# PENINSULA CLEAN ENERGY

# LOOKING AHEAD

## Strategic Plan 2020-2025

## WE ARE
**Peninsula Clean Energy,**
San Mateo County's
not-for-profit, community
led electricity provider.

**MISSION:**
To reduce greenhouse gas emissions by expanding access to sustainable and affordable energy solutions

**VISION:**
A sustainable world with clean energy for everyone

Peninsula Clean Energy was launched collaboratively in 2016 by a unanimous vote of the County of San Mateo and each of its twenty municipalities. As a joint powers authority, we are a Community Choice Energy* agency that provides all electricity customers in San Mateo County with cleaner electricity at lower rates than those charged by Pacific Gas & Electric Company. We are governed by a Board of Directors comprised of elected officials representing all cities, towns and the Board of Supervisors in San Mateo County. The Board is supported by a staff of expert professionals.

* formally known as a Community Choice Aggregator

# ACHIEVING OUR MISSION

## ORGANIZATIONAL PRIORITIES:

By 2025, deliver 100% renewable* energy each and every hour of the day.

Contribute to San Mateo County reaching the state's goal to be 100% greenhouse gas-free by 2045.

Photos courtesy of Leeward Renewable Energy, LLC

*Renewable energy is defined as resources that meet California's renewable portfolio standard, excluding biomass.

## DECARBONIZING SAN MATEO COUNTY'S ENERGY

To decarbonize energy use in San Mateo County, Peninsula Clean Energy has been delivering cleaner and cleaner electricity each year and will deliver electricity that is 100% free of carbon emissions by 2021. To reach the county's goal of carbon neutrality, it is essential to switch from fossil fuels to clean electricity, which means electrifying transportation and buildings, as these are our two biggest uses of fossil fuels.

- Supporting access to clean transportation, our EV Ready program will install 3500 electric vehicle (EV) charging ports between 2021 and 2024.
- We are implementing a $6.1 million program to help decarbonize existing buildings through clean appliance incentives, building upgrades and workforce development.
- Through our EV incentive programs, over $500,000 in vehicle rebates have been issued as of May 2020.

## PROVIDING AFFORDABLE ENERGY SOLUTIONS

Peninsula Clean Energy is committed to pricing policies that maintain a discount from the electric generation prices established by PG&E. In addition, we strive to support our low-income customers through programs that can improve energy efficiency and support the shift to cleaner transportation.

- Peninsula Clean Energy supplies clean electricity at a reduced cost, saving San Mateo County customers $18 million a year.
- In 2020, to address impacts of COVID-19, we provided an additional $3.6 million in bill credits to low-income customers.
- Our Used Electric Vehicle Program has delivered incentives of up to $4,000 for used EV purchases by income-qualifying residents.
- Through our support of the Healthy Home Connect Pilot, we have made it possible for low-income homeowners to gain access to energy efficiency upgrades.

## INVESTING IN OUR COMMUNITY

As a not-for-profit public agency, we make investments in our communities to advance energy and climate goals. We do this by funding support for community organizations, school programs, infrastructure, innovation, outreach and education, and resiliency.

- Fostering well paid local jobs, Peninsula Clean Energy committed $16 million over 4 years to Electric Vehicle (EV) charging infrastructure in addition to $12 million in funding from the California Energy Commission.

- Peninsula Clean Energy provides monetary support to the San Mateo Environmental Learning Collaborative's Teacher Fellowship program for environmental literacy.

- We are investing $10M in resiliency programs to provide clean backup power for medically vulnerable residents and essential community services during grid outages.

## INNOVATING TO ACHIEVE OUR MISSION

Meeting San Mateo County's aggressive decarbonization goals will require innovation in the energy sector. This means finding new solutions to store and tap renewable energy when needed, accelerate the transition to electrically powered transportation, cleanly heat buildings and water, and shift electricity demand to better match the timing of electricity generation.

- Peninsula Clean Energy is supporting the pilot of an EV charging application that manages charging to meet driver needs and clean energy supply.

- We are piloting an EV incentive and awareness program with Lyft and their car rental partner to encourage the use of EVs for ride-hailing.

- Peninsula Clean Energy is investing in and partnering with companies testing new energy storage technologies.

# MILESTONES

## 2016

**February**
Peninsula Clean Energy formed

**June**
Portola Valley is first municipality in the US to select 100% renewable energy for all customers

**July**
First small business customer enrolls in ECO100*

**October**
First customers served

## 2017

**February**
Contract signed for new 200 MW Wright Solar Project

**May**
All customers served

**September**
Contract signed for new 100 MW Mustang Two Solar Project

**December**
Facebook, SamTrans, Visa and 30 other commercial customers have chosen ECO100*

## 2018

**April**
First community outreach grants awarded

**June**
Community pilot programs launched

First EV Ride-and-Drive

**October**
200 MW Wright Solar Project breaks ground, 5-party project labor agreement

EV incentives program launched

**December**
16 of our municipalities designated U.S. Environmental Protection Agency (EPA) Green Power Partners

All 20 municipalities and the County designated EPA Green Power Communities

## 2019

**May**
Moody's investment grade credit rating assigned

**June**
First teacher fellowship program funded

**August**
$24M EV Charging Infrastructure incentive program announced

**September**
City of San Mateo is first local government in San Mateo County to adopt Reach Codes

**November**
100 MW Mustang Two Solar Project breaks ground

**December**
Total of six local governments in the County have adopted Reach Codes

## 2020

**January**
200 MW Wright Solar Project begins operation, becomes largest renewable energy installation ever built for a Community Choice Energy agency

$10M backup power strategy approved by Board of Directors

**April**
Start of $3.6M COVID-19 bill credit of $100 for low-income customers

Fitch investment grade credit rating received

**May**
90+ businesses have chosen ECO100

### PERCENT CARBON-FREE ENERGY BY YEAR

| Year | Percent |
|------|---------|
| 2016 | 75% |
| 2017 | 80% |
| 2018 | 85% |
| 2019 | 90% |
| 2020 | 95% |
| 2021 | 100% |

*ECO100 is 100% renewable energy comprised of solar and wind.

## OUR GOALS
# POWER RESOURCES

Secure sufficient, low-cost, clean sources of electricity that achieve Peninsula Clean Energy's priorities while ensuring reliability and meeting regulatory mandates.

- 50% of portfolio from newly constructed renewable resources by 2025

- 20 megawatts (MW) of new power projects located in San Mateo County

- Deliver 100% carbon-free* electricity every hour of every day

- Support innovative sources and solutions for clean energy

*Carbon-free electricity is supplied by renewable energy resources that meet California's renewable portfolio standard, excluding biomass.

200 MW utility-scale Wright Solar Project located in the nearby Central Valley

Photos courtesy of Leeward Renewable Energy, LLC

# PUBLIC POLICY

**Strongly advocate for public policies that support Peninsula Clean Energy's mission and values.**

- Develop coalitions with a wide variety of stakeholders who share our mission and values.

- Implement a grassroots outreach plan that increases in-person engagement of state lawmakers.

- Advance ideas, grounded in data, that shape the state's future energy framework towards sustainable and affordable energy solutions.

California State Capitol, Sacramento

# COMMUNITY ENERGY PROGRAMS

**Implement robust energy programs that reduce greenhouse gas emissions, align energy supply and demand, and provide benefits to community stakeholder groups.**

- Develop market momentum for electric transportation and initiate the transition to clean energy buildings.

- Support workforce development in the County.

- Invest in programs that support underserved communities.

- Foster innovation through pilot programs.

Photo credit: San Mateo County

# MARKETING, OUTREACH AND CUSTOMER CARE

**Develop a strong brand reputation that drives participation in Peninsula Clean Energy's programs and ensures customer satisfaction and retention.**

- Continually strive to offer competitive and affordable rates.

- Foster excellent relationships with and support of key community-based, faith-based and non-profit organizations throughout the county.

- Continue to support schools-based literacy programs focused on energy.

- Provide educational content that inspires action to reduce emissions.

Photo credit: San Mateo County

# FINANCIAL STEWARDSHIP

**Employ sound fiscal strategies to promote long-term organizational sustainability.**

- Implement robust financial management of invested cash to achieve a reasonable return while ensuring safety as the first priority.

- Improve internal budgeting process and enhance reporting for departmental expense monitoring and control.

- Maintain unrestricted financial reserves of at least 180 days cash to mitigate unexpected power cost fluctuations and economic downturns.

Photo credit: Kirsten Andrews-Schwind

# ORGANIZATIONAL EXCELLENCE

**Ensure organizational excellence by adhering to sustainable business practices and fostering a workplace culture of innovation, diversity, transparency, and integrity.**

- Foster a workplace of innovation, diversity, transparency and integrity.

- Implement vendor policies that embrace diversity and *inclusion*.

- Develop methods to ensure adherence to the organization's *Inclusive and Sustainable Workforce Policy*.

- Follow best practices for organizational governance.

Photo credit: Kirsten Andrews-Schwind

# BOARD OF DIRECTORS AS OF JUNE 2020

**CHAIR** Jeff Aalfs, Town of Portola Valley
**VICE CHAIR** Rick DeGolia, Town of Atherton

| JURISDICTION | DIRECTOR | ALTERNATE |
|---|---|---|
| **San Mateo County** | Dave Pine | Jim Eggemeyer |
| **San Mateo County** | Carole Groom | Jim Eggemeyer |
| **Atherton** | Rick DeGolia | Michael Lempres |
| **Belmont** | Julia Mates | Charles Stone |
| **Brisbane** | Madison Davis | Clay Holstine |
| **Burlingame** | Donna Colson | Michael Brownrigg |
| **Colma** | John Goodwin | Joanne del Rosario |
| **Daly City** | Roderick Daus-Magbual | Raymond Buenaventura |
| **East Palo Alto** | Carlos Romero | Larry Moody |
| **Foster City** | Catherine Mahanpour | Sam Hindi |
| **Half Moon Bay** | Harvey Rarback | Adam Eisen |
| **Hillsborough** | Laurence May | Shawn Christianson |
| **Menlo Park** | Catherine Carlton | Betsy Nash |
| **Millbrae** | Wayne Lee | Ann Schneider |
| **Pacifica** | Deirdre Martin | Mary Bier |
| **Portola Valley** | Jeff Aalfs | Craig Hughes |
| **Redwood City** | Ian Bain | Giselle Hale |
| **San Bruno** | Marty Medina | Michael Salazar |
| **San Carlos** | Laura Parmer-Lohan | Sara McDowell |
| **San Mateo** | Rick Bonilla | Joe Goethals |
| **South San Francisco** | Flor Nicolas | Mike Futrell |
| **Woodside** | Daniel Yost | Ned Fluet |
| **Director Emeritus** | John Keener | |
| **Director Emeritus** | Pradeep Gupta | |

1.866.966.0110
PenCleanEnergy.com

PenCleanEnergy

PENINSULA CLEAN ENERGY