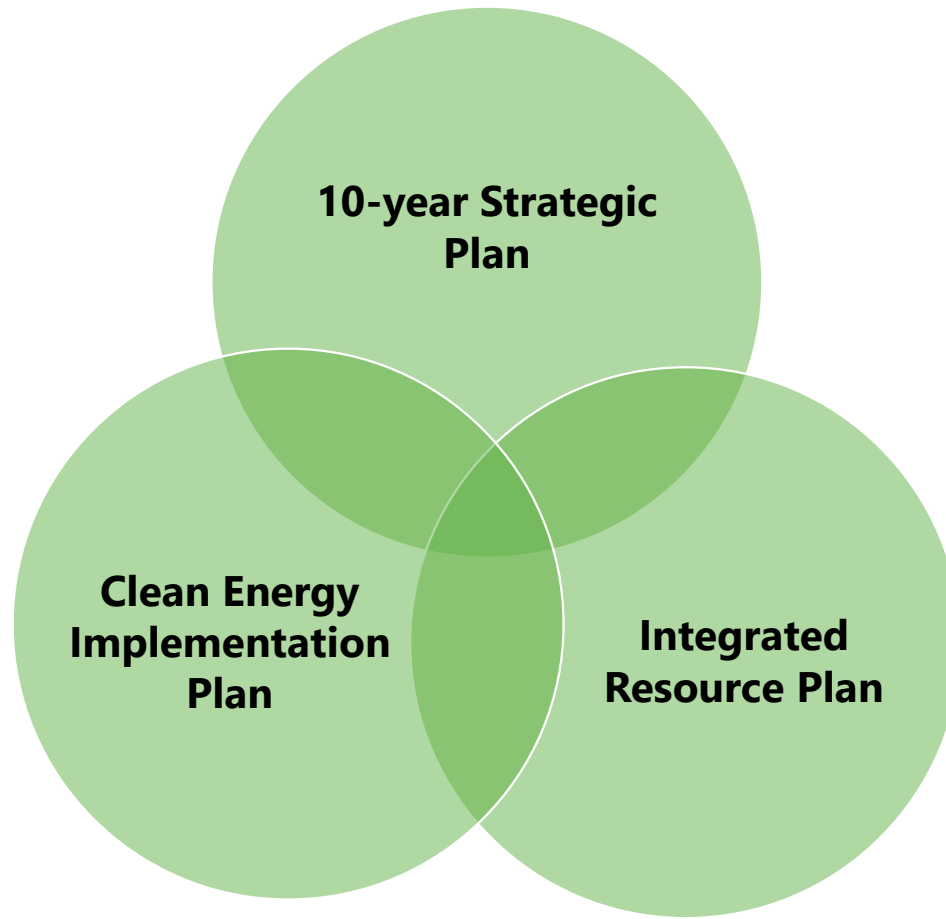


What is a Clean Energy Implementation Plan?

- **Four-year action plan** to meet CETA targets
- Includes:
 - Renewable and efficiency targets
 - Customer benefit “indicators”
 - Equity-focused strategies
 - Public engagement and accountability



Integrated Outreach & Engagement Approach



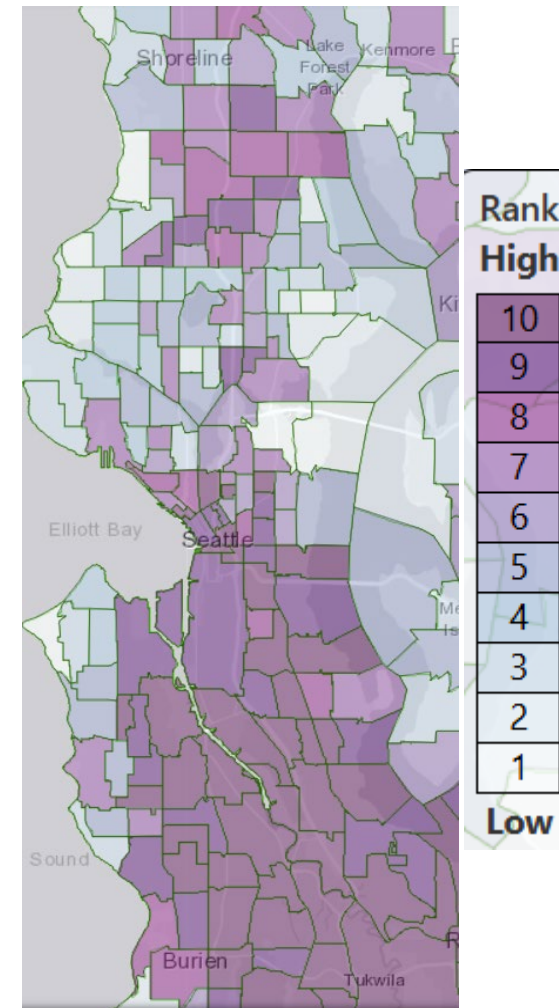
- ❖ Promoted internal coordination
- ❖ Partnered with Department of Neighborhoods
- ❖ Centered voices from priority populations

Who are Priority Populations?

Vulnerable Populations identified are those:

1. Reliant on electricity for medical necessities or are immunocompromised
2. Disparately impacted by extreme weather
3. Are lower-income and/or Black, Indigenous, or People of Color (BIPOC) living in franchise communities
4. With limited English proficiency

Highly Impacted Communities ranked 9 or 10



Community Prioritized Indicators (Goals)

Indicator 1: Reduce Electric Energy Burden

Specific Actions:

- ☐ Design and Deliver an Accessible Community Solar Program
- ☐ Increase Utility Discount Program enrollees
- ☐ Evaluate best case practices for fair rate development

Indicator 2: Improve Economic Opportunity Access in the Green Energy Sector

Specific Actions:

- ☐ Establish High School Awareness Campaign for Green Jobs
- ☐ Design and implement a High School Internship Program
- ☐ Target WMBE Contractors for EV Charger Installation Program Certification

Community Prioritized Indicators Continued (Goals)

Indicator 3: Improve Community Health

Specific Actions:

- ☐ Deliver transportation electrification investments in overburdened communities

Indicator 4: Increase program participation from Highly Impacted Communities and Vulnerable Populations

Specific Actions:

- ☐ Increase utility assistance partnerships with trusted organizations
- ☐ Develop and implement our bi-annual Language Access Plan
- ☐ Actively recruit community-serving buildings into our suite of programs
- ☐ Increased participation in weatherization and energy efficiency programs

CEIP Interim Targets

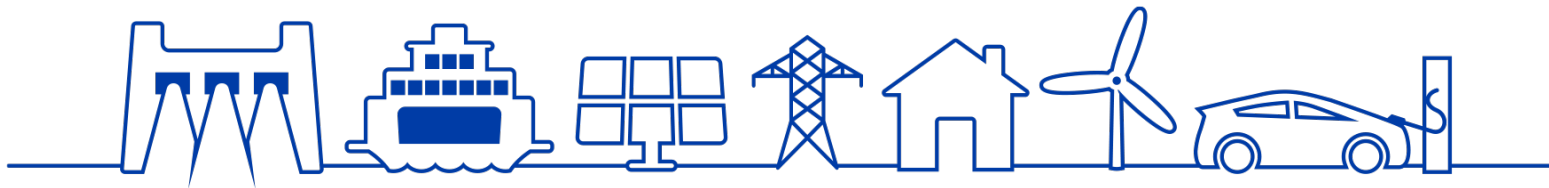
Clean Energy Type	INTERIM TARGETS PRIOR TO 2030					
	Units	2026	2027	2028	2029	4-year period
Renewable	%	88%	87%	85%	83%	86%
Non-emitting	%	5%	5%	5%	5%	5%
Total		92%	91%	90%	88%	90%

CEIP Specific Targets

Resource Category	SPECIFIC TARGETS	
	Units	4-year period
Renewable Energy Target	Average Megawatts	4,207 aMW
Energy Efficiency Target	Average Megawatts	39 aMW
Demand Response Target	Megawatts	12 MW

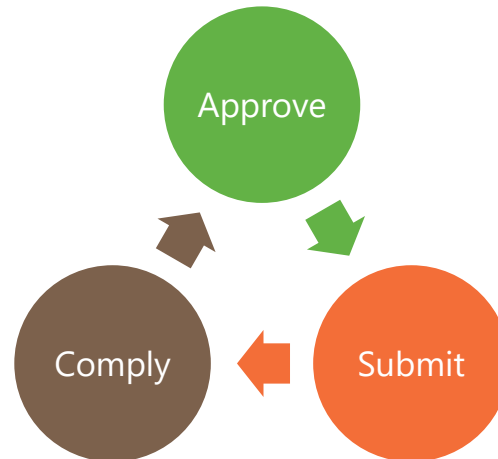
Alignment and Compliance

- The CEIP aligns with:
 - City Light Strategic Plan
 - City Light 2024 Integrated Resource Plan (IRP)
 - City Light Demand Side Management Potential Assessment
 - Mayoral Executive Order 2025-04: Climate Action Plan Update



Action Needed and Milestones

- **City Council approval enables compliance with state law**
 - **Jan 1, 2026:** Washington State Department of Commerce Deadline
- Supports compliance and clean energy progress
- 2030: Progress report of this CEIP



THANK YOU

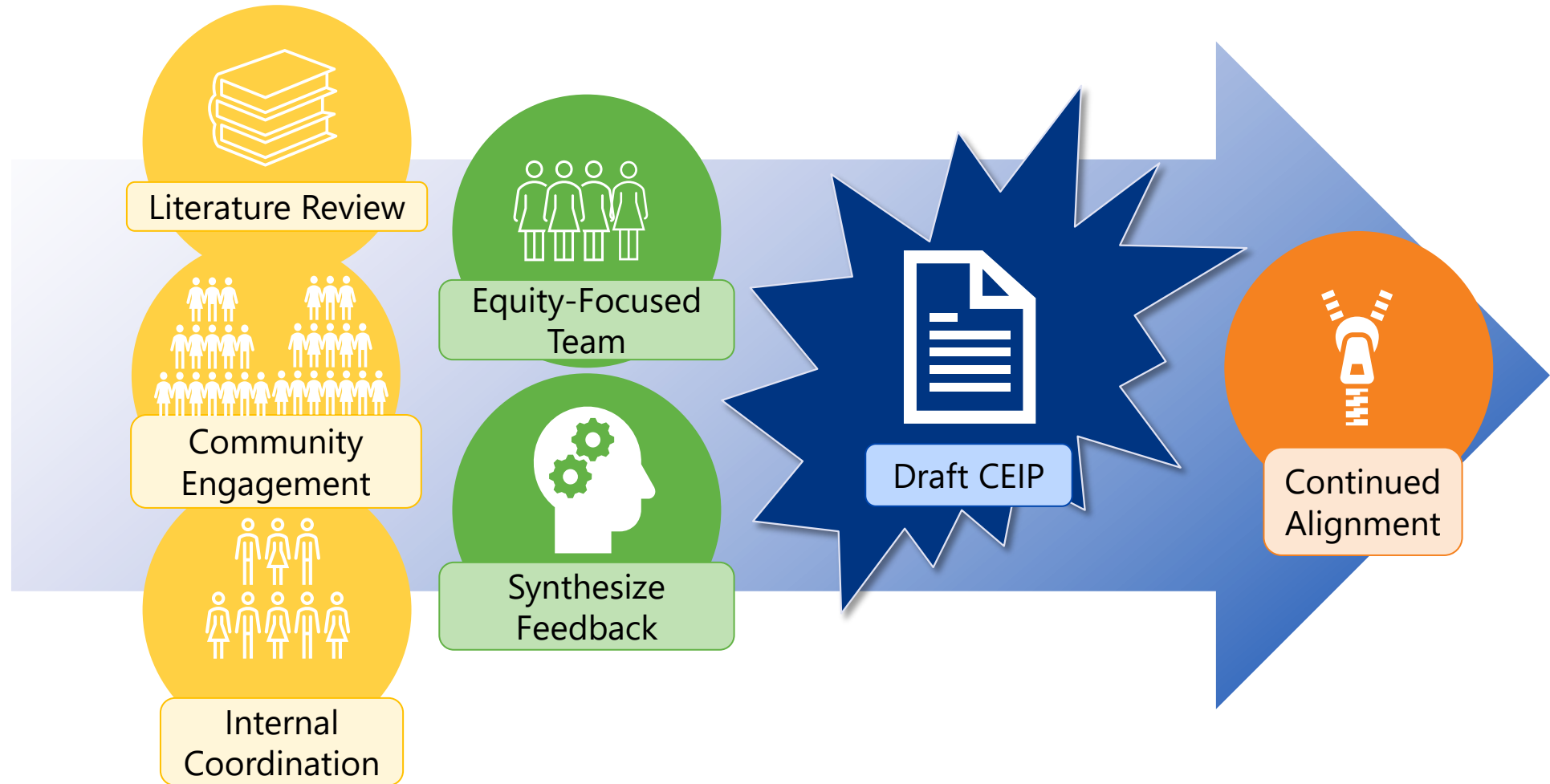


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CEIP Specific Targets

Resource Category	SPECIFIC TARGETS					
	Units	2026	2027	2028	2029	4-year period
Renewable Energy Target	MWh over the period	9,464,348 (1,080 aMW)	9,398,829 (1,073 aMW)	9,011,731 (1,029 aMW)	8,979,352 (1,025 aMW)	36,854,260 (4,207 aMW)
Energy Efficiency Target	MWh over the period	96,360 (11 aMW)	87,600 (10 aMW)	87,600 (10 aMW)	70,080 (8 aMW)	341,640 (39 aMW)
Demand Response Target	MW over the period	3 MW	3 MW	3 MW	3 MW	12 MW

Embedding Equity into the CEIP



Equity Indicators

1. Reduce household electric energy burden

2. Improve community health (e.g., air quality)

3. Increase program participation from “Highly Impacted Communities” and “Vulnerable Populations”

4. Improve access to green energy economic opportunities

Strategic Roadmap

Angela Bertrand, Manager of Strategic Planning & Performance

September 17, 2025



Seattle City Light

WE POWER SEATTLE

- **Roadmap Overview**
- **Since we Last Talked**
- **Action Plan Discussion**



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Why a 10-Year Roadmap?



**Utility wide clarity
and alignment on
priorities**



**Accountability on
prioritized work**



**Inform Division and
Team planning**

10-Year Utility-wide Strategic Planning

6 Key Focus Areas:

Determined by Leadership Team

3-4 Outcomes per Focus Area:

Determined by Leadership Team

Strategic Bodies of Work & Actions:

Determined in Cross-Functional,
Collaborative Workshops

Frontline and Community

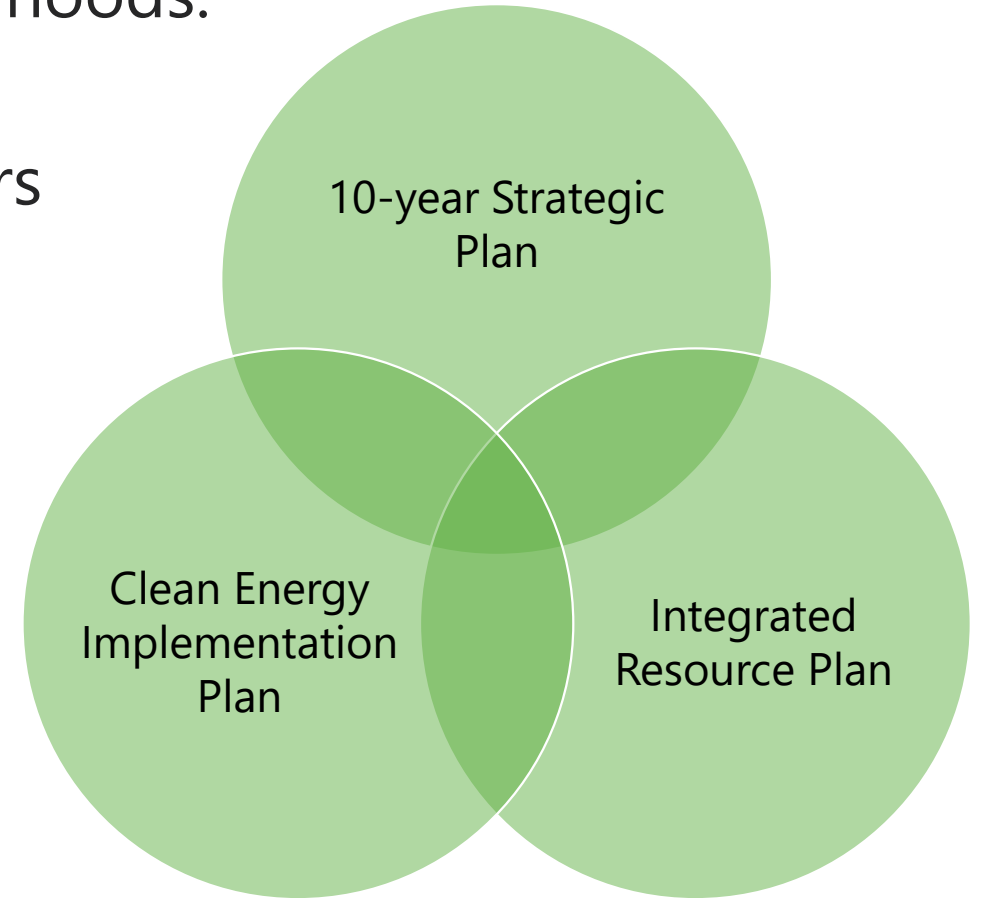
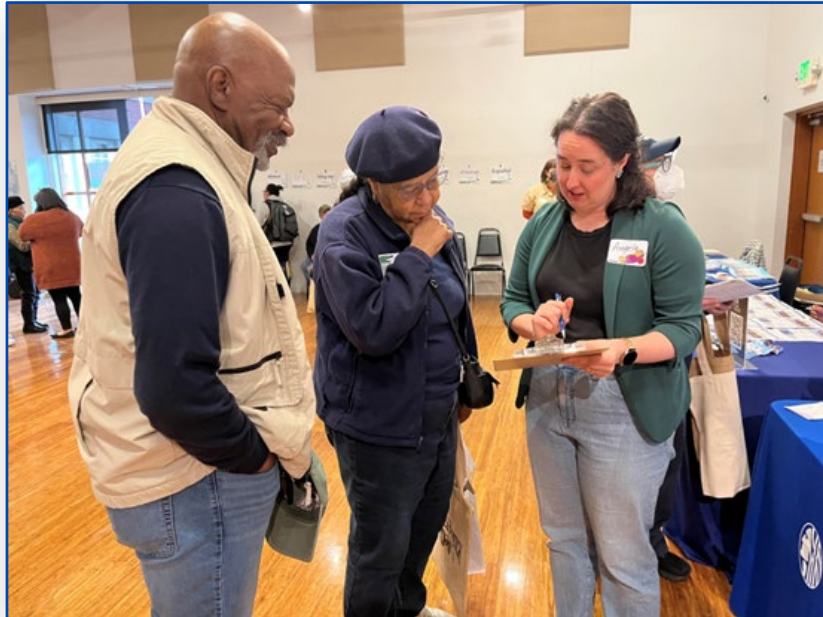
Engagement: Ensure alignment with
staff and community needs

Budgeting Process:

Staffing and Resourcing of prioritized
Bodies of Work

An Integrated Approach to Outreach

- Partnership with Department of Neighborhoods:
 - Outreach and Engagement Advisor
 - Community Engagement Coordinators
 - Community Liaisons



10 Year Focus Areas



RELIABILITY

Ensuring dependable, high-quality service



CUSTOMER EXPERIENCE

Providing seamless, frictionless interactions



POWER SUPPLY

Securing clean, efficient energy resources



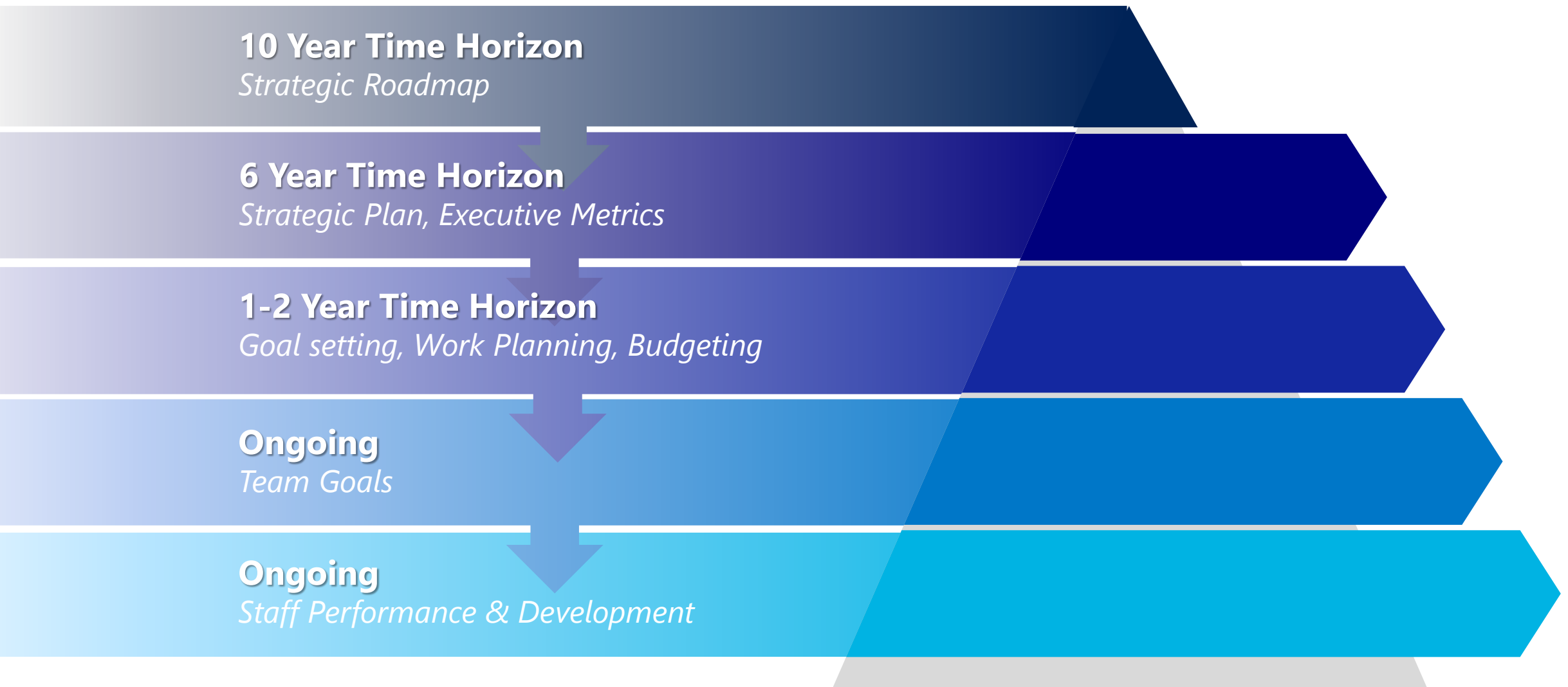
SUSTAINABILITY

Securing the future of our community, environment, and utility

WORKFORCE: cultivate a highly skilled, diverse, and resilient workforce

TECHNOLOGY: drive key priorities with our strategic application of technology

10-Year Utility-wide Strategic Planning



Strategic Roadmap: Since we last met

✓ **Jul-Aug (2 Sessions):**

~120 Staff identified and sequenced key bodies of work over the next 10 years

☐ **Sept-Oct:** GM, Officers, and Directors prioritize bodies of work given resource constraints to shape **final 2025 action plan**



✓ **Aug:** Finance **confirmed approach for 2027 budgeting**



☐ **Oct onward:** Prioritized **action plans drive budget, performance, and strategic planning decisions**

Discussion Questions

- **What parts of this are easy to understand?**
 - What needs additional explanation?
- **Are there any gaps given what you know?**
 - Do these reflect what you hear about the community's priorities?





Focus Area Summary

Customer Experience (Top Ranked JD Power)

↑ **Customer Trust**
(Brand Trust Score -
Escalent)

Capture & **Share Customer
Insights**

Improve **Outage
Coordination**

Tell Our Story

↓ **Customer Effort**
(Ease of Doing Business -
JD Power)

**Proactive
Communications** with
Customer

Effective Communications

**Simplify Customer
Processes**

**Valued
Products & Services**
(Benefits Awareness - Escalent)

Engage with Customers to
Understand Needs

**Align Customer Programs
with Insights**

Build **Customer Awareness
& Engagement**

Body of Work	2026	2027-28	2029-30	2031-32	2033 & Beyond	Collaborators
Align Customer Programs w Insights <i>Customer Experience Dir.</i>	Program Alignment: EE Roadmap, TESIP, DR, New Lab, UDP, DER Roadmap					CX, CES, EST, Comms, Finance, Power Supply
		Management Framework Across Products & Services				
Build Customer Awareness & Engagement <i>Customer Energy Solutions</i>	Share Customer Success Stories	Segment/Audience Based Engagement				CES, Comms, CX, BCS,
	Outreach & Engagement Framework	Engagement Available in Key Languages				
Engage with Customers to Understand Needs <i>Customer Experience Dir.</i>		Sustained Relationships w Community Orgs	Equity Advisory Panel	Customers Included in Program Design & Success Metrics		Comms, CES, Cust Ops, CX, CoS Office
		<div>Community Events = Employee Expectation</div>				



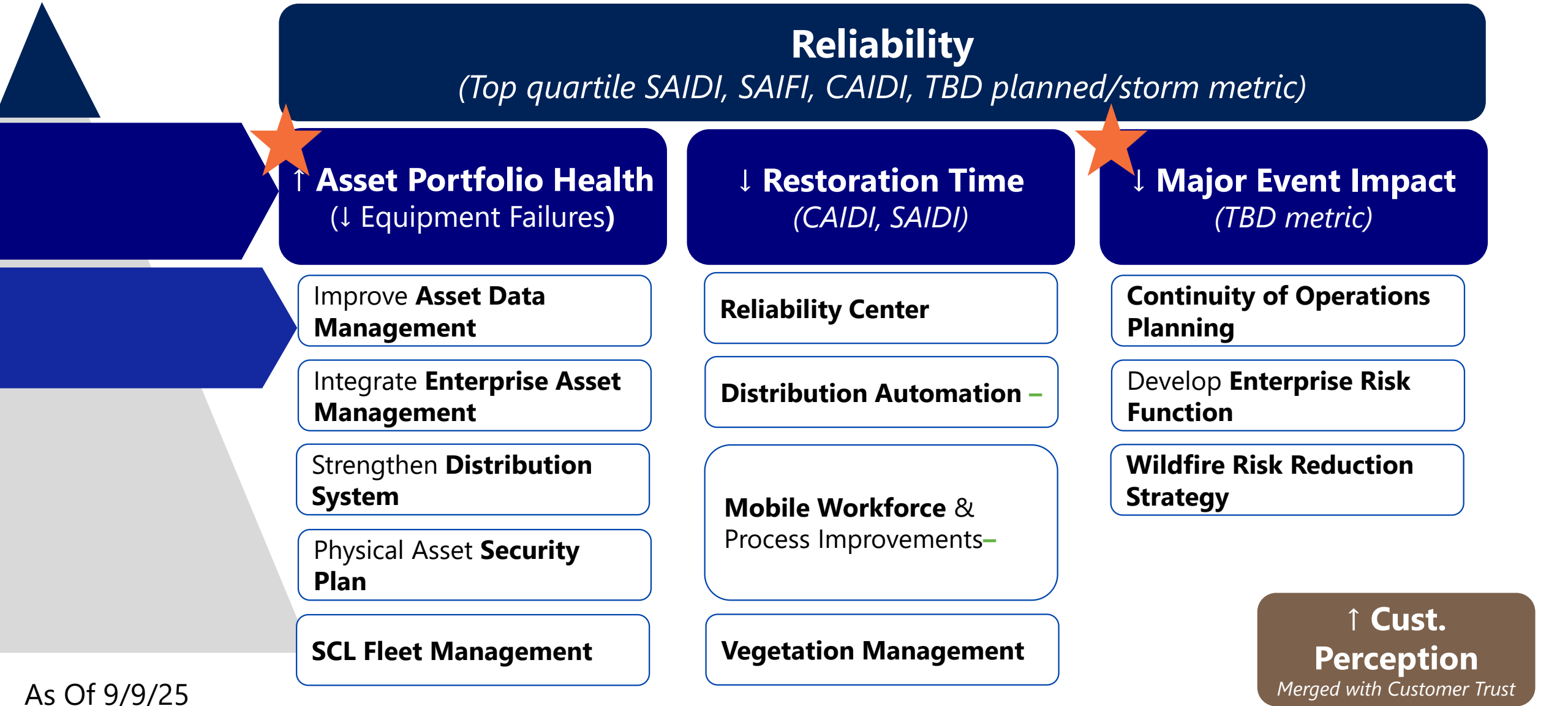
Focus Area Summary

Focus Area (10 year outcome measures)

6 year outcomes (measures)

Draft major bodies of work

★ = On our near-term priorities list



Reliability

(Top quartile SAIDI, SAIFI, CAIDI, TBD planned/storm metric)

★ **↑ Asset Portfolio Health**
(↓ Equipment Failures)

Improve **Asset Data Management**

Integrate **Enterprise Asset Management**

Strengthen **Distribution System**

Physical Asset **Security Plan**

SCL Fleet Management

↓ Restoration Time
(CAIDI, SAIDI)

Reliability Center

Distribution Automation –

Mobile Workforce & Process Improvements –

Vegetation Management

★ **↓ Major Event Impact**
(TBD metric)

Continuity of Operations Planning

Develop **Enterprise Risk Function**

Wildfire Risk Reduction Strategy

↑ Cust. Perception

Merged with Customer Trust



Focus Area Summary

Focus Area (10 year outcome measures)

6 year outcomes (measures)

Draft major bodies of work

★ = On our near-term priorities list

Power Supply *(Planning Reserve Margin, QCC, TBD internal metrics)*



Maintain Existing Generation Assets
(Generation Asset Health)

★ Acquire Generation & Transmission
(Measure TBD)

Manage Load Growths & Peaks
(Measure TBD)

Optimize Power Resources
(DREM)

Improve Generation **Maintenance Planning**

Acquire Resources

Demand Side Management

Leverage Markets

Maximize **Generation Capacity**

Integrated Resource Acquisition Strategy

Implement **DERMS**

Modeling and Analytics

Relicensing



Focus Area Summary

Focus Area (10 year outcome measures)

6 year outcomes (measures)

Draft major bodies of work

★ = On our near-term priorities list

Sustainability *(Ranked Top 10% Escalent)*

↑ Environmental Stewardship (Utility Emissions)

★ ↑ Strategic Partnerships (TBD)

↑ Community Well-Being (Energy Burden)

Deliver on Climate Actions

Manage **Environmental Program** & Policy

Enable Vehicle **Electrification**

Provide **BEPS Support**

Strengthen Industry Workforce Pipeline

Shepherd **Advocacy Agenda** –

Reduce Energy Burden

Implement **Resiliency Hubs** in Highly Impacted Communities

↑ **Resilient Services**
Merged with Reliability



Focus Area Summary

Focus Area (10 year outcome measures)

6 year outcomes (measures)

Draft major bodies of work

★ = On our near-term priorities list

Workforce

(All BUs have 80% engagement score)

Model a Safe & Secure Work Environment

Strengthen **proactive safety service offerings** –

Foster a healthy **learning organization**

Maintain an effective structure **to address safety events**

Normalize an Intentional Workplace Culture -

Unify **strategic roadmap/plan/budget/goals** processes and decision making

Drive accountability to **culture and workplace expectations** –

Aligning processes and programs to City Light's values

Cultivate a Skilled Workforce

Equip current staff with **skills** they need now and in the future

Staff to enable all focus areas

Deepen **onboarding** norms to support new hires

Elevate **Performance Management** guidance, tools, process

Improve Supportive Workforce Systems & Processes

Increase understanding of key workforce processes/ tools/support

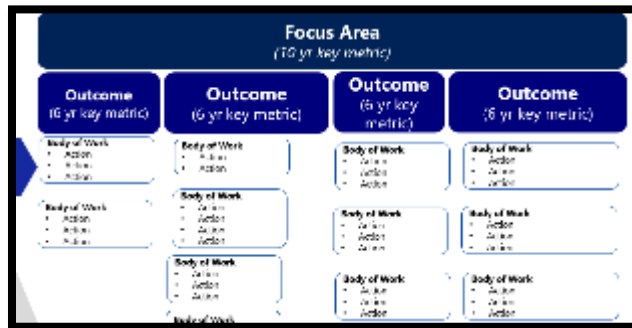
Improve **resource planning and allocation** mechanism

Improve key **workforce processes**

Enable key workforce **technology systems and services** to improve efficiency and effectiveness across workforce services (e.g. time tracking, resource allocation) –

Strategic Roadmap: Work Up Next

- ✓ **July/August** - Staff identify **key bodies of work** to achieve those targets



- **Sept-Oct:** GM, Officers, and Directors **review action plans** with a focus on prioritizing given resource constraints

- **Aug onward:** CoS/Budget/Tech/Performance deepen ongoing partnership to prep for fall

- **Oct onward:** Prioritized **action plans drive budget,** performance, and strategic planning decisions

THANK YOU



Seattle City Light

EXECUTIVE OUTCOMES DASHBOARD



IMPROVE THE CUSTOMER EXPERIENCE



CAIDI

Average minutes to restore power after an outage

Rolling* Average
145.2 MINS
July 2025

▼ **5.2** Last Month
▲ **10.9** Target
(Target = 134.3 mins)

BENEFITS AWARENESS INDEX

Overall customer perception of our products and services

Quarterly Score
742.0 /723
2025 Q2

▲ **42.1** Last Quarter
▲ **19.0** Target
(Target = 723)

ON-TIME CONNECTION RATE

Percentage of connections completed on schedule

Monthly Rate
24%
August 2025

▲ **6%** Last Month
▼ **76%** Target
(Target = 100% at 26 weeks)



CREATE OUR ENERGY FUTURE



RESOURCE ADEQUACY

10-year progress toward ensuring enough capacity to meet energy demand

Nameplate Capacity
0 MW
2025 Q2

Aquired Amount
1,875 MW

CHARGERS IN TERRITORY

Advancing 2030 goal for public EV chargers within our service territory

YTD Installations
2,170
July 2025

▲ **40** Last Month
▼ **4** Target



ENSURE FINANCIAL HEALTH & AFFORDABILITY



ASSISTANCE ENROLLMENT

Enhancing accessibility, equity, affordability, and support for households facing energy burden

UDP Participation
35,308
July 2025

▲ **251** Last Month
▼ **2,092** Target
(Target = 37,400 customers)

DOWNSIDE RISK EXPOSURE

Assess volatility and risk in power purchase costs relative to market benchmark

Monthly DREM
0.30
August 2025

▼ **0.05** Last Month
▲ **0.3** Target
(Target = 0)

PRICE FAIRNESS

Reflects customer perception of fairness in electric service pricing

Quarterly Avg. Score
6.68
2025 Q2

▼ **0.10** Last Quarter
▼ **0.11** Target
(Target = 6.79)



WE POWER



STREETLIGHT HEALTH

Percentage of streetlights in service

Monthly Status
98.1%
July 2025

▲ **0.2%** Last Month
▼ **1.4%** Target
(Target = 99.5%)

TECH PROJECTS STATUS

Overall health of the top 4 tech projects based on scope, schedule, and budget



DEVELOP WORKFORCE & ORGANIZATION AGILITY



EMPLOYEE ENGAGEMENT

How connected, motivated and satisfied employees feel at work

Monthly Engagement
72%
July 2025

▼ **4%** Last Month
▲ **2%** Target
(Target = 70%)

INTERNAL MOBILITY RATE

Percentage of employees who move into new roles within the organization

Monthly Rate
0.5%
July 2025

▼ **0.4%** Last Month
Low Internal Mobility
(Target Range = 1% - 2%)

STAFFING UTILIZATION

Percentage of employee work hours used relative to available capacity

Monthly Rate
82.6%
July 2025

▲ **11.9%** Last Month
Optimal Staffing Rate
(Target Range = 70% - 90%)

NEAR MISSES

Incidents reported that did not result in death, injury, or illness

Monthly Reports
1
July 2025

▲ **0** Last Month

NOTES

* Rolling average over 12 months

LEGEND

- ▲ Increase in Margin
- ▼ Decrease in Margin
- Favorable
- Unfavorable

IMPROVE THE CUSTOMER EXPERIENCE

OUTAGE DURATION - CAIDI	OUTAGE CAUSES - MoM Breakdown	BENEFITS AWARENESS INDEX - Trends By Quarter	ON-TIME CONNECTION RATE - Monthly Breakdown
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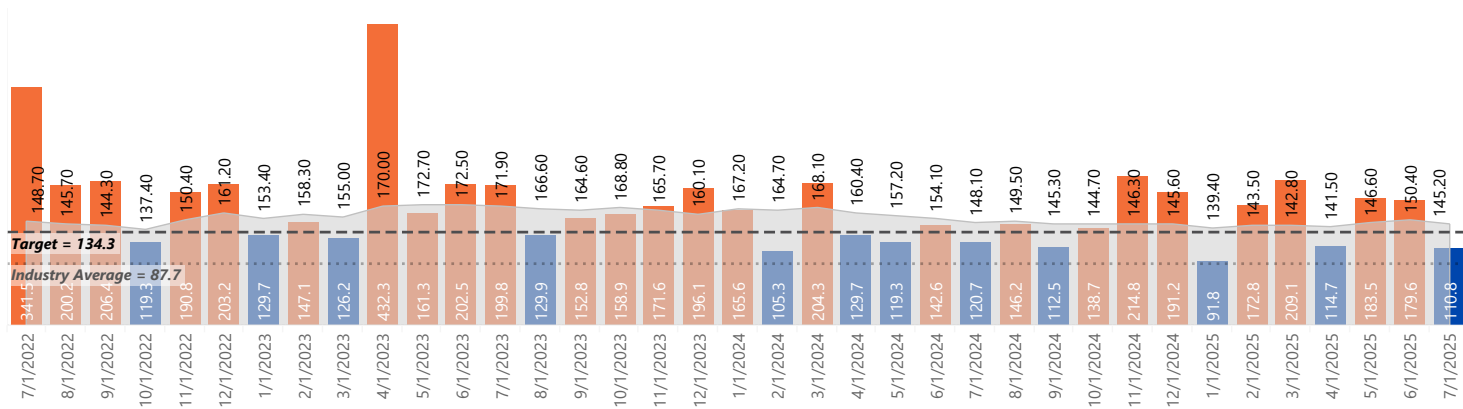


OUTAGE DURATION



OUTAGE DURATION- CAIDI

For Customers Experiencing Outages




Date	CAIDI
7/1/2022	148.70
8/1/2022	145.70
9/1/2022	144.30
10/1/2022	137.40
11/1/2022	150.40
12/1/2022	161.20
1/1/2023	153.40
2/1/2023	158.30
3/1/2023	155.00
4/1/2023	170.00
5/1/2023	172.70
6/1/2023	172.50
7/1/2023	171.90
8/1/2023	166.60
9/1/2023	164.60
10/1/2023	168.80
11/1/2023	165.70
12/1/2023	160.10
1/1/2024	167.20
2/1/2024	164.70
3/1/2024	168.10
4/1/2024	160.40
5/1/2024	157.20
6/1/2024	154.10
7/1/2024	148.10
8/1/2024	149.50
9/1/2024	145.30
10/1/2024	144.70
11/1/2024	146.30
12/1/2024	145.60
1/1/2025	139.40
2/1/2025	143.50
3/1/2025	142.80
4/1/2025	141.50
5/1/2025	146.60
6/1/2025	150.40
7/1/2025	145.20

Target = 134.3
Industry Average = 87.7

SAIDI

Average total duration experienced per customer


Current Month: 16.6 MINS ▲ 4.6 vs Last Month



SAIFI


Average number of power outages experienced per customer

Current Month: 0.1495 OUTAGES ▲ 0.0826 vs Last Month



Source: GIS Layer

Legend: 12 Month Rolling Average (grey), Favorable (blue), Unfavorable (orange)



Improve The Customer Experience

OUTCOME
Decrease unplanned outages in service areas that experience above-average outage rates

RELATED REPORTS
[Team Goals](#)

CONTACTS
Mike Haynes | Outcome Owner
TJ Vezina | Business Owner
Cathy Luo | Technical Owner

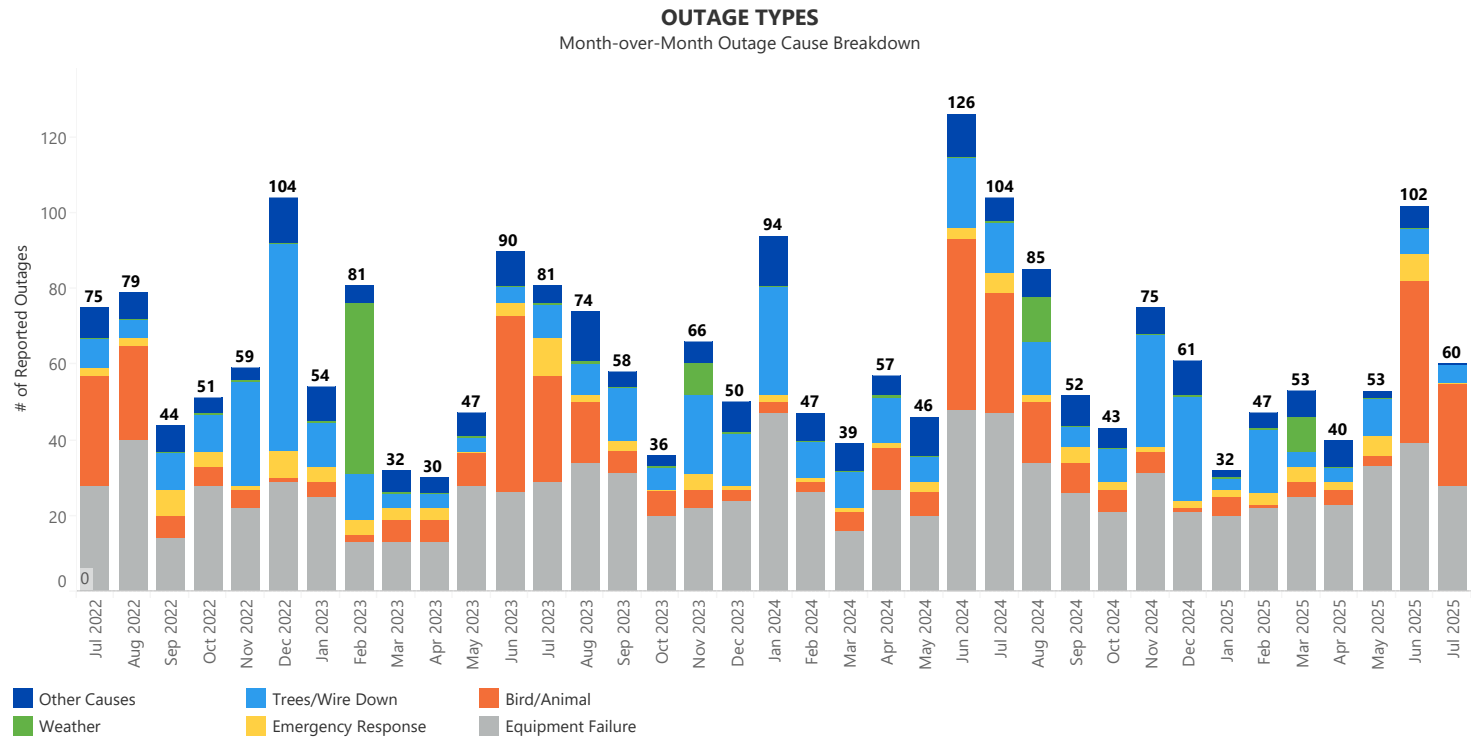
IMPROVE THE CUSTOMER EXPERIENCE

OUTAGE DURATION - CAIDI	OUTAGE CAUSES - MoM Breakdown	BENEFITS AWARENESS INDEX - Trends By Quarter	ON-TIME CONNECTION RATE - Montly Breakdown
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OUTAGE CAUSES





Source: GIS Layer



Improve The Customer Experience

OUTCOME
Decrease unplanned outages in service areas that experience above-average outage rates

RELATED REPORTS
[Team Goals](#)

CONTACTS
Mike Haynes | Outcome Owner
TJ Vezina | Business Owner
Cathy Luo | Technical Owner

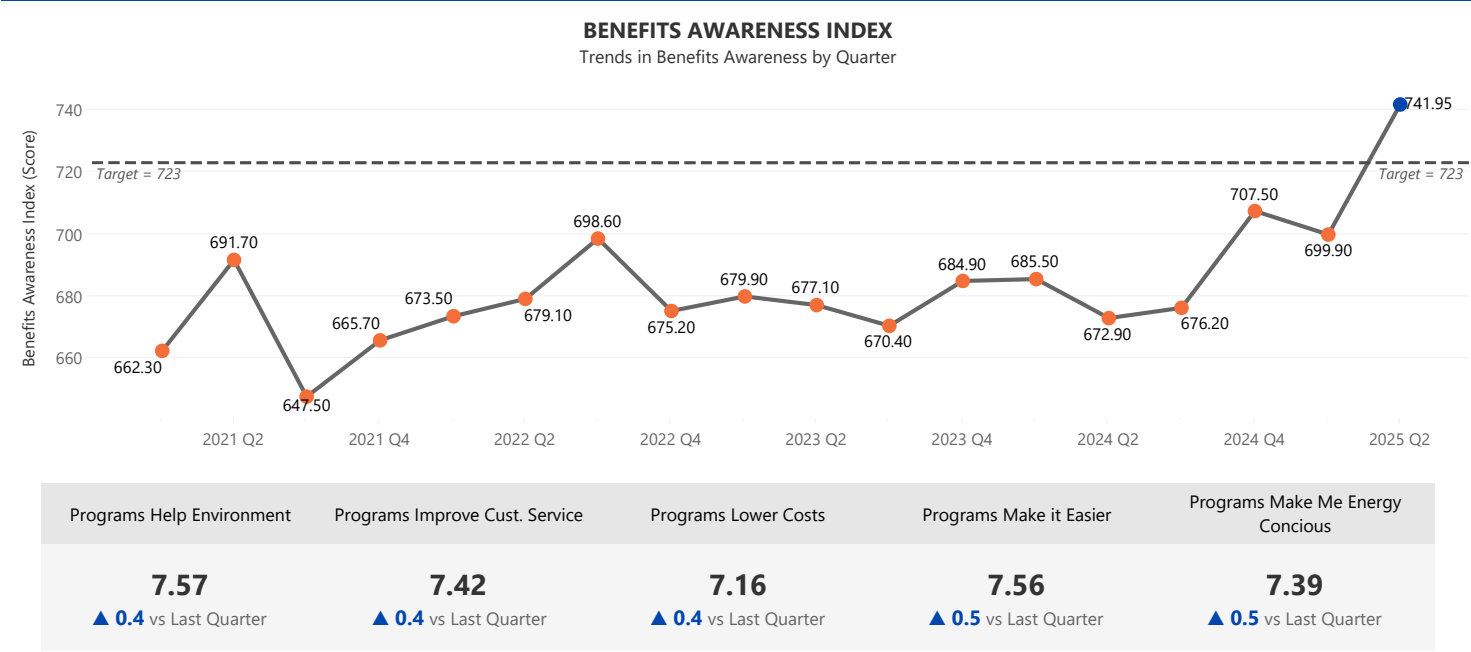
IMPROVE THE CUSTOMER EXPERIENCE

OUTAGE DURATION - CAIDI	OUTAGE CAUSES - MoM Breakdown	BENEFITS AWARENESS INDEX - Trends By Quarter	ON-TIME CONNECTION RATE - Monthly Breakdown
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BENEFITS AWARENESS INDEX





Source: Escalent Residential Study

 Favorable  Unfavorable



Improve The Customer Experience

OUTCOME

Deliver programs aligned with customer priorities

RELATED REPORTS

- [Team Goals](#)

CONTACTS

Craig Smith | Outcome Owner
Hillary Winchester | Business Owner
None | Technical Owner

IMPROVE THE CUSTOMER EXPERIENCE

OUTAGE DURATION - CAIDI	OUTAGE CAUSES - MoM Breakdown	BENEFITS AWARENESS INDEX - Trends By Quarter	ON-TIME CONNECTION RATE - Montly Breakdown
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ON-TIME CONNECTION RATE



Monthly Rate

24%

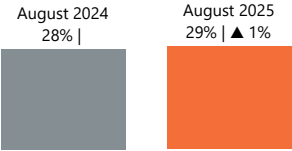
August 2025

YTD Rate

29%

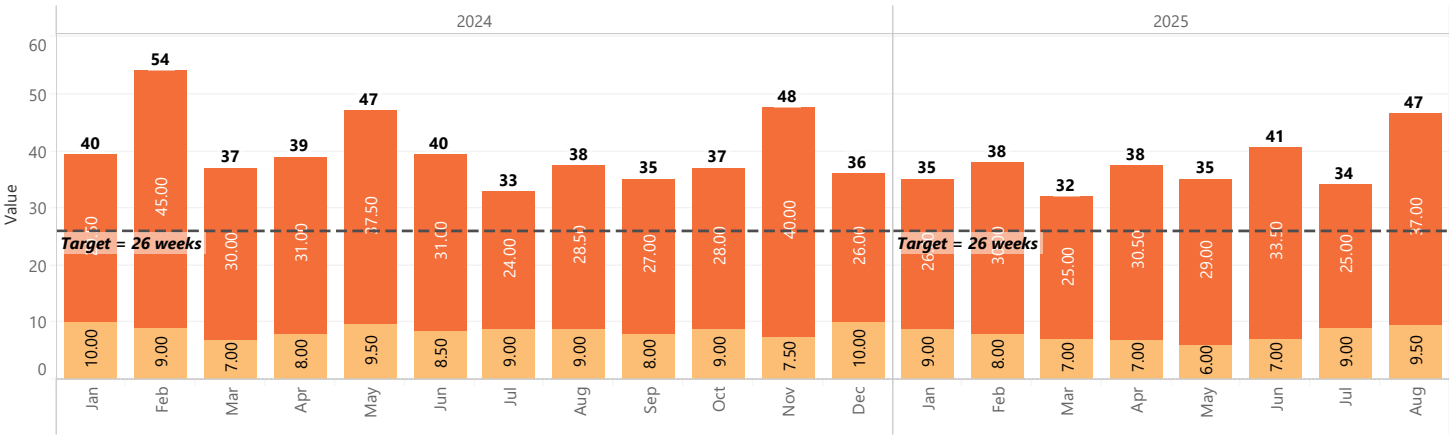
YTD Thru August 2025

YEAR-OVER-YEAR COMPARISON



ON-TIME DELIVERY

On-Time Delivery - Monthly Breakdown



Source: WAMS (Work order Asset Management System)

Median Time From Application Submission to Passing AHJ Inspection (in Weeks), Above
Median Time From Passing AHJ Inspection to Energization (in weeks), Above



Improve The Customer Experience

OUTCOME

Provide more predictable service connection timelines

RELATED REPORTS

- Team Goals
- Median Time To Connect

CONTACTS

Craig Smith | Outcome Owner
Bryan Sweat | Business Owner
None | Technical Owner

ENSURE FINANCIAL HEALTH & AFFORDABILITY

ENROLLMENT ASSISTANCE
- UDP, EBA and Project
Share

DOWNSIDE RISK EXPOSURE
- YoY YTD DREM

PRICE FAIRNESS - Average
score by quarter

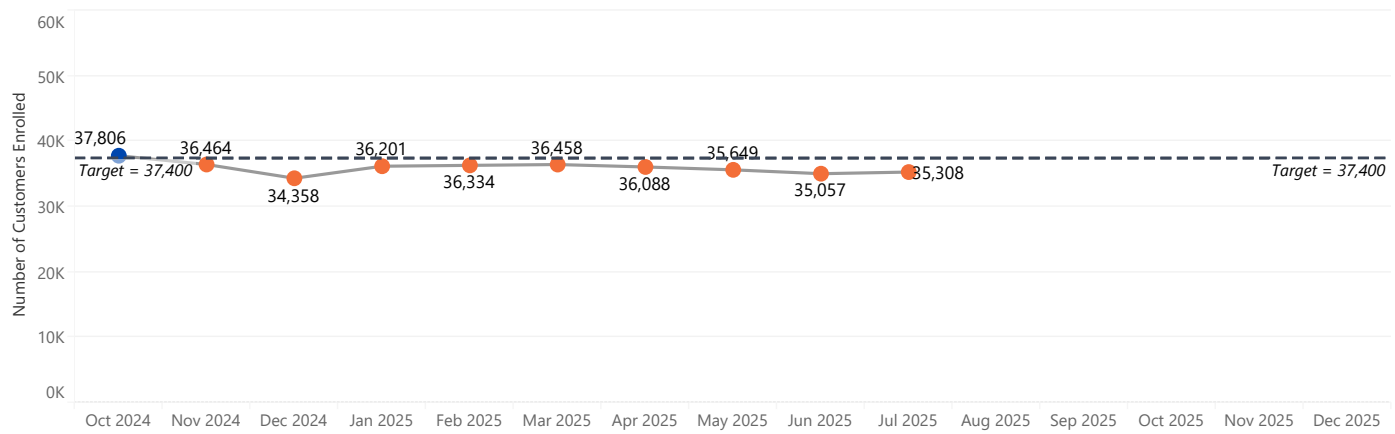


ENROLLMENT ASSISTANCE



UTILITY DISCOUNT PROGRAM PARTICIPATION

Customers Enrolled by Month



Emergency Bill Assistance
Short-term help for customers struggling to pay bills

Recipients YTD	Assistance Provided YTD
4,136	\$2,801,793
▲923 vs Prior YTD	▲\$536,188 vs Prior YTD

Project Share
Offers customers with up to \$250 off their past-due bill

Recipients YTD	Assistance Provided YTD
990	\$245,366

* Program began in September 2024.

Source: Customer Care & Billing System (CC&B)

■ Favorable ■ Unfavorable



Ensure Financial Health & Affordability

OUTCOME

Limit energy burden on customers

RELATED REPORTS

- [Team Goals](#)

CONTACTS

Craig Smith | Outcome Owner
Melissa BookWalter | Business Owner
Jessica Kenyon | Technical Owner

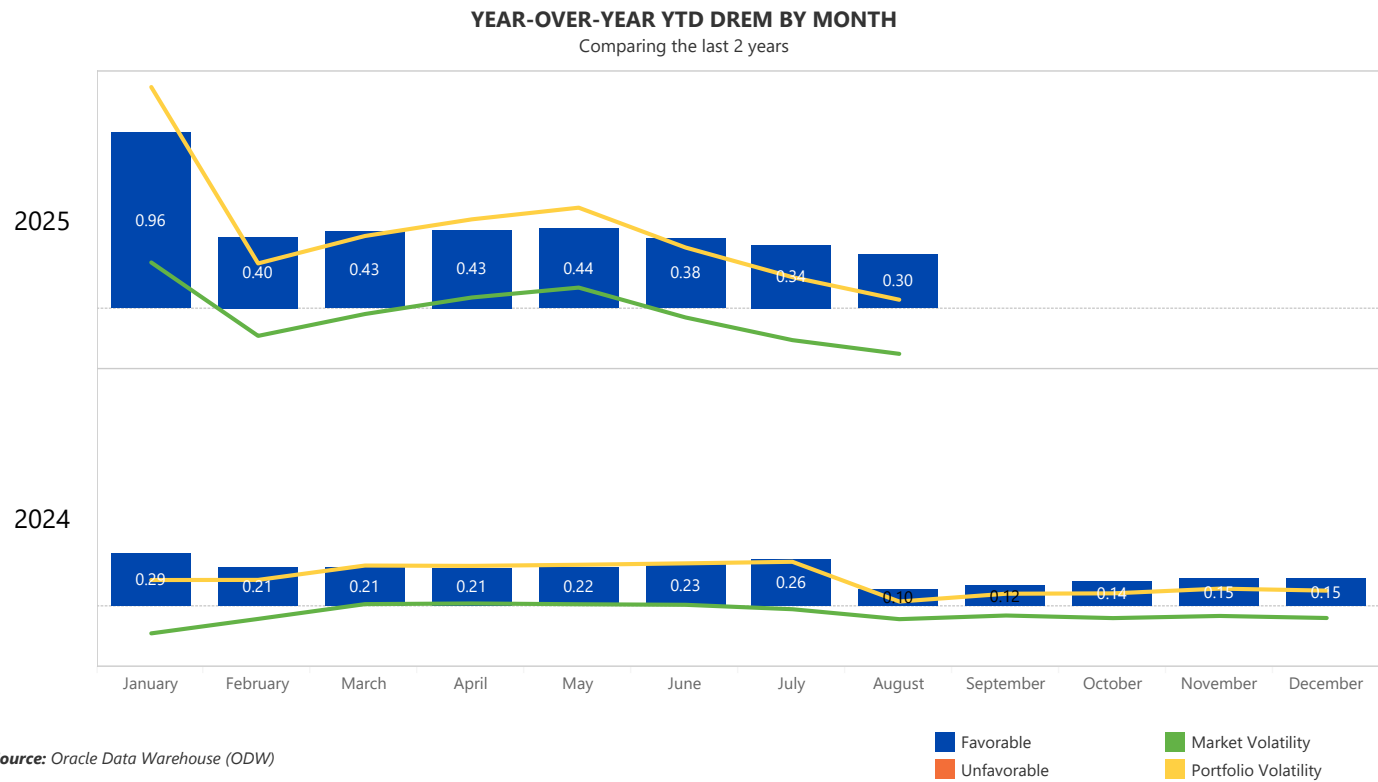
ENSURE FINANCIAL HEALTH & AFFORDABILITY

ENROLLMENT ASSISTANCE - UDP, EBA and Project Share	DOWNSIDE RISK EXPOSURE - YoY YTD DREM	PRICE FAIRNESS - Average score by quarter
--	--	--



DOWNSIDE RISK EXPOSURE





Ensure Financial Health & Affordability

OUTCOME
Reduce volatility in power supply costs

RELATED REPORTS

- [Team Goals](#)
- [DREM Dashboard](#)
- [Financial Highlights](#)

CONTACTS

Siobhan Doherty | Outcome Owner
Raman Vishwanathan | Business Owner
Drew Grissom | Business Owner
Edward Park | Technical Owner
Yijun Du | Technical Owner

ENSURE FINANCIAL HEALTH & AFFORDABILITY

ENROLLMENT ASSISTANCE
- UDP, EBA and Project
Share

DOWNSIDE RISK EXPOSURE
- YoY YTD DREM

PRICE FAIRNESS - Average
score by quarter

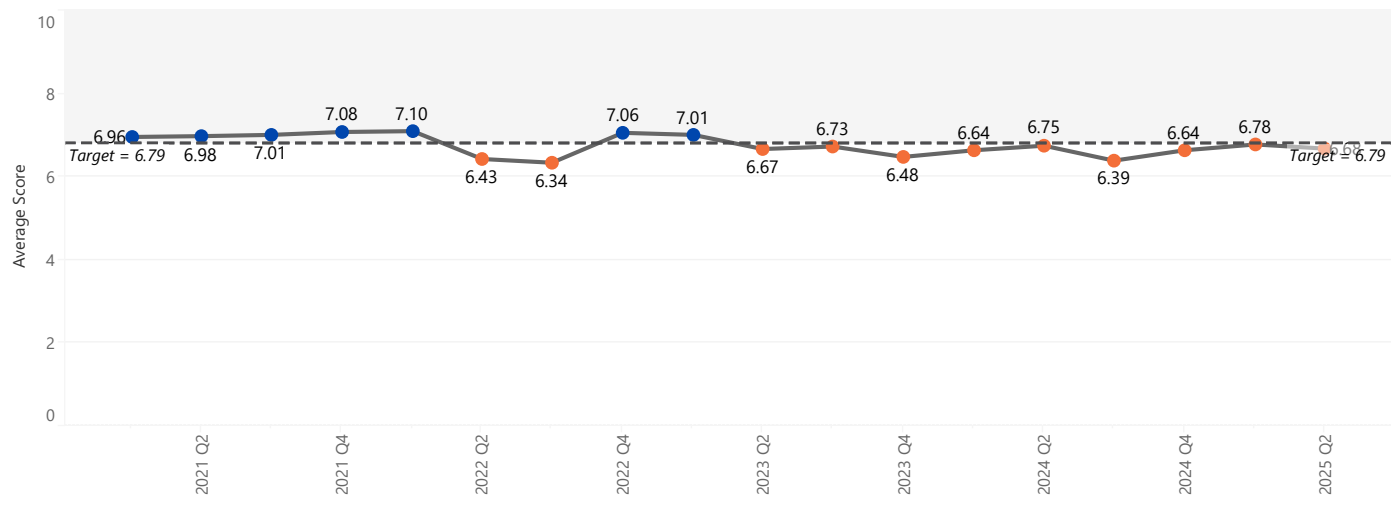


PRICE FAIRNESS



PRICE FAIRNESS SCORE

Last 5 years average score by quarter



COST DIMENSION - West Region: Midsize Segment



Quarterly Score
464
April 2025

Best In Class Score: **465**
Average Score: **381**

Source: J.D. Power - U.S. Electric Utility Residential Customer Satisfaction Study

■ Favorable ■ Unfavorable



Ensure Financial Health & Affordability

OUTCOME

Allocate resources to balance growing energy costs and customer expectations

RELATED REPORTS

- [Team Goals](#)

CONTACTS

Craig Smith | Outcome Owner
Hillary Winchester | Business Owner
None | Technical Owner

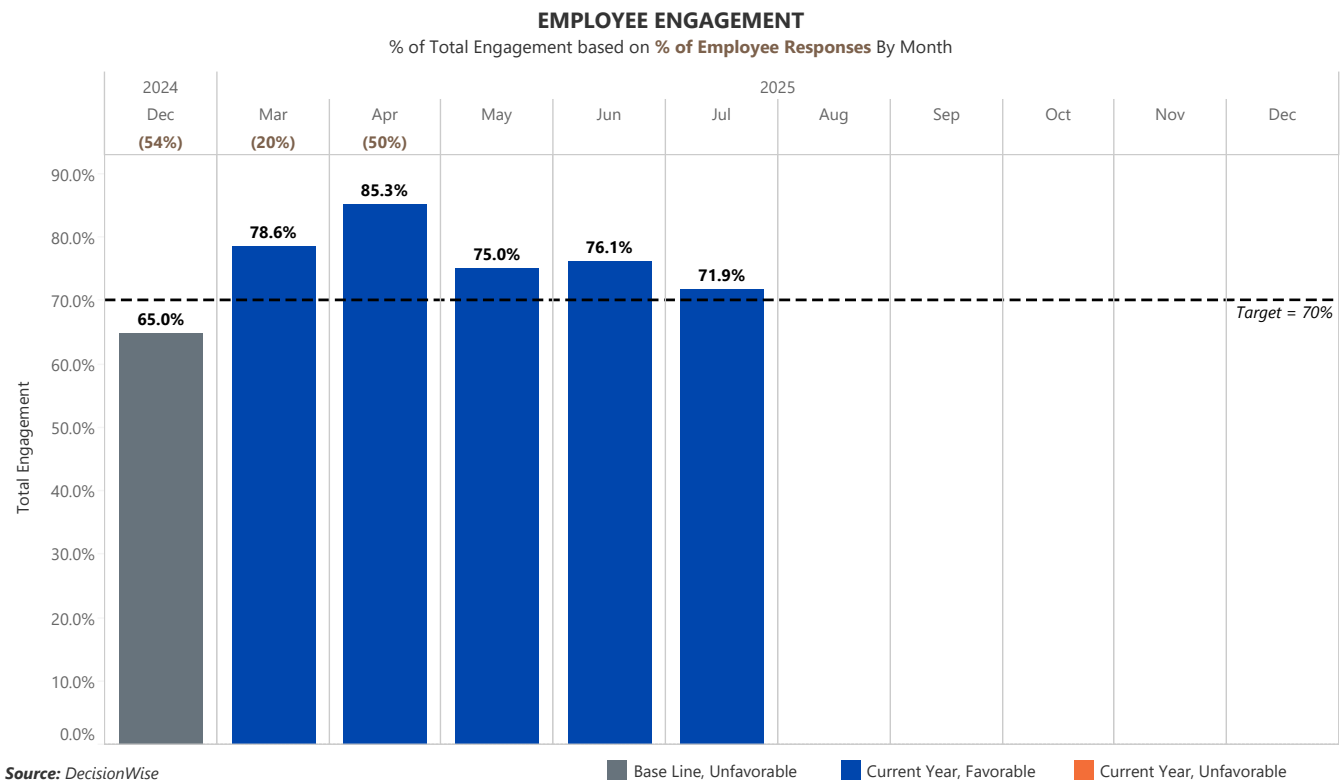
DEVELOP WORKFORCE AND ORGANIZATION AGILITY


EMPLOYEE ENGAGEMENT - Percentage by Month	INTERNAL MOBILITY RATE - Movement within the organization by month	STAFFING UTILIZATION RATE - Percentage Staff time utilized each month	NEAR MISSES - YTD and monthly reported near misses	VACANCY RATE - Last 3 years vacancy rate and YTD Turnover Rate
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Seattle City Light

EMPLOYEE ENGAGEMENT





**Develop Workforce and Organization Agility**

OUTCOME
Increase employee engagement

RELATED REPORTS

- [Team Goals](#)

CONTACTS
DaVonna Johnson | Outcome Owner
Namura Nkeze | Business Owner
None | Technical Owner

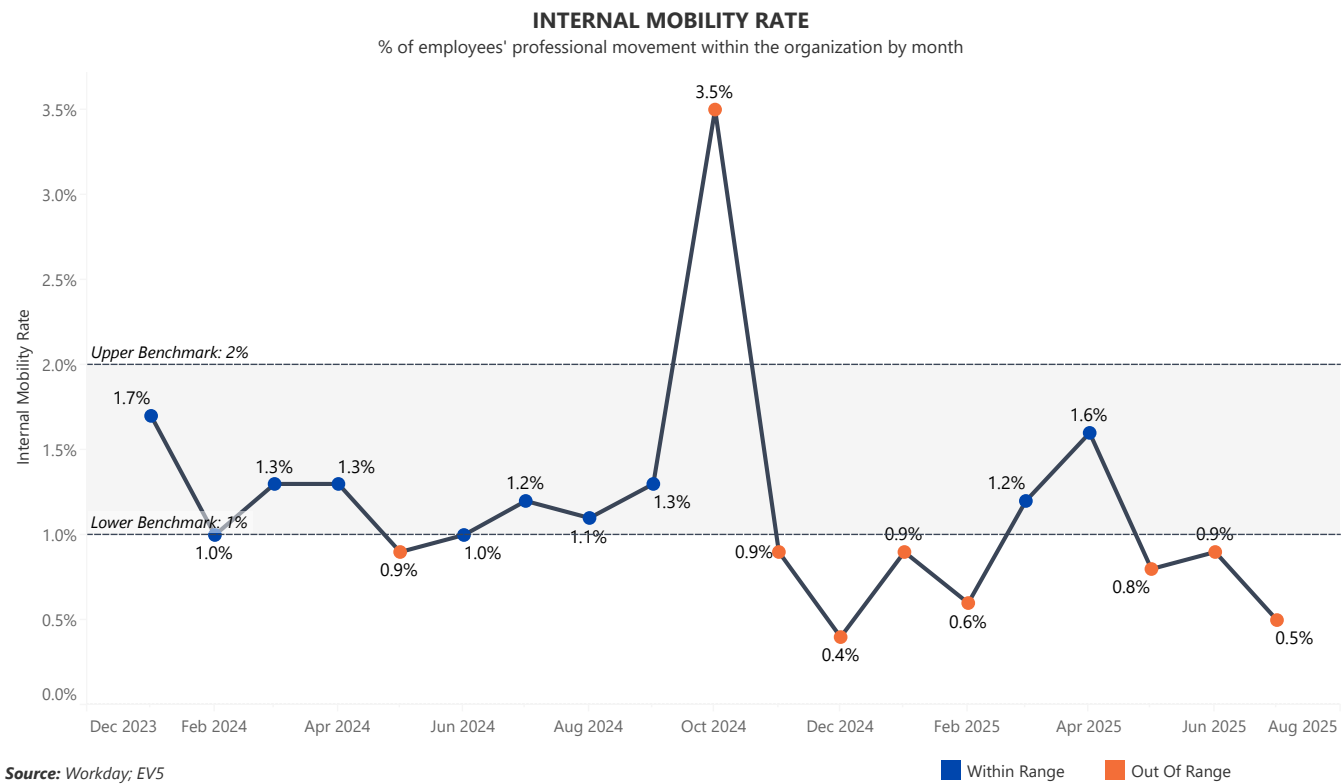
DEVELOP WORKFORCE AND ORGANIZATION AGILITY


EMPLOYEE ENGAGEMENT - Percentage by Month	INTERNAL MOBILITY RATE - Movement within the organization by month	STAFFING UTILIZATION RATE - Percentage Staff time utilized each month	NEAR MISSES - YTD and monthly reported near misses	VACANCY RATE - Last 3 years vacancy rate and YTD Turnover Rate
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Seattle City Light

INTERNAL MOBILITY RATE





**Develop Workforce and Organization Agility**

OUTCOME
Provide opportunities for career mobility

RELATED REPORTS
[Team Goals](#)

CONTACTS
DaVonna Johnson | Outcome Owner
Kathy Knoelke | Business Owner
Namura Nkeze | Business Owner
Yolanda Soto | Technical Owner

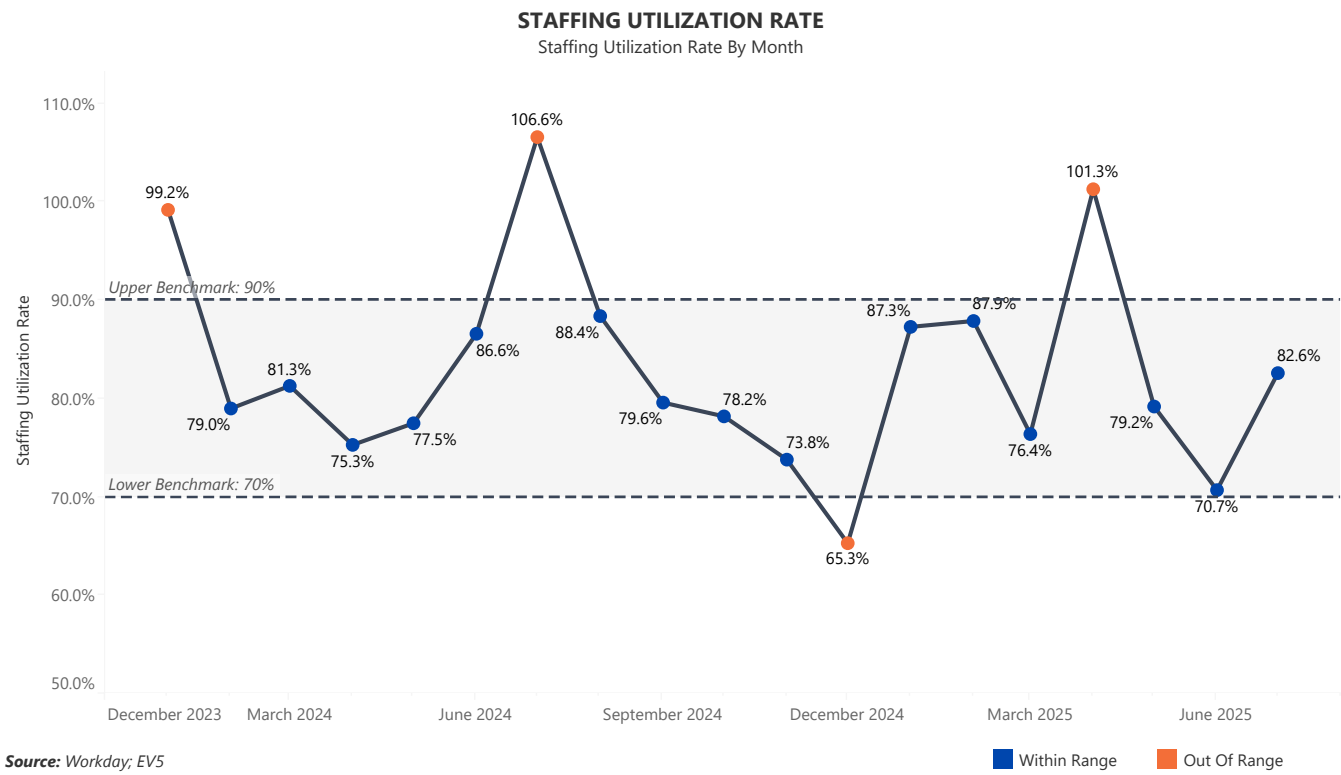
DEVELOP WORKFORCE AND ORGANIZATION AGILITY

EMPLOYEE ENGAGEMENT - Percentage by Month	INTERNAL MOBILITY RATE - Movement within the organization by month	STAFFING UTILIZATION RATE - Percentage Staff time utilized each month	NEAR MISSES - YTD and monthly reported near misses	VACANCY RATE - Last 3 years vacancy rate and YTD Turnover Rate
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STAFFING UTILIZATION RATE





Develop Workforce and Organization Agility

OUTCOME

Prioritize our work and staff it accordingly

RELATED REPORTS

- [Team Goals](#)

CONTACTS

DaVonna Johnson | Outcome Owner
Kathy Knoelke | Business Owner
Yolanda Soto | Technical Owner

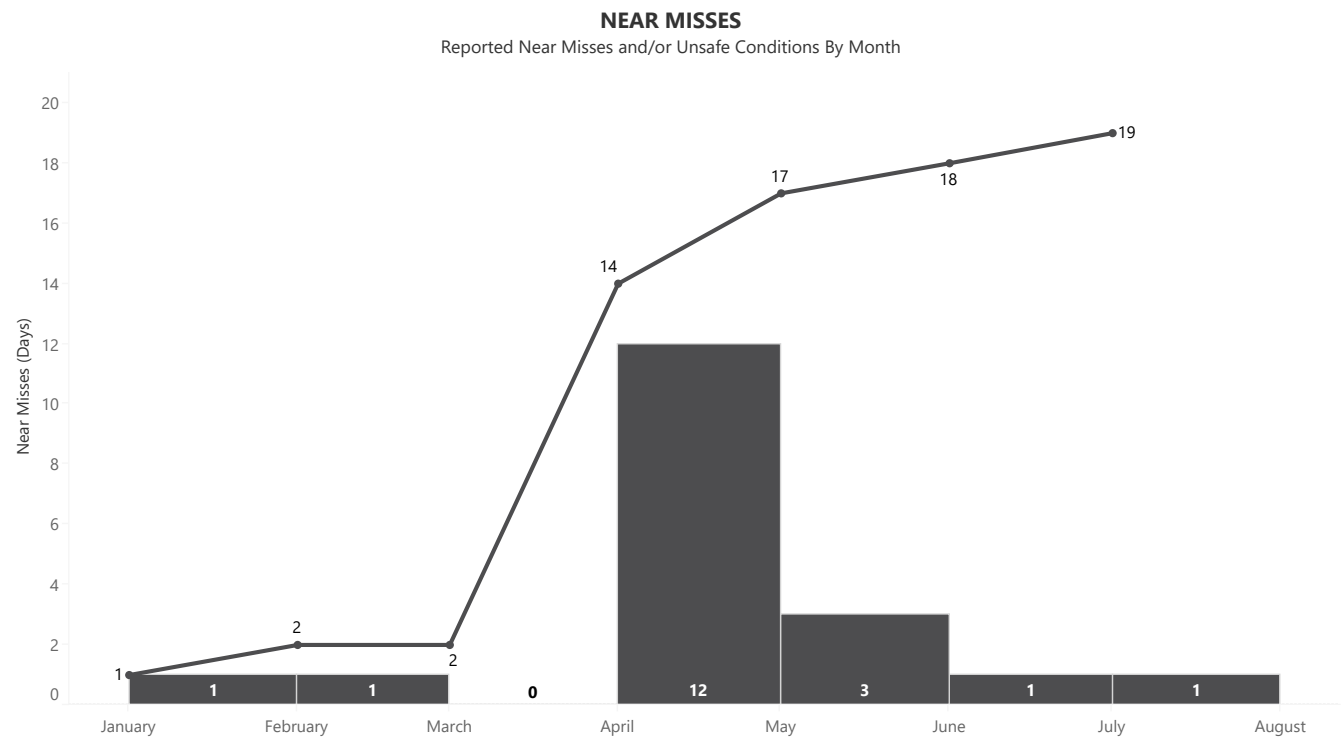
DEVELOP WORKFORCE AND ORGANIZATION AGILITY

EMPLOYEE ENGAGEMENT - Percentage by Month	INTERNAL MOBILITY RATE - Movement within the organization by month	STAFFING UTILIZATION RATE - Percentage Staff time utilized each month	NEAR MISSES - YTD and monthly reported near misses	VACANCY RATE - Last 3 years vacancy rate and YTD Turnover Rate
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NEAR MISSES





Source: Cority



Develop Workforce and Organization Agility

OUTCOME
Value: Safety

RELATED REPORTS

CONTACTS
DaVonna Johnson | Outcome Owner
Charlotte Dorrity | Business Owner
Yolanda Soto | Technical Owner

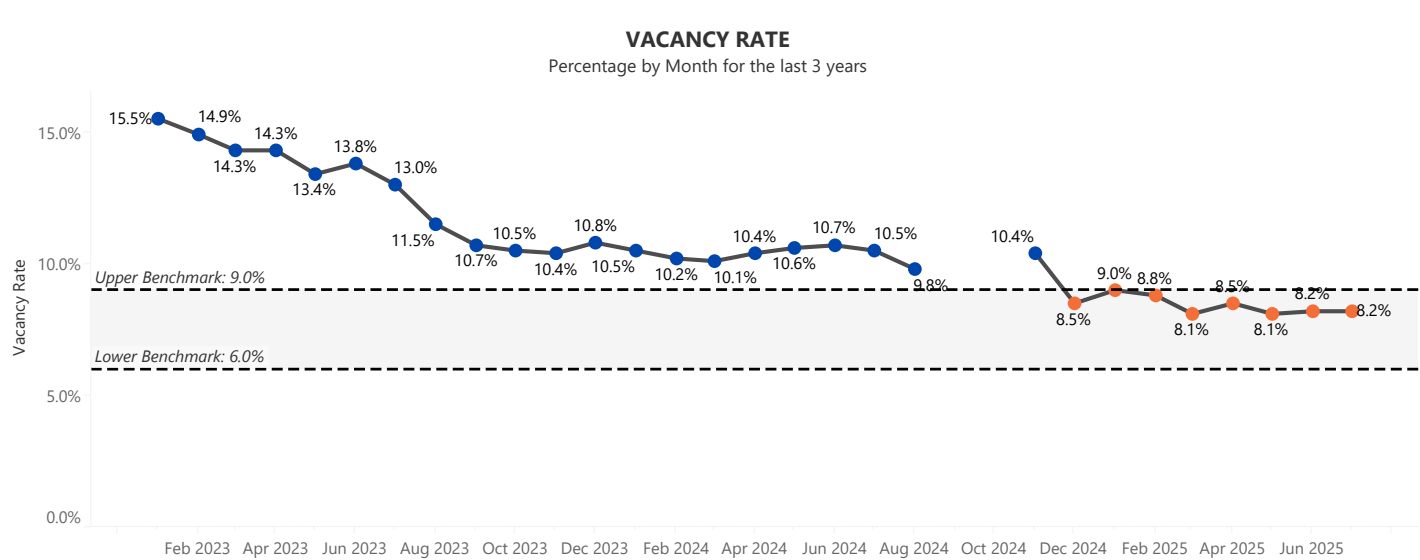
DEVELOP WORKFORCE AND ORGANIZATION AGILITY

EMPLOYEE ENGAGEMENT - Percentage by Month	INTERNAL MOBILITY RATE - Movement within the organization by month	STAFFING UTILIZATION RATE - Percentage Staff time utilized each month	NEAR MISSES - YTD and monthly reported near misses	VACANCY RATE - Last 3 years vacancy rate and YTD Turnover Rate
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VACANCY RATE





Develop Workforce and Organization Agility

OUTCOME

RELATED REPORTS

- [Team Goals](#)

Turnover Rate

Monthly Rate
0.6% ▲ 0.3% Last Month
July 2025

Hires

YTD
111 ▲ 15 Last Month
July 2025

Exits

YTD
106 ▲ 11 Last Month
July 2025

Source: Workday; EV5

■ Out Of Range ■ Within Range

CONTACTS

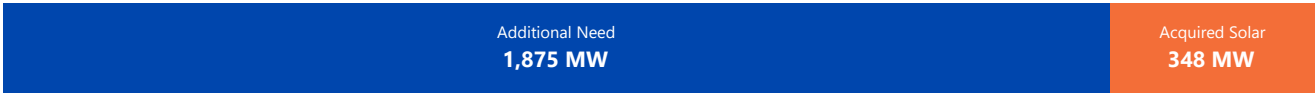
DaVonna Johnson | Outcome Owner
Kathy Knoelke | Business Owner
Yolanda Soto | Technical Owner

Seattle
City Light

RESOURCE ADEQUACY INFORMATION

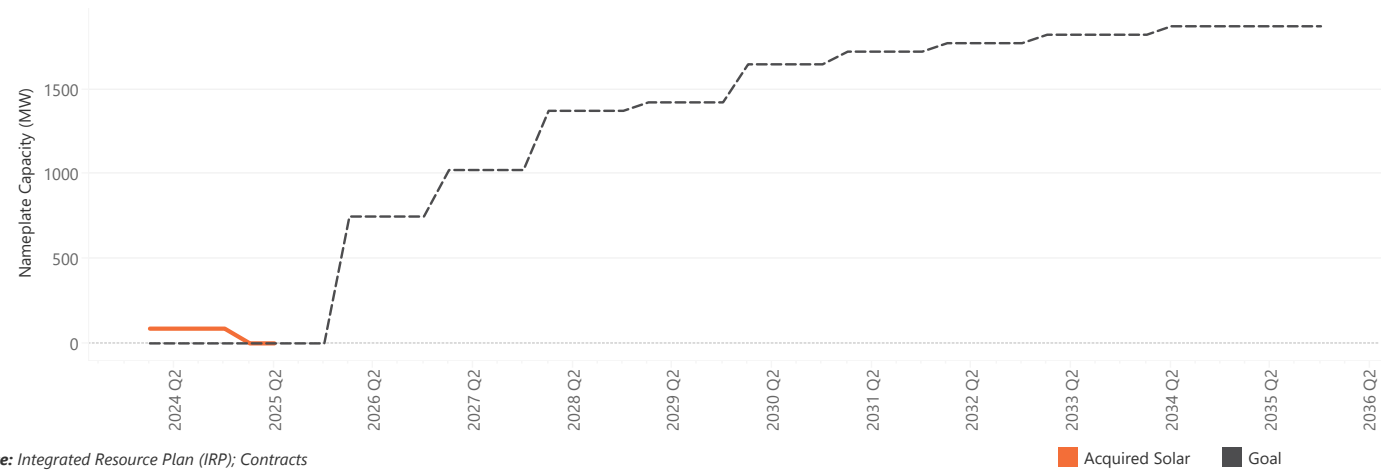
2035 RESOURCE ADEQUACY

The MW capacity needed to meet resource adequacy metrics



NAMEPLATE CAPACITY PROGRESS TO 2035

Acquired Solar By Quarter



Source: Integrated Resource Plan (IRP); Contracts



Create Our Energy
Future

OUTCOME

Secure a diverse mix of long-term energy resources to meet growing demand

RELATED REPORTS

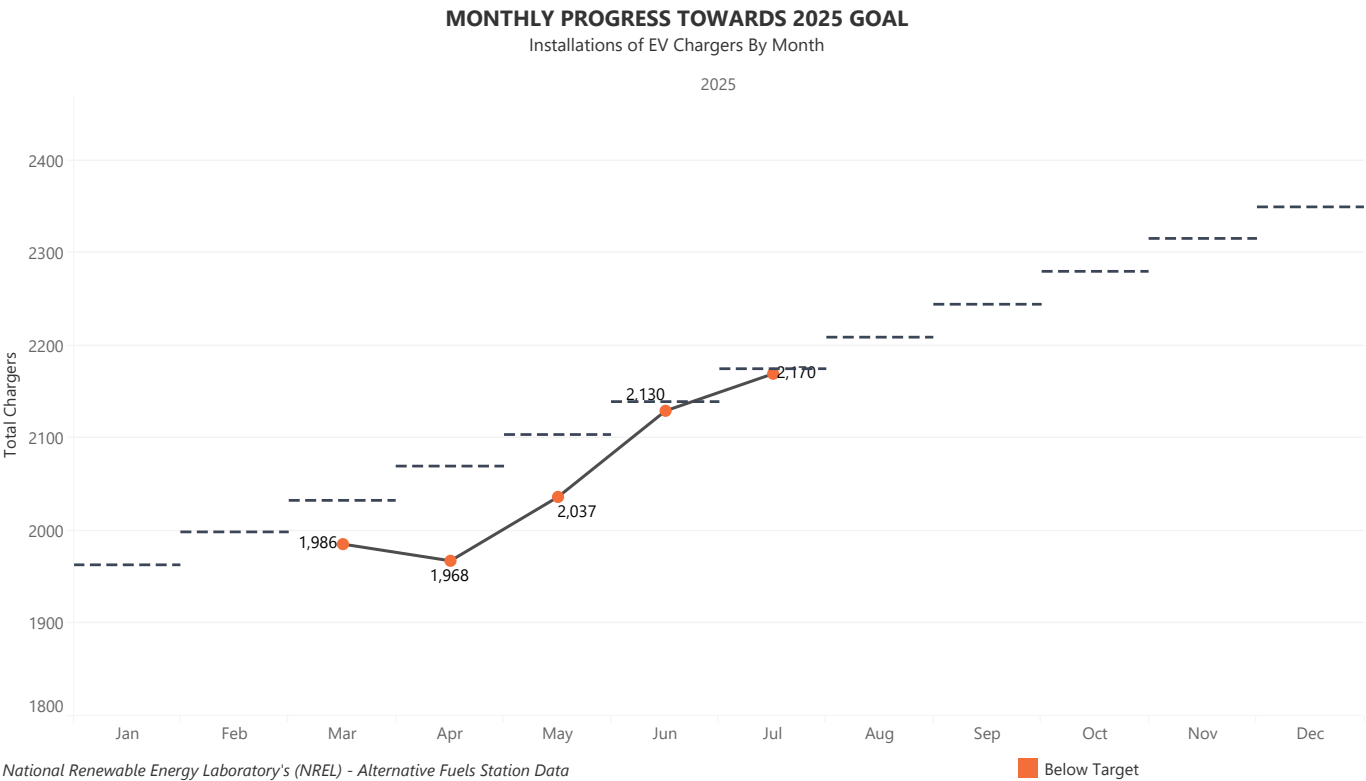
- Team Goals

CONTACTS

Siobhan Doherty | Outcome Owner
Josh Walter | Business Owner
Katie Ewing | Business Owner
Rebecca Klein | Technical Owner

Seattle
City Light

CHARGERS IN TERRITORY



Create Our Energy
Future

OUTCOME

Support customers' adoption of transportation electrification

RELATED REPORTS

- Team Goals
- Chargers In Territory

CONTACTS

Craig Smith | Outcome Owner
Scott Cooper | Business Owner
Natalie Himmel | Technical Owner

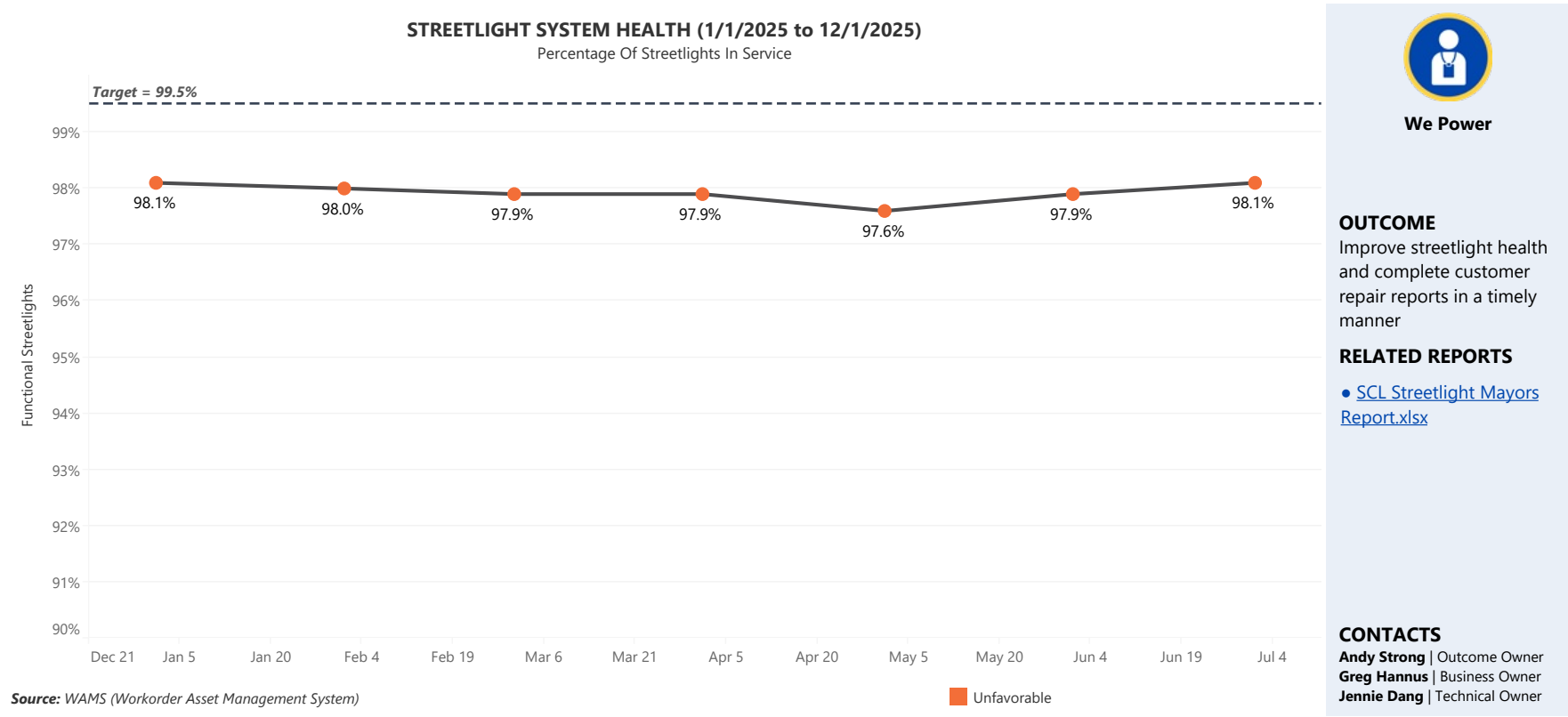
Priority: We Power

STREETLIGHT HEALTH -
Percentage of functional
streetlights by month

TOP 4 TECHNOLOGY
PROJECTS - Overall Status
and Timeline

Seattle
City Light

STREETLIGHT HEALTH



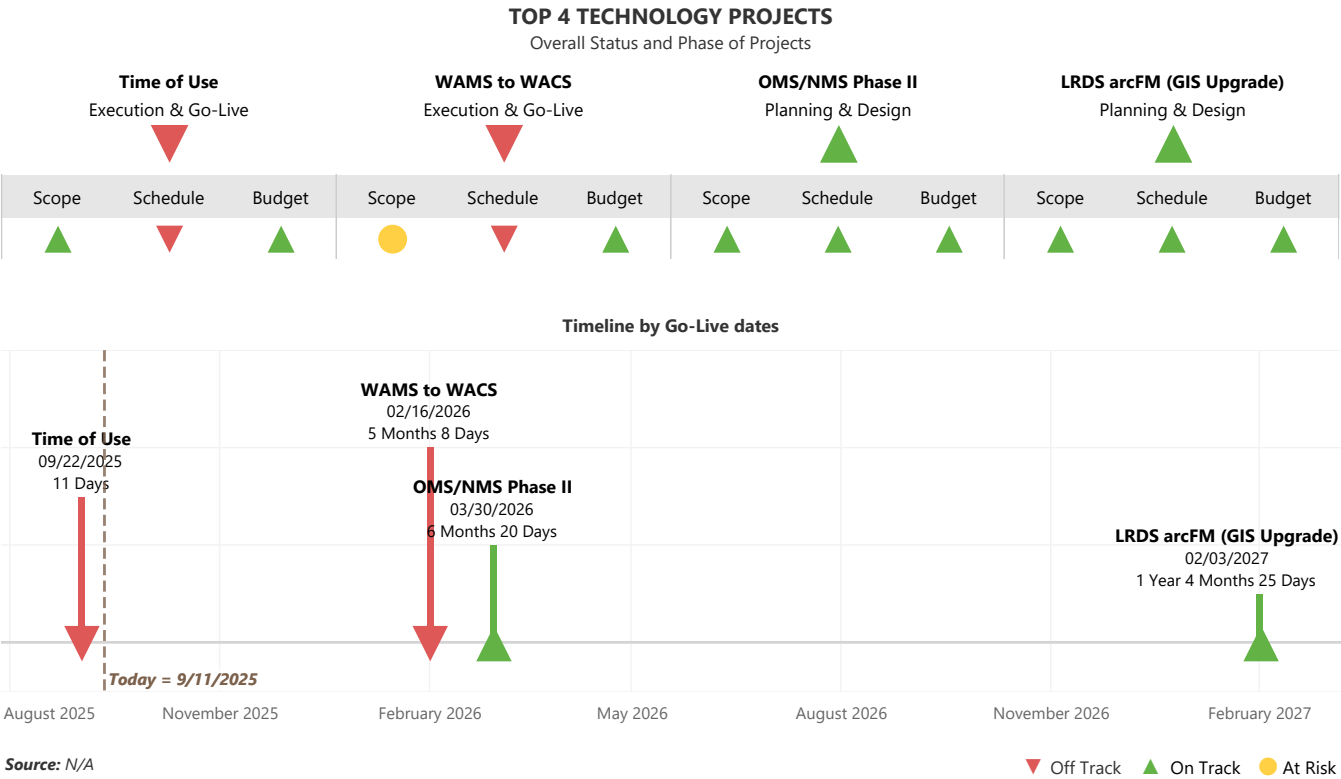
Priority: We Power

STREETLIGHT HEALTH -
Percentage of functional
streetlights by month

TOP 4 TECHNOLOGY
PROJECTS - Overall Status
and Timeline

Seattle
City Light

TOP 4 TECHNOLOGY PROJECTS STATUS



We Power

OUTCOME
Enhance technology to adapt to the rapidly evolving energy landscape

RELATED REPORTS

- [Team Goals](#)
- [Project Status](#)

CONTACTS
Mujib Lodhi | Outcome Owner
Jody Bauder | Business Owner
None | Technical Owner