

Date April 3, 2009 Item No. 5

LOCAL AGENCY FORMATION COMMISSION
AGENDA PACKET CONTENTS LIST*

- Report from the Interim Executive Officer** _____
- Marin Clean Energy Timeline** _____
- Navigant Consulting Proposal to Perform CCA Tasks** _____
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- Exceeds 20 pages; see file to review**
Available for review at City Hall, Room 244

Completed by: Linda Wong Date: April 1, 2009

***This list reflects the explanatory documents provided**

San Francisco Local Agency Formation Commission

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TO: LAFCO Commissioners

FROM: Nancy C. Miller, Interim Executive Officer

DATE: April 3, 2009

SUBJECT: Item 5: Consideration of Award of Contract for CCA Program Tasks:
Tasks E and F: Prepare Components of Program Basis Report.
(Continued from March 6, 2009)(Discussion and Possible Action Item)

History: At the December 12, 2008, LAFCO hearing, the Commission authorized the Executive Officer to request proposals from qualified consultants for a number of the tasks identified through meetings with the SFPUC and the Commission.

At the March 6, 2009, LAFCO hearing, the Commission considered awarding a contract for Tasks E and F to Navigant Consulting, Inc. (NCI). NCI presented its proposal for performing these tasks directly to the Commissioners. However, the Commissioners postponed a decision on the contract after receiving public comment and information.

Since the March 6, 2009, LAFCO hearing, a number of things have occurred. First, SFPUC and LPI have met and developed tasks that LPI will perform to assist in preparing the Clean Power SF Program Basis Report. This includes the Best Practices guide which is an important aspect of the Clean Power SF Program Basis Report. LPI has also agreed to develop and prepare a Request for Qualifications (RFQ) process. The RFQ process will assist the SFPUC in determining which potential energy service providers are qualified to submit proposals. It will cost approximately \$80,000 to perform these two tasks. A copy of LPI's proposed scope of work is attached to this memo.

Second, Marin Clean Energy staff was contacted and responded on their experience in working with Navigant (NCI). The staff has been working with NCI since 2007. Marin Clean Energy staff stated that it was very pleased with NCI, appreciated its responsiveness and attention to public input, and indicated that all the reports from NCI that have been peer reviewed have come back with favorable reviews.

Third, I am in the process of meeting with each of our consultants to determine their best advice as to next steps.

Fourth, I am recommending that we hire Navigant for Tasks E and F as follows:

This memo provides as background:

1. Timeline;
2. Marin Clean Energy Update;
3. Descriptions of Tasks E and F;
4. Items to be included in the Program Basis Report;
5. An updated future timeline showing CCA Tasks and dates for completion of these Tasks;
6. Terms for a contract with Navigant Consulting, Inc., the lowest bidder for Tasks E and F, under our Request for Bids;
7. Terms of the contract with SFPUC and Local Power, Inc., to develop the Clean Power SF's best practices and a RFQ process.

Timeline: The following is a short timeline detailing the work that has been completed from adoption of the Draft Implementation Plan until now.¹

June 2007	The Draft Implementation Plan is adopted.
September 2007	A Request for Information (RFI) is released. 6 responses are received: Citigroup Global Markets; Northern California Power Agency; Constellation New Energy; Energy Services Group; Shell Energy of North America; and Dr. Cicchetti of Pacific Economics Group and the University of Southern California.
November 2007	A Request for Qualification (RFQ) is released jointly with SFPUC. The RFQ includes tasks for reviewing the RFI responses and considering potential modifications to the Draft Implementation Plan.

¹ The Marin Clean Energy process began in 2004. Marin Clean Energy expects to have its Request for Proposals from energy service providers issued in May or June 2009. Clean Power SF intends to have its RFP issued in October 2009. Attached to this report is the Marin Clean Energy Timeline. This timeline indicates that our Task E and F detailed below is consistent with and is generally required by other CCA programs in the State.

5 responses are received: George E. Sansoucy, P.E., LLC; Local Power, Inc.; Navigant Consulting, Inc.; MBMC, Inc.; and Davis Wright Tremaine.

MBMC, Inc. is selected to review the RFI response and consider potential modifications to the Draft Implementation Plan.

June 2008 Commission accepts MBMC's report which reviews RFI responses and considers potential modifications to the Draft Implementation Plan.

MBMC makes 21 recommendations. The 5 most important are:

1. Attempt to retain one energy supplier;
2. Allow for a staged approach to commodity and generation resource procurement;
3. Allow bidders to proposed staged customer roll-out but indicate the preference for entry all at once;
4. Rates should be below PG & E's with the possible exception for Green Options; and
5. Prohibit the energy supply provider from competing for future Direct Access customers.

October 2008 Local Power presents a draft Clean Power SF Program Report which outlines and recommends a course of action regarding ongoing energy developments.

December 2008 A Request for Bids is released by LAFCo for Seven Specific Tasks.

February 2009 SFPUC contracts with George E. Sansoucy to perform Tasks A, B, and D.

March 2009 SFPUC negotiates with Local Power to prepare a Best Practices guide and to develop the RFQ process for potential energy service providers.

April 2009 Commission considers contracting with Navigant Consulting, Inc., to perform Tasks E and F.

Tasks E and F: Based on the Commission's direction, the Executive Officer issued a Request for Bids on December 22, 2008, for Program Basis Report Tasks.

Three bids were received from qualified consultants, including LPI, George E. Sansoucy, P.E., LLC (GES), and NCI. A table summarizing these bids is as follows:

Qualified Consultant	Task a	Task b	Task c	Task d	Task e	Task f	Task g	Total
LPI	\$150,000	\$125,000	\$125,000	\$30,000	\$60,000	\$70,000	\$200,000	\$750,000
GES		\$60,000			\$30,000	\$30,000		\$120,000
NCI	\$100,000	\$25,000	\$75,000	\$75,000	\$50,000	\$50,000	\$75,000	\$450,000*

SFPUC contracted with GES in January to perform Tasks A, C, and D.

SFPUC has negotiated with LPI to prepare a Best Practices guide and develop a RFQ process for potential energy service providers.

Descriptions of Tasks E and F: The authorized Clean Power SF tasks included Tasks required under the Draft Implementation Plan to be completed prior to release of an RFP as follows²:

Task E. Complete the Program Risk Assessment.

This Task will utilize information from the Cost Benefit Analysis and Comprehensive Financial Model currently being completed by GES Consulting. The Task requires the Bidder to prepare a Risk Assessment based upon information developed through the process of identification of potential qualified energy service providers as identified under the RFI process. The Implementation Plan provides for the Risk Assessment to be included in the Program Basis Report. This Task tests the assumptions under the Implementation Plan and recommends how to allocate risk in the RFP. Basically, it determines the responsibilities and liabilities for the Energy Service Provider.

Task F. DBOM Contract: Develop Term Sheet with critical contract elements for the RFP.

This Task is to develop a Design Build Operate Manage (DBOM) Term Sheet for preparation of the RFP which sets forth the contract terms for Clean Power SF.

² Tasks B and G relate to H bond issues.

Program Basis Report: Tasks E and F will be used, in conjunction with other completed tasks, to complete the Program Basis Report ("PBR".) The PBR provides an overall view of the program with the express intent of forming the basis for drafting the supplier RFP. (See Implementation Plan, p. 102.)

The key tasks that are necessary to develop and finalize the PBR as set forth in the Implementation Plan are:

1. Gather the results of critical analysis and decisions necessary before the RFP can be drafted (This is ongoing and is part of the LP Program Report dated February 27, 2009; Mike Bell Report dated June 2008; and current contract between GES Consulting and SFPUC);
2. Identify potential program barriers and develop mitigation measures (Completed by LP Program Report dated February 27, 2009; to be supplemented by the Risk Analysis);
3. Conduct a risk analysis of the program (Potential Contract with NCI for Tasks E and F, which will incorporate findings by GES already under contract with SFPUC);
4. Obtain and review key documents from other CCA Programs to utilize lessons learned and develop a Best Practices guide (Subject of potential contract with LPI and SFPUC);
5. Analyze the potential to integrate hydroelectric power in CCA's power generation resource mix (See Future Timeline);
6. Design a low-income ratepayer assistance program (See Future Timeline);
7. Develop an overall financing plan and detailed project cost estimate (GES contract);
8. Integrate PG & E's customer database with the City's database while maintaining confidentiality and security (See Future Timeline);
9. Develop a PG & E customer interface plan (See Future Timeline);
10. Conduct a cost/benefit analysis of different customer service center options (See Future Timeline);
11. Design a customer service center based upon the cost/benefit analysis (GES Consulting);
12. Develop a communications, marketing, and outreach plan (See Future Timeline);
13. Design a 360 MW renewable-based energy portfolio (GES contract with SFPUC, Portion of Contract with NCI as proposed, and Mike Bell June 2008 Report);
14. Design a PG & E technical interface (See Future Timeline);
15. Analyze the siting and property acquisition necessary to install the renewable-based energy infrastructure (See Future Timeline);
16. Identify the applicable regulations that may apply to the CCA program and develop measures to ensure ongoing compliance (LPI Program Report of February 2009); and

17. Develop a rate setting advisory board (See Future Timeline).
(See Implementation Plan, pp. 104 – 108.)

Future Timeline: A timeline of future deadlines was delivered to the Commissioners prior to the March 6, 2009, hearing.

Contract with NCI: As discussed above, three bids were received pursuant to the Request for Bids released on December 22, 2008, and the SFPUC has contracted with GES to perform Tasks A, C, and D. SFPUC has also negotiated with LPI for it to prepare a Best Practices guide and a RFQ process for potential energy service providers.

While GES provided the lowest bid for Tasks E and F, because it is already performing Tasks A, C, and D under contract with SFPUC, it cannot perform Task E and F due to staffing constraints. NCI is the next lowest qualified bidder. (See attached bid.) Given the need to move forward, and the availability and expertise of NCI, the Interim Executive Officer recommends that the Commission contract with NCI for the performance of Tasks E and F.

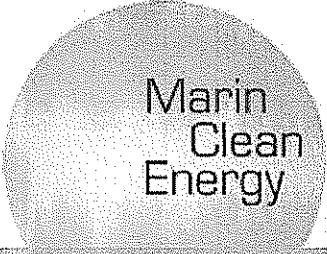
NCI has also offered to meet with all bidders that responded to the RFI issued in September 2007, and to develop a draft RFP outline as part of Task F. The value of these additional services is significant. A draft RFP will be then finalized after all data has been provided and other tasks completed. NCI is experienced in CCA activities having worked with the CPUC, Marin Clean Energy, San Joaquin Power Authority and the cities of Berkeley Oakland and Emeryville on CCA programs. The benefit of this is that the work somewhat of a Peer Review of the Implementation Plan and the risks identified in it. SFPUC and LPI developed this Plan in 2007. Task E and F will allow LAFCo and the SFPUC to review the risk analysis and responses from energy providers from an independent third consultant NCI similar to the peer review process in Marin and San Joaquin. It is designed to better gauge the effectiveness of the program.

SFPUC Contract with LPI: As discussed above, significant public comment was received at the March 6, 2009, hearing regarding the contracting process. Subsequent to the hearing, LPI, working with the SFPUC, has developed a scope of work that would entail LPI developing a Clean Power SF Best Practices guide as required by the Program Basis Report. LPI would also develop a RFQ process that would assist the SFPUC and LAFCo in determining which potential service providers are qualified.

RECOMMENDATION:

Report on Consideration of Award of Contract for CCA Program: Tasks E and F:
Prepare Components of Program Basis Report
April 3, 2009
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The Interim Executive Officer recommends that the Commission authorize and direct the Interim Executive Officer to enter into a contract with NCI not to exceed \$100,000.00 for the performance of Tasks E and F as outlined in the proposal.



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Where We Have Been

- Sep. 2002 California legislature passed Assembly Bill 117 (Migden)
- Jan. 2004 California Public Utilities Commission (CPUC) began rulemaking
- Jan. 2004 - County of Marin and the two water districts within the county initiated a process to
Apr. 2004 investigate offering retail electric services to customers located within the County through a program known as Community Choice Aggregation (CCA)
- Mar. 2005 Released CCA feasibility study
- Aug. 2005 Released peer review of feasibility study
- Mar. 2006 - Conducted CCA risk analysis
May 2006
- Jun. 2006 Formed Local Government Task Force to allow the cities and County to jointly participate in the investigation of CCA for Marin communities and customers
- Nov. 2007 Released Marin Local Renewables Analysis
- Dec. 2007 Released draft CCA business plan
- Mar. 2008 Peer review of draft CCA business plan
- Apr. 2008 - Launched public input and outreach phase for Marin Clean Energy to organize
Oct. 2008 meetings and presentations with community groups throughout the County, cities, and towns
- Apr. 2008 Released final business plan: Marin - California Community Choice Aggregation
Plan for Marin Clean Energy
- Oct. 2008 Independent review of final business plan
- Oct. 2008 Released Joint Powers Authority (JPA) Agreement and Ordinance to form Marin Energy Authority

Where We Are Now

- Nov. 2008 - Each city and town votes on whether to join Marin Energy Authority
Jan. 2008
- Nov. 18, 2008 The County of Marin passes ordinance to join Marin Energy Authority
- Nov. 19, 2008 The Towns of Fairfax and Tiburon approve ordinance to join Marin Energy Authority
- Nov. 25, 2008 The City of Sausalito approves ordinance to join Marin Energy Authority

Dec. 1, 2008 The City of Mill Valley approves ordinance to join Marin Energy Authority
Dec. 8, 2008 The City of Belvedere approves ordinance to join Marin Energy Authority
Dec. 9, 2008 The Town of San Anselmo approves ordinance to join Marin Energy Authority
Dec. 11, 2008 The Town of Ross approves ordinance to join Marin Energy Authority
Dec. 15, 2008 The City of San Rafael approves ordinance to join Marin Energy Authority
Nov. 2008 - JPA Formation
Jan. 2008

Where We Are Going

Feb. 5, 2009 First Meeting of the Marin Energy Authority Board
Mar. 2009 Review Draft Request for Proposal
Apr. 2009 Request for Proposal issued to energy service providers
May - Jul., 2009 Responses received and reviewed
Aug. 2009 - Oct. 2009 Draft contract with energy service provider developed
Nov. 2009 - Jan. 2010 90 day review period for Program Agreement 1
Feb. 2010 JPA submits implementation plan to CPUC
Mar. 2010 JPA votes on ESP Program Agreement 1

Marin Clean Energy | 3501 Civic Center Drive | San Rafael | CA | 94903

January 20, 2009

Ms. Nancy Miller
San Francisco Local Agency Formation Commission
Via email:

Re: Price Proposal for Evaluative Services Related to San Francisco's CCA Program

Dear Ms. Miller:

Navigant Consulting, Inc. ("NCI") appreciates the opportunity to submit this price proposal for evaluative services requested by the San Francisco Local Agency Formation Commission ("LAFCO") in support of its Community Choice Aggregation ("CCA") Program. As you are aware, Navigant Consulting is a leading technical consultancy for all matters related to CCA, including feasibility analysis, business planning and implementation services. Our team of experts is currently assisting California's other key CCA programs in evaluating and implementing their respective plans, including the San Joaquin Valley Power Authority (a CCA Program that will provide affordable, reliable electric service to several communities located within California's Greater Fresno Region) and the Marin Energy Authority (a new Joint Powers Agency focused on delivering clean, sustainable electric energy to several municipalities within the jurisdictional boundaries of Marin County).

Consistent with LAFCO's Request for Proposal ("RFP"), dated December 22, 2008, Navigant Consulting has developed a proposal to perform seven unique tasks, which will provide LAFCO with additional information to be used in further assessing the feasibility of San Francisco's CCA Program. Below, please find a proposed scope of services, timeline for completion of the work, budget, and biographies of the key NCI personnel who will be engaged on this project.

Proposed Scope of Work

Task A: Evaluating costs/benefits of involving City Agencies in the San Francisco CCA Program for use of their assets, renewable siting, transmission/distribution or generation.

To complete this task, Navigant Consulting will coordinate with LAFCO to identify a list of available/eligible City Agencies that should be considered during the Cost/Benefit Analysis. Included in this list will be specific buildings/facilities, which will be evaluated based on location, orientation, condition and other considerations to determine the suitability of each for renewable generation siting and/or related infrastructure deployment. Navigant is very familiar with current installed costs of renewable generating and electric transmission/distribution infrastructure but will be relying on LAFCO to provide input regarding the relative qualitative value of locally installed

energy infrastructure (as opposed to out-of-City/County locations) as it relates to the San Francisco CCA Program. During the completion of Task A, Navigant Consulting will identify the likely renewable capacity potential, recommended resource/infrastructure type and projected installed infrastructure costs associated with each available/eligible City building/facility and will prioritize this list based on installed cost per kilowatt hour ("kWh") estimates. This list will provide the basis for a screening-level review of locally-installed energy infrastructure options. Following LAFCO's review of this information, a select number of favorable sites will be included in the modeling efforts described in Task D to determine projected impacts on Program operations.

The aforementioned approach described for Task A is similar to a recent analysis completed by Navigant Consulting for the San Joaquin Valley Power Authority in which municipal facilities of the participating communities were analyzed to determine the potential for disperse large-scale PV solar deployment.

Task B: Develop Marketable H Bonds

As written, Task B in LAFCO's RFP includes the description "Develop Marketable H Bonds." Navigant Consulting suggests that much of this work can be performed by one or more investment banks with guidance from Navigant Consulting and the City/County's Financial Advisor. As such, Navigant Consulting proposes a somewhat limited, supporting/advisory role for itself during the process required to develop these bonds. In particular, Navigant Consulting will work directly with the City/County Financial Advisor during discussions with its chosen investment bank(s) to assist in structuring a marketable and effective bond offering. Navigant Consulting believes that it can be most effective in this role, providing Program-specific detail/information to facilitate financing discussions while allowing the Financial Advisor and investment bank(s) to focus on terms and administrative aspects of the financing. Navigant Consulting will continue to provide the aforementioned support on an as-needed basis through financial close/bond sale.

Task C: Perform current regulatory review to determine potential impacts on and/or benefits to San Francisco's CCA Program related to current/proposed legislation and regulations.

Navigant Consulting employs a team of policy analysts who regularly monitor federal and state legislation and regulations affecting participants in the energy industry. To ensure the highest quality of information for our clients, our policy analysts are equipped with a variety of specialized industry information resources and commercial research capabilities while maintaining an active presence at various regulatory proceedings affecting California CCAs, municipal utilities and energy policy of California local governments. In support of LAFCO, Navigant Consulting will draw upon these resources to conduct specific research as it relates to San Francisco's CCA Program. Analysis of potential impacts and opportunities, including provisions related to municipal load aggregation, GHG emissions and renewable energy supply objectives as well as available state and federal incentives for resource development will be identified, analyzed and reported to LAFCO on a bi-weekly basis to ensure a thorough understanding of likely CCA Program impacts. Findings identified during this research will also be reflected in the Program Risk Assessment (Task E).

Task D: Develop a comprehensive financial model for San Francisco's CCA Program to determine potential customer rates required to repay operating costs (including H Bond debt service) under a range of market and/or legislative/regulatory scenarios.

As the lead technical consultant working in support of the California Energy Commission's CCA Pilot Program/Demonstration Project, Navigant Consulting developed a comprehensive CCA model (spreadsheet format), which determines the customer electric rates that will be necessary to support CCA operations under a range of assumptions (electric load, growth, account type/customer class, power costs, renewable energy supply percentage, utility rates and terms of program financing as well as many other operational assumptions). This model has been peer-reviewed and validated by several economists and consultancies on numerous occasions without the identification of any significant issues or analytical flaws and was used during the CCA Demonstration Project to determine the feasibility of CCA Program operations for participating communities (based on a specific set of goals and objectives).

Based on this experience, Navigant Consulting will develop a similar CCA model for LAFCO, which will be used to determine the operational feasibility of a San Francisco CCA in consideration of the unique goals and objectives expressed by the City/County. Analytical results produced through this modeling exercise will provide LAFCO with valuable information that can be used to refine San Francisco's approach to CCA implementation to ensure the highest probability of Program success under a range of operating scenarios. During Program modeling, Navigant Consulting will also provide training to LAFCO staff regarding the use of this CCA model, which will allow LAFCO to complete independent Program analyses following the completion of this project.

Task E: Complete CCA Program Risk Assessment to determine and understand key risks potentially affecting Program success.

Understanding potential Program risks is critically important to Program success. Completion of the Risk Assessment will draw from analyses completed and information compiled in other tasks described herein. The Cost/Benefit Analysis (focused on the use of City facilities) will help LAFCO understand the feasibility of locally-deployed energy infrastructure; discussions with investment banks will determine the costs and conditions under which debt can be issued by the CCA Program; a detailed Regulatory Review will identify potential requirements that must be observed by the Program as well as potential incentives that may be available; understanding the availability of Hetch Hetchy power resources will impact resource planning for the Program; and developing the Program's financial model will allow for a comprehensive analysis of program operations under a wide range of assumptions and market conditions. In concert, the information developed during these tasks will contribute to a thorough understanding of risks potentially affecting the Program, which will be documented in a comprehensive Risk Assessment. This Risk Assessment will not only identify potential risks to the Program but will also provide recommendations for effective mitigation measures/strategies.

Task F: Develop term sheet, including critical contract elements, to be used as the basis for a Design, Build, Operate, Manage ("DBOM") Contract for San Francisco's CCA Program.

San Francisco has prepared an Implementation Plan for its CCA program in which certain goals and objectives have been identified. During the research and analysis proposed herein, the commercial

feasibility of certain goals and objectives may likely be supported while others may require additional evaluation or refinement. Ultimately, the market will determine whether or not, and at what cost, these goals and objectives can be achieved. When fully vetted, these goals and objectives will become guideposts during the development of a detailed term sheet, which, in turn, will become the basis for a DBOM Contract underlying the CCA Program. Completion of the work scope described herein, particularly Tasks C (Regulatory Review), D (Financial Modeling) and E (Risk Analysis), will provide valuable information to LAFCO as it proceeds in making decisions related to this Program. In particular, the analyses described herein will help quantify reasonable tradeoffs between Program enhancements (such as increased renewable energy supply and locally developed renewable energy infrastructure) and related costs. In consideration of the analyses described herein and San Francisco's CCA Implementation Plan, Navigant Consulting will assist LAFCO in developing a detailed term sheet that will be used to develop a DBOM Contract for San Francisco's CCA Program.

Task G: Complete Feasibility Analysis focused on access to Hetch Hetchy electric power, including issues related to resource availability and interconnection.

To determine the availability and feasibility of Hetch Hetchy electric power production in the CCA's Resource Portfolio, Navigant Consulting will complete a detailed review of all contracts and agreements related to the Hetch Hetchy generation facility, including power sales/off-take agreements with the Modesto Irrigation District and Turlock Irrigation District as well as any existing interconnection agreement(s), to determine: 1) whether or not there is available generating capacity to serve CCA load; 2) whether or not existing agreements will allow San Francisco's CCA Program to economically access any available generating capacity; 3) any new infrastructure that will require construction to reliably serve CCA customer load. Following a review of these contracts and agreements, Navigant Consulting will summarize its findings and will provide related recommendations and next steps to LAFCO for further consideration in CCA planning. Navigant Consulting has a long and successful history and experience in the planning, development, and management of transmission projects, as well as the integration of generation projects onto the high-voltage transmission grid.

Schedule

NCI is prepared to begin work immediately following contract execution and anticipates an expedited schedule for work completion, which is outlined in the following table.

<i>Project Milestone</i>	<i>Proposed Date of Completion</i>
Contract Execution and Notice to Proceed (provided by S.F. LAFCO)	TBD
Project Kick-Off Meeting	1 week following notice to proceed
Task A: Perform Cost/Benefit Analysis focused on involvement of City Agencies	10 weeks following notice to proceed
Task B: Provide Support to City/County Financial Advisor during financing discussions with investment banks	20-24 weeks (5-6 months) following notice to proceed
Task C: Perform Regulatory Review, identifying potential impacts on/benefits for the CCA	Initial review completed within 8 weeks following notice to proceed; support provided by Navigant Consulting will remain ongoing throughout project schedule
Task D: Develop Comprehensive Financial Model for San Francisco's CCA Program	8 weeks following notice to proceed
Task E: Perform CCA Program Risk Analysis based on information identified during previous tasks and based on sensitivity analyses developed within the CCA Financial Model	12 weeks (3 months) following notice to proceed
Task F: Develop Term Sheet to be used as the basis for a DBOM Contract	14 weeks following notice to proceed
Task G: Complete Feasibility Analysis focused on access to Hetch Hetchy electric power (the specific issues of availability and interconnection will be addressed herein)	16 weeks following notice to proceed
Final Presentation to S.F. LAFCO and model delivery	Within two weeks of task completion

Project Team

NCI will establish a project management team consisting of John Dalessi, Patrick Mealoy, Shannon Graham and Kirby Dusel, with support from other project staff on an as-required basis. NCI anticipates that the Project Management Team will coordinate extensively with LAFCO during this project, and has budgeted for several half day meetings during performance of this scope of services.

Brief biographies of the project team are included below.

John Dalessi, Director - is a Director in NCI's Energy Generation and Transmission practice in the Sacramento office. With fourteen years of experience in the energy industry, Mr. Dalessi brings a wide array of experience in the areas of electricity market operations, industry restructuring,

regulatory and legislative analysis, cost of service and rate design, load forecasting, demand response, and strategic planning. Mr. Dalessi is project manager on the CCA Demonstration Project in which twelve cities and counties have explored the feasibility of forming CCA Programs. Mr. Dalessi also played a prominent role in developing the CCA Implementation Plan for the San Joaquin Valley Power Authority, and the CCA Business Plans for Marin County, the Cities of Berkeley, Emeryville and Oakland, and the Cities of Beverly Hills and West Hollywood. Mr. Dalessi possesses a Masters Degree in Economics from the University of California. Prior to joining Navigant, Mr. Dalessi held various management positions at the APX.com, PG&E Energy Services, and Southern California Edison Company.

Kirby Dusel, *Associate Director* - is a certified Project Management Professional (PMP), Six Sigma practitioner and Associate Director with Navigant Consulting, Inc., has served many public agencies within California and throughout the U.S. Mr. Dusel has eleven years of experience administering Statewide power purchase contracts, managing database development projects, analyzing and reengineering business processes and implementing effective compliance programs (focused on the mandatory reliability standards of the North American Electric Reliability Corporation) within the energy industry. Other proficiencies include the performance of financial and socioeconomic analyses as well as general business planning. Currently, Mr. Dusel is assisting the County of Marin in implementing its Community Choice Aggregation business plan, which will offer 100% renewable energy to Marin residents and business. Mr. Dusel has previously served the State of California's Department of Water Resources as an energy contract analyst and database developer, providing guidance to CERS's executive management regarding contractor performance and carrying out general contract management responsibilities associated with the administration of approximately 50 State-wide power purchase agreements valued at \$35 billion.

Shannon Graham, *Associate Director* - is Associate Director in NCI's San Francisco office. Ms. Graham has developed renewable energy (RE) technical assessments and business strategies for a range of NCI clients, including: integrated oil companies, municipal utilities, large industrial players considering entry into the RE space, and government agencies. Ms. Graham joined NCI in 2004, after successfully building her own consulting practice, where she focused on business and market development for new energy technologies in challenging markets. After completing her BA in Mechanical Engineering at Tufts University, she spent six years in Latin America developing RE projects and businesses for off-grid power. In 1999 she returned to the U.S. to pursue graduate studies at the University of California, Berkeley, in Energy and Resources (MA, 2001, policy and economic barriers to clean energy growth), and the Haas School of Business (MBA, 2003, strategic marketing and finance). She has worked in the U.S., Latin America, Asia, Africa and Europe.

Patrick Mealoy, *Managing Director* - is a Managing Director with NCI and an economist and policy planner with over 18 years experience in the energy industry. He has extensive experience in strategic planning, market assessment, economic forecasting, and industry trend analysis. His expertise includes assessing the impact of federal, state, and local regulations, as well as developing strategies related to these emerging trends and policies. Mr. Mealoy has been heavily involved in the California electric utility restructuring process since its initiation in the early 1990s. Mr. Mealoy's specialty is strategic planning and developing creative solutions to assist NCI clients' address and successful implement solutions to addressing key challenges and capitalizing on opportunities. He has aided numerous clients in the development and implementation of strategic plans, resource

decisions, and rate designs. In addition, he has prepared filings for FERC, state public utilities commissions, and other state and local governing bodies. An experienced project manager, Mr. Mealoy has managed large multi-disciplinary teams of consultants on a variety of assignments including strategic planning initiatives, municipalization studies, regional power market assessments, resource development, and legislative and regulatory intervention. Mr. Mealoy has served as NCI's Project Manager for our services to the Kings River Conservation District including creating and managing the development of the San Joaquin Valley Power Authority, California's first CCA.

Subcontractors

NCI understands there is a 5% Local Business Enterprise ("LBE") subcontracting goal for this contract and intends to work with LAFCO and the San Francisco Human Rights Commission to identify whether a qualified subcontractor exists to meet the LBE requirements under the proposed scope of services or if revisions to the proposed scope of services may be appropriate to secure a role for a LBE.

Budget

NCI will provide the services described in this proposal on a time and materials basis at the hourly rates shown in Exhibit A. Budget estimates for each proposed task, which have been developed based on a reasonable approximation of time and specific resources required for completion, are provided below.

Task A – Cost/Benefit Analysis (City Agency involvement):	\$100,000
Task B – Support to City/County Financial Advisor during H Bond discussions:	\$25,000
Task C – CCA Regulatory Review:	\$75,000
Task D – Comprehensive CCA Financial Model development:	\$75,000
Task E – CCA Risk Analysis:	\$50,000
Task F – Term Sheet for DBOM Contract:	\$50,000
<u>Task G – Feasibility Analysis of Hetch Hetchy:</u>	<u>\$75,000</u>
Total Project Estimate:	\$450,000

These budget estimates have been developed based on our assumption that LAFCO will be contracting with Navigant Consulting for the entirety of this proposed work scope. In the event that LAFCO elects to contract with Navigant Consulting for certain, individual tasks, Navigant Consulting and LAFCO will discuss related impacts to estimated project pricing. Navigant Consulting does not anticipate actual costs exceeding these estimates, but recognizes that certain circumstances (examples of which include: delays in decision making, access to key project staff and scope changes) may result in actual costs differing from these amounts.

Exhibit A: Navigant Consulting, Inc. Rates

Professional and support services, except testimony, shall be billed at the following Navigant Consulting rates:

Level	(US \$/hour)
Managing Director	\$428
Director	\$344
Associate Director	\$300
Managing Consultant	\$248
Senior Consultant	\$216
Consultant	\$164
Admin Support	\$132

The above rates shall be adjusted each year, commencing January 1, 2010, to reflect the change in rates officially established by Navigant Consulting.

Testimony shall be billed at not less than eight (8) hours per day.

Reproduction, printing, communications, computer services, and other miscellaneous support services shall be billed at rates for such services as determined from time to time and officially established by Navigant Consulting.

Client shall reimburse Navigant Consulting for any applicable sales tax imposed on services rendered by Navigant Consulting to Client.