



Board of Directors

Goal Setting & Team Building Workshop



Orange County Power Authority

Board of Directors

Goal Setting & Team Building Workshop

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Orange County Power Authority (OCPA)
Board of Directors
Goal Setting and Team Building Workshop
Friday, June 16, 2023

Workshop Objectives

Facilitator: Lisa Gordon, M.S.

Objectives:

1. To work together in a spirit of collaboration and alignment.
2. To identify and create Key Focus Areas / “Big Picture” Priorities for OCPA for FY 2023-2026.
3. To identify and create Goals for OCPA that align with Key Focus Areas for FY 2023-2026.
4. To consider best practices and principles (“Rules of Engagement”) to help the Board: work together more effectively; guide interactions and communication; and enhance internal and external relationships.
5. To establish a foundation for effective teamwork as Board Members.
6. To conduct the Workshop in an open, collaborative, collegial manner that ensures full participation of the Board, and fosters dialogue that: a) honors the views, values and perspectives of participants and b) facilitates energy, enthusiasm, and momentum toward fulfilling the objectives of the Workshop.

Results:

1. Identification of Key Focus Areas / Priorities that provide strategic direction for the Orange County Power Authority for FY 2023-2026.
2. Identification of Goals supporting Key Focus Areas / Priorities that guide the organization in its activities for FY 2023-2026.
3. Team building that enhances, strengthens, and yields stronger relationships.
4. Working “Rules of Engagement” that guide the Board in their communications internally and beyond the organization.
5. Insightful, collaborative, meaningful, and productive discussions for the OCPA Board of Directors.

**ORANGE COUNTY POWER AUTHORITY BOARD OF DIRECTORS:
GOAL SETTING & TEAM BUILDING WORKSHOP SCHEDULE**

Time*	Discussion/Activity
9:30 a.m.	Welcome / Call to Order / Roll Call / Public Comment
	Introduce Facilitator / Adopt Session Objectives / Adopt Ground Rules and Facilitation Guidelines / Housekeeping
	<u>Presentation by Facilitator</u> • Workshop Theme: Alignment and “Working Together” • Insights and Observations from Interviews
	<u>Key Focus Areas / “Big Picture Priorities”</u> • Overview of Interview Results for Key Focus Areas • Discuss Key Focus Areas / Priorities for FY 2023-2026 • Create/Identify Key Focus Areas for FY 2023-2026
	<u>Goal Setting Session Part 1 (Goals supporting Key Focus Areas / “Big Picture Priorities”)</u> • Overview of Interview Results for Goals for FY 2023-2026 • Discuss/Create/Identify Goals (preliminary) supporting Key Focus Areas for FY 2023-2026
Noon	<i>Lunch Break (45 minutes)</i>
	<u>Goal Setting Session Part 2 – (Goals supporting Key Focus Areas / “Big Picture Priorities”)</u> • Create/Identify Goals (preliminary) supporting Key Focus Areas for FY 2023-2026
	<u>Team Building Session: <i>The 100/0 Principle</i>:</u> • Insights & Observations from reading <i>The 100/0 Principle</i> • Reflection Activity • Discussion on best practices / principles of “working together” • Consider creating Rules of Engagement
3:30 p.m.	Closing Summary / Confirm Assignments / Evaluation / Lessons Learned / Reflection
4:00 p.m.	Closing Comments
4:15 p.m.	<i>Adjourn</i>

***All times are approximate and subject to change.**

LEVELS OF CONSENSUS

Consensus is achieved if all participants indicate that they are at Levels 1 through 4 (not Levels 5 or 6).

The Levels of Consensus are:

1. I can say an **unqualified 'yes'** to the decision. I am satisfied that the decision is an expression of wisdom of the group.
2. I find the decision **perfectly acceptable**. It is the best of the real options we have available to us.
3. I can **live with** the decision. I'm not especially enthusiastic about it.
4. I do not fully agree with the decision and need to register my view about it. I do not choose to block the decision and will **stand aside**. I am willing to support the decision because I trust the wisdom of the group.
5. I do not agree with the decision and feel the need to **block** the decision being accepted as consensus.
6. I feel that we have no clear sense of unity in the group. We need to **do more work** before consensus can be achieved.

Four Basic Beliefs Guiding Consensus

- **Cooperative Search for Solutions**

Consensus is a collaborative search for common ground solutions rather than a competitive effort to convince others to adopt a particular position. This requires that group members feel committed to a common purpose.

KEY POINT: *Group members must be willing to give up “ownership” of their ideas and allow those ideas to be refined as concerns and ideas are put on the table.*

- **Disagreement as a Positive Force**

Constructive, respectful disagreement is actively encouraged. Participants are expected to express different perspectives, criticize ideas, and voice legitimate concerns in order to strengthen a proposal.

- **Every Voice Matters**

Consensus seeks to balance power differences. Because consensus requires the support of every group members, individuals have a great deal of influence over decisions, regardless of their status or authority in the group.

KEY POINT: *In consensus, it is the responsibility of the group to make sure legitimate questions, concerns, and ideas get expressed and are fully considered, regardless of the source.*

- **Decisions in the Interest of the Group**

With influence comes responsibility. In consensus, decisions makers agree to put aside their personal preferences to support the group’s purpose, values and goals.

- It is possible for a group member to disagree with a particular decision but consent to support it because:
 - ✓ The group made a good faith effort to address all concerns raised
 - ✓ The decision serves the group’s current purpose, values and interests
 - ✓ The decision is the one that they can live with, though not their first choice.

-- From “How to Achieve High Commitment Decisions” by Larry Dressler



Mission

To provide the option of renewable energy at competitive rates to everyone in Orange County through local accountability.

Vision

We see Orange County continually empowered and enriched by renewable energy.

Values

Community – Just like our neighbors, we value the option for something better. We're here to make sure a different energy choice – and all the benefits that come with it – are available to everyone.

Approachability – We are proud to live, work and play in our communities, so when you see us around or have a question about your service, come up and say hello.

Integrity – We honor our customers by acting with transparency and stewardship at all times.

Leadership – Our experience and knowledge allow us to open new doors for Orange County residents.

**Orange County Power Authority (OCPA) / Board of Directors
Interview Questions and Summary
Goal Setting & Team Building Workshop**

Strengths/Challenges/Key Focus Areas/Goals/OCPA Mission:

1. Overall, what do you think are the current strengths or successes of the Orange County Power Authority?

- Strong financial position
- That OCPA exists!
- That OCPA provides options
- That OCPA is a viable agency with commercial accounts and residential accounts
- Critical agency/No agency like it
- Working toward goal to get credit rating in 2025
- Potential to fund other energy-based projects that could help with environmental justice, social justice, and climate action)
- Can recommend OCPA to cities to join and for constituents to opt-in to
- Powerful tool for fighting climate change
- Playing critical role in providing renewable energy portfolio
- OCPA is profitable
- Good people / Board members/Staff with good intentions
- Good people / strong staff
- Smart, competent staff and team members
- Staff has been resilient despite negative media attention and circumstances
- Chair helping to bring Board members together

2. What do you think are the biggest challenges (or opportunities) OCPA faces over the next three years (FY 2023-2026)?

- Transitioning from a start-up to a full-fledged organization
- Fast-paced recruitment and expansion
- Re-branding/Reputation management
- Public perception
- Moving organization beyond start-up phase
- Providing quality and consistent service to commercial customers
- Structural challenges
- Audit
- Energy market complexities and volatility makes it difficult to compete
- Relationship between Board/Staff - Need to rebuild trust
- Withdrawal of City of Huntington Beach – Need plan to transfer back customers
- Impact of member agency withdrawal

- Leadership of new/incoming CEO is unknown
- Hiring strong CEO and additional staff to meet hiring goals and needs
- Navigating negative media attention and coverage despite agency progress
- Overcoming bad start (CEO with limited experience)
- Getting over negative press / reputation hurdles (we are making progress)
- Expansion: Attracting and adding more Member Agencies
- Becoming less expensive option in every tier (base rate, smart choice, 100% renewable energy)
- Overcoming highest opt-out rate
- “Cleaning up” agency
- Addressing public perception issues / image of agency
- Expanding customer base / Bringing in other cities

3. What Key Focus Areas or priorities do you think OCPA should focus on over the next three years (FY 2023-2026)?

- Identify more member agencies / Grow the Power Authority
- Providing renewable, clean, affordable energy and programs to reduce greenhouse gas emissions and strengthen local economy
- Investing in energy storage opportunities with local companies, businesses, and workforce (power purchase agreements for energy storage facilities, battery electric, hydrogen)
- Establishing environmental programs to combat climate change in cities
- Delivering renewable energy to as many customers as possible
- CEO recruitment
- Offer real public benefits (generate revenue to give back to community) and/or cut rates
- Reducing rates (energy purchasing)
- Improve messaging focused on building/rebuilding public image/public trust
- Honesty and transparency
- Navigating complexities of energy market (Need energy expertise/industry knowledge)
- Focusing on environmental justice communities to ensure they receive benefits
- Relationship building in energy sector (Department of Energy, various state departments in transportation and energy)
- Relationship building with universities, businesses, government-to-government
- Focus on potential new member agencies (City of Santa Ana, City of Laguna Beach, City of Long Beach)
- Developing programs for commercial customer accounts
- Meeting sustainability goals
- Community Education
- Creating a more cohesive Board

4. What goals do you think should be created for OCPA to strive for over the next three years? (FY 2023-2026)?

- Attracting new customers/new member agencies
- Bringing in more cities/Member Agencies
- Goal around number of new Member Agencies for OCPA
- City of Santa Ana joining by end of the year
- Continuing to show ROI to Member Agencies and the benefits of joining OCPA
- Reduce greenhouse gas emissions by specified percentage (TBD) by 2030
- Maintain participation rates sufficient to generate return/revenue to cover costs of services/expenses and build reserves and credit rating
- Being fiscally responsible to retain a minimum of demand and ensure rates are sufficient to generate return, meet expectations, and cover expenses incurred.
- Establish strategic partnerships on energy procurement for best pricing to maximize purchasing and acquisition of energy
- Create strategic goals related to developing energy storage capacity
- Procure more renewable energy (utility scale solar projects, 100 MW solar farm or wind farm projects)
- Hydrogen generation facility powered by renewables in Fullerton
- Hire new, experienced CEO that the public trusts
- Achieve 100% customer satisfaction (increase understanding, build trust, engage, educate, communicate)
- Explore innovative technologies and R&D to create OCPA's own resources
- Develop robust procedure and policy to determine how we can invest in environmental programs in our cities (i.e., sell EV chargers, provide subsidies for electronic vehicles)
- Create goal focused on providing real public benefits or cutting rates
- Prioritize that equity is embedded within projects for communities of concern
- Establish strong relationships with vulnerable environmental justice communities
- Work with Tribes for energy justice in way OCPA develops on Tribal Lands
- Ensure Minority Business Enterprise/ Women Business Enterprise/ Disabled Veterans/LGBTQ stipulations for future energy development
- Goals around Messaging/Communications/Rebuilding image
- Honesty and transparency
- Not losing customers/member agencies
- Developing a high-performance team and encourage collaborative workplace culture to achieve retention rate
- Working in partnership with climate community
- Strong partnerships with K-12 schools for energy education

5. What do you think OCPA's mission really is, or what do you think OCPA's mission should be?

- Reduce greenhouse gas emissions
- Offer affordable rates to customers/Orange County community
- To provide everyone with safe, clean renewable energy delivered 24/7/365
- Safe, clean energy with equity focus and job opportunities for communities of color
- Delivering clean, reliable, sustainable energy with a choice and mitigating negative impacts of climate change
- Provide residents/customers with a clear/clean choice in how they purchase and utilize electricity and power
- Should be simple and straightforward
- What is written/stated in the JPA
- Offer programs to the community
- To provide competition in the market
- Provide more sustainable energy sources to help meet decarbonization goals
- As specified in current Mission Statement



**The 100/0 Principle:
The Secret of Great Relationships
by Al Ritter**

**Orange County Power Authority
Team Building Session / Rules of Engagement
Facilitator: Lisa Gordon, M.S.**

Reflections:

1. _____

2. _____

3. _____

Implementation of *The 100/0 Principle* and how you will respond:

Relationships at Orange County Power Authority – Application of *The 100/0 Principle*

1. _____:

2. _____:

3. _____:

Possible Working Rules of Engagement

1. _____

2. _____

3. _____

Self-Assessment/Lessons Learned

1. As a result of reading *The 100/0 Principle: The Secret of Great Relationships*, I **learned** that...

2. As a result of reading *The 100/0 Principle: The Secret of Great Relationships*, I plan to **improve**...

3. As a result of reading *The 100/0 Principle: The Secret of Great Relationships*, I intend to **change**...

Team Building Session / Rules of Engagement

Facilitator: Lisa Gordon, M.S.

Lisa Inspires