



FY 2027 — BUDGET

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

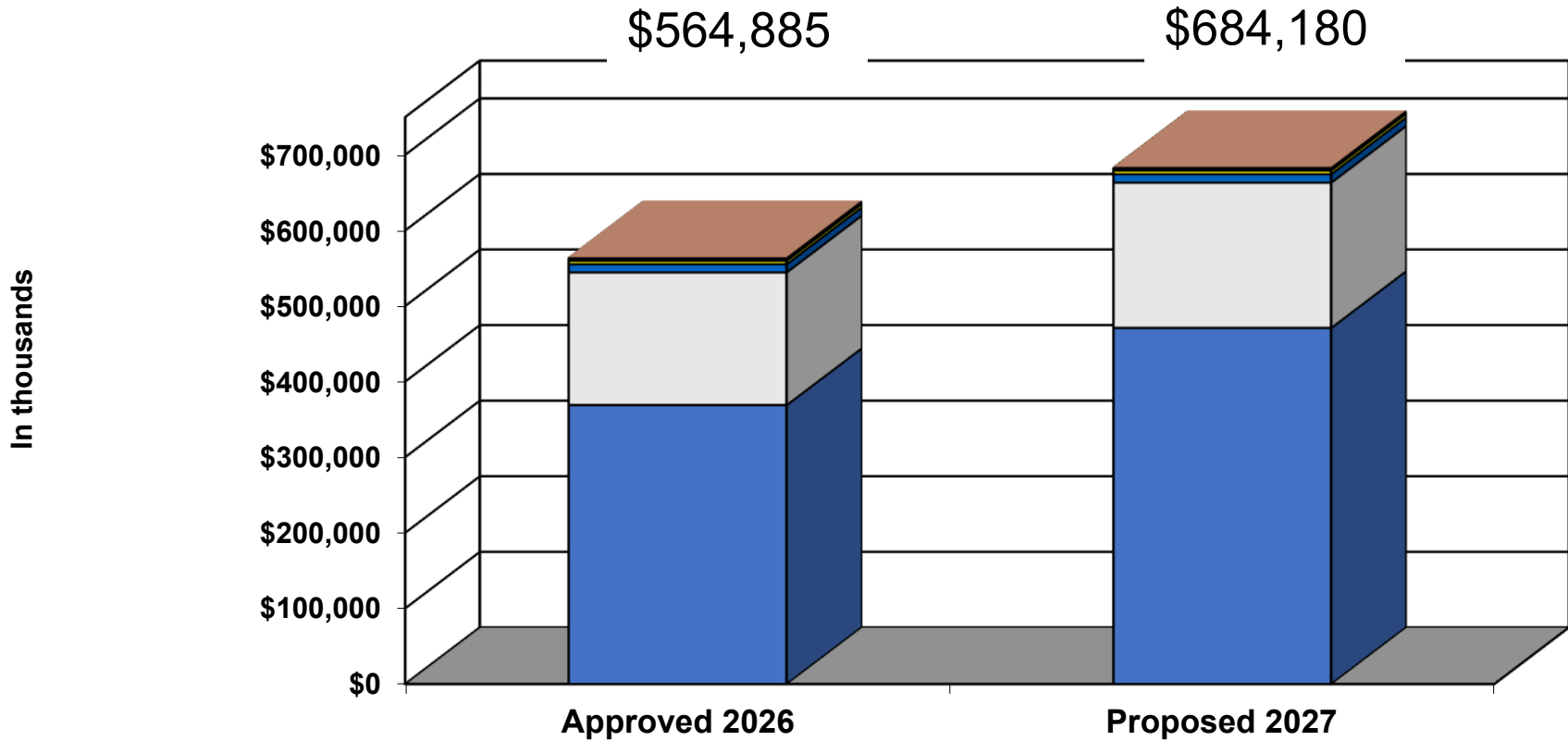
To be the premier provider of energy generation, energy-related services and support to our citizen owned members and customers.

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 2026-2027 (net of revenues)

Proposed FY 2027 Budget, net of revenues, reflects an increase of \$119.3 million or 21.1% from FY 2026. The increase is driven by higher load and contract costs.

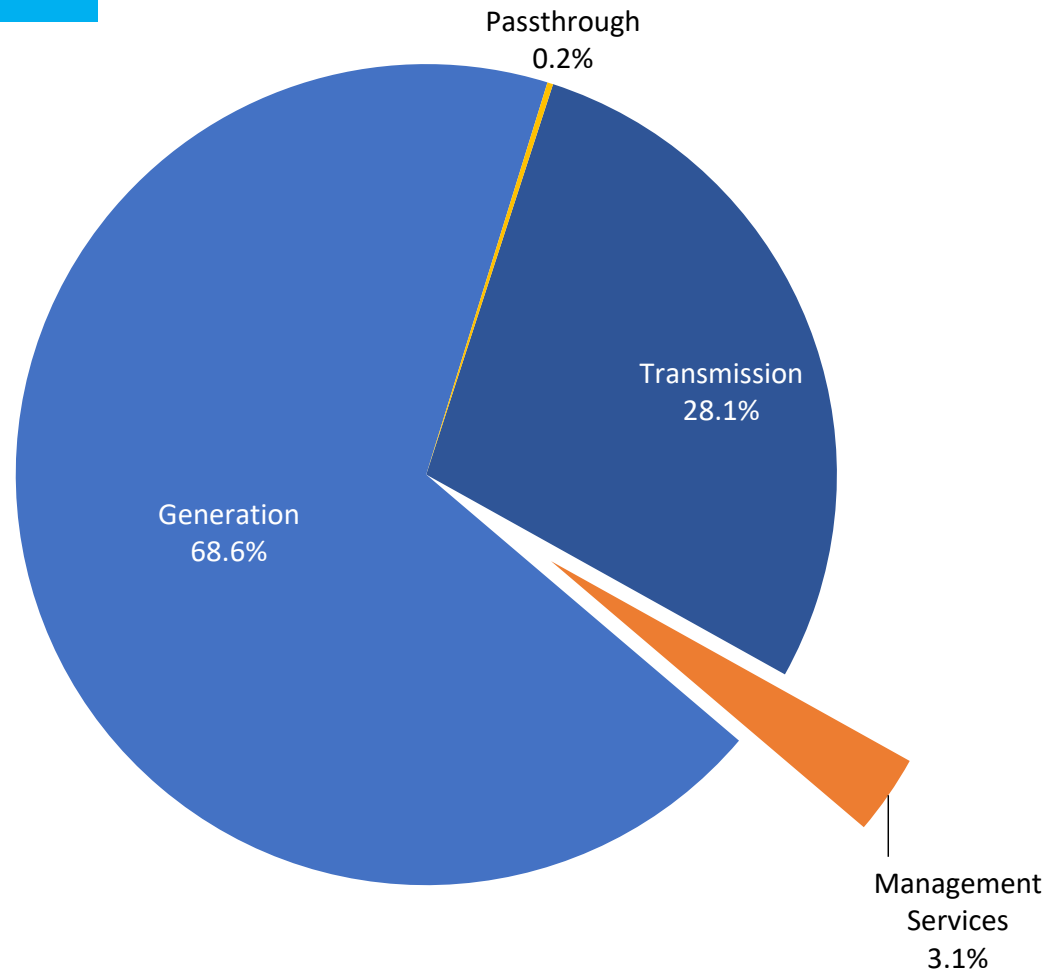


- | | | |
|--|---|--|
| ■ Generation Resources | ■ Transmission | ■ Power Management |
| ■ Legislative & Regulatory | ■ Judicial Action | ■ Settlements |
| ■ Risk Management | ■ Integrated Systems Support | ■ Pass through Costs |

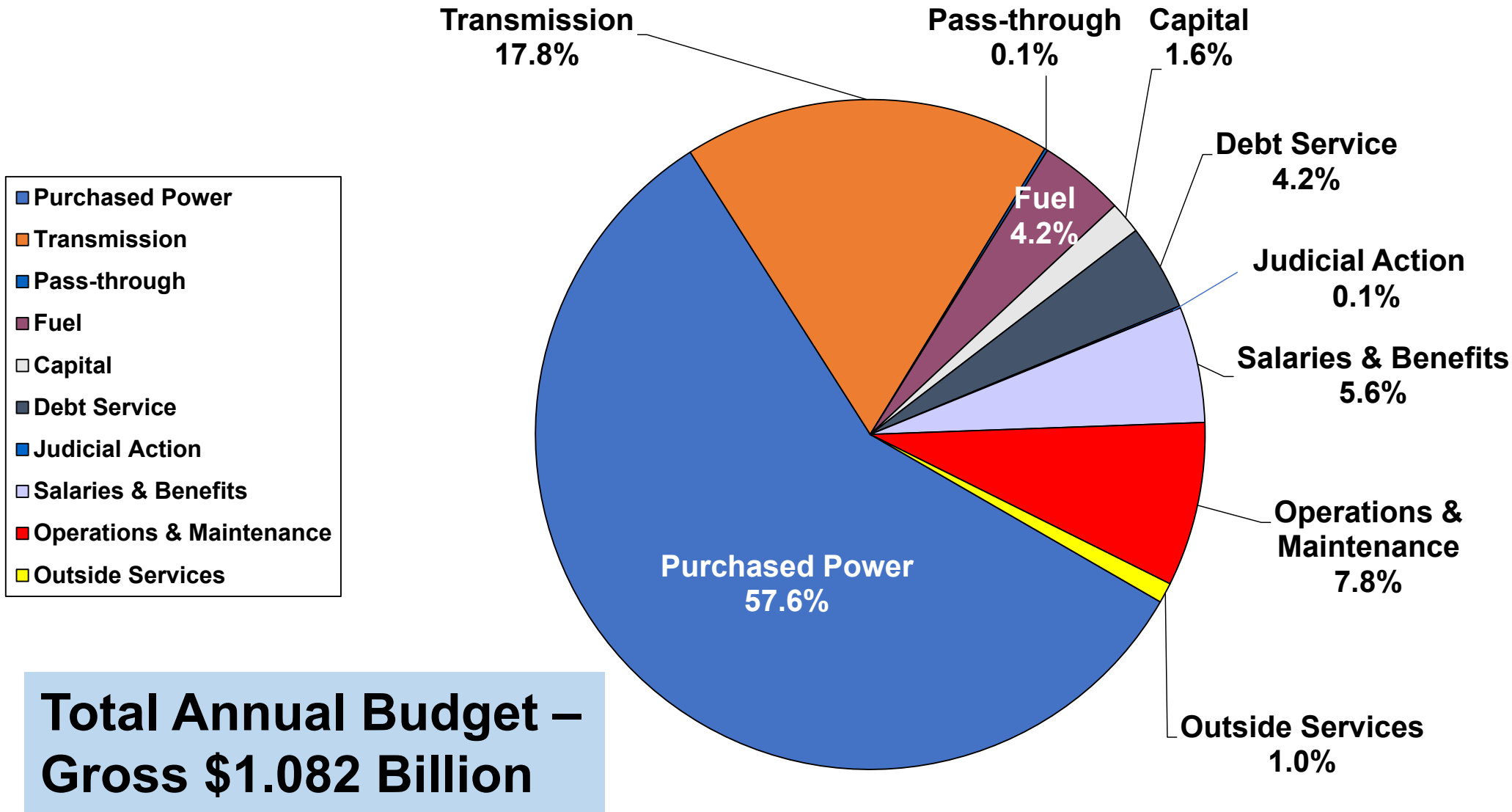
Proposed Budget (Net) FY 2026-2027

Total Annual Budget
\$684.2 Million

NCPA Budget



Proposed Gross Budget by Line Item FY 2026-2027



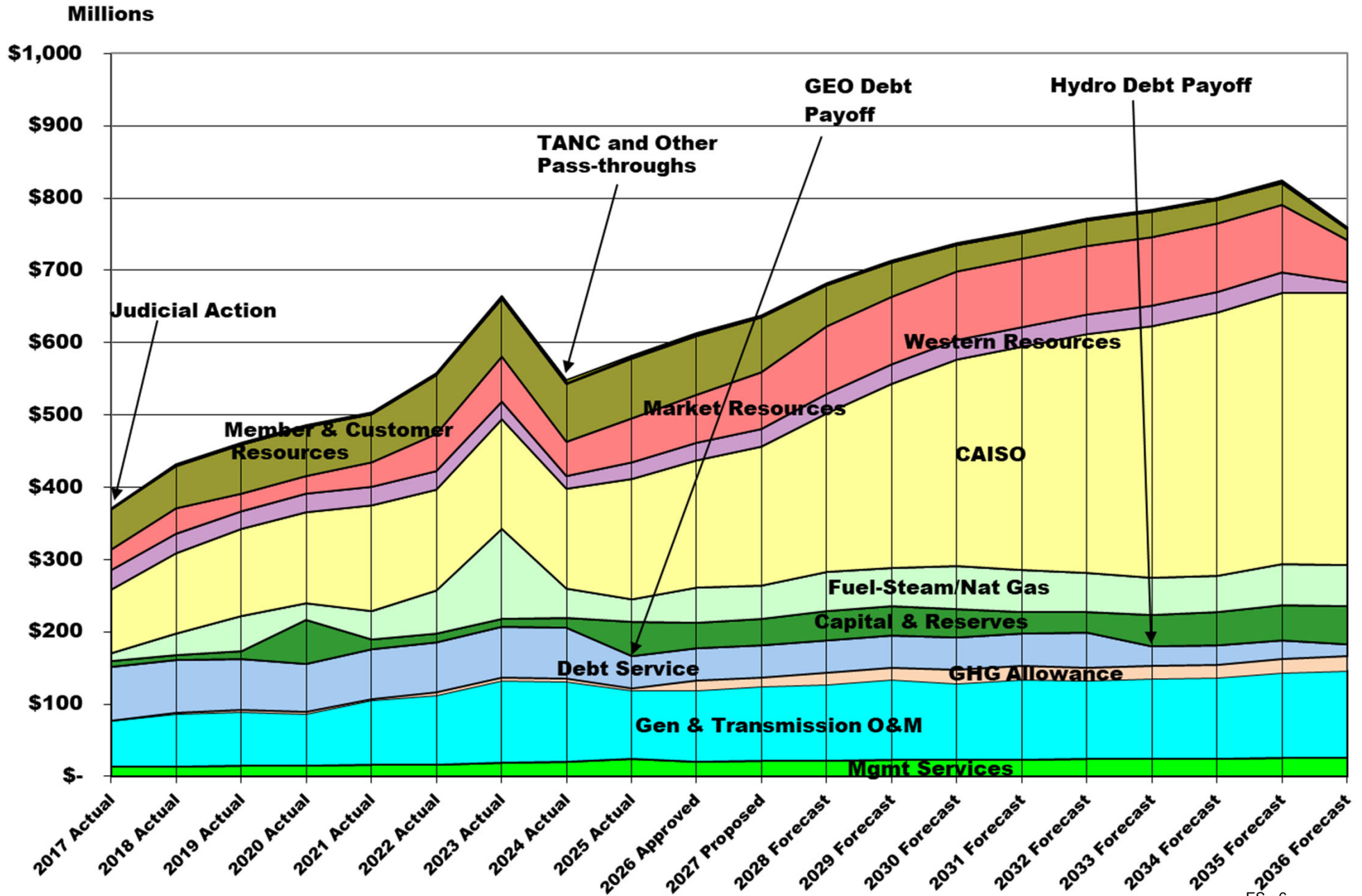
**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

	FISCAL YEAR ENDED JUNE 30		
	Approved	Proposed	
	2026	2027	Inc/(Dec)
<u>GENERATION RESOURCES</u>			
NCPA Plants -			
Controllable Plant Operating Costs	\$ 95,701,127	\$ 97,805,458	\$ 2,104,331
Pass Through Plant Costs	(32,092,392)	(14,312,938)	17,779,454
Total NCPA Plants	63,608,735	83,492,520	19,883,785
Member Resources - Energy	14,852,723	23,909,946	9,057,223
Member Resources - Natural Gas	520,319	211,266	(309,053)
Western Resources	(14,052,237)	(7,704,508)	6,347,729
NCPA Contracts & Market Power Purchases	11,983,885	19,745,964	7,762,079
Net Load Costs	405,162,280	443,405,013	38,242,733
Net GHG Obligations	1,526,966	2,216,972	690,006
Preliminary Surveys and Investigations	-	169,000	169,000
TOTAL GENERATION RESOURCES	483,602,671	565,446,173	81,843,502
TRANSMISSION - Independent System Operator	175,565,139	192,168,280	16,603,141
<u>MANAGEMENT SERVICES</u>			
Legislative & Regulatory	4,605,837	4,881,932	276,095
Judicial Action	1,240,000	1,146,000	(94,000)
Judicial Action - Direct to Programs	(87,381)	(90,864)	(3,483)
Power Management	15,571,074	16,281,144	710,070
Power Management - Direct to Programs	(1,823,699)	(2,017,935)	(194,236)
Energy Risk Management	211,199	261,318	50,119
Settlements	1,238,308	1,308,866	70,558
Integrated Systems Support	704,349	639,387	(64,962)
TOTAL MANAGEMENT SERVICES	21,659,687	22,409,848	750,161
PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)	1,721,523	1,584,761	(136,762)
SUPPORT SERVICES	156,957	167,587	10,630
SUPPORT SERVICES REIMBURSEMENTS	(156,957)	(167,587)	(10,630)
TOTAL NET ANNUAL BUDGET COST	682,549,020	781,609,062	99,060,042
PM Service Revenue	(2,946,574)	(3,010,222)	(63,648)
Member Owned Generation ISO Energy Revenue	(114,717,869)	(94,418,296)	20,299,573
Revenue from Customers	-	-	-
TOTAL NET ANNUAL BUDGET COST	\$ 564,884,577	\$ 684,180,544	\$ 119,295,967

Note: Areas most controllable by NCPA are highlighted in yellow, which are higher by 2.4% for FY 2027.

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 \$63.6 million to costs of \$83.5 million in 2027 (31.3% or \$19.9 million) primarily due to:

Net cost increases from:

- Increased net Projects and Reserve collections (\$6.6 million)
- Increased routine O&M costs to operate the plants (\$2.5 million)
- Net increased insurance, A&G and other costs (\$1.1 million)
- Decreased CAISO energy sales and ancillary services revenue due to lower generation and forward prices (\$16.2 million)

Net cost decreases from:

- Decreased CAISO energy and transmission charges (\$0.2 million)
- Decreased Fuel and LDC costs for gas plants due to lower generation (\$3.5 million)
- Decreased CT2 Repower funding (\$2.8 million)

Generation Resources Cost Drivers

Costs to purchase power to serve member and customer loads are projected to increase from \$305.3 million to \$387.5 million (26.9% or \$82.2 million) due to:

- Net increased Member Contracts costs less revenue (\$9.1 million)
- Net increased Western Resources costs less revenue (\$6.3 million)
- Net increased NCPA Contracts costs less revenue (\$7.8 million)
- Net increased GHG obligations (\$0.7 million)
- Increased Load costs, net of member owned generation CAISO energy sales (\$58.3 million)

Transmission Cost Drivers

Transmission Costs are projected to increase from \$175.6 million in FY 2026 to \$192.2 million in FY 2027 (\$16.6 million or 9.5%) due to:

- Budgeted increase of \$14.3 million for Wheeling Access Charges, \$1.6 million in Ancillary Services Obligation costs, \$0.5 million in Grid Management Charges, and \$0.2 million in Other CAISO Charges
- Increase in gross load of 7,729,340 for FY 2026 to 8,373,485 for FY 2027



Management Services Cost Drivers

NCPA Management Services costs are projected to increase from \$18.7 million in FY 2026 to \$19.4 million in FY 2027 (\$0.7 million or 3.7%):

- Salaries & Benefit increased - \$0.7 million
- Allocated Administrative and General costs increased - \$0.3 million
- Non-personnel related costs decreased - \$0.3 million

Other Drivers – Pass-through Costs

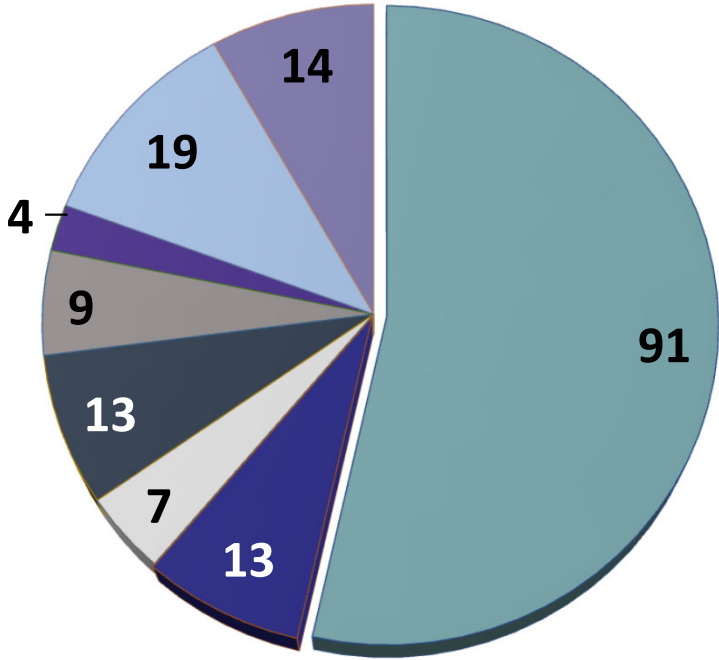
- Decrease in projects consulting of \$137.0k

BAMX



Proposed Staffing by Department
Proposed Budget FY 2026-2027
Number of FTEs

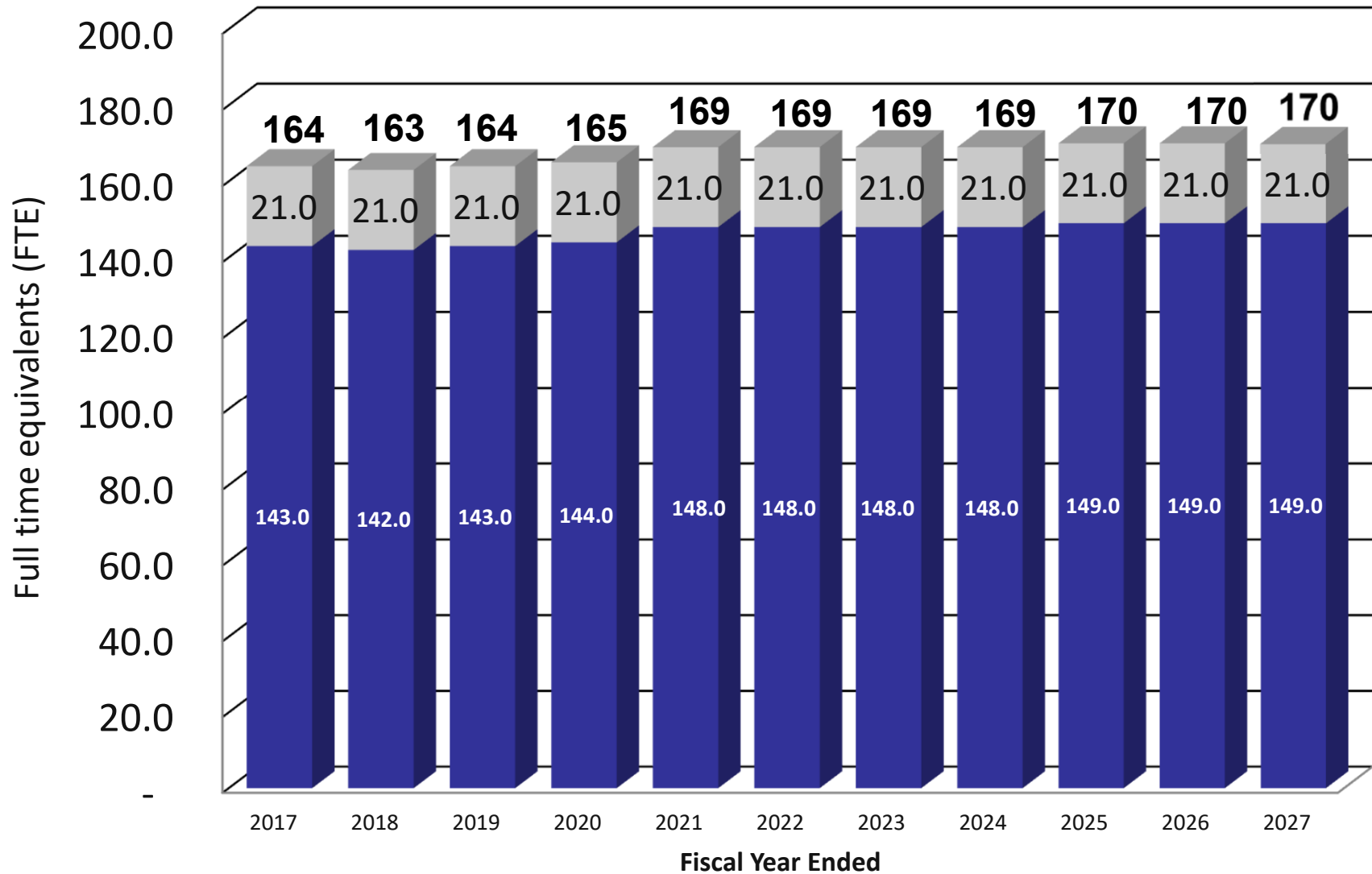
Total FTE - 170.0



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

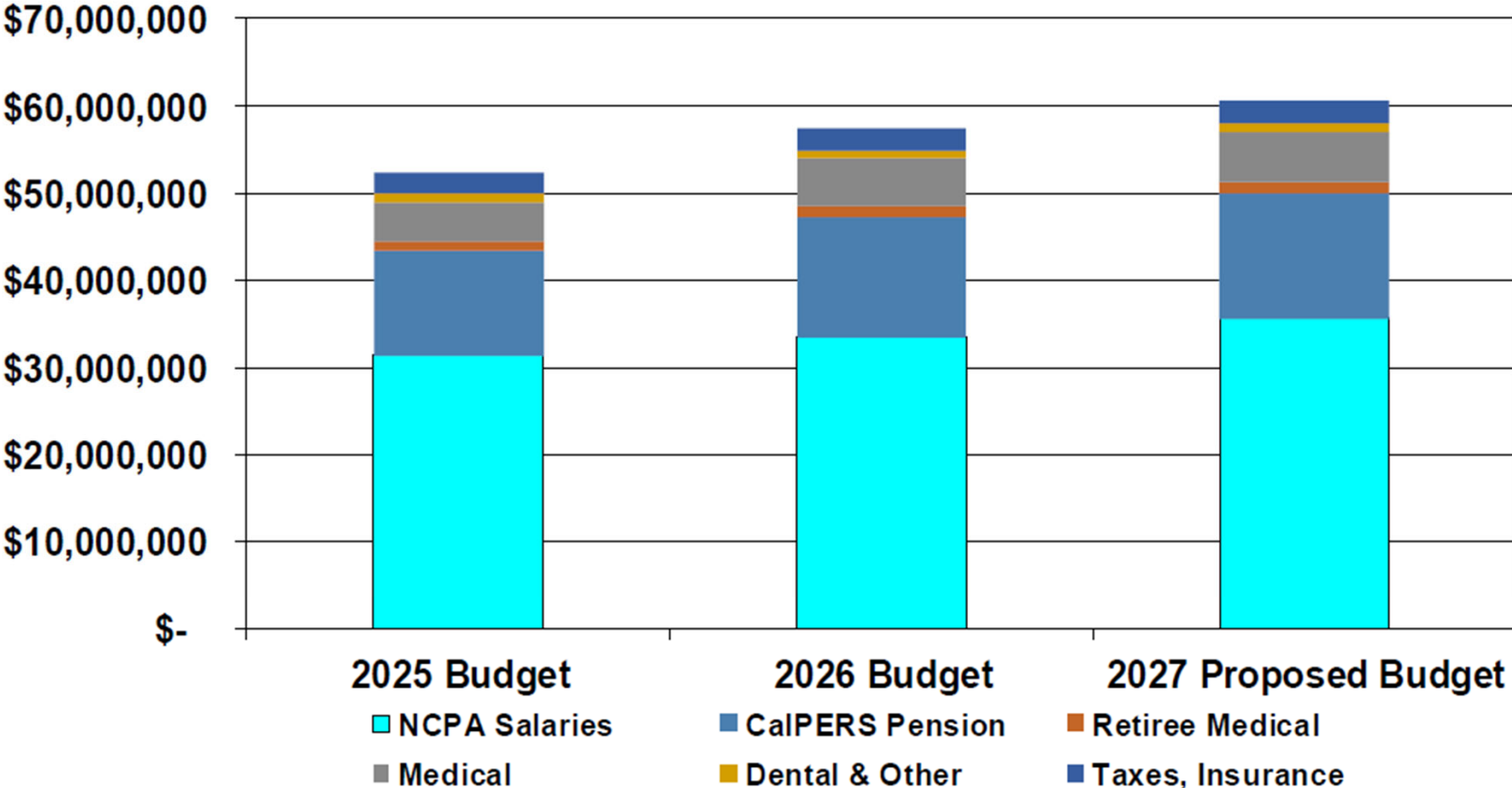
Historical and Proposed Staffing FTEs - Budget FY 2027

LEC additions/shifts in gray

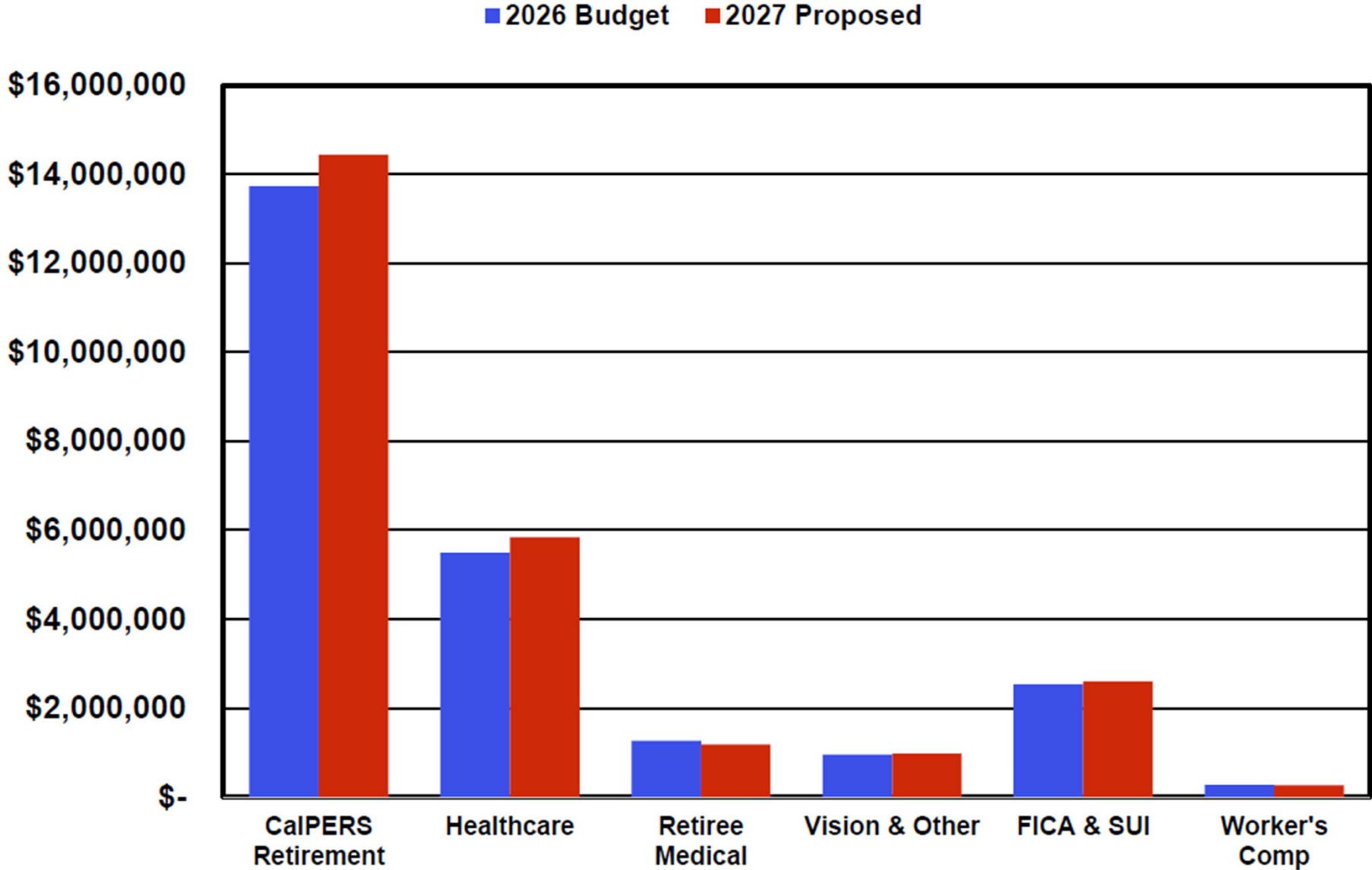


Salaries and Benefits Comparison to Prior Years

Salaries and Benefits are above prior year budget (5.5%). Key drivers are a 6.25% payroll increase driven by the second year of implementing the compensation study results, and a 4.43% increase in benefits and taxes.



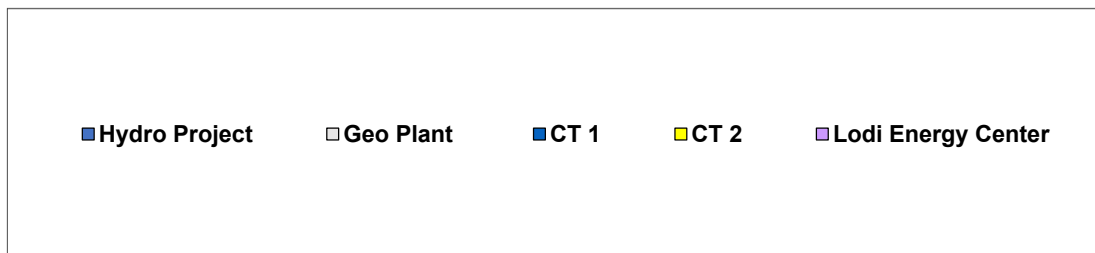
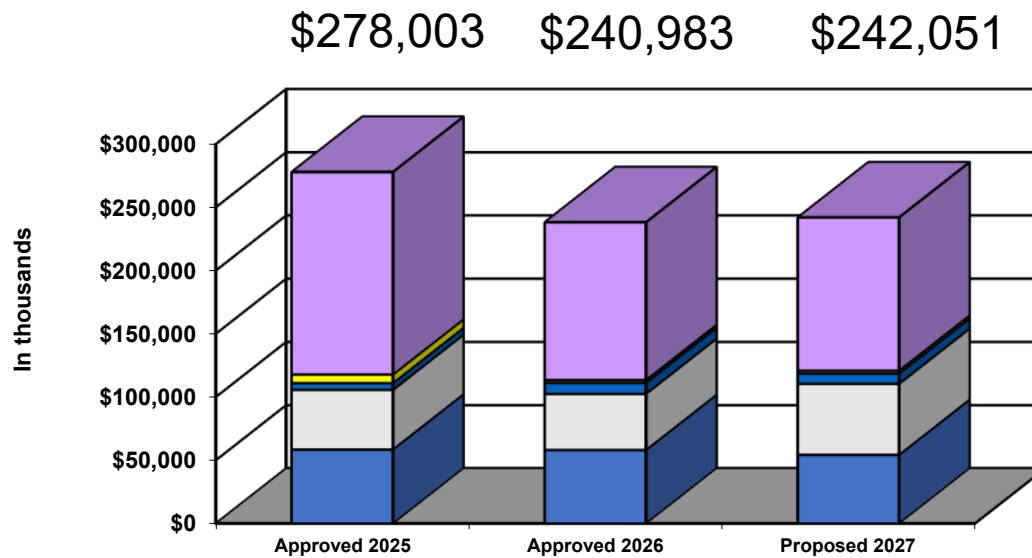
Benefit Changes 2026-2027



Proposed Budget

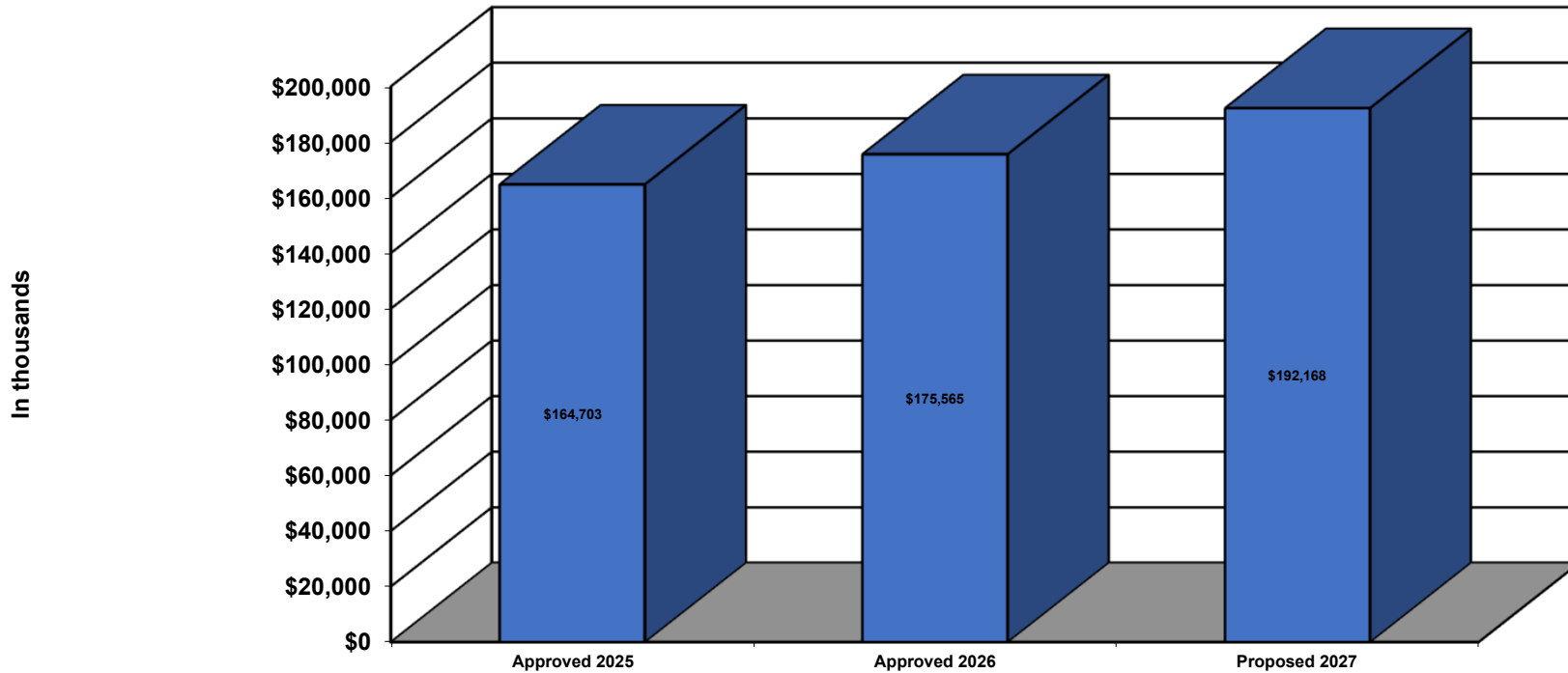
Generation Resources – NCPA Plants

Proposed FY 2027 Budget reflects a \$1.1 million or 0.4% overall increase from FY 2026 on a gross basis.



Proposed Budget Transmission (Net CAISO Charges)

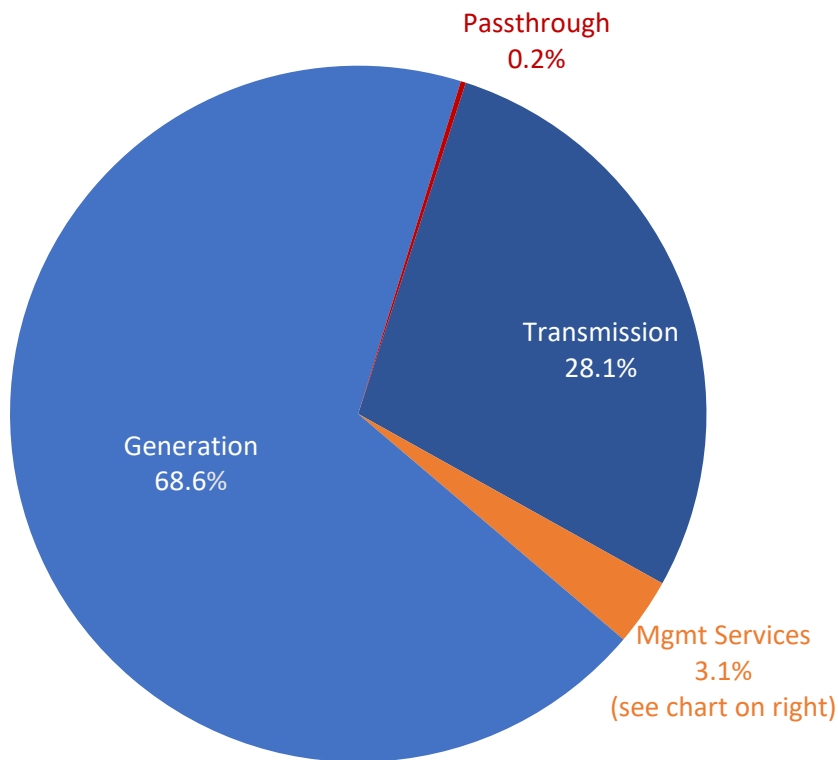
Proposed 2027 budget reflects an increase from 2026 of \$16.6 million or 9.5%.



Proposed Budget Management Services

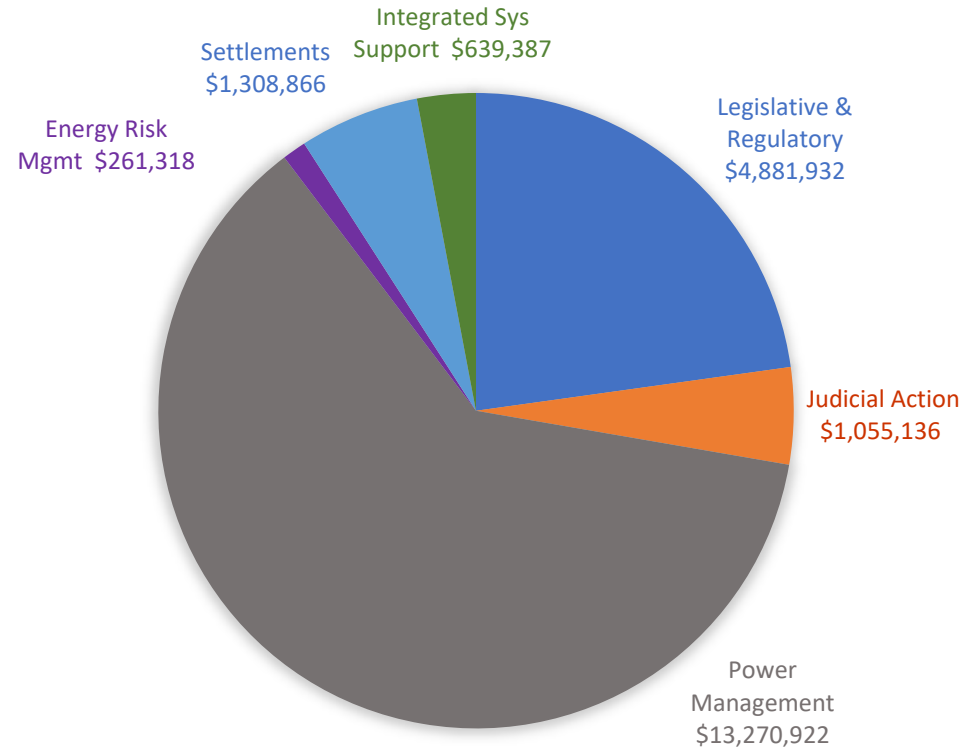
Proposed FY 2027 Net Budget reflects an increase of \$119.3M from FY 2026 budget due to increases in load and contract costs.

NCPA Budget



Management Services

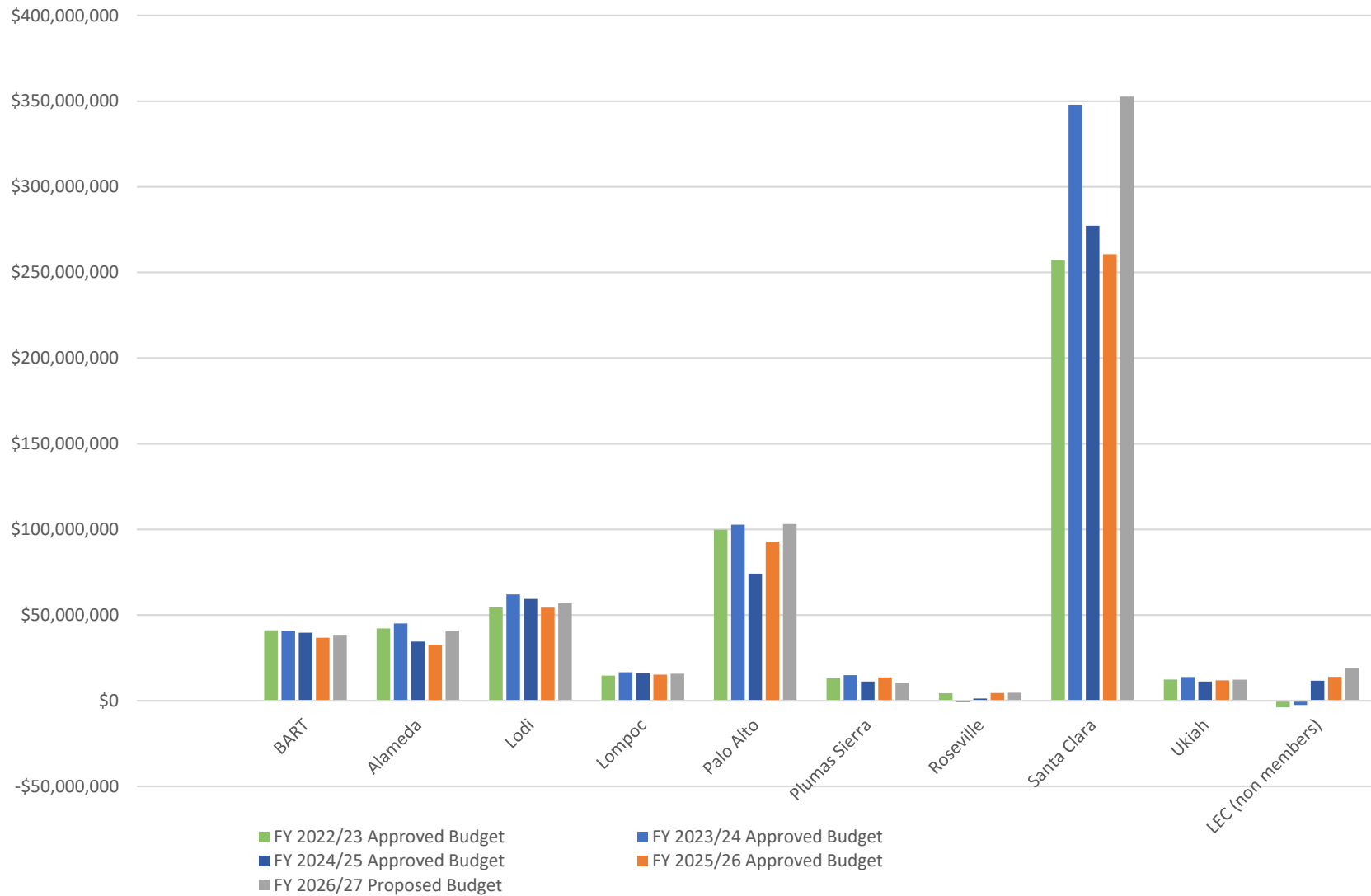
3.1% of total budget or \$21.4 million



Total Annual Budget Cost \$684.2 Million

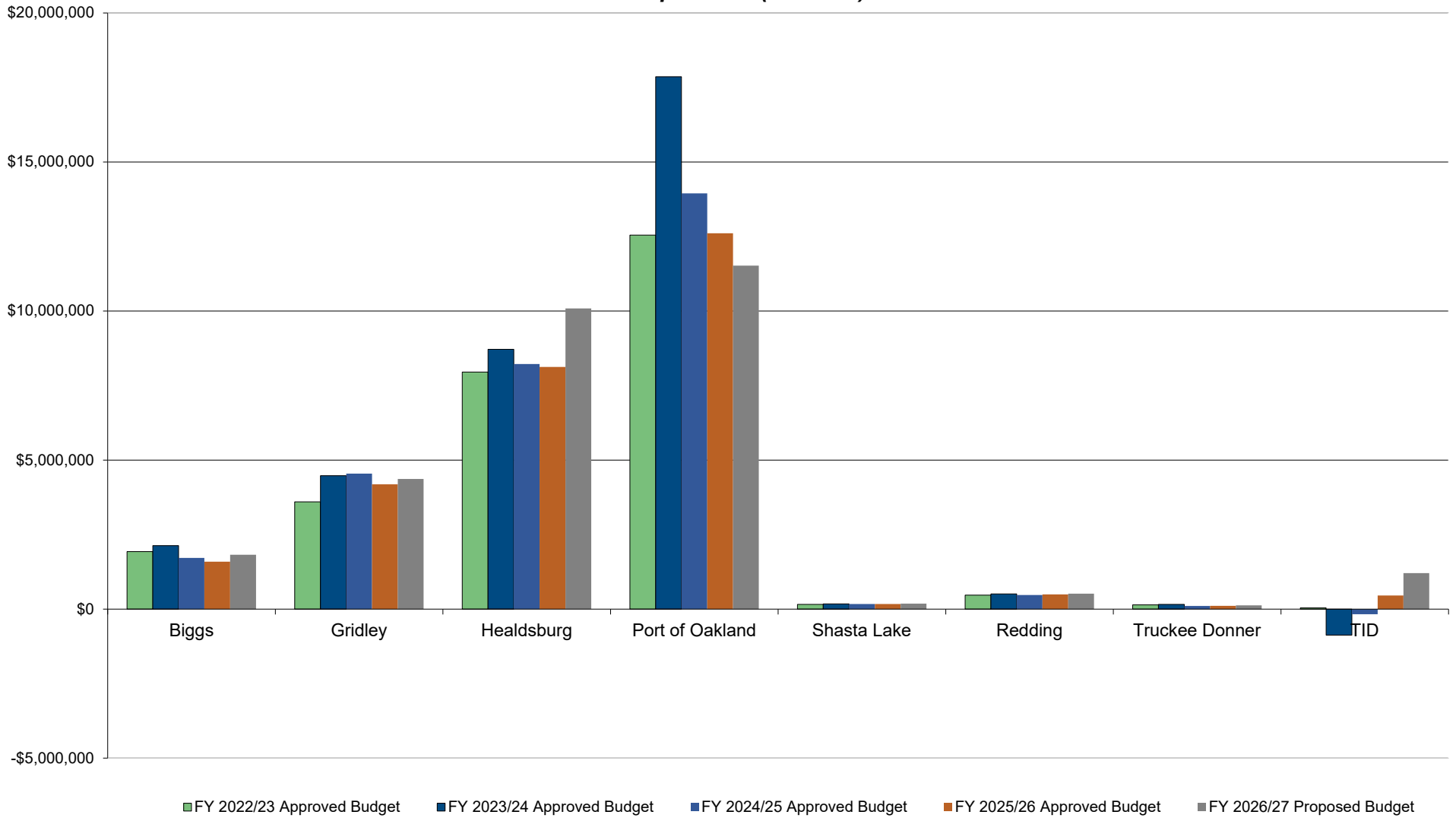
Participant Funding Requirements (Net) Budget FY 2026/27

Participants (1 of 2)



Participant Funding Requirements (Net) Budget FY 2026/27

Participants (2 of 2)



**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

FISCAL YEAR ENDED JUNE 30				
	2026	Proposed 2027	Inc/(Dec)	% Change
<u>GENERATION RESOURCES</u>				
<u>NCPA Plants</u>				
Hydroelectric	\$ 15,662,351	\$ 15,873,467	\$ 211,116	1.3%
Geothermal	4,462,415	16,202,361	11,739,946	263.1%
Combustion Turbine No. 1	6,646,207	7,087,593	441,386	6.6%
Combustion Turbine No. 2 (STIG)	2,295,169	2,379,037	83,868	3.7%
CT 2 Repower	2,755,966	-	(2,755,966)	100.0%
Lodi Energy Center	31,786,627	41,950,062	10,163,435	32.0%
Subtotal	63,608,735	83,492,520	19,883,785	31.3%
Member Resources - Energy	14,852,723	23,909,946	9,057,223	61.0%
Member Resources - Natural Gas	520,319	211,266	(309,053)	-59.4%
Western Resource	(14,052,237)	(7,704,508)	6,347,729	45.2%
NCPA Contracts & Market Power Purchases	11,983,885	19,745,964	7,762,079	64.8%
Net Load Costs	405,162,280	443,405,013	38,242,733	9.4%
Net GHG Obligations	1,526,966	2,216,972	690,006	45.2%
Preliminary Surveys and Investigations	-	169,000	169,000	0.0%
Subtotal	419,993,936	481,953,653	61,959,717	14.8%
TOTAL GENERATION RESOURCES	483,602,671	565,446,173	81,843,502	16.9%
<u>TRANSMISSION</u>				
<u>Independent System Operator</u>				
Grid Management Charge (GMC)	2,748,393	3,228,951	480,558	17.5%
GMC Wheeling	167,358,274	181,706,145	14,347,871	8.6%
Ancillary Services (AS)	3,526,120	5,139,559	1,613,439	45.8%
Other Charges	1,932,352	2,093,625	161,273	8.3%
TOTAL TRANSMISSION	175,565,139	192,168,280	16,603,141	9.5%
<u>MANAGEMENT SERVICES</u>				
<u>Legislative & Regulatory</u>				
Legislative Representation	2,559,881	2,755,441	195,560	7.6%
Regulatory Representation	893,881	915,642	21,761	2.4%
Western Representation	615,713	636,861	21,148	3.4%
Customer Programs	536,362	573,988	37,626	7.0%
Subtotal	4,605,837	4,881,932	276,095	6.0%
<u>Judicial Action</u>				
Judicial Action Direct Cost to Programs	1,240,000	1,146,000	(94,000)	-7.6%
	(87,381)	(90,864)	(3,483)	-4.0%
<u>Power Management</u>				
System Control And Load Dispatch:				
Dispatch & Real-time Resource Management	3,940,644	4,222,513	281,868	7.2%
Schedule Coordination	4,036,571	4,330,354	293,783	7.3%
System Control. And Data Acquisition	1,799,101	1,560,703	(238,398)	-13.3%
WECC/NERC Compliance & Participation	288,245	333,012	44,767	15.5%
Subtotal	10,064,561	10,446,582	382,021	3.8%

**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

Continued

FISCAL YEAR ENDED JUNE 30				
	2026	Proposed 2027	Inc/(Dec)	Budget %
Forecasting Planning, Prescheduling & Trading				
Forecasting	787,014	842,689	55,675	7.1%
Resource Planning, Optimization, Risk Analysis & Mgmt.	690,816	727,421	36,605	5.3%
Power & Fuel Transactions	185,659	192,930	7,270	3.9%
Pre-Scheduling	1,080,333	1,144,621	64,289	6.0%
Power Pool Oper. & Settlement Standards	386,180	407,227	21,048	5.5%
Facilities Agreement Administration	224,417	234,887	10,470	4.7%
Subtotal	3,354,418	3,549,775	195,357	5.8%
Industry Restructuring & Regulatory Affairs	491,759	530,960	39,201	8.0%
Contract Admin, interconnection Svcs & External Affairs:				
Contract Maint, Negotiation and Administration & Litigation	1,155,183	1,237,790	82,607	7.2%
TANC Representation & Advocacy	41,229	44,440	3,211	7.8%
Western Representation & Advocacy	90,845	95,732	4,887	5.4%
Pooling Agreement Coordination and Administration	146,654	138,632	(8,022)	-5.5%
Subtotal	1,433,911	1,516,594	82,683	5.8%
Green Power Project	-	-	-	0.0%
Gas Purchase Program	92,618	96,745	4,127	4.5%
Market Purchase Power Project	133,807	140,488	6,681	5.0%
Power Management Direct Cost to Programs	(1,823,699)	(2,017,935)	(194,236)	-10.7%
Subtotal - Power Management	13,747,375	14,263,209	515,834	3.8%
Energy Risk Management				
ROC, RMC Meetings & Activities	51,877	77,401	25,524	49.2%
Counter-party Credit Review & Analysis	159,322	183,917	24,595	15.4%
Subtotal	211,199	261,318	50,119	23.7%
Settlements				
Deal Control Validation & Monitoring	686,667	739,687	53,021	7.7%
ISO Data Validation & Monitoring	551,641	569,179	17,537	3.2%
Subtotal	1,238,308	1,308,866	70,558	5.7%
Integrated Systems Support	704,349	639,387	(64,962)	-9.2%
TOTAL MANAGEMENT SERVICES	21,659,687	22,409,848	750,161	3.5%
<u>PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)</u>	1,721,523	1,584,761	(136,762)	-7.9%
<u>SUPPORT SERVICES</u>	156,957	167,587	10,630	6.8%
<u>SUPPORT SERVICES REIMBURSEMENTS</u>	(156,957)	(167,587)	(10,630)	-6.8%
TOTAL NET ANNUAL BUDGET COST	\$ 682,549,020	\$ 781,609,062	\$ 99,060,042	14.5%
OTHER THIRD PARTY REVENUE				
PM Service Revenue (Allocated via Nexant methodology)	2,651,917	2,709,200	57,283	2.2%
PM Service Revenue (Allocated via A&G methodology)	294,657	301,022	6,365	2.2%
Member Owned Generation ISO Energy Revenue	114,717,869	94,418,296	(20,299,573)	-17.7%
Subtotal	117,664,443	97,428,518	(20,235,925)	-17.2%
TOTAL ADJUSTED NET ANNUAL BUDGET COST	\$ 564,884,577	\$ 684,180,544	\$ 119,295,967	21.1%

Generation Services

FY 2027

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 91 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 Powerhouse, 15 miles. Features of the Hydroelectric facility include a 189,000-acre foot reservoir (New Spicer Meadows Reservoir), six smaller reservoirs, approximately ten miles of tunnels, two large generating units and three smaller units, approximately 40 miles of dual circuit 230 KV transmission (generator tie) line, and 13 miles of underground 21KV transmission. 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 491 GWHs for the 2026-2027 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 463 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 2027 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 2027 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 2027 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 maximum 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, output from either Plants #1 or #2 can be varied to coincide with system load. The location of the steam wells that supply either of the plants 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 2027 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 >92% in FY 2027
- 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 714,227 net MWhrs in FY 2027

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 389,276 MWhrs for Plant #1 and 324,951 MWhrs for Plant #2 for a total of 714,227 MWhrs net during the FY 2027 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. Currently, the CT2 plant is offline and going through the early process of a repower by replacing the LM5000 Gas Turbine to an LM6000-PC model. The LM5000 has reached end of life and it’s no longer supported by the OEM or aftermarket suppliers as replacement parts are no longer being manufactured. The LM6000-PC will be retrofitted into the current turbine compartment layout, several LM5000 power plant owners have conducted the retrofit with great success. Based on the current market outlook, the CT2 repower is scheduled to return to service by no later than June 2028.

Lodi Energy Center is a fast start plant design which consists of a Siemens SGT6-5000F4, a Heat Recovery Steam Generator (HRSG) system and a Siemens Standard SST-700(HP)+SST 900(IP&LP). LEC has a winter rated capacity of 304MW and summer rating of 280MW. The Lodi Energy Facility will receive a new upgrade from Siemens Energy called “FX” which replaced in spring of 2027 during the annual outage. The FX upgrade entails the replacement of turbine blades, vanes and vane carriers with a new design derived from the advanced HL frame units. The FX upgrade will increase LEC’s output by 15MW and heat rate efficiency by 350MMBtu.

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 employees

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%
 - LEC>96.50%
- 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 ensure 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 and carbon capture technology and its suitability to the Combustion Turbine Projects.

Legislative & Regulatory

FY 2027

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 2027 Budget Framed by NCPA's Legislative & Regulatory Affairs Program's Strategic Goals

In December, 2025, the NCPA Legislative and Regulatory Affairs Committee approved its Strategic Plan for the 2026 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 2027. 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 2027
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 2027 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 2027
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 48 persons. This number includes six positions in the Executive Services Department, including General Manager, the General Counsel, Executive Assistant to the General Manager, Executive Assistant to the General Counsel, 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 eleven (11). 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 two (2) 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 Director and Human Resources Analyst.

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 2027	Approved Budget FY 2026	Increase/ (Decrease)
Variable Costs									
Variable	-	1,300,000	18,500	112,248	4,735,537	-	6,166,285	6,343,040	(176,755)
CA ISO Charges	167,287	893,189	21,699	-	366,629	-	1,448,804	897,107	551,697
CA ISO Energy Purchases	916,115	-	-	-	334,595	-	1,250,710	1,965,464	(714,754)
GHG Allowance Costs	-	-	-	-	11,422,188	-	11,422,188	14,152,916	(2,730,728)
Fuel & LDC Costs	-	-	576,459	-	44,276,219	-	44,852,678	48,374,559	(3,521,881)
Steam Royalties	-	1,576,352	-	-	-	-	1,576,352	1,650,000	(73,648)
Total Variable	1,083,402	3,769,541	616,658	112,248	61,135,168	-	66,717,017	73,383,086	(6,666,069)
Routine O&M Costs									
Fixed	2,205,975	6,791,431	990,241	531,763	3,947,727	300,500	14,767,637	13,844,083	923,554
Cloud Seeding	-	-	-	-	-	-	-	80,000	(80,000)
Administration	148,052	538,088	44,468	47,052	199,730	47,358	1,024,748	1,026,894	(2,146)
Mandatory Costs	2,122,541	441,000	242,772	103,892	418,370	-	3,328,575	3,199,001	129,574
Inventory	-	-	110,000	-	450,000	-	560,000	605,000	(45,000)
Transmission O&M	573,272	60,000	-	-	-	-	633,272	625,672	7,600
Routine O&M Costs w/o Labor	5,049,840	7,830,519	1,387,481	682,707	5,015,827	347,858	20,314,232	19,380,650	933,582
Labor	7,073,606	14,465,352	1,579,067	1,149,158	7,548,535	1,835,667	33,651,385	32,206,652	1,444,733
Total Routine O&M Costs	12,123,446	22,295,871	2,966,548	1,831,865	12,564,362	2,183,525	53,965,617	51,587,302	2,378,315
Other Plant Costs									
Fuel Administrative Costs	-	-	45,167	-	-	-	45,167	45,633	(466)
Debt Service	18,596,149	-	-	-	26,297,698	-	44,893,847	44,739,536	154,311
Water for Power	575,000	-	-	-	-	-	575,000	575,000	-
Insurance	1,813,775	1,786,893	203,105	9,620	2,400,303	-	6,213,696	6,124,822	88,874
Decommissioning	-	1,572,358	1,872,677	-	1,236,860	-	4,681,895	4,681,895	-
Other Costs	111,566	1,506,700	10,000	5,200	146,834	99,489	1,879,789	1,862,927	16,862
Generation Services Shared	500,150	1,039,939	115,781	85,270	541,874	(2,283,014)	-	1	(1)
Administrative & General	2,981,414	5,814,099	642,496	374,404	2,908,143	-	12,720,556	11,683,310	1,037,246
Power Management Allocated Costs	-	-	-	-	2,108,799	-	2,108,799	1,911,080	197,719
Total Other Plant Costs	24,578,054	11,719,989	2,889,226	474,494	35,640,511	(2,183,525)	73,118,749	71,624,204	1,494,545
Total O&M Costs	37,784,902	37,785,401	6,472,432	2,418,607	109,340,041	-	193,801,383	196,594,592	(2,793,209)
Projects									
Operations & Maintenance	4,021,875	6,125,000	401,620	2,430	5,213,000	-	15,763,925	14,103,558	1,660,367
General & Plant	450,000	-	-	-	-	-	450,000	3,549,831	(3,099,831)
Capital	-	265,000	375,000	-	3,539,831	-	4,179,831	2,205,000	1,974,831
Maintenance Reserve	-	11,960,615	803,723	-	2,966,571	-	15,730,909	9,137,010	6,593,899
Capital Development Reserve	12,125,000	-	-	-	-	-	12,125,000	12,637,000	(512,000)
Total Projects Costs	16,596,875	18,350,615	1,580,343	2,430	11,719,402	-	48,249,665	41,632,399	6,617,266
Annual Budget Cost	54,381,777	56,136,016	8,052,775	2,421,037	121,059,443	-	242,051,048	238,226,991	3,824,057

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 2027	Approved Budget FY 2026	Increase/ (Decrease)
Less: Third Party Revenues									
ISO Energy Sales	34,899,638	38,922,279	910,182	-	66,918,915	-	141,651,014	158,285,080	(16,634,066)
Ancillary Services Sales	3,458,672	-	-	-	823,010	-	4,281,682	3,803,435	478,247
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	-	1,000	-	-	-	-	1,000	3,000	(2,000)
	<u>38,508,310</u>	<u>39,933,655</u>	<u>965,182</u>	<u>42,000</u>	<u>67,991,925</u>	<u>-</u>	<u>147,441,072</u>	<u>163,598,891</u>	<u>(16,157,819)</u>
Net Annual Budget Cost to Participants	15,873,467	16,202,361	7,087,593	2,379,037	53,067,518	-	94,609,976	74,628,100	19,981,876
GHG Allowance Credits	-	-	-	-	11,117,456	-	11,117,456	13,775,330	(2,657,874)
Net Annual Budget Cost to Participants	15,873,467	16,202,361	7,087,593	2,379,037	41,950,062	-	83,492,520	60,852,770	22,639,750
Plant Cost	52,310,818	56,070,173	8,052,775	2,421,037	121,059,443	-	239,914,246	236,114,785	3,799,461
Plant Transmission Cost	2,070,959	65,843	-	-	-	-	2,136,802	2,112,206	24,596
	<u>54,381,777</u>	<u>56,136,016</u>	<u>8,052,775</u>	<u>2,421,037</u>	<u>121,059,443</u>	<u>-</u>	<u>242,051,048</u>	<u>238,226,991</u>	<u>3,824,057</u>
Variable Costs	1,083,402	3,769,541	616,658	112,248	61,135,168	-	66,717,017	73,383,086	(6,666,069)
Fixed Costs	53,298,375	52,366,475	7,436,117	2,308,789	59,924,275	-	175,334,031	164,843,905	10,490,126
	<u>54,381,777</u>	<u>56,136,016</u>	<u>8,052,775</u>	<u>2,421,037</u>	<u>121,059,443</u>	<u>-</u>	<u>242,051,048</u>	<u>238,226,991</u>	<u>3,824,057</u>
Net Annual Generation (Mwh)	490,795	720,425	4,177	-	908,399	-	2,123,796	2,142,970	(19,174)

Hydroelectric Project No. One

FY 2027

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, water to the communities located along the Highway 4 corridor, as well as providing environmental enhancements and 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 began 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, 2025, New Spicer Meadows Reservoir contained approximately 96,913 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 2025, the Initial Facilities Account and Capital Development Reserve account had an approximate total combined balance of \$54,498,955. Collections of \$12,125,000 are proposed for FY 2027, a decrease of \$512,000 from the FY 2026 collections of \$12,637,000. The cost to partially clean out the McKays Reservoir is anticipated to range from \$35,000,000 to potentially more than \$80,000,000.

Project Asset

In addition to the proposed \$12,125,000 contribution to the Capital Development Reserve account, the Hydro FY 2027 budget proposes several Operations and Maintenance projects and replacement of two vehicles (utility trucks), replacement of a microwave radio, and purchase of a bouy boat with a crane. The Operation and Maintenance Projects include: FERC Part 12 Inspections, Collierville (CV) SF6 Breaker Maintenance, 230KV Access Gate Replacement, CV Air Coolers, CV Batteries Replacements, CV Needle Jet Main Seal Housing, CV Runner Replacement, Environment Studies, Murphys Shop Enclosure, Murphys Office Maintenance, Murphys Office Security Fence, Sediment Sluicing and Removal Plan for BC and McKays, BC Penstock HBV Erosion Repair, ADCP Streamgaging Supplies, EAP Functional, Spill Kits, and CV Tech Storage Building Roofs for a total estimated amount of \$4,021,875.

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Variable Costs						
CA ISO Charges (variable)	\$1,490,103	\$2,857,298	\$1,194,527	\$2,254,106	\$1,083,402	(\$111,125)
Total Variable Costs	1,490,103	2,857,298	1,194,527	2,254,106	1,083,402	(111,125)
Routine O&M Costs w/o Labor						
Fixed	2,024,591	1,897,574	2,044,410	900,361	2,205,975	161,565
Cloud Seeding	80,000	29,709	80,000	32,534	0	(80,000)
Administration	147,713	140,711	147,713	54,682	148,052	339
Mandatory Costs	2,063,060	1,772,024	2,063,060	793,768	2,122,541	59,481
Transmission O & M	560,672	560,239	560,672	125,338	573,272	12,600
Total Routine O&M Costs w/o Labor	4,876,036	4,400,257	4,895,855	1,906,683	5,049,840	153,985
Labor	6,121,531	5,850,727	6,699,879	3,083,747	7,073,606	373,727
Total Routine O&M Costs	10,997,567	10,250,984	11,595,734	4,990,430	12,123,446	527,712
Other Costs						
Water for Power	575,000	199,418	575,000	240,750	575,000	0
Debt Service	18,416,028	18,416,028	18,428,223	9,214,111	18,596,149	167,926
Insurance	1,550,679	1,406,210	1,783,908	874,175	1,813,775	29,867
Other Costs	127,862	79,669	116,066	34,384	111,566	(4,500)
Generation Services Shared	465,249	417,608	475,460	237,757	500,150	24,690
Administrative & General	2,656,080	2,284,751	2,900,987	1,450,451	2,981,414	80,427
Total Other Costs	23,790,898	22,803,684	24,279,644	12,051,628	24,578,054	298,410
Total O&M Costs	36,278,568	35,911,966	37,069,905	19,296,164	37,784,902	714,997
Projects						
Operations & Maintenance	5,128,550	3,025,521	8,275,000	3,967,072	4,021,875	(4,253,125)
General & Plant	90,000	62,697	240,000	57,368	450,000	210,000
Capital Development Reserve	17,150,000	17,150,000	12,637,000	6,318,500	12,125,000	(512,000)
Total Projects Costs	22,368,550	20,238,218	21,152,000	10,342,940	16,596,875	(4,555,125)
Annual Budget Cost	58,647,118	56,150,184	58,221,905	29,639,104	54,381,777	(3,840,128)
Less: Third Party Revenues						
ISO Energy Sales	50,166,791	23,542,617	39,429,111	8,868,749	34,899,638	(4,529,473)
Ancillary Services Sales	4,767,941	2,672,741	2,980,444	245,039	3,458,672	478,228
Interest Income	150,000	489,995	150,000	197,709	150,000	0
Other Revenues	0	532,184	0	1,027,034	0	0
	55,084,732	27,237,537	42,559,555	10,338,531	38,508,310	(4,051,245)
Net Annual Budget Cost to Participants	\$3,562,386	\$28,912,647	\$15,662,350	\$19,300,573	\$15,873,467	\$211,117

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Total Plant Budget Cost	\$56,607,361	\$54,111,815	\$56,180,441	\$28,773,149	\$52,310,818	(\$3,746,069)
Total Transmission Budget Cost	2,039,757	2,038,369	2,041,464	865,955	2,070,959	(52,994)
	<u>\$58,647,118</u>	<u>\$56,150,184</u>	<u>\$58,221,905</u>	<u>\$29,639,104</u>	<u>\$54,381,777</u>	<u>(\$3,799,063)</u>
Variable Costs	\$1,490,103	\$2,857,298	\$1,194,527	\$2,254,106	\$1,083,402	(\$111,125)
Fixed Costs	57,157,015	53,292,886	57,027,378	27,384,998	53,298,375	(3,729,003)
	<u>\$58,647,118</u>	<u>\$56,150,184</u>	<u>\$58,221,905</u>	<u>\$29,639,104</u>	<u>\$54,381,777</u>	<u>(\$3,799,063)</u>
Net Annual Generation (MWh)	520,016	401,551	482,733	132,505	490,795	(520,016)
Net Annual Budget Costs per MWh	\$7	\$72	\$32	\$146	\$32	(\$0)
Variable Costs per MWh	\$3	\$7	\$2	\$17	\$2	(\$0)
Net Costs per KW Month	\$1	\$10	\$5	\$6	\$5	\$0

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 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				54,498,955		
Collections				4,212,333		
Expenditures - McKay's Reservoir and Clean Out				(78,365)		
Expenditures - FERC Expenses				<u>(132,864)</u>		
Current Balance				<u>58,500,059</u>		
Special Funds Reserve -						
Balance at Beginning of Fiscal Year				1,500,208		
Deductions				<u>(197)</u>		
Current Balance				<u>1,500,011</u>		

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

Project	Notes	Total	Current FY 2026	Proposed 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)													
11563 Part 12 Study	M	\$ 890,303	\$ -	\$ 525,000	\$ -	\$ -	\$ -	\$ 365,303	\$ -	\$ -	\$ -	\$ -	\$ -
2409 Part 12 Study	M	867,478	150,000	-	-	-	717,478	-	-	-	-	-	-
Adit 4 Maintenance	D	146,208	-	-	-	146,208	-	-	-	-	-	-	-
Arc Flash Analysis	M	90,000	90,000	-	-	-	-	-	-	-	-	-	-
Collierville Transformer Maintenance	D	1,000,000	500,000	-	500,000	-	-	-	-	-	-	-	-
CV Clarks Creek Mitigation	M	5,200,000	5,200,000	-	-	-	-	-	-	-	-	-	-
CV Diesel Gen Replacement	D	269,233	-	-	-	269,233	-	-	-	-	-	-	-
CV Generator Backup Relay Protection	D	150,000	-	-	-	150,000	-	-	-	-	-	-	-
CV Runner Analysis & Repair	D	1,019,702	-	-	315,188	-	-	347,908	356,606	-	-	-	-
CV SF6 Breaker Maintenance	D	73,800	-	73,800	-	-	-	-	-	-	-	-	-
CV Tunnel ROV Inspection	M	630,375	-	-	630,375	-	-	-	-	-	-	-	-
Lake Alpine Dam Maintenance	D	5,000,000	-	-	-	-	-	-	-	-	-	-	5,000,000
McKays Landslide Monitoring	M	161,534	-	-	-	161,534	-	-	-	-	-	-	-
NSM Spillway Maintenance	D	250,000	250,000	-	-	-	-	-	-	-	-	-	-
NSM Joint Repairs	D	71,700	-	-	71,700	-	-	-	-	-	-	-	-
Spicer Campground Maintenance	D	105,063	-	-	105,063	-	-	-	-	-	-	-	-
Spicer Crane	D	182,760	-	-	-	-	-	-	-	182,760	-	-	-
Spicer Switchgear	D	448,030	-	-	-	-	-	-	-	-	-	-	448,030
Utica Tunnel Inspection and Gate Evaluation (Assume gate replacem	M	1,014,188	125,000	-	153,750	735,438	-	-	-	-	-	-	-
Utica Parapet Wall Remediation	D	78,797	-	-	78,797	-	-	-	-	-	-	-	-
230KV Access Gate Replacement	D	90,000	30,000	30,000	30,000	-	-	-	-	-	-	-	-
Beaver Creek Diversion Dam Flow Monitoring System	D	75,000	75,000	-	-	-	-	-	-	-	-	-	-
CV Air Coolers	D	153,700	-	153,700	-	-	-	-	-	-	-	-	-
CV Batteries Replacements	D	133,250	-	133,250	-	-	-	-	-	-	-	-	-
CV Coatings	D	787,969	-	-	787,969	-	-	-	-	-	-	-	-
CV Clarks Creek Instrumentation	D	52,000	-	-	52,000	-	-	-	-	-	-	-	-
CV Needle Jet Main Seal Housing	M	152,500	50,000	102,500	-	-	-	-	-	-	-	-	-
CV Piping 5-yr NDE	M	342,013	150,000	-	-	-	-	-	-	-	-	-	192,013
CV Runner Replacement	D	2,300,000	690,000	1,610,000	-	-	-	-	-	-	-	-	-
CV TSOV Study	M	140,381	30,000	-	-	-	110,381	-	-	-	-	-	-
CV Turbine Runner Coupling Bolts	M	140,000	140,000	-	-	-	-	-	-	-	-	-	-
CV Turbine Shaft Seal and Locking Rings	D	150,000	150,000	-	-	-	-	-	-	-	-	-	-
Environment Studies	M	173,000	50,000	123,000	-	-	-	-	-	-	-	-	-
Grounding Studies - CV & NSM	D	100,000	100,000	-	-	-	-	-	-	-	-	-	-
Hydro Business Network Switches CV LH	D	50,000	50,000	-	-	-	-	-	-	-	-	-	-
McKays Backup Generator	D	226,282	-	-	-	-	-	-	-	-	226,282	-	-
McKays Reservoir Bathymetry	D	73,544	-	-	73,544	-	-	-	-	-	-	-	-
Murphys Oil Containment Storage	M	150,000	150,000	-	-	-	-	-	-	-	-	-	-
Murphys Shop Enclosure	D	184,500	-	184,500	-	-	-	-	-	-	-	-	-
Murphys Office Maintenance	D	1,002,413	-	97,000	52,531	-	-	-	243,681	609,201	-	-	-
Murphys Office Security Fence	D	358,750	-	358,750	-	-	-	-	-	-	-	-	-
NSM Powerhouse Diesel Leak Detection System	M	125,000	125,000	-	-	-	-	-	-	-	-	-	-
Sediment Sluicing & Removal Plan for BC & McKays	M	263,250	130,000	133,250	-	-	-	-	-	-	-	-	-
Hydraulic Lines Maintenance	D	35,000	35,000	-	-	-	-	-	-	-	-	-	-
BC Penstock HBV Erosion Repair	M	153,750	-	153,750	-	-	-	-	-	-	-	-	-
ADCP Streamgaging Supplies	D	51,250	-	51,250	-	-	-	-	-	-	-	-	-
Avery Gauge Streamgaging / Waterlogs	D	50,000	-	-	50,000	-	-	-	-	-	-	-	-
EAP Functional	M	128,125	-	128,125	-	-	-	-	-	-	-	-	-
Spill Kits - Asset Wide	M	102,500	-	102,500	-	-	-	-	-	-	-	-	-
CV Tech & Storage Building Roofs	M	61,500	-	61,500	-	-	-	-	-	-	-	-	-
Network Infrastructure Improvement	D	5,000	5,000	-	-	-	-	-	-	-	-	-	-
Meter Reading Facility Replacements	D	215,378	-	-	215,378	-	-	-	-	-	-	-	-
Unidentified Projects	A, D	26,000,000	-	-	1,000,000	2,000,000	3,000,000	3,000,000	3,500,000	4,000,000	4,000,000	4,500,000	1,000,000
Total O&M Funding Requirements		\$ 51,675,226	\$ 8,275,000	\$ 4,021,875	\$ 4,116,295	\$ 3,462,413	\$ 3,827,859	\$ 3,713,211	\$ 3,856,606	\$ 4,426,441	\$ 4,835,483	\$ 4,500,000	\$ 6,640,043

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

Project	Notes	Total	Current FY 2026	Proposed 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
General & Plant													
Vehicle Replacement	D	\$ 715,000	\$ 130,000	\$ 200,000	\$ 175,000	\$ 75,000	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Forklift(s)	D	150,000					150,000						
Microwave Radio Replacement	D	550,000	110,000	110,000	110,000	110,000							
Spicer Snow Cat Building	D	250,000			250,000								
Bouy Boat with Crane	D	140,000		140,000									
Murphys EV Charging	M	1,339,547			262,656	1,076,891							
Unidentified Projects	A, D	3,000,000			750,000	750,000	750,000	750,000					
Total General & Plant Funding Requirements		\$ 6,144,547	\$ 240,000	\$ 450,000	\$ 1,547,656	\$ 2,011,891	\$ 1,145,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -

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 2026	Proposed 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
RESERVE FUNDING REQUIREMENTS													
543-008-000-650-070-016	Beaver Creek Dredging	M, CR \$ 1,375,000	\$ 125,000	\$ 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 11,500,000	11,500,000	-	-	-	-	-	-	-	-	-	0
515-008-000-650-070-024	Water Studies	M, CR 52,712,000	1,012,000	12,000,000	14,000,000	14,000,000	10,000,000	850,000	850,000	-	-	-	0
515-008-000-650-070-005	Unit 1 Generator Rewind	M, CR -	-	-	-	-	-	-	-	-	-	-	0
	Total Reserve Funding Requirements		64,212,000	12,637,000	12,125,000	14,125,000	14,125,000	10,125,000	975,000	975,000	125,000	125,000	125,000
	Funding From Settlements (non-GES, see SR: 239:18)**		1,052,176										
RESERVE DISBURSEMENTS													
	Beaver Creek Dredging		(769,715)	-	-	-	-	(769,715)	-	-	-	-	-
	McKay's Reservoir & Dam Betterment (Clean Out)		(60,039,293)	(750,000)	(1,300,000)	(1,300,000)	(7,865,894)	(48,823,399)	-	-	-	-	-
	Water Studies		(52,712,000)	(1,012,000)	(12,000,000)	(14,000,000)	(14,000,000)	(10,000,000)	(850,000)	(850,000)	-	-	-
	Generator Rewind		-	-	-	-	-	-	-	-	-	-	-
	Total Reserve Disbursements		(113,521,008)	(1,762,000)	(13,300,000)	(15,300,000)	(21,865,894)	(58,823,399)	(1,619,715)	(850,000)	-	-	-
	Estimated Capital Development Reserve Net Ending Balance		\$ 65,373,955	\$ 64,198,955	\$ 63,023,955	\$ 55,283,061	\$ 6,584,662	\$ 5,939,947	\$ 6,709,662	\$ 6,064,947	\$ 6,064,947	\$ 6,834,662	\$ 6,189,947
	Total Reserve Balance at 6/30/25		\$ 54,498,955										

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 2008-2025**

	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	FY 2025	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	16,700,000	49,258,317
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	200,000	350,000
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	250,000	1,999,597
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	1,758,077	6,706,686
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	18,908,077	65,952,295
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)	(59,512)	(1,425,332)
Construction Costs, Lake Alpine *	-	-	(208,978)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(208,978)
Construction Costs, Generator Rewinds*	-	-	-	-	-	-	-	-	-	-	-	(4,422,984)	(2,269,700)	(13,437)	-	-	-	-	(6,706,120)
FERC Relicensing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(16,097)
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)	(75,609)	(11,453,340)
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	18,832,468	54,498,955
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	54,498,955	54,498,955

* 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 2027

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>\$250,000</u>											
Reserve Activity												
Maintenance and Upgrade Projects		-	-	-	-	-	-	-	\$15,000,000	\$15,450,000	\$15,913,500	\$16,390,905
Contingent maint.	\$250,000											
Annual Funding Req. *		-	-	-	-	-	-	-	\$15,000,000	\$15,450,000	\$15,913,500	\$16,390,905
Balance	\$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	\$63,004,405
* Estimated												

Northern California Power Agency
Hydroelectric Project Allocation of Project Budget
FY 2027

	Allocated by	Total	Alameda	Healdsburg	Lodi	Lompoc	Palo Alto	Plumas-Sierra	Roseville	SVP	Ukiah
ALLOCATION PERCENTAGES:											
Generation Entitlement Share	GES	100.0000%	10.0000%	1.6600%	10.3700%	2.3000%	22.9200%	1.6900%	12.0000%	37.0200%	2.0400%
PROJECTED MWH		490,795	49,080	8,147	50,895	11,288	112,490	8,294	58,895	181,692	10,012
PROJECT COSTS:											
Routine O&M:											
Variable Costs											
CAISO Charges	Note A	\$ 167,287	\$ 16,729	\$ 2,777	\$ 17,348	\$ 3,848	\$ 38,342	\$ 2,827	\$ 20,074	\$ 61,930	\$ 3,413
CAISO Energy Purchaes	Note A	916,115	91,612	15,208	95,001	21,071	209,974	15,482	109,934	339,146	18,689
Fixed Costs	GES	2,205,975	220,598	36,619	228,760	50,737	505,609	37,281	264,717	816,652	45,002
Cloud Seeding	GES	-	-	-	-	-	-	-	-	-	-
Administration	GES	148,052	14,805	2,458	15,353	3,405	33,934	2,502	17,766	54,809	3,020
Mandatory Costs	GES	2,122,541	212,254	35,234	220,108	48,818	486,486	35,871	254,705	785,765	43,300
Transmission O&M	GES	573,272	57,327	9,516	59,448	13,185	131,394	9,688	68,793	212,225	11,695
Labor	GES	7,073,606	707,361	117,422	733,533	162,693	1,621,270	119,544	848,833	2,618,649	144,302
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	18,596,149	1,859,615	308,696	1,928,421	427,711	4,262,237	314,275	2,231,538	6,884,294	379,361
Insurance	GES	1,813,775	181,378	30,109	188,088	41,717	415,717	30,653	217,653	671,460	37,001
Other Costs	GES	111,566	11,157	1,852	11,569	2,566	25,571	1,885	13,388	41,302	2,276
Generation Services Shared	GES	500,150	50,015	8,302	51,866	11,503	114,634	8,453	60,018	185,156	10,203
Administrative & General	GES	2,981,414	298,141	49,491	309,173	68,573	683,340	50,386	357,770	1,103,719	60,821
Projects:											
O&M	GES	4,021,875	402,188	66,763	417,068	92,503	921,814	67,970	482,625	1,488,898	82,046
General Plant	GES	450,000	45,000	7,470	46,665	10,350	103,140	7,605	54,000	166,590	9,180
Capital Development Reserve	GES	12,125,000	1,212,500	201,275	1,257,363	278,875	2,779,050	204,913	1,455,000	4,488,675	247,350
Total Project Costs	GES	54,381,777	5,438,178	902,737	5,639,390	1,250,781	12,464,303	919,052	6,525,813	20,132,134	1,109,388
Project Revenues											
ISO Energy Sales		34,899,638	3,489,964	579,334	3,619,092	802,692	7,998,998	589,803	4,187,957	12,919,846	711,953
Ancillary Services Sales	Note B	3,458,672	345,867	57,414	358,664	79,549	792,728	58,452	415,040	1,280,401	70,556
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		38,508,310	3,850,831	639,238	3,993,312	885,691	8,826,106	650,790	4,620,997	14,255,777	785,569
Annual Project Costs, net		\$ 15,873,467	\$ 1,587,347	\$ 263,500	\$ 1,646,079	\$ 365,090	\$ 3,638,198	\$ 268,262	\$ 1,904,816	\$ 5,876,357	\$ 323,819
Estimated price per Mwh		\$ 32.34	\$ 32.34	\$ 32.34	\$ 32.34	\$ 32.34	\$ 32.34	\$ 32.34	\$ 32.34	\$ 32.34	\$ 32.34
FY 2026 Net Annual Project Costs		\$ 15,662,350	\$ 1,566,235	\$ 259,995	\$ 1,624,186	\$ 360,234	\$ 3,589,810	\$ 264,694	\$ 1,879,482	\$ 5,798,202	\$ 319,512
Net Project Cost Decrease		\$ 211,117	\$ 21,112	\$ 3,505	\$ 21,893	\$ 4,856	\$ 48,388	\$ 3,568	\$ 25,334	\$ 78,155	\$ 4,307
		1.35%	1.35%	1.35%	1.35%	1.35%	1.35%	1.35%	1.35%	1.35%	1.35%
Summary of Variable and Fixed Project Costs:											
Variable Costs		\$ 1,083,402	\$ 108,340	\$ 17,984	\$ 112,349	\$ 24,918	\$ 248,316	\$ 18,309	\$ 130,008	\$ 401,075	\$ 22,101
Fixed Costs		53,298,375	5,329,838	884,753	5,527,041	1,225,863	12,215,988	900,743	6,395,805	19,731,058	1,087,287
		\$ 54,381,777	\$ 5,438,178	\$ 902,737	\$ 5,639,390	\$ 1,250,781	\$ 12,464,303	\$ 919,052	\$ 6,525,813	\$ 20,132,134	\$ 1,109,388

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 2027

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 54.8 MWG beginning in FY 2027, based on current steamfield conditions. Reservoir decline of 0.8% is expected during the year, which will lower output by 0.5 MW by the end of the 2027 fiscal year.

Geothermal Plant No. Two is projected to operate at an initial capacity of 42.75 MWG beginning in FY 2027, with average generation declining about 0.3 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)	54.8 MWG	42.75 MWG
Capacity Factor (units 1, 2 & 4, nameplate of 55 MW))	53.6%	77.7%
Availability Factor (both units, <1% forced outage rate)	92 %	92%
Nominal Steam Rate @ Gross (both units)	17.2 lbs/kWh	19.2 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 9.7 MW house load)	389,276 MWhr net	324,951 MWhr net

Assumptions:

Plant #1 down, Plant #2 goes to 54 MW, loss of 48 MW gross

Plant #2 down, Plant 1 picks up 50%, total field loss of 21 MW gross

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 97.5 MW gross. Total reservoir decline is anticipated to be 0.77 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 2027 O&M and Capital Projects totaling \$6,390,000 include:

<u>O&M Projects</u>	<u>Amount</u>
Plant #1 Cooling Towers Scoping and Engineering	\$150,000
Towerbrom Study	\$250,000
Plants #1 and #2 Insurance Risk Mitigation	\$250,000
Plant #1 Oxidizer Tank Replacement	\$300,000
Plant #1 480V Stretford MCC Replacement	\$750,000
Condensate Tank Replacements	\$300,000
Plant #1 Stretford Maintenance	\$1,500,000
Plant #2 Stretford Maintenance	\$1,500,000
Steamfield Projects	\$500,000
Southeast Solar Project	\$625,000
Total O&M	\$6,125,000
<u>Capital Projects</u>	
Vehicle Replacements (Capital)	\$265,000
Total Capital	\$265,000
Total O&M and Capital	\$6,390,000

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable O&M	\$1,057,000	\$1,030,628	\$1,160,000	\$712,102	\$1,300,000	\$140,000
CA ISO Charges (variable)	1,022,031	1,208,914	873,006	390,987	893,189	20,183
Steam Royalties (variable)	2,430,228	1,861,038	1,650,000	704,510	1,576,352	(73,648)
Total Variable	4,509,259	4,100,580	3,683,006	1,807,599	3,769,541	86,535
Routine O&M Costs w/o Labor						
Fixed O&M	6,345,500	9,271,001	6,508,077	4,846,259	6,791,431	283,354
Administration	497,250	592,382	547,820	290,326	538,088	(9,732)
Mandatory Costs	392,000	458,982	421,000	444,582	441,000	20,000
Transmission O & M	87,480	39,542	65,000	7,760	60,000	(5,000)
Total Routine O&M Costs without Labor	7,322,230	10,361,907	7,541,897	5,588,927	7,830,519	288,622
Labor	12,584,129	13,064,252	13,888,411	5,261,000	14,465,352	576,941
Total Routine O&M Costs	19,906,359	23,426,159	21,430,308	10,849,927	22,295,871	865,563
Other Costs						
Insurance	1,607,444	1,453,019	1,849,719	905,036	1,786,893	(62,826)
Decommissioning Costs	2,417,081	2,417,081	1,572,358	524,119	1,572,358	0
Other Costs	1,406,400	1,379,903	1,480,000	728,858	1,506,700	26,700
Generation Services Shared	979,498	910,214	988,599	494,288	1,039,939	51,340
Administrative & General	5,034,626	4,873,397	4,978,197	2,489,374	5,814,099	835,902
Total Other Plant Costs	11,445,049	11,033,614	10,868,873	5,141,675	11,719,989	851,116
Total O&M Costs	35,860,667	38,560,353	35,982,187	17,799,201	37,785,401	1,803,214
Projects						
Operations & Maintenance	5,200,000	5,123,801	2,450,000	522,410	6,125,000	3,675,000
Capital	650,000	745,107	400,000	269,406	265,000	(135,000)
Maintenance Reserve (incl SPRITE)	5,332,452	5,332,452	5,519,088	1,839,696	11,960,615	6,441,527
Total Projects Costs	11,182,452	11,201,360	8,369,088	2,631,512	18,350,615	9,981,527
Annual Budget Cost	47,043,119	49,761,713	44,351,275	20,430,713	56,136,016	11,784,741
Less: Third Party Revenues						
ISO Energy Sales	51,498,048	30,892,235	38,875,484	10,377,039	38,922,279	46,795
Interest Income	150,000	655,532	150,000	205,587	150,000	0
Transmission Sales	110,376	110,376	110,376	36,792	110,376	0
Effluent Revenue	750,000	2,631,975	750,000	511,496	750,000	0
Other Income	3,000	747,871	3,000	4,326	1,000	(2,000)
	52,511,424	35,037,989	39,888,860	11,135,240	39,933,655	44,795
Net Annual Budget Cost to Participants	(\$5,468,305)	\$14,723,724	\$4,462,415	\$9,295,473	\$16,202,361	\$11,739,946
Total Plant Budget Cost	\$46,947,223	\$49,713,964	\$44,280,432	\$20,420,944	\$56,070,173	\$11,789,741
Total Transmission Budget Cost	95,896	47,749	70,843	9,769	65,843	(5,000)
	\$47,043,119	\$49,761,713	\$44,351,275	\$20,430,713	\$56,136,016	\$11,784,741
Total Variable Costs	\$4,509,259	\$4,100,580	\$3,683,006	\$2,127,666	\$3,769,541	\$86,535
Total Fixed Costs	42,533,860	45,661,133	40,668,269	18,303,047	52,366,475	11,698,206
	\$47,043,119	\$49,761,713	\$44,351,275	\$20,430,713	\$56,136,016	\$11,784,741

Northern California Power Agency
Geothermal Plants
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Net Annual Generation (MWh)	682,614	627,442	725,091	335,118	720,425	(4,666)
Net Annual Budget Costs per MWh	(\$8)	\$23	\$6	\$28	\$22	\$16
Variable Costs per MWh	\$7	\$7	\$5	\$6	\$5	\$0
Net costs per KW Month	(\$5)	\$13	\$4	\$8	\$14	\$10

Northern California Power Agency
Geothermal Plants
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Maintenance Reserve						
Balance at Beginning of Fiscal Year				\$3,708,840		
Collections				1,839,696		
Expenditures				(981,198)		
Current Balance				<u>\$4,567,338</u>		
Special Fund Reserve						
Balance at Beginning of Fiscal Year				\$1,500,000		
Current Balance				<u>\$1,500,000</u>		
Decommission Reserve Fund						
Balance at Beginning of Fiscal Year				\$34,217,796		
Collections				524,119		
Current Balance				<u>\$34,741,915</u>		

**Northern California Power Agency
Geothermal Project
Projects Detail**

Project	Notes	Total	FY 2026	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			Budget	FY 2027 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
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 - Scoping & Engineering	D	6,800,000	1,500,000	150,000	150,000	-	2,500,000	2,500,000	-	-	-	-	-
Plant #2 Cooling Towers - Scoping & Engineering	M	4,000,000	-	-	-	4,000,000	-	-	-	-	-	-	-
Plant 2 Cooling Tower Basin Clean Out	M	-	-	-	-	-	-	-	-	-	-	-	-
Towerbrom Study (Stretford Replacement)	D	1,500,000	-	250,000	750,000	500,000	-	-	-	-	-	-	-
Plant #1 & #2 Insurance Risk Mitigation	D	1,354,081	-	250,000	260,000	270,400	281,216	292,465	-	-	-	-	-
Plant 1 Oxidizer Tank Replacement	D	300,000	-	300,000	-	-	-	-	-	-	-	-	-
Plant 1 - 480V MCC Replacement	D	1,950,000	200,000	750,000	1,000,000	-	-	-	-	-	-	-	-
Plant 2 - Cooling Tower Wetting System Replacement	M	500,000	-	-	-	500,000	-	-	-	-	-	-	-
C, H, F, A Condensate Tank Replacements	D	1,100,000	300,000	300,000	500,000	-	-	-	-	-	-	-	-
Plant 2 HVAC	M	200,000	200,000	-	-	-	-	-	-	-	-	-	-
Plant 1 Stretford Maintenance	M	5,115,000	150,000	1,500,000	1,650,000	1,815,000	-	-	-	-	-	-	-
Plant 2 Stretford Maintenance	M	4,965,000	-	1,500,000	1,650,000	1,815,000	-	-	-	-	-	-	-
Bear Canyon Pump Stations	D	2,100,000	100,000	-	500,000	500,000	500,000	500,000	-	-	-	-	-
Steamfield Projects	D	1,000,000	-	500,000	500,000	-	-	-	-	-	-	-	-
Siemens Upgrades		2,500,000	-	-	-	1,250,000	1,250,000	-	-	-	-	-	-
SouthEast Solar Project	D	625,000	-	625,000	-	-	-	-	-	-	-	-	-
Undesignated Projects	D	27,500,000	-	-	-	-	-	2,500,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Total O&M Projects Funding Requirement		\$ 64,309,081	\$ 2,450,000	\$ 6,125,000	\$ 7,810,000	\$ 12,600,400	\$ 4,531,216	\$ 5,792,465	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000

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 2026	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			Budget	FY 2027 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Capital													
Plant #2 Fire System Modernization	M	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Geo Admin and Maintenance Facility Upgrade	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant #2 Diesel Tank	M	-	-	-	-	-	-	-	-	-	-	-	-
Bently Nevada 3500 Monitoring System for U1&4	D	-	-	-	-	-	-	-	-	-	-	-	-
Gas Vehicle and EV Fleet Buildout	D	1,585,000	400,000	265,000	165,000	280,000	180,000	295,000	-	-	-	-	-
Total Capital Projects Funding Requirement		\$ 1,585,000	\$ 400,000	\$ 265,000	\$ 165,000	\$ 280,000	\$ 180,000	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:
D Discretionary
M Mandatory

**Northern California Power Agency
Geothermal Project
Maintenance Reserve
Budget FY 2027**

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
		Reserve Activity										
Unit One Overhaul						(6,831,000)					(8,091,320)	
Unit Two Overhaul		(3,000,000)			(500,000)	(500,000)	(12,000,000)					(5,000,000)
Unit Four Overhaul					(6,600,000)					(7,855,650)		
Well Replacement /Workover		-										
Balance of Plant Work		(515,000)										
Plant 1 & 2 Emergency Eyewash Stations												
Plant 2 Cooling Tower Basin Clean Out												
Annual Outage - Plants 1&2		(525,000)	(2,000,000)	(2,070,000)	(2,142,450)	(2,217,436)	(2,295,046)	(2,375,373)	(2,458,511)	(2,544,559)	(2,633,618)	(2,725,795)
Projected Requirements		(4,040,000)	(2,000,000)	(2,070,000)	(9,242,450)	(9,548,436)	(14,295,046)	(2,375,373)	(2,458,511)	(10,400,209)	(10,724,938)	(7,725,795)
Annual Funding Req*		5,519,088	5,960,615	6,437,464	6,952,461	7,508,658	8,109,351	8,758,099	9,458,747	10,215,447	11,032,682	11,915,297
Balance	3,555,073	5,034,161	8,994,776	13,362,241	11,072,252	9,032,474	2,846,779	9,229,506	16,229,742	16,044,980	16,352,725	20,542,227
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
SPRITE Program Expenditures												
Annual Funding Req*			(5,200,000)	(7,192,500)	(6,891,738)	(6,097,948)	(6,311,377)	(6,532,275)	(12,000,000)	(12,420,000)	(12,854,700)	(13,304,615)
			6,000,000	7,440,000	7,737,600	8,047,104	8,368,988	8,703,748	9,051,898	9,957,087	10,952,796	12,048,076
Balance			800,000	1,047,500	1,893,363	3,842,518	5,900,130	8,071,603	5,123,500	2,660,588	758,684	(497,855)
Total Balance			\$ 3,050,000	\$ 3,297,500	\$ 4,143,363	\$ 6,092,518	\$ 8,150,130	\$ 10,321,603	\$ 7,373,500	\$ 4,910,588	\$ 3,008,684	\$ 1,752,145
*Estimated												

Northern California Power Agency
Geothermal Project Allocation of Project Budget
FY 2027

	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		720,425	121,624	1,634	2,422	26,466	74,059	26,519	5,051	56,792	319,801	45,607	40,450
PROJECT COSTS:													
Routine O&M:													
Variable O&M costs	GES	\$ 1,300,000	\$ 219,473	\$ 2,951	\$ 4,368	\$ 47,762	\$ 133,640	\$ 47,853	\$ 9,113	\$ 102,479	\$ 577,077	\$ 82,297	\$ 72,989
Steam royalties	GES	1,576,352	266,128	3,578	5,297	57,915	162,049	58,026	11,050	124,264	699,751	99,791	88,504
CAISO charges	GES	893,189	150,793	2,027	3,002	32,814	91,817	32,880	6,260	70,412	396,493	56,543	50,148
Fixed costs	GES	6,791,431	1,146,563	15,417	22,819	249,517	698,159	249,993	47,608	535,369	3,014,750	429,932	381,305
Administration	GES	538,088	90,843	1,221	1,808	19,769	55,315	19,807	3,772	42,417	238,860	34,064	30,211
Mandatory costs	GES	441,000	74,452	1,001	1,482	16,202	45,335	16,233	3,091	34,764	195,762	27,918	24,760
Inventory	GES	-	-	-	-	-	-	-	-	-	-	-	-
Transmission O&M ²	Trans	60,000	18,215	245	363	3,964	11,092	3,972	756	8,505	-	6,830	6,058
Labor	GES	14,465,352	2,442,113	32,836	48,604	531,457	1,487,038	532,470	101,402	1,140,304	6,421,242	915,729	812,157
Other Costs:													
Debt service	GES	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	GES	1,786,893	301,672	4,056	6,004	65,650	183,693	65,776	12,526	140,861	793,211	113,119	100,325
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	1,506,700	254,369	3,420	5,063	55,356	154,889	55,462	10,562	118,773	668,832	95,382	84,594
Generation Services Shared	GES	1,039,939	175,568	2,361	3,494	38,207	106,906	38,280	7,290	81,978	461,634	65,833	58,387
Administrative & General	GES	5,808,256	980,579	13,185	19,516	213,395	597,089	213,802	40,716	457,865	2,578,314	367,692	326,105
Transmission A&G ²	Trans	5,843	1,774	24	35	386	1,080	387	74	828	-	665	590
Projects:													
O&M	GES	6,125,000	1,034,053	13,904	20,580	225,033	629,650	225,461	42,936	482,834	2,718,918	387,743	343,888
Capital	GES	265,000	44,739	602	890	9,736	27,242	9,755	1,858	20,890	117,635	16,776	14,878
Maintenance Reserve	GES	11,960,615	2,019,251	27,151	40,188	439,433	1,229,551	440,270	83,844	942,855	5,309,377	757,167	671,529
Total Project Costs	GES	56,136,016	9,486,036	127,547	188,795	2,064,366	5,776,183	2,068,303	393,881	4,429,347	24,889,832	3,557,018	3,154,708
Project Revenues													
ISO Energy sales	GES	38,922,279	6,571,057	88,353	130,777	1,430,006	4,001,209	1,432,730	272,846	3,068,241	17,277,796	2,463,973	2,185,291
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	1,000	169	2	3	37	103	37	7	79	444	63	56
Total Project Revenues		39,933,655	6,741,802	90,648	134,175	1,467,163	4,105,179	1,469,959	279,936	3,147,968	17,726,751	2,527,998	2,242,075
Annual Project Expense, net		\$ 16,202,361	\$ 2,744,234	\$ 36,899	\$ 54,620	\$ 597,203	\$ 1,671,004	\$ 598,345	\$ 113,945	\$ 1,281,379	\$ 7,163,081	\$ 1,029,020	\$ 912,633
Estimated price per Mwh		\$ 22.49	\$ 22.56	\$ 22.58	\$ 22.55	\$ 22.56	\$ 22.56	\$ 22.56	\$ 22.56	\$ 22.56	\$ 22.40	\$ 22.56	\$ 22.56
FY 2026 Net Annual Project Costs		\$ 4,462,415	\$ 762,903	\$ 10,259	\$ 15,184	\$ 166,022	\$ 464,539	\$ 166,337	\$ 31,677	\$ 356,223	\$ 1,949,488	\$ 286,068	\$ 253,715
Net Project Revenue Decrease		\$ 11,739,946	\$ 1,981,331	\$ 26,640	\$ 39,435	\$ 431,181	\$ 1,206,464	\$ 432,007	\$ 82,268	\$ 925,157	\$ 5,213,593	\$ 742,952	\$ 658,918
		263.09%	259.71%	259.68%	259.71%	259.71%	259.71%	259.72%	259.70%	259.71%	267.43%	259.71%	259.71%
Summary of Variable and Fixed Project Costs:													
Variable Costs		\$ 3,769,541	\$ 636,393	\$ 8,557	\$ 12,666	\$ 138,493	\$ 387,509	\$ 138,757	\$ 26,424	\$ 297,153	\$ 1,673,318	\$ 238,631	\$ 211,641
Fixed Costs		52,366,475	8,849,643	118,990	176,129	1,925,873	5,388,674	1,929,547	367,456	4,132,194	23,216,514	3,318,387	2,943,067
		\$ 56,136,016	\$ 9,486,036	\$ 127,547	\$ 188,795	\$ 2,064,366	\$ 5,776,183	\$ 2,068,303	\$ 393,881	\$ 4,429,347	\$ 24,889,832	\$ 3,557,018	\$ 3,154,708

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 with SVP's entitlement share of the 230 kV Cotenancy Transmission facilities; rather, SVP is billed directly by PG&E. As such, O&M costs associated with the Cotenancy Transmission facilities invoiced to NCPA are allocated to project participants using normalized project entitlement percentages excluding SVP.

³ Transmission sales represent Calpine's usage of the NCPA interconnection facilities (commonly referred to as the "Geothermal Tap Lines") to delivery power to the CAISO Grid. Operations and maintenance costs of these taplines are done by NCPA and are included as general plant costs. Therefore, transmission sales revenues collected from Calpine are allocated based on project entitlement percentages

Combustion Turbine No. One

FY 2027

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 \$803,723 for FY 2027.

Operations & Maintenance Project Costs

We are anticipating O&M projects totaling \$401,620 for FY 2027.

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable	\$18,045	\$12,742	\$18,202	\$4,572	\$18,500	\$298
Fuel & LDC Costs	718,046	813,530	1,418,354	404,276	576,459	(841,895)
CA ISO Charges	24,599	636,311	40,198	73,420	21,699	(18,499)
Total Variable Costs	760,690	1,462,583	1,476,754	482,268	616,658	(860,096)
Routine O & M Costs						
Fixed	999,708	879,257	981,055	372,608	990,241	9,186
Administration	40,985	63,584	44,630	12,559	44,468	(162)
Mandatory Costs	209,711	280,147	217,372	139,608	242,772	25,400
Inventory Stock	0	0	105,000	0	110,000	5,000
Routine O & M Costs without Labor	1,250,404	1,222,988	1,348,057	524,775	1,387,481	39,424
Labor	1,390,011	1,490,599	1,531,248	621,998	1,579,067	47,819
Total Routine O & M Costs	2,640,415	2,713,587	2,879,305	1,146,773	2,966,548	87,243
Other Plant Costs						
Fuel Administrative Costs	16,490	6,757	45,633	17,783	45,167	(466)
Insurance	159,668	151,375	183,591	89,060	203,105	19,514
Decommissioning	0	0	1,872,677	936,339	1,872,677	0
Other Costs	10,000	0	10,000	0	10,000	0
Generation Services Shared	107,702	106,364	110,065	55,018	115,781	5,716
Administrative & General	594,115	596,205	626,200	313,122	642,496	16,296
Total Other Plant Costs	887,975	860,701	2,848,166	1,411,322	2,889,226	41,060
Total O & M Costs	4,289,080	5,036,871	7,204,225	3,040,363	6,472,432	(731,793)
Projects						
Operations & Maintenance	433,395	260,375	598,620	8,930	401,620	(197,000)
Capital	0	0	90,000	54,496	375,000	285,000
Maintenance Reserve	729,000	729,000	765,450	382,725	803,723	38,273
Total Projects	1,162,395	989,375	1,454,070	446,151	1,580,343	126,273
Annual Budget Cost	5,451,475	6,026,246	8,658,295	3,486,514	8,052,775	(605,520)
Less: Third Party Revenue						
ISO Energy Sales	823,198	2,655,129	1,957,087	430,706	910,182	(1,046,905)
Ancillary Services Sales	0	0	0	0	0	0
Interest Income	55,000	124,717	55,000	76,631	55,000	0
Other Income	0	4,597	0	0	0	0
	878,198	2,784,443	2,012,087	507,337	965,182	(1,046,905)
Net Annual Budget Cost To Participants	\$4,573,277	\$3,241,803	\$6,646,208	\$2,979,177	\$7,087,593	\$441,385
Total Variable Costs	\$760,690	\$1,462,583	\$1,476,754	\$482,268	\$616,658	(\$860,096)
Total Fixed Costs	4,690,785	4,563,663	7,181,541	3,004,246	7,436,117	254,576
	\$5,451,475	\$6,026,246	\$8,658,295	\$3,486,514	\$8,052,775	(\$605,520)
Net Annual Generation (MWh)	4,039	21,952	9,455	2,066	4,177	(5,278)
Net Annual Budget Cost per MWh	\$1,132	\$148	\$703	\$1,442	\$1,697	\$994
Variable Costs per MWh	\$188	\$67	\$156	\$233	\$148	(\$9)
Net Costs per KW Month	\$5	\$4	\$7	\$3	\$8	\$0

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Maintenance Reserve						
Balance at Beginning of Fiscal Year				4,779,940		
Collections				<u>382,725</u>		
Current Balance				<u><u>5,162,665</u></u>		
Decommissioning Reserve						
Balance at Beginning of Fiscal Year				0		
Collections				<u>936,339</u>		
Current Balance				<u><u>936,339</u></u>		

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

Projects	Notes	Total	Proposed 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)												
Paint and Preservation	D	\$ 650,000	\$ -	\$ 400,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Risk Mitigation	D	90,000	-	45,000	45,000	-	-	-	-	-	-	-
MCC Upgrade	D	800,000	200,000	350,000	250,000	-	-	-	-	-	-	-
Electric Start/TG/Emissions Control	D	2,000,000	-	-	-	-	2,000,000	-	-	-	-	-
Gas Compressor Lubricators	D	113,000	-	-	-	35,000	38,000	40,000	-	-	-	-
HVAC Replacements	D	52,000	-	-	-	-	-	-	-	-	-	-
UPS Battery Replacement	D	230,500	-	75,000	-	-	-	77,000	78,500	-	-	-
Main and Aux Load Gearbox Bearings	D	400,000	-	-	400,000	-	-	-	-	-	-	-
Gas Plants Shared Projects	D	3,240	1,620	-	-	-	-	-	-	-	-	-
CT1 Diesel Tanks Berm Preservation	D	200,000	-	-	-	-	-	-	-	-	-	-
Roseville Parts Refurbishment	D		200,000	200,000	150,000	-	-	-	-	-	-	-
CT1 Load and Gearbox Accessory Bearings	D	120,000	-	-	-	-	-	-	-	-	-	-
CT1 Gas Compressor Heat Exchanger Replacen	D	225,000	-	-	-	-	-	-	-	-	-	-
Unidentified Projects	D			154,500	159,135	163,909	168,826	173,891	179,108	184,481	190,016	195,716
Total O&M Projects Funding Requirement		\$ 4,883,740	\$ 401,620	\$ 1,224,500	\$ 1,004,135	\$ 448,909	\$ 2,206,826	\$ 290,891	\$ 257,608	\$ 184,481	\$ 190,016	\$ 195,716
Capital												
Vehicles	D	\$ 138,000	\$ -	\$ -	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CT1 Lodi Fuel Gas Bypass Line Project	D	300,000	300,000	-	-	-	-	-	-	-	-	-
Physical Security	D	75,000	75,000									
Total Capital Projects Funding Requirement		\$ 513,000	\$ 375,000	\$ -	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

- D Discretionary
- M Mandatory

**Northern California Power Agency
Maintenance Reserves - Combustion Turbine No. One
Budget FY 2027**

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	4,779,940	4,144,523	4,199,127	3,531,449	2,386,576	2,763,381	3,354,644	2,318,894	1,609,073	1,513,304
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	-	-	(1,013,415)	-	-	-	-	-	(605,036)	-	(350,000)	
Balance of Plant	(1,400,867)	(518,732)	(442,097)	(769,663)	(308,715)	(313,334)	(645,193)	(314,159)	(479,210)	(574,823)	(516,141)	
Projected Requirements	-	(1,400,867)	(749,119)	(1,495,512)	(1,997,542)	(501,445)	(313,334)	(1,967,484)	(1,669,508)	(1,084,246)	(574,823)	(866,141)
Funding Requirement	-	765,450	803,723	827,834	852,669	878,249	904,597	931,735	959,687	988,477	1,018,132	1,078,609
Cumulative Balance	\$ -	\$ 4,144,523	\$ 4,199,127	\$ 3,531,449	\$ 2,386,576	\$ 2,763,381	\$ 3,354,644	\$ 2,318,894	\$ 1,609,073	\$ 1,513,304	\$ 1,956,613	\$ 2,169,081

Northern California Power Agency
Combustion Turbine No.1 Allocation of Project Budget
FY 2027

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	\$ 18,500	\$ 4,037	\$ 36	\$ 65	\$ 1,079	\$ 2,478	\$ 1,079	\$ 336	\$ 7,708	\$ 1,682
Fixed costs	GES	990,241	216,071	1,948	3,466	57,764	132,626	57,764	17,990	412,601	90,013
Administration	GES	44,468	9,703	87	156	2,594	5,956	2,594	808	18,528	4,042
Mandatory costs	GES	242,772	52,973	478	850	14,162	32,515	14,162	4,410	101,155	22,068
Inventory	GES	110,000	24,002	216	385	6,417	14,733	6,417	1,998	45,833	9,999
Labor	GES	1,579,067	344,552	3,106	5,527	92,112	211,489	92,112	28,687	657,945	143,537
Other Costs:											
Fuel and LDC costs	GES	576,459	125,783	1,134	2,018	33,627	77,207	33,627	10,473	240,191	52,400
Fuel administration costs	GES	45,167	9,855	89	158	2,635	6,049	2,635	821	18,820	4,106
CAISO charges	GES	21,699	4,735	43	76	1,266	2,906	1,266	394	9,041	1,972
Insurance	GES	203,105	44,318	400	711	11,848	27,202	11,848	3,690	84,627	18,462
Decommissioning costs	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	115,781	25,263	228	405	6,754	15,507	6,754	2,103	48,242	10,524
Administrative & General	GES	642,496	140,193	1,264	2,249	37,479	86,051	37,479	11,672	267,707	58,403
Projects:											
O&M Projects & Maintenance Reserve	GES	1,580,343	344,831	3,109	5,531	92,186	211,660	92,186	28,710	658,477	143,653
Total Project Costs	GES	8,052,775	1,757,116	15,840	28,185	469,743	1,078,532	469,743	146,295	3,355,326	731,997
Project Revenues											
CAISO Energy Sales	GES	910,182	198,602	1,804	3,186	53,080	121,889	53,080	16,549	379,257	82,736
Interest income	GES	55,000	12,001	108	193	3,208	7,366	3,208	999	22,917	5,000
Total Project Revenues		965,182	210,603	1,913	3,378	56,288	129,256	56,288	17,548	402,173	87,735
Annual Project Revenue, net		\$ 7,087,593	\$ 1,546,513	\$ 13,927	\$ 24,807	\$ 413,455	\$ 949,277	\$ 413,455	\$ 128,746	\$ 2,953,152	\$ 644,262
Estimated price per Mwh		\$ 749.61	\$ 749.61	\$ 748.86	\$ 749.61	\$ 749.64	\$ 749.62	\$ 749.64	\$ 749.53	\$ 749.61	\$ 749.61
FY 2026 Net Annual Project Costs		\$ 6,646,208	1,450,203	13,059	23,262	387,707	890,161	387,707	120,728	2,769,242	604,140
Net Project Cost Increase		\$ 441,385	96,310	868	1,545	25,747	59,116	25,747	8,019	183,911	40,122
		6.64%	6.64%	6.65%	6.64%	6.64%	6.64%	6.64%	6.64%	6.64%	6.64%
Summary of Variable and Fixed Project Costs:											
Variable Costs.		616,658	134,555	1,213	2,158	35,972	82,591	35,972	11,203	256,941	56,054
Fixed Costs		7,436,117	1,622,561	14,627	26,026	433,771	995,941	433,771	135,092	3,098,385	675,943
		\$ 8,052,775	\$ 1,757,116	\$ 15,840	\$ 28,185	\$ 469,743	\$ 1,078,532	\$ 469,743	\$ 146,295	\$ 3,355,326	\$ 731,997

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

Combustion Turbine No. Two

FY 2027

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 \$2,430 for FY 2027.

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase / (Decrease)
Variable Costs						
Variable O&M	\$170,744	\$47,698	\$109,748	\$37,922	\$112,248	\$2,500
Fuel & LDC Costs	1,180,587	388,285	0	1,676	0	0
Pipeline Transport Charges	0	0	0	0	0	0
GHG Allowance Costs	227,416	0	0	0	0	0
CA ISO Charges	81,359	277,130	0	53,361	0	0
Total Variable Costs	1,660,106	713,113	109,748	92,959	112,248	2,500
Routine O & M Costs						
Fixed	563,394	683,291	519,055	271,509	531,763	12,708
Administration	43,757	29,685	46,539	16,807	47,052	513
Mandatory Costs	115,815	196,697	103,314	36,338	103,892	578
Inventory Stock	19,000	0	0	0	0	0
Routine O & M Costs without Labor	741,966	909,673	668,908	324,654	682,707	13,799
Labor	1,005,070	828,602	1,104,176	376,739	1,149,158	44,982
Total Routine O & M Costs	1,747,036	1,738,275	1,773,084	701,393	1,831,865	58,781
Other Plant Costs						
Fuel Acquisition Costs	28,530	3,077	0	0	0	0
Debt Service	421,313	421,313	0	0	0	0
Insurance	8,139	7,976	9,094	1,812	9,620	526
Decommissioning	2,300,000	2,300,000	0	0	0	0
Other Costs	10,384	4,827	5,200	0	5,200	0
Generation Services Shared	79,321	79,453	81,061	40,585	85,270	4,209
Administrative & General	348,797	354,896	347,013	173,524	374,404	27,391
Total Other Plant Costs	3,196,484	3,171,542	442,368	215,921	474,494	32,126
Total O & M Costs	6,603,626	5,622,930	2,325,200	1,010,273	2,418,607	93,407
Projects						
Operations & Maintenance	92,006	46,475	6,969	2,400	2,430	(4,539)
Capital	0	0	5,000	3,028	0	(5,000)
Total Projects	92,006	46,475	11,969	5,428	2,430	(9,539)
Annual Budget Cost	6,695,632	5,669,405	2,337,169	1,015,701	2,421,037	83,868

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase / (Decrease)
Less: Third Party Revenue						
ISO Energy Sales	1,741,851	1,165,803	0	54,449	0	0
Interest Income - Operations	42,000	91,144	42,000	29,672	42,000	0
Fuel and Pipeline Transport Credits	0	0	0	0	0	0
Other Income	0	301	0	0	0	0
	1,783,851	1,257,248	42,000	84,121	42,000	0
Net Costs to Participants (without GHG Transfer Credits)	\$4,911,781	\$4,412,157	\$2,295,169	\$931,580	\$2,379,037	\$83,868
GHG Allowance Credits	227,415	0	0	0	0	0
Net Cost To Participants (with GHG Transfer Credits)	\$4,684,366	\$4,412,157	\$2,295,169	\$931,580	\$2,379,037	\$83,868
Total Variable Costs	\$1,660,106	\$713,113	\$109,748	\$92,959	\$112,248	\$2,500
Total Fixed Costs	5,035,526	4,956,292	2,227,421	922,742	2,308,789	81,368
	\$6,695,632	\$5,669,405	\$2,337,169	\$1,015,701	\$2,421,037	\$83,868
Net Annual Generation (MWh)	10,033	8,253	0	0	0	0
Net Annual Budget Costs per MWh	\$490	\$535	\$0	\$0	\$0	\$0
Variable Costs per MWh	\$165	\$86	\$0	\$0	\$0	\$0
Net Costs per KW Month	\$8	\$7	\$0	\$0	\$0	\$0

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase / (Decrease)
Maintenance Reserve						
Balance at Beginning of Fiscal Year				617,280		
Transfer to CT2 Repower (Lodi, Lompoc, Roseville)				<u>(499,997)</u>		
Current Balance				<u><u>117,283</u></u>		

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

Projects	Notes	Total	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		\$ 9,399	\$ 2,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total O&M Projects Funding Requirement		<u>\$ 9,399</u>	<u>\$ 2,430</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Projects	Notes	Total	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	\$ 13,500	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Projects Funding Requirement		<u>\$ 13,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,500</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 2027**

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												
Trsfr to CT2 Repower (Lodi,Lom,Ros)		(499,997)											
Contingent maintenance	500,000												
Annual Funding Req. *	-	-	-	-	-	-	-	-	-	-	-	-	-
Decommissioning costs funding													
Balance	\$617,280	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283	\$117,283

Northern California Power Agency
Combustion Turbine No.2 Allocation of Project Budget
FY 2027

	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	\$ 112,248	\$ 21,327	\$ 44,338	\$ 5,612	\$ 40,971
Fixed costs	GES	531,763	101,035	210,046	26,588	194,093
Administration	GES	47,052	8,940	18,586	2,353	17,174
Mandatory costs	GES	103,892	19,739	41,037	5,195	37,921
Inventory	GES	-	-	-	-	-
Labor	GES	1,149,158	218,340	453,917	57,458	419,443
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	9,620	1,828	3,800	481	3,511
Decommissioning	GES	-	-	-	-	-
Other costs	GES	5,200	988	2,054	260	1,898
Generation Services Shared	GES	85,270	16,201	33,682	4,264	31,124
Administrative & General	GES	374,404	71,137	147,890	18,720	136,657
Projects:						
O&M and Capital	GES	2,430	462	960	122	887
Maintenance Reserve	GES	-	-	-	-	-
Total Project Costs	GES	2,421,037	459,997	956,310	121,052	883,679
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		\$ 2,379,037	\$ 452,017	\$ 939,720	\$ 118,952	\$ 868,349
Estimated price per Mwh		\$ -	\$ -	\$ -	\$ -	\$ -
FY 2026 Net Annual Project Costs		\$ 2,295,169	436,082	906,592	114,758	837,737
Net Project Cost Decrease		\$ 83,868	15,935	33,128	4,193	30,612
		3.65%	3.65%	3.65%	3.65%	3.65%
Summary of Variable and Fixed Project Costs:						
Variable Costs		\$ 112,248	\$ 21,327	\$ 44,338	\$ 5,612	\$ 40,971
Fixed Costs		2,308,789	438,670	911,972	115,439	842,708
Total Project Costs		\$ 2,421,037	\$ 459,997	\$ 956,310	\$ 121,052	\$ 883,679

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.

Lodi Energy Center

FY 2027

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 \$2,966,571 for FY 2027

Projects

Capital Projects for FY 2027 total \$3,539,831 and O&M Projects total \$5,213,000.

Northern California Power Agency
Lodi Energy Center
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable O&M	\$5,616,489	\$4,286,545	\$5,055,090	\$711,871	\$4,735,537	(\$319,553)
Fuel & LDC Costs	77,589,905	28,861,965	46,956,205	16,023,902	44,276,219	(2,679,986)
GHG Allowance Costs	18,130,063	10,469,050	14,152,916	1,845,442	11,422,188	(2,730,728)
CA ISO Charges	675,952	374,629	364,723	842,112	366,629	1,906
CA ISO Energy Purchases	2,876,697	2,387,218	390,117	2,577,796	334,595	(55,522)
Total Variable Costs	104,889,106	46,379,407	66,919,051	22,001,123	61,135,168	(5,783,883)
Routine O & M Costs						
Fixed O&M	3,587,692	5,069,878	3,748,985	2,471,549	3,947,727	198,742
Administration	188,345	142,129	198,583	83,062	199,730	1,147
Mandatory Costs	386,269	467,999	394,255	364,279	418,370	24,115
Inventory Stock	450,000	465,931	500,000	126,283	450,000	(50,000)
Routine O & M Costs without Labor	4,612,306	6,145,937	4,841,823	3,045,173	5,015,827	174,004
Labor	6,650,919	6,638,527	7,283,067	3,371,222	7,548,535	265,468
Total Routine O & M Costs	11,263,225	12,784,464	12,124,890	6,416,395	12,564,362	439,472
Other Plant Costs						
Debt Service	26,017,868	26,017,868	26,311,313	13,155,657	26,297,698	(13,615)
Insurance	1,849,532	1,775,206	2,298,510	1,149,255	2,400,303	101,793
Decommissioning Costs	0	0	1,236,860	618,430	1,236,860	0
Other Costs	196,244	99,478	185,334	71,292	146,834	(38,500)
Generation Services Shared	504,061	467,846	515,123	257,507	541,874	26,751
Administrative & General	2,674,401	2,564,684	2,830,913	1,415,433	2,908,143	77,230
Power Management Allocated Costs	1,912,958	1,933,928	1,911,080	943,760	2,108,799	197,719
Total Other Plant Costs	33,155,064	32,859,010	35,289,133	17,611,334	35,640,511	351,378
Total O & M Costs	149,307,395	92,022,881	114,333,074	46,028,852	109,340,041	(4,993,033)
Projects						
Operations & Maintenance	1,746,778	2,363,173	2,452,969	272,684	5,213,000	2,760,031
Capital	6,341,666	5,721,226	5,019,831	48,957	3,539,831	(1,480,000)
Maintenance Reserve	2,769,390	2,769,390	2,852,472	1,426,236	2,966,571	114,099
Total Projects	10,857,834	10,853,789	10,325,272	1,747,877	11,719,402	1,394,130
Annual Budget Cost	160,165,229	102,876,670	124,658,346	47,776,729	121,059,443	(3,598,903)
Less: Third Party Revenue						
ISO Energy Sales	113,367,408	48,877,779	78,023,398	20,286,732	66,918,915	(11,104,483)
Ancillary Services Sales	2,049,227	814,622	822,991	603	823,010	19
Interest Income - Operations	134,000	552,313	134,000	313,946	134,000	0
Interest Income (NCPA)	116,000	357,578	105,000	128,754	105,000	0
Interest Income (CDWR)	0	196,730	11,000	68,990	11,000	0
Other Income	0	1,507	0	40,394	0	0
	115,666,635	50,800,529	79,096,389	20,839,419	67,991,925	(11,104,464)
Net Annual Budget Cost To Participants (without GHG Transfer Credits)	44,498,594	52,076,141	45,561,957	26,937,310	53,067,518	7,505,561
GHG Allowance Credits	17,646,370	10,469,050	13,775,330	1,845,442	11,117,456	(2,657,874)
Net Annual Budget Cost To Participants (with GHG Transfer Credits)	\$26,852,224	\$41,607,091	\$31,786,627	\$25,091,868	\$41,950,062	\$10,163,435

Northern California Power Agency
Lodi Energy Center
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Total Variable Costs	\$104,889,106	\$46,379,407	\$66,919,051	\$22,001,123	\$61,135,168	(\$5,783,883)
Total Fixed Costs	55,276,123	56,497,263	57,739,295	25,775,606	59,924,275	(333,468)
	<u>\$160,165,229</u>	<u>\$102,876,670</u>	<u>\$124,658,346</u>	<u>\$47,776,729</u>	<u>\$121,059,443</u>	<u>(\$6,117,351)</u>
Net Annual Generation (MWh)	1,127,248	786,868	925,691	315,016	908,399	(17,292)
Net Annual Budget Costs per MWh	\$24	\$53	\$34	\$80	\$46	\$12
Variable Costs per MWh	\$93	\$59	\$72	\$70	\$67	(\$5)
Net Costs per KW Month	\$8	\$12	\$9	\$7	\$12	\$3

Northern California Power Agency
Lodi Energy Center
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 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**

Projects	Notes	Total	FY 2026 Budget	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
				FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	
Operations & Maintenance (O&M)														
Asphalt Maintenance	M	\$ 270,000	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000	-
High Energy Piping Inspection	D	50,000	-	50,000	-	-	-	-	-	-	-	-	-	-
Critical Inventory	M	2,750,000	-	-	450,000	450,000	450,000	450,000	-	450,000	500,000	-	-	-
CT Torque Converter Refurb	D	250,000	-	250,000	-	-	-	-	-	-	-	-	-	-
HRSRG / Steam Piping	D	3,450,303	2,400,303	-	-	400,000	-	-	-	650,000	-	-	-	-
HVAC	D	670,000	75,000	105,000	115,000	-	125,000	-	-	-	-	250,000	-	-
Insurance Risk Mitigation	M	420,745	140,000	135,000	135,000	-	-	-	-	-	-	-	-	-
Life Cycle Replacement	M	1,650,000	-	-	350,000	1,300,000	-	-	-	-	-	-	-	-
Painting and Preservation	D	3,000,000	-	650,000	450,000	-	-	500,000	500,000	-	-	-	-	450,000
Plant Betterment	M	375,000	375,000	-	-	-	-	-	-	-	-	-	-	-
Transmission Interconnection Study	D	325,000	-	325,000	-	-	-	-	-	-	-	-	-	-
Service Water Piping	D	100,000	50,000	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	580,000	120,000	-	-	-	-	140,000	-	-	-	-	-	160,000
HRSRG Penetration Seals	D	2,650,000	-	600,000	250,000	-	450,000	-	-	-	-	-	450,000	450,000
DCS Software Upgrades	D	70,000	-	20,000	-	-	-	-	-	-	50,000	-	-	-
Cooling Tower OH	D	3,600,000	-	1,800,000	-	-	-	-	-	-	-	1,800,000	-	-
Undefined Projects	D	4,000,000	-	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Gas Plants Shared Project	D	44,361	34,911	9,450	-	-	-	-	-	-	-	-	-	-
Annual Maintenance Outage	M	16,851,402	1,183,058	1,218,550	1,255,106	1,292,759	1,331,542	1,371,488	1,412,633	1,455,012	1,498,662	1,543,622	1,589,931	
Overall Facility Expense- Outside Services	M	1,242,834	87,822	90,457	93,171	95,966	98,845	101,810	104,864	108,010	111,251	114,588	118,026	
Overall Facility Expense - Materials	M	270,123	19,088	19,660	20,250	20,858	21,483	22,128	22,792	23,475	24,180	24,905	25,652	
CEMS Support Contract - Outside Services	M	57,996	4,098	4,221	4,348	4,478	4,612	4,751	4,893	5,040	5,191	5,347	5,508	
CTG and Accessories - Outside Services	M	1,781,401	125,879	129,655	133,545	137,551	141,678	145,928	150,306	154,815	159,460	164,243	169,171	
CTG and Accessories - Materials	M	1,209,712	85,482	88,046	90,688	93,408	96,210	99,097	102,070	105,132	108,286	111,534	114,880	
HRSRG/Stack - Outside Services	M	1,300,643	90,751	93,473	96,277	99,166	102,141	105,205	108,361	111,612	114,960	118,409	121,961	
HRSRG/Stack - Materials	M	1,472,866	103,740	106,852	110,058	113,360	116,760	120,263	123,871	127,587	131,415	135,357	139,418	
STG and Accessories - Outside Services	M	745,712	52,694	54,275	55,903	57,580	59,308	61,087	62,919	64,807	66,751	68,754	70,816	
STG and Accessories - Materials	M	411,060	29,047	29,918	30,816	31,740	32,692	33,673	34,683	35,724	36,795	37,899	39,036	
Water Treatment - Outside Services	M	1,200,559	81,968	84,427	86,960	89,568	92,255	95,023	97,874	100,810	103,834	106,949	110,158	
Water Treatment - Materials	M	922,830	62,244	64,112	66,035	68,016	70,057	72,158	74,323	76,553	78,849	81,215	83,651	
Balance of Plant - Outside Services	M	878,273	62,061	63,923	65,841	67,816	69,850	71,946	74,104	76,327	78,617	80,976	83,405	
Balance of Plant - Materials	M	2,037,507	143,576	147,884	152,320	156,890	161,596	166,444	171,438	176,581	181,878	187,335	192,955	
Network/Communication - Outside Services	M	82,851	5,854	6,030	6,211	6,397	6,589	6,787	6,991	7,200	7,416	7,639	7,868	
Network/Communication - Materials	M	178,001	12,578	12,955	13,344	13,744	14,157	14,581	15,019	15,469	15,934	16,412	16,904	
Electrical/Control - Outside Services	M	1,491,405	105,387	108,548	111,805	115,159	118,614	122,172	125,837	129,613	133,501	137,506	141,631	
Electrical/Control - Materials	M	528,511	37,346	38,466	39,620	40,809	42,033	43,294	44,593	45,931	47,309	48,728	50,190	
Buildings and Grounds - Outside Services	M	745,492	52,694	54,275	55,903	57,580	59,308	61,087	62,919	64,807	66,751	68,754	70,816	
Buildings and Grounds - Materials	M	293,627	20,749	21,371	22,012	22,672	23,353	24,053	24,775	25,518	26,284	27,072	27,884	
Total O&M Projects Funding Requirement		\$ 42,807,246	\$ 4,853,272	\$ 5,213,000	\$ 3,405,106	\$ 3,967,759	\$ 2,981,542	\$ 2,861,488	\$ 2,312,633	\$ 3,132,012	\$ 2,448,662	\$ 4,588,622	\$ 3,049,931	

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

Capital Projects	Notes	Total	FY 2026	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
				FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Vehicles	D	27,000	5,000	-	-	8,500	-	-	-	-	-	-	13,500
FX Generator Upgrade	D	6,019,662	3,059,831	2,959,831	-	-	-	-	-	-	-	-	-
Expansion Joints	D	800,000	-	-	-	-	800,000	-	-	-	-	-	-
BOP PLC HMI Local Interface	D	350,000	-	-	350,000	-	-	-	-	-	-	-	-
DCS Hardware Updates	D	1,205,000	-	855,000	-	-	-	-	-	-	350,000	-	-
Clarifier Tank Refurbishment	M	2,575,000	375,000	-	-	-	550,000	550,000	-	-	-	-	550,000
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	1,785,000	80,000	125,000	775,000	155,000	650,000	-	-	-	-	-	-
Maintenance Reserve Funding Transfer	D	(400,000)	-	(400,000)	-	-	-	-	-	-	-	-	-
Unidentified Capital Projects	D	6,766,975	-	-	592,250	610,018	628,318	647,168	666,583	686,580	707,177	728,393	750,245
		-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Projects Funding Requirement		\$21,328,637	\$ 5,019,831	\$ 3,539,831	\$ 1,917,250	\$ 773,518	\$ 2,628,318	\$ 1,197,168	\$ 666,583	\$ 686,580	\$ 1,307,177	\$ 978,393	\$ 1,313,745

Notes:
D Discretionary
M Mandatory

**Northern California Power Agency
Maintenance Reserves - Lodi Energy Center
Budget FY 2027**

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												
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036		
LEC:														
Beginning Reserve Balance	- \$	6,212,929 \$	4,295,401 \$	1,044,225 \$	1,457,485 \$	2,919,618 \$	3,565,962 \$	4,062,671 \$	3,116,500 \$	1,038,698 \$	2,896,730 \$	2,473,792		
Transfer from O&M Reserve		-	409,131	-	-	-	-	-	-	-	-	-	-	
Projected Reserve Expenditures -														
Combustion Turbine (Overhaul)		(2,505,000)	(2,224,327)	(135,000)	(50,000)	(541,750)	-	(1,148,838)	(2,426,162)	-	(156,279)	(50,000)		
Steam Turbine		(1,000,000)	(125,000)	-	-	-	(1,200,000)	(1,220,000)	(790,000)	-	-	-		
Generators		-	(150,000)	-	-	-	-	-	(1,400,000)	-	-	-		
Plant Projects		(1,120,000)	(2,762,551)	(1,361,974)	(1,215,658)	(1,582,531)	(1,176,677)	(975,000)	(1,108,057)	(1,812,262)	(3,235,143)	(1,494,940)		
HRSB		(145,000)	(965,000)	(1,175,000)	(450,000)	(502,500)	(497,932)	(1,108,505)	-	(85,517)	(900,000)	(1,206,455)		
FX Project Tariff Uplift		-	(400,000)	-	-	-	-	-	-	-	-	-		
Total Projected Expenditures	-	(4,770,000)	(6,626,878)	(2,671,974)	(1,715,658)	(2,626,781)	(2,874,609)	(4,452,342)	(5,724,219)	(1,897,779)	(4,291,422)	(2,751,395)		
Total Projected Funding	-	2,852,472	2,966,571	3,085,234	3,177,791	3,273,124	3,371,318	3,506,171	3,646,418	3,755,810	3,868,485	3,984,539		
Cumulative Balance	\$ -	\$ 4,295,401	\$ 1,044,225	\$ 1,457,485	\$ 2,919,618	\$ 3,565,962	\$ 4,062,671	\$ 3,116,500	\$ 1,038,698	\$ 2,896,730	\$ 2,473,792	\$ 3,706,936		

LODI ENERGY CENTER
Allocation of Project Budget
FY 2027

Allocated by	Total	Azusa	BART	Biggs	CDWR	Gridley	Healdsburg	Lodi	Lompoc	MID	Plumas-Sierra	PWRPA	SVP	Ukiah	
ALLOCATION PERCENTAGES:															
Generation Entitlement Share ⁽¹⁾	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	ICS 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%	
Indenture Cost Share B	ICS 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%	
PROJECTED MWH		908,399	25,305	59,954	2,434	304,314	17,844	14,923	86,298	18,492	97,329	7,137	24,235	233,913	16,221
PROJECT COSTS:															
Fuel Cost	GES	\$ 44,276,219	\$ 1,233,403	\$ 2,922,230	\$ 118,616	\$ 14,832,533	\$ 869,718	\$ 727,371	\$ 4,206,241	\$ 901,331	\$ 4,743,887	\$ 347,878	\$ 1,181,245	\$ 11,401,125	\$ 790,640
GHG Allowance Costs	GES	\$ 11,422,188	\$ 318,188	\$ 753,864	\$ 30,600	\$ 3,826,433	\$ 224,366	\$ 187,644	\$ 1,085,108	\$ 232,521	\$ 1,223,807	\$ 89,744	\$ 304,733	\$ 2,941,213	\$ 203,966
Labor	GES	\$ 7,548,535	\$ 210,280	\$ 498,203	\$ 20,223	\$ 2,528,759	\$ 148,276	\$ 124,007	\$ 717,111	\$ 153,666	\$ 808,773	\$ 59,309	\$ 201,387	\$ 1,943,748	\$ 134,794
Variable O&M	GES	\$ 4,735,537	\$ 131,918	\$ 312,545	\$ 12,687	\$ 1,586,405	\$ 93,020	\$ 77,795	\$ 449,876	\$ 96,401	\$ 507,380	\$ 37,207	\$ 126,339	\$ 1,219,401	\$ 84,562
Fixed O&M	GES	\$ 3,947,727	\$ 109,972	\$ 260,550	\$ 10,576	\$ 1,322,489	\$ 77,545	\$ 64,853	\$ 375,034	\$ 80,364	\$ 422,971	\$ 31,017	\$ 105,321	\$ 1,016,540	\$ 70,495
O&M Administration	GES	\$ 199,730	\$ 5,564	\$ 13,182	\$ 535	\$ 66,910	\$ 3,923	\$ 3,281	\$ 18,974	\$ 4,066	\$ 21,400	\$ 1,569	\$ 5,329	\$ 51,430	\$ 3,567
Mandatory Costs	GES	\$ 418,370	\$ 11,655	\$ 27,612	\$ 1,121	\$ 140,154	\$ 8,218	\$ 6,873	\$ 39,745	\$ 8,517	\$ 44,825	\$ 3,287	\$ 11,162	\$ 107,730	\$ 7,471
Inventory Stock	GES	\$ 450,000	\$ 12,536	\$ 29,700	\$ 1,206	\$ 150,750	\$ 8,839	\$ 7,393	\$ 42,750	\$ 9,161	\$ 48,214	\$ 3,536	\$ 12,006	\$ 115,875	\$ 8,036
O&M Projects Costs	GES	\$ 5,213,000	\$ 145,219	\$ 344,058	\$ 13,966	\$ 1,746,355	\$ 102,399	\$ 85,639	\$ 495,235	\$ 106,121	\$ 558,536	\$ 40,959	\$ 139,078	\$ 1,342,348	\$ 93,089
Capital Projects Costs	GES	\$ 3,539,831	\$ 98,609	\$ 233,629	\$ 9,483	\$ 1,185,843	\$ 69,533	\$ 58,152	\$ 336,284	\$ 72,060	\$ 379,268	\$ 27,812	\$ 94,439	\$ 911,506	\$ 63,211
Maintenance Reserve	GES	\$ 2,966,571	\$ 82,640	\$ 195,794	\$ 7,947	\$ 993,801	\$ 58,272	\$ 48,735	\$ 281,824	\$ 60,390	\$ 317,847	\$ 23,308	\$ 79,145	\$ 763,892	\$ 52,974
Insurance	GES	\$ 2,400,303	\$ 66,865	\$ 158,420	\$ 6,430	\$ 804,102	\$ 47,149	\$ 39,432	\$ 228,029	\$ 48,863	\$ 257,178	\$ 18,859	\$ 64,038	\$ 618,078	\$ 42,862
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	\$ 70,000	\$ 1,950	\$ 4,620	\$ 188	\$ 23,450	\$ 1,375	\$ 1,150	\$ 6,650	\$ 1,425	\$ 7,500	\$ 550	\$ 1,868	\$ 18,025	\$ 1,250
Generation Services Shared	GES	\$ 541,874	\$ 15,095	\$ 35,764	\$ 1,452	\$ 181,528	\$ 10,644	\$ 8,902	\$ 51,478	\$ 11,031	\$ 58,058	\$ 4,258	\$ 14,457	\$ 139,533	\$ 9,676
Transmission (CAISO)	GES	\$ 366,629	\$ 10,213	\$ 24,198	\$ 982	\$ 122,821	\$ 7,202	\$ 6,203	\$ 34,830	\$ 7,463	\$ 39,282	\$ 2,881	\$ 9,781	\$ 94,407	\$ 6,547
Energy Purchases (CAISO)	GES	\$ 334,595	\$ 9,321	\$ 22,083	\$ 896	\$ 112,089	\$ 6,572	\$ 5,497	\$ 31,787	\$ 6,811	\$ 35,850	\$ 2,629	\$ 8,927	\$ 86,158	\$ 5,975
Debt Service Cost:															
Indenture Group A Cost	ICS A	\$ 21,020,047	\$ 1,049,657	\$ 2,486,882	\$ 100,938	\$ -	\$ 740,158	\$ 618,998	\$ 3,579,609	\$ 767,043	\$ -	\$ 296,046	\$ 1,005,263	\$ 9,702,601	\$ 672,852
BAB's Subsidy (Group A)	ICS A	\$ (4,043,266)	\$ (201,905)	\$ (478,359)	\$ (19,416)	\$ -	\$ (142,371)	\$ (119,066)	\$ (688,548)	\$ (147,543)	\$ -	\$ (56,945)	\$ (193,365)	\$ (1,866,323)	\$ (129,425)
Debt and Trustee Fees (Group A)	ICS A	\$ 51,050	\$ 2,549	\$ 6,040	\$ 245	\$ -	\$ 1,798	\$ 1,503	\$ 8,694	\$ 1,863	\$ -	\$ 719	\$ 2,441	\$ 23,564	\$ 1,634
Indenture Group B Cost	ICS B	\$ 10,616,830	\$ -	\$ -	\$ -	\$ 10,616,830	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BAB's Subsidy (Group B)	ICS B	\$ (1,295,913)	\$ -	\$ -	\$ -	\$ (1,295,913)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt and Trustee Fees (Group B)	ICS B	\$ 25,784	\$ -	\$ -	\$ -	\$ 25,784	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative & General	GES	\$ 2,908,143	\$ 81,012	\$ 191,937	\$ 7,791	\$ 974,228	\$ 57,125	\$ 47,775	\$ 276,274	\$ 59,201	\$ 311,587	\$ 22,849	\$ 77,586	\$ 748,847	\$ 51,931
Power Management Allocated Costs	GES	\$ 2,108,799	\$ 58,745	\$ 139,181	\$ 5,649	\$ 706,448	\$ 41,423	\$ 34,643	\$ 200,336	\$ 42,929	\$ 225,943	\$ 16,569	\$ 56,261	\$ 543,016	\$ 37,657
Total Project Costs		\$ 121,059,443	\$ 3,487,939	\$ 8,263,767	\$ 335,429	\$ 41,066,146	\$ 2,459,480	\$ 2,056,920	\$ 11,894,821	\$ 2,548,863	\$ 10,144,825	\$ 983,759	\$ 3,340,438	\$ 32,241,206	\$ 2,235,849
Estimated price per MWh		\$ 133.27	\$ 137.83	\$ 137.83	\$ 137.83	\$ 134.95	\$ 137.83	\$ 137.83	\$ 137.83	\$ 137.83	\$ 104.23	\$ 137.83	\$ 137.83	\$ 137.83	\$ 137.83
Third Party Revenue															
ISO Energy Sales	GES	\$ 66,918,915	\$ 1,864,160	\$ 4,416,648	\$ 179,276	\$ 22,417,837	\$ 1,314,488	\$ 1,099,344	\$ 6,357,297	\$ 1,362,268	\$ 7,169,893	\$ 525,782	\$ 1,785,330	\$ 17,231,621	\$ 1,194,971
Ancillary Services Sales	GES	\$ 823,010	\$ 22,927	\$ 54,319	\$ 2,205	\$ 275,708	\$ 16,166	\$ 13,520	\$ 78,186	\$ 16,754	\$ 88,180	\$ 6,466	\$ 21,957	\$ 211,925	\$ 14,696
GHG Allowance Credits	GES	\$ 11,117,455	\$ 318,188	\$ 753,864	\$ 30,600	\$ 3,826,433	\$ 224,366	\$ 187,644	\$ 1,085,108	\$ 232,521	\$ 1,223,807	\$ 89,744	\$ -	\$ 2,941,213	\$ 203,966
Interest & Other Income	GES	\$ 134,000	\$ 3,733	\$ 8,844	\$ 359	\$ 44,890	\$ 2,632	\$ 2,201	\$ 12,730	\$ 3,529	\$ 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 79,109,380	\$ 2,214,251	\$ 5,246,098	\$ 212,944	\$ 26,575,868	\$ 1,561,350	\$ 1,305,801	\$ 7,551,202	\$ 1,618,103	\$ 8,496,238	\$ 624,524	\$ 1,815,883	\$ 20,467,731	\$ 1,419,387
Annual Project Costs, net		\$ 41,950,063	\$ 1,273,689	\$ 3,017,669	\$ 122,485	\$ 14,490,278	\$ 898,130	\$ 751,119	\$ 4,343,619	\$ 930,760	\$ 1,648,588	\$ 359,235	\$ 1,524,554	\$ 11,773,475	\$ 816,462
Estimated price per Mwh, net		\$ 46.18	\$ 50.33	\$ 50.33	\$ 50.33	\$ 47.62	\$ 50.33	\$ 50.33	\$ 50.33	\$ 50.33	\$ 16.94	\$ 50.33	\$ 62.91	\$ 50.33	\$ 50.33
JPA Assessment (per PMOA)		\$ 57,825	\$ 3,243	\$ -	\$ -	\$ 39,002	\$ -	\$ -	\$ -	\$ -	\$ 12,474	\$ -	\$ 3,106	\$ -	\$ -
Summary of Variable and Fixed Project Costs:															
Variable Costs		\$ 61,135,168	\$ 1,703,042	\$ 4,034,921	\$ 163,781	\$ 20,480,281	\$ 1,200,878	\$ 1,004,330	\$ 5,807,841	\$ 1,244,529	\$ 6,550,205	\$ 480,339	\$ 1,631,025	\$ 15,742,305	\$ 1,091,691
Fixed Costs		\$ 59,924,275	\$ 1,784,897	\$ 4,228,846	\$ 171,647	\$ 20,585,865	\$ 1,258,602	\$ 1,052,591	\$ 6,086,980	\$ 1,304,335	\$ 3,594,620	\$ 503,420	\$ 1,709,413	\$ 16,498,901	\$ 1,144,159
		\$ 121,059,443	\$ 3,487,939	\$ 8,263,767	\$ 335,429	\$ 41,066,146	\$ 2,459,480	\$ 2,056,920	\$ 11,894,821	\$ 2,548,863	\$ 10,144,825	\$ 983,759	\$ 3,340,438	\$ 32,241,206	\$ 2,235,849
FY 2026 Approved Budget (For Comparison Purpose)															
Net Annual Project Costs		\$ 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
Project Costs Increase		\$ 10,163,436	\$ 285,023	\$ 675,289	\$ 27,411	\$ 3,429,907	\$ 200,980	\$ 168,086	\$ 972,007	\$ 208,286	\$ 1,098,580	\$ 80,390	\$ 200,117	\$ 2,634,652	\$ 182,707
		31.97%	28.83%	28.83%	28.83%	31.01%	28.83%	28.83%	28.83%	28.83%	199.74%	28.83%	15.11%	28.83%	28.83%
Note: 1 Generation Entitlement Share (GES) is synonymous with commonly used terms of Project Entitlement Share, Project Percentage, Project Share, Third Phase share.															
O&M Reserve Fund Calculation															
Total O&M Costs		\$ 76,833,155													
Estimated Requirement	/365*60	12,630,108	351,837	833,587	33,836	4,231,086	248,093	207,487	1,199,860	257,111	1,353,228	99,235	336,959	3,252,253	225,536
Projected O&M Reserve balance as of June 2026		13,039,239	363,234	860,590	34,932	4,368,145	256,130	214,209	1,238,728	265,440	1,397,063	102,449	347,874	3,357,604	232,842
Reserve Requirement		\$ (409,131)	\$ (11,397)	\$ (27,003)	\$ (1,096)	\$ (137,059)	\$ (8,037)	\$ (6,722)	\$ (38,868)	\$ (8,329)	\$ (43,835)	\$ (3,214)	\$ (10,915)	\$ (105,351)	\$ (7,306)
Reserve Requirement will be charged/Credited to participants ratably over FY 2027 All Resources Bil															

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Shared Costs						
Fixed O&M	\$243,307	\$236,050	\$250,560	\$145,578	\$270,860	\$20,300
Administration	226,425	154,364	241,050	90,930	243,900	2,850
Mandatory	49,751	38,888	40,300	30,831	46,350	6,050
O&M Projects	43,707	0	43,500	0	13,500	(30,000)
Shared Costs without Labor	\$563,190	\$429,302	\$575,410	\$267,339	\$574,610	(\$800)
Summary of Costs by Subprograms per PMOA Schedule 4.00						
Anhydrous Ammonia System (Alloc 1)	7,500	39	7,500	0	7,500	0
Administration/Warehouse Building (Alloc 2)	444,748	353,138	453,550	183,109	466,250	12,700
Fire System (Alloc 3)	30,000	0	30,000	0	0	(30,000)
230 Kv Switchyard Common Equip (Alloc 4)	21,360	1,685	21,360	55,326	37,860	16,500
Tooling and Special Equipment (Alloc 5)	17,730	19,007	20,000	15,848	19,500	(500)
Vehicle Usage (Alloc 7)	41,852	55,433	43,000	13,056	43,500	500
	\$563,190	\$429,302	\$575,410	\$267,339	\$574,610	(\$800)
Liquidation to Plants						
CT 1						
O&M & Inventory	\$58,378	71,357	60,144	\$21,014	\$60,990	\$846
Administration	27,171	18,524	28,926	10,912	29,268	342
Mandatory	5,970	4,666	4,836	3,700	5,562	726
Projects	1,645	0	1,620	0	1,620	0
	93,164	94,547	95,526	35,626	97,440	1,914
CT 2						
O&M & Inventory	37,526	35,233	38,683	22,919	41,798	3,115
Administration	40,757	27,786	43,389	16,367	43,902	513
Mandatory	8,955	7,000	7,254	5,550	8,343	1,089
Projects	7,006	0	6,969	0	2,430	(4,539)
	94,244	70,019	96,295	44,836	96,473	178
LEC						
O&M & Inventory	147,403	129,460	151,733	101,646	168,072	16,339
Administration	158,497	108,055	168,735	63,649	170,730	1,995
Mandatory	34,826	27,221	28,210	21,582	32,445	4,235
Projects	35,056	0	34,911	0	9,450	(25,461)
	375,782	264,736	383,589	186,877	380,697	(2,892)
	\$563,190	\$429,302	\$575,410	\$267,339	\$574,610	(\$800)

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 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	17,197	10,000	2,006	10,000	0
Buildings and Grounds (Alloc 2)	18,000	18,331	19,500	6,067	21,000	1,500
Ammonia System (Alloc 1)	7,500	0	7,500	0	7,500	0
Switchyard (Alloc 4)	12,360	110	12,360	10,719	12,360	0
Network/Communication (Alloc 5)	12,730	19,007	13,500	13,568	14,500	1,000
Overall Facility Expense (Alloc 2)	0	4,060	0	4,158	0	0
Electric/Control (Alloc 2)	6,365	549	6,500	3,740	6,500	0
Vehicle (Alloc 7)	14,852	33,549	16,000	1,829	16,000	0
	<u>91,807</u>	<u>92,803</u>	<u>95,360</u>	<u>42,087</u>	<u>97,860</u>	<u>2,500</u>
Materials & Supplies -						
Buildings and Grounds (Alloc 2)	13,000	6,962	13,000	5,235	13,500	500
Overall Facility Expense (Alloc 2)	15,000	10,680	15,000	3,538	15,000	0
Ammonia System (Alloc 1)	0	39	0	0	0	0
Switchyard (Alloc 4)	4,000	242	4,000	44,537	5,500	1,500
Network/Communication (Alloc 5)	5,000	0	6,500	2,280	5,000	(1,500)
Balance of Plant (Alloc 2)	5,000	1,066	5,200	1,864	5,000	(200)
Tools/Shop/Warehouse Equipment (Alloc 2)	30,000	52,254	31,500	12,491	32,000	500
Electric/Control (Alloc 2)	2,500	6,135	3,000	1,198	3,000	0
Vehicle (Alloc 7)	27,000	21,884	27,000	11,227	27,500	500
	<u>101,500</u>	<u>99,262</u>	<u>105,200</u>	<u>82,370</u>	<u>106,500</u>	<u>1,300</u>
Other Costs -						
Maintenance Connection (Alloc 4)	5,000	1,333	5,000	70	20,000	15,000
Aux Power and Utilities (Alloc 2)	45,000	42,652	45,000	21,051	46,500	1,500
	<u>50,000</u>	<u>43,985</u>	<u>50,000</u>	<u>21,121</u>	<u>66,500</u>	<u>16,500</u>
	<u>\$243,307</u>	<u>\$236,050</u>	<u>\$250,560</u>	<u>\$145,578</u>	<u>\$270,860</u>	<u>\$20,300</u>

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 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	1,604	2,500	792	2,500	0
Janitorial Services (Alloc 2)	33,475	34,414	34,500	17,920	36,000	1,500
	41,175	36,018	42,300	18,712	43,800	1,500
Other Costs -						
Travel (Alloc 2)	25,000	13,225	25,000	8,619	25,000	0
Staff Development (Alloc 2)	53,000	32,699	40,000	13,600	40,000	0
Meals & Per Diems (Alloc 2)	500	234	500	117	650	150
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)	4,000	3,376	4,000	460	4,200	200
Office Equipment (Alloc 2)	45,000	19,327	55,000	8,353	59,000	4,000
General Office Supplies (Alloc 2)	25,000	17,124	25,000	9,708	25,000	0
Computer (software,hardware,network,...) (Alloc 2)	5,000	0	4,500	0	4,500	0
Network Infrastructure (Alloc 2)	0	0	17,000	0	12,000	(5,000)
Awards/Functions/Meetings (Alloc 2)	6,500	4,254	6,500	2,331	6,500	0
Publications (Alloc 2)	20,000	28,107	20,000	29,030	22,000	2,000
	185,250	118,346	198,750	72,218	200,100	1,350
	\$226,425	\$154,364	\$241,050	\$90,930	\$243,900	\$2,850
Mandatory Costs						
Services -						
Safety Services (Alloc 2)	12,000	15,160	13,500	5,229	18,000	4,500
	12,000	15,160	13,500	5,229	18,000	4,500
Other Costs -						
Permit Fees (Alloc 2)	0	0	0	0	0	0
Environmental Supplies (Alloc 2)	1,751	0	1,800	0	1,850	50
Safety Supplies & Equipment (Alloc 2)	36,000	23,728	25,000	25,602	26,500	1,500
	37,751	23,728	26,800	25,602	28,350	1,550
	49,751	38,888	40,300	30,831	46,350	6,050
O&M Projects						
Admin Building AC/Heat (Alloc 2)	13,707	0	13,500	0	13,500	0
Risk Mitigation (Alloc 3)	30,000	0	30,000	0	0	(30,000)
	43,707	0	43,500	0	13,500	(30,000)

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Routine O&M Costs						
Operations	\$ 133,000	\$ 144,870	\$ 342,500	\$ 111,265	\$ 300,500	(42,000)
Administration	39,109	39,909	41,609	9,561	47,358	5,749
Routine O&M w/o Labor	172,109	184,779	384,109	120,826	347,858	(36,251)
Labor	1,519,865	1,347,832	1,699,871	568,687	1,835,667	135,796
Total Routine O&M Costs	1,691,974	1,532,611	2,083,980	689,513	2,183,525	99,545
Occupancy Cost	443,855	448,767	86,327	221,679	99,489	13,162
Annual Budget Cost	2,135,829	\$ 1,981,378	2,170,307	911,192	2,283,014	112,707
Less Funding						
Generation Services Shared - Liquidation	(2,135,829)	(1,981,378)	(2,170,307)	(911,192)	(2,283,014)	(112,707)
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Allocated	Person Years	Allocation
	FY 27	FY 27 %
Hydro	20.18	22.8%
CT 1	4.44	5.0%
CT 2	3.27	3.7%
LEC	20.78	23.5%
Geo	39.88	45.0%
	88.55	100.0%

Allocation based on FTE person years.

W/LEC
Salaries Allocated to Plants

Hydro	\$ 387,390	\$ 129,600	\$ 402,148	\$ 29,749
CT 1	85,234	28,515	93,094	61,857
CT 2	62,773	21,001	68,562	6,887
LEC	398,908	133,454	435,696	5,072
Geo	765,566	256,118	836,167	32,231
	\$ 1,699,871	\$ 568,687	\$ 1,835,667	\$ 135,796

Other\ Allocated to Plants

Hydro	\$ 107,209	\$ 78,055	\$ 98,002	\$ (5,058)
CT 1	23,588	17,174	22,687	(1,171)
CT 2	17,372	12,648	16,708	(862)
LEC	110,397	80,376	106,178	(5,480)
Geo	211,869	154,253	203,772	(10,517)
	\$ 470,436	\$ 342,505	\$ 447,347	\$ (23,089)

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Member Resources						
Contracts						
Alameda	\$6,849,226	\$7,492,097	\$13,328,211	\$6,673,837	\$9,753,760	(\$3,574,451)
Lodi	1,832,893	1,093,660	1,723,495	404,670	1,634,959	(88,536)
Palo Alto	33,368,939	41,475,187	51,759,618	32,501,514	44,043,625	(7,715,993)
Plumas-Sierra	158,742	681,460	1,200,318	0	114,083	(1,086,235)
Port of Oakland	(172,665)	0	0	0	0	0
Roseville	0	1,065,867	0	860,088	0	0
Santa Clara	0	4,156,877	0	3,354,338	8,711,803	8,711,803
BART	7,663,488	8,613,529	7,457,889	3,629,161	7,528,192	70,303
	<u>49,700,623</u>	<u>64,578,677</u>	<u>75,469,531</u>	<u>47,423,608</u>	<u>71,786,422</u>	<u>(3,683,109)</u>
ISO Energy Purchases	3,032,984	9,792,426	2,512,362	7,802,899	1,410,855	(1,101,507)
ISO Charges	1,031,958	494,559	967,936	757,826	1,022,748	54,812
Annual Budget Cost	53,765,565	74,865,662	78,949,829	55,984,333	74,220,025	(4,729,804)
Less: Third Party Revenue						
Energy Sales to Third Parties	14,290,953	25,555,596	36,120,958	29,501,023	18,091,155	(18,029,803)
ISO Energy Sales	200,384,424	55,816,781	142,694,017	86,114,009	126,637,220	(16,056,797)
ISO Other Revenue						0
Revenue from Customer	1,469,256	0	0	(7,919)	0	0
Interest and Other Income						
	<u>216,144,633</u>	<u>81,372,377</u>	<u>178,814,975</u>	<u>115,607,113</u>	<u>144,728,375</u>	<u>(34,086,600)</u>
Net Annual Budget Cost to Participants	(\$162,379,068)	(\$6,506,715)	(\$99,865,146)	(\$59,622,780)	(\$70,508,350)	\$29,356,796

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Member Resources - Natural Gas						
Contracts						
BART	\$527,894	\$527,894	\$0	\$0	\$0	\$0
Biggs	36,763	36,763	0	0	0	0
Gridley	196,218	196,218	0	0	0	0
Healdsburg	176,957	264,754	70,734	70,734	0	(70,734)
Lodi	3,779,341	3,779,341	2,051,477	1,428,890	1,132,077	(919,400)
Lompoc	469,752	608,020	419,529	276,403	249,837	(169,692)
Ukiah	245,477	424,549	348,762	234,130	173,370	(175,392)
Annual Budget Cost	5,432,402	5,837,539	2,890,502	2,010,157	1,555,284	(1,335,218)
Gas Transfer Credits						
BART	571,200	283,074	0	0	0	0
Biggs	39,245	19,766	0	0	0	0
Gridley	209,225	100,880	0	0	0	0
Healdsburg	195,737	148,572	57,718	0	0	(57,718)
Lodi	4,431,843	2,241,885	1,635,418	0	977,482	(657,936)
Lompoc	494,956	338,403	370,446	0	215,748	(154,698)
Ukiah	257,736	230,599	306,601	0	150,788	(155,813)
	6,199,942	3,363,179	2,370,183	0	1,344,018	(1,026,165)
Interest Income	0	26,442	0	8,868	0	0
Net Annual Budget Cost to Participants	(\$767,540)	\$2,447,918	\$520,319	\$2,001,289	\$211,266	(\$309,053)

NORTHERN CALIFORNIA POWER AGENCY
Western Resources
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Western Resources						
NCPA Power Pool						
Alameda	\$609,942	\$622,095	\$565,443	\$0	\$722,055	\$156,612
Biggs	149,382	134,604	138,480	0	176,838	38,358
Gridley	334,338	297,209	309,945	0	395,793	85,848
Healdsburg	127,155	130,459	117,882	0	150,531	32,649
Lodi	287,877	326,028	266,877	0	340,794	73,917
Lompoc	163,140	171,313	151,233	0	193,125	41,892
Palo Alto	6,224,295	5,912,770	5,770,194	0	7,368,375	1,598,181
Plumas-Sierra	1,023,939	963,855	824,310	0	1,052,625	228,315
Ukiah	174,888	176,978	162,126	0	207,033	44,907
Port of Oakland	305,880	295,872	283,566	0	362,106	78,540
Base Resource	0	0	0	5,718,757	0	0
	<u>9,400,836</u>	<u>9,031,183</u>	<u>8,590,056</u>	<u>5,718,757</u>	<u>10,969,275</u>	<u>2,379,219</u>
Restoration Fund	2,819,128	3,231,982	4,781,002	2,052,490	4,824,596	43,594
Western O&M	10,859,073	10,377,177	10,529,554	4,279,050	9,068,874	(1,460,680)
CAISO Charges	167,058	254,665	180,150	30,302	187,933	7,783
Annual Budget Cost	23,246,095	22,895,007	24,080,762	12,080,599	25,050,678	969,916
Less: Third Party Revenue						
ISO Energy Sales	41,304,601	25,289,002	27,674,338	11,363,109	24,230,314	(3,444,024)
Western O&M Revenue Credits	10,481,308	9,921,183	10,458,661	5,290,829	8,524,872	(1,933,789)
Displacement Revenue	0	167,021	0	0	0	0
Interest Income	0	0	0	37,054	0	0
	<u>51,785,909</u>	<u>35,377,206</u>	<u>38,132,999</u>	<u>16,690,992</u>	<u>32,755,186</u>	<u>(5,377,813)</u>
Net Annual Budget Cost	(\$28,539,814)	(\$12,482,199)	(\$14,052,237)	(\$4,610,393)	(\$7,704,508)	\$6,347,729

NORTHERN CALIFORNIA POWER AGENCY
Market Power Purchases
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Market Power Purchases & NCPA Contracts						
Alameda	\$1,062,914	\$2,527,668	\$2,004,795	\$0	\$2,791,102	\$786,307
Biggs	402,964	520,406	265,790	0	233,273	(32,517)
Gridley	914,502	937,970	741,226	0	772,124	30,898
Healdsburg	513,795	789,136	715,464	0	630,041	(85,423)
Lodi	5,317,826	8,646,694	7,562,796	0	7,958,453	395,657
Lompoc	1,471,768	3,512,972	2,307,316	0	1,747,411	(559,905)
Palo Alto	1,717,238	2,448,275	3,882,426	0	5,177,394	1,294,968
Plumas-Sierra	0	221,747	0	0	0	0
Port of Oakland	6,024,780	7,938,821	5,173,878	0	2,877,957	(2,295,921)
Redding	0	578	0	0	0	0
Roseville	3,067,621	2,482,278	2,989,040	0	3,005,371	16,331
Santa Clara	24,088,418	21,867,734	35,982,184	0	48,066,525	12,084,341
Ukiah	329,244	872,618	755,243	0	546,983	(208,260)
BART	3,326,220	5,458,732	2,558,532	0	2,446,507	(112,025)
Market Power Purchases	0	0	0	35,143,422	0	0
ISO Energy Purchases	131,976	808,421	39,023	681,166	34,604	(4,419)
	<u>48,369,266</u>	<u>59,034,050</u>	<u>64,977,713</u>	<u>35,824,588</u>	<u>76,287,745</u>	<u>11,310,032</u>
ISO GMC and Other Charges	196,363	79,946	340,289	46,652	315,838	(24,451)
Annual Budget Cost	48,565,629	59,113,996	65,318,002	35,871,240	76,603,583	11,285,581
Less: Third Party Revenue						
Market Sales	8,305,416	13,427,899	1,095,000	1,292,574	0	(1,095,000)
ISO Energy Sales	50,551,647	22,058,373	52,239,117	19,247,443	56,857,619	4,618,502
ISO Ancillary Services Revenue	0	3,110	0	0	0	0
Third Party Displacement	0	0	0	135,127	0	0
Revenue from (to) Customers	0	0	0	(255,799)	0	0
	<u>58,857,063</u>	<u>35,489,382</u>	<u>53,334,117</u>	<u>20,419,345</u>	<u>56,857,619</u>	<u>3,523,502</u>
Net Annual Budget Cost to Participants	(\$10,291,434)	\$23,624,614	\$11,983,885	\$15,451,895	\$19,745,964	\$7,762,079

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Gross Load Costs						
Alameda	\$27,505,748	\$16,043,624	\$19,499,807	\$7,472,659	\$20,355,450	\$855,643
Biggs	1,169,930	832,855	811,232	429,562	925,144	113,912
Gridley	2,703,085	1,599,460	1,908,629	846,011	1,873,614	(35,015)
Healdsburg	6,086,400	3,717,765	4,431,380	1,731,620	4,595,487	164,107
Lodi	36,512,201	21,139,532	24,673,222	10,664,318	25,196,829	523,607
Lompoc	10,260,960	5,843,093	7,218,733	2,805,511	7,335,431	116,698
Palo Alto	63,332,833	40,851,745	46,754,041	20,240,458	51,832,336	5,078,295
Plumas-Sierra	11,806,243	6,573,353	8,358,152	3,148,849	8,033,373	(324,779)
Port of Oakland	8,520,565	5,222,494	6,257,440	2,429,965	6,410,869	153,429
Ukiah	8,625,389	4,822,561	5,808,562	2,299,579	5,815,670	7,108
Santa Clara	341,269,476	209,818,715	260,726,148	108,948,289	291,709,666	30,983,518
BART	27,391,215	15,951,168	18,714,934	7,912,890	19,321,144	606,210
Sonoma Clean Power	0	5,212,122	0	(74,298)	0	0
Load Costs - Accrued	0	0	0	10,217,433	0	0
Annual Budget Cost	545,184,045	337,628,487	405,162,280	179,072,846	443,405,013	38,242,733
Less: Energy Sales						
Alameda	0	221,747	0	144,825	0	0
Biggs	0	34,815	0	23,953	0	0
Gridley	0	58,106	0	36,239	0	0
Healdsburg	0	49,608	0	36,021	0	0
Lodi	0	287,737	0	190,758	0	0
Lompoc	0	74,884	0	54,188	0	0
Palo Alto	0	916,706	0	495,140	0	0
Plumas-Sierra	0	862,094	0	523,707	0	0
Port of Oakland	0	113,054	0	99,948	0	0
Ukiah	0	64,298	0	47,441	0	0
Santa Clara	0	1,511,780	0	444,318	0	0
BART	0	353,956	0	277,397	0	0
Sonoma Clean Power	0	2,695,388	0	(13,916)	0	0
Energy Sales - Accrued	0	(1,711,594)	0	220,189	0	0
Total Energy Sales	0	5,532,579	0	2,580,208	0	0
Less: Third Party Revenue						
Customer Revenues	0	313,903	0	(60,383)	0	0
Third Party Revenue	0	313,903	0	(60,383)	0	0
Net Annual Budget Cost to Participants	\$545,184,045	\$331,782,005	\$405,162,280	\$176,553,021	\$443,405,013	\$38,242,733

NORTHERN CALIFORNIA POWER AGENCY
 Net GHG Obligations
 Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Net GHG Obligations						
Alameda	\$36,461	\$0	\$12,830	\$0	\$0	(\$12,830)
BART	697,907	1,243,580	256,634	255,280	642,600	385,966
Biggs	0	0	51,326	0	64,260	12,934
Gridley	216,723	421,440	205,306	0	257,040	51,734
Healdsburg	0	259,140	153,980	0	192,780	38,800
Lodi	1,000,310	938,800	513,266	461,150	642,600	129,334
Lompoc	0	0	153,980	95,730	192,780	38,800
Palo Alto	0	0	0	0	0	0
Port of Oakland	0	0	0	0	0	0
Ukiah	156,610	202,740	179,644	151,200	224,912	45,268
Customers	0	1,003,450	0	676,970	0	0
Net Annual Budget Cost to Participants	\$2,108,011	\$4,069,150	\$1,526,966	\$1,640,330	\$2,216,972	\$690,006

NORTHERN CALIFORNIA POWER AGENCY
Transmission
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Independent System Operator						
Grid Management Charge	\$2,572,012	\$2,977,831	\$2,748,393	\$1,806,484	\$3,228,951	\$480,558
Wheeling Access Charge	155,004,333	164,845,512	167,358,274	86,238,043	181,706,145	14,347,871
Ancillary Services	4,577,450	4,444,676	3,526,120	1,201,966	5,139,559	1,613,439
Other Charges	2,549,026	(4,773,625)	1,932,352	(4,182,794)	2,093,625	161,273
	164,702,821	167,494,395	175,565,139	85,063,699	192,168,280	16,603,141
ISO Transmission Cost - Customers	0	0	0	107,617	0	0
Annual Budget Costs	\$164,702,821	\$167,494,395	\$175,565,139	\$85,171,316	\$192,168,280	\$16,603,141
Less: Third Party Revenue						
ISO Ancillary Sales	0	(171,799)	0	44,660	0	0
Revenues from Customers	0	0	0	166,759	0	0
Interest Income	0	0	0	0	0	0
	0	(171,799)	0	211,419	0	0
Net Annual Budget Cost to Participants	\$164,702,821	\$167,666,194	\$175,565,139	\$84,959,897	\$192,168,280	\$16,603,141

NORTHERN CALIFORNIA POWER AGENCY
Management Services -- Legislative & Regulatory
FY 2027 Budget

	<u>Legislative</u>		<u>Regulatory</u>		<u>Western</u>	<u>Customer Programs</u>	<u>Proposed FY 2027</u>	<u>FY 2026</u>	<u>Increase/ (Decrease)</u>
	<u>State</u>	<u>Federal</u>	<u>State</u>	<u>Federal</u>	<u>Federal</u>				
Advocacy	\$ 408,250	\$ 395,550	\$ -	\$ -	\$ 150,000	\$ -	\$ 953,800	\$ 958,500	\$ (4,700)
Legal	6,000	5,000	-	40,000	35,000	-	86,000	86,000	-
Dues & Memberships	27,813	23,850	-	27,000	-	-	78,663	64,463	14,200
Regulatory Compliance	-	-	290,000	-	-	-	290,000	290,000	-
Member Programs	183,400	27,200	-	-	-	92,050	302,650	228,650	74,000
Miscellaneous	20,855	64,041	7,944	25,619	23,510	12,735	154,704	154,704	-
Total costs w/o Labor	646,318	515,641	297,944	92,619	208,510	104,785	1,865,817	1,782,317	83,500
Labor	803,663	357,874	196,039	196,039	295,916	368,178	2,217,709	2,085,067	132,642
Subtotal	1,449,981	873,515	493,983	288,658	504,426	472,963	4,083,526	3,867,384	216,142
Administrative & General	263,334	134,009	72,050	51,060	118,422	100,631	739,506	675,401	64,105
Occupancy Costs	26,550	10,313	4,971	4,971	15,384	12,059	74,248	78,400	(4,152)
Annual Budget Cost	1,739,865	1,017,837	571,004	344,689	638,232	585,653	4,897,280	4,621,185	276,095
Less: Third Party Revenues									
Interest Income	1,426	835	35	16	1,371	11,665	15,348	15,348	-
Net Annual Budget Cost to Participa	\$ 1,738,439	\$ 1,017,002	\$ 570,969	\$ 344,673	\$ 636,861	\$ 573,988	\$ 4,881,932	\$ 4,605,837	\$ 276,095
FY 2026 Net Annual Budget Cost	1,629,976	929,905	559,609	334,272	615,713	536,362	4,605,837		
Increase/(Decrease)	\$ 108,462	\$ 87,098	\$ 11,360	\$ 10,401	\$ 21,148	\$ 37,626	\$ 276,095		

Legislative Representation

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Legislative						
State:						
State Legislature	\$692,998	\$930,534	\$765,945	\$488,416	\$753,492	(\$12,453)
Member Programs	519,597	474,194	597,795	197,226	696,489	98,694
Federal:						
U.S. Congress	529,906	589,772	551,041	75,319	603,101	52,060
Coalition Development	238,801	128,240	249,305	14,502	270,414	21,109
	<u>1,981,302</u>	<u>2,122,740</u>	<u>2,164,086</u>	<u>775,463</u>	<u>2,323,496</u>	<u>159,410</u>
Administrative & General	340,400	342,863	359,131	119,264	397,343	38,212
Occupancy Cost - Main HQ Building	39,391	39,227	38,925	12,981	36,863	(2,062)
Annual Budget Cost	2,361,093	2,504,830	2,562,142	907,708	2,757,702	195,560
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	<u>\$2,358,832</u>	<u>\$2,504,830</u>	<u>\$2,559,881</u>	<u>\$907,708</u>	<u>\$2,755,441</u>	<u>\$195,560</u>

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
State Legislature						
Salaries & Benefits	\$367,035	\$575,701	\$397,982	\$243,837	\$427,404	\$29,422
Outside Services						
Legal Services - State Legislative	6,000	0	6,000	0	6,000	0
Agency Advocate (Cook)	198,000	123,070	55,000	5,683	0	(55,000)
Agency Advocate (LaVigne/Boot)	0	90,000	180,000	90,000	180,000	0
State Legislative Affairs Consultant	0	65	0	0	0	0
	204,000	213,135	241,000	95,683	186,000	0
Other Costs						0
Travel- AGM- Leg/Reg	2,475	2,454	2,475	1,966	2,475	0
Travel- Leg/Reg	3,600	6,145	3,600	3,520	3,600	0
Staff Development -Leg/Reg	3,600	331	3,600	0	3,600	0
Expedited Mailings	500	0	500	0	500	0
Office Furniture/Supplies	2,500	2,935	2,500	2,498	2,500	0
Tech & Other Mtg Exp	2,900	3,547	2,900	3,635	2,900	0
Dues, Subscriptions & Publications	2,500	2,268	2,500	300	2,500	0
Legislative Tour	70,000	78,157	75,000	113,996	85,000	10,000
Capitol Day	15,000	14,896	15,000	968	15,000	0
CMUA Dues - NCPA	18,888	30,965	18,888	22,013	22,013	3,125
	121,963	141,698	126,963	148,896	140,088	13,125
	\$692,998	\$930,534	\$765,945	\$488,416	\$753,492	(\$12,453)
Member Programs						
Salaries & Benefits	\$316,367	\$240,788	\$344,565	\$84,912	\$376,259	\$31,694
Outside Services						
Communications Consultant	5,000	1,024	55,000	0	122,000	67,000
Strategic Consultant	5,000	16,130	5,000	0	5,000	0
Event Planning Consultant	100,000	141,399	100,000	79,423	100,000	0
	110,000	158,553	160,000	79,423	227,000	67,000
Other Costs						
Travel - AGM - Leg/Reg	900	13,782	900	865	900	0
Travel - Leg/Reg	1,980	0	1,980	0	1,980	0
Member Travel	30,000	12,207	30,000	10,386	30,000	0
Meeting Expense	2,900	1,125	2,900	0	2,900	0
Annual Meeting	25,000	22,358	25,000	20,500	25,000	0
Dues, Subs & Pubs	3,300	1,743	3,300	0	3,300	0
Strategic Development	900	0	900	0	900	0
Strategic Issues Conference	20,000	16,295	20,000	0	20,000	0
External Affairs	8,250	7,343	8,250	1,140	8,250	0
	93,230	74,853	93,230	32,891	93,230	0
	\$519,597	\$474,194	\$597,795	\$197,226	\$696,489	\$98,694

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
U.S. Congress						
Salaries & Benefits - Leg/Reg	\$197,509	\$182,617	\$213,644	\$94,394	\$225,704	\$12,060
Outside Services						
Legal Services	5,000	0	5,000	0	5,000	0
Agency Advocate (Lot 16)	150,000	150,000	150,000	25,000	160,000	10,000
	155,000	150,000	155,000	25,000	165,000	10,000
Other Costs						
Travel - AGM	15,073	5,583	15,073	4,883	15,073	0
Travel - Leg/Reg	16,424	19,435	16,424	3,052	16,424	0
Expedited Mailings	2,000	1,574	2,000	246	2,000	0
Office Furniture/Supplies	2,000	0	2,000	209	2,000	0
APPA/NCPA Annual Legislative Rally	120,000	204,830	120,000	(54,575)	150,000	30,000
APPA Winter Rally	20,000	15,663	25,000	(1,295)	25,000	0
APPA Dues - NCPA	700	700	700	750	700	0
Dues & Subscriptions	1,200	9,370	1,200	2,655	1,200	0
	177,397	257,155	182,397	(44,075)	212,397	30,000
	\$529,906	\$589,772	\$551,041	\$75,319	\$603,101	\$52,060
Coalition Development						
Salaries & Benefits	\$114,932	\$39,735	\$125,436	\$5,965	\$132,170	\$6,734
Outside Services						
Transmission Access	66,000	66,700	66,000	700	69,300	3,300
Other Costs						
Travel - AGM- Leg/Reg	14,813	1,832	14,813	409	14,813	0
Travel - Leg/Reg	10,291	0	10,291	0	10,291	0
Expedited Mailings	200	0	200	0	200	0
Meeting Expenses	5,440	4,626	5,440	3,047	5,440	0
ACWA Annual Dues	1,275	1,350	1,275	0	1,350	75
NWPPA Annual Dues	3,600	3,600	3,600	0	3,600	0
Dues & Subscriptions	6,000	3,420	6,000	4,381	17,000	11,000
External Affairs	16,250	6,977	16,250	0	16,250	0
	57,869	21,805	57,869	7,837	68,944	11,075
	\$238,801	\$128,240	\$249,305	\$14,502	\$270,414	\$21,109

Regulatory Representation

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Regulatory						
Federal	\$241,596	\$306,740	\$281,606	\$126,215	\$288,658	\$7,052
State	467,921	446,974	486,931	178,702	493,983	7,052
	709,517	753,714	768,537	304,917	782,641	14,104
Administrative & General	108,658	108,671	114,897	38,467	123,110	8,213
Occupancy Cost - Main HQ Building	10,624	10,753	10,498	3,493	9,942	(556)
Annual Budget Cost	828,799	873,138	893,932	346,877	915,693	21,761
Less: Third Party Revenue						
Interest Income	51	0	51	0	51	0
Net Annual Budget Cost to Participants	\$828,748	\$873,138	\$893,881	\$346,877	\$915,642	\$21,761

NORTHERN CALIFORNIA POWER AGENCY
Regulatory Representation
Comparative Draft Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Federal						
Salaries & Benefits	\$169,977	\$236,812	\$188,987	\$116,504	\$196,039	\$7,052
Outside Services						
Legal Services						
Regulatory Counsel	40,000	12,894	40,000	0	40,000	0
Other Costs						
Travel - AGM	3,267	0	3,267	0	3,267	0
Travel - Regulatory	17,152	26,337	17,152	8,550	17,152	0
Staff Development	1,800	0	1,800	0	1,800	0
Office Furniture & Computer Supplies	2,000	902	2,000	736	2,000	0
Tech & Other Mtg Exp.	900	2,128	900	160	900	0
Dues, Subs & Pubs	6,000	27,631	27,000	265	27,000	0
Copy & Mailing Expenses	500	0	500	0	500	0
External Affairs	0	36	0	0	0	0
	31,619	57,034	52,619	9,711	52,619	0
	\$241,596	\$306,740	\$281,606	\$126,215	\$288,658	\$7,052
State						
Salaries & Benefits-Leg/Reg	\$169,977	\$159,895	\$188,987	\$81,887	\$196,039	\$7,052
Outside Services						
Special Counsel (CPUC)	290,000	280,753	290,000	94,498	290,000	0
Other Costs						
Travel - AGM	594	0	594	0	594	0
Travel - Regulatory	4,950	5,472	4,950	1,402	4,950	0
Office Furniture & Computer Supplies	1,000	500	1,000	362	1,000	0
Meeting Expenses	900	0	900	553	900	0
Copy and Mailing Expenses	500	0	500	0	500	0
External Affairs	0	354	0	0	0	0
	7,944	6,326	7,944	2,317	7,944	0
	\$467,921	\$446,974	\$486,931	\$178,702	\$493,983	\$7,052

Western Representation

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Federal Power Programs						
Salaries & Benefits	\$263,086	\$185,932	\$279,649	\$90,613	\$295,916	\$16,267
Outside Services						
Special Counsel	35,000	28,350	35,000	1,423	35,000	0
Agency Advocate (Lot 16)	153,000	150,000	153,000	126,529	150,000	(3,000)
Other Costs						
Travel - AGM	4,400	0	4,400	0	4,400	0
Travel - Western	15,000	19,596	15,000	5,004	15,000	0
Staff Development	0	0	0	0	0	0
Expedited Mailings	200	0	200	0	200	0
Office Furniture/Supplies	2,000	1,932	2,000	1,818	2,000	0
Tech & Other Meeting Expenses	1,910	0	1,910	0	1,910	0
	474,596	385,810	491,159	225,387	504,426	13,267
Administrative & General	108,194	109,928	109,681	54,937	118,422	8,741
Occupancy Costs	16,445	16,524	16,244	8,111	15,384	(860)
Annual Budget Cost	599,235	512,262	617,084	288,435	638,232	21,148
Less: Third Party Revenue						
Interest Income	1,371	3,441	1,371	255	1,371	0
Net Annual Budget Costs to Participants	\$597,864	\$508,821	\$615,713	\$288,180	\$636,861	\$21,148

Customer Programs

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through October 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Customer Programs						
Salaries & Benefits	\$333,728	\$340,269	\$345,817	\$182,505	\$368,178	\$22,361
Outside Services						
Customer Programs Support Services	60,000	18,868	0	5,000	20,000	20,000
LCFS Support Services	0	0	0	0	0	0
Grant Writing Assistance	50,000	0	0	0	0	0
Grant Tracking Services	35,000	16,188	25,000	3,136	12,000	(13,000)
Other Costs						
Travel & Staff Development	8,235	5,537	8,235	6,303	8,235	0
Office Supplies	1,000	621	1,000	251	1,000	0
Webinars	3,500	1,780	3,500	822	3,500	0
California Electric Transportation Coalition	55,000	46,350	55,000	47,740	55,000	0
Workshops & Meetings	5,050	3,031	5,050	2,267	5,050	0
Efficiency Association Dues	0	0	0	0	0	0
	551,513	432,644	443,602	248,024	472,963	29,361
Administrative & General	102,058	102,466	91,692	45,728	100,631	8,939
Occupancy Cost - Main HQ Building	12,886	13,055	12,733	6,375	12,059	(674)
Annual Budget Cost	666,457	548,165	548,027	300,127	585,653	37,626
Less: Third Party Revenue						
Interest Income	11,665	29,635	11,665	12,241	11,665	0
Net Annual Budget Cost to Participants	\$654,792	\$518,530	\$536,362	\$287,886	\$573,988	\$37,626

Judicial Action

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2025 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
PRIVILEGED & CONFIDENTIAL						
Power Management Related						
ISO Tariff Rates and Amendments	\$325,000	\$393,928	\$450,000	\$231,006	\$450,000	\$0
PG&E Rates and IA Amendments	85,000	139,180	85,000	28,087	95,000	10,000
Western Rates and Contract Amendments	10,000	-	10,000	0	10,000	0
Investigations and Refund Proceedings	0	-	0	0	0	0
FERC Rate Cases	880,000	697,041	590,000	279,379	590,000	0
Oxbow Outage	500,000	382,051	0	204,357	0	0
Travel - CVPIA	0	0	0	0	1,000	1,000
	<u>1,800,000</u>	<u>1,612,200</u>	<u>1,135,000</u>	<u>742,829</u>	<u>1,146,000</u>	<u>11,000</u>
Regulatory Related						
Legal Contingency Fund	240,000	0	105,000	0	0	(105,000)
Annual Budget Cost	<u>\$2,040,000</u>	<u>\$1,612,200</u>	<u>\$1,240,000</u>	<u>\$742,829</u>	<u>\$1,146,000</u>	<u>(\$94,000)</u>

**Northern California Power Agency
Management Services -- Power Management
FY 2027 Budget**

	Power Management ¹	Gas Purchase Program	Mkt Purchase Project	Proposed FY 2027	FY 2026	Increase/ (Decrease)
Travel & Staff Development	\$ 178,491	\$ -	\$ -	\$ 178,491	\$ 157,443	\$ 21,048
Legal	35,500			35,500	35,500	-
Other Professional Services	106,173			106,173	106,173	-
Brokerage Fees	67,980			67,980	66,000	1,980
Software & Computer Supplies	342,703			342,703	621,607	(278,904)
Data Comm Lines	268,161			268,161	268,161	-
Miscellaneous Supplies & Materials	141,651			141,651	105,534	36,117
Total costs w/o Labor	1,140,659	-	-	1,140,659	1,360,418	(219,759)
Labor	11,624,400	71,673	104,190	11,800,263	11,222,778	577,485
Subtotal	12,765,059	71,673	104,190	12,940,922	12,583,196	357,726
Administrative & General	2,830,516	18,481	26,699	2,875,696	2,646,884	228,812
Occupancy Cost	542,469	2,001	2,873	547,343	424,277	123,066
Power Mgmt Administrative Liquidation	(12,134)	4,945	7,189	-	-	-
Liquidation to Plants	(45,167)	-	-	(45,167)	(45,633)	466
Annual Budget Cost	16,080,743	97,100	140,951	16,318,794	15,608,724	710,070
Less: Third Party Revenues						
Interest Income	36,832	355	463	37,650	37,650	-
Net Annual Budget Cost to Participants	\$ 16,043,911	\$ 96,745	\$ 140,488	\$ 16,281,144	\$ 15,571,074	\$ 710,070
FY 2026 Net Annual Budget Cost	15,344,649	92,618	133,807	15,571,074		
Increase/(Decrease)	\$ 699,262	\$ 4,127	\$ 6,681	\$ 710,070		

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 2027 Budget**

	Power Management						Total Power Mgt FY 2027	Total Power Mgt FY 2026	Increase/ (Decrease)
	Power Mgt Administration	System Control & Load Dispatch	Forecasting, Planning, PreSch	Industry Restr & Reg Affairs	Contract Administration	Fuel Acquisition			
Travel & Staff Development	\$ 13,712	\$ 61,280	\$ 90,800	\$ 2,520	\$ 10,179	\$ -	\$ 178,491	\$ 157,443	\$ 21,048
Legal	-	-	-	5,000	30,500	-	35,500	35,500	-
Other Professional Services	20,000	53,000	22,000	-	11,173	-	106,173	106,173	-
Brokerage fees	-	-	67,980	-	-	-	67,980	66,000	1,980
Software & Computer Supplies	1,500	180,000	161,203	-	-	-	342,703	621,607	(278,904)
Data Comm lines	-	268,161	-	-	-	-	268,161	268,161	-
Miscellaneous supplies & materials	17,250	42,543	35,638	42,264	3,956	-	141,651	105,534	36,117
Total costs w/o Labor	52,462	604,984	377,621	49,784	55,808	-	1,140,659	1,360,418	(219,759)
Labor	782,773	7,064,548	2,309,985	353,124	1,075,616	38,354	11,624,400	11,053,128	571,272
Subtotal	835,235	7,669,532	2,687,606	402,908	1,131,424	38,354	12,765,059	12,413,546	351,513
Administrative & General	-	1,826,028	625,776	93,111	281,434	4,167	2,830,516	2,605,207	225,309
Occupancy Cost	-	441,491	62,193	9,161	29,624	-	542,469	418,939	123,530
Power Mgmt Administrative Liquidation	(835,235)	529,161	185,432	27,799	78,063	2,646	(12,134)	(10,578)	(1,556)
Liquidation to Plants	-	-	-	-	-	(45,167)	(45,167)	(45,633)	466
Annual Budget Cost	-	10,466,212	3,561,007	532,979	1,520,545	-	16,080,743	15,381,481	699,262
Less: Third Party Revenues									
Interest Income		19,630	11,232	2,019	3,951	-	36,832	36,832	-
Net Annual Budget Cost to Participants	\$ -	\$ 10,446,582	\$ 3,549,775	\$ 530,960	\$ 1,516,594	\$ -	\$ 16,043,911	\$ 15,344,649	\$ 699,262
FY 2026 Net Annual Budget Cost	-	10,064,561	3,354,418	491,759	1,433,911	-	15,344,649		
Increase/(Decrease)	\$ -	\$ 382,021	\$ 195,357	\$ 39,201	\$ 82,683	\$ -	\$ 699,262		

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 2027 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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Power Management Administration						
Salaries & Benefits	\$650,390	\$622,848	\$715,114	\$295,106	\$782,773	\$67,659
Travel & Staff Development	10,378	5,403	13,312	4,466	13,712	400
Outside Services						
Other	5,000	0	5,000	0	20,000	15,000
Other						
Mobile Phone Services	500	739	500	307	750	250
Office Supplies	1,500	6,420	0	115	0	0
Software	0	0	1,500	0	1,500	0
Equipment Repair and Maintenance	0	0	2,000	0	15,000	13,000
Books, Tapes and Subscriptions	1,500	3,060	1,500	50	1,500	0
Minor Equipment and Tools	0	0	0	0	0	0
	<u>\$669,268</u>	<u>\$638,470</u>	<u>\$738,926</u>	<u>\$300,044</u>	<u>\$835,235</u>	<u>\$96,309</u>
Liquidated Pwr Mgmt Admin	(669,268)	(638,470)	(738,926)	(300,044)	(835,235)	(96,309)
Net Annual Budget Cost to Participan	<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 E-tagging, 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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Managen	\$4,065,144	\$4,597,823	\$3,948,330	\$1,995,767	\$4,230,447	\$282,117
Schedule Coordination	4,493,334	3,907,930	4,044,444	1,435,186	4,338,491	294,047
System Control & Data Acquisition	2,219,565	2,333,284	1,802,610	872,338	1,563,636	(238,974)
WECC/NERC Compliance & Participation	971,946	935,964	288,807	91,446	333,638	44,831
Annual Budget Cost	11,749,989	11,775,001	10,084,191	4,394,737	10,466,212	382,021
Less: Third Party Revenue						
Interest Income (Operating Account)	19,630	69,098	19,630	15,818	19,630	0
Net Annual Budget Cost to Participants	\$11,730,359	\$11,705,903	\$10,064,561	\$4,378,919	\$10,446,582	\$382,021

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Management						
Salaries & Benefits						
Dispatch & Scheduling	\$1,933,247	\$2,437,249	\$2,341,193	\$1,245,171	\$2,452,700	\$111,507
Information Systems	483,153	543,355	582,543	246,306	606,985	24,442
Travel & Staff Development	18,000	24,649	19,000	17,644	20,250	1,250
Dues & Subscriptions	1,200	1,138	1,200	833	1,200	0
Office Furniture & Equipment	3,500	2,714	3,600	27	3,600	0
Office Supplies	7,850	4,735	11,850	3,356	12,000	150
Computer Spare Parts	5,000	0	5,000	0	5,000	0
Regulatory Fees & Permits	575	1,031	500	1,020	1,000	500
Pwr Mgmt Admin Liquidation	155,815	124,812	184,861	81,947	214,074	29,213
	2,608,340	3,139,683	3,149,747	1,596,304	3,316,809	167,062
Administrative & General	631,783	633,137	686,982	343,666	773,897	86,915
Occupancy Cost - HQ & DRC	825,021	825,003	111,601	55,797	139,741	28,140
	\$4,065,144	\$4,597,823	\$3,948,330	\$1,995,767	\$4,230,447	\$282,117
Schedule Coordination						
Salaries & Benefits						
Dispatch & Scheduling	\$2,120,210	\$1,763,661	\$2,213,220	\$743,515	\$2,344,217	\$130,997
Information Systems	664,531	473,484	784,970	197,372	814,303	29,333
Travel & Staff Development	7,500	7,858	8,200	3,496	8,500	300
Office Furniture & Equipment	500	0	500	0	750	250
Dues/Subscriptions	4,500	5,251	4,500	2,424	5,000	500
Special Equipment & Tools	400	0	400	0	400	0
Office Supplies, Maintenance & Miscs. E	6,050	2,020	10,050	1,161	10,500	450
Pwr Mgmt Admin Liquidation	178,125	142,719	188,414	70,029	219,658	31,244
	2,981,816	2,394,993	3,210,254	1,017,997	3,403,328	193,074
Administrative & General	682,995	684,470	717,116	358,678	781,600	64,484
Occupancy Cost - HQ & DRC	828,523	828,467	117,074	58,511	153,563	36,489
	\$4,493,334	\$3,907,930	\$4,044,444	\$1,435,186	\$4,338,491	\$294,047

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
System Control And Data Acquisition						
Salaries & Benefits						
Information Systems	\$557,941	\$630,234	\$611,105	\$272,051	\$641,503	\$30,398
Dispatch & Scheduling	9,316	15,540	10,791	5,815	10,652	(139)
Outside Services						
Network Services	0	14,274	15,000	7,005	15,000	0
Metering Service	30,000	24,780	38,500	12,390	38,500	0
Travel & Staff Development	10,500	10,992	25,500	162	27,530	2,030
Data Com Lines	13,300	6,327	12,800	2,766	12,800	0
Software Licenses	105,000	104,923	115,000	69,733	115,000	0
Disaster Recovery Center	0	0	500	0	500	0
Supplies	500	0	0	0	0	0
Computer Hardware	0	193	38,500	0	5,000	(33,500)
Communication Services - Internet	8,000	7,963	25,300	3,981	25,300	0
Communication Services - Intranet	160,000	494,496	230,061	322,546	230,061	0
Emergency Gen. Fuel/Maint.	1,250	2,093	2,093	1,177	2,093	0
Computer Hardware (>\$5K)	285,000	0	300,000	0	50,000	(250,000)
Special Equipment & Tools	0	0	5,000	0	5,000	0
Software Patch Management Solution	0	0	0	0	0	0
Pwr Mgmt Admin Liquidation	75,020	60,101	89,171	33,147	81,341	(7,830)
	1,255,827	1,371,916	1,519,321	730,773	1,260,280	(259,041)
Administrative & General	204,058	201,718	236,044	117,927	222,529	(13,515)
Occupancy Cost - HQ & DRC	759,680	759,650	47,245	23,638	80,827	33,582
	\$2,219,565	\$2,333,284	\$1,802,610	\$872,338	\$1,563,636	(\$238,974)
WECC/NERC Compliance & Participation						
Salaries & Benefits	\$167,051	\$130,731	\$190,739	\$43,942	\$194,188	\$3,449
Travel & Staff Development	2,250	5,110	4,750	0	5,000	250
NERC/WECC Assessments	5,000	4,328	5,000	4,863	5,000	0
Pwr Mgmt Admin Liquidation	11,074	8,846	12,501	4,641	14,088	1,587
	185,375	149,015	212,990	53,446	218,276	5,286
Administrative & General	40,631	40,778	43,349	21,779	48,002	4,653
Occupancy Cost - HQ & DRC	745,940	746,171	32,468	16,221	67,360	34,892
	\$971,946	\$935,964	\$288,807	\$91,446	\$333,638	\$44,831

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Forecasting	\$747,848	\$660,383	\$789,649	\$236,817	\$845,355	\$55,706
Resource Planning, Optimization Risk Analysis & Mgmt	616,396	713,860	693,129	333,250	729,723	36,594
Power & Fuel Transaction	171,724	128,957	186,281	73,980	193,540	7,259
Pre-Scheduling	1,080,230	1,083,611	1,083,950	521,986	1,148,243	64,293
Power Pool Operations & Settlement Standards	418,454	321,527	387,473	269,294	408,516	21,043
Facilities Agreement Administration	208,303	151,348	225,168	61,277	235,630	10,462
Annual Budget Cost	3,242,955	3,059,686	3,365,650	1,496,604	3,561,007	195,357
Less: Third Party Revenue						
Interest Income	11,232	25,812	11,232	15,829	11,232	0
Net Annual Budget Cost to Participants	\$3,231,723	\$3,033,874	\$3,354,418	\$1,480,775	\$3,549,775	\$195,357

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Forecasting						
Salaries & Benefits						
Power Management	\$426,617	\$416,952	\$463,927	\$132,714	\$481,687	\$17,760
Information Systems	0		0			0
Travel & Staff Development	24,775	12,179	24,775	1,114	39,400	14,625
Professional Services	15,075	14,586	22,000	7,438	22,000	0
Software	57,117	29,979	59,000	0	60,770	1,770
Books, Tapes and Subscription	2,500	200	0	0	2,500	2,500
Tactical Market Info - Platts, NGI	42,857	15,000	36,107	6,000	37,190	1,083
Pwr Mgmt Admin Liquidation	36,146	28,951	37,773	16,737	44,402	6,629
	605,087	517,847	643,582	164,003	687,949	44,367
Administrative & General	127,529	127,171	131,034	65,303	143,708	12,674
Occupancy Cost - HQ & DRC	15,232	15,365	15,033	7,511	13,698	(1,335)
	\$747,848	\$660,383	\$789,649	\$236,817	\$845,355	\$55,706

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Resource Planning, Optimization, Risk Analysis & Mgmt						
Salaries & Benefits						
Power Management	\$404,648	\$524,591	\$441,018	\$221,810	\$454,959	\$13,941
Travel & Staff Development	21,619	3,231	36,700	2,102	41,700	5,000
Professional Services	0	0	0	0	0	0
Software	27,000	36,915	37,500	27,358	38,625	1,125
Tactical Market Information / Data	2,800	0	3,400	0	3,400	0
Mobile Phone Service	2,304	2,242	2,640	853	2,640	0
Office Supplies	200	17	4,000	1,445	4,000	0
Copy, Printing, Binding	200	0	200	0	200	0
Books, Tapes and Subscription	3,000	0	200	0	200	0
Equip Repair & Maintenance	2,500	0	5,000	0	5,000	0
Minor Equipment and Tools	0	0	0	0	2,494	2,494
Pwr Mgmt Admin Liquidation	29,496	23,644	33,087	14,673	38,169	5,082
	493,767	590,640	563,745	268,241	591,387	27,642
Administrative & General	109,094	109,758	115,940	58,287	126,086	10,146
Occupancy Cost - HQ & DRC	13,535	13,462	13,444	6,722	12,250	(1,194)
	\$616,396	\$713,860	\$693,129	\$333,250	\$729,723	\$36,594
Power & Fuel Transactions						
Salaries & Benefits						
Power Management	\$127,499	\$86,429	\$140,164	\$51,333	\$143,960	\$3,796
Pwr Mgmt Admin Liquidation	8,100	6,487	8,739	3,865	9,933	1,194
	135,599	92,916	148,903	55,198	153,893	4,990
Administrative & General	31,967	31,818	33,248	16,731	35,883	2,635
Occupancy Cost - HQ & DRC	4,158	4,223	4,130	2,051	3,764	(366)
	\$171,724	\$128,957	\$186,281	\$73,980	\$193,540	\$7,259
Pre-Scheduling						
Salaries & Benefits						
Power Management	\$637,562	\$748,401	\$701,530	\$357,354	\$731,078	\$29,548
Information Systems	37,294	10,784	21,998	0	22,841	843
Travel & Staff Development	9,000	600	14,200	1,632	9,700	(4,500)
Brokerage Fees	55,200	60,240	66,000	23,775	67,980	1,980
Software	43,600	12,151	20,600	12,480	21,218	618
Office Furniture & Equipment	35,000	0	0	0	12,500	12,500
Mobile Phone Service	1,728	1,493	1,980	842	2,039	59
Office Supplies	55	0	65	0	65	0
Pwr Mgmt Admin Liquidation	52,061	41,711	51,525	22,829	59,848	8,323
	871,500	875,380	877,898	418,912	927,269	49,371
Administrative & General	186,206	185,562	184,281	92,186	201,013	16,732
Occupancy Cost - HQ & DRC	22,524	22,669	21,771	10,888	19,961	(1,810)
	\$1,080,230	\$1,083,611	\$1,083,950	\$521,986	\$1,148,243	\$64,293

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

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Power Pool Operations & Settlement Standards						
Salaries & Benefits						
Power Management	\$185,194	\$131,699	\$201,353	\$67,127	\$205,963	\$4,610
Information Systems	125,462	85,325	89,210	154,932	95,539	6,329
Mobile Phone Services	2,000	2,556	2,000	1,049	4,000	2,000
Pwr Mgmt Admin Liquidation	19,864	15,923	18,242	8,090	21,078	2,836
	<u>332,520</u>	<u>235,503</u>	<u>310,805</u>	<u>231,198</u>	<u>326,580</u>	<u>15,775</u>
Administrative & General	76,138	76,398	68,247	33,899	74,238	5,991
Occupancy Cost - HQ & DRC	9,796	9,626	8,421	4,197	7,698	(723)
	<u>\$418,454</u>	<u>\$321,527</u>	<u>\$387,473</u>	<u>\$269,294</u>	<u>\$408,516</u>	<u>\$21,043</u>
Facilities Agreement Administration						
Salaries & Benefits						
Power Management	\$153,309	\$98,247	\$168,010	\$33,470	\$173,958	\$5,948
Pwr Mgmt Admin Liquidation	9,740	7,774	10,476	4,651	12,002	1,526
	<u>163,049</u>	<u>106,021</u>	<u>178,486</u>	<u>38,121</u>	<u>185,960</u>	<u>7,474</u>
Administrative & General	39,927	39,949	41,391	20,505	44,848	3,457
Occupancy Cost - HQ & DRC	5,327	5,378	5,291	2,651	4,822	(469)
	<u>\$208,303</u>	<u>\$151,348</u>	<u>\$225,168</u>	<u>\$61,277</u>	<u>\$235,630</u>	<u>\$10,462</u>

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Industry Restructuring & Regulatory Affairs						
Salaries & Benefits	\$275,880	\$216,521	\$329,168	\$95,505	\$353,124	\$23,956
Travel & Staff Development	3,672	7,202	1,320	0	2,520	1,200
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	45,110	40,800	20,889	42,264	1,464
Pwr Mgmt Admin Liquidation	20,442	16,352	23,462	10,415	27,799	4,337
	<u>342,194</u>	<u>285,185</u>	<u>399,750</u>	<u>126,809</u>	<u>430,707</u>	<u>30,957</u>
Administrative & General	76,078	76,585	84,080	41,651	93,111	9,031
Occupancy Cost - HQ & DRC	9,484	9,600	9,948	4,986	9,161	(787)
Annual Budget Cost	427,756	371,370	493,778	173,446	532,979	39,201
Less: Third Party Revenue						
Interest Income	2,019	5,027	2,019	3,494	2,019	0
Net Annual Budget Cost to Participants	\$425,737	\$366,343	\$491,759	\$169,952	\$530,960	\$39,201

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:

- 2027 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 administrating 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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support	\$1,017,772	\$1,172,295	\$1,158,366	\$599,884	\$1,241,015	\$82,649
TANC Representation & Advocacy	37,952	25,880	41,343	8,016	44,556	3,213
Western Representation & Advocacy	184,074	110,548	91,095	22,199	95,981	4,886
Pooling Agreement Coordination & Administration	64,951	46,619	147,058	30,151	138,993	(8,065)
Annual Budget Cost	1,304,749	1,355,342	1,437,862	660,250	1,520,545	82,683
Less: Third Party Revenue Interest Income	3,951	9,116	3,951	3,671	3,951	0
Net Annual Budget Cost to Participants	\$1,300,798	\$1,346,226	\$1,433,911	\$656,579	\$1,516,594	\$82,683

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support						
Salaries & Benefits	\$713,460	\$908,869	\$828,594	\$457,310	\$883,325	\$54,731
Travel & Staff Development	3,305	4,136	8,000	3,812	8,493	\$493
Legal Services	28,000	0	28,000	0	28,000	\$0
Mobile Phone Services	1,200	799	1,200	376	1,200	\$0
Office Supplies	1,000	0	500	0	500	\$0
Copy, Printing and Binding	200	0	100	0	100	\$0
Equipment Repair and Maintenance	1,300	0	750	0	750	\$0
Minor Equipment and Tools	1,339	0	750	0	750	\$0
Pwr Mgmt Admin Liquidation	47,637	38,173	54,114	20,103	63,691	9,577
	<u>797,441</u>	<u>951,977</u>	<u>922,008</u>	<u>481,601</u>	<u>986,809</u>	<u>64,801</u>
Administrative & General	194,458	194,551	209,894	105,060	230,093	20,199
Occupancy Cost - HQ & DRC	25,873	25,767	26,464	13,223	24,113	(2,351)
	<u>\$1,017,772</u>	<u>\$1,172,295</u>	<u>\$1,158,366</u>	<u>\$599,884</u>	<u>\$1,241,015</u>	<u>\$82,649</u>
TANC Representation & Advocacy						
Salaries & Benefits						
Power Management	\$27,198	\$15,295	\$30,820	\$3,122	\$33,011	\$2,191
Accounting & Finance	0	395	0	0	0	0
Travel & Staff Development	623	0	0	0	0	0
Copy, Printing and Binding	50	0	25	0	25	0
Books, Tapes and Subscriptions	50	0	25	0	25	0
Pwr Mgmt Admin Liquidation	1,774	1,448	1,925	714	2,281	356
	<u>29,695</u>	<u>17,138</u>	<u>32,795</u>	<u>3,836</u>	<u>35,342</u>	<u>2,547</u>
Administrative & General	7,284	7,604	7,581	3,707	8,333	752
Occupancy Cost - HQ & DRC	973	1,138	967	473	881	(86)
	<u>\$37,952</u>	<u>\$25,880</u>	<u>\$41,343</u>	<u>\$8,016</u>	<u>\$44,556</u>	<u>\$3,213</u>

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Western Representation & Advocacy						
Salaries & Benefits	\$121,168	\$50,908	\$53,099	\$11,440	\$56,834	\$3,735
Travel & Staff Development	2,523	895	1,686	0	1,686	\$0
Legal Services	2,500	0	2,500	0	2,500	\$0
Other Professional Services	9,300	11,173	11,173	0	11,173	\$0
Mobile Phone Services	0	498	506	207	506	\$0
Copy, Printing and Binding	100	0	50	0	50	\$0
Books, Tapes and Subscriptions	100	0	50	0	50	\$0
Pwr Mgmt Admin Liquidation	8,621	6,916	4,306	1,593	5,023	717
	<u>144,312</u>	<u>70,390</u>	<u>73,370</u>	<u>13,240</u>	<u>77,822</u>	<u>4,452</u>
Administrative & General	35,100	35,541	15,799	7,981	16,404	605
Occupancy Cost - HQ & DRC	4,662	4,617	1,926	978	1,755	(171)
	<u>\$184,074</u>	<u>\$110,548</u>	<u>\$91,095</u>	<u>\$22,199</u>	<u>\$95,981</u>	<u>\$4,886</u>
Pooling Agreement Coordination & Administration						
Salaries & Benefits	\$45,508	\$30,113	\$96,136	\$12,767	\$102,446	\$6,310
Travel & Staff Development	2,400	0	0	0	0	0
Other Professional Services	0	0	15,000	0	0	(15,000)
Pwr Mgmt Admin Liquidation	3,044	2,413	6,929	2,581	7,068	139
	<u>50,952</u>	<u>32,526</u>	<u>118,065</u>	<u>15,348</u>	<u>109,514</u>	<u>(8,551)</u>
Administrative & General	12,360	12,547	25,837	13,225	26,604	767
Occupancy Cost - HQ & DRC	1,639	1,546	3,156	1,578	2,875	(281)
	<u>\$64,951</u>	<u>\$46,619</u>	<u>\$147,058</u>	<u>\$30,151</u>	<u>\$138,993</u>	<u>(\$8,065)</u>

Gas Purchase Program (GPP)

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Increase/ (Decrease)
Gas Purchase Program						
Salaries & Benefits	\$63,480	\$42,663	\$69,382	\$20,988	\$71,673	\$2,291
Other						
Allocated Power Management Admin	4,033	3,217	4,326	1,900	4,945	619
	67,513	45,880	73,708	22,888	76,618	2,910
Administrative & General	16,486	16,761	17,074	8,750	18,481	1,407
Occupancy Cost - HQ & DRC	2,208	2,298	2,191	1,105	2,001	(190)
Annual Budget Cost	86,207	64,939	92,973	32,743	97,100	4,127
Interest Revenue	355	945	355	616	355	0
Net Annual Budget Cost to Participants	\$85,852	\$63,994	\$92,618	\$32,127	\$96,745	\$4,127

Market Purchase Program (MPP)

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Market Purchase Project						
Salaries & Benefits	\$91,655	\$62,795	\$100,268	\$30,163	\$104,190	\$3,922
Other						
Pwr Mgmt Admin Liquidation	5,823	4,664	6,252	2,784	7,189	937
	97,478	67,459	106,520	32,947	111,379	4,859
Administrative & General	23,744	24,100	24,603	12,288	26,699	2,096
Occupancy Cost - HQ & DRC	3,170	3,083	3,147	1,578	2,873	(274)
Annual Budget Cost	124,392	94,642	134,270	46,813	140,951	6,681
Less: Third Party Revenue						
Interest Income	463	0	463	0	463	0
Net Annual Budget Cost to Participants	\$123,929	\$94,642	\$133,807	\$46,813	\$140,488	\$6,681

Fuel Acquisition & Management

FY 2027

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31, 2025	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Fuel Acquisition Cost (CT1 & CT2)						
Salaries & Benefits						
Pwr Accts Admin	\$35,116	\$9,857	\$38,426	\$0	\$38,354	(\$72)
Other:						
Copy, Printing & Binding	0	0	0	0	0	0
NG Subscriptions	3,500	4,300	0	14,462	0	0
Pwr Mgmt Admin Liquidation	2,453	1,984	2,823	1,044	2,646	(177)
	<u>41,069</u>	<u>16,141</u>	<u>41,249</u>	<u>15,506</u>	<u>41,000</u>	<u>(249)</u>
Administrative & General	3,951	3,874	4,384	2,076	4,167	(217)
	<u>\$45,020</u>	<u>\$20,015</u>	<u>\$45,633</u>	<u>\$17,582</u>	<u>\$45,167</u>	<u>(\$466)</u>
Liquidation of Fuel Acquisition to CT1 & CT2	(\$45,020)	(\$20,015)	(\$45,633)	(\$17,582)	(\$45,167)	\$466
Net Annual Budget Cost to Participants	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities	\$64,569	\$59,002	\$84,569	\$40,206	\$77,401	(\$7,168)
Counter-party Credit Review & Analysis	111,349	110,526	111,349	44,522	190,038	78,689
Annual Budget Cost	175,918	169,528	195,918	84,728	267,439	71,521
Less: Third Party Revenue						
Interest Income	6,121	6,563	6,121	5,250	6,121	0
Enterprise Application Cost Sharing	0	54,086	0	0	0	0
Net Annual Budget Cost to Participants	\$169,797	\$108,879	\$189,797	\$79,478	\$261,318	\$71,521

Northern California Power Agency
Risk Management
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities						
Salaries & Benefits						
Risk Management	\$49,773	\$48,482	\$55,259	\$24,513	\$60,012	\$4,753
Administrative Services	12,577	3,561	59,240	0	15,634	(43,606)
	62,350	52,043	114,499	24,513	75,646	(38,853)
Travel & Staff Development	8,000	1,915	8,100	3,077	8,100	0
Legal Services	5,000	0	5,000	0	5,000	0
Commercial Compliance Training	30,000	40,720	0	0	45,000	45,000
	105,350	94,678	127,599	27,590	133,746	6,147
Administrative & General	21,260	20,648	19,037	11,143	18,751	(286)
Occupancy Cost - Main HQ Building	2,528	2,677	2,502	1,473	2,305	(197)
	129,138	118,003	149,138	40,206	154,802	5,664
Allocated ROC, IROC Meetings & Activities to A&G	(64,569)	(59,002)	(64,569)	0	(77,401)	(12,832)
	\$64,569	\$59,002	\$84,569	\$40,206	\$77,401	(\$7,168)

Counter-party Credit Review & Analysis

Salaries & Benefits						
Energy Risk Management	\$49,773	\$48,784	\$49,773	\$24,513	\$60,012	\$10,239
Information Systems	21,911	6,471	21,911	0	61,408	39,497
	71,684	55,255	71,684	24,513	121,420	49,736
Risk Management Enterprise Application	15,500	30,810	15,500	0	30,810	15,310
	87,184	86,065	87,184	24,513	152,230	65,046
Administrative & General	21,264	21,400	21,264	17,726	34,227	12,963
Occupancy Cost - Main HQ Building	2,901	3,061	2,901	2,283	3,581	680
	\$111,349	\$110,526	\$111,349	\$44,522	\$190,038	\$78,689

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring	\$600,588	\$435,542	\$689,558	\$154,031	\$742,634	\$53,076
ISO Data Validation & Monitoring	616,616	489,339	553,964	262,057	571,446	17,482
Annual Budget Cost	1,217,204	924,881	1,243,522	416,088	1,314,080	70,558
Less: Third Party Revenue						
Interest Income	5,214	13,213	5,214	5,075	5,214	0
Net Annual Budget Cost to Participants	\$1,211,990	\$911,668	\$1,238,308	\$411,013	\$1,308,866	\$70,558

Northern California Power Agency
Settlements
Comparative Annual Budget Report

	FY 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$218,741	\$78,131	\$142,079	\$10,260	\$147,875	\$5,796
Power Accounts Administration	240,190	216,308	385,067	62,337	420,087	35,020
	458,931	294,439	527,146	72,597	567,962	40,816
Administrative & General	123,728	123,046	141,976	71,209	155,849	13,873
Occupancy Cost - Main HQ Building	17,929	18,057	20,436	10,225	18,823	(1,613)
	<u>\$600,588</u>	<u>\$435,542</u>	<u>\$689,558</u>	<u>\$154,031</u>	<u>\$742,634</u>	<u>\$53,076</u>
ISO Data Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$46,937	\$13,356	\$51,020	\$0	\$54,867	\$3,847
Power Accounts Administration	413,621	319,898	373,381	220,329	375,185	1,804
	460,558	333,254	424,401	220,329	430,052	5,651
Travel & Staff Development	0	0	0	0	4,560	4,560
Software Licenses	4,000	2,345	4,360	0	4,360	0
	464,558	335,599	428,761	220,329	438,972	10,211
Administrative & General	132,316	134,122	109,851	36,615	118,334	8,483
Occupancy Cost - Main HQ Building	19,742	19,618	15,352	5,113	14,140	(1,212)
	<u>\$616,616</u>	<u>\$489,339</u>	<u>\$553,964</u>	<u>\$262,057</u>	<u>\$571,446</u>	<u>\$17,482</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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Dues:						
APPA	\$337,189	\$350,128	\$360,631	\$0	\$369,096	\$8,465
DEED	25,363	26,062	28,732	0	28,545	(187)
SEPA	22,000	22,000	22,000	22,000	22,000	0
CEE	10,000	12,131	10,000	0	10,000	0
Alliance to Save Energy Dues	2,500	0	2,500	0	2,500	0
	<u>397,052</u>	<u>410,321</u>	<u>423,863</u>	<u>22,000</u>	<u>432,141</u>	<u>8,278</u>
Subscriptions:						
Tactical Mkt Info - Platts	12,750	12,558	0	0	0	0
Tactical Mkt Info - NGI	10,500	9,252	25,000	0	25,000	0
	<u>23,250</u>	<u>21,810</u>	<u>25,000</u>	<u>0</u>	<u>25,000</u>	<u>0</u>
Transmission Services:						
TANC - SOT	210,000	87,490	50,000	9,269	50,000	0
Bay Area Transmission (BAMx)	657,500	562,633	657,500	48,276	657,500	0
BART Transmission Consulting	120,000	54,764	120,000	5,281	120,000	0
60 Kv Facilities Charges (Biggs)	4,700	4,663	4,700	1,554	4,700	0
	<u>992,200</u>	<u>709,550</u>	<u>832,200</u>	<u>64,380</u>	<u>832,200</u>	<u>0</u>
Distribution:						
Meter Maintenance General - TriMark	275,040	240,452	280,460	80,499	285,420	4,960
Meter Repair	0	0	0	0	0	0
	<u>275,040</u>	<u>240,452</u>	<u>280,460</u>	<u>80,499</u>	<u>285,420</u>	<u>4,960</u>
WREGIS:						
Certificate Transfer Fees	5,000	5,445	5,000	1,502	5,000	0
Certificate Transfer Fees - WAPA	5,000	1,833	5,000	639	5,000	0
	<u>10,000</u>	<u>7,278</u>	<u>10,000</u>	<u>2,141</u>	<u>10,000</u>	<u>0</u>
Member Services Projects:						
Energy Efficiency Reporting Tool	120,000	71,200	120,000	768	0	(120,000)
Technical Reference Manual	0	0	30,000	0	0	(30,000)
Energy Efficiency Target	150,000	20,553	0	109,790	0	0
	<u>270,000</u>	<u>91,753</u>	<u>150,000</u>	<u>110,558</u>	<u>0</u>	<u>(150,000)</u>
Annual Budget Cost	\$1,967,542	\$1,481,164	\$1,721,523	\$279,578	\$1,584,761	(\$136,762)

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 2025 Budget	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual Through December 31	Proposed FY 2027 Budget	Budget Increase/ (Decrease)
Support Services						
Salaries & Benefits	\$147,285	\$54,777	\$158,003	\$35,161	\$167,587	\$9,584
Training Services	0	90,133	0	20,357	0	0
Vendor Services	0	1,571,396	0	1,345,719	0	0
Vendor Shared Services - SCPA	0	877	0	2,640	0	0
Other Support Services	0	-	0	0	0	0
Annual Budget Cost	147,285	1,717,183	158,003	1,403,877	167,587	9,584

Northern California Power Agency
 Grand Total Full-Time Employee Staffing by Business Unit
 FY 2026-2027 Budget

<u>BUSINESS UNITS</u>	FY 2025-2026 Budget			FY 2026-2027 Budget	
	On Board (A)	Open (B)	Total	Change (C)	Total
GENERATION SERVICES	87.00	4.00	91.00	-	91.00
POWER MANAGEMENT	25.00	1.00	26.00	-	26.00
LEGISLATIVE & REGULATORY	6.75	-	6.75	-	6.75
ADMINISTRATIVE & GENERAL	43.71	2.00	45.71	0.29	46.00
GRAND TOTAL	162.46	7.00	169.46	0.29	169.75

Note = A: Number of full-time employees planned as of beginning of current fiscal year. 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 2026-2027 Budget

Business Unit
Casual Employees Equivalent
Generation Services
Administrative & General
 Total

FY 2025-2026 Budget		
On Board	Open	Total
0.46	1.39	1.85
0.46	1.38	1.84
0.92	2.77	3.69

FY 2026-2027 Budget	
Change	Total
-	1.85
(0.46)	1.38
(0.46)	3.23

NORTHERN CALIFORNIA POWER AGENCY
 Summary of Position Changes
 FY 2026-2027

New Changes:

Add	0.29	Accounting & Finance
Remove	-0.46	Accounting & Finance
Remove	-0.46	Power Settlements
Add	0.46	Human Resources
	<u>-0.17</u>	Total

Accounting Clerk I (10) (Org 210)
 Student Assistant III (6G) (Org 210)
 Student Assistant IV (6H) (Org 220)
 Student Assistant IV (6H) (Org 400)

Upgrade	0.00	Human Resources
Upgrade	0.00	Accounting & Finance

Human Resources Analyst II (19) to Human Resources Analyst III (21) (Org 400)
 Accountant Analyst III (19) to Accountant Analyst IV (21) (Org 210)

**NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Effective May 3, 2026**

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
15	¹ ACCOUNTANT/ANALYST I	84,302	40.53	105,373	50.66	121,181	58.26
17	¹ ACCOUNTANT/ANALYST II	97,427	46.84	121,784	58.55	140,046	67.33
19	¹ ACCOUNTANT/ANALYST III	112,590	54.13	140,733	67.66	161,845	77.81
21	¹ ACCOUNTANT/ANALYST IV	130,104	62.55	162,635	78.19	187,013	89.91
10	¹ ACCOUNTING CLERK I	58,718	28.23	73,403	35.29	84,406	40.58
12	¹ ACCOUNTING CLERK II	67,850	32.62	84,822	40.78	97,552	46.90
14	¹ ACCOUNTING CLERK III	78,416	37.70	98,030	47.13	112,736	54.20
16	¹ ACCOUNTING CLERK IV	90,626	43.57	113,277	54.46	130,270	62.63
18	¹ ACCOUNTING CLERK V	104,728	50.35	130,915	62.94	150,550	72.38
9	¹ ADMINISTRATIVE CLERK	54,621	26.26	68,286	32.83	78,520	37.75
11	¹ ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR I	63,128	30.35	78,915	37.94	90,750	43.63
13	¹ ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR II	72,946	35.07	91,187	43.84	104,874	50.42
15	¹ ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR III	84,302	40.53	105,373	50.66	121,181	58.26
32	¹ AGM I/SENIOR DIRECTOR (E.g. Business Development)	288,267	138.59	360,318	173.23	414,378	199.22
33	¹ AGM II (E.g. Power Mgmt, Generation, Leg & Reg, CFO/Admin)	309,878	148.98	387,338	186.22	445,453	214.16
34	¹ AGM III	333,112	160.15	416,395	200.19	478,858	230.22
25	¹ ASSISTANT CONTROLLER	173,742	83.53	217,194	104.42	249,766	120.08
25	¹ ASSISTANT MANAGER: INFORMATION SERVICES	173,742	83.53	217,194	104.42	249,766	120.08
6E	¹ ASSISTANT, STUDENT I	37,066	17.82	42,640	20.50	49,026	23.57
6F	¹ ASSISTANT, STUDENT II	45,739	21.99	52,603	25.29	60,486	29.08
6G	¹ ASSISTANT, STUDENT III	56,826	27.32	65,354	31.42	75,150	36.13
6H	¹ ASSISTANT, STUDENT IV	65,645	31.56	75,504	36.30	86,819	41.74
14	¹ COMPUTER TECHNOLOGY ANALYST	78,416	37.70	98,030	47.13	112,736	54.20
17	¹ COMPUTER TECHNOLOGY ANALYST I	97,427	46.84	121,784	58.55	140,046	67.33
19	¹ COMPUTER TECHNOLOGY ANALYST II	112,590	54.13	140,733	67.66	161,845	77.81
21	¹ COMPUTER TECHNOLOGY ANALYST III	130,104	62.55	162,635	78.19	187,013	89.91
23	¹ COMPUTER TECHNOLOGY ANALYST IV	150,342	72.28	187,928	90.35	216,133	103.91
17	¹ ENERGY RESOURCE ANALYST I	97,427	46.84	121,784	58.55	140,046	67.33
19	¹ ENERGY RESOURCE ANALYST II	112,590	54.13	140,733	67.66	161,845	77.81
21	¹ ENERGY RESOURCE ANALYST III	130,104	62.55	162,635	78.19	187,013	89.91
24	¹ ENERGY RESOURCE ANALYST IV	161,637	77.71	202,030	97.13	232,336	111.70
18	¹ ENGINEER I	104,728	50.35	130,915	62.94	150,550	72.38
20	¹ ENGINEER II	121,035	58.19	151,278	72.73	173,971	83.64
22	¹ ENGINEER III	139,859	67.24	174,824	84.05	201,053	96.66
25	¹ ENGINEER IV	173,742	83.53	217,194	104.42	249,766	120.08
26	¹ ENGINEER V: SUPERVISING /PLANT	186,784	89.80	233,480	112.25	268,486	129.08
22	¹ ENVIRONMENTAL, HEALTH & SAFETY SPECIALIST	139,859	67.24	174,824	84.05	201,053	96.66
18	¹ EXECUTIVE ASSISTANT	104,728	50.35	130,915	62.94	150,550	72.38
34	¹ GENERAL COUNSEL	333,112	160.15	416,395	200.19	478,858	230.22
39	¹ GENERAL MANAGER	478,234	229.92	597,792	287.40	687,461	330.51
16	¹ GEOLOGIST I	90,626	43.57	113,277	54.46	130,270	62.63
18	¹ GEOLOGIST II	104,728	50.35	130,915	62.94	150,550	72.38
20	¹ GEOLOGIST III	121,035	58.19	151,278	72.73	173,971	83.64
23	¹ GEOLOGIST IV	150,342	72.28	187,928	90.35	216,133	103.91
24	¹ GEOLOGIST V	161,637	77.71	202,030	97.13	232,336	111.70
16	¹ GOVERNMENT RELATIONS REPRESENTATIVE I	90,626	43.57	113,277	54.46	130,270	62.63
18	¹ GOVERNMENT RELATIONS REPRESENTATIVE II	104,728	50.35	130,915	62.94	150,550	72.38
20	¹ GOVERNMENT RELATIONS REPRESENTATIVE III	121,035	58.19	151,278	72.73	173,971	83.64
22	¹ GOVERNMENT RELATIONS REPRESENTATIVE IV	139,859	67.24	174,824	84.05	201,053	96.66
14	¹ HUMAN RESOURCES ASSISTANT	78,416	37.70	98,030	47.13	112,736	54.20
17	¹ HUMAN RESOURCES ANALYST I	97,427	46.84	121,784	58.55	140,046	67.33
19	¹ HUMAN RESOURCES ANALYST II	112,590	54.13	140,733	67.66	161,845	77.81
21	¹ HUMAN RESOURCES ANALYST III	130,104	62.55	162,635	78.19	187,013	89.91
27	¹ HUMAN RESOURCES MANAGER	200,782	96.53	250,994	120.67	288,642	138.77
29	¹ HUMAN RESOURCES DIRECTOR	232,045	111.56	290,035	139.44	333,549	160.36
13	¹ LEGISLATIVE PROGRAM ASSISTANT	72,946	35.07	91,187	43.84	104,874	50.42
27	¹ MANAGER, INFORMATION SERVICES	200,782	96.53	250,994	120.67	288,642	138.77
27	¹ MANAGER, INFORMATION SERVICES & POWER SETTLEMENTS	200,782	96.53	250,994	120.67	288,642	138.77
29	¹ MANAGER, PLANT	232,045	111.56	290,035	139.44	333,549	160.36
25	¹ MANAGER, REGULATORY PROGRAM	173,742	83.53	217,194	104.42	249,766	120.08

**NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Effective May 3, 2026**

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
26 ¹	MANAGER, RELIABILITY COMPLIANCE	186,784	89.80	233,480	112.25	268,486	129.08
17 ¹	MATERIALS/WAREHOUSE COORDINATOR I	97,427	46.84	121,784	58.55	140,046	67.33
19 ¹	MATERIALS/WAREHOUSE COORDINATOR II	112,590	54.13	140,733	67.66	161,845	77.81
18 ¹	POWER SETTLEMENTS ANALYST I	104,728	50.35	130,915	62.94	150,550	72.38
20 ¹	POWER SETTLEMENTS ANALYST II	121,035	58.19	151,278	72.73	173,971	83.64
22 ¹	POWER SETTLEMENTS ANALYST III	139,859	67.24	174,824	84.05	201,053	96.66
27 ¹	POWER SETTLEMENTS MANAGER	200,782	96.53	250,994	120.67	288,642	138.77
24 ¹	SCHEDULER/PLANNER, POWER	161,637	77.71	202,030	97.13	232,336	111.70
23 ¹	SENIOR COMPUTER TECH. ANALYST, POWER (E.g. BILLING)	150,342	72.28	187,928	90.35	216,133	103.91
18 ¹	SHAREPOINT ADMINISTRATOR	104,728	50.35	130,915	62.94	150,550	72.38
4 ¹	STUDENT HELPER (OFFICE/PLANT)	38,043	18.29	47,570	22.87	54,704	26.30
27 ¹	SUPERINTENDENT, GENERATION RESOURCES	200,782	96.53	250,994	120.67	288,642	138.77
24 ¹	SUPERVISOR I, POWER SETTLEMENTS	161,637	77.71	202,030	97.13	232,336	111.70
20 ¹	SUPERVISOR I, (CHEMICAL, GENERAL SERVICES)	121,035	58.19	151,278	72.73	173,971	83.64
26 ¹	SUPERVISOR II, (PLANT, ENERGY RISK, ENGINEERING)	186,784	89.80	233,480	112.25	268,486	129.08
29 ¹	SUPERVISOR III, (POWER MGT., COORD. OP, REG/ENV COMP, <u>ENGNR</u>)	232,045	111.56	290,035	139.44	333,549	160.36
29 ¹	TREASURER-CONTROLLER	232,045	111.56	290,035	139.44	333,549	160.36
HEA ²	HYDRO TECH APPRENTICE	87,797	42.21	119,974	57.68		
HEA ²	HYDRO TECH	129,584	62.30	167,669	80.61		
HEA ²	HYDRO TECH - DESIGNATED SKILLS	179,733	86.41	179,733	86.41		
HEA ²	HYDRO TECH OPERATOR	176,072	84.65	176,072	84.65		
HEA ²	HYDRO TECH OPERATOR - DESIGNATED SKILLS	188,718	90.73	188,718	90.73		
IBEW ²	CT SPECIALIST I - VI	122,907	59.09	183,165	88.06		
IBEW ²	CT SPECIALIST - LEAD	179,317	86.21	192,317	92.46		
IBEW ²	CT SPECIALIST I - V (OPERATORS)	125,819	60.49	174,866	84.07		
IBEW ²	CT SPECIALIST I - V (OPERATORS) LEAD	183,602	88.27	183,602	88.27		
IBEW ²	MECHANIC OPERATOR I - V	122,907	59.09	160,659	77.24		
IBEW ²	MECHANIC OPERATOR - LEAD	168,688	81.10	168,688	81.10		
IBEW ²	OPERATOR TECHNICIAN I - V	125,819	60.49	168,792	81.15		
IBEW ²	OPERATOR TECHNICIAN - LEAD	177,237	85.21	177,237	85.21		
IBEW ²	STOREKEEPER I - V	83,325	40.06	99,965	48.06		
IBEW ²	TECHNICIAN CHEMICAL/PERFORMANCE	152,110	73.13	152,110	73.13		
IBEW ²	TECHNICIAN OPERATOR I - VI	122,907	59.09	182,416	87.70		
IBEW ²	TECHNICIAN OPERATOR - LEAD	178,547	85.84	191,547	92.09		
³	SCHEDULE COORDINATOR I	96,081	46.19	128,279	61.67		
³	SCHEDULE COORDINATOR II	135,010	64.91	156,341	75.16		
³	SCHEDULE COORDINATOR III	156,341	75.16	189,188	90.96		
³	SYSTEM DISPATCHER	142,075	68.31	208,753	100.36		
³	SYSTEM DISPATCHER, LEAD	219,217	105.39	219,217	105.39		

Note¹ Non-union employees whose whose salaries exceed the control may be granted a lump sum merit increase which is not added to base pay.

Note² IBEW = International Brotherhood of Electrical Workers

Note³ 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 2027 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	4.00% 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	4.00% 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 2027 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 10.6300% Prior service cost 26.467% Pickup – All groups 0.0% Classic Employee Contribution 8.0%	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	New Mbr Employee Contribution 6.5% 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 = 3,039.04 currently x 12 mos. Monthly premium = 3,114.04 currently x 12 mos. 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 \$7,000.00 x 169 employees = \$1,183,000
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**

	FISCAL YEAR ENDED JUNE 30		
	Approved	Proposed	Increase
	2026	2027	(Decrease)
<u>EXPENDITURES</u>			
Hydroelectric	\$ 58,221,906	\$ 54,381,777	\$ (3,840,129)
Geothermal	44,351,275	56,136,016	11,784,741
Combustion Turbine No. 1	8,658,294	8,052,775	(605,519)
Combustion Turbine No. 2 (STIG)	2,337,169	2,421,037	83,868
CT 2 Repower	2,755,966	-	(2,755,966)
Lodi Energy Center	124,658,346	121,059,443	(3,598,903)
Other Power Supply	577,928,341	623,051,555	45,123,214
Preliminary Surveys and Investigations	-	169,000	169,000
Transmission	175,565,139	192,168,280	16,603,141
Legislative & Regulatory	4,621,185	4,897,280	276,095
Judicial Action	1,240,000	1,146,000	(94,000)
Judicial Action Direct Costs to Programs	(87,381)	(90,864)	(3,483)
Power Management	13,785,025	14,300,859	515,834
Energy Risk Management	217,320	267,439	50,119
Settlements	1,243,522	1,314,080	70,558
Integrated Systems Support	707,010	642,048	(64,962)
Participant Pass Through Costs (TANC, Dues, Etc)	1,721,523	1,584,761	(136,762)
Support Services	156,957	167,587	10,630
Support Services Reimbursements	(156,957)	(167,587)	(10,630)
Total Annual Expenditures	1,017,924,640	1,081,501,486	63,576,846

<u>FUNDING SOURCES</u>			
ISO Energy Sales	105,685,169	111,339,383	5,654,214
ISO Energy Sales-Plants	158,285,080	141,651,014	(16,634,066)
Energy Sales to Third Parties	37,215,958	18,091,155	(19,124,803)
Member Owned Generation ISO Energy Revenue	116,922,303	96,385,770	(20,536,533)
Ancillary Services Sales	3,803,435	4,281,682	478,247
PM Service Revenue	2,946,574	3,010,222	63,648
Revenue from Customers	-	-	-
Interest and Other Income	28,181,544	22,561,716	(5,619,828)
Total Revenues and Other Income	453,040,063	397,320,942	(55,719,121)

Net Proposed Funding from Participants	564,884,577	684,180,544	119,295,967
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**Northern California Power Agency
Participant Funding Requirements (Gross)
FY 2027 Budget**

	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
GENERATION RESOURCES																			
Hydro	\$54,381,777	\$5,438,178	\$ -	\$ -	\$ -	\$ 902,737	\$ 5,639,390	\$ 1,250,781	\$ 12,464,303	\$ 919,052	\$ -	\$ -	\$ 6,525,813	\$ 20,132,134	\$ -	\$ -	\$ 1,109,388	\$ -	\$ -
Geothermal	56,070,173	9,466,047	-	127,278	188,397	2,060,016	5,764,011	2,063,945	393,051	-	-	-	4,420,014	24,889,832	-	-	3,148,060	-	-
Combustion Turbine No. 1 (STIG)	8,052,775	1,757,116	-	15,840	28,185	469,743	1,078,532	469,743	146,295	-	-	-	-	3,355,326	-	-	731,997	-	-
Combustion Turbine No. 2 (STIG)	2,421,037	459,997	-	-	-	-	956,310	121,052	-	-	-	-	883,679	-	-	-	-	-	-
CT2 Repower	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lodi Energy Center	121,059,443	-	8,263,767	335,429	2,459,480	2,056,920	11,894,821	2,548,863	-	983,759	-	-	-	32,241,206	-	-	2,235,849	-	58,039,349
	241,985,205	17,121,337	8,263,767	478,547	2,676,061	5,489,416	25,333,064	6,454,384	12,464,303	2,442,157	-	-	11,829,505	80,618,498	-	-	7,225,295	3,549,522	58,039,349
Member Resources-Energy	74,220,025	9,790,228	7,657,683	-	-	-	1,645,099	-	44,215,284	151,355	-	-	-	10,746,084	-	-	-	-	-
Member Resources-Natural Gas	1,555,284	-	-	-	-	-	1,132,077	249,837	-	-	-	-	-	-	-	-	-	-	14,292
Western Resource	25,050,678	1,648,956	-	403,842	903,877	343,771	776,884	441,043	16,827,269	2,403,890	826,954	-	3,037,698	48,203,556	-	-	472,798	-	-
NCPA Contracts & Market Power Purchases	76,603,583	2,805,702	2,465,519	234,704	776,884	636,606	8,015,240	1,761,571	5,205,594	-	-	-	-	-	-	-	553,528	-	-
Gross Load Costs	443,405,013	20,355,450	19,321,144	925,144	1,873,614	4,595,487	25,196,829	7,335,431	51,832,336	8,033,373	6,410,869	-	-	291,709,666	-	-	5,815,670	-	-
Net GHG Obligations	2,216,972	-	642,600	64,260	257,040	192,780	642,600	192,780	-	-	-	-	-	-	-	-	-	-	224,912
Preliminary Surveys and Investigations	169,000	8,347	8,605	5,412	5,573	5,913	9,334	6,482	12,794	6,659	6,323	12,036	15,970	45,246	7,230	6,819	6,257	-	-
	623,220,555	34,608,383	30,095,551	1,633,332	3,816,988	5,774,557	37,419,457	9,987,144	118,094,277	10,595,277	10,150,127	12,036	3,053,668	350,704,552	7,230	6,819	7,260,827	-	-
	865,205,760	51,730,020	38,359,318	2,111,909	6,493,049	11,263,973	62,752,521	16,441,528	130,558,580	13,037,434	10,150,127	12,036	14,883,173	431,323,050	7,230	6,819	14,486,122	3,549,522	58,039,349
TRANSMISSION																			
NCPA Plant Transmission *	65,843	19,989	-	269	398	4,350	12,172	4,358	830	-	-	-	9,334	-	-	-	6,648	7,495	-
Independent System Operator	192,168,280	12,982,394	13,275,781	426,381	768,766	2,867,964	16,587,433	4,793,024	27,497,470	3,101,933	3,995,050	-	-	102,192,302	-	-	3,679,782	-	-
	192,234,123	13,002,383	13,275,781	426,650	769,164	2,872,314	16,599,605	4,797,382	27,497,470	3,102,763	3,995,050	-	-	102,192,302	-	-	3,686,430	7,495	-
MANAGEMENT SERVICES																			
LEGISLATIVE & REGULATORY																			
Legislative Representation	2,052,282	107,489	-	70,310	71,798	76,815	115,604	82,657	167,788	83,413	80,833	151,259	194,658	612,652	89,376	68,409	79,221	-	-
Regulatory Representation	683,234	35,785	-	23,407	23,902	25,573	38,486	27,518	55,859	27,769	26,910	50,356	64,804	203,961	29,755	22,774	26,374	-	-
Western Representation	640,026	18,043	7,282	4,419	9,890	3,761	8,516	4,826	184,123	26,303	9,048	122,047	72,597	143,649	12,047	8,301	5,173	-	-
JPA Assessment	1,525,487	55,988	55,355	2,723	4,854	12,042	67,614	20,413	142,378	21,496	17,799	118,697	779,725	30,039	-	-	15,490	-	-
	4,901,029	217,304	62,637	100,860	110,445	118,191	230,220	135,414	550,147	158,982	134,590	442,360	1,739,987	161,217	99,485	-	126,258	-	-
Judicial Action																			
Tariffs & Rates	465,136	53,064	8,892	3,030	4,866	12,279	55,367	19,550	96,594	14,472	12,917	-	18,469	146,334	-	-	16,610	2,692	-
FERC Rate Cases **	590,000	28,025	29,618	1,180	2,655	5,782	37,052	10,974	68,676	12,626	9,558	-	-	374,945	-	-	8,909	-	-
Contingency **	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,055,136	81,089	38,510	4,210	7,521	18,061	92,419	30,524	165,270	27,098	22,475	-	18,469	521,279	-	-	25,519	2,692	-
POWER MANAGEMENT																			
Power Mgmt. SCALD, ISS, Energy Risk Mgmt & Settlements	16,282,626	1,452,369	1,208,085	134,184	216,695	339,000	1,612,525	654,936	2,511,816	465,118	552,140	-	708,697	5,743,509	-	-	480,891	202,662	-
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	140,951	11,328	11,200	10,885	10,999	10,986	12,347	11,143	11,726	-	11,518	10,836	-	17,071	-	-	10,912	-	-
Gas Purchase Program	97,100	-	7,548	7,548	7,548	7,548	29,719	14,648	-	-	-	-	-	-	-	-	12,539	-	-
	16,520,677	1,463,696	1,226,833	152,619	235,242	357,534	1,664,591	680,728	2,523,543	465,118	563,658	10,836	708,697	5,760,580	-	-	504,342	202,662	-
	22,476,842	1,762,090	1,327,980	257,688	353,208	493,786	1,987,230	846,665	3,238,960	651,198	720,724	453,195	1,240,098	8,021,846	161,217	99,485	656,118	205,354	-
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	369,996	27,762	-	1,028	3,944	7,587	29,973	13,973	47,525	564	8,449	47,364	54,248	85,716	14,934	15,493	11,101	-	-
SEPA Dues	22,000	2,821	-	564	564	564	2,821	564	564	564	564	2,821	2,821	564	564	564	564	-	-
DEED Dues	28,545	2,197	-	81	312	601	2,372	1,106	3,762	667	3,749	4,294	6,784	1,182	1,226	879	667	-	-
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	6,250	6,250	6,250	-	-	-	-	-	-	-
Metering Maintenance	285,420	17,046	114,960	17,046	8,523	17,046	17,046	8,523	17,046	25,569	25,569	-	-	-	-	-	17,046	-	-
Customer Programs Projects **	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WREGIS Certificate Transfer Fees**	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pass Through Costs	1,584,761	67,466	234,960	24,253	14,176	28,938	69,635	27,503	249,383	35,497	35,415	61,017	68,445	589,279	17,513	18,116	33,163	-	-
Support Services	167,587	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Support Services Reimbursements	(167,587)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
JPA Assessment - Others	63,821	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,995	57,826
Non-NCPA Participants	(63,821)	(2,342)	(2,316)	(114)	(203)	(504)	(2,829)	(854)	(5,957)	(899)	(745)	(4,966)	(7,567)	(32,621)	(1,257)	-	(648)	-	-
Credits to Participants	-	(2,342)	(2,316)	(114)	(203)	(504)	(2,829)	(854)	(5,957)	(899)	(745)	(4,966)	(7,567)	(32,621)	(1,257)	-	(648)	5,995	57,826
GROSS ANNUAL BUDGET COST	\$ 1,081,501,486	\$ 66,559,617	\$ 53,195,723	\$ 2,820,385	\$ 7,629,394	\$ 14,658,508	\$ 81,406,162	\$ 22,112,224	\$ 161,538,437	\$ 16,825,993	\$ 14,900,571	\$ 521,282	\$ 16,193,484	\$ 542,093,856	\$ 184,704	\$ 124,421	\$ 18,861,185	\$ 3,768,366	\$ 58,097,174
LESS: THIRD PARTY REVENUE																			
Market Power Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ISO Energy Sales	111,339,383	7,405,761	8,624,093	531,607	1,214,373	928,456	7,143,938	1,838,816	32,434,871	2,325,165	3,012,500	-	3,616,630	41,24					

Northern California Power Agency
 Calculation of JPA Assessment for Fiscal Year 2027 Budget

L & R Programs	Proposed Budget FY 2027	Governance Committee Recommended Allocation Percentages	Base Costs for JPA Assessment	JPA Assessment per MWh 10,116,493 Agency MWh Load
Legislative	\$ 2,755,441	25.6010%	\$ 705,420	\$ 2,050,021
Regulatory	915,642	25.6010%	234,414	\$ 681,228
Customer Programs	573,988	100.0000%	573,988	\$ -
Total	\$ 4,245,071		\$ 1,513,822	\$ 0.14964 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

Member	JPA Assessment Amount \$ / MWh		\$0.150	Allocated Credits				Net Impact of JPA Funds Allocation Incr (Decr)
	CY 2025 Energy Delivered MWh	Share %		JPA Assessment	Legislative Representation Program	Regulatory Representation Program	Customer Programs	
Alameda	371,293	3.6702%	\$55,560	(\$36,947)	(\$12,277)	(\$38,266)	(\$87,490)	\$ (31,930)
BART	367,094	3.6287%	54,932				0	54,932
Biggs	18,061	0.1785%	2,703	(24,167)	(8,031)	(38,266)	(70,464)	(67,762)
Gridley	32,192	0.3182%	4,817	(24,679)	(8,201)	(38,266)	(71,145)	(66,328)
Healdsburg	79,859	0.7894%	11,950	(26,403)	(8,774)	(38,266)	(73,443)	(61,493)
Lodi	448,394	4.4323%	67,097	(39,736)	(13,204)	(38,266)	(91,206)	(24,109)
Lompoc	135,371	1.3381%	20,257	(28,411)	(9,441)	(38,266)	(76,118)	(55,862)
Palo Alto	944,199	9.3333%	141,289	(57,673)	(19,165)	(38,266)	(115,104)	26,185
Plumas Sierra	142,552	1.4091%	21,331	(28,671)	(9,528)	(38,266)	(76,465)	(55,133)
Port Of Oakland	118,035	1.1668%	17,663	(27,784)	(9,233)	(38,266)	(75,283)	(57,620)
Redding	787,158	7.7809%	117,790	(51,992)	(17,277)	(38,266)	(107,534)	10,255
Roseville	1,199,489	11.8568%	179,490	(66,909)	(22,234)	(38,266)	(127,409)	52,082
Santa Clara	5,170,865	51.1132%	773,763	(210,584)	(69,978)	(38,266)	(318,827)	454,936
Shasta Lake	199,209	1.9692%	29,809	(30,721)	(10,209)	(38,266)	(79,195)	(49,386)
Truckee Donner	-	0.0000%	0	(23,514)	(7,814)	(38,266)	(69,594)	(69,594)
Ukiah	102,722	1.0154%	15,371	(27,230)	(9,049)	(38,266)	(74,545)	(59,174)
Totals	10,116,493	100.0000%	\$1,513,822	(\$705,420)	(\$234,414)	(\$573,988)	(\$1,513,822)	0

Northern California Power Agency
 Calculation of JPA Assessment for Fiscal Year 2027 Budget

JPA Assessment Amount \$ / MWh			\$0.150	
Member	Energy Delivered MWh	Share %	JPA Assessment	Participant Revenue Share
Alameda	371,293	3.6702%	\$55,560	\$2,342
BART	367,094	3.6287%	54,932	2,316
Biggs	18,061	0.1785%	2,703	114
Gridley	32,192	0.3182%	4,817	203
Healdsburg	79,859	0.7894%	11,950	504
Lodi	448,394	4.4323%	67,097	2,829
Lompoc	135,371	1.3381%	20,257	854
Palo Alto	944,199	9.3333%	141,289	5,957
Plumas Sierra	142,552	1.4091%	21,331	899
Port Of Oakland	118,035	1.1668%	17,663	745
Redding	787,158	7.7809%	117,790	4,966
Roseville	1,199,489	11.8568%	179,490	7,567
Santa Clara	5,170,865	51.1132%	773,763	32,621
Shasta Lake	199,209	1.9692%	29,809	1,257
Truckee Donner	-	0.0000%	0	0
Ukiah	102,722	1.0154%	15,371	648
Subtotal NCPA Participants	10,116,493	100.0000%	1,513,822	\$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			\$1,577,643	

¹ MWh share of Geothermal generation. ($\$0.150 \times 6.3305\% \times 631349 \text{ MWh}$)

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

JPA Cost rate x GES x Annual CY Mwh Generation

Azusa $\$0.150 \times 2.7857\% \times 776164 \text{ MWh}$
 CDWR $\$0.150 \times 33.5000\% \times 776164 \text{ MWh}$
 MID $\$0.150 \times 10.7143\% \times 776164 \text{ MWh}$
 PWRPA $\$0.150 \times 2.6679\% \times 776164 \text{ MWh}$