California Community Power

Special Meeting of the Board of Directors of CC Power

11:00 A.M.
Tuesday, October 21, 2025
Public Meeting Location: 34001 Highway 120 Groveland, CA 95321

California Community Power
NOTICE OF SPECIAL MEETING AND AGENDA

Notice is hereby given **October 21, 2025,** at 1**1:00 a.m.**

Public Meeting Location:
Any member of the public may observe the meeting and offer public comment at the following meeting location: **34001 Highway 120 Groveland, CA 95321**

AGENDA

1	**Call to Order**.
2	**Verification of Meeting Quorum**.
3	**Public Comment** – any member of the public may address the Board of Directors concerning any matter on the agenda.
4	**Regular Agenda**. A. Discussion regarding the strategic plan and potential updates.
5	**Adjournment**.

Accessible Public Meetings - Upon request, CC Power will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, phone number and brief description of the requested materials and preferred alternative format or auxiliary aid or service as soon as possible before the meeting. Requests should be sent to: Amy Freeman, 555 Capitol Mall, Suite 570, Sacramento, CA 95814 or to info@cacommunitypower.org.

CALIFORNIA
COMMUNITY POWER

CC Power
2025 Member Forum

Pre-Reading Packet

October 15, 2025

Dear CC Power Board Members,

On behalf of the Ad Hoc Committee for the CC Power Strategic Plan Refresh, thank you in advance for participating in the upcoming in-person CC Power Member Forum on October 21–22. This forum is a key step in CC Power's continued growth, and we have designed the program to make the most of your time and engagement.

The primary goal of the forum is to facilitate the Board's discussion on strategic priorities for CC Power, informing our Strategic Plan refresh and prioritization effort. While the organization has matured and is currently focused on bringing power projects online over the next three years, its longer-term priorities—such as those looking ahead to 2030—have yet to be clearly defined.

The attached pre-reading materials will prepare you to discuss, vet, and shape potential prioritization areas at the in-person meeting.

Prioritization discussions will consider the following questions:

- Value propositions: What are the top value propositions we want from CC Power?
- Incremental Priorities: For 2030, what types of joint action activities will yield high and useful value for member CCAs and the broader CCA community?
- Baseline: What baseline levels of operations will CC Power already undertake based on existing projects and the original strategic plan?

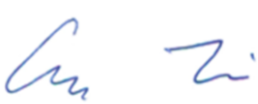
To support this discussion, the Board was surveyed on potential strategic priorities. The attached materials provide overviews of the higher ranked priorities and will serve as a foundation for the Board's discussions. Each priority's write-up includes an explanation of its scope and what this strategic priority may entail.

Within each strategic priority, the Board will have the opportunity to consider different implementation models, resourcing strategies, and other relevant factors.

This exercise is intended to align the Board around shared strategic priorities and to help the Ad Hoc Committee develop recommendations for CC Power's strategic direction. These recommendations can then be considered by the full Board, guiding CC Power as it continues to mature.

I look forward to working with you and to bringing the Board together for this important effort.

Sincerely,



Alex J. Morris
General Manager
California Community Power

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I. Baseline of CC Power Operations and Ongoing Components of CC Power

Executing CC Power's 2022 Strategic Plan and acting to administer the existing power contracts has required certain CC Power operations and components. We refer to the provision of these necessary functions or services as the 'baseline operations'.

There are two main components of baseline operations.

1. ***Baseline Operations as established in the 2022 Strategic Plan and through current operations***
   - **Vision** – to leverage the buying power of our members to deliver more cost-effective, clean, and reliable energy solutions for our customers.
   - **Mission** – to develop, acquire, construct, own, manage, contract for, engage in, finance and/or provide energy related programs and services for the use of and by its members.
   - **Core Structures**
     - i. Phasing Model
       1. Phase 1 – assess joint-action ideas through Working Group(s) – *all members*
       2. Phase 2 – take actions to create a specific joint action opportunity – *participating members only*
       3. Phase 3 – execute on any authorized joint-action opportunity – *participating members only*
     - ii. Cafeteria Menu
       1. Members opt-in to Phases 2 and 3
     - iii. Cost allocation by Phase:
       1. All members pay for General and Administrative (G&A) and Phase 1
       2. Only interested members pay for Phase 2 or Phase 3 projects
     - iv. Scope of joint action may include:
       1. Power projects, project ownership, joint program services, joint power services, joint IT or administrative functions, etc.

2. ***Baseline Operations required for the management of existing Phase 3 power project contracts and approved Work Plans (Budget)***
   - Annual work plans direct ongoing work for Phase 3 contract management and for G&A, Phase 1, and some Phase 2 work.
     - i. Authorized Phase 3s: Ormat, Fish Lake, Tumbleweed
       1. 213 MW
       2. $2.04 billion in forecast PPA costs over life of Phase 3 contracts
     - ii. Baseline functions will ultimately include capabilities for numerous areas:
       1. Origination
       2. Contract Management
       3. Market Operations and Settlements
       4. Compliance
       5. Valuation & Quantitative Analysis

6. Member Billing and Project Account Tracking and Settlement
7. Project Management
8. General Management and Administrative
9. Board Support and Operations

iii. Baseline functions are achieved through a blend of staffing and use of consultants.

1. Current staff: 5
2. Consultants and service providers for: accounting, legal, project management, specific power project services (scheduling coordinator, resource optimization, owner's engineer), etc.

II. Ad Hoc Committee, Survey, and Identified Priorities

Ad Hoc Committee

An Ad Hoc Committee was established by the Board at the August 20, 2025 Board meeting to oversee a refresh of the 2022 Strategic Plan. The Ad Hoc Committee has sought to enable strong prioritization by CC Power through the identification and pursuit of joint-action Strategic Priorities for which CC Power should possess capabilities to offer either now or in the future, e.g., by 2030. As part of their charge, this Committee will socialize and lead discussion at the Member Forum.

The Ad Hoc Committee Members include Howard Chang, Lori Mitchell, Mitch Sears, and Monica Padilla.

Ad Hoc Committee Members met five times on September 5, 10, and 16, and October 3 and 10, 2025.

Approach and Survey Design

The Ad Hoc Committee opted to survey members for possible joint action strategic priorities. From this survey, a list of top candidates as strategic priorities was developed. These candidate strategic priorities will be discussed at the Member Forum.

Following the Member Forum, the Ad Hoc Committee will work to develop a final recommendation on strategic priorities for the Board's consideration.

Survey Results

The survey results showed that five 'strategic priorities' should be further explored through this process, and that a large majority of members showed interest in selecting three strategic priorities for implementation by 2030.

- Planning Horizon: 2030, i.e., 5 years from now
- Potential strategic priorities to set: 3 but may vary
- Number of strategic priorities the Board should discuss and evaluate: 5

The Five Candidate Strategic Priorities

- Procurement of wholesale power resources through solicitations and contract management (9 votes)
- Technology demonstrations (5 votes)
- Owning wholesale power assets (4 votes)
- Expanded power-related portfolio management and planning services (4 votes)
- Distributed Energy Resources deployment and related competencies (4 votes)

Members had different understandings of each of the strategic priorities. A uniform understanding of any potential strategic priority will be key for Board Members to further consider or adopt any such priorities. Therefore, the following overviews have been prepared to further explain the five potential strategic priorities. Board discussion may lead to changes in how any strategic priority is defined and scoped.

III. Overview of Top Five Potential Strategic Priorities

Strategic Priority 1: Procurement of Wholesale Power Resources through Solicitations and Contract Management

Summary: CC Power continues to conduct solicitations or related activities (such as bilateral negotiations and RFIs) to support members with deal-flow and project opportunities. Projects selected through such procurement activities are then managed through the CC Power joint action model, leveraging CC Power's valuation, contract origination, contract management, project management, market operations, settlements, and compliance functions, and/or eventual finance capabilities to facilitate pre-pay transactions.

CC Power follows Board, budget, and Working Group input to assess and propose procurement activities that members may elect to participate in. In some cases, this work may solve for a clear procurement need for members (e.g., 2021 MTR procurement solicitation). In other cases, the work enables members to explore opportunities for advancing specific technologies (e.g., 2025 Geothermal RFI) or to gain visibility to market pricing through joint solicitations. CC Power's solicitations may also serve strategic purposes, such as by soliciting for unique deal structures (e.g., 2024 RFP that sought build transfer offers).

All of CC Power's solicitations have had all members participate and the currently executed Phase 3 contracts have 6 or more participants per deal.

Since many CCAs may benefit from these types of services and the scale and costs could be material, a joint action approach to continue providing this service for CCAs may be prudent. In addition to continuing to offer at least annual solicitations to meet members' RA, RPS, and IRP procurement needs, CC Power could explore incremental procurement targets such as (i) procuring out-of-state transmission service rights to more efficiently secure and transfer out-of-state resources' power to the CAISO, (ii) procuring short-term market products (RA, energy, RECs, financial hedges, etc.) at scale to solve the needs of multiple members, (iii) securing tolling rights to fossil fuel units to maintain system reliability while securing energy hedges and avoiding impacts to members' Power Content Labels, among other ideas.

Prioritization of this area means that CC Power should continue to offer this joint action service and should further augment capabilities to offer this service. Members will be aware of CC Power's potential offerings and can opt-in, if of interest. Such services may, where warranted, include 'bread and butter' technology types which some members may wish to assess through CC Power, including at larger scales. Such services may also include more specialized solicitations, such as for asset ownership. Related CC Power functions will include contract negotiations, contract management, legal support, management of sub-committees, market operations, compliance and reporting, and settlements, etc.

Key Clarifications:

Each member's participation in procurement activities may differ based on various factors, including the technology type being solicited, the contract structure, procurement need, or other factors. The 'opt-in' structure should ensure that only interested members participate and bear the costs of participation.

The Phase 1 Resource Planning Working Group allows all members to track or shape how and what CC Power may assess as possible joint-action ideas.

Most functions of this Strategic Priority are already established at CC Power.

CC Power has not completed a pre-pay at this time.

Strategic Priority 2: Technology Demonstrations

Summary: Members express interest in pursuing power-sector projects that may be unusual, risky, or expensive. Such 'big or weird' projects are often a fit for joint action. Execution and delivery of such projects may require collaborative approaches as they involve more difficulty, legwork, and uncertainty. Candidate technologies for this priority area may include exotic energy storage technologies, emerging decarbonization power sources like carbon-capture and hydrogen, small modular nuclear reactors, nuclear fusion, offshore wind, enhanced or advanced geothermal, or other technologies. At times, distributed resources may also involve emerging technologies that could fit within this Strategic Priority, e.g. fuel cells and microgrids. CC Power has already acted to support several of these objectives with its 2023 Offshore Wind RFI, engagement with the CADEMO offshore wind project, Phase 2 negotiations for compressed air energy storage, an RFI and MOUs for enhanced and advanced geothermal projects, and planned launch of its 2025 Clean Generation and Capacity Resource RFP that will include an emerging technology RFI track. Incremental opportunities could include exploring partnerships in offtake from small modular nuclear facilities with other LSEs and pursuing offtake from other innovative technologies.

Over time, CCAs may also leverage CC Power to establish a demonstration 'hub' or technology center. Such practices exist for many utilities and may be an eventual function that CCAs will need or want. SCE has an "Advanced Technology" center and Grid Modernization department. SMUD is testing a flow battery at one of its solar facilities with funding from the California Energy Commission[1]. Salt River Project uses its Copper Crossing Energy and Research Center for exploring new technologies and is currently pursuing development of two different types of flow batteries.[2] Procurement entities often are expected to support and understand emerging technologies, informing safety, risks and performance, standards, deployment timelines, etc. Additionally, emerging technology and demonstration efforts often involve use of grants to support Research Development and Demonstration type functions.

Since many CCAs may benefit from these types of services, but the scale and costs could be material, a joint-action approach to providing this service for CCAs may be prudent.

Prioritization of this area means that CC Power would work to offer these incremental types of joint action opportunities and should possess capabilities to offer this service. Capabilities may result from in-house or contracted support. Members will be made aware of CC Power's potential offerings and may opt-in, if of interest. Given the nature of these technologies, Phase

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[1] "Hedge ESS Flow Battery Pilot and Demonstration." California Energy Commission. https://www.energizeinnovation.fund/projects/hedge-ess-flow-battery-pilot-and-demonstration

[2] "Continued development of Copper Crossing", Salt River Project. Continued Development of Copper Crossing | SRP

See also: "SRP and ESS Announce New 50 MWh Long Duration Energy Storage Pilot Project", SRP and ESS Announce New 50 MWh Long Duration Energy Storage Pilot Project

2s may take longer than usual, and may involve ongoing levels of collaboration. Project support efforts, such as pursuit of grants or support funding, would be in scope, subject to direction and approval from the CC Power Board, governing policies, subcommittees, etc.

Key Clarifications:

This Strategic Priority will overlap at times with those of Strategic Priority 1. We differentiate this service to better pinpoint the 1) riskier, larger, or more difficult development aspects of some technologies and 2) the demonstration-type work that can inform many CCAs on technology viability, performance, etc. while positioning CCAs as industry leaders.

Enhanced or advanced geothermal technologies may fit in this priority area, but traditional geothermal technologies may fit under Strategic Priority 1.

On the demonstration side, this service would typically focus on grid-scale demonstrations, e.g. >1 MW in size, but smaller or earlier-stage pilots may also be included.

Individual projects within this Strategic Priority may involve seeking funding support such as grants. Competencies for grant management may be needed.

This service may eventually lead to the establishment of a site or ‘center’ specifically for CCAs’ project testing and execution. Details and timing of this would need to be considered.

Strategic Priority 3: Owning Wholesale Power Assets

Summary: CC Power serves to derisk procurement activities through joint action, wherein risks are reduced through less compliance or financial exposure by individual members participating in a given project. CC Power has been exploring opportunities for resource ownership over the last 2 years and may be in a position to advance an opportunity, should one be attractive to members.

CCAs may consider power plant ownership for various reasons, including long-term financial upside, balance sheet maturation, control of interconnection capacity, diversification of procurement approaches, concerns about the balance of risks and rewards in PPAs or tolls, etc. As CCAs establish ever stronger credit ratings and stabilize into permanent agencies for their communities, the long-term advantages of ownership become further relevant.

The scope of project ownership may also expand to other types of power infrastructure, including potential transmission investments, similar to that of the Balancing Authority of Northern California (BANC), which operates and oversees jointly owned transmission infrastructure.

Joint action approaches to ownership are prudent given the potential costs, complexities, and sizes of projects.

Prioritization of this area means that members will explore ownership opportunities and ongoing management via joint action with CC Power as the likely venue for such work. CC Power will prudently establish capabilities to pursue and manage wholesale asset ownership on behalf of members. Members will be aware of CC Power's potential offerings and can opt-in if of interest. Ownership activities will occur over decades. Details on operating approaches or involvement will require further discussion.

Key Clarifications:

- Ownership may be pursued without directly taking on the duties or staffing of plant O&M. The Board will consider whether or how to use contractual ownership models as opposed to providing O&M functions directly through in-house staff. The 2022 Strategic Plan contemplated partnerships as a way to leverage capabilities of others.
- Financing for ownership will be a new process for CC Power and for some CCAs. Approaches and structures for financing investments are expected to mirror those of other joint action opportunities by leveraging the Project Participation Sharing Agreement construct.
- CC Power is taking steps to prepare for ownership considerations by members:

- Build Transfer valuation model assessing value of power plant ownership, financing, and direct pay.
- Build transfer pro forma agreement and term sheet have been developed.
- Solicitations for ownership opportunities and comparison with PPAs and tolls.
- Transmission and Distribution learning exercises for members and CC Power in 2025-2026.
- Roadmap and exploration of equipment bulk buys. Such bulk-buys would build experience with equipment management, etc.

Strategic Priority 4: Expanded Power-Related Portfolio Management & Planning Services

Summary: CC Power provides capabilities, tools, and joint action opportunities for power portfolio management and planning. All CCAs possess and use varying portfolio management tools, staff, or service providers, including for forecasting, planning, analysis, strategy, etc. A joint action approach to undergird these functions may allow cost savings and further enhancement of such functions, which may include the establishment of proprietary energy price forecasts, long-term strategy development, specialized market analysis, etc. This area of services could also include the potential RA Optimization Pool service, or subscription and management of power system analysis tools, e.g. PowerSIMM. CRR analysis and strategy could be included.

Approaches to joint action may include bulk buys for information services or software, shared approaches to efforts like forecasting, coordinated IRP planning efforts, modeling the costs and value of deployment of new technologies, performing regulatory compliance reporting, etc. Any approach to further build CC Power's capabilities to offer such services will involve exploration of contractors, staffing, etc. Such functionality may also support members as a safety net in the case of staff turnover, etc.

Prioritization of this area means that CC Power will further offer joint action opportunities in these areas and should further augment capabilities to offer this service. Members will be aware of CC Power's potential offerings and can opt-in, if of interest. Such services may include ongoing services as well as one-off type services such as a report on long-term grid solutions for 2050. Functions in this area will also flange with ongoing contract management efforts, potential short-term transaction needs (Strategic Priority 1) and may inform joint-procurement considerations. Prioritization here may also give members options for support when and if needed.

Key Clarifications:

- Each member has different needs and will use CC Power services differently.
- Considerations on costs and approaches to resourcing, such as 'in-house' versus contracting, will warrant further discussion.
- This strategic priority would include discrete opportunities that would require opt-in by members, e.g. for forecasts, bulk buys, RA optimization service, etc.
- It will be important to differentiate modeling-related work through this effort, which would focus on procurement recommendations for members, from CalCCA's modeling which tends to focus on advocacy.
- CC Power's existing bulk-buys of the Gridwell RA report and the WoodMac data service would fit within this Strategic Priority.

Strategic Priority 5: Distributed Energy Resources (DER) Deployment

Summary: CC Power presents members with opportunities to use joint action to scale beyond individual members' territories for DER deployments. Two main flavors of this service could be to i) solicit for DER deployments (solar, storage, fuel cells, microgrids, etc.) in member territories at discounted pricing and to have deployments across multiple members' territories, or ii) to help administer a multi-territory DER subsidy program, focusing on solar, storage, and/or other equipment. Such offerings could support local reliability, data center interconnection, or other functions. Contracts for a portfolio of DERs to be deployed across multiple members' territories could provide local investment and reliability / resiliency benefits but derisk against any individual project's failure through a portfolio deal structure. While educational and procurement activities may be similar for DERs as with wholesale procurement activities in the Baseline, contract management and program oversight would require incremental staffing and capabilities to be implemented.

Bulk buys of DER-type equipment and distribution thereof to CCAs programs teams could also be considered. Depending on the form of joint action pursued, this offering could support member-led programs *or* could work more as a distributed energy procurement activity with longer-term contract administration.

Many CCAs and utilities play roles with DER deployments. SMUD uses a program-style subsidy to use local behind-the-meter batteries as a demand response aggregation. The Self-Generation Incentive Program (SGIP) required utilities to administer territory-wide rebates for solar and storage deployments. CCA-specific DER deployment approaches exist in many CCAs, including for government buildings, for direct pay tax credit monetization, or as subsidies for select customer appliances. Multi-territory programs administered by CC Power may also demonstrate CCAs' capabilities to the CPUC and could reduce the use of IOUs for administering some programs.

Joint-action approaches to DERs may be prudent given the benefits standardized programs that span across CCA territories can provide in terms of reducing administrative burdens, risks and difficulties associated with DERs deployments, etc., but would likely require the establishment of a Programs Working Group, complementary to the existing Resource Planning Working Group.

Prioritization in this area means that CC Power will look to offer and support CCAs' DER deployment functions. CC Power may work to support offerings for DER subsidy programs, help coordinate multi-territory programs, or solicit for DER deployments as a power solution, including virtual powerplants, etc. Approaches for acquiring capabilities will depend on programmatic needs and other factors, but may require project management staff, etc.

Key Clarifications:

- Numerous types of services could be offered as part of this priority area.
- CCAs will need to be involved to retain customer contact/relations even when CC Power provides joint-action offerings that affect CCA customers.
- The Resource Planning Working Group does not include staff from CCA programs teams. Depending on the joint-action projects being explored, different CCA staff may be needed to evaluate interest and/or provide input. The idea of a 'Programs Working Group' has been under consideration and would allow for consideration of potential DER joint-action opportunities.
- On a MW level, these deployments will be small.
- It is assumed that every CCA is offering programs, subsidies, or other DER-related activities in their territory.
- Interplay with Regional Energy Networks should be considered.[3]
- On a program specific basis, funding support could be sought through grants, cap-and-invest funds, or other sources, if applicable.

[3] California's Regional Energy Networks: Empowering Local Solutions for a Clean, Affordable Energy Future - CivicWell