CITY OF SEATTLE

City Council

Agenda

Tuesday, July 7, 2026

2:00 PM

Council Chamber, City Hall
600 4th Avenue
Seattle, WA 98104

Joy Hollingsworth, Council President
Dionne Foster, Member
Debora Juarez, Member
Robert Kettle, Member
Eddie Lin, Member
Alexis Mercedes Rinck, Member
Maritza Rivera, Member
Rob Saka, Member
Dan Strauss, Member

Chair Info: 206-684-8803; Joy.Hollingsworth@seattle.gov

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CITY OF SEATTLE

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Agenda

July 7, 2026 - 2:00 PM

Meeting Location:
Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

Committee Website:
http://www.seattle.gov/council

Members of the public may register for remote or in-person Public Comment to address the Council. Speakers must be registered in order to be recognized by the Chair. Details on how to register for Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at https://www.seattle.gov/council/committees/public-comment. Online registration to speak will begin one hour before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting.

In-Person Public Comment - Register to speak on the public comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting.

Written comments must be submitted prior to 10 a.m. to ensure that they are distributed to Councilmembers prior to the start of the meeting. Comments may be submitted at Council@seattle.gov or at Seattle City Hall, Attn: Council Public Comment, 600 4th Ave., Floor 2, Seattle, WA 98104. Comments received after 10 a.m. will be distributed after the meeting to Councilmembers and included as part of the public record.

A. CALL TO ORDER

B. ROLL CALL

C. PRESENTATIONS

D. PUBLIC COMMENT

Members of the public may sign up to address the Council for up to 2 minutes on matters on this agenda; Introduction and Referral Calendar; and Council's Work Program; and total time allotted to public comment at this meeting is up to one hour.

E. ADOPTION OF INTRODUCTION AND REFERRAL CALENDAR:

Introduction and referral to Council committees of Council Bills (CB), Resolutions (Res), Appointments (Appt), and Clerk Files (CF) for committee recommendation.

IRC 530 July 7, 2026

Attachments: Introduction and Referral Calendar

F. APPROVAL OF THE AGENDA

G. APPROVAL OF CONSENT CALENDAR

The Consent Calendar consists of routine items. A Councilmember may request that an item be removed from the Consent Calendar and placed on the regular agenda.

Journal:

1. Min 574 June 30, 2026

Attachments: Minutes

Bills:

2. CB 121244 An ordinance appropriating money to pay certain claims for the week of June 22, 2026, through June 26, 2026, and ordering the payment thereof; and ratifying and confirming certain prior acts.

Supporting Documents: Summary and Fiscal Note

PARKS AND CITY LIGHT COMMITTEE:

3. CB 121241 An ordinance relating to the City Light Department; authorizing the Department to enter into long-term agreements for the acquisition of electric power, including attributes, transmission, or ancillary services; and amending Section 21.49.130 of the Seattle Municipal Code.

The Committee recommends that City Council pass the Council Bill (CB).
In Favor: 4 - Juarez, Kettle, Rivera, Saka
Opposed: None

Supporting Documents: Summary and Fiscal Note

Resolutions:

PARKS AND CITY LIGHT COMMITTEE:

4. Res 32210 A resolution relating to the City Light Department; adopting a 2027-2032 Strategic Plan for the City Light Department and endorsing the associated rate path.

The Committee recommends that City Council adopt the Resolution (Res).
In Favor: 4 - Juarez, Kettle, Rivera, Saka
Opposed: None

Attachments: Att 1 - SCL 2027-2032 Strategic Plan and Appendices
Att 2 - City Light Review Panel Comment Letter on Proposed 2027-2032 SCL Strategic Plan

Supporting Documents: Summary and Fiscal Note

Appointments:

LAND USE AND SUSTAINABILITY COMMITTEE:

5. Appt 03536 Appointment of T.J. Stutman as member, Seattle Planning Commission, for a term to April 15, 2028.

The Committee recommends that City Council confirm the Appointment (Appt).
In Favor: 5 - Lin, Strauss, Foster, Hollingsworth, Rinck
Opposed: None

Attachments: Appointment Packet

6. Appt 03537 Appointment of Amir Ehsaei as member, Seattle Planning Commission, for a term to April 15, 2029.

The Committee recommends that City Council confirm the Appointment (Appt).
In Favor: 5 - Lin, Strauss, Foster, Hollingsworth, Rinck
Opposed: None

Attachments: Appointment Packet

7. Appt 03538 Appointment of Hailey P. Karcher as member, Seattle Planning Commission, for a term to April 15, 2029.

The Committee recommends that City Council confirm the Appointment (Appt).
In Favor: 5 - Lin, Strauss, Foster, Hollingsworth, Rinck
Opposed: None

Attachments: Appointment Packet

8. Appt 03539 Appointment of Patrick W. Taylor as member, Seattle Planning Commission, for a term to April 15, 2029.

The Committee recommends that City Council confirm the Appointment (Appt).
In Favor: 5 - Lin, Strauss, Foster, Hollingsworth, Rinck
Opposed: None

Attachments: Appointment Packet

9. Appt 03540 Reappointment of P Xiomara Alvarez as member, Seattle Planning Commission, for a term to April 15, 2029.

The Committee recommends that City Council confirm the Appointment (Appt).
In Favor: 5 - Lin, Strauss, Foster, Hollingsworth, Rinck
Opposed: None

Attachments: Appointment Packet

10. Appt 03541 Reappointment of Andrew L. Dannenberg as member, Seattle Planning Commission, for a term to April 15, 2029.

The Committee recommends that City Council confirm the Appointment (Appt).
In Favor: 5 - Lin, Strauss, Foster, Hollingsworth, Rinck
Opposed: None

Attachments: Appointment Packet

H. COMMITTEE REPORTS

Discussion and vote on Council Bills (CB), Resolutions (Res), Appointments (Appt), and Clerk Files (CF).

HUMAN SERVICES, LABOR, AND ECONOMIC DEVELOPMENT COMMITTEE:

1. Res 32207 A resolution adopting updated policies regarding the establishment and management of Parking and Business Improvement Areas for The City of Seattle; and superseding Resolution 31657.

The Committee recommends that City Council adopt the Resolution.
In Favor: 3 - Rinck, Foster, Saka
Opposed: None

Attachments: Att 1 – Citywide Business Improvement Area Policies

Supporting Documents: Summary and Fiscal Note
Summary Ex A - Business Improvement Area Proposal Checklist
Amendment A

I. ITEMS REMOVED FROM CONSENT CALENDAR

J. ADOPTION OF OTHER RESOLUTIONS

K. OTHER BUSINESS

L. ADJOURNMENT

600 Fourth Ave. 2nd Floor
Seattle, WA 98104

Legislation Text

File #: IRC 530, **Version:** 1

July 7, 2026

SEATTLE CITY COUNCIL

July 07, 2026

Introduction and Referral Calendar

List of proposed Council Bills (CB), Resolutions (Res), Appointments (Appt) and Clerk Files (CF) to be introduced and referred to a City Council committee

Record No.	Title	Committee Referral
By: Strauss		
1. CB 121244	An ordinance appropriating money to pay certain claims for the week of June 22, 2026, through June 26, 2026, and ordering the payment thereof; and ratifying and confirming certain prior acts.	City Council
By: Hollingsworth		
2. CB 121245	An ordinance relating to rates and charges for water services of Seattle Public Utilities; revising water rates and charges; revising qualification requirements for the utility discount program; revising credits to low-income customers; and amending Sections 21.04.430, 21.04.440, 21.76.030, and 21.76.040 of the Seattle Municipal Code.	Governance and Utilities Committee
By: Hollingsworth		
3. CB 121246	An ordinance relating to emergency assistance for Seattle Public Utilities customers; amending Section 21.76.065 of the Seattle Municipal Code to adjust program terms and conditions and expand eligibility guidelines for emergency bill assistance.	Governance and Utilities Committee
By: Hollingsworth		
4. CB 121247	An ordinance relating to the City Light Department's emergency bill assistance program; amending Section 21.49.042 of the Seattle Municipal Code to adjust program terms and conditions and expand eligibility guidelines for emergency bill assistance.	Governance and Utilities Committee
By: Kettle		
5. CB 121248	An ordinance relating to controlled substances; updating City policy for the enforcement of the crimes of knowing possession and use of controlled substances; amending Section 3.28.141 of the Seattle Municipal Code; and repealing Section 4 of Ordinance 126896.	Public Safety Committee

SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor
Seattle, WA 98104

Legislation Text

File #: Min 574, **Version:** 1

June 30, 2026

SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor
Seattle, WA 98104

Journal of the Proceedings of the Seattle City Council

Tuesday, June 30, 2026

2:00 PM

Council Chamber, City Hall
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City Council

Joy Hollingsworth, Council President
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Rob Saka, Member
Dan Strauss, Member

Chair Info: 206-684-8803; Joy.Hollingsworth@seattle.gov

A. CALL TO ORDER

The City Council of The City of Seattle met in the Council Chamber in City Hall in Seattle, Washington, on June 30, 2026, pursuant to the provisions of the City Charter. The meeting was called to order at 2:04 p.m., with Council President Hollingsworth presiding.

B. ROLL CALL

Present: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

C. PRESENTATIONS

There were none.

D. PUBLIC COMMENT

The following individuals addressed the Council:
Yvette Dinish
Victoria Palmer
Ruth Berge
Clive Hayward
Aliesha Ruiz
Keith Carpenter
Paul Tomlinson
Glen R. Stockwell
Max Baker
Gabriel Dias
Howard Gale
Bennett Haselton
Gabriel Neuman
Jen Carl
Colin Morgan-Cross
Peter Orr
Paula Sardinas
Aaron Tulloch
Rose Legionaires
Joe Kunzler

E. ADOPTION OF INTRODUCTION AND REFERRAL CALENDAR:

IRC 529 **June 30, 2026**

By unanimous consent, the Introduction & Referral Calendar (IRC) was adopted.

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

F. APPROVAL OF THE AGENDA

By unanimous consent, the Agenda was adopted.

G. APPROVAL OF CONSENT CALENDAR

Motion was made by Council President Hollingsworth, duly seconded and carried, to adopt the Consent Calendar.

Journal:

1. Min 573 **June 23, 2026**

The Minutes were adopted on the Consent Calendar by the following vote, and the President signed the Minutes (Min):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

Bills:

2. CB 121239 **An ordinance appropriating money to pay certain claims for the week of June 15, 2026, through June 19, 2026, and ordering the payment thereof; and ratifying and confirming certain prior acts.**

The Council Bill (CB) was passed on the Consent Calendar by the following vote, and the President signed the Council Bill (CB):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

H. COMMITTEE REPORTS

PUBLIC SAFETY COMMITTEE:

1. CB 121233 **An ordinance relating to closing public streets to maintain or enhance public safety; authorizing the Director of Transportation to close streets; amending Section 11.16.125 of the Seattle Municipal Code; declaring an emergency; and establishing an immediate effective date; all by a 3/4 vote of the City Council.**

The Committee recommends that City Council pass the Council Bill (CB).
In Favor: 4 - Kettle, Saka, Juarez, Lin
Opposed: None

The Council Bill (CB) was passed by the following vote, and the President signed the Council Bill (CB):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

2. CB 121232 **An ordinance relating to the operations of the Community Assisted Response and Engagement Department; describing the duties of the Community Crisis Responder team; amending Section 3.15.060 of the Seattle Municipal Code; and adding a new Section 3.15.064 to the Seattle Municipal Code.**

The Committee recommends that City Council pass the Council Bill (CB).
In Favor: 5 - Kettle, Saka, Juarez, Lin, Rivera
Opposed: None

The Council Bill (CB) was passed by the following vote, and the President signed the Council Bill (CB):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

HOUSING, ARTS, AND CIVIL RIGHTS COMMITTEE:

3. CB 121218 **An ordinance relating to housing for low-income households; adopting the 2023 Seattle Housing Levy Administrative and Financial Plan for program years 2026-2028; adopting Housing Funding Policies for program years 2026-2028 for the 2023 Seattle Housing Levy and other fund sources; authorizing actions by the Director of Housing regarding past and future housing loans and contracts; and ratifying and confirming certain prior acts.**

The Committee recommends that City Council pass as amended the Council Bill (CB).
In Favor: 3 - Foster, Lin, Rinck
Opposed: None

The Council Bill (CB) was passed by the following vote, and the President signed the Council Bill (CB):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

4. CB 121236 **An ordinance relating to the Office of Housing; granting a ground lease of real property located at 2929 27th Ave South; authorizing the Director of the Office of Housing to grant a lease of the real property to MBTOD Phase One LLLP, an affiliate of Mercy Housing Northwest and El Centro de la Raza; and authorizing related agreements and actions to support the development of affordable housing and commercial space intended to be used for early learning, childcare center, and associated uses.**

The Committee recommends that City Council pass the Council Bill (CB).
In Favor: 3 - Foster, Lin, Rinck
Opposed: None

Motion was made by Councilmember Foster and duly seconded to amend Council Bill 121236, Attachment 1, as shown in the underlined and strike through language below:

PARCEL I:
PARCEL Z OF CITY OF SEATTLE LOT BOUNDARY ADJUSTMENT NO. 3043016-LU, RECORDED UNDER RECORDING NO. 20251204900004, IN KING COUNTY, WASHINGTON.

PARCEL II:
LOTS 3 THROUGH 6, BLOCK 1 OF RAINIER VALLEY ADDITION TO THE CITY OF SEATTLE, ACCORDING TO THE PLAT THEREOF RECORDED IN VOLUME 12 OF PLATS, PAGE 97, IN KING COUNTY, WASHINGTON.

~~LOTS 3 THROUGH 14 IN BLOCK 6 OF RAINIER VALLEY SECOND ADDITION TO THE CITY OF SEATTLE, ACCORDING TO PLAT RECORDED IN VOLUME 13 OF PLATS AT PAGE 77, IN KING COUNTY, WASHINGTON;~~

~~EXCEPT THE SOUTH 30 FEET OF LOTS 3 THROUGH 8 CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NUMBER 83253 FOR STREET PURPOSES, AS PROVIDED FOR BY CITY OF SEATTLE ORDINANCE NUMBER 25148;~~

~~TOGETHER WITH THAT PORTION OF VACATED EAST AND WEST ALLEY ADJOINING OF ABUTTING THEREON, WHICH UPON VACATION, ATTACHED TO SAID PREMISES BY OPERATION OF LAW. AS PROVIDED FOR CITY OF SEATTLE ORDINANCE NUMBER 82793;~~

~~AND TOGETHER WITH THAT PORTION OF VACATED 27TH AVENUE SOUTH ADJOINING OF ABUTTING THEREON. WHICH UPON~~

~~VACATION, ATTACHED TO SAID PREMISES BY OPERATION OF LAW. PURSUANT TO CITY OF SEATTLE ORDINANCE NUMBER 91132. LYING SOUTHERLY OF THE SOUTH MARGIN OF SOUTH STEVENS STREET AND NORTHERLY OF THE NORTH MARGIN OF SOUTH WINTHROP STREET AS ESTABLISHED IN KING COUNTY SUPERIOR COURT CAUSE NUMBER 83253, AS PROVIDED FOR BY CITY OF SEATTLE ORDINANCE NUMBER 25148;~~

~~AND TOGETHER WITH THAT PORTION OF PARCEL A, OF LOT BOUNDARY ADJUSTMENT NUMBER 2400996. RECORDED UNDER RECORDING NUMBER 20040331900021, IN KING COUNTY, WASHINGTON. LYING SOUTH AND EAST OF THE FOLLOWING DESCRIBED LINE:~~

~~BEGINNING AT A POINT IN THE WEST RIGHT OF WAY MARGIN OF 27TH AVENUE SOUTH AND THE EAST LINE OF SAID PARCEL A, WHICH BEARS SOUTH 01"03'27" WEST, A DISTANCE OF 73.94 FEET FROM THE NORTHEAST CORNER OF SAID PARCEL A;~~
~~THENCE NORTH 88"54'09" WEST. A DISTANCE OF 161.05 FEET;~~
~~THENCE SOUTH 01"05'51" WEST, A DISTANCE OF 158.64 FEET;~~
~~THENCE SOUTH 26"13'50" EAST, A DISTANCE OF 119.25 FEET;~~
~~THENCE SOUTH 63"46'10" WEST, A DISTANCE OF 74.58 FEET;~~
~~THENCE SOUTH 01"05'51" WEST, A DISTANCE OF 136.88 FEET TO THE SOUTH LINE OF SAID PARCEL A AND THE TERMINUS OF THIS DESCRIBED LINE;~~

~~THE TERMINUS OF THE ABOVE-DESCRIBED LINE BEARS NORTH 88'54'09" WEST, A DISTANCE OF 197.86 FEET FROM THE SOUTHEAST CORNER OF SAID PARCEL A.~~

~~AND EXCEPT THAT PORTION CONVEYED TO CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY BY DEED RECORDED UNDER RECORDING NUMBER 20110901000445. BEING A RERECORDING OF 20050331002461.~~

The motion carried by the following vote:
In favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss
Opposed: None

The Council Bill (CB) was passed as amended by the following vote, and the President signed the Council Bill (CB):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

5. CB 121237 **An ordinance relating to the Seattle Office of Housing (OH); placing acquired real property in the Montlake neighborhood under the jurisdiction of OH; authorizing OH to issue a competitive request for proposals for selection of a preferred developer and to execute and deliver a contract for transfer of land, deed, and related documents to the selected developer; and ratifying and confirming certain prior acts.**

The Committee recommends that City Council pass the Council Bill (CB).
In Favor: 3 - Foster, Lin, Rinck
Opposed: None

The Council Bill (CB) was passed by the following vote, and the President signed the Council Bill (CB):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

6. CB 121238 **An ordinance relating to the Office of Housing; authorizing the acquisition of two parcels in the Central Area for the purpose of developing affordable homeownership units; placing the property under the jurisdiction of the Office of Housing; authorizing the Director of the Office of Housing or the Director's designee to issue a request for proposals and to select a developer and thereafter to execute and deliver a contract for transfer of land, deed, and related documents; and ratifying and confirming certain prior acts.**

The Committee recommends that City Council pass the Council Bill (CB).
In Favor: 3 - Foster, Lin, Rinck
Opposed: None

The Council Bill (CB) was passed by the following vote, and the President signed the Council Bill (CB):

In Favor: 9 - Foster, Hollingsworth, Juarez, Kettle, Lin, Rinck, Rivera, Saka, Strauss

Opposed: None

I. ITEMS REMOVED FROM CONSENT CALENDAR

There were none.

J. ADOPTION OF OTHER RESOLUTIONS

There were none.

K. OTHER BUSINESS

By unanimous consent, Councilmember Juarez was excused from the July 7, 2026, City Council meeting.

By unanimous consent, Councilmember Strauss was excused from the July 7, 2026, City Council meeting.

L. ADJOURNMENT

There being no further business to come before the Council, the meeting was adjourned at 3:41 p.m.

Phillip Wood-Smith, Deputy City Clerk

Signed by me in Open Session, upon approval of the Council, on July 7, 2026.

Joy Hollingsworth, Council President of the City Council

File #: CB 121244, **Version:** 1

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The City of Seattle

Ordinance

Council Bill

An ordinance appropriating money to pay certain claims for the week of June 22, 2026, through June 26, 2026, and ordering the payment thereof; and ratifying and confirming certain prior acts.

Be it ordained by The City of Seattle as follows:

Section 1. Payment of the sum of $24,817,461.90 on PeopleSoft 9.2 mechanical warrants numbered 4101038279 - 4101042390 plus manual or cancellation issues for claims, e-payables of $20,524.53 on PeopleSoft 9.2 9100016234 - 9100016243, and electronic financial transactions (EFT) in the amount of $89,456,809.17 are presented to the City Council under RCW 42.24.180 and approved consistent with remaining appropriations in the current Budget as amended.

Section 2. RCW 35.32A.090(1) states, “There shall be no orders, authorizations, allowances, contracts or payments made or attempted to be made in excess of the expenditure allowances authorized in the final budget as adopted or modified as provided in this chapter, and any such attempted excess expenditure shall be void and shall never be the foundation of a claim against the city.”

Section 3. Any act consistent with the authority of this ordinance taken prior to its effective date is ratified and confirmed.

This ordinance shall take effect as provided by Seattle Municipal Code Sections 1.04.020 and 1.04.070.

Passed by the City Council and signed in open session in authentication of its passage on July 7, 2026.

President of the City Council
on .

Katie B. Wilson, Mayor

Attested on .

Scheereen Dedman, City Clerk

Seal

Screen Reader Users: Make sure settings include reading strikethrough and underline font attributes.

Summary and Fiscal Note

1. Legislation Summary

Department: Office of City Finance

Title: An ordinance appropriating money to pay certain claims for the week of June 22, 2026, through June 26, 2026, and ordering the payment thereof; and ratifying and confirming certain prior acts. Claims include all financial payment obligations for bills and payroll paid out of PeopleSoft for the covered.

Background: RCW 42.24.180 requires that payment of certain claims be authorized by the City Council. This bill, prepared each week by the City Treasury, authorizes the payments of funds that were previously appropriated by the City Council, so the passage of this bill does not have a direct result on the City's budget.

Summary Attachments: None.

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2. Capital Improvement Program (CIP)

Does this legislation create, fund, or amend a CIP Project?

☐ Yes

☒ No

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3. Summary of Financial Implications

Does this legislation have financial impacts to the City?

☐ Yes

☒ No

3d. Other Financial Impacts

a. Does this legislation create any other financial impacts for The City of Seattle, such as direct or indirect costs, one-time or ongoing, that aren't mentioned above? If yes, please explain these impacts.

No. This bill authorizes the payments of funds that were previously appropriated by the City Council, so the passage of this bill does not have a direct result on the City's budget.

b. If the legislation has costs that can be covered within the current budget, explain how. Does the department have extra resources in its budget to handle these costs? Or does the department need to shift resources away from other work to handle these costs?

N/A

c. What financial costs or other impacts might happen if this legislation is not implemented?

The legislation authorizes the payment of valid claims. If the City does not pay its legal obligations it could face greater legal and financial liability.

d. How might this legislation affect other City departments besides the one that proposed it?

This type of legislation authorizes payment of bill and payroll expenses for all City departments.

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4. Other Impacts

a. Does this legislation require a public hearing?

☐ Yes

☒ No

b. Does this legislation require a notice to be published in The Daily Journal of Commerce and/or The Seattle Times?

☐ Yes

☒ No

c. Does this legislation affect a piece of property?

N/A

d. Race and Social Justice Initiative impacts:

1. How does this legislation affect vulnerable or historically disadvantaged communities? How did you come to this conclusion? Please consider both impacts within City government (like employees and internal programs) and in the broader community.

N/A

2. Please attach any Racial Equity Toolkits or other racial equity analyses used to develop or assess this legislation.

N/A

3. What is the Language Access Plan for communicating with the public about this legislation?

N/A

e. Climate change impacts:

1. Emissions: Will this legislation significantly increase or decrease carbon emissions? Attach any studies or materials that inform your answer.

N/A

2. Resiliency: Will this legislation make Seattle more or less able to adapt to climate change? If it reduces resiliency, explain what can be done to lessen the impact.

N/A

f. If this legislation creates a new program or expands an existing one, what are the long-term, measurable goals? How will this legislation help achieve those goals? What methods will be used to track progress?

N/A

g. Does this legislation create a non-utility CIP that involves shared funding with a non-City partner or organization?

N/A

File #: CB 121241, **Version:** 1

Screen Reader Users: Make sure settings include reading strikethrough and underline font attributes.

The City of Seattle

Ordinance

Council Bill

An ordinance relating to the City Light Department; authorizing the Department to enter into long-term agreements for the acquisition of electric power, including attributes, transmission, or ancillary services; and amending Section 21.49.130 of the Seattle Municipal Code.

Recitals:

The Department forecasts increasing demand for electricity primarily caused by changes in consumer consumption associated with increased adoption of electric vehicles, electrification of buildings, other decarbonization efforts, and installation of new data centers.

The Department's most recent Integrated Resource Plan forecasts load growth through the planning horizon of 2045 and the need to acquire more than 1,700 megawatts of new resources before 2035.

The availability of renewable energy from new or existing generating facilities is not keeping pace with demand from both utilities and other large energy users competing to purchase power from many of the same resources, resulting in an increasingly competitive and higher priced market for renewable resources.

The Department, to meet its increased generation needs, seeks to acquire renewable energy through long-term power purchase agreements.

The Department is better positioned to bid for renewable power purchase agreements and negotiate favorable terms if it can provide assurances during negotiations that it is authorized to execute longer duration agreements without delays or uncertainties associated with obtaining Council approval. Therefore,

Be it ordained by The City of Seattle as follows:

Section 1. Section 21.49.130 of the Seattle Municipal Code, last amended by Ordinance 127296, is amended as follows:

21.49.130 Authority

* * *

B. Rulemaking and contract authority

1. The Department shall have authority to adopt and file as appropriate rules, regulations, policies, and procedures relating to its performance of the provisions of this Chapter 21.49 and to the operation of the Department's light and power system. The Department may require compliance with such rules, regulations, policies, and procedures as a condition for the supply or continued supply of electric service.

2. Effectively managing its power supply portfolio to achieve balance between supply and customer demand requires that City Light transact in the wholesale energy markets for energy and transmission services and products, including the purchase or sale of short-term capacity or energy, or integration, transmission, or ancillary services. The Department may therefore execute, implement, and administer contracts with any city or town, public utility district, governmental agency, municipal corporation, mutual association, broker, or agent, or with any person, firm, or corporation, or any other member of the general public, outside its service area, for an effective term of not more than 60 months ((~~from the month following the date on which the contract is first signed ("prompt month")~~)) , providing for the acquisition, exchange, or sale of capacity or energy, ((~~or integration,~~)) transmission, or ancillary services, or eligible renewable resources, which shall have the same meaning as defined by RCW 19.285.030 ((~~on terms most favorable to the Department under such circumstances and in compliance with state law, including RCW 43.09.210~~)) . <u>To meet long-term load and resource requirements, the Department is authorized to execute agreements for a power delivery term up to 240 months for capacity of energy, including attributes, transmission, or ancillary services consistent with the Department's long-term planning process.</u> Such acquisition, sale, or exchange <u>made pursuant to this subsection</u>

21.49.130.B.2 shall be made on a basis representing the value of such capacity or energy, or ((~~integration,~~)) transmission, or ancillary services, under then-existing market conditions, on terms most favorable to the Department under such circumstances and in compliance with state law, including RCW 43.09.210, and may include provisions that require indemnification by the Department.

3. The Department may execute agreements with the Bonneville Power Administration providing for reimbursements from Bonneville of some or all of the costs of operating energy conservation programs authorized by the City Council. The Department shall determine that such agreements or amendments to such agreements shall not incur any indebtedness or the acceptance of moneys imposing any duties or obligations on the City that are inconsistent with the Department's budget appropriation for such energy conservation programs. The Department shall provide a written notification prior to the execution of such contracts and a copy of such contracts to the appropriate authorizing committee of the City Council.

4. The Department may execute contracts for the purchase or sale of environmental attributes, including but not limited to renewable energy credits (RECs), greenhouse gas offsets, and carbon credits to meet policy and regulatory requirements in a cost-effective and timely manner. The Department may enter into such contracts in advance of the target date for acquisition identified in the Department's Integrated Resource Plan or the date required by state or federal law. These purchases will be made within the Department's yearly budget authority limits. Sales will be made on an as-needed basis to balance demand with supply of these products, and to minimize overall costs to ratepayers.

5. The Department may execute contracts for the purchase or acquisition of cost-effective energy conservation resources for an effective term of not more than 84 months, provided that the payment terms for such contracts do not exceed 60 months. "Energy conservation resources" shall have the same meaning set forth in the Energy Independence Act, chapter 19.285 RCW, including, without limitation, long-term energy efficiency projects, new construction, whole-building performance, and pay-for-performance programs.

6. In order to meet the requirements of the Renewable Plus Program, the Department may execute contracts with any city or town, public utility district, government agency, municipal corporation, mutual association, broker, or agent, or with any person, firm, or corporation, or any other member of the general public, outside its service territory providing for the acquisition or exchange of capacity or energy, or integration, transmission, or ancillary services, of renewable resources, which shall have the same meaning as defined by RCW 19.280.020 for a term of not more than 20 years. The Department shall endeavor to match the term of the acquisition contracts with the needs and requirements

of the Renewable Plus Program customer contract terms. Such acquisition or exchange of capacity, energy, or services shall be made on a basis representing the value of such capacity or energy, or integration, transmission, or ancillary services, under then-existing market conditions, and may include provisions that require indemnification by the Department.

7. The Department is authorized to negotiate and to enter into new leases or subleases and extensions or modifications of existing leases or subleases of any real property now or hereafter owned by the Department or private parties for the purpose of installing and operating electric vehicle charging stations and supporting infrastructure, including but not limited to energy storage systems, distributed energy generation systems, and general electrical infrastructure, for an effective term of not more than 84 months.

8. The Department is authorized to develop programs, enter into agreements with customers and other parties, and provide incentives, including but not limited to monetary compensation, for modifications to customer electricity consumption. Incentives shall be based on the value of the demand response provided to the Department, with the total cost of incentives not to exceed the expected monetary value to the Department of the demand response measures taken by customers and other parties. "Demand response", as it applies to this section, refers to changes in electric usage by demand-side resources from their normal consumption patterns and may include energy storage and measures to increase or decrease electricity production.

* * *

This ordinance shall take effect as provided by Seattle Municipal Code Sections 1.04.020 and 1.04.070.

Passed by the City Council and signed in open session in authentication of its passage on .

President of the City Council

on .

Katie B. Wilson, Mayor

Attested on .

Scheereen Dedman, City Clerk

Seal

Screen Reader Users: Make sure settings include reading strikethrough and underline font attributes.

Summary and Fiscal Note

1. Legislation Summary

Department: Seattle City Light

Title: An ordinance relating to the City Light Department; authorizing the Department to enter into long-term agreements for the acquisition of electric power, including attributes, transmission, or ancillary services; and amending Section 21.49.130 of the Seattle Municipal Code.

Background: According to Seattle City Light's 2026 Integrated Resource Plan, the utility needs to acquire more than 1700 megawatts of new resources in the next decade. The primary mechanism for acquiring these new resources will be through long-term contracts known a Power Purchase Agreement (PPA) with a private developer.

Many utilities across the northwest are experiencing significant load growth and the availability of renewable energy from new and existing facilities is not keeping pace with demand from electric utilities and large energy users, particularly data centers. This means that purchasing generation resources is increasingly competitive and higher priced, especially for renewable energy resources.

Developers of utility-scale resources are moving more quickly, and City Light is better positioned to bid and negotiate favorable terms if it can provide assurances during negotiations that they are authorized to execute longer duration agreements. As a public utility that is committed to maintaining affordable rates, City Light is at a disadvantage under the current Seattle Municipal Code (SMC), which only authorizes City Light to execute, implement, and administer contracts for up to 60 months. This is increasingly challenging as City Light engages in the competitive bidding process for renewable resources being developed that could be used to meet anticipated load growth.

This ordinance adds language to section 21.49.130 of the SMC to authorize City Light to execute agreements for a power delivery term up to 240 months for capacity energy, including attributes, integration, transmission and ancillary service, for the purpose of meeting the utility's long-term resource adequacy needs.

Summary Attachments: None

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2. Capital Improvement Program (CIP)

Does this legislation create, fund, or amend a CIP Project?

☐ Yes

☒ No

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3. Summary of Financial Implications

Does this legislation have financial impacts to the City?

☐ Yes

☒ No

3d. Other Financial Impacts

a. Does this legislation create any other financial impacts for The City of Seattle, such as direct or indirect costs, one-time or ongoing, that aren't mentioned above? If yes, please explain these impacts.

No.

b. If the legislation has costs that can be covered within the current budget, explain how. Does the department have extra resources in its budget to handle

these costs? Or does the department need to shift resources away from other work to handle these costs?

No.

c. What financial costs or other impacts might happen if this legislation is not implemented?

The authority provided to City Light by this ordinance should provide the utility with a more competitive position to secure long-term Power Purchase Agreements (PPAs) with more favorable financial terms for the utility and its customers.

d. How might this legislation affect other City departments besides the one that proposed it?

N/A

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4. Other Impacts

a. Does this legislation require a public hearing?

☐ Yes

☒ No

b. Does this legislation require a notice to be published in The Daily Journal of Commerce and/or The Seattle Times?

☐ Yes

☒ No

c. Does this legislation affect a piece of property?

No.

d. Race and Social Justice Initiative impacts:

1. How does this legislation affect vulnerable or historically disadvantaged communities? How did you come to this conclusion?

Please consider both impacts within City government (like employees and internal programs) and in the broader community.

N/A.

2. Please attach any Racial Equity Toolkits or other racial equity analyses used to develop or assess this legislation.

N/A

3. What is the Language Access Plan for communicating with the public about this legislation?

N/A

e**. Climate change impacts:**

1. Emissions: Will this legislation significantly increase or decrease carbon emissions? Attach any studies or materials that inform your answer.

This legislation allows City Light to secure longer-term Power Purchase Agreements for non-carbon emitting renewable energy resources. This will help City Light meet the demand of its growing load due to building and transportation decarbonization, rather than relying on market purchases, potentially from unspecified resources.

2. **Resiliency**: **Will this legislation make Seattle more or less able to adapt to climate change? If it reduces resiliency, explain what can be done to lessen the impact.**

Resource adequacy is critical for City Light to meet its growing peak demand while the region also experiences increased extreme weather events (heat/cold) due to climate change.

f. If this legislation creates a new program or expands an existing one, what are the long-term, measurable goals? How will this legislation help achieve those goals? What methods will be used to track progress?

N/A

g. Does this legislation create a non-utility CIP that involves shared funding with a non-City partner or organization?

N/A

File #: Res 32210, **Version:** 1

Screen Reader Instruction Placeholder

The City of Seattle

Resolution

A resolution relating to the City Light Department; adopting a 2027-2032 Strategic Plan for the City Light Department and endorsing the associated rate path.

Recitals:

In consultation with the Mayor and the City Council, the City Light Department (City Light) initiated the strategic planning process in 2010 to provide more transparency and accountability for decision-making within City Light.

Per Ordinance 123256, the City Light Review Panel (Review Panel) is charged with representing City Light ratepayers and with reviewing and assessing City Light's strategic plans.

Resolution 31383, adopted July 2012, approved City Light's 2013-2018 Strategic Plan and six-year rate path, and directed the utility to review and update the Strategic Plan every two years, adding two years to the Strategic Plan and re-evaluating the remaining four years of the existing Strategic Plan.

Since 2013 the Review Panel has reviewed City Light's progress in carrying out the Strategic Plan and has also reviewed the Utility's proposed 2027-2032 Strategic Plan.

City Light continues the two-year update planning cycle and is delivering the 2027-2032 Strategic Plan (Attachment 1 to this resolution).

City Light's rates and revenue requirement are governed by financial policies adopted in Resolution

31187.

The Strategic Plan is foundational to the development of City Light's budget and establishing a rate path that protects long-term affordability by prioritizing the most critical work.

City Light conducted extensive outreach regarding the Strategic Plan, with customer and stakeholder group meetings, customer surveys, and employee engagement groups.

The US electric sector is experiencing significant load uncertainty influenced by economic conditions, technological advancements and policy decisions.

This uncertainty also arises from the variability in timing, type and rate of load growth and power demand expected from building and transportation electrification, computing services, and data center operations making it increasingly difficult to forecast long-term rate increases.

The resulting 2027-2032 Strategic Plan, which includes a rate path, centers on outcomes the utility is committed to delivering in alignment with the Mayor's Vision for Seattle, allowing for flexibility in the path forward.

The 2027-2032 Strategic Plan identifies six focus areas. The six areas are: 1) Customer Experience, 2) Power Supply, 3) Reliability, 4) Sustainability, 5) Technology and 6) Workforce.

The Review Panel, in its letter dated May 7, 2026 (Attachment 2 to this resolution), endorses the Strategic Plan and associated rate path, noting that increasing operational costs, potential power shortages, the need to adopt customer-facing technologies that shift and reduce demand, and the challenge of meeting decarbonization goals without federal grants and tax incentives all support the need for a significant rate increase to maintain service and system reliability;

The City Council has reviewed the Strategic Plan, the associated rate path, the recommendation of the Review Panel, and the results of customer and stakeholder engagement. Therefore,

Be it resolved by the City Council of The City of Seattle, the Mayor concurring:

Section 1. The City Council adopts the City Light Department's 2027-2032 Strategic Plan (Strategic Plan), a copy of which is attached to this resolution as Attachment 1 and incorporated by reference.

Section 2. To achieve the goals of the Strategic Plan, the annual rate increases for 2027 and 2028 are shown below are endorsed:

2027: 9.5 percent

2028: 9.5 percent

Due to the increased load and power demand uncertainties faced by City Light, for the remaining four years of the 2027-2032 Strategic Plan (2029-2032) the rate increases are forecasted in the range of seven percent to 11 percent annually.

Attachments:

Attachment 1 - Seattle City Light 2027-2032 Strategic Plan and Appendices

Attachment 2 - City Light Review Panel Comment Letter on Proposed 2027-2032 Seattle City Light Strategic Plan

Adopted by the City Council and signed in open session in authentication of its adoption on .

President of the City Council

Signed in concurrence on .

Katie B. Wilson, Mayor

Attested on .

Scheereen Dedman, City Clerk

Seal

Seattle City Light

2027-2032 STRATEGIC PLAN

Seattle Mayor Katie Wilson with Seattle City Light Interim General Manager and CEO Rob Santoff.

To Our Customers and Community:

The energy industry is at a turning point, and so is Seattle City Light. How we use energy, where it comes from, and what it costs are changing quickly, creating uncertainty across the board.

In the Northwest, electricity demand is projected to grow 30% over the next decade, driven by rapid electrification, shifting climate conditions, and expanding digital demand. This surge could outpace regional supplies, with experts warning of potential power shortages during extreme cold snaps or other peak demand events by 2030.

City Light is a leader in clean energy and environmental stewardship, maintaining carbon-neutral status for more than 20 years. But the broader shift from fossil fuels to cleaner sources like solar and wind presents significant challenges. This transition is essential. It's also complex, expensive, and requires a shared commitment to building a carbon-free future together.

The 2027-2032 Strategic Plan is our roadmap for tackling these challenges. It outlines how we will deliver an affordable, reliable, safe, and environmentally responsible energy future. The plan highlights our commitment to upgrading our system, expanding our energy resources, incorporating new technologies, enhancing cybersecurity, partnering with customers to manage demand, preparing our workforce for evolving energy needs, and improving customer service.

City Light is here to serve, not make a profit. As a public utility, we are focused on delivering value to our customers. We invest ratepayer dollars in reliable power, renewable energy, and critical upgrades to our aging system. We recognize that bill increases can be challenging, and we remain committed to affordability, predictable rates, and providing financial assistance.

> *"Clean energy shouldn't be a privilege. Seattle City Light is how we make sure every Seattle resident has access to reliable, affordable power, no matter their income or neighborhood. I'm proud to work alongside Seattle City Light to make that a reality."*
>
> -*Seattle Mayor Katie Wilson*

This is a pivotal time, and I am confident in the path ahead. Together, we can create a more equitable, sustainable future while navigating the tradeoffs required. Thank you for your partnership as we continue powering our region and adapting to a changing energy landscape.

Rob Santoff
Interim General Manager and CEO

MISSION VISION VALUES

Seattle City Light's mission, vision, and values help to define our purpose, identify our long-term goals, and outline the core principles that guide our work.

MISSION

Seattle City Light provides our customers with affordable, reliable, safe, 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

Dream big. Be brave. Improve. Never stop learning.

We continuously improve by approaching every challenge with curiosity and a growth mindset, proactively seeking opportunities to innovate, learn, and improve.

Collaborate intentionally, listen deeply, achieve more together.

We share ownership and responsibility for outcomes, the best of which are achieved together through authentic collaboration, active listening, alignment on goals, and commitment to action.

We serve with care.

We show up for our customers, communities, and colleagues with empathy and intention, making equitable and thoughtful decisions, and delivering valuable, friendly service that earns trust.

My voice matters: I can make a difference.

Everyone is empowered and encouraged to speak up. Different experiences and diverse perspectives help us make meaningful change. Even if things don't go my way, I am heard and respected.

Safety and integrity—no exceptions.

In every setting, we are uncompromising in our commitment to physical and psychological safety and to exercising honesty, accountability, and transparency.

Accountability in every action, pride in our craft.

We bring our skills, expertise, and commitment to deliver work we can be proud of, celebrating our successes and addressing our failures.

Protect the people, preserve the planet, power the future.

We are committed to making sustainable choices today that ensure a healthier planet and a stronger future for generations to come.

Grace guides us, empathy connects us, respect unites us.

We support the mission and one another by exercising patience, kindness, and understanding. We treat everyone with dignity, honoring our differences and elevating our shared ideals to create a space where we all belong.

OUTREACH

Seattle City Light puts customers and community at the core of everything we do.

We are working toward a reliable, affordable, and environmentally responsible energy future in the face of unprecedented uncertainty. We know we will need to make tradeoffs, and we remain committed to ensuring our work and the decisions we make reflect what matters most to the community.

Over the past year, we partnered with the Seattle Department of Neighborhoods to hear from customers across our service area to align our priorities.

Starting with what we already knew

Before reaching out, we reviewed findings from past outreach work and reflected on feedback we've already received from customers and community. Identifying existing themes and information gaps helped us shape an outreach plan focused on gathering new information rather than repeating old questions.

Connecting with diverse communities

We met people at community events, gathered input through feedback forms and online surveys, and hosted a three-day online focus group with participants from communities throughout Seattle, franchise cities, and unincorporated King County. Much of this outreach was done in partnership with Community Liaisons who helped us connect with customers in their preferred language.

City Light employees and community liaisons engaged community members in four different languages at the Community Play Day in Tukwila, a City Light franchise city.

Employees provided input through field visits, cross-functional workshops, team discussions, and leadership engagement.

Listening to those who are often left out

In addition to this broad outreach, we held community conversations and focus groups with priority populations and key partners, including:

- Communities historically underrepresented in planning processes
- Youth and young adults
- Business customers
- Community-based organizations
- City Light employees

What we heard

- **Reliability is the top priority.** Customers count on City Light to keep the power on, restore it quickly when it goes out, and provide timely updates so they know what to expect.
- **Affordability is critical.** Customers want electricity bills that are steady and affordable, without unexpected increases.
- **A healthy environment matters.** Our community cares deeply about the environment and is depending on us to provide energy in a way that limits harm to our planet.
- **The transition to clean energy must be fair.** Customers expect City Light to improve access to programs and services to ensure benefits are shared across all communities.

By incorporating this feedback into our strategic planning efforts, we will be better positioned to deliver outcomes that benefit everyone.

We will continue checking in with customers and community partners to understand what success looks like and partner on solutions to get there, together.

ACCOMPLISHMENTS

ACCOMPLISHMENTS

The following accomplishments highlight our ongoing commitment to improving the reliability of our systems, building trust among the communities we serve, and partnering with our customers to meet today's challenges while building a stronger energy future.

Making our electric system more reliable and resilient

- City Light is committed to restoring power to our customers as quickly as possible. After a severe windstorm impacted 64,000 customers in February 2025, our crews safely restored power to 98% of affected customers within 24 hours.

- Our new voluntary demand-response program invites our largest customers to use less power when demand spikes, like during extreme hot or cold weather. This allows City Light to avoid costly market purchases and/or receive higher prices for surplus energy sales. The program delivers value to the utility, program participants, and the broader community by helping keep electricity affordable, reliable, and environmentally responsible.

- City Light is proud to have earned a Diamond Level Reliable Public Power Provider (RP3) designation from the American Public Power Association—the highest level possible. This recognition reflects our commitment to industry-leading reliability, safety, workforce development, and system improvement practices. Only 251 of more than 2,000 public power utilities nationwide hold an RP3 designation.

- In December 2025, City Light signed a 16-year contract with the Bonneville Power Administration (BPA) to guarantee access to the Federal Columbia River Power System. As a public preference customer within the BPA system, City Light has access to some of the lowest cost wholesale power in the region. Historically, we have received approximately 45-50% of our resource needs from BPA. The new contract, which begins in October 2028, is expected to provide a similar amount of clean energy with a higher degree of flexibility.

Seattle City Light is committed to providing our customers with the best possible service.

Supporting our customers and community

- Seattle City Light continues to deliver excellent customer experiences for our residential and business customers. Our accomplishments in the JD Power and Escalent Studies show our commitment to making experiences easy, accessible, and valuable to our customers.

- Working with the City of Seattle Department of Neighborhoods, we are reaching more communities that are often left out of decision making, and we are helping more people get connected to utility bill assistance programs and other energy support programs like HomeWise and Multifamily Retrofit.

- To better serve our diverse community, we partnered with Seattle Public Utilities to improve the accessibility of our customer contact center. Customers may now choose from eight language options when they call our customer service center. By offering additional language options, we are helping more customers get the assistance they need.

ACCOMPLISHMENTS

Stewarding the environment and creating a sustainable energy future

- We celebrated a successful first year at the Native Salmonid Conservation Facility in Usk, Washington, where we completed the full lifecycle of Westslope cutthroat trout, preserving genetic diversity and supporting recreational fishing. Collaborative efforts with the Kalispel Tribe and local agencies have strengthened ecosystems and community ties in the Pend Oreille River Watershed.

- In July 2025, City Light hosted Senator Patty Murray, along with clean energy and climate action leaders, for a discussion on cuts to clean energy tax credits and their far-reaching impacts on our region's environment, economy, and energy security. Even with these challenges, City Light is continuing to invest in clean energy resources to meet growing demand.

- In September 2025, the Seattle City Council approved our 2026-2029 Clean Energy Implementation Plan, which details how we'll meet Washington's goal of 100% renewable and non-emitting electricity by 2045. The plan reflects months of extensive customer input and emphasizes equity, reduced energy burden, improved community health, and expanded access to green jobs.

Preparing the workforce to meet new energy demands

- Our Electric Vehicle Charging Installer Program (EVCIP) is helping electrical contractors who are women and minority-owned business enterprises (WMBE) thrive in the emerging EV charging market. In 2025, we supported 15 WMBE firms with tools, training, certifications, and access to business opportunities.

Ribbon cutting ceremony for EV charging stations at Samaki Commons, an affordable housing project. The project was completed by an EVCIP contractor, Andrew's Electric. The project was also a recipient of City Light's public charging incentive.

Using technology in strategic and innovative ways

- In 2025, we began using LiDAR to precisely map and manage vegetation along 600 miles of transmission lines, improving grid safety and wildfire prevention. Our innovative work earned us national recognition in October, when we received the Francis Upton Top Innovator in Analytics in Utility Service award.

FOCUS AREA: RELIABILITY

Uninterrupted power is essential to our customers' lives.

By 2035, Seattle City Light will rank among the best for power reliability. In addition to consistently delivering exceptional electric service to our community, we will minimize power outages and communicate clearly when they occur.

Measures of Success

We aim to achieve and maintain a ranking in the top 25% of utilities nationally (as measured by the American Public Power Association) across three critical reliability metrics:

- **System Average Interruption Duration Index (SAIDI)** reducing the total hours customers are without power
- **System Average Interruption Frequency Index (SAIFI)** decreasing the number of outages
- **Customer Average Interruption Duration Index (CAIDI)**–lowering the average time to restore power when outages occur

In addition to the above measures of success, investing in our infrastructure will result in fewer planned outages and faster recovery from storm-related outages.

Outcomes

Asset Portfolio Health

Our equipment consistently performs well, avoiding predictable and preventable equipment failures.

Restoration Time

Outages are rare, but when they happen, we restore power quickly.

Major Event Impact

When major disruptions like storms or earthquakes occur, we work quickly to restore essential power to our community.

Highlights

Protecting Our Physical Assets

City Light is increasing reliability by improving how we protect our system's physical assets. We are increasing our internal security resources and capability to improve physical security, better align with operations, and enable faster, more coordinated, incident response. We are also upgrading security technology like access controls, cameras, and lighting, and using threat intelligence to help keep our facilities secure. This work will lead to fewer security-related disruptions, faster service restoration, and safer workplaces and neighborhoods.

Strengthening Our Distribution System

An aging grid means more power outages and longer repairs, so City Light is upgrading key parts of our system to ensure reliable power. We're replacing aging underground cables, modernizing how our grid communicates, and adding automated "self-healing" technologies to quickly detect and isolate problems. These improvements will result in fewer, shorter outages and limit disruptions to build a more resilient grid.

Seattle City Light's outage map provides current information about power outages in your neighborhood and surrounding areas.

FOCUS AREA: POWER SUPPLY

Keeping power affordable, reliable, and sustainable—while meeting the region's growing energy and climate needs—depends on having enough energy resources. By 2035, Seattle City Light will meet growing customer energy use through a diverse mix of demand-side resources, power, and transmission capacity.

Measures of Success

We track our performance using a long-term reliability standard that ensures we have enough energy resources to avoid shortages. Our goal is to keep the risk of an energy shortfall to no more than one day in 10 years, a benchmark that reflects a highly reliable power supply for our customers.

We will also participate in regional programs to coordinate with utilities across the West to plan for an adequate supply of resources cost-effectively.

Outcomes

Maintain Existing Generation Assets

Our hydroelectric dams are relicensed, reliable, and in strong working condition for continued safe power generation.

Acquire Generation and Transmission

We've secured new resources aligned with our plan, giving us confidence we can meet or exceed future peak demand.

Manage Load Growth and Peaks

We partner with our customers to power a more resilient and affordable energy future by activating local resources like energy efficiency, rooftop solar, and demand response to manage growing demand, while reinvesting in the communities we serve.

Optimize Power Resources

We forecast accurately and use our assets and the energy market strategically to maximize value for our customers and the region.

Highlights

Acquiring Generation and Transmission Resources

Guided by our Integrated Resource Plan, we will add a mix of new generation and storage resources through competitive project bids, power purchase agreements, and third-party projects, and by strengthening the tools we use to ensure our load and power supply stay in balance.

Addressing Customer Demand

City Light is helping customers manage their energy use and save money through an expanded portfolio of customer energy programs including time-of-use rates, solar and battery storage, and energy-efficiency offerings. These efforts will reduce rate pressure, improve reliability, deliver environmental benefits, and support workforce development opportunities in our communities.

We're here to help you manage your energy use! To learn more, contact our Energy Advisors at (206) 684-3800 or SCL_EnergyAdvisor@seattle.gov.

FOCUS AREA: CUSTOMER EXPERIENCE

By 2035, Seattle City Light will deepen its role as a trusted energy partner, delivering positive and equitable experiences for all customers.

As a community-owned not-for-profit energy provider, we are committed to giving every customer access to the energy services they need, now and in the future.

Measures of Success

Earning and maintaining a No. 1 ranking among all utilities across the nation as measured by JD Power's Overall Customer Satisfaction score.

Outcomes

Customer Trust

Customers trust us to be transparent, proactive, and solutions-focused; they hear from us first and trust our response.

Customer Effort

Our customers consistently get fast answers, simple processes, and support that fits seamlessly into their lives.

Our Energy Heroes program partners with schools to engage students in grades 1-12 on subjects like energy conservation, electrical safety, renewable energy, sustainability, electrification, and equity.

City Light staff shared energy saving tips and resources at an "Earth Day, Every Day" event in Shoreline..

Highlights

Enhancing Customer Service Delivery

We're making it easier to do business with City Light. From service connections to utility assistance and outage communications, we're finding ways to be more proactive and reduce the time and effort it takes to get help. In coming years, we'll continue rolling out tools and upgrades that speed up transactions and make information easier to find.

Partnering with Customers and Community

Our new outreach and engagement framework focuses on building lasting relationships across our service area and ensuring our programs and investments reflect community priorities. We will show up at events, offer multiple feedback channels, build neighborhood-based partnerships, and invest in community capacity building. By listening, learning, and acting on what matters most, we aim to build trust and deliver results that truly serve our customers and communities.

FOCUS AREA: SUSTAINABILITY

By 2035, City Light will stand out as a high performer in utility sustainability by reducing carbon emissions, supporting electrification, and protecting the environment.

To us, sustainability means providing equitable clean energy services that support a healthy environment, economic opportunity, and resilient communities today and in the future.[1] We will embed sustainability across our planning, investments, operations, workforce, and culture.

Measures of Success

Ranking in the top 10% of the Escalent Environmental Dedication and Engaged Customer Relationship Indexes, and demonstrating that customers see and value our sustainability efforts.

Outcomes

Environmental Stewardship

We steadily reduce emissions from our operations and power supply and are a recognized leader for environmental responsibility, with initiatives that support salmon recovery and restoring ecosystems.

Strategic Partnerships

We're a trusted partner, building collaborations that benefit both our communities and our utility. We work with City departments, regional agencies, community-based organizations, and other partners to advance shared goals, including joint efforts on electrification and equitable access to clean-energy solutions such as community solar.

Resilient Services

Our climate-resilient systems withstand and recover rapidly from disruptions, including extreme and prolonged events.

Community Well-Being

All customers have reliable energy to heat, cool, and power their homes so they are safe and comfortable.

Highlights

Supporting the Transition to Electric Vehicles

City Light is expanding electric vehicle (EV) charging and incentives to make the switch easier and more equitable. We're partnering with the Seattle Department of Transportation to add curbside chargers in underserved neighborhoods and fast chargers at libraries, parks, and community centers. Customers can continue to access multifamily, workplace, and fleet charging incentives, streamlined rebate applications, integrated Clean Fuel Standard credits, and fleet electrification support. As EV adoption grows, these programs will work hand-in-hand with time-of-use rates and customer flexibility offerings to help manage system load and support a reliable grid.

Reducing the Energy Burden

Many households face a high energy burden, spending much of their income on electricity. We're reducing energy burden by updating the Utility Discount Program with broader benefits, simple applications, and multilingual support, and boosting enrollment through proactive outreach.

Since 1999, Seattle City Light's Wildlife Research Grants Program has supported over 80 projects that help us better understand, manage, and protect wildlife resources in the North Cascades ecosystem.

[1] Clean energy means fully renewable or non-emitting, as defined by the Clean Energy Transformation Act.

FOCUS AREA: WORKFORCE

By 2035, City Light will build and support a highly skilled, diverse, resilient, and agile workforce to meet the changing demands of the energy sector. We will attract and retain top talent, foster a workplace culture that reflects our values, and prepare employees for emerging technologies and roles.

By aligning our workforce strategy with our long-term goals, we enable reliable service delivery, support innovation and creativity, and strengthen the communities we serve.

Measures of Success

Employee engagement scores reach 80% or higher in each business unit and workforce excellence drives success across reliability, customer focus, power supply, sustainability, and technology.

Outcomes

Model a Safe and Secure Work Environment

Employees embody a shared responsibility and proactive approach to both physical and psychological safety—and we strive to continually raise the bar.

Intentional Workplace Culture

Our culture is aligned with our values. Employees feel engaged and see themselves in our mission.

Skilled Workforce

Our people are well trained and prepared to meet our customers' evolving needs. Staff recognize skills needed for the future and have a pathway to develop those skills.

Supportive Systems and Processes

Employees have the tools, clarity, and support they need to work effectively and deliver on results.

Seattle City Light employees connect with attendees at the annual Washington Women in Trades Fair at Seattle Center.

Highlights

Enhancing our Workforce Strategy

To deliver on our strategic plan, we need the right people, tools, and training at the right time. To make this happen, we're implementing utility-wide workforce planning and resource allocation tools, standardizing processes, and using better data to guide our decisions. Leaders will have clear performance expectations and the training they need to support their teams. We are also expanding our apprenticeship programs and industry connections to build a strong workforce pipeline.

Ensuring Healthy Work Environments

City Light is committed to providing a safe and secure work environment for our 1,900 employees. We're making improvements to our aging facilities so employees can focus on essential work—fixing roof leaks, addressing HVAC and plumbing issues, and correcting other safety and building concerns. We're also aligning power generation sites under consistent standards to support safer, more efficient operations.

City Light's paid apprenticeships help people get the experience they need for a career in the electrical utility industry.

FOCUS AREA: TECHNOLOGY

By 2035, Seattle City Light will use technology strategically to enhance the customer experience, improve grid performance and reliability, empower our workforce with better tools and information, and ensure our systems remain secure and resilient.

We will deliver reliable, sustainable, and secure energy to our community, while positioning Seattle City Light as a technology leader in the utility sector.

Measures of Success

We will know our technology implementation is successful when we see improvements in customer experience, operational efficiency, and community trust driven by technological advancements that enhance reliability, support resilient grid operations, and improve the service delivery.

Outcomes

Modern Grid and Utility Digital Solutions

We will modernize grid management and customer-facing technologies to create a more reliable, efficient, and responsive utility. These investments will enhance real-time visibility and control across grid operations and support the integration of distributed energy resources. At the same time, these technologies will provide a seamless digital customer experience, enabling customers to access services anytime, anywhere through intuitive, connected, and user-friendly tools.

Cyber/Physical Security and Network Modernization

We will strengthen our cybersecurity and physical security posture to reduce operational and cyber risk and better protect our critical infrastructure. Modernizing these capabilities is essential to safeguarding customer and employee data, maintaining operational continuity, and sustaining public trust. These investments will help ensure our systems and facilities remain resilient, secure, and prepared to address emerging threats.

Data Analytics and AI Enablement

We are building data, analytics, and AI capabilities to enable faster and smarter decision-making. By improving access to reliable information and providing advanced tools, we can strengthen planning, ensure grid reliability, increase operational efficiency, support our workforce, and ultimately deliver better service to our customers.

Highlights

Upgrading Critical Technologies

We are upgrading key technologies to make City Light more reliable, secure, efficient, and resilient. New, integrated systems will replace outdated, fragmented tools, improving everything from billing and service requests to operational decision-making, grid management, and clean energy initiatives. These investments will improve the customer experience, strengthen grid reliability and efficiency, strengthen cybersecurity, and improve overall operations.

Protecting Your Infrastructure

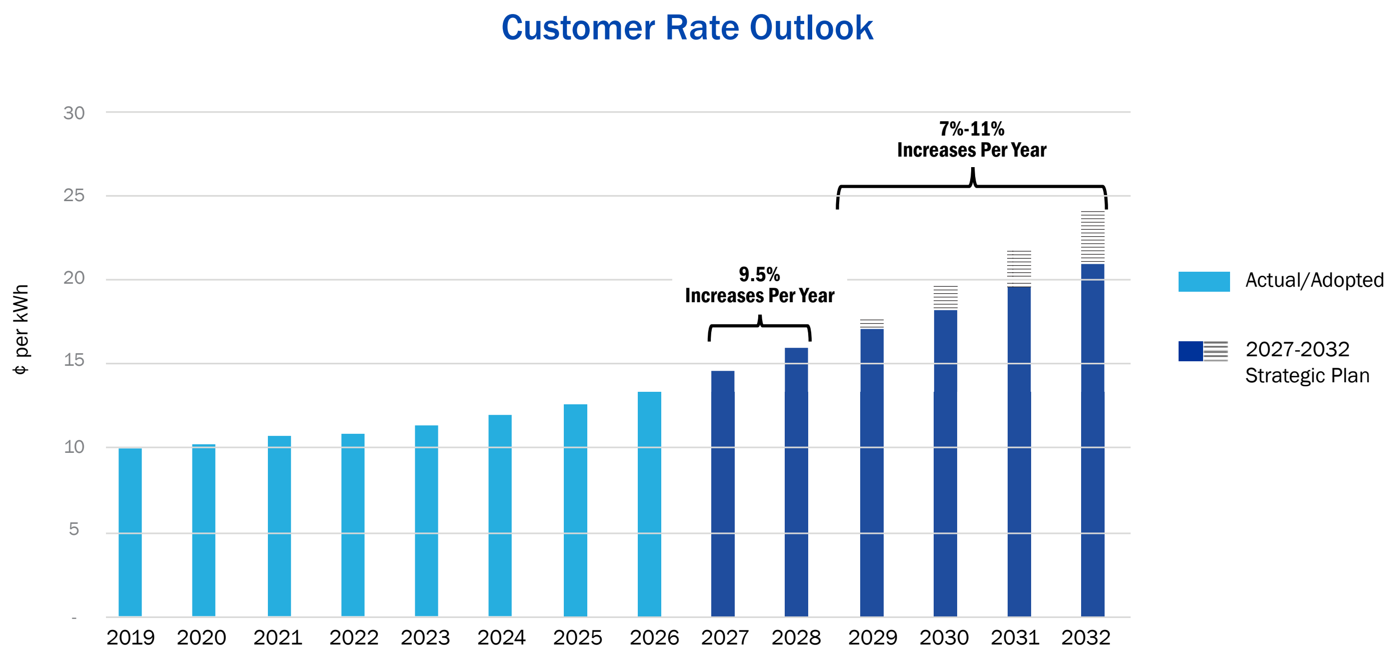
Cybersecurity is more important than ever. As cyber threats become more sophisticated and persistent, updating our cybersecurity is key to safeguarding our critical infrastructure and protecting customers' data. To ensure our cybersecurity systems are robust and effective, we will conduct internal and third-party assessments and develop a roadmap to address any necessary improvements.

City Light's Time of Use rates encourage customers to use electricity when power is cheaper and demand is lower, helping to reduce strain on the electric grid. These rates give customers choice, flexibility, and control, with new ways to manage their energy bills while helping make our energy grid more efficient.

RATES

2027-2032 Rate Path

Achieving the goals and outcomes described in this Strategic Plan will require 9.5% annual rate increases in 2027 and 2028, followed by increases in the 7% to 11% range each year for the following four years.



As a public utility, our purpose is to serve this community. We do not operate for profit or growth. Our commitment is to deliver safe, reliable, and clean electricity at the best value possible. We recognize that electricity bills are only one piece of the rising costs families and businesses are facing. As we move forward with the critical investments described in this plan, we remain firmly dedicated to managing costs responsibly and making the most of each dollar entrusted to us by you, our customers.

Bill Impacts

The 9.5% annual rate increase for 2027 and 2028 translates to about $10 a month for a typical residential bill or $4 a month for a typical residential Utility Discount Program (UDP) bill.

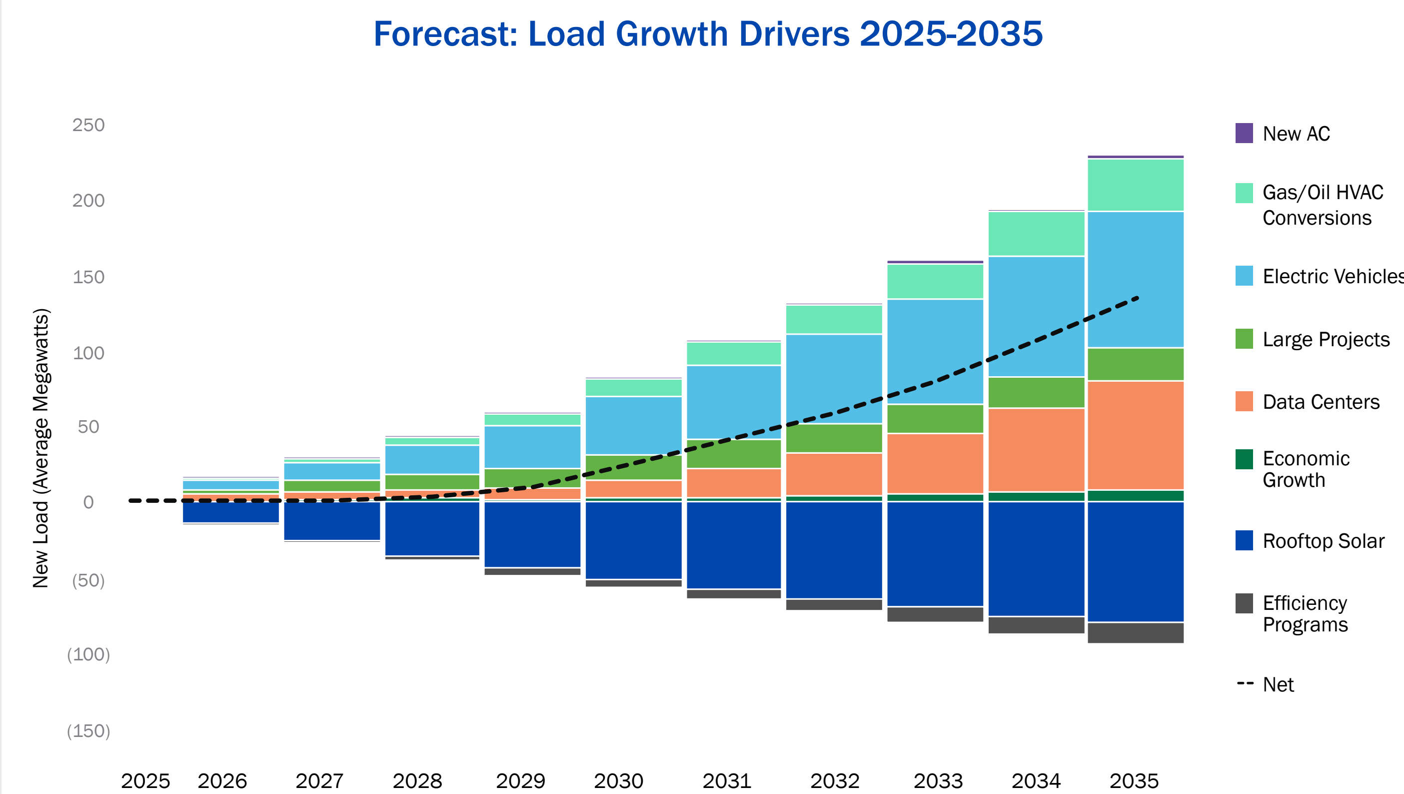
Customer Bill Impact Examples

Example Customer	Monthly Bill (2026)	Monthly Increase (2027)	Monthly Increase (2028)
Apartment – Electric Heat	$74	$7	$8
Single-Family Home – Electric Heat	$124	$12	$13
UDP Single-Family Home – Electric Heat (60% discount)	$50	$5	$5
Small Commercial (Small Office)	$173	$16	$18
Medium Commercial (Small Grocery Store)	$3,863	$367	$402
Large Commercial (Hospital)	$162,727	$15,459	$16,928
Large Network (Data Center)	$250,316	$23,780	$26,039

RATES

Factors Impacting Rates

Substantial load growth, spurred by electric vehicle adoption, building electrification, and new energy users like data centers, is driving up the cost of providing power to our customers.



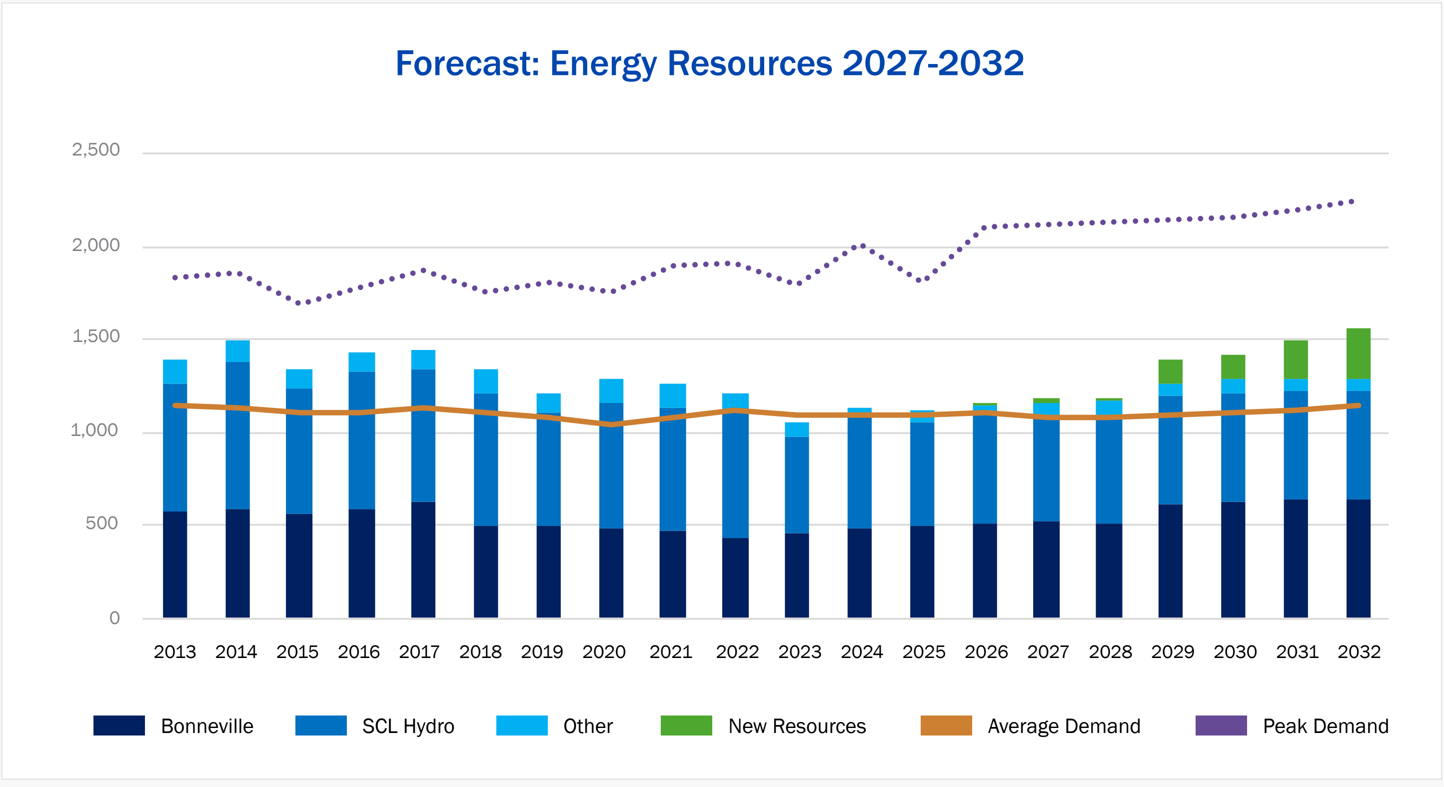
Demand for energy is expected to increase around 13% by 2035, primarily driven by transportation electrification and data centers, followed by conversions to electric heating and cooling and large infrastructure projects. Economic growth and increased use of air conditioning also play a role. New investments in energy efficiency programs and rooftop solar are expected to offset some of this growth.

Alongside rising electricity use, we are experiencing the impact of climate change on our power supply. City Light customers have benefited from low-cost hydropower for decades, but reduced snowpack and low water years have left those power supply resources on the decline.

The growth in load paired with the decrease in supply and an increasingly expensive wholesale power market has left City Light at a tipping point—a trend we're seeing across the industry.

To power Seattle's future, it's time to make generational investments to enhance our hydroelectric dams, secure new clean power resources, and expand and reinforce our electric grid.

RATES



While load growth on average is expected to rise by 13% over the next six years, peak demand in the winter is expected to increase by 19%. Ensuring reliable access to power for our customers on the coldest winter days means we can't just rely on the wholesale market. We must build new generation or enter into long-term power supply contracts. By 2032, we expect at least 18% of our power to come from new resources.

Strengthening Financial Stability

In response to growing demand and increasing wholesale market risk, City Light is taking steps to bolster financial resilience and rate stability. These include:

New Large-Load Policy

To responsibly manage the rising demand driven by data centers, electrification, and other major power users, City Light plans to introduce new rate classes for certain new large commercial and industrial customer uses. Creating separate rates for the businesses that plan to grow their electricity consumption helps ensure they are paying the true cost of serving them and not shifting costs or risks onto the community.

Rate Stabilization Account Expansion

City Light's Rate Stabilization Account (RSA) is a "rainy day" fund intended to protect customers from major rate hikes due to market fluctuations. As power costs have become more unpredictable due to climate-driven swings in hydropower and increasing volatility in wholesale energy markets, our current $100 million RSA reserve is no longer enough. Expanding the RSA keeps rates more stable and ensures reliable financial protection amid growing uncertainty.

AFFORDABILITY

City Light is committed to ensuring all customers have access to clean, affordable, and reliable electricity no matter their financial circumstances. We offer a variety of programs and tools to help customers manage their energy use and afford their utility bills.

Reducing Energy Costs

We provide rebates and incentives for efficient appliances and home energy solutions, such as smart thermostats and heat pump water heaters. Customers can also use our tools and resources to monitor their use and achieve their energy goals.

Learn more at seattle.gov/city-light/energy-tips

For commercial and industrial customers, we offer innovative energy programs that can help businesses improve energy performance, reduce operating costs, and achieve sustainability goals.

Learn more at seattle.gov/city-light/business-solutions/large-commercial-and-industrial-business-solutions

Utility Assistance Programs

We offer utility bill assistance programs to help customers manage their utility bills.

- **Payment Plans** – Pay past-due balances in smaller installments, over time.
- **Utility Discount Program (UDP)** – A 60% discount for income-qualified customers.
- **Bill Assistance** – Emergency Bill Assistance and Project Share provide financial support for income-qualified customers.

We are continuously improving our assistance programs. For 2027, we are proposing to expand UDP income eligibility from 70% of state median income to 60% of area median income, making more City Light customers eligible for this support.

Learn more at seattle.gov/UDP

REVIEW PANEL

The Seattle City Light Review Panel is comprised of nine members drawn from among City Light's customers. Five members are nominated by the Mayor and four members are nominated by the City Council. The Panel is responsible for reviewing and assessing City Light's strategic plan and provides an opinion on the merits of the plan and future revisions to it to the Mayor and the City Council.

Bruce Flory, Retired Utilities Economist
Position 1: Economist

Louis Ernst, Finance Manager, Amazon
Position 2: Financial Analyst

Kerry Meade, Executive Director, Northwest Energy Efficiency Council
Position 3: Non-Profit Energy Efficiency Advocate

Leo Lam, Chief Executive Officer, WEVE Design
Chair; Position 4: Residential Customer Representative

Ryan Monson, General Manager, Sabey Data Center's Seattle Campus
Position 5: Commercial Customer Representative

Toyin Olowu, Finance Manager and Controller, Nucor Seattle Steel Division
Position 6: Industrial Customer Representative

Oksana Savolyuk, Energy Program Director, Multi-Service Center
Position 7: Low-Income Customer Representative

Gina Cristina Sima, Senior Product Marketing Manager, Microsoft
Position 8: At-Large Customer Representative

Joel Paisner, Partner, Ascent Law Partners, LLP
Co-Chair; Position 9: Suburban Franchise Representative

2027-2032 STRATEGIC PLAN UPDATE

A. FINANCIAL FORECAST

B. OUTREACH SUMMARY

Seattle City Light

2027-2032 Strategic Plan - Financial Forecast

EXECUTIVE SUMMARY

This document details the financial assumptions behind the rate path established by City Light's 2027-2032 Strategic Plan (the "Plan"). The proposed rate path provides the revenue required to deliver the strategic outcomes identified in the Plan.

Average rates are derived by dividing the revenue requirement by retail sales. City Light's revenue requirement is increasing around $165 million (10.5%) per year, and retail sales are growing by about 1% per year. There is a considerable amount of uncertainty in the out years. This forecast yields a rate path with increases of 9.5% in 2027 and 2028 and a range of annual increases between 7% to 11% in years 2029-2032.

RATE INCREASE SUMMARY

	2026[1]	2027	2028	2029	2030	2031	2032
Revenue Requirement, $M	$1,203	$1,319	$1,453	$1,595	$1,773	$1,973	$2,202
Annual Increase		9.6%	10.1%	9.8%	11.2%	11.2%	11.6%
Retail Sales GWh	8,989	8,998	9,050	9,074	9,212	9,356	9,538
Annual Change		0.1%	0.6%	0.3%	1.5%	1.6%	1.9%
Average Rate, ¢/kWh	13.4	14.7	16.1	17.6	19.3	21.1	23.1
Annual Increase		9.5%	9.5%	9.5%	9.5%	9.5%	9.5%
Rate Path Uncertainty[2]				+/-1.5%	+/-1.5%	+/-1.5%	+/-1.5%
Annual Increase (Rate Path)		**9.5%**	**9.5%**	**7%-11%**	**7%-11%**	**7%-11%**	**7%-11%**

[1] *Planning values as of Apr 2026 that reflect current consumption profiles and retail rates (RSA surcharge is excluded).*
[2]*Increased uncertainty in out-year load and power cost timing may drive rate path higher or lower than Annual Increase shown above.*

Below is a table of bill impacts of example customers.

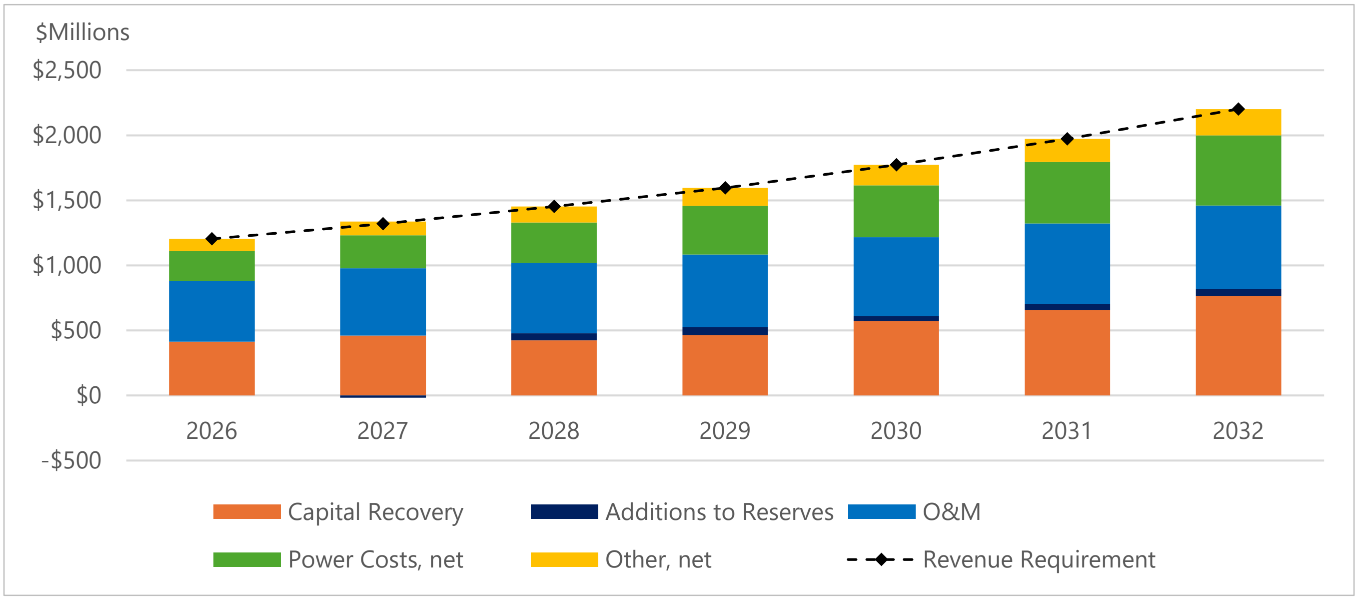
MONTHLY BILL IMPACTS

	Bill	Increase						
	2026	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**AVG**
Apartment - Electric Heat	$74	$7	$8	$8	$9	$10	$11	$9
Single Family Home - Electric Heat	$124	$12	$13	$14	$16	$17	$19	$15
UDP Single Family Home - Electric Heat	$50	$5	$5	$6	$6	$7	$7	$6
Small Commercial - Office	$173	$16	$18	$20	$22	$24	$26	$21
Medium Commercial - Grocery	$3,863	$367	$402	$440	$482	$528	$578	$466
Large Commercial - Hospital	$162,727	$15,459	$16,928	$18,536	$20,297	$22,225	$24,336	$19,630
Large Network - Data Center	$250,316	$23,780	$26,039	$28,513	$31,222	$34,188	$37,435	$30,196

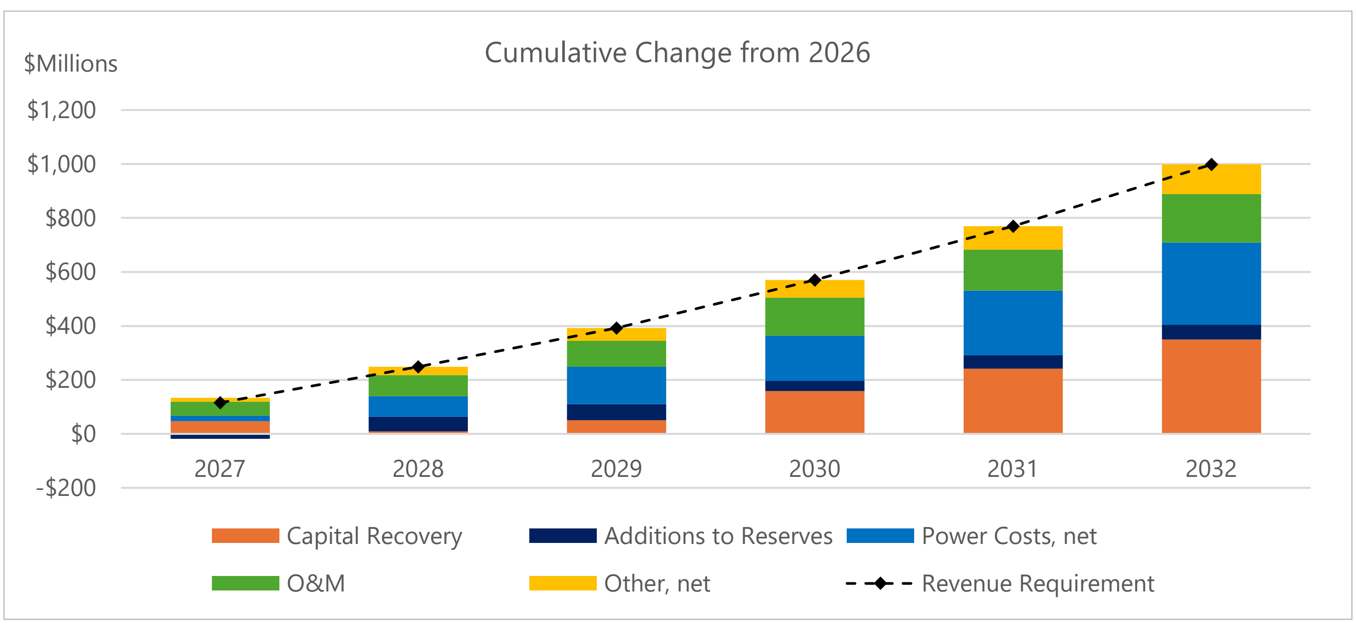
These bill impacts assume each customer has a bill increase of 9.5% and unchanged consumption. These impacts are examples only and will differ once the cost of service and rate design process is completed. Customers who decrease their consumption through energy efficiency measures will experience smaller bill impacts.

The charts and tables below summarize City Light's revenue requirements for 2027-2032.

REVENUE REQUIREMENT 2027-2032



REVENUE REQUIREMENT DRIVERS 2027-2032



RETAIL REVENUE REQUIREMENT SUMMARY

	2026	2027	2028	2029	2030	2031	2032
$, Millions							
Revenue Requirement	$1,203	$1,319	$1,453	$1,595	$1,773	$1,973	$2,202
Capital Recovery							
Debt Service	$249	$231	$255	$268	$276	$299	$326
Revenue Available for Capital & Liquidity[1]	$164	$212	$222	$256	$333	$404	$491
Operations & Maintenance (O&M)							
2026 O&M Baseline	$465	$465	$465	$465	$465	$465	$465
Inflation	$0	$18	$37	$56	$76	$95	$115
Existing hydro licensing (previously CIP)	$0	$11	$11	$12	$8	$9	$10
Change in REC costs from 2026	$0	-$1	-$2	-$7	-$13	-$15	-$16
New and expanded programs	$0	$24	$32	$35	$70	$64	$69
Net Power Costs							
New Resources	$9	$20	$25	$105	$106	$173	$241
Other Power and Wheeling Contracts	$295	$280	$330	$382	$398	$424	$443
Net Wholesale Revenue (NWR)	-$55	-$30	-$30	-$100	-$100	-$120	-$140
Power Related Revenues, Net	-$16	-$17	-$16	-$15	-$4	-$4	-$6
Other Revenues/Costs							
Taxes, Payments and Uncollectibles	$144	$156	$171	$188	$209	$231	$257
Miscellaneous Revenue	-$52	-$50	-$48	-$49	-$51	-$52	-$54

[1] *Operating revenue available to cash fund the capital program or add to overall liquidity (cash reserves).*

DRIVERS OF 2027-2032 REVENUE REQUIREMENTS AND RATES

1. Capital Recovery and additions to cash reserves
    - Capital requirements are expected to increase significantly, driven largely by replacement of underground infrastructure and implementation of the new Skagit License
    - 42% of 2027-2032 net capital requirements are expected to be funded with operating revenue
    - Debt service is expected to grow as the utility issues more debt
    - Around $240 Million additions to cash to support bond reserve and to meet 150 Days Cash on Hand metric

2. Operations and Maintenance (O&M)
    - Based on 2026 adopted O&M budget with inflation for the cost category expected to grow at approximately 4% per year
    - Reclassification of some existing hydro relicensing capitalized costs to O&M to follow accounting best practices (CIP reduced by the same amount)
    - New and expanded programs to support the strategic plan (see Appendix A for more details on new programs)

3. Net Power Costs
   - Bonneville (BPA) power and transmission costs are the largest single component at over $250 million; BPA power and transmission costs are expected to increase around 5% per year on average
   - New power resources are required to meet resource adequacy targets. Planning assumption is $239 million for roughly 276 aMW by 2032 for a combination of solar, wind, battery storage and transmission
   - NWR planning value is expected to gradually grow as the utility adds more renewable resources

4. Other Revenues/Costs[1]
   - Not a large driver, taxes grow proportionally with revenue

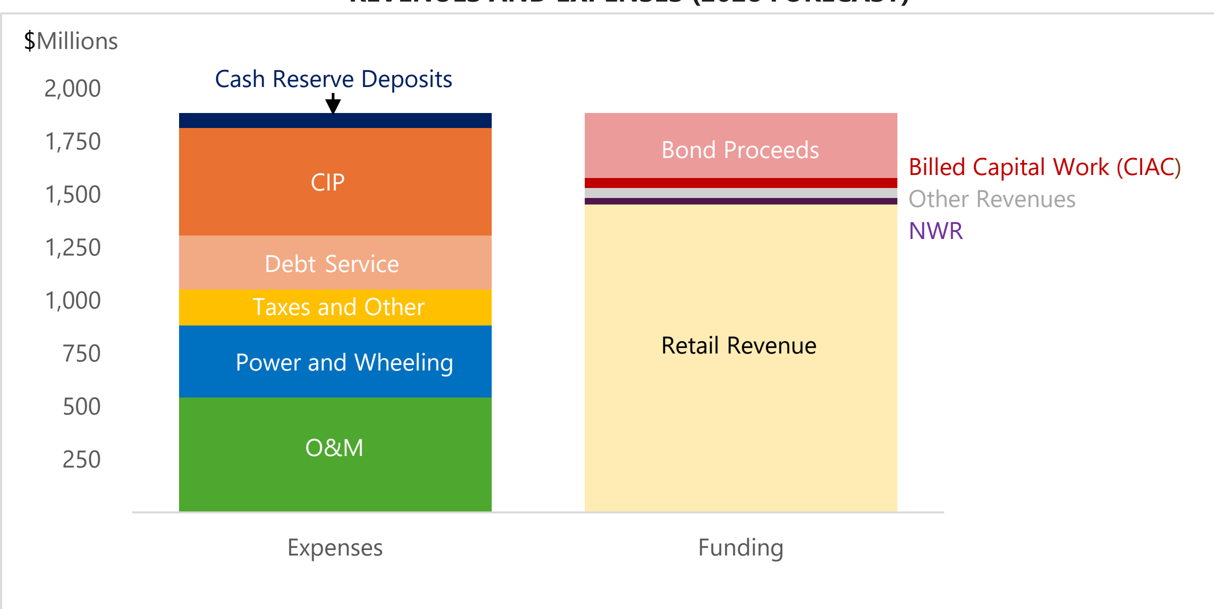
INTRODUCTION

The 2027–2032 Strategic Plan establishes key focus areas and defines specific outcomes for each. It also identifies and prioritizes the workstreams needed to achieve those outcomes. This document details the financial assumptions behind the Plan's outcomes and the associated 2027-2032 rate path to support it. The rate path is the annual change in the average retail rate for 2027-2032. Average retail rates are not actual billed rates but are the ratio of the revenue requirement to retail sales and represent the average impact on customer bills, assuming their consumption is constant.

$$average\ rate\left(\frac{\$}{kwh}\right) = \frac{revenue\ requirement\ (\$)}{retail\ sales\ (kwh)}$$

The revenue requirement is the amount of retail revenue needed to balance revenues with expenses and meet financial policies. The chart below illustrates how the revenue requirement is sized to meet expenses.

REVENUES AND EXPENSES (2028 FORECAST)



[1] *Includes city and state taxes, franchise payments and uncollectible revenue, which tend to grow in proportion to retail revenue. Miscellaneous revenue comes from a variety of fees and service charges, as well as investment interest earnings.*

The following is a short description of what is included in each primary component of the revenue requirement. These are discussed in detail in the subsequent sections of this document.

Capital Recovery

- Debt service payments needed to support the debt-financed portion of the current capital requirement.
- Per policy, retail revenue must be sized to achieve at least 1.80 times the annual debt service obligation.
- For this 6-year planning horizon, debt coverage is higher than 1.80x every year to meet the policy of revenue-funding greater than 40% of the 6-year CIP (See Appendix B).

O&M

- Cash-related expenses for all O&M costs excluding taxes, purchased power and transmission wheeling.
- Non-capitalized labor costs.
- Inflation assumptions, additional program funding requirements, as well as any mitigating cost reductions.

Power, Net

- Purchased power costs and wheeling costs, net of power revenues.
- Revenues from surplus power sales net of purchases, also called net wholesale revenue.
- Does not include costs of operating owned generation (e.g. Skagit, Boundary hydro projects), as these are part of O&M.

Other

- Includes tax payments, franchise payments and uncollectible revenue, net of miscellaneous revenues.

This document concludes with a short discussion of the retail sales forecast, which is the denominator in the average rate formula, see page 14.

CAPITAL RECOVERY (CIP AND BONDS)

Capital recovery reflects the cost of capital spending, as recovered over time. Net capital requirements are comprised of the capital improvement plan (CIP) less capital contributions, which are payments from outside sources that offset capital expenses.

Net Capital Requirements = CIP – Capital Contributions

Net capital requirements are not a direct component of the revenue requirement but, along with financial policies, determine the amount of debt (bonds) issued and the amount of net capital requirements funded with operating cash. The principal payments on outstanding debt and associated interest expense make up debt service.

Net capital requirements, along with financial policies, determine the amount of capital expenses funded by operating revenue and bond sales. City Light’s current financial policies were established by Resolution 31187 and call for setting rates to yield sufficient revenue net of expenses to cover annual debt service obligations by 1.8 times and fund at least 40% of the capital programs with operating revenue over a six-year average. The revenue requirement forecast in this Plan meets both policy requirements.

The capital expense forecast is based on the 2026-2031 Adopted CIP plus additional investments to fund new initiatives related to demand response, reliability, new Skagit license, workforce and more. In addition, some CIP related to existing hydro licenses will be reclassified as O&M to follow best accounting practices. The baseline 2032 capital expense is extrapolated from 2030 and 2031. The CIP forecast used to set rates differs from the City’s budget CIP. The budgeted CIP represents spending authority while the CIP forecast is reduced by 10% to reflect an assumption that only 90% of spending authority will actually be spent, and the forecast adjusts timing of spending to reflect projected cash outflows.

Table below summarizes capital requirements and funding sources. Capital contributions include third-party funding for capital expenses such as service connections and reimbursements for certain transportation projects and are included in the forecast as a credit to the total capital requirements. Capital funding from operations reflects cash drawdowns and may represent net operating proceeds from the current or previous year(s). Bond issuances during the 2027-2032 planning period total around $2.1 billion and will bring total outstanding debt to over $4.3 billion by 2032. The average funding for the 2027-2032 net capital requirements with operating proceeds is 42%, above the 40% target.[2]

CAPITAL REQUIREMENTS AND FUNDING

$, Millions	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**
Capital Requirements							
Adopted CIP	$460	$462	$452	$473	$471	$469	$514
Total Additions	$16	$31	$53	$93	$206	$325	$352
Existing Relicensing Cost Moved to O&M	-	-$10	-$10	-$11	-$7	-$7	-$8
New Skagit Relicensing Cost	$16	$2	$1	$6	$95	$87	$96
Strategic Initiatives	$0	$38	$62	$98	$119	$245	$264
Total CIP	$476	$493	$504	$566	$677	$794	$866
Capital Contributions	-$46	-$47	-$48	-$50	-$52	-$49	-$44
Total Net Capital Requirements	**$430**	**$446**	**$457**	**$516**	**$626**	**$744**	**$822**
Capital Funding							
Bond Proceeds	$181	$230	$304	$344	$358	$422	$421
Operations	$249	$216	$152	$172	$267	$323	$401
Total	**$430**	**$446**	**$457**	**$516**	**$626**	**$745**	**$822**
Total Debt Outstanding	$2,929	$3,056	$3,258	$3,499	$3,747	$4,048	$4,336

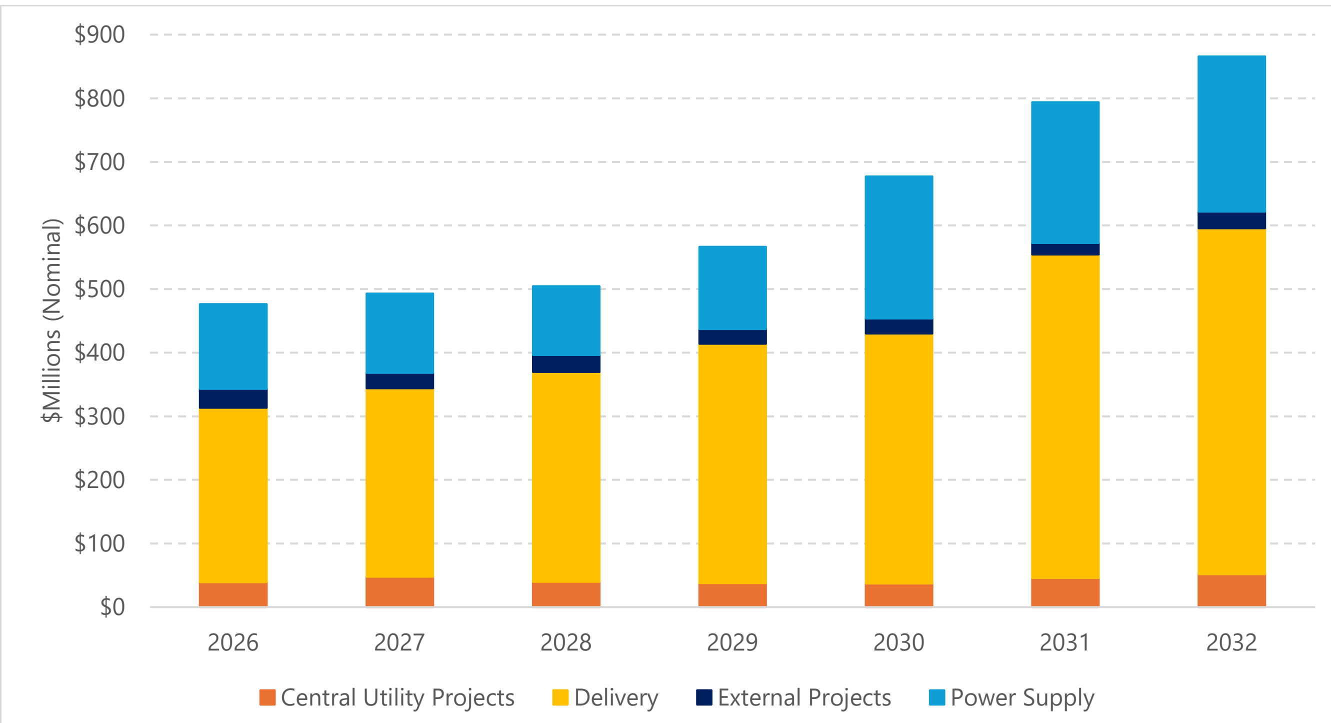
[2] *The average 2027-2032 capital funding from operations is calculated by taking the total 2027-2032 funding from operations ($1,531 million) and dividing by the total 2027-2032 Net Capital Requirements ($3,611 million) to get 42%.*

MAJOR CIP PROJECTS INCLUDED IN THE 2026-2031 ADOPTED CIP[1]

Master Project ID and Description	Six-year Total Spend, $M
8351: Overhead Equipment Replacements	$223.7
8366: Medium Overhead and Underground Services	$220.5
2250: Energy Efficiency	$196.6
8333: Distribution System Replacements	$167.6
8353: Underground Equipment Replacements	$141.8
8370: Network Services	$131.6
8630: Network Systems	$131.0
6987: Boundary Licensing Mitigation	$111.2
8452: Pole Attachments	$88.9
9969: Software Replacement Strategy	$79.7

[1] *Values reflect adjusted CIP after applying a 90% spending assumption.*

CAPITAL IMPROVEMENT PLAN[1]



[1] *Delivery includes programs on transmission and distribution.*

Capital requirements determine the size of future bond sales and resulting debt service, and the sales are timed to ensure sufficient liquidity to provide at least 150 days of operating cash on hand. The bond sale amounts shown below are slightly higher than bond proceeds shown above because the sales amounts include issue costs and required deposits into the bond reserve fund. All bond issues are assumed to have a 30-year term. For future bond sales 2027-2032, the forecast assumes an annual sale that closes in July with an interest rate of 5.0%, with the first repayment occurring the following year. Thus, the 2032 bond issue has no impact for this forecast term. To smooth the rate path, the forecast allows debt service coverage to fluctuate year-to-year so long as the six-year target of 40% or greater capital funding from operations is met.

BOND SALES AND DEBT SERVICE, $MILLION

	Bond Size	2027	2028	2029	2030	2031	2032
Existing[1]		$219	$228	$221	$207	$207	$206
2026 (Jul)	$187	$12	$12	$12	$12	$12	$12
2027 (Jul)	$237		$15	$15	$15	$15	$15
2028 (Jul)	$312			$20	$20	$20	$20
2029 (Jul)	$346				$22	$22	$22
2030 (Jul)	$361					$23	$23
2031 (Jul)	$425						$28
Total Debt Service		$231	$255	$268	$276	$299	$326
Debt Service Coverage		$521	$564	$619	$716	$822	$948
Debt Service Coverage Ratio		2.26	2.21	2.31	2.60	2.75	2.91

[1]*As of April 2026*

OPERATIONS AND MAINTENANCE (O&M)

Operations and maintenance expenses (O&M) are a large and diverse category of costs for day-to-day operations. It includes functions such as power production, distribution and transmission system operation and maintenance, customer services such as billing and meter reading, and administrative support. O&M as defined for this forecast does not include purchased power, wheeling and taxes; these are separate categories.

The basis for the 2027-2032 O&M forecast is the 2026 Adopted budget, which is then increased each year to reflect rising costs. The average annual cost increase is 3.8% per year, 1.2% higher than CPI inflation. The table below represents how O&M is projected to be spread across labor, benefits and other purposes; however, this is ultimately determined by the budget development process.

BUDGET O&M INFLATION BY CATEGORY

$, Millions	2026	2027	2028	2029	2030	2031	2032
Labor	$206	$215	$225	$235	$246	$257	$268
Labor Benefits	$102	$107	$111	$116	$120	$125	$129
Overhead Credit	-$61	-$64	-$66	-$69	-$72	-$75	-$78
Non-Labor	$153	$159	$165	$171	$176	$182	$188
Transfers to City	$90	$93	$95	$98	$100	$102	$104
Total Inflated O&M Budget	$490	$510	$530	$550	$570	$591	$612
Annual Change		$20	$20	$20	$20	$21	$21
Annual Change %		4.2%	3.9%	3.7%	3.7%	3.7%	3.6%

The following table details the adjustments made to the inflated O&M budget to yield the O&M forecast. In addition, funding for the new programs to deliver the outcomes of the Plan are added to the inflated budget (more information is included in Appendix A). The second part of the table outlines how the O&M forecast changes relative to the 2026 O&M Forecast.

O&M ADJUSTMENTS DETAIL

$, Millions	2026	2027	2028	2029	2030	2031	2032
Inflated 2026 Budget	$490	$510	$530	$550	$570	$591	$612
Adjustments							
add intertie moved from wheeling budget[1]	$1	$1	$1	$1	$1	$1	$1
add/subtract I937 RECs (change from 2026 levels)[2]	$1	-$1	-$2	-$7	-$13	-$15	-$16
subtract demand response incentives[3]	-$6	-$6	-$6	-$7	-$7	-$7	-$7
subtract engineering OH not included in budget[4]	-$6	-$6	-$6	-$7	-$7	-$7	-$8
subtract under-expenditure assumption[5]	-$15	-$15	-$16	-$17	-$17	-$18	-$18
add hydro relicensing costs[6]	$0	$11	$11	$12	$8	$9	$10
add new Skagit licensing costs[7]	$0	$0	$0	$0	$24	$18	$19
add new and expanded programs[8]	$0	$24	$32	$35	$46	$46	$50
Total O&M	$465	$517	$543	$561	$606	$617	$643
Adopted 2026 O&M Budget	$465	$465	$465	$465	$465	$465	$465
Changes from 2026							
Inflation	$0	$18	$37	$56	$76	$95	$115
Hydro licensing costs that were previously CIP	$0	$11	$11	$12	$8	$9	$10
Lower REC costs	$0	-$1	-$2	-$7	-$13	-$15	-$16
New/expanded programs (includes Skagit License)	$0	$24	$32	$35	$70	$64	$69
Total O&M	$465	$517	$543	$561	$606	$617	$643

[1] *Maintenance costs associated with ownership of the 3rd AC intertie. These wheeling costs are budgeted as purchased power but are categorized as O&M in financial statements.*
[2] *Renewable Energy Credits (RECs) purchases to meet state regulations are expected to decrease as more renewable energy is added to City Light's resource portfolio. These are differences from inflated Adopted 2026 levels.*
[3] *Demand response costs have been recategorized from O&M budget to Short-term Purchased Power Budget.*
[4] *Capitalized engineering overhead costs are not included in the budget but are applied to actual costs.*
[5] *Assumes 3% of O&M budget authority will remain unspent.*
[6] *Reflects a change in accounting practice that will result in certain Boundary and Skagit relicensing costs that are currently capitalized be categorized as O&M starting in 2027.*
[7] *Cost projections for the new Skagit license (see Appendix A for more detailed information).*
[8] *Cost projections for new and expanded programs identified in the strategic plan (see Appendix A for more detailed information).*

POWER COSTS, NET

This category includes all costs and revenue associated with wholesale power transactions. These include purchases and sales, wheeling (rented transmission) and ancillary services.

The forecast reflects key changes in the utility's resource portfolio: the expiration of the Columbia Basin Hydro contracts in 2026, the expiration of the Condon Wind contracts in 2028, and the decision to forgo election of the Priest Rapids Meaningful Priority option in 2027.

Additionally, the forecast incorporates new resource acquisitions needed to serve growing load, as outlined in the utility's Integrated Resource Plan. These additions are significantly more ambitious than those included in the 2025-2030 Strategic Plan. Resource acquisition plan continues to rely on a mix of utility-scale battery storage, wind generation, and solar generation. The cost of these new resources is also expected to be partially offset by selling surplus energy in the wholesale markets. The tables below summarize projections for net power costs.

LONG-TERM POWER AND WHEELING CONTRACTS

$, Millions	2026	2027	2028	2029	2030	2031	2032
BPA Power[1]	$174	$177	$204	$215	$227	$239	$249
BPA Wheeling[2]	$76	$79	$83	$123	$126	$139	$146
New Resources[3]	$9	$20	$25	$105	$106	$173	$241
Lucky Peak[4]	$11	$12	$12	$13	$13	$14	$14
Other Wheeling[5]	$5	$4	$5	$5	$5	$5	$5
Condon Wind[6]	$3	$3	$1	$0	$0	$0	$0
King County West Point[7]	$2	$2	$2	$2	$2	$3	$3
Priest Rapids[8]	$22	$2	$22	$23	$24	$24	$25
High Ross[9]	$0	$0	$1	$1	$1	$1	$1
Columbia Basin Hydro[10]	$2	$0	$0	$0	$0	$0	$0
Total LT Power & Wheeling Contracts	$304	$300	$355	$487	$504	$597	$684

[1] *Assumes BPA base power rates increase by 10% between 2026 and 2028 and 5% after 2028, and a product change from Block to Block/Slice starting in October 2028.*
[2] *Assumes BPA wheeling costs increase 3% annually on average and gradual growth in purchased transmission volumes.*
[3] *New resources identified by IRP totaling 276 aMW of nameplate capacity by 2032; these include solar and wind resources, transmission, and utility-scale battery storage.*
[4] *Reflects costs growing with inflation.*
[5] *Costs are expected to grow in line with contracted terms for each wheeling provider.*
[6] *Condon Wind contract ends in May 2028.*
[7] *KC West Point contract extends through March 2033.*
[8] *Priest Rapids projection assumes that costs for the Meaningful Priority product will escalate at 4 percent a year.*
[9] *High Ross contract requires only minimal O&M payments; all capital payments were completed in 2020.*
[10] *Columbia Basin Hydro contracts expire by the end of 2026.*

City Light's single largest power source is the Bonneville Power Administration (BPA). BPA power and wheeling bills are complex and based on many factors including City Light load, BPA base rates, BPA's load shaping charges and BPA's rate setting periods. City Light currently receives the Block product, which is fixed amount of energy every month. Starting in October 2028 City Light will start a new 20-year contract with BPA. City Light has elected a Slice/Block product, where the Slice Product is a "slice" of BPA's total output and will vary based on hydrological conditions.

BPA DETAIL

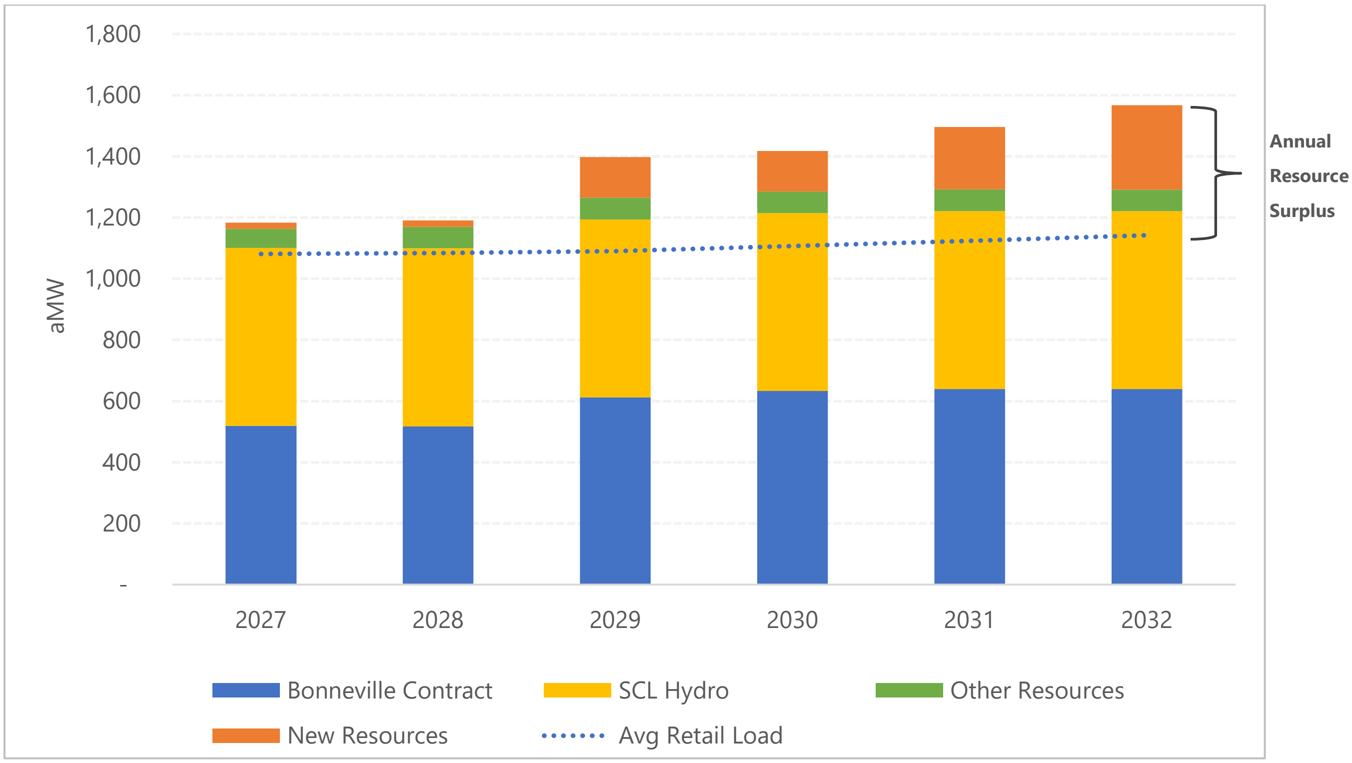
$, Millions	2026	2027	2028	2029	2030	2031	2032
Power Costs	$174	$177	$204	$215	$227	$239	$249
Transmission (Wheeling) Costs	$76	$79	$83	$123	$126	$139	$146
Total BPA Costs	$250	$256	$286	$338	$353	$378	$395
BPA Purchases, GWh[1]	4,377	4,544	4,579	4,761	4,770	4,788	4,783
BPA Transmission Purchases, MW	2,361	2,481	2,581	3,614	3,614	3,718	3,822

[1] *Starting on October 1, 2028 BPA purchases reflect an even BPA Block/Slice split, with Slice calculated using BPA's 1989-2018 10th-percentile historical water conditions.*

Long-term purchased power acquisitions will exceed retail load growth, on a volumetric basis. Because new wind and solar resources are intermittent, additional resources will be required to ensure that retail demand can be reliably met under varying conditions. Also, City Light's peak load is projected to increase faster than average load, further increasing firm resource needs to reliably meet load under stress conditions like extreme weather events.

The chart below shows City Light's annual resource mix and retail load. Production from owned hydro generation facilities varies significantly year-to-year with weather conditions. For planning purposes, this forecast of owned hydro generation is based on a 30th percentile of the past 25 years (2000-2025), and BPA Slice output is based on the 10th percentile. New power resource acquisitions are expected to increase the overall volume of surplus power available to be sold on the wholesale market. Net Wholesale Revenue is the revenue from selling surplus energy, net of purchases for load balancing.

ANNUAL SUPPLY AND DEMAND BALANCE



The planning values for Net Wholesale Revenues, Net—defined as wholesale power revenues minus wholesale power sales—are summarized in the table below. These revenues are projected to grow as new resources come online, resulting in a surplus of wholesale power. The dip in 2027 and 2028 values reflects a change in assumptions since the last plan; the 2026 amount had assumed that a significant volume of new resource capacity would be online by then. In this forecast, large additions are delayed and are now expected in the 2029 timeframe.

Given evolving markets and climate change, there is considerable uncertainty around these planning values. Variations in wholesale revenues are mitigated by the Rate Stabilization Account (RSA), a cash reserve and rate mechanism designed to insulate customers from short-term wholesale market and weather risk. Any differences between actual and planning values will be transferred to/from the RSA (SMC 21.49.086).

WHOLESALE REVENUES, NET

$, Millions	2026	2027	2028	2029	2030	2031	2032
Wholesale Revenues, Net	$55	$30	$30	$100	$100	$120	$140

Power related revenues are comprised of long-term power sales, net revenues from sales of ancillary market services, and transmission sales. The following table details these assumptions.

POWER RELATED REVENUES, NET

$, Millions	2026	2027	2028	2029	2030	2031	2032
Power Contracts							
Delivery to Pend Oreille County[1]	$4	$4	$4	$5	$0	$0	$0
Priest Rapids	$5	$5	$6	$6	$0	$0	$0
BPA Credit for South Fork Tolt[2]	$3	$3	$2	$0	$0	$0	$0
Power Marketing, Net[3]	$5	$4	$4	$4	$4	$4	$4
Transmission Sales[4]	$0	$0	$0	$0	$0	$0	$0
Total Power Related Revenues, net	$16	$17	$16	$15	$4	$4	$4

[1] Current agreement ends in 2029.
[2] Current contract expires in 2028.
[3] Power marketing revenues (net of purchases) are earned from sales of ancillary services such as reserve capacity sales, which are supported by flexibility and excess capacity inherent in City Light's generation and transmission assets.
[4] Short-term transmission sales. Includes resale of BPA point-to-point transmission and 3rd AC transmission capacity.

OTHER COSTS AND MISCELLANEOUS REVENUES

This "other" category is made up of costs and revenues such as taxes, interest income and fees for retail services.

OTHER COSTS (TAXES, PAYMENTS AND UNCOLLECTIBLES) DETAIL

$, Millions	2026	2027	2028	2029	2030	2031	2032
City Taxes[1]	$73	$79	$87	$95	$106	$117	$131
State Taxes[2]	$51	$55	$61	$67	$74	$82	$90
Franchise Payments and Other Taxes[3]	$11	$11	$13	$14	$15	$17	$19
Uncollectible Revenues[4]	$9	$10	$11	$12	$13	$15	$17

[1] City taxes, which are 6% of retail revenues, plus some other revenues.
[2] State taxes are 3.8734% of retail revenues, plus some other revenues and contributions.
[3] City Light negotiates franchise agreements with incorporated cities and unincorporated communities within its service territory.
[4] Uncollectible revenue is assumed to be 0.75% of retail revenues.

MISCELLANEOUS REVENUE SOURCES DETAIL

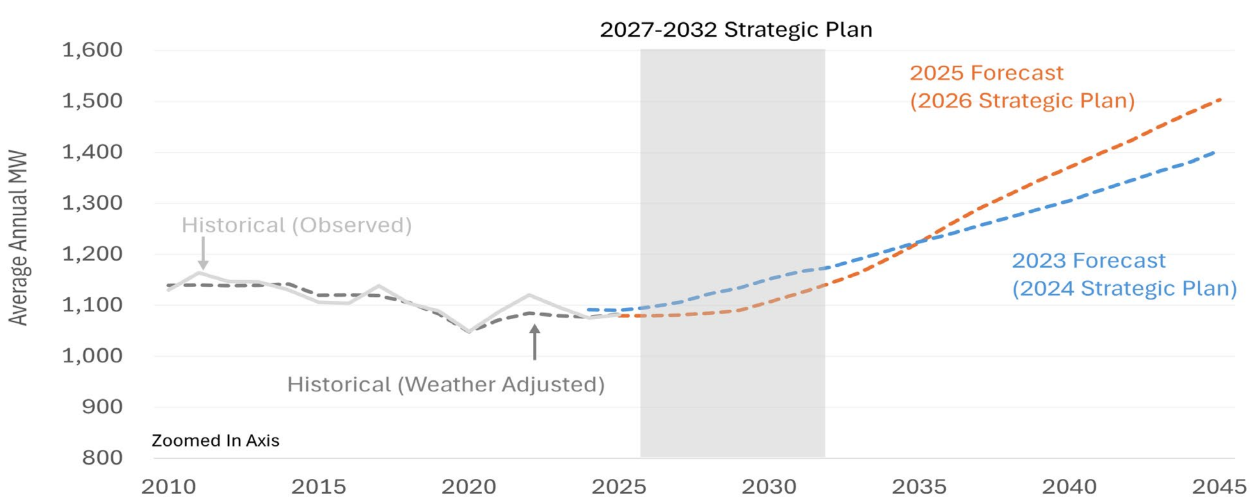
$, Millions	2026	2027	2028	2029	2030	2031	2032
Non-Base Rate Retail Revenue[1]	$7	$7	$7	$7	$7	$7	$8
Other Revenue[2]	$22	$22	$22	$23	$23	$24	$24
Suburban Undergrounding[3]	$2	$2	$2	$2	$2	$3	$3
Property Sales[4]	$1	$1	$1	$1	$1	$1	$2
Interest Income[5]	$19	$18	$15	$16	$17	$17	$18
Operating Fees & Grants	$0	$0	$0	$0	$0	$0	$0
Net RSA Transfers[6]	$(1)	$0	$0	$0	$0	$0	$0
Total Other Revenue Sources	$50	$50	$47	$49	$50	$52	$55

[1] Non-base rate retail revenue includes revenues from retail customers for services or programs which are not dictated by the revenue requirement. Examples include elective green power programs, distribution capacity charges and power factor charges.
[2] Other revenue includes a broad range of income sources, such as late payment fees, payments for damages to property, transmission tower attachments, distribution pole attachments and account change fees. These revenues are forecasted using the averages of the past two to three years and are expected to grow with inflations.
[3] Suburban undergrounding revenues are collected from customers in certain suburban cities for the repayment of discretionary municipal undergrounding of parts of their distribution system.
[4] Property sales based on historical averages. No large sales are assumed in this forecast.
[5] Interest income assumes City Cash Pool cash holdings accrue interest at an annual rate of 2.0-2.5%.
[6] RSA surcharge revenue less RSA deposits. During Q1 2026 there was an RSA surcharge in place, this small amount shown is RSA surcharge revenue retained to pay the associated utility taxes.

RETAIL SALES

The forecast of retail sales is based on City Light's 2025 official load forecast, which predicts load growth of 6.1% from 2026 to 2032. Energy efficiency is expected to continue to reduce sales, outpacing new load from economic growth. This reflects investment undertaken by customers as well as utility incentives. However, electric vehicles and heat pump conversions are expected to fuel material load growth during the strategic planning period. The amount and timing of this new electrification load is very uncertain and will continue to be studied. The chart below shows slightly slower near-term retail load growth compared to the previous strategic plan.

RETAIL LOAD FORECAST: LONG TERM

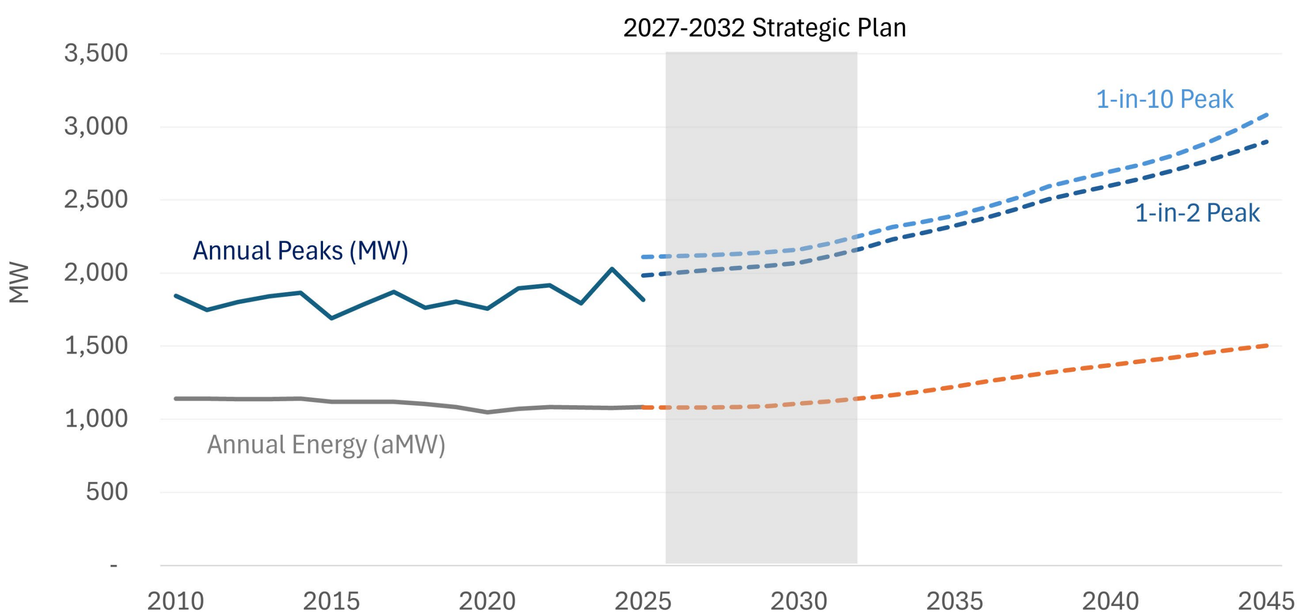


RETAIL SALES FORECAST BY CUSTOMER CLASS: 2026-2032

GWh	2026	2027	2028	2029	2030	2031	2032
Residential	3,278	3,300	3,333	3,330	3,362	3,385	3,424
Small and Medium	3,422	3,416	3,429	3,453	3,526	3,608	3,702
Large and High Demand	2,289	2,282	2,288	2,290	2,324	2,362	2,411
Total	**8,989**	**8,998**	**9,050**	**9,074**	**9,212**	**9,356**	**9,538**
Annual change							
Residential		0.7%	1.0%	-0.1%	0.9%	0.7%	1.1%
Small and Medium		-0.2%	0.4%	0.7%	2.1%	2.3%	2.6%
Large and High Demand		-0.3%	0.2%	0.1%	1.5%	1.7%	2.1%
Total		**0.1%**	**0.6%**	**0.3%**	**1.5%**	**1.6%**	**1.9%**

Rising demand for electric vehicle charging and heating will push coincident peak demand to rise even more than average energy consumption, driving a need for greater energy delivery capacity in transmission and distribution lines. Given long planning and construction timelines, capacity expansions need to be in place well before peak load growth arrives. Utility revenue is primarily recovered through per-KWh energy sales so higher capacity needs add more cost pressure that is contributing to driving up retail rates. The chart below shows the growth in peak load (P50 = 50th percentile, P90 = 90th percentile and P100 = 100th percentile or max load).

RETAIL SALES PEAK VS. ENERGY FORECAST: LONG TERM



APPENDIX A: NEW AND EXPANDED PROGRAMS

As part of developing the Strategic Plan, City Light identified the critical investments required to achieve prioritized strategic outcomes. To balance service levels with affordability, multiple rounds of prioritization were conducted to right-size these investments, ensuring that only the most essential spending was advanced.

The table below outlines incremental spending additions above inflation adjustments for operations and maintenance (O&M) and the capital improvement program (CIP). A detailed description of investments for each category follows.

INCREMENTAL STRATEGIC PLAN INVESTMENTS

	O&M						CIP					
$ Millions	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**
Customer Experience	$0.3	$0.3	$0.3	$0.3	$3.3	$4.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Power Supply	$7.9	$10.5	$13.2	$23.7	$18.0	$18.1	$13.3	$12.2	$12.2	$23.2	$25.1	$27.8
Reliability	$3.8	$5.4	$5.4	$5.9	$6.0	$7.8	$23.0	$46.2	$82.4	$92.3	$202.8	$213.8
Sustainability	$2.1	$3.1	$3.1	$3.1	$4.1	$4.2	$0.3	$0.0	$0.0	$0.0	$9.7	$10.2
Technology	$8.0	$10.6	$10.9	$11.2	$11.6	$11.9	$0.0	$0.0	$0.0	$0.0	$4.5	$9.0
Workforce	$1.8	$1.8	$1.8	$1.8	$3.5	$3.6	$1.8	$3.2	$3.2	$3.2	$3.2	$3.2
New Skagit License	$0.0	$0.0	$0.0	$24.4	$17.5	$19.4	$2.1	$1.0	$6.4	$94.7	$86.9	$96.1
Total	**$23.9**	**$31.7**	**$34.7**	**$70.4**	**$64.0**	**$69.4**	**$40.4**	**$62.6**	**$104.0**	**$213.3**	**$332.2**	**$360.0**

CUSTOMER EXPERIENCE

Adds a dedicated expert to support enhancing data collection and research methods, ensuring real-time understanding of ratepayer needs. This will also establish a formal Community Partner Network that will deepen collaboration with community-based organizations, enabling ongoing, two-way engagement that informs program design and delivery. Expanded coordination with City departments and partner agencies will further improve outreach to vulnerable populations and highly impacted communities, ensuring services are accessible, equitable, and responsive.

POWER SUPPLY

Acquiring Generation and Transmission Resources
Investments in staffing, advanced planning tools, and specialized expertise will position the utility to meet growing energy demand and increasing system complexity. Expanded capabilities in resource planning, market participation, and policy development will support the acquisition of new generation resources, particularly renewable energy and optimize participation in regional energy markets. Modernized modeling and analytics will improve forecasting and risk management, ensure reliable and cost-effective power supply while supporting the transition to a cleaner energy portfolio.

Customer Energy Resources
Investments in programs, staffing, and enabling technologies will expand customer participation in energy efficiency, demand response, and customer-owned renewable generation. Additional staff and improved systems will support program delivery, customer engagement, and faster integration of distributed energy resources. These efforts will help customers reduce and shift energy use, lower system costs, and contribute to grid reliability.

By integrating customer-side resources into system planning, the utility can reduce the need for large-scale infrastructure investments while building a more flexible and resilient energy system.

Transmission Access

Enhanced staffing, consulting expertise, and system investments will modernize transmission policies, processes, and tools to improve access and utilization. Updated contracts, pricing structures, and operational protocols will support transparent and equitable access to transmission capacity. Improved systems for scheduling, tracking, and billing transmission use will increase efficiency and enable broader participation in wholesale markets. These investments will maximize the value of existing infrastructure, generate new revenue opportunities, and enhance overall grid reliability without requiring significant new construction.

RELIABILITY

Asset Data Management

Investments in asset data and work management practices, including additional specialized staff and modernized systems, will enable a more proactive and standardized approach to managing utility infrastructure. Expanding internal expertise will support implementation of best practices in asset lifecycle management, improve data quality, and enhance coordination across workgroups. These improvements will lead to more informed capital planning, reduced emergency repairs, and lower long-term costs for ratepayers.

Physical Asset Security

Targeted investments in both staffing and infrastructure will strengthen the utility's ability to prevent, detect, and respond to evolving physical security threats. Dedicated security personnel will provide continuous monitoring and rapid response capabilities, while upgrades to surveillance, access controls, and site hardening at critical facilities will improve system resilience. Together, these efforts reduce operational risk and help ensure uninterrupted delivery of essential services.

Fleet Management

Increased investment in fleet renewal and supporting staff capacity will improve the reliability and availability of vehicles and equipment essential to utility operations. Replacing aging vehicles with modern, lower-emission alternatives will reduce maintenance demands and downtime, enabling field crews to complete work more efficiently. These investments also advance environmental objectives by lowering greenhouse gas emissions and improving air quality in the communities served.

Strengthen Distribution System

Enhanced capital and staffing investments will accelerate the replacement and modernization of critical transmission and distribution infrastructure. Additional engineering, project management, and field resources will support the design and delivery of system upgrades, including advanced protection, control, and automation technologies. Expanded programs to replace aging underground cables and other high-risk assets will improve system performance, reduce outage frequency and duration, and enhance overall grid resilience.

Generation Facilities

Focused investments and technical staffing in generation facilities will address aging infrastructure, reduce operational risks, and improve long-term asset performance. Engineering, construction, and maintenance resources will support critical upgrades, including structural reinforcements, seismic improvements, and enhanced debris management systems. These efforts will help ensure continued reliable and efficient energy production while minimizing unplanned outages and maintenance costs.

Wildfire Risk Reduction and Vegetation Management

Expanded funding and staffing for wildfire mitigation and vegetation management will strengthen the utility's ability to proactively manage this important risk. Additional arborists, field crews, and program support staff will enable increased inspection cycles, hazard tree removal, and compliance with regulatory requirements. These investments will reduce the likelihood of wildfire-related outages, protect public safety, and preserve system reliability.

SUSTAINABILITY

Vehicle Electrification

Investments in staffing and infrastructure will accelerate the deployment of a public electric vehicle charging network. Dedicated personnel will support planning, design, and construction of charging sites, ensuring timely delivery and effective integration with the electric grid. Expanding access to reliable, affordable charging infrastructure will support transportation electrification, reduce emissions, and improve equitable access for customers without home charging options.

Reduce Energy Burden

Additional staffing and system enhancements will strengthen the delivery of customer assistance programs designed to keep energy costs affordable. Investments in modernized application and processing systems, combined with permanent program staff, will improve efficiency, reduce wait times, and ensure consistent access to benefits. These efforts help stabilize household energy costs and support broader economic resilience within the community.

Building Electrification

Expanded technical staffing across multiple teams will provide customers with the expertise needed to transition to electric technologies in homes and businesses. Engineers, planners, and customer advisors will assist with system capacity assessments, equipment selection, and service upgrade planning. These investments will enable more efficient electrification, reduce emissions, and help customers make cost-effective energy decisions.

TECHNOLOGY

Significant investments in technology systems and skilled personnel will modernize core utility operations and enhance service delivery. Expanded cybersecurity staffing and tools will strengthen protection of critical infrastructure and reduce enterprise risk. Additional IT professionals across key functional areas - including data management, system implementation, and geographic information systems - will restore and sustain essential institutional capabilities.

Investments in customer-facing platforms will improve accessibility, allowing customers to manage accounts, request services, and engage with the utility through flexible, digital channels. At the same time, modernization of grid management, asset management, and power supply systems will improve operational visibility, enable advanced analytics, and support faster, more informed decision-making. Together, these investments create a more resilient, efficient, and customer-responsive utility.

WORKFORCE

Strategic investments in workforce planning, staffing, and training will ensure the utility is equipped to meet current and future service demands. Additional resources will support comprehensive evaluation of job roles, compensation structures, and career pathways to remain competitive in attracting and retaining talent.

Expanded training programs and dedicated instructional staff will strengthen technical skills development, improve safety outcomes, and accelerate workforce readiness. Increased staffing and program support will also enhance workplace safety initiatives, including broader participation in safety-sensitive programs.

Investments in facilities and maintenance staff will shift operations from reactive repairs to proactive asset stewardship, addressing deferred maintenance and improving the reliability of critical infrastructure. Collectively, these efforts will build a skilled, resilient workforce capable of delivering safe, reliable, and cost-effective service to customers.

SKAGIT RELICENSING

The Skagit Relicensing Project has reached a milestone with a Comprehensive Settlement Agreement being finalized during Q1 and Q2 of 2026. This comprehensive settlement agreement sets forth a unified strategy for overseeing the Skagit watershed, including restoring salmon habitat, protecting tribal cultural resources, managing flood risk in downstream communities, enhancing public recreation, and continuing to deliver reliable, carbon-free energy for decades to come. This settlement will become part of the City's formal license application to the Federal Energy Regulatory Commission (FERC) for a new 50-year license to operate the Skagit Project.

APPENDIX B: RATE SETTING TARGETS AND GUIDELINES

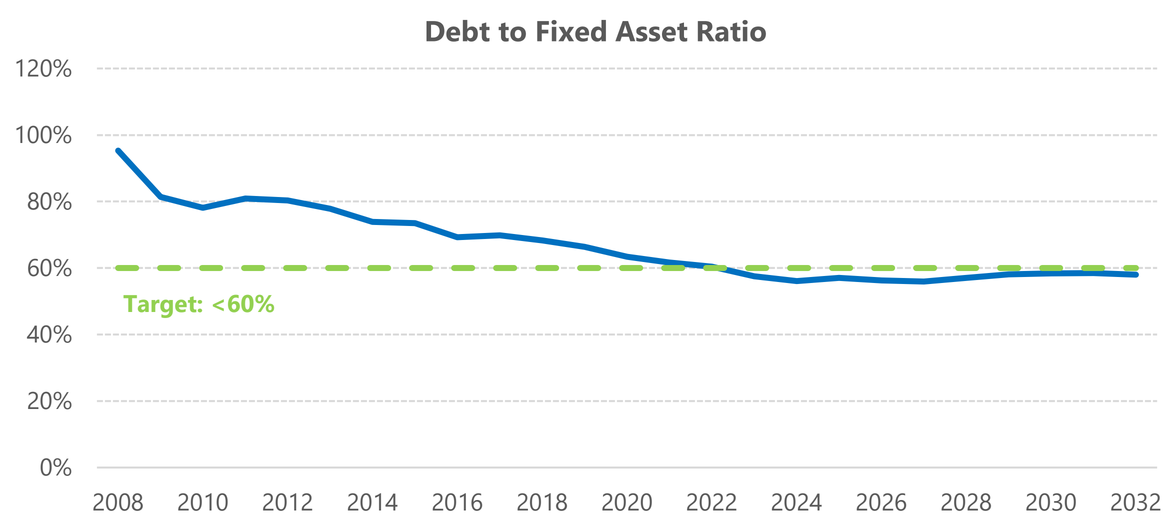
Council-Adopted Financial Policies, established in 2010 by Resolution 31187

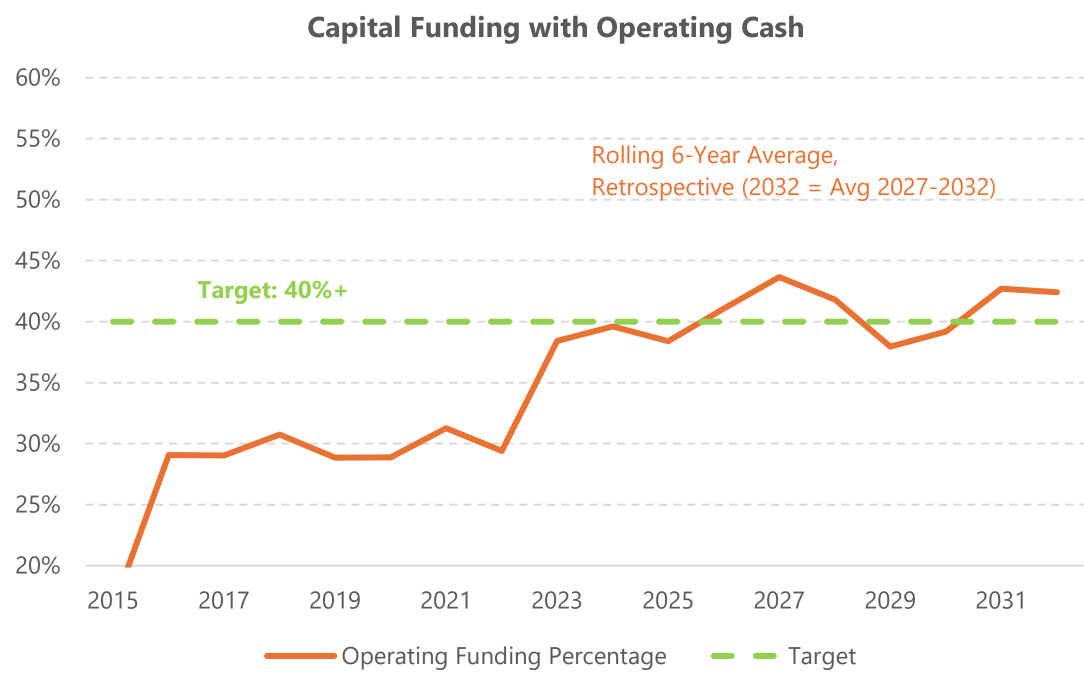
1. Rate Setting Guideline: It is the policy of the City of Seattle to set electric rates for the City Light Department at levels sufficient for it to achieve a debt service coverage ratio of 1.8x.
2. Debt Policy: The City Light Department will manage its capital improvement program so that on average over any given six-year capital improvement program it will fund 40% of the expenditures with cash from operations.

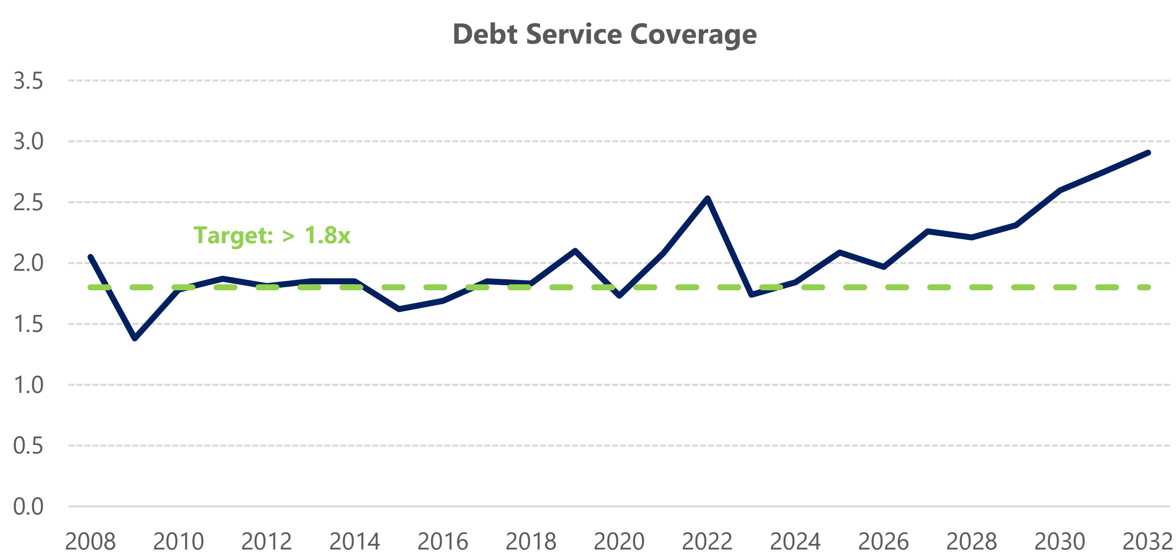
Supplemental Targets and Guidelines, approved by City Light Review Panel in 2024

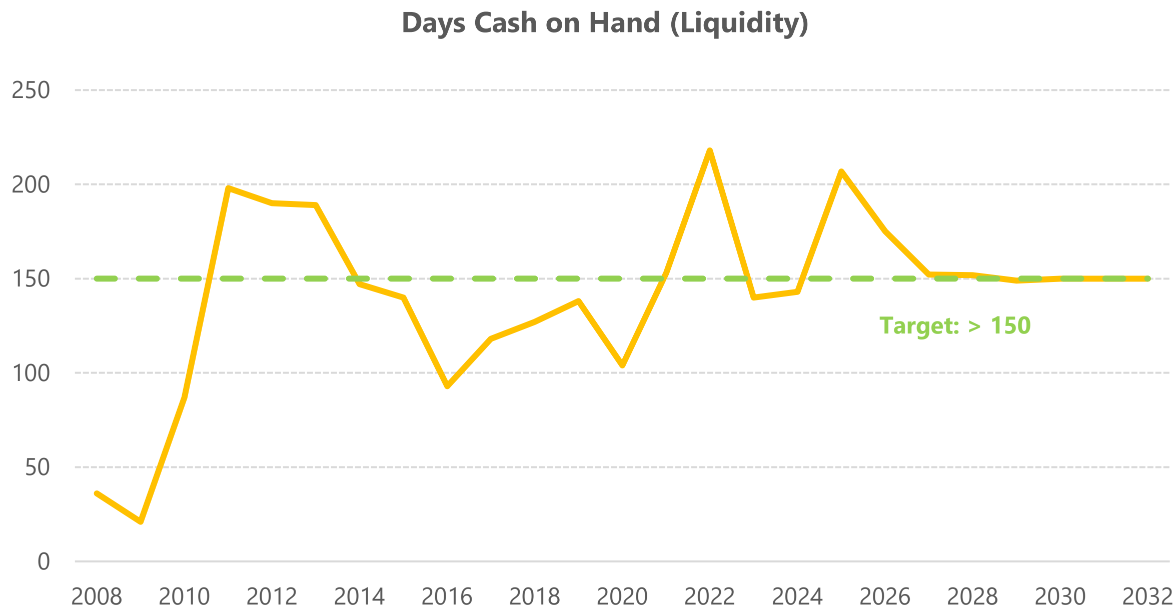
1. Assurance to cover debt payments: At least 1.80x debt service coverage in any given year, and a 6-year rolling average greater than 1.90x.
2. Target for funding of the capital plan: Six-year average operating cash funding of net capital requirements greater than 40%.
3. Debt leverage target: Debt-to-fixed asset ratio less than 60%.
4. Liquidity target: Days cash on hand greater than 150 days.

The charts below show the history and forecast of financial metrics. The revenue requirements and associated rate path outlined in this report meet all the financial targets.




Capital Funding with Operating Cash
60%
55%
50%
45%
40%
35%
30%
25%
20%
Rolling 6-Year Average,
Retrospective (2032 = Avg 2027-2032)
Target: 40%+
2015
2017
2019
2021
2023
2025
2027
2029
2031
Operating Funding Percentage
Target


Debt Service Coverage
3.5
3.0
2.5
2.0
1.5
1.0
0.5
0.0
Target: > 1.8x
2008
2010
2012
2014
2016
2018
2020
2022
2024
2026
2028
2030
2032



METRIC CALCULATIONS

Debt Service Coverage = (Operating Revenues – Operating Expenses + Cash Adjustments + City Taxes*)/ Debt Service

Debt-to-Fixed Asset Ratio = Long-Term Debt / (Plant in Service net of Accumulated Depreciation + Construction Work in Progress)

Capital Funding from Operations = 6 Year Operating Funding / (6 Year CIP – 6 Year Contributions)

Days Cash on Hand = (Operating Account + RSA) / ((Operating Expenses – Depreciation and Amortization**) / 365)

* *Because City Light is part of the City of Seattle, taxes paid to the City of Seattle are considered junior lien to debt service and are not included in the taxes category for the purposes of calculating debt service coverage.*

** *Also includes amortization (non-cash) amounts in operating expenses (i.e., hydro relicensing, energy efficiency)*

Seattle City Light

APPENDIX C: DOCUMENTATION FOR THE RATE STABILIZATION ACCOUNT

2027 and 2028 Planning Values for the RSA

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2027													
Total Net Variable Power Costs ($000's)	$19,000	$19,000	$17,000	$23,000	$20,000	$22,000	$24,000	$34,000	$19,000	$19,000	$15,000	$21,000	$252,000
Total Retail Sales (MWh)	915	808	804	703	671	634	692	696	651	713	797	914	8,998
Net Variable Power Price ($/MWh)													**$28**
2028													
Total Net Variable Power Costs ($000's)	$26,000	$28,000	$23,000	$23,000	$19,000	$17,000	$17,000	$27,000	$28,000	$23,000	$35,000	$45,000	$311,000
Total Retail Sales (MWh)	918	842	807	705	673	635	692	696	651	714	800	918	9,051
Net Variable Power Price ($/MWh)													**$34**

Net Variable Costs - Strategic Plan 2027

Power Cost Adjustment Input	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Variable Power Costs (net)													
Long-term Power Contracts	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$18,057*	*$216,684*
Wheeling	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$6,944*	*$83,323*
Other Power and Transmission Revenue	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$1,378*	*-$16,538*
NWR	*-$4,989*	*-$4,394*	*-$6,337*	*-$436*	*-$3,278*	*-$1,153*	*$762*	*$10,445*	*-$4,721*	*-$4,434*	*-$9,016*	*-$2,450*	*-$30,000*
Net Variable Power Costs ($000's)	$19,000	$19,000	$17,000	$23,000	$20,000	$22,000	$24,000	$34,000	$19,000	$19,000	$15,000	$21,000	$252,000
Total Retail Sales (GWh)	915	808	804	703	671	634	692	696	651	713	797	914	8,998
Net Variable Power Price ($/MWh)													**$28**

Net Variable Power Costs - 2027 details

LT Power & Wheeling	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Power	$18,057	$18,057	$18,057	$18,057	$18,057	$18,057	$18,057	$18,057	$18,057	$18,057	$18,057	$18,057	$216,684
BPA Power	$14,782	$14,782	$14,782	$14,782	$14,782	$14,782	$14,782	$14,782	$14,782	$14,782	$14,782	$14,782	$177,379
Priest Rapids	$157	$157	$157	$157	$157	$157	$157	$157	$157	$157	$157	$157	$1,881
Condon Wind	$237	$237	$237	$237	$237	$237	$237	$237	$237	$237	$237	$237	$2,840
Lucky Peak	$963	$963	$963	$963	$963	$963	$963	$963	$963	$963	$963	$963	$11,552
New Resources	$1,686	$1,686	$1,686	$1,686	$1,686	$1,686	$1,686	$1,686	$1,686	$1,686	$1,686	$1,686	$20,227
King County West Point	$193	$193	$193	$193	$193	$193	$193	$193	$193	$193	$193	$193	$2,314
High Ross	$41	$41	$41	$41	$41	$41	$41	$41	$41	$41	$41	$41	$492
Wheeling	$6,944	$6,944	$6,944	$6,944	$6,944	$6,944	$6,944	$6,944	$6,944	$6,944	$6,944	$6,944	$83,323
BPA Wheeling	$6,569	$6,569	$6,569	$6,569	$6,569	$6,569	$6,569	$6,569	$6,569	$6,569	$6,569	$6,569	$78,830
Other Wheeling	$374	$374	$374	$374	$374	$374	$374	$374	$374	$374	$374	$374	$4,493
Power & Wheeling ($000's)	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$25,001**	**$300,007**

Power & Transmission Revenues	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Delivery to Pend Oreille County	$351	$351	$351	$351	$351	$351	$351	$351	$351	$351	$351	$351	$4,212
Priest Rapids	$445	$445	$445	$445	$445	$445	$445	$445	$445	$445	$445	$445	$5,342
BPA Credit for South Fork Tolt	$219	$219	$219	$219	$219	$219	$219	$219	$219	$219	$219	$219	$2,627
Power Marketing Net	$363	$363	$363	$363	$363	$363	$363	$363	$363	$363	$363	$363	$4,358
Transmission Sales	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Power Revenues, net ($000's)	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$1,378**	**$16,538**

Net Wholesale Revenue	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Planned Net Revenue ($000's)	$4,989	$4,394	$6,337	$436	$3,278	$1,153	-$762	-$10,445	$4,721	$4,434	$9,016	$2,450	$30,000

Retail Power Sales	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Customer Sales (GWh)	915	808	804	703	671	634	692	696	651	713	797	914	8,998

Net Variable Costs - Strategic Plan 2028

Power Cost Adjustment Input	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Variable Power Costs (net)													
Long-term Power Contracts	$25,908	$26,282	$24,012	$17,979	$15,836	$12,316	$11,088	$12,200	$26,273	$21,463	$33,916	$39,911	$267,185
Wheeling	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$87,315
Other Power and Transmission Revenue	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$1,326	-$15,910
NWR	-$6,120	-$4,504	-$7,029	-$888	-$2,933	-$1,189	-$482	$8,477	-$4,313	-$4,787	-$4,907	-$1,325	-$30,000
Net Variable Power Costs ($000's)	$26,000	$28,000	$23,000	$23,000	$19,000	$17,000	$17,000	$27,000	$28,000	$23,000	$35,000	$45,000	$311,000
Total Retail Sales (GWh)	918	842	807	705	673	635	692	696	651	714	800	918	9,051
Net Variable Power Price ($/MWh)													**$34**

Net Variable Power Costs - 2028 details

LT Power & Wheeling	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Power	$25,908	$26,282	$24,012	$17,979	$15,836	$12,316	$11,088	$12,200	$26,273	$21,463	$33,916	$39,911	$267,185
BPA Power	$20,848	$21,210	$18,663	$12,310	$9,892	$6,656	$5,511	$6,738	$21,060	$16,592	$29,116	$35,108	$203,704
Priest Rapids	$1,859	$1,859	$1,859	$1,859	$1,859	$1,859	$1,859	$1,859	$1,859	$1,859	$1,859	$1,859	$22,311
Condon Wind	$257	$241	$325	$243	$292	$0	$0	$0	$0	$0	$0	$0	$1,357
Lucky Peak	$629	$657	$850	$1,253	$1,478	$1,485	$1,404	$1,288	$1,039	$697	$626	$629	$12,035
New Resources	$2,075	$2,075	$2,075	$2,075	$2,075	$2,075	$2,075	$2,075	$2,075	$2,075	$2,075	$2,075	$24,898
King County West Point	$198	$198	$198	$198	$198	$198	$198	$198	$198	$198	$198	$198	$2,371
High Ross	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$509
Wheeling	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$7,276	$87,315
BPA Wheeling	$6,887	$6,887	$6,887	$6,887	$6,887	$6,887	$6,887	$6,887	$6,887	$6,887	$6,887	$6,887	$82,643
Other Wheeling	$389	$389	$389	$389	$389	$389	$389	$389	$389	$389	$389	$389	$4,673
Power & Wheeling ($000's)	**$40,461**	**$40,835**	**$38,565**	**$32,532**	**$30,388**	**$26,868**	**$25,641**	**$26,753**	**$40,826**	**$36,016**	**$48,469**	**$54,464**	**$354,501**

Power & Transmission Revenues	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Delivery to Pend Oreille County	$372	$372	$372	$372	$372	$372	$372	$372	$372	$372	$372	$372	$4,465
Priest Rapids	$463	$463	$463	$463	$463	$463	$463	$463	$463	$463	$463	$463	$5,556
BPA Credit for South Fork Tolt	$128	$128	$128	$128	$128	$128	$128	$128	$128	$128	$128	$128	$1,532
Power Marketing Net	$363	$363	$363	$363	$363	$363	$363	$363	$363	$363	$363	$363	$4,358
Transmission Sales	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Power Revenues, net ($000's)	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$1,326**	**$15,910**

Net Wholesale Revenue	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Planned Net Revenue ($000's)	$6,120	$4,504	$7,029	$888	$2,933	$1,189	$482	-$8,477	$4,313	$4,787	$4,907	$1,325	$30,000

Retail Power Sales	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Customer Sales (GWh)	918	842	807	705	673	635	692	696	651	714	800	918	9,051

2027-2032 Strategic Plan Community Engagement Report

EXECUTIVE SUMMARY

In 2025 and 2026, Seattle City Light conducted a comprehensive, equity-centered community engagement effort, which informed the development of the 2027–2032 Strategic Plan.

Building on feedback from past engagement and leveraging an integrated approach to engagement, City Light engaged a diverse cross-section of customers, community partners, and stakeholders.

Feedback from community and stakeholder engagement has reinforced four consistent themes:

- Electricity is an essential service,
- Customers want to know that we can meet our region’s increasing demand for power,
- Reliability must also be balanced with affordability and environmental responsibility, and
- Communities expect City Light to remove barriers, build partnerships, and co-design solutions that reflect lived experiences.

We also heard how important it is to connect our work to community members’ shared values around public health, the environment, and community capacity building.

Customers want us to prioritize vulnerable communities. This feedback aligns with the Washington State Clean Energy Transformation Act, which directs utilities to ensure that everyone benefits from our region’s transition to energy that doesn’t harm people or the planet.

What we learned during our engagement efforts will continue to guide our long-term planning and help build stronger relationships within the communities we serve. As a result, the 2027-2032 Strategic Plan reflects our community’s priorities, and we will continue partnering with community members as we implement the plan.

COMMUNITY ENGAGEMENT APPROACH

Working with the Seattle Department of Neighborhoods (DON), we implemented a multi-layered engagement strategy that combined broad outreach, targeted conversations, and ongoing collaboration with community partners to ensure equitable participation.

We began by reviewing recent community feedback to identify key themes and gaps. This helped us develop an engagement approach that centered on promoting dialogue, building trust, and reducing harm —especially for communities that have been historically underrepresented in City of Seattle processes. We also coordinated with other City departments to incorporate utility-related feedback gathered through their engagement efforts.

In response to previous community feedback, we took an integrated approach by combining Strategic Plan community engagement with engagement for other long-term planning efforts including the:

- 10-year Strategic Roadmap
- Clean Energy Implementation Plan
- Integrated Resource Plan

By aligning engagement across multiple planning efforts, we were able to be more efficient, effective, and equitable.

We partnered with DON to plan and implement strategies for reaching customers, community members, and community-based organizations throughout our service area. We also engaged with employees, business customers, and other stakeholders to ensure their interests and priorities were incorporated into our planning.

This engagement helped build community's understanding of the utility's challenges and expand our understanding of the community's priorities. Our outreach aimed to increase City Light's visibility, strengthen partnerships, and ensure the Strategic Plan is informed by the communities we serve.

MEETING PEOPLE WHERE THEY ARE

We gathered feedback from more than **2,650 people** representing a diverse cross-section of residential and business customers throughout our service area. We also connected with **hundreds of employees and stakeholders** to ensure our planning efforts reflect their perspectives and expertise. See Attachments 1 and 2 for a summary of the communities and stakeholders we engaged.

Community Engagement Activities

In 2025, we:

- Attended **17 community events**, reaching residents across all seven Council Districts and in multiple franchise communities. Events reflected a strong presence at multicultural festivals and neighborhood celebrations and were often done in coordination with Utility Assistance enrollment opportunities.
- Hosted **25 community and stakeholder conversations**, including with the Indigenous Advisory Council, South Park Neighborhood Association, and the Disability Commission.
- Engaged with **20 language communities**[1], supported by the Department of Neighborhoods Community Liaisons.
- Reviewed **10 recent engagement reports** including Seattle's Comprehensive Plan and the 2025-2030 Transportation Electrification Strategic Investment Plan to incorporate previous customer input into our strategic planning processes.

We also shared opportunities for customers to provide feedback on City Light's website, e-newsletter, social media, and blog.

Customer Research

We conducted customer research to better understand perceptions and experiences across Seattle and our franchise communities. Our approach prioritized broad representation and included partnerships with Department of Neighborhoods Community Liaisons and research firms to ensure meaningful participation from historically underrepresented communities.

We offered in-language engagement opportunities and compensated participants for their time to reduce barriers to involvement. The insights gathered are informing our Strategic Plan and will guide how we deliver on our commitments and achieve our outcomes.

Stakeholder Engagement

We met with more than **250 stakeholders** who provided input on affordability, grid readiness, electrification, resource planning, and customer experience improvements. Stakeholder meetings included:

- Key Customers
- Franchise Cities
- NW Energy Coalition
- Building Owners & Managers Association (BOMA)
- Trade allies
- Community based organizations

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[1] Arabic, Amharic, Cantonese, English, Hindi, Japanese, Khmer, Korean, Illocano, Mandarin, Norwegian, Oromo, Russian, Spanish, Somali, Tagalog, Taishanese, Tajik, Tigrinya, Vietnamese

- Community engagement partners

Employee Engagement
The City Light Strategic Planning and Performance team approached this planning process with greater intentionality with respect to involving staff in it, which included:

- **Operations Engagement:** Working with Operations leadership to identify opportunities for their teams to be meaningfully engaged and provide feedback to help shape the utility's long-term planning efforts.
- **Cross-Utility Workshops:** Hosting two-day workshops for each of the six Strategic Plan focus areas. Each workshop included 30-40 staff that represented different areas of expertise and positionality in the organization. During the workshops, participants co-developed bodies of work. These bodies of work are setting the stage for how we will accomplish the outcomes outlined in our Strategic Plan.

KEY FINDINGS

Electricity powers the lives of our customers. From daily living to work and play, we support people's quality of life and the community's well-being. We are also facing unprecedented changes in our industry and region. Our Strategic Plan needs to reflect our commitment to providing customers with affordable, reliable, safe, and environmentally responsible energy services while positioning us to navigate a changing energy sector.

- 82% of customers surveyed are satisfied.
- Reliable service remains the top satisfaction driver.
- Rate affordability is a top dissatisfaction driver.
- Solar (88%), wind (84%), and hydropower (79%) remain the most favored sources.
- Black, Indigenous, and People of Color (BIPOC) customers are less aware of energy-saving technologies than white customers.

Balancing Trade-offs
We discussed how community members would prioritize:

1. **Reliability**, which customers define as keeping the power on and restoring electricity quickly
2. **Affordability**, which includes people feeling like they can afford to pay their bill and knowing how to manage their bill
3. **Environment**, which includes generating and using energy that doesn't harm people or the environment

This exercise sparked valuable conversations about the complexity of our work and the challenges facing the energy sector. As a result, community members provided more informed feedback.

Based on the 785 responses we received, customers consistently ranked reliability as their top priority followed closely by both affordability and the environment. Additional customer research mirrored this prioritization.

Our Residential Customer Satisfaction Survey, fielded in September 30 – October 11, 2025, found that environmental concerns declined as a customer priority whereas cost and outage concerns now outweigh sustainability. We also heard many customers share that we have relatively reliable service while others live in areas more impacted by unplanned outages. Quite a few customers that moved here from other regions shared that our power is relatively affordable, but we know many customers face rising energy burdens. As we implement our Strategic Plan, we will continue to engage customers and communities so that our work continues to be guided by their lived experiences.

What We Heard

Residential customers and community members stressed that achieving a just transition to a clean energy future requires removing systemic barriers, improving access to benefits, and showing how our work connects to personal wellbeing and community health. They asked City Light to expand culturally relevant education and outreach, strengthen partnerships with community-based organizations, co-design solutions that reflect local priorities, and engage youth to build pathways into green jobs. They also want us to continue focusing on offering ways customers can save money and energy.

Stakeholders want us to ensure we have enough power supply to meet rising demand driven by building electrification, electric vehicle (EV) charging, and new development. They emphasized that maintaining reliability is their highest priority and that affordability must be balanced with the need for long-term resource adequacy, grid resiliency, and responsible environmental action. Stakeholders expressed strong support for demand-side management and other efforts to promote stability. They also stressed the importance of improved access to energy data and having the flexibility to adopt emerging technologies such as solar and EV infrastructure.

How We Can Be Responsive

We are facing unprecedented challenges in the energy sector, and community members want us to take a more systemic and inclusive approach to our work:

- Strengthen internal coordination to improve customer experience and service delivery
- Expand education and awareness through inclusive, culturally relevant, and sustained engagement
- Foster mutually beneficial partnerships with community-based organizations
- Co-design programs and investments with communities to ensure alignment with their needs
- Engage with youth and create pathways into green jobs

SUMMARY

As a result of our community engagement approach, customers had a deeper understanding of our work, and we had a deeper understanding of their priorities. We also fostered trust with our customers and built relationships with community partners and stakeholders.

By incorporating community feedback into our Strategic Plan and other City Light planning efforts, we are better positioned to achieve mutually beneficial outcomes and be more accountable to our customers. As we implement the 2027-2032 Strategic Plan, we will continue to engage with customers and community partners to integrate their input into our work.

Attachment 1: Community Engagement Overview

CUSTOMER RESEARCH

Residential Customer Satisfaction Survey
Participants: 600 residential customers

Methodology: Seattle City Light began the Residential Customer Satisfaction Longitudinal Study in 2021. This survey helps us measure customer experience trends and supports the Strategic Plan and operational and communications improvements. A random representative group of respondents were contacted via home phone (to take the survey over the phone) or via cellphone (sent a text with a link to take the survey online). We expanded the survey from 8 to 14 languages to increase accessibility—14% of respondents completed the survey in a language beyond English (up 4% from the 2023 survey).

Customer Participation Insights Study
Participants: 884 residential customers and 226 business customers

Methodology: Respondents were first sent an email with link to the online survey. Respondents who had not responded received a follow-up telephone call. We worked with the Department of Neighborhoods Community Liaisons to ensure the surveys reflected input from highly impacted communities and vulnerable populations. The surveys were translated into Amharic, Mandarin, Spanish, and Vietnamese for both residential and business customers. We also supplemented the s gather qualitative insights into customer participation in City Light programs and services

- **Residential Customers:** We hosted 3 focus groups (2 in English and 1 in Spanish) with 24 residential customers and completed 20 follow-up interviews with survey respondents.
- **Commercial & Industrial Customers:** We hosted 3 focus groups (2 in English and 1 in Mandarin) with 17 business customers and completed 25 follow-up interviews with survey respondents.
- **Trade Allies:** Completed 10 interviews with residential trade allies. The goal of these interviews was to identify the interest levels of trade allies in potential new products and services to be offered to residential customers.

City Light Strategic Plan Feedback Tool
Participants: 785 community members

Methodology: Customers had an opportunity to share how they would prioritize reliability, affordability, and the environment and provide other input. We connected with community members at community events and through City Light's communications channels (e.g. social media, newsletter, etc.). We also partnered with Department of Neighborhoods Community Liaisons to gather feedback in multiple languages.

Customer QualBoards:
Participants: 35 residential customers

Methodology: We conducted a three-day online focus group with 35 customers, which included broad representation across Seattle and our franchise communities. We oversampled customers traditionally underrepresented in surveys including people who are BIPOC and younger respondents.

ENVIRONMENTAL JUSTICE FOCUSED CONVERSATIONS

- **South Park Neighborhood Association (SPNA):** Participated in a SPNA monthly meeting.
- **Indigenous Advisory Council (IAC):** Joined an IAC standing meeting.
- **Disability Commission Meeting:** Attended the Disability Commission's standing meeting.
- **City Light Intern Focus Group:** Hosted a learning session with City Light interns, who are youth/young adults engaged in the energy sector.
- **Community Liaison Focus Groups:** Hosted two learning sessions with 22 Department of Neighborhoods Community Liaisons.
- **Community Partner Conversations:** Hosted two focus groups with seven people who have conducted engagement with diverse communities on behalf of the utility.
- **Human Services Department Community Coordinators Focus Group:** Met with 14 Human Service Department Community Connectors, who work as navigators at area food banks. Participants provided recommendations for helping energy burdened communities.
- **University of Washington Master of Social Work Focus Group:** We interviewed 14 UW Master of Social Work students, who have experience enrolling people in affordability programs. Participants provided recommendations for helping energy burdened communities.

COMMUNITY EVENTS[2]

- **P-Patch Earth Day Celebration** (District 3: Central District)
- **Duwamish River Community Coalition Job Fair** (District 1: South Park)
- **Chinatown-International District Celebration** (District 2: Chinatown-International District)
- **Byrd Barr Place Block Party** (District 3: Central District)
- **SeaTac Summer Night** (Francise City)
- **Lake City Summer Fest and Parade** (District 5: Lake City)
- **Othello International Festival** (District 2: Othello)
- **Yesler Back 2 School Fair** (District 2: Yesler)
- **Celebrate Shoreline** (Franchise City)
- **Big Day of Play** (District 2: Rainer Beach)
- **Rainier Beach Back 2 School Bash** (District 2: Rainier Beach)
- **Tukwila Community Play Day** (Franchise City)
- **Senior Resource Fair** (District 4: Magnuson Park)
- **One Seattle Community Resource Fair** (District 7: Downtown)
- **Ballard Library Resource Fair** (District 6: Ballard)
- **Utility Resource Summit** (Franchise City)
- **Seattle Department of Construction and Inspections Home Fair** (District 2: Hillman City)

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[2] Nine of the 17 events were conducted jointly with the Utility Assistance Programs.

Attachment 2: Stakeholder and Employee Engagement Overview

BUSINESS CUSTOMER AND STAKEHOLDER CONVERSATIONS

- **Quarterly Key Customer Meeting:** We presented an update on the strategic planning process and gathered input from our business customers at the quarterly meeting in June 2025.
- **Annual Key Customer Forum:** We hosted this annual forum that brought together approximately 80 representatives from our largest and most engaged customers. A moderated panel discussion with subject matter experts provided additional context on key initiatives, and customers participated in leader-facilitated tabletop discussions focused on collaboration and evolving business needs. Initial feedback from attendees was positive, with many expressing their appreciation for the transparency and opportunity to engage directly with City Light leadership.
- **Building Owner and Managers Association (BOMA):** 25 members participated in a briefing on the Strategic Plan. BOMA members emphasized the importance of reliability, grid resiliency, and rate predictability. They also noted the importance of partnering with building owners to support their efforts to comply with clean energy legislation.
- **Franchise Cities:** Hosted a meeting with 10 Franchise City representatives to provide an update on our Strategic Plan. Representatives asked about planned updates to Utility Assistance qualification and efforts City Light is taking to connect community members with affordability resources. They also asked about how we are planning to help them work through the City Light process for infrastructure projects in their jurisdictions.
- **Northwest Energy Coalition (NWEC):** We presented to 52 attendees at the NWEC Caucus, which represents a mix of NWEC employees, policy organizations, energy companies, and other electric utilities. Discussion focused on how we are managing cost pressures and ways we can mitigate them with demand-side solutions. They also inquired about Skagit relicensing and our plans for expanding energy resources.
- **Integrated Resource Plan Advisory Panel:** In 2025, we conducted 4 meetings with representatives from local nonprofits, government partners, and energy providers on our long-term load forecast and assessment of energy resource needs to inform City Light's strategic planning efforts.
- **Energy Efficiency Strategy In-Depth Interviews:** We hosted conversations with representatives from District, Emerald Cities Collective, NW Energy Coalition, Spark NW, and four (4) trade allies on energy efficiency and demand response to inform City Light's strategic planning efforts.

EMPLOYEE ENGAGEMENT

Operations All-Hands Meetings

City Light leadership attended all-hands meetings at the South Service Center, Skagit Hydroelectric Project, and Boundary Hydroelectric Project, as well as a Joint Operations management meeting. At these meetings we heard about a range of issues including technology, training, and process improvements. Operations staff also expressed a desire for continued communication about strategy and an interest in breaking down silos across the organization.

Strategic Planning Workshops
City Light leadership also conducted two-day workshops for each of the six focus areas. Each workshop included cross-functional representation of 30-40 staff from all levels of the organization. During the workshops, participants co-developed bodies of work that would support each of the 20 outcomes. These bodies of work are setting the stage for how we will accomplish our Strategic Plan goals and outcomes.

Seattle City Light Review Panel
c/o L. Barreca, Seattle City Light
P.O. Box 32023 Seattle, WA 98124-4023
CLRP@seattle.gov

May 7, 2026

Mayor Katie Wilson
The City of Seattle
600 Fourth Avenue
P.O. Box 94749
Seattle, WA 98124-4749

RE: City Light Review Panel Comment Letter on Proposed 2027-2032 Seattle City Light Strategic Plan Update

Dear Mayor Wilson:

This letter presents the City Light Review Panel (Panel) comments on the proposed Seattle City Light (City Light) Strategic Plan Update for 2027-2032 (the Plan). Consistent with Ordinance 124740, the Panel has met monthly to track progress on the 2024 Strategic Plan update and provide input to this current Plan.

The rate path in the Plan is materially higher than has been proposed in the last few Plans. We recognize this is a significant increase for all customers, but we feel that it is supported by City Light's analysis. We endorse the rate path for the next two years as necessary to invest in infrastructure and technology to reliably serve City Light customers. We would expect these investments to translate into measurable improvements in system reliability, service delivery, and customer experience, with clear and transparent communication to customers on progress

In the first section of this letter, we comment on City Light's progress on the strategic priorities of the current plan ("City Light Progress on the Current Plan"). In the second part of this letter, we focus on what is changing for City Light and its customers going forward ("City Light's 2027-2032 Strategic Plan"). We considered these factors carefully before endorsing the new Plan.

City Light Progress on the Current Plan

City Light moved forward in 2024-2026 achieving many of its objectives, consistent with the strategic priorities and outcomes of its current Plan. Our comments in this section focus on priorities that were raised by the Panel in 2024 for the current Plan and which provide context for our comments on the new Plan.

Improve the Customer Experience

The Panel noted City Light made important progress on its customer objectives. Customer engagement was a key focus for the past two years as City Light worked with the Seattle Department of Neighborhoods to hear directly from customers and engage them in discussion about the utility's priorities. City Light participated in many more community events, met with community-based groups, and developed customer communications in over fifteen languages.

City Light also received high customer satisfaction ratings with the most recent JD Power business customers survey. However, new service connections and their associated timelines and costs continue to present challenges for City Light. While we commend the City Light team for making measurable improvements since 2024, performance still fell short on established service connections targets. The Panel will continue to encourage initiatives to improve responsiveness and reduce costs, while monitoring progress in this area. Addressing these challenges is particularly important to support the City's goals of developing "middle housing" and expanding the supply of affordable housing.

Create Our Energy Future

The Panel has consistently supported City Light's relicensing work and negotiated settlement agreement for the Skagit hydro project, which makes up approximately 20% of the utility's current power supply mix. the largest city-owned resource. While material investment will be required, the estimated per megawatt hour cost is forecasted to be less expensive than alternative options. The settlement was an important milestone after eight years of working with all the parties, and we commend City Light for making the necessary adjustments along the way to secure this settlement. City Light will include the settlement agreement in its Federal Energy Regulatory Commission (FERC) re-licensing filing, which should greatly increase the likelihood of the federal relicensing approval.

In the past two years, City Light successfully acquired a solar power purchase agreement and entered into a new long-term agreement with the Bonneville Power Administration (BPA). While the cost of the BPA power will be higher in the future, this contract gives City Light access to cost-based power though a contractual "slice" of the Federal Columbia River System's hydro energy at a materially lower cost than what could be procured through alternative sources.

Consistent with its Transportation Electrification Strategic Investment Plan (TESIP), City Light made targeted investments in public charging incentives and expanded the City Light public charging network in neighborhoods where private charging infrastructure was not available.

The Panel supported City Light's 2025-2026 investments in its distribution system. However, system reliability in the radial distribution lines that serve communities outside the downtown network system has deteriorated materially the past two years, to where City Light is in the bottom quartile of system reliability among peer utilities. In Review Panel meetings City Light's management team was very transparent, sharing outage statistics and explaining the lack of investment the past decade has led to deterioration of both underground and overhead infrastructure, which requires major investment to replace. Addressing this underinvestment will continue to be a high priority for the panel. Given the essential nature of reliable electric service, the Panel views sustained improvement in reliability performance, particularly in affected service areas, as a critical outcome of the proposed investments.

City Light has successfully increased energy efficiency measures that reduced demand and is committed to increasing energy efficiency and demand reduction programs by 107 MW by 2035 and another 48 MW by 2045. And City Light worked with City departments to try reducing the barriers to participating in the Utility Discount Program and came close to achieving its target for increased number of participants in 2025.

Ensure Financial Health & Affordability

City Light successfully achieved the financial targets in the current Plan. The Panel still believes that the financial metrics are important to preserve adequate financial liquidity in the event of an emergency and to maintain City Light's strong investment-grade bond rating (which reduces its cost of borrowing and therefore reduces costs for customers).

An important financial policy for City Light is the Reserve Stabilization Account (RSA), which was established in 2010 to address power supply cost risks. The RSA is a reserve fund that is drawn down first, before issuing power cost rate increases to customers. Having the RSA helps City Light avoid "rate shocks" due to increased power costs. Rating agencies favorably view City Light's RSA mechanism, which has contributed to City Light maintaining its high credit rating.

City Light leadership demonstrated to the Panel that power demand in Seattle has increased to the point where City Light no longer has surplus power to sell in average years. The Panel also noted that customers have seen the RSA surcharge on their bills since 2022. While taking only one season to draw down the RSA balance, it has taken nearly four years to replenish the account to its current level.

Develop Workforce & Organizational Agility

The recent General Manager successfully led a serious internal investigation to discover unsavory work practices among one team of North center field personnel. We supported her actions to reverse the negative work environment. Additionally, in 2025 she and the management team developed new core values, committing to a more respectful, positive, and engaging culture that we hope will positively impact City Light's workforce.

We Power

City Light continues to comply with city, state, and federal regulations, and promote clean air and greenhouse gas reduction policy. The utility has worked with agencies and the private sector to accommodate the demand for power because of building and transportation electrification.

In 2025, City Light introduced the Large Industrial Curtailment Program, a voluntary demand-response program intended to avoid costly market purchases, benefiting both the utility and customers. But the Panel was disappointed by the delayed implementation of the Time of Use rate program and other demand response programs envisioned in the 2024 letter. Additionally, City Light has not made measurable progress toward a distributed energy resources management system (DERMS) to efficiently aggregate customer-owned resources such as solar and in-home batteries as virtual power plants (VPPSs) that might reduce the utility-scale resource needs.

The Panel encourages City Light to accelerate its work on grid flexibility, customer-sited renewable generation, demand flexibility, and energy storage. Peer utilities are increasingly piloting and scaling programs that use customer-side resources to manage peak demand, improve system performance, and reduce the need for costly utility-scale investments. While the Panel recognizes that City Light's proposed rate increases are generally comparable to those of peer utilities, Panelists are concerned that customers also need more practical tools to manage and control their energy use, benefit from flexible and stored energy resources, and mitigate the impact of rising costs. The Panel encourages City Light to prioritize these investments as part of its affordability, reliability, peak-flattening, and customer empowerment strategy.

The Panel was encouraged when City Light completed the ten-year technology roadmap to ensure City Light will have appropriate cyber security measures and risk response plans and will move to current industry systems and technology. Cyber protection is critical to ensure the safety of the electric grid and to preserve confidential customer and employee information.

City Light's 2027-2032 Strategic Plan

City Light invested a great deal of effort and analysis in this strategic plan cycle. City Light leadership developed a ten-year strategic vision with input from the Panel, which served as a foundation for the new six-year Strategic Plan and rate path. Throughout the last two years, City Light has informed the Panel of significant issues and industry disruptions.

This new Plan reflects a more constrained outlook than prior versions because of the 9.5% per year rate increase (~6.5% after adjusting for expected inflation[1]) that City Light seeks for both 2027 and again in 2028. During the monthly meetings that took place from fall 2024 to now, City Light leadership shared the realities facing the utility, explaining why rates must increase materially to maintain service and system reliability. We have included specific observations and recommendations below for the Focus areas of the new Plan.

Reliability

The two biggest cost drivers from the current Plan's financial forecast for 2027 and 2028 are operating costs and meeting demand increases from building and vehicle electrification. For example, the costs for utility operations such as steel, copper, concrete, and wood poles are much higher than the rate of inflation in the new Plan.

[1] The Review Panel's after-inflation estimate was based on City of Seattle CPI Data Historical and Forecast, accessed May 4, 2026,. https://www.seattle.gov/economic-and-revenue-forecasts/inflation

In 2025, the Panel was surprised to learn that City Light's buried cable lines were deteriorating much more quickly than expected because they had not been properly installed initially. Bare cable had been buried, instead of cable installed in conduit. The Panel agrees with City Light leadership that this needs to be addressed and the Panel requested City Light implement a new policy to prevent this occurring in the future.

Power Supply

City Light's new load forecast is broadly consistent with the prior forecast but indicates that peak demand is expected to grow more rapidly than average demand over the next decade. This growth is driven primarily by building and transportation electrification. City Light's growth is mainly from building and transportation electrification. City Light must preserve its valuable hydro resources that provide critical balancing and storage, further enabling carbon-free resources. To help meet this increasing load, the Panel supports City Light's relicensing work on the Skagit hydro project.

The Panel concurs that the financial and reliability risks of being short on power supply are greater than those associated with having excess supply. But the Panel asked City Light to carefully plan new supply resource additions. City Light responded that it would develop a portfolio of medium-term and long-term resources to mitigate the risk of over-purchasing long-term power supply

The old model of utility-scale generation to meet the increasing customer demand requires investment in generation resources, transmission, and distribution. At each meeting where City Light presented its load forecast and described the need for utility-scale resources, the Panel stressed the importance of also working with small and large customers to implement effective demand response, energy efficiency, and other customer technologies to reduce the need for utility scale resources.

The Panel believes that customer-facing technologies that shift demand, reduce demand and supplement utility power supply will be critical. City Light explained that the big unknown is the degree to which customers will participate in future programs. But City Light seems aligned with the Panel on the importance of rolling out programs where broad participation is possible. The Panel has also asked City Light to analyze distribution system projects in the future - not just on a cost basis- but also from a net benefits perspective, considering potential for reduced customer demand or access to customer resources in any given project.

Customer Experience

This rate increase is a heavy lift for customers and the rationale behind the rate increase may be difficult for customers to grasp without context. The Panel proposed ideas to clearly present the challenges to customers, to help them understand what has changed in the rate path. The Panel noted customers may want to know what are knowns in the forecast, versus what are estimates based upon the best available information today. And the Panel recommended a primer on the RSA mechanism and an example to show how it works. Lastly, the Panel recommended that City Light communicate when customers can expect to see service improvements from infrastructure investment.

The Panel concurs with City Light that the Rate Stabilization Account (RSA) brings rate stability to customers (avoiding shaper rate increases in the short-term) and financial stability to the utility. City Light has proposed changes to the Rate Stabilization Account (RSA) with which the Panel concurs. The prior structure was focused on solely power cost drivers, but there are other risks that can cause rate increases. Therefore, the Panel supports expanding the RSA to cover a broader range of rate risks to protect customers and the utility. The Panel also supports increasing the RSA target level from $100 million to $150 million, given the utility has grown since 2010 and no longer has surplus energy to sell into the wholesale market.

The Panel asked about rate class equity in the cost allocation between rate classes. Panel members representing residential customers expressed support for City Light's proposal to apply the newly structured RSA surcharge as an energy charge, which will shift some costs to large-use customers. Panel members urged City Light to make sure that the future new large load tariff does not shift costs and risks to residential and small commercial customer classes and help ensure that such large loads do not impact current customers, to the extent possible.

The Panel expressed concern over the proposed 2027 and 2028 rate increase on vulnerable customers. City Light has been an industry leader for many years in customer assistance programs. Going forward, the utility is proposing changes to increase eligibility and expand enrollment in the Utility Discount Program. The Panel also urged City Light to consider tiered program participation, more extensive outreach efforts, additional partnerships to reach low-income residents, and more bill payment assistance promotion. The City (SCL, SPU, HSD) is also encouraged to streamline the application process by linking to other income-qualified programs (e.g., federal assistance programs) that may have already determined a potential participant's eligibility for UDP, thereby reducing the barriers that keep participation far below potential.

Sustainability

City Light developed its new Plan based upon current regulation and government policy. City and state decarbonization goals and programs are still in place, with targets that City Light must achieve. Unfortunately for City Light customers, federal grants and tax incentives for grid modernization and new carbon-free resources have evaporated with the current administration. Therefore, City Light's grid modernization projects must now be funded solely by City Light (federal grants were included in the current Plan's rate path).

In the prior letter, the Panel noted that the transition to renewable energy had increased the cost of power supply. The costs for new long-term resources have exceeded those prior price forecasts because utilities and data centers are competing to acquire power supply. Further, new clean energy resources are predominantly intermittent energy resources (wind and solar), highly variable dependent upon weather conditions and time of day. Therefore, City Light must acquire more name plate capacity to have the same number of average megawatts available. City Light will likely invest in new battery energy storage to meet extreme peak demand. All of this highlights the tremendous value of City Light's existing hydro projects.

Workforce

The Panel applauds the work the City Light leadership team undertook in 2025 to re-build the culture and to invest in the workforce. We support continued efforts in this regard because it is the people that serve the customers and look out for the customers' interests.

And the Panel continues to support City Light's objective of competitive compensation to attract and retain talented employees able to meet the new challenges. However, the rate path in the current Plan did not have the 2025 bargaining agreement salary adjustments to keep City Light compensation competitive. The rate path for the new Plan includes the workforce compensation laid out in the signed bargaining agreement.

Technology

City Light was without a chief technology officer (CTO) in 2024 and the first quarter in 2025, which slowed down operational technology and cyber security planning for the utility. City Light now has both a new CTO and a technology roadmap. But there are many future initiatives that will still be in planning stages in 2027. The Panel hopes City Light can move quickly from planning to implementation, particularly with respect to grid transformation and customer-facing technologies to reduce or shift demand or integrate distributed energy resources. All of these technology challenges must be met amid the backdrop of increasing cybersecurity threats.

Conclusion

In conclusion, City Light is better positioned than many other utilities given its large hydro energy portfolio, its long-term investment in energy efficiency since the 1970s, and its progressive utility discount program for vulnerable customers. As a not-for-profit utility with a stable financial position, it can access the capital markets at more attractive borrowing costs than investor-owned utilities, resulting in lower rates for its customers. City Light's rate increases in 2025-2026 were at the low end of the range for peer utilities. And City Light's rates are lower than those in other large metropolitan areas. But the utility is playing "catch up" on technology and distribution infrastructure. While we would prefer a lower rate increase, we conclude that the proposed increases are necessary for the next two years.

When we looked into discretionary versus non-discretionary spending in the financial forecast, we learned that there was minimal discretionary spending. Most of the rate increase is driven by inflation (impacting wages, materials, and supply chain), Skagit relicensing, debt service, replacing aging infrastructure, catching up on technology, and acquiring new supply to growing power demand. In short, the rate increase is needed for City Light to maintain service reliability and comply with financial policies.

One other important topic we must raise is the importance of stable utility leadership. City Light has had three general managers since 2016, and the City will conduct a search for a fourth this fall. Changing the head of the utility every few years is very detrimental. It is unsettling for employees, delays key hires, and impedes strategic initiatives. At most other public power utilities, elected officials trust the utility leader to run the utility based on their industry experience and leadership acumen.

We urge the Mayor and Council to take a new approach to the City Light General Manager selection and confirmation process that supports attracting and retaining top talent. We recommend that the process be accelerated, efficient, and transparent, while maintaining appropriate confidentiality during recruitment. Stable leadership is needed to modernize City Light's system and implement critical technologies necessary for the future. Once a new General Manager is in place, continuity in leadership should be prioritized when performance is strong, to support the long-term execution of the utility's strategic objectives.

If helpful, the Panel would be willing to provide additional recommendations related to recruiting, hiring, and retaining the General Manager as part of its upcoming two-year work plan, beginning June 2026.

We thank the City Light team who have worked diligently together, and with us, during the past twenty-four months. They have done a stellar job given the challenges. And we thank the Council staff, Mayor’s office, and City Budget Office representatives for support of the City Light Review Panel.

We are available to answer any questions you may have about the recommendations in our letter.

Sincerely,

Members of the City Light Review Panel[2]

Leo Lam
Chair
Panel Position #4
Residential Customer Representative

Joel Paisner
Co-Chair
Panel Position #9
Suburban Franchise Representative

Bruce Flory
Panel Position #1
Economist

Louis Ernst
Panel Position #2
Financial Analyst

Kerry Meade
Panel Position #3
Non-Profit Energy Efficiency Advocate

Ryan Monson
Panel Position #5
Commercial Customer Representative

Toyin Olowu
Panel Position #6
Industrial Customer Representative

Oksana Savolyuk
Panel Position #7
Low Income Customer Representative

Cristina Sima
Panel Position #8
At-Large Customer Representative

[2] We sign this letter in our individual capacities, not as representatives of our employers.

Screen Reader Users: Make sure settings include reading strikethrough and underline font attributes.

Summary and Fiscal Note

1. Legislation Summary

Department: Seattle City Light

Title: A resolution relating to the City Light Department; adopting a 2027-2032 Strategic Plan for the City Light Department and endorsing the associated rate path.

Background: This resolution adopts City Light's 2027-2032 Strategic Plan. It also endorses the rate path required to generate the revenue to support the outcomes described in the strategic plan. This resolution was developed in coordination with proposed Seattle City Light rates legislation and will inform development of City Light's 2027-2028 proposed budget. The strategic plan and rate legislation propose the following average rate increases:

2027: 9.5 percent

2028: 9.5 percent

Summary Attachments: None

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2. Capital Improvement Program (CIP)

Does this legislation create, fund, or amend a CIP Project?

☐ Yes

☒ No

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3. Summary of Financial Implications

Does this legislation have financial impacts to the City?

☒ Yes

☐ No

Yes, the adoption of the Strategic Plan endorses the rate trajectory for 2027 and 2028, which reflects cost and revenue assumptions implicit in this rate forecast, which will inform future budget proposals and rate legislation.

3d. Other Financial Impacts

a. Does this legislation create any other financial impacts for The City of Seattle, such as direct or indirect costs, one-time or ongoing, that aren't mentioned above? If yes, please explain these impacts.

No.

b. If the legislation has costs that can be covered within the current budget, explain how. Does the department have extra resources in its budget to handle these costs? Or does the department need to shift resources away from other work to handle these costs?

This resolution supports a rate path which reflects cost and revenue assumptions which have informed the development of rates legislation and will inform Seattle City Light's 2027-2028 budget requests.

c. What financial costs or other impacts might happen if this legislation is not implemented?

No direct impacts.

d. How might this legislation affect other City departments besides the one that proposed it?

No direct impact to other City departments.

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4. Other Impacts

a. Does this legislation require a public hearing?

☐ Yes

☒ No

b. Does this legislation require a notice to be published in The Daily Journal of Commerce and/or The Seattle Times?

☐ Yes

☒ No

c. Does this legislation affect a piece of property?

No.

d. Race and Social Justice Initiative impacts:

1. How does this legislation affect vulnerable or historically disadvantaged communities? How did you come to this conclusion? Please consider both impacts within City government (like employees and internal programs) and in the broader community.

The 2027-2032 Strategic Plan was informed by a comprehensive, equity-centered engagement effort. Building on feedback from past engagement, City Light conducted community conversations across 20 language communities, balancing education on utility challenges with discussions on how the community would manage the tradeoffs. The feedback was that electricity is essential, and customers want to know we can meet our region's increasing demand for power. Conversations highlighted the need to balance this with affordability and environmental responsibility. These findings informed the focus areas, outcomes, and actions in this Strategic Plan.

2. Please attach any Racial Equity Toolkits or other racial equity analyses used to develop or assess this legislation.

This Strategic Plan was developed with deep community engagement in partnership with the Seattle Department of Neighborhoods (DON) to ensure equitable participation. We began by reviewing recent community feedback to identify key themes and gaps and developed an engagement approach focused on promoting dialogue, building trust and reducing harm. We integrated engagement internally across multiple planning efforts to increase efficiency while ensuring the insights gained would be shared across initiatives. A full summary of the 2027-2032 Strategic Plan Community Engagement is included in the Strategic Plan appendix.

3. What is the Language Access Plan for communicating with the public about this legislation?

Seattle City Light will carry out all public-facing communication about this legislation in alignment with its Language Access Plan, including translation and interpretation for communities with limited English proficiency. We will allocate the necessary time and resources to ensure materials are accessible and culturally appropriate.

e. Climate change impacts:

1. **Emissions**: Will this legislation significantly increase or decrease carbon emissions? Attach any studies or materials that inform your answer.

Not directly, but the Strategic Plan does include programs in support of building and transportation electrification that should decrease carbon emissions.

2. **Resiliency**: Will this legislation make Seattle more or less able to adapt to climate change? If it reduces resiliency, explain what can be done to lessen the impact.

Not directly, but the Strategic Plan does include programs such as electrification and grid modernization that should positively impact climate resiliency.

f. If this legislation creates a new program or expands an existing one, what are the long-term, measurable goals? How will this legislation help achieve those goals? What methods will be used to track progress?

This legislation does not include any specific new initiative or programmatic expansion. However, it sets clear long-, mid- and short-term outcomes for each focus area with reports provided to City Light leadership at a regular cadence to track trends and build accountability.

g. Does this legislation create a non-utility CIP that involves shared funding with a non-City partner or organization?

No.

File #: Appt 03536, **Version:** 1

Appointment of T.J. Stutman as member, Seattle Planning Commission, for a term to April 15, 2028.

The Appointment Packet is provided as an attachment.

City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: *T. J. Stutman*

Board or Commission Name: *Seattle Planning Commission*

Position Title: *Member*

☒ **Appointment** ☐ **Reappointment** ***Term of Position:** *4/16/2025* to *4/15/2028*

☐ *Serving partial term (eligible for full terms thereafter)*

Appointing Authority: ☒ City Council ☐ Mayor ☐ Other: *Insert Appointing Authority*

City Council Confirmation Required? ☒ Yes ☐ No

Residential Neighborhood: *Haller Lake*

Appointee brief overview:
T. J. is principal analyst in the King County Executive Office under Executive Girmay Zahilay. His portfolio includes public transportation and tax policy; overseeing budget development and policy analysis for King County Metro's $4 billion biennial budget and providing policy analysis for the County's legislative agenda for tax reform and local revenue tools. In recent months he's provided recommendations to the Executive on decisions regarding Metro's long-term financial sustainability, and economic development partnerships with local governments. In his personal life, he is an active community member in North Seattle's Haller Lake neighborhood, volunteering for City Council election forums, and organizing neighbors to provide input on Sound Transit planning decisions (including the soon-to-open Pinehurst station) and on local land use decisions to support affordable housing.

Appointing Authority Signature:	**Appointing Authority Printed Name and Title:**
Date Signed: 06/01/2026	City Councilmember Eddie Lin, District 2 Land Use and Sustainability Committee Chair

**For most boards and commissions, the term begin and end date is fixed and tied to the position and not the appointment date.*

T.J. Stutman

[redacted]

[redacted], [redacted]

Summary of Qualifications

King County organizational leader, with 10+ years implementing Executive initiatives in collaboration with agency leadership in Metro Transit, Department of Executive Services, and County Council.

Public policy and economic analyst, experienced in governmental and academic environments. Experienced in applied quantitative and financial analysis via spreadsheet and statistical modeling.

Budget and finance professional, with experience developing and continuously improving budget processes in public-sector and non-profit environments.

Proficient in business intelligence (data warehousing and reporting in Oracle environments), with experience in developing business requirements and interfacing between business and IT teams.

Strong public-speaker and polished writer, with excellent collaboration and customer service skills, ability to build consensus, and self-direction.

Education

UW Extension Certificate: Business Intelligence: Building the Data Warehouse (2010)

Master of Public Administration, Evans School of Public Policy & Governance, University of Washington (2005)

Bachelor of Arts, Johnston Center for Integrative Studies, University of Redlands (2000)

Experience

Executive Analyst, King County Office of Performance, Strategy & Budget (2010 – Present)

Prepare, analyze, and monitor budgets for governmental agencies with biennial budgets up to $3.5 billion. Develop and audit complex financial models and prepare policy recommendations for County Executive Dow Constantine. Develop proposals and present to County Executive, King County Council, and Regional Transit Committee.

Policy Analyst, Human Services Policy Center, University of Washington (2006 - 2009)

Oversaw development of project tools, policy briefs, and research memos within education finance and human services. Supervised teams of research assistants and external consultants. Contributed to final project deliverables, including primary data analysis, report writing, and fact-checking.

Independent Contractor (2004 - 2010)

Provided data analysis and policy research for clients in government and health care industry, including Workforce Development Council of Seattle/King County, Community Health Plan of Washington, and WA Employment Security Department.

Seattle Goodwill (2001 - 2004)

Developed innovative workforce development program for disadvantaged populations, including mix of on-the-job and intensive classroom training. Developed and monitored outcome measures.

Seattle Planning Commission

16 Members: Pursuant to SMC 3.6, all members subject to City Council confirmation, with 3-year terms, except for position 16 which serves a one-year term and is a Get Engaged member.

- 7 City Council-appointed
- 8 Mayor-appointed
- 1 Other Appointing Authority-appointed: Seattle Planning Commission

Roster as of June 2026

Position Number	Position Title	Appointee Name	Term Begin Date	Term End Date	*Term Number	Appointed By
1	Member	McCaela Daffern	4/16/25	4/15/28	2	City Council
2	Member	Dhyana Quintanar Solares	4/16/25	4/15/28	2	Mayor
3	Member	Rebecca Brunn	4/16/25	4/15/28	1	City Council
4	Member	Kelabe Tewolde	4/16/25	4/15/28	2	Mayor
5	Member	T.J. Stutman	4/16/25	4/15/28	1	City Council
6	Member	Andrew L. Dannenberg	4/16/26	4/15/29	2	Mayor
7	Member	P Xiomara Alvarez	4/16/26	4/15/29	2	City Council
8	Member	Amir Ehsaei	4/16/26	4/15/29	1	Mayor
9	Member	Patrick W. Taylor	4/16/26	4/15/29	1	City Council
10	Member	Hailey P. Karcher	4/16/26	4/15/29	1	Mayor
11	Member	Cecelia Black	4/16/24	4/14/27	1	City Council
12	Member	Rose Lew Tsai-Le Whitson	4/16/24	4/15/27	2	Mayor
13	Member	Dylan Glosecki	4/16/24	4/15/27	1	City Council
14	Member	Nick Whipple	4/16/24	4/15/27	1	Mayor
15	Member	Dylan Stevenson	4/16/24	4/15/27	1	Commission
16	Get Engaged Member	Margaret Szeles	9/1/25	8/31/26	1	Mayor

Self-identified diversity chart

Appointing Authority	Male	Female	Transgender	Non-Binary	N/A	Asian	Black/ African American	American Indian/ Alaska Native	White/ non-Hispanic	Hispanic/ Latinx	Pacific Islander	Middle Eastern	Multi - racial	N/A
Mayor	4	4					1		4			1	2	
Council	3	4							6				1	
Other	1	0						1						
Total	8	8					1	1	10			1	3	

City Council districts represented

Council District	District 1	District 2	District 3	District 4	District 5	District 6	District 7	N/A
Total	2	3	4	1	4	1	1	

*P is for partial initial term. Appointee is eligible for full terms thereafter.

600 Fourth Ave. 2nd Floor
Seattle, WA 98104

Legislation Text

File #: Appt 03537, **Version:** 1

Appointment of Amir Ehsaei as member, Seattle Planning Commission, for a term to April 15, 2029.

The Appointment Packet is provided as an attachment.

City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: *Amir Ehsaei*

Board or Commission Name: *Seattle Planning Commission*

Position Title: *Member*

☒ **Appointment** ☐ **Reappointment** ***Term of Position:** *4/16/2026* to *4/15/2029*

☐ *Serving partial term (eligible for full terms thereafter)*

Appointing Authority: ☐ City Council ☒ Mayor ☐ Other: *Insert Appointing Authority*

City Council Confirmation Required? ☒ Yes ☐ No

Residential Neighborhood: *Bitter Lake/Haller Lake*

Appointee brief overview:
Amir is a principal engineer with doctorate degrees in both civil and environmental engineering, with professional experience spanning infrastructure delivery, climate and decarbonization strategy, and large-scale capital projects across both the public and private sectors. He has worked across engineering, procurement, and implementation for long-lived infrastructure and building programs, where early planning decisions directly shape long-term affordability, emissions, mobility, and neighborhood outcomes. He is motivated to contribute his time, expertise and judgment in service of Seattle's long-range planning efforts at a moment when the city faces consequential decisions around growth, housing affordability, climate resilience, and public trust.

Appointing Authority Signature:	**Appointing Authority Printed Name and Title:**
Katie B Wilson **Date Signed: 6/4/26**	*Katie B. Wilson* Mayor of Seattle

**For most boards and commissions, the term begin and end date is fixed and tied to the position and not the appointment date.*

Zamin Consulting LLC
[redacted] | www.zaminconsulting.net [redacted] | tel:[redacted]

Principal Engineer: Amir Ehsaei, Ph.D., PE, ENV SP

Total Years of experience: 16

Education
PhD, Civil and Environmental Engineering, University of Louisville, KY, 2013

Master of Science, Road Management & Engineering, University of Birmingham, United Kingdom, 2010

Bachelor of Science, Civil Engineering, Ferdowsi University of Mashhad, Iran, 2009

Professional affiliations
American Society of Civil Engineers (ASCE)
World Business Council for Sustainable Development
Global Concrete & Cement Association
iMasons Climate Accord

Relevant Experience

2025-Present	**Founder and Principal, Zamin Consulting LLC** • Full-time embedded engagement with Meta supporting sustainability and infrastructure strategy across Reality Labs and global network investment (fiber), with cross-functional collaboration on data center programs. • Provide consulting and advisory services to hyperscalers, industry partners, and those active in the built environment on engineering, sustainability and decarbonization solutions, with focus on embodied carbon, low-carbon materials and equipment, and policy alignment. • Providing material and hardware decarbonization solutions to one of the worlds largest tech companies.
2023-2025	**Sr Sustainability Engineer - AWS** • Led a cross-hyperscaler initiative to decarbonize materials used in hardware and semiconductor components, including rare-earth elements, batteries, and printed circuit boards, collaborating with server design and product engineering teams to quantify embodied-carbon impacts of material substitutions and lower-carbon manufacturing within OEM supply chains. • Led the development of decarbonization pathways for high-impact commodities within server and racking manufacturing, including aluminum, copper, and rare-earth magnets, aligning supplier reporting with ISO 21930, PAS 2050, and EU Lot 9 requirements for electronics, hardware, and device components. • Led supply-chain engagement with Tier 1 and Tier 2 manufacturers to integrate low-carbon materials into products, procure carbon free energy, and drive recycled content requirements for long lead equipment. • Worked cross functionally with Civil, Architecture and Structural (CSA), and procurement teams on implementing sustainable and low carbon building materials such as steel, concrete, and aluminum into AWS data center shells globally. • Led a cross-functional team to deliver AWS's first-of-its-kind pilot program for two consecutive years, executing 22 pilots across building materials, long-lead equipment, and hardware in select data-center builds worldwide to evaluate performance, carbon reduction, and scalability. • Represented AWS in global industry collaborations including the iMasons Climate Accord, Global Cement and Concrete Association (GCCA), and World Business Council for Sustainable Development (WBCSD), advancing harmonize carbon accounting frameworks and accelerating adoption of low-carbon materials and hardware standards across the data-center industry.
2022-2023	**Sr Sustainability Program Manager - Amazon** • Served as the North America lead for Global Realty Development (GRD) Sustainability, developing embodied- and operational carbon standards for Amazon Operations facilities across North America, LATAM, and APAC regions. • Led two enterprise-wide initiatives to reduce operational carbon through building-envelope optimization, balancing operational and embodied emissions by refining insulation design to meet U.S. building, energy, and fire codes for Type II construction. Improved R-value performance and reduced embodied carbon of polyiso insulation, lowering total energy demand for facilities in ASHRAE climate zones 5 and above. • Directed the development of Amazon Operations' Standards Catalog, creating a portfolio of decarbonization options for lowering embodied carbon in core materials, including steel, concrete, and heavy timber. Partnered with procurement and design teams to qualify low-carbon alternatives that comply with local codes and integrate seamlessly into the existing supply chain, achieving over 20% reduction in whole-building emissions (Scopes 1- 3). • Standardized Amazon's approach to LEED certification and building-performance benchmarking to align with federal and state incentive programs, unlocking access to government subsidies, tax credits, and grants for sustainable construction across North America.

2018-2021	**Director of Sustainable Infrastructure - AECOM** • Working as the Director of Sustainable Infrastructure, led a cross-functional team, prioritized DEI and provided opportunities for growth through mentorship, set clear measurable goals and expectations for the team, gave frequent actionable feedback, while recognizing outstanding work and improving the team's retention rate. • Led multiple complex projects, like Neom in the KSA, Los Angeles Rams Training Facility in Los Angeles, and Salt Lake City Water Reclamation Plant, with focus on use of new and innovative approaches to minimize the impact of built infrastructure on the environment, energy and water reduction, using innovative cooling technologies, renewable power, and recycled water. • Performed planning and detailed design for the federal government and hyperscalers, while maintaining a high-level holistic view of the project and the environment. • Worked cross-functionally with electrical, mechanical, and energy engineers to develop installation energy and water plans for various Department of Defense clients, with an emphasis on resiliency, mission assurance and sustainability. • Other clients inclide: Amazon, County of San Mateo, City of Vancouver, State of Hawaii, Rivian, Google, and NEOM.
2013-2018	**Senior Civil Engineer - AECOM** • Task lead, project manager and people manager, with 5 direct reports, managing on-call contracts (with up to $5M contract value), joint-ventures, and several projects. • Launched a green infrastructure technical practice group on AECOM's internal website, bringing likeminded professionals together and to foster collaboration, transfer of knowledge and cross selling skills. • Active involvement in business development, and served as a subject matter expert for water, green infrastructure, utility infrastructure and worked on projects, like the Resilient by Design competition to develop design ideas to future proof vulnerable communities across the San Francisco Bay Area and protect them from flooding, while improving accessibility. • Created typologies for sustainable infrastructure design (i.e. sustainable development guidelines and low carbon retrofits) to utilize these methodologies across different projects. Examples include developing a framework for equitable drinking water planning for Sacramento, and then applying the same framework for clients in Utah and Virginia. • Cross functional work with groups within AECOM and worked with energy, environmental, and transportation groups, including with electrical engineers to optimize joint trench routing for an underground transmission line, with architects to design rainwater harvesting on a suspended plaza over a subway line, with geotechnical engineers to design a submergible baseball field that could also act as a temporary flood water reservoir, and with federal planners to develop resilience strategies against power and water disruptions for military facilities. • Other clinets incide: NASA, Salt Lake City, Google, City of Los Angeles, San Francisco's Mayor's Office, Chicago Housing & Urban Development, Lennar, Caltrans, BART, Cities of Berkely, Oakland and San Francisco, developers in China and the Philippines.

SEATLE PLANNING COMMISSION

16 Members: Pursuant to SMC 3.6, all members subject to City Council confirmation, with 3-year terms, except for position 16 which serves a one-year term and is a Get Engaged member.

- 7 City Council-appointed
- 8 Mayor-appointed
- 1 Other Appointing Authority-appointed: Seattle Planning Commission

Roster as of June 2026

Position Number	Position Title	Appointee Name	Term Begin Date	Term End Date	*Term Number	Appointed By
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16	Get Engaged Member	Margaret Szeles	9/1/25	8/31/26	1	Mayor

Self-identified diversity chart

Appointing Authority	Male	Female	Transgender	Non-Binary	N/A	Asian	Black/ African American	American Indian/ Alaska Native	White/ non-Hispanic	Hispanic/ Latinx	Pacific Islander	Middle Eastern	Multi - racial	N/A
Mayor	4	4					1		4			1	2	
Council	3	4							6				1	
Other	1	0						1						
Total	8	8					1	1	10			1	3	

City Council districts represented

Council District	District 1	District 2	District 3	District 4	District 5	District 6	District 7	N/A
Total	2	3	4	1	4	1	1	

***P** is for partial initial term. Appointee is eligible for full terms thereafter.

600 Fourth Ave. 2nd Floor
Seattle, WA 98104

SEATTLE CITY COUNCIL

Legislation Text

File #: Appt 03538, **Version:** 1

Appointment of Hailey P. Karcher as member, Seattle Planning Commission, for a term to April 15, 2029.

The Appointment packet is provided as an attachment.

City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: *Hailey P. Karcher*

Board or Commission Name: *Seattle Planning Commission*

Position Title: *Member*

☒ **Appointment** ☐ **Reappointment** ***Term of Position:** *4/16/2026* to *4/15/2029*

☐ *Serving partial term (eligible for full terms thereafter)*

Appointing Authority: ☐ City Council ☒ Mayor ☐ Other: *Insert Appointing Authority*

City Council Confirmation Required? ☒ Yes ☐ No

Residential Neighborhood: *Columbia City*

Appointee brief overview:
Hailey is an enrollment and planning policy analyst for Seattle Public Schools. She is a policy researcher and former public-school teacher dedicated to building more just, community-centered public systems. She specializes in equity-driven housing and education policy that redistributes power, combats displacement, and expands opportunities for working-class families. Her Ph.D. in education policy focused on the racialized nature of Seattle's zoning policies and their intersection with schools. She is excited by the opportunity to use her experience to better the lives of Seattle residents by advancing housing affordability and access to transit.

Appointing Authority Signature:	**Appointing Authority Printed Name and Title:**
Katie B Wilson **Date Signed: 6/4/26**	*Katie B. Wilson* Mayor of Seattle

**For most boards and commissions, the term begin and end date is fixed and tied to the position and not the appointment date.*

HAILEY P. KARCHER, Ph.D.

[redacted] – [redacted] – [redacted] – [redacted]

Policy researcher and former public-school teacher dedicated to building more just, community-centered public systems. Specializes in equity-driven housing and education policy that redistributes power, combats displacement, and expands opportunities for working-class families.

EDUCATION

University of Washington College of Education **Seattle, WA**

- *Ph.D.* in Education Policy, Organizations, and Leadership **2024**
    - Dissertation: *Creating communities amid crisis: Racial capitalism, school gentrification, and resistance in Seattle*
- *Master of Education* in Social & Cultural Foundations **2020**
    - Graduate Certificate: Education, Equity, and Society
    - Thesis: *Choosing to desegregate: The role of school choice in Seattle's desegregation efforts*

Northwestern University **Evanston, IL, 2014**

- *Bachelor of Arts,* American Studies and Legal Studies, *magna cum laude,* Phi Beta Kappa

PROFESSIONAL EXPERIENCE

Seattle Public Schools, *Enrollment and Planning Policy Analyst* **Seattle, May 2024-present**

- Build and managenew district inter-agency and city cross-agencypartnerships to align policy priorities on affordable housing and school-communities.
- Spearhead development of affordable housing policy as a key driver of school enrollment, establishing the district's leadership in recognizing housing stability as an educational equity issue.
- Serve as a policy advisor to school principals, providing clear guidance on enrollment projections and supporting effective, equity-centered messaging to school-communities.
- Led a first-of-its-kind research study on districtwide enrollment decline, producing data-driven insights that directly informed strategic planning and long-term policy development. Delivered findings to state legislature.
- Work directly with families to resolve complex enrollment issues, ensuring transparent and equitable solutions.

University of Washington, College of Education, *Ph.D. Student* **Seattle, Jun. 2020-Jul. 2024**

- Conducted dissertation research examining how Seattle's housing policies and redevelopment patterns reshape school–community relationships, with emphasis on racialized displacement and community power.
- Demonstrated expertise in metropolitan racial politics and public policy through successful completion of doctoral exams.
- Designed and executed pilot study on policymakers' and school leaders' perceptions of gentrification and schools.
- Completed advanced doctoral coursework in public policy, housing policy, critical geography, politics of metropolitan areas, mixed methods, and community-based participatory research.

University of Washington, Racial Equity and School Improvement, *Research Assistant* **Seattle, Sep. 2020-Apr. 2024**

- Evaluated organizational commitments to racial equity across 30+ multiple school improvement networks, identifying systemic barriers and proposing policy changes.
- Delivered findings and facilitated equity-centered learning to 50+ stakeholders, including Gates Foundation officers, organizational partners, and school leaders.
- Coordinated a multi-year research timeline for research team researchers to reach grant deliverables.
- Produced literature reviewstranslating racial equity research into actionable, practitioner-friendly toolssuch as guides, memos, and workshops focused on dismantling structural inequities in schools.

Puget Sound Educational Services District, *Ph.D. Community Partner Fellow* **Renton, Jul. 2021-Jun. 2023**

- Co-designed equity-centered professional learning with schools and non-profits to expand fair access to postsecondary pathways under the King County Promise initiative; partners reported increased capacity for policy implementation.
- Synthesized research on postsecondary access, racial inequities, and student supports to develop recommendations on data justice, equitable resource allocation, and culturally responsive intervention strategies.
- Negotiated contracts, scopes of work, and data-sharing agreements with an emphasis on ethical data use, public stewardship, and cross-sector collaboration.

University of Washington, School Improvement Finance, *Research Assistant* **Seattle, Apr.-Jun. 2020**

- Led development of practitioner-oriented and academic publication of results on local and state school finance policy
- Interviewed state officials and conducted case study analyses on school funding structures for school improvemen

HAILEY P. KARCHER, Ph.D.
[redacted] – [redacted] – [redacted] – [redacted]

University of Washington, College of Education, ***Research Assistant*** **Seattle, Apr.-Jun. 2020**
- Developed a department-requested analysis of the College of Education's graduate programs

University of Washington, Center for Educational Leadership, ***Research Assistant*** **Seattle, Jun.-Aug. 2019**
- Researched and composed practitioner-oriented literature review on social justice leadership in K-12 schools.

University of Washington College of Education **Jan. 2019-Jun. 2021**
***Course Instructor*, *Teaching Assistant*,** EDUC 472: Individuals, Groups, Organizations, & Institutions
***Teaching Assistant*,** EDUC 210: Education & the Good Life

Uncommon Schools, North Star Academy Charter School **Aug. 2014-Dec. 2017**
7th & 8th Grade English Teacher
Network Lead Curriculum Planner **May 2016-Jun. 2017**

SELECTED POLICY REPORTS AND RESEARCH ARTICLES

Karcher, H. (2025) How housing affects Seattle Public Schools enrollment. Enrollment Planning Research and Partnerships. https://www.seattleschools.org/wp-content/uploads/2025/06/Enrollment-Study_Housing_Memo.pdf

Karcher, H. & SPS Enrollment Planning team. (2025). Investigating enrollment patterns and family decision-making in Seattle Public Schools. Enrollment Planning Research and Partnerships. https://www.seattleschools.org/wp-content/uploads/2025/02/Enrollment-Decline-Study_ADA.pdf

Karcher, H. (2024, January). Not all student enrollment is created equal. South Seattle Emerald. https://southseattleemerald.org/voices/2024/01/09/opinion-not-all-student-enrollment-is-created-equal

Knight, D. S., **Karcher, H**., & Hoang, T. (2022). School finance equity through accountability? Exploring the role of federal oversight of school districts under the Every Student Succeeds Act. *Peabody Journal of Education*, *97*(4), 458-478.

Karcher, H. & Knight, D. S. (2020). State capacity and funding for school improvement under the Every Student Succeeds Act: Case studies of five states. *Journal of Education Human Resources*, *39*(4), 397-429.

Karcher, H., Chang, K., & Lu, J. (2019). Building organizational trust: Centering communities and using critical quantitative methodologies in the Road Map Project. [Policy report for the Bill and Melinda Gates Foundation].

SELECTED PRESENTATIONS

Karcher, H. (2024, March). Comprehensive Plan 101: What it is and what you can do about it. Invited talk with House Our Neighbors. Seattle, WA.

Fu, Naishin & **Karcher, H.** (2024, February). The school-housing connection. Invited talk with Southeast Seattle Education Coalition. Seattle, WA.

TECHNICAL SKILLS

ArcGIS, Atlas.ti, Dedoose, Google Platforms, RStudio, Advanced Excel, Spanish, SQL

OTHER WORK EXPERIENCE

- Fuse Washington Civic Voices Fellow | Seattle, Jul. 2020-Nov. 2020
- Independent Education Consultant | Seattle, Jun. 2019-present
- UW Robinson Center Summer Enrichment Teacher | Seattle, Summer 2019
- ATAC Tutoring Education Consultant | Seattle, Sep. 2018-Jun. 2019
- Jackson Hole Tutoring & College Counseling Tutor | WY, Jan.- Aug. 2018
- La Esperanza Center English Teacher | Granada, Nicaragua, Sep.-Oct. 2017

SEATLE PLANNING COMMISSION

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- 7 City Council-appointed
- 8 Mayor-appointed
- 1 Other Appointing Authority-appointed: Seattle Planning Commission

Roster as of June 2026

Position Number	Position Title	Appointee Name	Term Begin Date	Term End Date	*Term Number	Appointed By
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16	Get Engaged Member	Margaret Szeles	9/1/25	8/31/26	1	Mayor

Self-identified diversity chart

Appointing Authority	Male	Female	Transgender	Non-Binary	N/A	Asian	Black/ African American	American Indian/ Alaska Native	White/ non-Hispanic	Hispanic/ Latinx	Pacific Islander	Middle Eastern	Multi - racial	N/A
Mayor	4	4					1		4			1	2	
Council	3	4							6				1	
Other	1	0						1						
Total	8	8					1	1	10			1	3	

City Council districts represented

Council District	District 1	District 2	District 3	District 4	District 5	District 6	District 7	N/A
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SEATTLE CITY COUNCIL

Legislation Text

File #: Appt 03539, **Version:** 1

Appointment of Patrick W. Taylor as member, Seattle Planning Commission, for a term to April 15, 2029.

The Appointment Packet is provided as an attachment.

City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: *Patrick W. Taylor*

Board or Commission Name: *Seattle Planning Commission*

Position Title: *Member*

☒ **Appointment** ☐ **Reappointment** ***Term of Position:** *4/16/2026* to *4/15/2029*

☐ *Serving partial term (eligible for full terms thereafter)*

Appointing Authority: ☒ City Council ☐ Mayor ☐ Other: *Insert Appointing Authority*

City Council Confirmation Required? ☒ Yes ☐ No

Residential Neighborhood: *Othello*

Appointee brief overview:

Patrick is an architect working from concept design through construction on multifamily residential projects ranging from ADUs to eight story mid-rise building, including both congregate and family sized housing, and affordable and market rate projects. He originally studied environmental science and policy, returning to school to earn a Master of Architecture degree motivated by his passion for cities and for great design in the urban environment. Patrick has a strong commitment to community service as demonstrated through his participation in and leadership on the AIA Housing Action Committee and Comprehensive Plan Work Group; co-chairing the Seattle Bike Advisory Board, where I was co-chair; and involvement in other organizations including Othello Station Community Action Team, Build for Community, and Friends of Trees and Growing Gardens in Portland, OR. He is excited to bring this passion for policy and community to the planning commission.

Appointing Authority Signature:	**Appointing Authority Printed Name and Title:**
Date Signed: 06/01/2026	City Councilmember Eddie Lin, District 2 Land Use and Sustainability Committee Chair

**For most boards and commissions, the term begin and end date is fixed and tied to the position and not the appointment date.*

Patrick W. Taylor

[redacted] [redacted] [redacted]

ABOUT

Extensive experience in design, construction and project management. All phases from concept design through construction on ADU, single family, townhouse, and mid-rise projects. Responsible for project schedules, code/zoning research, drawing sets, coordinating consultants, and construction administration. Worked closely with clients, principles, other firm staff, consultants, and city officials. Permitting including BP, MUP, Design Review, and SIP.

SKILLS

DRAFTING: Revit | AutoCAD
GRAPHIC DESIGN: Adobe Illustrator | InDesign | Photoshop
3D MODELLING: Revit | Google Sketchup | Exposure to Rhino
RENDERING: Enscape Exposure
OFFICE UTILITY: Microsoft Office | Mac I-Works | Google Suite

EXPERIENCE

NEIMAN TABER | Project Manager/Associate
May 2016 - March 2019 and March 2020 - Present, Seattle, WA

VIA ARCHITECTURE | Project Designer
March 2019 - March 2020, Seattle, WA

S + H WORKS | Designer
June 2013 - April 2016, Seattle, WA

WORKS PARTNERSHIP ARCHITECTURE | Architecture Practicum Student
Spring 2012, Portland, OR

HOLST ARCHITECTURE | Architecture Practicum Student
Fall 2011, Portland, OR

MEMBERSHIPS

AMERICAN INSTITUTE OF ARCHITECTS | Associate
US GBC | LEED Green Associate

EDUCATION

MASTERS OF ARCHITECTURE | University of Oregon, 2013
BACHELORS OF SCIENCE | Environmental Science, Western Washington University, 2001

SERVICE

AIA COMPREHENSIVE PLAN WORK GROUP, Winter 2026 to Present, Co-Chair
AIA PUBLIC POLICY BOARD, Fall 2025 to Present, Member
AIA HOUSING ACTION COMMITTEE, Spring 2018 to 2026, Co-Chair
THE URBANIST, Fall 2017 to Fall 2024, Board Member, Board VP, and Occasional Writer
SEATTLE BIKE ADVISORY BOARD, September 2018 to 2022, Co-Chair
FRIENDS OF TREES, 2003 to 2013. Volunteer Crew Leader, Natural Areas Program
GROWING GARDENS, 2002 - 2013. Volunteer Crew Leader, Garden Installation Program
MAZAMAS, 2005 to 2013. Basic Climbing Education Program Assistant

SEATLE PLANNING COMMISSION

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City Council districts represented

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Legislation Text

File #: Appt 03540, **Version:** 1

Reappointment of P Xiomara Alvarez as member, Seattle Planning Commission, for a term to April 15, 2029.

The Appointment Packet is provided as an attachment.

City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: *P Xiomara Alvarez*

Board or Commission Name: *Seattle Planning Commission*

Position Title: *Member*

☐ **Appointment** ☒ **Reappointment** ***Term of Position:** *4/16/2026* to *4/15/2029*

☐ *Serving partial term (eligible for full terms thereafter)*

Appointing Authority: ☒ City Council ☐ Mayor ☐ Other: *Insert Appointing Authority*

City Council Confirmation Required? ☒ Yes ☐ No

Residential Neighborhood: *Highland Park*

Re Appointee brief overview:

P Xiomara (Xio) Alvarez is a designer at LMN Architects in downtown Seattle, where she works on projects that bridge between planning and architecture. In addition to project work, she co-leads the firm's resilience research group. She is interested in leveraging quantitative data about climate, geography, and the built environment with qualitative experiences and stories of neighborhoods and places to tell more complicated and nuanced stories about what it means to adapt to change. An innovative and collaborative designer, she is interested in finding resilient and sustainable ways for people to live together. She approaches her projects with an emphasis on engagement and excels at creating accessible spaces for technical and non-technical stakeholders to talk about complex problems. She is particularly passionate about youth involvement in city design processes. As one of many young transplants to Seattle, Xio has firsthand experience in how affordability and housing instability continue to shape people's lives in the city.

Appointing Authority Signature:	**Appointing Authority Printed Name and Title:**
Date Signed: 06/01/2026	City Councilmember Eddie Lin, District 2 Land Use and Sustainability Committee Chair

**For most boards and commissions, the term begin and end date is fixed and tied to the position and not the appointment date.*

P XIOMARA ALVAREZ
[redacted] || [redacted]

EXPERIENCE

LMN ARCHITECTS
Design Staff || Seattle, WA *November 2021 – Present*

- Responsible for design and documentation of urban-oriented architectural projects and pursuits ranging from master planning services to highway lids and infrastructure buildings.
- Co-founded and lead internal research group on resilience in architecture and urban systems, produced internal tools and reporting on resilience potential and achievement of firm projects.

CITY OF BOSTON – ENVIRONMENT DEPARTMENT
Rappaport Public Policy Fellow || Boston, MA *June 2020 – August 2020*

- Developed department standards for equitable community engagement in implementation of resilience plans to increase equity in processes both during and post-pandemic.
- Secured $300k in grant funding for the city's first-ever Heat Resilience Planning Study; scope centered environmental justice neighborhoods and capacity building of community organizations.

SOCRATA, INC
Program Manager || Seattle, WA *July 2015 – July 2017*

- Managed large-scale implementations of data and performance programs across multi-department (3+) teams of state and local government, primarily in the American West.
- Worked with governments to define data policies, including development of data platforms, creation of data processing and publishing services, and long-term management plans.

EDUCATION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY *June 2021*
Master of Architecture & Masters in City Planning
Alpha Rho Chi Medal Recipient || NOMAS, Students of Color Committee

UNIVERSITY OF CALIFORNIA AT BERKELEY – College of Environmental Design *May 2015*
B. A. Urban Studies || Minors in Architectural History, Geospatial Information Technology
Suma Cum Laude, Dean's List, Phi Beta Kappa

RESEARCH

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
Research Assistant – LCAU: Malden River Works || Cambridge, MA *September 2019 – May 2020*

- Developed surveys, maps, and drawings to understand existing conditions and community interests around the development of a resilient post-industrial waterfront
- Supported the convening of a 12-person community advisory board in addition to in-person and virtual public meetings with over 100+ residents in attendance of diverse backgrounds

Research Assistant – Urban Risk Lab || Cambridge, MA *January 2019 – May 2019*

- Responsible for managing databases and series of visualizations based on the American Communities Survey data and natural hazard data interrogating social vulnerability and risk
- Developed case studies around pre- and post- disaster housing development and preservation strategies across a variety of natural hazard types nationwide

SKILLS

METHODS: Participatory Action Research, Community Engagement, Visual Communication, Data Analysis (GIS, R, Python), Architectural Drawing and Representation (Rhino, Adobe, Revit)
INTERESTS: Environmental and Housing Justice, Climbing, Hiking, Roadside Geology, Backyard Naturalism, Science Fiction, Maps
LANGUAGES: English (native), Spanish (intermediate).

SEATLE PLANNING COMMISSION

16 Members: Pursuant to SMC 3.6, all members subject to City Council confirmation, with 3-year terms, except for position 16 which serves a one-year term and is a Get Engaged member.

- 7 City Council-appointed
- 8 Mayor-appointed
- 1 Other Appointing Authority-appointed: Seattle Planning Commission

Roster as of June 2026

Position Number	Position Title	Appointee Name	Term Begin Date	Term End Date	*Term Number	Appointed By
1	Member	McCaela Daffern	4/16/25	4/15/28	2	City Council
2	Member	Dhyana Quintanar Solares	4/16/25	4/15/28	2	Mayor
3	Member	Rebecca Brunn	4/16/25	4/15/28	1	City Council
4	Member	Kelabe Tewolde	4/16/25	4/15/28	2	Mayor
5	Member	T.J. Stutman	4/16/25	4/15/28	1	City Council
6	Member	Andrew L. Dannenberg	4/16/26	4/15/29	2	Mayor
7	Member	P Xiomara Alvarez	4/16/26	4/15/29	2	City Council
8	Member	Amir Ehsaei	4/16/26	4/15/29	1	Mayor
9	Member	Patrick W. Taylor	4/16/26	4/15/29	1	City Council
10	Member	Hailey P. Karcher	4/16/26	4/15/29	1	Mayor
11	Member	Cecelia Black	4/16/24	4/14/27	1	City Council
12	Member	Rose Lew Tsai-Le Whitson	4/16/24	4/15/27	2	Mayor
13	Member	Dylan Glosecki	4/16/24	4/15/27	1	City Council
14	Member	Nick Whipple	4/16/24	4/15/27	1	Mayor
15	Member	Dylan Stevenson	4/16/24	4/15/27	1	Commission
16	Get Engaged Member	Margaret Szeles	9/1/25	8/31/26	1	Mayor

Self-identified diversity chart

Appointing Authority	Male	Female	Transgender	Non-Binary	N/A	Asian	Black/ African American	American Indian/ Alaska Native	White/ non-Hispanic	Hispanic/ Latinx	Pacific Islander	Middle Eastern	Multi - racial	N/A
Mayor	4	4					1		4			1	2	
Council	3	4							6				1	
Other	1	0						1						
Total	8	8					1	1	10			1	3	

City Council districts represented

Council District	District 1	District 2	District 3	District 4	District 5	District 6	District 7	N/A
Total	2	3	4	1	4	1	1	

***P** is for partial initial term. Appointee is eligible for full terms thereafter.

SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor
Seattle, WA 98104

Legislation Text

File #: Appt 03541, **Version:** 1

Reappointment of Andrew L. Dannenberg as member, Seattle Planning Commission, for a term to April 15, 2029.

The Appointment Packet is provided as an attachment.

City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: *Andrew L. Dannenberg*

Board or Commission Name: *Seattle Planning Commission*

Position Title: *Member*

☐ **Appointment** ☒ **Reappointment** ***Term of Position:** *4/16/2026* to *4/15/2029*

☐ *Serving partial term (eligible for full terms thereafter)*

Appointing Authority: ☐ City Council ☒ Mayor ☐ Other: *Insert Appointing Authority*

City Council Confirmation Required? ☒ Yes ☐ No

Residential Neighborhood: *Laurelhurst*

Appointee brief overview: *Andy holds faculty appointments in urban planning and in public health at the University of Washington where he teaches courses on Public Health and the Built Environment and on Health Impact Assessments (HIA). He is currently semi-retired from a long and successful career in public health in both the public and academic sectors. He has published numerous papers related to community design, equity, transportation, land use, and housing and can help provide a scientific evidence base for proposed planning policies when appropriate. Dr. Dannenberg also has experience serving on volunteer boards and advisory committees including the Seattle Bicycle Advisory Board, the Health and Equity Subcommittee of the Autonomous Vehicles Working Group of the Washington State Transportation Commission and the Transportation and Public Health Committee (previously a subcommittee) of the Transportation Research Board in Washington DC.*

Appointing Authority Signature:	**Appointing Authority Printed Name and Title:**
Katie B Wilson **Date Signed: 6/4/26**	*Katie B. Wilson* Mayor of Seattle

**For most boards and commissions, the term begin and end date is fixed and tied to the position and not the appointment date.*

CURRICULUM VITAE
Andrew L. Dannenberg, M.D., M.P.H.

Contact Information
Email: [redacted]
Phone: [redacted]
Address: [redacted]

Education and Training

A.B. (Biology)	Swarthmore College, Swarthmore PA, 1974
M.D.	Stanford University School of Medicine, Stanford CA, 1979
M.P.H. (Epidemiology)	Johns Hopkins School of Hygiene and Public Health, Baltimore, 1983
Family Medicine Residency	Medical University of South Carolina, Charleston, SC, 1979-1982

Professional Experience

2010-present Affiliate Professor, Dept. of Environmental and Occupational Health Sciences, School of Public Health, and Dept. of Urban Design and Planning, College of Built Environments, University of Washington, Seattle

2015-present Program Director, University of Washington Master of Public Health and Master of Urban Planning Concurrent Degree Program (https://urbdp.be.uw.edu/programs/mup-graduate-degree/concurrent-degrees/)

2011-2013 Carter Consulting Inc., Consultant to Healthy Community Design Initiative, National Center for Environmental Health, Centers for Disease Control and Prevention, Atlanta

2011-2014 Consultant on health impact assessment for project "Identifying the critical elements of successful health impact assessments", conducted by Group Health Research Institute, Seattle, funded by Robert Wood Johnson Foundation

2001-2010 Team Lead, Healthy Community Design Initiative, and Associate Director for Science, Division of Emergency and Environmental Health Services, National Center for Environmental Health, Centers for Disease Control and Prevention, Atlanta. Conducted research and developed programs on healthy community design and on health impact assessment; responsible for scientific oversight of Division's environmental health activities that included cruise ship inspections and outbreaks, water and sanitation, emergency preparedness, lead poisoning and healthy homes, and refugee health.

1996-2001 Director, Division of Applied Public Health Training, Epidemiology Program Office, Centers for Disease Control and Prevention, Atlanta. Provided scientific and administrative leadership for major CDC public health training programs including Epidemic Intelligence Service, Preventive Medicine Residency, and Public Health Prevention Service; supervised 35 professional and support staff and oversaw annual budget of $17 million.

1989-1996 Assistant Professor, Departments of Health Policy and Management and of Epidemiology; Director, Preventive Medicine Residency Program; Member of Core Faculty of the Injury Prevention Center, Johns Hopkins University School of Hygiene and Public Health, Baltimore. Conducted research on injury prevention and provided leadership for Preventive Medicine Residency Program to train physicians for careers in public health.

1983-1989 Medical Epidemiologist, Epidemiology and Biometry Program, National Heart, Lung, and Blood Institute, National Institutes of Health, Bethesda MD. Conducted research on cardiovascular epidemiology and on HIV mortality.

1985-1989, 1996-2011. Active Duty, Medical Officer, U.S. Public Health Service Commissioned Corps. Final rank Captain (0-6), Retired

Medical Board Certification

1982-1989 Diplomate, American Board of Family Practice
1986- Diplomate, American Board of Preventive Medicine

Participation on External Committees, Advisory Panels, and Boards of Directors (selected)

1. Co-chair, Transit Cooperative Research Program, Project J-11, Task 43: Project panel on Analysis of public transportation health impacts and benefits, 2022 - present
2. Member, Transit Cooperative Research Program, Project J-11, Task 42: Project panel on Transportation services for people with disabilities and older adults during a pandemic and other emergencies, 2021 - present
3. Chair, Health and Equity Subcommittee, Autonomous Vehicle Work Group, Washington State Transportation Commission, 2019 – present, https://avworkgroupwa.org/
4. Member, Seattle Bicycle Advisory Board, Seattle, 2018-2022, https://www.seattle.gov/seattle-bicycle-advisory-board
5. Member, AME70 Standing Committee on Transportation and Public Health, Transportation Research Board, 2019 -present, http://www.trbhealth.org/
6. Member, Health and Transportation Subcommittee, Transportation Research Board, 2013-2019
7. Co-chair, Design and Health Leadership Group, American Institute of Architects, Washington DC, 2016-2019
8. Member, National Cooperative Highway Research Program, 20-112 Project panel on Research roadmap for public health and transportation, 2016-2019
9. Member, Task Force on Arterials and Public Health, Transportation Research Board, 2016-2018
10. Member, Steering Committee, Society of Practitioners of Health Impact Assessment, 2014-2017
11. Member, Sustainable and Healthy Communities Subcommittee, Board of Scientific Counselors, U.S. Environmental Protection Agency, Washington DC, 2014-2017
12. Member, Board of Directors, Walkable and Livable Communities Institute, Port Townsend WA, 2012-2017
13. Member, Board of Directors, Association of Collegiate Schools of Architecture, Washington DC, 2012-2015
14. Member, Board of Directors, PEDS pedestrian advocacy organization, Atlanta, 2003-2010.

Testimony

1. State and county level bills on mandatory use of bicycle safety helmets by children and by adults. Maryland State House Judiciary Committee, House Commerce and Government Matters Committee, and Senate Judicial Proceedings Committee; Annapolis MD; Montgomery County Council, Rockville MD; Howard County Council, Ellicott City MD, 1991-1994.

Honors and Awards

A.B. with Distinction, Swarthmore College, 1974
Phi Beta Kappa, Swarthmore College, 1974
Delta Omega, National Honorary Public Health Society, Johns Hopkins School of Public Health, 1983
U.S. Public Health Service Citation, 1989
Teaching Quality Award, Johns Hopkins School of Public Health Student Assembly, 1993
U.S. Public Health Service Unit Commendation, 1998
Public Health Leadership Institute, 1998-1999, selected to represent Epidemiology Program Office, CDC
U.S. Public Health Service Foreign Duty Award, for service in Bangladesh, 2000
CDC Group Honor Award for Volunteer Service, for serving as co-supervisor for Science of Fitness Event, National Science Olympiad, 2001
U.S. Public Health Service Outstanding Service Medal, 2002
National Center for Environmental Health Director's Award for leadership in developing the field of health and built environment, CDC, 2007

Memberships

American Public Health Association
American College of Preventive Medicine (Fellow)
American Association for the Advancement of Science
Society of Practitioners of Health Impact Assessment (https://hiasociety.org/)

Graduate Courses Taught

EnvH 538/UrbDP 538 "Public Health and Built Environment/Healthy Community Design", Dept. of Environmental and Occupational Health Sciences, School of Public Health, and Dept. of Urban Design and Planning, College of the Built Environments, University of Washington, Seattle. 2010 - present.

EnvH 536/UrbDP 536 "Health Impact Assessment", Dept. of Environmental and Occupational Health Sciences, School of Public Health, and Dept. of Urban Design and Planning, College of the Built Environments, University of Washington, Seattle. 2011 - present.

"Public Health and Built Environment", Dept. of Environmental and Occupational Health, Emory University School of Public Health, and Georgia Institute of Technology, Atlanta. 2007.

"Design and Evaluation of Injury Interventions", Dept. of Health Policy and Management, Johns Hopkins University School of Public Health, Baltimore. 1992 - 1997.

Publications

Books

Dannenberg AL, Frumkin H, Jackson RJ. *Making Healthy Places: Designing and Building for Health, Well-being, and Sustainability*. Washington DC: Island Press, 2011.

Botchwey N, Dannenberg AL, Frumkin H. *Making Healthy Places: Designing and Building for Well-being, Equity, and Sustainability*. 2nd edition. Washington DC: Island Press, 2022. https://islandpress.org/books/making-healthy-places-second-edition

Journal Articles and Chapters (selected from 125+ publications)

1. Dannenberg AL, Yashuk JC, Feldman RA. Gastrointestinal illness on passenger cruise ships, 1975-1978. *American Journal of Public Health*. 1982; 72:484-488. https://pubmed.ncbi.nlm.nih.gov/7065338/
2. Dannenberg AL. Use of epidemiology in medical specialties: an examination by citation analysis. *American Journal of Epidemiology*. 1985; 121:140-151.
3. Farmer ME, Locke BZ, Moscicki EK, Dannenberg AL, Larson DB, Radloff LS. Physical activity and depressive symptoms: the NHANES I Epidemiologic Follow-up Study. *American Journal of Epidemiology*. 1988; 128:1340-1351.
4. Dannenberg AL, Keller JB, Wilson PWF, Castelli WP. Leisure time physical activity in the Framingham Offspring Study: description, seasonal variation and risk factor correlates. *American Journal of Epidemiology.* 1989; 129:76-88.
5. Coté TR, Sacks JJ, Lambert-Huber DA, Dannenberg AL, Kresnow MJ, Lipsitz CM, Schmidt ER. Bicycle helmet use among Maryland children: effect of legislation and education. *Pediatrics*. 1992; 89:1216-1220.
6. Dannenberg AL, Coté TR, Kresnow MJ, Sacks JJ, Lipsitz CM, Schmidt ER. Bicycle helmet use by adults: the impact of companionship. *Public Health Reports*. 1993; 108:212-217.
7. Dannenberg AL, Vernick JS. A proposal for the mandatory inclusion of helmets with new children's bicycles. *American Journal of Public Health*. 1993; 83:644-646.
8. Dannenberg AL, Gielen AC, Beilenson PL, Wilson MH, Joffe A. Bicycle helmet laws and educational campaigns: an evaluation of strategies to increase children's helmet use. *American Journal of Public Health*. 1993; 83:667-674.
9. Gielen AC, Joffe A, Dannenberg AL, Wilson MEH, Beilenson PL, DeBoer M. Psychosocial factors associated with the use of bicycle helmets among children in counties with and without helmet use laws. *Journal of Pediatrics*. 1994; 124:204-210.
10. Baker SP, Fowler C, Li G, Warner M, Dannenberg AL. Head injuries incurred by children and young adults during informal recreation. *American Journal of Public Health*. 1994; 84:649-652.
11. Dannenberg AL, Baker SP, Li G. Intentional and unintentional injuries in women: an overview. *Annals of Epidemiology*. 1994; 4:133-139.
12. Gielen AC, Dannenberg AL, Ashburn N, Kou J. Teaching safety: evaluation of a children's village in Maryland.

Injury Prevention. 1996; 2:26-31.

13. Dannenberg AL, McNeil JG, Brundage JF, Brookmeyer R. Suicide and HIV infection: mortality follow-up of 4147 HIV-seropositive military service applicants. *JAMA*. 1996; 276:1743-1746.
14. Dannenberg AL, Needle S, Mullady D, Kolodner KB. Predictors of injury among 1638 riders in a recreational long distance bicycle tour: Cycle Across Maryland. *American Journal of Sports Medicine*. 1996; 24:747-753.
15. Dannenberg AL, Fowler CJ. Evaluation of interventions to prevent injuries: an overview. *Injury Prevention*. 1998; 4:141-147.
16. Bales ME, Dannenberg AL, Brachman PS, Kaufmann AF, Klatsky PC, Ashford DA. Epidemiologic response to anthrax outbreaks: field investigations, 1950-2001. *Emerging Infectious Diseases*. 2002; 8:1163-1174.
17. Ashford DA, Kaiser RM, Bales ME, Shutt K, Patrawalla A, McShan A, Tappero JW, Perkins BA, Dannenberg AL. Planning against biological terrorism: lessons from outbreak investigations. *Emerging Infectious Diseases*. 2003; 9:515-519.
18. Carter SP, Carter SL, Dannenberg AL. Zoning out crime and improving community health in Sarasota, Florida: "Crime Prevention through Environmental Design". *American Journal of Public Health*. 2003; 93:1442-1445. https://doi.org/10.2105/AJPH.93.9.1442
19. Dannenberg AL, Jackson RJ, Frumkin H, Schieber RA, Pratt M, Kochtitzky C, Tilson HH. The impact of community design and land-use choices on public health: a scientific research agenda. *American Journal of Public Health*. 2003; 93:1500-1508. https://pubmed.ncbi.nlm.nih.gov/12948970/
20. Besser M, Dannenberg AL. Walking to public transit: steps to help meet physical activity recommendations. *American Journal of Preventive Medicine*. 2005; 29(4):273-280.
21. Dannenberg AL, Cramer TW, Gibson CJ. Assessing the walkability of the workplace: a new audit tool. *American Journal of Health Promotion*. 2005; 20(1):39-44.
22. Kile JC, Skowronski S, Miller MD, Reissman SG, Balaban V, Klomp RW, Reissman DB, Mainzer HM, Dannenberg AL. Impact of 2003 power outages on public health and emergency response. *Journal of Prehospital and Disaster Medicine*. 2005; 20(2):93-97.
23. Dannenberg AL, Bhatia R, Cole BL, Dora C, Fielding JE, Kraft K, McClymont-Peace D, Mindell J, Onyekere C, Roberts JA, Ross CL, Rutt CD, Scott-Samuel A, Tilson HH. Growing the field of health impact assessment in the United States: an agenda for research and practice. *American Journal of Public Health*. 2006; 96(2):262-270.
24. Dannenberg AL, Bhatia R, Cole BL, Heaton SK, Feldman JD, Rutt CD. Use of health impact assessment in the U.S.: 27 case studies, 1999-2007. *American Journal of Preventive Medicine*. 2008; 34(3):241-256.
25. Watson M, Dannenberg AL. Investment in safe routes to school projects: public health benefits for the larger community. *Preventing Chronic Disease*. 2008; 5(3). www.cdc.gov/pcd/issues/2008/jul/07_0087.htm
26. Wendel AM, Dannenberg AL, Frumkin H. Designing and building healthy places for children. *International Journal of Environment and Health*. 2008; 2:338-355. https://doi.org/10.1504/IJEnvH.2008.020927
27. Younger M, Morrow-Almeida HR, Vindigni SM, Dannenberg AL. The built environment, climate change, and health: opportunities for co-benefits. *American Journal of Preventive Medicine*. 2008; 35(5):517-526. https://pubmed.ncbi.nlm.nih.gov/18929978/
28. Botchwey ND, Hobson SE, Dannenberg AL, Mumford KG, Contant CK, McMillan TE, Jackson RJ, Lopez R, Winkle C. A model built environment and public health course curriculum: training for an interdisciplinary workforce. *American Journal of Preventive Medicine*. 2009; 36(2 Suppl): S63-S71.
29. Pucher J, Buehler R, Bassett DR, Dannenberg AL. Walking and cycling to health: a comparative analysis of city, state, and international data. *American Journal of Public Health*. 2010; 100:1986-1992.
30. Ross CL, Leone de Nie K, Dannenberg AL, Beck LF, Marcus MJ, Barringer J. Health impact assessment of the Atlanta BeltLine. *American Journal of Preventive Medicine*. 2012; 42(3):203-213. https://doi.org/10.1016/j.amepre.2011.10.019
31. Hebert KA, Wendel AM, Kennedy SK, Dannenberg AL. Health impact assessment: a comparison of 45 local, national, and international guidelines. *Environmental Impact Assessment Review*. 2012; 34:74-82.

32. Freeland AL, Banerjee SN, Dannenberg AL, Wendel AM. Walking associated with public transit: moving toward increased physical activity in the United States. *American Journal of Public Health*. 2013; 103(3):536-542.

33. Dannenberg AL, Wu P, Frumkin H. The role of physicians in promoting healthier built environments. *American Journal of Preventive Medicine*. 2013; 44(6): e67-e69. https://doi.org/10.1016/j.amepre.2013.01.025

34. Jackson RJ, Dannenberg AL, Frumkin H. Health and the built environment: 10 years after. (Commentary). *American Journal of Public Health*. 2013; 103(9):1542-1544.

35. Haigh F, Baum F, Dannenberg AL, Harris MF, Harris-Roxas B, Keleher H, Kemp L, Morgan R, Chok HN, Spickett J, Harris E. The effectiveness of health impact assessment in influencing decision-making in Australia and New Zealand 2005-2009. *BMC Public Health*. 2013; 13:1188. http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3878483/pdf/1471-2458-13-1188.pdf

36. Dannenberg AL, Wernham A. Health impact assessment in the USA. Chapter 23 in: John Kemm, editor. *Health Impact Assessment: Past Achievement, Current Understanding, and Future Progress*. Oxford UK: Oxford University Press, 2013.

37. Dannenberg AL, Ricklin A, Ross CL, Schwartz M, West J, White S, Wier ML. Use of health impact assessment for transportation planning: importance of transportation agency involvement in the process. *Transportation Research Record*. 2014; 2452:71-80. https://journals.sagepub.com/doi/pdf/10.3141/2452-09

38. Pollack KM, Dannenberg AL, Botchwey ND, Stone CL, Seto E. Developing a model curriculum for a university course in health impact assessment in the USA. *Impact Assessment and Project Appraisal*. 2015; 33(1):80-85. http://dx.doi.org/10.1080/14615517.2014.960213

39. Bourcier E, Charbonneau D, Cahill C, Dannenberg AL. An evaluation of health impact assessments in the United States, 2011-2014. *Preventing Chronic Disease*. 2015; 12:140376. http://dx.doi.org/10.5888/pcd12.140376

40. Haigh F, Harris E, Harris-Roxas B, Baum F, Dannenberg AL, Harris MF, Keleher H, Kemp L, Morgan R, Chok HN, Spickett J. What makes health impact assessments successful? Factors contributing to effectiveness in Australia and New Zealand. *BMC Public Health*. 2015; 15:1009. http://www.biomedcentral.com/content/pdf/s12889-015-2319-8.pdf

41. Dannenberg AL. Effectiveness of health impact assessments: a synthesis of data from five impact evaluation reports. *Preventing Chronic Disease*. 2015; 13:150559. http://dx.doi.org/10.5888/pcd13.150559.

42. Dannenberg AL, Sener IN. Why public health and transportation: setting the stage. *Transportation Research Board: TR News*. Sept-Oct 2015; 299:4-8. http://www.trb.org/Publications/Blurbs/173417.aspx

43. Wier ML, Schwartz M, Dannenberg AL. Health impact assessment: considering health in transportation decision-making in the United States. *Transportation Research Board: TR News*. Sept-Oct 2015; 299:11-16. http://www.trb.org/Publications/Blurbs/173417.aspx

44. Wing JJ, August E, Adar SD, Dannenberg AL, Hajat A, Sanchez B, Stein JH, Tattersall MC, Diez Roux AV. Change in neighborhood characteristics and change in coronary artery calcium: a longitudinal investigation in the MESA (Multi-Ethnic Study of Atherosclerosis) cohort. *Circulation*. 2016; 134:504-513.

45. Dannenberg AL. A brief history of health impact assessment in the United States. *Chronicles of Health Impact Assessments*. 2016; 1(1). https://journals.iupui.edu/index.php/chia/article/view/21348

46. Giles-Corti B, Moudon AV, Reis R, Turrell G, Dannenberg AL, Badland H, Foster S, Lowe M, Sallis JF, Stevenson M, Owen N. City planning and population health: a global challenge. *Lancet*. 2016; 388(10062):2912-2924. http://dx.doi.org/10.1016/S0140-6736(16)30066-6.

47. McAndrews C, Pollack KM, Berrigan D, Dannenberg AL, Christopher EJ. Understanding and improving arterial roads to support public health and transportation goals. *American Journal of Public Health*. 2017; 107(8):1278-1282. https://pubmed.ncbi.nlm.nih.gov/28640685/

48. Dannenberg AL, Kraft K, Alvanides S. Tools and practices for understanding and promoting walking and walkability. Editorial. *Journal of Transport and Health*. 2017; 5:1-4.

49. Gase LN, DeFosset AR, Gakh M, Harris C, Weisman SR, Dannenberg AL. Review of education-focused health impact assessments conducted in the United States. *Journal of School Health*. 2017; 87(12):911-922.

50. Hom E, Dannenberg AL, Farquhar S, Thornhill L. A systematic review of health impact assessments in the criminal justice system. *American Journal of Criminal Justice*. 2017; 42(4):883–908. https://link.springer.com/article/10.1007/s12103-017-9391-9

51. Cowling K, Lindberg R, Dannenberg AL, Neff RA, Pollack K. Review of health impact assessments informing agriculture, food, and nutrition policies, programs, and projects in the United States. *Journal of Agriculture, Food Systems, and Community Development*. 2017; 7(3):139-157. https://foodsystemsjournal.org/index.php/fsj/article/view/493

52. Huang C, Dannenberg AL, Haaland W, Mendoza JA. Changes in self-efficacy and outcome expectations from child participation in bicycle trains for commuting to and from school. *Health Education and Behavior*. 2018; 1090198118769346. https://doi.org/10.1177/1090198118769346

53. Gase LN, Dannenberg AL, Whitehead S. Healthy Communities. Chapter 19 in: Knechtges PL, Kearney GD, Resnick BA, editors. *Environmental Public Health: The Practitioner's Guide*. Washington DC: American Public Health Association. 2018.

54. Dannenberg AL, Burpee H. Architecture for health is not just for healthcare architects. Guest editorial. *Health Environments Research and Design Journal*. 2018; 11(2):1-5. http://journals.sagepub.com/doi/full/10.1177/1937586718772955

55. Nkyekyer EW, Dannenberg AL. Use and effectiveness of health impact assessment in the energy and natural resources sector in the United States, 2007–2016. *Impact Assessment and Project Appraisal*. 2019. 37(1): 17-32. https://doi.org/10.1080/14615517.2018.1519221

56. Dannenberg AL, Frumkin H, Hess JJ, Ebi KL. Managed retreat as a strategy for climate change adaptation in small communities: public health implications. *Climatic Change*. 2019; 153(1), 1-14. https://doi.org/10.1007/s10584-019-02382-0

57. Dannenberg AL, Rogerson B, Rudolph L. Optimizing the health benefits of climate change policies using health impact assessment. *Journal of Public Health Policy*. 2019; 41:139-154. http://doi.org/10.1057/s41271-019-00189-y

58. Le VT, Dannenberg AL. Moving towards physical activity targets by walking to transit: National Household Transportation Survey, 2001-2017. *American Journal of Preventive Medicine*. 2020; 59(3):e115−e123. http://doi.org/10.1016/j.amepre.2020.02.023

59. Packer JM, Belvedere LM, Dannenberg AL, Barnes MD. Review of health impact assessments informing alcohol, tobacco, and marijuana prevention and control policies. *Journal of Drug Abuse*. 2020, 6:3.2. https://drugabuse.imedpub.com/archive/ipjda-volume-6-issue-3-year-2020.html

60. Bever E, Arnold KT, Lindberg R, Dannenberg AL, Morley R, Breysse J, Pollack Porter KM. Use of health impact assessments in the housing sector to promote health in the United States, 2002-2016. *Journal of Housing and the Built Environment*. 2021; 36:1277–1297. https://doi.org/10.1007/s10901-020-09795-9

61. Dannenberg AL, Rodriguez DA, Sandt LS. Advancing research in transportation and public health: a selection of twenty project ideas from a U.S. research roadmap. *Journal of Transport and Health*. 2021; 21:101021. https://doi.org/10.1016/j.jth.2021.101021

62. Hirono K, Dannenberg AL. Health impact assessment: a tool for promoting healthier communities. Invited chapter in *Maxcy-Rosenau-Last Public Health and Preventive Medicine*. 16th edition. Boulton M, editor. McGraw Hill Education. 2021.

63. Berrigan D, Dannenberg AL, Lee M, Rodgers K, Wojcik J, Wali B, Tribby CP, Buehler R, Sallis JF, Roberts JD, et al. The 2019 Conference on Health and Active Transportation: Research needs and opportunities. *International Journal of Environmental Research and Public Health*. 2021; 182:1842. https://doi.org/10.3390/ijerph182211842

64. Ashour LA, Dannenberg AL, Shen Q, Fang X, Wang Y. Paratransit services for people with disabilities in the Seattle region during the COVID-19 pandemic: Lessons for recovery planning. *Journal of Transport and Health*. 2021; 22:101115. https://doi.org/10.1016/j.jth.2021.101115

65. Wang Y, Shen Q, Ashour LA, Dannenberg AL. Ensuring equitable transportation for the disadvantaged: Paratransit usage by persons with disabilities during the COVID-19 pandemic. *Transportation Research: Part A*. 2022; 159:84–95. https://doi.org/10.1016/j.tra.2022.03.013

66. Cahen AJ, Dannenberg AL, Kraft MK. Municipal sidewalk inventories: A tool for equity and ADA compliance. Submitted for publication, 2022. https://dx.doi.org/10.2139/ssrn.4100935

67. Fatima S, Lee CH, Dannenberg AL. Equity issues associated with the widespread implementation of autonomous vehicles. Submitted for publication, 2023.

68. Rollings KA, Dannenberg AL, Frumkin H, Jackson RJ. Built environment and health: 20 years of progress. Commentary. Submitted for publication. 2023.

69. Osterhage DR, Acolin J, Fishman PA, Dannenberg AL. Economic impact on local businesses of road safety improvements in Seattle: Implications for Vision Zero projects. Submitted for publication, 2023.

Reports from EnvH/UrbDP536 Health Impact Assessment class projects, Univ. of Washington, 2012-2022
Primary instructor: Andrew Dannenberg

2022: King County Parks Empire Parcels Park project: not posted on web

2021: King County Parks Glendale Forest Park project: https://www.dropbox.com/s/t11w2smjez01bhn/Glendale%20Forest%20Park%20HIA%20Final%20Report%20UW%2010June2021.pdf?dl=0

2020: Seattle Interbay redevelopment project: http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/IndustrialMaritimeStrategy/Spring2020_InterbayHIA_Document.pdf

2019: City of Bellevue BelRed Neighborhood Subarea Plan: https://s3-us-west-2.amazonaws.com/uw-s3-cdn/wp-content/uploads/sites/136/2018/08/08214011/LCY_BNE-12_HIA.pdf

2018: Seattle Department of Transportation Rainier RapidRide project: https://www.seattle.gov/Documents/Departments/SDOT/TransitProgram/RapidRide/RainierRapidRide_HIA_final_7June2018.pdf

2017: Seattle Department of Transportation Georgetown Mobility Plan: https://www.seattle.gov/Documents/Departments/SDOT/TransportationPlanning/GeorgetownMobilityStudyHIA_FinalReport_June2017.pdf

2016: City of Anacortes South Commercial Avenue Corridor Plan: https://www.cityofanacortes.org/DocumentCenter/View/4671/South-Commercial-Ave-HIA-Final-Report-PDF?bidId=

2015: Seattle Department of Transportation Delridge Corridor Transportation Plan: https://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/DelridgeActionPlan/DelridgeActionPlanHealthImpactAssessment.pdf

2014: Pioneer Square Plan: http://allianceforpioneersquare.org/wp/wp-content/uploads/2014/07/Pioneer_Square_HIA_final_16June2014.pdf

2013: City of Tacoma South Downtown Subarea Plan: http://cms.cityoftacoma.org/planning/Dome-Brewery%20Subarea/HIA_SouthDowntown_Tacoma_Low%20(6-10-13).pdf

2012: Duwamish River Superfund Cleanup: http://deohs.washington.edu/sites/default/files/2012-07-25-Duwamish-HIA-Report.pdf

11 April 2023

Seattle Planning Commission

16 Members: Pursuant to SMC 3.6, all members subject to City Council confirmation, with 3-year terms, except for position 16 which serves a one-year term and is a Get Engaged member.

- 7 City Council-appointed
- 8 Mayor-appointed
- 1 Other Appointing Authority-appointed: Seattle Planning Commission

Roster as of June 2026

Position Number	Position Title	Appointee Name	Term Begin Date	Term End Date	*Term Number	Appointed By
1	Member	McCaela Daffern	4/16/25	4/15/28	2	City Council
2	Member	Dhyana Quintanar Solares	4/16/25	4/15/28	2	Mayor
3	Member	Rebecca Brunn	4/16/25	4/15/28	1	City Council
4	Member	Kelabe Tewolde	4/16/25	4/15/28	2	Mayor
5	Member	T.J. Stutman	4/16/25	4/15/28	1	City Council
6	Member	Andrew L. Dannenberg	4/16/26	4/15/29	2	Mayor
7	Member	P Xiomara Alvarez	4/16/26	4/15/29	2	City Council
8	Member	Amir Ehsaei	4/16/26	4/15/29	1	Mayor
9	Member	Patrick W. Taylor	4/16/26	4/15/29	1	City Council
10	Member	Hailey P. Karcher	4/16/26	4/15/29	1	Mayor
11	Member	Cecelia Black	4/16/24	4/14/27	1	City Council
12	Member	Rose Lew Tsai-Le Whitson	4/16/24	4/15/27	2	Mayor
13	Member	Dylan Glosecki	4/16/24	4/15/27	1	City Council
14	Member	Nick Whipple	4/16/24	4/15/27	1	Mayor
15	Member	Dylan Stevenson	4/16/24	4/15/27	1	Commission
16	Get Engaged Member	Margaret Szeles	9/1/25	8/31/26	1	Mayor

Self-identified diversity chart

Appointing Authority	Male	Female	Transgender	Non-Binary	N/A	Asian	Black/ African American	American Indian/ Alaska Native	White/ non-Hispanic	Hispanic/ Latinx	Pacific Islander	Middle Eastern	Multi - racial	N/A
Mayor	4	4					1		4			1	2	
Council	3	4							6				1	
Other	1	0						1						
Total	8	8					1	1	10			1	3	

City Council districts represented

Council District	District 1	District 2	District 3	District 4	District 5	District 6	District 7	N/A
Total	2	3	4	1	4	1	1	

*P is for partial initial term. Appointee is eligible for full terms thereafter.

File #: Res 32207, **Version:** 1

Screen Reader Users: Make sure settings include reading strikethrough and underline font attributes.

The City of Seattle

Resolution

A resolution adopting updated policies regarding the establishment and management of Parking and Business Improvement Areas for The City of Seattle; and superseding Resolution 31657.

Recitals:

Chapter 35.87A RCW authorizes the establishment of Parking and Business Improvement Areas, commonly referred to as business improvement areas or BIAs, to aid general economic development and neighborhood revitalization, and to facilitate cooperation of merchants, businesses, and residential property owners to assist trade, economic viability, and livability.

Parking and Business Improvement Area assessments can provide clean and safe services, marketing and promotion, business and economic development planning, appearance and pedestrian environment/urban design, advocacy, and organizational development/administration associated with the management of the BIA for the benefit of the area.

As of the date of this resolution, The City of Seattle has established, and currently administers, 11 BIAs, and may be petitioned to establish additional BIAs.

BIAs have been very beneficial to the areas in which they have been established.

The current policies do not define or describe the administrative requirements for different types of BIA processes such as modifications, re-establishment of existing BIAs/renewals, or boundary or rate changes. Therefore,

Be it resolved by the City Council of The City of Seattle, the Mayor concurring:

Section 1. Resolution 31657 is superseded, and the attached Citywide Business Improvement Area (BIA) Policies (Attachment 1) are adopted. In so doing, The City of Seattle reaffirms its support of the use of BIAs as effective tools for economic development and neighborhood revitalization.

Attachments:

Attachment 1 - Citywide Business Improvement Area Policies

Adopted by the City Council and signed in open session in authentication of its adoption on .

President of the City Council

Signed in concurrence on .

Katie B. Wilson, Mayor

Attested on .

Scheereen Dedman, City Clerk

Seal

Seattle Office of Economic Development

Introduction

Parking and Business Improvement Areas (BIAs) are special assessment areas that are established to "aid general economic development and neighborhood revitalization, and to facilitate the cooperation of merchants, businesses, and residential property owners which assists trade, economic viability, and liveability[*sic*]" (RCW 35.87A.010). Specifically, the mechanism for improvements is an assessment collected from property owners and/or business owners within defined boundaries. The funds collected are used to provide enhanced services and place management for the benefit of the businesses and properties being assessed.

The legal authority for the establishment and management of BIAs is set forth in the Revised Code of Washington (RCW), Chapter 35.87A. RCW Chapter 35.87A authorizes all counties, cities, and towns to establish a BIA and to levy and collect assessments on all businesses and multifamily residential or mixed-use projects that specially benefit from the BIA.

Purpose

The Citywide BIA Policies provide guidance for the City and for BIA proponents. The purpose of these BIA policies is to provide consistency, equity, and predictability in submission or consideration of proposals to establish, renew, modify or disestablish a BIA.

City of Seattle Policies Related to BIAs:

Policy 1. Establishment

Pursuant to RCW 35.87A, the City Council must approve establishing a BIA via ordinance. The Office of Economic Development (OED) will work closely with current and prospective BIAs as they develop and submit a proposal for approval. OED will coordinate City review of materials, draft legislation, and schedule the City Council review and approval process.

Typically, an exploration effort to establish a BIA is led by a community-based organization and/or a group of potential ratepayers/engaged community members. An existing BIA may seek changes to its ordinance in ways that require disestablishing the current BIA and establishing a new BIA. Changes to an existing BIA that require disestablishing the existing BIA and establishing a new BIA include:

a. Significant changes to the BIA boundary (See Policy 5 for more detail) and
b. Changes to services provided by the BIA (as categorized by RCW 35.87A.010.1)

Efforts to disestablish and reestablish a BIA shall follow the procedures outlined in Policy 14 (Disestablishment), Policy 1 (Establishment), and Exhibit A (BIA Checklist for Establishment).

The BIA or organizing group must prepare and submit a proposal following the process and requirements outlined in this policy document and the attached Exhibit A. Key requirements for an establishment proposal include:

a. A description of how each ratepayer classification will benefit from the services relative to the assessment and how assessments will be proportional in relation to benefit received across ratepayers in each classification,

b. Signed petitions in favor of formation,
c. A map of the proposed boundaries,
d. An assessment methodology,
e. Proposed uses of assessments and their cost,
f. A list of the potential rate payers,
g. Outreach details, and
h. An Interim BIA Advisory Board.

Policy 2: Modification

A BIA may choose to propose modifications to its ordinance for City Council approval. The City may modify an existing BIA in accordance with state law.

A modification is a change to one or more elements of an existing BIA that do not require using the establishment process described in Policy 1, including the following changes:

a. Extension or elimination of the sunset date,
b. Small changes to the BIA boundary (See Policy 5 for more details),
c. Changes to the assessment methodology or rates, and
d. Other programmatic or administrative amendments that are not addressed by RCW 35.87A.

Proposals to modify benefit zones within the BIA, a boundary expansion that is not adjacent to an existing boundary, or boundary modifications that affect an area that would produce an assessment value exceeding ten percent of the BIA's total assessment value, must be enacted using the establishment process as described in Policy 1 and Exhibit A.

Key requirements for a modification proposal include:

a. Proposed changes to the BIA ordinance,
b. An updated ratepayer list,
c. Outreach details to affected current or prospective rate payers,
d. Documentation of ratepayer support, and
e. Changes to BIA Advisory Board Composition or Members.

Attached Exhibit B provides more detail on the requirements, steps in the process, and a checklist of required materials for BIA modification proposals.

Policy 3. City Review of Proposals

The proponents of a BIA proposal shall complete the related checklist and submit the required BIA materials to the Office of Economic Development for a preliminary review of the Draft Proposal and a formal review of the Final Proposal (see Exhibit A: Establishing a BIA and Exhibit B: Modifying a BIA).

The City will consider establishing or modifying a BIA if presented with a proposal that has demonstrated support from different classifications of ratepayers within the boundary area, based on Policy 4. Support and Outreach. The City can help local stakeholders evaluate the proposal and to understand City policies and other best practices for BIAs. The City will provide information about the potential benefits and the process to establish a BIA to the best extent feasible.

BIAs are approved by the City Council, using the authority provided in State law (RCW 35.87A). The City will evaluate each BIA proposal individually for its adherence to State law, City policies and the administrative support it will need from the City. If a BIA proposal would, by nature of its size, structure and/or design, create an excessive administrative burden for the City, the City may require an adjustment to the proposal to reduce this burden.

The following section outlines the process by which a BIA submits a proposal for City approval.

City Review of Draft Proposal

To ensure BIA proposals meet City policies and State law before potential ratepayers are asked to support them, OED requires a preliminary review of the Draft Proposal. This step is intended to save time in the entire process and avoid any required rework after ratepayer outreach has been conducted. OED coordinates with other relevant City Departments and the Mayor's Office to review all elements of the proposal, including the materials that will be distributed to potential ratepayers, for compliance with City policies and State law. This process can take six weeks or longer depending on any questions or issues identified. The City may identify necessary changes to elements of the proposal. After OED confirms that the proposal is consistent with City policies, the proponents begin collecting documented support from ratepayers. OED will request updates on the status of outreach and support collected to prepare for the Final Proposal review and plan for the legislative process.

City Review of Final Proposal

Once the required support has been obtained, the Final Proposal materials are provided to OED. OED and City Finance will determine that the Final Proposal package is complete and begin the formal review by the Mayor and City Council. This includes petition validation when required, drafting formal resolutions for the Mayor's Office and City Council's review, referral to a Council Committee, scheduling and holding one or more public hearings when required or desired, a mailing of the proposed changes to affected ratepayers, a notice of public hearing when required, Committee recommendation, Full Council action, and referral to the Mayor for signature if the City Council approves the proposal. City staff will manage this process, but the BIA proponents should be prepared to attend Council Committee meetings, answer questions and provide additional information as needed.

Policy 4. Support and Outreach

The City will consider establishing a BIA when presented with a petition by those who represent more than 60 percent of the total assessment in the proposed BIA, or those representing the threshold established in RCW 35.87A.010, whichever is lower. The City will consider modifying existing BIAs when presented with documentation of outreach to affected ratepayers and recommends a BIA present documentation of support from those who represent 51 percent or more of the total assessment of the affected ratepayers.

If any single entity in support of the BIA represents more than 25 percent of the total assessment, the

City encourages BIA proponents to seek additional support from potential ratepayers, demonstrated by presenting a petition or documentation of support representing 65 percent or more of the total assessment in the proposed BIA. When this occurs, the City recommends that the BIA proponents notify all potential ratepayers in writing that they are seeking additional support because a single entity represents more than 25 percent of the total assessment.

The representatives of a proposed new, renewed, or modified BIA shall complete the checklist that corresponds to the request (see Exhibits A and B), all of which require a description of ratepayers, stakeholders and the outreach and notification conducted. All notification and outreach must be documented and tracked to demonstrate the numbers of ratepayers and stakeholders reached, the type of ratepayer, their classification, location in the area, etc.

The City recommends that all ratepayers receive notification of the BIA proposal from the BIA proponents either through email, mailing, individual meetings, or group meetings. Notification should occur when the proposal is final, or close to final, and should include clear contact information for comments and questions, a website address and physical location address if available where more information can be found, and the times, dates and locations of upcoming meetings organized by the BIA proponents as part of their outreach. At a minimum, one public forum should be held that includes information about the final BIA proposal. The BIA proponents should translate materials and provide interpretation as needed as well as consider other accessibility challenges for stakeholders.

When individual commercial or residential condominium owners are part of an Owner's Association that is the ratepayer of record, additional outreach materials should be made available to inform the individual owners about the proposed BIA. For example, postcards with the public forum information and website information could be delivered to each Owner's Association for distribution to its members, and proponents could present at an Owner's Association meeting, notifications could be posted in common areas of the owners' building, etc.

Policy 5. Boundaries

The boundaries of a BIA shall be drawn to represent all properties or businesses receiving direct benefits from the BIA. Public streets and alleys are typically the clearest way of demarcating boundary lines. The boundaries can specify if properties adjoining both sides of a street are included. If only the properties on one side of the street are included, the boundaries can be set at the midpoint of the street. A decision to put a boundary down the middle of the street must have a basis in benefits received. BIA boundaries may be non-contiguous.

Parcel boundaries can change over time and therefore should not be used to demarcate boundaries to the extent possible, particularly for BIAs with no sunset dates. Boundaries should not cut through an existing building. A boundary can include exempt properties that are intermixed with assessable properties. Properties exempt from assessment do not receive benefits or services.

For purposes of these policies, a proposal to modify a BIA boundary must be in accordance with Revised Code of Washington (RCW), Chapter 35.87A. A modification to an existing boundary may occur no more than once per year. Proposals to modify benefit zones within the BIA, a boundary expansion that is not adjacent to an existing boundary, or boundary modifications that affect an area that would produce an assessment value exceeding ten percent of the BIA's total assessment value, must be enacted using the establishment process as described in Policy 1 and Exhibit A. Proposals to change the boundary that affect an area that would produce an assessment value that is less than ten percent of the BIA's total assessment value may be enacted using the modification process as described in Policy 2 and Exhibit B.

All proposals shall include a map clearly illustrating the proposed BIA boundary. For a proposal to change an existing BIA's boundaries, two maps are required. Map 1 should show the **current** boundary of the BIA, as depicted in the original establishing ordinance, with a dotted line showing the proposed change. Each of the two areas needs to be identified: "Existing BIA Boundary" and "Proposed Boundary Change." Map 2 should show the **complete** boundary as it will be if the proposal is approved.

To evaluate proposed BIA boundaries, the City will consider whether:

a. The proposed BIA area is suitable for economic development and/or neighborhood revitalization,
b. The ratepayer classifications within the boundaries will receive benefits reasonably related to their assessments, and
c. The boundaries create an area that is feasible for the City to administer.

The proposal must provide an explanation of the reasoning behind the boundaries proposed. The City will use the analysis provided by the BIA proponents as well as information gathered from public forums, public hearings and discussions with potential ratepayers when evaluating a BIA Proposal.

A ratepayer could pay an assessment in multiple BIAs and properties or businesses could be assessed by more than one BIA. If a proposal for a new BIA or modified BIA boundary includes a property or business that is currently located within a different BIA, the proposal shall describe how this property or business will receive increased or different and distinct benefits from each BIA.

Policy 6. Organizational Structure and Management

As allowed under RCW 35.87A.110, the City has sole discretion as to how the revenue derived from the BIA is to be used within the scope of the purposes stated in the BIA ordinance. The City's policy is to create a BIA Advisory Board to oversee operations of the funds, approve an annual budget for use of BIA generated revenues and recommend a Program Manager. The City approves the Program Manager and will give preference to an organization operating primarily within the City and that is a local, non-profit organization able to manage funds and delivery of the services. The Program Manager administers the operations purchased by BIA-generated funds.

The City-approved BIA Advisory Board (Board) adopts bylaws and policy guidelines, provides advice to the Program Manager, consults with City staff, recommends an annual work program and budget, addresses ratepayer concerns and questions, reviews reports to be submitted to the City, and holds an annual ratepayers' meeting. The composition of the Board will be representative of the varying sizes, locations within the BIA, and classifications of ratepayers. The Board is typically comprised of a broad representation of ratepayers. The Board may also include business tenants (who are tenants of ratepayers) and representatives from multi-family residential buildings (where the homeowners association is the ratepayer) or other stakeholders or individuals that provide insights or expertise. The City encourages BIA proponents to include a recommendation about the size and composition of the Board as part of the overall proposal to establish or modify a BIA. No one ratepayer may hold a majority interest (51 percent) in the voting rights of the Board either through one or more Board members. The BIA Advisory Board and the Program Manager are distinct legal entities; however, the BIA Advisory Board can include members that also serve on the Program Manager's board.

The City Council, when establishing a new BIA by ordinance, may authorize the Director of OED to appoint a Board. Initially, an interim Board will be appointed based on recommendations solicited from ratepayers. An inaugural Board will be recommended by the appointed interim Board to the Director. The Director may include additional members on the Board to ensure a broad representation of ratepayers, as well as decline a nominee to the Board for cause.

The Board will create and maintain bylaws governing the Board. The bylaws are subject to the approval of a majority of the Board members present at a membership meeting. The bylaws shall be submitted to the City for approval. At a minimum, the bylaws will:

a. Establish the structure of the Board's meetings, how decisions will be made, and when a Board can go into executive session;
b. Include terms for Board membership and process for the changing of Board membership;
c. Specify the process for approving any amendments to the bylaws;
d. Describe the specific ratepayer comment, suggestions, and concerns process; and
e. Establish the process for approving the annual budget, program services, and recommendation for the Program Manager.

The Board is required to hold an annual ratepayers' meeting at which the Board shall present its work plan and budget for the next year (or other agreed-upon term with the City), and its recommendation regarding whether to continue with the current Program Manager. The work plan, budget, and recommendation regarding whether to continue with the current Program Manager shall be submitted to the City for review and approval.

All BIA Advisory Board meetings shall be subject to the Open Public Meetings Act. All ratepayers will have an opportunity to present their comments or concerns about Board actions and decisions to the Board for review and action. If they do not feel satisfied, they may then present their comments and concerns to the City.

Policy 7. BIA Programs and Services

The City intends to maintain the level of municipal services in areas where BIAs have been established and not supplant existing municipal services with those funded through BIA assessments. However, this policy does not limit the discretion of the City to determine whether, and at what level, municipal services will be provided as community needs, economic conditions, and other factors warrant.

Washington State law outlines a number of purposes for the use of BIA-generated funds (see RCW 35.87A.010(1). The work plan, programs and activities proposed by BIA proponents and Boards shall reflect the allowable purposes listed under RCW 35.87A.010(1). Below are general descriptions of programs and services for which BIA funds can be used. This list is meant to be illustrative and does not encompass every allowable service or program for which BIA funds may be used:

- *Clean & Safe Programs*: Services such as regular sidewalk cleaning, additional trash pickup, graffiti removal, etc. This may also include services to increase safety such as block watches, coordination and communication with local police officers, safety ambassadors, etc.

- *Marketing and Promotion*: Activities that draw attention to the district and its amenities.
    - Examples of these activities include business district brand development, joint marketing and advertising of local businesses, public events that attract visitors, etc.
- *Business and Economic Development*: Strategies to support local businesses to stay and grow in the district as well as attracting businesses that bring new customers or add to the mix of offerings. These activities can include retail studies, business networking events, business consulting services, and facilitating connections between new businesses and property owners, etc.
- *Public Realm Improvements and Planning*: To maximize the appearance and accessibility of the district to customers, residents and employees. These activities can range from beautification and decoration such as flower baskets and banners; to improvements or enhancements to landscaping, lighting and street furniture; to developing plans to improve accessibility and wayfinding in the area.
- *Organizational Development/Management/Staffing*: Such as an Executive Director, Marketing & Events Programs Director, Outreach and Community Engagement Coordinator, Business Attraction and Retention Coordinator, Clean & Safe Coordinator, etc. BIAs require some staffing, at minimum a Program Manager, that engages in a variety of activities from advocating for district needs to organizing community leaders to support the neighborhood.
- *Advocacy:* To address economic development and neighborhood revitalization issues within the BIA boundaries.
- *Other Services:* The services described above are not an exhaustive list. BIAs can provide a wide range of services and programs within those described in State law that benefit the ratepayers and district overall.

BIA funds may not be used for the following:

a. Contributions to, and/or endorsements of, candidates for elected public office,
b. Improvements to private property that do not benefit all ratepayers, or
c. Advocacy on issues that do not benefit the BIA as a whole.

The BIA proposal shall include a description of the proposed programs and services for which BIA revenues are to be used and how these activities will aid in economic development and neighborhood revitalization.

Policy 8. Assessments

The City will establish an assessment formula and rate that is reasonably related to the benefit that each ratepayer classification receives. As part of the application process, the BIA proponents shall propose an assessment methodology (including a proposed formula, rate and the data that will be used in the calculation). The proponents shall provide evidence and reasoning that describes how the assessment is reasonably related to the benefits received and a detailed description of the rationale for choosing the proposed methodology. Consideration will be given to existing assessment formulas and rates when a previously established BIA is proposed to be renewed or modified.

The City recommends that the assessment methodology include the procedures and schedule for updating data used in its calculations and accounts for increasing costs and other changes over time. This could include the application of an inflation factor, a regular process to update for new construction or other methods. Publicly available data that is independently verifiable is often a simpler and more accessible source of data to use in an assessment formula.

A ratepayer may voluntarily contribute an additional amount either directly to the City to be added to BIA funds collected or to the Program Manager of the BIA.

Some properties are not taxed, and King County records do not have a recorded taxable value. When taxable value is used in assessment formulas, an alternative basis should be considered that reasonably measures benefit to the property, such as using size/area of the property, linear or front footage of the property, an alternate valuation, or square footage of improvements to the property.

Policy 9. Ratepayers

A ratepayer classification is a specific category of ratepayers. As part of the application process, the proponents shall describe the proposed ratepayer classifications and how the classifications are reasonably related to benefits received.

BIA proponents may develop ratepayer classifications with different assessment formulas or rates. Different ratepayer classifications may receive different kinds of benefits from the BIA. As with all assessment formulas, the proponents must provide evidence and reasoning that describes how the assessment is reasonably related to benefits received. The BIA proposal shall include a description of the direct and indirect benefits received, the value of those benefits and the amount of assessments estimated for each ratepayer classification. Pursuant to RCW 35.87A.080, the City will consider whether there is a reasonable basis for the classification related to benefits received.

The federal government is generally exempt from assessment. However, other government entities located within a BIA can be assessable if they benefit from the BIA services, and they meet other qualifying conditions. As with all ratepayer classifications, the assessment of government entities should reflect the benefits they receive. The City, in consultation with the BIA proponents and the relevant governmental entity, will evaluate whether that entity qualifies to be assessed, the extent to which it benefits from BIA services, and, if appropriate, recommend an assessment level subject to final approval by the City Council.

When an existing BIA has a new ratepayer added during an assessment period, the City shall include this ratepayer in the most recent assessment billing cycle, as appropriate.

The City, through the Director of City Finance, will consider refund requests from ratepayers for billing or payment errors and be responsible for managing any assessment refunds. Refunds will be granted in accordance with the BIA's ordinance, considered for existing BIAs only, and limited retroactively up to a five-year time period including the current year.

Policy 10. BIA Assessment Periods

A BIA proposal may propose levying assessments for a specified number of years or propose a permanent assessment. The City requires a minimum five-year term length for any BIA, except that the City will consider an assessment period proposal for less than five years if the BIA is for a single purpose event or program. With limited exceptions, the City recommends new BIAs include a sunset date to occur within ten years of formation. While not required, sunset dates have helped build support for new BIAs and can provide a natural opportunity for the organization to re-evaluate and recalibrate over time. If the proponents believe that a sunset date is not appropriate for their specific effort, they must provide a detailed explanation to OED regarding any special circumstances that would warrant a permanent assessment period. Proponents should consult with OED before making a decision.

Policy 11. Formation Costs.

If expenses are incurred during an effort to form or renew a BIA, the proponents proposing the BIA formation or renewal are responsible for paying the expenses. If the BIA formation or renewal is successful, the BIA's Advisory Board can recommend to the City that BIA-generated funds reimburse reasonable, well-documented formation costs.

City departments, including the Office of Economic Development (OED) and the Department of Neighborhoods (DON), have grants that can fund exploration of the feasibility of a BIA and/or conducting the process to establish a BIA. These grants are not an indication of the City's opinion on the merits of the BIA proposal if it is proposed to the City.

Policy 12. City Department Support

The City of Seattle supports BIAs primarily through the Office of Economic Development (OED) and City Finance. The responsibilities for each Office or Department are outlined below, however, as needs and resources change, those responsibilities may be shifted as needed.

<u>OED will</u>:

a. Be the first point of contact for individuals or groups requesting assistance in exploring the feasibility of forming a BIA, developing a BIA proposal and submitting it to the City;
b. In consultation with City Finance, review and evaluate a BIA proposal (which includes the information required in the BIA Checklist – see Exhibit A, B and C);
c. Prepare a report for the City Council analyzing the proposal. The report will include analysis of:
    1) Consistency with the Citywide BIA policies;
    2) How the proposed programs and services that BIA revenues would be used for will aid economic development and/or neighborhood revitalization in the proposed area;
    3) If the proposed boundaries are a reasonable area for economic development and/or neighborhood revitalization;
    4) How the ratepayer classifications within the boundaries will receive special benefits reasonably related to their assessments; and
    5) If the boundaries create an area that is feasible for the City to administer.
d. Coordinate between City departments to ensure that BIA proposals and amendments have been thoroughly reviewed and analyzed by City staff;

e. Approve the BIA Advisory Board;
f. Support City Finance in approving annual contracts with the Program Manager and BIA budgets;
g. Organize periodic BIA meetings for BIA Program Managers and City staff;
h. Work with BIA Program Managers and Boards on solutions to challenges they face; and
i. Provide technical assistance to existing BIA Program Managers and Boards on using best practices and completing projects that strengthen the economic climate of the business district.

City Finance will be responsible for:
a. The BIA Notification and Petition Validation Process;
b. Billing and collection of assessments;
c. Customer service to ratepayers and BIA Program managers related to assessments;
d. Administration of all ratepayer accounts, administering contracts and reimbursements;
e. Attending meetings organized to bring BIA Program Managers and City staff together; and
f. with support from OED, City Finance is also responsible for packaging BIA legislation and approving annual BIA budgets.

The City Attorney's Office (Law) will:
a. Review and provide opinions to City staff on the legality of petitions, formulas, purposes, and boundaries presented by community groups interested in forming or expanding BIAs and
b. Review the proposed BIA legislation.

If legal issues arise, Law will not provide legal advice to the BIA Advisory Board, Program Managers or their consultants.

Policy 13: Reporting and Evaluation

Program Managers and the BIA Advisory Boards shall periodically evaluate their BIA's program and services and shall report their findings to OED and the City Council. The BIA Program Manager shall provide a report to the City when a request to modify or renew a BIA is proposed. BIAs established with a permanent assessment (without an expiration date), or with an assessment period that is longer than five years, shall submit an evaluation report to the City every five years if there are no requests to modify the BIA during that five-year period.

Performance standards and performance measurements shall be described in the proposal to establish, renew, or modify a BIA that will be used in future evaluations. This could include, but is not limited to, establishing baseline data and a plan to monitor measurable results, such as changes in property values, lease rates, occupancy rates, crime rates, and ratepayer satisfaction surveys.

Policy 14. Disestablishment

Washington State RCW 35.87A.180 provides for the disestablishment of a BIA. Each BIA ordinance will include a section with the process to disestablish the BIA.

If a BIA is disestablished, after all outstanding liabilities are settled, the City will, within a reasonable amount of time, dispose of assets as provided in RCW 35.87A.190, and the Director of City Finance may do so by one or more of the following actions:

a. In the event of a renewal, transfer remaining special assessment funds into the new BIA that was created to replace the disestablished BIA;
b. Provide for the expenditure of all or a portion of any remaining special assessment funds on services or improvements in the disestablished BIA area;
c. Provide a refund or credit of all or a portion of any remaining special assessment funds to those who have paid their assessments, in proportion to the amounts paid; or
d. If the above options have been completed and funds still remain, transfer any or all the remaining special assessment funds to the City's General Fund. Prior to determining the appropriate action, City Finance will seek input from the ratepayers.

Policy 15. Collections

When a ratepayer's account is unpaid, the City will take action to collect the assessment debt. Upon 90 days of an unpaid assessment, the City may refer the matter to a collection agency. In limited circumstances, the City may begin collection proceedings through the City Attorney's Office.

Glossary

Assessment: A BIA assessment is a fee that each ratepayer pays to support the programs funded by the BIA. The sum of all the individual assessments that ratepayers pay comprise the total yearly assessment of the BIA, and underwrite most, if not all, annual operating expenses. The total yearly assessment is unique to each BIA in Seattle.

Benefit Zone: The City defines benefit zones as identified areas within a BIA that have additional or unique assessments that pay for specific services. For example, many BIAs establish cleaning area zones in which ratepayers pay an additional assessment to receive more cleaning services than are provided to the rest of the BIA area.

BIA: "BIA" is an abbreviation of Business Improvement Area. A Business Improvement Area is a geographically defined area within the City of Seattle, in which services, activities, and programs are paid for through a special assessment which is charged to all eligible ratepayers within the area with the intention of reasonably distributing the benefits received and the costs incurred to provide the agreed-upon services, activities, and programs.

BIA Advisory Board: The BIA Advisory Board is initially established by the City to oversee operations and use of BIA generated revenues including recommending a Program Manager. The Board adopts bylaws and policy guidelines, provides advice to the Program Manager, consults with City staff, recommends an annual work program and budget, addresses ratepayer concerns and questions, reviews reports to be submitted to the City, and holds an annual ratepayers' meeting. The BIA Advisory Board and the Program Manager are distinct legal entities; however, the BIA Advisory Board can include members that also serve on the Program Manager's board.

BIA Notification and Petition Validation Process: Processes in which the City notifies potential ratepayers of the BIA proposal and validates the petitions signed in favor of a BIA proposal. The City's policy is to send a letter to all potential ratepayers to notify them that the BIA proposal has been submitted to the City. The City also validates all signed petitions that have been submitted by the party or parties requesting to establish the BIA.

BIA Petition: A petition is a document signed by intended ratepayers of a BIA to demonstrate their support for a proposal to establish a BIA. The petition contains at least (1) a description of the boundaries of the proposed area; (2) the proposed uses and projects to which the proposed special assessment revenues shall be put and the total estimated cost thereof; (3) the estimated rate of levy of special assessment with a proposed breakdown by class of business and multifamily residential or mixed-use project if such classification is to be used. Petitions are required for BIA establishment proposals and optional for BIA modification proposals.

BIA Proposal: For purposes of these policies and the attachments, BIA Proposal includes all the required information gathered and prepared to present to the City for establishment or modification of a BIA at each stage in those processes. The Draft BIA Proposal is the information prepared and presented to the City for review and approval prior to gathering documented support via petition or other process. The Final BIA Proposal is the information prepared and presented to the City after the required support has been gathered and documented.

Boundary Modification: The boundaries of an existing BIA can be modified resulting in an expansion, reduction or change to the BIA assessment area. See Policy 5 for more information.

Establishment of BIA: the creation of a new BIA as set forth in the Revised Code of Washington (RCW), Chapter 35.87A. See Policy 1 for more information.

Modification of BIA: A modification is a change to elements of an existing BIA that do not require a "establishment" as defined in Policy 1 and the glossary definition above. Modifications include changes in assessment rates per RCW 35.87A.140, certain changes to BIA boundaries and changes or additions to language within the ordinance. See Policy 2 for more information.

Program Manager: The organization that administers the operations of the BIA. The Program Manager is recommended by the BIA Advisory Board to the City. The BIA Advisory Board approves an annual budget for use of BIA generated funds in alignment with the BIA ordinance. The Program Manager administers the funds in accordance with the approved budget through direct expenditures and/or contracts with service providers. The BIA Advisory Board and the Program Manager are distinct legal entities; however, the BIA Advisory Board can include members that also serve on the Program Manager's board. The Program Manager's administration will comply with all applicable provisions of law, with all county and City resolutions and ordinances, and with all regulations lawfully imposed by the state auditor or other state agencies.

Ratepayer: Those individuals, organizations or entities that are assessed, i.e. those that receive an assessment bill from the City as a result of establishing the BIA. Individuals, organizations or entities that receive an increase in their lease rates or other contractual agreement with ratepayers as a result of the establishment of the BIA are not, for purposes of City policies, considered ratepayers.

Ratepayer Classification: Ratepayers that are grouped into a specific category either for purposes of applying a unique assessment rate or formula or for distinguishing a unique type or level of benefit.

Renewal of BIA: The "renewal" of a BIA is a term that has been commonly used by the City and BIAs to refer to proposals that will continue the operations of a BIA with a *sunset* date (a date when the BIA will terminate assessments and operations), either in its current or an updated form. A proposal to renew a BIA may require submitting a proposal to disestablish and reestablish a BIA or to modify a BIA, depending on the nature of the proposed changes. See Policies 1, 2, and 5 for more detail on which proposals to renew a BIA are required to submit using the "establishment" or "modification" process.

Stakeholder: Individuals, organizations or entities that are located in or have a direct interest in the boundaries of the district. They can be ratepayers or non-ratepayers. They may include, but not be limited to, property owners, businesses, residents, government agencies, nonprofit agencies and other institutions. For example, a district could have the presence of manufacturing businesses, retail and service businesses, a private school, nonprofit service providers, condo associations, residential property owners, commercial property owners, etc.

Summary and Fiscal Note

1. Legislation Summary

Department: Office of Economic Development

Title: A resolution adopting updated policies regarding the establishment and management of Parking and Business Improvement Areas for The City of Seattle; and superseding Resolution 31657.

Background: Business Improvement Areas (BIAs) are funding mechanisms that allow businesses, multifamily residential developments, and mixed-use developments located within the geographic boundaries of an area to pay a special assessment to fund certain enhanced services, programming, and management for the area. Local stakeholders oversee and fund the maintenance, improvement, and promotion of their commercial district. There are currently 11 established BIAs in Seattle. Procedures for establishing, amending, and operating a BIA are governed by Chapter 35.87A RCW. The City has its own non-binding BIA policies, most recently amended by Resolution 31567 in 2016, which provide more detailed guidance for existing and potential BIAs. This legislation updates the Citywide BIA Policies document (Attachment 1 to the resolution) by refining the policies for clarity and user-friendliness. The update also creates separate exhibits (attached to this Summary and Fiscal Note) outlining the process and requirements for review and approval of proposals to establish, modify, and renew a BIA, and adds details about the ongoing roles and responsibilities for the BIA, OED, and City Finance.

Notably, the updated BIA policies clarify that existing BIAs approaching their sunset dates, that have only minor changes, may “renew” the BIA by extending the sunset date through a less-burdensome modification process by ordinance. If the proposed changes go beyond the threshold for modification that are outlined in Chapter 35.87A RCW, then the BIA would have to disestablish the existing BIA and re-establish with a formal petition process and 60% approval among ratepayers. The policies explain when a BIA “renewal” requires either a modification of the BIA ordinance or dis-establishing and re-establishing the BIA. More specific policy changes include, but are not limited to:

- Policy 1: Establishment
    - Provides more detail and establishes specific requirements to establish a BIA.
- Policy 2: Modification
    - Provides more detail and establishes specific requirements to modify a BIA.
- Policy 3: City Review of Proposals
    - Provides more detail on the process to review and approve BIA proposals.
    - Strikes council request that OED and City Finance develop detailed BIA procedures regarding the process, time frame, and public hearing process for creating a BIA, which is implemented through this policy update and ongoing implementation.
- Policy 4: Support and Outreach

    - Establishes a threshold of requiring demonstration of outreach and recommends securing support to modify a BIA from property owners or businesses representing 51 percent or more of the total assessment within the BIA.
- Policy 5: Boundaries
    - Establishes that a boundary expansion area must be contiguous and may not exceed ten percent of the BIA's total assessment value if adopted through the modification process.
    - Adds requirements to provide maps of changes to the BIA boundary.
- Policy 6: Organizational Structure and Management
    - Establishes that the City has sole discretion as to how the revenue derived from the BIA is to be used within the scope of the purposes stated in the BIA ordinance.
    - Adds that the City will give preference to, rather than require, an organization that operates primarily within the city.
    - Adds that the City must approve the Program Manager.
    - Adds other stakeholders or individuals that provide insights or expertise as types BIA Board members that may be included.
    - Clarifies that the BIA Advisory Board and the Program Manager are distinct legal entities but that the BIA Advisory Board can include members that also serve on the Program Manager's board.
- Policy 7: BIA Programs and Services

    - Clarifies that the services described in this policy are not an exhaustive list.

- Policy 8: Assessments
    - Clarifies that the proposed formula must include the data that will be used in the calculation.
    - Adds that the City recommends the assessment methodology describe the procedures and schedule for updating the data used in its calculations.
- Policy 9: Ratepayers
    - Removes examples of BIA ratepayer classifications.
    - Clarifies that federal government properties are generally exempt from assessment and that the City, in consultation with BIA proponents and the relevant government entity, will evaluate whether that entity qualifies to be assessed, the extent to which it benefits from BIA-services, and, if appropriate, recommend an assessment level subject to final approval by the City Council.
    - Clarifies that the City Director of Finance, rather than the Department of Finance and Administrative Services (FAS), will consider refund requests.
- Policy 10: BIA Assessment Periods
    - Recommends new BIAs include a sunset date to occur within ten years of formation. If the proponents believe that a sunset date is not appropriate for their specific effort, they must provide a detailed explanation to OED regarding any special circumstances that would warrant a permanent assessment period.

- Policy 12: City Department Support
  - Clarifies that it is the Office of City Finance, rather than FAS, that will be responsible for:
    - The BIA Notification and Petition Validation Process;
    - Billing and collection of assessments;
    - Customer service to ratepayers and BIA Program managers related to assessments;
    - Administration of all ratepayer accounts, administering contracts and reimbursements;
    - Attending meetings organized to bring BIA Program Managers and City staff together; and
    - With support from OED, City Finance is also responsible for packaging BIA legislation and approving annual BIA budgets.
- Policy 13: Reporting and Evaluation
  - Adds that Program Managers and BIA Advisory boards shall report findings evaluating the BIAs program and services to OED and the City Council, rather than just the City Council.
- Policy 15: Collections
  - Increases from 60 to 90 days the length of time a ratepayer’s account may be unpaid before the City may refer the matter to a collection agency.
- Glossary:
  - Adds definitions for “BIA petition,” “BIA proposal,” “Boundary modification,” “establishment of a BIA,” and “modification of a BIA.”

Summary Attachments:

Summary Exhibit A –Business Improvement Area Proposal Checklist

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2. Capital Improvement Program (CIP)

Does this legislation create, fund, or amend a CIP Project?

☐ Yes

☒ No

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3. Summary of Financial Implications

Does this legislation have financial impacts to the City?

☐ Yes

☒ No

3d. Other Financial Impacts

a. Does this legislation create any other financial impacts for The City of Seattle, such as direct or indirect costs, one-time or ongoing, that aren't mentioned above? If yes, please explain these impacts.

The policy changes do not incur costs directly. They could result in BIAs forming, renewing and growing more quickly, which would have a related effect on City administrative costs for billing and collecting assessments. These costs will vary based on the specifics for each BIA, ranging from \$85k - \$170k (based on recent examples). In 2024, OED worked with CBO and City Finance to allocate a portion of City Finance's 2025-2026 budget to these costs, anticipating that the rate of BIAs would increase with our focused efforts.

b. If the legislation has costs that can be covered within the current budget, explain how. Does the department have extra resources in its budget to handle these costs? Or does the department need to shift resources away from other work to handle these costs?

Not applicable.

c. What financial costs or other impacts might happen if this legislation is not implemented?

Not applicable.

d. How might this legislation affect other City departments besides the one that proposed it?

This legislation does not directly affect any City departments. However, the amendments to Policy 9 may increase the likelihood a City department may be assessed by a BIA, if appropriate. Additionally, adopting these policies could instigate more establishments or modification of BIAs, which would impact FAS and OED. This additional work could be accommodated within existing staff capacity.

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4. Other Impacts

a. Does this legislation require a public hearing?

☒ Yes

☒ No

b. Does this legislation require a notice to be published in The Daily Journal of Commerce and/or The Seattle Times?

☐ Yes

☒ No

c. Does this legislation affect a piece of property?

No.

d. Race and Social Justice Initiative impacts:

1. How does this legislation affect vulnerable or historically disadvantaged communities? How did you come to this conclusion? Please consider both impacts within City government (like employees and internal programs) and in the broader community.

Of the 11 BIAs in Seattle, only one, Chinatown-ID BIA, is serving a business district with a high score on the City's Race and Social Equity and Displacement Risk index (aka "equity districts"). In 2024 OED launched an initiative to support BIA exploration in more equity districts. Five are currently working on them and one (Chinatown-ID BIA) is working on an expansion. This policy change is intended to reduce the burden on new BIA proposals and could facilitate the expansion effort.

2. Please attach any Racial Equity Toolkits or other racial equity analyses used to develop or assess this legislation.

3. What is the Language Access Plan for communicating with the public about this legislation?

e. Climate change impacts:

1. Emissions: Will this legislation significantly increase or decrease carbon emissions? Attach any studies or materials that inform your answer.

Not applicable.

2. Resiliency: Will this legislation make Seattle more or less able to adapt to climate change? If it reduces resiliency, explain what can be done to lessen the impact.

Not applicable.

f. If this legislation creates a new program or expands an existing one, what are the long-term, measurable goals? How will this legislation help achieve those goals? What methods will be used to track progress?

Not applicable.

g. Does this legislation create a non-utility CIP that involves shared funding with a non-City partner or organization?

No.

Citywide Business Improvement Area Proposal Checklists

Exhibit A: Establishing a BIA

Steps in the Process of Establishing a BIA

This section provides a summary of the steps to establish a BIA. Refer to the checklists following this section for more details of the information needed at each step.

1. **Understand the needs and interest in a given geographic area**

   The first step is connecting with local stakeholders to learn about their priority issues and interests. Typically, a BIA exploration effort is led by a community-based organization and/or a group of potential ratepayers/engaged community members who have experience with the community and have initially identified neighborhood priorities and decided to work on a proposal to provide services. It can also be helpful to talk to other BIAs to learn more about their formation and operations.

2. **Draft the Proposal**
   - See the Draft Proposal Checklist below for items needed.
   - Based on extensive community stakeholder outreach and engagement with OED, a potential district will collectively iterate and vet the elements of the BIA proposal.
   - Consult with OED during this process to help design a proposal that will meet City and State requirements.

3. **Obtain City Review of Draft Proposal**
   - Before sending the petition of support for signature to prospective ratepayers, provide the draft BIA proposal to OED using the Draft Proposal Checklist shown below.
   - OED will review materials for compliance with state law and City policies, coordinate the City department review and provide feedback on the draft proposal. This process can take six weeks or longer.
   - The City may respond to a draft proposal with questions or request more information.
   - The City may require changes to the draft proposal and will communicate these changes to the proponents in writing.
   - OED can meet to discuss comments and feedback with proponents.

4. **Gather Petition Signatures and Solicit Feedback**
   - Start the petition gathering process.
   - Hold at least one public meeting where the BIA proposal is discussed and there is opportunity for participants to ask questions and provide feedback.
   - Provide information about the BIA proposal in multiple ways with consideration to accessibility. Example methods of outreach include:
     - creating a website with contact information and a clear way to provide feedback,
     - sending emails and post on social media,
     - holding community meetings that meet ADA guidelines,

- offering translation and interpretation,
- scheduling individual and targeted group meetings,
- sending bulk mailings, and
- handing out brochures.

- Keep OED informed on progress with petition signatures.

5. Provide the Final BIA Proposal Materials to the City for Review, Validation and Scheduling

- Once the required signatures are obtained, provide all items in the Final Proposal checklist below to OED.
- OED coordinates the City review of materials, drafting legislation and scheduling the process at City Council.
- The City will contact potential ratepayers to validate petitions and provide notice of the BIA proposal and public hearing.
- If everything is in order, the time to prepare for the City Council process can take 2-3 months. Additional questions, clarifications, or additional information requested can extend the process.

6. City Council and Adoption Process

- There will be a series of Council meetings scheduled, including a public hearing, over the course of 2-3 months. BIA proponents will be requested to attend some or all the meetings to present their proposal and answer questions.
- Adoption – if City Council approves the BIA legislation, it goes to the Mayor's Office to sign within 15 days. OED can help to create a signing event where BIA proponents are present for the Mayor's signature.
- The BIA goes into effect 30 days after the Mayor signs.

7. Setting Up BIA Operations

- Depending on the size and complexity of the BIA, it can take the City several months to set up billing systems.
- The City will send the first BIA assessment bills when ready and based on the intended launch date of the BIA.
- BIA proponents organize the interim BIA Advisory Board that proposes the members of the Inaugural Advisory Board to OED for review and approval (note this board may overlap partially or in its entirety with the program manager board).
- The Inaugural Advisory Board establishes BIA Bylaws and recommends the Program Manager of the BIA to the City for approval. Or, in some cases, the Program Manager is identified in the establishing ordinance. The Program Manager develops the operating and administrative systems to deliver services.

Draft BIA Establishment Proposal Checklist:

Provide the following items to OED before initiating petitions.

☐ **Draft of the Petition** which includes:

1. Boundary
- One digital map of the boundaries of the BIA proposal, including any special benefit zones. Names of major streets and streets used for boundaries should be visible.
- Written description of the boundaries.

2. Assessment Rates and Formulas
- Provide the formulas, rates and any rate caps, changes over time or other aspects of the assessment.
- Show the different classifications of ratepayers, such as residential, commercial, tax exempt, government, etc., how the classifications were determined, and the formula applied to them.
    - Example: this is a hypothetical example. The actual classification descriptions, assessment and benefits descriptions for the proposed BIA should be provided.

Table 1: Example Template for Assessment Formula Based on Property Types/Uses

Ratepayer Classification	Assessment Methodology/ Formula	Types of Properties/Uses	Number of Ratepayers	Total Assessment	Average Assessment Amount	% of Total
Commercial		Office Buildings				
		Commercial Parking Lots				
Industrial/ Warehouse						
Multi-family Residential and Mixed Use		4-plex buildings				
		Mixed Use				
		Condos				
		Apartments				
Tax Exempt		Churches				
		Nonprofit housing				
		Social Services and other (list of the agencies				
Government		Types of properties/uses and agencies that own them				

3. Proposed uses of BIA assessments and their cost

- Total assessment revenues estimated to be generated in the first 12 months of assessment.
- The types of services and the estimated cost for each type of service. The total cost shown should equal total assessment revenues in the first 12 months.

Table 2: Example Template for Benefit/Service, Cost, and % of Budget

Benefit/Service	Cost	% of Budget
Administration	$XX	X%
District and business marketing	$XX	X%
Business support and recruitment	$XX	X%
Community events and festivals	$XX	X%
Public plaza management	$XX	X%
Sidewalk and street cleaning	$XX	X%
Community forums and communication	$XX	X%
Total (should equal total assessment revenues)	$XX	100%

4. Term

- The date the BIA is proposed to sunset or end or if it will be established without a sunset or end date.

☐ **Ratepayer Roll** - Provide an electronic spreadsheet of intended ratepayers and their properties or businesses that are being assessed in an editable format that includes the following for each individual assessment:

- Names and mailing addresses of ratepayers.
- Addresses, parcel numbers and classification of each property or business being assessed including all necessary data used to calculate the assessment. For example, if residential properties have rate caps or different rates, indicate which properties are residential, the rate charged, and the applied caps that have resulted in the assessment amount.
- The calculation and amount of each individual assessment.

☐ **Additional Materials Provided to Ratepayers** – Provide brochures, letters to ratepayers, and any other materials that will accompany the petition.

☐ **Written Descriptions of the following**:

1. How the boundaries represent a reasonable area for economic development and/or neighborhood revitalization and how services will be distributed within the boundaries and special benefit zones. Describe reasoning for excluding particular parcels or portions of parcels.
2. Assessment Rationale - describe in detail the rationale for choosing the assessment methodology and rates. Describe how different classifications of ratepayers will benefit from the BIA and explain how the assessment formula applied to them most closely correlates to the benefits they will receive. Explain the reasoning for any different rates applied to certain categories of ratepayers, exemptions, caps, benefit zones, etc.
3. Services to be provided - Describe in more detail the different types of services that will be

provided to ratepayers and why these additional services are needed in the BIA's boundary area.

4. Intended composition of the BIA Advisory board - Describe the intended number of board members, representation from different classifications of ratepayers, and other stakeholder representatives.
5. Description of the process to date - Describe the participants involved in the development of the BIA proposal, how information was gathered and outreach conducted to inform the BIA proposal elements. The City's policies require that ratepayers and other identified stakeholders are provided with reasonable notice and the opportunity to provide feedback about the proposed BIA.
6. Describe the different stakeholders (as defined in the Glossary) within the district and how they are affected by this BIA. Are there any stakeholders who are opposed to establishing the BIA?

Final BIA Establishment Proposal Checklist

Provide the following items to OED after obtaining the petition signatures.

☐ **Signed Petitions** - All signed petitions, the total of which should represent 60 percent or more of the total assessment value.

☐ **Maps –** Provide one electronic copy of a map that meets these specifications:

- Shows the boundaries of the BIA proposal, including any special benefit zones. Names of major streets and streets used for boundaries should be visible.
- Do not caption the maps or add anything such as a distance scale or a north marker. The City will add map titles. See Section 2. Boundaries for further guidance on map specifications.
- Provide the underlying GIS data used to create the map or provide a format that can be edited by City staff.

☐ **Updated Ratepayer List –** Provide the same electronic spreadsheet of potential ratepayers that was provided for initial review in an editable format with the following updates for each individual assessment:

- Note any changes to names and mailing addresses of ratepayers.
- Note any updates to data used to calculate the assessment.
- The calculation and amount of each individual assessment.
- Whether or not the ratepayer signed the petition in favor.

☐ **Outreach Details**

The City's policies require that ratepayers and other identified stakeholders are provided with reasonable notice and the opportunity to provide feedback about the proposed BIA.

1. Describe all outreach and communications conducted after the BIA proposal was approved by the City to begin petition process, including:

- Dates and times of public meetings held about the proposal, number of attendees, and feedback received.
- Dates and times of each group meeting held for specific stakeholders, geographic areas, ratepayer classifications, or other focus groups, with number of attendees, and feedback received.
- How contact information, office hours, or other avenues for communication were provided to ratepayers or interested stakeholders.
- Website, social media, posters, newsletters, mailings, door-to-door outreach conducted, etc.

2. For each individual ratepayer (as defined in the Glossary), indicate the specific outreach conducted to them including.

- Dates the petition packet was mailed, hand delivered, or emailed
- Invitations sent to public, group or individual meetings
- Other attempts to contact them
- Any feedback, level of support or concerns communicated by the ratepayer during outreach

- Whether they signed the petition
- Any returned mailings, incorrect contact information or other difficulty reaching the right person for signing the petition

☐ **Interim BIA Advisory Board**

- Provide a list of the names and affiliations of the intended Interim Advisory Board members.
- If the BIA is approved by City Council and signed by the Mayor, the Interim Advisory Board will need to be established within 30 days of the ordinance taking effect.
- The Interim Advisory board proposes the Inaugural Advisory Board to OED, which is approved within 90 days of the ordinance taking effect.

Exhibit B: Modifying a BIA

Steps in the Process of Modifying a BIA

The following summarizes the steps in the process to modify a BIA

1. **Determine the Elements to be Modified - The following elements of a BIA can be changed through a BIA Modification:**

- Extension or elimination of the sunset date
- Changes to BIA boundaries as set by RCW 35.87A.075 and Citywide BIA Policy 5.
- Changes to the assessment methodology or rates
- Other programmatic or administrative amendments that are note addressed by RCW 35.87A.

2. **Develop and discuss changes and updates with the BIA Advisory Board and OED.**

- Compile materials as described in the Draft Modification Checklist below.

3. **Obtain City Review of Draft BIA Modification Proposal**

- Before contacting affected ratepayers, provide to OED all items in the Draft Modification Checklist shown below.
- OED will review materials for compliance with state law and City policies, coordinate the City department review and provide feedback on the draft proposal.
- This process can take six weeks or longer.
- The City may respond to a draft proposal with questions or request more information.
- The City may require changes to the draft proposal and will communicate these changes to the proponents in writing.
- OED can meet to discuss comments and feedback with proponents.

4. **Conduct Outreach to Existing and New Ratepayers**

- Obtain approval for modifications from BIA Advisory Board.
- Conduct outreach and keep detailed records of contacts made, feedback received, and support for the changes.
- Keep OED informed on progress with outreach and support.

5. **Provide Final Materials to the City for Review, Notification and Scheduling**

- Once outreach confirms general support for the changes, provide all items in the Final Modification Materials checklist below to OED.
- OED coordinates the City review of materials, drafting legislation and scheduling the process at City Council.
- The City will send an announcement of the BIA proposal and public hearing, if required, to existing and new ratepayers.

- Depending on the time of year, it can take several months to schedule the City Council process. Additional questions, clarifications, or additional information requested can extend the process.

6. City Council Review and Adoption Process

- There could be a series of City Council meetings scheduled, including a public hearing if required, over the course of 2-3 months. BIA representatives will be requested to attend some or all the meetings to present their proposal and answer questions.
- Adoption – if City Council approves the BIA legislation, it goes to the Mayor's Office to sign within 15 days.
- The new ordinance and its changes go into effect 30 days after the Mayor signs.

7. Update BIA Billing and Other Changes

- For a modified BIA, the City will have systems in place but will need some time to make updates or changes.
- The City will send the BIA assessment bills incorporating any changes when ready and in consultation with the BIA.
- If the modification included changes to the BIA Advisory Board, the BIA provides list of the BIA Advisory Board members with any changes identified.

Draft BIA Modification Proposal Checklist:

Provide the following items to OED before initiating outreach to affected ratepayers.

☐ **If the Boundary is changing -** provide the following two digital maps:

1. **Map 1**: A digital map of the current boundary before modification, with a dotted line showing the proposed new boundary. Include any special benefit zones. Names of major streets and streets used for boundaries should be visible. Each of the two areas needs to be identified: "Existing BIA Boundary" and "Proposed Boundary Change"
2. **Map 2**: A digital map of the complete boundary as it will be if the modification is approved.

☐ **If the Assessment Rates or Formulas are changing -** provide:

- The formula, new rates and any rate caps, changes over time or other aspects of the assessment rate.
- Show the different classifications of ratepayers, such as residential, commercial, tax exempt, government, etc., how the classifications were determined, and the new rate and formula applied to them.
    - Example: this is a hypothetical example. The actual classification descriptions, assessment and benefits descriptions for the proposed BIA should be provided.

Table 1: Example Template for Assessment Formula Based on Property Types/Uses

Ratepayer Classification	Assessment Methodology/ Formula	Types of Properties/Uses	Number of Ratepayers	Total Assessment	Average Assessment Amount	% of Total
Commercial		Office Buildings				
		Commercial Parking Lots				
Industrial/ Warehouse						
Multi-family Residential and Mixed Use		4-plex buildings				
		Mixed Use				
		Condos				
		Apartments				
Tax Exempt		Churches				
		Nonprofit housing				
		Social Services and other (list of the agencies				
Government		Types of properties/uses and agencies that own them				

☐ **If the total BIA revenues, services to be provided and/or their cost are changing because of the boundary and/or rate change, provide**:

- Total assessment revenues estimated to be generated in the first 12 months of assessment.
- If the modification includes a boundary change, demonstrate that the new area's assessment value does not exceed ten percent of the total BIA assessment.
- The types of services and the estimated cost for each type of service. The total cost shown should equal total assessment revenues in the first 12 months.

Table 2: Example Template for Benefit/Service, Cost, and % of Budget

Benefit/Service (Examples)	Cost	% of Budget
Administration	$XX	X%
District and business marketing	$XX	X%
Business support and recruitment	$XX	X%
Community events and festivals	$XX	X%
Public plaza management	$XX	X%
Sidewalk and street cleaning	$XX	X%
Community forums and communication	$XX	X%
Total (should equal total assessment revenues)	$XX	100%

☐ **Ratepayer Roll** - Provide an electronic spreadsheet of intended ratepayers and their properties or businesses that are being assessed in an editable format that includes the following for each individual assessment:

- Names and mailing addresses of ratepayers
- Addresses, parcel numbers and classification of each property or business being assessed including all necessary data used to calculate the assessment. For example, if residential properties have rate caps or different rates, indicate which properties are residential, the rate charged, and the applied caps that have resulted in the assessment amount..
- The calculation and amount of each individual assessment
- Which ratepayers are new to the BIA as a result of the proposed modification.

☐ **Additional Materials to be Provided to Ratepayers** – Provide brochures, letters to ratepayers, and any other materials that will be provided to ratepayers.

☐ **If there are changes to the following items, provide a written description as follows**:

1. If the **boundaries** are changing, describe how the new boundaries represent a reasonable area for economic development and/or neighborhood revitalization and how services will be distributed within the boundaries and special benefit zones. Describe reasoning for excluding particular parcels or portions of parcels.
2. If there are any changes to **assessment rates, classifications, caps, or other elements of the rate**, describe in detail the rationale for changing the assessment rates. Describe how different classifications of ratepayers will benefit from the BIA and explain how the assessment formula applied to them most closely correlates to the benefits they will receive. Explain the reasoning for any different rates applied to certain categories of ratepayers, exemptions, caps, benefit zones, etc.
3. If there are changes to provisions regarding the **BIA Advisory board,** the **Program Manager,** or

other parts of the **previous ordinance**, describe what is changing and the reason for the change.

☐ **Description of the process to develop the draft modification proposal**

1. Describe the participants involved in the development of the BIA modification proposal, how information was gathered and outreach conducted to inform the BIA proposal elements.

☐ **Identify the specific areas of the current ordinance that you want to change.**

Final BIA Modification Proposal Checklist:

Provide the following items to OED after obtaining ratepayer support for the modification.

☐ **Documentation of Support** - All documentation showing ratepayers in support of the modification

1. For each individual ratepayer (as defined in the Glossary), indicate their support including.

- Provide a list of ratepayers in support with the date support was communicated, to whom it was communicated, and the method used. For example, if the ratepayer responded during a phone call or meeting, include the date of the call or meeting and who called or met with them. If the ratepayer sent an email indicating support, add the date and recipient of the email to the list and provide a copy of the email.
- Provide any other documentation showing ratepayer support.
- For all other ratepayers that did not indicate support, note all specific outreach conducted to them such as phone calls, emails, and meetings. Indicate if no contact was made or no response was received, if they communicated that they were not in support of the renewal, or if they gave another response like they are not sure, they will respond later, they are not sure if they have the authority to respond, etc. Also include any feedback or concerns communicated by the ratepayer during outreach.

☐ **Updated Ratepayer List**

1. Provide the same electronic spreadsheet of potential ratepayers in an editable format that was provided for initial review with the following updates for each individual assessment:

- Note any changes to names and mailing addresses of ratepayers
- Note any updates to data used to calculate the assessment
- The calculation and amount of each individual assessment if it has changed from the initial review.

☐ **Outreach Details**

The City's policies require that ratepayers and other identified stakeholders are provided with reasonable notice and the opportunity to provide feedback about the proposed BIA modification.

1. Describe all outreach and communications conducted after the City approved the BIA Modification Proposal, including:

- Dates and times of public meetings held about the proposal, number of attendees, and feedback received
- Dates and times of each group meeting held for specific stakeholders, geographic areas, ratepayer classifications, or other focus groups, with number of attendees, and feedback received
- How contact information, office hours, or other avenues for communication were provided to ratepayers or interested stakeholders
- Website, social media, posters, newsletters, mailings, door-to-door outreach conducted, etc.
- Any returned mailings, incorrect contact information or other difficulty reaching the right person for outreach

☐ **Changes to BIA Advisory Board Composition or Members, and/or changes to BIA Program Manager**

- Describe any changes to the current composition or members of the BIA Advisory Board and minutes from the BIA Advisory Board approving the changes.
- If applicable, provide the name of the intended new BIA Program Manager and reason for the change.
- If the BIA modification is approved by City Council and signed by the Mayor, any changes to the current BIA Advisory Board Composition or Members will be approved by OED within 90 days of the ordinance taking effect.

Jasmine Marwaha
City Council
July 7, 2026
V1
Screen Reader Users: Make sure settings include reading strikethrough and underline font attributes.

Amendment A Version 1 to RES 32207 – Citywide Business Improvement Area Policies

Sponsor: Councilmember Rinck

Clarifying allowable BIA programs and services

Effect: This amendment would amend Attachment 1 to Resolution 32207, clarifying allowable programs and services for Business Improvement Areas (BIAs) in the City.

Procedures for establishing, amending, and operating a BIA are governed by Chapter 35.87A RCW, but the City has its own non-binding BIA policies, which provide more detailed guidance for existing and potential BIAs, consistent with state law. These BIA policies are reflected in Attachment 1 to the resolution.

The clarifications include: 1) Specifying that BIA services could also include projects in the public realm or improvements to a private property that serve as a common public area, and that that positively impact a district as a whole; and 2) clarifying that BIA funds may not be used for “lobbying” that does not benefit the district as a whole.

Amend Policy 7 of the Citywide Business Improvement Area Policies, Attachment 1 of of Resolution 32207 as follows:

Policy 7. BIA Programs and Services

The City intends to maintain the level of municipal services in areas where BIAs have been established and not supplant existing municipal services with those funded through BIA assessments. However, this policy does not limit the discretion of the City to determine whether, and at what level, municipal services will be provided as community needs, economic conditions, and other factors warrant.

Washington State law outlines a number of purposes for the use of BIA-generated funds (see RCW 35.87A.010(1)). The work plan, programs and activities proposed by BIA proponents and Boards shall reflect the allowable purposes listed under RCW 35.87A.010(1). Below are general descriptions of programs and services for which BIA funds can be used. This list is meant to be illustrative and does not encompass every allowable service or program for which BIA funds may be used:

* * *

- *Advocacy*: To address economic development and neighborhood revitalization issues within the BIA boundaries.
- *Other Services*: The services described above are not an exhaustive list. BIAs can provide a wide range of services and programs within those described in State law that benefit the ratepayers and district overall. These can include projects in the public realm or improvements to a private property that serve as a common public area, and that positively impact a district as a whole.

BIA funds may not be used for the following:

a. Contributions to, and/or endorsements of, candidates for elected public office,
b. Improvements to private property that do not benefit all ratepayers, or
c. ~~Advocacy~~ Lobbying on issues that do not benefit the district as a whole.

The BIA proposal shall include a description of the proposed programs and services for which BIA revenues are to be used and how these activities will aid in economic development and neighborhood revitalization.

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