
**Request the SVCE Executive Committee
Recommend the Board of Directors
Adopt the FY 24/25 Strategic Focus
Areas and Strategic Plan**

Executive Committee Meeting
August 23, 2024



- Review Fiscal Year 2024-25 Strategic Planning & Budget process
- Proposed Strategic Focus Areas (SFA)
- Proposed Strategic Plan
- Receive feedback
- Next Steps



Strategic Plan & Focus Areas



Mission

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

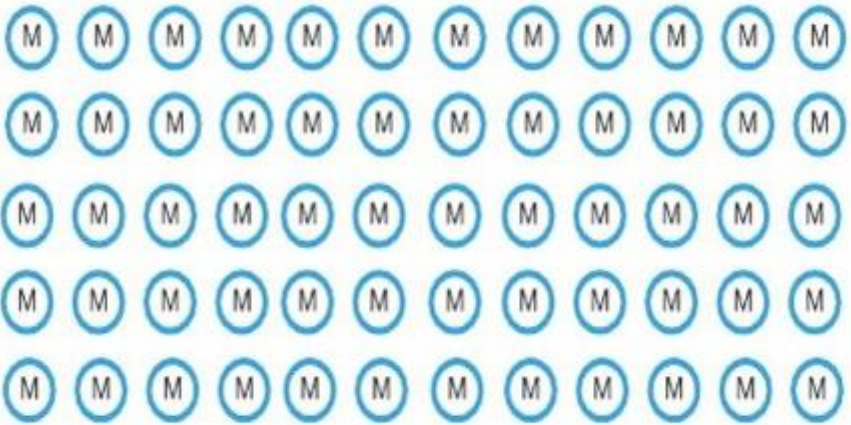
Focus Area

Focus Area

Focus Area

Focus Area

Focus Area



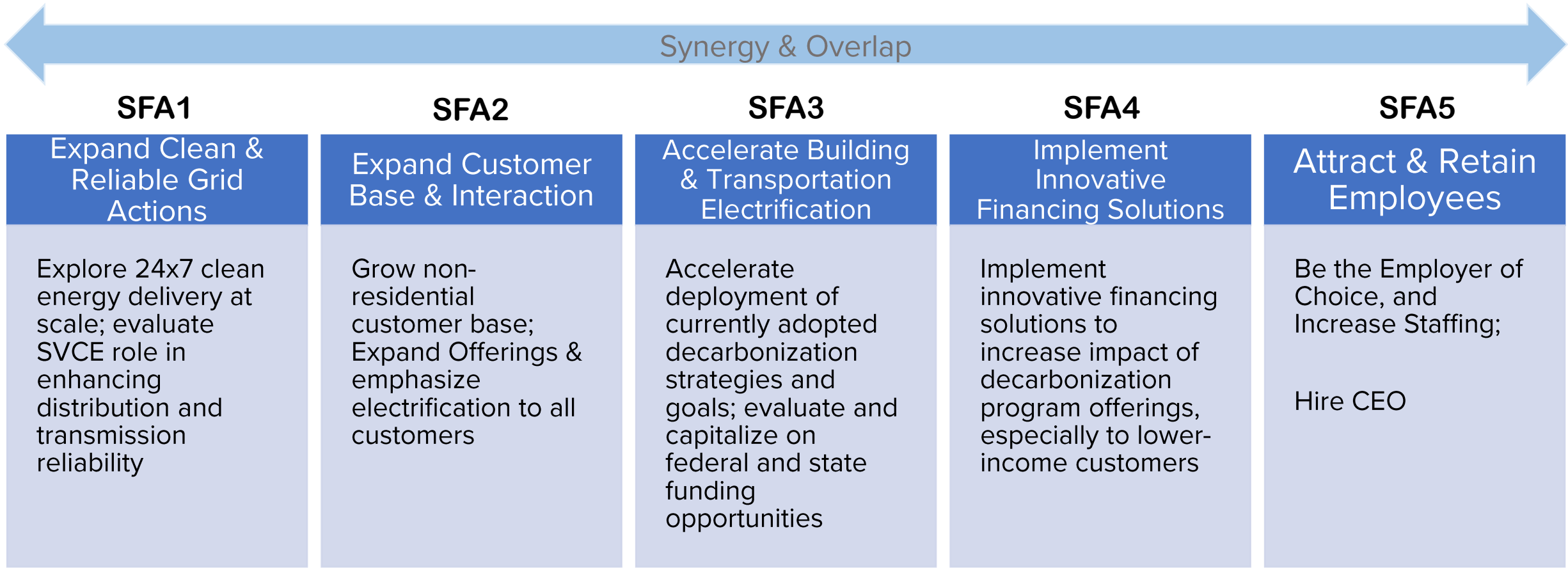


SVCE Planning & Budgeting Process





Board Approved 5 Strategic Focus Areas for FY 2024





Summary of changes to SFAs

- **SFA1: Expand Clean & Reliable Grid Actions**
 - Keep and modify to focus on Pathways study (not just 24/7) and clean value proposition
- **SFA2: Expand Customer Base Interaction**
 - Keep and modify to focus on C/I decarbonization efforts
- **SFA3: Accelerate Building Transportation and Electrification**
 - Keep and modify to focus on preparing for BAAQMD Rule implementation
- **SFA4: Implement Innovative Financing Solutions**
 - Drop, as much progress has been made and operationalized
- **SFA5: Attract and Retain Employees**
 - Keep and modify to focus on employee retention and establishing optimal workforce
- **New SFA5: Affordability**
 - Finalize language and key measures/goals in support of affordability as an SFA



FY 2024 Proposed Strategic Focus Areas

SFA1

Expand Affordability Efforts

Expand rate-related education, legislative and regulatory advocacy, and rate-setting principles to support all-electric as the most affordable and competitive option for customers.

SFA2

Expand Clean & Reliable Grid Actions

Develop a pathway to 2030, 2035 and 2045 for clean energy delivery at scale; evaluate SVCE product offerings to ensure the agency provides customers a sustainable balance of clean, reliable and affordable energy.

SFA3

Expand Offerings to C/I Customers

Engage commercial and industrial customers in new/expanded SVCE offerings, including electrification and demand-side management programs, and customized generation services.

SFA4

Prepare Region for Electrification at Scale

Inform and prepare for upcoming requirements such as BAAQMD and CARB rules to ensure they are implemented sensibly, successfully, and equitably; continue scaling SVCE efforts.

SFA5

Attract & Retain Employees

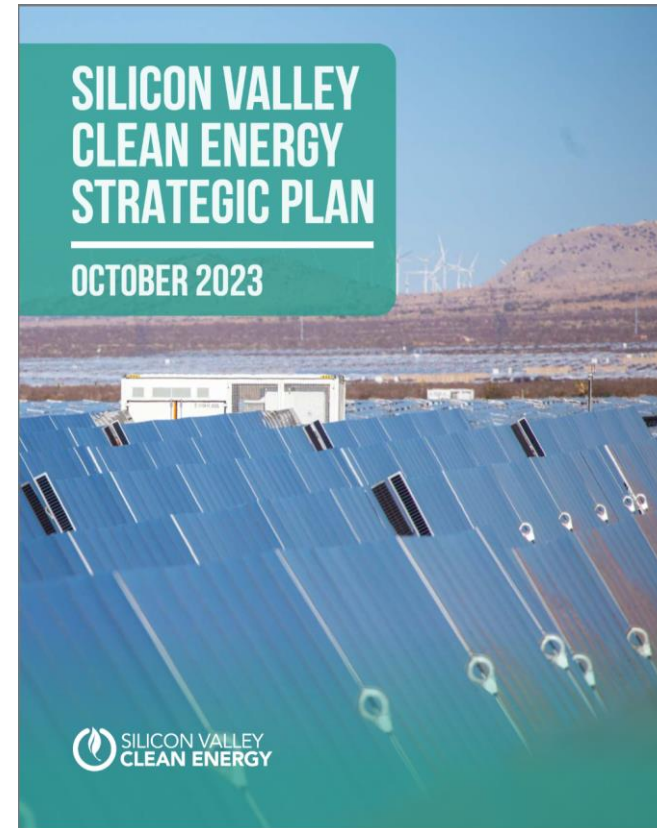
Be the Employer of Choice and maintain culture of innovation, collaboration, high performance, and passion for our mission.



Strategic Plan Update

What's Changed from last year?

- Strong ties to the Strategic Focus Areas
- Organized by Functional Area vs. Department
- Went from 25 goals in the FY 23/24 Strategic Plan down to 11
- Measures included as information in support of Goals, but may change





Strategic Plan Update

#Goals

External Policy, Regulatory and Legislative Advocacy and Support

Goal 1: Advance policies which support SVCE's mission to reduce dependence on fossil fuels.

SVCE Strategy and Planning

Goal 2: Long-term, target for 100% clean energy annually by building a balanced portfolio with consideration for both affordability and reliability while exploring long-term pathways to clean power supply.

Goal 3: Create a long-term decarbonization plan that integrates supply and demand changes, opportunities, and challenges.

Power Procurement, Management and Operations

Goal 4: Acquire power supply resources in a cost-effective manner to meet legislative and regulatory obligations, Board directives and customer specific products.

Goal 5: Manage and optimize load and power resources to meet affordability, GHG reduction and reliability objectives.



Strategic Plan Update

#Goals (cont.)

Financial Planning

Goal 6: Avoid failures in management of market risk, credit risk, liquidity risk, operational risks, and enterprise risks.

Goal 7: Maintain healthy financial position.

Program Development and Implementation

Goal 8: Support all SVCE communities to decarbonize through local investments that reduce barriers and demonstrate sensible, scalable, and equitable solutions.

Customer Service and Community Relations

Goal 9: Engage customers and community stakeholders to build trust of SVCE and advance decarbonization.

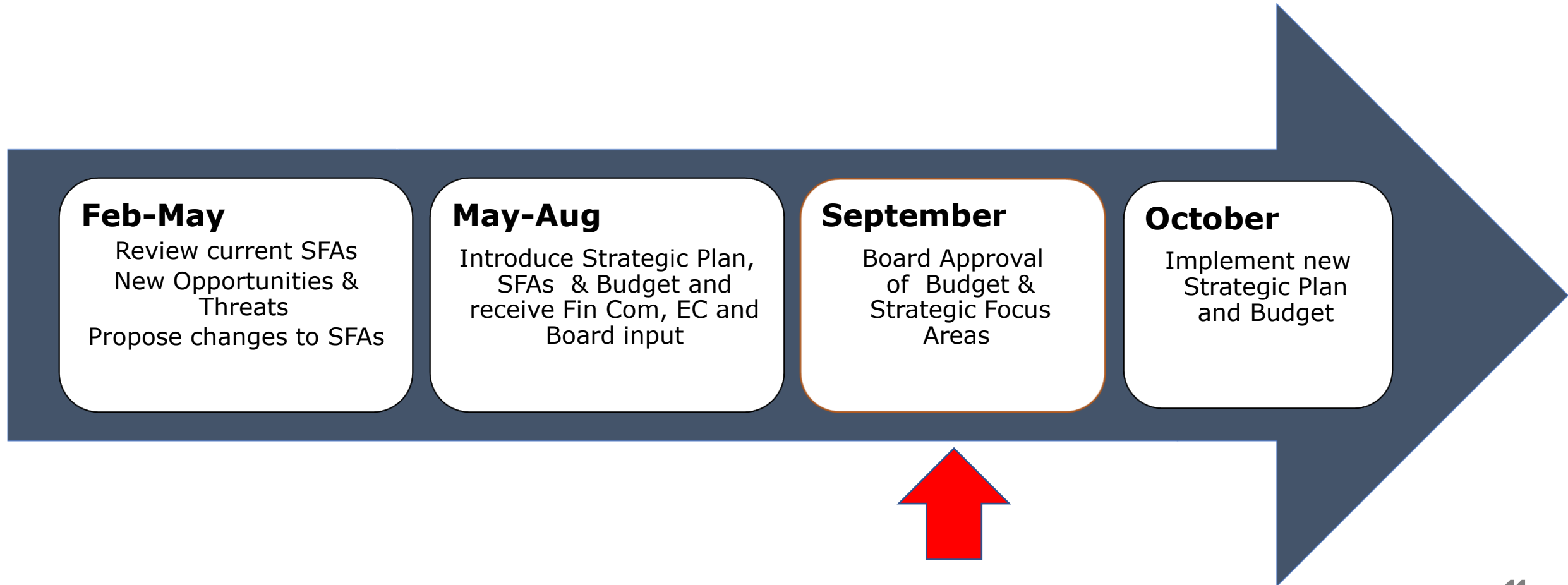
Human Resources, Business Processes, Information Technology, Systems and Data Governance

Goal 10: Implement industry best practices to enable data-driven decision making across the organization; enhance systems, standards and procedures to streamline business processes and improve operational effectiveness and reliability (aka SVCE 3.0).

Goal 11: Hire, retain and develop high-performing talent via competitive benefits and rewarding work culture.



FY 24-25 Strategic Plan & Budget Process



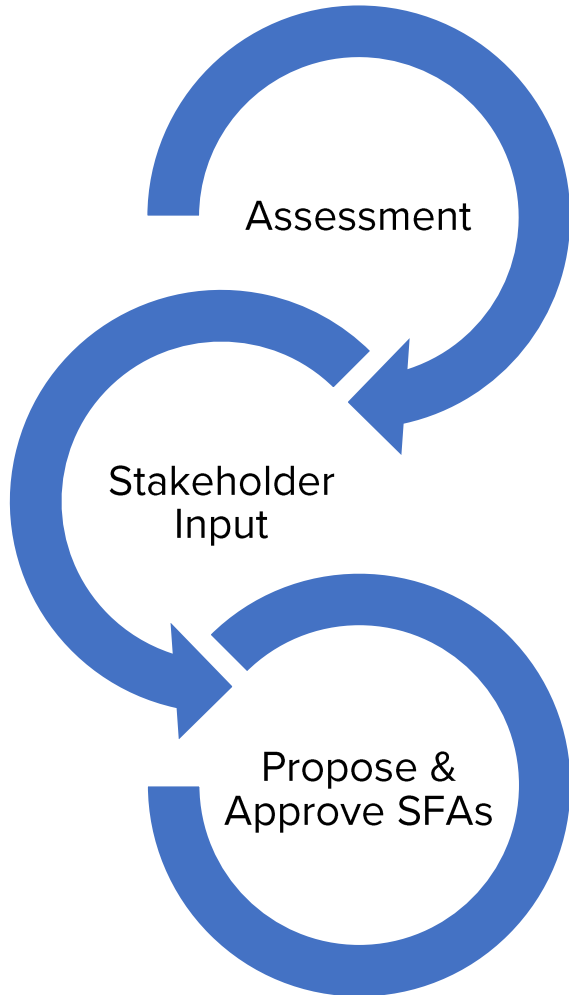


Staff requests that the Executive Committee recommend Board approval of the proposed FY 2024-25 Strategic Focus Areas and Strategic Plan.

Thank you



Focus on Strategic Focus Areas



Scan the Landscape

- New Threats/Risks/Challenges
- Opportunities
- New priorities – Board, customer or staff directed

Review and Reflect on Existing SFAs

- Progress on achieving – is it now operational?
- Priority - top 5 item to focus on for next 12 months?
- Is the SFA unachievable or beyond our scope?
- Staff input – done
- Executive Committee initial input – done
- Board input – done

Propose modifications, deletions and/or new SFAs

- Existing
- New

Expanded Education Fund

Juli Miller, Community Outreach Fellow
August 23, 2024



Executive Committee Request

1. Recommend the SVCE Board of Directors approve the Expanded Education Fund for FY24/25 in an amount of \$100,000.
2. Staff also seeks the Executive Committee's input on a new community college partnership pilot program.



Presentation Outline

- Background on existing education initiatives
- Review new/expanded education programs
- Questions and Discussion



Engaging with Students & Schools

Investing in student education helps us engage our community and deliver on our mission.

The Education Fund launches to offer climate engagement opportunities for students

2019

Increasing number of requests for support from educators and non-profits to expand programming.

2023

Education Landscape Analysis helps identify a role for SVCE among a growing number of players.

2024



Success Snapshot – Education Fund

Dear SVCE,
Our treeplexish project
was a great success!
Thank you for your
help with funding.
We appreciate your
contributions to helping
us offset our carbon
emissions! We look
forward to working with
you in the future. Have
a great summer!

From, Dena Bernstein
on behalf of
LG's ~~Environmental~~ Environmental
Outreach Club!

38 teams funded

9 different cities

\$300,000+ in grants

5 organizations launched



Education Landscape Analysis explored existing Santa Clara County programs

Students

EmPowerSV
scholarship
competition

Existing
Education Fund



Organizations & Educators

Santa Clara
County Office of
Education
Summit

SCC Youth
Climate
Initiative



Various non-profit
programs





Proposed Educational Opportunities

Students

EmPowerSV
scholarship
competition

Existing
Education Fund



Engagement
of community
colleges

Gaps

Enhancement of
education non-
profits

Organizations & Educators

Santa Clara
County Office of
Education
Summit

SCC Youth
Climate
Initiative



Expanded Education Fund

Offer competitive grants to non-profits working with schools to expand reach in SVCE service area schools, and enhance climate/clean energy curriculum.



Expanded Education Fund

Engage existing non-profits with programs that enhance early workforce development and expand access to curriculum and field trips.

Program	Funded Groups	What	Target Audience
Education Fund	Student groups + faculty advisor	Student-led projects	K – college prioritizing underrepresented communities and Title 1 schools
Expanded Education Fund	Environmental education non-profits	Energy education & early workforce development	



Potential Impact Areas & Budget

Expected budget of \$100K, estimating \$20K per non-profit

Early Workforce Development



Energy research speaker series for high schoolers

Community Workshops



Local workshops and summer camps to learn energy concepts

Curriculum & Educator Training



Middle school science curriculum on the foundations of energy

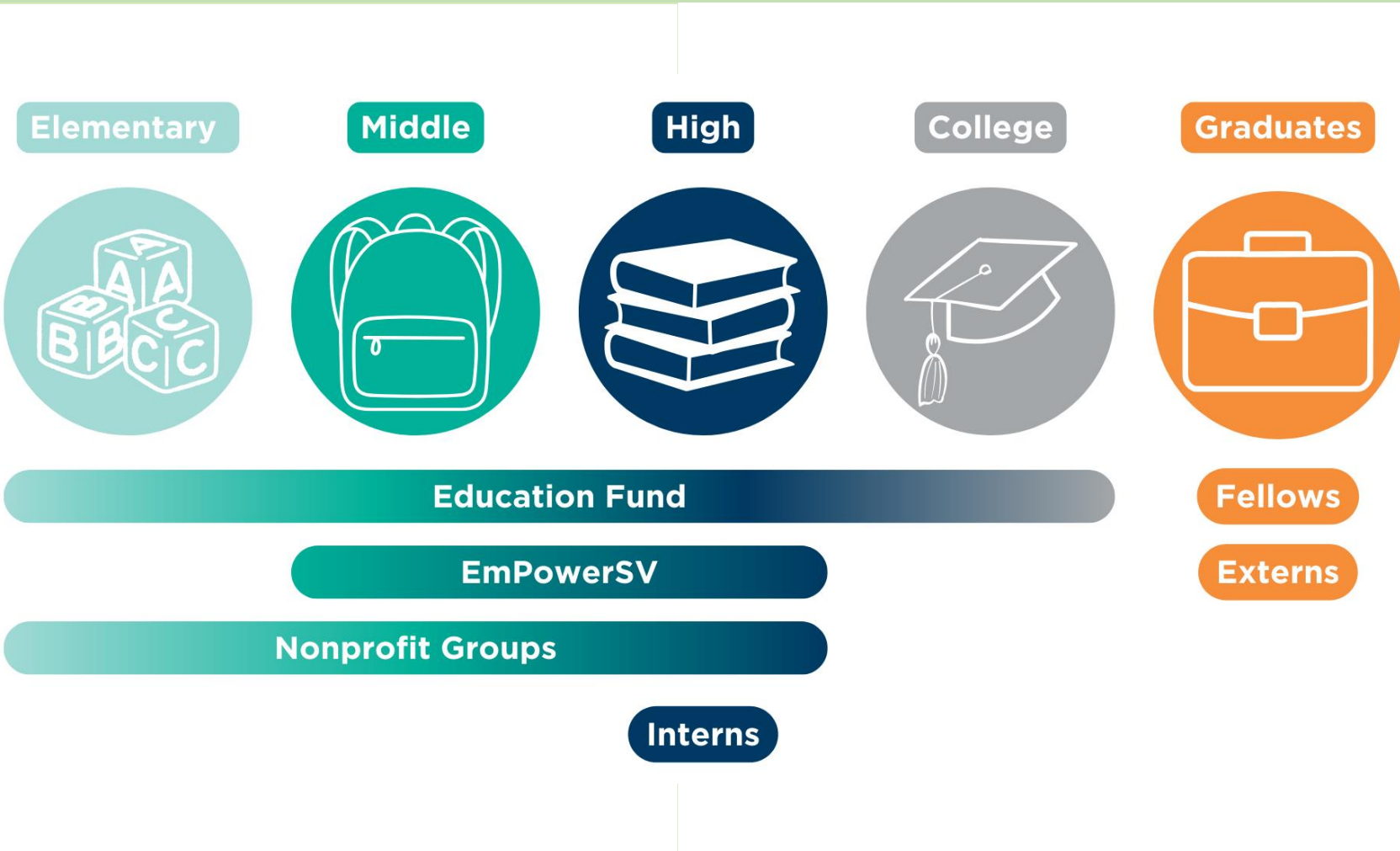
Community College Partnership

SVCE staff to serve as mentors and speakers with local community colleges and inspire future clean energy careers.



Workforce development opportunity with local colleges

Engage college students to explore clean energy careers



Colleges



SVCE Involvement			
	Mentorship	Speaker Series	Ambassadors
Goal	To expose students to diverse energy careers		To promote SVCE programs and education initiatives to student peers
Staff Responsibility	30-60 min of email/Zoom support every other month	15-30 minute presentation every other month	Marcomm team will support training



Next Steps for Expanded Education Fund

Program timelines will vary depending on the type of engagement, and may last through the following school year.



August

Executive
Committee
Approval



October

Board of
Directors
Approval



November

Finalize
development



Fall 2024

Program
Opens



2025

Launch
initiatives



Recommendation

1. Recommend the SVCE Board of Directors approve the Expanded Education Fund for FY24/25 in an amount of \$100,000.

Staff also seeks the Executive Committee's input on a new community college partnership pilot program.

Questions





— Introduction to 2024 Member Agency Grants



Purpose of Presentation

- A. Introduction of new grant programs:
 - 1) Noncompetitive grants for Member Agencies
 - 2) Competitive grants for Member Agencies



Member Agency Grant History

1. 2020 Community Resilience Grant Program, \$5M
 - Non-competitive grants for Member Agencies
 - Scheduled to conclude 12/2024
2. 2022 Decarb Engagement & Demonstration Grant, \$3.6M
 - Competitive grants for Member Agencies and schools
 - Scheduled to conclude 12/2024
3. **2024 Round of Grants, \$10M**
 - **Noncompetitive grants for Member Agencies**
 - **Competitive grants for Member Agencies**
 - **Competitive grants for community groups like schools, religious orgs, non-profits**



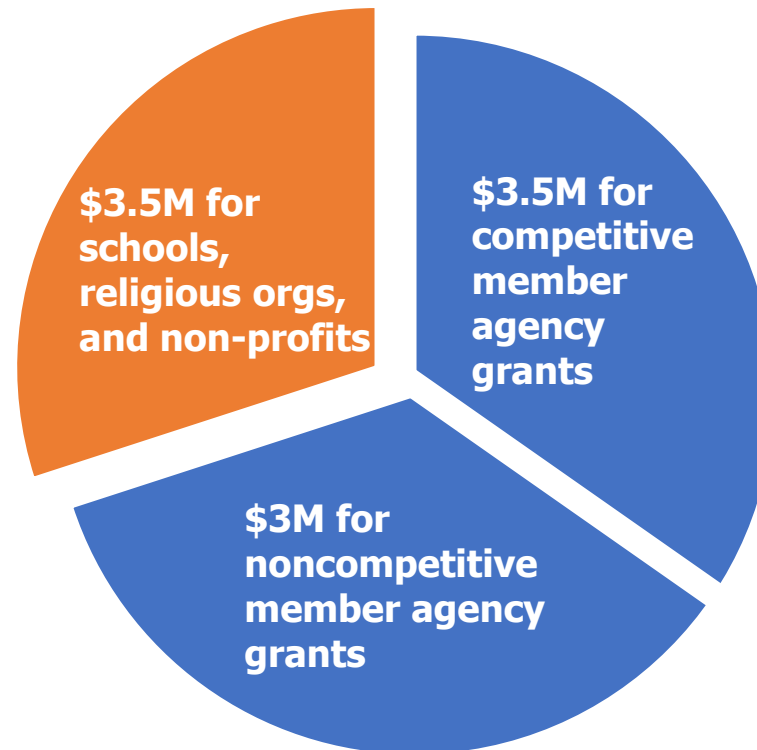
Allocation Breakdown

The \$10M will be divided into three programs:

\$3.5M Competitive Community Grants

- Grants will fund electrification and resilience projects for key community orgs that may not have the capacity to fund projects alone
- 2025 launch

\$10M Allocation



\$6.5M Member Agency Grants

- Dedicated agency grants for electrification, resilience, or community engagement projects
- Agencies will receive noncompetitive funds and will have to opportunity to pursue additional funding

Noncompetitive Member Agency Grants

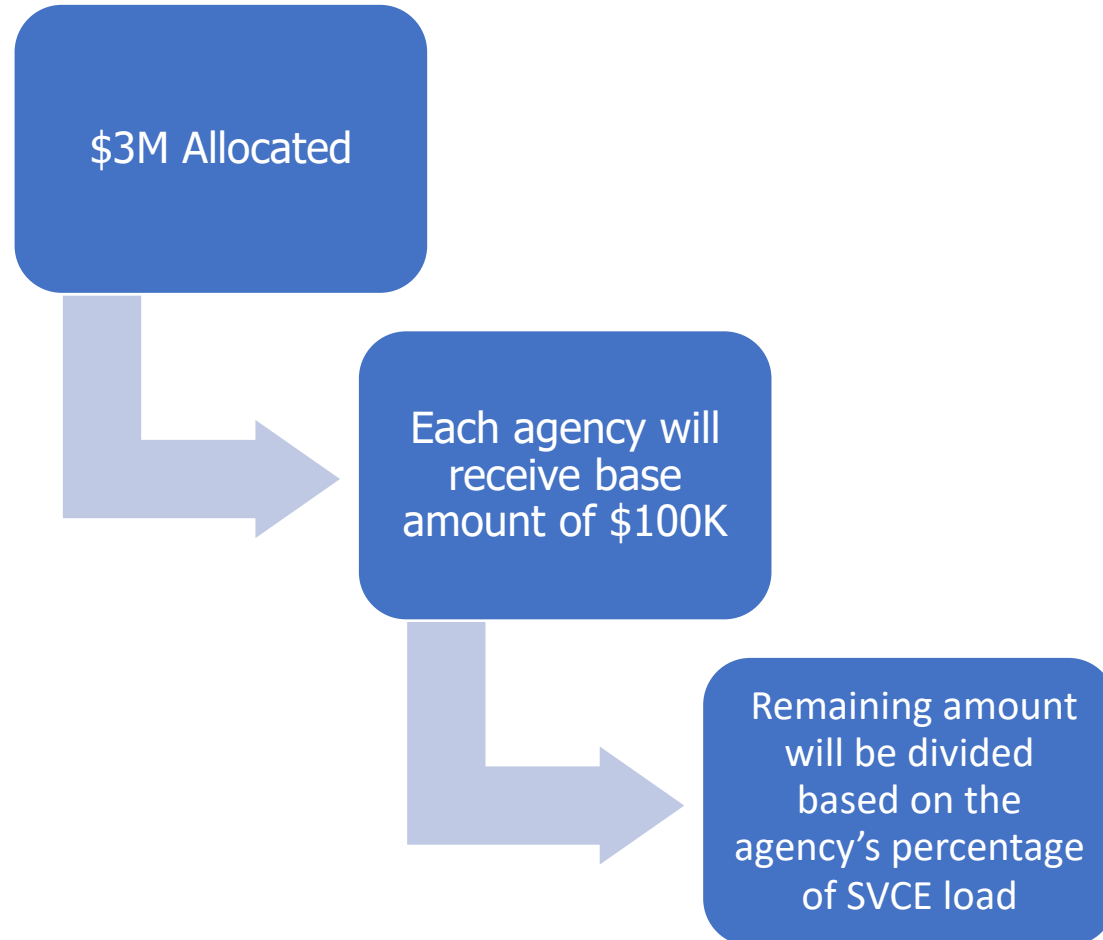




Noncompetitive Grants Funding Allocation



Cupertino used its Community Resilience Grant to purchase off-grid EV chargers





Noncompetitive – Example Projects

Municipal Decarb & Resilience and/or Engagement Projects:

- Fleet Electrification (e.g., convert to electric fleet vehicles, install L2 charging or DCFC charging)
- Facility Electrification (e.g., remove gas infrastructure and replace space/water/pool heating with heat pumps, kitchen electrification)
- Facility & Fleet Resilience (e.g., solar + battery storage, battery added to existing solar, off-grid EV chargers)
- Decarb Demonstration (any of the above examples combined with an educational component at a community site)
- Community Engagement (e.g., Community Needs Assessment, resilience hub tours, electric home tours, induction cooktop campaigns)

Competitive Member Agency





Competitive Grants Overview

Applications will be solicited through a competitive RFP process. Funding for two tracks:

- **Demonstration:** Investments in community buildings and EVI electrification with a mandatory engagement plan to educate the public. Projects must demonstrate carbon emission reductions, replicability, and can incorporate resilience features if desired.
- **Engagement:** Projects and campaigns that educate the community on building and EVI electrification in innovative ways.

Will require a community engagement plan for both tracks detailing how the project will educate and deploy decarb value to the public.

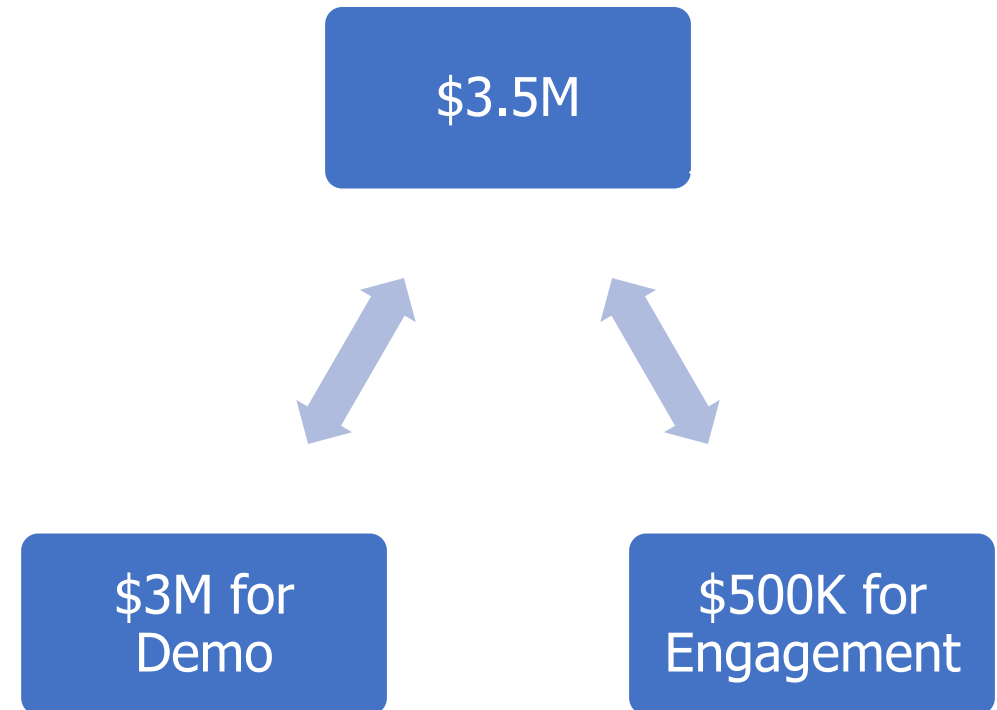


Competitive Member Agency Grants Funding Allocation

Estimated Goal of Projects to Fund

- Demonstration:
 - Amount \$3M
 - Range of \$500K - \$1M
 - 3-6 projects
- Engagement:
 - Amount \$500K
 - Range of \$50,000 - \$100,000
 - 5-8 projects

Member agencies can stack with noncompetitive grants. Depending on the applicant pool, additional funds are not guaranteed.





Decarb Demonstration Example Projects

Not an exhaustive list, SVCE will consider projects that align with our mission, reduce emissions, and engage the community. Applicants will be able to select multiple measures.

Electric Vehicles & EVI	Building Electrification	Building + EVI Energy Resilience (optional)
Electric vehicles for community use (public rideshares, school buses, shuttle services)	Removal of gas infrastructure and replacement with electric equipment at a public site (heat pump water heater or heating ventilation & air conditioning)	Installation of solar and battery storage on a building to function as a resilience center
Public EV chargers (L2 or DCFC)	Kitchen electrification	Installation of battery storage to existing solar on a building to function as a resilience center
	Electrifying a centralized heating system that serves multiple buildings at a site	Mobile off-grid EV chargers for emergency charging situations
	All-electric tiny homes for unhoused residents	



Ideal Sites for Decarb Demo Projects



Sites must be open to or regularly visited by the general public. Example ideal sites include:

- Community or Senior Center
- Library
- Town/ City Hall
- Recreational Center
- Parks



Eligible Engagement Projects

- In-person education events that engage multilingual residents, renters, and/or other populations on the benefits of electrification
 - EV Ride & Drive
 - Cool Block Program
- Induction cooktop campaign, funds can be used for equipment and celeb chef partnership
- Electric bookmobile featuring resources on how to electrify your life and info on climate change
- Art installation and/or murals on climate change and electrification

Electrify Mountain View

Vivo en Mountain View
me gustaría obtener recursos en español, y quiero:

Haga clic en el nombre para ir al sitio web del programa

Aprender sobre las opciones

- SVCEEHub
- BayREN
 - Para propietarios
 - Para inquilinos
- Acterra Verde @ Hogar
- The Switch is On - Haga clic para traducir la parte superior derecha

Encontrar incentivos y modelos que califican

- "Inicio rápido: descuentos de electrificación de hogares y Más descuentos y recursos" - de la Ciudad de Mountain View
- SVCE FutureFit Homes
- BayREN
- The Switch is On
- Ley de Reducción de la Inflación de California "HOMES" - Haga clic para traducir la parte superior derecha
- Ley de Reducción de la Inflación de California "HEEHRA" - Haga clic para traducir la parte superior derecha
- Descuentos de California (Golden State Rebates) - Haga clic para traducir la parte superior derecha

Instalar

Encontrar un contratista

- BayREN
- The Switch is On

Obtener información sobre permisos de la Ciudad

- Departamento de Construcción de la Ciudad de Mountain View - Haga clic para traducir la parte superior derecha

Preguntar a un experto

- BayREN Asesor energético
- The Switch is On - Haga clic para traducir la parte superior derecha

Encontrar financiamiento

- The Switch is On - Haga clic para traducir la parte superior derecha

Recursos para la electrificación de edificios ya existentes, residentes de Mountain View que hablan español, 2024

Sustainability@mountainview.gov

Mountain View awarded a \$70K engagement grant from SVCE to conduct a building electrification campaign for multilingual residents, renters, and MF properties.



Guiding Evaluation Parameters



Sunnyvale School District used its \$500K grant to install HPWHs

1. Level of decarbonization value, replicability, and potential decarbonization value at scale
2. Quality of community engagement and education plan, and community impact
3. Quality of project implementation plan (project management of construction)
4. Diversity and creativity of approaches to engage the public across SVCE territory and/or larger region
5. History of grants awarded and success of project execution and ability to stay within budget and timeline



Timeline of Activities

December 2023



SVCE Board of Directors approved \$10M for grants

February 2024 – August ★



Solicited Member Agency feedback

Staff held program design sessions

September – October



SVCE launches Member Agency Grants

Hold informational webinar on Competitive Member Agency Grants

November - 2025



Anticipated release of competitive community grants in Spring 2025

Select Competitive Member Agency Grant projects in May 2025

Deadline to submit Member Agency Noncompetitive grant Dec 2025

Thank you!



Appendix





Noncompetitive Grants Funding Allocation

Will divide funding by \$100K base per agency + (agency percentage of load x \$1.7M)

Agency	% of SVCE Load	Total Allocation
Campbell	5%	\$177,644
Cupertino	5%	\$186,769
Gilroy	6%	\$196,717
Los Altos	3%	\$149,093
Los Altos Hills	1%	\$117,275
Los Gatos	4%	\$173,184
Milpitas	16%	\$372,233
Monte Sereno	0%	\$106,521
Morgan Hill	5%	\$186,529
Mountain View	14%	\$341,460
Saratoga	3%	\$146,076
Sunnyvale	29%	\$594,923
Unincorporated County	9%	\$251,577
Total	100%	\$3,000,000

Multifamily Retrofits

August 23, 2024

Executive Committee Meeting

Leanna Huynh, Senior Programs Specialist



Multifamily Retrofits is a no-cost, full-service program

Who is this for?

Existing deed-restricted affordable multifamily properties (5+ units)

What's our budget?

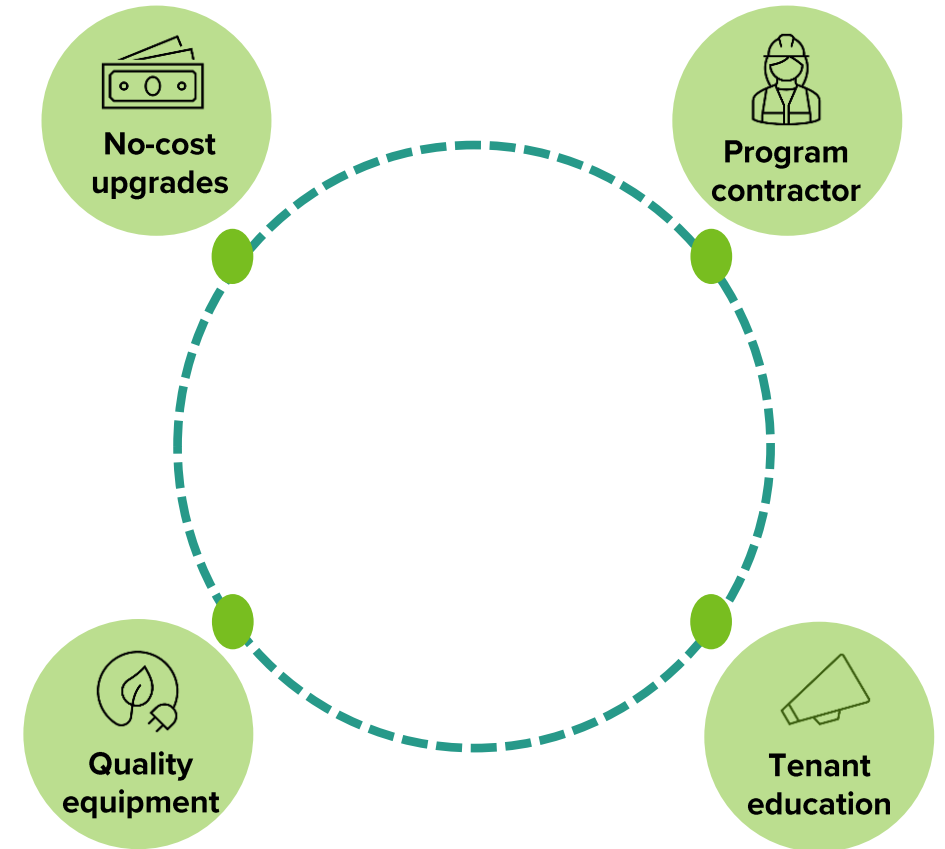
\$12.5M | 5 years

What are our goals?

- 300 – 1,000 all-electric dwelling units
- 55 electric vehicle charging ports

What are our objectives?

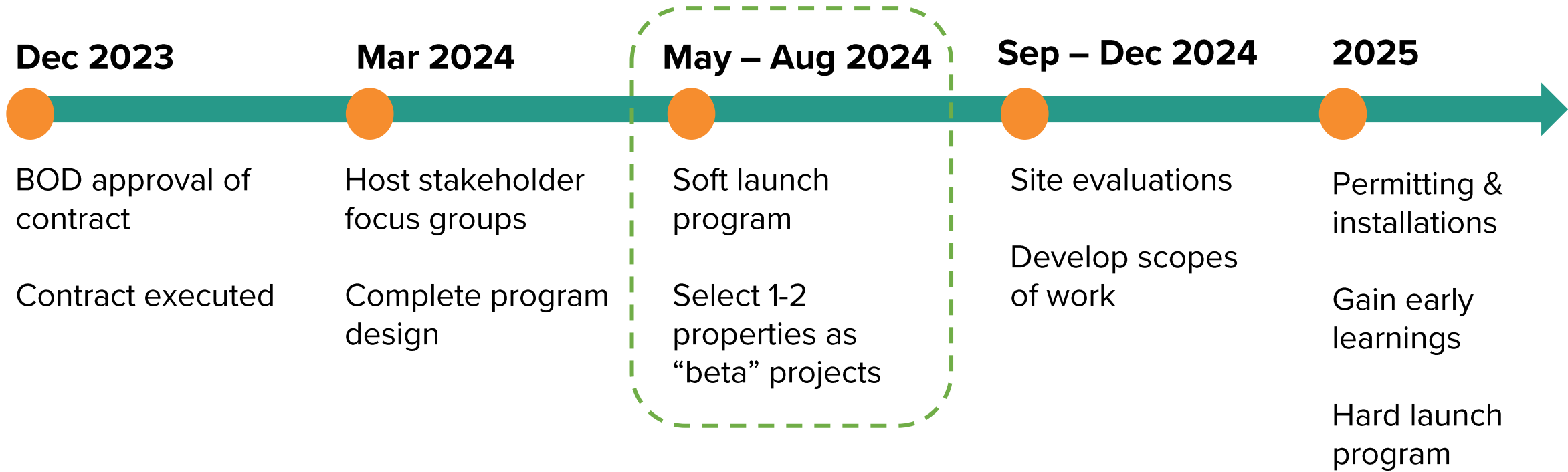
- **Property owners:** Easy installation option for building & transportation electrification
- **Tenants:** Healthy, all-electric housing with lower energy costs





What have we accomplished and what's next?

We are here





Stakeholder focus groups informed program design

Hosted 2 virtual calls with over 30 participants before program launch

Unexpected Learnings

Tenants were doubtful this program would be “free” to them



Program Elements

Partner with CBOs and refine program messaging

Property owners wanted post-installation support



Explore providing operations and maintenance services

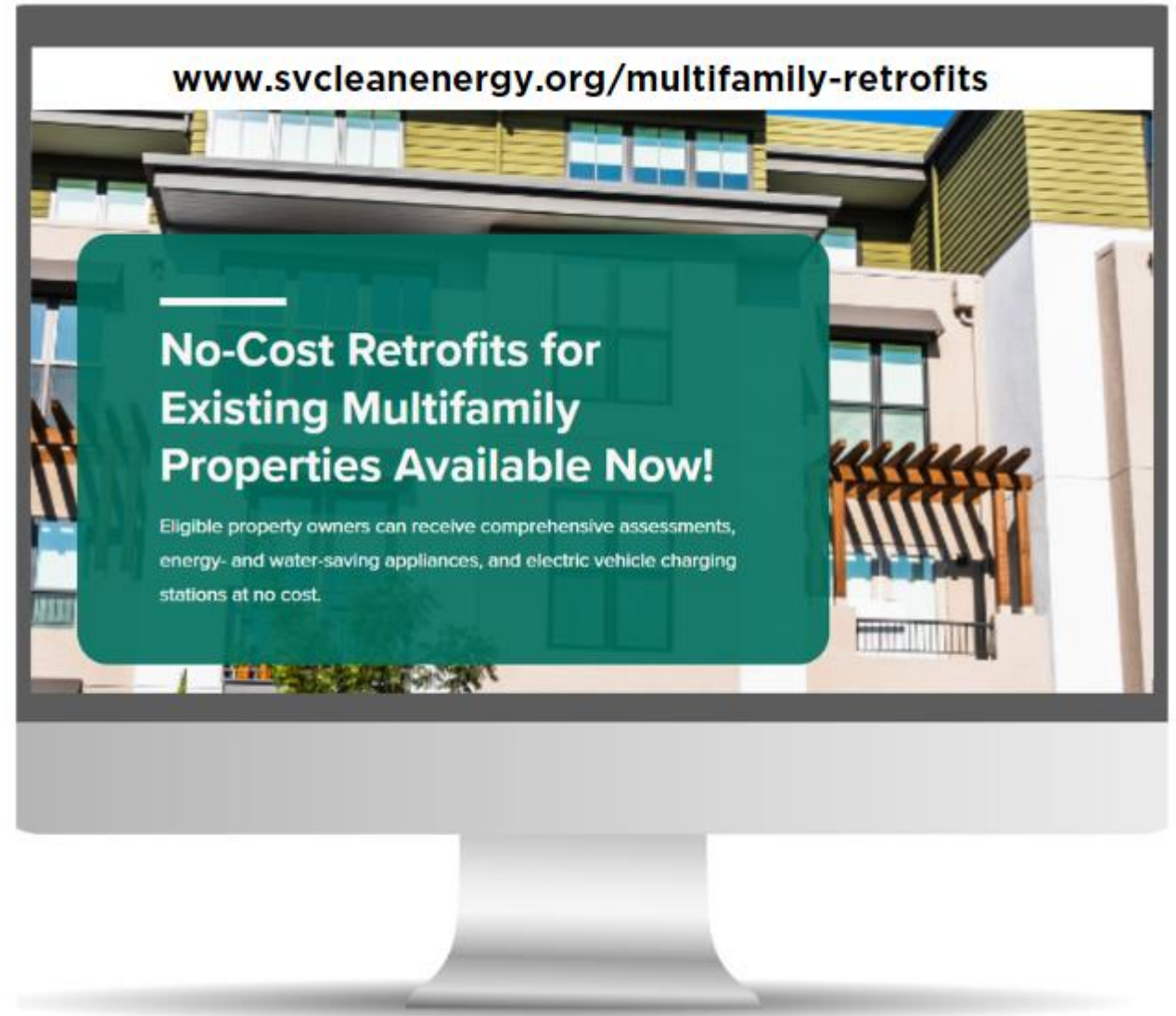
Property owners had concerns about utility allowance impacts



Work with Housing Authority to understand and explore changes to utility allowances

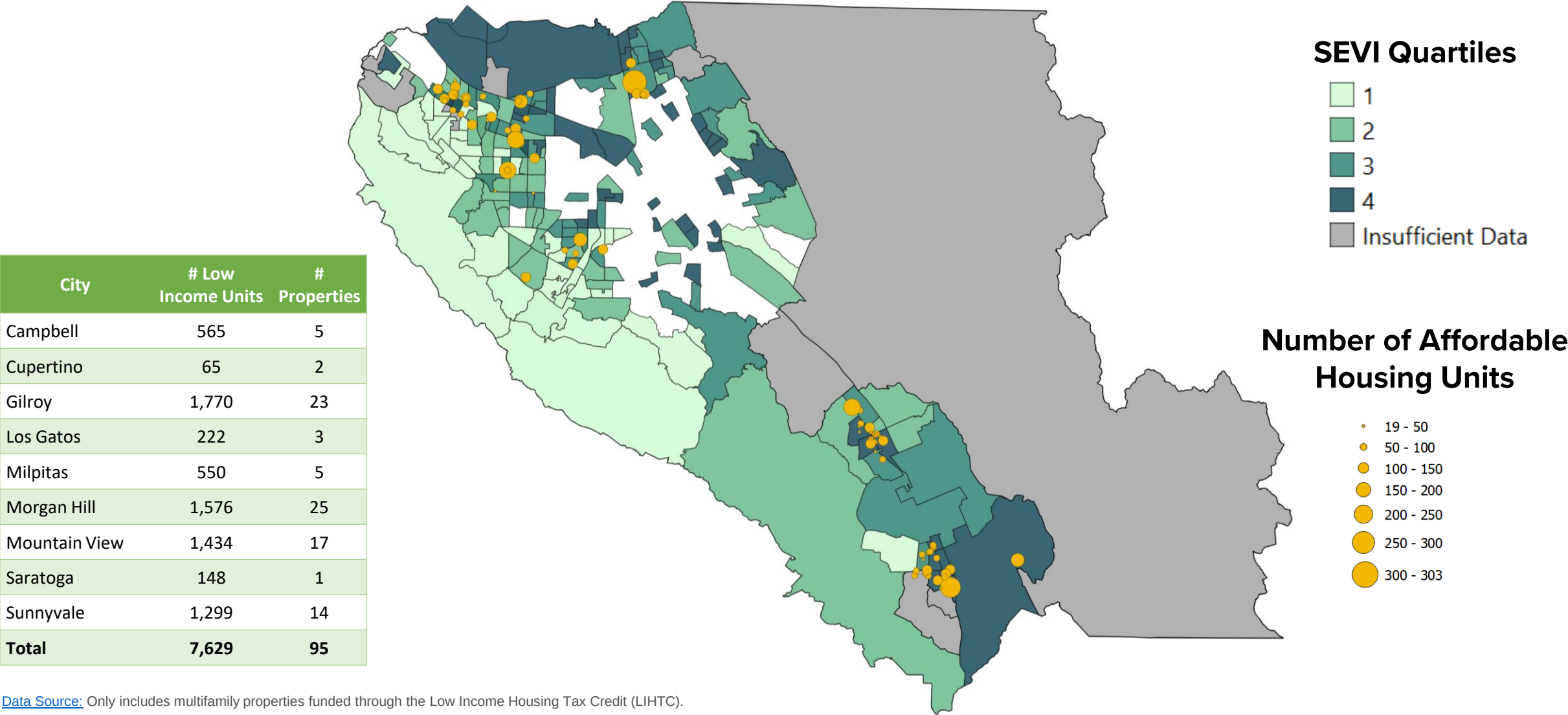
Soft-launched on May 31!

- Direct outreach to property owners
- 6 properties interested
- Gain early learnings & continuously improve





Potential properties to engage and electrify



Questions?