



BUDGET

FY 2026



STRATEGIC PLAN 2021 - 2026

MISSION

To provide our members cost effective reliable and resilient carbon neutral wholesale power supply, ratepayer power management services, sustainable generating assets, energy-related services, and advocacy on behalf of public power consumers through joint action.

VISION

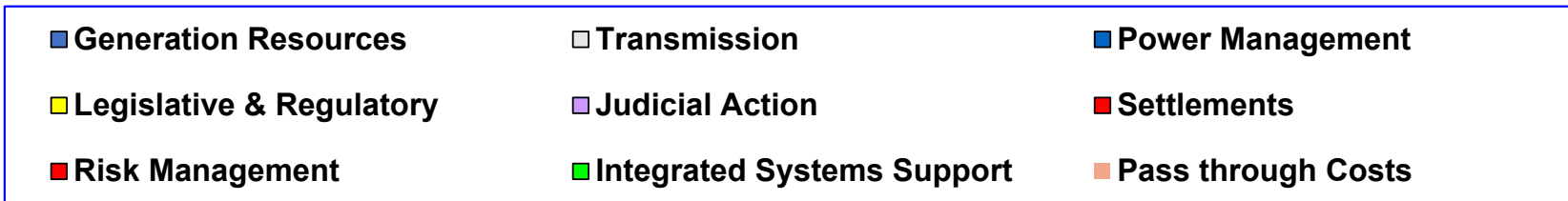
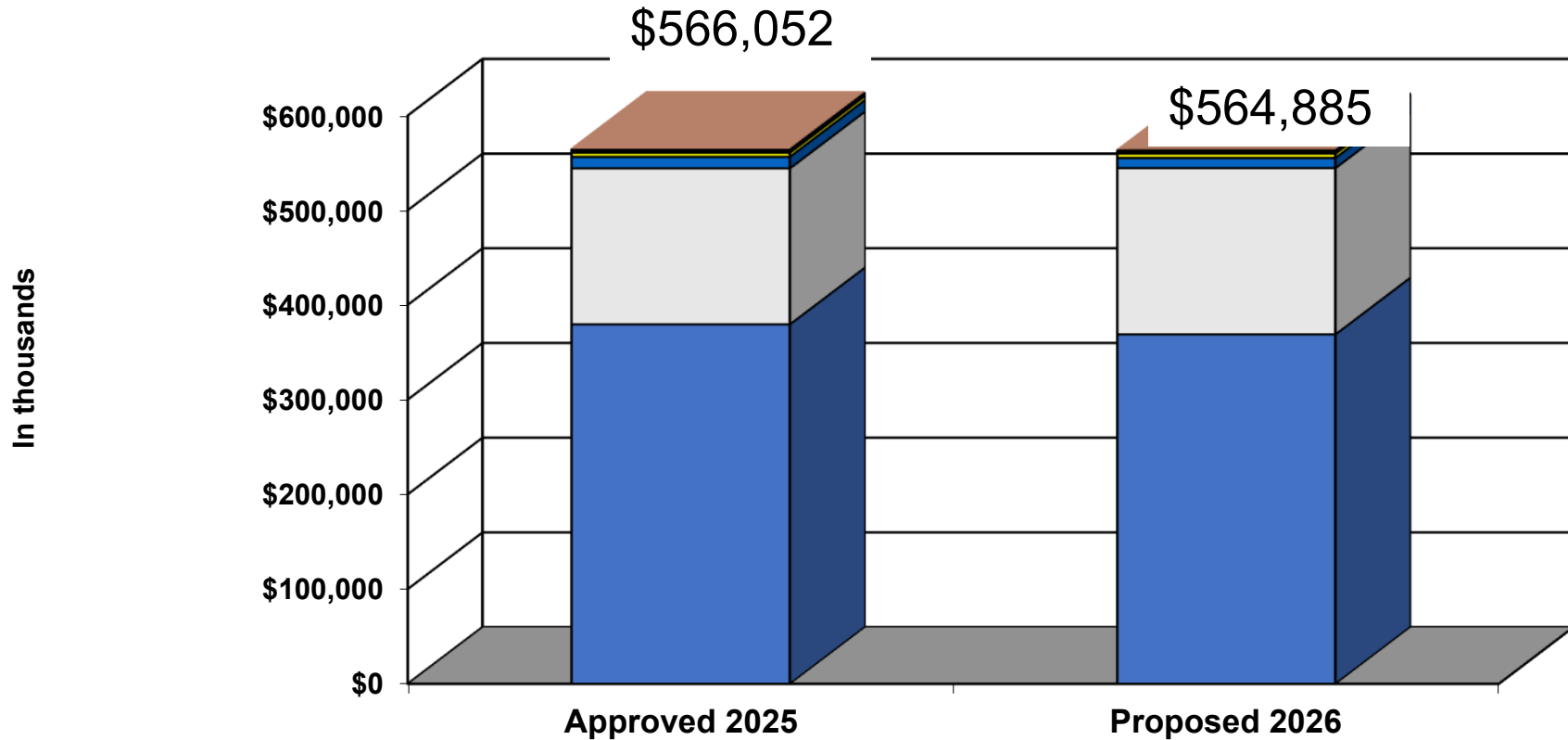
To be the premier provider of energy generation, energy-related services and support to our citizen owned members and customers.

STRATEGIES

- Attract, develop and retain professional, high quality staff and governance.
- Maintain position as credible, solution-oriented coalition builder and leader in state and federal legislative and regulatory policy arenas.
- Develop and maintain diverse generation resource portfolio in accordance with/or exceeding renewable portfolio standard and capacity obligations.
- Prepare, utilize and build on the strengths and unique aspects and aggregation of JPA structure to benefit NCPA's members.
- Develop and enhance strategies to control costs and minimize risks while maximizing the value of assets.
- Maintain financial strength, grow new revenue to reduce member costs.
- Provide products and services that enhance the opportunity that NCPA member utilities provide to their communities.

Proposed Budget FY 2025-2026 (net of revenues)

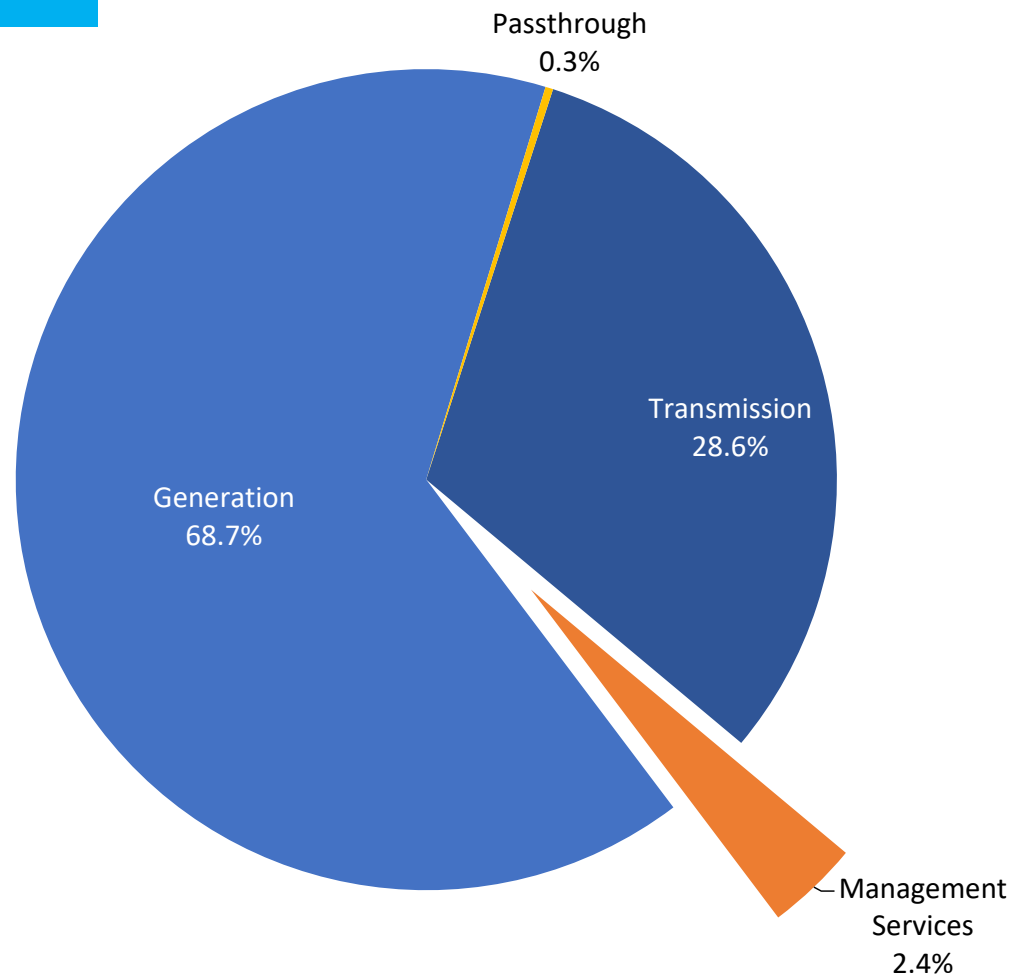
Proposed FY 2026 Budget, net of revenues, reflects a decrease of \$1.2 million or 0.2% from FY 2025. The decrease is driven by changes in load and forward prices.



Proposed Budget (Net) FY 2025-2026

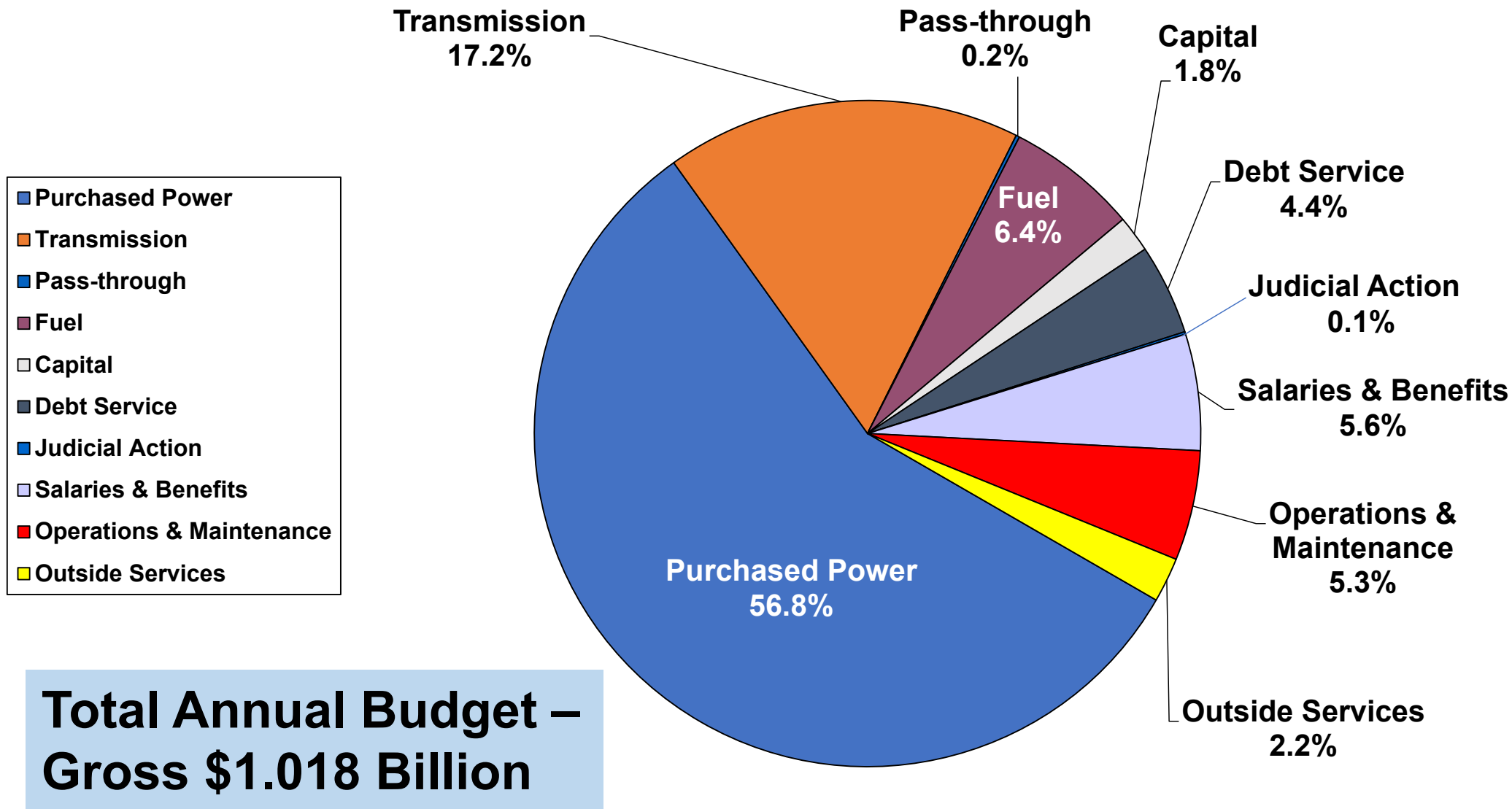
Total Annual Budget
\$564.9 Million

NCPA Budget



Proposed Gross Budget by Line Item

FY 2025-2026



**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

GENERATION RESOURCES

NCPA Plants -			
Controllable Plant Operating Costs			
Pass Through Plant Costs			
Total NCPA Plants			
Member Resources - Energy			
Member Resources - Natural Gas			
Western Resources			
NCPA Contracts & Market Power Purchases			
Net Load Costs			
Net GHG Obligations			
Preliminary Surveys and Investigations			
TOTAL GENERATION RESOURCES			

FISCAL YEAR ENDED JUNE 30		
Approved	Proposed	
2025	2026	Inc/(Dec)
\$ 91,982,077	\$ 95,701,127	\$ 3,719,050
(57,778,129)	(32,092,392)	25,685,737
34,203,948	63,608,735	29,404,787
(8,852,489)	14,852,723	23,705,212
(767,540)	520,319	1,287,859
(28,539,814)	(14,052,237)	14,487,577
(10,291,434)	11,983,885	22,275,319
545,184,045	405,162,280	(140,021,765)
2,108,011	1,526,966	(581,045)
-	-	-
533,044,727	483,602,671	(49,442,056)

**TRANSMISSION - Independent System Operator
MANAGEMENT SERVICES**

Legislative & Regulatory			
Judicial Action			
Judicial Action - Direct to Programs			
Power Management			
Power Management - Direct to Programs			
Energy Risk Management			
Settlements			
Integrated Systems Support			
TOTAL MANAGEMENT SERVICES			

164,702,821	175,565,139	10,862,318
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4,440,236	4,605,837	165,601
1,240,000	1,240,000	-
(63,108)	(87,381)	(24,273)
16,898,398	15,571,074	(1,327,324)
(1,849,850)	(1,823,699)	26,151
169,797	211,199	41,402
1,211,990	1,238,308	26,318
702,004	704,349	2,345
22,749,467	21,659,687	(1,089,780)
1,967,542	1,721,523	(246,019)
147,285	156,957	9,672
(147,285)	(156,957)	(9,672)
722,464,557	682,549,020	(39,915,537)
(2,885,927)	(2,946,574)	(60,647)
(153,526,579)	(114,717,869)	38,808,710
-	-	-
\$ 566,052,051	\$ 564,884,577	\$ (1,167,474)

PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)

SUPPORT SERVICES

SUPPORT SERVICES REIMBURSEMENTS

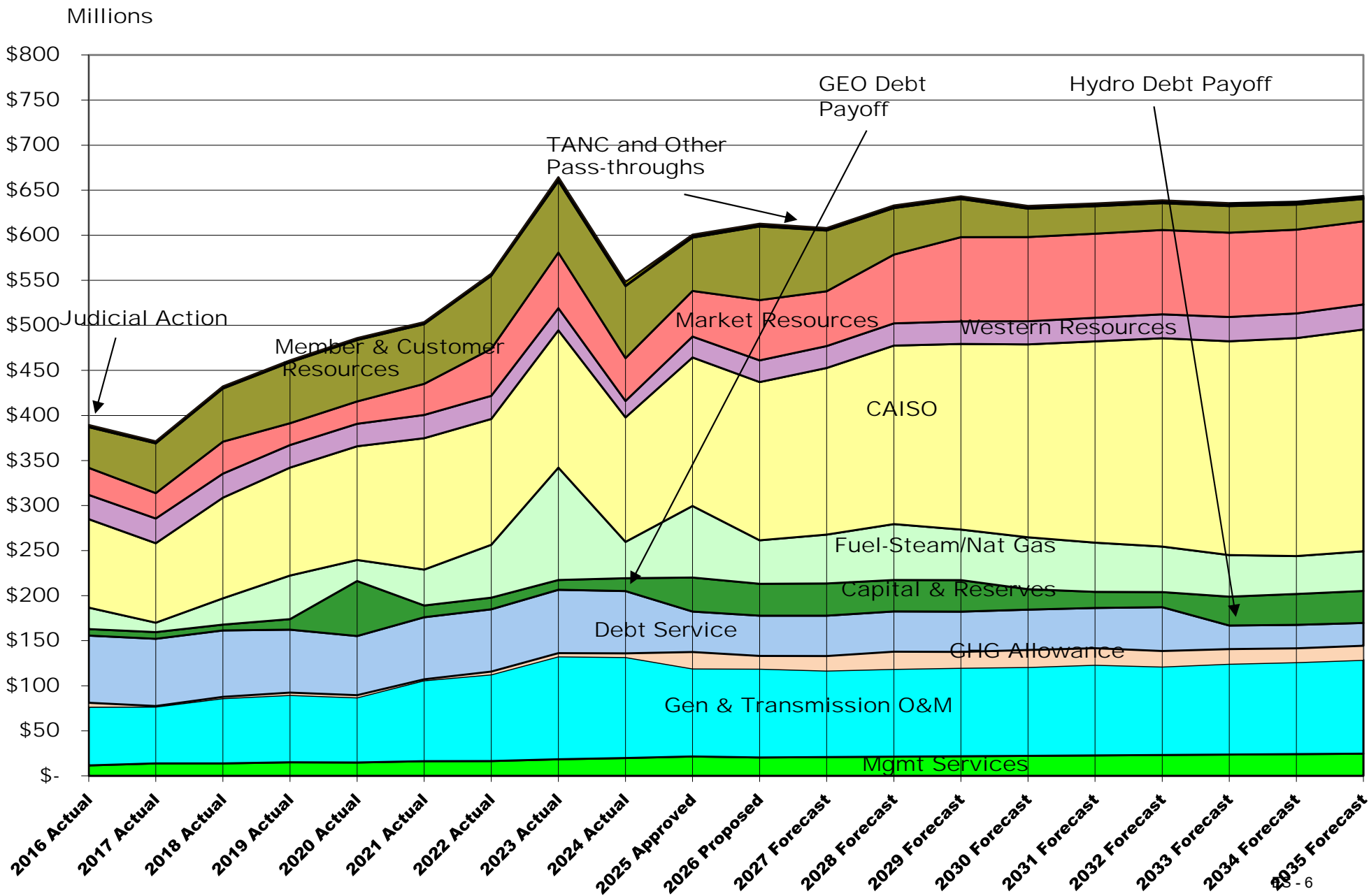
TOTAL NET ANNUAL BUDGET COST

PM Service Revenue			
Member Owned Generation ISO Energy Revenue			
Revenue from Customers			

TOTAL NET ANNUAL BUDGET COST

Fiscal Year Annual Budget and Ten-Year Forecast

(Total Cost before Revenues)



Generation Plants Cost Drivers

NCPA Plant costs (net of revenues) increased from costs of \$34.2 million to costs of \$63.6 million in 2026 (86.0% or \$29.4 million) primarily due to:

Net cost increases from:

- Addition of engineering and consulting costs for CT2 Repower (\$2.8 million)
- Addition of CT1 and LEC decommission reserve collection (\$3.1 million)
- Increased routine O&M costs to operate the plants (\$3.6 million)
- Net increased insurance, A&G and other costs (\$4.3 million)
- Decreased CAISO energy sales revenue due to lower lower generation and forward prices (\$59.3 million)

Net cost decreases from:

- Decreased CAISO energy and transmission charges (\$3.3 million)
- Decreased Fuel and LDC costs for gas plants due to lower generation (\$31.1 million)
- Decreased net Projects and Capital Development Reserve collection (\$4.5 million)

Generation Resources Cost Drivers

Costs to purchase power to serve member and customer loads are projected to decrease from \$345.3 million to \$305.3 million (11.6% or \$40.0 million) due to:

- Net increased Member Contracts costs less revenue (\$25.0 million)
- Net increased Western Resources costs less revenue (\$14.5 million)
- Net increased NCPA Contracts costs less revenue (\$22.3 million)
- Net decreased GHG obligations (\$0.6 million)
- Decreased Load costs, net of member owned generation CAISO energy sales (\$101.2 million)

Transmission Cost Drivers

Transmission Costs are projected to increase from \$164.7 million in FY 2025 to \$175.6 million in FY 2026 (\$10.9 million or 6.6%) due to:

- Budgeted increase of \$12.5 million for Grid Management Charge and Transmission Access Charge, offset by decrease of \$1.0 million in Ancillary Services Obligation costs and decrease of \$0.6 million in Other CAISO Charges
- Increase in gross load of 7,367,258 for FY 2025 to 7,729,340 for FY 2026



Management Services Cost Drivers

NCPA Management Services costs are projected to decrease from \$19.7 million in FY 2025 to \$18.7 million in FY 2026 (\$1.0 million or 5.8%):

- Salaries & Benefit increased - \$1.3 million
- Non-personnel related costs increased - \$0.4 million
- Allocated Administrative and General costs decreased - \$2.7 million

Other Drivers – Pass-through Costs

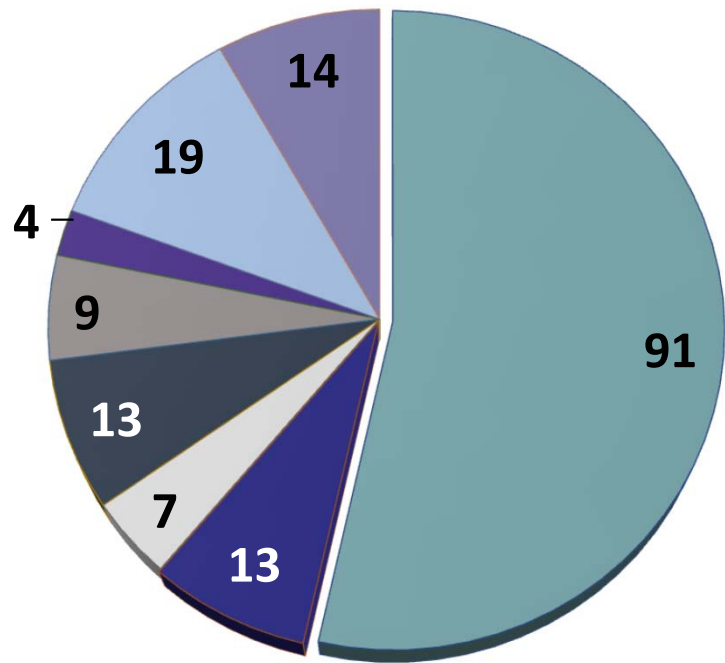
- Decrease in TANC costs of \$160.0k
- Increase in projects consulting of \$120.0k

BAMX



Proposed Staffing by Department
Proposed Budget FY 2025-2026
Number of FTEs

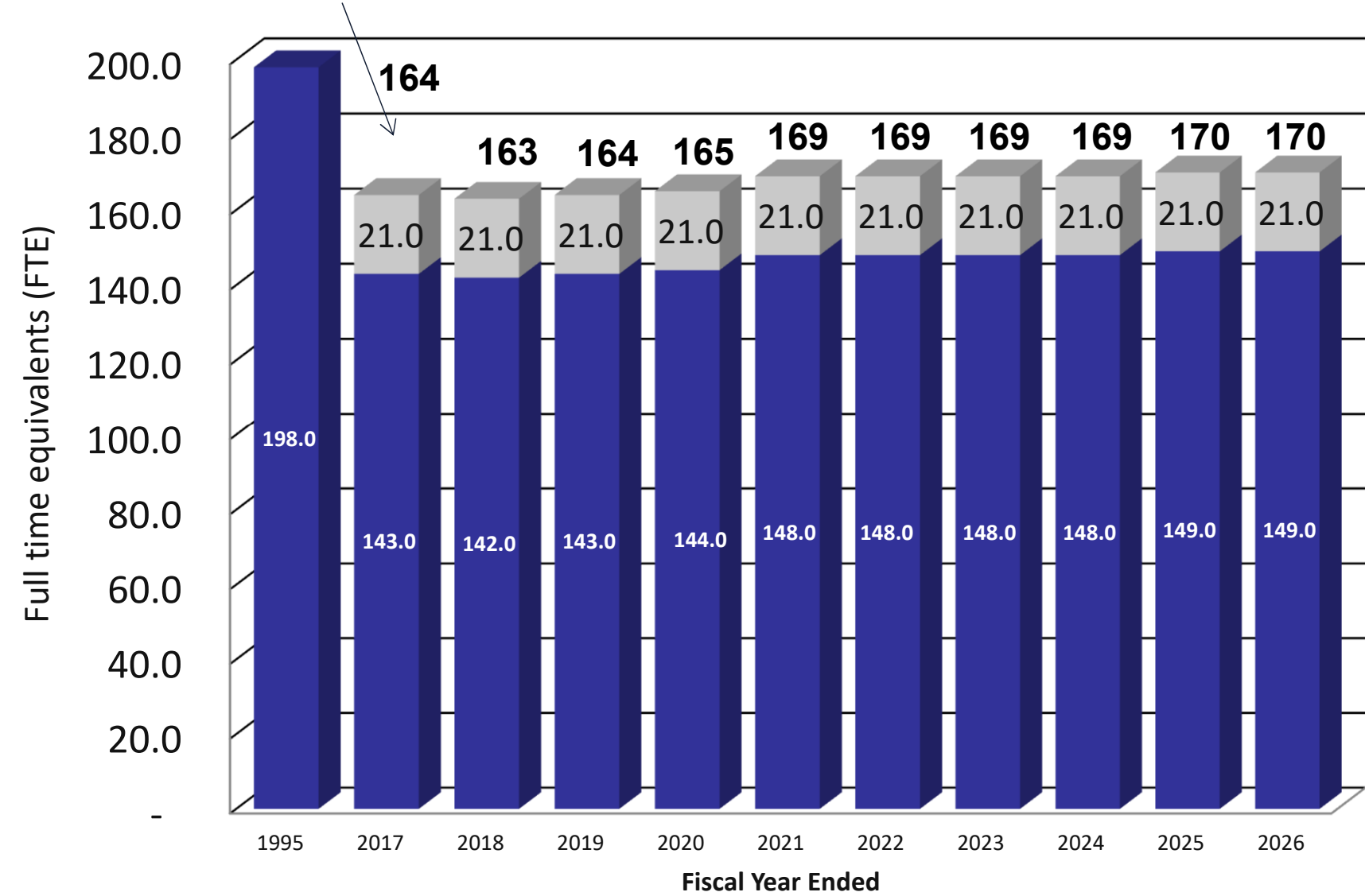
Total FTE - 170.0



- | | |
|----------------------------|--------------------------------|
| ■ Generation Services | ■ Power Management |
| ■ Legislative & Regulatory | ■ Scheduling & Dispatch |
| ■ Accounting & Finance | ■ Power Settlements |
| ■ Information Services | ■ General Mgr & Administrative |

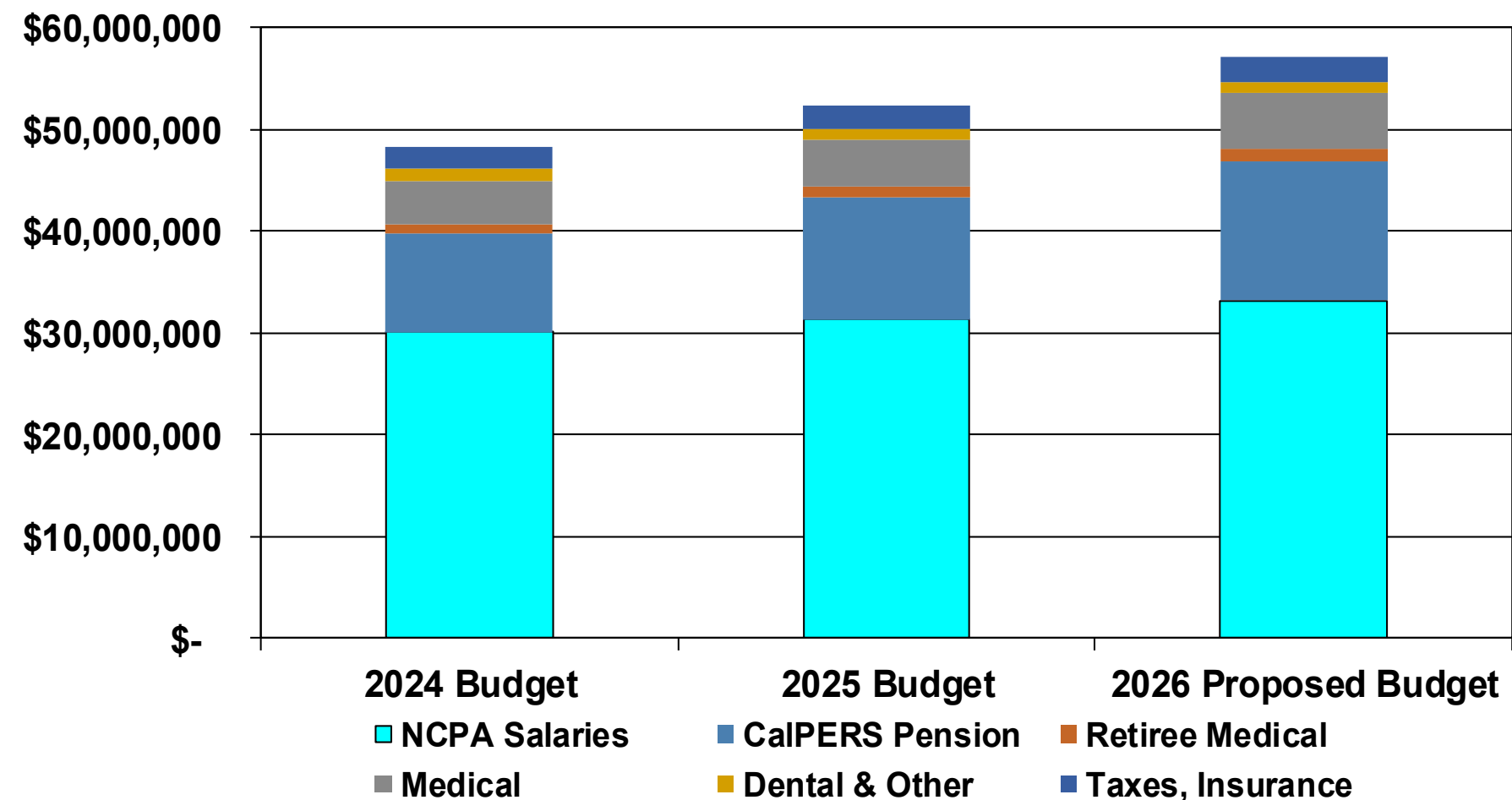
Historical and Proposed Staffing FTEs - Budget FY 2026

LEC additions/shifts in gray

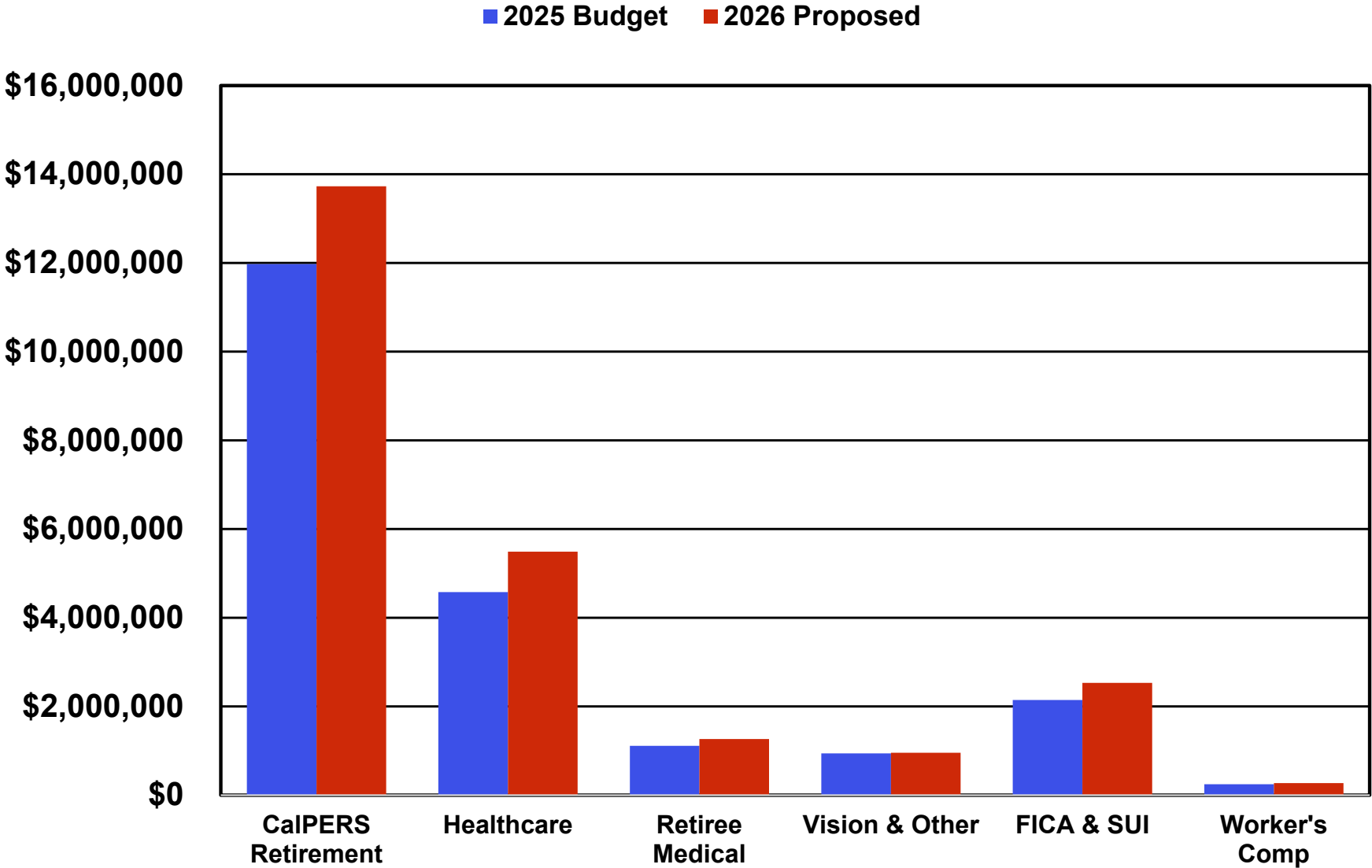


Salaries and Benefits Comparison to Prior Years

Salaries and Benefits are above prior year budget (9.8%). Key drivers are 6.8% payroll increase, and 14.15% increase in benefits and taxes, primarily driven by the additional Unfunded Actuarial Liability payment.



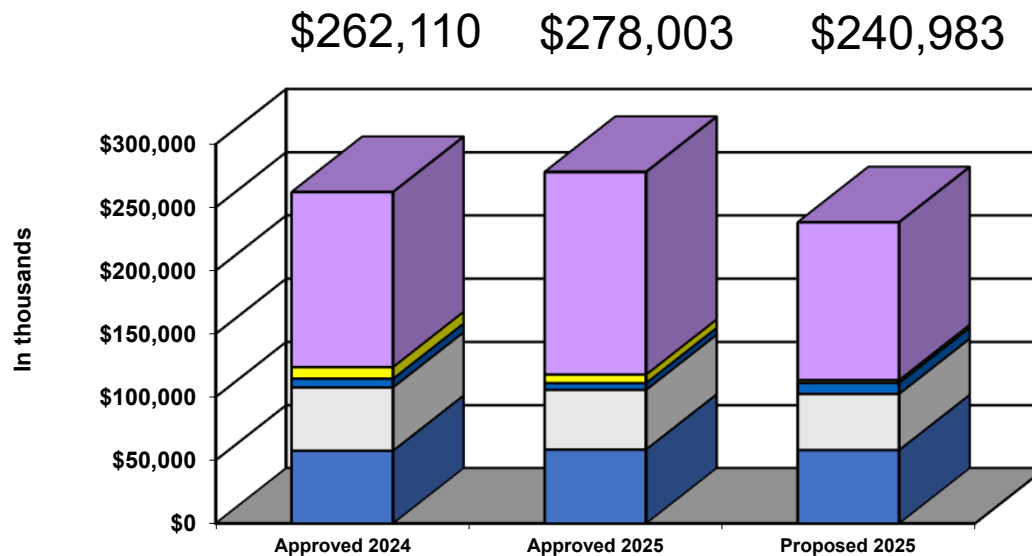
Benefit Changes 2025-2026



Proposed Budget

Generation Resources – NCPA Plants

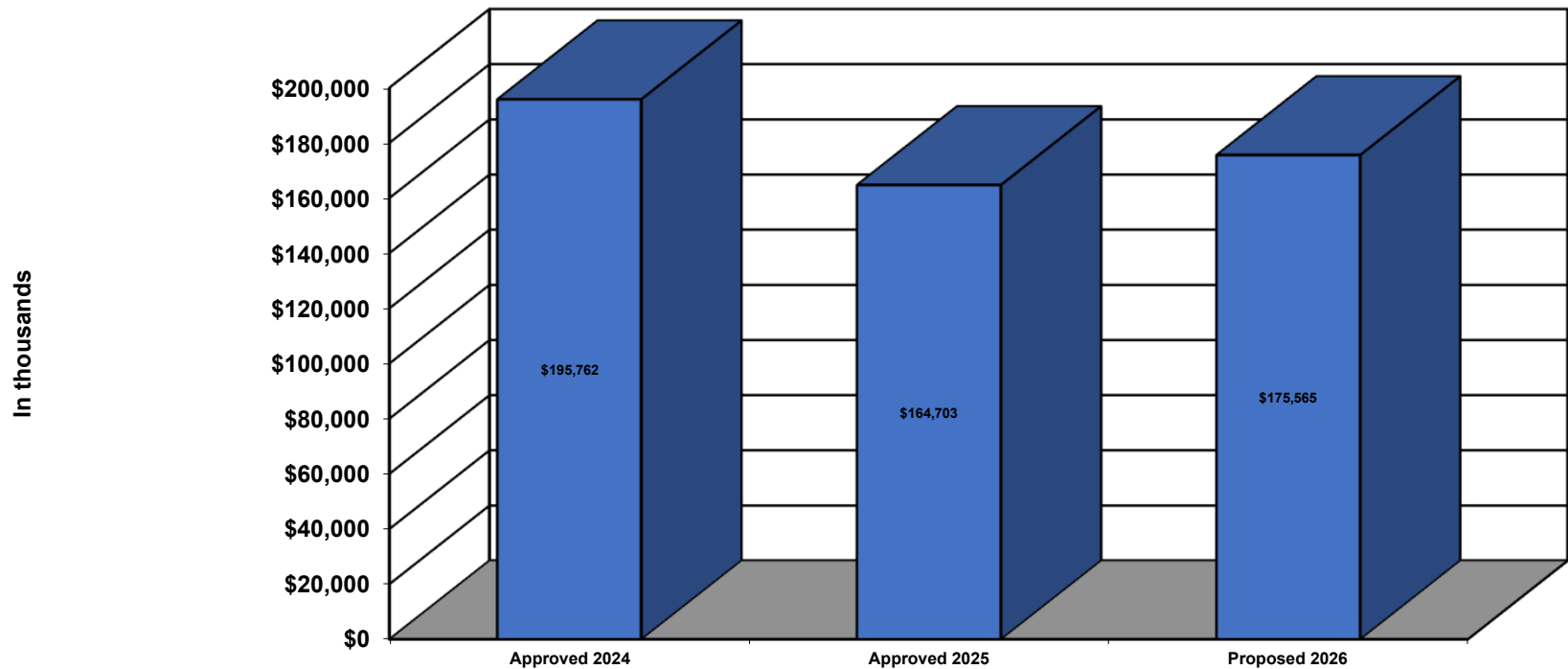
Proposed FY 2026 Budget reflects a \$37.0 million or 13.3% overall decrease from FY 2025 on a gross basis.



■ Hydro Project □ Geo Plant ■ CT 1 ■ CT 2 ■ Lodi Energy Center

Proposed Budget Transmission (Net CAISO Charges)

Proposed 2026 budget reflects an increase from 2025 of \$10.9 million or 6.6%.

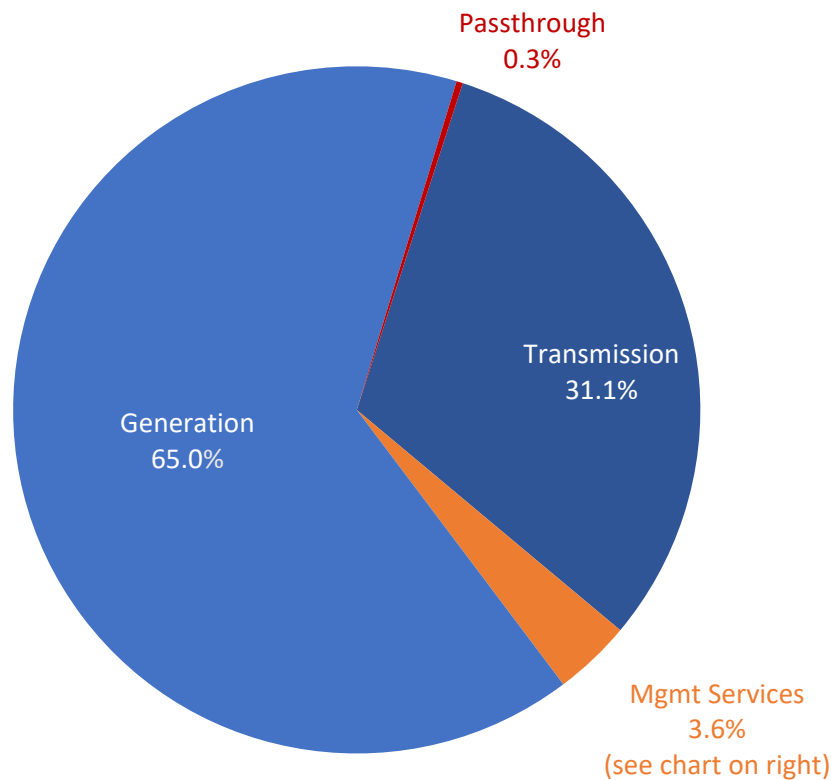


■ ISO

Proposed Budget Management Services

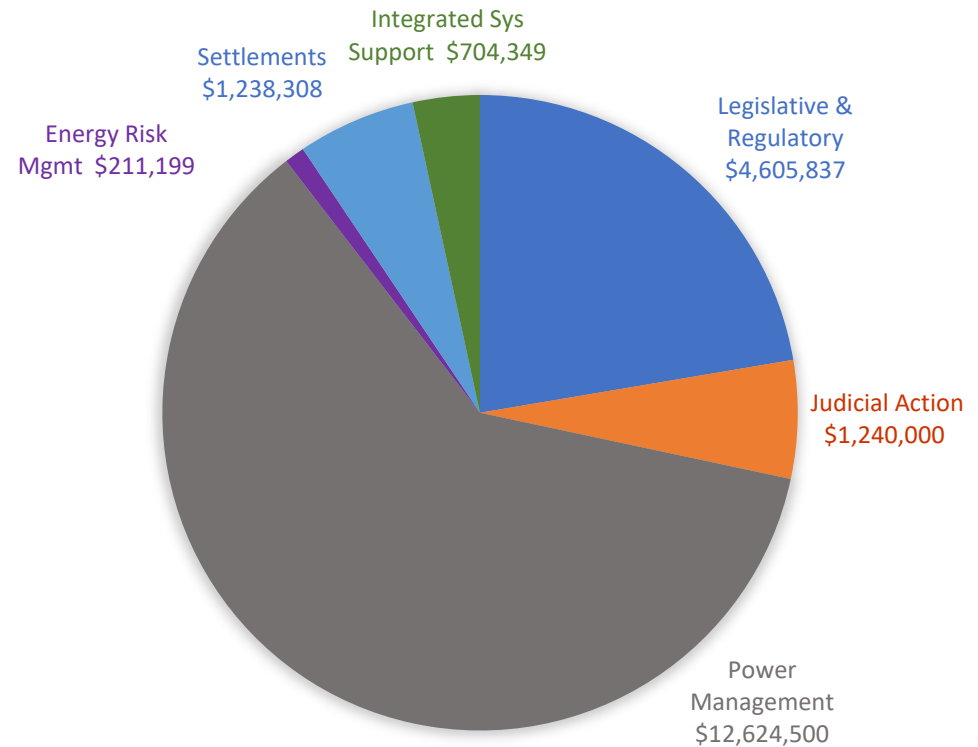
Proposed FY 2026 Net Budget reflects decrease of \$1.2M from FY 2025 budget due to decreases in load and plant costs.

NCPA Budget



Management Services

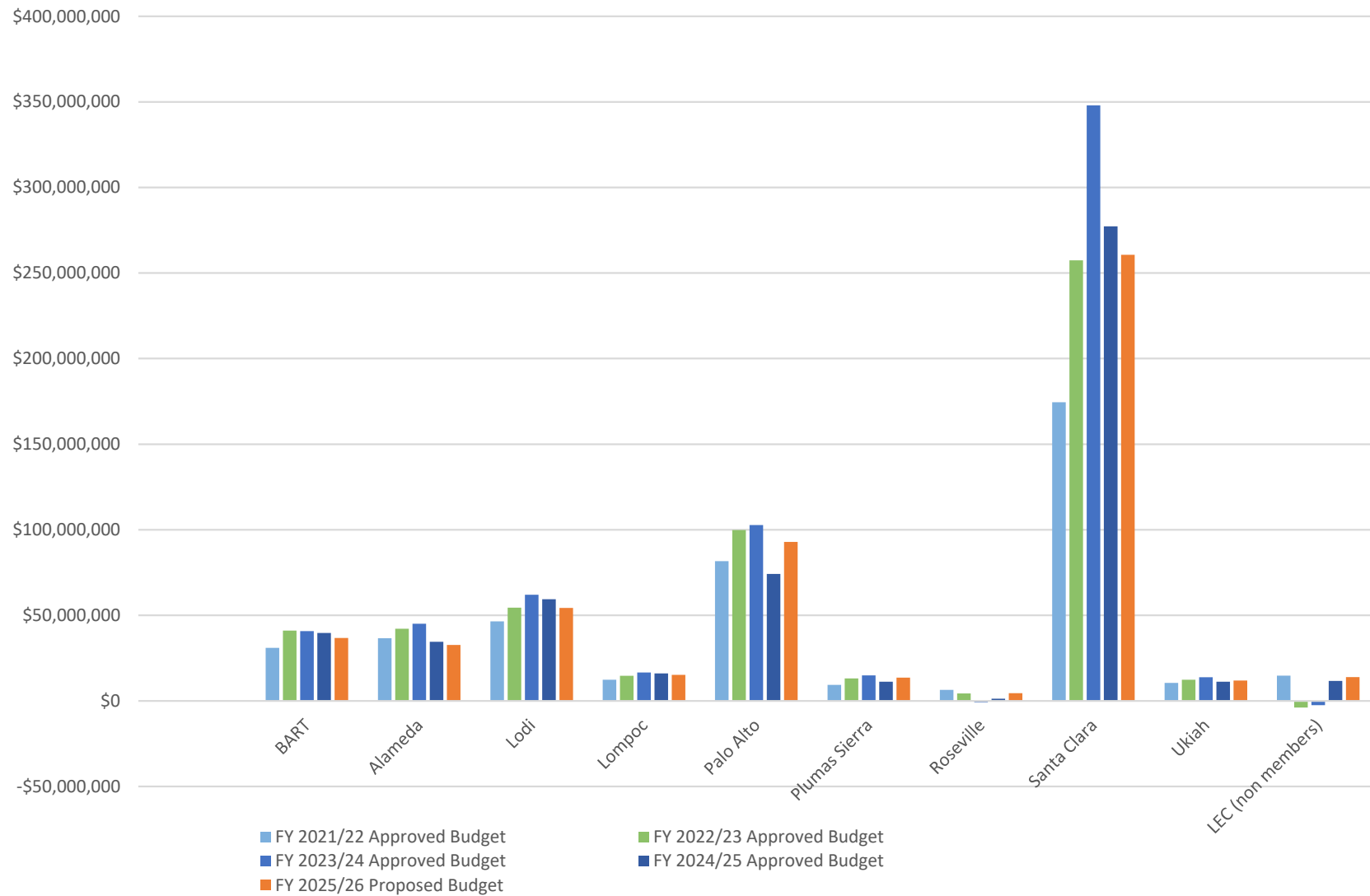
3.6% of total budget or \$20.6 million



Total Annual Budget Cost \$564.9 Million

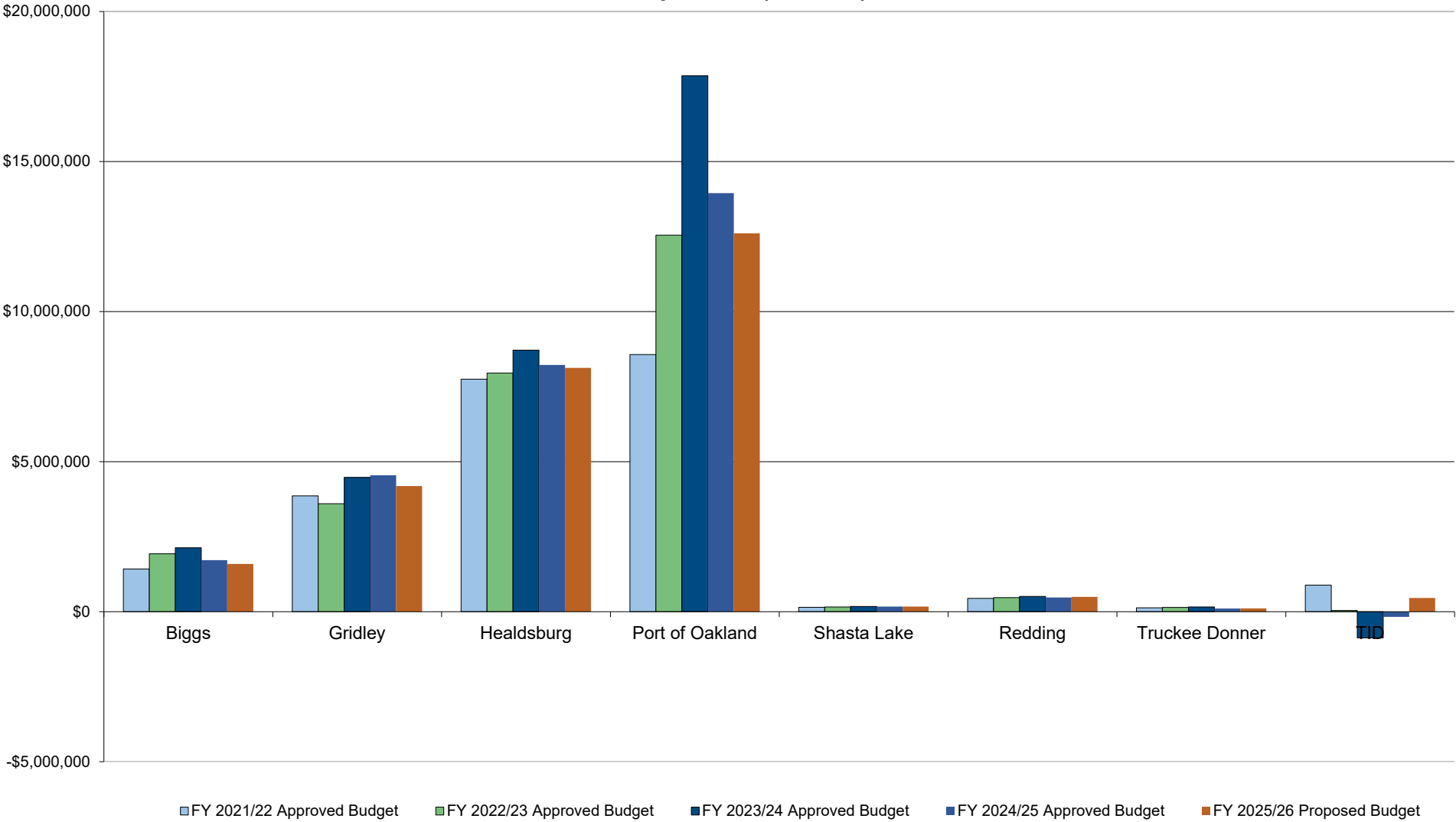
Participant Funding Requirements (Net) Budget FY 2025/26

Participants (1 of 2)



Participant Funding Requirements (Net) Budget FY 2025/26

Participants (2 of 2)



**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

GENERATION RESOURCES

NCPA Plants

Hydroelectric
Geothermal
Combustion Turbine No. 1
Combustion Turbine No. 2 (STIG)
CT 2 Repower
Lodi Energy Center
Subtotal

Member Resources - Energy

Member Resources - Natural Gas

Western Resource

NCPA Contracts & Market Power Purchases

Net Load Costs

Net GHG Obligations

Preliminary Surveys and Investigations

Subtotal

TOTAL GENERATION RESOURCES

FISCAL YEAR ENDED JUNE 30			
2025	Proposed 2026	Inc/(Dec)	% Change
\$ 3,562,386	\$ 15,662,351	\$ 12,099,965	339.7%
(5,468,305)	4,462,415	9,930,720	181.6%
4,573,277	6,646,207	2,072,930	45.3%
4,684,366	2,295,169	(2,389,197)	-51.0%
-	2,755,966	2,755,966	100.0%
26,852,224	31,786,627	4,934,403	18.4%
34,203,948	63,608,735	29,404,787	86.0%
(8,852,489)	15,011,554	23,864,043	269.6%
(767,540)	520,319	1,287,859	167.8%
(28,539,814)	(14,052,237)	14,487,577	50.8%
(10,291,434)	11,983,885	22,275,319	216.4%
545,184,045	405,162,280	(140,021,765)	-25.7%
2,108,011	1,526,966	(581,045)	-27.6%
-	-	-	0.0%
498,840,779	420,152,767	(78,688,012)	-15.8%
533,044,727	483,761,502	(49,283,225)	-9.2%

TRANSMISSION

Independent System Operator

Grid Management Charge (GMC)
GMC Wheeling
Ancillary Services (AS)
Other Charges

TOTAL TRANSMISSION

2,572,012	2,748,393	176,381	6.9%
155,004,333	167,358,274	12,353,941	8.0%
4,577,450	3,526,120	(1,051,330)	-23.0%
2,549,026	1,932,352	(616,674)	-24.2%
164,702,821	175,565,139	10,862,318	6.6%

MANAGEMENT SERVICES

Legislative & Regulatory

Legislative Representation
Regulatory Representation
Western Representation
Customer Programs

Subtotal

Judicial Action

Judicial Action Direct Cost to Programs

Power Management

System Control And Load Dispatch:
Dispatch & Real-time Resource Management
Schedule Coordination
System Control. And Data Acquisition
WECC/NERC Compliance & Participation
Subtotal

2,358,832	2,559,881	201,049	8.5%
828,748	893,881	65,133	7.9%
597,864	615,713	17,849	3.0%
654,792	536,362	(118,430)	-18.1%
4,440,236	4,605,837	165,601	3.7%
1,240,000	1,240,000	-	0.0%
(63,108)	(87,381)	(24,273)	-38.5%
4,058,353	3,940,644	(117,708)	-2.9%
4,485,827	4,036,571	(449,256)	-10.0%
2,215,857	1,799,101	(416,756)	-18.8%
970,322	288,245	(682,077)	-70.3%
11,730,359	10,064,561	(1,665,798)	-14.2%

**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

Continued

FISCAL YEAR ENDED JUNE 30				
	2025	Proposed 2026	Inc/(Dec)	Budget %
Forecasting Planning, Prescheduling & Trading				
Forecasting	745,258	787,014	41,756	5.6%
Resource Planning, Optimization, Risk Analysis & Mgmt.	614,261	690,816	76,555	12.5%
Power & Fuel Transactions	171,129	185,659	14,530	8.5%
Pre-Scheduling	1,076,489	1,080,333	3,844	0.4%
Power Pool Oper. & Settlement Standards	417,005	386,180	(30,825)	-7.4%
Facilities Agreement Administration	207,582	224,417	16,835	8.1%
Subtotal	3,231,723	3,354,418	122,695	3.8%
Industry Restructuring & Regulatory Affairs	425,737	491,759	66,022	15.5%
Contract Admin, interconnection Svcs & External Affairs:				
Contract Maint, Negotiation and Administration & Litigation	1,014,690	1,155,183	140,493	13.8%
TANC Representation & Advocacy	37,837	41,229	3,392	9.0%
Western Representation & Advocacy	183,517	90,845	(92,672)	-50.5%
Pooling Agreement Coordination and Administration	64,754	146,654	81,900	126.5%
Subtotal	1,300,798	1,433,911	133,113	10.2%
Green Power Project	-	-	-	0.0%
Gas Purchase Program	85,852	92,618	6,766	7.9%
Market Purchase Power Project	123,929	133,807	9,878	8.0%
Power Management Direct Cost to Programs	(1,849,850)	(1,823,699)	26,151	1.4%
Subtotal - Power Management	15,048,548	13,747,375	(1,301,173)	-8.6%
Energy Risk Management				
ROC, RMC Meetings & Activities	64,569	51,877	(12,692)	-19.7%
Counter-party Credit Review & Analysis	105,228	159,322	54,094	51.4%
Subtotal	169,797	211,199	41,402	24.4%
Settlements				
Deal Control Validation & Monitoring	598,015	686,667	88,651	14.8%
ISO Data Validation & Monitoring	613,975	551,641	(62,333)	-10.2%
Subtotal	1,211,990	1,238,308	26,318	2.2%
Integrated Systems Support				
	702,004	704,349	2,345	0.3%
TOTAL MANAGEMENT SERVICES	22,749,467	21,659,687	(1,089,780)	-4.8%
<u>PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)</u>	1,967,542	1,721,523	(246,019)	-12.5%
<u>SUPPORT SERVICES</u>	147,285	147,285	-	0.0%
<u>SUPPORT SERVICES REIMBURSEMENTS</u>	(147,285)	(147,285)	-	0.0%
TOTAL NET ANNUAL BUDGET COST	\$ 722,464,557	\$ 682,707,851	\$ (39,756,706)	-5.5%
OTHER THIRD PARTY REVENUE				
PM Service Revenue (Allocated via Nexant methodology)	2,597,334	2,651,917	54,582	2.1%
PM Service Revenue (Allocated via A&G methodology)	288,593	294,657	6,065	2.1%
Member Owned Generation ISO Energy Revenue	153,526,579	114,717,869	(38,808,710)	-25.3%
Subtotal	156,412,506	117,664,443	(38,748,063)	-24.8%
TOTAL ADJUSTED NET ANNUAL BUDGET COST	\$ 566,052,051	\$ 565,043,408	\$ (1,008,643)	-0.2%

Generation Services

FY 2026

Budget and Business Plan

Generation Services Business Unit

Mission Statement

Generation Services will operate and maintain generation resources safely, cost effectively, reliably and in compliance with all applicable standards and permits.

Goals

Generation Services (GS) has prepared a Business Plan for each of the generation plants consistent with the following goals:

- Safety - Operations of the plants will be prioritized to ensure safety of the public, employees, environment, and equipment.
- Cost Consideration - Total direct and indirect cost of generation vs. the approved budget will be monitored and evaluated regularly. Projects will be analyzed to ensure the benefits of the projects exceed the costs of the project. This information will be shared with the members for their input and approval consistent with Third Phase agreements and NCPA procurement policies and procedures.
- Plant Reliability - Plants will prepare outage plans and seek member approval thereof every year prior to submitting to the CAISO. Plants will be operated and maintained in a manner that minimizes forced outages.
- Compliance with Applicable Standards and Permits - All applicable from such entities as: NERC/WECC, Cal-OSHA, ARB, CARB, BLM, Local air boards, FERC, CEC, EPA, and other applicable Federal, State, and local entities.

Other Information

In the early 1980's, NCPA developed its own resources to become more independent in meeting the energy needs of its members. The Geothermal Plant 1 became operational in 1983, followed by Plant 2 in 1986 (currently a 100 MW renewable aggregate capacity). In the mid 1980's, the Combustion Turbine Project 1 (CT1) power plants (5 X 25 MWs) were commissioned to meet members' peak power demands while minimizing the need to purchase other Resource Adequacy fulfillments. NCPA currently operates three of these plants in Lodi and Alameda, while Roseville Electric assumed operation of the two Roseville plants in 2010. In the 1990's, the Hydro Electric Project (253 MWs) was commissioned to maximize energy value for the Pool, Santa Clara, and Roseville members. In 1996, the Combustion Turbine Project 2 (CT2), Steam Injected Natural Gas (STIG), in Lodi became operational with a capacity of 49 MWs. In 2012, the Lodi Energy Center (LEC)

became operational. LEC is a 304 MW combined-cycle fast-start and flexible natural gas plant designed to support the reliability of the grid and the green energy influx.

The NCPA power plant fleet typically produces 2,600,000 MWh each year, which can provide the electric power needs of about 236,000 residential homes. Generation Services is responsible for the operation and maintenance of all power plants. These plant sites are geographically spread out over a long distance from the NCPA Headquarter office located in Roseville. The Generation Services Department manages these resources with 90 employees at the various power plant sites and the Roseville Headquarters.

Ownership of these facilities vary by its members and other public participants of NCPA. NCPA is constantly optimizing the use of these facilities to achieve the greatest value by:

- Providing the least cost energy to its members.
- Protecting against total reliance on market purchases and volatility.
- Selling energy into the CAISO markets to minimize the energy costs to members.
- Generating renewable, carbon free energy from its geothermal and hydro resources to reduce greenhouse gas.
- Providing Resource Adequate capacity, spinning reserve, and regulation to the CAISO market.
- Supporting local capacity needs.

Over time, additional capital expenditures for equipment replacement and betterment are required to maintain or improve the facilities. GS has adopted a process to evaluate cost vs benefits to ensure that these projects are economically justified. Each project will support improvement reliability, output, or replacement of “end of life” equipment. After internally reaching a conclusion, GS discusses these options with the members explaining pros and cons and provides appropriate recommendations. Only after members concur, are these improvements budgeted. The capital improvement and betterment activities are planned over a 10-year forecast for all facilities. Funding for these projects are approved through the NCPA budgeting approval process.

Hydroelectric Facilities

The Hydroelectric business office is located in Murphys, California, 91 miles from the Roseville home office. Hydro personnel report to the Murphys office and then disperse to the various facilities to perform daily operations and maintenance activities. Distances from the Murphys office to various locations are: Alpine Lake, 44 miles, New Spicer Meadow reservoir, 44 miles, McKays Point and Beaver Creek dams, 17 miles, and Collierville Power House, 15 miles. Features of the Hydroelectric facility include a 189,000-acre foot reservoir (New Spicer Meadows Reservoir), six smaller diversion reservoirs, approximately ten miles of tunnels, two large generating units and three smaller units, and approximately 40 miles of dual circuit 230 KV transmission (generator tie) line. The combined net generating capacity is 253 MW (current ISO rating). The project features are located in Calaveras, Tuolumne, Alpine, Stanislaus and San Joaquin counties.

Current Operating Philosophy

The 259 MW (gross) plants are forecasted to generate 480 GWHs for the 2025-2026 budget year, assuming an average water year with additional carryover storage. Though highly variable due to water supply conditions, an average water year typically produces 500 GWHs.

Currently, the facility is operated in order to meet the power requirements of the Pool members (50.98% Project share), Silicon Valley Power (37.02%), and Roseville (12%), and to maximize its value relative to the power market. NCPA planners assess the value of stored water in New Spicer Meadow Reservoir using market power data and regulate discharges to maximize the resource. The project is operated to maximize water use and to meet license requirements. This includes the FERC license that ensures that water flows are optimized to support fish, wildlife, recreation, power production, and water supply to CCWD and UWPA, as well as other needs. Under some circumstances, it may be economically advantageous to allow McKays Point Reservoir to spill for brief periods while providing ancillary services from the Collierville Powerhouse.

Business Plan

The Hydro Facilities FY 2026 Business Plan is designed to bring focus to the business requirements of the facility by establishing long-term goals (>1 year) that are supported by shorter-term goals (<1 year), which can also be defined as sub-goals or milestones. The business requirements addressed by the goals are based on the business needs of the NCPA members that own the facility and ultimately pay the costs to operate and maintain the facility. The assumed business needs of the owners relative to the Hydro facilities is the need for capacity, load-following capability, and reliable, renewable and/or carbon-free energy at the lowest reasonable cost provided with the greatest possible reliability.

Business Plan Rationale

The basic rationale is to establish a goal based Business Plan that supports the performance objectives for FY 2026 pertaining to Generation Services (GS) as established by the NCPA General Manager. For the Hydro facilities, the performance objectives fall into three categories: 1) Safety and Compliance, 2) Cost of Production, and 3) Availability and Reliability.

For the Safety and Compliance category, the GS objectives are:

- Eliminate Lost Time Accidents
- Adhere to Federal and State rules and regulations
- Maintain emergency communications capabilities per Homeland Security Guidelines

For the Cost of Production category, the GS objectives are:

- Generate power for members at reasonable cost
- Manage variable costs at or below plant costs
- Plants to maintain or improve previous best results

For the Availability and Reliability category, the GS objective is:

- Provide members with reliability of supply and access to transmission

The basic premise of the Hydro Business Plan is that all goals and sub-goals must support these objectives.

Development of Goals

The development of the FY 2026 Business Plan Goals was accomplished within the team environment. Discussions were held to categorize the data and establish goals that address the collected data and support the Generation Services performance objectives. The actual determination of Business Plan goals was a product of the team through consensus. Team participation and input was essential in developing a Business Plan that links field experiences with management objectives.

The success of the Business Plan can only be accomplished through continuing participation of all facility personnel, and full participation can only be achieved if each and every person fully understands and believes in the rationale behind the plan, and in turn understands their own personal contribution to the plan.

Goals and Goal Analyses

The following goals are included in the Business Plan to support the Generation Services performance objectives. The Hydro Manager will be responsible for monitoring milestone progress and coordinating and facilitating the efforts of others needed to complete the goal. The goals are:

- 1) Personnel Safety
- 2) Project and Public Safety
- 3) Compliance
- 4) Generation Enhancement
- 5) Asset Management – Embed Practices
- 6) Asset Management – Reduce Forced Outage Rate
- 7) Asset Management – Condition Assessment
- 8) CMMS utilization
- 9) Training
- 10) Resource Planning

Future Operating Strategies

Enhancing the value of the water for its use in providing products to the power market in general and to the member participants will result in a review of operating rules and procedures as these new markets develop. With access to the ISO ancillary service markets the plant is providing spinning reserve, non-spinning reserve, regulation & replacement reserve services to the market. Policy issues will be raised and resolved with the Operating Entities as they arise. The plant is not designated for reliability must-run (RMR) service.

Geothermal Facilities

The Geothermal Facility is located approximately 146 miles from the NCPA Roseville home office, on Federal Bureau of Land Management leases in an area known as the Geysers. The Geysers are situated in the rural, mountainous regions of Sonoma and Lake Counties. The facility consists of two power plants, each housing two 55-megawatt generating units, and a 1,200-acre steam field development, which includes 78 geothermal steam and injection wells with 25 miles of steam transmission, condensate collection and water injection pipelines.

The Geothermal Facility also includes a portion of the 29-mile long Lake County Effluent Pipeline Project (EPP) that provides treated effluent from various Lake County Communities, as well as water from Clear Lake for injection into the steam reservoir. Heat in the reservoir converts the EPP water to steam for use in power generation. NCPA is a partner in the EPP with the Lake County Sanitation District and the Calpine Corporation. The NCPA Geothermal Facility operates and maintains the four pump stations used to lift the EPP water to the Geysers area and distributes up to 42% of the water to the steam field and delivers the balance to Calpine as per the EPP partnership agreement.

Current Operations

The Geothermal Facility is expected to have a generating capacity of 101 gross megawatts or 91 MW net megawatts in a predominantly base load operation over the next year. When market conditions dictate, Unit 4 output can be varied to coincide with system load. The location of the steam wells that supply Plant 2 are such that steam that is not used to generate during potential load following conditions is “banked” in the reservoir and remains available for future use.

Operating Strategy and Business Plan

The Geothermal Facilities operate under the basic strategy of maximizing to the greatest extent possible the value of the facilities for the NCPA member/owners. With this in mind, the Geothermal Facilities have utilized a Business Plan that brings focus to the business requirements of the facility by establishing long-term goals (>1 year) that are supported by shorter-term goals (<1 year), which can also be defined as subgoals or milestones. The business requirements addressed by the goals are based on the business needs of the NCPA members, which are assumed to be based simply upon the need for reliable, renewable energy at the lowest reasonable cost.

Goals and Goal Analyses

The following goals are included in the Geothermal Business Plan. The proposed FY 2026 Operations and Maintenance and capital projects budget supports these goals. Where applicable, individual personal performance plans developed at the Geothermal Facilities support the Business Plan goals. The Geothermal Facility goals are:

- 1) Safety – 0 Lost Time Accidents
- 2) Regulatory Compliance
- 3) Labor Effectiveness - Maximize labor effectiveness by controlling sick leave usage, develop operating procedures, update job descriptions and job standards, continue to expand upon job broadbanding initiatives and multitasking, complete network upgrades, keep current with work orders, and others
- 4) Operations & Maintenance Personal Development and Training
- 5) Achieve a Geothermal Facility Availability of >95% in FY 2026
- 6) Maximize recovery of Injected Water as Steam
- 7) Develop additional injectors allowing reduced injection flow volume into all injectors to maximize injection derived steam to the power plants
- 8) Produce enough steam to generate 682,614 net MWhrs in FY 2026

Current Operating Philosophy

Currently, the geothermal power plants are operated for NCPA's project participants in accordance with a protocol that is approved by the NCPA Commission. The purpose of the protocol is to protect NCPA's steam reserves that are located adjacent to and nearby the property-line border of other steam users/suppliers, and to provide power scheduling flexibility. It is intended to balance the desires for current generation output with those for a long-lasting fuel supply. Currently, the operating protocol is two-zone operation, which was implemented in FY 2012. Personnel can readily change from two-zone down to a one-zone operation should conditions require such a change. Net generation is forecasted to be 401,571 MWhrs for Plant #1 and 281,043 MWhrs for Plant #2 for a total of 682,614 MWhrs net during the FY 2026 for the facility.

Future Operating Strategies

In the future, it is anticipated that NCPA will continue as a base load facility utilizing a 3 unit operation with Unit 3 having been shutdown since April 2010. The ultimate goal is to reduce costs as steam availability declines in order to be at the optimum O&M levels as generation declines. The successful implementation of the Geothermal Facilities Business Plan will help achieve this ultimate goal.

Combustion Turbine Facilities

The Combustion Turbine organization consists of three projects, CT1, CT2 and Lodi Energy Center (LEC).

Combustion Turbine Project No. One (CT1) consists of three simple cycle combustion turbines that are Nuovo Pignone/General Electric “Frame 5 MS5001P” type units. There are two units located in Alameda and one in Lodi. The project has a combined nominal capacity of 75 Megawatts (MW).

Combustion Turbine Project No. Two (CT2) consists of a Steam Injected Gas Turbine (STIG) using a General Electric LM 5000 aero-derivative gas turbine, GE Power Turbine, and a Heat Recovery Steam Generator (HRSG) system. The plant has a capacity of 49.9 MW’s and is located in Lodi.

Lodi Energy Center consists of a Siemens SGT6-5000F3, a Heat Recovery Steam Generator (HRSG) system and a Siemens Standard SST-700(HP)+SST 900(IP&LP).

Combustion Turbine Project Business Plan

The Combustion Turbine Project Business Plan is to ensure all assets are safe, environmentally compliant, reliable, cost effective, and to continually improve operation and maintenance activities. The plan works to maintain consistency with goals established by NCPA and its members. The goals and priorities are listed out below:

Safety

- 0 lost time accidents/Injuries
- Audit facilities to identify and eliminate unsafe conditions
- Review and update safety policies and procedures to current industry standards
- Investigate all incidents and near misses and implement changes as necessary
- Provide the necessary safety training for our employee’s

Environmental Compliance

- 0 NOV’s (Notice of Violation)
- Operate and maintain equipment to local agency requirements
- Identify ways to reduce emissions and waste
- Review and update environmental policies and procedures
- Train our employees to current environmental standards

Reliability/Efficiency

- Availability
 - STIG/LEC >89.09%
 - CT1>91.54%
- Forced Outage Rate
 - LEC <6.36%
 - CT1/STIG<75.24%
- Identify areas to improve efficiency or reduce parasitic load

Continuous Improvement

- Develop new practices and identify new technologies to reduce COP (cost of production)
- Promote employee involvement
- Increase employee productivity by implementing a priority based work management system to insure the right work is performed at the right time
- Develop employee site specific training programs and matrices

Continued Future Operating Strategies

Staff is dedicated to ensuring all Combustion Turbine assets are available for the NCPA member's benefits and to find new ways to reduce cost and lower operation and maintenance expenses. To that end, Staff are monitoring the developments of green hydrogen technology and its suitability to the Combustion Turbine Projects.

Legislative & Regulatory

FY 2026
Budget and Business Plan

Role of the NCPA Legislative & Regulatory Affairs Program

We protect and enhance the value of NCPA's investments and the ability of NCPA members to provide their customers with reliable, low-cost, and environmentally responsible electric service through joint action.

FY 2026 Budget Framed by NCPA's Legislative & Regulatory Affairs Program's Strategic Goals

In December, 2024, the NCPA Legislative and Regulatory Affairs Committee approved its Strategic Plan for the 2025 calendar year. The plan delineates several goals that shape the focus of our Legislative and Regulatory Affairs program activities, and frame our budget development process for FY 2026. Progress toward achievement of these goals is overseen and guided by the NCPA Legislative and Regulatory Affairs Committee through regular meetings as well as through monitoring of the program's activities as thoroughly reported in NCPA's weekly publication, *This Week at NCPA*, which outlines developments of a substantive and tactical nature with regard to the Legislative and Regulatory Affairs Program.

Key goals for the program include:

- 1) *Preserve and enhance local responsibility.*
- 2) *Promote public power and NCPA members' ability to serve customers with reliable and low-cost electrical service.*
- 3) *Advance NCPA as a credible solution-oriented leader.*
- 4) *Promote and support the environmentally and socially responsible records of NCPA members.*
- 5) *Provide timely communications and coordination to support strategic decision making and grassroots advocacy.*

NCPA Legislative & Regulatory Affairs Program's General Background

The overall NCPA Legislative and Regulatory Affairs Program is comprised of four key program areas through which we advance our collective policy agenda. The program areas are: 1) Legislative; 2) Regulatory; 3) Western; and 4) Customer Programs. All four program areas are designed to integrate with and complement one another.

The NCPA *Legislative Program Area* encapsulates the advocacy efforts in both the U.S. Congress and the California State Legislature, as well as within the state and federal executive branches. This program is implemented through a grassroots initiative, which involves NCPA's elected officials and utility managers through the NCPA Legislative & Regulatory Affairs Committee.

The NCPA *Regulatory Program Area* provides advocacy support within state, federal, and regional regulatory agencies, including departments within the executive branch of both the state and federal government. This program also engages with the North American Electric Reliability Council.

The NCPA *Western Program Area* is an issue-focused advocacy program bridging both legislative and regulatory arenas. In addition to legislative and regulatory involvement, the Western Program maintains strong relationships for the Agency with representatives of the Western Area Power Administration and the Bureau of Reclamation, and works closely with these agencies to protect and preserve the vital Central Valley Project power resource.

The NCPA *Customer Programs Area* provides valuable data and information needed to comply with statutory energy and environmental reporting obligations—and collaborates with and provides leadership for statewide compliance efforts to ensure that credible and consistent data is provided to state agencies in a manner that will help prevent future legislative intrusions on local control. It is also an area where much of NCPA's shared services program is administered—RFPs are issued for needed services, and agreements are entered into with key vendors to support and enhance agency and members' programs while capturing savings through the economies of scale that joint action provides. This program also provides regulatory advocacy with regard to policy development related to utility customer programs, including high-level engagement on state electric vehicle infrastructure issues to ensure strong representation for public power systems and the customers they serve.

Power Management

FY 2026
Budget and Business Plan

ORGANIZATIONAL STRUCTURE

The Power Management Business Unit is organized into one Program and four Subprograms as follows: Program: Power Management Administration; and Sub Programs; i) System Control and Local Dispatch; ii) Portfolio/Pool Management and Scheduling; iii) Contracts, Interconnection Services and External Affairs; and iv) Industry Restructuring and Regulatory Affairs. There are currently 26 full time staff positions filled within the Power Management Business Unit.

In addition to the Program and Subprograms described above, which are managed and administered through Power Management Business Unit, there are service charges that flow into the Power Management budget as line items (Information Systems) and two Subprograms (Energy Risk Management and a portion of Settlements) that are direct charged. The costs associated with these line items, Programs and Subprograms are independently managed and administered through the Administrative Services Business Unit with costs allocated pursuant to the Power Management and Administrative Services Cost Allocation Methodology.

The Power Management Business Unit also independently budgets, manages, charges and provides staff support to programs outside of the Power Management Program budget where separate project or program agreements have been created. Examples in this year's budget include, Gas Procurement for the STIG and CT's, the Market Purchase Program and the Natural Gas Purchase Program. Detail regarding this support can be found under the Generation Resources tab of the annual budget – under Other Resources for each of the projects and programs described above.

Detailed goals, expected work activity level and activity effectiveness measures have been outlined under individual Power Management Business Unit Program and Subprogram descriptions, located under the Management Services tab of the annual budget, and placed in this location in order that the activity and effort required to support the budget request can be found together, under the same tab, in the annual budget.

MISSION

To provide cost-effective planning and operational excellence for our members and customers.

GOALS

Power Management Business Unit Goals for Fiscal Year 2026 consist of support of Agency goals, with a specific focus on the following elements of the overall Agency goals:

1. Enhance Member Communications and Reports
 - a. Renewable Portfolio Standard and Greenhouse Gas Based reporting capability
 - Load/Resource/RPS/GHG/RA balance summaries
 - Development of short/long term procurement plans
 - Risk assessments
 - Gap assessments
 - b. Asset strategy and operations reporting (e.g. hydro)
 - Qtrly/Semi Annual Reporting to Pool re: operating and bidding strategies
 - Collierville margin report
 - Lodi Energy Center margin report
2. Operate the Agency efficiently and effectively
 - a. Create and maintain headroom by growing revenue and managing costs
 - Operate the plants reliably and efficiently
 - Optimize and reduce cost for the Western resource
 - Monthly reporting on shaping value and displacement program results
 - Develop resource balances to support the hedging program for pool participants
 - Manage pool litigation and regulatory risks
 - Key CAISO Stakeholder Initiatives to follow (Resource Adequacy, Transmission Access Charge, Day-Ahead Market Enhancements, Regionalization/Governance)
 - b. Bring Agency internal policies and practices up to date
 - Develop contract obligation checklist
 - Ensure that risk management policies are applied in daily operations
 - Develop and expand use of user guides to explain NCPA systems and processes
 - Begin review of cost allocation model and development of recommended modifications (if any)
 - c. Develop/improve joint action and member relationships
 - Provide timely and meaningful communications
 - Expand reporting and data analytics available through NCPA Connect/Data Portal based on member preferences and needs
3. Operate effectively in CAISO market
 - a. Implement changes to market rules in systems and settlements
 - b. Provide effective and reliable dispatch and scheduling services
4. Integrate new members and service recipients into the Power Management services framework
 - a. Proposal and Contract development
 - b. System integration activities (planning, budgeting, scheduling, billing and settlements)

- c. Support Non-Member Customer activities
- d. Integration of new member and customer resources

Administrative Services

FY 2026
Budget and Business Plan

Introduction

The Administrative Services budget reflects NCPA's commitment to support members' participation in the market for energy transactions through:

- Purchases/sales;
- Supporting members flexibility in making their own energy decisions to optimize their individual resource mix;
- Providing risk management tools and procedures appropriate to protect members from adverse effects of significant swings in market energy prices and limiting members' exposure to the financial weaknesses of trading partners; and
- Transacting with the CAISO under the Metered Subsystem (MSS) Agreement.

In addition, the Administrative Services budget reflects NCPA's commitment to timely and accurate financial reporting, energy billing, budget settlements, and the ability to attract, develop and retain professional, high quality staff.

Purpose

Provide to the NCPA Business Organization:

1. Financial information and facility infrastructure necessary to conduct business.
2. Effective administrative and technical services, which enhance the capability of the business units.
3. Support for Agency's business strategies through the acquisition, development and retention of human capital.

Goals

1. In association with the Commission's Finance Committee, implement long-term debt service reduction plans using choices acceptable to project participants.
2. Develop and implement hardware, software and staffing as appropriate to support Scheduling Coordinator, Risk Management, CAISO Ancillary Services and Instructed Imbalance Energy, Pooling activities, and the metered subsystem concept with CAISO.
3. Implement Energy Risk Management Regulations and perform compliance audit.
4. Maintain NCPA creditworthiness with trading partners and respond to changes in counterparty creditworthiness.
5. Modify (1) management reports; (2) establish reserve requirements; and (3) modify billing methodology in accordance with Commission direction.
6. Implement strategic plan for information technology.

7. Establish Administration Services performance measures as listed below, and, where appropriate, control Administration Services performance parameters to industry benchmark goals.
 - a. Fiscal year-end settlements issued by December 31st of each year.
 - b. Process, validate and dispute daily CAISO settlement files within established payment calendars.
 - c. Monthly All Resources Bill produced and sent to members by 25th day of each month, which includes:
 - Estimated bill statement and support details for subsequent month;
 - Adjusted bill statement for prior one month period based on schedule data; and
 - Adjusted bill statement for prior periods, including any recalculated CAISO data from previous months based on CAISO settlement data and Settlement Quality Meter Data (SQMD).

Performance Measures

1. Budget variance
2. Timeliness of bills
3. Number/dollars of successful CAISO settlement disputes granted
4. Maintenance of information systems identified as critical to achievement of NCPA's strategic goals, e.g.:
 - Metered subsystem CAISO model as modified for MRTU
 - Scheduling software – next generation
 - Energy/risk management systems
 - Accounting and reporting systems
5. Monitor the estimated aggregate liabilities for power transactions with the CAISO

Administrative Services

Administrative Services currently has an approved staff level of 45 persons. This number includes five positions in the Executive Services Department, including General Manager, the General Counsel, Executive Assistant to the General Manager, Receptionist, and Manager, NERC Compliance. The balance of the Administrative Services Division is organized into five departments. The Assistant General Manager/CFO oversees Accounting and Finance, Information Services including Power Settlements, Human Resources, Risk Management and General Services. Although a separate Administrative Services budget is prepared, it is allocated and liquidated to all Agency programs. Costs that are directly attributed to a specific program are directly passed through (e.g., property tax and debt service). Costs that cannot be directly attributed to a specific program are allocated based on NCPA member approved methods (e.g., the cost of owning, operating and maintaining the home office building).

Accounting & Finance

Accounting and Finance currently has a staff of ten (10). Departmental staff administer the financial affairs of the Agency and manages accounting, budgeting, settlements, revenues, expenditures, and investments.

Among the department's specific products and services are the following:

Accounting: The department is responsible for traditional and electric public utility accounting in accordance with Generally Accepted accounting principles (GAAP), the Governmental Accounting Standards Board (GASB), and the Federal Energy Regulatory Commission (FERC) Uniform System of Accounts. Additionally, the department manages specialty accounting such as grant accounting, public fund accounting, and fixed asset accounting. Staff also manages and accounts for royalties and property taxes. The department works closely with the Agency management team to coordinate and develop the annual budget. Staff works closely with IS to perform the year-end settlements process during which actual annual costs are trued up with actual annual collections.

Treasury Management: Staff manages cash receipts, disbursements, and investment of cash in accordance with Agency policy, state code, contracts, and other laws. This includes the accounts receivable and payable functions responsible for managing the billing and collections and the vendor/consultant billing processes. Additionally, the Treasurer is responsible for development and implementation of investment strategies for the utilization of idle cash not needed in the course of operations; all such strategies must adhere to the following investment policy objectives:

- **Safety:** To safeguard the principal over which they have been granted stewardship
- **Liquidity:** To provide for liquidity- i.e., they must assure there is sufficient cash to meet the needs of the entity
- **Return on Investments:** To earn a reasonable market rate of return

The investment function includes the utilization of idle cash to earn a market rate of return, which will result in the offset of project and program costs to members and participants.

Reporting: staff is responsible for internal management reporting which includes unaudited monthly financial statements and monthly and annual cost and budget status reports and cost analyses, payroll reports, and settlement reports. The department also produces and participates in external reporting such as the annual report financial section, state and federal regulatory reporting, debt management continuing disclosure reporting, and special on demand reports for members, participants, and customers

Accounting and Finance also provides consulting services to other internal organizations and Agency members as requested.

Information Services

Information Services (IS) has a staff of nineteen (19) full time employees. IS provides a variety of software, hardware and infrastructure for Roseville HQ and the plant sites. IS responds to requests from departments, as their needs and requirements are in constant flux, as a result of changing government regulations, market environments, and evolving business strategies. Individual work requests coming from department personnel are reviewed with the responsible person to reach agreement on the scope of work, and the schedule for completion. Costs of materials, labor and supplies are accumulated and billed to cost centers that are established in the approved budget. The IT Steering Committee provides oversight.

The primary work products are:

- Office Automation - An integrated system of personal computers networked together along with a standard suite of office productivity software is provided to each professional employee in the home and field offices. IS also supports and maintains the Agency's intranet and extranet sites as well as an increasing number of division team sites and cross-functional workspaces. In addition, special productivity needs are accommodated for traveling and remote users (e.g. secure remote access).
- Scheduling & Dispatch Support - Provide customized software needed to facilitate scheduling & dispatch of NCPA and other participant resources within the CAISO markets and for scheduling coordination and interchange management services to outside organizations. This also includes support for CVP Corp activities and scheduling into BANC.
- SCADA System Support - Provide software and hardware to support the monitoring and control of NCPA resources and loads. IS is responsible for operating and support of a Disaster Recovery Center (DRC) for the purpose of maintaining business continuity in the event of disturbance in operations at NCPA HQ.
- Accounting Support – Install, de-bug, and provide on-going support for the accounting software. Integrate the accounting software with other NCPA business software (e.g. billing, scheduling, work order and budgeting software).
- Member Transactions - Provide software and consulting services needed to schedule and track individual member and pool transactions, which are increasing in number and complexity as members take advantage of a variety of market transactions to reduce costs or account for renewable supplies. Review bills and respond to member questions each month.
- Nodal Market - Provide software and hardware needed to participate in the California wholesale energy market, (e.g. data links to CAISO and supporting software; a relational data base to provide a powerful information system in support of increased dispatch and scheduling activities); and billing support data as requested by members.
- Power Settlements – Provide software and infrastructure to support in the collection and validation of data; the estimation and verification of ISO charges; and eventual billing of all NCPA jointly owned projects and pool operations.
- Cyber Security – Maintain the security and auditability of NCPA's cyber systems in compliance with industry best practices.

- Payroll and Cost Accounting – The Agency supports a detailed and Agency-wide cost accounting system associated with time and expense tracking. The primary purpose of this system is to assign costs to labor categories across the Agency to facilitate accurate cost allocations to the various budget categories and programs.
- NCPA Data Portal and Web Services – This system provides secure data services for members to receive and send information data to NCPA. Currently, the system supports energy transactions from the market, water accounting, price indices, and selected settlement reports. The portal is accessed through a secure connection using NCPA issued security certificates. All security is maintained by NCPA staff.
- Business Design Support – Supports the development of new business requirements, business artifacts and change management activities in support of the Agency's various business systems and core processes in order to achieve organizational efficiency, agility, and transparency. Business artifacts include documentation related to Agency business process flow models, desktop procedures, state diagrams, control activities, organizational metadata, and taxonomy.

Power Settlements

Goals

The major goals of the Power Settlement department are to:

- Ensure data quality through validation and verification processes
- Produce accurate and timely billings to members in a transparent manner
- Perform contract administration requirements

Program Structure and Functional Responsibilities

The following three functional responsibilities describe the major settlement activities performed by the Power Settlements department in support of its major goals.

Billing, Balancing & Settlements

The Billing, Balancing & Settlements category is primarily composed of the following three settlement business activities: (1) Settlement Business Design and Management; (2) All Resources Bill (ARB) Administration; and (3) Contract Administration.

1. Settlement Business Design and Management

Work with Information Services to develop, test and accept updated software changes pursuant to evolving business requirements.

2. All Resources Bill (ARB) Administration

The NCPA ARB is a comprehensive, integrated monthly invoice related to the accounting and settlements for:

- Jointly owned projects
- Budgeted NCPA Project debt costs
- NCPA administrative costs
- Western Area Power Administration CVP and Base Resource costs
- NCPA and member Market Purchases and Sales
- Natural Gas fuel costs
- Verified and approved CAISO amounts

In addition, the ARB administration provides members with all necessary bill determinant detail support data and variance reports.

3. Contract Administration

This business activity provides for the support of new or modified NCPA contracts among its members, including:

- Maintain Appendix B of the Scheduling Coordinator Program Agreement (SCPA) with updated CAISO settlement charge codes,
- Monitor SCPA Balancing Account requirements,
- Maintain requirements related to terms of Pooling Agreement,
- Monitor CAISO credit collateral requirements based on NCPA members' Unsecured Credit Limits and Estimated Aggregate Liability amounts, and
- Perform accounting and settlements in conformance with bilateral agreements among NCPA members for energy and capacity transactions.

Deal Control Validation and Monitoring

As a standard control activity, NCPA's Power Settlements staff each month validates and reconciles all bilateral energy purchases and sales transactions with NCPA's counter parties at the conclusion of each month for contracted quantities, terms, and prices. In addition, Power Settlement staff accounts for the financial settlement of any energy layoffs and book-outs that may result from energy curtailments or derated transmission line capacity.

CAISO Data Validation and Monitoring

This business function provides two integrated business activities. The first activity ensures the validation and verification of CAISO settlement bill determinants and settlement amounts received by the CAISO that are contained within daily CAISO settlement statements and invoices for each billing period.

Settlement verification is performed through comparison of CAISO settlement amounts and estimated NCPA amounts for each applicable settlement charge code. This validation activity further encompasses the business processes associated with the identification, research and resolution of disputed CAISO settlement amounts.

The second business activity provides for the allocation of CAISO Scheduling Coordinator charges and revenues to NCPA's Operating Entities, Energy Service Providers (ESP) and allocation to Pool members in conformance with Appendix B of the SCPA.

Human Resources

Human Resources (HR) has a staff of three (3) full time employees and partners with management to ensure that the right talent with the right skills required to further NCPA's success are available when needed to support the Agency's business strategy. Human Resources supports the Agency's business strategies through the acquisition, development, and retention of human capital, through policies and programs that align business operations with Agency strategy, through measurable dollar savings, whenever possible, through process redesign and automation enabling employee self-service capability in support of NCPA's 24x7 operations, and through the delivery of value-added member focused programs. Human Resources staff is the Human Resources Manager, Human Resources Analyst and Human Resources Assistant.

Human Resources provides agency-wide operational and strategic support for all human capital related activities including:

- Talent recruitment, selection, orientation and on-boarding
- Employee engagement and workforce development
- Labor/Employee relations and contract negotiations
- Performance coaching and consulting
- Total rewards strategy, program design and administration
- Compensation, benefit plans, and recognition programs
- PERS Retirement Plan administration
- Performance management process and tools
- Workforce and succession planning
- Workplace safety programs and injury reporting
- Compliance with federal & state employment laws and regulations

Human Resources provides Member focused workforce development initiatives and training in support of Members' talent and workforce development needs. Sample programs include the NCPA Internship Program; Executive Leadership Development Program and various training classes, such as Rates 101, O-Calc Pro, etc.

Risk Management

Risk Management provides oversight in energy wholesale operations and manages insurance risks. It conducts analyses on energy market risk and counterparty credit exposure and provides independent oversight on front office energy procurement transactions, ensuring compliance with NCPA adopted risk management policy and procedures. In addition, Risk Management also manages the Agency's property and liability insurance programs, commercial compliance program, coordinates the enterprise risk management program, etc.

Current budget designates one person to fulfill desired job functions. Risk management includes: market risk management, counterparty credit risk management, insurance program management, commercial compliance, and enterprise risk management.

Market Risk Management Program Functions & Goals

1. Assess and manage NCPA portfolio market exposure

Develop, update and maintain models and tools, gather and process market data, and conduct quantitative, financial and statistical analyses on:

- a. Portfolio risk exposures (cost Value at Risk) due to market price volatilities of the underlying commodities (gas and power);
- b. Mark to market position of term transactions and assess and monitor counterparty credit risk exposures; and
- c. Gas and power price movements, distribution and volatilities, and support front office energy procurement activities.

2. Conduct Risk Oversight Committee (ROC) and Risk Management Committee (RMC) meetings and activities

Prepare and present risk management reports to ROC, upper management and member cities. Reporting package includes:

- a. Open position for the Pool and by individual member, on-peak and off-peak;
- b. Portfolio exposure to market price volatility (open position Cost Value at Risk);
- c. Mark to Market position of term contracts/transactions;
- d. Counterparty credit exposure, limits, and margin call status;
- e. Market analytics and update on gas & power price trends, distribution and volatilities; and
- f. Compliance review and exception (if any) reports.

3. Monitor economy and energy market development

- a. Research and analyze macro and sector market events and development, including global and geopolitical events and development; and
- b. Analyze trends and driving factors of the energy commodity market movements.

4. Update policy/procedures and ensure compliance

- a. Develop, update, and implement energy risk management policies, procedures, and communications;
- b. Ensure compliance - provide independent oversight on wholesale energy operations, review deals and RFPs, ensure compliance with NCPA adopted policy & procedures and report on exceptions. Coordinate annual compliance audit.

Counterparty Credit Risk Management Program Functions & Goals (Counter-party Credit Review & Analysis)

Counterparty credit exposure changes as contract mark to market position changes resulting from energy market price volatility. NCPA energy risk management program actively manages counterparty credit exposure via timely credit evaluation & update and on-going event monitoring. The Agency also subscribes to Moody's KMV Credit Edge tool, which provides advance alert if any counterparty credit standing deteriorates and default probability increases. Specific functions and goals under this category include:

1. Timely evaluate counterparty credit worthiness, monitor market and credit events;
2. Monitor counterparty credit events;
3. Review, approve and recommend counterparty credit limits based on evaluations;
4. Ensure proper credit support from counterparties;
5. Negotiate and evaluate enabling (master) agreements with counterparties, ensuring compliance with NCPA credit risk management policy and regulations;
6. Review deals and RFPs, conduct Value at Risk analysis and assess potential credit exposures by counterparties; and
7. Update and implement counterparty credit risk management policy and procedures, ensure compliance and report on exceptions.

Insurance Program Management

1. Manage and market property & casualty insurance programs;
2. Review insurance proposals and prepare supporting documents;
3. File new and renewal insurance applications, evaluate quotes on premium, coverage and extensions;
4. Facilitate premium and exposure audits, settle disputes; and
5. Manage and settle claims.

Commercial Compliance and Enterprise Risk Management

1. Organize periodical training and annual certification;
2. Coordinate periodic compliance auditing; and
3. Coordinate outside parties and consultants in developing an ERM program for the Agency.

General Services

General Services is administered and managed by one person because most facility related services have been outsourced. General Services provides a productive working environment and related services to all employees, adding value to their ability to function effectively, while protecting NCPA's investment in the building, grounds and contents.

Responsible for:

- The maintenance and operation of the building, including janitorial, landscape, HVAC, repairs, telecommunications and energy efficiency.
- The facility's security, including surveillance equipment, and building access controls.
- The equipment and furniture (procurement, maintenance, surplus and training).
- Long-range facility planning, including renovation, new construction and interior space allocation.
- Risk mitigation (safety), including fire protection, ergonomics, building environmental controls, indoor air quality monitoring, and regulatory compliance.
- Administration of contracts for maintenance, services and equipment.

NORTHERN CALIFORNIA POWER AGENCY PLANTS & PLANT TRANSMISSION

HYDROELECTRIC FEATURES

COLLIERVILLE POWERHOUSE -Two 126.5 MW Nameplate Units (maximum combined output 243 MW)

Collierville to PG&E Bellota Substation- 35 mile 230 kV double-circuit transmission line

NEW SPICER MEADOW DAM & RESERVOIR- 5.7 MW Nameplate (3 units); 189,000-acre feet storage

Spicer Switchyard to PG&E Cabbage Patch Substation - 11 mile 21 kV underground line

NORTHFORK DIVERSION DAM

MCKAYS POINT DIVERSION ARCH DAM

BEAVER CREEK DIVERSION DAM & RESERVOIR

LAKE ALPINE, UNION RESERVOIR & UTICA RESERVOIR

SITE BUILDING & WAREHOUSE FACILITY-Murphys, California

GEOHERMAL FEATURES

PLANT NO.1 -Two 55 MW Nameplate Low Pressure Units

Castle Rock to Lakeville Substation-4.14% ownership interest (49.9 MW) in 25 mile 230 kV double-circuit line

PLANT NO.2 -Two 55 MW Nameplate Low Pressure Units

Castle Rock to Lakeville Substation - 24 MW firm transmission entitlement in 230 kV double-circuit line

STEAM FIELD - Two BLM Federal leaseholds; Steam wells provide steam (fuel) to Plants

SHARED FACILITIES -Warehouse, Site Building, Machine & Auto Shop, Environmental Testing Lab

GEYSERS EFFLUENT PIPELINE PROJECT-5 mile 21 KV distribution line from plant No.1 to three Effluent pumping stations

Pumps tertiary treated water from Lakeport, CA to steam field for injection to supplement steam

SITE BUILDING & WAREHOUSE FACILITY- Cobb Mountain, CA

TAP LINE-NCPA Plants to PG&E Tower 3/18-2.1 mile 230 kV double-circuit line. Calpine No. 16 also uses line

COMBUSTION TURBINE NO.1 FEATURES

ALAMEDA -Two 24.8 MW Nameplate Units

LODI- One 24.8 MW Nameplate Unit

SITE BUILDING & WAREHOUSE FACILITY- Lodi, CA

COMBUSTION TURBINE NO.2 (STIG) FEATURES

LODI - One 49.9 MW Nameplate Unit

SITE BUILDING & WAREHOUSE FACILITY- Lodi, CA

LODI ENERGY CENTER (LEC) FEATURES

LODI - One 304.0 MW Nameplate Unit

SITE BUILDING & WAREHOUSE FACILITY- Lodi, CA

NORTHERN CALIFORNIA POWER AGENCY
Generation Resources - NCPA Plants & Plant Transmission
Comparative Annual Budget Report

	Hydro Project	Geothermal	CT No.1	CT No.2	LEC	Gen Svcs Shared	Proposed Budget FY 2026	Approved Budget FY 2025	Increase/ (Decrease)
Variable Costs									
Variable	-	1,160,000	18,202	109,748	5,055,090	-	6,343,040	6,862,278	(519,238)
CA ISO Charges	159,513	362,764	10,107	-	364,723	-	897,107	1,401,903	(504,796)
CA ISO Energy Purchases	1,035,014	510,242	30,091	-	390,117	-	1,965,464	4,768,838	(2,803,374)
GHG Allowance Costs	-	-	-	-	14,152,916	-	14,152,916	18,357,479	(4,204,563)
Fuel & LDC Costs	-	-	1,418,354	-	46,956,205	-	48,374,559	79,488,538	(31,113,979)
Steam Royalties	-	1,650,000	-	-	-	-	1,650,000	2,430,228	(780,228)
Total Variable	1,194,527	3,683,006	1,476,754	109,748	66,919,051	-	73,383,086	113,309,264	(39,926,178)
Routine O&M Costs									
Fixed	2,044,411	6,208,077	981,055	519,055	3,748,985	342,500	13,844,083	13,403,885	440,198
Cloud Seeding	80,000	-	-	-	-	-	80,000	80,000	-
Administration	147,713	547,820	44,630	46,539	198,583	41,609	1,026,894	957,159	69,735
Mandatory Costs	2,063,060	421,000	217,372	103,314	394,255	-	3,199,001	3,166,855	32,146
Inventory	-	-	105,000	-	500,000	-	605,000	469,000	136,000
Transmission O&M	560,672	65,000	-	-	-	-	625,672	648,152	(22,480)
Routine O&M Costs w/o Labor	4,895,856	7,241,897	1,348,057	668,908	4,841,823	384,109	19,380,650	18,725,051	655,599
Labor	6,699,879	13,888,411	1,531,248	1,104,176	7,283,067	1,699,871	32,206,652	29,271,525	2,935,127
Total Routine O&M Costs	11,595,735	21,130,308	2,879,305	1,773,084	12,124,890	2,083,980	51,587,302	47,996,576	3,590,726
Other Plant Costs									
Fuel Administrative Costs	-	-	45,633	-	-	-	45,633	45,020	613
Debt Service	18,428,223	-	-	-	26,311,313	-	44,739,536	44,855,209	(115,673)
Water for Power	575,000	-	-	-	-	-	575,000	575,000	-
Insurance	1,783,908	1,849,719	183,591	9,094	2,298,510	-	6,124,822	5,175,462	949,360
Decommissioning	-	1,572,358	1,872,677	-	1,236,860	-	4,681,895	4,717,081	(35,186)
Other Costs	116,066	1,460,000	10,000	5,200	185,334	86,327	1,862,927	2,214,745	(351,818)
Generation Services Shared	475,460	988,599	110,065	81,061	515,123	(2,170,307)	1	2	(1)
Administrative & General	2,900,987	4,978,197	626,200	347,013	2,830,913	-	11,683,310	11,308,019	375,291
Power Management Allocated Costs	-	-	-	-	1,911,080	-	1,911,080	1,912,958	(1,878)
Total Other Plant Costs	24,279,644	10,848,873	2,848,166	442,368	35,289,133	(2,083,980)	71,624,204	70,803,496	820,708
Total O&M Costs	37,069,906	35,662,187	7,204,225	2,325,200	114,333,074	-	196,594,592	232,109,336	(35,514,744)
Projects									
Operations & Maintenance	8,275,000	2,770,000	598,620	6,969	2,452,969	-	14,103,558	12,830,729	1,272,829
General & Plant	240,000	250,000	-	-	3,059,831	-	3,549,831	5,146,666	(1,596,835)
Capital	-	150,000	90,000	5,000	1,960,000	-	2,205,000	1,935,000	270,000
Maintenance Reserve	-	5,519,088	765,450	-	2,852,472	-	9,137,010	8,830,842	306,168
Capital Development Reserve	12,637,000	-	-	-	-	-	12,637,000	17,150,000	(4,513,000)
Total Projects Costs	21,152,000	8,689,088	1,454,070	11,969	10,325,272	-	41,632,399	45,893,237	(4,260,838)
Annual Budget Cost	58,221,906	44,351,275	8,658,295	2,337,169	124,658,346	-	238,226,991	278,002,573	(39,775,582)

NORTHERN CALIFORNIA POWER AGENCY
Generation Resources - NCPA Plants & Plant Transmission
Comparative Annual Budget Report

	Hydro Project	Geothermal	CT No.1	CT No.2	LEC	Gen Svcs Shared	Proposed Budget FY 2026	Approved Budget FY 2025	Increase/ (Decrease)
Less: Third Party Revenues									
ISO Energy Sales	39,429,111	38,875,484	1,957,087	-	78,023,398	-	158,285,080	217,597,296	(59,312,216)
Ancillary Services Sales	2,980,444	-	-	-	822,991	-	3,803,435	6,817,168	(3,013,733)
Transmission Sales	-	110,376	-	-	-	-	110,376	110,376	-
Effluent Revenues	-	750,000	-	-	-	-	750,000	750,000	-
Interest Income	150,000	150,000	55,000	42,000	250,000	-	647,000	647,000	-
Other Income	-	3,000	-	-	-	-	3,000	3,000	-
	<u>42,559,555</u>	<u>39,888,860</u>	<u>2,012,087</u>	<u>42,000</u>	<u>79,096,389</u>	<u>-</u>	<u>163,598,891</u>	<u>225,924,840</u>	<u>(62,325,949)</u>
Net Annual Budget Cost to Participan...	<u>15,662,351</u>	<u>4,462,415</u>	<u>6,646,208</u>	<u>2,295,169</u>	<u>45,561,957</u>	<u>-</u>	<u>74,628,100</u>	<u>52,077,733</u>	<u>22,550,367</u>
GHG Allowance Credits	-	-	-	-	13,775,330	-	13,775,330	17,873,785	(4,098,455)
Net Annual Budget Cost to Participan...	<u>15,662,351</u>	<u>4,462,415</u>	<u>6,646,208</u>	<u>2,295,169</u>	<u>31,786,627</u>	<u>-</u>	<u>60,852,770</u>	<u>34,203,948</u>	<u>26,648,822</u>
Plant Cost	56,180,442	44,280,533	8,658,295	2,337,169	124,658,346	-	236,114,785	275,866,920	(39,752,135)
Plant Transmission Cost	2,041,464	70,742	-	-	-	-	2,112,206	2,135,653	(23,447)
	<u>58,221,906</u>	<u>44,351,275</u>	<u>8,658,295</u>	<u>2,337,169</u>	<u>124,658,346</u>	<u>-</u>	<u>238,226,991</u>	<u>278,002,573</u>	<u>(39,775,582)</u>
Variable Costs	1,194,527	3,683,006	1,476,754	109,748	66,919,051	-	73,383,086	113,309,264	(39,926,178)
Fixed Costs	57,027,379	40,668,269	7,181,541	2,227,421	57,739,295	-	164,843,905	164,693,309	150,596
	<u>58,221,906</u>	<u>44,351,275</u>	<u>8,658,295</u>	<u>2,337,169</u>	<u>124,658,346</u>	<u>-</u>	<u>238,226,991</u>	<u>278,002,573</u>	<u>(39,775,582)</u>
Net Annual Generation (Mwh)	482,733	725,091	9,455	-	925,691	-	2,142,970	2,343,950	(200,980)

Hydroelectric Project No. One

FY 2026

Specific Assumptions and Rationale

General

NCPA is proud of our carbon free renewable resource hydroelectric project (Project) that is located on the North Fork of the Stanislaus River in Alpine, Calaveras, Tuolumne, Stanislaus and San Joaquin counties. The Project is comprised of three FERC projects (Nos. 11563, 11197, 2409), which have the capacity to generate 259 megawatts of power. The Project includes the New Spicer Meadow Dam, Reservoir, and Powerhouse, two diversion dams and tunnels, the McKay's Point Reservoir with a power tunnel to the Collierville Powerhouse, Beaver Creek Diversion, North Fork Diversion and two 230 KV as well as a 21 KV generator tie lines (FERC Project 11197). Additionally, the Project includes three smaller alpine storage reservoirs (FERC Project 11563): Lake Alpine, Union Reservoir, and Utica Reservoir.

These plants produce clean, low cost, renewable energy for our members in an environmentally sound manner, plus providing recreational opportunities.

Participating members are Alameda, Biggs, Gridley, Healdsburg, Lodi, Lompoc, Palo Alto, Roseville, Santa Clara, Ukiah, and the Plumas-Sierra Rural Electric Cooperative.

The North Fork Stanislaus River Hydroelectric Development Project No. 2409 is a joint development project between NCPA and the Calaveras County Water District (CCWD). CCWD is the licensee and NCPA is the project operator. NCPA contracted with CCWD and financed the Hydroelectric Project No. 2409 in exchange for the rights to manage the construction, operate the generating facilities, and receive the electric output of the project for 50 years (from February 1982), with an option to continue to purchase power in excess of the CCWD requirements for the subsequent FERC License term. NCPA is both the owner and operator of Projects Nos. 11197 and 11563. Relicensing of Project No. 11197 is beginning in 2025 for the next term of the license beginning in 2032.

Because NCPA has financed the construction of the Hydroelectric Project as a take-or-pay obligation, the costs shown in this budget are also essentially take-or-pay obligations. No provision for rate stabilization has been included in this budget as an operating cost. Therefore, this is the individual 'participants' responsibility.

Operations & Maintenance

Generation – Actual generation may vary subject to operating criteria approved by the Commission during the year, water year hydrology, and actual available reservoir capacity. As of December 31, 2024, New Spicer Meadows Reservoir contained approximately 89,575 acre-feet of storage, which is slightly above average (since 1990) carry over storage of 87,683-acre feet. Some storage is typically recommended to be carried over from year to year and held in reserve to mitigate future dry years.

Maintenance/Capital Development Reserve

Based on experience and standard utility practice, NCPA has historically maintained a maintenance reserve of approximately \$250,000. Maintenance Reserves have been established to both fund and partially pay for:

- Anticipated costs of estimated scheduled overhauls;
- Deductible portion of an insured loss (currently \$977,500 for a Property Damage loss and \$1,877,500 for a Wildfire loss); and
- Unanticipated; but, Commission approved, cost overruns, extraordinary repairs and maintenance not budgeted in either the maintenance expense accounts or in the maintenance reserve.

During FY 2002, the Agency recovered from insurers approximately \$2.25 million (net of FEMA reimbursement) in connection with the 1997 flood and Darby fire. These funds are being retained in a Capital Development Reserve account pending the future clean out of McKays Reservoir. Planning for the clean out is proceeding. Planned Capital Development Reserve annual additions will continue until the project is complete. Annual additions are also planned to help fund sediment removal from Beaver Creek Diversion Dam on an as-needed basis. In FY 2020, Capital Development Reserve funds were spent on the Collierville Generator Rewind Project and also on the 230KV Wildfire Mitigation Project. At the end of FY 2024, the Initial Facilities Account and Capital Development Reserve account had an approximate total combined balance of \$35,666,487. Collections of \$12,637,000 is proposed for FY 2026, decrease from the FY 2024 collections of \$4,513,000. The cost to partially clean out the McKays Reservoir is anticipated to be range from \$35,000,000 to potentially more than \$80,000,000.

Project Asset

In addition to the proposed \$12,637,000 contribution to the Capital Development Reserve account, the Hydro FY 2026 budget proposes several Operations and Maintenance projects and replacement of one vehicle (utility truck). The Operation and Maintenance Projects include maintenance to: FERC Part 12 Inspections, Collierville (CV) Clarks Creek Mitigation, CV Runner Replacements, CV Transformers, CV Piping, CV Turbine maintenance, Oil Containment storage, NSM Powerhouse Diesel Detection System, various Sediment Sluicing and Removal plans and Utica Tunnel Inspection for a total estimated amount of \$8,275,000.

Northern California Power Agency
Hydroelectric Project No. One
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Variable Costs						
CA ISO Charges (variable)	\$1,297,895	\$3,346,544	\$1,490,103	\$1,549,253	\$1,194,527	(\$295,576)
Total Variable Costs	1,297,895	3,346,544	1,490,103	1,549,253	1,194,527	(295,576)
Routine O&M Costs w/o Labor						
Fixed	1,727,863	2,331,615	2,024,591	833,427	2,044,411	19,820
Cloud Seeding	500,000	106,431	80,000	29,709	80,000	0
Administration	152,075	113,099	147,713	49,466	147,713	0
Mandatory Costs	1,956,755	1,727,731	2,063,060	826,130	2,063,060	0
Transmission O & M	439,996	449,535	560,672	125,198	560,672	0
Total Routine O&M Costs w/o Labor	4,776,689	4,728,411	4,876,036	1,863,930	4,895,856	19,820
Labor	5,778,810	5,130,283	6,121,531	3,019,521	6,699,879	578,348
Total Routine O&M Costs	10,555,499	9,858,694	10,997,567	4,883,451	11,595,735	598,168
Other Costs						
Water for Power	575,000	150,030	575,000	165,998	575,000	0
Debt Service	34,645,995	34,645,995	18,416,028	9,208,014	18,428,223	12,195
Insurance	1,368,502	1,275,388	1,550,679	759,113	1,783,908	233,229
Other Costs	87,921	103,684	127,862	36,948	116,066	(11,796)
Generation Services Shared	362,194	311,643	465,249	232,592	475,460	10,211
Administrative & General	2,312,299	2,225,520	2,656,080	1,324,661	2,900,987	244,907
Total Other Costs	39,351,911	38,712,260	23,790,898	11,727,326	24,279,644	488,746
Total O&M Costs	51,205,305	51,917,498	36,278,568	18,160,030	37,069,906	791,338
Projects						
Operations & Maintenance	1,726,000	4,308,446	5,128,550	1,508,351	8,275,000	3,146,450
General & Plant	143,800	157,514	90,000	0	240,000	150,000
Capital Development Reserve	4,575,000	4,575,000	17,150,000	8,575,000	12,637,000	(4,513,000)
Total Projects Costs	6,444,800	9,040,960	22,368,550	10,083,351	21,152,000	(1,216,550)
Annual Budget Cost	57,650,105	60,958,458	58,647,118	28,243,381	58,221,906	(425,212)
Less: Third Party Revenues						
ISO Energy Sales	47,892,490	35,402,320	50,166,791	12,749,448	39,429,111	(10,737,680)
Ancillary Services Sales	4,579,012	1,853,510	4,767,941	1,019,404	2,980,444	(1,787,497)
Interest Income	150,000	874,115	150,000	186,744	150,000	0
Other Revenues	0	727,631	0	517,110	0	0
	52,621,502	38,857,576	55,084,732	14,472,706	42,559,555	(12,525,177)
Net Annual Budget Cost to Participants	\$5,028,603	\$22,100,882	\$3,562,386	\$13,770,675	\$15,662,351	\$12,099,965

Northern California Power Agency
Hydroelectric Project No. One
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Total Plant Budget Cost	\$54,485,473	\$57,784,810	\$56,607,361	\$27,646,452	\$56,235,143	(\$3,746,069)
Total Transmission Budget Cost	3,164,632	3,173,648	2,039,757	596,929	1,986,763	(52,994)
	<u>\$57,650,105</u>	<u>\$60,958,458</u>	<u>\$58,647,118</u>	<u>\$28,243,381</u>	<u>\$58,221,906</u>	<u>(\$3,799,063)</u>
Variable Costs	\$1,297,895	\$3,346,544	\$1,490,103	\$1,549,253	\$1,194,527	(\$295,576)
Fixed Costs	56,352,210	57,611,914	57,157,015	26,694,128	57,027,379	(129,636)
	<u>\$57,650,105</u>	<u>\$60,958,458</u>	<u>\$58,647,118</u>	<u>\$28,243,381</u>	<u>\$58,221,906</u>	<u>(\$3,799,063)</u>
Net Annual Generation (MWh)	412,141	611,958	520,016	160,132	482,733	(520,016)
Net Annual Budget Costs per MWh	\$12	\$36	\$7	\$86	\$32	\$26
Variable Costs per MWh	\$3	\$5	\$3	\$10	\$2	(\$0)
Net Costs per KW Month	\$2	\$7	\$1	\$5	\$5	\$4

Northern California Power Agency
Hydroelectric Project No. One
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Maintenance Reserve -						
Balance at Beginning of Fiscal Year				250,000		
Current Balance				<u>250,000</u>		
Capital Development Reserve -						
Balance at Beginning of Fiscal Year				35,666,488		
Collections				8,575,000		
Expenditures - McKay's Reservoir and Clean Out				<u>(3,379)</u>		
Current Balance				<u>41,379,775</u>		
Special Funds Reserve -						
Balance at Beginning of Fiscal Year				1,500,799		
Interest Income				3,708		
Deductions				<u>(4,004)</u>		
Current Balance				<u>1,500,503</u>		

**Northern California Power Agency
Hydroelectric Project No. One
Projects Detail**

Project	Notes	Total	Current FY 2025	Proposed FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035
Operations & Maintenance (O&M)													
11563 Part 12 Study	M	\$ 1,101,610	-	\$ -	\$ 323,000	\$ -	\$ -	\$ -	\$ 365,303	\$ -	\$ -	\$ -	\$ 413,307
2409 Part 12 Study	M	2,317,789	638,550	150,000	-	-	-	717,478	-	-	-	811,761	-
Adit 4 Stabilization	D	150,000	-	-	-	-	150,000	-	-	-	-	-	-
Arc Flash Analysis	M	307,000	-	90,000	-	-	-	-	102,000	-	-	-	-
Collierville Transformer Maintenance	D	2,320,000	500,000	500,000	740,000	580,000	-	-	-	-	-	-	-
CV Clarks Creek Mitigation	M	5,250,000	50,000	5,200,000	-	-	-	-	-	-	-	-	-
CV Cooling Water Pumps	M	70,000	70,000	-	-	-	-	-	-	-	-	-	-
CV Diesel Gen Replacement	D	257,000	-	-	257,000	-	-	-	-	-	-	-	-
CV Low Voltage Switchgear	D	30,000	30,000	-	-	-	-	-	-	-	-	-	-
CV Runner Analysis & Repair	D	1,020,000	-	-	315,000	-	-	-	348,000	357,000	-	-	-
CV Tailrace Landslide Repair	M	1,515,000	1,515,000	-	-	-	-	-	-	-	-	-	-
CV Tunnel ROV Inspection	M	631,000	-	-	-	631,000	-	-	-	-	-	-	-
Lake Alpine Dam Handrail and Walkway	M	1,455,000	1,455,000	-	-	-	-	-	-	-	-	-	-
Lake Alpine Dam Maintenance	D	1,130,000	130,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
McKays 17Kv Wildfire Mitigation	D	530,000	530,000	-	-	-	-	-	-	-	-	-	-
McKays Landslide Monitoring	M	162,000	-	-	-	-	162,000	-	-	-	-	-	-
Murphys EV Charging	M	1,104,000	-	-	-	-	1,104,000	-	-	-	-	-	-
NSM Campground Water Tank Painting	D	190,000	190,000	-	-	-	-	-	-	-	-	-	-
NSM Spillway Maintenance	D	250,000	-	250,000	-	-	-	-	-	-	-	-	-
Union Dam Maintenance	M	358,000	-	-	50,000	308,000	-	-	-	-	-	-	-
Union Slide Gate Replacement	D	615,000	-	-	615,000	-	-	-	-	-	-	-	-
Utica Parapet Wall Remediation	D	50,000	50,000	-	-	-	-	-	-	-	-	-	-
Hydro Consulting Support	D	20,000	20,000	-	-	-	-	-	-	-	-	-	-
230KV Access Gate Replacement	D	60,000	-	30,000	30,000	-	-	-	-	-	-	-	-
Beaver Creek Diversion Dam Flow Monitoring System	D	75,000	-	75,000	-	-	-	-	-	-	-	-	-
CV Air Coolers Unit 1	D	154,000	-	-	154,000	-	-	-	-	-	-	-	-
CV Batteries & 48Volt	D	140,000	-	-	-	-	140,000	-	-	-	-	-	-
CV Needle Jet Main Seal Housing	M	150,000	-	50,000	-	-	-	-	50,000	-	-	-	-
CV Piping 5-yr NDE	M	512,000	-	150,000	-	-	-	-	170,000	-	-	-	-
CV PRC-019	M	51,000	-	-	51,000	-	-	-	-	-	-	-	-
CV Protection Relays Upgrade	D	100,000	-	-	100,000	-	-	-	-	-	-	-	-
CV Runner Replacement	D	2,300,000	-	690,000	1,610,000	-	-	-	-	-	-	-	-
CV TSOV Study	M	30,000	-	30,000	-	-	-	-	-	-	-	-	-
CV Turbine Runner Coupling Bolts	M	311,000	-	140,000	-	-	-	-	-	-	171,000	-	-
CV Turbine Shaft Seal and Locking Rings	D	150,000	-	150,000	-	-	-	-	-	-	-	-	-
Foothill Yellow Legged Frog Evaluation (Future TBD)	M	50,000	-	50,000	*	*	-	-	-	-	-	-	-
Grounding Studies - CV & NSM	D	300,000	-	100,000	-	-	-	-	-	-	-	100,000	-
Hydro Business Network Switches CV LH	D	100,000	-	50,000	-	-	-	-	-	-	-	50,000	-
Lake Alpine Valve Operator Platform Evaluation	D	75,000	-	-	75,000	-	-	-	-	-	-	-	-
McKays Reservoir Bathymetry	D	222,000	-	-	-	74,000	-	74,000	-	-	74,000	-	-
Murphys Oil Containment Storage	M	150,000	-	150,000	-	-	-	-	-	-	-	-	-
Murphys Parking Lot	D	103,000	-	-	-	-	-	-	-	-	-	103,000	-
Murphys Roofing & Siding	D	244,000	-	-	-	-	-	-	-	-	244,000	-	-
NSM Dam Joint Repairs	D	72,000	-	-	72,000	-	-	-	-	-	-	-	-
NSM Powerhouse Diesel Leak Detection System	M	125,000	-	125,000	-	-	-	-	-	-	-	-	-
Sediment Sluicing & Removal Plan for BC & McKays	M	130,000	-	130,000	*	*	-	-	-	-	-	-	-
Utica Tunnel Inspection and Gate Evaluation (Assume gate replacem	M	975,000	-	125,000	150,000	700,000	-	-	-	-	-	-	-
Hydraulic Lines Maintenance	D	70,000	-	35,000	35,000	-	-	-	-	-	-	-	-
Network Infrastructure Improvement	D	5,000	-	5,000	-	-	-	-	-	-	-	-	-
Unidentified Projects	A, D	19,000,000	-	-	1,000,000	1,200,000	1,400,000	1,600,000	1,800,000	2,000,000	2,200,000	2,400,000	2,600,000
Total O&M Funding Requirements		\$ 46,487,399	\$ 5,178,550	\$ 8,275,000	\$ 5,677,000	\$ 3,593,000	\$ 3,056,000	\$ 2,491,478	\$ 2,935,303	\$ 2,457,000	\$ 2,789,000	\$ 3,564,761	\$ 3,113,307

**Northern California Power Agency
Hydroelectric Project No. One
Projects Detail**

Project	Notes	Total	Current FY 2025	Proposed FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035
General & Plant													
Vehicle Replacement	D	\$ 1,000,000	\$ 90,000	\$ 130,000	\$ 170,000	\$ 175,000	\$ 75,000	\$ 115,000	\$ 120,000	\$ 125,000	\$ -	\$ -	\$ -
Microwave Radio Replacement	D	440,000	-	110,000	110,000	110,000	110,000	-	-	-	-	-	-
Snow Cat	D	250,000	-	-	-	250,000	-	-	-	-	-	-	-
Spicer Snow Cat Building	D	250,000	-	-	-	250,000	-	-	-	-	-	-	-
Unidentified Projects	A, D	3,000,000	-	-	750,000	750,000	750,000	750,000	-	-	-	-	-
Forklift(s)	D	150,000						150,000					
Total General & Plant Funding Requirements		\$ 4,940,000	\$ 90,000	\$ 240,000	\$ 1,030,000	\$ 1,535,000	\$ 935,000	\$ 865,000	\$ 120,000	\$ 125,000	\$ -	\$ -	\$ -

Notes:

- A Amounts are forecasted for planning purpose. Amounts are not included budget until projects have been identified.
- D Discretionary
- M Mandatory

Authorization For Budget (AFB) is prepared for all projects greater than \$100K

The above Capital Projects listing serves as a planning & budgeting tool. Agency, Federal Energy Regulatory Commission, and Governmental

**Northern California Power Agency
Hydroelectric Project No. One
Capital Development Reserve**

	Notes	Total	Budget FY 2025	Proposed FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035
RESERVE FUNDING REQUIREMENTS													
543-008-000-650-070-016 Beaver Creek Dredging	M, CR	\$ 1,500,000	\$ 250,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
515-008-000-650-070-003 McKays Reservoir & Dam Betterment	M, CR	28,200,000	16,700,000	11,500,000	-	-	-	-	-	-	-	-	-
515-008-000-650-070-024 FERC Relicensing	M, CR	55,947,000	200,000	1,012,000	15,110,000	17,194,000	17,731,000	4,700,000	-	-	-	-	-
515-008-000-650-070-005 Unit 1 Generator Rewind	M, CR	-	-	-	-	-	-	-	-	-	-	-	-
Total Reserve Funding Requirements		84,147,000	17,150,000	12,637,000	15,235,000	17,319,000	17,856,000	4,825,000	125,000	125,000	125,000	125,000	125,000
Funding From Settlements (non-GES, see SR: 239:18)**		1,052,176											
RESERVE DISBURSEMENTS													
Beaver Creek Dredging		(1,319,715)	-	-	-	(550,000)	(769,715)	-	-	-	-	-	-
McKay's Reservoir & Dam Betterment (Clean Out)		(45,400,000)	(200,000)	(1,000,000)	(5,200,000)	(19,500,000)	(19,500,000)	-	-	-	-	-	-
FERC Relicensing		(55,875,000)	(200,000)	(1,012,000)	(1,467,000)	(28,420,000)	(13,210,000)	(6,080,000)	(3,371,000)	(1,526,000)	(589,000)	-	-
Generator Rewind		-	-	-	-	-	-	-	-	-	-	-	-
Total Reserve Disbursements		(101,275,000)	(400,000)	(2,012,000)	(6,667,000)	(47,920,000)	(32,710,000)	(6,080,000)	(3,371,000)	(1,526,000)	(589,000)	-	-
Estimated Capital Development Reserve Net Ending Balance			\$ 52,416,487	\$ 63,041,487	\$ 71,609,487	\$ 41,008,487	\$ 26,154,487	\$ 24,899,487	\$ 21,653,487	\$ 23,498,487	\$ 21,189,487	\$ 21,778,487	\$ 23,623,487
Total Reserve Balance at 6/30/24		\$ 35,666,487											

CR Annual deposit to the Capital Development to assist Project participants in smoothing or spreading the cost impact of such items over a period of years. The cost of individual items will be spread over a period not less than three (3) years and not more than ten(10) years. Aggregate annual member contributions to fund future capital additions, replacements or betterments to existing facilities are to be held in the Capital Development Reserve until the related expenditures from the Reserve have been approved.

M Mandatory

Authorization For Budget (AFB) is prepared for all projects greater than \$100K

The above Capital Development Reserve listing serves as a planning and budgeting tool. Agency, Federal Energy Regulatory Commission, and Governmental Accounting Standards Board capitalization rules, policies, and guidelines will be applied as costs are incurred.

* Beaver Creek Dredging, originally an O&M project in 2014, was moved to the Capital Development Reserve to spread the collecting over a period of years until the work is completed.

** Additional funding from FY18 settlements retained by NCPA for McKay's Reservoir & Dam Betterment (Clean Out) (December 2018)

**Northern California Power Agency
Hydroelectric Project No. One
Capital Development Reserve
Historical Transactions Summary FY 2008-2024**

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
RESERVE FUNDING																		
Member Collections:																		
McKay's Reservoir & Dam Betterment (Clean Out)	8,373,567	384,750	-	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	3,000,000	4,250,000	2,200,000	3,300,000	4,300,000	32,558,317
Environmental Work - McKay's Cleanout	-	-	-	40,000	57,910	40,000	40,000	-	-	-	-	-	-	-	-	-	-	177,910
Generator Rewind	500,000	916,662	-	750,000	750,000	410,947	500,000	250,000	250,000	250,000	200,000	300,000	1,330,000	-	-	-	-	6,407,609
FERC Relicensing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000	150,000
Beaver Creak Dredging	-	-	-	324,597	-	-	-	300,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,749,597
Funding from Settlements	-	-	-	-	-	-	-	-	-	-	-	1,052,176	-	-	-	-	-	1,052,176
Interest Earned	357,832	159,612	32,912	60,944	77,036	70,724	57,425	101,240	176,589	215,082	199,126	482,088	450,922	269,409	207,384	753,399	1,276,885	4,948,609
Total Collections and Earnings	9,231,399	1,461,024	32,912	1,925,541	1,634,946	1,271,671	1,347,425	1,401,240	1,301,589	1,340,082	1,274,126	2,709,264	4,905,922	4,644,409	2,532,384	4,178,399	5,851,885	47,044,218
RESERVE DISBURSEMENTS																		
Interest Refunded	(179,848)	(108,019)	(22,174)	(34,798)	-	-	-	-	-	-	-	-	-	-	-	-	-	(344,839)
Construction Costs, Union/Utica/McKay's Reservoir *	(328,000)	(82,000)	(246,000)	-	(99,910)	-	-	-	-	-	-	-	(389,696)	(102,167)	-	(79,389)	(38,658)	(1,365,820)
Construction Costs, Lake Alpine *	-	-	(208,978)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(208,978)
Construction Costs, Generator Rewinds*	-	-	-	-	-	-	-	-	-	-	-	(4,422,984)	(2,269,700)	(13,437)	-	-	-	(6,706,120)
Construction Costs, 230KV Insulator Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,751,974)	-	-	-	(2,751,974)
Total Disbursements	(507,848)	(190,019)	(477,152)	(34,798)	(99,910)	-	-	-	-	-	-	(4,422,984)	(2,659,396)	(2,867,578)	-	(79,389)	(38,658)	(11,377,731)
Net Increase (Decrease)	8,723,551	1,271,005	(444,240)	1,890,743	1,535,036	1,271,671	1,347,425	1,401,240	1,301,589	1,340,082	1,274,126	(1,713,720)	2,246,526	1,776,831	2,532,384	4,099,010	5,813,227	35,666,487
Total Reserve Balance	8,723,551	9,994,556	9,550,316	11,441,059	12,976,095	14,247,766	15,595,191	16,996,431	18,298,020	19,638,102	20,912,228	19,198,508	21,445,035	23,221,866	25,754,250	29,853,260	35,666,487	35,666,487

* Details regarding construction disbursements can be found in NCPA staff reports 130:3, 134:6, 150:7, and 120:18.

**Northern California Power Agency
Hydroelectric Project No. One
Maintenance Reserve
Budget FY 2026**

Maintenance Reserves are set aside for the purpose of funding unanticipated, but Commission approved, cost overruns, extraordinary repairs, and maintenance not budgeted. Fund balances and annual replenishments are affected through the annual operating budget. The maintenance Reserve is held in two components:

- * **Annual Maintenance Contingency** for the purpose of funding annual maintenance overruns, unanticipated annual maintenance and annual maintenance costs not budgeted, and
- * **Long-Term Maintenance Reserve** for anticipated costs of future estimated scheduled overhauls and other major projects as anticipated in the annual budget. Generally the projects are significant in scope and cost, planned for completion in future years and affect the long term viability of the project. Funding is spread over a period of years to mitigate the cash flow demands. Funds should not be considered available to augment the annual budget or replace the Annual Maintenance Contingency.

Funding/(Expenditures)	Beginning Balance											
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Authorized Contingency Balance	<u>\$250,000</u>											
Reserve Activity												
Maintenance and Upgrade Projects		-	-	-	-	-	-	-	-	\$15,000,000	\$15,450,000	\$15,913,500
Contingent maint.	\$250,000											
Annual Funding Req. *		-	-	-	-	-	-	-	-	\$15,000,000	\$15,450,000	\$15,913,500
Balance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$15,250,000	\$30,700,000	\$46,613,500
* Estimated												

Northern California Power Agency
Hydroelectric Project Allocation of Project Budget
FY 2026

	Allocated by	Total	Alameda	Healdsburg	Lodi	Lompoc	Palo Alto	Plumas-Sierra	Roseville	SVP	Ukiah
ALLOCATION PERCENTAGES:											
Generation Entitlement Share ¹	GES	100.0000%	10.0000%	1.6600%	10.3700%	2.3000%	22.9200%	1.6900%	12.0000%	37.0200%	2.0400%
PROJECTED MWH		482,733	48,273	8,013	50,059	11,103	110,642	8,158	57,928	178,708	9,848
PROJECT COSTS:											
Routine O&M:											
Variable Costs											
CAISO Charges	Note A	\$ 159,513	\$ 15,951	\$ 2,648	\$ 16,541	\$ 3,669	\$ 36,560	\$ 2,696	\$ 19,142	\$ 59,052	\$ 3,254
CAISO Energy Purchaes	Note A	1,035,014	103,501	17,181	107,331	23,805	237,225	17,492	124,202	383,162	21,114
Fixed Costs	GES	2,044,411	204,441	33,937	212,005	47,021	468,579	34,551	245,329	756,841	41,706
Cloud Seeding	GES	80,000	8,000	1,328	8,296	1,840	18,336	1,352	9,600	29,616	1,632
Administration	GES	147,713	14,771	2,452	15,318	3,397	33,856	2,496	17,726	54,683	3,013
Mandatory Costs	GES	2,063,060	206,306	34,247	213,939	47,450	472,853	34,866	247,567	763,745	42,086
Transmission O&M	GES	560,672	56,067	9,307	58,142	12,895	128,506	9,475	67,281	207,561	11,438
Labor	GES	6,699,879	669,988	111,218	694,777	154,097	1,535,612	113,228	803,985	2,480,295	136,678
Other Costs:											
Water for Power	GES	575,000	57,500	9,545	59,628	13,225	131,790	9,718	69,000	212,865	11,730
Debt Service	GES	18,428,223	1,842,822	305,909	1,911,007	423,849	4,223,749	311,437	2,211,387	6,822,128	375,936
Insurance	GES	1,783,908	178,391	29,613	184,991	41,030	408,872	30,148	214,069	660,403	36,392
Other Costs	GES	116,066	11,607	1,927	12,036	2,670	26,602	1,962	13,928	42,968	2,368
Generation Services Shared	GES	475,460	47,546	7,893	49,305	10,936	108,975	8,035	57,055	176,015	9,699
Administrative & General	GES	2,900,987	290,099	48,156	300,832	66,723	664,906	49,027	348,118	1,073,945	59,180
Projects:											
O&M	GES	8,275,000	827,500	137,365	858,118	190,325	1,896,630	139,848	993,000	3,063,405	168,810
General Plant	GES	240,000	24,000	3,984	24,888	5,520	55,008	4,056	28,800	88,848	4,896
Capital Development Reserve	GES	12,637,000	1,263,700	209,774	1,310,457	290,651	2,896,400	213,565	1,516,440	4,678,217	257,795
Total Project Costs	GES	58,221,906	5,822,191	966,484	6,037,612	1,339,104	13,344,461	983,950	6,986,629	21,553,750	1,187,727
Project Revenues											
ISO Energy Sales		39,429,111	3,942,911	654,523	4,088,799	906,870	9,037,153	666,351	4,731,493	14,596,657	804,354
Ancillary Services Sales	Note B	2,980,444	298,044	49,475	309,072	68,550	683,118	50,369	357,653	1,103,361	60,801
Interest Income	GES	150,000	15,000	2,490	15,555	3,450	34,380	2,535	18,000	55,530	3,060
Total Project Revenues		42,559,555	4,255,956	706,489	4,413,426	978,869	9,754,651	719,256	5,107,146	15,755,548	868,214
Annual Project Costs, net		\$ 15,662,351	\$ 1,566,235	\$ 259,995	\$ 1,624,186	\$ 360,234	\$ 3,589,810	\$ 264,694	\$ 1,879,482	\$ 5,798,202	\$ 319,512
Estimated price per Mwh		\$ 32.45	\$ 32.45	\$ 32.45	\$ 32.45	\$ 32.45	\$ 32.45	\$ 32.45	\$ 32.45	\$ 32.45	\$ 32.45
FY 2025 Net Annual Project Costs											
		\$ 3,562,386	\$ 356,239	\$ 59,136	\$ 369,419	\$ 81,935	\$ 816,498	\$ 60,205	\$ 427,487	\$ 1,318,795	\$ 72,673
Net Project Cost Decrease											
		\$ 12,099,965	\$ 1,209,997	\$ 200,859	\$ 1,254,766	\$ 278,299	\$ 2,773,312	\$ 204,489	\$ 1,451,996	\$ 4,479,407	\$ 246,839
		339.66%	339.66%	339.66%	339.66%	339.66%	339.66%	339.66%	339.66%	339.66%	339.66%
Summary of Variable and Fixed Project Costs:											
Variable Costs		\$ 1,194,527	\$ 119,453	\$ 19,829	\$ 123,872	\$ 27,474	\$ 273,786	\$ 20,188	\$ 143,343	\$ 442,214	\$ 24,368
Fixed Costs		57,027,379	5,702,738	946,654	5,913,739	1,311,630	13,070,675	963,763	6,843,285	21,111,536	1,163,359
		\$ 58,221,906	\$ 5,822,191	\$ 966,484	\$ 6,037,612	\$ 1,339,104	\$ 13,344,461	\$ 983,950	\$ 6,986,629	\$ 21,553,750	\$ 1,187,727

¹ Generation Entitlement Share (GES) is synonymous with commonly used terms of Project Entitlement Share, Project Percentage, Project Share, Third Phase Share.

² CAISO, A&G allocation, Power Management allocation, other non-O&M costs and Third Party Revenue Budgets are not available at this time.

Note A: CAISO charges include grid management charges (allocated based on GES) and energy purchases. Energy purchases are allocated based on the expected market participation of the three Energy Service Provider (ESP) entities (Roseville, SVP, and NCPA pool). Roseville does not participate in reg-up or reg-down activities and therefore does not incur any energy purchase costs, but does incur grid management charges.

Note B: Ancillary services to the Pool and SVP only.

Geothermal Project

Narrative - FY 2026
Specific Assumptions and Rationale

General

The Geothermal Project is comprised of Plant No. One, Plant No. Two, the Steam Field, and all improvements, including reclaimed water facilities, pipelines, appurtenances and pumping equipment installed to arrest steam field degradation, photovoltaic systems and other existing and future betterments and improvements. The Project is considered a single shared resource operated in accordance with the Project No. 3 Third Phase Agreement and the Amended and Restated Geothermal Project Operating Agreement.

Plant Operations & Maintenance

Geothermal Plant No. One is projected to operate at an initial capacity of 57 MWG beginning in FY 2026, based on current steamfield conditions. Reservoir decline of 0.8% is expected during the year, which will lower output by 0.7 MW by the end of the 2026 fiscal year.

Geothermal Plant No. Two is projected to operate at an initial capacity of 43.6 MWG beginning in FY 2026, with average generation declining about 0.5 MW during the fiscal year.

Actual generation varies throughout the year due to changing steam field and plant conditions. The estimate of future energy generation for the NCPA geothermal plants is based on the approved Two Zone Geothermal Operating Protocol and includes anticipated plant and field effects such as scheduled unit outages and the forecasted benefits derived from current projects such as the Effluent Pipeline upgrade. Plant 1 will continue to provide power to the Effluent Pipeline Project under terms of a contract between NCPA and Calpine.

	<u>Plant No. One</u>	<u>Plant No. Two</u>
Plant Energy		
(Operating capability – both units – initial for fiscal year)	57 MWG	43.6 MWG
Capacity Factor (units 1, 2 & 4, nameplate of 55 MW))	55.2%	72.9%
Availability Factor (both units, <1% forced outage rate)	92 %	92%
Nominal Steam Rate @ Gross (both units)	16.9 lbs/kWh	17.5 lbs/kWh
Unit Overhauls or Outages (scheduled)	Unit 1 – 744 hours	Unit 3 – Out of Service
	Unit 2 – 744 hours	Unit 4 – 744 hours,
Total Net Generation Forecasted (takes into account 8.3 MW house load)	423,831 MWhr net	301,260 MWhr net

Assumptions:

Unit One down, Unit 2 goes to 40 MW, loss of 14 MW

Unit Four down, Plant 1 picks up 50%, total field loss of 18 MW

Steam used in Plant Nos. One and Two is obtained from geothermal steam wells located on leased federal land adjacent to the plants. Steam availability is expected to be sufficient to supply both plants with the steam required for scheduled generation of initially 100 MW gross. Total reservoir decline is anticipated to be 0.7 MW during the fiscal year. The GEO Steam Field continues to operate under the Commission approved Two Zone Protocol. These federal leases provide for the payment of royalties to the Mineral Management Service (MMS) amounting to 11.25% of the value of steam produced from the wells. The value of steam is based on 36% of a replacement valuation methodology utilizing NCPA/SVP weighted average arms length contract purchase prices. MMS approved this methodology commencing in January 2001 and royalty payments are estimated at about \$2.25 per MWh, net.

Capital Asset Acquisitions, Replacements & Betterments

FY 2026 O&M and Capital Projects totaling \$2,850,000 include:

<u>Project</u>	<u>Amount</u>
Plant #1 Cooling Tower	\$1,500,000
Plant #2 HVAC	\$200,000
Condensate Tank Replacements	\$300,000
Plant #1 Stretford Maintenance	\$150,000
Plant #1 480V Stretford MCC	\$725,000
Bear Canyon Pump Stations	\$200,000
Total O&M	\$2,450,000
Vehicle Replacements (Capital)	\$150,000
EV Charging Buildout	\$250,000
Total Capital	\$400,000
Total O&M and Capital	\$2,850,000

Property & Other Taxes

Property taxes are estimated in accordance with formal agreements between the Agency and the appropriate taxing authorities.

Maintenance Reserve

Based on experience and standard utility practice, NCPA has historically maintained a minimum maintenance reserve of approximately \$2,250,000 for the facility. Maintenance Reserves have been established to both fund and pay for:

- Anticipated costs of estimated scheduled overhauls;
- Deductible portion of an insured loss (currently \$1,000,000 or more depending on the type of loss); and
- Unanticipated; but, Commission approved, cost overruns, extraordinary repairs and maintenance not budgeted in either the maintenance expense accounts or in the maintenance reserve.

Northern California Power Agency
Geothermal Plants
Comparative Annual Budget Report

	FY 2024 Revised Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable O&M	\$999,800	\$995,296	\$1,057,000	\$368,658	\$1,160,000	\$103,000
CA ISO Charges (variable)	983,599	1,305,861	1,022,031	1,090,564	873,006	(149,025)
Steam Royalties (variable)	2,515,474	1,978,131	2,430,228	786,298	1,650,000	(780,228)
Total Variable	4,498,873	4,279,288	4,509,259	2,245,520	3,683,006	(826,253)
Routine O&M Costs w/o Labor						
Fixed O&M	5,860,811	8,720,170	6,345,500	4,325,155	6,508,077	162,577
Administration	520,360	521,254	497,250	268,500	547,820	50,570
Mandatory Costs	390,960	397,330	392,000	379,679	421,000	29,000
Transmission O & M	81,000	70,270	87,480	7,760	65,000	(22,480)
Total Routine O&M Costs without Labor	6,853,131	9,709,024	7,322,230	4,981,094	7,541,897	219,667
Labor	11,659,859	11,717,453	12,584,129	6,070,607	13,888,411	1,304,282
Total Routine O&M Costs	18,512,990	21,426,477	19,906,359	11,051,701	21,430,308	1,523,949
Other Costs						
Debt Service	3,482,198	3,473,310	0	0	0	0
Insurance	1,412,850	1,163,545	1,607,444	785,912	1,849,719	242,275
Decommissioning Costs	1,578,823	1,610,924	2,417,081	1,208,541	1,572,358	(844,723)
Other Costs	1,360,770	1,302,763	1,406,400	680,037	1,480,000	73,600
Generation Services Shared	762,711	747,552	979,498	489,745	988,599	9,101
Administrative & General	4,367,246	4,617,514	5,034,626	2,510,740	4,978,197	(56,429)
Total Other Plant Costs	12,964,598	12,915,608	11,445,049	5,674,975	10,868,873	(576,176)
Total O&M Costs	35,976,461	38,621,372	35,860,667	18,972,196	35,982,187	121,520
Projects						
Operations & Maintenance	8,486,770	5,610,625	5,200,000	1,832,276	2,450,000	(2,750,000)
Capital	2,165,225	142,261	650,000	16,328	400,000	(250,000)
Maintenance Reserve	3,380,400	2,630,000	5,332,452	2,666,226	5,519,088	186,636
Total Projects Costs	14,032,395	8,382,886	11,182,452	4,514,830	8,369,088	(2,813,364)
Annual Budget Cost	50,008,856	47,004,258	47,043,119	23,487,026	44,351,275	(2,691,844)
Less: Third Party Revenues						
ISO Energy Sales	65,632,464	64,655,717	51,498,048	17,810,119	38,875,484	(12,622,564)
Interest Income	150,000	390,444	150,000	338,092	150,000	0
Transmission Sales	110,376	110,376	110,376	55,188	110,376	0
Effluent Revenue	750,000	1,577,451	750,000	1,649,641	750,000	0
Other Income	2,700	3,745	3,000	638,357	3,000	0
	66,645,540	66,737,733	52,511,424	20,491,397	39,888,860	(12,622,564)
Net Annual Budget Cost to Participants	(\$16,636,684)	(\$19,733,474)	(\$5,468,305)	\$2,995,629	\$4,462,415	\$9,930,720
Total Plant Budget Cost	\$49,919,845	\$46,990,148	\$46,947,223	\$23,475,121	\$44,280,432	(\$2,666,791)
Total Transmission Budget Cost	89,011	14,110	95,896	11,905	70,843	(25,053)
	\$50,008,856	\$47,004,258	\$47,043,119	\$23,487,026	\$44,351,275	(\$2,691,844)
Total Variable Costs	\$4,498,873	\$4,279,288	\$4,509,259	\$2,245,520	\$3,683,006	(\$826,253)
Total Fixed Costs	45,509,983	42,724,970	42,533,860	21,241,506	40,668,269	(1,865,591)
	\$50,008,856	\$47,004,258	\$47,043,119	\$23,487,026	\$44,351,275	05 (\$2,691,844)

Northern California Power Agency
Geothermal Plants
Comparative Annual Budget Report

	FY 2024 Revised Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Net Annual Generation (MWh)	732,873	627,442	682,614	200,325	725,091	42,477
Net Annual Budget Costs per MWh	(\$23)	(\$31)	(\$8)	\$15	\$6	\$14
Variable Costs per MWh	\$6	\$7	\$7	\$11	\$5	(\$2)
Net costs per KW Month	(\$14)	(\$17)	(\$5)	\$3	\$4	\$9

Northern California Power Agency
Geothermal Plants
Comparative Annual Budget Report

	FY 2024 Revised Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Maintenance Reserve						
Balance at Beginning of Fiscal Year				\$3,555,073		
Collections				1,777,484		
Expenditures				-		
Current Balance				<u>\$5,332,557</u>		
Special Fund Reserve						
Balance at Beginning of Fiscal Year				<u>\$1,500,000</u>		
Current Balance				<u>\$1,500,000</u>		
Decommission Reserve Fund						
Balance at Beginning of Fiscal Year				\$30,976,552		
Collections				1,208,541		
Current Balance				<u>\$32,185,093</u>		

Northern California Power Agency
Geothermal Project
Projects Detail

Project	Notes	Total	FY 2025	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
			Budget	FY 2026 Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Operations & Maintenance (O&M)													
Plant #1 13.8 kV / 2.4 kV / 480 V Bus Restoration - Engineering	D	\$ 850,000	\$ -	\$ -	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Plant #1 Intertie Switch	D	1,950,000	-	-	-	1,950,000	-	-	-	-	-	-	
Plant #1 Cooling Towers - Construction	D	9,300,000	1,800,000	1,500,000	500,000	500,000	2,500,000	-	2,500,000	-	-	-	
Plant #1 & #2 Insurance Risk Mitigation	D	300,000	300,000	-	-	-	-	-	-	-	-	-	
Plant 1 Oxidizer Tank Replacement	D	475,000	475,000	-	-	-	-	-	-	-	-	-	
Plant 2 - 480V MCC Replacement (Y1 - Engineering, Y2 - Procurement, Y3 - Construction)	M	1,600,000	1,600,000	-	-	-	-	-	-	-	-	-	
Community Wildfire Prevention	D	725,000	725,000	-	-	-	-	-	-	-	-	-	
C, H, F, A Condensate Tank Replacements	D	500,000	200,000	300,000	-	-	-	-	-	-	-	-	
Plant 1 & 2 - Oil Drum Containment Replacements	M	100,000	100,000	-	-	-	-	-	-	-	-	-	
Plant 2 HVAC	M	200,000	-	200,000	-	-	-	-	-	-	-	-	
Plant 1 Stretford Maintenance	D	150,000	-	150,000	-	-	-	-	-	-	-	-	
Plant 1 - 480V MCC Replacement	D	200,000	-	200,000	-	-	-	-	-	-	-	-	
Bear Canyon Pump Stations	D	100,000	-	100,000	-	-	-	-	-	-	-	-	
Total O&M Projects Funding Requirement		\$ 16,450,000	\$ 5,200,000	\$ 2,450,000	\$ 1,350,000	\$ 2,450,000	\$ 2,500,000	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	

D Discretionary
M Mandatory

Authorization For Budget (AFB) is prepared for all projects greater than \$100K
The above O&M Projects (Betterments and Improvements) listing serves as a planning & budgeting tool. Agency, Federal Energy Regulatory Commission, and Governmental Accounting Standards Board capitalization rules, policies and guidelines will be applied as costs are incurred.

Project	Notes	Total	FY 2025	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			Budget	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Capital				Budget									
Plant #2 Diesel Tank	M	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bently Nevada 3500 Monitoring System for U1&4	D	250,000	250,000	-	-	-	-	-	-	-	-	-	-
Gas Vehicle and EV Fleet Buildout	D	600,000	200,000	400,000	-	-	-	-	-	-	-	-	-
Total Capital Projects Funding Requirement		\$ 1,050,000	\$ 650,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:
D Discretionary
M Mandatory

Northern California Power Agency
Geothermal Project
Maintenance Reserve
Budget FY 2026

Maintenance Reserves are set aside for the purpose of funding unanticipated, but Commission approved, cost overruns, extraordinary repairs, and maintenance not budgeted. Fund balances and annual replenishments are affected through the annual operating budget. The maintenance Reserve is held in two components:

- * **Annual Maintenance Contingency** for the purpose of funding annual maintenance overruns, unanticipated annual maintenance and annual maintenance costs not budgeted, and
- * **Long-Term Maintenance Reserve** for anticipated costs of future estimated scheduled overhauls and other major projects as anticipated in the annual budget. Generally the projects are significant in scope and cost, planned for completion in future years and affect the long-term viability of the project. Funding is spread over a period of years to mitigate the cash flow demands. Funds should not be considered available to augment the annual budget or replace the Annual Maintenance Contingency.

Funding/(Expenditures)	Beginning Balance											
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Reserve Activity												
Unit One Overhaul						(6,831,000)					(7,899,239)	
Unit Two Overhaul							(7,035,930)					(8,136,216)
Unit Four Overhaul		(2,950,000)			(6,600,000)					(7,669,164)		
Well Replacement /Workover		(100,000)	(3,000,000)	(3,000,000)				(2,250,000)	(2,362,500)			
Balance of Plant Work		(1,800,000)	(515,000)	(530,450)	(546,364)	(562,754)	(579,637)	(597,026)	(614,937)	(633,385)	(652,387)	(671,958)
Plant 1 & 2 Emergency Eyewash Stations												
Plant 2 Cooling Tower Basin Clean Out												
Contingent maintenance			(525,000)	(538,125)	(551,578)	(565,368)	(579,502)	(593,989)	(608,839)	(624,060)	(639,662)	(655,653)
Projected Requirements		(4,850,000)	(4,040,000)	(4,068,575)	(7,697,942)	(7,959,122)	(8,195,069)	(3,441,015)	(3,586,276)	(8,926,609)	(9,191,287)	(9,463,827)
Annual Funding Req*		5,332,452	5,519,088	5,712,256	5,912,185	6,119,111	6,333,280	6,554,945	6,784,368	7,021,821	7,267,585	7,521,950
Vendor Refund												
Balance	3,555,073	4,037,525	5,516,613	7,160,294	5,374,537	3,534,526	1,672,738	4,786,667	7,984,759	6,079,971	4,156,269	2,214,392
Minimum Emergency Contingency Balance	\$ 2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
*Estimated												

Northern California Power Agency
Geothermal Project Allocation of Project Budget
FY 2026

	Allocated by	Total	Alameda	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Plumas-Sierra	Roseville	SVP	TID	Ukiah
ALLOCATION PERCENTAGES:													
Generation Entitlement Share ¹	GES	100.0000%	16.8825%	0.2270%	0.3360%	3.6740%	10.2800%	3.6810%	0.7010%	7.8830%	44.3905%	6.3305%	5.6145%
Transmission ²	Trans	100.0000%	30.3590%	0.4082%	0.6042%	6.6068%	18.4861%	6.6194%	1.2606%	14.1756%		11.3838%	10.0963%
PROJECTED MWH		725,092	122,412	1,645	2,437	26,638	74,538	26,691	5,084	57,160	321,873	45,902	40,712
PROJECT COSTS:													
Routine O&M:													
Variable O&M costs	GES	\$ 1,160,000	\$ 195,837	\$ 2,633	\$ 3,898	\$ 42,618	\$ 119,248	\$ 42,700	\$ 8,132	\$ 91,443	\$ 514,930	\$ 73,434	\$ 65,128
Steam royalties	GES	1,650,000	278,561	3,746	5,544	60,621	169,620	60,737	11,567	130,070	732,443	104,453	92,639
CAISO charges	GES	873,006	147,385	1,982	2,933	32,074	89,745	32,134	6,119	68,820	387,531	55,267	49,016
Fixed costs	GES	6,508,077	1,098,726	14,773	21,867	239,107	669,030	239,562	45,622	513,032	2,888,968	411,994	365,396
Administration	GES	547,820	92,486	1,244	1,841	20,127	56,316	20,165	3,840	43,185	243,180	34,680	30,757
Mandatory costs	GES	421,000	71,075	956	1,415	15,468	43,279	15,497	2,951	33,187	186,884	26,651	23,637
Inventory	GES	-	-	-	-	-	-	-	-	-	-	-	-
Transmission O&M ²	Trans	65,000	19,733	265	393	4,294	12,016	4,303	819	9,214	-	7,400	6,563
Labor	GES	13,888,411	2,344,711	31,527	46,665	510,260	1,427,729	511,232	97,358	1,094,823	6,165,135	879,206	779,765
Other Costs:													
Debt service	GES	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	GES	1,849,719	312,279	4,199	6,215	67,959	190,151	68,088	12,967	145,813	821,100	117,096	103,852
Decommissioning Costs	GES	1,572,358	265,453	3,569	5,283	57,768	161,638	57,878	11,022	123,949	697,978	99,538	88,280
Other costs	GES	1,480,000	249,861	3,360	4,973	54,375	152,144	54,479	10,375	116,668	656,979	93,691	83,095
Generation Services Shared	GES	988,599	166,900	2,244	3,322	36,321	101,628	36,390	6,930	77,931	438,844	62,583	55,505
Administrative & General	GES	4,972,455	839,475	11,287	16,707	182,688	511,168	183,036	34,857	391,979	2,207,298	314,781	279,178
Transmission A&G ²	Trans	5,742	1,743	23	35	379	1,061	380	72	814	-	654	580
Projects:													
O&M	GES	2,450,000	413,621	5,562	8,232	90,013	251,860	90,185	17,175	193,134	1,087,567	155,097	137,555
Capital	GES	400,000	67,530	908	1,344	14,696	41,120	14,724	2,804	31,532	177,562	25,322	22,458
Maintenance Reserve	GES	5,519,088	931,760	12,528	18,544	202,771	567,362	203,158	38,689	435,070	2,449,951	349,386	309,869
Total Project Costs	GES	44,351,275	7,497,138	100,806	149,210	1,631,540	4,565,116	1,634,648	311,298	3,500,664	19,656,350	2,811,233	2,493,274
Project Revenues													
ISO Energy sales	GES	38,875,484	6,563,154	88,247	130,622	1,428,285	3,996,400	1,431,007	272,517	3,064,554	17,257,022	2,461,013	2,182,664
Transmission sales ³	GES	110,376	18,634	251	371	4,055	11,347	4,063	774	8,701	48,996	6,987	6,197
Effluent revenues	GES	750,000	126,619	1,703	2,520	27,555	77,100	27,608	5,258	59,123	332,929	47,479	42,109
Interest income	GES	150,000	25,324	341	504	5,511	15,420	5,522	1,052	11,825	66,586	9,496	8,422
Other Income	GES	3,000	506	7	10	110	308	110	21	236	1,332	190	168
Total Project Revenues		39,888,860	6,734,237	90,548	134,027	1,465,517	4,100,575	1,468,309	279,621	3,144,439	17,706,864	2,525,164	2,239,560
Annual Project Expense, net		\$ 4,462,415	\$ 762,901	\$ 10,258	\$ 15,183	\$ 166,024	\$ 464,541	\$ 166,339	\$ 31,677	\$ 356,225	\$ 1,949,485	\$ 286,069	\$ 253,714
Estimated price per Mwh		\$ 6.15	\$ 6.23	\$ 6.24	\$ 6.23	\$ 6.23	\$ 6.23	\$ 6.23	\$ 6.23	\$ 6.23	\$ 6.06	\$ 6.23	\$ 6.23
FY 2025 Net Annual Project Costs													
		\$ (3,068,305)	\$ (505,083)	\$ (6,791)	\$ (10,053)	\$ (109,917)	\$ (307,553)	\$ (110,128)	\$ (20,973)	\$ (235,839)	\$ (1,404,605)	\$ (189,392)	\$ (167,971)
Net Project Revenue Increase													
		\$ 7,530,720	\$ 1,267,984	\$ 17,049	\$ 25,236	\$ 275,941	\$ 772,094	\$ 276,467	\$ 52,650	\$ 592,064	\$ 3,354,090	\$ 475,461	\$ 421,685
		-245.44%	-251.04%	-251.05%	-251.03%	-251.04%	-251.04%	-251.04%	-251.04%	-251.05%	-238.79%	-251.05%	-251.05%
Summary of Variable and Fixed Project Costs:													
Variable Costs		\$ 3,683,006	\$ 621,783	\$ 8,360	\$ 12,375	\$ 135,314	\$ 378,613	\$ 135,571	\$ 25,818	\$ 290,331	\$ 1,634,905	\$ 233,153	\$ 206,782
Fixed Costs		40,668,269	6,875,354	92,445	136,835	1,496,227	4,186,503	1,499,077	285,480	3,210,332	18,021,445	2,578,081	2,286,491
		\$ 44,351,275	\$ 7,497,138	\$ 100,806	\$ 149,210	\$ 1,631,540	\$ 4,565,116	\$ 1,634,648	\$ 311,298	\$ 3,500,664	\$ 19,656,350	\$ 2,811,233	\$ 2,493,274

¹ Generation Entitlement Share (GES) is synonymous with commonly used terms of Project Entitlement Share, Project Percentage, Project Share, Third Phase Share.

² PG&E invoices NCPA for annual operations and maintenances costs (O&M Costs) associated with NCPA's entitlement share of the 230 kV Cotenancy Transmission facilities. Invoices received by NCPA do not include O&M Costs associated

Combustion Turbine No. One

FY 2026

Specific Assumptions and Rationale

General

Participating members for the Combustion Turbine Project No. One are Alameda, Biggs, Gridley, Healdsburg, Lodi, Lompoc, Santa Clara, Ukiah and the Plumas-Sierra Rural Electric Cooperative. Combustion Turbine Project No. One provides the Agency with a source of power for peak demand periods, emergency backup and reserve requirements. These members also receive value by avoiding high bilateral market prices based on the projects capacity.

Operations & Maintenance

The primary operational cost for this project is natural gas. The total cost for natural gas included in the budget is based on a forecasted level of generation, which may or may not reflect the actual level of operations during the budget year. Therefore, the amount billed for natural gas could vary from the amount shown in this budget. The budget is also based on implementation of a maintenance agreement for turbine maintenance. Maintenance expenses include labor, materials and supplies necessary to the ongoing maintenance of all three units. These units have shown to be serviceable and are being operated and maintained to support the members transition to a carbon free future. Projects are evaluated based on the units being among the last to be removed from the grid.

Maintenance Reserve

Based on experience and standard utility practice, NCPA has historically maintained a maintenance reserve at an average level of approximately \$250,000. Maintenance Reserves have been established to both fund and pay for:

- A portion of the deductible of an insured loss may be absorbed for the fiscal year (currently \$1,000,000 or more depending on the type of loss);
- A contingency account of \$250,000 is being planned as operations of these units has significantly changed, causing consistent overruns in annual routine budget accounts;
- Unanticipated but Commission approved, cost overruns, extraordinary repairs and maintenance not budgeted in the maintenance expense accounts; and

An additional maintenance reserve funding has been included to assist in levelizing the costs of major maintenance activities. The total Maintenance Reserve funding is \$765,450 for FY 2026.

Operations & Maintenance Project Costs

We are anticipating O&M projects totaling \$598,620 for FY 2026.

Northern California Power Agency
Combustion Turbine No. 1
Annual Operating Cost Summary Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable	\$22,668	\$14,019	\$18,045	\$4,504	\$18,202	\$157
Fuel & LDC Costs	2,388,097	575,276	718,046	578,560	1,418,354	700,308
CA ISO Charges	50,153	359,522	24,599	560,347	40,198	15,599
Total Variable Costs	2,460,918	948,817	760,690	1,143,411	1,476,754	716,064
Routine O & M Costs						
Fixed	1,047,589	902,007	999,708	495,916	981,055	(18,653)
Administration	40,784	51,697	40,985	12,238	44,630	3,645
Mandatory Costs	209,655	242,492	209,711	164,985	217,372	7,661
Inventory Stock	0	0	0	0	105,000	105,000
Routine O & M Costs without Labor	1,298,028	1,196,196	1,250,404	673,139	1,348,057	97,653
Labor	1,298,580	1,428,447	1,390,011	581,136	\$1,531,248	141,237
Total Routine O & M Costs	2,596,608	2,624,643	2,640,415	1,254,275	2,879,305	238,890
Other Plant Costs						
Fuel Administrative Costs	26,663	6,009	16,490	4,120	0	(16,490)
Insurance	148,293	131,407	159,668	77,337	183,591	23,923
Decommissioning	0	0	0	0	1,872,677	1,872,677
Other Costs	20,400	0	10,000	0	10,000	0
Generation Services Shared	82,884	97,010	107,702	53,183	110,065	2,363
Administrative & General	551,203	527,908	594,115	299,356	626,200	32,085
Total Other Plant Costs	829,443	762,334	887,975	433,996	2,802,533	1,914,558
Total O & M Costs	5,886,969	4,335,794	4,289,080	2,831,682	7,158,591	2,869,511
Projects						
Operations & Maintenance	370,000	296,090	433,395	105,653	598,620	165,225
Capital	0	0	0	0	90,000	90,000
Maintenance Reserve	675,000	675,000	729,000	364,500	765,450	36,450
Total Projects	1,045,000	971,090	1,162,395	470,153	1,454,070	291,675
Annual Budget Cost	6,931,969	5,306,884	5,451,475	3,301,835	8,612,661	3,161,186
Less: Third Party Revenue						
ISO Energy Sales	4,552,168	1,286,245	823,198	1,998,564	1,957,087	1,133,889
Ancillary Services Sales	0	0	0	0	0	0
Interest Income	55,000	152,955	55,000	68,238	55,000	0
Other Income	0	0	0	0	0	0
	4,607,168	1,439,200	878,198	2,066,802	2,012,087	1,133,889
Net Annual Budget Cost To Participants	\$2,324,801	\$3,867,684	\$4,573,277	\$1,235,033	\$6,600,574	\$2,027,297
Total Variable Costs	\$2,460,918	\$948,817	\$760,690	\$1,143,411	\$1,476,754	\$716,064
Total Fixed Costs	4,471,051	4,358,067	4,690,785	2,158,424	7,135,908	2,445,123
	\$6,931,969	\$5,306,884	\$5,451,475	\$3,301,835	\$8,612,661	\$3,161,186
Net Annual Generation (MWh)	14,872	4,152	4,038	4,556	9,455	5,417
Net Annual Budget Cost per MWh	\$156	\$932	\$1,133	\$271	\$698	(\$434)
Variable Costs per MWh	\$165	\$229	\$188	\$251	\$156	(\$32)
Net Costs per KW Month	\$3	\$4	\$5	\$1	\$7	\$2

Northern California Power Agency
Combustion Turbine No. 1
Annual Operating Cost Summary Report

Maintenance Reserve

Balance at Beginning of Fiscal Year
Collections
Current Balance

FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
			4,050,940		
			243,000		
			<u>4,293,940</u>		

**Northern California Power Agency
Combustion Turbine No. One
Projects Detail**

			Proposed FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035	Forecast FY 2036
Projects	Notes	Total											
Operations & Maintenance (O&M)													
Paint and Preservation	D	577,500	-	355,000	-	222,500	-	-	-	-	-	-	-
Risk Mitigation	D	25,000	-	25,000	-	-	-	-	-	-	-	-	-
MCC Upgrade	D	250,000	-	-	250,000	-	-	-	-	-	-	-	-
Electric Start/TG/Emissions Control	D	2,000,000	-	-	-	-	2,000,000	-	-	-	-	-	-
HVAC Replacements	D	52,000	52,000	-	-	-	-	-	-	-	-	-	-
UPS Battery Replacement	D	147,000	-	-	-	-	70,000	77,000	-	-	-	-	-
Main and Aux Load Gearbox Bearings Refurb	D	50,000	-	50,000	-	-	-	-	-	-	-	-	-
Gas Plants Shared Projects	D	1,501,620	1,620	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
New CT1 Diesel Tanks Berm Preservation	D	400,000	200,000	200,000	-	-	-	-	-	-	-	-	-
New CT1 Load and Gearbox Accessory Bearings	D	245,000	120,000	-	-	125,000	-	-	-	-	-	-	-
New CT1 Gas Compressor Heat Exchanger Replacer	D	225,000	225,000	-	-	-	-	-	-	-	-	-	-
Total O&M Projects Funding Requirement		<u>\$ 5,473,120</u>	<u>\$ 598,620</u>	<u>\$ 780,000</u>	<u>\$ 400,000</u>	<u>\$ 497,500</u>	<u>\$ 2,220,000</u>	<u>\$ 227,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>
Capital													
Vehicles	D	156,000	\$ 90,000	\$ -	\$ 66,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hydrogen Update	D	250,000	-	-	250,000	-	-	-	-	-	-	-	-
Total Capital Projects Funding Requirement		<u>\$ 406,000</u>	<u>\$ 90,000</u>	<u>\$ -</u>	<u>\$ 316,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Notes:

- D Discretionary
- M Mandatory

**Northern California Power Agency
Maintenance Reserves - Combustion Turbine No. One
Budget FY 2026**

Maintenance Reserves are set aside for the purpose of funding unanticipated, but Commission approved, cost overruns, extraordinary repairs and maintenance not budgeted. Fund balances and annual replenishments are affected through the annual operating budget. The maintenance Reserve is held in two components:

* **Annual Maintenance Contingency** for the purpose of funding annual maintenance overruns, unanticipated annual maintenance and annual maintenance costs not budgeted, and

* **Long-Term Maintenance Reserve** for anticipated costs of future estimated scheduled overhauls and other major projects as anticipated in the annual budget. Generally the projects are significant in scope and cost, planned for completion in future years and affect the long term viability of the project. Funding is spread over a period of years to mitigate the cash flow demands. Funds should not be considered available to augment the annual budget or replace the Annual Maintenance Contingency

In the FY2013 operations budget, funding was approved for a maintenance reserve to specifically provide cash for the first five year overhaul. The reserve is to cover those costs not covered under the Siemens LTSA (FY2018). Based on actual operating experience, the timing and requirements of the overhaul have changed and are reflected below.

Funding/(Expenditures)	Beginning Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Beginning Reserve Balance		3,741,841	4,106,424	4,161,028	3,424,423	2,660,985	3,089,950	3,810,168	2,863,849	2,302,706	2,315,273	2,797,910
Combustion Turbine Lod		-	(52,167)	(40,000)	-	(30,910)	-	-	(1,322,291)	-	-	-
Combustion Turbine ALA1		-	-	-	(1,227,879)	(80,910)	-	-	-	-	-	-
Combustion Turbine ALA2		-	(178,220)	-	-	(80,910)	-	(1,355,349)	-	-	-	-
Generators		-	-	(1,013,416)	-	-	-	-	-	(605,036)	-	(350,000)
Balance of Plant		(400,867)	(518,732)	(527,097)	(421,663)	(308,715)	(313,334)	(645,193)	(314,159)	(479,210)	(574,823)	(516,141)
Projected Requirements	-	(400,867)	(749,119)	(1,580,513)	(1,649,542)	(501,445)	(313,334)	(2,000,542)	(1,636,451)	(1,084,246)	(574,823)	(866,141)
Funding Requirement	-	765,450	803,723	843,909	886,104	930,409	1,033,552	1,054,223	1,075,307	1,096,813	1,057,460	1,078,609
Cumulative Balance	\$ -	\$ 4,106,424	\$ 4,161,028	\$ 3,424,423	\$ 2,660,985	\$ 3,089,950	\$ 3,810,168	\$ 2,863,849	\$ 2,302,706	\$ 2,315,273	\$ 2,797,910	\$ 3,010,379

FY24 Reconciliation

Decrease in CT ALA1 - Annual Maintenance

Balance of Plant - Returned to Maint. Reserve

Unused Funding Requirements

Actual Cumulative Balance

- a. Commission approved transfers used in CT1 Annual Maintenance per Resolution 23-8:
b. Funds reserved for Annual Outage and Routine Maintenance. None used in FY24

Northern California Power Agency
Combustion Turbine No.1 Allocation of Project Budget
FY 2026

		Allocated by	Total	Alameda	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Plumas-Sierra	SVP	Ukiah
ALLOCATION PERCENTAGES:												
Generation Entitlement Share ¹		GES	100.0000%	21.8200%	0.1967%	0.3500%	5.8333%	13.3933%	5.8333%	1.8167%	41.6667%	9.0900%
PROJECTED MWH			9,455	2,063	19	33	552	1,266	552	172	3,940	859
PROJECT COSTS:												
Routine O&M:												
Variable costs	GES	\$	18,202	\$ 3,972	\$ 36	\$ 64	\$ 1,062	\$ 2,438	\$ 1,062	\$ 331	\$ 7,584	\$ 1,655
Fixed costs	GES		981,055	214,066	1,930	3,434	57,228	131,396	57,228	17,823	408,773	89,178
Administration	GES		44,630	9,738	88	156	2,603	5,977	2,603	811	18,596	4,057
Mandatory costs	GES		217,372	47,431	428	761	12,680	29,113	12,680	3,949	90,572	19,759
Inventory	GES		105,000	22,911	207	368	6,125	14,063	6,125	1,908	43,750	9,545
Labor	GES		1,531,248	334,118	3,012	5,359	89,322	205,085	89,322	27,818	638,021	139,190
Other Costs:												
Fuel and LDC costs	GES		1,418,354	309,485	2,790	4,964	82,737	189,964	82,737	25,767	590,981	128,928
Fuel administration costs	GES		-	-	-	-	-	-	-	-	-	-
CAISO charges	GES		40,198	8,771	79	141	2,345	5,384	2,345	730	16,749	3,654
Insurance	GES		183,591	40,060	361	643	10,709	24,589	10,709	3,335	76,496	16,688
Decommissioning	GES		1,872,677	408,618	3,684	6,554	109,239	250,813	109,239	34,021	780,283	170,226
Other costs	GES		10,000	2,182	20	35	583	1,339	583	182	4,167	909
Generation Services Shared	GES		110,065	24,016	216	385	6,420	14,741	6,420	2,000	45,860	10,005
Administrative & General	GES		626,200	136,637	1,232	2,192	36,528	83,869	36,528	11,376	260,917	56,922
Projects:		GES										
O&M Projects & Maintenance Reserve	GES		1,454,070	317,278	2,860	5,089	84,820	194,748	84,820	26,416	605,863	132,175
Total Project Costs	GES		8,612,662	1,879,283	16,941	30,144	502,402	1,153,520	502,402	156,466	3,588,612	782,891
Project Revenues												
CAISO Energy Sales	GES		1,957,087	427,036	3,864	6,850	114,149	262,105	114,149	35,568	815,468	177,899
Interest income	GES		55,000	12,001	108	193	3,208	7,366	3,208	999	22,917	5,000
Total Project Revenues			2,012,087	439,037	3,972	7,042	117,357	269,471	117,357	36,568	838,384	182,899
Annual Project Revenue, net		\$	6,600,575	\$ 1,440,245	\$ 12,969	\$ 23,102	\$ 385,045	\$ 884,049	\$ 385,045	\$ 119,899	\$ 2,750,228	\$ 599,992
Estimated price per Mwh		\$	698.10	\$ 698.10	\$ 697.35	\$ 698.10	\$ 698.13	\$ 698.12	\$ 698.13	\$ 698.02	\$ 698.10	\$ 698.10
FY 2025 Net Annual Project Costs		\$	4,573,277	997,889	8,996	16,006	266,773	612,527	266,787	83,069	1,905,520	415,711
Net Project Cost Increase		\$	2,027,298	442,356	3,974	7,096	118,272	271,522	118,258	36,830	844,708	184,281
			44.33%	44.33%	44.17%	44.33%	44.33%	44.33%	44.33%	44.34%	44.33%	44.33%
Summary of Variable and Fixed Project Costs:												
Variable Costs.			1,476,754	322,228	2,905	5,169	86,143	197,786	86,143	26,828	615,315	134,237
Fixed Costs			7,135,908	1,557,055	14,036	24,976	416,259	955,734	416,259	129,638	2,973,297	648,654
		\$	8,612,662	\$ 1,879,283	\$ 16,941	\$ 30,144	\$ 502,402	\$ 1,153,520	\$ 502,402	\$ 156,466	\$ 3,588,612	\$ 782,891

¹ Generation Entitlement Share (GES) is synonomus with commonly used terms of Project Entitlement Share, Project Percentage, Project Share, Third Phase Share.

Combustion Turbine No. Two

FY 2026

Specific Assumptions and Rationale

General

Participating members for the Combustion Turbine Project No. Two are Alameda, Lodi, Lompoc and Roseville. Combustion Turbine Project No. Two provides the Agency with a source of power for peak demand periods. These members also receive value by avoiding high bilateral markets based on the projects capacity.

Operations & Maintenance

The primary operational cost for this project is natural gas. The total cost for natural gas included in the budget is based on a forecasted level of generation, which may or may not reflect the actual level of operations during the budget year. Therefore, the amount billed for natural gas could vary from the amount shown in this budget. Maintenance expenses include labor, materials and supplies necessary to the ongoing maintenance of all three units. The unit is no longer serviceable and will retire at its next schedule service interval. Projects are kept to a minimum necessary for safe operations. Certain redundant equipment in need of overhaul is being isolated and removed from service to save costs.

Maintenance Reserve

Based on experience and standard utility practice, NCPA has historically maintained a maintenance reserve at an average level of approximately \$500,000. Maintenance Reserves have been established to both fund and pay for:

- Anticipated costs of estimated scheduled overhauls;
- A portion of the deductible of an insured loss may be absorbed for the fiscal year (currently \$1,000,000 or more depending on the type of loss); and
- Unanticipated; but, Commission approved, cost overruns, extraordinary repairs and maintenance not budgeted in the maintenance expense accounts, and
- An additional maintenance reserve funding is not required.

Operations & Maintenance Project Costs

We are anticipating O&M projects totaling \$6,969 for FY 2026.

Northern California Power Agency
Combustion Turbine No. 2
Annual Operating Cost Summary Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase / (Decrease)
Variable Costs						
Variable O&M	170,299	\$52,666	170,744	57,875	\$109,748	(\$60,996)
Fuel & LDC Costs	957,093	480,213	1,180,587	384,654	0	(1,180,587)
Pipeline Transport Charges	220,004	279,473	0	0	0	0
GHG Allowance Costs	170,733		227,416	0	0	(227,416)
CA ISO Charges	19,146	57,229	81,359	214,785	0	(81,359)
Total Variable Costs	1,537,275	869,581	1,660,106	657,314	109,748	(1,550,358)
Routine O & M Costs						
Fixed	567,859	684,225	563,394	322,740	519,055	(44,339)
Administration	43,455	27,811	43,757	9,018	46,539	2,782
Mandatory Costs	133,933	120,734	115,815	95,284	103,314	(12,501)
Inventory Stock	0	0	19,000	0	0	(19,000)
Routine O & M Costs without Labor	745,247	832,770	741,966	427,042	668,908	(73,058)
Labor	928,662	821,923	1,005,070	394,534	\$1,104,176	99,106
Total Routine O & M Costs	1,673,909	1,654,693	1,747,036	821,576	1,773,084	26,048
Other Plant Costs						
Fuel Acquisition Costs	10,875	7,278	28,530	3,077	0	(28,530)
Debt Service	5,058,312	5,058,312	421,313	421,313	0	(421,313)
Insurance	103,311	42,838	8,139	1,573	9,094	955
Decomissioning	0	0	2,300,000	1,150,000	0	(2,300,000)
Other Costs	10,593	2,616	10,384	4,827	5,200	(5,184)
Generation Services Shared	61,851	61,765	79,321	39,726	81,061	1,740
Administrative & General	371,551	371,730	348,797	180,478	347,013	(1,784)
Total Other Plant Costs	5,616,493	5,544,539	3,196,484	1,800,994	442,368	(2,754,116)
Total O & M Costs	8,827,677	8,068,813	6,603,626	3,279,884	2,325,200	(4,278,426)
Projects						
Operations & Maintenance	389,539	180,257	92,006	8,319	6,969	(85,037)
Capital	0	0	0	0	5,000	5,000
Total Projects	389,539	180,257	92,006	8,319	11,969	(80,037)
Annual Budget Cost	9,217,216	8,249,070	6,695,632	3,288,203	2,337,169	(4,358,463)

Northern California Power Agency
Combustion Turbine No. 2
Annual Operating Cost Summary Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase / (Decrease)
Less: Third Party Revenue						
ISO Energy Sales	2,828,018	1,071,119	1,741,851	1,153,538	0	(1,741,851)
Interest Income - Operations	42,000	240,470	42,000	78,141	42,000	0
Fuel and Pipeline Transport Credits	950,953	965,320	0	0	0	0
Other Income	0	159	0	0	0	0
	3,820,971	2,277,068	1,783,851	1,231,679	42,000	(1,741,851)
Net Costs to Participants (without GHG Transfer Credits)	\$5,396,245	\$5,972,002	\$4,911,781	\$2,056,524	\$2,295,169	(\$2,616,612)
GHG Allowance Credits	170,731	133,148	227,415	0	0	(227,415)
Net Cost To Participants (with GHG Transfer Credits)	\$5,225,514	\$5,838,854	\$4,684,366	\$2,056,524	\$2,295,169	(\$2,389,197)
Total Variable Costs	\$1,537,275	\$869,581	\$1,660,106	\$657,314	\$109,748	(\$1,550,358)
Total Fixed Costs	7,679,941	7,379,489	5,035,526	2,630,889	2,227,421	(2,808,105)
	\$9,217,216	\$8,249,070	\$6,695,632	\$3,288,203	\$2,337,169	(\$4,358,463)
Net Annual Generation (MWh)	9,663	6,615	10,034	8,253	0	-10,034
Net Annual Budget Costs per MWh	\$558	\$903	\$490	\$249	\$0	(\$490)
Variable Costs per MWh	\$159	\$131	\$165	\$80	\$0	(\$165)
Net Costs per KW Month	\$9	\$10	\$8	\$3	\$4	(\$4)

Northern California Power Agency
 Combustion Turbine No. 2
 Annual Operating Cost Summary Report

FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase / (Decrease)
			617,280		
			617,280		

Maintenance Reserve

Balance at Beginning of Fiscal Year

Current Balance

**Northern California Power Agency
Combustion Turbine No. Two
Projects Detail**

Projects	Notes	Total	Proposed FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035	Forecast FY 2036
Operations & Maintenance (O&M)													
Gas Plants Shared Projects		\$ 6,969	6,969	-	-	-	-	-	-	-	-	-	-
Total O&M Projects Funding Requirement		<u>\$ 6,969</u>	<u>\$ 6,969</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Projects	Notes	Total	Proposed FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035	Forecast FY 2036
Capital Projects													
Vehicles (5% Share)	D	5,000	5,000	-	-	-	-	-	-	-	-	-	-
Total Capital Projects Funding Requirement		<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Notes:
D Discretionary
M Mandatory

Northern California Power Agency
Combustion Turbine Project No. Two (STIG)
Maintenance Reserve
Budget FY 2026

Maintenance Reserves are set aside for the purpose of funding unanticipated, but Commission approved, cost overruns, extraordinary repairs, and maintenance not budgeted. Fund balances and annual replenishments are affected through the annual operating budget. The maintenance Reserve is held in two components:

- * **Annual Maintenance Contingency** for the purpose of funding annual maintenance overruns, unanticipated annual maintenance and annual maintenance costs not budgeted, and
- * **Long-Term Maintenance Reserve** for anticipated costs of future estimated scheduled overhauls and other major projects as anticipated in the annual budget. Generally the projects are significant in scope and cost, planned for completion in future years and affect the long term viability of the project. Funding is spread over a period of years to mitigate the cash flow demands. Funds should not be considered available to augment the annual budget or replace the Annual Maintenance Contingency.

Funding/(Expenditures)	Beginning Balance											
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Authorized Contingency Balance	<u>\$500,000</u>											
Reserve Activity												
Excess funding	117,280											
Contingent maintenance	500,000											
Annual Funding Req. *	-	-	-	-	-	-	-	-	-	-	-	-
Decommissioning costs funding												
Balance	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280

Northern California Power Agency
Combustion Turbine No.2 Allocation of Project Budget
FY 2026

	Allocated by	Total	Alameda	Lodi	Lompoc	Roseville
ALLOCATION PERCENTAGES:						
Generation Entitlement Share	GES	100.0000%	19.0000%	39.5000%	5.0000%	36.5000%
PROJECTED MWH						
		0	-	-	-	-
PROJECT COSTS:						
Routine O&M:						
Variable costs	Note A	\$ 109,748	\$ 20,852	\$ 43,350	\$ 5,487	\$ 40,058
Fixed costs	GES	519,055	98,620	205,027	25,953	189,455
Administration	GES	46,539	8,842	18,383	2,327	16,987
Mandatory costs	GES	103,314	19,630	40,809	5,166	37,710
Inventory	GES	-	-	-	-	-
Labor	GES	1,104,176	209,793	436,150	55,209	403,024
Other Costs:						
Fuel and LDC costs	Note A	-	-	-	-	-
Fuel administration costs	GES	-	-	-	-	-
Fuel and pipeline transport	Note A	-	-	-	-	-
GHG Allowance Costs	GES	-	-	-	-	-
CAISO charges	Note B	-	-	-	-	-
Debt service	GES	-	-	-	-	-
Insurance	GES	9,094	1,728	3,592	455	3,319
Decommissioning	GES	-	-	-	-	-
Other costs	GES	5,200	988	2,054	260	1,898
Generation Services Shared	GES	81,061	15,402	32,019	4,053	29,587
Administrative & General	GES	347,013	65,932	137,070	17,351	126,660
Projects:						
O&M and Capital	GES	11,969	2,274	4,728	598	4,369
Maintenance Reserve	GES	-	-	-	-	-
Total Project Costs	GES	2,337,169	444,062	923,182	116,858	853,067
Project Revenues						
ISO Energy sales	Note B	-	-	-	-	-
Fuel and pipeline transport credit	GES	-	-	-	-	-
GHG Allowance Credits	GES	-	-	-	-	-
Interest income	GES	42,000	7,980	16,590	2,100	15,330
Total Project Revenues		42,000	7,980	16,590	2,100	15,330
Annual Project Revenue, net		\$ 2,295,169	\$ 436,082	\$ 906,592	\$ 114,758	\$ 837,737
Estimated price per Mwh		\$ -	\$ -	\$ -	\$ -	\$ -
FY 2025 Net Annual Project Costs						
		\$ 4,684,366	890,030	1,850,325	210,473	1,733,539
Net Project Cost Decrease						
		\$ (2,389,197)	(453,947)	(943,733)	(95,714)	(895,802)
		-51.00%	-51.00%	-51.00%	-45.48%	-51.67%
Summary of Variable and Fixed Project Costs:						
Variable Costs		\$ 109,748	\$ 20,852	\$ 43,350	\$ 5,487	\$ 40,058
Fixed Costs		2,227,421	423,210	879,831	111,371	813,009
Total Project Costs		\$ 2,337,169	\$ 444,062	\$ 923,182	\$ 116,858	\$ 853,067

¹ Generation Entitlement Share (GES) is synonymous with commonly used terms of Project Entitlement Share, Project Percentage, Project Share, Third Phase Share.

Note A: Per the transfer agreement between Lompoc and Roseville for the CT2 project, the transferor will continue to bear the fixed (capacity) cost while the transferee will bear the variable (energy) cost.

Note B: Allocation based on ISO rates.

Combustion Turbine No. Two Repower

FY 2026

Specific Assumptions and Rationale

General

The Combustion Turbine Project No. Two (CT2) Repower involves the participation of Lodi, Lompoc, and Roseville. Recently, it was determined that the existing turbine, Combustion Turbine Project No. Two (CT2), had reached the end of its operational life, with parts and rebuilds no longer available. As a result, continued operation is not feasible. To meet current and future energy demands, NCPA and the participating members aim to retain the 49.9MW of generation capacity. The CT2 Repower Project will provide a reliable power source during peak demand periods while offering cost advantages by reducing reliance on high priced bilateral markets.

Current Status

NCPA and the participating members have entered into a Second Phase Agreement, authorizing NCPA to conduct surveys, preliminary investigations, cost estimates, and project scheduling. This phase also includes issuing and evaluating equipment proposals and securing deposits for long lead components to ensure timely production.

The Second Phase Agreement includes project planning, design, and preliminary development activities. Key activities in the Second Phase Agreement include retaining an Owner Engineer, conducting an Interconnection Repower Study, designing plans, and making partial payments for critical equipment such as engines, controls, exhaust packages, and balance-of-plant components. Additionally, the phase covers consulting services for environmental compliance, legal matters, document control, air permits, and greenhouse gas offsets.

The Second Phase process is expected to last 18 months and immediately shift into a Third Phase. Once the Second Phase results confirm project feasibility, NCPA will recommend proceeding with the Third Phase to commission the project. A Third Phase Agreement will initiate financing, construction, operation, and maintenance of the repowered facility. The repowered facility will maintain its existing output and air permit characteristics, targeting a capacity of up to 49.9 MW.

Project Costs

NCPA is authorized to use CT2 Repower Project Participant funds currently held by NCPA in the CT2 Project decommissioning and reserve accounts to fund certain Second Phase Agreement Activities on behalf of the CT2 Repower Project Participants.

Second Phase Agreement Activities, FY2026, are estimated to be approximately \$5,118,963.00, but all actual Project Costs incurred by NCPA will be invoiced to the CT2 Repower Project Participants in accordance with the Second Phase Agreement.

Third Phase Agreement Activities, FY2027 and FY2028, are estimated to be approximately \$43,013,590.

In sum, total Project Costs are estimated to be approximately \$48,132,554.00, but all actual Project Costs incurred by NCPA will be invoiced to the CT2 Repower Project Participants, in accordance with a Third Phase Agreement.

Northern California Power Agency
Combustion Turbine No. 2 Repower
Capital Budget Report

**Proposed
FY 2026 Budget**

Disbursements

Construction Costs

Engine and Controls	\$1,800,000
Retrofit Exhaust Package	955,000
Plans & Designs	464,887
Outside Services - Engineering	1,054,376
Interconnection Repower Study	50,000
Balance of Plant, Control, Inlet Chillers	294,700
Total Construction Costs	4,618,963

Legal and Consulting Costs

Legal Consultant	100,000
Document Control Consultant	100,000
CA Environmental Quality Act (CEQA) Consultant	100,000
Air Permit Consultant	100,000
Green House Gas Offset Consultant	100,000
Total Legal and Consulting Costs	500,000
Total Costs	5,118,963

Transfers

Estimated STIG Decommissioning Reserve Transfers at 7/1/2025	1,863,000
Estimated STIG Maintenance Reserve Transfers at 7/1/2025	499,997
Total Transfers	2,362,997

Net Costs

Net Costs	\$2,755,966
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Northern California Power Agency
Combustion Turbine No.2 **Repower** Allocation of Project Budget
FY 2026
Through December 31, 2025

Allocated by		Total	Lodi	Lompoc	Roseville
ALLOCATION PERCENTAGES:					
Generation Entitlement Share	GES	100.0000%	45.8920%	10.0200%	44.0880%
PHASE 2 PROJECT COSTS :					
Construction Costs:					
Engine and Controls	GES	\$ 1,800,000	\$ 826,056	\$ 180,360	\$ 793,584
Retrofit Exhaust Package	GES	955,000	438,269	95,691	421,040
Plans & Designs	GES	464,887	213,346	46,582	204,959
Owner Engineers	GES	1,054,376	483,874	105,648	464,853
Interconnection Repower Study	GES	50,000	22,946	5,010	22,044
Balance of Plant, Control, Inlet Chillers	GES	294,700	135,244	29,529	129,927
Legal & Consulting Costs:					
Legal Consultant	GES	100,000	45,892	10,020	44,088
Document Control Consultant	GES	100,000	45,892	10,020	44,088
California Environmental Quality Act (CEQ)	GES	100,000	45,892	10,020	44,088
Air Permit Consultant	GES	100,000	45,892	10,020	44,088
Green House Gas Consultant	GES	100,000	45,892	10,020	44,088
Total Phase 2 Project Costs	GES	5,118,963	2,349,194	512,920	2,256,848
Transfers					
Decommission Reserve Transfers	CT2 Normalized GES	1,863,000	908,492	115,003	839,505
Maintenance Reserve Transfers	CT2 Normalized GES	499,997	243,824	30,865	225,309
Total Project Transfers		2,362,997	1,152,315	145,868	1,064,814
Net Costs		\$ 2,755,966	\$ 1,196,879	\$ 367,052	\$ 1,192,035

¹ Generation Entitlement Share (GES) is synonymous with commonly used terms of Project Entitlement Share, Project Percentage, Project Share, Third Phase Share.

Lodi Energy Center

FY 2026

Specific Assumptions and Rationale

General

Participating members for the Lodi Energy Center (LEC) are California Department of Water Resources, City of Azusa, City of Biggs, City of Gridley, City of Healdsburg, City of Lodi, City of Lompoc, City of Santa Clara, City of Ukiah, Modesto Irrigation District, Plumas-Sierra Rural Electric Cooperative, Power and Water Resource Pooling Authority, and San Francisco Bay Area Rapid Transit District.

LEC is designed to use “Flex Plant 30” rapid startup technology, which is designed to allow earlier startup of the steam turbine by decoupling the gas turbine from the HRSG; essentially reducing startup emissions. The project is expected to have an overall annual availability of more than 89%. The CTG and associated equipment will include the use of best available control technology (BACT) to limit emissions of criteria pollutants and hazardous air pollutants.

LEC intends to provide base and peak load and ancillary power services designed to meet the electric generation demand and reliability requirements as low-cost, non-profit power to NCPA’s participating members.

Operations & Maintenance

The primary operational cost for this project is natural gas. The total cost for natural gas included in the budget is based on a forecasted level of gas consumption, which may or may not reflect the actual level of operations during the budget year. Therefore, the amount billed for natural gas could vary from the amount shown in this budget. Maintenance expenses include labor, materials and supplies necessary to the ongoing maintenance of LEC.

Maintenance Reserve

Maintenance Reserves have been established to both fund and pay for:

- Anticipated costs of estimated scheduled overhauls;
- A portion of the deductible of an insured loss may be absorbed for the fiscal year (currently \$1,000,000 or more depending on the type of loss); and
- Unanticipated; but, Commission approved, cost overruns, extraordinary repairs and maintenance not budgeted in the maintenance expense accounts, and
- An additional maintenance reserve funding has been included to assist in levelizing the costs of major maintenance activities. The total Maintenance Reserve funding is \$2,852,472 for FY 2026

Projects

Capital Projects for FY 2026 total \$5,024,831, and O&M Projects total \$2,452,969.

Northern California Power Agency
Lodi Energy Center
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable O&M	\$4,837,398	\$3,701,080	\$5,616,489	\$1,463,013	\$5,055,090	(\$561,399)
Fuel & LDC Costs	71,517,913	39,049,475	77,589,905	17,685,494	46,956,205	(30,633,700)
GHG Allowance Costs	13,984,733	14,661,949	18,130,063	4,668,646	14,152,916	(3,977,147)
CA ISO Charges	675,245	497,506	675,952	269,337	364,723	(311,229)
CA ISO Energy Purchases	688,425	2,530,976	2,876,697	1,860,939	390,117	(2,486,580)
Total Variable Costs	91,703,714	60,440,986	104,889,106	25,947,429	66,919,051	(37,970,055)
Routine O & M Costs						
Fixed O&M	3,350,082	4,230,549	3,587,692	2,250,013	3,748,985	161,293
Administration	188,173	120,030	188,345	59,255	198,583	10,238
Mandatory Costs	374,870	748,727	386,269	264,177	394,255	7,986
Inventory Stock	500,000	302,475	450,000	269,241	500,000	50,000
Routine O & M Costs without Labor	4,413,125	5,401,781	4,612,306	2,842,686	4,841,823	229,517
Labor	6,167,244	6,167,833	6,650,919	3,137,719	7,283,067	632,148
Total Routine O & M Costs	10,580,369	11,569,614	11,263,225	5,980,405	12,124,890	861,665
Other Plant Costs						
Debt Service	25,992,239	25,992,238	26,017,868	13,008,933	26,311,313	293,445
Insurance	1,751,712	1,567,993	1,849,532	924,766	2,298,510	448,978
Decommissioning Costs	0	0	0	0	1,236,860	1,236,860
Other Costs	176,665	43,297	196,244	32,970	185,334	(10,910)
Generation Services Shared	393,387	411,489	504,061	252,669	515,123	11,062
Administrative & General	2,285,971	2,327,822	2,674,401	1,330,784	2,830,913	156,512
Power Management Allocated Costs	1,505,071	1,486,114	1,912,958	956,479	1,911,080	(1,878)
Total Other Plant Costs	32,105,045	31,828,953	33,155,064	16,506,601	35,289,133	2,134,069
Total O & M Costs	134,389,128	103,839,553	149,307,395	48,434,435	114,333,074	(34,974,321)
Projects						
Operations & Maintenance	1,698,528	3,012,560	1,746,778	530,651	2,452,969	706,191
Capital	45,000	33,750	6,341,666	13,656	5,019,831	(1,321,835)
Maintenance Reserve	2,169,063	2,169,063	2,769,390	1,384,695	2,852,472	83,082
Total Projects	3,912,591	5,215,373	10,857,834	1,929,002	10,325,272	(532,562)
Annual Budget Cost	138,301,719	109,054,926	160,165,229	50,363,437	124,658,346	(35,506,883)
Less: Third Party Revenue						
ISO Energy Sales	123,918,636	67,202,652	113,367,408	32,494,725	78,023,398	(35,344,010)
Ancillary Services Sales	2,010,665	834,603	2,049,227	575,608	822,991	(1,226,236)
Interest Income - Operations	134,000	626,254	134,000	313,996	134,000	0
Interest Income (NCPA)	116,000	403,792	116,000	159,507	116,000	0
Interest Income (CDWR)	0	227,191	0	80,706	0	0
Other Income	0	947	0	870	0	0
	126,179,301	69,295,439	115,666,635	33,625,412	79,096,389	(36,570,246)
Net Annual Budget Cost To Participants (without GHG Transfer Credits)	12,122,418	39,759,487	44,498,594	16,738,025	45,561,957	1,063,363
GHG Allowance Credits	13,611,634	14,661,949	17,646,370	4,517,446	13,775,330	(3,871,040)
Net Annual Budget Cost To Participants (with GHG Transfer Credits)	(\$1,489,216)	\$25,097,538	\$26,852,224	\$12,220,579	\$31,786,627	\$4,934,403

Northern California Power Agency
Lodi Energy Center
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Total Variable Costs	\$91,703,714	\$60,440,986	\$104,889,106	\$25,947,429	\$66,919,051	(\$37,970,055)
Total Fixed Costs	46,598,005	48,613,940	55,276,123	24,416,008	57,739,295	(333,468)
	\$138,301,719	\$109,054,926	\$160,165,229	\$50,363,437	\$124,658,346	(\$38,303,523)
Net Annual Generation (MWh)	1,303,566	926,277	1,127,248	521,773	925,691	(201,557)
Net Annual Budget Costs per MWh	(\$1)	\$27	\$24	\$23	\$34	\$11
Variable Costs per MWh	\$70	\$65	\$93	\$50	\$72	(\$21)
Net Costs per KW Month	(\$0)	\$7	\$8	\$4	\$9	\$1

Northern California Power Agency
Lodi Energy Center
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Maintenance Reserve -						
Balance at Beginning of Fiscal Year				4,915,564		
Collections				<u>1,384,695</u>		
Current Balance				<u><u>6,300,259</u></u>		
O&M Reserve -						
Balance at Beginning of Fiscal Year				16,444,151		
Collections				<u>908,481</u>		
Current Balance				<u><u>17,352,632</u></u>		
GHG Allowance Deposit -						
Balance at Beginning of Fiscal Year				128,890		
Collections				155,562		
Expenditures				<u>(151,200)</u>		
Current Balance				<u><u>133,252</u></u>		

**Northern California Power Agency
Lodi Energy Center
Projects Detail**

			FY 2025	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast		
	Projects	Notes	Total	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035		
	Operations & Maintenance (O&M)														
Asphalt Maintenance	M	\$	270,000	\$	-	\$	-	\$	125,000	\$	-	\$	-	\$	145,000
Consulting/Grant Writing	M		150,000		-		75,000		-		-		-		-
Critical Inventory	M		3,200,000		-		450,000		450,000		450,000		450,000		500,000
CT Expansion Joint Replacement	M		725,000		-		-		-		-		-		-
HRSG / Steam Piping	D		1,300,000		-		650,000		-		-		650,000		-
HVAC	D		575,000		75,000		75,000		100,000		-		-		250,000
Insurance Risk Mitigation	M		545,000		140,000		135,000		-		-		-		-
Life Cycle Replacement	M		1,650,000		-		-		1,300,000		-		-		-
Painting and Preservation	D		1,900,000		-		400,000		-		350,000		350,000		-
Plant Betterment	M		375,000		375,000		-		-		-		-		-
UF Filters	D		200,000		-		-		-		-		-		200,000
Service Water Piping	D		175,000		50,000		-		-		-		-		-
Water Plant EDI/RO	M		402,000		-		-		225,000		-		177,000		-
Service Water Tank Refurb	M		1,025,000		475,000		-		-		-		-		-
Arc Flash Study	D		420,000		120,000		-		-		140,000		-		-
HRSG Penetration Seals	D		2,000,000		-		400,000		250,000		-		-		450,000
Undefined Projects	D		3,600,000		-		-		400,000		400,000		400,000		400,000
Gas Plants Shared Project	D		69,967		34,911		-		-		-		-		-
Annual Maintenance Outage	M		16,279,086		1,183,058		1,218,550		1,255,106		1,292,759		1,331,542		1,371,488
Overall Facility Expense- Outside Services	M		1,208,449		87,822		90,457		93,171		95,966		98,845		101,810
Overall Facility Expense - Materials	M		262,649		19,088		19,660		20,250		20,858		21,483		22,128
CEMS Support Contract - Outside Services	M		56,391		3,903		4,098		4,221		4,348		4,478		4,612
CTG and Accessories - Outside Services	M		1,732,115		119,885		125,879		129,655		133,545		137,551		141,678
CTG and Accessories - Materials	M		1,176,243		81,411		85,482		88,046		90,688		93,408		96,210
HRSG/Stack - Outside Services	M		1,248,746		86,429		90,751		93,473		96,277		99,166		102,141
HRSG/Stack - Materials	M		1,427,483		98,800		103,740		106,852		110,058		113,360		116,760
STG and Accessories - Outside Services	M		725,080		50,185		52,694		54,275		55,903		57,580		59,308
STG and Accessories - Materials	M		399,687		27,664		29,047		29,918		30,816		31,740		32,692
Water Treatment - Outside Services	M		1,127,890		78,064		81,968		84,427		86,960		89,568		92,255
Water Treatment - Materials	M		856,493		59,280		62,244		64,112		66,035		68,016		70,057
Balance of Plant - Outside Services	M		853,974		59,106		62,061		63,923		65,841		67,816		69,850
Balance of Plant - Materials	M		1,975,636		136,739		143,576		147,884		152,320		156,890		161,596
Network/Communication - Outside Services	M		80,559		5,576		5,854		6,030		6,211		6,397		6,589
Network/Communication - Materials	M		173,077		11,979		12,578		12,955		13,344		13,744		14,157
Electrical/Control - Outside Services	M		1,450,142		100,368		105,387		108,548		111,805		115,159		118,614
Electrical/Control - Materials	M		513,889		35,568		37,346		38,466		39,620		40,809		42,033
Buildings and Grounds - Outside Services	M		725,080		50,185		52,694		54,275		55,903		57,580		59,308
Buildings and Grounds - Materials	M		285,504		19,761		20,749		21,371		22,012		22,672		23,353
Total O&M Projects Funding Requirement				\$ 34,861,053	\$ 2,171,778	\$ 2,452,969	\$ 3,453,550	\$ 3,265,106	\$ 3,567,759	\$ 2,956,542	\$ 2,711,488	\$ 2,162,633	\$ 3,132,012	\$ 2,398,662	\$ 2,988,622

**Northern California Power Agency
Lodi Energy Center
Projects Detail**

Capital Projects	Notes	Total	FY 2025	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			Budget	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
GSU Transformer	D	-	-	-	-	-	-	-	-	-	-	-	-
Platforms	D	650,000	650,000	-	-	-	-	-	-	-	-	-	-
Plant Improvements	D	200,000	200,000	-	-	-	-	-	-	-	-	-	-
Vehicles	D	15,000	-	5,000	-	10,000	-	-	-	-	-	-	-
FX Generator Upgrade	D	10,386,328	4,766,666	3,059,831	2,559,831	-	-	-	-	-	-	-	-
Expansion Joints	D	1,525,000	725,000	-	-	-	-	-	800,000	-	-	-	-
BOP PLC HMI Local Interface	D	350,000	-	-	-	350,000	-	-	-	-	-	-	-
DCS Software Upgrades	D	850,000	-	-	150,000	-	-	-	-	-	-	700,000	-
DCS Hardware Updates	D	1,000,000	-	-	650,000	-	-	-	-	-	-	350,000	-
Clarifier Tank Refurbishment	M	2,025,000	-	375,000	-	-	-	550,000	550,000	-	-	-	-
Cooling Tower OH	M	2,800,000	-	-	1,300,000	-	-	-	-	-	-	-	1,500,000
BOP PLC Upgrades	D	700,000	-	-	-	200,000	-	-	-	-	-	250,000	250,000
Steam Turbine Drain Tank Replacement	M	250,000	-	250,000	-	-	-	-	-	-	-	-	-
AT&T ECN Circuit Migration to Fiber	M	1,250,000	-	1,250,000	-	-	-	-	-	-	-	-	-
Civil/Structural	D	1,760,000	-	80,000	100,000	155,000	775,000	650,000	-	-	-	-	-
Unidentified Capital Projects	D	6,591,731	-	-	575,000	592,250	610,018	628,318	647,168	666,583	686,580	707,177	728,393
		-											
Total Capital Projects Funding Requirement		\$ 30,353,059	\$ 6,341,666	\$ 5,019,831	\$ 5,334,831	\$ 1,307,250	\$ 1,385,018	\$ 1,828,318	\$ 1,997,168	\$ 666,583	\$ 686,580	\$ 2,007,177	\$ 2,478,393

Notes:

- D Discretionary
- M Mandatory

**Northern California Power Agency
Maintenance Reserves - Lodi Energy Center
Budget FY 2026**

Maintenance Reserves are set aside for the purpose of funding unanticipated, but Commission approved, cost overruns, extraordinary repairs, and maintenance not budgeted. Fund balances and annual replenishments are affected through the annual operating budget. The maintenance Reserve is held in two components:

- * **Annual Maintenance Contingency** for the purpose of funding annual maintenance overruns, unanticipated annual maintenance and annual maintenance costs not budgeted, and
- * **Long-Term Maintenance Reserve** for anticipated costs of future estimated scheduled overhauls and other major projects as anticipated in the annual budget. Generally the projects are significant in scope and cost, planned for completion in future years and affect the long term viability of the project. Funding is spread over a period of years to mitigate the cash flow demands. Funds should not be considered available to augment the annual budget or replace the Annual Maintenance Contingency.

In the FY2013 operations budget, funding was approved for a maintenance reserve to specifically provide cash for the first five year overhaul. The reserve is to cover those costs not covered under the Siemens LTSA (FY2018). Based on actual operating experience, the timing and requirements of the overhaul have changed and are reflected below.

Funding/(Expenditures)	Beginning Balance	Fiscal Year Activity											
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
LEC:													
Beginning Reserve Balance	-	\$ 4,195,464	\$ 4,899,854	\$ 4,767,327	\$ 2,174,634	\$ 2,528,848	\$ 3,930,164	\$ 4,463,865	\$ 4,771,053	\$ 3,524,712	\$ 1,068,674	\$ 2,534,321	\$ 1,724,728
Projected Reserve Expenditures -													
Combustion Turbine (Overhaul)	-	(720,000)	(2,028,188)	(135,000)	(50,000)	(541,750)	-	(1,148,838)	(2,426,162)	-	(156,279)	(50,000)	
Steam Turbine	(20,000)	(1,000,000)	(125,000)	-	-	-	(1,200,000)	(1,220,000)	(790,000)	-	-	-	
Generators	-	-	(150,000)	-	-	-	-	-	(1,400,000)	-	-	-	
Plant Projects	(1,720,000)	(1,120,000)	(2,262,551)	(1,361,974)	(1,215,658)	(1,632,531)	(1,301,677)	(1,175,000)	(1,348,057)	(2,062,262)	(3,475,143)	(1,694,940)	
HRSG	(325,000)	(145,000)	(965,000)	(1,175,000)	(450,000)	(502,500)	(497,932)	(1,108,505)	-	(85,517)	(900,000)	(1,206,455)	
Total Projected Expenditures	-	(2,065,000)	(2,985,000)	(5,530,739)	(2,671,974)	(1,715,658)	(2,676,781)	(2,999,609)	(4,652,342)	(5,964,219)	(2,147,779)	(4,531,422)	(2,951,396)
Total Projected Funding	-	2,769,390	2,852,472	2,938,046	3,026,188	3,116,973	3,210,483	3,306,797	3,406,001	3,508,181	3,613,426	3,721,829	3,833,484
Cumulative Balance	\$ -	\$ 4,899,854	\$ 4,767,327	\$ 2,174,634	\$ 2,528,848	\$ 3,930,164	\$ 4,463,865	\$ 4,771,053	\$ 3,524,712	\$ 1,068,674	\$ 2,534,321	\$ 1,724,728	\$ 2,606,817

LODI ENERGY CENTER
Allocation of Project Budget
FY 2026

ALLOCATION PERCENTAGES:

Generation Entitlement Share⁽¹⁾

Allocated by	Total	Azusa	BART	Biggs	CDWR	Gridley	Healdsburg	Lodi	Lompoc	MID	Plumas-Sierra	PWRPA	SVP	Ukiah
GES	100.0000%	2.7857%	6.6000%	0.2679%	33.5000%	1.9643%	1.6428%	9.5000%	2.0357%	10.7143%	0.7857%	2.6679%	25.7500%	1.7857%
Indenture Cost Share A	100.0000%	4.9936%	11.8310%	0.4802%	0.0000%	3.5212%	2.9448%	17.0295%	3.6491%	1.4084%	4.7824%	46.1588%	3.2010%	3.2010%
Indenture Cost Share B	100.0000%	0.000%	0.000%	0.000%	100.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%

PROJECTED MWH	925,691	25,787	61,096	2,480	310,106	18,183	15,207	87,941	18,844	99,181	7,273	24,697	238,365	16,530
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PROJECT COSTS:

Fuel Cost	GES	\$	46,956,205	\$	1,308,059	\$	3,099,110	\$	125,796	\$	15,730,329	\$	922,361	\$	771,398	\$	4,460,839	\$	955,887	\$	5,031,029	\$	368,935	\$	1,252,745	\$	12,091,222	\$	838,497
GHG Allowance Costs	GES	\$	14,152,916	\$	394,258	\$	934,092	\$	37,916	\$	4,741,227	\$	278,006	\$	232,504	\$	1,344,527	\$	288,111	\$	1,516,386	\$	111,199	\$	377,586	\$	3,644,376	\$	252,729
Labor	GES	\$	7,283,067	\$	202,884	\$	480,682	\$	19,511	\$	2,439,827	\$	143,061	\$	119,646	\$	691,891	\$	148,261	\$	780,330	\$	57,223	\$	194,305	\$	1,875,390	\$	130,054
Variable O&M	GES	\$	5,055,090	\$	140,820	\$	333,636	\$	13,543	\$	1,693,455	\$	99,297	\$	83,045	\$	480,234	\$	102,906	\$	541,618	\$	39,718	\$	134,865	\$	1,301,686	\$	90,269
Fixed O&M	GES	\$	3,748,985	\$	104,435	\$	247,433	\$	10,044	\$	1,255,910	\$	73,641	\$	61,588	\$	356,154	\$	76,318	\$	401,677	\$	29,456	\$	100,019	\$	965,364	\$	66,946
O&M Administration	GES	\$	198,583	\$	5,532	\$	13,106	\$	532	\$	66,525	\$	3,901	\$	3,262	\$	18,865	\$	4,043	\$	21,277	\$	1,560	\$	5,298	\$	51,135	\$	3,546
Mandatory Costs	GES	\$	394,255	\$	10,983	\$	26,021	\$	1,056	\$	132,075	\$	7,744	\$	6,477	\$	37,454	\$	8,026	\$	42,242	\$	3,098	\$	10,518	\$	101,521	\$	7,040
Inventory Stock	GES	\$	500,000	\$	13,929	\$	33,000	\$	1,340	\$	167,500	\$	9,822	\$	8,214	\$	47,500	\$	10,179	\$	53,572	\$	3,929	\$	13,340	\$	128,750	\$	8,929
O&M Projects Costs	GES	\$	2,452,969	\$	68,332	\$	161,896	\$	6,572	\$	821,745	\$	48,184	\$	40,297	\$	233,032	\$	49,935	\$	262,818	\$	19,273	\$	65,443	\$	631,640	\$	43,803
Capital Projects Costs	GES	\$	5,019,831	\$	139,837	\$	331,309	\$	13,448	\$	1,681,643	\$	98,605	\$	82,466	\$	476,884	\$	102,189	\$	537,840	\$	39,441	\$	133,924	\$	1,292,606	\$	89,639
Maintenance Reserve	GES	\$	2,852,472	\$	79,461	\$	188,263	\$	7,642	\$	955,578	\$	56,031	\$	46,860	\$	270,985	\$	58,068	\$	305,622	\$	22,412	\$	76,101	\$	734,512	\$	50,937
Insurance	GES	\$	2,298,510	\$	64,030	\$	151,702	\$	6,158	\$	770,001	\$	45,150	\$	37,760	\$	218,358	\$	46,791	\$	246,269	\$	18,059	\$	61,322	\$	591,866	\$	41,044
Decommissioning Reserve	GES	\$	1,236,860	\$	34,455	\$	81,633	\$	3,314	\$	414,348	\$	24,296	\$	20,319	\$	117,502	\$	25,179	\$	132,521	\$	9,718	\$	32,998	\$	318,491	\$	22,087
Other Costs	GES	\$	105,000	\$	2,925	\$	6,930	\$	281	\$	35,175	\$	2,063	\$	1,725	\$	9,975	\$	2,137	\$	11,250	\$	825	\$	2,801	\$	27,038	\$	1,875
Generation Services Shared	GES	\$	515,123	\$	14,350	\$	33,998	\$	1,380	\$	172,566	\$	10,119	\$	8,462	\$	48,937	\$	10,486	\$	55,192	\$	4,047	\$	13,743	\$	132,644	\$	9,199
Transmission (CAISO)	GES	\$	364,723	\$	10,160	\$	24,072	\$	977	\$	122,182	\$	7,164	\$	5,992	\$	34,649	\$	7,425	\$	39,078	\$	2,866	\$	9,730	\$	93,916	\$	6,513
Energy Purchases (CAISO)	GES	\$	390,117	\$	10,867	\$	25,748	\$	1,045	\$	130,689	\$	7,663	\$	6,409	\$	37,061	\$	7,942	\$	41,798	\$	3,065	\$	10,408	\$	100,455	\$	6,966
Debt Service Cost:																													
Indenture Group A Cost	ICS A	\$	21,230,606	\$	1,060,172	\$	2,511,793	\$	101,949	\$	-	\$	747,572	\$	625,199	\$	3,615,466	\$	774,726	\$	-	\$	299,012	\$	1,015,333	\$	9,799,793	\$	679,592
BAB's Subsidy (Group A)	ICS A	\$	(4,245,193)	\$	(211,988)	\$	(502,249)	\$	(20,385)	\$	-	\$	(149,482)	\$	(125,012)	\$	(722,935)	\$	(154,911)	\$	-	\$	(59,789)	\$	(203,022)	\$	(1,959,530)	\$	(135,889)
Debt and Trustee Fees (Group A)	ICS A	\$	54,550	\$	2,724	\$	6,454	\$	262	\$	-	\$	1,921	\$	1,606	\$	9,290	\$	1,991	\$	-	\$	768	\$	2,609	\$	25,180	\$	1,746
Indenture Group B Cost	ICS B	\$	10,742,709	\$	-	\$	-	\$	-	\$	10,742,709	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
BAB's Subsidy (Group B)	ICS B	\$	(1,416,809)	\$	-	\$	-	\$	-	\$	(1,416,809)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Debt and Trustee Fees (Group B)	ICS B	\$	25,784	\$	-	\$	-	\$	-	\$	25,784	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Administrative & General	GES	\$	2,830,913	\$	78,861	\$	186,840	\$	7,584	\$	948,356	\$	55,608	\$	46,506	\$	268,937	\$	57,629	\$	303,313	\$	22,242	\$	75,526	\$	728,960	\$	50,552
Power Management Allocated Costs	GES	\$	1,911,080	\$	53,237	\$	126,131	\$	5,120	\$	640,212	\$	37,539	\$	31,395	\$	181,553	\$	38,904	\$	204,759	\$	15,015	\$	50,986	\$	492,103	\$	34,126
Total Project Costs		\$	124,658,346	\$	3,588,323	\$	8,501,600	\$	345,082	\$	42,271,028	\$	2,530,264	\$	2,116,119	\$	12,237,157	\$	2,622,220	\$	10,528,589	\$	1,012,072	\$	3,436,576	\$	33,169,116	\$	2,300,198
Estimated price per MWh		\$	134.67	\$	139.15	\$	139.15	\$	139.15	\$	136.31	\$	139.15	\$	139.15	\$	139.15	\$	139.15	\$	106.15	\$	139.15	\$	139.15	\$	139.15	\$	139.15

Third Party Revenue																													
ISO Energy Sales	GES	\$	78,023,398	\$	2,173,498	\$	5,149,544	\$	209,025	\$	26,137,838	\$	1,532,614	\$	1,281,768	\$	7,412,223	\$	1,588,322	\$	8,359,661	\$	613,030	\$	2,081,586	\$	20,091,025	\$	1,393,264
Ancillary Services Sales	GES	\$	822,991	\$	22,926	\$	54,317	\$	2,205	\$	275,702	\$	16,166	\$	13,520	\$	78,184	\$	16,754	\$	88,178	\$	6,466	\$	21,957	\$	211,920	\$	14,696
GHG Allowance Credits	GES	\$	13,775,330	\$	394,258	\$	934,092	\$	37,916	\$	4,741,227	\$	278,006	\$	232,504	\$	1,344,527	\$	288,111	\$	1,516,386	\$	111,199	\$	-	\$	3,644,376	\$	252,729
Interest & Other Income	GES	\$	134,000	\$	3,733	\$	8,844	\$	359	\$	44,890	\$	2,632	\$	2,201	\$	12,730	\$	2,728	\$	14,357	\$	1,053	\$	3,575	\$	34,505	\$	2,393
Interest Income (Group A)	ICS A	\$	105,000	\$	5,243	\$	12,423	\$	504	\$	-	\$	3,697	\$	3,092	\$	17,881	\$	3,832	\$	-	\$	1,479	\$	5,022	\$	48,467	\$	3,361
Interest Income (Group B)	ICS B	\$	11,000	\$	-	\$	-	\$	-	\$	11,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		\$	92,871,719	\$	2,599,658	\$	6,159,221	\$	250,008	\$	31,210,657	\$	1,833,115	\$	1,533,086	\$	8,865,545	\$	1,899,746	\$	9,978,582	\$	733,227	\$	2,112,139	\$	24,030,293	\$	1,666,442

Annual Project Costs, net		\$	31,786,627	\$	988,665	\$	2,342,379	\$	95,074	\$	11,060,371	\$	697,149	\$	583,033	\$	3,371,612	\$	722,474	\$	550,007	\$	278,845	\$	1,324,437	\$	9,138,824	\$	633,755
Estimated price per Mwh, net		\$	34.34	\$	38.34	\$	38.34	\$	38.34	\$	35.67	\$	38.34	\$	38.34	\$	38.34	\$	38.34	\$	5.55	\$	38.34	\$	53.63	\$	38.34	\$	38.34

JPA Assessment (per PMOA)		\$	82,862	\$	4,647	\$	-	\$	-	\$	55,889	\$	-	\$	-	\$	-	\$	-	\$	17,875	\$	-	\$	4,451	\$	-	\$	-
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Summary of Variable and Fixed Project Costs:

Variable Costs	\$	66,919,051	\$	1,864,164	\$	4,416,657	\$	179,276	\$	22,417,882	\$	1,314,491	\$	1,099,347	\$	6,357,310	\$	1,362,271	\$	7,169,908	\$	525,783	\$	1,785,333	\$	17,231,655	\$	1,194,973
Fixed Costs	\$	57,739,295	\$	1,724,159	\$	4,084,943	\$	165,806	\$	19,853,146	\$	1,215,773	\$	1,016,772	\$	5,879,847	\$	1,259,949	\$	3,358,681	\$	486,289	\$	1,651,243	\$	15,937,462	\$	1,105,224
	\$	124,658,346	\$	3,588,323	\$	8,501,600	\$	345,082	\$	42,271,028	\$	2,530,264	\$	2,116,119	\$	12,237,157	\$	2,622,220	\$	10,528,589	\$	1,012,072	\$	3,436,576	\$	33,169,116	\$	2,300,198

FY 2025 Approved Budget (For Comparison Purpose)

Net Annual Project Costs	\$	26,852,224	\$	841,215	\$	1,993,035	\$	80,894	\$	9,481,150	\$	593,177	\$	496,078	\$	2,868,768	\$	614,723	\$	41,509	\$	237,257	\$	1,289,329	\$	7,775,852	\$	539,236
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Project Costs Increase	\$	4,934,403	\$	147,450	\$	349,344	\$	14,180	\$	1,579,221	\$	103,972	\$	86,955	\$	502,844	\$	107,751	\$	508,498	\$	41,588	\$	35,108	\$	1,362,972	\$	94,519
		18.38%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%	17.53%

NORTHERN CALIFORNIA POWER AGENCY
Shared Facilities - Gas Plants
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Shared Costs						
Fixed O&M	\$302,810	\$209,475	\$243,307	\$98,272	\$250,560	\$7,253
Administration	224,750	144,577	226,425	43,478	241,050	14,625
Mandatory	49,700	39,200	49,751	11,995	40,300	(9,451)
O&M Projects	30,000	4,479	43,707	0	43,500	(207)
Shared Costs without Labor	\$607,260	\$397,731	\$563,190	\$153,745	\$575,410	\$12,220
Summary of Costs by Subprograms per PMOA Schedule 4.00						
Anhydrous Ammonia System (Alloc 1)	11,000	3,813	7,500	0	7,500	0
Administration/Warehouse Building (Alloc 2)	478,120	337,076	444,748	123,488	453,550	8,802
Fire System (Alloc 3)	30,000	0	30,000	0	30,000	0
230 Kv Switchyard Common Equip (Alloc 4)	27,360	3,067	21,360	1,333	21,360	0
Tooling and Special Equipment (Alloc 5)	19,360	29,504	17,730	13,207	20,000	2,270
Vehicle Usage (Alloc 7)	41,420	24,271	41,852	15,717	43,000	1,148
	\$607,260	\$397,731	\$563,190	\$153,745	\$575,410	\$12,220
Liquidation to Plants						
CT 1						
O&M & Inventory	\$64,042	\$43,243	\$58,378	\$23,892	\$60,144	\$1,766
Administration	26,970	16,380	27,171	5,217	28,926	1,755
Mandatory	5,964	4,704	5,970	1,439	4,836	(1,134)
Projects	0	1,507	1,645	0	1,620	(25)
	96,976	65,834	93,164	30,548	95,526	2,362
CT 2						
O&M & Inventory	48,020	34,353	37,526	15,608	38,683	1,157
Administration	40,455	24,570	40,757	7,826	43,389	2,632
Mandatory	8,946	7,056	8,955	2,159	7,254	(1,701)
Projects	4,539	2,260	7,006	0	6,969	(37)
	101,960	68,239	94,244	25,593	96,295	2,051
LEC						
O&M & Inventory	190,748	131,879	147,403	58,773	151,733	4,330
Administration	157,325	95,549	158,498	30,434	168,735	10,237
Mandatory	34,790	27,440	34,826	8,397	28,210	(6,616)
Projects	25,461	8,790	35,056	0	34,911	(145)
	408,324	263,658	375,783	97,604	383,589	7,806
	\$607,260	\$397,731	\$563,191	\$153,745	\$575,410	\$12,219

NORTHERN CALIFORNIA POWER AGENCY
Shared Facilities - Gas Plants
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Fixed O&M Costs						
Services -						
Legal Services (Alloc 2)	10,000	0	10,000	0	10,000	0
Tools/Shop/Warehouse (Alloc 2)	10,000	8,177	10,000	5,633	10,000	0
Buildings and Grounds (Alloc 2)	22,000	10,764	18,000	14,787	19,500	1,500
Ammonia System (Alloc 1)	9,000	3,813	7,500	0	7,500	0
Switchyard (Alloc 4)	12,360	1,000	12,360	0	12,360	0
Network/Communication (Alloc 5)	12,360	22,060	12,730	13,207	13,500	770
Balance of Plant (Alloc 2)	0	3,050	0	0	0	0
Electric/Control (Alloc 2)	6,180	25,597	6,365	249	6,500	135
Vehicle (Alloc 7)	14,420	2,938	14,852	8,187	16,000	1,148
	96,320	77,399	91,807	42,063	95,360	3,553
Materials & Supplies -						
Buildings and Grounds (Alloc 2)	13,390	5,826	13,000	4,762	13,000	0
Overall Facility Expense (Alloc 2)	21,500	11,076	15,000	4,398	15,000	0
Ammonia System (Alloc 1)	2,000	0	0	0	0	0
Switchyard (Alloc 4)	5,000	2,067	4,000	0	4,000	0
Network/Communication (Alloc 5)	7,000	7,444	5,000	0	6,500	1,500
Balance of Plant (Alloc 2)	7,000	11,824	5,000	0	5,200	200
Tools/Shop/Warehouse Equipment (Alloc 2)	46,800	30,276	30,000	15,488	31,500	1,500
Electric/Control (Alloc 2)	5,000	4,551	2,500	2,818	3,000	500
Vehicle (Alloc 7)	27,000	21,333	27,000	7,530	27,000	0
	134,690	94,397	101,500	34,996	105,200	3,700
Other Costs -						
Maintenance Connection (Alloc 4)	10,000	0	5,000	1,333	5,000	0
Aux Power and Utilities (Alloc 2)	61,800	37,679	45,000	19,880	45,000	0
	71,800	37,679	50,000	21,213	50,000	0
	\$302,810	\$209,475	\$243,307	\$98,272	\$250,560	\$7,253

NORTHERN CALIFORNIA POWER AGENCY
Shared Facilities - Gas Plants
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Administration Expense						
Services -						
Office Equipment (Alloc 2)	5,300	0	5,300	0	5,300	0
General Office (Alloc 2)	2,400	1,405	2,400	654	2,500	100
Janitorial Services (Alloc 2)	32,500	31,155	33,475	18,598	34,500	1,025
	40,200	32,560	41,175	19,252	42,300	1,125
Other Costs -						
Travel (Alloc 2)	25,000	11,849	25,000	3,615	25,000	0
Staff Development (Alloc 2)	53,000	41,424	53,000	5,385	40,000	(13,000)
Meals & Per Diems (Alloc 2)	300	2,140	500	142	500	0
Safety Incentive Program (Alloc 2)	750	0	750	0	750	0
Community Relations (Alloc 2)	500	0	500	0	500	0
Janitorial Supplies & Misc Expenses (Alloc 2)	3,500	3,461	4,000	1,190	4,000	0
Office Equipment (Alloc 2)	40,000	4,499	45,000	3,844	55,000	10,000
General Office Supplies (Alloc 2)	30,000	17,540	25,000	8,321	25,000	0
Computer (software,hardware,network,...) (Alloc 2)	5,000	670	5,000	0	4,500	(500)
Network Infrastructure (Alloc 2)	0	0	0	0	17,000	17,000
Awards/Functions/Meetings (Alloc 2)	6,500	3,638	6,500	1,249	6,500	0
Publications (Alloc 2)	20,000	26,796	20,000	480	20,000	0
	184,550	112,017	185,250	24,226	198,750	13,500
	\$224,750	\$144,577	\$226,425	\$43,478	\$241,050	\$14,625
Mandatory Costs						
Services -						
Safety Services (Alloc 2)	12,000	24,880	12,000	976	13,500	1,500
	12,000	24,880	12,000	976	13,500	1,500
Other Costs -						
Permit Fees (Alloc 2)	0	20	0	0	0	0
Environmental Supplies (Alloc 2)	1,700	1,307	1,751	0	1,800	49
Safety Supplies & Equipment (Alloc 2)	36,000	12,993	36,000	11,019	25,000	(11,000)
	37,700	14,320	37,751	11,019	26,800	(10,951)
	49,700	39,200	49,751	11,995	40,300	(9,451)
O&M Projects						
Admin Building AC/Heat (Alloc 2)	0	4,479	13,707	0	13,500	(207)
Risk Mitigation (Alloc 3)	30,000	0	30,000	0	30,000	0
	30,000	4,479	43,707	0	43,500	(207)

Northern California Power Agency
Generation Services - Shared
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Routine O&M Costs						
Operations	\$ 140,500	\$ 157,343	\$ 133,000	\$ 111,265	\$ 342,500	\$ 209,500
Administration	23,433	49,796	39,109	9,561	41,609	2,500
Routine O&M w/o Labor	163,933	207,139	172,109	120,826	384,109	212,000
Labor	1,413,995	1,253,285	1,519,865	568,687	1,699,871	180,006
Total Routine O&M Costs	1,577,928	1,460,424	1,691,974	689,513	2,083,980	392,006
Occupancy Cost	85,098	88,382	443,855	221,679	86,327	(357,528)
Annual Budget Cost	1,663,026	\$ 1,548,806	2,135,829	911,192	2,170,307	34,478
Less Funding						
Generation Services Shared - Liquidation	(1,663,026)	(1,548,806)	(2,135,829)	(911,192)	(2,170,307)	(34,478)
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Allocated	Person Years	Allocation
	FY 26	FY 26 %
Hydro	19.18	21.9%
CT 1	4.44	5.1%
CT 2	3.27	3.7%
LEC	20.78	23.7%
Geo	39.88	45.6%
	87.55	100.0%

Allocation based on FTE person years.

W/LEC

Salaries Allocated to Plants

Hydro	\$ 331,073	\$ 123,878	\$ 372,399	\$ 39,435
CT 1	76,641	28,677	86,207	81,995
CT 2	56,445	21,120	63,490	9,129
LEC	358,692	134,211	403,465	6,723
Geo	697,015	260,802	774,310	42,724
	\$ 1,519,865	\$ 568,687	\$ 1,699,871	\$ 180,006

Other\ Allocated to Plants

Hydro	\$ 134,176	\$ 74,608	\$ 103,061	\$ (31,882)
CT 1	31,061	17,271	23,858	(7,380)
CT 2	22,876	12,720	17,571	(5,435)
LEC	145,369	80,832	111,658	(34,541)
Geo	282,483	157,074	214,289	(66,290)
	\$ 615,964	\$ 342,505	\$ 470,436	\$ (145,528)

NORTHERN CALIFORNIA POWER AGENCY
Member Resources - Energy
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Member Resources						
Contracts						
Alameda	\$11,505,396	\$7,492,097	\$6,849,226	\$3,166,286	\$13,328,211	\$6,478,985
Lodi	1,896,927	1,093,660	1,832,893	334,075	1,723,495	(109,398)
Palo Alto	43,121,855	41,475,187	33,368,939	19,826,579	51,759,618	18,390,679
Plumas-Sierra	102,095	681,460	158,742	0	1,200,318	1,041,576
Port of Oakland	1,206,581	0	(172,665)	0	0	172,665
Roseville	0	1,065,867	0	1,036,782	0	0
Santa Clara	0	4,156,877	0	4,043,440	0	0
BART	8,409,215	8,613,529	7,663,488	4,331,196	7,457,889	(205,599)
	66,242,069	64,578,677	49,700,623	32,738,358	75,469,531	25,768,908
ISO Energy Purchases	2,762,521	9,792,426	3,032,984	7,477,580	2,638,840	(394,144)
ISO Charges	1,479,056	494,559	1,031,958	795,801	1,000,289	(31,669)
Annual Budget Cost	70,483,646	74,865,662	53,765,565	41,011,739	79,108,660	25,343,095
Less: Third Party Revenue						
Energy Sales to Third Parties	6,594,817	25,555,596	14,290,953	17,951,712	36,120,958	21,830,005
ISO Energy Sales	256,333,659	55,816,781	200,384,424	92,141,558	142,694,017	(57,690,407)
ISO Other Revenue						0
Revenue from Customer	358,677	0	1,469,256	19,917	0	(1,469,256)
Interest and Other Income						
	263,287,153	81,372,377	216,144,633	110,113,187	178,814,975	(37,329,658)
Net Annual Budget Cost to Participants	(\$192,803,507)	(\$6,506,715)	(\$162,379,068)	(\$69,101,448)	(\$99,706,315)	\$62,672,753

NORTHERN CALIFORNIA POWER AGENCY
Member Resources - Natural Gas
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Member Resources - Natural Gas						
Contracts						
BART	\$0	\$389,355	\$527,894	\$527,894	\$0	(\$527,894)
Biggs	17,131	57,616	36,763	36,763	0	(36,763)
Gridley	34,345	518,602	196,218	196,218	0	(196,218)
Healdsburg	86,303	289,501	176,957	205,018	70,734	(106,223)
Lodi	2,033,915	2,705,502	3,779,341	2,646,315	2,051,477	(1,727,864)
Lompoc	262,164	689,717	469,752	469,751	419,529	(50,223)
Ukiah	76,346	432,158	245,477	315,085	348,762	103,285
Annual Budget Cost	2,510,204	5,082,451	5,432,402	4,397,044	2,890,502	(2,541,900)
Gas Transfer Credits						
BART	0	301,226	571,200	0	0	(571,200)
Biggs	36,205	48,578	39,245	0	0	(39,245)
Gridley	72,946	380,869	209,225	0	0	(209,225)
Healdsburg	192,250	262,857	195,737	0	57,718	(138,019)
Lodi	3,916,300	2,634,824	4,431,843	0	1,635,418	(2,796,425)
Lompoc	571,484	603,081	494,956	0	370,446	(124,510)
Ukiah	165,214	372,577	257,736	0	306,601	48,865
	4,954,399	4,604,012	6,199,942	0	2,370,183	(3,829,759)
Interest Income	0	0	0	18,816	0	0
Net Annual Budget Cost to Participants	(\$2,444,195)	\$478,439	(\$767,540)	\$4,378,228	\$520,319	\$1,287,859

NORTHERN CALIFORNIA POWER AGENCY
Western Resources
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Western Resources						
NCPA Power Pool						
Alameda	\$780,369	\$564,714	\$609,942	\$0	\$565,443	(\$44,499)
Biggs	191,133	103,275	149,382	0	138,480	(10,902)
Gridley	427,752	248,686	334,338	0	309,945	(24,393)
Healdsburg	162,684	119,499	127,155	0	117,882	(9,273)
Lodi	368,322	333,511	287,877	0	266,877	(21,000)
Lompoc	208,731	159,732	163,140	0	151,233	(11,907)
Palo Alto	7,963,473	5,047,362	6,224,295	0	5,770,194	(454,101)
Plumas-Sierra	1,496,682	905,556	1,023,939	0	824,310	(199,629)
Ukiah	223,752	162,956	174,888	0	162,126	(12,762)
Port of Oakland	391,347	256,444	305,880	0	283,566	(22,314)
Base Resource	0	0	0	3,733,900	0	0
	<u>12,214,245</u>	<u>7,901,735</u>	<u>9,400,836</u>	<u>3,733,900</u>	<u>8,590,056</u>	<u>(810,780)</u>
Restoration Fund	2,163,034	1,563,696	2,819,128	1,360,673	4,780,994	1,961,866
Western O&M	11,368,716	8,498,419	10,859,073	2,503,616	10,529,554	(329,519)
CAISO Charges	93,245	258,836	167,058	83,851	180,150	13,092
Annual Budget Cost	25,839,240	18,222,686	23,246,095	7,682,040	24,080,754	834,659
Less: Third Party Revenue						
ISO Energy Sales	31,462,876	30,472,949	41,304,601	13,457,074	27,674,338	(13,630,263)
Western O&M Revenue Credits	11,368,716	8,503,781	10,481,308	3,246,433	10,458,661	(22,647)
Displacement Revenue	0	271,784	0	0	0	0
Interest Income	0	0	0	59,952	0	0
	<u>42,831,592</u>	<u>39,248,514</u>	<u>51,785,909</u>	<u>16,763,459</u>	<u>38,132,999</u>	<u>(13,652,910)</u>
Net Annual Budget Cost	(\$16,992,352)	(\$21,025,828)	(\$28,539,814)	(\$9,081,419)	(\$14,052,245)	\$14,487,569

NORTHERN CALIFORNIA POWER AGENCY
Market Power Purchases
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Market Power Purchases & NCPA Contracts						
Alameda	\$100,487	\$405,647	\$1,062,914	\$0	\$2,004,795	\$941,881
Biggs	28,506	603,963	402,964	0	265,790	(137,174)
Gridley	225,011	639,768	914,502	0	741,226	(173,276)
Healdsburg	545,537	700,557	513,795	0	715,464	201,669
Lodi	4,076,048	9,549,749	5,317,826	0	7,562,796	2,244,970
Lompoc	719,577	2,499,398	1,471,768	0	2,307,316	835,548
Palo Alto	0	514,408	1,717,238	0	3,882,426	2,165,188
Plumas-Sierra	0	408,251	0	0	0	0
Port of Oakland	1,267,581	5,784,601	6,024,780	0	5,173,878	(850,902)
Redding	0	366	0	0	0	0
Roseville	3,174,743	2,482,161	3,067,621	0	2,989,040	(78,581)
Santa Clara	12,764,957	9,943,641	24,088,418	0	35,982,184	11,893,766
Ukiah	317,477	1,063,301	329,244	0	755,243	425,999
BART	6,645,039	8,303,330	3,326,220	0	2,558,532	(767,688)
Market Power Purchases	0	0	0	18,377,129	0	0
ISO Energy Purchases	7,255,878	4,475,825	131,976	979,282	39,023	(92,953)
	37,120,841	47,374,966	48,369,266	19,356,411	64,977,713	16,608,447
ISO GMC and Other Charges	187,968	81,494	196,363	39,531	340,289	143,926
Annual Budget Cost	37,308,809	47,456,460	48,565,629	19,395,942	65,318,002	16,752,373
Less: Third Party Revenue						
Market Sales	2,380,533	8,877,426	8,305,416	5,503,485	1,095,000	(7,210,416)
ISO Energy Sales	45,274,824	19,029,724	50,551,647	8,908,660	52,239,117	1,687,470
ISO Ancillary Services Revenue	277,028	4,891	0	0	0	0
Third Party Displacement	0	0	0	126,217	0	0
Revenue from (to) Customers	0	0	0	(189,309)	0	0
	47,932,385	27,912,041	58,857,063	14,349,053	53,334,117	(5,522,946)
Net Annual Budget Cost to Participants	(\$10,623,576)	\$19,544,419	(\$10,291,434)	\$5,046,889	\$11,983,885	\$22,275,319

NORTHERN CALIFORNIA POWER AGENCY
Net Load Costs - CAISO
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Gross Load Costs						
Alameda	\$32,296,632	\$18,282,599	\$27,505,748	\$7,530,316	\$19,499,807	(\$8,005,941)
Biggs	1,643,617	718,926	1,169,930	422,499	811,232	(358,698)
Gridley	3,513,930	1,743,747	2,703,085	931,317	1,908,629	(794,456)
Healdsburg	6,993,504	4,040,413	6,086,400	1,920,829	4,431,380	(1,655,020)
Lodi	44,545,756	23,689,716	36,512,201	12,289,504	24,673,222	(11,838,979)
Lompoc	12,497,306	6,917,986	10,260,960	2,812,961	7,218,733	(3,042,227)
Palo Alto	80,230,099	44,814,447	63,332,833	19,864,393	46,754,041	(16,578,792)
Plumas-Sierra	13,735,485	7,387,500	11,806,243	3,152,479	8,358,152	(3,448,091)
Port of Oakland	12,720,924	6,048,604	8,520,565	2,400,872	6,257,440	(2,263,125)
Ukiah	11,158,209	5,616,678	8,625,389	2,643,845	5,808,562	(2,816,827)
Santa Clara	435,175,715	230,508,883	341,269,476	101,298,075	260,726,148	(80,543,328)
BART	36,928,072	19,752,152	27,391,215	7,906,500	18,714,934	(8,676,281)
Sonoma Clean Power	220,937,079	115,772,387	0	5,228,552	0	0
Load Costs - Accrued	0	0	0	22,398,643	0	0
Annual Budget Cost	912,376,328	485,294,038	545,184,045	190,800,785	405,162,280	(140,021,765)
Less: Energy Sales						
Alameda	0	220,183	0	115,542	0	0
Biggs	0	30,635	0	10,084	0	0
Gridley	0	71,749	0	15,850	0	0
Healdsburg	0	56,145	0	28,862	0	0
Lodi	0	344,992	0	206,718	0	0
Lompoc	0	74,834	0	45,813	0	0
Palo Alto	0	526,010	0	498,577	0	0
Plumas-Sierra	0	128,649	0	81,925	0	0
Port of Oakland	0	103,576	0	50,756	0	0
Ukiah	0	67,569	0	43,755	0	0
Santa Clara	0	713,111	0	861,134	0	0
BART	0	1,039,112	0	272,080	0	0
Sonoma Clean Power	0	0	0	2,747,607	0	0
Energy Sales - Accrued	0	0	0	(1,647,287)	0	0
Total Energy Sales	0	3,376,565	0	3,331,416	0	0
Less: Third Party Revenue						
Customer Revenues	220,937,079	77,964,846	0	278,116	0	0
Third Party Revenue	220,937,079	77,964,846	0	278,116	0	0
Net Annual Budget Cost to Participants	\$691,439,249	\$403,952,627	\$545,184,045	\$187,191,253	\$405,162,280	(\$140,021,765)

NORTHERN CALIFORNIA POWER AGENCY
Net GHG Obligations
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Net GHG Obligations						
Alameda	\$0	\$0	\$36,461	\$0	\$12,830	(\$23,631)
BART	362,776	1,243,580	697,907	255,280	256,634	(441,273)
Biggs	0	0	0	0	51,326	51,326
Gridley	0	421,440	216,723	0	205,306	(11,417)
Healdsburg	0	259,140	0	0	153,980	153,980
Lodi	1,000,000	938,800	1,000,310	461,150	513,266	(487,044)
Lompoc	0	0	0	95,730	153,980	153,980
Palo Alto	0	0	0	0	0	0
Port of Oakland	0	0	0	0	0	0
Ukiah	0	202,740	156,610	151,200	179,644	23,034
Customers	0	1,003,450	0	676,970	0	0
Net Annual Budget Cost to Participants	\$1,362,776	\$4,069,150	\$2,108,011	\$1,640,330	\$1,526,966	(\$581,045)

NORTHERN CALIFORNIA POWER AGENCY
Transmission
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Independent System Operator						
Grid Management Charge	\$2,860,382	\$3,554,311	\$2,572,012	\$1,410,891	\$2,748,393	\$176,381
Wheeling Access Charge	179,046,864	146,912,628	155,004,333	72,702,120	167,358,274	12,353,941
Ancillary Services	10,376,526	4,961,067	4,577,450	1,958,679	3,526,120	(1,051,330)
Other Charges	3,478,258	(18,389,407)	2,549,026	631,685	1,932,352	(616,674)
	195,762,030	137,038,599	164,702,821	76,703,375	175,565,139	10,862,318
ISO Transmission Cost - Customers	0	0	0	(1,911,804)	0	0
Annual Budget Costs	\$195,762,030	\$137,038,599	\$164,702,821	\$74,791,571	\$175,565,139	\$10,862,318
Less: Third Party Revenue						
ISO Ancillary Sales	0	91,435	0	71,760	0	0
Revenues from Customers	3,382,519	0	0	(2,664,807)	0	0
Interest Income	0	0	0	0	0	0
	3,382,519	91,435	0	(2,593,047)	0	0
Net Annual Budget Cost to Participants	\$192,379,511	\$136,947,164	\$164,702,821	\$77,384,618	\$175,565,139	\$10,862,318

NORTHERN CALIFORNIA POWER AGENCY
Management Services -- Legislative & Regulatory
FY 2026 Budget

	<u>Legislative</u>		<u>Regulatory</u>		<u>Western</u>	<u>Customer</u>	<u>Proposed</u>		<u>Increase/</u>
	<u>State</u>	<u>Federal</u>	<u>State</u>	<u>Federal</u>	<u>Federal</u>	<u>Programs</u>	<u>FY 2026</u>	<u>FY 2025</u>	<u>(Decrease)</u>
Advocacy	\$ 453,250	\$ 352,250	\$ -	\$ -	\$ 153,000	\$ -	\$ 958,500	\$ 916,500	\$ 42,000
Legal	6,000	5,000	-	40,000	35,000	-	86,000	86,000	-
Dues & Memberships	24,688	12,775	-	27,000	-	-	64,463	43,463	21,000
Regulatory Compliance	-	-	290,000	-	-	-	290,000	290,000	-
Member Programs	116,400	27,200	-	-	-	85,050	228,650	293,650	(65,000)
Miscellaneous	20,855	64,041	7,944	25,619	23,510	12,735	154,704	154,704	-
Total costs w/o Labor	621,193	461,266	297,944	92,619	211,510	97,785	1,782,317	1,784,317	(2,000)
Labor	742,547	339,080	188,987	188,987	279,649	345,817	2,085,067	1,932,611	152,456
Subtotal	1,363,740	800,346	486,931	281,606	491,159	443,602	3,867,384	3,716,928	150,456
Administrative & General	239,641	119,490	67,464	47,433	109,681	91,692	675,401	659,310	16,091
Occupancy Costs	28,035	10,890	5,249	5,249	16,244	12,733	78,400	79,346	(946)
Annual Budget Cost	1,631,416	930,726	559,644	334,288	617,084	548,027	4,621,185	4,455,584	165,601
Less: Third Party Revenues									
Interest Income	1,440	821	35	16	1,371	11,665	15,348	15,348	-
Net Annual Budget Cost to Participate	\$ 1,629,976	\$ 929,905	\$ 559,609	\$ 334,272	\$ 615,713	\$ 536,362	\$ 4,605,837	\$ 4,440,236	\$ 165,601
FY 2025 Net Annual Budget Cost	1,464,103	894,729	538,413	290,335	597,864	654,792	4,440,236		
Increase/(Decrease)	\$ 165,873	\$ 35,176	\$ 21,196	\$ 43,937	\$ 17,849	\$ (118,430)	\$ 165,601		

Legislative Representation

FY 2026

Specific Assumptions and Rationale

The Agency's Legislative Program is responsible for advocacy efforts in all branches of the state and federal government. This program is implemented through grassroots initiatives, which involve the Agency's elected officials and utility managers through the Agency's Legislative & Regulatory Affairs Committee.

The Legislative Program is divided into four separate budget centers:

1) State Legislative Representation; 2) Member Programs; 3) U.S. Congress, and; 4) Advocacy Groups.

1. **State Legislative Representation**—Concerned with representing the needs of public power systems and electricity ratepayers before members of the State Senate and Assembly, along with the Office of the Governor. NCPA's efforts in this area are dedicated to the preservation of local decision-making by public power systems. We also work to ensure that state electricity policy recognizes the diverse nature of NCPA member utilities, accommodates the differences between public power systems and private utilities, and does not adversely impact NCPA's resource investments.
2. **Member Programs**—Concerned with advocacy efforts carried out by NCPA members before the U.S. Congress, the California State Legislature, the state and federal executive branches, and state and federal energy and environmental agencies. Funds in this area are dedicated to funding member participation in grassroots activities, as well as for member forums where elected officials and utility directors are educated about the policy challenges the agency faces, and where our consumer-oriented positions and strategies are formulated. In addition, we work in this area to provide our members with regular access to and dialog with the policymakers with direct jurisdiction over the issues comprising our policy agenda.
3. **U.S. Congress**—Concerned with potential impacts of national energy and environment-related legislation on public power systems. Our emphasis in this area is focused upon advocacy before NCPA's congressional delegation and House and Senate Energy Committees, and supporting NCPA's regulatory policy objectives within the federal agencies with jurisdiction over energy, water, and environmental issues.
4. **Advocacy Groups**—Concerned with the Agency's participation in and associated financial support for, advocacy groups and national associations that share the Agency's consumer-oriented state, federal and regional policy goals. These advocacy groups include the California Municipal Utilities Association (CMUA), American Public Power Association (APPA), Southern California Public Power Authority, the Northwest Public Power Association, the League of Cities, the National Hydropower Association, Geothermal Energy Association, state water interests, the Transmission Agency of Northern California, the Transmission Access Policy Study Group (TAPS), the Alliance to Save Energy, and other consumer, labor and environmental advocacy groups. The Agency pays annual APPA dues as a pass-through on behalf of its members (with the exception of the Plumas-Sierra Rural Electric Cooperative) at a joint action membership level to minimize the overall dues obligation.

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Legislative						
State:						
State Legislature	\$658,538	\$759,338	\$692,998	\$478,585	\$765,945	\$72,947
Member Programs	501,164	375,893	519,597	207,433	597,795	78,198
Federal:						
U.S. Congress	502,095	512,502	529,906	148,309	551,041	21,135
Coalition Development	232,918	170,380	238,801	11,256	249,305	10,504
	1,894,715	1,818,113	1,981,302	845,583	2,164,086	182,784
Administrative & General	315,212	267,282	340,400	172,130	359,131	18,731
Occupancy Cost - Main HQ Building	40,318	35,098	39,391	19,621	38,925	(466)
Annual Budget Cost	2,250,245	2,120,493	2,361,093	1,037,334	2,562,142	201,049
Less: Third Party Revenue						
Interest Income	2,261	0	2,261	0	2,261	0
Other Income	0	0	0	0	0	0
Net Annual Budget Cost to Participants	\$2,247,984	\$2,120,493	\$2,358,832	\$1,037,334	\$2,559,881	\$201,049

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
State Legislature						
Salaries & Benefits	\$334,400	\$416,967	\$367,035	\$285,910	\$397,982	\$30,947
Outside Services						
Legal Services - State Legislative	6,000	0	6,000	0	6,000	0
Agency Advocate	198,000	181,500	198,000	82,500	235,000	37,000
State Legislative Affairs Consultant	0	0	0	0	0	0
	204,000	181,500	204,000	82,500	241,000	0
Other Costs						0
Travel- AGM- Leg/Reg	2,750	5,611	2,475	763	2,475	0
Travel- Leg/Reg	4,000	8,979	3,600	364	3,600	0
Staff Development -Leg/Reg	4,000	3,627	3,600	0	3,600	0
Expedited Mailings	500	0	500	0	500	0
Office Furniture/Supplies	2,500	3,528	2,500	1,003	2,500	0
Tech & Other Mtg Exp	5,000	4,474	2,900	0	2,900	0
Dues, Subscriptions & Publications	2,500	4,046	2,500	0	2,500	0
Legislative Tour	70,000	104,871	70,000	76,880	75,000	5,000
Capitol Day	10,000	15,769	15,000	200	15,000	0
CMUA Dues - NCPA	18,888	9,966	18,888	30,965	18,888	0
	120,138	160,871	121,963	110,175	126,963	5,000
	\$658,538	\$759,338	\$692,998	\$478,585	\$765,945	\$72,947
Member Programs						
Salaries & Benefits	\$282,657	\$149,713	\$316,367	\$94,309	\$344,565	\$28,198
Outside Services						
Communications Consultant	10,000	1,888	5,000	1,024	55,000	50,000
Strategic Consultant	5,000	0	5,000	120	5,000	0
Event Planning Consultant	120,000	116,160	100,000	85,354	100,000	0
	135,000	118,048	110,000	86,498	160,000	50,000
Other Costs						
Travel - AGM - Leg/Reg	1,000	134	900	199	900	0
Travel - Leg/Reg	2,200	0	1,980	0	1,980	0
Member Travel	20,000	32,850	30,000	2,882	30,000	0
Meeting Expense	2,857	1,624	2,900	844	2,900	0
Annual Meeting	25,000	56,381	25,000	22,276	25,000	0
Dues, Subs & Pubs	3,300	3,934	3,300	266	3,300	0
Strategic Development	900	0	900	0	900	0
Strategic Issues Conference	20,000	3,988	20,000	0	20,000	0
External Affairs	8,250	9,221	8,250	159	8,250	0
	83,507	108,132	93,230	26,626	93,230	0
	\$501,164	\$375,893	\$519,597	\$207,433	\$597,795	\$78,198

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
U.S. Congress						
Salaries & Benefits - Leg/Reg	\$179,380	\$156,423	\$197,509	\$69,790	\$213,644	\$16,135
Outside Services						
Legal Services	5,000	0	5,000	0	5,000	0
Agency Advocate (Ca)	150,000	137,500	150,000	62,500	150,000	0
	155,000	137,500	155,000	62,500	155,000	0
Other Costs						
Travel - AGM	15,225	22,046	15,073	598	15,073	0
Travel - Leg/Reg	16,590	6,668	16,424	0	16,424	0
Expedited Mailings	2,000	928	2,000	74	2,000	0
Office Furniture/Supplies	2,000	1,606	2,000	0	2,000	0
APPA/NCPA Annual Legislative Rally	120,000	157,621	120,000	9,706	120,000	0
APPA Winter Rally	10,000	25,365	20,000	2,295	25,000	5,000
APPA Dues - NCPA	700	700	700	700	700	0
Dues & Subscriptions	1,200	3,645	1,200	2,646	1,200	0
	167,715	218,579	177,397	16,019	182,397	5,000
	\$502,095	\$512,502	\$529,906	\$148,309	\$551,041	\$21,135
Coalition Development						
Salaries & Benefits	\$105,664	\$69,640	\$114,932	\$5,279	\$125,436	\$10,504
Outside Services						
Transmmission Access	66,000	66,222	66,000	0	66,000	0
Other Costs						
Travel - AGM- Leg/Reg	14,963	1,717	14,813	59	14,813	0
Travel - Leg/Reg	10,395	0	10,291	0	10,291	0
Expedited Mailings	200	0	200	0	200	0
Meeting Expenses	8,571	4,992	5,440	1,110	5,440	0
ACWA Annual Dues	1,275	1,275	1,275	1,350	1,275	0
NWPPA Annual Dues	3,600	3,600	3,600	0	3,600	0
Dues & Subscriptions	6,000	3,119	6,000	2,300	6,000	0
National Hydro Association	0	0	0	0	0	0
External Affairs	16,250	19,815	16,250	1,158	16,250	0
	61,254	34,518	57,869	5,977	57,869	0
	\$232,918	\$170,380	\$238,801	\$11,256	\$249,305	\$10,504

Regulatory Representation

FY 2026

Specific Assumptions and Rationale

The Agency's Regulatory Program is responsible for advocacy, compliance, and litigation related to proceedings before state, federal, and regional regulatory agencies.

The Regulatory Program is currently comprised of two budget centers:

Federal Regulatory—Much of the effort in this area will be focused on promoting activities that control and/or reduce compliance and transmission costs, as well as ensure that the suite of reliability standards and cybersecurity requirements do not impose an undue and unworkable burden on NCPA member systems.

Federal agencies with varying degrees of oversight responsibilities and involvement in key regulatory issues of interest to NCPA include:

- Federal Energy Regulatory Commission (FERC)
- North American Electric Reliability Corporation (NERC)
- Western Electric Coordinating Council (WECC)
- California Independent System Operator (CAISO)
- U.S. Department of Energy (DOE)
- Environmental Protection Agency (EPA)
- U.S. Forest Service

State Regulatory—This budget center relates to policy issues of interest before state regulatory bodies, with particular attention on activities at the California Air Resources Board (CARB), the California Energy Commission, the California Public Utilities Commission, the California Natural Resources Agency, and the State Water Resources Control Board. Fundamental to this effort is ensuring a consistent and clear understanding of, and support for, public power and local control in the various state regulatory agencies.

NORTHERN CALIFORNIA POWER AGENCY
Regulatory Representation
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Regulatory						
Federal	\$197,404	\$351,103	\$241,596	\$113,450	\$281,606	\$40,010
State	455,379	446,974	467,921	152,418	486,931	19,010
	652,783	798,077	709,517	265,868	768,537	59,020
Administrative & General	99,035	118,827	108,658	54,481	114,897	6,239
Occupancy Cost - Main HQ Building	10,874	15,928	10,624	5,371	10,498	(126)
Annual Budget Cost	762,692	932,832	828,799	325,720	893,932	65,133
Less: Third Party Revenue						
Interest Income	51	0	51	0	51	0
Net Annual Budget Cost to Participants	\$762,641	\$932,832	\$828,748	\$325,720	\$893,881	\$65,133

NORTHERN CALIFORNIA POWER AGENCY
Regulatory Representation
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Federal						
Salaries & Benefits	\$156,850	\$231,883	\$169,977	\$110,483	\$188,987	\$19,010
Outside Services						
Legal Services						
Regulatory Counsel	8,000	48,234	40,000	0	40,000	0
Other Costs						
Travel - AGM	3,300	0	3,267	0	3,267	0
Travel - Regulatory	17,325	24,456	17,152	2,539	17,152	0
Staff Development	2,000	0	1,800	0	1,800	0
Office Furniture & Computer Supplies	2,000	823	2,000	348	2,000	0
Tech & Other Mtg Exp.	1,429	453	900	0	900	0
Dues, Subs & Pubs	6,000	45,254	6,000	80	27,000	21,000
Copy & Mailing Expenses	500	0	500	0	500	0
	32,554	70,986	31,619	2,967	52,619	21,000
	<u>\$197,404</u>	<u>\$351,103</u>	<u>\$241,596</u>	<u>\$113,450</u>	<u>\$281,606</u>	<u>\$40,010</u>
State						
Salaries & Benefits-Leg/Reg	\$156,850	\$159,895	\$169,977	\$74,086	\$188,987	\$19,010
Outside Services						
Special Counsel (CPUC)	290,000	280,753	290,000	78,158	290,000	0
Other Costs						
Travel - AGM	600	0	594	0	594	0
Travel - Regulatory	5,000	5,472	4,950	174	4,950	0
Office Furniture & Computer Supplies	1,000	500	1,000	0	1,000	0
Meeting Expenses	1,429	0	900	0	900	0
Copy and Mailing Expenses	500	0	500	0	500	0
External Affairs	0	354	0	0	0	0
	8,529	6,326	7,944	174	7,944	0
	<u>\$455,379</u>	<u>\$446,974</u>	<u>\$467,921</u>	<u>\$152,418</u>	<u>\$486,931</u>	<u>\$19,010</u>

Western Representation

FY 2026

Specific Assumptions and Rationale

The Agency's Western Program is an advocacy program that bridges both the legislative and regulatory arenas. In addition to providing legislative and regulatory representation, the Western Program maintains strong relationships with representatives of the Western Area Power Administration (Western) and the U.S. Bureau of Reclamation (Reclamation), and works within these agencies to represent the interests surrounding the Central Valley Project (CVP) power resource within Reclamation. We join with water interests throughout the state to ensure policy issues of mutual concern are carefully considered and addressed.

Overall, this program area is concerned with maximizing the value of the federal power resource for NCPA member communities and districts—and the ratepayers they serve—by advancing proactive policies that improve the operation, administration and environmental preservation of the CVP, while also ensuring that the multitude of annual federal legislative and administrative proposals and actions related to the management and operation of the federal power marketing program do not adversely or unduly impact power customers.

NORTHERN CALIFORNIA POWER AGENCY
Western Representation
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Federal Power Programs						
Salaries & Benefits	\$454,835	\$208,303	\$263,086	\$89,814	\$279,649	\$16,563
Outside Services						
Special Counsel	10,000	14,969	35,000	294	35,000	0
Agency Advocate (Wash DC)	153,000	137,500	153,000	62,500	153,000	0
Other Costs						
Travel - AGM	4,000	0	4,400	0	4,400	0
Travel - Western	8,000	24,025	15,000	1,452	15,000	0
Staff Development	0	0	0	0	0	0
Expedited Mailings	200	0	200	0	200	0
Office Furniture/Supplies	2,000	3,048	2,000	720	2,000	0
Tech & Other Meeting Expenses	2,857	0	1,910	0	1,910	0
	<u>634,892</u>	<u>387,845</u>	<u>474,596</u>	<u>154,780</u>	<u>491,159</u>	<u>16,563</u>
Administrative & General	116,156	54,077	108,194	55,974	109,681	1,487
Occupancy Costs	16,832	6,465	16,445	8,258	16,244	(201)
Annual Budget Cost	767,880	448,387	599,235	219,012	617,084	17,849
Less: Third Party Revenue						
Interest Income	1,371	9,984	1,371	2,954	1,371	0
Net Annual Budget Costs to Participants	\$766,509	\$438,403	\$597,864	\$216,058	\$615,713	\$17,849

Customer Programs

FY 2026

Specific Assumptions and Rationale

This program area provides critical support for NCPA member systems with regard to the administration of utility customer-facing programs. Customer Programs offers valuable data and information needed to comply with state energy and environmental reporting obligations—and provides leadership for statewide public power compliance efforts to ensure that credible and consistent data is provided to state agencies in a manner that will help prevent future legislative intrusions on local control. This program offers a key forum for NCPA members with regard to identification of best practices as well as the implementation of joint contracting with vendors to support utility programs in the areas of demand management, transportation electrification, distributed generation, and customer engagement. The program creates substantial member savings through the issuance of RFPs for other essential services needed by members, and by creating enabling agreements with approved vendors to provide our member systems with services at a lower cost due to the benefits of joint action. Efforts in the Customer Programs area also focus on pro-active legislative and regulatory advocacy during state deliberations on issues affecting local utility program requirements.

Active NCPA member involvement in the Customer Program working groups has resulted in a robust program that effectively supports utility needs across a number of programs as well as in the reporting and compliance arena, and protects member interests through advocacy to ensure local control and flexible compliance. It also saves member staff time by leading the way on joint RFPs and enabling agreements.

NORTHERN CALIFORNIA POWER AGENCY
Customer Programs
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Customer Programs						
Salaries & Benefits	\$307,994	\$321,050	\$333,728	\$169,855	\$345,817	\$12,089
Outside Services						
Customer Programs Support Services	60,000	15,306	60,000	276	0	(60,000)
LCFS Support Services	25,000	0	0	0	0	0
Grant Writing Assistance	50,000	0	50,000	0	0	(50,000)
Grant Tracking Services	21,600	19,800	35,000	5,020	25,000	(10,000)
Other Costs						
Travel & Staff Development	8,500	5,374	8,235	1,273	8,235	0
Office Supplies	1,000	983	1,000	250	1,000	0
Webinars	3,500	1,506	3,500	822	3,500	0
California Electric Transportation Coalition	55,000	45,000	55,000	0	55,000	0
Workshops & Meetings	7,500	4,716	5,050	1,049	5,050	0
Efficiency Association Dues	0	0	0	0	0	0
	540,094	413,735	551,513	178,545	443,602	(107,911)
Administrative & General	95,230	95,562	102,058	51,520	91,692	(10,366)
Occupancy Cost - Main HQ Building	13,189	20,067	12,886	6,520	12,733	(153)
Annual Budget Cost	648,513	529,364	666,457	236,585	548,027	(118,430)
Less: Third Party Revenue						
Interest Income	11,665	14,978	11,665	15,598	11,665	0
Net Annual Budget Cost to Participants	\$636,848	\$514,386	\$654,792	\$220,987	\$536,362	(\$118,430)

Judicial Action

FY 2026

Specific Assumptions and Rationale

The Judicial Action budget category is used to track costs of special/outside counsel related to specific case dockets associated with legislative and regulatory changes and/or pending/ongoing FERC litigation and CAISO stakeholder activities. Costs are accounted for by subject matter and are charged to members based on the allocation methodologies listed in Appendix D.

Judicial Action activities are subdivided as follows:

Power Management

- CAISO Tariff Rates and Amendments—Addresses CAISO market design issues that arise through the CAISO stakeholder process, and resulting tariff filings and/or business or operating rules impacting generation resources, scheduling and dispatch.
- PG&E Rates and IA Amendments—Addresses PG&E's Transmission Owner Tariff (TO tariff) and Interconnection Agreement issues. Minor effort will be budgeted in this category, with the bulk of the agencies interest in this area to be coordinated through TANC or new coalitions developed between members.
- Western Rates and Contract Amendments—Addresses Western issues specific to the NCPA pool, such as tariff modifications and filings. Minor effort will be budgeted in this category with the expectation that issues that are not limited to the pool and that apply to all Western members with Base Resource entitlements will be addressed through the L&R Western program.
- Investigations and Refund Proceedings—Addresses issues such as the investigations of Market Manipulation, the Northwest Refund Proceeding and a multitude of dockets arising from a San Diego Gas & Electric Company Complaint.

The focus of the Power Management Program is the legal efforts that tend to exclusively affect pool members, resource owners (through the centralized dispatch of agency assets) and pooling operations—as opposed to the remainder of the Judicial Action categories that are focused on issues of broad agency and member interest regardless of whether the member participates in the pool or not.

Legal Contingency Fund

This category was established by the NCPA Legislative and Regulatory Affairs Committee and the NCPA Commission to provide initial funding for unanticipated legal costs that may arise during the course of the fiscal year. It is understood that these funds would be utilized to fund cases related to NCPA's policy agenda and/or any issue related to the Western Area Power Administration and the Federal Power Resource. The amount budgeted for this purpose is viewed by the committee as a placeholder that would enable NCPA to take time-sensitive initial steps to protect NCPA's legal interests in these areas until full formal approval by the Legislative and Regulatory Affairs Committee and the NCPA Commission is obtained, and a budget for that specific case can be established. It is understood that the allocation of these funds would be in accordance with the NCPA Legislative and Regulatory Affairs allocation formula. However, the NCPA Commission has discretion to modify this allocation if warranted.

NORTHERN CALIFORNIA POWER AGENCY
Judicial Action
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2024 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
PRIVILEGED & CONFIDENTIAL						
Power Management Related						
ISO Tariff Rates and Amendments	\$325,000	\$452,132	\$325,000	\$193,086	\$450,000	\$125,000
PG&E Rates and IA Amendments	85,000	96,560	85,000	41,340	85,000	0
Western Rates and Contract Amendments	10,000	-	10,000	0	10,000	0
Investigations and Refund Proceedings	0	30,014	0	0	0	0
FERC Rate Cases	600,000	238,078	580,000	431,166	590,000	10,000
Travel - CVPIA	0	0	0	0	0	0
	1,020,000	816,784	1,000,000	665,592	1,135,000	135,000
Regulatory Related						
Legal Contingency Fund	40,000	0	240,000	0	105,000	(135,000)
Annual Budget Cost	\$1,060,000	\$816,784	\$1,240,000	\$665,592	\$1,240,000	\$0

**Northern California Power Agency
Management Services -- Power Management
FY 2026 Budget**

	Power Management ¹	Gas Purchase Program	Mkt Purchase Project	Proposed FY 2026	FY 2025	Increase/ (Decrease)
Travel & Staff Development	\$ 157,443	\$ -	\$ -	\$ 157,443	\$ 116,545	\$ 40,898
Legal	35,500			35,500	35,500	-
Other Professional Services	106,173			106,173	70,650	35,523
Brokerage Fees	66,000			66,000	55,200	10,800
Software & Computer Supplies	621,607			621,607	568,374	53,233
Data Comm Lines	268,161			268,161	181,300	86,861
Miscellaneous Supplies & Materials	105,534			105,534	119,076	(13,542)
Total costs w/o Labor	1,360,418	-	-	1,360,418	1,146,645	213,773
Labor	11,053,128	69,382	100,268	11,222,778	10,058,609	1,164,169
Subtotal	12,413,546	69,382	100,268	12,583,196	11,205,254	1,377,942
Administrative & General	2,605,207	17,074	24,603	2,646,884	2,498,992	147,892
Occupancy Cost	418,939	2,191	3,147	424,277	3,277,404	(2,853,127)
Power Mgmt Administrative Liquidation	(10,578)	4,326	6,252	-	(582)	582
Liquidation to Plants	(45,633)	-	-	(45,633)	(45,020)	(613)
Annual Budget Cost	15,381,481	92,973	134,270	15,608,724	16,936,048	(1,327,324)
Less: Third Party Revenues						
Interest Income	36,832	355	463	37,650	37,650	-
Net Annual Budget Cost to Participants	\$ 15,344,649	\$ 92,618	\$ 133,807	\$ 15,571,074	\$ 16,898,398	\$ (1,327,324)
FY 2025 Net Annual Budget Cost	16,688,617	85,012	122,702	16,896,331		
Increase/(Decrease)	<u>\$ (1,343,968)</u>	<u>\$ 7,606</u>	<u>\$ 11,105</u>	<u>\$ (1,325,257)</u>		

Note 1 Power Management consists of Administration, SCALD, Forecasting, Planning, Prescheduling & Trading, Fuel Acquisition Industry Restructuring & Regulatory Affairs, and Contracts Administration, Interconnection Services & External Affairs.
See detail, next page

Note 2 Added \$2,067 to FY2025 Labor to correct for variance between PY Segment and Cost Summaries.

**Northern California Power Agency
Management Services -- Power Management (Detail)
FY 2026 Budget**

	Power Management								
	Power Mgt Administration	System Control & Load Dispatch	Forecasting, Planning, PreSch	Industry Restr & Reg Affairs	Contract Administration	Fuel Acquisition	Total Power Mgt FY 2026	Total Power Mgt FY 2025	Increase/ (Decrease)
Travel & Staff Development	\$ 13,312	\$ 57,450	\$ 75,675	\$ 1,320	\$ 9,686	\$ -	\$ 157,443	\$ 116,545	\$ 40,898
Legal	-	-	-	5,000	30,500	-	35,500	35,500	-
Other Professional Services	5,000	53,000	22,000	-	26,173	-	106,173	70,650	35,523
Brokerage fees	-	-	66,000	-	-	-	66,000	55,200	10,800
Software & Computer Supplies	1,500	463,500	156,607	-	-	-	621,607	568,374	53,233
Data Comm lines	-	268,161	-	-	-	-	268,161	181,300	86,861
Miscellaneous supplies & materials	4,000	40,693	16,085	40,800	3,956	-	105,534	119,076	(13,542)
Total costs w/o Labor	23,812	882,804	336,367	47,120	70,315	-	1,360,418	1,146,645	213,773
Labor	715,114	6,734,561	2,227,210	329,168	1,008,649	38,426	11,053,128	9,901,754	1,151,374
Subtotal	738,926	7,617,365	2,563,577	376,288	1,078,964	38,426	12,413,546	11,048,399	1,365,147
Administrative & General	-	1,683,491	574,141	84,080	259,111	4,384	2,605,207	2,459,559	145,648
Occupancy Cost	-	308,388	68,090	9,948	32,513	-	418,939	3,272,367	(2,853,428)
Power Mgmt Administrative Liquidation	(738,926)	474,947	159,842	23,462	67,274	2,823	(10,578)	(9,856)	(722)
Liquidation to Plants	-	-	-	-	-	(45,633)	(45,633)	(45,020)	(613)
Annual Budget Cost	-	10,084,191	3,365,650	493,778	1,437,862	-	15,381,481	16,725,449	(1,343,968)
Less: Third Party Revenues									
Interest Income		19,630	11,232	2,019	3,951		36,832	36,832	-
Net Annual Budget Cost to Participants	\$ -	\$ 10,064,561	\$ 3,354,418	\$ 491,759	\$ 1,433,911	\$ -	\$ 15,344,649	\$ 16,688,617	\$ (1,343,968)
FY 2025 Net Annual Budget Cost	-	11,730,359	3,231,723	425,737	1,300,798	-	16,688,617		
Increase/(Decrease)	\$ -	\$ (1,665,798)	\$ 122,695	\$ 66,022	\$ 133,113	\$ -	\$ (1,343,968)		

POWER MANAGEMENT ADMINISTRATION

The Power Management Business Unit consists of one Program and four Subprograms: System Control and Load Dispatch; Forecasting, Portfolio/Pool Management and Scheduling; Contracts, Interconnection Services and External Affairs; and Industry Restructuring and Regulatory Affairs. There are currently 26 full time staff positions filled. In addition to the Program and Subprograms described above, which are managed and administered through the Power Management Business Unit, there are service charges that flow into the Power Management budget as line items (Information Systems) and two Subprograms (Energy Risk Management and a portion of Settlements) that are direct charged. The costs associated with these line items, Programs and Subprograms are independently managed and administered through the Administrative Services Business Unit with costs allocated pursuant to the Power Management and Administrative Services Cost Allocation Methodology.

Goals

The Goal of the Power Management Business Unit, as administered through the Power Management Administration Program is to enhance the portfolio and financial positions of NCPA members through: 1) The economic planning, scheduling and dispatching of member contracts and assets to meet load; 2) Effective management of NCPA power pool operations and contractual arrangements; 3) Integration and optimization of the Western power resource on behalf of assigning pool members into pooled operations; 4) Management and coordination of power transportation arrangements, including the NCPA/CAISO Metered Sub System Aggregation Agreement, Interconnection Agreements and the NCPA/Member Scheduling Coordination Program Agreement; 5) Coordination of joint and individual member service requests; 6) Management and coordination of purchase and sale activities within both member and NCPA risk management criteria; 7) Coordination of planning, operations and maintenance activities with the CAISO as the control area operator; and 8) Advocacy on behalf of members in technical, legislative and regulatory proceedings.

Volume Measures

- Provide staff support to 12 NCPA Commission meetings per year.
- Provide staff support to 12 Pooling Committee meetings per year.
- Provide staff support to 12 Utility Director meetings per year.
- Provide staff support to 12 Facilities Committee meetings per year and act as Secretary to the Facilities Committee.
- Provide staff support to 12 LEC Project Participant Committee meetings per year.
- Provide staff support to administer the results from cost and revenue allocation studies.
- Provide staff support to Non-Member Customers (MEID, PCWA, SJCE, EBCE, SCP and NID).
- Provide staff support to internal Risk Management Committee and Risk Oversight Committee.

Efficiency Measures

- Activities of the Power Management Business Unit are coordinated and Volume and Efficiency measures of Programs and Subprograms are being achieved.

- Maintain Power Management portion of Agency website and ensure it is kept current and Agency documents are
- accessible for reference by member staff.
- Non-Member Customer activities are conducted in an efficient manner, and do not disrupt or negatively impact services
- to members.
- Business unit budget and staffing levels for FY 2026 are kept consistent with Commission direction.
- Ensure that Power Management procedures and systems remain consistent with CAISO Tariff and Business Practice Manual requirements.
- Communicate and ensure compliance with Agency wide policies and procedure.

Northern California Power Agency
Power Management Administration
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Power Management Administration						
Salaries & Benefits	\$591,482	\$548,927	\$650,390	\$269,907	\$715,114	\$64,724
Travel & Staff Development	12,973	1,946	10,378	344	13,312	2,934
Outside Services						
Other	5,000	0	5,000	0	5,000	0
Other						
Mobile Phone Services	500	920	500	307	500	0
Office Supplies	1,500	29	1,500	6,381	0	(1,500)
Software	0	0	0	0	1,500	1,500
Equipment Repair and Maintenance	0	0	0	0	2,000	2,000
Books, Tapes and Subscriptions	1,500	3,060	1,500	765	1,500	0
Minor Equipment and Tools	0	0	0	0	0	0
	<u>\$612,955</u>	<u>\$554,882</u>	<u>\$669,268</u>	<u>\$277,704</u>	<u>\$738,926</u>	<u>\$69,658</u>
Liquidated Pwr Mgmt Admin	(612,955)	(554,882)	(669,268)	(277,704)	(738,926)	(69,658)
Net Annual Budget Cost to Participan	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

SYSTEM CONTROL AND LOAD DISPATCH GOALS, OBJECTIVES AND MEASUREMENT PARAMETERS

Goals

The goal of Dispatch and Schedule Coordination is to provide for the safe, reliable, and economic dispatch and scheduling of NCPA, NCPA member, and contracted resources to meet load and scheduling requirements on a daily, hourly and real-time basis.

Objectives to achieve this goal are:

- Perform NCPA dispatch and Schedule Coordination (SC) services, perform the real-time administration of the NCPA CAISO MSSA agreement, and NCPA member and contractual agreements on a sustainable, 24-hour/day level.
- Ensure NCPA and third party generation and ancillary services bids are scheduled to NCPA members or the market through the SC function, and delivered to NCPA members and third parties or the market in accordance with CAISO Tariff and MSSA Agreement.
- Coordinate NCPA generation and facility operations and outages with NCPA members, third parties, CAISO, PG&E, BANC and Western in accordance with established agreements.
- Ensure compliance with NERC and WECC Reliability Standards, and CAISO Tariff.
- Provide staff training programs to allow access, as needed, to qualified internal NCPA staff, with a defined career path to schedule coordinator, system dispatcher, system dispatcher-relief/schedule coordinator-relief, lead system dispatcher-relief, and manager, coordinated system operations job functions, or other power management job functions.
- Provide staff coverage ratios for vacation and holiday schedules with minimal overtime required.

Measurement Parameters

Volume Measures

- Dispatch: Continually dispatch generation to balance NCPA MSSA every 5 minutes (Deviation Band maintenance).
- Dispatch: Forecast NCPA Pool loads and re-schedule resources every hour as needed to maintain balance.
- Dispatch: Dispatch Lodi Energy Center (LEC) to meet CAISO market awards and instructions.
- Day Ahead Scheduling: Aggregate, verify, and submit to the CAISO schedules of load demand, energy, ancillary service and transmission usage schedules for NCPA Operating Entities (NCPA Pool, SVP, City of Roseville, BART), and third parties. Verify and submit to CAISO daily schedules for LEC participants.
- Hour Ahead Scheduling: Verify for correctness, and coordinate with counter-parties hourly demand, energy, ancillary service and transmission usage schedules.
- Coordinate generation and facility outages with NCPA members, third parties, CAISO, PG&E, BANC, Western, and LEC participants.
- Monitor NCPA system compliance with applicable WECC and NERC Reliability Standards.

- Provide a minimum of 40 hours of NERC certified continuing education hours (CEH), or equivalent, to System Dispatchers and Schedule Coordinators annually.
- Provide training to Schedule Coordinators to achieve System Dispatcher qualification according to procedure NCPAPM-004.
- Participate in WECC, NERC, CAISO, PG&E and Western operating committees and work groups.
- Coordinate and manage implementation of NERC Reliability Standards associated with NCPA's registration as a Generator Owner and Generator Operator.

Efficiency Measures

- Remain a fully qualified and registered Schedule Coordinator with the CAISO.
- Stay within MSSA Deviation Band at least 97.5% of the time.
- Awarded CAISO energy and A/S schedules for LEC are followed.
- Schedules processed within CAISO timelines.
- No curtailing of NCPA member loads due to resource deficiency (except during CAISO declared emergencies).
- Facility outages coordinated to achieve minimum cost impacts.
- 100% compliance with CAISO enforcement protocols, i.e., no penalty sanctions.
- Annually review and self-certify compliance with WECC and NERC reliability standards.
- Maintain certified and qualified staff per NCPA, NERC and WECC standards.

Program Structure and Functional Responsibilities

- **Dispatch and RT Resource Management**
Provides for the 24x7 monitoring of member and contractual loads and resources, real-time dispatch of resources to balance with load obligations (where load obligation is both load or a schedule associated with an inter schedule coordinator trade or export), current day and real-time power trading, and facilities outage coordination in accordance with the Metered Sub-System Aggregator Agreement (MSSA), CAISO, BANC, Western, WECC, and NERC operating procedures and protocols.
- **Schedule Coordination**
Provides for the day-ahead and hour-ahead scheduling of NCPA, member and contractual loads and resources, and LEC participants with the CAISO, compliance with WECC Unscheduled Flow Mitigation procedures, transaction Etagging, and transmission availability monitoring.
- **System Control and Data Acquisition**
Provides for hardware, software, and communications systems to enable real-time monitoring and control of NCPA member and contractual loads and generation facilities. Provides for the operation of system communications capabilities with CAISO, SVP, Western, WECC and PG&E.
- **WECC/NERC Compliance and Participation**

Ensure compliance with WECC and NERC Reliability Standards. Provide for participation in industry workgroups such as the WECC Operating Committee, WECC Chief Dispatchers workgroup, WECC Compliance workshop, WECC Generator Operator workgroup, and other operating reliability groups.

Northern California Power Agency
System Control and Load Dispatch
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Managen	\$3,075,878	\$3,553,849	\$4,065,144	\$2,242,839	\$3,948,330	(\$116,814)
Schedule Coordination	3,484,911	2,915,174	4,493,334	1,805,754	4,044,444	(448,890)
System Control & Data Acquisition	1,098,379	1,075,681	2,219,565	1,024,852	1,802,610	(416,955)
WECC/NERC Compliance & Participation	240,922	188,102	971,946	463,062	288,807	(683,139)
Annual Budget Cost	7,900,090	7,732,806	11,749,989	5,536,507	10,084,191	(1,665,798)
Less: Third Party Revenue						
Interest Income (Operating Account)	19,630	12,001	19,630	34,579	19,630	0
Net Annual Budget Cost to Participants	\$7,880,460	\$7,720,805	\$11,730,359	\$5,501,928	\$10,064,561	(\$1,665,798)

Northern California Power Agency
System Control and Load Dispatch
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Management						
Salaries & Benefits						
Dispatch & Scheduling	\$1,781,502	\$2,239,962	\$1,933,247	\$1,158,459	\$2,341,193	\$407,946
Information Systems	446,951	405,007	483,153	268,716	582,543	99,390
Travel & Staff Development	16,000	19,090	18,000	17,751	19,000	1,000
Dues & Subscriptions	1,000	1,098	1,200	564	1,200	0
Office Furniture & Equipment	3,500	2,123	3,500	2,714	3,600	100
Office Supplies	4,630	5,588	7,850	3,604	11,850	4,000
Computer Spare Parts	5,000	4,471	5,000	0	5,000	0
Regulatory Fees & Permits	400	978	575	1,031	500	(75)
Pwr Mgmt Admin Liquidation	147,583	158,879	155,815	60,390	184,861	29,046
	2,406,566	2,837,196	2,608,340	1,513,229	3,149,747	541,407
Administrative & General	562,632	609,870	631,783	317,105	686,982	55,199
Occupancy Cost - HQ & DRC	106,680	106,783	825,021	412,505	111,601	(713,420)
	\$3,075,878	\$3,553,849	\$4,065,144	\$2,242,839	\$3,948,330	(\$116,814)
Schedule Coordination						
Salaries & Benefits						
Dispatch & Scheduling	\$1,962,827	\$1,692,590	\$2,120,210	\$771,842	\$2,213,220	\$93,010
Information Systems	615,888	486,197	664,531	199,566	784,970	120,439
Travel & Staff Development	6,500	4,449	7,500	4,128	8,200	700
Office Furniture & Equipment	500	0	500	0	500	0
Dues/Subscriptions	4,000	4,637	4,500	2,757	4,500	0
Special Equipment & Tools	400	0	400	0	400	0
Office Supplies, Maintenance & Miscs. E	3,600	1,570	6,050	1,205	10,050	4,000
Pwr Mgmt Admin Liquidation	169,450	129,327	178,125	69,054	188,414	10,289
	2,763,165	2,318,770	2,981,816	1,048,552	3,210,254	228,438
Administrative & General	611,321	503,833	682,995	342,963	717,116	34,121
Occupancy Cost - HQ & DRC	110,425	92,571	828,523	414,239	117,074	(711,449)
	\$3,484,911	\$2,915,174	\$4,493,334	\$1,805,754	\$4,044,444	(\$448,890)

Northern California Power Agency
System Control and Load Dispatch
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
System Control And Data Acquisition						
Salaries & Benefits						
Information Systems	\$469,014	\$555,244	\$557,941	\$305,354	\$611,105	\$53,164
Dispatch & Scheduling	8,601	10,792	9,316	6,203	10,791	1,475
Outside Services						
Contract/Program Consulting	25,000					
Network Services	20,000	13,681	0	7,286	15,000	15,000
Metering Service	30,000	24,249	30,000	12,390	38,500	8,500
Travel & Staff Development	26,000	5,483	10,500	6,011	25,500	15,000
Data Com Lines	10,500	5,968	13,300	2,662	12,800	(500)
Software Licenses	60,305	89,434	105,000	61,706	115,000	10,000
Disaster Recovery Center	500	0	0	0	500	500
Supplies	500	0	500	0	0	(500)
Computer Hardware	5,000	11,671	0	163	38,500	38,500
Communication Services - Internet	8,000	7,963	8,000	3,981	25,300	17,300
Communication Services - Intranet	160,000	188,334	160,000	109,426	230,061	70,061
Emergency Gen. Fuel/Maint.	0	0	1,250	1,138	2,093	843
Computer Hardware (>\$5K)	25,000	0	285,000	0	300,000	15,000
Special Equipment & Tools	1,463	4,116	0	0	5,000	
Software Patch Management Solution	0	(89,000)	0	0	0	0
Pwr Mgmt Admin Liquidation	55,524	50,048	75,020	29,079	89,171	14,151
	905,407	877,983	1,255,827	545,399	1,519,321	258,494
Administrative & General	153,330	157,159	204,058	99,624	236,044	31,986
Occupancy Cost - HQ & DRC	39,642	40,539	759,680	379,829	47,245	(712,435)
	<u>\$1,098,379</u>	<u>\$1,075,681</u>	<u>\$2,219,565</u>	<u>\$1,024,852</u>	<u>\$1,802,610</u>	<u>(\$421,955)</u>
WECC/NERC Compliance & Participation						
Salaries & Benefits	\$154,266	\$116,352	\$167,051	\$60,706	\$190,739	\$23,688
Travel & Staff Development	7,000	9,279	2,250	208	4,750	2,500
NERC/WECC Assessments	4,500	5,691	5,000	4,328	5,000	0
Pwr Mgmt Admin Liquidation	10,830	7,938	11,074	4,280	12,501	1,427
	176,596	139,260	185,375	69,522	212,990	27,615
Administrative & General	36,920	24,365	40,631	20,462	43,349	2,718
Occupancy Cost - HQ & DRC	27,406	24,477	745,940	373,078	32,468	(713,472)
	<u>\$240,922</u>	<u>\$188,102</u>	<u>\$971,946</u>	<u>\$463,062</u>	<u>\$288,807</u>	<u>(\$683,139)</u>

FORECASTING, PLANNING, PRESCHEDULING AND TRADING GOALS, OBJECTIVES AND MEASUREMENT PARAMETERS

Goals

The overall goals of NCPA's Forecasting, Planning, Prescheduling and Trading activities are to serve members' and customers' needs subject to direction and risk tolerance limits, reduce the uncertainty of cost and revenue streams, and enhance the value of assets to meet the financial requirements of participating members.

Measurement Parameters

Volume Measures

- Provide monthly load resource balance summaries and energy coverage status to all pool members, BART and customers
- Provide RPS and GHG obligation/compliance coverage status in the applicable time frames to all participating members
- Provide monthly energy supply and load forecast variance reports that explain changes and the basis for changes from annual forecasts
- Support NCPA Risk Management Activities, ROC meetings with market views, purchase/sale strategy recommendations, and product justifications
- Provide monthly analysis of hydro storage, operating plans and forecasts
- Provide market reports at the risk oversight committee
- Provide daily load forecasts for pool member, BART and customer loads for use in pre-scheduling and real-time
- Prepare annual load forecasts, by member for CAISO, CEC and NCPA annual budget
- Prepare filings – e.g. data required for quarterly and annual Power Content Labels
- Prepare daily pre-schedules in accordance with WECC and CAISO scheduling guidelines
- Construct power supply model for members that incorporates all NCPA costs and report monthly on status
- Provide scheduling and planning services for new customers (e.g.: Merced Irrigation District, Energy and East Bay Community Energy, San Jose Clean Energy, and Sonoma Clean Power)
- Prepare and submit Congestion Revenue Rights nominations and bids into the CAISO markets

Efficiency Measures

- MPP participant load resource balances are maintained within risk management matrix guidelines
- Hydro project water releases are managed within license parameters to maximize participant revenues and achieve target reservoir levels for end of season storage
- Regulatory (GHG, Power Content Label, RPS and RA) reporting obligations are submitted accurately and on time
- All pre-schedules submitted in accordance with WECC and CAISO scheduling guidelines

Subprogram Structure and Functional Responsibilities

- ***Forecasting***

The forecasting effort includes the following areas: member loads (long- and short-term up to real-time), economic and business assessments, hydrology along with weather and market prices for energy, natural gas, RECs and GHG Compliance Instruments.

Included in this function are the following activities and cost components:

- Subscription costs associated with economic, price and weather forecasting services
- Software costs associated with load forecasting and a standalone statistical analysis package (SAS and GAMS) that are used to support statistical analyses across the organization and across business units
- Staff labor required to support the market conditions report for the risk oversight committee
- Staff labor required to support load forecasting efforts as part of the budget, in response to reporting obligations to the CAISO and CEC and in an operational context in the day-ahead and real-time scheduling time frames

- ***Resource Planning, Optimization, Risk Analyses and Management***

Each element of this program is performed for the Pool, individual members and customers. A certain level of tailoring is required depending on the physical, contractual and financial needs of individual members. The long-term (up to 25 yrs) load/resource optimization and balance portion of this program provides the basic information for the NCPA annual budget and is adjusted for other filing and resource commitment requirements. The short-term planning updates (current year up to 5 yrs) and risk assessment provide for pre-month forward transaction requirements (purchases and/or sales of power, fuel, GHG Compliance Instruments and RECs). The RPS and GHG compliance obligation/compliance coverage status are maintained in both the long and short term load/resource balance for participating members and project participants (e.g. LEC GHG). The Value of Storage (opportunity cost of energy limited resources) for hydro resources and evaluation / development of resources and products (power plants, and power/fuel contracts) are also developed in this program. Special projects and transaction types, special studies (e.g. LMP/CRR, potential new customer load and resource optimization models, etc.) are also developed under this program. Finally, this program provides support for the monthly comparison between the current FY annual budget vs the All Resources Bill (ARB), along with the initial design and development for this portal product.

Included in this function are the following activities and cost components:

- Legal costs associated procurement transactions, procurement RFP's and other FERC activity related to gas procurement
- Software costs associated with the Optimization Models, MRTU bidding model, and historical hydro data
- Risk Management consulting services (if needed)
- Staff labor to participate in weekly operational discussions of expected plant output level and operations and the integration of this information into adjusted forecasts, schedules and operating plans
- Staff labor to review and coordinate with Operating Entities in the various projects
- Staff labor to provide a running assessment of actual member costs versus budget forecast, coupled with a running updated estimate of forecast member costs for the portion of the year still outstanding versus the remaining budget as

forecast

- ***Pre-Scheduling***

Provides for the day-ahead load/resource pre-schedules for the Pool and other members and customers (e.g. BART, Merced Irrigation District, San Jose Clean Energy, East Bay Community Energy and Sonoma Clean Power), day-ahead resource coordination / validation / scheduling for TID, SVP and Roseville, and market participation / scheduling / fuel procurement for MSS resources and non-MSS resources (e.g. LEC). The load/resource pre-schedules are balanced with additional day-ahead transactions and accounts for all requirements under NCPA-CAISO Metered Subsystem Agreement and SMUD-WAPA scheduling of base resource. This operation also includes E-tagging, coordination / communications with all NCPA resource owners and management of CVP Corp Portal and CVP BR (Pool and BART).

Included in this function are the following activities and cost components:

- Brokerage fees on ICE required to support purchases and sales
- OASIS and OATI Tagging Software
- WECC Scheduling Meetings and Market Interface Committee participation
- Staff labor to develop monthly load/resource balances for each pool member and to coordinate/adjust for differences between expected and actual western base resource deliveries
- Staff labor to prepare daily pre-schedules for loads and resources, including Operating Entity (OE) coordination and implementation of OE operating instructions
- Staff labor to investigate, correct or assist with any schedules that fail the CAISO SC validation process
- Staff labor to schedule non-MSS resources
- Staff labor to purchase gas for MSS and Non-MSS resources
- SAS, GAMS and other software cost for analysis and forecasts

- ***Power Pool Operations and Settlement Standards***

This subprogram has expired and activities transferred to Resource Planning, Risk Analysis & Management.

- ***Facilities Agreement Administration***

This subprogram has expired and activities transferred.

Northern California Power Agency
Forecasting, Planning, Prescheduling and Trading
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Forecasting	\$659,525	\$659,946	\$747,848	\$304,688	\$789,649	\$41,801
Resource Planning, Optimization Risk Analysis & Mgmt	582,522	714,869	616,396	368,021	693,129	76,733
Power & Fuel Transaction	156,823	104,433	171,724	56,286	186,281	14,557
Pre-Scheduling	919,898	964,069	1,080,230	525,956	1,083,950	3,720
Power Pool Operations & Settlement Standards	383,496	260,465	418,454	125,820	387,473	(30,981)
Facilities Agreement Administration	188,825	128,206	208,303	68,295	225,168	16,865
Annual Budget Cost	2,891,089	2,831,989	3,242,955	1,449,066	3,365,650	122,695
Less: Third Party Revenue						
Interest Income	11,232	16,506	11,232	11,740	11,232	0
Net Annual Budget Cost to Participants	\$2,879,857	\$2,815,483	\$3,231,723	\$1,437,326	\$3,354,418	\$122,695

Northern California Power Agency
Forecasting, Planning, Prescheduling and Trading
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Forecasting						
Salaries & Benefits						
Power Management	\$383,664	\$408,133	\$426,617	\$192,192	\$463,927	\$37,310
Information Systems	0		0			0
Travel & Staff Development	35,275	8,213	24,775	10,535	24,775	0
Professional Services	15,076	14,109	15,075	7,654	22,000	6,925
Software	34,075	43,432	57,117	0	59,000	1,883
Books, Tapes and Subscription	2,500	200	2,500	0	0	(2,500)
Tactical Market Info - Platts, NGI	29,600	28,789	42,857	9,000	36,107	(6,750)
Pwr Mgmt Admin Liquidation	32,678	30,398	36,146	14,008	37,773	1,627
	532,868	533,274	605,087	233,389	643,582	38,495
Administrative & General	111,532	111,523	127,529	63,622	131,034	3,505
Occupancy Cost - HQ & DRC	15,125	15,149	15,232	7,677	15,033	(199)
	\$659,525	\$659,946	\$747,848	\$304,688	\$789,649	\$41,801

Northern California Power Agency
Forecasting, Planning, Prescheduling and Trading
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Resource Planning, Optimization, Risk Analysis & Mgmt						
Salaries & Benefits						
Power Management	\$367,083	\$493,154	\$404,648	\$256,903	\$441,018	\$36,370
Travel & Staff Development	12,989	3,174	21,619	0	36,700	15,081
Professional Services	0	0	0	0	0	0
Software	24,400	33,694	27,000	36,915	37,500	10,500
Tactical Market Information / Data	31,450	0	2,800	0	3,400	600
Mobile Phone Service	2,077	2,419	2,304	972	2,640	336
Office Supplies	200	0	200	17	4,000	3,800
Copy, Printing, Binding	200	0	200	0	200	0
Books, Tapes and Subscription	200	0	3,000	0	200	(2,800)
Equip Repair & Maintenance	2,500	0	2,500	0	5,000	2,500
Pwr Mgmt Admin Liquidation	28,817	32,185	29,496	11,440	33,087	3,591
	469,916	564,626	493,767	306,247	563,745	69,978
Administrative & General	99,081	131,067	109,094	55,040	115,940	6,846
Occupancy Cost - HQ & DRC	13,525	19,176	13,535	6,734	13,444	(91)
	\$582,522	\$714,869	\$616,396	\$368,021	\$693,129	\$76,733
Power & Fuel Transactions						
Salaries & Benefits						
Power Management	\$116,504	\$80,230	\$127,499	\$35,087	\$140,164	\$12,665
Pwr Mgmt Admin Liquidation	7,611	4,850	8,100	3,139	8,739	639
	124,115	85,080	135,599	38,226	148,903	13,304
Administrative & General	28,529	17,103	31,967	15,951	33,248	1,281
Occupancy Cost - HQ & DRC	4,179	2,250	4,158	2,109	4,130	(28)
	\$156,823	\$104,433	\$171,724	\$56,286	\$186,281	\$14,557
Pre-Scheduling						
Salaries & Benefits						
Power Management	\$583,152	\$665,692	\$637,562	\$361,904	\$701,530	\$63,968
Information Systems	18,835	3,980	37,294	0	21,998	(15,296)
Travel & Staff Development	9,000	0	9,000	0	14,200	5,200
Brokerage Fees	55,200	54,150	55,200	27,180	66,000	10,800
Software	26,700	8,914	43,600	12,151	20,600	(23,000)
Office Furniture & Equipment	0	0	35,000	0	0	(35,000)
Mobile Phone Service	1,548	1,518	1,728	620	1,980	252
Office Supplies	65	0	55	0	65	10
Pwr Mgmt Admin Liquidation	45,372	44,385	52,061	20,182	51,525	(536)
	739,872	778,639	871,500	422,037	877,898	6,398
Administrative & General	158,150	162,429	186,206	92,591	184,281	(1,925)
Occupancy Cost - HQ & DRC	21,876	23,001	22,524	11,328	21,771	(753)
	\$919,898	\$964,069	\$1,080,230	\$525,956	\$1,083,950	\$3,720

Northern California Power Agency
Forecasting, Planning, Prescheduling and Trading
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Power Pool Operations & Settlement Standards						
Salaries & Benefits						
Power Management	\$168,461	\$132,945	\$185,194	\$55,893	\$201,353	\$16,159
Information Systems	116,285	63,773	125,462	18,074	89,210	(36,252)
Mobile Phone Services	2,000	2,693	2,000	1,072	2,000	0
Pwr Mgmt Admin Liquidation	18,733	12,054	19,864	7,704	18,242	(1,622)
	305,479	211,465	332,520	82,743	310,805	(21,715)
Administrative & General	68,085	43,282	76,138	38,256	68,247	(7,891)
Occupancy Cost - HQ & DRC	9,932	5,718	9,796	4,821	8,421	(1,375)
	\$383,496	\$260,465	\$418,454	\$125,820	\$387,473	(\$30,981)
Facilities Agreement Administration						
Salaries & Benefits						
Power Management	\$139,081	\$97,191	\$153,309	\$41,816	\$168,010	\$14,701
Pwr Mgmt Admin Liquidation	9,086	5,875	9,740	3,761	10,476	736
	148,167	103,066	163,049	45,577	178,486	15,437
Administrative & General	35,340	22,084	39,927	20,032	41,391	1,464
Occupancy Cost - HQ & DRC	5,318	3,056	5,327	2,686	5,291	(36)
	\$188,825	\$128,206	\$208,303	\$68,295	\$225,168	\$16,865

INDUSTRY RESTRUCTURING and REGULATORY AFFAIRS

Goals

Coordinate member positions regarding Industry Restructuring and Market Redesign activities, and development of regulatory filings and advocacy positions at FERC, CAISO and other political and/or regulatory venues. Assess and measure impact of Industry Restructuring and Market Redesign activities to members, generation assets and Agency operations. Act as a representative for the Agency, and maintain contact with a broad array of market participants to develop ways for municipals and other public power entities to effectively operate and cooperate within the electric market environment. Monitor, track and influence activities of public agencies and other industry trade groups. Coordinate and develop material to communicate Industry Restructuring and Market Design activities to pool members and asset owners that may be impacted by rule changes within the CAISO and or other control areas. Formulate and implement regulatory positions, in concert with pool members and asset owners, related to FERC or other filings of which the pool and/or asset owners are a party. Monitor and coordinate impact of CAISO Release Planning activities and market enhancements on NCPA business and operations. Coordinate with NCPA business units, including Power Management, Information Technology and Settlements to test, implement and organize new market functionality. Coordinate with NCPA business units the management of existing and new generating unit technical information; including the addition of new resources to NCPA's portfolio. Assist the Legislative and Regulatory Business Unit in formulating positions and building consensus between and among members and other public entities.

Measurement Parameters

Volume Measures

- Provide monthly summary of key regulatory filings and issues confronting members
- Prepare, coordinate, schedule and support frequent conference calls and responses on CAISO market related activities on behalf of members
- Prepare, attend and report on CAISO market technical meetings
- Monitor CAISO Release Planning activities and coordinate any required changes/enhancements in NCPA's business process and/or structure with affected NCPA business units
- Provide staff support for monthly pooling committee meetings
- Attend, support and report on monthly CMUA technical committee efforts
- Analyze, coordinate member positions and prepare response to one or more CAISO tariff filings per month
- Coordinate and/or prepare regulatory filings provided to CAISO
- Coordinate with other NCPA business units the management of existing and new generating unit technical information (e.g., CAISO Master File and MARS), and the management of new generator interconnection and integration in the NCPA Scheduling Coordinator portfolio (as it relates to CAISO unit registration and CAISO Master File management)
- Provide technical support to other NCPA business units

Efficiency Measures

- NCPA remains a credible participant within the municipal community and the various industry groups with which it affiliates
- Member interests achieved under CAISO market design:
 - Effective management of CAISO release planning and market enhancements
 - Maximize resources and contracts that count toward resource adequacy
 - Uplifts allocated on a grid wide basis are avoided by maintaining ability to self-provide services
 - MSS principles and features are maintained
 - Ensure asset owners maintain the ability to maximize the value of assets
- Development of NCPA business procedures for incorporating new generation resource in the NCPA Scheduling Coordinator portfolio

Northern California Power Agency
Industry Restructuring and Regulatory Affairs
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Industry Restructuring & Regulatory Affairs						
Salaries & Benefits	\$249,472	\$264,158	\$275,880	\$93,233	\$329,168	\$53,288
Travel & Staff Development	3,926	1,467	3,672	2,751	1,320	(2,352)
Legal Services	5,000	0	5,000	0	5,000	0
Other						
Office Supplies	0	0	0	0	0	0
Copy, Printing and Binding	0	0	0	0	0	0
Books, Tapes and Subscriptions	37,200	36,729	37,200	20,739	40,800	3,600
Pwr Mgmt Admin Liquidation	19,312	19,625	20,442	7,912	23,462	3,020
	<u>314,910</u>	<u>321,979</u>	<u>342,194</u>	<u>124,635</u>	<u>399,750</u>	<u>57,556</u>
Administrative & General	67,975	68,301	76,078	38,365	84,080	8,002
Occupancy Cost - HQ & DRC	9,469	11,325	9,484	4,795	9,948	464
Annual Budget Cost	392,354	401,605	427,756	167,795	493,778	66,022
Less: Third Party Revenue						
Interest Income	2,019	2,903	2,019	2,160	2,019	0
Net Annual Budget Cost to Participants	\$390,335	\$398,702	\$425,737	\$165,635	\$491,759	\$66,022

CONTRACT ADMINISTRATION, INTERCONNECTION SERVICES AND EXTERNAL AFFAIRS

Goals

Administer, maintain and ensure compliance with all Agency agreements relating to governance, operations or facility ownership; represent and advocate member interests in external arenas such as TANC and Western; and act as the primary staff to support and coordinate activities and studies required through the “ad hoc” or standing committees.

Measurement Parameters

Volume Measures

- Prepare, attend and report on monthly TANC Contract Committee meetings
- Organize, coordinate and staff on as needed “ad hoc” pooling meetings
- Organize and coordinate regular and ongoing meetings to keep agency agreements updated (Pooling, Facilities, Third Phase, SCPA)
- Organize and coordinate regular and ongoing meetings to keep external agreements updated (MSSA, PG&E IA, EEI, WSPP, Western)
- Prepare, attend and report on quarterly Western Customer meetings
- Prepare, attend and report on as needed “ad hoc” Western meetings
- Prepare, attend and report on Customer O&M Funding meetings
- Prepare, attend and report on EEI and WSPP meetings

Efficiency Measures

- Member interests coordinated and represented at TANC meetings
- Member interests coordinated and represented at Western meetings
- Member interests coordinated and represented at Customer O&M Funding meetings
- Agency agreements within area of responsibility are maintained
- Draft Staff reports or position papers are provided to members in advance of any “ad hoc” pooling meetings
- All prescribed regulatory filings and contractual obligations are completed in a timely and accurate manner

Subprogram Structure and Functional Responsibilities

- ***Contract Maintenance, Negotiation and Administration and Litigation Support***

This subprogram provides for the staff labor, legal support, and technical expertise to support the development,

maintenance, modification and administration of contracts originating or assigned to the Power Management Business Unit. The list of contracts/contract activities includes, but is not limited to:

- Market Power Purchase – Administration and management associated with the purchase or sale of electric power, associated transmission, ancillary services and other related services. This includes maintenance of NCPA's version of the industry standard EEI and WSPP contracts.
 - ISO operations oversight – Support to settlements regarding the oversight, administration and management relating to CAISO charge types including grid management, wheeling, imbalance energy, ancillary services and RMR services by and to the CAISO. This includes analysis, interpretation, advocacy and negotiation of matters associated with specific CAISO charges made to the NCPA as a Scheduling Coordinator or as a Metered Subsystem Aggregator (MSSA).
 - The maintenance of the Power Management and Administrative Services Agreement (PMASA).
 - The maintenance of the NCPA Facilities Agreement and its schedules.
 - The maintenance of the NCPA Scheduling Coordinator Program Agreement and its appendices.
 - The maintenance of the NCPA Agreement for Construction, Operation and Financing of Combustion Turbine Project Number One (CT 1 Third Phase Agreement).
 - The maintenance of the NCPA Agreement for Construction, Operation and Financing of Combustion Turbine Project Number Two-Unit One (CT 2 Third Phase Agreement).
 - The maintenance of the NCPA Agreement for Construction, Operation and Financing of the North Fork Stanislaus River Hydroelectric.
 - The maintenance of the NCPA Development Project (Calaveras Third Phase Agreement).
 - The maintenance of the NCPA Agreement for Construction, Operation and Financing of NCPA Geothermal Generating Unit #2 Project (Geo #1 Third Phase Agreement).
 - The maintenance of the NCPA Agreement for Construction, Operation and Financing of Geothermal Generating Project Number 3 (Geo #2 Third Phase Agreement).
 - The maintenance of the NCPA Seattle City Light Third Phase Agreement.
-
- ***TANC Representation and Advocacy***
Representation and advocacy of the NCPA member interests in the Transmission Agency of Northern California (TANC) in regards to the California Oregon Transmission Project (COTP), South of Tesla Principles (SOT) and in any future TANC projects.
 - ***Western Representation and Advocacy***

Interface and coordination with Western Area Power Administration (Western) and Bureau of Reclamation (Reclamation) staffs to schedule and assure contract obligations, terms and conditions are met. Coordinate, advise and assist NCPA member Western customers in connection with specific Western operating issues including:

- 2026 Western Marketing Plan and Contract Negotiations
- SMUD\Western Control Area, including ancillary service sales
- California Independent System Operator (CAISO) Market Design

Develop strategies and assist members in negotiating and administering matters affecting the Western resource in fulfillment of NCPA member load obligation. Represent NCPA member interest in negotiation and administering matters affecting the Western resource in fulfillment of the NCPA member load obligation.

- ***Pooling Agreement Coordination and Administration***

This subprogram provides for the operation and coordination of activities associated with the NCPA Power Pool and Pooling Agreement, including the coordination of meetings to address pooling related issues such as operating procedures, cost allocation processes or the development of responses to regulatory change.

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support	\$918,690	\$980,741	\$1,017,772	\$566,454	\$1,158,366	\$140,594
TANC Representation & Advocacy	34,369	27,261	37,952	9,461	41,343	3,391
Western Representation & Advocacy	164,891	109,592	184,074	41,839	91,095	(92,979)
Pooling Agreement Coordination & Administration	58,426	42,317	64,951	22,760	147,058	82,107
Annual Budget Cost	1,176,376	1,159,911	1,304,749	640,514	1,437,862	133,113
Less: Third Party Revenue						
Interest Income	3,951	9,094	3,951	4,118	3,951	0
Net Annual Budget Cost to Participants	\$1,172,425	\$1,150,817	\$1,300,798	\$636,396	\$1,433,911	\$133,113

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support						
Salaries & Benefits	\$639,616	\$759,057	\$713,460	\$436,497	\$828,594	\$115,134
Travel & Staff Development	4,108	8,405	3,305	887	8,000	\$4,695
Legal Services	28,000	946	28,000	0	28,000	\$0
Mobile Phone Services	1,200	708	1,200	302	1,200	\$0
Office Supplies	1,000	0	1,000	0	500	(\$500)
Copy, Printing and Binding	200	0	200	0	100	(\$100)
Equipment Repair and Maintenance	1,300	0	1,300	0	750	(\$550)
Minor Equipment and Tools	1,339	0	1,339	0	750	(\$589)
Pwr Mgmt Admin Liquidation	44,214	8,588	47,637	18,470	54,114	6,477
	<u>720,977</u>	<u>777,704</u>	<u>797,441</u>	<u>456,156</u>	<u>922,008</u>	<u>124,567</u>
Administrative & General	171,861	172,140	194,458	97,410	209,894	15,436
Occupancy Cost - HQ & DRC	25,852	30,897	25,873	12,888	26,464	591
	<u>\$918,690</u>	<u>\$980,741</u>	<u>\$1,017,772</u>	<u>\$566,454</u>	<u>\$1,158,366</u>	<u>\$140,594</u>
TANC Representation & Advocacy						
Salaries & Benefits						
Power Management	\$24,629	\$18,181	\$27,198	\$4,018	\$30,820	\$3,622
Accounting & Finance	0	1,266	0	395	0	0
Travel & Staff Development	623	0	623	0	0	(623)
Copy, Printing and Binding	50	0	50	0	25	(25)
Books, Tapes and Subscriptions	50	0	50	0	25	(25)
Pwr Mgmt Admin Liquidation	1,656	314	1,774	700	1,925	151
	<u>27,008</u>	<u>19,761</u>	<u>29,695</u>	<u>5,113</u>	<u>32,795</u>	<u>3,100</u>
Administrative & General	6,402	6,331	7,284	3,786	7,581	297
Occupancy Cost - HQ & DRC	959	1,169	973	562	967	(6)
	<u>\$34,369</u>	<u>\$27,261</u>	<u>\$37,952</u>	<u>\$9,461</u>	<u>\$41,343</u>	<u>\$3,391</u>

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Western Representation & Advocacy						
Salaries & Benefits	\$106,955	\$59,791	\$121,168	\$18,204	\$53,099	(\$68,069)
Travel & Staff Development	2,351	0	2,523	0	1,686	(\$837)
Legal Services	2,500	0	2,500	0	2,500	\$0
Other Professional Services	9,300	11,173	9,300	0	11,173	\$1,873
Mobile Phone Services	0	506	0	207	506	\$506
Copy, Printing and Binding	100	0	100	0	50	(\$50)
Books, Tapes and Subscriptions	100	0	100	0	50	(\$50)
Pwr Mgmt Admin Liquidation	7,925	1,548	8,621	3,346	4,306	(4,315)
	<u>129,231</u>	<u>73,018</u>	<u>144,312</u>	<u>21,757</u>	<u>73,370</u>	<u>(70,942)</u>
Administrative & General	30,981	30,973	35,100	17,771	15,799	(19,301)
Occupancy Cost - HQ & DRC	4,679	5,601	4,662	2,311	1,926	(2,736)
	<u>\$164,891</u>	<u>\$109,592</u>	<u>\$184,074</u>	<u>\$41,839</u>	<u>\$91,095</u>	<u>(\$92,979)</u>
Pooling Agreement Coordination & Administration						
Salaries & Benefits	\$40,827	\$28,922	\$45,508	\$14,542	\$96,136	\$50,628
Travel & Staff Development	2,400	0	2,400	0	0	(2,400)
Other Professional Services	0	0	0	0	15,000	
Pwr Mgmt Admin Liquidation	2,824	545	3,044	1,167	6,929	3,885
	<u>46,051</u>	<u>29,467</u>	<u>50,952</u>	<u>15,709</u>	<u>118,065</u>	<u>52,113</u>
Administrative & General	10,776	10,942	12,360	6,274	25,837	13,477
Occupancy Cost - HQ & DRC	1,599	1,908	1,639	777	3,156	1,517
	<u>\$58,426</u>	<u>\$42,317</u>	<u>\$64,951</u>	<u>\$22,760</u>	<u>\$147,058</u>	<u>\$67,107</u>

Gas Purchase Program (GPP)

FY 2026

The GPP is a joint action activity under which NCPA is enabled to purchase natural gas supply to meet the program Participants' needs for a period of up to five (5) years forward. GPP Participants included Biggs, BART, Gridley, Healdsburg, Lodi, Lompoc and Ukiah. Staff works independently with GPP Participants to identify a Participant's needs and to procure the required natural gas supply as directed by the Participant. Procurement is performed using Commission approved transaction instruments in accordance with the Natural Gas Program Agreement.

The GPP agreement provides for the obligation of participating members to cover all costs and liabilities incurred through the program, thereby shielding non-participating members from the procurement costs and risks of the program. The GPP program supports Commission policy direction that procurement activities exceeding a month in duration only be undertaken pursuant to approved program agreements such as the GPP, MPP or the Single Member Service Agreement (SMSA).

Northern California Power Agency
Gas Purchase Program
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Increase/ (Decrease)
Gas Purchase Program						
Salaries & Benefits	\$58,035	\$45,123	\$63,338	\$17,282	\$69,382	\$6,044
Other						
Allocated Power Management Admin	3,791	2,929	3,795	1,556	4,326	531
	61,826	48,052	67,133	18,838	73,708	6,575
Administrative & General	14,640	14,930	16,159	8,396	17,074	915
Occupancy Cost - HQ & DRC	2,217	2,646	2,075	1,145	2,191	116
Annual Budget Cost	78,683	65,628	85,367	28,379	92,973	7,606
Interest Revenue	355	955	355	465	355	0
Net Annual Budget Cost to Participants	\$78,328	\$64,673	\$85,012	\$27,914	\$92,618	\$7,606

Market Purchase Program (MPP)

FY 2026

The Market Purchase Program (MPP) is a joint action activity under which NCPA is enabled to transact energy related products to meet a Participants' needs for a period of up to five (5) years forward. MPP Participants include Alameda, Biggs, BART, Gridley, Healdsburg, Lodi, Lompoc, Palo Alto, Port of Oakland, and Ukiah. Staff works independently with each MPP Participant to identify the Participant's needs. Based on such needs assessment, NCPA can then act on behalf of the Participant to purchase and/or sell the required energy and energy related products as directed by the Participant. Transaction activities are performed using Commission approved transaction instrument in accordance with the Amended and Restated Market Purchase Program Agreement.

The MPP agreement provides for the obligation of participating members to cover all costs and liabilities incurred through the program, thereby shielding non-participating members from the procurement costs and risks of the program. The MPP program supports Commission policy direction that procurement activities exceeding a month in duration only be undertaken pursuant to approved program agreements such as the MPP, GPP or the Single Member Service Agreement (SMSA).

The budget includes staff support provided from the Power Management and Administrative Services Business Units, as well as outside legal and financial support for activities like contract review and the establishment of credit programs.

This program is available to all NCPA members.

Northern California Power Agency
Market Purchase Program
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Market Purchase Project						
Salaries & Benefits	\$83,478	\$59,163	\$91,450	\$24,839	\$100,268	\$8,818
Other						
Pwr Mgmt Admin Liquidation	5,454	3,840	5,479	2,257	6,252	773
	88,932	63,003	96,929	27,096	106,520	9,591
Administrative & General	21,055	20,995	23,274	12,050	24,603	1,329
Occupancy Cost - HQ & DRC	3,177	3,816	2,962	1,546	3,147	185
Annual Budget Cost	113,164	87,814	123,165	40,692	134,270	11,105
Less: Third Party Revenue						
Interest Income	463	0	463	0	463	0
Net Annual Budget Cost to Participants	\$112,701	\$87,814	\$122,702	\$40,692	\$133,807	\$11,105

Fuel Acquisition & Management

FY 2026

Gas Acquisition (CT1, CT2)

Gas for the Combustion Turbine No. 1 Project (CT1) and Combustion Turbine No. 2 Project (STIG or CT2) is procured pursuant to operating procedures contained within the Amended and Restated Facilities Agreement. Funding in this category has been established to cover staff support provided from the Power Management Business Unit, legal expenses, professional expertise and limited staff travel associated with the contracts for gas supply for these two projects and to cover minor materials, supplies and services necessary to support the project.

The costs associated with managing fuel procurement under the Amended and Restated Facilities Agreement are listed here, under the “Management Services” tab of the annual budget and liquidated to the CT1 and CT2 Projects, where cost detail can be found under the “Generation Services” tab of the annual budget.

Power Management staff will be evaluating the gas procurement activities and agreements associated with the CT1 and STIG projects as part of a comprehensive effort to incorporate gas purchases under the Market Purchase Program and to take into account potential procurement activity that will be required to support Lodi Energy Center Operations.

Natural Gas Information Program (NGIP) [Pass Through of Costs]

The NGIP was developed for the limited and exclusive purpose of sharing, disseminating and realizing costs savings associated with shared access to 3rd Party expert gas and electricity price and market information/subscriptions and concepts (e.g., LNG, storage, muni-gas, etc.). Electricity Price and Market Information includes reports and subscriptions from CERA, Risk Management Inc. and bi-weekly information made available through the bi-weekly Market Information conference calls.

Northern California Power Agency
Fuel Acquisition Management
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Fuel Acquisition Cost (CT1 & CT2)						
Salaries & Benefits						
Pwr Accts Admin	\$32,065	\$7,056	\$35,116	\$0	\$38,426	\$3,310
Other:						
Copy, Printing & Binding	0	0	0	0	0	0
NG Subscriptions	0	3,270	3,500	4,300	0	(3,500)
Pwr Mgmt Admin Liquidation	2,095	670	2,453	960	2,823	370
	34,160	10,996	41,069	5,260	41,249	180
Administrative & General	3,378	3,480	3,951	1,937	4,384	433
	\$37,538	\$14,476	\$45,020	\$7,197	\$45,633	\$613
Liquidation of Fuel Acquisition to CT1 & CT2	(\$37,538)	(\$14,476)	(\$45,020)	(\$7,197)	(\$45,633)	(\$613)
Net Annual Budget Cost to Participants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Risk Management

Risk Management provides oversight in energy wholesale operations and manages insurance risks. It conducts analyses on energy market risk and counterparty credit exposure and provides independent oversight on front office energy procurement transactions, ensuring compliance with NCPA adopted risk management policy and procedures. In addition, Risk Management also manages the Agency's property and liability insurance programs, commercial compliance program, coordinates the enterprise risk management program, etc.

Current budget designates one person to fulfill desired job functions. Risk management includes: market risk management, counterparty credit risk management, insurance program management, commercial compliance, and enterprise risk management.

Market Risk Management Program Functions & Goals

1. Assess and manage NCPA portfolio market exposure

Develop, update and maintain models and tools, gather and process market data, and conduct quantitative, financial and statistical analyses on:

- a. Portfolio risk exposures (cost Value at Risk) due to market price volatilities of the underlying commodities (gas and power);
- b. Mark to market position of term transactions and assess and monitor counterparty credit risk exposures; and
- c. Gas and power price movements, distribution and volatilities, and support front office energy procurement activities.

2. Conduct Risk Oversight Committee (ROC) and Risk Management Committee (RMC) meetings and activities

Prepare and present risk management reports to ROC, upper management and member cities. Reporting package includes:

- a. Open position for the Pool and by individual member, on-peak and off-peak;
- b. Portfolio exposure to market price volatility (open position Cost Value at Risk);
- c. Mark to Market position of term contracts/transactions;
- d. Counterparty credit exposure, limits, and margin call status;
- e. Market analytics and update on gas & power price trends, distribution and volatilities; and
- f. Compliance review and exception (if any) reports.

3. Monitor economy and energy market development

- a. Research and analyze macro and sector market events and development, including global and geopolitical events and development; and
- b. Analyze trends and driving factors of the energy commodity market movements.

4. Update policy/procedures and ensure compliance

- a. Develop, update, and implement energy risk management policies, procedures, and communications;
- b. Ensure compliance - provide independent oversight on wholesale energy operations, review deals and RFPs, ensure compliance with NCPA adopted policy & procedures and report on exceptions. Coordinate annual compliance audit.

Counterparty Credit Risk Management Program Functions & Goals (Counter-party Credit Review & Analysis)

Counterparty credit exposure changes as contract mark to market position changes resulting from energy market price volatility. NCPA energy risk management program actively manages counterparty credit exposure via timely credit evaluation & update and on-going event monitoring. The Agency also subscribes to Moody's KMV Credit Edge tool, which provides advance alert if any counterparty credit standing deteriorates and default probability increases. Specific functions and goals under this category include:

1. Timely evaluate counterparty credit worthiness, monitor market and credit events;
2. Monitor counterparty credit events;
3. Review, approve and recommend counterparty credit limits based on evaluations;
4. Ensure proper credit support from counterparties;
5. Negotiate and evaluate enabling (master) agreements with counterparties, ensuring compliance with NCPA credit risk management policy and regulations;
6. Review deals and RFPs, conduct Value at Risk analysis and assess potential credit exposures by counterparties; and
7. Update and implement counterparty credit risk management policy and procedures, ensure compliance and report on exceptions.

Insurance Program Management

1. Manage and market property & casualty insurance programs;
2. Review insurance proposals and prepare supporting documents;
3. File new and renewal insurance applications, evaluate quotes on premium, coverage and extensions;
4. Facilitate premium and exposure audits, settle disputes; and
5. Manage and settle claims.

Commercial Compliance and Enterprise Risk Management

1. Organize periodical training and annual certification;
2. Coordinate periodic compliance auditing; and
3. Coordinate outside parties and consultants in developing an ERM program for the Agency.

Northern California Power Agency
Risk Management
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities	\$45,536	\$34,729	\$64,569	\$74,850	\$51,877	(\$12,692)
Counter-party Credit Review & Analysis	98,805	97,678	111,349	34,512	165,443	54,094
Annual Budget Cost	144,341	132,407	175,918	109,362	217,320	41,402
Less: Third Party Revenue						
Interest Income	6,121	6,563	6,121	6,143	6,121	0
Enterprise Application Cost Sharing	0	54,086	0	0	0	0
Net Annual Budget Cost to Participants	\$138,220	\$71,758	\$169,797	\$103,219	\$211,199	\$41,402

Northern California Power Agency
Risk Management
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities						
Salaries & Benefits						
Risk Management	\$44,255	\$45,413	\$49,773	\$22,466	\$55,259	\$5,486
Administrative Services	11,608	2,598	12,577	0	13,856	1,279
	55,863	48,011	62,350	22,466	69,115	6,765
Travel & Staff Development	11,000	4,687	8,000	96	8,100	100
Legal Services	5,000	0	5,000	0	5,000	0
Commercial Compliance Training	0	1,137	30,000	40,720	0	(30,000)
	71,863	53,835	105,350	63,282	82,215	(23,135)
Administrative & General	16,620	13,604	21,260	10,236	19,037	(2,223)
Occupancy Cost - Main HQ Building	2,589	2,020	2,528	1,332	2,502	(26)
	91,072	69,459	129,138	74,850	103,754	(25,384)
Allocated ROC, IROC Meetings & Activities to A&G	(45,536)	(34,730)	(64,569)	0	(51,877)	12,692
	\$45,536	\$34,729	\$64,569	\$74,850	\$51,877	(\$12,692)
Counter-party Credit Review & Analysis						
Salaries & Benefits						
Energy Risk Management	\$44,255	\$45,861	\$49,773	\$22,289	\$55,259	\$5,486
Information Systems	19,105	4,490	21,911	0	59,240	37,329
	63,360	50,351	71,684	22,289	114,499	42,815
Risk Management Enterprise Application	14,000	29,342	15,500	0	17,000	1,500
	77,360	79,693	87,184	22,289	131,499	44,315
Administrative & General	18,509	15,965	21,264	10,700	30,056	8,792
Occupancy Cost - Main HQ Building	2,936	2,020	2,901	1,523	3,888	987
	\$98,805	\$97,678	\$111,349	\$34,512	\$165,443	\$54,094

Power Settlements

Goals

The major goals of the Power Settlement department are to:

- Ensure data quality through validation and verification processes
- Produce accurate and timely billings to members in a transparent manner
- Perform contract administration requirements

Program Structure and Functional Responsibilities

The following three functional responsibilities describe the major settlement activities performed by the Power Settlements department in support of its major goals.

Billing, Balancing & Settlements

The Billing, Balancing & Settlements category is primarily composed of the following three settlement business activities: (1) Settlement Business Design and Management; (2) All Resources Bill (ARB) Administration; and (3) Contract Administration.

1. Settlement Business Design and Management

Work with Information Services to develop, test and accept updated software changes pursuant to evolving business requirements.

2. All Resources Bill (ARB) Administration

The NCPA ARB is a comprehensive, integrated monthly invoice related to the accounting and settlements for:

- Jointly owned projects
- Budgeted NCPA Project debt costs
- NCPA administrative costs
- Western Area Power Administration CVP and Base Resource costs
- NCPA and member Market Purchases and Sales
- Natural Gas fuel costs
- Verified and approved CAISO amounts

In addition, the ARB administration provides members with all necessary bill determinant detail support data and variance reports.

3. Contract Administration

This business activity provides for the support of new or modified NCPA contracts among its members, including:

- Maintain Appendix B of the Scheduling Coordinator Program Agreement (SCPA) with updated CAISO settlement charge codes,
- Monitor SCPA Balancing Account requirements,
- Maintain requirements related to terms of Pooling Agreement,
- Monitor CAISO credit collateral requirements based on NCPA members' Unsecured Credit Limits and Estimated Aggregate Liability amounts, and
- Perform accounting and settlements in conformance with bilateral agreements among NCPA members for energy and capacity transactions.

Deal Control Validation and Monitoring

As a standard control activity, NCPA's Power Settlements staff each month validates and reconciles all bilateral energy purchases and sales transactions with NCPA's counter parties at the conclusion of each month for contracted quantities, terms, and prices. In addition, Power Settlement staff accounts for the financial settlement of any energy layoffs and book-outs that may result from energy curtailments or derated transmission line capacity.

CAISO Data Validation and Monitoring

This business function provides two integrated business activities. The first activity ensures the validation and verification of CAISO settlement bill determinants and settlement amounts received by the CAISO that are contained within daily CAISO settlement statements and invoices for each billing period.

Settlement verification is performed through comparison of CAISO settlement amounts and estimated NCPA amounts for each applicable settlement charge code. This validation activity further encompasses the business processes associated with the identification, research and resolution of disputed CAISO settlement amounts.

The second business activity provides for the allocation of CAISO Scheduling Coordinator charges and revenues to NCPA's Operating Entities, Energy Service Providers (ESP) and allocation to Pool members in conformance with Appendix B of the SCPA.

Northern California Power Agency
Settlements
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring	\$468,905	\$377,389	\$600,588	\$219,862	\$689,558	\$88,970
ISO Data Validation & Monitoring	606,666	452,415	616,616	218,976	553,964	(62,652)
Annual Budget Cost	1,075,571	829,804	1,217,204	438,838	1,243,522	26,318
Less: Third Party Revenue						
Interest Income	5,214	16,305	5,214	4,607	5,214	0
Net Annual Budget Cost to Participants	\$1,070,357	\$813,499	\$1,211,990	\$434,231	\$1,238,308	\$26,318

Northern California Power Agency
Settlements
Comparative Annual Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$146,200	\$74,862	\$218,741	\$29,248	\$142,079	(\$76,662)
Power Accounts Administration	210,378	186,880	240,190	120,641	385,067	144,877
	356,578	261,742	458,931	149,889	527,146	68,215
Administrative & General	95,924	96,013	123,728	60,950	141,976	18,248
Occupancy Cost - Main HQ Building	16,403	19,634	17,929	9,023	20,436	2,507
	<u>\$468,905</u>	<u>\$377,389</u>	<u>\$600,588</u>	<u>\$219,862</u>	<u>\$689,558</u>	<u>\$88,970</u>
ISO Data Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$43,499	\$9,601	\$46,937	\$0	\$51,020	\$4,083
Power Accounts Administration	397,503	271,708	413,621	138,685	373,381	(40,240)
	441,002	281,309	460,558	138,685	424,401	(36,157)
Travel & Staff Development	0	0	0	0	0	0
Software Licenses	3,450	4,264	4,000	2,345	4,360	360
	444,452	285,573	464,558	141,030	428,761	(35,797)
Administrative & General	137,042	136,745	132,316	68,131	109,851	(22,465)
Occupancy Cost - Main HQ Building	25,172	30,097	19,742	9,815	15,352	(4,390)
	<u>\$606,666</u>	<u>\$452,415</u>	<u>\$616,616</u>	<u>\$218,976</u>	<u>\$553,964</u>	<u>(\$62,652)</u>

NORTHERN CALIFORNIA POWER AGENCY

Participant Pass-Through Costs

Participant Pass-Through Costs are miscellaneous energy related costs of one or more participants that have a cost distribution separate from the distribution pool of regular NCPA programs. Costs in this category include, but are not limited to membership dues in various energy related organizations, subscriptions to tactical market data, transmission services, including contractual transmission service costs through Transmission Agency of Northern California – South of Tesla (TANC-SOT) covering service through PG&E Tesla Substation to Edison Midway Substation, Biggs 60kV high voltage facility charges from PG&E for Biggs upgrade to 60kV delivery, Bay Area Transmission (BAMx) and other transmission consulting agreements, distribution costs, including metering agreements for services, repair, or replacement of meters by an outside service provider, Customer Programs Projects costs for contractually shared projects mutually beneficial to a number of participants, WREGIS certificate transfer fees, and labor related costs associated with the internship program.

NORTHERN CALIFORNIA POWER AGENCY
Participant Pass Through Costs
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31, 2024	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Dues:						
APPA	\$333,266	\$323,559	\$337,189	\$350,128	\$360,631	\$23,442
DEED	25,363	24,471	25,363	26,062	28,732	3,369
SEPA	22,000	22,003	22,000	22,000	22,000	0
CEE	10,000	12,580	10,000	0	10,000	0
Alliance to Save Energy Dues	2,500	0	2,500	0	2,500	0
	393,129	382,613	397,052	398,190	423,863	26,811
Subscriptions:						
Tactical Mkt Info - Platts	12,000	12,558	12,750	0	0	(12,750)
Tactical Mkt Info - NGI	9,750	9,252	10,500	17,200	25,000	14,500
	21,750	21,810	23,250	17,200	25,000	1,750
Transmission Services:						
TANC - SOT	210,000	87,490	210,000	16,585	50,000	(160,000)
Bay Area Transmission (BAMx)	657,500	562,633	657,500	63,948	657,500	0
BART Transmission Consulting	120,000	54,764	120,000	14,261	120,000	0
60 Kv Facilities Charges (Biggs)	4,700	4,663	4,700	2,331	4,700	0
	992,200	709,550	992,200	97,125	832,200	(160,000)
Distribution:						
Meter Maintenance General - TriMark	228,000	85,862	275,040	69,420	280,460	5,420
Meter Repair	0	9,121	0	57,480	0	0
	228,000	94,983	275,040	126,900	280,460	5,420
WREGIS:						
Certificate Transfer Fees	5,000	5,926	5,000	2,447	5,000	0
Certificate Transfer Fees - WAPA	5,000	739	5,000	1,510	5,000	0
	10,000	6,665	10,000	3,957	10,000	0
Member Services Projects:						
Energy Efficiency Reporting Tool	70,000	37,115	120,000	15,462	120,000	0
Technical Reference Manual	50,000	0	0	0	30,000	30,000
Energy Efficiency Target	0	10,815	150,000	0	0	(150,000)
	120,000	47,930	270,000	15,462	150,000	(120,000)
Annual Budget Cost	\$1,765,079	\$1,263,551	\$1,967,542	\$658,834	\$1,721,523	(\$246,019)

Support Services

Support Services, including Training Services, Vendor Services, and Other Support Services, are available to NCPA participants as well as to agencies outside NCPA.

Training Services with qualified instructors enhance the ability of agencies to hire and maintain knowledgeable staff through a variety of technical and administrative courses specific to the power industry.

Vendor Services provide for sharing contracted services of vendors that deliver similar services across agencies providing savings to recipient agencies that would otherwise recognize the cost of negotiating and securing a contract.

Other Support Services include, but are not limited to contractual agreements with other agencies to share the cost of various projects, fee-based services provided by NCPA Engineers or other NCPA professionals to support another agency's needs, and the annual intern tour.

Costs associated with Support Services programs are passed through to recipients.

NORTHERN CALIFORNIA POWER AGENCY
Support Services
Comparative Draft Budget Report

	FY 2024 Budget	FY 2024 Actual	FY 2025 Budget	FY 2025 Actual Through December 31	Proposed FY 2026 Budget	Budget Increase/ (Decrease)
Support Services						
Salaries & Benefits	\$125,218	\$67,556	\$147,285	\$19,410	\$156,957	\$9,672
Training Services	0	55,291	0	36,203	0	0
Vendor Services	0	2,031,967	0	868,204	0	0
Vendor Shared Services - SCPPA	0	479,479	0	28,342	0	0
Other Support Services	0	-	0	0	0	0
Annual Budget Cost	125,218	2,634,293	147,285	952,159	156,957	9,672

Northern California Power Agency
Grand Total Full-Time Employee Staffing by Business Unit
FY 2025-2026 Budget

<u>BUSINESS UNITS</u>	FY 2024-2025 Budget			FY 2025-2026 Budget	
	On Board (A)	Open (B)	Total	Change (C)	Total
GENERATION SERVICES	87.00	4.00	91.00	-	91.00
POWER MANAGEMENT	26.00	-	26.00	-	26.00
LEGISLATIVE & REGULATORY	6.75	-	6.75	-	6.75
ADMINISTRATIVE & GENERAL	44.25	2.00	46.25	-	46.25
GRAND TOTAL	164.00	6.00	170.00	-	170.00

Note = A: Number of full-time employees planned as of 7/1/24. Excludes announced retirements and part-time casual employees (See Appendix on Casual Employees).

B: Budgeted positions that are currently unfilled.

C: Net change in forecast number of positions.

Northern California Power Agency
Casual Employee Staffing by Business Unit
FY 2025-2026 Budget

Business Unit
Casual Employees Equivalent
Generation Services
Administrative & General
Total

FY 2024-2025 Budget		
On Board	Open	Total
0.46	1.39	1.85
0.92	0.92	1.84
1.38	2.31	3.69

FY 2025-2026 Budget	
Change	Total
-	1.85
-	1.84
-	3.69

NORTHERN CALIFORNIA POWER AGENCY

Summary of Position Changes

FY 2025-2026

New Changes:

Add	0.46	Power Settlements	Student Assistant IV (6H) (Org 220)
Remove	-0.46	Human Resources	Student Assistant IV (6H) (Org 400)
	<u>0.00</u>	Total	

NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Effective February 20, 2025

GRADE		JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
			ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
15	¹	ACCOUNTANT/ANALYST I	81,869	39.36	102,336	49.20	117,686	56.58
17	¹	ACCOUNTANT/ANALYST II	94,598	45.48	118,269	56.86	135,970	65.37
19	¹	ACCOUNTANT/ANALYST III	109,325	52.56	136,656	65.70	157,144	75.55
10	¹	ACCOUNTING CLERK I	57,034	27.42	71,282	34.27	81,973	39.41
12	¹	ACCOUNTING CLERK II	65,894	31.68	82,368	39.60	94,723	45.54
14	¹	ACCOUNTING CLERK III	76,149	36.61	95,202	45.77	109,450	52.62
16	¹	ACCOUNTING CLERK IV	88,005	42.31	110,011	52.89	126,485	60.81
18	¹	ACCOUNTING CLERK V	101,691	48.89	127,109	61.11	146,182	70.28
8	¹	ADMINISTRATIVE CLERK	49,338	23.72	61,672	29.65	70,928	34.10
10	¹	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR I	57,034	27.42	71,282	34.27	81,973	39.41
12	¹	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR II	65,894	31.68	82,368	39.60	94,723	45.54
14	¹	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR III	76,149	36.61	95,202	45.77	109,450	52.62
31	¹	AGM I/SENIOR DIRECTOR (E.g. Business Development)	260,374	125.18	325,478	156.48	374,296	179.95
32	¹	AGM II (E.g. Power Mgmt, Generation, Leg & Reg, CFO/Admin)	279,906	134.57	349,877	168.21	402,376	193.45
33	¹	AGM III	300,914	144.67	376,126	180.83	432,557	207.96
24	¹	ASSISTANT CONTROLLER	156,957	75.46	196,186	94.32	225,618	108.47
25	¹	ASSISTANT MANAGER: INFORMATION SERVICES	168,730	81.12	210,891	101.39	242,528	116.60
6E	¹	ASSISTANT, STUDENT I	34,112	16.40	41,382	19.90	47,586	22.88
6F	¹	ASSISTANT, STUDENT II	40,849	19.64	51,061	24.55	58,715	28.23
6G	¹	ASSISTANT, STUDENT III	50,763	24.41	63,448	30.50	72,978	35.09
6H	¹	ASSISTANT, STUDENT IV	58,651	28.20	73,298	35.24	84,299	40.53
14	¹	COMPUTER TECHNOLOGY ANALYST	76,149	36.61	95,202	45.77	109,450	52.62
17	¹	COMPUTER TECHNOLOGY ANALYST I	94,598	45.48	118,269	56.86	135,970	65.37
19	¹	COMPUTER TECHNOLOGY ANALYST II	109,325	52.56	136,656	65.70	157,144	75.55
21	¹	COMPUTER TECHNOLOGY ANALYST III	126,339	60.74	157,914	75.92	181,605	87.31
23	¹	COMPUTER TECHNOLOGY ANALYST IV	145,995	70.19	182,499	87.74	209,872	100.90
17	¹	ENERGY RESOURCE ANALYST I	94,598	45.48	118,269	56.86	135,970	65.37
19	¹	ENERGY RESOURCE ANALYST II	109,325	52.56	136,656	65.70	157,144	75.55
21	¹	ENERGY RESOURCE ANALYST III	126,339	60.74	157,914	75.92	181,605	87.31
24	¹	ENERGY RESOURCE ANALYST IV	156,957	75.46	196,186	94.32	225,618	108.47
17	¹	ENGINEER I	94,598	45.48	118,269	56.86	135,970	65.37
19	¹	ENGINEER II	109,325	52.56	136,656	65.70	157,144	75.55
21	¹	ENGINEER III	126,339	60.74	157,914	75.92	181,605	87.31
24	¹	ENGINEER IV	156,957	75.46	196,186	94.32	225,618	108.47
25	¹	ENGINEER V: SUPERVISING /PLANT	168,730	81.12	210,891	101.39	242,528	116.60
21	¹	ENVIRONMENTAL, HEALTH & SAFETY SPECIALIST	126,339	60.74	157,914	75.92	181,605	87.31
17	¹	EXECUTIVE ASSISTANT	94,598	45.48	118,269	56.86	135,970	65.37
33	¹	GENERAL COUNSEL	300,914	144.67	376,126	180.83	432,557	207.96
39	¹	GENERAL MANAGER	464,402	223.27	580,486	279.08	667,555	320.94
16	¹	GEOLOGIST I	88,005	42.31	110,011	52.89	126,485	60.81
18	¹	GEOLOGIST II	101,691	48.89	127,109	61.11	146,182	70.28
20	¹	GEOLOGIST III	117,520	56.50	146,890	70.62	168,938	81.22
23	¹	GEOLOGIST IV	145,995	70.19	182,499	87.74	209,872	100.90
24	¹	GEOLOGIST V	156,957	75.46	196,186	94.32	225,618	108.47
16	¹	GOVERNMENT RELATIONS REPRESENTATIVE I	88,005	42.31	110,011	52.89	126,485	60.81
18	¹	GOVERNMENT RELATIONS REPRESENTATIVE II	101,691	48.89	127,109	61.11	146,182	70.28
20	¹	GOVERNMENT RELATIONS REPRESENTATIVE III	117,520	56.50	146,890	70.62	168,938	81.22
22	¹	GOVERNMENT RELATIONS REPRESENTATIVE IV	135,803	65.29	169,770	81.62	195,229	93.86
14	¹	HUMAN RESOURCES ASSISTANT	76,149	36.61	95,202	45.77	109,450	52.62
17	¹	HUMAN RESOURCES ANALYST I	94,598	45.48	118,269	56.86	135,970	65.37
19	¹	HUMAN RESOURCES ANALYST II	109,325	52.56	136,656	65.70	157,144	75.55
21	¹	HUMAN RESOURCES ANALYST III	126,339	60.74	157,914	75.92	181,605	87.31
26	¹	HUMAN RESOURCES MANAGER	181,376	87.20	226,720	109.00	260,728	125.35
28	¹	HUMAN RESOURCES DIRECTOR	209,602	100.77	261,997	125.96	301,288	144.85
13	¹	LEGISLATIVE PROGRAM ASSISTANT	70,845	34.06	88,546	42.57	101,816	48.95
27	¹	MANAGER, INFORMATION SERVICES	194,979	93.74	243,734	117.18	280,280	134.75
27	¹	MANAGER, INFORMATION SERVICES & POWER SETTLEMENTS	194,979	93.74	243,734	117.18	280,280	134.75
29	¹	MANAGER, PLANT	225,306	108.32	281,653	135.41	323,898	155.72
25	¹	MANAGER, REGULATORY PROGRAM	168,730	81.12	210,891	101.39	242,528	116.60
26	¹	MANAGER, RELIABILITY COMPLIANCE	181,376	87.20	226,720	109.00	260,728	125.35

**NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Effective February 20, 2025**

GRADE		JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
			ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
17	¹	MATERIALS/WAREHOUSE COORDINATOR I	94,598	45.48	118,269	56.86	135,970	65.37
19	¹	MATERIALS/WAREHOUSE COORDINATOR II	109,325	52.56	136,656	65.70	157,144	75.55
17	¹	POWER SETTLEMENTS ANALYST I	94,598	45.48	118,269	56.86	135,970	65.37
19	¹	POWER SETTLEMENTS ANALYST II	109,325	52.56	136,656	65.70	157,144	75.55
21	¹	POWER SETTLEMENTS ANALYST III	126,339	60.74	157,914	75.92	181,605	87.31
26	¹	POWER SETTLEMENTS MANAGER	181,376	87.20	226,720	109.00	260,728	125.35
24	¹	SCHEDULER/PLANNER, POWER	156,957	75.46	196,186	94.32	225,618	108.47
23	¹	SENIOR COMPUTER TECH. ANALYST, POWER (E.g. BILLING)	145,995	70.19	182,499	87.74	209,872	100.90
18	¹	SHAREPOINT ADMINISTRATOR	101,691	48.89	127,109	61.11	146,182	70.28
4	¹	STUDENT HELPER (OFFICE/PLANT)	36,941	17.76	46,176	22.20	53,102	25.53
27	¹	SUPERINTENDENT, GENERATION RESOURCES	194,979	93.74	243,734	117.18	280,280	134.75
23	¹	SUPERVISOR I, POWER SETTLEMENTS	145,995	70.19	182,499	87.74	209,872	100.90
21	¹	SUPERVISOR I, (CHEMICAL, GENERAL SERVICES)	126,339	60.74	157,914	75.92	181,605	87.31
25	¹	SUPERVISOR II, (PLANT, ENERGY RISK, ENGINEERING)	168,730	81.12	210,891	101.39	242,528	116.60
28	¹	SUPERVISOR III, (POWER MGT., COORD. OP, REG/ENV COMP, <u>ENGNR</u>)	209,602	100.77	261,997	125.96	301,288	144.85
28	¹	TREASURER-CONTROLLER	209,602	100.77	261,997	125.96	301,288	144.85
HEA	²	HYDRO TECH APPRENTICE	84,219	40.49	115,086	55.33		
HEA	²	HYDRO TECH	124,301	59.76	160,826	77.32		
HEA	²	HYDRO TECH - DESIGNATED SKILLS	172,411	82.89	172,411	82.89		
HEA	²	HYDRO TECH OPERATOR	168,896	81.20	168,896	81.20		
HEA	²	HYDRO TECH OPERATOR - DESIGNATED SKILLS	181,022	87.03	181,022	87.03		
IBEW	²	CT SPECIALIST I - VI	117,894	56.68	175,698	84.47		
IBEW	²	CT SPECIALIST - LEAD	172,016	82.70	184,475	88.69		
IBEW	²	CT SPECIALIST I - V (OPERATORS)	120,682	58.02	167,731	80.64		
IBEW	²	CT SPECIALIST I - V (OPERATORS) LEAD	176,114	84.67	176,114	84.67		
IBEW	²	MECHANIC OPERATOR I - V	117,894	56.68	154,107	74.09		
IBEW	²	MECHANIC OPERATOR - LEAD	161,803	77.79	161,803	77.79		
IBEW	²	OPERATOR TECHNICIAN I - V	120,682	58.02	161,907	77.84		
IBEW	²	OPERATOR TECHNICIAN - LEAD	170,019	81.74	170,019	81.74		
IBEW	²	STOREKEEPER I - V	79,934	38.43	95,888	46.10		
IBEW	²	TECHNICIAN CHEMICAL/PERFORMANCE	145,912	70.15	145,912	70.15		
IBEW	²	TECHNICIAN OPERATOR I - VI	117,894	56.68	174,970	84.12		
IBEW	²	TECHNICIAN OPERATOR - LEAD	171,267	82.34	183,747	88.34		
	³	SCHEDULE COORDINATOR I	89,377	42.97	119,330	57.37		
	³	SCHEDULE COORDINATOR II	125,591	60.38	145,423	69.92		
	³	SCHEDULE COORDINATOR III	152,281	73.21	175,985	84.61		
	³	SYSTEM DISPATCHER	138,757	66.71	194,193	93.36		
	³	SYSTEM DISPATCHER, LEAD	203,918	98.04	203,918	98.04		

Note ¹ Non-union employees whose salaries exceed the control may be granted a lump sum merit increase which is not added to base pay.

Note ² IBEW = International Brotherhood of Electrical Workers

Note ³ Schedule Coordinators and Dispatchers receive overtime, relief pay in addition to step increases.
These are union classifications subject to the Memorandum of Understanding and when appropriate.
HEA = Hydroelectric Employees Association
overtime, shift differential, relief premium, upgrade and travel pay may be added to base pay

**NORTHERN CALIFORNIA POWER AGENCY
FY 2026 BUDGET
DIRECT LABOR AND RELATED COSTS**

ITEM	EXPLANATION	RATE	FORMULAE FOR BUDGET
TOTAL COMPENSATION			
Salaries/Wages	Projected actual salary at June 30 of each fiscal year	Individual hourly rate 2,080 work hours/year	Hourly rate x 2,080 hours
GSA (General Salary Adjustment) and Merit		Unrepresented Employees	4.25% No COLA or step increases; Salary adjustments are for merit, promotions, upgrades, training and certifications etc. Merit only for high performing staff. In accordance with approved merit plan.
		IBEW - Power Systems and HEA - Hydro Operations	4.25% Current MOU expires December 28, 2027.
Holiday Pay	For Shift workers in IBEW & Dispatch who are scheduled to work on the holiday (24 hour coverage)	IBEW 4 x 1.5 = 6 hours x pay rate, plus 8 hours x pay rate Dispatch 8 hours x pay rate	IBEW (840 hours/# employees) x 14 hours x pay rate Dispatch (320 hours/# employees) x 8 hours x pay rate
Overtime	Budgeted for General Office and Power Systems at time-and-a-half (x 1.5) & double time (x 2.0)	IS Clerical, Programmers, Accounting, Admins, Dispatch, Power Mgmt Hydro Geo CT 1, CT 2, LEC	Gross Wages x 8.17% x 1.5 Gross Wages x (1.3% to 10%) x 1.5 Gross Wages x (2% to 11%) x 1.5, 4% x 2.0 Gross Wages x (1.5% to 18%) x 1.5, 3.25% x 2.0 Gross Wages x (5% to 17%) x 1.5
Shift Pay	Hourly premium for swing and graveyard shifts worked 50% of time. Shifts are 12-hours	Hourly shift differential	\$1.25/\$2.50 Differential x 2,080 hours x 50%
Relief	IBEW GEO/CT Bargaining Group System Dispatcher & Schedule Coordinator	Hourly relief differential 2.0% of base pay	\$1.49-\$1.54 Differential x 2,080 hours
		Hourly relief differential 5% of base pay	\$3.50-\$4.48 Differential x 2,080 hours
Standby Pay	Standby pay for Hydro Operations	2 hours straight time pay per day Mon - Fri 3 hours straight time pay per day Sat - Sun 8 hours straight time pay per scheduled holiday	(894 hours/# employees x average dept. hourly wage)
Travel Pay (Geo only)	Geothermal project employees receive daily travel pay due to hazardous commute	\$17.00/day	25 pay periods x 9 days per pay period x \$17.00 = \$3,825 per employee
	Geo Operator Technicians work fewer days due to 12-hour shifts	2,080 work hours less 80 hours vacation	2,000 hours/12 hrs per day x \$17.00 = \$2,833 per employee
PAYROLL TAXES			
FICA (Federal Insurance Contribution Act)	Social Security taxes paid by employer	Old Age Survivor Disability Insurance (OASDI) Maximum wage x 6.2%	\$176,100 \$176,100 x 6.2% = \$10,453
	Medicare taxes paid by employer	Hospital Insurance (HI), 1.45% on gross wages, plus .9% on gross wages exceeding \$200,000	Unlimited (HI=Gross Wage x 1.45%), If(Gross Wage > \$200,000, then Gross Wage x 1.45% plus .9% x (Gross Wage - \$200,000)
SUI (State Unemployment Insurance)	Employer contribution to State	SUI Maximum wage Maximum withheld	\$7,000 3.0% If (Total Comp x 3.1%) <\$210, then (Total Comp x 3.1%), otherwise \$210

NORTHERN CALIFORNIA POWER AGENCY
FY 2026 BUDGET
DIRECT LABOR AND RELATED COSTS

ITEM	EXPLANATION	RATE	FORMULAE FOR BUDGET
EMPLOYEE BENEFITS			
Pension	PERS Retirement 2.5% at 55, 3 year average, as of 12/20/09	Normal cost 10.7200% Prior service cost 26.467% Pickup – All groups 0.0% Classic Employee Contribution 8.0% New Mbr Employee Contribution 6.5%	Determined by PERS Actuary paid on base pay, holiday pay and shift differential
	PERS Retirement 2% at 62, 3 year average, as of 1/1/2013		
	ICMA 401A, hire date between 1/1/13 and 12/31/18	Employer Contribution 4.0%	
Health Insurance	Based on projection from actuary or historical based estimate as applicable. Medical estimated to increase 5%.	Premium/person/month medical (CTs,HQ Unrep) Premium/person/month medical (Hydro, Geo) Premium/person/month dental Premium/person/month vision Premium/person/month employee assistance	Actual Actual Premiums Monthly premium = 2,893.54 currently x 12 mos. Monthly premium = 2,968.54 currently x 12 mos. Monthly premium x 12 months Monthly premium x 12 months Monthly premium x 12 months
Retirement Health Insurance	Retired employees only	Per actuary estimate as applied to current historical estimate amount/year	Estimated \$7,544.38 x 169 employees = \$1,275,000
Flex Spending	Employer contribution	\$500 year contributed	\$500 per employee
Life Insurance	Paid on behalf of each Bargaining Group employee at two times the annual rounded up to the nearest thousand	\$.20/\$1,000 Gross Wage (GW) Maximum yearly premium	If (GW/\$1,000 x 2 x \$.20 x 12 mo.)<\$831.60, then (GW/\$1,000 x 2 x \$.20 x 12 mo.), otherwise \$831.60
	Unrepresented only at three times annual salary rounded up to nearest thousand	\$.20/\$1,000 Gross Wage (GW) Maximum yearly premium	If (GW/\$1,000 x 3 x \$.20 x 12 mo.)<\$831.60, then (GW/\$1,000 x 3 x \$.20 x 12 mo.), otherwise \$831.60
Short-Term Disability	Paid on behalf of each employee	\$.10/60% gross weekly wage	Represented If (GW/2080 x 40 x 60%)<=\$2,750, then (GW/2080 x 40 x 60%)/10 x .10 x 12 otherwise \$330 Unrepresented If (GW/2080 x 40 x 60%)<=\$2,750, then (GW/2080 x 40 x 60%)/10 x .10 x 12 otherwise \$330
Long-Term Disability Insurance	Paid on behalf of each employee	\$.48/\$100 Gross Wage (GW) Maximum yearly premium	Represented If (GW/\$100 x .48)<\$1,055.98 then (GW/\$100 x .48), otherwise \$1,055.98 Unrepresented If (GW/\$100 x .48)<\$777.60, then (GW/\$100 x .48), otherwise \$777.60
Workers' Compensation	Paid on behalf of each employee. The rate varies per person, depending on their job, and is multiplied by an experience rate. It is paid on total compensation, except the Premium Time Factor in Overtime (amount over straight time).	Rates per \$100 based on current historical estimate: General Office, Clerical \$0.28 GM, Ass't GM, Ops & Eng, Proj Dir, Plan \$0.40 Power Systems \$2.12 Experience Rate 71% Premium Time Factor – 1/3 OT	(Total Comp - (1/3 x OT))/100 x (Rate x Experience Rate)

**NORTHERN CALIFORNIA POWER AGENCY
EXPENDITURES AND FUNDING SOURCES**

EXPENDITURES

FISCAL YEAR ENDED JUNE 30			
	Approved	Proposed	Increase
	2025	2026	(Decrease)
Hydroelectric	\$ 58,647,118	\$ 58,221,906	\$ (425,212)
Geothermal	47,043,119	44,351,275	(2,691,844)
Combustion Turbine No. 1	5,451,475	8,658,294	3,206,819
Combustion Turbine No. 2 (STIG)	6,695,632	2,337,169	(4,358,463)
CT 2 Repower	-	2,755,966	2,755,966
Lodi Energy Center	160,165,229	124,658,346	(35,506,883)
Other Power Supply	678,301,747	577,928,341	(100,373,406)
Preliminary Surveys and Investigations	-	-	-
Transmission	164,702,821	175,565,139	10,862,318
Legislative & Regulatory	4,455,584	4,621,185	165,601
Judicial Action	1,240,000	1,240,000	-
Judicial Action Direct Costs to Programs	(63,108)	(87,381)	(24,273)
Power Management	15,086,198	13,785,025	(1,301,173)
Energy Risk Management	175,918	217,320	41,402
Settlements	1,217,204	1,243,522	26,318
Integrated Systems Support	704,665	707,010	2,345
Participant Pass Through Costs (TANC, Dues, Etc)	1,967,542	1,721,523	(246,019)
Support Services	147,285	156,957	9,672
Support Services Reimbursements	(147,285)	(156,957)	(9,672)
Total Annual Expenditures	1,145,791,144	1,017,924,640	(127,866,504)

FUNDING SOURCES

ISO Energy Sales	136,082,964	105,685,169	(30,397,795)
ISO Energy Sales-Plants	217,597,296	158,285,080	(59,312,216)
Energy Sales to Third Parties	22,596,369	37,215,958	14,619,589
Member Owned Generation ISO Energy Revenue	156,157,708	116,922,303	(39,235,405)
Ancillary Services Sales	6,817,168	3,803,435	(3,013,733)
PM Service Revenue	2,885,927	2,946,574	60,647
Revenue from Customers	1,469,256	-	(1,469,256)
Interest and Other Income	36,132,405	28,181,544	(7,950,861)
Total Revenues and Other Income	579,739,093	453,040,063	(126,699,030)

Net Proposed Funding from Participants

566,052,051	564,884,577	(1,167,474)
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Northern California Power Agency
Participant Funding Requirements (Net)
FY 2026 Budget

GENERATION RESOURCES	Budget	Alameda	BART	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Palo Alto	Plumas Sierra	Port of Oakland	Redding	Roseville	Santa Clara	Shasta Lake	Truckee-Donner	Ukiah	TID	All Other
Hydro	\$15,662,351	\$1,566,235	\$ -	\$ -	\$ -	\$259,995	\$1,624,186	\$360,234	\$3,589,810	\$264,694	\$ -	\$ -	\$1,879,482	\$5,798,202	\$ -	\$ -	\$319,512	\$ -	\$ -
Geothermal	4,391,673	741,426	-	9,970	14,757	161,348	451,462	161,654	-	30,786	-	-	346,195	1,949,488	-	-	246,572	278,015	-
Combustion Turbine No. 1 (STIG)	6,646,207	1,450,203	-	13,073	23,262	387,693	890,161	387,707	-	120,728	-	-	-	2,769,241	-	-	604,140	-	-
Combustion Turbine No. 2 (STIG)	2,295,169	436,082	-	-	-	-	906,592	114,758	-	-	-	-	837,737	-	-	-	-	-	-
CT2 Repower	2,755,966	-	-	-	-	-	1,196,879	367,052	-	-	-	-	1,192,035	-	-	-	-	-	-
Lodi Energy Center	31,796,627	-	2,342,379	95,074	697,149	583,033	3,371,612	722,474	-	278,845	-	-	-	9,138,824	-	-	633,755	-	13,923,481
	63,537,993	4,193,946	2,342,379	118,117	735,168	1,392,070	8,440,891	2,113,881	3,589,810	695,053	-	-	4,255,448	19,655,754	-	-	1,803,980	278,015	13,923,481
Member Resources-Energy	14,852,723	(3,880,542)	1,515,952	-	-	(884,382)	1,361,057	-	16,984,473	230,230	-	-	-	(474,065)	-	-	-	-	-
Member Resources-Natural Gas	520,319	-	-	-	-	13,016	416,059	49,083	-	-	-	-	-	-	-	-	42,161	-	-
Western Resource	(14,052,237)	(924,985)	-	(226,536)	(507,036)	(192,838)	(436,576)	(247,408)	(9,439,292)	(1,348,469)	(463,873)	-	-	-	-	-	(265,224)	-	-
NCPA Contracts & Market Power Purchases	11,983,885	(168,750)	1,006,267	92,989	435,901	97,305	2,039,902	598,285	1,725,334	-	2,245,032	-	(1,058,141)	4,905,086	-	-	64,680	-	-
Net Load Costs	405,162,280	19,499,807	18,714,934	811,232	1,908,629	4,431,380	24,673,222	7,218,733	46,754,041	8,358,152	6,257,441	-	-	260,726,147	-	-	5,808,562	-	0
Net GHG Obligations	1,526,966	12,830	256,634	51,326	205,306	153,980	513,266	153,980	-	-	-	-	-	-	-	-	179,644	-	-
Preliminary Surveys and Investigations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	419,993,936	14,538,355	21,493,787	729,011	2,042,800	3,618,461	28,566,930	7,772,673	56,024,556	7,239,913	8,038,600	-	(1,058,141)	265,157,168	-	-	5,829,823	-	-
	483,531,929	18,732,301	23,836,166	847,128	2,777,968	5,010,531	37,007,821	9,886,554	59,614,366	7,934,966	8,038,600	-	3,197,307	284,812,922	-	-	7,633,803	278,015	13,923,481
TRANSMISSION																			
NCPA Plant Transmission *	70,742	21,477	-	289	427	4,674	13,077	4,683	-	892	-	-	10,028	-	-	-	7,142	8,053	-
Independent System Operator	175,565,139	12,360,513	12,488,491	517,905	1,136,516	2,671,917	15,481,776	4,575,453	30,415,759	5,139,893	3,978,867	-	-	83,140,555	-	-	3,657,494	-	-
	175,635,881	12,381,990	12,488,491	518,194	1,136,943	2,676,591	15,494,853	4,580,136	30,415,759	5,140,785	3,978,867	-	10,028	83,140,555	-	-	3,664,636	8,053	-
MANAGEMENT SERVICES																			
LEGISLATIVE & REGULATORY																			
Legislative Representation	1,873,603	98,857	-	64,061	65,811	70,514	109,270	75,964	154,882	76,947	74,341	141,087	182,277	541,501	82,353	62,453	73,283	-	-
Regulatory Representation	654,240	34,520	-	22,370	22,980	24,623	38,156	26,526	54,083	26,869	25,959	49,266	63,649	189,086	28,757	21,808	25,590	-	-
Western Representation	615,713	17,358	7,005	4,251	9,514	3,618	8,192	4,643	177,128	25,304	8,705	117,411	69,839	138,190	11,589	7,989	4,977	-	-
JPA Assessment	1,462,281	54,663	55,590	2,415	5,042	12,104	70,300	20,287	138,790	21,763	17,850	118,075	179,926	719,333	29,882	-	16,262	-	-
	4,605,837	205,397	62,595	93,097	103,347	110,860	225,918	127,420	524,884	150,882	126,855	425,839	495,691	1,588,110	152,581	92,251	120,112	-	-
Judicial Action																			
Tariffs & Rates	457,619	55,653	8,561	2,343	3,927	12,143	63,369	19,834	95,366	13,365	10,684	-	22,793	130,450	-	-	16,727	2,404	-
FERC Rate Cases **	590,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency **	105,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Judicial Action Direct Cost to Programs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,152,619	55,653	8,561	2,343	3,927	12,143	63,369	19,834	95,366	13,365	10,684	-	22,793	130,450	-	-	16,727	2,404	-
POWER MANAGEMENT																			
Power Mgmt, SCALD, ISS, Energy Risk Mgmt & Settlements	15,674,806	1,437,081	1,067,079	107,499	166,393	327,304	1,658,578	646,811	2,347,894	393,907	474,055	-	842,773	5,530,435	-	-	484,267	190,731	-
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	133,807	11,773	11,927	10,955	11,170	11,339	15,867	12,198	12,570	-	13,925	10,800	-	-	-	-	11,283	-	-
Gas Purchase Program	92,618	-	7,200	7,200	7,200	7,200	49,418	7,200	-	-	-	-	-	-	-	-	7,200	-	-
	15,901,231	1,448,854	1,086,206	125,655	184,763	345,843	1,723,864	666,208	2,360,464	393,907	487,880	10,800	842,773	5,530,435	-	-	502,790	190,731	-
	21,659,687	1,709,903	1,157,363	221,094	292,037	468,846	2,013,151	813,462	2,980,713	558,154	625,518	436,639	1,361,256	7,248,994	152,581	92,251	639,589	193,135	-
TANC- SOT	50,000	16,807	-	-	-	2,307	16,590	2,504	6,771	2,281	-	-	-	493,125	-	-	2,740	-	-
BAMx Consulting	777,500	-	120,000	-	-	-	-	-	164,375	-	-	-	-	-	-	-	-	-	-
Biggs 60Kv	4,700	-	-	4,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APPA Dues	360,631	26,110	1,298	3,834	7,388	31,085	13,159	45,768	-	10,505	46,986	51,972	82,162	14,581	15,407	10,375	-	-	
SEPA Dues	22,000	2,821	564	564	564	2,821	564	2,821	564	564	564	564	2,821	564	564	564	564	-	-
DEED Dues	28,732	2,143	106	315	606	2,551	1,080	3,756	-	-	3,856	4,265	6,742	1,197	1,264	851	-	-	
CEE Dues	10,000	667	667	667	667	667	667	667	667	667	667	667	667	667	667	667	667	-	-
ASE Dues	2,500	167	167	167	167	167	167	167	167	167	167	167	167	167	167	167	167	-	-
Subscriptions	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Metering Maintenance	280,460	16,550	114,960	16,550	8,275	16,550	16,550	8,275	16,550	24,825	24,825	6,250	6,250	-	-	-	16,550	-	-
Customer Programs Projects **	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WRGIS Certificate Transfer Fees**	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pass Through Costs	1,721,523	65,263	234,960	24,052	13,821	28,248	70,430	26,416	247,124	34,753	36,728	60,746	66,141	585,683	17,175	18,069	31,914	-	-
Support Services	156,957	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Support Services Reimbursements	(156,957)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER THIRD PARTY REVENUE																			
PM Service Revenue (Nexant)	(2,651,917)	(\$202,804)	(190,214)	(17,161)	(28,848)	(49,423)	(253,556)	(100,259)	(334,882)	(58,684)	(68,950)	-	(125,808)	(1,012,523)	-	-	(72,313)	(30,814)	(105,679)
PM Service Revenue (A&G)	(294,657)	(29,954)	(13,699)	(1,263)	(4,053)	(8,722)	(38,557)	(11,220)	(21,555)	(5,068)	(2,717)	(1,294)	(20,224)	(123,703)	(452)	(408)	(11,769)	-	-
Member-Owned Generation ISO Energy Revenue	(114,717,869)	-	(766,931)	-	-	-	-	-	-	-	-	-	-	(113,950,938)	-	-	-	-	-
Revenue from Customers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(117,664,443)	(232,757)	(970,844)	(18,424)	(32,901)	(58,144)	(292,112)	(111,479)											

* Geothermal transmission shown separately from Plant due to participant allocation differences.

** Memo only - Estimates included in NET ANNUAL BUDGET COST, but not allocated to Participants due to contingent nature of costs.

Funding Requirements (Net)

**Northern California Power Agency
Participant Funding Requirements (Gross)
FY 2026 Budget**

GENERATION RESOURCES	Budget	Alameda	BART	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Palo Alto	Plumas Sierra	Port of Oakland	Redding	Roseville	Santa Clara	Shasta Lake	Truckee-Donner	Ukiah	TID	All Other
Hydro	\$58,221,906	\$5,822,191	\$ -	\$ -	\$ -	\$ 966,484	\$ 6,037,612	\$1,339,104	\$ 13,344,461	\$ 983,950	\$ -	\$ -	\$6,986,629	\$ 21,553,750	\$ -	\$ -	\$1,167,727	\$ -	\$ -
Geothermal	44,280,533	7,475,663	-	100,516	148,785	1,626,865	4,552,037	1,629,964	-	310,407	-	-	3,490,633	19,656,352	-	-	2,486,133	2,803,179	-
Combustion Turbine No. 1	8,658,294	1,889,240	-	17,031	30,304	505,064	1,159,631	505,064	-	157,295	-	-	-	3,607,625	-	-	787,039	-	-
Combustion Turbine No. 2 (STIG)	2,337,169	444,062	-	-	-	-	923,182	116,858	-	-	-	-	853,067	-	-	-	-	-	-
CT2 Repower	2,755,966	-	-	-	-	-	1,196,879	367,052	-	-	-	-	1,192,035	-	-	-	-	-	-
Lodi Energy Center	124,656,346	-	8,501,600	345,082	2,530,264	2,116,119	12,237,157	2,622,220	-	1,012,072	-	-	-	-	33,169,116	-	2,300,198	-	59,824,517
	240,912,214	15,631,156	8,501,600	462,629	2,709,353	5,214,532	26,106,498	6,580,264	13,344,461	2,463,724	-	-	12,522,364	77,986,643	-	-	6,761,096	2,803,179	59,824,517
Member Resources-Energy	78,949,829	13,365,237	7,560,317	-	-	-	1,733,354	-	52,885,891	1,205,839	-	-	-	2,199,191	-	-	-	-	-
Member Resources-Natural Gas	2,890,502	-	-	-	-	70,734	2,051,477	419,529	-	-	-	-	-	-	-	-	348,762	-	-
Western Resource	24,080,762	1,585,119	-	388,206	868,878	330,460	748,141	423,962	16,175,751	2,310,812	-	794,935	-	36,114,610	-	-	454,498	-	-
NCPA Contracts & Market Power Purchases	65,318,002	2,019,395	2,577,192	268,747	747,510	722,380	7,624,327	2,330,267	3,911,626	-	-	-	3,020,184	-	-	-	763,082	-	-
Gross Load Costs	405,162,280	19,499,807	18,714,934	811,232	1,908,629	4,431,380	24,673,222	7,218,733	46,754,041	8,358,152	-	6,257,441	-	260,726,147	-	-	5,808,562	-	-
Net GHG Obligations	1,526,966	12,830	256,634	51,326	205,306	153,980	513,266	-	-	-	-	-	-	-	-	-	179,644	-	-
Preliminary Surveys and Investigations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	577,928,341	36,482,388	29,109,077	1,519,511	3,730,323	5,708,934	37,343,787	10,546,471	119,727,309	11,874,803	12,271,058	-	3,020,184	299,039,948	-	-	7,554,548	-	-
	818,840,555	52,113,544	37,610,677	1,982,140	6,439,676	10,923,466	63,450,285	17,126,735	133,071,770	14,338,527	12,271,058	-	15,542,548	377,026,791	-	-	14,315,644	2,803,179	59,824,517
TRANSMISSION																			
NCPA Plant Transmission *	70,742	21,477	-	289	427	4,674	13,077	4,683	-	892	-	-	10,028	-	-	-	7,142	8,053	-
Independent System Operator	175,565,139	12,360,512	12,488,490	517,905	1,136,516	2,671,917	15,481,775	4,575,453	30,415,758	5,139,893	3,978,867	-	-	83,140,559	-	-	3,657,494	-	-
	175,635,881	12,381,989	12,488,490	518,194	1,136,943	2,676,591	15,494,852	4,580,136	30,415,758	5,140,785	3,978,867	-	10,028	83,140,559	-	-	3,664,636	8,053	-
MANAGEMENT SERVICES																			
LEGISLATIVE & REGULATORY																			
Legislative Representation	1,875,864	98,976	-	64,139	65,890	70,600	109,402	76,056	155,069	77,040	74,431	141,257	182,497	542,155	82,453	62,529	73,372	-	-
Regulatory Representation	654,291	34,522	-	22,371	22,982	24,625	38,159	26,528	54,087	26,871	25,961	49,270	63,654	189,101	28,759	21,810	25,592	-	-
Western Representation	617,084	17,396	7,021	4,261	9,536	3,627	8,211	4,653	177,523	25,360	8,724	117,672	69,995	138,900	11,615	8,004	4,988	-	-
JPA Assessment	1,473,946	55,099	56,033	2,434	5,082	12,201	70,861	20,449	139,897	21,937	17,992	119,017	181,361	725,071	30,120	-	16,392	-	-
	4,621,185	205,993	63,054	93,204	103,490	111,052	226,632	127,686	526,576	151,207	127,108	427,216	497,506	1,594,827	152,947	92,342	120,343	-	-
Judicial Action																			
Tariffs & Rates	457,619	55,653	8,561	2,343	3,927	12,143	63,369	19,834	95,366	13,365	10,684	-	22,793	130,450	-	-	16,727	2,404	-
FERC Rate Cases **	590,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency **	105,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,152,619	55,653	8,561	2,343	3,927	12,143	63,369	19,834	95,366	13,365	10,684	-	22,793	130,450	-	-	16,727	2,404	-
POWER MANAGEMENT																			
Power Mgmt., SCALD, ISS,																			
Energy Risk Mgmt. & Settlements	15,725,634	1,441,437	1,070,918	107,901	167,072	328,507	1,664,224	649,100	2,354,486	395,079	476,788	-	844,957	5,547,884	-	-	486,033	191,247	-
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	134,270	11,814	11,969	10,993	11,208	11,379	15,922	12,240	12,613	-	13,973	10,837	-	-	-	-	11,322	-	-
Gas Purchase Program	92,973	-	7,228	7,228	7,228	49,607	7,228	-	-	-	-	-	-	-	-	-	7,228	-	-
	15,952,877	1,453,251	1,090,114	126,122	185,508	347,113	1,729,754	668,567	2,367,099	395,079	490,761	10,837	844,957	5,547,884	-	-	504,583	191,247	-
	21,726,681	1,714,897	1,161,730	221,668	292,925	470,308	2,019,755	816,087	2,989,042	559,651	628,553	438,054	1,365,256	7,273,161	152,947	92,342	641,653	193,651	-
TANC- SOT	50,000	16,807	-	-	-	2,307	16,590	2,504	6,771	2,281	-	-	-	493,125	-	-	2,740	-	-
BAMx Consulting	777,500	-	120,000	-	-	-	-	-	164,375	-	-	-	-	-	-	-	-	-	-
Biggs 60Kv	4,700	-	-	4,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APPA Dues	360,631	26,110	-	1,298	3,834	7,388	31,085	13,159	45,768	-	10,505	46,986	51,972	82,162	14,581	15,407	10,375	-	-
SEPA Dues	22,000	2,821	-	564	564	564	2,821	2,821	564	564	564	2,821	2,821	564	564	564	564	-	-
DEED Dues	28,732	2,143	-	106	315	606	2,551	1,080	3,756	-	3,856	4,265	6,742	1,197	1,264	851	-	-	-
CEE Dues	10,000	667	-	667	667	667	667	667	667	667	667	667	667	667	667	667	667	-	-
ASE Dues	2,500	167	-	167	167	167	167	167	167	167	167	167	167	167	167	167	167	-	-
Subscriptions	25,000	-	-	-	-	-	-	-	6,250	6,250	-	6,250	-	-	-	-	-	-	-
Metering Maintenance	280,460	16,550	114,960	16,550	8,275	16,550	16,550	8,275	16,550	24,825	24,825	-	-	-	-	-	16,550	-	-
Customer Programs Projects **	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WREGIS Certificate Transfer Fees**	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pass Through Costs	1,721,523	65,263	234,960	24,052	13,821	28,248	70,430	26,416	247,124	34,753	36,728	60,746	66,141	585,683	17,175	18,069	31,914	-	-
Support Services	156,957	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Support Services Reimbursements	(156,957)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
JPA Assessment - Others																			
Non-NCPA Participants	63,821	(2,386)	(2,426)	(105)	(220)	(528)	(3,068)	(885)	(6,057)	(950)	(779)	(5,153)	(7,853)	(31,395)	(1,304)	-	(710)	5,995	57,826
Credits to Participants	(63,821)	(2,386)	(2,426)	(105)	(220)	(528)	(3,068)	(885)	(6,057)	(950)	(779)	(5,153)	(7,853)	(31,395)	(1,304)	-	(710)	-	-
	-	(2,386)	(2,426)	(105)	(220)	(528)	(3,068)	(885)	(6,057)	(950)	(779)	(5,153)	(7,853)	(31,395)	(1,304)	-	(710)	5,995	57,826
GROSS ANNUAL BUDGET COST	\$ 1,017,924,640	\$ 66,273,307	\$ 51,493,431	\$ 2,745,949	\$ 7,883,145	\$ 14,098,085	\$ 81,032,254	\$ 22,548,488	\$ 166,717,636	\$ 20,072,767	\$ 16,914,426	\$ 493,646	\$ 16,976,120	\$ 467,994,799	\$ 168,818	\$ 110,411	\$ 18,653,138	\$ 3,010,879	\$ 59,882,342
LESS: THIRD PARTY REVENUE																			
Market Power Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ISO Energy Sales	105,685,169	7,652,813	7,610,050	621,896	1,310,154	1,004,850	6,816,506	2,219,217	34,422,633	3,631,266	3,887,208	-	4,078,325	31,209,524	-	-	1,220,727	-	-
ISO Energy Sales-Plants	158,285,080	10,933,101	5,149,544	301,120	1,670,086	3,478,740	15,759,526	4,040,348	9,037,153	1,587,467	-	-	7,796,048	52,760,171	-	-	4,558,181	-	-
Energy Sales to Third Parties	37,215,958	13,602,780	-	-	-	884,382	-	-	22,294,731	-	-	-	-	474,965	-	-	-	-	-
Member-Owned Generation ISO Energy Revenue	116,922,303	-	-	-	-	-	-	-	-	-	-	-	-	116,150,132	-	-	-	-	-
Ancillary Services Sales	3,803,435	288,044	54,317	2,205	16,166	62,995	387,256	85,304	683,118	56,836	-	-	357,653	1,315,281	-	-	75,497	-	-
Transmission Sales	110,376	18,634	-	251	371	4,055	11,347	4,063	-	774	-	-	-	48,996	-	-	6,197	6,987	408,762
Gas Transfer Credits	2,370,163	-	-	-	-	57,718	1,635,418	370,446	-	-	-	-	-	-	-	-	366,601	-	-
Fuel and Pipeline Transport Credits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GHG Allowance Credits	13,775,330	-	934,092	37,916	278,006	232,504	1,344,527	288,111	-	111,199	-	-	-	3,644,376	-	-	252,729	-	-
Western O&M Credits	10,459,661	688,440	-	168,604	377,369	143,523	324,930	184,135	7,025,389	1,003,624	345,25								

Northern California Power Agency
Calculation of JPA Assessment for Fiscal Year 2026 Budget

L & R Programs	Proposed Budget FY 2026	Governance Committee Recommended Allocation Percentages	Base Costs for JPA Assessment	JPA Assessment per MWh 9,748,419 Agency MWh Load
Legislative	\$ 2,559,881	26.8090%	\$ 686,278	\$ 1,873,603
Regulatory	893,881	26.8090%	239,641	\$ 654,240
Customer Programs	536,362	100.0000%	536,362	\$ -
Total	\$ 3,990,124		\$ 1,462,281	\$ 0.15000 per MWh

The revised JPA adopted 1/1/2008 applies collected JPA funds first to cover all of L&R's Member Services budget category, then to cover up to 1/3 of each of the Legislative and Regulatory budget categories. The "Western" L&R budget category is excluded as per recommendation of the Governance Committee.
\$/ MWh not to exceed \$0.15

JPA Assessment Amount \$ / MWh			\$0.150	Allocated Credits				Net Impact of JPA Funds Allocation Incr (Decr)
Member	CY 2024 Energy Delivered KWh	Share %	JPA Assessment	Legislative Representation Program	Regulatory Representation Program	Customer Programs	Subtotal	
Alameda	364,414	3.7382%	\$54,663	(\$36,210)	(\$12,644)	(\$35,757)	(\$84,612)	\$ (29,949)
BART	370,595	3.8016%	55,590				0	55,590
Biggs	16,097	0.1651%	2,415	(23,465)	(8,194)	(35,757)	(67,416)	(65,002)
Gridley	33,611	0.3448%	5,042	(24,106)	(8,417)	(35,757)	(68,281)	(63,239)
Healdsburg	80,694	0.8278%	12,104	(25,829)	(9,019)	(35,757)	(70,605)	(58,501)
Lodi	468,660	4.8075%	70,300	(40,024)	(13,976)	(35,757)	(89,758)	(19,458)
Lompoc	135,247	1.3874%	20,287	(27,825)	(9,716)	(35,757)	(73,298)	(53,011)
Palo Alto	925,255	9.4913%	138,790	(56,731)	(19,810)	(35,757)	(112,299)	26,491
Plumas Sierra	145,084	1.4883%	21,763	(28,185)	(9,842)	(35,757)	(73,784)	(52,021)
Port Of Oakland	118,999	1.2207%	17,850	(27,230)	(9,508)	(35,757)	(72,496)	(54,646)
Redding	787,158	8.0747%	118,075	(51,678)	(18,046)	(35,757)	(105,481)	12,594
Roseville	1,199,489	12.3044%	179,926	(66,766)	(23,314)	(35,757)	(125,837)	54,088
Santa Clara	4,795,493	49.1925%	719,333	(198,345)	(69,260)	(35,757)	(303,363)	415,970
Shasta Lake	199,209	2.0435%	29,882	(30,165)	(10,533)	(35,757)	(76,456)	(46,574)
Truckee Donner	-	0.0000%	0	(22,876)	(7,988)	(35,757)	(66,621)	(66,621)
Ukiah	108,414	1.1121%	16,262	(26,843)	(9,373)	(35,757)	(71,974)	(55,711)
Totals	9,748,419	100.0000%	\$1,462,281	(\$686,278)	(\$239,641)	(\$536,362)	(\$1,462,281)	0

Northern California Power Agency
Calculation of JPA Assessment for Fiscal Year 2026 Budget

JPA Assessment Amount \$ / MWh			\$0.150	
Member	CY 2024 Energy Delivered KWh	Share %	JPA Assessment	Participant Revenue Share
Alameda	364,414	3.7382%	\$54,663	\$2,386
BART	370,595	3.8016%	55,590	2,426
Biggs	16,097	0.1651%	2,415	105
Gridley	33,611	0.3448%	5,042	220
Healdsburg	80,694	0.8278%	12,104	528
Lodi	468,660	4.8075%	70,300	3,068
Lompoc	135,247	1.3874%	20,287	885
Palo Alto	925,255	9.4913%	138,790	6,057
Plumas Sierra	145,084	1.4883%	21,763	950
Port Of Oakland	118,999	1.2207%	17,850	779
Redding	787,158	8.0747%	118,075	5,153
Roseville	1,199,489	12.3044%	179,926	7,853
Santa Clara	4,795,493	49.1925%	719,333	31,395
Shasta Lake	199,209	2.0435%	29,882	1,304
Truckee Donner	-	0.0000%	0	0
Ukiah	108,414	1.1121%	16,262	710
Subtotal NCPA Participants	9,748,419	100.0000%	1,462,281	\$63,821
Other participants:				
TID ¹	n/a		5,995	
Other LEC Participants:				
City of Azusa ²	n/a		3,243	
CDWR ²	n/a		39,002	
MID ²	n/a		12,474	
PWRPA ²	n/a		3,106	
Subtotal Other LEC participants			57,826	
Subtotal Other participants	-		63,821	
Total NCPA and Other			\$1,526,102	

¹ MWh share of Geothermal generation. (\$0.150 x 6.3305% x 631349 MWh)

² Per LEC Project Management and Operations Agreement, Article 6.2.1.b

JPA Cost rate x GES x Annual CY Mwh Generation

Azusa \$0.150 x 2.7857% x 776164 MWh

CDWR \$0.150 x 33.5000% x 776164 MWh

MID \$0.150 x 10.7143% x 776164 MWh

PWRPA \$0.150 x 2.6679% x 776164 MWh