



**SPECIAL MEETING of the Board of Directors of the
Peninsula Clean Energy Authority (PCEA)
Saturday, January 11, 2020
8:00 am – 1:00 pm**

Orrick, 1000 Marsh Road,
Menlo Park, CA 94025

Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation (including auxiliary aids or services) to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact Anne Bartoletti, Board Clerk, as soon as possible before the meeting at abartoletti@peninsulacleanenergy.com. Notification in advance of the meeting will enable the PCEA to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it. Attendees to this meeting are reminded that other attendees may be sensitive to various chemical based products.

If you wish to speak to the Board, please fill out a speaker's slip located on the tables as you enter the Board meeting room. If you have anything that you wish to be distributed to the Board and included in the official record, please hand it to a member of PCEA staff who will distribute the information to the Board members and other staff.

CALL TO ORDER / ROLL CALL

PUBLIC COMMENT

This item is reserved for persons wishing to address the Board on any PCEA-related matters that are not otherwise on this meeting agenda;

As with all public comment, members of the public who wish to address the Board are requested to complete a speaker's slip and provide it to PCEA staff. Speakers are customarily limited to two minutes, but an extension can be provided to you at the discretion of the Board Chair.

SPECIAL MEETING AGENDA
Board of Directors' Strategic Planning Retreat Agenda

SESSION OBJECTIVES

- Set strategic direction
 - Review mission and create aspirational vision
 - Discuss key strategic issues
 - Determine organizational priorities for 2020-2025
-

8:00 AM CALL TO ORDER AND PUBLIC COMMENT

Welcome *Jeff Aalfs, Chair of the Board, Town of Portola Valley*
Public comment

Objectives and agenda *Donna Colson, Chair, Strategic Planning Subcommittee
City of Burlingame
Annie Gallagher, Facilitator, Gallagher Consulting*

Setting the foundation: Trends and environment
✓ State of the organization & trends
✓ Stakeholder research results

The big picture
✓ Affirm mission
✓ Vision and defining success (*Small group exercise*)

- Creating a dynamic, shared vision
- Defining success for Peninsula Clean Energy by 2025

✓ Group reports and plenary discussion

10:00 AM BREAK

10:15 AM DISCUSSION OF KEY STRATEGIC ISSUES

GROUP A: ADVOCACY / INNOVATION AND THOUGHT LEADERSHIP

1. ADVOCACY

What recommendations do you have for Peninsula Clean Energy to advance its advocacy efforts during the next five years?

Factors for consideration

- ✓ Advocacy agenda/issues
- ✓ Educating officials about Peninsula's value proposition for state and region
- ✓ Coalition efforts/Leveraging CalCCA/Engaging Board and CAC members

2. INNOVATION AND THOUGHT LEADERSHIP

What specific priorities and activities do you think Peninsula Clean Energy should be working on in the areas of innovation and thought leadership?

Factors for consideration

- ✓ Appropriate role for Peninsula Clean Energy in the CCA movement
- ✓ Balancing efforts with commitment to residents/customers in San Mateo county
- ✓ Leveraging expertise in Silicon Valley
- ✓ Tolerance for risk on new technologies or approaches which may not always succeed

GROUP B: COMMUNITY ENERGY PROGRAMS AND MARKETING

1. COMMUNITY ENERGY PROGRAMS

What should be the program priorities for Peninsula Clean Energy over the next five years?

Factors for consideration

- ✓ Approach: How ambitious should we be...should we focus on breadth vs depth for impact (electric transportation, building electrification, other)?
- ✓ Prioritizing community engagement efforts to inform about programs and to foster partnerships (who should be priority target stakeholders and organizations)
- ✓ Demonstrating return on investment/effectiveness metrics/balancing expectations with administrative cost and organizational capacity

2. MARKETING

What do you think should be the key areas of focus with Peninsula's marketing strategy during the next five years to ensure that the organization is strategically-positioning for success?

Factors for consideration

- ✓ What should PCE be known for and should PCE be the community's "go to" resource for energy questions or needs
- ✓ Role of Peninsula Clean Energy in fostering environmental literacy (and how broadly defined) among residents/businesses in the county
- ✓ Importance of community knowing what Peninsula Clean Energy does and how the work affects the community
- ✓ What Peninsula Clean Energy should stand for from the point of view of stakeholders
- ✓ Customer service
- ✓ Defining priority audiences and messages /articulating value and relevance
- ✓ Cultivating and strengthening strategic partnerships

11:30 AM GROUP REPORTS

12:00 PM WORKING LUNCH

FULL GROUP DISCUSSION

Organizational excellence

What organizational changes or improvements do you recommend that Peninsula Clean Energy should make during the next planning cycle to ensure optimal efficiency?

Factors for consideration

- ✓ Financial stewardship and strength
- ✓ Culture and talent management
- ✓ Board governance and communication
- ✓ Maximizing the use of the Citizens Advisory Committee (CAC)

Implementation factors

- Metrics and accountability
- Accomplishing the work / capacity
- Resource alignment (e.g., staffing, technology, facilities)

Next steps and wrap up

Prioritization of goals and resource allocation worksheet

Public comment

1:00 PM ADJOURN

Public records that relate to any item on the open session agenda 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 members, or a majority of the members of the Board. The Board has designated the Peninsula Clean Energy office, located at 2075 Woodside Road, Redwood City, CA 94061, for the purpose of making those public records available for inspection. The documents are also available on the PCEA's Internet Web site. The website is located at: <http://www.peninsulacleanenergy.com>.

Strategic Planning Project Schedule

January 11, 2020

ITEM	2019 - 2020
Finalize Peninsula Clean Energy (PCE)/ Gallagher Consulting Group (GCG or Gallagher) agreement	Week of Sept 23 COMPLETED
GCG/PCE planning launch meeting with project team <ul style="list-style-type: none"> ✓ Review strategic planning process ✓ Finalize time line (set key board dates) ✓ Discuss stakeholder research topics and respondents 	Sept 27 COMPLETED
Gallagher / PCE launch meeting with Board of Directors <ul style="list-style-type: none"> ✓ Review strategic planning process 	Sept 28 COMPLETED
GCG designs stakeholder research <ul style="list-style-type: none"> ✓ Draft interview guide, moderator guide, and survey instrument to PCE ✓ Confirm respondents 	Oct 1 - 17 COMPLETED
GCG conducts stakeholder research <ul style="list-style-type: none"> ✓ Interviews ✓ Industry assessment 	Oct 21 – Dec 13 COMPLETED
GCG/PCE Board strategic planning subcommittee conference call <ul style="list-style-type: none"> ✓ Review stakeholder research key findings and implications ✓ Discuss Board planning retreat agenda / develop strategic questions 	Dec 16 COMPLETED
Board planning retreat	Jan 11
GCG conducts interviews with commercial customers	Jan 13 – Feb 20
Staff planning retreat	Feb 5
GCG develops draft plan document with PCE staff input	Mid/Late Feb
Draft review process: PCE Board's Strategic Planning Subcommittee reviews and enhances draft / GCG makes revisions	Mid/Late Feb
Board reviews and adopts plan	Mar
Gallagher works with PCE staff/departments on implementation plans	Apr
PCE conducts rollout of new plan to key audiences	TBD