



MCE Special Executive Committee Meeting Workshop  
Thursday, November 21, 2024  
9:00 a.m.

*Public comments may be made in person via the details below.*

2300 Clayton Road, Suite 1150, Concord, CA, 94920 (MCE)

*Materials related to this agenda are available for physical inspection at MCE's offices in San Rafael at 1125 Tamalpais Ave., San Rafael, CA 94901, and in Concord at 2300 Clayton Road, Suite 1150, Concord, CA 94920.*

DISABLED ACCOMMODATION: If you are a person with a disability who requires an accommodation or an alternative format, please contact MCE at (888) 632-3672 or [ada-coordinator@mceCleanEnergy.org](mailto:ada-coordinator@mceCleanEnergy.org) at least 72 hours before the meeting start time to ensure arrangements are made.

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1. Public Open Time (Discussion)
2. Review Agenda, Establish Ground Rules and Identify Desired Outcomes from this Session, 9:00 - 9:20 AM (Discussion)
3. It's a RELAY Race - Roles, Expectation, Lanes, Approaches and You, 9:20 - 9:50 AM (Discussion)
4. Discussion on Suggested Next Steps for Streamlined Board Meetings and Coordination, 9:50 - 11:00 AM (Discussion)
5. Characteristics of Effective Groups, 11:00 - 11:50 AM (Discussion)

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Lunch 11:50 AM -12:45 PM

6. Stages of Group/Team Development, 12:50 - 1:45 PM (Discussion)  
*The Executive Committee is a formal group/team, and as such will experience five stages of development: 1) Exploring; 2) Testing; 3) Harmonizing; 4) Individuating; and 5) Performing. In this segment, each of these stages will be described accompanied by a group discussion. Refer to handout.*
7. Strategies for Creating a More Effective Executive Committee, 1:45 - 2:20 PM (Discussion)
8. Practical Advice from other Elected Officials, 2:20 - 2:45 PM (Discussion)
9. Wrap up and Next Steps, 2:45 - 3:00 PM (Discussion)
10. Adjourn

*The Executive Committee may discuss and/or take action on any or all of the items listed on the agenda irrespective of how the items are described.*

# RELAY RACE – ROLES, EXPECTATIONS, LANES, APPROACHES AND YOU

- Role of Board of Directors

- ☑ Share: Spread the word about MCE programs, rebates, successes and community-based work.
- ☑ Inform: Notify MCE about key initiatives and events happening in your community with an energy nexus.
- ☑ Advise: Offer your perspective on community-based policy decisions.
- ☑ Advocate: Be a spokesperson and advocate for MCE with external parties and key stakeholders.

- Role of Executive Committee

- Explore, discuss, and provide direction or approval on general issues related to MCE including:
  - Legislation
  - Regulatory Compliance
  - Strategic Planning
  - Outreach and marketing
  - Contracts with vendors
  - Human Resources
  - Finance, debt, and budgeting
  - Rate setting
  - Agenda setting for regular MCE Board meetings
- Executive Committee is authorized to make decisions regarding:
  - Legislative positions outside of the Board-approved legislative plan
  - Procurement pursuant to Resolution 2018-04 or its successor
  - Compensation and evaluation of the CEO

- Ad hoc committees
- Honorary awards
- The Executive Committee also serves to make recommendations to the Board regarding:
  - The annual budget and budget adjustments
  - Rate setting
  - Entering into debt
  - MCE Policies (such as Policy 013: Reserve Policy and Policy 014: Investment Policy)

## ● Role of Staff

- Provide specialized subject matter expertise, skilled guidance and consistent oversight via dedicated full-time attention to all operational and day-to-day functions of the agency.
  - Collectively, MCE's nearly 100 staff are selected to work for MCE based on specific requirements for training, education and experience along with dedication to fostering an equitable, clean, affordable, and reliable energy economy, guided by commitment to the communities they serve.
  - The staff are organized into departments, each contributing to a key area of MCE's objectives, and with cross-department collaboration for checks and balances, cross-pollination and efficiency.
  - Succession planning, redundancy, cross-training, paid external training and internal growth opportunities are a fundamental part of MCE's operations to foster continuity, historical knowledge and reliance on industry best-practices.
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# DISCUSSION ON THE SUGGESTED NEXT STEPS FOR STREAMLINED BOARD MEETINGS AND COORDINATION

- 1) Streamline Board member reimbursements for travel and other expenses.
  - 2) Streamline to a one-click RSVP process for Board members.
  - 3) Remind Board members to review the meeting packet in advance, try to submit questions to staff 72 hours in advance. Q&A, when possible, will be shared with a full Board and interested parties.
  - 4) Non-policy placed on the consent calendar.
  - 5) Formalize onboarding process and packet for new Board members.
  - 6) Hold 3 of MCE's regular monthly Board meetings in-person at the same location per year, starting in 2025, while continuing to host the other meetings in San Rafael and Concord with only two standing remote locations (Napa County and Solano County).
  - 7) Inform Board members that each member community may delegate their vote to another community within their County.
  - 8) Consider requiring one year of Board membership prior to joining an MCE Committee.
  - 9) Consider requiring one year of membership in a Standing Committee prior to becoming Chair of that Committee.
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# CHARACTERISTICS OF EFFECTIVE GROUPS

Characteristic	Evidence
The group has clear goals and understands its purpose.	<ul style="list-style-type: none"> <li>• People know what they are striving toward and share the group's goals.</li> <li>• People feel they are part of an interdependent group rather than being isolated individuals.</li> <li>• People have an explicit understanding of how things will be accomplished.</li> </ul>
The group engages in collective decision-making when appropriate.	<ul style="list-style-type: none"> <li>• People share assumptions as a means to understand others' viewpoints.</li> <li>• People maximize relationships: consensus is used whenever possible to reach decisions.</li> <li>• Decisions are supported and enacted by the group as a whole.</li> <li>• Everyone shows commitment to creating results.</li> </ul>
The group uses a shared problem-solving process.	<ul style="list-style-type: none"> <li>• There is an agreed-upon problem-solving process and the group adheres to it.</li> </ul>
All members participate actively.	<ul style="list-style-type: none"> <li>• Everyone takes responsibility for achieving the group's goals.</li> <li>• Members feel safe to participate and are not afraid of being dismissed.</li> <li>• The group makes full use of available resources.</li> </ul>
Open, honest, and respectful communication is a basis for working together.	<ul style="list-style-type: none"> <li>• People share ideas and information freely and listen actively to one another.</li> </ul>
Team members have high trust amongst themselves and aren't afraid to take risks.	<ul style="list-style-type: none"> <li>• The group is innovative and takes smart risks.</li> <li>• Group members tolerate and learn from mistakes.</li> </ul>
Contention is used to surface differences in perspective.	<ul style="list-style-type: none"> <li>• Differences in opinions are encouraged.</li> <li>• Conflict is dealt with openly and in a respectful way.</li> </ul>
The group uses periodic self-assessment.	<ul style="list-style-type: none"> <li>• The group periodically examines how well it is doing and what progress has been made toward stated goals.</li> <li>• Adjustments are made based on group assessment.</li> </ul>

## Stages of Group and Team Development

	<b>Major issues</b>	<b>Typical Behaviors</b>	<b>Typical Feelings</b>	<b>Resolution</b>
<b>Stage 1: Exploring</b>	<p>During this stage, the issue is identity. Group members may question their identity within the group, as well as the identity of the group. They may be wondering:</p> <ul style="list-style-type: none"> <li>• What will this group be like?</li> <li>• How will I fit in?</li> <li>• What are we really going to be doing?</li> <li>• What are my goals?</li> <li>• What are the group's goals?</li> </ul>	<p>In new group situations, members react in a variety of ways. They may:</p> <ul style="list-style-type: none"> <li>• Sit back and take a "wait and see" attitude.</li> <li>• Seek information and clarification to get their questions answered.</li> <li>• Seek support from the leader or other members.</li> <li>• Try to make light of the situation by joking about it.</li> </ul>	<p>Members also respond emotionally to this new situation. They may feel:</p> <ul style="list-style-type: none"> <li>• Tense or anxious</li> <li>• Insecure or skeptical</li> <li>• Curious or anticipatory</li> </ul>	<p>As the group continues to work together, answers to its initial questions begin to emerge. A sense of group begins to develop, and its goals and directions should become clearer to its members. The unfamiliar becomes familiar, and members should begin to feel more comfortable with each other, and less anxious.</p>
<b>Stage 2: Testing</b>	<p>As the group starts to feel more "at home" members may begin to flex their muscles a bit, to see how far they can go in this atmosphere. Frequently this involves some sort of challenge to authority, usually toward the leader, but it may also be directed at other members.</p>	<p>Members try on new behaviors including:</p> <ul style="list-style-type: none"> <li>• Challenging group process, goals, and objectives.</li> <li>• Giving information and opinions more than seeking them.</li> <li>• Participating more than before.</li> <li>• Acting rebellious.</li> </ul>	<p>While security usually increases, the increased challenge and conflict can result in feelings of:</p> <ul style="list-style-type: none"> <li>• Frustration</li> <li>• Resistance</li> <li>• Hostility</li> </ul>	<p>Over time, the group establishes limits and boundaries for its members. The role of leaders in the group is more widely shared as members practice new skills and behaviors and take on a variety of roles.</p>
<b>Stage 3: Harmonizing</b>	<p>Once the group has established limits and begins to share the leadership role, members typically seek to put conflict and rebellion behind them and enter into a stage of harmony. However, they are often so intent on avoiding any conflicts in this stage they tend to deny or ignore differences within the group or important issues.</p>	<p>At this point, you may see:</p> <ul style="list-style-type: none"> <li>• Eagerness to agree</li> <li>• Strong mutual support of the group</li> <li>• Striving toward quick connection on issues</li> <li>• Burying of negative feelings</li> </ul>	<p>Feelings during this stage include:</p> <ul style="list-style-type: none"> <li>• Euphoria</li> <li>• Warmth</li> <li>• Security</li> <li>• Acceptance</li> </ul>	<p>The harmonizing process often passes quickly as group members come to realize that glossed-over differences are important and need to be dealt with.</p>

	<b>Major issues</b>	<b>Typical Behaviors</b>	<b>Typical Feelings</b>	<b>Resolution</b>
<b>Stage 4: Individuating</b>	After a period of very close “groupiness” and submerged differences, many group members naturally react by re-asserting themselves and their individual opinions. This often leads to strong conflict within the group.	You may see members: <ul style="list-style-type: none"> <li>• Entering into personality clashes that interfere with the group’s direction.</li> <li>• Forming subgroups that seek to take over the leadership role and/or fight over the group’s direction.</li> <li>• Rejecting the group or some of its members.</li> <li>• Giving personalized or destructive feedback.</li> </ul>	It can be an uncomfortable period in the group, and members may feel alienated, negative, hopeless, and impatient.	Despite the discomfort, group members usually learn to handle their conflicts constructively while this process is going on. They come to accept differences within the group and to value the results of working out these differences in a positive way. Group members arrive at realistic procedures for working together.
<b>Stage 5: Performing</b>	This last stage represents the group at its most effective level. There is a balance of task functions and maintenance functions to achieve goals.	Members will: <ul style="list-style-type: none"> <li>• Achieve and maintain momentum.</li> <li>• Give constructive and appropriate feedback.</li> <li>• Accept responsibility for the success of their group.</li> </ul>	Members also feel a sense of well-being and accomplishment and comfortable, secure, and proud of their group.	The group continues in this stage until changes such as new members, change in leadership, reorganization, or new concerns move the group to an earlier stage of development.



# STRATEGIES FOR CREATING A MORE EFFECTIVE EXECUTIVE COMMITTEE

- 1) Understand and Demonstrate the Elements of Teams and Teamwork.
  - 2) Civility and EC member Behavior.
  - 3) Prepare by reading the pre-meeting packet and sending questions in advance to staff.
  - 4) Summarize feedback to keep in-meeting comments succinct and on-topic, ensuring efficient and productive discussions.
  - 5) Allow space for others to ask questions and be part of discussions.
  - 6) Listen to understand instead of to reply.
  - 7) Show respect for other points of view.
  - 8) Use the lens of MCE values in discussions and decision-making:
    - Inclusivity & Accessibility
    - Equity
    - Innovation
    - Fiscal Responsibility
    - Sustainability
  - 9) Respect “shared constituency”
  - 10) Have Clearly Defined Roles and Relationships
  - 11) Honor the EC-Staff Partnership
  - 12) Have Clear Rules and Procedures for Meetings
  - 13) Practice Continuous Personal Learning and Development as a Leader
  - 14) Communication and Problem Solving
    - a. Separate the people from the problem.
    - b. Focus on interests.
    - c. Inventing options for mutual gain.
  - 15) Distinctions between Values, Interests and Positions
    - a. Insist on using objective criteria.
    - b. Be attentive.
    - c. Ask clarifying questions.
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# PRACTICAL ADVICE FROM ELECTED OFFICIALS

- 1) **Lead by example.** Be honest, consistent, and flexible. Don't play games.
  - 2) **Don't be stampeded.** You may receive strong demands from special interest groups. Your role is to find the long-term public interest of the entire community.
  - 3) **Be clear on what you stand for.** List 10 things you believe in.
  - 4) **A new member should have goals.** These are things you want to accomplish. But don't act rashly and assume that only you know the best way to accomplish things. Every issue will benefit from additional listening. Your perceptions may change.
  - 5) **Use your role as a leader.** The dignity of your office can help the community get past contentious issues.
  - 6) **It can be uncomfortable to make very public decisions.** Sometimes the decisions feel like the end of the earth. It's easy to fear the political consequences. But it is important to look a little longer term in perspective, weigh everything and reach good decisions.
  - 7) **Know that you can't satisfy everyone.** Listen fairly and thoughtfully, and then do what you believe is right.
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