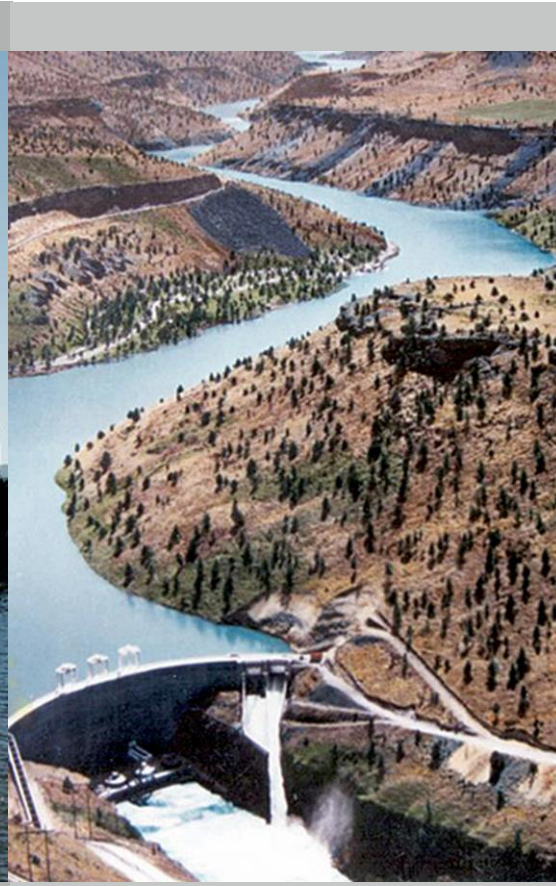


# County of Alameda

RFP 16-CCA-1

## Community Choice Aggregation (CCA)/East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers Authority Initialization and Service Delivery

December 2016



**EES Consulting, Inc.**

A registered professional engineering  
and management consulting firm

570 Kirkland Way, Suite 100  
Kirkland, Washington 98033

Telephone: (425) 889-2700

[www.eesconsulting.com](http://www.eesconsulting.com)

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December 12, 2016

CCA/EBCE Multi-Service Technical & Administrative Tasks  
RFP No. 16-CCA-1  
Alameda County Community Development Agency  
224 W. Winton Avenue, Room 111  
Hayward, California 94544

SUBJECT: RFP No. 16-CCA-1

Dear Mr. Jensen:

EES Consulting, Inc. (EES) is pleased to submit this proposal to the County of Alameda (County) to provide consultant services for Service Category 1: Technical & Energy Services.

EES has assisted Los Angeles County, Coachella Valley Association of Governments (CVAG), San Bernardino Associated Governments (SANBAG) and Western Riverside Council of Governments (WRCOG) and the City of San Jose in analyzing the potential for developing CCA programs within their jurisdictions. This analysis included a technical feasibility study, business plan, researching Joint Powers Authority governing documents, discussing marketing plans, and drafting the CPUC required Implementation Plan/Notice of Intent. EES also did a peer review of your various CCA feasibility studies and assumptions.

EES personnel have expertise in all areas of actual utility operations which has developed over our 40 years of working as a full service engineering, financial and regulatory consulting firm for the electric industry. EES professional staff members have backgrounds in engineering, economics, finance, financial analysis, power plant development, wholesale power and gas markets, public administration, operations research, telecommunications and utility corporate management. Prior to consulting, many of our principals have worked for a utility or regulatory agency. This understanding of the day-to-day workings of a typical utility is invaluable in attempting to work with clients and manage projects in an efficient and cost effective manner. Many of these individuals have considerable expertise in engineering, econometrics, operation research, cost of service, financial management, rates, regulatory affairs and information services related activities. In addition, the senior staff at EES have professional licenses and/or one or more graduate degrees to supplement their practical experience.

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570 Kirkland Way, Suite 100  
Kirkland, Washington 98033

Telephone: 425 889-2700

Facsimile: 425 889-2725

A registered professional engineering corporation with offices in  
Kirkland, WA and Portland, OR

Our broad base of clients includes utilities and industrial companies located throughout North America, with a focus on municipalities, cooperatives, CCAs and public power utilities. EES has a track record of success in arenas where the results of a particular evaluation or analysis may have far reaching effects on the viability of an organization and the local community.

Because of the size of our firm and our highly qualified staff, we are able to deliver results in less time and with less expense to our clients. We are responsive and focused on cost-effective solutions for our clients' needs, and always recommend the most direct and efficient means of carrying out a project. The success of our approach has resulted in the large volume of repeat business that the firm enjoys.

EES is uniquely qualified to assist the County in this project for the following reasons:

- EES is currently performing CCA feasibility studies for Los Angeles County, Coachella Valley Association of Governments (CVAG), San Bernardino Associated Governments (SANBAG), Western Riverside Council of Governments (WRCOG) and the City of San Jose, and is therefore current on all aspects of CCA development. In addition, EES has on staff Barbara Boswell who started and operated the first CCA in Southern California Edison's (SCE's) service area, the City of Lancaster CCA, and Bill Carnahan who will retire as the Executive Director from Southern California Public Power Authority (SCPPA) as of January 1, 2017. SCPPA is a joint powers agency comprised of eleven municipal electric utilities and one irrigation district. SCPPA does power supply acquisition for its members. Finally, we recently completed a peer review for your County's CCA project. It should be noted that other consultants may claim that they did the CCA studies for this same group of CCA clients. We encourage the County to call the appropriate references contained herein to confirm that EES actually did the noted technical analysis without support from any other entity.
- EES is a multidisciplinary firm serving electric power utility clients with extensive economic, engineering and financial analysis qualifications. In addition, our staff has expertise in the areas of conservation, resource planning, capital budgeting, load forecasting, customer service and the standard uniform system of accounts that will provide additional expertise that is useful in forming a CCA. EES's ability to apply hard engineering principles to what is sometimes viewed incorrectly as a "financial analysis" is unique with EES.
- As technical rate experts for over 35 years, EES staff has assisted utilities and regulatory bodies with all facets of electric utility operations. Over this timeframe, we have performed over 500 revenue requirement, cost of service and rate and engineering design studies for our electric utility clientele. As expert witnesses, EES staff has provided detailed examinations of utility operation in over 250 adjudicated proceedings. This extensive experience as recognized experts before elected officials, public utility commissioners and courts of law is also unique. EES staff has participated in several CPUC rate related proceedings on behalf of our electric utility and CCA clients.

- The senior staff at EES are widely known as competent instructors in the areas of electric utility operations to include wholesale power procurement and delivery cost, non-power supply costs, wholesale power market forecasting, cost of service, rate design, capital budgeting, financial management and overall utility operations. We teach a number of courses and workshops on these subjects. These classes are taught on behalf of the Northwest Public Power Association (NWPPA), Washington PUD Association (WPUDA), American Public Power Association (APPA), American Water Works Association (AWWA) and the California Municipal Utilities Association (CMUA). Teaching these classes, and serving on national associations, keeps EES staff exposed to current utility issues and provides a broad base of experience from which to give our clients advice. Again, this experience with teaching utility principles and interacting with hundreds of utilities in the process of teaching is unique within EES.
  
- EES has partnered with Ryan Ramos from RS2 Energy LLC, which is a Small Local Emerging Business (SLEB) certified with Alameda County. Mr. Ramos has over 12 years of experience in renewable energy development, energy efficiency program management and development, energy procurement, and project financial analysis. Notably, Mr. Ramos has consulted for several Alameda County agencies regarding sustainable energy development including the cities of Berkeley, Pleasanton, and Hayward; the County of Alameda; the Association of Bay Area Governments (ABAG); and the SF Bay Area Rapid Transit (BART) District. Mr. Ramos will provide guidance and support on energy efficiency program management, local generation potential assessment and program design, and with the development of the Integrated Resources Plan.

We look forward to working with the County on this interesting project and hope to hear back from you in the near future. In the meantime, feel free to call me with any questions.

Very truly yours,

A handwritten signature in blue ink that reads "Gary I. Saleba". The signature is written in a cursive, flowing style.

Gary Saleba  
President

# 3. Exhibit A – Bid Response Packet

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# EXHIBIT A

## BID RESPONSE PACKET

RFP No. 16-CCA-1:

**Alameda County Community Choice Aggregation /  
East Bay Community Energy: Multi-Service Technical and Administrative Tasks  
for Joint Powers Authority Initialization and Service Delivery**

To: The County of Alameda

From: EES Consulting, Inc.  
(Official Name of Bidder)

- AS DESCRIBED IN THE SUBMITTAL OF BIDS SECTION OF THIS RFP, BIDDERS ARE TO SUBMIT ONE ORIGINAL HARDCOPY BID (EXHIBIT A – BID RESPONSE PACKET), INCLUDING ADDITIONAL REQUIRED DOCUMENTATION), WITH ORIGINAL INK SIGNATURES, PLUS TEN (10) COPIES AND ONE ELECTRONIC COPY OF THE BID IN PDF (with OCR preferred)
- ALL PAGES OF THE BID RESPONSE PACKET (EXHIBIT A) MUST BE SUBMITTED IN TOTAL WITH ALL REQUIRED DOCUMENTS ATTACHED THERETO; ALL INFORMATION REQUESTED MUST BE SUPPLIED; ANY PAGES OF EXHIBIT A (OR ITEMS THEREIN) NOT APPLICABLE TO THE BIDDER MUST STILL BE SUBMITTED AS PART OF A COMPLETE BID RESPONSE, WITH SUCH PAGES OR ITEMS CLEARLY MARKED “N/A”
- BIDDERS SHALL NOT SUBMIT TO THE COUNTY A RE-TYPED, WORD-PROCESSED, OR OTHERWISE RECREATED VERSION OF EXHIBIT A – BID RESPONSE PACKET OR ANY OTHER COUNTY-PROVIDED DOCUMENT
- ALL PRICES AND NOTATIONS MUST BE PRINTED IN INK OR TYPEWRITTEN; NO ERASURES ARE PERMITTED; ERRORS MAY BE CROSSED OUT AND CORRECTIONS PRINTED IN INK OR TYPEWRITTEN ADJACENT, AND MUST BE INITIALED IN INK BY PERSON SIGNING BID
- BIDDER MUST QUOTE PRICE(S) AS SPECIFIED IN RFP.
- BIDDERS THAT DO NOT COMPLY WITH THE REQUIREMENTS, AND/OR SUBMIT INCOMPLETE BID PACKAGES, SHALL BE SUBJECT TO DISQUALIFICATION AND THEIR BIDS REJECTED IN TOTAL
- IF BIDDERS ARE MAKING ANY CLARIFICATIONS AND/OR AMENDMENTS, OR TAKING EXCEPTION TO POLICIES OR SPECIFICATIONS OF THIS RFP, INCLUDING THOSE TO THE

COUNTY SLEB POLICY, THESE MUST BE SUBMITTED IN THE EXCEPTIONS, CLARIFICATIONS, AMENDMENTS SECTION OF THIS EXHIBIT A – BID RESPONSE PACKET IN ORDER FOR THE BID RESPONSE TO BE CONSIDERED COMPLETE





## BIDDER INFORMATION AND ACCEPTANCE

1. The undersigned declares that the Bid Documents, including, without limitation, the RFP, Addenda, and Exhibits have been read.
2. The undersigned is authorized, offers, and agrees to furnish the articles and/or services specified in accordance with the Specifications, Terms & Conditions of the Bid Documents of RFP No. 16-CCA-1 - Alameda County Community Choice Aggregation / East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers Authority Initialization and Service Delivery.
3. The undersigned has reviewed the Bid Documents and fully understands the requirements in this Bid including, but not limited to, the requirements under the County Provisions, and that each Bidder who is awarded a contract shall be, in fact, a prime Contractor, not a subcontractor, to County, and agrees that its Bid, if accepted by County, will be the basis for the Bidder to enter into a contract with County in accordance with the intent of the Bid Documents.
4. The undersigned acknowledges receipt and acceptance of all addenda.
5. The undersigned agrees to the following terms, conditions, certifications, and requirements found on the County's website:

- **Bid Protests / Appeals Process**

The Community Development Agency prides itself on the establishment of fair and competitive contracting procedures and the commitment made to follow those procedures. The following is provided in the event that bidders wish to protest the bid process or appeal the recommendation to award a contract for this project once the Notices of Intent to Award/Non-Award have been issued. Bid protests submitted prior to issuance of the Notices of Intent to Award/Non-Award will not be accepted by the County.

- A. Any Bid protest by any Bidder regarding any other Bid must be submitted in writing to the County's Planning Director, located at 224 W. Winton Avenue, Room 111, Hayward, CA 94544, Fax: (510) 785-8793, before 5:00 p.m. of the FIFTH (5th) business day following the date of issuance of the Notice of Intent to Award, not the date received by the Bidder. A Bid protest received after 5:00 p.m. is considered received as of the next business day.
  1. The Bid protest must contain a complete statement of the reasons and facts for the protest.
    1. The protest must refer to the specific portions of all documents that form the basis for the protest.
    2. The protest must include the name, address, email address, fax number and telephone number of the person representing the protesting party.
    4. The Community Development Agency's Planning Department will transmit a copy of the bid protest to all bidders as soon as possible after receipt of the protest.
- B. Upon receipt of written protest, the Planning Director, or designee will review and evaluate the protest and issue a written decision. The CDA Director, may, at his discretion, investigate the protest, obtain additional information, provide an opportunity to settle the protest by mutual agreement, and/or schedule a meeting(s) with the protesting Bidder and others (as appropriate) to discuss the protest. The decision on the bid protest will be issued at least ten (10) business days prior to the Board hearing.

The decision will be communicated by e-mail, fax, or US Postal Service mail, and will inform the bidder whether or not the recommendation to the Board of Supervisors in the Notice of Intent to Award is going to change. A copy of the decision will be furnished to all Bidders affected by the decision. As used in this paragraph, a Bidder is affected by the decision on a Bid protest if a decision

on the protest could have resulted in the Bidder not being the apparent successful Bidder on the Bid.

- C. The decision of the CDA Director on the bid protest may be appealed to the Auditor-Controller's Office of Contract Compliance (OCC) located at 1221 Oak St., Room 249, Oakland, CA 94612, Fax: (510) 272-6502. The Bidder whose Bid is the subject of the protest, all Bidders affected by the CDA Director's decision on the protest, and the protestor have the right to appeal if not satisfied with the CDA Director's decision. All appeals to the Auditor-Controller's OCC shall be in writing and submitted within five (5) business days following the issuance of the decision by the CDA Director, not the date received by the Bidder. An appeal received after 5:00 p.m. is considered received as of the next business day. An appeal received after the FIFTH (5th) business day following the date of issuance of the decision by the CDA Director shall not be considered under any circumstances by the Auditor-Controller OCC.
1. The appeal shall specify the decision being appealed and all the facts and circumstances relied upon in support of the appeal.
  2. In reviewing protest appeals, the OCC will not re-judge the proposal(s). The appeal to the OCC shall be limited to review of the procurement process to determine if the contracting department materially erred in following the Bid or, where appropriate, County contracting policies or other laws and regulations.
  3. The appeal to the OCC also shall be limited to the grounds raised in the original protest and the decision by the CDA Director. As such, a Bidder is prohibited from stating new grounds for a Bid protest in its appeal. The Auditor-Controller (OCC) shall only review the materials and conclusions reached by the CDA Director or department designee, and will determine whether to uphold or overturn the protest decision.
  3. The Auditor's Office may overturn the results of a bid process for ethical violations by Procurement & Support Services staff, County Selection Committee members, subject matter experts, or any other County staff managing or participating in the competitive bid process, regardless of timing or the contents of a bid protest.
  4. The decision of the Auditor-Controller's OCC is the final step of the appeal process. A copy of the decision of the Auditor-Controller's OCC will be furnished to the protestor, the Bidder whose Bid is the subject of the Bid protest, and all Bidders affected by the decision.
- D. The County will complete the Bid protest/appeal procedures set forth in this paragraph before a recommendation to award the Contract is considered by the Board of Supervisor.
- E. The procedures and time limits set forth in this paragraph are mandatory and are each Bidder's sole and exclusive remedy in the event of Bid Protest. A Bidder's failure to timely complete both the Bid protest and appeal procedures shall be deemed a failure to exhaust administrative remedies. Failure to exhaust administrative remedies, or failure to comply otherwise with these procedures, shall constitute a waiver of any right to further pursue the Bid protest, including filing a Government Code Claim or legal proceedings.

▪ **Debarment / Suspension Policy**

[<http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm>]

▪ **Iran Contracting Act (ICA) of 2010**

[<http://www.acgov.org/gsa/departments/purchasing/policy/ica.htm>]

▪ **General Environmental Requirements**

[<http://www.acgov.org/gsa/departments/purchasing/policy/envIRON.htm>]

- **Small Local Emerging Business Program**  
[<http://acgov.org/auditor/sleb/overview.htm>]
- **First Source**  
[<http://acgov.org/auditor/sleb/sourceProgram.htm>]
- **Online Contract Compliance System**  
[<http://acgov.org/auditor/sleb/elation.htm>]
- **General Requirements**  
[<http://www.acgov.org/gsa/departments/purchasing/policy/genregs.htm>]
- **Proprietary and Confidential Information**  
[<http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm>]

6. The undersigned acknowledges that Bidder will be in good standing in the State of California, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFP and associated Bid Documents.
7. It is the responsibility of each bidder to be familiar with all of the specifications, terms and conditions and, if applicable, the site condition. By the submission of a Bid, the Bidder certifies that if awarded a contract they will make no claim against the County based upon ignorance of conditions or misunderstanding of the specifications.
8. Patent indemnity: Vendors who do business with the County shall hold the County of Alameda, its officers, agents and employees, harmless from liability of an nature or kind, including cost and expenses, for infringement or use of any patent, copyright or other proprietary right, secret process, patented or unpatented invention, article or appliance furnished or used in connection with the contract or purchase order.
9. Insurance certificates are not required at the time of submission. However, by signing Exhibit A – Bid Response Packet, the Contractor agrees to meet the minimum insurance requirements stated in the RFP. This documentation must be provided to the County, prior to award, and shall include an insurance certificate and additional insured certificate, naming the County of Alameda, which meets the minimum insurance requirements, as stated in the RFP.
10. The undersigned acknowledges **ONE** of the following (please check only one box):
  - Bidder is not local to Alameda County and is ineligible for any bid preference; **OR**
  - Bidder is a certified SLEB and is requesting 10% bid preference; (Bidder must check the first box and provide its SLEB Certification Number in the [SLEB PARTNERING INFORMATION SHEET](#)); **OR**
  - Bidder is LOCAL to Alameda County and is requesting 5% bid preference, and has attached the following documentation to this Exhibit:
    - Copy of a verifiable business license, issued by the County of Alameda or a City within the County; and
    - Proof of six months business residency, identifying the name of the vendor and the local address. Utility bills, deed of trusts or lease agreements, etc., are acceptable verification documents to prove residency.

Official Name of Bidder: EES Consulting, Inc.

Street Address Line 1: 570 Kirkland Way

Street Address Line 2: Suite 100

City: Kirkland State: WA Zip Code: 98033

Webpage: www.eesconsulting.com

Type of Entity / Organizational Structure (check one):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Corporation        | <input type="checkbox"/> Joint Venture       |
| <input type="checkbox"/> Limited Liability Partnership | <input type="checkbox"/> Partnership         |
| <input type="checkbox"/> Limited Liability Corporation | <input type="checkbox"/> Non-Profit / Church |
| <input type="checkbox"/> Other: _____                  |  |

Jurisdiction of Organization Structure: Washington

Date of Organization Structure: 1996

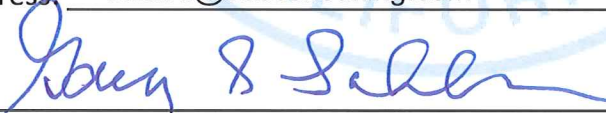
Federal Tax Identification Number: 91-1739563

Primary Contact Information:

Name / Title: Gary S. Saleba

Telephone Number: 425-889-2700 Fax Number: 425-889-2725

E-mail Address: saleba@eesconsulting.com

SIGNATURE: 

Name and Title of Signer: Gary S. Saleba, President/CEO

Dated this 12th day of December 2016



## REQUIRED DOCUMENTATION AND SUBMITTALS

All of the specific documentation listed below is required to be submitted with the Exhibit A – Bid Response Packet in order for a bid to be deemed complete. Bidders shall submit all documentation, in the order listed below and clearly label each section with the appropriate title (i.e. Table of Contents, Letter of Transmittal, Key Personnel, etc.).

- 1. **Table of Contents:** Bid responses shall include a table of contents listing the individual sections of the proposal/quotation and their corresponding page numbers. Tabs should separate each of the individual sections.
- 2. **Letter of Transmittal:** Bid responses shall include a description of Bidder's capabilities and approach in providing its services to the County, and provide a brief synopsis of the highlights of the Proposal and overall benefits of the Proposal to the County. This synopsis should not exceed three pages in length and should be easily understood.
- 3. **Exhibit A – Bid Response Packet:** Every bidder must fill out and submit the complete Exhibit A – Bid Response Packet.
  - (a) **Bidder Information and Acceptance:**
    - (1) Every Bidder must select one choice under Item 10 of page 3 of Exhibit A and must fill out, submit a signed page 4 of Exhibit A.
  - (b) **SLEB Partnering Information Sheet:**
    - (1) Every bidder must fill out and submit a signed SLEB Partnering Information Sheet, (found on page 11 of Exhibit A) indicating their SLEB certification status. If bidder is not certified, the name, identification information, and goods/services to be provided by the named CERTIFIED SLEB partner(s) with whom the bidder will subcontract to meet the County SLEB participation requirement must be stated. Any CERTIFIED SLEB subcontractor(s) named, the Exhibit must be signed by the CERTIFIED SLEB(s) according to the instructions. All named SLEB subcontractor(s) must be certified by the time of bid submittal.
  - (c) **References:**
    - (1) Bidders must use the templates on pages 12 & 13 of this Exhibit A – Bid Response Packet to provide references.
    - (2) Bidders are to provide a list of current and former clients. References must be satisfactory as deemed solely by County. References should have similar scope, volume and requirements to those outlined in these specifications, terms and conditions.
      - Bidders must verify the contact information for all references provided is current and valid.
      - Bidders are strongly encouraged to notify all references that the County may be contacting them to obtain a reference.
    - (3) The County may contact some or all of the references provided in order to determine Bidder's performance record on work similar to that described in this request. The County reserves the right to contact references other

than those provided in the Response and to use the information gained from them in the evaluation process.



**(d) Exceptions, Clarifications, Amendments:**

- (1) This shall include clarifications, exceptions and amendments, if any, to the RFP and associated Bid Documents, and shall be submitted with your bid response using the template on page 14 of this Exhibit A – Bid Response Packet.
- (2) **THE COUNTY IS UNDER NO OBLIGATION TO ACCEPT ANY EXCEPTIONS, AND SUCH EXCEPTIONS MAY BE A BASIS FOR BID DISQUALIFICATION.**



4. **Key Personnel:** Bid responses shall include a complete list of all key personnel associated with the RFP. This list must include all key personnel who will provide services/training to County staff and all key personnel who will provide maintenance and support services. For each person on the list, the following information shall be included:

- (a) The person's relationship with Bidder, including job title and years of employment with Bidder;
- (b) The role that the person will play in connection with the RFP;
- (c) Address, telephone, fax numbers, and e-mail address;
- (d) Person's educational background; and
- (e) Person's relevant experience, certifications, and/or merits.



5. **Description of the Proposed Equipment/System:** Bid response shall include a description of the proposed equipment/system, as it will be finally configured during the term of the contract. The description shall specify how the proposed equipment/system will meet or exceed the requirements of the County and shall explain any advantages that this proposed equipment/system would have over other possible equipment/systems. The description shall include any disadvantages or limitations that the County should be aware of in evaluating the RFP. Finally, the description shall describe all product warranties provided by Bidder.



6. **Description of the Proposed Services:** Bid response shall include a description of the terms and conditions of services to be provided during the contract term including response times. The description shall contain a basis of estimate for services including its scheduled start and completion dates, the number of Bidder's and County personnel involved, and the number of hours scheduled for such personnel. The description shall identify spare or replacement parts that will be required in performing maintenance services, the anticipated location(s) of such spare parts, and how quickly such parts shall be available for repairs. Finally, the description must: (1) specify how the services in the bid response will meet or exceed the requirements of the County; (2) explain any special resources, procedures or approaches that make the services of Bidder particularly advantageous to the County; and (3) identify any limitations or restrictions of Bidder in providing the services that the County should be aware of in evaluating its Response to this RFP.



7. **Implementation Plan and Schedule:** The bid response shall include an implementation plan and schedule. In addition, the plan shall include a detailed schedule indicating how Bidder will ensure adherence to the timetables set forth herein for the services.

- 8. **Credentials:** Copies of any licenses, certifications, or other third party verification of credentials stated as BIDDER QUALIFICATIONS in the RFP must be submitted with the bid response; Documents must be clearly identified as to which requirement they are responsive.
- 10. **Performance Bond/ Performance Requirements:** N/A.





SMALL LOCAL EMERGING BUSINESS (SLEB)  
PARTNERING INFORMATION SHEET

RFP No. 16-CCA-1 -

Alameda County Community Choice Aggregation /  
East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint  
Powers Authority Initialization and Service Delivery

In order to meet the Small Local Emerging Business (SLEB) requirements of this RFP, all bidders must complete this form as required below.

Bidders not meeting the **definition of a SLEB** (<http://accgov.org/auditor/sleb/overview.htm>) are required to subcontract with a SLEB for at least 20% of the total estimated bid amount in order to be considered for contract award. SLEB subcontractors must be independently owned and operated from the prime Contractor with no employees of either entity working for the other. This form must be submitted for each business that bidders will work with, as evidence of a firm contractual commitment to meeting the SLEB participation goal. (Copy this form as needed.)

Bidders are encouraged to form a partnership with a SLEB that can participate directly with this contract. One of the benefits of the partnership will be economic, but this partnership will also assist the SLEB to grow and build the capacity to eventually bid as a prime on their own.

Once a contract has been awarded, bidders will not be able to substitute named subcontractors without prior written approval from the Auditor-Controller, Office of Contract Compliance (OCC).

County departments and the OCC will use the web-based Elation Systems to monitor contract compliance with the SLEB program (Elation Systems: <http://www.elatonsys.com/elatonsys/>).

<input type="checkbox"/> BIDDER IS A CERTIFIED SLEB (sign at bottom of page)
SLEB BIDDER Business Name: _____
SLEB Certification #: _____ SLEB Certification Expiration Date: _____
NAICS Codes Included in Certification: _____

<input checked="" type="checkbox"/> BIDDER IS NOT A CERTIFIED SLEB AND WILL SUBCONTRACT <u>20</u> % WITH THE SLEB NAMED BELOW FOR THE FOLLOWING
GOODS/SERVICES: <u>Energy consulting and program support</u>
SLEB Subcontractor Business Name: <u>RS2 Energy LLC</u>
SLEB Certification #: <u>12-00083</u> SLEB Certification Expiration Date: <u>5/31/2017</u>
SLEB Certification Status: <input type="checkbox"/> Small / <input checked="" type="checkbox"/> Emerging
NAICS Codes Included in Certification: <u>541690</u>
SLEB Subcontractor Principal Name: <u>Ryan Ramos</u>
SLEB Subcontractor Principal Signature: <u>[Signature]</u> Date: <u>12/07/2016</u>

Upon award, prime Contractor and all SLEB subcontractors that receive contracts as a result of this bid process agree to register and use the secure web-based ELATION SYSTEMS. ELATION SYSTEMS will be used to submit SLEB subcontractor participation including, but not limited to, subcontractor contract amounts, payments made, and confirmation of payments received.

Bidder Printed Name/Title: Gary S. Saleba Gary S. Saleba, EES Consulting, Inc.  
President/CEO  
Street Address: 570 Kirkland Way, Suite 100 City Kirkland State WA Zip Code 98033  
Bidder Signature: [Signature] Date: December 12, 2016

**CURRENT REFERENCES**

RFP No. 16-CCA-1 -

**Alameda County Community Choice Aggregation /  
East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers  
Authority Initialization and Service Delivery**

**Bidder Name:** EES Consulting, Inc.

Company Name: Los Angeles County	Contact Person: Howard Choy
Address: 1100 N. Eastern Avenue	Telephone Number: (323) 267-2006
City, State, Zip: Los Angeles, CA 90014	E-mail Address: hchoy@isd.lacounty.gov
Services Provided / Date(s) of Service: Developed Customer Choice Aggregation (CCA) Business Plan and related services/Oct 2015-Sept 2016	

Company Name: City of San Jose, CA	Contact Person: Julie Benabente
Address: 200 E. Santa Clara Street	Telephone Number: (408) 975-2537
City, State, Zip: San Jose, CA 95113	E-mail Address: Julie.Benabente@sanjoseca.gov
Services Provided / Date(s) of Service: Developed CCA Business Plan / Aug 2016-Dec 2016	

Company Name: Western Riverside Council of Govts (WRCOG)	Contact Person: Barbara Spoonhour
Address: 4080 Lemon Street, MS 1032	Telephone Number: (951) 955-8313
City, State, Zip: Riverside, CA 92501	E-mail Address: spoonhour@wrcog.cog.ca.us
Services Provided / Date(s) of Service: Developed CCA Business Plan for WRCOG/CVAG/SANBAG / July 2016-July 2017	

Company Name: Coachella Valley Assoc of Govt (CVAG)	Contact Person: Katie Barrows
Address: 73 - 710 Fred Waring Drive	Telephone Number: (760) 346-1126
City, State, Zip: Palm Desert, CA 92260	E-mail Address: Kbarrows@cvag.org
Services Provided / Date(s) of Service: Developed CCA Business Plan for WRCOG/CVAG/SANBAG / July 2016-July 2017	

Company Name: San Bernardino Assoc Govts (SANBAG)	Contact Person: Duane Baker
Address: 1170 W. 3rd Street	Telephone Number: (909) 884-8276
City, State, Zip: San Bernardino, CA 92410	E-mail Address: dbaker@sanbag.ca.gov
Services Provided / Date(s) of Service: Developed CCA Business Plan for WRCOG/CVAG/SANBAG / July 2016-July 2017	

## FORMER REFERENCES

RFP No. 16-CCA-1 -

### Alameda County Community Choice Aggregation / East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers Authority Initialization and Service Delivery

**Bidder Name:** EES Consulting, Inc.

Company Name: Clark Public Utilities	Contact Person: Wayne Nelson
Address: P.O. Box 8900	Telephone Number: (360) 993-3239
City, State, Zip: Vancouver, WA 98668	E-mail Address: wnelson@clarkpud.org
Services Provided / Date(s) of Service: Various projects-strategic planning, engineering, rate setting, revenue requirement, cost of service studies / Jan 1996 - Present	

Company Name: Anchorage Municipal Light & Power	Contact Person: Mark Johnston
Address: 1200 East 1st Avenue	Telephone Number: (907) 223-0942
City, State, Zip: Anchorage, AK 99501	E-mail Address: JohnstonMA@ci.anchorage.ak.us
Services Provided / Date(s) of Service: Engineer-of-record evaluating Owner's facilities; developed load forecast and cost of service analysis/regulatory support - June 2002-Present	

Company Name: City of Palo Alto, CA	Contact Person: Jon Abendschein
Address: 250 Hamilton Avenue	Telephone Number: (650) 329-2309
City, State, Zip: Palo Alto, CA 94301	E-mail Address: jonabendschein@cityofpaloalto.org
Services Provided / Date(s) of Service: Electric cost of service and Rate Design / Sept 2015-Present	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

**EXCEPTIONS, CLARIFICATIONS, AMENDMENTS**

RFP No. 16-CCA-1 -

**Alameda County Community Choice Aggregation /  
East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint  
Powers Authority Initialization and Service Delivery**

**Bidder Name:** EES Consulting, Inc.

List below requests for clarifications, exceptions and amendments, if any, to the RFP and associated Bid Documents, and submit with your bid response.

The County is under no obligation to accept any exceptions and such exceptions may be a basis for bid disqualification.

Reference to:			Description
Page No.	Section	Item No.	
			No exceptions, clarifications or amendments are requested.

## 4. Key Personnel

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EES has a staff of consultants experienced in the area of electric power utility studies and Community Choice Aggregation (CCA) studies. For this project, EES proposes that overall QA/QC be performed by Gary Saleba and will also be the Project Leader for this project. The overall project management will be performed by Anne Falcon. EES has on staff Barbara Boswell, who started and operated the first CCA in SCE's service area (the City of Lancaster CCA), and Bill Carnahan who will join EES on January 1, 2017 after he retires as the Executive Director from Southern California Public Power Authority (SCPPA). SCPPA is a joint powers agency comprised of eleven municipal electric utilities and one irrigation district. Barbara Boswell will provide practical operational knowledge to Alameda County, while Bill Carnahan, supported by Steve Andersen, will bring his practical expertise of wholesale power procurement in California. Additional EES staff will provide support as needed.

EES has a senior staff of consultants with over 20 years' experience in advising electric utility operations. EES has been in operation since 1978 and has assisted electric power utilities in North America since the inception of the firm.

### **Gary Saleba, President/CEO**

Role: Project Leader – QA/QC

Years of Employment with EES: 38 years

570 Kirkland Way, Suite 100, Kirkland, WA 98033

Phone: (425) 889-2700, ext. 206; Fax: (425) 889-2725; Email: saleba@eesconsulting.com

M.B.A., Finance, Butler University, Indianapolis, IN

B.A., Economics and Mathematics, Franklin College, Franklin, IN

Gary Saleba has over 35 years of experience in providing consultant services to electric power utilities. Gary started EES in 1978 and has worked for our electric power utility clients ever since. Gary's areas of specialty include overall quality control for EES's projects as well as development of corporate management, financial and strategic planning models primarily for electric, natural gas and water utilities. He has extensive experience in the areas of utility rate design, revenue requirement analysis, cost of service, financial planning, management audits, professional development educational seminars, marketing, consumer research, forecasting, integrated resource planning, cost-benefit analyses, overall strategic planning, power procurement, and mergers and acquisitions.

Having worked as a utility employee, Gary combines an extensive background as both a utility industry expert and a management consultant. He is able to draw upon this professional and educational experience to manage projects including comprehensive utility cost of service studies, strategic planning, and management critiques for clients throughout North America. His experience extends to alternative fuel cost comparisons, econometric forecasting models, resource planning and reliability studies. Gary has participated in numerous generic utility proceedings, testified before over 200 regulatory bodies and courts of law and coordinated over 500 utility planning studies.

Gary has served on numerous energy and natural resource-related trade associations, including as Chairman of the American Water Works Association Financial Management Committee and Management Division. He has also served on the board of directors for the Northwest Public Power Association and on the Board of Directors for ENERconnect, Inc., a bulk power aggregation and procurement entity serving the municipal utilities in the Province of Ontario. Gary is located in our Kirkland, Washington office.

**Anne Falcon, Senior Associate**

Role: Assistant Project Leader

Years of Employment with EES: 23 years

570 Kirkland Way, Suite 100, Kirkland, WA 98033

Phone: (425) 889-2700, ext. 227; Fax: (425) 889-2725; Email: falcon@eesconsulting.com

M.S., Operations Research, Stanford University

B.A., Economics, University of San Francisco, Summa Cum Laude

Anne Falcon has over 20 years of experience providing integrated resource planning, financial analysis, cost of service and rate design services to electric utility clients. She has provided financial analysis assistance to our electric power utility clients since then. Anne provides project management and technical support for all types of utility studies. She has managed projects concerning cost of service and rate design analyses, financial planning including estimation of power and non-power supply costs, and regulatory proceedings for electric, natural gas, water, and wastewater utilities. Her expertise includes restructuring, strategic planning, forecasting, unbundled cost-of-service studies, optimization research, and specialized statistical studies.

Through her research and analysis of the current state of the industry, Anne has assisted many California and Northwest electric power utility clients in preparing for the changes that are taking place. Her work has included developing wholesale power price forecasts, unbundled rates, average embedded and marginal cost-of-service studies, analysis of stranded costs, development of direct access programs, research on Independent System Operators (ISOs) and power markets, development of customer choice programs and conservation, market-based and green rate designs.

At EES, Anne has been involved in all aspects of the integrated resource planning process from the initial identification of demand and supply-side resources to the final ranking of resource portfolios. She has developed numerous decision models for United States and Canadian utilities and performed resource evaluations by applying social costing principles and risk analysis.

Anne applies her extensive economic and technical knowledge in the development of resource-related computer models for use by electric, gas, water, wastewater, and solid waste utilities. Her work also includes the development of a multitude of econometric forecasts for electric, gas, and water utilities. She has developed disaggregate energy and demand forecasts using a variety of forecasting and econometric tools. Anne is located in our Kirkland, Washington office.

**Gail Tabone, Senior Associate**

Role: Assistant Project Leader

Years of Employment with EES: 25 years

570 Kirkland Way, Suite 100, Kirkland, WA 98033  
Phone: (425) 889-2700, Fax: (425) 889-2725; Email: gailtabone@hotmail.com  
M.S., Agricultural and Applied Economics, University of Minnesota  
B.S., Economics, University of Minnesota

Gail has over 25 years of experience in short- and long-term utility planning related to both operations and financial analysis. Gail has managed projects concerning power supply planning, load aggregation, cost of service and rate analyses, and regulatory proceedings. Her experience includes power supply management for a large public utility. This project included load forecasting, optimization of resource and contract options, procurement and negotiations for power supply, power supply cost estimation, negotiating transmission contracts, auditing of scheduling and dispatching services, rate design and devising customer choice programs.

Gail participated in the deregulation process very early on when she assisted an Alberta municipal utility through the deregulation that occurred in that Province resulting in the establishment of a power pool and a grid operating company. She was involved in strategic planning and regulatory intervention for the utility and performed an unbundled cost of service study incorporating the new power supply and transmission costs.

Gail has been actively involved in resource planning, evaluating resource proposals and negotiating contracts for numerous utilities. She has assisted a group of public utilities with load aggregation, evaluation of power supply proposals, and negotiations for supply and transmission contracts. She has also assisted municipal utilities in California in the area of transmission rate design and has worked for publically-owned utilities with respect to participation in the California ISO.

Gail is skilled at determining clients' needs in the changing utility environment. She develops unique approaches to the analysis of issues facing each client. While her primary focus is economic, she also has a thorough knowledge of the technical issues related to power supply diversification. Gail is located in our Kirkland, Washington office.

### **Steven Andersen, Manager, Project Evaluations**

Role: Senior Analyst I  
Years of Employment with EES: 21  
1455 NW Irving, Portland, OR 97209  
Phone: (503) 223-5900; Fax: (503) 827-8089; Email: andersen@eesconsulting.com  
B.S., Electrical Engineering, University of Washington

Steve has over 20 years of experience in developing wholesale power supply pricing and financial analysis for electric utilities. Steve's broad knowledge of the engineering field enables him to handle technical issues and provide economic and technical analyses for utility and industrial clients of EES. He has evaluated power supply proposals for many utilities in the northwest. He has calculated the potential savings in total power supply costs offered by competing suppliers. With his background in power engineering, he is able to assess the technical barriers to potential savings in today's changing electric industry.

Steve has been responsible for managing the interplay of multiple power supply contracts for a major electric utility. He has monitored the hourly loads and power schedules of the utility and recommended changes to economically optimize the utility's various resources. He has also negotiated and implemented short and long-term power supply and transmission contracts on behalf of the utility.

Steve has prepared integrated resources plans for both large and small utilities and has performed resource feasibility studies for both utility and industrial clients. He has performed cost of service analyses for many utilities. This analysis includes developing rates for residential, commercial and large industrial customer classes. He has also audited the power supply costs of large industrial corporations and suggested options for reducing their overall costs.

Steve has experience monitoring gas and electric markets and recommending purchases based on potential savings in total power supply costs. He is familiar with the functionality of hourly, daily, monthly, and long-term energy markets. Steve is located in our Portland, Oregon office.

**Amber Nyquist, Senior Project Manager**

Role: Senior Analyst II

Years of Employment with EES: 9

570 Kirkland Way, Suite 100, Kirkland, WA 98033

Phone: (425) 889-2700, ext. 216; Fax: (425) 889-2725; Email: nyquist@eesconsulting.com

M.A., Economics, Simon Fraser University

B.A., Economics, Western Washington University

Amber has over 9 years of experience. Amber provides analytical expertise for EES in support of economic and financial studies. She offers experience and knowledge to a wide range of topics related to regulated utilities. Her background includes cost of service analysis, electric rate design, wholesale rate setting, and other power supply costs or related information. She assists in Integrated Resource Planning as well as independent resource evaluation. Specific areas of expertise include demand-side and conservation resources, geothermal, wind, renewable energy credits, gas-fired, and other resources.

In addition to resource planning, Amber uses her background in econometrics and data analysis to develop load forecasts, normalize electric loads according to weather, and to develop market price forecasts. She also conducts conservation program evaluations and provides utilities with statistically significant results, which assist in utility program planning, data collection, and presentation.

Finally, Amber and her staff have performed over 50 conservation potential assessment studies for electric utilities on the west coast. Amber is located in our Kirkland, Washington office.



### **Ted Light, Project Manager**

Role: Analyst I

Years of Employment with EES: 6 months

1455 NW Irving, Portland, OR 97209

Phone: (503) 223-5900; Fax: (503) 827-8089; Email: light@eesconsulting.com

B.S., Aeronautical & Aerospace Engineering, Purdue University

Certified Energy Manager

Mr. Light is a Project Manager with a specialty in energy efficiency and demand-side management. He brings nearly nine years of experience to EES, having worked previously for the Energy Trust of Oregon, the non-profit energy efficiency and renewable energy program administrator for Oregon's investor-owned utilities. He has expertise and knowledge on a broad array of energy efficiency program management and planning topics including: conservation/DSM potential assessments, conservation program planning, program data analysis, and cost-benefit analyses. Mr. Light is a Certified Energy Manager with the Association of Energy Engineers and holds a B.A. in Aerospace Engineering from Purdue University.

### **Colin Cameron, Senior Analyst**

Role: Analyst II

Years of Employment with EES: 1

570 Kirkland Way, Suite 100, Kirkland, WA 98033

Phone: (425) 889-2700, ext. 223; Fax: (425) 889-2725; Email: cameron@eesconsulting.com

M.S., Environmental Science and Engineering, University of North Carolina, Chapel Hill

B.A., Neuroscience and Behavior, Columbia University

Colin provides analytical expertise for EES on economic and regulatory issues. He brings experience in least-cost and econometric model development, benefit-cost analysis, and regulatory research.

Prior to joining EES, Colin worked on energy system modeling teams at the U.S. Environmental Protection Agency and the International Institute for Applied Systems Analysis in Vienna, Austria. In these roles, Mr. Cameron led analysis of energy subsidies, emission taxation, and rapid implementation of new power generation technologies. He has published research on water-energy nexus issues in the United States and on fuel affordability in South Asia. Colin is located in our Kirkland, Washington office.

### **Bill Carnahan, Subconsultant (starting January 1, 2017)**

Over the last 50 years, Mr. Carnahan has successfully managed public power systems, small and large, in both Colorado and California. He has also been actively involved over the last 16 years in guiding the development of the Southern California Public Power Authority (SCPPA) as Executive Director.

Prior to joining SCPPA, Mr. Carnahan was Public Utilities Director for the City of Riverside from 1986 to 2000, where he was responsible for the City's municipally-owned water and electric utility systems. From 1981 to 1986, Mr. Carnahan was General Manager of Utilities for the City of Fort Collins, Colorado where he managed the electric, water and sewer utilities.

He began his public power career, after graduating from Colorado State University with a degree in Electrical Engineering, as Light and Power Assistant Superintendent for the City of Lamar Electric Utility, Colorado, in 1966. He served as Superintendent from 1968 until 1981.

Mr. Carnahan is currently serving on the Board of Governors of the California Municipal Utilities Association (CMUA). He represents SCPPA members in Sacramento and Washington, D.C. as they help chart the course for the future of the electric industry.

**Barbara Boswell, Subconsultant**

Ms. Boswell has over 25 years of municipal government experience, most recently managing the successful implementation and operations of the first CCA program in SCE territory. Her experience includes all phases of CCA implementation including Implementation Plan preparation, rate analysis and rate setting, establishing policies and procedures, power procurement, data management implementation, and overall project management. She has expertise in all areas of municipal finance, including bond issuance and debt administration, financial reporting, budgeting, financial forecasting and management. She was a founding board member of California Community Choice Association, and board member of California Society of Municipal Finance Officers. Ms. Boswell has B.S. in Business Administration and holds a Master of Public Administration degree.

**Ryan Ramos, RS2 Energy, Subconsultant (SLEB)**

Mr. Ramos is the Principal Consultant for the sustainable energy consulting firm RS2 Energy LLC, which is a Small Local Emerging Business (SLEB) certified with Alameda County. Mr. Ramos has over 12 years of experience in renewable energy development, energy efficiency program management and development, energy procurement, and project financial analysis. This includes completing feasibility assessments for over 50 solar PV projects as well as developing, managing, and implementing third-party energy efficiency programs in PG&E's service area. In addition, he brings advanced knowledge of renewable energy tariffs in California, biomethane fueled co-generation, energy auditing, advanced lighting technology specification, and Title 24 compliance. Mr. Ramos has previously provided renewable energy and energy efficiency assessment, auditing, and management services to the San Francisco Bay Area Rapid Transit District (BART), Orange County, the US Forest Service, and the San Francisco East Bay Municipalities. Mr. Ramos has an M.S. in Energy and Resources from the University of California, Berkeley and a B.A. in Economics and Environmental Science from Northwestern University. Mr. Ramos also holds a Lighting Certification (LC) from the National Council on Qualifications for the Lighting Professions (NCQLP).

## 5. Description of the Proposed Equipment/System

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This section is Not Applicable to EES's proposal.

# 6. Description of the Proposed Services

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## Service Category 1: Technical & Energy Services

EES is a registered professional engineering and management consulting firm, established in 1978, that provides a variety of project solutions to clients involved with electric, natural gas, telecommunications, water, wastewater and other energy and natural resource related businesses. Our professional staff members have backgrounds in the areas of engineering, economics, finance, public administration, operations, research and general management. For over 35 years, EES has assisted electric utility clients, in meeting the challenges of evolving competitive, regulatory and technical environments.

EES is uniquely qualified to assist the County of Alameda with this project. EES is a multidisciplinary firm that specializes in assisting community owned utilities with strategic and operational planning. EES staff has long-term expertise in resource planning, market analysis, generating equipment assessment, transmission and distribution engineering, local resource development, regulatory requirements, financial evaluation, load forecasting, regulatory compliance, demand side management and rate studies for utilities.

At EES, we feel our primary role is to provide policymakers with a sound factual base from which to make a well-informed policy decision. But additionally, we can provide experience and guidance into the many political and institutional challenges associated with all strategic planning efforts. We feel this multifaceted experience is unique with EES.

## Proposed Scope

EES will work in partnership with the leadership and staff of the Alameda CCA to provide guidance and technical services essential to the formation and long-term success of a CCA program in Alameda County. EES does not provide data management or power procurement services and we can therefore be impartial during evaluations and operation to ensure Alameda receives the most qualified and comprehensive service while meeting financial goals. Our goal is to guide Alameda towards full optionality and control while also standing ready to provide a full suite of technical and analytical services for efficient launch and successful program operations. EES often acts as an extension of staff in our engagements similar to the one requested by the County.

EES will provide the following requested services. In addition, EES is ready to provide technical support in any other area requested.

### **Task 1: Technical Expert**

EES, and our partnered subconsultants, will serve as expert resources to County staff, elected officials and the EBCE Board on matters related to energy markets, power procurement/contracting, state energy requirements and regulations, rate design, budgeting,

regulatory registrations, and CAISO matters as needed. Having served this function for numerous California CCA clients in the past, and with the added experience of our subconsultant, Barbara Boswell (who personally oversaw the launch of Lancaster Choice Energy) EES has the experience and know-how to address any question that may arise in the CCA implementation process.

### **Task 2: Power Supply RFP**

EES will work to finalize the desired power supply mix. After that, the first task will be to develop the power supply services RFP for wholesale energy procurement through a single or multiple energy service providers (ESP) and CAISO scheduling services.

Through the RFP process, the County will be seeking proposals to reliably meet the electric supply and operational requirements of a CCA program serving the region with a substantially renewable supply portfolio and aggressive energy efficiency program, potentially leveraging the CCA's capability as a public agency to utilize tax -exempt financing to reduce total power costs for customers. The RFP may seek proposals for one or more of the following services:

- Scheduling Coordinating Services
- Supply of Energy, Renewable Energy, Capacity and Scheduling Services ("Energy Products")
- Energy Efficiency
- Demand Response
- Collateral Services

EES has a comprehensive mailing list of independent power producers, marketers and brokers who may be interested in responding to an RFP. EES recently used this list to perform the power procurement solicitation for LA County and our other CCA clients.

### **Task 3: RFP Bid Evaluation**

After the RFP has been submitted, EES will act as the focal point for answering potential respondent's questions related to this RFP. We will answer questions, record the questions/answers and circulate our phone/email logs to the project team.

EES Consulting will evaluate and rank each potential provider to ensure all qualification criteria are met and to provide input to decision makers on the qualifications of each provider. After our evaluation and analysis are complete, we will forward a written copy of our results to you for review and reflection. A list of recommended top respondents to contact for further negotiations will be provided.

EES will provide assistance with negotiations and contracting with power providers and new local generation facilities. EES has extensive experience in power supply procurement and leading power purchase agreement (PPA) negotiations.

### **Task 4: Power Purchase Agreement Development**

This task involves developing a master Power Purchase Agreement (PPA) for one or more power suppliers. EES will develop the power purchase agreement based on standard industry practice and work with Alameda legal staff to reach a comprehensive document. In addition, EES will assist in overseeing power negotiations and contracting.

**Task 5: Develop Customer Phase-In Schedule**

Based on EBCE program economics, organizational capacity availability of credit and potential load, EES will recommend customer phasing schedule. While EBCE will want to maximize load quickly to reduce the operational cost per customer, it is prudent to transition to full capacity over time. There are several start-up issues, such as data management, credit availability and PG&E interface capabilities that would suggest a slower approach is recommended. EES will provide an analysis if the options available and recommend the optimum phase in strategy based on the information available.

**Task 6: Update Pro-Forma Budget and Financial Plan**

EES will develop a financial revenue requirement (or budget) model that incorporates customer load, number of customers, revenue forecast, power supply costs, CCA operating costs, capital (or special project) costs and cash flow for a 10-year analysis. This model will be able to be updated continually to determine the current financial forecast for the CCA. In addition, scenario analysis will be incorporated into the model to ensure all parties understand the potential risks related to operations.

The financial model will capture base case and alternative scenario results of the significant drivers of EBCE’s financial performance including, but not limited to, the following:

- Load Forecasts
- Wholesale Power Price Fluctuations
- Contracted or Owned Power Supply Costs
- Resource Adequacy Requirements
- Rooftop and Community Solar Penetration and Net-Metering and Feed-In-Tariff Rate Impacts
- Administrative, Start-Up and Operating Costs
- PCIA Charges
- PG&E Rates Under the Current and the New CPUC Approved 2-Tier Rate Design
- GHG Emissions for Each Supply Scenario
- Energy Efficiency, Net Metering and Feed-In-Tariff Programs
- Opt-Out/Participation Rates by Rate Class
- Reserve Accumulation and Debt Service Coverage Ratios through Time

This model will form the basis for the rate analysis and financing tasks discussed later in this proposal.

**Task 7: Prepare Implementation Plan**

There are several steps that will have to be taken prior to the launch of the CCA. One of the first steps after CCA formation is the completion of the Implementation Plan that is submitted for approval to the CPUC. The Implementation Plan is a CPUC requirement that covers the main aspects of the CCA plan of operations. It must be certified by the CPUC (within 90 days of submission) before the CCA can begin subsequent negotiations with PG&E. The Implementation Plan is a fairly standardized document that contains the plan for CCA implementation and initial CCA launch. EES will draft the Plan in accordance with all CPUC requirements and established best practices.

Prior to the development of the Implementation Plan, EES will provide a list of decisions that will have to be made prior to drafting the Implementation Plan. EES will then arrange for several planning meetings with staff and decision makers to determine the preferred path forward for implementing and launching the CCA. Based on conversation at these meeting, EES will then draft the Implementation Plan and provide the draft plan for review prior to finalization. After review, the final Implementation can then be provided to the CPUC for approval within 90 days.

The Implementation Plan will include the following:

- a) Process and consequences of aggregation
- b) Communities participating in the program
- c) Organizational structure of the program, its operations and funding
- d) Rate setting and other costs to participants
- e) Disclosure and due process in setting rates and allocating costs among participants
- f) Methods for entering and terminating agreements with other entities
- g) Participant rights and responsibilities
- h) Termination of the program
- i) Description of third parties that will be supplying electricity under the program, including information about financial, technical and operational capabilities
- j) Statement of intent

In order to develop the Implementation Plan, governance, partners, phasing-in strategy and other high level operating issues must be determined. The following items must, at a minimum, be determined and articulated in the Implementation Plan:

- a) Community Participation -- determined by passage of the CCA ordinance
- b) Program Phasing -- by geography, customer class, and timing of each
- c) General description of CCA's rate/pricing strategy
- d) General description of CCA service offerings: default supply product, voluntary green pricing option(s), and others, if applicable
- e) Identification of customer programs that will likely be developed, including net metering, feed-in-tariffs, demand response, energy storage, etc.
- f) Description of CCA organizational structure

As part of this task, EES will support the submittal of the Implementation Plan to the CPUC and be available for any questions by CPUC staff. EES is regularly meeting with the CPUC staff overseeing CCAs on behalf of our CCA clients and we believe in being proactive in communicating with the CPUC staff to ensure a quick and efficient certification process.

### **Task 8: Program Financing and Initial Funding**

EES will provide assistance as needed in developing program financing needs as well as solicitation of banking services. EES is currently working with Public Finance Management (PFM) on behalf of LA County to explore options available to LA County's CCA.

Based on projected operating revenues, financial analysis and customer enrollment schedule, EES will provide an estimate of the needed working capital needs to fund start-up and ongoing program needs.

EES will also assist in exploring creative financing options, such as:

- Power Supply Provider Credit Solutions
- Lock-Box Options
- Revenue Bonds
- Credit Lines without Guarantees

### **Task 9: Develop Rates**

The revenue requirement from the previous task will be used to develop rates for all CCA rate schedules. Initially, it is anticipated that rates will be set based on PG&E's rate structure to ease the transition for customers and aid in rate comparison between the CCA and PG&E. Rates will be developed for each rate schedule based on both 50% and 100% renewable resource mix. The financial model used as the basis for the rate design will incorporate reserve targets, operating costs, expected load growth, expected PCIA and PG&E's current and projected rates. The revenue requirements will be allocated via an allocated cost of service analysis to the appropriate rate schedules. Once the CCA is operating, EES can also provide rate design that is different from PG&E's if requested. This approach has been used by the City of Lancaster's CCA. Regardless of the rate design used, revenues for each of the rate options will be compared to the system-wide



and class revenue requirements to ensure all customers pay their fair share. The benefits and disadvantages of each rate design options will be explored.

In addition to developing retail rates, EES will also develop Feed in Tariff (“FIT”) to incentivize renewable energy projects within the CCA service territory and Net Energy Metering (“NEM”) rates that encourages solar installation on the customer side of the meter. EES will work with the CCA and other local parties to design FIT and NEM rates that make sense for the goals and objectives of the CCA and the local community.

### **Task 10: Regulatory Filings & Requirements**

EES will provide technical and administrative support related to regulatory requirements and filings. The following regulatory steps would be facilitated by the partnership prior to CCA launch:

- CAISO Market Participant Requirements
- Submit Statement of Intent with CPUC
- Posting of CCA License Surety Bond to the CPUC
- Register with CPUC
- Execute CCA Service Agreement with PG&E
- Posting of Credit Collateral with PG&E
- Submit Binding Notice of Intent with PG&E
- Registration with California Air Resources Board (including CITSS registration)
- Registration with Western Renewable Energy Generation Information System (“WREGIS”)

### **Task 11: Develop Integrated Resource Plan**

Under this task, EES will prepare an Integrated Resource Plan (“IRP”) consistent with the requirements of SB350 and the implementation of SB350 in California Public Utilities Commission (CPUC) proceeding R.16-02-007 (ongoing). While the CCA’s power supply consultant provides ongoing resource planning, the CCA will need to file an IRP to the CPUC. SB350 requires any load serving entity with annual electricity consumption exceeding 700 gigawatt-hours per year, to prepare an IRP and a process for updating the plan at least once every five years to ensure, among other things, that each CPUC jurisdictional load-serving entity (including community choice aggregators) meet the state’s greenhouse gas emission reduction targets and procures resources to meet the 50% RPS by 2030 target. EES’s activities will review the IRP requirements decided in the CPUC proceeding, prepare an IRP accordingly, and submit the plan to the California Energy Commission.

EES will work with the CCA’s power supply providers to develop an integrated resource plan that meets supply objectives and balances cost, risk, and environmental considerations. EES will also work with our subconsultant, RS2 Energy, to assess Alameda County’s potential for demand side energy efficiency, demand response programs, net metering, and distributed energy resources. These resources will be accounted for and included in the IRP.

Integrated Resource Plans (IRPs) are developed as a tool for examining the economic, engineering, environmental and other attributes associated with various power supply options. The utility industry has become more focused on long-term planning due to a renewed focus on reliability standards, resource adequacy and portfolio standards. EES's basic approach is to identify quantitative and qualitative issues associated with the existing system, identify options for resolving the issues identified and conduct a comparison of options in terms of effectiveness, economic costs and benefits and compatibility with existing resources. The results of an integrated resource plan provide a planning framework for future power and transmission acquisitions.

The primary components of an IRP study include:

- Identify project goals
- Gather background data on the existing system
- Develop public participation process
- Prepare and review current load-resource balance
- Identify supply- and demand-side resource alternatives
- Evaluate resource portfolio alternatives
- Perform risk analysis
- Discuss potential barriers (technical, environmental, regulatory, etc.) associated with each resource portfolio
- Prepare report to detail IRP process and results
- Make recommendations and present results to the IRP stakeholders

An IRP is an important component in determining how to do business in the future. Constructing a new resource or signing a power purchase agreement requires that utilities first carefully consider the effects on retail rates and the implications for future business transactions with potential suppliers.

- EES will develop a load forecast that extends to a 20-year study period. Included in this load forecast will be an analysis of the impacts of demand-side resource management including energy efficiency, distributed energy resources, and demand response.
- EES will collect economic data from a variety of sources for combined and simple cycle combustion turbines, wind and utility scale renewable resources. EES will also include local resource options that the CCA may wish to consider and/or acquire. Utilizing a levelized (lifecycle) cost of energy methodology, EES will aggregate resource, regulatory, and market assumptions to model projected resource costs.
- EES will analyze forecasted market conditions and consider future political and legislative uncertainties, such as carbon pricing and amending state renewable portfolio standards that may affect resource planning decisions. This information will be used to determine the quantity of wind, solar, energy storage, other renewable and gas generation capacity that

likely will be added or retired in the California and broader western regional market over the study period.

- EES will project resource costs under a variety of market environments that simulate utilize high, medium, and low annual hydro production, fuel and power prices, and market heat rates. Based on the above analysis EES will present resource options that include costs and a discussion of the relative risk of each resource.
- Based on the above analysis, EES will project portfolio options that include cost and a discussion of the relative risk of each respective option. EES will work to recommend portfolios that achieve minimal levels of risk relative to cost, consistent with the stated renewable and GHG goals.
- EES will work to identify the main areas of strategic focus and ultimate goals for the use of this IRP that may extend beyond the minimum requirements of SB350.
- A draft Technical Study will be provided for review and comment. Once comments have been incorporated, the final IRP will be provided. In addition, all Excel based analysis and models developed in completing the project will be provided. Finally, EES will develop presentation as requested to present draft and final IRP work products.

### **Task 12: Meetings & Presentations**

EES will be available for City/County and EBCE Board presentations, weekly planning calls, meetings with PG&E, and other necessary meetings to complete all energy/procurement and rate-related tasks in bringing the CCA program to a successful launch and into early operations.

### **Qualifications**

EES brings more than 35 years of experience in effectively helping our clients navigate and even shape California's energy and electrical markets. EES has extensive experience in assisting municipal electric utilities and local government jurisdictions in California with a host of demand side management and electric utility engagements. For example, EES has performed retail revenue requirement, cost of service, and rate design studies for the Municipal Electric Utilities in Palo Alto, Anaheim, Pasadena, Glendale, Alameda, Roseville, and Colton. EES has recently completed engineering/operations studies for the Riverside and Burbank electric systems. A management and operational staff audit was performed by EES on behalf of the Turlock Irrigation District. A comprehensive renewable resource park around the Salton Sea was also completed by EES for the Imperial Irrigation District.

EES has assisted Los Angeles County, Coachella Valley Association of Governments (CVAG), San Bernardino Associated Governments (SANBAG) and Western Riverside Council of Governments (WRCOG) and the City of San Jose in analyzing the potential for developing CCA programs within their jurisdictions. This analysis included a technical feasibility study, business plan, researching Joint Powers Authority governing documents, discussing marketing plans, and drafting the CPUC required Implementation Plan/Notice of Intent. In addition, EES staff has submitted filings on behalf of LA County in various CCA-related proceedings before the CPUC. EES staff continually

participate and monitor CPUC proceedings related to rate design issues, such as ERRA filing (A.16-05-009), request to implement a new non-bypassable charge for Biomass (R 08-08-009), Distributed Energy Resources proceeding (R.14-10-003), Energy Storage & PCIA proceedings (A.15-12-003 & A.15-12-004), IRP & Long-Term Procurement Planning proceeding (R.16-02-007), and Energy Efficiency proceeding (R.13-11-005).

At EES, our experienced team of engineers and financial analysts are focused on responsive and cost-effective solutions to the client's power supply needs. EES has developed Integrated Resource Plans for utilities in order to examine the economic, engineering, environmental and other attributes associated with various generation options. EES's approach is to identify issues associated with the existing resources and power supply contracts, identify options for resolving the issues identified, and conduct a comparison of options in terms of effectiveness, economic costs and benefits, compatibility with existing resources, and any other relevant factors. The results of an integrated resource plan provide a planning framework for moving forward with generation capital projects. As part of providing these services, EES continue to monitor wholesale electric and gas power markets and develop wholesale power price forecasts for our clients.

EES has provided expert testimony for the prudence of the operations and financial accounting for the City of Redding's power supply planning and operations department. EES also helped the municipalities of Moreno Valley, Corona, San Marcos, Palm Desert, Indian Wells, Palm Springs, Cathedral City, and Desert Hot Springs evaluate the formation of a municipal electric utility. This analysis included the forecast of wholesale electric power cost forecast, including delivery costs, as well as the development of each electric utility's power supply costs and non-power supply costs in order to determine the electric utility power revenue requirement and cost of service.

With respect to utility retail rate setting and design, the project team has completed over 500 retail rate studies for electric power public utilities. This area of expertise is a primary business line for EES. The project team routinely conducts training for utility technicians on rate setting on behalf of the California Municipal Utilities Association, the American Public Power Association, the American Water Works Association, and the Northwest Public Power Association.

Below, please find more specific qualifications related to the requested services.

### **Experience: California Market and Participation in Rate-Related Regulatory Proceedings at CPUC**

EES senior staff provided expert testimony before the Federal Energy Regulatory Commission (FERC) on transmission rates on behalf of the Los Angeles Department of Water & Power. Expert testimony was also provided by EES to the California Public Utilities Commission (CPUC) on natural gas transportation rate setting and the formation of the NorCal JPA to take over ownership/operations of the PacifiCorp service territory in Siskiyou, Del Norte, and Modoc Counties. In addition, EES staff has submitted filings on behalf of LA County in CPUC proceedings.

EES staff continually participate and monitor CPUC proceedings related to rate design issues, such as SCE ERRRA filing (A.16-05-009), SCE's request to implement a new non-by passable charge for Biomass (R 08-08-009), Distributed Energy Resources proceeding (R.14-10-003), Energy Storage & PCIA proceedings (A.15-12-003 & A.15-12-004), IRP & Long-Term Procurement Planning proceeding (R.16-02-007), Energy Efficiency proceeding (R.13-11-005).

Significant related experience includes:

**LA County** – EES attended CPUC meeting on behalf of LA County. Filed LA County comments in CPUC rate-related proceedings. Provided regulatory monitoring, analysis and technical support related to CPUC proceedings. (10/15 – 09/16)

**WRCOG** – EES provides regulatory monitoring, analysis and technical support related to CPUC rate-related proceedings. (07/16 – 07/17)

**San Jose** – EES provide regulatory monitoring, analysis and technical support related to CPUC rate related proceedings. (08/16 – 12/16)

#### **Experience: Resource Planning & Solicitations**

EES has issued dozens of RFPs for power supply and resource acquisition in recent years. Our staff is expert in the areas of power procurement, transmission path acquisition, creditworthiness and proposal evaluation. In addition, EES maintains a comprehensive mailing list of independent power producers, markets and brokers who may be interested in responding to an RFP. Our experience issuing and evaluating power supply RFPs is considerable.

EES has evaluated the overall technical and economic viability of nearly all types of generation projects, including most renewables. For new resources, we perform conceptual design and engineering, including site selection, equipment selection and layout, performance estimates, capital and O&M cost estimates. We also assess environmental impacts and regulatory constraints to development. Finally, we assess alternative ownership structures and provide full pro-forma financial statement projections of long-term plant economic performance. Similar studies are performed to support due diligence efforts concerning acquisition, retrofitting, or sale of existing facilities.

EES also assesses current market conditions and future market trends through our extensive network of industry contacts and our access to the most recent transaction information. We are in daily contact with decision makers at utilities concerning developing market trends. We actively participate in industry forums, conferences and roundtable discussions.

Significant related experience includes:

**LA County** – EES is assisting LA County with CCA formation and prelaunch activities (10/16 – present).

**Clark Public Utilities** – Power supply evaluation; cogeneration feasibility (10/16 – present).

**City of Moreno Valley** – RFP for power supply, advice on bulk power procurement (07/05 – 06/06).

### **Experience: Integrated Resource Plans**

EES has also been involved in all aspects of integrated resource planning and energy procurement for more than 35 years, from the initial identification of demand and supply-side resources, forecasting of wholesale power prices, issuing requests for proposals (RFPs) for power projects and purchases, and assessing proposals. The firm has developed numerous decision models for United States and Canadian utilities and performed resource evaluations by applying social costing principles and risk analysis.

An Integrated Resource Plan is developed as a tool for examining the economic, engineering, environmental and other attributes associated with various generation options. EES Consulting's approach is to identify issues associated with the existing system, identify options for resolving the issues identified, and conduct a comparison of options in terms of effectiveness, economic costs and benefits, compatibility with existing resources, and any other relevant factors. The results of an integrated resource plan provide a planning framework for moving forward with generation capital projects.

EES Consulting is unique in that most of our clients are customer owned utilities. A key component of an IRP is to assess the impact and/or potential of energy efficiency on the current and future loads and load growth. EES has completed numerous conservation potential assessments (CPAs) to show how resource costs can be mitigated through energy efficiency and demand response programs. Conservation supply curves are developed to show how much energy efficiency is available at different cost levels, and can then be compared relative to supply-side resources.

Load forecasts are an important input in several utility planning scenarios including budgeting, financial planning, and resource planning. EES has specialized in providing quality load forecasts to utilities. EES develops load forecasts for expected conditions considering average customer use by customer class, planned commercial or industrial expansion or closure, electricity rates, weather, and customer-owned generating resources. When conducting a load forecast, EES relies on historic data, trends in energy use efficiency, end-use profiles, economic indicators and forecasts, and most importantly local knowledge.

In addition to an expected load forecast, EES also provides load forecasts for alternative scenarios including lower than expected growth and higher than expected growth. These alternative scenarios are often used in resource planning to evaluate the risks associated with resource choice. Uncertainty in electricity usage can have significant impacts on resource choice and can have profound effects on retail rates and economic development.

EES will also be assisted by our subcontractor, RS2 Energy. RS2 brings expertise in evaluating and integrating local efficiency and generation resource opportunities and integrating them into

Alameda’s resource planning. Ryan Ramos, principal at RS2 Energy, brings over 12 years of experience in renewable energy development, energy efficiency program management and development, energy procurement, and financial analysis.

Significant related experience includes:

**Clark Public Utilities** – IRP assistance in 2008, 2010 and 2012.

**Anchorage ML&P** – IRP development or assistance in 2002, 2006-2008, 2010 and 2011.

#### **Note on RS2 Energy’s Relevant Experience**

RS2 Energy is a sustainable energy consulting firm certified as a Small Local Emerging Business (SLEB) with Alameda County. Mr. Ramos is the Principal of RS2 and has over 12 years of experience in renewable energy development, energy efficiency program management and development, energy procurement, and project financial analysis. Mr. Ramos has completed over 50 solar PV feasibility assessments for governmental agencies and developed, managed and/or implemented dozens of energy efficiency programs throughout the SF Bay Area and Northern California. In addition, he brings specialized knowledge of wind power and micro-hydropower feasibility, biomethane-fueled co-generation, energy auditing, advanced lighting technology specification, and Title 24 compliance. Mr. Ramos has previously provided renewable energy and energy efficiency assessment, auditing, and management services to the San Francisco Bay Area Rapid Transit District (BART), Orange County, the US Forest Service, and the San Francisco East Bay Municipalities.

#### **Experience: Electric Power Retail Rate Designs for Electricity Providers**

In addition to providing strategic support to our clients related to financial planning, EES provides support to our clients related to cost of service analysis and Rate design studies. EES services in this area range from reviewing and opining on client’s COSA studies, assisting clients in developing a COSA to developing COSA and rate design studies for clients and providing expert testimony related to COSA and cost allocation in multiple US and Canadian jurisdictions. Many of our clients contract with EES on an “as needed basis” and call EES staff for standalone rate or cost allocation questions.

With respect to utility retail rate setting and design, the project team has completed over 500 retail rate studies for electric power public utilities. This area of expertise is a primary business line for EES. The project team routinely conducts training for utility technicians on rate setting on behalf of the California Municipal Utilities Association, the American Public Power Association, the American Water Works Association and the Northwest Public Power Association.

EES has forecast Investor Owned Utility (IOU) rates in several jurisdictions. Each of these forecasts starts with the current rates and latest rate filing, public resource plans, FERC Form 1 filings, and any additional public information available. Once our project team understands the cost drivers

for the IOU, then a rate forecast can be developed for each cost component (Power Supply and Non-Power Supply).

EES develops sensitivity models to determine rate impact changes in key variables as well as combinations of variables. Sensitivity analysis is performed for variables such as gas and electricity prices, projected loads, program participation rates, discount rates, financing scenarios, share of local renewable generation, share of energy efficiency, and share of demand reduction programs, etc.

As part of EES's unique rate design experience, EES has developed special program rates for our clients. These include developing cost-based and incentive-based net metering rates, feed-in tariffs, renewable (or green) rates, economic development rates, low-income rates etc.

Significant related experience includes:

**LA County** –Developed SCE and CCA electric power retail rate forecasts (10/15 – 09/16).

**Coachella Valley Association of Governments (CVAG)** – As part of a Municipality study for CVAG, SCE's rates were forecast for a 10-year period to establish the cost-effectiveness of Municipalization. SCE's rates are based on a rate base, rate-of-return methodology whereby, in addition to O&M costs and taxes associated with providing service over these facilities, the utility is allowed to recoup a "fair" rate of return on its investment and an amount representing the depreciation of its distribution facilities. Included in the rate base are the utility's net plant and other items allowed by the CPUC. The sum of these costs is commonly referred to as the utility's "revenue requirement." To project costs under continued SCE ownership, data were used from a number of sources, such as SCE's FERC Form 1 filings, public presentations, rate cases, and public load projections (07/01 – 10/01).

**City of Klamath Falls, Municipalization Feasibility Study** – EES evaluated the feasibility of forming a municipal utility to serve electric customers located within the City limits. The analysis estimated the cost increases or decreases to City electric rate payers provided they are served by a municipal utility rather than by PacifiCorp, an Investor Owned Utility. As part of this project, PacifiCorp's electric rates were forecast for a 12-year period based on PacifiCorp's FERC Form 1 filings, Integrated Resource Plan, past rate cases, and EES's understanding of utility distribution system cost trends (07/13 – 10/13).

**Central Electric Cooperative, Inc., COSA and Rate Study** – EES performed an electric cost of service and rate study as part of its ongoing efforts to maintain financially prudent and fair rates for its electric customers. Developed rate design for all customer classes based on analyzed cost of service (08/15 – Present).

**City of Boulder City, Electric, Water, Wastewater Cost of Service** – EES analyzed and developed the City's annual revenue requirement, as well as provided an analysis of utility customers, their



user characteristics and system design data to allocate costs to customers based on their use of the system for the electric, water and wastewater utilities (10/11 – 12/15).

**City of Lodi, Rate Study** – EES developed a ten-year revenue requirement model that can be used to model different financial scenarios, and can be used as a decision tool by LEU going forward. In addition, different financing plans for major capital improvements were developed, including additional debt and cash requirements (01/14 – Present).

**Grays Harbor County PUD, Rate Study** – EES has provided numerous electric cost of service and rate design studies as part of its ongoing efforts to maintain financially prudent and fair rates for its electric customers. We developed rate design for all customer classes based on analyzed cost of service (06/05 – Present).

**Lewis County PUD** – EES has provided numerous electric cost of service and rate design studies as part of its ongoing efforts to maintain financially prudent and fair rates for its electric customers. We developed rate design for all customer classes based on analyzed cost of service (01/07 – Present).

### **Experience: Electric Utility Financial Analysis and Studies**

For over 35 years, EES has assisted electric utilities in every facet of their planning and operations. This extensive utility experience is essential in evaluating a CCA and will be invaluable in the successful completion of this project. Many of the EES project team members have actually worked for a utility at one point in their professional careers. In addition, EES has staff that has worked for a CCA during the start-up phase. This real-world electric utility planning and operational expertise is a critical element in evaluating and establishing a CCA in California, an element that is missing from many consultant teams involved in CCA feasibility analysis and planning work in California.

EES has assisted clients with developing longer-term financial planning models ranging from 5-year to 20-year analyses. These excel models have been used to develop sound financial plans while addressing different timing and financing scenarios of future capital improvements, different growth and economic scenarios, as well as different power supply cost scenarios. The common indicators provided by all these models are the overall annual rate increases needed, impact on reserves and the resulting financial ratios, such as debt service coverage (DSC) ratio and debt to equity ratios. In addition, as part of our valuation and engineers bond report projects, EES is constantly reviewing the financial performance of electric utilities and obtaining industry benchmarking information. One example of a comprehensive financial model developed by EES for the City of Lodi is a long-range financial model projecting rate revenues, power supply costs, operating costs and capital costs over a 20-year period. Scenarios were developed to look at different growth projections, power supply costs, and significant load changes (e.g., loss of a large customer). The model was flexible to allow for other scenarios to be added over time.

As part of the financial modeling, EES forecasts the cost of power supply expenses, other operation and maintenance expenses, taxes, debt service expenses, capital improvements funded from revenues, reserve fund requirements and all other necessary costs associated with the operation of the utility's system. These costs are analyzed to determine the annual revenue requirement for each year of the study period. Projected revenues are compared to the annual revenue requirement (total expenses) to identify the need for a rate adjustment to existing monthly rates and charges. Plans are often developed to phase-in rate changes over time, should large adjustments be required.

In addition to providing strategic support to our clients related to financial planning, EES provides support to our clients related to cost of service analysis (COSA) and rate design studies. EES services in this area range from reviewing and opining on client's COSA studies, assisting clients in developing a COSA to developing COSA and rate design studies for clients and providing expert testimony related to COSA and cost allocation in multiple US and Canadian jurisdictions. Many of our clients contract with EES on an "as needed basis" and call EES staff for standalone rate or cost allocation questions.

EES has also been involved in all aspects of integrated resource planning and energy procurement for more than 35 years, from the initial identification of demand and supply-side resources, forecasting of wholesale power prices, issuing requests for proposals (RFPs) for power projects and purchases, and assessing proposals. The firm has developed numerous decision models for United States and Canadian utilities and performed resource evaluations by applying social costing principles and risk analysis.

Significant experience in electric power cost of service and/or revenue requirement studies includes:

**LA County** – Developed CCA technical business plan; electric wholesale power market forecast, Investor Owned Utility rate forecast, CCA electric power retail rate forecast, emissions cap-and-trade program impact study; cost-effectiveness of co-generation plants. EES has also provided analysis to Los Angeles County regarding its options for wheeling power from its two cogeneration facilities to serve load within the SCE and LADWP service territories. EES developed gas and electric market forecasts for southern California and evaluated the cost-effectiveness impact to Pitches and Civic Center co-generation plants due to SCE and LADWP's changes in rates. EES also analyzed the impacts of California's cap-and-trade program on LA County's cogeneration plants. (10/15 – 09/16)

**Clark Public Utilities** – EES assisted in strategic planning, engineering, and rate setting activities for Clark Public Utilities (CPU) for the past twenty years. Activities completed include load forecasting, evaluation of rates from the Bonneville Power Administration, feasibility studies on renewable and non-renewable generation projects, integrated resource planning, and conservation implementation planning. EES issued RFPs on CPU's behalf for power generation projects, natural gas supplies, and power purchases. EES assists CPU on an on-going basis in evaluating agreements and contracts to facilitate the forward purchases and sales of energy commodities, transmission, transportation, and spot market purchases. EES works with CPU in

actively pursuing resource alternatives that will stabilize its exposure to volatile markets. (01/96 – Present)

**Anchorage Municipal Light and Power (ML&P)** – EES developed the load forecast for resource and financial planning as well as cost of service analysis for several years. In addition, the load forecast is used to estimate needed natural gas purchases for ML&P’s generating resources. This project is updated every two years. EES is also ML&P’s Engineer-of-Record, which entails a periodic assessment of ML&P’s generation, transmission, and distribution facilities to determine adequacy, operational efficiency, and maintenance procedures. (06/03 – Present)

**Imperial Irrigation District (IID)** – EES recently performed a comprehensive feasibility study for developing a renewable energy park around the Salton Sea on behalf of IID. This renewable energy park included the development of 2,000 MW of geothermal power and 3,000 MW of solar generation. This study reviewed the permitting, engineering, construction, operational, financing, and regulatory equipment of the renewable energy park. This project is ongoing and under consideration by IID. (11/11 – 01/15)

**Grays Harbor County PUD** – EES has provided numerous electric cost of service and rate design studies as part of its ongoing efforts to maintain financially prudent and fair rates for its electric customers. We developed rate design for all customer classes based on analyzed cost of service. (06/05 – Present)

**Lewis County PUD** – EES has provided numerous electric cost of service and rate design studies as part of its ongoing efforts to maintain financially prudent and fair rates for its electric customers. We developed rate design for all customer classes based on analyzed cost of service. (01/07 – Present)

### **Experience: CCA Formation & Prelaunch**

EES performed the feasibility study for LA County and is currently assisting LA County with formation and prelaunch activities. EES developed and managed a power supply and data management solicitation on behalf of LA County.

EES is also currently performing CCA feasibility studies for Coachella Valley Association of Governments (CVAG), San Bernardino Associated Governments (SANBAG), Western Riverside Council of Governments (WRCOG) and the City of San Jose, and is therefore current on all aspects of CCA development.

In addition, EES has on staff Barbara Boswell who started and operated the first CCA in Southern California Edison’s (SCE’s) service area, the City of Lancaster CCA. She understands what is needed in order to develop a successful Implementation Plan for approval by the CPUC. Finally, she has been through the CCA process from formation to launching as well as operating a successful CCA.

Significant related experience includes:

**LA County** – EES is assisting LA County with formation and prelaunch activities (10/16 – present)

## 7. Implementation Plan and Schedule

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EES's experience in working on resource planning and strategic studies for numerous utilities has shown us that the key to success is a well-conceived, carefully controlled management and communications plan that emphasizes leadership, responsiveness, communication, and accountability. For this Project clearly defined communication protocols and roles and responsibilities is critical.

EES's project management approach involves detailed planning of the content and flow of all tasks and work activities and timely, consistent decision-making. Our primary goal is to deliver a work product that meets IID's needs, has been produced efficiently, and represents a technically sound document.

The most crucial activities – those that will dictate the success or failure of a project – are planned during the kickoff phase. We will work with staff to prepare a solid work plan and schedule, a communication protocol, and a clear path to project delivery during this kickoff phase. EES will provide the staff with monthly updates of the project progression and EES senior staff is always available to answer questions or provide additional support as needed.

At EES, primary responsibility for cost control is assigned to the Project Manager for individual projects. It is the Project Manager's responsibility to establish project budgets, track project costs and take corrective action if necessary to correct any problems. EES's electronic timesheet system is linked to the accounting system to facilitate early identification of project costs and enable corrective action, if necessary, as early as possible. Project Managers have access to the accounting information that tracks project costs vs. project budgets. Project budgets are entered into the accounting system at the start of each project through the Project Setup memo sent from the Project Manager to the accounting system. It is EES's strict policy to never invoice above authorized project budgets.

The proposed schedule assumes an accelerated pace for the launch of EBCE's CCA. However, a more protracted schedule is also possible depending on the County's preference. Because of our experience in providing assistance to utilities and CCAs, EES is confident that the scope of services presented can be achieved within the time frame required by the County.

## Proposed Launch Schedule

		County or JPA Board Action				CCA Team Process				Non-negotiable External Timeline								
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>Months After Contract Start</b>																		
JPA Formation & Governance	Develop Joint Power Authority (JPA) Agreement																	
	Public Hearing for proposed JPA, CCA, Implementation Plan		◆															
	<b>Alameda County Board Joins East Bay Community Energy JPA</b>			◆														
	Setup JPA Governance Board																	
JPA Operations	Hire Executive Director																	
	Hire Staff																	
	JPA finalizes initial rates																	◆
CPUC Implementation Plan & Registration	Develop Implementation Plan																	
	<b>JPA approves Implementation Plan</b>		◆															
	File Implementation Plan with CPUC		◆															
	CPUC certifies implementation plan <sup>1</sup>																	
	Submit Surety Bond to CPUC and copy to PG&E <sup>2</sup>																	
Power Scheduling	JPA submits registration package to CPUC <sup>3</sup>																	
	Develop RFP for Power Supply Scheduler																	
	Issue RFP and receive responses																	
	Review proposals and select providers																	
	Receive interval data from PG&E																	
	Negotiate and finalize contracts for providers																	
	<b>JPA executes Power Supply Contract</b>																	
Develop Terms and conditions for power supply scheduler																		
Financing	Prepare financing plan and review banks																	
	Select bank																	
	Negotiate Financing & Line of Credit																	
	<b>JPA Approves Financing Agreement</b>																	
PG&E Process	Transaction testing																	
	Submit Binding Notice of Intent to utility to establish start date <sup>4</sup>																	
	Establish credit worthiness with IOU																	
	PG&E Forms <sup>5</sup>																	
	Negotiate opt-out notification & processing responsibility (CCA or PG&E)																	
	Determine Annual Joint Rate Comparison (JRC) lead (CCA or PG&E)																	
	JPA executes service agreement with IOU																	
	PG&E starts six month preparation for CCA launch																	
	Test Electronic Data Exchange with PG&E																	
	Create and validate mass enrollment account list																	
Update PG&E on opt-out list																		
Customer Communication	Select printer for notifying																	
	Customer outreach																	
	Opt Out notice 1																	
	Opt Out Notice 2																	
	Automatic enrollment of customers that have not opted out																	
	Opt Out notice 3																	
	Customers switched to CCA service at scheduled meter read																	
Opt Out Notice 4																		

<sup>1</sup>Represents maximum possible duration for CPUC review of implementation plan, <sup>2</sup>Contingent on completing financing agreement, <sup>3</sup>Contingent on completion of service agreement with PG&E

<sup>4</sup>Binding notices can only be filed during utility "open-season" (February - May). Otherwise, CCAs may negotiate a start date if the IOU is willing to comply.

<sup>5</sup>PG&E forms include: "Participant Information Form", "Credite Application & Security Form", "EDI Trading Partner Agreement", "EDI Partner Profiles form", "MFT Server Form", scheduling coordinator letter, non-disclosure agreement, and a declaration by JPA board.

## 8. Credentials

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RS2 Energy LLC is a Minority Business Enterprise (MBE)<sup>1</sup>, certified with the Supplier Clearinghouse for the California Public Utilities Commission (CPUC); a microbusiness certified by the State of California, Department of General Services; and a Local Emerging Business, certified as a Small Local Emerging Business (SLEB) with Alameda County. In addition, RS2 Energy LLC is certified by the National Council on Qualifications for Lightning Professionals (NCQLP).

EES Consulting, Inc. is a registered professional engineering firm with a California license.

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<sup>1</sup> MBE certificate renewal currently pending.

**State of California**  
**Secretary of State**

CERTIFICATE OF STATUS

ENTITY NAME:

EES CONSULTING, INC.

FILE NUMBER: C3585333  
REGISTRATION DATE: 07/01/2013  
TYPE: FOREIGN CORPORATION  
JURISDICTION: WASHINGTON  
STATUS: ACTIVE (GOOD STANDING)

I, ALEX PADILLA, Secretary of State of the State of California,  
hereby certify:

The records of this office indicate the entity is qualified to  
transact intrastate business in the State of California.

No information is available from this office regarding the financial  
condition, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate  
and affix the Great Seal of the State of  
California this day of January 22, 2015.

A handwritten signature in black ink, appearing to read "Alex Padilla".

ALEX PADILLA  
Secretary of State



# Resumes

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## **GARY S. SALEBA**

### **President**

Gary Saleba is a principal and president/CEO of EES Consulting, Inc. His areas of specialty include overall quality control for EES Consulting's projects as well as development of corporate management, financial and strategic planning models. Mr. Saleba has extensive experience in the areas of utility rates, financial planning, management audits, professional development educational seminars, marketing, consumer research, forecasting, integrated resource planning, cost-benefit analyses, overall strategic planning, and mergers and acquisitions.



Having worked as a utility employee, Mr. Saleba combines an extensive background as both a utility industry expert and a management consultant. He is able to draw upon this professional and educational experience to manage projects including comprehensive water, wastewater, gas and electric cost of service studies, strategic planning, and management critiques for clients throughout North America. His experience extends to alternative fuel cost comparisons, econometric forecasting models, resource planning and reliability studies. Mr. Saleba has participated in numerous generic utility proceedings, testified before over 200 regulatory bodies and courts of law and coordinated over 500 financial planning, rate study, resource acquisition, and strategic planning studies.

Mr. Saleba has also served on numerous energy and natural resource-related trade associations. He has served as Chairman of the American Water Works Association Financial Management Committee and Management Division. He has also served on the board of directors for the Northwest Public Power Association. He also served on the Board of Directors for ENERconnect, Inc., a bulk power aggregation and procurement entity serving the municipal utilities in Ontario.

Through EES Consulting and as a utility employee, Mr. Saleba has provided expert testimony in a number of subject areas including:

- Cost of service
- Wholesale and retail rate design
- Avoided cost of power
- General utility financing guidelines
- Load forecasting
- Retail wheeling
- Automatic adjustment clauses
- Wheeling rates
- Supply contracts/negotiations
- Interclass load characteristics
- Prudency issues
- Resource acquisitions
- Integrated resource planning
- Efficient utility operations
- Construction contract analysis
- Return on equity
- Mergers and acquisitions

### **EDUCATION**

M.B.A., Finance, Butler University, Indianapolis, Indiana

B.A., Economics and Mathematics, Franklin College, Franklin, Indiana

### **PROFESSIONAL ASSOCIATIONS**

American Water Works Association  
American Public Power Association  
Northwest Public Power Association  
Canadian Energy Association  
California Municipal Utilities Association

## **ANNE FALCON**

### **Senior Associate**

Anne Falcon's primary responsibility with EES Consulting includes providing project management and technical support for all types of economic studies. Ms. Falcon has managed projects concerning cost of service and rate analyses, financial planning and regulatory proceedings for electric, natural gas, water and wastewater utilities. Her area of expertise includes restructuring, strategic planning, forecasting, unbundled cost-of-service studies, optimization research and specialized statistical studies.



Through her research and analysis of the current state of the industry, she has assisted many California and Northwest clients in preparing for the changes that are taking place. Ms. Falcon's work with California and Northwest electric utilities has included developing unbundled rates, average embedded and marginal cost-of-service studies, analysis of stranded costs, CTC calculation, development of direct access programs, research on ISOs and power markets, development of customer choice programs and conservation, market-based and green rate designs. For her water and wastewater clients, Ms Falcon has assisted them in developing sound financial long-term plans and determined rates sufficient to fund expenses and required capital programs.

On the regulatory front, Ms. Falcon has prepared evidence in several proceedings before public regulatory bodies in the U.S. and Canada. She has been a board expert to the Ontario Energy Board and Newfoundland and Labrador Utility Board in cost of service proceedings.

At EES Consulting, Inc. Ms. Falcon has been involved in all aspects of the integrated resource planning process, from the initial identification of demand and supply-side resources to the final ranking of resource portfolios. She has developed numerous decision models for U.S. and Canadian utilities and she has performed resource evaluations by applying social costing principles and risk analysis.

Ms. Falcon applies her extensive economic and technical knowledge in the development of resource-related computer models for use by electric, gas, water, wastewater, and solid waste utilities. With a master's degree in Operations Research, she has superior technical skills and is well suited to conduct mathematical and statistical studies. Ms. Falcon has also provided training in the areas of forecasting and operations research.

Her work at EES Consulting has also included the development of a multitude of econometric forecasts for electric, gas and water utilities. She has developed disaggregate energy and demand forecasts using a variety of forecasting and econometric tools.

### **EDUCATION**

M.S., Operations Research, Stanford University

B.A., Economics, University of San Francisco, Summa Cum Laude

### **ASSOCIATIONS**

Operations Research Society of America

## **GAIL D. TABONE**

### **Senior Associate**

Ms. Tabone has managed projects concerning power supply planning, load aggregation, cost of service and rate analyses, and regulatory proceedings. Ms. Tabone's experience includes power supply management for a large public utility district in the Northwest that diversified from the Bonneville Power Administration. This project included load forecasting, optimization of resource and contract options, procurement and negotiations for power supply, power supply cost estimation, negotiating transmission contracts, auditing of scheduling and dispatching services, rate design and devising customer choice programs.



Ms. Tabone participated in the deregulation process very early on when she assisted an Alberta municipal utility through the deregulation that occurred in that province resulting in the establishment of a power pool and a grid operating company. She was involved in strategic planning and regulatory intervention for the utility and performed an unbundled cost of service study incorporating the new power supply and transmission costs.

Due to the continuing evolution of the competitive market in the energy sector, Ms. Tabone has been actively involved in resource planning, evaluating resource proposals and negotiating contracts for numerous utilities. She has assigned a group of Northwest public utility districts and municipal utilities with load aggregation, evaluation of power supply proposals and negotiations for supply and transmission contracts.

On the regulatory front, Ms. Tabone has prepared evidence or appeared as an expert witness in several proceedings before public regulatory bodies in the U.S. and Canada. She has been active in preparing and intervening in transmission cost of service filings in Texas over the past 5 years. She has also assisted municipal utilities in California in the area of transmission rate design and has worked for municipal utilities with respect to participation in the California ISO.

Ms. Tabone is both skilled and experienced at determining the needs of the client in the changing utility environment. She is able to develop unique approaches to the analysis of issues facing the client. While her primary focus is economic, she is capable of addressing non-economic issues along with her economic analysis. She has a thorough knowledge of the technical issues related to power supply diversification.

### **EDUCATION**

M.S., Agricultural and Applied Economics, University of Minnesota  
B.S., Economics, University of Minnesota

### **PROFESSIONAL ASSOCIATIONS**

American Water Works Association  
Northwest Public Power Association  
California Municipal Utilities Association

## **STEVEN J. ANDERSEN**

### **Manager of Project Evaluations**

Steve Andersen, whose broad knowledge of the engineering field enables him to handle most technical issues, provides economic and technical analyses for utility and industrial clients of EES Consulting, Inc.

Mr. Andersen is skilled in evaluating power supply proposals and has done so for many utilities in the region. He has calculated the potential savings in total power supply costs offered by competing suppliers. With his background in power engineering, he is able to assess the technical barriers to potential savings in today's changing electric industry.

Mr. Andersen has been responsible for managing the interplay of multiple power supply contracts for a major Northwest utility. He has monitored the hourly loads and power schedules of the utility and recommended changes to optimize economically the utility's various resources. He has also negotiated and implemented short and long-term power supply and transmission contracts on behalf of the utility.

Mr. Andersen has performed integrated resources plans for both large and small utilities. He has also performed resource feasibility studies for both utility and industrial clients.

Mr. Andersen has performed cost of service analyses for many utilities. This analysis includes developing rates for residential, commercial and large industrial customer classes. He has also audited the power supply costs of large industrial corporations and suggested options for reducing their overall costs.

Mr. Andersen, has experience scheduling output from hydroelectric and thermal projects based on inflow information, flood control restrictions, maintenance outages, economic displacement and native load requirements. He has experience monitoring gas and electric markets and recommending purchases based on potential savings in total power supply costs. He is familiar with the functionality of hourly, daily, monthly and long-term energy markets.

Mr. Andersen has experience working with BPA power and transmission contracts and rates. This experience runs the gamut from participating in rate case activities to auditing power and transmission invoices.

#### **EDUCATION**

B.S., Electrical Engineering, University of Washington



## **AMBER NYQUIST**

### **Senior Project Manager**

Amber Nyquist provides analytical expertise for EES in support of economic and financial studies. Ms. Nyquist offers experience and knowledge to a wide range of topics related to regulated utilities. Ms. Nyquist's background includes cost of service analysis, electric rate design, Bonneville Power Administration's tiered rate methodology and other power supply costs or related information. Ms. Nyquist assists in Integrated Resource Planning as well as independent resource evaluation. Specific resources include demand-side and conservation resources, geothermal, wind, renewable energy credits, gas-fired and other resources.



Besides resource planning, she uses her background in econometrics and data analysis to develop load forecasts, normalize electric loads according to weather, and to develop market price forecasts. Also using her statistics knowledge Ms. Nyquist conducts conservation program evaluations and provides utilities with statistically significant results. The results assist in utility program planning, data collection, and presentation.

Furthermore, Ms. Nyquist has specific experience with the federal standards for evaluating benefits and costs of water supply and related resources according to the *Economic and Environmental Principles and Guidelines for Water and Related Land Resources Implementation Studies* (March 10, 1983).

In addition to her background in economics, Ms. Nyquist is also trained in written communication skills. She has four years experience in teaching others to write as well as abundant experience in written and oral presentations.

### **EDUCATION**

M.A., Economics, Simon Fraser University

B.A., Economics, Western Washington University

## **TED LIGHT** **Project Manager**

Ted Light is a Project Manager with a specialty in energy efficiency and demand-side management. He brings nearly nine years of experience to EES, having worked previously for the Energy Trust of Oregon, the non-profit energy efficiency and renewable energy program administrator for Oregon's investor-owned utilities. He has expertise and knowledge on a broad array of energy efficiency program management and planning topics including: conservation/DSM potential assessments, conservation program planning, program data analysis, and cost-benefit analyses.



While working for the Energy Trust, Mr. Light managed the development of a new conservation potential assessment model that included an innovative approach to forecasting savings from emerging energy efficient technologies. That model was used to develop energy savings forecasts in over half a dozen electric and natural gas utility IRP processes.

Mr. Light also developed new tools to calculate avoided costs and benefit-cost ratios for energy efficiency programs and measures, greatly improving Energy Trust's reporting capability. Those tools incorporated new load shapes developed by the Northwest Power and Conservation Council for the 7<sup>th</sup> Power Plan and enabled the calculation of utility specific peak demand reductions for both electric and natural gas measures.

In addition to his conservation planning work, Mr. Light also managed Energy Trust's small industrial, agricultural, and industrial lighting programs. He provided technical review for Strategic Energy Management program participants in the commercial sector and advised the residential program on a behavior program. With the development of new measures that offer both efficiency and demand response capabilities, Mr. Light helped Energy Trust consider the combined benefits of these technologies. He also served on the Northwest Energy Efficiency Alliance's Cost Effectiveness Advisory Committee.

Earlier in his career, Mr. Light taught high school math and science on the Rosebud Reservation in South Dakota through Teach For America.

### **EDUCATION**

B.S., Aeronautical & Aerospace Engineering, Purdue University

### **CERTIFICATIONS**

Certified Energy Manager (CEM), Association of Energy Engineers (#14608)

## **COLIN CAMERON**

### **Senior Analyst**

Mr. Cameron provides expertise on economic analysis and regulatory issues. He brings experience in benefit-cost analysis, regulatory research, and econometric analysis and is also experienced in optimization techniques for cost-minimization studies. Mr. Cameron assists with rate design, power supply cost, and financial planning. Mr. Cameron also works on community choice aggregation (CCA) feasibility analysis and on analysis of regulatory proceedings on distributed energy resources (DER) and renewable portfolio standards (RPS).



Prior to joining EES, Mr. Cameron worked on energy system modeling teams at the U.S. Environmental Protection Agency and the International Institute for Applied Systems Analysis in Vienna, Austria. In these roles, Mr. Cameron led analysis of energy subsidies, emission taxation, and rapid implementation of new power generation technologies. He has published research on water-energy nexus issues in the United States and on fuel affordability in South Asia.

#### **EDUCATION**

M.S., University of North Carolina, Chapel Hill

B.A., Columbia University



## **BILL CARNAHAN**

Over the last 50 years, Mr. Carnahan has successfully managed public power systems, small and large, in both Colorado and California. He has also been actively involved over the last 16 years in guiding the development of the Southern California Public Power Authority as Executive Director. Some of Mr. Carnahan's accomplishments include:

### **National**

- Served as President of the American Public Power Association (APPA) in 1986 and received its highest individual achievement award, the Alex Radin Distinguished Service Award in 1998 and the James D. Donovan Individual Achievement Award in 2016.
- Became a Life Member of APPA in 1987.
- Received the highest APPA award presented to a utility system, the Scattergood System Achievement Award for the City of Fort Collins, Colorado.
- Served on the APPA Board of Directors for eight years.
- Toured extensively in Europe for innovative energy projects with the German Marshal Fund.
- Has been a presenter at numerous national conventions and conferences
- Bond Buyer recognized Milford Wind Project as its "Bond Deal of the Year"
- McGraw Hill's Power magazine recognized the SCPPA Magnolia Generating Project as its "Power Plant of the Year"

### **Regional**

- Served as a board member and President of state public power associations in both California (California Municipal Utilities Association) and Colorado (Colorado Association of Municipal Utilities).
- Served as board member of three joint action agencies and President two of them; in California (Southern California Public Power Authority) and Colorado (Platte River Power Authority and Arkansas River Power Authority).
- Successfully served as CEO of three public power systems managing electric, water and wastewater utilities ranging in size from about 50 employees to over 400 employees.
- Currently serves as CEO of California joint action agency (SCPPA) responsible for conventional (hydroelectric, nuclear, coal and natural gas-fired) generating projects, several interstate high voltage transmission lines, several hundred megawatts of renewable energy projects (wind, solar, geothermal, small hydro/landfill gas). Provision of energy efficiency programs and training are also major components of SCPPA's services to its members.
- Former member of the California ISO Board of Governors
- Former member of the San Onofre Nuclear Generating Station Board of Review
- Former member of the Intermountain Power Project (Delta, Utah) Coordinating Committee
- Member of the Steering Committee for the Lower Colorado River Multi Species Conservation Program

### **Local**

- Successfully served with hundreds of city council/utility governing board members and numerous city managers.
- Board member on local chamber of commerce and served as President

Prior to joining SCPPA, Mr. Carnahan was Public Utilities Director for the City of Riverside from 1986 to 2000, where he was responsible for the City's municipally-owned water and electric utility systems. From 1981 to 1986, Mr. Carnahan was General Manager of Utilities for the City of Fort Collins, Colorado where he managed the electric, water and sewer utilities. He began his public power career, after graduating from Colorado State University with a degree in Electrical Engineering, as Light and Power Assistant Superintendent for the City of Lamar Electric Utility, Colorado, in 1966. He served as Superintendent from 1968 until 1981.

Mr. Carnahan is currently serving on the Board of Governors of the California Municipal Utilities Association (CMUA). He represents SCPPA members in Sacramento and Washington, D.C. as they help chart the course for the future of the electric industry.

## **BARBARA BOSWELL**

Ms. Boswell has over 25 years of municipal government experience, most recently managing the successful implementation and operations of the first Community Choice Aggregation (CCA) program in Southern California Edison territory. Her experience includes all phases of CCA implementation including Implementation Plan preparation, rate analysis and rate setting, establishing policies and procedures, power procurement, data management implementation, and overall project management. She has expertise in all areas of municipal finance, including bond issuance and debt administration, financial reporting, budgeting, financial forecasting and management.

Ms. Boswell was a founding board member of California Community Choice Association, and board member of California Society of Municipal Finance Officers. Ms. Boswell has B.S. in Business Administration and holds a Master of Public Administration degree.

# Ryan Ramos

## Objective

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To direct the development and execution of energy management and policy initiatives within complex organizations

## Qualifications

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As the Principal Consultant within a sustainable energy consulting firm, I engage directly with organizations to implement and manage renewable energy and energy efficiency solutions with expertise in renewable energy development, energy efficiency program management and development, energy procurement, and financial analysis. In addition, I have over 12 years experience in the sustainable energy field including advanced knowledge of solar PV development, energy auditing and specifying advanced lighting technology, and Title 24 compliance. At the Energy and Resources Group, I researched wind power systems combined with energy storage including assessing advanced batteries and hydrogen as storage media. With my experience as a consultant and knowledge of the latest sustainable energy solutions and practices, I can provide informed guidance to help organizations achieve their sustainability goals.

## Experience

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August 2011 to Present	RS2 Energy LLC	Oakland, CA
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### Founder and Principal Consultant

- Responsible for managing energy efficiency and renewable energy projects, technical consulting, and business development
- Performs renewable energy technical and financial feasibility analyses specializing solar PV and wind in municipal facilities
- Possesses expert knowledge regarding state and local renewable energy and energy efficiency programs, Federal and State energy legislation and regulations, and California energy code (Title 24)
- Strategic energy plan development focusing on energy procurement, AB32 compliance, and demand side management
- Provides management oversight of project consultant teams

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February 2014 to Present	City of San Francisco Department of the Environment	San Francisco, CA
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### Energy Specialist (Contractor)

- Performs energy audits and provides project financial analysis to PG&E commercial and multi-family customers in San Francisco
  - Develops new energy efficiency measures, offerings, and delivery channels for SF Energy Watch Program
  - Conducts outreach to targeted customer bases including developing marketing materials
  - Engages with energy technology vendors to understand latest available services and products
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## Ryan Ramos

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March 2010 to August  
2011

Willdan Energy Solutions

Dublin, CA

### Senior Project Manager

- Performed solar PV technical and financial feasibility analyses and authored proposal for utility scale solar PV projects
  - Managed PG&E Third Party energy efficiency programs including commercial sector advanced lighting and hospitality sector efficiency
  - Served as technical lead and auditor for developing and evaluating scope of work for innovative lighting projects including wireless controls, daylighting, efficient luminaire specification
  - Managed a staff of three project engineers
- 

July 2005 to March  
2010

Energy Solutions

Oakland, CA

### Senior Program Manager

- Served as an Association of Bay Area Governments (ABAG) Energy Watch local government agency lead for seven agencies with the responsibility for identifying and strategizing on energy efficiency and renewable energy opportunities
  - Served as project consultant for local government solar PV feasibility studies (including commercial and utility scale systems) and oversaw the development of an innovative financing arrangement integrating energy efficiency and solar PV measures into one financial instrument
  - Provided management support and energy auditing for PG&E Energy Efficiency Programs including Savings By Design (commercial new construction) and New Efficiency Options (advanced lighting)
  - Contributed to technical research reports evaluating emerging energy efficiency technologies
- 

August 2003 to  
December 2004

University of California, Berkeley

Berkeley, CA

### Graduate Student Researcher

- Researched the viability of utility scale wind power systems coupled with advanced battery energy storage and hydrogen production
  - Modeled different wind penetration scenarios and its impact on the electricity grid
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April 2001 to July 2003

URS Corporation

Chicago, IL

### Environmental Scientist

- Authored regulatory compliance plans including Spill Prevention Controls and Countermeasure (SPCC) Plans and Storm Water Pollution Prevention Plans (SWPPP)
- Assisted in the creation of ISO 14001-certified Environmental Management Systems for industrial clients
- Conducted environmental site assessments for financial institutions and property management clients involved in property transactions

## Ryan Ramos

### Education

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August 2003 to May 2005                      University of California, Berkeley                      Berkeley, CA

**MS, Energy and Resources Group**

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September 1996 to December 2000                      Northwestern University                      Evanston, IL

**BA, Economics and Environmental Science**

### Invited Presentations

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**Guest Lecture – Lighting the Built Environment**, Assessing Building Energy Use and Indoor Environmental Quality, Energy and Resources Group (ERG) 290 – University of California, Berkeley, October 1, 2015.

**Guest Lecture – Energy Systems**, Introduction to Earth Systems Science, Geography (GEO) 40 – University of California, Berkeley, November 20, 2014.

**Guest Lecture – Lighting the Built Environment**, Assessing Building Energy Use and Indoor Environmental Quality, Energy and Resources Group (ERG) 290 – University of California, Berkeley, October 2, 2014.

**Guest Lecture – Lighting the Built Environment**, Assessing Building Energy Use and Indoor Environmental Quality, Energy and Resources Group (ERG) 290 – University of California, Berkeley, October 29, 2013.

**Company Presentation**, Berkeley Energy and Resources Collaborative (BERC) Innovation Expo, October 10, 2013.

**Guest Lecture – Overview of Energy Management**, Survey of Energy and Power for a Sustainable Future, Aerospace and Mechanical Engineering (AME) 577 - University of Southern California, Nov 29, 2012.

**Company Presentation**, Berkeley Energy and Resources Collaborative (BERC) Innovation Expo, October 18, 2012.

### Press

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“Solar Risk,” PM Network, Volume 29, Number 5, pp 14-15, May 2015.

### Certifications

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Lighting Certified (LC) – National Council on Qualifications for the Lighting Professions (NCQLP)