

# City of Seattle



## General Manager & Chief Executive Officer

### Seattle City Light

Confirmation Packet  
April 24, 2024

**Dawn Lindell**



April 24, 2024

The Honorable Sara Nelson  
President, Seattle City Council  
Seattle City Hall, 2nd Floor  
Seattle, WA 98104

Dear Council President Nelson:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Dawn Lindell as General Manager/CEO of Seattle City Light (SCL).

The materials in this packet are divided into two sections:

1. **Dawn Lindell**

This section contains Ms. Lindell's appointment, oath of office form, and her resume.

2. **Background Check**

This section contains the report on Ms. Lindell's background check.

Dawn Lindell has the expertise, leadership, and vision to ensure quality, reliable, and affordable services to our residents and to accelerate our electrification efforts as we build healthy communities now and in the future. As the next General Manager/CEO of Seattle City Light, Ms. Lindell will guide the organization at a pivotal time in its history as we embark on a journey to power our city efficiently with carbon-neutral power through innovative technologies and solutions.

Ms. Lindell has served as Interim General Manager/CEO of Seattle City Light since February. She brings more than 25 years of experience in the utilities industry, coming to Seattle from Burbank, California where she served as the General Manager of Burbank Water and Power. Prior to her executive leadership role at the Burbank utility, Ms. Lindell was the Senior Vice President and Rocky Mountain Regional Manager for the Western Area Power Administration in Lakewood, Colorado. There she set strategic direction for more than 400 federal and contract employees of the Rocky Mountain Region for power marketing in four states, grid maintenance in six states, grid operation in ten states with a \$400 million+ annual budget. Over her career, she has focused on increasing environmental sustainability in collaboration with community, improved technology strategy and innovation, led disaster management and recovery, developed effective diversity, equity and inclusion programs, and transformed utility teams into high performing organizations.

In identifying the next leader of Seattle City Light, my office convened an 11-member selection committee to review top candidates from across the country, informed by a survey of current City Light employees. Members of the committee represented business, housing, labor, environmental, and energy leaders, many with experience in clean energy and environmental justice. In the time since I selected Ms. Lindell to serve as Interim General Manager/CEO, we have heard broad support from stakeholders regarding her performance, including representatives from the Seattle City Light Customer Review Panel, the Environmental Coalition of South Seattle, Nucor Steel, the Housing Development Consortium, Seattle 2030 District, the Master Builders Association of King & Snohomish Counties, the CleanTech Alliance, the Building Owners & Managers Association of Greater Seattle, the Upper Skagit

Indian Tribe, and the International Brotherhood of Electrical Workers (IBEW) Local 77. It is readily evident that Dawn Lindell is someone who champions the customer experience, demonstrates a strong commitment to environmental stewardship and climate action and makes decisions that are centered by equity and accountability. Review of her past performance and the overwhelmingly positive feedback from affected stakeholders is the process that informed my decision to advance Ms. Lindell for your consideration today.

I trust that after reviewing Ms. Lindell's application materials, meeting with her, and following Councilmember Woo's thoughtful Sustainability, City Light, Arts & Culture Committee review, you will find that she is the clear and obvious choice to serve as permanent General Manager/CEO of Seattle City Light.

If you have any questions about the attached materials or need additional information, my Chief Operating Officer Marco Lowe would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Bruce A. Harrell". The signature is written in black ink and is positioned above the printed name and title.

Bruce A. Harrell  
Mayor of Seattle

**SECTION**

**A**



**City of Seattle**

Mayor Bruce Harrell

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April 18, 2024

Dawn Lindell  
Seattle, WA  
Transmitted via e-mail

Dear Dawn,

It gives me great pleasure to appoint you to the position of General Manager and Chief Executive Officer of Seattle City Light at an annual salary of \$493,770.

Your appointment as GM/CEO is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your initial term will be for four years.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that City Light will thrive under your leadership.

Sincerely,

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell  
Mayor of Seattle

cc: Seattle Department of Human Resources file



# City of Seattle Department Head Notice of Appointment

<b>Appointee Name:</b> <i>Dawn Lindell</i>	
<b>City Department Name:</b> <i>Seattle City Light</i>	<b>Position Title:</b> <i>General Manager/Chief Executive Officer</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Term of Position: *</b> Council Confirmation <b>to</b> <i>5/31/2028</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
<b>Background:</b> Ms. Lindell has served as Interim General Manager/CEO of Seattle City Light since February. She brings more than 25 years of experience in the utilities industry, coming to Seattle from Burbank, California where she served as the General Manager of Burbank Water and Power. Prior to her executive leadership role at the Burbank utility, Ms. Lindell was the Senior Vice President and Rocky Mountain Regional Manager for the Western Area Power Administration in Lakewood, Colorado. There she set strategic direction for more than 400 federal and contract employees of the Rocky Mountain Region for power marketing in four states, grid maintenance in six states, grid operation in ten states with a \$400 million+ annual budget. Over her career, she has focused on increasing environmental sustainability in collaboration with community, improved technology strategy and innovation, led disaster management and recovery, developed effective diversity, equity and inclusion programs, and transformed utility teams into high performing organizations.	
<b>Authorizing Signature:</b>  <b>Date Signed:</b> April 24, 2024	<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

\*Term begin and end date is fixed and tied to the position and not the appointment date.



CITY OF SEATTLE ▪ STATE OF WASHINGTON

OATH OF OFFICE

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State of Washington

County of King

I, Dawn Lindell, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of General Manager and Chief Executive Officer of Seattle City Light; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as General Manager and Chief Executive Officer of Seattle City Light.

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Dawn Lindell

Subscribed and sworn to before me

this \_\_\_\_ day of \_\_\_\_\_, 2024.

[Seal]

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Scheereen Dedman, City Clerk

# DAWN LINDELL

Proven, results driven chief executive with over twenty-five years of demonstrated leadership achieving top tier results in multiple utilities. Visionary innovator with the unique combination of strong technical skills, high energy, and a passion for serving people. Collaborative relationship builder able to develop effective partnerships with businesses, local, state and federal government, unions and nonprofits. Strategic thought leader experienced in broad executive level roles at a multi-state \$1B+ transmission utility as well as a municipal \$1B+ electric, gas, water & sewer utility.

## SUMMARY OF QUALIFICATIONS

- 25 plus years leadership experience including 15+ years in executive, C-Level and Chief Executive Officer roles
  - Increased environmental sustainability with community collaboration
  - Led hydropower marketing across multiple regional transmission organizations
  - Consistently able to turn poor performing organizations to top tier success
  - Engaged employees' hearts and minds for significant improvement in culture survey results
  - Developed effective diversity, equity and inclusion program leading to improved results
  - Experienced in leading through disaster management and recovery
  - Improved technology strategy, innovation including agile, cloud, big data, AI, UAV, cyber security
  - Provide strategic leadership, organizational transformation and agility
  - Named as one of Colorado's Top Women in Energy in 2019
  - 2022 WE3 Water/Energy Nexus Innovator of the Year
  - Top Quartile J.D. Power Customer Satisfaction
- Frequent national speaker, author & panelist – topics including evolving energy markets, leadership, future of utility industry, cyber security, employee engagement, strategic planning, diverse & inclusive workforce

## EXPERIENCE

### **Burbank Water and Power, Burbank, CA**

**11/09/20 – present**

*BWP is a vertically integrated, community owned municipal utility serving water and power to the media capital of the world. With a budget of \$360 million and 350 employees, BWP provides power and water to a population of 107,000 local customers and an additional 100,000 commuters plus high speed internet to Burbank businesses.*

### **General Manager (CEO)**

- Initiated collaboration with the Sustainable Burbank Commission to engage in creating a sustainable future for Burbank, turning around a previously acrimonious relationship.
- Developed partnership with Burbank Housing Commission for electrification of low income housing.
- Initiated innovative partnerships with school district, city departments, local businesses and non profit customers including the airport to develop rooftop solar plus storage projects.
- Resolved five year transmission contract dispute with Los Angeles Department of Water and Power (LADWP), averting planned lawsuit.
- Actively creating BWP's energy future through collaboration with LADWP & California's Independent System Operator's energy market, and via a diverse energy portfolio including hydropower, geothermal, solar, wind, nuclear, clean hydrogen with natural gas.
- Created multiple customer outreach programs for conservation and low income support (delivered \$3M+ in aid).
- Led bond issuance to fund critical water and power infrastructure projects as well as solar plus storage electric projects needed to meet state renewable requirements.
- Sole California utility participant in Power from the Prairie transmission study (9 utilities + DOE) opening potential of interregional power marketing for improved sustainability, reliability.
- Partnered with Glendale Water and Power plus Los Angeles Department of Water and Power to plan revamp of Intermountain Power Plant from coal to clean hydrogen and natural gas.
- Led BWP to achieve RP3 Diamond Status award for operational excellence from APPA, awarded April 2021 and four awards for marketing excellence from APPA for effective, engaging conservation messaging.
- Re-initiated BWP electric sustainability efforts after six year lull; utility is now on track to achieve 60% carbon neutrality by 2030 and 100% by 2040.
- Opened conversations statewide on improving regulations for hydroelectric power, decarbonization, as well as "big idea water projects" including pipelines, desalination and direct potable re-use
- Piloted advanced pipe assessment tools using satellite imagery, line sensors and AI enabling the prioritization of aging pipeline replacement based on condition, extending pipeline life, reducing main breaks and costs.



- Oversaw numerous electric innovations including a first of its kind gas plant overhaul resulting in ability to change output levels 2x faster & run at significantly lower minimums to rapidly flex to/from additional renewables; beta pilot for Gridware, Inc on power pole sound sensor and AI asset condition assessments to maximize asset use via predictive analytics and replace just in time for maximum reliability at least cost; predictive analytics reduced transformer failures from 20-50 per year to just one annually.
- Awarded over \$1.7M in grants for flow battery pilot, electric vehicle charging stations, multifamily unit water management tool pilot, drought management plan. Multiple additional grants (\$70 M+) in progress.
- Serve on multiple industry and community boards. Board President of Southern California Public Power Authority - nominated by peers to serve as Vice President on Southern California Public Power Authority Board after only one year.
- Set strategic direction including mission, values, 10 year strategic plan. Included BWP Board – 1<sup>st</sup> time.

**Western Area Power Administration (WAPA), Lakewood, CO**

**11/24/13 – 11/06/20**

*Headquartered in Lakewood, CO and spanning 15 states, WAPA generates power from 57 federal hydroelectric power dams, operates a high voltage power transmission system to 700+ retail customers which provide retail electric service to 40 million consumers. Total budget is \$1.3B.*

**Senior VP and Rocky Mountain Regional Manager, Loveland, CO**

**01/20/19 – 11/06/20**

- As chief regional executive, set strategic direction for 400+ federal and contract employees of the Rocky Mountain Region (RMR) for power marketing in 4 states, grid maintenance in 6 states and grid operation in 10 states, \$400 million+ annual budget.
- Achieved outstanding results in rapid change environment including transition to Northwest Power Pool (resulting in \$500k in cost avoidance), sponsor of transition to new Reliability Coordinators (CAISO – WAPA SNR and Southwest Power Pool – WAPA RMR and 2 other regions) and energy imbalance market transition.
- Resolved 10 year dispute with US Forest Service to complete vegetation management overhaul – which two previous SVP/Regional Managers had been unable to resolve.
- Improved every single measure of employee engagement survey by 4-15% in one year.
- Partnered with WAPA Real Estate team to develop tribal relationships to renew expired easements.
- Created partnerships with Bureau of Reclamation in two regions to prioritize customer funding needs for critical assets – first time ever.
- Oversaw turnaround of failed physical security program to achieve 100% remediation.
- Directed new acquisition management process to improve communication, drive innovation, secure procurements resulting in improvement noticed by maintenance leadership in every division.

**Senior VP and Sierra Nevada Regional Manager, Folsom, CA**

**7/23/2018 – 1/20/19**

- As regional chief executive, set strategic direction for over 200 federal and contract employees of the Sierra Nevada Region (SNR) including northern and central California and parts of Nevada, budget of over \$200 million.
- Partnered with Sacramento Municipal Utility District (SMUD) to market power and manage load through the jointly led Balancing Authority of Northern California (BANC).
- Led development of first regional strategic plan focused on business priorities and leadership development.
- Led team through Carr fire event and recovery – worst operations disaster in WAPA history. Recognized for high quality, rapid recovery operations by several communities.
- Partnered with Bureau of Reclamation and State of California to resolve contentious water use issues.
- Coached/developed junior executive who was then chosen to lead SNR into the future.

**Executive Vice President and Chief Operating Officer, Lakewood, CO**

**12/1/17 – 7/23/2018.**

- Set strategic direction for over 230 federal and contract employees with a budget of \$42M to provide WAPA wide services in engineering, asset management, aviation, safety, security, training, compliance, procurement, environmental, real estate, facilities, human resources and technical services.
- Led partnership with Department of Defense and Peterson AFB Northern Command to create mission critical base grid reliability hardening – first time ever. Directed WAPA strategy to assess alternatives and deliver plans.
- Restructured to create Chief Administrative Office to enable executive focus and results driven performance for procurement, environmental support, real estate, facilities and tribal relations in a separate office.
- Directed mission driven goal setting, strategic planning and leadership training for the first time in nine years.
- Defined prioritized, budget driven direction resulting in the reduction of a planned \$2.5 million overspend. Reduced 9 planned federal over hire positions and 5 contracting positions while improving service.
- Initiated unmanned aerial vehicle program, decreasing inspection time by 5-6 hours per structure and improving safety for transmission line inspection.

**Senior Vice President and Chief Information Officer****11/2013 – 1/20/19**

- Transformed the IT organization consolidating five separate regional IT organizations to one aligned WAPA wide, 15 state organization resulting in cost avoidance (WAPA wide) of over \$5 million in the first year and over \$40 million over the next three years.
- Developed the first ever WAPA wide strategic technology roadmap; aligned with the WAPA 10 year strategic roadmap. Roadmap enabled organization wide agreement on cyber priorities and successful implementation of more than 100 projects annually.
- Initiated relationship building and information sharing between Power Marketing Administrations, with customer utilities as well as across DOE with an aim to share best practices, lessons learned and cyber security information. Acknowledged by previous Secretary of Energy for efforts.
- Implemented agile project management resulting in
  - Completion of major financial system upgrade and major work order system projects that had failed prior to my arrival. Delivered on time, on scope and within 6% of budget.
  - Delivered billing project that had been in development for over 8 years – fully implemented in 18 months.
  - Reset an operations consolidation project that had dragged on for eight years. Team delivered two out of three systems in year one and delivered third at 18 months resulting in closure of two data/operations centers and reduction of supervisory control and data acquisition (SCADA) instances from four to two, halving the costs of future upgrades and maintenance and saving \$11 M.
- Partnered with asset management team to develop a technology strategic roadmap defining the path forward for this "big data" effort covering 17,000+ miles of transmission resulting in data driven maintenance.
- Directed the implementation of encryption, multi factor authentication, reduced administrative rights, network access control to improve cyber security position. DOE red team audit noted significant improvement over the previous 12 years of audits.
- Modeled the way for WAPA wide culture change through employee skills development on conflict management, crucial conversations, leading change, resume and interview preparation, as well as serving as the executive sponsor of the Inclusion and Diversity Team and as an executive sponsor for the Innovation, Inclusion and Technology Team.

**Colorado Springs Utilities (CSU), N. Tejon St., Colorado Springs, CO****6/02 – 11/13**

*A four service, municipal utility providing electric, water, wastewater and gas service to 221,000 customers. Total budget was \$1.3B.*

**Information Technology Services General Manager****3/06 – 11/13**

- Led over 180 ITS employees with a budget of \$30M to support all technology services for organization's informational and operational technology.
- Implemented agile project management and improved work plan adherence, metrics, resource sharing, and cross training to drive productivity and reduce 37 ITS positions through attrition over six years with improved customer service ratings and increased technology services including mobile, cloud computing, ITIL and cyber security.
- Challenged ITS staff to document business impact and cost savings. Delivered \$1 - \$3 million annually with projects such as:
  - Migration from mainframe environment to multi-tiered CIS architecture which reduced restore time from days to hours; provided full internal redundancy and saved \$890,000 per year.
  - Implemented a print strategy resulting in hard savings of \$221,000, a soft savings of \$399,000, and reduction of the carbon foot print equal to 25.1 cars and paper savings equivalent to 24.9 trees annually.
- Partnered with customer relations to lead development of customer web site and interactive voice response options resulting in decreased call volume and industry first quartile in JD Power Customer Satisfaction.
- Implemented training in soft skills, problem solving, constructive conflict and post customer interaction review resulting in leaders from four divisions commenting on the improved service from ITS.
  - Nationally recognized Information Technology Infrastructure Library implementation – reduced 37 positions while achieving virtually 100% uptime, significantly improved customer satisfaction

**Business Operations Manager****2/05 – 3/06**

- Served as operations financial manager and chief of staff for the Chief Operating Officer
- Implemented internal Customer Operations Division internal budget review process resulting in the reduction of \$31.8 million in capital and \$23 million in operations & maintenance expense.
- Led Customer Operations Division in reprioritizing spending to absorb \$5 million dollars in unplanned water leases and \$4.25 million in sewer system hardening without additional appropriations.

**Customer Service Manager****6/02 – 2/05**

- Led the Customer Service Center of 70 employees with a salaried team of eight.

- Improved service level from 65% to 92% in less than one year.
- Developed and implemented a quality call monitoring program resulting in consistently higher standard of service evidenced by department customer satisfaction rising from 95% to 99% following implementation.
- Independent survey identified Colorado Springs Utilities Customer Service as best in class in 10 of 12 categories during my third year in role.
- Awarded JD Powers Top Quartile Customer Satisfaction based on foundation built by my team
- Consolidated the Business Service Center resulting in a 35% decrease in cost per call.
- Doubled sales of non-regulated products each year.

**CURRENT, INC., Woodmen Rd., Colorado Springs, CO**

**3/90 to 3/02**

**Manager over multiple divisions including Fundraising, Call Centers, Checks Manufacturing**

Led 2 customer service centers totaling 550 Current and Paper Direct employees, with a salaried team of eighteen and annual budget of \$9M. Accountable for all call center operations and results including call quality, telecommunications technology, telemarketing, safety and productivity.

- Moved the Paper Direct call center from New Jersey to Colorado Springs resulting in \$550,000 savings annually.
- Increased annual revenue by over 1000% from \$250,000 to \$2.7M.
- Reduced call blockage from 100,000 calls per week to virtually zero, delay time by 30%, unavailable time by 50%.
- Directed fundraising business including marketing, product selection, purchasing, call center, order entry & fulfillment operations. Updated advertising look, content and placement resulting in 50% revenue growth

**CAPITAL ASSOCIATES INTERNATIONAL, INC., Lakewood, CO**

**NORRELL SERVICES, INC., Denver, CO**

**PROCTER and GAMBLE, Cincinnati, OH**

**EDUCATION**

**Masters of Business Administration**

University of Colorado, Colorado Springs, CO

**Bachelor of Science, Chemical Engineering**

University of Notre Dame, South Bend, IN

**COMMUNITY SUPPORT**

**Southern California Public Power Authority Board**, President 2022 – Present, Member 2020-present,

**Colorado Municipal Utility Association Board**, Member 2020-present

**Southern California Water Utility Authority Board**, President 2020-present

**Cheyenne Village**: Board President 2016-2018, Board Member 2013- 2019

**Rocky Mountain Electrical League (RMEL)**, Board Member, 2018 – 2020

**Boys and Girls Club of Burbank**, Advisory Board Member 2021 – present

**Burbank YMCA**, Board Member, 2023 - present

**Electric Power Research Institute (EPRI)**, Information, Communication and Cyber Security (ICCS) Executive Member, 2016 – 2020

**North American Transmission Forum (NATF)** – Member Rep for Western Area Power Administration (1/20/19-11/2020)

**Pikes Peak United Way**

- Past member of Pikes Peak United Way Women's Leadership Council Committee on Child Development Support. Served on appropriations Committee
- Leadership In Giving Development Committee – 10 years, Leader in Giving for 30 years

**Western Cyber Exchange**: Founding member of this local, grassroots effort at public/private partnership in cyber security realm which became part of the National Cyber Center in Colorado Springs

**Water/Wastewater CIO Forum**: Member for six years. Served on planning board.

**Large Public Power Council CIO Team**: Chairman of the Board 2010-2012, member for 7 years.

**Colorado Springs Customer Service Association**: President, 2001-2002; member 1998-2003

**AWARDS**

2022 WE3 Water/Energy Nexus Innovator of the Year

Colorado's Top Women in Energy, 2019

Pikes Peak Regional Communication Board Recognition for Service Award 2013

Colorado Springs Utilities CEO Star Award (twice) 2004, 2008

Current, Inc. Manager of the Year: 1997

## **SECTION**

**B**



# City of Seattle

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## Seattle Department of Human Resources

Kimberly Loving, Director

**November 21, 2023**

TO: Pam Inch – Senior Executive Recruiter SHR

FROM: Annie Nguyen - Seattle Department of Human Resources

SUBJECT: Background check for **Dawn Roth Lindell**

The Seattle Department of Human Resources has received a copy of **Dawn Roth Lindell's** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

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Seattle Department of Human Resources

Seattle Municipal Tower, 700 5<sup>th</sup> Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028  
(206) 684-7999 • TTY:7-1-1 Fax: (206) 684-4157 • Employment Website: [www.seattle.gov/jobs](http://www.seattle.gov/jobs)

An equal employment opportunity employer. Accommodations for people with disabilities provided upon request.

