



AGENDA

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

June 11, 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

Pledge of Allegiance

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 Core Values and Goals 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 – Strategic Planning Session #2
Workbook Table of Contents

- A. Table of Contents
- B. Session Objectives
- C. Workshop Schedule
- D. Core Values Survey Results
- E. SDCP Mission & Vision Statements (Preliminary)
- F. Key Focus Areas for 2023-2027 (Preliminary)
- G. Draft Goals Supporting Key Focus Areas for 2023-2027
- H. *The 100/0 Principle* Worksheet

**San Diego Community Power
Board Workshop and Strategic Planning Session #2
Saturday, June 11, 2022**

Session Objectives

Facilitator: Lisa Gordon

Objectives:

1. To celebrate SDCP's accomplishments together and "work together" in a spirit of collaboration and alignment.
2. To create and establish Core Values (preliminary) that reflect San Diego Community Power's organizational culture, identity, and way of being.
3. To identify and create Goals (preliminary) that support and align with Key Focus Areas for 2023-2027 and drive toward vision.
4. To discuss and consider best practices and principles ("Rules of Engagement") to help the Board, Staff, and CAC work together more effectively; strengthen organizational culture; guide interactions and communication; and enhance internal and external relationships.
5. To continue to establish a foundation for effective teamwork as Board Members.
6. 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. Establishment of organizational Core Values (preliminary/working) for SDCP.
2. Identification of Goals to support Key Focus Areas / "Big Picture" Priorities to guide the organization in its activities and support the development of SDCP's first Strategic Plan.
3. Organizational culture development and team building that enhance, strengthen, and yield stronger relationships. Working "Rules of Engagement" may also be developed.
4. A collaborative, meaningful, and effective Strategic Planning Session #2 for the Board, Staff, and CAC.
5. Insightful, productive, and collaborative discussions and decision-making process for Board members.

SDCP BOARD WORKSHOP SCHEDULE: STRATEGIC PLANNING SESSION #2

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
	<u>SDCP Reflection: “Looking Back / Looking Forward”:</u> <ul style="list-style-type: none"> • A Celebration Exercise for Board, Staff, and CAC • SDCP “At Work” / “Working Together”
	<u>Strategic Planning Process:</u> <ul style="list-style-type: none"> • Overview & Review of Strategic Planning Process & Terms • Key Insights and Observations from Survey (Survey Results)
	<u>Core Values / SDCP “At Work”:</u> <ul style="list-style-type: none"> • Discuss Elements of Core Values • Review Core Values Survey Results • Core Values Group Activity • Create/Identify Preliminary Core Values
Noon	<i>Lunch Break (45 minutes)</i>
	<u>Goals supporting Key Focus Areas / “Big Picture Priorities”</u> <ul style="list-style-type: none"> • Review Key Focus Areas (preliminary) for 2023-2027 • Review and discuss Staff Recommendations on Goals to support Key Focus Areas: <ul style="list-style-type: none"> ○ Presentation by CEO Karin Burns • Create/Identify Preliminary Goals for 2023-2027
	<u>The 100/0 Principle:</u> <ul style="list-style-type: none"> • Insights & Observations on <i>The 100/0 Principle</i> • Discussion on best practices / principles of “working together” (Board/Staff/CAC) at SDCP and beyond • Consider creating working Rules of Engagement (optional)
	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.**

SDCP Survey Results – Core Values

What do you think are/should be the core values of SDCP? What core values shall SDCP embody to guide how people think, interact, and engage with SDCP, and/or how SDCP goes about fulfilling its mission and vision?

1. Transparency, honesty, equity, and sustainability – operating by these values builds trust within the community to ultimately build a community of support.
2. Affordable renewable energy; Equity; People over profits; Community empowerment; Local, skilled workforce development; Transparency; Community-driven action
3. I think that SDCP's core values include respect
4. Transparency, responsibility, equity, and innovation.
5. Integrity. Inclusion. Impact. Environmental Stewardship. Collaboration/ Teamwork.
6. Prioritizing respect, inclusivity and integrity as core values.
7. Bringing added value to customers
8. Customer service, community orientation, clean energy, inclusion of all consumers
9. Trust. Transparency. People. Innovative. Leader.
10. Equity, accessibility, sustainability
11. Actively engage with communities we serve
12. Environmental Justice and Equity.
13. Sustainable, equitable, transparent, honest, integrity, respect
14. Equity, community, visionary, trustworthy, proud, local, fresh
15. Equity, affordability, 100% clean energy, local clean energy
16. Transparency, Accountability, Diversity and Inclusion, Passion, Esprit de Corps
17. Reliability, responsiveness, sustainability, transparency, diversity, open to innovation, guided by climate goals and meeting customer needs, listens to communities it serves
18. Sustainability, equity, innovation, community
19. Honesty, transparency, humility, collaboration, respect
20. Dependability, trust, community first, commitment to customers, accountability, innovative, diversity, equity, sustainability
21. Open, transparent, and aggressive in protecting and empowering customers in the fields of power generation and energy efficiency
22. Community, Clean and green, Local energy, Jobs, Meet the climate challenge.
23. A customer-driven neighborhood not-for-profit that is future focused with a clear path to 100% renewable energy that is pragmatic and proven (CAC)
24. Focus on the mission and vision; Perseverance.
25. Changing the way people think about energy resources
26. Equity, climate and environmental justice, opportunity, transparency, investment in community, fiscal responsibility
27. Sustainability, equity, excellence, innovation
28. Prioritizing the use of local renewable energy that creates a resiliency, ownership and pride in having SDCP. Create a just energy transition for our communities of concern to ensure they benefit equitably from
29. Honesty, environmentalism, efficiency
30. Centering reinvestment back into customers who have historically been left out (intentionally or unintentionally) of the clean energy transition
31. Integrity, Accountability, Credibility and Professionalism

**San Diego Community Power
Mission Statement (Preliminary/Working)**

San Diego Community Power is a community-owned organization that provides affordable clean energy and invests in the community to create an equitable and sustainable future for the San Diego region.

Iterations of the Mission Statement:

- 1) Our mission is to provide affordable clean energy and invest in the community to create an equitable and sustainable future for the San Diego region.
- 2) To provide affordable clean energy and invest in the community to create an equitable and sustainable future for the San Diego region.

**San Diego Community Power
Vision Statement (Preliminary/Working)**

A global leader inspiring innovative solutions to climate change by powering our communities with 100% clean affordable energy while prioritizing equity, sustainability, and high-quality jobs.

**San Diego Community Power
Board Workshop / Strategic Planning Session #1
Preliminary Key Focus Areas for 2023-2027**

A. Organizational Development/Culture (mission driven, high-performing team)

- Internal development (process, HR, culture)

B. Energy Portfolio Development

- Developing a robust clean energy portfolio by 2035
- Investing local and distributed energy procurement and production (roof top and infill solar)
- Developing sustainable green jobs
- Customer/community benefits

C. Financial Stability

- Building financial stability and reserves
- Market and operational/ risk management
- Credit Rating

D. Community Program Delivery

- Local development business plan
- Developing sustainable green jobs
- Program needs assessment
- Customer/community benefits

E. Marketing/ Branding

- Branding/Marketing/ Building a trusted brand
- Relationship with SDG&E

F. Legislative/Regulatory

- Market and operational/ risk management
- Representation @CPUC, Sacramento, Cal CCA
- Proactive approach to regulatory and legislative environments

G. Customer Service

- Successfully enrolling with opt-out numbers
- Customer/community benefits
- Branding/Marketing/ Building a trusted brand

PRELIMINARY KEY FOCUS AREAS AND RECOMMENDED GOALS
(Board results with input from Staff)

Working SDCP Mission Statement: San Diego Community Power is a community-owned organization that provides affordable clean energy and invests in the community to create an equitable and sustainable future for the San Diego region.

Working SDCP Vision Statement: A global leader inspiring innovative solutions to climate change by powering our communities with 100% clean affordable energy while prioritizing equity, sustainability, and high-quality jobs.

1. Financial Stability (Financial Sustainability) – Practice fiscal strategies to promote long-term organizational sustainability.

- Adopt financial controls and policies to meet or exceed best practices and manage risk.
- Obtain an investment grade credit rating by Nov 2025.
- Adopt plan to increase reserves to \$175M by 10/2023 (90 DCOH) and \$360M by 10/2025 (180 DCOH).
- Develop Rate Stabilization Reserve of \$70M to mitigate power cost fluctuations and economic downturns.

2. Energy Portfolio Development (Power Procurement) - Provide sufficient, reasonably priced, clean electricity to our customers.

- Manage portfolio to manage risk, cost and reliability objectives through risk management tools, sufficient staffing, and staff training.
- Develop secure Clean Energy Portfolio with goals of: 50% RE (2022), 75% (2027), 85% (2030), and 100% (2035).
- 15% of our energy coming from new, distributed infill storage/solar+ storage resources within Member Agencies by 2035.
- Support development of innovative energy sources to improve resiliency through pilot programs, grant programs, and partnerships.
- Create high quality local jobs in renewable energy that support healthy families and vibrant communities.

3. Community Program Delivery (Community Projects & Programs) - Implement energy projects and programs that reduce greenhouse gas emissions, align energy supply and demand, and provide benefits to community stakeholder groups.

- Implement CPP recommended programs through continuous community engagement and assessment of community benefits while considering technology/ market changes and changing community needs.
- Invest in programs that target underserved communities (communities of concern) and are distributed throughout our Member Agencies.
- Invest in programs that promote residential and commercial solar, infill solar and/or distributed battery storage.
- Develop local support for deep decarbonization through building and transportation electrification.
- Develop workforce opportunities in the local clean energy economy (green careers).

- Support local government and state initiatives to advance decarbonization in alignment with Member Agency Climate Action Plans.
- Provide all customers with actionable clean energy education.
- Maintain appropriate and sufficient data sources to support smart program design, implementation and evaluation.

4. Marketing/Branding (Trusted Brand Building) – Develop trusted brand reputation to help drive participation in programs and support customer service and retention.

- Identify and address gaps between perception and desired brand identity.
- Translate policy issues into consumer-friendly information and communication.
- Become known as leadership experts on the CCA model and the industry.
- Foster relationships with city planning offices, CBOs, NGOs, and Trade Associations.
- Develop relationships with industry media and influencers.
- Engage community through participation in local events.

5. Legislative/Regulatory (Public Policy) – Advocate for public policies that advance SDCP organizational priorities.

- Proactively educate and engage policymakers to develop policies that support SDCP’s organizational priorities, including advocacy around PCIA reductions.
- Sponsor and support legislation and regulation that is consistent with SDCP’s mission, vision, and goals.
- Develop annual legislative plan to advance and support SDCP objectives and share plan with local Senate and Assembly members and staff.
- Develop plan to meet more proactively with and educate key decisionmakers (e.g. CEC, CPUC commissioners).
- Coordination with Member Agency government affairs’ teams to align on legislative positions.
- Continue to be an active participant in CalCCA and develop partnerships and coalitions to advance SDCP’s policy and legislative agenda through CalCCA efforts.

6. Customer Service (Customer Care) – Ensure high customer retention and satisfaction.

- Ensure customer satisfaction through key relationships including back-office support and key stakeholders.
- Continually strive to offer competitive rates.
- Maintain and grow high levels of customer participation and satisfaction.
- Achieve 10% of our load at the Power 100 service level by 2027.
- Build a robust data ecosystem for effective procurement, including program design, management and evaluation.

7. Organizational Development/Culture (Organizational Excellence) – Ensure excellence by adopting sustainable business practices and fostering a workplace culture of innovation, diversity, transparency and integrity.

- Create an organizational culture of inclusion, mutual respect, trust, innovation, and collaboration that upholds organizational core values.
- Develop an annual staffing plan that identifies and addresses resource needs and gaps.
- Provide training and professional development opportunities that build new skills and abilities.

- Foster culture of innovation to yield solutions that accelerate our mission and drive toward SDCP's vision.
- Design & implement an internship program that attracts workforce from our member cities and creates opportunities for candidates new to CCAs and the industry.
- Build capacity of CAC to support the mission and core goals of SDCP.



**The 100/0 Principle:
The Secret of Great Relationships
by Al Ritter**

**San Diego Community Power
Team Building Session / Rules of Engagement
Facilitator: Lisa Gordon, M.S.**

Questions/Reflections:

1. _____

2. _____

3. _____

Implementation of *The 100/0 Principle* and how you will respond:

Relationships at San Diego Community Power – Application of *The 100/0 Principle*

1. _____:

2. _____:

3. _____:

Possible Working Rules of Engagement?

1. _____

2. _____

3. _____

Self-Assessment/Lessons Learned

1. As a result of reading *The 100/0 Principle: The Secret of Great Relationships*, I **learned** that...

2. As a result of reading *The 100/0 Principle: The Secret of Great Relationships*, I plan to **improve**...

3. As a result of reading *The 100/0 Principle: The Secret of Great Relationships*, I intend to **change**...

Team Building Session / Rules of Engagement

Facilitator: Lisa Gordon, M.S.

Lisa Inspires