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**

**Public comment**

*Jeff Aalfs, Chair of the Board, Town of Portola Valley*

**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

o Metrics and accountability
o Accomplishing the work / capacity
o 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.
<table>
<thead>
<tr>
<th>ITEM</th>
<th>2019 - 2020</th>
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<tbody>
<tr>
<td>Finalize Peninsula Clean Energy (PCE)/ Gallagher Consulting Group (GCG or Gallagher) agreement</td>
<td>Week of Sept 23 COMPLETED</td>
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<tr>
<td>GCG/PCE planning launch meeting with project team</td>
<td>Sept 27 COMPLETED</td>
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<tr>
<td>✓ Review strategic planning process</td>
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<td>✓ Finalize time line (set key board dates)</td>
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<tr>
<td>✓ Discuss stakeholder research topics and respondents</td>
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<tr>
<td>Gallagher / PCE launch meeting with Board of Directors</td>
<td>Sept 28 COMPLETED</td>
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<tr>
<td>✓ Review strategic planning process</td>
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<tr>
<td>GCG designs stakeholder research</td>
<td>Oct 1 - 17 COMPLETED</td>
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<tr>
<td>✓ Draft interview guide, moderator guide, and survey instrument to PCE</td>
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<td>✓ Confirm respondents</td>
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<tr>
<td>GCG conducts stakeholder research</td>
<td>Oct 21 – Dec 13 COMPLETED</td>
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<tr>
<td>✓ Interviews</td>
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<td>✓ Industry assessment</td>
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<td>GCG/PCE Board strategic planning subcommittee conference call</td>
<td>Dec 16 COMPLETED</td>
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<tr>
<td>✓ Review stakeholder research key findings and implications</td>
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<td>✓ Discuss Board planning retreat agenda / develop strategic questions</td>
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<tr>
<td>Board planning retreat</td>
<td>Jan 11</td>
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<tr>
<td>GCG conducts interviews with commercial customers</td>
<td>Jan 13 – Feb 20</td>
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<td>Staff planning retreat</td>
<td>Feb 5</td>
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<tr>
<td>GCG develops draft plan document with PCE staff input</td>
<td>Mid/Late Feb</td>
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<tr>
<td>Draft review process: PCE Board's Strategic Planning Subcommittee reviews and enhances draft / GCG makes revisions</td>
<td>Mid/Late Feb</td>
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<td>Board reviews and adopts plan</td>
<td>Mar</td>
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<td>Gallagher works with PCE staff/departments on implementation plans</td>
<td>Apr</td>
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<td>PCE conducts rollout of new plan to key audiences</td>
<td>TBD</td>
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