

AGENDA
LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS COMMITTEE
THURSDAY, OCTOBER 13, 2011 – 8:30 a.m.
McHenry County Government Center – Administration Building
667 Ware Road – County Board Conference Room
Woodstock, IL 60098

- 1.0 Call to Order
- 2.0 Minute Approval
- 3.0 Public Comment
- 4.0 Presentation
- 5.0 Old Business
 - 5.05 State Legislative Update
 - 5.10 Federal Legislative Update
 - 5.15 Electric Aggregation
- 6.0 New Business
 - 6.05 Review of Draft State Legislative Program for 2012 (not attached)
- 7.0 Executive Session (as necessary)
- 8.0 Reports to Committee, as applicable
- 9.0 Adjournment

LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS COMMITTEE
McHenry County Government Center – Administration Building
667 Ware Road
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MINUTES OF THURSDAY SEPTEMBER 8, 2011

Chairman Heisler called the meeting to order at 8:30 a.m. The following Committee members were present: James Heisler, Chairman; Ersel Schuster; Kathleen Bergan Schmidt; John Jung, Jr.; and Nick Provenzano. Pete Merkel and Marc Munaretto were absent. Also in attendance: Peter Austin, County Administrator; Adam Lehmann, Assistant to the County Administrator; John Labaj, Deputy County Administrator; Cassandra McKinney, Water Resources Manager; Cathy Link, Purchasing; Mary McCann and Donna Kurtz, County Board Members; Cory Horton, Chief Stormwater Engineer; David Hoover, Northern Illinois Municipal Electric Collaborative (NIMEC) Hal Sprague, Center for Neighborhood Technology; interested public and the press.

James Heisler, Chairman	
John Jung, Jr.	Pete Merkel
Marc Munaretto	Nick Provenzano
Kathleen Bergan Schmidt	Ersel Schuster

MINUTES

Committee members reviewed the committee minutes from August 11, 2011. Mr. Jung made a motion, seconded by Mr. Provenzano to recommend approval of the above minutes, as presented. The motion carried with all members present voting aye on voice vote.

PUBLIC COMMENT

None.

NEW BUSINESS

Stormwater Utility: Ms. Mary McCann, Ms. Cassandra McKinney, Mr. Cory Horton and Hal Sprague, joined committee members to discuss Stormwater Utility Legislation. They questioned if the committee wanted to take action and support this legislation or discuss consideration of the next steps to take.

Hal Sprague, from the Center for Neighborhood Technology, who works exclusively on stormwater issues, stated that he works to draft practices that will be sustainable for the County. The County is seeing a lot of building going on, with impervious surfaces. This legislation pushes people to use green infrastructure when building. Green infrastructure is the name given to try to keep water on the properties. One way to target green infrastructure is to address how property owners will pay for the cost of this. There has been no funding received to address stormwater issues.

The Municipalities are allowed to use a different system for collection of fees for this issue. The Legislature would like to give the Counties the same legal authority as the municipalities have on this issue. They are allowed to charge a fee, based on the lot size and buildings on a lot. If a big box store, school or church should be built they should be required to pay more as they would include more impervious surfaces. These fees can be reduced by implementing green technology on the property. The bill restricts the amount that can be collected for this fee.

The County implemented its stormwater management plan in 1996. There are four components to the plan. The County is lacking in maintenance funding that would help with regulation. There is not enough staff to address needed inspections. Committee members questioned if this fee would be for the whole County or just the unincorporated areas. They were informed that they believe this should cover all property that would benefit from a stormwater system.

Committee members were informed that this fee could be as small as \$.50 cents to \$12 per month for each property owner. The normal fee runs about \$2.50 per month. Committee members stated they still need to know who this would affect.

It was stated that there is currently only one Municipality that has a stormwater ordinance that is stronger than the County's. It was stated that if we don't have clear legislation that taxes every parcel in the County, they cannot support this fee. Ms. McKinney stated that we do have a Stormwater Commission that does coordinate their efforts with the Municipalities, so they can work out a fee schedule for this program. The County also has a great GIS system that would allow for the County to "count" the rooftops to base the fee on a square footage rate.

It was stated that the County needs desperately to have the ability to have some sort of fee system in place to address stormwater issues. This is already a huge issue in some of the sensitive areas of the county. Lake County has implemented a fee for Stormwater. They collect a fee from every household.

Stormwater Management is going to be the number one challenge for the future. The County currently has a \$250,000 budget for this program, which is insufficient to address the stormwater needs in the County. Funds are needed to rewrite the Stormwater Ordinance. This requirement puts pressure on the General Fund. This legislation would create a separate stream of revenue to be used to address this issue.

Committee members stated that the Municipalities and County needs to clarify what the fees will be and what they are basing this amount on. These funds need to be based on a budget that addresses what will be accomplished.

Committee members were reminded that this only enables legislation to provide the tools in order to collect fees for this process. It was stated that there are 12 municipalities in the State that charge this fee. At this time none of the municipalities in McHenry County charge this fee. The Municipalities and the County needs to clarify what the fees will be, how much will be received, what the budget is and for what, and what will be accomplished if this fee is collected.

Committee members were reminded that approval of this only enables the legislation to provide the tools in order to collect fees to address the stormwater issues. It was stated that they would like to work as a group with the municipalities to help both the County and the municipalities in our County.

Committee members questioned how they can say there is a burden on the General Fund when they don't know what you are planning to do with the fees collected. Committee members stated they need to understand where this is headed. Committee members were informed that one of the greatest costs is for enforcement issues. They stated that they need to look ahead to address maintenance costs associated with stormwater maintenance and enforcement issues.

Committee members questioned how Administrative Adjudication would work with this program. They stated they need to address this issue first. They stated that the County needs to change the ability to collect fees first, before consideration of an additional tax. They need to eliminate the issues that are compounding the problem first. It was stated that this would take care of the enforcement issue, but not the management issue, which will increase.

Committee members stated that the Stormwater Commission needs to address the concerns of the committee prior to moving forward with this request. They stated that the legislative recommendation request should come from the Stormwater Commission and Regional Water Alliance.

Committee members were informed that this fee is not really a tax, but something you assess to generate additional funding, based on how much water you are putting into the system. The fee can reduced or eliminated based on implementing additional "green" processes on the property. Again, committee members were reminded that this bill only allows the County to implement this fee if they want in the future. The property owners would need two years advance notice to implementation of this fee.

This passed the House and was sent to the Senate to be raised during the fall session. They stated that they are here today to provide education on this bill. Committee members were informed that the Stormwater Commission meets on a bi-monthly basis. They stated that this commission should meet more often to address these concerns.

Committee members stated they need to see the true costs of what the implementation would be for this program. They stated that in the past they were informed that the stormwater program was to be self sustaining, now they find out this is not true. This is how government continues to grow. They stated that this is still a tax.

They questioned how these fees would be collected? Would the fee show up on utility bills, tax bills? Committee members were informed there is bill out there that allows for the creation of a stormwater taxing authority. The County could create this or charge a fee for stormwater, they cannot implement both programs. Committee members were reminded as the stormwater issues grow, the burden to the general fund will grow. Again the committee members questioned what the County would be investing in or solving. Committee members were

informed that they do not intend to grow government but to decrease costs. The average cost to clean out a flooded basement is \$2,500 each this program will help to alleviate some of these costs being seen. Committee members were informed the county already has some significant stormwater issues they are dealing with within the County.

Another issue that the County needs to alleviate is the fact that the flood plains in the County are not mapped out, which forces the county to be very conservative in its permitting process. The County barely meets current NPDES requirements. They will be increasing these requirements, which will increase the costs to the County. Water quality testing is to become a component to these requirements. This is a way for the EPA to put in place testing requirements to make sure these tests are being done.

Committee members stated this again is another unfunded mandate, which are becoming a very serious component to some of these issues. They stated that some of this legislation creates more problems than it solves. Committee members were reminded that without a stormwater ordinance, there would be more flooding within the County. It was noted that some of these issues would depend on whether the County wants to be strict with the requests being brought forward. They stated that the departments need to say no to more of those requests that are near sensitive areas. Committee members requested a list of the sensitive properties that are currently creating issues within the County. They stated that will give them an idea of how important this issue is. Committee members thanked Mr. Sprague and Ms. McKinney for their information. They stated they have provided direction to the Stormwater Commission on this issue.

PRESENTATION

Residential Aggregation of Electricity – David Hoover, Northern Illinois Municipal Electric Collaborative (NIMEC): Mr. David Hoover, from Northern Illinois Municipal Electric Collaborative (NIMEC), joined committee members to provide a presentation on the Residential Aggregation of Electricity.

NIMEC was formed in 1996 in order to take advantage of deregulation. This is a private organization. With the changes in regulations there is a county wide effort to lower individual electric bills. 80% of commercial entities have already changed their service and now they are trying to get the word out to the residential properties. There are advertisements being placed to try to get these residential customers to join various companies, one at a time. Unfortunately residents have to be cautious, as there are some bad apples out there in this industry. The reputable companies are saving residents approximately 10% in energy savings.

There has recently been a big change to municipal aggregation. They now allow local governments to aggregate their residents to see if they can entice better pricing. In order to do this the local government is required to go to a referendum to see what the constituents want. The next time a referendum can run is in March of 2012. During the last election cycle, 23 entities went out for referendum, 19 passed. Harvard and Fox River Grove had a referendum pass in their municipalities.

There are a number of municipalities keeping an eye on this issue because of the savings being realized by some of these entities. Some of the municipalities have seen a savings of up to 23%. The Aggregation of Electricity allows a city or County to negotiate prices on behalf of their residents. Mr. Hoover noted that he believes that competition will increase because of the number of people joining the program. If a resident does not like the program, they can elect to go back to ComEd or negotiate their own cost with their own company. If they go back to ComEd, they would have to remain with them for at least one year. They would also have to coordinate the termination and initiation of service with the two companies involved.

This program would cover all residents and small businesses in the county. Committee members were informed they could "aggregate" with other villages and would then be allowed to collect a "civic contribution" for the County. This could provide an extra revenue stream for the County. Most of the suppliers involved in this program are willing to negotiate this fee into the contracts. When they aggregate with other villages it provides leverage for collective buying.

The timeline would require that the referendum be on the March ballot. This would require that a resolution be approved by the County Board by their November 15th meeting. Bids would then go out in June with the power changes being made by late summer. The County Clerk would need to be notified by January 3rd in order to get this issue on the ballot. Information meetings could then be held during the primary season.

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Committee members questioned if a resident from a Municipality, that does not offer this program, could join in on the County's plan. Mr. Hoover stated he did not believe this could be done, unless they could create some type of two tiered system. He noted they may be able to "opt" in individually. He stated that he would look into this as it would be better if they could create some type of hybrid program.

Everyone is on the same timeframe. Most residents would see a savings of about \$175 per year. The down side of this program is that it would require staff time to work on the referendum process. Committee members stated that the County should join with some municipalities in order to put bids out for everyone that passes a referendum in the County.

Committee members questioned what the challenges were in the areas where a referendum failed. Mr. Hoover stated that most failed because of the lack of education on this issue. Committee member stated that they think this is a worthy program to pursue, especially since it means a savings for the residents.

Committee members were questioned on how they would like to have this presented to the County Board. It was suggested that a presentation, along with a Resolution be brought forward to the morning meeting in October for consideration. They suggested that the municipalities be invited so they can see the presentation along with the County Board. Mr. Hoover informed committee members that he is meeting with MCCOG representatives regarding this issue. Mr. Austin stated that this is a big topic at the Illinois Managers Association meeting as well. It was suggested that a Resolution be drafted for this committee to review at one of their next two meetings.

OLD BUSINESS

State Legislative Updates: Mr. Lehmann joined committee members to provide an update on the State Legislative issues. He stated that he does not know the details of what is going on regarding probation and HB123 and SB1631. The governor has amended his veto on the probation fees to include a \$10 fee on all traffic and criminal cases. He stated he does not know the details of this fee or how much of the fee the State would keep. He believes the State is looking at this fee to help fund probation costs. At this time the County will not include anything in the budget for this area until additional information has been received. The County is in a unique position as McHenry County is financially sound. Another issue is the fact that it is hard to collect fees from criminals. The County currently collects approximately 70% of these fees.

State reimbursement for Medicaid is behind. No payment is expected for six months. It is thankful that Valley Hi has a reserve to fall back on.

The Regional Office of Education issue is currently in a holding pattern. Mr. Austin reported that he and Chairman Koehler are meeting with the Lake County Regional Superintendent of Schools to discuss continued service to McHenry County.

Federal Legislative Update: Committee members were informed that there is not a lot to update on this issue. Mr. Austin has discussed the idea of a one year extension of the agreement with The Ferguson Group with a reduced rate/plan. Mr. Austin will draft a request letter, which has a 30 day out clause, to provide an opportunity to justify the use of consultant lobbyist with no earmarks.

NEW BUSINESS

Future State Legislative Program: Mr. Provenzano questioned if our local legislators have taken a stance on the Stormwater bill as this has already been through the House. Representative Tryon supported this bill. It was stated that they would be surprised if this is moved to the veto session, but, will be back in the Spring if this County or MCCOG wants to take a position on this issue.

Committee members stated that it may be difficult to support this if the County does not intend to implement this fee. They stated it is important to make a decision with input on this issue. Mr. Austin stated that the County has a policy statement that says we generally support permissive legislation. If this program costs money, it may not be supported. It was noted that MCCOG may support this issue.

Committee members questioned why the County Board Members have not received updates on this issue, especially those issues that our County Representatives are involved in. They stated that individuals are assigned to committees/commissions and they should be providing information up front, as an issue moves forward so they can

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understand what is going on. It was stated that the County Board has addressed legislative issues over the years and they need information earlier than is currently being provided. Committee members were informed that MCCOG is changing their executive director with additional changes taking place within the organization. The County generally receives updates from this group on the legislative issues.

Committee members questioned what the guiding principles are for Metro County as there are times they represent the County on certain issues as well. A copy of the Legislative Review Process for Metro Counties was provided to the committee members for review.

Ms. Schuster voiced concern that information regarding FOIA legislation was brought to her attention by a newspaper reporter rather than through the County. She stated that there has been some drastic changes made on this issue and the County Board Members should be made aware of these changes. Mr. Austin replied that McHenry County has met the standards of the FOIA legislation in order to be transparent. He stated that he cannot remember the last time a FOIA request was denied for any news agency. Committee members were informed that when requests start costing local entities money, they try to rein in these costs. The Media is exempted from these types of requests/denials. Individuals try to use FOIA requests in order to harass governments, which creates a waste of taxpayer money. The article that Ms. Schuster was referring to did not address what FOIA issues they were trying to address. Committee members agreed that they need to be informed when a legislative issue is brought forward.

Mr. Lehmann reported that he will be providing a legislative program this fall that follows a format similar to Lake County's. This is a great model to follow as it contains more explicit information than is currently being provided.

Committee members were reminded that they need to think about the items or issues they would like to see included for the next legislative session on what is important to McHenry County. Mr. Austin stated that this issue would be brought up at the Department Head meeting on what they would like to see reviewed or discussed. They generally like to have 3 to 5 items to work on or support.

EXECUTIVE SESSION: None.

REPORTS TO COMMITTEE: None

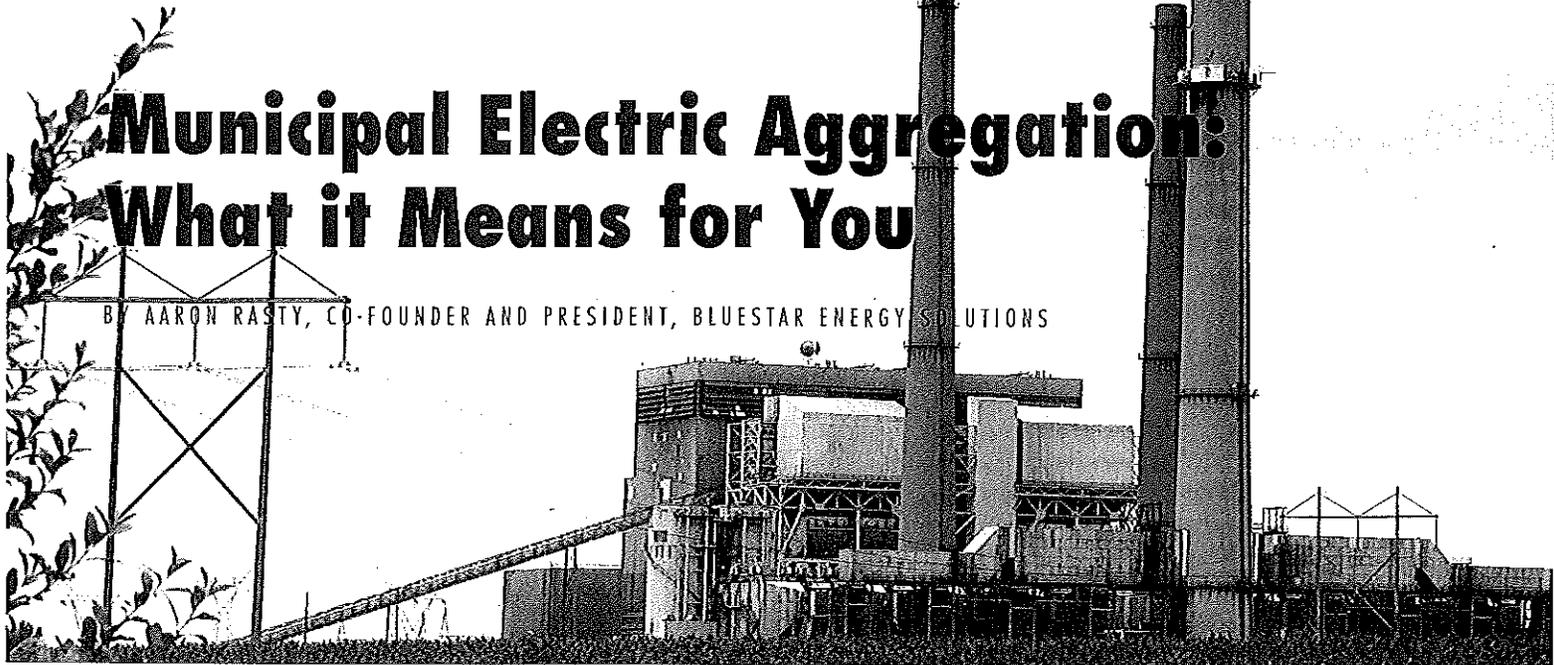
ADJOURNMENT:

Noting no further business, Ms. Schuster made a motion, seconded by Ms. Schmidt to adjourn the meeting at 10:55 a.m. The motion carried with all members present voting aye on a voice vote.

* * * * *

RECOMMENDED FOR BOARD/COMMITTEE ACTION:

:ksf



Municipal Electric Aggregation: What it Means for You

By AARON RASTY, CO-FOUNDER AND PRESIDENT, BLUESTAR ENERGY SOLUTIONS

MUNICIPAL ELECTRIC AGGREGATION

Electricity supply is one area to consider as municipalities look for ways to reduce costs, provide additional value to their communities and enhance their environmental impact. As you may know, Illinois is one of several deregulated states, offering businesses and the public the opportunity to purchase energy from a retail electric supplier. In fact, Illinois is a prime location where municipalities can make the most out of the deregulated energy market.

Through Municipal Electric Aggregation, Illinois municipalities can help residents and small businesses maximize their savings by reducing energy costs and furthering energy efficient practices for the community. It is the method by which municipal or county governments can enter into electricity purchasing agreements on behalf of consumers within their jurisdiction. By aggregating the buying power of a large number of small customers, a non-profit municipal entity can get a better deal for those customers than they would if they shop for electricity on an individual basis. In addition, it offers residents an opportunity to understand and take advantage of the benefits of a deregulated electric market.

AGGREGATION PROGRAMS

There are two ways for local governments to aggregate their communities for the purchase of energy – “opt-in” and “opt-out.” Opt-in aggregation requires the individual to enroll in the program before being included in the aggregation pool of customers. Opt-out aggregation automatically includes each household in the aggregated pool unless the individual affirmatively “opts out,” or decides not to participate.

We believe the more viable option is to provide aggregation service on an opt-out basis — customers are much more likely to utilize this service if it is provided to them on a default basis. Additionally, in opt-out aggregation the aggregator has a more

predictable energy load to use in negotiating with suppliers. Having a relatively predictable pool size of customers may increase an electric supplier’s willingness to offer lower prices and enhanced services.

BENEFITS OF AGGREGATION

Properly implemented, municipal aggregation programs offer several benefits to the end-user, including:

- ♦ **COMPETITIVE OPPORTUNITIES:** Suppliers generally compete harder for a large group of customers available through a single solicitation (such as municipal aggregation) than when approaching customers one-by-one. Suppliers are willing to provide extremely aggressive pricing in aggregation settings because of the opportunity to acquire a large number of customers quickly and at a relatively low cost per acquisition.
- ♦ **GREATER BUYING POWER:** Aggregation of demand is a way to obtain services or products at favorable prices and terms. The same is true for the purchase of electricity. Because of economies of scale, load aggregation increases the buying power of participating consumers, particularly if they seek customized services. The competitive pressure created by this increased buying power drives prices lower. This process means greater savings for municipalities and their residents.
- ♦ **ENVIRONMENTAL BENEFITS:** Municipal Electric Aggregation in Illinois is also a direct way to achieve meaningful environmental benefits. This provides an opportunity to identify environmentally-responsible energy sources, such as wind or solar, that will be part of the supply mix for the community. It is important to consider designing and implementing a meaningful energy efficiency and sustainability program that can be funded exclusive of municipal expenditures.

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- ♦ **OTHER TANGIBLE ECONOMIC BENEFITS:** Depending on how effective the program is managed, municipalities may be able to creatively apply the revenue streams from grants, free energy audits for local businesses, new energy efficiency projects, a new park or other uses.

Municipal Electric Aggregation has been successfully implemented in several other states, with Ohio being a leader. Ohio introduced aggregation in 2001 and by 2003 it was responsible for 93 percent of the electricity switching over in the state. Some 200 municipalities in Ohio, via the Northeast Ohio Public Energy Council (NOPEC), demonstrated that it is possible to put a proposal for “opt-out aggregation” to their electorate. They received support, put municipal supply out to bid, and received a better price for electricity and/or gas supply than the standard price set by the incumbent utility. The procedure is now standardized, professional advice and expertise are widely available, and the whole process can be completed in a little over 12 months. Grants were made available from this program in Ohio. Those involved credit both the Public Utilities Commission of Ohio (PUCO) and the

Ohio Consumer Counsel (OCC) for helping to make Municipal Electric Aggregation a success.¹

MUNICIPAL ELECTRIC AGGREGATION IN ILLINOIS

Municipal Electric Aggregation became available in Illinois due to the 2007 passage of the Illinois Power Agency Act, which authorized municipal and county authorities to negotiate electric power supply arrangements for their residential and small business consumers.

The Act allows local municipal or county governments to aggregate the electric loads of the residential and small business consumers within their boundaries, in order to negotiate terms with a power supplier. If accounts are transferred to a different energy supplier, the local utility (either ComEd or Ameren) remains the distributor of all electricity, while the new supplier would actually sell the electric power.

In 2011, 24 towns in the ComEd territory placed referendums on their ballots, 21 of which were approved. Below is a snapshot of communities pursuing Municipal Electric Aggregation at this time.

Community	Status
Campton Hills	Referendum Passed
Crest Hill	Supplier - Direct Energy, Rate - 5.89 cents per kWh through September 2013
Elburn	Supplier - Direct Energy, Rate - 5.99 cents per kWh through October 2012
Erie	Supplier - Nordic Energy Services, Term - 3 years
Fox River Grove	Supplier - Direct Energy, Rate - 5.99 cents per kWh through September 2013
Fulton	Supplier - FirstEnergy Solutions, Rate - 6.23 cents per kWh (residential) through July 2014
Glenwood	Supplier - Direct Energy, Rate - 5.99 cents per kWh through September 2013
Grayslake	Referendum Passed
Harvard	Supplier - Direct Energy
Lincolnwood	Referendum Passed
Milledgeville	Supplier - FirstEnergy Solutions, Rate - 5.90 cents per kWh, Term - 3 years
Morris	Referendum Passed
Mount Morris	Referendum Passed
New Lenox	Supplier - Direct Energy, Rate - 5.89 cents per kWh through September 2013
North Aurora	Supplier - Integrys, Rate 5.75 cents per kWh (residential), Term - 2 years
Oak Brook	Referendum Passed
Oak Park	Referendum Passed
Polo	Referendum Passed
Sugar Grove	Supplier - Direct Energy, Rate - 5.99 cents per kWh through September 2013
Wood Dale	Referendum Passed

Source: Illinois Commerce Commission (ICC)

IMPLEMENTATION PROCESS

While there is much more information to share on the process of Municipal Electric Aggregation, the top steps for implementation include the following:

1. Identify and retain a consultant or identify internal resources to manage program.
2. Submit referendum to be put to the electors at the next regular election in that location.
3. Receive affirmative vote of electorate.
4. Develop a plan of operation and governance for the aggregation program, and hold at least two public hearings on it.
5. Prepare an RFP and put it out to bid.
6. Notify electric utility customers in the city of the rates, conditions of enrollment and provide option to "opt-out" of the aggregation.

TIMELINE

Below is a general timeline of the key activities for a community plan for 2012.

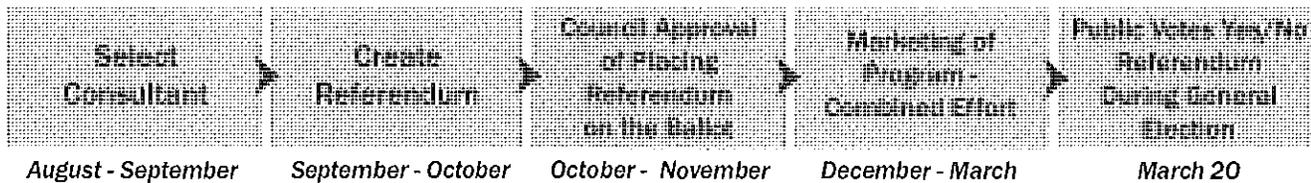
CHALLENGES & CHOICES

Most communities may lack the necessary expertise and staff to handle the aggregation process on their own. There may be challenges with managing the technical and legal aspects of analyzing load data, administering the RFP process, leading negotiations with suppliers, and providing ongoing management and monitoring on behalf of constituents.

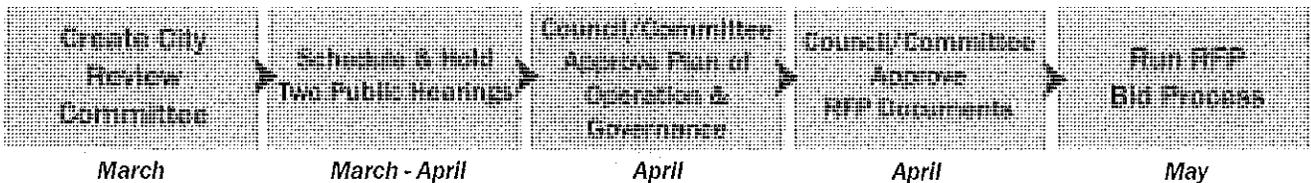
To help with the overall aggregation process, it may be prudent to consider working with a consultant with experience and capabilities to help get the job done. Municipalities typically work with a consultant to manage contracts and develop and implement energy efficiency programs, as well as to lead voter education efforts before and after the referendum. The consultant's role is to design an aggregation plan that both complies with applicable law as well as serves the agreed upon needs of the community. The consultant assists in administrative issues, solicits bids, and coordinates the selection of a supplier. After supplier selection and execution of a contract, the consultant's role is monitoring and administering the contract. The local electric utility is subject to the same laws, regulations and tariffs as the services used by other retail

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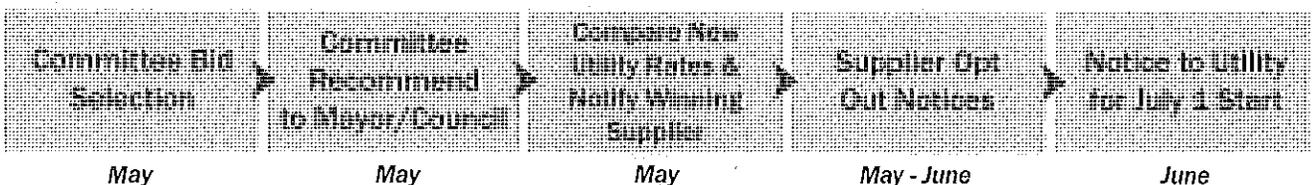
Stage 1



Stage 2 - Assume referendum is approved



Stage 3



customers; there is no degradation in utility service or bias against customers or communities utilizing municipal aggregation. In addition, the supplier serving the community is subject to strict oversight by the Illinois Commerce Commission, including licensing, consumer information and renewable portfolio standards.

There are several attributes to look for when considering a consultant, such as:

- ♦ **INDEPENDENCE** – It is important that the consultant is completely neutral in the selection of a supplier. This independence may lend greater credibility to the public perception of the program.
- ♦ **EXPERTISE/SOLUTIONS** – The consultant should have a wide range of expertise with retail electric supply, wholesale energy markets, regulatory experience and demand-side management experience, especially if the municipality is considering energy efficiency and conservation programs in the future.

One such example with an efficiency program is right here in Illinois. The city of Aurora developed the *Go Green Aurora* campaign to increase renewable energy purchases by households and businesses, and qualify

as the first U.S. Environmental Protection Agency (EPA) Green Power Community in Illinois. Aurora has helped conserve natural resources by reducing the city's carbon footprint, supporting the creation of clean energy jobs in the U.S. and assisting in the generation of new renewable energy.

- ♦ **LOCAL PERSPECTIVE** – It helps having a consultant who knows the essentials of electric supply and efficiency within Illinois. Each electric utility has its own nuances and restrictions with electric supply, rebate programs and other activities, which is why it helps to have a consultant who knows the area well.

MOVING YOUR COMMUNITY FORWARD

Municipal Electric Aggregation provides an opportunity to unlock savings for municipalities and their communities. It also can help support broader energy efficiency and sustainability efforts in the community, including solar generation of power. At BlueStar Energy, we believe that the cheapest and cleanest kilowatt hour is the one not used. Overall, this aggregation process can lead to lasting, meaningful change and real economic benefits to municipalities and their residents.

¹ Footnote: Stephen Littlechild, "Municipal Aggregation and Retail Competition in the Ohio Energy Sector," August 2007

