MEETING of the Community Advisory Committee of the Clean Power Alliance of Southern California

Thursday, February 14, 2019
1:00 p.m.

555 W. 5th Street, 35th Floor
Los Angeles, CA, 90013

Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting materials, should contact Jacquelyn Betha at least two (2) working days before the meeting at jbetha@cleanpoweralliance.org or (213) 269-5870, ext. 1001.

Notification in advance of the meeting will enable us to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it.

I. WELCOME AND ROLL CALL

II. PUBLIC COMMENT

This item is reserved for persons wishing to address the Committee on any Clean Power Alliance-related matters not on today’s agenda. Public comments on matters on today’s agenda shall be heard at the time the matter is called. As with all public comment, members of the public who wish to address the Committee are requested to complete a speaker’s slip and provide it to Clean Power Alliance staff. If you have anything that you wish to be distributed to the Committee and included in the official record, please hand it to a member of the staff who will distribute the information to the Committee members and staff. Speakers are customarily limited to three minutes but is at the discretion of the Chair.
III. **REGULAR AGENDA**

1. Clean Power Alliance Rate Development  
2. Communications and Outreach  
3. Voyager Scholarship Program  
4. Long Term Renewables Request for Offers (RFO)  
5. Committee Procedures – Chair and Vice Chair Elections  

IV. **COMMITTEE MEMBER COMMENTS**

V. **ADJOURN – TO MARCH 14, 2019**

*Public records that relate to any item on the open session agenda for a regular Committee Meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all, or a majority of, the members of the Committee. The Board has designated Clean Power Alliance, 555 W. 5th Street, 35th Floor, Los Angeles, CA 90013, for making those public records available for inspection. The documents are also available online at [www.cleanpoweralliance.org](http://www.cleanpoweralliance.org).*
BACKGROUND
CPA was established in 2017 to provide cost competitive electric services, reduce electric sector greenhouse gas emissions, stimulate renewable energy development, implement distributed energy resources, promote energy efficiency and demand reduction programs, and sustain long-term rate stability for residents and businesses through local control. As a Community Choice Aggregator (CCA), Clean Power Alliance is governed by a Board of Directors (Board), comprised of one elected official from each of its member cities and counties. The CPA Board serves as the rate-setting authority, so unlike the rates of the local investor-owned utilities, which are set by the California Public Utilities Commission (CPUC) in San Francisco, CPA rates are set locally by community leaders.

CPA began serving municipal customers in unincorporated Los Angeles County in February 2018 (Phase 1), and then added commercial and municipal customers in unincorporated Los Angeles County, Rolling Hills Estates, and South Pasadena in June 2018 (Phase 2). In February 2019, CPA began serving residential customers in all 31 member jurisdictions (Phase 3), and starting in May 2019, CPA will roll out service to remaining non-residential customers across CPA service territory (Phase 4).

The CPA Board sets rates based on the projected cost of energy, and rates are set typically on an annual basis. As CPA has moved through its operational start up phase,
the Board has adopted and adjusted rates on a more frequent basis to account for SCE rate fluctuations.

- Lean Power, 36% renewable energy content, which will cost 1-2% less than SCE’s default rate
- Clean Power, 50% renewable energy content, which will offer comparable pricing to SCE’s default rate (0-1% savings)
- 100% Green Power, 100% renewable energy content will have a 7-9% premium to SCE’s default rate

All rates are available on CPA’s website at [www.cleanpoweralliance.org/rates](http://www.cleanpoweralliance.org/rates). For each SCE rate schedule, CPA has a corresponding rate schedule, which is also described in our residential and commercial rate schedule documents online.

Each member agency determined which of the three rates would be their default rate. Eight agencies chose Lean Power (20% of customer base), 13 agencies chose Clean Power (50% of customer base) and 10 agencies chose 100% Green Power (30% of customer base).

**CPA RATE DEVELOPMENT STATUS**

In December 2018, the CPA Board approved rates for CPA’s existing non-residential customers (Phases 1 and 2) and for residential customers enrolling in February 2019 (Phase 3). These updated 2019 rates modified the rates that were previously approved by the Board on November 15, 2018. In March 2019, the CPA Board is expected to set rates for Phase 4 (non-residential) customers, as well as adjust Phases 1, 2 and 3 rates in conjunction with SCE’s annual April adjustment.

SCE’s April adjustment will include higher rates for their customers and a higher Power Charge Indifference Adjustment (PCIA), or “exit fee”, for CPA customers in order to recover SCE’s $825 million 2018 revenue shortfall. This increase will be temporary, lasting 12 months, and CPA Board will adjust rates to ensure that the rate comparisons remain the same.
BACKGROUND

CPA staff will provide a presentation on communications and outreach procedures, customer engagement best practices, and frequently asked questions and responses.

CPA has developed series of resources to help communicate information to customers that will be useful to CAC members. These include:

- Communications & Marketing Plan (attached)
- Frequently Asked Questions: [www.cleanpoweralliance.org/customer-support/faqs](http://www.cleanpoweralliance.org/customer-support/faqs)
- Factsheets (attached)
  - General CPA Information
  - Understanding Your Bill
  - Financial Assistance Factsheet

CPA staff works alongside its member agencies, consultants, and with the CPA Customer Service Center to proactively inform customers about their new clean energy options, and to answer customer inquiries and process account changes. As CPA moves through its customer enrollment phases, staff will make CAC members aware of potential outreach opportunities and continually update the CAC on customer interactions and engagement to date.
PHASE 3 (RESIDENTIAL) OUTREACH ACTIVITIES
Since November, CPA staff has actively engaged directly with approximately 2,000 eligible customers via 16 community presentations, seven City Council presentations, and tabling at two events. Particular emphasis on direct outreach has been in Ventura County, where CPA is a topic of great interest, in Spanish and Chinese speaking areas, and with residents of affordable housing and mobile home parks.

In February, CPA staff is scheduled to make community presentations in Unincorporated Lancaster and Palmdale, Alhambra, Agoura Hills, Oxnard, Redondo Beach, South Pasadena, Thousand Oaks, Ventura, and Ventura County.

Board members, jurisdictional staff and members of our CAC have also played an important role in customer engagement using the member agency communications toolkit, addressing customer questions and providing information about CPA on social media. CPA’s number of Facebook followers has increased 25% and Twitter followers by 50%. In areas where discussion of CPA has been intense on social media, CPA experimented with paid Facebook ads with some success and will be expanding that effort in the coming months.

CUSTOMER SERVICE CENTER OPERATIONS
CPA’s dedicated call center is fully operational in Irwindale with a staff of over 60 customer service representatives. During the month of January, the call center handled almost 10,000 calls with an average wait time 12 seconds. 98.55% of calls were answered within one minute and 99% of calls were answered within 3 minutes. Call center scripts are being continually updated in response to customer feedback and CPA’s monitoring of online discussions. In addition, the Interactive Voice Recognition (IVR) system handled an additional 10,000 calls in January. CPA’s online bill comparison tool has been used almost 20,000 times.

Attachments: 1) Communications & Outreach Plan
2) Factsheets
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Introduction

Clean Power Alliance

Over 31 Southern California communities have come together to launch the Clean Power Alliance, a new locally operated electricity provider that offers the opportunity for its customers to choose cleaner power at competitive rates, in addition to providing innovative energy programs and local economic benefits.

Over the course of 2018-2019, Clean Power Alliance will begin providing electricity to nearly 3 million people and about 1 million Southern California customers in diverse communities across areas of Los Angeles and Ventura Counties. A full list of all member agencies is shown in Appendix A.

Clean Power Alliance launched its first phase of service in February 2018, providing electricity to County of Los Angeles municipal accounts (phase 1 enrollment). The second phase of service began on June 25 (phase 2 enrollment), serving over 34,000 municipal and commercial service accounts in unincorporated Los Angeles County, Rolling Hills Estates, and South Pasadena. Beginning in February 2019, Clean Power Alliance will initiate residential service to its entire service territory (phase 3 enrollment) and then launch service to all remaining non-residential customers in May 2019 (phase 4 enrollment).

In March 2018, Clean Power Alliance and various stakeholders came together to define the Clean Power Alliance brand promise.

Clean Power Alliance Brand Promise

- Deliver cleaner electricity at competitive rates
- Provide customers with expanded services and opportunities
- Meet the needs of its diverse communities and cultures
- Invest in the local economy
- Create shared community benefits

The marketing and communications challenge for Clean Power Alliance is to design and deliver branding, marketing and collateral materials for launch to educate, develop an identity and build trust within the communities it serves within a very short timeframe. In order to ensure these messages and materials reach the diverse communities throughout Clean Power Alliance’s service territory, it is important to leverage the trusted voice of member agencies. Utilizing the existing, familiar networks of constituents and Clean Power Alliance member agencies’ established communication channels will provide the most value and traction.
Communications Plan Purpose

A Communications and Marketing Plan (plan) is a key first step in executing an effective marketing and outreach campaign. The plan outlines the strategy for achieving robust commercial and residential participation in Clean Power Alliance and will support its overall success. This plan details the overarching goals, strategies and tactics for Clean Power Alliance marketing and outreach. It includes preliminary market research, target market identification, messaging and positioning, market penetration strategies and potential performance metrics.

This plan is a guidebook for program marketing to build consumer awareness and establish the Clean Power Alliance brand in the minds of the public, with the goal of retaining and attracting as many customers as possible. The plan provides a foundation for all communications, including key customer/stakeholder outreach, informational materials and customer notices and the Clean Power Alliance customer call center. As Clean Power Alliance evolves, communications will need to promote Clean Power Alliance customer programs. Additionally, Clean Power Alliance will need to communicate with key policy-makers at the state and local level, community business, opinion leaders and the media.

This plan is designed to help define and implement a proactive communications program through Clean Power Alliance’s initial launch phase (2018-2019). It is intended to be a living document with ongoing review and modification according to priorities, policy direction and available resources. This plan will help bring the entire organization into alignment regarding what Clean Power Alliance and its member agencies say to which audiences and how they deliver those messages. This plan will be a key resource for Clean Power Alliance’s team, including its future Director of Marketing & Account Services, and its member agencies to use in guiding the future success of the organization and delivering on the brand promise to our customers and communities. Throughout the process, feedback from stakeholders is crucial and will guide further iterations.

Clean Power Alliance Mission, Vision, Goals & Measurable Metrics

Mission

Clean Power Alliance’s mission is to accelerate the transition to a low carbon, decentralized, localized clean energy future by delivering cleaner electricity at competitive rates and providing customers with expanded services and opportunities, resulting in local economic and workforce benefits.
Vision
Clean Power Alliance believes in a clean energy future that is local, where communities are empowered and customers are given a choice about the source of their energy.

Goals
Clean Power Alliance's high level communications goals are as follows:

1. Minimize opt out rate.
2. Build brand awareness.
3. Create engaged energy community where people want to take action.

As of July 31, 2018, Clean Power Alliance's opt-out rate is 0.61%. The communication efforts over the last five months have focused on building a foundation for Clean Power Alliance's brand, and moving forward will expand on this platform to generate community recognition, trust and engagement with Clean Power Alliance.

In the next phase, the focus will continue to be on achieving a low opt out rate and building brand awareness. As Clean Power Alliance evolves, the strategies and tactics outlined in this plan should be revisited and refined to achieve the goal of creating an engaged energy community, where people want to take action. Efforts to achieve Goal 3 (creating an engaged energy community) would be best implemented after the initial enrollment phase to highlight the benefits of opting up, returning to Clean Power Alliance for those that opted out or showcasing new, local programs offered by Clean Power Alliance.

The Clean Power Alliance team will soon expand to include a Director of Marketing & Account Services, who will continue to further develop and refine communication goals and implementation strategies in collaboration with member agencies.

Sample Measurable Metrics
The right metrics are crucial to understanding the effects of the marketing and outreach campaign and to inform future action. Establishing metrics can be difficult given multiple communication channels, strategies and events. Metrics can be simplified using these categories:

- **Baseline**: what points of reference can be used to compare Clean Power Alliance's progress?
- **Indicator**: what can we measure that will help us track progress towards our goals?
- **Flag**: how can we track whether we’re headed in the right direction?
- **Rhythm**: when should we make these measurements and with what frequency?

Proposed metrics to measure the success reaching the strategic goals are:

- X Metric Tons GHG eliminated
Equivalent to # of cars taken off the road
● Power mix at least X% cleaner than IOU offering
● $X customer money saved annually
● $X invested in community programs
● % of customers taking advantage of Clean Power Alliance programs and services
● X% of customers agree that Clean Power Alliance meets their needs (customer satisfaction rating collected through annual surveys)
● $X invested in local economy annually
● X jobs in local communities created
● % of customers opting up/choosing to go cleaner than default
● % of disadvantaged communities served (as measured by CalEnviroScreen)

Metrics should be revisited often, to ensure alignment with all overarching goals. Performance on these metrics can be reported out on an ongoing basis to measure and track success of all marketing and outreach activities.

**Target Audience**

**Languages**

Clean Power Alliance will soon be the largest CCA not only in the state of California, but also in the nation, covering a population of over three million people with capacity to provide service to over one million customer accounts. Clean Power Alliance’s service territory is large and diverse both geographically and culturally, so it is critical for success that all communications be easily accessible and understandable by different cultures and languages.

TEC has conducted market research to ensure the customer demographics reflect the major audiences for Clean Power Alliance brand and messaging. The TEC Team used data gathered from census tracts to identify geographic clusters of Limited English Proficiency (LEP) communities so that all outreach and engagement plans can be designed in the correct language and are culturally correct. TEC identified the key languages for engagement by adhering to parameters set by Title VI, Dymally-Alatorre Bilingual Services Act, and language access laws set by the County of Los Angeles.

The three primary languages (outside of English) identified are as follows:

1. **Spanish**
2. **Korean**
3. **Chinese**

For sample data related to key language identification, see **Appendix C**.
Community Profiles

In addition to identifying the key languages needed for successful implementation, internal Community Profiles are in development. These profiles provide a deeper dive into the audience profile of each member agency and highlight the following information:

- **Key Facts**
  - Population
  - Median Age
  - Median Disposable Income
- **Education**
- **Language**
- **Income**
- **Households/Residents**
  - Owners/Renters
  - Average Electricity Spend
- **Electricity Load**
- **Business by Type**

This information will be valuable for creating future marketing and outreach materials and conducting all outgoing communications, both in large member agency specific outreach and events or through direct key customer outreach. A sample community profile is shown below.
In addition to utilizing these internal community profiles as reference material for tailoring messaging, they also will become a foundation to create external community profiles that will highlight performance metrics specific to each member agency. These external community profiles can be used in both member agency specific communications and in Clean Power Alliance's annual report to promote the environmental leadership efforts of each community and highlight the success of all marketing and outreach activities. Once the proposed metrics are finalized and service has launched in all territories, specific performance metrics related to each member agency can be reported on to showcase environmental, financial, and equity data points.

**Primary Audience - Customer Classifications**

In addition to the different cultures and languages found throughout Clean Power Alliance's service territory, there are three types of customer categories:

1. Municipal
2. Residential
3. Commercial
   a. Small Business
   b. Industrial
   c. Agricultural
   d. Heavy Users

Future marketing and outreach strategies should also focus on reaching Disadvantaged Communities (DACs) and Hard to Reach (HTR) communities by setting priorities, developing targeted marketing strategies and obtaining feedback to ensure these communities fully benefit from the Clean Power Alliance opportunity.

**User Personas**

Developing initial customer facing materials is informed by identifying user personas to better understand the target market, craft messaging and focus the brand. For phase 2 primary (commercial) customers, the following user personas were identified to craft customer-facing materials.

- **Property Owner/Manager**: These are the individuals who see and pay the bills. They are likely cost-sensitive and unlikely going to ask tenants about their choice.
- **Facility Manager**: In many cases, these individuals will be receiving the mail and then pitching the benefits and their recommendation to the building owner since they may not have the decision-making power.
- **Small Business Owner**: For these individuals, the priority may be to assure that nothing is going to change. All things equal, they stand to benefit from potential rate savings and the increased environmental benefit.
The user personas related to residential customers will be identified in order to craft residential customer-facing materials for phase 3 enrollment.

**Secondary Audiences**

In addition to the primary customer audience, there are multiple additional secondary audiences, including:

1. **Member Agencies**
2. **Policy Makers**
3. **Media**
4. **Other Stakeholders**

Other stakeholders include direct beneficiaries, community stakeholders, business communities, utility partners and more. Clean Power Alliance’s member agencies serve as both a key target audience, as well as critical partners in communicating Clean Power Alliance’s mission, vision and goals to the primary and secondary audiences. Through the creation of a robust member agency toolkit of resources, Clean Power Alliance will leverage the connection its member jurisdictions have with their own communities and communication channels.

Most of the focus to date has been on the primary audience (the customer); and the next phase will also be focused on the customer, however, once Clean Power Alliance has completed its initial enrollment phase, this plan should be revisited to continue to develop and refine communication strategies and tactics specific to these audiences. For additional details, see section titled *Communications Strategies and Tactics*.

**Stakeholder Map**

Any organization exists in a vast ecosystem of different stakeholders (see image below). Each has a different role within and outside of the organization. While all may not be of the highest priority, understanding their respective relationships, roles and needs can help position the organization for success.

The table on the following page lists Clean Power Alliance’s main stakeholders by category. Note this list will evolve over time and should be revisited often.
Segmentation, Targeting and Positioning

The various Clean Power Alliance stakeholders can be segmented into the following groups. This enables Clean Power Alliance to craft messaging tailored to address unique needs, motivations and desired benefits.

1. **Cost-driven**
2. **Community Advocate**
3. **Energy Champion**
4. **Government Skeptic**
5. **Policy Leader**
6. **IOU Regulars**

The table on the following page shows which characteristics best describe each of these segments, and the particular needs that Clean Power Alliance can help support.

- **Gain Creators** describe how Clean Power Alliance's products and services can alleviate stakeholder pains.
- **Pain Relievers** describe how Clean Power Alliance's products and services create stakeholder gains.

By identifying these “gains and pains”, Clean Power Alliance can ensure clear and consistent types of messaging to each target customer. This table should be updated with input from the Director of Marketing & Account Services and member agencies once Clean Power Alliance begins to develop local programs and services so value propositions can be developed for not only each program, but also for each customer.
<table>
<thead>
<tr>
<th>Segment</th>
<th>Gain Creators</th>
<th>Pain Relievers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Driven</strong></td>
<td>● A cleaner, better supply of energy for the same price or less</td>
<td>● Clarity on pricing options and the benefits involved with each</td>
</tr>
<tr>
<td></td>
<td>● Transparency around the process, who is involved and who it benefits</td>
<td></td>
</tr>
<tr>
<td><strong>Types of Messaging:</strong></td>
<td>Brief, focused messaging around the key cost differences, what each option</td>
<td></td>
</tr>
<tr>
<td></td>
<td>entails, and its respective benefits that set it apart from the competition.</td>
<td></td>
</tr>
<tr>
<td><strong>Community Advocate</strong></td>
<td>● A cleaner choice that is community driven</td>
<td>● An alternative to investor-owned utilities</td>
</tr>
<tr>
<td></td>
<td>● An easy mission to get behind in that all things equal there is greater</td>
<td>● No need to sacrifice quality of service to stand up for one’s values</td>
</tr>
<tr>
<td></td>
<td>community and environmental impact than other plans</td>
<td></td>
</tr>
<tr>
<td><strong>Types of Messaging:</strong></td>
<td>Highlight relevant stories about how community members are benefiting from</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clean Power Alliance and speak to the broader vision of the organization.</td>
<td></td>
</tr>
<tr>
<td><strong>Energy Champion</strong></td>
<td>● Finally an organization that speaks to the needs, aspirations and values</td>
<td>● More sustainable options and alternatives to IOUs</td>
</tr>
<tr>
<td></td>
<td>of a more community-driven, sustainable approach to energy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Access to a new thought-leader and the organization’s insights in this</td>
<td></td>
</tr>
<tr>
<td></td>
<td>space</td>
<td></td>
</tr>
<tr>
<td><strong>Types of Messaging:</strong></td>
<td>Share relevant articles, key developments and original content about how</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clean Power Alliance is a leader in this space.</td>
<td></td>
</tr>
<tr>
<td><strong>Government Skeptic</strong></td>
<td>● Process transparency and peace of mind that they ultimately get to choose</td>
<td>● Transparency and access to local management and control</td>
</tr>
<tr>
<td></td>
<td>their energy mix</td>
<td>● Proof of efficiency cost-effectiveness</td>
</tr>
<tr>
<td></td>
<td>● A more even power dynamic between Clean Power Alliance and themselves</td>
<td></td>
</tr>
<tr>
<td><strong>Types of Messaging:</strong></td>
<td>Content that succinctly demonstrates what Clean Power Alliance is and how</td>
<td></td>
</tr>
<tr>
<td></td>
<td>it is different from more conventional</td>
<td></td>
</tr>
</tbody>
</table>
reassurance and proof once things kick off.

providers.

<table>
<thead>
<tr>
<th>Policy Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>This group is looking to stand out as a clear leader. If Clean Power Alliance can help them demonstrate their forward-thinking approach to how their constituents receive their energy, all the better.</td>
</tr>
<tr>
<td><strong>Types of Messaging:</strong> Highlight the ways in which Clean Power Alliance dovetails nicely with existing policies and agendas and also showcase existing policy leaders that are supporting Clean Power Alliance.</td>
</tr>
</tbody>
</table>
| **●** An easy win for a cleaner energy agenda  
  **●** A way to support community-driven/backed initiatives  
  **●** Recognition as a true leader  
  **●** Finally having an energy policy to back that requires no additional costs (i.e. is not a hard sell) |

<table>
<thead>
<tr>
<th>IOU Regulars</th>
</tr>
</thead>
<tbody>
<tr>
<td>This group is used to Investor-Owned Utilities and may not be aware of the differences and benefits of the CCA that Clean Power Alliance is offering.</td>
</tr>
<tr>
<td><strong>Types of Messaging:</strong> Create material to easily demonstrate the alternatives to IOUs and show how CCAs may be a better option given these stakeholders concerns.</td>
</tr>
</tbody>
</table>
| **●** An easy explanation of how CCAs differ from IOUs  
  **●** Clear additional benefits without many if any tradeoffs in service  
  **●** An alternative giving freedom of choice  
  **●** A way to support the broader community and environment |

### Communications Guiding Principles

#### Brand Metaphors

Clean Power Alliance brand represents belonging, choice, being proactive, clean energy and resiliency. These metaphors are not intended to exist in silos, but instead as an ecosystem that forms the basis of the brand as a whole.

- **Belonging**
  - Clean Power Alliance puts community first. The community should feel welcome, represented, and included. The programs and energy offerings are created by the community, for the community.

- **Choice**
  - Clean Power Alliance offers its community members a choice. Individuals now have an avenue to influence the energy landscape of their community and eventually become energy producers as well as energy consumers.

- **Proactive**
  - Clean Power Alliance is proactively investing in the community to create a brighter future. By pioneering its vision for a cleaner energy future, Clean Power Alliance is not only taking actionable steps to get there, but giving community members a way to contribute.

- **Clean**
  - Clean Power Alliance is working toward a cleaner energy future. Each different offering will bring higher levels of renewable energy content than was previously possible. Now programs will work toward reaching a net zero impact on the environment.

- **Resilient**
  - Clean Power Alliance offers renewable energy to its community. As it grows and scales, programs will work to create more resilient communities, making the delivery of energy more affordable, accessible, and renewable.
Brand Strategy Overview

Clean Power Alliance’s brand strategy should not only guide its visual identity but also its communications. The following section gives a brief overview of the brand strategy from the brand guidelines to keep in mind throughout this communication plan, as well as future versions.

Brand and Style Guidelines

A strong brand aids the recognition of Clean Power Alliance and ensures outreach presented to the audience is consistent. Clean Power Alliance’s brand and style guidelines have been created through thoughtful and in-depth dialogue with member agencies and key stakeholders and serve as a first step to implementing communications, marketing and outreach activities. This guide will serve as a blueprint for Clean Power Alliance’s staff, team and member agency partners in establishing its messaging and voice.

Clean Power Alliance's brand and style guidelines include the following components which are designed to optimize use by member agencies in tailoring their communications strategies to their diverse communities, and to enable Clean Power Alliance to convey a consistent message across many agency profiles:

- **Messaging Strategy**
  - User Personas
  - Brand Metaphors
  - Vocabulary and Tone
  - Sample Messaging Content

- **Visual Guidelines**
  - Logo
  - Lock-ups and Scaling
  - Clear Space
  - Color
  - Typography
  - Please Do Not
  - Secondary Elements

Messaging Personality, Vocabulary and Tone

Clean Power Alliance strives to be a driving force for the future of clean energy and serve the unique needs of its vast and diverse community. Its messaging should be simple, grateful, visionary and holistic in its approach to a resilient energy future. Individual choice and putting the power back into
the community should come through the messaging that is engaging, clear and informative.

The personality and tone of each phrase, word, and paragraph should be easy to understand and efficient in its delivery, while still bringing to life the heart and soul of the Clean Power Alliance brand.

**Community Illustrations**

A catalog of illustrations, based on the messaging personality, has been created as part of the Clean Power Alliance brand with significant input from Clean Power Alliance staff and Clean Power Alliance’s Marketing & Outreach Subcommittee, whose members currently include:

- Meghan Sahli-Wells, Councilmember, Culver City (Chair)
- Amy Howorth, Mayor, City of Manhattan Beach
- Alicia Weintraub, Councilmember, City of Calabasas
- Angie Reyes English, Councilmember, City of Hawthorne
- Michelle Ellison, Community Member, City of Ojai
- Christian Horvath, Councilmember, City of Redondo Beach

The illustrations make the brand feel more modern and personable. They help envision the future and can be customized for specific communities. Sample illustrations below (and throughout this document) showcase the style. Illustrations can be supplemented with testimonials using real consumers as social proof.
See Appendix D for a full copy of the current brand and style guidelines. To expand the guidelines, as a next step, TEC will add a finalized Clean Power Alliance tagline and rate product/option names for customer facing materials.

Key Messages & Sample Materials

Key Messages
Key messages convey to audiences Clean Power Alliance’s goals, programs and services. These are the “big picture” explanations that Clean Power Alliance wants all audiences to understand. These should be conveyed in all materials, comments to the media, written articles, speeches, presentations, web postings and all other communications. Ideally, one or more of these messages should be included any time Clean Power Alliance communicates in any way.

The bullets under each message serve to explain or expand on the message, adding facts, anecdotes or other ways of bringing the message to life. Messages should be revisited every six months to ensure they continue to represent the main issues that stakeholders need to know. Additional messages will be developed for every project or program within Clean Power Alliance.

Some of Clean Power Alliance’s key messages include:

- **Congratulations! You can now start enjoying the advantages of clean, renewable power at competitive rates.**
  - Clean Power Alliance offers highly competitive rates and the added benefits of higher renewable content.
  - There are shared community benefits, or advantages, to clean, renewable power at competitive rates.
    - Shared benefits include local control, affordable rates and higher renewable content.
- **Clean Power Alliance is here to serve the community.**
  - Clean Power Alliance provides local management and control.
  - Clean Power Alliance is locally operated and committed to providing you with options to best suit your needs.
    - Clean Power Alliance believes in a clean energy future that is local, where communities are empowered and customers are given a choice about the source of their energy.
  - Clean Power Alliance is a forward thinking organization dedicated to serving our communities’ diverse energy needs.
- **The choice is yours!**
  - Choose the rate option that suits you, your family or your business best.
  - Change your rate at any time.
- **Nothing else changes! Clean Power Alliance provides the same delivery and reliability that you are used to.**
With Clean Power Alliance, you receive the same delivery system, billing and support you’ve always known from Southern California Edison (SCE).

- SCE will continue to deliver power to your home or business, send one bill and be responsible for resolving any issues with your electricity service.

- **Special rates and programs are available.**
  - If you have enjoyed special rates or programs in the past, such as CARE, FERA, Medical Baseline, Level Pay or Summer Discounts, these programs are still offered.
  - Clean Power Alliance will also develop new and unique programs exclusively for local customers.

A full list of Clean Power Alliance Talking points is currently in development and once approved, will become part of Clean Power Alliance’s communications policy.

### Sample Materials

To date, customer-facing materials have been created based on the above key messages and the overall brand and style guidelines. These materials will be used as a foundation, and some as templates, for future materials for the next enrollment phase (Q3 2018 - Q2 2019).

Samples include *(Appendix E)*:

- Pre-enrollment form (English/Spanish)
- Pre-enrollment form (Chinese)
- Pre-enrollment form (Korean)
- Post-enrollment form (English/Spanish)
- Joint Rate Comparison (JRC) Mailer
- General Fact Sheet

For a full list of all materials created to date, see *(Appendix F)* for a sample of the Clean Power Alliance Collateral Matrix, which includes all files and is continuously updated on a regular basis.

### Communication Channels

This section describes the strategic and tactical components of Clean Power Alliance’s communication plan. Clean Power Alliance will support these strategies and tactics with specific implementation plans that will include details regarding schedule, budget, staff assignment and measurement.

### Bullseye Framework Strategy

With many traction channels to consider, figuring out which one to focus on can be challenging. The Bullseye Framework *(image on following page)* helps consider the possibilities and then hone in on
the appropriate channels to get traction. Looking at the image below, the outer ring holds all of the possible traction channels, the middle ring are channels that are worth testing and the center shows where to focus marketing efforts to get the most traction. As Clean Power Alliance evolves, the center/focused channels may change. Suggested channels for phase 3 and phase 4 enrollment are listed in the center and are described in the following sections after the detailed descriptions of each potential traction channel. This framework should be revisited often with input from the Director of Marketing & Account Services and member agencies, especially once Clean Power Alliance begins to develop local programs and services.
**Traction Channels**

Following are more detailed descriptions of each of the traction channels.

A. **Affiliate Marketing**: A way for Clean Power Alliance to reward its existing users and evangelists for spreading the word about your product or service.

B. **Existing Platforms**: Existing platforms, especially online, can help promote Clean Power Alliance. Spotify, for example, lets you share a Spotify update to Facebook depending on what you’re listening to so you can see others’ music preferences.

C. **Offline Events**: An alternative to the trade show, such as local community events that collaterally support or promote Clean Power Alliance.

D. **Search Engine Optimization (SEO)**: Good SEO means free traffic for Clean Power Alliance’s keywords, which in turn can mean lower customer acquisition costs.

E. **Engineering as Marketing**: Similar to content marketing, Clean Power Alliance can use a web service, app, or free tool that offers value to Clean Power Alliance’s target market for little or no cost, while also tying in your product in a way that will be relevant to them either while their using the tool, or immediately after.

F. **Speaking Engagements**: Clean Power Alliance can optimize opportunities to speak at events to promote its benefits and services.

G. **Trade Shows**: Events where Clean Power Alliance can purchase a booth to show off their products services to the community.

H. **Sales**: Directly reaching out to potential customers or answering incoming inquiries to convince them of Clean Power Alliance’s value.

I. **Viral Marketing**: A process where Clean Power Alliance users and customers bring new users and customers without having to advertise or market to those new users.

J. **Community Building**: Meetups are a type of offline community building, but Clean Power Alliance can also look at building a web community to attract and keep new users.

K. **Content Marketing**: The process of creating content that Clean Power Alliance’s users and customers would be interested in, distributing it for free or at low price and then using that content to draw people to Clean Power Alliance’s site where they’ll hopefully activate as new and/or upgraded users or customers.

L. **Target Market Blogs**: While it could fall under PR, targeting blogs deserves a special mention because Clean Power Alliance can build strong relationships with niche bloggers and have blogs reference Clean Power Alliance in their articles.

M. **Business Development**: The process of establishing partnerships and agreements with other companies or startups to promote one anothers’ products or services.

N. **Social and Display Ads**: The benefit of advertising on social networks is that it will let Clean Power Alliance target its ads with greater specificity than on Google or another search engine. Social ads are also a great opportunity for “retargeting” or showing ads to someone based on their activity on Clean Power Alliance’s website.

O. **Search Engine Marketing (SEM)**: Google’s Adwords is still the largest advertising network online. These are the ads that you see above and alongside search results suggesting certain sites related to the keywords you plugged in that might not be the top ranked sites.
P. **Unconventional PR**: Anything that would result in a huge amount of publicity without having to make an effort for it to spread, even if that publicity is negative. We are not recommending this avenue!

Q. **Public Relations**: The practice of reaching out to magazines, newspapers, blogs, and other media outlets to have them feature a story about your company or product.

R. **Email Marketing**: A highly effective marketing channel since Clean Power Alliance can have a direct conversation with someone. We can let them know about new features, new products, and/or send them content that Clean Power Alliance has created that they might be interested in.

### Channels to Consider for Each Segment

For Clean Power Alliance, these three key channels (*center on the bullseye framework*) ought to be the core focus:

- **Channel 1: Speaking Events + Conferences**: As Clean Power Alliance builds brand awareness, this channel can be highly effective for networking and gaining recognition among a variety of stakeholders, including policy leaders, utility partners and even some more involved customer segments, such as Community Advocates or Energy Champions.

  **Target Segments**: Mix of stakeholders depending on the event.
  **Potential Metrics**: # of events attended/presentations given, # of contacts made, # of regions covered, etc.

- **Channel 2: Community Building**: This channel can be both offline and online, such as in a community forum, and can keep the conversation going between various stakeholders and what they care about. For instance, Clean Power Alliance can help spark a conversation amongst its policy partners about the role of CCAs or can provide a means for Community Advocates to speak up about the issues that matter most to their particular communities.

  **Target Segments**: Primarily more engaged stakeholders, such as Policy Leaders, Energy Champions, and Community Advocates.
  **Potential Metrics**: # and attendance of Clean Power Alliance-sponsored meetup groups, # of posts and frequency of replies (if ever Clean Power Alliance wants to have an online forum), maintenance and growth of core and supporting stakeholders that follow the organization and show up to relevant events, etc.

- **Channel 3: Email Marketing**: This channel is best at reaching large batches of stakeholders and will also operate better if the messages are well targeted to specific stakeholder segments. Therefore, this channel in particular can focus on segment stages, such as enrollment phases or even levels of involvement (e.g. potential partner lead, new partner or existing partner).

  **Target Segments**: Mainly Customers through each enrollment phase, but also potentially Partners or Policy Leaders.
Potential Metrics: Open rate, response rate, enrollment types and percentages, etc.

In parallel, six other channels Clean Power Alliance could test (middle ring on the bullseye framework) to see if they generate traction and should become one of the key channels include:

- **Channel 1: Social Media (Existing Platforms):** This channel can be very useful for building brand awareness and testing community engagement. Potential test might include seeing how much traction Clean Power Alliance can achieve on different platforms with different segments. For example, *Energy Champions* might actually be more interested in original content posted on Linkedin, whereas *Community Advocates* may be more engaged on Facebook. Still, Clean Power Alliance can test out its various messages about being cost-competitive, community driven and/or environmentally beneficial before investing in other channels that require more hard costs, such as printing.

**Target Segments:** Primarily customer focused, but may also attract some partners’ attention.

**Potential Metrics:** Likes, Shares, Impressions, # of followers, traffic from the various platforms back to Clean Power Alliance’s website, etc.

- **Channel 2: Public Relations (PR):** This channel may be most effective after the initial enrollment phase so as not to draw unnecessary attention to Clean Power Alliance all at once. However, afterwards, this channel can be used to begin ramping up Clean Power Alliance’s efforts towards getting more people involved and potentially getting currently enrolled customers to opt up. It will also be helpful to get more utility and policy partners on board.

**Target Segments:** Policy Leaders, Community Advocates, Energy Champions, Cost-Driven, Government Skeptics.

**Potential Metrics:** # and diversity of publications, stories and media coverage (also make sure to track web traffic and any other customer involvement directly following any PR), etc.

- **Channel 3: Social Display Ads:** After the initial enrolment phase, display ads may help begin highlighting the benefits of opting up or returning to Clean Power Alliance for those that opted out. These need not be big, costly campaigns, but instead can be small, narrowly focused experiments to see what types of messages reach which regions and segments most effectively.

**Target Segments:** Cost-Driven, Government Skeptics, IOU Regulars.

**Potential Metrics:** ROI, views, clicks, shares, # of opt up and return requests, etc.

- **Channel 4: Target Market Blogs:** Towards the end of 2019 and beginning of 2020, Clean Power Alliance may want to begin reaching out to clean energy blogs to share about its work, expertise, and vision.

**Target Segments:** Energy Champions, Policy Leaders, Community Advocates.
Potential Metrics: # of stories on noteworthy blogs, # of viewers/readers, track any web traffic following any post or story, etc.

- **Channel 5: Content Marketing:** Since Clean Power Alliance will be the biggest CCA in the state AND nation, many stakeholders will be more than pleased to get a peek at any insights the organization is willing to share. That is why content marketing is a channel worth looking into, especially for gaining a strong following by the likes of Energy Champions, Community Advocates and Policy Leaders.

  **Target Segments:** Energy Champions, Policy Leaders, Community Advocates, and even Government Skeptics.
  **Potential Metrics:** Click through rates/download rates, also potential to generate leads if Clean Power Alliance requires stakeholders to enter their emails to download the content, etc.

- **Channel 6: Search Engine Optimization (SEO):** Especially early on, SEO will determine how easily Clean Power Alliance comes up in stakeholders searches. Clean Power Alliance can focus its effort on including relevant keywords throughout its site and getting linked to via other partner sites or via any online media posted about the organization. This will all improve the chances of stakeholders stumbling upon Clean Power Alliance whenever they are searching for anything related to it.

  **Target Segments:** All segments, but particularly Cost-driven customers searching for alternatives and more information.
  **Potential Metrics:** Search ranking, leads &/or sales, organic web traffic, keyword rankings, backlinks/referring domains, etc.

For additional details regarding strategies and tactics on these recommended channels, please see the following section, *Communications Strategies and Tactics*.

**Communications Strategies and Tactics**

This section identifies more specific strategies and tactics on the recommended channels from the previous sections. The strategies and tactics are broken down into primary strategies (which includes the legally obligated marketing and outreach efforts) and secondary strategies, which should be discussed with the Clean Power Alliance Director of Marketing & Account Services to set priorities accordingly.
Primary Strategies

These strategies were used for phase 2 enrollment and/or will continue to be utilized for phase 3 and phase 4 enrollment.

- **Fulfill legal communication (enrollment) obligations**
  - Develop and provide 2 pre-enrollment notices (mailed) to all current and eligible SCE customers within Clean Power Alliance's service territory.
  - Develop and provide 2 post-enrollment notices (mailed) to all current and eligible SCE customers within Clean Power Alliance's service territory.
  - Develop and provide annual Joint Rate Comparison (JRC; mailed).

- **Provide online credibility and easily accessible customer information**
  - Design, develop and launch website.
    - Current website is temporary, fully built out website scheduled to launch in September.
  - Launch social media accounts as listed below.

- **Leverage member agency communication channels to inform customers about the benefits of Clean Power Alliance**
  - Coordinate with Clean Power Alliance's Marketing & Outreach subcommittee to further develop a ‘member agency toolkit’ so agencies have the tools and resources to promote Clean Power Alliance to their constituents.
    - Toolkit includes tools and templates such as presentation templates, press release templates, e-newsletter content and social media content, templates and guidelines.
  - It is important to develop a messaging strategy for Clean Power Alliance that can be easily customized by participating cities and counties to maximize effectiveness and applicability.
    - This should also include reaching out to existing community-based organizations that have high name recognition in any specific member agency.
    - This will also empower CCA member agencies to add their own tailored touch as they communicate to their constituents.
      - For instance, since a city can make a choice on the level of renewable energy content it wants to initially purchase on behalf of its residents, they may choose to highlight local leadership to their constituents in selecting a higher renewable energy content in their delivered electricity.
        - Co-branded collateral includes items such as co-branded fact sheet/flyer, co-branded program overview presentations, co-branded event banner templates and community outreach tools such as decals to promote businesses that choose to opt up.
  - It is also important to work closely with Clean Power Alliance's Director of Marketing & Account Services to facilitate ongoing stakeholder coordination with all member agencies in order to ensure member agencies are always up to date on the latest messaging, tools, templates and best practices.
Secondary Strategies

Current Strategies and Tactics

The following strategies and tactics are currently being utilized and/or are recommended to be utilized in the next phase (Q3 2018 - Q2 2019).

- **Speaking Events & Conferences**
  - Activities to date have included sponsorship and speaking events at Statewide Community Choice Aggregation conferences as well as outreach at member agency specific/community outreach events.
  - It is recommended that Clean Power Alliance provides the ‘on the ground’ outreach as needed with TEC providing supporting materials (presentations, collateral, etc).

- **Community Building**
  - See “Leverage member agency communication channels...” in previous section.

- **Email Marketing**
  - To date, a MailChimp account has been launched for Clean Power Alliance communications with customers and stakeholders.
  - Templates created include:
    - Basic/general use template
    - Simplified brief message template (for announcement, brief message, “postcard”, video, etc.)
    - Formal letter
    - Board meeting
    - Event promo and,
    - Newsletter.
  - In the next phase, a implementation plan for general newsletters should be drafted.

- **Social Media**
  - It is recommended that Clean Power Alliance focus on Facebook, Twitter and LinkedIn. Clean Power Alliance will need to determine how to engage on each of the platforms it selects.
    - These three channels had Clean Power Alliance accounts activated at the time of phase 2 service launch on June 25.
    - For the next phase, TEC will support a soft launch focused on Facebook and Twitter, beginning in October and will work closely with Clean Power Alliance to create an engaged online community.
  - A full social media plan for Clean Power Alliance, including a sample content calendar is currently in development.
○ In addition, a social media policy for Clean Power Alliance, including guiding principles and member agency coordination guidelines is also in development.

● **Public Relations**
  ○ Public Relations activities have been somewhat limited to date. A press release announcing service launch was released on June 25.
  ○ TEC foresees minimal press during this next phase as well as we take an ‘under the radar’ approach during Clean Power Alliance’s initial enrollment phase.
    ■ Note small amount of budget set aside through Q2 2019 in case there is a need to ramp up public relations activities.
    ■ Other related activities to date, and one that will continue through the next phase, is monitoring all clips, both regional and statewide.
      ● For a sample of Clean Power Alliance’s media clips tracking, see Appendix G.
  ○ Re: other/ additional media and advertising, it is recommended that a full media plan is developed and implemented once the enrollment phase is completed.
    ■ The media plan should focus on benefits of opting up, returning to Clean Power Alliance for those that opted out or showcasing new, local programs offered by Clean Power Alliance.
    ■ Media could include newspaper placements as well as advertising placements such as on Metro, Metrolink and at Union Station.
    ■ Media activities should be revisited in Q3 2019.

● **Search Engine Optimization (SEO)**
  ○ SEO is cost-effective as it is the process of affecting the online visibility of a website in a web search engine’s unpaid results and will be implemented by identifying a list of keywords prior to the launch of the full Clean Power Alliance website in September.

**Other Potential Future Strategies and Tactics**

The following strategies and tactics are not currently being utilized during and are recommended to be revisited in Q3 2019.

● **Social Display Ads**
  ○ Display ads, or digital advertising, would be best implemented after the initial enrollment phase to highlight the benefits of opting up, returning to Clean Power Alliance for those that opted out or showcasing new, local programs offered by Clean Power Alliance.
  ○ Potential digital media may include ad placements on the following: Los Angeles Times, local agency publications, such as the South Pasadena Review, and regional publications, such as Sierra Club LA, and Curbed LA as well as Google Ad placements.
  ○ Revisit and develop specific tactics for digital advertisements after the initial enrollment phase (Q3 2019).

● **Target Market Blogs**
  ○ Towards the end of 2019 and beginning of 2020, Clean Power Alliance may want to begin reaching out to clean energy blogs to share about its work, expertise and vision.
  ○ Revisit and develop specific tactics for target market blogs after the initial enrollment phase (Q3 2019).
• **Content Marketing**
  ○ Content Marketing, similar to Target Market Blogs and focused on creating, publishing and distributing online content, would be best utilized after the initial enrollment phase.
  ○ Revisit and develop specific tactics for content marketing after the initial enrollment phase (Q3 2019).

**Communications Plan Implementation**

A communication plan should include all of the different communication pieces and campaigns, along with key dates (i.e. print timelines, launch dates, etc) and roles and responsibilities for who will be handling what. Key dates, deliverables and channels are outlined by quarter through Q2 2019 in Appendix B.

**Appendix**

A. Clean Power Alliance Member Agency List  
B. Communications Plan Implementation & Activities by Quarter  
C. Power Alliance Key Language Identification  
D. Clean Power Alliance Brand & Style Guidelines  
E. Sample Materials  
   a. Pre-enrollment notice (English/Spanish, 36% default)  
   b. Pre-enrollment notice (English/Chinese, 50% default)  
   c. Pre-enrollment notice (English/Korean, 50% default)  
   d. Post-enrollment notice (English/Spanish, all default selections)  
   e. Joint Rate Comparison (JRC) Mailer  
   f. General Fact Sheet  
F. Clean Power Alliance Collateral Matrix  
G. Media Clips
Clean Power Alliance will purchase clean power, and Southern California Edison (SCE) will deliver it through its existing utility lines. Nothing else changes—SCE will continue to deliver power to your home or business, send just one bill, and be responsible for resolving any electricity service issues.

How does it work?
Clean Power Alliance will purchase clean power, and Southern California Edison (SCE) will deliver it through its existing utility lines. Nothing else changes—SCE will continue to deliver power to your home or business, send just one bill, and be responsible for resolving any electricity service issues.

Clean renewable energy at competitive rates
Clean Power Alliance is California’s new locally operated, electricity provider for communities across Los Angeles and Ventura counties, offering clean renewable energy at competitive rates.

When will we start service?
Clean Power Alliance currently serves commercial and municipal customers in unincorporated Los Angeles County, Rolling Hills Estates, and South Pasadena. In February 2019, we will expand service to residential customers across the entire Clean Power Alliance service territory. In May 2019, commercial customers who have not already started service will start service with Clean Power Alliance.

What are your options?
Clean Power Alliance offers three rate options designed to suit the diverse needs of our communities. Lean Power offers 36% renewable content at the lowest possible cost, with the added benefit of local management and control. Clean Power offers 50% renewable content and the opportunity to support building a cleaner future, all at cost competitive rates. 100% Green Power offers 100% renewable content and the opportunity to lead the way to a greener future!

You don’t have to do anything to be enrolled in the rate option selected by your community, but you can always choose a different rate option that suits you or your family best.
What is our service territory?

Clean Power Alliance will soon serve approximately one million customers across Southern California, including unincorporated Los Angeles County, unincorporated Ventura County and the cities of Agoura Hills, Alhambra, Arcadia, Beverly Hills, Calabasas, Camarillo, Claremont, Carson, Culver City, Downey, Hawaiian Gardens, Hawthorne, Malibu, Manhattan Beach, Moorpark, Ojai, Oxnard, Paramount, Redondo Beach, Rolling Hills Estates, Santa Monica, Sierra Madre, Simi Valley, South Pasadena, Temple City, Thousand Oaks, Ventura, West Hollywood, and Whittier.

What changes and what stays the same?

<table>
<thead>
<tr>
<th>Stays the same</th>
<th>New</th>
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<tbody>
<tr>
<td>SCE delivery &amp; grid reliability</td>
<td>Competitive pricing</td>
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<tr>
<td>SCE billing</td>
<td>Choice of energy providers</td>
</tr>
<tr>
<td>SCE account services</td>
<td>Higher renewable content</td>
</tr>
<tr>
<td>SCE rebates &amp; incentives</td>
<td>Lower greenhouse gas emissions</td>
</tr>
<tr>
<td>Call SCE to start or stop service</td>
<td>Local management &amp; control</td>
</tr>
<tr>
<td>Receive one bill each month</td>
<td>Shape future incentives &amp; programs</td>
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</tbody>
</table>
Need Help Paying Your Bill? We’re Here to Help.

Clean Power Alliance envisions a more sustainable future, where clean energy is affordable for everyone in our communities. It’s important that our customers benefit from financial assistance programs after you’ve enrolled in our service, whether you’re just starting or previously received discounts.

Which Program Is Right For Me?

**California Alternate Rates for Energy (CARE) Program**
You participate in a public assistance program or meet income requirements
The CARE Program reduces energy bills for eligible customers by about 30%.

**Family Electric Rate Assistance (FERA) Program**
You have a family of 3 or more, participate in a public assistance program or meet income requirements
The FERA Program reduces energy bills for eligible customers by about 12%.

**Medical Baseline Program**
If you or someone in your household needs electrically powered medical equipment or meets income requirements
The Medical Baseline Program supplies additional energy at no extra cost to your normal energy use to keep your devices going.

How Do I Apply?

SCE administers each of these programs. To apply for any of these programs by phone, call SCE at 800-447-6620.
Apply online for the CARE/FERA programs at: [https://www.sce.com/residential/assistance/care-fera](https://www.sce.com/residential/assistance/care-fera)
Apply online for the Medical Baseline program at: [https://www.sce.com/residential/assistance/medical-baseline](https://www.sce.com/residential/assistance/medical-baseline)

Already A CARE/FERA/Medical Baseline Customer?

Your energy bill discount will automatically continue through your SCE bill. You don’t have to do anything to keep your CARE, FERA, Medical Baseline, or other discount after you start service with Clean Power Alliance.
¿Necesita ayuda para pagar su factura? Estamos aquí para ayudar.

Clean Power Alliance tiene la visión de un futuro más sostenible en el que la energía limpia es asequible para todos en nuestras comunidades. Es importante que nuestros clientes se beneficien de programas de asistencia económica después de que se haya inscrito en nuestro servicio, ya sea que recién esté empezando o que haya recibido descuentos anteriormente.

¿Cuál es el programa correcto para mí?

**Tarifas Alternativas de Energía para California**
California Alternate Rates for Energy (CARE) Program

- Usted participa en un programa de asistencia pública o reúne los requisitos de ingresos
- El Programa CARE reduce en un 30% las facturas de energía de los clientes que reúnen los requisitos.

**Programas Familiar de Reducción de las Tarifas de Energía**
Family Electric Rate Assistance (FERA) Program

- Usted tiene una familia de 3 o más, participa en un programa de asistencia pública o reúne los requisitos de ingresos
- El Programa FERA reduce en un 12% las facturas de electricidad de los clientes que reúnen los requisitos.

**Asignación de Tarifa Básica por Servicio Médico**
Medical Baseline Program

- Si usted o alguien en su hogar necesita equipo médico que funciona con electricidad o reúne los requisitos de ingresos
- El Programa Medical Baseline ofrece energía adicional a la que normalmente usa para que pueda usar sus aparatos sin tener que pagar más.

¿Cómo presento mi solicitud?

SCE administra cada uno de estos programas. Para solicitar ser admitido en cualquiera de estos programas por teléfono en español, llame a SCE al 800-447-6620.

Presente su solicitud en línea para los programas CARE/FERA en:
https://www.sce.com/residential/assistance/care-fera

Presente su solicitud en línea para el programa Medical Baseline en:
https://www.sce.com/residential/assistance/medical-baseline

¿Ya es cliente de CARE/FERA/Medical Baseline?

Su descuento de su factura de energía continuará apareciendo automáticamente en su factura de SCE. Después de iniciar el servicio con Clean Power Alliance no tiene que hacer nada para mantener su descuento de CARE, FERA, Medical Baseline u otro programa.
Understanding Your Bill

Utility bills can be confusing, but Clean Power Alliance strives to keep it simple. Southern California Edison (SCE) will still send your monthly bill, but instead of SCE charges for both electricity supply and electricity delivery, your bill will show Clean Power Alliance charges for electricity supply and SCE charges for delivery.

Clean Power Alliance is NOT an added fee; we will simply replace SCE’s electricity supply charges.
## Components of Your Electricity Bill

### 1. Customer Account
Your SCE-assigned number identifies your account. Please have your account number on hand if you would like to make changes to your Clean Power Alliance service.

### 2. Service Account
Your SCE and Clean Power Alliance service account numbers will both be listed in this section. SCE assigns an additional service account number to track Clean Power Alliance charges.

### 3. Energy Usage
The amount of energy you used in the billing period, measured in kilowatt hours (kWh).

### 4. SCE Rate
Your SCE rate determines how you are charged for the delivery of electricity. Your Clean Power Alliance electricity supply rate may not always match this one because Clean Power Alliance offers simplified, consolidated rate options.

### 5. SCE Delivery Charges
SCE's charges for the delivery of electricity. They include the cost of moving energy from the grid to your home or business and maintaining the electric lines.

### 6. CCA Cost Responsibility Surcharge
SCE's charge to recover costs of power purchased on your behalf before joining Clean Power Alliance. You may have heard the PCIA, or Power Charge Indifference Adjustment, referred to as an “exit fee” for CCA customers. The PCIA and other surcharges are always included in our cost comparisons.
Usage Tier
For residential customers, this section indicates the highest tier you are being charged. If your electric use is more than your Tier 1 Allowance, which is set by state law, and crosses into Tier 2, the price you pay per kWh will increase. Customers who use more than 4 times their Tier 1 Baseline Allowance will be charged a High Usage Surcharge.

Clean Power Alliance Rate
Your Clean Power Alliance rate determines how you are charged for electricity supply/generation. Your Clean Power Alliance electricity rate may not always match your SCE one because Clean Power Alliance offers simplified, consolidated rate options.

Clean Power Alliance Generation Charges
Our charge for the generation of electricity. This section notes the Clean Power Alliance rate option currently selected for your account (i.e. Lean Power, Clean Power, or 100% Green Power). These charges replace fees that SCE would collect if they were providing your generation service. This is NOT an additional charge.

Energy Surcharge
This charge applies regardless of your electricity provider. It is collected from all electricity customers statewide on behalf of the California Energy Commission.
Residents and businesses within our community can now enjoy the advantages of clean, renewable power at competitive rates.

The best part is: the choice is yours! Customers in the [City/County] of [member agency] will be automatically enrolled in [option], but you always have the opportunity to choose the electricity offering that suits your needs best. Nothing else changes—Southern California Edison (SCE) will continue to deliver power, send the bill, and be responsible for resolving any electricity service issues. No matter what offering you choose, you will enjoy the shared benefits of Clean Power Alliance including local management and control, stable, competitive rates, and higher renewable content.

Still have questions? Visit cleanpoweralliance.org/understandingyourbill or contact Clean Power Alliance at customerservice@cleanpoweralliance.org or 888-585-3788.
To: Clean Power Alliance (CPA) Community Advisory Committee
From: Christian Cruz, Community Outreach Manager
Approved By: Ted Bardacke, Executive Director
Subject: Voyager Scholarship Program
Date: February 14, 2019

BACKGROUND
In October 2018, the Board of Directors (Board) authorized Ted Bardacke, CPA Executive Director, to execute a 15-year power purchase agreement (PPA) with the Voyager Wind project. This project will have an expected output of approximately 71,500 MWh/year. This Power Purchase Agreement (PPA) is part of a fully permitted larger wind project already under construction, with a commercial online date (COD) of December 31, 2018. The project consists of six wind turbines added to the existing project of 48 turbines on a site located in a high capacity wind area near Mojave, CA.

As part of this agreement, a “Community Benefit Payment” was negotiated to allow for the implementation of a scholarship program for community college students.

SCHOLARSHIP PROGRAM
The developer (Terra-Gen) agreed to fund a $150,000 workforce development and community college education scholarship program to be co-administered by CPA and the developer over four years. To create the scholarship program parameters, staff is seeking input from the CAC regarding scholarship distribution options prior to presenting a proposal to the CPA Board.
Currently, there are various workforce development programs in both LA County and Ventura County community colleges that foster workforce development and provide a path for students entering into a program to work in the energy sector or related industries.

As it pertains to the distribution of these funds, scholarship recipients should meet certain eligibility criteria related to energy career pathways, which staff will work with the CAC to help determine. Staff has identified two potential monetary breakdown options for consideration, shown below:

**Distribution of Funds**

- **Option 1**: Provide a total of five scholarships, per year, of $7,500 to cover the cost of a student’s chosen program, books, exam fees and other miscellaneous items required by the program. Two scholarships each would be reserved community college students in Los Angeles and Ventura Counties, with a fifth scholarship awarded to a candidate irregardless of program location. This option would allow for the greatest impact, as it would relieve the student of the monetary burden to pay for and attend a program of their choice.

- **Option 2**: Provide funds in $500 increments that would allow for a total of seventy-five scholarships, per year. Fifty scholarships would be reserved for community college students in Los Angeles County and twenty-five for Ventura County. This option would create smaller scholarships that would help cover the cost of a small portion of a student’s program and may not relieve them of the monetary burden, and likely would require them to be awarded multiple scholarships or secure additional financial assistance to pay for their program. Additionally, it would create a large pool of awardees that would each have to be monitored to assure they are meeting the requirements of the scholarship.

Based on feedback received from the CAC on how to allocate the $150,000, staff will return with eligibility criteria for the CAC to consider at an upcoming meeting.
NEXT STEPS
CPA staff will develop scholarship eligibility options for the CAC to consider and discuss, which will be based on the preferred funding distribution. These options will be provided to the CAC at the next Committee meeting, which is scheduled to be held on March 14, 2019. Once formally recommended by the CAC, that recommendation will be placed on the Board agenda for consideration.
SUMMARY
In October 2018, CPA Staff began solicitation for competitive proposals for the purchase of 10-year or longer renewable energy and storage contracts through a Request for Offer (“RFO”) process.

The goal of the RFO is for CPA to solicit and evaluate offers from renewable energy generation and storage facilities to meet CPA’s electricity needs, achieve its environmental objectives, and offer its customers competitive, clean energy options. Based on the solicitation and evaluation, CPA may enter into one or more long-term Power Purchase Agreements (“PPAs”) with renewable energy generation and storage facilities that can deliver into the California Independent System Operator Grid (“CAISO”) for an aggregate amount between 1,000,000 and 2,000,000 megawatt-hours (“MWh”) per year of Energy, Environmental Attributes, Resource Adequacy, and Ancillary Services, as applicable.

Bidding for CPA’s RFO for long term renewable energy and storage contracts closed in November and CPA received bids for 234 separate projects ranging from small scale battery storage to large utility-scale solar, wind and geothermal, many of which included an energy storage component as well. In January, the CPA Energy Planning & Resources Committee determined a short-list of eleven candidate projects, and CPA then re-opened
the bidding process to allow projects to improve their offers. The final short-list has a total of nine projects.

Projects were evaluated based on a host of criteria, including cost, developer risk, environmental stewardship, workforce development, project location, benefits to disadvantaged communities, and supplier diversity. Stakeholders from the environmental and labor communities, along with the Energy Planning & Resources Committee have been involved in the crafting of this criteria, and the Energy Planning & Resources Committee will play a key role in selecting the portfolio of projects that will ultimately be presented to the Board.

CPA staff will provide a presentation on the progress of CPA’s Long-Term Renewables RFO.

Attachment: 1) RFO Presentation Slides
Long-Term RFO Shortlist Update

February 14, 2019
Background

• CPA procures renewable energy to meet its regulatory requirements and the high demand of CPA’s customers for renewable energy, while maintaining competitive rates
  – CPA plans to meet the SB100 60% renewable requirement starting in 2019, 11 years ahead of schedule

• CPA launched its first long-term clean energy RFO in October 2018 and will be releasing future annual RFOs to meet its large need for affordable and clean energy resources

• Long-term renewable contracts are generally cheaper than short-term contracts and may even be lower than brown power; therefore, securing these contracts is critical for minimizing the cost of CPA’s robust environmental goals
CPA 2018 Clean Energy RFO

• In the 2018 RFO, CPA targets procurement of 1-2 million MWh annually from multiple projects
  – This represents approx. 7-15% of total load and 10-20% of CPA’s total renewable demand
• CPA received a robust response (234 facilities) for renewable, renewable + storage, and standalone storage offers
• Today’s presentation includes an update on the RFO process and the Final Shortlist selection

(1) Due to RFO confidentiality requirements, project-specific information (e.g. project names and pricing) are not included
RFO Process

• The Energy Committee approved an Initial Shortlist project portfolio with input from the RFO review team, including Board members Carmen Ramirez and Kevin McKeown

• The Initial Shortlist was invited to participate in a re-opening of the RFO, in order to provide their best pricing and offerings

• The Final Shortlist\(^1\) was determined on Feb. 7\(^{th}\) and represents approx. $1 billion of potential clean energy commitments over the next 15 years

• Given pricing of long-term renewables, the Final Shortlist has the opportunity to save CPA customers approx. $40m per year (5% of total procurement costs) compared to short-term contracts

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\(^1\) The Final Shortlist is a subset of the Initial Shortlisted projects
Project Evaluation

• CPA developed an evaluation method that balances 6 critical procurement objectives:

- $ Value
- Environmental Stewardship
- Workforce Development
- Development Risk
- Benefits to DACs
- Project Location

• Criteria and rankings were developed in consultation with environmental, labor, and DAC groups

(1) Disadvantaged Communities
Success Rates

- It is anticipated that some selected projects may not successfully come online, either due to unsuccessful power purchase agreement (PPA) negotiations or development failure\(^1\)
- To ensure that the selected portfolio meets the RFO’s volume target\(^2\), each project’s expected output has been adjusted using an industry-standard success factor:

<table>
<thead>
<tr>
<th>Resource Type</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>RPS Only</td>
<td>70%</td>
</tr>
<tr>
<td>RPS + Storage</td>
<td>60%</td>
</tr>
<tr>
<td>Standalone Storage</td>
<td>50%</td>
</tr>
</tbody>
</table>

---

(1) CPA included financial penalties via the RFO process and PPA provisions to ensure CPA is compensated for project failure
(2) 1-2 million MWh of annual renewable generation
Approach to Portfolio Creation

- All portfolio options to include both competitively-priced, low-risk projects and a mix that score High on Qualitative Criteria
- Staff initially took three approaches to developing portfolios that meet critical objectives of CPA’s clean energy procurement:

1. **Value**
   - Projects fall within the top quartile of value

2. **Diversity**
   - Projects selected to ensure diverse resource mix

3. **Early Online Dates**
   - Includes projects with Q1 2021 and earlier online dates

4. The RFO Review Team developed a 4th **Recommended Portfolio**, taking the best selections from the initial three options, which the Energy Committee approved for the Initial Shortlist.
Final Shortlist Overview

- 9 projects were selected for the Final Shortlist, including 2 standalone energy storage projects, from 8 unique developers.
- 8 projects are new construction coming online by Q4 2021; 1 existing small hydro project was also selected.
- All Final Shortlisted projects fall within the top quartile of value, with the exception of the hydro project, which was selected for resource diversity.
- All projects are located within California; two are located within Los Angeles county.
- In addition to value, the portfolio ranks well on qualitative criteria.

Technology Mix:
- Solar: 1
- Solar+Storage: 2
- Wind: 3
- Standalone Storage: 3
- Hydro: 4

Qualitative Criteria:
- Workforce Dev.: High (7), Medium (1)
- Location: Medium (6), Low (2)
- Benefits to DACs: Medium (3), Low (1)
- Env. Stewardship: High (4), Medium (2), Neutral (2), Low (1)

(1) Existing projects were not assigned qualitative rankings.
## Final Shortlist Project List

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Type</th>
<th>Value Rank</th>
<th>Size (MW)</th>
<th>County</th>
<th>COD</th>
<th>Dev. Risk</th>
<th>Enviro. Stewardship</th>
<th>DAC</th>
<th>Project Location</th>
<th>Workforce Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project A</td>
<td>Standalone Energy Storage</td>
<td>ES 1</td>
<td>50-99</td>
<td>Los Angeles</td>
<td>Q1 2022</td>
<td>77.5</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Project B</td>
<td>Standalone Energy Storage</td>
<td>ES 6</td>
<td>5-49</td>
<td>Los Angeles</td>
<td>Q2 2021</td>
<td>81.0</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
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<tr>
<td>Project C</td>
<td>Solar</td>
<td>7</td>
<td>200-250</td>
<td>Riverside</td>
<td>Q4 2021</td>
<td>80.5</td>
<td>Neutral</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Project D</td>
<td>Solar</td>
<td>8</td>
<td>150-199</td>
<td>Riverside</td>
<td>Q4 2021</td>
<td>76.5</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Project E</td>
<td>Solar+Storage</td>
<td>10</td>
<td>100-149</td>
<td>Kern</td>
<td>Q4 2021</td>
<td>89.0</td>
<td>Medium</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Project F</td>
<td>Solar+Storage</td>
<td>15</td>
<td>200-250</td>
<td>Riverside</td>
<td>Q4 2021</td>
<td>78.0</td>
<td>High</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Project G</td>
<td>Solar+Storage</td>
<td>20</td>
<td>150-199</td>
<td>Kern</td>
<td>Q4 2020</td>
<td>94.5</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Project H</td>
<td>Solar</td>
<td>31</td>
<td>50-99</td>
<td>Kings</td>
<td>Q4 2021</td>
<td>76.0</td>
<td>Neutral</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Project I</td>
<td>Hydro</td>
<td>105</td>
<td>5-49</td>
<td>Butte</td>
<td>Q4 2021</td>
<td>Existing</td>
<td>Existing</td>
<td>Existing</td>
<td>Existing</td>
<td>Existing</td>
</tr>
</tbody>
</table>
2018 RFO Results – Local Project Selection

- Prior to the RFO launch, CPA anticipated a limited response from projects located in CPA territory, based on interconnection queue data.
- In the RFO, CPA had the greatest opportunity to contract for local standalone energy storage projects.
- Of the renewable project bids received, locally-sited projects scored poorly on price and/or qualitative criteria and were not selected.
- CPA’s RFO evaluation criteria signal to the market a demand for local projects; CPA hopes to a more robust response from local projects in the future.
Local Development Opportunities

• This year, CPA will launch a local programs strategic planning process to guide the selection and development of local program investment in 2020 to 2025

• CPA is also planning the implementation of a DER Project Pilot, to be launched by January 1, 2020

• In conjunction with these efforts, CPA also plans to study the feasibility of a Local Clean Energy RFO
Summary and Next Steps

• The 2018 Clean Energy RFO Final Shortlist achieves value, procurement objectives, and qualitative benefits and represents a significant clean energy commitment by CPA

• CPA will bring PPAs for the Board’s consideration and approval on a rolling basis during Spring/Summer

• CPA will have additional opportunities to contract for attractive projects in the 2019 Clean Energy RFO and will be assessing a variety of local program opportunities through its local programs strategic plan process
APPENDIX
Developer Risk

*Projects ranked from best (100) to worst (0) score*

- The developer risk metric is a composite score based on a number of factors impacting project risk:
  - Site control
  - Interconnection status
  - Environmental screens
  - Land use and permits
  - Project financing
Environmental Stewardship

*Projects are ranked high, medium, neutral, and low based on the following prioritization:*

**HIGH**
- Demonstrates multiple benefits (provides additional societal, health, economic, water saving, or environmental benefits beyond the climate and GHG reduction benefits of renewable energy)

**MEDIUM**
- Located in an area designated as a preferred renewable energy zone and received required land use entitlement permits

**NEUTRAL**
- Project does not demonstrate either preference or avoidance criteria

**LOW**
- Project is located in a high conflict area
Workforce Development

Projects will be ranked high, medium, and low based on the following prioritization:

- **HIGH**
  - The project will use targeted-hire, union labor, or multi-trade project labor agreements (including requirements for state-apprenticeship graduates)

- **MEDIUM**
  - The project does not have a labor agreement, but can demonstrate prevailing wage and some union labor and targeted hire commitments

- **LOW**
  - The project does not demonstrate prevailing wage, union labor, and targeted hire commitments
Projects will be ranked high, medium, and low based on the following prioritization:

- **HIGH**
  - In Los Angeles and Ventura counties

- **MEDIUM**
  - Other counties within California

- **LOW**
  - Out of state projects
Benefits to DACs

Projects will be ranked high, medium, and low based on the following prioritization:

- **HIGH**
  - Located within a DAC and demonstrates DAC workforce and community development benefits

- **MEDIUM**
  - Project not located within a DAC but can demonstrate DAC benefits and has completed community outreach

- **LOW**
  - Project does not demonstrate DAC benefits
BACKGROUND
On June 7, 2018, the Board of Directors approved the structure for the Community Advisory Committee (CAC). The CAC will advise the Clean Power Alliance Board of Directors on certain policy and planning matters. The Committee was established as a public body to represent seven geographic subregions, with a total of 15 members. The proceedings of the committee meetings will be overseen by a Chair and two Vice-Chairs, which the members of the CAC will designate, via a vote.

SELECTION OF CAC CHAIR AND VICE-CHAIRS
As part of CPA’s committee procedures, outlined in its Bylaws, the CAC is tasked with appointing its Chair and Vice-Chairs to facilitate CAC meetings. This process will be undertaken, as follows:

As outlined in the CPA Bylaws, the CAC shall appoint from among themselves by majority vote of those members present one Chair and two Vice-Chairs. At least one of the Vice-Chairs shall be a member representing a Ventura County subregion. The CAC Chair, in coordination with CPA staff, will help act as a liaison between the Board and the CAC.
The responsibilities of Chair include:

- Conducting monthly and special meetings;
- Properly implement Roberts’s Rule of Order; and
- Overall CAC agenda management and voting.

The Vice Chair’s responsibilities include:

- Assume the roles and responsibilities of the Chair, when the Chair is not available.

NEXT STEPS

Any CAC member interested in serving as Chair, or one of the Vice-Chairs can submit their name for consideration to CPA staff. Additionally, a CAC member can also nominate another member. All submittals must be provided to staff by March 6, 2019 via email at ccruz@cleanpoweralliance.org. Once all nominations have been received the election of the Chair and Vice-Chairs will be conducted on March 14, as follows:

1. Each candidate will be given three minutes to address the CAC to present their experience and qualifications for the position. They may also have another individual speak on their behalf, but the total speaking time shall not exceed three minutes. In addition, candidates may distribute a written statement of their qualification and interest. Candidates for each position will speak in alphabetical order based on last name.

2. After all candidates have been given the opportunity to speak, staff will distribute written ballots. Each CAC member will receive one ballot. When voting, CAC members must select only one candidate per position, sign and date their ballot and include the region represented.

3. Staff will tally the ballots and announce the results. If and when a candidate receives the majority of the votes for each position, those individuals will be deemed the winner and the results will be confirmed via a motion.

4. Runoff Procedure: In the event that no candidate receives the majority of the votes for the open positions, a runoff will be held between the two candidates receiving the most votes, for those positions. However, if two or more candidates tie for
second place, all second-place candidates will be included in the runoff. In order to conduct the runoff, staff will announce the candidates that will be included in the runoff and, therefore, still eligible. Candidates will not have the opportunity to address the committee prior to the runoff. Staff will distribute written ballots and member agencies will be instructed to strike the names of any candidates that are not included in the runoff. Staff will collect and tally the ballots. This process will be repeated until a candidate receives the majority of the votes. The results will then be confirmed via a motion.

Attachment: 1) CPA Committee Bylaws
ARTICLE VIII

COMMUNITY ADVISORY COMMITTEE (“CAC”)

Section 1.  Purpose.  Pursuant to Section 5.9.1(c) of the Agreement, the CAC shall be an advisory committee formed to advise the Board on community outreach and engagement issues; to outreach to key stakeholder communities; and to undertake any assignments as directed by the Board. The CAC is not a Standing Committee.

Section 2.  CAC Member Selection Process.  On an ongoing basis, the Alliance’s staff shall accept and solicit applications from customers that reside or work within the Alliance’s territory to become a member of the CAC. Commencing in 2020, a list of all CAC member applicants by geography, skills and association, along with copies of all completed applications, shall be provided to the Board and the Board shall select CAC members from this list of CAC applicants.

Section 3.  CAC Membership.  The CAC shall be comprised of a total of 15 members representing customers or key stakeholders residing or working in the seven (7) geographical regions, as follows:

a. Three (3) members from the East Ventura/West Los Angeles County Region.
b. Two (2) members from the West/Unincorporated Ventura County.
c. Two (2) members from the Westside region in Los Angeles County.
d. Two (2) member from the South Bay region in Los Angeles County.
e. Two (2) member from the Gateway Cities region in Los Angeles County.
f. Two (2) member from the San Gabriel Valley region in Los Angeles County.
g. Two (2) member from the Unincorporated Los Angeles County.

Section 4.  CAC Officers.  The CAC shall appoint from among themselves by majority vote one Chair and two Vice-Chairs. At least one of the Vice Chairs shall be a member residing in the jurisdiction of a Party located in the County of Ventura. The CAC may establish Bylaws of the CAC (“CAC Bylaws”) governing the operation of the CAC. Any CAC Bylaws shall be drafted by the seated CAC members. Prior to becoming effective, any CAC Bylaws, including any amendments thereto, must be approved by a majority of the seated CAC members who are present at a meeting. The CAC Chair, or designee, shall be the liaison between the Board and the CAC and to the extent requested by each Board subject to the limits of the Agreement and applicable law.

Section 5.  CAC Term.  The initial term of service for current CAC members shall expire at the Board Meeting in April 2020. Thereafter, the term of service of each CAC member will be two years commencing at the Board Meeting in May and expiring in April two years later. There shall be no limit to the number of terms a CAC member may serve.
Section 6. CAC Quorum and Voting. Fifty percent (50%) of the seated CAC members shall constitute a quorum for the transaction of business. Action of the CAC on all matters shall require an affirmative vote of a majority of all members who are present at the subject meeting.

Section 7. CAC Member Removal. A CAC member may be removed by a majority vote of the Board, with or without cause.

Section 8. CAC Vacancies.

a. Whenever a vacancy occurs among the CAC Officers during that officer’s term of office, the CAC shall hold an election to fill such vacancy within 90 days of the date of the vacancy if there are 90 days or more in the term at the time the vacancy occurs.

b. Whenever a vacancy occurs for a CAC member during that member’s term of office, the Board shall fill such vacancy.

Section 9. Reimbursements. CAC members may seek reimbursement of expenses incurred to attend a duly-noticed CAC meeting or a Board authorized meeting in compliance with “CPA Reimbursements for Board of Directors” policy, Policy No. CPA2018-05.

ARTICLE IX
DIRECTOR VACANCIES

Section 1. Vacancy Definition. A vacancy shall exist in the case of death; resignation; expiration of term; termination or withdrawal of membership from the Alliance; removal of a Director by the governing body of a Party that designated and appointed the member Director; removal of a Director by the Board; or when a Director, who is an elected member of a Party, ceases to be an elected member, including term limits.

Section 2. Vacancy of a Director. Whenever a vacancy occurs for a Regular Director or Alternate Director representing a Party, the affected Party shall comply with Section 4.3 of the Agreement and the appointment and designation shall occur in a manner consistent with each Party’s rules, regulations, bylaws, policies, or procedures. In addition, the affected Party shall notify the Executive Director in writing no later than five (5) business days after a replacement Director is appointed or elected by the governing body.

Section 3. Vacancy of a Regular Director serving as a Board Officer. Whenever a vacancy occurs of a Regular Director serving as a Board Officer during that officer’s term of office, the Board shall hold an election to fill such vacancy within 90 days of the date of the vacancy if there are 90 days or more in the term at the time the vacancy occurs. The election of a Board Officer shall be consistent with Article III, Section 1.

Section 4. Vacancy of At-Large Executive Committee Member. Whenever a vacancy occurs for an At-Large Executive Committee member, during that member’s term of office, the Board shall hold an election to fill such vacancy within 90 days of the date of the vacancy if there are 90 days or more in the term at the time the vacancy occurs. The election of an At-Large Executive