



Staff Report – Item 7

TO: East Bay Community Energy Board of Directors

FROM: Nick Chaset, Chief Executive Officer

SUBJECT: Update on Billing/Data Management/Call Center Selection and Authorization for CEO to Execute Contract

DATE: October 18, 2017

Recommendation

Adopt a Resolution authorizing the Chief Executive Officer to execute a final contract with the Sacramento Municipal Utility District that includes each of the key terms outlined in the background and discussion section and attachment.

Background and Discussion

On June 1 2017, EBCE authorized issuance of an EBCE request for proposals (RFP 17-1) for Data Management and Call Center Services. EBCE received two proposals in response to that RFP which were evaluated by staff and an interview panel that included members of the CAC. As a result of that effort, staff entered into initial negotiations with GridX, one of the bidders. At the time, Grid X was selected because of their compelling technology solution, but we also recognized that they were unproven in the CCA/utility billing space and were also unable to guarantee union and local hiring for their call center services. The fact that Monterey Bay's emerging CCA approved the selection of GridX this past week further validates GridX's capabilities in this space, but concerns about delivering an unionized, Alameda-based call center created an opportunity to research other options and evaluate alternatives like the proposal offered by the Sacramento Municipal Utility District (SMUD).

SMUD is an award winning public utility, known for its excellent customer service, sophisticated utility operations and commitment to clean energy, that is now entering the California CCA space as a service provider. At its Board meeting on October 12, Valley Clean

Energy Alliance entered into a full services contact with SMUD including data management, call center services and wholesale energy services.

After an initial discussion with SMUD staff and their General Manager, SMUD expressed an interest in evaluating a potential service agreement with EBCE. Over the last month, we have been engaged in an in-depth back and forth with SMUD about their capabilities and EBCE's needs and priorities. This has included two lengthy in-person meetings and numerous phone calls.

In addition to discussions with SMUD about Data, Billing and Call Center services, we have also discussed how EBCE could leverage their energy procurement capabilities. On this front, SMUD offers EBCE the ability to partner with a deeply experienced energy market player who is grounded in public power. To date, all operating CCAs, with the exception of Redwood Coast Energy Authority, have selected large, for-profit energy trading firms to procure their energy. In my view, working with these large companies - which do not share EBCE's values and are profit driven at EBCE's expense - should only be done if no capable alternative is available. In SMUD, I believe we have a partner who is a large, sophisticated actor in California's energy market grounded in robust risk management practices, that is also publicly owned and committed to California's clean energy future. SMUD also happens to be a leader in the development of local renewables, with a planned 60 MW community solar project under construction and some of the leading distributed energy resource programs in the State.

SMUD offers EBCE the best of both worlds: 1) an experienced, unionized call center and customer operation that operates a sophisticated and proven billing system here in California; and 2) a suite of technology tools that will ensure that we effectively engage with our customers and are able to design and deliver innovative clean energy programs in Alameda County. To further augment our technology needs, we are working through a supplemental contract with GridX for some of their more advanced services like Big Data analysis, utilization of AMI meter data for energy forecasting. SMUD operates its call center in Sacramento, drawing a work force from surrounding counties, including Alameda. As part of the proposed agreement, SMUD staff will work with EBCE to establish a customer service center housed within EBCE, staffed by EBCE employees. Over time, this customer service center will staff up and be focused on dealing with the most complex customer calls and serving as a resource to market EBCE programs and services. In addition to SMUD's clear competency and shared values, both facets of their proposals represent significant value to EBCE. SMUD's Data Management and Call Center are priced competitively with both GridX and Calpine's best and final responses to EBCE's RFP. For wholesale energy services, SMUD's proposed pricing does represent a premium to other options, but EBCE believes SMUD's offer represents the best possible value to EBCE.

Part of what SMUD brings to the table that is unique is their investment/commitment to achieving state regulatory and policy goals. Other entities may operate in CA but SMUD is headquartered in the state and as equally vested in California's energy future as EBCE (& other CCAs). Additionally, SMUD's proximity to EBCE provides EBCE with a unique ability to understand/participate and more closely direct this part of EBCE's business. Given that one goal

is for EBCE to eventually manage these services in-house, having ready access to SMUD can play an important role in facilitating this.

For the purposes this Agenda Item, staff is requesting Board authority to sign a contract with SMUD for the services within the four corners of the term sheet which is attached to this Item. On the energy procurement front, staff is proposing to engage in a bilateral contract negotiation with SMUD to provide EBCE with energy procurement services. To ensure that the pricing terms for these services are competitive and meet all EBCE's business needs, staff has solicited other offers for these services - attached is a copy of the RFP that we issued to seek these offers.

Attachment(s):

- A. SMUD Proposal
- B. Resolution



SMUD proposal for

East Bay Community Energy

Data Management and Call Center Services
Wholesale Power Services





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Introduction and SMUD Overview

Introduction and SMUD Overview



Introduction

SMUD is pleased to submit a proposal to support the launch and ongoing operations of East Bay Community Energy (EBCE). We are responding with a detailed, full service proposal for data management and call center services and wholesale power services.

EBCE was created to respond to its constituent communities' desires for renewable energy, local decision making, customer choice and stable rates, and SMUD will draw on more than 70 years of utility expertise to help EBCE accomplish its mission.

We recognize the importance of a successful launch and ongoing operations for EBCE. SMUD has the scope and scale of operations to ensure EBCE's success while maintaining SMUD's best-in-class operations for our customers.

SMUD is offering a unique opportunity for EBCE to use the talents, expertise and commitment of a 2,000-plus strong workforce with experience in all facets of providing power, meeting customer service expectations and offering best-in-class energy solutions – all within a single organization. This approach offers numerous benefits – flexibility, speed and support from a utility with 70 years of power supply experience in California.

All of our services will be provided by experienced in-house senior leaders and subject matter experts, and in a small minority of cases subcontractors who have been performing these services exclusively for the utility industry.

Introduction and SMUD Overview

SMUD Overview

SMUD's foundation is based on a commitment to provide value to our customers and community by delivering innovative energy solutions. SMUD generates, transmits and distributes electricity to a 900 square-mile territory that includes California's capital city, Sacramento County, and a small portion of Placer County. SMUD is the nation's sixth-largest community-owned electric service provider, and has been providing low-cost, reliable electricity for more than 70 years. SMUD is a recognized industry leader and award winner for its innovative energy efficiency programs, renewable power technologies, and for sustainable solutions for a healthier environment.

Our missions are aligned. As a community-owned, not-for-profit utility governed by an elected Board of Directors, SMUD measures success by the value we bring to the people of the community we serve. Our customers expect reliable, affordable electricity, and they expect it to be delivered to their homes and businesses in the most environmentally responsible

manner possible. Environmental leadership is one of SMUD's core values, imbedded into all of our business practices. We take pride in our reputation as one of the nation's greenest, most progressive utilities. SMUD was the first large California utility to receive more than 20 percent of its energy from renewable resources.

SMUD is a vertically-integrated utility, with expertise in all facets of energy supply – from power generation to product and service delivery to customer service and everything in between. It means we have the scope to provide all the services required to support EBCE in its launch and successful operations. The size of SMUD's operations means our proposal is scalable. We can support future load and customer growth and expand services to meet EBCE customers' evolving needs for clean and innovative energy-related products, services, tools and information.



Introduction and SMUD Overview

The services we're proposing are SMUD's core competencies – the work we do successfully 24/7, 365 days a year. SMUD has a proven track record of leadership, innovation and achievement. Highlights include:

- SMUD was the first large utility in California to have 20% of its power supply come from resources classified as renewable by the state. The figure is now approaching 30% and we expect to be at about 41% by 2020, exceeding the 33% target. SMUD's current power supply portfolio is more than 50% carbon-free.
- SMUD was awarded a \$127.5 million Smart Grid Investment Grant from the U.S. Department of Energy in 2009 which helped us create one of the country's earliest smart grids allowing us to successfully integrate and manage distributed energy resources.
- Innovative renewable energy products to help SMUD and customers achieve their environmental objectives. Greenergy®, the first program of its kind, allows residential and commercial customers to pay a small premium to meet up to 100% of their electricity needs from renewable energy. Through SolarShares®, residential and commercial customers can meet their power needs with utility-scale solar energy without having to install solar panels.
- Our rates are among the lowest in the state and about 30% lower than neighboring utilities.
- In 2016, SMUD was recognized by the White House for "strong commitment to reducing greenhouse gas emissions in all of its operations, including a net long-term reduction of 90% from 1990 levels by 2050."
- Strong customer satisfaction. In J.D. Power surveys SMUD has been ranked #1 in overall residential customer satisfaction in California for 15 consecutive years and #1 in overall commercial customer satisfaction in California for 11 of the last 12 years.
- Strong brand trust. SMUD was ranked the most trusted electric utility brand in the nation among residential customers in the "2017 Utility Most Trusted Brands & Customer Engagement: Residential Customers" Cogent Reports study by Market Strategies International.

We are proud of our track record and enthusiastic about sharing our experience, expertise and values to support EBCE and its customers.



Description of Proposed Services Data Management and Call Center Services

Description of Proposed Services



Data Management and Call Center Services

SMUD's proposal includes the full scope of data management and call center services requested by EBCE. SMUD will work with PG&E to send and receive the full set of Electronic Data Interchange (EDI) files. SMUD performs these integrated services and is dedicated to delivering the highest level of customer service to all customers, including EBCE's.

SMUD's proposal brings several benefits: In-depth knowledge of and experience with utility data management systems and best-in-class customer service in our call centers and via self-service channels. We'll leverage these expertise to quickly establish a data management infrastructure and call center to meet EBCE's and its customers' needs. SMUD would provide billing and customer service data to help EBCE identify opportunities for new and innovative offerings.

Description of Proposed Services

Data Management

SMUD will implement and manage the back office system architecture required for EBCE to manage customer data and interactions, including:

- Customer Relationship Management (CRM) for customer information and programs.
- Customer usage data repository.
- Electronic Data Interchange (EDI) processing, transformation (mapping), communications and integration.
- Billing management system for EBCE's rates, billing and settlements.
- Call center technology, and an Interactive Voice Response (IVR) system for self-service.
- Website pages for program enrollment.

SMUD will brand the EBCE CRM portal and configure it to be accessible by EBCE staff at the appropriate levels (role-based access).

Qualified Reporting Entity

SMUD will manage the QRE services for any EBCE FIT program and upload renewable data to WREGIS and will also forward EBCE load SQMD to CAISO as required. EBCE will have access to all of the systems managed by SMUD and we will ensure that specified reporting is completed for full transparency and tracking.

SMUD has a long history managing settlement quality meter data with CAISO and would provide this service for EBCE. Additionally, SMUD has performed Qualified Reporting Entity services for our renewable generating projects from the inception of WREGIS in 2008.



Description of Proposed Services

Call Center

SMUD's dedication to providing best-in-class customer service has been recognized by J.D. Power and Associates, which has ranked SMUD:

- #1 in Overall Residential Customer Satisfaction in California for 16 years in a row.
- #1 in Overall Commercial Customer Satisfaction for California 11 of the last 12 years.

SMUD will provide dedicated call center representatives to deliver the same best-in-class customer service to EBCE customers through multiple channels (Call Center, self-service IVR, and email) in both English and Spanish. SMUD will provide regular reporting on metrics specified by EBCE to track and maintain high customer service levels. Any coordination required with PG&E to contact and inform customers will be handled by SMUD to provide EBCE customers with the best customer service.

Call Center staff will be available between 7 a.m. and 7 p.m. Pacific Standard Time, Monday through Friday, excluding EBCE and PG&E holidays. 100% of emails will receive an immediate automated acknowledgement and 95% of emails will receive a customized response within one (1) business day. 100% of emails receive a customized response within three (3) business days. During non-enrollment periods, service level target of 60 second average speed of answer with an abandon rate of 3% will apply to phone calls.

Billing Administration

SMUD recognizes that the monthly bill is a key driver of customer satisfaction. SMUD's goal is to provide an accurate bill for every customer, on time, every time. Since the implementation of our data-driven exception monitoring and response system, SMUD has experienced a 70% reduction in billing exceptions. Most utilities strive for a billing exception rate between 1% and 3%.

SMUD will deliver billing services to EBCE by building efficient and automated processes and focus on data validation accuracy with quality assurance measures.

SMUD proposes two approaches to implementing and managing billing administration:

- Bill Ready Option: SMUD will build and manage a billing engine for EBCE.
- Rate Ready Option: SMUD will work with PG&E to leverage their billing engine through the Rate Ready option in PG&E's Electric Rule 23. SMUD would provide EBCE rates to PG&E annually to be configured in PG&E's billing engine.

Consultancy for EBCE Onsite Customer Service

SMUD's proposal includes support to EBCE to develop customer experience strategy and tactics for an onsite customer service team with a focus on managing complex escalations and key account management.



Description of Proposed Services Wholesale Power Services

Description of Proposed Services



Wholesale Power Services

EBCE will be able to immediately leverage SMUD’s 70+ years of power supply experience, strong reputation in the California energy market and extensive expertise in local policy frameworks and understanding of power supply regulations. Since our inception in 1946, SMUD has traded in the California energy markets, as an independent balancing authority (we operate the Balancing Authority of Northern California (BANC) and as an active participant in the California ISO (CAISO) markets. We buy renewable energy from assets across the Western Electricity Coordinating Council (WECC) and sell surplus energy back to the CAISO in the day-ahead and real-time markets. SMUD transacts with the CAISO by importing energy and

Resource Adequacy capacity from CAISO while exporting energy, spin and regulation services back to the CAISO market. SMUD is also active in energy policy setting proceedings at the CAISO, California Public Utilities Commission (CPUC), California Energy Commission (CEC) and Federal Energy Regulatory Commission (FERC).

SMUD’s proposal includes a full range of services to help EBCE with wholesale power services implementation and ongoing operations. By leveraging our experience as a vertically-integrated utility, we believe SMUD can offer EBCE the unique opportunity to quickly ramp up operations and planning with a minimal learning curve.

Description of Proposed Services

Portfolio Management and Procurement Services

SMUD will work with EBCE to develop a power supply risk model to assess and monitor EBCE's exposure to price volatility risk including developing appropriate exposure metrics. SMUD will work with EBCE to develop wholesale power procurement and power supply risk policies as well as manage all wholesale load and resource portfolio compliance reporting.

SMUD will also work with EBCE to procure power supply to meet EBCE's power supply portfolio requirements. This includes issuing RFPs, evaluating bids and negotiating bilateral power purchase agreements with third-party power providers.

CAISO Scheduling Coordination Services

SMUD has an existing relationship as a registered Scheduling Coordinator with the CASIO and will act as EBCE's Scheduling Coordinator. Services would include short-term load forecasting, scheduling for load into the CAISO day-ahead market, and wholesale load and resource settlements and verification, management of real-time imbalance exposure, accepting Inter-SC Trades, and managing a CRR portfolio.

SMUD currently uploads renewable project meter data into the WREGIS system and could perform the same Qualified Reporting Entity (QRE) services for future EBCE renewable generation projects. Additional regulatory compliance filings, such as monthly RA compliance reports to the CAISO would also be submitted on behalf of EBCE. EBCE will be responsible for any fees or deposits associated with those filings/registrations.

Advisory Services

Regulatory and Legal Compliance. Having operated in the California regulatory and utility environment for more than 70 years, we are intimately familiar with all aspects of state and federal regulatory requirements with respect to the power sector, greenhouse gas regulations and environmental rules and regulations. For launch requirements that are unique to CCEs, SMUD has staff with CCE launch experience to ensure that all pertinent regulatory documents and requirements will be provided and filed as needed. However, SMUD is unable to provide legal advice, and therefore suggests EBCE retain outside counsel to the extent this is needed.

Financial Planning. SMUD has a proven track record of setting budgets that drive financial stability and meeting budget targets. This is evidenced by our high grade bond ratings of AA3 and AA- by Moody's and Fitch, respectively. SMUD is also a leader in electric rate design, conducting studies on the impact of pilot rates on customer behavior and testing the performance of residential Time-of-Day Rates, critical peak pricing for commercial and residential customers and various other rate designs. SMUD commercial customers have been on Time-of-Day Rates for a number of years, which has allowed us to gain a wealth of experience using hourly load data for load and revenue forecasts, budget preparation and development of pro-forma income statements. We are also very familiar with PG&E's current rate structures, rate trends in California and nationally. As an early adopter of residential Time-of-Day Rates, SMUD staff has extensive experience and historical data to draw upon when designing rates that may not be available from other providers. SMUD also has extensive experience in designing specific rate structures for its current Greenergy® programs, innovative SolarShares® program, FIT and NEM.

Description of Proposed Services

SMUD will assist EBCE with their financial planning needs, including the development of annual operating budgets that integrate rate setting, resource planning and operational expenses. We can facilitate rate-setting discussions with the EBCE Board to achieve an optimally balanced resource portfolio.

Policy and Program Development. What sets SMUD apart from others is our proven ability to deliver an extensive range of complementary advanced energy services and programs. Leveraging SMUD's experience and expertise, we can help EBCE quickly develop a range of advanced energy solutions for customers in the East Bay. SMUD would welcome the opportunity to work with EBCE to develop a scope of services to provide the following supplemental services:

- Innovative energy efficiency and customer program development.
- Research and development demonstration projects and pilots that utilize cutting-edge technology.
- Local renewable development projects and procurement mechanisms for solar and biomass (including FIT and NEM programs)
- Integrated distributed energy resources (DERs) initiatives that deliver efficiency, responsive loads, renewable energy, energy storage, and electrification packages.
- Transportation and building electrification offerings to accelerate decarbonization of the community energy system.

Integrated Resource Planning. SMUD is the fifth largest utility in California with an all-time peak load of 3,299 MW and annual retail sales of almost 11,000 GWh. SMUD has conducted integrated

resource planning (IRP) for over 35 years. This has been vital to SMUD's ability to meet its key resource planning and environmental objectives. SMUD's IRP has ensured an appropriate mix of resources and programs that have delivered high reliability, reasonable rates and environmental leadership. The IRP process ensures consideration of all demand, demand side reductions and supply side resource options from the various departments across SMUD. This includes incorporating the forecast impacts of demand reductions from energy efficiency, electric vehicles, behind-the-meter solar PV, as well as any expected Time-of-Day Rate impacts. Resource location preferences (for example, a preference for local solar PV) can be analyzed against a non-local option and cost differences and rate impacts can be compared between the options. SMUD's portfolio includes numerous local renewable developments owned by SMUD or purchased through a PPA, including local solar PV, biomass and battery storage.

SMUD will work closely with EBCE to develop an IRP that aligns with EBCE's customer portfolio, desired resource mix and risk tolerance. The resource plan will estimate the percentage of total electricity demand from renewable and non-renewable resources and take SB 350's IRP requirements into consideration.

Credit Solution

SMUD can assist EBCE in evaluating and negotiating credit requirements of suppliers. Additionally, SMUD can provide assistance to EBCE in implementing required credit instruments as well as provide tracking, modeling and reporting on credit risk. At this time, SMUD will not be extending credit support to EBCE.



Pricing Sheet



Prices included in this Pricing Sheet are reflective of the assumption that SMUD is offering Data Management and Call Center Services and Wholesale Power Services as a bundled package.

Data Management and Call Center Services

Assumptions

- Customer Phasing Schedule:
 - June 1, 2018: Municipal and Commercial Customers (Initial Implementation)
 - November 1, 2018: Residential Customers (Full Implementation)
 - 90 day pre and post enrollment periods
- Call Center service levels:
 - Call Center staff will be available between 7 a.m. and 7 p.m. Pacific Standard Time, Monday through Friday, excluding EBCE and PG&E holidays.
 - Email: 100% of emails receive an immediate automated acknowledgement. 95% of emails receive a customized response within one (1) business day. 100% of emails receive a customized response within three (3) business days.
 - Phone calls: During non-enrollment periods, service level target of 60 second average speed of answer with an abandon rate of 3%.
- Rate-ready v. Bill-ready: There is no price differential between bill-ready and rate-ready, as the exception rate of PG&E's system has not yet been proven, and may potentially require additional handoffs and complexity. At contract renewal times, if additional information on PG&E billing engine is available, SMUD may offer a price discount for use of rate ready.
- AMI data storage: There is no price differential as there is minimal cost to SMUD and included as part of our standard pricing.

Pricing Sheet

Pricing

Data Management and Call Center Services			
4-Year Contract	Years 1-4	\$0.95	Per Customer Meter / Per Month from launch until 48 months after Full Implementation

Data Management and Call Center Services			
5-Year Contract w/ 2-year Off-ramp Option	Years 1-2	\$1.05	Per Customer Meter / Per Month from launch until 24 months after Full Implementation
	Years 3-5	\$0.90	Per Customer Meter / Per Month for the remainder of contract

Consultancy for EBCE Onsite Customer Service			
Time & Material Rates*	Executive Consultant	\$280	Hourly Rate
	Principal Consultant	\$240	Hourly Rate
	Consultant	\$180	Hourly Rate
	Administrative	\$90	Hourly Rate

Wholesale Power Services

Assumptions

- 6 million MWh load.
- SMUD will pass through power supply costs and any such fees to EBCE through the power supply charges.
- Credit support is not included in proposed pricing.

Pricing

Portfolio Management and Procurement Services and CAISO Scheduling Coordination Services			
5-Year Contract	Pre-Launch Activities	\$80,000	Per Month for 6 months prior to Initial Implementation
	Ongoing Operations	\$0.25	Per MWh delivered

Advisory Services			
Time & Material Rates*	Executive Consultant	\$280	Hourly Rate
	Principal Consultant	\$240	Hourly Rate
	Consultant	\$180	Hourly Rate
	Administrative	\$90	Hourly Rate

*Time & Material hourly billing rates are fixed through June 30, 2019 and are thereafter annually subject to escalation at U.S. Department of Commerce, Bureau of Labor Statistics, "Consumer Price Index-All Urban Consumers less food and energy" Series ID: CUUR0000SA0LIE for the immediately prior 12-month period.



Sacramento Municipal Utility District

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Sacramento, CA 95817

smud.org

RESOLUTION EBCE R-2017-

**A RESOLUTION OF THE BOARD OF DIRECTORS OF
THE EAST BAY COMMUNITY ENERGY AUTHORITY
AUTHORIZING THE CHIEF EXECUTIVE OFFICER TO
ENTER INTO NEGOTIATIONS WITH SMUD FOR DATA
MANAGEMENT, CALL CENTER SERVICES AND
WHOLESALE ENERGY MARKET SERVICES**

**THE BOARD OF DIRECTORS OF THE EAST BAY COMMUNITY ENERGY
AUTHORITY DOES HEREBY FIND, RESOLVE, AND ORDER AS FOLLOWS:**

Section 1. On April 12, 2017, the East Bay Community Energy (“EBCE”) Board authorized the issuance of EBCE Request for Proposals (“RFP”) No. 17-1 for Data Management and Call Center Services. The RFP was issued on June 1, 2017.

Section 2. The EBCE received two proposals in response to RFP No. 17-1. The two proposals were evaluated by staff and the vendors were interviewed by a panel representing the EBCE. EBCE staff entered into contract negotiations with GridX, one of the vendors.

Section 3. Subsequent to the deadline for proposals, EBCE received a proposal from Sacramento Municipal Utility District (“SMUD”) for Data Management and Call Center Services. EBCE Staff conferred with SMUD and feels that SMUD is the most capable of providing the requested services to EBCE.

Section 4. During the following weeks, SMUD and EBCE also discussed the potential for SMUD to provide wholesale energy market services for EBCE. After evaluating SMUD’s capabilities for wholesale energy market services, EBCE staff determined that an integrated agreement with SMUD for both Data Management and Call Services as well as Wholesale Energy Market Services represented the most efficient approach for EBCE to achieve its 2018 program launch target.

Section 5. On Thursday October 12, 2017, SMUD submitted a best and final proposal for Data Management, Call Center and Wholesale Energy Market Services that is included as an attachment 7B.

Section 6. Staff desires to execute a contract with SMUD for Data Management and Call Services, as well as Wholesale Energy Market Services.

Section 7. The Board hereby rejects all proposals submitted in response to EBCE RFP No. 17-1 pursuant to Section K.4 on page 24 of the RFP.

Section 8. The Board hereby authorizes the Chief Executive Officer to enter into negotiations and execute a contract with SMUD for one of both of these sets of services. Any agreement for Data Management, Call Center and Wholesale Energy Market Services will be meet the criteria outlined in attached proposal.

ADOPTED AND APPROVED this ____ day of October, 2017.

Scott Haggerty, Chair

ATTEST:

Stephanie Cabrera, Clerk of the Board