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
✓ 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.
✓ 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.
✓ 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.
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.