



**City Light Review Panel Meeting
Meeting Minutes**

Date of Meeting: February 25, 2020 | 11:00AM – 2:00PM | SMT3205 “Final”

MEETING ATTENDANCE					
Panel Members:					
Names		Name		Name	
Gail Labanara	√	John Putz		Mikel Hansen	√
Sara Patton	√	Patrick Jablonski	√	Leon Garnett	√
Thomas Buchanan	√	Chris Mefford			
Staff and Others:					
Debra Smith		Jen Chan	√	Karen Reed (Consultant /RP Facilitator)	√
Kirsty Grainger	√	Mike Haynes	√	Emeka Anyanwu	√
Jim Baggs	√	DaVonna Johnson	√	Tom DeBoer	√
Julie Moore	√	Chris Ruffini	√	Maura Brueger	
Gregory Shiring	√	Carsten Croff	√	Leigh Barreca	√
Eric McConaghy	√	Alex Pedersen		Kathryn Aisenberg	√
Craig Smith	√	Michelle Vargo		Angela Bertrand	√
Kathleen Wingers	√				

Welcome\Introductions. Gail Labanara, Panel Chair, called the meeting to order at 11:07 AM. A round of introductions followed.

Public Comment. There was no public comment.

Review of Agenda Karen Reed, Panel Facilitator, reviewed the agenda.

Approval of Meeting Minutes. There were two corrections to the meeting summary: typo on p 2 and clarification on. p. 3 that the rental car facility at SeaTac is in City Light’s service territory. As amended, the meeting summary was approved unanimously.

Chairs Report. Gail Labanara reported that she and Debra had received an email from Councilmember Pederson sharing his support for controlling growth in the rate path; Debra has responded to this; CM Pedersen responded to her and we will get all this correspondence to the Panel as soon as Debra has responded to the latest email from CM Pedersen.

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

SCL in the News/Updates. Leigh Barreca shared that Julie Moore will come and report later in the meeting.

Updates to the Roadmap. Carsten Croff noted there are no significant updates to the roadmap. The next Panel meeting will include a report on the Cost of Service Study, an updated rate path and report-out on the pilots. Kirsty Grainger noted that staff are still updating the rate path,



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particularly the capital improvement program assumptions. Projects are being chosen for deferral to fund the light pole replacements. The Utility will be participating in two public meetings with partners later this week and will be sharing an updated rate path with them. At the next Panel meeting, a further refined version of that rate path will be shared with the Panel.

General Managers/CEO's Report. Debra is unable to attend today's meeting. Mike Haynes, Chief Operating Officer, shared brief summary on the street lighting/copper theft update provided to the Mayor's office, that Electric Vehicle (EV) Charging is moving forward and is a priority for the electrification strategy and that the Transportation Electrification legislation has been submitted.

Strategic Plan Outline Review. Leigh introduced Vanessa Lund, with the firm of Cocker Fennessy. Vanessa wrote the first SCL Strategic plan back in 2012 and will be writing the plan again this year, as well as SPU's updated plan. Vanessa reviewed a one-page outline of the proposed content, sections and page length of the strategic plan. Discussion points included:

- Will initiatives be included in any detail in the plan? A: Not in detail however initiatives and their component will be included.
- Will you provide links to more detail on each initiative? A: This is an interesting idea
- Will there be a link to SCL metrics? A: yes.
- Are the priorities going to be prioritized? A: No. We are thinking about how to display them in a way to not suggest prioritization.
- Do the priorities cover everything SCL does? A: Things that don't clearly fit elsewhere are in "keeping the lights on"
- SCL has moved away from initiatives and dollars being in the strategic plan
- I like the rewording of the five priorities.
- When is the draft report available to the Panel? A: 2nd meeting in March is the target.

Operational Metrics Report, Q1, 2020. Angela Bertrand presented. This is a new format replacing the old metrics. Discussion points included:

- Do you track how much money is owed by customers in arrears? A: yes. The number has grown a lot in the last 2 years when we were not cutting off service. The Utility does not shut off customers in winter. The number is now declining. Some debt is really old and may not be resolved. The City Council is sensitive to collection policies.
- The report is hard to read. It's cryptic. Too much inside baseball, acronyms, unexplained color choices in text. A: It is an internally focused document.
- Cost savings metrics are not shown. A: There were none; SCL just took cuts.
- There is no O&M cost data. A: That comes in Kirsty's quarterly reports.
- Are there targets on service reliability that could be reported? A: Yes, but they are on a monthly rolling average and this is a static monthly report. We are looking at how to deal with this.

Jen Chan shared that this report is part of an iterative process. It is a beginning. The Utility is building more benchmarks. This is not yet a public facing document.



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Kirsty Grainger noted that historically, the Utility has just issued externally focused reports; staff are excited to have internal metrics to consider.

The staff will continue to work on this report and bring it back quarterly, hopefully with a narrative. We will schedule a time in a later meeting (after delivery of the strategic plan) to consider with the Panel what types of things a general audience would find most helpful.

2021-2026 Strategic Plan Proposed Initiatives. Leigh introduced the topic, noting that this is an introduction to the proposed scope of 12 initiatives the Utility will be proposing as part of the Strategic Plan. The next step will be for each sponsor to complete a template providing more detail on each initiative, including outcomes, milestones, risks, etc. Initiatives were presented by each of the initiative sponsors. The topics and discussion points are noted below:

Grid Modernization to enable and accelerate electrification. Emeka Anyanwu, Energy Innovation & Resources Officer presented.

- Q: What does this actually look like? A: updating some of the physical infrastructure and software.
- Q: Is this the front end of a major expense item? A: Over time we will be updating pieces of the system.

Regional Leadership and collaboration. Emeka Anyanwu presented. It is important to engage regionally as electrification rules and policies are being put into place.

Utility Technology and Technology Operations Roadmap. Jim Baggs, Facilities & Oversight Services Officer, presented. The Utility is moving some systems back under department control, out of the City's central IT department.

- The Panel supported SCL keeping its critical IT systems in the past.

Enhance Cyber Security Capabilities and Oversight. Jim Baggs.

- Comment: For me, this is the most critical initiative on the list.
- Cyber security is the prerequisite to grid modernization.

Continuous Improvement. Jen Chan, Chief of Staff, presented. This is about people, process and systems. Standardization, automation, transitions between silos. Examples of areas of focus include the service to bill process and accounts payable.

Change Management. Jen Chan presented. This is more of the "how" we will accommodate change. General discussion points:

- City Light seems to have been doing this forever. Perhaps just identify and accomplish one project?
- The customer roadmap will help.

Future of work. DaVonna Johnson, People & Culture Officer, presented. The goal of is this initiative is to align City Light's workforce strategies with our technical and operational strategies. The labor



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market in Seattle is very tight. We want City Light to become the employer of choice for job seekers.

Customer Experience Roadmap. Craig Smith, Director, presented. This is about research on customer preferences and designing products and services to meet customer desires.

Expand Customer Program Options. Craig Smith Presented. This is where the Energy Efficiency as a Service program (EEas) fits in.

- Q: I'm concerned about how well the AMI roll-out will go. A: this is a big opportunity for us to succeed. AMI is responsive to customer desires.
- Q: Are there metrics for this initiative? It seems really broad. A: JD Powers ratings are one.
- Coalition working on EEas is very happy with the work SCL is doing on this issue.

Right –size capital program. Kirsty Grainger, Chief Financial Officer, presented.

- Q: Do you have the software you need to do the asset management you are talking about here? A: Yes. The current asset management system is being upgraded.
- Q: Any major CIP projects anticipated due to public works projects by other departments or agencies? A: Yes, Sound Transit 3 is one.

Rate Path at or below inflation. Kirsty Grainger presented. Long-term cost management work is in this initiative.

- Phrasing of “containing labor costs” can be politically problematic
- This seems really broad and not specific. Q: How much more specific targets will we see; will we see Key Performance Indicators? A: The real KPI is the budget.

Pricing Services for the Future. Kirsty Grainger presented. This is where the specifics of rate design implementation fall. General discussion points:

- Unclear how these initiatives will have concrete performance targets. These are overall very high level. What are the receivables or deliverables for each?
- It seems like the Utility is reluctant to commit to specific outcomes. Response: We will have some metrics and performance indicators. This is helpful feedback.

There being no further business, the meeting was adjourned at 1:30 P.M.