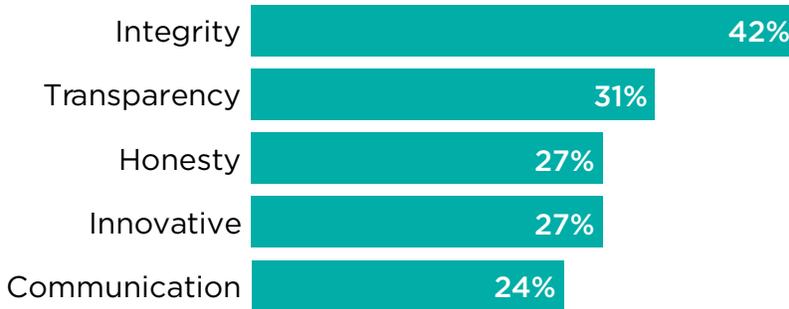




Central Coast  
**Community  
Energy**

# CEO Survey Summary

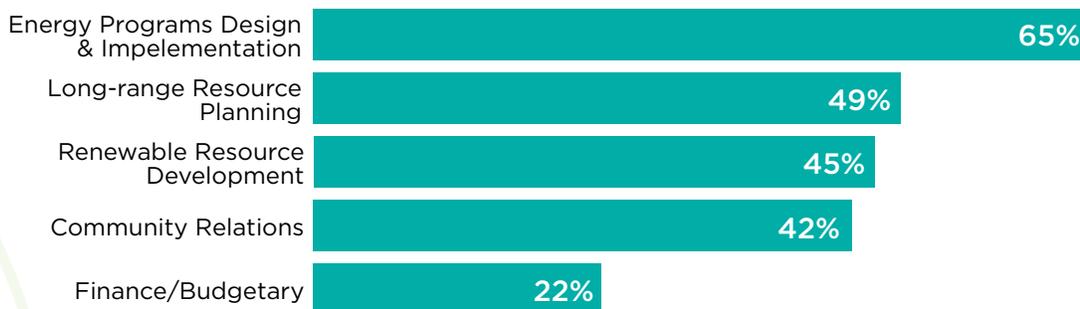
## What leadership qualities should the incoming CEO possess?



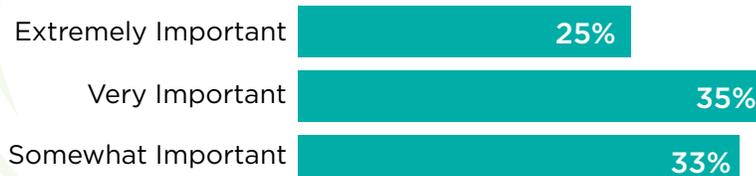
## What professional characteristics will enable the incoming CEO to be successful at Central Coast Community Energy (CCCE)?



## Which field of expertise would be most desirable for the incoming CEO to possess?



## How important is it for the CEO to have working knowledge / experience serving a community with similar demographics and resources?



## How important is it to have a CEO who is familiar with energy policy, energy regulation and emerging energy technologies?



## What are the top issues and opportunities you think the new CEO will face?



## How important is it to you to have a CEO who is familiar with the CCCE service area and resides in it?



## What do you expect from a CCCE CEO?

- › To keep energy cost low and dependable. To be efficient in using renewable and non-renewable resources. To use to the best advantage the local resources, solar, wind, oil, nuclear to supply energy needs that are sound and affordable.
- › Take personal responsibility for mistakes or shortcomings.
- › Leadership, vision, and an ability to take qualified risks that put CCCE is the front of the CCA cohort- as a leader. Innovation will lead to more funding.
- › A reasonable, affordable plan which is then effectively implemented to achieve 100% clean energy within the next 10 years.
- › Someone who sees the whole customer, not just the electricity consumer. DERs can be a part of the solution.
- › A progressive plan to encourage more distributed retail solar and wind. Recognizing the need to move away from centralized power sources that makes us vulnerable.
- › Honesty, integrity, transparency
- › A willingness to consider a diversity of perspectives, care and tending to the organization and community, fresh thinking about values and how they drive CCCE's mission
- › I would prefer to hire someone local. The leadership quality and commitment to and knowledge of the community outweigh the knowledge of energy policy, energy regulation and emerging energy technologies. Knowledge can be acquired - leadership and interpersonal qualities cannot.
- › Strong enough to resist special interest groups that see supply of electric power as a leverage tool within a broad ideological strategy to change economic, political, and social systems.
- › Leadership
- › A humble and expert leader. Someone who can connect disparate communities, departments, and staff members. Someone who values and fosters collaboration and encourages others to be part of the conversation.
- › expand service area and achieve all goals
- › A collaborative approach that seeks out ways of harnessing the positive support CCCE has in the community.
- › To continue to "form" this new organization and stabilize operational systems, continuing the successful legal and financial positioning and work it has taken to stand up and sustain a CCA in California. Following that to best serve member agencies and residents, the new CEO should gain a deep understanding of the climate change impacts and opportunities in the region and look beyond procurement as the main tool to minimize emissions. Additionally, consider energy efficiency and strategic distributed renewables as a smart investment for long-term cost efficiency due to the expense of the massive grid expansion required for 100% electrification. Look for opportunities like funding partners or staff to

map the potential for community microgrids that can reduce emissions while providing schools, medical facilities and community centers reliable power during climate change induced events (heat, wind, wildfire), especially in low-income communities who don't have the resources to identify and develop those priority locations. Another one here is providing a central public agency energy manager to help member agencies maximize their energy efficiency, vehicle electrification, etc. Understanding the targets and goals of member agency CAPs and in partnership developing and funding strategies to achieve those. For example, while the vehicle electrification process will happen at some point in California due to state regs, local CAPs are identifying a much more rapid transition to achieve scientifically demanded targets and CCCE could increase investment in low income rebates and consumer support.

- › Keep the lights on!
- › A person with integrity, commitment to getting to a 100% carbon free future, and open to actively working on ways to engage more challenging next steps in the transition to net zero (such as incentivizing various agricultural and mass transit options).
- › This person needs to create a positive working environment where everyone at CCCE feels empowered to do their best."
- › I expect someone who will lead us in a path of 100% renewable energy while also considering those living in lower income and marginalized communities as well.
- › I would expect someone who is deeply committed to the concept of community-based utility systems, as opposed to corporate, large-scale utilities. At the same time, there also needs to be a commitment to local generation and microgrids to decrease reliance on distribution from outside corporations.
- › an outside perspective and new ideas, especially about community engagement
- › In addition to the above qualities, I expect the CEO to actively and SUCCESSIVELY oppose PGE's ongoing attempts to increase their transmission/distribution rates to offset the savings that CCCE generates. This is politics at the state and local level.
- › Competency
- › Possibly from the oil and gas sector
- › Competency to perform the duties; long range planning to maintain/stabilize rates and service reliability.
- › I would expect the CEO to motivate customers to switch from fossil fuels to electricity by obtaining electricity contracts that strongly contribute to the goal of the lowest-cost-per-kilowatt-hour "clean energy portfolio" of renewable energy generation, energy storage, and energy-efficiency upgrades. The already-present opportunity for "clean energy portfolios" to provide significantly lower price-per-kilowatt-hour is demonstrated by the following research citations that (1) show that electricity from utility-scale solar & onshore wind is half the price of offshore wind -- and one-fifth the price of residential-rooftop solar <https://www.lazard.com/perspective/levelized-cost-of-energy-levelized-cost-of-storage-and-levelized-cost-of-hydrogen/> AND THAT (2) show that clean energy portfolios will soon provide cheaper electricity than existing fully-depreciated natural-gas power plants: <https://rmi.org/clean-energy-is-canceling-gas-plants/>

- › Leadership in attracting and maintaining a great team of highly competent staff
- › I'm going to be a little biased given I live in the area. I'm currently in the middle of my MBA and I admit I did look into the CCCE as a potential future job opportunity
- › I feel having a CEO who can highlight what the effective vision and purpose of the CCCE is for the community's and can convey the CCCE's strategic direction is going to be critical to develop meaningful purpose for the organization and the people it serves
- › The CEO needs to consider putting the communities first. This includes potentially delaying a project if it means the lights will stay on longer and may even include expending more funds to ensure those same lights stay on when the project switches over to renewables. Understanding there's multiple means of power sources including our fan favorite fossil fuels that exist already, down to renewables like offshore wind that could exist in San Luis County, onshore winds that could exist in San Benito County, and integrating community installed solar systems into the grid in ways where it feels like I've played a part in powering the county. I feel would be great to also integrate a method of having energy saving resources via batteries and finding ways to make this cost effective for communities who install their own power sources
- › We may not have hydro power via drinking water, but we do have ocean tides and future desalination plants that could be harnessed to provide some limited hydro power. I'm thinking outside of the box here but ultimately, I'd like to see communities resilient to fires, able to have a reliable grid, with potential for underground lines, and forming partnerships with agencies we would never think are related to power and energy like the department of forestry or businesses that power our local franchisees
- › One critical thing many people forget is businesses like ag also are our communities and we ought to have partnerships and relationships with all of them
- › A firm commitment to serving the needs, goals, vision, and aspirations of the communities that the organization was formed to serve. The vision and aspirations for the organization include robust local economic development (meaningful investments in the community), environmentally sound policies for energy procurement and risk management, and transparent decision-making that prioritizes the local concerns.
- › I want the next CEO who has experience within the organization since it began and a vision to lead it to the future.
- › I hope the new CEO is able to keep rates low in the San Benito County area. With PG&E rates rising homeowners need all the help they can get.
- › Innovation, creativity, commitment to the community - visionary leadership focused on decarbonization.
- › Keep CCCE relevant - the energy world is constantly evolving and CCCE will need to keep evolving too. Some past choices may no longer serve the organization or the community. This will take risks and will require bold leadership. Maintaining the status quo is no longer acceptable
- › I expect the CEO to be responsive to community priorities and values. I expect the CEO to take equity seriously and invest in understanding and authentically engaging communities

of concern. I expect the CEO to have the leadership, financial and technical skill set to effectively achieve the CCCE objective of 100% RE by 2030. I expect the CEO to be collaborative in nature and innovative in approach. I expect the CEO to communicate effectively and not alienate any members of our community.

- › That the new CEO has leadership experience in a CCA or utility, has a strong vision to move to 100% renewables and develop robust programs to help our region move away from fossil fuels, has strong budget and financial skills, and will work with and engage the community to make CCCE successful.
- › A highly skilled and experienced leader in the utilities field who is transparent, collaborative and willing to learn and grow. Listens to their board, committees and community. Someone who can work with the many resources in the community. Who can maintain and grow the agency while reaching out and working close with all sectors/entities that are stakeholders in moving to 100% renewable energy sources and use.
- › A working knowledge of CAC and municipal government. Someone who focuses on the big picture and uses the talented team we have to do their jobs without micromanaging but still offering direction and oversight so that he/she is accountable.
- › A firm commitment to environmental justice, learning from the community, and a creative and open mindset.

## The most important thing a new CEO should know about the CCCE service area is:

- › We need to use all the energy sources at our command in a way that is responsible. That means having a solid infrastructure to deliver oil, gas, and nuclear in a way that is clean and dependable while continuing to find ways to utilize and develop renewable resources. There is an environmental cost no matter how we acquire the energy we use. We need to take that into account in how we move forward. Building large solar farms and constructing enormous wind turbines can be more disruptive to the environment than having an oil pump and burning oil to generate electricity.
- › Social responsibility is paramount
- › Its varying demographics and service access challenges across urban, urban-rural connected and rural areas. This knowledge will afford the CEO an opportunity to lead CCCE towards a just future for all ratepayers.
- › Isolation is not cause for insularity.
- › The need for new, underground, utilities that can be owned by CCCE instead of PG&E.
- › Most 3CE customers have no idea about 3CE.
- › A lot of different demographics
- › It is diverse in all regards: culturally, economically, with regard to load profiles, community priorities, and more.

- › THAT >95% Renewable is achievable by 2028 for the entire state without increasing rates with the right CEO
- › The community was sold on CCCE due to the promise of local economic development as a significant benefit. The value of community reinvestment needs to be part of the equation in making energy procurement decisions.
- › We are a region that has demonstrated impact through innovation and collaboration across many sectors. We have areas with strong sustainability values. We also have the largest per-capita population of undocumented immigrants 80K in Monterey Bay Area and over 130,000 residents here make an average \$21K/year in counties where median home prices are \$850K. CCCE investment in local community microgrids and developing some sort of low-income electrification rate that doesn't raise energy burden for these communities as we electrify needs to be centered, and also points to opportunities for economic development through CCCE programs
- › We are conservative!
- › Many people are ready to more fully engage in the net zero transition and are looking for regional leadership.
- › We have a growing gap between the wealthy and poverty in Central Coast, but specifically in Santa Cruz County. We want someone who is a champion for a community, not in the wallet of the elite.
- › The service area is made up of many small communities, all of which need a voice in how CCCE continues to develop. Many communities are rural and isolated and are not well served by the large utility company.
- › we have "tons" of carbon free potential... we can lead the country!
- › We who live in the area believe that PGE has abused their public trust and that their monopoly on distribution is not being managed for the benefit of their customers, but rather the reverse. Their intent is to put money in the pockets of their top management at the expense of both their customers and their shareholders. This mentality will slow down the adoption of electricity as our main energy source owing to its ever-increasing expense. Above all we need reliable, low-cost energy.
- › Given the current trends for demand, I believe we will eventually have no choice but to return to nuclear energy as our main source of energy. It can be done safely. Plan for this and you will be light years ahead when it happens. Politics and negative public opinion (courtesy of the oil cos) will be huge obstacles, but reality will win. Renewables can help, but they are not dependable and predictable.
- › Not everyone agrees with shoving green energy down their throats
- › We need LONG term vision. We should not be in quite the hurry of transition as laid out by the Governor. Such a rush will create painful mistakes.
- › Be realistic. Can't achieve zero carbon emissions overnight without the technology/capability. Will take years to achieve.

- › The competitiveness of the pricing of Central Coast agricultural products and tourism services will be significantly increased when the Central Coast's electricity costs are lower and when all-electric vehicles and appliances replace fossil-fuel ones: <https://www.consumerreports.org/hybrids-evs/evs-offer-big-savings-over-traditional-gas-powered-cars/> AND <https://energyinnovation.org/wp-content/uploads/2022/05/Most-Electric-Vehicles-Are-Cheaper-Off-the-Lot-Than-Gas-Cars-From-Day-One.pdf> AND <https://rmi.org/all-electric-new-homes-a-win-for-the-climate-and-the-economy/>
- › We have the ability to develop renewable investments within our territory and communities
- › How potential policies impact communities and what each community is willing to support. For example south Monterey County and Santa Barbara county still drill for oil. There are some communities near there not willing to part with these resources. Finding new ways to creatively get community buy in will be critical and also being open to ideas around the use of fossil fuels in a way that still reduces use but also satisfies community goals
- › Just my 2 cents. I'd love to give the CEO of CCCE a spin, but I get it if you prefer someone with longevity or have a record of results driven practices versus an up and coming MBA student. Best of luck in your search!
- › The CCCE service territory is socio-economically diverse, with an incredible wealth of renewable resources that can be developed and harnessed to create a reliable, low-cost, carbon-free, and equitable energy system that benefits the entire community, while honoring the local commitment to environmental stewardship.
- › What's most important to the residents' quality of life.
- › Ability to know what community you are serving. Having the mindset of a servant leadership is key to having a successful partnership.
- › We are a diverse, rural region with a strong commitment to climate action.
- › Climate change is here and hitting hard. It is only going to get worse and the agility of CCCE will be key to ensuring that we transition efficiently and in time. New ways of doing things will be necessary. The current CEO has done an outstanding job of creating a fiscally sound organization and now we need a CEO to create an environmentally sound organization.
- › The community wants a say, through a clear and fair process, in how this CCA is planned and operated. They want their values to be reflected in the agency.
- › That is it a diverse mix of small and medium-sized cities and rural areas with a strong commitment to sustainability.
- › It is diverse, has many local resources with an engaged population that wants to reduce GHG emissions. Has tremendous individuals, community groups, and other entities that can help CCCE reach their goals.
- › Every area has a different community culture and different needs. Needs to be able to respect these differences while still needing an organization that represents us all.
- › It is made up of a diverse demographic with varying interests but a shared priority of resiliency and perseverance.