



### Staff Report Item 7

**TO:** East Bay Community Energy Board of Directors  
**FROM:** Nick Chaset, Chief Executive Officer  
**SUBJECT:** CEO Report - Informational Item  
**DATE:** January 17, 2018

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#### **Recommendation**

Accept CEO report on update items below.

#### **Discussion & Analysis**

##### **A. Workflow Priorities**

With EBCE starting to staff up, there are many priorities to accomplish to stay on track with the target launch in June. Each of the below topic areas is addressed in the PowerPoint presentation attached to this agenda item.

- **SMUD Data & Billing Management:**
- **NCPA Wholesale Energy Services:**
- **Marketing Campaign:**
- **Banking and Credit services:**
- **Local Development Business Plan:**

##### **B. Staff Additions**

###### **Dan Lieberman:**

Dan provides oversight for customer account management. Dan has almost twenty years of renewable energy sector experience in California, including stints in local government, non-profit, private start-ups, and large corporate settings. Dan comes to EBCE from Peninsula Clean Energy, the CCA serving San Mateo County, where he led marketing, public affairs, and customer care from pre-launch through full enrollment. Dan received a BA in History from

Macalester College, and MBA and Master of Public Affairs degrees from The University of Texas at Austin. Dan was an early adopter of solar, installing panels on his Albany home in 2001. He is on the Board of the Northern California Solar Energy Association.

**Taj Ait-Laoussine:**

Taj Ait-Laoussine has over 20 years' experience designing, implementing and evaluating energy efficiency and energy management solutions for global utilities. Most recently, Taj was a Senior Director at Oracle Utilities, where he managed the implementation of meter data analytics solutions for electric, water and gas utilities. During his tenure at Oracle and before that at DataRaker, Taj helped utilities deploy software solutions to harness the value and promise of advanced metering infrastructures, with a particular emphasis on customer service and energy efficiency. Prior to Oracle, Taj held numerous position at energy management technology companies such as EnerNOC, Aclara and Itron. Taj holds a B.A. in Physics and an M.S. in Energy and Resources, both from the University of California at Berkeley. Today is his birthday.

**C. Contracts Entered Into**

At EBCE's August 3rd, 2017 Board meeting, the CEO was given delegated authority to enter into contracts up to \$100,000 without prior Board of Directors authorization. At this meeting, the Board of Directors additionally requested that the CEO report monthly updates on any contracts that were entered into under this authority at the next Board meeting.

Review of EBCE Contracts entered into since October/November 2017:

1. **Contract with Nixon Peabody for Legal Services related to Barclays credit facility**  
Retained Chuck Wolf at Nixon Peabody to support EBCE negotiations of a credit facility with Barclays. Contract is hourly with a not to exceed of \$40,000
2. **Extension of Contract with Taj Ait-Laoussine**  
Extended Taj Ait-Laoussine's technical consulting contract through the end of 2017 and increased the not to exceed contract quantity by \$5,000
3. **Contract with Weideman Group**  
Entered into a 1 month short term contract with Weideman Group to allow EBCE and Weideman Group to start working on Legislative advocacy at the beginning of the 2018 Legislative Session. Contract is a flat monthly rate of \$10,000.
4. **Contract with Troutman and Sanders for Legal Services related to negotiation of EEI energy supply agreements**  
Retained Steve Hall at Troutman Sanders to support EBCE negotiations of EEI energy supply agreements. Contract is hourly with a not to exceed of \$50,000

**Attachment(s):**

- A. EBCE Workflow Priorities Overview Presentation
- B. Dan Lieberman Resume
- C. Taj Ait-Laoussine Resume

# Data Management Update

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## General

- Customer eligibility criteria and phasing have been established

## PG&E Data Transactions

- Initial PG&E data sets processed and loaded
- All training and forms completed
- Share My Data Registration in Progress

## SMUD Data Management Services

- Master Service Agreement and Task Order Negotiations Finalized
- Approval to be expected at SMUD Board Meeting 1/18
- Data Management Services Development and Testing under way

## Interim CRM

- Interim CRM setup for internal queries and analysis
- Data Refresh to be requested from PG&E in late January for 2017

# Data Management - Key Upcoming Activities

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## General

- Systems set to be ready for first customer notifications and interaction April 2

## PG&E Data Transactions

- Weekly 4013 File transactions set to begin February 1
- Data Refresh for 2017 data expected in early February
- Ongoing weekly meetings with EBCE, SMUD and PG&E

## SMUD Data Management Services

- User Acceptance Testing begins mid-march
- CRM, Web Forms, Call Center Telephony set for soft go-live April 2
- Billing System set for go-live June 1

## Interim CRM System

- Refresh data upon receipt of new PG&E Data Set for 2017
- Expand capabilities as needed for pre-launch marketing activities

# Customer Eligibility and Phasing

Total Addressable Load (2016 Figures)

7,994,434 MWh

Direct Access Load + BART

1,233,242 MWh

Other Ineligible Load (LS1 or marked by PG&E as ineligible)

26,455

MWh

**Target Load**

**6, 734,937 MWh**

## Phase 1: Non-Residential

June 2018

E= 3,947,883 MWh

N= 58,740

### Selection Criteria:

All Non-Residential Classes  
[Exclude E1, E1L, E1M, E1ML, E1MX, E1MXL, E1S, E1SL, E1T, E1TL, EVA, EVB]

Delay Special Rate Classes to Phase 3

## Phase 2: Residential Q4 2018

E= 2,134,127 MWh

N= 466,535

### Selection Criteria:

All Residential Classes

Delay Special Rate Classes to Phase 3

## Phase 3: Complex Rates Staggered Starting October 2018

E= 652,926 MWh

N= 41,809

### Selection Criteria:

Standby Customers

[E=276,034 , N=31]\*

NEM Customers

[E=

224,487, N=17,741]\*

Budget Billing Customers

[E= 103,977, N=17,829]\*

Closed Rates

[E=

59,660, N=11,565]\*

RESBCTB Customers

[E=

9,592, N=35]\*

Other (Solar, 3rd Party DR.) No Data available

\* Totals do not align due to overlap between

# EBCCE Wholesale Energy Services

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- EBCCE and NCPA are in the process of negotiating final contract.
- More detail on wholesale energy services provided in subsequent board items

# EBCE Marketing Updates

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## Web

- Updated site with product offerings, local pictures, new content

## Collateral

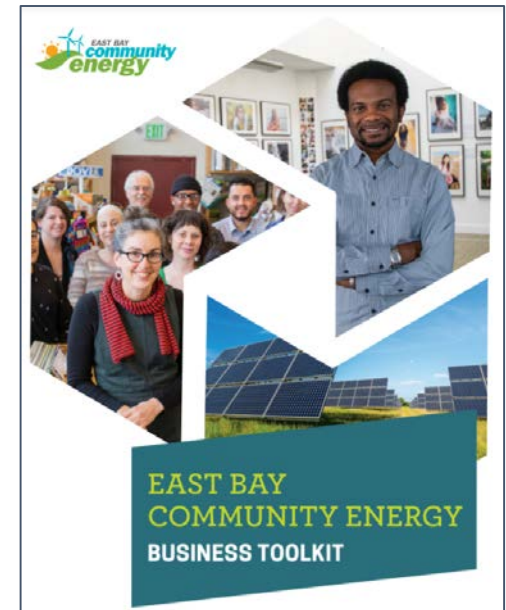
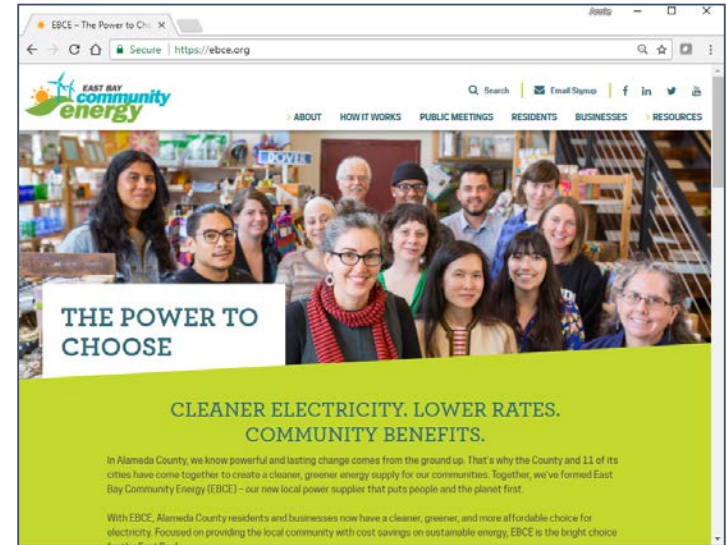
- Business Toolkit, Brochure and Presentation

## Outreach

- E-blast to top accounts
- New hire for account services
- Alameda Certified Green Business Program
- Engagement with Technical Advisory Group
- City Council and Chamber of Commerce Meetings
- Survey requesting Community stories

## General

- Director Dianne Martinez acting as Board marketing liaison
- Working with Circlepoint on a Brand Roadmap



# Key Marketing and Outreach Dates

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- Customer Notices
  - Present Notices to Board on **2/21**
  - First Notice delivered first week of **April**
- Phase 1 Advertising Campaign
  - Begins early **March**, runs through **June**
  - Includes digital, print, and social media advertising
- Phase 1 Account Outreach
  - Begins in **January** with more robust efforts in **February** once there is a better sense of the rates and power mix for products
  - Engagement with municipalities already **in progress**
- February Board Meetings
  - **2/07**: Phase 1 Outreach Update, Brand Roadmap, Review of city proposal to default customers to Brilliant 100
  - **2/21**: Notices, Terms and Conditions, NEM Enrollment



# Power Choice Indifferent Amount (PCIA)

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- Current CPUC Rulemaking 17-06-026 is examining alternatives to the PCIA, which is a fee levied on departed load including EBCE's customers based on the administratively-determined over-market costs of the utility's energy portfolio
  - The PCIA amount has been increasing in recent years
  - It is determined on a forecast basis, and highly variable/hard to predict
- EBCE is working actively with CalCCA and others to develop and build consensus around a viable alternative, the market-oriented allocation mechanism, or "MAM"
  - Gives CCAs the opportunity to "beat the PCIA"
  - Allows CCAs to use term markets to maximize value of resources
  - Reallocates supply from utility control to other CCAs/market
  - Maintains equity and prevents cost-shifting
- 1/3 - EBCE was granted party status in the proceeding
- 1/16-1/17 - EBCE participated in a PCIA workshop with utilities and other CCAs
- 3/12 - EBCE to file opening testimony

# Draft Resolution E-4907

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- On 12/8/17, CPUC issued a draft Resolution addressing CCA formation and Resource Adequacy(RA)
  - Stated intent is to prevent a utility-claimed “cost shift” to bundled customers due to year-ahead RA procurement obligation time frames
  - Would require new (or expanding) CCAs to file their implementation plans by Jan 1 in order to serve load the following year
  - EBCE is grandfathered in
  - CCAs have suggested a proposed “fix”: if a CCA misses the window for its year-ahead RA filing, then in its first year of operation the CCA would procure RA directly from the utility from which it departed at utility’s actual cost
    - Limited only to first year of operations
    - Prevents utility stranded costs
    - Would not unnecessarily delay future CCA implementation/expansion
- Dec/Jan- CCA conversations with CPUC staff and Commissioners’ advisors
- 1/11 - Comments on draft Resolution were filed
- 1/18 - Reply comments on draft Resolution due
- 2/8 - Resolution could be voted on at CPUC meeting

# Integrated Resources Plan (IRP)

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- Current CPUC Rulemaking 16-02-007 is an “umbrella” planning proceeding to consider all of the CPUC’s electric procurement policies and programs and implement Senate Bill (SB) 350 requirements, ensuring that load serving entities meet targets to contribute to California’s GHG emission reduction goals.
- On 12/28, Commission Randolph issued a Proposed Decision (PD) setting requirements for load-serving entities (LSEs) including EBCE:
  - All LSEs required to file biennial IRPs; CPUC will aggregate, approve/modify individual LSE plans, then adopt a Reference System Plan consisting of the optimal portfolio, an electric sector GHG target, and GHG planning price
  - CPUC asserts authority over CCA planning and some aspects of CCA procurement
  - Adopts 42 MMT GHG emissions scenario, represents somewhere between 53-57% renewables by 2030
  - CPUC adopts a method for apportioning GHG emissions to each LSE based on how it relies on unspecified power - Category 2 RECs would no longer qualify as GHG-free resources
- 1/17 - Parties filed comments on the PD
  - EBCE is not yet a party to the proceeding, but participates as a member of CalCCA
- 1/22 - Reply comments due
- 2/8 - Proposed Decision could be voted on at CPUC meeting
- 6/1 - EBCE’s IRP due, including any actual and planned procurement

# Banking and Credit Services Update

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## Barclays

- Facility Overview:
  - up to \$60 million for EBCE operations and energy procurement
  - 3 year term with two on year options
  - collateralized and uncollateralized options
- Status:
  - negotiating key covenants related to reserve requirements, debt coverage ratios and overhead and energy procurement draw requirements
  - plan to meet with Alameda County late January to discuss implications of facility on debt owed to County
  - target Feb 7 Board Meeting for approval of Credit Facility

## River City Bank

- Status
  - finalizing banking documents to set up EBCE lock box and operational accounts
  - coordinating with PG&E, NCPA and SMUD to ensure RiverCity is integrated into all facets of EBCE operations
  - expect to finalize RiverCity contract by early February

# Local Development Business Plan

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- First Round of Draft Deliverables were issued for public comment in November. Nine individuals and organizations submitted comments.
  - Workforce Policies
  - Feed-in Tariff Design
  - Agency of Developer
  - Levelized Cost of Energy
  - Wind Assessment
  - Solar Siting Survey
- Second Round of Draft Deliverables were posted for public comment on January 10, 2018 with public comments due by February 7, 2018.
  - Net Metering
  - Energy Storage Contracting Strategy
  - Energy Efficiency Assessment
  - Demand Response Assessment
  - Capacity Building Recommendation
  - Local Benefit Factors Analysis
- The LDBP team continues to refine their work product and has started their modeling efforts and additional work products are expected in the coming weeks. We are planning a more full presentation on the status of the LDBP at the February 7th 2018 Board Meeting

# DAN LIEBERMAN

◆ CLEANTECH MARKETING AND STRATEGY ◆

## PROFILE

Widely networked renewable energy industry veteran.  
Extensive experience in B2C and B2B marketing, marketing strategy, product management, public affairs, and client services.  
Data-savvy, well-organized, and a creative thinker.  
A pragmatic advocate for cleantech.

## PROFESSIONAL EXPERIENCE

**Director of Marketing & Public Affairs**  
Peninsula Clean Energy  
Sept 2016 - present

- Head of marketing, customer care, and public affairs for start-up \$250 million public agency
- Led largest on-boarding of accounts in California CCA history (>220,000)
- Serve as Chair of the Marketing Committee of our industry trade group, CalCCA

**Senior Marketing Manager**  
SunEdison  
Dec 2014 - May 2016

- Planned, developed, and implemented commercial product marketing strategies
- Developed go-to-market strategies for community solar products and REIT segment
- Wrote blogs, microsheets, direct mail, slide decks, email, website, and video copy

**Senior Utility Partnership Manager**  
3Degrees Inc.  
Aug 2007 - Nov 2014

- Developed and implemented turnkey green power programs for electric utilities
- Created and executed ROI-based, utility-branded, marketing and retention plans
- Clients included Tennessee Valley Authority and several California municipal utilities

**Director of Clean Energy Policy**  
Center for Resource Solutions  
Nov 2000 - Jul 2007

- Directed the national Green-e Renewable Energy Certification Program
- Convened and facilitated regional stakeholder groups and national advisory board
- Supervised six program staff and oversaw business line budget of ~\$1 million

**Energy Product Manager**  
Utility.com  
Jan 2000 - Nov 2000

- Managed retail renewable electricity product (recurring customer base of 40,000)
- Led licensure and regulatory processes to sell electricity in five states
- Served as company liaison to utilities and regulatory agencies

**Energy Efficiency Project Coordinator**  
City of San Jose Env Services Dept  
May 1998 - Dec 1999

- Served as Project Manager for U.S. DOE/Urban Consortium Energy Task Force grant
- Developed \$425,000 Public Goods Charge-funded "TEEM-UP" project

## EXPERTISE

- Marketing Strategy
- Brand Management
- Product Development
- Social Media
- Public Relations
- Customer Care

## TOOLS

- Productivity (Trello, Microsoft Office, Google Suite)
- Layout (Adobe Creative Cloud)
- Website management (WordPress, Squarespace, Wix)
- Social media (Hootsuite, Twitter, Facebook, YouTube)
- Marketing automation (HubSpot, MailChimp)
- CRM (Salesforce, Microsoft Dynamics)

## CIVICS

**Member of Board of Directors**  
Northern California Solar Energy Association  
(2013 - present)

**Appointee**  
City of Albany (CA) Sustainability Committee (2007 - 2014)

## EDUCATION

1998 **Master of Business Administration (MBA) and Master of Public Affairs**  
The University of Texas at Austin

1989 **Bachelor of Arts, Major in History**  
Macalester College, St. Paul, MN

# Taj Ait-Laoussine

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## CAREER HIGHLIGHTS

- Expert leader in the design, marketing and deployment of energy analytics and energy management solutions.
- Successful team manager, with a proven track record assembling and motivating highly achieving teams.
- Excellent communication and public speaking skills, with extensive international business experience.

## EXPERIENCE

**Oracle, San Francisco** 2012-2017  
***Senior Director, Utility Cloud Analytics***

- Led the Cloud Analytics implementation team consisting of data scientists, project managers, and implementation engineers.
- Delivered and maintained successful cloud solutions for electric, water and gas utilities in the areas of smart meter deployment, meter-to-bill analytics, revenue protection and energy efficiency, covering over 25 million meters.
- Coordinated strategy with sales and product development leadership, as well as the greater Oracle Utility Global Business Unit.
- Responsible for securing the ongoing renewal of large SaaS Cloud engagements, as well as supporting all net new sales.

**DataRaker, San Francisco** 2009-2012  
***Vice-President, Analytics and Data Science***

- Starting as employee No. 4, built a team of over 12 employees with diverse backgrounds in analytics, project management and data science.
- Established and enforced processes to ensure the successful delivery of our SaaS solution to Tier 1 utilities, with very limited resources and support.
- Managed the comprehensive redesign of meter-to-bill exceptions for a large Midwest utility, resulting in significant operational improvements.
- Secured tangible customer trust and success stories instrumental to the ultimate acquisition of the company by Oracle.

**EnerNOC, San Francisco** 2007-2009  
***Senior Marketing Manager***

- Responsible for the overall marketing strategy of EnerNOC's Demand Response Portfolio for all of California, subsequently expanded to cover marketing strategy for all Energy Efficiency and Energy Procurement products.

# Taj Ait-Laoussine

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- Secured multi-million dollar contracts with Pacific Gas and Electric and Southern California Edison for Monitoring Based Commissioning (MBCx) through the 2009-2012 3<sup>rd</sup> Party Energy Efficiency Program Portfolio in California.

**Nexus Energy Software (now Aclara), San Francisco** 2003-2007  
**Senior Product Manager**

- Led the product team in developing a complex software application that supports advanced metering technologies, energy management and demand response activities.
- Launched the software solution that supports one of the first full-scale hourly Meter Data Management solution for nearly 1.4 million customers.
- Secured over \$1.5 million in new revenue through the successful implementation of pilot engagements.

**Silicon Energy (now Itron), Alameda, CA** 1999-2002  
**Manager, Strategic Services**

- Identified over \$10 million in annual energy savings and new revenue opportunities for key prospective clients in the private sector, including the paper, food processing and cogeneration industries.
- Led a team of 5 sales consultants responsible for generating over \$15 million in international bookings in one year alone.
- Helped secure over \$5 million in engagements with Pacific Gas and Electric, Southern California Edison and Puget Sound Energy to implement load management technologies.
- Nominated to President's Club 2 years in a row.

**Hagler Bailly Inc. (now PA Consulting), San Francisco** 1994-1997  
**Associate**

- Managed several national and international public sector energy efficiency projects under a multi-million dollar contract with the U.S. Agency for International Development.
- Evaluated the market penetration, cost-effectiveness and technical impact of new products and services for both domestic and international utilities.
- Participated in the impact and process evaluation of energy management programs at over 20 utilities.

## EDUCATION

**University of California at Berkeley, Berkeley, California**

**M.S., Energy and Resources Group** 1999   
Masters Project: "The Strategic Value Of Load Management In Competitive Energy Markets" 

**University of California at Berkeley, Berkeley, California**

**B.A., Physics, *Highest Honors*** 1993