

LA100 EQUITY STRATEGIES



Los Angeles 100% Renewable Energy Equity Strategies

Steering Committee Meeting #1

November 5th, 2021

Summary¹

Schedule and Location

Friday, November 5, 2021, 10:00 a.m. to 1:00 p.m.

Conducted virtually

Virtual Meeting #1 Attendees

Steering Committee Members

City of LA Climate Emergency Mobilization Office (CEMO), Marta Segura

City of LA Climate Emergency Mobilization Office (CEMO), Rebekah Guerra

Climate Resolve, Jonathan Parfrey

Community Build, Inc. Robert Sausedo

DWP-NC MOU Oversight Committee, Tony Wilkinson

DWP-NC MOU Oversight Committee, Jack Humphreville

Enterprise Community Partners, Jimar Wilson

Los Angeles Alliance for a New Economy (LAANE)/ RePower LA Coalition, Agustin Cabrera

Pacific Asian Consortium in Employment (PACE), Celia Andrade

Pacific Asian Consortium in Employment (PACE), Susan Apeles

Pacoima Beautiful, Felipe Escobar

South LA Alliance of Neighborhood Councils, Thryeris Mason

South Los Angeles Transit Empowerment Zone (SLATE-Z), Zahirah Mann

Strategic Concepts in Organizing and Policy Education (SCOPE), Tiffany Wong

LADWP Board of Commissioners

Cynthia McClain-Hill, President

Susanna Reyes, Vice President

¹ This summary is provided as an overview of the meeting and is not meant as an official record or transcript of everything presented or discussed. The summary was prepared to the best of the ability of the notetakers.



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LADWP Staff

Ashkan Nassiri
Carol Tucker
David Rahimian
Dawn Cotterell
Jason L. Rondou
Joseph M. Ramallo
Reiko A. Kerr
Simon Zewdu
Stephanie Spicer
Steve Baule
Susanna Reyes
Vanessa C. Gonzales

Project Team

Alana Wilson, National Renewable Energy Laboratory (NREL)
Allison Moe, NREL
Ashreeta Prasanna, NREL
Bryan Palmintier, NREL
Daniel Zimny-Schmitt, NREL
Devonie Oleson, NREL
Garvin Heath, NREL
Jane Lockshin, NREL
Janet Reyna, NREL
Jaquelin Cochran, NREL
Jess Townsend, NREL
Megan Day, NREL
Megan Mooney, NREL
Nicholas Gilroy, NREL
Nicole Rosner, NREL
Patricia "Paty" Romero-Lankao, NREL
Ry Horsey, NREL
Scott Haase, NREL
Sika Ganzanku, NREL
Sonja Berdahl, NREL
Christian Mendez, Kearns & West



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Jasmine King, Kearns & West

Joan Isaacson, Kearns & West

Cassie Rauser, UCLA

Felicia Federico, UCLA

Greg Pierce, UCLA

Kelly Trumbull, UCLA

Stephanie Pincetl, UCLA

Welcome Remarks

Joan Isaacson, facilitator from Kearns & West, welcomed participants to the meeting and introduced Cynthia McClain-Hill, Los Angeles Department of Water and Power (LADWP) Board of Commissioners President, to provide opening remarks. McClain-Hill thanked the Steering Committee, research partners at the National Renewable Energy Laboratory (NREL) and the University of California at Los Angeles (UCLA), and the LADWP team for coming together to support, lead, and consider how the department embraces and extends the LA100 Equity Strategies. McClain-Hill noted the enormous challenge of climate change as well as the opportunities to redress past harms and build better. McClain-Hill invited LADWP Board Vice President Susanna Reyes to share opening remarks.

Reyes shared enthusiasm for the LA100 Equity Strategies. Reyes outlined the challenges faced by overburdened communities, highlighting her experience working with environmental justice communities. Reyes noted that as Los Angeles undertakes the transformation to 100% clean energy and makes significant investments, one of the most important actions is to not further burden those who have experienced the greatest environmental burdens. Reyes then expressed the important role of the Steering Committee members as partners to represent the voices of environmental justice and equity organizations in this process. Reyes emphasized the goal for everyone to benefit equitably from the clean energy transition.

Agenda Overview and Introductions

Isaacson thanked all participants for joining and emphasized the importance of the Steering Committee's work. Isaacson shared the three primary purposes of the first meeting: getting to know Steering Committee members and organizations and why they are joining the Steering Committee, providing background information on the project and how the LA100 study informs the LA100 Equity Strategies process, and exploring members' perspectives on the vision for just energy outcomes. Isaacson reviewed the guides for productive meetings (See slide 5 in Appendix A.), noting that they were preliminary, and she welcomed feedback and revisions.

Isaacson transitioned to introduction of key project team members beginning with LADWP, including Reiko A. Kerr, Assistant General Manager; Monique F. Earl, Senior Assistant General Manager and the Chief of Diversity, Equity and Inclusion; Jason Rondou, Director of Resource Planning Development and Programs; Joe Ramallo, Assistant General Manager; Simon Zewdu, Director for Transmission Planning Regulatory Compliance and Innovation; Steve Baule, External Regulatory Affairs working with UCLA and the other research aspects; and Vanessa Gonzalez, Civil Engineering Associate in the LA100 Equity Strategies, Project Manager, and Contract Administrator.



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Isaacson invited NREL to provide introductions, including Patricia Romero-Lankao, Environmental Sociologist and Senior Research Scientist leading the LA100 Equity Studies, Megan Day, Clean Energy Planner and Project Manager for the Equity Studies, and Jacqueline Cochran, who led the LA100 Study. Romero-Lankao also noted the other modelers and analysts are working with NREL on the project.

Isaacson introduced herself as a facilitator from Kearns & West, explaining her role in keeping the process productive and advocating for a robust participatory process. Isaacson shared that government agencies are at the point of addressing historic inequalities and hearing from communities that have been marginalized, and that this is an opportunity to serve the Steering Committee and the communities they represent in this process. Isaacson also noted that Christian Mendez would be assisting with facilitation and strategy with Jasmine King taking notes and documenting the meeting.

Marty Adams, LADWP General Manager, provided additional remarks. Adams shared that he was appreciative to the Steering Committee members for joining. Adams noted that the Commissioners, Board President, and Vice President are the champions behind the concept of conducting the clean energy transition equitably and fairly across the different communities. Adams noted the opportunities to reduce power bills and reduce costs, and that LADWP wants to take the next novel step. Adams expressed that Los Angeles can set standards for energy transition across the country, and the Steering Committee is necessary in doing this.

Isaacson invited UCLA to provide introductions, including Cassie Rauser, Executive Director for LA Grand Challenge, whose role is to identify and coordinate research and expertise, Greg Pierce, Co-Director, representing the team working at Luskin, focused on affordability questions in the transition to renewable energy, and Stephanie Pincetl, Director of the California Center for Sustainable Communities, who has been working for over a decade to collect, map and understand natural gas use, and is working with LADWP for parcel level data to give a tangible understanding of the energy burden.

Isaacson shared that the meeting would be focused on hearing perspectives on energy justice, visions, and outcomes. Isaacson gave an initial definition of energy justice to frame the discussion: The goal of achieving equity in both the social and economic participation in the energy system, while also remediating social, economic, and health burdens on those historically harmed by the energy system (“frontline communities”).

Steering Committee Roundtable Introductions

Isaacson introduced the Steering Committee roster and shared that the project team worked hard to make the group a size where discussion could be held. Isaacson called on members from each organization to introduce themselves, their organization or sector, the focus of their organization, and to answer: Why did my organization say yes to joining the Steering Committee?

- **Alliance for River Communities.** Not present.
- **Marta Segura, City of LA Climate Emergency Mobility Office (CEMO).** Segura expressed that being here is a once in a lifetime opportunity. Their office was created in February 2021 to address issues of equitable climate policy, and this is the perfect platform for the objectives of this office.
- **Jonathan Parfrey, Climate Resolve.** Parfrey first explained that Bryn Linblad couldn’t attend the meeting, but she is the alternate for Climate Resolve. Parfrey then stated that the organization cares about net-zero emissions through concurrently achieving social justice and equity. It is part of the organization’s charter.



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- **Robert Sausedo, Community Build, Inc.** Sausedo stated that he has spent 20 years in the energy efficiency space in projects across the country, working to ensure they were done in an equitable way. Their organization brings a social justice and corporate perspective.
- **Tony Wilkinson, LADWP Neighborhood Council Memorandum of Understanding (MOU) Oversight Committee.** Wilkinson shared that there are 99 neighborhood councils, and after the dispute over rates, LADWP developed an MOU for transparency, openness, and advance notice. The committee represents neighborhood councils, which bring more people into participating in government and communicate information to communities. The committee said yes because of this process, that the notes would be shared in community, and that the study focuses on costs. They hope we have a citywide conversation on this.
- **Jimar Wilson, Enterprise Community Partners.** Wilson expressed that they were happy to be here and on the committee. Enterprise is a national nonprofit focused on all things housing. Their expertise includes technical assistance, capital solutions, production, preservation, homelessness issues, climate resiliency, and working groups. The organization accepted the invitation to join to be with a group focused on technical outcomes with a focus on race and are looking forward to sharing expertise and hearing from others.
- **Agustin Cabrera, LA Alliance for a New Economy (LAANE)/RePower LA Coalition.** Cabrera shared that they anchor RePower LA alongside Strategic Concepts of Organizing and Policy Education (SCOPE) and Pacoima Beautiful. The organization is working with LADWP and the International Brotherhood of Electrical Workers (IBEW) Local 18 for energy efficiency, energy affordability, and job pathways. It is a critical time to transform how to deliver water and power to LA. They were inspired by the LADWP Board's debt relief, and wanted to use this space to center equity of systemic change.
- **Move LA.** Not present.
- **Celia Andrade, Executive Director, Pacific Asian Consortium in Employment (PACE).** Andrade explained that they serve low-income communities in southern California. They expressed that implementing a Low-Income Energy Assistance Program (LIEAP) helps to pay customers' bills and make homes more efficient. Many households in their communities are customers of LADWP and have high-cost utility bills. They want to help give voice to concerns and find ways to support their community's needs for utilities in an equitable way.
 - **Alternate: Susan Apeles.** Apeles has years of experience from time at a utility company and wants to learn from all for the future of clean energy.
- **Felipe Escobar, Pacoima Beautiful.** Escobar explained they are an alternate for Veronica Padilla. Their organization's focus is to uplift the experience of people of color, and they want to make sure equity is a key part of this process
- **Zahirah Mann, The South Los Angeles Transit Empowerment Zone (SLATE-Z).** Mann explained their organization is focused on the economic vitalization of South LA, and are working on levers of change, jobs, small business, utilization of transit, and public safety. It is critical to work in South LA as it is a collective impact effort. They appreciate the input and perspectives of LADWP and how this work will further environmental sustainability.
- **Thryeris Mason, South LA Alliance of Neighborhood Councils.** Mason stated that they are comprised of 15 neighborhood councils and said yes because of equity. There is a rent and utility burden, and they hope to ease that.
- **Tiffany Wong, Strategic Concepts of Organizing and Policy Education.** Wong explained they are organized in and build power in South LA, with Black, Brown, and working-class communities. Their organization is engaged with partners in RePower LA. They emphasized utility debt relief and that community members must be in control. Their organization said yes because they wanted to be a part of this effort and do more.

Isaacson shared that the team is working on identifying meeting dates and acknowledged that while scheduling can be complicated, they will aim to have as many members as possible present at a time.



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Isaacson presented some themes from the introductions, such as advancing equity. She noted this is a critical time for this work and the importance of transparency in the process. She commented on other themes such as, addressing important issues such as sustainability, costs, and affordability; the utility burden; and wanting to be part of systemic change. Isaacson then invited the Steering Committee members to ask questions and provide any comments.

Major Themes from Steering Committee Member Questions and Discussion

- How are we organizing ourselves to schedule meetings? Will there be an inclusive process for how we are scheduling meetings, particularly for steering committee members to ensure all members can attend?
- A member commented on not seeing the business and commercial ratepayers represented on the steering committee.
- Can the Power System Reliability Program (PSRP) and Strategic Long-Term Resource Plan (SLTRP) be defined and given context? How do they fit with the equity strategy, specifically the public infrastructure plan?

LA100 Study Overview

Isaacson introduced Jaquelin Cochran, NREL, to provide a presentation on the background on the LA100 study (Slides 16 to 31 in Appendix A). Cochran provided an overview of the LA100 study, sharing that the project team embarked on an ambitious study to understand the cost of the renewable energy supply, potential benefits to the environmental and health, how local jobs and the economy might change, and how communities can shape these changes to prioritize environmental justice.

Cochran explained that the LA100 study touched on many questions, including how customer demand for electricity might change if people adopt electric vehicles or rooftop solar. She said the study also looked at demand from the perspective of the power system in considering changes LADWP might want to consider for the distribution grid and what portfolio could achieve reliable operation. Finally, they analyzed the renewable energy transition through the lens of the community.

Cochran added that the LA100 study included models that considered environmental justice and the potential for generation from rooftop solar. NREL used CalEnviroScreen to map energy potential in disadvantaged communities, noting that there was high potential in these communities.

Cochran then reviewed some of the results from the study.

Growth in Customer Demand for Electricity

Cochran showed a bar graph illustrating the growth in customer demand for electricity (Slide 21 in Appendix A.). She explained that demand could stay flat throughout 2040 by moving to renewable energy. She added that the project team was unable to include data related to energy justice and could not distinguish how data would be different across different populations.

Increasing Resilience for Low-Income Households

Cochran highlighted the study finding that low-income households could become more resilient by dramatically increasing rooftop solar. Growth of adoption is still expected to occur despite some not adopting rooftop solar. She explained the goal is to ensure residents of multifamily homes can also have rooftop solar, and understanding this helps LADWP understand what else they need to build.



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Cochran said that in all scenarios, 69-87% of demand will be met by wind and solar generation and that the pathways diverge when going from 90%-100% renewables. She explained that the city needs resources that can constantly run through inconsistencies in renewable energy. She said that, importantly, 100% renewable energy that is reliable can be achieved if coupled with the electrification of other sectors. She added that the LA100 study shows that greenhouse gas emissions will fall dramatically by 2025 due to the retirement of coal and will fall even further as natural gas is retired in 2035. She explained the largest reductions occur with the adoption of electric vehicles and emphasized that the final piece is decarbonization of the power sector.

Public Health Benefits of Electrification

Cochran continued by describing public health benefits of electrification and stated that all scenarios in the LA100 study achieved reductions in concentrations of fine particulate matter by 6-8%. She added that analysis of how results impacted communities with issues of environmental justice showed the various scenarios affecting these communities to relatively the same degrees. Cochran explained that the benefits are nearly equal to non-disadvantaged communities. Cochran closed by sharing that there is more information on the website at LA100.org.

Major Themes from Steering Committee Questions and Discussion

- Can the PSRP and SLTRP be defined and given context? How do they fit in with the equity strategy, specifically the public infrastructure plan?
- Will LA100 energy and equity effort interface with the California Air Resource Board (ARB)'s Climate Heat Impact Response Program (CHIRP), even though ARB's efforts are short-term and LADWP's LA100 effort is long-term?
- As we look at renewables for solar, is there anything that deals with the impediments of solar? How does quality of rooftops get dealt with before the installation of solar?
- The project team has done a great job presenting to communities. Are there efforts to translate key findings in a digestible manner, such as a 1-pager? Can organizations bring this information back to ratepayers and customers to get their feedback, too? It is important to have something easily sharable to understand what process we are currently going through.

Isaacson noted that there is a video of the LA100 study that reviews the project on LA100.org. She emphasized that the Steering Committee would prioritize strategies.

LA100 Equity Strategies Orientation

Isaacson introduced Patricia Romero-Lankao with NREL to lead the next presentation on the background of the LA100 Equity Strategies. Romero-Lankao thanked everyone for being at the meeting and shared that the LA100 Equity Studies picks up where the LA100 study left off to answer, "How can Los Angeles ensure that its transition to 100% clean energy with high levels of electrification improves energy justice?"

Romero-Lankao described that in a just and equitable clean energy future in Los Angeles, all communities can benefit from this effort. The Steering Committee will identify implementation-ready strategies to achieve community-prioritized equity outcomes in LA's clean energy transition. She explained that based on the outcomes the Steering Committee identifies, the project team will develop pathways to achieve those outcomes.



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Romero-Lankao introduced the three tenets of justice that ground this work, including procedural justice, distributional justice, and recognition justice. She explained that the Steering Committee is a key mechanism for communities to lead this process, to share their priorities, and to share their understanding of key inequities on the ground. She described how the project team will work with public organizations to understand past inequities. She added that by engaging in these processes, the project team will be able to develop strategies to ensure communities can have access to new jobs, reduced energy bills, reduced health impacts, and other benefits.

Community-Informed Process

Romero-Lankao introduced Megan Day, Equity Strategies Project Manager and Senior Energy Planner to explain the connection between the Steering Committee and the analysis efforts of the technical team. Day provided an overview of the LA100 Equity Strategies structure and process. Day noted that the technical team will be hearing from the Steering Committee throughout the process. She added that there will also be community engagement meetings, surveys, stakeholder interviews, and an analysis of current inequities. She explained that each of these components is part of the process to identify equity outcomes and prioritize strategies to achieve equity outcomes. She added that these will then inform the technical solutions identified by NREL and LADWP.

Day shared that the NREL technical teams are poised to have an iterative process over the fall, in 2022, and throughout the LA100 Equity Strategies process to identify strategies to support equity outcomes in transportation, rate and program impact analysis, bulk power and power plants, jobs and workforce development, housing and buildings, local solar and storage, environment, and reliability and resilience.

Day explained that beginning with proposed metrics, the technical teams will identify methodologies to analyze strategies to achieve various equity outcomes as measured by the metrics identified. She added that the technical teams will identify data sources and assumptions and questions to create a detailed modeling, analysis, and strategy development approach. She finished by saying that the technical teams are currently waiting on strategies that should be prioritized to develop the scope and will work with the Steering Committee to create implementation-ready strategies.

LA100 Equity Strategies Schedule

Romero-Lankao then highlighted the roadmap and schedule. She explained that the project team will work with UCLA partners to conduct surveys. She added that the project team will conduct focus groups in January 2022 to understand key inequities in Los Angeles and those who have been excluded from energy interventions and transitions. She described six community meetings during the LA100 Equity Strategies project that will be open to the public where they will hear perspectives on energy, clean energy, and energy justice, which will also be used to inform the implementation ready strategies to achieve community-engaged, prioritized equity outcomes.

Romero-Lankao described how the project team will work with the Steering Committee in this process. She explained that as strategies are developed, they will be brought back to the Steering Committee and communities for feedback, in an iterative process. By March 2023, the project team will identify the best strategies and present preliminary results. Romero-Lankao noted some of the preliminary outcomes from LA100 Equity Strategies include strategies that are community-centered, rooted in



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sociodemographic and energy data analysis, and have associated metrics to measure progress. She added that these will help LADWP measure success.

Major Themes from Steering Committee Questions and Discussion

- The age of roofs is a concern regarding the distribution of solar.
- How combustion, emissions, and environmental justice communities fit into the LA100 Equity Strategies project?
- Extended dialogue is needed on issues of combustion in-basin. The harms of combustion generation have been overstated to some extent to enforce a “correct” way to go completely to renewable energy. The reality is that in Sun Valley, the community is most impacted by diesel trucks and fine particulate matter vastly more than by combustion generation.
- We need to have a better understanding of what frontline communities who have faced the burden of bad air quality need in transition to clean energy. How are we going to go into these communities to have meaningful conversations on what they need from the transition? Are there any initial thoughts on the community meetings, such as the format and how the Steering Committee can be helpful in designing these workshops?
- This work isn’t to prescribe technological solutions, but to center frontline communities. We don’t need to narrow ourselves so soon outside of the focus area. Regarding the community engagement, is six meetings enough? Is this modeled off of the LA100 community engagement process? Were there lessons learned that could be integrated here?
- There is a need to add sustainability as a consideration. When looking at accommodating communities, can LADWP ensure vendors can address issues that arise along the way?

Purpose and Role of the Steering Committee

Romero-Lankao next explained the purpose and role of the Steering Committee, highlighting the process as a consensus model that promotes collaboration, shared leadership, and focused deliberation amongst smaller groups. She added that members will decide on an implementation plan alongside LADWP, city officials, and other entities.

Steering Committee Protocols

Isacson reviewed the Steering Committee protocols and added that LADWP will share a document in a week or two that will detail the protocols and process. She said this document will identify the primary members and alternates, how to share information, establish guidance for email communication and media interaction, and provide the points of contact for the Steering Committee. Isacson encouraged all members to have an alternate that can attend the meetings as observers but emphasized that only one representative should participate in the discussion. She added that for sharing information, it is encouraged to disseminate documents, articles, or reports. To ensure everyone can access the information, documents should be forwarded to the contact for the committee.

Isacson explained that the contact will be identified in the protocols and will be responsible for sharing out information to the Steering Committee, adding that it is recommended to avoid email chains between meetings as some members will be unable to participate. She stated it is better to have discussions in the meetings as most members will be able to participate then. Regarding media interaction, if steering committee members are contacted by media, Isacson asked that they do not act as a spokesperson for the Steering Committee and instead forward media to one of the project team contacts: Paty Romero-Lankao from NREL and Dawn Cotterell from LADWP. Isacson also noted that if a document doesn’t make sense or if a member has a better idea, adjustments can be made.



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Isaacson next described the Advisory Committee, which will be convened for the Equity Studies project, and for which the roster is still being formulated. She explained that the role of Advisory Group members will be to support the Steering Committee and that it will have representatives from City Council districts, key city agencies, and several stakeholder organizations that are allies of environmental justice communities. She explained that Advisory Committee members will be updated on the Equity Studies process in their meetings, which will be informed by what is being heard from the Steering Committee. The Equity Strategies Steering Committee meetings will take place every other month.

Visioning: What do just energy outcomes look like?

Isaacson initiated discussion of the question, “What do just energy outcomes look like in Los Angeles?” She framed the discussion by explaining that “just energy” is a broad term and that the project team wants to hear more about what it means to the Steering Committee members and what they envision as possible outcomes for Los Angeles related to just energy. Isaacson emphasized that it was important to hear from everyone.

Major Themes from Steering Committee Member Discussion

- Energy justice outcomes center affordability. Just energy is being able have the energy you need to live in a healthy and safe environment. Low-income households face inequities and racism in utility payment bills. Energy bills should be based on the income of the household, and they should not be faced with the choice of whether to pay their utilities or other essentials such as housing, healthcare, or food. Low-income communities should be able to participate in the clean energy future without high-cost barriers.
- Price is a true measure of equity. Energy justice considers the reallocation of money from the power project towards direct assistance with investments in charging in low-income communities. Part of the project needs to be to work with elected officials to redress requirements in state law that prevent cost-shifting or subsidizing for those that can’t afford a green energy future.
- Just energy outcomes consider and address the impact of combustion, such as increases in traffic and idling due to trains that contribute to heightened air pollution.
- Just energy outcomes include being able to shift into healthier alternatives without concerns of displacement.
- Energy justice outcomes provide access to jobs to implement these solutions and programs.
- Just energy outcomes include expanding the solar photovoltaic program to incorporate and include upgrades and repair or replace household roofs and electric panels. Because of the conditions, 35-45% of those that need solar are currently rejected. There must be new guidelines for this to work.
- Energy justice looks like equal energy for all. The approach to energy in Brentwood should look the same as South LA in terms of the result.
- Efficiency is the starting point. Load capacity must be achieved first before getting to solar.
- Energy justice includes conversations about monetizing energy savings and finding new ways to be committed to efficiency, renewable energy, and monetization that feeds itself to be a circular economy.
- Energy justice considers the potential impacts and externalities if we don’t move to this next stage in terms of energy efficiency and greening the economy.
- Just energy outcomes ask what is economically viable for everyone. Can LADWP target solutions such as infrastructure improvements in those communities?
- Energy justice considers how we get to the intersection and what is the solution.
- Just energy outcomes look like improving the benefit to solve the environmental impacts and the high cost.



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- Just energy includes messaging that makes sense and is culturally competent, using terms and words that really resonate.
- Just energy outcomes center justice in climate and other lived environments that folks are facing in LA. The technical part is important but must be centered around justice first. There are historical inequities to come to grips with.
- Energy justice includes weatherization first and solar next.

McClain-Hill closed the discussion by sharing that it is the Steering Committee's job to come up with the vision. She said that the end point is the values and vision and how to get there is the work of the consultants. She stated that the input shared here will shape and guide the technical work that will be considering different sectors, and the Steering Committee is hitting on all sectors that impact communities affected by the distribution of resources. She ended by saying that the vision and values rooted in equity will guide the strategies.

Wrap Up & Next Steps

Isaacson thanked the Steering Committee members, project team and LADWP. Isaacson provided a wrap-up of the first Steering Committee meeting and then introduced the next meetings and when the Steering Committee will be hearing more information from the project team.



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Appendix A

Steering Committee Meeting #1

November 5th, 2021

Presentation Slides



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