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Emailed comments received **before** the item has concluded will be read into the record.

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Background:

- The original 2020 Legislative Platform was prepared at request of Board Chair Don Saylor and was adopted at the July 8, 2020 board meeting.

- The Legislative Platform is to be updated annually and in advance of the new legislative session.

- VCE’s Vision Statement and positions taken on past and current legislation serve as the basis for the proposed actions and positions outlined in the Legislative Platform.

- The VCE Board has adopted a strategic plan as well as a Statement on Environmental Justice; both documents are incorporated in this iteration of the Legislative Platform.

- The Legislative Platform will serve as a guide for VCE’s lobbyist, Pacific Policy Group, to evaluate bills and positions to recommend to VCE staff and the Board.
Updated Issue Areas:

- **Section 2 – Restructuring the Electric Utility Sector**
  
  *c.* Advocate for greater collaboration to occur between CCAs and incumbent IOUs, particularly in local planning efforts related to energy, EV charging, community resource centers, etc.

  *d.* Support efforts that result in IOUs providing meter data in real time to enable CCAs to better forecast and schedule load.

- **Section 3 – Resource Adequacy**
  
  *c.* Advocate for and support efforts to remove barriers to demand response, microgrids and behind the meter resources to provide Resource Adequacy.

- **Section 4 – Power Cost Indifference Adjustment**
  
  *b.* Support efforts that create a pathway to wind down the PCIA.
New Issue Areas:

- **Section 6 – Covid-19 Response**
  a. *Support legislation or budget appropriations to alleviate residential and commercial financial hardship caused by the COVID-19 pandemic that could disrupt electricity service to VCE customers or restrict VCE customers accessing clean energy opportunities. This could include, for example, to avoid electric service disconnection or economic recovery funding for transportation electrification.*

- **Section 9 – Environmental Justice**
  a. *Engage in legislation that directly or indirectly impacts the ability of underserved communities in the VCE service territory to have affordable, reliable and clean energy.*
  b. *Support legislation that strengthens the resilience of vulnerable communities to the impacts of climate change.*
Item 12 - Legislative Platform

New Issue Areas:

• Section 9 – Environmental Justice (Continued)

c. Support legislation that enables all communities, including emerging and historically marginalized communities, and individuals, regardless of race, color, national origin, religion, sexual orientation, sex, gender identity, age, disability or socioeconomic status, in California to participate in the transition to a zero carbon electrical grid in a cost-effective manner.

d. Support efforts to enable all communities, including emerging and historically marginalized communities, and individuals, regardless of race, color, national origin, religion, sexual orientation, sex, gender identity, age, disability or socioeconomic status, in California to participate in the decarbonization of the state’s building stock and the transportation sector.
Valley Clean Energy Board Meeting – December 10, 2020
Via Teleconference

Item 13  – Enterprise Risk Management (ERM) Update
Public Comments

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Item 13 - Overview

- Background & Timing
- Summary of ERM activities
- Steps taken since last update
- Risk Matrix

- Key Risks:
  - Power Charge Indifference Adjustment (PCIA) increases
  - Commodity procurement
  - Regulatory & policy risk
  - Capital availability/cash flow
  - Economic uncertainty
• In 2018, the Board approved VCE’s Enterprise Risk Management (ERM) Policy
• Centered on energy best practices and modeled after SMUD’s policy
• The ERM is a structured approach to managing risk that outlines a framework and processes
• The Enterprise Risk Oversight Committee (EROC) has primary responsibility for ERM implementation
• Staff is to provide a bi-annual risk report to the Board – last update was in July 2019
1. Established Interim General Manager as Chief Risk Officer and establish Director of Finance & Internal Operations as risk process owner
2. Developed ERM framework and tools
3. Conducted a risk survey
4. Developed VCE’s top risk portfolio
5. Surveyed staff and management for ongoing risk input
6. Held monthly EROC meetings
Recent actions taken to address key risks:

1. Made progress in stabilizing PCIA via multi-party Settlement Agreement with CalCCA and PG&E.
2. Entered into six long-term agreements to procure power and resource adequacy (RA) addressing power cost volatility.
3. Have actively engaged from a regulatory and legislative standpoint on a variety of fronts.
4. Secured another extension on the River City Bank line of credit, with Letter of Credit capability.
## Item 13 - Risk Matrix

<table>
<thead>
<tr>
<th>Risk</th>
<th>Description</th>
<th>Current Residual Risk</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCIA</td>
<td>Risk that PCIA rate will increase as a result of CPUC decisions.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Commodity Procurement</td>
<td>Risk of extreme fluctuations associated with commodity prices, including energy prices, resource adequacy, and other components of the energy portfolio.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Regulatory &amp; policy risk</td>
<td>Risk of additional regulatory requirements increasing complexity and cost of operations.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Capital availability/cashflow</td>
<td>Risk that VCE is unable to secure affordable financing.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Economic Uncertainty</td>
<td>Risk that customers will be impacted by poor economy, lowering or flat revenue impacting VCE growth opportunities, ongoing Covid-19 related economy-wide and revenue impacts.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Rate structure</td>
<td>Risk of rate design not following cost of service (non-time of use (TOU), PCIA, demand charges, varying generation rates).</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Cyber security &amp; data privacy</td>
<td>Risk of data breach as a result of a cyber breach or physical attack.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Financial Markets Volatility</td>
<td>Swings in global financial markets and currencies may create significant challenges that VCE will have to address.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Changing customer expectations</td>
<td>Risk that customer’s changing expectations as a result of innovation may result in reduced customer revenue and loyalty.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Opt-out rate</td>
<td>Risk of higher than expected opt-out level.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Business model</td>
<td>Ability to quickly identify and respond to business risks that have the potential to impact the ability to achieve VCE goals.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Media &amp; community</td>
<td>Risk of unfavorable public communications or events; spillover customer dissatisfaction related to PG&amp;E’s PSPS.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Unknown risks</td>
<td>Business and utilities attempt to identify and adapt to known risks but there are potential events and happenings which could have a debilitating impact on utilities in general and VCE in particular.</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
Item 13 - Key Risks

• Key Risks:
  • Power Charge Indifference Adjustment (PCIA) increases
  • Commodity procurement
  • Regulatory & policy risk
  • Capital availability/cash flow
  • Economic uncertainty
## Item 13 - Key Risk: PCIA

<table>
<thead>
<tr>
<th>Risk Event</th>
<th>Response</th>
<th>Trend</th>
<th>Plan</th>
<th>Trigger/Control</th>
<th>Owner</th>
</tr>
</thead>
</table>
| PCIA       | Reduce risk |       | 1) Continue direct involvement with CalCCA task groups to seek favorable rulings and settlements in the PCIA, ERRA, and other filings, such as favorable PUBA payoff terms.  
2) Work towards potential long-term goal of attaining an option for 1-time full PCIA buy-out.  
3) Work towards stabilizations and reduction of the PCIA from a regulatory and legislative standpoint  
4) Influence and monitor future long-term PCIA impacts, both favorable and unfavorable (such as retirement of Diablo Canyon units). | Risk of PCIA rate increases not only from the 2021 ERRA Forecast case (A.20-07-002) but also from PG&E’s PUBA trigger. CPUCs annual approval of PG&E’s PCIA rate within the Energy Resource Recovery Account (ERRA) forecast | Director of Finance |
<table>
<thead>
<tr>
<th>Risk Event</th>
<th>Response</th>
<th>Trend</th>
<th>Plan</th>
<th>Trigger/Control</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commodity Procurement</td>
<td>Reduce &amp; manage risk</td>
<td></td>
<td>1) Continue to pursue long-term power purchase agreements to reduce the average cost of power in future years</td>
<td>Execution of PPA contracts</td>
<td>Director of Power Procurement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) Pursue regulatory and legislative avenues in addressing the extreme swings in pricing and requirements of Resource Adequacy (RA) costs.</td>
<td>Regulatory rulings that affect commodity procurement cost and RA cost</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) Take an active role in regulatory proceedings at the CPUC, including appeals, on various regulations that impact the cost of electricity along with support from CalCCA Regulatory Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4) Follow the guidelines and recommendations of VCE’s Wholesale Energy Risk Manual</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Item 13 - Key Risk: Regulatory & Policy Risk

<table>
<thead>
<tr>
<th>Risk Event</th>
<th>Response</th>
<th>Trend</th>
<th>Plan</th>
<th>Trigger/Control</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory &amp; policy risk</td>
<td>Monitor risk &amp; actively engage and respond</td>
<td></td>
<td>1) Take an active role in legislative sessions (contract with lobbyist and engage Board members for support/opposition on bills) along with support from CalCCA legislative committee</td>
<td>Weekly CalCCA Regulatory and Legislative Committee meetings</td>
<td>General Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) Follow and continue to update annual VCE Legislative Platform</td>
<td>Regulatory rulings</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) Take an active role in regulatory proceedings at the CPUC, including appeals, on various regulations that impact VCE and CC’s that increase cost or bureaucracy without any significant safety or cost benefits to VCE and its customers along with support from CalCCA Regulatory Committee</td>
<td>Legislative actions</td>
<td></td>
</tr>
</tbody>
</table>
## Item 13 - Key Risk: Capital Availability/Cash Flow

<table>
<thead>
<tr>
<th>Risk Event</th>
<th>Response</th>
<th>Trend</th>
<th>Plan</th>
<th>Trigger/Control</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Availability/ Cash Flow</td>
<td>Monitor risk &amp; actively engage and respond</td>
<td>1) Continue to work towards conserving cash reserves by lowering costs and increasing cash revenue collection</td>
<td>Line of credit agreements &amp; renewals</td>
<td>Monitor VCE’s credit status and review goal of securing a credit rating on a regular basis.</td>
<td>Director of Finance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2) Work towards the long-term goal of securing a credit rating</td>
<td>Monitor revenue collections</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3) Negotiate favorable terms with banks and contract counterparties</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4) Engage in regulatory policies that affect cash flow</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Item 13 - Key Risk: Economic Uncertainty

<table>
<thead>
<tr>
<th>Risk Event</th>
<th>Response</th>
<th>Trend</th>
<th>Plan</th>
<th>Trigger/Control</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Uncertainty</td>
<td>Accept &amp; monitor risk</td>
<td></td>
<td>1) Monitor economic conditions in service territory and develop rate and program options that provide assistance</td>
<td>Economic outlook forecasts, Regulatory proceedings</td>
<td>General Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) Continue active role in influencing various regulations through the CPUC proceedings along with support from CalCCA Regulatory Committee in matters that would benefit the local customer base</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Item 14 – 2020 Year in Review: Customer Care & Marketing
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Item 14 - 2020 Year in Review: Customer Care and Marketing
Overview:

I. 2020 Strategy and Priorities
II. Customer Care Updates and Statistics
III. Outreach for Brand Visibility
IV. Enrollments: NEM and Winters
V. Communications: Website, Publicity and Innovation
VI. 2021 Planning
I.  2020 Strategy and Priorities

• New Director mid-year – transition in roles and responsibilities of team
• Winters enrollment planning/scheduling
• Website improvements and planning
• Innovation: processes and content to stay ahead of the curve
• 2021 Strategic Marketing plan
II. Item 14 - 2020 Year in Review: Customer Care and Marketing

2020 Customer Care and Billing Operations Support Staff
Item 14 - 2020 Year in Review: Customer Care and Marketing

2020 Customer Care

Contact Center Customer Care

TOTAL CONTACTS

1/1/2020 - 12/5/2020

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Calls</td>
<td>1,894</td>
</tr>
<tr>
<td>Call Backs</td>
<td>25</td>
</tr>
<tr>
<td>Emails</td>
<td>665</td>
</tr>
<tr>
<td>IVR Self-serve</td>
<td>1,380</td>
</tr>
<tr>
<td>Web Transactions</td>
<td>593</td>
</tr>
<tr>
<td>Chat</td>
<td>18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Calls</td>
<td>41.4%</td>
</tr>
<tr>
<td>Call Backs</td>
<td>0.5%</td>
</tr>
<tr>
<td>Emails</td>
<td>14.5%</td>
</tr>
<tr>
<td>IVR Self-serve</td>
<td>30.2%</td>
</tr>
<tr>
<td>Web Transactions</td>
<td>13.0%</td>
</tr>
<tr>
<td>Chat</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

Week ending 12/5/2020
## 2020 Customer Care Care

### Contact Center Customer Care

**Week ending 12/5/2020**

<table>
<thead>
<tr>
<th>Month</th>
<th>CSR: Spanish</th>
<th>IVR: Spanish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan '20</td>
<td>21</td>
<td>44</td>
</tr>
<tr>
<td>Feb '20</td>
<td>20</td>
<td>37</td>
</tr>
<tr>
<td>Mar '20</td>
<td>26</td>
<td>48</td>
</tr>
<tr>
<td>Apr '20</td>
<td>19</td>
<td>30</td>
</tr>
<tr>
<td>May '20</td>
<td>14</td>
<td>29</td>
</tr>
<tr>
<td>Jun '20</td>
<td>7</td>
<td>29</td>
</tr>
<tr>
<td>Jul '20</td>
<td>19</td>
<td>34</td>
</tr>
<tr>
<td>Aug '20</td>
<td>35</td>
<td>77</td>
</tr>
<tr>
<td>Sep '20</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td>Oct '20</td>
<td>13</td>
<td>31</td>
</tr>
<tr>
<td>Nov '20</td>
<td>9</td>
<td>33</td>
</tr>
<tr>
<td>Dec '20</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>213</strong></td>
<td><strong>455</strong></td>
</tr>
</tbody>
</table>

### LANGUAGE TRANSLATION TRENDS

- **CSR: Spanish**
- **IVR: Spanish**
2020 Customer Care

378 Opt Ups

- Davis: 64%
- Woodland: 24%
- Unincorp. Yolo: 12%

Monthly Opt Ups

January 2020: 30
February 2020: 5
March 2020: 10
April 2020: 15
May 2020: 20
June 2020: 25
July 2020: 30
August 2020: 35
September 2020: 20
October 2020: 15
November 2020: 10
December 2020: 5
Item 14 - 2020 Year in Review: Customer Care and Marketing

2020 Customer Care

- Woodland: 48%
- Unincorp. Yolo: 29%
- Davis: 22%
- Winters: 1%

9159 Opt Outs

Monthly Opt Outs:
- January 2020: 200
- February 2020: 180
- March 2020: 160
- April 2020: 140
- May 2020: 120
- June 2020: 100
- July 2020: 80
- August 2020: 60
- September 2020: 40
- October 2020: 20
- November 2020: 10
- December 2020: 0
2020 Customer Care

Monthly Opt Out Summary - VCEA

Enrollment Source
- CSR
- IVR
- Web

Record Count

III. Outreach for Brand Visibility

Promotional and outreach efforts have included:

• Standing banner redesign
• Social media: inform, promote, build a following
• Digital quarterly newsletter: inform and educate
• Window clings
• Winters pole banners
• Digital holiday card
2020 Outreach tasks have included:

- Strategic and tactical planning
- PG&E NEM customer enrollment
- Winters outreach, enrollment planning and notices (bilingual)
- Website updates, expansion, graphics and translation
- Brand-building work – print and digital ads and banners
- Publicity – Op-eds and news releases, donations
- Outreach materials – newsletters, direct mail, window clings and stickers
Item 14 - 2020 Year in Review: Customer Care and Marketing

Key Support for Staff:

• Community Advisory Committee
  • Evaluation of strategic planning efforts
  • Institutional memory, organizational context
  • Photography for website, collateral, advertisements

• Task Groups: Outreach Task Group, Programs Task Group, Environmental Justice Working Group
  • Content review: website, collateral, enrollment materials
  • VCE EJ Statement
  • Outreach-focused SWOT analysis
  • Messaging review
IV. PG&E NEM customer enrollment

Monthly enrollment for all PG&E solar customers:

- Pre- and post-enrollment notices – design and production
- Scheduling of monthly notices
- Website updates to reflect program changes
Item 14 - 2020 Year in Review: Customer Care and Marketing

IV. Winters Enrollment

• Pre- and post-enrollment compliance notices – scheduling, design and production for general and NEM customers
• Website updates to reflect program changes
• Print ads to announce community workshops
• Rotary and Hispanic Advisory Committee presentations
• Pole banners designed for downtown
• Interviews for future testimonial campaigns
Winters Enrollment Timeline

1st Enrollment Notification
- 1st Community workshop (Zoom)
- Rotary presentation
- Ads and pole banners

Nov 2020

2nd Enrollment Notification
- 2nd Community workshop (Zoom)
- Ads and pole banners

Dec 2020

3rd Enrollment Notification
- All non-NEM accounts enrolled
- Pole banners

Jan 2021

4th Enrollment Notification
- All NEM accounts enrolled in true-up months

Feb-Dec 2021

Nov 2020 - Jan 2021 - Feb-Dec 2021
V. Website: a Critical Communication Tool

Design, functionality updates:

• New photos – fresh, local and optimistic
• News features
• Interactive Energy Efficiency program page
• Navigation improvements/expansion
• Staff and Board member headshots/links
• Expanded Spanish sections
• Customer-friendly NEM page edits
• City of Winters page – expanded content and functionality
• Compliance updates
Website Analytics: Page Views
**Website Analytics Example: Page Views**

(Other data available includes page visit detail and download information)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
<th>Change</th>
<th>Comparison Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sessions</td>
<td>1,563</td>
<td>↓ -10%</td>
<td>vs. Previous 30 Days</td>
</tr>
<tr>
<td>Pageviews</td>
<td>3,583</td>
<td>↓ -8%</td>
<td>vs. Previous 30 Days</td>
</tr>
<tr>
<td>Avg. Session Duration</td>
<td>2m 55s</td>
<td>↑ 7%</td>
<td>vs. Previous 30 Days</td>
</tr>
<tr>
<td>Bounce Rate</td>
<td>51.82%</td>
<td>↑ 4%</td>
<td>vs. Previous 30 Days</td>
</tr>
</tbody>
</table>

**New vs. Returning Visitors**

- New: 59%
- Returning: 41%

**Device Breakdown**

- Desktop: 80%
- Tablet: 2%
- Mobile: 18%
V. Building Brand Awareness

- 2nd Anniversary Celebration print ads
- Newspaper insert
- Window clings and decals to welcome new customers
- Social media - Twitter (Dec 2019-Dec 2020): 106.224% increase in followers
  - Over 51 million impressions
- Clean Energy Mascot contest
Publicity: Keeping the Local Papers Busy

Op-eds and News Releases were distributed across the county:

- 3 Op-eds from Board and CAC Members
- 14 Press Releases
- Almond Festival ads
- Print ads announcing City of Winters community workshops
Item 14 - 2020 Year in Review: Customer Care and Marketing

Q1
- RE Purchase
- Gordon Samuel Hire
- PG&E Discount Programs
- Yolo Food Bank Donation
- COVID-19 Response

Op-eds & Press Releases, 2020

Q2
- FERA Discount Program
- Discounted Utility Rates
- Rebecca Boyles Hire
- Utility Bill Scam Alert
- Mask Donation to RISE, Inc.
- Conserve Electricity in Summer
- VCE Supports Wildfire Victims
- Flatten Your Electricity Curve

Q3
- SMUD Repayment
- (TBD) Local PPAs

Q4
Joint Rate Mailer: Saved ~$6,800 by sending via email
Innovation in Compliance Mailers

Community Choice is working!
YOU—and over 10 million customers just like you—are increasing renewable energy production.
Over 6,000 MW of new renewable energy is being generated in California because of increased demand.

Valley Clean Energy is one of 23 Community Choice programs statewide that are directly reducing the use of fossil fuels.

Focus on Statewide CCA Movement and Impact

Power Content Label Redesign
Innovation in Compliance Mailers

What California CCAs are doing
VCE is one of 23 public power programs in the state serving over 10 million customers. Taken together, these programs have already resulted in the commitment of over 6,000 megawatts of NEW renewable energy and storage in California.

YOU are helping us create a clean energy future!

Opt up to 100% carbon free UltraGreen today! Find out more at valleycleanenergy.org or call 1-855-699-8232

Power Content Label Redesign

---

1 The eligible renewable percentage above does not reflect RPS compliance, which is determined using a different methodology.
2 Unspecified sources of power is electricity that has been purchased through open market transactions and is not traceable to a specific generation source.
3 Renewable energy credits (RECs) are tracking instruments issued for renewable generation. Unbundled renewable energy credits (RECs) represent renewable generation that was not delivered to serve retail sales. Unbundled RECs are not reflected in the power mix or GHG emissions intensities above.

For specific information about this electricity product, contact: Valley Clean Energy 1-855-699-4232
For general information about the Power Content Label, please visit: www.energy.ca.gov/pcl/

These figures may not sum up to 100 percent due to rounding. Under Energy Resources, “Other” represents electric power generated by the California Air Resources Board and assigned an emission factor near zero metric tons of carbon dioxide equivalent per megawatt hour.
New Emphasis on Environmental Justice

Valley Clean Energy’s Statement on Environmental Justice

Valley Clean Energy (VCE) is a mission-driven community-based not-for-profit public electricity supplier serving nearly 90% of the electricity customers in unincorporated Yolo County and the cities of Woodland, Davis, and Winters. We supply cost-competitive clean electricity to everyone who chooses our service, regardless of race, gender, economic status, sexual orientation, gender identification, nationality, religion or political views. We were established to achieve better outcomes for the customers and communities we serve and are therefore stronger and more effective when the full range of customer voices we serve are reflected in our decisions.

Valley Clean Energy recognizes that Environmental Justice (EJ) issues are deeply ingrained in our society. This includes the energy sector, where VCE can have a role in directly addressing energy-related inequities many people in under-resourced or disadvantaged communities face. This time of broad awakening across our country challenges us to respectfully acknowledge our role in truly effecting better outcomes for all of the communities and customers we serve.

We acknowledge that historically not all customers have had equitable access to the decisions that shape and affect their communities. We will do our part to ensure that the decisions we make about energy supply and community reinvestment help to further Environmental Justice.

VCE has adopted the official definition of Environmental Justice from the Environmental Protection Agency (EPA), which is: “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation and enforcement of environmental laws, regulations and policies.”

Valley Clean Energy is committed to supplying more electricity that is produced by renewable, non-polluting sources such as solar, wind and hydroelectric. We are also committed to identifying and improving our systems that could perpetuate institutional barriers. To this end,
VI. 2021 Strategic Marketing Plan: Purpose

- Complementary to VCE’s Strategic Plan
- Bridges the gap between Strategic Plan and Staff Workflows
- Guides Marketing Team’s day-to-day work and decision-making
- Internal document; duration January-December 2021
- Integrates Green Ideals Outreach Plan and Tasks
2021 Strategic Marketing Plan: Goals

1. Establish VCE as a trusted community resource
2. Increase customer satisfaction and retention
3. Support VCE’s Programs Plan and Decarbonization Roadmap
Item 14 - 2020 Year in Review: Customer Care and Marketing

We have accomplished a lot this year. Thank you for your continued support!