SVCE Strategic Planning & Work Plan Process

- Board starts CEO evaluation
- May 2020

- Board approves FY21 Budget & Updated Strategic Plan
- Sep. 2020

- SVCE Staff Work Plan for 2020-21
- Sep-Oct 2020

- Board completes CEO evaluation and sets CEO Priorities
- Sep-Oct 2020

- Update Strategic Plan and FY22 Priorities
- May-Sep 2021

- CEO Evaluation
- Sep. 2021

- FY2022 Budget Adoption
- Sep. 2021

- Strategic Plan Input & Updates
- May-August 2020
Strategic Plan Update

Input from staff (Directors, Managers, all staff), MAWG, Advocates

Update to Board in August & September

• Shorter Strategic Plan, adapting to major changes
• Accompanying Work Plan, that’s synced up
Identified Major Issues (in addition to Business-As-Usual)
$1 B worth of Power Supply Contracts Online Starting next Summer
SVCE Adaptation to Change
(in addition to Business-As-Usual)

Additional Resources & Efficiencies
Enterprise-wide systems, metrics & tools
Focus on Equity
Digital Pivot - Customer & Community engagement
Community outreach and leverage
Backup Slides
Reduce dependence on fossil fuels by providing carbon free, affordable and reliable electricity and innovative programs for the SVCE community.
Next Steps for a Revised Strategic Plan and Updated Work Plan

May – July
- Revise Strategic Plan
  - Move detailed tactics to Work Plan
- PEST & SWOT Analysis
  - Update Strategic Plan Document

July/August
- Present to Executive Committee at Special Meeting

August
- Present Revised Strategic Plan to Board

September
- Recommend Approval of Revised Strategic Plan
Adapt & Rebalance

• Cost & Risk has increased

Buying Clean Electricity is 90% of our expenses & mostly mandatory

Programs are 2% of our expense & discretionary

• But, has the greatest potential to bend the carbon curve downward
Uncertainty, Risk, and COVID-19

- **PCIA**
  - PCIA uncapped later in 2020, 10+M reserve call in 2021

- **LOAD LOSS**
  - 15% load loss for C&I customers; return to “normal” in 2022

- **PAYMENTS**
  - Customer defaults, payment issues due to COVID-19

- **L&R ISSUES**
  - Central buyer, PG&E BK, Transparency, PSPS, Long-duration storage

- **SUPPLY**
  - Project delays and financing issues due to COVID-19; new IRP/RA rules

- **DIRECT ACCESS**
  - Potential for additional DA market expansion
Community GHG Reduction Goals

Achieving CA’s 2050 GHG goal will require an additional 61-74% reduction below forecasted 2030 level.

Historical | Forecast

2015-2030 GHG Goal Timeline:
- 2021 Goal: 30% below 2015 levels (2.82 MMT CO2e)
- 2025 Goal: 40% below 2015 levels (2.42 MMT CO2e)
- 2030 Goal: 50% below 2015 levels (2.01 MMT CO2e)
- California 2030 Target: 40% below 1990 levels
- California 2050 Target: 80% below 1990 levels

This reduction will require an unprecedented shift away from natural gas in commercial and residential buildings, and gasoline vehicles.

Note: Electricity emissions calculated using annual GHG emissions accounting methodology.
Overarching Approach

- Procure & maintain a sustainable, affordable and carbon-free **power supply**
- Electrify the **built environment** and **mobility**
- Promote **energy efficiency** & **successful grid integration**
SVCE 2020 Integrated Resource Plan Approval

Board of Directors Meeting
August 12, 2020
Recommendation:

Authorize the CEO to finalize and submit to the CPUC by September 1, 2020 SVCE’s 2020 Integrated Resource Plan with the following Portfolios:

1. 46 MMT Conforming Portfolio – submitted for compliance
2. 38 MMT Conforming Portfolio - SVCE’s Preferred Conforming Portfolio
3. Alternative Portfolio to 38 MMT Conforming Portfolio
California’s GHG Reduction Goals Apply to Multiple Sectors of the Economy

- **2020**: Back to 1990 levels
- **2030**: 40% below 1990 levels
- **2050**: 80% below 1990 levels

Figure courtesy of California Climate Change Scoping Plan: https://ww3.arb.ca.gov/cc/scopingplan/scoping_plan_2017.pdf
Electricity’s Role is 18% (46 MMT) of 2030 statewide target

SB 100: Renewable and carbon-free energy sources must supply 100% of retail electricity demand by 2045

2030 Statewide GHG goal: 260 Million Metric Tons (MMT) of CO2 equivalent

The electricity sector’s portion of this statewide total is **46 MMT**, or 18% of allowable emissions in 2030. However, for CA to be on track to meet the SB 100 goals in 2045, that total drops to **38 MMT**.
Electricity as Part of a Whole

The electricity sector’s 46 MMT portion of the statewide 2030 GHG goal is based on its estimated contribution to statewide emissions.

The most recent emissions inventories show electricity making up about 15% of California’s emissions, similar to the 18% the sector is allotted in 2030.

Figure courtesy of the California Air Resources Board: https://ww2.arb.ca.gov/ghg-inventory-data
IRP: How We Get There

- Integrated Resource Planning (IRP) - ensures that the electricity sector is on track to meet its portion of California’s 2030 GHG reduction targets:
  - 46 MMT Scenario
  - 38 MMT Scenario – More Aggressive reductions to meet 2045 Carbon-free
Board Policy Direction has been solicited & incorporated

- **Board & Community Workshops** – September & October 2019
- **Board IRP Update** – February 2020
- **Board IRP Update** – March 2020
- **Executive Committee IRP Update** – May 2020
- **Board IRP Update** – June 2020
Portfolios to be Submitted in SVCE’s IRP

<table>
<thead>
<tr>
<th>Conforming Portfolio – 46 MMT</th>
<th>SVCE’s Preferred Portfolio – 38 MMT Conforming</th>
<th>Alternative Portfolio - 38 MMT Non-Conforming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on the 38 MMT conforming portfolio, but with reduced large hydro in 2030 in order to meet the assigned GHG emissions benchmark. <em>Aligns with other CCAs</em></td>
<td>Based on the Preferred Portfolio – 100% Clean from the Initial Analysis, with updates to conform to CPUC requirements for IRP compliance. <em>No Incremental DER.</em></td>
<td>Based on the 38 MMT Conforming Portfolio, but with more aggressive renewable procurement (75% in 2030). Represents a potential future response to a tightening market for large hydro that would allow SVCE to uphold its commitment to being carbon-free on an annual basis. <em>Includes Incremental DER.</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SVCE’s GHG Benchmark in 2030 (MMT)</th>
<th>.704</th>
<th>.562</th>
<th>.562</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG Emissions in 2030 (MMT)</td>
<td>.704</td>
<td>.255</td>
<td>.297</td>
</tr>
</tbody>
</table>
SVCE’s Contributions to Reliability

- Diverse renewable portfolio designed to combat the duck curve
  - Average of 40% storage requirement on all new solar
  - Geothermal for carbon-free baseload, including a PPA for one of the first new geothermal plants in CA in almost a decade

- Load-shaping via the Resiliency RFP (Demand Response RA)
- Importation of large hydro for carbon-free baseload (bundled)
- Full compliance with the Resource Adequacy (RA) program
- Issue RFOs for long-duration storage (greater than 8 hours) and stand-alone batteries
Next Steps

• Finalize IRP Narrative
• Complete GHG Calculator
• Complete IRP Templates
• Submit Final IRP to the CPUC by September 1, 2020
Recommendation:

Authorize the CEO to finalize and submit to the CPUC by September 1, 2020 SVCE’s 2020 Integrated Resource Plan with the following Portfolios:

1. 46 MMT Conforming Portfolio – submitted for compliance
2. 38 MMT Conforming Portfolio - **SVCE’s Preferred Conforming Portfolio**
3. Alternative Portfolio to 38 MMT Conforming Portfolio
Questions?
Backup
SVCE’s IRP Portfolios Presented in June

<table>
<thead>
<tr>
<th>Portfolio Type</th>
<th>Description</th>
<th>Meets GHG Benchmark?</th>
</tr>
</thead>
<tbody>
<tr>
<td>46 MMT Conforming Portfolio</td>
<td>Achieves CPUC GHG reductions by 2030 with SVCE PPAs, net open position is filled with the resource ratios from the 46 MMT Reference System Plan</td>
<td>Yes – slightly below</td>
</tr>
<tr>
<td>38 MMT Conforming Portfolio</td>
<td>On top of contracts SVCE has already signed, net open position is filled with resource ratios from the 38 MMT Reference System Plan</td>
<td>Yes</td>
</tr>
<tr>
<td>Alternative 1 – SVCE’s Preferred Portfolio 100% Clean Annually</td>
<td>Represents SVCE’s 100% Clean Goals: 50% RPS through 2025, then tracking state requirement of 60% RPS by 2030 with a 5% buffer for long-term PPAs; non-RPS portion of open position filled with large hydro.</td>
<td>Yes - below</td>
</tr>
<tr>
<td>Alternative 2 - SVCE High RPS Procurement &amp; 100% Clean Annually</td>
<td>75% RPS by 2030 and 5-15% buffer for long-term PPA over minimum. Potential response to increased cost and/or decreased supply of large hydro while keeping emissions at zero on a yearly basis.</td>
<td>Yes - below</td>
</tr>
</tbody>
</table>

Mentioned as Sensitivity
The IRP Compliance Requirements Changed or Clarified Since June 2020

1. The conforming portfolio for the 38 MMT scenario is now allowed to be below the benchmark.
   - SVCE will submit its 100% Clean Procurement Plan as it’s Preferred Portfolio

2. CPUC’s IRP templates do not allow for the inclusion of incremental DER & electrification measures
   - Removed from SVCE’s Preferred Portfolio to ensure it’s a Conforming Portfolio

3. CPUC expressed concerns about demonstrating an over-reliance on large hydroelectricity
   - SVCE will submit an Alternative Plan with lower reliance on large-hydro, more aggressive RPS and incremental DER measures to modify load
HIGHLIGHTS

1. SVCE FINANCIALLY STABLE; BALANCE AVAILABLE FOR RESERVES OF $8.4 MILLION DESPITE CONTINUED PROJECTED LOAD LOSS DUE TO COVID-19

2. ENERGY EXPENSES DECREASED $4.4 MILLION; BUDGET INCLUDES REQUEST FOR NEW POWER ANALYST AND DATA SCIENTIST POSITIONS

3. BUDGET ASSUMES 1% DISCOUNT FROM PG&E RATES DUE TO EXPECTED INCREASE IN PCIA AND CONTINUED LOAD LOSS IN ORDER TO RETAIN MOODY’S CREDIT RATING
ROADMAP

01
Budget Preview
June 25th – Exec. Committee

02
August 5th – Review with Finance Committee

03
Proposed Budget presented to Board at August meeting

04
Recommended Budget presented for adoption at Sept. Board meeting

05
Strategic Plan adopted Sept/Oct

06
Mid-Year Budget Review
Feb/March 2021

Item 5
PRESENTATION
Uncertainty, Risk, and COVID-19

**SUPPLY**
Project delays and financing issues; new IRP/RA rules; Ops issues with PPAs online next summer.

**PCIA**
PCIA uncapped later in 2020, 10+M reserve call in 2021.

**LOAD LOSS**
~8% load loss; return to “normal” in 2022.

**PAYMENTS**
Customer defaults, payment issues due to COVID-19.

**L&R ISSUES**
Central buyer, PCIA, Transparency, PSPS, Long-duration storage.

**DIRECT ACCESS**
Potential for additional DA market expansion.

**RESERVES**
Central buyer, PCIA, Transparency, PSPS, Long-duration storage.
To maintain balance between ratepayer value and agency sustainability – lower the discount to PG&E to 1%

SVCE will plan for a significant spike to near 5 cents in October then backing down to near 4 cents in 2021

SVCE will plan on an extended, double-dip recovery that continues to impact energy sales

Big threat would be PG&E rate decrease. Minimal chance. Budget assumes static PG&E rates through 2021.

SVCE has one of the lowest bad debt rates of CCA’s. Should plan on 3x-4x historical performance to ~1%
FINANCIAL SUMMARY

$264.4 MM

Energy Revenues
- Load reduction continues due to Covid-19
- PCIA increase
- Move from 4% to 1% discount

$234.7 MM

Energy Costs
- $4.4 million reduction reflects lower load to serve
- 88% hedged in FY2020-21

$29.7 MM

Operating Margin
- Margin to fund operations, reserves, programs, and capital

$21.3 MM

Other revenue, expenses and transfers
- $16 million for other operations & non-operations
- $5.3 million for programs

$8.4 MM

Reserves
- End the FY at Reserve Target Range of 219 Days
Mid-Case represents the “W” recovery curve

- C&I load drops a second time due to resurgence in COVID-19 in the winter.

- Second recovery period followed by permanent reductions to a majority of small & medium C&I customers.
ACCOUNTS & SALES

Customer Accounts
• 267,000 Accounts

Energy Sales (MWh’s)
• 3.76 million MWh’s
TOTAL REVENUES

- Continued exposure to COVID load loss and volatile PCIA
- Long-term revenue vulnerability from Direct Access
POWER SUPPLY

- $234.7 million Energy Supply Cost
- Well hedged (88%) for FY 2020-21
- Resource Adequacy increases each year
TOTAL EXPENSES

• Low Overhead keeps SVCE nimble to respond to changing business
CURRENT STATE

Long-Term Procurement Negotiations

Developing customized contracts for high load customers

React to regulatory rules changes

Data systems and processes currently being centralized, streamlined and automated

Rudimentary modeling approaches used for consequential business functions

FUTURE STATE

New Power Analyst provides analytical support and management of resources obtained through the PPA negotiations

Evaluates new resources and products

Energy portfolio optimization and risk management

New Data Scientist Generates agency-wide data-driven insights to support mission

Leads high-impact analyses to enhance operational performance and mitigate risk (e.g. load analysis, customer segmentation, program operations, etc.)
ORG. CHART

SVCE RATEPAYERS

BOARD OF DIRECTORS

CHIEF EXECUTIVE OFFICER

BOARD CLERK / EXECUTIVE ASSISTANT

Chief Financial Officer & Director of Administrative Services

Administrative Services Manager

Management Analyst

Administrative Analyst

Administrative Assistant

Director of Account Services & Community Relations

Communications Manager

Community Outreach Specialist

Communications Specialist

Director of Power Resources

Account Services Manager

Senior Energy Consultant

Energy Consultant

Director of Decarbonization & Grid Innovation Programs

Senior Data Engineer

Director of Regulatory & Legislative Policy

Senior Regulatory Analyst

Manager of Regulatory & Legislative Affairs

Analyst (2)

Power Resources Analyst

Associate Data Scientist

Power Settlements & Compliance Analyst

Power Resources Planner

Associate Data Analyst

Full-Time Staff = 31
Temporary Staff = 5
PROJECTED RESERVES

219 Days of Cash on Hand

$250,000

$200,000

$150,000

$100,000

$50,000

$0

FY19A FY20B FY21E FY22E FY23E

Reserves Target Max Min
DEPT HIGHLIGHTS

• Executive Administration
  • Strategic Plan Implementation
  • Cross-CCA Collaboration

• Finance & Administration
  • Cybersecurity
  • Power Prepay
  • Workforce Productivity and Wellness

• Power Resources
  • Operational Management of long-term power contracts
  • Portfolio Optimization
DEPT HIGHLIGHTS

• Account Services & Community Relations
  • Digital Engagement and Outreach
  • Customer Program Implementation
  • C&I Offerings – GreenPrime Direct; EcoInvestment

• Decarbonization & Grid Innovation Programs
  • Resiliency and Building Electrification
  • Electric Vehicle Charging Infrastructure Support
  • Innovative Pilot Programs
  • Data Analysis and Governance

• Regulatory and Legislative Policy
  • PCIA Reform
  • Industry Restructuring
THANK YOU
Supplemental
Changes in FY 2020-21
Projected Budget Surplus since Mid-year
(June 25 update)

Surplus increase
$3.2 million

Energy Revenues
Unfavorable
$1.2 million

Energy sales assumptions the same; Using Ascend Analytics model

Power Supply
Favorable
$6.6 million

Removed 3% contingency

Operating Exp
Unfavorable
$1.7 million

Personnel costs increased $1.1 million

Non-oper Rev/Exp
Unfavorable
$0.2 million

Reduced interest income estimate due to lower rates

Cap/Transfers
Unfavorable
$0.3 million

Increase due to carry over of Capex budget from 2019-20
## SILICON VALLEY CLEAN ENERGY
### FY 2020-21 PROPOSED OPERATING BUDGET
($ in thousands)

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>FY 2019-20 BUDGET AS ADOPTED MIDYEAR</th>
<th>FY 2020-21 RECOMMENDED BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENERGY REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL ENERGY REVENUES</td>
<td>286,640</td>
<td>264,415</td>
<td>(22,225)</td>
</tr>
<tr>
<td><strong>ENERGY EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power Supply</td>
<td>239,070</td>
<td>234,662</td>
<td>(4,408)</td>
</tr>
<tr>
<td><strong>OPERATING MARGIN</strong></td>
<td>47,570</td>
<td>29,753</td>
<td>(17,817)</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Management</td>
<td>3,160</td>
<td>3,020</td>
<td>(140)</td>
</tr>
<tr>
<td>PG&amp;E Fees</td>
<td>1,260</td>
<td>1,350</td>
<td>90</td>
</tr>
<tr>
<td>Employment Expenses</td>
<td>5,120</td>
<td>6,223</td>
<td>1,103</td>
</tr>
<tr>
<td>Professional Services</td>
<td>3,420</td>
<td>3,620</td>
<td>200</td>
</tr>
<tr>
<td>Marketing &amp; Promotions</td>
<td>740</td>
<td>870</td>
<td>130</td>
</tr>
<tr>
<td>Notifications</td>
<td>160</td>
<td>100</td>
<td>(60)</td>
</tr>
<tr>
<td>Lease</td>
<td>500</td>
<td>500</td>
<td>0</td>
</tr>
<tr>
<td>General &amp; Administrative</td>
<td>960</td>
<td>1,070</td>
<td>110</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td>15,320</td>
<td>16,753</td>
<td>1,433</td>
</tr>
<tr>
<td><strong>OPERATING INCOME (LOSS)</strong></td>
<td>32,250</td>
<td>13,001</td>
<td>(19,250)</td>
</tr>
</tbody>
</table>
## SILICON VALLEY CLEAN ENERGY
### FY 2020-21 PROPOSED OPERATING BUDGET
($ in thousands)

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>FY 2019-20 BUDGET AS ADOPTED MIDYEAR</th>
<th>FY 2020-21 RECOMMENDED BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING INCOME (LOSS)</td>
<td>32,250</td>
<td>13,001</td>
<td>(19,250)</td>
</tr>
<tr>
<td>TOTAL NON-OPERATING INCOME (EXPENSES)</td>
<td>1,870</td>
<td>1,108</td>
<td>(762)</td>
</tr>
<tr>
<td>CHANGE IN NET POSITION</td>
<td>34,120</td>
<td>14,109</td>
<td>(20,012)</td>
</tr>
<tr>
<td>CAPITAL EXPENDITURES, INTERFUND TRANSFERS &amp; OTHER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>400</td>
<td>400</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>50</td>
<td>0</td>
<td>(50)</td>
</tr>
<tr>
<td>Transfer to CRCR Fund</td>
<td>8,500</td>
<td>0</td>
<td>(8,500)</td>
</tr>
<tr>
<td>Transfer to Programs Fund</td>
<td>5,050</td>
<td>5,270</td>
<td>220</td>
</tr>
<tr>
<td>TOTAL CAPITAL EXPENDITURES, INTERFUND TRANSFERS &amp; OTHER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$14,000</td>
<td>$5,670</td>
<td>(8,330)</td>
</tr>
<tr>
<td>BALANCE AVAILABLE FOR RESERVES</td>
<td>$20,120</td>
<td>$8,439</td>
<td>($11,682)</td>
</tr>
</tbody>
</table>
## CCA Base Rate Comparison

<table>
<thead>
<tr>
<th>CCA</th>
<th>Base Rate</th>
<th>Base Rate Renewable</th>
<th>Base Rate Discount to PGE Gen</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCE</td>
<td>ECOplus</td>
<td>50%</td>
<td>-5%</td>
</tr>
<tr>
<td>SVCE</td>
<td>GreenStart</td>
<td>50%</td>
<td>-4%</td>
</tr>
<tr>
<td>MBCP</td>
<td>MBChoice</td>
<td>34%</td>
<td>-2%</td>
</tr>
<tr>
<td>CleanPower SF</td>
<td>CPSF Green</td>
<td>48%</td>
<td>-1%</td>
</tr>
<tr>
<td>SJCE</td>
<td>GreenSource</td>
<td>45%</td>
<td>-1%</td>
</tr>
<tr>
<td>EBCE</td>
<td>Bright Choice</td>
<td>41%</td>
<td>-1%</td>
</tr>
<tr>
<td>MCE</td>
<td>Light Green</td>
<td>61%</td>
<td>3%</td>
</tr>
<tr>
<td>Sonoma Clean Power</td>
<td>CleanStart</td>
<td>49%</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Summary Table**
Scenario: Mid Case

Below are average changes to load based on a pre-covid forecast

<table>
<thead>
<tr>
<th></th>
<th>Small/Medium C&amp;I</th>
<th>Large C&amp;I</th>
<th>Residential</th>
<th>Total Load (Weighted avg by rate class)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelter-in-Place #1</td>
<td>-23%</td>
<td>-13%</td>
<td>11%</td>
<td>-8%</td>
</tr>
<tr>
<td>Mar 17 - May 30, 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recovery Period #1</td>
<td>-12%</td>
<td>-8%</td>
<td>3%</td>
<td>-5%</td>
</tr>
<tr>
<td>Jun 1 - Nov 30, 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shelter-in-Place #2</td>
<td>-16%</td>
<td>-7%</td>
<td>9%</td>
<td>-3%</td>
</tr>
<tr>
<td>Dec 1, 2020 - April 30, 2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recovery Period #2</td>
<td>-9%</td>
<td>-6%</td>
<td>3%</td>
<td>-4%</td>
</tr>
<tr>
<td>May 1 – Jun 31, 2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Normal Phase 1</td>
<td>-9%</td>
<td>-4%</td>
<td>1%</td>
<td>-3%</td>
</tr>
<tr>
<td>July 1 – Dec 31, 2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Normal Phase 2</td>
<td>-4%</td>
<td>-2%</td>
<td>0%</td>
<td>-2%</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
REVENUES INPUTS

- No changes to rates since May 2020
  - 1% discount to PG&E rates for FY20-21
    - Resume 4% discount in FY21-22
  - Forecasting stable rates through Spring 2021
- Double-dip Recovery through late 2020
- PCIA trigger and fallback anticipated, but timing uncertain
- No change to customer participation rate
- Direct Access Expansion, pending CPUC report release
**Executive Administration**

**Strategic Plan**
- Less task-orientated document
- Implementation of Strategic Plan

**Collaboration**
- Continued collaboration with other Bay Area CCAs
- Long-duration Storage
- Power Prepay

**Board**
- General Counsel
- Board/Committee meetings support
Finance & Administration

**Cybersecurity**
- Continued funding to support cybersecurity initiatives
- Focus on security and reliability

**Facility Improvements**
- Increased rent budget to support larger new office space
- Continued capital budget to support delayed construction improvements in new upstairs space

**HR/Payroll Improvements**
- Maintain competitive compensation and benefits package
- Support remote workforce productivity and wellness

**Risk Management**
- Support for risk management of agency (insurance, etc.)
- Support for risk management of energy supply and compliance

**Power Pre-Pay**
- Support for analysis and possible execution of a power prepay agreement that would lower power supply cost
Power Resources

**PPAs & Contracts**
- Consultants and Legal support for new PPA negotiations
- Monitoring and action for ongoing PPAs
- Coordinated Operations Agreement with MBCP
- Master Agreements (EEI) management

**Portfolio Optimization**
- Monitoring & management of Power Supply Costs
- Assist with Direct Access strategies and response
- Hybrid Resource valuation & optimization
- Compliance
- Leg/Reg support

**Operations**
- Scheduling Coordination
- Clean energy procurement
- Resource Adequacy & joint procurement
- Risk management, load forecasting, and software tools/solutions to support more integrated trade and settlements system

**Integrated Resource Plan (IRP)**
- Preparation and filing in 2020
- Implementation of 2021-30 IRP
- Assessment of SVCE’s clean goals
- Joint Long Duration Storage RFP
- Stand-alone storage procurement
**Account Services & Community Relations**

**Data Management**
- Continued coordination with Calpine
- Long-Term data management strategies

**Outreach**
- Continued shift in focus to digital outreach and engagement due to COVID
- Outbound email Marketing and Promotions to drive eHub utilization

**Awareness**
- Expanded print / digital advertising campaign around electrification
- Collateral development and marketing to support new programs (EV Charging, HPWH, Workforce Training)

**Programs Support**
- Collaboration with the Decarbonization and Grid Innovations Team to roll out programs
- C&I Offerings / Long-Term contracts including:
  - GreenPrime Direct
  - EcoInvestment

**Required Notifications**
- Funding for various mailers that are required by the CPUC, such as the annual joint rate mailer, with coordination of PG&E
- Transition to electronic distribution when feasible
**Decarbonization & Grid Innovation Programs**

**Programs Funding**
- Continue with the 2% of energy revenues formula for annual funding of programs
- Carry over unused $ from this fiscal year by creating programs fund

**Programs Roadmap**
- Continued rollout of various programs identified in the roadmap
- Building Decarbonization Joint Action Plan
- Community Resilience Planning & Capital Support
- Community Equity

**Innovation**
- Launch multiple pilots through Innovation Onramp
- Telematics Smart Charging
- Smart Electrical Panel Demonstrations

**Tools**
- Develop DAISY 2.0 – a comprehensive data analytics platform to provide cross-functional support
- Build on DER and VPP valuation assessments to improve avoided cost model and GHG forecasting
Regulatory & Legislative

Pro-Active with Legislature
- Funding for Lobbyist presence
- Funding for continued communications with key stakeholders

CalCCA
- Membership Dues
- Support of various committees and initiatives

Regulatory / Rate-Setting
- PCIA Reform
- Direct Access Expansion
- Industry Restructuring
- Keyes & Fox
- M. Cubed
- MRW