

CC Power Member Forum

Sunnyvale
October 29, 2026

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Meeting Start

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- Call to Order
- Verification of Meeting Quorum
- Matters Subsequent to Posting the Agenda
- Public Comment
- Member Forum



Welcome

Rob Shaw (Chair), 3CE
Alex Morris, CC Power

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Member Forum

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Purpose

- Build understanding and alignment on go-forward efforts to achieve strategic outcomes
- Further discussions on barriers and solutions to improve value from joint action

Prompts

- Session specific prompts are provided to help Board focus questions and thinking for that session

Anti-Trust Compliance

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It is the policy of CC Power to adhere to all applicable laws and regulations, including antitrust/anti-competitive laws and regulations. All Board Members and staff are instructed not to engage in any behaviors that may be interpreted to be in violations of such laws and regulations, such as sharing confidential information or agreeing with competitors to engage in anti-competitive behaviors. All Board Members and staff are encouraged to contact CC Power's legal counsel if they have questions regarding antitrust/anti-competitive laws and regulations and should contact legal counsel immediately if a competitor approaches them to engage in anti-competitive conducts.

Agenda

Time	Session	Session Details
12:30-12:45 pm	**Welcome** • Rob Shaw (Chair), 3CE • Alex Morris, CC Power	Purpose: Board review Topic: Goals for the day
12:45-1:15 pm	**1st Conversation – How We Operate** • Alex Morris, CC Power • Yana Pavlova, Best, Best, & Krieger LLP (BBK)	Purpose: Board review Topics: • Operating & Participation Structures • Attorney training on antitrust and anti-collusion rules, and on Member Agreement
1:15-3:00 pm	**2nd Conversation: What We Plan to Achieve** • Alex Morris, CC Power	Purpose: Board review & input Topics: • Today's CC Power • 2026-2030 Strategic Priorities & Plan • 2026-2030 Work Plans
3:00-3:15 pm	Break	
3:15-3:30 pm	**Review : Inside Look at Tumbleweed's Execution** • Philippe Gerretsen, CC Power	Purpose: Board review Topic: • 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** • Rob Shaw (Chair), 3CE • Alex Morris, CC Power	Purpose: Board review & input Topic: • Maximizing value through joint action
4:45-5:00 pm	**Wrap Up** • Rob Shaw (Chair), 3CE • Alex Morris, CC Power	Purpose: Board planning Topics: • Recognize contributions and takeaways • Review next steps



1st Conversation: How We Operate

Alex Morris, CC Power
Yana Pavlova, BBK

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1st Conversation

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Purpose: Review operational requirements and practices

Agenda:

- CC Power Operational Structures and Practice
- Legal Review of antitrust and anti-collusion requirements, CC Power Membership Agreement, and compliance safeguards/practices

Session Prompt:

- *As you consider how CC Power is organized and how members participate, what questions come up about the operating model and the antitrust and anti-collusion safeguards? What else can be provided to help you and your staff continue to participate with confidence?*

Leadership

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Board of Directors



Robert Shaw
Chair, CC Power Board of Directors
Chief Executive Officer, Central Coast Community Energy



Howard Chang
Vice Chair, CC Power Board of Directors
Chief Executive Officer, Ava Community Energy



Mitch Sears
Treasurer, CC Power Board of Directors
Executive Officer, Valley Clean Energy



Monica Padilla
Secretary, CC Power Board of Directors
Chief Executive Officer, Silicon Valley Clean Energy



Michael Hyams
Assistant General Manager, Power, San Francisco Public Utilities Commission (CleanPowerSF)



Elizabeth Burks
Executive Director, Redwood Coast Energy Authority



Lori Mitchell
Director, Energy Department, City of San José



Geof Syphers
Chief Executive Officer, Sonoma Clean Power



Shawn Marshall
Chief Executive Officer, WestLight Energy

Operating Model

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CC Power uses an opt-in model, aka. Cafeteria menu approach.

Exploration of target joint-action ideas

Phase 1

- Education and Alignment
- All Member Access
- Strategic Assessments
- Working Groups

Active pursuit of projects

Phase 2

- Deal-pursuit phase, e.g. negotiation.
- Must opt in
- Costs shared by participants
- Participant-only Access

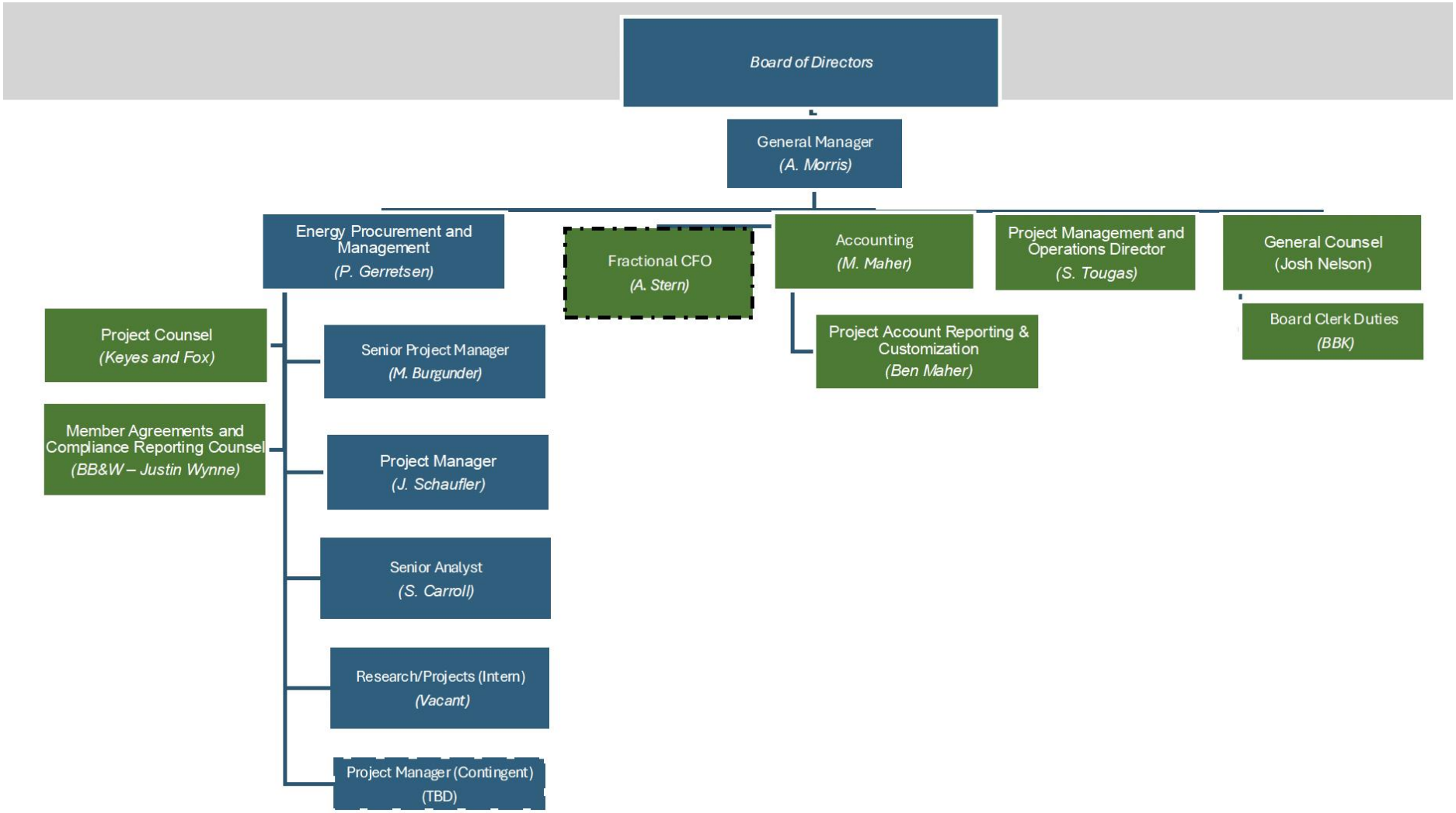
Projects operations

Phase 3

- Project Agreement and Operations
- Must opt in
- Costs shared by participants
- Participant-only Access

Staff and Service Providers

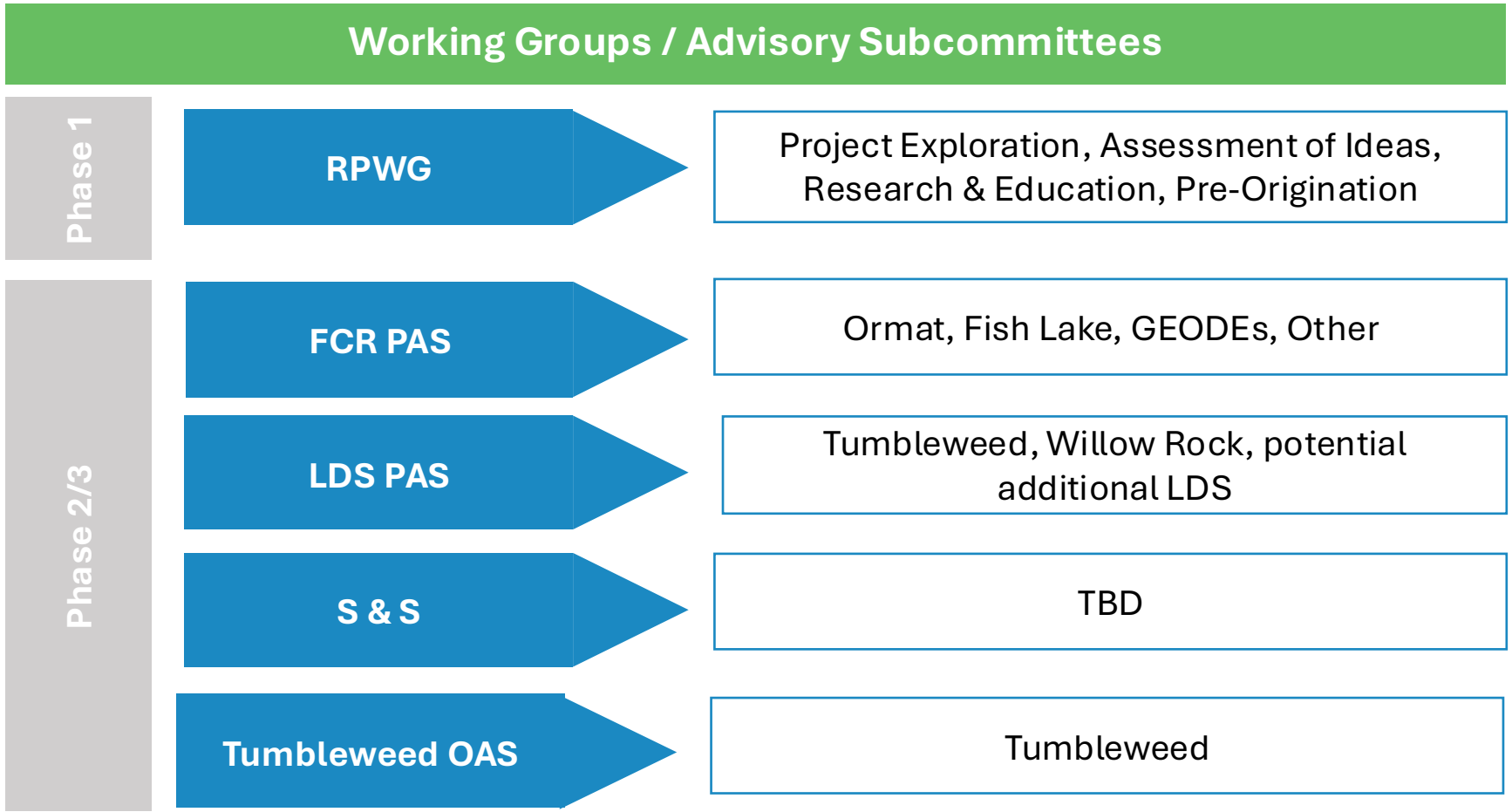
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Member Collaboration

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Member Supported and Collaborative



Chairs

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Member Contributions

Member	Board	RPWG	FCR	LDS	OAS	S&S
3CE	Chair					
Ava	Vice					Chair
CPSF		Chair				
RCEA				Chair		
SCP			Chair		Chair	
SJCE			Chair			Chair
SVCE	Sec	Chair				
VCE	Treas			Chair		
WestLight					Chair	

Other Structures

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- Project Accounting
- Membership Participation Agreement
- Structured File Sharing



Antitrust and Anti-Collusion Review

Yana Pavlova, BBK

Introduction by Rob Shaw, Chair

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Agenda

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Agenda:

- Background on legal issues
- Review of CC Power Membership and JPA agreements
- Takeaways and best practices

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Antitrust Laws

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Federal (civil and criminal):	State (civil and criminal):
• Sherman Act (15 USC §§1) • Clayton Act (15 USC §§ 12) • Federal Trade Commission Act (15 USC §§ 41) • FERC Regs: 18 C.F.R. § 1c (Anti-Manipulation Rule)	• Cartwright Act (main antitrust statute Bus. Prof. Code §§ 16700) • Unfair Competition Law (Bus. Prof. §§ 17200) • Unfair Practices Act (Bus. Prof. §§ 17000)

Enforcement Agencies:	Enforcement Agencies:
• U.S. Department of Justice (criminal and civil prosecutions) • Federal Trade Commission (monitor business practices; review potential mergers; review agreements among competitors; civil prosecutions) • Private lawsuits in federal court	• California Attorney General • Local District Attorneys • Private lawsuits in state court

Types of Violations

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Per Se Violations (automatically always illegal)

- Agreements deemed to be so inherently anticompetitive there is no need to prove actual anticompetitive impact

Examples:

- Price fixing: agreements among competitors to raise, lower, maintain, or stabilize prices
- Bid-rigging: bidders agree in advance which bidder will win; take turns being the lowest bidder; sit out of a bidding round; provide intentionally high bids to cover a bid-rigging scheme
- Market allocations among competitors: agreements to divide sales territories or customers
- Group boycotts: agreement among competitors not to do business with targeted businesses

Rule of Reason Violations

- Fact-intensive questions into the purpose and effects of a collaboration
- Focus is on the nature of the agreement, the harm that could arise, and whether the agreement is reasonably necessary to achieve procompetitive benefits
- Key question: Does the collaboration restrict competition?

Examples:

- A mandatory code of ethics that prevents members from competing on the basis of price or on terms other than those developed by a trade group
- Competing companies collectively withholding information requested by insurers

Local Public Entity Issues

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State Action Doctrine:

- California expressly authorizes CCAs to aggregate customer load and procure electricity
- The JPA Act permits public agencies to exercise common powers jointly

Example:

- *Solar City v. Salt River Power District* (2017) 859 F. 3d. 720: SolarCity alleged that a public power provider adopted a rate structure designed to suppress competition from rooftop solar, in violation of the Sherman and Clayton Acts.
- The published Ninth Circuit opinion primarily addressed appealability of the state-action defense rather than deciding the ultimate antitrust merits, but the dispute shows that public power entities can face antitrust claims based on allegedly exclusionary rate or market conduct.

Local Government Antitrust Act of 1984

State Antitrust Laws

Membership & JPA Agreements - Highlights

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Existing agreement protection	Agreement citation	Antitrust significance
Reasonable and limited project-specific holds. A hold must be reasonable, limited, and identify its parameters, including the capacity or energy covered.	MA § 2(c), p. 2	Limits the duration and substantive scope of coordinated purchasing restrictions.
Restriction on misuse of joint-procurement information. Participating members should not use nonpublic CC Power information.	MA § 2(d), p. 3	Ties the restriction to protecting the integrity of the joint procurement.
Need-to-know access & confidentiality. Information may be disclosed only to representatives who require access in connection with the member's participation in CC Power. Members are responsible for their representatives' use.	MA § 3(b), p. 5	Limits the number of people who receive competitively sensitive information and makes each member accountable for use of such information.
Voluntary project participation. No member is obligated to participate, and a member that declines has no project obligations. Members also have withdrawal rights and obligations.	MA § 8, p. 7; JPA § 6.02, p. 7; JPA § 3.04(a)(i)-(ii), (b), p. 4	Preserves independent purchasing decisions and prevents CC Power from operating as a mandatory collective purchaser.

Joint Solicitations Overview

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General Guidelines:

Member CCAs may discuss competitively sensitive procurement information if:

- The discussion concerns a specific, authorized joint solicitation;
- The information is reasonably necessary to design, evaluate, negotiate, or administer that solicitation; and
- The discussion is limited to the CCAs actually considering or participating in that project, with appropriate confidentiality safeguards.

Joint Solicitations - Timing

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Exploration	Opt-in	Bid evaluation	Negotiation	After award
✓ Appropriate	✓ Appropriate	✓ Appropriate	✓ Appropriate	✓ Appropriate
Resource need, possible structure, broad timing, and efficiencies of buying jointly.	Project-specific volumes, delivery needs, risk limits, credit needs, and approval constraints.	Bids, scoring, price, project risk, counterparty strength, and other choices within the joint solicitation.	The group's authorized position on price, quantity, term, security, allocation, and fallback terms for the selected project.	Contract administration, performance, compliance, allocations, amendments, and enforcement.
◆ Boundary	◆ Boundary	◆ Boundary	◆ Boundary	◆ Boundary
Exclude member-specific reservation prices, negotiating positions, and unrelated procurement plans.	Limit sensitive information to opt-in participants.	Use a clean team or aggregation if individual member data is more sensitive than the group needs to see.	Do not coordinate positions in separate procurements or against others.	Sunset solicitation-only restrictions; do not carry confidential bid information into independent procurements.

Holds: Recap and Timing

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What a hold is

CC Power may set a "hold period" on projects under active consideration.

During the hold, participating Members will not use confidential CC Power information to pursue the deal privately.

What triggers a hold

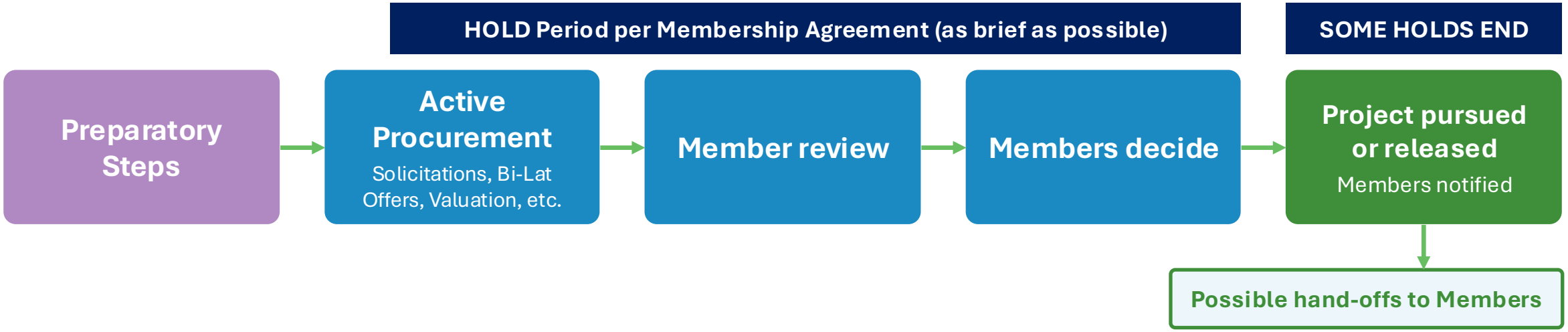
Project under active consideration through solicitations and/or bi-lateral offers (in conjunction with notice, staff recommendations, and confirmed interest from members).

Limits and Termination

Reasonable and limited.

Applies until released or expired, even if a Member withdraws. Members are notified promptly.

Hold lifecycle



Summary slide only. See Membership Agreement for full information.

Takeaways and Best Practices

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Takeaways:

- CC Power and members not exempt from anti-trust concerns
  - But some additional defenses may be available
- Highly technical area of the law

Best Practices:

- Avoid sharing individual non-public sensitive business data outside of joint procurement
- Avoid conferring about price/business points/terms (outside of joint procurement efforts)
- Add reminders to meetings when discussing non-public information, especially price
- Clearly enact and apply “holds” and membership agreement requirements



2nd Conversation: What We Plan to Achieve

Alex Morris, CC Power

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2nd Conversation

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Purpose: Provide Board with visibility on planning and execution strategies to help Board/members to review, anticipate, and understand CC Power plans

Agenda:

- Context
- Strategic Plan (draft)
- Work Plans

Session Prompt:

- *As CC Power moves forward on the Board-approved priorities, what planning, participation, resourcing, and schedule concerns or ideas come up? What solutions might be considered?*

Strategic Priorities, Strategic Plan, Work Plans

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Approved Dec 2025

Seek approval Nov 2026

Introduce at Oct Member Forum

2027-2028 Cycle



Strategic Priorities = *Where*

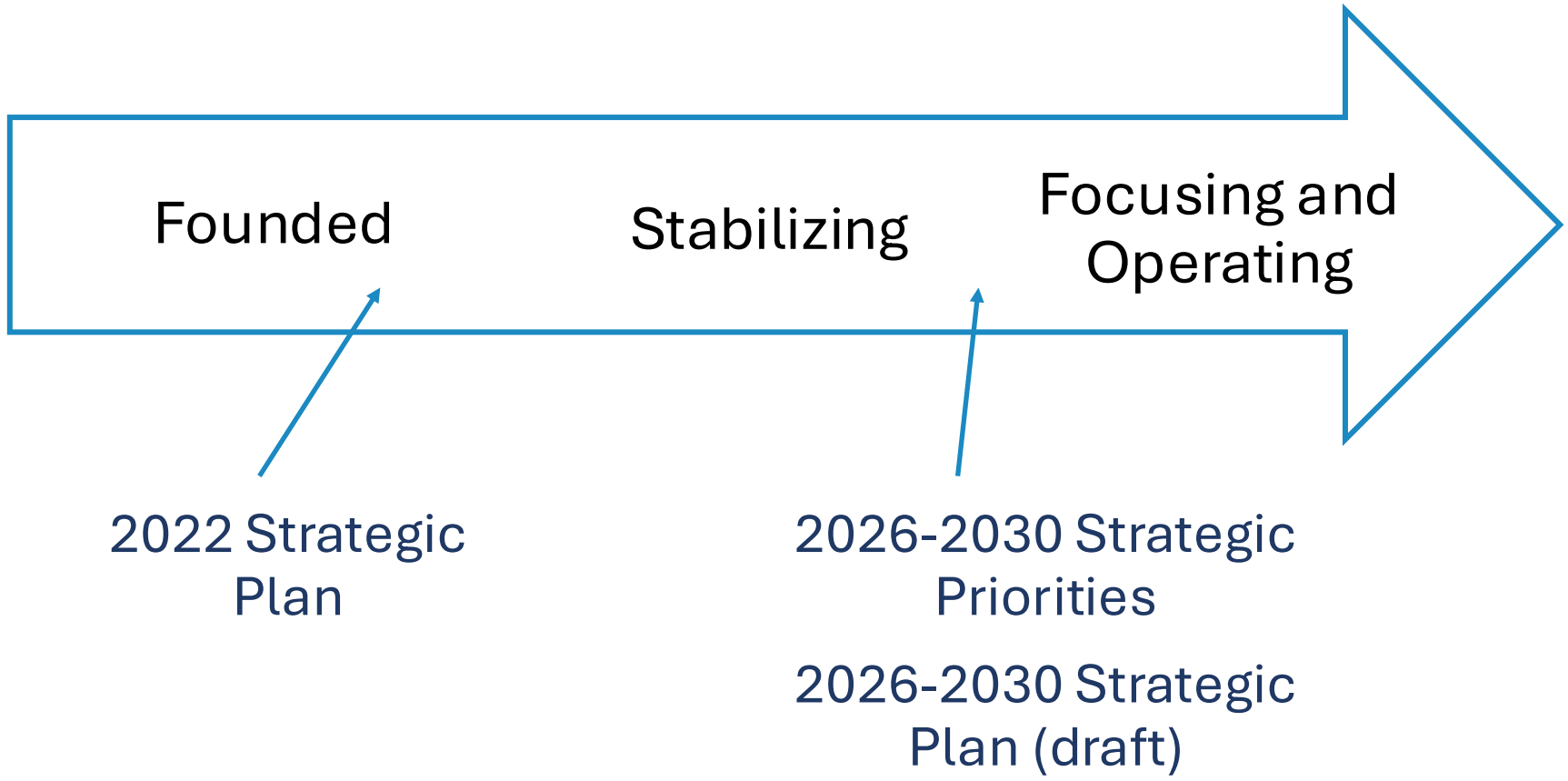
Strategic Plan = *What*

Work Plans =*How*

Our Path

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Plans shared in this session look at how CC Power will originate targeted joint-action opportunities in the 2026-2030 period



Power Project Phase 2s & 3s

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Phase 3

- Tumbleweed – 75 MW 8-hour battery, online
- Fish Lake – 13 MW Geothermal, 2027
- Ormat – 65 MW geothermal, 2027 (25 MW Dogwood), other – TBD
- Willow Rock – 50 MW 8-hour compressed air energy storage, 2030

Phase 2

- Multiple geothermal, LDS, other TBD

Strategic Priorities, Strategic Plan, Work Plans

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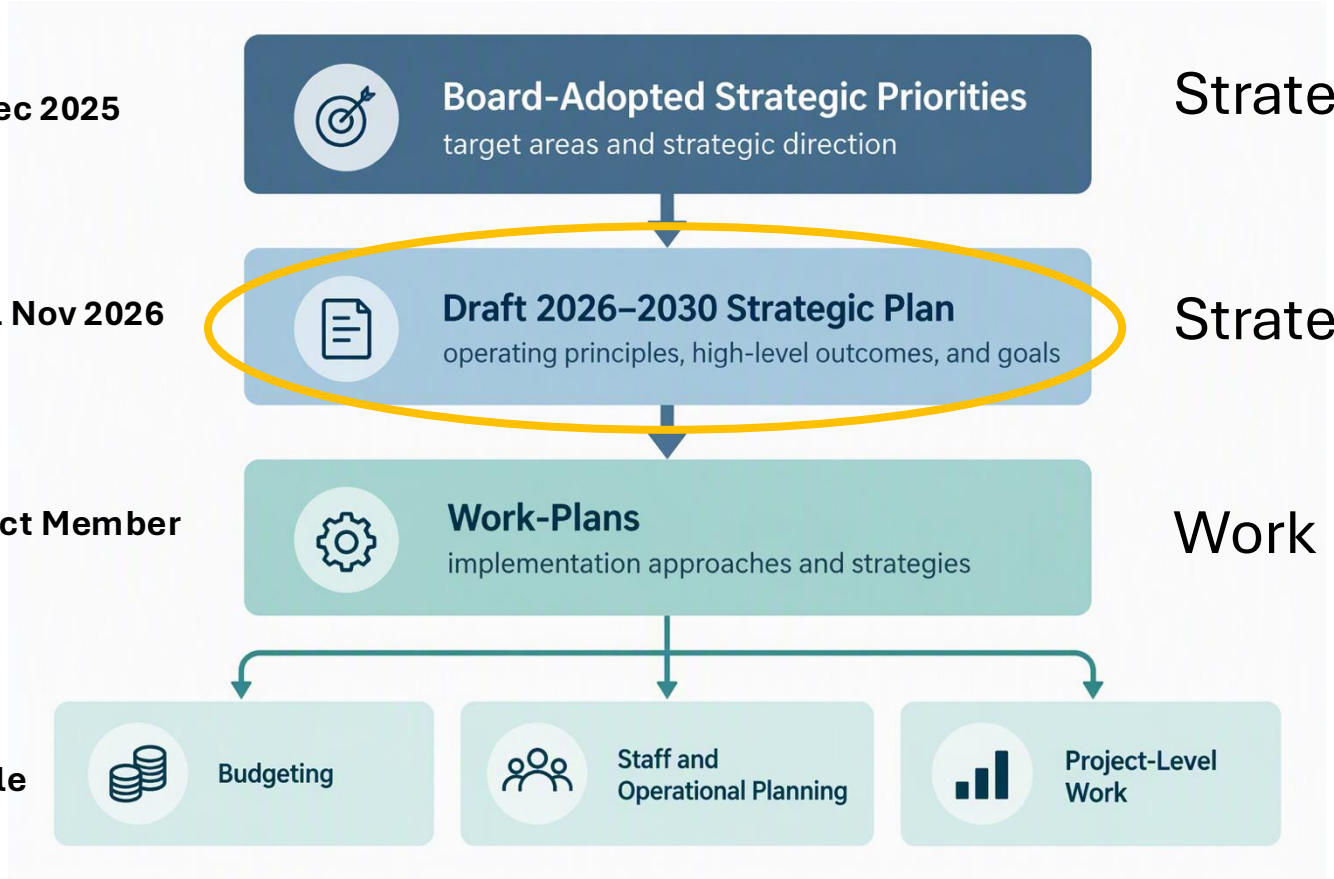
Member Staff Input and Board Adopted

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Strategic Priorities = *Where*

Strategic Plan = *What*

Work Plans =*How*

Priorities: 2022 vs. 2026

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2022

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

2026-2030

1. Procure 	Procurement and Contract Management of Wholesale Power Resources
2. Explore 	Assess and procure emerging, higher risk, difficult, and unusual technologies or projects
3. Own 	Lead member-CCA power asset ownership efforts
4. Implement 	Successfully implement and manage ongoing or future Phase 3 project agreements

Staff continues to see a useful value proposition and go-forward interest in the Board-adopted Strategic Priorities (2025)

Strategic Plans: 2022 vs. Draft Plan

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2022

- Strategic Plan Approved Dec 2022 (*Resolution 22-12-02*)
- Start-up mode
- Broad scope: Execution & Growth
- Growth: Programs, IRA/Own, Joint Services, More Procurement

2026-2030 (Draft)

- Updated Priorities *(Adopted:R. 25-12-01)*
- Maturing organization with structure
- Joint-action reasoning/principles and origination goals
- Visibility to CC Power lanes, expanded competencies (modest), and budgeting

2026-2030 Strategic Plan

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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.

Vision and Mission

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Vision: To leverage the buying power of our members to deliver more cost-effective, clean and reliable energy solutions for our customers.

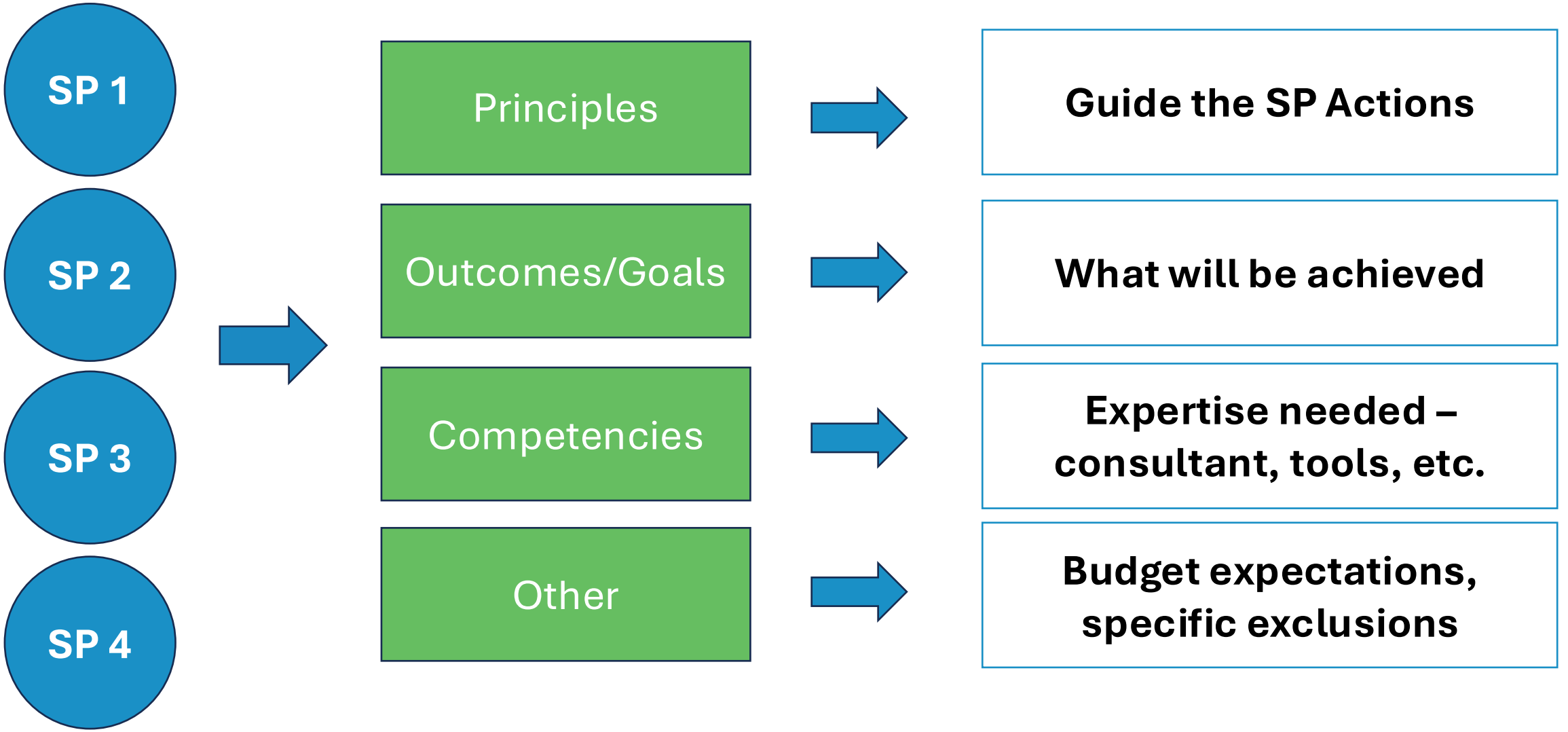
No recommended changes to Vision

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.

Narrow updates recommended to Mission Statement to reflect updated Strategic Priorities

2026-2030 Strategic Plan Structure

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2026-2030 Strategic Priorities

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

SP 1

Procurement & Contract Management of Wholesale Power Resources

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PRINCIPLES

- Joint solicitations / procurement can provide cost savings and yield useful opportunities, information, valuations, contracts
- Joint solicitations / procurement can reduce risk while expanding project access, seller participation, price information, and project opportunities
- Annual solicitations should allow all members to participate and complement member procurement efforts
- Solicitations should serve members' needs, compliance projects, mega-projects, strategic market intelligence needs
- Members support joint procurement through expressions of interest, project review, resource preferences, and earnest procurement intent
- Members retain the choice whether to contract; work through CC Power until projects are secured or released
- CC Power and members aim to minimize confusion between joint and individual solicitations
- Efficient and well-managed solicitation process to complement members' efforts

COMPETENCIES

- Contract origination, negotiation, and legal support
- Valuation tools and price forecasting capabilities
- Market operations, settlements, and compliance functions
- RPWG and Project Advisory Subcommittee management
- Project management for concurrent solicitation and contract negotiations

OUTCOME / GOAL

Originate joint-action projects online to serve LSE members' needs

COMPLIANCE	MEGA-PROJECTS	COMPLEMENTARY
Meet CPUC requirements: RA, RPS, and IRP procurement obligations	Pursue large, complex, or long-lead project that benefit from joint-action scale	Originate efforts to identify pricing, informing members' decisions

OTHER

BUDGET

2026-2027 budget addresses near-term needs. Annual solicitations are broadly funded; Phase 2 and Phase 3 project costs are opt-in

EXCLUSIONS

- Solicitations lacking offtake interest by 3 or more members
- Contact negotiations lacking offtake interest by 3 or more members
- Short-term contracts with terms less than 5-year terms unless Board authorized
- Procurement of distribution-connected resources less than 20 MW, no pilot or demonstration projects for new technologies unless Board authorized
- Solicitations for retail energy products, demand-side programs, or services outside the wholesale power market unless Board authorized

SP 2 Emerging, Higher Risk, Difficult Procurement

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PRINCIPLES

- Joint action approach is useful for emerging, higher risk, difficult to procure, and unusual technologies, reducing risk and yielding opportunities for members
- CC Power supports members' wholesale procurement through technology assessment, education, and coordinated pursuit of emerging resource contracts
- Proactive interconnection and IRP process engagement to position emerging technologies for viable contracting
- Members leverage CC Power pursuit for power contracts supporting member wholesale procurement
- No ongoing project developer support or general technology incubation that do not support member wholesale procurement
- Demonstration projects should use clear milestones, contracting structures, and member-protective cost sharing while balancing risks and rewards
- Members adhere to membership agreement and confidentiality provisions; respond to project opportunity notices; not obligated to contact for resources

COMPETENCIES

- Project management for research, proposals, contract management; supplemented by external technical expertise
- Legal expertise in structuring non-standard commercial agreements
- Knowledge of CAISO, interconnection, IRP processes
- Member support with researching technology areas and regulatory reporting

OUTCOME / GOAL

Enable member access to emerging projects in a cost-reasonable / de-risked manner while effectively managing development and operations

PURSUE	CURATE	LEAD
Identify and potentially contract for several emerging, high-risk, or novel technologies by 2030	2 or more emerging energy generation or storage technology project by June 30, 2030	Establish member-facing technology assessment and education function

OTHER

BUDGET

2026-2027 budget addresses near-term needs. Anticipate ongoing commitments

EXCLUSIONS

- Technology incubation, grant management, R&D functions not directly yielding wholesale procurement for members
- Retail-facing technology programs or demand-side solutions
- Not committed to Phase 2 contracts for technologies lacking interest from at least 3 members
- Behind-the-meter generation and storage technologies

SP 3

Owning Wholesale Power Assets

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PRINCIPLES

- Joint action meaningfully reduces risks and complexity of asset ownership for members and creates opportunities not available to members individually
- Ownership creates long-term strategic value through interconnection, asset purchase structures diversity, and use of CCA financing structures, to meet CCA load obligations
- Joint action allows flexibility in acquiring shares of projects; may include jointly owned projects through CC Power
- Members use of CC Power to explore, pursue and operate projects
- 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
- Develop ownership capabilities and strategies to pursue opportunities based on key factors like timing of interconnection queue windows starting in 2026-2030 to be ready for future windows of opportunities

COMPETENCIES

- Near-term – existing project management staff and external expertise
- Over time – expertise in assessing, advising, & executing on development strategies; counterparty and providers relationship building
- Capabilities (in-house/contracted) should include finance and debt structuring
- Asset management and operations & maintenance expertise

OUTCOME / GOAL

Position members to own assets for enabling a more diverse power portfolio, providing member benefits, and using member financing and other strengths

OWN	DEVELOP	EXPAND
Establish asset ownership entry strategies & plans showing risks/rewards compared to non-ownership models	Capabilities through negotiation for an ownership project; Pursue education and research efforts	Establish & advance capabilities for ownership; Demonstrate effective ownership capabilities

OTHER

BUDGET

2026-2027 budget addresses cost requirements near term; over time, additional resourcing for financial management, asset ownership, and operations

EXCLUSIONS

- Retail energy assets (excluding microgrids)
- Asset ownership projects without completing adequate due diligence, member opt-in, and Board authorization
- Directly undertake plant-level O&M staffing in the near term
- Projects < $50M in costs or smaller than 20 MW (excluding potential microgrids)

SP 4 Implement and manage ongoing future Phase 3 project agreements

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PRINCIPLES

- Successful contract management and resource onboarding of joint projects for members' portfolio and compliance requirements
- Joint project management and execution of project agreements can reduce management and legal costs for members
- Maintain capabilities in contract administration, asset & market operations, financial settlements, and project accounting & reporting for contracted resources
- Accuracy, transparency, & timeliness in project performance tracking & financial reporting improves members' ability to serve their load and local board objectives
- Asset operations & settlements' functions staffed to meet current needs and designed to grow as additional projects come online
- Project operating models, including PAS and OAS provide useful structures for member engagement; Efforts to administer contracts within approved delegation can proceed through close coordination with the PAS or OAS Chairs and CC Power, with briefing on critical matters to the full PAS and OAS
- Expansions of CC Power's contract management efforts to keep costs down

COMPETENCIES

- Contract management: Legal, commercial, & operational contract administration
- Project management: Tracking of milestones, budgets, & performance metrics
- Power Project operational duties: With contract counterparties & members for effective outage management, RA compliance, energy scheduling, etc.
- Market operations: Day-ahead & real-time market interaction, bid optimization, after-the-fact analysis, & compliance reporting
- Settlements & accounting: Settlements, invoice reconciliation, account reporting
- Member support: Coordinate and lead meetings, communications with members

OUTCOME / GOAL

Focus efforts on the duties required to successfully contract manage and onboard existing, approved projects to deliver compliance products for members' power portfolios

DEVELOP	ESTABLISH	MAXIMIZE
A mature and stable Energy Procurement & Management function within CC Power	Master services agreements for members to leverage scale to reduce costs	Members' contractual rights, avoiding counterproductive disputes & cost increases

OTHER

BUDGET

2026-2027 budget addresses near-term cost requirements; over time, additional resourcing for financial management, asset ownership, and operations

EXCLUSIONS

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

The Big Picture

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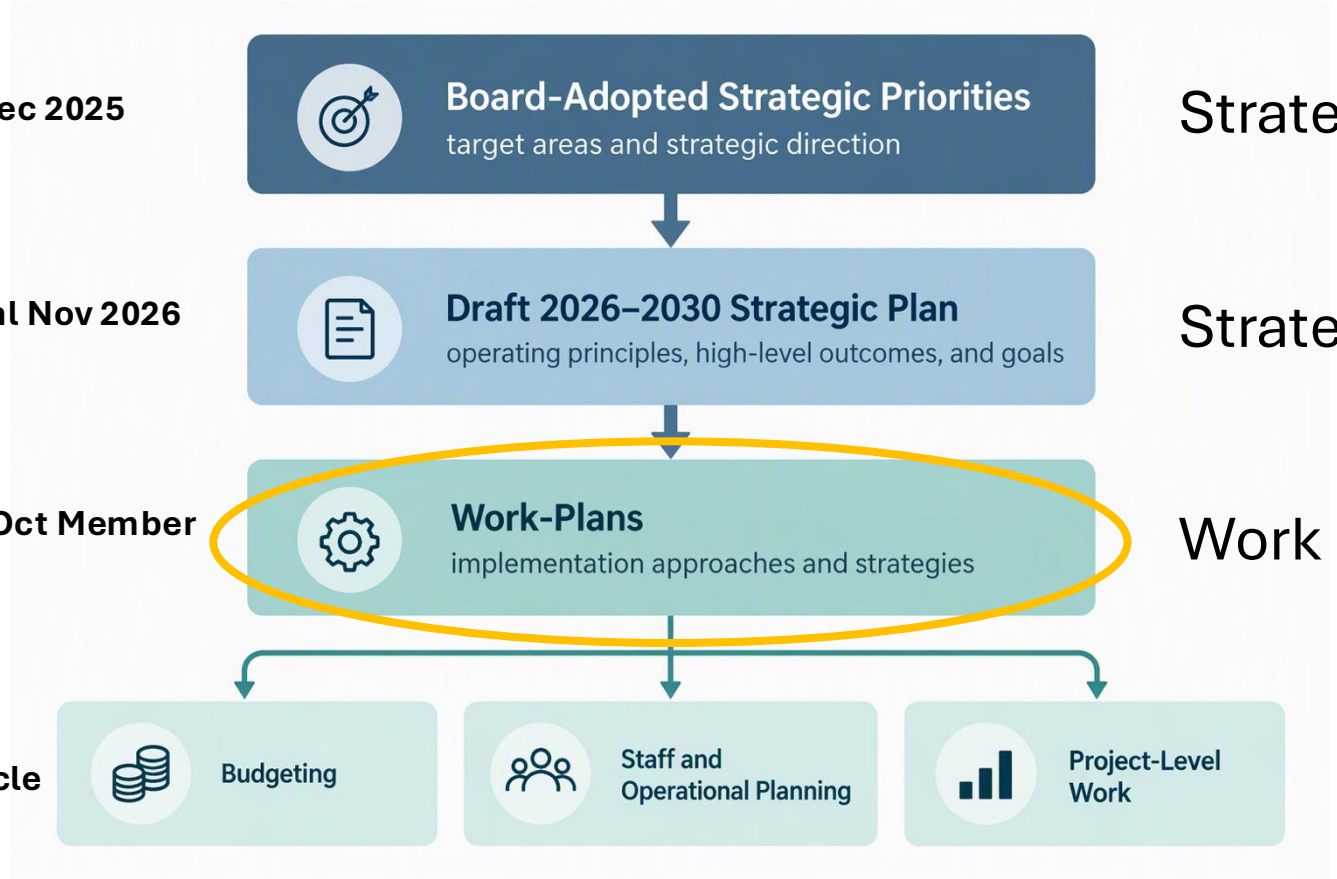
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2027-2028 Cycle



Strategic Priorities = *Where*

Strategic Plan = *What*

Work Plans =*How*

2026-2030 Work Plans

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- "*How*" priorities: the approach for carrying them out and delivering results
- Outlook spanning multiple years
- Consistency with the Phase 1-2-3 opt-in model
- Oversight through Board and Member controls
  - Yearly budget cycles
  - Agreements governing each project
  - Go/No-go decision points (Phase 2/3) backed by SOWs or project contracts
- Ongoing member feedback and refinement via Working Groups, PAS, OAS, surveys, and check-ins

Work Plans

SP1: Procurement & Contract Management of Wholesale Power Resources

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Goal: Provide, manage & deliver compelling joint-procurement opportunities for members via solicitations, origination activity, contract management, & collaboration with members

Strategies (Summary):

- 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: Board Discussion, Tee-Up Joint Solicitation, Review Procedures

Q1 2027: RFP (target areas only), Evaluation, Price-Discovery, Short-listing

Q2 2027:

- Go/No-Go decisions; release non-selected projects/holds; Negotiations
- 2027-2028 Budget

Annually (recurring): leverage joint action for above priority; Support success with strategic origination activities

Work Plans

SP1: Near Term Timeline

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Q4 2026

- Board discussion
- Prepare joint solicitation
- Review procedures

Q1 2027

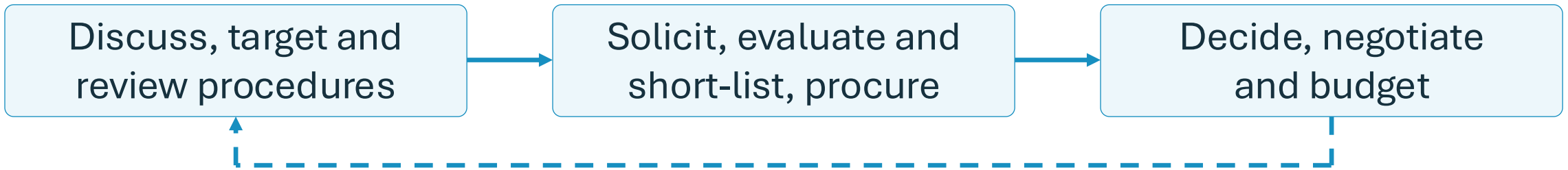
- RFP in target areas only
- Evaluation and price discovery
- Short-listing
- Release unselected projects / holds

Q2 2027

- Go/no-go decisions
- Negotiations
- 2027–2028 budget

Annual recurrence

Possible future cycles, with timing and scope set for each round



Work Plans

SP 2: Emerging Tech, Risky, Difficult, Rare

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Goal: Enable member access to emerging projects in a cost-reasonable / de-risked manner while effectively managing development and operations

Strategies:

- Joint solicitations and origination efforts
- Contracts and contract management for longer/uncertain development processes
- Multi-deals approach where applicable to reduce project failure risk
- Create a hub of interest amongst developers
- Centralize, with limits, educational efforts, relevant relationship building, and technology development groups/hub/center development

Work Plans

SP2: Emerging Technology Timeline

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Q1–Q2 2026

- Advance geothermal origination
- Survey member interests
- Budgeting

Q3–Q4 2026

- Research target technologies
- Advance geothermal agreements, interconnection collab

Q1 2027

- Identify opportunities through the RFI track
- Refresh member priorities

Q2–Q3 2027

- Advance projects to Phase 2 as interest warrants
- Plan the next budget and continue industry outreach

Ongoing alignment

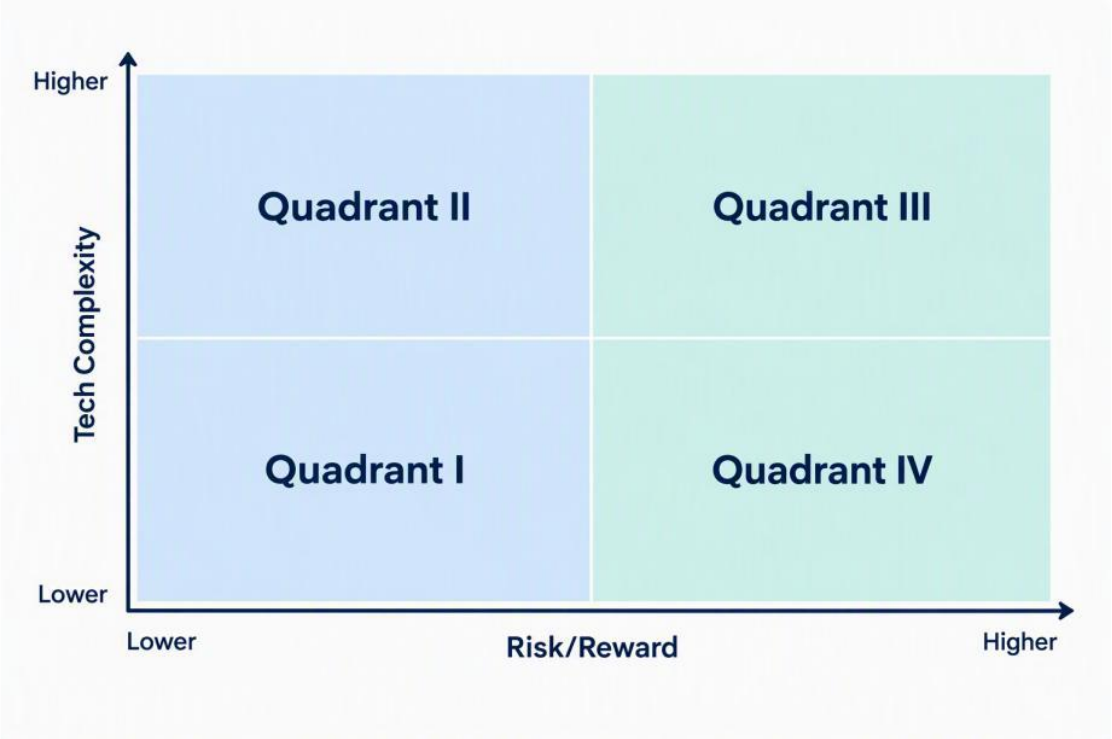
Coordinate emerging technology work with joint solicitations and other origination activity. Expand role as ‘hub’ for CCA emerging tech explorations. Maintain relationship with key groups.

Work Plans

SP3: Ownership

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Goal: Position members to own power projects and to manage such work over time



Strategies:

1. Gain experience: Phase 2/3, 2026-2027 – Pursue, negotiate, and contract to finance or own, targeting Quadrant 1 project type, asset size of $75M–$250M (approx.)
2. Deep Dive Ownership Playbook and Opportunity Assessment: Phase 1, 2026-2027 – Structured research and education activities to be ready and informed for expanded ownership pursuits/decisions. Identify recommended ownership types/areas.
3. Additional Ownership Pursuits: Phase 2/3, 2027+: Pursue ownership positions, including for non-Quadrant 1 opportunities/projects. Target CODs: 2028–2035 (approx.)

Work Plans

SP3: Ownership Timeline

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Q3–Q4 2026

Form ownership PAS

Develop the ownership playbook and seek lower-risk project offers

2027

Seek Quad I project

Complete Step 2

Review Step 2 Recs and entry strategies Strategies

Potential Step 3

2027–2030

Execute on work

Follow-on or additional work

Go/No-go on site entry strategies

By 2030

Execute on work

First project online or under construction

Ongoing Step 3 Efforts

Approval gates

Ownership pursuits depend on member opt-ins, Board and project approvals, and approved budgets

Work Plans

SP 4: Phase 3 Power Project Execution

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Goal: Focus efforts on the duties required to successfully contract manage and onboard existing, approved projects to deliver compliance products for members' power portfolios

Strategies:

- Expand projects under management
- Efficient PAS and OAS management
- Leverage work to allow members to access services (master services agreement, bulk discounts)
- Cost-share in top-level counsel and services
- Staff continuity/strength
- Clear Operational Procedures; low drama

Work Plans

SP4: Phase 3 Execution Timeline

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Q2 2026

Tumbleweed operations

Budget for continuing contract management and operations

Ongoing

Operate and manage active Phase 3 contracts

Onboard new projects from SP1, SP2 and SP3

2027–2030

Maintain or add operations and settlements capacity

Scale incrementally as projects come online

Recurring oversight PAS and OAS meetings, clear operating procedures, and regular member updates support execution

Aggregate Timeline

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		Q3–Q4 2026	Q1–Q2 2027	Q3–Q4 2027	2028–2030
SP1	Procurement	Prepare solicitation	RFP to go/no-go	Future additional work	
SP2	Emerging Tech	Research ESS, Geothermal work	RFI track	Move to Phase 2; hub work	Additional Techs, Advance Project, Hubs
SP3	Ownership	Form PAS, Start Step 1, Playbook	Step 1, Step 2, possible Step 3	Ongoing work, Steps 1-3	Execute; Project Online by 2030
SP4	Phase 3 Execution	Tumbleweed Operations		Ready for additional Project(s)	Ongoing operations; Scale as projects come online

Next Steps

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- 2026-2030 Strategic Plan finalization
- Nov 18th Board Meeting
- Member Check-Ins
- Ongoing execution
- Inform 2027-2028 work planning and budgeting

Break

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Progress Update – First Operating Project

Philippe Gerretsen, CC Power

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Celebrating CC Power's First Operating Project: Tumbleweed Energy Storage

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Project and Operations Advisory Subcommittees (PAS and OAS)

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Power Project: Management

PAS manages the contract

Project Advisory Subcommittee

ESSA & PPSA negotiations and management
Scheduling Coordinator / Optimization Vendor contracts
Project development oversight
Dispute resolution
Developed the Coordinated Operations Agreement (COA)

OAS[1] oversees operations

Operations Advisory Subcommittee

Operating procedures and resource onboarding
Outage management and Resource Adequacy filings
CAISO bidding / scheduling and market performance analysis
Scheduling Coordinator / Optimization Vendor operational oversight
Settlements

1. OAS operates under the COA

SC & OV Services

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Scheduling Coordinator

- 9 proposals; Selected Tenaska Power Services (TPS)
- Negotiated to also provide reduced pricing for incremental CC Power or member resources to be scheduled by TPS

Optimization Vendor

- 9 vendor proposals; Selected Ascend Analytics' Smart Bidder platform with Premium licensing tier
- Included Master Services Agreement (MSA) applicable to incremental CC Power assets or for members' own use
  - Members may sign their own Task Orders using MSA language
  - Pricing discounts available for members and CC Power based upon total assets using Smart Bidder under MSA

Operating Procedures

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Operating procedures align with members on best practices; Applicable for future CC Power projects

- SC Registration
- Outage Management
- Resource Adequacy
- New Resource Implementation
- Scheduling & Bidding Strategy
- Settlements:
  - ESSA Payment Guide
  - CAISO & SC Payment Guide
  - PPSA Payment Guide

- Operating procedures serve to guide CC Power's operating activities on behalf of members

- Chad Curran, Director of Power Services at VCE:
  - "I'm impressed with how prepared and thorough CC Power is in documenting and seeking approval of its procedures. It far exceeds what I'm used to seeing."

Resource Operations

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Goal: smooth 'boring' onboarding and operations

- Actions:
  - Coordination with Members
  - Frequent meetings with Rev Renewables team
  - Capacity Test, 3rd Party Review, Site Visit
  - New Resource Implementation process (CAISO) and pre-COD ESSA requirements
  - RA Supply Plans
  - Ribbon cutting; Announcements
  - Ascend and TPS coordination
  - Market analysis
  - Performance review and monthly settlement

Conclusions

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- Tumbleweed Operations form a reproduceable model for future resource onboarding practices
- SC / OV agreements scale up where needed and direct bulk pricing discounts for members
- Settlements practices designed for more scale when incremental resources are onboarded
  - Dogwood and Fish Lake geothermal projects next to come online



3rd Conversation: Where We Can Increase Value

Rob Shaw (Chair), 3CE
Alex Morris, CC Power

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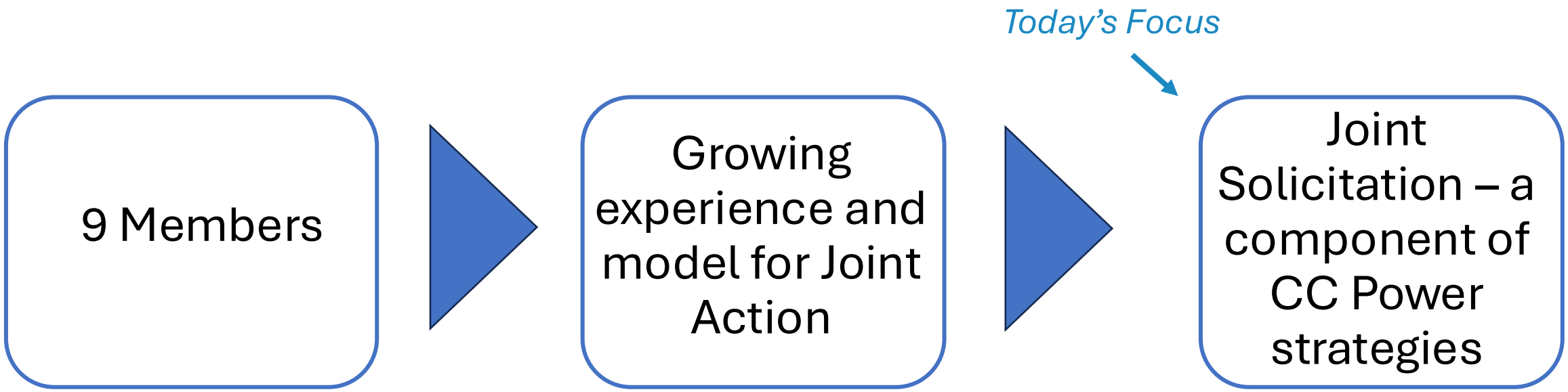
"Even if you are on the right track, you'll get run over if you just sit there."

-Will Rogers (unverified)

Level-Setting

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Sustained member support has advanced joint-action efforts through CC Power



Session Prompt:

As we explore one area of joint action for improvement and increased value, what solutions might you recommend?

Joint Solicitation

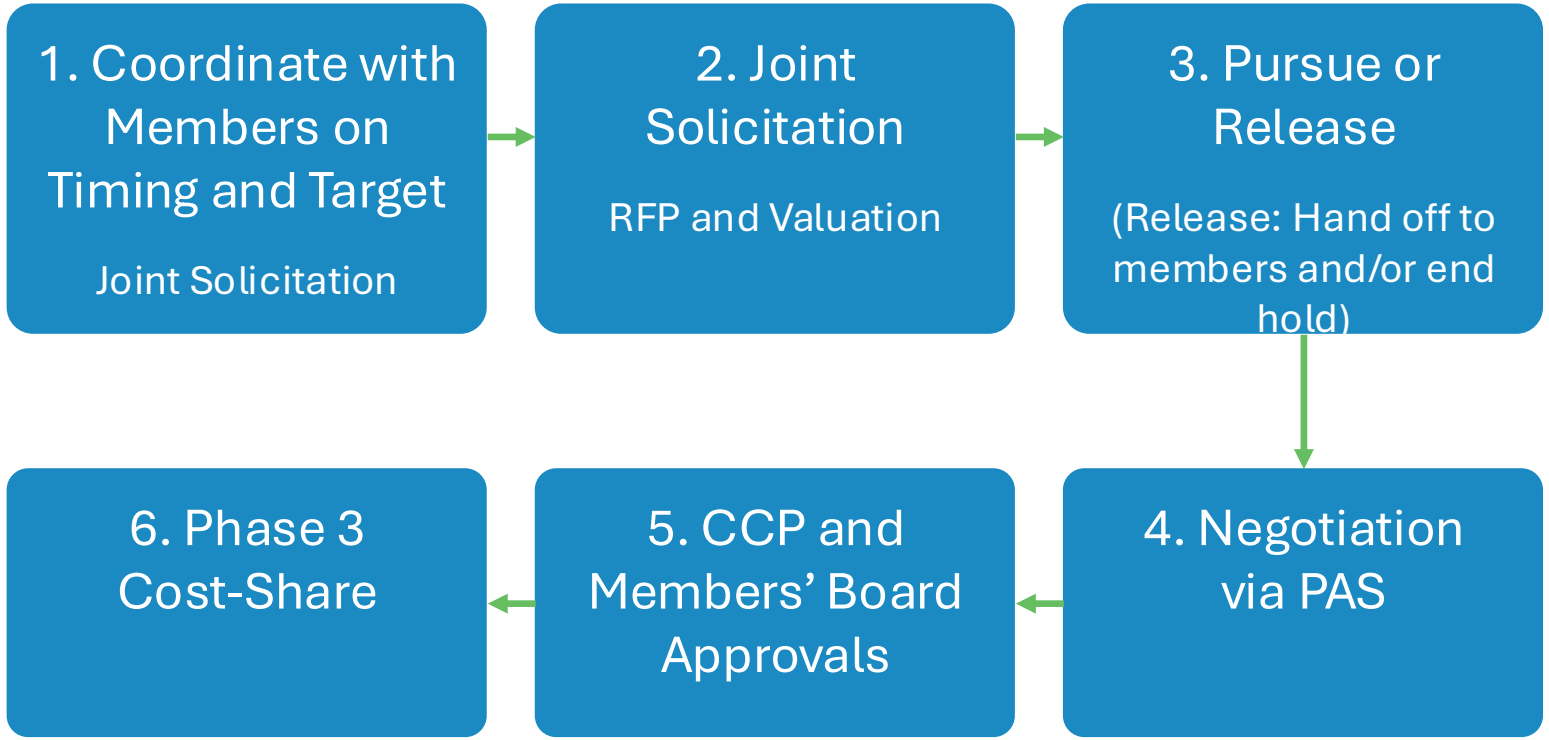
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How might we improve the joint solicitation to further members' value from CCP?

Considerations

- Support strategies
- Support members
- All members
- Timing and targeting
- Included in budget
- Efficient RFP and processes
- Min of 3 members for Joint Action

Joint Solicitation Process



Intended Benefits

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- Scale and reduced project pricing
- Targets desired projects (technologies, compliance, etc.)
- Support CCAs procurement needs
- Increased competition and focus on CCAs by developers
- Price discovery
- Access to large or harder-to-find projects
- Cost-sharing, e.g. on RFP, valuation, legal counsel
- Bi-lat contracting for members for projects not selected
- Efficient process and timing, low effort for members

Challenges

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Process	• CC Power process may take too long, can be restrictive, or is cumbersome
Member Needs and Timing	• Inopportune timing, and varying or limited member needs
Value	• Insufficient outcomes on pricing, other cost-reductions, project access, size of MW offtake, etc.
Other	• Catch-all – may include member preferences, compliance and control, CC Power work product, etc.

Expressed Concerns

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- Costs and Value – "Can do this cheaper on my own"
  "Scale not realizing expected benefits"
  "Step-up provisions may *increase* project risk"
- Overlap – "Prefer to do deals of this type on our own"
- MW Size too low or Want More – "Not worth it"
  "Want this deal for my CCA"
- Hold Structure – "Pre-existing work and relationships exclude a CCA"
- Lack of Interest – "I don't have need for resource type X"
- Negotiation strategies – "Don't think this will work"
  "We prefer x over y"
- Speed/effort of joint action – "Easier on my own"; "Takes too long"
- Valuation – "Our modeling shows x or y"
- Preference/Prudency/Control – "We can do this on our own"
  "We are responsible so should have control"
  "Reliance on CC Power may create risk"

Concerns are not sorted by tech type or solicitation target(s), e.g. FCR vs LDS

Circumstances for any solicitation will vary

Additional concerns may apply

Discussion

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With an eye towards improvements, Forum discussion will inform efforts

- Goal is to focus on value/use/improvements of joint solicitation
- Staff in listening mode
- Member inputs may vary
- Direct and open input preferred
- Staff to explore improvements and or recommendations for Board

Tweaks to date

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Some improvements already underway – seeking to address member needs

Process	• *Improved speed of valuation process* • *Improved processes*
Member Needs and Timing	• *Member surveys* • *Timing/targeting to help members*
Value	• *Cost-improvements; negotiating for more binding outcomes*
Other	• *Member check-ins* • *More track record for members to assess CC Power*

Next Steps

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"The best ideas start as conversations."

-Jonathan Ive

- Staff to summarize discussions
- Potential follow-ups: additional conversations, procedure changes, recommendations for Board consideration, other



Wrap Up

Rob Shaw (Chair), 3CE
Alex Morris, CC Power

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Thank you!

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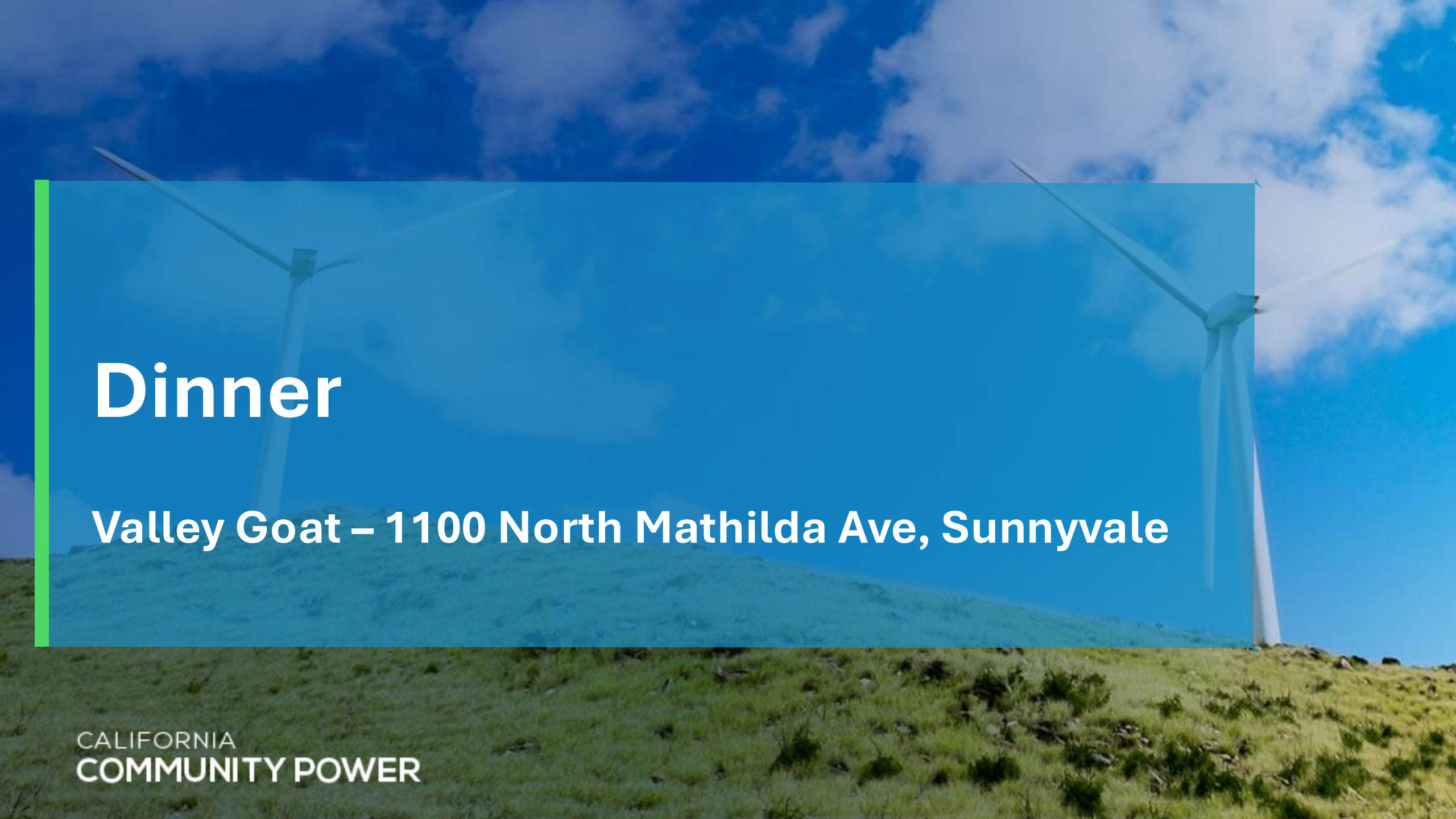
Final Steps for Today

- Recognize contributions and takeaways
- Clarify next steps
- Adjournment

Adjournment

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Chair adjourns the meeting



Dinner

Valley Goat – 1100 North Mathilda Ave, Sunnyvale

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Appendix

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Supporting Attachments

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- 2026-2030 Strategic Priorities *(R 25-12-01)*
- 2026-2030 Draft Strategic Plan *(Presented at 10/29 Member Forum)*
- 2026-2030 Work Plan *(New – introduce at 10/29/26 Member Forum)*
- 2022 Strategic Plan *(R 22-12-02)*
- Joint Powers Agreement (JPA)