



**Marin Clean Energy  
Executive Committee Meeting  
Wednesday, March 19, 2014  
9:00 A.M.**

**San Rafael Corporate Center, Boro Room  
750 Lindero Street, San Rafael, CA 94901**

Dawn Weisz  
Executive Officer

Damon Connolly  
Chair  
City of San Rafael

Kathrin Sears  
Vice Chair  
County of Marin

Bob McCaskill  
City of Belvedere

Sloan C. Bailey  
Town of Corte Madera

Larry Bragman  
Town of Fairfax

Kevin Haroff  
City of Larkspur

Garry Lion  
City of Mill Valley

Denise Athas  
City of Novato

Tom Butt  
City of Richmond

Carla Small  
Town of Ross

Ford Greene  
Town of San Anselmo

Ray Withy  
City of Sausalito

Emmett O'Donnell  
Town of Tiburon

1 (888) 632-3674  
[mceCleanEnergy.org](http://mceCleanEnergy.org)

781 Lincoln Ave., #320  
San Rafael, CA 94901

**Agenda**

- 1. Board Announcements (Discussion)**
- 2. Public Open Time (Discussion)**
- 3. Report from Executive Officer (Discussion)**
- 4. Approval of Minutes from 1.15.14 Meeting (Discussion/Action)**
- 5. Records Retention Policy Adjustment (Discussion/Action)**
- 6. Adjustment to Benefits Schedule (Discussion/Action)**
- 7. Compensation Studies for MCE Staff Positions (Discussion/Action)**
- 8. Review 4.3.14 Draft Board Agenda (Discussion)**
- 9. Members & Staff Matters (Discussion)**
- 10. Adjourn**



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**MARIN CLEAN ENERGY  
EXECUTIVE COMMITTEE MEETING  
WEDNESDAY, JANUARY 15, 2014  
9:00 A.M.  
SAN RAFAEL CORPORATE CENTER, TAMALPAIS ROOM  
750 LINDARO STREET, SAN RAFAEL, CA 94901**

**Roll Call**

**Present:** Damon Connolly, City of San Rafael, Chair  
Bob McCaskill, City of Belvedere  
Sloan Bailey, Town of Corte Madera  
Tom Butt, City of Richmond  
Denise Athas, City of Novato

**Absent:** Kate Sears, County of Marin

**Staff:** Dawn Weisz, Executive Officer  
Shalini Swaroop, Regulatory Counsel  
Greg Morse, Business Analyst  
Beckie Menten, Energy Efficiency Director  
Meaghan Doran, Energy Efficiency Specialist  
Emily Goodwin, Internal Operations Coordinator

**Agenda Item #4 – Proposed MCE Budget for FY 2014/15 (Discussion/Action)**

M/s Athas/McCaskill (passed 5-0) recommendation to bring the proposed FY 2014/15 budget to the February Board meeting. Director Sears was absent.

**Agenda Item #5A – Expansion of Home Utility Report Pilot Program (Discussion/Action)**

M/s Connelly/Bailey (passed 5-0) recommendation to expand the Home Utility Pilot Report Program. Director Sears was absent.

**Agenda Item #5B – Expansion of Schools Energy Efficiency Program (Discussion/Action)**

M/s Connelly/Bailey (passed 5-0) recommendation to expand the Schools Energy Efficiency Program. Director Sears was absent.

**Agenda Item #7 – Annual COLA Adjustment for Staff Pay Ranges (Discussion/Action)**

M/s Connelly/McCaskill (passed 5-0) recommending Annual COLA Adjustment for Staff Pay Ranges. Director Sears was absent.

**Agenda Item #8 – Affiliate Membership and Governance (Discussion/Action)**

**M/s Athas/Butt (passed 5-0) recommending no change to JPA agreement and use of current governance structure for new communities joining MCE. Director Sears was absent.**

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**Damon Connolly, Chair**

**ATTEST:**

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**Dawn Weisz, Executive Officer**



March 19, 2014

TO: Marin Clean Energy Executive Committee

FROM: Emily Goodwin, Internal Operations Director

RE: Records Retention Compliance (Agenda Item #5)

ATTACHMENT: A. MCE Edited Records Retention Policy 003  
B. MCE Clean Records Retention Policy 003 Draft

Dear Executive Committee Members:

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**SUMMARY:**

On July 7, 2011, your Board adopted Policy No. 003, Records Retention. Pursuant to Policy 003, MCE staff recommended various documents be discarded following the December 5, 2013 Board meeting. Based on suggestions from the Board about the timeframes for certain document types, your Board recommended MCE staff instead revisit and revise Policy 003 at the next Executive Committee meeting.

At the January 15, 2014 Executive Committee meeting, those concerns were discussed and additional suggestions were made to Policy 003 with consideration for items that needed to be held in perpetuity, contract drafts, electronic correspondence and accounting records. MCE staff took those recommendations and sought external counsel to ensure compliance with the law when making changes to the policy. With the following changes approved by external counsel and sufficient to meet the requests of MCE Board Members, we recommend the following changes to Policy 003, Records Retention:

1. **Executed Contracts** -10 years after termination date of the contract
2. **Board Approved Decisions** - retained in perpetuity

**3. Board and Committee Meeting Materials** – retained in perpetuity

**4. Board Approved Budgets** – retained in perpetuity

**5. Customer-Specific Usage Information and Data** – retained for 2 – 10 years

**Recommendation:** Approve the proposed changes to updated Policy 003 and allow discussion and action be taken on the revised version of Policy No. 003 at the April 3, 2014 Board meeting.



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### POLICY NO. 003 – RECORDS RETENTION

Records will be retained according to the following schedule. After the required retention date has passed all documents or electronic files will be deleted or discarded.

Record Type	Required Retention	Sample Descriptions
Executed Contracts	<del>105</del> years after termination date of the contract	Power supply contracts, contracts with vendors or consultants
Invoices from Vendors	2 years after completion of contract	Vendor invoices for payment
Non-Disclosure Agreements	In perpetuity	NDA with vendor, employee, Board member or advisor
Board Approved Decisions	<del>5 years after date of approval or longer for archived materials at staff discretion</del> <u>In perpetuity</u>	Resolutions, meeting minutes, and other items approved at regular or special Board meetings
Board and Committee Meeting Materials	<del>2 years</del> <u>In perpetuity</u>	Agendas, staff reports and other material provided to Board members in preparation for meetings
Board Approved Budgets	<del>2 years</del> <u>In perpetuity</u>	Final, approved budgets
Drafts of Documents	30 days after final version is approved	Draft of contracts, programs, RFPs, etc.
General Electronic Correspondence	2 years	<u>Relevant E-mail correspondence at staff discretion</u>
Customer-Specific Usage Information and Data	<del>2 to 5</del> <u>10</u> years	Electronic information and reporting from Data Manager, bill analyses
Marketing Material	2 years after public distribution	Flyers, brochures, electronic advertisements
General Educational or Informational Material	2 years	Brochures, reports, electronic information
Personnel Information	5 to 10 years after employee end date	Offer letter, resume, evaluations
<del>Accounting Records</del>	<del>7 years</del>	<del>In Accordance with Civil Code?</del>



**POLICY NO. 003 – RECORDS RETENTION**

Records will be retained according to the following schedule. After the required retention date has passed all documents or electronic files will be deleted or discarded.

<b>Record Type</b>	<b>Required Retention</b>	<b>Sample Descriptions</b>
Executed Contracts	10 years after termination date of the contract	Power supply contracts, contracts with vendors or consultants
Invoices from Vendors	2 years after completion of contract	Vendor invoices for payment
Non-Disclosure Agreements	In perpetuity	NDA with vendor, employee, Board member or advisor
Board Approved Decisions	In perpetuity	Resolutions, meeting minutes, and other items approved at regular or special Board meetings
Board and Committee Meeting Materials	In perpetuity	Agendas, staff reports and other material provided to Board members in preparation for meetings
Board Approved Budgets	In perpetuity	Final, approved budgets
Drafts of Documents	30 days after final version is approved	Draft of contracts, programs, RFPs, etc.
General Electronic Correspondence	2 years	Relevant email correspondence at staff discretion
Customer-Specific Usage Information and Data	2 to 10 years	Electronic information and reporting from Data Manager, bill analyses
Marketing Material	2 years after public distribution	Flyers, brochures, electronic advertisements
General Educational or Informational Material	2 years	Brochures, reports, electronic information
Personnel Information	5 to 10 years after employee end date	Offer letter, resume, evaluations

**Marin Clean Energy – Employee Benefits** Revised 9/4/13

**Required:**

Workers' Compensation	Offered through payroll services provider
State Unemployment Insurance	Covered payroll tax
State Disability Insurance including Paid Family Leave	Covered payroll tax
Social Security	Covered payroll tax (50/50 cost sharing)
Medicare	Covered payroll tax (50/50 cost sharing)

**Health Benefits:**

Medical, Dental and Vision Insurance	<p>\$800/month allocation (with no cash-out option) employee/spouse/domestic partner/children if medical insurance through MCE is selected.</p> <p>\$500/month allocation (minus any applicable dental and vision monthly premiums paid by MCE) if employee is covered by medical insurance from another source. Employees may receive the balance remaining as taxable cash-out option or put it into 457 deferred compensation.</p> <p>Pro-rated amount for part-time employees.</p>
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**Retirement:**

401 (a) Plan	Employer paid; defined contribution 10% of Medicare wages as reported on IRS Form W-2, subject to annual limit under IRS section 404 (l); step up vesting over 4 years
457 Deferred Compensation	Employee: voluntary contributions up to IRS limits

**Leaves:**

Vacation	<p>Based upon length of service:</p> <p>1-8320 hours = 80 hours/year</p> <p>8321-18720 hours = 120 hours/year</p> <p>18721 hours (10 years) + above = 160 hours/year</p> <p>Maximum Accrual = 240 hours</p>
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	(Amount pro-rated for p/t employees) Cash out upon separation
Holidays	10 days per year
Administrative Shut-Down Leave	3 -5 days Dec. 26 - 31
Sick/Bereavement Leave	12 days (96 hours) per year, capped at 30 days (240 hours); no cash out (Amount pro-rated for p/t employees)
Personal Leave	Non-exempt employees = 32 hours/year Exempt employees = 48 hours/year  (Amount pro-rated for p/t employees)  No carry-over or cash out; use or lose
<a href="#">Maternity/Paternity Leave (Paid by MCE)</a>	<a href="#">30 days available to use hourly up to one year after child's date of birth</a>
<a href="#">CA State programs for pregnancy/maternity/paternity available to eligible employees during qualified period:</a> - <a href="#">Pregnancy Disability Leave pays up to 60% of employee's weekly wages</a> - <a href="#">Paid Family Leave for mothers and fathers to bond with a new child: pays up to 55% of employee's weekly wages</a>	Up to 4 months (88 work days); <del>pro-rated for p/t employees</del> (section 603)  <a href="#">Up to 6 weeks (30 work days) (section 603)</a>
Jury Duty	Both paid and unpaid (section 308)
Military Leave	Both paid and unpaid (section 602)

**Miscellaneous:**

Long Term Disability Insurance	LTD provided at 60% of salary subject to terms of LTD insurance carrier and cap based on salary
Term Life Insurance	Double base salary, up to a maximum life insurance benefit of \$200,000
Flexible Spending Account (section 125)	Provided through payroll services provider
Commuter/Rideshare Benefits (section 132)	TBD



April 3, 2014

TO: Marin Clean Energy Board

FROM: Katie Gaier, Human Resources Coordinator

RE: Job Descriptions and Compensation Studies for MCE Positions (Agenda Item #)

ATTACHMENTS: A. Job Description for Legal Director  
B. Job Description for Director of Power Resources  
C. Job Description for Director of Energy Efficiency  
D. Job Description for Director of Internal Operations

Dear Board Members:

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**SUMMARY:**

The senior management staff of Marin Clean Energy, consisting of the heads of the Public Affairs team, the Regulatory Team, the Power Resources team, the Internal Operations Team, had job class titles that varied from Director to Coordinator. In order to provide consistency across divisions, four positions were reviewed in order to update the titles and/or duties of the positions. In addition, a compensation analysis was conducted for all four positions. The attached job descriptions and compensation adjustment recommendations were presented at the regular meeting of the Executive Committee on March 19, 2014, and recommended for approval.

The methodology used to conduct the compensation comparison study involved matching job descriptions from a variety of public agencies to the four identified MCE positions. In conducting the analysis there was a primary focus on the duties and responsibilities performed, as well a review of the education, experience, and skills required for each position.

The compensation study used public agencies from around California that provide similar services. Because MCE is a public agency that operates like a private electric company, only

public agencies that were also revenue generating agencies were included in the study. Public agencies with corresponding positions were included in the benchmarking process that resulted in a minimum and maximum annual salary for each position, based upon the current top step salary and the average and median of the comparable agencies. In addition, the recommended salary ranges are consistent with the amount between bottom and top steps for each position.

Not all agencies had comparable classes. Most of the Marin Clean Energy positions are unique to the agency, although there are comparable positions in several of the agencies. Many of the agencies surveyed tend to be larger than MCE, and this will be noted in the recommendation for salary adjustment for each position. In addition, for some positions (Legal Director and Director of Internal Operations), the counties of Marin and Sonoma were included as their positions appear to be appropriate matches for the level and type of work of these MCE positions.

#### **Legal Director:**

The Legal Director is the second highest position within MCE, reports directly to the Executive Officer, and directs the Regulatory Team (Regulatory Counsel, Regulatory Analyst, and Regulatory Assistant). It has a high consequence of error and deals directly with the Board as well as regulatory agencies such as the California Public Utilities Commission (CPUC). The current salary range for the position is \$130,816 - \$150,234. There were 10 comparable positions for this job class. The average salary for those agencies is \$168,314; the median is \$172,452.

**Recommendation:** Approve the revised job description for Legal Director and set the salary range at \$150,000 - \$175,000 with exact compensation to be determined by the Executive Officer within the existing Board approved budget.

#### **Director of Power Resources:**

The Director of Power Resources (formerly Resource Coordinator) has only one direct report, but has responsibility for the procurement of electric resources, a large responsibility within the agency for its on-going function as a renewable energy provider. The current salary range for the position is \$63,364 - \$79,716. There were 7 comparable positions for this job class. Most agencies are larger in size than MCE, but since MCE is a newer agency the scope of the work of the Director of Power Resources is as or more complex. The average for those agencies is \$126,949; the median is \$121,316.

**Recommendation:** Approve the revised and retitled job description for Director of Power Resources and set the salary range at \$95,000 - \$125,000 with exact compensation to be determined by the Executive Officer within the existing Board approved budget.

#### **Directory of Energy Efficiency:**

Comparable positions within other agencies were difficult to find, due to the uniqueness of both the position and Marin Clean Energy. The MCE Director of Energy Efficiency is responsible for managing programmatic functions as well as engaging in a high level of regulatory interface, programmatic development and detailed reporting. The current range for the position is \$73,584 - \$86,870. There were four comparable positions for this job class, with one being at such a low salary (City of Redding – Energy Conservation Specialist at \$56,928) as to be an unlikely match. Without the City of Redding, the average for the other agencies is \$107,736 and the median is \$111,056.

**Recommendation:** Approve the revised and retitled job description for Director of Energy Efficiency and set the salary range at \$86,000 - \$116,000 with exact compensation to be determined by the Executive Officer within the existing Board approved budget.

**Director of Internal Operations:** Under direction of the Executive Officer, the Director of Internal Operations (formerly Internal Operations Coordinator) is multi-faceted with a wide range of duties ranging from the support of MCE's internal operations to the supervision and/or direction of four Internal Operations team members (HR Coordinator, Business Analyst, Administrative Associate, and Clerk). The position is responsible for banking and budget monitoring, accounting, contract management, IT security, office management, human resources, and Board/Committee support. The current range for the position is \$63,364 to \$79,716. There were 8 comparable positions for this job class. The average for the other agencies is \$104,699; the median is \$98,467.

**Recommendation:** Approve the revised and retitled job description for Director of Internal Operations and set the salary range at \$78,000 - \$108,000 with exact compensation to be determined by the Executive Officer within the existing Board approved budget.



## **LEGAL DIRECTOR JOB DESCRIPTION**

### **SUMMARY**

As lead in-house legal officer, the Legal Director works under direction from the Executive Officer and has responsibility for a wide range of Marin Clean Energy (MCE) legal matters, with particular emphasis on contracting; municipal law; regulatory affairs; legislative affairs; finance, project finance and energy supply transactions; ethics; and oversight of and collaboration with external legal counsel. Performs related work as required.

### **CLASS CHARACTERISTICS**

The Legal Director provides legal advice and guidance regarding legal matters affecting MCE, including regulatory affairs, legislative developments, project finance, finance, municipal law and others. The Legal Director also researches and prepares written and oral advice for the Executive Officer and Board of Directors on related legal issues and performs managerial and project management tasks as necessary. The Legal Director represents, and oversees the representation of, MCE before various regulatory agencies in matters affecting community choice aggregators (CCAs) and other electric utilities, including ratemaking proceedings, investigations, rulemakings, compliance matters and proposed legislation, drafting applications, briefs, legal memoranda, and discovery requests/responses; supervises the preparation of the testimony and exhibits of expert witnesses; examines and cross-examines witnesses, and presents oral argument; participates in negotiations and settlement discussions. The Legal Director develops legislative policy and works with internal staff and external contractors to implement proposed legislative activities. The Legal Director also directs and works collaboratively with external counsel from a wide range of related specialties.

### **SUPERVISORY RESPONSIBILITIES**

Oversight of internal legal and regulatory and other staff, including but not limited to Regulatory Counsel, Regulatory Analyst, and Regulatory Assistant; external legal resources; and other external professional service providers.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES (ILLUSTRATIVE ONLY)**

- Renders legal advice, administers legal services, and directs and works collaboratively with internal staff and external counsel and contractors regarding a variety of regulatory, legislative and legal matters affecting MCE.
- Represents, and oversees representation of, MCE in energy-related administrative proceedings.
- Reviews and recommends policies.

- Prepares and reviews contracts for content and form.
- Updates MCE Board of Directors on regulatory and legislative developments.
- Works in a team to negotiate, draft and close a range of MCE transactions, including power purchase agreements and credit agreements.
- Participates in MCE management activities, including assisting in strategic planning, budget and forecast analysis, contractual reporting, annual audit, and other tasks as required.

## **BREAK-DOWN OF TIME SPENT ON VARIOUS WORK AREAS**

Legal, Regulatory and Legislative	90%
Managerial and Project Management	10%

## **MINIMUM QUALIFICATIONS**

### **Experience/Education**

Juris Doctor degree from a leading university; supplemented by five (5) years of progressively responsible experience as an attorney working on complex regulatory or energy matters at a reputable law firm or as in-house counsel; or an equivalent combination of education, training, and experience. Background in accounting, economics, engineering or finance is desirable. Current active membership in the State Bar of California required.

### **Knowledge of**

- Transactions, municipal law, ethics, and other areas of law.
- Energy regulatory practice and legislative affairs.
- Structuring, financing, and implementing complex energy projects, including drafting and negotiating power purchase agreements and security agreements.
- Finance transactions, including bond and loan transactions.

### **Language and Reasoning Skills**

- Exercise sound judgment, creative problem solving, and commercial awareness.
- Develop high-quality writing, research and communication work products.
- Deliver clear and persuasive oral communication.
- Interact effectively with administrative bodies and MCE's Executive Officer and Board of Directors.
- Apply robust analytical and problem-solving skills.
- Utilize strong time management, project management, dispute resolution and interpersonal relations skills.

### **Skills and Abilities**

- Focus, direct and manage the efforts of subordinate staff members and external legal, regulatory and legislative resources.
- Manage multiple priorities and quickly adapt to changing priorities in a fast paced dynamic environment.
- Take responsibility and work independently, as well as coordinate team efforts.
- Be thorough and detail-oriented.
- Work accurately and swiftly under pressure.

- Demonstrate patience, tact, and courtesy.
- Establish and maintain effective working relationships with those encountered during the performance of duties.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job, the employee is frequently required to use hands to finger, handle, or feel and reach with hands and arms. The employee is occasionally required to stand.

The employee must occasionally lift and/or move up to 25 pounds.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

The noise level in the work environment is usually moderate.

### **ADA COMPLIANCE**

MCE will make reasonable accommodation of the known physical or mental limitations of a qualified person with a disability upon request.



## **DIRECTOR OF POWER RESOURCES JOB DESCRIPTION**

### **SUMMARY**

The Director of Power Resources, under direction of the Executive Officer, has responsibility for a wide range of matters to support the Marin Clean Energy (MCE) resource planning, analysis, and management of the Utilities' energy supply portfolio and procurement efforts. The Director of Power Resources works with the public, legislative and regulatory agencies, project developers, brokers, and consultants providing direction and information on specific programs and projects. Responsibilities include research and due diligence with respect to potential power supply opportunities, negotiation and administration of power purchase agreements, contractor performance monitoring and dispute resolution, invoice validation, issue identification and compliance oversight. The Director of Power Resources is also responsible for the preparation of certain regulatory compliance reports focused on resource procurement, climate impacts, annual greenhouse gas inventory and emissions reporting, and preparation of informational material for the MCE Board and public regarding power supply resource allocations. The Director of Power Resources Director will administer the MCE in feed-in tariff and develop strategies to accelerate local solar development, and the development of a pilot demand response program.

### **CLASS CHARACTERISTICS**

The Director of Power Resources performs assignments under direction of the Executive Officer and works closely with MCE's technical team including external consultants. This position interfaces with developers and brokers of power and other interested parties to assist with the identification of power supply opportunities that are appropriate for MCE's power mix. The incumbent may be responsible for administering request for proposal (RFP) processes, MCE's 'open season' process (for renewable energy procurement), and assessing unsolicited proposals. The position will be responsible for developing staff reports, for submittal to the MCE Board and reviewing and analyzing proposal materials from developers and brokers of conventional and renewable electricity.

### **SUPERVISORY RESPONSIBILITIES**

The Director of Power Resources supervises positions assigned to the Power Resources team, including, but not limited to, Program Specialists.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES (ILLUSTRATIVE ONLY)**

- Assists with the administration of RFP processes, the open season process and the assessment of unsolicited proposals
- Reviews and analyzes proposals for electric power supply submitted to MCE by



- developers and brokers
- Assists in preparation and presentation of information and recommendations to assist MCE staff and Board in assessing and identifying 'best fit' market opportunities for MCE
- Assists in preparation and updates of reports of wholesale energy products and resource planning studies to yield a portfolio of supply resources to best meet the agency's needs
- Participates in interactions with power developers and brokers during pre-contract discussions, contract negotiations and Board discussion
- Assists with the administration of MCE power contract portfolio, evaluates the MCE resource portfolio and recommends adjustments
- Prepares materials for the MCE Board and its Committees as well as MCE staff to facilitate policy discussions related to procurement and resource planning
- Assists with performance auditing and monitoring for existing MCE contracts
- Assists in the negotiation and writing of contracts for the purchase and/or sales of electric resources and Renewable Energy Credits (RECs)
- Keeps abreast of developments in resource planning processes and in energy resource technologies, seeking out new technologies from public or private sources, evaluating new supplies as appropriate
- Represents MCE on external agencies' task forces and working groups as assigned
- Assists in managing and administering MCE's various renewable energy certificate accounts within the WREGIS system
- Assists with preparation of compliance reports and materials related to MCE power supply, including those required by the California Public Utilities Commission (CPUC), California Energy Commission (CEC), The Climate Registry, and the Department of Energy (DOE).

## **MINIMUM QUALIFICATIONS**

### **Experience/Education**

Education and experience equivalent to a Bachelor's degree in engineering, finance, economics or accounting, supplemented by a minimum of 5-10 years of progressively responsible experience at an electric utility, municipal utility, a Community Choice Aggregation program or in a closely related field. Technical experience in the utility industry is required. A Master's degree is desirable.

### **Knowledge of**

- Energy generation technologies including carbon neutral electric energy, conventional energy, and renewable energy such as wind, biomass, geothermal, solar, concentrating solar, and hydroelectric
- Procurement process and use of renewable energy certificates to support mandatory and voluntary compliance programs
- The California Independent System Operator (CAISO) settlement process
- The structure and content of standard power purchase agreements for various resource types
- California's Renewables Portfolio Standard, Power Content Label and Power Source Disclosure program

- California's Renewables Portfolio Standard, Power Content Label and Power Source Disclosure Programs
- Power scheduling
- Power purchase agreement structures, general terms and conditions and basic requirements.
- Microsoft Office software including Excel, Word and PowerPoint.
- The Western Renewable Energy Information System (WREGIS)
- Regulatory reporting and compliance requirements of the California Public Utilities Commission (CPUC).

### **Language and Reasoning Skills**

- Exercise sound judgment, creative problem solving, and commercial awareness.
- Develop high-quality writing, research and communication work products.
- Deliver clear oral communications.
- Effectively interpret and apply contract language and commercial agreements.
- Analytical skills to evaluate contractor performance and potential project opportunities, and project siting, permitting and interconnection issues.
- Interact professionally and effectively with developers and power brokers, commercial partners, MCE staff team and Board of Directors.
- Apply strong analytical and problem-solving skills.
- Manage projects and time efficiently.

### **Skills and Abilities**

- Manage multiple priorities and quickly adapt to changing priorities in a fast paced dynamic environment.
- Take responsibility and work independently, as well as coordinate team efforts.
- Be thorough and detail-oriented.
- Manage projects, coordinate efforts of others.
- Prepare professional reports and request for proposals.
- Perform quantitative data and statistical analysis and effectively communicate results to others.
- Work accurately and swiftly under pressure.
- Demonstrate patience, tact, and courtesy.
- Establish and maintain effective working relationships with persons encountered during the performance of duties.

### **MATHEMATICAL SKILLS**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals; compute rate, ratio, and percent and to create and interpret bar graphs; calculate Levelized Cost of Electricity (LCOE). Understanding of net present value (NPV) and appropriate application of discount rates.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the

duties of this job, the employee is frequently required to use hands to finger, handle, or feel and reach with hands and arms. The employee is occasionally required to stand.

The employee must occasionally lift and/or move up to 25 pounds.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

The noise level in the work environment is usually moderate.

### **ADA COMPLIANCE**

MCE will make reasonable accommodation of the known physical or mental limitations of a qualified person with a disability upon request.



## **DIRECTOR OF ENERGY EFFICIENCY JOB DESCRIPTION**

### **SUMMARY**

The Director of Energy Efficiency, under direction of the Executive Officer, develops and coordinates the energy efficiency division of MCE, including development and oversight of multiple energy efficiency activities and programs tailored to the MCE service territory. The Director of Energy Efficiency is responsible for interfacing with multiple partner agencies and stakeholder groups, coordinating activities of sub-contractors, interacting with a wide range of customers groups, oversight of energy efficiency program staff, and communicating directly with the California Public Utilities Commission (CPUC), California Energy Commission (CEC) and other regulatory bodies as needed regarding program design, development, implementation and measurement/verification.

The position requires knowledge of a wide range of energy efficiency policy and best practices as well as energy efficiency technologies, and application in a wide range of built environments.

### **CLASS CHARACTERISTICS**

The Director of Energy Efficiency works in close contact with the Legal Director and the Communications Director for specific job requirements. The Energy Efficiency Director works with MCE staff and Board to lead the development and implementation of a broad range of Energy Efficiency programs for customers in the MCE service territory. Ongoing interface with the CPUC is needed to ensure goals and metrics are communicated to interested parties, and to ensure programmatic alignment with policy direction. The Energy Efficiency Director is responsible for interfacing with customer groups and overseeing staff and consultants that interface with customer groups on MCE's behalf, including building owners and managers, to implement energy savings projects that conform to the requirements of the Energy Efficiency Program. The Energy Efficiency Director is also responsible for developing required scope of work descriptions and identifying and managing staff and sub-contractors to take on specific tasks to assist with implementation of the MCE Energy Efficiency Program.

The Energy Efficiency Director must have broad understanding of utility or municipal energy efficiency programs, technical understanding of industry best practices, strong program development skills, and an ability to interface with regulatory bodies, customers as well as MCE Staff and Board Members to produce measurable energy efficiency results.

### **SUPERVISORY RESPONSIBILITIES**

This position supervises positions assigned to the Energy Efficiency Division, including but not

limited to, Energy Efficiency Program Specialists.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES (ILLUSTRATIVE ONLY)**

- Works with Staff, Technical Team and MCE Board on development and implementation of the Energy Efficiency Program
- Interfaces with the CPUC, CEC, and other stakeholder organizations to represent the MCE Energy Efficiency Program
- Coordinates Energy Efficiency Applications requests to the CPUC
- Handles solicitation processes to identify partner agencies and sub-contractors, and reviews and analyzes materials submitted to MCE from partner agencies and sub-contractors
- Identifies and implements new program components including limited pilot programs
- Oversees reporting and regulatory requirements with the CPUC or other funding agencies
- Identifies opportunities for energy savings that conform to the requirements of the Energy Efficiency Program and establish metrics to track impacts
- Monitors success of Energy Efficiency Program and adjust if needed to insure benchmarks are achieved or exceeded
- Interfaces with the CPUC regarding program goals and metrics.
- Manages RFP processes and identifies sub-contractors to take on specific tasks as needed
- Drafts proposals for grant funding and other program revenue opportunities as needed.
- Interfaces with building owners and managers on MCE's behalf
- Performs data analysis, training and outreach, to customers, building owners and managers, and other stakeholder groups as needed to implement program
- Maintains databases for various areas of energy resource technology.
- Utilizes a variety of computer software programs to prepare reports, maps, diagrams, graphs and other material related to energy resources
- Prepares and presents evaluative information and recommendations to assist MCE staff and Board in assessing and identifying 'best fit' energy efficiency opportunities for MCE
- Interface with MCE Board and Committees as well as MCE staff to facilitate policy discussions related to energy efficiency and resource planning.
- Track impact of energy efficiency programs for reporting to MCE Board and regulatory bodies.
- Work in collaboration with MCE Regulatory Team to prepare regulatory filings related to the Energy Efficiency Program.

### **MINIMUM QUALIFICATIONS**

#### **Experience/Education**

Education and experience equivalent to a Bachelor's degree in engineering, environmental science, planning, or a related field, and five (5) years of progressively responsible experience at an electric utility, public agency or private company providing energy efficiency services.

Education may be substituted for two (2) years of work experience if in a sufficiently related field. A Master's degree in a related field is desirable.

### **Knowledge of**

- California Public Utilities Commission (CPUC) regulatory process.
- Applicable laws, regulations, and policies governing the energy efficiency industry in California.
- Energy conservation strategies, energy efficient building construction and demand response applications
- Construction trade and green building techniques
- Metrics and analytical tools to collect, tabulate and analyze data related to energy efficiency and technologies.
- Microsoft Office software including Excel, Word and PowerPoint.
- Construction trade, local government permitting process, and regulatory bodies in California.
- Best practices for energy efficiency financing programs
- Principles and practices of supervision

### **Language and Reasoning Skills**

- Exercise sound judgment, creative problem solving, and commercial awareness.
- Develop high-quality writing, research and communication work products.
- Deliver clear oral communication.
- Interact professionally and effectively with customers, commercial partners, MCE staff team and Board of Directors.
- Apply strong analytical and problem-solving skills.
- Manage projects and time efficiently.

### **Skills and Abilities**

- Manage multiple priorities and quickly adapt to changing priorities in a fast paced dynamic environment
- Take responsibility and work independently, as well as coordinate team efforts
- Be thorough and detail-oriented
- Work accurately and swiftly under pressure
- Demonstrate patience, tact, and courtesy
- Apply energy conservation principles and practices within an energy program
- Critically evaluate proposals, programs and policies
- Use metrics to validate energy efficiency impacts
- Develop and implement trainings and workshops
- Provide technical assistance on energy efficiency to customers and to government affiliates
- Draft proposals for grant funding and other program revenue opportunities
- Work collaboratively with government agencies and divisions related to energy efficiency
- Make presentations as required at public meetings
- Communicate effectively both verbally and in written form
- Establish and maintain effective working relationships with person encountered during

the performance of duties

### **MATHEMATICAL SKILLS**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job, the employee is frequently required to use hands to finger, handle, or feel and reach with hands and arms. The employee is occasionally required to stand.

The employee must occasionally lift and/or move up to 25 pounds.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

The noise level in the work environment is usually moderate.

### **ADA COMPLIANCE**

MCE will make reasonable accommodation of the known physical or mental limitations of a qualified person with a disability upon request.



## **DIRECTOR OF INTERNAL OPERATIONS**

### **SUMMARY**

The Director of Internal Operations works under direction of the Executive Officer and has responsibility for a wide range of matters to support Marin Clean Energy (MCE's) internal functions, including banking and budget oversight, accounting, contract management, IT security, office management, human resources, and Board/Committee support. The Director of Internal Operations is also responsible for the oversight and timely delivery of certain regulatory compliance reports and preparation of informational material for the MCE Board and public regarding resource allocation. The incumbent in this class provides mid-level support to the Executive Officer (when he/she is unavailable) serving as a decision maker as needed for administrative staff or on behalf of the team/organization.

The position requires knowledge of project and contract management, finance, client and vendor relationship management, personnel and office management, and regulatory administration in the utility industry. A basic understanding of energy supply contracts and management is also required.

### **CLASS CHARACTERISTICS**

This single position class performs assignments under the general direction of the Executive Officer and provides internal operations management within the organization. The Director of Internal Operations works closely with other MCE management staff and consultants to ensure internal effectiveness and consistency across teams.

### **SUPERVISORY RESPONSIBILITIES**

This position supervises MCE administrative staff including but not limited to Clerk, Administrative Associate, Business Analyst, and Human Resources Coordinator and provides decision making support to other MCE staff as needed in the absence of other management staff or the Executive Officer.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES (ILLUSTRATIVE ONLY)**

- Organizes, plans and prioritizes work, developing specific goals and insuring implementation of action plans to meet internal organizational needs.
- Collects and manages information related to internal functioning of the organization including Business Analyst, Manager of Account Services, Regulatory Counsel and Executive Officer to guide operational design and management.
- Ensures storage and management of MCE records and information as required by applicable policies and regulations



- Manages IT services and security for employees and outside consultants
- Ensures that compliance reporting is completed as required and meets or exceeds all requirements of regulatory agencies, partners, internal team members, Board and public entities as appropriate including reports to regulatory bodies such as the California Public Utilities Commission (CPUC), the California Energy Commission (CEC) and the Department of Energy (DOE).
- Coordinates responses to public information requests as needed.
- Ensures effective internal communications cross the organization.
- Maintains tracking of annual budgets for some functional and support costs.
- Assists with performance auditing and monitoring for existing MCE contracts.
- Ensures critical accounting and contract management is completed accurately and elevates issues/obstacles as needed to Executive Officer or other staff or Board Committee members for immediate resolution.
- Reviews, approves and/or mitigates problematic invoices with management staffs and external vendors.
- Communicates with persons outside the organization (as needed in support of the Communications Director or Executive Officer), representing the organization to customers, the public, government, and other external sources in person, in writing, or by telephone or e-mail.
- Implements and monitors operational plans, program and projects to meet overall objectives and established timelines.
- Manages monitors and evaluates work-flow and reporting within the Internal Operations Team.
- Provides coordinating support for the work and activities related to data evaluation and office administration.
- Provides oversight for human resources staff and functions.
- Provides Board and Board Committee support working directly with Clerk and Administrative Team.
- Coordinates material for MCE Board and Committees as well as MCE staff to facilitate operational management discussions.
- Creates and maintains in-house manuals to outline and guide new staff or Board members through duties and expectations as needed.
- Supervises office management as needed including supplies, office equipment, conference room space, and ensures high quality customer service for drop in visitors when front office staff is not available.
- Manages office workstation and storage configuration and oversees expansion of office space as needed.
- Provides support for annual Renewable Open Season process.
- Assists Public Affairs Team as needed with Board/Committee-related website maintenance correspondence, event planning and management and other marketing related duties as needed.
- Assists Energy Efficiency Team with program facilitation, project tracking and solicitation of new services and other duties as needed.

## **MINIMUM QUALIFICATIONS**

### **Experience/Education**

Education and experience equal to a Bachelor's degree in public administration, business, communications or accounting; supplemented by a minimum of three (3) years of progressively responsible management and/or supervisory experience in a corporate

environment, public agency/municipality or in a closely related field. A master's degree is desirable.

### **Knowledge of**

- Public agency processes both for internal and external engagement purposes.
- Best practices for program and project management.
- Principles and practices of supervision.
- Regulatory reporting and compliance requirements of the CPUC.
- Energy sector, including the renewable sector, Investor Owned Utilities (IOU's) and the regulatory environment.
- Data and statistical analysis.
- Microsoft Office software including Excel, Word, PowerPoint and Access.
- Basic web design.

### **Language and Reasoning Skills**

- Exercise sound judgment, creative problem solving, and commercial awareness.
- Develop high-quality writing, research and communication work products.
- Develop, manage and improve project time management practices.
- Deliver clear oral and written communication.
- Interact professionally and effectively with contractors, commercial partners, MCE staff and Board of Directors.
- Apply strong analytical and problem-solving skills.
- Manage projects and time efficiently.

### **Skills and Abilities**

- Manage multiple priorities and quickly adapt to changing priorities in a fast paced dynamic environment.
- Direct and evaluate the work of staff.
- Perform data and statistical analysis.
- Negotiate contracts as needed with external entities.
- Take responsibility and work independently, as well as coordinate team efforts.
- Be thorough and detail-oriented.
- Work accurately and efficiently under pressure.
- Demonstrate patience, tact, and courtesy.
- Represent MCE in an effective, strategic and beneficial way to internal and external stakeholders.
- Establish and maintain effective working relationships with persons encountered during the performance of duties.
- Act in the place of the Executive Officer in his/her absence.

### **MATHEMATICAL SKILLS**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to create and interpret bar graphs.

### **PHYSICAL DEMANDS**

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### **ADA COMPLIANCE**

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**Marin Clean Energy  
Board of Directors Meeting  
Thursday, April 3, 2014  
7:00 P.M.**

**San Rafael Corporate Center, Tamalpais Room  
750 Lindero Street, San Rafael, CA 94901**

Dawn Weisz  
Executive Officer

Damon Connolly  
Chair  
City of San Rafael

Kathrin Sears  
Vice Chair  
County of Marin

Bob McCaskill  
City of Belvedere

Sloan C. Bailey  
Town of Corte Madera

Larry Bragman  
Town of Fairfax

Kevin Haroff  
City of Larkspur

Garry Lion  
City of Mill Valley

Denise Athas  
City of Novato

Tom Butt  
City of Richmond

Carla Small  
Town of Ross

Ford Greene  
Town of San Anselmo

Ray Withy  
City of Sausalito

Emmett O'Donnell  
Town of Tiburon

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781 Lincoln Ave., #320  
San Rafael, CA 94901

**Agenda Page 1 of 2**

1. Board Announcements (Discussion)
2. Public Open Time (Discussion)
3. Report from Executive Officer (Discussion)
4. Consent Calendar (Discussion/Action)
  - C.1 3.6.14 Board Minutes
  - C.2 Monthly Budget Report
  - C.3 Approved Contract Update
  - C.4 Compensation Studies for MCE Staff Positions
  - C.5 Adjustments to MCE Benefits Schedule
  - C.6 Amendment to Agreement with Planet Ecosystems
5. MCE Rates for FY 2014/15 (Discussion/Action)
6. MCE Local 'Sol Shares' Program (Discussion/Action)





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**Agenda Page 2 of 2**

7. Adjustment to Policy 003: Records Retention (Discussion/Action)
8. Energy Efficiency Update (Discussion)
9. Communications Update (Discussion)
10. Regulatory Update (Discussion)
11. Board Member & Staff Matters (Discussion)
12. Adjourn

