California Community Power

Regular Meeting of the Board of Directors of CC Power

1:00 P.M.
Wednesday, September 16, 2026
Teleconference Meeting

California Community Power
NOTICE OF REGULAR MEETING AND AGENDA

Notice is hereby given **September 16, 2026,** at **1:00 p.m.**

Teleconference Information:

The following information is being provided as the forum by which members of the public may observe the meeting and offer public comment:

Phone number: 1-669-219-2599 or 1-213-338-8477

Webinar ID: 86469702309

Meeting Link: https://svcleanenergy-org.zoom.us/j/86469702309

If a member of the public would like to make a comment during the public comment period through the teleconference system, please use the 'Raise Hand' function and staff will note your desire to speak. Alternatively, for members of the public joining by telephone (audio only), please email your public comment to comments@cacommunitypower.org. Public comment received by email will be read within the allotted public comment period.

Public Meeting Locations:

Any member of the public may observe the meeting and offer public comment at the following addresses where Board members may also join the meeting:

Ava Community Energy
1999 Harrison Avenue, Suite 2300
Oakland, CA 94612

CleanPowerSF
San Francisco Public Utilities Commission
525 Golden Gate Avenue
San Francisco, CA 94102

Redwood Coast Energy Authority
633 3rd Street
Eureka CA 95501

San José Clean Energy
4 N. 2nd Street, Suite 700
San Jose, CA 95113

Silicon Valley Clean Energy
Sunnyvale Civic Center
Madrone Room
456 W Olive Ave.
Sunnyvale, CA

WestLight Energy
2075 Woodside Road
Redwood City, CA 94061

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 at least 3 days before the meeting. Requests should be sent to: Stephanie Smith, 500 Capitol Mall, Suite 2500, Sacramento, CA 95814 or to info@cacommunitypower.org.

CALIFORNIA COMMUNITY POWER

AGENDA

1	**Call to Order**.
2	**Verification of Meeting Quorum**.
3	**Matters Subsequent to Posting the Agenda**.
4	**Public Comment** – any member of the public may address the Board of Directors concerning any matter not on the agenda.
5	**Consent Agenda**. A. Minutes of the Regular Board Meeting held on May 20, 2026. B. 2025-2026 Annual Financial Statements (Unaudited).
6	**Regular Agenda**. A. Internal Assessment of Financial Operations and Practices – *Information Item*. B. Strategic Plan Development and Implementation – *Discussion Item*. C. Member Forum – *Information Item*. D. Receive General Manager Report – *Information Item*.
7	**Discussion of Any Individual Member Items**.
8	**Closed Session.** A. PUBLIC EMPLOYEE PERFORMANCE EVALUATION pursuant to Government Code Section 54957: Title: Executive Director.
9	**Adjournment**.

California Community Power

Consent Agenda 5A

1. **Minutes of the Regular Meeting of the Directors of CC Power held on May 20, 2026**

CALIFORNIA COMMUNITY POWER (POWER)

May 20, 2026

On this date, a Regular Meeting of the Directors of CC Power was held via teleconference. Directors participated from the following public locations and members of the public had the opportunity to participate in public comment at each location.

Public Meeting Locations:

Any member of the public may observe the meeting and offer public comment at the following addresses where Board members may also join the meeting:

Ava Community Energy
1999 Harrison Avenue, Suite 2300
Oakland, CA 94612

Central Coast Community Energy
70 Garden Court, Suite 300
Monterey, CA 93940

CleanPowerSF
San Francisco Public Utilities Commission
525 Golden Gate Avenue
San Francisco, CA 94102

Peninsula Clean Energy
2075 Woodside Road
Redwood City, CA 94061

Redwood Coast Energy Authority
633 3rd Street
Eureka CA 95501

San José Clean Energy
4 N. 2nd Street, Suite 700
San Jose, CA 95113

Silicon Valley Clean Energy
333 W El Camino Real, Suite 330
Sunnyvale, CA 94087

Valley Clean Energy
604 Second Street
Davis, CA 95616

Representatives:

Member Agency	Director
Ava Community Energy	Howard Chang
Central Coast Community Energy (3CE)	Robert Shaw
CleanPowerSF	Barbara Hale
Peninsula Clean Energy (PCE)*	Shawn Marshall
Redwood Coast Energy Authority (RCEA)	Beth Burks
San José Clean Energy (SJCE)	Lori Mitchell, Chair
Silicon Valley Clean Energy (SVCE)	Monica Padilla
Sonoma Clean Power Authority (SCP)	Absent
Valley Clean Energy	Mitch Sears

*Now WestLight Energy

CALIFORNIA COMMUNITY POWER
MINUTES – Regular Meeting of May 20, 2026

Other Participants:

Alex Morris	General Manager
Philippe Gerretsen	Director of Origination
Joshua Nelson	General Counsel

1 Call to Order – Chair Shaw called the meeting to order at 1:00 p.m.

2 Verification of Meeting Quorum - Mr. Nelson verified that there was a quorum to proceed. Attendance is noted above. All Directors present participated via teleconference. All votes were via Roll Call

3 Matters Subsequent to Posting the Agenda

None.

4 Public Comment – any member of the public may address the Board of Directors concerning any matter not on the agenda.

There was no Public Comment.

5 Consent Agenda - Chair Shaw invited comments from the Board and there were none. Public Comment: None.

A. Minutes of the Regular Board Meeting held on April 22, 2026.
B. Receive Q1 2026 Financial Statements (unaudited).

ACTION: M/S (Padilla/Sears) **to approve the Consent Agenda** as presented. Motion passed unanimously.

6 Regular Agenda.

A. Public Hearing for Consideration of Draft Recommended 2026-2027 Work Plan and Budget (Resolution 26-05-01), Including the Draft Recommended 2026-2027 Tumbleweed Project Annual Budget (Resolution 26-05-02) and Information on Vacancies and Recruitment and Retention Efforts

General Manager Morris presented an overview of the proposed budget, beginning with the changes requested at the April Board Meeting. Those changes included showing the budget to actual expenditures, opportunities to reduce overall spending, and any proposed reductions in the Willow Rock Phase 3 budget and the Build Transfer Agreement, noting that review resulted in a proposed reduction of $339,000. He noted there was a high degree of uncertainty in some of the project spending, which resulted in a $2.5 million end of year savings, most of which would be carried over to the 2026-2027 Budget. General Manager Morris reviewed the Work Plan for 2026-2027. He reviewed the proposed budget in further detail, noting the total expenditure was approximately $4.3 million. He explained how agency specific project carryover calculation methodology. He provided information on current vacancies and future staffing needs. He reviewed the Tumbleweed project specific budget.

Responding to Board inquiry, General Manager Morris stated that Phase I included negotiation costs for several PPA's, assuming they would emerge out of the solicitations. He clarified it would be streamlined in future fiscal year budgets to better reflect when the costs are incurred. He further responded to inquiry regarding the decrease in "other professional services", indicating that it was largely due to less money required for consultants on the various sub projects across all the agencies as well as the large computer infrastructure purchases this year not needing to be carried over into next year's budget, resulting in a decrease.

There was no public comment.

ACTION: M/S (Padilla/Marshall) **to adopt Resolution No. 26-05-01, approving the 2026-2027 Work Plan and Budget**. Motion passed unanimously, with Director Syphers absent.

ACTION: M/S (Burks/Sears) **to adopt Resolution No. 26-05-02, approving the 2026-2027 Tumbleweed Project Annual Budget**. Motion carried, with Director Syphers absent and Directors Chang and Shaw abstaining.

B. Strategic Plan Development and Implementation

General Manager Moris outlined the Strategic Plan, calling it non-binding, directional and advisory, showing where CC Power could move over the 2026-2027 Fiscal Year. He reviewed the four strategic priorities adopted in December of 2025, including Procure (Procurement and Contract Management of Wholesale Power Resources); Explore (Assess and procure emerging, higher risk, and unusual technologies or projects); Own (Lead member-CCA power asset ownership efforts); and Implement (Successfully implement and manage ongoing or future Phase 3 project agreements).

He focused the remainder of his presentation on the principles and desired goal/outcomes for each of the strategic priorities.

Board discussion ensued, with comments regarding the Procure strategic priority providing feedback as to the need for further clarification as they moved forward through the fiscal year. Further discussion focused on making the strategic plan flexible, particularly for the Implementation strategic priority, to avoid placing unnecessary constraints on staff the board in the future. Additionally, it was requested to remove “shall not” language in areas where the plan discussed things the Board was not going to focus on.

General Manager Morris expressed thanks for the constructive feedback, stating the Plan would come back to the Board for approval later in the year.

There was no public comment.

C. Recognition of Barbara Hale for Service to CC Power (Resolution 26-05-03)

General Manager Morris expressed gratitude for Director Hale’s service on the CC Power Board of Directors since its inception, representing Clean Power San Francisco, and highlighted two of her contributions, including arranging the tour of the Hetch-Hetchy Basin facility in 2025 so the board could view complex and vital infrastructure, and her keen sense of detail in reviewing agency documents, which has helped the staff be more efficient and productive. He congratulated her on her retirement and wished her well in her future endeavors.

The Board congratulated Director Hale on her retirement and shared memories of her service through the years.

Director Hale offered remarks upon her retirement, thanking the Board and the staff for their collaboration throughout her tenure, and expressing appreciation for being a part of the Board.

There was no public comment.

ACTION: M/S (Padilla/Mitchell) **to adopt Resolution No. 26-05-03, recognizing Director Barbara Hale for her service on the California Community Power Board of Directors.** Motion passed unanimously, with Director Syphers absent.

D. Received General Manager Report

General Manager Morris presented his report. He reported on the status of the Project Opportunity Notices (PON’s) for various Phase 2 and Phase 3 projects which have been issued, provided a financial update and restated the budget status and reported it was anticipated the agency would “underspend” the adopted budget by approximately $2.5 million, announced future board meetings and noted the June and/or July board meetings may be cancelled due to timing of substantive agenda items, announced the Tumbleweed Project ribbon cutting, and reviewed the various agreements executed under his authority over the last month.

7 Discussion of Any Individual Member Items.

Director Marshall mentioned several board members might have a scheduling conflict on the June meeting date due to a facility ribbon cutting.

8 Adjournment:

The Board of Directors adjourned the meeting at 2:25 p.m.

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Monica Padilla, Secretary

California Community Power

Consent Agenda 5B

B. 2025-2026 Annual Financial Statements (Unaudited).

California Community Power

901 H St, Ste 120 PMB 157 Sacramento, CA 95814 | cacommunitypower.org

Board Memo

To: CC Power Board Members

From: Alexander Morris, CC Power General Manager

Subject: 2025-2026 Annual Financial Statements (Unaudited)

Date: September 8, 2026

Board Action Requested

Accept these Annual Unaudited Financial Statements.

Summary

California Community Power ("CC Power") operates under a Fiscal Year and provides regular financial updates. In addition to providing annual audited financial statements, the agency provides periodic unaudited financial statements to inform the Board and public on financial matters.

In addition to financial statements, CC power also provides financial updates to the Board and Public through the General Manager (GM) Report at Board Meetings, wherein certain financial information is shared and explained.

The accompanying unaudited financials provide public disclosure of CC Power's unaudited 2026-2027 Fiscal Year. Additional context regarding financial matters is laid out in the separate GM Report, which notes that favorable variances from the Board-approved budget occurred in FY 2025-2026 due in large part to the Tumbleweed Energy Storage Project coming online later than originally planned and delayed or fewer launches of new Phase 2 Projects.

Audited financials will be provided to the Board upon completion. CC Power's 2025-2026 Fiscal Year audit is scheduled to be completed in December 2026.

CALIFORNIA COMMUNITY POWER

STATEMENTS OF NET POSITION
AS OF JUNE 30, 2026

	2026	2025
ASSETS		
Current assets		
Cash and cash equivalents	$ 9,120,406	$ 1,966,276
Receivable from members	1,392,393	1,185,647
Energy settlements receivable	324,173	
Prepaid expenses	135,723	25,814
Total current assets	10,972,695	7,677,737
LIABILITIES		
Current liabilities		
Accounts payable	1,765,502	98,352
Payroll and related liabilities	80,406	78,880
Deferred revenue	6,874,190	1,537,945
Supplier security deposits	-	450,000
Total current liabilities	8,720,098	6,665,177
NET POSITION		
Unrestricted	2,252,597	1,012,560
Total net position	$ 2,252,597	$ 1,012,560

These financial statements do not contain note disclosures, have not been subjected to an audit or review or compilation engagement, and no assurance is provided on them.

CALIFORNIA COMMUNITY POWER

STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION YEAR ENDED JUNE 30, 2026

	2026	2025
OPERATING REVENUES		
Member contributions	$ 5,019,589	$ 2,496,379
Total operating revenues	5,019,589	6,996,379
OPERATING EXPENSES		
Energy expense	1,373,772	-
Contract services	701,151	1,032,418
Staff compensation	1,545,391	1,102,871
Other operating expenses	339,341	156,517
Total operating expenses	3,959,655	6,791,806
Operating income	1,059,934	204,573
NONOPERATING REVENUES		
Investment income	180,103	7,235
CHANGE IN NET POSITION	1,240,037	211,808
Net position at beginning of year	1,012,560	800,752
Net position at end of year	$ 2,252,597	$ 1,012,560

California Community Power

Agenda Item 6A

A. Internal Assessment of Financial Operations and Practices – ***Information Item***

California Community Power

901 H St, Ste 120 PMB 157 Sacramento, CA 95814 | cacommunitypower.org

Board Memo

September 8, 2026

To: CC Power Board Members

From: Alexander Morris, CC Power General Manager

Re: Findings related to internal assessment of CC Power's financial operations and practices

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Board Action Requested

None. Information only.

Background

In administering joint-action projects and holding or managing members' funds for these purposes, CC Power needs strong financial operations, including spending controls, financial information sharing, invoicing, banking, etc.

With an active power project (Tumbleweed Energy Storage Project) now online, CC Power has hired a Fractional CFO consultant, Andy Stern, to review CC Power's financial operations and to inform go-forward financial management needs. An expense of this type was included in the Board approved budget.

Mr. Stern has provided his findings in a memo to the General Manager. That memo is appended, and a briefing will be provided to the Board.

Summary and Discussion:

Mr. Stern's assessment concludes that CC Power's financial operations and practices are prudent and sufficient for current operations. While noting small improvements that can be implemented over time, Mr. Stern identifies that CC Power operates in line with Board-approved financial policies and staff-led procedures.

Mr. Stern's findings cover the following areas:

- Accounting and Cost-allocation
- Banking and Cash Management
- Budgeting and Work-estimation
- Financial Reporting and Dashboarding
- Member Invoicing
- Payment and Controls
- Go-forward duties for a Fractional-CFO type role

The Board will be briefed on these findings and will have an opportunity to discuss the findings at the September16, 2026 Board Meeting.

Improvement areas, based on Mr. Stern's memo, may include further standardization of financial dashboards, simplifications related to invoicing and budgeting, and fine-tuning of invoicing materials and distribution lists.

Next Steps

CC Power will review the findings and implement go-forward solutions.

Beyond already-underway enhancements to centralize invoice collections and financial control protocols, starting in September-October, CC Power staff plan to:

- Post for an ongoing fractional-CFO consultant, in line with the Board-approved 2026-2027 Budget.
- Enhance and finalize plans for 2026-2027 invoices for approved Phase 2 and non-operating Phase 3 projects (per approved budget). Invoicing will reflect if, when, or how to reduce complexity of up-front collections of 'unallocated' funds. Any adjustments will remain compliant with the Board-approved Budget and related policies.
- Enhance and further standardize financial dashboards and Project Account Balance Statements (PABS) issuances.

California Community Power

901 H St, Ste 120 PMB 157 Sacramento, CA 95814 | cacommunitypower.org

Date: August 25, 2026

To: Alex Morris, General Manager

From: Andy Stern

Re: Summary of Observations from June 15, 2026 to Date

Background

I have been engaged as Fractional/Interim CFO for CC Power since June 15, 2026. The scope of my work has been to assess CC Power's overall financial operations including: 1) accounting and cost-allocation, 2) banking and cash management, 3) budgeting and work-estimation 4) financial reporting and dashboarding, 5) member invoicing, 6) payments and controls.

As part of this work, I am providing an update on my findings to date. I also will continue providing guidance on relevant matters, supporting day-to-day financial management duties, and recommending a scope of work for any permanent CFO or financial management consultant or staff.

Below are my observations, comments, and suggested areas for improvement (including some that are already being implemented).

Summary of Findings

In general, I have found that CC Power's management has taken great care to budget expenses and to provide reasonable oversight and delegation of authority for financial management. Processes have been carefully followed to require review/approval by multiple staff before invoices are released for payment. The Board should have confidence that foundational controls are sound, and that overall financial management is well-handled. The use of Phase 1 budgets appears to allow members to engage with potential joint-action opportunities at low cost before opting in. Significant effort is made to accurately allocate Member-specific expenses, even for expenses that would be deemed immaterial for most of for the member CCAs.

Ongoing efforts to improve the presentation of financial information and forecasts should be useful for managerial, Board, or member purposes.

Accounting and Cost-Allocation

Currently, detailed processes are in place to ensure that every expense and all staff time are carefully allocated to each project and member. This process supports the identified goal of ensuring members pay only for the projects in which they participate. Staff time allocation is carefully considered across projects and efforts that are not allocatable to projects. These detailed efforts appear to also require significant time spent on expenses that seem to be immaterial to member billing.

While accurate, the year-end reconciliation of unallocated amounts, as well as amounts tracked for closed/terminated projects, is time-consuming and complex to explain to members.

The implementation of a "zero-out" initiative for unused budgets on closed or terminated projects is being implemented. This change should improve member communications and billing clarity.

Banking and Cash Management

Based on my review, CC Power's cash management and bank account practices follow established protocols for fund deployment, and vendor payment. No material concerns have been identified. Current banking relationships with River City Bank remain appropriate for CC Power's operational scale and member transparency requirements.

CC Power's cash management practices, including liquidity forecasting, member billing cycles, and payment timing, are coordinated with the accounting team and treasurer. Cash reserves and working capital levels appear appropriate for operations and member funding patterns.

Budgeting and Work-estimation

CC Power’s detailed budget accurately forecasts costs and provides operational structure. Budgeting for projects or work that may occur is not abnormal, and members appear to understand that unallocated funds can be allocated to projects upon opt-in. CC Power’s advance collection of unallocated funds creates tracking needs and may create the appearance of higher costs. In my experience, CCAs should be well positioned to budget for expenses and provide payment when needed, avoiding the need for advance collections. If advance collections are not used, however, it will be important to ensure sufficient working capital exists for CC Power.

Formal review of the Budget Policy and recommendation of enhancements is scoped to be completed at a later time.

Financial Reporting and Dashboarding

CC Power's existing processes include the following:

- The Treasurer receives detailed financial information.
- The Board receives GAAP-compliant financial statements on a quarterly basis (unaudited) and for the full-year (audited).
- The Board also receives financial dashboards and updates.
- Members receive Project Account Balance Statements (PABS) with member-level detail on Phase 2/Phase 3 spend, project balances, and unallocated funds.
- Operating Power Projects have stand-alone monthly report-outs with settlement-level detail and project-account tracking that is also shared with members' staff.

Several process improvements are underway or being considered:

- Board presentations will prioritize visual dashboards and executive summaries with plan-to-actual comparisons, reducing reliance on dense GAAP statements for governance discussions.
- A one-page executive summary will precede detailed financial materials, allowing Board members to quickly grasp key variances and trends.
- Frequency and format of PABS delivery will be reviewed to optimize member communication without administrative burden.

Member Invoicing

CC Power's current processes involve the issuance of invoices to members, including G&A invoices as well as various project invoices. Invoices are issued from CC Power's accounting software and typically need a summary email as well as supporting documentation. CC Power uses two distribution lists for invoicing: a distribution list that targets accounting staff at CCAs which is used for G&A and projects with scopes of work, and a distribution list related to Power Project settlements which may include power or settlement staff at member-CCAs. When invoices are issued, the accounting software tracks and categorizes invoices for record-keeping, follow-up, etc. Following invoicing, Member payments appear timely in most cases.

I have observed that the latest invoices to members have context and attachments that should allow members to clearly understand the invoices. The invoicing procedures that CC power and its accounting team use are documented in CC Power's Operations Handbook. The incorporation of project-specific and member-specific "carryover" can create confusion. CC Power's procedure to complete Cost-Share Agreements amongst participating members can delay invoicing by months. Policies or further procedures to authorize prompt cost-recovery from members as projects get their own internal approvals will ensure more timely invoicing and collections.

Payment and Controls

CC Power's current process involves routing inbound invoices to its accounting team (Maher Accounting). The Accounting team enters invoices into billing software and establishes multi-level approval workflows. Release of payments typically follows multiple approvals and release by the GM.

Wire transfers for specific payment needs further follow multi-party authorization protocols as directed by accounting team, in conjunction with the Bank.

This current process may have several gaps, including the reliance on individual email management and snail-mail management to capture invoices, creating audit trail gaps. The process for lost invoice escalation or recovery is ad hoc. There is a single point of failure for payment release (dependent on GM availability), and the wire authorization process lacks clarity on escalation and when backup approver roles are triggered.

Several process improvements are underway or being considered:
Inbound invoice receipts are being routed to a central and shared email. Already established vendors are being instructed to direct invoices and supporting documentation to this single point.

CC Power's Operations Handbook is being updated to document and dictate clear approval sequences and payment release responsibilities. Most of these sequences will involve a future permanent fractional-CFO. A revised Invoice and Payments Procedure will better document the process and accountability while clarifying the audit trail.

Processes for a tri-party wire authorization should be considered to avoid GM dependency: (1) setup by accounting, (2) approval by CFO, (3) release by designated backup approver.

Go-forward CFO Duties

Based on CC Power's current work and complexity, a fractional CFO model is a good fit for CC Power at this time. There is not sufficient ongoing activity or transactions to warrant a full-time person on staff. Some of the ongoing duties include:

- Ongoing cash tracking and monitoring for minimum balances and transfer of cash between accounts
- Ongoing monitor and review of all invoices via bill.com and release of payments
- Monthly financial summaries for Treasurer and Board presentation
- Supervision of project account reconciliation and sharing of Project Account Balance Statements (monthly or quarterly)
- Oversight of member invoices
- Supervision of audit completion
- Management and monitoring of Banking relationship and service levels
- Management of Annual Budget development

Next Steps

This memo captures findings based on the agreed Scope of Work for my limited engagement (from June 15 through September 30). Any permanent CFO should use this assessment as a baseline for ongoing governance and control enhancements.

California Community Power

Agenda Item 6B

B. Strategic Plan Development and Implementation – *Information Item*.

California Community Power

901 H St, Ste 120 PMB 157 Sacramento, CA 95814 | cacommunitypower.org

Board Memo

To: CC Power Board Members

From: Alexander Morris, CC Power General Manager

Subject: Draft Final 2026-2030 Strategic Plan

Date: September 4, 2026

Board Action Requested

Review Draft 2026-2030 Strategic Plan.

Board adoption of a finalized plan will be considered at a later meeting.

I. Background

The California Community Power ("CC Power") Board of Directors ("Board") adopted its first Strategic Plan in 2022. This plan directed CC Power to oversee and manage multiple signed power project contracts and to also explore additional areas of joint action which would serve members' needs and interests.

To adapt to CC Power's and its members' growing maturity, in 2025 the Board adopted its 2026-2030 Strategic Priorities. In conjunction with these adopted Strategic Priorities, staff worked to craft an updated strategic plan to cover the 2026-2030 period.

In May of 2026, a draft of the 2026-2030 Strategic Plan was discussed by the Board. Based on discussions at the May Board Meeting, an updated version of a Draft 2026-2030 Strategic Plan is now provided to the Board for discussion.

II. Summary

The Draft 2026-2030 Strategic Plan directs CC Power to focus on exploring, pursuing, and delivering joint-action projects in line with the Board adopted Strategic Priorities. The plan is designed to provide clear direction to CC Power regarding where joint-action activity should be explored, what capabilities CC Power should establish to coordinate or support joint-action in these areas, and what members can anticipate and plan for from CC Power. The Strategic Plan provides joint-action principles that inform where and how both members and CC Power staff should design or use joint action in the target priority areas. The Strategic Plan is designed to be referenced when the Board considers annual budget and work plans so that such short term plans can be aligned with the longer-term Strategic Plan. Staff will also use the plan in assessing joint-action areas to propose pursuing.

The May 2026 draft of the Strategic Plan included detailed example milestones and implementation ideas or metrics. Such detailed contents have been removed to avoid overly prescriptive direction and to ensure flexibility as CC Power designs its work plan each year and while working to serve member needs as market conditions evolve.

As the General Manager, I believe this Draft 2026-2030 Strategic Plan accurately reflects the Board's priorities and direction, and that the Strategic Plan can usefully guide the management and priorities of CC Power from 2026 through 2030. The draft Strategic Plan provides appropriate guidance to staff in how to design annual work plans and budgets.

Operationally, the Strategic Plan can be easily used by staff and members to confirm CC Power is targeting key priorities and establishing capabilities as intended by the Board. The joint-action principles not only identify how and where joint-action efforts should be contemplated, but also how such efforts can be structured and what may be expected from CC Power and its members. In total, this effort will help shape CC Power to further meet members' needs both now and over time.

III. Next Steps

Following Board discussion and potential edits, Staff will work to provide a finalized 2026-2030 Strategic Plan that the Board can adopt.

CALIFORNIA
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DRAFT

CALIFORNIA COMMUNITY POWER

A Joint Powers Agency

DRAFT

2026–2030 Strategic Plan

Board Adopted: Month, Day, 2026
Plan Period: 2026–2030

Ava Community Energy | Central Coast Community Energy | CleanPowerSF | Redwood Coast Energy Authority | San José Clean Energy | Silicon Valley Clean Energy | Sonoma Clean Power | Valley Clean Energy | WestLight Energy

Table of Contents

Executive Summary

California Community Power (CC Power) is a Joint Powers Authority formed in 2021 to undertake joint action projects and services on behalf of its nine member Community Choice Aggregators (CCA). CC Power's members serve approximately 12% of the California Independent System Operators (CAISO) electrical needs, covering 2.7 million customers and 112 municipalities spanning from Humboldt County to Santa Barbara County, representing a combined annual load of approximately 32,000 gigawatt hours (GWh).

This 2026–2030 Strategic Plan updates CC Power's original 2022 Strategic Plan to reflect the priorities of members and the agency's growing maturity for 2026-2030. This Strategic Plan was developed through a collaborative process in 2025, including a Board member survey, an in-person Member Forum retreat in October 2025, and iterative review by the Board and staff. The plan builds directly from the 2026-2030 Strategic Priorities adopted by the Board of Directors on December 17, 2025[1].

This Strategic Plan is intended to guide CC Power in its annual work planning and budgeting efforts from 2026-2030. The Strategic Plan should be referenced to ensure:

1. Annual work plans and activities prioritize joint-action efforts in line with the Strategic Plan and Strategic Priorities.
2. Annual budgets reference and/or align with longer-term timelines, goals, and future competencies envisioned for CC Power.
3. Members work to leverage and maximize value from CC Power through clear definition of CC Power's roles and functions and planned offerings.
4. Any member budgets and resourcing decisions are informed by longer-term perspectives on CC Power as established by the CC Power Board.

This plan includes guiding principles and potential goals or outcomes that CC Power should work towards in four strategic priority areas. As part of this Strategic Plan, CC Power should establish certain competencies over time.

[1] Resolution 25-12-01

Core Operating Elements of CC Power

These core operating elements of CC Power guide and structure CC Power's work.

Vision

Leverage the buying power of our members to procure and manage clean and reliable wholesale electricity solutions for our members on behalf of their customers.

Mission

To combine its members' buying power to procure new, large-scale, complex, emerging technology, hard-to-find, or CCA-owned resources to advance local and state energy goals.

Operating Model

CC Power's joint-action opportunities are explored and offered through an opt-in structure (cafeteria-style model). CC Power approaches and incubates joint action through three phases.

- Phase 1 – Exploration of projects and services; open to all members.
- Phase 2 – Pursuit of targeted joint-action projects through negotiation and project structuring; members must opt-in.
- Phase 3 – Execution and ongoing work pursuant to binding joint-action agreements; members must opt-in.

2026–2030 Strategic Priorities

Four (4) Strategic Priorities guide and focus CC Power's joint-action efforts and pursuits for the duration of the Strategic Plan. These priorities include:

- Strategic Priority 1: Procurement and Contract Management of Wholesale Power Resources.
- Strategic Priority 2: Assessment and Procurement of Emerging, Higher Risk, Difficult to Procure, and Unusual Technologies or Projects.
- Strategic Priority 3: Lead member CCA Power Asset Ownership Efforts (Owning Wholesale Power Assets).
- Strategic Priority 4: Successfully Implement and Manage Ongoing or Future Phase 3 Project Agreements.

Approach and Components of the Strategic Plan

This Strategic Plan originates with the Board adopted 2026-2030 Strategic Priorities. The Strategic Plan then lists guiding principles and defines outcomes or goals for each Strategic Priority area.

Goals as established in the Strategic Plan, while meaningful, are deemed *non-binding*. These non-binding outcomes or goals are intended to inform, but not to prescribe, annual work planning efforts and budget development. This approach ensures that the array of ideas, work, and spending planned through each calendar year's binding annual work-plans and budgets is guided by the Board's long-term thinking. Primarily, the Strategic Plan will inform what CC Power focuses on, how it is resourced and built over time, and what members should expect from CC Power. This

Strategic Plan thus supports, but does not change, CC Power's current process whereby the Board affirms and oversees binding work plans and budgets through annual review and adoption.

CC Power's 2026-2030 Strategic Plan provides guidance and information for each of the four (4) Strategic Priorities according to the following categories:

1. Principles: The joint-action principles that guide the overall intent, approach, and shared reasons for joint-action efforts for each Strategic Priority.
2. Outcomes/Goals: The goals for joint action within the priority area or outcomes to achieve within the 2026-2030 period.
3. Competencies: The intended and desired competencies CC Power should establish or maintain to execute on the priority work. Competencies can be established or maintained through various approaches, including through consultants and or CC Power's staffing.
4. Other: Supplemental information that further clarifies the Board's intent and guidance for pursuing the strategic priority, including budget considerations, recommended collaborations, and potential exclusions.

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

PRINCIPLES

- Joint solicitations and procurement efforts can provide cost savings while yielding useful procurement opportunities, pricing information, project valuations, and long-term contracts.
- Joint solicitations and procurement can reduce risks to members and counterparties, increase access to an array of project opportunities, increase participation and focus from sellers, yield a broad array of market price information, and may attract opportunities that individual CCAs may not access on their own.
- Every CC Power annual solicitation should be structured to allow all members to participate.
- Solicitations should serve members' needs, members' compliance procurements, mega-project opportunities, or other strategic or market intelligence needs or functions as applicable.
- Members should support CC Power's procurement through expressions of interest and resource-type preferences, promotion of any solicitations, reviews of projects and their valuations, earnest intent to procure (where applicable, based on each CCA's interests), and adherence to membership agreement and confidentiality provisions.
- Members should have a choice whether or not to contract for resources.
- CC Power and members will aim to minimize confusion or conflict between procurement solicitations issued by CC Power on behalf of members and the solicitations of individual members for similar resources.
- CC Power will use an efficient and well-managed solicitation process that complements members' efforts and needs.
- For projects originated through CC Power, members will work through CC Power until projects are secured or released.
- Projects not selected for joint action will be released promptly to members for independent contracting.

OUTCOMES / GOALS

Over the 2026-2030 period, CC Power should drive joint-action procurement through origination, negotiation, project pursuit, and project or contract management. The main goal here is to originate joint-action project opportunities and, where directed, to successfully bring joint-action projects online to serve members' needs as load-serving entities. Opt-in joint-action, combined operations, cost-sharing of procurement costs, and scale-based cost-reductions can yield cost-savings and consolidated work, benefitting members.

At a more detailed level, power procurement efforts within this priority area will be based on member needs, and will originate deal flow for members through solicitations or other approaches, targeting technologies that are expected to meet procurement needs for three (3) or more members. Deal-flow origination should target three (3) main areas:

- *Compliance-oriented procurement*: Help members meet California Public Utilities Commission (CPUC) procurement requirements including Resource Adequacy (RA), Renewable Portfolio Standards (RPS), and Integrated Resource Planning (IRP) obligations.
- *Mega-project procurement*: Support members in pursuing large-scale, complex, or long-lead time projects that benefit from CC Power's joint-action scale, origination capabilities, and contract management expertise.
- *Complementary resource procurement desired by members and/or market pricing assessments for target resource areas*: Use origination efforts as a way to identify price information for projects in applicable categories, informing members' procurement decisions. Project types may include novel projects, hard-to-contract projects, or projects using other more established technologies, where of interest to and as directed by members.

COMPETENCIES

- Contract origination and negotiation expertise, including legal support for complex transactions.
- Valuation tools and price forecasting capabilities (in-house or contracted) to evaluate competing bids rigorously.
- Market operations, settlements, and compliance functions to support ongoing contract management.
- Management of the Resource Planning Working Group (RPWG) as the primary member-staff engagement vehicle for shaping solicitation priorities.
- Project management capabilities to administer concurrent solicitations and contract negotiations efficiently.
- Management of Project Advisory Subcommittees established for Board-approved approved projects.

OTHER

<u>Budgets</u>: The 2026-2027 Budget addresses the cost requirements for this Strategic Priority near-term.

For future years, members should anticipate ongoing financial commitments to fund this effort. Many of the capabilities that are needed for this Strategic Priority are already established through CC Power’s current staff and structures to serve power contracts. Significant staff or resourcing growth is not expected.

Purchases and/or use of additional or varied valuation datasets and other tools will be considered. These costs may be reduced through bulk-buys and/or defrayed across multiple projects. Annual solicitations are expected to be designed for and paid by participation of all members, maximizing participation opportunities while reducing per-member costs. Members will need to opt-in for cost sharing of any project-specific negotiations (Phase 2) and/or project execution (Phase 3) activities. Specific budget estimates will be developed annually in the budgeting process.

Exclusions: This work shall not include the following:

- Solicitations for resource types that lack offtake interest by three (3) or more members.
- Contract negotiations that lack offtake interest by three (3) or more members.
- Negotiations and execution of short-term contracts with terms shorter than 5-year terms unless explicitly authorized by a Board vote.
- Procurement of distribution-connected resources or those that are less than 20 MW in size and are not pilot or demonstration projects for new technologies unless specifically authorized by a Board vote.
- Solicitations for retail energy products, demand-side programs, or services outside the wholesale power market unless specifically authorized by a Board vote.

Strategic Priority 2: Assessment and Procurement of Emerging, Higher Risk, Difficult to Procure, and Unusual Technologies or Projects

PRINCIPLES

- Joint action approaches are prudent for the assessment and procurement of emerging, higher risk, difficult to procure, and unusual technologies or projects.
- Members will use or consider CC Power to support member interests to explore, evaluate, and contract for emerging, higher-risk, difficult to procure, or novel technologies not previously pursued at scale by members.
- Joint action in this Strategic Priority area can reduce risks for members while yielding project opportunities that members may consider.
- Member education on emerging technologies is a distinct and valuable service, complementary to contracting activities.
- Proactive engagement with interconnection and IRP processes is sometimes necessary or valuable to enable viable contracting for emerging technologies.
- CC Power will pursue, and members will leverage CC Power for, power contracts that directly support members' wholesale procurement needs in this priority area.
- CC Power will not provide ongoing project developer support or general technology incubation that does not directly support members' wholesale procurement needs.
- Technology demonstration projects should balance risks and rewards appropriately, with clear milestones, contracting structures, and cost-sharing frameworks that protect members.
- Members will adhere to CC Power's membership agreement and confidentiality provisions.
- Members are not obligated to contract for resources.
- Where joint action is of interest to members, members will respond to joint action Project Opportunity Notices (PONs) with initial Expressions of Interest, resource-type preferences that can guide origination efforts, reviews of project opportunities, and will participate with an earnest intent to procure (where applicable, based on each CCA's interests).

OUTCOMES / GOALS

Over the 2026-2030 period CC Power will boost, hone, and, within reason, centralize joint-action procurement for targeted projects, pursuing cost-savings, risk reduction, and scale-based influence to deliver power project contracts for difficult to contract, higher risk, emerging, and less commercially available technologies. A main goal here is to enable member CCAs to successfully access and consider these project types in a cost-reasonable or de-risked manner while also charging and staffing CC Power to oversee potentially longer and more uncertain development phases, as well as ongoing operational phases for these types of projects.

Between 2026-2030 CC Power will:

- Identify and potentially contract for several emerging, high-risk, or novel technologies on behalf of interested members by 2030. Projects should deliver into the California wholesale electricity grid.
- Curate offtake opportunities that are of interest to at least three (3) members for two or more emerging energy generation or storage technology projects by June 30, 2030. Candidate technology areas include, but are not limited to:
  - Technologies and projects that are less suited to general Request for Proposals (RFP) structures and instead need milestone-based contractual approaches, including condition precedent agreements.
  - Technologies or projects that are of interest to three (3) or more members, potentially including baseload energy generation technologies, like emerging geothermal technologies or other low or no carbon solutions; novel renewable energy resources; and/or long duration storage technologies.

As part of this goal, CC Power will:

- Establish a member-facing technology assessment and education function to collaborate on emerging technology evaluations and share findings with members on a regular basis.
- Over time, explore participation in emerging technology working groups with external bodies to gain understandings of relevant technologies while representing multiple CCAs.
- Undertake and occasionally refresh Phase 1 efforts by which to assess new emerging technologies against others and to identify or recommend technology areas that may make sense for Phase 2 project pursuits and contracting.

COMPETENCIES

- Project Management ability to oversee the research and education, Request for Information (RFI) and deal-exploration, and ongoing contract management functions associated with project deals that emerge as part of this Strategic Priority area.
- Technical expertise — in-house or through contracted advisors — to communicate about technology readiness, risk profiles, and cost structures.
- Familiarity with independent technology research and peer collaboration groups or bodies.
- Member Support – serve members by sharing or researching joint action related technology areas or projects.
- Legal expertise in structuring non-standard pre-commercial agreements including Right of First Refusals (ROFRs), and condition-precedent agreements.
- Knowledge of the California Independent System Operator (CAISO) interconnection processes and IRP or other relevant regulatory requirements to anticipate, inform, or mitigate regulatory impacts on target projects.
- Limited regulatory support and/or communications capabilities by which to support members and or regulators in reporting on or understanding commercial challenges with target projects.

OTHER

Budget: The 2026-2027 Budget addresses cost requirements for this Strategic Priority near term.

Members should anticipate ongoing commitments to fund this effort. Staffing or management of this effort could necessitate project management and complementary origination or analytical expenditures, along with expenditures for technical education and research efforts. Further legal or other deal-specific diligence costs will also be considered for specific projects. Costs will be reflected in Phase 1 budgets, with Phase 2 and Phase 3 costs allocated only to participating members through opt-in cost sharing agreements.

Specific budget estimates will be developed annually in the budgeting process based on staff recommendations, member interest, and Board direction. Staff foresee costs as driven primarily by contingent spending on potential project negotiations and origination efforts.

Costs of origination efforts may be reduced by including 'emerging tech' interests in any CC Power solicitation pursuant to Strategic Priority #1. Over time, spending may increase if multiple Phase 2 or Phase 3 projects are carried out.

Spending on external working groups or project negotiations is to-be-determined, and CC Power and its members may explore how a centralized approach to these functions may be prudent.

Exclusions: This work shall not include the following:

- CC Power will not pursue technology incubation, grants management roles, or research and development (R&D) functions that do not directly yield wholesale procurement opportunities for members.
- CC Power will not pursue retail-facing technology programs or demand-side solutions under this Strategic Priority.
- CC Power will not commit to Phase 2 contracts for technologies that lack interest from at least three (3) members.
- CC Power will not pursue behind-the-meter generation and storage technologies.

Strategic Priority 3: Lead member CCA Power Asset Ownership Efforts (Owning Wholesale Power Assets)

PRINCIPLES

- Joint action can meaningfully reduce the risks and complexity of asset ownership for individual CCA members and may create opportunities beyond those available to individual CCAs.
- Ownership may create long-term strategic value for CCAs and their communities, including through exposure to long-term interconnection value, useful diversity amongst asset purchase structures, use of CCA financing structures, or incremental opportunities to provide generation to meet CCA load obligations.
- Joint action allows flexibility in acquiring shares of projects.
- Members have established CC Power as a body for joint action projects, which may include pursuing jointly owned projects through CC Power.
- Members will consider and use CC Power to explore, pursue, and operate these efforts.
- On behalf of members, CC Power should develop levels of ownership and asset management capabilities, growing any related competencies over time to meet member needs.
- Asset ownership is optional and requires member opt-in, consistent with CC Power's opt-in/cafeteria model.
- Ownership capabilities and strategies should be developed to pursue opportunities based on key factors, including the timing of interconnection queue windows, so some capability-building should start in 2026 to be ready for future windows of opportunity.

OUTCOMES / GOALS

Over the 2026-2030 period, establish a serious joint-action effort to enter into power plant ownership roles on behalf of participating members. The main goal here is to position members to own assets, and potentially play other roles in asset ownership, with the goal of enabling a more diverse power portfolio, providing member benefits, and using member financing and other strengths. Joint action can not only enable scale and de-risk efforts but may also reduce costs and productively centralize efforts for members in this niche area.

As part of this goal, CC Power will:

- Establish potential asset ownership entry strategies and plans that show potential risks and rewards compared to non-ownership models.
- Near term, develop capabilities through negotiations for an ownership project in line with member needs, and pursue education and research efforts related to entering, leveraging, and operating in ownership roles, including in the development process.
- Longer term, possess ownership capabilities within CC Power, pursuant to annual work plan and budget authorizations.

- Establish and advance capabilities to ready CC Power and members for ownership decisions that may arise, including through establishing financing relationships, modeling tools, and relations with applicable services providers, such that ownership decisions can be considered in a timely manner by the CC Power Board.
- Position CC Power to demonstrate effective ownership capabilities in service to member CCAs, to support the overall role of CCAs in supporting their local communities, and in achieving clean energy, reliability, and affordability energy goals in California.

COMPETENCIES

- Near term, CC Power plans to use existing project management staff to support these efforts and will rely on external expertise or consultants. CC Power's project management capabilities may need augmentation to accomplish ownership goals and projects, depending on timelines and Board authorizations.
- Over time, CC Power will need expertise in assessing, advising, and executing on development strategies and activities, including through relationship building with counterparties and experienced providers in site development, construction, financing, permitting, and related legal and risk management entities.
- Sub-contracted or in-house capabilities should include finance and debt structuring knowledge, including municipal bond structures and project finance models. Consider consultants for providing this expertise near term.
- Expertise in asset management and operations and maintenance. Consider consultants for providing this expertise near term.

OTHER

Budget:

The 2026-2027 Budget addresses cost requirements for this Strategic Priority near term.

Costs for future years will depend on further work or commitments to Phase 3 projects.

Over time, CC Power foresees additional resourcing needs related to financial management, asset ownership, and operations.

Members should anticipate a commitment to fund project management needs. Beyond these costs or project-specific costs, in practice, most expenditures will depend on project enrollment and should be viewed as discretionary.

Exclusions:

- CC Power will not pursue retail energy assets (excluding microgrids).
- CC Power will not commit to asset ownership projects without completing adequate due diligence, member opt-in, and Board authorization.
- CC Power will not directly undertake plant-level operations and management (O&M) staffing in the near term; outsourced approaches will be used until scale and capability warrant otherwise.

- CC Power will not pursue projects < $50M in costs or smaller than 20 MW (excluding potential microgrids).

Strategic Priority 4: Successfully Implement and Manage Ongoing or Future Phase 3 Project Agreements

PRINCIPLES

- Successful contract management and resource onboarding of CC Power's joint projects is required for members' portfolio and compliance requirements.
- Joint approaches to project management and execution of project agreements can reduce management and legal costs for members and can provide other benefits.
- CC Power should maintain capabilities in contract administration, asset and market operations, financial settlements, and project accounting and reporting for contracted resources.
- Accuracy, transparency, and timeliness in project performance tracking and financial reporting to members can improve the members' ability to serve their load and the objectives of their local boards.
- Asset operations and settlements' functions should be staffed to meet current needs and designed to grow as additional projects come online.
- CC Power's project operating models, including the Project Advisory Subcommittees (PAS) and Operations Advisory Subcommittees (OAS) provide the right structure for member engagement.
- PAS and OAS efforts to administer contracts within the Board and General Manager's approved delegation can proceed through close coordination with the PAS or OAS Co-Chairs and with CC Power Staff, though the full PAS and OAS should be briefed on critical matters, including general deal points, strategies, project updates, etc.
- Members may consider expansions or further uses of CC Power's contract management efforts to keep costs down.

OUTCOMES / GOALS

Over 2026-2030 CC Power must bring multiple projects online, including critical Board-approved projects procured for compliance mandates. The main goal is to focus CC Power's efforts on the duties required to successfully contract manage and onboard existing, approved projects to deliver compliance products for members' power portfolios. Relatedly, members' rights in contracts must be maximized. Because these efforts require attention, creativity, collaboration with members, compliance reporting, and coordination with legal or other consultants, CC Power needs staffing solutions that deliver these capabilities.

As part of this goal, CC Power will:

- Develop and maintain a mature and stable Energy Procurement & Management (EPM)[2] function within CC Power.

[2] EP&M is defined as the combined set of skills and capabilities needed to provide contract origination, contract management, settlements, project accounting, member support functions, compliance activities, asset operations, project management etc.

- Provide members value through bulk-buy purchases.
- Establish energy supply-related master services agreements that enable members to efficiently leverage CC Power's scale to reduce costs or acquire specialized services at reduced costs.
- Maximize members' contractual rights by maintaining contracts in compliance with contract terms, and by avoiding counterproductive disputes, litigation, and cost increases where possible, or managing or minimizing impact where not possible.

COMPETENCIES

- Contract management: Legal, commercial, and operational contract administration across multiple concurrent Phase 3 agreements.
- Project management: Rigorous tracking of project milestones, budgets, and performance metrics across the portfolio.
- Power Project operational duties: Project management abilities for working with contract counterparties and members for effective outage management, RA compliance, new resource implementation, and energy scheduling.
- Market operations: Day-ahead and real-time market interaction, bid optimization (including tools such as SmartBidder), after-the-fact analysis, and compliance reporting.
- Settlements and accounting: Accurate and timely financial settlements, invoice reconciliation, and project account reporting.
- Member support: coordinate and lead meetings with members. Enable any necessary member communications.

The asset operations and settlements team will be lean initially — potentially two (2) to four (4) people — and will grow deliberately as the Phase 3 project portfolio expands. Contracted services may supplement in-house capabilities during the ramp-up period.

OTHER

Budgets: The 2026-2027 Budget addresses cost requirements for this Strategic Priority near term.

Costs for future years will depend on further work or commitment to Phase 3 projects. Members should anticipate ongoing CC Power resourcing needs, commensurate with their work scope.

CC Power expects additional resourcing related to financial management, asset ownership and operations, and other work elements will be considered.

Members should anticipate a commitment to fund project management personnel. Beyond limited personnel costs, in practice, most expenditures will depend on project enrollment and should be viewed as discretionary.

Use of consultants for fractional or technical duties will be contemplated.

Specific budget estimates will be developed annually in the budgeting process. Budget for this Strategic Priority is funded through Phase 3 Project Participation Share Agreements (PPSA) with participating members. Staffing costs for this work include asset operations, settlements, invoicing, project accounting, project management, and compliance reporting functions. Costs are incorporated in project-specific budgets, pursuant to Phase 3 PPSAs.

Exclusions:

- CC Power will not expand the Asset Operations team, a sub-component of EP&M, beyond what is required to service active and forecasted Phase 3 projects, consistent with a lean staffing approach.

California Community Power

Agenda Item 6C

C. Member Forum – *Information Item*

California Community Power

901 H St, Ste 120 PMB 157 Sacramento, CA 95814 | cacommunitypower.org

Board Memo

September 10, 2026

To: Board of Directors

From: Alexander Morris, General Manager

Re: Member Forum, October 29th

Board Action Requested

None. Information update on upcoming in-person October 29th Member Forum.

Background & Discussion

Working with the Board Chair and Vice Chair, staff is organizing its Member Forum to support a series of strategic Board discussions. The purpose of these discussions is to engage in deeper considerations regarding implementation elements of CC Power's Strategic Priorities, competency building, and decision-making structures and processes. The intent is to allow more time for this type of discussion than is typically afforded at regular Board meetings. The ½-day workshop will be held on Thursday, October 29 at the Silicon Valley Clean Energy (SVCE) offices in Sunnyvale, CA.

Staff will continue to work with the Chair and Vice Chair on planning for the Forum. The plan for individual discussion sessions may change. Additional information and background materials will be provided to the Board in advance. An optional nearby site tour as well as an after-meeting reception will also be offered.

California Community Power

Agenda Item 6D

D. Receive General Manager Report – *Information Item*, Including Presentation Slides