

**CITY AND COUNTY OF
SAN FRANCISCO**

**COMMUNITY CHOICE
AGGREGATION**

**IMPLEMENTATION PLAN
AND
STATEMENT OF INTENT**

MARCH 2010

Table of Contents

I.	Introduction.....	3
A.	Statement of Intent	4
B.	Organization of Implementation Plan.....	4
II.	Process and Consequences of Aggregation	5
A.	Process to Implement CCA.....	5
B.	Consequences of CleanPowerSF.....	6
III.	Organizational Structure, Operations and Funding	7
A.	Organizational Structure	7
1.	Overview	7
2.	San Francisco Board of Supervisors.....	8
3.	San Francisco Public Utilities Commission.....	8
4.	Local Agency Formation Commission (LAFCO).....	9
5.	Rate Fairness Board.....	9
B.	Operations	9
1.	Resource Planning	9
2.	Portfolio Operations.....	10
3.	Local Energy Programs.....	10
4.	Rate Setting	11
5.	Financial Management/Accounting.....	11
6.	Customer Services	12
7.	Legal and Regulatory Representation.....	12
8.	Roles and Functions.....	12
C.	Funding	14
1.	Staffing.....	14
2.	Funding Requirements	14
3.	Start-up Activities and Costs.....	15
4.	On-Going Funding.....	16
IV.	Rate Setting and Other Costs	16
A.	Rate Setting Principles.....	16
B.	Rate Design.....	17
C.	Additional Costs.....	17
V.	Provisions for Disclosure and Due Process in Rate Setting	17
A.	Disclosure Provisions	17
B.	Due Process in Rate Setting	18
2.	Rate and Complaint Monitoring	18
VI.	Procurement Process	18
A.	Procurement Process.....	19
B.	Procurement Methods.....	19
C.	Description of Third Parties.....	19
1.	Electric Procurement.....	20
2.	Development of Generating Resources and Demand-Side Management.....	20
3.	Customer and Administrative Services.....	21
VII.	Customer Rights and Responsibilities.....	21
A.	Customer Opt-Out Rights, Notices and Process	21

B.	Customer Service Switchover after Initial Opt-out Period	21
C.	Customer Confidentiality.....	22
D.	Responsibility for Payment.....	22
E.	Customer Deposits.....	23
VIII.	Roles and Requirements of Third-Party Contractors	23
A.	Functions of Third-Party Supplier.....	23
1.	Electric Procurement and Portfolio Management: Full Requirements.....	23
2.	Development and Construction, Operations, and Maintenance of Resources	23
3.	Customer Account Services	24
B.	Capabilities of Third-Party Supplier(s)	24
1.	Financial Capabilities	24
2.	Operational Capabilities.....	24
3.	Technical Capabilities.....	24
C.	Power Choice, LLC	25
IX.	Contingency Plan for Program Termination.....	25
A.	Termination.....	25

I. Introduction

In 2004, the City and County of San Francisco (“the City” or “CCSF”) established and elected to implement a Community Choice Aggregation (CCA) program, now known as CleanPowerSF. The City found that CCA provides a means by which the City may help to ensure the provision of clean, reasonably priced and reliable electricity to San Francisco customers and to increase the scale and cost-effectiveness of conservation, energy efficiency and renewable energy in the City. The City has implemented the program through the San Francisco Public Utilities Commission (“SFPUC”) in consultation with the San Francisco Local Agency Formation Commission and input from the public.

The SFPUC is a department of the City that provides retail drinking water and sewer services to San Francisco, wholesale water and power to a number of other public entities, and electric power to San Francisco’s municipal operations.

CleanPowerSF intends to exceed State of California requirements for Renewable Portfolio Standards (RPS) and sets a goal of a 51% renewable portfolio by 2017. CleanPowerSF will meet its renewable goals, to the extent feasible, through new, preferably local, renewable sources of electric generation and the use of demand side management efforts, including energy efficiency and conservation programs. CleanPowerSF will provide retail electric customers greater choice by allowing them to access the competitive market for energy services and providing for public participation in determining which technologies are utilized to meet local electricity needs. It will also provide customers with a higher amount of renewable energy than is currently available from PG&E.

CleanPowerSF 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 systems. CleanPowerSF may roll out service to groups of its customers in phases or to all customers at the same time. Ultimately, all electric customers in San Francisco who currently receive their electric supply from PG&E or a “direct access” (DA) supplier will have the opportunity to be served by CleanPowerSF. As mandated by Public Utilities Code (PUC) Section 366.2(c), before automatic enrollment in CleanPowerSF, all current PG&E and DA customers within the City will receive information describing the program and will have multiple opportunities to opt out of CleanPowerSF.

CleanPowerSF will draw upon Spec’s experience over many decades of providing stable, reliable water and energy services to customers. CleanPowerSF will also receive assistance from experienced energy suppliers and contractors in providing energy services and demand-side management programs to program customers.

On March 2, 2010 the San Francisco Board of Supervisors (SFBOS), at a duly noticed public hearing, considered and adopted this Implementation Plan and Statement of Intent, through the Ordinance in File Number 100161, which is included in Appendix A.¹

¹ In accordance with the City’s usual legislative process, the ordinance has been forwarded to the Mayor for his consideration. The Mayor may sign or veto an ordinance within 10 days. An ordinance takes effect after 10 days if the Mayor does not act. The City is submitting the IP to the Commission before the end of the 10 day period in order to provide additional time for

Under PUC Section 366.2(c), CleanPowerSF is required to file this Implementation Plan with the California Public Utilities Commission (“CPUC” or “Commission”) so that the Commission may certify the Implementation Plan within 90 days.

A. *Statement of Intent*

As further discussed below, the City intends to implement a CCA program, called CleanPowerSF, which will include all of the following:

- Universal access
- Reliability
- Equitable treatment of all customer classes
- Any requirements established by state law or by the CPUC concerning CCA programs as well as requirements established by the City.

B. *Organization of Implementation Plan*

The content of this Implementation Plan complies with the statutory requirements of AB 117. As required by PUC Code Section 366.2(c)(3), this Implementation Plan details the process and consequences of aggregation.

The remainder of this Implementation Plan is organized as follows:

- Section II: Process and Consequences of Aggregation
- Section III: Organizational Structure, Operations and Funding
- Section IV: Ratesetting and Other Costs
- Section V: Disclosure and Due Process in Rate Setting
- Section VI: Procurement Process
- Section VII: Customer Rights and Responsibilities
- Section VIII: Roles and Requirements of Third-Party Contractors
- Section IX: Contingency Plan for Program Termination

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

**Table 1
AB 117 Cross References**

AB 117 REQUIREMENT	IMPLEMENTATION PLAN SECTION
Process and consequence of aggregation	Section II: Process and Consequences of Aggregation
Organizational structure of the program, operations and funding	Section III: Organizational Structure, Operations and Funding
Ratesetting and other costs to participants	Section V: Ratesetting and Other Costs
Disclosure and due process in setting rates and	Section VI: Disclosure and Due Process in

Commission certification. The City will notify the Commission if further City legislative processes result in any material changes to this IP.

allocating costs among participants	Ratesetting
Methods for entering and terminating agreements with other entities	Section VII: Procurement Process
Rights and responsibilities of program participants, including consumer protection procedures, credit issues and shutoff procedures	Section VIII: Customer Rights and Responsibilities
Description of third parties that will supply electricity under the program, including financial, technical and operational capabilities	Section IX: Roles and Requirements of Third-Party Contractors
Termination of the program	Section X: Contingency Plan for Program Termination
Statement of intent	Section I: Introduction

II. Process and Consequences of Aggregation

In accordance with Section 366.2(c), this section provides an overview of: (1) the process the City has followed to implement CCA and (2) the beneficial consequences of the City’s CCA program.

A. Process to Implement CCA

The San Francisco Board of Supervisors established the City’s CCA program in May 2004 (Ordinance 86-04). (See Appendix A for ordinances 86-04, 146-07, 147-07, 232-09, and the ordinance adopting this Implementation Plan.) The Ordinance found that CCA would allow the City to increase the scale and cost-effectiveness of renewable energy, conservation and energy efficiency in San Francisco and to increase local control over electricity prices and resources. To implement the program, Ordinance 86-04 directed the development of a draft Implementation Plan (“IP”) and the preparation of a draft Request For Proposals (“RFP”) to solicit an electricity supplier for the program. In December 2004, the Board of Supervisors created a Citizens Advisory Task Force (“Task Force”) to advise the City regarding the draft Implementation Plan and the draft RFP.

After an extensive process that involved public meetings of the San Francisco Local Agency Formation Commission (“LAFCO”) and the Task Force, and that benefited from the participation of interested parties and advocacy groups, the Board of Supervisors approved a Draft IP in June 2007 (Ordinance 147-07). The adopted Draft IP set forth goals and policies for the City’s CCA program. Based on the Draft IP, Ordinance 147-07 also provided direction for the City’s RFP for an electricity supplier. The Ordinance further directed the issuance of a Request For Information (“RFI”) to solicit input from interested parties regarding the development of the program. Ordinance 147-07 found that the RFI responses and other information obtained in implementing the program would necessitate changes to the Draft IP and, accordingly, directed SFPUC, in consultation with LAFCO, to prepare a revised IP for review and approval by the Board of Supervisors.

As required by Ordinance 147-07, SFPUC issued an RFI in November 2007. In April 2009, SFPUC issued a request for qualifications (“RFQ”) from potential electricity suppliers. SFPUC,

in consultation with LAFCO, used the information obtained from these solicitations to prepare an RFP.

The Board of Supervisors approved the issuance of an RFP in October 2009 (Ordinance 232-09). The Ordinance found that it was reasonable to allow some flexibility in meeting the RFP requirements and program criteria set forth in previous ordinances in order to encourage robust responses and to facilitate a successful CCA program.

In November 2009, SFPUC issued the RFP. The City received five responses to its RFP and, in January 2010, identified Power Choice, LLC as the highest ranked proposer. The City is negotiating a contract with Power Choice for electricity supply and other services.

In accordance with Ordinance 147-07, SFPUC prepared a revised IP for approval by the Board of Supervisors to file with the CPUC. The Board of Supervisors held a hearing on the IP in the Budget and Finance Committee on February 17, 2010, and forwarded the Ordinance adopting the IP to the full Board of Supervisors with a recommendation for approval. The Board of Supervisors considered and voted on the Ordinance adopting the revised IP at its public meetings on February 23, 2010 and March 2, 2010. The Board of Supervisors finally approved the Ordinance on March 2, 2010 and authorized the filing of this IP with the CPUC.²

B. *Consequences of CleanPowerSF*

Through CleanPowerSF, the City and County of San Francisco intends to procure a more renewables-based portfolio of reasonably priced and reliable electricity to San Francisco retail electricity customers. As a community choice aggregator, the City will be able to increase the scale and cost-effectiveness of renewable energy and demand-side management in San Francisco and will exercise more local control over electricity prices, resources, and reliability.

CleanPowerSF intends to exceed State of California requirements for RPS and has set a goal of meeting a 51% RPS by 2017. This exceeds the 20% by 2010 and 33% by 2020 RPS that state law requires PG&E to meet.³ In addition, CleanPowerSF's energy portfolio will exceed RPS in 2010.

CleanPowerSF will meet its renewable goals, to the extent feasible, through new, preferably local renewable generating capacity and demand-side efforts, including energy efficiency and conservation programs. CleanPowerSF will develop plans for constructing or investing in new resources such as in-City solar photovoltaic cells, local renewable distributed generation such as fuel cells, and one or more wind turbine farms. CleanPowerSF has a goal of achieving 107 MW of demand-side management, including conservation, peak shaving, and increased energy efficiency efforts. Any decisions regarding construction of new facilities will be reached after environmental review, including review under the California Environmental Quality Act (CEQA).

² See footnote 1.

³ The California Energy Commission's guidelines for Renewables Portfolio Standards (RPS) classifies the following projects as eligible for RPS-compliance, subject to specific fuel requirements: biomass, biodiesel, fuel cells using renewable fuels, digester gas, geothermal, landfill gas, municipal solid waste, ocean wave, ocean thermal, tidal current, solar photovoltaics (PV), small hydroelectric (30 MW or less), solar thermal and wind.

The program intends to offer electric generation rates to CCA customers that are competitive with current PG&E generation rates, and provide for a long-term rate that remains competitive with PG&E rates. CleanPowerSF is committed to providing equitable treatment of all classes of customers without undue discrimination in setting rates.

All PG&E and DA electric customers within the City will be eligible to become CleanPowerSF customers. CleanPowerSF anticipates that it may either roll out its services to customers in phases, or transfer all customers to CleanPowerSF at once as appropriate to benefit its customers. The method and timing of transferring customers is subject to negotiations with the potential power supplier. CleanPowerSF is currently analyzing the potential composition of Phase 1 accounts in consideration of opportunities for maximizing demand-side management programs and renewable energy impacts, synergies with local ordinances and other customer programs, cost of service and customer load characteristics, and other operational considerations.

If a phasing approach is adopted, all electric customers covered by each phase would be automatically enrolled in CleanPowerSF and served by it, except for those customers who affirmatively elect to “opt-out” of the program and remain either bundled service customers of PG&E or (if currently served by a Direct Access provider) customers of their Direct Access provider. Customers will be offered at least four notifications regarding the initiation of service. Two of the notices will be provided within 60 days prior to enrollment in CleanPowerSF, and the remaining will be provided within 60 days or two billing cycles after the initiation of service, as required by 366.2(c)(13)(A). All notices will detail the program’s terms and conditions, and provide ample opportunity to opt-out of the program without penalty.

Pursuant to Section 366.2(c)(9), PG&E will still be required to continue providing distribution, metering and billing services to a ratepayer who receives electric generation service from CleanPowerSF. Customer billing statements will look much the same as they do currently; however, the generation portion of the bill will read CleanPowerSF as opposed to PG&E, and applicable rates will be applied. SFPUC and its selected supplier of customer services will coordinate the transfer of account payments with PG&E.

III. Organizational Structure, Operations and Funding

In accordance with Section 366.2(c)(3)(A), this section describes the organizational structure of CleanPowerSF and the key elements of its operations and funding.

A. Organizational Structure

1. Overview

The organizational structure of CleanPowerSF is determined by the requirements of State law, the San Francisco City Charter, and applicable City ordinances. The key entities with a role related to CleanPowerSF are: (1) the San Francisco Board of Supervisors, which established the City’s CCA program by ordinance in May 2004 (Ord. 86-04) and provides broad policy direction for the program; (2) the SFPUC, which manages and controls CleanPowerSF; (3) the San Francisco Local Agency Formation Commission (LAFCO), which advises the Board of Supervisors and SFPUC regarding various aspects of CleanPowerSF; and (4) the Rate Fairness

Board, which advises SFPUC regarding CCA program rates. A general description of the roles and operating procedures of these entities follows.

2. San Francisco Board of Supervisors

The Board of Supervisors is the legislative branch of the City. The Board consists of eleven full-time members elected by district, who may serve up to two successive four-year terms. Regular Board meetings are held weekly (except for holidays) and are subject to the public meeting requirements of California's Brown Act and the San Francisco Administrative Code. In addition, the Board has several standing Committees that hold regular public meetings to conduct hearings regarding proposed legislation and to consider other legislative matters. The Mayor may approve or veto legislation approved by the Board. The Board may override a mayoral veto by a vote of not less than two-thirds of the members of the Board.

In addition to establishing the City's CCA program and providing general policy guidance for the program, the Board's responsibilities related to CleanPowerSF include reviewing rates set by the SFPUC (Charter Sec. 8b.125) and reviewing certain contracts that the City Charter requires to be approved by the Board (Charter Sec. 9.118).

3. San Francisco Public Utilities Commission

Pursuant to the San Francisco Charter, SFPUC is responsible for the management and control of CleanPowerSF. Headquartered at 1155 Market Street in San Francisco, the SFPUC has approximately 2,000 employees with a combined annual operating budget of approximately \$400 million.

The SFPUC is comprised of three separate enterprises: Water, Wastewater and Power. The Water Enterprise is responsible for managing the transmission, treatment, storage and distribution of potable water to San Francisco's wholesale and retail customers. The Wastewater Enterprise is responsible for managing the collection, treatment and disposal of San Francisco's wastewater. The Power Enterprise is responsible for managing electric energy for San Francisco municipal customers, including: retail power sales, transmission and power scheduling, energy efficiency programs, street lighting services, utilities planning for redevelopment projects, energy resource planning efforts and various other energy services.

As a division of the Power Enterprise, the CleanPowerSF program is under the direct administrative oversight of its Assistant General Manager, who in turn reports to the SFPUC General Manager.

SFPUC is overseen by a Commission consisting of five members appointed by the Mayor to four-year terms, subject to confirmation by the Board of Supervisors. Each Commissioner fills a designated seat on the Commission based on particular qualifications: Seat 1 requires experience in environmental policy and an understanding of environmental justice issues; Seat 2 requires experience in ratepayer or consumer advocacy; Seat 3 requires experience in project finance; Seat 4 requires expertise in water systems, power systems, or public utility management; Seat 5 is an at-large member. (Charter Sec. 4.112(b)). The Commission holds regular meetings twice monthly that are subject to the public meeting requirements of California's Brown Act and the San Francisco Administrative Code. Subject to the overall policy direction given by the Board of Supervisors, the SFPUC Commission's duties include evaluation and approval of key policies and goals related to the development, implementation, and operation of CleanPowerSF. The

SFPUC will be responsible for reviewing and approving the contract recommended by SFPUC staff with a third-party supplier of electricity and other services. The Commission will also approve rates for CCA services, subject to rejection by the Board of Supervisors.

4. Local Agency Formation Commission (LAFCO)

The San Francisco LAFCO was created pursuant to California Government Code Sections 56000 *et seq.* LAFCO consists of two members from the Board of Supervisors representing the County of San Francisco, two members appointed by the Board of Supervisors to represent the City of San Francisco, and a fifth member representing the general public. LAFCO holds regular monthly meetings that are subject to the public meeting requirements of California's Brown Act and the San Francisco Administrative Code.

In June 2007, the Board of Supervisors formally asked LAFCO to monitor the implementation process and advise the SFPUC and the Board of Supervisors regarding the development, implementation, operation and management of the CCA program (Ordinance 146-07).

5. Rate Fairness Board

In accordance with Charter Section 8B.125, the SFPUC Commission established the Rate Fairness Board (RFB) to advise the Commission regarding the setting of rates for the public utility services under the jurisdiction of the SFPUC. The RFB consists of seven members, including three designated City officials, two City residential retail customers and two City business retail customers. The RFB's duties include making recommendations to the SFPUC Commission on utility rates, holding public hearings on annual rate recommendations, and reviewing five-year rate forecasts. The RFB's hearings and meetings are subject to the public meeting requirements of California's Brown Act and the San Francisco Administrative Code.

B. *Operations*

The City currently expects that SFPUC staff will oversee and manage the program, while certain functions will be contracted out to third-party suppliers, including acquiring full requirements energy supply, development and construction of new energy resources and certain customer support services.

Day-to-day operations of CleanPowerSF will be handled by the third-party supplier, the SFPUC program director and the program director's staff, consisting of a minimum of two utility analysts.

Major functions that will be performed by CleanPowerSF are summarized below.

1. Resource Planning

CleanPowerSF will develop both short (one and two-year) and long-term resource plans to meet the City's energy requirements. CleanPowerSF will develop the resource plan in compliance with California law, California Independent System Operator (CAISO), and other requirements of California regulatory bodies (CPUC and CEC). Long-term resource planning includes load forecasting and supply planning on a 10- to 20-year time horizon. CleanPowerSF will develop integrated resource plans that meet program supply objectives and balance cost, risk and

environmental considerations. Integrated resource planning will consider demand-side energy efficiency and demand response programs as well as traditional supply options. CleanPowerSF will strive to ensure that local preferences regarding the future composition of supply and demand resources are planned for, developed, and implemented.

2. Portfolio Operations

Portfolio operations will encompass the activities necessary for wholesale procurement of electricity to serve end use customers. These activities will include the following:

- Electricity Procurement – assemble a portfolio of electricity resources to supply the electric needs of program customers.
- Risk Management – employ 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 – schedule and settle electric supply transactions with the CAISO.

SFPUC expects to initially contract with a third party with the necessary experience to perform most of the portfolio operation requirements for the CCA program. This will include the procurement of energy and ancillary services, scheduling coordinator services, and day-ahead and real-time trading. The contract with the third-party supplier will reflect a set of program controls that will serve as the risk management tools for CleanPowerSF.

3. Local Energy Programs

A central goal of the CCA program is the development and implementation of local energy programs, including demand-side management programs, distributed generation programs and development of local renewable generation resources. SFPUC will be responsible for further development of these programs in cooperation with the third-party supplier and other City agencies that may have existing complementary programs.

The City will assess the technical and economic feasibility of administering demand-side management programs that can be used as cost-effective alternatives to procurement of supply-side resources. The City will attempt to meet its RPS targets through new, preferably local, renewable sources of electricity generation and demand-side management programs to the extent feasible. Any decisions regarding construction of new facilities will only be reached after environmental review, including review under the California Environmental Quality Act, where applicable. CleanPowerSF intends to apply to the CPUC to administer energy efficiency programs in San Francisco and anticipates a transition from PG&E-based programs to a CCA-based energy efficiency program.

4. Rate Setting

The SFPUC will have the ultimate responsibility for setting the electric generation rate for its customers. CleanPowerSF intends to offer its customers stable and competitive rates with provisions for low-income ratepayer assistance and is committed to equitable treatment of all classes of customers. CleanPowerSF will develop proposed rates and options for the SFPUC Commission to consider before final rates are approved. Rate proposals will meet the requirements of the City Charter and be reviewed by the Rate Fairness Board. The final approved rates must, at a minimum, meet the annual revenue requirement developed by CleanPowerSF. The SFPUC will have the flexibility to consider rate adjustments within ranges provided that the overall revenue requirement is achieved; this provides an opportunity for economic development rates or other rate incentives.

Rate setting is discussed in more detail in Sections IV and V.

5. Financial Management/Accounting

The CleanPowerSF Director will be responsible for managing the financial affairs of CleanPowerSF, including the development of the annual budget and revenue requirement; managing and maintaining cash flow requirements; potential bridge loans and other financial tools; and a large volume of billing settlements. The Director will use contractors and/or staff in support of these activities, as appropriate.

Management of CleanPowerSF's financial affairs will utilize the experience and financial management systems of the SFPUC Financial Services Department. The Financial Services Department provides the financial services for SFPUC's three utility enterprises. The Finance Department's functions include developing and maintaining long-range capital and financial plans, and support for financial accounting and reporting, accounts payable, billing and collection of water, wastewater, and power charges, and other revenues.

CleanPowerSF will arrange financing for capital projects, prepare financial reports, and ensure sufficient cash flow for the program. Financial management will include an important program risk management function of establishing credit policies and monitoring the credit of suppliers so that credit risk is managed properly. Credit monitoring is important to keep abreast of changes in a supplier's financial condition and credit rating.

Customer rates will be used for program activities only, and will not be used to fund other City programs.

Customer account services are expected to be assigned to a third-party supplier with the necessary infrastructure and capability to handle CleanPowerSF's accounts. This function is described under Customer Services, below.

6. Customer Services

In addition to general program communications and marketing, a significant amount of customer service and key account representation will be necessary. This will include both a call center for questions and routine interaction with customer accounts. CleanPowerSF will coordinate call center duties between the existing SFPUC call center and a third-party contractor.

Customer Account Services will manage retail settlements-related duties and customer account data. Other services will include processing customer service requests, administering customer enrollments and departures from the program, and maintaining a current database of customers enrolled in the program. 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 customer energy usage and payments data with the distribution utility and the SFPUC, tracking of customer accounts receivables and payments, issuance of late payment and/or service termination notices, and administration of customer deposits in accordance with SFPUC credit policies.

Customer Account Services will also manage communications with customers relating to the generation portion of energy bills, customer call centers, and routine customer notices regarding generation and CleanPowerSF-managed demand-side management programs. The City anticipates that it will contract with a third-party that has demonstrated the necessary experience and administers appropriate customer information computer systems to perform some of the customer account services functions.

CleanPowerSF anticipates that SFPUC staff will conduct the general program marketing and key customer account management functions. These include assignment of account representatives for key accounts to provide high levels of customer service and implementation of a marketing strategy to promote customer awareness and satisfaction with the CCA program. Ongoing communications, marketing messages, and information regarding the CCA program to all customers will be critical for the overall success of the CCA program.

7. Legal and Regulatory Representation

CleanPowerSF will utilize the San Francisco City Attorney's office as legal counsel to advise regarding administration of CleanPowerSF; review contracts; represent the program as necessary before the CPUC, other regulatory agencies and the courts; and to provide overall legal support to the activities of CleanPowerSF.

8. Roles and Functions

City officials and employees will be responsible for policy-making, management and planning for CleanPowerSF to ensure that the program remains responsive to San Francisco participants. The SFPUC will have a direct role in marketing, communications and customer service for CleanPowerSF. Other highly specialized functions, such as energy supply and account management, will likely be contracted out to third parties with sufficient experience, technical and financial capabilities. The functions that are expected initially to be performed by the SFPUC, CleanPowerSF and third parties are specified in Table 2 below:

Expectations for Staffing Roles			
Table 2			
Function	Start-Up	Near-Term	Long-Term
Program Governance	SFPUC/Board of Supervisors	SFPUC/Board of Supervisors	SFPUC/Board of Supervisors
Program Monitoring	SFLAFCO	SFLAFCO	SFLAFCO
Program Management	SFPUC	SFPUC	SFPUC
Outreach	SFPUC*	SFPUC*	SFPUC*
Customer Service	SFPUC	SFPUC	SFPUC
Key Account management	SFPUC	SFPUC	SFPUC
Regulatory	SFPUC	SFPUC	SFPUC
Legal	City Attorney	City Attorney	City Attorney
Finance	SFPUC	SFPUC	SFPUC
Rates: Approve, Develop	SFPUC (with input from Rate Fairness Board)	SFPUC (with input from Rate Fairness Board)	SFPUC (with input from Rate Fairness Board)
Resource Planning	Third Party (SFPUC support)	Third Party (SFPUC support)	SFPUC
Energy Efficiency	Third Party (SFPUC and SFE support)	Third Party (SFPUC and SFE support)	Third Party (SFPUC and SFE support)
Resource Development	SFPUC (third party support)	SFPUC (third party support)	SFPUC
Portfolio Operations	Third Party	Third Party (SFPUC support)	SFPUC
Scheduling Coordinator	Third Party	Third Party	Third Part (potentially SFPUC)
Data Management	Third Party	Third Party	Third Part (potentially SFPUC)

*Coordinate with vendor for outreach to large customers

The City will enter into contracts with one or more third parties to provide the day-to-day operational functions necessary to procure electricity and manage customer account data. Information on the solicitation process the City uses to find qualified third party service providers is contained in Section IV, and information on the required qualifications of third party service providers is contained in Section VIII.

C. Funding

This section presents CleanPowerSF's plans for the start-up and ongoing funding needs of the CCA program.

1. Staffing

As described in Section III.C.8, CleanPowerSF will utilize a mix of City staff and contractors. CleanPowerSF currently has several full-time employees, including a Director, two analysts, and administrative support personnel. Staff will be added incrementally to match workloads required for managing contracts and initiating customer outreach/marketing during the pre-operations period. Additional staff may be added during customer enrollment period and following commencement of service. In addition, CleanPowerSF expects to draw on other expertise within the SFPUC and the City.

2. Funding Requirements

The startup of CleanPowerSF will require funding for staffing and contractor costs, program initiation, and working capital. The program will be funded through rate revenues and not from the City's general fund.

An initial start-up budget of five million dollars was appropriated by the SFPUC from Power enterprise revenues for San Francisco's CCA program in fiscal year 2006-2007. These funds have been used for the implementation of the CleanPowerSF program. These activities have included the funding of several SFPUC staff positions, as well as work by the City Attorney and external consultants. These start-up costs have been used to analyze the economic and technical potential for various CleanPowerSF program designs, investigate the best-practices of CCA programs operating in the United States, and perform all other work required to implement the program thus far. In addition, the SFPUC and City Attorney's office have been actively engaged in CCA-related proceedings at the CPUC, including R.03-10-003 and related dockets.

These funds have also been used to provide the LAFCO with \$700,000 per year for its role in supporting the CleanPowerSF program. These funds are available for three years, starting in fiscal year 2008-09, and may be used to pay for LAFCO staff time as well as LAFCO-directed consultant work related to the CleanPowerSF program.

For fiscal year 2010-2011, the remaining funds will be used to fund the final phases of the implementation of the CleanPowerSF program. The expectation is that the initial five million dollars will be repaid to the SFPUC through participating customer rates over time, in order to minimize the rate impacts associated with the start up funds.

Program initiation costs include administrative and general expenses of CleanPowerSF, as well as the distribution utility fees for initiating the CCA program. Distribution utility fees, which include CCA Bond requirements and a service deposit, will be calculated based on actual enrollment. The total staffing, contractor and program initiation costs will be collected ultimately through CCA program rates.

Following program start-up, the City anticipates that municipal financing may be available as one possible mechanism for financing development of new renewable resources, as appropriate.

3. Start-up Activities and Costs

Start-up activities may include:

- Define and execute communications plan
- Media campaign
- Informational materials and customer notices
- Legal and regulatory support
- General consulting costs

Additional activities that are anticipated to be provided by the supplier, subject to contract negotiations, include:

- Customer call center
- Hire sales and marketing representatives
- Negotiate supplier/vendor contracts
- Payments to generators prior to receipts from participating customers
- Data management provider
- Pay utility service initiation, notification and switching fees
- Perform customer notification, opt out and transfers
- Conduct load forecasting
- Recommend a revenue requirement
- Financial reporting

Other costs related to starting up the program will be the responsibility of CleanPowerSF's contractors. These include funds 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 system costs.

4. On-Going Funding

Ongoing funding, including staffing and third-party supplier costs, will be recovered through customer rates. Operating revenues from sales of electricity will be remitted to CleanPowerSF beginning on approximately day 50 of program operations, based on the distribution utilities standard meter reading cycle of 30 days and a payment/collections cycle of 20 days.

This cost will be reflected in its price for providing full requirements electric service to the program. CleanPowerSF will meet working capital requirements related to program management.

IV. Rate Setting and Other Costs

In accordance with Section 366.2(c)(3)(B), this section describes the initial policies for CleanPowerSF in setting its rates for community choice aggregation services. These include policies regarding rate design, objectives, and due process in setting program rates. Final program rates will be approved by the SFPUC and will be included in the initial customer opt-out notices.

By adopting this Implementation Plan, the City has approved the rate policies and procedures contained herein to be effective at program initiation. The SFPUC retains authority to modify program policies from time to time at its discretion.

A. Rate Setting Principles

CleanPowerSF will establish rates sufficient to recover all costs related to operation of the program, including cost responsibility surcharges and any reserves that may be required as a condition of financing and other discretionary reserve funds that may be approved by the SFPUC.

The primary objective of the rate setting plan is to set rates in accordance with the following principles:

- Rate competitiveness
- Rate stability
- Equity among customers
- Customer understanding
- Revenue sufficiency
- Compliance with AB 117 and Charter Section 8B125

B. *Rate Design*

CleanPowerSF's rate designs will initially mirror PG&E's generation rate classification structure so that similar rate benefits can be provided to CleanPowerSF's customers.

CleanPowerSF intends that customers enrolled in specialized rate options, for example net energy metering and low-income ratepayer assistance programs, will continue to be eligible for these tariffs under CCA service. CleanPowerSF may also introduce new rate offerings for customers.

The SFPUC has the discretion to modify CleanPowerSF's rate design policies, and it is likely that over time CleanPowerSF's rates will become less tied to those offered by PG&E.

C. *Additional Costs*

Miscellaneous fees and charges will be developed by CleanPowerSF on an as-needed basis. These fees and charges may be levied on customers for activities including but not limited to special meter reading, and service switching. Such fees and charges, if required, will be set in accordance with the rate setting principles described above and will be approved by the SFPUC.

Customers who choose to opt out of CleanPowerSF and return to bundled service with the investor-owned utility after the initial opt-out period may be charged an opt-out fee to be determined by CleanPowerSF and its energy supplier during contract negotiations.

V. Provisions for Disclosure and Due Process in Rate Setting

In accordance with Section 366.2(c)(3)(C), this section describes the provisions for disclosing energy rates and ensuring due process in the development of rates.

A. *Disclosure Provisions*

Rates at the program's start will be set through a public process that includes review by the Rate Fairness Board. Rates will be established by the SFPUC at a public meeting and are subject to rejection by the Board of Supervisors at a public meeting. (Charter Sec. 8b125). Proposed rates and underlying cost information will be made public pursuant to the Brown Act and the San Francisco Administrative Code prior to SFPUC approval. Two notices issued during the Initial Notification Period will inform customers of initial rates.

Subsequent rate changes will be made through a similar public process.

CleanPowerSF will generally follow customer noticing requirements similar to those the CPUC requires of investor-owned utilities. These notice requirements are described as follows:

Notice of rate changes will be published at least once in a newspaper of general circulation in the City within ten days of submitting a rate. Such notice will generally summarize the rate proposal and indicate that the proposal and related exhibits may be examined at the offices of the SFPUC.

Notices related to meetings of the Rate Fairness Board, SFPUC, and Board of Supervisors are published as required by the Brown Act and San Francisco Administrative Code Chapter 67.

Within 45 days after submitting a proposal to change rates, CleanPowerSF will furnish notice of its proposed changes to its customers affected by the proposed increase, 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 state the amount of the proposed change expressed in both dollar and percentage terms, a brief statement of the reasons the change is required or sought, and the mailing address of CleanPowerSF to which any customer inquiries relative to the proposed change, including a request by the customer to receive notice of the date, time, and place of any hearing on the application, may be directed.

B. *Due Process in Rate Setting*

1. Public Oversight of Ratesetting

CleanPowerSF customers will be guaranteed adequate due process to protect their interests. As described above, the ratesetting process will be a public process at every step. In addition, the City officials and agencies who oversee CleanPowerSF are accountable to local voters and accessible to customers through local offices and regular public meetings. Moreover, all City business is subject to the requirements of the City's Sunshine Ordinance. (Admin. Code Chapter 67), in addition to the Brown Act.

2. Rate and Complaint Monitoring

In addition to providing a recommendation on initial rates and rate adjustment proposals, the Rate Fairness Board will have an ongoing rate and complaint-monitoring role. The Rate Fairness Board will Report its findings to the SFPUC Commissioners on an as-needed basis. Tasks will include:

- Monitoring rates charged by third party electricity suppliers and reporting any deviations from contract provisions.
- Monitoring third party electricity suppliers' performance in the energy market.
- Monitoring customer complaints and reporting complaints that are not resolved by third party suppliers within reasonable period to the SFPUC Commissioners and Board of Supervisors.

VI. Procurement Process

In accordance with Section 366.2(c)(3)(D), this section describes CleanPowerSF's initial methods for entering and terminating agreements with other entities. By adopting this

Implementation Plan, the City has approved the general procurement policies contained herein to be effective at program initiation. CleanPowerSF retains authority to modify program policies from time to time at its discretion.

A. *Procurement Process*

CleanPowerSF issued a request for proposals (RFP) on November 5, 2009 for services related to supplying full energy requirements, development of new generating resources and customer support services. The RFP was developed by the SFPUC in collaboration with LAFCo staff along with input from community members.

Five bids were received in response to the RFP. On February 9, 2010, the SFPUC authorized staff to begin contract negotiations with the leading candidate firm, Power Choice, LLC. The final contract will be approved by SFPUC and is expected to be approved by the Board of Supervisors.

B. *Procurement Methods*

CleanPowerSF anticipates entering into agreements for a variety of services needed to support program development, resource development, operation and management. CleanPowerSF 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, or sole-source procurement, may provide for the purchase of goods or services without utilizing a competitive process. Direct procurement is to be performed only in limited circumstances such as in the case of emergency or when a competitive process would be an idle act.

CleanPowerSF will generally utilize a competitive solicitation process to enter into agreements with entities providing full service electricity supply, resource development and customer and administrative services for the program. Agreements with entities that provide professional services, and agreements pertaining to unique or time sensitive opportunities, may be entered into on a direct procurement basis at the discretion of CleanPowerSF. CleanPowerSF will report regularly to the SFPUC with respect to procurement for the program.

C. *Description of Third Parties*

CleanPowerSF is in the process of negotiating a long-term contract of up to 25 years with a qualified supplier to provide all key components of the CleanPowerSF program. The provider, Power Choice, was chosen following a competitive bidding process in which CleanPowerSF received five responses to its request for proposals (RFP). Bids were evaluated based upon the following criteria:

- Demonstrated understanding of and stated ability to meet program targets
- Price of energy supply and other services
- Financial viability of respondent
- Operational experience of respondent
- Reliability and environmental attributes of proposed power supply

Power Choice was chosen as the top ranked proposer based on its stated ability to meet CleanPowerSF's program goals. The City intends to contract with Power Choice to provide electric supplies for all CleanPowerSF customers and customer and administrative services. The City expects to consider in the future contracts to develop and construct new generating resources, subject to any review required under CEQA.

1. Electric Procurement

Under a full requirements contract between the provider and CleanPowerSF, the supplier will commit to serve the composite electrical loads of all customers in the program. The supplier is responsible for ensuring that a certified scheduling coordinator schedules the loads of all customers in the program, providing necessary electric energy, capacity/resource adequacy requirements, renewable energy and ancillary services. The supplier is wholly responsible for the program's portfolio operations functions and managing the predominant supply risks for the term of the contract. The supplier must meet the program's renewable energy goals and comply with all applicable resource adequacy and regulatory requirements imposed by the CPUC and Federal Energy Regulatory Commission (FERC).

The allocation of financial risks related to changes in program loads will be addressed in the electric supply agreement that is currently being negotiated. The City expects to provide a portfolio that is initially at least 20% renewable during the first year of service. The portfolio must at a minimum meet the state requirement of 20% renewable content by 2010 and 33% by 2020 as defined by the California RPS. CleanPowerSF has a target renewable mix of 51% RPS compliant energy by 2017.

2. Development of Generating Resources and Demand-Side Management

The City anticipates the potential development of both in-City and out-of-City renewable energy resources to meet the City's target resource goals to the extent feasible. The supplier will coordinate with CleanPowerSF to identify and study potentially appropriate sites to develop new resources. Any consideration of contracts for development of new resources will take place after CEQA review, to the extent required.

The supplier will provide hourly and daily CAISO scheduling and settlement operations, ISO and Western Electricity Coordinating Council (WECC) compliance filings, contract administration RECs registration, tracking and origination.

The supplier will also coordinate with CleanPowerSF and San Francisco Department of Environment (SFE) to provide robust demand-side management programs, including conservation and energy efficiency. SFE currently works with PG&E to manage demand-side management programs in the City. Following implementation of the CCA program, demand-side management programs will be implemented by the CleanPowerSF supplier in concert with SFPUC and SFE.

3. Customer and Administrative Services

The supplier is expected to provide customer enrollment, billing administration and customer services including working with the SFPUC call center to respond to customer account representatives, billing inquiries and requests for specific program data.

VII. Customer Rights and Responsibilities

In accordance with Section 366.2(c)(3)(E), this section describes the rights and responsibilities of CleanPowerSF customers. These include the process to opt-out of the program, switching service providers after the opt-out period, customer confidentiality, responsibility for payment and customer deposits.

A. Customer Opt-Out Rights, Notices and Process

A total of four notices will be provided to all 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. Two of the notices will be provided within 60 days prior to enrollment in CleanPowerSF, as required by 366.2(c)(13)(A). Customers who do not affirmatively opt out within this period shall be automatically enrolled in the program.

Following automatic enrollment, two additional opt-out notices will be provided within 60 days or two billing cycles after the initiation of service. Opt-out requests made on or before the 60th day following enrollment will result in customer transfer to utility service with no charge other than for electric services. Such customers will be obligated to pay CleanPowerSF's charges for electric services provided during the time the customer took service from CleanPowerSF, but will otherwise not be subject to any penalty or transfer fee from CleanPowerSF.

CleanPowerSF will either use its own mailing service for opt-out notices or will take advantage of including the notices in the distribution utility's monthly bills. CleanPowerSF will work with the distribution utility to determine the best means to provide the retail customers with this notice. Consistent with CPUC regulations, notices returned as undelivered mail will be treated as failure to opt out and the customer will be automatically enrolled.

B. Customer Service Switchover after Initial Opt-out Period

After the initial opt-out period, all customers enrolled in CleanPowerSF electric service shall be afforded the opportunity to return to service by PG&E through Bundled Portfolio Service (BPS).⁴

A bundled service or a Direct Access customer who has enrolled in the CleanPowerSF program must provide a six-month notice in order to return to bundled service with PG&E. This is a requirement of the PG&E tariff. Such notification will be made by the customer submitting a Customer Advanced Notification Form in writing or electronically. PG&E shall provide those customers who have provided advance notice with written confirmation and necessary switching process information upon receipt of the customer's notification.

⁴ Rules for post-opt-out period are detailed in PG&E Tariffs Rule No. 23 and Rule No. 22.1.

During the six-month advance notice period before customers become eligible for BPS, customers may either continue on CCA Service or return to Bundled Service and receive Transitional Bundled Service (TBS). According to PG&E's tariff, Community Choice Aggregation service customers who elect to take TBS prior to the end of the mandatory six-month notice period will be charged a Transitional Bundled Commodity Cost (TBCC) in addition to transmission, transmission rate adjustments, reliability services, distribution, public goods charges, nuclear decommissioning, fixed transition amount (where applicable), and the Rate Reduction Bond Memorandum Account (where applicable) on the customer's otherwise applicable tariff, and the applicable Customer Responsibility Surcharge for the duration of the period.⁵

C. *Customer Confidentiality*

CleanPowerSF will maintain confidentiality of individual customer data. Confidential data includes individual customers' name, service address, billing address, telephone number, account number and electricity consumption. Aggregate data that does not contain identifiable information of individual customers may be released at the discretion of CleanPowerSF or as required by law or regulation.

D. *Responsibility for Payment*

Pursuant to CPUC regulations, electricity service will not be shut off for failure to pay CleanPowerSF's bill. In most circumstances, customers will be returned to utility service for failure to pay bills in full and customer deposits will be withheld in the case of unpaid bills.⁶ In accordance with PG&E's Rule 23, PG&E is responsible for notifying customers of unpaid balances and collecting any outstanding balances. If payment is not received, CleanPowerSF may submit a request to transfer the customer to PG&E's service on the next regular meter read date, unless alternative payment arrangements have been made. Consistent with the CCA tariffs, Rule 23, CCA service will not 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. Based on program operations and customer feedback, CleanPowerSF may develop its own procedures for collecting unpaid balances.

Customers will be obligated to pay CleanPowerSF's charges for service provided through the date of transfer including any applicable termination fees. CleanPowerSF will attempt to negotiate collection arrangements with PG&E that will satisfy CleanPowerSF's credit requirements. CleanPowerSF may petition the Commission to obtain shut-off rights for customer non-payment of CCA charges if a satisfactory collections agreement cannot be negotiated with PG&E.

⁵ PG&E Tariff Schedule CCA, Schedule TBCC

⁶ "Utilities should be required to serve a CCA customer that fails to pay for CCA services." CPUC Decision 05-12-041, Decision Resolving Phase 2 Issues on Implementation of CCA Program and Related Matters, Conclusions of Law #43, Rulemaking 03-10-003.

E. *Customer Deposits*

Customers may be required to post a deposit to obtain service from the program. Any policy related to customer deposits shall be determined at a public meeting of the SFPUC with an opportunity for public input and comment.

VIII. Roles and Requirements of Third-Party Contractors

CleanPowerSF will rely on third-party contractors to provide many of its services. In accordance with Section 366.2(c)(3)(G), this section describes the functions that a third party supplier(s) will perform as well as the financial, operational and technical capabilities SFPUC will require from its suppliers.

A. *Functions of Third-Party Supplier*

1. Electric Procurement and Portfolio Management: Full Requirements

CleanPowerSF intends to utilize a third party to provide full requirements electric supply for all CleanPowerSF customers. Full requirements electric supply shall mean all electric energy, RPS energy, capacity, planning reserves/resource adequacy requirements, ancillary services, load forecasting, and scheduling coordination required to deliver electricity to meet the needs of end use customers participating in CleanPowerSF.

The supplier will be responsible for forecasting and satisfying CleanPowerSF's load obligations on an hourly, daily and monthly basis, as required by protocols of the California Independent System Operator (CAISO) and the applicable regulations established by the California Public Utilities Commission (CPUC). The City shall make reasonable efforts to cooperate in its load forecasting process, such as by requesting customer load data from PG&E and providing information known to the City that may impact the load forecast.

2. Development and Construction, Operations, and Maintenance of Resources

CleanPowerSF anticipates the development of both in-City and out-of-City renewable energy resources to meet the program's renewable energy goals. City's ordinances set forth a target resource mix that would develop 103 MW of in-City generation, including 31 MW of PV, 72 MW of local renewable distributed generation such as CHP and fuel cells, in addition to 150 MW of wind generation, most likely to be located outside of the City. There is also a goal of 107 MW of demand reduction, which would be achieved through energy efficiency and demand response programs and/or resources.⁷

CleanPowerSF will work with the selected third-party supplier to determine the feasibility and timeline of developing new renewable generation resources. Approval of specific projects or contracts related to the construction of new facilities will be considered only after completion of any review required under CEQA.

⁷ San Francisco Ordinance 147-07

3. Customer Account Services

Electricity service providers may be expected to provide the following customer account services:

- **Customer Enrollment.** This task consists of providing all necessary to administer customer enrollments and departures from CleanPowerSF including exchange and processing of Community Choice Aggregation Service Requests with PG&E.
- **Billing Administration.** This task consists of providing all services necessary to issue monthly bills to participating customers through PG&E's billing process and tracking customer payments. Services include the electronic exchange of customer usage, billing, and payments data with PG&E; tracking of customer accounts receivables and payments; issuance of late payment and/or termination notices; and administration of customer deposits.
- **Customer Administrative Services.** This task consists of providing call center services to respond to customer billing inquiries and requests for specific program information. The supplier of this service will coordinate with SFPUC call center staff to respond to specific customer inquiries about billing rates and resource portfolio

B. *Capabilities of Third-Party Supplier(s)*

1. Financial Capabilities

Parties contracting with CleanPowerSF are required to have a credit rating of at least Baa2/BBB or must supply a guarantee from an organization with such credit rating. If firms contracting with CleanPowerSF through a joint venture (JV) or any subcontractor do not possess the requisite credit rating, the lead supplier or its guarantor must supply a guarantee for such JV partner or subcontractor.

Suppliers contracting with CleanPowerSF must provide audited balance sheets and the related statement of income and cash flows for each of the two most recent full fiscal years, certified by a reputable accounting firm as accurately presenting the financial position, in accordance with generally accepted accounting principles. They must also provide a plan for financing the acquisition or development of any new assets, equipment or services required to fulfill their contract with SFPUC.

2. Operational Capabilities

Suppliers must have at least three years of experience with projects or transactions similar to the task(s) to be performed. Suppliers must also have completed at least two projects or transactions similar to the task(s).

3. Technical Capabilities

Suppliers must have at least three years of experience with projects or transactions similar to the task(s) to be performed. Suppliers must also have completed at least two projects or transactions similar to the task(s).

C. *Power Choice, LLC*

The Power Choice team has strong financial capabilities as well as operational and technical expertise in energy procurement, development and management. Lead subcontractor VIASYN, Inc., has been a CAISO certified scheduling coordinator since 2001, serving more than 400 megawatts (MW). Lead subcontractor ACES Power Management (APM) is experienced with securing full requirements electricity supply. APM currently serves more than 40,000 MW of load and more than 30,000 MW of generation to its 17 member utility districts. Additional subcontractors include GE Energy, a global leader in power generation and power delivery, and Oracle Corporation, Utilities Customer Care and Billing division. See Appendix B for a presentation Power Choice, LLC, gave before the LAFCo regarding its qualifications and project goals.

IX. Contingency Plan for Program Termination

In accordance with Section 366.2(c)(3)(F), this section describes the process to be followed in the case of program termination. By adopting this Implementation Plan, the City approved the general termination process contained herein to be effective at program initiation. SFPUC or the Board of Supervisors retains authority to modify program policies from time to time at its discretion.

A. *Termination*

There is no planned program termination date. In the unanticipated event that the City decides to terminate CleanPowerSF, and any applicable restrictions on such termination have been satisfied, notice will be provided to customers six months in advance that they will be transferred back to PG&E. A second notice will be provided during the final 60 days in advance of the transfer. The notice will 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 will be provided to PG&E and the CPUC before transferring customers, and CleanPowerSF will coordinate the customer transfer process to minimize impacts on customers and ensure no disruption in service. Once the customer notice period is complete, customers will be transferred on the date of their regularly scheduled meter read date.

Per CPUC requirements, CleanPowerSF will post a bond or self-insure against sudden cessation of service. CleanPowerSF will maintain funds held in reserve to pay for potential transaction fees charged to the program for switching customers back to distribution utility service. Reserves will be maintained against the fees imposed for processing customer transfers (CCASRs). Public Utilities Code Section 394.25(e) 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. CleanPowerSF will provide evidence of insurance or post a bond against the risk of customer reentry fees.

Appendix A

1 [Ordinance establishing a Community Choice Aggregation Program to allow San Francisco to
2 aggregate the electrical load of San Francisco electricity consumers and to accelerate
3 renewable energy, conservation and energy efficiency.]

4 **Ordinance establishing a Community Choice Aggregation Program in accordance with**
5 **California Public Utilities Code Sections 218.3, 331.1, 366, 366.2, 381.1, 394, and 394.25,**
6 **allowing San Francisco to aggregate the electrical load of electricity consumers within**
7 **San Francisco and to accelerate the introduction of renewable energy, conservation**
8 **and energy efficiency into San Francisco's portfolio of energy resources.**

9
10 Note: Additions are *single-underline italics Times New Roman*;
11 deletions are *strikethrough italics Times New Roman*.
12 Board amendment additions are double underlined.
13 Board amendment deletions are ~~strikethrough normal~~.

14 Be it ordained by the People of the City and County of San Francisco:

15 **Section 1. FINDINGS**

16 The Board of Supervisors of the City and County of San Francisco hereby finds
17 and declares as follows:

18 A. On September 24, 2002, the Governor signed into law Chapter 838 which
19 authorizes any California city, county, or city and county, whose governing board so elects, to
20 combine the electricity loads of its residents and businesses in a community-wide electricity
21 buyers' program known as Community Choice Aggregation.

22 B. Community Choice Aggregation is a method by which the City and County of
23 San Francisco can help to ensure the provision of clean, reasonably priced and reliable
24 electricity to San Francisco retail electricity customers.

1 C. San Francisco voters approved Proposition H in the November 6, 2001 General
2 Municipal Election, adding Section 9.107.8 to the Charter, authorizing the Board to provide for
3 the issuance of Proposition H revenue bonds ("H Bonds"), without further voter approval, for
4 the purpose of financing or refinancing the acquisition, construction, installation, equipping,
5 improvement or rehabilitation of equipment or facilities for renewable energy and energy
6 conservation.

7 D. The City has a public mandate and an urgent public health and environmental
8 justice-based need to facilitate the rapid and large-scale development of renewable energy
9 and conservation resources within the jurisdiction of San Francisco as part of a plan to retire
10 old, inefficient and highly polluting fossil-fueled electricity generation plants currently located
11 within San Francisco, as well as a social, ecological and economic need for stable electricity
12 prices, reliability, reasonable electricity rates and sustainability.

13 E. In December, 2002, San Francisco adopted an Electricity Resource Plan calling
14 for the development of 107 Megawatts of load reduction through electricity load management
15 and efficiency measures, 31 Megawatts of in-City solar energy, 72 Megawatts of small-scale
16 distributed generation such as fuel cells in San Francisco and 150 Megawatts of new wind
17 energy imports by 2012, as well as new natural gas powered generation needed to close
18 over 420 megawatts of power generating facilities at Hunters Point and Potrero power
19 stations.

20 F. In March, 2002, San Francisco also adopted Resolution 158-02 directing the
21 City to commit to a greenhouse gas pollution reduction of 20% below 1990 levels by the year
22 2012.

23 G. In September, 2003, the Local Agency Formation Commission accepted a report
24 from R.W. Beck indicating that Community Choice Aggregation may be a feasible method of
25

1 benefiting consumers and developing renewable energy resources, conservation programs
2 and energy efficiency.

3 H. Photovoltaic energy facilities and equipment, energy efficiency and energy
4 conservation technologies provide viable and cost-effective means of reducing San
5 Francisco's peak electricity needs in a pollution-free manner and provide an alternative to the
6 development of fossil fuel electricity generation facilities beyond what is needed to retire older
7 power plants in San Francisco.

8 I. As a Community Choice Aggregator, the City could have a significant additional
9 means of increasing the scale and cost-effectiveness of conservation, energy efficiency and
10 renewable energy in San Francisco.

11 J. Community Choice Aggregation provides a means of exercising local control
12 over electricity prices, resources and quality of service, and designing local energy systems to
13 protect against future blackouts and rate shocks.

14 K. It is important that the City and County of San Francisco act expeditiously to
15 implement a Community Choice Aggregation regime in order to properly engage the CPUC in
16 rulemaking related to Community Choice Aggregation.

17
18 **Section 2. BACKGROUND**

19 Under California law (Public Utilities Code § 366.2 and other sections of Chapter 838 of
20 2002, formerly AB117), for San Francisco to implement Community Choice Aggregation so
21 that it may find a new electric service provider for the residents and businesses within its
22 jurisdiction, the Board of Supervisors must proceed via a series of ordinances. The Public
23 Utilities Code further provides the following:
24
25

1 A. The California Public Utilities Commission (CPUC) must establish rules by which
2 any entity can seek to provide electricity aggregation service, now being undertaken in
3 Rulemakings 03-10-003 and 01-08-028;

4 B. All electrical corporations must cooperate with entities investigating, pursuing or
5 implementing Community Choice Aggregation, and provide them with billing and electrical
6 load data, subject to rules established by the CPUC;

7 C. A Community Choice Aggregator may apply to become the administrator for
8 cost-effective energy efficiency and conservation programs for its retail electric customers;

9 D. A Community Choice Aggregator must develop an Implementation Plan detailing
10 the process and consequences of aggregation, which must be adopted by the Board of
11 Supervisors at a duly noticed public hearing by ordinance;

12 E. Potential Community Choice Aggregation customers must be fully informed of
13 the program and be given ample opportunity to opt out pursuant to Section 366.2(c)(11) of the
14 Public Utilities Code;

15 16 **Section 3. COMMUNITY CHOICE AGGREGATION IMPLEMENTATION PLAN**

17 The San Francisco Public Utilities Commission and the San Francisco Department of
18 the Environment (collectively, "Departments") shall develop a Draft Implementation Plan for a
19 Community Choice Aggregation (CCA) program for San Francisco for consideration by the
20 Board of Supervisors.

21 A. Within 6 months of the effective date of this ordinance, the Departments shall
22 submit a Draft Implementation Plan and schedule to the Board of Supervisors with a report on
23 any CPUC or other developments that might impact the City's effort to proceed with
24 implementation of a Community Choice Aggregation. The Board of Supervisors may, by
25 motion, extend the deadline for submission of the Draft Implementation Plan. In developing its

1 report to the Board of Supervisors, the Departments shall, at a minimum, address the
2 following topics:

- 3 1. The appropriate scope and organizational structure for the program, its
4 operations, and its funding;
- 5 2. City ratesetting mechanisms and other costs to participants;
- 6 3. The benefits of the program to San Francisco customers;
- 7 4. How the program can meet or exceed the renewable portfolio standard
8 required of Pacific Gas & Electric Company under state law;
- 9 5. How the program can meet or exceed consumer protection standards
10 required of Pacific Gas & Electric Company by the CPUC, including provisions for disclosure
11 and due process in setting rates and allocating costs among participants and rights and
12 responsibilities of program participants, including credit issues and shutoff procedures;
- 13 6. How the program will provide information about any third parties that will
14 be supplying electricity or providing other services under the program, including information
15 about financial, technical and operational capabilities;
- 16 7. Termination of the program;
- 17 8. What functions of the program should be performed by entities other than
18 the City, including an Electric Service Provider (ESP) or its subcontractors;
- 19 9. Appropriate contract and bid requirements, including:
 - 20 I. A desired portfolio of resources that exceeds goals for energy
21 efficiency, renewable energy, peak shaving and load management provided for in the City's
22 adopted Electricity Resource Plan;
 - 23 II. Recommended contract periods designed to optimize meeting or
24 exceeding Electricity Resource Plan goals and to provide a reasonable repayment schedule
25 for debt;

1 III. A requirement that bids include proposals for rate design, with all
2 costs and profits associated with providing the various components of its proposed service
3 package, including the costs of designing, building, operating and maintaining all renewable
4 energy, conservation and energy efficiency installations, as well as any capital, insurance and
5 other costs associated with fulfilling the commitments made in its bid.;

6 IV. Recommended bid evaluation mechanisms that will encourage
7 respondents to compete based on the environmental and local economic benefits of their
8 proposed portfolio of energy resources; and

9 V. Recommended contract provisions that will provide financial
10 incentives to the City's Electric Service Provider, if one is selected, to accelerate deployment
11 of and/or expand the energy efficiency and renewable energy components of its proposed
12 energy portfolio.

13 B. With the assistance of City finance staff, the Departments shall determine how
14 Proposition H Bonds may be used to augment CCA by providing financing for renewable
15 energy and conservation projects, including a bond-repayment schedule based on anticipated
16 revenues collected from monthly electric bills and other sources.

17 C. With the assistance of the City Attorney, the Departments shall continue to
18 participate in any applicable proceedings at the CPUC on adopting rules for implementing
19 community choice aggregation and other relevant proceedings.

20 D. The Departments shall collect electrical load data, including, but not limited to,
21 data detailing electricity needs and patterns of usage, as determined by the California Public
22 Utilities Commission, and in accordance with procedures established by the California Public
23 Utilities Commission. Such data may include, but are not limited to, the following:

- 24 1. Energy consumption for each customer class for a given period of time;
25

- 1 2. Residential and nonresidential load shapes and most recent hourly load
- 2 shapes;
- 3 3. Dynamic and static load profiles posted daily at PG&E's website by rate
- 4 categories;
- 5 4. Number of current IOU customers;
- 6 5. Sum of customer non-coincident demand (kW or MW). (This data is used
- 7 for calculating group diversity factors. The degree of diversity affects the utility's system
- 8 requirements.);
- 9 6. Coincident peak demand (kW or MW) including the time of day and date
- 10 (This data is used to determine the size of procurement contracts as well as revenue
- 11 allocation and rate design.);
- 12 7. Electric load (kW or MW) for each hour of the year (8760 hourly loads)
- 13 based on the most recent 12 months of load research. (This data provides information on the
- 14 basic load shape for customer classes within a specific community or area of the community.);
- 15 8. Energy billing determinants (kWh) for each season and time of use period
- 16 that applies to the tariff schedule (e.g. summer peak, summer partial peak, summer off-peak,
- 17 winter peak, winter partial peak, winter off-peak, etc); and
- 18 9. Any other data the Departments deem necessary.

19 E. The Departments shall provide a copy of the report to the San Francisco Local
20 Agency Formation Commission for review and comment to the Board of Supervisors.

21 F. The Board of Supervisors may adopt and/or amend the Draft Implementation
22 Plan at a duly noticed public hearing by ordinance.

23
24 **Section 4. COMMUNITY CHOICE AGGREGATION SOLICITATION PROCESS**

1 Within 9 months of the effective date of this ordinance, provided the Board of
2 Supervisors has adopted a CCA Implementation Plan pursuant to Section 3, the Departments
3 shall submit to the Board of Supervisors for review and approval a Draft Request for
4 Proposals (RFP) for a Community Choice Aggregation (CCA) program for San Francisco for
5 use by prospective Electric Service Providers in submitting proposals to implement the City's
6 adopted Implementation Plan. The Board of Supervisors may, by motion, extend the deadline
7 for submission of the Draft RFP.

8 A. The Draft RFP shall include the following:

9 1. All appropriate billing and load data collected from PG&E pursuant to
10 Section 2 of this ordinance;

11 2. Notice of the CPUC's findings regarding any cost recovery that must be
12 paid by customers participating in the City's CCA to prevent a shifting of costs, based on a
13 ninety day Implementation Plan certification process pursuant to Section 366.2(c)(7) of the
14 Public Utilities Code; and

15 3. Any subsidies or financing available from the CPUC, the California
16 Energy Commission, the federal government or the City.

17 B. Notification of the RFP shall be posted in at least one industry-recognized
18 national publication upon its adoption by the Board.

19 C. The RFP shall solicit bids from Electric Service Providers pursuant to section
20 366.2(c) of the Public Utilities Code.

21 D. The RFP shall require that bids by prospective Electric Service Providers shall
22 include a proposed rate design, with all costs and profits associated with providing the various
23 components of its proposed service package, including the costs of designing, building,
24 operating and maintaining all renewable energy, conservation and energy efficiency
25 installations, as well as any capital, insurance and other costs associated with fulfilling the

1 commitments made in its bid, to be reflected in a per kilowatt hour rate schedule that is
2 comparable to PG&E's rate schedule and consistent with the resource portfolio requirements
3 and rate-setting mechanisms contained in the City's adopted Implementation Plan.

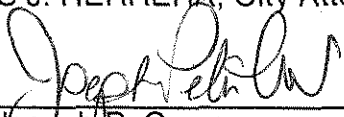
4 E. The RFP shall require that qualifying Electric Service Providers post a bond or
5 demonstrate insurance sufficient to cover the cost of reentry fees in the event that customers
6 are involuntarily returned to service provided by PG&E, pursuant to section 394.25(e) of the
7 Public Utilities Code, and shall bid an insured electricity rate schedule, similar in structure to
8 that appearing on monthly PG&E bills, which conforms to the City's rate-setting mechanism as
9 adopted in its Implementation Plan, pursuant to 366.2.(c)(3) of the Public Utilities Code.

10 F. The RFP shall specify that no bid shall be accepted as qualified that does not
11 meet the requirements of the state's Renewables Portfolio Standard law, section 399.12 of the
12 Public Utilities Code.

13 G. Bidders responding to the City's RFP may have recourse to the use of
14 Proposition H bonds to finance renewable energy and conservation projects that meet the
15 requirements of the city's Implementation Plan, and may include in their bids a proposed
16 schedule for the board to authorize the issuance of Proposition H bonds, as well as a bond-
17 repayment schedule to repay its proposed renewable energy and conservation facilities,
18 based on anticipated revenues collected from monthly electric bills through a proposed rate
19 design and other eligible funding sources, in order to meet the City's energy resource portfolio
20 requirements and rate-setting mechanism as outlined in this ordinance and elaborated by the
21 Draft Implementation Plan.

22 APPROVED AS TO FORM:
23 DENNIS J. HERRERA, City Attorney

24 By:


25 Joseph P. Como
Deputy City Attorney



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Tails Ordinance

File Number: 040236

Date Passed:

Ordinance establishing a Community Choice Aggregation Program in accordance with California Public Utilities Code Sections 218.3, 331.1, 366, 366.2, 381.1, 394, and 394.25, allowing San Francisco to aggregate the electrical load of electricity consumers within San Francisco and to accelerate the introduction of renewable energy, conservation and energy efficiency into San Francisco's portfolio of energy resources.

May 11, 2004 Board of Supervisors — PASSED ON FIRST READING

Ayes: 10 - Alioto-Pier, Daly, Dufty, Gonzalez, Hall, Ma, Maxwell, McGoldrick,
Peskin, Sandoval

Excused: 1 - Ammiano

May 18, 2004 Board of Supervisors — FINALLY PASSED

Ayes: 9 - Daly, Dufty, Gonzalez, Hall, Ma, Maxwell, McGoldrick, Peskin,
Sandoval

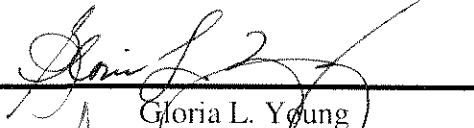
Absent: 2 - Alioto-Pier, Ammiano

File No. 040236

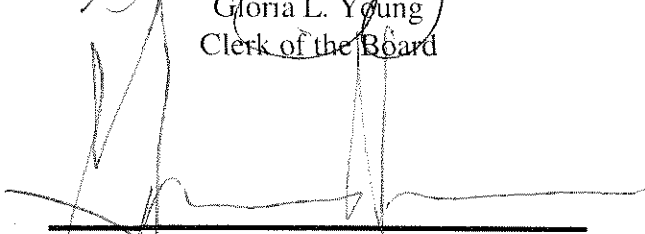
I hereby certify that the foregoing Ordinance was FINALLY PASSED on May 18, 2004 by the Board of Supervisors of the City and County of San Francisco.

MAY 27 2004

Date Approved



Gloria L. Young
Clerk of the Board



Mayor Gavin Newsom

146-07

FILE NO. 070777

ORDINANCE NO.

1 [Adopting Community Choice Aggregation Governance Structure.]

2

3 **Ordinance Adopting a Community Choice Aggregation Governance Structure.**

4 Note: Additions are single-underline italics Times New Roman;
5 deletions are ~~strikethrough italics Times New Roman~~.
6 Board amendment additions are double underlined.
7 Board amendment deletions are ~~strikethrough normal~~.

8 Be it ordained by the People of the City and County of San Francisco:

9 Section 1. Governance of the Community Choice Aggregation Program

10 (a) Management and control of the Community Choice Aggregation (CCA) Program
11 will be undertaken by the San Francisco Public Utilities Commission (SFPUC), pursuant to its
12 responsibilities and authority under the Charter.

13 (b) The Board of Supervisors intends to ask the Local Agency Formation Commission
14 (LAFCO) to monitor the implementation process and advise the SFPUC and the Board of
15 Supervisors regarding the progress of CCA development and implementation. To the extent
16 the LAFCO agrees, the LAFCO will assist with the startup of the CCA Program and advise the
17 Board of Supervisors, SFPUC and other agencies regarding all aspects of development,
18 implementation, operation and management of the CCA Program, as established by
19 Ordinance 86-04, this Ordinance and any subsequent ordinances. Such advice may address
20 the following:

- 21 1. Complying with applicable requirements established by the Public Utilities Code,
22 decisions of the California Public Utilities Commission (CPUC), and the Charter and Municipal
23 Codes, as well as other applicable laws.

24
25 Supervisor Mirkarimi, Ammiano, *Daly*

BOARD OF SUPERVISORS

1 2. Reviewing the Request for Information (RFI) and the Request for Proposals (RFP)
2 as well as responses and proposals received in response to the RFI and RFP.

3 3. Considering potential modifications to the CCA Draft Implementation Plan in light of
4 additional information and further progress in development of the CCA Program.

5 4. Applying for and accepting grants, fees and other allocations from federal, state,
6 and local agencies and private entities that may be available for the advancement or benefit of
7 the CCA Program.

8 5. Acquiring any real property or property rights necessary or convenient for the
9 development, implementation, operation and management of the CCA Program.

10 6. Issuing revenue bonds or approving other debt necessary to fund elements of the
11 CCA Program.

12 7. Negotiating and contracting with energy suppliers and other entities for services
13 necessary to develop, implement, operate, and manage the CCA Program as described in the
14 IP.

15 8. Recommending for or against acceptance of an RFP respondent's proposed rates
16 for the CCA Program.

17 9. Entering into cooperative or joint development agreements with other public or
18 private entities for any purpose necessary or convenient for the development, implementation,
19 operation, and management of the CCA Program.

20 10. Presenting and promoting the CCA Program to the public, the media, and
21 governmental and regulatory entities.

22 11. Adopting policies and procedures to govern the development, implementation,
23 operation and management of the CCA program, including the following:

24 Supervisor Mirkarimi, Ammiano

25 **BOARD OF SUPERVISORS**

- (A) Measures necessary to protect the confidential data of each customer;
- (B) Procedures for handling and responding to customer complaints;
- (C) Financial management protocols;
- (D) Budgetary requirements;
- (E) Procedures for reporting to the Board of Supervisors on a regular basis.

12. Collection of electrical load data, including, but not limited to data detailing electricity needs and patterns of usage, as determined by the CPUC.

13. Reviewing the finances or performance of any aspect of the CCA program undertaken by the SFPUC and reporting the results of any such review to the Board of Supervisors with recommendations as to policy, staffing or budgetary changes.

14. Requesting from SFPUC data and work product obtained and/or developed by SFPUC which is necessary for LAFCO to conduct its advisory functions. LAFCO or its representatives shall be bound by any confidentiality agreements pertaining to such data and work product.

(c) The SFPUC should report to LAFCO on the progress of CCA implementation as requested by LAFCO, but in no case less frequently than quarterly. Should the SFPUC fail to report as specified herein, LAFCO may recommend to the Board of Supervisors any action that LAFCO deems may compel compliance.

Section 2. Future Steps

Before making a final commitment to proceed with offering CCA service to San Francisco customers, the Board of Supervisors will consider projected costs, risks and benefits of this program to CCA customers, SFPUC and other city agencies, and the City's general fund. In addition, the Board of Supervisors must ensure that the provision of CCA

Supervisor Mirkarimi, Ammiano

BOARD OF SUPERVISORS

Page 3

6/7/2007

1 service to San Francisco customers can be reasonably expected to deliver significant benefits
2 at a reasonable cost.

3
4 APPROVED AS TO FORM:

5 DENNIS J. HERRERA
6 City Attorney

7 By: 
8 Deputy City Attorney

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24 Supervisor Mirkarimi, Ammiano

25 **BOARD OF SUPERVISORS**



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Tails Ordinance

File Number: 070777

Date Passed:

Ordinance Adopting a Community Choice Aggregation Governance Structure.

June 12, 2007 Board of Supervisors — PASSED ON FIRST READING

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell,
McGoldrick, Mirkarimi, Peskin, Sandoval

June 19, 2007 Board of Supervisors — FINALLY PASSED

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell,
McGoldrick, Mirkarimi, Peskin, Sandoval

File No. 070777

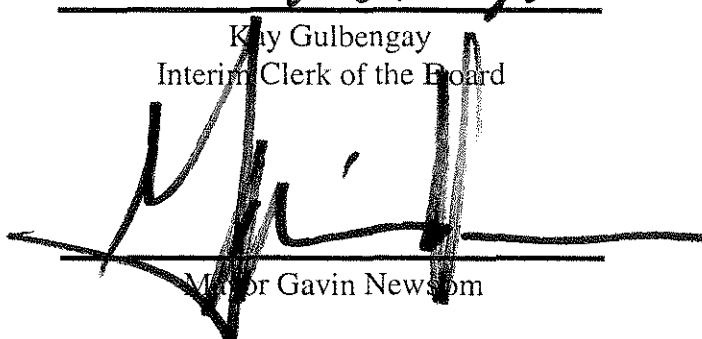
I hereby certify that the foregoing Ordinance
was FINALLY PASSED on June 19, 2007 by
the Board of Supervisors of the City and
County of San Francisco.



Kay Gulbengay
Interim Clerk of the Board

JUN 28 2007

Date Approved



Mayor Gavin Newsom

1 [Adopting Community Choice Aggregation Draft Implementation Plan and Adopting Further
2 Implementation Measures.]

3 **Ordinance adopting a Community Choice Aggregation Program Description and**
4 **Revenue Bond Plan and Draft Implementation Plan, establishing key aspects of the**
5 **Community Choice Aggregation Program, and adopting further implementation**
6 **measures.**

7
8 Note: Additions are single-underline italics Times New Roman;
9 deletions are ~~strikethrough italics Times New Roman~~.
10 Board amendment additions are double underlined.
11 Board amendment deletions are ~~strikethrough normal~~.

12 Be it ordained by the People of the City and County of San Francisco:

13 Section 1. Findings

14 **(a) San Francisco's Efforts to Become a CCA.**

15 1. Pursuant to California Public Utilities Code Section 366.2, a city may become a
16 Community Choice Aggregator (CCA) to provide electric power and related services to the
17 electric customers located within its jurisdiction. As a CCA, the City and County of San
18 Francisco (San Francisco) would aggregate the electric power loads of its citizens and
19 businesses in accordance with state law. San Francisco would provide electric generation
20 and related services to electric customers while responsibility for transmission, distribution,
21 meter-reading, and billing for those customers would remain with Pacific Gas and Electric
22 Company (PG&E).

23 2. Pursuant to Section 9.107.8 of the Charter the Board of Supervisors may provide for
24 the issuance of revenue bonds to "finance or refinance the acquisition, construction,
25 installation, equipping, improvement or rehabilitation of equipment or facilities for renewable

1 energy and energy conservation" without the voter approval otherwise required for the
2 issuance of revenue bonds.

3 3. In Ordinance 86-04 the Board of Supervisors established a Community Choice
4 Aggregation (CCA) program pursuant to Public Utilities Code Sections 218.3, 331.1, 366,
5 366.2, 381.1, 394, and 394.25, finding that CCA provides a means by which the City may help
6 ensure the provision of clean, reasonably priced, and reliable electricity to San Francisco
7 customers. Ordinance 86-04 further found that a CCA Program could provide a means for the
8 City to increase the scale and cost-effectiveness of conservation, energy-efficiency and
9 renewable energy in San Francisco and directed City departments to investigate the use of
10 bonds issued under Section 9.107.8 of the Charter to augment CCA.

11 4. The Public Utilities Code requires that a prospective CCA adopt an Implementation
12 Plan (IP) "detailing the process and consequences of aggregation." Sections 366.2(c)(3) and
13 (4) set forth a number of detailed requirements for the contents of such a plan. This IP is to
14 be adopted in a public hearing and filed with the California Public Utilities Commission
15 (CPUC).

16 5. Local Power, a local advocacy organization, and the San Francisco Public Utilities
17 Commission (SFPUC) submitted proposed CCA Implementation Plans to the Local Agency
18 Formation Commission (LAFCO) in the summer of 2005. LAFCO referred Local Power's plan
19 to the Board of Supervisors "with recommendation" and adopted a subsequent resolution
20 reflecting elements of the SFPUC's plan. The Budget Analyst submitted a report comparing
21 Local Power's plan to SFPUC's plan in 2006, and SF LAFCO commissioned a report by Nixon
22 Peabody in November of 2005 analyzing the use of revenue bonds to augment CCA, and also
23 analyzing the City Charter to evaluate the option of a CCA Board of Control as a legal
24 mechanism to implement the startup of CCA. LAFCO accepted the recommendations of
25 Nixon Peabody's report, referring it to the Board of Supervisors, after which it was approved

1 by a March 8, 2006 resolution of the CCA Task Force, created in 2004 by the Board of
2 Supervisors to advise the Board of Supervisors and Mayor on the CCA IP and subsequent
3 Request For Proposals (RFP). Finally, the Mayor's office hosted a working group including
4 Supervisors, SFPUC staff, Department of the Environment (SFE) staff and interested parties
5 and advocacy groups, including Local Power, Greenpeace, and the Sierra Club, to develop
6 the CCA IP dated April 17, 2007. This document was updated with technical corrections and
7 is now dated June 6, 2007. The document adopted by this ordinance is a two-part document
8 which 1) describes the process the City will pursue in becoming a CCA and 2) includes a Draft
9 Implementation Plan attached as Appendix A to be completed in accordance with the process
10 described and adopted pursuant to Public Utilities Code Section 366.2. This document is
11 adopted by this ordinance as a Community Choice Aggregation Program Description and
12 Revenue Bond Action Plan and Draft Implementation Plan.

13 6. This IP discusses the legal and factual background of CCA, sets forth goals and
14 policies for the CCA Program, and delineates further steps necessary for completing the start-
15 up of San Francisco's CCA Program. It provides for both issuing an RFP and advising the
16 Board of Supervisors and Mayor on the best response to the CCA RFP. This creates a basis
17 on which to approve a multi-decade energy services contract that will include investing \$1.2
18 billion of revenue bonds, to the extent feasible, into new green power facilities for San
19 Francisco, most of them physically located within the City and County of San Francisco. This
20 document, the San Francisco CCA Program Description and Revenue Bond Action Plan and
21 Draft Implementation Plan, dated June 6, 2007, with Appendices and Attachments, is on file
22 with the Clerk of the Board in File No. 070501, and is declared to be a part of this ordinance
23 as if set forth fully herein.

24 7. The Board of Supervisors intends to approve a final IP, a subsequent CCA RFP as
25 per Ordinance 86-04, a new supplier contract, and a Binding Notice of Intent to take

1 customers to be submitted as per CPUC Decisions D.04-12-046 (December 15, 2004) and D.
2 05-12-041 (December 16, 2005) in Rulemaking R.03-10-003.

3 8. In the event that the SFPUC does not act in within the timeframe set forth hereafter
4 for the issuance of a Request For Information (RFI), LAFCO may recommend to the Board of
5 Supervisors issuance of a LAFCO drafted RFI. Upon closure of the RFI response period, the
6 SFPUC, in consultation with LAFCO, should prepare the RFP in a timely manner. In the
7 event that the SFPUC fails to submit a draft RFP to LAFCO for consideration in a timely
8 manner, LAFCO may recommend to the Board of Supervisors issuance of a LAFCO drafted
9 RFP. The time period for issuance of the RFP shall not be less than sixty (60) days. In the
10 event that the SFPUC fails to act in good faith in review of RFP responses and recommending
11 a supplier based thereon, LAFCO may recommend a supplier to the Board of Supervisors.

12 **(b) Key Aspects of the CCA Program.**

13 1. A CCA RFP will set as a bidding requirement that each qualifying energy supplier
14 must include within its proposed rates, including all costs, a rollout of 360 Megawatts (MW) of
15 renewable electric resources, comprised of at least 31 MW of solar photovoltaic cells, 72 MW
16 of local renewable distributed generation such as fuel cells, and 107MW of local energy
17 efficiency and conservation measures, along with investment in a 150 MW wind turbine farm,
18 all of which may be financed with City revenue bonds issued without voter approval pursuant
19 to Charter Section 9.107.8, to the extent feasible.

20 2. Upon approval by the Board of Supervisors, the City will issue revenue bonds
21 pursuant to Charter Section 9.107.8, to the extent feasible, to finance the 360 Megawatt
22 rollout.

23 3. The CCA supplier must bid electric generation rates that will "meet or beat" current
24 PG&E generation rates for each rate class; these electric generation rates charged to CCA
25

1 customers shall include the CCA supplier's power costs, the administrative costs and profit of
2 the supplier, the repayment of revenue bonds or other funding of the roll-out, and all other City
3 CCA-related costs. Thereafter the CCA supplier shall commit to a structured long-term rate
4 intended to meet or beat PG&E's electric rates. Such structured rates may be in the form of
5 tiered rates: an indexed generation rate that can never exceed that of the incumbent utility, a
6 rate that increases at a fixed annual percentage or any other such tier(s) as the RFP
7 respondent CCA supplier deems economically sound to its business model. Bids must also
8 include the ultimate CCA electric bill rates, which will also include the Cost Responsibility
9 Surcharge that will be imposed by the CPUC.

10 4. The supplier will be a single contractor, providing all required services at its own
11 risk, and may hire subcontractors to provide services and work connected to any components
12 of its CCA portfolio. The supplier will be required to provide appropriate financial assurances
13 (payment/performance bonds, guarantees, or letters of credit) to secure its performance, and
14 also to cover the cost of any re-entry fees in the event that a worst-case program failure
15 scenario occurs, and customers are involuntarily returned to service provided by PG&E.

16 5. The term of the contract with the supplier or the revenue bond repayment term is
17 not set a priori by the plan, but is expected to be fifteen years or longer for a viable revenue
18 bond repayment. The SFPUC will seek input from prospective suppliers and establish
19 contract durations and financing terms in the RFP.

20 6. The CCA Program is committed to universal access; therefore all the electric
21 customers within the City and County of San Francisco will have an opportunity to become
22 CCA customers, except ineligible customers as defined by state regulation such as those who
23 receive Direct Access service. The City may consider opportunities to sell available SFPUC
24
25

1 capacity to the CCA, or otherwise seek to make existing or new capacity available, whether
2 Hetch Hetchy capacity or in-city solar capacity.

3 7. The CCA Program is committed to reliably serving its generation customers. This
4 will occur in two ways. First, the emphasis on in-city generation as a major element of this
5 plan may provide opportunities to decrease the impacts of blackouts at the individual
6 customer and neighborhood levels. Second, the City's CCA will be required to meet
7 Resource Adequacy Requirements (RAR) established by the CPUC. However, the San
8 Francisco CCA will not be able to directly react or respond to the vast majority of interruptions
9 of electric power that occur due to distribution or transmission level problems which remain
10 the responsibility of PG&E under state law.

11 8. The CCA Program is committed to providing equitable treatment of all classes of
12 CCA customers. There will be no discrimination among customer classes in setting CCA
13 rates. However the CCA will seek opportunities to site renewable generation at customer
14 sites or to offer particular customers customized CCA rates, where such opportunities are
15 demonstrated to be of benefit to the entire CCA program and therefore all CCA customers. In
16 addition, the CCA Program will include provisions for low-income ratepayer assistance.
17

18 9. The CCA Program is committed to meeting or in some cases exceeding applicable
19 State of California requirements for Load Serving Entities (LSE's) for Renewable Portfolio
20 Standards (RPS), RAR, and Greenhouse Gas Emissions, and sets a goal of a 51%
21 Renewable Portfolio Standard by 2017 that includes energy efficiency, solar photovoltaics and
22 renewable distributed generation, rather than the 20% by 2017 RPS that PG&E is required to
23 attain under state law.

24 10. The CCA Program may be able to secure funds for energy efficiency programs
25 that are currently administered by PG&E. PG&E collects these funds from its customers

1 through a Public Goods Surcharge. San Francisco, through SFE, currently partners with
2 PG&E to implement energy efficiency programs in San Francisco using a portion of these
3 funds. Direct control of these funds by the CCA Program would maximize the local benefits of
4 funds contributed by local customers. The City will aggressively pursue allocation of these
5 existing ratepayer funds to the City's CCA Program.

6 Section 2. As set forth herein and to the extent consistent with all applicable laws, the
7 Board of Supervisors adopts the attached document dated June 6, 2007 as a CCA Program
8 Description and Revenue Bond Action Plan and Draft Implementation Plan. Modifications to
9 this document and additional work will be required before submission of a revised IP to the
10 CPUC at the appropriate time.

11 The Board of Supervisors expects to consider modifications to the Draft IP as the
12 development of the CCA Program progresses. In particular, the Board of Supervisors expects
13 that the City will gain additional material information regarding the suppliers, costs, and
14 financing mechanisms, among other things, from the Request for Information (RFI) that will be
15 issued following adoption of this ordinance as well as from other work performed in
16 connection with the CCA Program.

17 Section 3. The Board of Supervisors establishes the following next steps toward
18 implementation of a CCA Program:

19 (a) The SFPUC should issue a RFI to solicit input from interested parties regarding the
20 development and implementation of a CCA Program within 20 days of the effective date of the
21 adoption of this ordinance.

22 (b) The SFPUC, in consultation with LAFCO, should begin drafting a Program Basis
23 Report and RFP to solicit potential CCA suppliers as described in Sections 4(A)-(G) of
24 Ordinance 86-04, and the Draft IP. The RFP should also contain specific reference to the
25 recently enacted AB 32 (The Global Warming Solutions Act) in order that respondents may

1 leverage financial incentives provided therein. The Program Basis Report and RFP should
2 incorporate information from the RFI.

3 (c) The SFPUC and City Attorney should continue monitoring/participating in
4 legislative and regulatory activities that may impact the CCA Program.

5 (d) The SFPUC, in consultation with LAFCO, should draft for approval by the Board of
6 Supervisors and submission to the CPUC a revised IP that is consistent with this ordinance,
7 the companion ordinance adopting a CCA Governance Structure and all applicable
8 requirements. The revised IP should reflect additional information received through the
9 RFI/RFP process.

10 Section 4. Before making a final commitment to proceed with offering CCA service to
11 San Francisco customers, the Board of Supervisors will consider projected costs, risks and
12 benefits of this program to CCA customers, SFPUC and other city agencies, and the City's
13 general fund. In addition, the Board of Supervisors must ensure that the provision of CCA
14 service to San Francisco customers can be reasonably expected to deliver significant benefits
15 at a reasonable cost.

16
17 APPROVED AS TO FORM:
DENNIS J. HERRERA, City Attorney

18 By: 
19 Deputy City Attorney

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25



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Tails Ordinance

File Number: 070501

Date Passed:

Ordinance adopting a Community Choice Aggregation Program Description and Revenue Bond Action Plan and Draft Implementation Plan, establishing key aspects of the Community Choice Aggregation Program, and adopting further implementation measures.

June 12, 2007 Board of Supervisors — AMENDED, AN AMENDMENT OF THE WHOLE BEARING NEW TITLE

Ayes: 11 - Alioto-Pier, Ammiano, Daly, Dufty, Elsbernd, Jew, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

June 12, 2007 Board of Supervisors — PASSED ON FIRST READING AS AMENDED

Ayes: 9 - Ammiano, Daly, Dufty, Elsbernd, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

Noes: 2 - Alioto-Pier, Jew

June 19, 2007 Board of Supervisors — FINALLY PASSED

Ayes: 9 - Ammiano, Daly, Dufty, Elsbernd, Maxwell, McGoldrick, Mirkarimi, Peskin, Sandoval

Noes: 2 - Alioto-Pier, Jew

File No. 070501

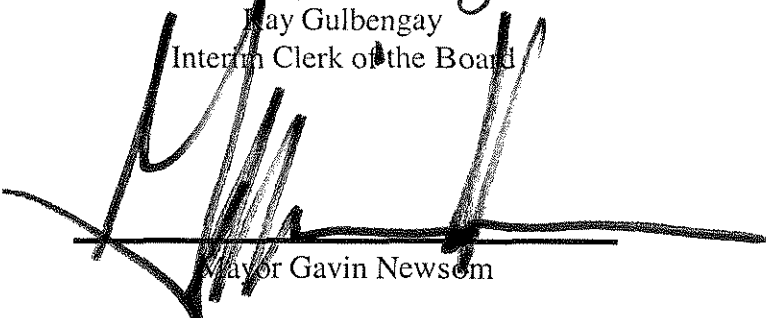
I hereby certify that the foregoing Ordinance
was FINALLY PASSED on June 19, 2007 by
the Board of Supervisors of the City and
County of San Francisco.



Kay Gulbengay
Interim Clerk of the Board

JUN 28 2007

Date Approved



Mayor Gavin Newsom

1 [Approving Issuance of an RFP for Clean Power SF.]

2
3 **Ordinance approving issuance of a Request for Proposals for Community Choice**
4 **Aggregation (CCA) Services for the San Francisco CCA program, commonly known as**
5 **CleanPowerSF.**

6 NOTE: Additions are single-underline italics Times New Roman;
7 deletions are ~~strike-through italics Times New Roman~~.
8 Board amendment additions are double-underlined;
9 Board amendment deletions are ~~strikethrough-normal~~.

9 Be it ordained by the People of the City and County of San Francisco:

10 Section 1. Background.

11 A. Ordinance 86-04 established a Community Choice Aggregation (CCA) program
12 pursuant to Public Utilities Code Sections 218.3, 331.1, 366, 366.2, 381.1, 394, and 394.25,
13 finding that CCA provides a means by which the City may help ensure the provision of clean,
14 reasonably priced, and reliable electricity to San Francisco customers. Ordinance 86-04
15 further found that a CCA Program could provide a means for the City to increase the scale
16 and cost-effectiveness of conservation, energy-efficiency and renewable energy in San
17 Francisco and directed City departments to investigate the use of bonds issued under Section
18 9.107.8 of the Charter to augment CCA. Ordinance 86-04 also stated that the Board of
19 Supervisors would review and approve a Draft Request for Proposals (RFP) for a CCA
20 program and established certain requirements for the RFP.

21 B. Ordinance 147-07 set forth requirements for the CCA program based on a June
22 6, 2007 Program Description and Revenue Bond Action Plan and Draft Implementation Plan.
23 (Draft IP) The Ordinance stated that "The Board of Supervisors expects to consider
24 modifications to the Draft IP as the development of the CCA Program progresses. In
25

1 particular, the Board of Supervisors expects that the City will gain additional material
2 information regarding the suppliers, costs, and financing mechanisms, among other things,
3 from the Request for Information (RFI) that will be issued following adoption of this ordinance
4 as well as from other work performed in connection with the CCA Program." (Page 7, lines
5 11-16.)

6 C. As required by Ordinance 147-07, the Public Utilities Commission (PUC) issued
7 a Request for Information (RFI) from potential suppliers in November 2007. In April 2009 the
8 PUC issued a Request for Qualifications (RFQ) from potential suppliers.

9 D. At a joint meeting on September 25, 2009, the PUC and the San Francisco
10 Local Agency Formation Commission (LAFCo) considered documents submitted by their
11 respective staffs related to issuance of an RFP, which documents are on file with the Clerk of
12 the Board of Supervisors in File No. 091161.

13 E. The PUC and LAFCo directed their respective staffs to work together to finalize
14 expeditiously an RFP seeking suppliers to implement a CCA program for San Francisco. The
15 PUC and LAFCo directed that the RFP clearly identify all CCA program goals, state a strong
16 preference that all proposers meet all program goals, and ensure that any qualified proposals
17 that meet all CCA program goals will receive more points than proposals that do not meet all
18 CCA program goals.

19 F. Ordinance 146-07 provides that the LAFCo may consider and make
20 recommendations to the PUC and Board of Supervisors regarding the RFP. The LAFCo
21 intends to consider the Draft RFP on October 16, 2009, and provide recommendations to the
22 Board of Supervisors by separate LAFCo Resolution.

23 Section 2. Approvals.

24 A. The Board of Supervisors finds that it is reasonable to allow some flexibility in
25 meeting the CCA RFP requirements and program criteria set forth in Ordinances 86-04 and


1 147-07, consistent with the direction provided by the PUC and LAFCo on September 25,
2 2009, in order to encourage robust responses and to facilitate a successful CCA program.

3 B. The Board of Supervisors authorizes the General Manager of the PUC, in
4 consultation with the Executive Officer and the Chair of the LAFCo, to issue an RFP for
5 services to implement CleanPower SF.

6 C. The Board of Supervisors authorizes further approvals which may be required
7 under this Ordinance or Ordinances 86-04, 146-07, and 147-07, to be made by Resolution of
8 the Board of Supervisors to the extent otherwise permitted by law.

9
10 APPROVED AS TO FORM:
DENNIS J. HERRERA, City Attorney

11
12 By:


13 THERESA L. MUELLER
Deputy City Attorney



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Tails

Ordinance

File Number: 091161

Date Passed:

Ordinance approving issuance of a Request for Proposals for Community Choice Aggregation (CCA) Services for the San Francisco CCA program, commonly known as CleanPowerSF.

October 27, 2009 Board of Supervisors — PASSED, ON FIRST READING

Ayes: 10 - Alioto-Pier, Avalos, Campos, Chiu, Chu, Dufty, Elsbernd, Mar,
Maxwell, Mirkarimi

Absent: 1 - Daly

November 3, 2009 Board of Supervisors — FINALLY PASSED

Ayes: 11 - Alioto-Pier, Avalos, Campos, Chiu, Chu, Daly, Dufty, Elsbernd, Mar,
Maxwell, Mirkarimi

File No. 091161

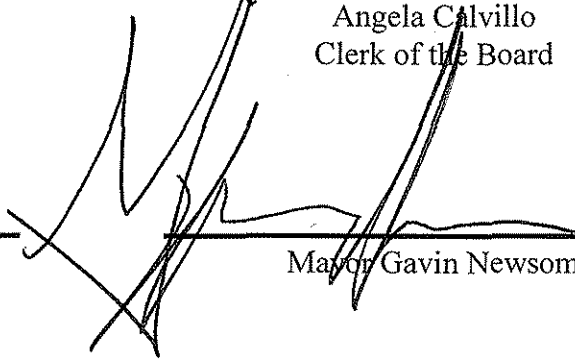
I hereby certify that the foregoing Ordinance was **FINALLY PASSED** on November 3, 2009 by the Board of Supervisors of the City and County of San Francisco.



Angela Calvillo
Clerk of the Board

11-10-09

Date Approved



Mayor Gavin Newsom

1 [Adopting Implementation Plan for CleanPowerSF.]
 2

3 **Ordinance adopting a revised Implementation Plan for the City's Community Choice**
 4 **Aggregation program, CleanPowerSF, and authorizing the filing of the Implementation**
 5 **Plan with the California Public Utilities Commission.**
 6

7 NOTE: Additions are *single-underline italics Times New Roman*;
 8 deletions are ~~*strike-through italics Times New Roman*~~.
 9 Board amendment additions are double-underlined;
 10 Board amendment deletions are ~~striketrough normal~~.

11 Be it ordained by the People of the City and County of San Francisco:

12 Section 1. Background

13 A. Ordinance 86-04 established and elected to implement a Community Choice
 14 Aggregation (CCA) program pursuant to Public Utilities Code Sections 218.3, 331.1, 366,
 15 366.2, 381.1, 394, and 394.25, finding that CCA provides a means by which the City may help
 16 ensure the provision of clean, reasonably priced, and reliable electricity to San Francisco
 17 customers. Ordinance 86-04 further found that a CCA Program could provide a means for the
 18 City to increase the scale and cost-effectiveness of conservation, energy-efficiency and
 19 renewable energy in San Francisco. Ordinance 86-04 directed City departments to develop a
 20 draft Implementation Plan (IP) and to prepare a draft Request For Proposals (RFP) to solicit
 21 an electricity supplier for the program.

22 B. Ordinance 147-07 continued implementation of a CCA program by adopting a
 23 June 6, 2007 Program Description and Revenue Bond Action Plan and Draft Implementation
 24 Plan (Draft IP) and setting forth requirements for the CCA program based on the Draft IP.
 25 The Ordinance stated that "The Board of Supervisors expects to consider modifications to the
 Draft IP as the development of the CCA Program progresses. In particular, the Board of
 Supervisors expects that the City will gain additional material information regarding the

1 suppliers, costs, and financing mechanisms, among other things, from the Request for
2 Information (RFI) that will be issued following adoption of this ordinance as well as from other
3 work performed in connection with the CCA Program." (Page 7, lines 11-16.) The Ordinance
4 directed the San Francisco Public Utilities Commission (SFPUC), in consultation with the
5 Local Agency Formation Commission (LAFCO) to "draft for approval by the Board of
6 Supervisors and submission to the CPUC a revised IP that is consistent with this ordinance,
7 the companion ordinance adopting a CCA Governance Structure [Ordinance 146-07] and all
8 applicable requirements. The revised IP should reflect additional information received through
9 the RFI/RFP process." (Page 8, lines 5-9).

10 C. As required by Ordinance 147-07, the SFPUC issued a Request for Information
11 (RFI) from potential suppliers in November 2007. In April 2009, the PUC issued a Request for
12 Qualifications (RFQ) from potential suppliers.

13 D. Ordinance 232-09 authorized the issuance of an RFP for services related to the
14 provision of electricity, finding it reasonable to allow some flexibility in meeting the CCA RFP
15 requirements and program criteria set forth in Ordinances 86-04 and 147-07 in order to
16 encourage robust responses to the RFP and to facilitate a successful CCA program.

17 E. The SFPUC issued the RFP on November 5, 2009 and received five responses.
18 The independent review panel ranked highest the proposal from Power Choice, LLC. On
19 February 9, 2010, in Resolution 10-0020, the SFPUC authorized the SFPUC General
20 Manager to begin negotiating a contract with Power Choice, LLC for necessary services for
21 CleanPowerSF customers.

22 F. Public Utilities Code Sections 366.2(c)(3) and (4) require a CCA program to
23 develop an IP "detailing the process and consequences of aggregation" and to include with
24 the IP a "statement of intent" (SI) affirming that the program will provide for universal access,
25 reliability, equitable treatment of all customers classes, and adherence to state law. Public

1 Utilities Code Sections 366.2(c)(3) and (4) require the IP to address the following subjects:
2 organizational structure of the CCA program, its operations and funding; ratesetting and other
3 costs to participants; provisions for disclosure and due process in setting rates; methods for
4 entering and terminating agreements with other entities; rights and responsibilities of program
5 participants; description of third parties who will be supplying electricity, including information
6 about the supplier's financial, technical, and operational capabilities; and termination of the
7 program. The IP is to be adopted at a public hearing and filed with the California Public
8 Utilities Commission (CPUC).

9 G. As directed by Ordinance 147-07, the SFPUC, in consultation with LAFCO, has
10 revised the Draft IP to reflect the results of the RFI/RFP process and to reflect the other work
11 of SFPUC and LAFCO in connection with the CCA program.

12 H. On February 9, 2010, in Resolution 10-0019, the SFPUC authorized the
13 SFPUC General Manager to seek the approval of the Board of Supervisors to file a revised IP
14 with the CPUC.

15 Section 2. Key Elements of the Revised Implementation Plan and Statement of Intent.

16 A. CleanPowerSF will seek to exceed State of California requirements for
17 Renewable Portfolio Standards (RPS) and sets a goal of a 51% renewable portfolio by 2017.
18 CleanPowerSF will meet its renewable goals, to the extent feasible, through new, preferably
19 local, renewable sources of electricity generation and the use of demand side management
20 efforts, including energy efficiency and conservation programs. Any decisions regarding
21 construction of new facilities will only be reached after environmental review, including review
22 under the California Environmental Quality Act.

23 B. CleanPowerSF intends to offer its customers stable and competitive rates with
24 provisions for low-income ratepayer assistance. CleanPowerSF is committed to equitable
25 treatment of all classes of customers. The program may offer customized rates to particular

1 customers where such opportunities are demonstrated to be of benefit to the entire program
2 and therefore all CleanPowerSF customers.

3 C. To the extent beneficial for its customers, CleanPowerSF may roll out service to
4 groups of its customers in phases, the details of any such phasing to be determined by the
5 contract that the program signs with its electricity supplier.

6 D. In accordance with the City Charter and Ordinance 146-07, SFPUC will manage
7 and control CleanPowerSF, and LAFCO will continue to advise the Board of Supervisors and
8 SFPUC regarding the operation and management of the program.

9 E. In accordance with City Charter Section 8B.125, rates for CleanPowerSF
10 services will be set by the SFPUC, subject to rejection by the Board of Supervisors. Before
11 rates are set, the Rate Fairness Board will review the proposed rates and make a
12 recommendation to the SFPUC regarding such proposed rates. Customers will be given
13 notice and an opportunity to be heard before final rates are determined. Rates will cover
14 electricity supply, capital, administrative and other costs of CleanPowerSF.

15 F. In accordance with Public Utilities Code Section 366.2(c)(2), electricity
16 customers in San Francisco will be automatically enrolled in CleanPowerSF unless they opt
17 out of the program. CleanPowerSF will provide all electricity customers in San Francisco two
18 notices regarding the program within 60 days prior to their automatic enrollment and two
19 additional notices within 60 days or two billing cycles after the start of service. The notices will
20 include the terms and conditions of CleanPowerSF's service and an opportunity to opt out of
21 the program.

22 G. CleanPowerSF intends to contract with a third party for electricity supply,
23 account and billing services, and other services. The third party supplier will assist in
24 developing plans for new renewable resources and new demand side management programs,
25 including energy efficiency and conservation and may participate in the development of such

1 projects that CleanPowerSF decides to implement. Any decisions regarding construction of
2 new facilities will only be reached after environmental review, including review under the
3 California Environmental Quality Act. Eligible third party suppliers of electricity and other
4 services have been identified using a competitive solicitation process and ranked using an
5 independent review process. After SFPUC staff, in consultation with LAFCO, has negotiated
6 a contract with a third party supplier, the contract will be reviewed and approved by the
7 SFPUC and, if required under applicable City law, the Board of Supervisors.

8 H. As required by Public Utilities Code Section 366.2(c)(4), CleanPowerSF affirms
9 its intent to satisfy all applicable requirements of California law and to provide universal
10 access to CleanPowerSF service, reliable service, and equitable treatment of all classes of
11 customers.

12 Section 3. Adoption of the Implementation Plan.

13 A. The Board of Supervisors finds that the Draft IP and the program requirements
14 set forth in Ordinance 147-07 should be revised in accordance with Section 2 of this
15 ordinance to reflect the information obtained from the RFI/RFQ/RFP solicitation process and
16 the additional information learned by the SFPUC and LAFCO through their implementation of
17 the CCA program.

18 B. The Board of Supervisors adopts the IP described in this ordinance as the IP for
19 CleanPowerSF and authorizes the General Manager of the SFPUC, in consultation with the
20 Executive Officer of the LAFCO, to file with the CPUC an IP that is consistent with this
21 ordinance.

APPROVED AS TO FORM:
DENNIS J. HERRERA, City Attorney

By:


Thomas J. Long
Deputy City Attorney

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Appendix B



Electricity Supply Services for Community Choice Aggregation Program

Introduction of Power Choice, LLC

January 22, 2009

Power Choice, LLC

A consortium of world-class companies with years of proven experience developing, owning and managing electricity supply and related infrastructure.

- Operational Excellence
 - Proven experience under an array of regulatory environments
 - 44,000 MW of load serving experience is larger than PG&E, SCE and SDG&E combined
 - Model has been used successfully within Northern California for over five years and uses best industry practices
- Community Benefits
 - Meeting SF's renewable energy goals
 - Local investment & jobs
 - Power Choice will base HQ in San Francisco
 - LBE & MBE Outreach



GE
Energy



Task Review

- Task 1: Full requirements energy and renewables
 - Procuring energy from existing resources in market to meet San Francisco's renewable goals
 - 40% renewable and demand side by 2014
 - 51% renewable (RPS compliant) by 2017
- Task 2: Renewable project development team
 - Committed to working with San Francisco to develop needed renewable resources in-City and Northern California
 - Team has extensive development experience and billions \$ of projects developed in SF and around the world
- Task 3: Customer Care
 - Experience with utilities locally and globally providing seamless back-office operations

YOUR CHOICE. YOUR POWER.

Power Choice, LLC

Providing World –Class Experience

Meeting San Francisco's Renewable Goals

Supporting Local Jobs & Local Investment

Contact on the web:

www.powerchoicesf.com