



2075 Woodside Road | Redwood City, CA 94061
(650) 260-0005 | peninsulacleanenergy.com

**Regular Meeting of the Board of Directors of the
Peninsula Clean Energy Authority (PCEA)
AGENDA**

**Thursday, May 23, 2024
6:30 pm**

PLEASE NOTE: This meeting will be held in a hybrid format with both in-person and Zoom participation options for members of the public; Board members shall appear in person.

In-Person Meeting Locations:

PCEA Lobby, **2075 Woodside Road, Redwood City, CA 94061**
Los Banos City Hall, Conference Room B, **520 J Street, Los Banos, CA 93635**

Zoom, Virtual Meeting Link: <https://pencleanenergy.zoom.us/j/87496649657>
Meeting ID: 874-9664-9657 **Passcode:** 2075 **Phone:** +1 (669) 444-9171

This meeting of the Board of Directors will be held at the Peninsula Clean Energy Lobby: 2075 Woodside Road, Redwood City, CA 94061 and Los Banos City Hall, Conference Room B, 520 J Street, Los Banos, CA 93635 and by teleconference pursuant to California Assembly Bill 2449 and the Ralph M. Brown Act, CA Gov't Code. Section 54950, et seq. **Members of the Board are expected to attend the meeting in person** and should reach out to Assistant General Counsel for Peninsula Clean Energy, Jennifer Stalzer, with questions or accommodation information (jstalzer@smcgov.org). For information regarding how to participate in the meeting remotely, please refer to the instructions at the end of the agenda. In addition, a video broadcast of the meeting can be viewed at <https://www.peninsulacleanenergy.com/board-of-directors> following the meeting.

Public Participation

The PCEA Board meeting may be accessed through Zoom online at <https://pencleanenergy.zoom.us/j/87496649657>. The webinar ID is: 874-9664-9657 and the passcode is 2075. The meeting may also be accessed via telephone by dialing +1(669) 444-9171. Enter the webinar ID: 874-9664-9657, then press #. (Find your local number: <https://pencleanenergy.zoom.us/u/kTIH1Ocod>). Peninsula Clean Energy uses best efforts to ensure audio and visual clarity and connectivity. However, it cannot guarantee the connection quality.

Members of the public can also attend this meeting physically at the **Peninsula Clean Energy Lobby** at 2075 Woodside Road, Redwood City, CA 94061 or **Los Banos City Hall**, Conference Room B, 520 J Street, Los Banos, CA 93635.

Written public comments may be emailed to PCEA Board Clerk, Nelly Wogberg (nwogberg@peninsulacleanenergy.com) and such written comments should indicate the specific agenda item on which the member of the public is commenting.

Spoken public comments will be accepted during the meeting in the Board Room(s) or remotely through Zoom at the option of the speaker. Please use the "Raise Your Hand" function in the Zoom platform, or press *6 if you phoned into the meeting, to indicate that you would like to provide comment.

Please note that Peninsula Clean Energy Board of Directors meetings are a limited public forum, and all public comment must relate to something that is within the subject matter jurisdiction of the Board. If comments do not relate to the subject matter jurisdiction of the Board, we will stop the comment and move on to the next speaker. General Counsel will assist in identifying comments that are not related to the subject matter jurisdiction of the Board.

ADA Requests

Individuals who require special assistance or a disability related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting, should contact Nelly Wogberg, Board Clerk, by 10:00 a.m. on the day before the meeting at (nwogberg@peninsulacleanenergy.com). Notification in advance of the meeting will enable PCEA to make reasonable arrangements to ensure accessibility to this meeting, the materials related to it, and your ability to comment.

Closed Captioning is available for all PCEA Board meetings. While watching the video broadcast in Zoom, please enable captioning.

CALL TO ORDER / ROLL CALL / APPROVE TELECONFERENCE PARTICIPATION UNDER AB 2449

This item is reserved to approve teleconference participation request for this meeting by Director pursuant to Brown Act revisions of AB 2449 due to an emergency circumstance to be briefly described.

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. Public comments on matters listed on the agenda shall be heard at the time the matter is called. Members of the public who wish to address the Committee are customarily limited to two minutes per speaker. The Board Chair may increase or decrease the time allotted to each speaker.

ACTION TO SET AGENDA AND TO APPROVE CONSENT AGENDA ITEMS

1. Approval of a Resolution Appointing Members to the Community Advisory Committee (Action)
2. Approval of a Two-Year Contract Extension with TRC Engineers, Inc. for Reach Code Technical Assistance, In An Amount Not To Exceed \$750,000 (Action)
3. Approval of an Amendment to the Agreement with Darren Goode to Provide Professional Services Through May 31, 2025, Increasing the Amount by \$102,000 for a Total Not-to-Exceed Amount of \$656,000 (Action)
4. Approval of Amendment Number 3 to the Agreement with Ascend Analytics to Extend the Agreement by 1 Year Through May 28, 2025, and to Increase the Not-to-Exceed Contract Amount by \$150,000 (Action)
5. Approval of a Contract with La Piana Consulting for Work on the Strategic Plan Update, In An Amount Not To Exceed \$150,000 (Action)
6. Approval of RidePanda Contract Amendment, E-Bikes Program, for an Increased Amount of \$300,000, with an Updated Total Contract Value of \$525,000 (Action)
7. Approval of Minutes from the November 16, 2023 and April 25, 2024 Board of Directors Meetings

REGULAR AGENDA

8. Chair Report (Discussion)
9. CEO Report (Discussion)
10. CAC Report
11. Approval of the Establishment of a Rate Stabilization Fund (Action)
12. Approval to Proceed with the Development of an In-House Customer Contact Center (Action)
13. Approval of Community Advisory Committee Deliverables and Community Advisory Committee Work Plan (Action)
14. Annual Update on Diversity, Equity, Accessibility, and Inclusion (DEAI) Action Plan Implementation (Discussion)
15. Discussion of Distributed Energy Resources (DER) Plan – Part 1 (Discussion)
16. Committee Member Reports (Discussion)

INFORMATIONAL REPORTS

17. Update on Legislative Activities
18. Energy Supply Procurement Quarterly Report
19. Regulatory Policy Team Quarterly Report
20. Report on California Community Power (CCP) Joint Powers Authority
21. Acronym List

ADJOURNMENT

Public records that relate to any item on the open session agenda are available for public inspection. The records are available at the Peninsula Clean Energy offices or on PCEA Website at: <https://www.peninsulacleanenergy.com>.

Instructions for Joining a Zoom Meeting via Computer or Phone

Best Practices:

- Please mute your microphone when you are not speaking to minimize audio feedback
- If possible, utilize headphones or ear buds to minimize audio feedback
- If participating via videoconference, audio quality is often better if you use the dial-in option (option 2 below) rather than your computer audio

Options for Joining

- Videoconference with Computer Audio - see Option 1 below
- Videoconference with Phone Call Audio - see Option 2 below
- Calling in via Telephone/Landline - see Option 3 below

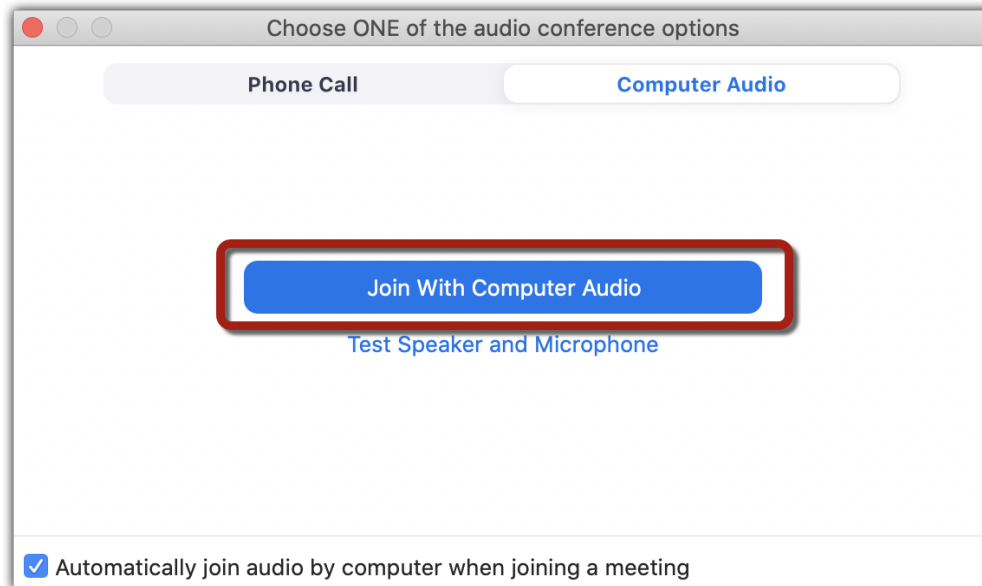
Videoconference Options:

Prior to the meeting, we recommend that you install the Zoom Meetings application on your computer by clicking here <https://zoom.us/download>.

If you want full capabilities for videoconferencing (audio, video, screensharing) you must download the Zoom application.

Option 1 Videoconference with Computer Audio:

- From your computer, click on the following link that is also included in the meeting calendar invitation: <https://pencleanenergy.zoom.us/j/87496649657>
- The Zoom application will open on its own or you will be instructed to open Zoom.
- After the application opens, the pop-up screen below will appear asking you to choose ONE of the audio conference options. Click on the Computer Audio option at the top of the pop-up screen.



- Click the blue, "Join with Computer Audio" button.
- In order to enable video, click on "Start Video" in the bottom left-hand corner of the screen. This menu bar is also where you can mute/unmute your audio.

Option 2 Videoconference with Phone Call Audio

- From your computer, click on the following link that is also included in the meeting calendar invitation: <https://pencleanenergy.zoom.us/j/87496649657>
- The Zoom Application will open on its own or you will be instructed to Open Zoom.

- After the application opens, the pop-up screen below will appear asking you to choose ONE of the audio conference options. Click on the Phone Call option at the top of the pop-up screen.

Choose ONE of the audio conference options

Phone Call Computer Audio - Connected

Country/Region United States

Dial +1 669 444 9171
+1 719 359 4580
+1 720 707 2699
+1 253 205 0468
+1 253 215 8782

Meeting ID 827 7284 3517

Participant ID

Passcode 2075

- Please dial +1 (669) 444-9171.
- You will be instructed to enter the meeting ID: **874-9664-9657 followed by #.**
- You will be instructed to enter in your participant ID. Your participant ID is unique to you and is what connects your phone number to your Zoom account.
- After a few seconds, your phone audio should be connected to the Zoom application on your computer.
- In order to enable video, click on "Start Video" in the bottom left-hand corner of the screen. This menu bar is also where you can mute/unmute your audio.

Audio Only Options:

Please note that if you call in/use the audio only option, you will not be able to see the speakers or any presentation materials in real time.

Option 3: Calling in via Telephone/Landline:

- Please dial +1 (669) 444-9171.
- You will be instructed to enter the meeting ID: **874-9664-9657 followed by #.**
- You will be instructed to enter your **Participant ID** followed by #. If you do not have a participant ID or do not know it, you can press # to stay on the line.
- You will be instructed to enter the meeting passcode **2075 followed by #.**



PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence

DATE: May 10, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors

FROM: Kirsten Andrews-Schwind, Associate Director of Community Relations and Climate Equity and Vanessa Shin, Senior Community Relations Specialist

SUBJECT: Approval of a Resolution Appointing Members to the Community Advisory Committee (Action)

RECOMMENDATION

Adopt a Resolution Appointing Members to the Peninsula Clean Energy Authority Community Advisory Committee

BACKGROUND

On February 23, 2017, the Peninsula Clean Energy Board of Directors approved a proposal and a resolution approving the formation of a Citizens Advisory Committee (CAC)—renamed to the Community Advisory Committee in 2023—and indicating that it should consist of 11 to 15 members. On May 24, 2017, the Board of Directors appointed 15 members to the CAC.

As outlined by the Board of Directors, the general term for CAC members is three years. However, initial CAC members were appointed to staggered terms of either one year, two years, or three years. CAC members are eligible for reappointment for up to three total terms.

Current Composition of the CAC

Three CAC members have terms ending in 2024: Daniel Baerwaldt, Diane Bailey, and Cheryl Schaff. All three members are eligible for reappointment. Diane Bailey and Cheryl Schaff requested to be reappointed to another three-year term. Daniel Baerwaldt did not request reappointment.

In addition, three CAC members, Brandon Chan, Margaret Li, and Shreyas Sudhakar, stepped down from the Committee before their term ended, creating three additional openings.

The following table describes the current composition of the CAC, including members who have resigned during the prior year and members eligible for reappointment.

Name	City	Term Ends	Status
Steven Booker	Half Moon Bay	2025	Current member
Michael Closson	Menlo Park	2026	Current member
Kathleen Goforth	San Carlos	2025	Current member
Mele Heimuli	East Palo Alto	2026	Current member
Aurelio Huizar	Burlingame	2026	Current member
Gail Lee	San Bruno	2026	Current member
Jason Mendelson	Redwood City	2025	Current member
Desiree Thayer	Burlingame	2026	Current member
Robert Whitehair	San Mateo	2026	Current member
Daniel Baerwaldt	Los Banos	2024	Term ends in 2024. Did not request reappointment
Diane Bailey	Belmont	2024	Term ends in 2024. Requested reappointment
Cheryl Schaff	Menlo Park	2024	Term ends in 2024. Requested reappointment
Brandon Chan	South San Francisco	2025	Resigned prior to end of current term
Shreyas Sudhakar	Menlo Park	2026	Resigned prior to end of current term
Margaret Li	South San Francisco	2025	Resigned prior to end of current term

DISCUSSION

Proposed Process for Filling Vacancies

Last year, Peninsula Clean Energy recruited new members to fill vacancies on the CAC in 2023. Staff received guidance from a subcommittee of the Board of Directors consisting of Donna Colson, Dave Pine, and Pranita Venkatesh. The recruitment process started in February and concluded with the appointment of new members in June.

Staff publicly solicited applications to gather a pool of potential appointees. Twenty-two applications from San Mateo County residents were received and reviewed by staff. The CAC Recruitment Subcommittee opted to invite all applicants to participate in a 15-minute, virtual interview. All candidates were qualified, motivated by Peninsula Clean Energy's mission, and offered unique contributions and skill sets. The Board of Directors appointed 5 new members to the CAC, and 17 well-qualified applicants were turned down.

Due to the high number of candidates identified last year, the Executive Committee in February 2024 provided guidance to fill current vacancies with candidates from the previous application period in 2023.

For vacancies created by former members from San Mateo County, the Board Subcommittee

on CAC Recruitment has recommended specific applicants for appointment from the pool of candidates who applied through the CAC recruitment process in 2023. CAC members seeking reappointment were evaluated amongst the pool of previous applicants using the following criteria: 1) knowledge of and enthusiasm for promoting PCE's mission, 2) history of CAC meeting attendance, 3) geographic diversity, and 4) bringing unique perspectives not currently represented on the CAC.

Due to the unique geography and demographics of Los Banos, the Subcommittee recommends maintaining representation from Los Banos on the CAC. For the vacancy created by Daniel Baerwaldt of Los Banos, the Subcommittee suggests opening a special application period to identify candidates from Los Banos. This vacancy will be filled by a Los Banos resident identified through this recruitment process and to be appointed later in 2024.

The process of filling future CAC vacancies will entail a public solicitation of applicants every other year, starting in 2025. Candidates who apply during the open recruitment period will be considered for appointment to the CAC in that year and the subsequent year, if there are vacancies.

The Board Subcommittee on CAC Recruitment recommends that the Peninsula Clean Energy Board of Directors reappoint the two CAC members whose three-year terms expires in 2024 and who requested reappointment. These members are Diane Bailey of Belmont and Cheryl Schaff of Menlo Park.

The Subcommittee also recommends the Board appoint the following applicants from 2023 as new appointees: 1) Joseph Chen from San Bruno, 2) John McKenna from Menlo Park, 3) Remi Tan from Pacifica. The Subcommittee prioritized applicants who fill gaps in geographical representation, demographic diversity, and expertise resulting from CAC member resignations.

Information about each candidate's background can be found in Attachment 1 of the Resolution.

RESOLUTION NO. _____

PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

APPROVAL OF A RESOLUTION APPOINTING MEMBERS TO THE COMMUNITY ADVISORY COMMITTEE (ACTION)

RESOLVED, by the Peninsula Clean Energy Authority of the County of San Mateo, State of California ("Peninsula Clean Energy" or "PCE"), that

WHEREAS, PCE was formed on February 29, 2016; and

WHEREAS, Section 3.5 of the PCE Joint Powers Agreement states that the "Board may establish any advisory commissions, boards, and committees as the Board deems appropriate to assist the Board"; and

WHEREAS, PCE believes that establishment of an advisory committee, made up of members drawn from the community, would assist PCE in carrying out its mission; and

WHEREAS, the Board approved the creation of a Citizens Advisory Committee ("Committee" or "CAC") on February 23, 2017, to be appointed by the PCE Board through an application process including review and recommendation by a committee of the PCE Board; and

WHEREAS, the Board appointed fifteen members to the Citizens Advisory Committee on May 24, 2017, and

WHEREAS, in July 2023 the PCE Board of Directors approved changing its name from "Citizens Advisory Committee" to "Community Advisory Committee"; and

WHEREAS, there are three members whose terms are expiring in 2024 and who are eligible for reappointment, and

WHEREAS, two members of the CAC from San Mateo County sought reappointment,

WHEREAS, one CAC member from Los Banos did not request reappointment,

WHEREAS, there are three additional members of the CAC from San Mateo County who have resigned prior to the end of their term and for which new appointments are needed, and

WHEREAS, the Board publicly solicited applications for the CAC in 2023 and received interest from 22 well-qualified applicants in San Mateo County, of which 17 were turned down. No applications were received from residents of Los Banos, and

WHEREAS, the Executive Committee in February 2024 provided guidance to fill current

vacancies with candidates from the previous application period in 2023, and

WHEREAS, for vacancies created by former members in San Mateo County, the Subcommittee of Board Members has recommended applicants for appointment from the pool of candidates who applied through the CAC recruitment process in 2023, and

WHEREAS, for the vacancy created by the former member in Los Banos, the Subcommittee of Board Members has recommended opening a special application period to identify candidates in Los Banos for appointment later in 2024;

WHEREAS, the process of filling future CAC vacancies will entail a public solicitation of applicants every other year, starting in 2025. Candidates who apply during the open recruitment period will be considered for appointment to the CAC in that year and the subsequent year, if there are vacancies, and

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board appoints the individuals listed in Attachment 1 hereto as members of the Community Advisory Committee for the term 2024-2027.

* * * * *

Table 1. Recommendations for Appointment¹ to the Peninsula Clean Energy Community Advisory Committee

¹ The length of the appointment is three years, from June 2024 until June 2027.

Term	Name	City	Selected Background
Renewed Term	Diane Bailey	Belmont	Former Director of Menlo Spark. Deep professional experience in environmental advocacy, environmental justice, and climate policy. Committed PCE champion from formation.
Renewed Term	Cheryl Schaff	Menlo Park	Current CAC Chair. Dedicated activist as a Climate Reality Project Leader, Bay Area Chapter, and member of Extinction Rebellion San Mateo; working on Menlo Park City Team, in conjunction with 350 Silicon Valley; deep experience in marketing communications and public relations.
New Term	Joseph Chen	San Bruno	Active member of his community who electrified his own home. Joseph volunteers his time supporting other homeowners with their building electrification process and conducting outreach about the benefits and rebates available.
New Term	John McKenna	Menlo Park	Commercial real estate broker by profession. As an active volunteer with 350 Silicon Valley, John has led community events around climate action and electrification. John has attended many CAC meetings.
New Term	Remi Tan	Pacifica	Experienced architect with special interest in the electrification of restaurants. Former Pacifica planning commissioner and member of the city's climate action task force, green building task force, and citizens oversight committee for the Pacifica school district parcel tax.



PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence

DATE: May 10, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors
FROM: Blake Herrschaft, Programs Manager, Buildings
SUBJECT: Approval of a Two-Year Contract Extension with TRC Engineers, Inc. for Reach Code Technical Assistance, In An Amount Not To Exceed \$750,000 (Action)

RECOMMENDATION

Approve the proposed two-year extension of the reach codes technical assistance contract beginning May 31, 2024 and ending December 31, 2026 for a total length of 31 months. This will include an additional budget of \$750,000 for a total not to exceed amount of \$2.35 million, with \$400,000 of that amount to be covered by PCE.

BACKGROUND

In September 2018, the Board approved the PCE Program Roadmap, which identifies programs for 2019 and beyond to include transportation measures on EV Infrastructure as well as Building Electrification. Building codes provide effective support for building decarbonization and EV readiness. In January 2019, the Board approved a contract with TRC Engineers to provide technical assistance to local governments for the development of enhancements to local building codes, known as “reach codes”, to deliver increased EV readiness and all-electric buildings. This program is in partnership with Silicon Valley Clean Energy (SVCE), which is sharing the costs. The initial TRC contract covered the period January 25, 2019 to June 30, 2020 and was for \$300,000 with approximately \$144,000 covered by SVCE. The contract has been amended three times to extend the contract term to July 30, 2024 and enhance the program with developers’ technical assistance, contractor training and support for development of existing building code resources. With this fourth amendment, the total value of the contract would be \$2.35 million. Peninsula Clean Energy's net expenses are projected to be approximately \$1.3 million under the amended contract. The cost allocation is based on the amount of technical assistance requested within each jurisdiction.

The program has been highly successful and is unique nationally. To date, 19 local governments in San Mateo County have adopted some form of new construction reach code covering over 90% of the County population. In SVCE territory, 12 agencies adopted reach codes and 15 local governments overall in Santa Clara County. Finally, other regions

piggybacked on the PCE approach including Ava Community Energy, covering Alameda County and Tracy, where an additional 6 agencies have adopted similar codes. Nearly all of these adopting agencies' reach codes were based on the Peninsula Clean Energy/SVCE model codes. Moreover, agencies across California are leveraging PCE's model reach codes in their own jurisdictions.

The adoption of local codes has played a significant role in developers committing to all-electric construction in the state. It has also contributed to the California state building code becoming more oriented towards all-electric construction in the 2022 code cycle, which required heat pump water heaters for new single-family construction. Relatedly, the upcoming draft 2025 energy code will likely require heat pump space heating for new construction, as well as including some existing building heat pump requirements.

These model codes are highly innovative and developed with extensive community input. In light of a recent Ninth Circuit Court rulings (*Berkeley v. California Restaurant Association*), two new model codes for building electrification have been developed for agencies to consider. The model codes for electric vehicle (EV) readiness include ensuring all multifamily residents in new buildings have immediate access to EV charging. In both cases, individual jurisdictions have adapted the models based on specific local needs.

Since 2020, the Program has also included technical design assistance for developers and building industry professionals in designing and constructing all-electric buildings. The program has helped 19 projects across 15 member agencies of PCE and SVCE. A bench of leading engineers, contractors, and designers are available to provide assistance based on the specific request.

As part of the ongoing Reach Codes program the following services are being provided:

1. model codes for agencies to consider refining and adopting,
2. technical assistance and tools to agencies for adoption and implementation, and
3. technical assistance for developers to meet reach code requirements.

The current contract for the lead consultant, TRC, expires July 30, 2024.

DISCUSSION

California adopts updated building codes every three years with occasional mid-cycle modifications. This mid-cycle review is called the "intervening code cycle." California has entered into the 2022 intervening code cycle and will soon be entering the 2025 building code cycle. Cities and counties are required to update their building codes with the new state code in 2025. Jurisdictions may adopt code enhancements at any time but it is practical to do so at the time as part of the state code cycle. The updated 2025 state codes take effect January 1, 2026; with the intervening code cycle taking effect on July 1, 2024.

Due to two recent developments, some agencies are actively considering updates to their 2022 reach code policy. After the rulings of the Ninth Circuit Court concluding that natural gas bans in local codes were in conflict with federal law in the case of *Berkeley v. California Restaurant Association*, many local agencies have paused enforcement on their 2022 all-electric building reach codes. Separately, the state intervening code cycle requirements for EV readiness are more stringent than some local agency reach codes. As such, some local agencies may increase the EV readiness requirements for new construction in summer 2024.

The 2025 state codes increase the level of electrification and EV readiness compared to the 2022 state code. This includes requiring new homes to have electric space heating and electric water heating. In addition, EV charging requirements for new multifamily construction have been increased similar to the level of access to charging as is provided by locally adopted reach codes. However, the electric building readiness does not provide the same level of decarbonization as provided by the locally adopted reach codes.

To support local governments in the current code cycle, as well as the 2025 code cycle, Peninsula Clean Energy and SVCE developed updated model codes appropriate for the new code cycle. In addition, some agencies have expressed interest in exploring opportunities for existing building codes. The draft model codes are intended to sustain the benefits of the new construction codes adopted in the last three years and provide options for potential existing building codes. The draft model codes are published on the program website at BayAreaReachCodes.org. The draft model codes will be refined based on the feedback received.

Adoption of the state code will occur in the third and fourth quarters of 2025 due to the timing of release of materials by the state. Reach codes may be adopted concurrently but many adopting agencies also adopted in the subsequent year. This is expected to be true again in this cycle, especially for any agencies considering existing building codes. Because the adoption process will extend beyond the spring 2025, a contract extension is proposed to ensure local governments can continue to receive support. In addition, the proposed extension would address some current program needs.

Overall, the extension includes:

1. **2022 & 2025 New Construction Codes:** support for local government reach code renewals and new adopters
2. **Existing Building Reach Codes:** refinement of code models, resources, and support for early adopters
3. **Developer Technical Assistance:** continued support for designers and developers to meet requirements
4. **Coordination on Regional, State, and National Building Codes;** new support to assist PCE in improving codes that impact future local agency reach codes, and have the potential to increase the pace of decarbonization at increasing levels of impact.

Based on preliminary indications received from city and county staff via the County Office of Sustainability, Peninsula Clean Energy anticipates that all agencies with reach codes currently anticipate bringing renewals to their Councils. In addition, several other cities within the service territory have begun processes to do so.

FISCAL IMPACT

The existing Reach Code Technical Assistance contract would be extended until December 2026 for a total budget increase of \$750,000, shared with SVCE. SVCE is estimated to cover approximately \$350,000 and \$400,000 will be covered by Peninsula Clean Energy. The exact allocation of cost between Peninsula Clean Energy and SVCE will be based on actual utilization of the technical assistance between the service territories.

STRATEGIC PLAN

The proposed program supports the following elements of the strategic plan:

Goal 3 – Community Energy Programs, Objective A:

- Key Tactic 3: Ensure nearly all new construction is all-electric and EV ready
- Key Tactic 4: Establish preference for all-electric building design and appliance replacement among consumers and building stakeholders

ATTACHMENTS:

[2024.05.23 PCE-TRC Reach Code Contract Amendment 4 - 05102024.pdf](#)

RESOLUTION NO. _____

**PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF
CALIFORNIA**

**APPROVAL OF A TWO-YEAR CONTRACT EXTENSION WITH TRC ENGINEERS, INC.
FOR REACH CODE TECHNICAL ASSISTANCE, IN AN AMOUNT NOT TO EXCEED
\$750,000&NBSP;(ACTION)**

RESOLVED, by the Peninsula Clean Energy Authority ("PCE"), that

WHEREAS, PCE was formed on February 29, 2016; and

WHEREAS, assisting local governments in adopting and implementing building reach codes to reduce greenhouse gasses is part of PCE's program roadmap approved by the Board; and

WHEREAS, PCE issued an RFP on November 26, 2018, and received six proposals to provide these services; and

WHEREAS, TRC Advanced Energy was selected for their experience with the State of California building codes, building code development, and working with local governments; and

WHEREAS, PCE staff and TRC Advanced Energy executed an agreement on January 25, 2019, subsequently extended, whose funding will expire in May 2024; and

WHEREAS, PCE has determined that additional technical assistance for local governments, developers and contractors is required for successful adoption and implementation of reach codes in new construction; and

WHEREAS, PCE and Silicon Valley Clean Energy jointly funded the contract with TRC Advanced Energy and Silicon Valley Clean Energy has expressed interest in continuing to fund the extension in the amount of approximately \$350,000; and

WHEREAS, the Board wishes to delegate to the Chief Executive Officer authority to update the scope and execute the aforementioned extension Agreement in an amount not to exceed \$750,000 over thirty-one months which includes an estimated \$350,000 funded by Silicon Valley Clean Energy for services in its territory.

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board delegates authority to the Chief Executive Officer to: Finalize and execute an extension Agreement with the Contractor in an amount not to exceed \$750,000 over thirty-one months and in a form approved by the General Counsel.

**AMENDMENT NO. 4 TO AGREEMENT BETWEEN PENINSULA CLEAN ENERGY AND TRC Engineers,
Inc. _____**

THIS AMENDMENT TO THE AGREEMENT, entered into this March 16, 2022, by and between PENINUSLA CLEAN ENERGY AUTHORITY, a California joint powers authority, hereinafter called "PCE," and TRC Engineers, Inc., hereinafter called "Contractor";

W I T N E S S E T H:

WHEREAS, the parties entered into an Agreement on January 25, 2019, for the purpose of Contractor's delivery of Reach Code adoption assistance to San Mateo County and its municipalities ("Agreement"); and

WHEREAS, PCE has determined that additional technical assistance for local governments, developers, and contractors is required for successful adoption and implementation of Reach Codes in new construction; and

WHEREAS, PCE has determined that development of local policies to advance building electrification and electric vehicle readiness is instrumental to achieving its decarbonization goals;

WHEREAS, the parties wish to amend the Agreement to increase the maximum amount by \$750,000 to an amount not to exceed \$2,350,000 for the purpose of providing additional policy development support and replicable tools for existing building decarbonization as described in the amended scope of work.

NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES AS FOLLOWS:

1. The contract schedule is extended, and paragraph 3 "Term" shall be amended as follows: The Agreement shall begin on January 25, 2019 and terminate on December 31, 2026. The parties understand that all contract tasks shall be completed by that date.
2. The text of "Exhibit A" shall be revised to replace Section 5 and add Sections 2.5.4, 9, 10, and 11 as described in this amendment Attachment A
3. The text of "Exhibit B" shall be deleted and replaced in their entirety with the updated Attachment B as attached to this amendment.
4. Except as expressly amended herein, all other provisions of the Agreement shall remain in full force and effect.
5. This Amendment No. 4 shall take effect upon the date of execution by both parties.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as set forth below.

Peninsula Clean Energy Authority

By: _____
Shawn Marshall, CEO

Dated: _____

By: _____

Name: _____

Title: _____

Dated: _____

Attachment A

Ongoing tasks specified in tasks 1 through 4 and 6 through 8 of the contract remain required unless completed or otherwise directed by PCE.

2.5.4 Community Outreach

Consultant will coordinate with countywide initiatives and cohorts of jurisdictions to provide informational meetings and technical assistance, including the San Mateo County Regionally Integrated Climate Action Planning Suite (RICAPS) group.

Deliverables:

1. Presentation delivered to municipalities
2. CEC submission cover letter template
3. CEC submission packets
4. List of cities and assistance provided

5. Model Code Updates

5.1 Updates to 2022 & 2025 Model Codes

Consultant will work with PCE and Silicon Valley Clean Energy (SVCE) to refine Model Reach Codes as needed. Model Reach Codes for the 2022 & 2025 cycle have already been developed and should be substantially final before the initiation of the contract.

Model code options will include:

1. New Construction Energy Performance Approach
2. New Construction Air Quality Approach
3. New Construction CalGreen EV Infrastructure Reach Code
4. Existing Building Electrification and EV Infrastructure Reach Code

Deliverables:

1. Refine and maintain up to date the model codes as needed based on stakeholder input with approval from PCE.

9. Coordination on Regional, Statewide, and National Building Codes

9.1 Review and summarize applicable agencies and legislative bodies

Review applicable agencies relevant to statewide and national decarbonization code development, including, but not limited to efforts by Bay Area Air Quality Management District, California Energy Commission, California Air Resources Board, California Building Standards Commission, Housing and Community Development, International Code Council, ASHRAE, National Fire Protection Agency, and the National Electrical Code.

Summarize approach to meetings and decision-making, upcoming code cycles, relevant committees, and most time-efficient way to engage

9.2 Engage with agencies to help inform upcoming decision-making

Attend meetings and workshops, review reports, serve on national advisory committees, and summarize the state of code development. Work with PCE/SVCE to determine best course of action related to coordination with and guidance for specific agencies.

Based on determinations of the team, provide feedback and guidance to agencies on behalf of PCE/SVCE in order to inform policy in alignment with methods established within our local government reach code efforts.

Deliverables

1. Application to specific boards and/or stakeholder working groups
2. Quarterly summary of policy updates and meetings
3. Guidance to agencies as directed by PCE/SVCE in the form of letters, public comment, or direct coordination with agency staff.

10. Building electrification modeling to inform policymaking

Develop a workplan for 2025 Single Family New Construction and Existing Buildings simulation and utility rate modeling in coordination with Peninsula Clean Energy and SVCE. The workplan will outline simulation software (CBECC, EnergyPlus, or other), prototype characteristics, electrification measure packages, calibration needs, and sensitivity analyses. Consultant will perform utility rate modeling in MS Excel including forecasts and future escalation.

Deliverables

1. A brief workplan outlining simulation setup and objectives.
2. Slide deck summarizing methodology and findings for use in public meetings.
3. Building energy files and associated (e.g., hourly) data.

11. Schedule

	Task	Due Date(s)
1	Administration	Ongoing
2.5	Provide Technical Assistance to Municipalities for Adoption	Ongoing, completed by July 2026
2.6	Provide Technical Assistance to Municipalities for Code Implementation	Ongoing, completed by July 2026
3	Additional Program Tasks	Ongoing
5	Model Code updates	Ongoing, completed by July 2026
6	Update Tools and Processes for Adoption and Implementation	Ongoing, completed by July 2026
9.1	Review and summarize applicable agencies and legislative bodies	August 2024
9.2	Application to specific boards and/or stakeholder working groups	December 2024
9.2	Quarterly summary of policy updates and meetings	Ongoing
9.2	Guidance to agencies as directed by PCE/SVCE in the form of letters, public comment, or direct coordination with agency staff.	Ongoing
10	Building electrification modeling	December 2024

The schedule is subject to revision as mutually determined by PCE and TRC.

Attachment B

In consideration of the services provided by Contractor described in Exhibit A and subject to the terms of the Agreement, PCE shall pay Contractor based on the following fee schedule and terms:

1. Time and materials up to \$126,000 cost for administration, model code development and cost-effectiveness analysis (Task 1, Task 2.1 through 2.4, inclusive).
2. Time and materials up to \$174,000 adoption and implementation support (Task 2.5 and 2.6). These costs are not to exceed \$10,000 per municipality unless approved by PCE.
3. The contract fee amount added by the March 20, 2020 amendment shall not exceed \$450,000 for all the tasks as described below:

Task 2.5 and 2.6	\$60,000
Task 3.1	\$343,500
Task 3.2	\$46,500
Total	\$450,000

The individual task amount as described above may be reassigned with prior PCE approval.

4. The contract fee amount added by the March 16, 2021 amendment No. 2 shall not exceed \$100,000 for all the tasks as described in Attachment A Section 4.
5. The contract fee amount added by the March 2022 amendment shall not exceed \$750,000 for all the tasks as described below:

Task #	Task	Budget
1	Administration	\$100,000
2.5 & 2.6	Technical Assistance for Municipalities for Reach Code Adoption and for Code Implementation	\$175,000
3.1.2	Developer Technical Assistance	\$240,000
5.1	Model Code Updates	\$20,000
6	Implementation Tools	\$30,000
7	Characterization & Costs Study	\$150,000
8	Permitting Support	\$35,000
	Total	\$750,000

The individual task amount as described above may be reassigned with prior PCE approval.

6. The contract fee amount added by the May 2024 amendment shall not exceed \$750,000 for all the tasks as described below:

Task #	Task	2024 added budget
1	Administration	\$120,000
2.5 & 2.6	Technical Assistance for Municipalities for Reach Code Adoption and for Code Implementation	\$250,000
3.1.2	Developer Technical Assistance	\$140,000
5.1	Model Code Updates	\$75,000
6	Implementation Tools	\$30,000
9	Coordination on Regional, Statewide, and National Building Codes	\$85,000
10	Building electrification modeling	\$50,000
	Total	\$750,000

The individual task amount as described above may be reassigned with prior PCE approval.

7. Billings will utilize the rate schedules below as fully loaded rates. Non-labor expenses are not to exceed \$13,500.
8. Invoices may be submitted no more than monthly, with hours identified by staff, rate and sub-task (ex: 2.1, 2.2, etc.). Invoices for tasks 2.5 and 2.6 must also be sub-totaled by municipality served.

TRC Rate Schedule

Title	Hourly Rate	Staff
Vice President	\$300	Cathy Chappell, Abhijeet Pande
Senior Director	\$264	Lisa Perry, Gwelen Paliaga
Engineering Director	\$242	Colman Snaith
Associate Director	\$220	Michael Mutmanskyy, Nicholas Dunfee, Michael Maroney, Farhad Farahmand, Dove Feng
Senior Project Manager	\$209	Rupam Singla, Ritesh Nayyar, Calder Silcox, Justin DeBlois
Project Manager	\$193	Pratap Jadhav, Mayra Vega
Associate Project Manager II	\$176	Avani Goyal, Taylor Taylor
Associate Project Manager	\$143	Tim Mensalvas, Yi Yi Chu
Research Associate	\$132	Yolanda Beesemyer, Rohan Gupta, Cory Griffin, Antonea Frasier, Kelsey Pruyne

Sub-Contractor Rate Schedule

TRC has assembled a list of potential sub-contractors to engage. TRC will engage with subcontractors for the top four areas of expertise and contract, with at least one per area of

expertise, within 15 days of PCE contract execution. TRC will provide resumes/CVs of each experts to PCE and SVCE for review prior to executing subcontracts, and execute subcontracts within 60 days of PCE contract execution. Additional sub-contractors may be enrolled with PCE approval. Rates are not to exceed: \$300 per hour without express written approval by the client.

#	Expertise	Organization	Staff	Status	Hourly Rate	Resumes
1	Affordable Housing Expert(s)	Redwood Energy	Sean Armstrong Dylan Anderson Jessica Lee Romel Robinson	Confirmed	\$225 \$139 \$120 \$93	Yes
		Association for Energy Affordability	Nick Young, Andy Brooks, Nick Dirr, John Neal, Sheetal Chitnis, Jack Aitchison	TBD	\$175	Yes
2	Central Water Heating Expert(s)	Ecotope	Shawn Oram, Colin Grist, Kristine Adamich, Katie Glore	TBD	\$220, \$180, \$170, \$165	Yes
3	Food Service Equipment/ Commercial Kitchens	Frontier Energy	David Zabrowski, Richard Young, Todd Bell, Denis Livchck	Confirmed	\$300, \$300, \$189, \$189	Yes
4	Commercial All-electric Design Expert					
		Western Allied Mechanical	Todd Gottshall, Laurens Vaneveld	TBD	\$150	Yes
		Smith Group	Stet Sanborn	TBD	\$280	Yes
		Meyer+	Paul McGrath, Susie See, Adam Kyle	TBD	\$280, \$250	Yes
		CRB	Jeff Wegner Jasmine Leja Kiko Rejuso	Confirmed	\$300 \$150 \$150	Yes
5	Single family Design Expert	IDeAs Consulting	David Kaneda	TBD	\$275	Yes
6	Project Capital	ARUP	Orion Fulton	TBD	TBD	TBD



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 11, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors

FROM: Gwendolyn Rose, Director of Marketing & Community Relations

SUBJECT: Approval of an Amendment to the Agreement with Darren Goode to Provide Professional Services Through May 31, 2025, Increasing the Amount by \$102,000 for a Total Not-to-Exceed Amount of \$656,000 (Action)

RECOMMENDATION

Authorize an Amendment to the Agreement with Darren Goode to provide professional services through May 31, 2025 and to increase the contract amount by \$102,000 for a total not to exceed amount of \$656,000.

BACKGROUND

Peninsula Clean Energy has ongoing needs for media relations strategy and execution to support one of the Marketing and Customer Care objectives in the Board-approved Strategic Plan 2020-2025 which states: "Elevate Peninsula Clean Energy's brand reputation as a trusted leader in the community and the industry." Media relations work, in general, aims to ensure that Peninsula Clean Energy is known, trusted, and that Peninsula Clean Energy communicates with, engages, and persuades stakeholders to take action on individual decisions and policy stances.

DISCUSSION

Peninsula Clean Energy and Darren Goode first executed an agreement for media relations strategy and implementation in December 2019 for \$90,000. Amendments to the agreement to extend the term have been executed annually from 2020 to 2023. The current term of the agreement ends on May 31, 2024 in a total amount not to exceed \$554,000.

It is the desire of the parties to continue receiving/providing those professional services. Therefore, it is requested that an additional \$102,000 be added to the agreement for a not to exceed amount of \$656,000 and for the agreement term to be extended to May 31, 2025.

PCE wishes to extend the agreement with Mr. Goode based on the value of his unique media relations support. He has a valuable skill set and direct experience in public relations and reporting in the fields of energy and the environment.

FISCAL IMPACT

Up to \$102,000 through May 31, 2025 as part of the Marketing & Community Relations budget, for a total of \$656,000 from 2019 - 2025.

STRATEGIC PLAN

Objective A of the Marketing, Community Outreach & Customer Care section of the Strategic Plan 2020-2025 reads “Brand Reputation: Elevate Peninsula Clean Energy’s brand reputation as a trusted leader in the community and the industry.” Key tactics to support this objective include:

1. Position leadership as experts on CCAs and the industry
2. Cultivate relationships with industry media and influencers
3. Tell the story of Peninsula Clean Energy through diverse channels

The scope of work for this contract addresses all three of these tactics in support of Objective A.

ATTACHMENTS:

[Darren Goode 2024-2025 Contract Amendment.docx](#)

RESOLUTION NO. _____

**PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF
CALIFORNIA**

**APPROVAL OF AN AMENDMENT TO THE AGREEMENT WITH DARREN GOODE TO
PROVIDE PROFESSIONAL SERVICES THROUGH MAY 31, 2025, INCREASING THE
AMOUNT BY \$102,000 FOR A TOTAL NOT-TO-EXCEED AMOUNT OF \$656,000 (ACTION)**

RESOLVED, by the Peninsula Clean Energy Authority of the County of San Mateo, State of California ("Peninsula Clean Energy" or "PCE"), that

WHEREAS, PCE was formed on February 29, 2016; and

WHEREAS, in December 2019, PCE and Darren Goode ("Contractor") executed an agreement for media relations strategy and execution in an initial amount of \$90,000; and

WHEREAS, in April 2020, PCE and Contractor executed an amendment to that agreement which extended the term to May 31, 2021; and

WHEREAS, in May 2021, PCE and Contractor executed an amendment to that agreement which extended the term to May 31, 2022; and

WHEREAS, in April 2022, PCE and Contractor executed an amendment to that agreement which extended the term to May 31, 2023; and

WHEREAS, in April 2023, PCE and Contractor executed an amendment to that agreement which extended the term to May 31, 2024; and

WHEREAS, staff is presenting to the Board for its review an amendment to the agreement with Contractor to increase the amount by \$102,000 for a total not to exceed amount of \$656,000 and to extend the term through May 31, 2025; and

WHEREAS, Contractor has been providing media relations services to PCE since December 2019; and

WHEREAS, Contractor has unique capabilities to provide media relations support to PCE; and

WHEREAS, reference should be made to the amendment to the agreement accompanying this resolution for further particulars; and

WHEREAS, the Board wishes to delegate to the Chief Executive Officer authority to execute the aforementioned amendment to the Agreement.

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board approves execution of an amendment to the agreement with Darren Goode for Media Relations Strategy and in an amount not to exceed \$656,000 and extending the term through May 31, 2025.

**AMENDMENT TO AGREEMENT
BETWEEN THE PENINSULA CLEAN ENERGY AUTHORITY AND
DARREN GOODE**

THIS AMENDMENT TO THE AGREEMENT, entered into this 13th day of May 2024, by and between the Peninsula Clean Energy Authority, a joint powers authority of the state of California, hereinafter called "PCEA," and Darren Goode, hereinafter called "Contractor";

W I T N E S S E T H:

WHEREAS, pursuant to Section 6508 of the Joint Exercise of Powers Act, PCEA may contract with independent contractors for the furnishing of services to or for PCEA;

WHEREAS, the parties entered into an Agreement for media relations strategy and execution services on December 4, 2019; and

WHEREAS, the parties wish to amend the Agreement to extend the term of the agreement and the maximum fiscal obligation by \$102,000 through May 31, 2024; and

WHEREAS, the parties wish to replace Exhibit A "Services" and Exhibit B "Rates and Billing"

NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS FOLLOWS:

1. Section 2 of the Agreement is amended to read as follows:

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, PCEA shall make payment to Contractor based on the rates and in the manner specified in Exhibit B. PCEA reserves the right to withhold payment if PCEA determines that the quantity or quality of the work performed is unacceptable. In no event shall PCEA's total fiscal obligation under this amendment exceed \$656,000. In the event that PCEA makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by PCEA at the time of contract termination or expiration.

2. Section 3 of the Agreement is replaced as follows:

Subject to compliance with all terms and conditions, the term of this agreement shall be from December 4, 2019 through May 31, 2025.

3. Original Exhibit B is replaced with attached Revised Exhibit B (rev. 5/13/24).

All other terms and conditions of the agreement dated December 4, 2019 between PCEA and Contractor shall remain in full force and effect.

For Contractor: DARREN GOODE

Contractor Signature

Date

Contractor Name (please print)

PENINSULA CLEAN ENERGY AUTHORITY

By:

Chief Executive Officer, Peninsula Clean Energy Authority

Date:

Exhibit B – Rates and Billing (revised 5/13/24)

Fixed monthly billing for provision of services described in Exhibit A, at a retainer of \$8,500, billed in arrears.



PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence

DATE: May 7, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors

FROM: Shawn Marshall, Chief Executive Officer; Roy Xu, Director of Power Resources; Mehdi Shahriari, Senior Manager of Planning and Analytics

SUBJECT: Approval of Amendment Number 3 to the Agreement with Ascend Analytics to Extend the Agreement by 1 Year Through May 28, 2025, and to Increase the Not-to-Exceed Contract Amount by \$150,000 (Action)

RECOMMENDATION

Authorization of Chief Executive Officer to Execute Amendment Number 3 to the Agreement with Ascend Analytics to Extend the Agreement by 1 Year Through May 28, 2025, and to Increase the Not-To-Exceed Contract Amount by \$150,000

BACKGROUND

Peninsula Clean Energy is continuously working to refine its portfolio planning and risk management strategy to effectively manage power supply resources and to achieve financial and rate objectives. Having the right analytical tool is essential to performing this task.

Forecasting for power procurement involves many variables, including expected load, generation, and energy prices. As the complexity of PCE's power portfolio increases, the complexity of staff's planning analysis increases as well. Performing these tasks is complicated and requires specialized knowledge and tools. Staff has determined that Ascend's PowerSimm software is able to support such sophisticated analysis.

In May 2021, Peninsula Clean Energy signed a 1-year contract with Ascend Analytics ("Ascend") with the option to renew for a second year. Staff has used Ascend's software extensively over the past few years for portfolio planning, RFO projects evaluation, and the 24/7 renewable analysis. Peninsula Clean Energy and Ascend signed Amendment No. 1 in January of 2022 and Amendment No. 2 in May 2023.

Staff expects to continue using Ascend's tools for various analyses and is recommending Board approval of extending the Ascend Analytics contract for 1 additional year.

DISCUSSION

Staff is seeking approval by the Board to extend the agreement with Ascend Analytics for 1 year and increase the Not-to-Exceed Contract Amount by \$150,000. Ascend is a premier provider of software solutions to enable optimal management of power portfolio resources and management of energy risk. Ascend's tools and services will provide a much more rigorous and sophisticated approach to modeling, including using stochastic analysis tools which better analyze the inherently intermittent nature of renewable resources.

Peninsula Clean Energy has extensively used this software for portfolio analysis, risk management, and resource planning. Peninsula Clean Energy used this software to support its efforts to quantitatively analyze power supply resources and minimize Peninsula Clean Energy's operational risks.

Staff recommend signing a 1-year contract extension with Ascend Analytics and increasing the not-to-exceed contract amount by \$150,000 from \$385,000 to \$535,000. The requested authorization for the fourth contract year will cover the following items:

Item	Cost
PowerSimm License	\$98,072
Hosting Fees	\$16,154
Additional Storage (\$1,000/TB)	\$3,000
Additional Report Users (\$1,000/user)	\$3,000
Ascend Market Report Subscription	\$20,500
Total	\$140,726

As part of this agreement, Ascend will provide Peninsula Clean Energy access to its software suite and consulting services. This includes PowerSimm Portfolio Manager with capability to analyze and manage portfolio risk by incorporating stochastic simulation of power prices, load, and renewable generation. Further, PowerSimm will allow Peninsula Clean Energy to perform analyses around hedge procurement, battery optimization, and co-optimization of energy and ancillary services.

FISCAL IMPACT

The incremental cost of this Amendment would not exceed \$150,000. This cost is already included in our FY24/25 Cost of Energy Budget.

STRATEGIC PLAN

The agreement with Ascend Analytics supports the following Objectives in Peninsula Clean Energy' strategic plan goals for Power Resources:

- Planning – Develop strategies to achieve a reliable power portfolio to meet 100% renewable on an annual basis by 2030 while maximizing 24/7 matching
- Procurement – Procure power resources to meet regulatory mandates and internal priorities at affordable cost

ATTACHMENTS:

[Amendment 3 to Agreement Between PCEA and Ascend.pdf](#)

RESOLUTION NO. _____

PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

APPROVAL OF AMENDMENT NUMBER 3 TO THE AGREEMENT WITH ASCEND ANALYTICS TO EXTEND THE AGREEMENT BY 1 YEAR THROUGH MAY 28, 2025, AND TO INCREASE THE NOT-TO-EXCEED CONTRACT AMOUNT BY \$150,000 (ACTION)

RESOLVED, by the Peninsula Clean Energy Authority of the County of San Mateo, State of California (“Peninsula Clean Energy” or “PCE”), that

WHEREAS, PCE was formed on February 29, 2016; and

WHEREAS, in April 2020 Board approved a Strategic Plan identifying one of Peninsula Clean Energy’s objectives to “[d]evelop and implement power supply strategies to procure low-cost, reliable power”; and

WHEREAS, Peninsula Clean Energy staff plan to quantitatively analyze power supply resources to meet this priority; and

WHEREAS, quantitative evaluation of power supply resources is complex and requires specialized tools and knowledge; and

WHEREAS, Peninsula Clean Energy and Ascend Analytics entered into an Agreement on the 28th day of May, 2021, then entered into Amendment No.1 on the 25th day of January, 2022 and Amendment No. 2 on the 22nd day of May, 2023 for the purpose of contracting Ascend’s software suite and consulting services for portfolio planning and risk management (“Agreement”);

WHEREAS, Ascend Analytics has the required knowledge, tools, and experience to support these analyses; and

WHEREAS, Peninsula Clean Energy has extensively used Ascend’s software for portfolio analysis, risk management, and resource planning. Peninsula Clean Energy use this software to support our efforts to quantitatively analyze power supply resources and minimize Peninsula Clean Energy’s operational risks; and

WHEREAS, Peninsula Clean Energy staff and Ascend Analytics have negotiated Amendment No. 3 to the agreement for a one-year term extension through May 28, 2025 and in an incremental amount not to exceed \$150,000.

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board approves the authorization of the Chief Executive Officer to execute Amendment No. 3 to the

Agreement with Ascend Analytics to Extend the Agreement by 1 year through May 28, 2025, and to Increase the Not-to-Exceed Contract Amount by \$150,000.

**AMENDMENT NO. 3 TO AGREEMENT BETWEEN PENINSULA CLEAN ENERGY
AND ASCEND ANALYTICS**

THIS AMENDMENT TO THE AGREEMENT, entered into this 23rd day of May, 2024 by and between PENINSULA CLEAN ENERGY AUTHORITY, a California joint powers authority, hereinafter called “PCEA” and Ascend Analytics, LLC hereinafter called “Contractor”, and collectively PCEA and Contractor shall hereinafter be referred to individually as “Party” and collectively as “Parties”:

WITNESSETH:

WHEREAS, the Parties entered into an Agreement on May 28, 2021 and then entered into a First Amendment to the Agreement on January 25, 2022 and a Second Amendment to the Agreement on May 22, 2023 for the purpose of a license to Ascend’s software suite and consulting services for portfolio planning and risk management (“Agreement”); and

WHEREAS, the parties wish to amend the Agreement to increase the term of the Agreement by one (1) year and to extend the expiration date to May 28, 2025; and

WHEREAS, the parties also wish to amend the Agreement to expand the scope of work and payment terms and thus shall replace Exhibit A and B in their entirety

**NOW THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS
FOLLOWS:**

1. Increase the total fiscal obligation under “Section 3. Payments” by \$150,000 from \$385,000 to \$535,000
2. Exhibit A (rev. May 22, 2023) is deleted in its entirety and replaced with the revised Exhibit A (rev. May 3, 2024), attached hereto.
3. Exhibit B (rev. May 22, 2023) is deleted in its entirety and replaced with the revised Exhibit B (rev. May 3, 2024), attached hereto.
4. The text of Section 4 Term shall be amended to replace, “[s]ubject to compliance with all terms and conditions, the term of this Agreement shall be from May 28, 2021 through May 28, 2023.” with the following:
“Subject to compliance with all terms and conditions, the term of this Agreement shall be from May 28, 2021 through May 28, 2025.”

5. Except as expressly amended herein, all other provisions of the Agreement shall remain in full force and effect.

6. This Amendment No. 3 shall take effect upon the date of execution by both parties.

IN WITNESS WHEREOF, the Parties hereto have executed this Amendment as set forth below.

Peninsula Clean Energy Authority

By:_____

Title:_____

Dated:_____

Ascend Analytics, LLC

By:_____

Title:_____

Dated:_____

Exhibit A (Rev. May 3, 2024)

In consideration of the payments set forth in Exhibit B, Contractor shall provide the following software products and capabilities (Exhibit A) via an agreement license:

Software Product	Description	Use
PowerSIMM Portfolio Manager	PowerSIMM Portfolio Manager is designed to analyze and manage risk in the “term” position from approximately 1 month to 15 years out. PowerSIMM Portfolio Manager can facilitate Customer to “lock-in” profits / preserve margin in alignment with performance metrics / budget forecasts, maintain competitive advantage through periods of adverse market conditions, and generate profits through dynamic hedging and DER dispatch. <u>Simulation Engine</u> • Forecasted Monthly Forward Prices for Energy • Weather • Load • Spot Prices • Renewables (Wind & Solar) Simulation of wind and solar production based on weather to align volumetric uncertainty of production with load and market prices. <u>Portfolio Management</u> Output of PowerSIMM portfolio variables for term analytics:	PowerSIMM functionality allows PCE to assess, near-instantaneously, hedge transactions of various types and their relative risk reduction value to the portfolio including: • Swaps • Shaped fixed-price swaps • Futures • Call/Put options • Daily call/put options • CRRs <u>Analysis</u> • Term portfolio management (defined as simulations horizon from prompt month to 15 years) • Ability to value and evaluate impact of new projects • Model cost to serve load with market interactions and transmission constraints • Integrated portfolio modeling for physical assets, power purchase agreements, loads, and contracts <u>Commodities Modeled</u> • Power • Natural Gas • Oil

	• Generation Modeling (thermal, hydro, pumped hydro, renewables, etc.) • Fuel Modeling • Cost of Supply • Market Purchase & Sales • Hourly marginal cost of supply • Ancillary service modeling • Transmission modeling, inclusive of losses and fees. PowerSIMM Portfolio Manager provides insight into the impact to both physical operations and system costs. <u>Analytic Framework</u> • Dispatch optimization • Validation reporting • Job management system	• Coal • Emissions (CO2, NOx, SO2) • RECs • Ancillaries • Other Asset Related Components <u>Assets Modeled</u> • Thermal • Renewables • Hydro • Batteries (hourly and sub-hourly) • Contracts • Transmission <u>Spot & Forward/Forecast Prices</u> • Markets for energy and ancillaries • Ascend will harvest ISO and market prices
--	--	---

Software Product	Description	Use
PowerSIMM Planner, & BatterySimm– OPTIONAL, not included in base	<u>Simulation Engine</u> • Forecasted Monthly Forward Prices for Energy • Weather • Load • Spot Prices • Renewables (Wind & Solar)	<u>Analysis</u> • Long term resource planning (defined as simulations horizon of up to 30 years) • Ability to value and evaluate impact of new projects • Model cost to serve load with market interactions and transmission constraints

	Simulation of wind and solar production based on weather to align volumetric uncertainty of production with load and market prices from prompt month up to 30 years. <u>Portfolio Planning</u> Output of PowerSIMM portfolio variables for long term analytics: • Generation Modeling (thermal, hydro, pumped hydro, renewables, etc.) • Fuel Modeling • Cost of Supply • Market Purchase & Sales • Hourly marginal cost of supply • Ancillary service modeling • Transmission modeling, inclusive of losses and fees. PowerSIMM Planner will provide insight into the impact on both physical operations and system costs. <u>Analytic Framework</u> • Dispatch optimization • Validation reporting • Job management system	• Integrated portfolio modeling for physical assets, power purchase agreements, loads, and contracts <u>Commodities Modeled</u> • Power • Natural Gas • Oil • Coal • Emissions (CO2, NOx, SO2) • RECs • Ancillaries • Other Asset Related Components <u>Assets Modeled</u> • Thermal • Renewables • Hydro • Batteries (hourly) • Contracts • Transmission <u>Spot & Forward/Forecast Prices</u> • Markets for energy and ancillaries
PowerSIMM Automatic Resource Selection – OPTIONAL, not included in base	<u>Portfolio Risk and Management</u> Perform capacity expansion studies with automated resource selection using uncertainty from PowerSIMM’s stochastic simulation engine. Uses robust Optimization techniques to optimize future expansion plans	<u>Optimization Analysis</u> <u>Expansion planning for thermal and hydro generation</u> <u>Applies “Robust Optimization” to optimize future expansion plans simultaneously across all future states.</u>

	across all simulations that minimize costs and maintain system reliability.	<u>Minimizes costs and maintains system reliability.</u> <u>Incorporates stage project expansion</u> <u>Evaluates generation retirements</u> <u>Accounts for hourly attributes of generation including start-up costs and efficiency curves for thermal and hydro</u> <u>Accounts for ancillary services</u>
--	---	--

Software Product	Description	Use
PowerSIMM Budget Tracker – OPTIONAL, not included in base	<u>Daily Realized Profits</u> • Generation • Retail activities • Hedge instruments <u>Daily Settled Data</u> • Day-ahead • Real-time • Energy prices • Ancillary prices	<u>Budget Analysis</u> • Integration of realized/actual data from PCE sources for pro forma periods for commercial margin analysis. • Drill down capabilities to analyze daily realized profits. • Harvesting of plant actual generation data. • Variance reporting of budget to actual.
Software Product	Description	Use
PowerSIMM Contract Manager – OPTIONAL, not included in base	<u>Counterparty & Credit Capture</u> • Static PPA data (counterparty names, contact info, etc.) • Accounts receivable • Contract agreements, final and prior <u>Deal Capture & Contract Analytics</u> • Incorporate pricing/ parameters for PPAs	<u>Counterparty Analysis</u> • Search and aggregate contracts by key contract details • Track individual contracts and portfolio by contract status and counterparties • Contract version control and note tracking • Document repository of invoices and payments

	• Add loads across retail structures for each customer class • Customizable fields	• Send notification emails for change in status, invoice variance, etc. • Report on settlement status <u>Contract Analysis</u> • Forecast generation and load • Realized generation and load • Hourly variance between forecast and realized generation and load, aggregated by day, week, month, year • Contract static data (counterparty, contact info, etc.), contract status and metrics • Contract type and resource type • GHG intensity • Non-delivery penalty by contract • Gross margin by contract
--	---	--

Software Product	Description	Use
PowerSIMM PowerCube – as a reporting tool for PowerSIMM output	<u>Portfolio Planning Output</u> • OLAP cube reporting to Excel • OLAP cube export to the PowerBI Dashboard Complete relational data cube which is seamlessly integrated into Microsoft Excel and Microsoft PowerBI.	<u>Analysis</u> • Output reporting for distribution of standard reports, generation of ad-hoc reports, and drill down to examine individual portfolio components to hourly level.
Subscription Service	Description	Use
PowerSIMM Market Report	Since the fundamentals of energy supply are rapidly changing, Ascend provides long-term forecasts of key input prices based on our market analysis and fundamental modeling. The Ascend Market Report includes 30+ years of forecasts for: • Monthly on-peak, off-peak power, gas, and carbon prices • Implied heat rates • Power price volatility	<u>Long-Run Equilibrium Analysis</u> Use long-run equilibrium analysis to determine power price levels that will support the entry of a new capacity entrant, either a stand-alone battery or RICE unit, allowing for normal returns. This allows PCE to fine tune expectation of long-run power prices to fit the emerging energy paradigm driven by renewables as baseload paired with

	• Power price shape changes (i.e. duck curve) • 15- and 5-minute prices for EIM nodes On a bi-annual basis, Ascend conducts market analysis of CAISO to forecast the supply stack over time. Ascend also provides forecasts of price volatility for hourly and sub-hourly prices as a function of market fundamentals, particularly the penetration of renewables and battery storage on the system. For sub-hourly EIM price forecasts, volatility is manifest through the frequency and magnitude of price spikes and negative prices.	flexible capacity and storage for integration. Utilize long-term forecasts of nodal forecasts at major CAISO trading hubs. Incorporate into long-term planning and resource selection processes.
PowerSIMM Nodal Forecasts	Ascend will provide nodal forecasts for all nodes in WECC region.. These nodal forecasts are provided as month-hour basis relative to NP15. This will include short-term and long-term basis up to 30+ years.	Ascend's nodal prices are calibrated to historical behavior and then forecasted based on expected trajectories of regions defined by geospatial boundaries. These trajectories are based on interconnection queue projects and announced transmission in the near-term, while aligning to long-run economic equilibrium in the long-term.

Exhibit B Payments and Rates (Rev. May 3, 2024)

In consideration of the products and services provided by Contractor described in Exhibit A (Rev. January 25, 2022) and subject to the terms of the Agreement validation criteria in Exhibit C, PCEA shall pay Contractor on the following fee schedule and terms:

Option A: Full License	Yr. 1	Yr. 2	Yr. 3	Yr. 4
PowerSIMM Portfolio Manager Annual License¹	\$80,000	\$92,000	\$95,680	\$98,072
Year 1 Implementation Fee	\$40,000	-	-	-
Implementation Credit²	(\$40,000)	-	-	-
Sub-Total PowerSIMM Software Costs	\$80,000	\$92,000	\$95,680	\$98,072
Annual Hosting & Maintenance Cost³	\$15,000	\$15,375	\$15,760	\$16,154
PowerSIMM Planner with ARS License (Free 2-Month Trial)	\$0	N/A	N/A	N/A
Additional Storage (\$1,000/TB)	-	-	\$3,000	\$3,000
Additional Report Users (\$1,000/user)	-	-	\$3,000	\$3,000
Ascend Market Report Subscription: Includes fundamental basis scalars and ALL available nodes⁴	N/A	N/A	\$20,000	\$20,500
Total Software and Hosting Costs⁵	\$95,000	\$107,375	\$137,440	\$140,726
Annual Support Credit included in Licensing⁶	(\$15,000)	(\$15,360)	(\$15,740)	(\$16,130)
T&M Hourly Blended Rate	\$250/hour	\$256/hour	\$262/hour	\$269/hour
Ascend Market Report Subscription – Long-Term (includes term)	\$12,000	\$12,300	N/A	N/A
Ascend Nodal Forecasts	\$1,000 per node	\$1,000 per node	N/A	N/A

¹ Includes 3 PowerSIMM/CurveDeveloper Super Users. Each additional Super User costs \$3,500 per year and each additional Report User costs \$1,000 per year.

² Implementation fee will be fully credited due to pilot engagement.

³ Guaranteed for one dedicated machine and storage of 3 TB and \$1,000/TB for additional fast database storage. Additional dedicated machines will be available at \$16,500 per machine. Ascend will make available at least 2 shared machines for PCE to use for running studies. Additional shared workstations may be offered for use by PCEA, subject to availability. Inclusive of analytic tools, GAMS and CPLEX solver licenses. Includes Ascend's services for all ongoing database maintenance. Ascend can scale computing system requirements up or down to meet PCE's computational performance or budget requirements. If needed, Ascend can estimate runtime performance for PCE's expected nightly and weekly studies. Subject to PCE's cyber security requirements following technical scoping and collaboration. Separately each hosted dedicated machine requires SAS licenses procured directly by customer.

⁴ The Ascend Market Report Subscription includes access to the same services and outputs previously granted to PCEA under the Ascend Market Report Subscription-Long-Term, plus Ascend nodal forecasts for an unlimited number of available nodes. This fee will be billed annually in conjunction with the PowerSIMM Portfolio Manager Annual License Fee.

⁵ Year 2 License Fee includes addition of \$10,000 for integration of PowerSimm V subject to full deployment by Contractor, and validation and approval by PCEA.

⁶ Support and Consulting T&M charged at contracted Standard Commercial Maintenance Rates (Appendix B) with a first year T&M credit of \$15,000 increasing at 2.5% annually. (e.g. PCE logs 70 hours of support and consulting in the first year billable at \$250/hr for a total T&M cost of \$17,500. Ascend applies a \$15,000 T&M credit and PCE pays only \$2,500 in T&M). PCEA may use 60 support hours for training, consulting, or other support related to the Software, including requests for new features that may be developed at Contractor's discretion.

In addition to the above products, PCEA have the option to license for the following products subject to execution of a mutually agreed upon written amendment to this Agreement:

Optional Products	Yr. 4
PowerSIMM Planner License ^{7 8}	\$10,763
PowerSIMM Planner <i>with</i> ARS License ⁶	\$26,922
PowerSIMM Budget Tracker License ⁶	\$5,381
PowerSIMM Contract Manager License ⁶	\$26,922

PCE has the option to purchase additional support hours on a T&M basis for pre-approved assignments based upon the rates listed below:

Responsibility	Consulting Rates
Engagement Director	\$650/hr
Director	\$350/hr
Senior Analyst	\$275/hr

⁷ Some incremental hosting and implementation fees may apply pending final scoping.

⁸ Planner product pricing includes runs beyond 15 years. This option excludes ARS.



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 9, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors

FROM: Shalini Swaroop, Chief Operating Officer

SUBJECT: Approval of a Contract with La Piana Consulting for Work on the Strategic Plan Update, In An Amount Not To Exceed \$150,000 (Action)

RECOMMENDATION

Approve Contract with La Piana Consulting not to exceed \$150,000 for work on Strategic Plan Update.

BACKGROUND

PCE's current strategic plan was formulated largely in 2019 and covers the period of 2020-2025. In that five year period, there have been a number of unforeseen circumstances affecting the strategic plan and requiring various amendments. Notably, these include the COVID-19 pandemic, supply chain shortages, procurement orders from the Public Utilities Commission, and significantly increased market prices for energy and compliance products. These factors and others significantly affected the trajectory of PCE's current strategic plan.

DISCUSSION

As the current strategic plan sunsets in 2025, PCE now seeks a new strategic plan, as well as a new type of planning process that is more dynamic and responsive to market changes and realities. In March 2024, PCE released a limited RFP for strategic planning that aimed to bridge this specific gap in its current strategic planning process. Of the vendors who responded, Staff recommends contracting with La Piana Consulting, particularly for its expertise in adaptive strategic plans. David La Piana, the President and Founder of La Piana Consulting, is particularly known for his book, "The Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World." In addition, La Piana Consulting employs an intersectional equity lens, considering areas of diversity, equity, inclusion, accessibility, and belonging in all areas of their practice. They explicitly raise questions related to racial and economic equity as they guide strategy and planning discussions around value proposition, mission, and impact, as well as during considerations of strategic priorities.

Throughout the process, La Piana Consulting will work with several key PCE groups, including:

- A guidance team of four to six staff members.

- Senior staff
- A Board Liaison Committee, including two to three board members.

The Board Liaison Committee will be a staff-led committee and will meet with La Piana Consulting several times to provide relevant information, vet emerging recommendations, and provide guidance on board communications and involvement. The team from La Piana will also work with the PCE staff during their annual staff retreat in the Fall.

After regular input from key parties, including the full Board at its annual retreat, the new PCE Strategic Plan will come to the Board for adoption in late 2024 or early 2025.

FISCAL IMPACT

This contract has a not-to-exceed contract amount of \$150,000.

ATTACHMENTS:

[Peninsula Clean Energy proposal revised 5-07-24.docx](#)
[5-15-24 La Piana PCE Contract.docx](#)

RESOLUTION NO. _____

PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

APPROVAL OF A CONTRACT WITH LA PIANA CONSULTING FOR WORK ON THE STRATEGIC PLAN UPDATE, IN AN AMOUNT NOT TO EXCEED \$150,000 (ACTION)

RESOLVED, by the Peninsula Clean Energy Authority of the County of San Mateo, State of California ("Peninsula Clean Energy" or "PCE"), that

WHEREAS, Peninsula Clean Energy was formed on February 29, 2016 as a Community Choice Aggregation program ("CCA"); and

WHEREAS, in November of 2016 the Board established a mission and a set of strategic goals to guide PCE, and

WHEREAS, in 2019 the Board tasked the Chief Executive Officer with developing a Strategic Plan to guide PCE, and

WHEREAS, in September of 2019 Gallagher Consulting Group ("GCG" or "Gallagher") was hired to work with the Board, the Strategic Plan Subcommittee, and staff to embark on a Strategic Planning Process this fiscal year, and

WHEREAS, GCG conducted interviews with stakeholders October through December 2019, conducted a Strategic Planning Retreat with the Board in January 2020, and conducted a Strategic Planning Retreat with staff in February 2020, and

WHEREAS, in the period of the current strategic plan, the strategic goals have been updated multiple times due to changing market conditions, and

WHEREAS, the current strategic plan sunsets in 2025, and

WHEREAS, in March, a RFP was issued, and Staff recommends selecting La Piana Consulting to develop the updated Strategic Plan for PCE

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board approve the contract with La Piana Consulting and authorize the CEO/COO to begin the process for updating the Strategic Plan.



Proposal to **Peninsula Clean Energy**
for Strategic Plan Development
from **La Piana Consulting**

Revised May 7, 2024

Submitted to:

Shalini Swaroop
Chief Operating Officer
sswaroop@peninsulacleanenergy.com



Proposal to Peninsula Clean Energy for Strategic Plan Development

From La Piana Consulting

Revised May 7, 2024



1. Approach

Proposed Scope of Work

Working in the highly dynamic clean energy space, Peninsula Clean Energy (“PCE”) needs a strategy framework that can simultaneously provide a clear path forward and the flexibility to anticipate and respond to a constantly changing environment. La Piana Consulting is well-suited to partner with PCE on this effort.

La Piana Consulting created the *Real-Time Strategic Planning* methodology — summarized in Appendix A — specifically for organizations like yours. Now widely used across the sector and taught in top business schools, our book *The Nonprofit Strategy Revolution* pioneered adaptive strategic planning for nonprofits. This powerful approach will help PCE determine its organizational identity and position in its field and develop strategies to advance its mission. Our goal is not just to help PCE develop effective strategies for today, but to develop the organization’s internal capacity for ongoing strategic thought and action, constantly building on its strengths.

We continuously innovate, both in methodology development and in its application with each unique client. But there is more to our approach than a cutting-edge methodology. La Piana employs an intersectional equity lens, considering areas of diversity, equity, inclusion, accessibility, and belonging in all areas of our practice. We explicitly raise questions related to racial and economic equity as we guide strategy and planning discussions around value proposition, mission, and impact, as well as during considerations of strategic priorities (e.g., “Do these choices sufficiently advance equity within our organization, our partners and communities?”). We were therefore heartened to see PCE’s Diversity, Equity, Accessibility, and Inclusion Action Plan. We are on the same page and look forward to learning from you as well as contributing to your equity journey.

We also apply this equity lens in our research and assessment work, following these steps in any data collection process: reviewing existing research and data before seeking more information; being clear about why we are collecting data, letting participants know they can opt out, and getting verbal consent for interviews and focus groups; sharing findings without identifying participants; breaking down the data by demographics to reveal gaps; closing the loop with participants by sharing findings with them directly and telling them how their input will affect decision-making; and

Our *Real-Time Strategic Planning* methodology was created to account for uncertainty, making it even more powerful in these exceptionally uncertain times.

Unlike traditional strategic planning — an episodic activity usually undertaken every 3–5 years — our approach is designed to keep nonprofits one step ahead in a rapidly-changing world.

more. (For more information on using an equity lens in data collection, see [slides from a workshop](#) we did on this topic.)

In working with PCE, we will be particularly sensitive to the interests of different stakeholders — from local elected officials and the board to staff, customers, and the larger environmental and clean energy movements. All have legitimate interests just as all have important input.

PCE's dual mandate of delivering decarbonized energy at affordable rates creates many opportunities for innovation (in energy efficiency, customer education, and energy procurement) and many challenges, including some not faced by an industry-based competitor. As a Joint Powers Authority, PCE must navigate the varying priorities, processes, and politics of its constituent members while competing successfully in the market. It must succeed as a business while prioritizing community benefit over returns.

We find this challenge exciting and look forward to helping PCE set its course for the future with a flexible and adaptable plan. Using our approach, this will best be accomplished by clarifying core elements of the business model and competitive advantage going forward (essentially, defining “Who” PCE is in the market), then creating a flexible roadmap to strengthen that position and identity. *First the strategy, then the plan* — as the key to strategic success is enhancing market differentiation.

As the RFP recognizes, the strategic planning industry has long been stuck in three-year or five-year planning cycles. This model originated in corporate America in the 1950s, at a time when post-war American industry ruled the world and set the terms for competition. That world is gone. In its place, PCE operates in the VUCA world: it is Volatile, Uncertain, Complex and Ambiguous. This world requires a different approach to strategy development.¹

Throughout this engagement, we will work closely with the PCE Chief Operating Officer on overall project coordination. We will also work closely with several key PCE groups to ensure all internal stakeholders are engaged appropriately throughout the process:

- PCE will create a Guidance Team of 4–6 staff members, including the CEO and COO, and other representative leadership and other staff. This group will meet approximately every 2–3 weeks to guide the overall process, analyze information gathered, ensure stakeholder participation, develop meeting agendas, and develop recommendations for final decisions.
- La Piana will meet several times with the Senior Staff Team of roughly 11 members as described in the work plan below to provide relevant information, vet emerging recommendations, and advance implementation planning.
- PCE will create a Board Liaison Committee including 2–3 board members, the CEO, and the COO. The Committee will meet with La Piana several times as described in the work plan below to provide relevant information, vet emerging recommendations, and provide guidance on board communications and involvement.

¹ David has been cited widely for this concept, as in this article from Virginia Tech on [Strategic Planning and Climate Change](#). Here is the [original essay](#).

PCE has also established an organizational development staff group. Members of this group will or may participate in other teams engaged in this process — and all will certainly be involved as staff members. We can meet with this group separately at the beginning of the process if PCE leadership thinks it will be helpful.

Phase 1: Assess the Environment (June – July 2024)

We will begin by establishing a shared understanding of PCE's internal and external environment. This is a critical first step so that the consulting team becomes fully informed on PCE's business model and culture.

La Piana will meet three (3) times with the Guidance Team to coordinate an array of project launch and assessment activities including:

- Reviewing relevant materials including PCE's current organizational and programmatic strategies and activities, staffing structure, evaluation documents, fundraising plans, and financial results
- Meeting with the PCE executive leadership to preview the project, refine desired project outcomes, and answer questions
- Meeting with the PCE staff to preview the project and answer questions
- Preparing for one meeting of each of the Senior Staff Team and Board Liaison Committee, meetings we will then facilitate
- Designing and facilitating up to 15 interviews and 3 focus groups (or equivalent time) to capture perspectives on PCE and its market from a representative group of board members, staff, customers, and other relevant stakeholders such as vendors, competitors, regulators, etc.
- Conducting desk research to develop a more complete understanding of the market

- Analyzing information about PCE's market with the committee
- Designing the strategy development discussions to be conducted in Phase 2

Phase 2: Strategy Development (August – September 2024)

In partnership with the Guidance Team, La Piana will finalize the agenda and meeting materials in preparation for a full-day, in-person strategy development retreat with a representative group of leadership and other staff and Board members. During the strategy retreat, La Piana will facilitate a process to:

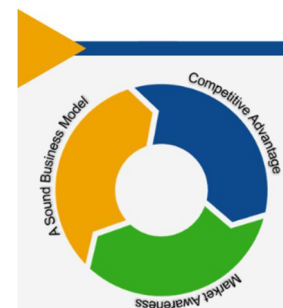
- Confirm or update PCE's mission, purpose, and desired outcomes
- Confirm PCE's current business model — who it serves, how, geographic scope, and revenue model
- Articulate PCE's desired future business model — who it will serve, how, geographic scope, and revenue model, and the timeframe to get from here to there
- Understand key elements of PCE's market and identify PCE's value proposition
- Develop a “strategy screen” consisting of criteria to guide decision-making
- Confirm and refine strategic questions to be resolved during this process
- Identify potential options or “answers” for resolving strategic questions
- Use tools developed during the retreat to begin exploring these options

During Phase 2, we will begin creating a strategy roadmap that will ultimately describe PCE's organizational strategy, desired identity and impact model, key competencies to be developed, strategy screen for ongoing use, and initial implementation plan. The planned staff retreat on September 4–5, 2024, will provide an excellent opportunity to engage staff directly in this process.

Phase 3: Vet and Refine Strategy (September – November 2024)

Following the staff retreat and the strategy development retreat, La Piana will partner with the Guidance Team to develop recommendations for board approval. We will:

- Refine potential strategies and identify people well-positioned to provide further input to PCE on the value and feasibility of these strategies
- Help design and facilitate portions of the all-staff retreat in September
- Design and conduct up to 15 more interviews and 5 additional focus groups (or equivalent time) with staff, customers, vendors, and external stakeholders
- Meet with each of the Senior Staff team and the Board Liaison Committee to analyze information gathered, solicit input into possible strategic decisions, and explore additional communications and participation needs of staff and board
- Conduct desk research, as needed, to inform the proposed strategy and implementation
- Meet with the Guidance Team to analyze information gathered, finalize the strategy, and begin identifying resources and changes necessary for implementation



The following elements are necessary to the development of successful organizational strategies:

A Sound Business Model

Being clear about who we are, what we do, how we do it, and how we finance it (mission + scope + operational model + financial model)

Market Awareness

Knowing what the market is, how we got there, and where we want to go next

Competitive Advantage

The ability to produce social value using a unique asset, outstanding execution, or both

- Update the draft strategy roadmap to include stakeholder feedback, recommended strategy, and implementation priorities
- Design and facilitate a discussion with the Community Advisory Committee
- Help design and facilitate portions of the Fall board retreat, including a session to solicit input into emerging strategic recommendations

Phase 4: Approval and Implementation Planning (November – December 2024)

La Piana will create a final draft of the strategy roadmap with all received input, working toward adoption by the board and creation of an implementation plan. We will:

- Engage staff in further defining the resources and changes needed for successful implementation, including those related to organizational structure and staffing, programs, systems, and processes. We will also identify any needed cultural changes
- Meet up to four (4) times with the Senior Staff Team to solicit input into planning processes and to engage these leaders in planning work with their teams
- Develop a rolling 12–18-month implementation plan to be incorporated into PCE’s business processes
- Work with PCE’s communications staff to draft a communication plan for sharing the plan with internal and external stakeholders
- Share observations, practices, and resources for guiding staff and other stakeholders through the changes described in the plan
- Provide guidance on how PCE can regularly monitor progress, updating it regularly and adjusting when needed
- Meet at least two (2) times with the Board Liaison Committee to further refine recommendations, identify priority implementation needs that might require resources or board support, and plan for the board presentation
- Finalize the strategy roadmap
- Present the implementation plan to the board on December 19, 2024, and engage the board in discussing how its governance and leadership may evolve to support it

Post-Engagement Check-Ins (2025)

Throughout 2025, La Piana will meet with the executive team quarterly to review progress and help with adjustments to the implementation plan.

Deliverables

Through this engagement, La Piana will provide to PCE:

- Agendas, materials, facilitation, and summaries for all sessions, both those specifically called out herein and others that evolve through the process
- A strategy roadmap summarizing the organizational identity, strategy, tools, and information developed during the process

- Consultant recommendations on successful implementation, as well as on monitoring, communication, evaluating, and adapting the strategic plan going forward
- Staff alignment on the strategic plan, support for objectives, and understanding of their individual role, won through our participatory processes.
- An initial 12–18-month implementation plan with OKRs for key functions and guidance to managers on rolling these through different staff levels, so that all staff are working to advance the plan and see the connection between their work and overall strategic success
- A model for ongoing, rolling implementation assessment and planning

Schedule and Expected Milestones

Assuming a start date of June 1, 2024, we will deliver the scope of work above on the timeline specified in the RFP, including these milestones:

Timeline	Activity	Product
Phase 1: Assess the Environment		
June 2024	Kickoff, introduction with executive team	Adjust/confirm work plan
July 2024	Complete market and organizational assessment	Notes on key drivers for process
Phase 2: Strategy Development		
August 2024	Strategy development retreat with select group of staff and board	Learn from market and organizational assessment Build foundation for strategic decision making
Sept. 4–5, 2024	Facilitate sessions at staff retreat	Consolidated staff feedback
Sept. 30, 2024	Strategy development	Outline of strategy roadmap
Phase 3: Vet and Refine Strategy		
Oct.–Nov. 2024	Facilitate session for Community Advisory Committee	Consolidated CAC feedback
Oct.–Nov. 2024	Facilitate a session at Board Retreat	Consolidated board feedback
Phase 4: Approval and Implementation Planning		
Nov.–Dec. 2024	Draft strategic plan and review with three working groups	Plan iterations
Dec. 19, 2024	Present Final plan for adoption at board meeting	Final Strategic Plan
Post-Engagement Check-Ins		
January 2025	Project debrief with exec team	After-action review
Quarterly 2025	Quarterly check ins with team to discuss implementation	Updated implementation plans

2. Qualifications and Experience

Firm History and Background

Founded in 1998 by a funder collaborative composed of the James Irvine Foundation, the William and Flora Hewlett Foundation, and the David and Lucile Packard Foundation, La Piana Consulting is a leading nonprofit management consultancy recognized for being on the cutting edge of thinking and methodology related to strategy development, business planning, governance and leadership, and strategic alliances. The values that we bring to each engagement are described in Appendix B.

As a mid-sized firm with a distributed workforce, we combine the capacity to undertake complex projects with a highly personalized, client-centric approach. Our experienced consultants employ a balanced, creative, and comprehensive approach to engagements, incorporating relevant data analyses and proven, practical processes.

Currently, our firm's management is 50% BIPOC and 50% female, and staff demographics are:

- 50% BIPOC
- 60% Female or Nonbinary
- 30% LGBTQ+
- 35% either immigrant or the child of immigrant parents
- 25% fluent in Spanish

The firm's commitment to sharing knowledge and making sense of evolving trends is demonstrated in our many books, articles, and [online resources](#). Our original methodologies have been adopted widely, including our *Real-Time Strategic Planning* approach, and *DARE₂ Succeed* business planning methodology (described in our book [The Nonprofit Business Plan](#)). We have customized these powerful methodologies for use with hundreds of diverse nonprofits.

Beyond innovative methodologies, we believe how we work with our clients is as important as what we do with them. Our approach is collaborative and iterative, and driven by a commitment to help our clients accelerate results. We offer a practical framework and tools for decision-making and action, with the flexibility to accommodate a range of organizational needs and to adjust as new information is developed during the process.

Consulting Team

La Piana is proud to field a diverse team of seasoned consultants, each of whom has a deep understanding of the social sector and expertly blends the process and analytical skills required to help clients achieve their goals.

Lester Olmstead-Rose, a Partner in the firm, will lead our team for this engagement, with primary responsibility for project design and implementation. Lester has led scores of strategy development projects over his 19 years at the firm, including projects with large organizations such as YMCA USA, Trust for Public Land, and United Way Worldwide. His work on this project will be informed by his prior positions as a San Francisco Supervisorial Legislative Assistant in the 1990s followed by six years as Director of Public Affairs at PG&E. Lester worked at PG&E during the energy crisis of the early 2000s and during the time that the community choice aggregation legislation was passed by the California legislature.

Bral Spight, Senior Consultant, will work closely with Lester on all project elements including planning and participating in strategy meetings, facilitating interviews and focus groups, and developing analysis and reports. Bral has deep nonprofit financial expertise with a background rooted in environmental, economic, and social sustainability for urban environments. He is a LEED v2 Certified professional.

A Project Coordinator will assist with document collection and development, scheduling, and project management and support.

Individual consultant bios are provided in Appendix C.

Similar Projects

La Piana Consulting has worked with over 1,500 nonprofits and foundations of all size, type, and scope, from across the world, including many organizations focused on clean energy. (See selected client list at right and a more complete client list on our website [here](#).)

We have worked with a wide variety of complex, multi-stakeholder organizations, giving us experience that is applicable to this project with PCE. Following are examples of three recent projects.

Selected Clients

Blue Planet Foundation
 BlueGreen Alliance
 Build It Green
 California Climate and Agriculture Network
 Center for Energy and Environment
 Climate Power
 ClimateWorks Foundation
 Collaborative Labeling and Appliance Standards Program (CLASP)
 EarthRights International
 EarthScope Consortium
 Elevate
 Energy Coordinating Agency
 Energy Foundation
 Environmental Markets Lab, UC Santa Barbara
 Green Business Certification Inc.
 Interamerican Association for Environmental Defense (AIDA)
 International Council on Clean Transportation
 Lutheran World Relief
 Midwest Renewable Energy Tracking System
 Natural Resource Governance Institute
 NextGen America
 Pacific Environment
 Peninsula Open Space Trust
 Rainforest Action Network
 Rainforest Alliance
 Rare
 Rebuilding Together Peninsula
 Sierra Club
 Sustainability Institute
 Sustainable Agriculture Network
 U.S. Green Building Council

The Stewardship Council was led by a diverse board of directors that included representatives from state and federal agencies, water districts, tribal and rural interests, forest and farm industry groups, conservation organizations, the California Public Utilities Commission, and PG&E. Organized in 2004 to manage the disposition of PG&E watershed lands, La Piana helped set up the Council and created its first strategic plan. The Council's work is now complete and is sunsetting.

Hawaii Health Connector was the State of Hawaii's vehicle for helping residents to access health plans under the Affordable Care Act (aka Obamacare). From the start, the Connector was plagued by poor management, a tech contractor who could not perform, a market too small to be sustainable, and a governor-appointed board composed of health plan CEOs and State cabinet secretaries who were forced to recuse themselves on most decisions. We were asked to help untangle the mess. We worked diligently with all parties and ultimately convinced the board and the Governor's office that The Connector was not viable. It was closed and the functions and participants transferred to the federal healthcare.gov platform as the default alternative built into ACA. We offer this as an example of our ability to understand complex systems, work successfully through highly charged politics, and make fearless recommendations, always keeping the mission front of mind.

Linked Learning Is a multistakeholder-led organization connecting employer organizations like the Chamber of Commerce with public school districts and community colleges across California to advocate policies and develop initiatives that help students prepare for well-paid technical jobs that do not require a four-year degree. We were retained to work out a better governance structure that would honor and engage the various public and private parties while streamlining decision-making.

We have created successful revenue generation business plans for many nonprofits, but not yet for a local governmental entity. However, we have worked with local governments. For example, we led a reorganization of the Alameda County Health Department's interdepartmental structures and helped the City of Baltimore spinoff its behavioral health care services into a separate nonprofit entity.

The hallmark of our work over twenty-six years has been our ability to learn complex systems quickly; join with clients in creating a workable solution for the challenges they face and the goals they aspire to; and to do so through a collaborative, positive process that increases stakeholder engagement and thus commitment to the chosen direction.

3. Cost Proposal

La Piana Consulting will undertake this engagement as described above for a fixed price of \$144,000, which includes all consulting fees, travel costs, and incidental expenses. This pricing assumes that most meetings will be conducted virtually, with both Lester and Bral in person at least three times including the strategy development session, staff retreat, and Board retreat. Lester may participate in 1–3 additional in person meetings if needed.

The total cost breaks down approximately by phase as follows:

Phase	Cost
Phase 1: Assess the Environment	\$22,000
Phase 2: Strategy Development	\$50,000
Phase 3: Vet and Refine Strategy	\$46,000
Phase 4: Approval and Implementation Planning	\$26,000
Post-Engagement Check-ins	Included at no extra cost

Our project budget is calculated based on our standard hourly rates:

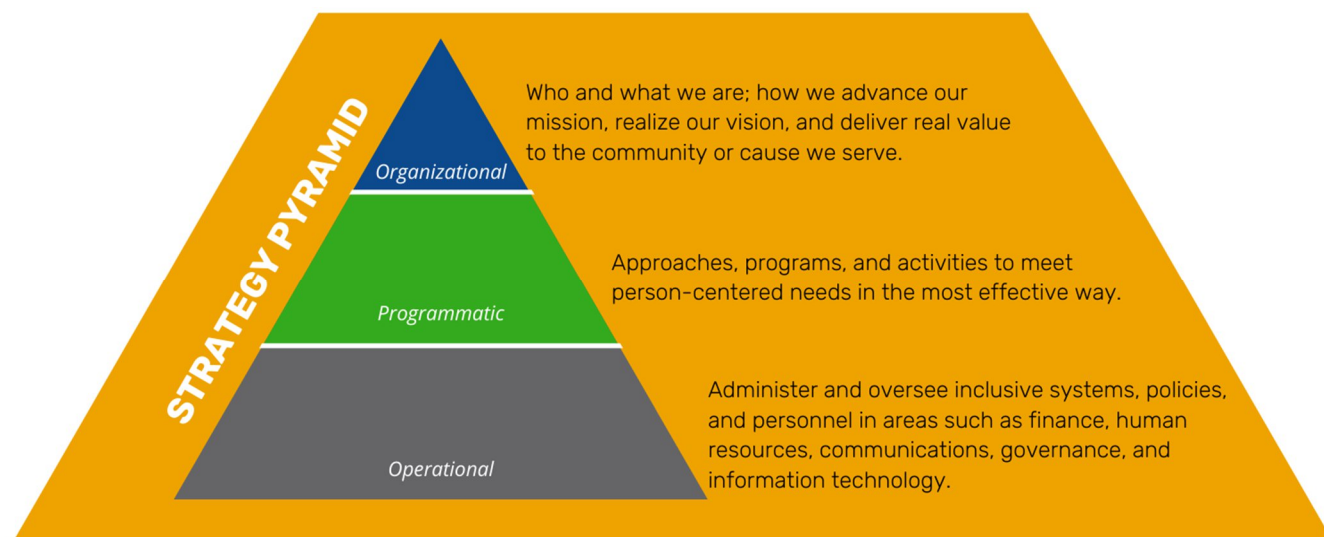
Title	Hourly Rate
Project Coordinator	\$175
Senior Consultant	\$250
Partner	\$350

Appendix A

Real-Time Strategic Planning

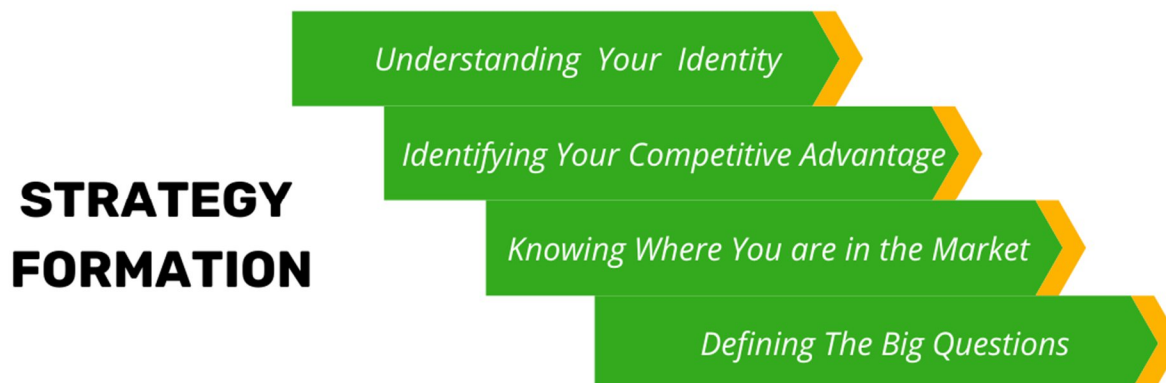
We define strategy as: A coordinated set of actions designed to create and sustain a competitive advantage in achieving a nonprofit's mission.

There are three levels of organizational functioning, each of which requires a different type of strategy: organizational, programmatic, and operational. The Strategy Pyramid below displays these levels.



Read the Strategy Pyramid from the top, beginning with organizational strategy. Programmatic and operational strategies must align with your high-level strategic intent in a mutually reinforcing system.

Our Real-Time Strategic Planning approach starts by identifying “Big Questions,” top organizational issues, during a one-day kickoff session with key organizational leaders. This process includes:



Building on this foundation, we work with clients to find powerful solutions to their Big Questions, creating strategies that will guide the organization's progress.

Appendix B

Our Guiding Values

At La Piana Consulting, we believe in the power of the social sector to transform lives and change the world. Achieving significant outcomes for our client's mission is what drives us. The firm's guiding values, outlined below, describe who we are and who we aspire to be as a team.

OUR VALUES & EXAMPLES OF HOW WE EMBODY OUR VALUES WITH EACH OTHER, OUR CLIENTS, AND THE SECTOR



ACCOUNTABILITY

- We hold ourselves to the highest standards of quality work, customer service, stewardship of resources and trust, and relationships.
- We promote transparency by ensuring expectations are clear up front, following through on commitments, and communicating changes in a timely manner.
- We focus on impact, recognizing and celebrating actions that advance impact for our clients and the sector, and acknowledging and learning from our mistakes.



COLLABORATION

- We invest in inclusive, supportive, and impactful relationships.
- We create the conditions for those impacted by our actions to meaningfully contribute toward solutions.
- We give and receive feedback in ways that strengthen our work and our relationships.
- We freely share knowledge and resources.



EQUITY

- We strive for justice and prevent, challenge, and dismantle inequitable practices, behaviors, and attitudes.
- We acknowledge and seek understanding of the complexity of one's identity in prioritizing what is most equitable.



FLEXIBILITY

- We are open and responsive to change and the diverse needs of those involved.
- We embrace the idea that there is more than one way to reach a positive outcome.
- We manage our time in ways that allow us to most effectively meet our commitments.



INNOVATION

- We are always looking for better ways to drive positive impact.
- We anticipate, examine, challenge, and respond to transformations happening both within and beyond the sector.
- We look for inspiration, reflection, and learning in all we do.



SOCIAL IMPACT

- We define our success in terms of our clients' impact.
- We support and amplify people and organizations creating positive, measurable, and transformative change.

Appendix C

Consultant Qualifications and Experience

Lester Olmstead-Rose, Partner



Lester (he/him) is firmly rooted in his experience at every level of nonprofit operations. Over his career, he has spent time within nonprofits as a program manager and Executive Director and has served on multiple boards. Lester has also been responsible for providing grants to nonprofits as part of a Fortune 500 company. Each day, he takes those experiences — and the new experiences he's enjoyed working with hundreds of nonprofits in scores of fields — and applies them to help his current clients. Lester finds it exciting to share ways of thinking and relevant learning in new ways to help individual organizations and the nonprofit sector advance.

Prior to joining La Piana in 2005, Lester was director of government and public affairs at Pacific Gas & Electric Company and served as executive director of Community United Against Violence. He was also the legislative assistant to San Francisco County Supervisor Angela Alioto.



- Golden Gate University – M.B.A.
- Stanford University – B.A., Religious Studies



Lester knows he has helped a client increase its impact when he sees an organization adapt and grow over time — particularly, as he has seen time and time again, as organizations learn more and more about the community's needs and how to adapt their strengths to better meet those needs.

"I love working with different types of organizations that are at different points in their life cycle.

What really excites me is working with clients who are ready to move forward in new ways, clients that are passionate about their mission and who have insights into how they can be ever more effective."

Bral Spight, Senior Consultant



Bral Spight (he/him) has focused his career at the intersection of his personal passions to promote environmental, economic, and social sustainability for urban communities. Much of that work has leveraged his engineering background and/or his MBA training in finance and strategy. Bral lives his passions at La Piana by helping clients think outside of the box and consider non-traditional ways to grow and translate mission into sustainable financial models that can help address broader social, equity, and environmental challenges of today.

Previously, Bral was an engagement manager at McKinsey & Co focused on growth strategy and business portfolio management. He also has experience with how governmental operations impact community development as a former Chief of Staff for the Public Building Commission of Chicago. With a background rooted in environmental, economic, and social sustainability for urban environments, Bral is a serial entrepreneur who has led businesses related to hydroponic food production in order to address sustainable foods, cannabis operational design to promote minority small business development, and urban commercial real estate development to revitalize communities. Bral also launched a unique public/private higher–education governmental incubator program focused on helping small businesses in Chicago to grow successfully.



- University of Michigan, Ross School of Business – M.B.A., Strategy and Finance
- University of Illinois, Urbana-Champaign – B.S., Chemical Engineering



Bral is a strong believer in working to make the world a better place than what we inherited. He loves innovating and pragmatically working to positively impact the future outcomes for our children, society, and the planet future generations will inherit.

“I am passionate about innovative ways to grow impact and how to translate organizational ambitions into sustainable financial models that can be used to strengthen the ability of my clients to prepare for the future”

AGREEMENT BETWEEN THE PENINSULA CLEAN ENERGY AUTHORITY AND LA PIANA CONSULTING

This Agreement is entered into this 24 day of May, 2024, by and between the Peninsula Clean Energy Authority, a joint powers authority of the state of California, hereinafter called "PCEA," and La Piana Consulting, hereinafter called "Contractor."

* * *

Whereas, pursuant to Section 6508 of the Joint Exercise of Powers Act, PCEA may contract with independent contractors for the furnishing of services to or for PCEA; and

Whereas, it is necessary and desirable that Contractor be retained for the purpose of strategic planning.

Now, therefore, it is agreed by the parties to this Agreement as follows:

1. Exhibits and Attachments

The following exhibits and attachments are attached to this Agreement and incorporated into this Agreement by this reference:

Exhibit A—Services

Exhibit B—Payments and Rates

2. Services to be performed by Contractor

In consideration of the payments set forth in this Agreement and in Exhibit B, Contractor shall perform services for PCEA in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A.

3. Payments

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, PCEA shall make payment to Contractor based on the rates and in the manner specified in Exhibit B. PCEA reserves the right to withhold payment if PCEA determines that the quantity or quality of the work performed is unacceptable. In no event shall PCEA's total fiscal obligation under this Agreement exceed \$150,000. In the event that the PCEA makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by the PCEA at the time of contract termination or expiration.

4. Term

Subject to compliance with all terms and conditions, the term of this Agreement shall be from May 23, 2024 through December 31, 2025.

5. Termination; Availability of Funds

This Agreement may be terminated by Contractor or by the Chief Executive Officer of the PCEA or his/her designee at any time without a requirement of good cause upon thirty (30) days' advance written notice to the other party. Subject to availability of funding, Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement that are consistent with those services described in Exhibit A and performed to the satisfaction of PCEA. Such payment shall be that prorated portion of the full payment determined by comparing the work/services actually completed to the work/services required by the Agreement.

PCEA may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon the unavailability of Federal, State, or PCEA funds by providing written notice to Contractor as soon as is reasonably possible after PCEA learns of said unavailability of outside funding.

6. Intellectual Property and Ownership of Work Product

PCEA shall and does own all titles, rights, and interests in all materials, tangible or not, created in whatever medium pursuant to this Agreement, including without limitation publications, promotional or educational materials, reports, manuals, specifications, drawings and sketches, computer programs, software and databases, schematics, marks, logos, graphic designs, notes, matters and combinations therefore, and all forms of intellectual property ("Work Products") created by Contractor and any subcontractors under this Agreement. Contractor hereby assigns all titles, rights, and interests in all Work Products to PCEA. At the end of this Agreement, or in the event of termination, all Work Products shall be promptly delivered to PCEA.

Contractor may not sell, transfer, or permit the use of any Work Products without the express written consent of PCEA. Contractor shall not dispute, directly or indirectly, PCEA's exclusive right and title to the Work Products, nor the validity of the intellectual property embodied therein.

Contractor may (1) retain its rights to and ownership of pre-existing or open-source materials and/or (2) retain one copy of Work Products for archival use, but in either instance must notify PCEA and identify any such materials in writing prior to the commencement of work under this Agreement.

7. Relationship of Parties

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent contractor and not as an employee of PCEA and that neither Contractor nor its employees acquire any of the rights, privileges, powers, or advantages of PCEA employees.

8. Hold Harmless

a. General Hold Harmless

Contractor shall indemnify and save harmless PCEA and its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Contractor under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, any of the following:

(A) injuries to or death of any person, including Contractor or its employees/officers/agents;

(B) damage to any property of any kind whatsoever and to whomsoever belonging;

(C) any sanctions, penalties, or claims of damages resulting from Contractor's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or

(D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of PCEA and/or its officers, agents, employees, or servants. However, Contractor's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which PCEA has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

9. Assignability and Subcontracting

Contractor shall not assign this Agreement or any portion of it to a third party or subcontract with a third party to provide services required by Contractor under this Agreement without the prior written consent of PCEA. Any such assignment or

subcontract without PCEA's prior written consent shall give PCEA the right to automatically and immediately terminate this Agreement without penalty or advance notice.

10. Payment of Permits/Licenses

Contractor bears responsibility to obtain any license, permit, or approval required from any agency for work/services to be performed under this Agreement at Contractor's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.

11. W-9 Form and Submission of Invoices

Invoices shall only be submitted by electronic form by sending an email to both the **PCEA project contact's email address** and to **PCEA's Finance email address** (finance@peninsulacleanenergy.com). Contractor shall submit a completed W-9 form electronically to the same email addresses. Contractor understands that no invoice will be paid by PCEA unless and until a W-9 Form is received by PCEA.

12. Insurance

a. General Requirements

Contractor shall not commence work or be required to commence work under this Agreement unless and until all insurance required under this Section has been obtained and such insurance has been approved by PCEA, and Contractor shall use diligence to obtain such insurance and to obtain such approval. Contractor shall furnish PCEA with certificates of insurance evidencing the required coverage, and there shall be a specific contractual liability endorsement extending Contractor's coverage to include the contractual liability assumed by Contractor pursuant to this Agreement. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to PCEA of any pending change in the limits of liability or of any cancellation or modification of the policy.

b. Workers' Compensation and Employer's Liability Insurance

Contractor shall have in effect during the entire term of this Agreement workers' compensation and employer's liability insurance providing full statutory coverage. In signing this Agreement, Contractor certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions

of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

c. Liability Insurance

Contractor shall take out and maintain during the term of this Agreement such bodily injury liability and property damage liability insurance as shall protect Contractor and all of its employees/officers/agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from Contractor's operations under this Agreement, whether such operations be by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or an agent of either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall not be less than the amounts specified below:

Yes	Comprehensive General Liability (Applies to all agreements)	\$1,000,000
No	Motor Vehicle Liability Insurance (Yes, if motor vehicle is used in performing services)	\$1,000,000
No	Professional Liability Insurance (Yes, if Contractor is a licensed professional)	\$1,000,000

PCEA and its officers, agents, employees, and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that (a) the insurance afforded thereby to PCEA and its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy and (b) if the PCEA or its officers, agents, employees, and servants have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this Section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, PCEA, at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

13. Compliance With Laws

All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable Federal, State, County, and municipal laws, ordinances, and regulations, including but not limited to the Health Insurance Portability

and Accountability Act of 1996 (HIPAA) and the Federal Regulations promulgated thereunder, as amended (if applicable), the Business Associate requirements set forth in Attachment H (if attached), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any Federal or County financial assistance. Such services shall also be performed in accordance with all applicable ordinances and regulations, including but not limited to appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations. In the event of a conflict between the terms of this Agreement and any applicable State, Federal, County, or municipal law or regulation, the requirements of the applicable law or regulation will take precedence over the requirements set forth in this Agreement.

Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance.

14. Non-Discrimination and Other Requirements

a. General Non-discrimination

No person shall be denied any services provided pursuant to this Agreement (except as limited by the scope of services) on the grounds of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information.

b. Equal Employment Opportunity

Contractor shall ensure equal employment opportunity based on objective standards of recruitment, classification, selection, promotion, compensation, performance evaluation, and management relations for all employees under this Agreement. Contractor's equal employment policies shall be made available to PCEA upon request.

c. Section 504 of the Rehabilitation Act of 1973

Contractor shall comply with Section 504 of the Rehabilitation Act of 1973, as amended, which provides that no otherwise qualified individual with a disability shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of any services this Agreement. This Section applies only to contractors who are providing services to members of the public under this Agreement.

d. Employee Benefits

With respect to the provision of benefits to its employees, Contractor shall ensure that employee benefits provided to employees with domestic partners are the same as those provided to employees with spouses.

e. Discrimination Against Individuals with Disabilities

The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

f. History of Discrimination

Contractor must check one of the two following options, and by executing this Agreement, Contractor certifies that the option selected is accurate:

☒ No finding of discrimination has been issued in the past 365 days against Contractor by the Equal Employment Opportunity Commission, Fair Employment and Housing Commission, or any other investigative entity.

☐ Finding(s) of discrimination have been issued against Contractor within the past 365 days by the Equal Employment Opportunity Commission, Fair Employment and Housing Commission, or other investigative entity. If this box is checked, Contractor shall provide PCEA with a written explanation of the outcome(s) or remedy for the discrimination.

g. Reporting; Violation of Non-discrimination Provisions

Contractor shall report to the Chief Executive Officer of PCEA the filing in any court or with any administrative agency of any complaint or allegation of discrimination on any of the bases prohibited by this Section of the Agreement or Section 13, above. Such duty shall include reporting of the filing of any and all charges with the Equal Employment Opportunity Commission, the Fair Employment and Housing Commission, or any other entity charged with the investigation or adjudication of allegations covered by this subsection within 30 days of such filing, provided that within such 30 days such entity has not notified Contractor that such charges are dismissed or otherwise unfounded. Such notification shall include a general description of the circumstances involved and a

general description of the kind of discrimination alleged (for example, gender-, sexual orientation-, religion-, or race-based discrimination).

Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject the Contractor to penalties, to be determined by the Chief Executive Officer, including but not limited to the following:

- i. termination of this Agreement;
- ii. disqualification of the Contractor from being considered for or being awarded a PCEA contract for a period of up to 3 years;
- iii. liquidated damages of \$2,500 per violation; and/or
- iv. imposition of other appropriate contractual and civil remedies and sanctions, as determined by the Chief Executive Officer.

To effectuate the provisions of this Section, the Chief Executive Officer shall have the authority to offset all or any portion of the amount described in this Section against amounts due to Contractor under this Agreement or any other agreement between Contractor and PCEA.

15. Confidential Information

(a) Contractor shall maintain in confidence and not disclose to any third party or use in any manner not required or authorized under this Agreement any and all Confidential Information held by PCEA.

(b) The term “Confidential Information” includes all information, documents, and materials owned by PCEA, including technical, financial, business, or PCEA customer information, which is not available to the general public, as well as information derived from such information. Information received by Contractor shall not be considered Confidential Information if: (i) it is or becomes available to the public through no wrongful act of Contractor; (ii) it is already in the possession of Contractor and not subject to any confidentiality agreement between the Parties; (iii) it is received from a third party without restriction for the benefit of PCEA and without breach of this Agreement; (iv) it is independently developed by Contractor; (v) it is disclosed pursuant to a requirement of law, including, but not limited to, the California Public Records Act (Cal. Gov’t Code Section 6250, et seq.); or (vi) is disclosed to or by a duly empowered government agency, or a court of competent jurisdiction after due notice and an adequate opportunity to intervene is given to PCEA, unless such notice is prohibited.

(c) As practicable, PCEA shall mark Confidential Information with the words “Confidential” or “Confidential Material” or with words of similar import, or, if that is not possible, PCEA shall notify the Contractor (for example, by cover e-mail transmitting an

electronic document) that the material is Confidential Information. PCEA's failure or delay, for whatever reason, to mark or notify Contractor at the time the material is produced shall not take the material out of the coverage of this Agreement.

(d) Contractor will direct its employees, contractors, consultants, and representatives who have access to any Confidential Information to comply with the terms of this Section.

(e) Upon termination or expiration of this Agreement, Contractor shall, at PCEA's exclusive direction, either return or destroy all such Confidential Information and shall so certify in writing, provided, however, any Confidential Information (i) found in drafts, notes, studies, and other documents prepared by or for PCEA or its representatives, or (ii) found in electronic format as part of Contractor's off-site or on-site data storage/archival process system, will be held by Contractor and kept subject to the terms of this provision or destroyed at Contractor's option. The obligations of this provision will survive termination or expiration of this Agreement.

16. Data Security

If, pursuant to this Agreement, PCEA shares with Contractor personal information as defined in California Civil Code Section 1798.81.5(d) about a California resident ("Personal Information"), Contractor shall maintain reasonable and appropriate security procedures to protect that Personal Information and shall inform PCEA immediately upon learning that there has been a breach in the security of the system or in the security of the Personal Information. Contractor shall not use Personal Information for direct marketing purposes without PCEA's express written consent. For purposes of this provision, security procedures are "reasonable and appropriate" when they (i) adequately address all reasonably foreseeable threats to Personal Information, (ii) are appropriate to the quantity, sensitivity, and type of Personal Information accessed and the way that information will be accessed, and (iii) comply with all laws, regulations, and government rules or directives applicable to the Contractor in connection with its access of Personal Information.

17. Retention of Records; Right to Monitor and Audit

(a) Contractor shall maintain all required records relating to services provided under this Agreement for three (3) years after PCEA makes final payment and all other pending matters are closed, and Contractor shall be subject to the examination and/or audit by PCEA, a Federal grantor agency, and the State of California.

(b) Contractor shall comply with all program and fiscal reporting requirements set forth by applicable Federal, State, and local agencies and as required by PCEA.

(c) Contractor agrees upon reasonable notice to provide to PCEA, to any Federal or State department having monitoring or review authority, to PCEA's authorized representative, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

18. Merger Clause; Amendments

This Agreement, including the Exhibits and Attachments attached to this Agreement and incorporated by reference, constitutes the sole Agreement of the parties to this Agreement and correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any Exhibit and/or Attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications or amendments shall be in writing and signed by the parties.

19. Controlling Law; Venue

The validity of this Agreement and of its terms, the rights and duties of the parties under this Agreement, the interpretation of this Agreement, the performance of this Agreement, and any other dispute of any nature arising out of this Agreement shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

20. Notices

Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via facsimile to the telephone number listed below or transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of PCEA, to:

Name/Title: Shawn Marshall, Chief Executive Officer
Address: 2075 Woodside Road, Redwood City, CA 94061
Telephone: 650-474-5002
Email: smarshall@peninsulacleanenergy.com

In the case of Contractor, to:

Name/Title: Lester Olmstead-Rose, Partner
Address: 144 W. Los Angeles Ave. #106-137
Moorpark, CA 93021
Telephone: 415.850.8700
Email: olmstead-rose@lapiana.org

21. Electronic Signature

PCEA and Contractor wish to permit this Agreement, and future documents executed pursuant to this Agreement, to be digitally signed in accordance with California law. Any party that agrees to allow digital signature of this Agreement may revoke such agreement at any time in relation to all future documents by providing notice pursuant to this Agreement.

22. No Recourse Against PCEA's Member Agencies

Contractor acknowledges and agrees that PCEA is a Joint Powers Authority, which is a public agency separate and distinct from its member agencies. All debts, liabilities, or obligations undertaken by PCEA in connection with this Agreement are undertaken solely by PCEA and are not debts, liabilities, or obligations of its member agencies. Contractor waives any recourse against PCEA's member agencies.

* * *

In agreement with this Agreement's terms, the parties, by their duly authorized representatives, affix their respective signatures:

PENINSULA CLEAN ENERGY AUTHORITY

By: _____

Chief Executive Officer, Peninsula Clean Energy Authority

Date: _____

David La Piana

Contractor's Signature

Date: _____

Exhibit A

In consideration of the payments set forth in Exhibit B, Contractor shall provide the following services:

Phase 1: Assess the Environment *(June – July 2024)*

We will begin by establishing a shared understanding of PCE's internal and external environment. This is a critical first step so that the consulting team becomes fully informed on PCE's business model and culture.

La Piana will meet three (3) times with the Guidance Team to coordinate an array of project launch and assessment activities including:

- Reviewing relevant materials including PCE's current organizational and programmatic strategies and activities, staffing structure, evaluation documents, fundraising plans, and financial results
- Meeting with the PCE executive leadership to preview the project, refine desired project outcomes, and answer questions
- Meeting with the PCE staff to preview the project and answer questions
- Preparing for one meeting of each of the Senior Staff Team and Board Liaison Committee, meetings we will then facilitate
- Designing and facilitating up to 15 interviews and 3 focus groups (or equivalent time) to capture perspectives on PCE and its market from a representative group of board members, staff, customers, and other relevant stakeholders such as vendors, competitors, regulators, etc.
- Conducting desk research to develop a more complete understanding of the market
- Analyzing information about PCE's market with the committee
- Designing the strategy development discussions to be conducted in Phase 2

Phase 2: Strategy Development *(August – September 2024)*

In partnership with the Guidance Team, La Piana will finalize the agenda and meeting materials in preparation for a full-day, in-person strategy development retreat with a representative group of leadership and other staff and Board members. During the strategy retreat, La Piana will facilitate a process to:

- Confirm or update PCE's mission, purpose, and desired outcomes
- Confirm PCE's current business model — who it serves, how, geographic scope, and revenue model
- Articulate PCE's desired future business model — who it will serve, how, geographic scope, and revenue model, and the timeframe to get from here to there

- Understand key elements of PCE’s market and identify PCE’s value proposition
- Develop a “strategy screen” consisting of criteria to guide decision-making
- Confirm and refine strategic questions to be resolved during this process
- Identify potential options or “answers” for resolving strategic questions
- Use tools developed during the retreat to begin exploring these options

During Phase 2, we will begin creating a strategy roadmap that will ultimately describe PCE’s organizational strategy, desired identity and impact model, key competencies to be developed, strategy screen for ongoing use, and initial implementation plan. The planned staff retreat on September 4–5, 2024, will provide an excellent opportunity to engage staff directly in this process.

Phase 3: Vet and Refine Strategy (*September – November 2024*)

Following the staff retreat and the strategy development retreat, La Piana will partner with the Guidance Team to develop recommendations for board approval. We will:

- Refine potential strategies and identify people well-positioned to provide further input to PCE on the value and feasibility of these strategies
- Help design and facilitate portions of the all-staff retreat in September
- Design and conduct up to 15 more interviews and 5 additional focus groups (or equivalent time) with staff, customers, vendors, and external stakeholders
- Meet with each of the Senior Staff team and the Board Liaison Committee to analyze information gathered, solicit input into possible strategic decisions, and explore additional communications and participation needs of staff and board
- Conduct desk research, as needed, to inform the proposed strategy and implementation
- Meet with the Guidance Team to analyze information gathered, finalize the strategy, and begin identifying resources and changes necessary for implementation
- Update the draft strategy roadmap to include stakeholder feedback, recommended strategy, and implementation priorities
- Design and facilitate a discussion with the Community Advisory Committee
- Help design and facilitate portions of the Fall board retreat, including a session to solicit input into emerging strategic recommendations

Phase 4: Approval and Implementation Planning (*November – December 2024*)

La Piana will create a final draft of the strategy roadmap with all received input, working toward adoption by the board and creation of an implementation plan. We will:

- Engage staff in further defining the resources and changes needed for successful implementation, including those related to organizational structure and staffing, programs, systems, and processes. We will also identify any needed cultural changes
- Meet up to four (4) times with the Senior Staff Team to solicit input into planning processes and to engage these leaders in planning work with their teams
- Develop a rolling 12–18-month implementation plan to be incorporated into PCE’s business processes
- Work with PCE’s communications staff to draft a communication plan for sharing the plan with internal and external stakeholders
- Share observations, practices, and resources for guiding staff and other stakeholders through the changes described in the plan
- Provide guidance on how PCE can regularly monitor progress, updating it regularly and adjusting when needed
- Meet at least two (2) times with the Board Liaison Committee to further refine recommendations, identify priority implementation needs that might require resources or board support, and plan for the board presentation
- Finalize the strategy roadmap
- Present the implementation plan to the board on December 19, 2024, and engage the board in discussing how its governance and leadership may evolve to support it

Post-Engagement Check-Ins (2025)

Throughout 2025, La Piana will meet with the executive team quarterly to review progress and help with adjustments to the implementation plan.

Deliverables

Through this engagement, La Piana will provide to PCE:

- Agendas, materials, facilitation, and summaries for all sessions, both those specifically called out herein and others that evolve through the process
- A strategy roadmap summarizing the organizational identity, strategy, tools, and information developed during the process
- Consultant recommendations on successful implementation, as well as on monitoring, communication, evaluating, and adapting the strategic plan going forward
- Staff alignment on the strategic plan, support for objectives, and understanding of their individual role, won through our participatory processes.

- An initial 12–18-month implementation plan with OKRs for key functions and guidance to managers on rolling these through different staff levels, so that all staff are working to advance the plan and see the connection between their work and overall strategic success
- A model for ongoing, rolling implementation assessment and planning

Schedule and Expected Milestones

Assuming a start date of June 1, 2024, we will deliver the scope of work above on the timeline specified in the RFP, including these milestones:

Timeline	Activity	Product
Phase 1: Assess the Environment		
June 2024	Kickoff, introduction with executive team	Adjust/confirm work plan
July 2024	Complete market and organizational assessment	Notes on key drivers for process
Phase 2: Strategy Development		
August 2024	Strategy development retreat with select group of staff and board	Learn from market and organizational assessment Build foundation for strategic decision making
Sept. 4–5, 2024	Facilitate sessions at staff retreat	Consolidated staff feedback
Sept. 30, 2024	Strategy development	Outline of strategy roadmap
Phase 3: Vet and Refine Strategy		
Oct.–Nov. 2024	Facilitate session for Community Advisory Committee	Consolidated CAC feedback
Oct.–Nov. 2024	Facilitate a session at Board Retreat	Consolidated board feedback
Phase 4: Approval and Implementation Planning		
Nov.–Dec. 2024	Draft strategic plan and review with three working groups	Plan iterations
Dec. 19, 2024	Present Final plan for adoption at board meeting	Final Strategic Plan
Post-Engagement Check-Ins		
January 2025	Project debrief with exec team	After-action review
Quarterly 2025	Quarterly check ins with team to discuss implementation	Updated implementation plans

Exhibit B

In consideration of the services provided by Contractor described in Exhibit A and subject to the terms of the Agreement, PCEA shall pay Contractor based on the following fee schedule and terms:

La Piana Consulting will undertake this engagement as described above for a fixed price of \$144,000, which includes all consulting fees, travel costs, and incidental expenses. This pricing assumes that most meetings will be conducted virtually, with both Lester and Bral in person at least three times including the strategy development session, staff retreat, and Board retreat. Lester may participate in 1–3 additional in person meetings if needed.

The total cost breaks down approximately by phase as follows:

Phase	Cost
Phase 1: Assess the Environment	\$22,000
Phase 2: Strategy Development	\$50,000
Phase 3: Vet and Refine Strategy	\$46,000
Phase 4: Approval and Implementation Planning	\$26,000
Post-Engagement Check-ins	Included at no extra cost

Our project budget is calculated based on our standard hourly rates:

Title	Hourly Rate
Project Coordinator	\$175
Senior Consultant	\$250
Partner	\$350

Payment shall be made upon the receipt of equal monthly invoices of \$18,000 for the services covered in this agreement. Any additional services incurred by the contractor will be charged at the standard hourly rate and will not exceed a total budget of \$150,000.



PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence

DATE: May 10, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors

FROM: Phillip Kobernick, Senior Programs Manager, Transportation, Peninsula Clean Energy

SUBJECT: Approval of RidePanda Contract Amendment, E-Bikes Program, for an Increased Amount of \$300,000, with an Updated Total Contract Value of \$525,000 (Action)

RECOMMENDATION

Approval of a contract increase with RidePanda for an increased amount of \$300,000, to an updated total value of \$525,000, as part of the E-Bikes for Everyone program.

BACKGROUND

Peninsula Clean Energy's mission is to reduce greenhouse gas (GHG) emissions and support the target of carbon neutrality by 2035, which Peninsula Clean Energy aims to support through investment in local community programs. Transportation emissions are one of the most significant challenges to decarbonization in San Mateo County, accounting for about 50% of direct emissions.

To support decarbonization efforts, the Board approved the Peninsula Clean Energy Program Roadmap in September 2018. As part of the implementation of the Roadmap in July 2020, the Board approved a low-income e-bike rebate program, named the "E-Bikes for Everyone" program, including incentives and a partnership with Silicon Valley Bicycle Coalition to provide bike safety workshops and outreach. Several local bike shops, including Sports Basement, Summit Bicycles, Mike's Bikes, Pedego, Epicenter Cycling, Chain Reaction Bicycles, and RidePanda (online retailer) entered into contract with Peninsula Clean Energy to provide the rebate as a point-of-sale discount to approved residents.

The "E-Bikes for Everyone" rebate program has opened on an annual basis since 2021 and has provided over 800 e-bike rebates to the community.

DISCUSSION

PCE staff are targeting a relaunch of the E-bikes for Everyone program in mid to late June for

the 2024 annual cycle, offering approximately 300 e-bike rebates.

To provide another lower cost option for residents to obtain e-bikes, staff are proposing a new lease option in this round, offered through RidePanda, a participating bike shop in the program. Applicants choosing this lease option will have their rebate applied over a monthly period, for a year-long term, bringing average monthly costs to between approximately \$15-80, depending on the e-bike. Applicants choose their e-bike online (test rides are also available), which will be delivered to them fully assembled. Leases also include preventative maintenance and theft coverage for customers. At the end of the 12-month lease period, customers can continue to lease their e-bike at an unsubsidized rate, purchase their e-bike at discounted rates that have been negotiated by PCE staff, or return their e-bike.

Through this new arrangement, applicants will now have the choice of purchasing an e-bike at a participating bike shop, in which the PCE rebate would be provided at the point of sale, or through the RidePanda lease option, in which the PCE rebate would be provided through a 12-month discounted lease.

A contract amendment with RidePanda, adding up to \$300,000 in value, is necessary to facilitate the new lease option and is presented for your Board's consideration.

FISCAL IMPACT

Funding for this program is included in the Board-approved Community Energy Programs budget.

STRATEGIC PLAN

Goal 3 – Community Energy Programs:

- Objective A: Develop market momentum for electric transportation
- Key Tactic 1: Drive personal electrified transportation to majority

adoption

- Objective B: Deliver tangible benefits throughout our diverse communities
- Key Tactic: Expand charging access and equity to low income

communities

ATTACHMENTS:

[RidePanda - PCE Contract Amendment 3.docx](#)

RESOLUTION NO. _____

**PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF
CALIFORNIA**

**APPROVAL OF RIDEPANDA CONTRACT AMENDMENT, E-BIKES PROGRAM, FOR AN
INCREASED AMOUNT OF \$300,000, WITH AN UPDATED TOTAL CONTRACT VALUE OF
\$525,000 (ACTION)**

RESOLVED, by the Peninsula Clean Energy Authority ("PCE"), that

WHEREAS, PCE was formed on February 29, 2016; and

WHEREAS, the Board of Directors approved the E-Bikes for Everyone Program on July 23, 2020; and

WHEREAS, the E-Bikes for Everyone program opened in May 2021, and has since provided over 800 e-bike rebates to the community; and

WHEREAS, E-Bikes are a demonstrated method to reduce greenhouse gas emissions which also reduce cost, especially for low-income community members; and

WHEREAS, Peninsula Clean Energy wishes to meet continued community demand for e-bikes; and

WHEREAS, PCE has contracted with multiple bicycle stores, including RidePanda, to administer e-bike rebates to qualified customers; and

WHEREAS, RidePanda is offering discounted lease options for customers, adding a new option for applicants in the E-Bikes for Everyone program; and

WHEREAS, Peninsula Clean Energy is satisfied with RidePanda's prior participation in the E-Bikes for Everyone program and would like to continue their contract in an expanded manner to include lease options.

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board delegates authority to the Chief Executive Officer to finalize and execute the amended agreement with RidePanda in an amount not to exceed \$525,600 over an extended contract term of approximately five years and in a form approved by the General Counsel.

AMENDMENT NO. 3 TO AGREEMENT BETWEEN PENINSULA CLEAN ENERGY AUTHORITY AND RIDEPANDA

THIS AMENDMENT TO THE AGREEMENT, entered into this 23rd day of May, 2024 by and between PENINSULA CLEAN ENERGY AUTHORITY, a California joint powers authority, hereinafter called "PCE," and Elektra Mobility Inc. dba "RIDEPANDA" hereinafter called "Contractor";

W I T N E S S E T H:

WHEREAS, the parties entered into an Agreement on May 10, 2021 for the purpose of E-bike rebate administration ("Agreement"); and

WHEREAS, the parties wish to amend the Agreement to increase the maximum amount by \$300,000 to an amount not to exceed \$525,600.

NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS FOLLOWS:

- 1. The text of Section 3 "Payments" shall be replaced in its entirety with the following:**

In consideration of the services provided by Participant Bike Shop in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, PCE shall make payment to Participant Bike Shop based on the rates and in the manner specified in Exhibit B. PCE reserves the right to withhold payment if PCE determines that the quantity or quality of the work performed is unacceptable.

Participant Bike shops will receive incentive funds based on the number of bikes sold or leased in accordance with the terms of this Agreement, outlined below. While the volume of e-bikes sold will naturally vary among bike shops, the total sum of rebates issued to this Participant Bike Shop and others by PCE shall not exceed the total incentive budget of approximately \$300,000 for fiscal year 2024-2025, which shall be allocated at PCE's discretion. Incentives shall be awarded at the sole discretion of PCE until funds are exhausted. In no event shall PCE's total rebate incentive reimbursement obligation to Participant Bike Shop under this Agreement exceed five hundred and twenty-five thousand, six hundred dollars (\$525,600). **Participant Bike Shop understands and acknowledges that PCE has sole discretion to review reimbursement applications, determine program eligibility, award, and distribute E-bike Rebate program funds.**

In the event that the PCE makes any advance payments, Participant Bike Shop agrees to refund any amounts in excess of the amount owed by the PCE at the time of contract termination or expiration.

- 2. The text of Section 4 “Term” shall be replaced in its entirety with the following:**

Subject to compliance with all terms and conditions, the term of this Agreement shall be from May 10, 2021, through December 31, 2026.

- 3. The text of Exhibit A shall be replaced in its entirety with “Exhibit A – May 23, 2024” as attached.**
- 4. The text of Exhibit B shall be replaced in its entirety with “Exhibit B – May 23, 2024” as attached.**
- 5. The text of Exhibit C shall be replaced in its entirety with “Exhibit C – May 23, 2024” as attached.**
- 6. Except as expressly amended herein, all other provisions of the Agreement shall remain in full force and effect.**
- 7. This Amendment No. 3 shall take effect upon the date of execution by both parties.**

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as set forth below.

Peninsula Clean Energy Authority

By: _____
Shawn Marshall, CEO

Dated: May 23, 2024

By: _____

Name: _____

Title: _____

Dated: _____

Exhibit A
May 23, 2024

In consideration of the payments set forth in Exhibit B, Participant Bike Shop shall provide the following services:

Overview

PCE's mission is to reduce greenhouse gas (GHG) emissions in its service territory and emissions from transportation and building natural gas use comprise the largest two sources of GHGs with the transportation sector accounting for approximately 60% of the emissions. E-bikes have the potential to provide lower cost electric mobility options to residents and reduce transportation emissions. The E-Bike Rebate Program is designed to assist residents with low to moderate incomes purchase a qualifying E-bike through the use of a rebate, provided by PCE and administered through the Participant Bike Shop.

Through the E-Bike Rebate Program, Peninsula Clean Energy will be partnering with bike shops to provide a subsidized lease option to income-qualifying residents. Through this arrangement, PCE-approved applicants will be able to lease a bike from the Participant Bike Shop at reduced rates. This contract outlines the responsibilities and conditions of the bike shop.

Objectives

1. Provide E-bike leases, at PCE-subsidized rates, to qualifying customers in support of PCE's E-Bike Rebate Program

Participant Bike Shop Tasks

1 Administrative Tasks

Participant Bike Shop shall provide the following:

1.1 Program Meetings

Participate in occasional program review meetings with the designated PCE contract administrator as determined to review progress and potential improvements. Participant Bike Shops are encouraged to provide qualitative feedback and suggestions to PCE to help improve the program.

1.2 Website Setup

Participant Bike Shop will create a unique, co-branded, landing page for PCE customers on the RidePanda website, which will feature the availability of the e-bike rebate program and highlight qualifying e-bikes and other micro-mobility vehicles available for lease on the RidePanda website.

Participant Bike Shop shall be responsible for the continued updated hosting and maintenance of the co-branded platform.

2 E-Bike Rebate Administration Details

2.1 Overview

Participating Bike Shop will provide leases for e-bikes and other micro-mobility vehicles, to PCE-approved customers. Participating Bike Shop shall be responsible for full operational execution of the lease, including test drives as applicable, onboarding with customer, and ongoing maintenance. Participating Bike Shop shall provide discounted pricing for the lease, utilizing the PCE rebate as a subsidy, further outlined below.

2.2 Subsidy Amount

PCE-provided monthly subsidy will be \$83 per customer with a maximum of \$1,000 per customer over a 12-month period. Subsidy will be provided on a monthly basis for as long as the customer renews their monthly lease or 12 months, whichever comes first. Only one subsidized lease per customer at a time.

2.3 Customer Eligibility

Only PCE-approved customers are eligible for the PCE rebate and PCE will be responsible for customer approval. Customer eligibility is subject to change at PCE's discretion. PCE will not reimburse Participating Bike Shops for any funding given to ineligible customers.

2.4 Vehicle Eligibility

E-bikes must meet the criteria below to qualify for a rebate. PCE may change these criteria at its sole discretion and will inform Participant Bike Shop if these criteria are changed.

2.4.1 A qualifying E-bike covered by this Program must be a bicycle equipped with fully operable pedals and an electric motor of less than or equal to 750 watts, as defined in [Section 312.5](#) of the California Vehicle Code. All classes (Class 1, Class 2, and Class 3) are eligible.

2.4.2 E-bike must be in new condition.

2.4.3 Only e-bikes are eligible for the PCE-rebate. Participating bike shop may include other micro-mobility devices available for lease to PCE customers, but these will not include the monthly subsidy.

2.5 Lease Initiation Procedures

Participating Bike Shop will utilize the PCE-provided online portal to verify that a valid rebate is available for customers that choose to initiate a lease with the Participating Bike Shop.

2.5.1 After a PCE customer has requested to initiate a lease with Participating Bike Shop, a Participating Bike Shop employee will utilize the PCE-provided online portal to verify that PCE has approved the customer by searching for the customer's name in the portal. PCE-approved customers will be indicated as "Funds Reserved."

2.5.2 Participating Bike Shop Employee will then enter in purchase information (Customer information, E-Bike make and model, etc.)

2.6 Vehicle Transfer to Customer

Customer shall have the option to either to pick up their vehicle at a local location in or around San Mateo County or Los Banos or have the vehicle delivered to them.

2.7 Lease Buyouts

Following the 12-month subsidized lease period, customers shall have the option to purchase their e-bike at the prices indicated in the table below. Additional vehicles may be added to the list below, at Participating Bike Shop's discretion.

Manufacturer	Model	Type	Subscription Duration	Monthly Subscription Amount (Pre-Subsidy)	Monthly Cost to Customer	Maximum Buyout Price (after 12 months)
Giant	Escape 2	pedal bike	Month-to-month	\$59	\$59 (no subsidy)	\$375
Dahon	Mariner D8	pedal bike	Month-to-month	\$69	\$69 (no subsidy)	\$475
Momentum	Voya E+ 3	ebike	Month-to-month	\$99	\$16	\$1,000
Momentum	Lafree E+	ebike	Month-to-month	\$149	\$66	\$1,050

Momentum	Vida	ebike	Month-to-month	\$164	\$81	\$1,550
Specialized	Globe Haul	Cargo Bike	Month-to-month	\$164	\$81	\$1,550
Specialized	Turbo Como	ebike	Month-to-month	\$169	\$86	\$1,495

Exhibit B
May 23, 2024

In consideration of the services provided by Participant Bike Shop described in Exhibit A and subject to the terms of the Agreement, PCE shall pay Participant Bike Shop based on the following fee schedule and terms:

1. Payment to Participant Bike Shop will be based entirely on the value of subsidized leases to qualifying customers for the purchase of qualifying E-bikes as outlined in this contract, with a maximum of \$1,000 in PCE subsidized lease expenses per customer.
2. Participant Bike Shop will provide an invoice on a monthly, or otherwise mutually determined, basis. Invoices shall include total list of active leases, an indication of how many months remain on the 12-month subsidized lease period per customer, and total subsidy applies for all leases that month.
3. Rebate payment reimbursements from PCE will be issued on a net-30 basis.
4. Rebate payments will not exceed \$1,000 per customer, for a total amount not to exceed \$300,000.

Exhibit C
May 23, 2024

In consideration of the services provided by Participant Bike Shop described in Exhibit A and subject to the terms of the Agreement, PCE shall:

1 Outreach

- 1.1 Provide a webpage on the PCE website that lists the Participant Bike Shop as a participant in the program and directs the public to their store. This page will include the following information for the Participant Bike Shop (as applicable):
 - Store logo
 - Web address
- 1.2 Publicize the E-bike Rebate program to residents, including targeted email campaigns to qualifying customers.
- 1.3 Collaborate with the Silicon Valley Bicycle Coalition in an outreach and promotion partnership, which will include the development of marketing material and in-person and online events such as group bike rides and safety classes.



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 14, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors
FROM: Nelly Wogberg, Board Clerk
SUBJECT: Approval of Minutes from the November 16, 2023 and April 25, 2024 Board of Directors Meetings

RECOMMENDATION

Approve Minutes from the November 16, 2023 and April 25, 2024 Board of Directors Meetings.

ATTACHMENTS:

[11-16-2023 BOD Draft Minutes.docx](#)
[04-25-2024 BOD Draft Minutes.docx](#)

**Regular Meeting of the Board of Directors of the
Peninsula Clean Energy Authority (PCEA)
Minutes**

Thursday, November 16, 2023
5:30 p.m.
Zoom Video Conference and Teleconference

CALL TO ORDER

Meeting was called to order at 5:35 p.m. in virtual teleconference, in the Peninsula Clean Energy Authority lobby, and in the Los Banos City Hall conference room A.

ROLL CALL

Participating:

Dave Pine, San Mateo County, arrived at 5:38 p.m.
Ray Mueller, San Mateo County, arrived at 5:54 p.m. and left at 6:49 p.m.
Rick DeGolia, Atherton, *Chair*
Julia Mates, Belmont
Donna Colson, Burlingame, *Vice Chair*
Ken Gonzalez, Colma
Roderick Daus-Magbual, Daly City
Harvey Rarback, Half Moon Bay
Al Royce, Hillsborough
Paul Llanez Faria, Los Banos, arrived at 6:02 p.m.
Betsy Nash, Menlo Park
Anders Fung, Millbrae, arrived at 5:51 p.m.
Tygarjas Bigstych, Pacifica
Jeff Aalfs, Portola Valley
Marty Medina, San Bruno
James Coleman, South San Francisco

Absent:

Coleen Mackin, Brisbane
Carlos Romero, East Palo Alto
Sam Hindi, Foster City
Elmer Martinez Saballos, Redwood City
John Dugan, San Carlos
Amourance Lee, San Mateo
Jennifer Wall, Woodside

A quorum was established.

PUBLIC COMMENT

None

SWEARING IN OF NEW BOARD MEMBER

Jennifer Stalzer, Assistant General Counsel, presided over the swearing-in ceremony of new Alternate Board Member, Alvin Royse from Hillsborough.

ACTION TO SET THE AGENDA AND APPROVE REMAINING CONSENT AGENDA ITEMS

MOTION: Director Bigstyk moved, seconded by Director Coleman to set the Agenda, and approve Agenda Item Numbers 1-5.

1. Approve a Resolution for a One-Time \$300 Rebate for California Alternate Rates for Energy Program (CARE) and Family Electric Rate Assistance Program (FERA) Customers
2. Approval of Consulting Contract Amendment with Andrew Stern to Extend the Term of Services Through January 31, 2024
3. Approval of a Resolution Delegating Authority to Chief Executive Officer to Execute an Agreement with Customized Energy Solutions, LTD. for Scheduling Coordinator, Battery Storage Optimization, Short-term Forecasting, and Congestion Revenue Rights Portfolio Management with terms consistent with those presented, in a form approved by the Deputy County Attorney, and for a term of three years, in an amount not to exceed \$2,700,000
4. Approval of the 2024 Board of Directors Schedule of Meetings
5. Approval of EV Ready Program Fund Reservation Agreement, Providing \$120,000 in Customer Incentives

MOTION PASSED: 13-0 (Absent: San Mateo County, Brisbane, East Palo Alto, Foster City, Los Banos, Millbrae, Redwood City, San Carlos, San Mateo, Woodside)

JURISDICTION	BOARD MEMBER	YES	NO	ABSTAIN	ABSENT
San Mateo County	Director Pine	X			
San Mateo County	Director Mueller				X
Atherton	Director DeGolia	X			
Belmont	Director Mates	X			
Brisbane	Director Mackin				X
Burlingame	Director Colson	X			
Colma	Director Gonzalez	X			
Daly City	Director Daus-Magbual	X			
East Palo Alto	Director Romero				X
Foster City	Director Hindi				X
Half Moon Bay	Director Rarback	X			
Hillsborough	Director Royse	X			
Los Banos	Director Llanez				X
Menlo Park	Director Nash	X			
Millbrae	Director Fung				X
Pacifica	Director Bigstyk	X			
Portola Valley	Director Aalfs	X			
Redwood City	Director Martinez Saballos				X
San Bruno	Director Medina	X			

San Carlos	Director Dugan				X
San Mateo	Director Lee				X
South San Francisco	Director Coleman	X			
Woodside	Director Wall				X
	Total	13			10

Chair DeGolia introduced Shalini Swaroop, Peninsula Clean Energy's new Chief Operating Officer, and Nick Bijur, Peninsula Clean Energy's new Chief Financial Officer.

REGULAR AGENDA

6. 2023 Board Retreat

Chair DeGolia introduced the 2023 Board Retreat.

a. Segment 1: Introductory Question and Futures Discussion

Shawn Marshall, Chief Executive Officer, introduced Daniel Student from the Potrero Group.

Daniel Student, Director of Business Development with Potrero Group, introduced and facilitated an introductory question of: "Peninsula Clean Energy has been in exponential growth since its inception and is now moving into its next stage of organizational maturity. What does and/or should growth mean or look like for Peninsula Clean Energy in the next 5-7 years? Consider electricity, customer impact, and industry/market impact."

Board discussion ensued.

b. Segment 2: Brief Overview of Organizational Development Evaluation and Feedback from Staff Retreat

Daniel Student gave some background information on the Staff Retreat held in September 2023 and introduced Justin Pine, Strategic Accounts Manager, who provided some feedback from the staff perspective. Daniel then introduced the organizational assessment process which will evolve throughout the upcoming year.

Public Comment: None

c. Segment 3: Update and Discussion on Key Priority #1: Procurement Priorities and 24/7 99% time-coincident goal

Shawn Marshall introduced Roy Xu, Director of Power Resources, who gave a presentation on procurement priorities and the 24/7 99% time-coincident goal.

Vice Chair Colson noted that advancements in technology are missing from these predictions and make it difficult to determine the risk of long-term contracts. Roy explained that to hit the 2027 goal, we will need to procure today, locking ourselves into long-term contracts.

Director Nash noted that a previous discussion indicated that 99% time-coincidence would be cost effective. Chair DeGolia agreed and explained that the market is not moving as previously estimated.

Director Mates asked about 83% as a goal. Roy explained that the 83% goal is based on contracts we already have coming online on time.

Vice Chair Colson shared that the risk of over procuring is a concern and shared that setting a bigger long-term target versus continuously breaking smaller goals is preferable, as is not worrying about a proclamation for how Peninsula Clean Energy will lead the industry.

Director Aalfs added that operating in a range of time-coincidence, perhaps between 95-99%, will help us allow for unforeseen market variations and that the 99% goal could be something that we “walk” towards without locking ourselves into long-term contracts as technology is always improving.

Director Bigstyk shared that evolving the goal towards a model creates an opportunity to still lead the industry.

Director Rarback asked if this 24/7 goal would impact the plans for the surplus funds that Peninsula Clean Energy currently has. Vice Chair Colson explained that a responsible amount is being discussed for redistribution.

Chair DeGolia shared that he would be proud if we got to 90% by 2027 as we’re at 83% now, but that the customer should come first, and the customer currently has a focus on the cost of power versus earlier priorities of clean power.

Jeremy Waen, Director of Regulatory Policy, added that the usage line can be reshaped, through programs like Virtual Power Plants and others.

Shawn Marshall asked about structural issues in the regulatory domain and marketplace that are not ready for 24/7 time-coincident and that currently all reporting is on an annual basis. Jeremy explained that there is an initiative and the California Energy Commission (CEC) that reporting will shift to hourly accounting, adding that the California Public Utilities Commission (CPUC) is also planning to shift some targets to an hourly focus.

Director Medina shared that having goals is great, but that unachievable goals mean we need to pivot and do the best we can to minimize risk and keep costs low.

Public Comment: Craig Taylor

The Board took a break from 7:42 p.m. to 7:52 p.m.

d. Segment 4: Update and Discussion of Key Priority #2: Support Decarbonization of Member Agency Communities by 2035

Rafael Reyes, Director of Energy Programs, gave a presentation on supporting decarbonization of member agency communities by 2035.

Director Aalfs asked how much can Distributed Energy Resources (DER) save on PGE distribution costs? Rafael explained that the *theory* is that properly deployed distributed resources can provide grid benefits or wholesale procurement benefits, but it can also provide benefits with the distribution grid and transmission grid. Peter Levitt, Programs Manager, DER, added that the values of DER would be immense, noting that Virtual Power Plants (VPP) would be unlocked in a way that isn't currently seen.

Chair DeGolia shared that batteries are helpful because they reduce load and with proper managing there should be value in deploying batteries during necessary times, but that deploying batteries can be difficult and we need to be able to measure the impact that batteries are having.

Director Nash added that batteries also help with resiliency.

Vice Chair Colson shared that public education may be helpful in reducing load at peak times. Rafael explained that the goal would be to not necessitate the public thinking about it at all.

Director Gonzalez asked about the security of smart grids. Rafael explained that security is always a concern, adding that big risks exist for national security, such as something happening to thousands of vehicles at once, but that a lot of work is being done in this area.

Director Pine asked for cost barrier for DER. Peter Levitt shared that the net cost of DERs is dependent on additional value streams that can be pulled into the equation. Peninsula Clean Energy can pull in a lot of value stacks that some customers are not able to obtain, noting a Peninsula Clean Energy led VPP could provide value as well.

Shawn Marshall suggested a fully developed business plan including a discussion on what is most important to a customer.

Director Aalfs asked what a rate add on would look like for a customer, perhaps as a bonus for meeting a certain load profile.

Public Comment: Craig Taylor, Kim Springer, as read by Nelly Wogberg, Board Clerk.

Director Coleman asked for the fiscal impact on carbon emissions.

- e. Segment 5: What does it mean to shift to a more customer-centric approach across our agency?

Gwen Rose, Director of Marketing and Community Relations gave a presentation covering what is means to shift to a more customer-centric approach across the agency.

Director Bigstyk asked what happens to the customer who doesn't know to go to the Peninsula Clean Energy website. Gwen noted that marketing outreach will help with this, as well as targeted communications.

Director Fung asked customers who have questions about electric rates and call PG&E. Gwen shared that a general Brand Awareness campaign to associate that Peninsula Clean Energy provides their power would help with this.

Director Nash asked for more information about the call center. Rafael explained that the call center is through CalPine and handles a high volume of billing questions, but there is no one there to handle program questions.

Director Mates shared that moving from transactional to conversational would be a great idea, noting that a call center might be a large endeavor, and there could be smaller ways to achieve this.

Chair DeGolia shared 3 issues: 1st, the all-encompassing point of contact is important and should be prioritized. 2nd, customers care about costs, and we should design our products to address that, and 3rd, include marketing that drives the customer to our website or has more outreach.

Director Coleman added that the default should be electric appliance. When Googling “water heater” the first thing that should pop up should be the Peninsula Clean Energy website.

Gwen explained that Google ads are currently being used and searches do lead to our site, but there is friction in the process.

Director Aalfs asked for the cost of a customer center and being customer centric, noting that it could be just a rounding error in terms of the procurement budget. Rafael Reyes, Director of Energy Programs, explained it would be small dollars compared to the procurement budget.

Director Daus-Magbual asked why not be human centric instead of customer centric and suggested the use of artificial intelligence or Chat GBT.

Rafael explained that everything that Gwen and staff have discussed presumes an upping human contact, including the website and call center, adding that artificial intelligence is in the works, but will be a lot of work, and needs to follow a foundation in knowledge and trust from customers.

Public Comment: None

Gwen shared key insights from the brand audit.

Shawn Marshall, Chief Executive Officer, shared the next steps and explained that time will be carved out at future Board meetings to continue strategic conversations that we didn’t get to tonight.

ADJOURNMENT

Meeting was adjourned at 9:20 p.m.

**Regular Meeting of the Board of Directors of the
Peninsula Clean Energy Authority (PCEA)
Minutes**

Thursday, April 25, 2024
6:30 p.m.
Zoom Video Conference and Teleconference

CALL TO ORDER

Meeting was called to order at 6:33 p.m. in virtual teleconference, in the Peninsula Clean Energy Authority lobby, in the Los Banos City Hall conference room A, and at 3237 Josephine Street, Denver, CO 80205.

ROLL CALL

Participating:

Dave Pine, San Mateo County
Ray Mueller, San Mateo County
Rick DeGolia, Atherton, participating remotely
Tom McCune, Belmont
Coleen Mackin, Brisbane
Donna Colson, Burlingame, *Chair*
Ken Gonzalez, Colma
Roderick Daus-Magbual, Daly City
Carlos Romero, East Palo Alto
Sam Hindi, Foster City
Harvey Rarback, Half Moon Bay
Leslie Ragsdale, Hillsborough
Paul Llanez, Los Banos
Betsy Nash, Menlo Park
Ann Schneider, Millbrae, participating remotely via AB 2449
Tygarjas Bigstych, Pacifica
Jeff Aalfs, Portola Valley
Elmer Martinez Saballos, Redwood City, arrived at 6:45 p.m.
Marty Medina, San Bruno, *Vice Chair*
John Dugan, San Carlos
Amourence Lee, San Mateo
James Coleman, South San Francisco, arrived at 6:37 p.m.
Ned Fluet, Woodside

Absent:

A quorum was established.

PUBLIC COMMENT YouTube

None

CLOSED SESSION YouTube

1. Conference with Legal Counsel – Anticipated Litigation: Discussion of anticipated litigation pursuant to subdivision (d)(2) and (e)(5) of Section 54956.9; One case.

The Board went into Closed Session at 6:36 p.m.

The Board returned from closed session at 7:12 p.m.  YouTube

Jennifer Stalzer, Assistant General Counsel, announced no reportable action.

ACTION TO SET THE AGENDA AND APPROVE REMAINING CONSENT AGENDA ITEMS



MOTION: Director Bigstyk moved, seconded by Director Loraine to set the Agenda, and approve Agenda Item Numbers 2-7.

2. Approval of Load Management Standard (LMS) Plan for submission to California Energy Commission (CEC).
3. Approval of A Three-Year Contract with Robert Half & Associates for Temporary Staffing and Recruitment Support.
4. Approval of Contract Amendment with David Fribush to increase the contract amount by \$260,000 and to extend the term of the Agreement to December 31, 2026.
5. Approval of Renewal of Insurance Coverage for the Period from May 1, 2024, through May 1, 2025, at a cost of \$197,787.
6. Approval of One EV Ready Program Fund Reservation Agreement, Providing Approximately \$185,000 in Customer Incentives.
7. Approval of Minutes from the October 26, 2023 and February 22, 2024 Board of Directors Meetings.

MOTION PASSED: 18-0 (Absent: San Mateo County, Colma, Daly City, East Palo Alto, San Carlos)

JURISDICTION	BOARD MEMBER	YES	NO	ABSTAIN	ABSENT
San Mateo County	Director Pine				X
San Mateo County	Director Mueller	X			
Atherton	Director DeGolia	X			
Belmont	Director McCune	X			
Brisbane	Director Mackin	X			
Burlingame	Director Colson	X			
Colma	Director Gonzalez				X
Daly City	Director Daus-Magbual				X
East Palo Alto	Director Romero				X
Foster City	Director Hindi	X			
Half Moon Bay	Director Rarback	X			
Hillsborough	Director Ragsdale	X			
Los Banos	Director Llanez	X			

Menlo Park	Director Nash	X			
Millbrae	Director Schneider	X			
Pacifica	Director Bigstyk	X			
Portola Valley	Director Aalfs	X			
Redwood City	Director Martinez Saballos	X			
San Bruno	Director Medina	X			
San Carlos	Director Dugan				X
San Mateo	Director Loraine	X			
South San Francisco	Director Coleman	X			
Woodside	Director Fluet	X			
Total		18			5

REGULAR AGENDA

8. [Chair Report](#)  YouTube

9. [CEO Report](#)  YouTube

10. [Community Advisory Committee Report](#)  YouTube v

Cheryl Schaff, Community Advisory Committee (CAC) Chair, gave a presentation on the April 11, 2024 CAC meeting.

11. [Approval of Appointments to the Executive Committee and the Audit and Finance Committee \(Action\)](#).  YouTube

Chair Colson introduced this item.

Public Comment: None

MOTION: Director Aalfs moved, seconded by Director Hindi to approve the following appointments:
To the Executive Committee:

1. Dave Pine, San Mateo County
2. Ray Mueller, San Mateo County
3. Rick DeGolia, Atherton
4. Coleen Mackin, Brisbane
5. Donna Colson, Burlingame, Chair
6. Betsy Nash, Menlo Park
7. Anders Fung, Millbrae
8. Jeff Aalfs, Portola Valley
9. Marty Medina, San Bruno, Vice Chair

To the Audit and Finance Committee:

1. Tom McCune, Belmont
2. Donna Colson, Burlingame
3. Carlos Romero, East Palo Alto
4. Leslie Ragsdale, Hillsborough
5. Paul Llanez, Los Banos

MOTION PASSED: 17-0-1 (Absent: San Mateo County, Colma, Daly City, East Palo Alto, San Carlos)

JURISDICTION	BOARD MEMBER	YES	NO	ABSTAIN	ABSENT
San Mateo County	Director Pine				X
San Mateo County	Director Mueller	X			
Atherton	Director DeGolia	X			
Belmont	Director McCune	X			
Brisbane	Director Mackin	X			
Burlingame	Director Colson	X			
Colma	Director Gonzalez				X
Daly City	Director Daus-Magbual				X
East Palo Alto	Director Romero				X
Foster City	Director Hindi	X			
Half Moon Bay	Director Rarback	X			
Hillsborough	Director Ragsdale	X			
Los Banos	Director Llanez	X			
Menlo Park	Director Nash	X			
Millbrae	Director Schneider			X	
Pacifica	Director Bigstyk	X			
Portola Valley	Director Aalfs	X			
Redwood City	Director Martinez Saballos	X			
San Bruno	Director Medina	X			
San Carlos	Director Dugan				X
San Mateo	Director Loraine	X			
South San Francisco	Director Coleman	X			
Woodside	Director Fluet	X			
	Total	17		1	5

12. [Approval of Updated Peninsula Clean Energy Strategic Plan Organizational Priority Number 1 to: Deliver 100% Renewable Energy on An Annual Basis by 2030 Through Strategic and Cost-Effective Procurement of Resources that Maximize Peninsula Clean Energy 24/7 Hourly Matching of Renewable Energy and Load \(Action\).](#)  YouTube

Roy Xu, Director of Power Resources, and Mehdi Shahriari, Planning and Analytics Manager, gave a presentation on the update to Organizational Priority Number 1.

Public Comment: None

MOTION: Director Loraine moved, seconded by Director Aalfs to Approve the Updated Peninsula Clean Energy's Strategic Plan Organizational Priority #1 to: "Deliver 100% Renewable Energy on An Annual Basis by 2030 Through Strategic and Cost-Effective Procurement of Resources that Maximize Peninsula Clean Energy's 24/7 Hourly Matching of Renewable Energy and Load."

MOTION PASSED: 18-0 (Absent: San Mateo County, Colma, Daly City, East Palo Alto, San Carlos)

JURISDICTION	BOARD MEMBER	YES	NO	ABSTAIN	ABSENT
San Mateo County	Director Pine				X

San Mateo County	Director Mueller	X			
Atherton	Director DeGolia	X			
Belmont	Director McCune	X			
Brisbane	Director Mackin	X			
Burlingame	Director Colson	X			
Colma	Director Gonzalez				X
Daly City	Director Daus-Magbual				X
East Palo Alto	Director Romero				X
Foster City	Director Hindi	X			
Half Moon Bay	Director Rarback	X			
Hillsborough	Director Ragsdale	X			
Los Banos	Director Llanez	X			
Menlo Park	Director Nash	X			
Millbrae	Director Schneider	X			
Pacifica	Director Bigstyk	X			
Portola Valley	Director Aalfs	X			
Redwood City	Director Martinez Saballos	X			
San Bruno	Director Medina	X			
San Carlos	Director Dugan				X
San Mateo	Director Loraine	X			
South San Francisco	Director Coleman	X			
Woodside	Director Fluet	X			
Total		18			5

13. [Approval of Continued Evaluation and Preparation for a Possible Prepay Bond Transaction, Including Approval to Join the California Community Choice Finance Authority and the Engagement of a Financial Advisor and Prepay Counsel \(Action\).](#)  YouTube

Nick Bijur, Chief Financial Officer, gave a presentation on the pre-pay bond transaction.

Public Comment: None

MOTION: Director Mueller moved, seconded by Director Medina to Approve continued evaluation and preparation for a possible Prepay bond transaction potentially in late 2024, including approval to join the California Community Choice Finance Authority (CCCFA) as an associate member at the appropriate time as conduit for the bond issuance, and the nearer term engagement of PFM Financial Advisors (PFM) as Municipal Financial Advisor and Chapman and Cutler as Prepay Counsel.

MOTION PASSED: 18-0 (Absent: San Mateo County, Colma, Daly City, East Palo Alto, San Carlos)

JURISDICTION	BOARD MEMBER	YES	NO	ABSTAIN	ABSENT
San Mateo County	Director Pine				X
San Mateo County	Director Mueller	X			
Atherton	Director DeGolia	X			
Belmont	Director McCune	X			
Brisbane	Director Mackin	X			

Burlingame	Director Colson	X			
Colma	Director Gonzalez				X
Daly City	Director Daus-Magbual				X
East Palo Alto	Director Romero				X
Foster City	Director Hindi	X			
Half Moon Bay	Director Rarback	X			
Hillsborough	Director Ragsdale	X			
Los Banos	Director Llanez	X			
Menlo Park	Director Nash	X			
Millbrae	Director Schneider	X			
Pacifica	Director Bigstyk	X			
Portola Valley	Director Aalfs	X			
Redwood City	Director Martinez Saballos	X			
San Bruno	Director Medina	X			
San Carlos	Director Dugan				X
San Mateo	Director Loraine	X			
South San Francisco	Director Coleman	X			
Woodside	Director Fluet	X			
Total		18			5

14. [Approval of New Zero-Carbon Intensity Low Carbon Fuel Standard \(LCFS\) Eligible Green Tariff for Public Transit Electrification \(Action\)](#). YouTube

Justin Pine, Strategic Accounts Manager, gave a presentation on the zero-carbon intensity Low Carbon Fuel Standard eligible green tariff for public transit electrification.

Public Comment: None

MOTION: Director Medina moved, seconded by Director Coleman to Approval of a Zero-Carbon Intensity Low Carbon Fuel Standard Green Tariff to support public transit agency electrification in Peninsula Clean Energy's service territory.

MOTION PASSED: 18-0 (Absent: San Mateo County, Colma, Daly City, East Palo Alto, San Carlos)

JURISDICTION	BOARD MEMBER	YES	NO	ABSTAIN	ABSENT
San Mateo County	Director Pine				X
San Mateo County	Director Mueller	X			
Atherton	Director DeGolia	X			
Belmont	Director McCune	X			
Brisbane	Director Mackin	X			
Burlingame	Director Colson	X			
Colma	Director Gonzalez				X
Daly City	Director Daus-Magbual				X
East Palo Alto	Director Romero				X
Foster City	Director Hindi	X			
Half Moon Bay	Director Rarback	X			

Hillsborough	Director Ragsdale	X			
Los Banos	Director Llanez	X			
Menlo Park	Director Nash	X			
Millbrae	Director Schneider	X			
Pacifica	Director Bigstyk	X			
Portola Valley	Director Aalfs	X			
Redwood City	Director Martinez Saballos	X			
San Bruno	Director Medina	X			
San Carlos	Director Dugan				X
San Mateo	Director Loraine	X			
South San Francisco	Director Coleman	X			
Woodside	Director Fluet	X			
	Total	18			5

15. [Board Members' Reports](#) YouTube

None

ADJOURNMENT

Meeting was adjourned at 8:53 p.m.



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: March 15, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: None

TO: Honorable Peninsula Clean Energy Authority Executive Committee
FROM: Shawn Marshall, Chief Executive Officer
SUBJECT: CEO Report (Discussion)

BACKGROUND

This report is provided monthly to the Board of Directors and is informational only.

DISCUSSION

During the Board meeting, Shawn Marshall, CEO will provide an update on a variety of PCE topics including but not limited to:

Victory at HCD!

Every three years, the California Department of Housing and Community Development (HCD) develops and adopts new building codes. One proposed change this year caught the eye of Peninsula Clean Energy's Programs team. The proposed code, if enacted as drafted, would have eliminated the opportunity for our EV Ready program to install Level 1 EV charging at apartment and condominium buildings.

Peninsula Clean Energy has been an advocate for the installation of Level 1 charging as a proven solution for EV charging installation. It is not only cost-effective, but it can be installed quickly and is not subject to delays experienced by projects facing lengthy connection timelines.

Peninsula Clean Energy reached out to legislators, CalCCA, other CCAs, and non-governmental organizations to enlist their support of language that would allow the installation of Level 1 chargers in an existing multi-family building, regardless of quantity or scope. In response to our efforts, HCD released its Initial Statement of Reasons for the Proposed Building Standards that upholds their Advisory committee vote to adopt our suggested language that would allow for the installation of Level 1 charges in multi-family buildings.

I want to extend our sincere appreciation to our EV/Programs staff team, Senator Josh Becker (D-Menlo Park), Senator Henry Stern (D-Simi Valley), Assemblymember Marc Berman (D-Palo Alto), and Assemblymember Chris Ward (D-San Diego) who sent strong letters of support to HCD, as did the California Electric Transportation Coalition and 11 CCAs through a letter

submitted by CalCCA.

3rd Gov PV Site is Now Live!

PCE's 128 kW system at the Millbrae Recreation Center is now operational as part of PCE's first round of "GovPV" solar projects. The system is projected to deliver more than \$1 million in energy savings over the life of the system. Brisbane's Mission Blue Center and San Carlos Youth Center are already live, and a ribbon cutting in San Carlos is planned for June 6. The remaining 9 projects in the first round are expected to go live in the coming months, and the program's second round is currently under development.

PCE In the Community

- 5/18/2024; Los Banos Home Fair 2024
- 5/23/2024; Pacheco High School Wax Museum; Los Banos
- 5/24/2024; Pacheco High School Wax Museum; Los Banos
- 5/30/2024; Energy Discount Training with Thrive Alliance and El Concilio; San Mateo County
- 6/9/2024; Rise South City Spanish Workshop; South SF
- 6/17/2024; Climate Resilient Communities Focus Group on EVs; East Palo Alto
- 6/19/2024; (DATE TBC) E-Bike Happy Hour with SSMC; San Mateo County

PCE Staffing Update

Please welcome to our team:

- Melanie Jasper Associate Programs Manager for EV, who started on May 16th
- Justin Kudo, Associate Director, Rates and Strategic Analysis, who will start on June 24th

And welcome to our new **summer interns** also joining us in June!

- Nuha Rashad, Decarb Programs Intern (San Jose State University)
- Levi Freed, Data Analytics Intern (CalState Northridge)
- Alexandra Sidel, DER Programs Intern (UCLA)
- Noah Larkin, Renewable Energy GIS Intern (CalPoly San Luis Obispo)

Posted Positions - PCE is hiring! Please help us spread the word.

[Data Engineer/Analyst, Data and Technology](#)



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 13, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors
FROM: Nicholas Bijur, Chief Financial Officer
SUBJECT: Approval of the Establishment of a Rate Stabilization Fund (Action)

RECOMMENDATION

Approve the establishment of a Rate Stabilization Fund under Government Accounting Standard Board (GASB) Standard 62 for the purpose of stabilizing customer electric generation charges.

BACKGROUND

The financial strength of Peninsula Clean Energy (PCE or the Agency) is one of the necessary pillars of the Agency if it is to deliver on its mission to reduce greenhouse gas emissions by expanding access to sustainable and affordable energy solutions. The Board of Directors sets rates as necessary to provide sufficient revenues to pay all operating expenses and all other financial obligations of the Agency. While expenses, specifically the cost of energy, can vary significantly, PCE customers value rate affordability and stability. Since PCE's inception, staff has worked to minimize rate changes while ensuring PCE has the resources necessary to meet its financial commitments.

A Rate Stabilization Fund is an accounting tool available to government entities under GASB 62 to mitigate rate changes and more importantly, rate spikes. The primary purpose of GASB 62 is to recognize expenses and the revenues from rates designed to recover those costs in the same period. This standard recognizes that rate regulated utilities and other Load Serving Entities (LSEs) often have to consider rate stability, and thus recover costs over different periods than those costs would be recognized as expenses under Generally Accepted Accounting Principles (GAAP).

MCE Energy, Clean Power Alliance, Ava Community Energy, Sonoma Clean Power and CleanPowerSF have implemented Rate Stabilization Funds under GASB 62.

DISCUSSION

Staff proposes the establishment of a Rate Stabilization Fund to allow PCE to defer revenues in years when financial results are strong to be used in future years when financial results are not as strong or are stressed. Deferring revenues to be used in future years would allow PCE

to avoid sudden rate increases to address unanticipated spikes in energy costs, or conversely, to offset reductions in rate levels (and net revenues) to address large increases in the Power Charge Indifference Adjustment (PCIA). Using deferred revenues in a future year would allow PCE to minimize the near-term impact on rates and net revenues. In addition, if in the future PCE decides to access the tax-exempt capital markets, the Agency will need to agree to several covenants. These covenants would be required to protect (and attract) bond investors in the offering and would require that PCE produces net revenues sufficient to pay debt service costs. The Rate Stabilization Fund could be drawn upon to allow PCE to meet its covenants if needed.

From an accounting standpoint, a deferral of revenues into the Rate Stabilization Fund would result in a reduction in PCE's reported revenues in that fiscal year, and an increase in reported revenues for the years withdrawals from the Rate Stabilization Fund are made. By deferring revenues into the Rate Stabilization Fund before it is recognized as revenues, PCE would effectively "bank" revenues for use in a future fiscal year. Staff have been working with PCE's accounting firm, Maher Accounting, in development of the Rate Stabilization Fund to ensure it conforms with the standards of GASB 62.

Staff will consider deferral of revenues into the Rate Stabilization Fund in a fiscal year when the projected addition to Net Position is greater than 3% of total budgeted revenues. Deposits can be made into the Rate Stabilization Fund until the balance equals 15% of the total budgeted revenues in the then-current fiscal year. Staff will consider withdrawals of revenues from the Rate Stabilization Fund in a fiscal year where net revenues are projected to be negative or as necessary to satisfy any covenants, contractual obligations, or to maintain investment grade credit ratings. Staff will notify the Board of Directors after a transfer is made.

FISCAL IMPACT

Establishment of the Rate Stabilization Fund would have no immediate fiscal impact. Deferring revenues into the Rate Stabilization Fund would have a commensurate negative effect on net revenues in that fiscal year. Withdrawals from the Rate Stabilization Fund would have commensurate positive effect on net revenues in that fiscal year.

Pending approval by the Board of Directors, staff will likely recommend deferral of revenues in the current fiscal year due to strong forecasted financial results, to be recognized in FY25 and FY26 when the cost of energy is expected to increase significantly.

RESOLUTION NO. _____

**PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF
CALIFORNIA**

APPROVAL OF THE ESTABLISHMENT OF A RATE STABILIZATION FUND (ACTION)

RESOLVED, by the Peninsula Clean Energy Authority of the County of San Mateo, State of California ("Peninsula Clean Energy" or "PCE"), that

WHEREAS, Peninsula Clean Energy was formed on February 29, 2016, as a Community Choice Aggregation program ("CCA"); and

WHEREAS, the Board of Directors deems it prudent to establish, designate, and maintain an operating reserve fund (the "Rate Stabilization Fund") to provide a contingency available to stabilize customer rates, satisfy financial covenants, and such other matters, and to be funded as deferred surplus revenues from time to time; and

WHEREAS, the Rate Stabilization Fund will be used to defer excess revenues, as determined by staff, that will be recognized in future periods. This deferral will create an accounting liability, and the future recognition of revenues will decrease that liability; and

WHEREAS, the Rate Stabilization Fund shall be recognized in accordance with GASB 62; and

WHEREAS, staff will notify the Board of Directors of all deferrals to the Rate Stabilization Fund, and uses from the Rate Stabilization Fund.

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board of Directors hereby establishes a Rate Stabilization Fund and authorizes the Chief Executive Officer or the Chief Financial Officer to transfer in or transfer out, from time to time, such amount as each such officer may determine as prudent and appropriate into or out of the Rate Stabilization Fund.



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 6, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Executive Committee

FROM: Leslie Brown Director of Account Services and Stephanie Elmore Contact Center Manager Consultant

SUBJECT: Approval to Proceed with the Development of an In-House Customer Contact Center (Action)

RECOMMENDATION

Recommend Board of Directors approve PCE staff's proposal to move forward with the development of an in-house customer contact center.

BACKGROUND

Under PCE's current billing and data management service agreement, Calpine Energy Solutions (Calpine) provides customer contact center infrastructure and related services. To date, this outsourced solution has generally been satisfactory. However, as we've begun to launch more programs and services to a diverse set of customers, the disconnect between the customer experience we want to provide and what the outsourced call center team is able to deliver has become more prominent. Calpine has an exclusive relationship with Energy Choice California (ECC), a division of AnswerNet, to manage staffing, training, and day to day operations of Calpine's CCA call centers. In our existing service arrangement, there are two dedicated Customer Service Representatives (CSRs) handling PCE customer calls, supported by a back-up pool of up to six representatives (shared with other regional CCAs -- SVCE and SJCE) to manage overflow calls, along with a supervisor overseeing escalations. Due to the current contractual agreement between all parties, these agents are independent from the PCE team and are hired and trained by ECC. The existing employment contract and union agreements with ECC staff prohibit direct communication between PCE and ECC's front-line CSRs handling our customer calls. This arrangement poses challenges as it restricts our ability to manage quality control issues and provide direct guidance to CSRs representing PCE to our customers.

DISCUSSION

Elevation and scaling of Peninsula Clean Energy's services will require a move from a transactional service approach (i.e. a single rebate or billing need) to a fully integrated customer-centric approach where deeper relationships are cultivated through a

comprehensive customer journey with a “360 degree” view of the customer at every step from initial marketing through repeated program participation across all service offerings. The proposed in-house customer service center can provide a more integrated, efficient and positive customer experience in that a single CSR can assist customers with a variety of queries that may arise on a given call. For example, a PCE staff CSR could respond to a full range of customer needs including billing questions, program navigation and eligibility, rebate status, and contractor referrals across all programs. With our current "outsourced" solution there is limited ability for the current representatives to answer questions beyond general program information as currently there is no visibility into rebate status or ability to answer complex questions during the initial call.

Ultimately, we believe bringing CSR staff in-house will result in a far superior experience for the customer and will help PCE scale program participation by cross-marketing programs that may be relevant to a certain customer. Bringing contact center services in-house has been implemented with success by a few of our peer agencies (MCE Clean Energy, CleanPowerSF, and Sonoma Clean Power). The attached proposal is the culmination of PCE's research and analysis of the benefits, costs and risks of implementing and managing an in-house contact center while continuing to leverage the existing technology platforms hosted by our billing and data management partner, Calpine Energy Solutions.

PCE staff shared the In-House Contact Center plan with the CAC at their monthly meeting on May 9th, 2024. The CAC supports the plan to transition to an in-house contact center solution to enhance overall customer experience and support PCE's decarbonization program goals. The CAC recommends exploring the inclusion of some evening and weekend hours.

PCE staff shared the In-House Contact Center plan with the PCE Executive Committee meeting on Monday May 13th, 2024. Executive Committee members also supported the recommendation to transition to a PCE staffed in-house contact center solution but asked for some additional detail to be provided at the full Board meeting regarding the types of customer service issues and delays that we expect to resolve by bringing staffing in-house, which staff will provide during its presentation to the full Board.

FISCAL IMPACT

PCE's current service agreement and fees for Calpine's back-end services incorporate the call center services in our per account monthly cost. The estimated value of these services in the current pricing structure is approximately \$0.04 per active account for the ECC call center services and \$0.05 for the integrated voice recording (IVR) and customer relationship management (CRM) platforms per month. The annual value of these services is \$150,000 and \$186,000 respectively, based off an average of 310,000 active accounts monthly.

New costs incurred by increasing PCE headcount by four full-time staff (three CSRs and one Manager) is estimated to be \$500,000, inclusive of salary and benefits. PCE would also need to assume actual costs incurred by the live translation service for languages not supported by our bilingual CSRs. These costs are currently absorbed by Calpine. Based on translation call reports from 2023 we estimate these costs to be \$6,000 annually. By moving to in-house CSR staff we estimate the overall net additional costs to be \$356,000.

STRATEGIC PLAN

Evaluation and enhancement of our contact center capabilities supports PCE's strategic plan goals of ensuring high customer satisfaction and retention through expanding our capabilities to effectively support the development of, and communication about, programs and services.

ATTACHMENTS:

[PCE Staff Proposal-In House Contact Center 5.9.24.docx](#)

RESOLUTION NO. _____

**PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF
CALIFORNIA**

**APPROVAL TO PROCEED WITH THE DEVELOPMENT OF AN IN-HOUSE CUSTOMER
CONTACT CENTER (ACTION)**

RESOLVED, by the Peninsula Clean Energy Authority of the County of San Mateo, State of California, that

WHEREAS, Peninsula Clean Energy (PCE) was formed on February 29, 2016; and

WHEREAS, PCE continues to expand its program offerings and services to encourage customers to decarbonize; and

WHEREAS, customers have expressed that need for more guidance and support from PCE to navigate these efforts; and

WHEREAS, PCE staff have determined that our current outsourced contact center is not able to manage the type of customer support we need going forward; and

WHEREAS, PCE staff evaluated various contact center solutions implemented by our peer agencies; and

WHEREAS, PCE staff has determined that the most effective course of action would be to transition staffing of the contact center in-house to improve quality control and efficiency;

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board approves PCE staff's proposal to develop an in-house contact center.

Table of Contents

- 1. Executive Summary 2
- 2. Background and Introduction 3
- 3. Business Objectives 6
- 4. Operational Plan 9
- 5. Technology and Equipment..... 14
- 6. Risk Management 16
- 7. Financial Impact 17
- 8. Peer Agency Analysis..... 18
- 9. Implementation Timeline 19
- 10. Conclusion/Recommendation 20
- 11. Appendix 21

1. Executive Summary

Peninsula Clean Energy (PCE) is dedicated to providing outstanding customer service while advancing sustainable energy solutions and decarbonization programs in our service area. To further this commitment, we propose establishing an in-house contact center with three service representatives and one manager. This strategic step aims to improve our customer focus by centralizing customer interactions, gathering insights, and supporting our ambitious goals in building and transportation electrification.

Currently, PCE uses an outsourced solution for customer call-center service, which has generally been satisfactory for non-program account related interactions. Bringing the contact center staff in-house offers significant advantages to PCE and our customers. Firstly, it enables a deeper understanding of our customers' needs, allowing us to tailor services and programs more effectively. Secondly, an in-house center provides greater control and flexibility in managing interactions, ensuring consistent, high-quality service. Thirdly, it promotes closer collaboration between customer service and other departments, enhancing our overall approach to customer engagement and energy program development.

To inform our decision-making, we reviewed the experiences of peer agencies like CleanPowerSF, MCE Clean Energy, and Sonoma Clean Power (SCP) that have transitioned to in-house contact centers. Each organization has taken slightly different approach to bringing the front-line services in-house, but they have all demonstrated improved quality control and better customer service processes with in-house teams. PCE intends to move forward with a plan similar to SCP and CPSF by hiring our own Manager and CSR team, while maintaining the technology infrastructure that's already in place with Calpine to manage calls and customer billing data.

Finally, establishing an in-house contact center team is a pivotal step in our customer-centric journey. By centralizing interactions, we aim to gather insights that will guide strategic decisions and help scale and enhance our programs. We believe this initiative will not only elevate the customer experience but will also reinforce our position as a CCA and local community leader. We are confident that this initiative will yield tangible benefits for our customers, our organization, and the communities we serve.

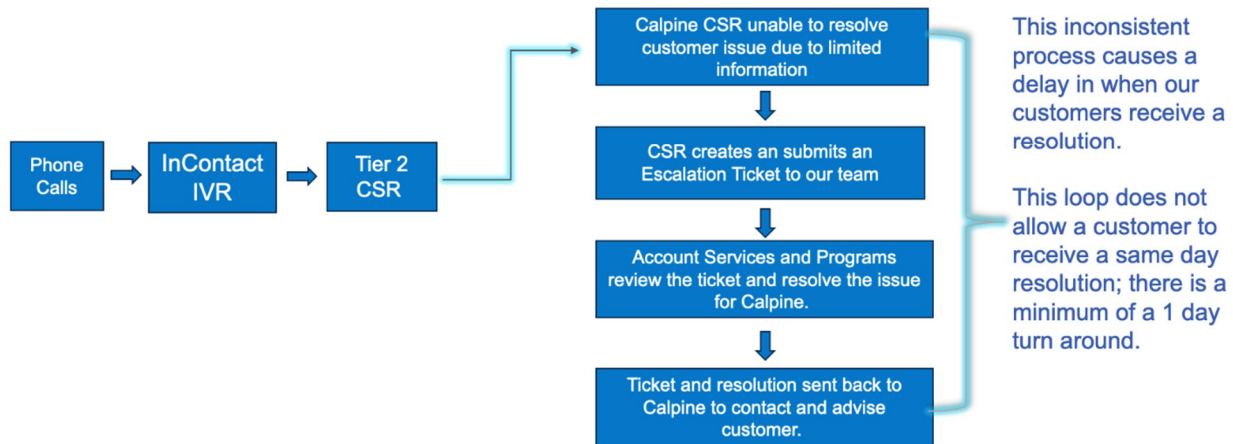
2. Background and Introduction

Currently, under PCE's billing and data management service agreement, Calpine Energy Solutions (Calpine) provides all contact center infrastructure and related services. Calpine has an exclusive relationship with Energy Choice California (ECC), a division of AnswerNet, to manage staffing, training, and day to day operations of Calpine's CCA call centers. In our existing service arrangement, there are two dedicated Customer Service Representatives (CSRs) handling PCE customer calls, supported by a back-up pool of up to six representatives (shared with other regional CCA's-SVCE and SJCE) to manage overflow calls, along with a supervisor overseeing escalations.

These agents serve as the initial point of contact for customers contacting PCE via telephone. However, due to the current agreement, these agents are independent from the PCE team and are hired and trained by ECC. The existing employment contract and union agreements with ECC staff prohibit direct communication between PCE and the front-line ECC CSRs handling our customer calls. This arrangement poses challenges as it restricts our ability to manage quality control and provide direct guidance to front-line staff. Presently, when PCE staff identify coaching opportunities from our call recordings, the process involves contacting Calpine to review the call and provide feedback to the ECC team for agent coaching. It is neither efficient or terribly effective.

In cases where a CSR encounters a customer call beyond their capacity, typically when customers have specific program-related questions that CSRs cannot answer, a call slip is submitted to PCE staff for follow up with the customer via phone or email. This call slip process can pass through as many as four Calpine and PCE staff before reaching the appropriate PCE staff member for response, leading to delayed response times and inefficient use of staff time. These processes conflict with our goal of customer-focused service, as they impede our ability to directly improve contact center quality and address customer issues in real-time.

Current Service Escalation Ecosystem

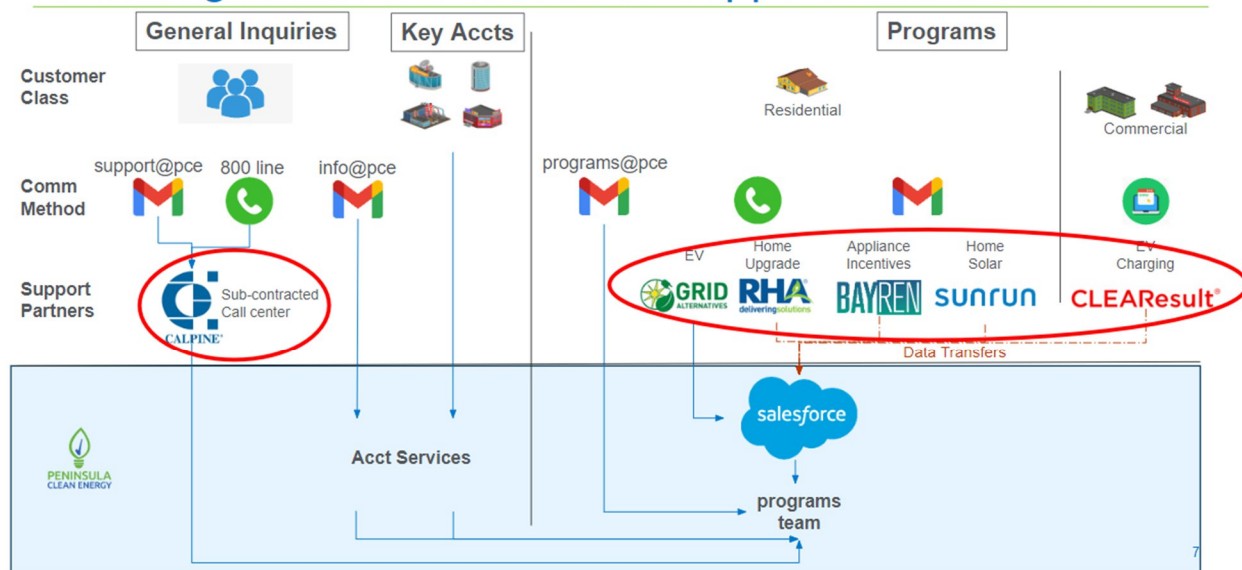


Our current arrangement provides limited opportunities for real-time insights and quality control feedback. While Calpine provides various reports and call statistics on a weekly/monthly basis, PCE staff have also been reviewing opt-out call recordings weekly to identify points of customer dissatisfaction. However, PCE does not currently have immediate or direct access to live calls or call recording files. Call recordings are available by request but take 2-3 days to retrieve and send to PCE staff. This lag in feedback does not align with best practices and can result in poor customer experiences and opt-outs particularly during escalations.

By bringing the contact center in-house, PCE will have direct oversight and control over training, operating procedures, messaging and quality assurance. With an in-house CSR team, PCE will have access to live call monitoring, allowing managers to merge into calls to assist representatives without the customer hearing, enabling real-time coaching and training. Additionally, PCE will have the capability to access and monitor all calls within a 24-hour period. In the event of an escalation, will we have the ability to request copies of flagged calls the next day for review. This will ensure that agents are well-trained and equipped to handle customer requests effectively, and any issues or escalations can be addressed promptly.

In addition to the ECC call center, currently PCE maintains numerous additional program-specific support channels. These are all siloed, specific to particular programs. This prevents a comprehensive view of customer needs and opportunities. For example, if a customer is inquiring about one program but is also eligible for another service, the support personnel are unable to provide that assistance.

Challenge: Current Customer Support Architecture

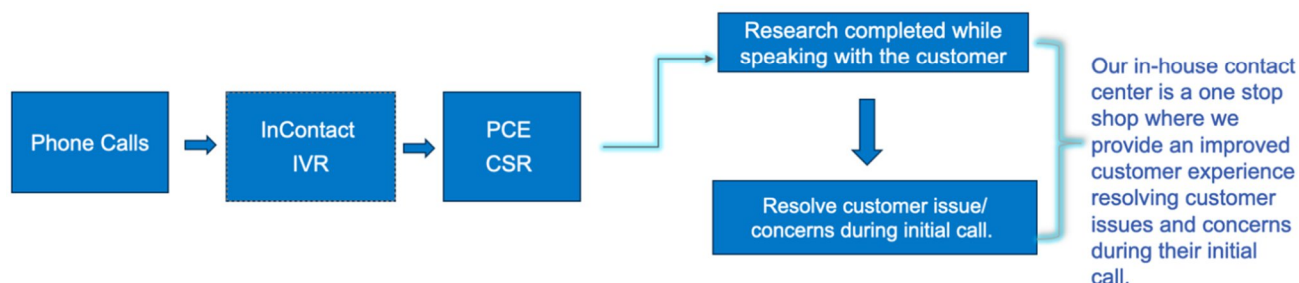


Our goal is to improve the above described process and provide a more customer-focused experience. By bringing the contact center in-house PCE staff will become the central point of contact for our customers.

The new PCE contact center will provide a more streamlined way for customers to obtain assistance related to PCE programs, as has not been feasible with the current Calpine model. One of example of this is PCE rebate programs. Currently, if a customer calls in to ask about status of their rebate application, the ECC agents cannot provide any information, and instead issue a call slip for PCE staff to respond. With the new PCE contact center, our CSRs will be able to answer those questions directly by looking into our Programs CRM. Another example is the Home Upgrade Program (low-income direct install), which is managed by a third-party vendor and includes scheduling in person home assessments. Currently, if a customer calls to reschedule their installation or confirm their appointment, the ECC agents cannot provide any information, and instead issue a call slip for PCE staff to respond which PCE then needs to forward to the third-party vendor. There have been instances where the escalation delay meant that we were not able to follow-up with the customer in time. With our new contact center, our CSRs will be able to view appointments and transfer the customer to the third-party vendor immediately if the customer needs more assistance. Being able to answer Program related questions while on the call and be able to make warm transfer to partner vendors, if need be, immediately provides a greater customer experience, as the customer feels heard and taken care of and is likely able to resolve their issue in one call. Additionally, if the customer inquiry is complex and needs to be escalated to the PCE Programs team, our CSR would be able to do so by either transferring the call

to the appropriate team member or send a follow up request directly to them. Account Services and Programs will work closely together to define these escalation procedures.

New Contact Center Service Escalation Ecosystem



While the ECC team and Calpine take great care in their hiring and training processes, the inability for PCE to have a more direct relationship with the front-line staff would make implementing the "one-stop-shop" and high touch customer centric programs on our Programs team roadmap incredibly difficult. Transitioning to an in-house contact center with our proposed three dedicated customer service representatives and a manager presents a strategic move aimed at enhancing our customer engagement and service quality. This shift also enables us to streamline communication processes, reducing response times and enhancing efficiency. Having a dedicated team allows for deeper integration within our company culture and values, fostering a stronger sense of accountability and alignment. Overall, establishing an in-house contact center marks a significant step towards elevating our customer service standards and strengthening our reputation as a trusted advisor within the communities we serve.

3. Business Objectives

CSRs serve as the first point of contact for most PCE customers. Their daily responsibilities and interactions may have a more immediate and direct impact on customer perception of PCE than anyone else. Transitioning from an outsourced CSR team to one directly employed by PCE will afford us numerous benefits. Staff believes that the premium invested in hiring additional PCE staff and bringing this service in-house, providing direct oversight to this "first point of contact," is well worth the incremental cost. The following provides quick overview of our key contact center business objectives:

1) Improve Customer Experience and Enhance Quality Control

- **Improved Feedback:** Direct communication makes it easier to gather feedback from customers and agents, enabling us to identify trends, address concerns, and implement changes more effectively.
- **Company Cultural Alignment:** An In-house contact center can better reflect and reinforce PCE's culture and values, encouraging unity and commitment among all employees. Representatives will feel more ownership over PCE's success and mission than our current CSRs, incentivizing them to provide exemplary service. Our in-house CSRs will also have specific knowledge of PCE, whereas some of our current CSRs may know the script but are unable to interpret questions beyond it due to unfamiliarity with PCE billing, programs, and operations.
- **Length of translated calls:** Translated calls can lead to extended wait times compared to the average call. We've observed calls with a translator to be over 20 minutes compared to typical opt-out calls taking around 10 minutes or commonly less. PCE is committed to having bilingual CSR staff to minimize the need to use outside translation services.
- **Improved Quality Control:** Bringing the contact center in-house, we will have direct oversight and control over the training, processes, and quality assurance.

2) 360 View and Customer-Centric Support

Our goal is to create a contact center that acts as a “one-stop-shop” for our customers, providing comprehensive customer-centric support. Representatives will not only answer common billing questions and provide general information about PCE, but will also be able to address inquiries related to PCE-specific programs, incentives, and refer customers to additional programs and resources they may not have initially known about. Currently, when customers call PCE with questions regarding program application status, rebate processing, or navigating program eligibility, agents typically create a call slip for a PCE staff member to follow up. With an in-house contact center, PCE CSRs can use resources and systems developed by PCE staff to address these questions in real-time, enhancing customer experience and satisfaction and reducing staff time to resolve issues and inquiries more quickly.

Our CSR team will handle all inbound calls from residential and non-residential accounts, except for calls from strategic commercial accounts, which will continue to be escalated to PCE's Strategic Accounts Manager. Training for PCE CSRs will cover various topics, including:

- Account status and general billing information
- PCE energy product offerings (ECOplus and ECO100)

- PCE's Solar Billing Plan and NEM programs
- Cost comparisons and overall customer retention
- Advising on rate schedules and steps to change a rate schedule in PG&E's customer rate portal
- Program information, program recommendations, eligibility, and incentives information
- Program application and rebate status
- FAQs which are continuously updated by PCE staff

3) Customer Retention and Reducing Opt-Outs

Our CSRs are crucial in retaining customers and reducing opt-outs. With their thorough understanding of PCE services, policies, and procedures, they can effectively convey the value of PCE to our customers that goes well beyond our energy offerings and rates. Through skilled de-escalation techniques and a nuanced approach to conflict resolution, our representatives can quickly address customer concerns, enhancing overall satisfaction and loyalty.

Addressing Challenges

In recent months, our Account Services staff have identified recurring challenges in customer opt-out calls. These challenges include issues such as language surrounding "rate comparisons," communication about our 0% rate increase, and explaining or waiving the opt-out fee. To address these challenges, we will focus on training our new representatives thoroughly from the start. Ensuring that they are well-equipped with the latest information and scripts, reducing the need for re-training and ensuring consistent messaging to customers.

Trends and Resolutions

We have observed certain trends during opt-out calls and have developed resolutions to help retain customers:

- When customers express concerns about higher bills, it is important to validate these concerns and emphasize our efforts to keep rates as affordable as possible as a not-for-profit/governmental agency.
- Clarifying our role and charges on the PG&E bill. Ensuring that customers understand that PCE charges are not 'extra' or additional charges but rather lower replacement charges for electric generation service is key to customer retention.
- Highlighting our high participation rates can help address customer perceptions of being singled out and reassure them of the widespread acceptance of PCE.

- Addressing any mislabeling of PCE as “Pacific Gas & Electric (PG&E)”, “Peninsula Clean Air” or “Peninsula Energy” is essential to ensure customer understanding and trust in our services.
- Establishing a clear order for discussing PCE benefits ensures that important points are conveyed effectively, even if the conversation is interrupted or cut short.

4. Operational Plan

PCE's operational plan involves leveraging and using the existing technology and infrastructure managed by Calpine Energy Solutions while transitioning customer service calls, training and quality control in-house. This decision to make use of Calpine's existing call center platform is intended to minimize disruption and initial capital costs. PCE will use the existing IVR platform, InContact, utilized by Calpine for their other CCA clients. It's important to note that ECC will not be used as a backup queue for calls on an ongoing basis. Staff has investigated this option and discussed it with peer agencies that have also transitioned to in-house services; a clean cut-over is the preferred and most cost-effective approach, as indicated by our sister CCA agencies.

Initially, PCE will have at least one bilingual CSR fluent in Spanish, with a goal to hire for additional languages, including Mandarin. Additionally, representatives that do not speak a customer's language will have access to a 24-hour translation service for various languages.

Customers will continue to call our current toll-free number and select options in the IVR. Their calls will then be routed through InContact to the appropriate queue. PCE will coordinate with the Calpine team to allocate IVR options and trunks correctly.

The IVR trunks will have the following skills added:

- o Inbound
- o English
- o Spanish
- o Opt-in
- o Opt-out
- o Outbound
- o Voicemail
- o Escalation

Calpine has assured PCE that all call recordings stored on the platform will remain accessible. Call storage will be managed as follows:

- o Calls within 2 weeks will be stored in InContact.
- o Calls within 1 year will be stored with Calpine.
- o Calls from 2 years prior or older will be archived but can be retrieved by special request.

Staffing

PCE plans to onboard three full-time experienced Customer Service Representatives (CSRs) along with an experienced contact center manager to lead the team. Each representative will have a minimum of three years' experience in customer service, ideally as a team lead or level 2 representative within a contact center. The proposed manager, Stephanie Elmore, has over 10 years of call-center experience and has been working with PCE under a consulting contract to help us with the design and business planning for this effort. CSRs will be hired under the same 'remote first' policy as other PCE staff, and PCE is committed to prioritizing CSR candidates who live within its service territory, with a special focus on multi-lingual and Los Banos area candidates.

CSR Candidate Profile (sample job description)

As an experienced Contact Center Customer Service Representative, you will be a pivotal point of contact for our customers, providing exceptional support and solutions via phone and email. Building upon your extensive experience in customer service and operations, you will serve as a subject matter expert, addressing inquiries from a complete perspective encompassing both customer service and operational aspects. Your dedication to excellence, proactive problem-solving skills, and strong communication abilities will be instrumental in delivering superior service and driving customer satisfaction. Priority consideration for candidates residing within San Mateo County or the City of Los Banos.

Qualifications:

- **Experience:** Minimum of three years of experience in a lead or level 2 customer service role within a contact center environment, with demonstrated proficiency in handling complex inquiries and escalations.
- **Communication Skills:** Exceptional verbal and written communication skills, with the ability to articulate solutions clearly and concisely. Strong active listening skills and empathy are essential for building rapport and understanding customer needs.

- **Problem-Solving Abilities:** Proven track record of effective problem-solving and decision-making, with the capacity to analyze issues, identify root causes, and implement practical solutions in a fast-paced environment.
- **Technical Aptitude:** Proficiency in using customer relationship management (CRM) systems, ticketing platforms, and other relevant software applications. Basic understanding of technical concepts and the ability to troubleshoot technical issues is advantageous.
- **Quality Assurance:** Maintain high standards of service quality by adhering to established protocols and guidelines. Review customer interactions to ensure accuracy, compliance, and alignment with company values. Provide constructive feedback and coaching to junior team members to enhance their performance and development.
- **Team Collaboration:** Ability to collaborate effectively with cross-functional teams and stakeholders to achieve common goals. Willingness to share knowledge, provide support, and contribute to a positive team environment.
- **Adaptability:** Flexibility to adapt to changing priorities, procedures, and business needs. Capacity to remain calm and composed under pressure while maintaining a focus on delivering exceptional customer service.
- **Escalation Resolution:** Handle escalated customer inquiries and complaints with professionalism, empathy, and efficiency. Utilize your extensive knowledge of company offerings and procedures to provide comprehensive solutions and address customer concerns effectively.
- **Continuous Learning:** Commitment to ongoing learning and development, staying updated on industry trends, best practices, and product/service updates. Willingness to participate in training programs and workshops to enhance skills and knowledge.

Target Salary: \$75,000- \$90,000 annually depending on location and qualifications.

Contact Center Operations

Having a contact center with three representatives is critical for achieving proper coverage, especially during periods of high call volume. With three agents, the contact center can effectively manage fluctuations in call volume, maintaining consistent service levels and meeting performance metrics such as average handling time and first call resolution. This ensures that customers receive timely assistance and minimizes the risk of long wait times or dropped calls. Additionally, having three reps allows for better distribution of workload, preventing agent burnout and ensuring sustainable productivity.

Adequate coverage in a contact center is crucial for several reasons, particularly when it comes to meeting Service Level Agreements (SLAs) and ensuring customer satisfaction. It is also worth noting that PCE CSRs will be trained to handle other

administrative duties to augment administrative support for the Agency. This is not a feature that is available to PCE through the arrangement with Calpine/ECC.

Benefits of Three Representatives

- **Resilience and Flexibility:** With three representatives, there's resilience built into the system. If one representative is unavailable due to illness, breaks, or any other reason, the other two can handle the workload without significantly impacting service levels. Additionally, it allows for flexibility in scheduling breaks and shifts, ensuring that there are always enough representatives available to handle incoming calls.
- **Reduced Wait Times:** With more representatives available, customers spend less time waiting in queues to speak with a representative. This reduces frustration and improves the overall customer experience. Industry standards often dictate specific wait time targets to ensure customer satisfaction, and having three representatives helps meet these targets more consistently.
- **Better Handling of Peak Times and Staffing:** Call volumes can fluctuate throughout the day, with certain times experiencing higher call volumes than others. Having three representatives allows the contact center to better handle these peak times without sacrificing service quality. During peak periods, all three representatives can be active, ensuring that callers are attended to promptly.

Service Level Agreements and Key Performance Indicators

Establishing Service Level Agreements (SLAs) is fundamental for the smooth operation of contact centers. These agreements outline specific benchmarks, such as answering 80% of calls within 20 seconds or less, which align with industry standards. Adhering to SLAs is not just about meeting targets; it's about fostering trust between the company and its customers. Achieving this benchmark can be challenging due to various factors, such as high call volumes or escalations of complex issues. Despite these challenges, having well-defined SLAs provides a framework for contact center agents to strive towards excellence, aiding in an enhanced customer experience.

In a contact center environment, Key Performance Indicators (KPIs) serve as vital tools for evaluating and optimizing operational efficiency and customer service quality. Each KPI offers unique insights into different aspects of contact center performance. By closely monitoring these KPIs, contact centers can identify trends, address bottlenecks, and continuously strive to enhance service levels, ultimately leading to improved customer satisfaction and loyalty.

The contact center manager will maintain a scorecard for each CSR, detailing their monthly performance statistics.

In-House Contact Center Key Performance Indicators (KPI):

- **Average Speed of Answer (ASA) and Average Handling Time (AHT):** provide valuable metrics for assessing call responsiveness and agent efficiency, respectively.
- **Handle Time (HT) and Longest Call Holding Time:** offer insights into the duration of customer interactions with an agent, enabling contact centers to streamline processes and reduce wait times.
- **Call abandonment Rate and Dropped Calls:** highlight areas of improvement in call routing and agent availability; our goal is to minimize customer frustration and any lost opportunities.
- **Hold time metrics:** help in managing customer wait times effectively, ensuring a seamless experience.

In-house training- Continuous training will be a key feature and benefit of our contact center. We can customize and update the training content quickly to include new information or changes to programs. This approach fosters a deeper understanding among agents and promotes consistency in service delivery, reducing errors and miscommunication.

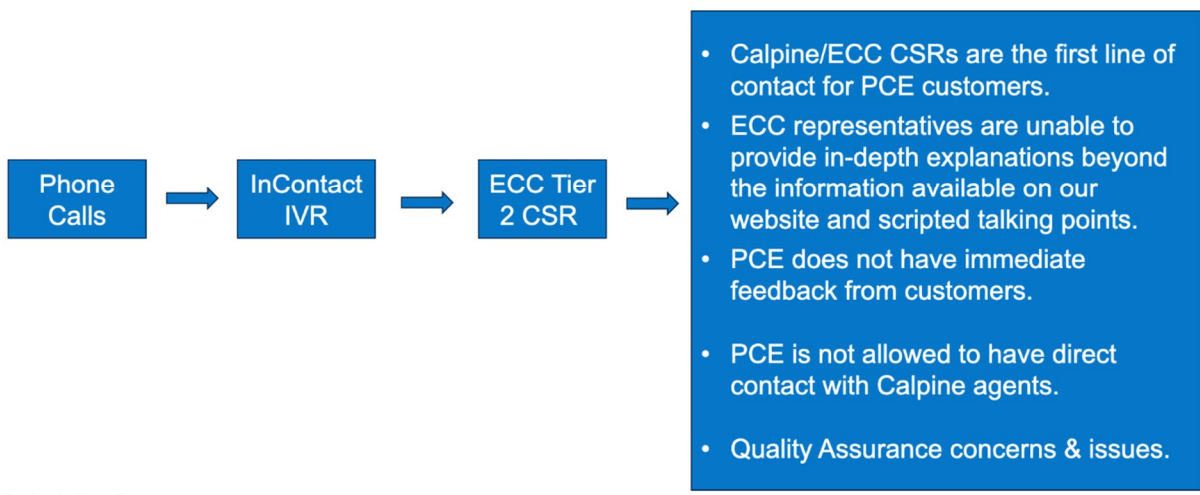
Example Training Topics

- **History of Peninsula Clean Energy**
 - Who we are and why we were founded
 - Department and Roles
- **How Solar Energy Works**
 - Renewable Energy Fundamentals
 - Net Energy Metering (NEM)
 - Solar Billing Plan
- **Billing**
 - How to read and Understand your PG&E Bill
 - FAQs
 - Rates and Billing
- **Rate Analysis and Optimization**
 - Ensuring customers are on the best rates
- **Opt Out Retention**
- **PCE Programs**
 - Program Qualifications/Eligibility
 - Application/Rebate status
 - Refer and schedule concierge service follow up as needed
- **General Energy Efficiency**
 - Advise customers on how to reduce overall energy use to lower bills
 - Help educate customers on the value of shifting load to off-peak hours
- **Commonly Used PCE Acronyms**
- **Contact Center Etiquette**
 - Phrases to use and phrases to avoid
 - How to de-escalate an upset customer

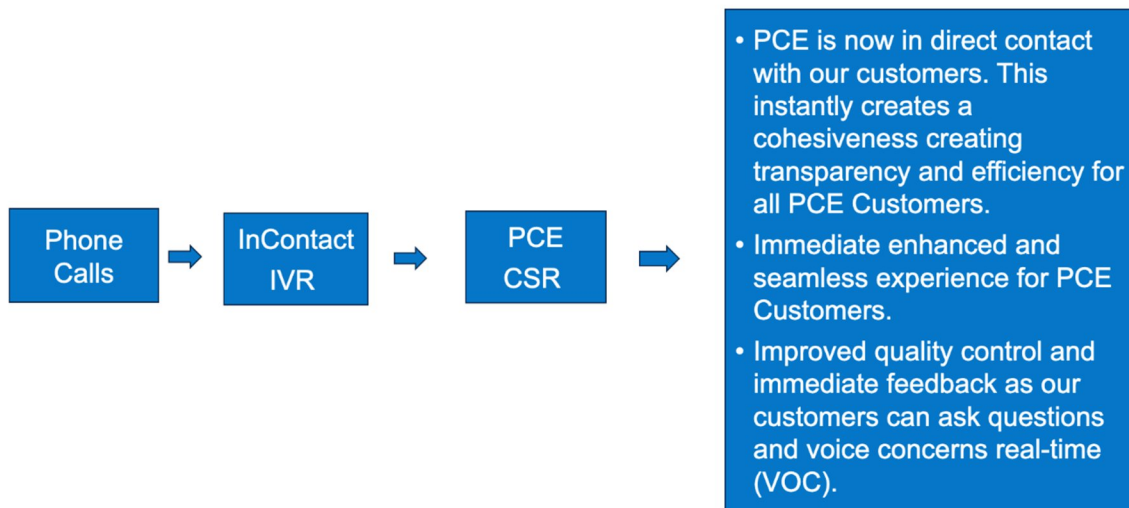
5. Technology and Equipment

As noted in the operations section above, staff recommends incorporating the technology platforms already provided by Calpine Energy Solutions, including their customer relationship management CRM and the InContact interactive voice recording IVR systems. Staff is not looking to reinvent the wheel with regards to the technology that is already in place and serving our customers well. The cost of using these systems is already included in our regular service fees to Calpine, and these systems are already integrated into Calpine's back-end data management and billing processes, making this the most efficient choice for a seamless transition. We will keep evaluating these systems and may suggest upgrades or changes if needed in the future.

Current Service Ecosystem



New In-House Contact Center Service Ecosystem



Assuming PCE moves forward with its contact center plan, Calpine will provide training on the InContact IVR system for our Contact Center Manager, and other designated Account Services team members, during the transition period. This training is crucial for a smooth implementation and will enable the manager to train new PCE CSR staff effectively. By providing CRM and phone system training concurrently during new CSR training, we can maximize efficiency and ensure all staff are equipped to deliver exceptional customer service.

Equipment to Purchase

The equipment needed for our new contact center staff will be similar to that required for onboarding any new PCE staff. Each representative will receive essential tools, including a laptop, a headset, a second monitor, and a webcam. PCE will ensure uniformity and quality in providing these items. Our IT department will set up each computer with all necessary programs and configurations before sending them to new agents, following our current procedure for onboarding new hires. Training will be designed for CSRs to perform remotely, but we will likely bring the new team in for 1-2 days of in-person orientation as well to ensure we launch our transition with a cohesive cohort of new staff. This streamlined process aims to empower representatives with the resources they need to excel in their roles from day one.

6. Risk Management

Transitioning from Calpine to providing our own contact center staffing introduces some risks, but we believe they are manageable, especially since two of our peer agencies have successfully integrated their own in-house CSRs using Calpine's platform the same way. Here are three specific areas of risk identified by staff, along with our proposed mitigations.

Technology and Equipment Failure

Remote work introduces new risks related to internet connectivity and work performance. Remote workers rely on stable internet connections to access company systems and communicate effectively with customers. However, internet outages or connectivity issues can impede productivity and hinder customer interactions. During the candidate hiring process, PCE will confirm the reliability of candidates' internet connections, ensuring they have a minimum of 100 Mbps. We will work with PCE's IT team to ensure staff has all the necessary equipment for reliable service. Implementing performance metrics can help identify and address issues proactively, ensuring consistent service delivery regardless of employees' location.

The reliability of the InContact IVR platform is critical to the successful operation of the contact center. Calpine has been utilizing InContact for over 5 years and has only documented two system-wide outages impacting the functionality of the cloud-based system in that time. While there is inherent risk involved in using any technology platform, the stability and high performance of InContact over the last several years, and Calpine's extensive familiarity with the system, are reassuring and support staff's recommendation to maintain continuity by adopting this platform.

High Staff Turnover

The propensity for high turnover rates among contact center staff as an industry is another potential risk. Contact center roles often involve repetitive tasks, high stress levels, and demanding performance metrics, leading to employee burnout. High turnover rates not only disrupt operations but also lead to continuous recruiting, hiring, and training of new staff. Frequent turnover can negatively impact customer service quality and employee morale, potentially leading to decreased customer satisfaction and retention. We aim to avoid this with our contact center by maintaining sufficient staffing levels so that employees are not overworked. Additionally, we will utilize the CSR team to periodically backfill on tasks for Programs and Account Services teams providing opportunities for variety in workflow. Additional tasks could include following up on rebate applications with missing data, account eligibility verification for the 0%

loan program, DAC-GT enrollment processing, and direct outreach to customers eligible for additional assistance programs.

Loss of Overflow Support

Our biggest risk is losing the capacity to have an overflow of pooled CSRs that can jump in and assist from Calpine if we have a sudden surge in calls or find ourselves short staffed due to planned or unexpected absences. Having a fully staffed team is the best way to mitigate this risk. If we do find ourselves in an unexpected high call volume situation with longer than desired wait times, the InContact platform does have the ability to allow callers to request a call back instead of waiting or the ability to leave a message for staff to follow up on later.

As an ultimate failsafe to bringing the staffing in-house, PCE can include a clause in our broader service agreement with Calpine that allows us to return to an outsourced call center solution if there is a determination at some point in the future by PCE leadership that doing so would be in PCE's best interest.

7. Financial Impact

Staff has been intentional in limiting new capital investments and other start-up costs primarily to new staffing by leveraging the existing IVR technology platform and CRM already in use by Calpine. Our current service agreement and fees for Calpine's back-end services incorporate the call center services in our per account monthly cost. The estimated value of these services in our current pricing structure is approximate \$0.04 per active account for the ECC call center services and \$0.05 for the IVR and CRM platforms. The annual value of the services is \$150K and \$186K respectively based off an average of 310K active accounts monthly.

New costs incurred by increasing PCE headcount by four full-time staff (three CSR's and one Manager) is estimated to be \$500K, inclusive of salary and benefits. PCE would also need to assume actual costs incurred by the live translation service for languages not supported by our bilingual CSRs, these costs are currently absorbed by Calpine. Based on translation call reports from 2023 we estimate these costs to be \$6,000 annually. Overall net new annual costs of bringing the contact center staff in house are estimated at \$356K.

Current Call Center Costs (Included in Calpine Fees)	
IVR and CRM System Costs	\$186,000
ECC Call Center Services	\$150,000
Total Costs	\$336,000

Net New Costs

\$356,000

In-House Call Center Costs	
New PCE Staff	\$500,000
IVR and CRM System Costs	\$186,000
Translation Services	\$6,000
Total Costs	\$692,000

8. Peer Agency Analysis

Peer Agencies: Internal Call Center Transition



- **MCE Experience**

- Improved call retention
- Increased Spanish call volume
- Better/faster service response times (SLA)



- **CPSF Experience**

- Improved customer experience
- Direct communication between Supervisors and CSRs



- **Sonoma Experience**

- Building rapport with their customers
- Improved quality control

MCE Clean Energy- MCE initially established an in-house contact center with three agents, which seemed adequate. However, within eight months, they faced a significant surge in call volume, notably from Spanish speaking customer leading them to hire another bilingual representative. Since bringing their staff in-house and expanding the team, MCE has been able to successfully lower their opt-out rate by improving customer retention rates during opt-out requests by 40%. Notably MCE has historically had a much higher instances of customer opt-outs than PCE and they have a larger customer base, but their success is a promising indicator of what's possible with an in-house team.

MCE also made a larger infrastructure investment and chose to build out their own CRM and integrate their IVR platform as part of transitioning to a new back-end data manager. While PCE is not currently planning to build out its own CRM and IVR platform, this option may be considered in the future if deemed beneficial.

CleanPowerSF (CPSF)- CPSF has successfully transitioned its in-house CSR team as part of the larger SFPUC contact center. CPSF staff has reported several advantages to transitioning staff to SFPUC employees, including improved control over customer service processes. CPSF continues to utilize the Calpine CRM and InContact phone systems, ensuring continuity and efficiency. Within the SFPUC contact center system, there are three customer service agents and a supervisor managing calls and responding to the customer service email inbox.

Sonoma Clean Power (SCP)- SCP initially set up a hybrid in-house contact center with one internal agent and external ECC agents assisting with calls, using Calpine's CRM and InContact phone systems. They have since expanded their internal CSR staff to three agents and a supervisor, while still maintaining two ECC agents as backups. The goal was for their in-house team to handle calls first, with ECC agents handling overflow calls only. However, this setup has not been as effective as SCP hoped, as more calls than anticipated are still being routed to the ECC reps. Consequently, SCP is considering transitioning to an all-in-house CSR staff (without ECC backup) within the next year.

9. Implementation Timeline

- May 25, 2024 –Request Board approval to move forward with in-house contact center implementation
- July 1, 2024 – Convert from contracted Contact Center Manager currently under a consulting contract to regular employee status
- August –September 2024 – Recruit and hire initial team of 3 CSRs
- September-October 2024 – Set-up and training of new CSRs
- November 2024 - Transfer calls from Calpine call center to the new in-house contact center having our new representatives handle all live calls.

10. Conclusion/Recommendation

In conclusion staff is recommending we move forward with transitioning our contact center to be an in-house function staffed with PCE employees. Transitioning to an in-house contact center with our proposed three dedicated customer service representatives and a manager, presents a strategic move aimed at enhancing our customer engagement and service quality. By bringing this critical function in-house, we gain greater control over the customer experience, ensuring consistent and personalized interactions which will increase customer satisfaction and increase retention numbers. This shift also enables us to streamline communication processes, reducing response times and enhancing efficiency, which is necessary to be able to execute on the high-touch customer-centric programs on PCE's roadmap. Having a dedicated team allows for deeper integration within our company culture and values, fostering a stronger sense of accountability and alignment. Overall, establishing an in-house contact center marks a significant step towards elevating our customer service standards and strengthening our reputation as a trusted advisor within the communities we serve.

11. Appendix

Calpine Monthly Call stats reports from February and March 2024 as an example of current call activity and trending topics.

February 2024

PCE February Contact Center Stats Report

1. Call Volume

- Total call from the month of February equals to 618. This is down 20% from the previous month's call volume (765).

2. Trending Topics

Total Accounts Documented	588	
Total Call Topics Documented	1156	
Residential	426	72%
Commercial	13	2%
Unverified Caller	149	26%

Top 5 Call Topics All Accounts

Interaction Type	Count of Interaction Type	Percentage of Calls
Billing Inquiry	225	38%
General Info	128	21%
Net Energy Metering	89	15%
Split Billing	72	12%
Translation Call - Spanish	64	10%

Top 5 Call Topics RES Accounts

Interaction Type	Count of Interaction Type	Percentage of Calls
Billing Inquiry	194	45%
Net Energy Metering	87	20%
Split Billing	70	16%
Opt Out Inquiry	57	13%
Translation Call - Spanish	47	11%

Top 5 Call Topics Los Banos Accounts

Interaction Type	Count of Interaction Type	Percentage of Calls
Opt Out Submitted	26	40%
Billing Inquiry	13	20%
Translation Call - Spanish	12	18%
Split Billing	11	17%
Net Energy Metering	10	15%

3. Tracked Topics

- 0 Delayed Bill calls regarding SCE billing delays.
- 1 CPUC/lawsuit mentions. A customer previously opted out and received her bill for the billing period she was on at the time of opt out. She mentioned making a potential opt out and the agent talked them through the timeline of opt out and how many bills they would get due to the timing of the opt out.
- 0 NEM 3.0/NBT-
- 0 PG&E Rate Increase
- 0 PG&E Mailers
- 68 Translation calls. The majority, 64 of the calls were Spanish speakers. 4 were Cantonese. Many of the calls were regarding billing questions and potential discount or saving programs. 12 of the callers opted out.
- 0 Social Media Mentions.

March 2024

PCE March Contact Center Stats Report

1. Call Volume

- Total call from the month of March equals to 581. This is down 20% from the previous month's call volume (618).

2. Trending Topics

Total Accounts Documented	531	
Total Call Topics Documented	1156	
Residential	407	77%
Commercial	12	3%
Unverified Caller	111	20%

Top 5 Call Topics All Accounts

Interaction Type	Count of Interaction Type	Percentage of Calls
Billing Inquiry	186	35%
Net Energy Metering	92	17%
General Info	85	16%
Opt Out Inquiry	80	15%
Split Billing	55	10%

Top 5 Call Topics RES Accounts

Interaction Type	Count of Interaction Type	Percentage of Calls
Billing Inquiry	158	38%
Net Energy Metering	88	21%
Opt Out Inquiry	75	18%
Opt Out Submitted	53	13%
Split Billing	50	12%

Top 5 Call Topics Los Banos Accounts

Interaction Type	Count of Interaction Type	Percentage of Calls
Billing Inquiry	19	36%
Opt Out Submitted	13	25%
Opt Out Inquiry	10	19%
Net Energy Metering	10	19%
Translation Call - Spanish	8	15%

3. Tracked Topics

- 0 Delayed Bill calls regarding SCE billing delays.
- 0 CPUC/lawsuit mentions.
- 1 NEM 3.0/SBP/NBT- Customer wanted to know if opting out of PCE would enroll him into NBT.
- 0 PG&E Rate Increase
- 0 PG&E Mailers
- 54 Translation calls. The majority, 53 of the calls were Spanish speakers. 1 was Turkish. Many of the calls were regarding account status's, billing questions, and potential discount or saving programs. 15 of the callers opted out.
- 0 Social Media Mentions.

4. Feedback

-



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 10, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: Majority Vote

TO: Honorable Peninsula Clean Energy Authority Board of Directors

FROM: Kirsten Andrews-Schwind, Associate Director of Community Relations and Climate Equity and Vanessa Shin, Senior Community Relations Specialist

SUBJECT: Approval of Community Advisory Committee Deliverables and Community Advisory Committee Work Plan (Action)

BACKGROUND

In 2023, the Peninsula Clean Energy Board of Directors approved a work plan for its Community Advisory Committee (CAC). This [work plan](#) detailed specific tasks to be undertaken on a voluntary basis by ad hoc working groups of CAC members.

The CAC has completed many of the projects on the 2023 work plan and would like to submit their deliverables. Additionally, the CAC would like to update their work plan with a new list of projects.

DISCUSSION

Submission of 2023 Work Plan Deliverables

Each working group of the Community Advisory Committee (CAC) has submitted a brief report describing their progress on their specified task. The list of 2023 CAC working groups and submitted deliverables for each working group are included in Attachment A.

Development of 2024 Work Plan

To develop the work plan for 2024, staff from each department contributed ideas for projects for which CAC collaboration would be useful. The CAC and staff shaped the work plan proposal together.

In May 2024, the CAC voted to approve sending this proposed work plan to the Peninsula Clean Energy Board of Directors for approval. The proposed 2024 work plan can be found in Attachment B.

ATTACHMENTS:

Attachment A. 2023 CAC Work Plan Deliverables.pdf
Attachment B. Proposed 2024 CAC Work Plan

RESOLUTION NO. _____

**PENINSULA CLEAN ENERGY AUTHORITY, COUNTY OF SAN MATEO, STATE OF
CALIFORNIA**

**APPROVAL OF COMMUNITY ADVISORY COMMITTEE DELIVERABLES AND
COMMUNITY ADVISORY COMMITTEE WORK PLAN (ACTION)**

RESOLVED, by the Peninsula Clean Energy Authority of the County of San Mateo, State of California ("Peninsula Clean Energy" or "PCE"), that

WHEREAS, PCE was formed on February 29, 2016; and

WHEREAS, PCE appointed a Citizens Advisory Committee (CAC) in May 2017; and

WHEREAS, in July 2023 the PCE Board of Directors approved changing its name from "Citizens Advisory Committee" to "Community Advisory Committee"; and

WHEREAS, in July 2023 the PCE Board of Directors approved a Work Plan and list of objectives for its CAC; and

WHEREAS, the CAC has completed most of the tasks in this Work Plan and would like to propose new projects; and

WHEREAS, PCE staff have worked with the CAC to develop the 2024 CAC Work Plan including a new list of projects;

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Board has reviewed deliverables associated with the 2023 CAC Work Plan and approves the 2024 CAC Work Plan.

Attachment A

Peninsula Clean Energy Community Advisory Committee (CAC) 2023 Work Plan

Goal: Make it easy for CAC members to align with Peninsula Clean Energy staff priorities and get involved in driving Peninsula Clean Energy strategic initiatives

Brown Act reminder: Communication about working groups must be limited to less than a quorum (50%) of CAC members

Guiding Principles

- Ensure Peninsula Clean Energy Staff and Board understand how to leverage CAC in a way that is useful and drives Peninsula Clean Energy strategic priorities
- Ensure CAC members feel fully engaged and utilized if they have interest and bandwidth
- Maximize efficiency of CAC impact on staff resources

CAC Role & Responsibilities:

- Advise on substantial public-facing program initiatives before they are presented to the Board for approval, as practical given timeliness and staff and CAC capacity.
- Engage in outreach to the community and advocate for Peninsula Clean Energy mission, goals, and programs.
- Advise on high-level legislative and regulatory direction of the organization
- Provide a forum for community discussions on a wide variety of strategies in conjunction with staff and board.
- Form working groups, as recommended by the CAC membership, to assist Peninsula Clean Energy's staff and Board with projects of importance to the organization.

Peninsula Clean Energy Strategic Goals for 2023

The CAC will support and align its work with these goals.

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

VISION: A sustainable world with clean energy for everyone.

Organizational priorities:

- Design a power portfolio that is sourced by 100% renewable energy by 2025, and 100% time coincident renewable energy by 2027.
- Contribute to our community reaching a goal of being 100% greenhouse gas-free by 2035

Strategic plan on Peninsula Clean Energy website [here](#)

2023 Peninsula Clean Energy Community Advisory Committee
Working Group Proposals

Note: Once the specified deliverable is completed, the working group shall no longer meet unless a new deliverable is identified and it is requested to meet by staff.

Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
Building Electrification Programs	Provide input on the next iteration of Peninsula Clean Energy's building electrification programs and strategy. <i>Deliverable: Brief memo summarizing input provided by CAC members regarding building electrification programs and strategy between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i>	Rafael Reyes, Programs Team	Diane Bailey, Steven Booker, Kathleen Goforth, Jason Mendelson, Robert Whitehair
Electric Vehicle (EV) Managed Charging Program	Develop ideas for scaling Peninsula Clean Energy's EV managed charging program, including recommendations for program design and recruitment strategy. <i>Deliverable: Brief memo summarizing input on the EV managed charging program between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i>	Phillip Kobernick, Programs Team	Steven Booker, Kathleen Goforth, Jason Mendelson*, Cheryl Schaff

Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
Local Solar + Storage Programs	Conduct research on successful residential solar + storage and virtual power plant programs in the United States, including: • Summary of program equity metrics (especially low-income customer participation), program benefits, potential challenges, and applicability for Peninsula Clean Energy's customers • Recommendations on additional areas of research required to vet a scalable solar + storage program <i>Deliverable: Brief memo summarizing research conducted between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i>	Peter Levitt, Programs Team	Daniel Baerwaldt, Michael Closson*, Kathleen Goforth, Gail Lee, Jason Mendelson
Education Initiatives	Provide input on initiatives to expand clean energy curriculum and decarbonization projects in schools, especially in the City of Los Banos. <i>Deliverable: Brief memo summarizing input on education initiatives provided between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i>	Vanessa Shin, Marketing Team	Daniel Baerwaldt*, Desiree Thayer, Robert Whitehair

Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
Diversity, Equity, Accessibility, and Inclusion (DEAI)	Provide occasional feedback to staff on development of new organizational guidelines to implement the DEAI Action Plan. <i>Deliverable: Brief memo summarizing input on DEAI Action Plan implementation provided between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i>	Kirsten Andrews-Schwind, Marketing Team	Mele Heimuli, Margaret Li, Jason Mendelson, Desiree Thayer*



Community Advisory Committee Building Electrification Programs Working Group Deliverable Report

BACKGROUND

In 2023, the Peninsula Clean Energy Board of Directors approved a [work plan](#) for its Community Advisory Committee. This work plan detailed specific tasks to be undertaken on a voluntary basis by ad hoc working groups of Community Advisory Committee members. The work plan also describes deliverables for these tasks, usually reporting back to the Board on the working group activities.

The specified task for this working group is to provide input on the next iteration of Peninsula Clean Energy's building electrification programs and strategy.

The deliverable: Brief memo summarizing input provided by CAC members regarding building electrification programs and strategy between June 2023 and April 2024.

DISCUSSION

This working group met monthly and reviewed the current state of the push for reach code adoption in the PCE jurisdiction and beyond, as well as the status of PCE's other building electrification programs. As part of those efforts this working group:

1. Met with and supported Staff with existing plans, programs, and policies; and
2. Selected Robert Whitehair to join staff as part of the RFP process for selecting a provider for the Single-Family Turnkey Electrification Installation Service, and to make recommendations to the Community Advisory Committee. This included reviewing detailed service and financial proposals from five service providers, reviewing at the CAC, and preparing recommendations to the PCE Board; and
3. Selected Kathleen Goforth to participate in the application review process for part of the GovBE planning for the GovBE review process; and
4. Had working group members promote and educate the public in building electrification programs in their respective jurisdictions and beyond throughout the county through their community networks and through myriad events.

The working group recommends the following for the formation of a new Building Electrification working group in the next year:

** Monitor and provide feedback on the Gov PE program including selection of projects, and the Direct Install and Turnkey programs.*

The workgroup requested and received details regarding PCE's plans for the Gov BE Program launch and shared information about the program with community members interested in encouraging their local school districts to apply for the funding. As a result of this outreach, opportunities for communication and coordination among community members, PCE, and the County Department of Education were explored.

** Advise on how municipalities can remove barriers to building electrification - such as exploring how to ease the burden of permitting for electrifications, how to promote incentives, and how to educate residents.*

** Advise on Policy and program - for cities to adopt policies for building electrification and decarbonization, such as conducting research and reports on successful program design and implementations for future success in electrification.*

Signed Jason Mendelson, Diane Bailey, Steven Booker, Kathleen Goforth and Robert Whitehair.



Community Advisory Committee Electric Vehicle (EV) Managed Charging Program Working Group Deliverable Report

BACKGROUND

In 2023, the Peninsula Clean Energy Board of Directors approved a [work plan](#) for its Community Advisory Committee. This work plan detailed specific tasks to be undertaken on a voluntary basis by ad hoc working groups of Community Advisory Committee members. The work plan also describes deliverables for these tasks, usually reporting back to the Board on the working group activities.

The specified task for this working group is to develop ideas for scaling Peninsula Clean Energy's EV managed charging program, including recommendations for program design and recruitment strategy.

The deliverable: Brief memo summarizing input on the EV managed charging program between June 2023 and April 2024

DISCUSSION

This working group met every three weeks during the first part of their term with Philip Kobernick, from the Programs team. The group helped evaluate the current data and planning around managed charging and provide feedback on both the study and the implications of the experiment and academic endeavor.

The working group provided feedback on concepts and experimental approaches, suggesting survey questions, and input on future program considerations and designs.

The working group also learned that many of the attempted incentives for managed charging may not be feasible, but that other aspects of the study were very informative.

This working group suggests that a new working group be formed to follow up on this study and also other incentives, policies and programs that can help with getting the residents to do their charging of EVs at times that best help with optimizing load shifting of charging.

Signed Jason Mendelson, Cheryl Schaff, Kathleen Goforth, and Steven Booker



Community Advisory Committee Local Solar + Storage Programs Working Group Deliverable Report

BACKGROUND

In 2023, the Peninsula Clean Energy Board of Directors approved a [work plan](#) for its Community Advisory Committee. This work plan detailed specific tasks to be undertaken on a voluntary basis by ad hoc working groups of Community Advisory Committee members. The work plan also describes deliverables for these tasks, usually reporting back to the Board on the working group activities.

The specified task for this Solar + Storage working group is to conduct research on successful residential solar + storage and virtual power plant programs in the United States, including:

- Summary of program equity metrics (especially low-income customer participation), program benefits, potential challenges, and applicability for Peninsula Clean Energy's customers
- Recommendations on additional areas of research required to vet a scalable solar + storage program

The deliverables: 1) Brief report summarizing research conducted between June 2023 and April 2024 (this document). 2) Spreadsheet of the research results (see link).

Our five-person working group met at least once a month and researched more than twenty solar + storage and virtual power plant projects around the country to gather information about the project goals, timelines, technologies used, ownership models, financial aspects, customer segments served, and obstacles to overcome. This information was shared with Peter Levitt and kept in a spreadsheet with links to relevant information.

SUMMARY

The workgroup found numerous examples of innovative distributed solar generation and storage projects operating or under development around the country, including in New York, Massachusetts, North Carolina, Hawaii, Colorado, and on tribal lands, as well as in California. Approaches employed by such projects included using transportable batteries that can be deployed on trucks; providing incentives (rebates, leasing, fixed prices, technical assistance; on-bill financing; and/or bill credits for allowing utility control) to homeowners to install residential batteries; using battery storage to offset peak summer grid loads in a tourist community; establishing virtual power plants

comprised of customers having smart thermostats and heat pump water heaters (and other devices) for use during periods of high electricity demand; allowing installation of battery storage to qualify as the requisite mitigation for installation of energy intense systems; and creating microgrids to: serve community emergency response and resilience hubs; to reduce energy costs for low-income residents; or as a means of deferring or avoiding the need for costly or environmentally damaging infrastructure upgrades. (See list below for details.)

Green Mountain Power #1 (Vermont) – GMP established Resiliency Zones (hubs) in multiple communities throughout the state to ensure no disruption of power during outages caused by severe weather. Locally produced clean energy is stored in batteries and deployed to keep power on in the designated Zones whenever an outage occurs. Resiliency Zones were selected based on outage frequency and CDC social vulnerability data. GMP plans to add approximately three Resiliency Zones per year.

Green Mountain Power #2 (Vermont) - GMP deploys and draws power from batteries in customers' homes and businesses (approximately 3,000 residences so far). Two options are provided to customers: (1) "Bring Your Own Device" (BYOD), in which the customer receives up to \$10,500 toward the purchase of a home battery and agrees to share stored energy with GMP. The customer chooses the battery (from a list of eligible devices), the installer, and the amount of energy to enroll in the program. The program was designed in partnership with Renewable Energy Vermont, a 501(c)(6) clean energy trade association. (2) Powerwall Program, in which the customer leases two Powerwall batteries for ten years for \$55 per month or one payment of \$5,500 and agrees to share access to the stored energy with GMP during peak energy times. GMP is also testing V2G and V2X technologies using personal EVs and electric school buses in conjunction with Fermata Energy (<https://fermataenergy.com>), Wallbox (https://wallbox.com/en_us/), and the South Burlington School District.

Holy Cross Energy (Colorado) – HCE is a not-for-profit rural electric cooperative with a goal of providing 100% clean energy to its members by 2030. Under Pitkin County's Renewable Energy Mitigation Program, homeowners and businesses who choose to install outdoor energy systems (such as snowmelt systems) have the option to either install a renewable energy system on-site or choose a mitigation payment option. In the past, options have included installing solar panels, solar water heating, or geothermal heat pump systems. In 2020, the County began requiring up to 25% of renewable energy generation to be coupled with battery storage. Aspen Skiing Company (Skico) received approval from the County to offset the energy used in their snowmelt system at the Sundeck Restaurant on Aspen Mountain by installing batteries at their employee housing units at the Aspen Airport Business Center.

Blue Lake Rancheria (California) – The Blue Lake Rancheria microgrid integrates a solar array, battery storage, and control systems to allow the Rancheria campus to operate in tandem with or islanded from the main utility grid. The Rancheria campus, which consists of tribal government offices, EV charging, convenience store, gas station, hotel, casino, energy, and water systems, serves as an American Red Cross emergency evacuation site. PG&E is the utility. The microgrid was funded by a \$5 million grant from the CA Energy Commission through its EPIC program and an

expansion of the battery capacity was significantly funded by the CA Public Utility Commission's Self-Generation Incentive Program.

Chelsea & Boston Chinatown Microgrids (Massachusetts) - The Chelsea project is designed to be the nation's first community-owned "virtual microgrid", which will use cloud-based software to connect solar installations and batteries that are not co-located. The design includes 500-kilowatt-hour batteries at both the police station and city hall, as well as a 400-kilowatt solar array at the department of public works facility. The Chinatown project is currently focused on serving Masspike Towers, a privately owned development of 190 affordable units. The plan (not yet finalized) is to build a solar installation and share the savings across all residents in a model similar to community solar. Battery storage will help keep common areas powered and extensive energy efficiency measures will reduce overall consumption.

Outer Cape Energy Storage System (Massachusetts) – A 25 MW/38MWh energy-storage-driven microgrid battery storage facility has been constructed to serve the entire Provincetown community in the event of power outages. This utility-owned and operated project was initiated by Eversource.

Long Island Power Authority (New York) – A solar array and battery storage were installed on the East Hampton Parks and Maintenance building. The solar PV system will be financed through a 20-year Power Purchase Agreement (PPA) with Inclusive Prosperity Capital, with no upfront costs to the town. A PPA also enables the town to benefit from cost offsets provided by tax credits. The battery was added at no cost to the town through support from NY Power Authority.

Duke Energy #1 (North Carolina) – The Hot Springs microgrid, which serves the entire town (population just over 500 people) consists of a 2-megawatt (AC) solar facility and a 4.4-megawatt lithium-based battery storage facility. The system provides black start capacity; frequency and voltage regulation and ramping support and capacity during system peaks; and reduced need for equipment upgrades in an environmentally sensitive area.

Duke Energy #2 (North Carolina) — The "Power Pair" residential solar plus storage incentive program will begin enrolling customers in May 2024. Capped at 30-MW for each of the two Duke divisions, it will award incentives up to \$9,000 for 6,000 customers who agree to install rooftop solar and home batteries and to participate in one of two cohorts. One will test Duke's time of use rates and the second will receive a monthly incentive in exchange for allowing utility control of the installed batteries.

CAISO (California) - Sonnen Inc., a solar battery and software maker, and solar installer Baker Electric Home Energy, have formed a Virtual Power Plant (VPP) community — so far with about 200 homes — where owners can sell their solar energy directly back to the California Independent System Operator.

Brunswick Electric Membership Corporation (North Carolina) - At Herons Nest Environmental Village, the 62-kilowatt solar system and 255-kilowatt-hour battery are maintained by the local utility, Brunswick Electric Membership Corporation.

Homeowners get a monthly energy credit on their utility bills by signing an interconnection agreement with the utility, which controls their hot-water heaters and thermostats when there's high power demand.

Hawaii Electric has many solar power and storage programs. Some of the key benefits include the utility paying customers both an up-front payment for procuring solar (and storage) and recurring payments as bill credits for an ongoing basis to incentivize participation in the program. They had a 40-megawatt program that was fully subscribed by customers that twilighted in 2023 and have new proposals on the way.

Clean Power Alliance (a CCA in California) had a program for bill credits for economically disadvantaged communities that procured solar for the first 3.4-Megawatt participation. They did not appear to have a storage incentive program. Our research included their enabling Board language.

Silicon Valley Clean Energy (a CCA in California) had a program that provided a bonus for \$500 for the removal of a gas meter. It also had many of the same incentives that PCE currently has around electrification and battery installation, including payments for panel upgrades and other electrification accoutrements and appliances.

Marin Clean Energy (a CCA in California) is developing a “virtual power plant” focused on low-income residents in Richmond, CA. It involves the rehab (including solar, storage and other clean energy technologies) and resale of abandoned homes at a discount. The goal is to make the newly upgraded homes into a VPP network. This project is partially funded by the California Energy Commission.

Puget Sound Energy (Washington state) — PSC has created a “virtual power plant” comprised of customers having smart thermostats and heat pump water heaters to use during periods of high electricity demand.

The results of our research are in this attached spreadsheet:

https://docs.google.com/spreadsheets/d/1Y4IURY-f9_oC3meegDacvuv4LaoEPRESNtBr2Vep9WI/edit#gid=1985611146

RECOMMENDATION

The WG recommends that a new Distributed Energy Resources Working Group be established to further investigate other types of distributed energy generation beyond solar such as wind power, geothermal, wastewater and small hydro. Also, we recommend investigating other forms of energy storage in addition to batteries.

Signed Michael Closson, Kathleen Goforth, Gail Lee, Jason Mendelson, and Daniel Baerwaldt.



Community Advisory Committee Education Initiatives Working Group Deliverable Report

BACKGROUND

In 2022 the Peninsula Clean Energy (PCE) Board of Directors approved a [work plan](#) for its Citizens Advisory Committee (CAC). This work plan detailed specific tasks to be undertaken on a voluntary basis by ad hoc working groups of CAC members. The work plan also describes deliverables for these tasks, usually reporting back to the Board on the working group activities.

The specified task for this working group is to provide input on initiatives to expand clean energy curriculum and decarbonization projects in schools, especially in the City of Los Banos. The deliverable for this working group is a brief memo summarizing input on education initiatives provided between June 2023 and April 2024.

DISCUSSION

The working group for Education Initiatives had three CAC members – Desiree Thayer (Burlingame), Daniel Baerwaldt (Los Banos), and Robert Whitehair (San Mateo) – and Vanessa Shin (Marketing Team) served as staff liaison.

Goals of the working group:

- Advise on education investments and help evaluate program outcomes
- Increase understanding of Peninsula Clean Energy
- Encourage the use of education funding in manners which promote Diversity, Equity, Accessibility, and Inclusion goals.

The working group met with Vanessa Shin and Kirsten Andrews-Schwind to discuss ideas for education outreach in Los Banos and receive updates on education programs currently underway. The working group reviewed goals for school programs and funding allocated for clean energy education, student engagement, and school decarbonization in 2023-24.

The working group also discussed the opportunities in Los Banos and met with Viri Renteria – the community relations specialist for PCE in Los Banos. Peninsula Clean Energy has engaged in many local events around Los Banos to grow awareness and establish stronger community relations with residents. This includes participation at Pacheco, and Los Banos High Schools' career day events, in which high school students would be given the opportunity to engage with PCE representatives to learn

about renewable energy. Discussion on outreach opportunities to Los Banos included Field trips to UC Merced through the Calteach outreach programs, establishing connections between the Youth Climate Ambassadors program and the environmental classes at each high school, and supporting science and engineering efforts at each school. A sponsorship between Peninsula Clean Energy and Pacheco High School's Wax Museum was performed. The working group members support continued engagement in Los Banos and the rest of San Mateo County.

Signed Daniel Baerwaldt, Desiree Thayer, Robert Whitehair

Community Advisory Committee
Diversity, Equity, Accessibility, and Inclusion
(DEAI) Working Group
Deliverable Report

BACKGROUND

In 2023, the Peninsula Clean Energy Board of Directors approved a [work plan](#) for its Community Advisory Committee. This work plan detailed specific tasks to be undertaken on a voluntary basis by ad hoc working groups of Community Advisory Committee members. The work plan also describes deliverables for these tasks, usually reporting back to the Board on the working group activities.

The specified task for this working group is to provide occasional feedback to staff on development of new organizational guidelines to implement the DEAI Action Plan.

The deliverable: Brief memo summarizing input on DEAI Action Plan implementation provided between June 2023 and April 2024.

DISCUSSION

The DEAI working group had four CAC members - Mele Heimuli (East Palo Alto), Margaret Li (South San Francisco), Jason Mendelson (Redwood City), and Desiree Thayer (Burlingame) - and Kirsten Andrews-Schwind served as the staff liaison.

The objectives of the working group meetings were to:

- Provide feedback and share items for inclusion in PCE's language access policy
- Discuss and provide examples of technology access policies from other organizations
- Review and provide input on new organizational guidelines to include equity in decision-making

The working group met with Kirsten via Zoom to preview staff thoughts and an early draft of items to include in PCE's language and technology access policies. The CAC members provided additional language access policy resources available from the County of San Mateo, including the County's Language Access Dashboard, SMC's internal guidelines for language access policies, and the County's Language Accessibility Advisory Committee. The working group also reviewed portions of language access policies from Oakland and Long Beach and a research summary of policies published by the University of California (UC) Irvine. For technology access

policies, the working group discussed some of the standards recommended by the Web Accessibility Initiative. The Digital Access Policy at UC San Francisco was also recommended as an example resource.

The working group also met with Kirsten to provide feedback on the organizational equity framework under development for PCE decision-making. As revised drafts are completed, we look forward to PCE continuing to engage the CAC for review and feedback on the equity decision-making framework and the language and technology access policies.

Signed Mele Heimuli, Margaret Li, Jason Mendelson, Desiree Thayer

Peninsula Clean Energy Community Advisory Committee (CAC) 2024 Work Plan

Goal: Make it easy for CAC members to align with Peninsula Clean Energy staff priorities and get involved in driving Peninsula Clean Energy strategic initiatives

Brown Act reminder: Communication about working groups must be limited to less than a quorum (50%) of CAC members

Guiding Principles

- Ensure Peninsula Clean Energy Staff and Board understand how to leverage CAC in a way that is useful and drives Peninsula Clean Energy strategic priorities
- Ensure CAC members feel fully engaged and utilized if they have interest and bandwidth
- Maximize efficiency of CAC impact on staff resources

CAC Role & Responsibilities:

- Advise on substantial public-facing program initiatives before they are presented to the Board for approval, as practical given timeliness and staff and CAC capacity.
- Engage in outreach to the community and advocate for Peninsula Clean Energy mission, goals, and programs.
- Advise on high-level legislative and regulatory direction of the organization
- Provide a forum for community discussions on a wide variety of strategies in conjunction with staff and board.
- Form working groups, as recommended by the CAC membership, to assist Peninsula Clean Energy's staff and Board with projects of importance to the organization.

Peninsula Clean Energy Strategic Goals for 2024

The CAC will support and align its work with these goals.

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

VISION: A sustainable world with clean energy for everyone.

Organizational priorities:

- Deliver 100% Renewable Energy on An Annual Basis by 2030 Through Strategic and Cost Effective Procurement of Resources that Maximize Peninsula Clean Energy's 24/7 Hourly Matching of Renewable Energy and Load
- Contribute to Peninsula Clean Energy member jurisdictions reaching the State's 2045 goal to be 100% greenhouse-gas free for transportation and building electrification by 2035

2024 Peninsula Clean Energy Community Advisory Committee

Working Group Proposals

Community Advisory Committee (CAC) working groups offer an opportunity for CAC members and staff to collaborate on specific projects in addition to regular CAC meetings. They allow for deep dives into specific topics.

Working groups operate in compliance with the Brown Act:

1. They are made up of less than a quorum of CAC members.
2. They meet as needed to complete the specific tasks described below.
3. They are time limited. Once the specified tasks are completed, the working group disbands.

Organizing working group meetings and completing deliverables is the responsibility of the CAC members, coordinated by the working group lead. Staff provide technical support only.

In addition to the working groups outlined below, the CAC encourages staff to reach out to Committee members on an ad-hoc basis to solicit input on education programs, distributed energy resources, diversity, equity, accessibility, and inclusion initiatives, and other topics.

Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
Strategic Planning	Provide input on Peninsula Clean Energy's strategic planning process as needed. <i>Deliverable: Brief memo summarizing input provided by CAC members regarding input to the strategic planning process between June 2024 and April 2025. Memo delivered to staff prior to the April 2025 CAC meeting.</i>	Shalini Swaroop, Chief Operating Officer	

Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
Building Electrification Programs	Provide input on Peninsula Clean Energy's building electrification programs and strategy, including: Provide feedback on upcoming programs for residential and government building electrification Research barriers to building electrification and advise on solutions and best practices <i>Deliverable: Brief memo summarizing input provided by CAC members regarding building electrification programs and strategy between June 2024 and April 2025. Memo delivered to staff prior to the April 2025 CAC meeting.</i>	Rafael Reyes, Programs Team	
Transportation Electrification Programs	Provide input on the development, evaluation, and outreach methods for residential programs for electric vehicles, electric vehicle charging infrastructure, and electric bicycles. <i>Deliverable: Brief memo summarizing input provided by CAC members regarding transportation electrification programs and strategy between June 2024 and April 2025. Memo delivered to staff prior to the April 2025 CAC meeting.</i>	Carlos Moreno and Phillip Kobernick, Programs Team	

Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
Marketing Strategy	Advise Peninsula Clean Energy's branding strategy and campaigns, including programs marketing. <i>Deliverable: Brief memo summarizing input provided by CAC members regarding brand marketing strategy between June 2024 and April 2025. Memo delivered to staff prior to the April 2025 CAC meeting.</i>	Gwen Rose, Marketing Team	



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 9, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: None

TO: Honorable Peninsula Clean Energy Authority Board of Directors

FROM: Kirsten Andrews-Schwind, Associate Director of Community Relations and Climate Equity

SUBJECT: Annual Update on Diversity, Equity, Accessibility, and Inclusion (DEAI) Action Plan Implementation (Discussion)

BACKGROUND

Peninsula Clean Energy's Board of Directors passed a robust Diversity, Equity, Accessibility, and Inclusion (DEAI) Policy in October 2022. This policy states:

Peninsula Clean Energy has a vision of a sustainable world with clean energy for everyone. We recognize there are longstanding systemic barriers that impede the advancement of fair and inclusive policies and limit the full participation of historically underserved and disadvantaged communities. This includes our stakeholders that face the most adverse impacts from economic, health, and environmental burdens. Peninsula Clean Energy recognizes that we have an obligation to maximize our efforts to eliminate disparities and ensure that our programs, policies, and practices are inclusive and accessible for everyone in the geographic markets we serve.

DISCUSSION

Staff worked with a consultant to draft a detailed DEAI Action Plan to implement this policy. The Board of Directors approved this DEAI Action Plan in May 2023.

The update attached offers a overview of progress and challenges in implementing the DEAI Action Plan over the course of its first year.

FISCAL IMPACT

Staff time from the DEAI Lead and multiple departments is required for implementation of the DEAI Action Plan, as well as modest consulting funds allocated for DEAI staff training.

Additional resources may also be required for implementation in individual departments.

STRATEGIC PLAN

The DEAI Initiative supports the Organizational Excellence pillar of the strategic plan to ensure organizational excellence by adhering to sustainable business practices and fostering a workplace culture of innovation, diversity, transparency, and integrity.

This initiative seeks to support the following objectives and key tactics under this pillar:

Objective A: Culture and People: Foster a workplace culture that attracts and develops exceptional talent and values all people

- Key Tactic 3: Ensure that our recruitment processes are designed to attract high caliber and diverse applicants

Objective D: External Vendor Partners: Implement Vendor Policies that embrace diversity and inclusion and that optimize engagement results

- Key Tactic 1: Develop methods to ensure adherence to the organization's Inclusive and Sustainable Workforce Policy
- Key Tactic 2: Develop methods to ensure adherence to the organization's Ethical Vendor Standards Policy

This initiative also supports the Community Energy Programs pillar of the strategic plan to implement robust energy programs that reduce greenhouse gas emissions, align energy supply and demand, and provide benefits to community stakeholder groups. The DEAI initiative seeks to support the following objectives and key tactics under this pillar:

Objective B: Community Benefits: Deliver tangible benefits throughout our diverse communities

- Key Tactic 1: Invest in programs that benefit underserved communities
- Key Tactic 3: Support workforce development programs in the County

ATTACHMENTS:

[PCE DEAI Action Plan Implementation Update May 2024.pdf](#)

An aerial photograph of a large solar farm, showing rows of solar panels stretching across a landscape. The panels are arranged in a grid pattern, with some rows appearing more prominent than others. The colors of the panels range from light blue to dark blue, with some rows showing a reddish-brown hue, possibly due to the angle of the sun or the type of panels.

DIVERSITY EQUITY ACCESSIBILITY INCLUSION

DEAI Action Plan

Implementation Update May 2024

Peninsula Clean Energy

Table of Contents

Background on Peninsula Clean Energy’s DEAI Action Plan	3
DEAI Action Plan Implementation Update May 2024	10
Monitoring and Evaluation.....	37

Background on Peninsula Clean Energy's Diversity, Equity, Accessibility, and Inclusion (DEAI) Action Plan

Peninsula Clean Energy is pleased to share this annual progress report on implementation of its DEAI Action Plan. The following background information was provided in the original DEAI Action Plan approved by the Peninsula Clean Energy Board of Directors in May 2023.

The Peninsula Clean Energy (PCE) [Strategic Plan 2020-2025](#) states an all-encompassing goal to “Ensure organizational excellence by adhering to sustainable business practices and fostering a workplace culture of innovation, diversity, transparency, and integrity.” This is reflected in PCE’s [Inclusive and Sustainable Workforce Policy](#), originally adopted in December 2016, that further states “PCE recognizes that an inclusive and sustainable workforce helps PCE meet its core mission and goals more effectively, serve its customers in a more culturally sensitive manner, and reflect the businesses we partner with and the community we serve more comprehensively.” These actionable statements relate to embedding diversity, equity, accessibility, and inclusion (DEAI) within PCE’s organization.

PCE’s ongoing journey to integrate these DEAI principles within its organization became more significant starting in 2020 when efforts were initiated by the Citizens Advisory Committee (CAC) in light of the community’s focus on anti-racism initiatives. CAC wanted to ensure that PCE embodies and commits to the principles of DEAI within their work and keep anti-racism at top of mind during decision making. PCE has since then accelerated efforts to improve and enhance DEAI initiatives within the organization and outwardly to the communities it serves.

In May 2021, PCE released a Request for Proposal (RFP) seeking consultant assistance for Diversity, Equity, Accessibility, and Inclusion services. PCE selected GCAP Services, Inc. (GCAP), a certified Small Business (SB) and Disadvantaged Business Enterprise (DBE) firm, to provide expertise in developing a DEAI program with achievable goals and actions that PCE can implement and monitor over time. In close partnership with GCAP, PCE was able to complete the following DEAI-related activities in 2022:

- **Conduct a DEAI Organizational Needs Assessment.** GCAP helped PCE to create and facilitate internal and external DEAI-focused surveys and interviews to garner an understanding of DEAI issues as presented by PCE staff, Board of Directors, CAC members, and key community stakeholders. These assessments helped to identify priority DEAI issues and recommendations that are included in this DEAI Action Plan.
- **Review of DEAI Legislation and Regulatory Requirements.** PCE directed GCAP to provide a detailed analysis of relevant DEAI legislation and regulatory requirements, which includes Senate Bill 255 (Bradford-2019), General Order 156 of the California Public Utilities Commission (CPUC), and Proposition 209. GCAP identified best practices and recommendations to enhance and integrate DEAI into these requirements. GCAP also reviewed and provided recommended revisions to the Request for Offer (RFO), RFP, and Contract templates and the Supplier Diversity Questionnaire.

- **Create an Organizational DEAI Policy and Facilitate Stakeholder Workshops.** With the CAC's initial draft equity statement, GCAP was able to further develop the DEAI Policy to guide PCE's work in the DEAI space. To ensure that the policy met the expectations of stakeholders, GCAP hosted three (3) workshops to collect feedback from PCE staff, the DEAI Subcommittee, and the CAC and community groups and has integrated feedback within the DEAI policy. The PCE DEAI Policy (Policy 22) is the overarching guide that drives this DEAI Action Plan.
- **Update Relevant Organizational Policies and Contracting Documents.** GCAP was also contracted to complete a review and update of PCE's organizational policies, which includes the Strategic Plan for 2020-2025, Employee Handbook, Policy 9: Ethical Vendor Standards, and Policy 10: Inclusive and Sustainable Workforce Policy. Additionally, GCAP provided an in-depth review of PCE's contracting documents, which included the main contract template, Request for Proposals (RFP), and Request for Offers (RFO). GCAP included recommendations to align these existing policies and contracting documents with the new DEAI policy.
- **Develop a DEAI Action Plan.** The culmination of all of these DEAI-related activities was the development of PCE's DEAI Action Plan. GCAP worked with PCE to create this DEAI Action Plan that is achievable for the organization to implement and monitor and ensure DEAI initiatives are moving forward within the organization. The Peninsula Clean Energy Board of Directors approved the DEAI Action Plan in May 2023.
- **Action Plan Implementation.** Staff is committed to implementing the DEAI Action Plan, and reporting to the Board of Directors and Community Advisory Committee on its progress.

By focusing on and implementing these DEAI goals, PCE has made the ultimate commitment to advance and promote DEAI in the agency's practices, programs, and policies within its workforce and the communities it serves.

Exhibit 1: PCE DEAI Area of Focus & DEAI Goal Description

Area of Focus	DEAI Goal Description
Organizational Culture and DEAI Commitment	Advance and promote diversity, equity, accessibility, and inclusion within PCE's workforce, business practices, policies, and programs.
Human Resources, Staffing, and Recruitment	Create a workforce that is more representative and inclusive of people of all backgrounds; provide equitable access to employment opportunities for underrepresented and underserved members of the communities PCE serves.
Training and Development	Require employees to complete DEAI related training and promote and encourage Board and Citizen Advisory Committee members to complete DEAI related training to increase awareness of DEAI within the organization.
Energy Program Development and Implementation	Define energy equity and set goals and metrics for achieving it through our programs. Increase input and feedback from diverse communities, especially low-income and disadvantaged groups, to improve equity in program development and implementation.
Marketing and Account Services	Improve awareness, communication, and accessibility of PCE customer service, energy supply, and energy programs, especially among low-income and disadvantaged populations, and limited English proficiency groups.
Vendor and Energy Supplier Diversity and Social Responsibility	Ensure that the vendors and suppliers that do business with PCE are environmentally conscious and have equitable business practices. Establish a level playing field by creating opportunities and eliminating barriers to equal participation for all vendors.

Commitment to DEAI

The collaborative development of a DEAI policy with internal and external stakeholders demonstrates PCE's commitment to diversity, equity, accessibility and inclusion. As part of the growing interest in environmental, social, and governance factors, DEAI has become a vital part of an organization's performance. As a Community Choice Aggregation (CCA) program that provides clean energy services to its local communities, PCE has an obligation to ensure DEAI is made a priority during decision making. Per the DEAI Policy, PCE has pledged the following as their commitment to DEAI for the organization:

Peninsula Clean Energy (PCE) has a vision of a sustainable world with clean energy for everyone. We recognize there are longstanding systemic barriers that impede the advancement of fair and inclusive policies and limit the full participation of historically underserved and disadvantaged communities. This includes our stakeholders that face the most adverse impacts from economic, health, and environmental burdens. PCE recognizes that we have an obligation to maximize our efforts to eliminate disparities and ensure that our programs, policies, and practices are inclusive and accessible for everyone in the geographic markets we serve.

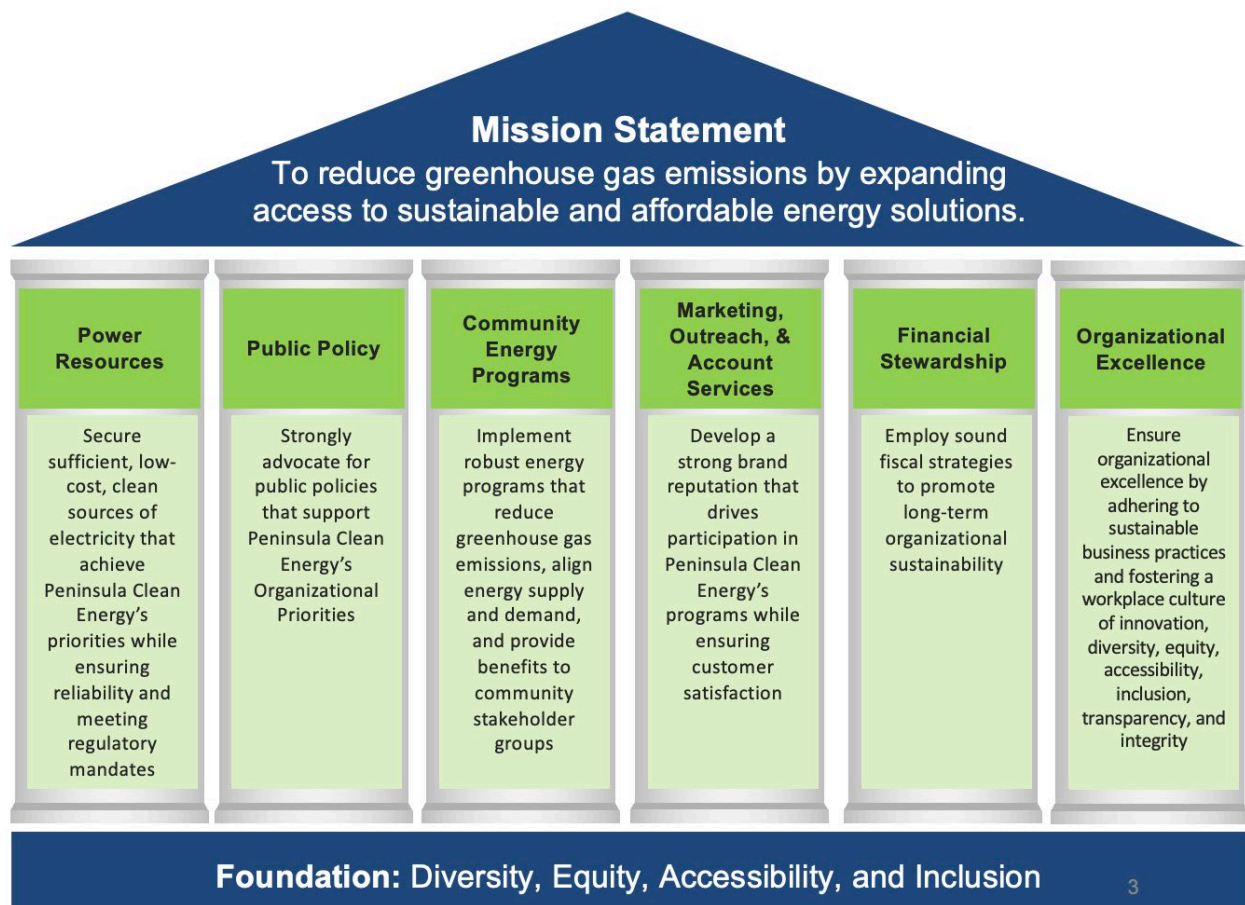
This excerpt from the DEAI policy communicates PCE's values, philosophy, and culture surrounding the significance of upholding diversity, equity, accessibility, and inclusion. PCE must continue to communicate the importance of DEAI to team members and other stakeholders to support cultivating a culture of organizational excellence.

It is important to note that the PCE DEAI Policy establishes **what** the organization will do regarding enhancing DEAI initiatives and the DEAI Action Plan is **how** the agency will carry out those initiatives.

A Foundation for Strategic Goals

Diversity, equity, accessibility, and inclusion (DEAI) are foundational principles that must be interwoven into the fabric of PCE's organizational culture. These key principles should permeate through each of the organization's goals as developed in the [Strategic Plan 2020-2025](#). *Exhibit 2* below illustrates a "house chart" to show that the foundation of the PCE's strategic goals is DEAI, which ultimately drives its mission to reduce greenhouse gas emissions by expanding access to sustainable and affordable energy solutions.

Exhibit 2: DEAI Foundation to PCE's Strategic Plan & Mission Statement



Purpose of the DEAI Action Plan

The main purpose of the PCE DEAI Action Plan is to guide the agency with achievable goals and specific actions that are necessary to accomplish the vision of a more diverse, equitable, accessible, and inclusive organizational culture. The DEAI Action Plan will be reviewed annually to evaluate PCE's progress in the DEAI space. The plan will be updated by the designated DEAI lead in partnership and consultation with the DEAI Council, and PCE leadership. By monitoring and tracking DEAI-focused activities, PCE will be better positioned to carry out its mission of providing sustainable and clean energy services and programs while serving and supporting internal and external stakeholders.

Elements of the DEAI Action Plan

The PCE DEAI Action Plan centers around the six (6) aforementioned areas of focus that provide the framework for achieving and sustaining a more diverse, equitable, accessible, and inclusive organization. Under each area of focus, the following elements are included:

- **Goal:** A future state of being resulting from a change at the organization, department, or program level.
- **Action:** Specific activities the organization will do to achieve the outcomes that support the identified goal.
- **Steps:** Tasks to complete the specific actions.
- **Timeline:** The month, quarter, and/or year an action will be accomplished.
- **Lead:** The individual or group that is responsible for an action or is accountable for its completion.
- **Metrics:** A quantifiable and qualitative measure of how well an action is working. Different types of measures include:
 1. Quantity – How much was done?
 2. Quality – How well was it done?
 3. Impact – Is the group better off?
- **Recommendations:** A suggestion or proposal as to the best course of action that PCE can utilize at their discretion.

These elements provide PCE with the details to achieve their DEAI goals. It is a forward-looking plan that reflects the evolution of DEAI strategy, goals, and priorities along with specific actions that will support them. PCE understands and acknowledges that DEAI efforts are ongoing, and priorities may be adjusted to fit the needs of the organization.

Gap Analysis

To ensure that key aspects of PCE’s internal and external DEAI initiatives were considered for the Action Plan, a detailed gap analysis was conducted to review all ideas and assess the feasibility for the agency. A gap analysis is an assessment method that helps measure the performance of an organization in a specific area to determine whether objectives are being met, and if not, what steps should be taken to meet them. In the context of DEAI, the gap analysis was customized to PCE’s commitment to achieve and enhance DEAI initiatives within the organization.

The gap analysis consists of the following: information and data collected from the surveys, interviews, policy updates, organizational document reviews, and workshops to help identify areas for improvement as well as the finding/gap, recommendations, and final goal derived from the analysis. The PCE DEAI Action Plan identifies six (6) major areas of focus which is depicted in *Exhibit 3: PCE’s DEAI Areas of Focus*.

Each of these areas are accompanied by a main goal that is outlined with the plan’s elements—goal, actions, steps, timeline, lead, metrics, and recommendations—which will help achieve these objectives. The areas of improvement are reflected from the key observations of the DEAI organizational assessment that consists of the surveys, interviews, and all related DEAI activities.

The DEAI Action Plan is a road map for PCE to fulfill its commitment to advancing and promoting diversity, equity, accessibility, and inclusion. The DEAI Action Plan will be considered a living document with continuous improvement and will be updated as the agency’s priorities shift.

Exhibit 3: PCE’s DEAI Areas of Focus



DEAI Action Plan Implementation Update May 2024

Organizational Culture and DEAI Commitment

Goal: Advance and promote diversity, equity, accessibility, and inclusion within PCE's workforce, business practices, policies, and programs.

Background:

Through the gap analysis, "Organizational Culture and DEAI Commitment" has been identified as an area of focus to be addressed in the DEAI Action Plan. The goal is stated as the following "Advance and promote diversity, equity, accessibility, and inclusion within PCE's workforce, business practices, policies, and programs." By focusing on this goal, PCE will be able to ensure its company culture is interwoven with its commitment to DEAI. PCE is working towards an organizational culture that ensures all employees feel empowered to bring their authentic selves and new ideas and perspectives to the table. Also, PCE strives to be a steward for its community members by providing sustainable, clean energy through accessible and equitable programs and services. An organizational culture is very important to an organization's overall excellence. It defines how the organization does business and how it is perceived by all internal and external stakeholders. This includes communicating to external stakeholders Peninsula Clean Energy's commitment to advocate for regional and state policies supporting environmental and energy justice. By integrating a commitment to DEAI within the organization's culture, PCE has created a foundation of principles to cultivate a successful culture that will have a lasting, positive impact on its workforce and communities it serves.

Actions	Steps	Status	Lead	Metrics	Recommendations
Adopt DEAI Policy	- Finalize and approve Peninsula Clean Energy DEAI Policy - Notify relevant stakeholders of the new DEAI Policy	Complete	DEAI Project Team	- Board of Directors approved the Policy on 10/27/22 - Policy has been distributed and communicated to relevant stakeholders	- Post DEAI Policy to public website and share with CBO partners. - Make DEAI Policy available in other languages such as Spanish and Chinese - Make DEAI Policy accessible in large print format

Actions	Steps	Status	Lead	Metrics	Recommendations
Adopt DEAI Action Plan	- Finalize and approve Peninsula Clean Energy DEAI Action Plan - Notify relevant stakeholders on the new DEAI Action Plan	Complete Q2 2023	DEAI Project Team	- Board of Directors has approved and adopted the Action Plan - Action Plan has been distributed and communicated to relevant stakeholders - Report at least annually on progress of implementation of the Action Plan to the Board of Directors and Citizens Advisory Committee	- Post DEAI Action Plan to public website - Make DEAI Action Plan available in other languages such as Spanish and Chinese - Make DEAI Action Plan accessible in large print format
Form DEAI Council	Create Council guidelines that include the following information: membership and terms, roles and responsibilities, and expectations	Complete Q1 2023	DEAI Project Team	The Council is a composition of diverse members from different ethnicities, gender, generation, department, and other dimensions of diversity	- Utilize DEAI Action Plan as first endeavor - Allocate proper funding in the annual budget to support Council initiatives - Involve members of the Council in discussions and decision-making affecting policy, process, systems, and resources to ensure a diversity of perspectives are heard
Appoint a DEAI Lead	- Develop the role and responsibilities of the DEAI Lead, including estimated time commitment (FTE) - Appoint DEAI Lead and ensure individual understands role and responsibilities - Empower the DEAI lead to advance DEAI measures in the Action Plan and to support the DEAI policy across the organization	Complete Q4 2022	COO and DEAI Project Team	DEAI Lead is appointed and has started DEAI initiatives and policies	Assign responsibilities to a staff member (preferably not Human Resources personnel) to lead DEAI initiatives and policies

Actions	Steps	Status	Lead	Metrics	Recommendations
Establish a DEAI Action Plan Dashboard within the Strategic Plan, and incorporate into the annual staff performance review process	- Deploy a visual, user-friendly dashboard to track DEAI Action Plan initiatives and include information on the following: alignment to Strategic Plan and DEAI Policy, lead department/staff, progress status, next steps, recommendations to improve, etc. - Integrate accountability for implementing actions outlined in the DEAI Action Plan into staff annual performance review process	DEAI Action Plan to be incorporated into new strategic plan dashboard.	DEAI Lead and Council	- Strategic Plan Dashboard has been deployed and is tracked on an on-going basis - All DEAI Action Plan initiatives have been assigned to a lead department/staff to follow through - Staff annual review process has been updated to include a requirement for specific reporting on each DEAI action assigned to specific staff	- Deploy a dashboard that is easily manageable by the agency (see Appendix C for an example) - Consider incorporating into existing Strategic Plan Dashboard - Dashboard should be reviewed regularly with executive leadership team for awareness, feedback.
Create a DEAI Glossary	Create a glossary to define DEAI terms	Complete	DEAI Project Team	- Glossary updated and new terms added - Update on new DEAI webpage	- Post glossary on the website - See Appendix B for current DEAI definitions that are taken from the DEAI Policy - Additional definitions may include, but are not limited to the following terms: - Equity vs. Equality - Anti-Racism - Power Dynamics - Energy Equity - Implicit Bias

Actions	Steps	Status	Lead	Metrics	Recommendations
Annually review and ensure that Peninsula Clean Energy's Legislative and Regulatory Policy Platform section on environmental justice and affordability is meaningfully implemented	- Proactively engage with environmental justice organizations to understand common ground and determine legislative and regulatory mutual benefit - Review legislative and regulatory policy platforms of other CCAs - Review clean energy legislation as directed by Peninsula Clean Energy's Legislative and Regulatory Policy Platform section on environmental justice and affordability. - Annually update Peninsula Clean Energy's Legislative and Regulatory policy platform	Initial meeting with CEJA on legislative priorities in 2023 Reviewed other CCAs platforms, and PCE platform updated in Q4 2023 Ongoing into the future	Government Affairs, Regulatory Team	- Legislative and regulatory policy platform with energy and environmental justice items approved - Legislative priorities of environmental and energy justice advocates have been identified and Peninsula Clean Energy has actively determined our level of support for them	Participate in CalCCA Legislative Committee
Participate in or monitor CPUC, CARB, and CEC proceedings regarding energy affordability and environmental justice, in dialog with environmental justice networks	- Consult with environmental justice networks on their energy regulatory priorities to the extent practicable - Advocate for Peninsula Clean Energy positions that support these priorities and also align with other Peninsula Clean Energy's other regulatory policy priorities.	PCE hosts monthly regulatory calls with EJ and environmental partners	Regulatory Policy	- Create and update list of regulatory policy priorities identified by environmental justice networks annually - Identify how Peninsula Clean Energy regulatory policy may promote these priorities, where aligned with Peninsula Clean Energy other policy priorities	- Work with relevant CalCCA working groups - Develop direct relationships with environmental justice networks

Actions	Steps	Status	Lead	Metrics	Recommendations
Establish DEAI Framework for Goal Setting and Decision Making	Develop a list of DEAI questions to consider and ask before producing organizational goals, policies, programs, practices, and decisions	Complete Q2 2024, currently in legal review	DEAI Council	All employees are aware of these DEAI questions and have implemented into daily practices	- Consider including the following questions: - Who is this work positively or negatively impacting? - Have you considered gender, race, religion, physical ability, location, socioeconomics, etc.? - Who could be excluded by this work? - Does this work impact groups differently? - What does the data say? - Has this work been communicated transparently? - Could this work hinder feeling of belonging, especially in underrepresented groups? - How will you ensure criteria is fair and transparent?

Area of Focus

Human Resources, Staffing, and Recruitment

Goal: Create a workforce that is more representative and inclusive of people of all backgrounds; provide equitable access to employment opportunities for underrepresented and underserved members of the communities PCE serves.

Background:

The gap analysis identified “Human Resources, Staffing, and Recruitment” as a DEAI area of focus with a sizeable number of external and internal stakeholders believing that PCE staff does not fully reflect the diversity of the communities it serves. The goal for this area is to “Create a workforce that is more representative and inclusive to people of all backgrounds; provide more equitable access to employment opportunities for underrepresented and underserved members of the communities PCE serves.” By striving to achieve this goal, PCE will achieve greater workforce diversity to better represent customers and allow the organization to better understand and serve their needs. A diverse workforce will allow PCE to understand various markets and reach customers they otherwise may not have. Additionally, a diverse and inclusive environment tends to bring employees a sense of belonging, improves employee morale, and overall helps with retention.

Actions	Steps	Status	Lead	Metrics	Recommendations
Finalize and Adopt DEAI Revisions to the Strategic Plan, Employee Handbook, Policy 9, and Policy 10	▪ Peninsula Clean Energy reviews and revises GCAP's suggested edits ▪ Obtain Board of Directors approval ▪ Inform Peninsula Clean Energy staff, especially hiring managers, on the changes	Complete	DEAI Council	▪ Board approval obtained ▪ Revised documents published and available to Peninsula Clean Energy employees and external stakeholders	▪ When creating, updating, revising policies and procedures, ensure they are in alignment with the DEAI Policy

Actions	Steps	Status	Lead	Metrics	Recommendations
Increase the diversity of our staff team	- Research and diversify places we advertise our job opportunities - Analyze workforce needs, qualifications and work with hiring managers to determine bona-fide qualifications - Gather current data to understand the ethnic, gender, disability, veteran composition of our communities so that Peninsula Clean Energy can strive to be reflective within its workforce - Identify and remove artificial barriers to entry - Collaborate with leadership to find better ways to increase diversity	Ongoing. As of Q2 2024, 26% of new hires since July 2023 have identified as women of color (4 out of 15)	Leadership and Human Resources	- Number of open and filled positions with diverse employees - Outreach to diverse communities during recruitment - Monitor changes in diversity of the candidate pool throughout the interview and hiring process - Leadership, especially hiring managers, increased diversity in the workforce	- Prioritize open management positions, especially senior manager roles - Use S.M.A.R.T. (specific, measurable, attainable, relevant, and time-bound) goals to establish your strategic diversity goals
Actively Outreach to a Diversity of Communities/Groups in Recruitment Process	- Review current outreach process and identify gaps - Add non-traditional outreach sources (e.g., websites supporting professional and technical groups) focused on underrepresented and historically marginalized people - Develop a plan for recruitment engagement that focuses on building trusted, long-term relationships with under-served and historically marginalized people - Collaborate with relevant groups to enhance diversity of applicants	Ongoing. Posted summer internship opportunities to 4 Hispanic Serving Institutions. Added question to our application process to capture candidate source “how did you hear about us?”	Human Resources	- Measure current level of effort and results for diversity recruiting - Compare level of effort after collaborating through additional avenues - Number of partnerships with various organizations that support underrepresented groups	- Reach out to professional networks, online and social media, diversity websites, job boards to expand outbound reach - Support professional and technical groups focused on diverse persons, people with disabilities, Veterans, and the LGBTQAI+ community

Actions	Steps	Status	Lead	Metrics	Recommendations
Ensure Salary Transparency	- Post salary ranges on all job announcements and advertisements - Consider a salary administration policy - Communicate salary administration policy	Complete HR conducted a market salary survey, created a compensation philosophy, rolled out salary guidelines to all employees, and posted salary ranges on all job descriptions.	Human Resources	- Conduct a market salary survey and identify salary ranges for different job and department classifications - Salary administration guidelines developed	Be transparent with staff by communicating salary changes and how they can achieve the next level in their position
Enhance DEAI in the Application and Interview Process	- Train hiring managers on how to mitigate bias during the hiring/promotions processes, and how to best utilize DEAI human resource tools and methods - Track diversity metrics for recruiting, hiring, promotion, and internal transfers - Add preference for candidates who are fluent in Peninsula Clean Energy priority languages to job announcements in customer-facing teams	Not complete	Human Resources	- Track job candidate pools by demographic categories including age, gender, race, disability, veteran status, and job level - Percentage and number of managers and interviewers who have completed training on how to mitigate bias during the hiring process	- Review all job postings for gender neutral language and other DEAI considerations to attract diverse candidates - Consider redacting name/identifying information from resumes during screening process - Use the training plan to guide Peninsula Clean Energy in developing training course in house or using an outside trainer; See Appendix D for proposed Training Plan

Actions	Steps	Status	Lead	Metrics	Recommendations
Integrate DEAI Metrics in Employee Performance Reviews	Review current performance review process for employees and require reporting on each specific DEAI action assigned to each staff member	A DEAI question was incorporated into annual staff performance reviews in Q2 2024	Human Resources	- Revised employee performance review form - Clear integration of DEAI Action Plan task assignments with annual performance review	- Add a question to the employee annual review form asking the employee to report on the status of implementation of DEAI Action Plan items assigned to their team, and how the employees has utilized the DEAI Decision Guidelines in their work NOTE: make a broader question - Leverage employee performance reviews to ask what they believe could be improved upon or what is working well in regard to DEAI initiatives
Launch a Self-ID Campaign	- Develop a voluntary demographics data survey - Ask current employees to complete the voluntary survey - Utilize survey as a tool on employment applications	Launched via Bamboo to existing staff in 2023. New hires prompted to self-id as part of onboarding program as of Q4 2023.	Human Resources	- Optional Self-ID survey tool developed - Optional Self-ID survey completed by existing Peninsula Clean Energy employees - Optional Self-ID added to employment application	- Make the survey optional and voluntary, however, ensure to encourage participation, sharing specific benefits to employees to Self-ID - Go beyond regular demographics data and include Disability, Veteran, language ability and LGBTQAI+ statuses - Communicate clearly to all staff who will have access to the information collected in the self-ID campaign and how it will be used

Area of Focus

Training and Development

- **Goal:** Require employees to complete DEAI related training and promote and encourage Board and Citizen Advisory Committee members to complete DEAI related training to increase awareness of DEAI within the organization.

Background:

While PCE staff and management are supportive of DEAI, the gap analysis identified the need for “Training and Development” to strengthen DEAI understanding for all staff. As well, PCE executives and managers need to consistently model inclusive leadership skills. Formalizing DEAI training will establish deeper awareness and help transform mindsets to create an inclusive culture where all employees are welcomed and encouraged to thrive, ultimately benefitting customers and business results for PCE.

Actions	Steps	Status	Lead	Metrics	Recommendations
Finalize and Approve DEAI Training Plan (See Appendix D)	▪ Review, revise, and finalize the Peninsula Clean Energy DEAI Training Plan	Complete	Leadership and Human Resources	▪ Training Plan is finalized and implementation has been started	▪ Use surveys to track feedback from each training class topic and leverage the data and information to improve future trainings and facilitation methods
Select Training Method & Develop Training Courses	▪ Review and evaluate best training methods ▪ Determine budget and required resources ▪ Develop curriculum for training	2022 basic staff DEAI training complete in Q4 (4 hrs) 2023 basic staff DEAI training partially complete in Q4 (2 hours) 2024 staff training date TBD Overall training plan implementation, including advanced trainings for managers, is not yet complete	Human Resources	▪ Training budget and materials have been developed ▪ First round of classes conducted within 12 months ▪ Number of attendees by class	▪ Prioritize roll-out of training courses for highest value and broadest impact to Peninsula Clean Energy ▪ Offer training to Board of Directors and Citizens Advisory Committee members as well as staff

Actions	Steps	Status	Lead	Metrics	Recommendations
Provide Training on How to Respond to an Accommodations Request	Develop practices and guidelines to respond to external and internal accommodation requests such as telephone calls in different languages, reasonable accommodations for public meetings, etc.	Not complete	Human Resources	- All managers have completed the training - All managers understand how to respond to accommodation requests appropriately and promptly - Number of accommodation requests received from employees and the public	Ask leaders for input on what requests they have received in the past and include those areas to address
Provide Training on Community Engagement for Program Planning	- Develop practices and guidelines to help staff engage community leaders and organizations by: - Identifying and researching the target audience - Researching local community leaders or organizations that serve the audience - Including local community leaders in program design - Formalizing community partnerships in program implementation	Planned for Q3 2024	Community Relations	- All Programs and Marketing Teams have completed the training - All Programs and Marketing Team Leads understand how to engage community leaders and organizations in program design and implementation	Utilize the Community Engagement for Program Development Worksheet Template in the training (See Program Development and Implementation section)

Actions	Steps	Status	Lead	Metrics	Recommendations
Ensure Professional Development Opportunities are Available and Accessible	- Survey staff to understand what types of professional development they are interested in and what barriers, if any, deter them from participating in professional development opportunities - Gain leadership buy-in to integrate new professional development opportunities - Establish or update the Professional Development Program and share with employees	Staff survey complete. Implementation is ongoing.	Human Resources	- Percentage of staff who pursue professional development opportunities by demographically tracked data - Professional development included in annual employee performance reviews	- Create a resource page about professional development opportunities to share with staff - Implement a “Diversity Dialogue” series with outside speakers

Area of Focus

Energy Program Development and Implementation

Goal: Define energy equity and set goals and metrics for achieving it through our programs. Increase input and feedback from diverse communities, especially low-income and disadvantaged groups, to improve equity in program development and implementation.

Background:

Energy programs are a priority area for the agency and every effort will be made to address diversity, equity, accessibility, and inclusion for program development and implementation. The gap analysis identified a need to increase input and feedback from diverse communities throughout program design and delivery to improve equity overall. By conducting meaningful public participation throughout the program development phases, stakeholders are given the opportunity to influence decisions that affect their daily lives and PCE will make better and more easily implementable decisions that reflect public interests and values and are better understood by the public. Note that reducing greenhouse gas emissions in the most effective ways possible can also be considered important for equity as vulnerable communities are most impacted by climate change.

Actions	Steps	Status	Lead	Metrics	Recommendations
Create Organizational Definition of and Goals for Energy Equity and Incorporate into Programs	- Research energy equity frameworks and definitions - Create energy equity definition, goals, and metrics for Peninsula Clean Energy - Solicit input from community stakeholders, CAC, and Board and finalize based on feedback - Implement, including evaluating current and future programs for how well they meet these goals and what changes need to be made	Planned for Q3 2024	DEAI Council, Director of Programs, Programs Team, Director of Account Services	- Energy equity definition, goals, and metrics drafted - Community input incorporated from partners, CAC, and Board - Definition, goals, and metrics finalized - Changes made to programs and budgets as needed to meet goals	- Engage all members of the Programs Team in this effort - Include Account Services to evaluate the role of rate structures as well

Actions	Steps	Status	Lead	Metrics	Recommendations
Develop and Finalize a Worksheet Template for “Community Engagement in Program Development”	▪ Leverage the DEAI Lens to help develop the worksheet template to: ○ Identify and research target audience(s) ○ Research local community leaders or organizations that serve diverse communities ○ Include local community leaders in program design ○ Formalize community partnerships in program implementation as needed	Complete Q2 2024	Community Relations	▪ Worksheet template is completed and approved by the appropriate staff	▪ Refer to Appendix G: “Implementing Equity” ▪ Make worksheet template a required element for all internal business plans for Peninsula Clean Energy Programs
Engage with Community Leaders and Community Based Organizations in the Early Stages of Public Facing Program Development	▪ Utilize the Community Engagement Worksheet when engaging with community leaders and organizations ▪ Integrate community feedback into regular program development process	Ongoing as new programs as developed	Programs and Community Relations	▪ Completed Community Engagement Worksheet prior to program development and implementation ▪ Community feedback is incorporated into program design, as appropriate ▪ Include section on community feedback and how it was incorporated into program design when bringing programs to leadership and the Board for approval as appropriate	▪ Outreach to diverse community groups and leaders ▪ Include as a required action during program development ▪ Train program managers to understand and complete each step in the process in a meaningful way (See Training and Development section)

Actions	Steps	Status	Lead	Metrics	Recommendations
Review Current Programs for Gaps & Inequities and Continuously Refine Programs to Better Align with Customer Needs	▪ Re-examine the following program elements: ○ Target audience (conduct additional research if needed) ○ Program qualifications and eligibility requirements ○ Community outreach partners (leaders and organizations) and methods ○ Effort required to participate in programs (e.g. time burden) ▪ Identify gaps and inequities in current programs ▪ Evaluate community feedback opportunities throughout program lifecycle and opportunities to integrate feedback ▪ Evaluate distribution of benefits from each program ▪ Develop plan to address gaps and inequities	Planned for Q3 2024	Programs and DEAI Council	▪ All current Peninsula Clean Energy programs have been reviewed for proper community engagement ▪ All program inequities are identified and have a plan to be addressed or a clear justification for why it is not being addressed ▪ Review of each program at least once per year for ways to improve equitable access and alignment with customer needs	▪ Utilize Community Engagement Worksheet to re-examine current programs ▪ Ask for customer feedback on existing programs and customer journey ▪ Learn from and share best practices on equity in programs with other CCAs

Actions	Steps	Status	Lead	Metrics	Recommendations
Implement Peninsula Clean Energy language and technology access guidelines for entire customer journey for Peninsula Clean Energy programs	- Map customer journey for all programs - Identify language and technology isolation in target audiences for all Peninsula Clean Energy programs - Implement language and technology access policy for enrollment forms, confirmation emails, customer support, terms and conditions and other forms of communication - Establish alternative methods for interacting with Peninsula Clean Energy other than online	Planned for Q3 2024	Programs and Community Relations	- Documents that have been tagged for translation are available in target languages - Customer support available in recommended languages according to language access policy for programs according to target audience	- Consider dedicating staff time to provide program customer service in target languages - Recruit contractors with language fluencies

Marketing and Account Services

Goal: Improve awareness, communication, and accessibility of PCE customer service, energy supply, and energy programs, especially among low-income and disadvantaged populations, and limited English proficiency groups.

Background:

The gap analysis identified a need to enhance DEAI within PCE's "Marketing and Account Services" area. PCE should work on developing and implementing targeted communication efforts that are meaningful to the diverse communities it serves in order to improve awareness of PCE's customer service, energy supply and energy programs, especially with low income and limited English proficiency groups. PCE should identify and utilize appropriate means of communication and provide materials in different languages to reach its diverse customer base. In soliciting community input, PCE must be open to feedback and constructive criticism. PCE's outreach and communication strategy should aim to be dynamic, adjusting with changes in the target audience and the needs and interests of the communities served by PCE.

Actions	Steps	Status	Lead	Metrics	Recommendations
Ensure that customer awareness surveys include and are reflective of Peninsula Clean Energy's diverse customer base	- Ensure market survey vendors are making appropriate efforts to reach survey respondents who fully reflect the economic and ethnic diversity of our customer base - Conduct focus groups in Peninsula Clean Energy priority languages with target audiences to understand what areas Peninsula Clean Energy should focus on and prioritize to best understand the needs and issues target audiences are facing	2023 customer survey improved participation rates of Latino and Spanish-speaking respondents, which had been undercounted in previous surveys. No customer survey conducted in 2024. In 2023, multilingual customer focus groups were conducted in East Palo Alto (Spanish), Redwood City (Mandarin), San Mateo (English), Daly City (English/Tagalog), and Half Moon Bay (English). Focus groups were organized with local CBOs.	Marketing and Community Relations	- Peninsula Clean Energy market survey participants fully reflect the economic and ethnic diversity of our customer base for the target audience being surveyed - Peninsula Clean Energy focus groups are held in Peninsula Clean Energy priority languages in diverse geographies of our service area	- Offer survey in different languages - Survey is accessible and available in multiple formats (online form, paper/pencil, verbal, etc.)

Actions	Steps	Status	Lead	Metrics	Recommendations
Ensure Peninsula Clean Energy Public Website is Accessible	- Review the Web Content Accessibility Guidelines (WCAG) and audit Peninsula Clean Energy's current website for compliance with standards (Q1 2023) - Identify areas of non-compliance of the current website, set priorities, and develop a timetable and plan to remedy (Q2 2023) - Ensure that customer-facing applications and forms are available per Peninsula Clean Energy's language and technology access policy (Q4 2023) - Review and update Peninsula Clean Energy brand guidelines for accessibility (Q2 2023)	PCE website met WCAG AA level requirements in 2023. Added Tagalog to Spanish and Chinese web auto-translate options in Q2 2024. Other language options to be added by Q3 2024. Actively reducing of PDFs online to increase accessibility of auto-translate function. Incorporating new technology with built-in autotranslate function for customer-facing forms planned for Q3 2024.	Marketing and Community Relations	- Peninsula Clean Energy's public website, including attachments, meets the WCAG requirements - Ensure Peninsula Clean Energy website is available in Peninsula Clean Energy priority languages	- Include proper alt text for images - Ensure links have unique and descriptive names - Design forms with accessibility in mind - Investigate adding auto translate for pdfs on website
Develop a DEAI Webpage	Create a webpage dedicated to DEAI information. Include DEAI Policy, DEAI Action Plan, DEAI activities, etc.	Planned for Q2 2024	Marketing and Community Relations	Webpage is developed and available to the public	Post DEAI statement on Peninsula Clean Energy home page as well as next to Peninsula Clean Energy mission, vision, values

Actions	Steps	Status	Lead	Metrics	Recommendations
Increase Accessibility in Public Meetings	▪ Develop a “Meeting Accessibility” statement ▪ Include the statement in the agenda template for Board of Directors, committee meetings, and all other public meetings ▪ Utilize accessibility methods for different types of meetings (virtual, in-person, etc.) ▪ Ensure access for physically disabled members of the public in accordance with ADA requirements	Board meetings are held in an ADA-compliant facility. Other actions are in progress.	Board Clerk, Marketing and Community Relations	▪ Number of recommendations and steps implemented ▪ Number of accommodations request received and responded to.	Meet with accessibility community groups to explore accessibility in these areas: ▪ Venue (such as facilities, telephone, virtual meeting software, etc.) ▪ Technology (such as captioning, ASL interpreting, braille, large print, etc.) ▪ Materials (such as meeting links, captioning links, graphics, etc.) ▪ Presentations (such as documents, audio/visual media, no flashing, high contrast, font size, etc.) ▪ Other (such as screen sharing, polls/surveys, etc.)

Actions	Steps	Status	Lead	Metrics	Recommendations
Increase Accessibility and Diversity in Outreach Materials and Customer Notifications	- Ensure documents are accessible (simple to understand, adheres to language and technology access policy, large print, using terminology that is gender neutral and respectful, etc.) - Utilize imagery that mirrors the diversity of the communities we serve	In progress. Required customer mailings are translated into Spanish and Chinese as feasible. PCE has advocated to the CPUC, CEC, and PG&E for more translated and accessible formats of regulated mailers such as the Power Content Label and the Joint Rate Mailer. Full implementation of this action is also dependent on approval of the PCE Language and Technology Access Guidelines (below).	Marketing and Community Relations, Account Services	- Implementation of steps and recommendations - Outreach materials and customer notifications are available in languages required by Peninsula Clean Energy language and technology access policy	- Identify priority documents to be translated first; what documents are the most requested? - Identify PDFs on website that can be posted directly on webpage in html that auto translates into various languages - Outreach to regulatory bodies to consider making PCL/JRM templates in other languages
Develop Peninsula Clean Energy Language and Technology Access Guidelines	- Survey other agencies' language and technology access policies for best practices - Identify metrics used to quantify language and technology isolation across our service territory, if available - Draft/amend guidelines that incorporates best practices and addresses language and technology access needs of our customers	Guidelines are being finalized, will be complete in Q2 2024.	Marketing and Community Relations	Language and Technology access guidelines are finalized, implementation started	Circulate language and technology access policy to appropriate CBO partners/stakeholders to gather feedback prior to finalization

Actions	Steps	Status	Lead	Metrics	Recommendations
Ensure CSRs provide quality customer service in all Peninsula Clean Energy priority languages	- Review Calpine contract to see what is included for translation vs. Bilingual CSR coverage - Strengthen contract requirements when possible for bilingual CSRs in priority Peninsula Clean Energy languages (2025)	As part of the effort to bring PCE's call center function in-house, PCE is committed to hiring bilingual CSRs offering service in at least English and Spanish, as well as an interpretation service for other languages. Scheduled for 2025. Meanwhile our CalPine call center is offering some English/Spanish bilingual CSRs and an interpretation service to answer questions about customer bills.	Account Services	- Request data from call center vendor on how many callers requested service in a different language and whether they were served by a bilingual CSR in that language vs translator - Customer experience and feedback	- Consider internal bilingual CSR to handle escalated calls and program support - Consider asking call center vendor for post-call optional customer satisfaction survey
Ensure customer email inquiries in Peninsula Clean Energy priority languages receive accurate responses in same time frame as inquiries in English	- Develop a procedure for handling written inquiries in languages other than English - When developing the procedure, determine whether to utilize Peninsula Clean Energy staff who have fluency in languages other than English when crafting responses - Make an internal document for frequently asked billing questions, translated into Peninsula Clean Energy priority languages	Customer inquiries sent to the info@ and programs@ emails in Spanish receive responses in Spanish the same time frame as English inquiries. Other languages have not yet been addresses.	Account Services	Time frame for non-English responses compared to English responses	- Survey other CCAs through CalCCA working groups to determine best practices for responding to customer inquiries in languages other than English - Brief staff and their supervisors with fluency in other languages on process/turnaround time expectations to answer customer inquiries

Area of Focus

Vendor and Energy Supplier Diversity and Social Responsibility

- **Goal:** Ensure that the vendors and suppliers that do business with PCE are environmentally conscious and have equitable business practices. Establish a level playing field by creating opportunities and eliminating barriers to equal participation for all vendors.

Background:

The need for greater supplier diversity was identified in the gap analysis. To accomplish this, PCE must promote diversity and the involvement of women- and minority-owned, and other diverse businesses in its supply chain. In addition to helping small, minority-, and women-owned companies participate in PCE's procurement process, a diverse supply chain benefits PCE by providing multiple sources from which to buy goods & services, which promotes healthy competition between PCE's existing and potential diverse vendors by improving pricing and service levels.

During the development of the PCE DEAI Policy, it was suggested in many of the workshops that the vendors and suppliers that do business with PCE should also have similar values in DEAI for their companies. The goal that was developed is to "Ensure that vendors and suppliers that do business with PCE are environmental conscious and have equitable business practices." Assessing suppliers and vendors on DEAI principles demonstrates that PCE takes these topics seriously and strengthens the commitment to DEAI. When vetting the commitment level of suppliers and vendors, business decision-makers at PCE should focus on what kind of diversity, equity, and inclusion reports and sustainability reports a firm has, which is typically available on their websites. This extra step in ensuring a supplier or vendor is ethical and committed to DEAI will lead into more creative, innovative, and effective solutions and products, which is something important to PCE's mission of providing clean energy at lower rates to residents of the communities it serves.

Actions	Steps	Status	Lead	Metrics	Recommendations
Finalize and Adopt the Recommendations in the Legislation & Regulatory Analysis Report (See Appendix E)	▪ Review GCAP recommendations in the Legislation & Regulatory Analysis Report	Complete	Power Resources	▪ Approved recommendations completed	▪ Review and monitor legislative and regulatory requirements on an ongoing basis

Actions	Steps	Status	Lead	Metrics	Recommendations
Finalize and Adopt Recommended Revisions of Peninsula Clean Energy's Contracting Documents and Templates	- Review contracting documents and templates (Contracting Template, RFO, RFP, and Supplier Diversity Questionnaire) to identify potential bias and inequities in the language - Review and finalize GCAP suggested edits and updates to the contracting documents and templates - Integrate DEAI principles and commitment into documents and templates	Complete	Power Resources	- Revised documents published and available to Peninsula Clean Energy employees engaged in procurement activities - All contracting documents and templates have DEAI commitment	- Review and update these documents on a regular basis to keep current with legislative and regulatory requirements - Notify Primes of commitment to DEAI
Add Qualitative Questions to RFO Template for Utility Scale Procurements Regarding Environmental Stewardship, Disadvantaged Community Outreach, Workforce Development, Responsible Procurement, and Supplier Diversity	- Conduct research on best practices w/r/t qualitative questions to ask during procurement process - Seek input from Community Relations and Supplier Diversity Lead on questions to add to RFO template - Survey relevant Peninsula Clean Energy policies (Policy #9, #10, DEAI Policy) to brainstorm questions to add to template - Integrate questions into Qualitative Assessment tab of RFO template	Complete	Power Resources, Community Relations	Questions integrated into Qualitative Assessment tab of RFO Template for renewable energy	- Survey other CCAs and industry organizations for common questions asked during procurement processes to add to qualitative review - Conduct review of template

Actions	Steps	Status	Lead	Metrics	Recommendations
Adopt Supply Chain Code of Conduct	- Conduct research human rights and industry organizations best practices for ethical supply chain principles - Draft Supply Chain Code as an attachment to Policy #10: Inclusive and Sustainable Workforce - Integrate Supply Chain Code into Power Purchase Agreements (PPA)	Complete	Power Resources	- Supply Chain Code adopted by Board - Supply Chain Code integrated into PPA	Conduct periodic review to update Supply Chain Code to remain current with industry best practices
Develop and Implement Diverse Subcontractor Reporting	- Develop a small, local, and diverse supplier form for proposers/bidders to complete when submitting proposers/bids or as part of the contract award process (see monthly paid subcontractor report template) - Develop annual data request for subcontractor spending to send to all primary vendors - Develop a reporting mechanism to monitor commitments and payments to subcontractors certified by the CPUC Supplier Clearinghouse and other diverse businesses	Data request for subcontractor spending sent to all primary vendors in Q1 2024	Power Resources	Number and percentage of diverse vendors and their subcontractors that were awarded work with Peninsula Clean Energy	- Establish a diverse supplier subcontractor report for Peninsula Clean Energy contracts (See Appendix F) - Peninsula Clean Energy can consider annual reporting requirements in its solicitations and resulting contracts - Peninsula Clean Energy can request all first-level subcontractors be listed on a form for all proposal/bids - Peninsula Clean Energy can require that diverse contractor/subcontractor data be provided

Actions	Steps	Status	Lead	Metrics	Recommendations
Develop Outreach Materials on how to do Business with Peninsula Clean Energy and a GO 156 FAQ document	- Create separate Supplier Diversity page on website - Develop website content with information on how to do business with Peninsula Clean Energy; Include step-by-step information on how a vendor/supplier (especially diverse suppliers) are able to work with Peninsula Clean Energy - Develop collateral for a GO 156 FAQ	Scheduled for Q3 2024	Power Resources, Marketing and Community Relations	- Supplier Diversity webpage created with relevant resources - How to do Business content is posted on the website - Increase of small, women-owned, minority-owned businesses interested in doing business with Peninsula Clean Energy	
Increase Visibility of Solicitations Webpage	Move the “Solicitations” webpage link to a more visible area of the Peninsula Clean Energy website	Scheduled for Q3 2024	Marketing and Community Relations	Number of clicks to solicitation page currently and after placing in a more featured area	Create a link, such as “Business Opportunities” that is accessible on the main menu

Actions	Steps	Status	Lead	Metrics	Recommendations
Conduct Supplier Diversity Training for All Staff	- Identify best practices to improve supplier diversity/outreach to diverse suppliers during RFP/RFO process, including pulling vendor lists from the CPUC's Supplier Clearinghouse and posting solicitations to the Supplier Clearinghouse bid board - Create training content based off best practices - Include in training how best to utilize edited contracts and solicitation documents - Include in training content how to conduct outreach to "qualified but not yet certified" suppliers to encourage them to go through certification process - Conduct training at a lunch and learn	Initial short training completed Q4 2023 Training to be repeated on an ongoing basis	Power Resources	- Staff training completed - Tactics to increase supplier diversity utilized whenever there is a procurement \$ and % of diverse spend tracked in annual supplier diversity reports	- Collaborate and seek input from staff regarding how to incorporate diverse supplier outreach into their specific solicitation processes - Survey other CCAs for training material used for similar trainings
Encourage Vendors/Suppliers to Practice Equity	Add required question regarding DEAI and supplier diversity practices to RFP/RFO template	Not complete	Power Resources	RFO and RFP templates updated	Share Policy 9: Ethical Procurement Conduct and DEAI Policy with vendors and suppliers
Measure customer satisfaction with customer service provided by vendors	Include questions about customer service offered by vendors in any relevant customer facing surveys	Complete Programs teams sends surveys to all residential program participants about satisfaction with customer service and program results.	Programs, Account Services, Marketing	Identify and address any customer service issues with vendors	Hold vendors accountable via the contracting process for how they treat public members utilizing Peninsula Clean Energy programs and services

Monitoring and Evaluation

As part of the DEAI Action Plan implementation, PCE will monitor and evaluate progress on its DEAI goals and actions on an ongoing basis. See Exhibit 4 below for details on the four (4) phases to support monitoring and evaluating the DEAI Action Plan. The DEAI Council will lead the collaborative evaluation process by meeting with relevant departments on a regular basis to track their progress and evaluate any successes or challenges.

Additionally, PCE will report the progress of the DEAI Action Plan on an annual basis. The information will be shared with all stakeholders to ensure everyone is informed of the implementation progress. It is important to be transparent about PCE's goals and the progress of the DEAI Action Plan. To promote transparency, the DEAI Action Plan is posted on PCE's public website at peninsulacleanenergy.com under the About tab.

The DEAI Council will be responsible for updating the Action Plan to keep it relevant to the organization's activities in a matter that is consistent with the DEAI policy. Staff will report on major updates on the Action Plan to the Board as required by the DEAI policy.

Exhibit 4: Four (4) Phased Approach for Monitoring and Evaluation

Action Plan Execution

- Execute and initiate the activities within the DEAI Action Plan and monitor progress.

Team Collaboration

- Collaborate between teams for input and feedback on specific tasks.

Adjust the Work

- If gaps in the monitoring and evaluation process are identified, make adjustments and improvements as necessary.

Annual Review

- Conduct annual reviews to revisit and identify PCE priorities.



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: April 12, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: None

TO: Honorable Peninsula Clean Energy Authority Board of Directors
FROM: Peter Levitt, Programs Manager, Distributed Energy Resources
SUBJECT: Discussion of Distributed Energy Resources (DER) Plan – Part 1 (Discussion)

RECOMMENDATION

No Action Recommended. Discussion only.

BACKGROUND

Peninsula Clean Energy's mission is to reduce greenhouse gas (GHG) emissions by expanding access to sustainable and affordable energy solutions. Distributed Energy Resources (DERs) can be an important resource for supporting this mission. DERs are assets on the distribution grid, typically close to load, and usually behind the meter. They can be used individually or in aggregate to provide value to the grid and individual customers. The assets that qualify include: battery storage, electric vehicles (EVs), "grid-enabled" appliances that can adjust usage such as water heaters, thermostats and other load controls. Generation sources such as solar, fuel cells (which may be considered clean if using green hydrogen for example), and fossil fuel generators (not clean) are DERs.

Clean DERs can support decarbonization of the grid by enabling customer loads to become more flexible, then aligning customer demand with clean power supply. They can support the decarbonization of buildings and transportation both by ensuring cleaner power supply and improve operating cost, making the business case for electrification more compelling. Finally, DERs can provide resilience of the grid and facilities. Collections of dispatchable DERs that can serve grid needs are typically referred to as "virtual power plants" (VPPs)[1].

Within the PCE strategic plan, DER related goals include:

1. Delivering renewable energy each and every hour of the day
2. Creating minimum of 20 MW of new local renewable power sources
3. Supporting distributed energy resources to lower costs, support reliability, and advance distributed and grid decarbonization
4. Fostering resilience

Peninsula Clean Energy has the following innovative programs addressing these goals:

1. **Solar and Storage on Public Buildings** (also referred to as “GovPV”): This program facilitates the deployment of solar (and soon storage) on local government facilities. Customer agencies sign Power Purchase Agreements (PPAs) with Peninsula Clean Energy in which customer agencies pay for the power generated by the systems with capital costs amortized within those payments. Peninsula Clean Energy plays a central role managing the project development, procurement, financing and tax credits, construction and operations. The program operates in cohorts with the first 12 sites in construction, 3 of which are in operation. Projected lifetime savings from the first site are near \$20 million.
2. **Residential Solar and Storage**: The residential program has supported deployment of solar and storage which provides cost savings and outage protection for homes. In addition, it provides for battery dispatch to support grid needs. The program had a 3-year enrollment period and an ongoing 10-year battery dispatch term. Just under 600 homes are participating and enrollment is now closed.
3. **FLEXmarket**: This program provides incentives to “aggregators” (third-party installers or providers) based on actual delivered electric load shaping and gas reduction benefits based on metered results following installation of specific equipment. The program is California Public Utilities Commission (CPUC) funded, supports both residential and commercial segments and is in implementation.
4. **EV Managed Charging**: This includes a pilot for direct control of residential electric vehicle charging through vehicle telematics to shift charging times out of the evening peak and into daytime hours (when possible) or spreading the charging after midnight. Over 700 participants are in the pilot which is now in the assessment phase. In addition, PCE’s local government fleet program (GovEV) is providing support for fleet managed charging.

[1] A detailed discussion of VPPs is available from the US Department of Energy here: https://liftoff.energy.gov/wp-content/uploads/2023/10/LIFTOFF_DOE_VVP_10062023_v4.pdf

DISCUSSION

In 2022 PCE developed a detailed analysis and plan for community decarbonization focusing on buildings and transportation[1]. Following the delivery of that plan the board directed PCE staff to develop a corresponding DER plan. The plan will be delivered in two parts with the first in the slides for this item and this memo as the associated narrative. The first part is foundational, with objectives, current programs and near-term plans. The second part will be more forward-looking. The outline for the two parts is as follows:

DER Plan - Part 1

1. DER Vision, Definitions & Objectives
2. Current Programs
3. Near-Term Programs & Timeline (1-2 years)

DER Plan - Part 2

1. Quantification: what we have, what we want to achieve
2. DER Challenges
3. Innovation
4. Policy Needs

5. Future Concepts (3-5+ years)

DER Objectives

Because DERs are a broad category with highly varied scenarios, the DER Plan identifies the following overarching DER objectives:

- Provide **grid benefits**, especially peak shaving to reduce wholesale costs (including Resource Adequacy) and carbon intensity, aiding further penetration of renewables
- Provide **resilience**
- **Lower operating costs** for customers
- Make **electrification** more economically beneficial
- Deepen PCE-customer **relationships** and foster retention
- Reduce PCE costs and support self-sufficient business model

DERs can serve the function of reducing customer costs, providing energy resiliency, or enabling customers to have more responsive or flexible loads. In the long run it is likely that diverse DERs will likely be coordinated into grid serving dispatchable assets VPPs to serve a range of objectives. However, currently multiple barriers exist for coordinating across DER types and even across different vendors of the same type of resource. Each DER type has distinct properties which lend themselves to particular applications and have widely differing economics and market conditions. As a consequence, a given DER program typically serves only a subset of the objectives.

DER programs hold potential in many scenarios to be cost neutral or even financially favorable. Establishing a positive business model substantially increases the scalability of a DER strategy and creates the potential to establish a long-term line of service. Currently most Peninsula Clean Energy DER programs are approximately cost neutral on ongoing costs with the exception of staff management costs.

Near-Term Steps

Current staff areas of focus for further development include:

1. **GovPV storage**: The GovPV program has up to 16 MW of solar in the pipeline with the second round of the program which is now in the contracting phase. This is a major undertaking which would enable reaching the goal of 20 MW total. The next phase of the program also includes developing the business model around commercial scale storage systems. Incorporating storage systems is an objective of high complexity necessitating financial modeling, risk management, operational capacity, and legal development.
2. **New residential solar and storage program**: Currently Peninsula Clean Energy has no offering for customers seeking backup power. This is a critical gap in services. Staff is exploring new business models such as those implemented by other load serving agencies, such as residential battery financing.
3. **Residential VPP**: This is under development for Peninsula Clean Energy's next direct install program (Home Upgrade v2). The residential VPP will install and enroll grid-enabled appliances into a broad grid services platform to dispatch the assets based on grid needs. The control platform may also support the above programs.
4. **Develop right-sized resilience approach**: Also under development for the direct install program are guidelines to provide scalable, low-cost resilience suitable for the more common shorter outages that characterize most of the service territory. The approach

identifies key home needs, durations based on outage lengths, and options for supporting those home needs at far lower cost than typical full solar and storage solutions. It may include portable batteries, thermal storage in water heaters, battery integrated appliances, and other measures.

[1] <https://www.peninsulacleanenergy.com/wp-content/uploads/2022/01/2022.09-BOD-2035-Decarb-Plan-Complete-Analysis-Draft-Plan-1.pdf>



**PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence**

DATE: May 7, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: None

TO: Honorable Peninsula Clean Energy Authority Board of Directors
FROM: Marc Hershman, Director of Government Affairs
SUBJECT: Update on Legislative Activities

RECOMMENDATION

Update on Legislative Activities

DISCUSSION

Sacramento Summary

April 26, 2024 was the last day for policy committees to hear and refer bills that would need state funding for implementation. These bills are sometimes referred to as fiscal bills. Fiscal bills will be heard in the Assembly Committee on Appropriations and in its Senate counterpart on May 16. Fiscal bills that pass the Appropriations Committees and bills that passed through policy committees without a fiscal component will move to the floor of their respective chambers. By May 24, 2024, all bills must pass the floor of their house of origin.

As of this writing, Peninsula Clean Energy has taken an official position on 6 bills and CalCCA has taken a position on 2 bills. Please see the attached Matrix for details of the bills PCE is engaging on and monitoring. Also attached are letters of support submitted by Peninsula Clean Energy since the last Legislative Update for AB 2054 (Bauer-Kahan), AB 2513 (Pellerin), AB 2815 (Petrie-Norris), and AB 2847 (Addis).

State Budget

On Friday, May 10, Governor Newsom provided an overview of his revised budget. Details will continue to be made available and the Legislature will soon begin conducting hearings on the budget. The California Constitution requires the Legislature to pass the budget by June 15. The Governor must sign or veto that budget no later than June 27. As we have seen in recent years, there may be budget “trailer bills” introduced through the end of the legislative session that amend statutes to reflect the budget plan.

The budget released by the Governor on May 10 projects a \$27.6 billion deficit even after the state cut \$17 billion earlier this year.

While light on detail, the Governor's May budget suggests that he is looking to not only solve the deficit for the year ahead but also address the 2025-26 projected deficit of \$28.4 billion. The Governor has proposed drawing down \$13.1 billion in reserves over the next two years and \$26 billion in cuts. Additionally, there are increased deferrals of funding to future years and shifting fund sources from the General Fund to other special funds. The Governor did not provide direct comment on whether he would like to move forward with the placement of a climate bond on the November 2024 ballot.

PCE will be closely following developments with an eye on budget elements that impact energy and climate spending.

California Department of Housing and Community Development

Every three years the California Department of Housing and Community Development (HCD) develops and adopts new building codes. Often these changes advance California's climate and energy policies. However, one proposed change in the code would eliminate the opportunity for installation of Level 1 EV charging at existing apartment and condominium buildings. The proposed code would require the installation of a Level 2 charger whenever existing parking facilities are altered and the work requires a building permit. This proposed code undermines Peninsula Clean Energy has been an advocate for the installation of Level 1 charging as a proven cost-effective solution for EV charging installation at existing multi-family properties. In addition, Level 1 charging can be installed quickly and is not subject to delays experienced by projects facing lengthy connection timelines. Numerous programs, including many state programs, are emphasizing this solution.

Peninsula Clean Energy reached out to legislators, CCAs and non-governmental organizations to enlist their support of language that would allow the installation of Level 1 chargers in an existing multi-family building, regardless of quantity or scope. We want to extend our sincere appreciation to all those who signed letters letting HCD know of their support for Level 1 charging in multi-family buildings. Senator Josh Becker (D-Menlo Park), Senator Henry Stern (D-Simi Valley), Assemblymember Marc Berman (D-Palo Alto) and Assemblymember Chris Ward (D-San Diego) sent a strong letter of support to HCD, as did 11 CCAs through a letter submitted by CalCCA. The California Electrical Transportation Coalition (CalETC,) sent in a similarly supportive letter.

We are pleased to report that the Advisory Committee to HCD, by a vote of 8-1, recommended the inclusion of Peninsula Clean Energy's platform positions pertaining to Level 1 charging in multi-family buildings. However, there is no assurance that HCD will adopt this position. We anticipate HCD and the Building Standards Commission will soon release draft language for changes to the building codes. Once that occurs a 45-day comment period will open. We continue to monitor this situation closely.

Federal Engagement

Peninsula Clean Energy has engaged Thorn Run Partners, a Washington, D.C. firm, to assist with our federal engagement on issues of importance and specifically to help us with our Federal earmark requests.

In April, our Federal funding requests for support of Peninsula Clean Energy's Low-Income Home Upgrades program were submitted to the Senate and House of Representatives portals.

(Public Policy Objective B, Key Tactic 1)

ATTACHMENTS:

[AB 2054 - Support.pdf](#)

[AB 2815 - Support.pdf](#)

[AB 2513 - Support.pdf](#)

[AB 2847 - Support.pdf](#)

[May Bill Matrix_MF.docx.pdf](#)



San Mateo County | Atherton | Belmont | Brisbane | Burlingame | Colma | Daly City | East Palo Alto | Foster City
Half Moon Bay | Hillsborough | Los Banos | Millbrae | Menlo Park | Pacifica | Portola Valley | Redwood City | San Bruno |
San Carlos | San Mateo | South San Francisco | Woodside

May 1, 2024

The Honorable Buffy Wicks
Chair, Assembly Appropriations Committee
1021 O St., Ste. 8140
Sacramento, CA 95814

Re: AB 2054 (Bauer-Kahan) – SUPPORT

Dear Assemblymember Wicks,

On behalf of Peninsula Clean Energy Authority (PCE), a community choice aggregator (CCA) serving roughly 800,000 Californians in San Mateo County and Los Banos in Merced County, I write in support of AB 2054 (Bauer-Kahan), which would require the California Public Utilities Commission (CPUC) to ensure the reasonableness of investor-owned utilities' (IOUs) costs that are recovered from ratepayers in balancing accounts. The bill also seeks to restore customer faith in the regulation of IOUs by instituting a three-year cooling off period for the leadership of the CPUC, California Energy Commission (CEC), and Public Advocates' Office before any post-service employment at the IOUs.

Electric utility rates have seen considerable increases over the past few years and Californians are now facing the highest rates in the country. Peninsula Clean Energy, through sound fiscal management, was proud to announce a rate freeze at the beginning of the year. Holding our rates at 2023 levels, while PG&E's rates increased nearly 13%, creates bill savings for Peninsula Clean Energy customers between 10-15% compared to PG&E.

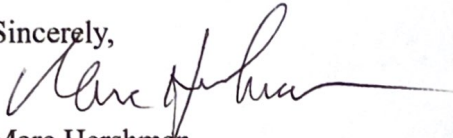
AB 2054 seeks to implement practices that ensure reasonableness is considered in certain costs recovered by IOUs. Balancing accounts are typically used by IOUs to recover costs that are expected and occur on a regular basis, but cannot be estimated accurately. Balancing accounts are subject to audit and adjustment, but do not automatically undergo a reasonableness review by the CPUC. Rather, the CPUC authorizes a scope of the recorded activity, and maximum level of acceptable expense, before the utility undertakes the activity. However, forecasts are imperfect and IOUs have recovered greater and greater costs through balancing accounts. AB 2054 will allow the CPUC to divide any costs incurred above an authorized forecast between ratepayers and shareholders. Should the CPUC utilize this authority, ratepayers can enjoy some relief as shareholders shoulder some additional costs rather than ratepayers bearing the brunt of these cost overruns.

In addition to the important policy proposed to reign in cost overruns in utility balancing accounts, AB 2054 seeks to extend the time that commissioners of the CPUC and CEC must wait

before joining an IOU as an employee. The proposed three-year period is not so long as to discourage candidates from becoming commissioners.

We are pleased to support AB 2054 and we thank Assemblymember Bauer-Kahan for authoring this important piece of legislation. We respectfully request your aye vote on AB 2054.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Marc Hershman', with a long, sweeping horizontal stroke extending to the right.

Marc Hershman

Director of Government Affairs

cc: The Honorable Assembly Appropriations Committee
The Honorable Rebecca Bauer-Kahan



San Mateo County | Atherton | Belmont | Brisbane | Burlingame | Colma | Daly City | East Palo Alto | Foster City
Half Moon Bay | Hillsborough | Los Banos | Millbrae | Menlo Park | Pacifica | Portola Valley | Redwood City | San Bruno |
San Carlos San Mateo | South San Francisco | Woodside

April 29, 2024

The Honorable Buffy Wicks
Chair, Assembly Appropriations Committee
1021 O St., Ste. 8140
Sacramento, CA 95814

Re: AB 2815 (Petrie-Norris) – SUPPORT

Dear Assemblymember Wicks,

On behalf of Peninsula Clean Energy Authority (PCE), a community choice aggregator (CCA) serving roughly 800,000 Californians in San Mateo County and Los Banos in Merced County, I write in support of AB 2815 (Petrie-Norris), which would require the California Energy Commission (CEC) to provide funding for repair or replacement of a non-operational electric vehicle (EV) charging station through a new or existing program under the Clean Transportation Program (CTP).

Peninsula Clean Energy is proud to offer several programs to its customers to facilitate the transition to electric vehicles (EVs), including rebates to reduce the cost of used EVs and rebates and technical assistance for the installation of EV charging. The state is woefully behind on its goal to install one million EV chargers by 2030, and many chargers that have been installed have not functioned properly. A lack of EV charging is a significant deterrent to prospective buyers of EVs and the state must increase its efforts to have working chargers available to many more Californians. AB 2815 addresses the issue of malfunctioning EV chargers by making repairs and replacement of such chargers eligible for grant funding under the CTP.

While the state is facing a budget deficit of monumental proportion, this bill is supported by the CTP, which is supported by special fees on vehicle registration and smog abatements. The CTP is structurally sound and should support the funding of EV charging repairs or replacement to ensure there is a robust and operational network of EV chargers throughout California.

We are pleased to support AB 2815 and we thank Assemblymember Petrie-Norris for authoring this important piece of legislation. We respectfully request your aye vote on AB 2815.

Sincerely,

Marc Hershman
Director of Government Affairs

cc: The Honorable Assembly Appropriations Committee
The Honorable Cottie Petrie-Norris



San Mateo County | Atherton | Belmont | Brisbane | Burlingame | Colma | Daly City | East Palo Alto | Foster City
Half Moon Bay | Hillsborough | Los Banos | Millbrae | Menlo Park | Pacifica | Portola Valley | Redwood City | San Bruno |
San Carlos San Mateo | South San Francisco | Woodside

April 29, 2024

The Honorable Gail Pellerin
Assemblymember, 28th Assembly District
1021 O St., Ste. 8120
Sacramento, CA 95814

Re: AB 2513 (Pellerin) – SUPPORT

Dear Assemblymember Pellerin,

On behalf of Peninsula Clean Energy Authority (PCE), a community choice aggregator (CCA) serving roughly 800,000 Californians in San Mateo County and Los Banos in Merced County, I write in support of your AB 2513, which will ensure that Californians are aware of the health harming impacts of fossil gas combustion in stoves and ranges.

Peninsula Clean Energy is proud to offer several programs to its customers to facilitate the transition to zero-emission appliances including heat-pump HVAC, heat-pump water heaters, and induction stoves. We are engaged in this transition as we understand the planet harming greenhouse gas emissions associated with fossil gas combustion as well as the associated human-health impacts. A 2023 study from Stanford's Doerr School of Sustainability, and PSE Healthy Energy, a nonprofit research institute, found that gas stoves can also emit amounts of benzene that can lead to indoor concentrations that exceed health benchmarks. Long-term exposure to benzene can lead to leukemia and other blood-related cancers, while high levels of short-term exposure can affect the nervous system.

AB 2513 will help ensure that the findings of this research reaches more Californians as it would require that all gas stoves manufactured after January 1, 2025 for sale in California have a conspicuous label warning prospective buyers that gas stoves or ranges can release nitrogen dioxide, carbon monoxide, and benzene that creates concentrations exceeding the standards of the Office of Environmental Health Hazard Assessment and the United States Environmental Protection Agency's standards for indoor air quality.

We are pleased to support your AB 2513 and we thank you for authoring this important piece of legislation. We respectfully request your aye vote on AB 2513.

Sincerely,

Marc Hershman
Director of Government Affairs



San Mateo County | Atherton | Belmont | Brisbane | Burlingame | Colma | Daly City | East Palo Alto | Foster City
Half Moon Bay | Hillsborough | Los Banos | Millbrae | Menlo Park | Pacifica | Portola Valley | Redwood City | San Bruno |
San Carlos San Mateo | South San Francisco | Woodside

April 24, 2024

The Honorable Buffy Wicks
Chair, Assembly Appropriations Committee
1021 O St., Ste. 8140
Sacramento, CA 95814

Re: AB 2847 (Addis) – SUPPORT

Dear Assemblymember Wicks,

On behalf of Peninsula Clean Energy Authority (PCE), a community choice aggregator (CCA) serving roughly 800,000 Californians in San Mateo County and Los Banos in Merced County, I write in support of AB 2847 (Addis), which would require investor-owned utilities (IOUs) when making a request for capital expenditures to provide their best estimation, alongside supporting documents, of the impact of the proposed expenditures on the IOU's authorized revenue for each year of the life of the capital asset, as well as the asset's net present value.

Electric utility rates have seen considerable increases over the past few years and Californians are now facing the highest rates in the country. Peninsula Clean Energy, through sound fiscal management, was proud to announce a rate freeze at the beginning of the year. Holding our rates at 2023 levels, while PG&E's rates increased nearly 13%, creates bill savings for Peninsula Clean Energy customers between 10-15% compared to PG&E.

As the IOUs continue to request rate increases, it's important to ensure that every cost included in ratepayers' bills is just and reasonable. This is especially true for capital costs, which will have a long-term impact on rates, therefore greater transparency of how IOU capital requests will impact future rates is valuable.

We are pleased to support AB 2847 and we thank Assemblymember Addis for authoring this important piece of legislation. We respectfully request your aye vote on AB 2847.

Sincerely,

Marc Hershman
Director of Government Affairs

cc: The Honorable Assembly Appropriations Committee
The Honorable Dawn Addis

Status of 2024 Legislative Session Bills
As of May 9, 2024
With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
AB 817 (Pacheco) Brown Act Exemption: Advisory Committees	This bill, until January 1, 2026, would authorize a subsidiary body, defined as one that serves exclusively in an advisory capacity and has no final decision-making authority, to use similar alternative teleconferencing provisions and would impose requirements for notice, agenda, and public participation, as prescribed. To use teleconferencing pursuant to this act, the bill would require the legislative body that established the subsidiary body by charter, ordinance, resolution, or other formal action to make specific findings by majority vote before the subsidiary body uses teleconferencing for the first time and every 12 months thereafter.	Passed Assembly. Awaiting referral to a Senate Policy Committee	Support pending	Support	This bill started last year and moved through the Assembly in January as a two-year bill. This bill's impact on Peninsula Clean Energy will be limited to the Community Advisory Committee
AB 1550 (Bennett) Green Hydrogen Standard	Would define green hydrogen as hydrogen produced utilizing non biogas/biomass renewable electricity to electrolyze water into hydrogen. Also defines renewable hydrogen as hydrogen produced utilizing renewable electricity, except for dairy biogas, to electrolyze water into hydrogen The bill would require all hydrogen used in transportation and energy sectors to be green or renewable by 2045.	Dead 2-year bill that failed to pass the Assembly by 1/31 deadline	None	None	
AB 1567 (Garcia)	Proposes a \$15.9 billion climate resilience bond to fund programs responding to drought/flood,	2-year bill currently pending in Senate	None	None	Bond measures must be signed

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
Climate Bond	wildfire, sea-level rise, etc. The bond proposes \$2 billion for energy resilience programs such as zero-emission vehicle infrastructure and clean energy transmission projects.	Committee on Natural Resources & Water			by the Governor by June 27 for placement on the November 5 ballot.
AB 1852 (Pacheco) Clean Power Alliance	Current law makes certain information presented to the joint powers agency in closed session confidential, and authorizes a member of the legislative body of a local agency member to disclose certain information obtained in a closed session to legal counsel of that member local agency or to other members of the legislative body of that local agency in a closed session. Current law further authorizes the Clean Power Alliance of Southern California to authorize a designated alternate member of its legislative body who is not a member of the legislative body of a local agency member to attend its closed sessions and to make similar disclosures described above. Current law repeals these provisions relating to the Clean Power Alliance of Southern California on January 1, 2025. This bill would extend that repeal date to January 1, 2030.	Passed Assembly. Awaiting referral to a Senate Policy Committee	None	None	This bill is sponsored by the Clean Power Alliance

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
AB 1912 (Pacheco)	Would require, before holding a committee hearing on a bill that proposes a new or modifies an existing requirement imposed on an IOU or proposes a new or modifies an existing program that would be paid for by IOU ratepayers, that a request be made to the University of California, Berkeley, to prepare a written analysis of the bill assessing impacts to rates, other potential funding sources, etc.	Referred to Assembly Committee on Appropriations Passed Assembly Committee on Utilities & Energy	None	None	
AB 1921 (Papan) Linear Generators	This bill would expand the definition of “renewable electrical generation facility”, for purposes of compliance with the Renewable Portfolio Standard (RPS), to include a facility that uses linear generators using RPS eligible fuels.	Pending in Assembly Appropriations Committee Passed Assembly Committee on Utilities & Energy and Committee on Natural Resources	None	None	This bill is sponsored by Mainspring, a company located in Menlo Park
AB 1999 (Irwin) Fixed Charges	The bill would permit the PUC to authorize fixed charges that, as of January 1, 2015, do not exceed \$5 per residential customer account per month for low-income customers enrolled in the California Alternate Rates for Energy (CARE) program and that do not exceed \$10 per residential customer account per month for	Pulled back to the Assembly Rules Committee and held, then amended and is set for a May 15 hearing.	None	None	This bill is in response to the Income Graduated Fixed Charge proceeding at the CPUC as

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
	customers not enrolled in the CARE program. The bill would authorize these maximum allowable fixed charges to be adjusted by no more than the annual percentage increase in the Consumer Price Index for the prior calendar year, beginning January 1, 2016.				authorized by AB 205 (2022). The CPUC voted 4-0 to institute a fixed charge of \$24.15 per month with reduced fixed charges for FERA and CARE customers
AB 2037 (Papan) County Sealers: EV Chargers	This bill would grant county sealers jurisdiction over publicly operated electric vehicle (EV) chargers. Existing law requires county sealers to test all weighing and measuring devices used for commercial purposes in the counties in which they have jurisdiction. This includes privately-operated EV chargers. However, a 1977 Attorney General (AG) opinion limited the jurisdiction of county sealers by excluding publicly owned weighing and measuring devices. This did not present an issue until recently, when cities and counties began owning and operating many commercial EV chargers.	Awaiting committee referral in the Senate. Passed Assembly.	None	None	
AB 2054 (Bauer-Kahan)	This bill would prohibit a member of the Energy Commission or the CPUC from being employed	Referred to Assembly	Support	None	We are supporting a

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
PUC Commissioners	by an entity subject to regulation by the Energy Commission or CPUC for a period of 3 years after ceasing to be a member of the commission.	Committee on Appropriations Passed Assembly Committee on Utilities & Energy			series of bills that bring transparency to IOU rate recovery
AB 2513 (Pellerin) Gas Stoves and Ranges: Warning Label	This bill would prohibit a person from selling, attempting to sell, or offering to sell to a consumer in this state a gas stove, as defined, that is manufactured on or after January 1, 2025, unless the gas stove bears a label that sets forth a specified statement relating to air pollutants that can be released by gas stoves and that is attached to the gas stove in a conspicuous location.	Awaiting vote on the Assembly Floor. Passed Assembly Committee on Environmental Safety & Toxic Materials	Support	None	
AB 2619 (Connolly) Net Energy Metering	This bill would require the CPUC to develop a new standard contract or tariff providing NEM for eligible customer-generators of IOUs.	Dead. Never heard in Assembly Committee on Utilities & Energy	None	None	
AB 2666 (Boerner) Public Utilities: Rate of Return	This bill would require the commission, if it determines that an electrical corporation or a gas corporation has received revenues from its ratepayers that are in excess of its approved rate of return for a prior year, to require the rate of return be adjusted in subsequent years or general rate case.	Heard and passed on April 24 in Assembly Committee on Utilities & Energy Now pending in	None	None	This bill is opposed by the California State Association of Electrical Workers, California State

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
		Assembly Committee on Appropriations			Pipe Trades Council, and Coalition of California Utility Employees
AB 2779 (Petrie-Norris) CAISO Transmission Planning	Existing law establishes the Independent System operator as a nonprofit, public benefit corporation to manage the transmission grid and related energy markets, as provided. This bill would require the Independent System Operator, upon approval of each transmission plan, to report to the Public Utilities Commission and to the relevant policy committees of each house of the Legislature any new use of any grid enhancing technology that is deemed reasonable by the Independent System Operator in that plan and the cost or efficiency savings of the deployment of that grid enhancing technology.	Pending in Assembly Appropriations Committee Passed Assembly Committee on Utilities & Energy	None	Support	
AB 2815 (Petrie-Norris) EV Charging Repair Grants	Would require the Energy Commission to establish a program to provide grants for repairs to EV charging infrastructure that has been in operation for at least 5 years and that is in a publicly available parking space. The bill would authorize grant funding to be used for the cost to repair or replace an EV charging station. The bill would require the commission to allocate at	Pending in Assembly Appropriations Committee. Passed Assembly Committees on	Support	None	The funding for this bill would come from the Clean Transportation Program which is funded by registration fees

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
	least 50% of grant funding to low-income communities and disadvantaged communities.	Transportation and Natural Resources			and smog checks.
AB 2847 (Addis) IOU Revenue Requirements for Proposed Capital Expenditures	This bill would require an IOU's application requesting authorization for or recovery of capital expenditures to include the IOU's best estimate of the application's impact on annual revenue requirement for each year that the capital expenditures are expected to remain in the application's rate base and the net present value of those impacts.	Pending in Assembly Appropriations Committee Passed Assembly Committee on Utilities & Energy	Support	None	The bill language specifically references undergrounding
AB 2891 (Friedman) Electrical Demand Forecasts	This bill would require the Energy Commission, on or before July 1, 2026, and in consultation with the PUC, CAISO, load-serving entities, and resource aggregators, to adopt a set of upfront technical requirements and load automation standards to provide the option for a load-serving entity to reduce or modify its electrical demand forecast upon aggregated system operation.	Pending in Assembly Appropriations Committee Passed Assembly Committee on Utilities & Energy	None	None	
AB 3256 (Irwin) Memorandum and Balancing Accounts: Reports to the Legislature	This bill would require the commission to include, as part of its annual update to the Legislature on the status of its review of balancing accounts, the amount of funds in, and the expenditures from, the memorandum accounts and balancing accounts of each public utility as they relate to wildfire management and emergencies. The bill would require the	Pending in Assembly Appropriations Committee Passed Assembly Committee on Utilities & Energy	None	None	

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
	commission to annually determine if each memorandum account and each balancing account has achieved its intended purpose in the previous year.				
SB 382 (Becker) Property Disclosures: Electrical Systems	This bill would, on or after January 1, 2026, require a seller of a single-family residential property to deliver a specified disclosure statement to the prospective buyer regarding the electrical systems of the property.	Awaiting hearing in Assembly Judiciary Committee. Passed Senate Floor.	None	None	
SB 867 (Allen) Climate Bond	Proposes a \$15.5 billion climate resilience bond to fund programs responding to drought/flood, wildfire, sea-level rise, etc. The bond proposes \$2 billion for energy resilience programs such as zero-emission vehicle infrastructure and clean energy transmission projects.	2-year bill currently pending in Assembly Committee on Natural Resources	None	None	Bond measures must be signed by the Governor by June 27 for placement on the November 5 ballot.
SB 938 (Min) Utility Accountability Act	Would prohibit, except as provided, an electrical or gas corporation from recording various expenses associated with political influence activities or with advertising to accounts that contain expenses that the electrical or gas corporation recovers from ratepayers. The bill would require an electrical or gas corporation to provide the Public Utilities Commission with all	Dead. Failed to pass the Senate Committee on Energy, Utilities and Communications	None	None	This bill is co-sponsored by TURN and Earthjustice.

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
	information deemed necessary to monitor compliance with that prohibition. The bill also would require an electrical or gas corporation, for each business unit of the corporation that performs work associated with political influence activities or advertising, to annually file with the commission a report containing specified information. The bill would require the commission to make the report publicly available.				
SB 993 (Becker) Clean energy development incentive rate tariff	This bill requires the PUC to develop a special tariff (set of electricity rates) to support the development of green hydrogen and the electrification of industrial heat by providing attractive rates at times when we have abundant clean energy (and high rates at other times). This tariff will offer these new customers a great deal: pricing to help them be cost-competitive, but only if they operate in a way that relies on clean energy, avoids new grid infrastructure costs, and helps us maintain a reliable grid.	Pending in the Senate Appropriations Committee. Passed Senate Committee on Energy, Utilities and Communications	None	None	
SB 1018 (Becker)	The cheapest and cleanest way to provide renewable energy to power hydrogen electrolyzers or to displace fossil fuels in industry would be directly connecting those	Awaiting vote on the Senate Floor.	None	None	

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
	renewables to those new clean energy loads. Unfortunately, this is prevented today by the ""over-the-fence rule,"" which allows ""behind the meter"" usage of electricity only in very limited cases (such as when generated on the same property as rooftop solar). That doesn't work when you need acres of solar panels to provide enough power for a big factory. This bill will create a targeted new exception to the over-the-fence rule to enable off-grid use of renewables for these new, climate-beneficial purposes.	Passed Senate Committee on Energy, Utilities and Communications			
SB 1095 (Becker) Cozy Homes Cleanup Act	This bill updates code ambiguities to ensure individuals can switch from gas to electric appliances, allowing Californians to opt for cozier and healthier zero-emission homes. To do so, the bill: (1) Prevent HOAs from implementing provisions which prevent the switch from gas to electric appliances, (2) Clarifies the authority of individuals to replace gas with electric appliances in mobile and manufactured homes, and (3) Provides the Department of Housing and Community Development authority to update its regulations should further legal uncertainty inhibit appliance replacement.	Pending in the Senate Appropriations Committee. Passed Senate Committee on Housing	Support	None	
SB 1130 (Bradford)	Would require the PUC to review each IOU's report to ensure it has sufficiently enrolled	Pending on the Suspense File of the	Support	Support	

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
IOU Reports on Family Electric Rate Assistance	eligible households in the FERA program commensurate with the proportion of households the commission determines to be eligible within the electrical corporation's service territory. If the commission, in its review of a report, determines an IOU has not sufficiently enrolled eligible households in the FERA program, the bill would require the commission to require the IOU to develop a strategy and plan to sufficiently enroll eligible households within 3 years of the adoption of the strategy and plan.	Senate Committee on Appropriations Passed Senate Committee on Energy, Utilities and Communications			
SB 1165 (Padilla)	Existing law authorizes a person proposing an eligible facility, including an electrical transmission line carrying electricity from certain other facilities that are located in the state to a point of junction with any interconnected electrical transmission system, to file an application, on or before June 30, 2029, with the State Energy Resources Conservation and Development Commission (Energy Commission) to certify a site and related facility for purposes of specified environmental review procedures. This bill would expand the facilities eligible to be certified pursuant to the provisions described above by the Energy Commission and deemed environmental	Pending in the Senate Appropriations Committee. Passed Senate Committee on Energy, Utilities and Communications	None	Support	

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
	leadership development projects to include electrical transmission projects. The bill would require an applicant applying for certification of an electrical transmission project to take certain actions, including, among other actions, to avoid or minimize significant environmental impacts in any disadvantaged community. This bill contains other related provisions and other existing laws.				
SB 1305 (Stern) Virtual Power Plant Procurement Mandate	This bill would require each Investor-Owned Utility (IOU) to procure from virtual power plants, defined as actively coordinated aggregations of behind-the-meter distributed energy resources that can perform certain functions, sufficient capacity to meet specified minimum capacity requirements by certain dates. The bill would require capacity procured from a virtual power plant by an IOU pursuant to these provisions to be used to meet the resource adequacy requirements established for the load-serving entity.	Dead. Senator Stern never presented the bill in Senate Committee on Energy, Utilities and Communications	None	None	
SB 1374 (Becker) Restoring Self-consumption Benefits for On-Site Generation	When the PUC changed net energy metering for behind-the-meter solar, it retained the ability for solar customers to avoid purchasing energy from the utility for solar power that was self-consumed (during the same time in which it was generated) while drastically lowering the value of excess solar power that is exported to	Pending in the Senate Appropriations Committee. Passed Senate Committee on	None	None	

Status of 2024 Legislative Session Bills

As of May 9, 2024

With Peninsula Clean Energy and CalCCA Adopted Positions

Bill	Summary	Status	PCE Position	CalCCA Position	Comments
	the utility. For virtual net energy metering (VNEM) and net energy metering aggregation (NEMA) customers (where energy from a carport solar system over a school parking lot could be virtually netted against power usage by separately metered school buildings), the PUC eliminated any credit for self-consumption, making it an even worse deal for these customers. This bill would re-establish credit for self-consumption for VNEM and NEMA, equivalent to what is provided for single family homes.	Energy, Utilities and Communications			



PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence

DATE: May 10, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: None

TO: Honorable Peninsula Clean Energy Authority Board of Directors
FROM: Roy Xu, Director of Power Resources
SUBJECT: Energy Supply Procurement Quarterly Report

BACKGROUND

In January 2020, the Board approved the following Policy Number 15 – Energy Supply Procurement Authority. Policy: “Energy Procurement” shall mean all contracting for energy and energy-related products for PCE, including but not limited to products related to electricity, capacity, energy efficiency, distributed energy resources, demand response, and storage. In Energy Procurement, Peninsula Clean Energy Authority will procure according to the following guidelines:

1. Short-Term Agreements:

- a. Chief Executive Officer (CEO) has authority to approve Energy Procurement contracts with terms of twelve (12) months or less, in addition to contracts for Resource Adequacy that meet the specifications in section (b) and in Table 1 below.
- b. CEO has authority to approve Energy Procurement contracts for Resource Adequacy that meet PCE’s three (3) year forward capacity obligations measured in MW, which are set annually by the California Public Utilities Commission and the California Independent System Operator for compliance requirements.
- c. Chief Financial Officer has authority to approve any contract for Resource Adequacy with a term of twelve (12) months or less if the CEO is unavailable and with prior written approval from the CEO.
- d. The CEO shall report all such agreements to the PCE board monthly.

Table 1

Product	Year-Ahead Compliance Obligation	Term Limit
---------	----------------------------------	------------

Local Resource Adequacy	In years 1 & 2, must demonstrate capacity to meet 100% of monthly local obligation for years 1 and 2 and 50% of monthly local obligation for year 3 by November 31 st of the prior year	Up to 36 months
System Resource Adequacy	In year 1, must demonstrate capacity to meet 90% of system obligation for summer months (May – September) by November 31 st of the prior year	Up to 12 months
Flexible Resource Adequacy	In year 1, must demonstrate capacity to meet 90% of monthly flexible obligation by November 31 st of the prior year	Up to 12 months

2. Medium-Term Agreements:

CEO, in consultation with the General Counsel, the Board Chair, and other members of the Board as CEO deems necessary, has the authority to approve Energy Procurement contracts with terms greater than twelve (12) months but not more than five (5) years, in addition to Resource Adequacy contracts as specified in Table 1 above. The CEO shall report all such agreements to the PCE board monthly.

3. Intermediate and Long-Term Agreements:

Approval by the PCE Board is required before the CEO enters into Energy Procurement contracts with terms greater than five (5) years.

4. Amendments to Agreements :

CEO, in consultation with the General Counsel and the Board Chair, or Board Vice Chair in the event that the Board Chair is unavailable, has authority to execute amendments to Energy Procurement contracts that were previously approved by the Board.

DISCUSSION

This memo summarizes energy procurement agreements entered into by the Chief Executive Officer since the last regular Board meeting in February 2024. This summary is provided to the Board for information purposes only.

Execution Month	Purpose	Counterparty	Term
February	Sale of Resource Adequacy	Sempra Gas & Power Marketing, LLC	1 Month
February	Sale of Resource Adequacy	Ava Community Energy Authority	1 Month
March	Purchase of GHG-Free Energy	Ava Community Energy Authority	6 Months
March	Purchase of GHG-Free Energy	Dynasty Power Inc.	9 Months
March	Sale of Import Allocation Rights for Resource Adequacy	Ava Community Energy Authority	6 Months
March	Sale of Import Allocation Rights for Resource Adequacy	Southern California Edison Company	1 Month
March	Purchase of Resource Adequacy	Ava Community Energy Authority	6 Months
April	Purchase of GHG-Free Energy	BP Energy Company	8 Months

April	Purchase of GHG-Free Energy	Dynasty Power Inc.	9 Months
April	Purchase of Energy Hedge	ConocoPhillips Company	3 Months
April	Purchase of Energy Hedge	ConocoPhillips Company	3 Months
April	Purchase of Energy Hedge	ConocoPhillips Company	3 Months
April	Purchase of Energy Hedge	ConocoPhillips Company	3 Months
April	Purchase of Energy Hedge	Morgan Stanley Capital Group Inc.	2 Months
April	Purchase of Energy Hedge	Morgan Stanley Capital Group Inc.	2 Months
April	Sale of Energy Hedge	EDF Trading North America, LLC	1 Month
April	Sale of Energy Hedge	EDF Trading North America, LLC	1 Month
April	Sale of Import Allocation Rights for Resource Adequacy	Dynasty Power Inc.	1 Month
April	Purchase of Resource Adequacy	Shell Energy North America (US), L.P.	6 Months
April	Purchase of Resource Adequacy	NRG Business Marketing LLC	1 Month
April	Sale of Resource Adequacy	Shell Energy North America (US), L.P.	6 Months
May	Sale of Energy Hedge	NextEra Energy Marketing, LLC	1 Month
May	Purchase of Resource Adequacy	High Desert Power Project, LLC	60 Months
May	Purchase of Resource Adequacy	Cormorant Energy Storage, LLC	12 Months
May	Purchase of Resource Adequacy	Pacific Gas and Electric Company	1 Month
May	Purchase of Resource Adequacy	San Diego Gas & Electric Company	1 Month

STRATEGIC PLAN

The above contracts executed in February, March, April and May 2024, support the Power Resources Objective 2 for Procurement: Procure power resources to meet regulatory mandates and internal priorities at affordable cost.



PENINSULA CLEAN ENERGY AUTHORITY
JPA Board Correspondence

DATE: May 13, 2024
MEETING DATE: May 23, 2024
VOTE REQUIRED: None

TO: Honorable Peninsula Clean Energy Authority Board of Directors
FROM: Jeremy Waen, Senior Director of Regulatory Policy
SUBJECT: Regulatory Policy Team Quarterly Report

DISCUSSION

California Public Utilities Commission (CPUC)

Integrated Resource Planning (IRP)

The CPUC has scoped the framework for the California Department of Water Resources (DWR) to act as a central procurement entity, pursuant to AB 1373 (Garcia 2023). The CPUC is evaluating the need for “long lead time” resources that take at least five years for construction and development. The CPUC is considering finding a need for offshore wind, out of state wind, long duration energy storage, and geothermal, even though there is no record that these technologies take more than five years to develop. In addition, the CPUC does not appear to acknowledge that CCAs have a statutory right of self-procurement for any need identified under the IRP statute. PCE Staff is working with CalCCA to ensure that the scope of any Central Procurement Entity stays within legal bounds, does not interfere with the market, and does not impinge on CCA procurement autonomy.

The CPUC has still not released its proposed framework to replace procurement orders as the mechanism for ensuring that LSEs procure resources according to state needs after 2028, although the most recent schedule anticipated the release by the end of April.

Resource Adequacy (RA)

The CPUC has not yet released any decision on proposed modifications for the 2025 Slice-of-Day compliance year. The various proposals for short-term modifications to the program include PCE’s proposal for hourly obligation trading, potential waiver processes, and lifting the bid cap for unspecified RA imports in order to relieve the current RA shortfalls. PCE staff is continuing to work with CalCCA to develop longer term proposals for ongoing RA reform, including responses to proposals for multi-year RA and efforts to align IRP and RA resource accounting. These measures should help to bring the costs of RA compliance down and promoting greater affordability of electricity rates.

Demand Flexibility Through Rates

As included in the Board Memo for May 2023, there is an ongoing proceeding before the Commission to enable widespread demand flexibility for all customer classes through the development and implementation of innovative dynamic rate designs. The proceeding is also the venue for the development and adoption of income-graduated fixed charges (IGFCs). These new rates are meant to address several key concerns, such as: (i) enhancing grid reliability, (ii) bill affordability, and (iii) enable widespread electrification. CalCCA is representing all the CCAs in this proceeding and has convened a tiger team of CCA representatives to inform their advocacy.

On May 9, 2024, the Commission adopted a Decision that authorizes all electric IOUs to change the structure of residential customer bills in accordance with AB 205 (2022). The Decision authorizes the IOUs to recover a portion of fixed Transmission and Distribution costs from volumetric rates to a separate, fixed amount on residential bills without changing the total costs that utilities may recover from residential customers. This change therefore also reduces the volumetric price of electricity for all IOU residential customers by 5-7 cents per kilowatt-hour. This change has no direct effect on generation charges or CCA rates.

The IGFC establishes 3 Tiers. Most residential customers' bills will include a flat fixed charge of \$24.15/month (referred to as Tier 3). Those enrolled in the California Alternate Rates for Energy (CARE) low-income assistance program will have a flat rate of \$6/month (referred to as Tier 1). Those enrolled in the Family Electric Rate Assistance Program (FERA), as well as those residing in deed-restricted affordable housing with incomes at or below 80 percent of the area median income, will have a flat rate of \$12/month (referred to as Tier 2).

While the Decision forecasts that most customers will see a net reduction in their average monthly bill, this varies based on climate zone. Typically, inland customers are forecasted to see greater savings than coastal customers. Tier 3 coastal climate zones forecasted to have very small net savings and even bill increases of up to \$9 on an average monthly bill. Total bill impacts for individual customers will depend upon their fixed charge Tier, their climate zone, and their overall electricity usage. Higher usage households should save money overall. The earliest that any PG&E customers will see this fixed charge on their bill is Q1 2026. For SCE and SDG&E customers, the soonest they will see this fixed charge is Q4 2025.

California Independent System Operator (CAISO)

The California Independent System Operator continues to implement stakeholder processes that are likely to have critical impacts on Peninsula Clean Energy's operations. Timely updates from these processes include:

Interconnection: CAISO is finishing the draft Interconnection Process Enhancements proposal, and is working with CCAs to establish timelines and processes for load serving entities to identify their priority projects. The proposal looks to be a significant improvement on the existing study process and should improve interconnection timelines in the medium term.

California Energy Commission (CEC)

Load Management Standard (LMS)

PCE submitted its Board-approved LMS Compliance Plan to the CEC for review and approval on May 7, 2024. The next deadline in the LMS Docket is October 1, 2024. PCE must submit a list of cost-effective load flexibility programs to the CEC by this date.

FISCAL IMPACT

None

STRATEGIC PLAN

(Public Policy Objective A, Key Tactic 1, and Key Tactic 2; Public Policy Objective C, Key Tactic 3)

California Community Power

901 H St, Ste 120 PMB 157, Sacramento, CA 95814 | cacomunitypower.org

TO: CC Power Board of Directors and Alternates **DATE:** 4/24/24
FROM: Alex Morris – General Manager
SUBJECT: **Report on CC Power Regular Board of Directors Meeting – April 24, 2024**

The CC Power Board of Directors held its regularly scheduled meeting on April 24, 2024, via Zoom. Details on the Board packet, presentation materials, and public comment letters can be found under the Meetings tab at the CC Power website: [Meetings and Agendas – ca community power](#)

Highlights of the meeting included the following:

- **Matters subsequent to posting the Agenda.** None.
- **Public Comment.** None.
- **Consent Agenda** - The Board approved the following items:
 - Minutes of the Regular Board Meeting held on March 20, 2024.
 - Receive Staff Report on CC Power Member Procurement Policies
- **Regular Agenda Items:**
 - **General Manager Report** – the Board heard updates on CC Power Financial performance year-to-date, on a Memorandum of Understanding for further offshore wind investigations, on the Build-Transfer exploration project (Phase 2a project solicitation and evaluation), and on draft 2024-2025 work and budget plans.
 - The Board unanimously adopted *Resolution 24-04-01, Approval of California Community Power Policies – Roles and Responsibilities Policy*. This policy further ensures CC Power and members manage and share information properly and in compliance with the Brown Act, and that CC Power and members manage and use information in good faith, including in receiving information regarding potential power procurement. CC Power commits to processes to ensure projects under consideration are made eligible to interested members in timely and reasonable ways.

COMMONLY USED ACRONYMS AND KEY TERMS

AB xx – Assembly Bill xx
ALJ – Administrative Law Judge
AMP - Arrears Management Plans
Apple Valley Choice Energy
AQM – Air Quality Management
Ava – Formally East Bay Community Energy
BAAQMD – Bay Area Air Quality Management District
BLPTA – Buyer Liability Pass Through Agreement
CAC – Citizens Advisory Committee
CAISO – California Independent System Operator
CalCCA – California Community Choice Association
CAM – Cost Allocation Mechanism
CAP – Climate Action Plan
CAPP – California Arrearage Payment Program
CARB – California Air Resources Board, or California ARB
CARE - California Alternative Rates for Energy Program
CBA – California Balancing Authority
3CE- Central Coast Community Energy (Formerly Monterey Bay Community Power-MBCP)
CCA – Community Choice Aggregation (aka Community Choice Programs (CCP) or
CCE – Community Choice Energy (CCE)
CCCFA – California Community Choice Financing Authority
CC Power – California Community Power
CEC – California Energy Commission
Clean Energy Alliance – CCA in
CPA – Clean Power Alliance
Clean Power SF
CPP - Critical Peak Pricing
CPSF – Clean Power San Francisco
CPUC – California Public Utility Commission (Regulator for state utilities) (Also PUC)
CSD – California Department of Community Services and Development
CSGT - Community Solar Green Tariff
Customer Centricity - culture, framework and business strategy based on providing a positive customer experience and building long-term relationships
DA – Direct Access
DAC-GT - Disadvantaged Communities Green Tariff
DER – Distributed Energy Resources
Desert Community Energy
DG – Distributed Generation
DOE – Department of Energy
DR – Demand Response
DRP – Demand Response Provider
DRP/IDER – Distribution Resources Planning / Integrated Distributed Energy Resources
EBCE – East Bay Community Energy now known as Ava Community Energy
ECOplus – PCE’s default electricity product, 50% renewable and 50% carbon-free (in 2021)
ECO100 – PCE’s 100% renewable energy product

EDR – Economic Development Rate
 EE – Energy Efficiency
 EEI – Edison Electric Institute; Standard contract to procure energy & RA
 EIR – Environmental Impact Report
 ELCC – Effective Load Carrying Capability
 EPIC – Energy for Palmdale’s independent Choice
 ESP – Electric Service Provider
 ESS – Energy Storage Systems
 ESSA – Energy Storage Services Agreement
 ERRA – Energy Resource Recovery Account
 EV – Electric Vehicle
 EVSE – Electric Vehicle Supply Equipment (Charging Station)
 FERA- Family Electric Rate Assistance Program
 FERC – Federal Energy Regulatory Commission
 FFS – Franchise Fee Surcharge
 GHG – Greenhouse gas
 GHG-Free – Greenhouse gas free
 GTSR – Green Tariff Shared Renewables
 GWh – Gigawatt Hours (Energy) = 1000 MWh
 Heavy Duty Vehicle – large vehicles such as busses and long-haul trucks
 HPWH – Heat Pump Water Heater
 HP HVAC – Heat Pump Heating, Ventilation, and Air Conditioning
 HR xx – House of Representatives Bill xx
 IDER – Integrated Distributed Energy Resources
 IGFC – Income Graduated Fixed Charge
 IOU – Investor-Owned Utility (e.g. PG&E, SCE, SDG&E)
 IJIA – Infrastructure Investment and Jobs Act
 IRA – Inflation Reduction Act
 IRP – Integrated Resource Plan
 IVR – Interactive Voice Response
 ITC – Investment Tax Credit (it’s a solar tax credit)
 JCC – Joint Cost Comparison
 JPA – Joint Powers Authority
 JRC – Joint Rate Comparison
 JRM – Joint Rate Mailer
 kW – kilowatt (Power)
 kWh – Kilowatt-hour (Energy)
 Lancaster Energy
 Light Duty Vehicle - passenger vehicles such as cars and small pickup trucks
 LDS – Long Duration Storage
 LDES – Long Duration Energy Storage
 LIHEAP- Low Income Home Energy Assistance Program
 Load Shaping – changing when grid energy is used
 LSE – Load Serving Entity
 MCE – Marin Clean Energy
 Methane Gas - formerly known as ‘natural gas’
 Microgrid – building or community energy system
 Mid Duty Vehicle – vehicles such as passenger vans
 MW – Megawatt (Power) = 1000 kW
 MWh – Megawatt-hour (Energy) = 1000 kWh

MTR – Mid-Term Reliability
 MUD – Multi-unit Dwelling
 NBCs – non-bypassable charges
 NBT – Net Billing Tariff
 NEM – Net Energy Metering
 NERC – North American Electric Reliability Corporation
 NDA – Non-Disclosure Agreement
 NG – Natural Gas
 OBF – On-bill Financing
 OBR – On-bill Repayment
 OCPA – Orange County Power Authority
 OES – Office of Emergency Services
 OIR – Order Instituting Rulemaking
 PACE – Property Assessed Clean Energy
 PCC – Portfolio Content Category (aka “buckets”) – categories for RPS compliance
 PCC1 – Portfolio Content Category 1 REC (also called bucket 1 REC)
 PCC2 – Portfolio Content Category 2 REC (also called bucket 2 REC)
 PCC3 – Portfolio Content Category 3 REC (also called bucket 3 REC or unbundled REC)
 PCEA – Peninsula Clean Energy Authority
 PCIA – Power Charge Indifference Adjustment
 PCL – Power Content Label
 Pioneer Community Energy
 PLA – Project Labor Agreement
 POU – Publicly Owned Utility
 Pomona Choice Energy
 PPA – Power Purchase Agreement
 PPSA – Project Participation Share Agreement (CC Power)
 PRIME – Pico Rivera innovative Municipal Energy
 PSPS – Public Safety Power Shutoff
 PV – Photovoltaics (solar panels)
 Rancho Mirage Energy Authority
 RA – Resource Adequacy
 RE – Renewable Energy
 REC – Renewable Energy Credit/Certificate
 Redwood Coast Energy Authority
 RICAPS - Regionally Integrated Climate Action Planning Suite
 RPS – California Renewable Portfolio Standard
 S xx – US Senate Bill xx
 SB xx – CA Senate Bill xx
 Santa Barbara Clean Energy
 SBP – Solar Billing Plan
 SCP – Sonoma Clean Power
 SDCP – San Diego Community Power
 SJCE – San Jose Clean Energy
 San Jacinto Power
 SJVAPCD - San Joaquin Valley Air Pollution Control District
 SMD – Share My Data, interval meter data
 SQMD – Settlement Quality Meter Data
 SVCE – Silicon Valley Clean Energy
 TOB – Tariff on Bill

TOU Rates – Time of Use Rates

Valley Clean Energy

VGI – Vehicle-Grid Integration

V2G – Vehicle-to-Grid

VPP – Virtual Power Plant

WECC – Western Energy Coordinating Council

WREGIS – Western Renewable Energy Generation Information System

WSPP – Western Systems Power Pool; standard contract to procure energy and RA

WWGPI - West-Wide Governance Pathways Initiative