



FY 2025 *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

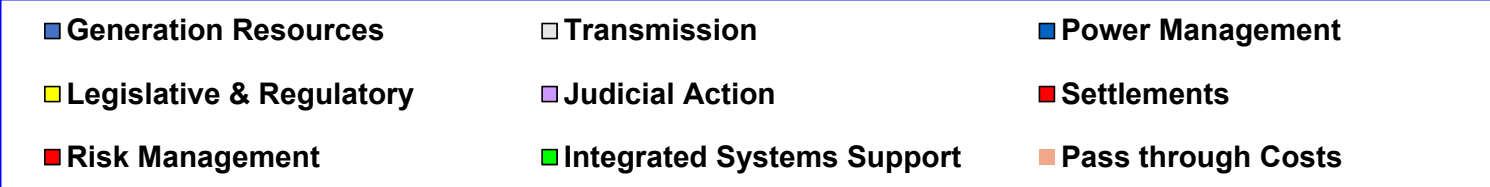
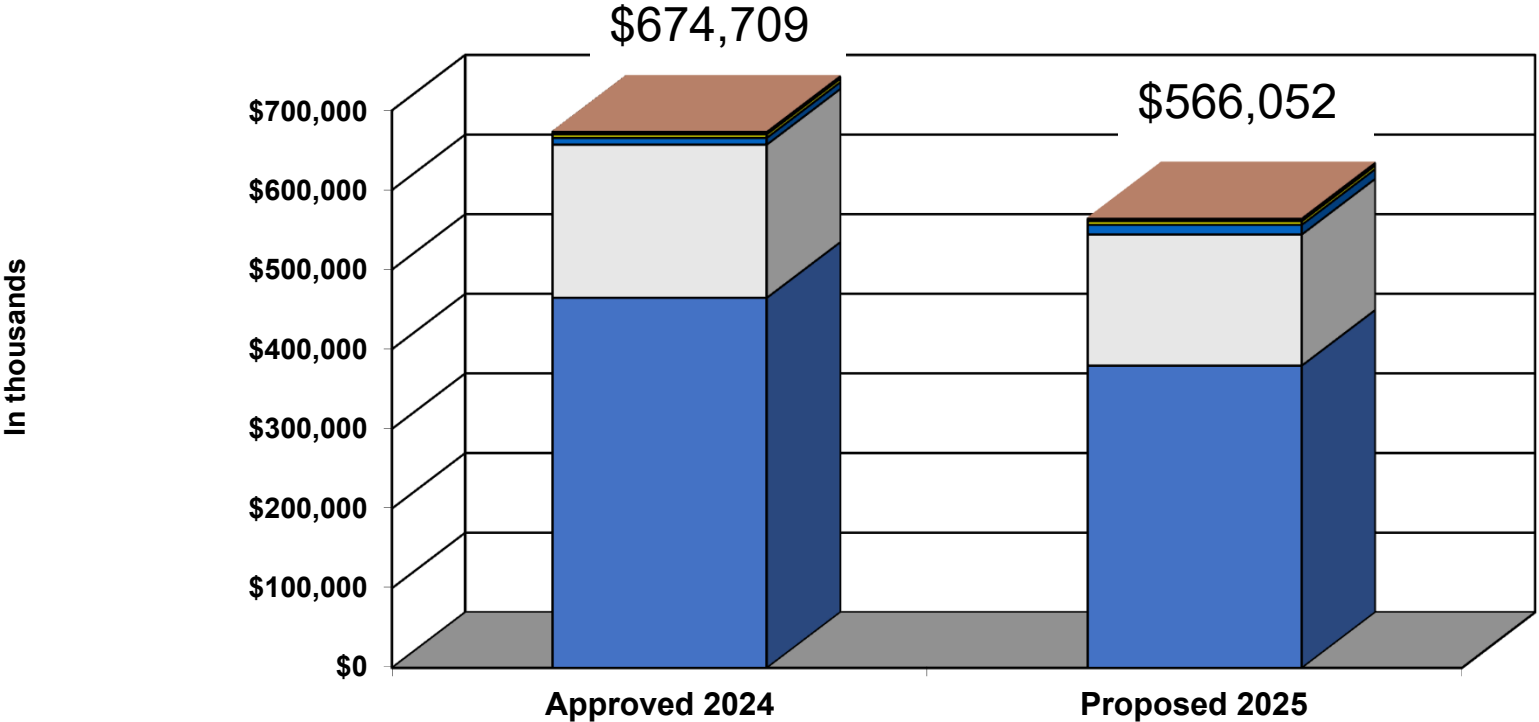
To be the premier provider of energy generation, energy-related services and support to our citizen owned members and customers.

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 2024-2025 (net of revenues)

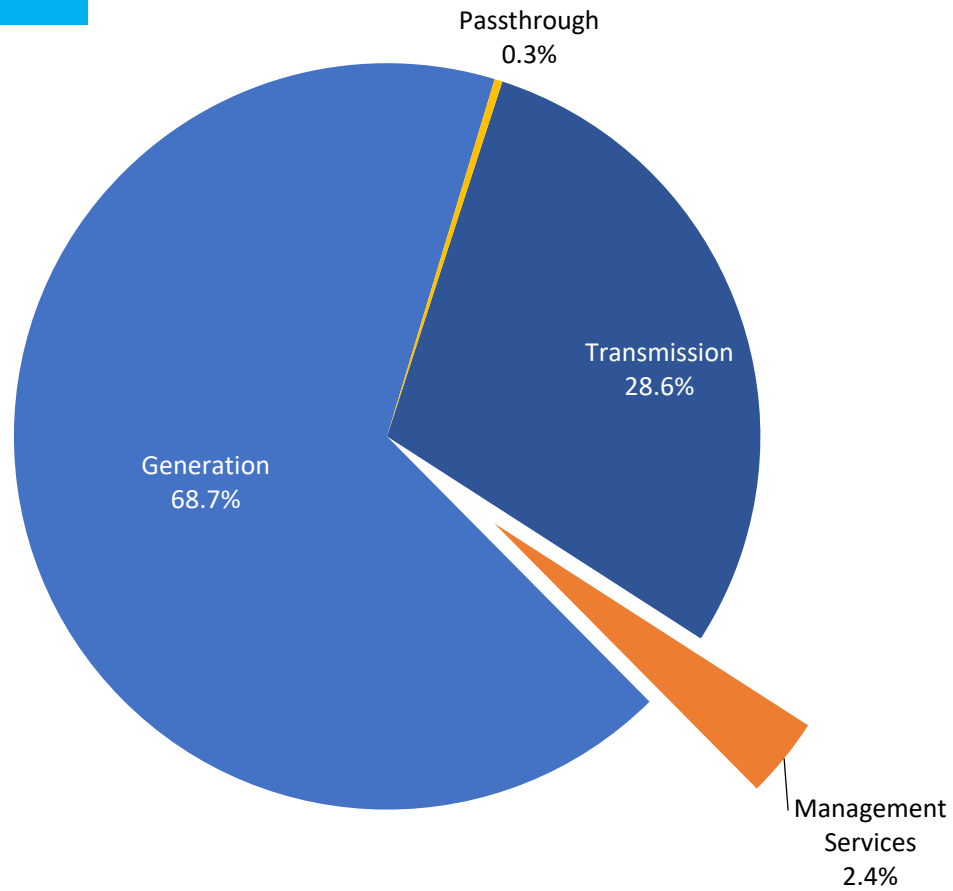
Proposed FY 2025 Budget, net of revenues, reflects a decrease of \$108.7 million or 16.1% from FY 2024, primarily from load, energy and CAISO costs.



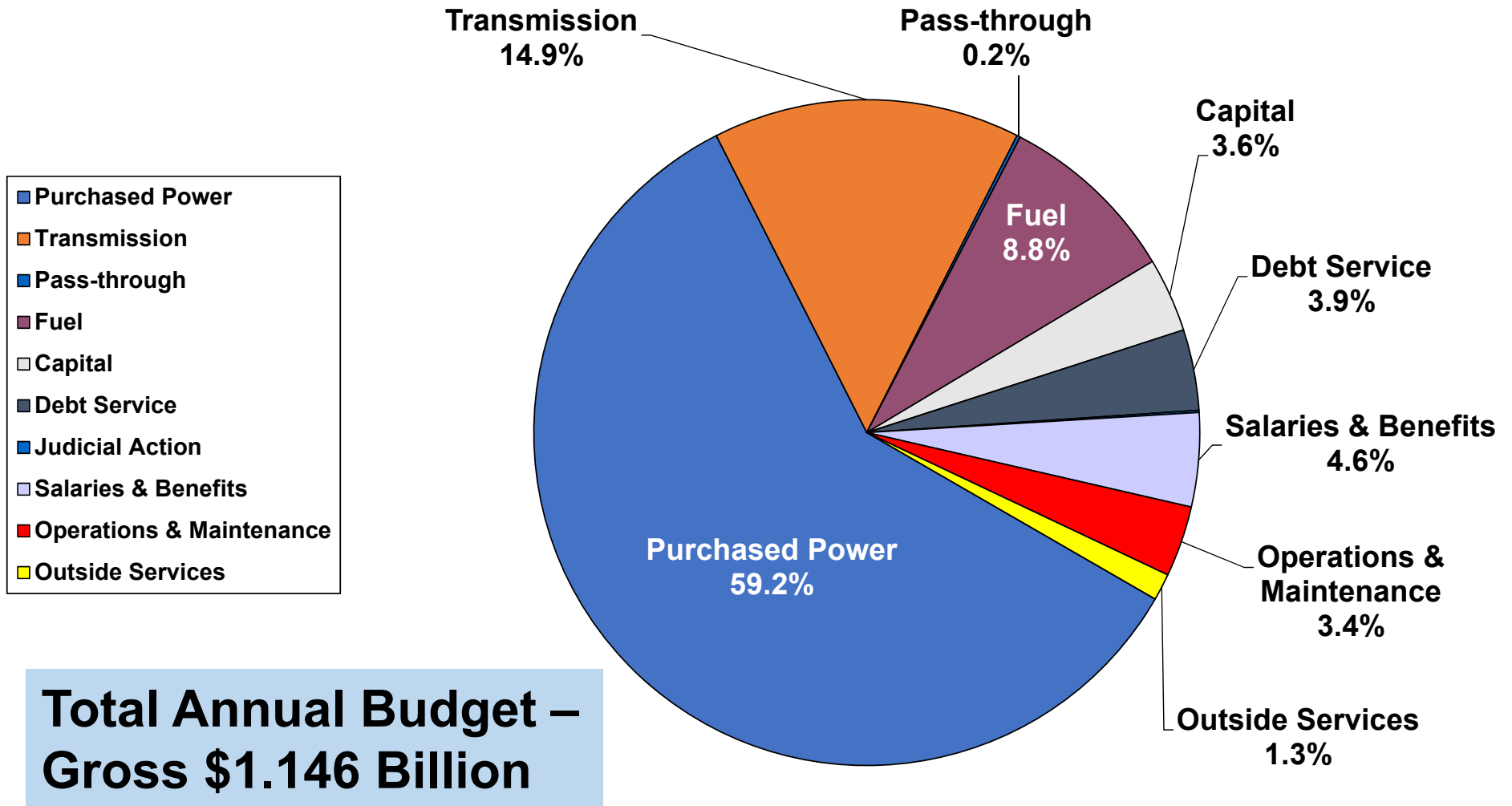
Proposed Budget (Net) FY 2024-2025

Total Annual Budget
\$566.1 Million

NCPA Budget



Proposed Gross Budget by Line Item FY 2024-2025



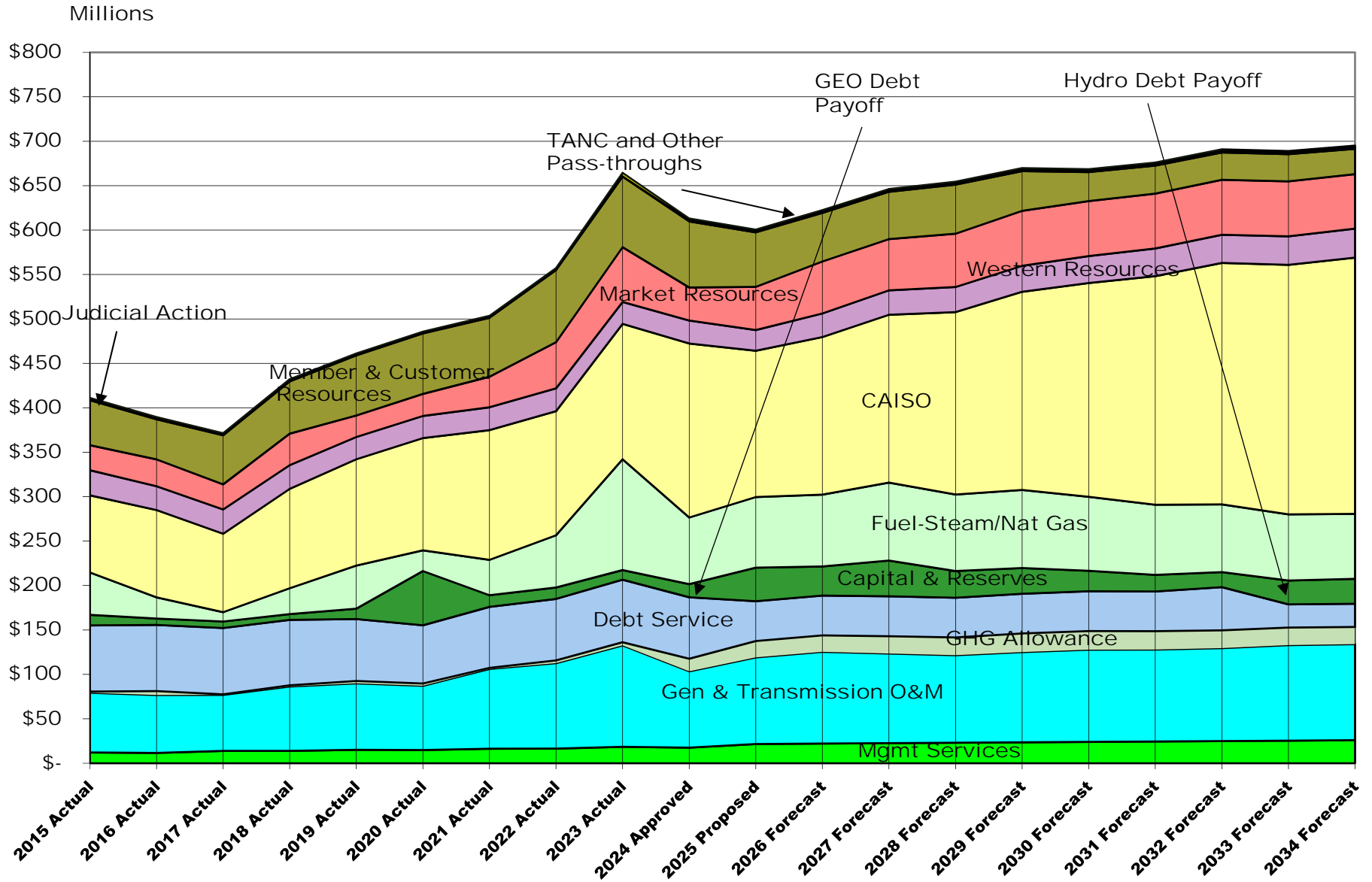
**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

	FISCAL YEAR ENDED JUNE 30		
	Approved	Proposed	
	2024	2025	Inc/(Dec)
<u>GENERATION RESOURCES</u>			
NCPA Plants -			
Controllable Plant Operating Costs	\$ 80,789,023	\$ 83,210,411	\$ 2,421,388
Pass Through Plant Costs	(86,336,004)	(49,006,463)	37,329,541
Total NCPA Plants	(5,546,981)	34,203,948	39,750,929
Member Resources - Energy	(14,122,666)	(8,852,489)	5,270,177
Member Resources - Natural Gas	(2,444,195)	(767,540)	1,676,655
Western Resources	(16,992,352)	(28,539,814)	(11,547,462)
NCPA Contracts & Market Power Purchases	(10,623,576)	(10,291,434)	332,142
Net Load Costs	691,439,249	545,184,045	(146,255,204)
Net GHG Obligations	1,362,776	2,108,011	745,235
Preliminary Surveys and Investigations	300,000	-	(300,000)
TOTAL GENERATION RESOURCES	643,372,255	533,044,727	(110,327,528)
	192,379,511	164,702,821	(27,676,690)
<u>TRANSMISSION - Independent System Operator</u>			
<u>MANAGEMENT SERVICES</u>			
Legislative & Regulatory	4,413,982	4,440,236	26,254
Judicial Action	1,064,000	1,240,000	176,000
Judicial Action - Direct to Programs	(62,836)	(63,108)	(272)
Power Management	12,514,106	16,898,398	4,384,292
Power Management - Direct to Programs	(1,442,232)	(1,849,850)	(407,618)
Energy Risk Management	138,220	169,797	31,577
Settlements	1,070,357	1,211,990	141,633
Integrated Systems Support	769,655	702,004	(67,651)
TOTAL MANAGEMENT SERVICES	18,465,252	22,749,467	4,284,215
PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)	1,765,079	1,967,542	202,463
SUPPORT SERVICES	124,815	147,285	22,470
SUPPORT SERVICES REIMBURSEMENTS	(124,815)	(147,285)	(22,470)
TOTAL NET ANNUAL BUDGET COST	855,982,097	722,464,557	(133,517,540)
PM Service Revenue	(2,591,866)	(2,885,927)	(294,061)
Member Owned Generation ISO Energy Revenue	(178,680,841)	(153,526,579)	25,154,262
Revenue from Customers	-	-	-
TOTAL NET ANNUAL BUDGET COST	\$ 674,709,390	\$ 566,052,051	\$ (108,657,339)

Note: Areas most controllable by NCPA are highlighted in yellow, which are higher by 6.6% for FY 2025.

Fiscal Year Annual Budget and Ten-Year Forecast

(Total Cost before Revenues)



Generation Plants Cost Drivers

NCPA Plant costs (net of revenues) increased from revenue of \$5.5 million to costs of \$34.2 million in 2025 (716.6% or \$39.8 million) primarily due to:

Net cost increases from:

- Increased Fuel and LDC costs for gas plants due to higher costs per mmBtu (\$4.6 million)
- Increased CAISO energy settlement charges (\$2.5 million)
- Addition of CT2 decommission reserve collection (\$2.3 million)
- Increased GEO decommission reserve collection (\$0.8 million)
- Increased net Projects and Capital Development Reserve collection (\$20.1 million)
- Increased routine O&M costs to operate the plants (\$3.3 million)
- Increased insurance and other costs (\$1.4 million)
- Increased allocated A&G and Nexant costs (\$1.8 million)
- Decreased CAISO energy sales revenue due to lower forward prices (\$27.2 million)

Net cost decreases from:

- Decreased debt service requirements (\$24.3 million)

Generation Resources Cost Drivers

Costs to purchase power to serve member and customer loads are projected to decrease from \$470.2 million to \$345.3 million (26.6% or \$125.0 million) due to:

- Net decreased Member Contracts revenue less costs (\$7.0 million)
- Net increased Western Resources revenue less costs (\$11.5 million)
- Net decreased NCPA Contracts revenue less costs (\$0.3 million)
- Net increased GHG obligations (\$0.7 million)
- Decreased Load costs, net of member owned generation CAISO energy sales (\$121.5 million)

Transmission Cost Drivers

Transmission Costs are projected to decrease from \$192.4 million in FY 2024 to \$164.7 million in FY 2025 (\$27.7 million or 14.4%) due to:

- Budgeted decrease of \$24.0 million in Transmission Access Charge, \$3.3 million in Ancillary Services Obligation costs and \$0.4 million in Other CAISO Charges
- Decrease in gross load of 7,591,035 for FY 2024 to 7,367,258 for FY 2025



Management Services Cost Drivers

NCPA Management Services costs are projected to increase from \$15.9 million in FY 2024 to \$19.7 million in FY 2025 (\$3.8 million or 23.9%):

- Salaries & Benefit increased - \$336k
- Non-personnel related costs increased - \$943k
- Allocated Administrative and General costs increased - \$168k
- Power Management Service revenue increased - \$647k

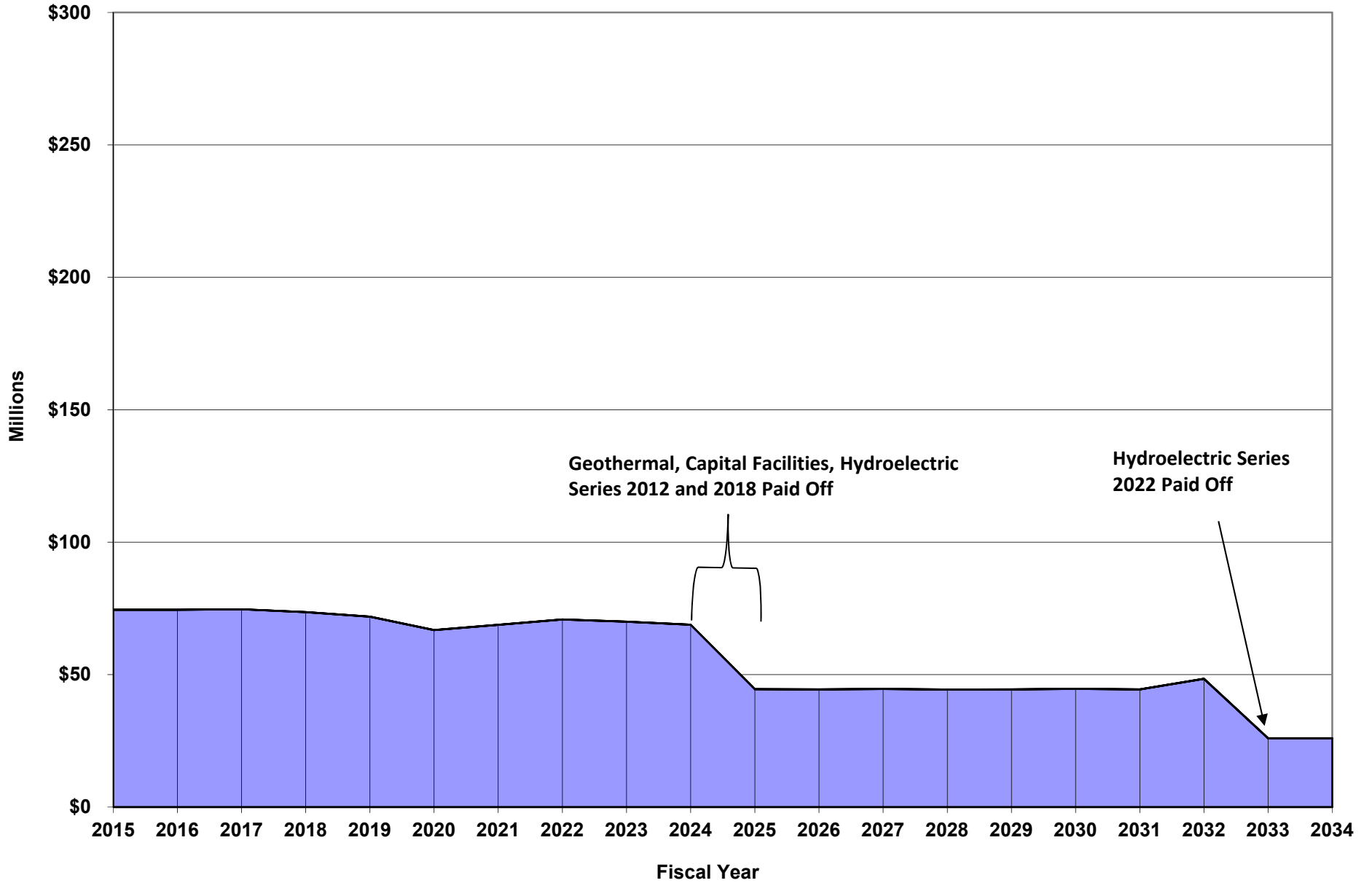
Other Drivers – Pass-through Costs

- Increase in Meter Maintenance of \$47.0k
- Increase in projects consulting of \$150.0k

BAMX

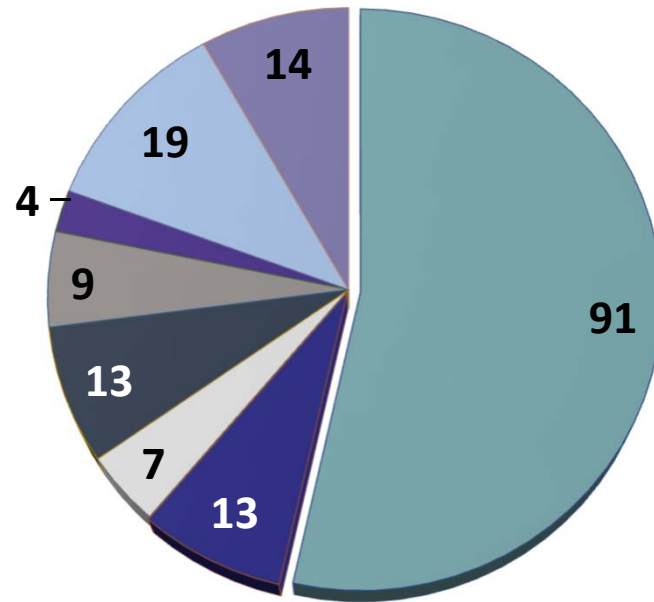


Northern California Power Agency Debt Service



Proposed Staffing by Department
Proposed Budget FY 2024-2025
Number of FTEs

Total FTE - 170.0

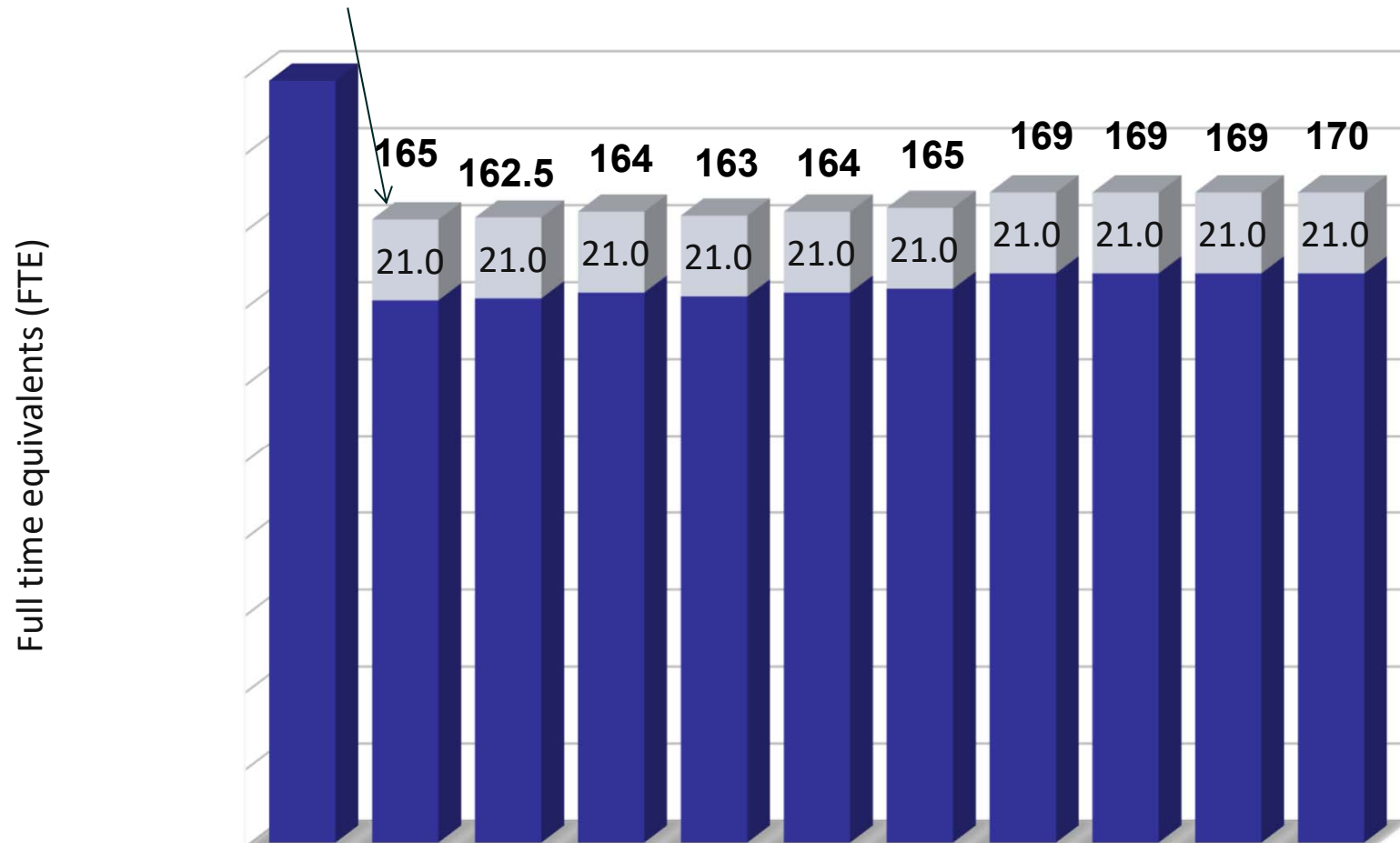


- Generation Services
- Legislative & Regulatory
- Accounting & Finance
- Information Services

- Power Management
- Scheduling & Dispatch
- Power Settlements
- General Mgr & Administrative

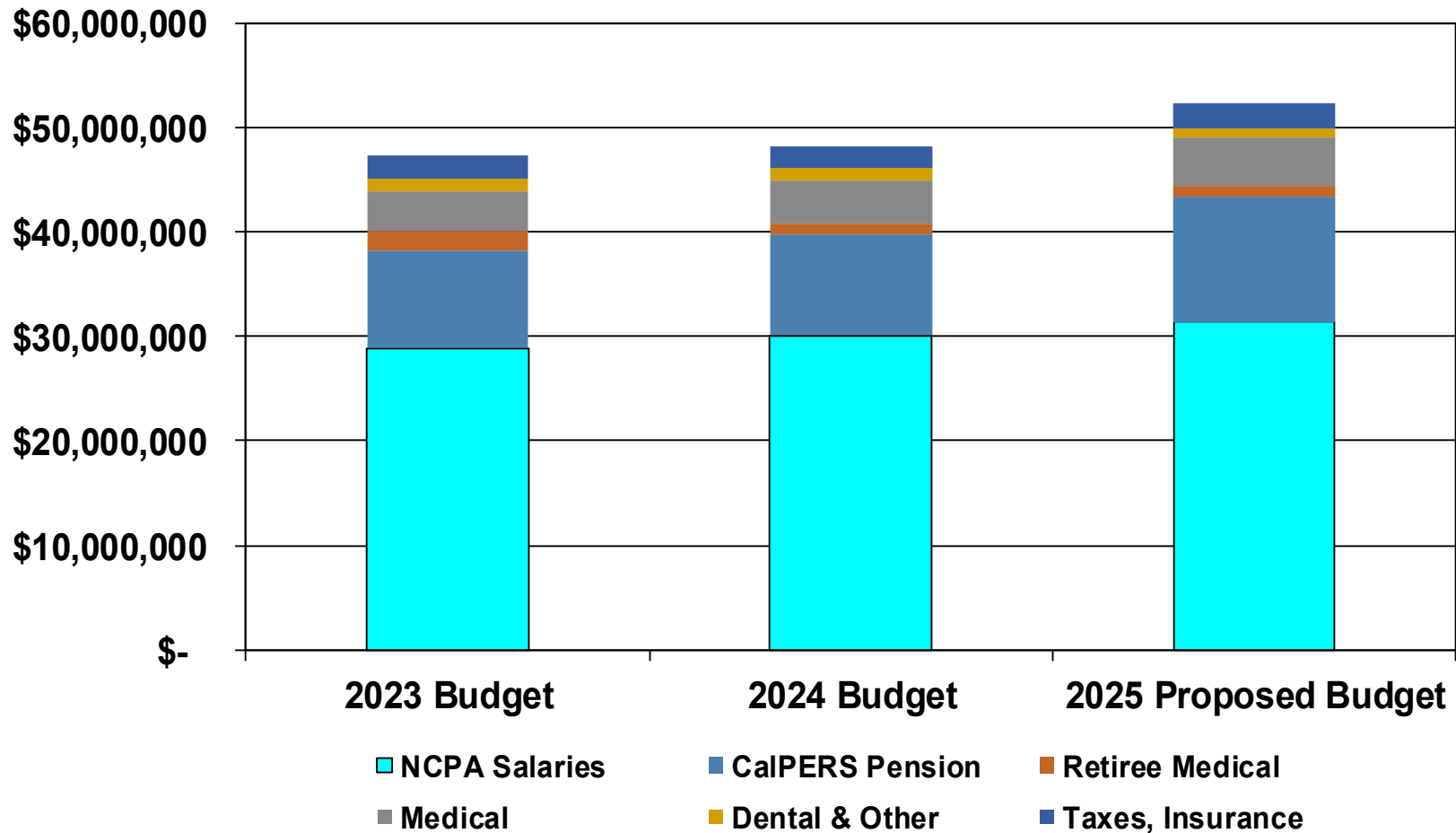
Historical and Proposed Staffing FTEs - Budget FY 2025

LEC additions/shifts in gray

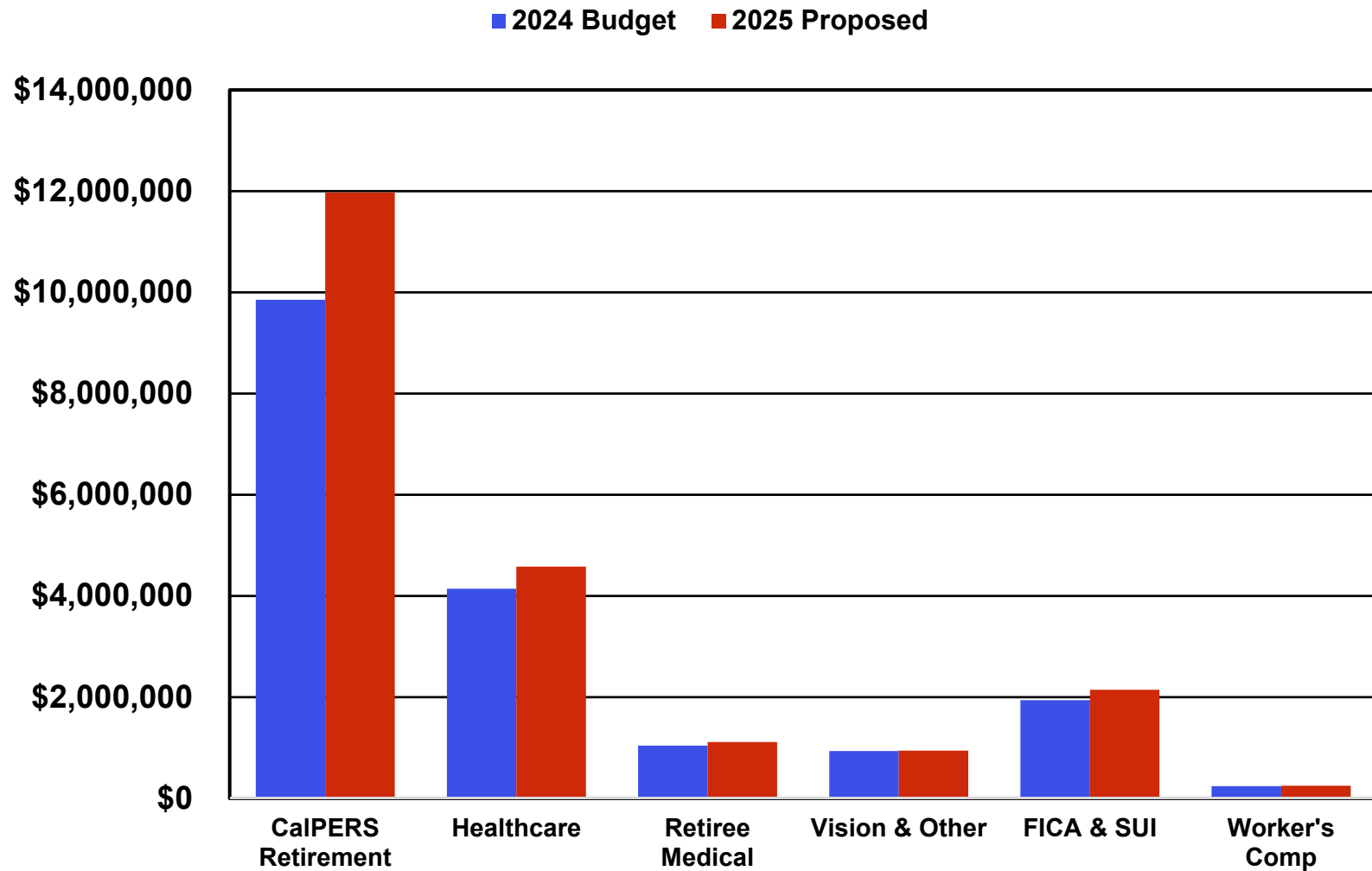


Salaries and Benefits Comparison to Prior Years

Salaries and Benefits are above prior year budget (8.6%). Key drivers are 4.2% payroll increase, and 15.7% decrease in benefits and taxes, primarily driven by the additional Unfunded Actuarial Liability payment.

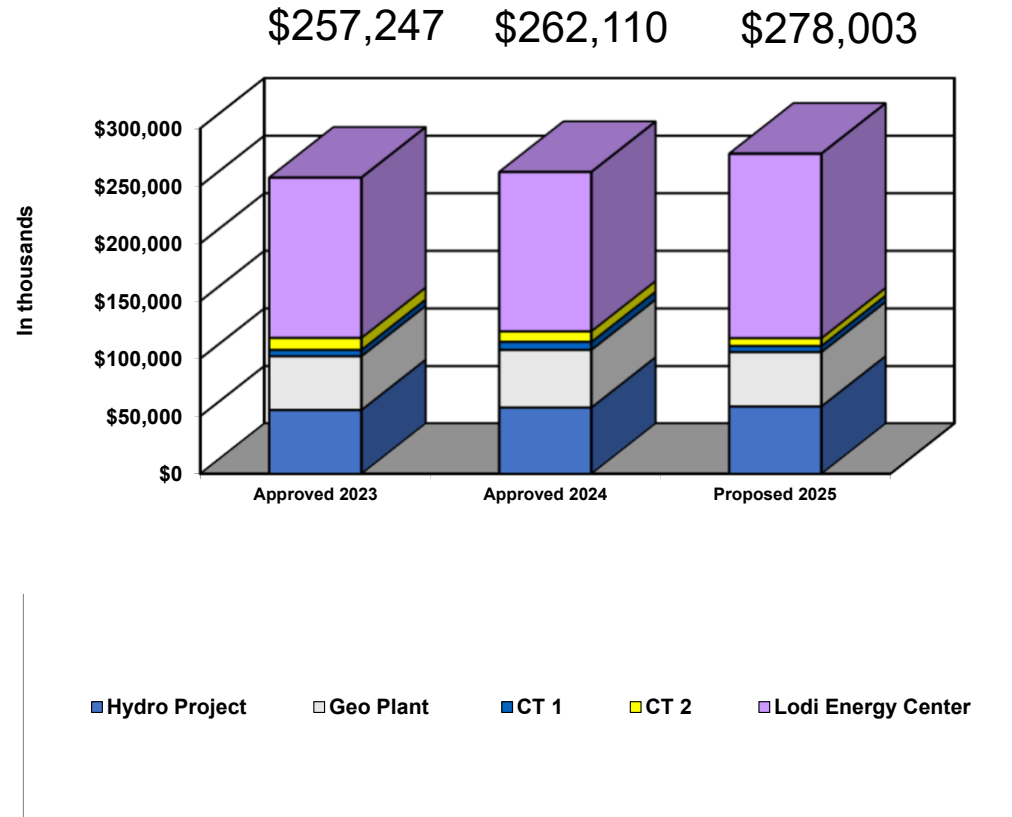


Benefit Changes 2024-2025



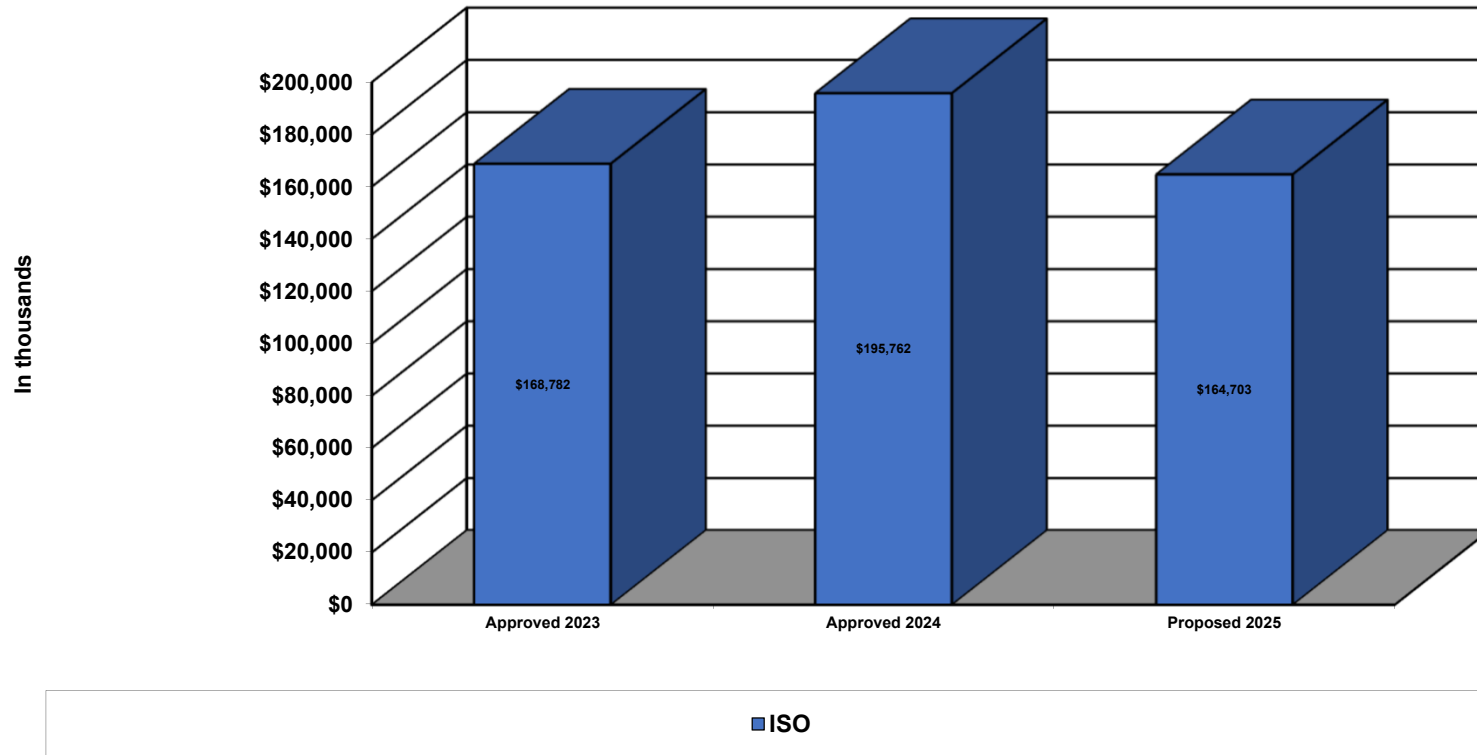
Proposed Budget Generation Resources – NCPA Plants

Proposed FY 2025 Budget reflects a \$15.9 million or 6.1% overall increase from FY 2024 on a gross basis.



Proposed Budget Transmission (Net CAISO Charges)

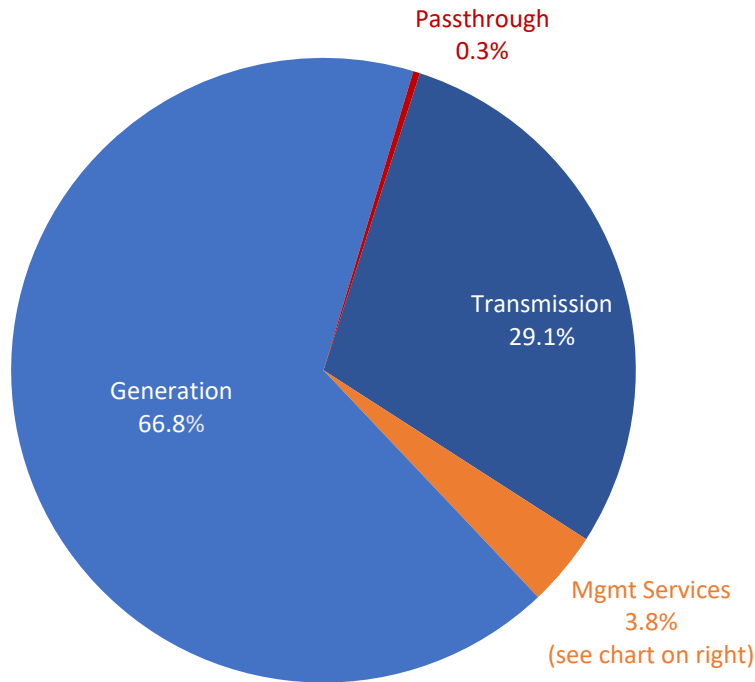
Proposed 2025 budget reflects an decrease from 2024 of \$31.1 million or 15.9%.



Proposed Budget Management Services

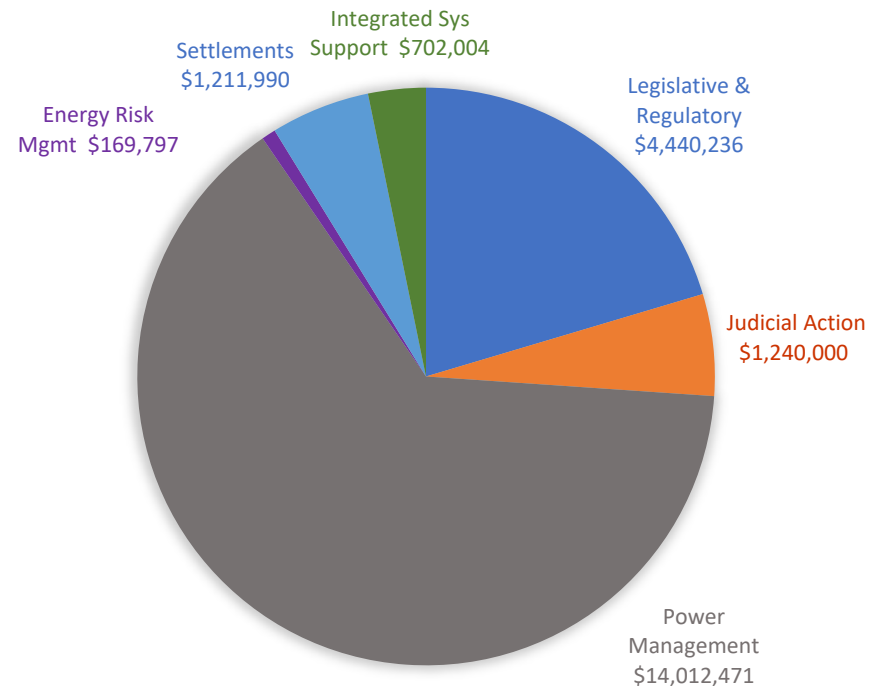
Proposed FY 2025 Net Budget reflects decrease of \$108.7M from FY 2024 budget due to decreases in load and transmission costs.

NCPA Budget



Management Services

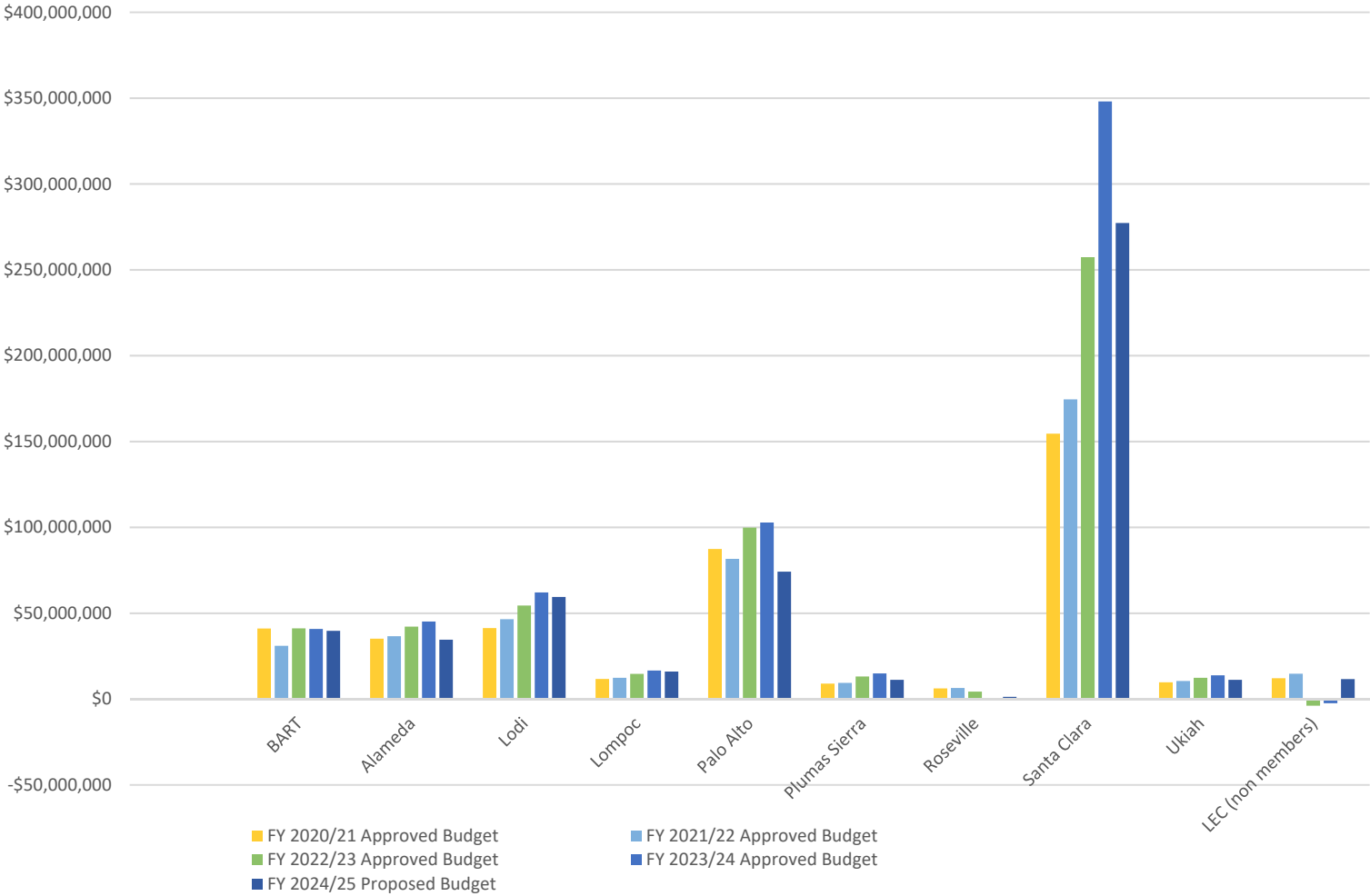
3.1% of total budget or \$21 million



Total Annual Budget Cost \$566.1 Million

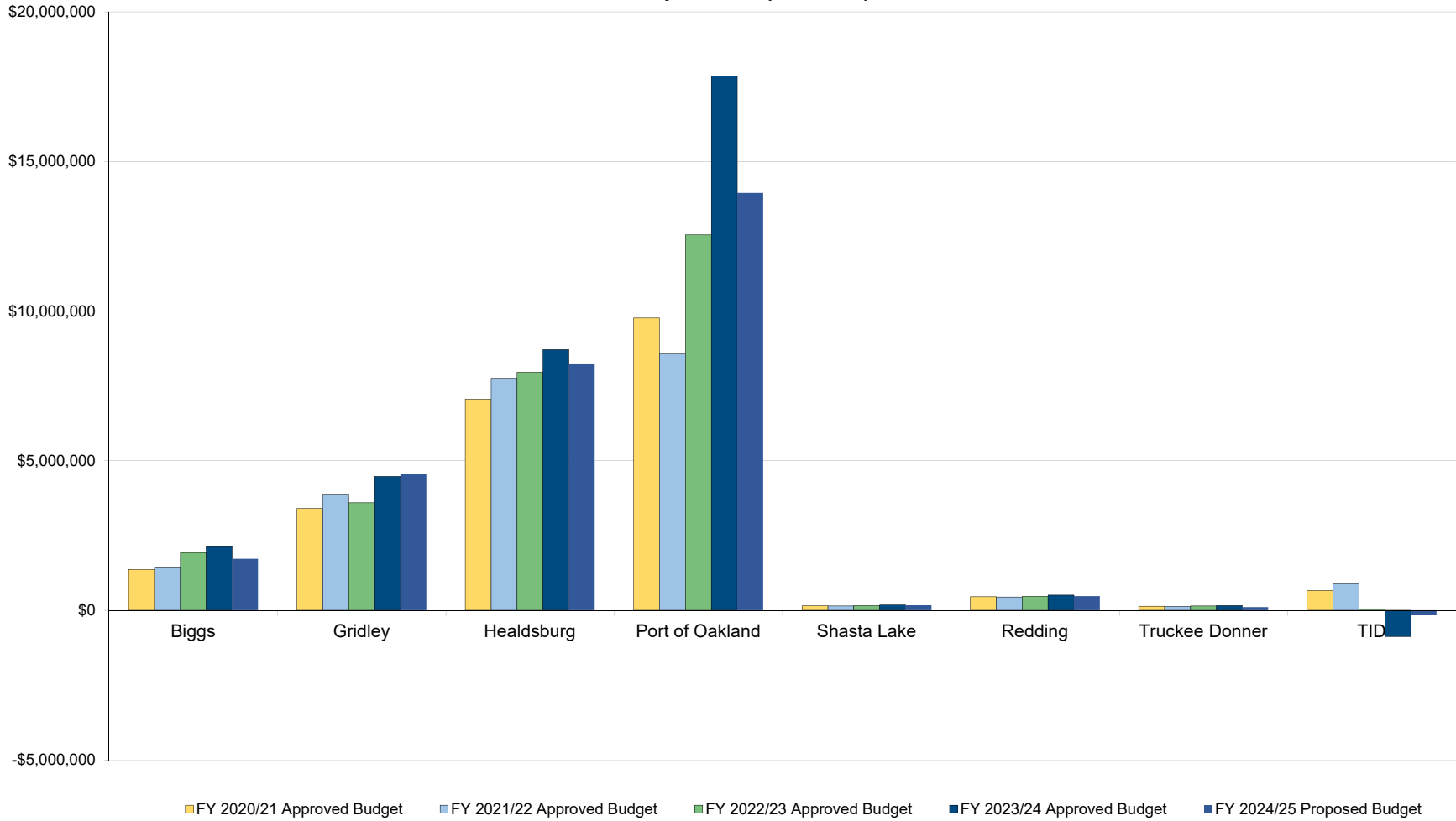
Participant Funding Requirements (Net) Budget FY 2024/25

Participants (1 of 2)



Participant Funding Requirements (Net) Budget FY 2024/25

Participants (2 of 2)



**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

FISCAL YEAR ENDED JUNE 30				
	2024	Proposed 2025	Inc/(Dec)	% Change
<u>GENERATION RESOURCES</u>				
NCPA Plants				
Hydroelectric	\$ 5,028,603	\$ 3,562,386	\$ (1,466,217)	-29.2%
Geothermal	(16,636,684)	(5,468,305)	11,168,379	-67.1%
Combustion Turbine No. 1	2,324,801	4,573,277	2,248,476	96.7%
Combustion Turbine No. 2 (STIG)	5,225,514	4,684,366	(541,148)	-10.4%
Lodi Energy Center	(1,489,215)	26,852,224	28,341,439	-1903.1%
Subtotal	(5,546,981)	34,203,948	39,750,929	-716.6%
Member Resources - Energy	(14,122,666)	(8,852,489)	5,270,177	-37.3%
Member Resources - Natural Gas	(2,444,195)	(767,540)	1,676,655	-68.6%
Western Resource	(16,992,352)	(28,539,814)	(11,547,462)	-68.0%
NCPA Contracts & Market Power Purchases	(10,623,576)	(10,291,434)	332,142	3.1%
Net Load Costs	691,439,249	545,184,045	(146,255,204)	-21.2%
Net GHG Obligations	1,362,776	2,108,011	745,235	54.7%
Preliminary Surveys and Investigations	300,000	-	(300,000)	-100.0%
Subtotal	648,919,236	498,840,779	(150,078,457)	-23.1%
TOTAL GENERATION RESOURCES	643,372,255	533,044,727	(110,327,528)	-17.1%
<u>TRANSMISSION</u>				
Independent System Operator				
Grid Management Charge (GMC)	2,829,428	2,572,012	(257,416)	-9.1%
GMC Wheeling	179,046,864	155,004,333	(24,042,531)	-13.4%
Ancillary Services (AS)	7,846,312	4,577,450	(3,268,862)	-41.7%
Other Charges	2,656,907	2,549,026	(107,881)	-4.1%
TOTAL TRANSMISSION	192,379,511	164,702,821	(27,676,690)	-14.4%
<u>MANAGEMENT SERVICES</u>				
Legislative & Regulatory				
Legislative Representation	2,247,984	2,358,832	110,848	4.9%
Regulatory Representation	762,641	828,748	66,107	8.7%
Western Representation	766,509	597,864	(168,645)	-22.0%
Customer Programs	636,848	654,792	17,944	2.8%
Subtotal	4,413,982	4,440,236	26,254	0.6%
Judicial Action				
Judicial Action Direct Cost to Programs	1,064,000	1,240,000	176,000	16.5%
	(62,836)	(63,108)	(272)	0.4%
Power Management				
System Control And Load Dispatch:				
Dispatch & Real-time Resource Management	3,068,235	4,058,353	990,117	32.3%
Schedule Coordination	3,476,252	4,485,827	1,009,576	29.0%
System Control. And Data Acquisition	1,095,650	2,215,857	1,120,207	102.2%
WECC/NERC Compliance & Participation	240,323	970,322	729,999	303.8%
Subtotal	7,880,460	11,730,359	3,849,899	48.9%

**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

Continued

FISCAL YEAR ENDED JUNE 30				
	2024	Proposed 2025	Inc/(Dec)	Budget %
Forecasting Planning, Prescheduling & Trading				
Forecasting	656,963	745,258	88,295	13.4%
Resource Planning, Optimization, Risk Analysis & Mgmt.	580,259	614,261	34,002	5.9%
Power & Fuel Transactions	156,214	171,129	14,915	9.5%
Pre-Scheduling	916,324	1,076,489	160,164	17.5%
Power Pool Oper. & Settlement Standards	382,006	417,005	34,999	9.2%
Facilities Agreement Administration	188,091	207,582	19,490	10.4%
Subtotal	2,879,857	3,231,723	351,866	12.2%
Industry Restructuring & Regulatory Affairs	390,335	425,737	35,402	9.1%
Contract Admin, interconnection Svcs & External Affairs:				
Contract Maint, Negotiation and Administration & Litigation	915,604	1,014,690	99,086	10.8%
TANC Representation & Advocacy	34,254	37,837	3,584	10.5%
Western Representation & Advocacy	164,337	183,517	19,179	11.7%
Pooling Agreement Coordination and Administration	58,230	64,754	6,525	11.2%
Subtotal	1,172,425	1,300,798	128,373	10.9%
Green Power Project	-	-	-	0.0%
Gas Purchase Program	78,328	85,852	7,524	9.6%
Market Purchase Power Project	112,701	123,929	11,228	10.0%
Power Management Direct Cost to Programs	(1,442,232)	(1,849,850)	(407,618)	28.3%
Subtotal - Power Management	11,071,874	15,048,548	3,976,674	35.9%
Energy Risk Management				
ROC, RMC Meetings & Activities	45,536	64,569	19,033	41.8%
Counter-party Credit Review & Analysis	92,684	105,228	12,544	13.5%
Subtotal	138,220	169,797	31,577	22.8%
Settlements				
Deal Control Validation & Monitoring	466,632	598,015	131,383	28.2%
ISO Data Validation & Monitoring	603,725	613,975	10,250	1.7%
Subtotal	1,070,357	1,211,990	141,633	13.2%
Integrated Systems Support	769,655	702,004	(67,651)	-8.8%
TOTAL MANAGEMENT SERVICES	18,465,252	22,749,467	4,284,215	23.2%
<u>PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)</u>	1,765,079	1,967,542	202,463	11.5%
<u>SUPPORT SERVICES</u>	124,815	147,285	22,470	18.0%
<u>SUPPORT SERVICES REIMBURSEMENTS</u>	(124,815)	(147,285)	(22,470)	18.0%
TOTAL NET ANNUAL BUDGET COST	\$ 855,982,097	\$ 722,464,557	\$ (133,517,540)	-15.6%
OTHER THIRD PARTY REVENUE				
PM Service Revenue (Allocated via Nexant methodology)	2,332,679	2,597,334	264,655	11.3%
PM Service Revenue (Allocated via A&G methodology)	259,187	288,593	29,406	11.3%
Member Owned Generation ISO Energy Revenue	178,680,841	153,526,579	(25,154,262)	-14.1%
Subtotal	181,272,707	156,412,506	(24,860,201)	-13.7%
TOTAL ADJUSTED NET ANNUAL BUDGET COST	\$ 674,709,390	\$ 566,052,051	\$ (108,657,339)	-16.1%

Generation Services

FY 2025

Budget and Business Plan

Generation Services Business Unit

Mission Statement

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

Goals

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

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

Other Information

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

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

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

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

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

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

Hydroelectric Facilities

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

Current Operating Philosophy

The 259 MW (gross) plants are forecasted to generate 508 GWH for the 2024-2025 budget year, assuming an average water year with additional carryover storage. An average water year typically produces 426 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. 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 2025 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 2025 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 2025 Business Plan Goals was accomplished within the team environment. Discussions were held to categorize the data and establish goals that address the collected data and support the Generation Services performance objectives. The actual determination of Business Plan goals was a product of the team through consensus. Team participation and input was essential in developing a Business Plan that links field experiences with management objectives.

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

Goals and Goal Analyses

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

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

Future Operating Strategies

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

Geothermal Facilities

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

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

Current Operations

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

Operating Strategy and Business Plan

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

Goals and Goal Analyses

The following goals are included in the Geothermal Business Plan. The proposed FY 2025 Operations and Maintenance and capital projects budget supports these goals. Where applicable, individual personal performance plans developed at the Geothermal Facilities support the Business Plan goals. The Geothermal Facility goals are:

- 1) Safety – 0 Lost Time Accidents
- 2) Regulatory Compliance
- 3) Labor Effectiveness - Maximize labor effectiveness by controlling sick leave usage, develop operating procedures, update job descriptions and job standards, continue to expand upon job broadbanding initiatives and multitasking, complete network upgrades, keep current with work orders, and others
- 4) Operations & Maintenance Personal Development and Training
- 5) Achieve a Geothermal Facility Availability of >95% in FY 2025
- 6) Maximize recovery of Injected Water as Steam
- 7) Develop additional injectors allowing reduced injection flow volume into all injectors to maximize injection derived steam to the power plants
- 8) Produce enough steam to generate 682,614 net MWhrs in FY 2025

Current Operating Philosophy

Currently, the geothermal power plants are operated for NCPA's project participants in accordance with a protocol that is approved by the NCPA Commission. The purpose of the protocol is to protect NCPA's steam reserves that are located adjacent to and nearby the property-line border of other steam users/suppliers, and to provide power scheduling flexibility. It is intended to balance the desires for current generation output with those for a long-lasting fuel supply. Currently, the operating protocol is two-zone operation, which was implemented in FY 2012. Personnel can readily change from two-zone down to a one-zone operation should conditions require such a change. Net generation is forecasted to be 401,571 MWhrs for Plant #1 and 281,043 MWhrs for Plant #2 for a total of 682,614 MWhrs net during the FY 2025 for the facility.

Future Operating Strategies

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

Combustion Turbine Facilities

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

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

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

Lodi Energy Center consists of a Siemens SGT6-5000F4, a Heat Recovery Steam Generator (HRSG) system and a Siemens Standard SST-700(HP)+SST 900(IP&LP).

Combustion Turbine Project Business Plan

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

Safety

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

Environmental Compliance

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

Reliability/Efficiency

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

Continuous Improvement

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

Continued Future Operating Strategies

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

Legislative & Regulatory

FY 2025

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 2024 Budget Framed by NCPA's Legislative & Regulatory Affairs Program's Strategic Goals

In November, 2023, the NCPA Legislative and Regulatory Affairs Committee approved its Strategic Plan for the 2024 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 2025. 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 2025
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 2025 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 2025
Budget and Business Plan

Introduction

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

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

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

Purpose

Provide to the NCPA Business Organization:

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

Goals

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

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

Performance Measures

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

Administrative Services

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

Accounting & Finance

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

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

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

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

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

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

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

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

Information Services

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

The primary work products are:

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

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

Power Settlements

Goals

The major goals of the Power Settlement department are to:

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

Program Structure and Functional Responsibilities

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

Billing, Balancing & Settlements

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

1. Settlement Business Design and Management

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

2. All Resources Bill (ARB) Administration

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

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

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

3. Contract Administration

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

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

Deal Control Validation and Monitoring

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

CAISO Data Validation and Monitoring

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

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

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

Human Resources

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

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

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

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

Risk Management

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

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

Market Risk Management Program Functions & Goals

1. Assess and manage NCPA portfolio market exposure

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

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

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

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

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

3. Monitor economy and energy market development

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

4. Update policy/procedures and ensure compliance

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

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

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

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

Insurance Program Management

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

Commercial Compliance and Enterprise Risk Management

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

General Services

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

Responsible for:

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

NORTHERN CALIFORNIA POWER AGENCY PLANTS & PLANT TRANSMISSION

HYDROELECTRIC FEATURES

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

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

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

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

NORTHFORK DIVERSION DAM

MCKAYS POINT DIVERSION ARCH DAM

BEAVER CREEK DIVERSION DAM & RESERVOIR

LAKE ALPINE, UNION RESERVOIR & UTICA RESERVOIR

SITE BUILDING & WAREHOUSE FACILITY - Murphys, California

GEOHERMAL FEATURES

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

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

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

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

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

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

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

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

SITE BUILDING & WAREHOUSE FACILITY - Cobb Mountain, CA

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

COMBUSTION TURBINE NO. 1 FEATURES

ALAMEDA - Two 24.8 MW Nameplate Units

LODI - One 24.8 MW Nameplate Unit

SITE BUILDING & WAREHOUSE FACILITY - Lodi, CA

COMBUSTION TURBINE NO. 2 (STIG) FEATURES

LODI - One 49.9 MW Nameplate Unit

SITE BUILDING & WAREHOUSE FACILITY - Lodi, CA

LODI ENERGY CENTER (LEC) FEATURES

LODI - One 304.0 MW Nameplate Unit

SITE BUILDING & WAREHOUSE FACILITY - Lodi, CA

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

	Hydro Project	Geothermal	CT No.1	CT No.2	LEC	Gen Svcs Shared	Proposed Budget FY 2025	Approved Budget FY 2024	Increase/ (Decrease)
Variable Costs									
Variable	-	1,057,000	18,045	170,744	5,616,489	-	6,862,278	6,030,165	832,113
CA ISO Charges	173,225	494,176	3,710	54,840	675,952	-	1,401,903	1,140,539	261,364
CA ISO Energy Purchases	1,316,878	527,855	20,889	26,519	2,876,697	-	4,768,838	2,573,924	2,194,914
GHG Allowance Costs	-	-	-	227,416	18,130,063	-	18,357,479	14,155,466	4,202,013
Fuel & LDC Costs	-	-	718,046	1,180,587	77,589,905	-	79,488,538	74,863,103	4,625,435
Pipeline Transport Costs	-	-	-	-	-	-	-	220,004	(220,004)
Steam Royalties	-	2,430,228	-	-	-	-	2,430,228	2,515,474	(85,246)
Total Variable	1,490,103	4,509,259	760,690	1,660,106	104,889,106	-	113,309,264	101,498,675	11,810,589
Routine O&M Costs									
Fixed	2,024,591	6,095,500	999,708	563,394	3,587,692	133,000	13,403,885	12,694,704	709,181
Cloud Seeding	80,000	-	-	-	-	-	80,000	500,000	(420,000)
Administration	147,713	497,250	40,985	43,757	188,345	39,109	957,159	968,280	(11,121)
Mandatory Costs	2,063,060	392,000	209,711	115,815	386,269	-	3,166,855	3,066,173	100,682
Inventory	-	-	-	19,000	450,000	-	469,000	500,000	(31,000)
Transmission O&M	560,672	87,480	-	-	-	-	648,152	520,996	127,156
Routine O&M Costs w/o Labor	4,876,036	7,072,230	1,250,404	741,966	4,612,306	172,109	18,725,051	18,250,153	474,898
Labor	6,121,531	12,584,129	1,390,011	1,005,070	6,650,919	1,519,865	29,271,525	27,247,150	2,024,375
Total Routine O&M Costs	10,997,567	19,656,359	2,640,415	1,747,036	11,263,225	1,691,974	47,996,576	45,497,303	2,499,273
Other Plant Costs									
Fuel Administrative Costs	-	-	16,490	28,530	-	-	45,020	37,538	7,482
Debt Service	18,416,028	-	-	421,313	26,017,868	-	44,855,209	69,178,744	(24,323,535)
Water for Power	575,000	-	-	-	-	-	575,000	575,000	-
Insurance	1,550,679	1,607,444	159,668	8,139	1,849,532	-	5,175,462	4,784,668	390,794
Decommissioning	-	2,417,081	-	2,300,000	-	-	4,717,081	1,578,823	3,138,258
Other Costs	147,862	1,406,400	10,000	10,384	196,244	443,855	2,214,745	1,741,447	473,298
Generation Services Shared	465,249	979,498	107,702	79,321	504,061	(2,135,829)	2	1	1
Administrative & General	2,656,080	5,034,626	594,115	348,797	2,674,401	-	11,308,019	9,888,270	1,419,749
Power Management Allocated Costs	-	-	-	-	1,912,958	-	1,912,958	1,505,071	407,887
Total Other Plant Costs	23,810,898	11,445,049	887,975	3,196,484	33,155,064	(1,691,974)	70,803,496	89,289,562	(18,486,066)
Total O&M Costs	36,298,568	35,610,667	4,289,080	6,603,626	149,307,395	-	232,109,336	236,285,540	(4,176,204)
Projects									
Operations & Maintenance	5,108,550	5,450,000	433,395	92,006	1,746,778	-	12,830,729	12,670,837	159,892
General & Plant	90,000	290,000	-	-	4,766,666	-	5,146,666	143,800	5,002,866
Capital	-	360,000	-	-	1,575,000	-	1,935,000	2,210,225	(275,225)
Maintenance Reserve	-	5,332,452	729,000	-	2,769,390	-	8,830,842	6,224,463	2,606,379
Capital Development Reserve	17,150,000	-	-	-	-	-	17,150,000	4,575,000	12,575,000
Total Projects Costs	22,348,550	11,432,452	1,162,395	92,006	10,857,834	-	45,893,237	25,824,325	20,068,912
Annual Budget Cost	58,647,118	47,043,119	5,451,475	6,695,632	160,165,229	-	278,002,573	262,109,865	15,892,708

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 2025	Approved Budget FY 2024	Increase/ (Decrease)
Less: Third Party Revenues									
ISO Energy Sales	50,166,791	51,498,048	823,198	1,741,851	113,367,408	-	217,597,296	244,823,776	(27,226,480)
Ancillary Services Sales	4,767,941	-	-	-	2,049,227	-	6,817,168	6,589,677	227,491
Transmission Sales	-	110,376	-	-	-	-	110,376	110,376	-
Effluent Revenues	-	750,000	-	-	-	-	750,000	750,000	-
Fuel and Pipeline Transport Credits	-	-	-	-	-	-	-	950,953	(950,953)
Interest Income	150,000	150,000	55,000	42,000	250,000	-	647,000	647,000	-
Other Income	-	3,000	-	-	-	-	3,000	2,700	300
	55,084,732	52,511,424	878,198	1,783,851	115,666,635	-	225,924,840	253,874,482	(27,949,642)
Net Annual Budget Cost to Participants	3,562,386	(5,468,305)	4,573,277	4,911,781	44,498,594	-	52,077,733	8,235,383	43,842,350
GHG Allowance Credits	-	-	-	227,415	17,646,370	-	17,873,785	13,782,365	4,091,420
Net Annual Budget Cost to Participants	3,562,386	(5,468,305)	4,573,277	4,684,366	26,852,224	-	34,203,948	(5,546,982)	39,750,930
Plant Cost	56,607,361	46,947,223	5,451,475	6,695,632	160,165,229	-	275,866,920	258,856,222	17,010,698
Plant Transmission Cost	2,039,757	95,896	-	-	-	-	2,135,653	3,253,643	(1,117,990)
	58,647,118	47,043,119	5,451,475	6,695,632	160,165,229	-	278,002,573	262,109,865	15,892,708
Variable Costs	1,490,103	4,509,259	760,690	1,660,106	104,889,106	-	113,309,264	101,498,675	11,810,589
Fixed Costs	57,157,015	42,533,860	4,690,785	5,035,526	55,276,123	-	164,693,309	160,611,190	4,082,119
	58,647,118	47,043,119	5,451,475	6,695,632	160,165,229	-	278,002,573	262,109,865	15,892,708
Net Annual Generation (Mwh)	520,016	682,614	4,038	10,034	1,127,248	-	2,343,950	2,473,115	(129,165)

Hydroelectric Project No. One

FY 2025

Specific Assumptions and Rationale

General

NCPA is proud of our carbon free renewable resource hydroelectric project that is located on the North Fork of the Stanislaus River in Alpine, Calaveras, and Tuolumne Counties. The Project, which has the capacity to generate 259 megawatts of power, 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, and two 230 kV generator tie lines. Additionally, the Project includes three smaller alpine storage reservoirs: Lake Alpine, Union Reservoir, and Utica Reservoir.

The North Fork Stanislaus River Hydroelectric Development Project is a joint development project between NCPA and the Calaveras County Water District (CCWD). CCWD is the licensee and NCPA is the project operator.

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

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

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.

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, 2023, New Spicer Meadows Reservoir contained approximately 93,296 acre-feet of storage, which is slightly above average (since 1990) carry over storage of 87,683-acre feet due to the very wet 2024 water year. 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 2023, the Initial Facilities Account and Capital Development Reserve account had an approximate total combined balance of \$31,177,314. Collections of \$17,150,000 is proposed for FY 2025, up from the FY 2024 collections of \$4,575,000, in preparation for the McKays Reservoir cleanout project and timed to coincide with a decrease in debt re-payment of \$16,229,967. The cost to partially clean out the McKays Reservoir is anticipated to be range from \$35,000,000 to potentially more than \$80,000,000.

Project Asset

In addition to the proposed \$17,150,000 contribution to the Capital Development Reserve account, the Hydro FY 2025 budget proposes several Operations and Maintenance projects and replacement of one O&M vehicle (utility truck). The Operation and Maintenance Projects include maintenance to: FERC Part 12 Inspections, Collierville (CV) Clarks Creek Mitigation, CV Cooling Water Pumps, CV Transformers, CV Tailrace Landslide Repair, CV Oil Water Separator, Lake Alpine Handrail Replacement, Lake Alpine Gunite, McKays Point Gallery Water Handling, New Spicer Meadow Campground Water Tank Painting, and McKays 17KV Fire Mitigation for a total estimated amount of \$5,128,550.

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Variable Costs						
CA ISO Charges	\$1,236,874	\$6,952,964	\$1,297,895	\$2,563,584	\$1,490,103	\$192,208
Total Variable Costs	1,236,874	6,952,964	1,297,895	2,563,584	1,490,103	192,208
Routine O&M Costs w/o Labor						
Fixed	1,592,700	2,050,047	1,727,863	1,346,146	2,024,591	296,728
Cloud Seeding	500,000	304,011	500,000	47,100	80,000	(420,000)
Administration	149,000	94,046	152,075	46,778	147,713	(4,362)
Mandatory Costs	1,862,000	1,781,687	1,956,755	596,137	2,063,060	106,305
Transmission O & M	383,500	303,064	439,996	132,667	560,672	120,676
Total Routine O&M Costs w/o Labor	4,487,200	4,532,855	4,776,689	2,168,828	4,876,036	99,347
Labor	5,715,780	5,044,920	5,778,810	2,731,834	6,121,531	342,721
Total Routine O&M Costs	10,202,980	9,577,775	10,555,499	4,900,662	10,997,567	442,068
Other Costs						
Water for Power	150,000	512,830	575,000	96,538	575,000	0
Debt Service	35,811,167	35,811,167	34,645,995	17,322,997	18,416,028	(16,229,967)
Insurance	1,203,898	1,131,559	1,368,502	668,614	1,550,679	182,177
Other Costs	101,450	390,091	87,921	16,781	147,862	59,941
Generation Services Shared	387,820	302,571	362,194	180,811	465,249	103,055
Administrative & General	2,149,854	1,968,248	2,312,299	1,155,716	2,656,080	343,781
Total O&M Costs	51,244,043	56,647,205	51,205,305	26,905,703	36,298,568	(14,906,737)
Projects						
Operations & Maintenance	735,000	746,502	1,726,000	476,159	5,108,550	3,382,550
General & Plant	110,000	89,330	143,800	83,444	90,000	(53,800)
Capital Development Reserve	3,425,000	3,425,000	4,575,000	2,287,500	17,150,000	12,575,000
Total Projects Costs	4,270,000	4,260,832	6,444,800	2,847,103	22,348,550	15,903,750
Annual Budget Cost	55,514,043	60,908,037	57,650,105	29,752,806	58,647,118	997,013
Less: Third Party Revenues						
ISO Energy Sales	22,182,087	80,153,455	47,892,490	20,801,020	50,166,791	2,274,301
Ancillary Services Sales	1,223,643	3,362,193	4,579,012	386,059	4,767,941	188,929
Interest Income	150,000	792,336	150,000	280,643	150,000	0
Miscellaneous Income	0	6,098	0	28,906	0	0
	23,555,730	84,314,082	52,621,502	21,496,628	55,084,732	2,463,230
Net Annual Budget Cost to Participants	\$31,958,313	(\$23,406,045)	\$5,028,603	\$8,256,178	\$3,562,386	(\$1,466,217)

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Total Plant Budget Cost	\$52,319,031	\$57,793,618	\$54,485,473	\$28,185,981	\$56,607,361	\$2,121,888
Total Transmission Budget Cost	3,195,012	3,114,419	3,164,632	1,566,825	2,039,757	(1,124,875)
	\$55,514,043	\$60,908,037	\$57,650,105	\$29,752,806	\$58,647,118	\$997,013
Variable Costs	\$1,236,874	\$6,952,964	\$1,297,895	\$2,563,584	\$1,490,103	\$192,208
Fixed Costs	54,277,169	53,955,073	56,352,210	27,189,222	57,157,015	804,805
	\$55,514,043	\$60,908,037	\$57,650,105	\$29,752,806	\$58,647,118	\$997,013
Net Annual Generation (MWh)	263,357	880,430	412,142	239,317	520,016	107,874
Net Annual Budget Costs per MWh	\$121	(\$27)	\$12	\$34	\$7	(\$14)
Variable Costs per MWh	\$5	\$8	\$3	\$11	\$3	\$2
Net Costs per KW Month	\$11	(\$8)	\$2	\$3	\$1	(\$0)

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 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				29,853,261		
Collections				2,287,500		
Expenditures - McKay's Reservoir and Clean Out				<u>(20,252)</u>		
Current Balance				<u>32,120,509</u>		
Special Funds Reserve -						
Balance at Beginning of Fiscal Year				1,501,391		
Additions				3,710		
Deductions				<u>(4,006)</u>		
Current Balance				<u>1,501,095</u>		

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

Project	Notes	Total	Current FY 2024	Proposed FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034
Operations & Maintenance (O&M)													
Arc Flash Hazard Analysis	M	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11563 Part 12 Study	M	365,000	-	-	-	365,000	-	-	-	-	-	-	-
2409 Part 12 Study	M	1,274,550	-	638,550	-	-	-	-	636,000	-	-	-	-
CV Stormwater Mitigation	M	6,150,000	200,000	50,000	5,900,000	-	-	-	-	-	-	-	-
CV Cooling Water Pumps	M	160,000	55,000	70,000	-	-	-	-	-	-	-	-	-
CV Transformer Maintenance	D	1,900,000	200,000	500,000	650,000	-	-	-	-	-	-	-	-
CV Low Voltage switchgear	D	170,000	140,000	30,000	-	-	-	-	-	-	-	-	-
CV SF6 Breaker Maint	D	120,000	55,000	-	65,000	-	-	-	-	-	-	-	-
CV Sump Oily Water Separator	M	390,000	390,000	-	-	-	-	-	-	-	-	-	-
CV Protection Relay Upgrades to 300G	D	110,000	-	-	110,000	-	-	-	-	-	-	-	-
Spicer 125vdc Battery	D	55,000	55,000	-	-	-	-	-	-	-	-	-	-
CV Diesel Gen Replacement	D	250,000	-	-	-	250,000	-	-	-	-	-	-	-
CV Tunnel Intake Transfer Trip	D	100,000	-	-	100,000	-	-	-	-	-	-	-	-
CV Tunnel ROV	D	700,000	-	-	-	-	700,000	-	-	-	-	-	-
CV Air Coolers	D	180,000	-	-	-	180,000	-	-	-	-	-	-	-
CV Turbine Instrumentation Upgrade	D	75,000	-	-	75,000	-	-	-	-	-	-	-	-
CV Battery Replacement	D	160,000	-	-	-	-	-	160,000	-	-	-	-	-
CV Tailrace Landslide Repair	M	1,515,000	-	1,515,000	-	-	-	-	-	-	-	-	-
Lake Alpine Dam Maintenance	M	370,000	90,000	130,000	100,000	50,000	-	-	-	-	-	-	-
Lake Alpine Dam Handrail and Walkway	M	1,455,000	-	1,455,000	-	-	-	-	-	-	-	-	-
Lake Alpine Valve Operator Platform	D	230,000	-	-	-	230,000	-	-	-	-	-	-	-
NSM Dam Fall Protection and Joint Repairs	M	700,000	-	-	700,000	-	-	-	-	-	-	-	-
NSM PH Sidelight Replacement	D	200,000	-	-	200,000	-	-	-	-	-	-	-	-
NSM Campground Water Tank Painting	D	190,000	-	190,000	-	-	-	-	-	-	-	-	-
McKays Point Gallery Water Handling	M	150,000	150,000	-	-	-	-	-	-	-	-	-	-
McKays 17Kv fire mitigation for overhead line	D	610,000	80,000	530,000	-	-	-	-	-	-	-	-	-
McKays Landslide Monitoring	M	91,000	91,000	-	-	-	-	-	-	-	-	-	-
McKays Landslide Well Replacement	D	182,000	-	-	-	-	182,000	-	-	-	-	-	-
Murphys EV Charging	M	1,250,000	-	-	-	-	-	1,250,000	-	-	-	-	-
Murphys Oil Storage Container	M	1,650,000	-	-	150,000	1,500,000	-	-	-	-	-	-	-
Paint CV Crane & Bridge	D	700,000	-	-	-	-	-	-	-	-	-	700,000	-
Union Dam Maintenance	M	680,000	220,000	-	230,000	80,000	-	-	-	-	-	-	-
Union Slide Gate Replacement	D	475,000	-	-	-	475,000	-	-	-	-	-	-	-
Union Spillway Cap Repairs	D	425,000	-	-	75,000	350,000	-	-	-	-	-	-	-
Microwave Replacement	D	600,000	-	-	600,000	-	-	-	-	-	-	-	-
ODSP Quinquennial Audit	M	80,000	-	-	-	-	80,000	-	-	-	-	-	-
Unidentified Projects	A, D	n/a	-	-	250,000	1,750,000	2,300,000	2,500,000	3,000,000	3,090,000	3,182,700	3,278,181	3,376,526
Total O&M Funding Requirements		\$ 23,772,550	\$ 1,726,000	\$ 5,108,550	\$ 9,265,000	\$ 5,230,000	\$ 3,182,000	\$ 3,990,000	\$ 3,636,000	\$ 3,090,000	\$ 3,182,700	\$ 3,978,181	\$ 3,376,526

Project	Notes	Total	Current FY 2024	Proposed FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034
General & Plant													
Vehicle Replacement	D	\$ 1,103,800	\$ 133,800	\$ 90,000	\$ 145,000	\$ 110,000	\$ 155,000	\$ 110,000	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -
Microwave Radio Replacement	D	10,000	10,000	-	-	-	-	-	-	-	-	-	-
Snow Cat	D	275,000	-	-	-	275,000	-	-	-	-	-	-	-
Spicer Snow Cat Building	D	400,000	-	-	-	400,000	-	-	-	-	-	-	-
Unidentified Projects	A, D	n/a	-	-	100,000	750,000	750,000	750,000	750,000	-	-	-	-
Total General & Plant Funding Requirements		\$ 1,788,800	\$ 143,800	\$ 90,000	\$ 245,000	\$ 1,535,000	\$ 905,000	\$ 860,000	\$ 875,000	\$ 125,000	\$ -	\$ -	\$ -

Notes:

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

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

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

	Notes	Total	Current Budget FY 2024	Proposed FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034
RESERVE FUNDING REQUIREMENTS													
McKay's Reservoir & Dam Betterment (Clean Out)	M, CR	\$ 36,500,000	\$ 4,300,000	\$ 16,700,000	\$ 11,500,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Generator Rewind	M, CR	-	-	-	-	-	-	-	-	-	-	-	-
FERC Relicensing	M, CR	52,735,000	150,000	200,000	965,000	14,600,000	14,000,000	12,275,000	5,500,000	2,945,000	1,200,000	900,000	TBD
Beaver Creek Dredging *	M, CR	1,500,000	125,000	250,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Total Reserve Funding Requirements		90,735,000	4,575,000	17,150,000	12,590,000	18,725,000	14,125,000	12,400,000	5,625,000	3,070,000	1,325,000	1,025,000	125,000
RESERVE DISBURSEMENTS													
McKay's Reservoir & Dam Betterment (Clean Out)		(56,100,000)	(1,150,000)	(540,000)	(360,000)	(5,050,000)	(27,000,000)	(22,000,000)	-	-	-	-	-
Generator Rewind		-	-	-	-	-	-	-	-	-	-	-	-
FERC Relicensing		(51,835,000)	(150,000)	(200,000)	(965,000)	(14,600,000)	(14,000,000)	(12,275,000)	(5,500,000)	(2,945,000)	(1,200,000)	-	-
Beaver Creek Dredging		(6,450,000)	-	(250,000)	(2,400,000)	-	-	-	(300,000)	(3,500,000)	-	-	-
Total Reserve Disbursements		(114,385,000)	(1,300,000)	(990,000)	(3,725,000)	(19,650,000)	(41,000,000)	(34,275,000)	(5,800,000)	(6,445,000)	(1,200,000)	-	-
Estimated Capital Development Reserve Net Ending Balance			\$ 33,128,260	\$ 49,288,260	\$ 58,153,260	\$ 57,228,260	\$ 30,353,260	\$ 8,478,260	\$ 8,303,260	\$ 4,928,260	\$ 8,428,260	\$ 9,328,260	\$ 5,053,260
Total Reserve Balance at 6/30/23		\$ 29,853,260											

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.

**Northern California Power Agency
Hydroelectric Project No. One
Capital Development Reserve
Historical Transactions Summary FY 2008-2023**

	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	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	28,258,317
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
Beaver Creak Dredging	-	-	-	324,597	-	-	-	300,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,624,597
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	3,671,724
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	41,192,333
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)	(1,327,162)
Construction Costs, Lake Alpine *	-	-	(208,978)	-	-	-	-	-	-	-	-	-	-	-	-	-	(208,978)
Construction Costs, Generator Rewinds*	-	-	-	-	-	-	-	-	-	-	-	(4,422,984)	(2,269,700)	(13,437)	-	-	(6,706,120)
Construction Costs, 230KV Insulator Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,751,974)	-	-	(2,751,974)
Total Disbursements	(507,848)	(190,019)	(477,152)	(34,798)	(99,910)	-	-	-	-	-	-	(4,422,984)	(2,659,396)	(2,867,578)	-	(79,389)	(11,339,073)
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	29,853,260
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	29,853,260

* 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 2025**

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												
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Authorized Contingency Balance	<u>\$250,000</u>												
Reserve Activity													
Maintenance and Upgrade Projects												9,600,000	10,100,000
Contingent maint. Annual Funding Req. *	250,000	-	-	-	-	-	-	-	-	-	-	-	-
Balance	<u>\$250,000</u>	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
* Estimated													

Northern California Power Agency
Hydroelectric Project Allocation of Project Budget
FY 2025

	Allocated by	Total	Alameda	Healdsburg	Lodi	Lompoc	Palo Alto	Plumas-Sierra	Roseville	SVP	Ukiah
ALLOCATION PERCENTAGES:											
Generation Entitlement Share ¹	GES	100.0000%	10.0000%	1.6600%	10.3700%	2.3000%	22.9200%	1.6900%	12.0000%	37.0200%	2.0400%
PROJECTED MWH		520,016	52,002	8,632	53,926	11,960	119,188	8,788	62,402	192,510	10,608
PROJECT COSTS:											
Routine O&M:											
Variable Costs											
CAISO Charges	Note A	\$ 173,225	\$ 17,323	\$ 2,876	\$ 17,963	\$ 3,984	\$ 39,703	\$ 2,928	\$ 20,787	\$ 64,128	\$ 3,534
CAISO Energy Purchaes	Note A	1,316,878	131,688	21,860	136,560	30,288	301,828	22,255	158,025	487,508	26,864
Fixed Costs	GES	2,024,591	202,459	33,608	209,950	46,566	464,036	34,216	242,951	749,504	41,302
Cloud Seeding	GES	80,000	8,000	1,328	8,296	1,840	18,336	1,352	9,600	29,616	1,632
Administration	GES	147,713	14,771	2,452	15,318	3,397	33,856	2,496	17,726	54,683	3,013
Mandatory Costs	GES	2,063,060	206,306	34,247	213,939	47,450	472,853	34,866	247,567	763,745	42,086
Transmission O&M	GES	560,672	56,067	9,307	58,142	12,895	128,506	9,475	67,281	207,561	11,438
Labor	GES	6,121,531	612,153	101,617	634,803	140,795	1,403,055	103,454	734,584	2,266,191	124,879
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	Note B	18,416,028	1,841,603	305,706	1,909,742	423,569	4,220,954	311,231	2,209,923	6,817,614	375,687
Insurance	GES	1,550,679	155,068	25,741	160,805	35,666	355,416	26,206	186,081	574,061	31,634
Other Costs	GES	147,862	14,786	2,455	15,333	3,401	33,890	2,499	17,743	54,739	3,016
Generation Services Shared	GES	465,249	46,525	7,723	48,246	10,701	106,635	7,863	55,830	172,235	9,491
Administrative & General	GES	2,656,080	265,608	44,091	275,435	61,090	608,774	44,888	318,730	983,281	54,184
Projects:											
O&M	GES	5,108,550	510,855	84,802	529,757	117,497	1,170,880	86,334	613,026	1,891,185	104,214
General Plant	GES	90,000	9,000	1,494	9,333	2,070	20,628	1,521	10,800	33,318	1,836
Capital Development Reserve	GES	17,150,000	1,715,000	284,690	1,778,455	394,450	3,930,780	289,835	2,058,000	6,348,930	349,860
Total Project Costs	GES	58,647,118	5,864,712	973,542	6,081,706	1,348,884	13,441,919	991,136	7,037,654	21,711,163	1,196,401
Project Revenues											
ISO Energy Sales		50,166,791	5,016,679	832,769	5,202,296	1,153,836	11,498,229	847,818	6,020,015	18,571,746	1,023,403
Ancillary Services Sales	Note C	4,767,941	476,794	79,148	494,435	109,662	1,092,813	80,578	572,153	1,765,092	97,266
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		55,084,732	5,508,473	914,407	5,712,287	1,266,949	12,625,422	930,931	6,610,168	20,392,368	1,123,728
Annual Project Costs, net		\$ 3,562,386	\$ 356,239	\$ 59,136	\$ 369,419	\$ 81,935	\$ 816,498	\$ 60,205	\$ 427,487	\$ 1,318,795	\$ 72,673
Estimated price per Mwh		\$ 6.85	\$ 6.85	\$ 6.85	\$ 6.85	\$ 6.85	\$ 6.85	\$ 6.85	\$ 6.85	\$ 6.85	\$ 6.85
FY 2024 Net Annual Project Costs		\$ 5,028,603	\$ 629,093	\$ (48,973)	\$ 652,370	\$ 144,692	\$ 1,441,880	\$ 106,317	\$ (354,015)	\$ 2,328,903	\$ 128,335
Net Project Cost Decrease		\$ (1,466,217)	\$ (272,855)	\$ 108,108	\$ (282,950)	\$ (62,757)	\$ (625,383)	\$ (46,112)	\$ 781,502	\$ (1,010,108)	\$ (55,662)
		-29.16%	-43.37%	-220.75%	-43.37%	-43.37%	-43.37%	-43.37%	-220.75%	-43.37%	-43.37%
Summary of Variable and Fixed Project Costs:											
Variable Costs		\$ 1,490,103	\$ 149,010	\$ 24,736	\$ 154,524	\$ 34,272	\$ 341,532	\$ 25,183	\$ 178,812	\$ 551,636	\$ 30,398
Fixed Costs		57,157,015	5,715,702	948,806	5,927,182	1,314,611	13,100,388	965,954	6,858,842	21,159,527	1,166,003
		\$ 58,647,118	\$ 5,864,712	\$ 973,542	\$ 6,081,706	\$ 1,348,884	\$ 13,441,919	\$ 991,136	\$ 7,037,654	\$ 21,711,163	\$ 1,196,401

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: Debt service was adjusted to reflect Healdsburg and Roseville opt out of the 2002 project refinancing (and subsequent related refinancings).

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

Geothermal Project

Narrative - FY 2025

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 60.8 MWG beginning in FY 2025, based on current steamfield conditions. Reservoir decline of 1.8% is expected during the year, which will lower output by 0.2 MW by the end of the 2025 fiscal year.

Geothermal Plant No. Two is projected to operate at an initial capacity of 40.1 MWG beginning in FY 2025, with average generation declining about 0.5 MW during the fiscal year.

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

	<u>Plant No. One</u>	<u>Plant No. Two</u>
Plant Energy		
(Operating capability – both units – initial for fiscal year)	60.8 MWG	40.1 MWG
Capacity Factor (units 1, 2 & 4, nameplate of 55 MW))	55.2%	72.9%
Availability Factor (both units, <1% forced outage rate)	95 %	95%
Nominal Steam Rate @ Gross (both units)	16.9 lbs/kWh	17.5 lbs/kWh
Unit Overhauls or Outages (scheduled)	Unit 1 – 744 hours	Unit 3 – Out of Service
	Unit 2 – 744 hours	Unit 4 – 744 hours,
Total Net Generation Forecasted (takes into account 8.3 MW house load)	401,571 MWhr net	281,043 MWhr net

Assumptions:

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

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

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

Capital Asset Acquisitions, Replacements & Betterments

FY 2025 O&M and Capital Projects totaling \$5,045,000 include:

<u>Project</u>	<u>Amount</u>
Plant #1 New Cooling Tower Fill	\$1,800,000
Plant #1 & #2 Insurance Risk Mitigation	\$300,000
Plant #1 Oxidizer Tank Replacement	\$475,000
Plant #2 480V MCC Replacement	\$1,600,000
Community Wildfire Prevention	\$725,000
Condensate Tank Replacements	\$200,000
Plants #1 & #2 Oil Drum Containment Replacements	\$100,000
Total O&M	\$5,200,000
Plant #2 Diesel Tank (Capital)	\$200,000
Vehicle Replacements (Capital)	\$160,000
Bently Nevada 3500 Monitoring System	\$250,000
EV Charging Buildout	\$40,000
Total Capital	\$650,000
Total O&M and Capital	\$5,850,000

Property & Other Taxes

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

Maintenance Reserve

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

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

Northern California Power Agency
Geothermal Plants
Comparative Annual Budget Report

	FY 2023 Revised Budget	FY 2023 Actual	FY 2024 Revised Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable O&M	\$928,000	\$995,296	\$999,800	\$247,227	\$1,057,000	\$57,200
CA ISO Charges (variable)	604,134	1,305,861	983,599	369,929	1,022,031	38,432
Steam Royalties (variable)	2,050,000	1,978,131	2,515,474	750,775	2,430,228	(85,246)
Total Variable	3,582,134	4,279,288	4,498,873	1,367,931	4,509,259	10,386
Routine O&M Costs w/o Labor						
Fixed O&M	7,366,801	8,720,170	5,860,811	4,084,560	6,345,500	484,689
Administration	471,500	521,254	520,360	253,813	497,250	(23,110)
Mandatory Costs	362,000	397,330	390,960	359,978	392,000	1,040
Transmission O & M	75,000	70,270	81,000	7,760	87,480	6,480
Total Routine O&M Costs without Labor	8,275,301	9,709,024	6,853,131	4,706,111	7,322,230	469,099
Labor	11,422,362	11,717,453	11,659,859	5,909,729	12,584,129	924,270
Total Routine O&M Costs	19,697,663	21,426,477	18,512,990	10,615,840	19,906,359	1,393,369
Other Costs						
Debt Service	3,473,310	3,473,310	3,482,198	1,741,099	0	(3,482,198)
Insurance	1,487,882	1,163,545	1,412,850	686,216	1,607,444	194,594
Decommissioning Costs	1,610,924	1,610,924	1,578,823	789,411	2,417,081	838,258
Other Costs	1,329,651	1,302,763	1,360,770	657,239	1,406,400	45,630
Generation Services Shared	829,217	747,552	762,711	380,716	979,498	216,787
Administrative & General	4,421,702	4,617,514	4,367,246	2,183,470	5,034,626	667,380
Total Other Plant Costs	13,152,686	12,915,608	12,964,598	6,438,151	11,445,049	(1,519,549)
Total O&M Costs	36,432,483	38,621,372	35,976,461	18,421,922	35,860,667	(115,794)
Projects						
Operations & Maintenance	6,913,000	5,610,625	8,486,770	790,340	5,200,000	(3,286,770)
Capital	607,500	142,261	2,165,225	10,599	650,000	(1,515,225)
Maintenance Reserve	2,630,000	2,630,000	3,380,400	1,690,200	5,332,452	1,952,052
Total Projects Costs	10,150,500	8,382,886	14,032,395	2,491,139	11,182,452	(2,849,943)
Annual Budget Cost	46,582,983	47,004,258	50,008,856	20,913,061	47,043,119	(2,965,737)
Less: Third Party Revenues						
ISO Energy Sales	42,271,192	64,655,717	65,632,464	15,664,028	51,498,048	(14,134,416)
Interest Income	150,000	390,444	150,000	340,112	150,000	0
Transmission Sales	110,376	110,376	110,376	55,188	110,376	0
Effluent Revenue	750,000	1,577,451	750,000	1,053,715	750,000	0
Other Income	2,500	3,745	2,700	799	3,000	300
	43,284,068	66,737,733	66,645,540	17,113,842	52,511,424	(14,134,116)
Net Annual Budget Cost to Participants	\$3,298,915	(\$19,733,474)	(\$16,636,684)	\$3,799,219	(\$5,468,305)	\$11,168,379
Total Plant Budget Cost	\$46,500,117	\$46,990,148	\$49,919,845	\$20,901,206	\$46,947,223	(\$2,972,622)
Total Transmission Budget Cost	82,866	14,110	89,011	11,855	95,896	6,885
	\$46,582,983	\$47,004,258	\$50,008,856	\$20,913,061	\$47,043,119	(\$2,965,737)
Total Variable Costs	\$3,582,134	\$4,279,288	\$4,498,873	\$1,367,931	\$4,509,259	\$10,386
Total Fixed Costs	43,000,849	42,724,970	45,509,983	19,545,130	42,533,860	(2,976,123)
	\$46,582,983	\$47,004,258	\$50,008,856	\$20,913,061	\$47,043,119	(\$2,965,737)
Net Annual Generation (MWh)	671,717	627,442	732,873	200,325	682,614	(50,259)
Net Annual Budget Costs per MWh	\$5	(\$31)	(\$23)	\$19	(\$8)	\$15
Variable Costs per MWh	\$5	\$7	\$6	\$7	\$7	\$0
Net costs per KW Month	\$3	(\$17)	(\$14)	\$3	(\$5)	\$10

Northern California Power Agency
Geothermal Plants
Comparative Annual Budget Report

	FY 2023 Revised Budget	FY 2023 Actual	FY 2024 Revised Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Maintenance Reserve						
Balance at Beginning of Fiscal Year				\$1,908,895		
Collections				1,690,200		
Expenditures				<u>81,693</u>		
Current Balance				<u><u>\$3,680,788</u></u>		
 Special Fund Reserve						
Balance at Beginning of Fiscal Year				<u>\$1,500,000</u>		
Current Balance				<u><u>\$1,500,000</u></u>		
 Decommission Reserve Fund						
Balance at Beginning of Fiscal Year				\$28,714,307		
Collections				<u>789,411</u>		
Current Balance				<u><u>\$29,503,718</u></u>		

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

Project	Notes	Total	FY 2024 Budget	Proposed FY 2025 Budget	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034
Operations & Maintenance (O&M)													
Plant, Yard & Road Repairs	D	\$ 318,270	\$ 318,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SECEP Surge Tank Replacements - Engineering & Procurement	D	600,000	600,000	-	-	-	-	-	-	-	-	-	-
Plant #1 13.8 kV / 2.4 kV / 480 V Bus Restoration - Engineering	D	850,000	-	-	850,000	-	-	-	-	-	-	-	-
Plant #1 Intertie Switch - Procurement and Construction	D	3,630,655	1,788,500	-	1,842,155	-	-	-	-	-	-	-	-
Plant #1 New Cooling Towers - Construction	D	3,300,000	1,500,000	1,800,000	-	-	-	-	-	-	-	-	-
Plant #1 Towerbrom Study (Stretford Replacement)	D	500,000	-	-	500,000	-	-	-	-	-	-	-	-
Plant #1 & #2 Insurance Risk Mitigation	D	400,000	100,000	300,000	-	-	-	-	-	-	-	-	-
Unit 4 Cooling Tower (H-Frame, Hubs, and Blades)	M	800,000	800,000	-	-	-	-	-	-	-	-	-	-
Plant 1 Oxidizer Tank Replacement	D	475,000	-	475,000	-	-	-	-	-	-	-	-	-
U4 GSUT Major Overhaul (Y1 oil change out / Y2 major)	M	80,000	80,000	-	-	-	-	-	-	-	-	-	-
Plant 2 - 480V MCC Replacement (Y1 - Engineering, Y2 - Procurement, Y3 - Construction)	M	1,700,000	100,000	1,600,000	-	-	-	-	-	-	-	-	-
Plant 2 - Cooling Tower Wetting System Replacement	M	1,600,000	-	-	100,000	1,500,000	-	-	-	-	-	-	-
Plant 1 Circ Water Pump	D	900,000	-	-	900,000	-	-	-	-	-	-	-	-
Community Wildfire Prevention	D	725,000	-	725,000	-	-	-	-	-	-	-	-	-
C, H, F, A Condensate Tank Replacements	D	700,000	100,000	200,000	200,000	200,000	-	-	-	-	-	-	-
Plant 1 & 2 - Oil Drum Containment Replacements	M	200,000	100,000	100,000	-	-	-	-	-	-	-	-	-
Undesignated Projects	D	17,784,672	-	-	-	2,000,000	2,060,000	2,121,800	2,185,454	2,251,018	2,318,548	2,388,105	2,459,748
Total O&M Projects Funding Requirement		\$ 34,563,597	\$ 5,486,770	\$ 5,200,000	\$ 4,392,155	\$ 3,700,000	\$ 2,060,000	\$ 2,121,800	\$ 2,185,454	\$ 2,251,018	\$ 2,318,548	\$ 2,388,105	\$ 2,459,748

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 2024 Budget	Proposed FY 2025 Budget	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034
Capital													
Plant #2 Fire System Modernization	M	\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Geo Admin and Maintenance Facility Upgrade	D	-	-	-	-	-	-	-	-	-	-	-	-
Plant #2 Diesel Tank	M	500,000	300,000	200,000	-	-	-	-	-	-	-	-	-
Vehicle Replacements	D	2,042,762	265,225	160,000	281,377	-	-	307,468	-	326,193	-	346,058	356,440
Bently Nevada 3500 Monitoring System for U1&4	D	250,000	-	250,000	-	-	-	-	-	-	-	-	-
EV Charging Buildout	D	1,040,000	-	40,000	-	500,000	-	-	500,000	-	-	-	-
Total Capital Projects Funding Requirement		\$ 5,432,762	\$ 2,165,225	\$ 650,000	\$ 281,377	\$ 500,000	\$ -	\$ 307,468	\$ 500,000	\$ 326,193	\$ -	\$ 346,058	\$ 356,440

Notes:
D Discretionary
M Mandatory

**Northern California Power Agency
Geothermal Project
Maintenance Reserve
Budget FY 2025**

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											
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Reserve Activity												
Unit One Overhaul							(6,831,000)					(8,049,292)
Unit Two Overhaul			-					(7,070,085)				
Unit Two Turbine Overhaul Project	(2,200,000)											
Unit Four Overhaul	(1,664,108)					(6,600,000)					(7,777,094)	
Well Replacement /Workover		(1,000,000)	(2,000,000)	(2,000,000)			(1,500,000)		(1,500,000)	(1,000,000)		
Balance of Plant Work	(500,000)	(500,000)	(515,000)	(530,450)	(546,364)	(562,754)	(579,637)	(597,026)	(614,937)	(633,385)	(652,387)	
Plant 1 & 2 Emergency Eyewash Stations	(140,000)											
Plant 2 Cooling Tower Basin Clean Out	(150,024)											
Contingent maintenance	(150,000)	(500,000)	(512,500)	(525,313)	(538,445)	(551,906)	(565,704)	(579,847)	(594,343)	(609,201)	(624,431)	
Projected Requirements	(4,804,132)	(2,000,000)	(3,027,500)	(3,055,763)	(7,684,809)	(9,445,660)	(8,215,426)	(2,676,873)	(2,209,280)	(9,019,680)	(9,326,110)	
Annual Funding Req*		3,380,400	5,332,452	5,460,263	5,591,270	5,591,270	5,725,551	5,863,190	6,004,270	6,148,877	6,297,099	6,449,026
Vendor Refund		99,007										
Balance	1,908,895	584,170	3,916,622	6,349,385	8,884,892	6,791,352	3,071,243	719,007	4,046,404	7,986,001	5,263,419	2,386,335
Minimum Emergency Contingency Balance	\$ 2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
*Estimated												

Northern California Power Agency
Geothermal Project Allocation of Project Budget
FY 2025

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		682,614	115,242	1,550	2,294	25,079	70,173	25,127	4,785	53,810	303,016	43,213	38,325
PROJECT COSTS:													
Routine O&M:													
Variable O&M costs	GES	\$ 1,057,000	\$ 178,448	\$ 2,399	\$ 3,552	\$ 38,834	\$ 108,660	\$ 38,908	\$ 7,410	\$ 83,323	\$ 469,208	\$ 66,913	\$ 59,345
Steam royalties	GES	2,430,228	410,283	5,517	8,166	89,287	249,827	89,457	17,036	191,575	1,078,790	153,846	136,445
CAISO charges	GES	1,022,031	172,544	2,320	3,434	37,549	105,064	37,620	7,164	80,568	453,684	64,701	57,383
Fixed costs	GES	6,345,500	1,071,279	14,404	21,321	233,134	652,317	233,578	44,482	500,216	2,816,799	401,702	356,268
Administration	GES	497,250	83,948	1,129	1,671	18,269	51,117	18,304	3,486	39,198	220,732	31,478	27,918
Mandatory costs	GES	392,000	66,179	890	1,317	14,402	40,298	14,430	2,748	30,901	174,011	24,816	22,009
Inventory	GES	-	-	-	-	-	-	-	-	-	-	-	-
Transmission O&M ²	Trans	87,480	26,558	357	529	5,780	16,172	5,791	1,103	12,401	-	9,959	8,832
Labor	GES	12,584,129	2,124,516	28,566	42,283	462,341	1,293,648	463,222	88,215	992,007	5,586,158	796,638	706,536
Other Costs:													
Debt service	GES	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	GES	1,607,444	271,377	3,649	5,401	59,057	165,245	59,170	11,268	126,715	713,552	101,759	90,250
Decommissioning Costs	GES	2,417,081	408,064	5,487	8,121	88,804	248,476	88,973	16,944	190,538	1,072,954	153,013	135,707
Other costs	GES	3,806,400	642,615	8,641	12,790	139,847	391,298	140,114	26,683	300,059	1,689,680	240,964	213,710
Generation Services Shared	GES	979,498	165,364	2,223	3,291	35,987	100,692	36,055	6,866	77,214	434,804	62,007	54,994
Administrative & General	GES	5,026,210	848,550	11,409	16,888	184,663	516,694	185,015	35,234	396,216	2,231,160	318,184	282,197
Transmission A&G ²	Trans	8,416	2,555	34	51	556	1,556	557	106	1,193	-	958	850
Projects:													
O&M	GES	5,200,000	877,890	11,804	17,472	191,048	534,560	191,412	36,452	409,916	2,308,306	329,186	291,954
Capital	GES	650,000	109,736	1,476	2,184	23,881	66,820	23,927	4,557	51,240	288,538	41,148	36,494
Maintenance Reserve	GES	5,332,452	900,251	12,105	17,917	195,914	548,176	196,288	37,380	420,357	2,367,102	337,571	299,391
Total Project Costs	GES	49,443,119	8,360,158	112,410	166,386	1,819,353	5,090,622	1,822,818	347,132	3,903,636	21,905,479	3,134,844	2,780,283
Project Revenues													
ISO Energy sales	GES	51,498,048	8,694,158	116,901	173,033	1,892,038	5,293,999	1,895,643	361,001	4,059,591	22,860,241	3,260,084	2,891,358
Transmission sales ³	GES	110,376	18,634	251	371	4,055	11,347	4,063	774	8,701	48,996	6,987	6,197
Effluent revenues	GES	750,000	126,619	1,703	2,520	27,555	77,100	27,608	5,258	59,123	332,929	47,479	42,109
Interest income	GES	150,000	25,324	341	504	5,511	15,420	5,522	1,052	11,825	66,586	9,496	8,422
Other Income	GES	3,000	506	7	10	110	308	110	21	236	1,332	190	168
Total Project Revenues		52,511,424	8,865,241	119,201	176,438	1,929,270	5,398,174	1,932,946	368,105	4,139,476	23,310,084	3,324,236	2,948,254
Annual Project Expense, net		\$ (3,068,305)	\$ (505,083)	\$ (6,791)	\$ (10,053)	\$ (109,917)	\$ (307,553)	\$ (110,128)	\$ (20,973)	\$ (235,839)	\$ (1,404,605)	\$ (189,392)	\$ (167,971)
Estimated price per Mwh		\$ (4.49)	\$ (4.38)	\$ (4.38)	\$ (4.38)	\$ (4.38)	\$ (4.38)	\$ (4.38)	\$ (4.38)	\$ (4.38)	\$ (4.64)	\$ (4.38)	\$ (4.38)
FY 2024 Net Annual Project Costs		\$ (16,636,684)	\$ (2,796,693)	\$ (37,604)	\$ (55,661)	\$ (608,621)	\$ (1,702,947)	\$ (609,782)	\$ (116,125)	\$ (1,305,868)	\$ (7,424,620)	\$ (1,048,686)	\$ (930,076)
Net Project Revenue Increase		\$ 13,568,379	\$ 2,291,610	\$ 30,813	\$ 45,608	\$ 498,704	\$ 1,395,394	\$ 499,654	\$ 95,152	\$ 1,070,029	\$ 6,020,015	\$ 859,294	\$ 762,105
		-81.56%	-81.94%	-81.94%	-81.94%	-81.94%	-81.94%	-81.94%	-81.94%	-81.94%	-81.08%	-81.94%	-81.94%
Summary of Variable and Fixed Project Costs:													
Variable Costs		\$ 4,509,259	\$ 761,276	\$ 10,236	\$ 15,151	\$ 165,670	\$ 463,552	\$ 165,986	\$ 31,610	\$ 355,465	\$ 2,001,683	\$ 285,459	\$ 253,172
Fixed Costs		44,933,860	7,598,882	102,174	151,234	1,653,682	4,627,070	1,656,832	315,523	3,548,172	19,903,796	2,849,385	2,527,110
		\$ 49,443,119	\$ 8,360,158	\$ 112,410	\$ 166,386	\$ 1,819,353	\$ 5,090,622	\$ 1,822,818	\$ 347,132	\$ 3,903,636	\$ 21,905,479	\$ 3,134,844	\$ 2,780,283

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 Cotency Transmission facilities. Invoices received by NCPA do not include O&M Costs associated with SVP's

Combustion Turbine No. One

FY 2025

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 \$675,000 for FY 2025.

Operations & Maintenance Project Costs

We are anticipating O&M projects totaling \$583,395 for FY 2025.

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable	\$19,758	\$79,221	\$22,668	\$8,940	\$18,045	(\$4,623)
Fuel & LDC Costs	1,213,785	1,292,895	2,388,097	463,650	718,046	(1,670,051)
CA ISO Charges	175,639	625,268	50,153	284,779	24,599	(25,554)
Total Variable Costs	1,409,182	1,997,384	2,460,918	757,369	760,690	(1,700,228)
Routine O & M Costs						
Fixed	1,006,707	845,340	1,047,589	422,115	999,708	(47,881)
Administration	41,830	48,987	40,784	13,850	40,985	201
Mandatory Costs	215,311	197,024	209,655	135,649	209,711	56
Inventory Stock	0	0	0	0	0	0
Routine O & M Costs without Labor	1,263,848	1,091,351	1,298,028	571,614	1,250,404	(47,624)
Labor	1,266,243	1,298,444	1,298,580	561,825	\$1,390,011	91,431
Total Routine O & M Costs	2,530,091	2,389,795	2,596,608	1,133,439	2,640,415	43,807
Other Plant Costs						
Fuel Administrative Costs	18,315	8,190	26,663	2,833	16,490	(10,173)
Insurance	154,291	122,616	148,293	71,741	159,668	11,375
Other Costs	20,400	0	20,400	0	10,000	(10,400)
Generation Services Shared	89,805	90,308	82,884	41,343	107,702	24,818
Administrative & General	579,487	491,838	551,203	275,522	594,115	42,912
Total Other Plant Costs	862,298	712,952	829,443	391,439	887,975	58,532
Total O & M Costs	4,801,571	5,100,131	5,886,969	2,282,247	4,289,080	(1,597,889)
Projects						
Operations & Maintenance	175,000	22,834	370,000	205,191	433,395	63,395
Capital	0	55,666	0	0	0	0
Maintenance Reserve	625,000	625,000	675,000	337,500	729,000	54,000
Total Projects	800,000	703,500	1,045,000	542,691	1,162,395	117,395
Annual Budget Cost	5,601,571	5,803,631	6,931,969	2,824,938	5,451,475	(1,480,494)
Less: Third Party Revenue						
ISO Energy Sales	3,053,378	3,892,331	4,552,168	1,175,675	823,198	(3,728,970)
Ancillary Services Sales	0	0	0	0	0	0
Interest Income	55,000	83,353	55,000	84,759	55,000	0
Other Income	0	0	0	0	0	0
	3,108,378	3,975,684	4,607,168	1,260,434	878,198	(3,728,970)
Net Annual Budget Cost To Participants	\$2,493,193	\$1,827,947	\$2,324,801	\$1,564,504	\$4,573,277	\$2,248,476
Total Variable Costs	\$1,409,182	\$1,997,384	\$2,460,918	\$757,369	\$760,690	(\$1,700,228)
Total Fixed Costs	4,192,389	3,806,247	4,471,051	2,067,569	4,690,785	219,734
	\$5,601,571	\$5,803,631	\$6,931,969	\$2,824,938	\$5,451,475	(\$1,480,494)
Net Annual Generation (MWh)	11,515	20,621	14,872	5,483	4,038	(10,834)
Net Annual Budget Cost per MWh	\$217	\$89	\$156	\$285	\$1,133	\$976
Variable Costs per MWh	\$122	\$97	\$165	\$138	\$188	\$23
Net Costs per KW Month	\$3	\$2	\$3	\$2	\$5	\$3

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Maintenance Reserve						
Balance at Beginning of Fiscal Year				3,035,456		
Collections				312,500		
Current Balance				<u>3,347,956</u>		

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

Projects	Notes	Total	FY 2024 Budget	Proposed FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034
Operations & Maintenance (O&M)													
Generator Circuit Breaker Upgrade	D	-	-	-	-	-	-	-	-	-	-	-	-
Switchyard Relay Upgrades	D	275,000	275,000	-	-	-	-	-	-	-	-	-	-
Paint and Preservation	D	642,500	65,000	-	-	355,000	-	222,500	-	-	-	-	-
Decommissioning Study	D	30,000	30,000	-	-	-	-	-	-	-	-	-	-
Risk Mitigation	D	100,000	-	50,000	25,000	25,000	-	-	-	-	-	-	-
MCC Upgrade	D	650,000	-	-	400,000	-	250,000	-	-	-	-	-	-
Electric Start/TG/Emissions Control	D	2,000,000	-	-	-	-	-	-	2,000,000	-	-	-	-
CT1 Units Oil Replacement (end of life)	D	216,500	-	216,500	-	-	-	-	-	-	-	-	-
HVAC Replacements	D	49,750	-	49,750	-	-	-	-	-	-	-	-	-
CAISO Meter Relay Replacements	D	53,500	-	53,500	-	-	-	-	-	-	-	-	-
UPS Battery Replacement	D	209,000	-	62,000	-	-	-	-	70,000	77,000	-	-	-
Main and Aux Load Gearbox Bearings Refurb	D	50,000	-	-	50,000	-	-	-	-	-	-	-	-
Gas Plants Shared Projects	D	1,351,645	-	1,645	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Fuel System Pressure Control	D	-	-	-	-	-	-	-	-	-	-	-	-
Total O&M Projects Funding Requirement		\$ 5,627,895	\$ 370,000	\$ 433,395	\$ 575,000	\$ 580,000	\$ 400,000	\$ 372,500	\$ 2,220,000	\$ 227,000	\$ 150,000	\$ 150,000	\$ 150,000
Capital													
Vehicles	D	128,000	-	-	62,000	-	66,000	-	-	-	-	-	-
Hydrogen Update		-	-	-	-	-	250,000	-	-	-	-	-	-
Total Capital Projects Funding Requirement		\$ 128,000	\$ -	\$ -	\$ 62,000	\$ -	\$ 316,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:
D Discretionary
M Mandatory

**Northern California Power Agency
Maintenance Reserves - Combustion Turbine No. One
Budget FY 2025**

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)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Reserve Balance	3,658,553	3,741,781	4,208,234	4,309,421	3,706,728	2,994,648	3,477,538	4,197,756	3,251,437	2,690,294
Combustion Turbine Lodi	(167,990)	-	(52,167)	(40,000)	-	(30,910)	-	-	(1,322,291)	-
Combustion Turbine ALA1	-	-	-	-	(1,227,879)	(80,910)	-	-	-	-
Combustion Turbine ALA2	-	-	(178,220)	-	-	(80,910)	-	(1,355,349)	-	-
Generators	-	-	-	(1,013,416)	-	-	-	-	-	(605,036)
Balance of Plant	(477,782)	(320,867)	(518,732)	(442,097)	(421,663)	(308,715)	(313,334)	(645,193)	(314,159)	(479,210)
Projected Requirements	(645,771)	(320,867)	(749,119)	(1,495,513)	(1,649,542)	(501,445)	(313,334)	(2,000,542)	(1,636,451)	(1,084,246)
Funding Requirement	729,000	787,320	850,306	892,821	937,462	984,335	1,033,552	1,054,223	1,075,307	1,096,813
Cumulative Balance	\$ 3,741,781	\$ 4,208,234	\$ 4,309,421	\$ 3,706,728	\$ 2,994,648	\$ 3,477,538	\$ 4,197,756	\$ 3,251,437	\$ 2,690,294	\$ 2,702,862

Northern California Power Agency
Combustion Turbine No.1 Allocation of Project Budget
FY 2025

Allocated by	Total	Alameda	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Plumas-Sierra	SVP	Ukiah
ALLOCATION PERCENTAGES:										
Generation Entitlement Share ¹	100.0000%	21.8200%	0.1967%	0.3500%	5.8333%	13.3933%	5.8333%	1.8167%	41.6667%	9.0900%
PROJECTED MWH	4,038	881	8	14	236	541	236	73	1,683	367
PROJECT COSTS:										
Routine O&M:										
Variable costs	GES \$ 18,045	\$ 3,937	\$ 35	\$ 63	\$ 1,053	\$ 2,417	\$ 1,053	\$ 328	\$ 7,519	\$ 1,640
Fixed costs	GES 999,708	218,136	1,966	3,499	58,316	133,894	58,316	18,162	416,545	90,873
Administration	GES 40,985	8,943	81	143	2,391	5,489	2,391	745	17,077	3,726
Mandatory costs	GES 209,711	45,759	413	734	12,233	28,087	12,233	3,810	87,380	19,063
Inventory	GES -	-	-	-	-	-	-	-	-	-
Labor	GES 1,390,011	303,300	2,734	4,865	81,084	186,168	81,084	25,252	579,172	126,352
Other Costs:										
Fuel and LDC costs	GES 718,046	156,678	1,412	2,513	41,886	96,170	41,886	13,045	299,186	65,270
Fuel administration costs	GES 16,490	3,598	32	58	962	2,209	962	300	6,871	1,499
CAISO charges	GES 24,599	5,368	48	86	1,435	3,295	1,435	447	10,250	2,236
Insurance	GES 159,668	34,840	314	559	9,314	21,385	9,314	2,901	66,528	14,514
Other costs	GES 10,000	2,182	20	35	583	1,339	583	182	4,167	909
Generation Services Shared	GES 107,702	23,501	212	377	6,283	14,425	6,283	1,957	44,876	9,790
Administrative & General	GES 594,115	129,636	1,169	2,079	34,657	79,572	34,657	10,793	247,548	54,005
Projects:										
O&M Projects & Maintenance Reserve	GES 1,162,395	253,635	2,286	4,068	67,806	155,683	67,806	21,117	484,332	105,662
Total Project Costs	GES 5,451,475	1,189,512	10,723	19,080	318,001	730,132	318,001	99,037	2,271,450	495,539
Project Revenues										
CAISO Energy Sales	GES 823,198	179,622	1,619	2,881	48,020	110,239	48,006	14,969	343,013	74,829
Interest income	GES 55,000	12,001	108	193	3,208	7,366	3,208	999	22,917	5,000
Total Project Revenues	878,198	191,623	1,727	3,074	51,228	117,606	51,214	15,968	365,930	79,828
Annual Project Revenue, net	\$ 4,573,277	\$ 997,889	\$ 8,996	\$ 16,006	\$ 266,773	\$ 612,527	\$ 266,787	\$ 83,069	\$ 1,905,520	\$ 415,711
Estimated price per Mwh	\$ 1,132.56	\$ 1,132.56	\$ 1,132.56	\$ 1,132.56	\$ 1,132.56	\$ 1,132.59	\$ 1,132.62	\$ 1,132.37	\$ 1,132.55	\$ 1,132.56
FY 2024 Net Annual Project Costs										
	\$ 2,324,801	507,272	4,559	8,137	135,627	311,382	135,627	42,221	968,654	211,324
Net Project Cost Increase	\$ 2,248,476	490,617	4,437	7,870	131,146	301,145	131,160	40,848	936,866	204,386
	96.72%	96.72%	97.32%	96.72%	96.70%	96.71%	96.71%	96.75%	96.72%	96.72%
Summary of Variable and Fixed Project Costs:										
Variable Costs.	760,690	165,983	1,496	2,662	44,373	101,881	44,373	13,819	316,954	69,147
Fixed Costs	4,690,785	1,023,529	9,227	16,418	273,628	628,251	273,628	85,217	1,954,495	426,392
	\$ 5,451,475	\$ 1,189,512	\$ 10,723	\$ 19,080	\$ 318,001	\$ 730,132	\$ 318,001	\$ 99,037	\$ 2,271,450	\$ 495,539

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 2025

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 \$92,006 for FY 2025.

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase / (Decrease)
Variable Costs						
Variable O&M	91,588	\$71,560	170,299	52,642	\$170,744	\$445
Fuel & LDC Costs	1,563,423	1,044,816	957,093	437,518	1,180,587	223,494
Pipeline Transport Charges	663,233	662,957	220,004	279,473	0	(220,004)
GHG Allowance Costs	423,883	127,032	170,733	0	227,416	56,683
CA ISO Charges	148,123	425,924	19,146	57,177	81,359	62,213
Total Variable Costs	2,890,250	2,332,289	1,537,275	826,810	1,660,106	122,831
Routine O & M Costs						
Fixed	544,879	649,750	567,859	371,239	563,394	(4,465)
Administration	45,649	33,597	43,455	13,930	43,757	302
Mandatory Costs	103,080	94,532	133,933	39,406	115,815	(18,118)
Inventory Stock	0	0	0	0	19,000	19,000
Routine O & M Costs without Labor	693,608	777,879	745,247	424,575	741,966	(3,281)
Labor	922,279	754,397	928,662	400,485	1,005,070	76,408
Total Routine O & M Costs	1,615,887	1,532,276	1,673,909	825,060	1,747,036	73,127
Other Plant Costs						
Fuel Acquisition Costs	23,904	7,007	10,875	3,156	28,530	17,655
Debt Service	5,083,855	5,083,855	5,058,312	2,529,156	421,313	(4,636,999)
Insurance	99,116	85,422	103,311	39,917	8,139	(95,172)
Decommissioning	0	0	0	0	2,300,000	2,300,000
Other Costs	11,416	6,604	10,593	286	10,384	(209)
Generation Services Shared	66,162	47,277	61,851	30,882	79,321	17,470
Administrative & General	350,683	301,071	371,551	185,865	348,797	(22,754)
Total Other Plant Costs	5,635,136	5,531,236	5,616,493	2,789,262	3,196,484	(2,420,009)
Total O & M Costs	10,141,273	9,395,801	8,827,677	4,441,132	6,603,626	(2,224,051)
Projects						
Operations & Maintenance	220,000	220,000	389,539	255,492	92,006	(297,533)
Capital	0	3,093	0	0	0	0
Total Projects	220,000	223,093	389,539	255,492	92,006	(297,533)
Annual Budget Cost	10,361,273	9,618,894	9,217,216	4,696,624	6,695,632	(2,521,584)

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase / (Decrease)
Less: Third Party Revenue						
ISO Energy Sales	4,331,262	2,529,924	2,828,018	1,073,767	1,741,851	(1,086,167)
Interest Income - Operations	42,000	159,079	42,000	105,273	42,000	0
Fuel and Pipeline Transport Credits	1,774,946	8,213,263	950,953	1,134,159	0	(950,953)
Other Income	0	0	0	159	0	0
	<u>6,148,208</u>	<u>10,902,266</u>	<u>3,820,971</u>	<u>2,313,358</u>	<u>1,783,851</u>	<u>(2,037,120)</u>
Net Costs to Participants (without GHG Transfer Credits)	\$4,213,065	(\$1,283,372)	\$5,396,245	\$2,383,266	\$4,911,781	(\$484,464)
GHG Allowance Credits	423,881	127,032	170,731	0	227,415	56,684
Net Cost To Participants (with GHG Transfer Credits)	\$3,789,184	(\$1,410,404)	\$5,225,514	\$2,383,266	\$4,684,366	(\$541,148)
Total Variable Costs	\$2,890,250	\$2,332,289	\$1,537,275	\$826,810	\$1,660,106	\$122,831
Total Fixed Costs	7,471,023	7,286,605	7,679,941	3,869,814	5,035,526	(2,644,415)
	<u>\$10,361,273</u>	<u>\$9,618,894</u>	<u>\$9,217,216</u>	<u>\$4,696,624</u>	<u>\$6,695,632</u>	<u>(\$2,521,584)</u>
Net Annual Generation (MWh)	25,958	6,892	9,663	6,370	10,034	371
Net Annual Budget Costs per MWh	\$146	(\$205)	\$541	\$374	\$467	(\$74)
Variable Costs per MWh	\$111	\$338	\$159	\$130	\$165	\$6
Net Costs per KW Month	\$7	(\$2)	\$9	\$4	\$8	(\$1)

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase / (Decrease)
Maintenance Reserve						
Balance at Beginning of Fiscal Year				617,280		
Current Balance				<u>617,280</u>		

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

Projects	Notes	Total	FY 2024 Budget	Proposed FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034
Operations & Maintenance (O&M)														
High Energy Pipe Inspection	M	\$ 45,000	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STIG 480V MCC Breaker Maintenance	M	35,000	35,000	-	-	-	-	-	-	-	-	-	-	-
Ammonia System Major Maintenance (15.13)	M	6,000	-	-	-	6,000	-	-	-	-	-	-	-	-
Water Plant Service		120,000	120,000	-	-	-	-	-	-	-	-	-	-	-
Risk Mitigation		25,000	-	25,000	-	-	-	-	-	-	-	-	-	-
Gas Plants Shared Projects		11,545	4,539	7,006	-	-	-	-	-	-	-	-	-	-
Decommissioning Study	D	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-
Repowering Study	D	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-
CAISO Meter Relay Upgrade	M	15,000	-	15,000	-	-	-	-	-	-	-	-	-	-
Total O&M Projects Funding Requirement		\$ 487,545	\$ 389,539	\$ 92,006	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects														
Vehicles (5% Share)	D	6,500	-	-	6,500	-	-	-	-	-	-	-	-	-
Total Capital Projects Funding Requirement		\$ 16,250	\$ -	\$ -	\$ 6,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:
D Discretionary
M Mandatory

Northern California Power Agency
 Combustion Turbine Project No. Two (STIG)
 Maintenance Reserve
 Budget FY 2025

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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Authorized Contingency Balance	<u>\$500,000</u>											
Reserve Activity												
Excess funding	117,280											
Contingent maintenance	500,000											
Annual Funding Req. *	-	-	-	-	-	-	-	-	-	-	-	-
Decommissioning costs funding												
Balance	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280	\$617,280

Northern California Power Agency
Combustion Turbine No.2 Allocation of Project Budget
FY 2025

	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						
		10,034	1,906	3,963	29	4,135
PROJECT COSTS:						
Routine O&M:						
Variable costs	Note A	\$ 170,744	\$ 32,441	\$ 67,444	\$ 493	\$ 70,365
Fixed costs	GES	563,394	107,045	222,541	28,170	205,639
Administration	GES	43,757	8,314	17,284	2,188	15,971
Mandatory costs	GES	115,815	22,005	45,747	5,791	42,272
Inventory	GES	19,000	3,610	7,505	950	6,935
Labor	GES	1,005,070	190,963	397,003	50,254	366,851
Other Costs:						
Fuel and LDC costs	Note A	1,180,586	224,311	466,331	8,427	481,516
Fuel administration costs	GES	26,520	5,039	10,475	67	10,939
Fuel and pipeline transport	Note A	-	-	-	-	-
GHG Allowance Costs	GES	227,416	43,209	89,829	693	93,685
CAISO charges	Note B	81,357	15,458	32,136	3,801	29,962
Debt service	GES	421,313	80,049	166,419	21,066	153,779
Insurance	GES	8,139	1,546	3,215	407	2,971
Decommissioning costs	GES	2,300,000	437,000	908,500	115,000	839,500
Other costs	GES	10,384	1,973	4,102	519	3,790
Generation Services Shared	GES	79,321	15,071	31,332	3,966	28,952
Administrative & General	GES	348,797	66,271	137,775	17,440	127,311
Projects:						
O&M and Capital	GES	92,006	17,481	36,342	4,600	33,582
Maintenance Reserve	GES	-	-	-	-	-
Total Project Costs	GES	6,693,619	1,271,788	2,643,980	263,831	2,514,021
Project Revenues						
ISO Energy sales	Note B	1,741,852	330,952	688,032	4,377	718,492
Fuel and pipeline transport credit	GES	-	-	-	47,548	(47,548)
GHG Allowance Credits	GES	227,416	43,209	89,829	693	93,685
Interest income	GES	42,000	7,980	16,590	2,100	15,330
Total Project Revenues		2,011,268	382,141	794,451	54,718	779,959
Annual Project Revenue, net		\$ 4,682,351	\$ 889,647	\$ 1,849,529	\$ 209,113	\$ 1,734,063
Estimated price per Mwh		\$ 466.65	\$ 466.65	\$ 466.65	\$ 7,210.80	\$ 419.35
FY 2024 Net Annual Project Costs						
		\$ 5,225,514	992,848	2,064,078	332,325	1,836,263
Net Project Cost Decrease		\$ (543,163)	(103,201)	(214,549)	(123,212)	(102,201)
		-10.39%	-10.39%	-10.39%	-37.08%	-5.57%
Summary of Variable and Fixed Project Costs:						
Variable Costs		\$ 1,660,103	\$ 315,420	\$ 655,741	\$ 13,414	\$ 675,529
Fixed Costs		5,033,516	956,368	1,988,239	251,676	1,837,233
Total Project Costs		\$ 6,693,619	\$ 1,271,788	\$ 2,643,980	\$ 265,090	\$ 2,512,762

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 2025

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 \$2,169,063 for FY 2025

Projects

Capital Projects for FY 2025 total \$770,000, and O&M Projects total \$1,719,529.

Northern California Power Agency
Lodi Energy Center
Annual Operating Cost Summary Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase / (Decrease)
Variable Costs						
Variable O&M	\$6,088,236	\$5,160,048	\$4,837,398	\$1,567,232	\$5,616,489	\$779,091
Fuel & LDC Costs	64,819,215	121,737,930	71,517,913	17,279,379	77,589,905	6,071,992
GHG Allowance Costs	20,249,959	15,282,347	13,984,733	4,071,014	18,130,063	4,145,330
CA ISO Charges (variable)	1,080,335	887,297	675,245	271,127	675,952	707
CA ISO Energy Purchases (variable)	1,889,864	6,527,305	688,425	1,275,607	2,876,697	2,188,272
Routine Variable Costs	94,127,609	149,594,927	91,703,714	24,464,359	104,889,106	13,185,392
Routine O & M Costs						
Fixed	3,151,902	4,495,995	3,350,082	2,241,925	3,587,692	237,610
Administration	195,869	134,737	188,173	72,362	188,345	172
Mandatory Costs	365,380	403,433	374,870	498,570	386,269	11,399
Inventory Stock	0	4,930	500,000	159,912	450,000	(50,000)
Routine O & M Costs without Labor	3,713,151	5,039,095	4,413,125	2,972,769	4,612,306	199,181
Labor	6,112,796	5,798,911	6,167,244	3,126,483	6,650,919	483,675
Total Routine O & M Costs	9,825,947	10,838,006	10,580,369	6,099,252	11,263,225	682,856
Other Plant Costs						
Debt Service	25,996,203	25,996,204	25,992,239	12,996,120	26,017,868	25,629
Insurance	1,313,901	1,492,533	1,751,712	583,904	1,849,532	97,820
Other Costs	151,208	160,929	176,665	34,050	196,244	19,579
Generation Services Shared	420,233	411,598	393,387	196,418	504,061	110,674
Administrative & General	2,270,375	2,192,164	2,285,971	1,142,748	2,674,401	388,430
Power Management Allocated Costs	1,450,728	1,399,695	1,505,071	501,690	1,912,958	407,887
Total O & M Costs	135,556,204	192,086,056	134,389,128	46,018,541	149,307,395	14,918,267
Projects						
Operations & Maintenance	1,342,970	2,387,886	1,698,528	323,792	1,746,778	48,250
Capital	280,000	347,708	45,000	0	6,341,666	6,296,666
Maintenance Reserve	2,008,392	2,008,392	2,169,063	723,021	2,769,390	600,327
Total Projects Budget	3,631,362	4,743,986	3,912,591	1,046,813	10,857,834	6,945,243
Annual Budget Cost	139,187,566	196,830,042	138,301,719	47,065,354	160,165,229	21,863,510
Less: Third Party Revenue						
ISO Energy Sales	121,619,515	164,527,652	123,918,636	29,896,160	113,367,408	(10,551,228)
Ancillary Services Sales	2,317,565	366,142	2,010,665	298,484	2,049,227	38,562
Interest Income - Operations	134,000	504,445	134,000	274,195	134,000	0
Interest Income (NCPA)	105,000	303,620	105,000	106,601	105,000	0
Interest Income (CDWR)	11,000	176,349	11,000	53,854	11,000	0
Other Income	0	109,519	0	947	0	0
	124,187,080	165,987,727	126,179,301	30,630,241	115,666,635	(10,512,666)
Net Annual Budget Cost to Participants (without GHG Transfer Credits)	15,000,486	30,842,315	12,122,418	16,435,113	44,498,594	32,376,176
GHG Allowance Credits	19,709,710	15,282,347	13,611,634	4,071,014	17,646,370	4,034,736
Net Annual Budget Cost To Participants (with GHG Transfer Credits)	(\$4,709,224)	\$15,559,968	(\$1,489,216)	\$12,364,099	\$26,852,224	\$28,341,440

Northern California Power Agency
Lodi Energy Center
Annual Operating Cost Summary Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase / (Decrease)
Total Variable Costs	\$94,127,609	\$149,594,927	\$91,703,714	\$24,464,359	\$104,889,106	\$13,185,392
Total Fixed Costs	45,059,957	47,235,115	46,598,005	22,600,995	55,276,123	8,678,118
	\$139,187,566	\$196,830,042	\$138,301,719	\$47,065,354	\$160,165,229	\$21,863,510
Net Annual Generation (MWh)	1,626,895	1,180,327	1,303,566	671,887	1,127,248	(176,318)
Net Annual Budget Costs per MWh	(\$3)	\$13	(\$1)	\$18	\$24	\$25
Variable Costs per MWh	\$58	\$127	\$70	\$36	\$93	\$23
Net Costs per KW Month	(\$1)	\$4	(\$0)	\$3	\$7	\$8
Fuel & LDC costs/MWh	\$39.84	\$103.14	\$54.86	\$25.72	\$68.83	\$13.97
GHG Obligation Costs/MWh	\$12.45	\$12.95	\$10.73	\$6.06	\$16.08	\$5.36
ISO Revenue/MWh	\$74.76	\$139.39	\$95.06	\$44.50	\$100.57	\$5.51

Northern California Power Agency
Lodi Energy Center
Annual Operating Cost Summary Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase / (Decrease)
Maintenance Reserve -						
Balance at Beginning of Fiscal Year				2,746,501		
Collections				<u>723,021</u>		
Current Balance				<u><u>3,469,522</u></u>		
O&M Reserve -						
Balance at Beginning of Fiscal Year				15,217,868		
Collections				<u>266,124</u>		
Current Balance				<u><u>15,483,992</u></u>		
GHG Allowance Deposit -						
Balance at Beginning of Fiscal Year				165,932		
Collections				0		
Expenditures				<u>0</u>		
Current Balance				<u><u>165,932</u></u>		

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

Projects	Notes	Total	FY 2024	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	
Operations & Maintenance (O&M)														
Consulting / Grant Writing	M	\$ 300,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Decommissioning Study	D	75,000	75,000	-	-	-	-	-	-	-	-	-	-	-
Service Water Piping	M	200,000	75,000	75,000	50,000	-	-	-	-	-	-	-	-	-
Asphalt & Paving Maintenance	M	195,000	-	-	-	85,000	-	-	-	-	-	110,000	-	-
Painting & Preservation	D	775,000	-	-	-	250,000	250,000	-	-	-	275,000	-	-	-
Water Plant EDI/RO	M	425,000	-	-	150,000	-	275,000	-	-	-	-	-	-	-
Risk Mitigation	D	555,000	150,000	135,000	135,000	135,000	-	-	-	-	-	-	-	-
HRSG / Steam Piping	D	1,300,000	-	-	-	650,000	-	-	-	-	-	-	650,000	-
Critical Inventory	D	3,750,000	-	-	400,000	-	450,000	450,000	575,000	575,000	450,000	400,000	400,000	450,000
Life cycle Replacement	D	1,175,000	225,000	-	200,000	-	-	750,000	-	-	-	-	-	-
Gas Plants Shared Projects	D	60,517	25,461	35,056	-	-	-	-	-	-	-	-	-	-
Plant O&M Projects	D	1,900,000	-	300,000	-	-	-	-	-	-	400,000	400,000	400,000	400,000
Annual Maintenance Outage	M	15,082,350	1,073,068	1,126,722	1,183,058	1,242,211	1,304,321	1,369,537	1,438,014	1,509,915	1,585,411	1,585,411	1,664,681	
553-009-000-610-044-075 Overall Facility Expense	M	1,119,611	79,657	83,640	87,822	92,213	96,824	101,665	106,748	112,086	117,690	117,690	123,575	
553-009-000-610-070-075 Overall Facility Expense	M	243,341	17,313	18,179	19,088	20,042	21,044	22,096	23,201	24,361	25,579	25,579	26,858	
553-009-000-610-044-077 CEMS Support Contract	M	52,245	3,717	3,903	4,098	4,303	4,518	4,744	4,981	5,230	5,492	5,492	5,766	
553-009-010-610-044-071 CTG and Accessories	M	1,604,781	114,176	119,885	125,879	132,173	138,781	145,720	153,006	160,657	168,690	168,690	177,124	
553-009-010-610-070-071 CTG and Accessories	M	1,089,773	77,534	81,411	85,482	89,756	94,244	98,956	103,904	109,099	114,554	114,554	120,281	
553-009-011-610-044-071 HRSG/Stack	M	1,156,946	82,314	86,429	90,751	95,288	100,053	105,055	110,308	115,823	121,615	121,615	127,695	
553-009-011-610-070-071 HRSG/Stack	M	1,322,543	94,095	98,800	103,740	108,927	114,374	120,092	126,097	132,402	139,022	139,022	145,973	
553-009-012-610-044-071 STG and Accessories	M	671,777	47,795	50,185	52,694	55,329	58,095	61,000	64,050	67,252	70,615	70,615	74,146	
553-009-012-610-070-071 STG and Accessories	M	370,305	26,346	27,664	29,047	30,499	32,024	33,625	35,306	37,072	38,925	38,925	40,872	
553-009-013-610-044-071 Water Treatment	M	1,044,975	74,347	78,064	81,968	86,066	90,369	94,888	99,632	104,614	109,845	109,845	115,337	
553-009-013-610-070-071 Water Treatment	M	793,529	56,457	59,280	62,244	65,357	68,624	72,056	75,658	79,441	83,413	83,413	87,584	
553-009-014-610-044-071 Balance of Plant	M	791,195	56,291	59,106	62,061	65,164	68,423	71,844	75,436	79,208	83,168	83,168	87,326	
553-009-014-610-070-071 Balance of Plant	M	1,830,399	130,228	136,739	143,576	150,755	158,293	166,208	174,518	183,244	192,406	192,406	202,026	
553-009-015-610-044-072 Network/Communication	M	74,636	5,310	5,576	5,854	6,147	6,455	6,777	7,116	7,472	7,846	7,846	8,238	
553-009-015-610-070-072 Network/Communication	M	160,353	11,409	11,979	12,578	13,207	13,867	14,561	15,289	16,053	16,856	16,856	17,699	
553-009-015-610-044-073 Electrical/Control	M	1,343,537	95,589	100,368	105,387	110,656	116,189	121,998	128,098	134,503	141,229	141,229	148,290	
553-009-015-610-070-073 Electrical/Control	M	476,111	33,874	35,568	37,346	39,213	41,174	43,233	45,394	47,664	50,047	50,047	52,550	
553-009-016-610-044-071 Buildings and Grounds	M	671,777	47,795	50,185	52,694	55,329	58,095	61,000	64,050	67,252	70,615	70,615	74,146	
553-009-016-610-070-071 Buildings and Grounds	M	264,515	18,820	19,761	20,749	21,786	22,875	24,019	25,220	26,481	27,805	27,805	29,195	
Total O&M Projects Funding Requirement		\$ 25,792,867	\$ 1,698,529	\$ 1,746,778	\$ 2,193,058	\$ 2,437,211	\$ 2,279,321	\$ 2,569,537	\$ 2,013,014	\$ 2,759,915	\$ 2,545,411	\$ 3,035,411	\$ 2,514,681	

Projects	Notes	Total	FY 2024	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Capital Projects													
Civil/Structural	D	\$ 1,805,000	\$ 45,000	\$ -	\$ 80,000	\$ 100,000	\$ 155,000	\$ 775,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -
Platforms	D	650,000	-	650,000	-	-	-	-	-	-	-	-	-
FX Turbine Upgrade	D	14,299,998	-	4,766,666	4,766,666	4,766,666	-	-	-	-	-	-	-
Expansion Joints	D	1,825,000	-	725,000	-	400,000	250,000	-	450,000	-	-	-	-
DCS Software Upgrades	D	1,350,000	-	-	650,000	-	-	-	-	-	-	-	700,000
DCS Hardware Updates	D	600,000	-	-	250,000	-	-	-	-	-	-	-	350,000
Clarifier Tank Refurbishment	M	400,000	-	-	400,000	-	-	-	-	-	-	-	-
BOP PLC Upgrades	D	425,000	-	-	175,000	-	-	-	-	-	-	-	250,000
Vehicles (5% Share)	D	16,000	-	-	7,500	-	8,500	-	-	-	-	-	-
Unidentified Capital Project	D	5,369,641	-	200,000	-	575,000	592,250	610,018	628,318	647,168	666,583	686,580	763,724
Total Capital Projects Funding Requirement		\$ 26,740,639	\$ 45,000	\$ 6,341,666	\$ 6,329,166	\$ 5,850,166	\$ 997,250	\$ 1,385,018	\$ 1,728,318	\$ 647,168	\$ 666,583	\$ 686,580	\$ 2,063,724

Notes:
D Discretionary
M Mandatory

**Northern California Power Agency
Maintenance Reserves - Lodi Energy Center
Budget FY 2025**

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)	Fiscal Year Activity											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
LEC:												
Beginning Reserve Balance	\$ 2,746,501	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Reserve Expenditures -												
Combustion Turbine (Overhaul)	-	-	(175,000)	(850,000)	(1,728,188)	(191,750)	(400,000)	-	(1,148,838)	(2,126,162)	-	-
Steam Turbine	-	(20,000)	(1,000,000)	(125,000)	-	-	-	(2,500,000)	(20,000)	(740,000)	-	-
Generators	(70,000)	-	-	(100,000)	-	-	-	-	-	(1,400,000)	-	-
Plant Projects	(1,825,000)	(890,000)	(2,620,000)	(1,612,551)	(936,974)	(865,658)	(1,257,531)	(851,677)	(1,892,662)	(1,369,075)	(2,147,262)	-
HRSG	(40,000)	(325,000)	(145,000)	(1,120,000)	(925,000)	(1,173,068)	(52,500)	(1,444,959)	(508,505)	-	(85,517)	-
Total Projected Expenditures	(1,935,000)	(1,235,000)	(3,940,000)	(3,807,551)	(3,590,162)	(2,230,476)	(1,710,031)	(4,796,636)	(3,570,005)	(5,635,237)	(2,232,779)	-
Projected Reserve Funding -												
Maintenance Contingency	-	-	-	-	-	-	-	-	-	-	-	-
Unit Overhaul	882,808	1,353,750	1,421,438	1,492,509	1,567,135	1,645,492	1,694,716	1,745,701	1,798,527	1,853,279	1,875,779	-
Combustion Turbine (overhaul)	385,766	505,055	530,307	556,823	584,664	613,897	644,592	676,822	710,663	746,196	783,506	-
Steam Turbine	154,098	261,803	274,893	288,638	303,070	318,223	334,134	350,841	368,383	386,802	406,142	-
Generators	13,712	14,398	15,118	15,874	16,667	17,501	18,376	19,295	20,259	21,272	22,336	-
HRSG	329,231	572,494	601,119	631,175	662,734	695,870	697,614	698,744	699,222	699,009	663,795	-
Plant Projects	1,286,256	1,415,640	1,431,035	1,445,536	1,459,052	1,471,482	1,515,767	1,561,096	1,607,474	1,654,902	1,737,647	-
Total Projected Funding	2,169,063	2,769,390	2,852,472	2,938,046	3,026,187	3,116,973	3,210,483	3,306,797	3,406,001	3,508,181	3,613,426	-
Cumulative Balance	\$ 2,980,564	\$ 4,514,954	\$ 3,427,426	\$ 2,557,921	\$ 1,993,946	\$ 2,880,443	\$ 4,380,895	\$ 2,891,056	\$ 2,727,052	\$ 599,996	\$ 1,980,643	\$ -

LODI ENERGY CENTER
Allocation of Project Budget
FY 2025

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%	0.0000%	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%	0.000%
PROJECTED MWH		1,127,248	31,402	74,398	3,020	377,628	22,143	18,518	107,089	22,947	120,777	8,857	30,074	290,266	20,129
PROJECT COSTS:															
Fuel Cost	GES	\$ 77,589,905	\$ 2,161,422	\$ 5,120,934	\$ 207,863	\$ 25,992,618	\$ 1,524,099	\$ 1,274,648	\$ 7,371,041	\$ 1,579,498	\$ 8,313,215	\$ 609,624	\$ 2,070,021	\$ 19,979,400	\$ 1,385,523
GHG Allowance Costs	GES	\$ 18,130,063	\$ 505,049	\$ 1,196,584	\$ 48,570	\$ 6,073,571	\$ 356,129	\$ 297,841	\$ 1,722,356	\$ 369,074	\$ 1,942,509	\$ 142,448	\$ 483,692	\$ 4,668,491	\$ 323,749
Labor	GES	\$ 6,650,919	\$ 185,275	\$ 438,961	\$ 17,818	\$ 2,228,058	\$ 130,644	\$ 109,261	\$ 631,837	\$ 135,393	\$ 712,599	\$ 52,256	\$ 177,440	\$ 1,712,612	\$ 118,765
Variable O&M	GES	\$ 5,616,489	\$ 156,459	\$ 370,688	\$ 15,047	\$ 1,881,524	\$ 110,325	\$ 92,268	\$ 533,566	\$ 114,335	\$ 601,767	\$ 44,129	\$ 149,842	\$ 1,446,246	\$ 100,294
Fixed O&M	GES	\$ 3,587,692	\$ 99,942	\$ 236,788	\$ 9,611	\$ 1,201,877	\$ 70,473	\$ 58,939	\$ 340,831	\$ 73,035	\$ 384,396	\$ 28,188	\$ 95,716	\$ 923,831	\$ 64,065
O&M Administration	GES	\$ 188,345	\$ 5,247	\$ 12,431	\$ 505	\$ 63,096	\$ 3,700	\$ 3,094	\$ 17,893	\$ 3,834	\$ 20,180	\$ 1,480	\$ 5,025	\$ 48,499	\$ 3,363
Mandatory Costs	GES	\$ 386,269	\$ 10,760	\$ 25,494	\$ 1,035	\$ 129,400	\$ 7,587	\$ 6,346	\$ 36,696	\$ 7,863	\$ 41,386	\$ 3,035	\$ 10,305	\$ 99,464	\$ 6,898
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	\$ 1,746,778	\$ 48,660	\$ 115,287	\$ 4,680	\$ 585,171	\$ 34,312	\$ 28,696	\$ 165,944	\$ 35,559	\$ 187,155	\$ 13,724	\$ 46,602	\$ 449,795	\$ 31,192
Capital Projects Costs	GES	\$ 6,341,666	\$ 176,660	\$ 418,550	\$ 16,989	\$ 2,124,458	\$ 124,569	\$ 104,181	\$ 602,458	\$ 129,097	\$ 679,465	\$ 49,826	\$ 169,189	\$ 1,632,979	\$ 113,243
Maintenance Reserve	GES	\$ 2,769,390	\$ 77,147	\$ 182,780	\$ 7,419	\$ 927,746	\$ 54,399	\$ 45,496	\$ 263,092	\$ 56,376	\$ 296,721	\$ 21,759	\$ 73,885	\$ 713,118	\$ 49,453
Insurance	GES	\$ 1,849,532	\$ 51,522	\$ 122,069	\$ 4,955	\$ 619,593	\$ 36,330	\$ 30,384	\$ 175,706	\$ 37,651	\$ 198,164	\$ 14,532	\$ 49,344	\$ 476,254	\$ 33,027
Other Costs	GES	\$ 117,000	\$ 3,259	\$ 7,722	\$ 313	\$ 39,195	\$ 2,298	\$ 1,922	\$ 11,115	\$ 2,382	\$ 12,536	\$ 919	\$ 3,121	\$ 30,128	\$ 2,089
Generation Services Shared	GES	\$ 504,061	\$ 14,042	\$ 33,268	\$ 1,350	\$ 168,860	\$ 9,901	\$ 8,281	\$ 47,886	\$ 10,261	\$ 54,007	\$ 3,960	\$ 13,448	\$ 129,796	\$ 9,001
Transmission (CAISO)	GES	\$ 675,952	\$ 18,830	\$ 44,613	\$ 1,811	\$ 226,444	\$ 13,278	\$ 11,105	\$ 64,215	\$ 13,760	\$ 72,424	\$ 5,311	\$ 18,034	\$ 174,058	\$ 12,070
Energy Purchases (CAISO)	GES	\$ 2,876,697	\$ 80,136	\$ 189,862	\$ 7,707	\$ 963,693	\$ 56,507	\$ 47,258	\$ 273,286	\$ 58,561	\$ 308,218	\$ 22,602	\$ 76,747	\$ 740,749	\$ 51,369
Debt Service Cost:															
Indenture Group A Cost	ICS A	\$ 20,943,379	\$ 1,045,829	\$ 2,477,811	\$ 100,570	\$ -	\$ 737,458	\$ 616,741	\$ 3,566,553	\$ 764,245	\$ -	\$ 294,967	\$ 1,001,596	\$ 9,667,212	\$ 670,398
BAB's Subsidy (Group A)	ICS A	\$ (4,261,963)	\$ (212,825)	\$ (504,232)	\$ (20,466)	\$ -	\$ (125,072)	\$ (155,523)	\$ (725,789)	\$ (155,523)	\$ -	\$ (60,205)	\$ (203,824)	\$ (1,967,266)	\$ (136,425)
Debt and Trustee Fees (Group A)	ICS A	\$ 53,322	\$ 2,663	\$ 6,309	\$ 256	\$ -	\$ 1,878	\$ 1,570	\$ 9,080	\$ 1,946	\$ -	\$ 751	\$ 2,550	\$ 24,613	\$ 1,707
Indenture Group B Cost	ICS B	\$ 10,869,906	\$ -	\$ -	\$ -	\$ 10,869,906	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BAB's Subsidy (Group B)	ICS B	\$ (1,533,464)	\$ -	\$ -	\$ -	\$ (1,533,464)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt and Trustee Fees (Group B)	ICS B	\$ 25,922	\$ -	\$ -	\$ -	\$ 25,922	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative & General	GES	\$ 2,674,401	\$ 74,501	\$ 176,510	\$ 7,165	\$ 895,924	\$ 52,533	\$ 43,935	\$ 254,068	\$ 54,443	\$ 286,543	\$ 21,013	\$ 71,350	\$ 688,658	\$ 47,757
Power Management Allocated Costs	GES	\$ 1,912,958	\$ 53,289	\$ 126,255	\$ 5,125	\$ 640,841	\$ 37,576	\$ 31,426	\$ 181,731	\$ 38,942	\$ 204,960	\$ 15,030	\$ 51,036	\$ 492,587	\$ 34,160
Total Project Costs		\$ 160,165,229	\$ 4,570,402	\$ 10,828,384	\$ 439,529	\$ 54,275,183	\$ 3,222,764	\$ 2,695,277	\$ 15,586,315	\$ 3,339,892	\$ 14,364,460	\$ 1,289,065	\$ 4,377,126	\$ 42,247,098	\$ 2,929,734
Estimated price per MWh		\$ 142.09	\$ 145.55	\$ 145.55	\$ 145.54	\$ 143.73	\$ 145.55	\$ 145.55	\$ 145.55	\$ 145.55	\$ 118.93	\$ 145.55	\$ 145.55	\$ 145.55	\$ 145.55
Third Party Revenue															
ISO Energy Sales	GES	\$ 113,367,408	\$ 3,158,076	\$ 7,482,249	\$ 303,711	\$ 37,978,082	\$ 2,226,876	\$ 1,862,400	\$ 10,769,904	\$ 2,307,820	\$ 12,146,524	\$ 890,728	\$ 3,024,529	\$ 29,192,108	\$ 2,024,402
Ancillary Services Sales	GES	\$ 2,049,226	\$ 57,085	\$ 135,249	\$ 5,490	\$ 686,491	\$ 40,253	\$ 33,665	\$ 194,676	\$ 41,716	\$ 219,560	\$ 16,101	\$ 54,671	\$ 527,676	\$ 36,593
GHG Allowance Credits	GES	\$ 17,646,371	\$ 505,049	\$ 1,196,584	\$ 48,570	\$ 6,073,571	\$ 356,129	\$ 297,841	\$ 1,722,356	\$ 369,074	\$ 1,942,509	\$ 142,448	\$ 483,692	\$ 4,668,491	\$ 323,749
Interest & Other Income	GES	\$ 134,000	\$ 3,733	\$ 8,844	\$ 359	\$ 44,890	\$ 2,632	\$ 2,201	\$ 12,730	\$ 2,728	\$ 14,357	\$ 1,053	\$ 3,575	\$ 34,505	\$ 2,393
Interest Income (Group A)	ICS A	\$ 105,000	\$ 5,243	\$ 12,423	\$ 504	\$ -	\$ 3,697	\$ 3,092	\$ 17,881	\$ 3,832	\$ -	\$ 1,479	\$ 5,022	\$ 48,467	\$ 3,361
Interest Income (Group B)	ICS B	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 133,313,005	\$ 3,729,186	\$ 8,835,349	\$ 358,635	\$ 44,794,033	\$ 2,629,587	\$ 2,199,199	\$ 12,717,547	\$ 2,725,170	\$ 14,322,951	\$ 1,051,808	\$ 3,087,797	\$ 34,471,246	\$ 2,390,497
Annual Project Costs, net		\$ 26,852,224	\$ 841,215	\$ 1,993,035	\$ 80,894	\$ 9,481,150	\$ 593,177	\$ 496,078	\$ 2,868,768	\$ 614,723	\$ 41,509	\$ 237,257	\$ 1,289,329	\$ 7,775,852	\$ 539,236
Estimated price per Mwh, net		\$ 23.82	\$ 26.79	\$ 26.79	\$ 26.79	\$ 25.11	\$ 26.79	\$ 26.79	\$ 26.79	\$ 26.79	\$ 0.34	\$ 26.79	\$ 42.87	\$ 26.79	\$ 26.79
JPA Assessment (per PMOA)		\$ 82,862	\$ 4,647	\$ -	\$ -	\$ 55,889	\$ -	\$ -	\$ -	\$ -	\$ 17,875	\$ -	\$ 4,451	\$ -	\$ -
Summary of Variable and Fixed Project Costs:															
Variable Costs		\$ 104,889,106	\$ 2,921,896	\$ 6,922,681	\$ 280,998	\$ 35,137,851	\$ 2,060,337	\$ 1,723,119	\$ 9,964,465	\$ 2,135,228	\$ 11,238,133	\$ 824,114	\$ 2,798,336	\$ 27,008,944	\$ 1,873,005
Fixed Costs		\$ 55,276,123	\$ 1,648,506	\$ 3,905,703	\$ 158,531	\$ 19,137,333	\$ 1,162,427	\$ 972,158	\$ 5,621,850	\$ 1,204,665	\$ 3,126,327	\$ 464,952	\$ 1,578,789	\$ 15,238,154	\$ 1,056,729
		\$ 160,165,229	\$ 4,570,402	\$ 10,828,384	\$ 439,529	\$ 54,275,183	\$ 3,222,764	\$ 2,695,277	\$ 15,586,315	\$ 3,339,892	\$ 14,364,460	\$ 1,289,065	\$ 4,377,126	\$ 42,247,098	\$ 2,929,734
FY 2024 Approved Budget (For Comparison Purpose):															
Net Annual Project Costs		\$ (1,489,215)	\$ 53,756	\$ 127,352	\$ 5,164	\$ 40,947	\$ 37,910	\$ 31,693	\$ 183,314	\$ 39,273	\$ (2,979,670)	\$ 15,156	\$ 424,576	\$ 496,859	\$ 34,456
Project Costs Increase		\$ 28,341,439	\$ 787,460	\$ 1,865,684	\$ 75,730	\$ 9,440,203	\$ 555,267	\$ 464,386	\$ 2,685,454	\$ 575,450	\$ 3,021,180	\$ 222,101	\$ 864,753	\$ 7,278,992	\$ 504,780
		-1903.11%	1464.89%	1464.99%	1466.45%	23054.70%	1464.71%	1465.27%	1464.95%	1465.27%	-101.39%	1465.41%	203.67%	1465.00%	1465.00%
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		\$ 106,906,242													
Estimated Requirement	/365*60	17,573,629	489,549	1,159,860	47,080	5,887,166	345,199	288,700	1,669,495	357,746	1,882,891	138,076	468,847	4,525,209	313,812
Projected O&M Reserve balance as of June 2024		16,016,240	446,164	1,057,072	42,908	5,365,440	314,607	263,115	1,521,543	326,043	1,716,028	125,840	427,297	4,124,182	286,002
Reserve Requirement		\$ 1,557,389	\$ 43,385	\$ 102,788	\$ 4,172	\$ 521,726	\$ 30,592	\$ 25,585	\$ 147,952	\$ 31,703	\$ 166,863	\$ 12,236	\$ 41,550	\$ 401,027	\$ 27,810
Reserve Requirement will be charged/Credited to participants ratably over FY 2025 All Resources BIII.															

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Shared Costs						
Fixed O&M	\$296,000	\$235,566	\$302,810	\$86,742	\$243,307	(\$59,503)
Administration	235,550	163,380	224,750	79,972	226,425	1,675
Mandatory	48,500	39,351	49,700	8,553	49,751	51
O&M Projects	0	0	30,000	12,557	43,707	13,707
Shared Costs without Labor	\$580,050	\$438,297	\$607,260	\$187,824	\$563,190	(\$44,070)
Summary of Costs by Subprograms per PMOA Schedule 4.00						
Anhydrous Ammonia System (Alloc 1)	11,000	0	11,000	0	7,500	(3,500)
Administration/Warehouse Building (Alloc 2)	483,050	305,881	478,120	169,556	444,748	(33,372)
Fire System (Alloc 3)	0	0	30,000	0	30,000	-
230 Kv Switchyard Common Equip (Alloc 4)	27,000	75,709	27,360	1,891	21,360	(6,000)
Tooling and Special Equipment (Alloc 5)	19,000	17,638	19,360	6,000	17,730	(1,630)
Vehicle Usage (Alloc 7)	40,000	39,069	41,420	10,377	41,852	432
	\$580,050	\$438,297	\$607,260	\$187,824	\$563,190	(\$44,070)
Liquidation to Plants						
CT 1						
O&M & Inventory	\$62,160	\$49,657	\$64,042	\$18,277	\$58,378	(5,664)
Administration	28,266	19,606	26,970	9,597	27,171	201
Mandatory	5,820	4,722	5,964	1,026	5,970	6
Projects	0	0	0	1,507	1,645	1,645
	96,246	73,985	96,976	30,407	93,164	(3,812)
CT 2						
O&M & Inventory	46,989	35,150	48,020	14,210	37,526	(10,494)
Administration	42,399	29,408	40,455	14,395	40,757	302
Mandatory	8,730	7,083	8,946	1,539	8,955	9
Projects	0	0	4,539	2,260	7,006	2,467
	98,118	71,641	101,960	32,404	94,244	(7,716)
LEC						
O&M & Inventory	186,851	150,759	190,748	54,255	147,403	(43,345)
Administration	164,885	114,366	157,325	55,981	158,497	1,172
Mandatory	33,950	27,546	34,790	5,987	34,826	36
Projects	0	0	25,461	8,790	35,056	9,595
	385,686	292,671	408,324	125,013	375,782	(32,542)
	\$580,050	\$438,297	\$607,260	\$187,824	\$563,190	(\$44,070)

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 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	10,833	10,000	1,369	10,000	0
Buildings and Grounds (Alloc 2)	22,000	12,425	22,000	4,506	18,000	(4,000)
Ammonia System (Alloc 1)	9,000	0	9,000	0	7,500	(1,500)
Switchyard (Alloc 4)	12,000	75,709	12,360	0	12,360	0
Overall Facility Expense (Alloc 2)	0	0	0	0	0	0
Network/Communication (Alloc 5)	12,000	17,300	12,360	6,000	12,730	370
Balance of Plant (Alloc 2)	0	0	0	0	0	0
Electric/Control (Alloc 2)	6,000	0	6,180	24,708	6,365	185
Vehicle (Alloc 7)	14,000	12,774	14,420	364	14,852	432
	95,000	129,041	96,320	36,947	91,807	(4,513)
Materials & Supplies -						
Buildings and Grounds (Alloc 2)	13,000	3,002	13,390	0	13,000	(390)
Overall Facility Expense (Alloc 2)	21,000	7,684	21,500	5,242	15,000	(6,500)
Ammonia System (Alloc 1)	2,000	0	2,000	0	0	(2,000)
Switchyard (Alloc 4)	5,000	0	5,000	1,891	4,000	(1,000)
Network/Communication (Alloc 5)	7,000	338	7,000	0	5,000	(2,000)
Balance of Plant (Alloc 2)	7,000	0	7,000	0	5,000	(2,000)
Tools/Shop/Warehouse Equipment (Alloc 2)	45,000	25,997	46,800	12,513	30,000	(16,800)
Electric/Control (Alloc 2)	5,000	507	5,000	1,516	2,500	(2,500)
Vehicle (Alloc 7)	26,000	26,295	27,000	10,013	27,000	0
	131,000	63,823	134,690	31,175	101,500	(33,190)
Other Costs -						
Telephone & Dedicated Comm. (Alloc 2)	0	0	0	0	0	0
Maintenance Connection (Alloc 4)	10,000	0	10,000	0	5,000	(5,000)
Aux Power and Utilities (Alloc 2)	60,000	41,188	61,800	18,620	45,000	(16,800)
Equipment Rentals (Alloc 2)	0	1,514	0	0	0	0
	70,000	42,702	71,800	18,620	50,000	(21,800)
	\$296,000	\$235,566	\$302,810	\$86,742	\$243,307	(\$59,503)

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Administration Expense						
Services -						
Office Equipment (Alloc 2)	5,300	301	5,300	0	5,300	0
General Office (Alloc 2)	2,400	1,334	2,400	767	2,400	0
Janitorial Services (Alloc 2)	30,000	35,875	32,500	17,539	33,475	975
	<u>37,700</u>	<u>37,510</u>	<u>40,200</u>	<u>18,306</u>	<u>41,175</u>	<u>975</u>
Other Costs -						
Travel (Alloc 2)	25,000	15,775	25,000	8,794	25,000	0
Staff Development (Alloc 2)	53,000	41,047	53,000	13,401	53,000	0
Meals & Per Diems (Alloc 2)	300	697	300	394	500	200
Safety Incentive Program (Alloc 2)	750	0	750	0	750	0
Community Relations (Alloc 2)	500	0	500	0	500	0
Janitorial Supplies & Misc Expenses (Alloc 2)	3,500	4,968	3,500	2,022	4,000	500
Office Equipment (Alloc 2)	37,800	11,860	40,000	1,214	45,000	5,000
General Office Supplies (Alloc 2)	30,000	14,523	30,000	8,123	25,000	(5,000)
Computer (software,hardware,network,...) (Alloc 2)	5,000	25	5,000	0	5,000	0
Network Infrastructure (Alloc 2)	15,000	9,644	0	0	0	0
Awards/Functions/Meetings (Alloc 2)	7,000	3,893	6,500	971	6,500	0
Publications (Alloc 2)	20,000	23,438	20,000	26,747	20,000	0
COVID-19 Costs (Alloc 2)	0	0	0	0	0	0
	<u>197,850</u>	<u>125,870</u>	<u>184,550</u>	<u>61,666</u>	<u>185,250</u>	<u>700</u>
	<u>\$235,550</u>	<u>\$163,380</u>	<u>\$224,750</u>	<u>\$79,972</u>	<u>\$226,425</u>	<u>\$1,675</u>
Mandatory Costs						
Services -						
Safety Services (Alloc 2)	12,000	10,591	12,000	3,216	12,000	0
	<u>12,000</u>	<u>10,591</u>	<u>12,000</u>	<u>3,216</u>	<u>12,000</u>	<u>0</u>
Other Costs -						
Environmental Supplies (Alloc 2)	1,500	1,860	1,700	0	1,751	51
Safety Supplies & Equipment (Alloc 2)	35,000	26,900	36,000	5,337	36,000	0
	<u>36,500</u>	<u>28,760</u>	<u>37,700</u>	<u>5,337</u>	<u>37,751</u>	<u>51</u>
	<u>48,500</u>	<u>39,351</u>	<u>49,700</u>	<u>8,553</u>	<u>49,751</u>	<u>51</u>
O&M Projects						
Admin Building AC/Heat (Alloc 2)	0	0	0	12,557	13,707	13,707
Risk Mitigation (Alloc 3)	0	0	30,000	0	30,000	0
	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>12,557</u>	<u>43,707</u>	<u>13,707</u>

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Routine O&M Costs						
Operations	\$ 334,500	\$ 241,643	\$ 140,500	\$ 49,166	\$ 133,000	\$ (7,500)
Administration	22,121	42,644	23,433	17,717	39,109	15,676
Routine O&M w/o Labor	356,621	284,287	163,933	66,883	172,109	8,176
Labor	1,368,492	1,251,879	1,413,995	633,568	1,519,865	105,870
Total Routine O&M Costs	1,725,113	1,536,166	1,577,928	700,451	1,691,974	114,046
Occupancy Cost	68,124	63,139	85,098	44,191	443,855	358,757
Annual Budget Cost	1,793,237	\$ 1,599,305	1,663,026	744,642	2,135,829	472,803
Less Funding						
Generation Services Shared - Liquidation	(1,793,237)	(1,599,305)	(1,663,026)	(744,642)	(2,135,829)	(472,803)
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Person Years	Allocation
	FY 25	FY 25 %
Allocated		
Hydro	19.18	21.8%
CT 1	4.44	5.0%
CT 2	3.27	3.7%
LEC	20.78	23.6%
Geo	40.38	45.9%
	88.05	100.0%

Allocation based on FTE person years.

W/LEC
Salaries Allocated to Plants

Hydro	\$ 307,957	\$ 137,986	\$ 331,073	\$ 23,062
CT 1	70,472	31,577	76,641	48,552
CT 2	52,589	23,564	56,445	5,339
LEC	334,479	149,870	358,692	3,932
Geo	648,498	290,572	697,015	24,986
	\$ 1,413,995	\$ 633,568	\$ 1,519,865	\$ 105,870

Other\ Allocated to Plants

Hydro	\$ 54,237	\$ 24,191	\$ 134,176	\$ 79,929
CT 1	12,412	5,536	31,061	18,503
CT 2	9,262	4,131	22,876	13,627
LEC	58,908	26,274	145,369	86,597
Geo	114,213	50,942	282,483	168,277
	\$ 249,031	\$ 111,074	\$ 615,964	\$ 366,933

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Member Resources						
Contracts						
Alameda	\$11,361,375	\$5,176,809	\$11,505,396	\$2,845,483	\$6,849,226	(\$4,656,170)
Lodi	2,038,426	250,672	1,896,927	365,154	1,832,893	(64,034)
Palo Alto	38,700,045	41,245,731	43,121,855	20,688,080	33,368,939	(9,752,916)
Plumas-Sierra	71,906	974,210	102,095	361,587	158,742	56,647
Port of Oakland	512,372	252,172	1,206,581	0	(172,665)	(1,379,246)
Roseville	0	1,669,957	0	829,417	0	0
Santa Clara	0	6,512,838	0	3,233,302	0	0
BART	8,357,411	6,884,187	8,409,215	3,510,172	7,663,488	(745,727)
	<u>61,041,535</u>	<u>62,966,576</u>	<u>66,242,069</u>	<u>31,833,195</u>	<u>49,700,623</u>	<u>(16,541,446)</u>
ISO Energy Purchases	908,355	13,237,117	2,762,521	6,406,315	3,032,984	270,463
ISO Charges	1,073,727	553,822	1,479,056	754,978	1,031,958	(447,098)
Annual Budget Cost	63,023,617	76,757,515	70,483,646	38,994,488	53,765,565	(16,718,081)
Less: Third Party Revenue						
Energy Sales to Third Parties	101,793	10,811,497	6,594,817	11,108,108	14,290,953	7,696,136
ISO Energy Sales	169,393,620	114,556,591	256,333,659	112,594,691	200,384,424	(55,949,235)
Revenue from Customer	0	0	358,677	27,714	1,469,256	1,110,579
Interest and Other Income						
	<u>169,495,413</u>	<u>125,368,088</u>	<u>263,287,153</u>	<u>123,730,513</u>	<u>216,144,633</u>	<u>(47,142,520)</u>
Net Annual Budget Cost to Participants	(\$106,471,796)	(\$48,610,573)	(\$192,803,507)	(\$84,736,025)	(\$162,379,068)	\$30,424,439

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)	2/27/2024 Version	Diff
Member Resources - Natural Gas								
Contracts								
BART	\$0	\$0	\$0	\$0	\$527,894	\$527,894	\$527,894	\$0
Biggs	11,221	16,809	17,131	39,830	36,763	19,632	36,763	0
Gridley	114,892	140,969	34,345	372,224	196,218	161,873	196,218	0
Healdsburg	226,347	226,347	86,303	222,262	176,957	90,654	176,957	0
Lodi	1,409,161	1,409,160	2,033,915	1,291,113	3,779,341	1,745,426	3,779,341	0
Lompoc	471,732	527,612	262,164	366,132	469,752	207,588	469,752	0
Ukiah	241,037	278,290	76,346	310,720	245,477	169,131	245,477	0
Annual Budget Cost	2,474,390	2,599,187	2,510,204	2,602,281	5,432,402	2,922,198	5,432,402	0
Gas Transfer Credits								
BART	0	0	0	0	571,200	571,200	571,200	0
Biggs	14,988	28,676	36,205	0	39,245	3,040	39,245	0
Gridley	151,188	356,140	72,946	0	209,225	136,279	209,225	0
Healdsburg	324,664	798,039	192,250	0	195,737	3,487	195,737	0
Lodi	2,298,528	4,822,856	3,916,300	0	4,431,843	515,543	4,431,843	0
Lompoc	670,691	1,290,644	571,484	0	494,956	(76,528)	494,956	0
Ukiah	334,601	762,195	165,214	0	257,736	92,522	257,736	0
	3,794,660	8,058,550	4,954,399	0	6,199,942	1,245,543	6,199,942	0
Interest Income	0	0	0	10,811	0	0	0	0
Net Annual Budget Cost to Participants	(\$1,320,270)	(\$5,459,363)	(\$2,444,195)	\$2,591,470	(\$767,540)	\$1,676,655	(\$767,540)	\$0

NORTHERN CALIFORNIA POWER AGENCY
Western Resources
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Western Resources						
NCPA Power Pool						
Alameda	\$771,042	\$744,326	\$780,369	\$0	\$609,942	(\$170,427)
Biggs	188,841	152,036	191,133	0	149,382	(41,751)
Gridley	422,643	352,815	427,752	0	334,338	(93,414)
Healdsburg	160,737	155,270	162,684	0	127,155	(35,529)
Lodi	363,915	414,475	368,322	0	287,877	(80,445)
Lompoc	206,232	210,584	208,731	0	163,140	(45,591)
Palo Alto	7,868,334	6,753,382	7,963,473	0	6,224,295	(1,739,178)
Plumas-Sierra	1,478,799	1,232,707	1,496,682	0	1,023,939	(472,743)
Ukiah	221,073	213,125	223,752	0	174,888	(48,864)
Port of Oakland	386,679	342,696	391,347	0	305,880	(85,467)
Base Resource	0	0	0	4,402,267	0	0
	<u>12,068,295</u>	<u>10,571,416</u>	<u>12,214,245</u>	<u>4,402,267</u>	<u>9,400,836</u>	<u>(2,813,409)</u>
Restoration Fund	3,542,134	2,113,886	2,163,034	809,449	2,819,128	656,094
Western O&M	10,363,527	11,665,700	11,368,716	2,118,436	10,859,073	(509,643)
CAISO Charges	126,479	168,054	93,245	70,991	167,058	73,813
Annual Budget Cost	26,100,435	24,519,056	25,839,240	7,401,143	23,246,095	(2,593,145)
Less: Third Party Revenue						
ISO Energy Sales	26,526,704	18,959,268	31,462,876	16,737,878	41,304,601	9,841,725
Western O&M Revenue Credits	10,363,527	12,125,943	11,368,716	2,831,587	10,481,308	(887,408)
Displacement Revenue	0	158,365	0	0	0	0
Interest Income	0	0	0	78,292	0	0
	<u>36,890,231</u>	<u>31,243,576</u>	<u>42,831,592</u>	<u>19,647,757</u>	<u>51,785,909</u>	<u>8,954,317</u>
Net Annual Budget Cost	(\$10,789,796)	(\$6,724,520)	(\$16,992,352)	(\$12,246,614)	(\$28,539,814)	(\$11,547,462)

NORTHERN CALIFORNIA POWER AGENCY
Market Power Purchases
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Market Power Purchases & NCPA Contracts						
Alameda	\$70,300	\$801,807	\$100,487	\$0	\$1,062,914	\$962,427
Biggs	100,548	591,251	28,506	0	402,964	374,458
Gridley	213,583	884,791	225,011	0	914,502	689,491
Healdsburg	481,805	1,342,013	545,537	0	513,795	(31,742)
Lodi	4,757,481	14,402,579	4,076,048	0	5,317,826	1,241,778
Lompoc	886,041	2,906,438	719,577	0	1,471,768	752,191
Palo Alto	3,818,270	4,790,048	0	0	1,717,238	1,717,238
Plumas-Sierra	0	765,412	0	0	0	0
Port of Oakland	1,469,088	5,141,780	1,267,581	0	6,024,780	4,757,199
Redding	0	201	0	0	0	0
Roseville	3,114,274	2,482,278	3,174,743	0	3,067,621	(107,122)
Santa Clara	12,145,667	10,023,367	12,764,957	0	24,088,418	11,323,461
Ukiah	352,590	2,241,245	317,477	0	329,244	11,767
BART	2,977,452	9,070,050	6,645,039	0	3,326,220	(3,318,819)
Market Power Purchases	0	0	0	20,600,581	0	0
ISO Energy Purchases	4,957,630	6,242,119	7,255,878	3,697,075	131,976	(7,123,902)
	35,344,729	61,685,379	37,120,841	24,297,656	48,369,266	11,248,425
ISO GMC and Other Charges	188,447	93,676	187,968	55,013	196,363	8,395
Annual Budget Cost	35,533,176	61,779,055	37,308,809	24,352,669	48,565,629	11,256,820
Less: Third Party Revenue						
Market Sales	3,957,323	8,751,349	2,380,533	4,518,065	8,305,416	5,924,883
ISO Energy Sales	34,943,730	57,032,367	45,274,824	12,269,855	50,551,647	5,276,823
ISO Ancillary Services Revenue	1,242,179	4,891	277,028	0	0	(277,028)
Revenue from (to) Customers	0	0	0	(365,612)	0	0
	40,143,232	65,788,607	47,932,385	16,422,308	58,857,063	10,924,678
Net Annual Budget Cost to Participants	(\$4,610,056)	(\$4,009,552)	(\$10,623,576)	\$7,930,361	(\$10,291,434)	\$332,142

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Gross Load Costs						
Alameda	\$22,740,624	\$36,735,582	\$32,296,632	\$8,615,921	\$27,505,748	(\$4,790,884)
Biggs	1,188,159	1,369,515	1,643,617	379,660	1,169,930	(473,687)
Gridley	2,500,543	3,511,513	3,513,930	1,009,219	2,703,085	(810,845)
Healdsburg	5,019,438	7,798,808	6,993,504	1,998,815	6,086,400	(907,104)
Lodi	32,170,245	46,263,798	44,545,756	13,424,472	36,512,201	(8,033,555)
Lompoc	8,853,440	13,956,252	12,497,306	3,404,145	10,260,960	(2,236,346)
Palo Alto	53,711,253	85,113,854	80,230,099	21,943,935	63,332,833	(16,897,266)
Plumas-Sierra	9,885,378	16,547,097	13,735,485	3,561,439	11,806,243	(1,929,242)
Port of Oakland	8,435,618	11,014,928	12,720,924	2,879,294	8,520,565	(4,200,359)
Ukiah	7,965,043	11,512,852	11,158,209	3,037,645	8,625,389	(2,532,820)
Santa Clara	286,091,065	443,557,927	435,175,715	114,761,185	341,269,476	(93,906,239)
BART	28,908,137	40,105,936	36,928,072	10,126,244	27,391,215	(9,536,857)
East Bay Community Energy	0	0	0	0	0	0
San Jose Clean Energy	0	0	0	0	0	0
Sonoma Clean Power	0	253,339,712	220,937,079	63,804,942	0	(220,937,079)
Load Costs - Accrued	0	0	0	41,239,197	0	0
Annual Budget Cost	467,468,943	970,827,774	912,376,328	290,186,113	545,184,045	(367,192,283)
Less: Energy Sales						
Alameda	0	384,485	0	209,166	0	0
Biggs	0	41,720	0	15,463	0	0
Gridley	0	49,126	0	70,220	0	0
Healdsburg	0	119,507	0	45,328	0	0
Lodi	0	693,362	0	354,561	0	0
Lompoc	0	125,528	0	61,205	0	0
Palo Alto	0	729,530	0	340,365	0	0
Plumas-Sierra	0	278,837	0	105,023	0	0
Port of Oakland	0	153,342	0	41,073	0	0
Ukiah	0	138,808	0	63,851	0	0
Santa Clara	0	1,187,662	0	418,645	0	0
BART	0	1,880,817	0	320,488	0	0
East Bay Clean Energy	0	0	0	0	0	0
San Jose Clean Energy	0	0	0	0	0	0
Sonoma Clean Power	0	167,283,905	0	35,025,274	0	0
Energy Sales - Accrued	0	0	0	(464,422)	0	0
Total Energy Sales	0	173,066,629	0	36,606,240	0	0
Less: Third Party Revenue						
Customer Revenues	0	89,829,712	220,937,079	28,779,668	0	(220,937,079)
Third Party Revenue	0	89,829,712	220,937,079	28,779,668	0	(220,937,079)
Net Annual Budget Cost to Participants	\$467,468,943	\$707,931,433	\$691,439,249	\$224,800,205	\$545,184,045	(\$146,255,204)

NORTHERN CALIFORNIA POWER AGENCY
 Net GHG Obligations
 Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Net GHG Obligations						
Alameda	\$77,279	\$0	\$0	\$0	\$36,461	\$36,461
BART	690,984	1,512,000	362,776	408,380	697,907	335,131
Biggs	0	52,800	0	0	0	0
Gridley	152,628	198,990	0	0	216,723	216,723
Healdsburg	0	357,000	0	0	0	0
Lodi	0	1,230,150	1,000,000	0	1,000,310	310
Palo Alto	0	26,800	0	0	0	0
Port of Oakland	0	26,800	0	0	0	0
Ukiah	0	191,570	0	77,460	156,610	156,610
Net Annual Budget Cost to Participants	\$920,891	\$3,596,110	\$1,362,776	\$485,840	\$2,108,011	\$745,235
Customer Revenue	0	0	0	0	0	0

NORTHERN CALIFORNIA POWER AGENCY
Transmission
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Independent System Operator						
Grid Management Charge	\$2,575,487	\$3,482,775	\$2,860,382	\$1,298,286	\$2,572,012	(\$288,370)
Wheeling Access Charge	158,081,389	160,292,820	179,046,864	79,713,294	155,004,333	(24,042,531)
Ancillary Services	5,941,763	9,282,660	10,376,526	2,195,863	4,577,450	(5,799,076)
Other Charges	2,183,731	(20,674,686)	3,478,258	(4,228,919)	2,549,026	(929,232)
	168,782,370	152,383,569	195,762,030	78,978,524	164,702,821	(31,059,209)
ISO Transmission Cost - Customers	0	0	0	8,946,751	0	0
Annual Budget Costs	\$168,782,370	\$152,383,569	\$195,762,030	\$87,925,275	\$164,702,821	(\$31,059,209)
Less: Third Party Revenue						
ISO Ancillary Sales	0	276,757	0	39,516	0	0
Revenues from Customers	0	0	3,382,519	8,980,776	0	(3,382,519)
Interest Income	0	0	0	38,294	0	0
	0	276,757	3,382,519	9,058,586	0	(3,382,519)
Net Annual Budget Cost to Participants	\$168,782,370	\$152,106,812	\$192,379,511	\$78,866,689	\$164,702,821	(\$27,676,690)

NORTHERN CALIFORNIA POWER AGENCY
Management Services -- Legislative & Regulatory
FY 2025 Budget

	<u>Legislative</u>		<u>Regulatory</u>		<u>Western</u>	<u>Customer</u>	<u>Proposed</u>	<u>FY 2024</u>	<u>Increase/ (Decrease)</u>
	<u>State</u>	<u>Federal</u>	<u>State</u>	<u>Federal</u>	<u>Federal</u>	<u>Programs</u>	<u>FY 2025</u>		
Advocacy	\$ 411,250	\$ 352,250	\$ -	\$ -	\$ 153,000	\$ -	\$ 916,500	\$ 931,500	\$ (15,000)
Legal	6,000	5,000	-	40,000	35,000	-	86,000	29,000	57,000
Dues & Memberships	24,688	12,775	-	6,000	-	-	43,463	43,463	-
Regulatory Compliance	-	-	290,000	-	-	-	290,000	290,000	-
Member Programs	66,400	22,200	-	-	-	205,050	293,650	292,700	950
Miscellaneous	20,855	64,041	7,944	25,619	23,510	12,735	154,704	157,191	(2,487)
Total costs w/o Labor	529,193	456,266	297,944	71,619	211,510	217,785	1,784,317	1,743,854	40,463
Labor	683,402	312,441	169,977	169,977	263,086	333,728	1,932,611	1,978,630	(46,019)
Subtotal	1,212,595	768,707	467,921	241,596	474,596	551,513	3,716,928	3,722,484	(5,556)
Administrative & General	224,540	115,860	65,215	43,443	108,194	102,058	659,310	625,633	33,677
Occupancy Costs	28,371	11,020	5,312	5,312	16,445	12,886	79,346	81,213	(1,867)
Annual Budget Cost	1,465,506	895,587	538,448	290,351	599,235	666,457	4,455,584	4,429,330	26,254
Less: Third Party Revenues									
Interest Income	1,403	858	35	16	1,371	11,665	15,348	15,348	-
Net Annual Budget Cost to Participants	\$ 1,464,103	\$ 894,729	\$ 538,413	\$ 290,335	\$ 597,864	\$ 654,792	\$ 4,440,236	\$ 4,413,982	\$ 26,254
FY 2024 Net Annual Budget Cost	1,394,096	853,888	523,055	239,586	766,509	636,848	4,413,982		
Increase/(Decrease)	\$ 70,007	\$ 40,841	\$ 15,358	\$ 50,749	\$ (168,645)	\$ 17,944	\$ 26,254		

Legislative Representation

FY 2025

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Legislative						
State:						
State Legislature	\$660,707	\$678,394	\$658,538	\$376,662	\$692,998	\$34,460
Member Programs	498,090	389,914	501,164	186,268	519,597	18,433
Federal:						
U.S. Congress	500,406	465,505	502,095	164,296	529,906	27,811
Coalition Development	218,163	160,272	232,918	83,835	238,801	5,883
	<u>1,877,366</u>	<u>1,694,085</u>	<u>1,894,715</u>	<u>811,061</u>	<u>1,981,302</u>	<u>86,587</u>
Administrative & General	318,510	254,683	315,212	157,545	340,400	25,188
Occupancy Cost - Main HQ Building	35,609	33,192	40,318	24,096	39,391	(927)
Annual Budget Cost	<u>2,231,485</u>	<u>1,981,960</u>	<u>2,250,245</u>	<u>992,702</u>	<u>2,361,093</u>	<u>110,848</u>
Less: Third Party Revenue						
Interest Income	2,261	3,041	2,261	0	2,261	0
Other Income		265				
Net Annual Budget Cost to Participants	<u><u>\$2,229,224</u></u>	<u><u>\$1,978,654</u></u>	<u><u>\$2,247,984</u></u>	<u><u>\$992,702</u></u>	<u><u>\$2,358,832</u></u>	<u><u>\$110,848</u></u>

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
State Legislature						
Salaries & Benefits	\$337,887	\$314,320	\$334,400	\$225,583	\$367,035	\$32,635
Outside Services						
Legal Services - State Legislative	6,000	0	6,000	0	6,000	0
Agency Advocate	198,000	198,000	198,000	82,500	198,000	0
State Legislative Affairs Consultant	0	81,107	0	0	0	0
	204,000	279,107	204,000	82,500	204,000	0
Other Costs						0
Travel- AGM- Leg/Reg	2,750	2,302	2,750	538	2,475	(275)
Travel- Leg/Reg	4,000	6,156	4,000	1,677	3,600	(400)
Staff Development -Leg/Reg	4,000	0	4,000	0	3,600	(400)
Expedited Mailings	500	0	500	0	500	0
Office Furniture/Supplies	2,500	3,112	2,500	914	2,500	0
Tech & Other Mtg Exp	5,000	400	5,000	1,249	2,900	(2,100)
Dues, Subscriptions & Publications	2,500	3,275	2,500	0	2,500	0
Legislative Tour	70,000	33,967	70,000	44,235	70,000	0
Capitol Day	10,000	17,604	10,000	0	15,000	5,000
CMUA Dues - NCPA	17,570	18,151	18,888	19,966	18,888	0
	118,820	84,967	120,138	68,579	121,963	1,825
	\$660,707	\$678,394	\$658,538	\$376,662	\$692,998	\$34,460
Member Programs						
Salaries & Benefits	\$279,583	\$190,084	\$282,657	\$53,478	\$316,367	\$33,710
Outside Services						
Communications Consultant	10,000	1,354	10,000	0	5,000	(5,000)
Strategic Consultant	5,000	1,680	5,000	0	5,000	0
Event Planning Consultant	120,000	87,318	120,000	61,146	100,000	(20,000)
	135,000	90,352	135,000	61,146	110,000	(25,000)
Other Costs						
Travel - AGM - Leg/Reg	1,000	0	1,000	134	900	(100)
Travel - Leg/Reg	2,200	0	2,200	0	1,980	(220)
Member Travel	20,000	39,728	20,000	7,028	30,000	10,000
Meeting Expense	2,857	6,928	2,857	33	2,900	43
Annual Meeting	25,000	28,890	25,000	56,000	25,000	0
Dues, Subs & Pubs	3,300	1,452	3,300	128	3,300	0
Strategic Development	900	0	900	0	900	0
Strategic Issues Conference	20,000	30,868	20,000	0	20,000	0
External Affairs	8,250	1,612	8,250	8,321	8,250	0
	83,507	109,478	83,507	71,644	93,230	9,723
	\$498,090	\$389,914	\$501,164	\$186,268	\$519,597	\$18,433

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
U.S. Congress						
Salaries & Benefits - Leg/Reg	\$179,206	\$164,457	\$179,380	\$39,846	\$197,509	\$18,129
Outside Services						
Legal Services	5,000	0	5,000	0	5,000	0
Agency Advocate (Ca)	150,000	151,180	150,000	62,500	150,000	0
	155,000	151,180	155,000	62,500	155,000	0
Other Costs						
Travel - AGM	14,500	16,505	15,225	138	15,073	(152)
Travel - Leg/Reg	15,800	11,878	16,590	253	16,424	(166)
Expedited Mailings	2,000	853	2,000	64	2,000	0
Office Furniture/Supplies	2,000	387	2,000	0	2,000	0
APPA/NCPA Annual Legislative Rally	120,000	93,388	120,000	59,527	120,000	0
APPA Winter Rally	10,000	24,572	10,000	423	20,000	10,000
APPA Dues - NCPA	700	700	700	700	700	0
Dues & Subscriptions	1,200	1,585	1,200	845	1,200	0
	166,200	149,868	167,715	61,950	177,397	9,682
	\$500,406	\$465,505	\$502,095	\$164,296	\$529,906	\$27,811
Coalition Development						
Salaries & Benefits	\$103,117	\$67,542	\$105,664	\$61,216	\$114,932	\$9,268
Outside Services						
Transmission Access	55,000	66,000	66,000	0	66,000	0
Other Costs						
Travel - AGM- Leg/Reg	14,250	169	14,963	0	14,813	(150)
Travel - Leg/Reg	9,900	0	10,395	0	10,291	(104)
Expedited Mailings	200	0	200	0	200	0
Meeting Expenses	8,571	2,782	8,571	0	5,440	(3,131)
ACWA Annual Dues	1,275	1,275	1,275	1,275	1,275	0
NWPPA Annual Dues	3,600	3,600	3,600	3,600	3,600	0
Dues & Subscriptions	6,000	3,837	6,000	2,119	6,000	0
National Hydro Association	0	728	0	0	0	0
External Affairs	16,250	14,339	16,250	15,625	16,250	0
	60,046	26,730	61,254	22,619	57,869	(3,385)
	\$218,163	\$160,272	\$232,918	\$83,835	\$238,801	\$5,883

Regulatory Representation

FY 2025

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 2023 Budget	FY 2022 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Regulatory						
Federal	\$189,970	\$293,227	\$197,404	\$160,814	\$241,596	\$44,192
State	418,770	367,224	455,379	191,301	467,921	12,542
	608,740	660,451	652,783	352,115	709,517	56,734
Administrative & General	96,516	105,409	99,035	49,350	108,658	9,623
Occupancy Cost - Main HQ Building	9,566	15,242	10,874	6,524	10,624	(250)
Annual Budget Cost	714,822	781,102	762,692	407,989	828,799	66,107
Less: Third Party Revenue						
Interest Income	51	52	51	0	51	0
Net Annual Budget Cost to Participants	\$714,771	\$781,050	\$762,641	\$407,989	\$828,748	\$66,107

NORTHERN CALIFORNIA POWER AGENCY
Regulatory Representation
Comparative Draft Budget Report

	FY 2023 Budget	FY 2022 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Federal						
Salaries & Benefits	\$150,241	\$193,750	\$156,850	\$117,588	\$169,977	\$13,127
Outside Services						
Legal Services						
Regulatory Counsel	8,000	41,082	8,000	21,933	40,000	32,000
Other Costs						
Travel - AGM	3,300	0	3,300	0	3,267	(33)
Travel - Regulatory	16,500	28,295	17,325	2,751	17,152	(173)
Staff Development	2,000	0	2,000	0	1,800	(200)
Office Furniture & Computer Supplies	2,000	1,570	2,000	320	2,000	0
Tech & Other Mtg Exp.	1,429	878	1,429	0	900	(529)
Dues, Subs & Pubs	6,000	27,652	6,000	18,222	6,000	0
Copy & Mailing Expenses	500	0	500	0	500	0
	<u>31,729</u>	<u>58,395</u>	<u>32,554</u>	<u>21,293</u>	<u>31,619</u>	<u>(935)</u>
	<u>\$189,970</u>	<u>\$293,227</u>	<u>\$197,404</u>	<u>\$160,814</u>	<u>\$241,596</u>	<u>\$44,192</u>
State						
Salaries & Benefits-Leg/Reg	\$150,241	\$149,345	\$156,850	\$93,570	\$169,977	\$13,127
Outside Services						
Special Counsel (CPUC)	260,000	214,258	290,000	97,328	290,000	0
Other Costs						
Travel - AGM	600	0	600	0	594	(6)
Travel - Regulatory	5,000	3,443	5,000	403	4,950	(50)
Office Furniture & Computer Supplies	1,000	0	1,000	0	1,000	0
Meeting Expenses	1,429	0	1,429	0	900	(529)
Copy and Mailing Expenses	500	0	500	0	500	0
External Affairs	0	178	0	0	0	0
	<u>8,529</u>	<u>3,621</u>	<u>8,529</u>	<u>403</u>	<u>7,944</u>	<u>(585)</u>
	<u>\$418,770</u>	<u>\$367,224</u>	<u>\$455,379</u>	<u>\$191,301</u>	<u>\$467,921</u>	<u>\$12,542</u>

Western Representation

FY 2025

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Federal Power Programs						
Salaries & Benefits	\$414,733	\$111,488	\$454,835	\$50,467	\$263,086	(\$191,749)
Outside Services						
Special Counsel	10,000	0	10,000	0	35,000	25,000
Agency Advocate (Wash DC)	153,000	150,551	153,000	62,500	153,000	0
Other Costs						
Travel - AGM	4,000	2,346	4,000	(125)	4,400	400
Travel - Western	8,000	0	8,000	1,037	15,000	7,000
Staff Development	0	0	0	0	0	0
Expedited Mailings	200	0	200	0	200	0
Office Furniture/Supplies	2,000	2,332	2,000	1,460	2,000	0
Tech & Other Meeting Expenses	2,857	0	2,857	0	1,910	(947)
	<u>594,790</u>	<u>266,718</u>	<u>634,892</u>	<u>115,339</u>	<u>474,596</u>	<u>(160,296)</u>
Administrative & General	113,205	26,799	116,156	57,951	108,194	(7,962)
Occupancy Costs	14,881	222	16,832	10,063	16,445	(387)
Annual Budget Cost	722,876	293,739	767,880	183,353	599,235	(168,645)
Less: Third Party Revenue						
Interest Income	1,371	5,660	1,371	7,107	1,371	0
Net Annual Budget Costs to Participants	\$721,505	\$288,079	\$766,509	\$176,246	\$597,864	(\$168,645)

Customer Programs

FY 2025

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Customer Programs						
Salaries & Benefits	\$277,639	\$265,987	\$307,994	\$169,631	\$333,728	\$25,734
Outside Services						
Customer Programs Support Services	60,000	15,306	60,000	234	60,000	0
LCFS Support Services	25,000	0	25,000	0	0	(25,000)
Grant Writing Assistance	50,000	0	50,000	0	50,000	0
Grant Tracking Services	21,600	19,800	21,600	7,200	35,000	13,400
Other Costs						
Travel & Staff Development	8,500	4,847	8,500	1,249	8,235	(265)
Office Supplies	1,000	977	1,000	1,110	1,000	0
Webinars	3,500	1,506	3,500	958	3,500	0
California Electric Transportation Coalition	55,000	45,000	55,000	50,000	55,000	0
Workshops & Meetings	7,500	4,716	7,500	925	5,050	(2,450)
Efficiency Association Dues	0	0	0	0	0	0
	509,739	358,139	540,094	231,307	551,513	11,419
Administrative & General	93,394	83,163	95,230	47,765	102,058	6,828
Occupancy Cost - Main HQ Building	11,692	18,050	13,189	7,878	12,886	(303)
Annual Budget Cost	614,825	459,352	648,513	286,950	666,457	17,944
Less: Third Party Revenue						
Interest Income	11,665	14,978	11,665	15,462	11,665	0
Net Annual Budget Cost to Participants	\$603,160	\$444,374	\$636,848	\$271,488	\$654,792	\$17,944

Judicial Action

FY 2025

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
PRIVILEGED & CONFIDENTIAL						
Power Management Related						
ISO Tariff Rates and Amendments	\$325,000	\$311,830	\$325,000	\$205,653	\$325,000	\$0
PG&E Rates and IA Amendments	85,000	53,581	85,000	36,795	85,000	0
Western Rates and Contract Amendments	10,000	-	10,000	11,360	10,000	0
Investigations and Refund Proceedings	0	328	0	0	0	0
FERC Rate Cases	0	0	600,000	0	580,000	(20,000)
Travel - CVPIA	0	0	4,000	0	0	(4,000)
	<u>420,000</u>	<u>365,739</u>	<u>1,024,000</u>	<u>253,808</u>	<u>1,000,000</u>	<u>(24,000)</u>
Regulatory Related						
Legal Contingency Fund	40,000	0	40,000	0	240,000	0
Annual Budget Cost	<u>\$460,000</u>	<u>\$365,739</u>	<u>\$1,064,000</u>	<u>\$253,808</u>	<u>\$1,240,000</u>	<u>\$176,000</u>

Totals exclude the CVPIA case and other long-term cases funded over multiple years.

**Northern California Power Agency
Management Services -- Power Management
FY 2025 Budget**

	Power Management ¹	Gas Purchase Program	Mkt Purchase Project	Proposed FY 2025	FY 2024	Increase/ (Decrease)
Travel & Staff Development	\$ 116,545	\$ -	\$ -	\$ 116,545	\$ 139,145	\$ (22,600)
Legal	35,500			35,500	35,500	-
Other Professional Services	70,650			70,650	104,376	(33,726)
Brokerage Fees	55,200			55,200	55,200	-
Software & Computer Supplies	568,374			568,374	241,530	326,844
Data Comm Lines	181,300			181,300	178,500	2,800
Miscellaneous Supplies & Materials	119,076			119,076	82,322	36,754
Total costs w/o Labor	1,146,645	-	-	1,146,645	836,573	310,072
Labor	9,901,754	63,338	91,450	10,056,542	9,158,673	897,869
Subtotal	11,048,399	63,338	91,450	11,203,187	9,995,246	1,207,941
Administrative & General	2,459,559	16,159	23,274	2,498,992	2,191,988	307,004
Occupancy Cost	3,272,367	2,075	2,962	3,277,404	402,060	2,875,344
Power Mgmt Administrative Liquidation	(9,856)	3,795	5,479	(582)	-	(582)
Liquidation to Plants	(45,020)	-	-	(45,020)	(37,538)	(7,482)
Annual Budget Cost	16,725,449	85,367	123,165	16,933,981	12,551,756	4,382,225
Less: Third Party Revenues						
Interest Income	36,832	355	463	37,650	37,650	-
Net Annual Budget Cost to Participants	\$ 16,688,617	\$ 85,012	\$ 122,702	\$ 16,896,331	\$ 12,514,106	\$ 4,382,225
FY 2024 Net Annual Budget Cost	12,323,077	78,328	112,701	12,514,106		
Increase/(Decrease)	\$ 4,365,540	\$ 6,684	\$ 10,001	\$ 4,382,225		

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

**Northern California Power Agency
Management Services -- Power Management (Detail)
FY 2025 Budget**

	Power Management							Total Power Mgt FY 2025	Total Power Mgt FY 2024	Increase/ (Decrease)
	Power Mgt Administration	System Control & Load Dispatch	Forecasting, Planning, PreSch	Industry Restr & Reg Affairs	Contract Administration	Fuel Acquisition				
Travel & Staff Development	\$ 10,378	\$ 38,250	\$ 55,394	\$ 3,672	\$ 8,851	\$ -	\$ 116,545	\$ 800,655	\$ (684,110)	
Legal	-	-	-	5,000	30,500	-	35,500	35,500	-	
Other Professional Services	5,000	41,275	15,075	-	9,300	-	70,650	104,376	(33,726)	
Brokerage fees	-	-	55,200	-	-	-	55,200	55,200	-	
Software & Computer Supplies	-	395,000	173,374	-	-	-	568,374	241,530	326,844	
Data Comm lines	-	181,300	-	-	-	-	181,300	178,500	2,800	
Miscellaneous supplies & materials	3,500	20,050	49,487	37,200	5,339	3,500	119,076	82,322	36,754	
Total costs w/o Labor	18,878	675,875	348,530	45,872	53,990	3,500	1,146,645	1,498,083	(351,438)	
Labor	650,390	5,935,449	2,097,585	275,880	907,334	35,116	9,901,754	9,017,160	884,594	
Subtotal	669,268	6,611,324	2,446,115	321,752	961,324	38,616	11,048,399	10,515,243	533,156	
Administrative & General	-	1,559,467	570,861	76,078	249,202	3,951	2,459,559	2,156,293	303,266	
Occupancy Cost	-	3,159,164	70,572	9,484	33,147	-	3,272,367	396,666	2,875,701	
Power Mgmt Administrative Liquidation	(669,268)	420,034	155,407	20,442	61,076	2,453	(9,856)	(9,245)	(611)	
Liquidation to Plants	-	-	-	-	-	(45,020)	(45,020)	(37,538)	(7,482)	
Annual Budget Cost	-	11,749,989	3,242,955	427,756	1,304,749	-	16,725,449	13,021,419	3,704,030	
Less: Third Party Revenues										
Interest Income		19,630	11,232	2,019	3,951		36,832	36,832	-	
Net Annual Budget Cost to Participants	\$ -	\$ 11,730,359	\$ 3,231,723	\$ 425,737	\$ 1,300,798	\$ -	\$ 16,688,617	\$ 12,984,587	\$ 3,704,030	
FY 2024 Net Annual Budget Cost	-	7,880,460	2,879,857	390,335	1,172,425	-	12,323,077			
Increase/(Decrease)	\$ -	\$ 3,849,899	\$ 351,866	\$ 35,402	\$ 128,373	\$ -	\$ 4,365,540			

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 2025 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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Power Management Administration						
Salaries & Benefits	\$561,728	\$565,197	\$591,482	\$295,826	\$650,390	\$58,908
Travel & Staff Development	12,873	738	12,973	166	10,378	(2,595)
Outside Services						
Other	5,000	0	5,000	0	5,000	0
Other						
Mobile Phone Services	500	496	500	215	500	0
Office Supplies	1,800	241	1,500	29	1,500	0
Books, Tapes and Subscriptions	2,900	2,970	1,500	1,530	1,500	0
Minor Equipment and Tools	400	0	0	0	0	0
	<u>\$585,201</u>	<u>\$569,642</u>	<u>\$612,955</u>	<u>\$297,766</u>	<u>\$669,268</u>	<u>\$56,313</u>
Liquidated Pwr Mgmt Admin	(585,201)	(569,642)	(612,955)	(297,766)	(669,268)	(56,313)
Net Annual Budget Cost to Participan	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

SYSTEM CONTROL AND LOAD DISPATCH GOALS, OBJECTIVES AND MEASUREMENT PARAMETERS

Goals

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

Objectives to achieve this goal are:

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

Measurement Parameters

Volume Measures

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

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

Efficiency Measures

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

Program Structure and Functional Responsibilities

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

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

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Managen	\$3,093,305	\$3,202,107	\$3,075,878	\$1,722,664	\$4,065,144	\$989,266
Schedule Coordination	3,007,316	2,493,372	3,484,911	1,423,337	4,493,334	1,008,423
System Control & Data Acquisition	1,195,155	1,103,793	1,098,379	564,183	2,219,565	1,121,186
WECC/NERC Compliance & Participation	208,265	150,588	240,922	83,784	971,946	731,024
Annual Budget Cost	7,504,041	6,949,860	7,900,090	3,793,968	11,749,989	3,849,899
Less: Third Party Revenue						
Interest Income (Operating Account)	19,630	12,001	19,630	34,588	19,630	0
Net Annual Budget Cost to Participants	\$7,484,411	\$6,937,859	\$7,880,460	\$3,759,380	\$11,730,359	\$3,849,899

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Management						
Salaries & Benefits						
Dispatch & Scheduling	\$1,844,871	\$2,085,020	\$1,781,502	\$1,139,288	\$1,933,247	\$151,745
Information Systems	425,710	285,308	446,951	162,690	483,153	36,202
Travel & Staff Development	20,000	19,599	16,000	13,150	18,000	2,000
Dues & Subscriptions	1,000	1,068	1,000	543	1,200	200
Office Furniture & Equipment	1,000	0	3,500	0	3,500	0
Office Supplies	3,700	5,184	4,630	3,268	7,850	3,220
Computer Spare Parts	5,000	0	5,000	1,875	5,000	0
Regulatory Fees & Permits	400	470	400	978	575	175
Pwr Mgmt Admin Liquidation	146,988	163,434	147,583	69,331	155,815	8,232
	<u>2,448,669</u>	<u>2,560,083</u>	<u>2,406,566</u>	<u>1,391,123</u>	<u>2,608,340</u>	<u>201,774</u>
Administrative & General	563,941	560,091	562,632	281,165	631,783	69,151
Occupancy Cost - Main HQ Building	80,695	81,933	106,680	50,376	825,021	718,341
	<u>\$3,093,305</u>	<u>\$3,202,107</u>	<u>\$3,075,878</u>	<u>\$1,722,664</u>	<u>\$4,065,144</u>	<u>\$989,266</u>
Schedule Coordination						
Salaries & Benefits						
Dispatch & Scheduling	\$1,796,684	\$1,447,124	\$1,962,827	\$763,627	\$2,120,210	\$157,383
Information Systems	416,504	381,071	615,888	217,551	664,531	48,643
Travel & Staff Development	9,000	10,644	6,500	962	7,500	1,000
Office Furniture & Equipment	500	4,299	500	0	500	0
Dues/Subscriptions	4,000	4,340	4,000	2,284	4,500	500
Special Equipment & Tools	400	0	400	0	400	0
Office Supplies, Maintenance & Miscs. E	2,600	4,189	3,600	887	6,050	2,450
Pwr Mgmt Admin Liquidation	142,390	126,000	169,450	79,610	178,125	8,675
	<u>2,372,078</u>	<u>1,977,667</u>	<u>2,763,165</u>	<u>1,064,921</u>	<u>2,981,816</u>	<u>218,651</u>
Administrative & General	554,818	446,738	611,321	305,762	682,995	71,674
Occupancy Cost - Main HQ Building	80,420	68,967	110,425	52,654	828,523	718,098
	<u>\$3,007,316</u>	<u>\$2,493,372</u>	<u>\$3,484,911</u>	<u>\$1,423,337</u>	<u>\$4,493,334</u>	<u>\$1,008,423</u>

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
System Control And Data Acquisition						
Salaries & Benefits						
Information Systems	\$577,095	\$537,794	\$469,014	\$278,269	\$557,941	\$88,927
Dispatch & Scheduling	8,178	6,766	8,601	5,144	9,316	715
Outside Services						
Contract/Program Consulting	50,000	0	25,000	0	0	(25,000)
Network Services	20,000	14,363	20,000	6,831	0	(20,000)
Metering Service	25,000	22,479	30,000	11,151	30,000	0
Travel & Staff Development	13,500	7,546	26,000	2,096	10,500	(15,500)
Data Com Lines	9,500	7,487	10,500	2,242	13,300	2,800
Software Licenses	44,000	54,114	60,305	45,708	105,000	44,695
Disaster Recovery Center	500	0	500	0	0	(500)
Supplies	500	0	500	0	500	0
Computer Hardware	5,000	8,232	5,000	118	0	(5,000)
Communication Services - Internet	8,000	7,963	8,000	3,981	8,000	0
Communication Services - Intranet	160,000	190,099	160,000	92,666	160,000	0
Emergency Gen. Fuel/Maint.	1,463	1,170	1,463	2,857	1,250	(213)
Computer Hardware (>\$5K)	0	0	25,000	0	285,000	260,000
Pwr Mgmt Admin Liquidation	58,927	58,526	55,524	26,086	75,020	19,496
	981,663	916,539	905,407	477,149	1,255,827	350,420
Administrative & General	185,737	161,106	153,330	76,725	204,058	50,728
Occupancy Cost - Main HQ Building	27,755	26,148	39,642	10,309	759,680	720,038
	\$1,195,155	\$1,103,793	\$1,098,379	\$564,183	\$2,219,565	\$1,121,186
WECC/NERC Compliance & Participation						
Salaries & Benefits	\$148,273	\$106,466	\$154,266	\$50,583	\$167,051	\$12,785
Travel & Staff Development	0	0	7,000	898	2,250	(4,750)
NERC/WECC Assessments	4,000	4,018	4,500	5,691	5,000	500
Pwr Mgmt Admin Liquidation	9,724	7,526	10,830	5,096	11,074	244
	161,997	118,010	176,596	62,268	185,375	8,779
Administrative & General	35,504	22,748	36,920	18,531	40,631	3,711
Occupancy Cost - Main HQ Building	10,764	9,830	27,406	2,985	745,940	718,534
	\$208,265	\$150,588	\$240,922	\$83,784	\$971,946	\$731,024

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
System Control And Data Acquisition						
Salaries & Benefits						
Information Systems	\$577,095	\$537,794	\$469,014	\$278,269	\$557,941	\$88,927
Dispatch & Scheduling	8,178	6,766	8,601	5,144	9,316	715
Outside Services						
Contract/Program Consulting	50,000	0	25,000	0	0	(25,000)
Network Services	20,000	14,363	20,000	6,831	0	(20,000)
Metering Service	25,000	22,479	30,000	11,151	30,000	0
Travel & Staff Development	13,500	7,546	26,000	2,096	10,500	(15,500)
Data Com Lines	9,500	7,487	10,500	2,242	13,300	2,800
Software Licenses	44,000	54,114	60,305	45,708	105,000	44,695
Disaster Recovery Center	500	0	500	0	0	(500)
Supplies	500	0	500	0	500	0
Computer Hardware	5,000	8,232	5,000	118	0	(5,000)
Communication Services - Internet	8,000	7,963	8,000	3,981	8,000	0
Communication Services - Intranet	160,000	190,099	160,000	92,666	160,000	0
Emergency Gen. Fuel/Maint.	1,463	1,170	1,463	2,857	1,250	(213)
Computer Hardware (>\$5K)	0	0	25,000	0	285,000	260,000
Pwr Mgmt Admin Liquidation	58,927	58,526	55,524	26,086	75,020	19,496
	981,663	916,539	905,407	477,149	1,255,827	350,420
Administrative & General	185,737	161,106	153,330	76,725	204,058	50,728
Occupancy Cost - Main HQ Building	27,755	26,148	39,642	10,309	759,680	720,038
	\$1,195,155	\$1,103,793	\$1,098,379	\$564,183	\$2,219,565	\$1,121,186
WECC/NERC Compliance & Participation						
Salaries & Benefits	\$148,273	\$106,466	\$154,266	\$50,583	\$167,051	\$12,785
Travel & Staff Development	0	0	7,000	898	2,250	(4,750)
NERC/WECC Assessments	4,000	4,018	4,500	5,691	5,000	500
Pwr Mgmt Admin Liquidation	9,724	7,526	10,830	5,096	11,074	244
	161,997	118,010	176,596	62,268	185,375	8,779
Administrative & General	35,504	22,748	36,920	18,531	40,631	3,711
Occupancy Cost - Main HQ Building	10,764	9,830	27,406	2,985	745,940	718,534
	\$208,265	\$150,588	\$240,922	\$83,784	\$971,946	\$731,024

**Northern California Power Agency
Management Services -- Power Management
FY 2025 Budget**

	Power Management ¹	Gas Purchase Program	Mkt Purchase Project	Proposed FY 2025	FY 2024	Increase/ (Decrease)
Travel & Staff Development	\$ 116,545	\$ -	\$ -	\$ 116,545	\$ 139,145	\$ (22,600)
Legal	35,500			35,500	35,500	-
Other Professional Services	70,650			70,650	104,376	(33,726)
Brokerage Fees	55,200			55,200	55,200	-
Software & Computer Supplies	568,374			568,374	241,530	326,844
Data Comm Lines	181,300			181,300	178,500	2,800
Miscellaneous Supplies & Materials	119,076			119,076	82,322	36,754
Total costs w/o Labor	1,146,645	-	-	1,146,645	836,573	310,072
Labor	9,901,754	63,338	91,450	10,056,542	9,158,673	897,869
Subtotal	11,048,399	63,338	91,450	11,203,187	9,995,246	1,207,941
Administrative & General	2,459,559	16,159	23,274	2,498,992	2,191,988	307,004
Occupancy Cost	3,272,367	2,075	2,962	3,277,404	402,060	2,875,344
Power Mgmt Administrative Liquidation	(9,856)	3,795	5,479	(582)	-	(582)
Liquidation to Plants	(45,020)	-	-	(45,020)	(37,538)	(7,482)
Annual Budget Cost	16,725,449	85,367	123,165	16,933,981	12,551,756	4,382,225
Less: Third Party Revenues						
Interest Income	36,832	355	463	37,650	37,650	-
Net Annual Budget Cost to Participants	\$ 16,688,617	\$ 85,012	\$ 122,702	\$ 16,896,331	\$ 12,514,106	\$ 4,382,225
FY 2024 Net Annual Budget Cost	12,323,077	78,328	112,701	12,514,106		
Increase/(Decrease)	\$ 4,365,540	\$ 6,684	\$ 10,001	\$ 4,382,225		

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

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Forecasting	\$652,332	\$608,732	\$659,525	\$332,467	\$747,848	\$88,323
Resource Planning, Optimization Risk Analysis & Mgmt	629,765	569,241	582,522	369,282	616,396	33,874
Power & Fuel Transaction	153,529	136,302	156,823	53,208	171,724	14,901
Pre-Scheduling	935,939	903,520	919,898	496,959	1,080,230	160,332
Power Pool Operations & Settlement Standards	481,786	305,739	383,496	136,509	418,454	34,958
Facilities Agreement Administration	191,091	133,203	188,825	68,468	208,303	19,478
Annual Budget Cost	3,044,442	2,656,737	2,891,089	1,456,893	3,242,955	351,866
Less: Third Party Revenue						
Interest Income	11,232	16,506	11,232	14,634	11,232	0
Net Annual Budget Cost to Participants	\$3,033,210	\$2,640,231	\$2,879,857	\$1,442,259	\$3,231,723	\$351,866

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Forecasting						
Salaries & Benefits						
Power Management	\$385,834	\$357,193	\$383,664	\$202,721	\$426,617	\$42,953
Travel & Staff Development	36,157	29,069	35,275	1,418	24,775	(10,500)
Professional Services	0	12,949	15,076	7,053	15,075	(1)
Software	43,400	39,481	34,075	15,150	57,117	23,042
Books, Tapes and Subscription	2,300	200	2,500	0	2,500	0
Tactical Market Info - Platts, NGI	28,400	30,761	29,600	25,789	42,857	13,257
Pwr Mgmt Admin Liquidation	31,681	31,994	32,678	15,346	36,146	3,468
	527,772	501,647	532,868	267,477	605,087	72,219
Administrative & General	111,258	95,936	111,532	55,943	127,529	15,997
Occupancy Cost - Main HQ Building	13,302	11,149	15,125	9,047	15,232	107
	\$652,332	\$608,732	\$659,525	\$332,467	\$747,848	\$88,323

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Resource Planning, Optimization, Risk Analysis & Mgmt						
Salaries & Benefits						
Power Management	\$367,166	\$375,131	\$367,083	\$260,681	\$404,648	\$37,565
Information Systems	41,138	9,864	0	0	0	0
Travel & Staff Development	12,989	2,493	12,989	2,749	21,619	8,630
Professional Services	0	0	0	0	0	0
Software	20,200	29,265	24,400	33,694	27,000	2,600
Tactical Market Information / Data	29,850	0	31,450	0	2,800	(28,650)
Mobile Phone Service	2,880	2,898	2,077	1,017	2,304	227
Office Supplies	200	0	200	0	200	0
Copy, Printing, Binding	200	0	200	0	200	0
Books, Tapes and Subscription	200	2,947	200	0	3,000	2,800
Equip Repair & Maintenance	2,355	71	2,500	0	2,500	0
Pwr Mgmt Admin Liquidation	30,473	28,793	28,817	13,532	29,496	679
	507,651	451,462	469,916	311,673	493,767	23,851
Administrative & General	108,785	103,615	99,081	49,516	109,094	10,013
Occupancy Cost - Main HQ Building	13,329	14,164	13,525	8,093	13,535	10
	\$629,765	\$569,241	\$582,522	\$369,282	\$616,396	\$33,874
Power & Fuel Transactions						
Salaries & Benefits						
Power Management	\$114,175	\$102,692	\$116,504	\$32,867	\$127,499	\$10,995
Pwr Mgmt Admin Liquidation	7,291	6,996	7,611	3,570	8,100	489
	121,466	109,688	124,115	36,437	135,599	11,484
Administrative & General	28,349	23,559	28,529	14,278	31,967	3,438
Occupancy Cost - Main HQ Building	3,714	3,055	4,179	2,493	4,158	(21)
	\$153,529	\$136,302	\$156,823	\$53,208	\$171,724	\$14,901
Pre-Scheduling						
Salaries & Benefits						
Power Management	\$567,373	\$599,184	\$583,152	\$346,780	\$637,562	\$54,410
Information Systems	50,855	11,977	18,835	0	37,294	18,459
Travel & Staff Development	9,000	0	9,000	0	9,000	0
Brokerage Fees	55,200	53,435	55,200	27,000	55,200	0
Software	22,200	8,104	26,700	8,914	43,600	16,900
Mobile Phone Service	1,980	1,487	1,548	645	1,728	180
Office Supplies	65	0	65	0	55	(10)
Office Furniture and Equipment	0	0	0	0	35,000	35,000
Pwr Mgmt Admin Liquidation	45,129	45,927	45,372	21,306	52,061	6,689
	751,802	720,114	739,872	404,645	871,500	131,628
Administrative & General	163,797	161,674	158,150	79,235	186,206	28,056
Occupancy Cost - Main HQ Bldg	20,340	21,732	21,876	13,079	22,524	648
	\$935,939	\$903,520	\$919,898	\$496,959	\$1,080,230	\$160,332

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

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Power Pool Operations & Settlement Standards						
Salaries & Benefits						
Power Management	\$165,132	\$139,067	\$168,461	\$56,678	\$185,194	\$16,733
Information Systems	193,375	91,715	116,285	30,088	125,462	9,177
Mobile Phone Services	2,000	2,826	2,000	1,109	2,000	0
Pwr Mgmt Admin Liquidation	23,022	15,914	18,733	8,810	19,864	1,131
	<u>383,529</u>	<u>249,522</u>	<u>305,479</u>	<u>96,685</u>	<u>332,520</u>	<u>27,041</u>
Administrative & General	86,694	49,934	68,085	33,885	76,138	8,053
Occupancy Cost - Main HQ Bldg	11,563	6,283	9,932	5,939	9,796	(136)
	<u>\$481,786</u>	<u>\$305,739</u>	<u>\$383,496</u>	<u>\$136,509</u>	<u>\$418,454</u>	<u>\$34,958</u>
Facilities Agreement Administration						
Salaries & Benefits						
Power Management	\$141,925	\$99,990	\$139,081	\$43,074	\$153,309	\$14,228
Pwr Mgmt Admin Liquidation	9,063	6,811	9,086	4,261	9,740	654
	<u>150,988</u>	<u>106,801</u>	<u>148,167</u>	<u>47,335</u>	<u>163,049</u>	<u>14,882</u>
Administrative & General	35,439	23,333	35,340	17,963	39,927	4,587
Occupancy Cost - Main HQ Bldg	4,664	3,069	5,318	3,170	5,327	9
	<u>\$191,091</u>	<u>\$133,203</u>	<u>\$188,825</u>	<u>\$68,468</u>	<u>\$208,303</u>	<u>\$19,478</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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Industry Restructuring & Regulatory Affairs						
Salaries & Benefits	\$283,102	\$298,897	\$249,472	\$167,108	\$275,880	\$26,408
Travel & Staff Development	5,000	357	3,926	272	3,672	(254)
Legal Services	5,000	0	5,000	0	5,000	0
Other						
Office Supplies	1,400	0	0	0	0	0
Copy, Printing and Binding	500	0	0	0	0	0
Books, Tapes and Subscriptions	31,000	40,597	37,200	16,821	37,200	0
Pwr Mgmt Admin Liquidation	20,819	23,151	19,312	9,070	20,442	1,130
	<u>346,821</u>	<u>363,002</u>	<u>314,910</u>	<u>193,271</u>	<u>342,194</u>	<u>27,284</u>
Administrative & General	81,026	82,312	67,975	34,151	76,078	8,103
Occupancy Cost - Main HQ Building	10,624	11,149	9,469	5,662	9,484	15
Annual Budget Cost	438,471	456,463	392,354	233,084	427,756	35,402
Less: Third Party Revenue						
Interest Income	2,019	2,109	2,019	1,329	2,019	0
Net Annual Budget Cost to Participants	\$436,452	\$454,354	\$390,335	\$231,755	\$425,737	\$35,402

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:

- 2025 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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support	\$728,658	\$749,636	\$918,690	\$481,171	\$1,017,772	\$99,082
TANC Representation & Advocacy	31,931	34,684	34,369	13,921	37,952	3,583
Western Representation & Advocacy	150,999	91,797	164,891	41,192	184,074	19,183
Pooling Agreement Coordination & Administration	120,212	63,338	58,426	17,166	64,951	6,525
Annual Budget Cost	1,031,800	939,455	1,176,376	553,450	1,304,749	128,373
Less: Third Party Revenue						
Interest Income	3,951	0	3,951	5,062	3,951	0
Net Annual Budget Cost to Participants	\$1,027,849	\$939,455	\$1,172,425	\$548,388	\$1,300,798	\$128,373

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support						
Salaries & Benefits	\$498,968	\$540,132	\$639,616	\$358,366	\$713,460	\$73,844
Travel & Staff Development	5,698	5,733	4,108	283	3,305	(803)
Legal Services	28,000	0	28,000	0	28,000	0
Mobile Phone Services	1,200	617	1,200	245	1,200	0
Office Supplies	1,000	0	1,000	0	1,000	0
Copy, Printing and Binding	200	0	200	0	200	0
Equipment Repair and Maintenance	1,300	0	1,300	0	1,300	0
Minor Equipment and Tools	1,339	0	1,339	0	1,339	0
Pwr Mgmt Admin Liquidation	34,338	37,227	44,214	20,759	47,637	3,423
	<u>572,043</u>	<u>583,709</u>	<u>720,977</u>	<u>379,653</u>	<u>797,441</u>	<u>76,464</u>
Administrative & General	138,045	144,981	171,861	86,070	194,458	22,597
Occupancy Cost - Main HQ Building	18,570	20,946	25,852	15,448	25,873	21
	<u>\$728,658</u>	<u>\$749,636</u>	<u>\$918,690</u>	<u>\$481,171</u>	<u>\$1,017,772</u>	<u>\$99,082</u>
TANC Representation & Advocacy						
Salaries & Benefits						
Power Management	\$22,618	\$17,511	\$24,629	\$8,519	\$27,198	\$2,569
Accounting & Finance	0	8,339	0	875	0	0
Travel & Staff Development	623	0	623	0	623	0
Copy, Printing and Binding	50	0	50	0	50	0
Books, Tapes and Subscriptions	50	0	50	0	50	0
Pwr Mgmt Admin Liquidation	1,491	1,761	1,656	777	1,774	118
	<u>24,832</u>	<u>27,611</u>	<u>27,008</u>	<u>10,171</u>	<u>29,695</u>	<u>2,687</u>
Administrative & General	6,235	6,212	6,402	3,165	7,284	882
Occupancy Cost - Main HQ Building	864	861	959	585	973	14
	<u>\$31,931</u>	<u>\$34,684</u>	<u>\$34,369</u>	<u>\$13,921</u>	<u>\$37,952</u>	<u>\$3,583</u>

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Western Representation & Advocacy						
Salaries & Benefits	\$94,492	\$44,535	\$106,955	\$18,976	\$121,168	\$14,213
Travel & Staff Development	4,000	0	2,351	0	2,523	172
Legal Services	2,500	0	2,500	0	2,500	0
Other Professional Services	9,300	29,250	9,300	0	9,300	0
Mobile Phone Services	0	495	0	215	0	0
Copy, Printing and Binding	100	0	100	0	100	0
Books, Tapes and Subscriptions	100	0	100	0	100	0
Pwr Mgmt Admin Liquidation	7,056	5,061	7,925	3,714	8,621	696
	<u>117,548</u>	<u>79,341</u>	<u>129,231</u>	<u>22,905</u>	<u>144,312</u>	<u>15,081</u>
Administrative & General	29,391	11,557	30,981	15,487	35,100	4,119
Occupancy Cost - Main HQ Building	4,060	899	4,679	2,800	4,662	(17)
	<u>\$150,999</u>	<u>\$91,797</u>	<u>\$164,891</u>	<u>\$41,192</u>	<u>\$184,074</u>	<u>\$19,183</u>
Pooling Agreement Coordination & Administration						
Salaries & Benefits	\$84,959	\$48,539	\$40,827	\$9,417	\$45,508	\$4,681
Travel & Staff Development	2,400	0	2,400	0	2,400	0
Pwr Mgmt Admin Liquidation	5,579	3,307	2,824	1,324	3,044	220
	<u>92,938</u>	<u>51,846</u>	<u>46,051</u>	<u>10,741</u>	<u>50,952</u>	<u>4,901</u>
Administrative & General	23,905	10,258	10,776	5,471	12,360	1,584
Occupancy Cost - Main HQ Building	3,369	1,234	1,599	954	1,639	40
	<u>\$120,212</u>	<u>\$63,338</u>	<u>\$58,426</u>	<u>\$17,166</u>	<u>\$64,951</u>	<u>\$6,525</u>

Gas Purchase Program (GPP)

FY 2025

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Increase/ (Decrease)
Gas Purchase Program						
Salaries & Benefits	\$56,787	\$39,147	\$58,035	\$20,133	\$63,480	\$5,445
Other						
Allocated Power Management Admin	3,626	2,667	3,791	1,785	4,033	242
	60,413	41,814	61,826	21,918	67,513	5,687
Administrative & General	14,323	9,604	14,640	7,465	16,486	1,846
Occupancy Cost - Main HQ Building	1,938	1,367	2,217	1,323	2,208	(9)
Annual Budget Cost	76,674	52,785	78,683	30,706	86,207	7,524
Interest Revenue	355	631	355	584	355	0
Net Annual Budget Cost to Participants	\$76,319	\$52,154	\$78,328	\$30,122	\$85,852	\$7,524

Market Purchase Program (MPP)

FY 2025

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Market Purchase Project						
Salaries & Benefits	\$83,138	\$56,215	\$83,478	\$25,693	\$91,655	\$8,177
Other						
Pwr Mgmt Admin Liquidation	5,309	3,829	5,454	2,563	5,823	369
	<u>88,447</u>	<u>60,044</u>	<u>88,932</u>	<u>28,256</u>	<u>97,478</u>	<u>8,546</u>
Administrative & General	20,894	13,886	21,055	10,498	23,744	2,689
Occupancy Cost - Main HQ Building	2,802	1,962	3,177	1,908	3,170	(7)
Annual Budget Cost	112,143	75,892	113,164	40,662	124,392	11,228
Less: Third Party Revenue						
Interest Income	463	381	463	0	463	0
Net Annual Budget Cost to Participants	\$111,680	\$75,511	\$112,701	\$40,662	\$123,929	\$11,228

Fuel Acquisition & Management

FY 2025

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Fuel Acquisition Cost (CT1 & CT2)						
Salaries & Benefits						
Pwr Accts Admin	\$32,718	\$7,474	\$32,065	\$0	\$35,116	\$3,051
Other:						
Copy, Printing & Binding	0	0	0	0	0	0
NG Subscriptions	3,200	3,084	0	3,270	3,500	3,500
Pwr Mgmt Admin Liquidation	2,294	719	2,095	827	2,453	358
	<u>38,212</u>	<u>11,277</u>	<u>34,160</u>	<u>4,097</u>	<u>41,069</u>	<u>6,909</u>
Administrative & General	4,007	3,920	3,378	1,450	3,951	573
Occupancy	0	0	0	0	0	0
	<u>\$42,219</u>	<u>\$15,197</u>	<u>\$37,538</u>	<u>\$5,547</u>	<u>\$45,020</u>	<u>\$7,482</u>
Liquidation of Fuel Acquisition to CT1 & CT2	(\$42,219)	(\$15,197)	(\$37,538)	(\$5,547)	(\$45,020)	(\$7,482)
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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2023 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities	\$57,805	\$57,051	\$45,536	\$34,977	\$64,569	\$19,033
Counter-party Credit Review & Analysis	91,747	133,103	98,805	33,579	111,349	12,544
Annual Budget Cost	149,552	190,154	144,341	68,555	175,918	31,577
Less: Third Party Revenue						
Interest Income	6,121	6,563	6,121	6,143	6,121	0
Enterprise Application Cost Sharing	0	54,086	0	0	0	0
Net Annual Budget Cost to Participants	\$143,431	\$129,505	\$138,220	\$62,412	\$169,797	\$31,577

Northern California Power Agency
Risk Management
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2023 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities						
Salaries & Benefits						
Risk Management	\$42,920	\$42,396	\$44,255	\$22,499	\$49,773	\$5,518
Administrative Services	10,954	2,667	11,608	0	12,577	969
	53,874	45,063	55,863	22,499	62,350	6,487
Travel & Staff Development	10,500	2,718	11,000	2,784	8,000	(3,000)
Legal Services	5,000	0	5,000	0	5,000	0
Commercial Compliance Training	25,000	47,045	0	0	30,000	30,000
	94,374	94,826	71,863	25,283	105,350	33,487
Administrative & General	18,888	17,156	16,620	8,155	21,260	4,640
Occupancy Cost - Main HQ Building	2,348	2,120	2,589	1,539	2,528	(61)
	115,610	114,102	91,072	34,977	129,138	38,066
Allocated ROC, IROC Meetings & Activities to A&G	(57,805)	(57,051)	(45,536)	0	(64,569)	(19,033)
	<u>\$57,805</u>	<u>\$57,051</u>	<u>\$45,536</u>	<u>\$34,977</u>	<u>\$64,569</u>	<u>\$19,033</u>
Counter-party Credit Review & Analysis						
Salaries & Benefits						
Energy Risk Management	\$42,920	\$44,441	\$44,255	\$22,499	\$49,773	\$5,518
Information Systems	15,350	0	19,105	0	21,911	2,806
	58,270	44,441	63,360	22,499	71,684	8,324
Risk Management Enterprise Application	13,600	67,608	14,000	0	15,500	1,500
	71,870	112,049	77,360	22,499	87,184	9,824
Administrative & General	17,341	18,934	18,509	9,326	21,264	2,755
Occupancy Cost - Main HQ Building	2,536	2,120	2,936	1,754	2,901	(35)
	<u>\$91,747</u>	<u>\$133,103</u>	<u>\$98,805</u>	<u>\$33,579</u>	<u>\$111,349</u>	<u>\$12,544</u>

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring	\$470,686	\$277,878	\$468,905	\$164,527	\$600,588	\$131,683
ISO Data Validation & Monitoring	541,277	313,207	606,666	174,453	616,616	9,950
Annual Budget Cost	1,011,963	591,085	1,075,571	338,980	1,217,204	141,633
Less: Third Party Revenue						
Interest Income	5,214	8,719	5,214	10,032	5,214	0
Net Annual Budget Cost to Participants	\$1,006,749	\$582,366	\$1,070,357	\$328,948	\$1,211,990	\$141,633

Northern California Power Agency
Settlements
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$145,865	\$67,725	\$146,200	\$42,549	\$218,741	\$72,541
Power Accounts Administration	214,789	149,049	210,378	64,155	240,190	29,812
	360,654	216,774	356,578	106,704	458,931	102,353
Administrative & General	95,190	52,700	95,924	48,006	123,728	27,804
Occupancy Cost - Main HQ Building	14,842	8,404	16,403	9,817	17,929	1,526
	<u>\$470,686</u>	<u>\$277,878</u>	<u>\$468,905</u>	<u>\$164,527</u>	<u>\$600,588</u>	<u>\$131,683</u>
ISO Data Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$0	\$3,541	\$43,499	\$0	\$46,937	\$3,438
Power Accounts Administration	391,312	190,645	397,503	86,769	413,621	16,118
	391,312	194,186	441,002	86,769	460,558	19,556
Travel & Staff Development	0	0	0	0	0	0
Software Licenses	3,450	50,923	3,450	4,264	4,000	550
	394,762	245,109	444,452	91,033	464,558	20,106
Administrative & General	124,909	58,805	137,042	68,372	132,316	(4,726)
Occupancy Cost - Main HQ Building	21,606	9,293	25,172	15,048	19,742	(5,430)
	<u>\$541,277</u>	<u>\$313,207</u>	<u>\$606,666</u>	<u>\$174,453</u>	<u>\$616,616</u>	<u>\$9,950</u>

Northern California Power Agency
Integrated System Support
Comparative Annual Budget Report

	FY 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Integrated System Support						
Outside Services						
Custom Programming	\$0	\$0	\$0	\$0	\$0	\$0
Hardware Licenses	0	0	0	0	0	0
Software Licenses	125,000	87,742	175,000	35,791	150,000	(25,000)
Other						
Computer Hardware	195,000	101,883	45,000	0	65,000	20,000
Hardware Contracts	35,000	71,268	100,000	44,105	100,000	0
Communication Services - Intranet	11,000	9,750	11,000	4,875	11,000	0
Cyber Security Insurance	0	244,206	371,377	185,688	316,214	(55,163)
Emergency Generator Fuel/Maint.	133	390	133	0	417	284
Regulatory Fees & Permits	488	157	300	0	192	(108)
	<u>366,621</u>	<u>515,396</u>	<u>702,810</u>	<u>270,459</u>	<u>642,823</u>	<u>(59,987)</u>
Administrative & General	38,451	50,646	69,506	34,905	61,842	(7,664)
Annual Budget Cost	405,072	566,042	772,316	305,364	704,665	(67,651)
Less: Third Party Revenue						
Interest Income	2,661	1,181	2,661	2,029	2,661	0
Net Annual Budget Cost to Participants	\$402,411	\$564,861	\$769,655	\$303,335	\$702,004	(\$67,651)

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31, 2023	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Dues:						
APPA	\$331,223	\$323,559	\$333,266	\$327,368	\$337,189	\$3,923
SEPA	22,000	22,003	22,000	22,000	22,000	0
DEED	24,624	24,471	25,363	0	25,363	0
CEE	10,000	12,580	10,000	13,084	10,000	0
Alliance to Save Energy Dues	2,500	0	2,500	0	2,500	0
	<u>390,347</u>	<u>382,613</u>	<u>393,129</u>	<u>362,452</u>	<u>397,052</u>	<u>3,923</u>
Subscriptions:						
Tactical Mkt Info - Platts	11,500	12,558	12,000	12,996	12,750	750
Tactical Mkt Info - NGI	9,600	9,252	9,750	9,810	10,500	750
	<u>21,100</u>	<u>21,810</u>	<u>21,750</u>	<u>22,806</u>	<u>23,250</u>	<u>1,500</u>
Transmission Services:						
TANC - SOT	210,000	87,490	210,000	32,490	210,000	0
Bay Area Transmission (BAMx)	657,500	562,633	657,500	247,433	657,500	0
BART Transmission Consulting	180,000	54,764	120,000	34,905	120,000	0
60 Kv Facilities Charges (Biggs)	4,700	4,663	4,700	1,943	4,700	0
	<u>1,052,200</u>	<u>709,550</u>	<u>992,200</u>	<u>316,771</u>	<u>992,200</u>	<u>0</u>
Distribution:						
Meter Maintenance General - TriMark	72,000	85,862	228,000	108,531	275,040	47,040
Meter Repair	0	9,121	0	0	0	0
	<u>72,000</u>	<u>94,983</u>	<u>228,000</u>	<u>108,531</u>	<u>275,040</u>	<u>47,040</u>
WREGIS:						
Certificate Transfer Fees	5,000	5,926	5,000	2,339	5,000	0
Certificate Transfer Fees - WAPA	5,000	739	5,000	1,185	5,000	0
	<u>10,000</u>	<u>6,665</u>	<u>10,000</u>	<u>3,524</u>	<u>10,000</u>	<u>0</u>
Member Services Projects:						
Energy Efficiency Reporting Tool	70,000	37,115	70,000	29,025	120,000	50,000
Technical Reference Manual	50,000	0	50,000	0	0	(50,000)
Energy Efficiency Target	0	10,815	0	0	150,000	150,000
	<u>120,000</u>	<u>47,930</u>	<u>120,000</u>	<u>29,025</u>	<u>270,000</u>	<u>150,000</u>
Annual Budget Cost	\$1,665,647	\$1,263,551	\$1,765,079	\$843,109	\$1,967,542	\$202,463

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 2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual Through December 31	Proposed FY 2025 Budget	Budget Increase/ (Decrease)
Support Services						
Salaries & Benefits	\$46,914	\$71,631	\$125,218	\$39,711	\$147,285	\$22,067
Training Services	0	105,084	0	21,681	0	0
Vendor Services	0	2,114,527	0	1,125,767	0	0
Vendor Shared Services - SCPPA	0	148,636	0	0	0	0
Other Support Services	0	-	0	0	0	0
Annual Budget Cost	46,914	2,439,878	125,218	1,187,159	147,285	22,067

Northern California Power Agency
 Grand Total Full-Time Employee Staffing by Business Unit
 FY 2024-2025 Budget

<u>BUSINESS UNITS</u>	FY 2023-2024 Budget			FY 2024-2025 Budget	
	On Board (A)	Open (B)	Total	Change (C)	Total
GENERATION SERVICES	83.00	8.00	91.00	-	91.00
POWER MANAGEMENT	26.00	-	26.00	-	26.00
LEGISLATIVE & REGULATORY	5.75	1.00	6.75	-	6.75
ADMINISTRATIVE & GENERAL	42.25	3.00	45.25	1.00	46.25
GRAND TOTAL	157.00	12.00	169.00	1.00	170.00

Note = A: Number of full-time employees planned as of 7/1/23. 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 2024-2025 Budget

Business Unit
Casual Employees Equivalent
Generation Services
Administrative & General
 Total

FY 2023-2024 Budget		
On Board	Open	Total
0.46	1.39	1.85
0.92	1.00	1.92
1.38	2.39	3.77

FY 2024-2025 Budget	
Change	Total
-	1.85
(0.08)	1.84
(0.08)	3.69

NORTHERN CALIFORNIA POWER AGENCY

Summary of Position Changes

FY 2024-2025

New Changes:

Add	1.00	Information Systems	Computer Technology Analyst II (19) (Org 300)
Add	0.46	Accounting & Finance	Accounting Clerk II (11) (Org 210)
Add	0.46	Accounting & Finance	Student Assistant IV (6H) (Org 210)
Add	1.00	Legislative & Regulatory	Manager, Legislative Program (25) (Org 500)
Delete	-1.00	Legislative & Regulatory	Government Relations Representative IV (22) (Org 500)
Delete	-0.46	Power Settlements	Student Assistant IV (6H) (Org 220)
Delete	-0.46	Information Systems	Student Assistant IV (6H) (Org 300)
Delete	-0.08	Various	Updated Intern budgeted hours down to CalPERS max for two intern positions
	<u>0.92</u>	Total	
Upgrade	0.00	Accounting & Finance	Accountant/Analyst II (17) (Org 210) to Accountant/Analyst III (19) (Org 210)

**NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Effective December 31, 2023**

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
15	¹ ACCOUNTANT/ANALYST I	79,872	38.40	99,840	48.00	114,816	55.20
17	¹ ACCOUNTANT/ANALYST II	92,290	44.37	115,378	55.47	132,662	63.78
19	¹ ACCOUNTANT/ANALYST III	106,662	51.28	133,328	64.10	153,317	73.71
9	¹ ACCOUNTING CLERK I	51,750	24.88	64,688	31.10	74,381	35.76
11	¹ ACCOUNTING CLERK II	59,800	28.75	74,755	35.94	85,966	41.33
13	¹ ACCOUNTING CLERK III	69,118	33.23	86,382	41.53	99,341	47.76
9	¹ ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR I	51,750	24.88	64,688	31.10	74,381	35.76
11	¹ ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR II	59,800	28.75	74,755	35.94	85,966	41.33
13	¹ ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR III	69,118	33.23	86,382	41.53	99,341	47.76
30	¹ AGM I/SENIOR DIRECTOR (E.g. Business Development)	236,309	113.61	295,381	142.01	339,706	163.32
31	¹ AGM II (E.g. Power Mgmt, Generation, Leg & Reg, CFO/Admin)	254,030	122.13	317,533	152.66	365,165	175.56
32	¹ AGM III	273,083	131.29	341,349	164.11	392,558	188.73
23	¹ ASSISTANT CONTROLLER	142,438	68.48	178,048	85.60	204,755	98.44
25	¹ ASSISTANT MANAGER: INFORMATION SERVICES	164,611	79.14	205,754	98.92	236,621	113.76
6E	¹ ASSISTANT, STUDENT I	33,280	16.00	40,373	19.41	46,426	22.32
6F	¹ ASSISTANT, STUDENT II	39,853	19.16	49,816	23.95	57,283	27.54
6G	¹ ASSISTANT, STUDENT III	49,525	23.81	61,901	29.76	71,198	34.23
6H	¹ ASSISTANT, STUDENT IV	57,221	27.51	71,510	34.38	82,243	39.54
14	¹ COMPUTER TECHNOLOGY ANALYST	74,298	35.72	92,872	44.65	106,787	51.34
17	¹ COMPUTER TECHNOLOGY ANALYST I	92,290	44.37	115,378	55.47	132,662	63.78
19	¹ COMPUTER TECHNOLOGY ANALYST II	106,662	51.28	133,328	64.10	153,317	73.71
21	¹ COMPUTER TECHNOLOGY ANALYST III	123,261	59.26	154,066	74.07	177,174	85.18
23	¹ COMPUTER TECHNOLOGY ANALYST IV	142,438	68.48	178,048	85.60	204,755	98.44
16	¹ ENERGY RESOURCE ANALYST I	85,862	41.28	107,328	51.60	123,406	59.33
18	¹ ENERGY RESOURCE ANALYST II	99,216	47.70	124,010	59.62	142,626	68.57
20	¹ ENERGY RESOURCE ANALYST III	114,650	55.12	143,312	68.90	164,819	79.24
23	¹ ENERGY RESOURCE ANALYST IV	142,438	68.48	178,048	85.60	204,755	98.44
16	¹ ENGINEER I	85,862	41.28	107,328	51.60	123,406	59.33
18	¹ ENGINEER II	99,216	47.70	124,010	59.62	142,626	68.57
20	¹ ENGINEER III	114,650	55.12	143,312	68.90	164,819	79.24
23	¹ ENGINEER IV	142,438	68.48	178,048	85.60	204,755	98.44
24	¹ ENGINEER V: SUPERVISING /PLANT	153,130	73.62	191,402	92.02	220,106	105.82
20	¹ ENVIRONMENTAL, HEALTH & SAFETY SPECIALIST	114,650	55.12	143,312	68.90	164,819	79.24
16	¹ EXECUTIVE ASSISTANT	85,862	41.28	107,328	51.60	123,406	59.33
32	¹ GENERAL COUNSEL	273,083	131.29	341,349	164.11	392,558	188.73
36	¹ GENERAL MANAGER	364,707	175.34	455,874	219.17	524,264	252.05
16	¹ GEOLOGIST I	85,862	41.28	107,328	51.60	123,406	59.33
18	¹ GEOLOGIST II	99,216	47.70	124,010	59.62	142,626	68.57
20	¹ GEOLOGIST III	114,650	55.12	143,312	68.90	164,819	79.24
23	¹ GEOLOGIST IV	142,438	68.48	178,048	85.60	204,755	98.44
24	¹ GEOLOGIST V	153,130	73.62	191,402	92.02	220,106	105.82
16	¹ GOVERNMENT RELATIONS REPRESENTATIVE I	85,862	41.28	107,328	51.60	123,406	59.33
18	¹ GOVERNMENT RELATIONS REPRESENTATIVE II	99,216	47.70	124,010	59.62	142,626	68.57
20	¹ GOVERNMENT RELATIONS REPRESENTATIVE III	114,650	55.12	143,312	68.90	164,819	79.24
22	¹ GOVERNMENT RELATIONS REPRESENTATIVE IV	132,496	63.70	165,630	79.63	190,466	91.57
16	¹ HUMAN RESOURCES ANALYST I	85,862	41.28	107,328	51.60	123,406	59.33
18	¹ HUMAN RESOURCES ANALYST II	99,216	47.70	124,010	59.62	142,626	68.57
20	¹ HUMAN RESOURCES ANALYST III	114,650	55.12	143,312	68.90	164,819	79.24
13	¹ HUMAN RESOURCES ASSISTANT	69,118	33.23	86,382	41.53	99,341	47.76
27	¹ HUMAN RESOURCES DIRECTOR	190,216	91.45	237,786	114.32	273,437	131.46
25	¹ HUMAN RESOURCES MANAGER	164,611	79.14	205,754	98.92	236,621	113.76
13	¹ LEGISLATIVE PROGRAM ASSISTANT	69,118	33.23	86,382	41.53	99,341	47.76
27	¹ MANAGER, INFORMATION SERVICES	190,216	91.45	237,786	114.32	273,437	131.46
27	¹ MANAGER, INFORMATION SERVICES & POWER SETTLEMENTS	190,216	91.45	237,786	114.32	273,437	131.46
29	¹ MANAGER, PLANT	219,814	105.68	274,789	132.11	315,994	151.92

**NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Effective December 31, 2023**

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
25	¹ MANAGER, REGULATORY PROGRAM	164,611	79.14	205,754	98.92	236,621	113.76
26	¹ MANAGER, RELIABILITY COMPLIANCE	176,946	85.07	221,187	106.34	254,363	122.29
17	¹ MATERIALS/WAREHOUSE COORDINATOR I	92,290	44.37	115,378	55.47	132,662	63.78
19	¹ MATERIALS/WAREHOUSE COORDINATOR II	106,662	51.28	133,328	64.10	153,317	73.71
7	¹ OFFICE ASSISTANT I	44,782	21.53	55,973	26.91	64,376	30.95
9	¹ OFFICE ASSISTANT II	51,750	24.88	64,688	31.10	74,381	35.76
16	¹ POWER SETTLEMENTS ANALYST I	85,862	41.28	107,328	51.60	123,406	59.33
18	¹ POWER SETTLEMENTS ANALYST II	99,216	47.70	124,010	59.62	142,626	68.57
20	¹ POWER SETTLEMENTS ANALYST III	114,650	55.12	143,312	68.90	164,819	79.24
25	¹ POWER SETTLEMENTS MANAGER	164,611	79.14	205,754	98.92	236,621	113.76
23	¹ SCHEDULER/PLANNER, POWER	142,438	68.48	178,048	85.60	204,755	98.44
23	¹ SENIOR COMPUTER TECH. ANALYST, POWER (E.g. BILLING)	142,438	68.48	178,048	85.60	204,755	98.44
18	¹ SHAREPOINT ADMINISTRATOR	99,216	47.70	124,010	59.62	142,626	68.57
4	¹ STUDENT HELPER (OFFICE/PLANT)	36,046	17.33	45,053	21.66	51,813	24.91
27	¹ SUPERINTENDENT, GENERATION RESOURCES	190,216	91.45	237,786	114.32	273,437	131.46
22	¹ SUPERVISOR I, POWER SETTLEMENTS	132,496	63.70	165,630	79.63	190,466	91.57
20	¹ SUPERVISOR I, (CHEMICAL, GENERAL SERVICES)	114,650	55.12	143,312	68.90	164,819	79.24
24	¹ SUPERVISOR II, (PLANT, ENERGY RISK, ENGINEERING)	153,130	73.62	191,402	92.02	220,106	105.82
27	¹ SUPERVISOR III, (POWER MGT., COORD. OP, REG/ENV COMP, ENGR)	190,216	91.45	237,786	114.32	273,437	131.46
27	¹ TREASURER-CONTROLLER	190,216	91.45	237,786	114.32	273,437	131.46
HEA	² HYDRO TECH APPRENTICE	80,392	38.65	109,866	52.82		
HEA	² HYDRO TECH	118,664	57.05	153,525	73.81		
HEA	² HYDRO TECH - DESIGNATED SKILLS	164,590	79.13	164,590	79.13		
HEA	² HYDRO TECH OPERATOR	161,242	77.52	161,242	77.52		
HEA	² HYDRO TECH OPERATOR - DESIGNATED SKILLS	172,806	83.08	172,806	83.08		
IBEW	² CT SPECIALIST I - VI	112,549	54.11	167,731	80.64		
IBEW	² CT SPECIALIST - LEAD	164,216	78.95	176,114	84.67		
IBEW	² CT SPECIALIST I - V (OPERATORS)	115,211	55.39	160,118	76.98		
IBEW	² CT SPECIALIST I - V (OPERATORS) LEAD	168,126	80.83	168,126	80.83		
IBEW	² MECHANIC OPERATOR I - V	112,549	54.11	147,118	70.73		
IBEW	² MECHANIC OPERATOR - LEAD	154,461	74.26	154,461	74.26		
IBEW	² OPERATOR TECHNICIAN I - V	115,211	55.39	154,565	74.31		
IBEW	² OPERATOR TECHNICIAN - LEAD	162,302	78.03	162,302	78.03		
IBEW	² STOREKEEPER I - V	76,315	36.69	91,541	44.01		
IBEW	² TECHNICIAN CHEMICAL/PERFORMANCE	139,298	66.97	139,298	66.97		
IBEW	² TECHNICIAN OPERATOR I - VI	112,549	54.11	167,045	80.31		
IBEW	² TECHNICIAN OPERATOR - LEAD	163,509	78.61	175,406	84.33		
	³ SCHEDULE COORDINATOR I	83,131	39.97	111,005	53.37		
	³ SCHEDULE COORDINATOR II	116,829	56.17	135,278	65.04		
	³ SCHEDULE COORDINATOR III	141,657	68.10	163,707	78.71		
	³ SYSTEM DISPATCHER	129,076	62.06	180,644	86.85		
	³ SYSTEM DISPATCHER, LEAD	141,657	68.10	189,691	91.20		

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

Note ² IBEW = International Brotherhood of Electrical Workers

HEA = Hydroelectric Employees Association

These are union classifications subject to the Memorandum of Understanding and overtime, shift differential, relief premium, upgrade and travel pay may be added to base pay when appropriate.

Note ³ Schedule Coordinators and Dispatchers receive overtime, relief pay in addition to step increases.

NORTHERN CALIFORNIA POWER AGENCY
 FY 2025 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	3.5% 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	3.5% Current MOU expires December 28, 2024.
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 9.75%) 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	\$14.40/day	25 pay periods x 9 days per pay period x \$14.40 = \$3,240 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 \$14.40 = \$2,400 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%	\$168,600 \$168,600 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 2025 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 10.8300% 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 = 2,390.10 currently x 12 mos. Monthly premium = 2,465.10 currently x 12 mos. Monthly premium x 12 months Monthly premium x 12 months Monthly premium x 12 months
Retirement Health Insurance	Retired employees only	Per actuary estimate as applied to current historical estimate amount/year	Estimated \$6,622.75 x 167 employees = \$1,106,000
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 \$0.30 GM, Ass't GM, Ops & Eng, Proj Dir, Plan \$0.47 Power Systems \$2.10 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
	2024	2025	(Decrease)
<u>EXPENDITURES</u>			
Hydroelectric	\$ 57,650,105	\$ 58,647,118	\$ 997,013
Geothermal	50,008,856	47,043,119	(2,965,737)
Combustion Turbine No. 1	6,931,969	5,451,475	(1,480,494)
Combustion Turbine No. 2 (STIG)	9,217,216	6,695,632	(2,521,584)
Lodi Energy Center	138,301,720	160,165,229	21,863,509
Other Power Supply	1,049,881,003	678,301,747	(371,579,256)
Preliminary Surveys and Investigations	300,000	-	(300,000)
Transmission	195,762,030	164,702,821	(31,059,209)
Legislative & Regulatory	4,429,330	4,455,584	26,254
Judicial Action	1,064,000	1,240,000	176,000
Judicial Action Direct Costs to Programs	(62,836)	(63,108)	(272)
Power Management	11,109,521	15,086,198	3,976,677
Energy Risk Management	144,341	175,918	31,577
Settlements	1,075,571	1,217,204	141,633
Integrated Systems Support	772,316	704,665	(67,651)
Participant Pass Through Costs (TANC, Dues, Etc)	1,765,079	1,967,542	202,463
Support Services	124,815	147,285	22,470
Support Services Reimbursements	(124,815)	(147,285)	(22,470)
Total Annual Expenditures	1,528,350,221	1,145,791,144	(382,559,077)

<u>FUNDING SOURCES</u>			
ISO Energy Sales	151,214,673	136,082,964	(15,131,709)
ISO Energy Sales-Plants	244,823,776	217,597,296	(27,226,480)
Energy Sales to Third Parties	8,975,350	22,596,369	13,621,019
Member Owned Generation ISO Energy Revenue	179,428,631	156,157,708	(23,270,923)
Ancillary Services Sales	9,294,760	6,817,168	(2,477,592)
PM Service Revenue	2,591,866	2,885,927	294,061
Revenue from Customers	224,678,275	1,469,256	(223,209,019)
Interest and Other Income	32,633,500	36,132,405	3,498,905
Total Revenues and Other Income	853,640,831	579,739,093	(273,901,738)

Net Proposed Funding from Participants	674,709,390	566,052,051	(108,657,339)
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Northern California Power Agency
Participant Funding Requirements (Net)
FY 2025 Budget

GENERATION RESOURCES	Budget	Alameda	BART	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Palo Alto	Plumas Sierra	Port of Oakland	Redding	Roseville	Santa Clara	Shasta Lake	Truckee-Donner	Ukiah	TID	All Other
Hydro	\$3,562,386	\$356,239	\$ -	\$ -	\$ -	\$59,136	\$369,419	\$81,935	\$816,498	\$60,205	\$ -	\$ -	\$427,487	\$1,318,795	\$ -	\$ -	\$72,673	\$ -	\$ -
Geothermal	(5,564,201)	(939,376)	-	(12,632)	(18,695)	(204,429)	(572,000)	(204,818)	-	(39,005)	-	-	(438,626)	(2,468,977)	-	-	(312,402)	(352,242)	-
Combustion Turbine No. 1	4,573,277	997,889	-	8,996	16,006	266,773	612,527	266,787	-	83,069	-	-	-	1,905,520	-	-	415,711	-	-
Combustion Turbine No. 2 (STIG)	4,684,366	890,030	-	-	-	-	1,850,325	210,473	-	-	-	-	1,733,539	-	-	-	-	-	-
Lodi Energy Center	26,852,224	-	1,993,035	80,894	593,177	496,078	2,868,768	614,723	-	237,257	-	-	7,775,882	-	-	-	539,236	-	11,653,203
	34,108,052	1,304,781	1,993,035	77,258	590,489	617,558	5,129,039	969,100	816,498	341,526	-	-	1,722,399	8,530,190	-	-	715,218	(352,242)	11,653,203
Member Resources-Energy	(8,852,489)	(466,709)	(4,367,110)	-	-	-	474,941	(3,734,530)	158,741	(172,664)	-	-	-	716,760	-	-	-	-	(1,461,917)
Member Resources-Natural Gas	(767,540)	-	(43,306)	(2,482)	(13,007)	(18,780)	-	(25,204)	-	-	-	-	-	-	-	-	-	-	-
Western Resource	(28,539,814)	(1,842,416)	-	(451,239)	(1,009,916)	(384,092)	(869,591)	(492,796)	(18,801,462)	(3,236,076)	-	-	(923,954)	-	-	-	-	(528,272)	-
NCPA Contracts & Market Power Purchases	(10,291,434)	(6,252,723)	1,144,815	209,572	636,305	(202,285)	(126,623)	(82,164)	351,964	-	-	-	1,953,662	(1,793,276)	(4,425,992)	-	-	-	(1,704,689)
Net Load Costs	545,184,045	27,505,748	27,391,215	1,169,930	2,703,086	6,086,399	36,512,201	10,260,960	63,323,833	11,806,243	8,520,567	-	-	341,269,475	-	-	-	-	8,625,388
Net GHG Obligations	2,108,011	36,462	697,907	-	-	-	1,000,310	-	-	-	-	-	-	-	-	-	-	-	156,609
Preliminary Surveys and Investigations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	498,840,779	18,980,362	24,823,521	925,781	2,533,191	5,481,242	36,338,736	9,660,796	41,148,805	8,728,908	9,377,611	-	(1,793,276)	337,560,243	-	-	-	6,536,777	(1,461,917)
	532,948,831	20,285,143	26,816,556	1,003,039	3,123,680	6,098,800	41,467,775	10,629,896	41,965,302	9,070,434	9,377,611	-	(70,877)	346,090,433	-	-	-	7,251,995	(352,242)
TRANSMISSION																			
NCPA Plant Transmission *	95,896	29,113	-	391	579	6,336	17,727	6,348	-	1,209	-	-	13,594	-	-	-	9,682	10,917	-
Independent System Operator	164,702,821	12,636,502	12,740,165	493,111	1,152,157	2,683,561	16,083,219	4,683,238	29,055,993	4,086,537	3,982,416	-	-	73,293,383	-	-	-	3,812,539	-
	164,798,717	12,665,615	12,740,165	493,502	1,152,736	2,689,897	16,100,946	4,689,586	29,055,993	4,087,746	3,982,416	-	-	73,293,383	-	-	-	3,822,221	10,917
MANAGEMENT SERVICES																			
LEGISLATIVE & REGULATORY																			
Legislative Representation	1,797,430	95,524	-	61,132	63,090	67,178	103,775	73,553	145,802	74,429	71,238	135,195	177,386	516,728	81,808	59,914	70,679	-	-
Regulatory Representation	631,506	33,561	-	21,478	22,166	23,602	36,460	25,842	51,226	26,150	25,029	47,499	62,322	181,546	28,742	21,050	24,832	-	-
Western Representation	597,864	16,854	6,802	4,128	9,239	3,514	7,955	4,508	171,993	24,570	8,452	114,007	67,815	134,183	11,253	7,758	4,832	-	-
JPA Assessment	1,413,436	53,705	58,015	1,836	4,789	10,954	66,150	20,569	129,534	21,891	17,078	113,536	177,168	688,956	33,020	-	-	-	16,236
	4,440,236	199,645	64,817	88,573	99,283	105,247	214,340	124,472	498,555	147,040	121,797	410,237	484,690	1,521,413	154,824	88,722	116,590	-	-
Judicial Action																			
Tariffs & Rates	356,892	41,711	6,255	1,678	3,008	8,796	47,423	14,299	74,497	10,609	8,819	-	16,461	109,049	-	-	-	12,551	1,737
FERC Rate Cases **	580,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency **	240,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,176,892	41,711	6,255	1,678	3,008	8,796	47,423	14,299	74,497	10,609	8,819	-	16,461	109,049	-	-	-	12,551	1,737
POWER MANAGEMENT																			
Power Mgmt, SCALD, ISS,																			
Energy Risk Mgmt & Settlements	16,922,561	1,488,526	1,200,009	107,877	166,965	317,763	1,742,314	610,138	2,631,597	446,554	494,075	-	888,178	6,138,087	-	-	-	499,435	191,041
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	123,929	11,085	11,278	10,948	10,994	11,045	12,285	11,170	11,199	-	-	12,039	10,908	-	-	-	-	10,978	-
Gas Purchase Program	86,852	7,200	7,200	7,200	7,200	7,200	42,652	7,200	-	-	-	-	-	-	-	-	-	7,200	-
	17,132,342	1,499,811	1,218,488	126,025	185,160	336,008	1,797,251	628,508	2,642,796	446,554	506,114	10,908	888,178	6,138,087	-	-	-	517,613	191,041
	22,749,470	1,740,967	1,289,560	216,276	287,450	450,052	2,059,014	767,279	3,215,848	604,202	636,731	421,145	1,389,329	7,768,550	154,824	88,722	846,743	192,778	-
TANC- SOT																			
BAMx Consulting	210,000	46,858	-	-	-	9,931	46,654	10,116	76,198	9,906	-	-	-	493,125	-	-	10,338	-	-
Biggs 60Kv	777,500	-	120,000	-	-	-	-	-	164,375	-	-	-	-	-	-	-	-	-	-
APPA Dues	337,189	25,400	-	1,318	3,768	7,147	28,565	13,070	43,162	564	564	46,336	51,005	79,012	13,446	14,692	10,289	-	
SEPA Dues	22,000	2,821	-	564	564	564	2,821	564	564	564	564	2,821	2,821	2,821	564	564	564	-	
DEED Dues	25,363	1,911	-	99	283	538	2,149	983	3,247	-	-	3,485	3,837	5,943	1,011	1,105	772	-	
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	23,250	-	-	-	-	-	-	-	7,750	-	-	3,500	7,750	4,250	-	-	-	-	
Metering Maintenance	275,040	16,068	114,360	16,068	8,034	16,068	16,068	8,034	16,068	24,102	24,102	-	-	-	-	-	16,068	-	
Customer Programs Projects **	270,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
WRGIS Certificate Transfer Fees**	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Pass Through Costs	1,967,542	93,891	234,360	23,582	13,483	35,081	97,090	33,601	314,454	35,405	25,499	56,975	66,245	585,984	15,854	17,194	38,845	-	
Support Services																			
Support Services Reimbursements	147,285	(147,285)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER THIRD PARTY REVENUE																			
PM Service Revenue (Nexant)	(2,597,337)	(197,168)	(196,572)	(16,181)	(27,712)	(45,577)	(249,838)	(88,473)	(342,536)	(61,177)	(71,343)	-	(120,566)	(979,066)	-	-	(70,791)	(27,748)	(102,594)
PM Service Revenue (A&G)	(288,593)	(31,476)	(12,296)	(1,211)	(3,761)	(8,827)	(37,797)	(11,109)	(18,471)	(4,683)	(2,409)	(1,104)	(20,418)	(122,134)	(425)	(387)	(12,086)	-	
Member-Owned Generation ISO Energy Revenue	(153,526,579)	-	(1,158,363)	-	-	-	-	-	(2,542,866)	-	-	-	-	(149,337,430)	-	-	(487,920)	-	-
Revenue from Customers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(156,412,509)	(228,644)	(1,367,230)	(17,393)	(31,472)	(54,404)	(287,635)	(99,583)	(361,007)	(2,608,728)	(73,752)	(1,104)	(140,985)	(150,438,630)	(425)	(387)	(570,797)	(27,748)	
JPA Assessment - Others																			
Non-NCPA Participants	87,768	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,906	82,863
Credits to Participants	(87,768)	(3,335)	(3,602)	(114)	(297)	(680)	(4,108)	(1,277)	(8,043)	(1,359)	(1,060)	(7,050)	(11,001)	(42,781)	(2,050)	-	(1,008)	-	
	-	(3,335)	(3,602)	(114)	(297)	(680)	(4,108)	(1,277)	(8,043)	(1,359)	(1,060)	(7,050)	(11,001)	(42,781)	(2,050)	-	(1,008)	4,906	82,863
NET ANNUAL BUDGET COST	\$ 566,052,051	\$ 34,553,637	\$ 39																

**Northern California Power Agency
Participant Funding Requirements (Gross)
FY 2025 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	\$58,647,118	\$5,864,712	\$ -	\$ -	\$ -	\$ 973,542	\$ 6,081,706	\$1,348,884	\$ 13,441,919	\$ 991,136	\$ -	\$ -	\$7,037,654	\$ 21,711,163	\$ -	\$ -	\$1,196,401	\$ -	\$ -
Geothermal	46,947,223	7,925,865	-	106,569	157,744	1,724,841	4,826,175	1,728,127	-	329,100	-	-	3,700,850	20,840,107	-	-	2,635,852	2,971,994	-
Combustion Turbine No. 1 (STIG)	5,451,475	1,189,512	-	10,723	19,080	318,001	730,132	318,001	-	99,037	-	-	2,271,450	495,539	-	-	-	-	-
Combustion Turbine No. 2 (STIG)	6,695,632	1,272,170	-	-	-	-	2,644,775	265,191	-	-	-	-	2,513,497	-	-	-	-	-	-
Lodi Energy Center	160,165,229	-	10,828,384	439,529	3,222,764	2,695,277	15,586,315	3,339,892	-	1,289,065	-	-	-	42,247,098	-	-	2,929,734	-	77,587,171
	277,906,677	16,252,259	10,828,384	556,821	3,399,588	5,711,661	29,869,103	7,000,095	13,441,919	2,708,339	-	-	13,252,001	87,069,818	-	-	7,257,526	2,971,994	77,587,171
Member Resources-Energy	53,765,665	6,986,298	7,961,365	-	-	-	1,832,893	-	33,906,539	211,029	-	-	(172,664)	3,022,653	-	-	10,115	-	7,338
Member Resources-Natural Gas	5,432,402	-	527,894	36,763	196,218	176,957	3,779,341	469,752	-	-	-	-	-	-	-	-	245,477	-	-
Western Resource	23,246,095	1,509,862	-	369,784	827,627	314,764	712,621	403,842	15,407,768	2,509,722	757,184	-	-	-	-	-	432,921	-	-
NCPA Contracts & Market Power Purchases	48,565,629	1,063,131	3,373,629	404,218	917,987	525,901	5,379,440	1,478,415	1,717,672	6,056,236	3,099,752	-	-	24,216,767	-	-	332,481	-	-
Gross Load Costs	545,184,045	27,505,748	27,391,215	1,169,930	2,703,086	6,086,399	36,512,201	10,260,960	63,332,833	11,806,243	8,520,567	-	-	341,269,475	-	-	8,625,388	-	-
Net GHG Obligations	2,108,011	36,462	697,907	-	216,723	-	1,000,310	-	-	-	-	-	-	-	-	-	156,609	-	-
Preliminary Surveys and Investigations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	678,301,747	37,101,501	39,952,010	1,980,695	4,861,641	7,104,021	49,216,806	12,612,969	114,364,812	14,526,994	15,161,323	-	3,099,752	368,508,895	-	-	9,802,991	-	7,338
	956,208,424	53,353,759	50,780,393	2,537,816	8,261,229	12,815,682	79,085,909	19,613,064	127,806,731	17,235,333	15,161,323	-	16,351,753	455,578,713	-	-	17,060,517	2,971,994	77,594,509
TRANSMISSION																			
NCPA Plant Transmission *	95,896	29,113	-	391	579	6,336	17,727	6,348	-	1,209	-	-	13,594	-	-	-	9,682	10,917	-
Independent System Operator	164,702,821	12,636,502	12,740,165	493,111	1,152,157	2,683,561	16,083,219	4,683,238	29,055,993	4,086,537	3,982,416	-	-	73,293,383	-	-	3,812,539	-	-
	164,798,717	12,665,615	12,740,165	493,502	1,152,736	2,689,897	16,100,946	4,689,586	29,055,993	4,087,746	3,982,416	-	13,594	73,293,383	-	-	3,822,221	10,917	-
MANAGEMENT SERVICES																			
LEGISLATIVE & REGULATORY																			
Legislative Representation	1,799,691	95,644	-	61,208	63,169	67,262	103,906	73,645	145,985	74,523	71,328	135,365	177,609	517,378	81,911	59,990	70,768	-	-
Regulatory Representation	631,657	33,564	-	21,480	22,168	23,604	36,463	25,844	51,230	26,152	25,031	47,503	62,327	181,561	28,745	21,052	24,834	-	-
Western Representation	599,235	16,893	6,818	4,137	9,260	3,522	7,973	4,518	172,388	24,627	8,472	114,269	67,970	134,494	11,279	7,772	4,844	-	-
JPA Assessment	1,425,101	54,149	58,494	1,851	4,828	11,045	66,696	20,739	130,603	22,071	17,219	114,473	178,630	694,642	33,293	-	16,370	-	-
	4,455,584	200,249	65,311	88,676	99,424	105,432	215,038	124,747	500,206	147,372	122,048	411,609	486,536	1,528,075	155,228	88,814	116,816	-	-
Judicial Action																			
Tariffs & Rates	356,892	41,711	6,255	1,678	3,008	8,796	47,423	14,299	74,497	10,609	8,819	-	16,461	109,049	-	-	12,551	1,737	-
FERC Rate Cases **	580,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency **	240,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,176,892	41,711	6,255	1,678	3,008	8,796	47,423	14,299	74,497	10,609	8,819	-	16,461	109,049	-	-	12,551	1,737	-
POWER MANAGEMENT																			
Power Mgmt. SCALD, ISS,																			
Energy Risk Mgmt & Settlements	16,973,386	1,492,895	1,205,261	108,264	167,572	318,683	1,748,445	612,215	2,640,625	447,916	496,136	-	890,592	6,152,234	-	-	500,960	191,588	-
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	124,392	11,126	11,320	10,989	11,035	11,086	12,331	11,212	11,241	-	12,084	10,949	-	-	-	-	11,019	-	
Gas Purchase Program	86,207	7,230	7,230	7,230	7,230	7,230	7,230	7,230	7,230	-	-	-	-	-	-	-	7,230	-	-
	17,183,985	1,504,021	1,223,811	126,482	185,837	336,998	1,803,604	630,657	2,651,865	447,916	508,221	10,949	890,592	6,152,234	-	-	519,208	191,588	-
	22,816,461	1,745,982	1,295,378	216,837	288,269	451,228	2,066,065	769,702	3,226,568	605,897	639,089	422,558	1,393,589	7,789,358	155,228	88,814	648,575	193,324	-
TANC- SOT	210,000	46,858	-	-	-	9,931	46,654	10,116	76,198	9,906	-	-	-	-	-	-	-	10,338	-
BAMx Consulting	777,500	-	120,000	-	-	-	-	-	164,375	-	-	-	-	493,125	-	-	-	-	-
Biggs 60Kv	4,700	-	4,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APPA Dues	337,189	25,400	-	1,318	3,768	7,147	28,565	13,070	43,162	-	-	46,336	51,005	79,012	13,446	14,692	10,269	-	-
SEPA Dues	22,000	2,821	564	564	564	2,821	564	2,821	564	564	564	2,821	2,821	2,821	564	564	564	-	-
DEED Dues	25,363	1,911	99	283	538	2,149	983	3,247	3,485	3,837	5,943	3,837	5,943	1,011	1,105	772	-	-	
CEE Dues	10,000	667	667	667	667	667	667	667	667	667	667	667	667	667	667	667	667	-	-
ASE Dues	2,500	167	167	167	167	167	167	167	167	167	167	167	167	167	167	167	167	-	-
Subscriptions	23,250	-	-	-	-	-	-	7,750	-	-	-	3,500	7,750	4,250	-	-	-	-	-
Metering Maintenance	275,040	16,068	114,360	16,068	8,034	16,068	16,068	8,034	16,068	24,102	24,102	-	-	-	-	-	16,068	-	-
Customer Programs Projects **	270,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WREGIS Certificate Transfer Fees**	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pass Through Costs	1,967,542	93,891	234,360	23,582	13,483	35,081	97,990	33,601	314,454	35,405	25,499	56,975	66,245	585,984	15,854	17,194	38,845	-	-
Support Services	146,772	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Support Services Reimbursements	(146,772)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
JPA Assessment - Others	87,768	(3,335)	(3,602)	(114)	(297)	(680)	(4,108)	(1,277)	(8,043)	(1,359)	(1,060)	(7,050)	(11,001)	(42,781)	(2,050)	-	(1,008)	4,906	82,863
Non-NCPA Participants	(87,768)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Credits to Participants	-	(3,335)	(3,602)	(114)	(297)	(680)	(4,108)	(1,277)	(8,043)	(1,359)	(1,060)	(7,050)	(11,001)	(42,781)	(2,050)	-	(1,008)	4,906	82,863
GROSS ANNUAL BUDGET COST	\$ 1,145,791,144	\$ 67,855,912	\$ 65,046,694	\$ 3,271,323	\$ 9,715,420	\$ 15,991,207	\$ 97,345,902	\$ 25,104,675	\$ 160,395,703	\$ 21,963,021	\$ 19,807,267	\$ 472,483	\$ 17,814,179	\$ 537,204,657					

Northern California Power Agency
 Calculation of JPA Assessment for Fiscal Year 2025 Budget

L & R Programs	Proposed Budget FY 2025	Governance Committee Recommended Allocation Percentages	Base Costs for JPA Assessment	JPA Assessment per MWh 9,422,995 Agency MWh Load
Legislative	\$ 2,358,832	23.8000%	\$ 561,402	\$ 1,797,430
Regulatory	828,748	23.8000%	197,242	\$ 631,506
Customer Programs	654,792	100.0000%	654,792	\$ -
Total	\$ 3,842,372		\$ 1,413,436	\$ 0.15000 per MWh

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

Member	JPA Assessment Amount \$ / MWh		\$0.150	Allocated Credits				Net Impact of JPA Funds Allocation Incr (Decr)
	Energy Delivered MWh	Share %		JPA Assessment	Legislative Representation Program	Regulatory Representation Program	Customer Programs	
Alameda	358,039	3.7996%	\$53,705	(\$29,836)	(\$10,482)	(\$43,653)	(\$83,971)	\$ (30,265)
BART	386,770	4.1045%	58,015				0	58,015
Biggs	12,238	0.1299%	1,836	(19,094)	(6,708)	(43,653)	(69,455)	(67,619)
Gridley	31,925	0.3388%	4,789	(19,705)	(6,923)	(43,653)	(70,281)	(65,492)
Healdsburg	73,029	0.7750%	10,954	(20,982)	(7,372)	(43,653)	(72,007)	(61,052)
Lodi	441,003	4.6801%	66,150	(32,413)	(11,388)	(43,653)	(87,453)	(21,303)
Lompoc	137,130	1.4553%	20,569	(22,973)	(8,071)	(43,653)	(74,697)	(54,128)
Palo Alto	863,567	9.1645%	129,534	(45,539)	(16,000)	(43,653)	(105,192)	24,342
Plumas Sierra	145,938	1.5487%	21,891	(23,247)	(8,167)	(43,653)	(75,067)	(53,177)
Port Of Oakland	113,857	1.2083%	17,078	(22,250)	(7,817)	(43,653)	(73,720)	(56,642)
Redding	756,914	8.0326%	113,536	(42,226)	(14,836)	(43,653)	(100,715)	12,821
Roseville	1,181,128	12.5345%	177,168	(55,404)	(19,466)	(43,653)	(118,522)	58,645
Santa Clara	4,593,081	48.7433%	688,956	(161,393)	(56,703)	(43,653)	(261,749)	427,207
Shasta Lake	220,137	2.3362%	33,020	(25,552)	(8,977)	(43,653)	(78,182)	(45,162)
Truckee Donner	-	0.0000%	0	(18,713)	(6,575)	(43,653)	(68,941)	(68,941)
Ukiah	108,238	1.1487%	16,236	(22,076)	(7,756)	(43,653)	(73,485)	(57,249)
Totals	9,422,995	100.0000%	\$1,413,436	(\$561,402)	(\$197,242)	(\$654,792)	(\$1,413,436)	0

Northern California Power Agency
 Calculation of JPA Assessment for Fiscal Year 2025 Budget

JPA Assessment Amount \$ / MWh			\$0.150	
Member	CY23 Energy Delivered MWh	Share %	JPA Assessment	Participant Revenue Share
Alameda	358,039	3.7996%	\$53,705	\$3,335
BART	386,770	4.1045%	58,015	3,602
Biggs	12,238	0.1299%	1,836	114
Gridley	31,925	0.3388%	4,789	297
Healdsburg	73,029	0.7750%	10,954	680
Lodi	441,003	4.6801%	66,150	4,108
Lompoc	137,130	1.4553%	20,569	1,277
Palo Alto	863,567	9.1645%	129,534	8,043
Plumas Sierra	145,938	1.5487%	21,891	1,359
Port Of Oakland	113,857	1.2083%	17,078	1,060
Redding	756,914	8.0326%	113,536	7,050
Roseville	1,181,128	12.5345%	177,168	11,001
Santa Clara	4,593,081	48.7433%	688,956	42,781
Shasta Lake	220,137	2.3362%	33,020	2,050
Truckee Donner	-	0.0000%	0	0
Ukiah	108,238	1.1487%	16,236	1,008
Subtotal NCPA Participants	9,422,995	100.0000%	1,413,436	\$87,768
Other participants:				
TID ¹	n/a		4,906	
Other LEC Participants:				
City of Azusa ²	n/a		4,647	
CDWR ²	n/a		55,889	
MID ²	n/a		17,875	
PWRPA ²	n/a		4,451	
Subtotal Other LEC participants			82,863	
Subtotal Other participants	-		87,768	
Total NCPA and Other			\$1,501,204	

¹ CY2023 MWh share of Geothermal generation. (\$0.150 x 6.3305% x 516,615 MWh)

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

JPA Cost rate x GES x Annual CY Mwh Generation

Azusa \$0.150 x 2.7857% x 1,112,222
 CDWR \$0.150 x 33.5000% x 1,112,222
 MID \$0.150 x 10.7143% x 1,112,222
 PWRPA \$0.150 x 2.6679% x 1,112,222