



**Valley Clean Energy Community Advisory Committee Meeting –
September 24, 2020 Via Teleconference**

Item 7 – Strategic Plan Review



Public Comments

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Item 7 - Overview

- Latest Developments
- Recent Feedback
- Draft Strategic Plan – Topics, Goals, Objectives
- Schedule/Next Steps

Purpose: gain CAC feedback on the draft Strategic Plan before final Board consideration on October 8th

Item 7 - Latest Developments – Strategic Planning

- Key feedback since August 24 CAC meeting:
 - September 10 Board Meeting
 - CAC communications
- Draft Plan based on Sept. Board direction to achieve a more forward-looking approach and tighter focus

Item 7 - Feedback Received – Sept 10th Board Meeting

The VCE team incorporated the following feedback and direction received at the September 10th Board meeting:

- The overall focus of the Plan is now more forward looking and aspirational.
- The topic areas and goals are more focused and lean.
- Carbon neutrality has been more clearly articulated in the decarbonization goal.
- Emphasis has been added on addressing underserved and disadvantaged communities and diversity.
- Support for emerging technologies/approaches to reliability, resiliency, and public safety has been highlighted.

Item 7 - Feedback Received – Additional

The VCE team also received additional feedback from individual CAC members based on latest Plan draft:

- Recommendation on making the Plan easier to understand, with clearer statements and reduced industry jargon
- Recommendation to reframe long-term decarbonization goal to focus on matching daily load shape with carbon free and/or renewable resources
- Recommendation to provide more detail on timeframes associated with decarbonization goals

Item 7 - Draft Strategic Plan - Outline

Plan Topic Areas

- A. Financial Strength
- B. Procurement & Power Supply
- C. Customers & Community
- D. Decarbonization & Grid Innovation
- E. Statewide Issues: Regulatory & Legislative Affairs
- F. Organization, Workplace & Technology

Item 7 - Topic A: Financial Strength

A) Financial Strength

- **Goal 1: Maintain and grow a strong financial foundation and manage costs to achieve long-term organizational health.**
 - Objective 1.1: Maintain consistently healthy cash reserves to fund VCE's mission, vision, and goals.
 - Objective 1.2: Achieve an investment grade credit rating by end of 2024.
 - Objective 1.3: Commit to fiscal efficiencies to build a program foundation from which to deliver customer and community value.
 - Objective 1.4: Manage rates and energy costs to support the cash reserves policy.

Item 7 - Topic B: Procurement & Power Supply

B) Procurement & Power Supply

- **Goal 2: Manage power supply resources to consistently exceed California's Renewable Portfolio Standard (RPS) mandate while working toward a portfolio that is 100% carbon neutral by 2030.**
 - Objective 2.1: Continue to identify and pursue cost effective local renewable energy resources.
 - Objective 2.2: Acquire sufficient bundled energy and renewable resources to achieve VCE's greenhouse gas reduction targets.
 - Objective 2.3: Deploy storage and other strategies to achieve renewable, carbon neutral, resource adequacy, and resiliency objectives.
 - Objective 2.4: Identify and pursue cost effective, local distributed energy (e.g., behind the meter rooftop solar+storage) resources to help meet reliability needs.
 - Objective 2.5: Study the feasibility of achieving a portfolio that is 100% carbon neutral by 2030.
 - Objective 2.6: Optimize the hedging strategy to mitigate risk in accordance with the energy risk guidelines and procurement plan.

Item 7 - Topic C: Customers & Community

C) Customers & Community

- **Goal 3: Maintain and prioritize high levels of customer satisfaction and retention.**
 - Objective 3.1: Develop programs and initiatives that deliver affordable rates, lower emissions, and value to our customers.
 - Objective 3.2: Measure and increase customer satisfaction.
 - Objective 3.3: Maintain a participation rate of no less than 90%.
 - Objective 3.4: Maintain a customer-focused culture.

Item 7 - Topic C: Customers & Community

C) Customers & Community (cont'd)

- **Goal 4: Enhance VCE's benefits to the communities it serves, with a particular focus on disadvantaged and historically marginalized communities, and non-residential customers**
 - Objective 4.1: Develop a strategy and approach to more effectively engage disadvantaged and historically marginalized communities.
 - Objective 4.2: Develop a strategy and approach to more effectively engage local business and agricultural customers.
 - Objective 4.3: Build awareness and trust through engagement with the communities VCE serves.

Item 7 - Topic D: Decarbonization & Grid Innovation

D) Decarbonization & Grid Innovation

- **Goal 5. Help drive energy sector related local greenhouse gas emissions reductions by working with local partners.**
 - Objective 5.1: Support member agency achievement of energy sector related emission reduction targets.
 - Objective 5.2: Develop a VCE decarbonization and resiliency roadmap.
 - Objective 5.3: Increase participation in VCE's UltraGreen 100% renewable product.
- **Goal 6. Promote grid innovation programs to improve grid stability, reliability and safety.**
 - Objective 6.1: Develop a grid innovation roadmap for VCE's service territory.

Item 7 - Topic E: Statewide Issues: Reg/Leg Affairs

E) Statewide Issues: Regulatory & Legislative Affairs

- **Goal 7: Strongly advocate for public policies that support VCE's Vision/Mission.**
 - Objective 7.1: Work with CalCCA and other partners to proactively engage State regulators and legislators in developing policy that furthers VCE's mission and facilitates our contributions to decarbonization, grid reliability, energy resiliency, affordability, local programs and social equity.
 - Objective 7.2: Develop relationships with community stakeholder organizations that foster support for VCE's mission and vision.
 - Objective 7.3: Optimize regulatory compliance activities.

Item 7 - F: Organization, Workplace & Technology

F) Organization, Workplace & Technology

- **Goal 8: Analyze and implement optimal long-term organizational structure and management at VCE.**
 - Objective 8.1: Evaluate and pursue opportunities for shared services with other CCAs for certain functions.
 - Objective 8.2: Develop an evaluation framework to guide future expansion opportunities beyond the existing service territory.
 - Objective 8.3: Identify optimal management, staffing and contracting structure of VCE in the near and long term; factors include balance of internal staff vs. consultant support services, transition of leadership positions to permanent internal employees.
 - Objective 8.4: Promote diversity, equity and inclusion in leadership, hiring, promotion, and contracting policies.
 - Objective 8.5: Support health, wellness and a productive workplace.
 - Objective 8.6: Create an innovation-focused culture.

Item 7 - VCE Strategic Planning Process

Date	Meeting/Milestone	Purpose
7/9/20	Board	Revised development process and timeline
7/23/20	CAC	Process update
Mid/Late July	Milestone	Complete Strategic Plan Worksheet Analysis
Late July/Early Aug.	Milestone	Conduct feedback interviews with Board and CAC members
8/13/20	Board	Progress update; report on draft plan
8/27/20	CAC	Progress update and feedback from Strategic Planning Task Group and CAC
Early September	Milestone	Complete initial draft plan
9/10/20	Board	Review/provide direction on draft plan
9/24/20	CAC	Recommendation on draft plan
10/8/20	Board	Consider adoption of draft plan



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Item 8 – Informational Presentation – CleanStart



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Item 9 – Environmental and Social Justice Statement



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Item 9 - Environmental and Social Justice (ESJ) Statement

Background: Board formed an ESJ Working Group in June

First item of business: craft an ESJ statement on behalf of VCE

Emphasis is on ACTIONS taken, including:

- Integrating Diversity, Equity and Inclusion (DEI) more deeply into VCE hiring, contracting and promotion
- Gathering feedback to integrate concerns from disadvantaged communities in service/program design
- Engaging in CalCCA's Equity Committee in developing programs that advance ESJ.

Item 9 - Environmental and Social Justice (ESJ) Statement

Status of ESJ Statement: CAC feedback has been integrated; will be an agenda item at the October Board Meeting

Staff addressed CAC feedback:

- Adding “Racial” and “Climate” to “Environmental and Social Justice”
- Better identifying customers (including those that have opted out) in underrepresented communities and making sure we involve them more in workshops and CAC meetings
- Expand efforts by VCE and the board to recruit for greater diversity on the CAC

Item 9 - Environmental and Social Justice (ESJ) Statement

Staff Requests that:

- The CAC review the integrated changes; and
- Make a recommendation to the board to adopt VCE's Statement on Environmental Justice