

SONOMA CLEAN POWER

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COMMUNITY CHOICE AGGREGATION IMPLEMENTATION PLAN AND STATEMENT OF INTENT

October, 2012

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CHAPTER 1 – Introduction

The Sonoma Clean Power Authority (“SCP”) is a public agency comprised of [NUMBER] municipalities, located within the geographic boundaries of Sonoma County, formed for the purposes of implementing a community choice aggregation (“CCA”) program. Member Agencies of SCP include the County of Sonoma and the Sonoma County Water Agency (“Members” or “Member Agencies”), and certain municipalities within Sonoma County (“Participants” or “Participating Cities”) have elected to allow SCP to provide service within their jurisdictions. This Implementation Plan and Statement of Intent (“Implementation Plan”) describes SCP’s plans to implement a voluntary CCA program for electric customers within the jurisdictional boundaries of its Member Agencies and Participating Cities that currently take bundled electric service from Pacific Gas and Electric Company (“PG&E”). The SCP Program will give electricity customers the opportunity to join together to procure electricity from competitive suppliers, with such electricity being delivered over PG&E’s transmission and distribution system. The planned start date for the Program is [DATE] (subject to the final review and approval of the SCP Board). All current PG&E customers within the SCP service area will receive information describing the SCP Program and will have multiple opportunities to express their desire to remain full requirement customers of PG&E, in which case they will not be enrolled. Thus, participation in the SCP Program is completely voluntary; however, customers, as provided by law, will be automatically enrolled unless they affirmatively elect to opt-out.

Implementation of SCP will enable customers within SCP’s service area to take advantage of the opportunities granted by Assembly Bill 117 (“AB 117”), the Community Choice Aggregation Law. SCP’s primary objectives in implementing this Program are to provide cost competitive electric services; stimulate and sustain the local economy by developing local jobs in renewable energy and energy efficiency; reduce greenhouse gas emissions related to use of power in Sonoma County; implement energy efficiency and demand reduction programs; and develop long-term rate stability and energy reliability for residents through local control. The prospective benefits to consumers include a substantial increase in renewable energy supply, stable and competitive electric rates, public participation in determining which technologies are utilized to meet local electricity needs, and local/regional economic benefits.

To ensure successful operation of the Program, SCP will receive assistance from experienced energy suppliers and contractors in providing energy services to Program customers. As a result of a competitive solicitation process and subsequent contract negotiations, a highly qualified firm, [NAME], was selected as SCP’s initial primary energy services provider and scheduling coordinator. Information regarding this company is contained in Chapter 10.

SCP’s Implementation Plan reflects a collaborative effort among SCP, its Members and Participants, and the private and non-profit sectors to bring the benefits of competition and choice to Member and Participant residents and businesses. By exercising its legal right to form

a CCA Program, SCP will enable its Members' and Participants' constituents to access the competitive market for energy services and obtain access to increased renewable energy supplies and resultant reductions in GHG emissions. Absent action by SCP and its individual Members and Participants, most customers would have no ability to choose an electric supplier and would remain captive customers of the incumbent utility.

The California Public Utilities Code provides the relevant legal authority for SCP to become a Community Choice Aggregator and invests the California Public Utilities Commission ("CPUC" or "Commission") with the responsibility for establishing the cost recovery mechanism that must be in place before customers can begin receiving electrical service through the SCP Program. The CPUC also has responsibility for registering SCP as a Community Choice Aggregator and ensuring compliance with basic consumer protection rules. The Public Utilities Code requires that an Implementation Plan be adopted at a duly noticed public hearing and that it be filed with the Commission in order for the Commission to determine the cost recovery mechanism to be paid by customers of the Program in order to prevent shifting of costs to bundled customers of the incumbent utility.

On [DATE], SCP, at a duly noticed public hearing, considered and adopted this Implementation Plan, through SCP Resolution No. [NUMBER] (a copy of which is included as part of Appendix A). The Commission has established the methodology that will be used to determine the cost recovery mechanism, and PG&E now has approved tariffs for imposition of the cost recovery mechanism. Finally, each of SCP's Members has adopted an ordinance to implement a CCA program through its participation in the SCP, and each of the Participants has adopted a resolution permitting SCP to provide service within its jurisdiction.¹ With each of these milestones having been accomplished, SCP now submits this Implementation Plan to the CPUC. Following the CPUC's certification of its receipt of this Implementation Plan and resolution of any outstanding issues, SCP will take the final steps needed to register as a CCA prior to initiating the customer notification and enrollment process.

Organization of this Implementation Plan

The content of this Implementation Plan complies with the statutory requirements of AB 117. As required by PU Code Section 366.2(c)(3), this Implementation Plan details the process and consequences of aggregation and provides SCP's statement of intent for implementing a CCA program that includes all of the following:

- Universal access;
- Reliability;
- Equitable treatment of all customer classes; and
- Any requirements established by state law or by the CPUC concerning aggregated service.

¹ Copies of individual ordinances adopted by SCP's Members and individual resolutions adopted by SCP Participants are included as Appendix A.

The remainder of this Implementation Plan is organized as follows:

- Chapter 2: Aggregation Process
- Chapter 3: Organizational Structure
- Chapter 4: Startup Plan and Funding
- Chapter 5: Program Phase-In
- Chapter 6: Load Forecast and Resource Plan
- Chapter 7: Financial Plan
- Chapter 8: Ratesetting
- Chapter 9: Customer Rights and Responsibilities
- Chapter 10: Procurement Process
- Chapter 11: Contingency Plan for Program Termination
- Appendix A: SCP Resolution [NUMBER] and Member Ordinances
- Appendix B: Joint Powers Agreement

The requirements of AB 117 are cross-referenced to Chapters of this Implementation Plan in the following table.

AB 117 Cross References

AB 117 REQUIREMENT	IMPLEMENTATION PLAN CHAPTER
Process and consequences of aggregation	Chapter 2: Aggregation Process
Organizational structure of the program, its operations and funding	Chapter 3: Organizational Structure Chapter 4: Startup Plan and Funding Chapter 7: Financial Plan
Ratesetting and other costs to participants	Chapter 8: Ratesetting Chapter 9: Customer Rights and Responsibilities
Disclosure and due process in setting rates and allocating costs among participants	Chapter 8: Ratesetting
Methods for entering and terminating agreements with other entities	Chapter 10: Procurement Process
Participant rights and responsibilities	Chapter 9: Customer Rights and Responsibilities
Termination of the program	Chapter 11: Contingency Plan for Program Termination
Description of third parties that will be supplying electricity under the program, including information about financial, technical and operational capabilities	Chapter 10: Procurement Process
Statement of Intent	Chapter 1: Introduction

Introduction

This chapter describes the background leading to the development of this Implementation Plan and describes the process and consequences of aggregation, consistent with the requirements of AB 117.

Beginning in 2010, the Sonoma County Water Agency, the County of Sonoma (“County”) and Sonoma County municipalities began investigating formation of a CCA Program, pursuant to California state law, with the following primary objectives: 1) provide cost competitive electric services; 2) stimulate and sustain the local economy by developing local jobs in renewable energy and energy efficiency; 3) reduce greenhouse gas emissions related to use of power in Sonoma County; and 4) develop long-term rate stability and energy reliability for residents through local control. A feasibility study for a CCA Program serving the region and an independent review of the study were both completed in October 2011.

After nearly a year of collaborative work by representatives of the participating municipalities, independent consultants, local experts and stakeholders, the participating municipalities released a draft Implementation Plan in October 2012, which described the planned organization, governance and operation of the CCA Program. Consistent with the Implementation Plan’s described organizational structure, SCP was formed on [DATE] to implement the SCP Program.

The SCP Program represents a culmination of planning efforts that are responsive to the expressed needs and priorities of the citizenry and business community within Sonoma County. SCP plans to expand the energy choices available to eligible customers through creation of innovative new programs for voluntary purchases of renewable energy, net energy metering to promote customer-owned renewable generation, energy efficiency, demand responsiveness to promote reductions in peak demand, customized pricing options for large energy users, and support of local renewable energy projects through offering a standardized power purchasing agreement or “feed-in-tariff”.

Process of Aggregation

Before customers are enrolled in the Program, customers will receive two written notices in the mail, from SCP, that will provide information needed to understand the Program’s terms and conditions of service and explain how customers can opt-out of the Program, if desired. All customers that do not follow the opt-out process specified in the customer notices will be automatically enrolled, and service will begin at their next regularly scheduled meter read date at least thirty days following the date of automatic enrollment, subject to the service phase-in plan described in Chapter 5. The initial opt-out notices will be provided to the first phase of customers in [DATE]. Initial opt-out notices will be provided to subsequent customer phases

consistent with statutory requirements and based on schedule(s) determined by SCP's Board of Directors. These notices will be sent to customers in subsequent phases beginning 90 to 105 days prior to commencement of service (or twice within 60 days of automatic enrollment).

Customers enrolled in the SCP Program will continue to have their electric meters read and to be billed for electric service by the distribution utility (PG&E). The electric bill for Program customers will show separate charges for generation procured by SCP as well as other charges related to electricity delivery and other utility charges assessed by PG&E.

After service cutover, customers will be given two additional opportunities to opt-out of the SCP Program and return to the distribution utility (PG&E) following receipt of their first and second bills. SCP customers will be advised of these opportunities via the distribution of two additional opt-out notices provided within the first two months of service. Customers that opt-out between the initial cutover date and the close of the post enrollment opt-out period will be responsible for program charges for the time they were served by SCP but will not otherwise be subject to any penalty for leaving the program. Customers that have not opted-out within thirty days of the fourth opt-out notice will be deemed to have elected to become a participant in the SCP Program and to have agreed to the SCP Program's terms and conditions, including those pertaining to requests for termination of service, as further described in Chapter 8.

Consequences of Aggregation

Rate Impacts

SCP Customers will pay the generation charges set by SCP and no longer pay the costs of PG&E generation. Customers enrolled in the Program will be subject to the Program's terms and conditions, including responsibility for payment of all Program charges as described in Chapter 9.

SCP's rate setting policies described in Chapter 7 establish a goal of providing rates that are competitive with the projected generation rates offered by the incumbent distribution utility (PG&E). SCP will establish rates sufficient to recover all costs related to operation of the Program, and actual rates will be adopted by SCP's governing board.

Initial SCP Program rates will be established following approval of SCP's inaugural program budget, reflecting final costs from the SCP Program's energy supplier(s). SCP's rate policies and procedures are detailed in Chapter 7. Information regarding final SCP Program rates will be disclosed along with other terms and conditions of service in the pre-enrollment opt-out notices sent to potential customers.

Once SCP gives definitive notice to PG&E that it will commence service, SCP customers will generally not be responsible for costs associated with PG&E's future electricity procurement contracts or power plant investments. Certain pre-existing generation costs and new generation costs that are deemed to provide system-wide benefits will continue to be charged by PG&E to

CCA customers through separate rate components, called the Cost Responsibility Surcharge and the New System Generation Charge. These charges are shown in PG&E's electric service tariffs, which can be accessed from the utility's website, and the costs are included in charges paid by both PG&E bundled customers as well as CCA and Direct Access customers.²

Renewable Energy Impacts

A second consequence of the Program will be an increase in the proportion of energy generated and supplied by renewable resources. The resource plan includes procurement of renewable energy sufficient to meet a minimum of 33 percent of the SCP Program's electricity needs for all enrolled customers, increasing to greater than 50 percent by 2018. SCP customers may also voluntarily participate in a 100 percent renewable supply option. To the extent that customers choose SCP's 100 percent renewable energy option, the renewable content of SCP's power supply will be even greater. Initially, this renewable energy will be met contractually, but may be complemented, at an indeterminate point in the future, by the development of new renewable generation resources by or for SCP, subject to then-current considerations (such as development costs, regulatory requirements and other concerns). SCP will emphasize procurement from locally situated renewable energy projects.

Energy Efficiency Impacts

A third consequence of the Program will be an increase in energy efficiency program investments and activities. The existing energy efficiency programs administered by the distribution utility are not expected to change as a result of SCP forming the SCP Program. So long as CCA customers continue to pay the Public Goods Charge ("PGC") to the distribution utility, the distribution utility will fund energy efficiency programs for all customers, regardless of generation supplier. The energy efficiency investments ultimately planned for the SCP Program, as described in Chapter 5, will be in addition to the level of investment that would continue in the absence of the SCP Program. Thus, the SCP Program has the potential for increased energy savings and a further reduction in emissions due to expanded energy efficiency programs. As planned, SCP will apply for administration of requisite PGC program funding from the CPUC to independently administer energy efficiency programs within its jurisdiction.

² For PG&E bundled service customers, the Power Charge Indifference Adjustment element of the Cost Responsibility Surcharge is contained within the tariffed Generation rate. Other elements of the Cost Responsibility Surcharge are set forth in PG&E's tariffs as separate rate charges paid by all customers (with limited exceptions).

CHAPTER 3 – Organizational Structure

This section provides an overview of the organizational structure of SCP and its proposed implementation of the CCA program. Specifically, the key agreements, governance, management, and organizational functions of SCP are outlined and discussed below.

Organizational Overview

The SCP Program will have a governing board that establishes SCP Program policies and objectives; management that is responsible for operating the SCP Program in accordance with such policies, and contractors that will provide energy and other specialized services necessary for SCP Program operations.

Governance

The SCP Program would be governed by SCP's Board of Directors ("Board"), appointed by the SCP Members and Participants. SCP is a joint powers agency created in [DATE] and formed under California law. The County of Sonoma and the Sonoma County Water Agency are Members of SCP, and certain municipalities within Sonoma County have elected to allow SCP to provide CCA service within their jurisdictions. SCP is the CCA entity that will register with the CPUC, and it is responsible for implementing and managing the program pursuant to SCP's Joint Powers Agreement ("JPA Agreement"). The SCP Board is comprised of representatives appointed by the County of Sonoma, the Sonoma County Water Agency, and Participants in accordance with the JPA agreement. The SCP Program will be operated under the direction of a Chief Executive Officer appointed by the Board, with legal and regulatory support provided by a Board appointed General Counsel.

The Board's primary duties will be to establish program policies, approve rates and provide policy direction to the Chief Executive Officer, who will have general responsibility for program operations, consistent with the policies established by the Board. The Board will establish a Chairman and other officers from among its membership and may establish an Executive Committee and other committees and sub-committees as needed to address issues that require greater expertise in particular areas (e.g., finance or contracts). SCP will also establish a Business Operations Committee and a Ratepayer Advisory Committee formed of Board-selected designees. These committees would have responsibility for evaluating various issues that may affect SCP and its customers, including rate-related issues, and would provide analytical support and recommendations to the Board in these regards.

Management

The Chief Executive Officer may be a person or an operating entity. The Chief Executive Officer could be an employee of SCP, an individual under contract with SCP, a public agency, a private entity, or any other person or organization so designated by the Board. The Board will be responsible for evaluating and managing the Chief Executive Officer's performance.

The Chief Executive Officer will have management responsibilities over the functional areas of Resource Planning, Electric Supply, Local Energy Programs, Finance and Rates, Customer Services and Regulatory Affairs. In performing his or her obligations to SCP, the Chief Executive Officer may utilize a combination of internal staff and/or contractors. Certain specialized functions needed for program operations, namely the electric supply and customer account management functions described below, will be performed initially by experienced third-party contractors.

Major SCP functions that will be managed by the Chief Executive Officer are summarized below.

Resource Planning

SCP must plan for meeting the electricity needs of its customers utilizing resources consistent with its policy goals and objectives. The Chief Executive Officer will oversee development of resource plans under the policy guidance provided by the Board and in compliance with California Law and other requirements of California regulatory bodies.

Long-term resource planning includes load forecasting and supply planning on a ten- to twenty-year time horizon. SCP will develop integrated resource plans that meet program supply objectives and balance cost, risk and environmental considerations. SCP integrated resource planning will make maximum use of demand side energy efficiency, distributed generation and demand response programs as well as traditional supply options, which rely on structured wholesale transactions to meet customer energy requirements. The SCP Program will require an independent planning function even if the day-to-day electric supply operations are contracted to a third party energy supplier. Resource plans will be updated and adopted by the Board on an annual basis.

Electric Supply Operations

Electric supply operations encompass the activities necessary for wholesale procurement of electricity to serve end use customers. These highly specialized activities include the following:

- *Electricity Procurement* – assemble a portfolio of electricity resources to supply the electric needs of Program customers.
- *Risk Management* – application of standard industry techniques to reduce exposure to the volatility of energy markets and insulate customer rates from sudden changes in wholesale market prices.
- *Load Forecasting* – develop accurate load forecasts, both long-term for resource planning and short-term for the electricity purchases and sales needed to maintain a balance between hourly resources and loads.
- *Scheduling Coordination* – scheduling and settling electric supply transactions with the CAISO.

SCP will initially contract with an experienced and financially sound third party energy services company to perform most of the electric supply operations for the SCP Program. These requirements include the procurement of energy, capacity and ancillary services, scheduling coordinator services, short-term load forecasting and day-ahead and real-time electricity trading. Longer term energy procurement and generation project development will be managed by the Chief Executive Officer.

Local Energy Programs

A key focus of the SCP Program will be the development and implementation of local energy programs, including energy efficiency programs, distributed generation programs and other energy programs responsive to community interests. The Chief Executive Officer will be responsible for further development of these programs, as these are likely to be implemented on a phased basis during the first several years of operations.

SCP will administer energy efficiency, demand response and distributed generation programs that can be used as cost-effective alternatives to procurement of supply-side resources while supporting the local economy. SCP will attempt to consolidate existing demand side programs into this organization and leverage the structure to expand energy efficiency offerings to customers throughout its service territory, including the CPUC application process for third party administration of energy efficiency programs and use of funds collected through the existing public goods surcharges paid by SCP customers.

Finance and Rates

The Chief Executive Officer will be responsible for managing the financial affairs of SCP, including the development of an annual budget, revenue requirement and rates; managing and maintaining cash flow requirements; arranging potential bridge loans as necessary and other financial tools.

The Board of Directors has the ultimate responsibility for approving the electric generation rates for the SCP Program's customers. The Chief Executive Officer, in cooperation with staff and appropriate advisors, consultants and committees of the Board will be responsible for developing proposed rates and options for the Board to consider before finalization. The final approved rates must, at a minimum, meet the annual budgetary revenue requirement developed by the Chief Executive Officer, including recovery of all expenses and any reserves or coverage requirements set forth in bond covenants or other agreements. The Board will have the flexibility to consider rate adjustments within certain ranges, provided that the overall revenue requirement is achieved. SCP will administer a standardized set of electric rates and may offer optional rates to encourage policy goals such as economic development or low income subsidy programs.

SCP may also offer customized pricing options such as dynamic pricing or contract-based pricing for energy intensive customers to help these customers gain greater control over their

energy costs. This would provide such customers – mostly large business users – with a greater range of power options than currently available to them.

SCP's finance function will be responsible for arranging financing necessary for any capital projects, preparing financial reports, and ensuring sufficient cash flow for successful operation of the SCP Program. The finance function will play an important role in risk management by monitoring the credit of energy suppliers so that credit risk is properly understood and mitigated. In the event that changes in a supplier's financial condition and/or credit rating are identified, SCP will be able to take appropriate action, as would be provided for in the electric supply agreement(s). The Finance function establishes general credit policies that the SCP Program must follow.

Communications and Customer Services

The customer services function includes general program marketing and communications as well as direct customer interface ranging from management of key account relationships to call center and billing operations. SCP will conduct program marketing to raise consumer awareness of SCP and to establish the SCP "brand" in the minds of the public, with the goal of retaining and attracting as many customers as possible into the SCP Program. Higher participation rates will keep SCP's costs lower and help achieve the other environmental and economic Program goals. Communications will also be directed at key policy-makers at the state and local level, community business and opinion leaders, and the media.

In addition to general program communications and marketing, a significant focus on customer service, particularly representation for key accounts, will enhance SCP's ability to differentiate itself as a highly customer-focused organization that is responsive to the needs of the community. SCP will also establish a customer call center designed to field customer inquiries and routine interaction with customer accounts.

The customer service function also encompasses management of customer data. Customer data management services include retail settlements/billing-related activities and management of a customer database. This function processes customer service requests and administers customer enrollments and departures from the SCP Program, maintaining a current database of enrolled customers. This function coordinates the issuance of monthly bills through the distribution utility's billing process and tracks customer payments. Activities include the electronic exchange of usage, billing, and payments data with the distribution utility and SCP, tracking of customer payments and accounts receivable, issuance of late payment and/or service termination notices (which would return affected customers to bundled service), and administration of customer deposits in accordance with SCP credit policies.

The customer data management services function also manages billing-related communications with customers, customer call centers, and routine customer notices. SCP will initially contract with a third party, who has demonstrated the necessary experience and administers appropriate

computer systems (customer information system), to perform the customer account and billing services functions.

Legal and Regulatory Representation

The SCP Program will require ongoing regulatory representation to manage various regulatory compliance filings related to resource plans, resource adequacy, compliance with California's Renewables Portfolio Standard ("RPS"), and overall representation on issues that will impact SCP, its Members, Participants and customers. SCP will maintain an active role at the CPUC, the California Energy Commission, and, as necessary, the Federal Energy Regulatory Commission and the California legislature.

Under the direction of the General Counsel, SCP will retain outside legal services, as necessary, to administer SCP, review contracts, and provide overall legal support to the activities of SCP.

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This Chapter presents SCP's plans for the start-up period, including the necessary expenses and capital outlays, which will commence once the CPUC certifies its receipt of this Implementation Plan. As described in the previous Chapter, SCP may utilize a mix of staff and contractors in its CCA Program implementation. It is expected that the start-up period will last approximately 6 months.

Startup Activities

The initial program startup activities include the following:

- Hire staff and/or contractors to manage implementation
- Negotiate supplier contracts
 - Electric supplier
 - Data management provider (if separate from energy supply)
- Define and execute communications plan
 - Customer research/information gathering
 - Media campaign
 - Key customer/stakeholder outreach
 - Informational materials and customer notices
 - Customer call center
- Pay utility service initiation, notification and switching fees
- Perform customer notification, opt-out and transfers
- Conduct load forecasting
- Establish rates
- Legal and regulatory support
- Financial management and reporting

Other costs related to starting up the SCP Program will be the responsibility of the SCP Program's contractors. These include capital requirements needed for collateral/credit support for electric supply expenses, customer information system costs, electronic data exchange system costs, call center costs, and billing administration/settlements systems costs.

Staffing and Contract Services

Personnel in the form of SCP staff or contractors will be added incrementally to match workloads involved in forming the new organization, managing contracts, and initiating customer outreach/marketing during the pre-operations period. During the startup period, minimal personnel requirements would include a Chief Executive Officer, a General Counsel, and other personnel needed to support regulatory, procurement, finance, legal and communications activities.

For budgetary purposes, it is assumed that eight full-time equivalents (staff or contracted professional services) supporting the above listed activities would be engaged during the initial start-up period. Following this period, additional staff and/or contractors will be retained to support the roll-out of additional value-added services (e.g., efficiency projects) and local generation projects and programs.

Capital Requirements

The Start-up of the CCA Program will require capital for three major functions: (1) staffing and contractor costs; (2) program initiation; and (3) working capital. Each of these functions and associated capital requirements are discussed below. The finance plan in Chapter 7 provides a more detailed discussion of the capital requirements and Program finances.

Staffing and contractor costs during startup are estimated to be approximately \$1.5 million, including direct costs related to public relations support, technical support, and customer communications. This estimate is derived by examining the costs that would be incurred during the six month start-up period when SCP is actively preparing to commence providing electric services to its customers, performing the startup activities earlier described. The estimated costs would be sufficient to fund all necessary expenses and personnel engaged in program management, energy supply planning, customer service, accounting, finance, legal, regulatory, marketing and communications. It is based on the budgetary assumption of eight full-time equivalents with project support provided by legal, public relations and technical experts. Actual costs may vary depending upon how SCP manages its start-up activities and the degree to which some or most of these start-up activities are performed by the selected energy services provider rather than by SCP.

Program initiation costs include administrative and general expenses of SCP as well as the distribution utility fees charged by PG&E for initiating the SCP Program. Administrative and general expenses are estimated to be approximately \$300,000, and the distribution utility fees, which include CCA Bond requirements and a service deposit, are estimated to be approximately \$700,000.³

Operating revenues from sales of electricity will be remitted to SCP beginning approximately sixty days after the initial customer enrollments. This lag is due to the distribution utility's standard meter reading cycle of 30 days and a 30 day payment/collections cycle. Under traditional energy supply contract terms, SCP would be responsible for paying electric supply invoices twenty days following the calendar month in which energy was delivered. SCP will need working capital to support electricity procurement and costs related to program management, which will be included in the financing program associated with start-up

³ The currently applicable CCA Security Bond requirement is \$100,000. The estimated figure is based on a proposed methodological change considered in R.03-10-003 that would set the security amount to cover the potential administrative reentry fees that would apply if SCP customers were returned *en masse* to PG&E. This figure will be updated as more information becomes available.

funding. As discussed in Chapter 7, the initial working capital requirement is estimated at \$6 million.

Therefore, the total staffing, contractor, program initiation costs and working capital costs are expected to be approximately \$9 million. These are costs that ultimately will be collected through SCP Program rates; however, some of these costs will be incurred prior to SCP selling its first kWh of electricity and will require financing.

Financing Plan

Potential sources of funding for SCP startup costs include short-term bank financing, state infrastructure funding, and funds or in-kind services provided by the selected energy supplier. For budgetary purposes, it is assumed that the initial start-up funding will be provided by SCP via a short-term financing, likely a credit line that can be drawn upon as needed to cover expenditures. SCP will recover the principal and interest costs associated with the start-up funding via retail rates. It is anticipated that the start-up costs will be fully recovered through rates within the first several years of operations.

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SCP will roll out its service offering to customers over the course of three or more phases:

- Phase 1. A subset of residential and commercial accounts.
- Phase 2. Additional residential and commercial accounts.
- Phase 3. All remaining accounts.

This approach provides SCP with the ability to initiate its program with sufficient economic scale and with a manageable number of accounts served, before gradually building to full program integration for an expected customer base of approximately 165,000 accounts. This approach also allows SCP and its energy supplier(s) to address all system requirements (billing, collections, payments) under a phase-in approach to minimize potential customer service challenges as well as exposure to uncertainty and financial risk.

SCP will offer service to all customers on a phased basis expected to be completed within twenty four months of initial service to Phase 1 customers. Phase 1 of the Program is targeted to begin on or about January 1, 2014, subject to a decision to proceed by the Board. During Phase 1, SCP anticipates serving approximately 10,000 accounts totaling nearly 400 GWh of annual energy sales. SCP is currently analyzing the potential composition of Phase 1 accounts in consideration of opportunities for maximizing energy efficiency and renewable energy impacts, synergies with local ordinances and other customer programs such as a municipally financed solar program, cost of service and customer load characteristics, and other operational considerations. Specific accounts to be included in Phase 1 will approximate 20 percent of SCP's total customer load and will be specifically defined after further analysis and consideration of the Board.

Phase 2 of the Program will commence following successful operation of the SCP Program over a minimum 12-month term. It is anticipated that approximately 65,000 residential and commercial customers will be included in Phase 2, with annual energy consumption of approximately 800 GWh.

Following this initial operating period, expected to continue for no more than 24 months, the Board will commence the process of completing the roll out to all remaining customers in Phase 3. This is expected to comprise the remaining residential accounts as well as industrial, street lighting and agricultural accounts. Phase 3 is expected to total approximately 90,000 accounts with annual energy consumption of approximately 800 GWh.

The Chief Executive Officer may evaluate and present to the Board other phase-in options based on then-current market conditions, statutory requirements and regulatory considerations as well as other factors potentially affecting the integration of additional customer accounts.

Introduction

This Chapter describes the planned mix of electric resources and demand reduction programs that will meet the energy demands of SCP's customers using a highly renewable, diversified portfolio of electricity supplies. Several overarching policies govern the resource plan and the ensuing resource procurement activities that will be conducted in accordance with the plan. These key policies are as follows:

- SCP will seek to increase use of renewable energy resources and reduce reliance on fossil-fueled electric generation.
- SCP will benefit the area's economy through direct investment and policy to promote public and private investment in local infrastructure, projects and energy programs.
- SCP will manage a diverse resource portfolio to increase control over energy costs and maintain competitive and stable electric rates.
- SCP will help customers reduce energy costs through investment in and administration of enhanced customer energy efficiency, distributed generation, and other demand reducing programs.

SCP's initial resource mix will include a renewable energy content of at least 33%. As the SCP Program moves forward, incremental renewable supply additions will be made based on resource availability as well as economic goals of the SCP Program to achieve a renewable energy content of at least 50%. This 50% renewable energy goal is expected to be achieved by 2018. SCP's aggressive commitment to renewable generation adoption may involve direct investment in new renewable generating resources, partnerships with experienced public power developers/operators, purchases of renewable energy from third party suppliers and the purchase of Renewable Energy Certificates ("RECs") from the market.

SCP will seek to supply the program with local renewable resources to the greatest extent technically and economically feasible. Specific objectives include development of 30 MW of local renewable generation by 2020, increasing to 120 MW by 2030.

The resource plan also sets forth ambitious targets for improving customer energy efficiency.

The plan described in this section would accomplish the following:

- Procure energy needed to offer two generation rate tariffs: 100 percent renewable and 33 percent renewable through one or more contracts with experienced, financially stable energy suppliers.
- Continue increasing renewable energy supplies to 50% or greater based on resource availability and economic goals of the program.

- Obtain ownership or contract rights to 30 MW of local renewable generation capacity by 2020 and 120 MW by 2030, including potential energy storage adequate for optimizing intermittent generation projects.
- Administer customer programs to reduce net electricity purchases by 1%-2% annually through efficiency and distributed generation.
- Encourage distributed renewable generation in the local area through the offering of a standardized power purchase agreement or “Feed-In Tariff”; a net energy metering tariff; and a solar cooperative program for customers lacking feasible on-site solar applications.

SCP will be responsible to comply with regulatory rules applicable to California load serving entities. SCP will arrange for the scheduling of sufficient electric supplies to meet the hour-by-hour demands of its customers. SCP will adhere to capacity reserve requirements established by the CPUC and the CAISO designed to address uncertainty in load forecasts and potential supply disruptions caused by generator outages and/or transmission contingencies. These rules also ensure that physical generation capacity is in place to serve SCP’s customers, even if there were a need for the SCP Program to cease operations and return customers to PG&E. In addition, SCP will be responsible for ensuring that its resource mix contains sufficient production from renewable energy resources needed to comply with the statewide RPS (currently 20% renewable energy supply and increasing to 33% by 2020). The resource plan will meet or exceed all of the applicable regulatory requirements related to resource adequacy and the RPS.

Resource Plan Overview

To meet SCP’s objectives and satisfy the applicable regulatory requirements pertaining to SCP’s status as a California load serving entity, SCP’s resource plan includes a diverse mix of power purchases, renewable energy, new energy efficiency programs, demand response, and distributed generation. A diversified resource plan minimizes risk and volatility that can occur from over-reliance on a single resource type or fuel source, and thus increases the likelihood of rate stability. The ultimate goal of SCP’s resource plan is to minimize customer energy consumption and maximize use of renewable resources, particularly local resources, subject to economic and operational constraints. The planned power supply is initially comprised of power purchases from third party electric suppliers and, in the longer-term, may also include renewable generation assets owned and/or controlled by SCP.

From the outset, SCP will begin evaluating opportunities for investment in renewable generating assets, subject to then-current market conditions, statutory requirements and regulatory considerations. Any renewable generation owned by SCP or controlled under long-term power purchase agreement with a proven public power developer, could provide a portion of SCP’s electricity requirements on a cost-of-service basis. Depending upon market conditions and, importantly, the applicability of tax incentives for renewable energy development, electricity purchased under a cost-of-service arrangement can be more cost-

effective than purchasing renewable energy from third party developers, which will allow the SCP Program to pass on cost savings to its customers through competitive generation rates. Any investment decisions will be made following the applicable environmental reviews and in consultation with qualified financial and legal advisors.

As an alternative to direct investment, SCP may consider partnering with an experienced public power developer (the Northern California Power Agency, for example) and enter into a long-term (20-to-30 year) power purchase agreement that would support the development of new renewable generating capacity. Such an arrangement could be structured to reduce the SCP Program’s operational risk associated with capacity ownership while providing its customers with all renewable energy generated by the facility under contract. This option may be preferable to SCP as it works to achieve increasing levels of renewable energy supply to its customers.

SCP’s resource plan will integrate supply-side resources with programs that will help customers reduce their energy costs through improved energy efficiency and other demand-side measures. As part of its integrated resource plan, SCP will actively pursue, promote and ultimately administer a variety of customer energy efficiency programs that can cost-effectively displace supply-side resources.

SCP’s proposed resource plan for the years 2014 through 2023 is summarized in the following table:

Sonoma Clean Power Proposed Resource Plan (GWh) 2014 to 2023										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
SCP Demand (GWh)										
Retail Demand	-368	-1,183	-1,942	-1,984	-1,985	-1,989	-1,993	-1,997	-2,001	-2,005
Distributed Generation	5	20	33	37	38	39	40	41	42	44
Energy Efficiency	0	6	27	30	32	34	36	38	40	42
Losses and UFE	-22	-69	-113	-115	-115	-115	-115	-115	-115	-115
Total Demand	-384	-1,227	-1,996	-2,033	-2,030	-2,031	-2,032	-2,033	-2,033	-2,034
SCP Supply (GWh)										
<u>Renewable Resources</u>										
Generation	0	0	0	0	17	34	52	94	94	94
Power Purchase Contracts	120	420	787	905	988	991	993	970	989	1,009
Total Renewable Resources	120	420	787	905	1,006	1,025	1,045	1,064	1,084	1,103
<u>Conventional Resources</u>										
Generation	0	0	0	0	0	0	0	0	0	0
Power Purchase Contracts	265	807	1,209	1,128	1,025	1,006	987	968	950	931
Total Conventional Resources	265	807	1,209	1,128	1,025	1,006	987	968	950	931
Total Supply	384	1,227	1,996	2,033	2,030	2,031	2,032	2,033	2,033	2,034
Energy Open Position (GWh)	0	0	0	0	0	0	0	0	0	0

Supply Requirements

The starting point for SCP’s resource plan is a projection of participating customers and associated electric consumption. Projected electric consumption is evaluated on an hourly

basis, and matched with resources best suited to serving the aggregate of hourly demands or the program's "load profile". The electric sales forecast and load profile will be affected by SCP's plan to introduce the SCP Program to customers in phases and the degree to which customers choose to remain with PG&E during the customer enrollment and opt-out periods. SCP's phased roll-out plan and assumptions regarding customer participation rates are discussed below.

Customer Participation Rates

Customers will be automatically enrolled in the SCP Program unless they opt-out during the customer notification process conducted during the 60-day period prior to enrollment and continuing through the 60-day period following commencement of service. SCP anticipates an overall customer participation rate of approximately 80 percent of PG&E bundled service customers, based on reported opt-out rates for the Marin Clean Energy CCA program. It is assumed that customers taking direct access service from a competitive electricity provider will elect to remain with their current supplier.

The participation rate is not expected to vary significantly among customer classes, in part due to the fact that SCP will offer two distinct rate tariffs that will address the needs of cost-sensitive customers as well as the needs of both residential and business customers that prefer a completely renewable energy product. The assumed participation rates will be refined as SCP's public outreach and market research efforts continue to develop.

Customer Forecast

Once customers enroll in each phase, they will be switched over to service by SCP on their regularly scheduled meter read date over an approximately thirty day period. Approximately 330 service accounts per day will be switched over during the first month of service. For Phase 2, the number of accounts switched over to SCP service will increase to about 2,200 accounts per day, and for Phase 3 this figure will increase to about 3,000. The number of accounts served by SCP at the end of each phase is shown in the table below.

**Sonoma Clean Power
Enrolled Retail Service Accounts
Phase-In Period (End of Month)**

Customers	Jan-14	Jan-15	Jan-16
Residential	7,172	57,488	144,007
Small Commercial	788	15,785	15,816
Medium Commercial	1,873	1,877	1,881
Large Commercial	-	212	213
Industrial	-	-	11
Street Lighting & Traffic	-	-	1,711
Ag & Pump.	-	-	2,045
Total	9,833	75,362	165,684

SCP assumes that SCP customer growth will generally offset customer attrition (opt-outs) over time, resulting in a relatively stable customer base (0.2% annual growth) over the noted planning horizon. Because CCA in California has a relatively short history, it is very difficult to anticipate with any precision the actual levels of customer participation within the SCP Program. SCP believes that its assumptions regarding the offsetting effects of growth and attrition are reasonable in consideration of the historical customer growth within Sonoma County and the potential for continuing customer opt-outs following mandatory customer notification periods. The forecast of service accounts (customers) served by SCP for each of the next ten years is shown in the following table:

**Sonoma Clean Power
Retail Service Accounts (End of Year)
2014 to 2023**

Customers	2014	2015	2016	2018	2019	2020	2021	2022	2023
Residential	7,172	57,488	144,007	144,584	144,873	145,163	145,453	145,744	146,035
Small Commercial	788	15,785	15,816	15,880	15,912	15,943	15,975	16,007	16,039
Medium Commercial	1,873	1,877	1,881	1,888	1,892	1,896	1,900	1,904	1,907
Large Commercial	-	212	213	214	214	215	215	216	216
Industrial	-	-	11	11	11	11	11	11	11
Street Lighting & Traffic	-	-	1,711	1,718	1,721	1,725	1,728	1,732	1,735
Ag & Pump.	-	-	2,045	2,053	2,057	2,061	2,066	2,070	2,074
Total	9,833	75,362	165,684	166,348	166,680	167,014	167,348	167,683	168,018

Sales Forecast

SCP's forecast of kWh sales reflects the roll-out and customer enrollment schedule shown above. The annual electricity needed to serve SCP's retail customers increases from nearly 400 GWh in 2014 to approximately 2,000 GWh at full roll-out. Annual energy requirements are shown below.

	Sonoma Clean Power Energy Requirements (GWH) 2014 to 2023									
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Demand (GWh)										
Retail Demand	368	1,183	1,942	1,984	1,985	1,989	1,993	1,997	2,001	2,005
Distributed Generation	-5	-20	-33	-37	-38	-39	-40	-41	-42	-44
Energy Efficiency	0	-6	-27	-30	-32	-34	-36	-38	-40	-42
Losses and UFE	22	69	113	115	115	115	115	115	115	115
Total Load Requirement	384	1,227	1,996	2,033	2,030	2,031	2,032	2,033	2,033	2,034

Capacity Requirements

The CPUC's resource adequacy standards applicable to SCP require a demonstration one year in advance that SCP has secured physical capacity for 90 percent of its projected peak loads for each of the five months May through September, plus a minimum 15 percent reserve margin. On a month-ahead basis, SCP must demonstrate 100 percent of the peak load plus a minimum 15 percent reserve margin.

A portion of SCP's capacity requirements must be procured locally, from the Greater Bay area as defined by the CAISO, and another portion must be procured locally or from local reliability areas outside the Greater Bay Area. SCP would be required to demonstrate its local capacity requirement for each month of the following calendar year. The local capacity requirement is a percentage of the total (PG&E service area) local capacity requirements adopted by the CPUC based on SCP's forecasted peak load. SCP must demonstrate compliance or request a waiver from the CPUC requirement as provided for in cases where local capacity is not available.

The forward resource adequacy requirements for 2014 through 2016 are shown in the following tables:

Sonoma Clean Power
Forward Capacity and Reserve Requirements
(MW)
2014 to 2016

Month	2014	2015	2016
January	67	198	337
February	78	223	376
March	67	185	306
April	76	209	327
May	80	236	382
June	82	254	419
July	86	249	384
August	85	238	367
September	92	263	408
October	79	216	317
November	72	202	325
December	67	209	356

SCP's plan ensures that sufficient reserves will be procured to meet its peak load at all times. SCP's projected annual capacity requirements are shown in the following table:

Sonoma Clean Power
Capacity Requirements
(MW)
2014 to 2023

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Demand (MW)										
Retail Demand	78	228	368	369	370	370	371	372	373	373
Distributed Generation	(3)	(11)	(19)	(21)	(22)	(22)	(23)	(24)	(24)	(25)
Energy Efficiency	-	(1)	(6)	(6)	(7)	(7)	(8)	(8)	(8)	(9)
Losses and UFE	5	13	21	21	20	20	20	20	20	20
Total Net Peak Demand	80	228	365	362	362	362	361	361	360	360
Reserve Requirement (%)	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Capacity Reserve Requirement	12	34	55	54	54	54	54	54	54	54
Capacity Requirement Including Reserve	92	263	419	417	416	416	415	415	414	414

Local capacity requirements are a function of the PG&E area resource adequacy requirements and SCP's projected peak demand. SCP will need to work with the CPUC's Energy Division and staff at the California Energy Commission to obtain the data necessary to calculate SCP's monthly local capacity requirement. A preliminary estimate of SCP's annual local capacity requirement for the ten year planning period ranges from approximately 36 MW to 163 MW as shown in the following table:

**Sonoma Clean Power
Local Capacity Requirements
(MW)
2014 to 2023**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
SCP Area Peak (MW)	80	228	365	362	362	362	361	361	360	360
Local Capacity Requirement (% of Peak)	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Greater Bay Area Share of Local Capacity Requirement (%)	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%
Other PG&E Areas Share of Local Capacity Requirement (%)	52%	52%	52%	52%	52%	52%	52%	52%	52%	52%
SCP Local Capacity Requirement Greater Bay (MW)	17	50	79	79	79	79	79	78	78	78
SCP Local Capacity Requirement Other PG&E (MW)	19	54	86	85	85	85	85	85	85	85
SCP Local Capacity Requirement, Total (MW)	36	104	165	164	164	164	164	163	163	163

SCP will coordinate with PG&E and appropriate state agencies to manage the transition of responsibility for resource adequacy from PG&E to SCP during 2014-2016. For system resource adequacy requirements, SCP will make month-ahead showings for each month that SCP plans to serve load, and load migration issues would be addressed through the CPUC's approved procedures. SCP will work with the California Energy Commission and CPUC prior to commencing service to customers to ensure it meets its local and system resource adequacy obligations for 2014 - 2016 through its agreement with its chosen electric supplier.

Renewables Portfolio Standards Energy Requirements

Basic RPS Requirements

As a CCA, SCP will be required by law and ensuing CPUC regulations to procure a certain minimum percentage of its retail electricity sales from qualified renewable energy resources. The same standards for RPS compliance that are applicable to the distribution utilities apply to SCP.

California's RPS program is currently undergoing reform. On April 12, 2011, Governor Brown signed SB x1 2, requiring public and private utilities as well as community choice aggregators to obtain 33 percent of their electricity from renewable energy sources by December 31, 2020. SCP's resource plan complies with California's new RPS, including certain procurement quantity requirements identified in D.11-12-020 (December 1, 2011).

SCP's Renewables Portfolio Standards Requirement

SCP's annual RPS requirements are shown in the table below. When reviewing this table, it is important to note that SCP projects increases in energy efficiency savings as well as increases in locally situated distributed generation capacity, resulting in only a slight upward trend in projected retail electricity sales.

**Sonoma Clean Power
RPS Requirements
(MWh)
2014 to 2023**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Retail Sales	362,355	1,157,596	1,882,623	1,917,616	1,915,298	1,916,083	1,916,835	1,917,551	1,918,231	1,918,874
Baseline	-	78,631	269,720	470,656	517,756	555,436	593,986	632,556	632,792	633,016
Incremental Procurement Target	78,631	191,089	200,936	47,100	37,680	38,549	38,570	236	224	212
Annual Procurement Target	78,631	269,720	470,656	517,756	555,436	593,986	632,556	632,792	633,016	633,229
Statewide Minimum Requirement	22%	23%	25%	27%	29%	31%	33%	33%	33%	33%

Based on planned renewable energy procurement objectives, SCP anticipates that it will significantly exceed the minimum RPS requirements as shown below.

**Sonoma Clean Power
RPS Requirements and Program Renewable Energy Targets
(MWh)
2014 to 2023**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Retail Sales (MWh)	362,355	1,157,596	1,882,623	1,917,616	1,915,298	1,916,083	1,916,835	1,917,551	1,918,231	1,918,874
Annual RPS Target (Minimum MWh)	78,631	269,720	470,656	517,756	555,436	593,986	632,556	632,792	633,016	633,229
Program Target (% of Retail Sales)	33%	36%	42%	47%	53%	54%	55%	56%	57%	58%
Program Renewable Target (MWh)	119,577	420,207	786,937	905,115	1,005,531	1,025,105	1,044,675	1,064,241	1,083,801	1,103,353
Surplus In Excess of RPS (MWh)	40,946	150,488	316,281	387,358	450,095	431,119	412,119	431,449	450,784	470,124
Annual Increase (MWh)	119,577	300,630	366,729	118,178	100,417	19,573	19,570	19,566	19,560	19,552

Purchased Power

Power purchased from utilities, power marketers, public agencies, and/or generators will be a significant source of supply during the first several years. SCP will initially contract to obtain all of its electricity from a third party electric provider under a power supply agreement, and the supplier will be responsible for procuring a mix of power purchase contracts, including specified renewable energy targets, to provide a stable and cost-effective resource portfolio for the Program. Based on terms established in this third-party contract, SCP will be able to substitute electric energy generated by SCP-owned/controlled renewable resources for contract quantities in the event that such resources become operational during the delivery period. Initially, the Program's third party electric supplier will be responsible for managing the overall supply portfolio.

Renewable Resources

SCP will initially secure necessary renewable power supply from its third party electric supplier(s). SCP may supplement the renewable energy provided under the initial full requirements contract with direct purchases of renewable energy from renewable energy facilities or from renewable generation developed and owned by SCP.

At this point in time, it is not possible to predict what projects might be proposed in response to SCP's future solicitations for renewable energy or that may stem from discussions with other public agencies. Renewable projects that are located virtually anywhere in the Western Interconnection can be considered (with a preference for local projects) as long as the electricity is deliverable to the CAISO control area, as required to meet the Commission's RPS rules and any additional guidelines ultimately adopted by SCP's Board of Directors. The costs of transmission access and the risk of transmission congestion costs would need to be considered in the bid evaluation process if the delivery point is outside of SCP's load zone, as defined by the CAISO.

Renewable Energy Certificates/Credits

Load serving entities ("LSEs"), including SCP, have a certain level of discretion when procuring renewable energy to satisfy California's RPS and voluntary "green" pricing programs that may be offered to their customers. Key concerns, including cost (as well as related ratepayer impacts) and operational feasibility, must be balanced by LSEs to achieve an effective portfolio of renewable energy resources. Central to this discussion is the use of unbundled Renewable Energy Certificates/Credits, or RECs, which promote renewable project development while ensuring operational flexibility and reduced overall renewable energy procurement costs for the LSE – this strategy has been endorsed by the U.S. Environmental Protection Agency⁴ and has been employed by a range of California utilities when administering voluntary green pricing programs, including Marin Clean Energy's Deep Green (100 percent renewable energy) service option and the Sacramento Municipal Utility District's Greenergy® programs (50 percent or 100 percent renewable energy). The state of California has also incorporated these considerations when developing renewable energy policy, including Senate Bill x1 2 (April 2011), which allows the limited use of unbundled RECs for purposes of compliance with the RPS.

In practical terms, a REC represents the legal rights or title to the environmental benefits associated with the generation of renewable energy. A REC is necessary to track renewable energy generation following delivery to the grid where electrons become indistinguishable from one another. One REC, or certificate, is created for each megawatt-hour of renewable electricity that is generated and delivered to the grid. After a REC is created, it is tracked much like a certificate of stock. RECs can be held in accounts or transferred to others as a result of purchase/sale transactions; RECs can also be "retired" to demonstrate compliance with applicable regulations or voluntary renewable energy procurement targets. Once retired, a REC

⁴ Discussion paper: "EPA's Green Power Partnership: The Environmental Value of Purchasing Renewable Energy Certificates Voluntarily," October 2010.

is removed from the market and can no longer be transferred to another entity. In the Western U.S., the accounting framework that is used to create, deposit, transfer and retire RECs is the Western Renewable Energy Generation Information System, or WREGIS. Prior to the commencement of service, SCP will need to register with WREGIS and establish accounts that will allow for the transfer/receipt of RECs associated with various renewable energy transactions.

Owners of renewable generating facilities often sell RECs produced by such facilities to generate supplemental revenue streams (in addition to revenue streams derived by the sale of electricity produced by the facility). RECs can be “bundled” with the electric energy produced by the generator and sold as a single product; or RECs can be “unbundled” from the associated electric energy, creating two distinct products and related revenue streams. Despite the vast network of electric transmission and distribution facilities throughout the U.S., it is often impractical and/or extremely costly to arrange for the delivery of renewable energy across significant distances – buyers and sellers of renewable energy are often located in disparate regions which would require power to be moved across several utility service areas (and, potentially, hundreds of miles), resulting in substantially increased transaction costs. To accommodate these circumstances, unbundled RECs are commonly used to promote the development of renewable energy resources without the need for co-location of the transacting parties or costly delivery arrangements. The additional revenues associated with such REC sales can improve the economics of renewable energy projects, which may increase the competitiveness of these facilities with conventional generators that consume fossil fuels, including coal and natural gas.

The environmental impacts of REC procurement are also significant, as each megawatt-hour of renewable energy reduces the need for one megawatt-hour of conventional electricity, thereby avoiding the greenhouse gas emissions and other adverse environmental impacts typically related to conventional electricity generation. An organization which holds a REC can claim responsibility for the environmental benefits associated with reduced conventional generation, which may promote the achievement of certain environmental goals and objectives and/or compliance with applicable mandates/regulations.

SCP will use unbundled RECs to augment its bundled renewable energy purchases in order to achieve its overall renewable energy content objective and to supply a 100% renewable energy product under the voluntary tariff. Initially, unbundled RECs will supply the difference between the RPS requirements and the overall renewable energy content. SCP anticipates use of unbundled RECs will decline as new renewable energy projects are developed to serve the SCP program.

Energy Efficiency

SCP’s energy efficiency goals will reflect a strong commitment to increasing energy efficiency within the County, expanding beyond the savings achieved by PG&E’s programs. SCP will seek to maximize end-use customer energy efficiency by facilitating customer participation in

existing utility programs as well as by forming new programs that will displace SCP's need for traditional electric procurement activities.

Forecast energy efficiency savings equal to 1 percent of SCP's projected energy sales appears to be a reasonable and aggressive long-term goal for the demand-side portion of SCP's resource plan. For example, the National Action Plan for Energy Efficiency states among its key findings "consistently funded, well-designed efficiency programs are cutting annual savings for a given program year of 0.15 to 1 percent of energy sales."⁵ The American Council for an Energy-Efficient Economy (ACEEE) reports for states already operating substantial energy efficiency programs that an energy efficiency goal of one percent, as a percentage of energy sales, is a reasonable level to target after a few years of operation.⁶ These savings would include the savings from any programs funded by the Public Goods Charge. SCP programs will focus on closing the gap between the vast economic potential of energy efficiency within the County and what is actually achieved.

SCP will develop specific energy efficiency programs and seek requisite program funding from the CPUC to administer these energy efficiency programs. Additional details of SCP's energy efficiency plan will be developed once the first phase of the SCP Program is underway.

Demand Response

Demand response programs provide incentives to customers to reduce demand upon request by the load serving entity (i.e., SCP), reducing the amount of generation capacity that must be maintained as infrequently used reserves. Demand response programs can be cost effective alternatives to procured capacity that would otherwise be needed to comply with California's resource adequacy requirements. The programs may also provide rate benefits to customers who have the flexibility to reduce or shift consumption for relatively short periods of time when generation capacity is most scarce or expensive. Like energy efficiency, demand response can be a win/win proposition, providing economic benefits to the electric supplier as well as customer service benefits.

In its ruling on local resource adequacy, the CPUC found that dispatchable demand response resources as well as distributed generation resources should be allowed to count for local capacity requirements. This resource plan anticipates that SCP's demand response programs would partially offset its local capacity requirements beginning in 2015.

PG&E offers several demand response programs to its customers, and SCP intends to recruit those customers that have shown a willingness to participate in utility programs into similar

⁵ National Action Plan for Energy Efficiency, July 2006, Section 6: Energy Efficiency Program Best Practices (pages 5-6)

⁶ Energy Efficiency Resource Standards: Experience and Recommendations, Steve Nadel, March 2006, ACEEE Report E063 (pages 28 - 30).

programs offered by SCP.⁷ The goal for this resource plan is to meet 5 percent of the SCP Program’s total capacity requirements through dispatchable demand response programs that qualify to meet local resource adequacy requirements. This goal translates into approximately 20 MW of peak demand enrolled in SCP’s demand response programs. Achievement of this goal would displace approximately 24 percent of the capacity needed from other PG&E areas.⁸

**Sonoma Clean Power
Demand Response Goals
(MW)
2014 to 2023**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total Capacity Requirement (MW)	92	263	419	417	416	416	415	415	414	414
Demand Response Target	-	3	5	5	16	21	21	21	21	21
Percentage of Local Capacity Requirement	0%	6%	6%	6%	18%	24%	24%	24%	24%	24%

SCP will adopt a demand response program that enables it to request customer demand reductions during times when capacity is in short supply or spot market energy costs are exceptionally high. The level of customer payments should be related to the cost of local capacity that can be avoided as a result of the customer’s willingness to curtail usage upon request.

Appropriate limits on customer curtailments, both in terms of the length of individual curtailments and the total number of curtailment hours that can be called should be included in SCP’s demand response program design. It will also be important to establish a reasonable measurement protocol for customer performance of its curtailment obligations and deploy technology to automate customer notifications and responses. Performance measurement should include establishing a customer specific baseline of usage prior to the curtailment request from which demand reductions can be measured. SCP will likely utilize experienced third party contractors to design, implement and administer its demand response programs.

Distributed Generation

Consistent with SCP’s environmental policies and the state’s Energy Action Plan, clean distributed generation is a significant component of the integrated resource plan. SCP will work with state agencies and PG&E to promote deployment of photovoltaic (PV) systems within SCP’s jurisdiction, with the goal of maximizing use of the available incentives that are

⁷ These utility programs include the Base Interruptible Program (E-BIP), the Demand Bidding Program (E-DBP), Critical Peak Pricing (E-CPP), Optional Binding Mandatory Curtailment Plan (E-OBMC), the Scheduled Load Reduction Program (E-SLRP), and the Capacity Bidding Program (E-CBP). SCP plans to develop its own demand response programs, which may be similar to those currently administered by the incumbent utility.

⁸ The California Public Utilities Commission has defined five local Resource Adequacy areas, including the “Other PG&E” local area (which represents an aggregation of various locations within the PG&E service territory), which have been designated as transmission-constrained. Load serving entities, including SCP, must procure a certain portion of their respective resource adequacy obligations from resources located within these transmission-constrained areas. However, demand response programs may be used to directly reduce local resource adequacy obligations; SCP plans to reduce such obligations through the implementation of effective demand response programs.

funded through current utility distribution rates and public goods surcharges. SCP will also implement an aggressive net energy metering program and a feed-in-tariff to promote local investment in distributed generation.

There are significant environmental benefits and strong customer interest in distributed PV systems. SCP may provide direct financial incentives from revenues funded by customer rates to further support use of solar power within the local area. Finally, SCP plans to provide direct incentives for PV by offering a net metering rate to customers who install PV systems so that customers are able to sell excess energy to SCP. Such a program would be generally consistent with principles identified in Assembly Bill 920 (“AB 920”), which directed the CPUC to establish and implement a compensation methodology for surplus renewable generation produced by net energy metered facilities located within the service territories of California’s large investor owned utilities, including PG&E. However, SCP may choose to offer enhanced compensation structures, relative to those implemented as a result of AB 920, as part of the direct incentives that may be established to promote distributed generation development within Sonoma County. To the extent that SCP incentives improve project economics for its customers, it is reasonable to assume that the penetration of distributed generation within the County would increase.

SCP’s CCA customers will contribute funds to the California Solar Initiative (CSI) through the public goods charge collected by PG&E, and will be eligible for the incentives provided under that program for installation of PV systems. The California Solar Initiative provides \$2.2 billion of funding to target installation of 1,940 MW of solar systems within the investor owned utility service areas by 2017. All electric customers of PG&E, SCE, and SDG&E are eligible to apply for incentives. Approximately 44 percent of program funding is allocated to the PG&E service territory. Assuming solar deployment would be proportionate to funding, the program is intended to yield approximately 775 MW of solar within the PG&E service area. A minimum of 21 MW should be deployed within the jurisdictional boundaries of SCP within the next several years.

SCP will work to ensure that customers within its jurisdiction take full advantage of this solar incentive and will develop programs of its own with the goal of accelerating solar deployment and increasing the installed PV system capacity in the local area.

This Chapter examines the monthly cash flows expected during the startup and customer phase-in period of the SCP Program and identifies the anticipated financing requirements. It includes estimates of program startup costs, including the necessary expenses and capital outlays which will commence once the CPUC has certified its receipt of the Implementation Plan submitted by SCP. It also describes the requirements for working capital and long-term financing for the potential investment in renewable generation, consistent with the resource plan contained in Chapter 6.

Description of Cash Flow Analysis

SCP's cash flow analysis estimates the level of capital that will be required during the startup and phase-in period. The analysis focuses on the SCP Program's monthly costs and revenues and specifically accounts for the phased enrollment of SCP Customers described in Chapter 5.

Cost of CCA Program Operations

The first category of the cash flow analysis is the Cost of CCA Program Operations. To estimate the overall costs associated with CCA Program Operations, the following components were taken into consideration:

- Electricity Procurement;
- Ancillary Service Requirements;
- Exit Fees;
- Staffing and Professional Services;
- Data Management Costs;
- Administrative Overhead;
- Billing Costs;
- Scheduling Coordination;
- Grid Management and other CAISO Charges;
- CCA Bond and Security Deposit;
- Pre-Startup Cost Reimbursement; and
- Debt Service.

Revenues from CCA Program Operations

The cash flow analysis also provides estimates for revenues generated from CCA operations or from electricity sales to customers. In determining the level of revenues, the analysis assumes the customer phase-in schedule described herein, and assumes that SCP charges a standard, default electricity tariff similar to the generation rates of the existing distribution utility for each customer class and an optional 100% renewable energy tariff at a premium reflective of

incremental renewable power costs. SCP rate increases of 3.5% annually, the approximate long-run average increase in California electric utility rates, would support the cash flows presented herein.⁹ More detail on SCP's rates can be found in Chapter 8.

Cash Flow Analysis Results

The results of the cash flow analysis provide an estimate of the level of capital required for SCP to move through the CCA startup and phase-in periods. This estimated level of capital is determined by examining the monthly cumulative net cash flows (revenues from CCA operations minus cost of CCA operations) based on assumptions for payment of costs or other cash requirements (e.g., deposits) by SCP, along with estimates for when customer payments will be received. This identifies, on a monthly basis, what level of cash flow is available in terms of a surplus or deficit.

The cash flow analysis identifies funding requirements in recognition of the potential lag between payments received and payments made during the phase-in period. The estimated financing requirements for the startup and phase-in period, including working capital needs associated with all three phase of customer enrollments, is approximately \$22 million. Of this total, approximately \$9 million would be needed during the startup period prior to the time Phase 1 customers are enrolled. Working capital requirements peak soon after enrollment of the Phase 3 customers.

CCA Program Implementation Pro Forma

In addition to developing a cash flow analysis which estimates the level of working capital required to get SCP through full CCA phase-in, a summary pro forma analysis that evaluates the financial performance of the CCA program during the phase-in period is shown below. The difference between the cash flow analysis and the CCA pro forma analysis is that the pro forma analysis does not include a lag associated with payment streams. In essence, costs and revenues are reflected in the month in which service is provided. All other items, such as costs associated with CCA Program operations and rates charged to customers remain the same. Cash provided by financing activities are not shown in the pro forma analysis, although payments for debt service are included as a cost item.

The results of the pro forma analysis are shown in the following table. Under these assumptions, over the entire phase-in period the CCA program is projected to accrue a reserve account balance of approximately \$19 million.

⁹ According to the California Energy Commission Utility-wide Weighted Average Electric Utility Prices report, PG&E average electric rates have increased by an average of 4.6% per year since 2000 and 3.4% annually since 2005.

**Sonoma Clean Power
Summary of CCA Program Phase-In¹⁰
(January 2013 through December 2017)**

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¹⁰ Costs projected for staffing & professional services and other administrative & general relate to energy procurement, administration of energy efficiency and other local programs, generation development, customer service, marketing, accounting, finance, legal and regulatory activities necessary for program operation.

CATEGORY	2013	2014	2015	2016	2017	TOTAL
I. REVENUES FROM OPERATIONS (\$)						
ELECTRIC SALES REVENUE	-	32,487,442	103,309,898	170,065,330	179,443,743	485,306,414
LESS UNCOLLECTIBLE ACCOUNTS	-	(97,462)	(309,930)	(510,196)	(538,331)	(1,455,919)
TOTAL REVENUES	-	32,389,980	102,999,968	169,555,134	178,905,412	483,850,495
II. COST OF OPERATIONS (\$)						
(A) OPERATIONS AND ADMINISTRATIVE (O&A)						
STAFFING & PROFESSIONAL SERVICES	1,368,000	2,736,000	4,054,080	4,175,702	4,300,973	16,634,756
DATA MANAGEMENT SERVICES	-	371,659	1,939,129	3,831,749	3,831,749	9,974,285
IOU FEES (INCLUDING BILLING)	-	88,967	658,705	1,480,167	1,517,469	3,745,309
OTHER ADMINISTRATIVE & GENERAL	150,000	300,000	988,800	1,018,464	1,049,018	3,506,282
SUBTOTAL O&A	1,518,000	3,496,626	7,640,713	10,506,082	10,699,210	33,860,631
(B) COST OF ENERGY	-	25,374,018	86,155,255	147,269,558	154,129,047	412,927,878
(C) DEBT SERVICE	339,682	2,038,093	4,302,641	4,982,006	4,982,006	16,644,428
(D) DEPOSITS AND OTHER USES	1,315,000	-	-	-	-	1,315,000
TOTAL COST OF OPERATION	3,172,682	30,908,737	98,098,610	162,757,646	169,810,262	464,747,938
CCA PROGRAM SURPLUS/(DEFICIT)	(3,172,682)	1,481,242	4,901,359	6,797,488	9,095,150	19,102,557
CATEGORY	2013	2014	2015	2016	2017	TOTAL
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ELECTRIC SALES REVENUE	-	32,487,442	103,309,898	170,065,330	179,443,743	485,306,414
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(D) DEPOSITS AND OTHER USES	1,315,000	-	-	-	-	1,315,000
TOTAL COST OF OPERATION	3,172,682	30,908,737	98,098,610	162,757,646	169,810,262	464,747,938
CCA PROGRAM SURPLUS/(DEFICIT)	(3,172,682)	1,481,242	4,901,359	6,797,488	9,095,150	19,102,557

The surpluses achieved during the phase-in period serve to build SCP's net worth and credit profile and to provide operating reserves for SCP in the event that operating costs (such as power purchase costs) exceed collected revenues for short periods of time.

This table includes all expenses for administering programs and purchasing renewable energy, so the bottom line surplus is net of all currently planned expenses.

SCP Financings

It is anticipated that four financings may be necessary in support of the SCP Program during the first several years. The anticipated financings are described below.

CCA Program Start-up and Working Capital

As previously discussed, the anticipated start-up and working capital requirements for the SCP Program are \$9 million. This amount is dependent upon the amount of load initially served by SCP, actual energy prices, payment terms established with the third-party supplier and program rates. This figure would be refined during the startup period as these variables become known. Once the SCP Program is up and running, these costs would be recovered from SCP customers through retail rates.

It is assumed that this financing will be via a short term loan or letter of credit, which would allow SCP to draw cash as required. This financing would need to commence no later than mid-2013.

Phases 2 and 3 Working Capital

The next potential financing would be working capital for Phase 2. This amount is estimated at \$10 million. The financing could be an extension (increase) of the letter of credit for the SCP Program's start-up capital or a new short term credit facility. This financing would need to commence prior to the Phase 2 customer enrollments. A smaller short-term credit facility will likely be needed to support the Phase 3 customer enrollments (see table below).

Renewable Resource Project Financing

SCP may consider project financings for renewable resources, likely local wind, solar, biomass and/or geothermal as well as energy efficiency projects. However, SCP's ability to directly finance projects may require a track record of two to three years of successful program operations demonstrating strong underlying credit to support the financing.

In the event that such financing occurs, funds would include any short-term financing for the renewable resource project development costs, and would likely extend over a 20- to 30-year term. The security for such bonds would be a hybrid of the revenue from sales to the retail customers of SCP, including a Termination Fee as described in Chapter 9, and the renewable resource project itself.

The following table summarizes the potential financings in support of the SCP Program:

SCP Program Financing Summary

Proposed Financing	Estimated Total Amount	Estimated Term	Estimated Issuance
1. Start-Up	\$9 million	5 years	Mid 2013
2. Phase 2 Working Capital	\$10 million	5 years	Early 2015
3. Phase 3 Working Capital	\$3 million	5 years	Early 2016
4. Potential Renewable Resource Project Financings	\$TBD	20-30 years	TBD

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Introduction

This Chapter describes the initial policies proposed for SCP in setting its rates for electric aggregation services. These include policies regarding rate design, rate objectives, and provision for due process in setting Program rates. Program rates are ultimately approved by the Board. The Board would retain authority to modify program policies from time to time at its discretion.

Rate Policies

SCP will establish rates sufficient to recover all costs related to operation of the SCP Program, including any reserves that may be required as a condition of financing and other discretionary reserve funds that may be approved by the Board. As a general policy, rates will be uniform for all similar customers enrolled in the SCP Program throughout the service area of SCP.

The primary objectives of the rate setting plan are to set rates that achieve the following:

- Rate competitive tariff option;
- 100 percent renewable energy supply option;
- Rate stability;
- Load shaping to support lower system wide prices;
- Increased development of local renewable energy systems;
- Equity among customers in each tariff;
- Customer understanding; and
- Revenue sufficiency.

Each of these objectives is described below.

Rate Competitiveness

The goal is to offer competitive rates for the electric services SCP would provide to participating customers. For participants in SCP's standard Tariff, the goal would be for SCP's rates to be generally equivalent to the generation rates offered by PG&E. For participants in SCP's 100 percent renewable energy Tariff, the goal would be to offer the lowest possible customer rates with an incremental monthly cost premium relative to the standard SCP tariff of approximately 10 percent.

Competitive rates will be critical to attracting and retaining key customers. In order for SCP to be successful, the combination of price and value provided by SCP to its customers must be perceived as superior when compared to the bundled utility service alternative. The value provided by SCP will include a higher renewable energy content for its electric supply,

enhanced energy efficiency and customer programs, community focus and investment, local control, and the benefits that derive from SCP's mission to serve its customers rather than the interests of private utility shareholders.

As previously discussed, the SCP Program will significantly increase renewable energy supply to program customers, relative to the incumbent utility, by offering two distinct rate tariffs. The default tariff for SCP Program customers will be the standard Tariff, which will maximize renewable energy supply while maintaining generation rates that are comparable to PG&E's. The initial renewable energy content provided under the standard Tariff will be at least 33%, and SCP will endeavor to increase this percentage on a going forward basis, subject to operational and economic constraints. SCP will also offer its customers a voluntary 100% renewable energy Tariff, which will supply participating customers with 100 percent renewable energy at rates that reflect SCP's cost for procuring necessary energy supplies.

Participating qualified low- or fixed-income households, such as those currently enrolled in the California Alternate Rates for Energy (CARE) program, will be automatically enrolled in the standard Tariff and will continue to receive related discounts on monthly electricity bills through PG&E.

Rate Stability

SCP will offer stable rates by hedging its supply costs over multiple time horizons and by including renewable energy supplies that exhibit stable costs. Rate stability considerations may prevent SCP Program rates from directly tracking similar rates offered by the distribution utility, PG&E, and may result in differences from the general rate-related targets initially established for the SCP Program. SCP will attempt to maintain general rate parity with PG&E to ensure that SCP rates are not drastically different from the competitive alternative.

Equity among Customer Classes

SCP's initial rates will be set based on cost-of-service considerations with reference to the rates customers would otherwise pay to PG&E. Rate differences among customer classes will reflect the rates charged by the local distribution utility as well as differences in the costs of providing service to each class. Rate benefits may also vary among customers within the major customer class categories, depending upon the specific rate designs adopted by the Board.

Customer Understanding

The goal of customer understanding involves rate designs that are relatively straightforward so that customers can readily understand how their bills are calculated. This not only minimizes customer confusion and dissatisfaction but will also result in fewer billing inquiries to SCP's customer service call center. Customer understanding also requires rate structures to reflect rational rate design principles (i.e., there should not be differences in rates that are not justified by costs or by other policies such as providing incentives for conservation).

Revenue Sufficiency

SCP's rates must collect sufficient revenue from participating customers to fully fund SCP's annual budget. Rates will be set to collect the adopted budget based on a forecast of electric sales for the budget year. Rates will be adjusted as necessary to maintain the ability to fully recover all of SCP's costs, subject to the disclosure and due process policies described later in this chapter.

Rate Design

SCP will generally match the rate structures from the utilities' standard rates to avoid the possibility that customers would see significantly different bill impacts as a result of changes in rate structures when beginning service in SCP's program. SCP may also introduce new rate options for customers, such as rates designed to encourage economic expansion or business retention within SCP's service area.

SCP's initial rates are projected to average 8.1 cents per kWh, which is below PG&E's reported average generation rate.¹¹ However, SCP customers' electric bills may increase somewhat due to PG&E's collection of its excess power supply costs through the surcharge known as the Power Charge Indifference Adjustment ("PCIA"). PG&E will add the PCIA to SCP customers' monthly electric bills along with other utility service charges. The PCIA is identified in each of PG&E's rate schedules and is expected to decline over time.

Custom Pricing Options

SCP will work to develop specially-tailored rate and electric service products that meet the specific load characteristics or power market risk profiles of larger commercial and industrial customers. This will allow such customers to have access to a wider range of products than is currently available under the incumbent utility and potentially reduce the cost of power for these customers. SCP may provide large energy users with custom pricing options to help these customers gain greater control over their energy costs. Some examples of potential custom pricing options are rates that are based on an observable market index (e.g., CAISO prices) or fixed priced contracts of various terms. These rates and products would be structured to ensure that they are revenue/cost neutral, so that there is no rate subsidy provided by other ratepayers.

Net Energy Metering

Customers with on-site generation eligible for net metering from PG&E will be offered a net energy metering rate from SCP. Net energy metering allows for customers with certain qualified solar or wind distributed generation to be billed on the basis of their net energy consumption. The PG&E net metering tariff (E-NEM) requires the CCA to offer a net energy metering tariff in order for the customer to continue to be eligible for service on Schedule E-NEM. The objective is that SCP's net energy metering tariff will apply to the generation component of the bill, and the PG&E net energy metering tariff will apply to the distribution

¹¹ PG&E's reported system average generation rate for 2013 is 8.2 cents per kWh. See Table 3 of PG&E Advice Letter 4096-E.

utility's portion of the bill. SCP will pay customers for excess power produced from net energy metered generation systems in accordance with the rate designs adopted by the SCP Board.

SCP may also implement tariff and financing programs to provide incentives to residents and businesses to maximize the size of photovoltaic and other renewable energy systems in order to increase the amount of locally-produced renewable power. Current tariffs create an incentive for residents and businesses considering new PV or renewable systems to limit the size of those systems so that annual generation matches annual on-site load. By implementing tariffs and programs to provide an incentive to maximize the output of such systems, SCP can help to increase the amount of local PV and renewable generation with minimal impact on the environment or existing infrastructure.

Retail Solar Cooperative

SCP may offer a Retail Solar Cooperative program to further promote local renewable energy projects. The retail solar cooperative concept may provide an opportunity for SCP to promote additional, locally developed photovoltaic solar projects that would be voluntarily supported by interested customers. Such programs typically feature one or more PV arrays, or "solar farms", of up to one megawatt each with electric output from these facilities serving as the basis for various retail pricing options. Retail solar cooperatives play a key role in addressing fundamental issues related to residential and commercial scale PV project development, which may prevent interested customers from completing such projects. Some of the issues addressed by retail solar cooperatives include:

- Non-optimal siting characteristics
 - Predominant shade over/around the dwelling or business
 - Lack of available roof space
 - Orientation of dwelling (related to solar exposure)
- Ownership status (which likely prevent renters from pursuing traditional solar installations)
- Multi-family living arrangements
- Planned relocation
- Aversion to up-front capital costs

The availability of retail solar cooperative programs addresses and/or alleviates these issues by creating participatory options that would not otherwise be available to customers affected by the aforementioned issues.

In the case of the Sacramento Municipal Utility District's SolarSharesSM program, participating customers incur fixed monthly charges in exchange for "ownership" shares in a locally situated solar farm. The monthly cost is dependent upon the number of shares "owned" by the customer – shares can be purchased in 0.5 kW increments at a cost of approximately \$10.75 per increment; participation can be scaled at the customer's discretion, depending on typical electric use and rate-related objectives. When energy is produced by the underlying solar farm, it is

proportionately allocated to participating customers based on the number of shares that have been purchased. This energy becomes the basis for a virtual net energy metering arrangement – quantities of energy from the solar project that have been allocated to each customer are netted against monthly use, thereby reducing energy consumption and related monthly charges for electricity. Over time, the monthly fixed charge remains unchanged but energy production will vary on a seasonal basis, as is the case with any PV generator. Through this program, customers receive the benefits of PV project ownership without the need to install such projects on their homes or businesses.

Tucson Electric has implemented a similar program, “Bright Tucson”, which applies a different pricing mechanism. In this case, Tucson Electric sells participating customers “blocks”, or fixed monthly quantities, of energy produced by a locally based solar farm at fixed price premiums approximating two cents per kilowatt-hour. Under this program structure, customers are able to offset a portion (or the entirety) of conventional, non-renewable energy purchases with local PV production without the variability of a virtual net energy metering arrangement. An alternative to this approach would be for SCP to consider selling similar energy blocks at a fixed energy rate (which would include the price for such energy as well as any premium related thereto). Such an alternative could be used to provide cost certainty to participating customers, which may be viewed as a valuable attribute when completing planning and budgeting efforts.

Specific elements, including timing, projects and pricing, of a similar program that may be implemented by SCP have yet to be discussed. As SCP advances through program implementation and gauges customer interest in such programs, it will be able to determine the most suitable terms and conditions for its customers.

Disclosure and Due Process in Setting Rates and Allocating Costs among Participants

Initial program rates will be adopted by the Board of Directors following the establishment of the first year’s operating budget prior to initiating the customer notification process. Subsequently, the Chief Executive Officer, with support of appropriate staff, advisors and committees, will prepare an annual budget and corresponding customer rates and submit these as an application for a change in rates to the Board of Directors. The rates will be approved at a public meeting of the Board of Directors no sooner than sixty days following submission of the proposed rates, during which affected customers will be able to provide comment on the proposed rate changes.

Within forty-five days after submitting an application to increase any rate, SCP will furnish notice of its application to its customers affected by the proposed change, either by mailing such notice postage prepaid to such customers or by including such notice with the regular bill for charges transmitted to such customers. The notice will provide a summary of the proposed rate increase and include a link to the SCP website where information will be posted regarding the amount of the proposed increase (expressed in both dollar and percentage terms), a brief statement of the reasons the increase is required or sought, and the mailing address of SCP for

any customer inquiries relative to the proposed increase, including a request by the customer to receive notice of the date, time, and place of any hearing.

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CHAPTER 9 – Customer Rights and Responsibilities

This chapter discusses customer rights, including the right to opt-out of the SCP Program and the right to privacy of customer usage information, as well as obligations customers undertake upon agreement to enroll in the CCA Program. All customers that do not opt out within 30 days of the fourth opt-out notice will have agreed to become full status program participants and must adhere to the obligations set forth below, as may be modified and expanded by the SCP Board from time to time.

By adopting this Implementation Plan, the SCP Board will have approved the customer rights and responsibilities policies contained herein to be effective at Program initiation. The Board retains authority to modify program policies from time to time at its discretion.

Customer Notices

At the initiation of the customer enrollment process, a total of four notices will be provided to customers describing the Program, informing them of their opt-out rights to remain with utility bundled generation service, and containing a simple mechanism for exercising their opt-out rights. The first notice will be mailed to customers approximately sixty days prior to the date of automatic enrollment. A second notice will be sent approximately thirty days later. SCP will likely use its own mailing service for requisite opt-out notices rather than including the notices in PG&E's monthly bills. This is intended to increase the likelihood that customers will read the opt-out notices, which may otherwise be ignored if included as a bill insert. Customers may opt out by notifying SCP using SCP's designated telephone-based or internet opt-out processing service. Should customers choose to initiate an opt-out request by contacting PG&E, they should be transferred to SCP's call center to complete the opt-out request. Consistent with CPUC regulations, notices returned as undelivered mail would be treated as a failure to opt out, and the customer would be automatically enrolled.

Following automatic enrollment, a third opt-out notice will be mailed to customers, and a fourth and final opt-out notice will be mailed 30 days after automatic enrollment. Opt-out requests made on or before the sixtieth day following start of SCP service will result in customer transfer to bundled utility service with no penalty. Such customers will be obligated to pay charges associated with the electric services provided by SCP during the time the customer took service from the SCP Program, but will otherwise not be subject to any penalty or transfer fee from SCP.

Customers who establish new electric service accounts within the Program's service area will be automatically enrolled in the SCP Program and will have sixty days from the start of SCP service to opt out if they so desire. Such customers will be provided with two opt-out notices within this sixty-day post enrollment period. Such customers will also receive a notice detailing SCP's privacy policy regarding customer usage information. SCP's Board of Directors will have the authority to implement entry fees for customers that initially opt out of the Program, but

later decide to participate. Entry fees, if deemed necessary, would aid in resource planning by providing additional control over the SCP Program's customer base.

Termination Fee

Customers that are automatically enrolled in the SCP Program can elect to transfer back to the incumbent utility without penalty within the first two months of service. After this free opt-out period, customers will be allowed to terminate their participation subject to payment of a Termination Fee. The Termination Fee will apply to all SCP customers that elect to return to bundled utility service or elect to take "direct access" service from an energy services provider. Customers that relocate within the SCP service territory would have their SCP service continued at the new address. If a customer relocating to an address within the SCP service territory elected to cancel SCP service, the Termination Fee will apply. Program customers that move out of the SCP service territory would not be subject to the Termination Fee.

The Termination Fee will consist of two parts: an Administrative Fee set to recover the costs of processing the customer transfer and other administrative or termination costs and a Cost Recovery Charge ("CRC") that would apply in the event SCP is unable to recover the costs of supply commitments attributable to the customer that is terminating service. PG&E will collect the Administrative Fee from returning customers as part of the final bill to the customer from the SCP Program and will collect the CRC as a lump sum or on a monthly basis pursuant to a negotiated servicing agreement between SCP and PG&E.

The Administrative Fee would vary by customer class as set forth in the table below.

Administrative Fee for Service Termination

Customer Class	Fee
Residential	\$5
Non-Residential	\$25

The customer CRC will be equal to a pro rata share of any above market costs of SCP's actual or planned supply portfolio at the time the customer terminates service. The proposed CRC is similar in concept to the Cost Responsibility Surcharge charged by PG&E, and it is designed to prevent shifting of costs to remaining SCP customers. The CRC will be set on an annual basis by SCP's Board as part of the annual ratemaking process.

If customers terminate service, SCP anticipates it will re-market the excess supply and recover all or the majority of its costs. Depending upon market conditions, the CRC may not be needed for recovery of stranded costs. However, SCP's ability to assess a CRC, if necessary, can be an important condition for obtaining financing for SCP's power supply. The low cost financing will, in turn, enable SCP to charge rates that are competitive with PG&E's.

The Termination Fee will be clearly disclosed in the four opt-out notices sent to customers during the sixty-day period before automatic enrollment and following commencement of service. The fee could be changed prospectively by SCP's Board of Directors, subject to SCP's customer noticing requirements. As previously noted, customers that opt-out during the statutorily mandated notification period will not pay the Termination Fee that may be imposed by SCP.

Customers electing to terminate service after the initial notification period (that provided them with at least four opt-out notices) would be transferred to PG&E on their next regularly scheduled meter read date if the termination notice is received a minimum of fifteen days prior to that date. Such customers would also be liable for the nominal reentry fees imposed by PG&E and would be required to remain on bundled utility service for a period of one year, as described in the utility CCA tariffs.

Customer Confidentiality

SCP will establish policies covering confidentiality of customer data that are fully compliant with the California Public Utilities Commission's required privacy protection rules for CCA customer energy usage information, as detailed within Decision 12-08-045. SCP will maintain the confidentiality of individual customers' names, service addresses, billing addresses, telephone numbers, account numbers, and electricity consumption, except where reasonably necessary to conduct SCP's business or to provide services to customers, including but not limited to where such disclosure is necessary to (a) comply with the law or regulations; (b) enable SCP to provide service to its customers; (c) collect unpaid bills; (d) obtain and provide credit reporting information; or (e) resolve customer disputes or inquiries. SCP will not disclose customer information for telemarketing, email, or direct mail solicitation. Aggregate data may be released at SCP's discretion. SCP will handle customer energy usage information in a manner that is fully compliant with the California Public Utility Commission's required privacy protections for customers of Community Choice Aggregators, as defined in Decision 12-08-045.

Responsibility for Payment

Customers will be obligated to pay SCP charges for service provided through the date of transfer including any applicable Termination Fees. Pursuant to current CPUC regulations, SCP will not be able to direct that electricity service be shut off for failure to pay SCP's bill. However, PG&E has the right to shut off electricity to customers for failure to pay electricity bills, and PG&E Electric Rule 23 mandates that partial payments are to be allocated pro rata between PG&E and the CCA. In most circumstances, customers would be returned to utility service for failure to pay bills in full and customer deposits (if any) would be withheld in the case of unpaid bills. PG&E would attempt to collect any outstanding balance from customers in accordance with Rule 23 and the related CCA Service Agreement. The proposed process is for two late payment notices to be provided to the customer within 30 days of the original bill due date. If payment is not received within 45 days from the original due date, service would be transferred to the utility on the next regular meter read date, unless alternative payment

arrangements have been made. Consistent with the CCA tariffs, Rule 23, service cannot be discontinued to a residential customer for a disputed amount if that customer has filed a complaint with the CPUC, and that customer has paid the disputed amount into an escrow account.

Customer Deposits

Customers may be required to post a deposit equal to two months' estimated bills for SCP's charges to obtain service from the SCP Program under certain circumstances. A deposit would be required for an applicant who previously has been a customer of PG&E or SCP and whose electric service has been discontinued by PG&E or SCP during the last twelve months of that prior service because of nonpayment of bills. Such customers may be required to reestablish credit by depositing the prescribed amount. Additionally a customer who fails to pay bills before they become past due as defined in PG&E Electric Rule 11 (Discontinuance and Restoration of Service), and who further fails to pay such bills within five days after presentation of a discontinuance of service notice for nonpayment of bills, may be required to pay said bills and reestablish credit by depositing the prescribed amount. This rule will apply regardless of whether or not service has been discontinued for such nonpayment¹². Failure to post deposit as required would cause the account service transfer request to be rejected, and the account would remain with PG&E.

¹² A customer whose service is discontinued by SCP is returned to PG&E generation service.

Introduction

This Chapter describes SCP's initial procurement policies and the key third party service agreements by which SCP will obtain operational services for the SCP Program. By adopting this Implementation Plan, SPC's Board of Directors will have approved the general procurement policies contained herein to be effective at Program initiation. The Board retains authority to modify Program policies from time to time at its discretion.

Procurement Methods

SCP will enter into agreements for a variety of services needed to support program development, operation and management. It is anticipated SCP will generally utilize Competitive Procurement methods for services but may also utilize Direct Procurement or Sole Source Procurement, depending on the nature of the services to be procured. Direct Procurement is the purchase of goods or services without competition when multiple sources of supply are available. Sole Source Procurement is generally to be performed only in the case of emergency or when a competitive process would be an idle act.

SCP will utilize a competitive solicitation process to enter into agreements with entities providing electrical services for the program. Agreements with entities that provide professional legal or consulting services, and agreements pertaining to unique or time sensitive opportunities, may be entered into on a direct procurement or sole source basis at the discretion of SCP's Chief Executive Officer or Board of Directors.

The Chief Executive Officer will be required to periodically report (e.g., quarterly) to the Board a summary of the actions taken with respect to the delegated procurement authority.

Authority for terminating agreements will generally mirror the authority for entering into such agreements.

Key Contracts

Electric Supply Contract

SCP will initiate service using a multi-year electricity supply contract with a qualified provider. The third party provider will supply electricity and related services to customers under a contract between the provider and SCP. SCP may complete additional solicitations to supplement its energy supply and/or to replace contract volumes provided under the original contract. SCP would begin such procurement sufficiently in advance of contract expiration so that the transition from the initial supply contract occurs smoothly, avoiding dependence on market conditions existing at any single point in time.

Under the initial supply contract, the supplier commits to serve the composite electrical loads of customers in the Program. The supplier is responsible for ensuring that a certified Scheduling Coordinator schedules the loads of all customers in the SCP Program, providing necessary electric energy, capacity/resource adequacy requirements, renewable energy and ancillary services. The supplier is responsible for SCP's day-to-day energy supply operations and for managing the predominant supply risks for the term of the contract. The supplier must meet the Program's renewable energy requirements and comply with all applicable resource adequacy and regulatory requirements imposed by the CPUC or FERC.

SCP anticipates executing the electric supply contract for Phase 1 loads in mid-2013. The contract for Phase 2 and Phase 3 loads will be executed approximately four months prior to commencement of service to these customers.

Data Management Contract

A data manager will provide the retail customer services of billing and other customer account services (electronic data interchange or EDI with PG&E, billing, remittance processing, and account management). Recognizing that some qualified wholesale energy suppliers do not typically conduct retail customer services whereas others (i.e., direct access providers) do, the data management contract may be separate from the electric supply contract. A single contractor will be selected to perform all of the data management functions.¹³

The data manager is responsible for the following services:

- Data exchange with PG&E;
- Technical testing;
- Customer information system;
- Customer call center;
- Billing administration/retail settlements; and
- Settlement quality meter data reporting
- Reporting and audits of utility billing.

Utilizing a third party for account services eliminates a significant start-up expense associated with implementing a customer information system. Such systems can impose significant information technology costs and take significant time to deploy. A longer term contract is appropriate for this service because of the time and expense that would be required to migrate data to a new system. Separation of the data management contract from the energy supply contract gives SCP greater flexibility to change energy suppliers, if desired, without facing an expensive data migration issue.

¹³ The contractor providing data management may also be the same entity as the contractor supplying electricity for the program.

It is anticipated that SCP will execute a contract for data management services in mid-2013.

Electric Supply Procurement Process

SCP selected [ESP NAME] as its energy supplier through a competitive solicitation process, which was administered in mid-2013. Additional information regarding SCP's energy supplier, [ESP NAME], is provided below.

[TBD]

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Introduction

This Chapter describes the process to be followed in the case of SCP Program termination. By adopting the original Implementation Plan, SCP's Board of Directors will have approved the general termination process contained herein to be effective at Program initiation. In the unexpected event that SCP would terminate the SCP Program and return its customers to PG&E service, the proposed process is designed to minimize the impacts on its customers and on PG&E. The proposed termination plan follows the requirements set forth in PG&E's tariff Rule 23 governing service to CCAs. The Board retains authority to modify program policies from time to time at its discretion.

Termination by SCP

SCP will offer services for the long term with no planned Program termination date. In the unanticipated event that the majority of the Member's/Participant's governing bodies (County Board of Supervisors and/or City/Town Councils) decide to terminate the Program, each governing body would be required to adopt a termination ordinance or resolution and provide adequate notice to SCP consistent with the terms set forth in the JPA Agreement. Following such notice, SCP would vote on Program termination subject to voting provisions as described in the JPA Agreement. In the event that the Board affirmatively votes to proceed with JPA termination, the Board would disband under the provisions identified in its JPA Agreement.

After any applicable restrictions on such termination have been satisfied, notice would be provided to customers six months in advance that they will be transferred back to PG&E. A second notice would be provided during the final sixty-days in advance of the transfer. The notice would describe the applicable distribution utility bundled service requirements for returning customers then in effect, such as any transitional or bundled portfolio service rules.

At least one year advance notice would be provided to PG&E and the CPUC before transferring customers, and SCP would coordinate the customer transfer process to minimize impacts on customers and ensure no disruption in service. Once the customer notice period is complete, customers would be transferred *en masse* on the date of their regularly scheduled meter read date.

SCP will post a bond or maintain funds held in reserve to pay for potential transaction fees charged to the Program for switching customers back to distribution utility service. Reserves would be maintained against the fees imposed for processing customer transfers (CCASRs). The Public Utilities Code requires demonstration of insurance or posting of a bond sufficient to cover reentry fees imposed on customers that are involuntarily returned to distribution utility service under certain circumstances. The cost of reentry fees are the responsibility of the energy services provider or the community choice aggregator, except in the case of a customer returned

for default or because its contract has expired. SCP will post financial security in the appropriate amount as part of its registration materials and will maintain the financial security in the required amount, as necessary.

Termination by Members

The JPA Agreement defines the terms and conditions under which Members may terminate their participation in the program.

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CHAPTER 12 – Appendices

Appendix A: SCP Resolution Adopting Implementation Plan

Appendix B: Sonoma Clean Power Joint Powers Agreement

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