



Executive Committee Meeting
Wednesday, September 3, 2025
3:00 pm

In Person:

Large Conference Room
Rotunda Building
300 Frank H. Ogawa Plaza
Oakland CA 94612

Or from the following locations:

Hayward City Hall, Conference Room 4A, 777 B St, Hayward, CA 94541
City Council Office, Pleasanton City Hall, 123 Main St., Pleasanton, CA 94566
Stockton City Hall, 425 N El Dorado St., Stockton CA 95202

Via Zoom:

<https://avaenergy-org.zoom.us/j/88267670367>

Or join by phone:

Dial(for higher quality, dial a number based on your current location):
US: +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 301 715 8592
or +1 312 626 6799 or 877 853 5257 (Toll Free) or 888 475 4499 (Toll Free)
Webinar ID: 882 676 70367

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 the Clerk of the Board at least 2 working days before the meeting at (510) 906-0491 or cob@avaenergy.org.

If you have anything that you wish to be distributed to the Executive Committee, please email it to the clerk by 5:00 pm the day prior to the meeting.

1. Welcome & Roll Call

2. Election of Chair and Vice-Chair

3. Public Comment

This item is reserved for persons wishing to address the Executive Committee on any Ava Community Energy-related matters that are not otherwise on this meeting agenda. Public comments on matters listed on the 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

customarily limited to three minutes per speaker and must complete an electronic [speaker slip](#). The Executive Committee Chair may increase or decrease the time allotted to each speaker.

4. Approval of Minutes from July 2, 2025

5. Customer Programs Strategic Roadmap (Informational Item)

Provide an overview of the process for developing a strategic roadmap for the next phase of customer programs within Ava's territory

6. Slice of Day RA (Informational Item)

Overview of the Resource Adequacy rules in the current "Slice of Day" rule construct

7. Committee Member and Staff Announcements including requests to place items on future Executive Committee Agendas

8. Adjourn

The next Executive Committee meeting will be held on Wednesday, October 1, 2025 at 3pm.

Rotunda Access Instructions

300 Frank H. Ogawa Plaza, Oakland, CA 94612

Directions

Directions to Parking Garage via Car

Parking is available at the Rotunda Garage, which includes four levels and approximately 350 parking spaces. **Note that the garage's parking fee is \$4/hr with a maximum of \$28 for a full day. Street parking is widely available near the building and free after 6pm.**

There are two garage entrances located on **524 16th St (main entrance)** and **529 17th St**. See a map on the next page and note that both 16th and 17th are one-way streets on either side of the garage.



524 16th St (main entrance):

Turn right from Telegraph onto 16th Street and drive past SP+ Parking. Look for the entrance with **Rotunda Parking Lot** signage—this is a surface lot with garage access. Enter the garage and park your vehicle. Take the elevator or stairs in the garage to the first floor in order to enter through the Rotunda's 16th street entrance on the second floor.

After parking, walk across 16th Street toward Telegraph Avenue (also called Peter Van Kleeef Way).

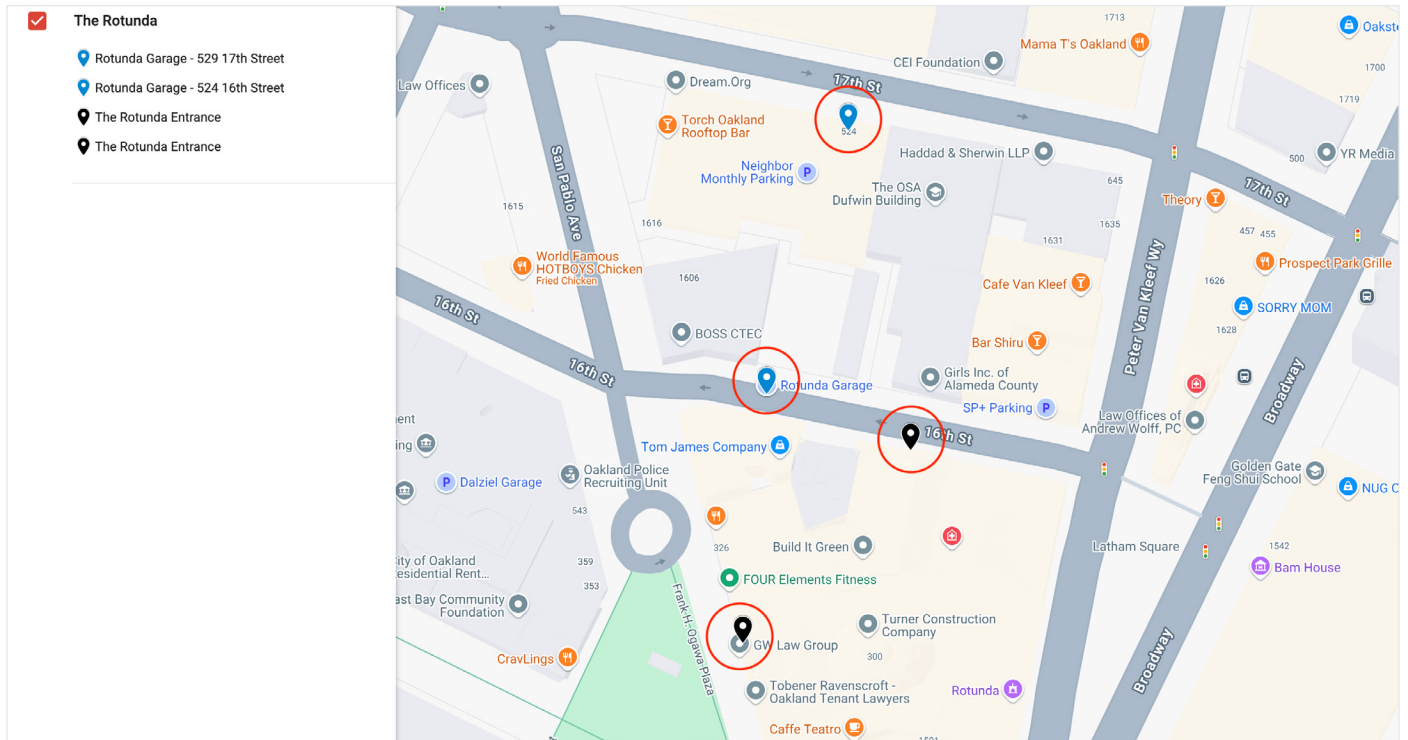


529 17th St (one-way street entrance):

Enter the garage via the 17th Street entrance. Once parked, take the elevator or stairs to the 1st floor of the garage. Exit the garage and walk toward 16th Street (south direction). You will be walking along Telegraph Avenue, which borders the Rotunda Building.

As you approach the corner of 16th Street and Telegraph Avenue (also known as Peter Van Kleeef Way), the Rotunda's main pedestrian entrance will be on your left at 524 16th Street.

Enter through the second-floor glass doors, which lead into the main lobby of the Rotunda Building. From there, check in with security and proceed as directed to the meeting rooms on the lower level.



Directions via BART

The closest BART station to the Rotunda Building is 12th Street / Oakland City Center. From there, it's approximately a 3-minute walk to the building. When exiting the station, use the 14th Street / Ogawa Plaza exit and head towards Frank H. Ogawa Plaza. The Rotunda Building will be in view from the plaza.

Directions via Bike

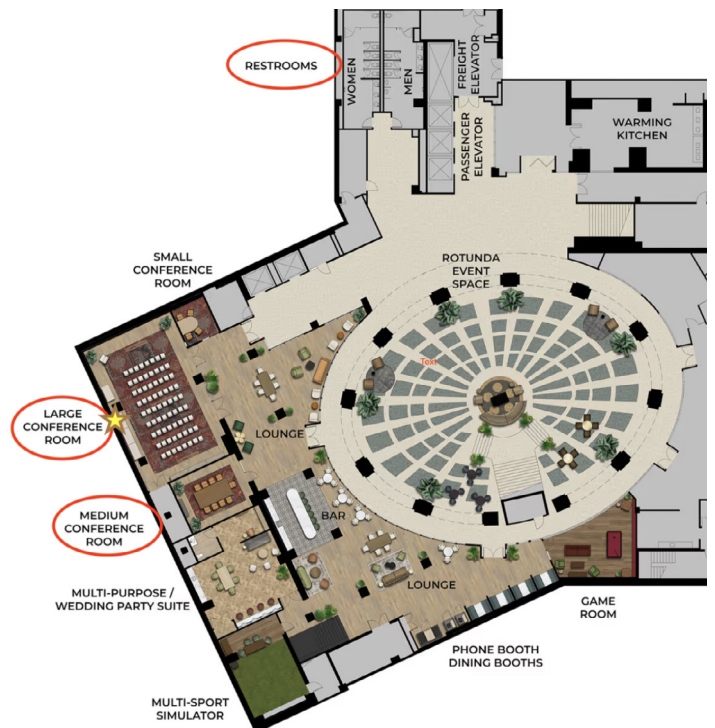
Cyclists may enter through the main building lobby at the lower level to access bicycle parking. Upon arrival, please check in with the building security desk, and you will be provided with directions to the designated indoor bike parking area.

Check-in at Security Desk

When you arrive at the building, please check in with the security desk for directions to the Large Conference Room, where the public meeting will be held. For closed session, please head to the medium conference room, both located next to each other on the lower level. If you have additional questions or need assistance, an Ava representative will be stationed and identifiable in the lobby. They can be reached at: 510-393-0492.

Restrooms

Restrooms are located on the lower level, near both conference rooms.





Draft Minutes
Executive Committee Meeting
Wednesday, July 2, 2025
3:00 pm

In Person:
Conference Room 5
Ava Community Energy
1999 Harrison St., Suite 2300
Oakland, CA 94612

Or from the following locations:
Hayward City Hall, 777 B St, Hayward, CA 94541

Via Zoom:
<https://avaenergy-org.zoom.us/j/88267670367>

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1. Welcome & Roll Call

Present: Members: Marquez (Alameda County), Roche (Hayward), Vice-Chair Gonzalez (San Leandro) and Chair Andersen (Piedmont)

Not Present: Members Fugazi (Stockton) and Balch (Pleasanton)

2. Public Comment

(9:29) Public Comment - Tamara Haw asked if Ava has plans for local, renewable, large-scale development beyond solar-on-rooftops.

(10:02) Public Comment – Jessica Tovar spoke in support of making local clean energy investments that will reduce pollution and lower local rate-payer's bills.

3. (12:11) Approval of Minutes from June 4, 2025

Vice-Chair Gonzalez moved approval of the minutes. Member Roche seconded the motion, which was approved 4/0/0/0/2 (yes/no/abstain/recuse/not present).

Yes: Members: Marquez, Roche, Vice-Chair Gonzalez and Chair Andersen

No: none

Abstain: none

Recuse: none

Not Present: Members: Fugazi and Balch

4. (14:33) Closed Session Public Comment

There were no speakers for the closed session public comment.

5. (14:35) Closed Session

No speakers.

- A. Public Employee Performance Evaluation Pursuant of Code § 54957: Chief Executive Officer**

6. (1:00:12) General Report Out of Closed Session

No reportable actions were taken.

Quorum was lost at the end of closed session, leaving 3 members present (quorum is 4). Chair Andersen adjourned the meeting at 4:00pm. The following agenda items were not heard due to loss of quorum:

7. Local Development and Customer Programs Strategic Roadmap Development Overview (Informational Item)

Overview of the process to develop a strategic roadmap on local electrification efforts

8. Committee Member and Staff Announcements including requests to place items on future Executive Committee Agendas

The next Executive Committee meeting will be held on Wednesday, September 3, 2025 at 3pm.

Customer Programs Strategic Roadmap Development Overview

Executive Committee | September 2025



Objective of Presentation

Provide an overview of the process for developing a strategic roadmap for the next phase of customer programs* within Ava's territory

No action requested at this time

** not including commodity supply*

Purpose of a Customer Programs Roadmap

Looking to create a roadmap for customer programs that helps to:

- Align on high level **goal**
- Set **priorities** in achieving goal
- Identify how to **measure** our goal
- Provide direction with flexibility on what programs to **implement** through 2032
- Provide a living framework that serves as our **guide** when making internal decisions, advising the board, and engaging with stakeholders
- Improve planning and transparency

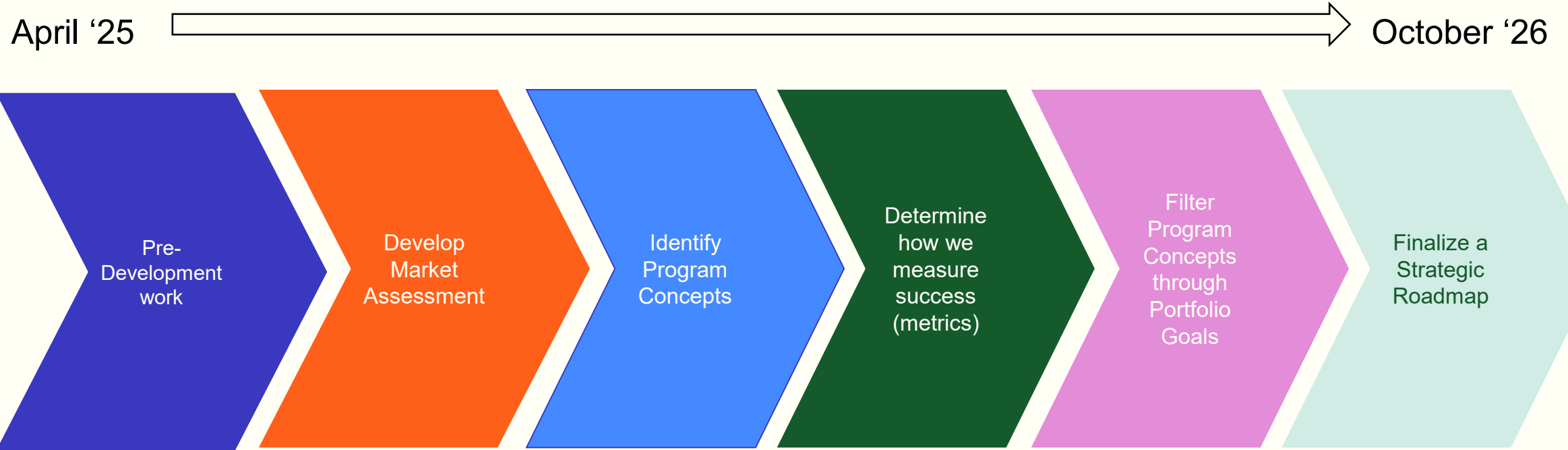
This roadmap will not address:

- Strategy and/or planning associated with our wholesale commodity electricity product
- Specific program implementation details

Working Assumption: Primary Goal of Ava Customer Programs = Decarbonization

- One of the main reasons Ava Community Energy exists is to address climate change brought on by greenhouse gas emissions.
- Setting the **goal of decarbonization** aligns with the mission of the agency, local Climate Action Plans, and policy targets set by the State.
- All efforts at Ava support energy **affordability**. This customer programs roadmap will focus on decarbonization as the primary goal.
- As part of upcoming work, we will identify what is most important while achieving the goal of decarbonization - what we are calling our **portfolio priorities**.
- Examples of potential portfolio priorities could include (NOT EXHAUSTIVE):
 - Addressing vulnerable communities
 - Cost effectiveness of measures (both for Ava and for the customer)
 - Public Health
 - Availability of programs for both residential and commercial customers
 - Local Economic Development
 - Resilience
 - Geographic distribution of benefits
 - Local clean power generation
 - Equity
 - Availability of programs in both transportation and building electrification
- While every customer program offered by Ava should contribute to decarbonization, not every program will address every priority.
 - For example, the direct install of induction ranges for income qualified customers in areas of high air pollution may not be cost effective to Ava, but it does contribute to decarbonization and supports vulnerable communities.

Process and Timeline Overview



Stakeholder engagement throughout via:

- regular public meetings of the Board and CAC,
- collaboration with municipal staff, and
- engagement with other stakeholders in a format to be determined along with consultant

Work to Date

- Presented to Executive Committee, CAC, & Municipals in July
- Created staff working group to inform the process and a tiger team to manage the initiative
 - Tiger Team:
 - Annie Henderson, CCO
 - JP Ross, VP of Local Development, Electrification and Innovation
 - Feliz Ventura, Sr Program Manager on Local Development team
 - Allison Lopez, Associate on Local Development team
- Will be publishing an RFP for a consultant to support steps in developing a Customer Programs Roadmap with the goal of decarbonization
 - Budget for consultant approved as part of the Local Development allocation for FY25/26
 - Summary outline of scope of work attached to this agenda item

Next Steps

- September 2025
 - RPF issuance (coming soon)
- October 2025:
 - Review and selection of consultant through the RFP process
- November 2025:
 - Consultant contract brought to Board for approval
- Jan/Feb 2026:
 - Update on timing of key work products and initial outline of public engagement based on work with consultant

Appendix of reference slides from July Executive Committee meeting



Background

2018-2023

- Prior to start of electricity service in 2018, a team of external consultants developed the Local Development Business Plan (LDBP).
- It was intended to be a roadmap of efforts to be implemented in the first 5 years of service. It had a broad scope (operations to data architecture to procurement) while also very tactical (risk mitigation strategy to rate design).

2024-2025

- Assessment: In December 2024, staff provided an [overview](#) of the work completed under this initial plan and recommended that a future plan be more focused and based on stated priorities. Staff also provided an [update](#) on the Local Development Fund in March 2025.
- Execution: Staff has been focused on ongoing operations, expansion, and execution of committed programmatic initiatives for last several years.
- Initial Planning: Ava staff has strategic goals that drive our annual objectives. The goals are focused on: electrification, affordability, culture & workplace, and agency health (financial, regulatory).

2025-2026

- Strategy and Planning: Focus of this presentation is on the planning for efforts under the electrification goal - crafting a vision for what work Ava will focus on starting in 2027 specific to customer programs. The strategic Roadmap will guide programmatic decisions, funding, and resourcing to meet Ava's goal.

2027-2032

- Implementation: Staff will design and execute on programs and associated services guided by the strategic Roadmap. Implementation plans will be brought to the board as part of budget and other approvals.

Current Committed Roadmap of Programs

2024	2025	2026	2027	2028	2029	2030
Ava Charge						(to ~2037)
Ava Bike Electric			June 2027			
Building Efficiency Accelerator		May 2026				
Health-e Communities Pilot	Dec 2025					
HPWH support	Mar 2025					
CMF		April 2026				PPAs to 2051
SmartHome Charging			April 2027			
Solar + Storage						(to 2035)

Proposed Priority Areas for Market Assessment

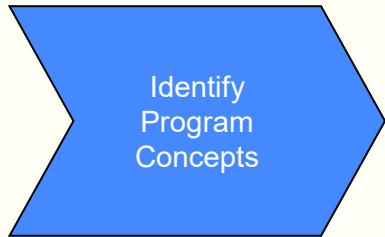


These are the core areas to target decarbonization:

- Transportation Electrification
- Building Electrification
- Energy Efficiency
- Load Management
- Resilience




Within Priority Areas, what program concepts or mechanisms can be applied to achieve goals?




- Staff, along with consultant and stakeholder feedback, will develop a list of potential program concepts
- An example program concept could be:
 - *Mechanism*: Financing for used EVs
 - *Metrics*: \$\$ financed or # EVs financed which lead to resulting emissions reduction
 - *Timeline*: 3 year program
 - *Audience*: Low-moderate income residential customers



Identify Appropriate Metrics



Determine how
we measure
success
(metrics)



Filter Program
Concepts
through Portfolio
Goals

The Roadmap should be informed by outcome metrics. Program concept metrics may include considerations such as:

- Total CO2 reduction
- Total reduction in NG usage
- # customers benefited
- \$\$ savings for Ava
- \$\$ savings for customers

The Roadmap should also consider the composition of programs at a portfolio level and equitable offerings, such as:

- Customer segment/account type
- Market sector/priority area
- Demographic considerations including communities of concern
- Geographic diversity

Primary metrics may vary between programs in order to balance the objectives of the portfolio.

- For example, if decarbonization was the primary metric for all programs, the focus would likely be on our largest commercial customers. We would want to balance our portfolio with programs for residential customers in order to bring benefits to a larger number of customers.



Summary Outline – Ava Customer Programs Roadmap Scope of Work

Overall Approach

- Provides structure for developing a long-term strategic roadmap, while allowing flexibility for iteration.
- Local expertise and context are considered essential, especially in market assessment and stakeholder engagement.
- Timeline: Final Roadmap by October 2026.

Task 1: Project Management & Facilitation

- Oversee the entire planning effort, align with Ava’s goals.
- Coordinate consultant team and Ava staff inputs.
- Facilitate kickoff meeting, regular check-ins, strategic direction meetings.
- Conduct interviews with Ava functional team leads.
- **Deliverables:** Work plans, project schedule.

Task 2: Refine Roadmap Objectives

- Synthesize existing work into clear roadmap objectives.
- Develop a memo and create a “long list” of potential performance metrics.
- **Deliverables:** Objectives memo, metrics long list.

Task 3: Internal Assessment

- Review Ava’s capacity and competitive advantages.
- Consider budget, staffing, risk appetite, innovation, constraints.
- **Deliverable:** Memo summarizing capacity and advantages.

Task 4: Community & Stakeholder Engagement

- Develop and implement engagement strategy.
- Include engagement and information sharing touchpoints throughout the development process.
- Focus: strategic direction and values, not program design.
- **Deliverables:** Stakeholder map, engagement strategy/timeline, materials, input summaries.

Task 5: Market Assessment

- 5.1 Program Landscape & Gap Analysis
 - Inventory existing electrification/EE/load mgmt./transport programs in Ava’s territory.
 - Deliverable: Program Inventory.
- 5.2 National & Global Program Scan

- Identify successful programs elsewhere.
 - Deliverable: National/Global Scan.
- 5.3 Ava Operational Context Analysis
 - Assess regulatory, technology, customer trends, and Ava's roles (CCA, LSE, JPA, local agency).
- 5.4 Internal Workshop
 - Validate findings with Ava staff, gather insights.
- 5.5 Programmatic Gaps
 - Identify gaps and contextualize opportunities.
- **Summary Deliverable:** Market Assessment Memo (territory inventory, program scan, gaps summary).

Task 6: Develop Program Concepts

- Build a "long list" of high-level program concepts across four focus areas.
- Concepts include: focus area, delivery, target audience, outcomes, budget, challenges.
- **Deliverable:** Program concepts long list.

Task 7: Develop Program Metrics

- Define high-level metrics to evaluate program impacts.
- **Deliverable:** Draft program concept metrics.

Task 8: Workshops – Program Concepts & Metrics

- Host workshops with Ava staff to refine concepts and metrics.
- **Deliverables:** Agendas, materials, summaries, refinement approach.

Task 9: Refine Program Concepts

- Produce a "short list" of program concepts based on workshop feedback and metrics.
- **Deliverable:** Short list with estimated performance.

Task 10: Portfolio Development

- Build a balanced portfolio aligned with Ava's goals and operational envelope.
- Convene forum(s) to propose decarbonization targets and evaluate portfolios.
Deliverables: Draft and final portfolios, workshops, summaries.

Task 11: Customer Programs Roadmap

- Synthesize all prior tasks into an actionable Roadmap (by Oct 2026).
- Includes: long-term goals, program portfolios, metrics, implementation guidance. Templates for assessment and realignment included.
- **Deliverables:** Roadmap + 2-page Final Summary Report

Resource Adequacy: Slice of Day

Shannon Rivers

Sep 3, 2025



Resource Adequacy

- Resource Adequacy (RA):
 - A compliance product to ensure there is a *plan* for adequate resources to match customer demand with available generation at any hour of the day in the CAISO.
 - Resource Adequacy is purchased as available capacity per month.

Resource Adequacy: Previous Framework



Resource Adequacy – Monthly Peak Requirement

- Prior to 2025, Ava had two types of Resource Adequacy requirements: System and Flexible

System RA

- Interconnected to CAISO
- Imports: energy imported from outside CAISO area

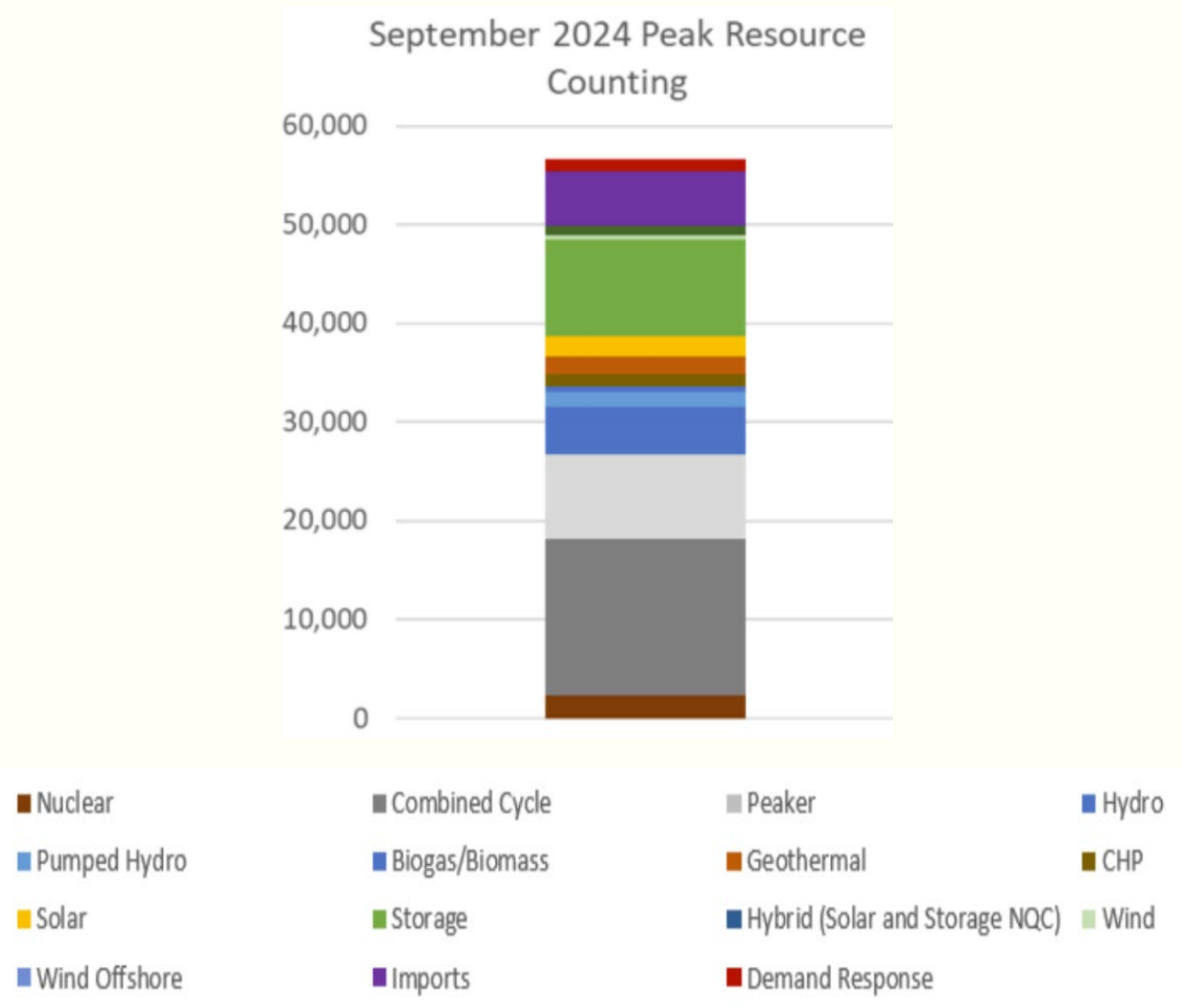
Flexible RA

- Determined by resource ability to increase output during load ramp hours
- Battery storage resources are flex

- The volume of RA Ava was required to procure in each month was based on:
 - Ava's peak customer demand and the planning reserve margin.
- Load serving entities (LSEs) must demonstrate compliance both to the CPUC and CAISO, annually and monthly.
- Local RA and Central Procurement Entity (CPE): Ava was responsible for a Local RA requirement in 2022 and years prior. Starting in 2023, CPE is responsible for Local RA procurement.

Resource Adequacy – Monthly Peak Supply Stack

Single Peak Monthly Requirement Illustration – CAISO System



Resource Adequacy: Current Framework



Resource Adequacy: Slice of Day

- Starting in 2025, RA requirements changed to a Slice of Day structure.
- Intent of change to Slice of Day: Minimize customer cost, meet hourly reliability needs, adapt to a changing grid.

Requirement

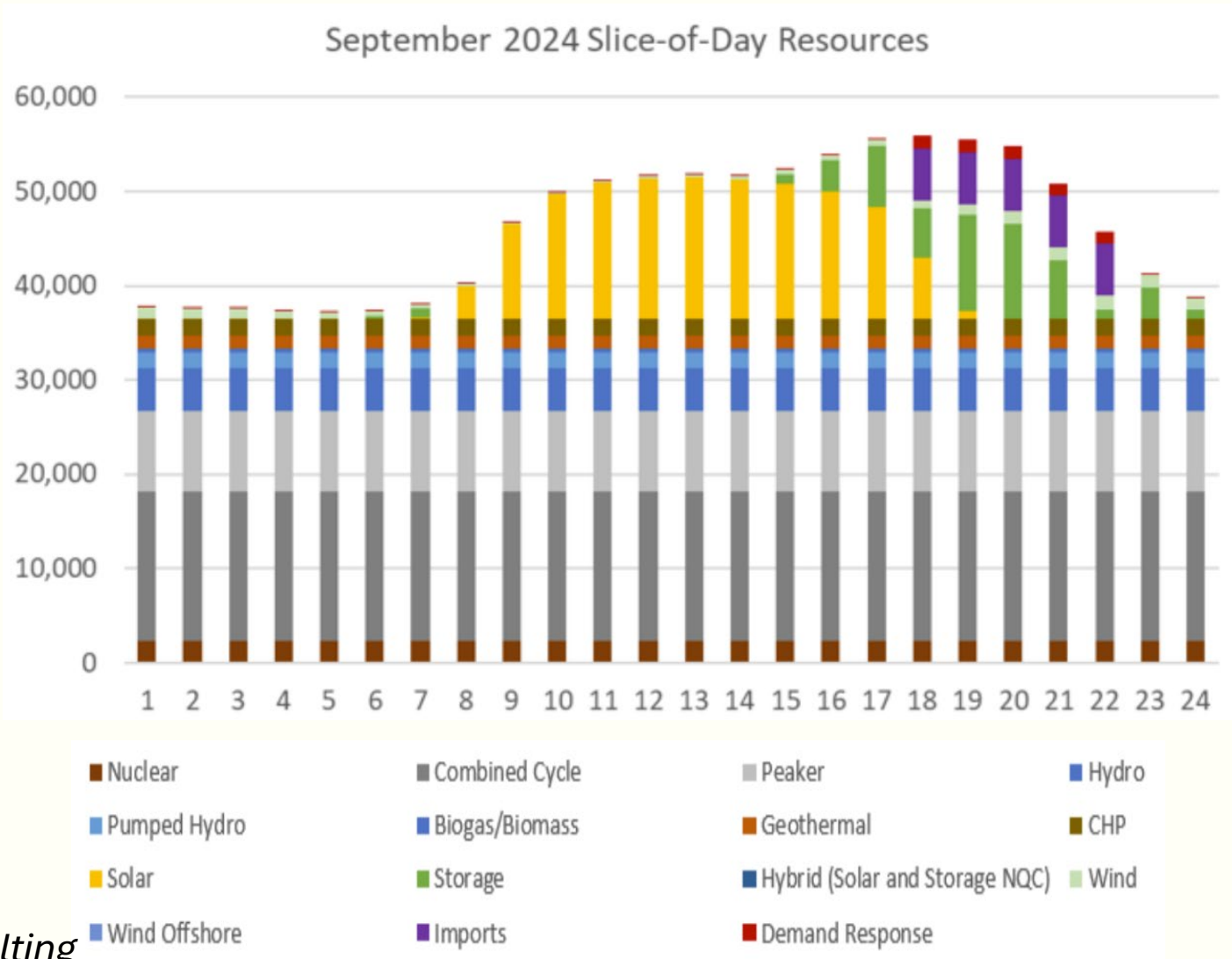
- RA obligations are based on Ava's hourly share of CAISO load for the “worst day” of each month plus a Planning Reserve Margin (PRM).
- LSE's must demonstrate sufficient electricity supply across 24 hours of each month.
- LSE's must procure to their own load shape.

Counting Rules

- Solar and wind resources are based on exceedance profiles, which is looking at historic availability based on region and technology.
- Thermal resources are based on Net Qualifying Capacity (NQC), the resource is assigned a value applied to all hours.
- Storage contributes up the Pmax, but is limited by the storage efficiency, excess generation is needed to charge storage.

Resource Adequacy: Slice of Day Supply Stack

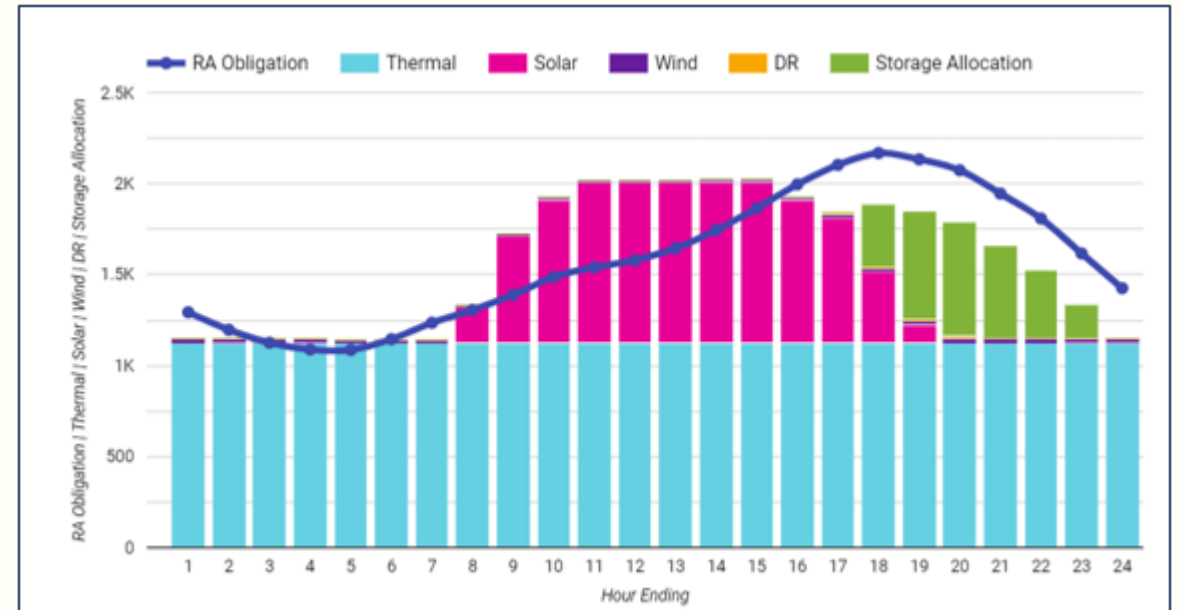
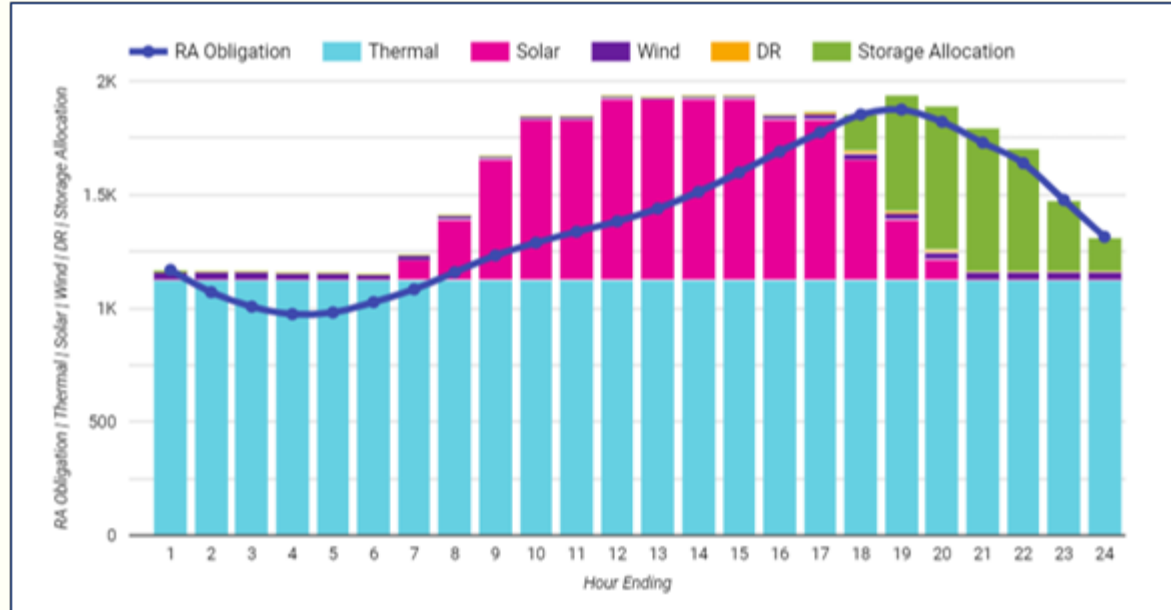
24-hour Monthly Requirement Illustration – CAISO System



Resource Adequacy: Slice of Day and Storage

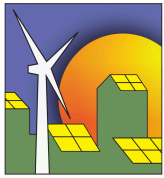
- Storage resources in the Slice of Day framework can shift RA from hours of excess to hours of need.
- Excess RA from generating resources is required to charge storage for storage capacity to count toward RA compliance obligation.
- Result: LSEs must procure generation RA **in excess of** RA compliance obligation to “charge” storage for discharge in other hours.

Two hypothetical months under Slice of Day:





Community Energy



LOCAL
CLEAN
ENERGY
ALLIANCE

Dohee Kim
Local Clean Energy Alliance
339 15th Street Suite 208 Oakland, CA 94612
dohee@localcleanenergy.org

Subject: [Item 5. Customer Programs Strategic Roadmap \(Informational Item\)](#)

September 3, 2025

Dear Executive Committee of the Ava Community Energy Board,

Given the upcoming Customer Programs Strategic Roadmap, the Local Clean Energy Alliance (LCEA) appreciates Ava Community Energy's commitment to decarbonize while maintaining energy affordability for our local communities during this critical time of state and federal deregulation and rollbacks that are directly harming our renewable energy ecosystem.

As established by the monumental [Local Development Business Plan \(LDBP\)](#) and foundational Joint Powers Authority (JPA) agreement, we urge Ava Community Energy to uphold its original commitment to develop local renewable energy resources with emphasis on healthier and sustainable communities, clean energy jobs and local workforce development, and smart investments in local energy projects that will result in more reliable and self-sufficient energy supplies for our communities.

The transformative LDBP was a landmark strategy, led by a dedicated project team that connected with stakeholders and industry professionals, which continues to guide how Ava Community Energy can meet the public's energy needs boldly and equitably. But LCEA is deeply concerned by the limited scope, structure, and ambition of the agency's approach for the Customer Programs Strategic Roadmap.

While the energy landscape shifts dramatically, we must not abandon the objectives of the LDBP, but instead expand upon this visionary roadmap with the proposed customer programs.

We ask the agency to:

- Fully integrate community stakeholders to guide all phases of the RFP. We support the Community Advisory Committee's (CAC) request in its participation in the selection of a contractor.
- Include review, analysis, and expertise from the initial project team of the LDBP.
- Foster high-road training partnerships, clean energy jobs, family-sustaining wages, and local workforce development for those in the Ava service territory.
- Develop local energy supply and distributed energy resources (DERs).
- Design programs beyond electrification, such as solar installations and community resilience hubs, that directly reinvest into our communities, especially in environmental justice communities, including disadvantaged, disinvested, and heavily pollution-burdened neighborhoods.
- Secure financial stability for the long-term beyond ratepayer dependence.

- Commit to a strong political strategy that counters PG&E and CPUC rate hikes and other challenges.
- Include opportunities in San Joaquin County for local clean energy programs and projects that bring the above community benefits.

The goal to decarbonize must not come at the expense of ratepayer affordability, equity, community design, public health, climate resilience, and local economic development for our communities to truly thrive. Thank you for your continued support.

Clean Power to the People,

A handwritten signature in black ink, appearing to read "Dohee Kim", with a long horizontal flourish extending to the right.

Dohee Kim, Campaign Organizer with the Local Clean Energy Alliance (LCEA)