



## **Municipal Advisory Services**

MRW assists large and small cities and other government entities with expert analysis and strategic counseling on a broad range of energy issues. The services we offer in this area include:

- Identifying and prioritizing energy objectives;
- Analyzing energy usage data;
- Developing energy strategies that include demand response, energy efficiency, and renewable generation;
- Assessing municipalization and Community Choice Aggregation options;
- Shaping renewable energy and energy efficiency programs to meet regulatory requirements and take full advantage of available incentives;
- Providing Expert Witness testimony before regulatory agencies and courts;
- Monitoring policy developments; and
- Developing risk management strategies.

## **Selected Engagements**

- MRW assisted one of California's largest cities in developing a comprehensive energy strategy. MRW combined an historical energy use analysis with the city's development plan to prepare a complete profile of the city's energy procurement needs. After these initial steps, MRW helped the city prepare an RFQ and subsequently an RFP for energy services. MRW evaluated the responses based on various criteria and assisted the city in negotiating and selecting a provider.
- MRW assisted the City of San Diego in preparing and defending a successful bid to the California Public Utilities Commission to administer a program to encourage energy efficiency upgrades during residential remodeling projects. MRW conducted the cost-benefit and savings analyses supporting the city's bid, drafted major portions of the proposal, and responded on behalf of the city to numerous questions about the program. The bid provided the city with over \$1 million to carry out its program.
- MRW explored a wide range of generation options for a proposed desalination project in Orange County, California. Options included taking service from the local utility, self-generating power using renewable or gas-fired technologies, purchasing power from non-utility power suppliers, and participating in a CCA. For each option, MRW assessed the technical feasibility, identified siting issues and regulatory hurdles that would have to be overcome, and provided order-of-magnitude cost estimates.
- On behalf of a northern California city, MRW evaluated proposals from several energy service providers seeking to serve as the city's agent at a former military base. MRW performed a financial analysis of the proposals and supported negotiations with the selected agent. MRW also assisted the city in assessing the feasibility of purchasing fuel cells for installation at a new city hall. MRW evaluated the costs and air emissions implications of installing and operating the fuel cell cogeneration units in place of purchasing electricity and natural gas.

- MRW evaluated a number of renewable energy projects on behalf of a southern California city. MRW assisted the city with an assessment of its options to market green power from its landfill gas-fired power generation facility and evaluated the potential for receiving renewable energy credits from the project. MRW also provided bid support and contract negotiation support on behalf of the city for solar PV projects and a hydroelectric project and reviewed the benefits and risks associated with a proposed pumped storage project. MRW also assessed whether the city would be required to pay “exit fees” to the local electric utility upon replacing a portion of utility-procured generation with generation from a proposed city-owned fuel cell.
- MRW prepared detailed peer review studies of Community Choice Aggregation (CCA) plans for the County of Marin; the cities of Berkeley, Oakland, and Emeryville; and the Kings River Conservation District. MRW subsequently performed due diligence assessments of the business plans for the proposed CCA and presented the results to Marin County town councils. MRW also conducted a study examining the feasibility of CCA for a hypothetical Joint Powers Authority of seven municipalities in Southern California Edison’s service territory and assisted the City of Chula Vista and the City of Santa Clarita in evaluating municipalization and other options for energy independence.
- MRW represented the City of Long Beach in a natural gas rate case at the California Public Utilities Commission. MRW assessed the implications of the utility’s proposed rate changes for the city’s costs for natural gas transportation and storage and identified cost-effective opportunities for Long Beach to participate in the proceeding where the city’s interests were not addressed by other parties. MRW filed Expert Witness testimony on behalf of the city and assisted the city in evaluating settlement proposals, which were ultimately favorable to the city.

### **About MRW & Associates**

Established in Oakland, California in 1986, MRW has built a solid reputation for delivering local insights on power and fuel markets in the western United States and intervening successfully in judicial and regulatory proceedings on our clients’ behalf. Over this time, MRW has been involved in landmark developments such as the emergence of the independent power industry and the deregulation of California’s electricity and natural gas industries.

Today, MRW continues to deliver superior market insights, analysis, and support to clients throughout California and the United States. Because MRW maintains a singular focus on the energy industry, our expertise is both deeper and broader than many other consulting firms. We understand the strategic implications of evolving regulatory models, emerging technologies, and changing market dynamics, and we put this knowledge to use to serve our clients’ interests. Practical research, qualitative and quantitative analysis, and industry expertise underpin all of MRW’s work and ensure that our recommendations are sound.

Our client base includes municipalities, financial institutions, private power developers, power marketers, Fortune 500 industrial companies, commercial end-users, natural gas pipelines and storage providers, regulatory agencies, and other strategic players in the energy sector. MRW’s team of professionals, with an average of twenty years of industry experience, include specialists in strategic planning, commodity procurement, energy use analysis, financial analysis, power market modeling, regulatory processes, legislative analysis, contract negotiations, utility rate design, transmission planning and pricing.