

SILICON VALLEY CLEAN ENERGY STRATEGIC PLAN

OCTOBER 2021



MISSION STATEMENT

Reduce dependence on fossil fuels by providing carbon free, affordable, and reliable electricity and innovative programs for the SVCE community.

MEASURE OF MEETING THE MISSION

SVCE, working with SVCE member agencies, aspires to achieve energy and transportation GHG reductions of 30% from the 2015 baseline by 2021, 40% by 2025, and 50% by 2030

SUMMARY

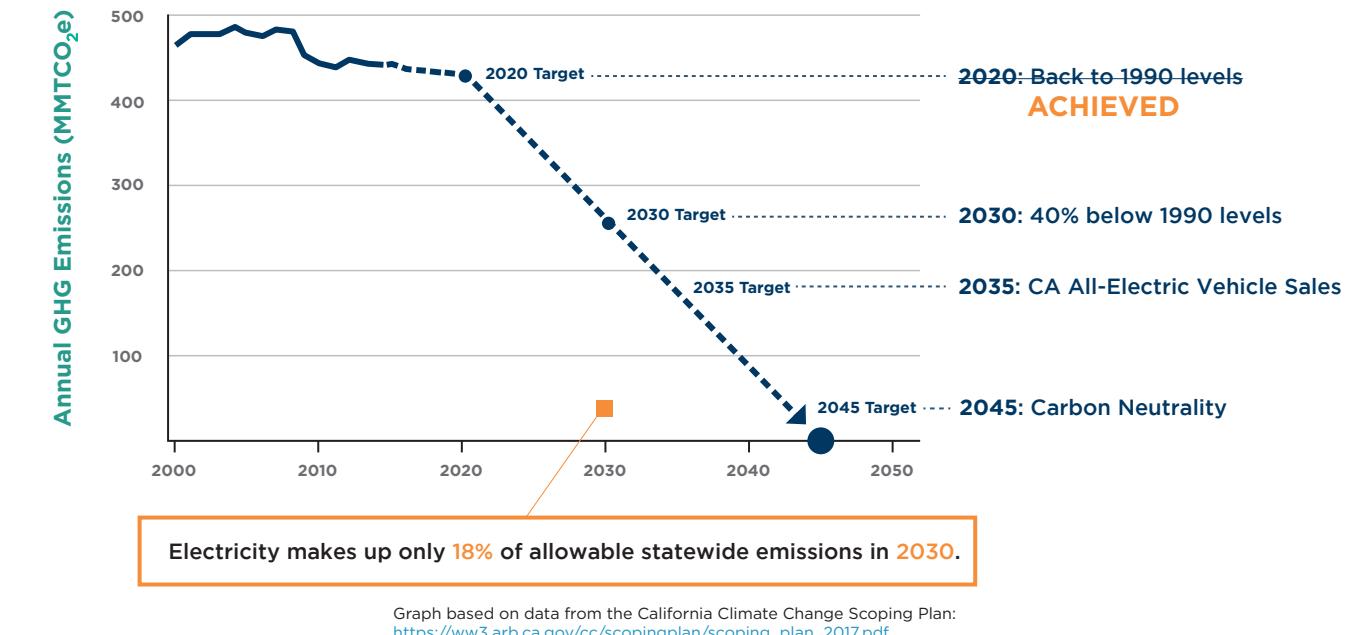
SVCE was founded to address climate change, the greatest existential threat of our time. We will play a vital role in this decades-long endeavor, with the ongoing support of our community and our Board. In addition to the most complex, expensive, and regulated sector of providing carbon-free electricity, we are reinvesting in our region and expanding our toolset for furthering emissions reductions by launching decarbonization and grid innovation programs. These programs represent the next stage in SVCE's maturity and are the mechanism by which SVCE will further engage our communities to achieve our mission.

We embody the entrepreneurial and innovative spirit of the community in which we live and work, the spirit of Silicon Valley, to bend the carbon curve downwards and improve the lives of our community members. This means taking calculated risks and demonstrating novel approaches that have the potential to make big impacts – our results serve to inform, inspire, and influence the rest of the market to achieve outsized results.

We prioritize collaborating with our peers and stakeholders to broaden our impact, for instance by forming regional efforts; widely disseminating results (including unanticipated ones) so that others can learn from our experience; and build on the promising approaches pioneered by others.

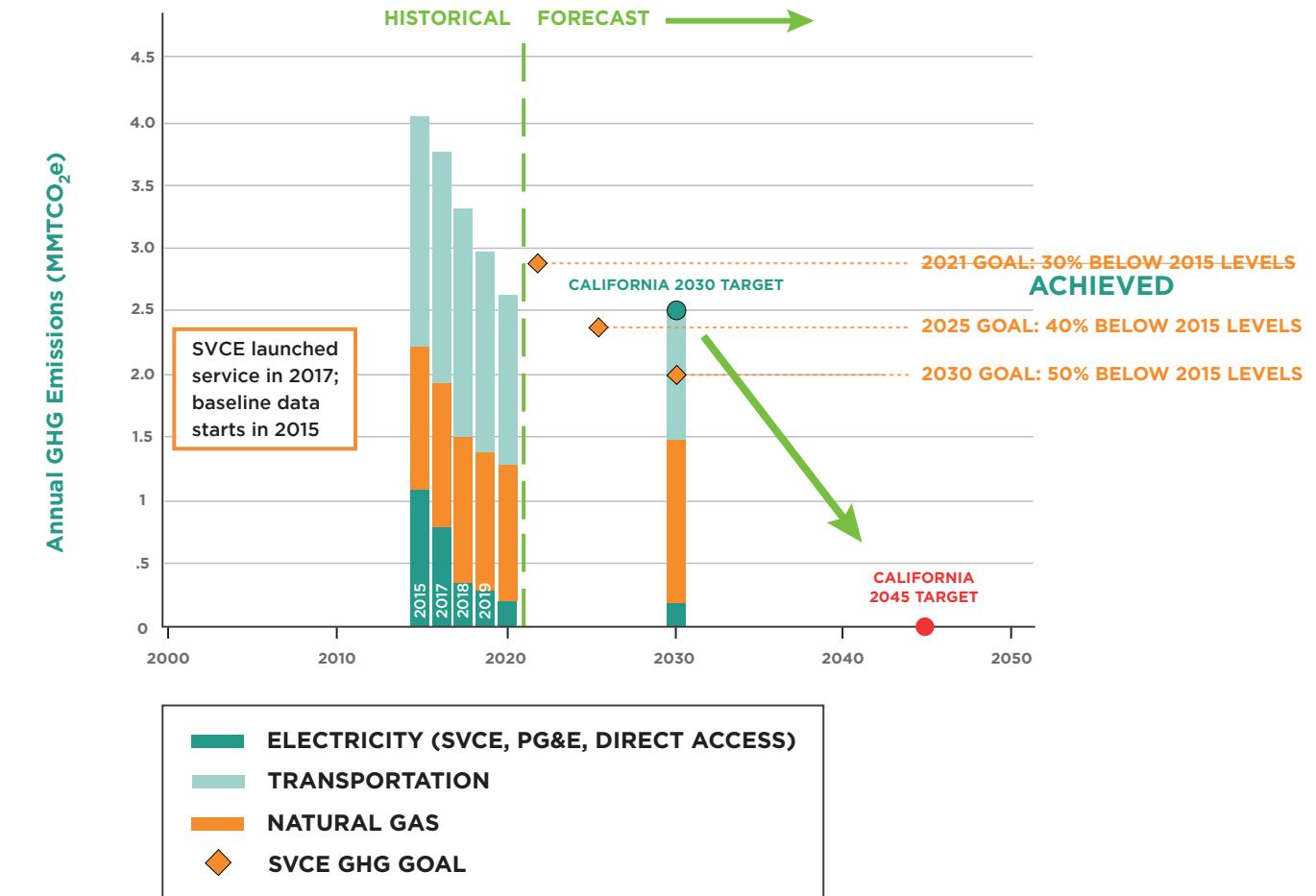
Statewide GHG Emissions

(including electricity, natural gas, transportation, agriculture and industrial sectors)



Graph based on data from the California Climate Change Scoping Plan:
https://ww3.arb.ca.gov/cc/scopingplan/scoping_plan_2017.pdf

SVCE Emissions Reduction Goals



DELIVERING ON OUR GOALS

The annual Silicon Valley Clean Energy (SVCE) strategic planning process is an opportunity to revisit and revise the agency's focus areas and priorities, especially in response to the ever-changing energy landscape. The ongoing pandemic, new procurement orders from the CPUC, and the increasing importance of decarbonization are all key areas where we will focus our efforts over the next year.

We are in a very different place now compared to when SVCE was formed more than five years ago. We are deep into our decarbonization work to achieve our community emissions reduction targets. This has been heavily focused on deploying EV charging at multifamily properties, testing new approaches and technologies with innovation pilots, and managing a successful heat pump water heater rebate program. We have also launched a set of free, online resources with eHub to help customers take the guesswork out of going all electric and home and on the road.

We are also very close to seeing some of our first clean energy projects come online in 2022, with several under construction today. SVCE has also continued to innovate across all areas of our agency, especially with helping find new ways to partner with other CCAs to achieve cost savings for clean energy procurement with forming California Community Power and the California Community Choice Financing Authority.

In the year ahead, we are faced with regulatory changes and new procurement requirements mandated to help maintain reliability while continuing to pursue our state clean energy goals. While we enter operations mode with renewable projects coming online to serve our customers, we also have new orders to meet, and we are making progress in this area by working with California Community Power on the ongoing long-duration storage procurement and a Request for Offers for up to 200 MW of firm clean resources.

We are also working on a programs "double down" strategy to maximize our local decarbonization impacts in response to the IPCC's latest "code red" report. This will include continuing to prioritize EV charging access to customers in multifamily properties and the phase out of natural gas to achieve our regional emissions reduction targets.

The guidance of our Board of Directors and tireless efforts of staff are all in service of lowering emissions and adding value to our community.



Margaret Abe-Koga
2021 Board Chair
City of Mountain View Councilmember



Girish Balachandran
CEO



ACCOMPLISHMENTS



\$1.6 billion committed in renewable energy contracts



716.8 MW in renewable energy projects secured, including 173 MW of energy storage



\$77 million in on-bill savings since launch



35% reduction in regional energy-related emissions since 2017



575 million pounds of GHGs avoided in 2021



\$21 million dedicated to customer offers and services since launch



Processed more than 200 customer rebates for heat pump water heaters



Helped lead the formation of California Community Power with 10 CCAs



\$1.9M in annual savings expected from securing California's first ever Clean Energy Project Revenue Bonds

MARKET RULES & REGULATIONS

EDUCATION & OUTREACH

POWER SUPPLY

ENERGY EFFICIENCY & GRID INTEGRATION

BUILT ENVIRONMENT

MOBILITY

INNOVATION

SVCE STAFF

Our work is made possible by the leadership of our board and dedicated staff.



Girish Balachandran
CEO

ADMIN AND FINANCE



Amrit Singh
CFO & Director of Administrative Services



Andrea Pizano
Executive Assistant & Board Clerk



Kevin Armstrong
Administrative Services Manager



Nik Zanotto
Management Analyst



Lisa Lai
Administrative Assistant



Sanjay Natu
Internal Operations Program Manager

ACCOUNT SERVICES & COMMUNITY RELATIONS



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Director of Account Services & Community Relations



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Manager of Energy Services



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Communications Manager



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Energy Services Lead



Hannah Gustafson
Senior Energy Services Specialist



Jessica Cornejo
Energy Services Specialist



Colleen McCamy
Marketing Specialist



Michaela Pippin
Communications Specialist



Matthew Lundy
Community Outreach Fellow



Naomi Moraes
Funding & Finance Fellow

DECARBONIZATION & GRID INNOVATION PROGRAMS



Justin Zagunis
Manager of Decarbonization & Grid Innovation Programs



Rebecca Fang
Data Analyst



Jessamyn Allen
Program Manager

POWER RESOURCES



Monica Padilla
Director of Power Resources



Charles Grinstead
Power Resources Manager



Oren Weiner
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Maren Wenzel
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KARTHIK RAJAN



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Director of Regulatory & Legislative Policy



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Senior Regulatory Analyst



Bena Chang
Senior Government Affairs Manager

BOARD MEMBERS & MEMBER AGENCIES

BOARD MEMBERS



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Evelyn Chua
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City of Monte Sereno



Yvonne Martinez Beltran
City of Morgan Hill



Susan Ellenberg
Santa Clara County



Tina Walia
City of Saratoga

MEMBER AGENCIES



STRATEGIC PLAN GOALS

1. Build and maintain a high-performing team
2. Maintain an enjoyable and rewarding workplace
3. Get great at prioritizing, and rebalancing to align work plan with higher level goals
4. Plan for resources to meet SVCE's mission while balancing multiple stakeholder objectives
5. Acquire clean and reliable electricity in a cost effective, equitable and sustainable manner
6. Manage and optimize power supply resources to meet affordability, GHG reduction and reliability objectives
7. Work with the community to plan and track achieving energy and transportation GHG reductions of 30% from the 2015 baseline by 2021, 40% by 2025, and 50% by 2030
8. Coordinate development of decarbonization and resilience strategy, lead design of local policy and programs, and support program deployment
9. Use DAISY to enable data-driven decision-making across the organization
10. Empower customers with the awareness, knowledge and resources needed to make effective clean energy choices
11. Engage a full range of public, private, and non-profit stakeholders to leverage our decarbonization efforts
12. Enact competitive service offerings and programs that deliver measurable environmental and economic benefits
13. Commit to maintaining a strong financial position
14. Avoid failures in management of market, credit, liquidity, operational and enterprise risks
15. Advocate for policies that protect CCA customer investments and furthers decarbonization, grid reliability, affordability, and social equity with federal and state elected officials and regulators
16. Engage regulators, legislators, and local elected officials in representing SVCE priorities
17. Develop and enhance internal processes related to Supplier Diversity, Staffing and Compliance
18. Encourage the development of regulations that proactively support the changing, evolving energy market and facilitate grid innovation
19. Drive SVCE's local policy objectives by leveraging key stakeholders
20. Ensure SVCE's Information Technology infrastructure is secure, reliable, and disaster resilient to provide 24/7/365 online access
21. Enable data-driven decision-making across the organization; automate, integrate, and streamline business processes to minimize operational risk and move organization toward industry best practices from its startup phase



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A. WORKPLACE & HOW WE GET WORK DONE

Achieving SVCE's ambitious and urgent mission require a team capable of meeting the tremendous challenges embedded in these goals. SVCE develops and fosters a diverse and talented team that thrives in a dynamic and fast-changing environment. As such, we recruit and retain smart, passionate, innovative, and collaborative employees. We contribute, as a team and as individuals, to continuously building and supporting a culture of collaboration and trust. We encourage creativity and the free flow of ideas to spur innovation. The workplace environment is adaptable, and technology enabled to drive innovative solutions. We emphasize focus and prioritization across departments to achieve quality, rather than simply quantity of output. We provide a rewarding workplace experience where productivity can be maintained across a variety of work environments. We provide opportunities for growth, engagement, and support professional and personal development. We offer opportunities that position our people, as well as SVCE, for success.

GOALS	MEASURES
 1. Build and maintain a high-performing team	1. Conduct twice-annual survey of employees to determine satisfaction with trainings (including productivity and EI / mindfulness). For scores of average (3) or below, revisit training plans with Director Team. 2. Conduct debrief session with each hiring Director for every position posted within 14 days; incorporate feedback into subsequent recruitments 3. Maintain 90% staffing ratio over the course of the year 4. Assess functional staffing needs quarterly and develop long-term succession plans
 2. Maintain an enjoyable and rewarding workplace	1. Develop, iterate, and evaluate hybrid workplace policies regularly. We will survey employees at least twice during the year soliciting ideas regarding work from home 2. Update administration policies and procedures quarterly to enable all employees to work effectively. Conduct twice-annual survey to evaluate policy effectiveness and address policies and procedures receiving average score (3) or lower. 3. Foster and develop a workplace culture that supports and empowers staff

GOALS	MEASURES
 3. Get great at prioritizing, and rebalancing to align work plan with higher level goals	1. Continue the director level workplan tracking and review process and enhance as necessary 2. Implement department level workplan tracking



B. POWER SUPPLY

SVCE's Power Resource Team is responsible for planning, acquiring, and managing power supply resources to meet the community's clean energy goals and state-mandated power and reliability requirements. This is done through a balanced approach which considers cost, risk, long-term value, and best fit in meeting community goals. This requires sustainable planning, innovative thinking, prudent risk management and the constant search for the best solutions. Going forward, to be successful SVCE must adapt to new climate and social challenges; customer specific needs; support region-wide decarbonization and electrification goals; integrate distributed energy resources; collaborate and leverage opportunities for joint procurement; and become technology and data driven.

GOAL	MEASURES
 4. Plan for resources to meet SVCE's mission while balancing multiple stakeholder objectives	<ul style="list-style-type: none"> 1. Integrated Resource Planning - develop pathway to affordable, reliable, and carbon-free power supply by 2030 and beyond (2045) 2. Develop a platform to integrate preferred and distributed energy resources into supply planning and operations 3. Implement process alignment, process improvement and policy integration between the Power Supply and Policy Teams
 5. Acquire clean and reliable electricity in a cost effective, equitable and sustainable manner	<ul style="list-style-type: none"> 1. Achieve SVCE 100% Clean goals; exceed long-term RPS mandate of 65%; meet RA obligations; meet IRP procurement mandates 2. Meet SVCE's standard retail rate product offerings (i.e., GreenPrime and GreenStart) and assist in the development of sustainable, strategic and risk managed GreenPrime Direct and other Commercial Industrial custom product offerings 3. Pursue joint procurement of cost effective renewable, resource adequacy and long-duration storage resources through CC Power and with other CCAs and public power partners

"The successful planning and acquisition of clean and reliable energy serves as the foundation of SVCE's mission. Moving forward, we aspire to strengthen and diversify our portfolio with new cost-effective and innovative resources such as long-duration storage."



Monica Padilla
Director of Power Resources

GOAL	MEASURES
 6. Manage and optimize power supply resources to meet affordability, GHG reduction and reliability objectives	<ul style="list-style-type: none"> 1. Manage Power Supply Portfolio and Energy Risk 2. Implement and Operate Power Purchase Agreements to enhance value to SVCE 3. Ensure SVCE adopts the appropriate tools, systems, and resources to support portfolio optimization, risk management, load forecasting, compliance, and settlements



C. DECARBONIZATION & GRID INNOVATION PROGRAM PLANNING & TRACKING

The SVCE Decarbonization & Grid Innovation team is a data-driven, analytical powerhouse responsible for leading the design and development of comprehensive strategies, local policies, and programs to drive carbon out of Santa Clara County in an equitable and scalable manner. We take calculated risks to demonstrate novel technologies, programs, and approaches that have the potential to scale. This enables us to achieve outsized results. We take an integrated and collaborative approach that ties together our power supply, mobility, the built environment, energy efficiency and grid integration, which enables us to address key technical, economic and policy barriers to achieving deep decarbonization and resilience. We leverage partnerships, foster innovation, and use data science to develop programs that provide value to our customers and community, and are scalable and transferable beyond our borders.

"SVCE supports the urgent need to decarbonize intelligently and equitably through innovative programs and collaboration with our local cities and stakeholders. Focusing on programs that can demonstrate and enable policy action is a critical way we help our communities reduce emissions rapidly and at scale."



Justin Zagunis

Manager of Decarbonization & Grid Innovation Programs

GOAL	MEASURES
<p>7. Work with the community to plan and track achieving energy and transportation GHG reductions of 30% from the 2015 baseline by 2021, 40% by 2025, and 50% by 2030</p>	<ol style="list-style-type: none"> Carry out annual GHG emissions inventory by source, sector to track progress toward meeting climate goals, and support Member Agencies with their inventory Maintain (or license) GHG forecasting model to carry out scenario analyses as well as assess potential impact of proposed policies and programs Update sector-specific analyses on an approximately biennial basis (e.g. Buildings Baseline Study, DER/electrification potential) to inform the development and updates to strategies for achieving decarbonization and resilience targets Develop and track relevant additional sector specific KPIs (e.g. # of gas accounts, square footage of all-electric buildings, DER deployment, etc. by municipality, sector, SEVI quartile, etc.) Share data and communicate progress toward our mission via public-facing websites and dashboards

GOAL	MEASURES
<p>8. Coordinate development of decarbonization and resilience strategy, lead design of local policy and programs, and support program deployment</p>	<ol style="list-style-type: none"> Lead collaborative development, periodic updates, management & reporting of decarbonization and resilience strategies and plans <ul style="list-style-type: none"> Decarbonization Strategy & Programs Roadmap Electric Vehicle Infrastructure Joint Action Plan Building Decarbonization Joint Action Plan Community Energy Resilience Roadmap Strategic Plan for Increased Programs Funding Lead and support local policy & programs, including mobility, built environment, energy efficiency, grid integration, innovation, and resilience programs. Periodically lead prioritization reviews of program portfolio Lead development of proposal to Board in 2021 for how SVCE will approach equity in our program's portfolio Lead evaluation, measurement & verification activities and impact reporting for programs and disseminate results widely Support programs-related legislative and regulatory engagement by providing decarbonization, electrification and resilience subject matter expertise Collaborate with Power Resources to analyze, develop and deploy effective policies, tools, and frameworks to successfully incorporate behind-the-meter activities into a fully integrated approach to power resource planning and management
<p>9. Use DAISY to enable data-driven decision-making across the organization</p>	<ol style="list-style-type: none"> Update and maintain DAISY as a centralized data hub to enable streamlined analyses, reporting, and key applications Develop and maintain a suite of core reports (e.g. using DataStudio) to visually track and communicate status of KPI and progress toward meeting decarb-related goals Develop, coordinate, and implement an enterprise-wide training plan for all employees to improve skills that will allow for more self-service from DAISY and core reports Seek out and integrate additional data sources to enhance data-driven insights

D. ACCOUNT SERVICES, CUSTOMER & COMMUNITY, PROGRAM DEVELOPMENT

Core to SVCE's mission is delivery of high-value clean energy services and programs for our customers, who range from individual residents and small businesses to some of the world's largest and most innovative tech companies. By providing reliable and responsive carbon-free electricity service at competitive rates, SVCE maintains a high customer participation rate and a strong financial foundation. Access to carbon-free electricity has helped our communities take a major step in fighting climate change, reducing local emissions by more than 20%. Yet supplying clean electricity is just the start.

To be the 'provider of choice' and meet longer-term community decarbonization goals, SVCE must continue to provide competitive energy services, and innovative programs for electrification at scale in transportation and the built environment. These must be well-tailored to the needs of our customers, including those traditionally underserved or difficult to reach, and large commercial customers with access to many other providers.

It is essential that SVCE engage our 270,000+ residential and commercial electricity customers in the electrification journey and take the necessary next steps. To do so, SVCE must continue to inspire and educate customers, and enable relevant action. This means expanding awareness and becoming a trusted advisor for electrification and leveraging direct digital engagement with customers via the web, email, and hosted online services. Supporting information and tools must be engaging, factual and easy to understand and useful to a full range of SVCE stakeholders, including community leaders, local elected officials, labor, and private sector partners.

Given the scale of the challenge, effective public communication will be critical. This includes regular communications to key stakeholder groups, and more broadly, telling the essential 'stories' behind electrification and decarbonization. To win hearts and minds, SVCE must work to illustrate the full range of social, environmental, and economic benefits and consequences at stake. In addition, SVCE must cultivate customer and stakeholder relationships in a leveraged way - using an array of channels that bring value to all segments of the communities we serve. These channels include our member agencies, and regular SVCE community stakeholder forums for transportation and building electrification.

"With the shift to a virtual environment for work and learning, it has become more important than ever to reach our customers where they are and help connect them to digital resources in a safe, effective and meaningful way."



Don Bray

Director of Account Services & Community Relations

GOAL	MEASURES
 10. Empower customers with the awareness, knowledge and resources needed to make effective clean energy choices	<ol style="list-style-type: none"> Deploy building and transportation electrification awareness advertising campaigns locally Enable customer education, engagement and action related to electrification and decarbonization, via online tools, resources, and promotions Provide awareness-building and education via local events, sponsorships and support of educational grants

GOAL	MEASURES
 11. Engage a full range of public, private, and non-profit stakeholders to leverage our decarbonization efforts	<ol style="list-style-type: none"> Develop and expand relationships, education and engagement with labor and the local contractor community Maintain and expand engagement with Member Agency Working Group (MAWG), agency leadership and staff Deliver communications and expand engagement with strategic legislative and industry audiences Convene local transportation electrification stakeholder ecosystem Convene local building electrification stakeholder ecosystem Maintain and expand relationships, education, and engagement with local business customer community Maintain and expand relationships with community groups, including in underserved/hard-to-reach communities
 12. Enact competitive service offerings and programs that deliver measurable environmental and economic benefits	<ol style="list-style-type: none"> Maintain SVCE customer value proposition, participation rate, and retail electric rates Develop customized power offerings for strategic C&I customers Support adoption of building and EV-related reach codes by SVCE member agencies Support building electrification and expanded deployment of all-electric building technologies Support transportation electrification and expanded deployment of EV charging infrastructure Support expanded energy resilience in the community and on the grid Support simplification/streamlining of processes and requirements related to electrification, e.g. permitting, interconnection



E.

FINANCE AND FISCAL RESPONSIBILITY

Maintaining a sound financial position requires the consistent implementation of disciplined fiscal strategies and policies. SVCE is committed to managing its financial resources responsibly by setting a high standard of transparency, accountability, efficiency, and strong stewardship. At SVCE, our commitment to fiscal and operational excellence will ensure that all processes are clearly defined and efficiently designed to achieve maximum productivity by aligning people, systems, and policies. Adherence to sound fiscal policies and active risk management will help respond to unexpected volatility, maintain a high credit rating and a healthy position in delivering customer value.

"We are committed to serving our customers with innovative and cost-effective services from a position of financial strength, with the use of data-driven and insightful decision-making, and with an engaged, high-performing and an enthusiastic workforce."



Amrit Singh

CFO & Director of Administrative Services

GOAL	MEASURES
 13. Commit to maintaining a strong financial position	<ol style="list-style-type: none">Present balanced budget that achieves cash reserve targets, weighs tradeoffs between customer value proposition and contribution to reserves, and maintains competitive ratesBoard presentation on 5-year financial forecast once a yearUnqualified audit opinionMaintain investment grade credit rating from one of the 3 credit rating agenciesCapture savings through Prepay Transaction
 14. Avoid failures in management of market risk, credit risk, liquidity risk, operational risks, and enterprise risks	<ol style="list-style-type: none">Develop appropriate metrics, tools, and training to empower staff to effectively identify, avoid, and mitigate risks to SVCE



F. REGULATORY & LEGISLATIVE POLICY

The regulatory and legislative processes wield critical influence over SVCE's ability to serve our customers and fulfill our core goals and mission. SVCE proactively promotes a stable, long-term regulatory infrastructure that supports our vision to decarbonize and electrify the grid. SVCE will work to align regulatory and legislative directives with SVCE's mission, incentivize resources that decarbonize the grid, and serve our customers' needs within the evolving energy market.

SVCE will actively engage with the regulatory and legislative stakeholders to enhance our ability to mitigate greenhouse gas emissions, protect the large investments made by SVCE on behalf of our customers, minimize rate volatility, encourage regulatory certainty, and help build a policy framework that supports innovation in an equitable and cost-effective manner. SVCE will promote policies that encourage customers to adopt clean energy choices, transportation electrification, and transition to future fit buildings. SVCE will leverage relationships and build coalitions with organizations with common goals to amplify our message and influence policy. SVCE will use its unique ties to communities and the power of its elected officials to support decarbonization on the state and local level.

"While welcoming new local and state leaders serving our communities, SVCE will continue to build relationships and coalitions to achieve our mission and bring value to our customers."



Melicia Charles

Director of Regulatory & Legislative Policy

GOAL	MEASURES
<p>15. Advocate for policies that protect CCA customer investments and furthers decarbonization, grid reliability, affordability, and social equity with federal and state elected officials and regulators.</p>	<ol style="list-style-type: none"> 1. Actively advocate in resource planning proceedings (RA, IRP) at the CPUC to ensure any regulations are aligned with SVCE procurement 2. Advocate at the CAISO to ensure procurement requirements are aligned with SVCE priorities and coordinated with CPUC regulations 3. Successfully advocate for policies that help reduce PCIA volatility and uphold customer indifference and don't penalize CCA customers for taking service from a CCA over another LSE 4. Identify and advocate for federal funding that advance our decarbonization, clean energy and equity goals 5. Direct Access

GOAL	MEASURES
<p>16. Engage regulators, legislators and local elected officials in representing SVCE priorities</p>	<ol style="list-style-type: none"> 1. Meetings with all state and federal delegation at least once per year 2. Meet and greet with all five CPUC commissioners and Energy Division leadership once per year 3. Meet and greet with Governor's Office at least once per year
<p>17. Develop and enhance internal processes related to Supplier Diversity, Staffing and Compliance</p>	<ol style="list-style-type: none"> 1. Adopt agency-wide Diversity Equity and Inclusion (DEI) Framework 2. Develop an enterprise-wide compliance structure for SVCE
<p>18. Encourage the development of regulations that proactively support the changing, evolving energy market and facilitate grid innovation</p>	<ol style="list-style-type: none"> 1. Advocate for policies that give CCAs the opportunity to serve as providers of last resort or, in the event of IOU departure from retail generation service, sole providers of their territories 2. Advocate for increased data access and an open access platform in the CPUC Distributed Energy Resources (DER) proceeding
<p>19. Drive SVCE's local policy objectives by leveraging key stakeholders</p>	<ol style="list-style-type: none"> 1. Develop and implement outreach plan for "doubling down on decarb" building electrification and transportation electrification activities including, but not limited to, reach codes



G.

DATA ANALYTICS, GOVERNANCE & INFORMATION TECHNOLOGY



SVCE is committed to addressing the challenges of delivering IT services in a dynamic environment with new regulations and continuous advancements in science and technology. We take customer information, privacy, and security seriously. Our systems and processes follow best practices and industry standards. Performance metrics are in place to ensure resiliency and high system availability on standard and mobile platforms, supporting staff wherever they work from. Regular upgrades to IT resources ensure continued data security, efficient data access, and support the transition to a more digital outreach and community engagement model. As the volume of data generated by the organization's activities expands, IT is focused on enabling greater analysis and utilization of the data available, while ensuring its security and confidentiality.

We understand that data is key to achieving our mission. We develop and apply proper data governance to establish standards, policies, and processes to ensure effective data management throughout the enterprise, to build and maintain availability, usability, consistency, integrity, and security of data. Through data science, we advance key data-intensive business cases to inform programs and other departments' activities to achieve our common mission.

GOAL	MEASURES
 20. Ensure SVCE's Information Technology infrastructure is secure, reliable, and disaster resilient to provide 24/7/365 online access	<ol style="list-style-type: none">Conduct annual IT audit and security assessment to evaluate information security at both the policy and technology (software and hardware) levels and implement all critical recommendationsDevelop comprehensive business continuity plan and update annually to reflect changing business needsAvoid cybersecurity threats including all instances of unauthorized system access and/or data loss through spoofing, phishing, and hacking
 21. Enable data-driven decision-making across the organization; automate, integrate, and streamline business processes to minimize operational risk and move organization toward industry best practices from its startup phase	<ol style="list-style-type: none">Identify and evaluate IT hardware and software improvements to enhance collaboration (Admin)Develop a comprehensive assessment of SVCE business processes, both technical and functional, to achieve efficiency and optimization and minimize operational risksEmpower organization-wide financial decision making with data, systems, processes, and infrastructure

