Response to Request for Proposal No. 16-CCA-1

Data Management and Call Center Services for

Prepared for:
Alameda County, CDA-Planning
224 West Winton Avenue, Suite 111
Hayward, CA 94544

Prepared by:
CALPINE
(Formerly Noble Americas Energy Solutions)

Submitted December 14, 2016
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December 13, 2016

Bruce Jensen
Alameda County, Community Development Agency-Planning
224 W. Winton Avenue, Suite 111
Hayward, CA 94544

Dear Mr. Jensen,

Please accept the Calpine Energy Solutions, LLC ("Calpine Solutions") response to Alameda County's Request for Proposal for Data Management and Call Center Services in support of the East Bay Community Energy program.

Headquartered in San Diego, California, Calpine Solutions is one of the largest Electric Service Providers ("ESPs") in the U.S., operating in every competitive electricity market in the country to supply competitively-priced power to retail electricity customers. Calpine Solutions is also one of the largest ESPs in California, operating as Noble Americas Energy Solutions until the recent acquisition of our company by Calpine Corporation on December 3, 2016. Our company has served commercial and industrial customers since the market deregulated in 1998 and we have over 18 years of experience exchanging customer data with PG&E in support of this business.

Calpine Solutions has significant experience with Community Choice Aggregation ("CCA") programs in California, since prior to 2010. Calpine Solutions has been and continues to be the exclusive Data Management and Call Center Services provider for all of the five operating CCAs since their initial launch: MCE Clean Energy ("MCE") since March 2010, Sonoma Clean Power ("SCP") since October 2013, Lancaster Choice Energy ("LCE") since November 2014, CleanPowerSF ("CPSF") since October 2015 and Peninsula Clean Energy ("PCE") since April 2016. We have successfully implemented the initial enrollments for all five CCAs, and an additional 10 mass enrollment phases associated with their expansion beyond the initial launch.

Calpine Solutions now manages data for more than 650,000 meters for its CCA clients, on top of nearly 100,000 meters for its retail supply business. The CCA meter count is comprised of the following: ~250,000 meters for MCE, ~200,000 meters for Sonoma Clean Power, ~75,000 meters for Peninsula Clean Energy, ~80,000 meters for CleanPowerSF and ~50,000 for Lancaster Choice Energy. Calpine Solutions exchanges and processes some 50,000 transactions per business day with PG&E in support of these clients. Calpine Solutions is the sole Data Management provider currently certified with PG&E specifically for CCA EDI transactions, as well as the only qualified Data Management provider certified as compliant with ISO 9001:2015 standards demonstrating a quality management system is in place to ensure our services consistently meet customer requirements.

Calpine Solutions operates the only call center providing customer service to customers enrolled in CCA programs. Calpine Solutions configures the scripting and FAQs used by the call center to ensure accurate and consistent program messaging to each CCA's customers. The call center is staffed with
employees from Calpine Solutions and our contracted service partner who are specifically trained to respond to each CCA’s program inquiries, resolve billing questions and process customer participation requests including opt outs, early enrollments and opt ups to 100% renewable energy. The call center is continuously managed to achieve our clients’ expectations for call handling, professionalism, accuracy and customer satisfaction.

Our CCA clients have achieved success partnering with Calpine Solutions as their Data Management and Call Center Services provider. Because of this track record, Calpine Solutions has been selected to be the Data Management and Call Center Services provider for three new CCAs launching in 2017: Silicon Valley Clean Energy (“SVCE”), Apple Valley Choice Energy (“AVCE”) and Redwood Coast Energy Authority (“RCEA”). In response to the growth of the CCA market, Calpine Solutions has made and will continue to make significant, multi-million dollar investments in our systems and our team of CCA specialists. These investments are enabling Calpine Solutions to scale its CCA platform such that we will be able to seamlessly extend data management and call center services to East Bay Community Energy.

In summary, Calpine Solutions is the only firm with the direct experience, proven track record, systems infrastructure and team of California CCA experts necessary to offer best-in-class Data Management and Call Center Services, as well as critical implementation guidance, to help ensure East Bay Community Energy’s success. In addition to the services requested in the RFP, as one of the largest ESPs in California, Calpine Solutions has extensive experience and expertise in all aspects of supplying energy to end users, thus performing the same function as our CCA clients. All California CCAs to date have leaned on this experience and expertise for insight and decision-making for the benefit of their program and customers. Further, we continue to develop our CCA systems and processes, incorporating lessons learned over the years, to enable new clients like East Bay Community Energy to immediately benefit from the collective experience of the CCA community.

We have confidence our proposal, which is grounded in the day-to-day, ongoing implementation and operational responsibilities we perform as Data Management and Call Center Services provider for all CCAs in California, significantly surpasses the qualifications required in the RFP. For all questions and clarification on this proposal, please do not hesitate to contact me at the phone number below.

Sincerely,

Drake Welch
Vice President – Customer Care
401 West A Street, Suite 500
San Diego, CA 92101
619.694.8039 – Office
619.261.2477 – Cell
Drake.Welch@CalpineSolutions.com
EXHIBIT A
BID RESPONSE PACKET

RFP No. 16-CCA-1:
Alameda County Community Choice Aggregation /
East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers Authority Initialization and Service Delivery

To: The County of Alameda

From: Calpine Energy Solutions LLC

(Official Name of Bidder)

- AS DESCRIBED IN THE SUBMITTAL OF BIDS SECTION OF THIS RFP, BIDDERS ARE TO SUBMIT ONE ORIGINAL HARDCOPY BID (EXHIBIT A – BID RESPONSE PACKET), INCLUDING ADDITIONAL REQUIRED DOCUMENTATION), WITH ORIGINAL INK SIGNATURES, PLUS TEN (10) COPIES AND ONE ELECTRONIC COPY OF THE BID IN PDF (with OCR preferred)

- ALL PAGES OF THE BID RESPONSE PACKET (EXHIBIT A) MUST BE SUBMITTED IN TOTAL WITH ALL REQUIRED DOCUMENTS ATTACHED THERETO; ALL INFORMATION REQUESTED MUST BE SUPPLIED; ANY PAGES OF EXHIBIT A (OR ITEMS THEREIN) NOT APPLICABLE TO THE BIDDER MUST STILL BE SUBMITTED AS PART OF A COMPLETE BID RESPONSE, WITH SUCH PAGES OR ITEMS CLEARLY MARKED "N/A"

- BIDDERS SHALL NOT SUBMIT TO THE COUNTY A RE-TYPED, WORD-PROCESSED, OR OTHERWISE RECREATED VERSION OF EXHIBIT A – BID RESPONSE PACKET OR ANY OTHER COUNTY-PROVIDED DOCUMENT

- ALL PRICES AND NOTATIONS MUST BE PRINTED IN INK OR TYPEWRITTEN; NO ERASURES ARE PERMITTED; ERRORS MAY BE CROSSED OUT AND CORRECTIONS PRINTED IN INK OR TYPEWRITTEN ADJACENT, AND MUST BE INITIALED IN INK BY PERSON SIGNING BID

- BIDDER MUST QUOTE PRICE(S) AS SPECIFIED IN RFP.

- BIDDERS THAT DO NOT COMPLY WITH THE REQUIREMENTS, AND/OR SUBMIT INCOMPLETE BID PACKAGES, SHALL BE SUBJECT TO DISQUALIFICATION AND THEIR BIDS REJECTED IN TOTAL

- IF BIDDERS ARE MAKING ANY CLARIFICATIONS AND/OR AMENDMENTS, OR TAKING EXCEPTION TO POLICIES OR SPECIFICATIONS OF THIS RFP, INCLUDING THOSE TO THE
COUNTY SLEB POLICY, THESE MUST BE SUBMITTED IN THE EXCEPTIONS, CLARIFICATIONS, AMENDMENTS SECTION OF THIS EXHIBIT A – BID RESPONSE PACKET IN ORDER FOR THE BID RESPONSE TO BE CONSIDERED COMPLETE.
BIDDER INFORMATION AND ACCEPTANCE

1. The undersigned declares that the Bid Documents, including, without limitation, the RFP, Addenda, and Exhibits have been read.

2. The undersigned is authorized, offers, and agrees to furnish the articles and/or services specified in accordance with the Specifications, Terms & Conditions of the Bid Documents of RFP No. 16-CCA-1 - Alameda County Community Choice Aggregation / East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers Authority Initialization and Service Delivery.

3. The undersigned has reviewed the Bid Documents and fully understands the requirements in this Bid including, but not limited to, the requirements under the County Provisions, and that each Bidder who is awarded a contract shall be, in fact, a prime Contractor, not a subcontractor, to County, and agrees that its Bid, if accepted by County, will be the basis for the Bidder to enter into a contract with County in accordance with the intent of the Bid Documents.

4. The undersigned acknowledges receipt and acceptance of all addenda.

5. The undersigned agrees to the following terms, conditions, certifications, and requirements found on the County’s website:

   • Bid Protests / Appeals Process

   The Community Development Agency prides itself on the establishment of fair and competitive contracting procedures and the commitment made to follow those procedures. The following is provided in the event that bidders wish to protest the bid process or appeal the recommendation to award a contract for this project once the Notices of Intent to Award/Non-Award have been issued. Bid protests submitted prior to issuance of the Notices of Intent to Award will not be accepted by the County.

   A. Any Bid protest by any Bidder regarding any other Bid must be submitted in writing to the County’s Planning Director, located at 224 W. Winton Avenue, Room 111, Hayward, CA 94544, Fax: (510) 785-8793, before 5:00 p.m. of the FIFTH (5th) business day following the date of issuance of the Notice of Intent to Award, not the date received by the Bidder. A Bid protest received after 5:00 p.m. is considered received as of the next business day.

      1. The Bid protest must contain a complete statement of the reasons and facts for the protest.

      1. The protest must refer to the specific portions of all documents that form the basis for the protest.

      2. The protest must include the name, address, email address, fax number and telephone number of the person representing the protesting party.

      4. The Community Development Agency’s Planning Department will transmit a copy of the bid protest to all bidders as soon as possible after receipt of the protest.

   B. Upon receipt of written protest, the Planning Director, or designee will review and evaluate the protest and issue a written decision. The CDA Director, may, at his discretion, investigate the protest, obtain additional information, provide an opportunity to settle the protest by mutual agreement, and/or schedule a meeting(s) with the protesting Bidder and others (as appropriate) to discuss the protest. The decision on the bid protest will be issued at least ten (10) business days prior to the Board hearing.

   The decision will be communicated by e-mail, fax, or US Postal Service mail, and will inform the bidder whether or not the recommendation to the Board of Supervisors in the Notice of Intent to Award is going to change. A copy of the decision will be furnished to all Bidders affected by the decision. As used in this paragraph, a Bidder is affected by the decision on a Bid protest if a decision
on the protest could have resulted in the Bidder not being the apparent successful Bidder on the Bid.

C. The decision of the CDA Director on the bid protest may be appealed to the Auditor-Controller's Office of Contract Compliance (OCC) located at 1221 Oak St., Room 249, Oakland, CA 94612, Fax: (510) 272-6502. The Bidder whose Bid is the subject of the protest, all Bidders affected by the CDA Director's decision on the protest, and the protestor have the right to appeal if not satisfied with the CDA Director's decision. All appeals to the Auditor-Controller's OCC shall be in writing and submitted within five (5) business days following the issuance of the decision by the CDA Director, not the date received by the Bidder. An appeal received after 5:00 p.m. is considered received as of the next business day. An appeal received after the FIFTH (5th) business day following the date of issuance of the decision by the CDA Director shall not be considered under any circumstances by the Auditor-Controller OCC.

1. The appeal shall specify the decision being appealed and all the facts and circumstances relied upon in support of the appeal.

2. In reviewing protest appeals, the OCC will not re-judge the proposal(s). The appeal to the OCC shall be limited to review of the procurement process to determine if the contracting department materially erred in following the Bid or, where appropriate, County contracting policies or other laws and regulations.

3. The appeal to the OCC also shall be limited to the grounds raised in the original protest and the decision by the CDA Director. As such, a Bidder is prohibited from stating new grounds for a Bid protest in its appeal. The Auditor-Controller (OCC) shall only review the materials and conclusions reached by the CDA Director or department designee, and will determine whether to uphold or overturn the protest decision.

3. The Auditor's Office may overturn the results of a bid process for ethical violations by Procurement & Support Services staff, County Selection Committee members, subject matter experts, or any other County staff managing or participating in the competitive bid process, regardless of timing or the contents of a bid protest.

4. The decision of the Auditor-Controller's OCC is the final step of the appeal process. A copy of the decision of the Auditor-Controller's OCC will be furnished to the protestor, the Bidder whose Bid is the subject of the Bid protest, and all Bidders affected by the decision.

D. The County will complete the Bid protest/appeal procedures set forth in this paragraph before a recommendation to award the Contract is considered by the Board of Supervisor.

E. The procedures and time limits set forth in this paragraph are mandatory and are each Bidder's sole and exclusive remedy in the event of Bid Protest. A Bidder's failure to timely complete both the Bid protest and appeal procedures shall be deemed a failure to exhaust administrative remedies. Failure to exhaust administrative remedies, or failure to comply otherwise with these procedures, shall constitute a waiver of any right to further pursue the Bid protest, including filing a Government Code Claim or legal proceedings.

- Debarment / Suspension Policy
  [http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm]

- Iran Contracting Act (ICA) of 2010
  [http://www.acgov.org/gsa/departments/purchasing/policy/ica.htm]

- General Environmental Requirements
  [http://www.acgov.org/gsa/departments/purchasing/policy/environ.htm]
6. The undersigned acknowledges that Bidder will be in good standing in the State of California, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFP and associated Bid Documents.

7. It is the responsibility of each bidder to be familiar with all of the specifications, terms and conditions and, if applicable, the site condition. By the submission of a Bid, the Bidder certifies that if awarded a contract they will make no claim against the County based upon ignorance of conditions or misunderstanding of the specifications.

8. Patent indemnity: Vendors who do business with the County shall hold the County of Alameda, its officers, agents and employees, harmless from liability of an nature or kind, including cost and expenses, for infringement or use of any patent, copyright or other proprietary right, secret process, patented or unpatented invention, article or appliance furnished or used in connection with the contract or purchase order.

9. Insurance certificates are not required at the time of submission. However, by signing Exhibit A – Bid Response Packet, the Contractor agrees to meet the minimum insurance requirements stated in the RFP. This documentation must be provided to the County, prior to award, and shall include an insurance certificate and additional insured certificate, naming the County of Alameda, which meets the minimum insurance requirements, as stated in the RFP.

10. The undersigned acknowledges ONE of the following (please check only one box):

- [ ] Bidder is not local to Alameda County and is ineligible for any bid preference; OR
- [ ] Bidder is a certified SLEB and is requesting 10% bid preference; (Bidder must check the first box and provide its SLEB Certification Number in the SLEB PARTNERING INFORMATION SHEET); OR
- [ ] Bidder is LOCAL to Alameda County and is requesting 5% bid preference, and has attached the following documentation to this Exhibit:
  - Copy of a verifiable business license, issued by the County of Alameda or a City within the County; and
  - Proof of six months business residency, identifying the name of the vendor and the local address. Utility bills, deed of trusts or lease agreements, etc., are acceptable verification documents to prove residency.
Official Name of Bidder: Calpine Energy Solutions, LLC

Street Address Line 1: 401 West A Street

Street Address Line 2: Suite 500

City: San Diego State: CA Zip Code: 92101

Webpage: www.calpine-solutions.com

Type of Entity / Organizational Structure (check one):
- Corporation
- Limited Liability Partnership
- Limited Liability Corporation
- Joint Venture
- Partnership
- Non-Profit / Church
- Other: ___________________

Jurisdiction of Organization Structure: State of California

Date of Organization Structure: 1998

Federal Tax Identification Number: 95-468679

Primary Contact Information:

Name / Title: Drake Welch / VP - Customer Care

Telephone Number: 619-684-8539 Fax Number: 619-684-8360

E-mail Address: drake.welch@calpine-solutions.com

SIGNATURE: ____________________

Name and Title of Signer: Drake Welch / VP - Customer Care

Dated this 13th day of December 2016
COST SHALL BE SUBMITTED ON EXHIBIT A AS IS. NO ALTERATIONS OR CHANGES OF ANY KIND ARE PERMITTED. Bid responses that do not comply will be subject to rejection in total. The cost quoted below shall include all taxes and all other charges, including travel expenses, and is the cost the County will pay for the three-year term of any contract that is a result of this bid.

Quantities listed herein are annual estimates based on past usage and are not to be construed as a commitment. No minimum or maximum is guaranteed or implied.

Bidder hereby certifies to County that all representations, certifications, and statements made by Bidder, as set forth in this Bid Form and attachments are true and correct and are made under penalty of perjury pursuant to the laws of California.

Sample Bid Form for one-time purchase of multiple goods/services:

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit of Measure</th>
<th>Estimated Quantity</th>
<th>Unit Cost</th>
<th>Extended Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sample Bid Form for annual purchases of multiple goods/services:

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit of Measure</th>
<th>Estimated Annual Quantity</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 1 + Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Unit Cost</td>
<td>Extended Cost</td>
<td>Unit Cost</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Widget #1</td>
<td>each</td>
<td>1200</td>
<td>$</td>
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</tr>
<tr>
<td>Widget #2</td>
<td>pair</td>
<td>850</td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>Widget #3 (24/case)</td>
<td>case</td>
<td>36</td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>Total Annual Cost (ALL ITEMS)</td>
<td></td>
<td></td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>TAX (8.75%)</td>
<td></td>
<td></td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td></td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

Delete or modify as required

See alternate bid form on next page.
Calpine Solutions is submitting this alternate Bid Form to reflect the unique cost structure inherent in providing Data Management and Call Center Services to East Bay Community Energy, which is largely proportional to the meters serviced on behalf of East Bay Community Energy.

- Calpine Solutions will perform all of the Data Management and Call Center Services described in the RFP at a fixed rate of $1.15 per active CCA meter per month for a contract term of two (2) years.

- Calpine Solutions will perform said Services at a fixed rate of $1.10 per active CCA meter per month should East Bay Community Energy agree to a contract term of four (4) years.

There are no charges to East Bay Community Energy prior to program launch for set-up of systems or start-up services. The following tables provide estimated charges assuming a contract with Calpine Solutions is entered on February 1, 2017. Further, the tables assume East Bay Community Energy enrolls 200,000 meters in October 2017, another 200,000 meters in April 2018, and finally 100,000 meters in October 2018.

### Two-Year Contract Term

<table>
<thead>
<tr>
<th>Unit of Measure</th>
<th>Contract Year</th>
<th>Per Meter Rate</th>
<th>Monthly Meter Quantity</th>
<th>Period</th>
<th>Monthly Charge</th>
<th>Number of Months in Contract Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per active CCA meter per month</td>
<td>1</td>
<td>$1.15</td>
<td>0</td>
<td>Feb17 - Sep17</td>
<td>$0</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>$1.15</td>
<td>200,000</td>
<td>Oct17 - Jan18</td>
<td>$230,000</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>$1.15</td>
<td>200,000</td>
<td>Feb18 - Mar18</td>
<td>$230,000</td>
<td>2</td>
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<tr>
<td></td>
<td>2</td>
<td>$1.15</td>
<td>400,000</td>
<td>Apr18 - Sep18</td>
<td>$460,000</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>$1.15</td>
<td>500,000</td>
<td>Oct18 - Jan19</td>
<td>$575,000</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$1.15</td>
<td></td>
<td>Feb17 - Jan19</td>
<td><strong>24 months total</strong></td>
<td></td>
</tr>
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</table>

### Four-Year Contract Term

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<th>Unit of Measure</th>
<th>Contract Year</th>
<th>Per Meter Rate</th>
<th>Monthly Meter Quantity</th>
<th>Period</th>
<th>Monthly Charge</th>
<th>Number of Months in Contract Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per active CCA meter per month</td>
<td>1</td>
<td>$1.10</td>
<td>0</td>
<td>Feb17 - Sep17</td>
<td>$0</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>$1.10</td>
<td>200,000</td>
<td>Oct17 - Jan18</td>
<td>$220,000</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>$1.10</td>
<td>200,000</td>
<td>Feb18 - Mar18</td>
<td>$220,000</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>$1.10</td>
<td>400,000</td>
<td>Apr18 - Sep18</td>
<td>$440,000</td>
<td>6</td>
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<td></td>
<td>2</td>
<td>$1.10</td>
<td>500,000</td>
<td>Oct18 - Jan19</td>
<td>$550,000</td>
<td>4</td>
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<tr>
<td></td>
<td>3</td>
<td>$1.10</td>
<td>500,000</td>
<td>Feb19 - Jan20</td>
<td>$550,000</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>$1.10</td>
<td>500,000</td>
<td>Feb20 - Jan21</td>
<td>$550,000</td>
<td>12</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$1.10</td>
<td></td>
<td>Feb17 - Jan21</td>
<td><strong>48 months total</strong></td>
<td></td>
</tr>
</tbody>
</table>
REQUIRED DOCUMENTATION AND SUBMITTALS

All of the specific documentation listed below is required to be submitted with the Exhibit A – Bid Response Packet in order for a bid to be deemed complete. Bidders shall submit all documentation, in the order listed below and clearly label each section with the appropriate title (i.e. Table of Contents, Letter of Transmittal, Key Personnel, etc.).

1. **Table of Contents:** Bid responses shall include a table of contents listing the individual sections of the proposal/quotation and their corresponding page numbers. Tabs should separate each of the individual sections.

2. **Letter of Transmittal:** Bid responses shall include a description of Bidder’s capabilities and approach in providing its services to the County, and provide a brief synopsis of the highlights of the Proposal and overall benefits of the Proposal to the County. This synopsis should not exceed three pages in length and should be easily understood.

3. **Exhibit A – Bid Response Packet:** Every bidder must fill out and submit the complete Exhibit A – Bid Response Packet.
   
   (a) **Bidder Information and Acceptance:**
       
       (1) Every Bidder must select one choice under Item 10 of page 3 of Exhibit A and must fill out, submit a signed page 4 of Exhibit A.

   (b) **SLEB Partnering Information Sheet:**
       
       (1) Every bidder must fill out and submit a signed SLEB Partnering Information Sheet, (found on page 11 of Exhibit A) indicating their SLEB certification status. If bidder is not certified, the name, identification information, and goods/services to be provided by the named CERTIFIED SLEB partner(s) with whom the bidder will subcontract to meet the County SLEB participation requirement must be stated. Any CERTIFIED SLEB subcontractor(s) named, the Exhibit must be signed by the CERTIFIED SLEB(s) according to the instructions. All named SLEB subcontractor(s) must be certified by the time of bid submittal.

   (c) **References:**
       
       (1) Bidders must use the templates on pages 12 & 13 of this Exhibit A – Bid Response Packet to provide references.

       (2) Bidders are to provide a list of current and former clients. References must be satisfactory as deemed solely by County. References should have similar scope, volume and requirements to those outlined in these specifications, terms and conditions.

       ▪ Bidders must verify the contact information for all references provided is current and valid.

       ▪ Bidders are strongly encouraged to notify all references that the County may be contacting them to obtain a reference.

       (3) The County may contact some or all of the references provided in order to determine Bidder’s performance record on work similar to that described in this request. The County reserves the right to contact references other...
than those provided in the Response and to use the information gained from them in the evaluation process.

(d) **Exceptions, Clarifications, Amendments:**

(1) This shall include clarifications, exceptions and amendments, if any, to the RFP and associated Bid Documents, and shall be submitted with your bid response using the template on page 14 of this Exhibit A – Bid Response Packet.

(2) **THE COUNTY IS UNDER NO OBLIGATION TO ACCEPT ANY EXCEPTIONS, AND SUCH EXCEPTIONS MAY BE A BASIS FOR BID DISQUALIFICATION.**

4. **Key Personnel:** Bid responses shall include a complete list of all key personnel associated with the RFP. This list must include all key personnel who will provide services/training to County staff and all key personnel who will provide maintenance and support services. For each person on the list, the following information shall be included:

(a) The person’s relationship with Bidder, including job title and years of employment with Bidder;

(b) The role that the person will play in connection with the RFP;

(c) Address, telephone, fax numbers, and e-mail address;

(d) Person’s educational background; and

(e) Person’s relevant experience, certifications, and/or merits.

5. **Description of the Proposed Equipment/System:** Bid response shall include a description of the proposed equipment/system, as it will be finally configured during the term of the contract. The description shall specify how the proposed equipment/system will meet or exceed the requirements of the County and shall explain any advantages that this proposed equipment/system would have over other possible equipment/systems. The description shall include any disadvantages or limitations that the County should be aware of in evaluating the RFP. Finally, the description shall describe all product warranties provided by Bidder.

6. **Description of the Proposed Services:** Bid response shall include a description of the terms and conditions of services to be provided during the contract term including response times. The description shall contain a basis of estimate for services including its scheduled start and completion dates, the number of Bidder’s and County personnel involved, and the number of hours scheduled for such personnel. The description shall identify spare or replacement parts that will be required in performing maintenance services, the anticipated location(s) of such spare parts, and how quickly such parts shall be available for repairs. Finally, the description must: (1) specify how the services in the bid response will meet or exceed the requirements of the County; (2) explain any special resources, procedures or approaches that make the services of Bidder particularly advantageous to the County; and (3) identify any limitations or restrictions of Bidder in providing the services that the County should be aware of in evaluating its Response to this RFP.

7. **Implementation Plan and Schedule:** The bid response shall include an implementation plan and schedule. In addition, the plan shall include a detailed schedule indicating how Bidder will ensure adherence to the timetables set forth herein for the services.
8. Credentials: Copies of any licenses, certifications, or other third party verification of credentials stated as BIDDER QUALIFICATIONS in the RFP must be submitted with the bid response; Documents must be clearly identified as to which requirement they are responsive.

10. Performance Bond/ Performance Requirements: N/A.
SMALL LOCAL EMERGING BUSINESS (SLEB) 
PARTNERING INFORMATION SHEET

RFP No. 16-CCA-1 -
Alameda County Community Choice Aggregation /
East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint 
Powers Authority Initialization and Service Delivery

In order to meet the Small Local Emerging Business (SLEB) requirements of this RFP, all bidders must complete this form as required below.

Bidders not meeting the definition of a SLEB (http://acgov.org/auditor/sleb/overview.htm) are required to subcontract with a SLEB for at least 20% of the total estimated bid amount in order to be considered for contract award. SLEB subcontractors must be independently owned and operated from the prime Contractor with no employees of either entity working for the other. This form must be submitted for each business that bidders will work with, as evidence of a firm contractual commitment to meeting the SLEB participation goal. (Copy this form as needed.)

Bidders are encouraged to form a partnership with a SLEB that can participate directly with this contract. One of the benefits of the partnership will be economic, but this partnership will also assist the SLEB to grow and build the capacity to eventually bid as a prime on their own.

Once a contract has been awarded, bidders will not be able to substitute named subcontractors without prior written approval from the Auditor-Controller, Office of Contract Compliance (OCC).

County departments and the OCC will use the web-based Elation Systems to monitor contract compliance with the SLEB program (Elation Systems: http://www.elationsvs.com/elationsvs/).

☐ BIDDER IS A CERTIFIED SLEB (sign at bottom of page)
SLEB BIDDER Business Name: 
SLEB Certification #: 
NAICS Codes Included In Certification: 
SLEB Certification Expiration Date: 

☐ BIDDER IS NOT A CERTIFIED SLEB AND WILL SUBCONTRACT [%] WITH THE SLEB NAMED BELOW FOR THE FOLLOWING GOODS/SERVICES:
SLEB Subcontractor Business Name: 
SLEB Certification #: 
SLEB Certification Expiration Date: 
SLEB Certification Status: ☐ Small / ☐ Emerging 
NAICS Codes Included In Certification: 
SLEB Subcontractor Principal Name: 

SLEB Subcontractor Principal Signature: ___________________ Date: __________

Upon award, prime Contractor and all SLEB subcontractors that receive contracts as a result of this bid process agree to register and use the secure web-based ELATION SYSTEMS. ELATION SYSTEMS will be used to submit SLEB subcontractor participation including, but not limited to, subcontractor contract amounts, payments made, and confirmation of payments received.

Bidder Printed Name/Title: Drake Welch, VP Customer Care, Calpine Energy Solutions
Street Address: 401 West A. Street 
City, San Diego State, CA Zip Code 92110
Bidder Signature: ___________________ Date: 12/13/10

* Please see page 11 - Exceptions, clarifications, amendments
CURRENT REFERENCES

RFP No. 16-CCA-1 -
Alameda County Community Choice Aggregation /
East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers Authority Initialization and Service Delivery

Bidder Name: Calpine Energy Solutions, LLC

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<th>MCE Clean Energy</th>
<th>Contact Person:</th>
<th>Dawn Weiss</th>
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<td><a href="mailto:mhyams@sfnwater.org">mhyams@sfnwater.org</a></td>
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<th>Jan Pepper</th>
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<th>Tom Haidashni</th>
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FORMER REFERENCES

RFP No. 16-CCA-1 -
Alameda County Community Choice Aggregation /
East Bay Community Energy: Multi-Service Technical and Administrative Tasks for Joint Powers Authority Initialization and Service Delivery

Bidder Name: Calpine Energy Solutions, LLC

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List below requests for clarifications, exceptions and amendments, if any, to the RFP and associated Bid Documents, and submit with your bid response.

The County is under no obligation to accept any exceptions and such exceptions may be a basis for bid disqualification.

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Reference To: Page 30, Section L, Item 3
Description:
Vendor seeks a waiver of the SLEB requirements for the following reasons:
Vendor is unable to subcontract the Data Management portion of the services to any third party, due to the need for a highly specialized and integrated team to perform the services.
Vendor is able to subcontract the Call Center portion of the services. However, there are no Certified SLEB entities listed in Exhibit C of the County’s RFP or the RFP Addendum, and most of the non-certified SLEBs listed are no longer active in the call center business.
Vendor has contacted a local but not certified SLEB listed in Exhibit C. To the extent required by the County in lieu of the waiver sought hereunder, Vendor will use commercially reasonable efforts to enter into a subcontractor arrangement with this firm to perform Call Center services.

Reference Tl: Page 15, Section D, Item 4g
Description:
Vendor seeks to modify the time to answer 75% of all calls from 20 seconds to 45 seconds, in line with our recent CCA agreements. In our experience, CCA calls require an average handle time significantly longer (by approximately 30%) than utility calls, which has an overall impact of increasing answer time. As a benchmark, the CPUC has established utility call center SLA at 75% of calls answered within 50 seconds, 47 weeks per year. See page 141 at:
4. **Key Personnel**

Calpine Solutions has unique and significant experience managing a large energy supply and services company. Calpine Solutions has a staff totaling more than 225 employees** covering all areas of energy supply and services to retail electricity customers. The Calpine Solutions' back office organization which CCA Data Management and Call Center Services is part of has 95 employees** with an average of approximately 7 years of energy industry experience. Critical team members (managers, supervisors and leads) average over 10 years of energy industry experience. Of these back office employees, 32 FTE employees are dedicated to or support our CCA clients, comprised of five operating CCA clients and three in the implementation phase. There are 31 sub-contract employees, not including shared Tier 1 call center agents, supporting this activity for a total of 63 members of our CCA team. To ensure we continue to deliver outstanding operational performance to meet current CCA clients’ planned growth, we currently project to grow our CCA team by at least 11 employees over the next year, in a mix of Calpine Solutions and sub-contract employees depending on call center preferences.

If chosen by Alameda County, Calpine Solutions will further expand the CCA Operations and CCA Services teams. Personnel additions supporting the call center, billing and client support will approximately tie to the number of new East Bay Community Energy accounts added. Additions to support IT functions such as EDI and Customer Information System will scale more efficiently as we have pre-designed our systems to manage higher volumes of CCA activity.

** The counts of Calpine Solutions employees does not include sub-contractors.
Current Calpine Solutions CCA Organization

Tony Choi
CCA Services Director

Paula White
CCA Operations Manager

Paul Soo
Implementation Project Manager

CCA Account Manager
1 open position

CCA Business Analyst
1 open position

3 CCA Business Specialists
1 open position

6 Account Specialists
1 open position

5 Data Specialists
1 open position

4 Customer Service Representatives
1 open position

Drake Welch
VP Customer Care

Paolandro Ysates
Director IT Development Integration

Sam Schmidt
Application Support Manager


Application Analyst Billing Systems

Sr. Developer CRM

Sr. Engineer CRM

Application NET Developer CRM

1 Jr. EDI Analyst

1 Business Analyst/QA FGA

2 Sr. NET Developers

1 Business Analyst FGA

Desktop Support

1 Legal

1 HR

1 Accounting

3rd party resource

CCA-specific resource

Calpine dedicated to CCAs

Calpine shared resource

Calpine shared pooled resource

Use or disclosure of data contained on this sheet is subject to the restriction on the cover page of this proposal.
**Key Team Member Qualifications**

Calpine Solutions' CCA team has been involved with all five California CCA implementations. They have been critical participants, not only in the technical arena, but in each CCA’s strategic scope and approach. Resumes are provided at the end of the document.

**Drake Welch**

Vice President – Customer Care  
CCA Team Role: Executive Management

Drake currently oversees Calpine Solutions’ ISO-9001:2015 certified Customer Care Department, which includes the Billing, Deal Integration, Market Settlements, Information Technology, and Community Choice Aggregation Services departments.

Drake has over 20 years of utility and energy supplier experience, with a focus on customer and back office services. Drake began his career as a Billing Specialist with San Diego Gas & Electric, a Sempra Energy regulated utility. Drake advanced quickly, moving to Sempra Energy Information Solutions, a bill processing and rate auditing company, where he gained experience in national supplier invoicing and technical solutions during the infancy stages of energy deregulation. In 2001, Drake was promoted to Billing Manager with Sempra Energy Solutions LLC. Drake transformed the Billing Department, successfully managing the department through significant growth and complex invoicing requirements by excellent management, staffing, processes, controls, and technology. He has gained responsibilities over time, applying his successful technical and management approach which has resulted in lower costs, higher output, and higher quality of product. Drake also serves on Cleantech San Diego’s Board of Directors.

**Tony Chol**

Director – CCA Services  
CCA Team Role: Relationship Management

Tony has over 20 years of experience on the wholesale side of the California electricity market. He transitioned into the CCA organization in March 2016 to help ensure we are meeting the evolving needs of our clients. Tony’s key initiatives include building out the CCA Services team and working with the IT and CCA Operations teams to develop services that maximize the value and experience our clients receive from choosing Calpine Solutions as their Data Management and Call Center Services partner.

Before joining the CCA team, Tony managed Calpine Solutions’ renewable energy portfolio in California, integrating regulatory policy, contract management and internal systems to meet the requirements of the RPS program. Tony’s prior experience before joining Calpine Solutions included roles at SDG&E and PG&E negotiating and managing contracts for a wide variety of generation resources, managing portfolios of physical energy products (including Resource Adequacy, CRRs and natural gas) and directing the SDG&E operations team responsible for scheduling over 4,000 MW of generation resources and load in the CAISO markets.
Pol Sandro-Yepes
Director – IT Development and Integration
CCA Team Role: Project Management

Pol has over 18 years of utility and energy supplier experience, with a concentration in project implementation and project management. Pol first became involved in the California deregulated market back in 1998 acting as the lead Direct Access trainer for Southern California Edison’s phone center. Over the next 17 years Pol has represented utilities and energy suppliers in both State and National working groups. As the Director of IT Development and Integration, Pol currently manages a team of 24 IT professionals ranging from Sr. Integrator/Developers, Application Administrators and Business Analysts. Pol and his team have successfully implemented the Back Office Services for the 3 active CCAs in California.

Sam Schmidt
Manager – Application Support
CCA Team Role: Technical Management

Sam has over 19 years of utility and energy supplier experience, with a focus on customer information systems ("CIS") and deregulation. Sam began his career as a management consultant in the Energy practice of Price Waterhouse. Working with numerous utilities and Energy Service Providers throughout the US and Europe, he has experience implementing CIS systems to support regulated and deregulated utilities in complicated markets. He continued his career with professional services positions at Nexant, our CIS vendor, and Alliance Data Systems. In 2008, Sam joined the team at Calpine, and currently leads a team of system integrators responsible for the implementation and maintenance of our CRM, CIS, EDI, Load Profiling and Settlement, and Accounting systems.

Paula White
Manager – CCA Operations
CCA Team Role: Operational Management

Paula has over 12 years of energy supply experience with a focus on industry leading customer service and back office services. Paula began her career as a Billing Associate with Sempra Energy Solutions, building foundational knowledge of the deregulated energy industry and bill processing. While at Calpine, Paula gained experience in various operational roles as a Commodity Billing Analyst and Commodity Billing Supervisor. In her recently departed West Regional Billing Manager role in charge of California, Oregon and Texas customer invoicing, Paula motivated her team to excellence, accuracy, and premier customer service. Paula has been recently reassigned to manage the CCA operations during a restructure of the CCA organization. Paula holds a B.A. of Arts in Music from San Diego Christian College and MBA from University of Phoenix.

Paul Soco
Manager – CCA Implementation Manager
CCA Team Role: Implementation Management
Paul has over 10 years of experience in various roles within Customer Care Department at Calpine Solutions', including billing, bill calculation, data integrity, customer enrollment, and system administrator for Calpine Solutions' CIS system. Until recently, Paul managed a broad range of our CCA activities including implementation, operations and client services. With the growth of our CCA business, Paul is now focused on new CCA implementation, where his broad range of back-office expertise along with his excellent technical skills made him a perfect fit to ensure that our new clients receive the critical start-up support needed to achieve successful operation.

Greg Bass
Director—Retail Commodity Operations
CCA Team Role: Regulatory Support

Greg has over 25 years of experience in the energy business. Currently, he is providing regulatory and legislative policy support for Calpine Solutions' Western operations which includes business development and sales. Previous responsibilities have included business operations and development and implementation of strategic plans.

Greg's professional background includes: regulatory & legislative strategy and policy; regulatory compliance; business negotiation; and expert witness and sponsor of testimony before commissions and legislative bodies. Greg was instrumental in building the operations and nationwide reach of Sempra Energy Solutions (which later became Calpine Solutions), including obtaining numerous state retail power licenses, Mexican and Canadian import and export permits for power and natural gas and certification to operate with more than 55 utility distribution companies.

Prior to joining Calpine Solutions, Greg was a part of Southern California Edison’s ESP Services Division as an account manager. Greg also has 7 years of experience in Portland, Oregon, working for PacifiCorp in a regulatory role and has testified before the Oregon Public Utilities Commission.

Resumes for this team are provided in Exhibit B.
5. **Description of the Proposed Equipment / System**

Calpine Solutions utilizes several key systems to perform Data Management services as described below. These systems operate in a coordinated manner to ensure that data processes are standardized and correctly synchronized. The critical takeaway is these systems have been built, configured and tested together to perform the specific Data Management services East Bay Community Energy is seeking in this RFP, and have proven themselves to date in achieving high levels of accuracy and reliability with our existing CCA clients.

Should Calpine Solutions be selected, setup of new instances of these systems for the East Bay Community Energy program is a straightforward and short-term process that we have already performed numerous times with our new clients.

- **Customer Information System ("CIS")** – Calpine Solutions utilizes a customized version of an industry-standard billing system. This system houses all utility related customer information and transactions, table of CCA rates, and transactions with the utility.
- **Customer Relationship Management ("CRM") system** – Calpine Solutions utilizes a customized version of Microsoft Dynamics CRM. The CRM interfaces with other Calpine Solutions systems and houses all customer information including interactions, billing information, customer usage information and invoice copies. The CRM is equipped with customized workflows to manage internal tasks.
- **Electronic Data Interchange ("EDI") systems** – Calpine Solutions utilizes an industry-standard system to house the EDI mapping and perform translation of EDI files. Ancillary applications surrounding this system validate data content prior to system loading.
- **Settlement Quality Meter Data ("SQMD") system** – Calpine Solutions utilizes a fully customized version of an industry-standard settlement product to load profile, loss adjust, estimate and aggregate usage for CAISO SQMD reporting.
- **Ancillary applications:** There are several ancillary applications that surround the main systems to enable Calpine Solutions to perform our specialized list of services at a high level.

**Disaster Recovery**

Calpine Solutions has an extensive, and routinely tested, emergency plan for people and processes. Our main data center is in San Jose, California with full-back up at least nightly to a data center in Somerset, New Jersey to ensure redundancy of data. There is a tiered protocol to bring systems back on-line based on need. Employees have access to perform the tasks included in this services RFP remotely in the case of an emergency.

6. **Description of the Proposed Services**

Please refer to Exhibit C (Pro Forma Services Addendum) for a complete description of our proposed services. This document is essentially a component of our service agreement with other operating CCAs and nearly identical to the Specific Requirements for Data Management and Call Center Services in Section D of the RFP, and also provides for start-up support services at no
additional cost to East Bay Community Energy. Supplemental discussion of the various areas of service are presented below.

Electronic Data Exchange Services

Calpine Solutions will exchange the full set of EDI transaction files with PG&E on East Bay Community Energy’s behalf. CCA transactional data includes CCA Service Requests, customer usage data, billing information and payment data. Calpine Solutions will receive and process EDI transactions from PG&E and apply the information to East Bay Community Energy’s customers, and generate and send EDI transactions to PG&E from its systems on an account-by-account basis. Calpine Solutions performs this same set of services to all operating CCAs.

Calpine Solutions has over 18 years of Electronic Data Interchange ("EDI") experience in the energy space with 61 EDI trading partners, most of which are electric utilities. Calpine Solutions has been an active participant in California DA and CCA working groups since prior to 1998 to help shape the decisions that ultimately established the EDI protocols and standards we follow today. Calpine Solutions is the only EDI CCA certified data manager in California; because of our in-depth knowledge and experience, EDI testing with PG&E for East Bay Community Energy’s CCA implementation is expected to only require connectivity testing which take about one week, expediting East Bay Community Energy’s implementation phase and eliminating one area of operational risk from the start. Calpine Solutions is experienced in all EDI data communications with PG&E and handles over a million PG&E EDI transactions every month.

Calpine Solutions processes and systems are highly integrated with PG&E. There are a significant number of system and data limitations with PG&E’s data files that Calpine Solutions has resolved by automated identification and automated and manual work arounds. The vast majority of these system and data issues do not present themselves on the Direct Access side for PG&E and are not applicable to any other utility in the nation. To choose a data management provider that is not aware of these significant exceptions, let alone has not accounted for the resources required to resolve them day-in and day-out in its proposal, would pose a significant operational and financial risk to East Bay Community Energy. This statement is applicable to many parts of the Data Management service that is required by East Bay Community Energy.

The following table shows Calpine Solutions’ production and performance statistics for CCA EDI transactions over the past 12 months. The success rate relates to the generation and processing of EDI files in the correct file format for enrollments, drops, usage, invoicing and payments, which speaks to the high level of reliability we have achieved with our systems. As noted above, despite the reliability of our systems and workflows to process EDI files, the data therein is far from perfect due to many upstream factors that may affect accuracy, for example bad meter data or system issues affecting the utility’s billing process. Such exceptions are worked each day between PG&E and our team of Billing Analysts, Data Specialists and Account Specialists to resolve discrepancies, down to the individual meter level.
Qualified Report Entity ("QRE") Services

Calpine Solutions currently performs these same set of services to the operating CCAs.

For all applicable generation facilities for the operating CCAs, Calpine Solutions reports net production data to WREGIS on time and without the need to make any subsequent adjustments due to inaccurate data. To ensure accuracy, Calpine Solutions accesses meter data from the data source, whether from the CAISO meter data system or directly from PG&E via EDI transactions.

Customer Information System

Calpine Solutions will maintain a database of all East Bay Community Energy customers, tracking each customer's enrollment status, rate schedule, invoice, metered usage and payment status. Calpine Solutions will maintain a table of rate schedules provided by East Bay Community Energy and will apply the CCA customer's monthly usage against the applicable rate and remit the East Bay Community Energy monthly charges to PG&E for billing and collection. As part of these billing services Calpine Solutions will report billing information such as usage and dollars, payment transactions and listings of delinquent accounts on a regular basis.

Calpine Solutions will calculate and provide Settlement Quality Meter Data on a daily basis to East Bay Community Energy's designated scheduling coordinator and/or the California ISO. Calpine Solutions currently performs these same set of services to all operating CCAs.

Calpine Solutions utilizes both a CIS and a CRM application. These systems are updated with billing, payment, and customer specific utility account maintenance information on a daily, weekly and monthly basis. The two systems are synced nightly to ensure data integrity. Calpine Solutions also performs monthly audits to ensure customer information is consistent with PG&E.

### Table: Transaction Types

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<thead>
<tr>
<th>Transaction Type</th>
<th>Inbound Count</th>
<th>Outbound Count</th>
<th>Total Count</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCASR Enroll</td>
<td>614,037</td>
<td>2,302</td>
<td>616,339</td>
<td>100%</td>
</tr>
<tr>
<td>CCASR Change</td>
<td>268,832</td>
<td></td>
<td>268,832</td>
<td>100%</td>
</tr>
<tr>
<td>CCASR Drop</td>
<td>161,296</td>
<td>12,958</td>
<td>174,254</td>
<td>100%</td>
</tr>
<tr>
<td>Usage</td>
<td>5,902,666</td>
<td></td>
<td>5,902,666</td>
<td>100%</td>
</tr>
<tr>
<td>Invoice</td>
<td></td>
<td>5,642,126</td>
<td>5,642,126</td>
<td>100%</td>
</tr>
<tr>
<td>Cash</td>
<td>5,921,428</td>
<td></td>
<td>5,921,428</td>
<td>100%</td>
</tr>
<tr>
<td>824 Advice</td>
<td>9,389</td>
<td>28,115</td>
<td>37,504</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>12,877,648</strong></td>
<td><strong>5,685,501</strong></td>
<td><strong>18,563,149</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Customer Call Center

Calpine Solutions currently performs these same set of services to all operating CCAs.

Calpine Solutions utilizes robust Interactive Voice Response ("IVR") technology which allows customers to retrieve specific East Bay Community Energy program and customer information. Users also have the ability to perform program specific tasks within the IVR including, but not limited to, opt-up, opt-down, and opt-out functionality. Users may elect to use the “virtual queue” functionality which provides the option to keep their place in line without staying on the phone or schedule a “call back” at the user specified time and number.

The contact center for East Bay Community Energy would be staffed 8 AM to 5 PM during non-enrollment periods and 24-7 during enrollment periods. Calpine Solutions’ utilizes a contact center with multiple tiers and parties related to customer service representative (“CSR”) expertise. The first tier of CSRs are provided by a sub-contracted traditional mass-market call center, handling calls related to general CCA and program specific information as well as performing tasks associated with program elections. This tier can quickly ramp up or down based on fluctuating call volumes. CCA call volumes are very erratic, often spiking for predictable reasons like noticing, but often for unpredictable reasons such as media spots. The second tier of agents are able to handle more involved customer inquiries, such as billing and net-energy metering ("NEM") inquiries. The third tier of calls consists of CCA, program, and energy industry experts comprised of Calpine Solutions staff with extensive customer service and technical experience.

All CSRs, in coordination with East Bay Community Energy staff, will have at their disposal a complete script which includes information related to the program, rates, and resource portfolio. CSRs are trained on specific program information and also have an extensive set of answers to frequently asked questions. A cost comparison tool, provided by CCAs, are also used by CSRs to compare a customer’s energy delivery charges between East Bay Community Energy and PG&E.

CSRs and East Bay Community Energy staff will have access to a Customer Relationship Management ("CRM") application which houses customer interactions (phone calls, emails, letters, etc.), billing, usage, and program election information. The CRM also houses images of PG&E invoices related to East Bay Community Energy charges. Additional CRM functionality includes the ability to track the success of East Bay Community Energy marketing and outreach programs.

Calpine Solutions will provide a set of web forms to be integrated into the East Bay Community Energy website allowing customers the option to perform program related tasks including, but not limited to, opt-up, opt-down, or opt-out from the East Bay Community Energy website. These program changes are integrated into the CRM during an hourly sync process.

Calpine Solutions is committed to high quality customer interactions. To that end, in addition to a “Customer Satisfaction Survey” offered to the customer at the conclusion of each call, Calpine Solutions utilizes commercially reasonable quality assurance processes and performs continuous CSR training.

Use or disclosure of data contained on this sheet is subject to the restriction on the cover page of this proposal.
Calpine Solutions will be responsible for Customer Care management, oversight and quality control.

Calpine Solutions' call-center model is performing well, as evidenced by a recent customer satisfaction rating of 89% on independent post-call surveys over a 12-month period. Calpine Solutions constantly reviews this model to see how the call center service can deliver an even better customer experience based on the evolving needs of our clients and their customers, including partnerships with local call center firms and targeted allocation of calls to CCA and Calpine Solutions employees.

**Billing Administration**

Calpine Solutions currently performs this same set of services to all operating CCAs.

Calpine Solutions has over 18 years of experience providing invoices to energy customers and is known for its best-in-class billing capabilities supported by thoroughly vetted IT solution and business processes to achieve extremely high levels of accuracy and timeliness. Our performance in these two areas are represented by the following performance metrics based on data since January of 2015:

<table>
<thead>
<tr>
<th>Total Accounts</th>
<th>Billed Accounts</th>
<th>Calpine Solutions Error Rebill</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,382,136</td>
<td>5,822</td>
<td></td>
<td>99.94%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Accounts</th>
<th>Billed Accounts</th>
<th>Invoiced Greater Than 3 Days</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,382,136</td>
<td>4,260</td>
<td></td>
<td>99.96%</td>
</tr>
</tbody>
</table>

**Reporting**

Calpine Solutions currently performs this same set of services to all operating CCAs.

Calpine Solutions has developed a number of data reports that provide our CCA clients with information vital to managing their programs. These reports, the same as listed on Page 18 of the RFP, have been provided with 100% accuracy, completeness and timeliness. Additional reporting of East Bay Community Energy data can also be established based on the needs of the program staff.

**Settlement Quality Meter Data**

Calpine Solutions currently performs this same set of services to all operating CCAs.
Outside of one utility in Michigan, California is the only market where Electric Service Providers and Community Choice Aggregators report their own load (aggregated customer usage) to the Independent System Operator for settlement purposes. The sophistication and experience needed to accomplish this seemingly mundane task cannot be understated. Many ESPs serving Direct Access customers have underestimated the systems and processes required to perform this task accurately and timely. Calpine Solutions views this service as a competitive differentiator and asks East Bay Community Energy to give specific attention to this service when assessing respondents’ qualifications. This task/service is one of the greatest program risks and must be addressed by choosing a provider that is extremely experienced in this function over a large count of accounts. To successfully perform this task, it takes a level of quality control that can only be accomplished with significant expertise and experience of both systems and people.

CAISO SQMD reporting timelines and tasks are as follows:

For each T+8B (Estimated) and T+48B (Actual) submission, where 'T' equals trade date and 'B' equals business days, Calpine Solutions will provide significant quality control on the input usage files and meter attributes which gives the usage context. For each meter, Calpine Solutions will receive either interval meter reads (usage per fifteen minutes) or a monthly read for scalar meters and SmartMeters. If a scalar meter or SmartMeter, Calpine Solutions will apply the appropriate PG&E dynamic profiles to shape the usage, quantifying usage for each hourly interval. After hourly reads (fifteen minute interval reads are summed to the hourly interval) for each meter are quantified, Calpine Solutions will loss adjust the usage, per meter and interval, with the appropriate PG&E dynamic loss factor based on voltage level of the account. If after performing our outstanding quality control and working with PG&E to remedy missing or incorrect usage, there remains any missing reads or reads deemed inaccurate, Calpine Solutions will estimate usage for the respective meter based on historical usage. Calpine Solutions will then aggregate usage for all meters by hour and trade date and provide to East Bay Community Energy’s designated Scheduling Coordinator or directly to CAISO. Submissions for T+172B (Resettlement) are performed as needed per an agreed upon threshold and process between East Bay Community Energy, designated Scheduling Coordinator, and Calpine Solutions.

Customer Service

For customer service, there is an escalation tree to ensure customers have the appropriate level of person responding to the respective communication. All customer interactions are logged into the CRM system and available for viewing by designated East Bay Community Energy staff. As part of the project implementation, East Bay Community Energy will make decisions about which items to be involved in directly and which to be just be informed. For example, if a caller asks for an employee at East Bay Community Energy, does East Bay Community Energy want the call transferred or a call slip taken with expectations set on the timing of the return communication? These lines can change over time as East Bay Community Energy desires.
Account Manager / Support Staff

Tony Choi, Director of CCA Services, will manage the relationship and contract between East Bay Community Energy and Calpine Solutions. Tony will be the primary contact and responsible for understanding East Bay Community Energy's requirements and standards and ensuring Calpine Solutions is a trusted and strategic partner. On a tactical level, Tony will have the oversight needed to ensure the full Calpine Solutions team of CCA subject matter experts is available as needed to engage in East Bay Community Energy issues and to develop solutions to any issues that arise in a timely manner.

7. Implementation Plan and Schedule

Implementation Timeline

Selecting Calpine Solutions will enable East Bay Community Energy to launch its CCA program by October of 2017 with respect to all Data Management and Call Center Services requirements. With many successful enrollment phases behind us, Calpine Solutions has developed the expertise such that we can support a new CCA implementation in as little as five months from contract execution, and is currently meeting a similar timelines for the Silicon Valley Clean Energy Implementation. The following table summarizes the major milestones and activities for a new CCA implementation timeline.

Calpine Solutions' experience in implementation of all CCAs currently operating in California makes us a reliable partner in helping the County meet its goals and timelines. The timelines and deliverables are quite aggressive and Calpine Solutions cautions that entities without such experience may not be aware of the obstacles in meeting schedule.

Calpine Solutions has several advantages at its disposal to implement East Bay Community Energy on a timely basis. These include:

a) A project management approach with weekly meetings to prioritize critical path items
b) Already EDI-certified with PG&E and currently exchanging millions of files per year
c) Already-operational IT systems and software to perform all data functions
d) Already-operational operating procedures, controls and standards
e) Already-operational call center with deep training to serve CCA clients
f) Already-developed pro forma agreement and scope-of-work addendum to shorten contracting period
g) Pre-populated scripting and web forms provided to East Bay Community Energy for approval

As to customer enrollment, Calpine Solutions is well versed in handling mass enrollment CCA phases. We not only have the experience, systems, and expertise; we also have strong relationships and established processes with PG&E's CCA implementation team. Calpine Solutions will coordinate the mass enrollment data set between East Bay Community Energy and PG&E's
enrollment team. Calpine Solutions will send customer lists to PG&E which includes all eligible customers, customers whom have opted-out, and customers electing to default to CCA service. PG&E then sends enrollment transactions for all eligible customers. Our systems have been designed and tested to handle the PG&E Mass enrollment 814 transactions which automatically create the account in our CIS and CRM systems. Because our systems are already in production, Calpine Solutions will only need to add a new instance for East Bay Community Energy to start accepting Mass Enrollments, this significantly expedites the start-up timeline. The CRM and CIS systems can be up and running in approximately 60 days from contract execution, once the customer data is made available from the utility.
<table>
<thead>
<tr>
<th>Implementation Task</th>
<th>Duration</th>
<th>Start</th>
<th>End</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Executed</td>
<td></td>
<td></td>
<td>Day 1</td>
<td></td>
</tr>
<tr>
<td>Designated as Back office Service Provider with the Utility</td>
<td>7 days</td>
<td>Day 2</td>
<td>Day 9</td>
<td>CCA</td>
</tr>
<tr>
<td>Infrastructure &amp; Application Configuration</td>
<td>63 days</td>
<td>Day 2</td>
<td>Day 65</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>CRM Install and Configuration</td>
<td>30 days</td>
<td>Day 5</td>
<td>Day 35</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>FAQ Approval</td>
<td>7 days</td>
<td>Day 5</td>
<td>Day 12</td>
<td>CCA</td>
</tr>
<tr>
<td>EDI Certification (Utility and Bank)</td>
<td>25 days</td>
<td>Day 9</td>
<td>Day 34</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>IVR and CSR Scripting Approval</td>
<td>7 days</td>
<td>Day 5</td>
<td>Day 12</td>
<td>CCA</td>
</tr>
<tr>
<td>Website iFrames Template Review and Approval</td>
<td>7 days</td>
<td>Day 19</td>
<td>Day 26</td>
<td>CCA</td>
</tr>
<tr>
<td>Website iFrames Design and Construction</td>
<td>14 days</td>
<td>Day 26</td>
<td>Day 40</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>IVR Recordings</td>
<td>14 days</td>
<td>Day 12</td>
<td>Day 26</td>
<td>CCA</td>
</tr>
<tr>
<td>Phone Center Training</td>
<td>21 days</td>
<td>Day 35</td>
<td>Day 56</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>IVR Programming</td>
<td>20 days</td>
<td>Day 26</td>
<td>Day 46</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>List of Phase 1 Customers</td>
<td>N/A</td>
<td>Day 40</td>
<td></td>
<td>CCA</td>
</tr>
<tr>
<td>Print Vendor Selection</td>
<td>N/A</td>
<td>Day 50</td>
<td></td>
<td>CCA</td>
</tr>
<tr>
<td>Print Vendor Collaboration and Testing</td>
<td>7 days</td>
<td>Day 50</td>
<td>Day 57</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>Rate Design and Approval</td>
<td>N/A</td>
<td>Day 60</td>
<td></td>
<td>CCA</td>
</tr>
<tr>
<td>1st Opt Out Period</td>
<td>30 days</td>
<td>Day 60</td>
<td>Day 90</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>2nd Opt Out period</td>
<td>30 days</td>
<td>Day 90</td>
<td>Day 120</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>Program Rates</td>
<td>30 days</td>
<td>Day 120</td>
<td>Day 150</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>Program Reports</td>
<td>30 days</td>
<td>Day 120</td>
<td>Day 150</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>Utility Account Set Up (dead period)</td>
<td>30 days</td>
<td>Day 120</td>
<td>Day 150</td>
<td>Utility</td>
</tr>
<tr>
<td>Account Switch/Program Live</td>
<td>30 days</td>
<td>Day 150</td>
<td>Day 180</td>
<td>Utility/Data Management Provider</td>
</tr>
<tr>
<td>1st Full Cycle Bills and 3rd Opt Out Period</td>
<td>30 days</td>
<td>Day 165</td>
<td>Day 195</td>
<td>Data Management Provider</td>
</tr>
<tr>
<td>2nd Full Cycle Bills and 4th Opt Out Period</td>
<td>30 days</td>
<td>Day 195</td>
<td>Day 225</td>
<td>Data Management Provider</td>
</tr>
</tbody>
</table>

Use or disclosure of data contained on this sheet is subject to the restriction on the cover page of this proposal.
8. **Credentials**

a) Calpine Solutions is a fully operational EDI partner with PG&E for CCA transactions. While PG&E does not provide a certification per se, the CCA team can validate Calpine Solutions status as a certified EDI trading partner upon East Bay Community Energy's request.

b) Calpine Solutions is certified compliant with ISO 9001:2015, an international quality management standard. This provides our CCA clients additional comfort that Calpine Solutions' people, systems, and processes are professional and reliable. The standard has audited quality measures, many of which are listed in the RFP as key performance requirements. The standard also requires consistent improvement. Calpine Solutions believes it is still the only company within the Retail Energy Services designation that is certified as ISO 9001:2015 compliant. A copy of the certificate is provided here for reference.

![CERTIFICATE OF REGISTRATION](image)

**CERTIFICATE OF REGISTRATION**

This Certificate bears witness that Great Western Registrar LLC (an ANAB-registered CR) has assessed the quality system of:

**CALPINE ENERGY SOLUTIONS, LLC**

401 W. A STREET, SUITE 500

SAN DIEGO CA 92101

And declares that the quality system of the above named organization is in conformance with:

ISO 9001:2015

This registration covers the range of supply listed below:

**PROVIDES RETAIL ENERGY SERVICES TO CUSTOMERS’ SITES THROUGHOUT THE UNITED STATES**

The products, services and/or processes named above shall only be offered from the above address. The above named organization is subject to procedures that govern the registration for which they are certified.

For Great Western Registrar, LLC

[Signature]

**Title:** President

21835 N. 23rd Ave. Phoenix, AZ. 85027

Cert. #: 0706-60-4

Issue date: 11/03/2015

Revision date: 12/04/2014

Reprint date: 11/29/2015

n.cab

**c)** Calpine Solutions complies with CAISO requirements for Scheduling Coordinators submitting Settlement Quality Meter Data to perform an annual audit in order to ensure compliance with all applicable Local Regulatory requirements and to ensure the accuracy and integrity of the Settlement Quality Meter Data (SQMD) submitted to the CAISO. We provide completed self-
audits on behalf of each of our operating CCA clients to enable their Scheduling Coordinators to remain fully compliant with CAISO requirements.

9. **Reserved**

10. **Performance Bond / Performance Requirements**: N/A
Exhibit B: Resumes
PROFESSIONAL EXPERIENCE

Noble Americas Energy Solutions, San Diego, CA (Previously known as Sempra Energy Solutions)

Vice President – Customer Care and Information Technology
- Sr. Management leadership for Customer Billing Department
- Sr. Management leadership for Information Technology Department
- Sr. Management leadership for Deal Integration Department
- Sr. Management leadership for Market Settlements department

February 2009 – Present

Director – Customer Care and Business Application Systems Support
- Strategic oversight for Customer Billing Department
- Strategic oversight for Business Application Systems Support
- Strategic oversight for Deal Integration Department
- Strategic oversight for Market Settlements department
- Instituted the ISO-9001:2008 certification for the Customer Care Department

April 2006 – February 2009

Customer Billing Manager
- Lowered error rate from approximately 5% to under 0.25%
- Lowered average days to invoice from approximately 5 days to under a day
- Invoiced over a billion dollars in revenue yearly over the period

January 2003 – April 2006

Senior Business Analyst / Customer Billing Supervisor
- Identified and evaluated risks and controls for Billing Department
- Set up processes, procedures and controls for all commodity invoicing

November 2000 – January 2003

Sempra Energy Information Solutions, San Diego, CA

Energy Service Representative
- Resolved commodity billing issues
- Statistical exception research and resolution
- Rate, usage, cost analysis and reporting

April 2000 – November 2000

San Diego Gas & Electric, San Diego, CA

Billing Specialist
- Resolved billing issues for major and summary billed customers
- Reconciled major accounts
- Resolved billing issues with Electric Service Providers

April 1997 – April 2000

APPLICABLE EXPERTISE, KNOWLEDGE, SKILLS AND ATTRIBUTES
- Extensive natural gas and power industry experience
- Extensive understanding of Front-Office, Middle-Office, and Back-Office procedures, processes and necessary controls
- Excellent problem solving skills

EDUCATION

Bachelor of Arts in Business Economics University of California, Los Angeles
Tony Choi
190 Del Mar Shores Terrace #60
Solana Beach, CA 92075

EXPERIENCE

CCA Services Director
Noble Americas Energy Solutions, LLC
March 2016 – Present (4 months) San Diego, CA

Manage business relationships with existing and future CCA clients across breadth of engagement from senior leadership to operational staff. Understand CCAs’ near-term and long-term objectives, relevant regulatory drivers and industry trends, and collaborate internally to develop responsive solutions and services.

Manager of Business Development
Noble Americas Energy Solutions, LLC
September 2012 – March 2016 (3 years 6 months) San Diego, CA

Structure, negotiate and close transactions for wholesale renewable energy products, including PPAs for bundled renewable energy. Manage approvals through Legal, Credit, Regulatory and senior management to deal execution. Counterparty relationships include asset owners, developers, utilities, CCAs and large retail customers. Stay abreast of market conditions and regulatory dynamics to inform procurement strategy.

Develop systems and processes to run firm’s RPS book for California. Manage reporting of P/L associated with retail and wholesale RPS transactions, coordinating with Sales, Risk, Market Settlements and Accounting.

 Produce analysis and strategies to inform firm’s decisions with respect to demand-side management opportunities, including behind-the-meter solar generation and energy storage. Seek and develop relationships with demand response and energy storage companies to identify and pursue partnership opportunities.

Portfolio Trading and Operations Manager at SDG&E (various positions)
Sempra Energy
October 2002 – August 2012 (9 years 11 months) San Diego, CA

Ran all day-to-day trading and operational activities to optimize SDG&E’s 4,500-plus MW resource portfolio, including combined cycle generation, peakers, pumped storage, wind and solar. Supervised staff of 11 to perform real-time operations, day-ahead scheduling and portfolio optimization functions. Developed and managed dispatch protocols for demand response capacity, including first-of-kind bidding of distributed resources as Proxy Demand Resources into California ISO market.

As Operations Manager, collaborated tightly with IT and led team to successfully transition company to operate within new California ISO nodal market in 2009. Project required development and deployment of new software platform and operational processes affecting nearly every facet of day-to-day market activities.

Contract Structuring Manager
Calpine Corporation
April 2001 – October 2002 (1 year 7 months) Pleasanton, CA
Priced out fair value of tolling and other structured off-take transactions on company’s portfolio of generation assets and generation projects under development. Built Excel models to value commercial terms being negotiated in power purchase agreements.

Power Marketing and Origination
Constellation Energy
August 1999 – April 2001 (1 year 9 months) Baltimore, Maryland

Developed pipeline of wholesale structured transactions for power and gas in WECC region. Closed deals included hedging SRAC gas exposure for biomass generators.

Jointly with gas desk produced the fuel strategy for 800 MW, 3x2 combined cycle plant under development. Strategy contributed to successful construction of project in High Desert, California.

Gas and Power Trading
Pacific Gas and Electric Company
April 1994 – April 1998 (4 years 1 month) San Francisco, CA

Traded and managed scheduling of spot and forward physical power at Pacific Northwest, Desert Southwest and California delivery points to optimize over 8,000 MW of dispatchable resources in PG&E supply portfolio.

Traded and scheduled natural gas leveraging utility-owned firm transportation capacity to supply up to 1 Bcf/day for PG&E Core markets. Developed risk management process and tools to manage portfolio. Traded basis and futures to manage forward positions.

Power Plant Engineer
Pacific Gas and Electric Company
May 1992 – April 1994 (2 years) San Francisco, CA

Planned and supervised major I/O performance testing on 750 MW super-critical steam generation units. Produced weekly plant performance reporting to trend KPIs and identify operational issues.

Engineered, gained funding approval and managed installation of various capital projects supporting ancillary plant systems.

EDUCATION

University of California, Berkeley
Masters of Business Administration, Chemical Engineering, 1999
Bachelor of Science, Chemical Engineering, 1992
Summary of Qualifications:

- Excellent written and verbal communication skills.
- 14 years extensive project management experience ranging from conceptualization, project planning, prioritization, performance measurement and implementation.
- 14 years broad experience with governmental and regulatory requirements pertaining to Electric Deregulation.
- 6 years Sr. Management experience. Directly responsible for managing cross functional IT and Application Support Teams.
- Exceptional business analytics specializing in process improvements and increased productivity.

Experience

2007 – Present – Noble Americas Energy Solutions
Director IT Development and Integration
- Manage a team of Developers, Senior Developers, Business Analyst and Application Administrators supporting a large cross section of the company’s third party applications as well as in-house development.
- Responsible for major IT project implementations for all company departments and business lines.
- Part of the IT management team responsible for strategic planning, process improvement and system integration.

2007-2007 – Southern California Edison CA
Manager Performance Management and Business Planning
- Responsible for all Call Center Performance Management reports for a 500 seat call center.
- Managed a Call Center Incentive Program budgeted at 400K annually.
- Managed the Business Planning Group, responsible for Call Center Business Support functions.
- Managed a team of eight Business Analysts.
- Responsible for all data requests and performance reporting pertaining to the call center.
- Managed 3rd party vendor relationship for outsourced Call Center activity.
- Member of the SAP Integration Team representing cross-functional departments.

2005-2006 – Southern California Edison CA
Project Manager, CSBU Client PMO
- As client liaison, managed end-to-end project interactions with IT.
- Tracked and followed up on IT projects to ensure timely and successful delivery.
- Managed the client approval process to ensure all IT projects received client sign-off prior to implementation.
- Interfaced with Business Line management and IT management to resolve discrepancies and provide support resolution in a timely manner.
- Lead cross functional teams in representing client interests with IT throughout the application development life cycle.
- Member of the SAP Integration Team, responsible for blueprinting and gap analysis.
Project Manager Information Technology
- Manage data exchange projects for a large ESP.
- Responsible for coordinating 3rd party vendor services and applications for CIS and Accounting applications.
- Directly responsible for all EDI and data communication between multi-state regulatory agencies as well as publicly owned utilities.
- Manage cross-functional teams, while implementing operational and technical processes and projects.
- Resolve all conflicts and inconsistencies with national, state and jurisdictional electronic data protocols.
- Member of the prioritization committee responsible for project review, evaluation and scheduling of cross functional resources.
- Managed a team of 5 developers to ensure project compliance, maintain project schedules, and adherence to cost estimates.
- Managed project testing, migration and post production verification.
- Responsible for monthly matrix reporting of operational support issues as well as project service request status.

2000 - 2002 Southern California Edison Rosemead, CA
Project Manager - Data Interchange and Database Management
- Manage data exchange projects for external trading partners pertaining to CPCU mandates and data requests.
- Project manager responsible for SCE's Customer Data Warehouse expansion and utilization.
- Project manager for CSS Data retention and archival/retrieval strategy
- Work with cross functional teams to achieve corporate strategic goals

1998 - 2000 Southern California Edison Rosemead, CA
Technical Specialist - Direct Access / Process Improvement
- Managed all EDI and Electronic Communication projects for both internal and external clients.
- Interface with internal and external organizations regarding deregulation and regulatory requirements.
- Represent SCE at the State and National forums pertaining to Direct Access business processes and communication protocols

1997 - 1998 Southern California Edison Long Beach, CA
Electronic Data Interchange (EDI) Coordinator
- Managed all electronic communication compliance testing for Billing and DASRs with internal and external clients.
- Analyze all electronic exchange protocols for CPUC compliance and market demands.
- Interface with internal and external organizations to help facilitate the success of billing, enrollment, and communication in the deregulated market.
- Subject matter expert for Direct Access procedures and interfaces

1997 - 1997 Southern California Edison, Long Beach, CA
Lead Trainer - ESP and Direct Access Phone Center
- Managed and implemented all start up training material for the ESP/Direct Access Support center.
- Delivered all training courses and material to the front-line telephone representatives, business analysts, and coordinators.
- Analyzed all system and business line responsibilities, coordinated with the various departments to ensure smooth hand-offs, transitions and implementation.

Education
Long Beach City College Long Beach, CA
Business Administration 1986 - 1992
University California San Diego San Diego, CA
Business Administration 1984-1985
EDUCATION
B.S.B.A., Management Information Systems, Miami University, Oxford, Ohio.

PROFESSIONAL AND BUSINESS HISTORY
Noble Americas Energy Solutions (Sempra Energy Solutions): Manager, September 2010 to Present
Noble Americas Energy Solutions (Sempra Energy Solutions): Senior Integrator, July 2008 to September 2010
Alliance Data Systems (Capstone Consulting Partners): Manager, August 2002 to July 2008
Nexant Corporation (Excelergy Corporation): Project Lead, August 1999 to August 2002
PricewaterhouseCoopers, LLP: Consultant, December 1997 to July 1999

PROFESSIONAL AND BUSINESS EXPERIENCE
• Noble Americas Energy Solutions (Sempra Energy Solutions)
  o Manager, Back Office Application Support – Manager for a team responsible for supporting the accounting, pricing, billing and EDI systems for an Energy Supplier supporting sales in North America. Implemented and support the systems necessary to administer three Community Choice Aggregation programs in California.

• Alliance Data Systems (Capstone Consulting Partners)
  o Team Lead for a conversion project implementing the Informatica ETL toolset. Successfully consolidated three mainframe CIS systems into a common platform. Actively involved with all stages of the data conversion project, including: data mapping, design, Informatica map development, testing and controls.
  o Technical Lead on multiple strategic sourcing projects. Assisted clients with vendor selection projects to select packaged customer information systems.
  o Responsible for the maintenance and implementation of packaged customer information systems for numerous deregulated energy clients. Actively involved in all stages in the system implementation lifecycle, including: creating system proposals and project plans; documenting system requirements; performing gap analyses; estimating development efforts; conversion of legacy system data; system configuration; system interfaces; system testing; and production support.

• Excelergy Corporation
  o Responsible for the implementation of a packaged CIS for numerous deregulated energy clients.
  o Gathered requirements, designed, developed and implemented interfaces to/from general ledger systems, electronic data interchange (EDI) with business partners and XML interfaces to/from internal systems.
  o Modified cascading style-sheets and javascript functions to display XML invoice documents internally, and via the Internet.
  o Successfully implemented a North American application for the first European client in under a six-month timeframe.
- Presented software demonstrations to prospective and current clients.
- Trained classes of end users on use of software.

**PricewaterhouseCoopers**
- Member of a project team responsible for the testing and implementation of a multi-tiered customer information system constructed for a regulated electric utility. Responsibilities included the creation of test script for the system administration and customer communication modules of the system, and the execution of these scripts.
- Completed the system testing of a client/server customer information system for an energy marketer participating in the Pennsylvania Choice deregulated electric market. Testing involved functional testing of the application and EDI testing with local Electric Distribution Companies to achieve market certification to exchange EDI documents.
- Completed construction, system testing, and maintenance development on a savings analysis system for an energy marketer participating in the deregulated gas and electricity markets. Developed sales tool to compare utility regulated rates to deregulated energy marketer rates. Development involved Microsoft Access in a Windows NT environment.
- Assistant Instructor for the Price Waterhouse MITIS 1 training program, which focuses on both mainframe and client/server system construction. Prepared and presented lectures on the Price Waterhouse System Management Methodology (SMM); COBOL, C and PowerBuilder programming; DB2 and Oracle Databases; and the Unix operating environment. Responsible for answering participants' requests for assistance, performing technical walkthroughs, reviewing work products for quality assurance reviews, and developing project performance evaluations.
- Successfully completed the MCS Information Technology Individual Study (MITIS) program. Training covered the Price Waterhouse System Development Life Cycle Methodology and System Management Methodology (SMM); GUI development tool PowerBuilder (PC and Oracle platforms), Oracle database, and C programming (UNIX and Oracle platforms); ISPF editing, COBOL programming, Job Control Language (JCL), DB2 database, QMF database query program; Introduction to JAVA programming (Sun server and Browser platform).

**TECHNICAL CAPABILITIES**

Languages / Software: Informatica PowerCenter, Informatica PowerExchange, Visual Basic, C, Crystal Reports, Microsoft Access, Oracle, DB2, SQL Server
PAULA WHITE
401 West A Street, Suite 500 San Diego, CA 92101 | (619) 964-6158 | pwhite@noblesolutions.com

PROFESSIONAL EXPERIENCE

Noble Americas Energy Solutions, San Diego, CA
(Previously known as Sempra Energy Solutions)

CCA Operations Manager  
Jun 2016 to Current
- Manager of CCA Billing Analysts, Account Specialists, and Data Specialist responsible for timely and accurate data verification, billing, customer service, and call center management
- Maintaining and improving processes while working closely with our CCA Clients to ensure their success in the market
- Actively identify and evaluate risks and controls for CCA Operations team, monitor daily and monthly processes
- Provide training manuals and continually update training materials for third party call center agencies
- Work closely with CCA Clients in implementation process to ensure operational goals are executed successfully

Regional Manager – Customer Billing  
Apr 2012 to Current
- Manager of Billing Associates, Analysts, and Senior Analysts responsible for pricing, billing, and customer service
- Invoiced over 90,000 accounts per month, over a billion dollars in revenue yearly
- Lowered error rate from approximately .25% to under 0.05%
- Recently incorporated Microsoft Dynamics CRM into Customer Billing daily processes to create efficiencies and controls

Commodity Billing & Community Choice Aggregation Supervisor  
Apr 2010 to Apr 2012
- In addition to Commodity Billing responsibilities, managed Marin Clean Energy ramp-on for billing and customer service
- Developed and refined daily billing and call center processes for the successful implementation of Marin Clean Energy
- Created MCE training manuals and provided internal and onsite training for third party call center agencies
- Worked extensively with PG&E regarding accuracy and timeliness of CCA data to ensure customer satisfaction and quick issue resolution, participated in onsite meetings with PG&E and MCE, ensured consistent reconciliations were completed

Commodity Billing Supervisor  
Jan 2008 to Apr 2012
- Managed a team of Billing Associates and Analysts completing monthly pricing and billing for over 50,000 accounts
- Identified and evaluated risks and controls for Billing Department
- Set up processes, procedures, and controls for commodity invoicing and special project True-up Team
- Successfully managed nodal market transitions for pricing and billing in CAISO and ERCOT regions

Commodity Billing Analyst  
Jul 2006 to Jan 2008
- Responsible for the creation of retail commodity settlement files for customer billing
- Analyzed usage and contractual terms, identified exceptions, completed validation and troubleshooting
- Provided customers with detailed presentations to explain complex calculations and billing questions

Commodity Billing Associate  
Jun 2004 to Jul 2006
- Provided a high level of customer service to customers and internal departments, facilitated new customer integration
- Responsible for reviewing usage data to be priced and invoiced, collaborated with internal groups to assure timeliness
- Resolved complex billing issues for key customers, reconciled major accounts

QUALIFICATIONS & SKILLS
- 12 years extensive power industry experience, specializing in California and Texas markets
- 8 years of management experience, providing effective leadership, building an environment of teamwork and growth
- Resourceful, problem solver, with capability to conceptualize solutions to new challenges and maximize success
- Articulate written and verbal communications skills, proven ability to build strong customer relationships
• Exceptional business analytics specializing in process improvements and increased productivity
• Extensive understanding of Back-Office procedures, processes and necessary controls

EDUCATION & AWARDS
Master of Business Administration, University of Phoenix
Bachelor of Arts in Music, San Diego Christian College (SDCC)
  President’s Award (2004) – selected from graduating class
Summary of Qualifications:
- 11 years process management experience ranging from analytics, project planning, prioritization, performance measurement, and implementation
- 9 years broad experience within the deregulated energy market
- 5 years Management experience
- 3 years direct experience with CCA clients, Utility Distribution Companies, and vendors
- Excellent written and verbal communication skills
- Exceptional business and technical analytics

Professional and Business Experience:
- Noble Americas Energy Solutions (Sempra Energy Solutions): Manager, August 2012 to Present
- VAVi, LLC: Director, August 2004 to August 2006

Professional and Business Experience:
- Noble Americas Energy Solutions (Sempra Energy Solutions):
  - Manage a team of Analysts providing Back-office support to three CCAs operational in California
  - Responsible for Contact Center operations and vendor management for three CCAs operational in California
  - Part of the team responsible for implementing new CCAs in the company portfolio
  - Application Administrator for Revenue Manager, a CIS system
  - Provide application support for NES Customer Care Department
  - Create and Manage business reports using SQL Server Reporting Services
  - Provide usage and account data support for entire NES Customer Care Department
  - Create, coordinate, and maintain relationships with third party vendors and Utility Distribution Company contacts
  - Perform initial and true-up WACOEs in all NES energy markets and communicate with customers
  - Create and coordinate relationships with Energy Services Group and various Utility Distribution Company contacts
- VAVi, LLC
  - Plan, organize, and execute over 150 yearly adult sports leagues and social events for over 15,000 participants
  - Manage Sports Department consisting of 5 direct reports and $750,000 revenue base
  - Interview, hire, train, and manage over 20 contractors, consultants, and interns

Education:
- San Diego State University, San Diego, CA
  - Economics 1998 – 2004
- Colorado State University
  - Business Administration 2014-2016
  - MBA Candidate
PROFESSIONAL SUMMARY

Director with regulatory and legislative policy experience, including business development and sales experience. Additional responsibilities have included business operations and development and implementation of strategic plans. Background includes:

- Regulatory & legislative strategy and policy
- Regulatory and business negotiation
- Operations plan creation, analysis and implementation
- Representation of legal and business interests
- Regulatory & legal compliance
- Expert witness and sponsor of testimony
- Contract creation and negotiation
- Analysis of regulatory proceedings and decisions

EXPERIENCE

Noble Americas Energy Solutions (formerly Sempra Energy Solutions), San Diego, California, 2000 – current

Director, Retail Commodities Operations, 2004 – current

- Regulatory & Legislative Strategy and Policy:

  Develop and advocate Solutions' regulatory positions in select commission proceedings (state and FERC), hearings and settlement negotiations. This includes ex-parte meetings with commissioners, commission advisors and commission staff in order to educate public policy makers on the impact of their proposed policies on Solutions' business and customers and shape the outcome of public policy decisions in the business interest of Solutions. Manage internal and hire external legal counsel and consultants and direct participation in like minded trade groups.

  Develop, advocate and shape the outcome of the legislative process as it impacts Solutions' business. This includes managing corporate legislative resources to lobby state assembly members and state senators to shape the language of proposed legislation so as to incorporate Solutions' business interests as well as direct lobbying interaction as needed.

- Regulatory & Legal Compliance:

  Responsible for the proper implementation and compliance with adopted legislation and regulatory decisions (both state and federal) as they relate to the retail and wholesale commodities business Solutions undertakes. Manage operations, legal, sales, and contracts to ensure compliance.

  Create and manage systems and processes that monitor and interact with 13 state regulatory commissions, legislatures and relevant state laws. Manage operational capabilities in order to meet state and federal compliance requirements as it pertains to the commodity aspect of Solutions' business. This includes directing and engaging corporate legal, public affairs and regulatory resources as needed.

- Regulatory and Business Negotiation, Expert Witness and Sponsor of Testimony:

  As needed, lead a cross-functional team that includes executive management, corporate management, corporate legal, and regulatory counsel in order to develop company policy and take regulatory positions in support of Solutions' business strategy. Lead and direct intervention in select proceedings, sponsor and create testimony, advocate and negotiate preferred public policy outcomes. Support Sales efforts by helping educate customers on service options and regulatory changes that affect their energy purchases.
Achievements:

- Identified a bill author, advocated on behalf of, lobbied state legislators, negotiated with “special interests”, and testified before the Senate Energy Committee in support of legislation sponsored by Solutions, AB 2187, signed by Governor Brown in 2012.
- Directed and lead the Resource Adequacy Capacity strategy for Solutions that included effective participation and advocacy in the commission proceeding as well as development and management of multiple Resource Adequacy RFPs and contract negotiations with merchant generators and investor owned utilities.
- Successfully filed a complaint at FERC regarding PacifiCorp’s OATT.
- Negotiated retail sale agreements with power plants in Texas.
- Identified Oregon as a business opportunity, participated in the regulatory construct, directed Solutions to act with urgency resulting in over 200 MW of retail load.
- Negotiated a settlement with Detroit Edison to resolve an on going FERC dispute regarding provisions of their OATT.
- Entrusted with multiple responsibilities including structuring deals, negotiating contracts and terms of agreement, drafting detailed testimony and ensuring compliance with federal and state laws to maintain Solutions’ power and gas licenses.

Manager, Customer Activation, 2000 – 2004

- Managed the portfolio of 12,000 power and gas customers ensuring that operational requirements and the integrity of the customer set-up information was complete, timely and accurate for billing purposes.
- Trained and directed Portfolio Analysts towards flawless execution.
- Created, developed, and maintained robust and efficient enrollment and customer set-up processes and systems and ensured that these processes and systems were in compliance with industry best practices.
- Created, developed, reviewed, and maintained a system of internal controls surrounding the set-up and activation processes of new customers.
- Managed the on going trading partner and vendor relationships required to be a retail power and gas provider.
- Resolved specific customer level inconsistencies, as they arose, by developing and maintaining key operational relationships both internally and externally.
- Evaluated potential vendors’ sales offerings and capabilities, selected vendors that met Solutions’ business needs and objectives and negotiated service agreements.

Southern California Edison (SCE), Los Angeles, California, 1997 – 2000

Account Manager III

- Managed the Electric Service Provider (ESP) relationship with SCE and acted as primary contact for NewEnergy, New West Energy, Enron Energy Services, and Sempra Energy Solutions.
- Communicated SCE’s policies and procedures as they affected Electricity Service Providers and the deregulated retail electric marketplace.
- Obtained timely resolution of operational and policy issues in order to maintain high-levels of ESP satisfaction.
- Reviewed, analyzed, proposed and debated operational policies and procedures for national retail electric Uniform Business Practices developed at the Edison Electric Institute’s consensus workshops.


Senior Pricing Analyst, 1995 – 1997

Pricing Analyst, 1992 – 1995

Assistant Pricing Analyst, 1991 – 1992

EDUCATION

Master of Business Administration, Finance, 1990, University of San Diego

Bachelor of Arts, Economics, 1987, San Diego State University
Exhibit C: Pro Forma Services Addendum
ADDENDUM FOR DATA MANAGER SERVICES

Reference: MASTER PROFESSIONAL SERVICES AGREEMENT

Between Calpine Energy Solutions LLC ("DM Services Provider")
And CCA Name ("CCA")
As of {date}
Addendum Date: {date}

This Addendum (the "Addendum") supplements the Master Professional Services Agreement referred to above (the "Agreement").

1. EFFECTIVE PERIOD. TBD

2. DESCRIPTION OF DATA MANAGER SERVICES. During the Effective Period, DM Services Provider shall provide the Data Manager Services listed below.
   a. Start-Up Support Services:
      i. DM Services Provider shall participate in coordination meetings to initiate Community Choice Energy service ("CCA Service") in PG&E's territory. Such meetings may include CCA and/or PG&E, as necessary, and may require on-site participation by DM Services Provider staff.
      ii. DM Services Provider shall complete the technical testing of all necessary electronic interfaces with PG&E, which provide for the communication by Internet and Electronic Data Interchange ("EDI") between DM Services Provider and PG&E to confirm system compatibility related to CCA Service Requests ("CCARs"), billing collections, meter reading, and electricity usage data.
      iii. DM Services Provider shall demonstrate successful completion of all standard PG&E technical testing and shall have the capability to communicate or exchange the information using EDI, Internet, or an electronic format acceptable to PG&E.
      iv. DM Services Provider shall obtain customer information data, including historical usage for enrolled customers, from CCA or PG&E.
v. DM Services Provider shall provide customer mailing list to CCA designated printer for customer notices during each Enrollment Phase using methodology agreed upon by CCA, DM Services Provider and CCA designated printer.

b. Electronic Data Exchange Services:
   i. Process CCA Service Requests (CCASRs) from/to PG&E which specify the changes to a customer’s choice of services such as enrollment in CCA programs, customer initiated returns to bundled utility service or customer initiated returns to direct access service (814 Electronic Data Interchange Files).
   ii. Obtain all customer usage data from PG&E's Metered Data Management Agent (MDMA) server to allow for timely billing (according to PG&E requirements) of each customer (867 Electronic Data Interchange Files).
   iii. Maintain and communicate the amount to be billed by PG&E for services provided by CCA (810 Electronic Data Interchange Files).
   iv. Receive and maintain data related to payment transactions toward CCA Service charges from PG&E after payment is received by PG&E from customers (820 Electronic Data Interchange Files).
   v. Process CCASRs with PG&E when customer status changes.
   vi. Provider shall participate in the Customer Data Acquisition Program (CDA) beta testing for SmartMeter data sharing as CCA’s Data Manager.

c. Qualified Reporting Entity ("QRE") Services:
   i. Consistent with terms and conditions included in the Qualified Reporting Entity Services Agreement(s) between CCA and DM Service Provider, serve as QRE for certain locally situated, small-scale renewable generators supplying electric energy to CCA through its feed-in tariff (FIT).
   ii. Submit a monthly generation extract file to the Western Renewable Energy Generation Information System ("WREGIS") on CCA's behalf, which will conform to the characteristics and data requirements set forth in the WREGIS Interface Control Document for Qualified Reporting Entities.
   iii. DM Services Provider shall receive applicable electric meter data from PG&E for
CCA FIT projects, consistent with PG&E's applicable meter servicing agreement, and shall provide such data to CCA for purposes of performance tracking and invoice creation.

d. Customer Information System:

i. Maintain an accurate database of all eligible accounts who are located in the CCA service area and identify each account's enrollment status (opt out, program enrollment), rate tariff election(s), payment history, collection status, on-site generating capacity, if applicable, and any correspondence with customer as well as other information that may become necessary to effectively administer CCA Service as mutually agreed to by parties from time to time.

ii. Allow CCA to have functional access to the Customer Relationship Management system ("CRM") to add customer interactions and other account notes.

iii. Allow CCA to view customer email or written letter correspondence within the CRM.

iv. Maintain and provide as needed historical usage data on all customers for a time period equal to the lesser of either (a) the start of service to present or (b) five years.

v. Until a cloud-based storage solutions for SmartMeter historical usage data is implemented, Provider will store SmartMeter historical usage data, as received by the Metered Data Management Agent ("MDMA"), for a 48 hour window.

vi. Maintain viewing access, available to appropriate CCA staff, to view PG&E bills for CCA customers, including supporting the intuitive parsing and labeling of PG&E provided files. Maintain accessible archive of billing records for all CCA customers from the start of CCA Service or a period of no less than five years.

vii. Maintain and communicate as needed record of customers who have been offered CCA Service with CCA but have elected to opt out, either before or after starting CCA Service.

viii. Maintain and communicate as needed records of Net Energy Metering credits and generation data for customers to be posted on bill and settled annually.
ix. When requested by CCA, place program charges on the relevant customer account, identified by Service Agreement ID (“SAID”).

x. Identify customers participating in various CCA programs in database.

xi. Include various program payment information in all relevant reports.

xii. Perform quarterly CCA program reviews to assess appropriate customer charge level.

xiii. Maintain all customer data according to CCA’s customer privacy policy and the requirements of relevant California Public Utilities Commission Decisions including D.12-08-045, including a daily backup process.


e. Customer Call Center:
   
i. Provide professional Interactive Voice Response (IVR) recordings for CCA customer call center.

ii. Provide option for IVR self-service and track how many customers start and complete self-service options without live-agent assistance.

iii. Staff a call center, during any CCA Statutory Enrollment Period, 24 hours a day 7 days a week to process opt out requests.

iv. Staff a call center during Non-Enrollment Period between the hours of 8 AM and 5 PM PPT Monday through Friday, excluding CCA and PG&E holidays.

v. Provide sufficient call center staffing to meet the requirements set forth herein, including designating CCA specific agents to the extent needed to provide for full functionality.

vi. Provide sufficient number of Data Manager Experts available to manage escalated calls between the hours of 8 AM and 5 PM PPT Monday through Friday, excluding CCA and PG&E holidays (“Regular Business Hours”).

vii. Ensure that a minimum of 75% of all calls will be answered within 45 seconds during Non-Enrollment Periods.

viii. 100% of voicemail messages answered within one (1) business day.

ix. 100% of emails receive an immediate automated acknowledgement.
x. 95% of emails receive a customized response within one (1) business day.
xii. 100% of emails receive a customized response within three (3) business days.
xiii. Achieve a no greater than 10% abandon rate for all Non-Enrollment Period calls.
xiv. Provide callers with the estimated hold time, if applicable. Provide an automated 'call back' option for callers who will be put on hold for an estimated five minutes or longer.

Maintain an archive of such recorded calls for a minimum period of 24 months.

xv. Track call center contact quality with criteria including:
   a. Use of appropriate greetings and other call center scripts
   b. Courtesy and professionalism
   c. Capturing key customer data
   d. Providing customers with correct and relevant information
   e. First-contact resolution
   f. Accuracy in data entry and call coding
   g. Grammar and spelling in text communication (email and chat)

xvi. Record all inbound calls and make recordings available to CCA staff upon request.

Evaluate customer satisfaction through voluntary customer surveys that ask general questions about call quality, call resolution, and how satisfied the customer was with the service received.

Respond to customer emails.

Receives calls from CCA customers referred to Provider by PG&E and receive calls from CCA customers choosing to contact Provider directly without referral from PG&E.

Provide the call center number on PG&E invoice allowing CCA customers to contact the call center. Collect and/or confirm current email, mailing address and phone number of customers and add to or update database during inbound call.

Collect permission (via voice recording, email request, or electronic form submittal) from customers to send electronic correspondence instead of printed mail.
xxi. Respond to telephone inquiries from CCA customers using a script developed and updated quarterly by CCA. For questions not addressed within the script, refer inquiries either back to PG&E or to CCA.

xxii. Respond to customer inquiries within 24 hours, excluding weekends and holidays, including inquiries received either through telephone calls, email, fax or web-portal.

xxiii. Offer bi-annual cross training to PG&E call center in coordination with CCA.

xxiv. Ensure monthly status reports are provided during the first week of each month.

xxv. Provide weekly status reports during Statutory Enrollment Periods.

xxvi. Use commercially reasonable efforts to make Spanish speaking call center staff available to customers during Regular Business Hours.

xxvii. Provide translation services for inbound calls for English and four other languages, to be determined in consultation with the County.

xxviii. Create and maintain forms for the CCA website so that customers may change their account status to enroll or opt out of various CCA programs.

xxix. Host CCA meetings with call center management and representatives on a monthly basis.

f. Billing Administration:
   i. Maintain a table of rate schedules offered by CCA to its customers.
   ii. Send certain CCA program charges for non-CCA customers, when supported by PG&E, based on information provided to DM Services Provider by CCA.
   iii. Send certain CCA program charges as a separate line item to PG&E for placement on monthly bill during term of repayment.
   iv. Apply PG&E account usage for all CCA customers against applicable rate to allow for customer billing.
   v. Review application of CCA rates to PG&E accounts to ensure that the proper rates are applied to the accounts.
   vi. Timely submit billing information for each customer to PG&E to meet PG&E's billing window.
vii. Use commercially reasonable efforts to remedy billing errors for any customer in a timely manner, no more than two billing cycles.

viii. Assist with annual settlement process for Net Energy Metering customers by identifying eligible customers, providing accrued charges and credits, and providing mailing list to CCA designated printer.

ix. Provide customer mailing list to CCA designated printer for new move-in customer notices and opt out confirmation letters routinely within 7 days of enrollment or opt out.

x. Send an CCA provided letter to customers that are overdue. If no payment is received from the customer after a certain amount of time, issue a CCASR to return customer to PG&E.

**g. Reporting – DM Services Provider Shall include the following reports, frequency and delivery methods:**

<table>
<thead>
<tr>
<th>Report</th>
<th>Frequency</th>
<th>Delivery Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aging</td>
<td>Weekly, Monthly</td>
<td>SFTP</td>
</tr>
<tr>
<td>Call Center Statistics</td>
<td>Weekly, Monthly</td>
<td>Email</td>
</tr>
<tr>
<td>Cash Receipts</td>
<td>Weekly, Monthly</td>
<td>SFTP</td>
</tr>
<tr>
<td>Invoice Summary Report</td>
<td>Weekly, Monthly</td>
<td>SFTP</td>
</tr>
<tr>
<td>Days To Invoice</td>
<td>Weekly, Monthly</td>
<td>SFTP</td>
</tr>
<tr>
<td>Program Opt Up with Address</td>
<td>Weekly, Monthly</td>
<td>SFTP</td>
</tr>
<tr>
<td>Utility User Tax where applicable</td>
<td>Monthly</td>
<td>Email</td>
</tr>
<tr>
<td>Invoice Summary Report – Mid Month</td>
<td>Monthly</td>
<td>SFTP</td>
</tr>
<tr>
<td>Monthly Transaction Summary</td>
<td>Monthly</td>
<td>Email</td>
</tr>
<tr>
<td>Opt Out with Rate Class</td>
<td>Weekly, Monthly</td>
<td>SFTP or CRM</td>
</tr>
<tr>
<td>Retroactive Returns</td>
<td>Monthly</td>
<td>Email</td>
</tr>
<tr>
<td>Sent to Collections</td>
<td>Monthly</td>
<td>Email</td>
</tr>
</tbody>
</table>
Provider shall also assist CCA, as needed, in compiling various customer sales and usage statistics that may be necessary to facilitate CCA’s completion of requisite external reporting activities. Such statistics will likely include annual retail sales statistics for CCA customers, including year-end customer counts and retail electricity sales (expressed in kilowatt hours) for each retail service option offered by CCA.

h. Settlement Quality Meter Data Services:
   i. OM Services Provider shall provide CCA or CCA’s designated Scheduling Coordinator ("SC") with Settlement Quality Meter Data ("SQMD") as required from SC’s by the California Independent System Operator (“CAISO”).
   ii. Upon CCA’s request, OM Services Provider shall submit the SQMD directly to the CAISO on behalf of CCA or CCA’s designated SC
   iii. CCA agrees that OM Services Provider shall have no responsibility for any charges or penalties assessed by the CAISO associated with the SQMD under an indemnity or otherwise. [note: due to dependence on utility-provided data]
   iv. OM Services Provider shall prepare the SQMD in accordance with Prudent Utility Practice, however, OM Services Provider hereby disclaims in advance that any representation is made or intended that the SQMD is necessarily complete, or free from error. [note: due to dependence on utility-provided data]

3. SERVICE FEES. TBD