



**Silicon Valley Clean Energy
Executive Committee Meeting**

Friday, April 26, 2019
9:30 am

Margaret Abe-Koga, Chair
City of Mountain View

Howard Miller, Vice Chair
City of Saratoga

Liz Gibbons
City of Campbell

Rod Sinks
City of Cupertino

Fred M. Tovar
City of Gilroy

Jeannie Bruins
City of Los Altos

Courtenay C. Corrigan
Town of Los Altos Hills

Marico Sayoc
Town of Los Gatos

Bob Nuñez
City of Milpitas

Javed Ellahie
City of Monte Sereno

Yvonne Martinez Beltran
City of Morgan Hill

Susan Ellenberg
County of Santa Clara

Nancy Smith
City of Sunnyvale

Silicon Valley Clean Energy Office
Conference Room
333 W El Camino Real, Suite 290
Sunnyvale, CA

AGENDA

Call to Order

Roll Call

Public Comment on Matters Not Listed on the Agenda

The public may provide comments on any item not on the Agenda. Speakers are limited to 3 minutes each.

Consent Calendar (Action)

- 1) Approve Minutes of the March 22, 2019, Executive Committee Meeting

Regular Calendar

- 2) CCA Cost-Sharing Agreement (Discussion)
- 3) Built Environment, Mobility and Innovation Programs – Background and Interim Update (Discussion)

Committee/Staff Remarks

Adjourn

svcleanenergy.org

333 W El Camino Real
Suite 290
Sunnyvale, CA 94087



**Silicon Valley Clean Energy
Executive Committee Meeting**

Friday, March 22, 2019
9:00 am

Silicon Valley Clean Energy Office
Conference Room
333 W El Camino Real, Suite 290
Sunnyvale, CA

Margaret Abe-Koga, Chair
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City of Morgan Hill

Susan Ellenberg
County of Santa Clara

Nancy Smith
City of Sunnyvale

DRAFT MINUTES

Call to Order

Vice Chair Miller called the meeting to order at 9:09 a.m.

Roll Call

Present:

Vice Chair Howard Miller, City of Saratoga
Director Nancy Smith, City of Sunnyvale
Director Liz Gibbons, City of Campbell
Director Rod Sinks, City of Cupertino

Absent:

Chair Margaret Abe-Koga, Mountain View

Public Comment on Matters Not Listed on the Agenda

No speakers.

Consent Calendar

MOTION: Director Gibbons moved and Director Sinks seconded the motion to approve the Consent Calendar.

The motion carried unanimously with Chair Abe-Koga absent.

- 1a) Approve Minutes of the January 29, 2019, Executive Committee Meeting**
- 1b) Approve the Cancellation of the July 26, 2019 and December 27, 2019 Regularly Scheduled Executive Committee Meetings**
- 1c) Approve to Recommend Cancellation of the August 21, 2019 Board Meeting and Reinstate August 14, 2019 Board of Directors Meeting Date**

Regular Calendar

- 2) Timing and Process for 2019 SVCE Electricity Rate Changes, and Additional Policy Options (Discussion)**



Margaret Abe-Koga, Chair
City of Mountain View

Director of Account Services and Community Relations Don Bray introduced the item and presented a PowerPoint presentation on potential SVCE rate options. Staff responded to committee member questions.

Howard Miller, Vice Chair
City of Saratoga

CEO Girish Balachandran proposed staff present a rate schedule to the Board in April, effective May, June, and July of 2019, and present a request to the Board in June to give the CEO authority, given certain assumptions, to set rates with particular constraints.

Liz Gibbons
City of Campbell

Committee members discussed the various rate options presented by staff.

Vice Chair Miller opened public comment.

Rod Sinks
City of Cupertino

James Tuleya, Sunnyvale resident, commented on his support for *Option B: Two rate changes -- 6% discount to PG&E's generation rates May 1st and 1% discount to PG&E's generation rates August 1st*, presented by staff. Tuleya commented on his experience with customers and noted a more stable, dampened move in rates is a better approach.

Fred M. Tovar
City of Gilroy

Vice Chair Miller closed public comment.

Jeannie Bruins
City of Los Altos

The committee was in consensus to request staff outline *Option B: Two rate changes -- 3% rate increase effective May 1st that restores the 6% discount to PG&E's generation rates and a 1 ½% rate decrease that would reduce the discount to PG&E's generation rates to 1% effective August 1st*. Staff clarified they would bring the rate schedules in effect May – July 31, 2019 to the April Board meeting, update the Board at the June Board meeting with any new information on PG&E and PCIA rates, and present the SVCE rate schedules that were implemented, based on direction from the Board, at the August Board meeting. The committee agreed to hold a special meeting in July to discuss rates, if needed.

Courtenay C. Corrigan
Town of Los Altos Hills

Rob Rennie
Town of Los Gatos

Bob Nuñez
City of Milpitas

Committee members provided feedback on the presentation and offered suggestions on amendments for the Board.

Javed Ellahie
City of Monte Sereno

CEO Balachandran summarized the key policy points the committee considered in the recommendation:

Stable, small changes are better than a volatile market;
Fiscally responsible;
Enhances flexibility;
Manages risk;
Maintains a discount; and
Allows SVCE to remain carbon-free.

Yvonne Martinez Beltran
City of Morgan Hill

Susan Ellenberg
County of Santa Clara

Director Smith requested staff present a procedural report on what would happen if things do not go as planned and a special meeting is needed.

Nancy Smith
City of Sunnyvale

CEO Balachandran requested the committee move Item 4) *Built Environment Programs – Background and Interim Update* to the April Executive Committee meeting, and address the additional remaining items in a timely fashion due to scheduling constraints; there were no objections from the committee.

3) Future Stakeholder and Community Engagement (Discussion)

svcleanenergy.org

333 W El Camino Real
Suite 290
Sunnyvale, CA 94087



Margaret Abe-Koga, Chair
City of Mountain View

CEO Balachandran introduced the item; Director of Account Services and Community Relations Bray and Communications Manager Pamela Leonard presented a PowerPoint presentation. Staff responded to committee member questions.

Howard Miller, Vice Chair
City of Saratoga

The committee provided thoughts and feedback on the purpose and make up of a potential group.

Liz Gibbons
City of Campbell

CEO Balachandran suggested staff bring the item back with a more refined proposal at a future meeting date.

Rod Sinks
City of Cupertino

Vice Chair Miller opened public comment.

James Tuleya commented on the importance of having a venue for public community involvement, and noted having SVCE in the middle of a community coalition makes sense. Tuleya suggested SVCE can be a leader and the stable entity that brings groups together for achieving a core mission.

Fred M. Tovar
City of Gilroy

Bruce Karney, resident of Mountain View, commented on the difficulties of getting online lightly connected groups to take action. Karney suggested people with connections to Sacramento should be the number one group to engage with, including current colleagues on council, former colleagues on council, and former SVCE Board of Directors.

Jeannie Bruins
City of Los Altos

Vice Chair Miller closed public comment.

Courtenay C. Corrigan
Town of Los Altos Hills

CEO Balachandran suggested the committee address the closed session item following Item 3; there were no objections from the committee.

Rob Rennie
Town of Los Gatos

4) Built Environment Programs – Background and Interim Update (Discussion)

Bob Nuñez
City of Milpitas

This item was not addressed and will be included on the agenda at the April 26, 2019 Executive Committee meeting.

Javed Ellahie
City of Monte Sereno

5) Innovation Programs – Background and Interim Update (Discussion)

Yvonne Martinez Beltran
City of Morgan Hill

This item was not addressed and will be included on the agenda at the April 26, 2019 Executive Committee meeting.

Susan Ellenberg
County of Santa Clara

6) CEO Update (Discussion)

This item was not addressed.

Nancy Smith
City of Sunnyvale

Committee/Staff Remarks

None.

Public Comment on Closed Session

No speakers.

The group convened to closed session following Item 3 at 10:32 a.m.

Convene to Closed Session

Conference with Real Property Negotiators

svcleanenergy.org

333 W El Camino Real
Suite 290
Sunnyvale, CA 94087



Margaret Abe-Koga, Chair
City of Mountain View

Property: 333 W. El Camino Real
Agency Negotiator: Girish Balachandran, CEO
Negotiating Parties: Sunnyvale Village Associates
Under Negotiation: Price and Terms of Payment

Howard Miller, Vice Chair
City of Saratoga

The group reconvened from closed session at 10:44 a.m.

Liz Gibbons
City of Campbell

Report from Closed Session

Vice Chair Miller reported there was nothing to report from the closed session.

Rod Sinks
City of Cupertino

Adjournment

Vice Chair Miller adjourned the meeting at 10:45 a.m.

Fred M. Tovar
City of Gilroy

Jeannie Bruins
City of Los Altos

Courtenay C. Corrigan
Town of Los Altos Hills

Rob Rennie
Town of Los Gatos

Bob Nuñez
City of Milpitas

Javed Ellahie
City of Monte Sereno

Yvonne Martinez Beltran
City of Morgan Hill

Susan Ellenberg
County of Santa Clara

Nancy Smith
City of Sunnyvale



Staff Report – Item 2

To: Silicon Valley Clean Energy Executive Committee

From: Girish Balachandran, CEO

Item 2: CCA Cost-Sharing Agreement

Date: 4/26/2019

This item will be addressed in the form of a presentation to the Executive Committee. Attached is a draft of the proposed cost-sharing agreement.

COST-SHARING AND REIMBURSEMENT AGREEMENT BETWEEN
THE PENINSULA CLEAN ENERGY AUTHORITY,
THE SILICON VALLEY CLEAN ENERGY AUTHORITY,
CITY OF SAN JOSÉ, ADMINISTRATOR OF SAN JOSÉ CLEAN ENERGY,
THE EAST BAY COMMUNITY ENERGY AUTHORITY,
AND MONTEREY BAY COMMUNITY POWER AUTHORITY

FOR PROFESSIONAL CONSULTANT SERVICES

This COST-SHARING AND REIMBURSEMENT AGREEMENT (“Agreement”) is made and entered into on April ____, 2019, by and between the Peninsula Clean Energy Authority (“PCE”), the Silicon Valley Clean Energy Authority (“SVCE”), City of San José, Administrator of San José Clean Energy (“SJCE”), the East Bay Community Energy Authority (“EBCE”), and the Monterey Bay Community Power Authority (“MBCP”), for the cost-sharing and reimbursement of costs in connection with the performance of professional services for the (1) due diligence prior to purchase of Resource Adequacy; (2) joint review and purchase of Resource Adequacy; (3) development of specifications for joint data-management services; and (4) additional consultant services as may be desired in the future. In this Agreement, PCE, SVCE, SJCE, EBCE, and MBCP are referred to individually as “Party” and collectively as “the Parties.”

RECITALS

- A. PCE, SVCE, EBCE, and MBCP are joint powers authorities, and SJCE is a department of the City of San José, organized for the purpose of conducting community choice aggregation programs and other energy-related climate change programs.
- B. Staff at PCE, SVCE, SJCE, EBCE, and MBCP have worked and will work together to develop scopes of work for consultant services to be obtained from Request for Proposal (“RFP”) processes and pursuant to written professional services contracts (“Contract” or “Contracts”). The initial scopes of work will require the selected consultants to: (1) conduct due diligence prior to the RFP process(es); (2) jointly review options to purchase electric capacity for Resource Adequacy purposes; (3) provide regulatory compliance-related services for Resource Adequacy; and/or (4) develop specifications for joint data-management services (together, “Services”).
- C. Staff at PCE, SVCE, SJCE, EBCE, and MBCP may work together to develop scopes of work for additional consultant services (“Additional Services”) and desire to establish a master agreement for this purpose.
- D. PCE, SVCE, SJCE, EBCE, and MBCP have agreed to share the costs of the consultants who are selected and whose Services/Additional Services will benefit the Parties as provided in this Agreement.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, PCE, SVCE, SJCE, EBCE, and MBCP mutually agree to the following:

1. Recitals. The Recitals stated above are true and correct and are incorporated by this reference into this Agreement.
2. Addenda and Contracts. Each set of Services and Additional Services secured pursuant to this Agreement shall be described in a scope of work set forth in an addendum to this Agreement (“Addendum” or, pluralized, “Addenda”). Each Addendum must identify, and be signed by, each of the Parties that will be participating in the cost-sharing arrangement for that scope of work (“Participating Parties”), as well as the Responsible Party (defined below). The Services or Additional Services called for in an Addendum shall be obtained pursuant to a written professional services contract (“Contract”) between the Responsible Party and the selected consultant. Each Contract must include the relevant scope of work, a termination-without-cause provision, and a not-to-exceed dollar amount. With regard to any Contract for which SJCE is the Responsible Party, SJCE will ensure that each such Contract includes: (1) a provision indicating that obligations under the Contract are special limited obligations of SJCE payable solely from the Designated Fund (defined as the San Jose Energy Operating Fund established pursuant to City of San Jose Municipal Code, Title 4, Part 63, Section 4.80.4050 *et seq.*) (“Designated Fund”), and (2) if the term of a Contract is more than one year, a provision indicating that the term of the agreement is subject to appropriation of funds by the City Council of the City of San José, in its sole discretion. Any Addendum or Contract may be amended as mutually agreed by the Participating Parties, including pursuant to Section 5(c)(i) below.
3. Responsible Party and Non-Responsible Parties. The Party administering the RFP process for any Contract will be the “Responsible Party,” and the remaining Participating Parties for that Contract will be the “Non-Responsible Parties.” The “Responsible Party” for each Contract will be determined by unanimous consent of the Participating Parties for that Contract. This determination will be stated in the Addendum for that Contract.
4. Responsibilities of the Parties.
 - a. The Responsible Party for a Contract will do all of the following:
 - i. Prepare the scope of work for the Services and/or Additional Services to be secured pursuant to the Contract.
 - ii. Issue and administer the RFP for the selected consultant.
 - iii. Jointly select with the Non-Responsible Party/Parties the consultant to provide the Services and/or Additional Services described in the RFP.
 - iv. Enter into a Contract with the jointly selected consultant upon the completion of the RFP process for the Contract. The Participating Parties will mutually agree to terms of the Contract; provided, however, that the Contract must contain the provisions enumerated in Section 2 above.

- v. Make timely payments to the selected consultant under the terms of the Contract and administer and manage the Contract.
 - vi. Send timely invoices to the Non-Responsible Party/Parties listing the payments made to the selected consultant pursuant to the Contract.
 - vii. Directly supervise the professional services provided by the selected consultant.
- b. The Non-Responsible Party/Parties for a Contract will do all of the following:
- i. Jointly assist the Responsible Party in reviewing and evaluating the proposals received by the Responsible Party in response to the RFP.
 - ii. Jointly select with the Responsible Party the consultant to perform the Services and/or Additional Services described in the RFP.
 - iii. Mutually agree, with the Responsible Party, to the terms of the Contract; provided, however, that the Contract must contain the provisions enumerated in Section 2 above.
 - iv. Reimburse, on an equal-share basis, the Responsible Party for the payments made by the Responsible Party to the selected consultant pursuant to the Contract. For example, if four Non-Responsible Parties choose to participate in a Contract (five Participating Parties total), each Non-Responsible Party will pay the Responsible Party twenty percent (20%) of the cost of the payments made by the Responsible Party. Each Non-Responsible Party must pay its share within 30 days of receiving each invoice from the Responsible Party.
 - v. Work cooperatively with the Responsible Party in the Responsible Party's (1) administration and management of the Contract and (2) supervision of the professional services provided by the consultant.

5. Term and Termination.

- a. *Term.* The term of this Agreement will commence on the date first written above and, absent earlier termination pursuant to the provisions below, terminate on December 31, 2022. With regard to SJCE only, the funding in any year may be contingent on future appropriation by the City Council of the City of San José, in its sole discretion. If the funding required to pay for any services for the next fiscal year has not been appropriated by June 30 of any year, this Agreement will automatically terminate for SJCE, effective June 30.
- b. *Termination with or without cause.* Any Party may choose to terminate this Agreement in its entirety, or solely with respect to a particular Addendum for which

the Party is a Participating Party, with or without cause upon 30 days' written notice. If the termination is for cause (i.e., default by another Party ("Defaulting Party") of a material term of this Agreement), the terminating Party will give the Defaulting Party a reasonable period of time to cure the default, which in no case shall be less than 15 days.

- c. *Effect of termination/payments owed.* Termination of this Agreement in its entirety, or of this Agreement with respect to a particular Addendum, obligates the terminating Party or Parties to make any outstanding payments owed to the Responsible Party or Parties as follows:
- i. In the event a Party gives notice of termination of this Agreement with respect to a particular Addendum, the remaining Participating Parties listed in that Addendum will promptly decide whether to (1) terminate the Addendum and corresponding Contract; (2) amend the Addendum and Contract to reduce the scope of work and the cost; or (3) continue with the Addendum and Contract as originally drafted and scoped, but reallocating the terminating Party's remaining cost responsibility among the remaining Participating Parties. The remaining Participating Parties will make reasonable efforts to terminate or amend the Addendum and corresponding Contract to reduce the scope of work and/or cost; provided, however, that if they are unable to do so, the terminating Party will remain obligated to pay its shared cost obligation pursuant to the original Addendum; and provided further that, with regard to SJCE only, obligations under this Agreement are special limited obligations of SJCE payable solely from the Designated Fund, and shall not be a charge upon the revenues or general fund of the City of San José or upon any non-SJCE moneys or other property of the City of San José or its Community Energy Department.
 - ii. In addition to (i) above, in the event a Non-Responsible Party terminates this Agreement with respect to a particular Addendum, such Non-Responsible Party will reimburse the Responsible Party for the Non-Responsible Party's share of any unpaid consultant fees, incurred prior to the effective date of termination, that the Responsible Party is obligated to pay under the Addendum. The Non-Responsible Party will make such reimbursement within 30 days of the effective date of the termination.
 - iii. Sections 5(c)(i) and (ii) apply to the termination of this Agreement with respect to a single Addendum or multiple Addenda.
 - iv. If a termination is for cause, any amounts owed under this Section 5(c) and in dispute will be subject to an informal meet and confer between the Participating Parties, to be conducted no later than within 15 days of the effective date of the notice of termination. In the event such informal meet and confer does not successfully resolve the dispute, the Parties may pursue any remedies available to them under law.

6. Hold Harmless and Indemnification. The indemnification obligations of the Parties shall be as follows:
- a. PCE shall defend, hold harmless and indemnify SVCE, SJCE, EBCE, and MBCP, and their directors, officers, agents and employees from any and all claims for injuries or damage to persons and/or property which arise out of the terms and conditions of this Agreement and which result from the negligent acts or omissions or other wrongful conduct of PCE, its directors, officers, agents and/or employees.
 - b. SVCE shall defend, save harmless, and indemnify PCE, SJCE, EBCE, and MBCP, and their directors, officers, agents, and employees, from any and all claims for injuries or damage to persons and/or property which arise out of the terms and conditions of this Agreement and which result from the negligent acts or omissions or other wrongful conduct of SVCE, its directors, officers, agents and/or employees.
 - c. SJCE shall defend, save harmless, and indemnify PCE, SVCE, EBCE, and MBCP, and their directors, officers, agents, and employees, from any and all claims for injuries or damage to persons and/or property which arise out of the terms and conditions of this Agreement and which result from the negligent acts or omissions or other wrongful conduct of SJCE, its directors, officers, agents and/or employees.
 - d. EBCE shall defend, save harmless, and indemnify PCE, SVCE, SJCE, and MBCP, and their directors, officers, agents, and employees, from any and all claims for injuries or damage to persons and/or property which arise out of the terms and conditions of this Agreement and which result from the negligent acts or omissions or other wrongful conduct of EBCE, its directors, officers, agents and/or employees.
 - e. MBCP shall defend, save harmless, and indemnify PCE, SVCE, SJCE, and EBCE, and their directors, officers, agents, and employees, from any and all claims for injuries or damage to persons and/or property which arise out of the terms and conditions of this Agreement and which result from the negligent acts or omissions or other wrongful conduct of MBCP, its directors, officers, agents and/or employees.
 - f. In the event of concurrent negligence of two or more of PCE, SVCE, SJCE, EBCE, and/or MBCP, or of their directors, officers, agents, or employees, then the liability for any and all claims for injuries or damage to persons and/or property which arise out of terms and conditions of this Agreement shall be apportioned according to the California theory of comparative negligence.
 - g. Unless the Participating Parties to a Contract provide otherwise in the Addendum for that Contract, the duty of any Party to defend, save harmless, and indemnify shall extend only to, and in no circumstance exceed, the share of funds owed by that Party for the specific Contract(s) out of which such duty arises. With regard to SJCE only, such duty to defend, save harmless, and indemnify extends only to, and

in no circumstance will exceed, the Designated Fund for SJCE.

- h. These provisions shall survive expiration or termination of this Agreement.
7. Amendment and Waiver. Except for any Addenda added pursuant to Section 2, no change or modification of this Agreement shall be valid unless the same is in writing and signed by all Parties, and no verbal understanding or agreement not incorporated herein shall be binding on any Party hereto.
 8. Governing Law. This Agreement shall be construed and governed by the laws of the State of California, and any suit or action initiated by any Party shall be brought in the Superior Court for the County of San Mateo, California, or the United States District Court for the Northern District of California.
 9. Time of Essence. Time is of the essence for every provision hereof in which time is a factor.
 10. Benefit of Parties. The terms of this Agreement shall be binding and inure to the benefit of the Parties hereto and their successors and assigns. No Party shall assign this Agreement or any portion thereof to a third party without the prior written consent of all of the other Parties. Any such assignment without prior written consent by one Party shall give any or all of the other Parties the right to automatically and immediately terminate this Agreement without penalty or advance notice. Such termination shall be effective only as to the terminating Party or Parties.
 11. Entire Agreement of the Parties. Except for any Addenda added pursuant to Section 2, this Agreement supersedes any and all agreements, either oral or written, between the Parties with respect to the subject matter of this Agreement and contains all of the representations, covenants, and agreements between the Parties with respect to the subject matter of this Agreement.
 12. Independent Counsel. Each Party has had the opportunity to consult with its own attorney with respect to this Agreement, and in the event that any language contained herein is construed to be vague or ambiguous, this Agreement shall not be strictly construed against any Party.
 13. Notice. Notice given under or regarding this Agreement shall be deemed given upon delivery into the United States Mail if delivery is by postage paid certified mail (return receipt requested), or reputable overnight commercial delivery service. Notice shall be sent to the respective Party at the address indicated below or to any other address as a Party may designate from time to time by a notice given in accordance with this paragraph.

If to PCE:

Jan Pepper, CEO
Peninsula Clean Energy
2075 Woodside Road
Redwood City, California 94061
jpepper@peninsulacleanenergy.com

If to SVCE: Girish Balachandran, CEO
Silicon Valley Clean Energy
333 W. El Camino Real, Suite 290
Sunnyvale, CA 94087
girish@svcleanenergy.org

If to SJCE: Lori Mitchell, Director
cc: Luisa Elkins, Senior Deputy City Attorney
San Jose Clean Energy
200 E. Santa Clara St., 14th Floor
San José, CA 95113
Lori.Mitchell@sanjoseca.gov
Luisa.Elkins@sanjoseca.gov

If to EBCE: Nick Chaset, CEO
East Bay Community Energy
1111 Broadway, 3rd Floor
Oakland, CA 94607
nchaset@ebce.org

If to MBCP: Tom Habashi, CEO
Monterey Bay Community Power Authority
70 Garden Couty, 3rd Floor
Monterey, CA 93940
thabashi@mbcommunitypower.org

14. Invalid Provision. The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions hereof, and this Agreement shall be construed in all respects as if such invalid or unenforceable provision were omitted.
15. Headings and Captions. The headings and captions used in this Agreement are for convenience only and shall in no way define, limit, or describe the scope or intent of the Agreement or any part thereof.
16. Counterparts. This Agreement may be executed in counterpart originals, each of which is deemed to be an original for all purposes.

IN WITNESS WHEREOF, the Parties have executed this Agreement below on the date first written above.

Peninsula Clean Energy Authority

Date: _____

By: _____

Silicon Valley Clean Energy Authority

Date: _____

By: _____

**City of San José, Administrator of San José
Clean Energy**

Date: _____

By: _____

East Bay Clean Energy Authority

Date: _____

By: _____

Monterey Bay Community Power Authority

Date: _____

By: _____

EXHIBIT A

Scope of Work for Joint CCA Resource Adequacy Portfolio Management Services

DRAFT



Staff Report – Item 3

To: Silicon Valley Clean Energy Executive Committee

From: Girish Balachandran, CEO

Item 3: Built Environment, Mobility & Innovation Programs – Background and Interim Update

Date: 4/26/2019

This item will be addressed in the form of a presentation to the Executive Committee. The purpose is to provide background information and an interim update on all program initiatives within the “Built Environment”, “Mobility” and “Innovation” program focus areas in the Decarb Strategy & Programs Roadmap.