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



# 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

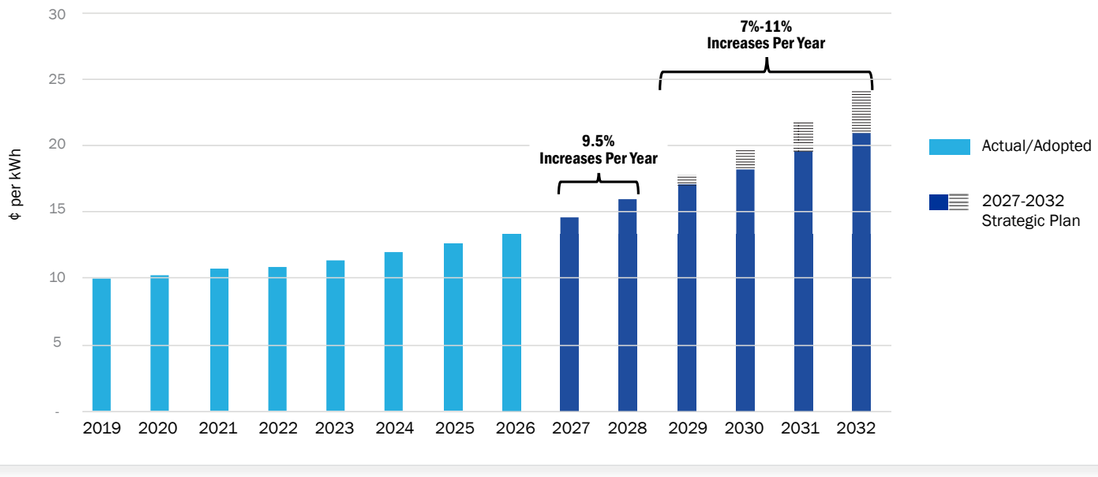
Cybersecurity is more important than ever. As cyber threats become more sophisticated and persistent, updating our cybersecurity is key to safeguarding our critical infrastructure and protecting customers' data. To ensure our cybersecurity systems are robust and effective, we will conduct internal and 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.

## 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.

### Customer Rate Outlook




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 |

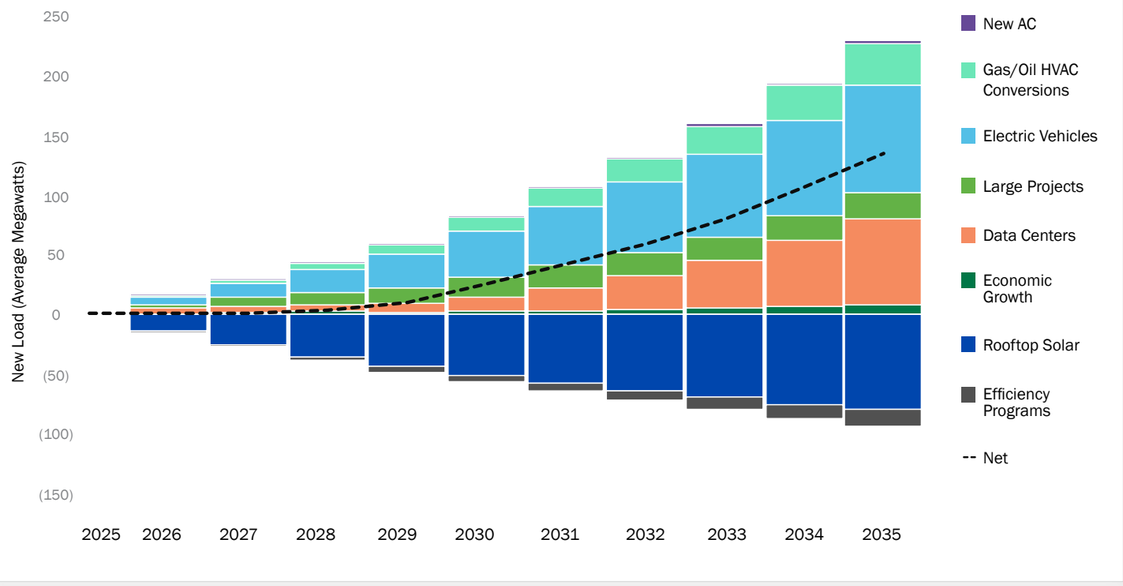




## Factors Impacting Rates

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.

### Forecast: Load Growth Drivers 2025-2035



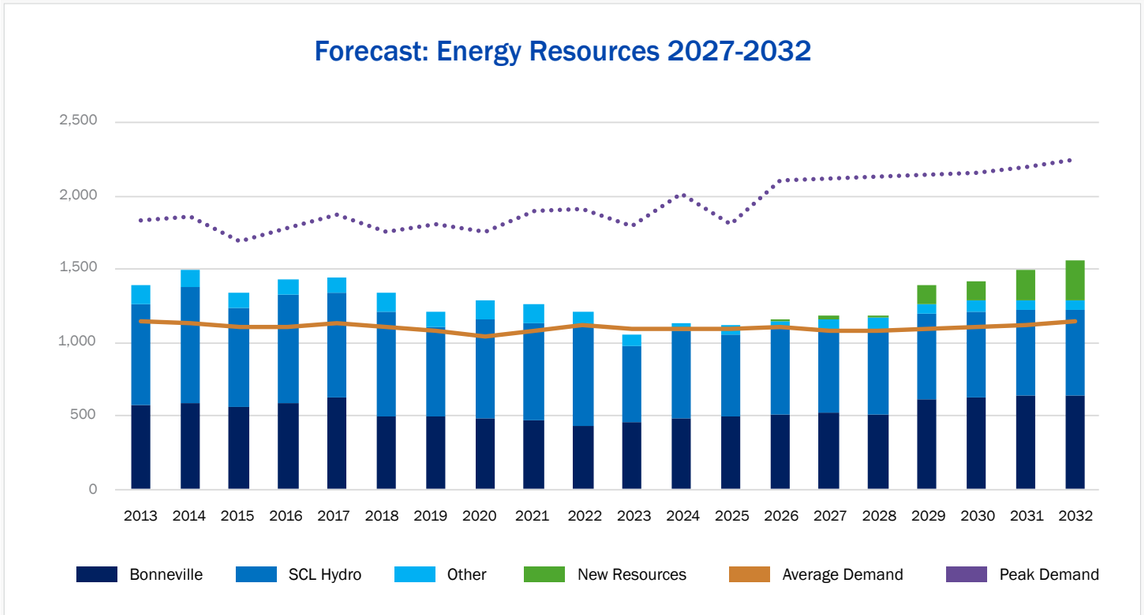

*Demand for energy is expected to increase around 13% by 2035, primarily driven by transportation electrification and data centers, followed by conversions to electric heating and cooling and large infrastructure projects. Economic growth and increased use of air conditioning also play a role. New investments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

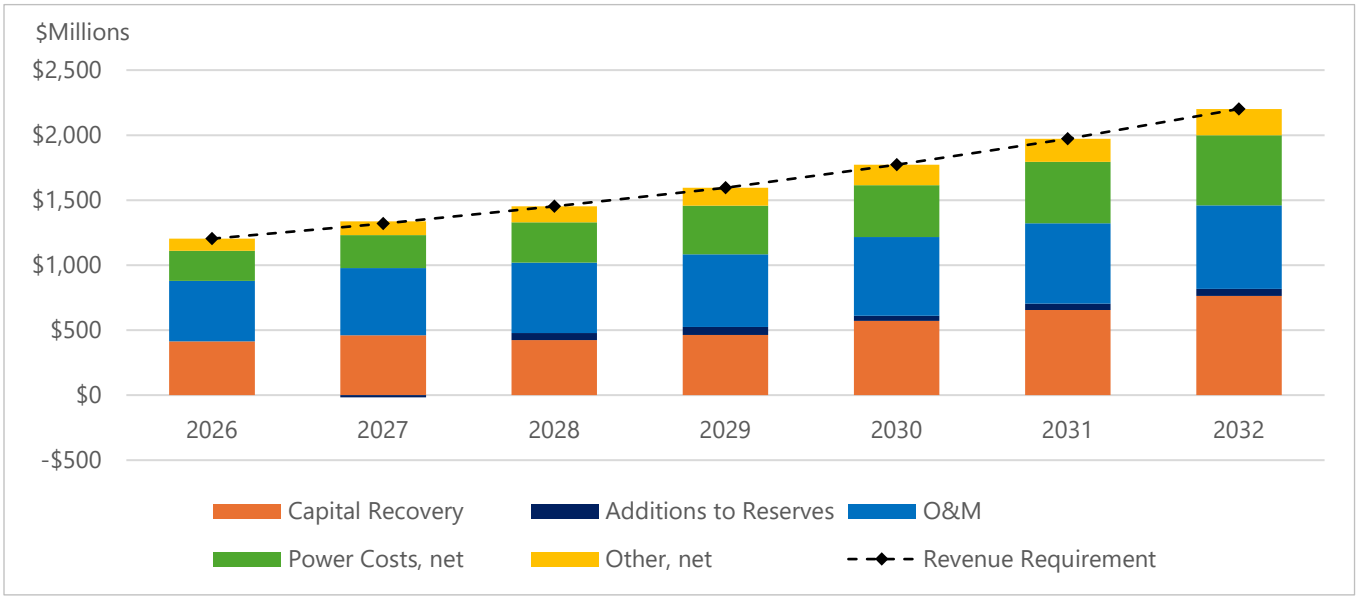
**MONTHLY BILL IMPACTS**

| | 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 |

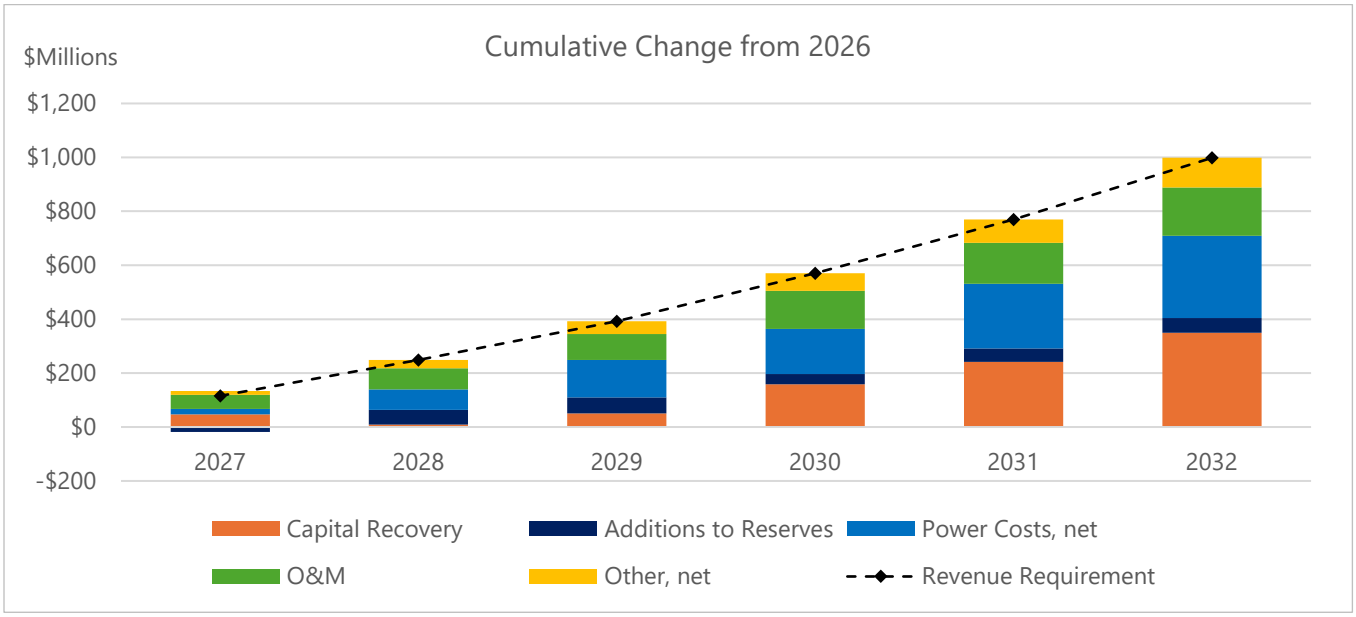
These bill impacts assume each customer has a bill increase of 9.5% and unchanged consumption. These impacts are examples only and will differ once the cost of service and rate design process is completed. Customers who decrease their consumption through energy efficiency measures will experience smaller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

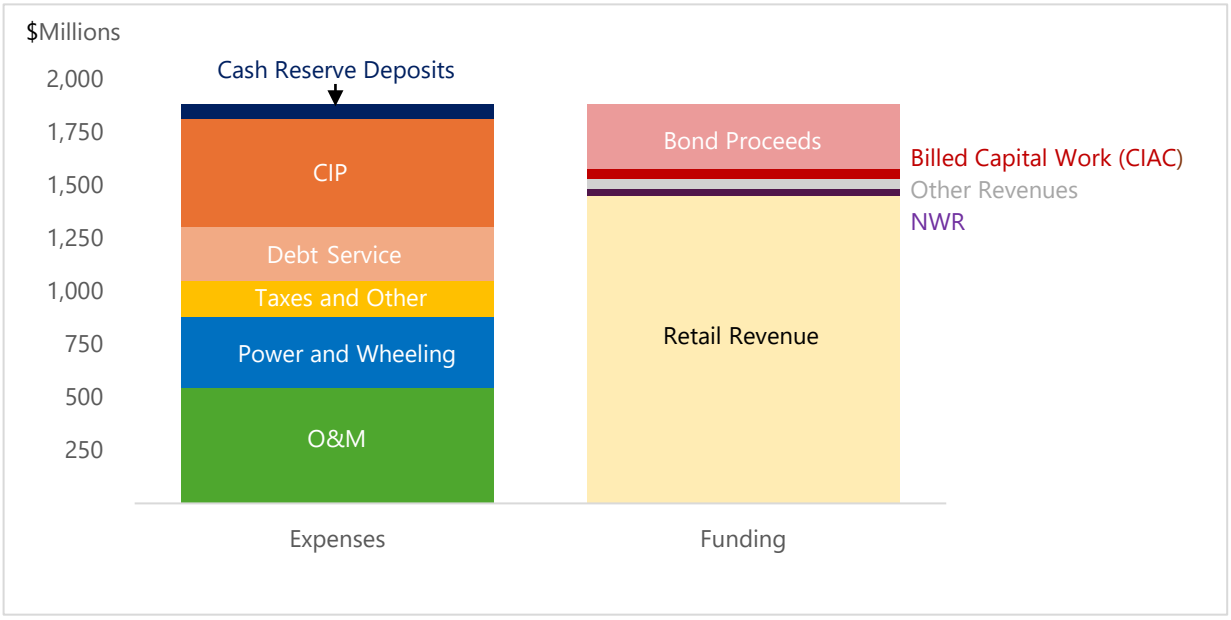
**INTRODUCTION**

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 |

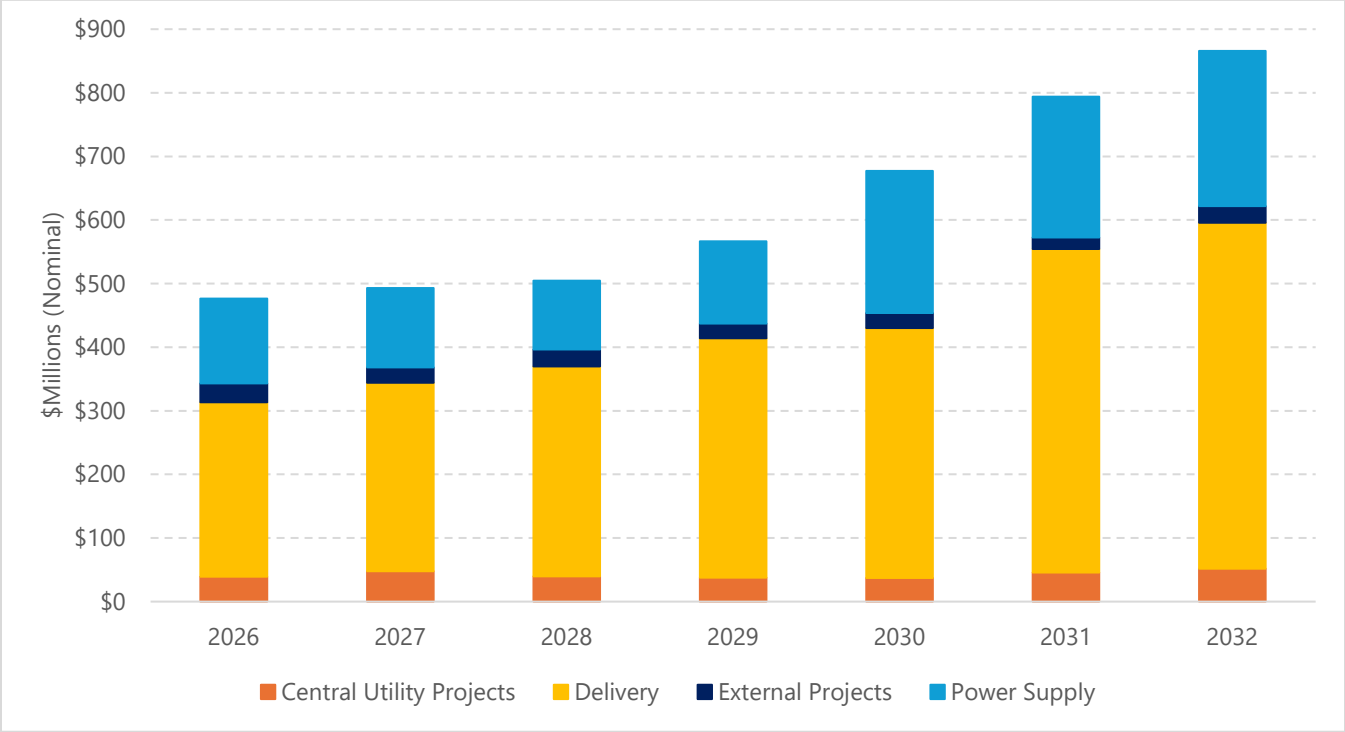
*[2] The average 2027-2032 capital funding from operations is calculated by taking the total 2027-2032 funding from operations ($1,531 million) and dividing by the total 2027-2032 Net Capital Requirements ($3,611 million) to get 42%.*

**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**

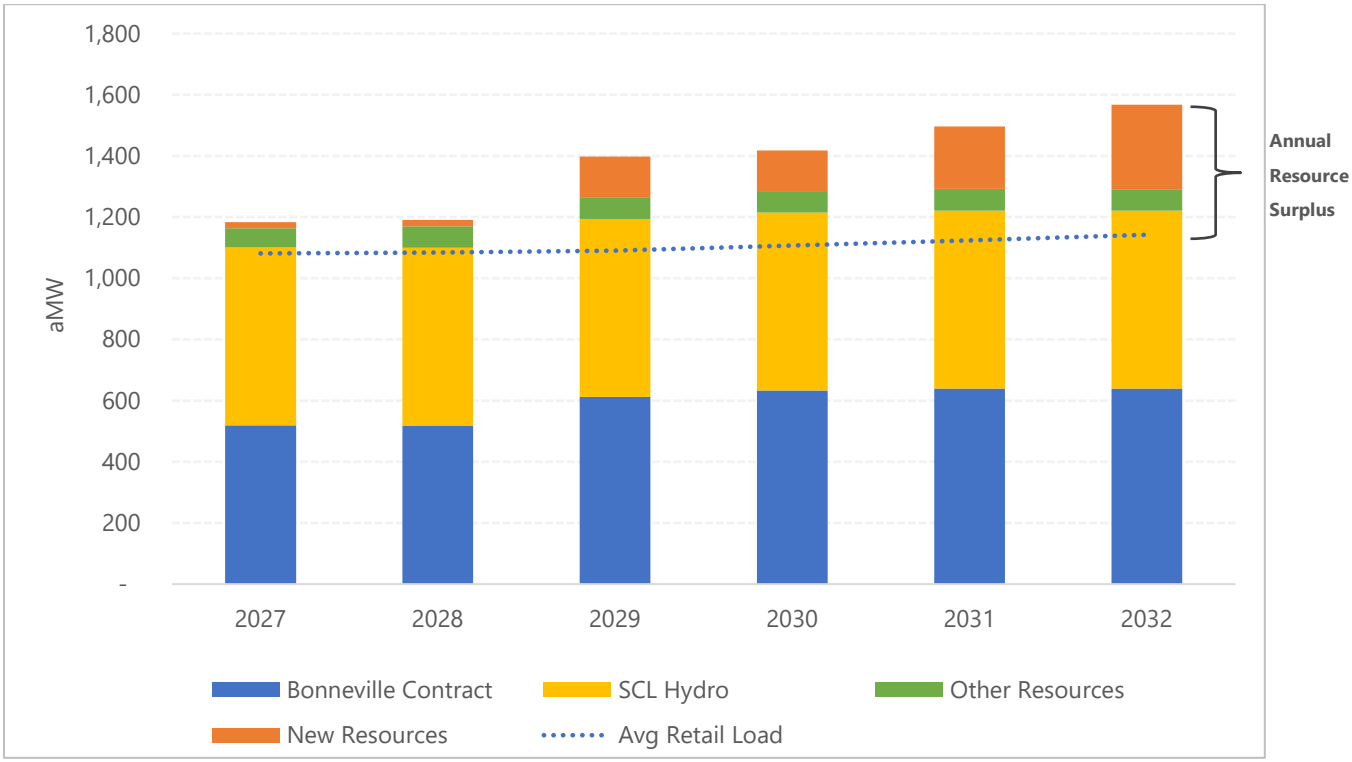
| $, Millions | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|---|---|
| Power Costs | $174 | $177 | $204 | $215 | $227 | $239 | $249 |
| Transmission (Wheeling) Costs | $76 | $79 | $83 | $123 | $126 | $139 | $146 |
| Total BPA Costs | $250 | $256 | $286 | $338 | $353 | $378 | $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 10$^{th}$-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**

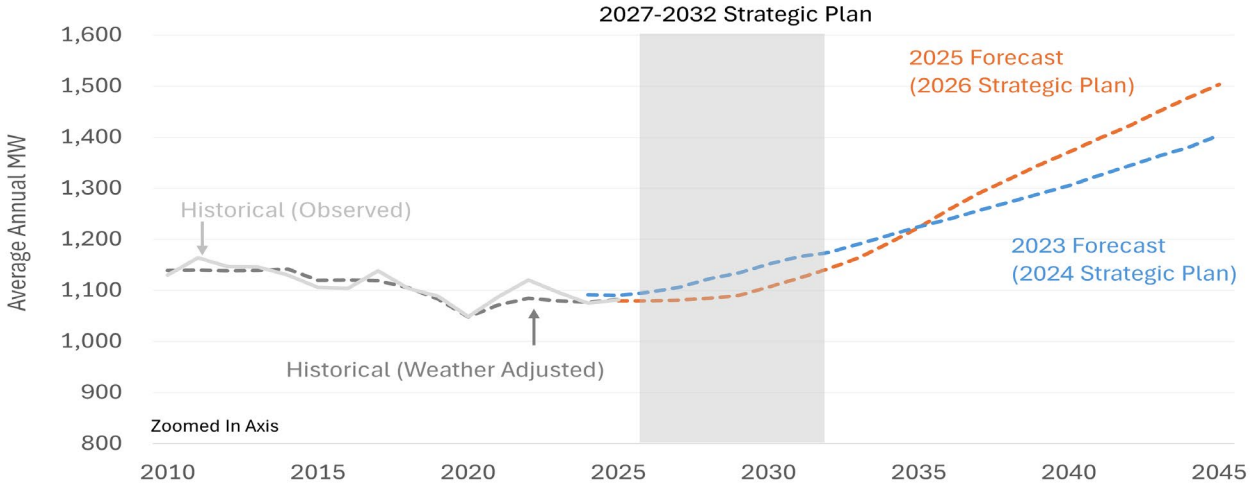
| $, Millions | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|---|---|
| Non-Base Rate Retail Revenue[1] | $7 | $7 | $7 | $7 | $7 | $7 | $8 |
| Other Revenue[2] | $22 | $22 | $22 | $23 | $23 | $24 | $24 |
| Suburban Undergrounding[3] | $2 | $2 | $2 | $2 | $2 | $3 | $3 |
| 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**

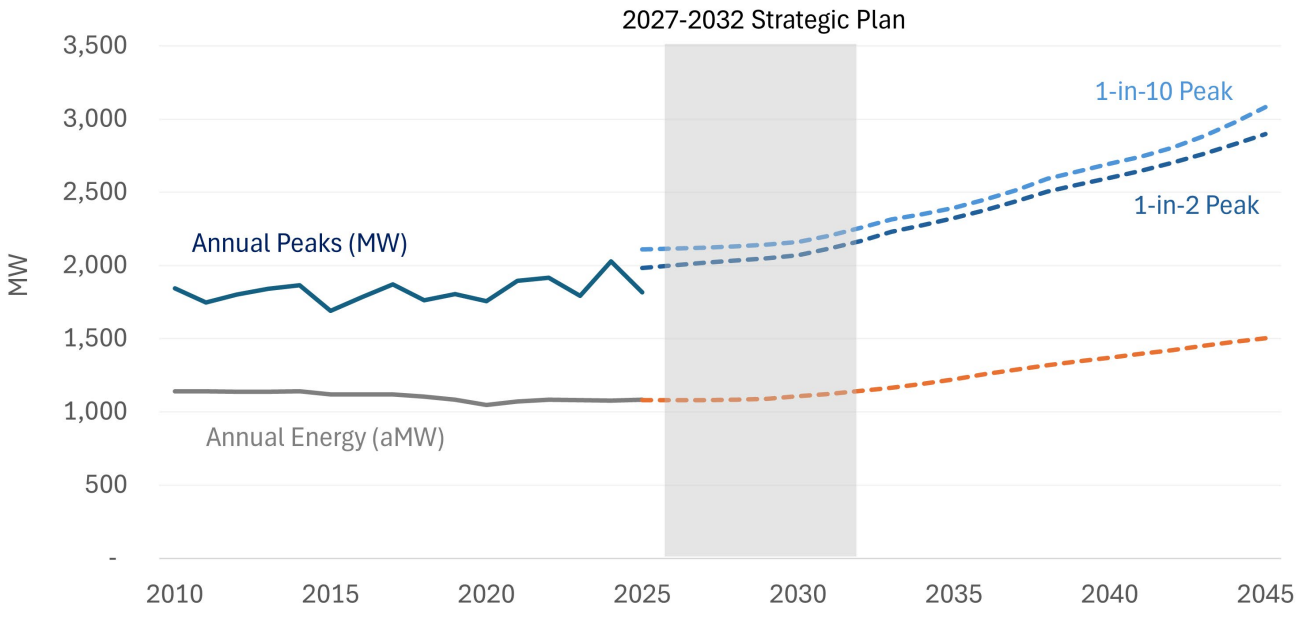


**RETAIL SALES FORECAST BY CUSTOMER CLASS: 2026-2032**

| 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 = 50$^{th}$ percentile, P90 = 90$^{th}$ percentile and P100 = 100$^{th}$ 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

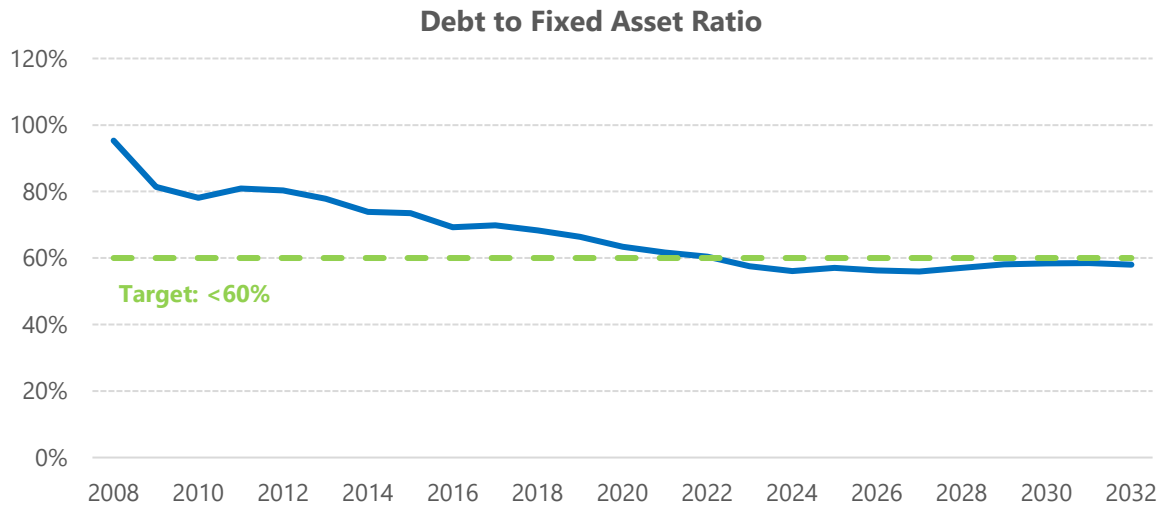
**Council-Adopted Financial Policies, established in 2010 by Resolution 31187**

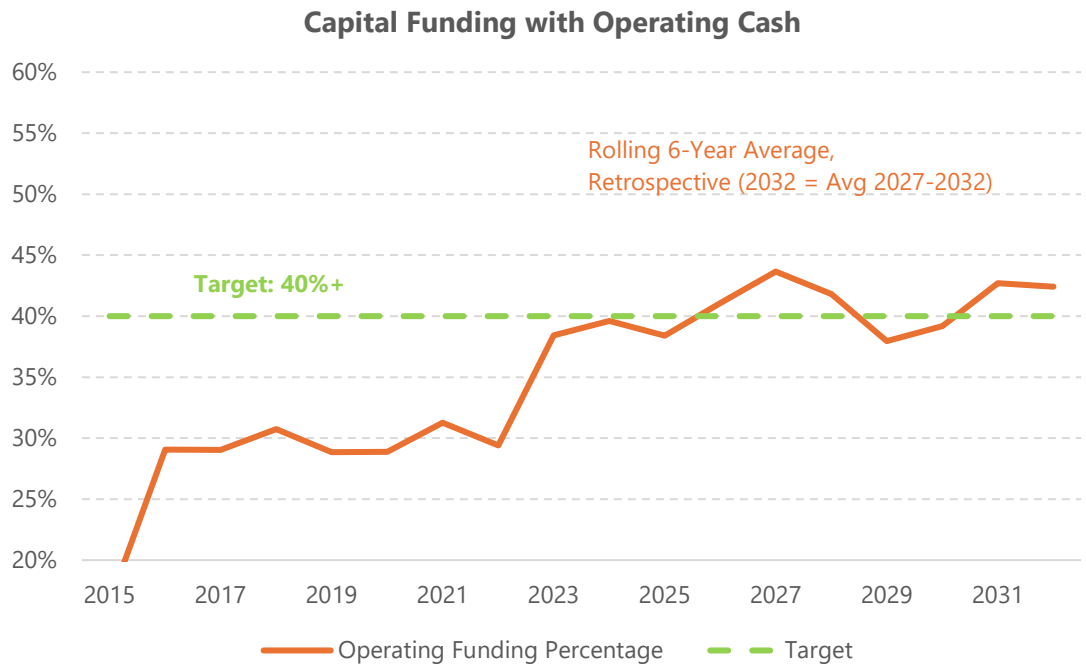
1. Rate Setting Guideline: It is the policy of the City of Seattle to set electric rates for the City Light Department at levels sufficient for it to achieve a debt service coverage ratio of 1.8x.
2. Debt Policy: The City Light Department will manage its capital improvement program so that on average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

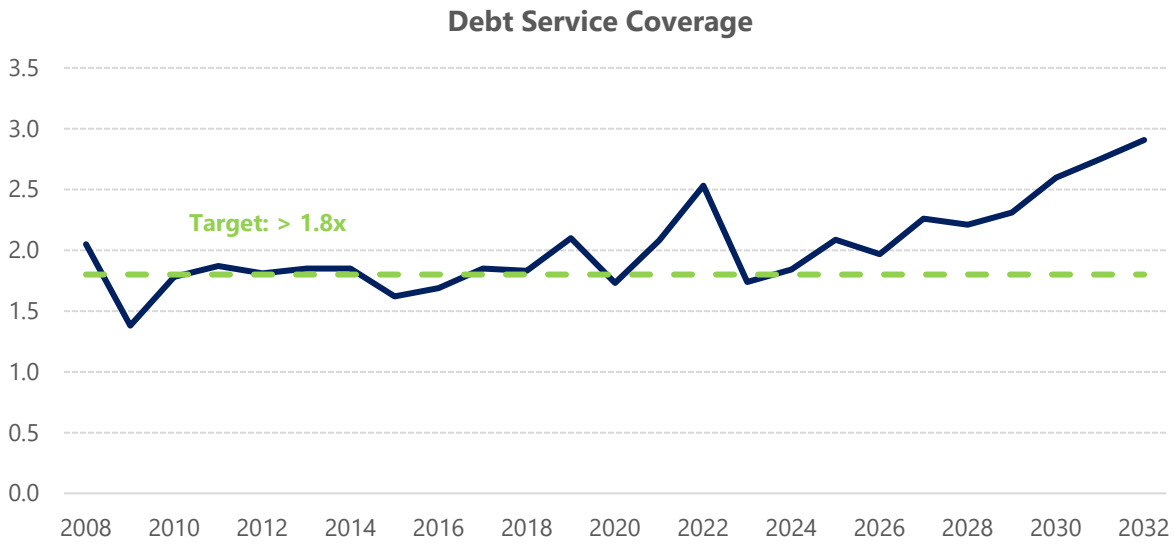
**Supplemental Targets and Guidelines, approved by City Light Review Panel in 2024**

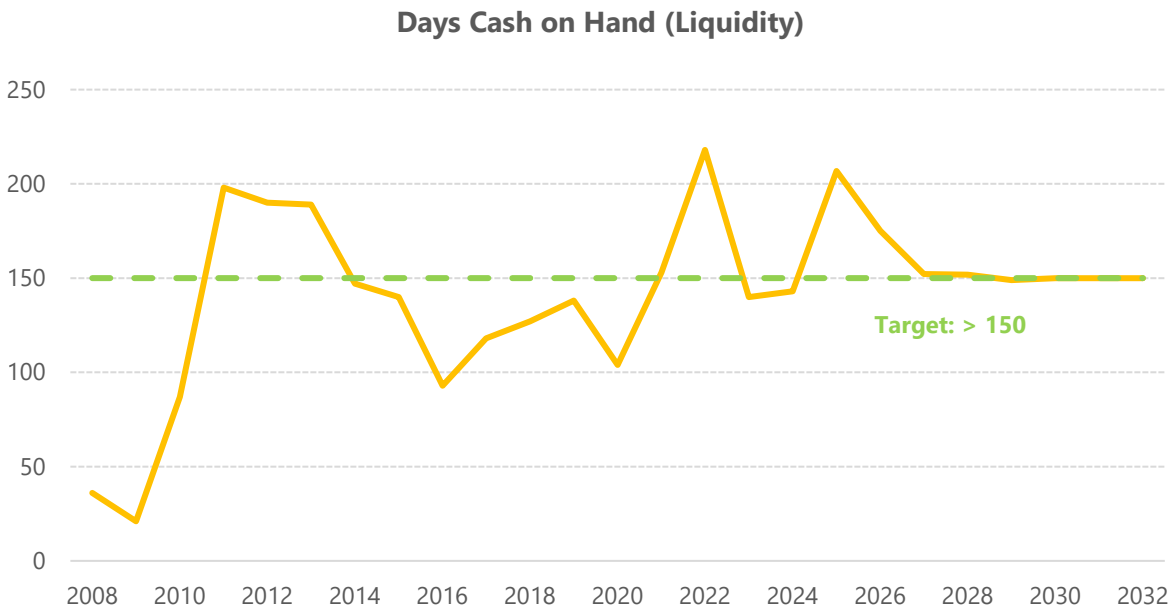
1. Assurance to cover debt payments: At least 1.80x debt service coverage in any given year, and a 6-year rolling average greater than 1.90x.
2. Target for funding of the capital plan: Six-year average operating cash funding of net capital requirements greater than 40%.
3. Debt leverage target: Debt-to-fixed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

Seattle City Light

APPENDIX

# 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

[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)

[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.