

## Appendices

The image shows two large wind turbines in a landscape, with a green tint over the entire scene. The turbines are positioned on the left and right sides of the frame. The background features rolling hills and a bright, hazy sky. The text "Appendix A: Company Profiles" is overlaid in the lower right quadrant in a white, bold, sans-serif font.

## Appendix A: **Company Profiles**

# About The Energy Authority



**Jeff Fuller**  
*Director,  
Client Services*



## Foundational info

### The Energy Authority

Western Regional Offices:

405 114th Avenue, SE, Suite 100, Bellevue, WA 98004

Office (425) 460-1124 | Fax (425) 468-1792

### Contact: Jeff Fuller

jfuller@teainc.org

Direct Line: (425) 460-1110

Legal Structure: Not-for-Profit Corporation

Size of Firm/Staff: 190 employees

18 years in business

[www.teainc.org](http://www.teainc.org)

## Who we are

The Energy Authority (TEA) provides public power utilities access to dedicated resources and advanced technology systems, allowing them to respond competitively in the changing market. Through partnership with TEA, utilities benefit from state-of-the-art technology and dedicated resources for a fraction of the cost.

TEA is a non-profit corporation organized and operated under the Georgia nonprofit corporation code. TEA is wholly owned and directed by its owners, listed below, who are exclusively municipal or state-chartered electric utilities:

**American Municipal Power, Inc. ("AMP")**, a non-profit corporation organized under the laws of the State of Ohio whose membership is composed of political subdivisions of various states that own and operate electric utility systems, headquartered at 1111 Schrock Road, Suite 100, Columbus, Ohio 43229;

**Gainesville, Florida**, a Florida municipal corporation, doing business as Gainesville Regional Utilities ("GRU"), headquartered at 301 S.E. 4th Avenue, Gainesville, FL, 32614.

## Our services

TEA offers a full suite of energy services:

- Portfolio optimization
- Natural gas management
- Risk management
- Scheduling
- Advisory consulting
- Case studies
- Daily offers: Northwest

## Recent Projects

Recent project work includes services for:

- City of Davis | Yolo County Technical Study
- University of California Feasibility Study, CAISO Market Entry and Scheduling Coordinator Services
- AC Intertie and CASIO Imports/Exports
- Portfolio Management, Trading and Scheduling Services for Pacific Northwest Utilities

**County Utilities of Springfield, Missouri ("CU")**, a component unit of the Springfield, Missouri, headquartered at 301 East Central, Springfield, MO 65801;

**Cowlitz Public Utility District**, a State of Washington public utility district, headquartered at 961 12th Avenue, Longview, WA 98632;

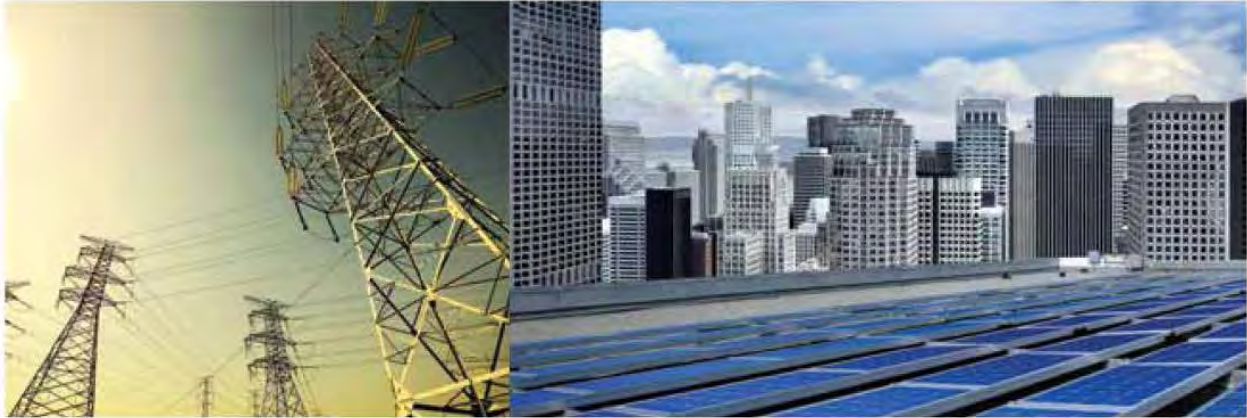
**JEA**, a body corporate and politic created by the laws of the State of Florida, headquartered at 21 W. Church Street, Jacksonville, FL 32202;

**Municipal Electric Authority of Georgia ("MEAG")**, a public corporation and instrumentality of the State of Georgia, headquartered at 1470 Riveredge Parkway NW, Atlanta, GA 30328;

**Nebraska Public Power District ("NPPD")**, a public corporation and political subdivision of the State of Nebraska, headquartered at 1414 15th Street, Columbus, NE 68601; and

**South Carolina Public Service Authority ("Santee Cooper")**, a body corporate and politic created by the laws of the State of South Carolina, headquartered at One Riverwood Drive, Moncks Corner, SC 29461.





# TEA is the nation's leading not-for-profit power marketing organization.

TEA currently manages over 30,000 MW of generation throughout the nation on behalf of 50 community-owned electric utilities.

*"What we've done is band together for economies of scale. Savings are passed on to customers in their monthly fuel adjustment on power bills. What TEA means is that customers have access to the lowest-cost generation available."*

— Lonnie Carter, President and CEO of Santee Cooper Inc.

## Principals

The principal officers of our firm are:

- Joanie Teofilo, President and CEO
- Mark Kinevan, Vice President, Trading and COO
- Jamie Mahne, Vice President, Client Services and COO
- John Lucas, Vice President, Finance and CFO
- Malinda Prudencio, Vice President Risk Control and CRO
- Tom Harvey, Vice President Information Technology and CIO
- Susan Boggs, Vice President, Administration and CPO





## About LEAN Energy



*Harnessing the Power of Communities*



**Shawn Marshall**  
*Executive Director*

### Foundational info

#### LEAN Energy US

P. O. Box 961, Mill Valley, CA 94941  
Office (415) 888-8007

#### Contact: Shawn Marshall, Executive Director

Mobile: (415) 786-9118  
shawnmarshall@leanenergyus.org

#### Contact: Seth Baruch, Project Manager

Mobile: (202) 236-5253  
Email: sbaruch@leanenergyus.org

Legal Structure: 501 (c) 3  
Size of Firm/Staff: 4 employees  
5 years in business

[www.leanenergyus.org](http://www.leanenergyus.org)

### Who we are

LEAN is a 501(c)3 non-profit membership organization that supports the expansion and successful implementation of Community Choice Aggregation (CCA) programs nationwide. Formed in 2011, LEAN provides information resources, program development, and project management services to local governments pursuing CCA implementation in the following functional areas:

- Outreach & Education
- CCA Program Design, Implementation and Operations
- Regulatory & Legislative Affairs
- Research & Innovation

### Services under this contract

For RCEA's CCA program, LEAN and its partners will serve as project leads for the following core functions:

- CCA program design, strategy, implementation and administrative operations
- Community and local government outreach/ customer enrollment
- Legal support
- Regulatory and legislative affairs

### Current clients

LEAN Energy is advising several municipalities in the state of California:

- Alameda County
- City of Davis
- Contra Costa County
- Mendocino County
- Monterey Bay Community Power
- County of San Mateo
- County of Santa Barbara
- City of Sunnyvale/Silicon Valley Clean Energy

LEAN provides resources and technical assistance to a variety of organizations including existing CCAs, State and local governments, technical energy experts, consumer groups, and allied organizations. LEAN's subject-matter expertise and network of professional relationships support the development of CCA programs that are well-managed, provide community and consumer benefits, and rely on cleaner energy resources than the incumbent utilities. Our lead program consultants collectively have more than four decades of experience in the clean energy field, with direct experience in CCA formation, program design, regulation and operations.



## **LEAN is the nation's *only* non-profit organization dedicated to CCA development, best practices and the integration of clean power resources and programs.**

- LEAN's Director participated in the early formation and operations of California's first operating CCA, Marin Clean Energy. Shawn Marshall acted as Agency Vice Chair for its first two years of operations.
- Currently consulting with eight California municipalities (primarily counties) representing more than 100 local governments in developing and launching CCA programs.
- LEAN hosts monthly webinars focused on market expansion and critical issues for CCAs in California.
- LEAN sponsors national and statewide CCA conferences.
- LEAN leads workshops on regulatory issues and decision-making processes as they affect CCAs; we participate in numerous regulatory proceedings affecting CCA.

### **LEAN's legislative leadership resulted in the following tangible successes:**

- **SB 790 Code of Conduct (2011):** LEAN worked with CCA proponents toward the enactment of the state's code of conduct, which prohibits utilities from using rate-payer funds to market against CCA programs.
- **Defeat of "Opt-in" Legislation (2014):** LEAN lead statewide efforts to defeat AB 2145, a poison-pill bill, which would have required customers to opt-in to a CCA program.





## About Noble Energy



**Drake Welch**  
*Vice President,  
Customer Care*

### Foundational info

**Noble Americas Energy Solutions LLC ("Noble Solutions")**

Customer Data Management Services  
401 West A Street, Suite 500, San Diego, CA 92101  
Office 619.684.8039 | Fax 619.684.8360

**Contact Person: Drake Welch, Vice President and Customer Care**

Cell 619.261.2477  
dwelch@noblesolutions.com

Legal Structure: Limited Liability Company  
Size of Firm/Staff: 220 employees  
15+ years in business  
[www.noblesolutions.com](http://www.noblesolutions.com)

### Who we are

Noble Americas Energy Solutions LLC ("Noble Solutions") offers meter data management, billing and customer care services to Community Choice Aggregation ("CCA") programs. Noble Solutions is the largest Electric Service Provider in California by volume and in the top five largest throughout the United States. Noble Solutions has been active in the restructured California electricity markets for more than fifteen years, is headquartered in San Diego, California, has been recognized for the quality of its data management and billing services by a diverse group of CCA and Direct Access customers and is ISO 9001:2008 certified.

Noble Solutions currently provides customer and data management services for approximately 95,000 direct access meters, approximately 170,000 meters for the Marin Clean Energy

### Our services

**Customer and Data Management Services:**

- Electronic Data Exchange Services
- Customer Information System/Customer Relationship Management System
- Billing Administration
- Customer Call Center
- Qualified Reporting Entity Services
- Settlement Quality Meter Data Services
- Reporting Services

### Our CCA clients include

**Current clients include all 3 of the CCAs currently operating in California, and one soon to launch:**

- Marin Clean Energy
- Sonoma Clean Power
- Lancaster Choice Energy
- CleanPower SF (launching May 2016)

Community Choice Aggregation program ("MCE"), approximately 200,000 meters for the Sonoma Clean Power Community Choice Aggregation program ("SCP"), and 55,000 meters for the Lancaster Choice Energy Community Choice Aggregation program ("LCE"). California CCAs have customer and data management requirements beyond the need of the Direct Access market and aggregation programs in other states. As the only California CCA customer and data management services provider, Noble Solutions has been updating our systems and processes since 2009 to meet the unique and evolving requirements of California CCAs. We hope to bring to bear our experience and technical advantage to mitigate Humboldt County's CCA implementation and operational risks, and ensure a smooth customer transition to CCA service.





# Noble Solutions manages the data for *all 3* operational CCAs in California.

Noble Solutions has deep and significant experience managing a large energy supply and services company. Noble Solutions has a staff of 220 employees covering all areas related to providing energy to end-use customers. The back office, supporting customer and data management services for Noble Solutions, has over 85 employees with an average of over 5 years of energy related experience.

Noble's Power & Gas Department has grown rapidly to become a major player in the energy sector, developing into an integrated Power & Gas merchant business, among the largest operators in power and gas components in the United States.

The acquisition of San Diego-based Sempra Energy Solutions (SES) – the North American retail power, energy and electricity marketing arm of RBS Sempra Commodities – adds additional expertise in energy marketing to commercial, industrial and municipal customers in 16 states. Sales cover regions from California to the North East, with the largest sales to Texas, Pennsylvania, New Jersey and Maryland, and customer segments from industrial and telecoms to financials.

Supporting these operations, Noble Americas became a power marketer in March 2010. It now sells, markets and trades wholesale power capacity, ancillary services and related products in the US and Canada.



# About Braun Blaising McLaughlin & Smith P.C.



**Scott Blaising**  
*Founder and Principal*

## Foundational info

### Braun Blaising McLaughlin & Smith P.C.

915 L Street, Suite 1480  
Sacramento CA 95814

T 916 326 5812 / F 916 441 0468

**Primary Contact: Scott Blaising**  
blaising@braunlegal.com

Size of Firm/Staff: 10  
19 years in business

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

## Who we are

Braun Blaising McLaughlin & Smith P.C. (BBMS) is a small Sacramento-based law firm that represents public agencies on a variety of energy-related matters. BBMS occupies a privileged position within the public power landscape in California – a vantage point that has enabled BBMS to acquire and uniquely apply skills for the benefit of its public agency clients.

BBMS has served for nearly two decades as regulatory counsel for the industry's trade association – the California Municipal Utilities Association (CMUA). In this capacity, BBMS has been directly involved in shaping and implementing policies and regulations affecting the electric utility industry. CMUA has been the mouthpiece for California's publicly owned utilities (POUs), and BBMS has provided the legal and analytical support to carry out this function.

BBMS has also been instrumental in the formation and implementation of a relatively new form of public power in California – Community Choice Aggregation (CCA). BBMS served as counsel for the San Joaquin Valley Power Authority, the first public agency in California to submit a CCA implementation plan. BBMS also serves as counsel to each of the first operational CCA programs, providing full-service regulatory support to Lancaster Choice Energy, special counsel services to Marin Clean Energy and regulatory reporting services to Sonoma Clean Power. In addition, BBMS serves as regulatory counsel for LEAN Energy US, a nonprofit organization which serves as California's CCA clearinghouse—providing information, advocacy and consulting services to local public agencies.

## Clients we serve

Braun Blaising McLaughlin & Smith P.C. represents public agencies in the energy arena. Their public power experience is unmatched, with deep experience and specialization in the area of Community Choice for:

### Operational CCAs

- Marin Clean Energy
- Sonoma Clean Power
- Lancaster Choice Energy

### Additional clients include:

- California Municipal Utilities Association (CMUA)
- LEAN Energy US (representing California's Community Choice Aggregation programs)
- Coalition for Affordable Street Lights (CASL)

### Publicly Owned Electric Utilities in the cities of:

- Cerritos
- Colton
- Corona
- Moreno Valley
- Needles
- Pasadena
- Rancho Cucamonga
- Redding
- Roseville
- Shasta Lake
- Victorville

### Publicly Owned Electric Utilities

- Calaveras Public Power Agency
- Eastside Power Authority
- Imperial Irrigation District
- Lathrop Irrigation District
- Merced Irrigation District
- Power and Water Resources Pooling Authority
- Sacramento Municipal Utility District
- Tuolumne Public Power Agency

### Water Agencies

- Friant Power Authority
- Monterey County Water Resources Agency
- San Diego County Water Agency
- West Basin Municipal Water District

### Other Public Agencies

- Balancing Authority of Northern California (BANC)
- Bonneville Power Administration
- City of Escondido
- Public Generating Pool (PGP – Northwest Utilities)





# Braun Blaising McLaughlin & Smith has been involved in CCA from its beginnings.

BBMS' role as general and regulatory counsel for the Balancing Authority of Northern California (BANC) provides the firm a unique perspective on various operational and technical matters. BANC is a joint power agency that serves as the balancing authority overseeing and operating most of the bulk public power systems in Northern California, including the Sacramento Municipal Utility District (SMUD) and the Western Area Power Administration.

BBMS also individually represents and provides customized services to dozens of California's POU's – both large and small. In addition to SMUD, BBMS provides a portfolio of services to a group of California's smallest POU's, while also providing regulatory and transactional services to several mid-sized POU's. This diverse, broad-based experience has enabled BBMS to become familiar with and address a wide range of industry issues.

The scope of BBMS' services has also expanded beyond the bounds of traditional electric utility functions, covering unique opportunities and

challenges associated with the so-called water-energy nexus. In this regard, BBMS has evaluated and implemented various water-energy opportunities. BBMS formed and has served for over a decade as counsel for the Power and Water Resources Pooling Authority (a joint powers agency that includes participation by the Sonoma County Water Agency, Westlands Water District and Arvin-Edison Water Storage District). In addition, BBMS currently serves as regulatory counsel for the San Diego County Water Agency, and has previously provided analysis, support and services to the Monterey County Water Resources Agency and the West Basin Municipal Water District.





# About Richards, Watson & Gershon



**Gregory W. Stepanicich**  
*Shareholder*



**RICHARDS | WATSON | GERSHON**  
ATTORNEYS AT LAW – A PROFESSIONAL CORPORATION

## Foundational info

### Richards, Watson & Gershon (RWG)

44 Montgomery Street  
San Francisco, CA 94104.  
Telephone: (415) 421-8484  
Fax: (415) 421-8486

### Contact Person: Greg Stepanicich

*Managing Shareholder of San Francisco office*  
Email: [gstepanicich@rwglaw.com](mailto:gstepanicich@rwglaw.com).

Legal Structure: Professional corporation.  
Size of Firm/Staff: 64 attorneys  
61 years in business with offices in San Francisco, Los Angeles, Orange County and Temecula (Riverside County).  
**[www.rwglaw.com](http://www.rwglaw.com)**

## Who we are

**We have built a reputation as the lawyers of choice for clients seeking reliable, efficient, and effective legal counsel to help realize their goals.**

Richards, Watson & Gershon delivers practical advice and solutions tailored to the unique needs of public entities. Working seamlessly across offices in Los Angeles, San Francisco, Temecula, and Brea our dedicated team of experts provides the full-scope of public law services.

With over 60 years of experience, we are proficient in virtually every area subject to public law. When industry-depth matters, our integrated team of highly-specialized lawyers are able to draw upon a wealth of experience and expertise to deliver optimal results tailored to the unique needs of our public and private sector clients. This cross-disciplinary approach also allows us to leverage resources while also effectively managing time and costs.

## Practice Groups

- Public Finance
- Public Agency Law Special Districts
- Water
- Transportation
- Real Estate Environmental
- Eminent Domain
- Labor & Employment Litigation

## Specialty Practices

- Climate Change
- Coastal
- Elections & Political Law Land Use & Planning
- Police Practices
- Redevelopment Dissolution & Telecommunications

## Client Types

- Cities & Towns
- Counties
- Housing Authorities & Housing Successors
- Joint Power Authorities
- School Districts
- Special Districts & Successor Agencies

Our creative and pragmatic attorneys are as skillful in handling complex transactional work as they are in defending governmental entities in important litigation. If an issue cannot be resolved without going to trial, and litigation becomes necessary to defend and protect our clients' interests, our litigators do so aggressively and with a successful record in federal, state, and local courts. We are committed to helping clients maximize opportunities and minimize litigation risks.

Public agencies count on us for practical advice and well-analyzed solutions to their most complex problems. We listen carefully, ask the right questions, and develop creative solutions that balance our clients' immediate objectives with long-term strategic advantage.



## Greg Stepanicich drafted the first joint powers agreement for CCA in the state of California.

The joint powers agreement drafted for Marin Clean Energy in Marin County was the first in the state. Greg also drafted the JPA Agreement and supporting ordinance for the newly formed Silicon Valley Clean Energy JPA. This joint powers authority will become operational in Spring 2017, and Greg continues to assist on legal matters regarding the start-up of this CCA program.

Greg authored an article for the Fall 2014 edition of the *Public Law Journal* entitled "Community Choice Aggregation—An Alternate Way to Providing Electricity Service by Local Government." This article discusses the key legal issues involved in establishing a CCA.



### References

**Dawn Weisz, Executive Officer**

Marin Clean Energy  
dweisz@mcecleanenergy.org  
415-464-6010

**Melody Tovar, Program Manager**

Silicon Valley Clean Energy  
mtovar@sunnyvale.ca.gov  
408-730-7740



## About Green Ideals



**Susan Bierzychudek**  
*Founder and Principal*



### Foundational info

#### Green Ideals

400 Red Hill Avenue  
San Anselmo Ca 94960

#### Contact: Susan Bierzychudek

susan@green-ideals.com  
(415) 453-8070

Size of Firm/Staff: contract staff of 9  
12 years in business

Legal Structure: Sole Proprietorship

[www.green-ideals.com](http://www.green-ideals.com)

### Who we are

Green Ideals is a small collective of deeply experienced contract team members. We work only in the sector of socially responsible services and products, both locally and globally. We specialize in brand strategy, design, communication and marketing for mission-driven companies, both B2B and B2C.

Our unique focus is on emotionally driven communication—the intelligent blending of values-based messaging with strategically sound, inspired graphic design and language. Green Ideals develops lasting relationships between brands and their audiences through the creation of compelling, authentic brand stories that touch both the minds and hearts of engaged customers. Our work encourages positive expectations for interactions with brands, thereby reducing the resistance often felt towards making change—a concept especially important in the area of Community Choice.

Susan Bierzychudek, Founder and Principal of Green Ideals, has over 37 years of experience in marketing and communication, focusing for the most recent 25 of those on brand strategy, marketing communication and consumer psychology. She has worked for decades with Fortune 500 firms in the US, Europe and Japan; she founded Green Ideals specifically to work with socially responsible clients, in an effort to propel a more sustainable and just society.

### Our Services

Green Ideals offers a full range of strategic and tactical marketing communication services, including:

- Brand / Communication Strategy
- Graphic Design
- Logo Design
- Website Design
- Naming/Tagline Development
- Brand ID System Development
- Copywriting/Editing
- Exhibit Graphics
- Illustration
- Collateral Design/Brochures
- Promotional Design
- Photography/Videography

### Relevant Project Work

- **MCE:** Marketing/design firm of record for 6 years, since launch (2010-current)  
strategic messaging, brand positioning, graphic design, ad campaigns, promotional/exhibit design, enrollment design
- **SCP:** Strategic messaging work pre-launch (Sept. 2013-Feb. 2014)
- **GGEVA:** Strategic messaging / design work for public awareness/advertising campaign to "Drive Electric", 4 consecutive years (2012-present)
- **Environmental Forum of Marin:** Brand positioning, core messaging, logo redesign, ID system design, website redesign, collateral design, (2012-present)





# Green Ideals has deep roots in the area of Community Choice.

We began our work in CCA with Marin Clean Energy's pre-launch phase, when we were brought in to develop core messaging, communication strategy and customer outreach materials. We taught MCE how to present itself as a warm and friendly consumer brand, rather than as government agency. Our work took the brand from pre-launch through formation, customer enrollment, and subsequent brand expansion into additional service territories of Richmond, San Pablo, and unincorporated Napa County. As the brand has grown and its audience has become more diverse, Green ideals continues their contracted engagement, now in its sixth year.

Sonoma Clean Power asked Green Ideals to assist with pre-launch strategic work, enlisting our experience concerning what had worked best for MCE, what hadn't—and why. All of this is critical to flattening a learning curve and easing the launch of a new Community Choice program with minimal opt outs.

Recent clients of Green Ideals include companies both local and global, for profit and non-profit. All share a triple bottom line orientation of people, the planet and profits. Recent clients include MCE Clean Energy, Sonoma Clean Power, LEAN Energy US, MBA Polymers, Inc. (global plastics recyclers), Transportation Authority of Marin, Agricultural Institute of Marin, Golden Gate Electric Vehicle Association and Environmental Forum of Marin, among others.

## References

### **Marin Clean Energy**

#### **Jamie Tuckey, Director of Public Affairs**

[jtuckey@mcecleanenergy.org](mailto:jtuckey@mcecleanenergy.org)

415-464-6024

### **Golden Gate Electric Vehicle Association**

#### **Dale Miller, President**

[dalewmiller@gmail.com](mailto:dalewmiller@gmail.com)

415-902-0378

### **Environmental Forum of Marin**

#### **Vicki Rupp, President**

[vicki.rupp@gmail.com](mailto:vicki.rupp@gmail.com)

415-461-0790



# Green Ideals

## Case Study



## Marin County was planning to launch the first Community Choice Aggregation in the state.

Marin Clean Energy asked Green Ideals to introduce their residential and commercial audience to a new concept of choice in energy providers, conveying the benefits of the program, and minimizing opt-outs for the initial enrollment period. Our strategy and design were focused on setting expectations for a positive, non-threatening transition to a program that would provide significant community and rate-payer benefits.

### Work for initial phase

#### (Ad campaign 2010/2011) included:

- positioning / communication strategy
- Logo revision / ID system
- Core messaging
- Brand standards
- Briefing booklets / brochure design
- Website content development / copywriting
- Image sourcing
- Enrollment notice design / copywriting
- Call center script editing
- Print and digital ad design
- Media buy
- Ad campaign development (2010/11)  
Print, digital, bus sides, shelters, ferry terminals, movie theater ads



Above: 2010 print ad; Right: bus tail ads, launching Marin Clean Energy in Marin County



# Green Ideals

## Case Study

### MCE 2011-2012: Building brand awareness, engaging customers



#### Deliverables in the second year of service included:

- Logo revision
- Print and digital ad design
- Original photography
- Enrollment notice design
- Ad campaign development 2011-2012 / copywriting
- Media buy
- Yard sign design

After a successful launch throughout several Marin County municipalities, other cities voted to join MCE. Green Ideals was asked to create new promotional materials and to develop a new ad campaign to heighten awareness of the brand throughout the rest of the county. Our strategy used real MCE customers (residential and commercial) as spokespeople for the program, reinforcing positive expectations and helping to secure a warm reception in new coverage areas.



**“We reduce our store’s carbon footprint with Marin Clean Energy’s 100% renewable electricity.”**

**The Orlandis, Owners—Noci Gelato, Mill Valley**

**MarinCleanEnergy.com**  
**888-632-3674**



**MarinCleanEnergy.com**

**“Marin Clean Energy is a game-changer.”**

**The Learys**  
**San Anselmo**

*Above: Print ads, with original photos/spokespeople; Right: Digital skyscraper ads as part of a broader online program*



# Green Ideals

## Case Study

### MCE 2012-2014: Expanding the boundaries to new demographics

With all of the municipalities within Marin County successfully enrolled, areas including San Pablo and unincorporated Napa County now voted to join MCE. Our work involved a name / logo revision to embrace a broader geographic area, and a fresh, broadly based **We have the Power** ad campaign to inform and welcome new rate payers to the MCE family. We photographed civic and religious leaders, and residential and commercial electricity customers in the new service areas as spokespeople for the program, helping prospective customers understand and embrace the opportunity for choice.



#### Deliverables in years 3 and 4 included:

- Logo revision / translation
- Print and digital ad design
- Original photography
- Enrollment notice design
- Ad campaign development 2013-2014 / copywriting
- Media buy
- Website redesign
- Collateral design: bookmarks, ads, banners, etc.
- Residential and commercial brochure design
- Green Loan Program graphics

**We have the Power...**  
to choose cleaner energy.

Lucas Davis, cooking for 30 years at Chris' Kitchen in San Pablo

**50-100% renewable energy for San Pablo**  
In May 2015, low cost, clean energy options are coming to San Pablo. Look for MCE mailers to learn how you can save on your PG&E bill and help clean up the environment.

**MCE Clean Energy**  
My community. My choice.

[mceCleanEnergy.org](http://mceCleanEnergy.org)

**We have the Power...**  
to help MCE build local solar farms and create new jobs.

Terry Sawyer, Founding Partner  
Hog Island Oyster Company, Marshall

**Cleaner power, sourced closer to home.**  
Our choice to buy clean energy from MCE has helped create demand for 6 new renewable energy projects to be built right here in Marin, and 5 more in Richmond—providing power for up to 11,000 homes each year.  
1 (888) 632-3674 | [mceCleanEnergy.org](http://mceCleanEnergy.org)

**MCE Clean Energy**  
My community. My choice.

Left, Right: We Have the Power print ad campaign that spanned new and existing service areas.

# Green Ideals

## Case Study

### MCE 2015-2016: Empowering communities through local energy programs

MCE is fulfilling the promises made to its rate payers, so our recent work has been to publicize their investments in local energy infrastructure programs, and to encourage rate payers to **Opt Up** to 100% renewable Deep Green.

With *opt outs* reliably low throughout all service areas, we've been transitioning the brand to a new mood that's lighter hearted and fresher, with feel-good graphics that encourage optimism—as news of GHG reductions are publicized.



#### Deliverables in the fifth year of service included:

- Logo revision / translation
- Print and digital ad design
- Original photography
- Enrollment notice design
- Ad campaign development 2013-2014 / copywriting
- Media buy
- Website redesign
- Collateral design: County Fair graphics
- Residential and commercial brochure design
- Green Loan Program graphics
- Promotional banner, bookmark, ads



Top: Street banner promoting Opt Up to 100% renewable Deep Green; Bottom: Print ad calling attention to Earth Day



# Green Ideals

## Case Study

### Sonoma Clean Power needed pre-launch messaging and design refinement.



SCP had done some preliminary design work, but lacked the critical brand positioning and core messaging necessary for unified communication. They also needed help with their main logo, adjusting colors and shapes to suggest renewable electricity, and altering the tagline to create a more collaborative feeling of community.

While the group was in the process of adding full-time staff, we also assisted with naming power products and creation of logos for each of them, and then designed the first of their enrollment postcards—thus readying the SCP team to complete website build-out and their ad campaign.

#### Deliverables included:

- Brand positioning
- Core messaging
- Logo redesign
- ID system design
- Power product naming
- Logo development for Clean Start and Evergreen
- Enrollment postcard design

# CleanStart EverGreen



Upper: Power product names/logos Lower: Initial enrollment postcard Right: digital Opt Up button

## Green Ideals Case Study

### We've been with LEAN Energy U.S. from its inception, helping it propel CCA across the state and nation.

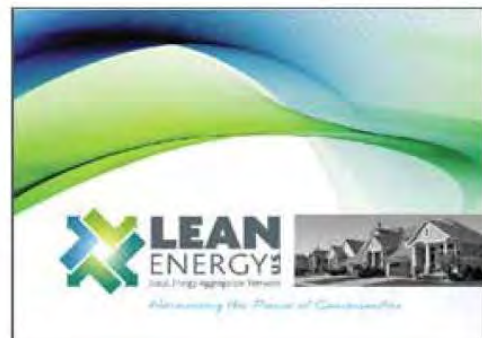
Shawn Marshall was one of the founding board members of Marin Clean Energy's JPA—the first CCA in the state of California. Once that was on its way, she moved on to found LEAN Energy US—opening the doors of Community Choice to municipalities everywhere. She called on Green Ideals to help give birth to the company.

We've partnered on core messaging, communication and design materials from that point through present.



#### Deliverables included:

- Brand positioning / strategy
- Core messaging
- Logo / tagline design
- ID system design
- Website design / copywriting
- Promotional graphics
- Event / seminar design
- Brochures, flyers, newsletter design
- Collateral design
- Illustration



Left: LEAN Energy US website; Right Upper: Company brochure cover; Right Lower: Refined and simplified illustration of how CCA works





## **Appendix B: Key Staff and Qualifications**



# The Energy Authority

## Key Staff and Qualifications



# The Energy Authority

## Key Personnel

Below are bios for TEA staff that will be involved in delivering the scope of services requested by the County.

### John Putz

#### Principal Quantitative Analyst

John has been with TEA for 8 years and will serve as Project Manager and analysis designer for the Technical Study. During Phase 2, John will serve as Project Manager for development of the Implementation Plan.

John is a fifteen-year veteran of the energy, energy software and trading industries. John has experience in a wide variety of areas including strategic consulting, risk management, trading, energy software, asset and portfolio optimization, trade and asset valuation, and hydro-generation optimization. He is currently serving as Project Manager for TEA in its development of a CCA technical study for the City of Davis and unincorporated Yolo County. Previously, he was TEA's Project Manager for the University of California Workbook effort outlining the feasibility and requirements for the University to become its own Energy Service Provider and assume responsibility for implementing a wholesale power program. John was also the lead analyst responsible for performing the economic evaluation of generation proposals submitted to the University in response to its RFP for renewable power supplies. John received his PhD in experimental particle physics from the University of Washington.

### Josh West

#### Manager, Analytics

Josh has been with TEA for 10 months and will serve as TEA's lead on retail programs – net energy metering, energy efficiency and demand response. During Phase 3, Josh will be TEA's lead for ongoing financial planning, risk management, and procurement analysis.

Josh has over 11 years of experience in energy trading and risk management. Josh has experience working with both regulated and unregulated entities across North America, including Puget Sound Energy and JP Morgan, and has worked in California wholesale power markets his entire career. His expertise includes the valuation of physical power and natural gas assets, quantitative analysis and model development, fundamental analysis of power and natural gas markets, risk analysis and hedging strategies, financial derivatives and option pricing theory. Josh has a BBA in Economics from Kent State University and an MA in Economics with a concentration in Econometrics from the University of New Mexico.

## **Marty Parsons**

### **Director, Portfolio Management**

Marty has been with TEA for 9 years and will provide analysis and input on wholesale energy markets and supply scenarios considered in the Technical Study, as well as direct TEA's trading activities associated with procurement and ongoing risk management in Phase 3.

Marty has 14 years of western wholesale energy markets experience with a focus on trading, hedging, and portfolio optimization of multiple commodities including power, transmission, gas, renewables, resource adequacy, and congestion revenue rights. He takes a collaborative approach with clients to understand their wholesale energy portfolios and objectives, and currently advises multiple western utilities on a wide range of commercial transactions. Marty has a Bachelor of Arts degree in Economics from Willamette University.

## **Jeff Fuller**

### **Director, Client Services**

Jeff has been with TEA for 9 years and will serve as the account manager for TEA's engagement with Humboldt County, which is the same role that he fills in TEA's work with the City of Davis and University of California.

Jeff directs Client Services for TEA within the Western Electricity Coordinating Council (WECC) region. In this capacity he is responsible for managing all relationships between clients and TEA personnel and for ensuring the successful delivery of services. Jeff has over 20 years of experience in the energy industry and has been with TEA since 2006. He has a broad range of experiences including trading, analytics, short- and long-term power supply planning, and assisting with development and implementation of risk management programs. Jeff has a Bachelor of Arts degree in Economics from Washington State University.

## **Alex Wong**

### **Structure & Pricing Analyst**

Alex has been with TEA for nearly 5 years and will be the lead for developing the dynamic pro forma models and cash flow analysis.

Alex is an experienced analyst in the energy industry. He leads the financial modeling and resource cost projections for TEA members in the West, including financial and rate analysis developed for the City of Davis and University of California. Recently Alex led TEA's efforts on resource costs projections, capacity price projections, and impacts of increased renewables generation for the non-traditional risk analysis project developed for the City of Roseville, CA. Alex also specializes in rates analysis, renewable energy research and development, and fundamental analysis of power markets. He began his career as an upstream unconventional fuels analyst with ZBI Energy Development. As part of his graduate work, he partnered with Austin Energy and the LBJ School of Public



Affairs at the University of Texas at Austin to develop a roadmap to carbon neutrality for Austin Energy by 2020. Alex has a BS in Chemistry from the University of Wisconsin and an MS in Energy Resource Management from the University of Texas.

### **Eina Ooka**

#### **Structure & Pricing Analyst**

Eina has been with TEA for 4 years and will be responsible for modeling and running the production cost model (AuroraXMP Electric Market Model) that TEA will use to generate wholesale market price scenarios during the technical study task.

Eina leads TEA's quantitative modeling efforts and has been with TEA since 2011. In her current role she develops multivariate stochastic models for Northwest and WECC power markets. Her recent work in California includes producing a long-term power price forecast using AURORAXmp that included scenarios with impacts from increased variable energy resources, increased renewable portfolio standards, and varying carbon prices. Eina's other expertise includes neural network modeling and machine learning, data science, and risk analysis. Eina holds a BS in Mathematics from Western Washington University and an MS in Mathematics from the University of Washington.

### **Natalie Baerlocher**

#### **Senior Structure & Pricing Analyst**

Natalie has been with TEA for 5 years and will be the lead analyst for load analysis and forecasting energy and peak demand requirements during all project phases.

Natalie leads TEA's efforts for long-term and short-term load forecasting since joining TEA in September 2010. She has developed multiple long-term load forecasts for clients across the West, including the University of California. Her other expertise include neural network modeling, hydro generation modeling and streamflow forecasting. Natalie has a BS in Mathematics from Washington State University and an MS in Operations Research from the University of North Carolina.

### **Energy Sub-Consultants**

TEA maintains ongoing relationships with the following two sub-consultants that provide additional depth to TEA's California market expertise and that will also be part of the project team.

### **Don Dame**

Don Dame will serve as a senior advisor on this project, as well as provide expert advice on procurement and governance issues, which is the same role Don has provided in TEA's work for the City of Davis and University of California.

Don has over 35 years of experience in the electric utility industry including 25 years as Assistant



General Manager at Northern California Power Agency (“NCPA”). During much of Don’s time at NCPA, he oversaw the Power Management group, which is responsible for operating NCPA’s generation fleet and maximizing the value of generation and contract assets in the wholesale power market consistent with member risk tolerances and reliability obligations. TEA has used Don in a variety of capacities during the past 2 years, including in a similar senior advisor role on the University of California Workbook project described earlier.

### **Michael Bell Management Consulting, Inc. (MBMC, Inc.)**

Mike will serve as an expert on PG&E rate forecasting issues.

Mike has nearly 30 years of senior managerial and technical experience in the utility industry. He spent 20 years in executive management positions in the electric power, water, and telecommunications industries. For 7 years, Mike managed the engineering, design, and management consulting services for a nationally recognized consulting engineering company serving the electric, water, wastewater, and solid waste businesses in California. In 2005 Mike formed MBMC, Inc.

During his career, Mike has held executive management positions in electric, water and telecommunications utilities in California and the mid-west; had lead responsibility for the issuance of numerous debt issues totaling \$1 billion; and has prepared numerous reports used to finance major water, wastewater, telecommunications, and electric generation, transmission and distribution system financings for utilities. Mike has also provided expert testimony before various public bodies such as city councils, utility boards, and participating organizations in multifaceted business concerns.

Mike has a Bachelor of Science Degree from St. Louis University and an MBA from Pepperdine University. Mike also attended Harvard University’s Program for Senior Executives in state and local government.

### **Other Related Experience**

Outlined below is experience of the project team submitted in response to the criteria outlined in the Bidder Qualifications section of the RFP.

### **AC Intertie and CASIO Imports/Exports**

Since January 2014, TEA is currently working with four Northwest public utilities to jointly manage and optimize a 52 MW share of the AC Intertie connecting the Pacific Northwest and California. The scope of activities performed by TEA associated with this work includes:

- Development of trading strategies using both term and day-ahead (DA) markets
- Importing energy into CAISO, including preparing e-tags
- Managing congestion between Malin and NP15, including the use of CRRs
- Monitoring and procuring carbon allowance obligations under the California Air Resources Board’s Cap-and-Trade Program
- CAISO settlement validation

Additionally, TEA will seek economic opportunities to import and/or export from CAISO on behalf of its other northwest Clients subject to availability of transmission.



## **Load Forecasting Experience**

TEA has substantial experience in the area of load forecasting and load simulation. TEA has created 12 long-term load forecasts for 7 utilities throughout the nation. TEA also forecasts hourly load on a short-term basis for 15 utilities and the University of California.

In addition to load forecasting, TEA performs stochastic load simulations for over 20 utilities on a 0-5 year time horizon to assist in supply planning, hedging, and budgeting processes. Finally, as part of the Roseville project discussed later, TEA performed a 15-year evaluation of unconventional risks that included simulations of load decline and load shape changes from rooftop solar and distributed battery storage.

## **Roseville Long-term Risk Analysis**

TEA was hired by the City of Roseville, California to perform a long-term study on the impacts to its financial situation due to ongoing changes in the electricity industry from policy and regulatory changes, technological changes, and changes in consumer behavior. TEA developed a pro forma model of Roseville's cash flows with toggles to permit scenario analysis on load growth, RPS content of the portfolio, rooftop solar, household electricity storage, and fixed versus volumetric retail rate structures. TEA also developed fifteen-year price forecasts using a production cost model of WECC incorporating projected supply-stack developments such as the retirement of the once-through-cooling fleet in California, state-by-state renewable portfolio standards, and implementation of the Federal Clean Power Plan. The forecast model was then run for a variety of California-specific scenarios assuming alternative carbon prices, renewable portfolio standards, and interchange capabilities. The results of the forecasts were used to determine the impact of these scenarios on Roseville's long-term energy costs and revenues. The proposal for performing the County's CCA Technical Study will adapt and extend the work undertaken for Roseville to incorporate the additional factors that will impact the proposed CCA.

## **Planning, Procurement, Portfolio Management & Rates Management**

TEA serves as the strategic advisor and primary interface on wholesale energy issues for over 20 community-chartered utilities and other wholesale market participants (e.g., universities, Native American tribes) of a wide range of sizes, resource mixes and regulatory regimes across the United States. TEA's primary focus is helping these organizations manage their wholesale supply portfolios to achieve their community-specific objectives – whether focused on costs and rates, environmental and sustainability goals, or a combination thereof. TEA provides comprehensive advisory services for planning, procurement, supply management, financial modeling, and risk management, to assist its owners and clients in developing and executing sound strategies. TEA has a large, highly talented analytics group which develops industry-leading stochastic and scenario-based models to understand and measure potential variability and stress case outcomes on each organization's finances. This helps each entity make supply and procurement decisions consistent with each community's unique goals, as well as develop strategies for rates and reserves, that ensure prudent and robust finances coupled with stable and competitive rates. In addition, TEA's experience includes formal development of Integrated Resource Plans ("IRPs") in fulfillment of prudent long-range planning and state regulatory requirements. To date, TEA has developed IRPs for five electric utilities.



## **Balancing Authority of Northern California Business Model Analysis**

The Balancing Authority of Northern California (“BANC”) hired TEA to perform an analysis evaluating various business model options for responding to the challenges of integrating variable energy resources (e.g., wind and solar) as RPS requirements increase through time. BANC consists of the Sacramento Municipal Utility District, the cities of Roseville and Redding, California, the Modesto Irrigation District, and the Trinity Public Utility District. The business models analyzed included: becoming part of CAISO’s two-day market, joining CAISO’s newer Energy Imbalance Market, forming a pooling agreement for BANC members and other California utilities, and joining a prospective Northwest Power Pool centralized economic dispatch market. The analysis evaluated the different alternatives based on a set of criteria that included the cost to join and implement, potential revenue growth, potential reductions in energy costs resulting from more efficient dispatch of resources and the impact on local control and decision making of alternative governance structures. Results of TEA’s analysis were documented in a written report and presented to BANC’s governing board.

## **Forecast of Pacific Gas and Electric Company (PG&E) Retail Rates**

Mike Bell prepares annual long-term forecasts of PG&E’s retail electric rates for the Northern California Power Agency (NCPA) and its member agencies. The forecast covers residential; small, medium and large commercial rates, as well as industrial rates. The annual report includes a comprehensive review of regulatory actions by the Federal Energy Regulatory Commission and California Public Utility Commission. The review includes a comparison of NCPA member retail rates to PG&E rates. Mike has also prepared cost of service and rate design studies for Imperial Irrigation District and Glendale Water & Power.

## **Other Regional Transmission Operator (RTO) Market Qualifications and Experience**

TEA is an active participant in MISO, PJM and SPP markets and currently provides Market Participant services (similar to CAISO SC services) to 15 electric utilities across MISO, SPP and PJM, representing over 10,000 MW of installed generation capacity and 10,300 MW of peak load.

RTOs generally require that in order to participate in their markets, certain functions be performed by entities that have been approved by the market operator. These entities have various names, Market Participant (MP) in MISO, PJM, and SPP, and Scheduling Coordinator (SC) in CAISO; however, the functions are similar. The duties, rights, and responsibilities of an MP/SC are specified in the market’s Open Access Transmission Tariff (OATT). The OATT typically allows for participants to perform the MP/SC function for themselves or arrange for others to perform the functions on their behalf. TEA is registered with the CAISO as SC and with MISO, PJM and SPP as a MP. TEA’s RTO services include:

- Providing the interface between the market systems and the utility
- Developing Day Ahead Market (DAM) Real Time Market (RTM) and Ancillary Services Market (ASM) bidding strategies
- Submitting DA Load Bids and both DA and RT Generation Offers
- Receiving DA and RT Awards
- Scheduling the awards with the utilities’ control center operators
- Providing Congestion Revenue Rights (CRR) management and participating in the CRR auctions



- Providing Settlement Shadowing and invoice validation of the utilities' market business with the RTO
- Filing and managing Settlement Dispute Resolution if necessary
- Managing the utilities' Invoice/Payments with the RTO and providing credit management
- Reporting

TEA provides complete settlement services with the RTOs including shadow settlement statements. The shadow settlement statements are compared to the RTO's statements by TEA for reconciliation and dispute purposes. TEA provides dispute resolution services in accordance with the OATT.

TEA assists in developing operating procedures for efficient interaction and provision of services. Such procedures are mutually agreed to by the parties' representatives and may be modified from time to time as necessary.

TEA provides access to its secure website where it provides transaction details and certain complementary energy market reports. TEA maintains the RTO interface and settlement systems. TEA provides an internet-based data transfer system to facilitate the transfer of Client data to TEA.

## **Anaheim Public Utilities**

TEA has provided the following risk management advisory services to Anaheim Public Utilities since 2006.

- CFaR modeling
- Hedging recommendations
- Dodd-Frank analysis and compliance
- Review and update risk management policies and procedures

## **Glendale Water & Power**

TEA provided the risk management advisory services for the period late-2008 through mid-2012. TEA's agreement was discontinued due to GWP budget constraints.

- Creation and implementation of delta hedging strategy for natural gas requirements
- Daily consultation on trading strategies and execution
- Backup trade execution
- Market fundamental and technical analysis
- Risk reporting
- Review and update risk management policies and procedures

## **Additional Details Regarding Phase 1 Pro-forma Model**

The Excel-based Pro Forma Model that TEA will develop and provide to RCEA during Phase 1 will model the projected cash flows for RCEA and will include the significant drivers of financial performance including, but not limited to, the following:

- Load forecasts with ability to modify assumptions as per the load forecast discussion above;
- Wholesale power prices with ability to change natural gas prices, RPS requirements and carbon price scenarios (both for meeting any balancing power needs for the CCA, as well as to generate a proxy PG&E cost-of-service). For developing wholesale power price scenarios, TEA will utilize the AURORA<sup>™</sup> Electric Market Model developed by EPIS, Inc.;
- Contracted or owned power supply costs for the four supply scenarios developed in Task 1.2.3;

- Resource Adequacy charges based upon TEA's active participation in the RA market and projections for future capacity prices for System, Local and Flexible RA. Included in these charges are volumetric requirements established by current CAISO policy and projected variable energy (renewable) supply characteristics;
- REC charges based upon residual RPS needs under different RPS assumptions plus renewable generation procured through the wholesale market, and forecasted REC prices based upon TEA's active participation in the REC market and REC price forecasts;
- Rooftop and community solar penetration and net-metering and feed-in-tariff rates;
- Base case financial projections with cash flow analysis dependent on revenues based upon rate assumptions developed relative to PG&E's rates, plus detailed costs and revenues of the four electric supply scenarios chosen by Humboldt for analysis;
- Administrative, start-up and financing costs based upon assumptions about staffing, outsourcing, and outreach programs leveraging publicly available data from Marin, Sonoma and Lancaster CCAs, as well as the experiences of a sampling of TEA's clients;
- PG&E PCIA charges;
- Forecast PG&E rates under the current and the new CPUC approved 2-tier rate design;
- GHG production for each supply scenario;
- Costs to implement and impacts on load and revenues of energy efficiency, net metering and feed-in-tariff programs;
- Opt-out / participation rates by rate class;
- Participating jurisdictions;
- Reserve accumulation and debt service coverage ratios through time.

The functionality built into the Pro Forma model will include toggles to model the specific sensitivities mentioned in the RFP, which sensitivities will be addressed as described below:

- Alternative market price scenarios for system energy will be derived from the production cost price simulation based upon varying gas prices, RPS requirements, carbon prices, and hydro supply.
- Renewable supply costs will be varied as a driver of CCA supply costs. The variations will be based upon varying subsidies (PTC/ITC) and varying technology costs. (per d. below)
- PG&E's rates will be determined for high, medium and low scenarios, which will be correlated with market rates based on the particular assumptions in each of the scenarios. Exit fees will be examined under the current PCIA rates, as well as under different assumptions of how those charges are calculated.
- See b. above
- Participation rates by rate class, including the (lack of) participation by different entities within Humboldt County, will be adjustable within the model.
- As per the supply section above, the renewable mix of the supply portfolio will be adjustable within the model.
- Local renewable generation will be included in the supply portfolio mix. Energy efficiency and demand response will be added as factors to modify load and load shape so as to affect costs and revenues within the model.
- See e. above
- The impact of policy changes on RPS and GHG allowance costs will be simulated in the production cost model. The impact of additional DA load within California will likely need to be more qualitative in nature as it would be difficult to model how much DA load will grow within the County and what its costs will be. However, the participation / opt-out rate sensitivities should broadly measure the impact of additional potential DA load on rates. Resource availability as well would be difficult to model; however, TEA does not anticipate there being any significant impact of excessive demand on renewable supply costs, as the potential for expansion seems very large at this point. More significant is likely to be the impact on prices and revenues that accrue to renewable generators from large-scale growth in renewables capacity.
- The RCEA supply model will include a percentage from low-carbon but non-RPS eligible supply (e.g., large hydro) for which the percentage and price will be varied. Scenarios around long-term lower California hydro generation levels and Diablo Canyon retirement can be addressed through the production cost model simulations. These will also be incorporated in the PG&E rate forecast scenarios. GHG emissions will be calculated for each scenario.



# The Energy Authority

## Sample Projects

### Davis / Yolo County CCA Technical Study

TEA was selected by the City of Davis ("Davis") and Yolo County to develop a technical study. Work associated with this activity commenced in October 2015 and is expected to be completed by March 2016. The scope of services for Davis and Yolo County is very similar to the scope of the technical study requested by Humboldt. The similar scope and contemporaneous nature of work provide a valuable reference point for TEA to develop a similar study for Humboldt. A summary of the primary elements of the Davis/Yolo Technical Study is provided below (all analysis is for a 10-year period commencing January 2017):

- Load Study and Forecast: review, format and import historical load data into an analytical framework and prepare a 10-year load forecast for the CCA by rate class.
- Rate Analysis: develop CCA and PG&E rate forecasts based on reasonable estimates of future rate increases and rate structure changes in consideration of future market prices for power and natural gas, as well as active rate proceedings, including PCIA charges.
- Supply Scenario Development: develop three scenarios for the energy procurement requirements of the CCA, including costs estimates and composite GHG emissions considering both renewable and non-renewable components of power supply. Supply scenario development also includes analysis of local generation options.
- Pro forma Analysis: develop a base case financial pro forma including income statement, balance sheet and cash flow analysis detailing costs and projected benefits under three supply scenarios. The pro forma analysis is the primary analytical framework for informing the threshold decision to move forward with CCA formation. In addition to power supply costs, costs include program development, implementation and ongoing operational costs. The pro forma analysis will also test the sensitivity of financial projections to changes in a number of variables including, but not limited to, alternative natural gas prices, power prices, opt-out rates, resource costs, carbon allowance costs, etc.
- Risk Analysis: describe and analyze the range of potential risks to the CCA program and outline risk mitigation measures. Risks include regulatory and legislative, operational, opt-out, market, retail rate and financial risks.
- Comparative Analysis of Implementation Options: a comparative analysis of alternative implementation options for setting up and operating a CCA including forming an enterprise model, a JPA model, joining an existing CCA or pursuing an outsourced "turn-key" solution.

### University of California Feasibility Study, CAISO Market Entry and Scheduling Coordinator Services

In 2013 the University of California ("UC" or "University") selected TEA to help them assume ownership of their energy future with the principal objective to build an environmentally friendly, locally controlled and eventually carbon neutral supply portfolio. The initial step was for the University to become its own Energy Service Provider and take over the supply and management of the Direct Access accounts which belong to seven of the UC campuses and three of the UC medical centers. TEA worked with the UC to develop a "Workbook" to provide a roadmap to become an ESP and a guide to managing a wholesale power program. The topics covered in the Workbook included: Wholesale Procurement, Resource Adequacy, AB32 GHG requirements, RPS obligations, CRR's, Resource Planning, Load Forecasting (long and short-term), Risk Management, Metering, Settlements, Credit Requirements, Governance, CAISO SC services, and Regulatory Oversight (Federal and California).

The UC, with assistance from outside entities including TEA, performs the following functions:

- Model-assisted portfolio management including procurement and development of wholesale and distributed renewable assets;
- Scheduling-coordinator functions with the CAISO;



- Retail billing to campus accounts;
- Analysis and management of a CRR portfolio;
- Various other functions that are required of what is essentially a retail utility without transmission and distribution responsibilities.

TEA has been integral in the process of standing-up and implementing the UC wholesale power program including assistance in developing its governance structure, in hiring staff, in fulfilling regulatory obligations with the PUC, in building out infrastructure to interact with the CAISO, and in modeling finances by developing pro-forma and stochastic risk management models. In the summer of 2014, TEA also assisted the UC with procuring 80 MW of solar generation that will come on-line in 2016.

Effective January 1, 2015, the UC's wholesale program went live. TEA continues supporting the UC's efforts through execution of the following activities:

- Daily forecasting of hourly loads for each campus
- Submit Day Ahead demand bids
- IST for short-term hedging transaction
- Import schedule for WAPA Base Resource allocation for UCSF campus, including preparing e-tags
- Annual and monthly RA submittals
- Settlement validation and allocation of costs to direct access campuses
- CRR bid strategy development and implementation
- Short-term energy, RA and REC procurement using TEA's credit and contracts
- Risk analysis and hedge strategy development
- Long-term renewable resource procurement analysis
- CAISO regulatory monitoring

Beginning in the second half of 2016, TEA's scope will expand to include scheduling of the University's 80 MW purchase of solar energy from two projects.

Additionally, TEA continues to assist the University in developing a long-term procurement strategy to achieve a carbon-neutral power supply by 2025. In support of this effort, TEA maintains contacts with renewable generators both inside and outside the state of California, and assists the University on an on-going basis with evaluating the economic and operational attributes of alternative renewable generation supplies.

Additionally, TEA continues to assist the University in developing a long-term procurement strategy to achieve a carbon-neutral power supply by 2025. In support of this effort, TEA maintains contacts with renewable generators both inside and outside the state of California, and assists the University on an on-going basis with evaluating the economic and operational attributes of alternative renewable generation supplies.

Finally, TEA also procures on behalf of the University RA and RPS to meet annual regulatory requirements.

## **Portfolio Management, Trading and Scheduling Services for Pacific Northwest Utilities**

Since October 2011, TEA has provided a full range of portfolio management services for the nine public utilities listed below.

- Public Utility District No. 1 of Benton County, Washington
- Public Utility District No. 1 of Franklin County, Washington
- Public Utility District No. 1 of Grays Harbor County, Washington
- Public Utility District No. 1 of Lewis County, Washington
- Public Utility District No. 2 of Pacific County, Washington
- Public Utility District No. 1 of Cowlitz County, Washington
- Public Utility District No. 1 of Klickitat County, Washington
- Public Utility District No. 1 of Clark County, Washington
- Emerald People's Utility District, Eugene, Oregon

Specific activities currently performed for these utilities are provided below.

- Portfolio management and optimization



- 1,400 MW hydro
- 400 MW wind
- 375 MW natural gas-fired CCCT
  - Creation and implementation of delta hedging strategy for 125 MW allocation of jointly owned CCCT
- Miscellaneous (cogen, small hydro, landfill gas)
- Hourly/Daily/Term trading and scheduling
- Marketing bundled energy/REC transactions
- Development of short-term and long-term (1-3 years) operating strategies
- Contract negotiation and administration
- Portfolio risk management
- Facilitation of monthly risk management committee meetings
- Hedging recommendations and supporting analysis
- Market fundamental and technical analysis
- Risk reporting
- CFaR modeling
  - Debt Service Coverage at Risk
  - Gross Margin at Risk
  - Net Power Cost at Risk
- Counterparty credit evaluation and limit monitoring
- Month-end settlement
  - Physical and financial counterparty settlements
  - Shadow settlement of long-term PPAs and transmission invoices
- Regulatory monitoring
  - Dodd-Frank
  - BPA rate and transmission rate cases and business practices
  - California Air Resource Board carbon (Member of Western Power Trading Forum)
  - Miscellaneous consulting (e.g., IRP, Dodd-Frank compliance, risk policy review, and maintenance)

As part of this effort, TEA is responsible for separately optimizing the systems of each Client, consistent with each organization's unique risk tolerances and objectives, while simultaneously seeking opportunities to work cooperatively and return higher benefits to each Client than could be achieved operating in isolation. A key element of this effort was managing a software development project to design, develop and implement the Slice "Optimizer". The Optimizer is a proprietary software system developed and used by TEA to provide asset and portfolio management services for these nine Clients, all of whom have entered into 20-year power purchase agreements with the Bonneville Power Administration ("BPA") to purchase a virtual Slice of the Federal Columbia River Hydro System ("FCRPS"). While BPA, the Army Corp of Engineers and the Bureau of Reclamation retain responsibility for the physical operation and control of the FCRPS, utilities purchasing Slice are independently afforded the opportunity to manage a proportional share of the actual capacity, energy, storage and pondage of the FCRPS operating within the myriad of system constraints (e.g., flow, ramping, environmental, etc.). In addition to the nine utilities mentioned earlier, four other public power systems in the Pacific Northwest contract to use the Optimizer to self-manage Slice via a Software as a Solution platform. In total, TEA is assisting 13 of the 16 utilities purchasing BPA's Slice product.



# LEAN Energy

## Key Staff and Qualifications



# LEAN Energy U.S.

## Shawn Marshall, Executive Director, LEAN Energy US

### Bio and Statement of Qualifications

Shawn Marshall is the founder and Executive Director of LEAN Energy US, a non-profit membership organization that exists to support the successful formation and expansion of clean energy Community Choice Aggregation (CCA) nationwide. Formed in 2011, LEAN serves as a central hub for CCA resources and expertise, and works in partnership with a range of local governments and organizations to support CCA formation and operations around the country. Recent work has focused in the states of California, New York, and Illinois.

In 2007, Shawn served on the task force that became the Marin Energy Authority (MEA), a joint powers agency that runs the first CCA in California and the first clean energy CCA in the country. MEA, now called MCE Clean Energy, serves a customer base of over 180,000 accounts in Marin and surrounding counties with a range of 56%-100% renewable energy. From 2009-January 2012, Shawn served as MCE's founding Vice Chair, and she remains active in their efforts, those of Sonoma Clean Power and other emergent CCA programs around the State.

In addition to her work in the CCA field, Shawn served two terms on the Mill Valley City Council, as Mayor in 2008 and Vice Mayor in 2013. Prior to elected life, Shawn worked in public policy in Washington DC, ran her own consulting firm with contracts in excess of \$1M, and held management positions at the Federal Reserve Bank of San Francisco. She holds a BA from the University of CA at Davis and received additional training at the Federal Reserve Board of Governors in Washington DC.

### Shawn's Key Qualifications

- **First-hand experience and demonstrated expertise in CCA formation and operations in California.** Shawn has been working in the CCA field, first as an elected official and later as an Agency director, since 2007. Shawn was involved in the earliest phases of Marin's CCA program and served on the Marin Clean Energy Board through its first two years of operation. Since that time, Shawn has worked across the country and with dozens of communities in California, providing guidance and expertise as they move toward CCA formation and program launch. Current clients include the Counties of Alameda, Contra Costa, Mendocino, San Mateo, Santa Barbara, Santa Cruz and the cities of Davis and Sunnyvale.
- **Understanding of the culture and operations of local government.** Shawn's 16 years of service in various capacities of local government (including local government commissions, city council, and regional leadership positions) lends a deep understanding of the way government works and how many elected officials think. Shawn's experience as an elected official during the early days of Marin's CCA formation gives her the unique ability to understand concerns about CCA program risk and how those risks have been mitigated.
- **Extensive experience in business administration and project management.** Shawn has over 25 years of corporate and not-for-profit business experience including strategy development, budgeting, staffing, and complex project management. Shawn is a skilled team leader with the ability to handle the "soup to nuts" requirements of running a small business or handling a multi-faceted, multi-million dollar project. Shawn can be a big-picture strategist in one moment and roll up her sleeves to handle the fine details the next.

- ***Large professional CCA network, skilled communicator and collaborator.*** Working with people to achieve a goal, build meaningful organizations and coalitions, and problem solve are hallmarks of Shawn's work. Through her many years in the field of energy aggregation, Shawn has developed a broad network of professional relationships that can be leveraged to support efficient CCA formation and development of best practices. Shawn is also a skilled presenter before many kinds of audiences and works well in a team environment.
- ***Expertise in CCA government and regulatory affairs.*** Shawn has been involved in every major legislative effort and regulatory proceeding related to CCA in California going back to Proposition 16 in 2010. Shawn understands the State legislative and regulatory issues surrounding CCA, and has experience leading legislative efforts and supporting regulatory proceedings at the CPUC.



**SHAWN ELLIOTT MARSHALL**  
**EXECUTIVE DIRECTOR, LEAN ENERGY US**

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### **SUMMARY OF QUALIFICATIONS**

- Results-oriented professional with over twenty-five years' experience in national, state, and local public policy including environmental and energy policy
- Skilled business administrator and strategist with experience in private and public-sector start-ups
- Excellent interpersonal and communication skills. Strong writer/editor, public speaker, and project manager
- Ability to synthesize and communicate complex policy and technical matters at executive levels

### **PROFESSIONAL BACKGROUND**

#### ***LEAN Energy US, Founder & Executive Director (2011-present)***

LEAN Energy (Local Energy Aggregation Network) is a national membership organization dedicated to the expansion of clean energy community choice aggregation (CCA) nationwide. Since its inception, LEAN has become a nationally recognized leader in the field, offering expertise and resources to support successful CCA formation, operations, and the integration of clean energy innovations in CCA programs. [www.LEANenergyus.org](http://www.LEANenergyus.org)

#### ***Marin Clean Energy, Founding Vice Chair (2007-2012)***

MCE was the first CCA in the State of California and the first in the nation to integrate new renewable resources into its power mix. It now provides 56%-100% renewable energy to over 180,000 customers in Marin County and surrounding counties at lower rates than the incumbent utility. Shawn served on MCE's development task force from 2007-2009 and was founding Vice Chair of MCE until 2012. Current Agency budget: \$175M.

[www.marincleanenergy.org](http://www.marincleanenergy.org)

#### ***City of Mill Valley, Mayor and Councilmember (2005-2013; two-term limit)***

Mill Valley is a full service city of 14,000 residents in Marin County, CA with an annual operating budget of \$35M. Additional leadership positions included: President, League of California Cities North Bay Division; President, Marin County Council of Mayors and Councilmembers; Founding Vice Chair, Marin Clean Energy; City Liaison to Association of Bay Area Governments.

#### ***Federal Reserve Bank of San Francisco (1996-2005)***

Served in various management and consulting positions in the Banking Supervision & Regulation Division.

### **EDUCATION & TRAINING**

**University of California at Davis:** Bachelor of Arts, Communications & Political Science

**Federal Reserve Board of Governors, Washington, DC:** National Community Development Lending School

### **CCA-RELATED PRESENTATIONS, PUBLICATIONS, PRESS, COMMENDATIONS**

**Recent Presentations:** Conference of Parties (COP) 21 Paris, Renewable Energy Marketers Association, US-EPA, National Gridwise, InterSolar, Renewables 100 Policy Summit, Stanford University Precourt Energy Center, Commonwealth Club

**Publications:** "Forming a National CCA Network: Feasibility, Findings, Recommendations," "Innovations in Voluntary Renewable Energy Procurement" (contributor, published by NREL); "Leading From the Middle: How IL Communities Unleashed Renewable Energy through Municipal Aggregation" (co-author)

**Press:** Wall Street Journal, Chicago Tribune, Los Angeles Times, San Francisco Chronicle, Salt Lake City Tribune, Utility Dive, California Energy Markets (partial list)

**Commendations:** Congressional Commendation for Service & Leadership (2013); Nominated for US-EPA Green Power 'Market Maker' Award (2014)

# LEAN Energy U.S.

## Seth Baruch, Project Manager for LEAN Energy U.S.

### Bio and Statement of Qualifications:

- **Demonstrated expertise in Community Choice Aggregation, co-author of** East Bay Community Choice Energy: From Concept to Implementation, which outlines the process of creating a CCA and analyzes locations for solar and wind projects in Alameda County; was a primary resource for the Alameda County Board of Supervisors before it unanimously voted to move ahead with CCA in June 2014.
- One of the major aspects of the East Bay CCA paper is the preliminary **modeling on the economic impacts** of a CCA program, which involves complex financial analysis. Seth has also supported an effort to develop microgrid projects in **Southern California that are expected to be installed in 2016.**
- **Seth has managed many large** and complex projects at the municipal and international levels. At the Alliance to Save Energy, Seth ran a large, government-funded program with a budget of \$4 million per year and staff in a dozen different countries. This program led to tens of millions of dollars of further investment in municipal infrastructure (**city buildings, district heating facilities, etc.**).
- **Seth has a proven** entrepreneurial ability, creating and running his own company. This effort directly led to projects that are reducing millions of tons of CO2 emissions around the world. Seth was responsible for hiring staff, website development, client outreach and all other aspects of running a small business.



## Seth J. Baruch

5077 Blackhawk Drive Danville, CA 94506

Phone: (202) 236-5253 Email: [sbaruch@carbonomicsonline.com](mailto:sbaruch@carbonomicsonline.com)

### Senior Renewable Energy Expert

- ✓ Helping six counties establish CCA programs
- ✓ Started, built and sold a carbon-trading company
- ✓ Directly responsible for implementing projects that are reducing millions of tons of CO<sub>2</sub> emissions
- ✓ Managed multi-million dollar, clean-energy aid programs and staff in a dozen countries

Innovative clean-tech industry executive with highly-successful record of business-building and project implementation. Deep understanding of energy industry and new technologies, particularly related to renewable energy, fuel cells and microgrids.

### Professional Experience

#### LEAN Energy US, Mill Valley, CA Principal

February, 2014 – Present

- Community Choice Aggregation. Assisting local government clients on establishing CCA programs, including San Mateo, Alameda, Santa Clara, Contra Costa, Santa Barbara and Yolo Counties. Providing presentations to the county Boards of Supervisors, mayors, city councilmembers and others to educate them on the process of creating a Community Choice program. Analyzing CCA technical assessments for local officials, including rate design, implementation process and local project and program development.
- Co-authored an extensive analysis on the financial, environmental and employment impacts of a potential Community Choice program in the East Bay, which has been distributed to officials and other stakeholders across Alameda and Contra Costa Counties. Also the lead author of *The Potential for Community Choice Energy in the Heart of Silicon Valley*.

#### Carbonomics, Danville, CA

June, 2009 – Present

*Specializing in new technologies for the carbon and other environmental-commodities markets ([www.carbonomicsonline.com](http://www.carbonomicsonline.com))*

#### Founder and President

- Building new client-base and bringing new technologies to the carbon market: Carbonomics advises clean tech companies that reduce greenhouse gases (GHGs). Clients include companies that specialize in refrigerant management, energy-saving cookstoves, GHG solutions in agriculture, optimization in data centers and truck-stop electrification.

#### Climate Change Capital (CCC), London, UK

April, 2007 – June, 2009

*Largest private-sector carbon fund with assets over \$1.2 billion ([www.climatechangecapital.com](http://www.climatechangecapital.com))*

#### Vice President for Carbon Finance

Responsible for origination, serving as technical specialist for all of CCC's new project development

- Lead manager: Negotiated and executed CCC's first US-based transactions at two magnesium plants (from which CCC was buying offset credits). Also helped CCC evaluate and develop new ventilation air methane (VAM) technology for coal mines – for accreditation under the Clean Development Mechanism (CDM).
- Key originator for Carbon Team: Managed origination for renewable energy projects in China, oil and gas sector investments and industrial energy efficiency opportunities. Advised regional CCC staff on project development, particularly in China, Indonesia and India. Potential volume from these projects totalled 3.5 million tons of CO<sub>2</sub> reduced per year.



## **QualityTons, Washington, DC**

*Leading CDM project developer ([www.qualitytonnes.com](http://www.qualitytonnes.com))*

**May 2003 – April 2007**

### **Co-Founder and Managing Partner**

Responsible for all aspects of running a small business, including new business development, marketing, website and finance/administration

- Co-founded and co-owned QualityTons (QT), a company that in two years became a leader in developing CDM projects under the Kyoto Protocol. QT was directly responsible for dozens of projects, including hydropower optimization, water-pumping efficiency, and SF6 reduction from the magnesium and LCD-panel industries.
- Carbon Finance Magazine cited QT as “one of the world leaders in CDM.” Originated and developed projects that are currently eliminating 2 million tons of CO2 emissions per year.
- Built a rapidly-expanding business. QT revenue base was a mix of consulting and success-fee based contracts. Clients included the World Bank, Natsource, El Paso, Devon Energy, Camco, Trading Emissions, Climate Change Capital, AES, UNDP, LG (for LCD panels), the Ghana Energy Commission, Shriram (Indian biomass plants), the British High Commission (India) and others. Total consulting revenues exceeded \$1 million by 2006.
- Fostering profitable business relationships with innovative clean-tech companies: Negotiated exclusive partnerships with companies providing “outside the box” GHG-reduction solutions. Responsible for developing projects using these technologies.
  - Software-based technology that optimizes the generation of hydroelectric plants
  - Steam improvements (steam traps and condensate return) in large oil and petrochemical facilities
  - Recycling of SF6 that would otherwise leak out of power-company substations
  - Fugitive methane capture from oil and gas facilities (vapor recovery and leak management technologies)
- Successful execution of acquisition deal: Success-fee contracts and technology partnerships sold to Climate Change Capital in April, 2007.
- Fostering major investments: One QT methodology, methane reduction in gas pipelines, is now one of the most popular JI project types; according to one estimate in Russia, an estimated 52 million tons of CO2eq will be reduced by 2012.

## **Alliance to Save Energy, Washington, D.C.**

*Leading US energy efficiency group ([www.ase.org](http://www.ase.org))*

**Sept. 1993 – July, 1998 and  
Jan. 2001 – April 2003**

### **Deputy Director for International Programs**

Started and built the Alliance’s International Program, active in 20 countries with a staff of 10 in Washington and 25 overseas.

- Effective Manager: Manager of a \$4 million USAID program focusing on city energy management in Eastern Europe/Former Soviet Union. Directly managed staff of 18 people in seven countries and contractors in ten other countries. Designed workplans targeting improvements in municipal infrastructure – from financing for district heating/water systems to weatherizing schools and hospitals.
- Managed water efficiency program. Led training for local governments on water management, including leak detection, pump/motor efficiency and load shifting. The Alliance’s program in Bosnia is saving about 1 billion liters of water per year. Simple improvements also helped a South African city reduce water use city-wide by 12%, leading to one of the first third-party financing arrangements for water-loss reduction in the country.
- Executing Projects: Led team to develop a \$10 million district heating efficiency project in the City of Kaliningrad, Russia. The World Bank-funded project upgraded a gas-fired heat station, converted a coal-fired station to gas and installed 16 miles of pre-insulated piping.
- Innovative Financing: Selected and led team to retrofit 42 municipal buildings in the City of Dobrich, Bulgaria. The renovations included new gas boilers, heating controls and weatherization. Financing came from a private company, one of the first ESCO deals for municipal governments in Bulgaria.



**Center for Resource Solutions, San Francisco, CA**  
*Leading renewable energy non-profit ([www.resource-solutions.org](http://www.resource-solutions.org))*

**July 1999 – Jan. 2001**

- International Program Director: Managed programs on renewable energy policy in China, analyzing the potential to establish a renewable portfolio standard. Also worked on community development through off-grid solar energy in rural Mexico, using microfinance to implement small-scale projects.

**European Bank for Reconstruction and Development, London, U.K.**  
*Leading development bank for Eastern Europe/Former Soviet Union ([www.ebrd.com](http://www.ebrd.com))*

**Sept. 1998 – March 1999**

- Project Assistant, Energy Efficiency Team: Helped develop loans to improve district heating efficiency in Estonia and Lithuania. Examined projects, met with clients and drafted initial documentation. Wrote policy paper on the relationship between climate change and district heating rehabilitation.

## Education

**London School of Economics**  
**Masters of Science, International Relations**  
*Emphasis on international monetary policy and trade*

**1998-1999**

**Yale University**  
**B.A. Environmental Studies and History**  
*Phi Beta Kappa/Magna Cum Laude*  
*Distinction in both History and Environmental Studies Majors*

**1989-1993**



# noble americas

## Key Staff and Qualifications



# Noble Americas Energy Solutions

## Staff Qualifications

Noble Solutions has deep and significant experience managing a large energy supply and services company. Noble Solutions has a staff of 220 employees covering all areas related to providing energy to end-use customers. The back office, supporting customer and data management services for Noble Solutions, has over 85 employees with an average of over 5 years of energy related experience. The key staff for these services, all of which were involved in all California CCA implementations to date, are as follows;

### **Drake Welch**

#### **Vice President - Customer Care**

[dwelch@noblesolutions.com](mailto:dwelch@noblesolutions.com)

Role for Proposal: Executive Management

Drake has over 18 years of utility and energy supplier experience, with a focus on customer and back office services. Drake began his career as a Billing Specialist with San Diego Gas & Electric, Semptra Energy's regulated utility, in the Billing Department. Promoted quickly to Semptra Energy Information Solutions, a bill processing and rate audit company, as an Energy Services Representative, he gained experience in national supplier invoicing and technical solutions during the infancy stages of energy restructuring in California. In 2001, Drake took his expertise to Semptra Energy Solutions LLC to lead the Billing Department. Drake currently oversees Noble Americas Energy Solutions LLC's ISO-9001:2008 certified Customer Care Department. This includes the Billing, Deal Integration, Market Settlements, and Information Technology departments.

### **Pol Sandro-Yepes**

#### **Director - IT Development and Integration**

[psandro-yepes@noblesolutions.com](mailto:psandro-yepes@noblesolutions.com)

Role for Proposal: Project Management

Pol has over 18 years of utility and energy supplier experience, with a concentration in project implementation and project management. Pol first became involved in the California restructured market back in 1998 acting as the lead Direct Access trainer for Southern California Edison's phone center. Over the next 17 years Pol has represented utilities and energy suppliers in both State and National working groups. As the Director of IT Development and Integration, Pol currently manages a team of 24 IT professionals ranging from Sr. Integrator/Developers, Application Administrators and Business Analysts. Pol and his team have successfully implemented the Back Office Services for the 3 active CCAs in California.

### **Sam Schmidt**

#### **Manager – Application Support**

[sschmidt@noblesolutions.com](mailto:sschmidt@noblesolutions.com)

Role for Proposal: Technical Management

Sam has over 18 years of utility and energy supplier experience, with a focus on customer information systems ("CIS") and deregulation. Sam began his career as a management consultant in the Energy practice of Price Waterhouse. Working with numerous utilities and retail energy providers throughout the US and Europe, he has experience implementing CIS systems to support regulated and restructured utilities in complicated markets. He continued his career with

professional services positions at Nexant, our CIS vendor, and Alliance Data Systems. In 2008, Sam joined the team at Noble, and currently leads a team of system integrators responsible for the implementation and maintenance of our CRM, CIS, EDI, Load Profiling and Settlement, and Accounting systems.

## **Paul Soco**

### **Manager – CCA Operations**

sschmidt@noblesolutions.com

Role for Proposal: Operational Management

Before entering the energy industry, Paul started in a Director role for a fledgling event planning organization responsible for growing the Sports Department. When Paul assumed the position, the company just finished its first year where it put on 40 adult sports leagues with total revenue in excess of \$100,000. Within two years, the Sports Department functioned with over 150 sports leagues and total revenue of over \$750,000. After honing his problem solving, innovation, and project management skills in the event planning industry, Paul joined Noble Solutions in 2006. In nine years, Paul undertook many roles in the Customer Care Department including billing, bill calculation, data integrity, customer enrollment, and system administrator for Noble Solutions' CIS system. His broad range of back-office expertise along with his excellent technical and communication skills made him a perfect fit to manage a relatively new side of the business. In this role, Paul and his team uphold the high level of customer service and technical expertise, for which Noble Solutions is known, and works closely with our CCA Clients to ensure their success in the market.

## **Greg Bass**

### **Director – Retail Commodity Operations**

gbass@noblesolutions.com

Role for Proposal: Regulatory Support

Mr. Bass has over 25 years of experience in the energy business. Currently, he is providing regulatory and legislative policy support for Noble Solutions' Western operations which includes business development and sales. Previous responsibilities have included business operations and development and implementation of strategic plans.

Mr. Bass' professional background includes: regulatory & legislative strategy and policy; regulatory compliance; business negotiation; and expert witness and sponsor of testimony before commissions and legislative bodies.

In the past, Mr. Bass was instrumental in building the operations and nation-wide reach of Sempra Energy Solutions (which later became Noble Solutions). This included obtaining more than a dozen state retail power licenses, Mexican and Canadian import and export permits for power and natural gas, and obtaining certification behind more than 55 utility distribution companies.

Prior to his work at Noble Solutions, his most recent experience was obtained while working for Southern California Edison's ESP Services Division as an account manager for such notable retail sellers of electricity as Arizona Public Service Energy Services, Enron Energy Services, New West Energy, and AES/New Energy among others.

Mr. Bass also spent 7 years in Portland, Oregon working for PacifiCorp in a regulatory role and has testified before the Oregon Public Utilities Commission.



## **Tony Choi**

### **Manager – Business Development**

tchoi@noblesolutions.com

Role for Proposal: Commercial Support

Tony has over 20 years of experience on the wholesale side of the California electricity market. Currently, he plays a key role in managing Noble Solutions' renewable energy portfolio, integrating regulatory policy, contract management and internal protocols to meet the requirements of the California RPS program.

Prior roles at SDG&E, Calpine and PG&E include negotiating and managing power contracts for many types of resources, managing portfolios of physical energy (including Resource Adequacy, CRRs and natural gas) and directing the operations team responsible for scheduling SDG&E's generation resources and load in the CAISO day-ahead and real-time markets.

# DRAKE WELCH

401 West A Street, Suite 500 San Diego, CA 92101 • (619) 261-2477 • dwelch@noblesolutions.com

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## PROFESSIONAL EXPERIENCE

### **Noble Americas Energy Solutions, San Diego, CA**

(Previously known as Sempra Energy Solutions)

#### **Vice President – Customer Care and Information Technology**

February 2009 – Present

- Sr. Management leadership for Customer Billing Department
- Sr. Management leadership for Information Technology Department
- Sr. Management leadership for Deal Integration Department
- Sr. Management leadership for Market Settlements department

#### **Director – Customer Care and Business Application Systems Support**

April 2006 – February 2009

- Strategic oversight for Customer Billing Department
- Strategic oversight for Business Application Systems Support
- Strategic oversight for Deal Integration Department
- Strategic oversight for Market Settlements department
- Instituted the ISO-9001:2008 certification for the Customer Care Department

#### **Customer Billing Manager**

January 2003 – April 2006

- Lowered error rate from approximately 5% to under 0.25%
- Lowered average days to invoice from approximately 5 days to under a day
- Invoiced over a billion dollars in revenue yearly over the period

#### **Senior Business Analyst / Customer Billing Supervisor**

November 2000 – January 2003

- Identified and evaluated risks and controls for Billing Department
- Set up processes, procedures and controls for all commodity invoicing

### **Sempra Energy Information Solutions, San Diego, CA**

April 2000 – November 2000

#### **Energy Service Representative**

- Resolved commodity billing issues
- Statistical exception research and resolution
- Rate, usage, cost analysis and reporting

### **San Diego Gas & Electric, San Diego, CA**

April 1997 - April 2000

#### **Billing Specialist**

- Resolved billing issues for major and summary billed customers
- Reconciled major accounts
- Resolved billing issues with Electric Service Providers

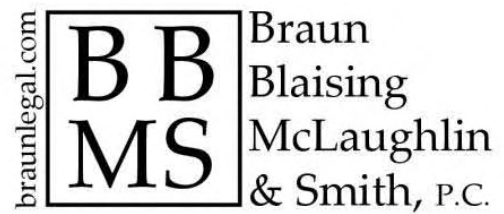
## APPLICABLE EXPERTISE, KNOWLEDGE, SKILLS AND ATTRIBUTES

- Extensive natural gas and power industry experience
- Extensive understanding of Front-Office, Middle-Office, and Back-Office procedures, processes and necessary controls
- Excellent problem solving skills

## EDUCATION

Bachelor of Arts in Business Economics University of California, Los Angeles





# Braun Blaising McLaughlin & Smith P.C.

## Key Staff and Qualifications

# **Braun Blaising McLaughlin & Smith P.C.**

Attorneys at Law

## **Scott Blaising**

Scott Blaising serves as special counsel for numerous public agencies on energy matters. In this role, Scott has been actively involved in regulatory and legislative efforts to promote retail service options for public agencies, including Community Choice Aggregation (CCA) and community aggregation (a form of direct access service). Currently, Scott manages a group within Braun Blaising McLaughlin & Smith PC (BBMS) that provides regulatory services to each of the three existing CCA programs in California, providing full-service regulatory support to Lancaster Choice Energy (LCE), special counsel services to Marin Clean Energy (MCE) and regulatory reporting services to Sonoma Clean Power (SCP). Scott also serves as regulatory counsel for LEAN Energy US (LEAN), a nonprofit organization which serves as California's CCA clearinghouse – providing information, advocacy and consulting services to local public agencies.

Scott brings a significant amount of experience to his role as an advocate for CCA programs. Scott was directly involved in the formation of the San Joaquin Valley Power Authority (SJVPA), a joint powers agency that was the first public agency in California to submit a CCA implementation plan. Scott drafted SJVPA's formation documents and conducted SJVPA's regulatory activity at the California Public Utilities Commission (CPUC). Among other things, Scott negotiated a settlement agreement with Pacific Gas and Electric Company (PG&E) stemming from SJVPA's complaint against PG&E's anti-competitive practices. The settlement included a code of conduct governing PG&E's marketing efforts. Scott was subsequently invited to participate on the drafting team for Senate Bill (SB) 790 (2011), drafting various sections of SB 790, including Public Utilities Code Section 707, which provides guidance to the CPUC on the establishment of a marketing code of conduct. In furtherance of this role, Scott served as co-counsel for the CCA Alliance in the CPUC's rulemaking proceeding.

Scott and BBMS occupy a unique position within the public power landscape in California. For nearly two decades, BBMS has served as regulatory counsel for the California Municipal Utilities Association (CMUA), providing advocacy and reporting services on matters before the CPUC, California Independent System Operator, California Energy Commission and California Air Resources Board. In addition to this role with CMUA, BBMS provides customized services to dozens of California's publicly owned electric utilities (POUs). Scott manages a group within BBMS that provides regulatory services to a coalition of California's smallest POUs. Scott also represents water agencies in their evaluation and implementation of various water-energy opportunities, including the following representative list of clients: San Diego County Water Agency, the Power and Water Resources Pooling Authority (a joint powers agency, including participation by the Sonoma County Water Agency, Westlands Water District and Arvin-Edison Water Storage District), the Monterey County Water Resources Agency and the West Basin Municipal Water District.

Prior to entering private practice, Scott worked for the Sacramento Municipal Utility District (SMUD) and Southern California Edison Company (SCE). At SMUD, Scott was responsible for the Key Account Services department, and served as SMUD's electric industry restructuring coordinator. In this capacity, Scott provided testimony before the Federal Energy Regulatory Commission, CPUC and the California Legislature on restructuring issues. At SCE, Scott served as an area manager, representing SCE in governmental and civic matters, after previously working as a distribution planner and energy services representative. In sum, Scott has worked in the electric utility industry for over thirty years.

Scott Blaising received his bachelor's degree in business administration from the California Polytechnic State University at San Luis Obispo and his juris doctorate degree from the University of the Pacific, McGeorge School of Law. Scott is a member of the California State Bar.





RICHARDS | WATSON | GERSHON  
ATTORNEYS AT LAW – A PROFESSIONAL CORPORATION

# Richards, Watson & Gershon

## Key Staff and Qualifications



## BIOGRAPHY



### **Gregory W. Stepanicich | Shareholder**

#### **Practice Areas:**

Assessments, Taxes and Proposition 218  
Compliance  
Climate Change  
Community Choice Aggregation  
Land Use  
Planning, Zoning and Subdivision Map Act  
Public Agency and Municipal Law  
Telecommunications and Cable Television  
Regulation

#### **Education:**

A.B., Highest Honors, University of California,  
Riverside, 1973  
J.D., Order of the Coif, University of California,  
Hastings College of the Law, 1977

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Gregory W. Stepanicich is a shareholder in the Public Law Department at Richards, Watson & Gershon with more than 35 years of experience representing local public agencies. Mr. Stepanicich serves as City Attorney for the Cities of Fairfield and Mill Valley, and the Town of Ross, as General Counsel for the Marin Telecommunications Agency, the San Francisco Creek Joint Powers Authority and the California Statewide Communities Development Authority, and as Special Counsel to Marin Clean Energy. He previously served as City Attorney of Agoura Hills, Beverly Hills, and Seal Beach. Mr. Stepanicich concentrates on the representation of public agencies in a wide range of government law areas, including land use, local taxation and development fees, telecommunications and community choice aggregation. Mr. Stepanicich has lectured extensively on a variety of public law issues at conferences and seminars.

Mr. Stepanicich drafted the Joint Powers Agreement for Marin Clean Energy, the first community choice aggregation program established in California.

Mr. Stepanicich is the managing shareholder of RW&G's San Francisco office. He is a member of the American, California, San Francisco and Marin County Bar Associations. Mr. Stepanicich is the First Vice President of the City Attorneys' Department of the League of California Cities and is on the Board of Directors of the California City Management Foundation. Mr. Stepanicich is also a member of the Urban Land Institute.







# Green Ideals

## Key Staff and Qualifications



## Susan Bierzychudek

47 Creek Road, Fairfax, CA 94930  
415-453-8070  
susan@greenidealsgroup.com



*Boutique communication design agency founder and principal, brand strategist and teacher, thought leader and presenter, business developer, project director, environmentalist, and artist. Also plays well with others.*

### **Green Ideals, San Anselmo, CA – Principal & Managing Director 2004-present**

- Communication consultancy for socially responsible clients: brand positioning and strategy, marketing consulting, copy writing, art direction for print, packaging, and digital design projects
- Mentor/Service Provider at Venture Greenhouse 2.0—business incubator in Marin County
- Board of Directors, *Environmental Forum of Marin*
- Instructor through Tamalpais District Community Education Program – 2007-2009: branding basics for small businesses
- Speaker at national “green” conferences on the subject of effective brand communication

### **Axion Design Inc., San Anselmo, CA – VP Marketing, 2000-2003; Director of Marketing, 1996-2000**

- Coordinator of all new creative design programs for national package design and branding firm, including approach, methodology and budgets
- Key member of management team, leader of internal strategy teams on select client design programs
- Director of all company marketing and publicity materials and client expansion efforts

### **Carpax Associates, Atlanta, GA – Senior Marketing Associate, 1993–1996**

- Client accounts manager, including project development, contract negotiation, marketing, copy writing and collateral design

### **Nigel French International, Ltd., London/New York, NY – Merchandise Manager, 1990–1992**

- Manager/developer of multi-media consumer trend, design and color project presentations to clients in the U.S., Japan and Western Europe

### **PROFESSIONAL RECOGNITION**

- Green Biz webinar featured presenter, “*Brand Storytelling*,” October 2011
- Faculty Speaker, West Coast Green Conference, San Francisco, October 2009
- Presenter, EarthNOW Expo, Las Vegas, June 2008
- Featured Author, DMI Journal, Fall 2002 edition
- Keynote Speaker, Highpoint International Furniture Market, 1991
- Guest Speaker, National Catalog Conference, Chicago, 1991

### **EDUCATION**

Shimer College, Mt. Carroll, IL / Oxford University, Oxford, England  
Bachelor of Arts degree, Humanities

Continuing education at Parsons School of Design, NY; New York University, NY; College of Marin, CA

### **TECHNICAL SKILLS**

Proficient in Adobe Illustrator, Microsoft Word, PowerPoint and Excel. Working knowledge of Photoshop and InDesign.

### **SPECIAL SKILLS**

Outstanding communication and strategic skills, including presentation, copywriting and editing, diplomacy and client management. Exceptional detail, follow-up and organizational abilities. Fueled by optimism, good-humored intelligence and a sense of honor.

Both at home and in the office, Susan uses 100% renewable energy supplied by MCE Clean Energy.





## JULIE ROZELLE CONTRERAS

415.412.5433 | [julie@urbanbirddesign.com](mailto:julie@urbanbirddesign.com)

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

### WORK EXPERIENCE

#### **Green Ideals:** *Contract Design Director from 5/10–present*

Planning, design and implementation of various campaigns including advertising, online and print collateral.

*Clients included:* MCE, Sonoma Clean Power, LEAN Energy, Environmental Forum of Marin and Pilot Brands.

**MCE:** Developed look and feel of campaign across a broad array of applications: Direct mail, brochures, web advertising, and posters. Created, designed and implemented “*We have the Power*” campaign—utilized in several counties—featuring billboards, bus and shelter ads, print ads, and digital formats.

**LEAN:** Refined look and feel of existing branding and applied to collateral materials including brochures, powerpoint, datasheets and web advertising. Adapted campaign to a series of location-themed tradeshows sponsored by LEAN which contained their own large set of collateral materials, ranging from programs to nametags.

**Pilot:** Utilized existing design of Pasture Perfect Kobe meats line and implemented over a wide variety of collateral materials. Developed a new sub-brand, *Pasture Perfect Grass Fed Beef*, with its own label design and collateral materials.

#### **Urban Bird Design:** *Founder from 3/05–present.*

Independent owner/contractor working for a variety of design studios and businesses, taking campaigns from start to finish or providing creative services.

**Studio clients:** Weiher Creative, Meadow Design, Green Ideals, Liquid Form Design, Shelby Designs and Illustrates, Southpaw and Mojo Design.

**Collaborative studio clients:** SF Opera, Edutopia, Mozilla, OpenTable, Old Navy, World Affairs Council, Symantec, American Bar Foundation, Ingrid and Isabel, East Bay College Fund, Oakland Zoo, and Seed Matters (Clif Bar).

**Direct Clients of Urban Bird Design:** The Athenian School, City of Emeryville, Earth Day Marin, Food and Water Watch, Haas School of Business (Cal), Spoken Media, Aurora School and SF Tennis Coalition.

#### **Shelby Designs & Illustrates:** *Senior Designer from 7/02–12/04.*

Responsibilities included managing/mentoring junior designers, managing projects from written proposal to creative to production to press, meeting with potential and current clients, and project/press management.

*Clients included:* The Oakland Zoo, PeopleSoft and Ravenswood Winery.

#### **GMA Creative:** *Senior Designer from 7/00–7/02.*

Responsibilities included conception and implementation of advertising campaigns as well as conceiving and designing web and print collateral. Also responsible for art directing photo shoots and press checks.

*Clients included:* SiteSmith, Sausalito Art Festival, Oratec Pharmaceuticals, Chemdex and Morton & Bassett Spices.

**Shelby Designs & Illustrates:** *Designer/Senior Designer from 5/98–7/00.* Managed projects from written proposal to creative to production to press, art directed and managed designers, met with potential and current clients, and project management. *Clients included:* Gap, The Oakland Zoo, Hewlett-Packard, Ariba Inc., and Beverages & more!. Managed, designed and implemented both the expansive House Branding and coffee program for Bevmo. Personally headed, managed, designed and implemented print materials for multiple tradeshows for Ariba and Peoplesoft.

### TECHNICAL SKILLS

InDesign · Illustrator · Photoshop · Microsoft apps  
photoshoot direction · mechanical production · press  
checks · Design for the web: websites, advertising, browser  
skins, and UI design.

### OTHER QUALIFICATIONS

- Professional-grade traditional and digital illustration in a variety of styles and media
- Copy editing
- Art direction, project coordination and design management

### AWARDS

San Francisco Show 2000  
*Merit, Promotional Packaging Design:* Beverages & more!  
Coffee Program  
*Print Magazine Design Annual 2000*  
*Packaging Design:* Beverages & more! House Branding  
San Francisco Show 2005  
*Merit:* Ravenswood Wine Club materials

### EDUCATION

University of Arizona: Tucson, Arizona 1993–1997.  
*Graduated with honors; BFA in Studio art,*  
*Double emphasis in Graphic Design and Illustration.*  
California State University, Fullerton  
Fullerton, California 1992–1993.





## Appendix C: **Partner References**



## Partner References



### Noble

#### Sample Projects and References

*The three reference projects and client references are as follows;*

#### Marin Clean Energy

Customer and data management services for Community Choice Aggregation program 2010 to current

#### Dawn Weisz – CEO

Phone: 415-464-6020

Email: dweisz@mcecleanenergy.org

#### Sonoma Clean Power

Customer and data management services for Community Choice Aggregation program 2013 to current

#### Geof Syphers – CEO

Phone: 707-978-3466

Email: gsyphers@sonomacleanpower.org

#### Lancaster Choice Energy

Customer and data management services for Community Choice Aggregation program 2014 to current

#### Barbara Boswell – Director

Phone: 661-723-6035

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### The Energy Authority

#### Mark Byron

Wholesale Electricity Program Manager  
University of California Office of President

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#### Mitch Sears

Sustainability Programs Manager  
City of Davis, CA

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#### Tim Nies

General Manager  
Franklin County PUD

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### LEAN Energy

#### Alameda County

Contact: Bruce Jensen, Associate Planning Director

Bruce.jensen@acgov.org / 510-670-5400

#### San Mateo County

Contacts: County Supervisor David Pine

DPine@smcgov.org / (650) 363-4571

Jim Eggemeyer, Director, Office of Sustainability

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#### Monterey Bay (Santa Cruz County)

Contact: Virginia (Gine) Johnson,  
Project Manager and Aide to  
Supervisor Bruce McPherson

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