



Courtenay C. Corrigan, Chair
Town of Los Altos Hills

Margaret Abe-Koga, Vice Chair
City of Mountain View

Liz Gibbons
City of Campbell

Rod Sinks
City of Cupertino

Daniel Harney
City of Gilroy

Jeannie Bruins
City of Los Altos

Rob Rennie
Town of Los Gatos

Marsha Grilli
City of Milpitas

Burton Craig
City of Monte Sereno

Steve Tate
City of Morgan Hill

Dave Cortese
County of Santa Clara

Howard Miller
City of Saratoga

Nancy Smith
City of Sunnyvale

Silicon Valley Clean Energy Executive Committee Meeting

Tuesday, March 27, 2018
11:30 am

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

AGENDA (Amended)

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)

- 1a) Approve Minutes of the February 27, 2018, Executive Committee Meeting
- 1b) Board and Executive Committee 2018 Schedule
- 1c) Changes to SVCE Staff Reports

Regular Calendar

- 2) CEO 30-day Organization Assessment, Priorities and SVCE Staffing Plan (Discussion)
- 3) Update on SVCE Market Share Analysis (Discussion)
- 4) SVCE Board of Directors Workshop Series (Discussion)

Committee/Staff Remarks

svcleanenergy.org

Adjourn

333 W El Camino Real
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**Silicon Valley Clean Energy
Executive Committee Meeting**

Tuesday, February 27, 2018
11:30 am

Silicon Valley Clean Energy Office
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333 W El Camino Real, Suite 290
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DRAFT MINUTES

Call to Order

Board Chair Corrigan called the meeting to order at 11:32 a.m.

Board Chair Corrigan welcomed SVCE CEO, Girish Balachandran; CEO Balachandran provided introductory remarks. Committee members provided brief introductions and comments.

Roll Call

Present:

Chair Courtenay Corrigan, Town of Los Altos Hills
Director Liz Gibbons, City of Campbell
Director Rod Sinks, City of Cupertino
Director Nancy Smith, City of Sunnyvale

Absent:

Vice Chair Margaret Abe-Koga, Mountain View

Public Comment on Matters Not Listed on the Agenda

Bruce Karney welcomed CEO Balachandran and provided comments regarding Direct Access electricity, and custom pricing options mentioned in the SVCE Implementation Plan. Karney supported the idea of SVCE addressing existing direct access customers and creating products to bring direct access customers in.

Consent Calendar

1) Approve Minutes of the November 7, 2017, Executive Committee Special Meeting

MOTION: Director Gibbons moved and Director Sinks seconded the motion to approve the Minutes of the November 7, 2017 Executive Committee Special Meeting as submitted.

The motion carried unanimously with Board Vice Chair Abe-Koga absent.



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Regular Calendar

2) Executive Committee Chair and Vice Chair (Action)

Board Chair Corrigan introduced the item.

MOTION: Director Sinks moved and Director Gibbons seconded the motion to appoint Courtenay Corrigan as Chair of the Executive Committee and Margaret Abe-Koga as Vice Chair of the Executive Committee.

The motion carried unanimously with Board Vice Chair Abe-Koga absent.

3) Approve Ongoing Meeting Date and Time for Executive Committee Meeting (Action)

Chair Corrigan introduced the item; the Committee reviewed the proposed meeting dates and times.

Committee members and Staff discussed the possibility of making changes to the schedule during the summer months; Staff noted the discussion would be brought back to the Executive Committee.

MOTION: Director Sinks moved and Director Gibbons seconded the motion to approve the ongoing meeting date and time for Executive Committee Meetings to every fourth Tuesday of the month from 11:30 a.m. – 1:30 p.m. with the exception of the November and December meetings which would be combined and scheduled for December 4, 11:30 a.m. – 1:30 p.m.

The motion carried unanimously with Vice Chair Abe-Koga absent.

4) 2018 SVCE Rates (Discussion)

Chair Corrigan introduced the item and noted the goal of the discussion would be for members to reach a consensus on a recommendation to bring to the full Board.

Manager of Account Services Don Bray presented a PowerPoint on the item and responded to Executive Committee questions. The group discussed various options presented and provided feedback on the PowerPoint presentation. Staff provided additional information.

Chair Corrigan opened public comment.

Bruce Karney commented on the competitive landscape and creating short-term incentives for new customers to join SVCE. Karney noted his opinion of offering a smaller margin than 6-8% less than PG&E, using the potential extra revenue to reach commercial customers quickly and to develop programs. Karney commented on the need to match renewable supply and demand.



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Chair Corrigan closed public comment.

Committee members summarized comments to move forward with the Staff recommendation of the 'All 6%' rate structure approach for the March Board of Directors meeting, including direction to add a slide in the PowerPoint presentation which addresses potential risks outside of rates and a slide at the end of the presentation addressing a 'no regrets' strategy summation on why the option was selected. Members encouraged tailoring the presentation to the Board, including graphics clearly showing the Staff recommendation and impacts of the preferred solution.

5) 2018 Advertising Strategy Overview (Discussion)

Community Outreach Manager Pamela Leonard presented the item and responded to Executive Committee questions.

Committee members and Staff discussed concerns regarding print media circulation; following discussion and feedback, Committee members recommended the item be presented at the March Board meeting on the regular calendar.

Committee/Staff Remarks

Director Smith congratulated Chair Corrigan on her appointment as Chair of the Executive Committee.

Adjournment

Chair Corrigan adjourned the meeting at 1:38 p.m.



Staff Report – Item 1b

To: Silicon Valley Clean Energy Executive Committee

From: Girish Balachandran, CEO

Item 1b: Board and Executive Committee 2018 Schedule

Date: 3/27/2018

RECOMMENDATION

Staff recommends that the Executive Committee:

1. Approve the cancellation of the regularly scheduled August 28, 2018 Executive Committee meeting, and
2. Recommend the Board approve the cancellation of the regularly scheduled August 8, 2018 Board of Directors Meeting

BACKGROUND

Directors have expressed interest in the possibility of taking a one-month hiatus from Board and Executive Committee meetings during the summer months.

ANALYSIS & DISCUSSION

Due to a request from Directors, Staff has reviewed projections for summer workload and identified that taking a one-month recess from Board and Committee meetings in August will not affect operations. Staff is aware that if the need for Board action arises in August, a special meeting of the Board will be called.

STRATEGIC PLAN

Not applicable.

FISCAL IMPACT

None.

ATTACHMENTS

None.



Staff Report – Item 1c

To: Silicon Valley Clean Energy Executive Committee

From: Girish Balachandran, CEO

Item 1c: Changes to SVCE Staff Report

Date: 3/27/2018

RECOMMENDATION

This item is informational only.

BACKGROUND

In order to create consistency among reports being distributed from Staff, the attached staff report template will be used going forward for all reports submitted for Committee and Board meetings.

ANALYSIS & DISCUSSION

Developing a standard template will ensure Staff covers all pertinent information in reports including:

- Clear and concise *Staff Recommendation*
- *Committee Recommendation*, if applicable, which will include a final recommendation from the Committee level as well as brief overview of the discussion which led to the final recommendation (for Board reports)
- *Background* section to provide necessary historical data
- *Analysis and Discussion* of the topic
- A section which will tie the topic back to the Board approved *SVCE Strategic Plan*
- *Fiscal Impact* section to inform the Committee/Board of the proposed financial results, if any

STRATEGIC PLAN

SVCE's Board-adopted Strategic Plan identifies a strategy to reward staff to keep them engaged; one of the tactics identified in this strategy is to ensure Staff has the tools necessary to effectively do the job. Developing a standard for reports creates a foundation for Staff to clearly communicate topics of discussion to the Board.

FISCAL IMPACT

None.

ATTACHMENTS

1. SVCE Staff Report Templates



SAMPLE
COMMITTEE STAFF REPORT

Staff Report – Item 1

To: Silicon Valley Clean Energy Executive/Finance and Administration Committee

From: Girish Balachandran, CEO

Item 1: Staff Report Sample

Date: 3/27/2018

RECOMMENDATION

A clear, concise recommendation from Staff (ex: Staff recommends that the Executive/Finance and Administration Committee recommend the Board approve this Staff Report Sample).

BACKGROUND

Relevant background information on the topic (ex: This Staff Report was established in 2016 and revised in 2018).

ANALYSIS & DISCUSSION

Detailed information supporting the recommendation including previous analysis and/or discussion which has led Staff to the recommended conclusion (ex: Based on feedback received from community members, Staff revised the Staff Report and made changes which are reflected in the attached).

STRATEGIC PLAN

A clear reference to SVCE's strategic plan which supports the request (ex: As referenced in SVCE's Strategic Plan, Item x, creating this Staff Report will provide the necessary tools for Staff to be successful).

FISCAL IMPACT

Any monetary changes that are a direct result of acceptance of the recommendation (ex: SVCE will save approximately \$xx using the recommended Staff Report).

ATTACHMENTS

1. Listed attachments, if applicable



SAMPLE
BOARD STAFF REPORT

Staff Report – Item 1

To: Silicon Valley Clean Energy Board of Directors

From: Girish Balachandran, CEO

Item 1: Staff Report Sample

Date: 3/27/2018

RECOMMENDATION

A clear, concise recommendation from Staff (ex: Staff recommends that the Board approve this Staff Report Sample).

EXECUTIVE/FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDATION (optional)

Any recommendation or direction given as a result of a previous committee meeting discussing the same topic. This will include the final recommendation from the committee as well as a brief overview of the discussion and initial Staff recommendation for the item (ex: The Executive/Finance and Administration Committee recommends the Board approve this Staff Report Sample. At the March 27, 2018 meeting, the Executive/Finance and Administration Committee discussed changing the report to include more detail. The Committee voted 4-1 to recommend the attached report).

BACKGROUND

Relevant background information on the topic (ex: This Staff Report was established in 2016 and revised in 2018).

ANALYSIS & DISCUSSION

Detailed information supporting the recommendation including previous analysis and/or discussion which has led Staff to the recommended conclusion (ex: Based on feedback received from community members, Staff revised the Staff Report and made changes which are reflected in the attached).

STRATEGIC PLAN

A clear reference to SVCE's strategic plan which supports the request (ex: As referenced in SVCE's Strategic Plan, Item x, creating this Staff Report will provide the necessary tools for Staff to be successful).

FISCAL IMPACT

Any monetary changes that are a direct result of acceptance of the recommendation (ex: SVCE will save approximately \$xx using the recommended Staff Report).

ATTACHMENTS

1. Listed attachments, if applicable



Staff Report – Item 2

To: Silicon Valley Clean Energy Executive Committee

From: Girish Balachandran, CEO

Item 2: CEO 30-day Organization Assessment, Priorities and SVCE Staffing Plan

Date: 3/27/2018

RECOMMENDATION

Staff recommends approval of the Proposed Operating Table of Organization.

BACKGROUND

Within a few months after operations, SVCE froze any new hiring until the transition to a new Chief Executive Officer was complete. The hiring freeze resulted in the Agency operating well below the budgeted staffing level for the past eight months. Included in the transition period was a postponement of consideration of incremental employee benefits.

ANALYSIS & DISCUSSION

With the new CEO on board for approximately thirty days, there are resources needed by the Agency in the short-term.

30- Day Assessment

The Agency has been operational for nearly one-year and is in stable financial condition. The Mission is well defined and supported by both the Board of Directors and staff. The Strategic Plan is solid and provides goals that position the Agency well for the short and long-term.

Power Supply is the Agency's largest expense and with the internal filling of the Director of Power Resources position and two pending job offers for the Manager of Power Contracts and Compliance and Power Resource Planning and Programs Analyst, the Department will soon be fully staffed in the short-term.

The biggest threat to all Community Choice Aggregators (CCAs) is from the Regulatory and Legislative area. Staff recommends resources in this area by beginning the process of filling the Associate Legislative Analyst position and with the addition of one Sr. Regulatory Analyst position. This would result in three positions in the Regulatory/Legislative Department to not only keep SVCE informed and proactive but assist all CCAs by providing support and resources to the CalCCA Organization.

In order to attract and retain talent, employee benefits and compensation will be reviewed through a market based approach. Staff will present any recommended changes at the May Executive Committee Meeting.

Priorities

As SVCE completes the bulk of its customer acquisition phase with the inclusion of the City of Milpitas, formulating and implementing de-carbonization and grid innovation programs is the priority that requires additional resources. SVCE's approach to decarbonization and grid innovation programs is to represent the area we serve by being bold and innovative with an overall goal of "Bending the Carbon Curve."

Agenda Item: 2**Agenda Date: 3/27/2018**

SVCE's Mission Statement is, "Reduce dependence on fossil fuels by providing carbon free, affordable and reliable energy and innovative programs for the SVCE community."

SVCE has reduced dependence on fossil fuels and accelerated the bending of the carbon curve via offering carbon free electricity to all its customers. And, for the long-term, through the 2017 Renewables RFO, along with MBCP, we are expected to enter into solar, wind and battery storage contracts up to 20 years and a billion dollars.

SVCE is offering base generation rates at 6% below PG&E, therefore meeting its goal of being affordable. Future initiatives will continue to balance affordability, reliability and innovation.

The remaining major sources of carbon in the SVCE service area are from the use of gasoline (mobility/transportation) and natural gas (built environment). Being in Silicon Valley, we have the potential to prototype novel and disruptive programs that would move the needle even more in a variety of dimensions. To deliver on that goal, SVCE does require staffing resources. Staff recommends the addition of a Director of Decarbonization and Grid Innovation Programs position reporting directly to the CEO. This recommendation is consistent with the current staffing of other large operating CCAs. For the short-term, two other positions would be allocated to this area but those positions will be defined by the Director and brought to the Board later in the year.

Culture and Short-Term Staffing Plan

SVCE is a lean agency with low fixed costs which provides the Agency the flexibility and nimbleness to compete. The nature of the rapidly changing business would require employees to wear multiple hats. To remain effective, the culture at SVCE includes a matrix approach to staffing with the expectation that all employees will support and receive support from any other area in the Agency. Success in our Mission will require each department to work very closely with each other and with the community.

The proposed changes do not change the headcount approved by the Board in the current budget. In the mid- to long-term further changes to staffing may be proposed, depending on Board priorities and changing business needs. Some of these staffing changes would be accompanied by a reduction in consultant and contractor costs.

Based upon the current assessment and priorities, Staff recommends the following changes to SVCE's Table of Organization:

Defer/Eliminate

General Counsel & Director of Government Affairs (1)
 Finance Manager (1)
 Administrative Analyst – HR (1)
 Power Resource Planning and Programs Analyst (1)

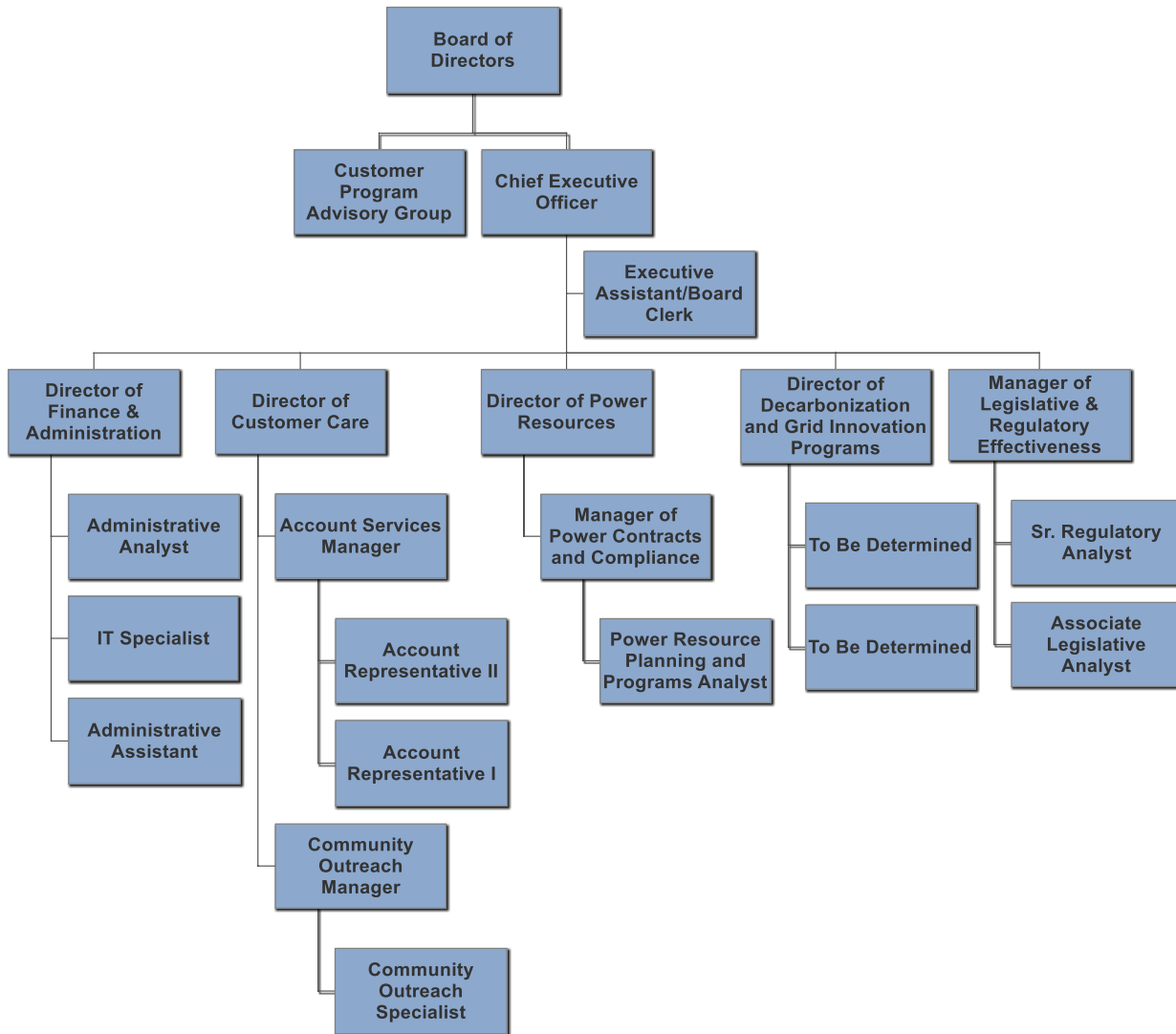
Addition

Director of Decarbonization and Grid Innovation Programs (1)
 Sr. Regulatory Analyst (1)
 "To Be Determined" Positions in the Decarbonization and Grid Innovation Programs Department (2)

Reclassifications

The following position title changes are recommended to better represent the work being performed:
 Director of Marketing & Public Affairs to Director of Customer Care
 Administrative Analyst to IT Specialist
 Manager of Legislative and Regulatory Affairs to Manager of Legislative and Regulatory Effectiveness
 Power Contracts & Compliance Specialist to Power Contracts & Compliance Manager

The Proposed Table of Organization for FY 2017-18 follows:



FISCAL IMPACT

There is no significant fiscal impact with the Proposed Organizational Chart as the addition of four positions will be offset by the deferral or elimination of four positions currently in the Table of Organization. The headcount will remain the same, at 21, as per the Board approved 2017-18 budget.



Staff Report – Item 3

To: Silicon Valley Clean Energy Executive Committee

From: Girish Balachandran, CEO

Item 3: Update on SVCE Market Share Analysis

Date: 3/27/2018

RECOMMENDATION

As an eventual replacement for the current “Opt-Out Rate” metric, Staff recommends that the Executive Committee consider and recommend a more accurate and comprehensive “Participation Rate” metric.

BACKGROUND

At inception, SVCE adopted a standard opt-out rate metric utilized by the other operating CCAs. This metric compares the quantity of all accounts opted out to date against the quantity of accounts in the service territory. While most useful for measuring success in initial enrollment, most CCAs have continued to report against this metric on an ongoing basis. It considers opt-outs by number of accounts only, and does not consider load. In addition, the metric is cumulative and does not reflect re-enrollments or new move-ins enrolling in the place of customers that have previously opted out.

Beginning in fall of 2017, staff began estimating the load associated with opt-outs. Due to limitations in actual usage data, this has been approximated to date based on customer opt-outs and average load by rate schedule.

When examining end-of-year statistics and usage data, SVCE reconciled opt-outs and planned enrollments with the number of eligible accounts not served by SVCE. It was determined that more than 1,000 accounts were never flagged for enrollment with SVCE - further highlighting the limits of relying on traditional opt-out versus participation rate metrics.

ANALYSIS & DISCUSSION

The longer the current opt-out rate metric is used, the more it distorts what is really happening. Opting out is a transaction recorded at a particular point in time. This is useful for determining how opt out activity is trending. However, this data persists - and masks future activities such as re-enrollment, or multiple opt-outs occurring at a single location over time. Further, SVCE has to make difficult decisions when customers do not pay, and sometimes returns customers to PG&E. While this is not an opt-out, it nonetheless reduces the amount of load served by SVCE.

In order to more accurately measure SVCE’s service and market share, the ‘Participation Rate’ is determined on the basis of actual monthly load data. The Participation Rate compares eligible account numbers and load served by SVCE versus PG&E, and relative to Direct Access providers, compared to the total eligible accounts and load served in a given month. These figures are represented in percentage terms, e.g. 95% participation by account and 93% participation by load. A focus on participation rate also supports identifying customers who have not opted out, but for whatever reason have not been enrolled with SVCE. Table 1 and 2 show SVCE participation rates during calendar year 2017, including and excluding Direct Access customers. Please

Agenda Item: 3**Agenda Date: 3/27/2018**

note that the December figures do not include SVCE's January 2018 NEM Phase 4, Milpitas enrollments, or other accounts not yet enrolled.

SVCE plans to calculate Participation Rate figures semi-annually for 2018. The participation rate by account would be shared publically. Participation rate by MWh (load) may need to be used internally only, based on requirements under CPUC 15x15 reporting rules. Opt-outs will still be reviewed on a weekly (versus cumulative) basis, to understand current trends, impact, and potential re-enrollment opportunities.

Table 1: Participation Rate, not including Direct Access

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|----------------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| SVCE - MWh | 0.00% | 0.00% | 0.00% | 8.74% | 31.72% | 43.97% | 57.79% | 81.43% | 90.38% | 90.68% | 90.99% | 91.66% |
| SVCE - Account | 0.00% | 0.00% | 0.00% | 5.29% | 19.92% | 27.34% | 52.87% | 87.40% | 93.52% | 93.57% | 94.38% | 95.02% |
| PG&E - MWh | 100% | 100% | 100% | 91.26% | 68.28% | 56.03% | 42.21% | 18.57% | 9.62% | 9.32% | 9.01% | 8.34% |
| PG&E - Account | 100% | 100% | 100% | 94.71% | 71.08% | 72.66% | 47.13% | 12.60% | 6.48% | 6.43% | 5.62% | 4.98% |

Table 2: Participation Rate, including Direct Access

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| SVCE - MWh | 0.0% | 0.0% | 0.0% | 6.7% | 23.7% | 34.8% | 44.4% | 63.0% | 69.7% | 68.2% | 69.1% | 71.1% |
| SVCE - Account | 0.0% | 0.0% | 0.0% | 5.3% | 19.9% | 26.0% | 52.7% | 87.1% | 93.1% | 93.2% | 94.0% | 94.6% |
| PG&E - MWh | 79.0% | 77.8% | 76.6% | 69.7% | 51.1% | 44.3% | 32.5% | 14.4% | 7.4% | 7.0% | 6.8% | 6.5% |
| PG&E - Account | 99.7% | 99.7% | 99.7% | 94.4% | 79.8% | 69.2% | 47.0% | 12.6% | 6.5% | 6.4% | 5.6% | 5.0% |
| DA - MWh | 21.0% | 22.2% | 23.4% | 23.6% | 25.1% | 23.5% | 23.1% | 22.6% | 22.9% | 24.8% | 24.1% | 22.4% |
| DA - Account | 0.3% | 0.3% | 0.3% | 0.3% | 0.4% | 0.4% | 0.4% | 0.4% | 0.4% | 0.4% | 0.4% | 0.4% |

STRATEGIC PLAN

Participation rate affects GHG emissions reduction and SVCE financial performance, both of which are key to our Strategic Plan.

FISCAL IMPACT

Staff time for data analysis and reporting, and PG&E summary usage data reporting fees (approximately \$1,000 semi-annually).



Staff Report – Item 4

To: Silicon Valley Clean Energy Executive Committee

From: Girish Balachandran, CEO

Item 4: SVCE Board of Directors Workshop Series

Date: 3/27/2018

RECOMMENDATION

Staff recommends that the Executive Committee considers and recommends to the Board a series of informal workshops and presentations to be conducted before scheduled Board of Directors meetings. These workshops will be used as a platform to disseminate information on the utility industry and current technologies and outside forces shaping the landscape. Staff recommends hosting the workshops bi-monthly or another board-recommended frequency that will be most convenient and effective.

BACKGROUND

The utility industry is changing fast, enabled by technology, customer expectation and legislation. Today's electric utility is not recognizable to the consumer of few years back. Ubiquitous self-generation technologies with federal and state incentives, as well as tighter environmental regulations, have opened the market to new actors and participants, a market that was reserved for big utilities for a long time. Distributed Energy Resources increasingly play an important role in supply and demand of electricity, creating new business models that transform consumers to prosumers, as well as creating havoc and opportunities on the grid.

ANALYSIS & DISCUSSION

The workshops would be a way to empower the Board of Directors with more information and provide a venue to have a discussion about the multitude of issues facing SVCE as well as the utility industry. Staff proposes to design and execute a series of workshops/presentations timed just ahead of the regularly scheduled monthly Board meetings starting at 5:00 pm and going through 6:30 pm that would include dinner towards the end of the workshop. These workshops can be conducted by a combination of Staff, invited speakers or hired consultants as the topic warrants.

Staying current on all the issues in our industry is a challenge as it is always developing. Following is a non-comprehensive suggested list of topics that would be appropriate for these workshops (in no specific order):

- SVCE 101 - How an electron becomes a bill
- 2019 Title 24 and changes affecting the decarbonization world
- Model ordinances and building standards, good distant cousins.
- Utility of the Future - An ever-changing business model (Distributed, Digitized and Decarbonized)
- Marketing and Outreach at SVCE – Where are we and where are we going?
- Electric Vehicles and Electric Vehicle Service Equipment (EV Charging)
- Behind-the-Meter (BTM) Storage/Micro-grids – Is grid defection real?
- DERs – The good, the bad and capturing the benefits
- EMS and DR and the relationship to CAISO
- NEM 1.0/2.0 – Is it simplified or got more complicated?
- Utility Scale Solar + Storage, a nascent business model

Agenda Item: 4**Agenda Date: 3/27/2018**

- Feed-In-Tariff (FIT) - A virtual power plant or Community Solar
- Assistance Programs – Energy help when you need it
- Beneficial Electrification – Flexible load growth is good for both
- GHG Accounting - A uniting effort for all communities
- Defaulting to TOU for all California - Major communication campaign
- Review of programs from other CCAs/Munis/IOUs
- Hydro pumped storage – Right here in our backyard, or is it?

STRATEGIC PLAN

SVCE's Board-adopted Strategic Plan identifies building a high-performance team armed with the latest information and advances in technology and customer expectations.

FISCAL IMPACT

Staff time and possible consultant fees.