## California Community Power

# Special Meeting of the Board of Directors of CC Power

**12:00 P.M.**
**Thursday, October 29, 2026**
**Public Meeting Location:**

**Silicon Valley Clean Energy**
**298 S. Sunnyvale Ave.**
**Sunnyvale, CA 94086**

# California Community Power
# NOTICE AND CALL OF SPECIAL MEETING AND AGENDA

Notice is hereby given that the California Community Power Board of Directors has called a Special Meeting on **October 29, 2026,** at **12:00 p.m.** at the location below to discuss the following matters:

**Silicon Valley Clean Energy**
298 S. Sunnyvale Ave.
Sunnyvale, CA 94086

**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** | **Member Forum**<br>Overview and Discussion of Current and Expected CC Power Activities and Priorities |
| **6** | **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 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.

2026

# California Community Power

# MEMBER FORUM

**October 29, 2026**

CALIFORNIA
COMMUNITY POWER

# 2026 California Community Power Member Forum

**Purpose:** Align on work plans designed to achieve board directed priorities and discuss ways to improve the value from CC Power joint-action efforts.

**Date:** Thursday, October 29, 2026

**Dress Code:** Business casual

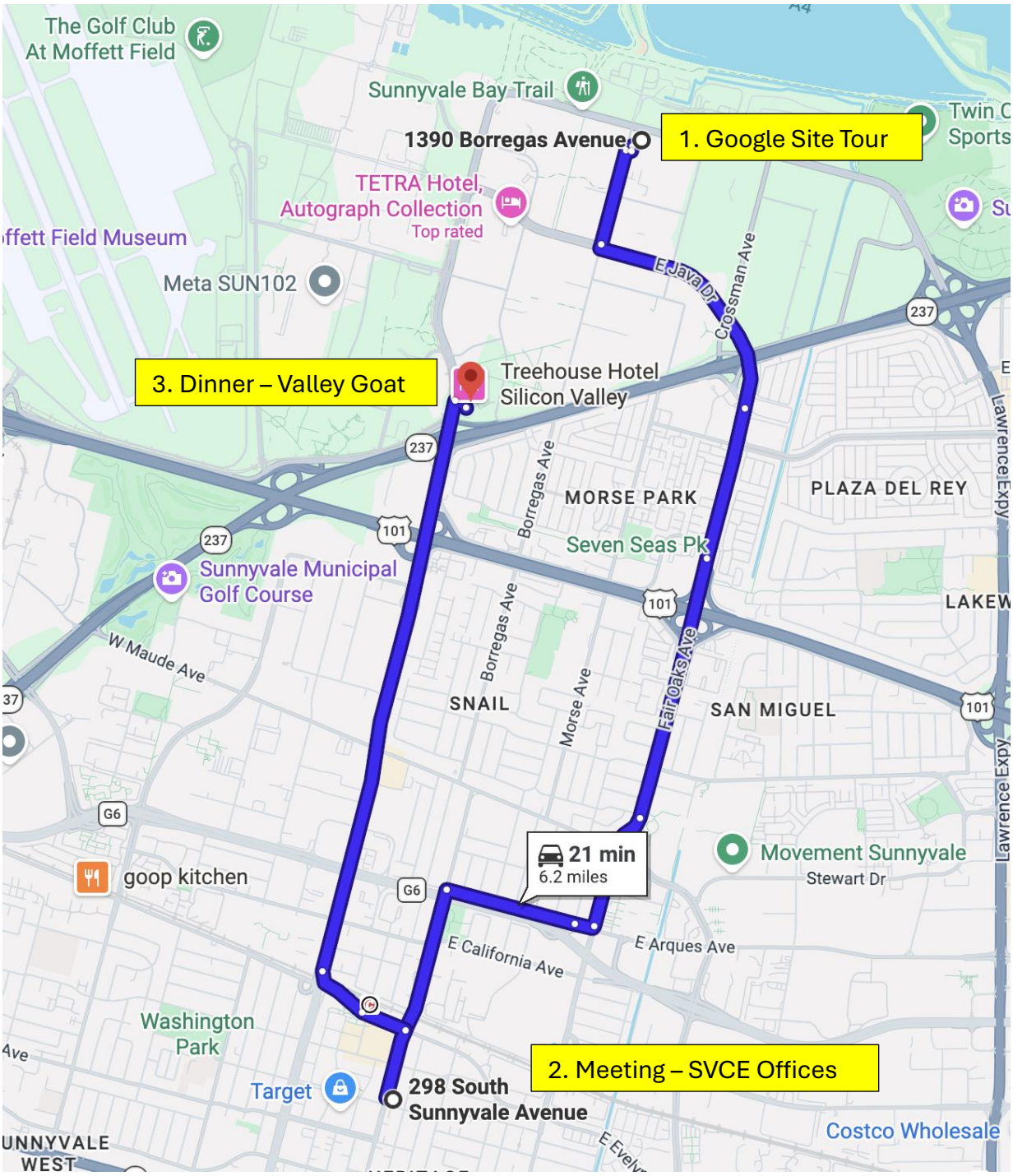
**Locations:**

- **Site Tour (*10:00–11:30 am)***
  Google Central Utility Plant – 1390 Borregas Avenue, Sunnyvale, 94089
  Parking: Street parking

- **Meeting & Lunch (*noon–5:00 pm)***
  Silicon Valley Clean Energy Offices
  298 South Sunnyvale Avenue, Sunnyvale, 94086
  On-Site Contact: Andrea Pizano, 408 549 2669
  Parking: Park in the parking lot behind the building and then head to the building front desk

- **Dinner *(5:30–8:30 pm)***
  Valley Goat Restaurant (Tree House Hotel) – 1100 North Mathilda Avenue, Sunnyvale, 94089; 408 900 9470

# Area Map


The Golf Club At Moffett Field
Sunnyvale Bay Trail
1390 Borregas Avenue
1. Google Site Tour
TETRA Hotel, Autograph Collection
Top rated
Meta SUN102
E Java Dr
Crossman Ave
237
3. Dinner – Valley Goat
Treehouse Hotel Silicon Valley
Borregas Ave
MORSE PARK
PLAZA DEL REY
Lawrence Expy
101
Seven Seas Pk
Sunnyvale Municipal Golf Course
W Maude Ave
SNAIL
Morse Ave
Fair Oaks Ave
SAN MIGUEL
G6
goop kitchen
21 min
6.2 miles
Movement Sunnyvale
Stewart Dr
E California Ave
E Arques Ave
Washington Park
Target
298 South Sunnyvale Avenue
2. Meeting – SVCE Offices
Costco Wholesale

## Program-at-a-Glance

| | |
|---|---|
| 10:00-11:30 am | Google Tour (optional); Members drive directly to Google |
| 11:30 am | Members drive to SVCE office |
| 12:00-12:30 pm | Lunch at SVCE office (catered) |
| 12:30-5:00 pm | Meeting |
| 5:00 pm | Members drive to dinner venue |
| 5:30-8:30 pm | Dinner at Valley Goat restaurant |

**Attendees: 25**

- CC Power Board member or alternate + 1-2 senior CCA staff member(s).
- CC Power select staff and contractors.
- Invited guests – CalCCA.

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# Thursday, October 29, 2026 - MEETING AGENDA

| Time | Agenda Item | Details |
|---|---|---|
| 12:00 pm | Arrival | SVCE Offices<br>298 South Sunnyvale Avenue, Sunnyvale |
| 12:00–12:30 pm | Lunch | Catered |
| 12:30–12:45 pm | **Welcome**<br>• Rob Shaw (Chair), 3CE<br>• Alex Morris, CC Power | Purpose: Board review<br><br>Topic: Goals for the day |
| 12:45–1:15 pm | **1st Conversation – How We Operate**<br>• Alex Morris, CC Power<br>• Yana Pavlova, Best, Best, & Krieger LLP (BBK) | Purpose: Board review<br><br>Topics:<br>• Operating & Participation Structures<br>• Attorney training on antitrust and anti-collusion rules, and on Member Agreement |
| 1:15–3:00 pm | **2nd Conversation: What We Plan to Achieve**<br>• Alex Morris, CC Power | Purpose: Board review & input<br><br>Topics:<br>• Today's CC Power<br>• 2026-2030 Strategic Priorities & Plan<br>• 2026-2030 Work Plans |
| 3:00–3:15 pm | Break | |
| 3:15–3:30 pm | **Review: Inside Look at Tumbleweed's Execution**<br>• Philippe Gerretsen, CC Power | Purpose: Board review<br><br>Topic:<br>• How CC Power's processes led to clean operations for its first joint project |
| 3:30–4:45 pm | **3rd Conversation: Where We Can Increase Value**<br>• Rob Shaw (Chair), 3CE<br>• Alex Morris, CC Power | Purpose: Board review & input<br><br>Topic:<br>• Maximizing value through joint action |
| 4:45–5:00 pm | **Wrap Up**<br>• Rob Shaw (Chair), 3CE<br>• Alex Morris, CC Power | Purpose: Board planning<br><br>Topics:<br>• Recognize contributions and takeaways<br>• Review next steps |
| 5:30–8:30 pm | Dinner | Valley Goat Restaurant - 1100 North Mathilda Avenue, Sunnyvale |

## List of Attendees

| Organization | Name | Title |
|---|---|---|
| Central Coast Community Energy (3CE) | 1. Robert Shaw<br>2. Charles Grinstead<br>3. Chris Cook | CEO<br>Sr. Director of Power Services<br>Director of Energy Programs |
| Ava Community Energy (Ava) | 4. Howard Chang<br>5. Jim Dorrance<br>6. Scott Harding | CEO<br>Director of Power Resources<br>Director of Originations |
| CleanPowerSF | 7. Michael Hyams<br>8. Ilan Fussman | Acting Assistant General Manager, Power<br>Acting Manager, Trading & Origination |
| Redwood Coast Energy Authority (RCEA) | 9. Elizabeth Burks<br>10. Richard Engel | Executive Director<br>Power Resources Director |
| San José Clean Energy (SJCE) | 11. Lori Mitchell | Director, Energy Department |
| Silicon Valley Clean Energy (SVCE) | 12. Monica Padilla<br>13. Kris Van Vactor<br>14. Zakary Liske | CEO<br>Director of Power Resources<br>Deputy Director of Power Resources |
| Sonoma Clean Power (SCP) | 15. Geof Syphers | CEO |
| Valley Clean Energy (VCE) | 16. Chad Curran | Director of Power Services |
| WestLight Energy (WestLight) | 17. Shawn Marshall<br>18. Sara Maatta | CEO<br>Senior Manager, Power Resources and Compliance |
| California Community Choice Association (CalCCA) | 19. Beth Vaughan | CEO |
| California Community Power (CC Power) | 20. Alex Morris<br>21. Philippe Gerretsen<br>22. Andy Stern<br>23. Shagun Tougas (CERR)<br>24. Yana Pavlova (BBK)<br>25. Mark Burgunder (Dinner only) | General Manager<br>Director of Energy Procurement & Management<br>Interim CFO<br>Management Consultant, Operations<br>General Counsel<br>Senior Originator |

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*A Joint Powers Agency*

**DRAFT**

# 2026–2030 Work Plans

*For CC Power Board and Member Use*

**Date:** October 23, 2026

# I. Executive Summary

These 2026–2030 Work Plans translate CC Power's four Strategic Plan and Priorities into coordinated strategies, actions, and milestones.

Across the priority areas, CC Power will: (1) strengthen joint procurement and contract management; (2) pursue emerging and difficult-to-procure technologies; (3) build a practical pathway toward member ownership of wholesale power assets; and (4) manage current and future Phase 3 projects. Implementation will remain subject to annual budgets, project-specific Board approvals, member interest and opt-ins, market conditions, and regulatory developments. At the 2026 Member Forum, staff seeks Board review of the proposed strategies and sequencing of planned work. CC Power staff will continue to work under the 2026-2027 Board-approved budget and will incorporate Board input into refinements to these work-plans as well as into future Budget proposals.

# II. Overview

For 2026–2030, staff has drafted medium-level Work Plans that translate the objectives in CC Power's four strategic priority areas into strategies, work steps, and anticipated outcomes. The 2026–2030 Strategic Plan provides high-level objectives for those priorities.

The development of Work Plans requires the formulation of strategies, actions, and multi-year sequencing to yield the desired project origination opportunities. As staff develop these Work Plans, staff recognizes that situations may change. Key factors of change can include pricing and available opportunities, member interests and opt-ins, regulatory changes, etc.

At the 2026 Member Forum, CC Power will recap the draft 2026–2030 Strategic Plan and brief Board members on the related Work Plans. The discussion is intended to deepen the Board's understanding of the proposed approach and allow review as plans are finalized and or implemented.

**Aligning Work Plans to Board Strategic Priorities**

CC Power's Board adopted 2026-2030 Strategic Priorities (R. 2025-12-01).

A draft 2026-2030 Strategic Plan has been developed, shared with the Board, and will be further considered for adoption by the Board later this year. The draft Strategic Plan sets long-term directions for CC Power and identifies operating principles, high-level outcomes and goals, and competencies for each Strategic Priority in order to steer and explain the joint-project work desired for the priority areas.

Underneath the above-noted Strategic Priorities and draft Strategic Plan, CC Power uses Work Plans to execute work. Work Plans combine project planning elements with

implementation approaches and strategies. Work Plans are typically used for annual budgeting, staff planning, and project-level work.




## About Work Plans

CC Power has not historically prepared comprehensive written multi-year work plans. Instead, its annual process has gathered member interests within the concepts identified in the 2022 Strategic Plan or the 2026–2030 Strategic Priorities, identified anticipated work, and developed a budget for that work and CC Power's general and administrative functions. As part of budgeting, staff has also developed generalized strategies for pursuing and executing the work. The new Work Plans consolidate those elements into a multi-year framework.

Following Board adoption of an annual CC Power Budget, CC Power executes its work within the parameters of the authorized budget, project agreements with members, and subject to findings from Phase 1 work and member opt-ins. CC power develops full statements of work (SOWs) for any Phase 2 or Phase 3 project that members are considering. In these SOWs, the strategy and project plan for the work may be refined.

The drafting of narrative and multi-year Work Plans should allow the Board more visibility to strategies and plans incorporated that are informed by the current budget and that may inform future budgets.

Staff recognizes that work Plans and strategies may need to change based on its members' needs. Staff factors in updated information and real-world situations by evolving work plans in conjunction with member and Board input. Within a budget year, such updates are socialized with members through various forums, including Board Meetings, messaging to members, Working Groups, Project Advisory Subcommittees (PAS), etc. The Board further has spending control as, in addition to adopting an annual budget, the Board must

authorize project-level agreements as well as spending on matters not delegated to the General Manager.

**The Four Strategic Priorities (SPs)**

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

# III. Medium-Level Work Plans

## Strategic Priority 1: Procurement and Contract Management of Wholesale Power Resource

### Strategy Overview

The general goal of this priority is to provide, manage, and deliver compelling joint-procurement opportunities for members via solicitations, origination activity, contract management, and collaboration with members. Such work will yield value to members through scale, cost-savings, beneficial competition amongst sellers, de-risked offtake, price discovery, expanded deal-flow, and project opportunities.

### Strategies

The main strategies for achieving these goals are:

- Coordinated joint solicitations that provide procurement and negotiating scale.
- Target and time solicitations and origination activities to yield increased counter-party interest and project offers as well as project scale, including mega projects.
- Access to top-quality counsel.
- Member-informed procurement decisions.

- Shared contract management.
- Continuous improvements to address member-participation barriers or solicitation issues.

**Timeline**

- Q4 2026: Work with the Board on structures that will further enable strong joint-procurement outcomes, including an annual all-member solicitation.
- Q4 2026: Develop and refine the annual solicitation framework, including standard templates, evaluation criteria, valuation tools, and coordination protocols with member procurement staff.
- Q1 2027: Issue annual RFP, covering compliance-driven, mega-projects, and market pricing categories.
- Q1 2027: Evaluate bids and develop shortlists in consultation with member staff and the Resource Planning Working Group (RPWG).
- Q2 2027: Facilitate member Go/No-Go decisions for Phase 2 and Phase 3 participation; release non-selected projects to members promptly.
- Q2 2027: Execute contract negotiations and finalize Phase 3 agreements for selected projects.
- Q2 2027: Through the budget, plan for future joint solicitations and contract management needs, including for future interconnection points allocation matters.
- Annually (recurring): Issue an updated RFP each year, incorporating lessons learned, updated valuation tools, and evolving member procurement needs.
- Ongoing: Produce and distribute market pricing reports to all members following each solicitation cycle.

**Additional Details**

Based on Board input, this priority area aims to support the compliance-related procurement requirements of its members via joint action procurement, including for resources that are scarce and/or too large for members to take on their own. This origination work may also support joint-action efforts within Strategic Priority 2 and 3. (Members may review the draft Strategic Plan for more information on target benefits, principles, and goals).

CC Power's strategy involves the use of CC Power for targeted origination work while working to reduce or eliminate issues that may limit members' use of the solicitation. The joint solicitation approach is intended to build scale and cause favorable market conditions while enabling cost sharing. This strategy is being implemented to bring scale in solicitations through an 'all-member' solicitation that maximizes potential MW offtake and gives members opportunities to review deals. Following the solicitation and valuation

process, members can ‘opt-in’ to deals of interest, ensuring individual CCAs and their local Boards retain control over their power portfolio choices.




The CC Power process is intended to be efficient to limit CC Power's time in the market on behalf of members as well as 'holds' on projects. The joint solicitation is also designed to allow hand-offs of project opportunities directly to members in cases where joint-action is not warranted.

The bulk purchase of data sets is intended to save costs for members while ensuring Bonafide data sets for CC Power, and a review of deals valued in rank-order lists allows for thorough and efficient review by members.

Relatedly, the ability for members to share in costs and benefits of origination activities through CC Power is intended to deliver cost-savings for members. This cost-sharing includes the costs for external origination efforts, e.g. attending conferences and meetings with developers. As part of this work, CC Power will work to build expanded awareness of and interest in CCAs and CC Power amongst sellers. CC Power also shares information back with members through regular updates and even developer-led webinars.

A joint solicitation is also designed to support members by potentially casting a ‘wide net’ for opportunities in support of deal flow for members. Data on the participation levels in CC Power solicitations will be reviewed to assess progress in this area, along with other goals for the solicitation.

Since 2024, CC Power’s Board has directed funding for an All-Member Solicitation to increase scale and member use of CC Power’s origination work. Solicitation and valuation costs for members appear to be reduced through cost-sharing in CC power. Such savings should extend also to the purchase of data sets and information gathering.

Operationally, CC Power has worked to standardize information-sharing structures for members and uses in-person and virtual meeting models, as well as surveys and other tools.

CC Power’s staffing and use of consultants and attorneys enables this work by generally providing mid-career or higher capability personnel and consultants, including top class counsel or advisors where appropriate.

CC Power recognizes that the joint-solicitation process at times may have issues. For example, the joint solicitation and CC Power’s Member Participation Agreement may limit

member's individual pursuit of projects during 'hold periods' to avoid duplicative project pursuits. Holds are thus designed to be of short-duration, and CC Power can hand-off projects that are released from joint-action pursuit. Joint action also requires members to apportion project shares, potentially through a default allocation method adopted by the Board for oversubscribed projects, so members may not always access their preferred amount of MW through joint action.

**Supporting Information**

CC Power is working to address issues, smooth the joint-procurement process, and to quantify the value of joint solicitations, procurements, and contract management. Preliminary findings show that, beyond cost savings on legal services, data sets, and valuation services, additional value to members can come from procurement scale discounts, more robust solicitation participation, and standardization of back-office work (like contract management with standardized contracts) and sharing in back-office services.[1] Additionally, a greater aggregate demand of members through joint action has shown to attract useful attention from developers and may result in opportunities, such as for large wind projects, that members may not otherwise be able to identify and source individually.

As members hone their portfolios, economies of scale may also be useful in contracting for resources that are less easily fractionalized among offtakers, such as large spinning mass resources, e.g., gas turbines with carbon capture and sequestration, small modular nuclear reactors, and pumped hydroelectric storage facilities. These facilities have challenges in that they have high capital requirements that necessitate long-lead time contracting that covers their entire installed capacity, if they are to get financed and get interconnected or have transmission built to deliver their power to the transmission system.

[1] Staff cautions that project pricing and bids can hinge on many factors. In one example of potential benefits through joint-action, specifically focusing on project sizing and scale, staff observed that costs savings of up to 12% were available through scale-based procurement of a solar plus storage project, representing $100s of millions in cost-reductions.

## Strategic Priority 2: Emerging, Higher Risk, Difficult to Procure, and Unusual Technologies Procurement

### Strategy Overview

This priority helps members pursue emerging, higher-risk, difficult-to-develop, and less commercially available power resources. By participating in multiple candidate projects, members can diversify development risk rather than rely on a single project. Step-up provisions may also reduce counterparty risk. Because these projects often require intensive contract management and oversight, joint action can reduce the burden on individual CCA staff while expanding access to complementary resources with limited market availability.

### Strategies

The main strategies for achieving these goals are:

- Use coordinated joint solicitations and origination efforts to reduce costs and counterparty 'deal-shopping' while providing members with deal opportunities.
- Oversee and strategize contract management efforts to navigate long and uncertain development processes.
- Where applicable, originate multiple deals, so single project default risk is reduced.
- Create a hub of interest amongst developers by creating interest in CCA offtake and CC Power.
- Centralize, with limits, educational efforts on targeted emerging technologies through webinars and briefings for members, conference attendance and relationship building, and engagement with technology development hubs, groups, or centers.

### Timeline

- Q1 2026: Advance Geothermal Origination efforts with focus on enhanced, advanced, and other target geothermal project opportunities.
- Q1-Q2 2026: Survey members for emerging technology interests by category and develop work approaches for identified categories.
- Q2 2026: Include Phase 1 and Phase 2 budget estimates for emerging technology research and origination activities.
- Q3 2026: Extend geothermal origination efforts for the 2026-2027 fiscal year.
- Q3 2026: Phase 1 research on identified emerging technology category, vetting for commercial viability, member interest, approximate pricing, counter-party contacts, etc.
- Q3 2026: Attend Geothermal Rising conference.

- Q4 2026: Coordinate CAISO Interconnection Process Enhancement (IPE) Points allocations for applicable geothermal projects. Pursue power-purchase agreement (PPA)-type agreements where applicable. Execute and administer additional Phase 2 work as appropriate.
- Q1 2027: Use the all-members solicitation "RFI Track" to identify additional target emerging technology opportunities.
- Q1 2027: Survey and meet with members regarding go-forward target emerging technology areas of interest.
- Q1 2027: Attend the Stanford Geothermal Conference.
- Q2 2027: Route target projects through Phase 2 steps depending on member interest.
- Q2 2027: Make recommendations for the 2027-2028 budget, including for potential emerging technology conferences, education & research, staffing or expertise needs, etc.
- Q3 2027: Attend and Speak at Geothermal Rising conference.
- Ongoing – Align procurement needs with other origination and joint-solicitation activities.

**Additional Details**

Based on Board input, this priority area aims to support members' procurement of higher risk, long-lead time, rare, and emerging technology resources. These resource types can have higher development uncertainty or can be harder to access. These project types may also benefit from contract structures that address and leverage counter-party fund-raising needs, development times, etc.

CC Power's strategy involves the use of CC Power as a convening, coordination, education, and joint-procurement entity in service to members. Joint action is intended to position CC Power to receive more offers and useful information, creating deal-flow and advantageous relationships with potential counterparties. The strategy further involves commercial contracting approaches that address the unique development challenges of candidate projects, including using condition precedent agreements. Through joint action and engagement with counterparties regarding interconnection points, CC Power will seek stronger contractual terms and preferred project offtake opportunities.

For 2026-2027, CC Power is pursuing two emerging technology types: (i) enhanced and advanced geothermal ("EGS" and "AGS", respectively) technologies and (ii) long-duration energy storage technologies. Using meetings with members, definitions and scopes of work for these priority areas have been defined. This focus reflects member interest and development realities for Renewable Portfolio Standard (RPS)-eligible clean-firm resources as well as long-duration storage resources with durations of 24 hours or less.

For future years, target technology types may include other types or durations of long-duration energy storage, other clean-firm resources, or non-RPS eligible technologies such as carbon capture and sequestration or small modular nuclear reactors.

Candidate projects within this priority area have demonstrated development challenges, including competing interests, interconnection challenges, fundraising uncertainties, technology risks, permitting challenges, etc. CC Power's early-stage commercial agreements with candidate geothermal projects (GEODE Agreements) are providing members with diverse exposure to different geothermal technologies and projects facing different challenges. As these projects mature, CC Power is pursuing true PPA agreements and or additional commercial agreements that address members' portfolio interests or needs.

For long-duration storage technologies, members have already jointly contracted through CC Power for a non-lithium-ion long-duration energy storage project. CC Power's assessment of the state of other long duration storage technologies (Q3, 2026) identified limitations on full scale contracting for many long-duration storage technologies based on the readiness and availability of these technologies. Nevertheless, some candidate projects for emerging tech or long-lived long-duration energy storage are under review. CC Power continues to engage with developers and technology providers to assess their readiness to deploy technologies for offtake contracting, including through supplier-side conferences and events.

In conjunction with efforts under Strategic Priority 1 (joint procurement) and Strategic Priority 3 (asset ownership), CC Power will continue to identify opportunities whereby long-duration storage projects can be considered. Such approaches may involve the exploration of commercial agreements that may support development of emerging technologies by establishing performance guarantees and warranties from the technology providers in conjunction with developable sites.

Lastly, as a hub for procurement of emerging technologies, CC Power expects project opportunities to also arise bilaterally. Any such projects would be assessed against valuations from competitive solicitations.

**Supporting Information**

Members may view non-lithium storage to provide a non-zero value to their portfolio in terms of providing technology diversity. Other alternative technologies may provide similar additional technology diversification value. Broadly, technology diversification may reduce risks for members from regulatory changes, uncertainty with future energy and capacity values, and future project costs.

As load-serving entities, CCAs may also benefit politically from having a role in considering emerging technologies. CCAs may be asked to explore emerging technologies for various

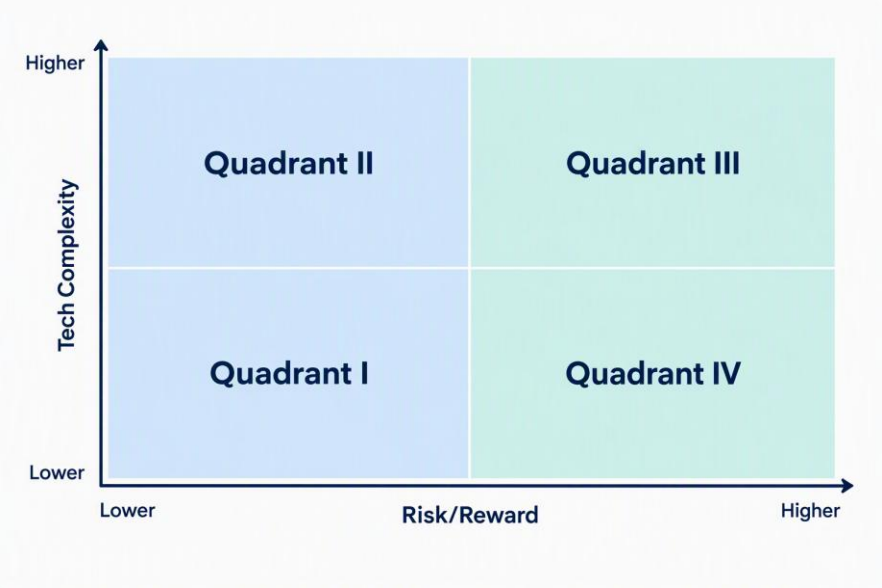
reasons, and a joint action approach may allow multiple CCAs to productively share in this effort.

## Strategic Priority 3: Owning Wholesale Power Assets

### Strategy Overview

The general goal of this priority is to position members to own power projects and to manage such work over time. Such work should allow members to meet long-term energy supply needs for their communities through resources they own and control, likely through the use of financing strengths of CCAs. This work will also explore how ownership positions of projects at earlier stages of development may provide long-term benefit to members.

For simplicity, CC Power has discussed ownership roles and strategies using the following matrix of technology complexity and risk/reward. CC Power's ownership roles and duties will vary depending on the quadrant. None of these quadrants addresses a project's valuation or merits, but the quadrants highlight potential ownership and development roles for CC Power (x-axis) along with the types of projects (y-axis) that CC Power might pursue in terms of developmental and operational complexity.




### Strategies

CC Power's ownership strategy has two tracks. First, it will seek near-term opportunities to acquire lower-risk projects after key development risks have been resolved (Quadrant I). Second, it will prepare to pursue broader ownership roles for interested members across Quadrants II–IV. Prior research indicates that expanded ownership will require CC Power to take on additional functions. Accordingly, members can evaluate specific opportunities while the agency deliberately builds the capabilities needed to manage those responsibilities.

Within this larger strategy, CC Power's has identified three (3) steps for originating worthwhile candidate projects and for preparing for potential future work.

1. *Gain experience* – Pursue and contract to finance or own a power project without any maintenance or operating duties, targeting lower-risk generation type such as a solar, storage, or combined solar-and-storage project with a target asset size of approximately $75M–$250M. This project will serve member CCAs as a first large wholesale power project under ownership and will build experience. A Quadrant I project will require advancements in various areas of ownership, including multi-member financing and or debt matters, diligence, contracting, and oversight of operations.
2. *Deep Dive Ownership Playbook and Opportunity Assessment* – Conduct structured research and education activities to build CC Power's and members' institutional knowledge base for future ownership pursuits. Topics will include technology assessment, interconnection and deliverability strategies, financing and debt structures (including municipal financing options), site acquisition and or asset entry points, risk/reward implications of different ownership models, long-term valuation and portfolio effects, and operations and maintenance (O&M) models and costs. This process may conclude with recommendations for a follow-on Phase 2 or 3 opportunity for members. In addition to step 1, this effort will prepare members for serious and more complex ownership pursuits, including with a 'playbook' to use on all or most issues of ownership. Learnings will be shared amongst all members.
3. *Activate Ownership Pursuit for Interested Members* – Plan to pursue ownership positions, which may also include ownership of development sites at various stages of maturity, enabling ownership of operating power plants beyond step 1 for the 2028–2035 timeframe.
   This work will be based on origination, valuation, member needs, capabilities and relationships established through earlier work, and ongoing investments in ownership capabilities, strategies around interconnection matters, and technology or project availability. This strategy may be tailored to include partnerships, site acquisitions, and numerous other matters identified within the project.

CC Power's 2026-2027 Budget anticipates all three of the above steps. Current staff and service providers are positioned to manage and support steps 1 and 2 through Board-approved Phase 1 costs. The 3rd step, "*Activate Ownership Pursuits for Interested Members*", will involve costs that would be incurred only if members opt-in to any presented Phase 2 opportunity. The budget for Step 3 estimates potential for consultants and/or one staff addition, depending on step 3 progress or needs. Step 3 work is presumed to extend into future budget cycles.

CC Power believes that collaboration with members throughout steps 1-3 will be critical for members to evaluate project opportunities. As such CC Power has enacted a PAS focused initially on Quadrant 1 (step 1) projects.

**Timeline**

- Q3 2026: Form PAS on Ownership to enable staff-to-staff deliberations and steering.
- Q4 2026: Begin working on step 2 Project Development Playbook to identify and develop deeper understanding of ownership structures, financing approaches, entry points, competency needs, O&M models, project debt size implications, etc.
- Q4 2026: Seek additional offers for step 1 type projects that meet member needs and interests.
- Q1 2027: Confirm step 1 and step 3 ownership approach, targets, and strategy recommendations for the Board.
- Q1 2027 – Q4 2027: Phases 2 and 3 Go/No-Go decision for ownership projects, if any. Manage projects per approved budget(s).
- Q2 2027: Incorporate ownership strategies and opportunities into the 2027-2028 budget.
- Q3 2027: Consider and represent joint ownership interests in the interconnection process.
- 2027–2030: Review multi-year competency needs and, in accordance with Board and project approvals, establish or acquire key capabilities.
- 2027-2030: Review scope of ownership activities that may expand member functions into different quadrants further. Development and construction of Part 1 of the project; continued greenfield groundwork; and second project origination.
- By 2030: Part 1 of the project online or under construction; site control options and interconnection requests in place for greenfield pipeline; Board-adopted greenfield development roadmap for 2031–2035.

**Additional Details**

Compared with power purchase agreements (PPAs), members may benefit from asset ownership using CCA financing, credit strengthening, long-term ownership of interconnections, and diversification within their power portfolios. Adding ownership to a power portfolio can be a normal component of portfolio management, as many utilities blend ownership and 3rd party contracts in their power portfolios.

CC Power member-CCAs have strong overall credit profiles. Preliminary assessments through PFM Financial Advisors identified that joint ownership and debt issuance could occur without credit downgrades on members, depending on circumstances. Members may approach step 1 (Quadrant I) projects with balance sheet financing.

In the past, CC Power performed assessments of the value of asset ownership and determined that it may be beneficial to own generation and/or storage assets on behalf of

its member agencies, rather than solely contracting for offtake from such assets. CC Power solicited for build-transfer agreements (BTA) in each of the last three annual solicitations and developed a term sheet and pro forma BTA to contract for such resources. However, CC Power has not yet contracted for a resource under this configuration, and many projects bid to CC Power thus far have presented key development risks or excessively high prices that dissuaded CC Power and members from advancing negotiations.

CC Power will continue to build financial valuation tools and abilities. Existing tools may be refined and additional tools regarding sensitivity analyses or to reflect long-term benefits may also be developed or acquired. CC Power's budget includes funding for data sets. CC Power will continue to assess the relevance and need for different or expanded data sets for purposes of conducting analysis and diligence to help inform its members.

In line with step 1, CC Power is close to advancing negotiations with a Quadrant 1 project. Federal tax changes and other uncertainties may affect the viability of the candidate project. CC Power is thus launching an Asset Ownership RFP for the provision of offers, by which CC Power wishes to encourage developers to market their projects that they wish to either (i) advance development via a BTA or (ii) sell to CC Power for it to continue the development of the project. CC Power aims to increase visibility into California project opportunities, positioning itself for consideration of such acquisitions, while simultaneously improving CC Power's understanding of the California market project pricing and their underlying costs compared to nationwide costs, as informed by research secured from firms such as Wood Mackenzie.

Based on CC Power's findings to date, CCAs may wish to evaluate the risk-reward balance of ownership of less mature developments. In step 3 (above), CC Power may propose initiation of a 'greenfield development program' to members, who will then be able to evaluate the work and risk/rewards on actual development activities or portfolios. Despite requiring a long lead time, such development activities may prove valuable to CC Power's members given their likely ability to (i) identify sites within their territories for acquisition and permitting in collaboration with their local government constituents; (ii) assign commercial interest points for interconnection applications; (iii) leverage cash and municipal bond issuance for low-cost financing; and (iv) monetize tax credits via 'direct pay' provisions, all of which may result in lower cost projects than via offtake agreements.

Lastly, ownership pursuits can also involve used resources. In some instances, PPAs can include purchase options that can occur after tax equity matters are complete, e.g. year 7. CC Power's Strategic Priority 2 may explore technology categories that involve used resources. Linking ownership explorations with alternative technology project explorations is possible through the above strategy.

**Supporting Information**

Over the past 50 years, California municipal power entities have used joint action to fund, finance, own, and operate power infrastructure. Examples include the Northern California Power Agency's (NCPA) Stanislaus hydro-system development (1990) and the Transmission Agency of Northern California (TANC) high-voltage transmission California-Oregon Transmission Project (COTP) (1993).

As CCA's expand and reliably serve load throughout California, CC Power can serve members by providing capacity for large asset purchases. This capability may be used for normal portfolio management work and may position CCAs to collaborate strongly with California leadership in ensuring that long-term energy and grid solutions are delivered and maintained.

## Strategic Priority 4: Manage Ongoing and Future Phase 3 Project Agreements

### Strategy Overview

This priority is intended to ensure effective operations and contract management for CC Power's Phase 3 projects. The joint-action model depends on clear operating processes, disciplined contract management, and governance structures that support timely decisions while preserving meaningful member collaboration and direction.

Such work will yield value to members by creating certainty and efficiency for members in joint-action contract management and project operations. This work also allows members to access additional or specialized service providers in ways that complement their own approaches.

### Strategies

The main strategies for achieving these goals are:

- Use PAS with two member 'Chairs' to balance speed, decision making, and member input in the contract management process.
- Use Operations Advisory Subcommittees (OAS) with two member 'Chairs' to balance speed, decision making, and member input in the project operations work, including with bidding and scheduling.
- Structure service agreements for operations to allow members to access services individually and at discounted rates, e.g. through a master services agreement.
- Aggressively manage contracts using top-level counsel to maximize members' contractual rights and to reflect the scale and reputational import of multiple CCAs in contract management matters.
- Establish and follow Operational Procedures that clearly delineate where and how project and operational decisions are made.

### Timeline

- Q2 2026: Operations of the Tumbleweed long-duration energy storage project.
- Q2 2026: Budget for go-forward contract management and operation needs.
- Ongoing: Operations and contract management for all active Phase 3 projects including Tumbleweed, Fish Lake geothermal, Dogwood geothermal, Willow Rock energy storage, and any new projects executed under Strategic Priorities 1, 2, and 3.
- 2027–2030: Maintain or augment asset operations and settlements team incrementally as new projects come online.

**Additional Information**

This year (2026) CC Power celebrated the successful onboarding of its first operational project, the Tumbleweed 8-hour lithium-ion storage project. As CC Power looks towards the upcoming activities required for managing its existing Phase 3 resource portfolio, it anticipates the onboarding of a few new resources in the coming year, namely the Dogwood and Fish Lake geothermal projects in 2027, both of which will be imported into CAISO from external balancing authorities where CC Power will not have scheduling coordinator responsibilities. These resources will thus require the development of new operating procedures, which will differ from those developed for the Tumbleweed resource, and will need to be successfully onboarded into the CAISO markets and CC Power's members' portfolios.

In the current procurement environment, CC Power will continue to diligently manage contracts, seeking to maximize rights and minimize risks. CC Power's team and ongoing relationships with experienced counsel allow strategic decision making based on contracts. These strategies can be informed by the availability of other compliance-related projects in the CC Power portfolio as well as member input.

By representing a large portion of load in California as well as a potentially large (combined) buyer in future years, CC Power should attempt to exert useful influence in contract management and negotiations. This approach should also be coupled with ongoing branding of CC Power as a reasonable but firm counterparty.

CC Power's OAS has boosted the coordination with members during contract management and operations. The OAS has further connected CC Power with members' 'back office' staff, enabling robust discussion on bidding strategies, tools, and operational matters.

Recurring contract-management and operations meetings are established on member staff calendars, and attendance has generally been high and consistent. These touchpoints support member oversight, although they also require a continuing commitment of member staff time.

The inclusion of two Chairs, staff from participating CCAs, in all project discussions has ensured member input can occur while matters can be addressed efficiently.

Over time, the OAS and PAS models will be tested with challenges, such as quick decision items, turnover amongst staff, strong differences on strategies, contractual or operational issues, etc. In anticipation of such moments, CC Power will rely on an approach of having clear procedures, timely disclosures (including to Board Members of participating projects), recurring updates and check-in meetings, and collaborative practices that enable quick and thorough communication. CC Power staff also work to conduct analysis and bring findings to members, enabling more informed and fast decision making. CC

Power's Membership Agreement also codifies key practices for both members and CC Power.

CC Power’s 2026–2027 budget and staffing model provides the resources needed for these efforts. Any additional staffing or resources will depend on project implementation dates and the number of active Phase 2 and Phase 3 projects. Overall growth is expected to remain limited in the 2026-2030 period.

CALIFORNIA
COMMUNITY POWER



# Strategic Business Plan

December 2022

# About Us

**California Community Power is a Joint Powers Agency**

**Nine** California Community Choice Aggregators have come together to partner on our shared vision to accelerate the transition to a clean energy future.

**Community Choice Aggregators**, or CCAs, provide competitively priced, clean energy choices to their communities

**24 CCAs** serve more than 11 million customers in 201 towns, cities and counties throughout California.

CC Power members represent over 3 million customers across 148 municipalities spanning from Humboldt County to Santa Barbara County.



# Vision and Mission

**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. CC Power is not intended to be a policy-or advocate, though it may, from time to time, advance or support public policies in support of its purpose that do not conflict with interest or policies advanced by any Member.



# Our Values

**Acting together through CC Power will provide benefits greater than acting alone.**



CC Power can be an enabler for:

- Meeting current and future regulatory and resource requirements and projects
- Identifying opportunities for efficiencies in providing programs and services serving the goals of your respective agencies
- Realizing opportunities provided with the Inflation Reduction Act

# Strategic Priorities

| | |
|---|---|
| **Build** | Build organizational capacity to provide value to members including hiring a full-time general manager and clarifying or adding operating policies and procedures. |
| **Implement** | Successfully implement agreements for long duration storage and firm capacity resources [geothermal] |
| **Pursue** | Pursue opportunities enabled by the Inflation Reduction Act, including innovative technologies. |
| **Achieve** | Achieve savings though joint procurement of programs and services |

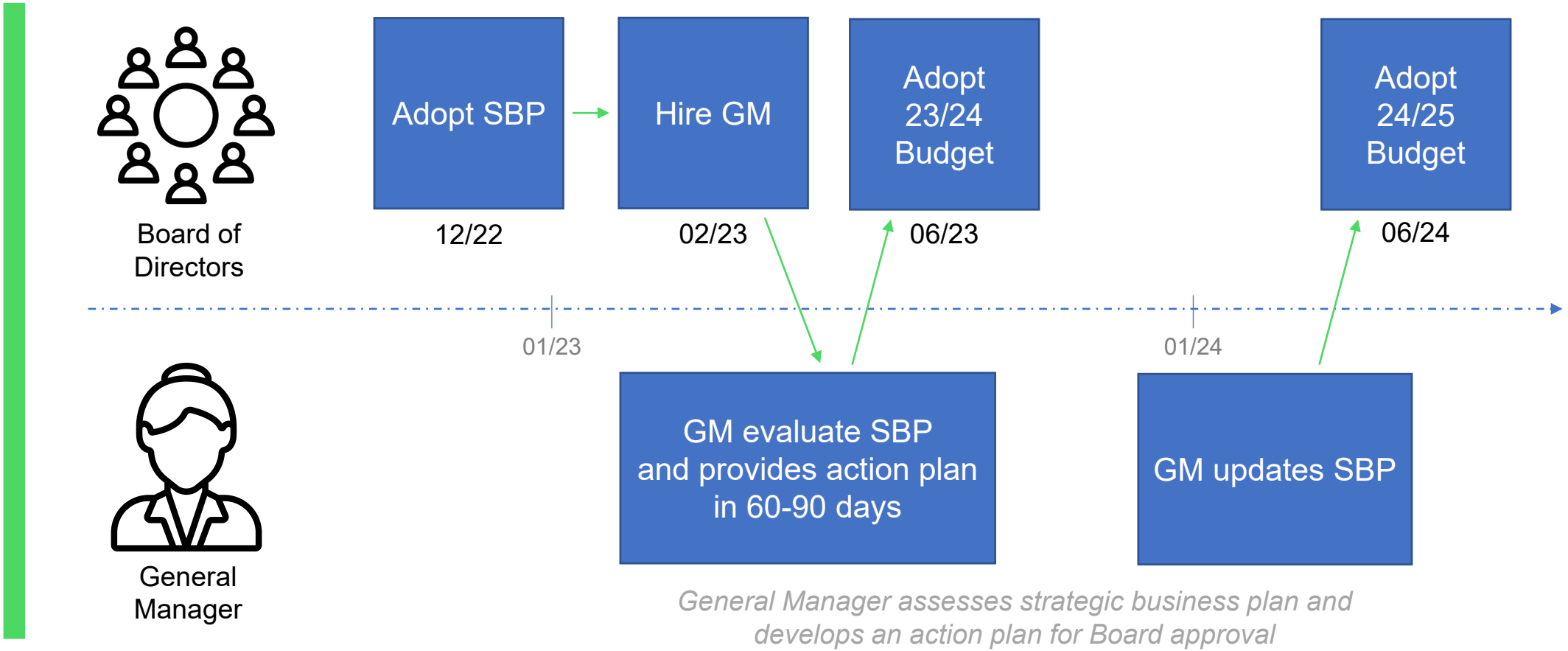
# Business Plan Framework

| | |
|---|---|
| **Year 1** | CC Power successfully implements four committed projects and builds its organizational capacity to support further joint investments on behalf of its members. |
| **Year 2** | CC Power Adds to its Portfolio of Projects, Programs and Services |
| **Year 3** | Dream Big<br>Build, own, operate projects<br>Explore innovation |



# Suggested Timeline

Strategic Business Plan, GM & Budget




*General Manager assesses strategic business plan and develops an action plan for Board approval*

# Year One Focus

**Implement**

Implement the four committed projects

**Launch**

Launch at least two joint programs or services

**Review**

Review governance framework

**Refine and Augment**

Refine and augment policies and procedures

**Undertake**

Undertake activities to maximize IRA benefits

# Year 1 - Successfully Implement four committed projects - $2.2 billion

**Consistent theme from member interviews**
- Viewed as reinforcing credibility

**Complete Coordinated Operations Agreement and Scheduling Coordinator Agreement**
- Manage all pre-COD contractual obligations

**Review and standardize project oversight processes (GM's 1st 90 days)**
- Transfer responsibility for project committee functions to General Manager
- GM assigns tasks and coordinates work of consultants
- GM works collaboratively with project participants
    - Continues to draw on expertise of member staff while freeing them to pursue responsibilities of their 'day jobs'
    - Coordinates work to identify future projects and engage in work needed to bring proposals to Board
    - Create process for addressing technical, financial and legal concerns of participating members or those considering participation

# Year 1 - Identify top two priority programs/services and prepare plans



**Develop processes to assess member needs and interests**

Consider flexible models for participation; partnerships; expanding or replicating successful work underway by CC Power members

Examples

- Customer billing interface with PG&E
- Scheduling coordination
- Data management
- Direct installation of energy efficiency
- Energy rebate processing
- Joint procurement: EV charging equipment; solar hot water heaters
- Consulting services for IRPs
- Emerging technologies

# Year 1 - Governance Framework (GM's 1st 90 days days)

**Review Governance Framework**

Refine role of board and general manager

- Board-set policies, approve agreements and budgets, give direction to GM
- GM-Operating responsibility; proposes policies, budgets, coordinates proposals, and vendor selection, responsible for contract negotiation and agreements – approved by board

Working Groups/committees – Redefine role

- Composed of  members staff; meet as needed
- Informal meetings without decision making authority ( not Brown Act)
- Provide input and support to GM; share interests and ideas
- Ensure member concerns are addressed
- GM reports to Board on group activities

Consultant resources

- Engaged as needed
- Board authorizes; may delegate to GM authority to manage resources

This framework ensures the GM is responsible and member staff expertise is integrated into decisions.

# Year 1 - Functional Areas for board actions, policies and procedures

**Financial – What's required to support CC Power current and future obligations?**

- New 1-year budget for FY 23-24 (new fiscal year starts July 2023 per Board action in October 2022) (GM's 1st 90 days)
- Payments, Cash requirements and Reserve requirements
- Options for financing future projects
- Credit rating?
- Evaluate collaboration with California Financing Authority?



# Year 1 - Functional Areas for board actions, policies and procedures

**Communications - Who is CC Power?**

- Creates greater awareness of CC Power as an entity
- Attracts prospective market participants, prospective vendors and partners
- Increases awareness of benefits from CC Power investments



# Year 1 - Undertake activities in preparation for maximizing benefits of IRA

**Monitor Internal Revenue Service implementation process and public comments submitted**

- Decisions on rules and process expected in 2023
- Rules around direct pay of tax credits of particular importance
- Other provisions address bonus credit or deduction amounts with respect to prevailing wage, apprenticeship, domestic content and energy community requirements

**Organize one or more workshops on the IRA; separately or with CalCCA**

**Engage financial and legal consultants to explore ways to optimize the IRA provisions**

# Year 2 - Add Projects that use the benefits of the IRA; Expand Portfolio of Programs and Services

Continue capacity building

Assess implications of direct or indirect ownership of resources

- Resource and budget requirements to manage development, construction and operating risks of generation ownership
- Managing exposure to CA liability and inverse condemnation rules

Continue to assess issues around financing and credit

Assess opportunities to partner –SMUD, NCPA, SCPPA, RENs, other CCAs

Investigate existing programs of members that might be expanded or replicated



# Year 2 - Potential Projects

- EV charging installations-turn-key services
- Joint subscription services (e.g., S& P Global)
- Joint energy efficiency programs
- Joint rebate processing services
- Data management services
- Risk assessment and risk management services
- Creation of pooled services for administrative functions, human resources and employee benefit programs

# Year 3 - Explore emerging technologies - share risks

**Projects to consider**

- Large scale on-shore  wind, off-shore wind and geothermal projects
- Ownership as well as PPAs
- Solar and solar with storage
- Energy storage
  - Stand-alone and long-duration
  - Energy storage with renewable projects
  - Demonstration energy storage projects – new technologies
- Central management of demand response



CALIFORNIA
COMMUNITY POWER

*A Joint Powers Agency*

**BOARD REVIEW DRAFT**

# 2026–2030 Strategic Plan

*For CC Power Board and Member Use*

## PLAN PURPOSE

A five-year framework to guide annual work planning and budgeting, clarify CC Power's role and functions, and establish the competencies members should expect CC Power to build over time.

**Plan Period:** 2026–2030

**Board Adopted:** Month, Day, 2026

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# Strategic Plan At-A-Glance

California Community Power (CC Power) is a Joint Powers Agency formed in 2021.
CC Power's 2026–2030 Strategic Plan is organized around four Board-directed Strategic Priorities. The Priorities are designed to focus joint action where member scale, shared expertise, and coordinated execution can create value that individual CCAs may not achieve as efficiently on their own.

## What This Plan Does

Sets long-term direction for CC Power while preserving the Board's annual authority over binding work plans, budgets, and project approvals.

## STRATEGIC PRIORITIES




**01**
**Procurement & Contract Management**
Originate, negotiate, procure, and manage wholesale power resources.

**02**
**Emerging Technologies**
Assess and pursue novel, higher-risk, hard-to-procure technologies where members see value.

**03**
**CCA Asset Ownership**
Build the capabilities and pathways for participating members to own wholesale power assets.

**04**
**Phase 3 Execution**
Bring approved projects online and manage contracts, operations, settlements, and member support.

# CC POWER Operating Model

| PHASE 1 | PHASE 2 | PHASE 3 |
|---|---|---|
| **Explore** | **Pursue** | **Execute** |
| Open to all members | Targeted joint action; member opt-in | Binding agreements; member opt-in |

## Foundation for the Plan

### VISION

Strengthening CCAs with valuable joint-action projects, services, and opportunities.

### MISSION

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

## Strategic Planning Architecture

| | |
|---|---|
| **Principles** | Shared reasons and approaches that guide joint action. |
| **Outcomes / Goals** | Intended goals or outcomes for 2026–2030. |
| **Competencies** | Capabilities CC Power should establish or maintain, using staff and/or consultants. |
| **Other** | Additional Board guidance, including budget considerations, collaborations, and exclusions. |

## How the Plan Should be Used

- Plan for and pursue joint-action efforts that align with the Board's strategic priorities.
- Align annual budgets to longer-term goals and capability needs.
- Clarify CC Power's roles and scope so members can leverage the agency effectively.
- Guide joint action through key principles and reasoning for priority areas.

# Executive Summary

California Community Power (CC Power) is a Joint Powers Agency 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 31,000 gigawatt hours (GWh).

CC Power's 2022 Strategic Plan[1] directed exploration and possible pursuit of joint action in a wide array of areas, allowing flexibility for the organization to grow as joint-action opportunities were identified.

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[2].

## 2022 vs. 2026-2030 Plan

### 2022 Plan

- Strategic Plan Approved Dec 2022
- CC Power - Start-up mode
- Short-term procurement goals + more services + overarching priorities

| | |
|---|---|
| Year 1 | CC Power successfully implements four committed projects and builds its organizational capacity to support further joint investments on behalf of its members. |
| Year 2 | CC Power Adds to its Portfolio of Projects, Programs and Services |
| Year 3 | Dream Big<br>Build, own, operate projects<br>Explore innovation |

- More open-ended (for flexibility)
- Focus areas not clear or no longer a priority – Inflation Reduction Act (IRA)

### 2026-2030 Plan

- Strategic Priorities approved Dec 2025; Plan approval pending
- More mature organization
- More experience with members and market
- Focuses priorities
- Defines deliverable / goals
- Identifies excluded activities
- Provides clear direction to staff on activities
- Maintains Board control – continues annual work plan and budget approval process
- Draft Plan pending board approval

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] Resolution 22-12-02
[2] Resolution 25-12-01

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 plan for and consider CC Power offerings, knowing CC Power's planned roles, functions, capabilities, and target 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 will expand or establish certain competencies over time.

# Core Operating Elements of CC Power

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

## Vision

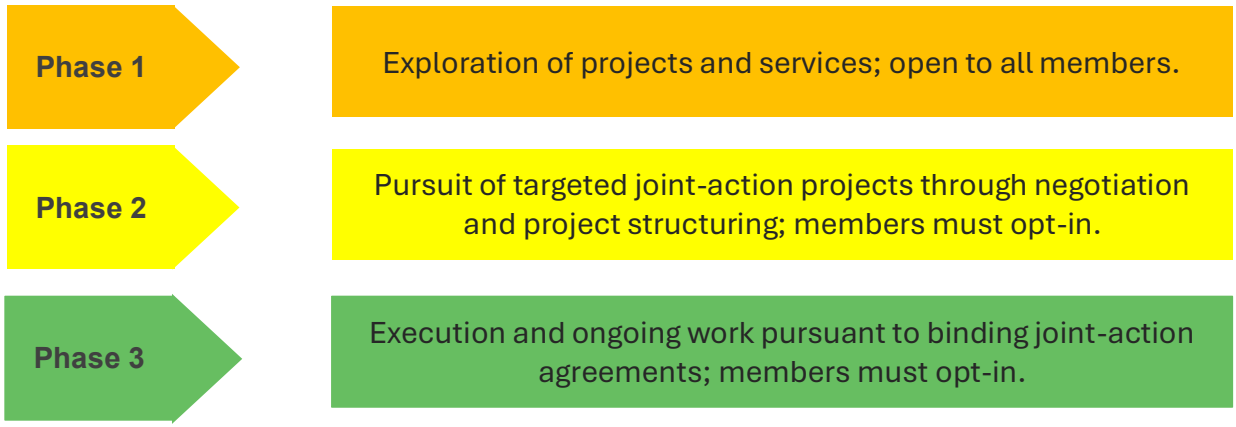
Strengthening CCAs with valuable joint-action projects, services, and opportunities.

## Mission

To combine members' buying power to procure new, large-scale, complex, emerging, 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.



### 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:

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

## Approach and Components of the Strategic Plan

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

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, and does not change, CC Power's current process whereby the Board directs binding annual operational plans, staffing, and expense levels through the budget review and adoption process.

Goals as listed in the Strategic Plan, while meaningful, are directional. These directional 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 without the plan prematurely or overly specifying outcomes.

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

### Principles

The joint-action principles that guide the overall intent, approach, and shared reasons for joint-action efforts for each Strategic Priority.

### Outcomes/Goals

The goals for joint action within the priority area or outcomes to achieve within the 2026-2030 period.

### 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

### 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 support 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.
- Management of Operations Advisory Subcommittees established for Board-approved projects.

## OTHER

Budgets: 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 useful 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 power contracts that directly support members' wholesale procurement needs in this priority area, and members will use CC Power for those contracts where applicable.
- 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 multiple 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 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), Exclusivity Agreements, and condition-precedent agreements.
- Knowledge of the California Independent System Operator (CAISO) interconnection processes, Transmission Planning, Integrated Resource Planning (IRP), Resource Adequacy,

or other relevant regulatory and policy matters and requirements in order 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 the 2026-2030 timeframe 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 useful and effective structures 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 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. All policies and procedures must be followed.
- 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)[3] function within CC Power.
- Provide members value through relevant bulk-buy purchases, potentially including datasets.
- Establish energy supply-related master services agreements that enable members to efficiently leverage CC Power's scale to reduce costs or acquire specialized services.
- 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: 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.

## 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.

Over time, 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.

[3] 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.

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**
**Resolution 25-12-01**

**RESOLUTION APPROVING AND ADOPTING THE CC POWER 2026-2030 STRATEGIC PRIORITIES**

WHEREAS, California Community Power ("CC Power") was created by a Joint Powers Agreement ("JPA") to develop, acquire, construct, own, manage, contract for, engage in, finance and/or provide energy related programs for the use of and by its Members; and

WHEREAS, JPA Section 4.01 provides that CC Power shall be administered by a Board of Directors, which shall be vested with the powers set forth in the JPA, and shall have the authority to provide for the general management and oversight of the affairs, property, and business of CC power; and

WHEREAS, on December 14, 2022, the CC Power Board adopted a Strategic Plan with Strategic Priorities; and

WHEREAS, the CC Power determined there was a need to update its Strategic Priorities to prioritize CC Power's objectives and future direction; and

WHEREAS, an Ad Hoc Committee of the Board has developed and recommends updated Strategic Priorities which should be adopted and incorporated into an updated Business Plan.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of CC Power hereby approves and adopts the 2026-2030 Strategic Priorities, attached hereto as Attachment A.

PASSED AND ADOPTED by the Board of Directors of California Community Power this 17th day of December, 2025, by the following vote:

| | | Aye | No | Abstain | Absent |
|---|---|---|---|---|---|
| Ava Community Energy | Howard Chang | | | | |
| Central Coast Community Energy | Robert Shaw | | | | |
| CleanPowerSF | Barbara Hale | | | | |
| Peninsula Clean Energy | Shawn Marshall | | | | |
| Redwood Coast Energy Authority | Beth Burks | | | | |
| San José Clean Energy | Lori Mitchell | | | | |
| Silicon Valley Clean Energy | Monica Padilla | | | | |
| Sonoma Clean Power Authority | Geof Syphers | | | | |
| Valley Clean Energy | Mitch Sears | | | | |

_____ _____

Chair Attest by: Secretary

## California Community Power

# Agenda Item 6A

1. **Resolution 25-12-01 – Approving and Adopting the CC Power 2026-2030 Strategic Priorities**

# California Community Power

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

December 10, 2025

From: Member Forum Ad Hoc Committee and Alex Morris, General Manager

To: CC Power Board of Directors

Subject: **Draft Final Strategic Priorities 2026-2030**

**Recommended Action**:
Adopt Draft Final Strategic Priorities for 2026-2030, with a plan to also update the CC Power Strategic Plan in 2026 to reflect these updated strategic priorities.

**Background and Approach**:
CC Power's Strategic Plan was developed in 2022, a year after CC Power was formed. CC Power was guided by the priorities outlined in the original Strategic plan, which focused on establishing base capabilities, formalizing steps to operate and manage power contracts, and leading exploration of additional joint action projects or services. The plan had a generalized three-year timeline.

As CC Power and its members have matured since the first plan was adopted, there is a need to update the plan to reflect the current priorities of members and to continue prioritizing efforts that maximize value for members.

In mid-2025, CC Power commenced an effort to update its Strategic Plan. On August 20, 2025, the CC Power Board formed a Strategic Planning Refresh Ad Hoc Committee ("Ad Hoc Committee") to oversee this effort. A special thank you is given to the Ad Hoc Committee[1] for their time and engagement.

The Ad Hoc Committee sought to update the strategic priorities of CC Power through the following approach:

i. Board Member Survey on a range of possible strategic priorities
ii. In-person discussion of five strategic priorities
iii. Informal voting to identify strategic priorities

The Ad Hoc Committee met numerous times and facilitated an all-board discussion of potential strategic plan updates at an in-person Member Forum meeting in October 2025[2].

Finally, Board discussion of Draft 2026-2030 Strategic Priorities occurred at the November 19th Board meeting.

[1] Ad Hoc Committee members: Chair Lori Mitchell (SJCE), Treasurer Mitch Sears (VCE), Secretary Howard Chang (Ava), Monica Padilla (SVCE).
[2] The Ad Hoc Committee met on 9/5, 9/10, 9/16, 10/3, 10/10, and 10/7. The in-person Member Forum took place on October 21-22, 2025.

**Findings and Draft Final Updated Strategic Priorities**

Four Draft Final Strategic Priorities have been identified for 2026-2030:

- Procurement and Contract Management of Wholesale Power Resources;
- Assess and procure emerging, higher risk, and unusual technologies or projects; and
- Lead member-CCA power asset ownership efforts.
- Successfully implement and manage ongoing or future Phase 3 project agreements (continued from the original Strategic Plan).

Upon adoption, CC Power staff will incorporate the updated Strategic Priorities into an updated Strategic Plan, targeted for completion and adoption in the first half of 2026. As CC Power's first strategic plan steered the agency from 2023-2025, and updated Strategic Prioties and an updated Strategic plan can guide the agency in 2026-2030.

Findings also show that CC Power should continue to use core operating models established in the 2022-2025 period, including the opt-in processes for Phase 2 and Phase 3 Projects, the use of member meetings and surveys to guide annual work planning and budgeting, and the assignment of costs for applicable projects only to participating members. These 'cafeteria menu' type offerings and protocols ensure members can get value from CC Power where of interest. The use of Phase 1 'Working Groups' as a tool for assessing opportunities and socializing project ideas with members also has support and should continue. Phase 1 work is paid for by all members, all of whom have access to the work.

Lastly, Board discussion at the November 19th Board meeting highlighted a need for several enhancements to the November draft Strategic Priorities. These changes are reflected in the Draft Final Strategic Priorities and include the following:

- Use of member-informed annual budget process for approval of work-plan and budgets, ensuring alignment on work within any strategic priority area
- Clarification of how Strategic Priority #1 Procurements should align with member interests and may include 'compliance-driven' projects to the extent that members opt-in for these joint-action opportunities. Compliance-driven projects are defined as projects directed by regulatory or policy makers or requirements and where joint-action may provide helpful benefits, including to help members meet the specific sizes of compliance obligations, cost-savings, risk-sharing, etc. Recent examples of compliance driven projects include the Long-Duration Storage or Firm Clean Resources procurement orders from the CPUC.
- Structure procurement efforts, including for emerging technologies, to be results-oriented and targeted to meet members' needs through annual work-planning check-ins with members, use of the opt-in model, and preferences for binding contracts rather than less enforceable contract approaches.

Attachment - Draft Final 2026-2030 Strategic Priorities – Summary Document

CALIFORNIA
COMMUNITY POWER

# California Community Power

# Draft 2026-2030 Strategic Priorities

# Summary Document

December 11, 2025

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## I. Executive Summary

California Community Power ("CC Power"), founded in 2021, is a joint powers agency formed to undertake joint action projects and services on behalf of its member community choice aggregators ("CCAs").

CC Power's first strategic plan, adopted in 2022, steered the agency from 2023-2025 through core operational protocols and through strategic priorities.

Efforts conducted in 2025 are intended to provide updated strategic priorities to guide the agency between 2026-2030. No changes to the core operating protocols are planned at this time.

This document details four draft-final strategic priorities and the process for developing them. These draft final strategic priorities were identified in collaboration with the "Strategic Planning Refresh Ad Hoc Committee" (the "Ad Hoc Committee") established in 2025 and also include one strategic priority from the 2022 Strategic Plan. Pending Board review and adoption, these priorities will next be incorporated into an updated strategic plan that directs CC Power to continue to explore, offer, and manage joint-action projects and services where members can opt-in to share in projects of interest and sets forth milestones and workstreams to execute upon over the coming years to achieve a vision for 2030.

Draft final strategic priorities for 2026-2030 include:

1. Procurement and Contract Management of Wholesale Power Resources;
2. Assess and procure emerging, higher risk, and unusual technologies or projects;
3. Lead member-CCA power asset ownership efforts;
4. Successfully implement and manage ongoing or future Phase 3 project agreements (continued from the original Strategic Plan).

It is intended for these strategic priorities, if adopted, to inform an updated Strategic Plan and to steer budgeting and work planning during the 2026-2030 period.

This document's purpose is to define the scope of the four draft final strategic priorities.

## II. Background

CC Power was formed in 2021. Its first Strategic Plan was developed and adopted in 2022.

The 2022 Strategic Plan CC Power guided CC Power both with strategic priorities and its core operating protocols. The original strategic priorities focused CC Power on

establishing base capabilities, formalizing steps to operate and manage power contracts, and exploring additional joint action projects or services. The plan had a generalized three-year timeline.

As CC Power and its members have matured since the first plan was adopted, members and staff identified a need to update the plan to reflect members' current priorities.

CC Power's membership includes nine CCAs who represent over 2.7 million customers across 112 municipalities spanning from Humboldt County to Santa Barbara County. Our members serve a combined load of nearly 30,000 gigawatt hours (GWh) annually across California. CC Power's 2025 membership includes: Ava Community Energy, Central Coast Community Energy, CleanPowerSF, Peninsula Clean Energy, Redwood Coast Energy Authority, San Jose Clean Energy, Silicon Valley Clean Energy, Sonoma Clean Power, and Valley Clean Energy.

CC Power's 2022 Strategic Plan included the following core components:

- **Vision**: Leverage members' buying power through joint-action to deliver cost-effective, clean, valuable, and reliable energy solutions for members' customers.
- **Mission:** Develop, provide, and manage joint-action opportunities in the form of procurements and services for use by its members.
- **Operating Model:** Joint-action opportunities are explored and offered through phases, where members must opt-in to phases 2 and 3, a.k.a. 'the cafeteria model':
    - Phase 1 – Exploration of projects; open to all members.
    - Phase 2 – Anticipate possible project work - solicitation and negotiation phase; members must opt-in.
    - Phase 3 – Project execution and ongoing work; members must opt-in.

## III. Strategic Priorities and Plan Update Process Overview

The CC Power Board, at its August 20, 2025 Board meeting, formed a Strategic Plan Refresh Ad Hoc Committee ("Ad Hoc Committee") to oversee an effort to update the Strategic Priorities and/or the Strategic Plan.

The Ad Hoc Committee included the following members from the Board:

- Chair Lori Mitchell (SJCE)
- Treasurer Mitch Sears (VCE)

- Secretary Howard Chang (Ava)
- Monica Padilla (SVCE)

The Ad Hoc Committee met repeatedly and facilitated a Board discussion of potential strategic priority updates at an in-person Member Forum meeting in October 2025.[1]

The Ad Hoc Committee sought to update the strategic priorities of CC Power through the following approach:

i. Board member survey on a range of possible strategic priorities
ii. In-person discussion of five strategic priorities
iii. Informal voting to identify strategic priorities

The Ad Hoc Committee identified that the core operating practices of CC Power, as directed by the original Strategic Plan, were now incorporated into CC Power's annual work-planning, budgeting, and project management efforts. Based on this and the ongoing relevance of some ongoing CC Power work, such as administering existing power contracts, the Ad Hoc sought to retain numerous elements and offerings of CC Power, including core operating protocols.

The Ad Hoc Committee presented updated strategic priorities and a plan for next steps to the CC Power Board on November 19, 2025.

Lastly, the Ad Hoc Committee identified that clear definitions for each strategic priority would be beneficial for both CC Power and its members. This Strategic Priorities document thus includes summaries to define and specify each of the recommended strategic priorities.

The recommended 2026-2030 strategic priorities are:

1. Procurement and Contract Management of Wholesale Power Resources;
2. Assess and procure emerging, higher risk, and unusual technologies or projects;
3. Lead member-CCA power asset ownership efforts; and
4. Successfully implement and manage ongoing or future Phase 3 project agreements (continued from the original Strategic Plan).

## IV. Summaries of Draft Final 2026-2030 Strategic Priorities

The draft final strategic priorities herein are intended for Board consideration and are recommended for adoption and inclusion in an updated Strategic Plan for 2026-2030.

[1] The Ad Hoc Committee met on 9/5, 9/10, 9/16, 10/3, 10/10, and 10/7. The in-person Member Forum took place on October 21-22, 2025.

CC Power will use the updated strategic priorities and updated Strategic Plan to guide efforts to propose, pursue, and manage joint-action opportunities on behalf of members. The work plans and budgets are and will be further informed by members through annual work planning and budgeting activities, and through member opt-in decisions.

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

CC Power will conduct solicitations and engage with market participants and developers to support members with deal-flow and project opportunities that benefit their power portfolios. Projects selected through such procurement activities will be managed through the CC Power joint-action model, using and sharing in valuation, contract origination, contract management, project management, market operations, settlements, and compliance functions, as well as other related capabilities or joint-offerings.

**Projects/Activities in scope include:**

- Compliance-driven projects – may include projects that address member compliance needs resulting from procurement orders. This may involve procurement of readily available technologies, and CC Power will use scoping and budgeting approaches and participation protocols to fit CC Power's efforts to member's needs, such as with larger scale projects.[2]
- Challenging Projects – may include projects with long development times, higher development uncertainties, unique cost-structures, long-lived resources, etc. Technologies may include geothermal, pumped hydroelectric storage, large renewable projects, out of state or region projects, etc.
- Other Member Portfolio Support Projects – other power procurement efforts or projects where joint-action scale, cost-savings, or other strategic purposes are sought by members, including for Renewable Portfolio Standard and Integrated Resource Planning purposes.

CC Power will work on behalf of members as expressed through Board, individual member, budget, and Working Group input. Solicitations and project pursuits can be used by all members, based on the participation structure. Solicitations funded through

[2] Approaches likely include annual work-planning, annual budgeting, and protocols such as opt-in requirements, timely scheduling of solicitations to avoid conflicts, expedient processes to release projects without joint-action interest, etc.

Phase 1 budgets may be authorized through the budget and would be open to all members.

While enacting this strategic priority, CC Power will work with members to avoid conflicts and to reduce participation barriers. Protocols to achieve these goals may include timing solicitations to minimize confusion or conflicts between CC Power's and members' solicitations for similar types of resources. CC Power will also administer procurement activities efficiently and will release projects from its established hold periods quickly, in cases where joint-action opportunities are not pursued. In this manner, members may use CC Power solicitations for joint action and for identifying projects for individual CCAs to contract independently.

CC Power's budgets will reflect this strategic priority, and CC Power will establish capabilities to offer this service (which may be through the use of contractors). Related CC Power functions will include contract negotiations, contract management, legal support, management of sub-committees, market operations, compliance and reporting, and settlements, etc. Annual work-planning efforts will work to identify potential joint solicitations that will yield value to members.

The Phase 1 Resource Planning Working Group will be the primary vehicle to socialize procurement matters with member-staff and to track, shape, and assess possible joint-action ideas. CC Power will also offer recurring check-ins with each member to build alignment.

### Strategic Priority 2: Emerging Technology Procurement(s)

CC Power will serve members as a primary joint-action vehicle for procuring and demonstrating select emerging technologies and new opportunities not previously or regularly pursued by CCA members. Such efforts may include projects on the verge of commercialization that may have higher risks or costs, such as alternative energy storage technologies. Projects identified for this strategic priority may also be developmentally less mature, warranting collaborative development and offtake approaches. CC Power's approach will typically include defining timelines, milestones, and proper risk and reward sharing such that CC Power ultimately serves the needs of its members. CC Power will not pursue any general technology incubation functions that do not directly support its members' procurement or strategic needs.

This strategic priority helps members to not only pursue wholesale power projects that may be unusual, risky, or expensive but also to demonstrate CCAs' capabilities across the electric utility sector by offering expertise on evaluating emerging technologies and grid enhancement strategies.

**Projects/Activities in scope include:**

Annual work-planning and Phase 1 assessment projects will help inform members on potential project types to pursue within this Strategic Priority.

Candidate technologies for this priority area may evolve over time. Near-term, a focus may be on less commercialized energy storage technologies and enhanced or advanced geothermal technologies or other projects with joint-action interest by members. Based on work-planning and further assessments, future efforts may focus on a range of emerging decarbonized power sources, including small modular nuclear reactors, nuclear fusion, offshore wind, transmission ownership and operations opportunities, or others.

CC Power will generally pursue and employ enforceable contracts such as Power Purchase Agreements, with developers or technology providers of emerging technologies. Projects identified within this strategic priority, however, may require long timelines and may include various funding and cost-sharing approaches, such as through grants. Given this, approaches may also include RFIs, Condition-Precedent Agreements, or other contractual methods in order to enable collaboration and eventual useful offtake opportunities for CC Power's members. Project timelines for this strategic priority may be extended because the technologies are less familiar and complex.

Over time, CCAs may wish to further augment these efforts with a technology 'center' or similar tool for comprehensively considering, comparing, contrasting, and educating member-CCAs and stakeholders about these types of newer project opportunities. Such functions will further demonstrate CCAs' credibility in procurement.

Prioritization of this area means that CC Power will budget and plan to explore and offer these types of joint action opportunities and should possess capabilities to offer these offerings. Members can plan in complementary fashion for CC Power's work on this matter.

## Strategic Priority 3: Owning Wholesale Power Assets

CC Power will serve to explore, pursue, and derisk project ownership through joint action. CC Power will explore and consider structures for performing asset operations and maintenance.

This work may include exploring asset purchase opportunities for wholesale electric generation, storage, or transmission projects. Joint action approaches to ownership are prudent given the potential costs, complexities, and project sizes.

Prioritization of this area means that members will explore ownership opportunities and ongoing asset management via joint action with CC Power as a venue for such work.

In support of members and applicable projects, if any, CC Power will prudently explore, contract for, or establish capabilities to pursue and manage wholesale asset ownership on behalf of members. CC Power will notify members of available offerings, allowing those interested to opt in at their discretion.

Financing for ownership will be an important part of this strategic priority. Approaches and structures for financing investments may mirror those of other joint action opportunities by leveraging a Project Participation Sharing Agreement construct, CCA financing capabilities, etc.

CC Power will develop an implementation plan for gaining experience, considering various ownership, financing and O&M structures, and how to decide to pursue the first project and others thereafter.

CC Power's level of involvement in day-to-day asset management, operations, and maintenance will require further discussion. Asset ownership may be pursued without directly taking on the duties or staffing of plant operations and maintenance (O&M). CC Power, the Board, and members' staff will consider whether or how to use contractual or partnership models as well as 'in-house' type staffing approaches for providing O&M functions as part of any ownership deliberations.

Prioritization of this area means that CC Power and members will budget and plan to explore and offer these types of joint action opportunities through CC Power. CC Power should consider how to acquire, grow, or build in-house capabilities to pursue asset ownership and all that it entails.

**Projects/Activities in scope include:**

- Near-term exploration of ownership opportunities with more straightforward types of generation, including through solicitations, opportunity evaluation, ownership research, contract management, and related functions.
- Longer-term exploration of ownership opportunities that fit members' needs, regardless of technology type.

### Strategic Priority 4: Successfully implement and manage ongoing or future Phase 3 project agreements.

CC Power shall continue to manage, oversee, and execute against existing contract agreements. A core goal of CC Power is to support joint procurement of power

resources, and the successful management of existing power contracts remains a priority.

**Projects/Activities in scope include:**

As part of the strategic priority, CC Power will continue to conduct all efforts associated with contract management and related contract diligence, power resource scheduling, power resource settlements, negotiations, legal functions, etc. Joint-action approaches to contract management and power procurement can yield cost savings and other benefits, but only if such projects are successfully managed.

Prioritization of this area means that CC Power will continue work pursuant to existing contracts and will continue to ensure it has the capabilities to provide these services on behalf of members. Members who are participants of these projects will continue to participate as planned, including through budgeting efforts. Member engagement and advisory groups like Project Advisory Subcommittees and Operations Advisory Subcommittees, or other avenues as established in Project Participation Sharing Agreements, will continue to be used.

## V. Budget and Cost Considerations

CC Power foresees no change to the 2025-2026 budget in order to implement the draft final strategic priorities. Further, because the draft final strategic priorities generally align with CC Power's existing staff and capabilities, CC Power does not foresee significant near-term cost changes associated with these strategic priorities.

For 2025-2026, pending Board adoption of these strategic priorities, CC Power will modify some elements of its work plan to further align with these updated strategic priorities without sacrificing progress on existing projects or priorities. Specific near-term actions may include:

- Leverage the currently ongoing Request for Proposals to inform possible joint-action opportunities for Strategic Priorities 1, 2, and 3.
- Repurpose some Phase 1 funds from deprioritized areas to explore Operations and Maintenance approaches to inform Strategic Priority 3.
- Continue plans for existing Phase 1, 2, and 3 work that has been authorized and is aligned with Strategic Priorities 1, 2, or 3, including the ongoing Geothermal Strategic Origination Phase 2A, ongoing Transmission Education Phase 1, Transmission Strategies Phase 1 planned for Q1-Q2, Emerging Technology Phase 1 planned for Q1-Q2, several Phase 2 contract negotiations, and budgeted staffing enhancements.

Starting with Fiscal Year 2026-2027, CC Power recommends the continued use of annual workplans and budgets to further act upon and further the strategic priorities. As noted above, large budget changes are not expected based on preliminary assessments. To further shape future budgets, the Board may wish to establish a Budget Ad Hoc Committee to work with staff on implementing these priorities for 2026-2027.

Further information on budgets and resourcing approaches would also likely inform plans or milestones established in an updated Strategic Plan.

## VI. Next Steps

In conjunction with the Ad Hoc Committee, the following next steps may occur:

- December 2025 – Adopt draft-final strategic priorities and plan for adopting an updated Strategic Plan
- Q1-Q2 2026 – Adopt updated Strategic Plan

The updated Strategic Plan will include further implementation details, milestones, or other factors necessary to ensure CC Power progresses in line with the Strategic Plan and strategic priorities. An eventual updated Strategic Plan should continue to direct the vision, mission, base operating model, and strategic priorities for CC Power.

- 2029-2030 – Consider updates to the Strategic Plan if appropriate.