



MCE Board of Directors Meeting  
Thursday, June 18, 2026  
6:30 p.m.

1125 Tamalpais Avenue  
San Rafael, CA 94901

2300 Clayton Road, Suite 1500  
Concord, CA 94520

City Hall Committee Room  
955 School Street  
Napa, CA 94559  
**(City of Napa)**

1740 Telegraph Avenue  
Oakland, CA 94612  
**(Town of San Anselmo)**

*Public comments may be made in person or remotely via the details below.*

**Remote Public Meeting Participation**

Video Conference: <https://t.ly/mlv5w>

Phone: Dial (669) 900-9128, Meeting ID: 890 0487 7785, Passcode: 525690

Materials related to this agenda are available for physical inspection at MCE's offices in San Rafael at 1125 Tamalpais Avenue, San Rafael, CA 94901 and in Concord at 2300 Clayton Road, Suite 1500, Concord, CA 94520.

DISABLED ACCOMMODATION: If you are a person with a disability who requires an accommodation or an alternative format, please contact MCE at (888) 632-3674 or [ada-coordinator@mceCleanEnergy.org](mailto:ada-coordinator@mceCleanEnergy.org) at least 72 hours before the meeting start time to ensure arrangements are made.

*The Board of Directors may discuss and/or take action on any or all of the items listed on the agenda irrespective of how the items are described.*

Agenda Page 1 of 2

1. Roll Call/Quorum
2. Board Announcements (Discussion)
3. Public Open Time (Discussion)
4. Report from Chief Executive Officer (Discussion)

## Agenda Page 2 of 2

5. Consent Calendar (Discussion/Action)
    - C.1. Approval of 5.21.26 Meeting Minutes
    - C.2. Proposed Resolution 2026-04 Amending Resolution 2023-09 Accepting Congressionally Directed Spending Project from the Golden Fields Office of the U.S. Department of Energy and Proposed Agreements with Serious Controls, LLC
  6. Proposed Resolution 2026-05 Authorizing Remote Participation at Meetings of the MCE Board and MCE Finance Committee (Discussion/Action)
  7. Proposed First Agreement with Leading Resources, Inc for Governance Assessment Services (Discussion/Action)
  8. Board & Staff Matters (Discussion)
  9. Adjourn
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### **Informational Reports**

- I.1 Approved Contracts for Energy Update
- I.2 Legislative and Regulatory Updates
- I.3 Bimonthly Customer Participation Reports
  - a. YOY Comparison of Opt-Out Requests
  - b. Monthly Net Customer Changes and Revenue Impact
  - c. Monthly Active Customer Load Trend
  - d. Customer Flows 2025-2026
- I.4 Customer and Community Impact Update

**DRAFT**  
**MCE BOARD MEETING MINUTES<sup>1</sup>**  
**Thursday, May 21, 2026**  
**6:30 P.M.**

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**Present:** Liz Alessio, County of Napa and Four Napa Cities/Town (American Canyon, Calistoga, St. Helena, and Yountville)  
Stephanie Andre, City of Larkspur  
Dion Bailey, City of Hercules, left at 10:44 p.m.  
Eli Beckman, Town of Corte Madera, left at 10:48 p.m.  
Mark Belotz, Town of Danville  
Kari Birdseye, City of Benicia  
Monica Brown, County of Solano  
Steve Burdo, Alternate, Town of San Anselmo  
Kevin Burke, Alternate, City of Belvedere  
Barbara Coler, Town of Fairfax  
Cindy Darling, City of Walnut Creek, Vice Chair  
Jill Hoffman, City of Sausalito  
C. William Kircher, Jr., Town of Ross  
Arlene Kobata, City of Pittsburg  
Kevin Jacobs, City of Novato  
Robert Jweinat, Alternate, City of San Ramon, left at 10:44 p.m.  
Maika Llorens Gulati, City of San Rafael  
Eduardo Martinez, City of Richmond  
John McCormick, City of Lafayette  
Aaron Meadows, City of Oakley  
Devin Murphy, City of Pinole  
Laura Nakamura, City of Concord  
Beth Painter, City of Napa  
Charles Palmares, City of Vallejo, joined at 6:40 p.m.  
Max Perrey, City of Mill Valley  
Mary Sackett, County of Marin  
Shanelle Scales-Preston, County of Contra Costa, Chair  
Amanda Szakats, City of Pleasant Hill, left at 10:45 p.m.  
Brienne Zorn, City of Martinez

**Absent:** Patricia Ponce, City of San Pablo  
Manveer Sandhu, City of Fairfield  
Graham Thiel, Town of Moraga  
Holli Thier, Town of Tiburon  
Carolyn Wysinger, City of El Cerrito

## DRAFT

### Staff

#### & Others:

Jared Blanton, VP of Public Affairs  
Jesica Brooks, Lead Board Clerk and Executive Assistant  
Vicken Kasarjian, Chief Operating Officer  
Shaheen Khan, VP of Human Resources, Diversity, and Inclusion  
Tanya Lomas, Board Clerk  
Linda Lye, Senior Legal Counsel  
Nathaniel Malcolm, Senior Commercial Counsel  
Alexandra McGee, VP of Strategic Initiatives  
Lindsay Meehan, Director of Human Resources  
Ashley Muth, Internal Operations Associate  
Justine Parmelee, VP of Internal Operations  
Mike Rodriguez-Vargas, Internal Operations Assistant  
Enyonam Senyo-Mensah, Manager of Internal Operations  
Jamie Tuckey, Chief Customer Officer

#### **1. Roll Call**

(Video [0:00:00](#))

Chair Scales-Preston called the regular meeting to order at 6:30 p.m. with quorum established by roll call.

#### **2. Board Announcements (Discussion)**

(Video [0:02:34](#))

There were comments from Directors Coler, Sackett, Perrey, Llorens Gulati, Alessio, Birdseye, Bailey, McCormick, Murphy, and Chair Scales-Preston.

Chair Scales-Preston moved item 9 to follow item 6.

#### **3. Public Open Time (Discussion)**

(Video [0:11:45](#))

Chair Scales-Preston opened the public comment period and there were comments from members of the public, Alicia Minyen, Michael Kamerick, and Jody Timms.

#### **4. Report from Chief Executive Officer (Discussion)**

(Video [0:20:00](#))

Vicken Kasarjian, Chief Operating Officer and acting CEO, introduced this item.

Chair Scales-Preston opened the public comment period and there were no comments.

#### **5. Consent Calendar (Discussion/Action)**

(Video [0:29:30](#))

## DRAFT

- C.1 Approval of 3.19.26 Meeting Minutes
- C.2 Approval of 4.16.26 Meeting Minutes
- C.3 Addition of Board Members to Committees
- C.4 Board of Directors Voting Shares Update
- C.5 Proposed Resolution No. 2026-02 Appointing Vice President of Internal Operations as Secretary

Chair Scales-Preston opened the public comment period and there were no comments.

Action: It was M/S/C (Alessio/Darling) to **approve Consent Calendar items C.1-C.5 with the amendment to the 3.19.26 Meeting Minutes.** Motion carried by unanimous roll call vote. (Absent: Ponce, Sandhu, Thiel, Thier and Wysinger).

### **6. Proposed Resolution 2026-03 Approving Credit Facility Extension (Discussion/Action)**

(Video [0:33:09](#))

Maíra Strauss, Chief Financial Officer, introduced this item and addressed questions from Board members.

Chair Scales-Preston opened the public comment period and there was a comment by member of the public, Alicia Minyen.

Action: It was M/S/C (Coler/Llorens Gulati) to **Approve Option 1 - Approve Resolution 2026-03 as updated which does the following:**

- **Approves the First Amendment to extend the current credit facility to July 8, 2026.**
- **Authorizes staff to finalize the Draft Second Amendment, which would further extend the credit facility to July 8, 2027 and increase the Commitment amount to \$80 million.**
- **Authorizes the Board Chair to execute both amendments and authorizes certain staff to deliver both amendments and all applicable closing documents to Royal Bank of Canada.**

Motion carried by unanimous roll call vote. (Absent: Ponce, Sandhu, Thiel, Thier and Wysinger).

### **9. Update on Request for Proposals for Governance Assessment Services (Discussion/Action)**

(Video [0:44:05](#))

Chair Scales-Preston, Directors Sackett, Alessio, and Birdseye, introduced this item.

## DRAFT

Chair Scales-Preston opened the public comment period and there was a comment from member of the public, Jody Timms.

Action: No action required.

### **7. Public Open Time on Closed Session Matter**

(Video [0:51:07](#))

Chair Scales-Preston opened the public comment period and there was a comment from member of the public, Jody Timms.

**Begin Closed Session** Chair Scales-Preston opened the closed session at 7:25 p.m.

### **8. Roll Call/Quorum**

(Video [0:55:07](#))

Chair Scales-Preston returned the meeting to open session at 10:56 p.m. and quorum was established by roll call.

Chair Scales-Preston stated that there were no reportable actions taken in closed. Legal supplemented the Chair's report out indicating that staff were also given direction in closed session and agreed there was no reportable action.

### **10. Board & Staff Matters (Discussion)**

This item was not discussed.

### **11. Adjournment**

Chair Scales-Preston adjourned the meeting at 10:57 p.m. to the next scheduled Board Meeting on June 18, 2026.

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**Shanelle Scales-Preston, Chair**

**Attest:**

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**Justine Parmelee, Secretary**



June 18, 2026

TO: MCE Board of Directors

FROM: Alice Havenar-Daughton, Vice President of Customer Programs  
Stephanie Penner, Senior Customer Programs Manager

RE: Proposed Resolution 2026-04 Amending Resolution 2023-09 Accepting  
Congressionally Directed Spending Project from the Golden Fields  
Office of the U.S. Department of Energy (Agenda Item #05 C.2)

ATTACHMENT: Proposed Resolution 2026-04 Amending Resolution 2023-09 Accepting  
Congressionally Directed Spending Project from the Golden Fields  
Office of the U.S. Department of Energy

Dear Board Members:

**Summary:**

Staff has completed the evaluation and procurement process for MCE’s Department of Energy-funded Energy Storage Program and identified three eligible, high-readiness projects at critical community facilities in Tiburon and Pinole. The recommended action is for the Board to adopt the Proposed Resolution No. 2026-04 to amend Resolution 2023-09 to reflect current program implementation structure and federal grant requirements associated with the DOE award.

On June 1, 2026, the Executive Committee authorized the Chief Executive Officer to execute the vendor agreements for the three selected projects upon approval by the U.S. Department of Energy (“DOE”) of the vendor selections and recommended that the Board approve the Proposed Resolution No. 2026-04.

**Background**

On August 17, 2023, the Board adopted Resolution 2023-09 accepting Congressionally Directed Spending project funding from the Golden Fields Office of the U.S. Department of Energy (“DOE”) for MCE’s Energy Storage Program. The funding provides \$500,000 in federal funding with a \$500,000 match fund requirement from MCE.

Following Board approval, staff conducted program outreach, stakeholder engagement, technical assistance, and project evaluation activities consistent with DOE requirements, to identify potential battery site hosts. Outreach efforts included coordination with municipal staff from MCE member communities, public webinars, development of program materials, and consultations with

prospective participants regarding project eligibility, federal compliance requirements, and project readiness. Interested MCE municipal customers were invited to submit applications for a vetting and scoring process designed to evaluate project readiness and ensure applicants could satisfy all applicable DOE requirements.

Staff evaluated proposed projects based on eligibility, ability to comply with DOE requirements, and feasibility of completion within the DOE-established three-year performance period. MCE received 14 applications. The program originally set a goal of at least four projects (as stated in Resolution 2023-09), but only three projects demonstrated the ability to meet federal compliance requirements. Common issues among the projects that were not awarded funds included the need for more flexible implementation timelines, limited internal capacity to manage federal compliance requirements, or inability to meet DOE procurement, reporting, and environmental review standards.

MCE identified the following eligible and viable projects for DOE funding:

- Town of Tiburon Police Station/Emergency Operations Center;
- City of Pinole facilities:
  - Pinole Youth Center; and
  - Pinole Swim Center Tiny Tots facility.

Following identification of the eligible applicants, the site hosts each initiated a formal solicitation process to procure vendors that could satisfy DOE requirements, including Build America, Buy America (“BABA”) provisions. Staff supported site hosts throughout the procurement and evaluation process to ensure compliance with DOE requirements and project timelines.

The solicitation process resulted in Serious Controls, LLC being independently selected as the recommended vendor for each of the projects. The MCE team developed Vendor Agreements that will authorize the vendor to install the grant-funded projects.

Project Details

Site	System Size (kWh)
Town of Tiburon Police Station/Emergency Operations Center	400
Pinole Youth Center	100
Pinole Swim Center Tiny Tots Facility	100

Town of Tiburon Police Station / Emergency Operations Center

The Tiburon Police Station serves as a critical public safety facility and Emergency Operations Center for the Towns of Tiburon and Belvedere. During emergency events and power outages, the facility functions as a central coordination hub for emergency response and community support services.

Installation of a battery energy storage system will enable the facility to maintain continuity of operations during outages, supporting uninterrupted emergency response coordination and continued access to critical public safety and community services.

#### Pinole Youth Center

The Pinole Youth Center serves as a community hub for youth programming, educational activities, public meetings, and community events. The facility also houses operations for Pinole Community Television ("PCTV"), which broadcasts City Council meetings and other public programming requiring continuous server operations.

The City's Hazard Mitigation Plan and Climate Action and Adaptation Plan identify the facility as a future resilience and cooling center. Installation of battery energy storage will support continuity of operations, reduce energy costs, and enhance community resilience during grid disruptions and emergency events.

#### Pinole Swim Center Tiny Tots Facility

The Pinole Swim Center Tiny Tots Facility provides educational and recreational programming for preschool-age children and the broader community, including year-round recreational and community activities.

Installation of battery energy storage at the facility will improve operational resilience and support continuity of critical community services during outages and emergency conditions.

#### **Next Steps:**

The recommended projects are government-owned facilities that provide critical community services and demonstrated readiness to meet DOE timelines and compliance requirements, including National Environmental Policy Act ("NEPA"), BABA, and applicable federal procurement standards. The projects are designed to provide battery dispatch capability during peak demand periods from 4:00 p.m. to 9:00 p.m. while enhancing continuity of operations during outages and emergency events.

Proposed Resolution No. 2026-04, which amends Resolution 2023-09 to reflect the current implementation structure and federal grant requirements, is presented for Board consideration and adoption.

#### **Fiscal Impacts:**

There are no fiscal impacts of Proposed Resolution 2026-04. Funding for these projects will be provided through a combination of U.S. Department of Energy grant funds and MCE matching funds, with approximately 50% funded by the DOE grant and 50% funded by MCE. MCE's matching contribution will be funded through MCE's Resiliency Fund Budget in the fiscal year in which grant expenditures are anticipated.

**Recommendation:**

Approve Proposed Resolution No. 2026-04, amending Resolution 2023-09 to reflect the current project implementation structure and grant conditions associated with MCE's Department of Energy-funded Energy Storage Program.<sup>1</sup>

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<sup>1</sup> This item is a general administrative matter. Action requires a majority vote of board members present for a motion to carry.

## RESOLUTION No. 2026-04

### A RESOLUTION OF THE BOARD OF DIRECTORS OF MARIN CLEAN ENERGY AMENDING RESOLUTION 2023-09 ACCEPTING CONGRESSIONALLY DIRECTED SPENDING PROJECT FROM THE GOLDEN FIELDS OFFICE OF THE U.S. DEPARTMENT OF ENERGY

**WHEREAS**, Marin Clean Energy (MCE) is a joint powers authority established on December 19, 2008, and organized under the Joint Exercise of Powers Act (Government Code Section 6500 et seq.); and

**WHEREAS**, MCE members include the following communities: the County of Marin, the County of Contra Costa, the County of Napa, the County of Solano, the City of American Canyon, the City of Belvedere, the City of Benicia, the City of Calistoga, the City of Concord, the Town of Corte Madera, the Town of Danville, the City of El Cerrito, the Town of Fairfax, the City of Fairfield, the City of Hercules, the City of Lafayette, the City of Larkspur, the City of Martinez, the City of Mill Valley, the Town of Moraga, the City of Napa, the City of Novato, the City of Oakley, the City of Pinole, the City of Pittsburg, the City of Pleasant Hill, the City of San Ramon, the City of Richmond, the Town of Ross, the Town of San Anselmo, the City of San Pablo, the City of San Rafael, the City of Sausalito, the City of St. Helena, the Town of Tiburon, the City of Vallejo, the City of Walnut Creek, and the Town of Yountville; and

**WHEREAS**, under Resolution 2023-09, the MCE Board of Directors approved MCE to receive an awarded grant under the U.S. Department of Energy (“DOE”) to install behind-the-meter battery energy storage paired with new or existing solar for at least 4 critical facilities or nonresidential customers that provide emergency services in MCE’s service area, in the amount for \$1,000,000 with a required match of 50% by MCE (“MCE Awarded Funds”). Under the MCE Awarded Funds, the DOE would provide \$500,000 and MCE would be required to contribute \$500,000 to total an award of \$1,000,000; and

**WHEREAS**, after approval of Resolution 2023-09, MCE staff conducted program outreach, stakeholder engagement, technical assistance, and project evaluation activities consistent with DOE requirements, to identify potential battery site hosts and only three of the fourteen received project applications demonstrated the ability to meet federal compliance requirements; and

**WHEREAS**, staff seeks to amend Resolution 2023-09 to use awarded funds to install behind-the-meter battery energy storage paired with new or existing solar for up to 3 non-profit or governmental customers that provide critical services in MCE’s service area; and

**WHEREAS**, the DOE may approve funding allocations for the MCE Awarded Funds, subject to the terms and conditions of the 2 CFR 200, the grant agreement, and any other requirements between DOE and MCE.

**NOW, THEREFORE, BE IT RESOLVED**, by the MCE Board of Directors Resolution 2023-09 is amended as follows:

1. All references to The Chief Executive Officer (“CEO”), shall also include their designee.
2. The CEO, or their designee, is hereby authorized and directed to receive the MCE Awarded Funds, in an amount not to exceed \$500,000 from the DOE and provide a match fund of \$500,000 by MCE, in accordance with all applicable rules and laws, and to use MCE Awarded Funds to install behind-the-meter battery energy storage paired with new or existing solar for up to 3 non-profit or governmental customers that provide critical services in MCE’s service area, subject to approval by the DOE.
3. Except as provided herein, all other resolved sections of Resolution 2023-09 remain in full force and effect.

**PASSED AND ADOPTED** at a regular meeting of the MCE Board of Directors on this 18 day of June, 2026, by the following vote:

	<b>AYES</b>	<b>NOES</b>	<b>ABSTAIN</b>	<b>ABSENT</b>
County of Marin				
Contra Costa County				
County of Napa				
County of Solano				
City of American Canyon				
City of Belvedere				
City of Benicia				
City of Calistoga				
City of Concord				
Town of Corte Madera				
Town of Danville				
City of El Cerrito				
Town of Fairfax				
City of Fairfield				
City of Hercules				
City of Lafayette				
City of Larkspur				
City of Martinez				
City of Mill Valley				

Town of Moraga				
City of Napa				
City of Novato				
City of Oakley				
City of Pinole				
City of Pittsburg				
City of Pleasant Hill				
City of San Ramon				
City of Richmond				
Town of Ross				
Town of San Anselmo				
City of San Pablo				
City of San Rafael				
City of Sausalito				
City of St. Helena				
Town of Tiburon				
City of Vallejo				
City of Walnut Creek				
Town of Yountville				

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CHAIR, MCE

**Attest:**

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SECRETARY, MCE



June 18, 2026

TO: MCE Board of Directors

FROM: Justine Parmelee, VP of Internal Operations  
Linda Lye, Senior Legal Counsel

RE: Proposed Resolution 2026-05 Authorizing Remote Participation at Meetings of the MCE Board and MCE Finance Committee (Agenda Item #06)

ATTACHMENT: Proposed Resolution 2026-05 Authorizing Remote Participation at Meetings of the MCE Board and MCE Finance Committee

Dear Board Members:

**Summary:**

The Brown Act requires, among other things, that meeting locations of a legislative body be publicly noticed and accessible. A legislative body may meet by “teleconference,” provided that all teleconference locations are identified in the notice and agenda and accessible to the public.<sup>1</sup> MCE Board meetings are currently conducted by teleconference, i.e., multiple physical locations, each of which is publicly noticed and accessible.

Under certain circumstances, the Brown Act authorizes members of a legislative body to appear from a “remote” location, which need not be identified in the notice and agenda or be accessible to the public. Currently, MCE Directors can only participate remotely if a quorum of the Board participates from a single physical location, which rarely occurs, and certain other conditions apply.<sup>2</sup>

Senate Bill 707, effective January 1, 2026, revised and expanded the Brown Act’s teleconferencing provisions and added flexibility for members of a multijurisdictional body such as MCE, or an advisory committee of MCE, to appear remotely (subject to certain conditions).

At the June 6, 2026 meeting of the Executive Committee, the Committee unanimously voted to recommend to the MCE Board of Directors adoption of a resolution that would provide MCE Directors with additional flexibility to participate from “remote” locations in meetings of the Board

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<sup>1</sup> Government Code § 54953(b)(3): <https://law.justia.com/codes/california/code-gov/title-5/division-2/part-1/chapter-9/section-54953/>

<sup>2</sup> Government Code § 54953.8.3: <https://law.justia.com/codes/california/code-gov/title-5/division-2/part-1/chapter-9/section-54953-8-3/>

and Finance Committee (MCE’s only advisory committee) while preserving MCE’s current practice of participation via teleconference.

**Remote Options for Multijurisdictional Bodies/MCE’s Board and Finance Committee**

MCE’s Board and Finance Committee qualify as an eligible multijurisdictional body under Government Code § 54953.8.7<sup>3</sup>. As such, the Board may adopt a resolution providing Directors with flexibility to participate at meetings of the Board and Finance Committee from a “remote” location (i.e., a location that need not be noticed or physically accessible) up to two times per year, provided that the any Director appearing remotely:

- must be identified on the agenda,
- must use both audio and visual technology and keep their camera on for the duration of the meeting,
- must physically be more than 20 miles from a noticed location at the time they are exercising the remote option,
- and further provided that a quorum of the Board or Finance Committee must participate from one or more physical locations that are noticed, publicly accessible, and within the boundaries of MCE’s service area.

Directors who receive compensation for their service on the MCE Board are not eligible to participate remotely under this provision. Currently, no MCE Board members receive compensation for their service by MCE.

Key differences and similarities between teleconferencing and remote participation are outlined in the table below. As noted above, the resolution would allow the additional option of remote participation; teleconferencing would continue to be available.

	<b>Teleconferencing</b>	<b>Remote for Multijurisdictional Bodies</b>
<b>What information must be included on the agenda?</b>	Location address	Name of Board Member
<b>How many times per year may I exercise this option?</b>	Unlimited	Two
<b>Must the location be open and available to the public?</b>	Yes	No
<b>Does my camera need to be on for the entire meeting?</b>	Yes	Yes
<b>Is there a distance requirement to participate?</b>	No	20 miles from a noticed location
<b>How much notice should I give MCE clerks?</b>	4-10 days	4-10 days

<sup>3</sup> California Government Code § 54953.8.7: <https://law.justia.com/codes/california/code-gov/title-5/division-2/part-1/chapter-9/section-54953-8-7/> The definition covers the MCE Board and its “advisory” bodies. MCE’s Finance Committee is an advisory body because, unlike the Executive Committee or Technical Committee, does not have approval authority.

Approving this resolution will provide the Board with greater flexibility to accommodate travel and geographic distance while preserving in-person public access and Brown Act transparency.

**Fiscal Impacts:**

None.

**Recommendation:**

Approve Resolution 2026-05 Authorizing Remote Participation at meetings of the MCE Board and MCE Finance Committee, as permitted by law.<sup>4</sup>

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<sup>4</sup> This item is a general administrative matter. Action requires a majority vote of board members present for a motion to carry.

## RESOLUTION No. 2026-05

### A RESOLUTION OF THE BOARD OF DIRECTORS OF MARIN CLEAN ENERGY AUTHORIZING REMOTE PARTICIPATION AT MEETINGS OF THE MCE BOARD AND MCE FINANCE COMMITTEE

**WHEREAS**, Marin Clean Energy (MCE) is a joint powers authority established on December 19, 2008, and organized under the Joint Exercise of Powers Act (Government Code Section 6500 et seq.); and

**WHEREAS**, MCE members include the following communities: the County of Marin, the County of Contra Costa, the County of Napa, the County of Solano, the City of American Canyon, the City of Belvedere, the City of Benicia, the City of Calistoga, the City of Concord, the Town of Corte Madera, the Town of Danville, the City of El Cerrito, the Town of Fairfax, the City of Fairfield, the City of Hercules, the City of Lafayette, the City of Larkspur, the City of Martinez, the City of Mill Valley, the Town of Moraga, the City of Napa, the City of Novato, the City of Oakley, the City of Pinole, the City of Pittsburg, the City of Pleasant Hill, the City of San Ramon, the City of Richmond, the Town of Ross, the Town of San Anselmo, the City of San Pablo, the City of San Rafael, the City of Sausalito, the City of St. Helena, the Town of Tiburon, the City of Vallejo, the City of Walnut Creek, and the Town of Yountville; and

**WHEREAS**, the Ralph M Brown Act (Brown Act), California Government Code § 54950, is written to protect and encourage the Public's access to public meetings and decision making by public entities in the State of California; and

**WHEREAS**, Senate Bill 707 significantly revised the Brown Act to modernize open meeting requirements, particularly related to teleconferencing and remote participation; and

**WHEREAS**, California Government Code § 54953.8.7 establishes a specific teleconferencing framework for eligible multijurisdictional bodies, including joint powers authorities such as MCE, and its advisory bodies; and

**WHEREAS**, the MCE Finance Committee, is an advisory body of the MCE Board; and

**WHEREAS**, California Government Code § 54953.8.7 allows the MCE Board to authorize by resolution remote participation in meetings of the MCE Board and MCE Finance Committee by members traveling from a location more than 20 miles from the meeting location and only when remote participation is identified on the agenda and conducted using both audio and visual technology; and

**WHEREAS**, because the MCE Board and its advisory committees meet once per month or less, statute limits individual Board and Finance Committee members to participate remotely to no more than two meetings per calendar year; and

**NOW, THEREFORE, BE IT RESOLVED**, by the MCE Board of Directors that it approves its members to participate remotely up to twice annually in meetings of the Board of Directors, and further approves members of the Finance Committee to participate remotely up to twice annually in meetings of the Finance Committee, provided that any Director appearing remotely must be identified on the agenda, must use both audio and visual technology, and must physically be more than 20 miles from a noticed location and further provided that a quorum of the Board or Finance Committee must participate from one or more physical locations that are noticed, publicly accessible and within the boundaries of MCE’s service area. Directors who receive compensation for their service on the MCE Board are not eligible to participate remotely.

**PASSED AND ADOPTED** at a regular meeting of the MCE Board of Directors on this 18th day of June 2026, by the following vote:

	<b>AYES</b>	<b>NOES</b>	<b>ABSTAIN</b>	<b>ABSENT</b>
County of Marin				
Contra Costa County				
County of Napa				
County of Solano				
City of American Canyon				
City of Belvedere				
City of Benicia				
City of Calistoga				
City of Concord				
Town of Corte Madera				
Town of Danville				
City of El Cerrito				
Town of Fairfax				
City of Fairfield				
City of Hercules				
City of Lafayette				
City of Larkspur				
City of Martinez				
City of Mill Valley				
Town of Moraga				
City of Napa				
City of Novato				
City of Oakley				

City of Pinole				
City of Pittsburg				
City of Pleasant Hill				
City of San Ramon				
City of Richmond				
Town of Ross				
Town of San Anselmo				
City of San Pablo				
City of San Rafael				
City of Sausalito				
City of St. Helena				
Town of Tiburon				
City of Vallejo				
City of Walnut Creek				
Town of Yountville				

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CHAIR, MCE

**Attest:**

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SECRETARY, MCE



June 18, 2026

TO: MCE Board of Directors

FROM: Supervisor Scales-Preston, MCE Board Chair, Representing Contra Costa County  
Supervisor Alessio, MCE Board Director, Representing the County of Napa  
Council Member Birdseye, MCE Board Director, Representing the City of Benicia  
Supervisor Sackett, MCE Board Director, Representing the County of Marin

RE: Proposed First Agreement with Leading Resources, Inc. for Governance  
Assessment Services (Agenda Item #07)

ATTACHMENTS: A. First Agreement with Leading Resources, Inc. for Governance Assessment  
Services  
B. Leading Resources, Inc. Statement of Qualifications and Proposed Consulting  
Team

Dear Fellow Board Members:

**Summary:**

The Ad Hoc Governance Assessment Committee evaluated sixteen proposals for governance assessment services and interviewed four firms in May 2026. Based on proposal quality and interview performance, the committee recommended Leading Resources, Inc. due to their strong governance expertise, particularly within California’s energy sector, and their practical experience with similar agencies. Leading Resources, Inc stood out for their clear methodology, cost competitiveness, and ability to support complex governance challenges while building consensus among stakeholders. The firm also demonstrated potential to support a future organizational assessment informed by the initial governance review.

**Background:**

On January 15, 2026, the Board authorized the establishment of the Ad Hoc Governance Assessment Committee (Ad Hoc Committee) to identify opportunities to strengthen board governance and organizational efficiencies for the benefit of the agency, the ratepayers, and the advancement of clean energy. The Board provided feedback to the Ad Hoc Committee on parameters for firm selection and contract finalization. The Ad Hoc Committee drafted a Request for Proposal (RFP) to solicit firms. On May 21, 2026, the Ad Hoc provided the Board with an update that the RFP closed on April 30, 2026, with sixteen (16) total submissions received. The firms submitting bids included AGVP Advisory, Benefactor Group, Catalyst Group, CPSHR, Forvis Mazars, Kearns &

West, KPMG, Leading Resources, Lyceum, Más Talent, Matrix CG, MGT Impact Solutions, Potrero Group, Public Law Group, Raftelis, and Sage 71. The Ad Hoc Committee received proposals ranging from 10 weeks - 10 months in timing and \$40,000 - \$488,635 in cost. Ad Hoc Committee members and staff evaluated the proposals and drafted a scorecard (Attachment B). The Ad Hoc Committee shortlisted four firms based on the criteria established in the RFP:

- Governance Expertise – 20%
- Energy/Utilities Expertise – 20%
- Approach & Methodology – 15%
- Success with Other Agencies – 10%
- Organizational Capacity – 10%
- Innovation & Creativity – 10%
- Cost Competitiveness – 10%
- Completeness of Application – 5%

These criteria guided both the initial scoring and the selection of firms invited to interview.

On May 27, 2026, the Ad Hoc Committee interviewed the four firms who ranked the highest based on the scoring criteria, which were Kearns & West, Leading Resources, Lyceum, and Sage 71. Justine Parmelee, VP of Internal Operations, sat in on the interviews for administrative support. Following review of the written proposals and finalist interviews, the Ad Hoc Committee recommends the firm Leading Resources, Inc (LRI) to provide governance assessment services.

The Ad Hoc Committee determined that LRI offered a short project timeline, along with significant experience in the California energy sector supporting agencies facing similar governance and organizational challenges. Of note, few of the RFP respondents interviewed had worked directly with CCAs, and of those that did, they had not performed governance work with CCAs. LRI does have experience on a governance assessment that worked through the roles of the board versus the staff on Power Purchase Agreements (PPAs), and establishing procurement policies, grid reliability goals, and confidentiality and reporting policies for the PPAs. They emphasized the importance of creating clear, bright line policies around delegation of authority.

LRI has extensive experience conducting governance assessments, governance restructuring engagements for public utilities, and complex public boards facing challenges. Relevant experience included work on clarifying board and management roles, the delegation of authority, overseeing procurement, transparency, and decision-making processes. The Ad Hoc Committee was impressed with the firm's practical understanding of utility governance through work on California entities such as the CPUC, SMUD and Imperial Irrigation District. They demonstrated the ability to build consensus within large and diverse governing bodies, as well as effectively navigate complex stakeholder priorities and diverse perspectives.

LRI proposed a clear and actionable methodology that includes interviews of the board of directors, interviews of the management team, and stakeholders. They focused on the need for building trust and buy-in, evaluation against governance best practices, and implementation-focused recommendations tailored to MCE's governance structure and operational environment. They shared experience in facilitating real meaningful change, and comfort with complex and messy issues. The Ad Hoc Committee also found the proposal to be cost competitive, transparent in scope, and supported by a highly experienced team with significant expertise in utility governance and organizational change management. They also shared that their clients expressed that after working with LRI, their boards reflected they were able to get more work done, were more effective, and had more fulfillment serving on the board.

Further, LRI demonstrated the ability and willingness to engage with MCE for an organizational assessment, as a subsequent phase to this engagement. LRI anticipates areas of focus for an organizational assessment will arise out of the initial discovery and surveys for the governance assessment, which will inform the scope for this next phase.

The Ad Hoc Governance Assessment Committee will provide guidance, direction and feedback, and serve as primary points of contact for the firm. There will be opportunities for each board member to provide input via interviews and surveys, as well as opportunities for the public to comment on findings and recommendations at meetings of the Board and relevant committees.

**Fiscal Impact:**

The Board approved FY26-27 budgets include \$25,000 for this effort. The remaining \$78,905 will be provided from the contingency portion of the approved budgets.

**Recommendation:**

Approve the proposed First Agreement with Leading Resources, Inc. for Governance Assessment Services for an amount not to exceed \$103,905 and authorize the acting CEO to execute the Agreement.<sup>1</sup>

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<sup>1</sup> This item is a general administrative matter. Action requires a majority vote of board members present for a motion to carry.

**MARIN CLEAN ENERGY  
STANDARD SHORT FORM CONTRACT  
FIRST AGREEMENT  
BY AND BETWEEN  
MARIN CLEAN ENERGY AND LEADING RESOURCES, INC.**

**THIS FIRST AGREEMENT** (“Agreement”) is made and entered into on \_\_\_\_\_ by and between MARIN CLEAN ENERGY (hereinafter referred to as “MCE”) and LEADING RESOURCES, INC., a California corporation with principal address at: 1930 N Street, Sacramento, California 95811, United States (hereinafter referred to as “Contractor”) (each, a “Party,” and, together, the “Parties”).

**RECITALS:**

**WHEREAS**, MCE desires to retain Contractor to provide the services described in **Exhibit A** attached hereto and by this reference made a part hereof (“Services”);

**WHEREAS**, Contractor desires to provide the Services to MCE;

**NOW, THEREFORE**, in consideration of the mutual covenants herein contained, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

**1. SCOPE OF SERVICES:**

Contractor agrees to provide all of the Services in accordance with the terms and conditions of this Agreement. “Services” shall also include any other work performed by Contractor pursuant to this Agreement.

**2. FEES AND PAYMENT SCHEDULE; INVOICING:**

The fees and payment schedule for furnishing Services under this Agreement shall be based on the rate schedule which is attached hereto as **Exhibit B** and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the Agreement (“Term”). Contractor shall provide MCE with Contractor’s Federal Tax I.D. number prior to submitting the first invoice. Contractor is responsible for billing MCE in a timely and accurate manner. Unless otherwise specified in Exhibit B, Contractor shall email invoices to MCE on a monthly basis for any Services rendered or expenses incurred hereunder. Fees and expenses invoiced beyond ninety (90) days will not be reimbursable. The final invoice must be submitted within thirty (30) days of completion of the stated scope of services or termination of this Agreement. MCE will process payment for undisputed invoiced amounts within thirty (30) days.

**3. MAXIMUM COST TO MCE:**

In no event will the cost to MCE for the Services to be provided herein exceed the maximum sum of **\$103,905**.

**4. TERM OF AGREEMENT:**

This Agreement shall commence on **July 15, 2026** (“Effective Date”) and shall terminate on **July 15, 2027**, unless earlier terminated pursuant to the terms and conditions set forth in Section 12.

**5. REPRESENTATIONS; WARRANTIES; COVENANTS:**

**5.1. CONTRACTOR REPRESENTATIONS AND WARRANTIES.** Contractor represents, warrants and covenants that (a) it is a corporation duly organized, validly existing and in good standing under the laws of the State of **California**, (b) it has full power and authority and all regulatory authorizations required to execute, deliver and perform its obligations under this Agreement and all exhibits and addenda and to engage in the business it presently conducts and contemplates conducting, (c) it is and will be duly licensed or qualified to do business and in good standing under the laws of the State of California and each other jurisdiction wherein the nature of its business transacted by it makes such licensing or qualification necessary and where the failure to be licensed or qualified would have a material adverse effect on its ability to perform its obligations hereunder, (d) it is qualified and competent to render the Services and possesses the requisite expertise to perform its obligations hereunder, (e) the execution, delivery and performance of this Agreement and all exhibits and addenda hereto are within its powers and do not violate the terms and conditions in its governing documents, any contracts to which it is a party or any law, rule, regulation, order or the like applicable to it, (f) this Agreement and each exhibit and addendum constitutes its legally valid and binding obligation enforceable against it in accordance with its terms, and (g) it is not bankrupt and there are no proceedings pending or being contemplated by it or, to its knowledge, threatened against it which would result in it being or becoming bankrupt.

**5.2. COMPLIANCE WITH APPLICABLE LAW.** At all times during the Term and the performance of the Services, Contractor shall comply with all applicable federal, state and local laws, regulations, ordinances and resolutions (“Applicable Law”)

- 5.3. LICENSING.** At all times during the performance of the Services, Contractor represents, warrants and covenants that it has and shall obtain and maintain, at its sole cost and expense, all required permits, licenses, certificates and registrations required for the operation of its business and the performance of the Services. Contractor shall promptly provide copies of such licenses and registrations to MCE at the request of MCE.
- 5.4. NONDISCRIMINATORY EMPLOYMENT.** Contractor shall not unlawfully discriminate against any individual based on race, color, religion, nationality, sex, sexual orientation, gender identity, age or condition of disability. Contractor understands and agrees that Contractor is bound by and shall comply with the nondiscrimination mandates of all federal, state, and local statutes, regulations, and ordinances.
- 5.5. ASSIGNMENT OF PERSONNEL.** The Contractor shall not substitute any personnel for those specifically named in its proposal, if applicable, unless personnel with substantially equal or better qualifications and experience are provided, acceptable to MCE, as is evidenced in writing.

**6. INSURANCE:**

At all times during the Term and the performance of the Services, Contractor shall maintain the insurance coverages set forth below. All such insurance coverage shall be substantiated with a certificate of insurance and must be signed by the insurer or its representative evidencing such insurance to MCE. The general liability policy shall be endorsed naming Marin Clean Energy and its employees, directors, officers, and agents as additional insureds. The certificate(s) of insurance and required endorsement shall be furnished to MCE prior to commencement of Services. Certificate(s) of insurance must be current as of the Effective Date, and shall remain in full force and effect through the Term. If scheduled to lapse prior to termination date, certificate(s) of insurance must be automatically updated before final payment may be made to Contractor. Each certificate of insurance shall provide for thirty (30) days' advance written notice to MCE of any cancellation or reduction in coverage. Insurance coverages shall be payable on a per occurrence basis only, except those required by Section 6.4 which may be provided on a claims-made basis consistent with the criteria noted therein.

Nothing in this Section 6 shall be construed as a limitation on Contractor's indemnification obligations in Section 17 of this Agreement.

Should Contractor fail to provide and maintain the insurance required by this Agreement, in addition to any other available remedies at law or in equity, MCE may suspend payment to the Contractor for any Services provided during any period of time that insurance was not in effect and until such time as the Contractor provides adequate evidence that Contractor has obtained the required insurance coverage.

- 6.1. GENERAL LIABILITY.** The Contractor shall maintain a commercial general liability insurance policy in an amount of no less than **one million dollars (\$1,000,000) with a two million dollars (\$2,000,000)** aggregate limit. "Marin Clean Energy" shall be named as an additional insured on the commercial general liability policy and the certificate of insurance shall include an additional endorsement page (see sample form: ISO - CG 20 10 11 85).
- 6.2. AUTO LIABILITY.** Where the Services to be provided under this Agreement involve or require the use of any type of vehicle by Contractor in order to perform said Services, Contractor shall also provide comprehensive business or commercial automobile liability coverage including non-owned and hired automobile liability in the amount of one million dollars combined single limit (\$1,000,000).
- 6.3. WORKERS' COMPENSATION.** The Contractor acknowledges that the State of California requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code. If Contractor has employees, it shall comply with this requirement and a copy of the certificate evidencing such insurance or a copy of the Certificate of Consent to Self-Insure shall be provided to MCE prior to commencement of Services.
- 6.4. PROFESSIONAL LIABILITY INSURANCE.** Contractor shall maintain professional liability insurance with a policy limit of not less than \$1,000,000 per incident. If the deductible or self-insured retention amount exceeds \$100,000, MCE may ask for evidence that Contractor has segregated amounts in a special insurance reserve fund, or that Contractor's general insurance reserves are adequate to provide the necessary coverage and MCE may conclusively rely thereon. Coverages required by this subsection may be provided on a claims-made basis with a "Retroactive Date" prior to the Effective Date. If the policy is on a claims-made basis, coverage must extend to a minimum of twelve (12) months beyond termination of this Agreement. If coverage is cancelled or non-renewed, and not replaced with another claims made policy form with a "retroactive date" prior to the Effective Date, Contractor must purchase "extended reporting" coverage for a minimum of twelve (12) months after termination of this Agreement.

## 7. RESERVED

### 8. **SUBCONTRACTING:**

The Contractor shall not subcontract nor assign any portion of the work required by this Agreement without prior, written approval of MCE, except for any subcontract work expressly identified herein in Exhibit A. If Contractor hires a subcontractor under this Agreement (a "Subcontractor"), Subcontractor shall be bound by all applicable terms and conditions of this Agreement, and Contractor shall ensure the following:

- 8.1. Subcontractor shall comply with the following terms of this Agreement: Sections 9, 10, Exhibit A.
- 8.2. Subcontractor shall provide, maintain and be bound by the representations, warranties and covenants of Contractor contained in Section 5 hereof (as may be modified to be applicable to Subcontractor with respect to Section 5.1(a) hereof) at all times during the Term of such subcontract and its provision of Services.
- 8.3. Subcontractor shall comply with the terms of Section 6 above, including, but not limited to providing and maintaining insurance coverage(s) identical to what is required of Contractor under this Agreement, and shall name MCE as an additional insured under such policies. Contractor shall collect, maintain, and promptly forward to MCE current evidence of such insurance provided by its Subcontractor. Such evidence of insurance shall be included in the records and is therefore subject to audit as described in Section 9 hereof.
- 8.4. Subcontractor shall be contractually obligated to indemnify the MCE Parties (as defined in Section 17 hereof) pursuant to the terms and conditions of Section 17 hereof.
- 8.5. Subcontractors shall not be permitted to further subcontract any obligations under this Agreement.

Contractor shall be solely responsible for ensuring its Subcontractors' compliance with the terms and conditions of this Agreement made applicable above and to collect and maintain all documentation and current evidence of such compliance. Upon request by MCE, Contractor shall promptly forward to MCE evidence of same. Nothing contained in this Agreement or otherwise stated between the Parties shall create any legal or contractual relationship between MCE and any Subcontractor, and no subcontract shall relieve Contractor of any of its duties or obligations under this Agreement. Contractor's obligation to pay its Subcontractors is an independent obligation from MCE's obligation to make payments to Contractor. As a result, MCE shall have no obligation to pay or to enforce the payment of any monies to any Subcontractor.

### 9. **RETENTION OF RECORDS AND AUDIT PROVISION:**

Contractor shall keep and maintain on a current basis full and complete records and documentation pertaining to this Agreement and the Services, whether stored electronically or otherwise, including, but not limited to, valuation records, accounting records, documents supporting all invoices, employees' time sheets, receipts and expenses, and all customer documentation and correspondence (the "Records"). MCE shall have the right, during regular business hours, to review and audit all Records during the Term and for at least five (5) years from the date of the completion or termination of this Agreement. Any review or audit may be conducted on Contractor's premises or, at MCE's option, Contractor shall provide all records within a maximum of fifteen (15) days upon receipt of written request from MCE. Contractor shall refund any monies erroneously charged. Contractor shall have an opportunity to review and respond to or refute any report or summary of audit findings, and shall promptly refund any overpayments made by MCE based on undisputed audit findings.

### 10. **DATA, CONFIDENTIALITY AND INTELLECTUAL PROPERTY:**

#### 10.1. **OWNERSHIP AND USE RIGHTS.**

- a) **MCE Data.** Unless otherwise expressly agreed to in writing by the Parties, MCE shall retain all of its rights, title and interest in MCE's Data. "MCE Data" shall mean all data or information provided by or on behalf of MCE, including but not limited to, customer Personal Information; energy usage data relating to, of, or concerning, provided by or on behalf of any customers; all data or information input, information systems and technology, software, methods, forms, manuals, and designs, transferred, uploaded, migrated, or otherwise sent by or on behalf of MCE to Contractor as MCE may approve of in advance and in writing (in each instance); account numbers, forecasts, and other similar information disclosed to or otherwise made available to Contractor. MCE Data shall also include all data and materials provided by or made available to Contractor by MCE's licensors, including but not limited to, any and all survey responses, feedback, and reports subject to any limitations or restrictions set forth in the agreements between MCE and their licensors.
- b) **Intellectual Property.** Unless otherwise expressly agreed to in writing by the Parties, any and all materials, information, or other intellectual property created, prepared, accumulated or developed by Contractor or any Contractor Party, which includes any employees, members, officers, Subcontractors, and agents of Contractor (each, a "Contractor Party," and, collectively, the "Contractor Parties") under this Agreement ("Intellectual Property"), including finished and unfinished

inventions, processes, templates, documents, drawings, computer programs, designs, calculations, valuations, maps, plans, workplans, text, filings, estimates, manifests, certificates, books, specifications, sketches, notes, reports, summaries, analyses, manuals, visual materials, data models and samples, including summaries, extracts, analyses and preliminary or draft materials developed in connection therewith, shall be owned by MCE. MCE shall have the exclusive right to use Intellectual Property in its sole discretion and without further compensation to Contractor or to any other party. Contractor shall, at MCE's expense, provide Intellectual Property to MCE or to any party MCE may designate upon written request. Contractor may keep one file reference copy of Intellectual Property prepared for MCE solely for legal purposes and if otherwise agreed to in writing by MCE. In addition, Contractor may keep one copy of Intellectual Property if otherwise agreed to in writing by MCE.

- c) **Intellectual Property shall be owned by MCE upon its creation.** Contractor agrees to execute any such other documents or take other actions as MCE may reasonably request to perfect MCE's ownership in the Intellectual Property.
- d) **Contractor's Pre-Existing Materials.** If, and to the extent Contractor retains any preexisting ownership rights ("Contractor's Pre-Existing Materials") in any of the materials furnished to be used to create, develop, and prepare the Intellectual Property, Contractor hereby grants MCE on behalf of its customers and the CPUC for governmental and regulatory purposes an irrevocable, assignable, non-exclusive, perpetual, fully paid up, worldwide, royalty-free license to use, reproduce, display, prepare and develop derivative works, perform, distribute copies of any intellectual or proprietary property right of Contractor or any Contractor Party solely as incorporated into or as necessary to use the Intellectual Property for MCE's business purposes and for disclosure to the CPUC for governmental and regulatory purposes related thereto. Unless otherwise expressly agreed to by the Parties, Contractor shall retain all of its rights, title and interest in Contractor's Pre-Existing Materials. Any and all claims to Contractor's Pre-Existing Materials to be furnished or used to prepare, create, develop or otherwise manifest the Intellectual Property must be expressly disclosed to MCE prior to performing any Services under this Agreement. Any such Pre-Existing Material that is modified by work under this Agreement is owned by MCE.

**10.2. EQUITABLE RELIEF.** Each Party acknowledges that a breach of this Section 10 would cause irreparable harm and significant damages to the other Party, the degree of which may be difficult to ascertain. Accordingly, each Party agrees that MCE shall have the right to obtain immediate equitable relief to enjoin any unauthorized use or disclosure of MCE Data, in addition to any other rights and remedies that it may have at law or otherwise; and Contractor shall have the right to obtain immediate equitable relief to enjoin any unauthorized use or disclosure of Contractor's Pre-Existing Materials, in addition to any other rights and remedies that it may have at law or otherwise.

## **11. FORCE MAJEURE:**

A Party shall be excused for failure to perform its obligations under this Agreement if such obligations are prevented by an event of Force Majeure (as defined below), but only for so long as and to the extent that the Party claiming Force Majeure ("Claiming Party") is actually so prevented from performing and provided that (a) the Claiming Party gives written notice and full particulars of such Force Majeure to the other Party (the "Affected Party") promptly after the occurrence of the event relied on, (b) such notice includes an estimate of the expected duration and probable impact on the performance of the Claiming Party's obligations under this Agreement, (c) the Claiming Party furnishes timely regular reports regarding the status of the Force Majeure, including updates with respect to the data included in Section 10 above during the continuation of the delay in the Claiming Party's performance, (d) the suspension of such obligations sought by Claiming Party is of no greater scope and of no longer duration than is required by the Force Majeure, (e) no obligation or liability of either Party which became due or arose before the occurrence of the event causing the suspension of performance shall be excused as a result of the Force Majeure; (f) the Claiming Party shall exercise commercially reasonable efforts to mitigate or limit the interference, impairment and losses to the Affected Party; (g) when the Claiming Party is able to resume performance of the affected obligations under this Agreement, the Claiming Party shall give the Affected Party written notice to that effect and promptly shall resume performance under this Agreement. "Force Majeure" shall mean acts of God such as floods, earthquakes, fires, orders or decrees by a governmental authority, civil or military disturbances, wars, riots, terrorism or threats of terrorism, utility power shutoffs, strikes, labor disputes, pandemic, or other forces over which the responsible Party has no control and which are not caused by an act or omission of such Party.

## **12. TERMINATION:**

**12.1.** If the Contractor fails to provide in any manner the Services required under this Agreement, otherwise fails to comply with the terms of this Agreement, violates any Applicable Law, makes an assignment of any general arrangement for the benefit of creditors, files a petition or otherwise commences, authorizes or acquiesces in the commencement of a proceeding or cause under any bankruptcy or similar law for the protection of creditors, or has such petition filed against it, otherwise becomes bankrupt or insolvent (however evidenced), or becomes unable to pay its debts as they fall due, then MCE may terminate this Agreement by giving five (5) business days' written notice to Contractor.

**12.2.** Either Party hereto may terminate this Agreement for any reason by giving thirty (30) calendar days' written notice to the other Party. Notice of termination shall be by written notice to the other Party and be sent by registered mail or by email to the email address listed in Section 19.

**12.3.** In the event of termination not the fault of the Contractor, the Contractor shall be paid for Services performed up to the date of termination in accordance with the terms of this Agreement so long as proof of required insurance is provided for the periods covered in the Agreement or Amendment(s). Notwithstanding anything contained in this Section 12, in no event shall MCE be liable for lost or anticipated profits or overhead on uncompleted portions of the Agreement. Contractor shall not enter into any agreement, commitments or subcontracts that would incur significant cancellation or termination costs without prior written approval of MCE, and such written approval shall be a condition precedent to the payment of any cancellation or termination charges by MCE under this Section 12. Also, as a condition precedent to the payment of any cancellation or termination charges by MCE under this Section 12, Contractor shall have delivered to MCE any and all Intellectual Property (as defined in Section 10.1(b)) prepared for MCE before the effective date of such termination.

**12.4.** MCE may terminate this Agreement if funding for this Agreement is reduced or eliminated by a third-party funding source.

**12.5.** Without limiting the foregoing, if either Party's activities hereunder become subject to law or regulation of any kind, which renders the activity illegal, unenforceable, or which imposes additional costs on such Party for which the parties cannot mutually agree upon an acceptable price modification, then such Party shall at such time have the right to terminate this Agreement upon written notice to the other Party with respect to the illegal, unenforceable, or uneconomic provisions only, and the remaining provisions will remain in full force and effect.

**12.6.** Upon termination of this Agreement for any reason, Contractor shall and shall cause each Contractor Party to bring the Services to an orderly conclusion as directed by MCE and shall return all MCE Data (as defined in Section 10.1(a) above) and Intellectual Property to MCE.

**12.7.** Notwithstanding the foregoing, this Agreement shall be subject to changes, modifications, or termination by order or directive of the California Public Utilities Commission ("CPUC"). The CPUC may from time to time issue an order or directive relating to or affecting any aspect of this Agreement, in which case MCE shall have the right to change, modify or terminate this Agreement in any manner to be consistent with such order or directive.

**12.8.** Notwithstanding any provision herein to the contrary, Sections 2, 3, 8.4, 9, 10, 12, 15, 16, 17, 18, 19, 20, 21, 22, 24 and Exhibit B of this Agreement shall survive the termination or expiration of this Agreement.

**13. ASSIGNMENT:**

The rights, responsibilities, and duties under this Agreement are personal to the Contractor and may not be transferred or assigned without the express prior written consent of MCE.

**14. AMENDMENT; NO WAIVER:**

This Agreement may be amended or modified only by written agreement of the Parties. Failure of either Party to enforce any provision or provisions of this Agreement will not waive any enforcement of any continuing breach of the same provision or provisions or any breach of any provision or provisions of this Agreement.

**15. DISPUTES:**

Either Party may give the other Party written notice of any dispute which has not been resolved at a working level. Any dispute that cannot be resolved between Contractor's contract representative and MCE's contract representative by good faith negotiation efforts shall be referred to Legal Counsel of MCE and an officer of Contractor for resolution. Within 20 calendar days after delivery of such notice, such persons shall meet at a mutually acceptable time and place, and thereafter as often as they reasonably deem necessary to exchange information and to attempt to resolve the dispute. If MCE and Contractor cannot reach an agreement within a reasonable period of time (but in no event more than 30 calendar days), MCE and Contractor shall have the right to pursue all rights and remedies that may be available at law or in equity. All negotiations and any mediation agreed to by the Parties are confidential and shall be treated as compromise and settlement negotiations, to which Section 1119 of the California Evidence Code shall apply, and Section 1119 is incorporated herein by reference.

**16. JURISDICTION AND VENUE:**

This Agreement shall be construed in accordance with the laws of the State of California and the Parties hereto agree that venue shall be in Marin County, California.

**17. INDEMNIFICATION:**

To the fullest extent permitted by Applicable Law, Contractor shall indemnify, defend, and hold MCE and its employees, officers, directors, representatives, and agents ("MCE Parties"), harmless from and against any and all actions, claims, liabilities, losses, costs, damages, and expenses (including, but not limited to, litigation costs, attorney's fees and costs, physical damage to or loss of tangible property, and injury or death of any person) arising out of, resulting from, or caused by: a) the negligence, recklessness, intentional misconduct, or

fraud of all Contractor Parties; b) the failure of a Contractor Party to comply with the provisions of this Agreement or Applicable Law; c) any defect in design, workmanship, or materials carried out or employed by any Contractor Party or d) any claim, allegation, or determination by any governmental agency, court, or other tribunal that any employee, agent or subcontractor of Contractor performing services under this Agreement is or was a common law employee of MCE, including but not limited to claims for wages, overtime, employee benefits, payroll taxes, penalties, unemployment insurance, workers' compensation coverage, or other employment-related obligations.

**18. NO RECOURSE AGAINST CONSTITUENT MEMBERS OF MCE:**

MCE is organized as a Joint Powers Authority in accordance with the Joint Exercise of Powers Act of the State of California (Government Code Section 6500, et seq.). Pursuant to MCE's Joint Powers Agreement, MCE is a public entity separate from its constituent members. MCE shall solely be responsible for all debts, obligations, and liabilities accruing and arising out of this Agreement. No Contractor Party shall have rights and nor shall any Contractor Party make any claims, take any actions, or assert any remedies against any of MCE's constituent members in connection with this Agreement.

**19. INVOICES; NOTICES:**

This Agreement shall be managed and administered on MCE's behalf by the Contract Manager named below. All invoices shall be submitted by email to:

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Email Address:           invoices@mcecleanenergy.org

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All other notices shall be given to MCE at the following location:

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Contract Manager:    Monique McCool

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MCE Address:           1125 Tamalpais Avenue  
                                  San Rafael, CA 94901

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Email Address:        contracts@mcecleanenergy.org

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Telephone No.:       (415) 464-6049

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Notices shall be given to Contractor at the following address:

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Contractor:            Eric Douglas

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Address:                1930 N Street, Sacramento, California 95811, United States

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Email Address:        edouglas@leadingresources.com

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Telephone No.:        916-325-1195

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**20. ENTIRE AGREEMENT; ACKNOWLEDGMENT OF EXHIBITS:**

This Agreement along with the attached Exhibits marked below constitutes the entire Agreement between the Parties. In the event of a conflict between the terms of this Agreement and the terms in any of the following Exhibits, the terms in this Agreement shall govern.

	<input checked="" type="checkbox"/>	<u>Check applicable Exhibits</u>	<u>CONTRACTOR'S INITIALS</u>	<u>MCE'S INITIALS</u>
<u>EXHIBIT A.</u>	X	Scope of Services		
<u>EXHIBIT B.</u>	X	Fees and Payment		

**21. SEVERABILITY:**

Should any provision of this Agreement be held invalid or unenforceable by a court of competent jurisdiction, such invalidity will not invalidate the whole of this Agreement, but rather, the remainder of the Agreement which can be given effect without the invalid provision, will continue in full force and effect and will in no way be impaired or invalidated.

**22. INDEPENDENT CONTRACTOR:**

Contractor is an independent contractor to MCE hereunder. Nothing in this Agreement shall establish any relationship of partnership, joint venture, employment or franchise between MCE and any Contractor Party. Neither MCE nor any Contractor Party will have the power to bind the other or incur obligations on the other's behalf without the other's prior written consent, except as otherwise expressly provided for herein.

**23. TIME:**

Time is of the essence in this Agreement and each and all of its provisions.

**24. THIRD PARTY BENEFICIARIES:**

The Parties agree that there are no third-party beneficiaries to this Agreement either express or implied.

**25. FURTHER ACTIONS:**

The Parties agree to take all such further actions and to execute such additional documents as may be reasonably necessary to effectuate the purposes of this Agreement.

**26. PREPARATION OF AGREEMENT:**

This Agreement was prepared jointly by the Parties, each Party having had access to advice of its own counsel, and not by either Party to the exclusion of the other Party, and this Agreement shall not be construed against either Party as a result of the manner in which this Agreement was prepared, negotiated or executed.

**27. DIVERSITY SURVEY:**

Pursuant to Senate Bill 255 which amends Section 366.2 of the California Public Utilities Code, MCE is required to submit to the California Public Utilities Commission an annual report regarding its procurement from women-owned, minority-owned, disabled veteran-owned and LGBT-owned business enterprises ("WMDVLGBTBE"). Consistent with these requirements, Contractor agrees to provide information to MCE regarding Contractor's status as a WMDVLGBTBE and any engagement of WMDVLGBTBEs in its provision of Services under this Agreement. Concurrently with the execution of this Agreement, Contractor agrees to complete and deliver MCE's Supplier Diversity Survey, found at the following link: <https://form.asana.com/?k=jSGYk4x3sf2dHfSzywc2fg&d=163567039999692> (the "Diversity Survey") within thirty (30) days of the Effective Date of this Agreement. Because MCE is required to submit annual reports and/or because the Diversity Survey may be updated or revised during the term of this Agreement, Contractor agrees to complete and deliver the Diversity Survey, an updated or revised version of the Diversity Survey or a similar survey at the reasonable request of MCE within thirty (30) days of receiving said request, and to otherwise reasonably cooperate with MCE to provide the information described above. Contractor shall otherwise reasonably cooperate with MCE to provide all such information and ensure submission in the timeframe reasonably requested by MCE.

**28. COUNTERPARTS:**

This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and all of which shall be deemed one and the same Agreement.

**IN WITNESS WHEREOF**, the parties have executed this Agreement on the date first above written.

**APPROVED BY**

**MARIN CLEAN ENERGY:**

**CONTRACTOR:**

By:

By:

Name:

Name:

Title:

Title:

Date:

Date:

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**MODIFICATIONS TO STANDARD SHORT FORM**

**Standard Short Form Content Has Been Modified**

*List sections affected:* 10.1(d) (modified)

Approved by MCE Counsel: \_\_\_\_\_

Date: \_\_\_\_\_

**EXHIBIT A  
SCOPE OF SERVICES**

Contractor shall provide the following Services under the Agreement as requested and directed by MCE's Board of Directors with MCE's Vice President of Internal Operations serving as the MCE staff point person, up to the maximum time/fees allowed under this Agreement:

Contractor shall perform and complete an assessment of MCE's governance structure in two phases: Phase 1 is conducting an assessment; Phase 2 is facilitation and implementation.

For PHASE 1, Contractor shall:

Conduct an assessment of MCE, including but not limited to:

- Gathering input from MCE Board members, members of committees, staff, key stakeholders, and relevant external benchmarks as determined in consultation with the CEO and Board Chair;
- Evaluating governance components, including board structure, processes, people, resources, and operating culture;
- Evaluating communication protocols between board and staff; and
- Identifying governing constraints (legal, political, representational, etc.).

Based on the learnings gained in this assessment, Contractor shall:

- Develop findings and recommendations by identifying strengths, gaps, and actionable opportunities for agency improvement;
- Engage MCE's Board in reviewing preliminary findings and shaping recommendations prior to presentation to quorum of the Board.
- Deliver findings to quorum of the Board that include comprehensive evaluation, implementation considerations, and a clear action plan.

<b>Phase 1 Tasks:</b>	<b>Estimated Completion Timeline:</b>
Task 1.1. Meet with the Ad Hoc Governance Assessment Committee to clarify their goals for this engagement.	1 week after Effective Date (contingent on scheduling)
Task 1.2. Review background information, including all relevant governance materials.	2 weeks after Effective Date
Task 1.3. Develop detailed work plan for the first phase of the engagement.	3 weeks after Effective Date
Task 1.4. Conduct confidential individual interviews with board members, CEO and senior executives.	8 weeks after Effective Date (contingent on scheduling)
Task 1.5. Prepare and administer a Board governance assessment survey.	10 weeks after Effective Date
Task 1.6. Prepare findings and recommendations.	12 weeks after Effective Date
Task 1.7. Present findings and recommendations to Board leadership and relevant committee(s). Facilitate discussion about areas of focus for improvement.	14 weeks after Effective Date (contingent on scheduling)
Task 1.8. Present findings and recommendations to full Board. Facilitate discussion about next steps.	16 weeks after Effective Date (contingent on scheduling)
Task 1.9. Develop workplan for Phase 2.	18 weeks after Effective Date

For PHASE 2, Contractor shall facilitate refinements to the Agency’s governance structure identified in PHASE 1 by completing the following tasks:

Phase 2 Tasks:	Completion Timeline:
Task 2.1. Meet with the Ad Hoc Governance Assessment Committee to clarify their goals for this Phase 2.	20 weeks after Effective Date
Task 2.2. Facilitate meetings of a committee to develop recommended improvements to Board governance. This could include developing new or refined governance structures, new or refined governance policies, redefined roles and responsibilities and refined business processes. (Assumes 12 meetings). The appropriate committee referenced in this task will be determined during Phase 1.	Weeks 20-36 after Effective Date
Task 2.3. Facilitate decisions by full Board to adopt recommendations of committee. (Assumes 3 meetings)	Weeks 36-42 after Effective Date
Task 2.4. Prepare recommendations for subsequent work and present to Board or Board committee.	44 weeks after Effective Date

Based on findings from PHASE 1, Contractor will also scope out an organizational assessment concurrent with PHASE 2 and present to MCE Board leadership and senior management for consideration. Subject to MCE’s written confirmation, Contractor shall prepare and deliver a formal proposal detailing the specific scope and budget of an organizational assessment.

**Assumptions and Understandings:**

MCE understands that Contractor will need, and MCE will provide Contractor with access to all relevant governance materials, including Board policies and procedures, the organizational chart, and delegations to MCE’s CEO.

**EXHIBIT B  
FEES AND PAYMENT SCHEDULE**

For Services provided under this Agreement, MCE shall pay Contractor in accordance with the amount(s) and the payment schedule as specified below:

Contractor will bill monthly on a time and materials basis according to the below hourly rates and in accordance with the estimated costs per subtask for services rendered the month prior:

<b>Consultant*</b>	<b>Hourly Rate</b>
Eric Douglas	\$395
Karin Bloomer	\$350
Bill Slaton	\$350
Jessika Tramonte	\$125

\*In the case that a named consultant herein is no longer available, Contractor may provide a different consultant with substantially equal or better qualifications and experience, as is evidenced in writing.

<b>Phase 1 Tasks:</b>	<b>Hours</b>				<b>Estimated Cost**</b>
	<b>Eric</b>	<b>Karin</b>	<b>Bill</b>	<b>Jessika</b>	
Task 1.1. Meet with the Ad Hoc Governance Assessment Committee to clarify their goals for this engagement.	2	0	2	1	\$1,615
Task 1.2. Review background information, including all relevant governance materials.	2	0	2	0	\$1,490
Task 1.3. Develop detailed work plan for the first phase of the engagement.	2	0	1	0	\$1,140
Task 1.4. Conduct confidential individual interviews with board members, CEO and senior executives.	36	0	12	4	\$18,920
Task 1.5. Prepare and administer a Board governance assessment survey.	8	0	2	8	\$4,860
Task 1.6. Prepare findings and recommendations.	8	2	8	1	\$6,785
Task 1.7. Present findings and recommendations to Board leadership and relevant committee(s). Facilitate discussion about areas of focus for improvement.	8	2	4	2	\$5,510
Task 1.8. Present findings and recommendations to full Board. Facilitate discussion about next steps.	4	2	2	2	\$3,230
Task 1.9. Develop workplan for Phase 2.	8	6	2	1	\$6,085
<b>Phase 1 Totals</b>	<b>78</b>	<b>12</b>	<b>35</b>	<b>19</b>	<b>\$49,635</b>
<b>Phase 2 Tasks:</b>	<b>Hours</b>				<b>Cost</b>
	<b>Eric</b>	<b>Karin</b>	<b>Bill</b>	<b>Jessika</b>	
Task 2.1. Meet with the Ad Hoc Governance Assessment Committee to clarify their goals for this second phase of work.	4	4	0	1	\$3,105

Task 2.2. Facilitate meetings of a committee to develop recommended improvements to organizational governance. This could include developing new or refined governance structures, new or refined governance policies, redefined roles and responsibilities and refined business processes. (Assumes 12 meetings)	30	30	8	12	\$26,650
Task 2.3. Facilitate decisions by full Board to adopt recommendations of committee. (Assumes 3 meetings)	18	18	0	3	\$13,785
Task 2.4. Prepare recommendations for subsequent work and present to Board or Board committee.	4	2	2	2	\$3,230
<b>Phase 2 Totals</b>	<b>56</b>	<b>54</b>	<b>10</b>	<b>18</b>	<b>\$46,770</b>
<b>Project Totals</b>	<b>134</b>	<b>66</b>	<b>45</b>	<b>37</b>	<b>\$96,405</b>

\*\*Upon written request of the Contractor, and written approval of MCE Vice President of Internal Operations, funds may shift between the subtasks of Phases 1 and 2 to accomplish the scope of services outlined in this Agreement.

Contractor shall be reimbursed for mileage at the applicable standard rate; such reimbursements shall not exceed \$7,500.

Contractor to provide an itemized invoice to MCE Vice President of Internal Operations for all Services rendered the month prior. Payment of itemized invoice is subject to MCE Vice President of Internal Operations' written approval. In no event shall the total cost to MCE for the Services provided herein exceed the **maximum sum of \$103,905** for the term of the Agreement.

## **Attachment B. Statement of Qualifications and Proposed Consulting Team**

LRI is a registered small business with the State of California. LRI also has CMAS status with the state, meaning that it is a certified vendor of consulting services to the State. Eric Douglas is a Certified Management Consultant (CMC), as designated by the Institute of Management Consultants.

The proposed consultants for this project are Eric Douglas, Karin Bloomer, and Bill Slaton. Jessika Tramonte is an associate consultant with LRI who will provide administrative support for the project.

**Eric Douglas** is the senior partner of Leading Resources Inc. (LRI). Eric is an expert facilitator who specializes in governance, business strategy, leadership development, and organizational development. Eric has written numerous articles on board governance. His most recent book, "The Leadership Equation," details the practices that effective leaders use to build high-performing organizations. His previous book, "Straight Talk: Turning Communication Upside Down for Strategic Results," provides insights into how leaders can productively communicate around tough issues.

**Karin Bloomer** is a partner with LRI. She is an expert facilitator of Board development, a leadership coach and strategic planner. Along with Eric and Bill, she has deep experience in facilitating workshops for boards of directors and leadership teams that clarify roles and responsibilities, clarify operating principles, and help develop systems and business processes that assure effective communication and performance.

**Bill Slaton** is a senior consultant with LRI, specializing in board governance and performance. He brings extensive public-sector leadership experience, including 16 years as an elected board member of the Sacramento Municipal Utility District, where he served three terms as Board President. Bill also served as a gubernatorial appointee to the CalPERS Board from 2012 to 2019, contributing to oversight of the nation's largest public pension fund. His background is further strengthened by service on commercial bank boards and numerous nonprofit boards, providing him with a well-rounded perspective on effective governance across sectors.

Their resumes are attached.

**RESUME**  
**Eric F. Douglas**  
**Senior Partner**

**Summary**

Eric Douglas is the founder and senior partner of Leading Resources Inc., a consulting company headquartered in Sacramento, California. Eric specializes in facilitating real, meaningful change in the areas of strategy, governance, and leadership performance. He has worked with hundreds of client organizations and is broadly recognized as an industry leader in developing high-performing organizations.

Eric is the author of two books, plus numerous articles and leadership tools used by thousands of leaders and organizations internationally. These books and tools can be found at our website: [www.leadingresources.com](http://www.leadingresources.com).

**Examples of Client Experience**

Note: In all cases below, Eric Douglas provided the services or led the team providing the services.

For California's **Autism Advisory Task Force** (2011-2012), LRI facilitated a year-long process with 18 task force members to develop comprehensive policy recommendations for the behavioral health care of individuals with autism. Task force members represented the interests of advocates, health plans, state government, and practitioners. LRI facilitated the drafting of a comprehensive framework of goals and policies – and used a combination of in-person meetings and an online survey and feedback system to develop consensus on more than 50 policy recommendations that were forwarded to the Administration and Legislature to implement. The resulting legislation created a statewide mandate for health care companies to provide care for people with autism.

For the **California Air Resources Board**, (2018-2019), Eric and a team from LRI provided both executive coaching and leadership development to managers within the Monitoring and Laboratory Division. LRI facilitated workshops to develop specific leadership competencies, including trust-building, project management, strategic thinking, and communication. LRI also facilitated 360 assessments and executive coaching.

For the **California Alliance for Arts Education** (2009-2016), an advocacy organization, Eric worked with the Board of Directors to define a new governance structure. As part of that process, LRI designed and facilitated discussions with various stakeholder groups about strategies to build stronger coalition partnerships. This information gathering process helped inform the development of a new governance structure that featured a Policy Council representing 40 coalition partners. Our work included facilitating specific decisions about the roles and responsibilities of Board members, the Policy Council, and the executive director. LRI also facilitated local planning sessions that resulted in a significant improvement in overall communication across the organization.

For the **California Association for Nurse Practitioners** (2022 to present), Eric and the LRI team facilitated the development of a new strategic plan and related initiatives to build the value

proposition for CANP. We designed and facilitated the work of a planning team, composed of the Board's leaders, the executive director, and members of the executive team. As part of the information gathering process, LRI conducted interviews with multiple stakeholders. We conducted surveys of members and non-members to learn how the Association could improve its value proposition for members. LRI then facilitated meetings of a Board-led task force, and meetings with the senior staff, to hone the goals, objectives, and related strategies to create more member value. LRI also facilitated training workshops for the board on effective governance. In a subsequent initiative, LRI facilitated the development of an action plan, tied to the strategic plan.

For the **California Department of Education** (2017-2020), Eric provided coaching to leaders and managers in the Special Education Division. This included coaching in navigating difficult conversations, performance management, trust-building, and strategic thinking.

For the **California Department of Food and Agriculture** (2019 to 2024), Eric worked with its executive leadership to design and implement a mentoring and leadership development program. This included training for mentors as well as three day-long workshops that formed the backbone of the mentoring program. Workshop 1 focused on interpersonal communications, being a trusted leader, and the GROW model for effective facilitation. Workshop 2 focused on accountability, follow-through and collaboration. Workshop 3 focused on inspirational, results-driven leadership, focusing on six factors of success in change management, the strategic impact matrix, RACI charts, OKRs, and the organizational performance maturity model. As the number of participants in the mentoring program grew, the number of cohorts grew as well. Eric and the LRI team delivered these sessions both in person and virtually.

For the **California Business, Consumer Services, and Housing Agency (BCSH)** (2021), Eric and the LRI team served in a project management role to facilitate the consolidation of three state organizations into a single Department of Cannabis Control. LRI served as project manager and provided strategic counsel. The LRI team helped to ensure that key deliverables and decisions were made on time and in alignment with the foundational principles of the new Department. LRI also facilitated the change management needed to successfully establish the new state department.

For the **California Central Valley Flood Control Board** (2012-2013), Eric worked with both its Board and its senior staff to facilitate the development of a strategic plan and, once it was adopted by the Board, an action plan. The action plan detailed the resources required for each strategy and enabled the Board to link the strategic plan to the annual budgeting process. As part of the engagement, Eric also worked with the Board to establish governance policies and rules of engagement for its members. He also provided training to the Board in the effective monitoring of the plan and communication with staff.

For California's **Department of Health Care Services (DHCS)** (2007-present), Eric and a team from LRI facilitated three iterations of its strategic plan, along with related implementation plans. In the most recent (2023) iteration of the planning process, Eric and the LRI team worked with the Department's director, chief deputy directors, and division directors to facilitate and develop a new purpose statement for the Department, six goals, and related objectives. In addition, LRI also facilitated workshops related to the ongoing implementation and monitoring of the strategic plan, including SMART results tied to each objective. As part of the work, LRI facilitated the development of strategies to advance diversity, equity, inclusion and belonging and address health care disparities. Eric and a team from LRI also developed and subsequently managed the successful implementation of **DHCS Leadership Academy**, which trains cohorts of DHCS

managers in the best practices and innovations in health care management, including the evolving health care marketplace and changes and trends impacting managed health care. LRI also designs and facilitates **DHCS Academy Plus**, where executives learn higher-level leadership skills.

For the **California District Attorneys Association** (2019-2020), Eric worked with its Board and CEO to introduce them to the habits of highly effective boards and facilitate the development of clear roles and responsibilities for the Board, for Board members, and for the CEO. Subsequently, Eric facilitated workshops with the Board to deepen the principles of effective governance and develop strategic goals.

For the **California Government Operations Agency (GovOps)** (2021-2022), Eric co-facilitated the Transforming State Operations initiative to develop a “vision and goals framework” for transforming operations for the State of California workforce over the next five years. The LRI team facilitated a series of interviews with agency secretaries and undersecretaries to generate themes for the framework. LRI then affirmed and enhanced the framework elements through a series of meetings with the Governor’s Cabinet. Finally, LRI facilitated agency-specific meetings with secretaries and executive leadership from their reporting departments to prioritize the vision themes and goals that would most significantly transform operations in their respective departments. Departments shared existing best practices and pilots that could be lifted up and amplified across state government in support of the visions and goals for transforming state operations. Departments also shared themes from staff engagement surveys that affirmed the framework.

For California’s **Department of Managed Health Care (DMHC)** (2015-2021), Eric led a team from LRI to develop its strategic plan. LRI conducted information-gathering sessions with internal and external stakeholders, which included interviews with key stakeholders, focus groups, and an online survey. LRI designed and facilitated workshops with a planning team composed of the director, chief deputy, and deputy directors. The resulting product was a strategic plan with mission, core values, goals, objectives, and strategies. LRI also facilitated the development of an implementation plan, including year one priorities and action plans. LRI also provided training and coaching to the deputies in communication, decision-making and management, as well as helped develop the process for monitoring the strategic plan, tied to a set of metrics to measure performance.

For the **California Public Utilities Commission** (2017-2019), Eric led a team from LRI that worked with the five-member commission and the senior management team to implement a new system of governance for the organization, focusing on clarity of roles and accountability, and an integrated set of strategic directives, detailing the results that the CPUC wants to achieve in areas such as safety, consumer protection, and climate change. To do this work, Eric and the team gathered information about current systems of governance and planning; they interpreted the data and presented findings with relevant recommendations to the Commission. This led to a facilitated planning process in which different teams analyzed issues in various strategic areas, evaluated the impact of alternative strategic interventions and programs, and developed policies. Concurrently, Eric and the LRI team also facilitated the development of a set of core values for the CPUC and helped educate employees about the core values.

For **CalPERS** (2014-2016), Eric provided executive coaching and team building. His work with the executive team focused on identifying 2-3 specific areas of development, tied to the overall performance goals, and then coaching them in higher order management skills and strategies. This resulted in higher levels of management and communication throughout the agency.

For the **California Victim Compensation Board** (2015-2018), Eric led a team from LRI to facilitate the development of a strategic plan and implementation plan for the Board. The work included focus groups with managers and employees, an employee survey on core values, and working with the leadership team of the Board, including the executive officer and her four top deputies. The work also included training and coaching in decision making, delegation, and clarifying roles and responsibilities.

For the **California State Auditor** (2009-2015), Eric and a team from LRI facilitated a strategic planning process to align the Bureau's leaders and managers around a common purpose, vision, and set of core values. LRI also provided training and coaching to improve the leadership and management skills of the managers, starting with the senior managers and cascading two levels down. Three coaches from LRI conducted 360 assessments and coached individual managers across the agency in specific areas, such as delegating, project management, and motivating people. The third phase of work resulted in improvements to two core business processes: real-time project tracking for all audits (looking at both financial and quality measures) and the development of a consistent process for developing all of the Bureau's employees. This resulted in a state-of-the-art human resources performance lifecycle system.

For the **California Urban Forests Council** (2003-2010), an environmental advocacy organization, Eric facilitated the development of a new governance structure that improved communication and leadership across the organization. This included working with the Board of Directors and the executive director, as well as working with an ad hoc committee. LRI facilitated meetings of the Board of Directors that resulted in the approval and implementation of the new strategic plan and governance structure.

For **Caltrain** (2024-25), Eric facilitated the performance evaluations of the executive director and the general counsel. He initially facilitated the work of a Board ad hoc committee to develop and document the evaluation process, based on best practices from other public agencies. Once the Board agreed to the process, he then facilitated the evaluations of both direct reports. This included interviews with Board members and other key stakeholders. He then compiled the feedback and developed a summary of key themes. This was followed by closed sessions in which the performance evaluations were communicated to the direct reports. Eric then followed up by meeting with both direct reports to help them fully understand the feedback and determine next steps.

For the **California Health Care Foundation** (2023), Eric co-facilitated a project to establish and codify agreements among key state agency partners to effectively coordinate efforts and resources dedicated to health workforce development in California. The scope included conducting a series of individual interviews with participants of an informal working group of agency and department leaders, facilitating meetings of the informal group, and developing a charter for the coordinating body. The working group was comprised of leaders from the Labor and Workforce Development Agency (LWDA), Department of Health Care Access and Information (HCAI), and the California Health and Human Services Agency (CalHHS).

For the **Chelan Public Utility District** (2024-present), Eric Douglas and Karin Bloomer conducted an assessment of governance practices by interviewing all Board members and members of the senior executive team. We also administered a survey based on the "5 Habits of High Performing Public Agency Boards." The LRI team shared the findings and recommendations with the Board, along with examples of governance frameworks from other utilities. Based on that initial phase of work, LRI facilitated the development of a new

governance framework for the utility along with related governance policies. LRI also helped the District develop a systematic process for evaluating the Board and evaluating the General Manager.

For the **City of Redondo Beach** (2021-present), Eric led a team that facilitated a series of strategic planning meetings with the mayor, city council members, city manager and senior leadership team. The team facilitated an assessment of the City's strengths, weaknesses, opportunities and threats (SWOT). LRI created a process to gather each council member's ideas to improve the City in areas such as police and fire, parks and recreation, public works, and community development. For each idea, LRI led a discussion of the potential benefits and resource implications. The team then facilitated a process to weigh the list of ideas and identify the highest priorities. LRI translated those priorities into a draft strategic plan, which was refined and then approved unanimously.

For **Community Financial** (2004-2005), Eric worked with the CEO and leadership team to improve communication. Using our Straight Talk® tools for productive communication, we conducted a series of team-building workshops with managers designed to foster improved communication, develop strategies for change, and establish clear understanding of decision-making roles and responsibilities. The result, based on follow-up assessments, was higher levels of trust, innovation, and performance among the management team.

For **Covered California** (2019-2025), Eric and the LRI team facilitated strategic planning discussions of the executive team, leading to a first-ever strategic plan for the organization. LRI served as project manager for the planning process, which included change management and communication. As part of the work, LRI facilitated the development of new mission, vision and strategic pillars, along with specific strategies in each pillar. Once the strategic plan was developed, LRI facilitated the development of an implementation plan, featuring SMART results and key milestones tied to each goal in the plan. LRI's team also provided counsel and training in strategic plan monitoring.

In a separate scope of work, the LRI team also facilitated leadership development for Covered California via individual coaching and team-building workshops. For example, our team provided Straight Talk® tools for productive communication and StrengthsFinders® workshops for individual and teams. LRI also developed and continues to implement **Covered California Academy**, which is a custom-designed training program for managers and supervisors at Covered California. Topics of the Academy include addressing disparities in health care coverage and health outcomes, the roles of plans and government agencies in regulating the evolving health care marketplace, and changes and trends impacting managed health care.

For California's **Department of Cannabis Control** (2020-2024), Eric and a team from LRI facilitated planning discussions that led to the combination of three prior state entities into the new Department. Once the Department was formed, LRI facilitated the development of DCC's strategic plan through a series of engagements with senior leadership and managers. LRI also provided coaching and leadership development workshops to DCC managers.

For California's **Department of Developmental Services (DDS)** (2020-2021), Eric and a team from LRI facilitated the department's Developmental Services Task Force and stakeholder work groups on a monthly basis. These stakeholder work groups focused on Service Access and Equity, Community Resources, Transportation, Eligibility and Intake, Safety Net, and System and Fiscal Reform. LRI's work resulted in a set of goals for DDS that helped improve the delivery of services throughout the state.

For California's **Office of Health Care Affordability (OHCA)** (2022-present), Eric and a team from LRI facilitate planning meetings of the OHCA Board and advisory board, made up of a diverse array of health care organizations. The role of the Office is to monitor changes and trends in the underlying cost drivers of health care and to develop policies for health plans, including managed health care plans, to manage the growth in costs. LRI helps organize meetings of the board and advisory board, creates agendas and runs-of-show, and facilitates discussions.

For **California's Department of Public Health** (2020), Eric provided executive coaching to its director.

For **Early Edge California** (2011-2017), a California-based advocacy group, Eric facilitated a strategic planning process to assess the state of early learning in California. This included working with a diverse array of stakeholders to develop alternative campaign scenarios and broad strategies for improving elementary-level proficiency. Eric assisted with narrowing options, mapping the necessary advocacy efforts required, identifying key partners and their roles, and documenting all of the above into a strategic plan and action plan with key performance indicators. Eric also provided leadership coaching to the president of Early Edge California.

For the **Education and Environment Initiative (EEI)** (2009-2012), Eric led a team that facilitated a collaboration between several non-profit organizations, CalEPA and the California Department of Education. LRI developed a strategic plan that articulated the mission, vision, and core values for EEI, along with goals, objectives, and action steps, all tied to a framework of performance measures. This plan guided the development and implementation of a curriculum on environmental education that has been widely adopted in the K-12 system in California.

For the **Employment Development Department** (2021), Eric worked with the Department to stand up its Stakeholder Advisory Committee. We developed the committee's charter and operating principles. Eric facilitated the initial meetings of the Stakeholder Advisory Committee. The LRI team worked with senior leadership at EDD to prepare agendas and background materials for the committee. We also put together detailed runs-of-show to assure strong coordination between the senior staff, support staff, and LRI team in the facilitation of the meetings.

For **Far Western Anthropological Research** (2022-present), Eric and a team from LRI facilitated strategic planning discussions for its Board of Directors that resulted in alignment in two areas: the rate of growth for the firm and the implementation of a new organizational structure. LRI designed a series of offsite meetings as well as follow-up sessions with small groups that focused on change management and built momentum and championship for these goals.

For the **Governor's Office of Business and Economic Development (GO-Biz)** (2016-2017), Eric led an LRI team that facilitated a strategic planning process to articulate and align priorities, desired results, and performance metrics for all units and affiliated programs within the organization. The LRI team designed a process that engaged every employee in the development of these plans. The LRI team also facilitated units' development of action plans that delineated the key actions, leads, and timeframes for achieving each desired result. In addition, LRI worked with the senior staff to develop a purpose statement for the organization, as well as core values.

For the **Healthy California for All Commission** (2021-2022), Eric led a team from LRI that facilitated the public meetings of this commission. The team put together the public agendas, slide presentations, runs-of-show, and other background materials in preparation for each meeting. LRI facilitated meetings with CalHHS Secretary Mark Ghaly, the commission chair, to plan for each commission meeting. As part of this work, LRI worked with leaders from across the health care industry, including licensed health plans, hospitals, medical groups, and government agencies, to formulate strategies for addressing disparities in health care, driving down the costs of health care, and improving the health of all Californians. Working in conjunction with our technical partners, LRI helped develop the final report of the commission.

For the **Health Care Reform Task Force** (2010), LRI facilitated the work of seven task forces, resulting in the development of a plan to guide California's implementation of the Affordable Care Act. Led by the secretary of the California Health and Human Services Agency, task force members included leaders of state agencies and departments with expertise in insurance regulation, Medi-Cal, health coverage purchasing, public health, financing, health information technology and health care work force issues. LRI facilitated the work of the seven task forces and drafted the resulting plan that guided the state's successful efforts in implementing the Affordable Care Act.

For the **HLA Group** (2003-2007), Eric designed and facilitated a process that focused on a cultural change for the organization. The process resulted in improved communication, a new organizational structure, clearer lines of responsibility, and a performance scorecard. The result, as measured in follow-up assessments, was a marked improvement in management communication and increased morale throughout the organization.

For **HSBC Bank** (2001-2007), a worldwide financial services institution, Eric provided leadership coaching and team development for the bank's senior managers. In London, Eric conducted three team-building workshops resulting in higher levels of trust, accountability, and attention to results. In addition, Eric provided leadership coaching to the CEO, COO and other senior managers for a six-month period. This resulted in higher levels of productive working relationships and teamwork.

For the **Imperial Irrigation District** (2022-present), Eric led a team that worked with its elected Board of Directors to develop a new governance framework and related business processes. LRI worked with a Board committee and facilitated public meetings of the Board to develop specific Board policies. LRI also administered a series of surveys to help the Board assess its performance as a Board. LRI also facilitated the Board's performance evaluations of the general manager and general counsel, including 360 assessments. LRI worked with the Board to develop and document the agreed-upon process – and then facilitated the first cycle of evaluations under the new process.

For the **Large Public Power Council** (2019-present), Eric and the LRI team facilitated a strategic planning process with the CEOs of 29 large public power utilities. The work resulted in consensus among the CEOs around LPPC's mission, vision, goals, objectives and related action plan. To guide the work, LRI conducted a survey of more than 1,000 leaders in public power on the value of LPPC. Using the data from the survey, LRI facilitated the development of specific initiatives to improve member value, including strengthening its advocacy work and building the number of member collaborations. LRI also facilitated the work of a committee that guided the implementation of the strategic plan.

For the **Long Island Power Authority (LIPA)** (2019-present), Eric led a team from LRI that worked with LIPA's managers to identify strategies for improving their oversight of the company that manages the utility's operations. In the first phase of work, this included developing an organizational assessment and facilitating an understanding of what performance oversight entails, developing a new oversight strategy for LIPA's service provider, and building internal capacity for performance management. Eric and the LRI team then facilitated the development of strategic goals and related governance policies for LIPA. LRI worked with the board of directors, CEO, and executive team to develop strategic goals and 5-year roadmaps for customer experience, fiscal sustainability, transmission and distribution, resource planning, and information technology. The LRI team also conducts regular assessments about the Board's performance.

For **Mid-Pacific Engineering** (2019-present), Eric led a team from LRI to help the company develop a leadership development process to integrate new members of its leadership team, provide coaching and expand, and develop measures of success. Eric also facilitated the development of organizational structure, process maps, and workflow charts. Additionally, Eric facilitated a strategic planning process with its senior leaders that resulted in a new strategic plan, along with related objectives and key results (OKRs). He also facilitated workshops to strengthen the team's leadership and management skills, clarify governance responsibilities, and develop standard operating procedures. He introduced the team to various management tools that helped streamline business processes and clarify roles. Eric and the LRI team provided 360 assessments and leadership coaching to nine managers. He also facilitated follow-up meetings of its board of directors to track progress and refresh the company's strategic priorities.

For **The M.I.N.D. Institute** (2006-2008), Eric facilitated a process for the Board of Directors resulting in clarity about the Board's governance role and responsibilities. He also facilitated the development of the institute's strategic plan and fund development goals. He facilitated discussions with the leadership team and the Board of Directors to clarify the overall direction of the M.I.N.D. and the Board's role in fund development. He provided coaching to the executive director and his team. He also facilitated meetings of the faculty to clarify their research priorities and to build a shared vision for a new translational research building.

For the **Nebraska Public Power District (NPPD)** (2017-present), Eric facilitated Board workshops to build an understanding of effective governance. As a result, NPPD's Board adopted a policy governance model and related processes. Eric also provided counsel to the District's CEO with regard to ongoing Board development.

For the **Omaha Public Power District** (2016-present), Eric facilitated the development of a new governance structure and an integrated set of strategic directives. Eric worked with the elected Board, the CEO and executive team to first identify the need for a new structure. Once consensus was reached on the need, Eric facilitated a detailed planning process that resulted in new clarity of roles and responsibilities for the Board of Directors, new delegations to the CEO, and a clear set of goals and related performance metrics to guide the organization.

For **PHH Arval** (2011), a publicly traded fleet management company, Eric worked with the CEO and executive team to envision and implement a new business model that successfully catapulted the company to higher revenues and profitability. Eric designed and facilitated a strategic planning process that enabled managers within the company to grasp the logic of this vision, endorse it openly, and define plans for implementation. As a result of his work, the vision was implemented – with the full support of all managers.

For the **Public Broadcasting System** (1997-1998), Eric Douglas led a team that worked with the CEOs of 110 PBS stations to develop a new governance structure for public television and new strategic initiatives. The work involved training CEOs in the tools of productive communication so that they could identify root issues and address them in the spirit of constructive debate, collaboration, and consensus building. (This work led to Eric Douglas' first book: *Straight Talk: Turning Communication Upside Down for Strategic Results.*)

For the **Redondo Beach Unified School District** (2023), Eric led a team from LRI to develop a strategic plan for the District. LRI designed and implemented a survey to gather information and feedback from parents, teachers, and students. Eric and the LRI team then worked with the elected school board, superintendent, and senior management team to develop strategic goals, objectives, and measures of success. In addition to the strategic planning work, LRI facilitated a governance workshop to help clarify the roles of the school board, of board members, and the superintendent in directing the District. LRI also facilitated the performance evaluation of the superintendent. It worked with the Board president and vice-president to develop the process. LRI then administered a 360-survey and compiled the results. LRI also facilitated a closed session discussion with the Board and superintendent to share the feedback and created the final performance evaluation document.

For **Retinal Consultants of Sacramento** (2011-2013), Eric led a team from LRI that worked with the company's shareholders to define a new Constitution, laying out its principles of governance and decision making, including the roles and responsibilities of the Board of Directors, an Advisory Council, the Managing Partner, and the CEO. We facilitated the process of developing and adopting the Constitution and the selection of the Managing Partner. We then facilitated the development of a new strategic plan, action plan, and core business processes. In addition, we provided executive coaching to the managing partner and CEO. Our team also designed and facilitated training workshops for managers and staff.

For the **Sacramento Area Regional Technology Alliance (SARTA)** (2008-2014), Eric led a team that worked with the Board of Directors to develop a new strategic plan and to clarify the Board's governance roles and responsibilities. This resulted in the Board adopting a written plan detailing SARTA's purpose, vision, and core values, along with specific goals and performance measures. The plan also included specific policies related to the role of the Board and the role of the CEO. The work with SARTA also included facilitating improved communication between the Board and the executive director.

For the **Sacramento Area Council of Governments** (2021), Eric led a team from LRI that designed and implemented a performance evaluation of its executive director. Based on best practices from other public agencies, LRI recommended an approach to a committee of Board members. After refining the approach, LRI administered a 360-survey, compiled the results, and synthesized key themes. Eric then facilitated a closed session with the Board and executive director to discuss the performance evaluation and determine next steps.

For the **Sacramento Area Flood Control Agency (SAFCA)** (2009-2015), Eric and a team from LRI worked with the Board of Directors (composed of city and county elected officials) and executive team to develop and implement plans to strengthen the agency's leadership. This included conducting a situation assessment, presenting recommendations to the Board, and facilitating agreements on expanding the composition of the leadership team and making other organizational improvements.

For **the Sacramento Ballet** (2008), Eric worked with a planning team comprised of the artistic and executive directors and members of the Board's executive committee to develop a new strategic plan, along with a performance scorecard and implementation plan. Using our Six Rings Model©, this process focused on new strategies for audience growth and fund-raising. LRI also worked with the Board of Directors to identify and document the Board's decision-making responsibilities.

For the **Sacramento Municipal Utility District (SMUD)** (2001-present), Eric facilitated the development of a new governance framework and new governance policies for its elected Board of Directors. In addition to his work on governance, Eric facilitated the development of SMUD's strategic directives. As a result, SMUD realized measurable gains in alignment and performance throughout the organization. He also facilitated Board workshops to improve communication, meeting management, and the effective management of decision processes.

For the **Sacramento Natural Foods Co-op** (2000-2019), LRI worked with the Board of Directors and general manager to develop its strategic plan. This work included extensive surveying of the Co-op's members via interviews, focus groups, and an online survey. The extensive engagement of the Co-op's members, and the creation of a multi-stakeholder task force, resulted in a successful vote by the Board to approve the strategic plan and the implementation of key initiatives. LRI also provided training workshops to improve communication, decision making, leadership, and long-range planning.

For **Sacramento Regional Transit** (2003), Eric worked with the Board of Directors (composed of city and county elected officials), the general manager, and the senior management team, as well as teams of managers and employees, to develop a strategic plan detailing the District's growth plans. He facilitated a new strategic plan, including a vision, five goal areas, and a performance scorecard. His work also focused on building the strength of the Board of Directors, the executive team and the management team in communicating the strategic direction for RT.

For **Sprint** (1999), a global communications company, Eric worked with the senior managers to improve morale and team communication. He conducted several Straight Talk® workshops, helping the group learn about communication styles, decision-making roles and responsibilities, and strategies for managing productive discussion about tough issues.

For **Tacoma Public Utilities (TPU)** (2018-2019), Eric led a team that facilitated the development of a new governance structure and a framework of strategic directives. LRI facilitated meetings of the appointed Board, the General Manager and executive team to identify the elements of its new governance structure. Once consensus was reached, the board, assisted by LRI, developed a clear set of goals and related performance metrics to guide the organization.

For the **U.S. Tennis Association** (2014-2017), Eric facilitated the development of a new strategic plan and a related action plan and business plan. Working with the senior management team and a group of Board members, Eric helped them develop a set of core values and operating principles, four over-arching goals, and for each goal specific objectives and measurable outcomes. Eric facilitated several meetings of the Board to build consensus for the plan and related budget. He also provided executive coaching to the Board chair and to the chief executive.

For **Wells Fargo Bank** (1998-2001), Eric facilitated the development of its leadership teams, helping them develop operating rules and resolve conflicts related to decision-making. LRI employed a variety of assessment tools, including Straight Talk® tools for productive communication. This resulted in improved communication across several business units. LRI also facilitated planning sessions to improve the integration of several banking units, resulting in tighter coordination of different cultures – a key to Wells Fargo’s success in growing from a California bank to a major financial services company.

For the **University of Southern California** (2012-2018), Eric led a team that facilitated the development of a strategic plan for its Division of Occupational Therapy and Occupational Science. LRI facilitated meetings of its management team, conducted analyses of various funding sources and scenarios, analyzed the benefits of various strategic alternatives, and helped the team finalize its strategic plan. LRI then facilitated the implementation of several key initiatives in the plan, assisted with evaluating the cost/benefits of various initiatives, and facilitated the work with key partners to clarify roles and responsibilities.

For **WellSpace Health** (2006-present), a federally qualified health care center (FQHC), Eric worked with the Board of Directors and senior management team to analyze the organization’s strategic strengths, weaknesses, opportunities and threats. Eric began the process by gathering information from the Board of Directors and senior management through interviews. He analyzed those findings and developed recommendations for the Board and CEO. He facilitated a series of Board workshops to orient Board members to the habits of high performing boards and to develop a shared understanding of key trends. He then facilitated the development of four strategic focus areas. Once those were adopted by the Board, Eric worked with the CEO to refine those four focus areas into measures of success and action steps for implementation.

For **WETA** (2001-2002), the public television station in Washington D.C., Eric led a team from LRI that facilitated a strategic planning process, resulting in clarity of mission, strategic direction, and priorities for the CEO and leadership team. In the initial phase of work, Eric facilitated a situation assessment that identified both the strengths of the station and several challenges that WETA faced, including changes in viewership, the need for new technology, and dwindling appetite for WETA’s local productions. Through the planning process, the leadership team identified two different potential long-range scenarios for the station, identified the pros and cons of each scenario, and settled on a scenario that leveraged the station’s strengths while focusing on fewer locally-produced shows and more broadly appealing programming. This shift in direction helped WETA increase viewership and strengthen its financial position.

For the **YMCA of Metropolitan Los Angeles** (2008-2010), Eric worked with the CEO and executive team to develop a new strategic plan and governance model for the organization. Eric conducted a situation assessment that revealed the need for facilitated strategic planning discussions with the executive team and the Board of Directors. Subsequently, he facilitated the development of a strategic plan and implementation plan, along with a flexible governance system that enabled the YMCA to reward those local branches that performed well while enabling tighter, centralized control for those where performance flagged. This process resulted in significant improvements in performance.

## **Professional History**

### **Senior Partner, Founder**

Leading Resources Inc, Sacramento, CA

**1998-present**

Founder and senior partner in consulting company providing strategic planning, governance, and leadership development, and other consulting services.

### **Senior Partner**

BMR Associates, San Francisco, CA

**1993-1997**

Partner in consulting company providing strategic planning, leadership coaching, change management, performance assessments, and other consulting services to media companies in the United States.

### **Vice President of Marketing and Strategy**

The Sacramento Bee, Sacramento, CA

**1989-1993**

Division head for Pulitzer Prize-winning daily newspaper. Managed major strategic initiatives, resulting in new forays into electronic media. Managed six departments, including market research, promotions, community relations, and new media.

### **Executive Editor**

Baltimore Magazine, Baltimore, MD

**1984-1989**

Led business and editorial staff for 50,000-circulation city/regional magazine. Won two National Magazine Awards while earnings grew 12 percent over 4-year span.

### **Managing Editor**

The Daily Progress, Charlottesville, VA

**1981-1984**

Led news operation of 25,000-circulation daily newspaper. Initiated new sections, raised circulation, and assisted parent company in strategic acquisitions.

### **News editor, reporter**

The San Francisco Chronicle, San Francisco, CA

**1975-1981**

Managed business and news sections of 550,000-circulation daily newspaper. As reporter, covered variety of assignments, including the Patty Hearst kidnapping and the Jonestown massacre.

## **Education**

- Harvard University: B.A. in government, with honors (1973)
- Phillips Academy, Andover (1968)

### **Non-Profit Directorships**

- Board of Directors, Harvard Alumni Association 2014 - 2021
- Board of Directors, Sacramento Tree Foundation 1998 - 2021
- Board of Directors, Families First, Sacramento 1992 - 1996
- Board of Directors, Sacramento Science Center 1990 - 1992
- Board of Directors, Sacramento Zoological Society 1990 - 1996
- Co-founder and Board chair, Festival de la Familia 1990 - 1992
- Board of Trustees, Sacramento Country Day School 1989 - 1992

### **Selected Published Works**

- *The Leadership Equation: Building Trust and Generating Spark to Create High-Performing Organizations*, a book published by Greenleaf Books in 2014.
- *Leading at Light Speed*, a book published by Inkwater Press, Portland, 2010.
- *Straight Talk: Turning Communication Upside Down for Strategic Results*, a book published by Davies Black, Palo Alto, 1998.
- "The Leadership ToolBox," a collection of more than 100 management tools sold via [www.leadingresources.com](http://www.leadingresources.com)

### **Professional Affiliations**

- Institute of Management Consultants (CMC certified)
- Organizational Development Network
- Society for Human Resources Management

**RESUME**  
**Karin C. Bloomer**  
**Partner**

**Summary**

Karin Bloomer has focused her career on improving the efficiency of organizational processes and maximizing the value of organizations' services. Karin's expertise is in strategic planning, performance measurement and management, organizational assessment, process analysis, workload analysis, facilitation, and training. She has assisted a wide variety of organizations in determining their operational and strategic effectiveness and utilizing performance measures and data to improve mission-critical services and programs.

**Client Experience**

For the **Government Operations Agency (GovOps)** (2021-2022), Karin co-facilitated the *Transforming State Operations* initiative to develop a "vision and goals framework" for transforming operations for the State of California workforce over the next five years. The LRI team facilitated a series of interviews with agency secretaries and undersecretaries to generate themes for the framework. LRI then affirmed and enhanced the framework elements through a series of meetings with the Governor's Cabinet. Finally, LRI facilitated agency-specific meetings with secretaries and executive leadership from their reporting departments to prioritize the vision themes and goals that would most significantly transform operations in their respective departments. Departments shared existing best practices and pilots that could be lifted up and amplified across state government in support of the visions and goals for transforming state operations. Departments also shared themes from staff engagement surveys that affirmed the framework.

For the **California Health Care Foundation** (2023), Karin co-facilitated a project to establish and codify agreements among key state agency partners to effectively coordinate efforts and resources dedicated to health workforce development in California. The scope included conducting a series of individual interviews with participants of an informal working group of agency and department leaders, facilitating meetings of the informal group, and developing a charter for the coordinating body. The working group was comprised of leaders from the Labor and Workforce Development Agency (LWDA), Department of Health Care Access and Information (HCAI), and the California Health and Human Services Agency (CalHHS).

For the **California Health and Human Services Agency** and **Department of Developmental Services** (2024-2025), Karin was one of the lead facilitators for the Master Plan for Developmental Services. Karin collaborated with workgroup co-chairs to design the workgroup process, develop all meeting content, facilitate the meetings, and achieve support from the workgroup on recommendations to build trust in the developmental services system. The workgroup was comprised of individuals served by the system, family members of those served, advocates, and regional center professionals. As a member of the facilitation team, Karin helped design the overall process and facilitate the Stakeholder Committee that spearheaded the effort.

For the **Department of Cannabis Control (DCC)** (2020 – 2024), Karin and the LRI team facilitated the consolidation of three prior state entities into the new Department. Once the

Department was formed, LRI facilitated the development of DCC's strategic plan through a series of engagements with senior leadership and managers. LRI also provided coaching and leadership development workshops to DCC managers.

For the **Department of Health Care Services (DHCS)** (2022 – 2024), Karin and the LRI team facilitated the development of the Department's strategic plan and annual operational plan. Karin and team worked with the Department's director, chief deputy directors, and deputy directors to facilitate and develop a new purpose statement for the Department, core values, six goals, and related objectives. In addition, LRI also facilitated workshops related to the ongoing implementation and monitoring of the strategic plan, including SMART results tied to each objective. As part of the work, LRI facilitated the development of strategies to advance diversity, equity, inclusion and belonging and address health care disparities.

For the **California Association for Nurse Practitioners** (2022 to present), Karin and the LRI team designed and facilitated workshops with the board of directors and a task force to develop a new strategic plan. As part of the information gathering process, LRI conducted interviews with board members and the executive director. LRI facilitated meetings of a board-led task force, and meetings with the senior staff, to hone the goals, objectives, and related strategies. As part of the work, LRI facilitated the development of strategies to advance diversity, equity, inclusion and belonging and address health care disparities. LRI also facilitated training workshops for the board on the five habits of effective governance. In a subsequent initiative, LRI helped implement the strategic plan.

For the **Association of California Nurse Leaders (ACNL)** (2024 – present), Karin supported ACNL by facilitating the development of a new strategic planning framework and clarified roles of Board and staff in the planning and reporting process. Karin then facilitated the development of a new strategic plan using that framework and process, as well as an implementation planning and reporting process to keep the Board and staff and members aligned and informed of progress in implementation.

For **Far Northern Regional Center** (2023-2024), Karin and the LRI team facilitated the development of a five-year strategic plan that included vision, mission, values, goals, objectives, and metrics. LRI also facilitated the development of an action plan for implementation. The strategic plan was developed with input from individuals served by the regional center, staff, management team, executive team, and the Board. LRI also provided leadership coaching to members of the executive team.

For the **California Academy of Family Physicians (CAFP)** (2021, 2024), Karin facilitated two cycles of strategic planning that engaged members, staff, and board in identifying strategic issues facing family medicine, developing a mission, vision, and values; and articulating a set of goals and objectives to guide the organization. The process culminated in a three-day board retreat at which the plan was finalized and adopted by the organization.

For the **Department of Developmental Services (DDS)** (2020-2021), Karin and team facilitated the department's Developmental Services Task Force and stakeholder work groups on a monthly basis. These stakeholder work groups focused on Service Access and Equity, Community Resources, Transportation, Eligibility and Intake, Safety Net, and System and Fiscal Reform. LRI's work resulted in a set of goals for DDS that helped improve the delivery of services throughout the state.

For **Far Northern Regional Center** (2024), Karin and the LRI team facilitated the development of a five-year strategic plan that included vision, mission, values, goals, objectives, and metrics. LRI also facilitated the development of an action plan for implementation. The strategic plan was developed with input from individuals served by the regional center, staff, management team, executive team, and the Board. LRI also provided leadership coaching to members of the executive team.

For **Vista Del Mar Child and Family Services** (2010), Karin and the LRI team facilitated a strategic planning process to fulfill the organization's mission to provide a trauma-responsive continuum of services to empower children, youth, and families in Southern California. In this engagement, LRI helped establish a 15-member planning team and facilitated a stakeholder input process from internal and external stakeholders, the development of a strategic plan that was adopted by its Board, and the development of an action plan for staff to implement.

For the **Healthy California for All Commission** (2021-2022), Karin and the LRI team facilitated the public meetings of this Commission. The team put together the public agendas, slide presentations, runs-of-show, and other background materials in preparation for each meeting. LRI facilitated meetings with CalHHS Secretary Mark Ghaly, the Commission Chair, to plan for each commission meeting. As part of this work, LRI worked with leaders from across the health care industry, including licensed health plans, hospitals, medical groups, and government agencies, to formulate strategies for addressing disparities in health care, driving down the costs of health care, and improving the health of all Californians. Working in conjunction with our technical partners, LRI helped develop the final report of the Commission.

For the **California Health and Human Services Agency** and **Department of Social Services** (2020 – present), Karin supports the Early Childhood Policy Council (ECPC) and its advisory committees by managing the development of the ECPC's and advisory committees' meeting agendas, guest speakers, presentations, and internal run of show for the Chair of the ECPC.

For California's **Office of Health Care Affordability (OHCA)** (2022-present), Karin and team facilitate planning meetings of the public Health Care Affordability Board and its advisory committee, made up of stakeholders. The role of the Office is to monitor changes and trends in the underlying cost drivers of health care and to develop policies for health plans, including managed health care plans, to manage the growth in costs. LRI helps organize meetings of the board and advisory committee, creates agendas and runs-of-show, and facilitates discussions.

For the **Department of Health Care Services** (2021-present), Karin has served as program manager for the last three cohorts of DHCS Academy, building upon a decade of work between LRI and DHCS to provide an introduction to Medi-Cal and Medicaid policy.

For the **Department of Health Care Services** (2022-present), Karin has served as co-lead faculty and program manager for Cohorts 1, 2, and 3 an 8-class leadership development program for DHCS executives called DHCS Academy+. Karin co-designed and co-facilitated classes to develop leadership skills, tools, and knowledge.

For the **Department of Managed Health Care (DMHC)** (2019-2021), Karin co-facilitated a leadership development series for all managers. Topics for these monthly sessions included conflict management, leading through inquiry, focus and trust, and communication styles.

For the **California Department of Education's Nutrition Services Division (NSD)** (2011-2022), Karin facilitated the re-organization of NSD pursuant to federal law changes in reviews of

food service programs at public school sites. This work also involved facilitating business process analysis and improvements related to these reviews. Karin returned to NSD to assist the Division in its planning for the transition of 69 staff moving to the California Department of Social Services and the reformulation of the Division as a result of that transition. Karin is currently working with NSD to manage another organizational change: that of standing up the new Universal Meals Program recently enacted by state law.

For the **California Department of Transportation (Caltrans)** (2013-2015), Karin assisted the newly formed Division of Research, Innovation, and System Information (DRISI) in defining its role and value to the organization by facilitating the development of a five-year strategic plan, one-year business and organization plan, and change management and communication plan. Karin and team also prepared an organizational assessment report that documented initial benefits, deficiencies and challenges to serve as a "lessons learned" resource document.

For the **California Department of Transportation (Caltrans)** (2011-2014), Karin assisted the Division of Traffic Operations in designing and implementing a workload analysis system. In this engagement, Karin worked with division management to establish a workload taxonomy, determine units of measurement for each area of work, develop tools and processes for collecting needed data from across Caltrans' 12 districts and analyzing workload within and across districts, and map these processes to assure consistency and standardization across districts.

For the **California Business, Consumer Services, and Housing Agency (BCSH)** (2021), Karin and the LRI team served in a project management role to facilitate the consolidation of three state organizations into a single Department of Cannabis Control. The team helped to ensure that key deliverables and decisions were made on time and in alignment with the foundational principles of the new Department.

For the **California Public Utilities Commission (CPUC)** (2018-2019), Karin worked with the Communications Division to re-organize and better integrate a number of broadband programs with related missions of bridging the digital divide for low-income Californians.

For the **California Health and Human Services Agency** (2010), Karin co-led a team that facilitated the work of seven task forces, resulting in the development of a plan to guide California's implementation of the Affordable Care Act. Under the auspices of the Secretary of the California Health and Human Services Agency, task force members included leaders of state agencies and departments with expertise in insurance regulation, Medi-Cal, health coverage purchasing, public health, financing, health information technology and health care work force issues. LRI helped the teams identify key challenges and conflicts within the existing health care delivery system, facilitated the work of the seven task forces to address and manage those challenges, and drafted the resulting plan that guided the state's successful efforts in implementing the Affordable Care Act.

For the **California Department of Transportation (Caltrans)** (2008-2009), Karin led the department's strategic planning and performance measurement process. Karin facilitated a series of workshops with Caltrans employees and regularly facilitated the work of the planning team (comprised of all division directors and some district directors) to develop the department's vision, mission, values, goals, performance measures, objectives, and strategies for performance improvement. Karin used methods such as online surveys and workgroups of representatives to maximize involvement of over 22,000 Caltrans employees in the process.

For California's **Department of Managed Health Care (DMHC)** (2016-2018), Karin and team facilitated the development of DMHC's strategic plan. The process included the identification of strategic issues surfaced through engagement with employees, interviews with external stakeholders, and ultimately by the executive team. Karin facilitated the executive team's formulation of a vision, mission, core values, goals, objectives, and strategies for the department.

For the **California High-Speed Rail Authority (Authority)** (2009-2010), Karin led the organization through the development of a three-year strategic plan. The effort included an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) from both an internal and external perspective. The results of the SWOT analysis were used in a series of facilitated sessions with the Authority to develop its vision, mission, and values; goals; performance measures and objectives; and strategies and action plans.

For the **California Secretary of State's Office (Office)** (2008-2010), Karin facilitated the Office's strategic planning process. Karin worked closely with the executive office to design an inclusive planning process—using methods of one-on-one interviews, surveys, and facilitated sessions—to help the organization develop its mission, vision, and values; goals; performance measures and objectives; and strategies and action plans. Karin also worked with the executive office to establish an organizational process and structure for implementing the strategic plan, including methods of monitoring efforts and results.

For the **California State Auditor** (2011-2012, 2017-2018), Karin co-facilitated a strategic planning process that engaged staff at all levels in the development of a five-year strategic plan. The process included the development of a vision statement, mission statement, refresh of core values, goals, actions, and performance metrics. Karin also facilitated the development of actions plans.

For the **California Office of Traffic Safety (OTS)** (2007-2008), Karin facilitated a strategic planning and performance measurement project. Karin assisted OTS in refining its vision, mission, and value statements; developing strategic goals; identifying performance measures and objectives with which to measure OTS's progress toward its goals; developing strategies for meeting the objectives; and developing a monitoring and reporting process to track performance improvements throughout the organization.

For the **California Public Utilities Commission (CPUC)** (2015-2016), Karin and team worked with the five-member commission and the senior management team to implement a new system of governance, focusing on clarity of roles and accountability, and an integrated set of strategic directives, detailing the results that the CPUC wants to achieve in areas such as safety, consumer protection, and climate change. The LRI team gathered information about current systems of governance and planning; they interpreted the data and presented findings with relevant recommendations to the Commission. This led to a facilitated planning process in which different teams analyzed issues and evaluated the impact of alternative strategic interventions and programs. Concurrently, the LRI team also facilitated the development of a set of core values for the CPUC.

For the **California Public Utilities Commission's** Division of Ratepayer Advocates (DRA) (2007-2008), now Public Advocates Office, Karin facilitated the development of a strategic plan, including measurable performance indicators. Karin also facilitated the identification of strategies DRA should employ to achieve its strategic goals. Karin worked with strategy teams to develop action plans and assisted with the launch of these teams. Concurrently, Karin worked

with staff who were knowledgeable about the data DRA collects to develop a performance data collection and reporting process.

For the **California Victim Compensation Board (CalVCB)** (2015-2016), Karin and a team from LRI facilitated the development of a strategic plan and implementation plan for the Board. The work included focus groups with managers and employees, an employee survey on core values, and working with the leadership team of the Board, including the executive officer and her four top deputies. The work also included training and coaching in decision making, delegation, and clarifying roles and responsibilities.

For the **Governor's Office of Business and Economic Development (GO-Biz)** (2016-2017), Karin and team facilitated a strategic planning process to articulate and align priorities, desired results, and performance metrics for all units and affiliated programs within the organization. She designed a process that engaged every employee in the development of these plans. Karin also facilitated units' development of action plans that delineated the key actions, leads, and timeframes for achieving each desired result. In addition, Karin worked with the senior staff to develop a purpose statement for the organization, as well as core values.

For the **California Victim Compensation Board (CalVCB) and the California Office of Emergency Services (Cal OES)** (2018-2019), Karin and team facilitated the development of a statewide strategic plan for victim services. A 12-member steering committee representing the two agencies spearheaded the work.

For the **North Natomas Transportation Management Association (NNTMA)** (2007-present), Karin worked with the board of directors, executive director, and staff to build a strategic plan that included a vision, mission, and core values; strategic goals; performance measures; and strategies. Karin facilitated the development of a performance scorecard that the executive director used in reports to the board; and Karin assisted staff with the development of an implementation plan that delineated roles and responsibilities for accomplishing the organization's priorities. Karin is invited back annually to assist staff and the board update strategies and performance targets.

For the **California Child Support Directors Association (CSDA)** (2008), Karin worked with the board of directors to facilitate a meeting with the California Department of Child Support Services in which parties discussed and negotiated modifications to program processes that could help to provide relief to local child support agencies during a state budget shortfall. Karin assisted in bringing the two parties to agreement on the parameters of the meeting, oriented CSDA members about these parameters, and facilitated the negotiation session. Both parties walked away from this meeting with an improved understanding of their counterparts' constraints and with mutually agreeable budget cuts for the fiscal year.

For the **California Public Utilities Commission's Energy Division** (2014-2015), Karin facilitated the establishment of a performance-based budgeting framework and implementation of the framework for workload analysis purposes. In this engagement, Karin worked with the management team to classify the division's work by content area and function and identify relevant work outputs associated with each classification. Karin and the management team then used this rubric to program the division's timekeeping system and developed an attendant work product tracking system and set of procedures. Karin guided the management team through a data quality improvement effort to ensure the workload data was sound and a set of business rules that guided staff in how to report data accurately. Karin and helped the team establish

regular monitoring meetings to review the workload data and re-allocate staff resources accordingly.

For the **California Board of Equalization (BOE)** (2011-2013), Karin and the LRI team facilitated the development and introduction of a performance management model for the Sales and Use Tax Division, the largest division at the BOE. Karin and others trained managers in how to use performance information to create “learning loops” and identify priorities for improvement. Via multiple workshops and trainings involving the leaders of 23 field offices, Karin and the LRI team helped move the organization from one in which data and performance information was not used to one in which the culture embraced performance information and data sharing, resulting in measurable improvement in performance statewide.

For the **California State Auditor (State Auditor)** (2013-2014), Karin co-led an organizational analysis and performance management process. Karin worked with the executive team, and ultimately larger management team, to identify the key performance indicators for the organization, validate data collection sources and processes for the indicators, analyze historical trends in performance for baselining purposes, and establish performance targets for each indicator. Karin then worked with the client to use the resulting performance dashboard in regular performance reporting, analysis, and organizational improvement.

For the **California Department of Alcoholic Beverage Control (ABC)** (2007-2008), Karin facilitated the development and implementation of strategic planning and performance management framework. The project incorporated elements of strategic planning, business process analysis, and change management. In the area of strategic planning, Karin worked with ABC's staff to update the department's strategic plan, develop performance measures to monitor the department's progress toward strategic goals, align performance data collection systems with the measures, and create action plans for implementing performance-based strategies. Karin also guided ABC through analysis of its core business processes by training and advising a team of staff through documentation of existing processes, examination of processes for inefficiencies, and reengineering of processes in preparation for a mission-critical information technology system. Finally, Karin assisted ABC in managing the change toward performance-based management by coaching on the development of a change management plan and conducting staff training on the value of performance-based management.

For the Division of Ratepayer Advocates (DRA) within the **California Public Utilities Commission** (2008), Karin led a project that included design, dissemination, and analysis of an employee satisfaction survey.

For the **California Department of Transportation** (2006), Karin assisted the department in designing a survey of the department's external customers. The project included the design of surveys for a telephone survey of a sample of the public, as well as focus groups and surveys of the department's business partners at the local and state levels of government.

For the **Los Angeles City Controller's Office** (2005), Karin led a project that included the design and dissemination of a survey of clients of the Community Development Department's Community Development Block Grant-funded Human Services Delivery System. Karin and her team conducted intercept surveys and focus groups with the clients of Family Development Networks (FDNs) to identify the impact of FDN case management services on their quality of life and self-sufficiency. Karin developed a report that summarized the methodology and data findings of the survey work.

For the **California Institute of Nursing & Health Care (CINHC)** (2006), Karin led a project to consolidate multiple surveys of nursing schools into a single, web-based survey in order to improve the quality of the survey data and reduce the burden of survey participation. Karin led an advisory committee through the identification of key data needed from the consolidated survey, developed the survey questions and web-based instrument, and analyzed the results of the survey. After completion of the survey cycle, Karin developed, disseminated, and analyzed an evaluative questionnaire targeted to users and participants of the survey for feedback on improvements that could be made to the consolidated survey. Karin presented these recommendations for improvement to CINHC.

For the **Stanislaus County Office of Education (SCOE)** (2007), Karin led a project to conduct a wage comparability study of the salaries associated with 15 benchmark positions of agencies administering Head Start programs in a six-county region. Karin worked with SCOE to identify 29 peer agencies for the comparison, design and disseminate a compensation survey, and analyze the salary data to determine whether the identified positions were competitive within that geographic market. Karin developed a report that presented the findings from the salary survey and recommendations for meeting market demands.

For the **California Victim Compensation Board (CalVCB)** (2017-2018), Karin co-led a leadership development series for all managers and supervisors. Curriculum included leader as coach, communication styles, effective meetings, the neuroscience of trust. Participants made commitments to practice a skill between sessions and journal their experiences.

For the **Federation of Tax Administrators (FTA)** (2012), Karin co-led a leadership training workshop on the following: being an effective agent of change, habits of high-performing teams, six factors of successful change management, effective conversations, using the “learning loop” for continuous improvement, and managing effective decisions.

For the **California Business, Transportation and Housing Agency** (2008), Karin provided a two-day training for 175 department directors and top managers within the to implement performance-based management techniques. The training included definitions and concepts of strategic planning components including performance measures, description of techniques to develop performance measures to monitor the progress toward goals, explanation of the need for and description of how to create performance data collection systems, and suggestions for avoiding pitfalls when developing performance measures.

For the **State Strategic Planners Group** (2008), Karin designed and conducted a training for over 50 state employees interested in learning more about performance measurement and management (PM&M). The workshop series covered a suggested strategic planning approach to PM&M, including the key elements that comprise PM&M, the process for leading an organization through the development and implementation of a PM&M framework, and the pitfalls that organizations should avoid during the process. Also invited the director of a state agency to provide a testimonial to his experience with implementing PM&M.

For **Planned Parenthood Pasadena and San Gabriel Valley** (2021-2022), Karin designed and facilitated a retreat with the leadership team that included developing team operating principles, identifying team member priorities for the coming year and how to collaborate and support priorities for collective success, and developing a new policy on office-based/remote work. Karin also designed and facilitated a board retreat and follow-up board meeting that helped the organization align around a new service model and identity. This work also included revisiting the organization’s mission statement.

For **Planned Parenthood of Mar Monte** (2019), Karin facilitated a board workshop on board development, including a self-assessment and action plan for growth.

For **Kaleido** (2019), a telehealth software company, Karin designed and facilitated a series of board meetings in which the board developed a business plan and strategy for expansion.

For the **California Victim Compensation Board (CalVCB)** (2017-2018), Karin facilitated group coaching for the organization's managerial staff over a series of sessions.

For **WestEd** (2018), Karin provided individual leadership coaching for two managers.

For the **Department of Managed Health Care (DMHC)** (2019), Karin provided individual leadership coaching for 15 managers. Karin also served as facilitator and coach to groups of managers in monthly virtual workshops focused on leading and managing effectively in a virtual work environment.

For the **Department of Health Care Services** (2021-2022), Karin serves as program manager for an 11-class Leadership Academy for select senior managers.

For the **Department of Developmental Services (DDS)** (2020-2021), Karin facilitated the department's Developmental Services Task Force and four Task Force work groups on a monthly basis.

For the **California Health and Human Services Agency** (2019-2022), Karin and the LRI team are facilitating the Healthy California for All Commission process that is examining a unified financing model for California's health care system.

For California's **Autism Advisory Task Force** (2011-2012), Karin and the LRI team facilitated a year-long process with 18 Task Force members to develop comprehensive policy recommendations for the behavioral health care of individuals with autism. Authorized by Senate Bill (SB) 946, the Task Force agenda was complex: it needed to weigh the interests of advocates, health plans and practitioners to develop a balanced policy approach. Over the course of 12 meetings, LRI worked with the Task Force to draft a comprehensive framework of goals and policies. LRI used a combination of in-person meetings and an online system to develop consensus more than 50 policy recommendations that were forwarded to the Administration and Legislature to implement.

For **WestEd** (2021), Karin designed and facilitated a retreat for the Division 1 Admin Team that included a workshop on DiSC individual styles and group culture, development of team operating principles, and role clarification.

For **WestEd** (2021), Karin designed facilitated a retreat for the Division 3 Management Team that included a visioning process, review of project work and outliers, and development of strategies to better reach underserved populations.

For **Planned Parenthood Affiliates of California (PPAC)** (2020-2021), Karin facilitated the organization's monthly Board meetings.

For the **California Planned Parenthood Education Fund** (2020-2022), Karin designed and facilitated team retreats for the organization's five departments.

## Professional History

<b>Partner</b> Leading Resources Inc., Sacramento, CA Specializing in strategic planning, facilitation, workload analysis, organizational analysis, business process improvement	<b>2010-present</b>
<b>Independent Consultant</b> Specializing in strategic planning, facilitation, business process improvement	<b>2009-2010</b>
<b>Partner and Western Region Director</b> MGT of America, Inc., Sacramento, CA Managing partner of a national management consulting firm's Sacramento practice. The firm specializes in working with the public sector to improve government operations.	<b>2005-2009</b>
<b>Senior Associate</b> MGT of America, Inc., Sacramento, CA	<b>2004-2005</b>
<b>Senior Consultant</b> MGT of America, Inc., Sacramento, CA	<b>2001-2003</b>
<b>Fiscal and Policy Analyst, Public Health</b> California Legislative Analyst's Office, Sacramento, CA	<b>1998-2000</b>

## Education

- Harvard University, John F. Kennedy School of Government, M.P.P. (1998)
- Wesleyan University, B.A. in English (1992)

**RESUME**  
**WILLIAM J. SLATON**  
**Senior Consultant**

**Summary**

Bill Slaton is a senior consultant specializing in board governance. He is an advocate and facilitator of excellence in board performance. He served for 16 years as an elected board member of the Sacramento Municipal Utility District, which provides electric services to 1.5 million Northern California customers. During his time on the board, he served three terms as President. Bill has also served from 2012 to 2019 as a gubernatorial appointee to the governing board of the California Public Employees Retirement System, the largest public pension fund in America as well as the second largest provider of health care after the federal government. Prior to his leadership roles on these boards, he served on two publicly-traded commercial bank boards as well as on various non-profit boards.

**Professional History**

**Senior Consultant**

Leading Resources Inc.

**2018-Present**

Senior Consultant with LRI, specializing in board governance, strategic planning, and change management.

**Director**

Sacramento Commercial Bank and Placer Sierra Bancshares

**1997 - 2007**

Board of Directors at Sacramento Commercial Bank and Placer Sierra Bancshares, a NASDAQ company. Served on loan, investment, and risk management committees. Placer Sierra Bancshares, a 40 branch community banking system with assets of \$2.5B, was purchased by Wells Fargo in 2007.

**Regional Manager**

ePlus and predecessor companies

**1978 - 2002**

Investment Banking with ePlus and predecessor companies. Structured tax-exempt financings of large technology and other capital projects for state agencies, counties, cities, and special districts in eight western states, including California.

**Salesman**

IBM

**1969 - 1977**

IBM Large Systems Sales team. Provided mainframe system design and lead sales to state agencies in Texas and California.

## Public Service

### Board Member, local government elected official

**2012 - 2019**

California Public Employees Retirement System Board of Administration (CalPERS)

Appointed by Governor Brown in 2012, re-appointed in 2015. Chair of the investment Committee, past Chair of Performance, Compensation, and Talent Management Committee, past Chair of Governance Committee. Past member of Risk & Audit and Governance Committees.

### Board Member

**2003 - 2018**

Sacramento Municipal Utility District (SMUD)

Elected Director (4 terms). SMUD is the 6th largest public utility in the U.S. serving approximately 1.5M people in a 900 square mile territory. It is governed by a 7-member elected board that sets both policy and rates for the district. Past President of the Board, past Chair of Strategic Planning, Finance, and Policy Committees.

### Policy Makers Council Member, representing SMUD

**2005 - 2016**

American Public Power Association (APPA) Policy Makers Council (PMC)

The PMC is a group of 40 elected officials from public power agencies across the U.S. that lobbies Congress and the administration. Served as PMC Chair in 2015.

## Community Service

- Einstein Community Services – Board Member **2025 - Present**
- Madison Valley Medical Center Foundation – Trustee and Vice President of the Board **2020 - Present**
- Jewish Community Foundation of the West - Chair of the Investment Committee **2012 - 2015**
- KVIE - Independent member and Chair of the Audit Committee **2006 - 2014**
- KVIE Trustee - KVIE is the PBS affiliate in the Sacramento region **2002 - 2005**
- Jewish Community Foundation of the West - Co-founder and Trustee **1999 - 2002**
- Jewish Federation of the Sacramento Region - President and Trustee **1992 -1999**
- KVIE Trustee and Chairman of the Board **1976 - 1982**

## Education

- University of Texas Bachelor of Business Administration, majoring in statistics (1969)



June 18, 2026

TO: MCE Board of Directors  
FROM: Andy Twilling, Power Procurement Manager  
RE: Approved Contracts for Energy Update

Dear MCE Board Members:

**Summary:**

This report summarizes contracts for energy procurements entered into by the Chief Executive Officer or their delegate and, if applicable, the Chair of the Technical Committee, since the last report was prepared for the regular Board meeting in May 2026. This summary is provided to your Board for information purposes only and no action is needed.

**Review of Procurement Authorities:**

In November 2020, your Board adopted Resolution 2020-04 which included the following provisions:

The CEO and Technical Committee Chair, jointly, are hereby authorized, after consultation with the appropriate Committee of the Board of Directors, to approve and execute contracts for Energy Procurement for terms of less than or equal to five years. The CEO shall timely report to the Board of Directors all such executed contracts.

The CEO is authorized to approve and execute contracts for Energy Procurement for terms of less than or equal to 12 months, which the CEO shall timely report to the Board of Directors.

The CEO is required to report all such contracts and agreements to the MCE Board of Directors on a timely basis.

Item #	Month of Execution	Purpose	Average Annual Contract Amount	Contract Term	Date of consultation with IAC (if applicable)
1	May, 2026	Purchase of Resource Adequacy	\$26,000	1 Year or less	N/A
2	May, 2026	Purchase of Resource Adequacy	\$128,250	1 Year or less	N/A
3	May, 2026	Purchase of Renewable Energy	\$975,000	1 Year or less	N/A

**Contract Approval Process:**

Contract Approval Process: Energy procurement is governed by MCE's Energy Risk Management Policy as well as Board Resolutions 2020-04 and 2026-01. The Energy Risk Management Policy

(Policy) has been developed to help ensure that MCE achieves its mission and adheres to its procurement policies established by the MCE Board of Directors (Board), power supply and related contract commitments, good utility practice, and all applicable laws and regulations.

The evaluation of every new energy contract is based upon how to best fill MCE’s open position. Factors such as volume, notional value, type of product, price, term, collateral threshold and posting, and payment are all considered before execution of the agreement.

After evaluation and as part of the overall approval process, an approval matrix is implemented whereby the draft contract is routed to key MCE departments and consultants for review, input, and approval. Typically, contracts are routed for commercial, technical, legal, and financial approval, and are then typically routed through the Chief Operating Officer for approval prior to execution. The table below lists the MCE departments and consultants (and examples of relevant staff) assigned to review and approve, before the contract is forwarded to the next stage of review.

<b>Review Owner</b>	<b>Review Category</b>
CB Hall (MCE, Director of Power Resources)	Procurement/Commercial
John Dalessi (Pacific Energy Advisors)	Technical Review
Steve Hall (Hall Energy Law)	Legal
Nathaniel Malcolm (MCE, Senior Commercial Counsel)	Legal (Process & CPUC Compliance)
Maira Strauss (MCE, Chief Financial Officer)	Credit/Financial
Vicken Kasarjian (COO/Acting CEO)	Executive

Pursuant to Resolution 2020-04, contracts for terms of less than or equal to 12 months can be approved and executed by the CEO.

Pursuant to Resolution 2020-04 and Resolution 2026-01, MCE consults with the Interim Advisory Committee regarding potential contracts for terms of 1-5 years. After consultation with the Interim Advisory Committee, the CEO and Technical Committee Chair are jointly authorized to approve and execute the agreement.

**Fiscal Impacts:**

Expenses and revenue associated with these Contracts and Agreements that are expected to occur during FY 2026/27 are within the FY 2026/27 Operating Fund Budget. Expenses and revenue associated with future years will be incorporated into budget planning as appropriate.

**Recommendation:**

Information only. No action required.



June 18, 2026

TO: MCE Board of Directors  
FROM: Sabrina Soldavini, Vice President of Policy  
RE: I.2 Legislative and Regulatory Updates

Dear Board Members:

**Summary:**

Below is a summary of the key activities at the state and federal legislatures and the California Public Utilities Commission (CPUC), California Energy Commission (CEC), and the California Independent System Operator (CAISO) impacting Community Choice Aggregation (CCA) and MCE.

**I. California Legislature**

During June, all bills that have been voted out of their house of origin are being heard by policy committees in their second house. At the same time, legislative leadership is deep in negotiations on the state budget ahead of the June 15th deadline.

As of the drafting of this staff report, MCE has not taken positions on any additional bills. However, two bills on which MCE previously took a position did not advance beyond their house of origin, as reflected below.

Bill Number and Author	Subject	MCE Position	Status
AB 1761 (Rogers)	PCIA data transparency	Support	Active
SB 1138 (Padilla)	RA hourly transactability	Support	Active
AB 2111 (Papan)	Transmission planning	Support	Active
AB 1684 (Ward)	Cooling systems in common interest developments	Support	Active

AB 2508 (Hoover)	Funding for Public Purpose Programs including energy efficiency	Oppose	Held in Assembly
AB 2383 (Zbur)	Electricity service for large data centers	Oppose Unless Amended	Active
SB 1282 (Becker)	Vehicle grid integration	Support	Held in Senate
AB 2313 (Berman)	Alternatives to gas distribution service line replacements	Support	Active
AB 2369 (Rogers)	Resource adequacy and full capacity deliverability status	Support	Active
SB 1265 (Richardson)	GoGreen Financing Program	Support	Active

## II. California Public Utilities Commission (CPUC)

### a. Resource Adequacy (RA) Proceeding

On June 1, the CPUC issued a Proposed Decision (PD) in Track 1 of the RA proceeding. Of relevance, the PD:

- Rejects the creation of an hourly load obligation trading (LOT) program, in part due to finding that the benefits would not outweigh the costs;
- Adopts California Community Choice Association’s (CalCCA) proposal to count co-located energy-only (EO) resources for charging sufficiency purposes, but reject the use of EO resources for RA purposes; and
- Adopts an unforced capacity (UCAP) accreditation methodology to account for the impacts of unforced outages on reliability for thermal power plants and battery electric storage resources. While the scheduled implementation of UCAP methodologies in 2028 is expected to reduce RA resource counting, it is also expected to lower the planning reserve margin.

MCE plans to work with CalCCA to submit opening and reply comments on the PD. A final decision is expected in July. MCE will provide an update in its next staff report.

In Track 2 of the RA proceeding, the CPUC is currently developing the inputs and assumptions for its 2026 Loss of Load Expectation (LOLE) study. The LOLE study models statewide grid reliability, and

the final LOLE results will affect the 2028 Planning Reserve Margin (PRM), ultimately affecting MCE's RA procurement obligations.

The CPUC issued draft issues and assumptions (I&As) for the LOLE study process on April 9, 2026, and hosted a workshop to discuss them on April 14, 2026. MCE worked with CalCCA to file comments on the LOLE I&As on April 24, 2026, recommending that the CPUC build further confidence in its models through additional analyses, as well as ensure that its studies accurately capture the reliability offered by flexible hydroelectric and import RA resources.

The CPUC is also seeking proposals for alternative I&As to potentially incorporate into the LOLE studies. MCE is currently working closely with CalCCA to consider possible proposals to file by the June 5 filing deadline that would improve accuracy and balance reliability needs with affordability concerns.

**Fiscal Impacts:** There is no direct fiscal impact on MCE at this time. However, changes to RA policy and PRMs ultimately affect MCE's procurement costs.

b. Integrated Resources Planning (IRP)

The Integrated Resources Planning (IRP) proceeding is an "umbrella" procurement planning proceeding overseen by the CPUC that considers all CPUC policies and programs to help ensure the state has a safe, reliable, and cost-effective electric supply.

In April 2026, direct access (DA) parties including the Alliance for Retail Energy Markets (AReM), California Coalition of Large Energy Users (CLEU), the Regents of the University of California and Shell Energy North America (US), L.P., filed an Application for Rehearing (AfR) of the CPUC's February 2026 Decision ordering mandatory procurement for 2029-2032 (D.26-02-057). The DA parties also concurrently filed a Petition for Modification (PfM) of the CPUC's June 2021 Decision recommending against expansion of the DA cap (D.21-06-033).

DA is an electric service option that allows retail customers to buy electricity from a competitive non-utility entity called an Energy Service Provider (ESP) rather than a CCA or Investor-Owned Utility (IOU). Currently, there is a cap on DA participation. In their filings, the DA parties seek to expand DA, or in the alternative, reallocate the recent IRP procurement mandate assigned to them given the DA cap.

In May 2026, CalCCA filed a response to the PfM recommending that the CPUC reject it and refrain from recommending DA expansion to the Legislature at this time because the CPUC currently has no further role in making additional recommendations to the Legislature on the DA cap under CPUC code section 365.1(f). CalCCA's response noted that even if the CPUC were to reconsider D.21-06-003 as a result of this PfM, it should continue to recommend against expanding DA because such expansion would not be suitable for California at this time. The CPUC had initially recommended against expansion because the DA parties lagged in clean energy sales and new resource development compared to other LSEs, and it noted that these factors have not been shown to have materially changed since 2021. Claims by the DA parties that DA service is "better suited" for large-load customers than service from other LSEs, including CCAs, have not been adequately supported.

MCE will continue to work with CalCCA to respond to any subsequent procedural steps.

**Fiscal Impacts:** There is no direct fiscal impact to MCE at this time.

c. Power Charge Indifference Adjustment (PCIA)

In February 2025, the CPUC issued an Order Instituting Rulemaking (OIR) to update Energy Resource Recovery Account (ERRA) and Power Charge Indifference Adjustment (PCIA) policies and processes. Per law, the CPUC is required to ensure “indifference” and prevent cost shifts between bundled and unbundled customers. This entails the Investor-Owned Utilities (IOUs), such as Pacific Gas & Electric (PG&E) recovering electricity costs from CCA customers that were incurred on their behalf before they departed PG&E service and reducing those costs by the value of benefits that remain with PG&E customers. To facilitate this process, the Commission established the PCIA, a charge paid by all customers on the PG&E side of the bill.

In this proceeding, the CPUC is evaluating potential changes to the methodology of calculating the PCIA through three tracks. Tracks 1 and 3 remain active but had no major filings and updates in May 2026.

In January 2026, the Commission issued a Scoping Memo for Track 2 of this proceeding to consider how to appropriately value pre-2019 banked Renewable Energy Certificates (RECs). All three large IOUs purchase resources and their associated RECs and “bank” a portion of them to use for compliance with the Renewable Portfolio Standard (RPS) program at a later time. The current methodology values these RECs at \$0 and therefore shifts costs onto unbundled customers who should receive value for the resources and RECs they paid for.

In April 2026, Energy Division (ED) staff issued a report that included an analysis of CalCCA and IOU proposals on pre-2019 banked REC valuation. The report also included four additional ED proposals for potential pre-2019 banked REC valuation as a compromise between the opposing IOU and CalCCA positions. Via CalCCA, MCE has continuously advocated that the pre-2019 banked RECs should be valued using the RPS Market Price Benchmark (MPB), with the value credited to the appropriate PCIA vintage.

In May 2026, CalCCA filed Opening and Rebuttal Testimony providing feedback on the alternative Staff proposals and their failure to achieve customer indifference or estimate the compliance value of the banked RECs. CalCCA continued to recommend that pre-2019 Banked RECs be valued at the RPS MPB. If the RPS MPB is not adopted, CalCCA's Testimony recommended that the CPUC adopt a weighted compliance value that is at 90 percent of the value of Portfolio Content Category (PCC) 1 RECs and 10 percent of the value of PCC-3 RECs.

MCE will continue to actively engage in this proceeding through 2026 and provide updates as they become available.

**Fiscal Impacts:** There are no immediate fiscal impacts to MCE. The PCIA is a charge on the PG&E side of the bill, but changes to the PCIA impact MCE customers' overall bills and MCE's rate competitiveness.

d. Energy Efficiency (EE)

In May 2026, MCE submitted reply comments to responses and protests regarding its 2028-2031 EE Portfolio Plan and 2032-2035 EE Business Plan (MCE EE Application), submitted on March 16, 2026. MCE was one of 13 program administrators (PAs) to submit an EE application to the Commission in March 2026. In April 2026, the Administrative Law Judge consolidated all EE applications into one proceeding and allowed protests and responses in May 2026. Several parties, including some PAs, submitted responses to the EE applications addressing policy recommendations, the preferred scope of the proceeding, the proposed schedule, and the Commission's oversight of EE portfolios.

Four parties submitted protests on some, or all, of the EE Applications. The Public Advocates Office protested all EE Applications requesting a focus on energy affordability in the review of all submissions. Additionally, a group of labor organizations protested all EE Applications requesting inclusion of workforce standards and support for high road jobs in EE portfolios.

In its reply, MCE supported advancing energy affordability through EE programs and provided citations within its application demonstrating that commitment. Similarly, MCE expressed support for workforce standards and high-road jobs and cited portions of its March application describing that support. MCE anticipates having more information about the proposed scope and schedule of the EE application proceeding following the June 2026 prehearing conference.

**Fiscal Impacts:** There are no immediate fiscal impacts to MCE.

e. Energization Proceeding

In March 2026, the CPUC released a Scoping Ruling for Phase 2 of the Rulemaking to Establish Energization Timelines. This proceeding centers on how the Commission should enforce and monitor utility compliance with energization timeline mandates including remedial actions, enforcement policy, reporting, and auditor selection rules for IOUs. The proceeding is also examining whether to standardize and improve energization processes through cost recovery rules, auditor coordination, and steps to strengthen statewide reporting and oversight. MCE worked with CalCCA to submit opening comments for Phase 2 of the proceeding in April 2026. CalCCA's comments urge the Commission to set clear triggers and escalating, shareholder-funded consequences for IOU noncompliance, including structured remedial actions and performance-based penalties. The comments also call for stronger auditor independence rules and standardized oversight, in addition to frequent, transparent IOU reporting to ensure accountability.

In May 2026, MCE worked with CalCCA to submit reply comments arguing that energization targets must be treated as enforceable obligations, not aspirational benchmarks, and that a graduated compliance framework should guide their enforcement. The reply comments also support strong auditor independence rules and call for improved, more transparent data-sharing practices to strengthen oversight.

MCE will provide updates as they become available.

**Fiscal Impacts:** There are no immediate fiscal impacts to MCE.

f. High DER Future - IOU-led DER Orchestration

In March 2026, the CPUC issued a Ruling that proposes the development of a distributed energy resources (DER) orchestration framework for IOUs to serve as distribution system operators (DSOs). An IOU DSO-led DER orchestration framework would enable IOUs to operate a distribution-level market, where the IOU manages DERs to provide grid services such as reliability support, outage mitigation, and infrastructure deferral. The Ruling also (a) proposes that each IOU file a separate application for its respective framework and (b) schedules workshops to discuss the IOU applications and transmission system operator (TSO)-DSO coordination.

MCE worked with CalCCA to prepare a presentation for the first workshop recommending the CPUC defer the development of an IOU-led DER orchestration framework. The second workshop on developing a TSO/DSO Coordination Framework is scheduled for June 5, 2026. MCE will continue to coordinate with CalCCA on opposing an IOU-led distribution market.

**Fiscal Impacts:** There are no immediate fiscal impacts to MCE.

g. California Advanced Electric Rate Design

In April, the CPUC issued an Order Instituting Rulemaking (OIR) on California Advanced Electric Rate Design. The purpose of the proceeding is to modernize electric rate design to enhance reliability, improve affordability, and support efficient grid use amid rising costs. The proceeding will evaluate reforms to rate structures, including time-of-use periods, demand charges, and marginal cost methodologies. The rulemaking will further consider rate designs for large load customers, and options that support electrification.

MCE worked with CalCCA to file comments on the OIR recommending that a) tariff changes preserve customer choice and recognize CCAs as the default generation providers; b) the CPUC establish clear coordination mechanisms between this proceeding and related proceedings; and c) the proceeding be structured into separate tracks and phases, including a separate track for large load tariff structures.

**Fiscal Impacts:** There are no immediate fiscal impacts to MCE.

h. Distributed Energy Resources - Data Working Group

In April, the facilitator for the Data Working Group (DWG) released the draft DWG report, summarizing the meetings and topics, and providing recommendations to improve data accuracy, standardization, governance, and access. The facilitators also hosted the final DWG meeting in May to discuss and solicit feedback on the draft report. MCE and CalCCA participated in the final DWG meeting, and MCE worked with CalCCA to submit informal comments on the draft DWG report. The submitted comments recommended several modifications and corrections to the draft report, including a) adding a priority CCA use case for improved access to timely, accurate and complete customer usage data; b) making corrections to accurately reflect the input and use cases from CCAs, and c) supporting the use cases and recommendations that impact CCA DER data access needs and priorities.

**Fiscal Impacts:** There are no immediate fiscal impacts to MCE.

II. California Energy Commission (CEC)

a. Integrated Energy Policy Report (IEPR)

The CEC posted its Draft 2025 IEPR on April 23, 2026. The IEPR discusses the Demand Forecast, accelerating interconnection and energization, California's progress toward the load-shift goal, and advancing clean and renewable hydrogen for electricity and transportation. Of note, the draft report indicates that the 2026 IEPR Update Forecast will be the first to estimate demand flexibility impacts. The 2025 draft report also includes appendices on Clean Transportation Program benefits, firm zero-carbon resources, and fossil gas price forecasts.

MCE worked with CalCCA to file comments on the Draft 2025 IEPR, recommending the Commission:

- Solicit information on new loads from all informed stakeholders including CCAs to inform the likelihood and timing of large loads, including data centers, before including them in the Demand Forecast;
- Coordinate with the CPUC to adopt a formal process for allocating RA obligations for data center load based on actual interconnection information and milestones;
- Continue to review Demand Forecast planning areas and forecast zones to ensure they accurately reflect the load characteristics of the communities they include;
- To the extent the Commission considers including Known Loads as defined in the 2025 IEPR process in the Demand Forecast, continue to exclude them from the Planning Scenario;
- Continue to explore necessary improvements to ensure sufficient deliverability for resources in the CAISO Balancing Authority Area (BAA) needed to provide system reliability; and
- Holistically review load shift strategies to ensure they provide sufficient flexibility to adequately account for market incentives, customer behavior, grid needs, and equitable participation across load shift service providers.

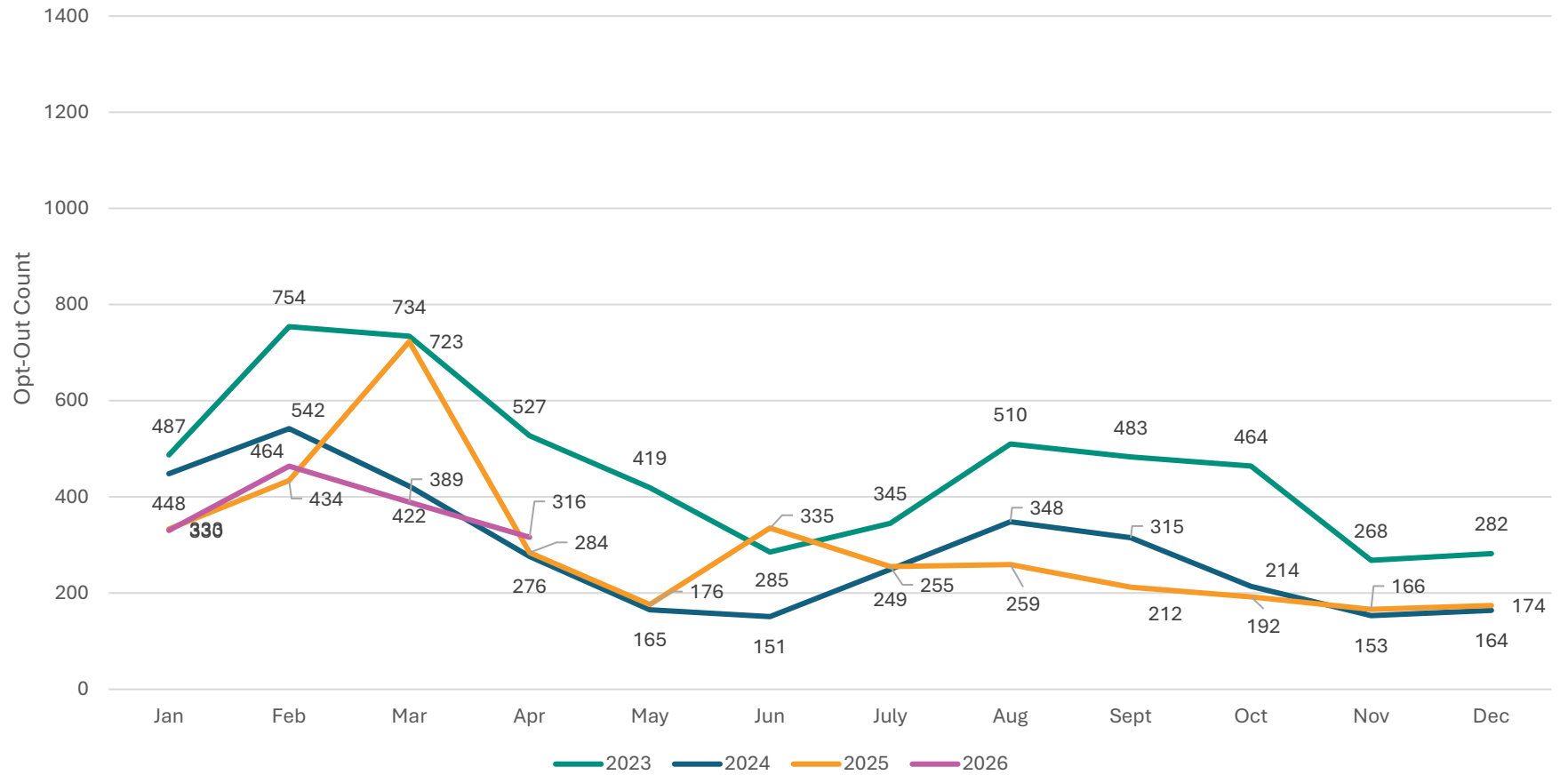
For the 2026 IEPR Update, the CEC will begin its workshop schedule this month on topics to be considered in the report update. The first topical workshop will cover advancing California's geothermal energy goals and is currently scheduled for June 19. Later workshops will cover energy equity and environmental justice, as well as updates to the energy demand forecast.

MCE will provide relevant updates as they become available.

**Fiscal Impacts:** There is no direct fiscal impact on MCE at this time.

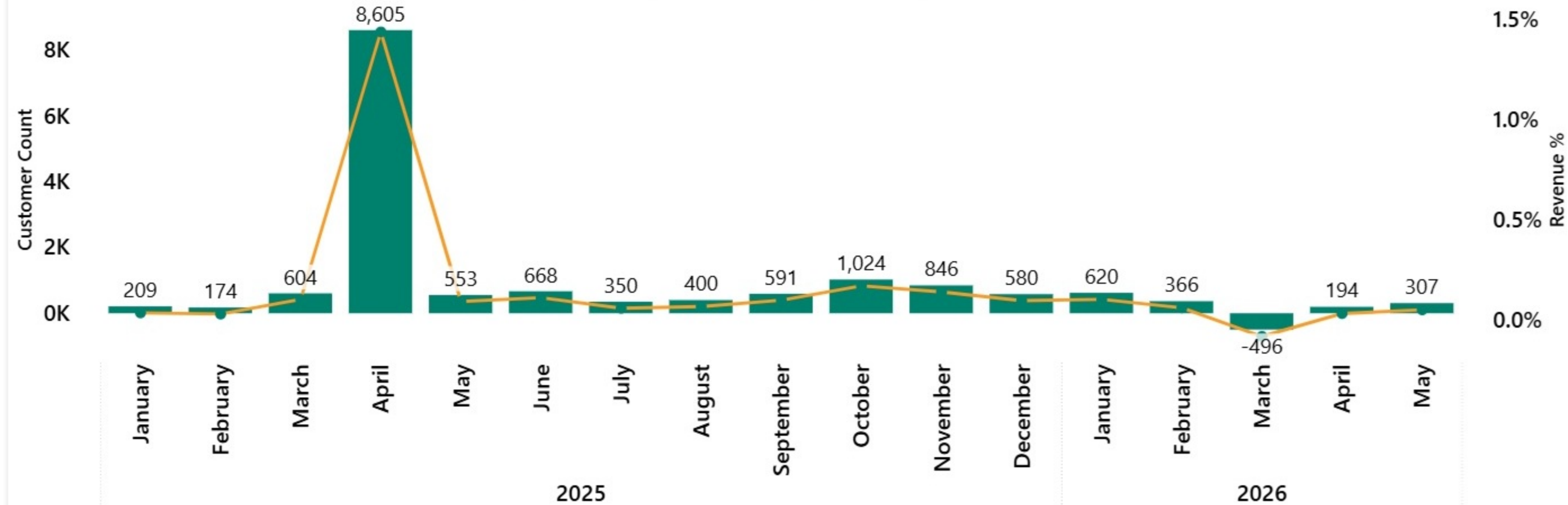
**Recommendation:**  
Information only.

### YOY Comparison of Opt-Out Requests

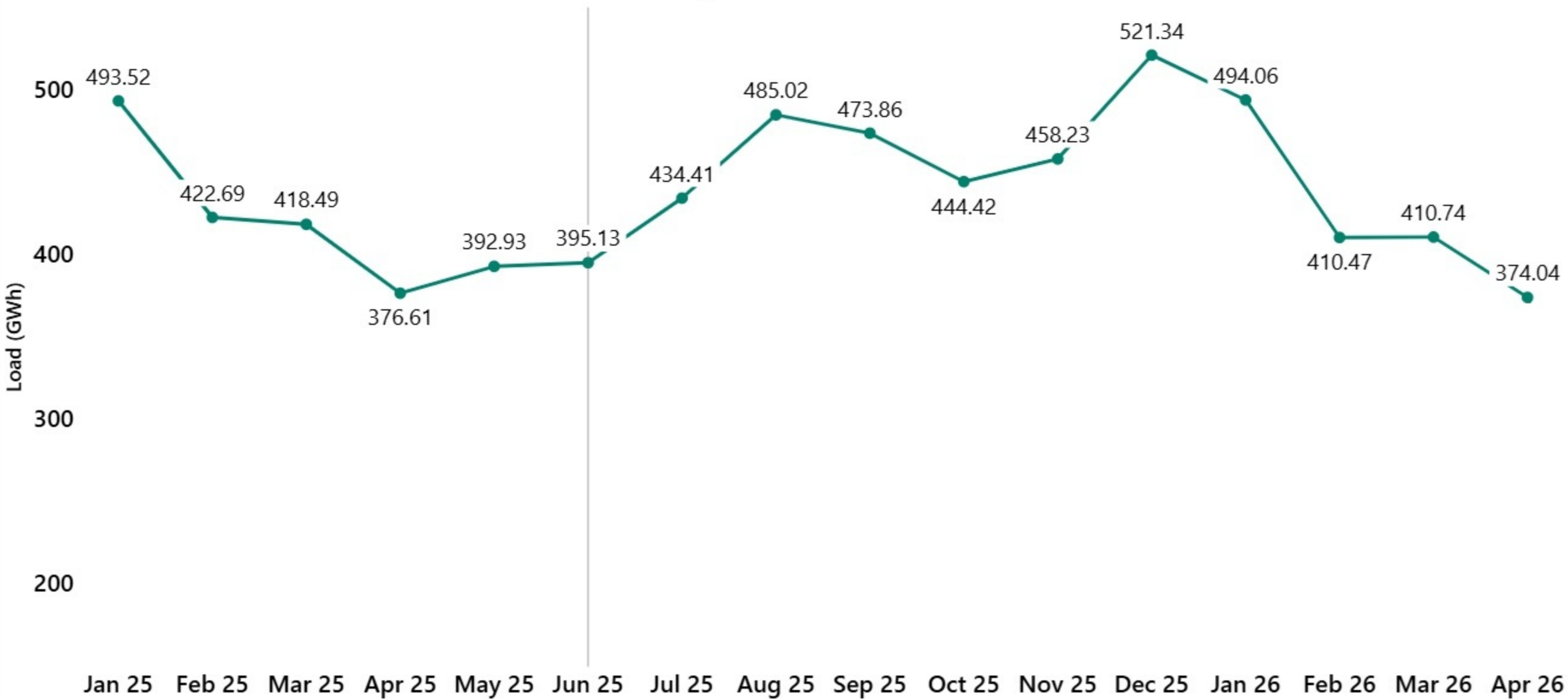


# Net Customer Change and Revenue Impact - Monthly

● Net Change in Customers ● % Change in Revenue

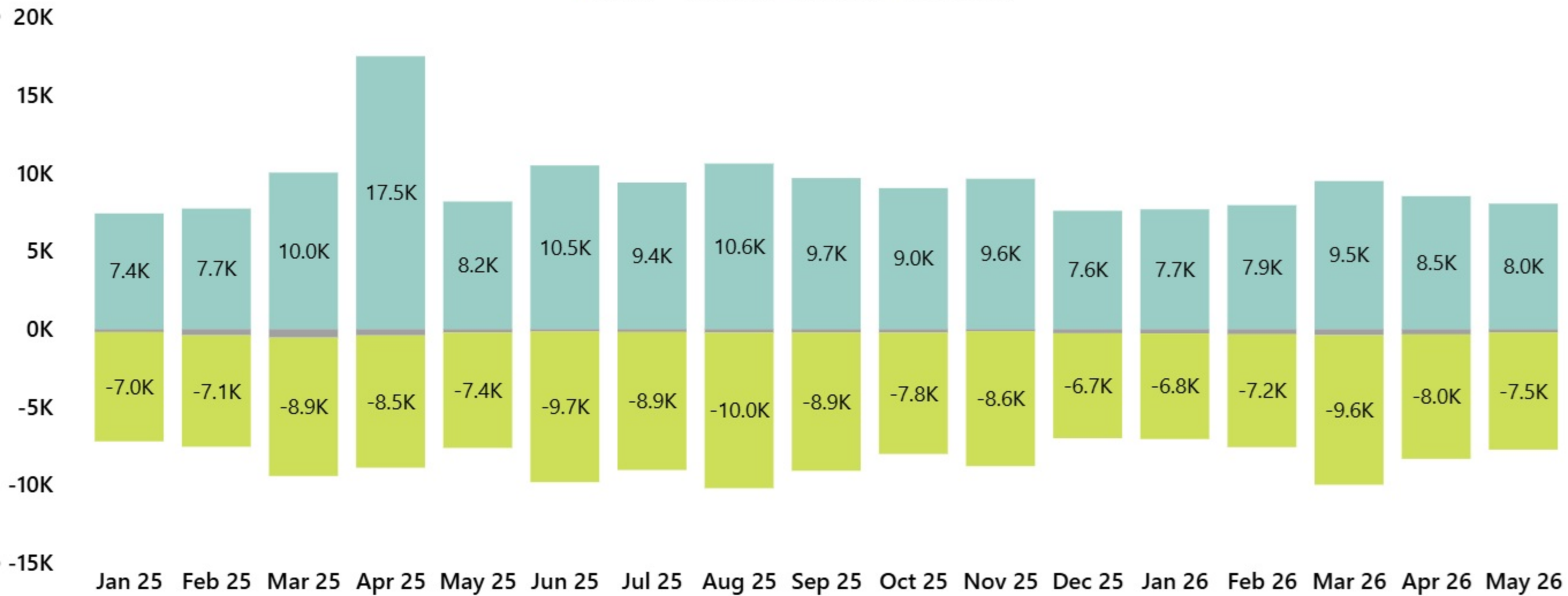


### Monthly Active Customers Load Trend



### Customer Movement - Monthly

● Opt In ● Opt Out ● Move In ● Move Out





June 18, 2026

TO: MCE Board of Directors

FROM: Jamie Tuckey, Chief Customer Officer  
Jared Blanton, Vice President of Public Affairs  
Alexandra McGee, Vice President of Strategic Initiatives  
Zae Perrin, Vice President of Customer Operations

RE: Customer and Community Impact Update

ATTACHMENTS: A. Monthly Emerging Opportunities Tiger Team Update  
B. Net Energy Metering and Solar Billing Plan Overview

Dear Board Members:

**Summary:**

This report provides a high-level overview of customer trends, engagement, and program activity, with a focus on affordability, retention, and community impact. Overall, customer stability remains strong.

**Cash Outs for Net Energy Metering and Solar Billing Plan Customers Complete**

MCE's solar customers receive compensation for exported energy to the grid via bill credits. How customers are compensated depends on what solar program they are on, Net Energy Metering (NEM) or Solar Billing Plan (SBP).

MCE recently completed the annual cash-out of solar customers for the April 2025 - March 2026 cycle, providing \$3.1M to our net generating solar customers, up 11% compared to the 2024-2025 cycle. The number of solar customers continues to grow, up over 18% year over year, due to the state's solar rooftop mandate and addition of Hercules solar customers.

Net generation also reached a new peak, with over 78 GWh exported to the grid during the period, averaging an all-time high of 2,650 kWh per net generating customer.

While the numbers of cash-out customers increased, the number of checks issued remained flat due to the \$200 payment threshold implemented in 2023. This year, less than 4% of all cash-out customers exceeded the threshold and received a check, generating more than \$75,000 in cumulative savings since implementation in 2023 due to reduced check processing and mailing costs.

	<u>Checks issued</u>	<u>% of cash-out via checks</u>	<u>Cost of sending checks</u>
2022	11,740	71%	\$19,840.60
2023	6,304	33%	\$10,653.76
2024	5,131	19%	\$8,671.39
2025	3,500	14%	\$5,915.00
2026	3,714	3.7%	\$6,276.66

Net Energy Metering (NEM) vs. Solar Billing Plan (SBP) Cash-out Comparison

	Total Customers	Cash-out Customers	Total Cash-out (\$)	Avg. Cash-out Amount (\$)	% Cash-out Customers
NEM	88,651	27,285	\$2,991,582	\$109.64	30.8%
SBP	12,486	2,284	\$112,263	\$49.15	18.3%

**Community Power Coalition**

MCE’s Community Power Coalition is a network of social, racial, and environmental justice organizations that do feet-on-the-street work to address inequities in our local communities. Membership is limited to local organizations, which is consistent with MCE’s restrictions as a public agency on advocacy to individuals. This has been the standing structure of the Coalition since inception. MCE partners with coalition members to:

- Address climate change and eliminate the use of fossil fuels in our communities.
- Create learning opportunities about climate justice for community-based organizations.
- Expand access to renewable energy services and customer programs.
- Encourage participation in the design and execution of MCE’s energy equity programs and policies.

The Coalition convened in [February](#), [March](#), and [May](#) of 2026. MCE staff from multiple teams participate in these meetings to listen directly to community perspectives, ensure alignment between programs and community needs, and support real-time dialogue. This cross-functional participation reflects MCE’s commitment to accessible, transparent engagement and helps ensure that feedback is heard, shared internally, and translated into responsive program design and policy development.

**Residential Permitting Barriers Webinar**

MCE will be hosting a Residential Permitting Barriers Webinar on Friday, June 26 from 12-1:15 PM.

The webinar will highlight key findings from MCE and Cadmus's recent study, Permitting Barriers in Residential Electrification, including insights from contractors and permitting staff on common challenges, costs, and opportunities to streamline heat pump permitting.

The webinar is designed for building departments, permitting officials, contractors and other CCA staff interested in learning about the findings in the report and being a part of the discussion to identify practical solutions, and help shape more efficient, customer-friendly permitting processes. Interested parties can register [here](#).



## Attachment A: Emerging Opportunities Tiger Team Update, June 18, 2026

From: Alexandra McGee, Vice President of Strategic Initiatives

As a commitment to MCE's priority to "Be fiscally prudent and amplify our impact by applying for and utilizing state, federal and other funding," staff formed an 'Emerging Opportunities Tiger Team' in early 2023 to secure external funding for MCE programs and community partners. Since then, this cross-departmental effort has met regularly to triage on funding opportunities, prepare for federal compliance requirements, and secure external grant writing support.

The Emerging Opportunities Tiger Team has continued to monitor, prepare for, engage with, and apply to various funding opportunities. Below is a monthly high-level summary of our recent work.

### Completed:

- Multiple proposals to the [Air District's Bay REPAIR grant](#) successfully submitted!
  - MCE as funded partner:
    - Contra Costa County - \$1M for Home Energy Savings (HES) + \$200k for Green Workforce Pathways (GWP).
    - Contra Costa Community College District (4CD) -\$1.2M for GWP.
    - Richmond Works - \$250k for GWP.
    - Martinez - \$175k to support electrifying the city fleets.
  - MCE as unfunded partner/supporter:
    - Richmond - \$1.8M for electrification + remediations for GRID Alternatives to remove barriers for future HES installations.
    - Vallejo - EV & electrification
    - Solano County - Workforce, solar+storage at school in Vallejo
    - Benicia - Pass through grant proposal for households near the refinery
    - San Pablo Economic Development Corp - coordination with workforce
  - MCE also engaged with other community partners who did not move forward with their proposals. This includes the Boys & Girls Club of Martinez, Urban Tilth, and EPRI.
- MCE supported Rising Sun's application to the Metropolitan Transportation Commission to fund "CARE Power-Building and Engagement Learning Lab"

**In progress:**

- The Equitable Building Decarbonization (EBD) - Northern Region program enrollment has begun. The program offers no-cost energy upgrades to income-qualified households in select Northern California communities. These upgrades help make homes more comfortable and efficient by replacing old gas appliances with cleaner electric equipment. Depending on your home, upgrades may include a heat pump water heater, efficient heating and cooling system, clothes dryer, induction cooktop or range, smart thermostat, electrical panel or wiring updates, and other improvements. The California Energy Commission oversees the program, with funding from California Climate Investments and the U.S. Department of Energy's Home Efficiency Rebates (HOMES) Program. The Association for Energy Affordability (AEA) manages program delivery, working with trusted local partners and contractors who guide you through each step—from enrollment and the home assessment to the installation of your upgrades—so the process stays easy and accessible for you. Staff met with AEA to discuss referral pathways for community members to take advantage of programs.



## Attachment B: Net Energy Metering and Solar Billing Plan Overview, June 18, 2026

From: Zae Perrin, Vice President of Customer Operations  
Jared Sherwood, Billing Manager

### Net Energy Metering (NEM)

A majority of MCE solar customers are on NEM which was the first compensation structure in California for rooftop solar. If customers generate more electricity than used during a month, they receive a credit for excess generation at full retail rates that is automatically applied toward future electricity usage.

In contrast to PG&E's annual NEM true-up billing process, MCE NEM customers are billed monthly for any net electric generation charges and cash-out payments for net exports are provided annually. PG&E's electric delivery and PCIA charges accrue over the annual true-up period and are charged once in full, each calendar year.

Each year, at the end of the annual cash-out cycle which runs April through March, customers who produce more electricity than they use will be eligible for payment. For MCE NEM customers, annual net exported energy is valued at PG&E's Net Surplus Compensation rate plus an additional \$0.02 per kWh, up to a \$5,000 annual limit. Once excess solar generation is cashed out, credit balances reset to zero. MCE's cash-out cycle is independent of PG&E's annual true-up. Eligible balances for active accounts over \$200 will automatically be issued checks to the mailing address they have on record. Eligible balances of \$200 or less will appear as a credit on a subsequent PG&E bill.

### Solar Billing Plan (SBP)

SBP is a relatively new solar program, launched in 2024, as the California Public Utilities Commission mandated successor tariff to NEM. All customers who applied for permission to operate for solar after April 2024 are enrolled in SBP. SBP works similarly to NEM where exported energy is credited and applied to future charges, but the value of exported energy differs. Rather than giving full retail credit value, SBP compensates customers at various hourly rates.

SBP customers earn Export Energy Credits (EEC) which are based on the avoided cost of energy for each hour in each month. EEC rates around noon in April are valued at \$0.01-\$0.02 per kWh while energy exported on a September afternoon can fetch upwards of \$2 per kWh. This hourly crediting structure highly incentivizes customers to export energy during times of the day it is most valuable to the grid.

Similarly to NEM customers, SBP customers have an annual cash-out cycle that ends in April. MCE SBP customers receive cash payment equal to PG&E's Net Surplus Compensation rate. At the time of cash-out, SBP customers are subject to forfeiture of SBP credits and/or NSC value equal to the

average EEC credit rate earned over the past 12 months. This annual SBP adjustment is to prevent double crediting when providing cash payment for net exported energy over the 12-month cash-out cycle. Any credit value left over after the annual adjustment rolls over, and NSC value is distributed via on-bill credit or check.