



AGENDA

Special Meeting of the Board of Directors of San Diego Community Power (SDCP)

May 14, 2022
9:00 a.m.

Due to the COVID-19 State of Emergency this Board Meeting is being conducted via teleconference and videoconference pursuant to Government Code section 54953(e)(1)(A), which provides waivers to certain provisions of the Brown Act during a proclaimed state of emergency when state or local officials have imposed or recommended social distancing measures. Some or all of the Members of the Board of Directors may participate in the meeting in person, by teleconference, or by videoconference.

Please note that there will be no physical location from which members of the public may participate. In compliance with the Brown Act, SDCP is providing alternatives to in-person attendance for viewing and participating in the meeting. Further details are below.

Note: Any member of the public may provide comments to the Board of Directors on any agenda item. When providing comments to the Board, it is requested that you provide your name and city of residence for the record. Commenters are requested to address their comments to the Board as a whole through the Chair. Comments may be provided in one of the following manners:

1. **Providing Oral Comments During Meeting.** To provide comments during the meeting, join the Zoom meeting by computer, mobile phone, or dial-in number. On Zoom video conference by computer or mobile phone, use the "Raise Hand" feature. This will notify the moderator that you wish to speak during a specific item on the agenda or during non-agenda Public Comment. Members of the public will not be shown on video but will be able to speak when called upon. If joining the meeting using the Zoom dial-in number, you can raise your hand by pressing *9. Comments will be limited to three (3) minutes. Please be aware that the Chair has the authority to reduce equally each speaker's time to accommodate a large number of speakers.
2. **Written Comments.** Written public comments must be submitted prior to the start of the meeting by using this ([web form](#)). Please indicate a specific agenda item when submitting your comment. All written comments received prior to the meeting will be provided to the Board members in writing. In the discretion of the Chair, the first ten (10) submitted comments shall be stated into the record of the meeting. Comments read at the meeting will be limited to the first 400 words. Comments received after the start of the meeting will be collected, sent to the Board members in writing, and be part of the public record.

If you have anything that you wish to be distributed to the Board, please provide it via info@sdcommunitypower.org and it will be distributed to the Members.

The public may participate using the following remote options:

Teleconference Meeting Webinar <https://zoom.us/j/94794075133>

Telephone (Audio Only) (669) 900-6833 or (346) 248-7799 | Webinar ID: 947 9407 5133

Welcome

Call to Order

Roll Call

Strategic Planning Workshop

The following item calls for discussion and/or potential action by the Board of Directors.

Please note that all public comments on this agenda item will be requested and received at the time the item is called. Once public comment has been completed, the Board of Directors will proceed with the Board Workshop and no late comments will be received.

1. Board of Directors Workshop on Strategic Planning and Creation of Mission Statement, Vision Statement, and Priorities for 2023–2027

Adjournment

Compliance with the Americans with Disabilities Act

SDCP Board of Directors meetings comply with the protections and prohibitions of the Americans with Disabilities Act. Individuals with a disability who require a modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may contact (888) 382-0169 or info@sdcommunitypower.org. Requests for disability-related modifications or accommodations require different lead times and should be provided at least 72-hours in advance of the public meeting.

Availability of Committee Documents

Copies of the agenda and agenda packet are available at <https://sdcommunitypower.org/resources/meeting-notes/>. Late-arriving documents related to a meeting item which are distributed to a majority of the Members prior to or during the meeting are available for public review as required by law. Previously, public records were available for inspection at San Diego Community Power, Moniker Commons located at 2869 Historic Decatur Road San Diego, CA 92106. However, due to the Governor's Executive Orders N-25-20 and N-29-20 and the need for social distancing, in-person inspection is now suspended. Public records, including agenda-related documents, can instead be requested electronically at info@sdcommunitypower.org or by mail to SDCP at, 815 E Street, Suite 12716, San Diego, CA 92112. The documents may also be posted at the above website.

**San Diego Community Power
Board Workshop and Strategic Planning Session #1
Saturday, May 14, 2022**

Session Objectives

Facilitator: Lisa Gordon

Objectives:

1. To create San Diego Community Power's organizational mission and vision statements (preliminary/working).
2. To identify priorities/key focus areas that support the mission and drive the vision, and any potential big picture priority issues and challenges for 2023-2027.
3. To celebrate SDCP's accomplishments, reflect on the Board's role and responsibilities, and identify essential content for Board handbook to support onboarding and stewardship.
4. To continue to establish a foundation for effective teamwork as Board Members.
5. To conduct the session in an open, collaborative, collegial manner that ensures full participation of the Board, and fosters dialogue that: a) honors the views, values and perspectives of participants and b) facilitates energy, enthusiasm and momentum toward fulfilling the objectives of the strategic planning session.

Results:

1. Clarity and establishment of mission and values (preliminary/working) for SDCP.
2. Identification of "Big Picture" Priorities (Key Focus Areas) for the organization.
3. Reflection on the Board's role and responsibilities and design of Board handbook.
4. Set the stage for Strategic Planning Session #2 with participation by Staff and CAC.
5. Effective, productive, and collaborative discussions and decision-making process for Board members.

BOARD WORKSHOP SCHEDULE: STRATEGIC PLANNING SESSION #1

Time*	Activity
9:00 a.m.	Welcome / Call to Order / Roll Call / Public Comment
	Introduce Facilitator / Adopt Session Objectives / Adopt Ground Rules and Facilitation Guidelines / Housekeeping
	Board Annual Review & Reflection: "Looking Back / Looking Forward" <ul style="list-style-type: none"> • Insights and Observations / Celebration Exercise • Re-visiting Purpose: The Board's Role and Responsibilities • Board Handbook Discussion
	Overview of Strategic Planning Process / Key Insights and Observations from Survey (Survey Results)
	Review Strategic Planning Terms / Discuss <u>Mission Statement</u> Review Mission Statement Survey Results
Noon	<i>Lunch Break (30 minutes)</i>
	(Mission Statement Continued) Create/Identify (Preliminary or Working) Mission Statement
	<u>Vision Statement</u> Discuss Vision Statement / Review Survey Results Create/Identify (Preliminary or Working) Vision Statement
	<u>Key Focus Areas / "Big Picture Priorities"</u> Overview / Review Survey Results Discuss Key Focus Areas / Priorities for 2023-2027 Create/Identify Key Focus Areas / Priorities for 2023-2027
	Confirm Assignments / Evaluation / Lessons Learned / Closing Reflection
5:00 p.m.	Closing Comments
5:15 p.m.	<i>Adjourn</i>

***All times are approximate and subject to change.**

LEVELS OF CONSENSUS

Consensus is achieved if all participants indicate that they are at Levels 1 through 4 (not Levels 5 or 6).

The Levels of Consensus are:

1. I can say an **unqualified 'yes'** to the decision. I am satisfied that the decision is an expression of wisdom of the group.
2. I find the decision **perfectly acceptable**. It is the best of the real options we have available to us.
3. I can **live with** the decision. I'm not especially enthusiastic about it.
4. I do not fully agree with the decision and need to register my view about it. I do not choose to block the decision and will **stand aside**. I am willing to support the decision because I trust the wisdom of the group.
5. I do not agree with the decision and feel the need to **block** the decision being accepted as consensus.
6. I feel that we have no clear sense of unity in the group. We need to **do more work** before consensus can be achieved.

Four Basic Beliefs Guiding Consensus

▪ Cooperative Search for Solutions

Consensus is a collaborative search for common ground solutions rather than a competitive effort to convince others to adopt a particular position. This requires that group members feel committed to a common purpose.

KEY POINT: *Group members must be willing to give up “ownership” of their ideas and allow those ideas to be refined as concerns and ideas are put on the table.*

▪ Disagreement as a Positive Force

Constructive, respectful disagreement is actively encouraged. Participants are expected to express different perspectives, criticize ideas, and voice legitimate concerns in order to strengthen a proposal.

▪ Every Voice Matters

Consensus seeks to balance power differences. Because consensus requires the support of every group member, individuals have a great deal of influence over decisions, regardless of their status or authority in the group.

KEY POINT: *In consensus, it is the responsibility of the group to make sure legitimate questions, concerns, and ideas get expressed and are fully considered, regardless of the source.*

▪ Decisions in the Interest of the Group

With influence comes responsibility. In consensus, decision makers agree to put aside their personal preferences to support the group’s purpose, values and goals.

- It is possible for a group member to disagree with a particular decision but consent to support it because:
 - ✓ The group made a good faith effort to address all concerns raised
 - ✓ The decision serves the group’s current purpose, values and interests
 - ✓ The decision is the one that they can live with, though not their first choice.

-- From “How to Achieve High Commitment Decisions” by Larry Dressler

Strategic Planning Terms and Process

- **Vision** – what the organization should look like, feel like, be doing and be like at a point in the future
- **Mission** – the societal need the organization meets; answers the question, “why?”
- **Values** – the guiding principles, core beliefs and behaviors that govern how an organization works; these can be internal, external or both
- **Goals** – general statements of the direction in which the organization wants to move; they are the “what” statements; they flow from the vision and are validated by the mission
- **Strategies** – key statements about the ways to enact goals from a broad, “best way to accomplish this” perspective
- **Objectives** – measurable; who will do what when; they are “how” statements and are derived from and support the goals; objectives are also “SMART” (Specific, Measurable, Attainable/Actionable, Results-oriented, and Time-determinate)
- **Action Plans** – support certain objectives; include tactics; last piece of plan to be developed; done only after a final budget and reviews have been completed
- **Timeline** – reflects the objectives and action plan on a calendar and/or milestones chart

Template 8.5

Glossary of Verbs

The right verbs reflect your intentions about what you want to accomplish through your goals. Search through the following glossary and select the most appropriate verb for what you have in mind.

Change of Direction Verbs

Alleviate	Decrease	Expedite	Lessen	Reduce
Augment	Diminish	Expand	Lower	Strengthen
Accelerate	Direct	Extend	Optimize	Shorten
Adjust	Enlarge	Ignite	Prevent	Upgrade
Change	Eliminate	Improve	Raise	

Maintenance Verbs

Confirm	Keep	Monitor	Retain	Sustain
Continue	Maintain	Preserve	Reinforce	Stabilize
Emphasize	Manage	Protect	Support	Validate

Other Action Verbs

Advertise	Deliver	Enlist	Investigate	Produce
Analyze	Develop	Emphasize	Identify	Resurrect
Arrange	Define	Facilitate	Introduce	Recalibrate
Access	Distribute	Finalize	Implement	Review
Benchmark	Direct	Forecast	Incorporate	Stimulate
Coordinate	Determine	Formulate	Interpret	Schedule
Calculate	Design	Foster	Mobilize	Train
Consult	Draft	Harness	Measure	Update
Conduct	Enable	Invite	Organize	
Create	Enhance	Inform	Prepare	
Collaborate	Establish	Influence	Promote	

Reference: **Workshop Management: Method to Magic – A Resource for Facilitators**, by Dorothy Strachan and Marian Pitters. Ottawa: ST Press, June 2003, pp 235, 236.
stpress@cyberus.ca (1-800-572-1564)

Vision and Mission Statements

Why Use It

Vision and mission statements guide people in making critical decisions that effect the direction of their company, organization or personally. A vision statement looks into the future at least five years and defines a desired future state, one that may not even seem possible today. A mission statement defines what a company, organization or person currently does.

How to Use It

1. If they exist, list the current mission and vision statements. Look at them and determine how they might be different in the future.
2. If no statements exist, write them using the trigger questions and template on the next page.
3. Write a mission statement first and then the vision. In general, this is better because the mission is grounded in current reality and helps in articulating a realistic vision.

Mission Statement	
Current	Future (What is different from current)

Vision Statement	
Current	Future (What is different from current)

Writing a Mission Statement

A mission statement is typically one or two sentences or a short list of easy-to-remember bullet points. The purpose of the mission is to guide the daily actions and decisions of employees. For example, Walt Disney's mission was simply "To make people happy every day." Answer the following questions to develop your mission statement.

Mission Statement Questions	Answers
What does the business or organization do?	
What things are we especially good at?	
Who are our customers or clients?	
What are the key business drivers? Customer Satisfaction? Employee Satisfaction? Profit?	
What markets do we serve?	
What is the company image?	
What is the value added that our customer receive for us?	
What make us unique?	
What philosophy or value guides actions?	
How do we contribute to society in general?	
Write Mission Statement	
After the Mission Statement is written test its quality with the following question. What if 75% of our resources were taken away? Would we still be doing the mission anyway?	

Writing a Vision Statement

A vision statement portrays the desired future of your business or organization. It should provide a powerful mental image that captures minds and hearts, giving people a higher purpose for their actions. For example, Walt Disney's vision statement is: "To create quality, engaging entertainment for the whole family." Answer the following questions to develop your vision statement.

Vision Statement Questions	Answers
Pretend you are five years in the future. What will things look like?	
If you could create anything you wanted in five years, what would it be?	
What are the right things to do in the future?	
How will we differ from our competitors in the future?	
What are the key business drivers? Customer Satisfaction? Employee Satisfaction? Profit?	
Will our client or customer base change?	
Will our products and services need to expand?	
What contributions will we make to society?	
How will our people be working together?	
What do we really want to create?	
What reputation do we want to have in five years?	
What values will we embody?	
Write Vision Statement (Note: Write the vision statement in the present tense. Say 'We Are' rather than 'We Will'. This helps promote actions toward the future.)	

San Diego Community Power Mission Statement Considerations
Board Workshop / Strategic Planning Session #1

Purpose Statement (Bylaws):

Section 1. Purpose of SDCP

SDCP was established to procure and/or develop electrical energy for customers in participating jurisdictions, address climate change by reducing energy-related greenhouse gas emissions, promote electrical rate price stability, and foster local economic benefits such as job creation, local energy programs and local power development, and to exercise all other powers common to its Member Agencies that are necessary or appropriate to the accomplishment of these and other purposes, as further specified in the JPA Agreement.

"About SDCP" Statement (Marketing Materials):

San Diego Community Power (SDCP) is a Community Choice Aggregator (CCA) committed to providing clean, renewable energy choices at competitive rates and investing in innovative programs that benefit residents, businesses, the environment and the economy in our communities.

San Diego Community Power



As a locally-run not-for-profit, San Diego Community Power (SDCP) is powering a cleaner energy future for today and as a legacy for future generations.

About SDCP

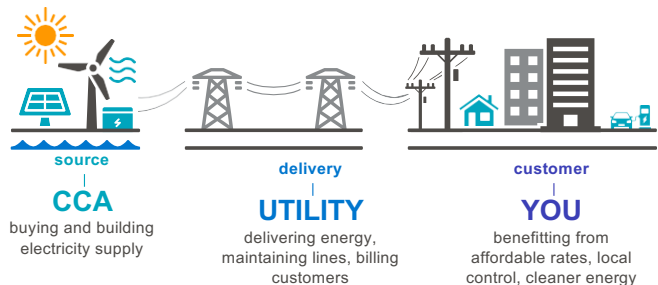
San Diego Community Power (SDCP) is a Community Choice Aggregator (CCA) committed to providing clean, renewable energy choices at competitive rates and investing in innovative programs that benefit residents, businesses, the environment and the economy in our communities.

Who We Serve

SDCP will provide renewable electricity service to approximately 770,000 customers in the cities of **Chula Vista, Encinitas, Imperial Beach, La Mesa, and San Diego.**

HOW IT WORKS

CCAs are locally-run, not-for-profit energy providers that benefit local communities by providing local control of energy choices, focusing on people rather than profits and creating a cost competitive, proven path to 100 percent renewable energy.



What Stays the Same and What Changes

	New	Stays the Same
Call SDG&E to start or stop service and report outages		X
Receive one bill each month		X
Choice of energy providers	X	
Competitive pricing	X	
Higher renewable content	X	

POWERFUL REASONS TO CHOOSE SDCP

Customer-Driven Choice— CCAs were created to advocate for ratepayers by providing choice for the first time and shifting control of local energy decisions from profit-driven, investor-owned utilities into the hands of residents and businesses. Competition supports increased transparency, more customer programs, and a better overall customer experience.

Future-Focused— SDCP will offer tiered programs that provide cleaner energy at competitive rates, helping us reach our climate action goals and supporting healthier communities today and for the future.

Proven Path to Saving Money and Our Environment— There are currently 23 successful CCAs operating in 170 communities around California. SDCP will be the second largest in the state by providing the same reliability and affordable electricity service from cleaner, sustainable sources.

Local Management, Investment and Jobs— As a locally-run not-for-profit energy provider, SDCP will never be taxpayer funded and will support economic vitality by providing cleaner energy at competitive rates and funding local renewable energy projects. Clean energy employs more than half a million people in California; that's five times more workers than all fossil fuel industries combined.

SDCP Survey Results – Mission Statement

What would you say SDCP's mission is? [Missions are statements of purpose, the societal need an organization fills; Missions answer the four questions, "Who are we? What do we do? Who do we do it for? Why do we do it?"]

1. To provide clean, renewable energy to San Diegans with local job production and equity at the core of the operations.
2. A coalition of people who live and work in our communities, focused on moving towards a healthier and sustainable, clean energy future. Working with our community for our community. SDCP's goal is to manage our electricity supply, taking advantage of the affordable, common sense options available for cleaner power, today and for future generations. We also prioritize people over profits, to create better health for everyone.
3. Provide clean and local renewable energy at competitive prices. We serve and give back to the community by being transparent, responsible, innovative and thoughtful of equity and equality. We do it to make our community a safer, cleaner, more equitable place.
4. To reduce GHG emissions through sustainable and affordable energy while promoting a healthier, more sustainable San Diego.
5. Improving the environment by transitioning to nonpolluting resources and improving energy efficiency.
6. Provide access to green energy at affordable rates to provide customers with choice
7. A trusted provider of clean energy transforming the San Diego region into a leader tackling climate change.
8. A community focused clean energy provider offering alternative electricity solutions at competitive rates while contributing to the state achieving its GHG reduction goals.
9. To provide 100% renewable electricity by 2035 or before in our five members cities in order to meet GHG reduction goals and support a healthier, resilient, and sustainable future for all our community members.
10. To address climate change and improve air quality by reducing energy and transportation related greenhouse gas emissions with renewable energy and energy efficiency at cost-competitive rates, while increasing local renewable energy development and creating more equitable communities.
11. A local organization formed by and for the communities we serve to bring clean and renewable energy to families and businesses.
12. Create and foster a climate resilient, affordable, and local clean energy system for all.
13. To be the premier partner in addressing climate change by serving our communities while offering choice of cleaner energy at competitive prices and promoting a greener, equitable, and sustainable local economy.
14. SDCP delivers renewable energy to meet the electric demand of its customers and is forging a path forward to 100% renewable energy - providing cost competitive and reliable electric supply today and ensuring stability for generations to come.
15. To combat climate change via community-focused investments in local renewable and clean energy solutions.
16. An alternative to the investor-owned utility where local decision makers are buying affordable local, clean energy and offering community programs that benefit the community.
17. Work collectively for the betterment of our communities and our climate.
18. To become an equitable and just service provider.

19. We are a community organization. We seek to give our communities choice about their energy future. We want to deliver more local renewable energy to our communities. We see a future of 100% renewable energy as a way of becoming sustainable and meeting the challenge of our lifetime, climate change. We want to create programs that are tailored to communities which will help with the transition away from fossil fuels and to a future of 100% local renewable energy.
20. A public agency created for the electricity ratepayers in the cities of Chula Vista, Encinitas, Imperial Beach, La Mesa, and San Diego to source their power cost effectively. SDCP will optimize the use of clean, renewable power, and reinvest proceeds in local projects.
21. Bring a greener mix of electricity to the most people at the cheapest price, using the proceeds to acquire more green energy, and using our “profits” to help our communities.
22. Delivering an alternative to corporate utilities and delivering green energy to our communities with focus on local job opportunities.
23. Reduce GHG, provide reliable power to customers, make it cost effective
24. To deliver clean, affordable energy and programs to our community to create a more sustainable future with cleaner air and local economic growth.
25. We provide clean energy to our customers and invest in community. We believe in an equitable and clean environment for every person in our region and this is why we work so hard to provide high quality energy resources.
26. Deliver a portfolio of reliable 100% renewable energy to our customers while also enabling everyone to participate in the clean energy transition.
27. Deliver clean energy to residential and business customers to help reduce air emissions and help address climate change.
28. Local, Community, Environment and Sustainable Future.
29. Community ran nonprofit determined on transitioning San Diego County into clean and renewable energy.
30. Provide cleaner energy at competitive rates, develop meaningful programs, and work with our customers to meet our region’s sustainability goals.
31. 1. CCA, 2. Provide clean energy at a competitive price. 3 For our community. 4 To be an option for a healthier, sustainable, and clean energy future.
32. As stated in Integrated Resources Plan: “SDCP was formed to express purpose of empowering its member communities to choose the generation resources that reflect their specific values and needs. SDCP was established to procure and develop electrical energy for customers in participating jurisdictions, address climate change by reducing energy related greenhouse gas emissions, promote electrical rate price stability, and foster local economic benefits such as job creation, local energy programs and local power procurement.”
[“Purpose statements” also embedded in Bylaws and JPA agreement]

SDCP Survey Results – Vision Statement

What do you think SDCP's Vision is or what do you think SDCP's Vision could be? [Visions are statements of where an organization expects to be at some time in the future; it represents an aspiration.]

1. To provide renewable power at affordable rates and partner with member jurisdictions to achieve climate action goals.
2. To address the community's needs, including greener energy for a sustainable future, cost effectiveness, and renewable electric program offerings and opportunities.
3. To be the model for how to run a CCA. We would like to be the premier CCA in California, instrumental for meeting climate goals and beloved by the public for taking on the local utility.
4. To provide sustainable power options to all areas of San Diego County. Financially, the vision of SDCP is to build its reserves and to obtain the highest credit-rating possible to ensure that financial resources are sufficient and to provide the best options for consumers.
5. Ultimately fulfilling an important aspect of our mission, delivering 100% renewable energy
6. Offering customers and communities "power" through consumer choice that provides affordable clean energy
7. 100% renewable energy and 100% emissions-free by 2035
8. To become the model CCA in the state
9. Make a major contribution in our five communities and our region to help everyone succeed in reaching the state goal of zero carbon by 2045 or before.
10. A leader in finding solutions to providing electricity that is cheap enough so that all our residents will be able to afford the transition away from natural gas and only use renewable electricity.
11. To become a very influential and respected organization appreciated by the community for providing cleaner/greener energy at cost-competitive rates, while also offering a suite of unique programs tailored to meet the needs of those in member city communities; a respected and appreciated pillar of the community
12. 100% clean and renewable energy for all families and businesses in the San Diego region
13. Clean, safe, affordable electricity for all
14. Serving the communities we serve equitably by offering customers clean energy at competitive prices and devising programs that enhance quality of life while reducing carbon footprint.
15. 100% clean energy by 2035; 97% retention of customers; 20% of energy generated locally by 2030; \$20 million reinvested in community energy projects
16. A leader within the San Diego and CCA Communities (the Lakers of CCA!) realizing reduced carbon emissions for its customers and increased investment in its communities
17. To provide affordable, local, clean energy and programs to the community, prioritizing sustainability and equity, and being a true community partner
18. To become an equitable and just service provider
19. To move our communities to 100% local renewable energy, to have a positive impact on the energy landscape throughout the state, to create good paying jobs, and to be a solution to climate change.
20. Maximization of local distributed energy resources; rooftop real estate as production, sufficient storage as the load-leveler
21. Grow this thing and achieve a 100% renewable energy grid in our area and do good in the process

22. A community partner.
23. To deliver a viable, green, alternative energy source owned by its participants.
24. Solidify a position of public agency with a track record at working towards community growth and sustainable energy future.
25. Create a future that realizes clean energy, clean air, and clean natural resources for all. We strive to provide economic opportunity through climate and environmental initiatives that promote economic justice, particularly in our communities of concern.
26. A world/region/etc. where everything is powered 100% by renewable, affordable energy.
27. The issue of equity and investments in green energy partners must address the duality of sustainability and equity
28. An innovative provider of clean energy and programs focused on local needs through local solutions.
29. Provide 100% renewable energy to all its member communities by 2035 or earlier, and becoming a national leader in the fight against climate change
30. A better choice for all San Diego who believe in creating a sustainability future
31. To have information on the languages that are prevalent in areas that have not yet signed up so more community support can be garnered. To expand marketing and outreach to areas that have not yet signed up. To give support to local community groups in areas that haven't signed up to help more folks on board.
32. To provide reliable, inexpensive, and renewable power to customers

SDCP Survey Results - Priorities/Key Focus Areas 2021-2027

What do you see as the key focus areas for SDCP in 2021/2023 (Updated to 2023-2027)?

1. Public education on rates, renewable options, and community benefits; Hiring and onboarding of new CEO; continued staff development and buildout
2. The launch and success of Phase 3! Seamlessly enrolling hundreds of thousands of customers over the next several months will require our diligence and attention, while also immersing ourselves in the local communities to establish a presence for our customers.
3. Responsible forecasting, communication with the public so that SDCP's vision and value is well-received, and getting the right team of employees and CEO hired.
4. Ramping on residential customers and new member cities given that these will be large revenue streams. Managing its power contracts to control costs.
5. Continue startup activities including staffing
6. Residential customer rollout; Program stability
7. Brand recognition and initiating a program needs assessment
8. Energy portfolio and development
9. Successful rollout with low opt-out numbers; Having a presence in our neighborhoods when large community events are still restricted and health and economic recovery is ongoing.
10. Successful Phase 2 and Phase 3 launch – will require a lot of customer engagement; consider hiring an additional Key Accounts Manager; Launching programs as soon as possible/ practicable to demonstrate value of SDCP beyond just providing greener/cleaner power.
11. Continuing to build the team and ensure they are supported; Continuing to be financially conservative to weather market and regulatory changes until we have more reserves; Building a brand and trust in the community to mitigate any issues that arise out of our control.
12. SDCP must develop a local development business plan as soon as possible; should focus on developing sustainable green jobs pipelines from communities of concern; Long-term leadership will need to be addressed.
13. Minimizing loan, opt-out, and financial risks; Meaningful engagement in local communities, especially our communities of concern
14. Promoting the mission of SDCP throughout member cities; smoothly launching service to businesses and residents; staying cost-competitive while increasing renewable portfolio
15. Market and operational risk management, staff build-out, and establishment of organizational culture
16. Community outreach
17. Educating the public
18. Marketing
19. Renewable energy projects; Launch; Relationship with SDG&E; Legislation; Regulatory landscape; Programs; Recruitment and retention of talented staff
20. Residential rollout in 2022; Effective outreach
21. Acquiring resources; eliminating billing confusion and errors
22. Customers, rates, programs and risks.
23. Building financial stability and reserves; increasing clean energy portfolio composition; internal development (process, culture, HR) in preparation to scale; developing a plan for (if possible) delivering high impact programs to communities; reducing our RA requirements.
24. A consolidated message, savvy marketing, promotions, social media, website presence in each city participating; Keep focus on messaging
25. Full launch, community support, proper representation at the CPUC; The environment

26. Power 100 for small businesses.
27. Rolling out the programs in each community successfully
28. 1) Moving beyond startup phase; 2) Residential customer service starting; 3) Getting an office/running a physical workplace; 4) development of strategic/organizational development plan; 5) Hiring permanent ED
29. Developing a reliable portfolio of resources that meets regulatory requirements, promotes renewable energy, and is affordable. Delivering a few flagship programs tailored to the community to differentiate from IOU.
30. Securing a permanent CEO; Conducting the community needs assessment for programs outlook; Having a successful Phase 3 enrollment; continue to hire staff including a Director of Programs and Director of External Affairs
31. 1) Enrollment of customers into service; 2) Establishing first offering of programs; 3) Building teams to meet capacity of needs; 4) Hiring long-term CEO
32. More languages and information given to the communities who haven't yet signed up. Showcase the successes and truly canvas the areas who haven't signed up yet. Have information in more languages. Offer FREE electricity to folks living in low income or government housing, as in electrify the entire building.
33. 1) Successful enrollment, 2) Brand recognition, 3) Trust building with community/industry/stakeholders, 4) Program delivery

San Diego Community Power
Draft Board Handbook/Table of Contents

Existing Documents/Information:

1. Bylaws
2. Joint Powers Agreement
3. Integrated Resource Plan (Standard LSE Plan)
4. Board Members
5. Committees/Members
6. Organizational Chart
7. The Brown Act
8. Robert's Rules of Order
9. Glossary of Terms

Future Documents/Information:

1. Mission/Vision/Values
2. Strategic Plan
3. Best Practices [Confidentiality, Conflict of Interest, HR Policies]
4. Rules of Engagement (if determined/created)

BYLAWS OF SAN DIEGO COMMUNITY POWER

ARTICLE I FORMATION

San Diego Community Power (“**SDCP**”) was established on October 1, 2019, pursuant to the San Diego Community Power Joint Powers Agreement,¹ as may be amended from time to time (“**JPA Agreement**”). The members of SDCP may be referred to herein individually as a “Member Agency” or collectively as the “Member Agencies.”

ARTICLE II GENERAL PROVISIONS

Section 1. Purpose of SDCP

SDCP was established to procure and/or develop electrical energy for customers in participating jurisdictions, address climate change by reducing energy-related greenhouse gas emissions, promote electrical rate price stability, and foster local economic benefits such as job creation, local energy programs and local power development, and to exercise all other powers common to its Member Agencies that are necessary or appropriate to the accomplishment of these and other purposes, as further specified in the JPA Agreement.

Section 2. Purpose of Bylaws

The JPA Agreement authorizes the Board of Directors to adopt such bylaws, rules and regulations as are necessary or desirable to accomplish the purposes of the JPA Agreement; provided, however, that nothing in the bylaws, rules or regulations shall be inconsistent with the JPA Agreement. By approving these Bylaws, the Board intends to adopt additional procedures concerning basic governance, internal organization, Board committees, and other matters addressed in these Bylaws.

Section 3. Definitions

Unless specifically defined in these Bylaws, all defined terms shall have the same meaning as ascribed to them in the JPA Agreement.

Section 4. Precedence

In the event of any conflict between these Bylaws and the JPA Agreement, the JPA Agreement shall control and these Bylaws shall be amended or clarified to eliminate such conflict.

¹ SDCP was originally established and known as the San Diego Regional Community Choice Energy Authority. The agency’s name and the title of the JPA Agreement were changed by the First Amendment to the JPA Agreement, dated November 21, 2019.

ARTICLE III

BOARD OF DIRECTORS

Section 1. Board of Directors

Having at least five Member Agencies, SDCP is governed by a Board of Directors ("**Board**") composed of one representative of each of the Member Agencies. The Board shall have all the powers and functions set forth in Sections 3 and 4 of the JPA Agreement. The governing body of each Member Agency shall appoint and designate in writing one regular Director, who shall be authorized to act for and on behalf of such Member Agency. The regular Director shall be a member of the governing body of the appointing Member Agency.

Section 2. Alternates

The governing body of each Member Agency shall also appoint and designate in writing one alternate Director who may vote on matters when the regular Director is absent from a meeting. The alternate is not required to be a member of the governing body of the appointing Member Agency. The alternate Director shall have all the rights and responsibilities of the primary Director when serving in his or her absence; provided, however, that alternate Directors who are not members of the governing body of the appointing Member Agency shall not attend closed session meetings pursuant to Article V, Section 4 of these Bylaws and applicable law. As further described in Article VIII, Section 4, alternate Directors may serve on committees, vote on matters in committee, chair committees, and fully participate in discussion and debate during meetings.

Section 3. Resignation

A Director may resign at any time by giving written notice to the Board Secretary. The notice of resignation may specify a date on which the resignation will become effective.

Section 4. Vacancy

If at any time a vacancy occurs on the Board, for whatever reason, a replacement shall be appointed by the governing body of the subject Member Agency.

Section 5. Compensation

The Board may adopt by resolution a policy relating to compensation of its Directors.

ARTICLE IV

BOARD OFFICERS AND TERMS OF OFFICE

Section 1. Chair

For each calendar year, the Board shall elect a Chair from among the Directors. The Chair shall be the presiding officer of all Board meetings and perform other duties as may be imposed by the Board. In the event of a vacancy, the position shall be filled at the next regular meeting of the Board held after such vacancy occurs or as soon as practicable thereafter.

Section 2. Vice Chair

For each calendar year, the Board shall elect a Vice Chair from among the Directors. The Vice Chair shall preside in the absence of the Chair and perform other duties of the Chair in his or her absence. In the event of a vacancy, the position shall be filled at the next regular meeting of the Board held after such vacancy occurs or as soon as practicable thereafter.

Section 3. Election of Chair and Vice Chair

At its first meeting of each calendar year or as soon thereafter as possible, the Board shall elect the Chair and Vice Chair of SDCP.

Section 4. Terms of Office

The terms of office of the Chair and Vice Chair shall continue for one year or until a successor is elected. There shall be no limit on the number of terms.

**ARTICLE V
MEETINGS**

Section 1. Regular Meetings

The Board shall hold at least four regular meetings per year, but the Board may provide for the holding of regular meetings at more frequent intervals. The date, hour, and place of each regular meeting shall be fixed annually by resolution of the Board.

Section 2. Special and Emergency Meetings

Special and emergency meetings of the Board may be called in accordance with the provisions of Government Code sections 54956 and 54956.5, respectively.

Section 3. Open Meetings

All meetings of the Board shall be conducted in accordance with the provisions of the Ralph M. Brown Act (California Government Code § 54950 *et seq.*). Directors may participate in meetings telephonically, with full voting rights, only to the extent permitted by law.

Section 4. Attendance of Alternates in Closed Session

Pursuant to Government Code section 54956.96(a)(2), the SDCP Board hereby authorizes an alternate Director who is also a member of the governing body of a Member Agency, and is attending a properly noticed SDCP Board meeting in the absence of the regular Director, to attend a closed session held during such meeting. Pursuant to section 54956.96(a)(2), alternate Directors who are not a member of the governing body of a Member Agency may not attend a closed session meeting of SDCP.

Section 5. Preparation of Agendas

The Chief Executive Officer or a designee shall prepare the agenda for each Board meeting. Agenda items will be generated by the need to conduct SDCP's business in a timely manner. The Chief Executive Officer shall review with the Board Chair, or the Vice-Chair in the absence of the Chair, the agenda for regular meetings of the Board.

Section 6. Addition of Agenda Items Before a Meeting

Board Members may add a “**Board Member Initiated Agenda Item**” to a future meeting agenda. Board Member Initiated Items are prepared by the requesting Board Member and require no staff time. Board Member Initiated Items must be submitted to the Chief Executive Officer at least ten (10) days prior to the next Board meeting.

In addition, items may be added to a future Board meeting agenda in the following ways:

- A. The Chair provides an express oral direction to the Chief Executive Officer during a Board meeting. If a Board Member disagrees with the Chair’s direction, the Board Member may make a motion regarding the addition of the item without discussion of the substance of the item.
- B. For items requiring staff time, an item shall be added by motion without discussion of the substance of the item.
- C. Requests from members of the audience, after being authorized to speak, may be added to a future agenda by a Board Member as a Board Member Initiated Agenda Item, as discussed above. If the item requires staff time, the item may be added only by motion without discussion of the substance of the item.
- D. The Chair or a majority of the Board may refer items to a committee for further review.

Section 7. Modification of Agenda Order; Addition of Items During a Meeting

The order of items on the agenda may be modified by the Chair if there is no objection, or by a motion and majority vote of the Board. No action or discussion may be undertaken on any item not appearing on the posted agenda, except as allowed under the Brown Act.

Section 8. Consent Calendar

The consent calendar shall consist of items which appear to be routine or ministerial in nature on which no Board discussion will be required. Before adopting the consent calendar, the Chair will ask Board Members whether anyone wishes to move a matter from the consent calendar to the regular agenda. Members of the public may also request to move a matter from the consent calendar to the regular agenda. The Board will then proceed with consideration of the remaining consent calendar. The consent calendar will be acted upon in one motion without discussion. Items pulled from the consent calendar will be considered immediately following adoption of the remaining consent calendar, and staff reports will only be given if requested by the Board Member who pulled them.

Section 9. Public Comments

Agendas of regular meetings shall provide an opportunity for members of the public to address the Board on any item within the jurisdiction of SDCP which are not on the agenda. Generally, speakers shall be limited to three (3) minutes each, with 30 minutes being provided for non-agenda public comments. If the number of speakers is estimated to exceed the 30-minute period, the Chair may, in his or her discretion, reduce the time allotted to each speaker, extend

the period for non-agenda public comment, or continue the remaining comments to the end of the agenda. For public comments on agenda items, the Chair may reduce the time allotted to each speaker in his or her discretion.

Section 10. Order and Procedure at Meetings

All meetings of the Board shall be conducted in an orderly manner designed to expedite the business of the Board in accordance with applicable law, the JPA Agreement, and these Bylaws. Except as otherwise provided in these Bylaws, Robert's Rules of Order will be used as a guide to resolve questions of parliamentary procedures. The General Counsel shall serve as the Parliamentarian.

Section 11. Rules of Debate and Decorum

Debate upon all matters pending before the Board shall be under the supervision of the Chair and conducted in such a manner as to expedite the business of the Board. Every Board Member desiring to speak shall so indicate by using the "request to speak" button, if available, or otherwise address the Chair. Upon recognition by the Chair, the Board Member shall confine remarks to the item under consideration. A Board Member, once recognized, shall not be interrupted when speaking unless it is to call the Board Member to order. If a Board Member while speaking is called to order, the Board Member shall cease speaking until the question of order is determined.

ARTICLE VI

QUORUM AND VOTING

Section 1. Quorum

A simple majority of the Directors shall constitute a quorum. No actions may be taken by the Board without a quorum of the Directors present. If a Member Agency fails to be represented by a Director or alternate Director in more than one meeting in a 12-month period, the Board may take action by publicly noticing the Member Agency that they are at risk of lack of representation within SDCP.

Section 2. Equal Vote

In general, except when Special Voting is expressly required, Board action shall require votes of a majority of the total number of the Directors of the Board. All votes taken pursuant to this provision shall be referred to as an "**Equal Vote.**" The consequence of a tie vote shall generally be "no action" taken. Notwithstanding the foregoing, an Equal Vote may be subject to a "**Voting Shares Vote.**"

Section 3. Voting Shares Vote

- A. At the same meeting at which an Equal Vote action was taken, three or more Directors shall have the right to request and have conducted a "Voting Shares Vote" to reconsider that action. Approval of a proposed action by a Voting Shares Vote to reconsider an Equal Vote action shall require the affirmative vote of Directors representing a two-thirds

supermajority (66.7%) of the “Voting Shares” cast. The formula and process for allocating Voting Shares is set forth in the JPA Agreement. If a Voting Shares Vote for reconsideration fails, the legal effect is to affirm the Equal Vote with respect to which the Voting Shares Vote was taken. If the Voting Shares Vote succeeds, the legal effect is to nullify the Equal Vote with respect to which the Voting Shares Vote was taken. If the underlying Equal Vote was a tie, the Voting Shares Vote replaces that tie vote. No action may be taken solely by a Voting Shares Vote without first having taken an Equal Vote.

- B. The formula for a Voting Shares Vote shall be determined pursuant to Section 4.11.3 of the JPA Agreement.

Section 4. Special Voting

Except as provided below, matters that require Special Voting shall require 72 hours’ notice prior to any regular or special meeting.

- A. A two-thirds vote of the appointed Directors (or such greater vote as required by State law) shall be required to take any of the following actions:
 - 1. Issue bonds or other forms of debt;
 - 2. Adding or removing Member Agencies;
 - 3. Amending or terminating the JPA Agreement or adopting or amending these Bylaws. At least 30 days’ advance notice shall be provided to each Member Agency as provided in Article X of these Bylaws. The Authority shall also provide prompt written notice to all Member Agencies of the action taken and enclose the adopted or modified document(s); and
- B. A three-fourths vote shall be required to initiate any action for eminent domain.
- C. Matters requiring Special Voting shall not be subject to Voting Shares Voting.

ARTICLE VII

POLICY REGARDING CONFIDENTIAL INFORMATION DISCLOSED DURING CLOSED SESSIONS

Information obtained during closed sessions of the Board shall be confidential. Notwithstanding, under certain circumstances, it may be necessary and appropriate for Directors to divulge certain confidential information obtained in closed sessions to representatives of their Member Agencies as authorized by law. Therefore, these Bylaws adopt the policy set forth in California Government Code section 54956.96, which authorizes the disclosure of confidential closed session information that has direct financial or liability implications for that Member Agency as follows:

- A. A Director or alternate Director who is also a member of the governing body of a Member Agency may disclose information obtained in an SDCP closed session that has direct financial or liability implications for that Member Agency to the following individuals:
 - 1. Legal counsel of that Member Agency for purposes of obtaining advice on whether the matter has direct financial or liability implications for that Member Agency; and
 - 2. Other members of the governing body of the Member Agency present in a closed session of that Member Agency.
- B. The governing body of the Member Agency may, upon the advice of its legal counsel, conduct a closed session in order to receive, discuss, and take action concerning information obtained in a closed session of SDCP pursuant to this Article.

ARTICLE VIII

BOARD COMMITTEES

Section 1. Committees

As further provided in the JPA Agreement, the Board may establish advisory commissions, boards, and committees as the Board deems appropriate to assist the Board in carrying out its functions and implementing the CCA Program, related to energy programs, and the provisions of the JPA Agreement.

The Finance and Risk Management Committee is a “Standing Committee” of the Board, and the Executive Committee, if established, shall also be a Standing Committee. Other committees composed of Board members with continuing subject matter jurisdiction, or having a meeting schedule fixed by charter, ordinance, resolution, or formal action of the Board, shall also be Standing Committees of the Board.

Section 2. Appointment to Standing Committees

For Standing Committees, the Chair shall nominate committee members, subject to approval by a majority vote of the Board. If the Board fails to approve the Chair’s nomination(s) to a Standing Committee, the Board may entertain a motion for the appointment of committee members.

Section 3. Committee Voting

Action by a committee on all matters shall require an affirmative vote of a majority of the members of the committee who are present at the meeting.

Section 4. Alternate Directors in Standing Committees

Alternate Directors may serve on a Standing Committee, vote on matters in committee, chair a committee, and fully participate in discussion and debate during committee meetings. In addition, in the event a member of a Standing Committee is unavailable to attend a duly noticed meeting of that committee, the alternate Director representing the same Member Agency as the absent Director may attend and, if applicable, vote in the committee meeting in place of the

absent Director. The alternate Director may also chair the committee and fully participate in discussion and debate during meetings when the regular Director is absent. Notwithstanding the above, this section shall not apply to the Executive Committee or as provided in Article V, Section 4 of these Bylaws.

Section 5. Removal of Committee Members

The Board may remove a committee member from a committee, with or without cause, by a majority vote of the Board.

Section 6. Ad Hoc Committees

The Board may establish temporary ad hoc advisory committees that: (a) are composed of less than a quorum of the Board, (b) have no continuing subject matter jurisdiction, and (c) have no meeting schedule fixed by charter, ordinance, resolution, or formal action of the Board. The Chair shall appoint the members of such ad hoc committees.

ARTICLE IX

CHIEF EXECUTIVE OFFICER

The Chief Executive Officer shall be responsible for the day-to-day operation and management of SDCP and the CCA Program. The Chief Executive Officer may exercise all powers of the Authority, except those powers specifically reserved to the Board under the JPA Agreement (including, but not limited to, those powers reserved in Section 4.6, Specific Responsibilities of the Board) or these Bylaws, or those powers which by law must be exercised by the Board.

ARTICLE X

PROCEDURES FOR AMENDING JPA AGREEMENT AND BYLAWS

Section 1. General Requirements

Under Section 4.12.2 of the JPA Agreement, the Board may adopt amendments to the JPA Agreement and these Bylaws by a two-thirds vote following 30 days' advance written notice to the Member Agencies. This Article provides further procedures concerning SDCP's consideration and approval of amendments to the JPA Agreement and these Bylaws.

Section 2. Initial Consideration; Notice to Member Agencies

The Board shall consider proposed amendments to the JPA Agreement or these Bylaws at an open and public meeting of the Board. Following such consideration, the Board may, by majority vote, direct the Chief Executive Officer to provide written notice of the proposed amendment(s) to the Member Agencies in any manner permitted under Section 9.4 of the JPA Agreement.

Section 3. Adoption of Amendments

At a Board meeting held at least 30 days after such notices have been provided, the Board may consider adoption of the proposed amendment(s) to the JPA Agreement or these Bylaws, which

shall require a two-thirds vote of the Board. The Authority shall provide prompt written notice to all Member Agencies of the action taken and enclose the adopted or modified document(s).

GLOSSARY OF TERMS

CAISO – California Independent System Operator - a non-profit independent system operator that oversees the operation of the California bulk electric power system, transmission lines and electricity market generated and transmitted by its members (~80% of California's electric flow). Its stated mission is to "operate the grid reliably and efficiently, provide fair and open transmission access, promote environmental stewardship and facilitate effective markets and promote infrastructure development. CAISO is regulated by FERC and governed by a five-member governing board appointed by the governor.

CALCCA – California Community Choice Association – Association made up of Community Choice Aggregation (CCA) groups which represents the interests of California's community choice electricity providers.

CARB – California Air Resources Board – The CARB is charged with protecting the public from the harmful effects of air pollution and developing programs and actions to fight climate change in California.

CEC – California Energy Commission

CPUC – California Public Utilities Commission

C&I – Commercial and Industrial – Business customers

CP – Compliance Period – Time period to become RPS compliant, set by the CPUC (California Public Utilities Commission)

DA – Direct Access – An option that allows eligible customers to purchase their electricity directly from third party providers known as Electric Service Providers (ESP).

DA Cap – the maximum amount of electric usage that may be allocated to Direct Access customers in California, or more specifically, within an Investor-Owned Utility service territory.

DA Lottery – a random drawing by which DA waitlist customers become eligible to enroll in DA service under the currently-applicable Direct Access Cap.

DA Waitlist – customers that have officially registered their interest in becoming a DA customer but are not yet able to enroll in service because of DA cap limitations.

DAC – Disadvantaged Community

DASR – Direct Access Service Request – Request submitted by C&I to become direct access eligible.

Demand - The rate at which electric energy is delivered to or by a system or part of a system, generally expressed in kilowatts (kW), megawatts (MW), or gigawatts (GW), at a given instant or averaged over any designated interval of time. Demand should not be confused with Load or Energy.

DER – Distributed Energy Resource – A small-scale physical or virtual asset (e.g. EV charger, smart thermostat, behind-the-meter solar/storage, energy efficiency) that operates locally and is connected to a larger power grid at the distribution level.

Distribution - The delivery of electricity to the retail customer's home or business through low voltage distribution lines.

DLAP – Default Load Aggregation Point – In the CAISO's electricity optimization model, DLAP is the node at which all bids for demand should be submitted and settled. SVCE settles its CAISO load at the PG&E DLAP as SVCE is in the PG&E transmission access charge area.

DR – Demand Response - An opportunity for consumers to play a significant role in the operation of the electric grid by reducing or shifting their electricity usage during peak periods in response to time-based rates or other forms of financial incentives.

DWR – Department of Water Resources – DWR manages California's water resources, systems, and infrastructure in a responsible, sustainable way.

ELCC – Effective Load Carrying Capacity – The additional load met by an incremental generator while maintaining the same level of system reliability. For solar and wind resources the ELCC is the amount of capacity which can be counted for Resource Adequacy purposes.

EPIC – Electric Program Investment Charge – The EPIC program was created by the CPUC to support investments in clean energy technologies that provide benefits to the electricity ratepayers of PG&E, San Diego Gas & Electric Company (SDG&E), and Southern California Edison Company (SCE)

ERRA – Energy Resource Recovery Account – ERRA proceedings are used to determine fuel and purchased power costs which can be recovered in rates. The utilities do not earn a rate of return on these costs, and only recover actual costs. The costs are forecast for the year ahead. If the actual costs are lower than forecast, then the utility gives money back, and vice versa.

ESP – Energy Service Provider - An energy entity that provides service to a retail or end-use customer.

EV – Electric Vehicle

GHG – Greenhouse gas - water vapor, carbon dioxide, tropospheric ozone, nitrous oxide, methane, and chlorofluorocarbons (CFCs). A gas that causes the atmosphere to trap heat radiating from the earth. The most common GHG is Carbon Dioxide, though Methane and others have this effect as well.

GRC – General Rate Case – Proceedings used to address the costs of operating and maintaining the utility system and the allocation of those costs among customer classes. For California's three large IOUs, the GRCs are parsed into two phases. Phase I of a GRC determines the total amount the utility is authorized to collect, while Phase II determines the share of the cost each customer class is responsible and the rate schedules for each class. Each large electric utility files a GRC application every three years for review by the Public Advocates Office and interested parties and approval by the CPUC.

GWh – Gigawatt-hour - The unit of energy equal to that expended in one hour at a rate of one billion watts. One GWh equals 1,000 megawatt-hours.

IEP – Independent Energy Producers – California's oldest and leading nonprofit trade association, representing the interest of developers and operators of independent energy facilities and independent power marketers.



IOU – Investor-Owned Utility – A private electricity and natural gas provider.

IRP – Integrated Resource Plan – A plan which outlines an electric utility's resource needs in order to meet expected electricity demand long-term.

kW – Kilowatt – Measure of power where power (watts) = voltage (volts) x amperage (amps) and 1 kW = 1000 watts

kWh – Kilowatt-hour – This is a measure of consumption. It is the amount of electricity that is used over some period of time, typically a one-month period for billing purposes. Customers are charged a rate per kWh of electricity used.

LCFS – Low Carbon Fuel Standard – A CARB program designed to encourage the use of cleaner low-carbon fuels in California, encourage the production of those fuels, and therefore, reduce greenhouse gas emissions.

LCR – Local (RA) Capacity Requirements – The amount of Resource Adequacy capacity required to be demonstrated in a specific location or zone.

LMP – Locational Marginal Price – Each generator unit and load pocket is assigned a node in the CAISO optimization model. The model will assign a LMP to the node in both the day-ahead and real time market as it balances the system using the least cost. The LMP is comprised of three components: the marginal cost of energy, congestion and losses. The LMP is used to financially settle transactions in the CAISO.

Load - An end use device or customer that receives power from an energy delivery system. Load should not be confused with Demand, which is the measure of power that a load receives or requires. See Demand.

LSE – Load-serving Entity – Entities that have been granted authority by state, local law or regulation to serve their own load directly through wholesale energy purchases and have chosen to exercise that authority.

NEM – Net Energy Metering – A program in which solar customers receive credit for excess electricity generated by solar panels.

NRDC – Natural Resources Defense Council

OIR – Order Instituting Rulemaking - A procedural document that is issued by the CPUC to start a formal proceeding. A draft OIR is issued for comment by interested parties and made final by vote of the five Commissioners of the CPUC.

MW – Megawatt – measure of power. A megawatt equals 1,000 kilowatts or 1 million watts.

MWH – Megawatt-hour – measure of energy

NP-15 – North Path 15 – NP-15 is a CAISO pricing zone usually used to approximate wholesale electricity prices in northern California in PG&E's service territory.

PCC1 – RPS Portfolio Content Category 1 – Bundled renewables where the energy and REC are dynamically scheduled into a California Balancing Authority (CBA) such as the CAISO. Also known as "in-state" renewables

PCC2 – RPS Portfolio Content Category 2 – Bundled renewables where the energy and REC are from out-of-state and not dynamically scheduled to a CBA.



PCC3 – RPS Portfolio Content Category 3 – Unbundled REC

PCIA or “exit fee” - Power Charge Indifference Adjustment (PCIA) is an “exit fee” based on stranded costs of utility generation set by the California Public Utilities Commission. It is calculated annually and assessed to customers of CCAs and paid to the IOU that lost those customers as a result of the formation of a CCA.

PCL – Power Content Label - A user-friendly way of displaying information to California consumers about the energy resources used to generate the electricity they sell, as required by AB 162 (Statute of 2009) and Senate Bill 1305 (Statutes of 1997).

PD – Proposed Decision - A procedural document in a CPUC Rulemaking process that is formally commented on by Parties to the proceeding. A PD is a precursor to a final Decision voted on by the five Commissioners of the CPUC.

Pnode – Pricing Node - In the CAISO optimization model, it is a point where a physical injection or withdrawal of energy is modeled and for which a LMP is calculated.

PPA – Power Purchase Agreement - A contract used to purchase the energy, capacity and attributes from a renewable resource project.

RA – Resource Adequacy - Under its Resource Adequacy (RA) program, the California Public Utilities Commission (CPUC) requires load-serving entities—both independently owned utilities and electric service providers—to demonstrate in both monthly and annual filings that they have purchased capacity commitments of no less than 115% of their peak loads.

RE – Renewable Energy - Energy from a source that is not depleted when used, such as wind or solar power.

REC - Renewable Energy Certificate - A REC is the property right to the environmental benefits associated with generating renewable electricity. For instance, homeowners who generate solar electricity are credited with 1 solar REC for every MWh of electricity they produce. Utilities obligated to fulfill an RPS requirement can purchase these RECs on the open market.

RPS - Renewables Portfolio Standard - Law that requires CA utilities and other load serving entities (including CCAs) to provide an escalating percentage of CA qualified renewable power (culminating at 33% by 2020) in their annual energy portfolio.

SCE – Southern California Edison

SDG&E – San Diego Gas & Electric

SGIP – Self-Generation Incentive Program - A program which provides incentives to support existing, new, and emerging distributed energy resources (storage, wind turbines, waste heat to power technologies, etc.)

TCR EPS Protocol – The Climate Registry Electric Power Sector Protocol - Online tools and resources provided by The Climate Registry to assist organizations to measure, report, and reduce carbon emissions.

Time-of-Use (TOU) Rates — The pricing of delivered electricity based on the estimated cost of electricity during a particular time-block. Time-of-use rates are usually divided into three or four time-blocks per 24 hour period (on-peak, midpeak, off-peak and sometimes super off-peak) and by seasons of the year (summer and winter). Real time pricing differs from TOU rates in that it is



based on actual (as opposed to forecasted) prices that may fluctuate many times a day and are weather sensitive, rather than varying with a fixed schedule.

TURN – The Utility Reform Network - A ratepayer advocacy group charged with ensuring that California IOUs implement just and reasonable rates.

Unbundled RECs - Renewable energy certificates that verify a purchase of a MWH unit of renewable power where the actual power and the certificate are “unbundled” and sold to different buyers.

VPP – Virtual Power Plant – A cloud-based network that leverages an aggregation of distributed energy resources (DERs) to shift energy demand or provide services to the grid. For example, thousands of EV chargers could charge at a slower speed and hundreds of home batteries could discharge to the grid during a demand peak to significantly reduce the procurement of traditional supply resources.



AB	Assembly Bill
AL	Advice Letter
ALJ	Administrative Law Judge
ARB	Air Resources Board
AReM	Alliance for Retail Energy Markets
BayREN	Bay Area Regional Energy Network
CAISO	California Independent System Operator
CalCCA	California Community Choice Association
CALSEIA	California Solar Energy Industries Association
CALSLA	California City County Street Light Association
CAM	Cost Allocation Mechanism
CARE	California Alternate Rates for Energy
CBE	Communities for a Better Environment
CCA	Community Choice Aggregator
CCSF	City and County of San Francisco
CEC	California Energy Commission
CEE	Coalition for Energy Efficiency
CLECA	California Large Energy Consumers Association
CPUC	California Public Utilities Commission
DA	Direct Access
DACC	Direct Access Customer Coalition
DER	Distributed Energy Resources
DR	Demand Response
DRP	Distributed Resource Plans
DWR	Department of Water Resources
ECR	Enhanced Community Renewable
ED	Energy Division
EE	Energy Efficiency
ELCC	Effective Load Carrying Capacity
EPIC	Electric Program Investment Charge
ERRA	Energy Resource Recovery Account

ES	Energy Storage
ESA	Energy Storage Agreements
ESP	Electric Service Provider
EV	Electric Vehicle
FCR	Flexible Capacity Requirements
GHG	Greenhouse Gas
GRC	General Rate Case
GTSR	Green Tariff Shared Renewables
ICA	Integration Capacity Analysis
IDER	Integrated Distributed Energy Resources
IDSM	Integrated Demand-Side Management
IEP	Independent Energy Producers
IMD	Independent Marketing Division
IOU	Investor Owned Utility
IRP	Integrated Resource Planning
LCE	Lancaster Choice Energy
LCFS	Low Carbon Fuel Standard
LCR	Local (RA) Capacity Requirements
LNBA	Locational Net Benefits Analysis
LSE	Load-Serving Entity
LTPP	Long- Term Procurement Rulemaking
MCE	Marin Clean Energy
MEO	Marketing, Education And Outreach
MW	Megawatt
NAESCO	National Association of Energy Service Companies
NDA	Non-Disclosure Agreement
NEM	Net Energy Metering
NBC	Non-Bypassable Charge
NRDC	Natural Resources Defense Council
OIR	Order Instituting Rulemaking
OSC	Order to Show Cause
ORA	Office of Ratepayer Advocates
PA	Program Administrator (for EE Business

	Plans)
PAC	Public Agency Coalition
PAM	Portfolio Allocation Methodology
PCE	Peninsula Clean Energy Authority
PCIA	Power Charge Indifference Adjustment
PD	Proposed Decision
PG&E	Pacific Gas & Electric
PHC	Prehearing Conference
PPA	Power Purchase Agreement
PRP	Priority Review Project
PRRR	Progress On Residential Rate Reform
PUC	Public Utilities Code
PURPA	Public Utilities Regulatory Policy Act
RA	Resource Adequacy
RAM	Renewables Auction Mechanism
REC	Renewable Energy Credit
RES-BCT	Renewable Energy Self-Generation Bill Credit Transfer
RFO	Request for Offers
RICA	Renewable Integration Cost Adder
RPS	Renewables Portfolio Standard
SB	Senate Bill
SCE	Southern California Edison
SCP	Sonoma Clean Power Authority
SDG&E	San Diego Gas & Electric
SGIP	Self-Generation Incentive Program
SUE	Super User Electric
SVCE	Silicon Valley Clean Energy
TE	Transportation Electrification
TM	Tree Mortality
TOU	Time-of-Use
TURN	The Utility Reform Network

AB	Assembly Bill
AL	Advice Letter
ALJ	Administrative Law Judge
ARB	Air Resources Board
AReM	Alliance for Retail Energy Markets
BayREN	Bay Area Regional Energy Network
CAISO	California Independent System Operator
CalCCA	California Community Choice Association
CALSEIA	California Solar Energy Industries Association
CALSLA	California City County Street Light Association
CAM	Cost Allocation Mechanism
CARE	California Alternate Rates for Energy
CBE	Communities for a Better Environment
CCA	Community Choice Aggregator
CCSF	City and County of San Francisco
CEC	California Energy Commission
CEE	Coalition for Energy Efficiency
CLECA	California Large Energy Consumers Association
CPUC	California Public Utilities Commission
DA	Direct Access
DACC	Direct Access Customer Coalition
DER	Distributed Energy Resources
DR	Demand Response
DRP	Distributed Resource Plans
DWR	Department of Water Resources
ECR	Enhanced Community Renewable
ED	Energy Division
EE	Energy Efficiency
ELCC	Effective Load Carrying Capacity
EPIC	Electric Program Investment Charge
ERRA	Energy Resource Recovery Account

ES	Energy Storage
ESA	Energy Storage Agreements
ESP	Electric Service Provider
EV	Electric Vehicle
FCR	Flexible Capacity Requirements
GHG	Greenhouse Gas
GRC	General Rate Case
GTSR	Green Tariff Shared Renewables
ICA	Integration Capacity Analysis
IDER	Integrated Distributed Energy Resources
IDSMD	Integrated Demand-Side Management
IEP	Independent Energy Producers
IMD	Independent Marketing Division
IOU	Investor Owned Utility
IRP	Integrated Resource Planning
LCE	Lancaster Choice Energy
LCFS	Low Carbon Fuel Standard
LCR	Local (RA) Capacity Requirements
LNBA	Locational Net Benefits Analysis
LSE	Load-Serving Entity
LTPP	Long- Term Procurement Rulemaking
MCE	Marin Clean Energy
MEO	Marketing, Education And Outreach
MW	Megawatt
NAESCO	National Association of Energy Service Companies
NDA	Non-Disclosure Agreement
NEM	Net Energy Metering
NBC	Non-Bypassable Charge
NRDC	Natural Resources Defense Council
OIR	Order Instituting Rulemaking
OSC	Order to Show Cause
ORA	Office of Ratepayer Advocates
PA	Program Administrator (for EE Business

	Plans)
PAC	Public Agency Coalition
PAM	Portfolio Allocation Methodology
PCE	Peninsula Clean Energy Authority
PCIA	Power Charge Indifference Adjustment
PD	Proposed Decision
PG&E	Pacific Gas & Electric
PHC	Prehearing Conference
PPA	Power Purchase Agreement
PRP	Priority Review Project
PRRR	Progress On Residential Rate Reform
PUC	Public Utilities Code
PURPA	Public Utilities Regulatory Policy Act
RA	Resource Adequacy
RAM	Renewables Auction Mechanism
REC	Renewable Energy Credit
RES-BCT	Renewable Energy Self-Generation Bill Credit Transfer
RFO	Request for Offers
RICA	Renewable Integration Cost Adder
RPS	Renewables Portfolio Standard
SB	Senate Bill
SCE	Southern California Edison
SCP	Sonoma Clean Power Authority
SDG&E	San Diego Gas & Electric
SGIP	Self-Generation Incentive Program
SUE	Super User Electric
SVCE	Silicon Valley Clean Energy
TE	Transportation Electrification
TM	Tree Mortality
TOU	Time-of-Use
TURN	The Utility Reform Network