

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

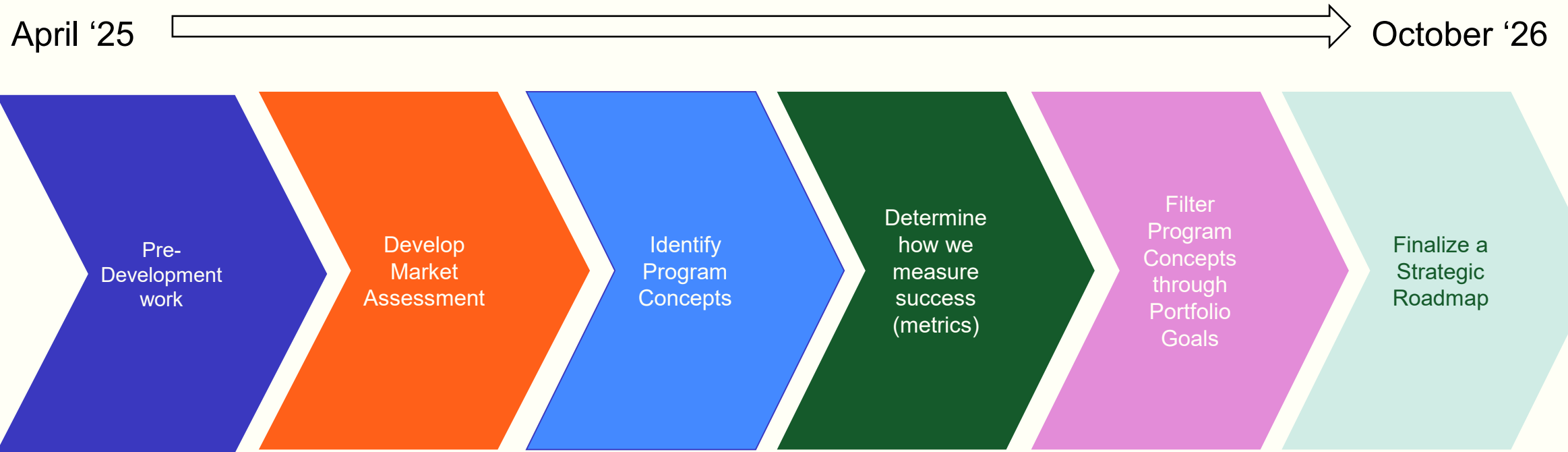
This roadmap will not address:

- 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

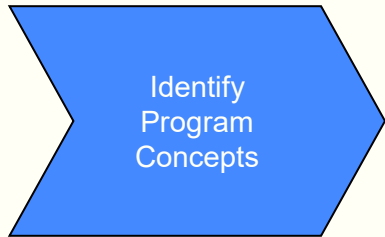


These are the core areas to target decarbonization:

- 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