

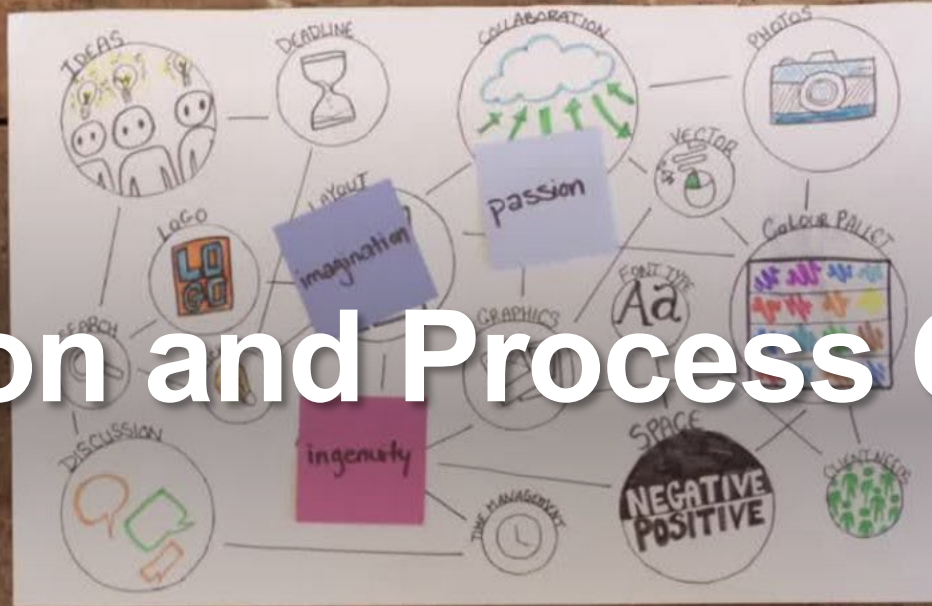


Strategic Planning Session Key Focus Areas and Goals

June 11, 2022



Introduction and Process Overview



Financial Stability (Financial Sustainability)

*Practice fiscal strategies to
promote long-term organizational
sustainability*



GOALS

- ✓ **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.**



Energy Portfolio Development (Power Procurement)

*Provide sufficient, reasonably
priced, clean electricity to our
customers*



GOALS

- ✓ **Manage portfolio to address 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 will come 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.**



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

GOALS

- ✓ **Implement CPP recommended programs through continuous community engagement and benefits assessment while considering technology/ market changes and changing community needs.**
- ✓ **Invest in programs that target underserved communities (communities of concern) that 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.**

GOALS (Continued)

- ✓ **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.**

Marketing/Branding (Trusted Brand Building)

Develop trusted brand reputation to help drive participation in programs and support customer service and retention



GOALS

- ✓ **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.**



Legislative/Regulatory (Public Policy)

*Advocate for public policies
that advance
SDCP organizational priorities*

GOALS

- ✓ **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.**

GOALS

- ✓ **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 with local Senate and Assembly members and staff.**

Customer Service (Customer Care)

*Ensure high customer retention
and satisfaction*



GOALS

- ✓ **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 & evaluation.**

Organizational Development/ Culture (Organizational Excellence)

Ensure excellence by adopting sustainable business practices and fostering a workplace culture of innovation, diversity, transparency and integrity



GOALS

- ✓ **Create an organizational culture of inclusion, mutual respect, trust, innovation, and collaboration that upholds organization's 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.**

GOALS (Continued)

- ✓ **Design & implement an internal recruitment 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.**

Discussion

Q&A





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.