

PACIFICWEST
ENERGY SOLUTIONS

Optimize Success Of Your City Initiatives

Optimize infrastructure

Communicate positive results

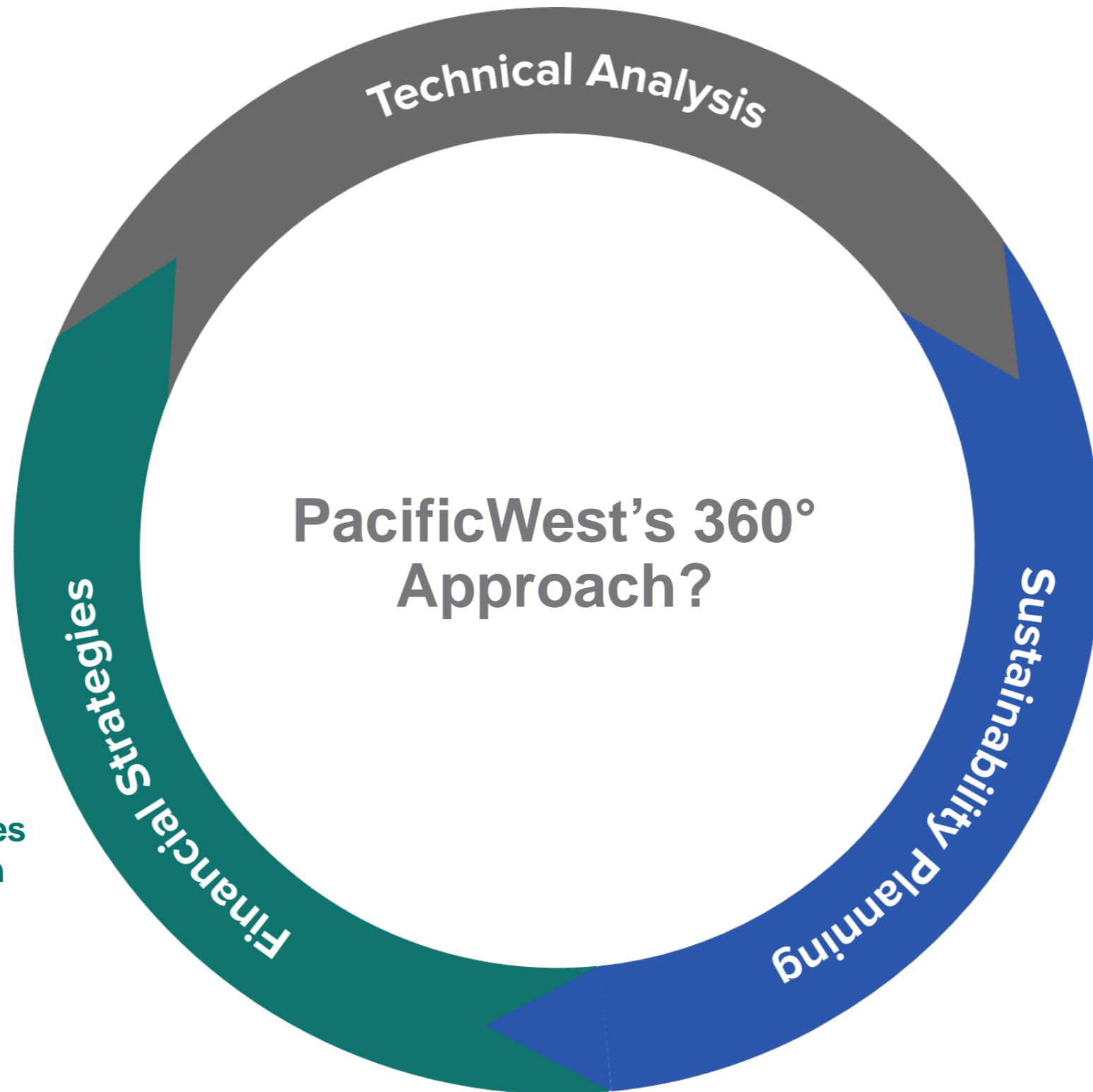
Maximize funding resources

Optimize Success Of Your City Initiatives

- Background: 360° Approach
- Project Planning with people in mind
- Working example



- Facilities Master Planning
- Modernization/Revitalization
- 21st century learning environments



- Strategic usage of bond/capital \$
- ROI/payback analyses
- Financing evaluation

- Community engagement
- Risk mitigation
- MarComm/PR

Project Planning With People in Mind

- What's in the best interest of the City
 - How do you define it?
 - How do you quantify it?
- Positive positioning
 - Optics
 - Results
- Risk mitigation
 - What are the pitfalls?
 - What is the severity?



Example: Solar Implementation

Scenario:

- Client implemented solar arrays in residential neighborhood
- Positive financials
- Board will
- Minimal pushback from community at-large
- Vocal contingent of residents complaining (typical NIMBY issues)



What Do We Do?

Scenario:

- Council decided to decommission solar arrays
- Council hands were tied
- Election year
- Administration falls in line with vocal contingent and “loud” council members
- Community questioning why decommission when it made financial sense



Utilize FMEA approach to address issue

FMEA: Failure Modes & Effects Analysis

“Tell us why this will fail”

Failure Mode	Risk Factor	Response
Council/Elected Officials	<ul style="list-style-type: none"> Political winds effect on electability Personal differences & Political alignment 	<ul style="list-style-type: none"> Scheduled regular council updates Met with individual council members
Community	<ul style="list-style-type: none"> Pressure comes from small but vocal contingent Community sensitive to vocal opponents Particular community leader 	<ul style="list-style-type: none"> Scheduled meetings w/ residents Hosted town hall meetings Met with individual community leader to involve in process
Internal Administration	<ul style="list-style-type: none"> CM prioritizes constituencies Sensitive to community pressure Internal timeline pressures 	<ul style="list-style-type: none"> Held internal meetings to share community and council feedback

Utilize FMEA approach to address issue

FMEA: Failure Modes & Effects Analysis

“Tell us why this will fail”

Failure Mode	Risk Factor	Response
Press	<ul style="list-style-type: none"> Articles tend to get responses from opponents, not advocates 	<ul style="list-style-type: none"> Reached out to local reporter and coordinated article and press releases
Technical	<ul style="list-style-type: none"> Sizing Appearance 	<ul style="list-style-type: none"> Created 3D renderings (Before/After) Improved technology
Financial	<ul style="list-style-type: none"> Explanation of financials Rate structure changes Risk 	<ul style="list-style-type: none"> Identified additional rebate sources Developed grant application In-depth financial analyses demonstrating financial viability

Result

- Confidence & Trust
- Community & Council Alignment
- Positive Press/PR
- Better-Looking & Smaller Solar Solution
- Unanimous Approval

In Closing...

- Take a step back to review initiative holistically
- Take methodical “Tell us why this will fail” approach
- Identify all derailers
- Develop response plan in advance