



FY 2023 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.

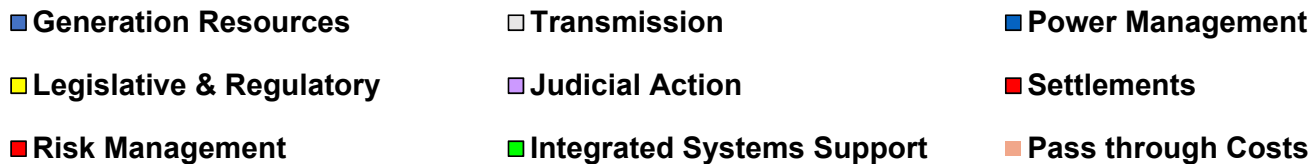
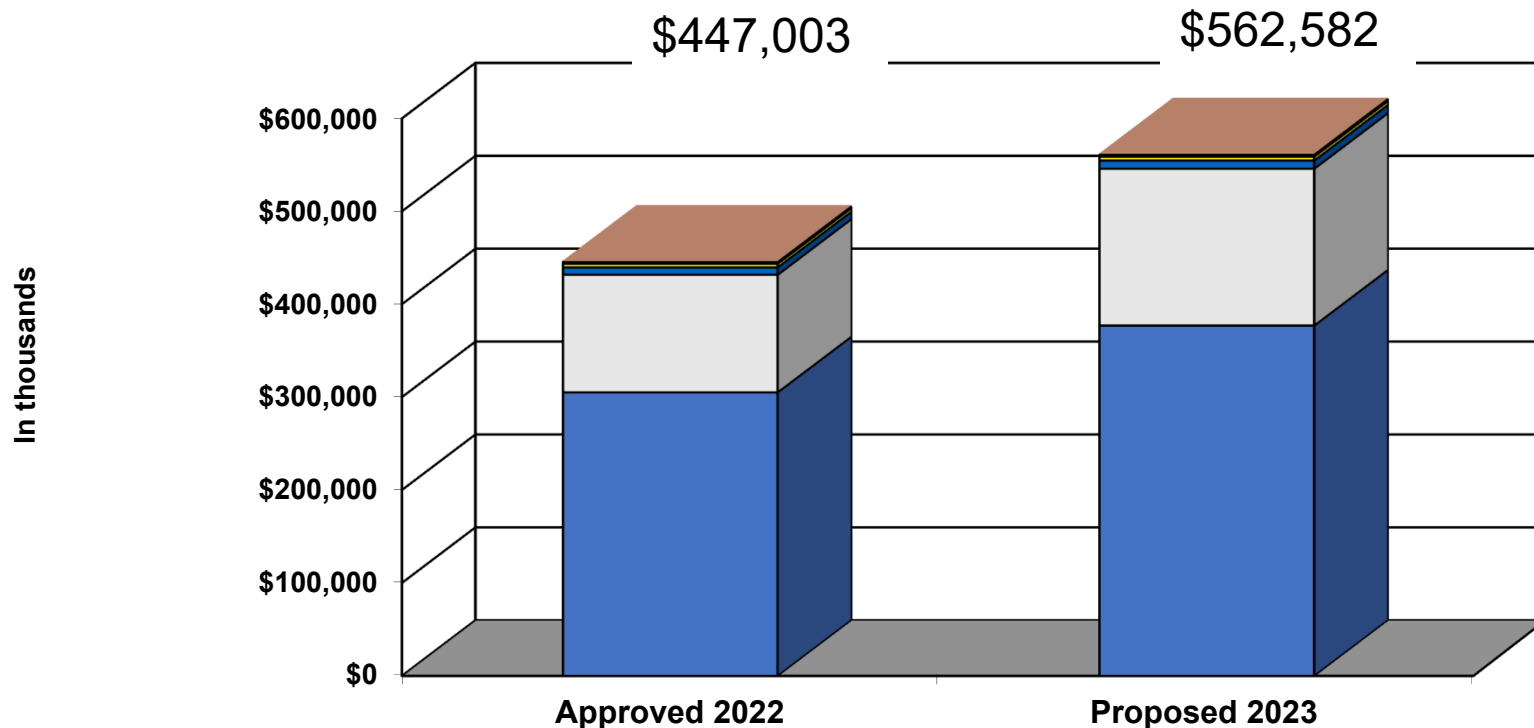
STRATEGIES

- 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 2022-2023

(net of revenues)

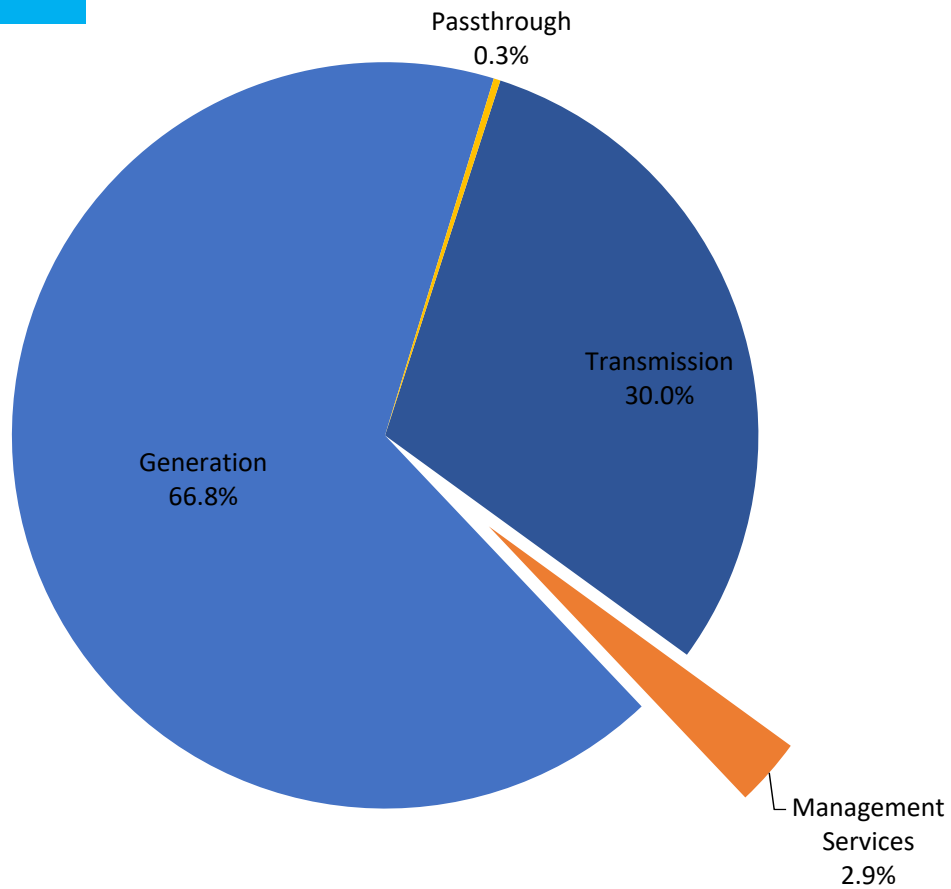
Proposed FY 2023 Budget, net of revenues, reflects an increase of \$115.6 million or 25.9% from FY 2022, primarily from higher energy and CAISO costs.



Proposed Budget (Net) FY 2022-2023

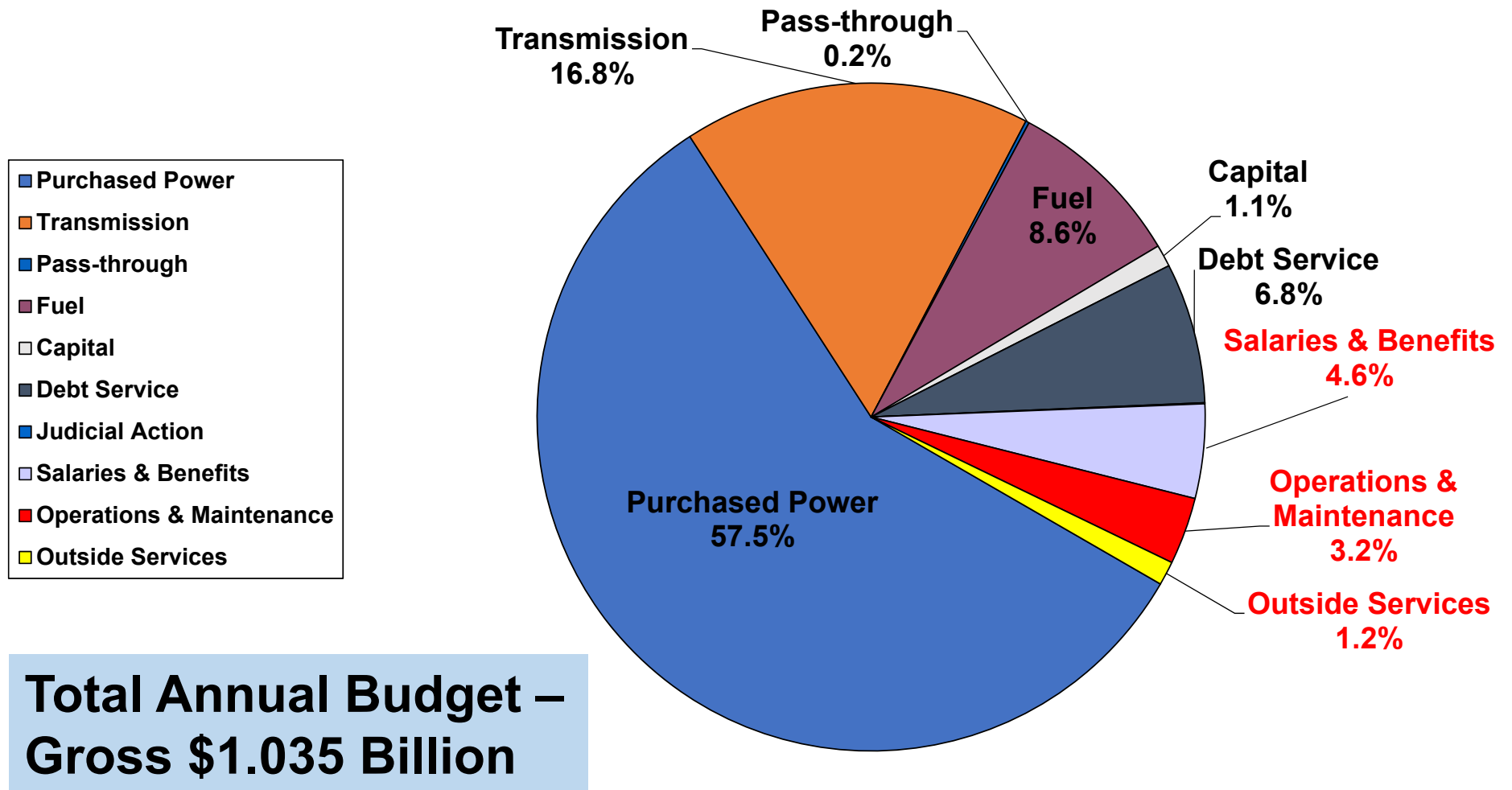
Total Annual Budget
\$562.6 Million

NCPA Budget



Proposed Budget by Line Item (Before Revenues)

FY 2022-2023



**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

GENERATION RESOURCES

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

FISCAL YEAR ENDED JUNE 30		
Approved	Proposed	
2022	2023	Inc/(Dec)
\$ 71,382,606	\$ 74,155,242	\$ 2,772,636
14,258,263	(42,274,861)	(56,533,124)
85,640,869	31,880,381	(53,760,488)
19,326,063	11,935,345	(7,390,718)
(430,986)	(1,320,270)	(889,284)
(2,319,736)	(10,789,796)	(8,470,060)
3,342,418	(4,610,056)	(7,952,474)
282,244,061	467,468,943	185,224,882
1,276,784	920,891	(355,893)
389,079,473	495,485,438	106,405,965

TRANSMISSION - Independent System Operator

MANAGEMENT SERVICES

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

TOTAL MANAGEMENT SERVICES

PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)

SUPPORT SERVICES

SUPPORT SERVICES REIMBURSEMENTS

TOTAL NET ANNUAL BUDGET COST

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

TOTAL NET ANNUAL BUDGET COST

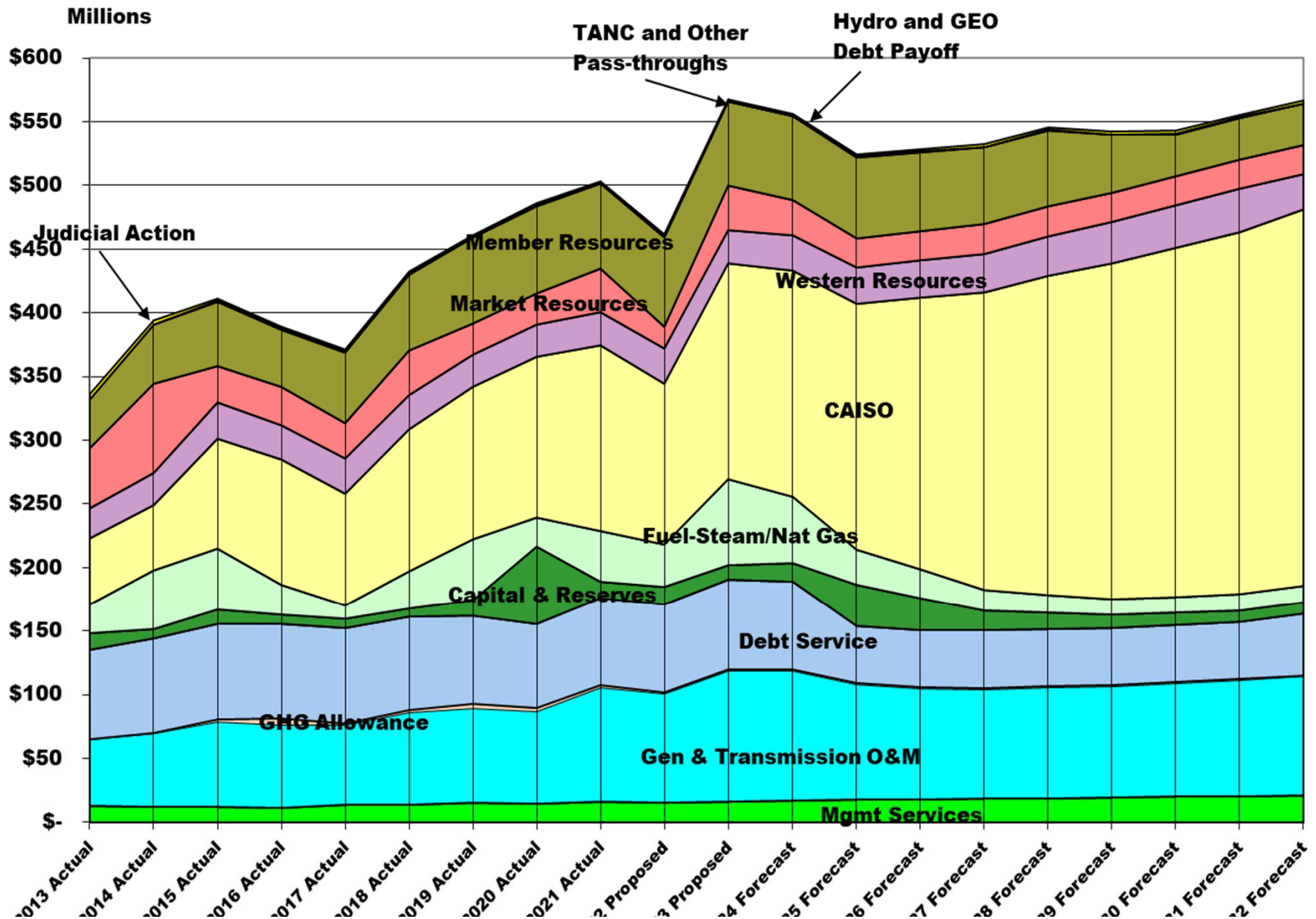
126,572,671	168,782,370	42,209,699
-------------	-------------	------------

3,897,707	4,268,660	370,953
300,000	460,000	160,000
(48,812)	(62,836)	(14,024)
11,789,724	12,169,921	380,197
(1,454,857)	(1,387,892)	66,965
193,709	143,431	(50,278)
970,127	1,006,749	36,622
303,475	402,411	98,936
15,951,073	17,000,444	1,049,371
1,717,765	1,665,647	(52,118)
47,000	47,000	-
(47,000)	(47,000)	-
533,320,982	682,933,899	149,612,917
(2,363,211)	(1,945,149)	418,062
(83,954,288)	(118,407,141)	(34,452,853)
-	-	-
\$ 447,003,483	\$ 562,581,609	\$ 115,578,126

Note: Areas most controllable by NCPA are highlighted in yellow, which are higher by 5.0% for FY 2023.

Fiscal Year Annual Budget and Ten-Year Forecast

(Total Cost before Revenues)



Generation Plants Cost Drivers

NCPA Plant costs (net of revenues) are down from \$85.6 million to \$31.9 million in 2023 (62.8% or \$53.8 million) primarily due to:

Increase net costs from:

- Increased Fuel and LDC costs for LEC (\$33.8 million, 1,098,303 MWh in FY 2022 vs 1,626,895 MWh in FY 2023)
- Increased plant transmission costs due to higher rates (\$1.4 million)
- Increased steam royalties for GEO plant due to higher market prices (\$0.5 million)
- Increased routine O&M costs to operate the plants (\$4.2 million)

Decrease net costs from:

- Increased CAISO energy sales revenue plant generation (\$91.8 million, 2,131,654 in FY 2022 vs 2,766,636 in FY 2023)
- Decreased insurance costs due to change in underwriter (\$0.9 million)
- Lower net Projects and Capital Development Reserve collection (\$1.0 million)

Generation Resources Cost Drivers

Costs to purchase power to serve member and customer loads are projected to increase from \$219.5 million to \$345.2 million (57.3% or \$125.7 million) due to:

- Net decreased Member Contracts costs less revenue (\$8.2 million)
- Net decreased Western Resources costs less revenue (\$8.5 million)
- Net decreased NCPA Contracts costs less revenue (\$8.0 million)
- Net decreased GHG obligations (\$0.4 million)
- Increased Load Aggregation costs, net of member owned generation CAISO energy sales (\$150.8 million)

Transmission Cost Drivers

Transmission Costs are projected to increase from \$126.6 million in FY 2022 to \$168.8 million in FY 2023 (\$42.2 million or 33.3%) due to:

- Budgeted increase of \$38.7 million in Transmission Access Charge, \$2.1 million in Ancillary Services Obligation costs and \$1.4 million in Other CAISO Charges
- Decrease in gross load of 6,752,444 for FY 2022 to 7,239,588 for FY 2023



Management Services Cost Drivers

NCPA Management Services costs are projected to increase from \$15.95 million in FY 2022 to \$17.00 million in FY 2023 (\$1.05 million or 6.6%):

- Salaries & Benefit increased - \$287k
- Non-personnel related costs increased - \$398k
- Allocated Administrative and General costs increased - \$65k
- Power Management Service revenue decreased - \$300k

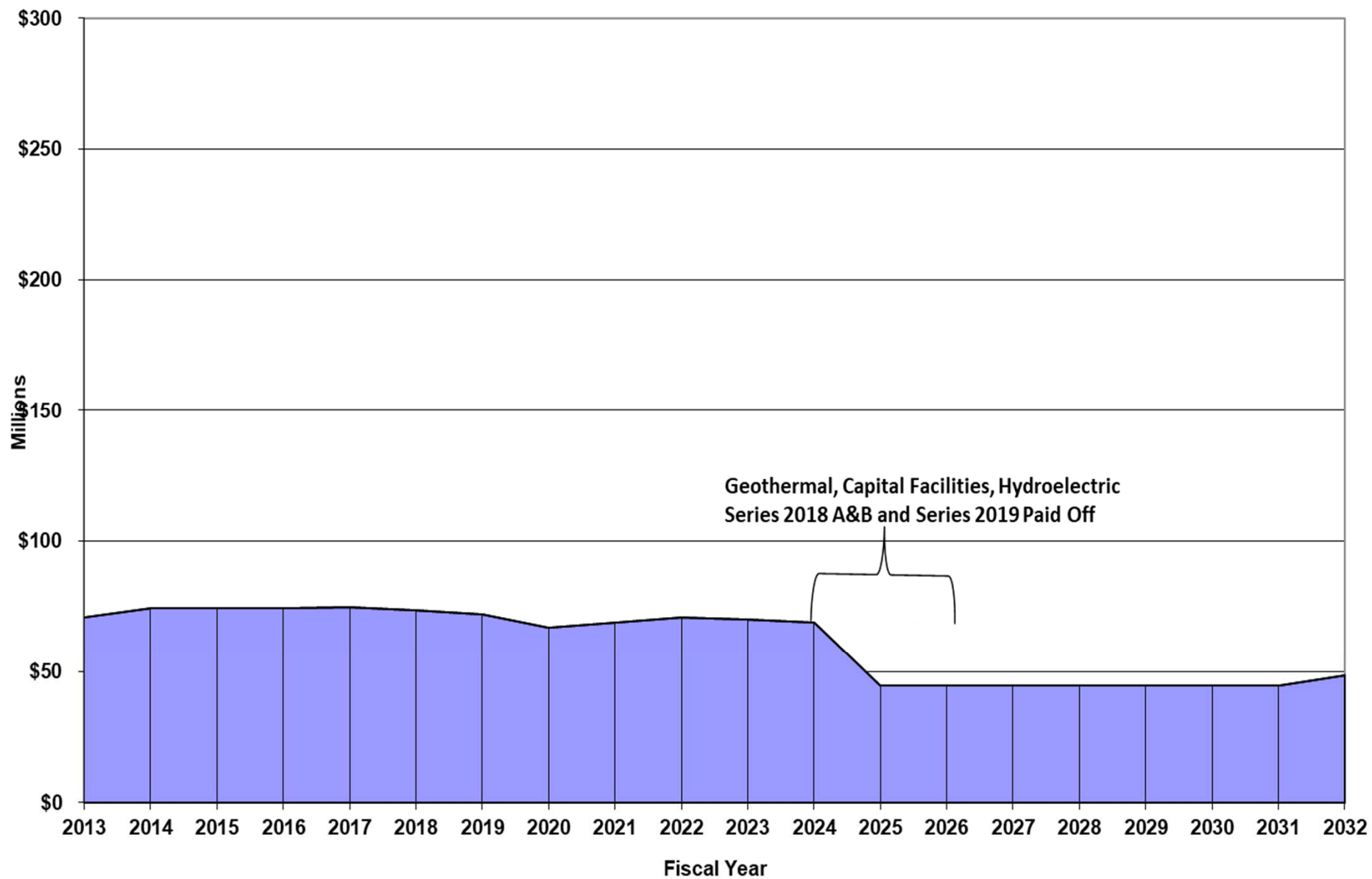
Other Drivers – Pass-through Costs

- Increase in Technical Reference materials of \$17.0k
- Decrease in Meter Maintenance projects of \$70.0k

BAMX

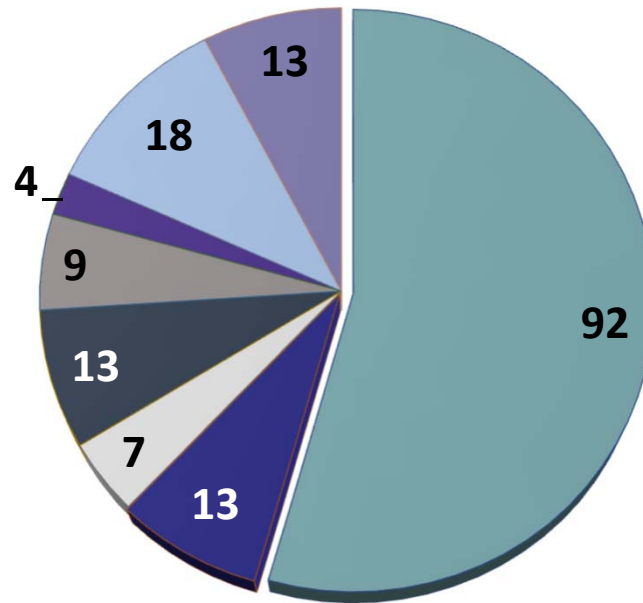


Northern California Power Agency Debt Service



Proposed Staffing by Department
Proposed Budget FY 2022-2023
Number of FTEs

Total FTE - 169.0

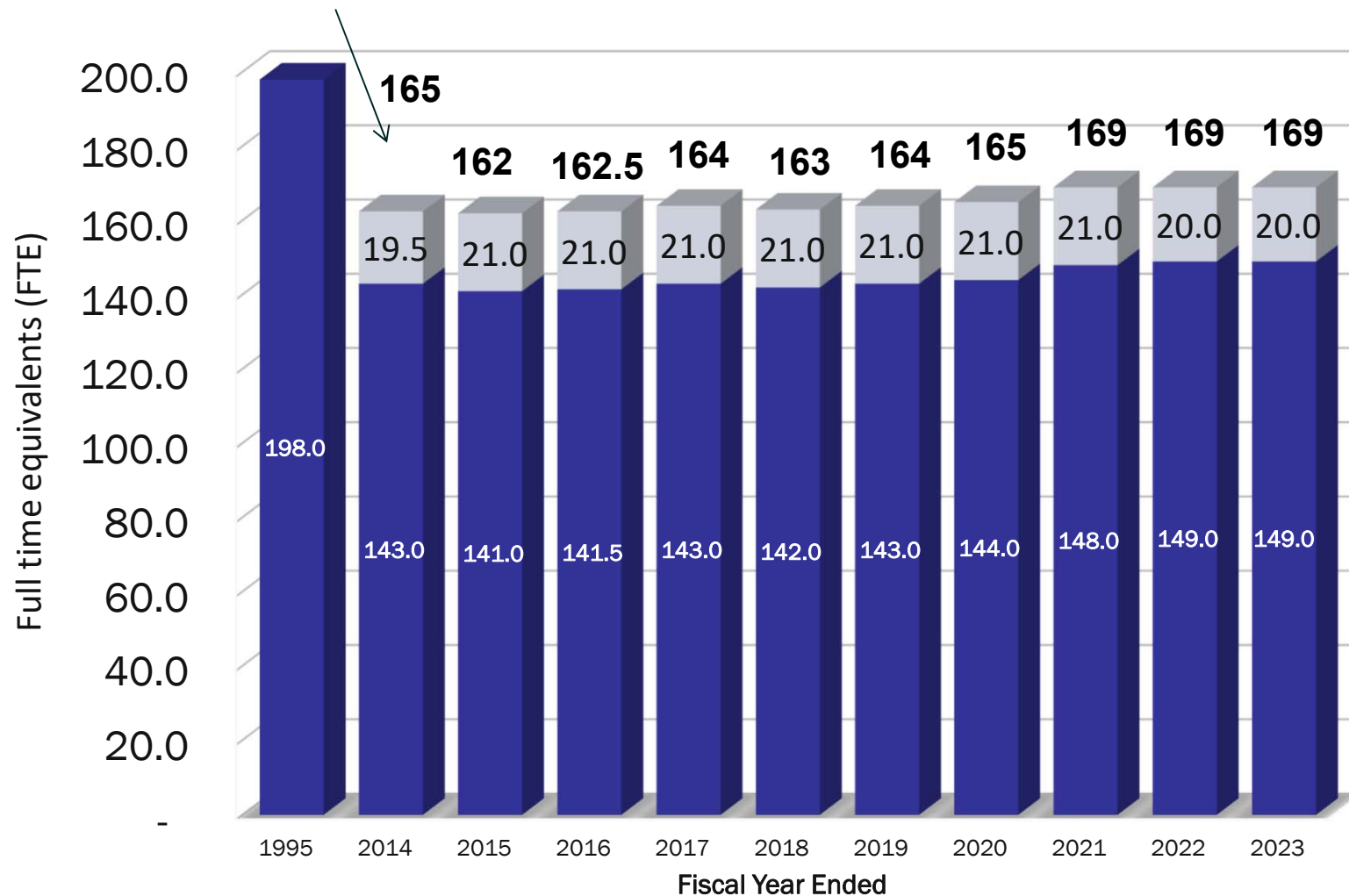


Generation Services
Legislative & Regulatory
Accounting & Finance
Information Services

Power Management
Scheduling & Dispatch
Power Settlements
General Mgr & Administrative

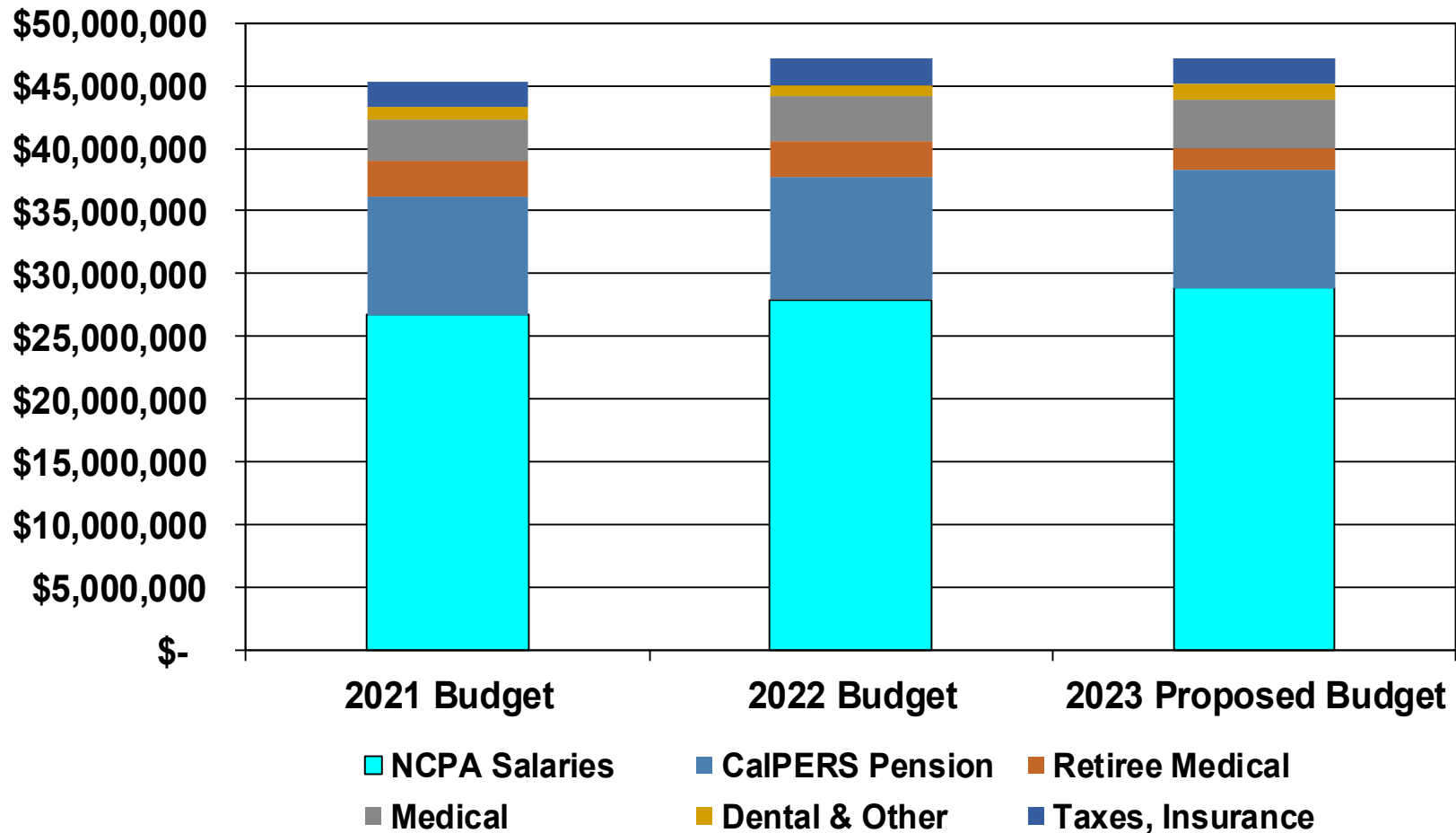
Historical and Proposed Staffing FTEs - Budget FY 2023

LEC additions/shifts in gray

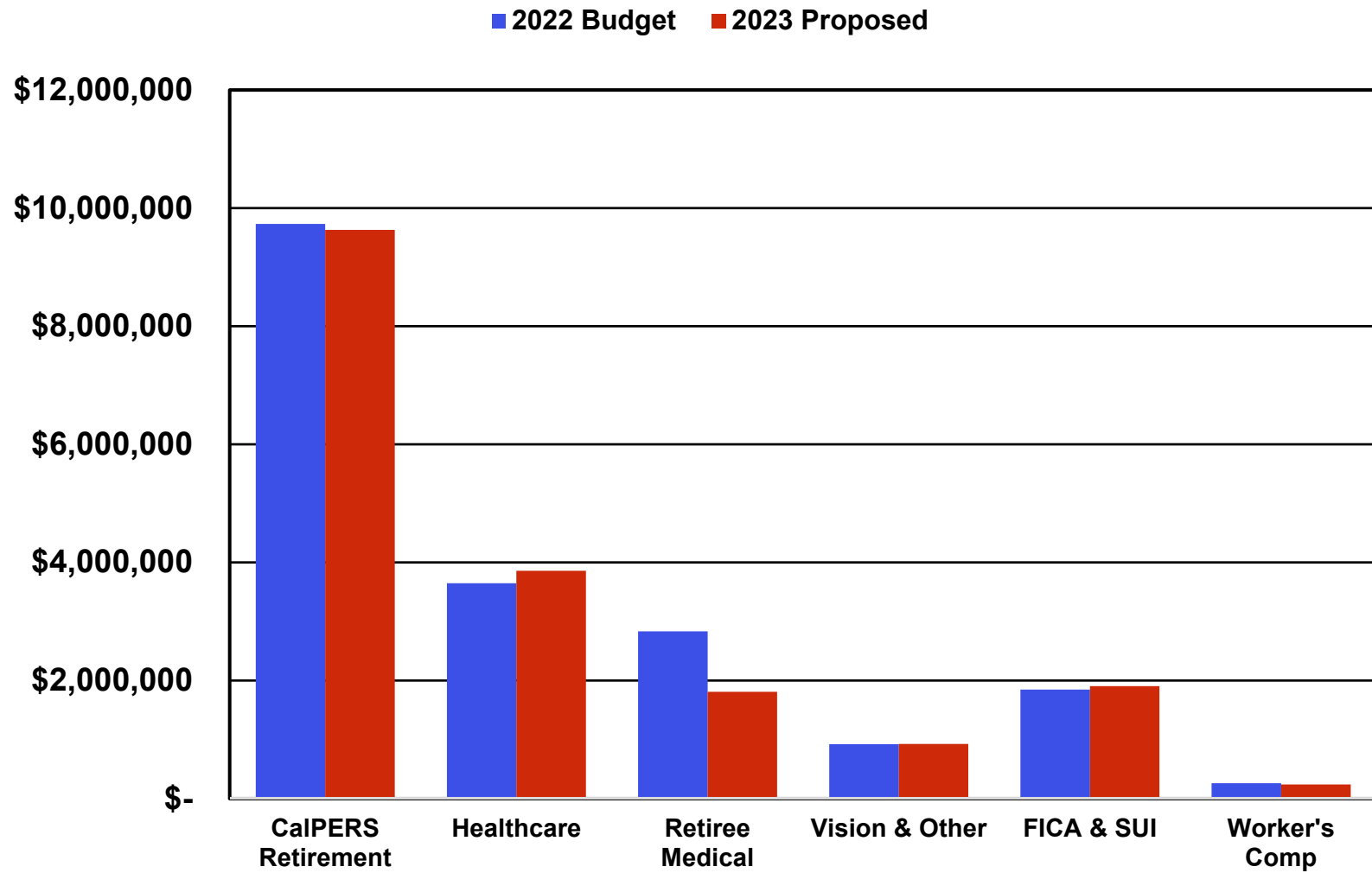


Salaries and Benefits Comparison to Prior Years

Salaries and Benefits are above prior year budget (0.1%). Key drivers are 3.3% payroll increase, and 4.5% decrease in benefits and taxes, primarily retirement medical.



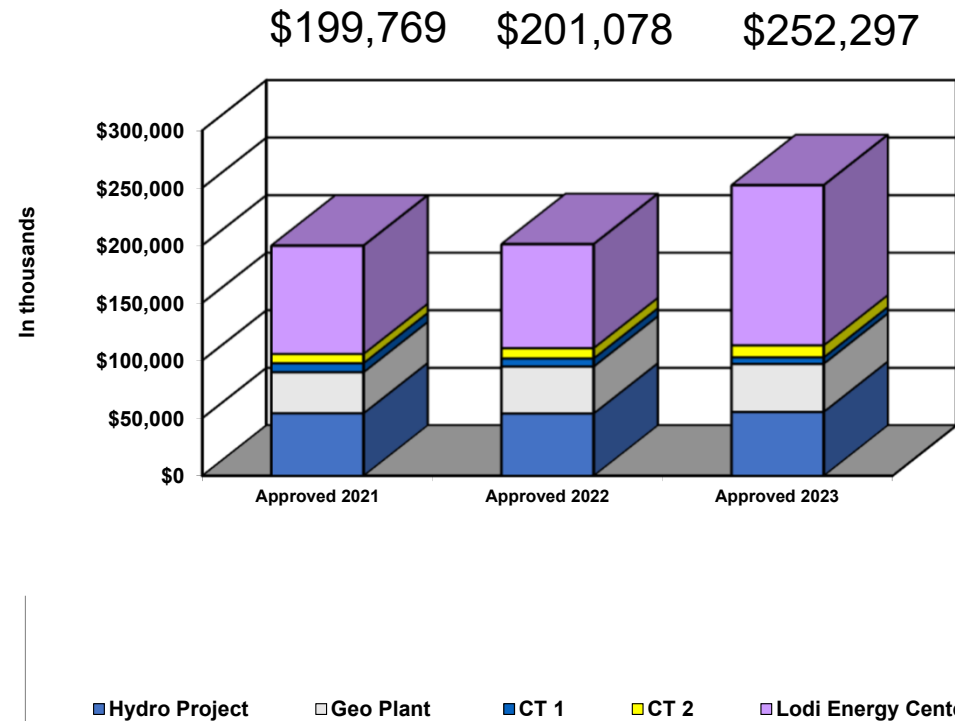
Benefit Changes 2022-2023



Proposed Budget

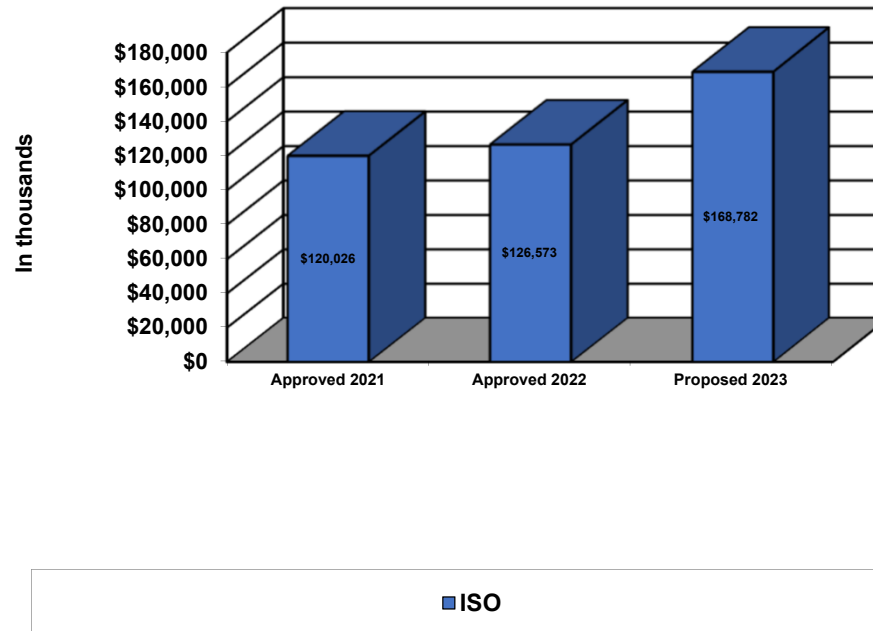
Generation Resources – NCPA Plants

Proposed FY 2023 Budget reflects a \$51.2 million or 25.5% overall increase from FY 2022 on a gross basis.



Proposed Budget Transmission (Net CAISO Charges)

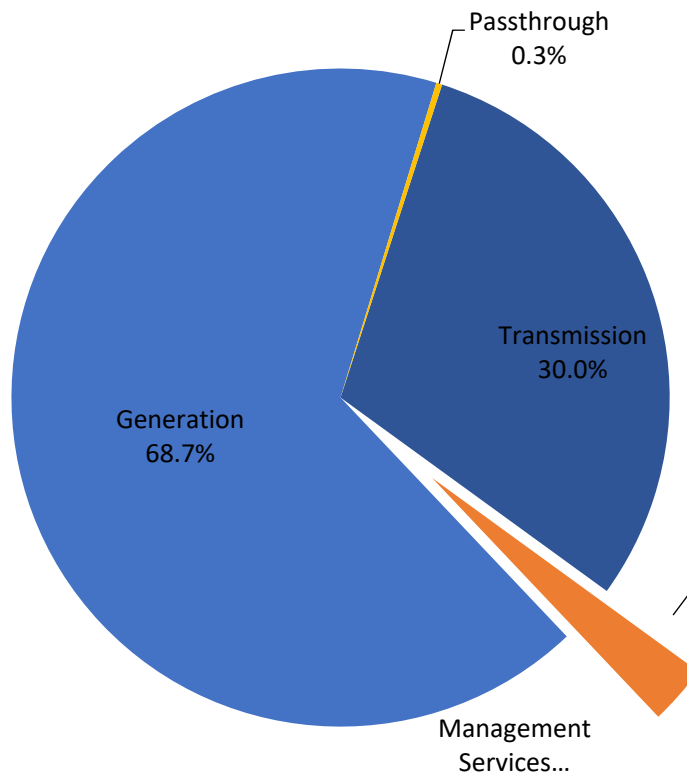
Proposed 2023 budget reflects an increase from 2022 of \$42.2 million or 33.3%



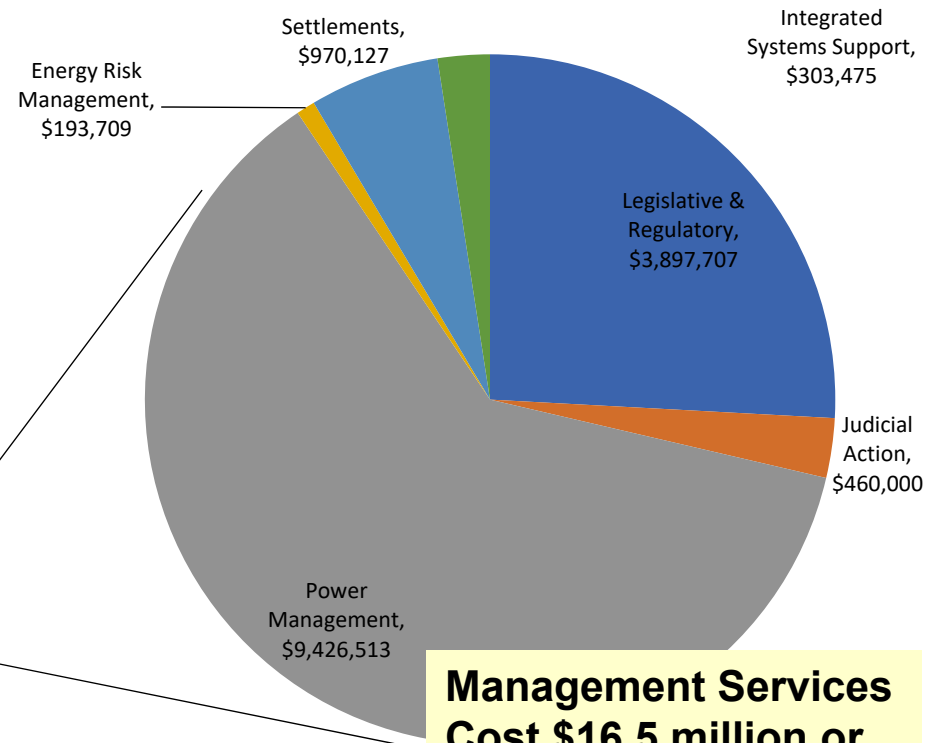
Proposed Budget Management Services

Proposed FY 2023 Net Budget reflects increase of \$115.6M from FY 2022 budget due to increases in load and transmission costs

NCPA Budget



Management Services

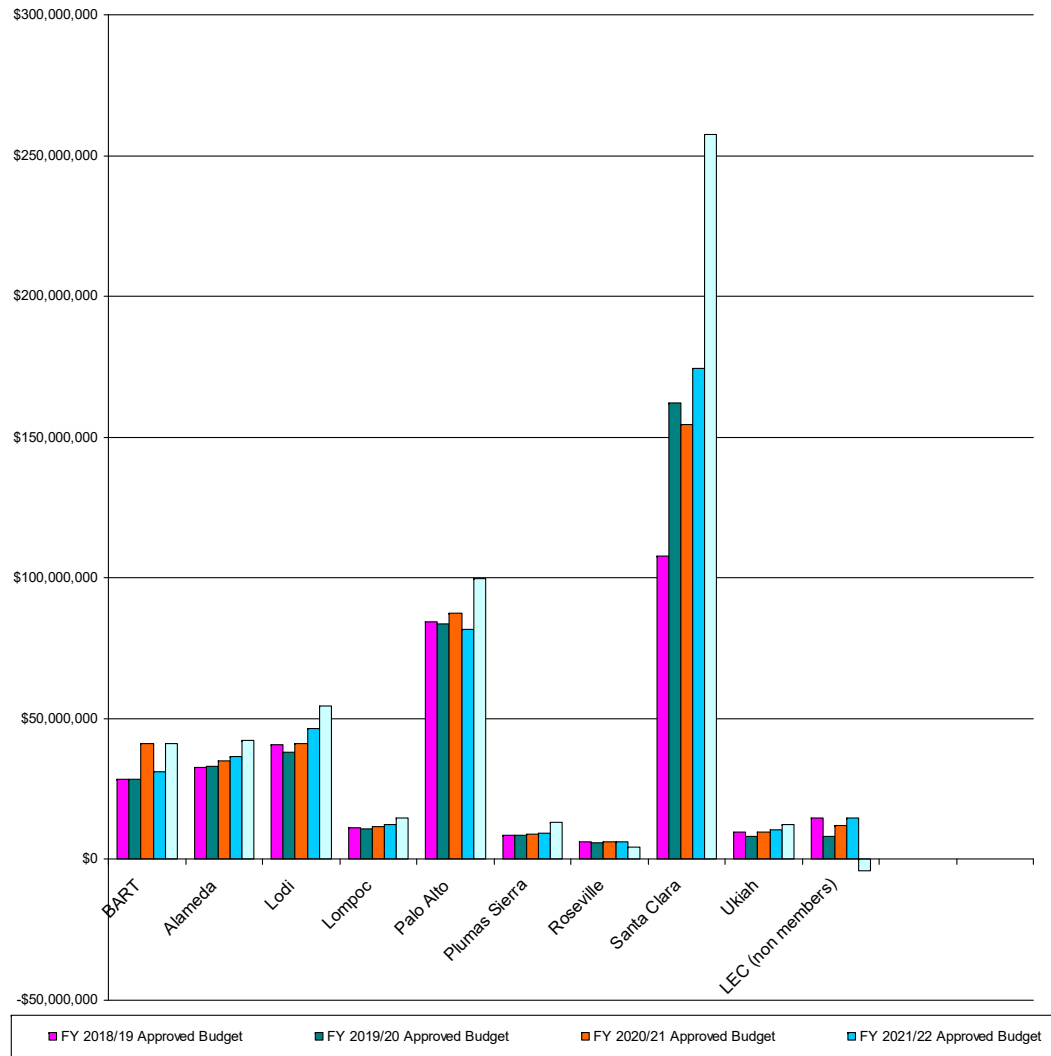


**Management Services
Cost \$16.5 million or
2.9% of total**

Total Annual Budget Cost \$562.6 Million

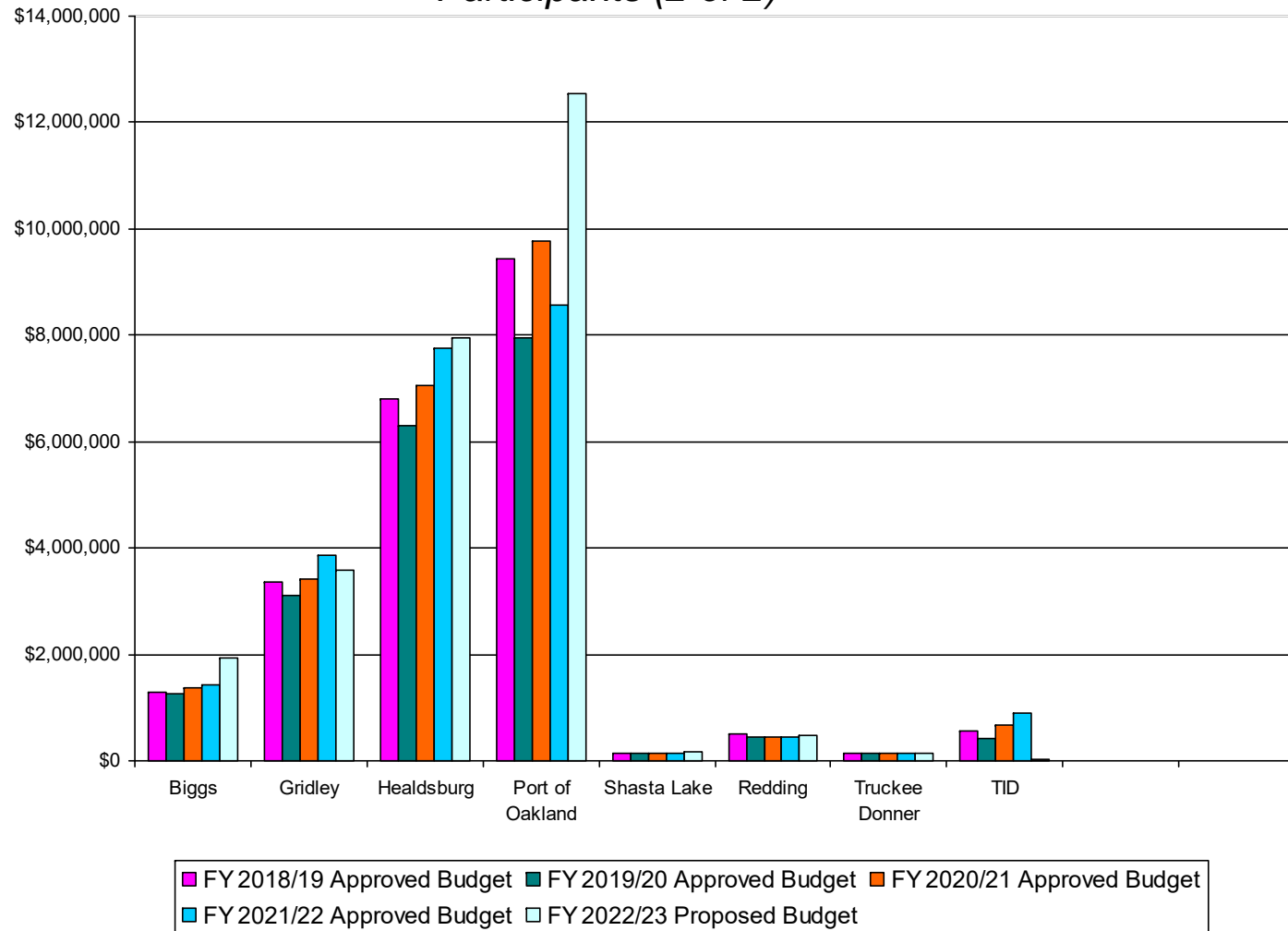
Participant Funding Requirements (Net) Budget FY 2022/23

Participants (1 of 2)



Participant Funding Requirements (Net) Budget FY 2022/23

Participants (2 of 2)



**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

GENERATION RESOURCES

NCPA Plants

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

Subtotal

Member Resources - Energy

Member Resources - Natural Gas

Western Resource

NCPA Contracts & Market Power Purchases

Load Aggregation Costs

Net GHG Obligations

Subtotal

TOTAL GENERATION RESOURCES

TRANSMISSION

Independent System Operator

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

TOTAL TRANSMISSION

MANAGEMENT SERVICES

Legislative & Regulatory

Legislative Representation
Regulatory Representation
Western Representation
Customer Programs

Subtotal

Judicial Action

Judicial Action Direct Cost to Programs

Power Management

System Control And Load Dispatch:

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

Subtotal

FISCAL YEAR ENDED JUNE 30			
2022	Proposed 2023	Inc/(Dec)	% Change
\$ 29,122,615	\$ 31,958,313	\$ 2,835,698	9.7%
11,839,475	(1,651,085)	(13,490,560)	-113.9%
5,755,113	2,493,193	(3,261,920)	-56.7%
5,640,565	3,789,184	(1,851,381)	-32.8%
33,283,101	(4,709,224)	(37,992,325)	-114.1%
85,640,869	31,880,381	(53,760,488)	-62.8%
19,326,063	11,935,345	(7,390,718)	-38.2%
(430,986)	(1,320,270)	(889,284)	206.3%
(2,319,736)	(10,789,796)	(8,470,060)	-365.1%
3,342,418	(4,610,056)	(7,952,474)	-237.9%
282,244,061	467,468,943	185,224,882	65.6%
1,276,784	920,891	(355,893)	-27.9%
303,438,604	463,605,057	160,166,453	52.8%
389,079,473	495,485,438	106,405,965	27.3%

2,417,506	2,575,487	157,981	6.5%
119,362,830	158,081,389	38,718,559	32.4%
3,846,319	5,941,763	2,095,444	54.5%
946,016	2,183,731	1,237,715	130.8%
126,572,671	168,782,370	42,209,699	33.3%

2,098,426	2,229,224	130,798	6.2%
632,824	714,771	81,947	12.9%
691,028	721,505	30,477	4.4%
475,429	603,160	127,731	26.9%
3,897,707	4,268,660	370,953	9.5%
300,000	460,000	160,000	53.3%
(48,812)	(62,836)	(14,024)	28.7%
3,185,801	3,085,213	(100,588)	-3.2%
2,964,291	2,999,449	35,158	1.2%
1,012,356	1,192,029	179,673	17.7%
246,588	207,720	(38,868)	-15.8%
7,409,036	7,484,411	75,375	1.0%

**NORTHERN CALIFORNIA POWER AGENCY
ANNUAL BUDGETS**

Continued

FISCAL YEAR ENDED JUNE 30				
	2022	Proposed 2023	Inc/(Dec)	Budget %
Forecasting Planning, Prescheduling & Trading				
Forecasting	601,284	649,925	48,641	8.1%
Resource Planning, Optimization, Risk Analysis & Mgmt.	610,587	627,442	16,854	2.8%
Power & Fuel Transactions	151,599	152,963	1,364	0.9%
Pre-Scheduling	858,282	932,486	74,204	8.6%
Power Pool Oper. & Settlement Standards	389,306	480,009	90,702	23.3%
Facilities Agreement Administration	189,100	190,386	1,286	0.7%
Subtotal	2,800,158	3,033,210	233,052	8.3%
Industry Restructuring & Regulatory Affairs	420,751	436,452	15,701	3.7%
Contract Admin, interconnection Svcs & External Affairs:				
Contract Maint, Negotiation and Administration & Litigation	676,524	725,868	49,344	7.3%
TANC Representation & Advocacy	31,112	31,809	697	2.2%
Western Representation & Advocacy	145,389	150,421	5,032	3.5%
Pooling Agreement Coordination and Administration	115,596	119,752	4,155	3.6%
Subtotal	968,621	1,027,849	59,228	6.1%
Green Power Project	-	-	-	0.0%
Gas Purchase Program	80,418	76,319	(4,099)	-5.1%
Market Purchase Power Project	110,740	111,680	940	0.8%
Power Management Direct Cost to Programs	(1,454,857)	(1,387,892)	66,965	-4.6%
Subtotal - Power Management	10,334,867	10,782,029	447,162	4.3%
Energy Risk Management				
ROC, RMC Meetings & Activities	45,271	55,439	10,168	22.5%
Counter-party Credit Review & Analysis	148,438	87,992	(60,446)	-40.7%
Subtotal	193,709	143,431	(50,278)	-26.0%
Settlements				
Deal Control Validation & Monitoring	423,877	468,261	44,384	10.5%
ISO Data Validation & Monitoring	546,250	538,488	(7,762)	-1.4%
Subtotal	970,127	1,006,749	36,622	3.8%
Integrated Systems Support	303,475	402,411	98,936	32.6%
TOTAL MANAGEMENT SERVICES	15,951,073	17,000,444	1,049,371	6.6%
<u>PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)</u>	1,717,765	1,665,647	(52,118)	-3.0%
<u>SUPPORT SERVICES</u>	47,000	47,000	-	0.0%
<u>SUPPORT SERVICES REIMBURSEMENTS</u>	(47,000)	(47,000)	-	0.0%
TOTAL NET ANNUAL BUDGET COST	\$ 533,320,982	\$ 682,933,899	\$ 149,612,917	28.1%
OTHER THIRD PARTY REVENUE				
PM Service Revenue (Allocated via Nexant methodology)	2,126,890	1,750,634	(376,256)	-17.7%
PM Service Revenue (Allocated via A&G methodology)	236,321	194,515	(41,806)	-17.7%
Member Owned Generation ISO Energy Revenue	83,954,288	118,407,141	34,452,853	41.0%
Subtotal	86,317,499	120,352,290	34,034,791	39.4%
TOTAL ADJUSTED NET ANNUAL BUDGET COST	\$ 447,003,483	\$ 562,581,609	\$ 115,578,126	25.9%

Generation Services

FY 2023

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 494 GWH for the 2022-2023 budget year, assuming an average water year.

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 other needs. Under some circumstances, it may be economically advantageous to allow McKays Point Reservoir to spill for brief periods while providing ancillary services from the Collierville Powerhouse.

Business Plan

The Hydro Facilities FY 2023 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 2023 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 2023 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.

NCPA Plants #1 and #2 were down several times during FY 2022 due to wildfire, transmission line outages, mechanical issues, and routine maintenance.

Current Operations

The Geothermal Facility is expected to have a generating capacity of 102 gross megawatts or 92 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 2023 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 2023
- 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 671,717 net MWhrs in FY 2023

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 398,130 MWhrs for Plant #1 and 273,587 MWhrs for Plant #2 for a total of 671,717 MWhrs net during the FY 2023 for the facility.

Future Operating Strategies

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

Combustion Turbine Facilities

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

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

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

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

Combustion Turbine Project Business Plan

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

Safety

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

Environmental Compliance

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

Reliability/Efficiency

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

Continuous Improvement

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

Continued Future Operating Strategies

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

Legislative & Regulatory

FY 2023
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 2022 Budget Framed by NCPA's Legislative & Regulatory Affairs Program's Strategic Goals

In December 2021, the NCPA Legislative and Regulatory Affairs Committee approved its Strategic Plan for the 2022 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 2023. 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 2023
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 2023 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 2023
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 nine (9). 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

GEO THERMAL 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
FY 2023 Budget**

	Hydro Project	Geothermal	CT No.1	CT No.2	LEC	Gen Svcs Shared	Budget FY 2023	FY 2022	Increase/ (Decrease)
Variable Costs									
Variable	-	928,000	19,758	91,588	6,088,236	-	7,127,582	4,681,886	2,445,696
CA ISO Charges	115,328	237,013	129,839	83,154	1,080,335	-	1,645,669	1,028,102	617,567
CA ISO Energy Purchases	1,121,546	367,121	45,800	64,969	1,889,864	-	3,489,300	5,473,334	(1,984,034)
GHG Allowance Costs	-	-	-	423,883	20,249,959	-	20,673,842	6,373,117	14,300,726
Fuel & LDC Costs	-	-	1,213,785	1,563,423	64,819,215	-	67,596,423	32,403,077	35,193,346
Pipeline Transport Costs	-	-	-	663,233	-	-	663,233	683,206	(19,973)
Steam Royalties	-	1,750,000	-	-	-	-	1,750,000	1,300,000	450,000
Total Variable	1,236,874	3,282,134	1,409,182	2,890,250	94,127,609	-	102,946,049	51,942,723	51,003,327
Routine O&M Costs									
Fixed	1,592,700	5,466,801	1,006,707	544,879	3,151,902	334,500	12,097,489	11,283,317	814,172
Cloud Seeding	500,000	-	-	-	-	-	500,000	424,000	76,000
Administration	149,000	471,500	41,830	45,649	195,869	22,121	925,969	983,645	(57,676)
Mandatory Costs	1,862,000	362,000	215,311	103,080	365,380	-	2,907,771	2,695,145	212,626
Inventory	-	-	-	-	-	-	-	60,000	(60,000)
Transmission O&M	383,500	75,000	-	-	-	-	458,500	453,500	5,000
Routine O&M Costs w/o Labor	4,487,200	6,375,301	1,263,848	693,608	3,713,151	356,621	16,889,729	15,899,607	990,122
Labor	5,715,780	11,422,362	1,266,243	922,279	6,112,796	1,368,492	26,807,952	26,922,669	(114,717)
Total Routine O&M Costs	10,202,980	17,797,663	2,530,091	1,615,887	9,825,947	1,725,113	43,697,681	42,822,276	875,405
Other Plant Costs									
Fuel Administrative Costs	-	-	18,315	23,904	-	-	42,219	44,995	(2,776)
Debt Service	35,811,167	3,473,310	-	5,083,855	25,996,203	-	70,364,535	69,431,357	933,178
Water for Power	150,000	-	-	-	-	-	150,000	225,000	(75,000)
Insurance	1,203,898	1,487,882	154,291	99,116	1,313,901	-	4,259,088	5,441,608	(1,182,520)
Decommissioning	-	1,610,924	-	-	-	-	1,610,924	1,647,648	(36,724)
Other Costs	101,450	1,329,651	20,400	11,416	151,208	68,124	1,682,249	1,609,501	72,748
Generation Services Shared	387,820	829,217	89,805	66,162	420,233	(1,793,237)	-	-	-
Administrative & General	2,149,854	4,421,702	579,487	350,683	2,270,375	-	9,772,101	9,112,879	659,222
Power Management Allocated Costs	-	-	-	-	1,450,728	-	1,450,728	1,503,669	(52,941)
Total Other Plant Costs	39,804,189	13,152,686	862,298	5,635,136	31,602,648	(1,725,113)	89,331,844	89,016,657	315,187
Total O&M Costs	51,244,043	34,232,483	4,801,571	10,141,273	135,556,204	-	235,975,574	183,781,656	52,193,919
Projects									
Operations & Maintenance	735,000	4,163,000	175,000	220,000	1,342,970	-	6,635,970	5,103,308	1,532,662
General & Plant	110,000	-	-	-	-	-	110,000	65,000	45,000
Capital	-	607,500	-	-	280,000	-	887,500	2,998,000	(2,110,500)
Maintenance Reserve	-	2,630,000	625,000	-	2,008,392	-	5,263,392	6,805,102	(1,541,710)
Capital Development Reserve	3,425,000	-	-	-	-	-	3,425,000	2,325,000	1,100,000
Total Projects Costs	4,270,000	7,400,500	800,000	220,000	3,631,362	-	16,321,862	17,296,410	(974,548)
Annual Budget Cost	55,514,043	41,632,983	5,601,571	10,361,273	139,187,566	-	252,297,436	201,078,066	51,219,371

**Northern California Power Agency
Generation Resources - NCPA Plants Plant Transmission
FY 2023 Budget**

	Hydro Project	Geothermal	CT No.1	CT No.2	LEC	Gen Svcs Shared	Budget FY 2023	FY 2022	Increase/ (Decrease)
Less: Third Party Revenues									
ISO Energy Sales	22,182,087	42,271,192	3,053,378	4,331,262	121,619,515	-	193,457,434	101,639,828	91,817,606
Ancillary Services Sales	1,223,643	-	-	-	2,317,565	-	3,541,208	3,393,310	147,898
Transmission Sales	-	110,376	-	-	-	-	110,376	110,376	-
Effluent Revenues	-	750,000	-	-	-	-	750,000	750,000	-
Fuel and Pipeline Transport Credits	-	-	-	1,774,946	-	-	1,774,946	1,788,156	(13,210)
GHG Allowance Credits	-	-	-	423,881	19,709,710	-	20,133,591	6,205,867	13,927,725
Interest Income	150,000	150,000	55,000	42,000	250,000	-	647,000	1,546,660	(899,660)
Other Income	-	2,500	-	-	-	-	2,500	2,500	-
	<u>23,555,730</u>	<u>43,284,068</u>	<u>3,108,378</u>	<u>6,572,089</u>	<u>143,896,790</u>	<u>-</u>	<u>220,417,055</u>	<u>115,436,696</u>	<u>104,980,359</u>
Net Annual Budget Cost to Participants	<u>31,958,313</u>	<u>(1,651,085)</u>	<u>2,493,193</u>	<u>3,789,184</u>	<u>(4,709,224)</u>	<u>-</u>	<u>31,880,381</u>	<u>85,641,369</u>	<u>(53,760,988)</u>
Plant Cost	52,319,031	41,550,117	5,601,571	10,361,273	139,187,566	-	249,019,558	197,996,756	51,022,803
Plant Transmission Cost	3,195,012	82,866	-	-	-	-	3,277,878	3,081,310	196,568
	<u>55,514,043</u>	<u>41,632,983</u>	<u>5,601,571</u>	<u>10,361,273</u>	<u>139,187,566</u>	<u>-</u>	<u>252,297,436</u>	<u>201,078,066</u>	<u>51,219,371</u>
Variable Costs	1,236,874	3,282,134	1,409,182	2,890,250	94,127,609	-	102,946,049	51,942,723	51,003,327
Fixed Costs	54,277,169	38,350,849	4,192,389	7,471,023	45,059,957	-	149,351,387	149,135,343	216,044
	<u>55,514,043</u>	<u>41,632,983</u>	<u>5,601,571</u>	<u>10,361,273</u>	<u>139,187,566</u>	<u>-</u>	<u>252,297,436</u>	<u>201,078,066</u>	<u>51,219,371</u>
Net Annual Generation (Mwh)	430,553	671,717	11,514	25,957	1,626,895	-	2,766,636	2,131,654	634,982

Hydroelectric Project No. One

FY 2023

Specific Assumptions and Rationale

General

NCPA is proud of our renewable resource hydro 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 generator 230 kV tie lines. Additionally, the Project includes three small 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.

This plant produces clean, low cost, renewable energy for our members in an environmentally sound manner, plus provides recreation 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. One 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 reservoir capacity available. As of December 31, 2021, New Spicer Reservoir contained approximately 65,000 acre feet of storage, which is somewhat below the average (since 1990) carry over storage of 79,372 acre feet. Some storage is typically recommended to be carried over from year to year and held in reserve to mitigate future dry years.

Maintenance/Capital Development Reserve

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

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

During FY 2002, the Agency recovered from insurers approximately \$2.25 million (net of FEMA reimbursement) in connection with the 1997 flood and Darby fire. These funds are being retained in a Capital Development Reserve account pending the future clean out of the McKays Dam Reservoir. Preliminary planning for the clean out are 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 2021, the Initial Facilities Account and Capital Development Reserve account had an approximate total combined balance of \$23.2 million. An additional \$2,325,000 is being collected in FY2022, and an additional \$3,425,000 is proposed for collection in FY 2023. The cost to partially clean out the McKays Dam Reservoir is anticipated to range from \$30,000,000 to potentially more than \$80,000,000.

Project Asset

In addition to the proposed \$3,425,000 contribution to the Capital Development Reserve account, the Hydro FY 2023 budget proposes several Operations and Maintenance projects and replacement of one O&M vehicle (utility truck). The Operation and Maintenance Projects include maintenance to Union Dam, maintenance to Collierville transformers, and a replacement cooling water pump.

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Variable Costs						
CA ISO Charges	\$2,615,242	\$3,056,759	\$2,634,938	\$3,439,454	\$1,236,874	(\$1,398,064)
Total Variable Costs	2,615,242	3,056,759	2,634,938	3,439,454	1,236,874	(1,398,064)
Routine O&M Costs w/o Labor						
Fixed	1,502,000	1,338,705	1,581,100	569,174	1,592,700	11,600
Cloud Seeding	408,000	398,013	424,000	0	500,000	76,000
Administration	147,350	72,408	145,721	47,483	149,000	3,279
Mandatory Costs	1,719,500	1,699,961	1,745,500	464,155	1,862,000	116,500
Transmission O & M	403,500	297,644	378,500	85,751	383,500	5,000
Total Routine O&M Costs w/o Labor	4,180,350	3,806,731	4,274,821	1,166,563	4,487,200	212,379
Labor	5,389,265	4,867,345	5,607,479	2,508,956	5,715,780	108,301
Total Routine O&M Costs	9,569,615	8,674,076	9,882,300	3,675,519	10,202,980	320,680
Other Costs						
Water for Power	250,000	233,283	225,000	203,950	150,000	(75,000)
Debt Service	33,388,263	32,898,212	33,421,637	16,710,818	35,811,167	2,389,530
Insurance	1,140,995	1,927,163	2,033,164	1,004,000	1,203,898	(829,266)
Other Costs	86,084	75,943	90,277	12,560	101,450	11,173
Generation Services Shared	330,392	292,638	330,942	165,475	387,820	56,878
Administrative & General	1,999,779	1,867,266	1,997,915	998,856	2,149,854	151,939
Total O&M Costs	49,380,370	49,025,340	50,616,173	26,210,632	51,244,043	627,870
Projects						0
Operations & Maintenance	440,000	436,961	1,075,000	858,972	735,000	(340,000)
General & Plant	65,000	117,955	65,000	83,143	110,000	45,000
Capital Development Reserve	4,375,000	4,375,000	2,325,000	1,162,500	3,425,000	1,100,000
Total Projects Costs	4,880,000	4,929,916	3,465,000	2,104,615	4,270,000	805,000
Annual Budget Cost	54,260,370	53,955,256	54,081,173	28,315,247	55,514,043	1,432,870
Less: Third Party Revenues						
ISO Energy Sales	22,147,432	18,230,268	22,047,340	11,156,706	22,182,087	134,747
Ancillary Services Sales	2,276,106	5,913,168	2,241,230	2,898,169	1,223,643	(1,017,587)
Interest Income	669,988	181,762	669,988	55,338	150,000	(519,988)
	25,093,526	24,325,198	24,958,558	14,110,213	23,555,730	(1,402,828)
Net Annual Budget Cost to Participants	\$29,166,844	\$29,630,058	\$29,122,615	\$14,205,034	\$31,958,313	\$2,835,698

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Total Plant Budget Cost	\$51,231,936	\$51,039,389	\$51,081,716	\$26,918,996	\$52,319,031	\$1,237,315
Total Transmission Budget Cost	3,028,434	2,915,867	2,999,457	1,396,251	3,195,012	195,555
	\$54,260,370	\$53,955,256	\$54,081,173	\$28,315,247	\$55,514,043	\$1,432,870
Variable Costs	\$2,615,242	\$3,056,759	\$2,634,938	\$3,439,454	\$1,236,874	(\$1,398,064)
Fixed Costs	51,645,128	50,898,497	51,446,235	24,875,793	54,277,169	2,830,934
	\$54,260,370	\$53,955,256	\$54,081,173	\$28,315,247	\$55,514,043	\$1,432,870
Net Annual Generation (MWh)	508,507	203,138	477,404	98,638	263,357	(214,047)
Net Annual Budget Costs per MWh	\$57	\$146	\$61	\$144	\$121	(\$13)
Variable Costs per MWh	\$5	\$15	\$6	\$35	\$5	\$7
Fixed Costs per KW Month	\$17	\$17	\$17	\$8	\$18	\$1

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

Project	Notes	Total	Current FY 2022	Proposed FY 2023	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032
Operations & Maintenance (O&M)													
11563 Part 12 Study	M	n/a	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
2409 Part 12 Study	M	n/a	-	-	-	250,000	-	-	-	-	275,000	-	-
Clark Creek Drainage	M	750,000	-	-	-	750,000	-	-	-	-	-	-	-
CV Cooling Water Pumps	M	105,000	35,000	35,000	35,000	-	-	-	-	-	-	-	-
CV MCC Breakers	D	850,000	-	-	850,000	-	-	-	-	-	-	-	-
CV Switchyard Ground Clearance	D	50,000	50,000	-	-	-	-	-	-	-	-	-	-
CV Transformer Maintenance	D	1,300,000	150,000	550,000	250,000	350,000	-	-	-	-	-	-	-
CV 125vdc Battery	D	100,000	-	-	100,000	-	-	-	-	-	-	-	-
CV Diesel Gen Replacement	D	115,000	-	-	115,000	-	-	-	-	-	-	-	-
CV Tunnel Intake Transfer Trip	D	100,000	-	-	-	-	100,000	-	-	-	-	-	-
CV Turbine Instrumentation Upgrade	D	75,000	-	-	-	75,000	-	-	-	-	-	-	-
CV Units Beckwith Generator Protection	D	75,000	-	-	75,000	-	-	-	-	-	-	-	-
Doble Test Equipment	D	80,000	-	-	-	80,000	-	-	-	-	-	-	-
Lake Alpine LLO Improvements	D	400,000	400,000	-	-	-	-	-	-	-	-	-	-
Murphys HVAC	D	200,000	-	-	200,000	-	-	-	-	-	-	-	-
Network Infrastructure Improvement	D	15,000	15,000	-	-	-	-	-	-	-	-	-	-
Paint CV Crane & Bridge	M	250,000	-	-	-	-	250,000	-	-	-	-	-	-
SCADA Upgrade	D	100,000	-	-	100,000	-	-	-	-	-	-	-	-
Union Dam Maintenance	D	450,000	150,000	150,000	150,000	-	-	-	-	-	-	-	-
Union Slide Gate Replacement	M	400,000	-	-	-	-	400,000	-	-	-	-	-	-
Unidentified Projects	A, D	n/a	-	-	250,000	200,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-
Total O&M Funding Requirements		\$ 5,415,000	\$ 1,075,000	\$ 735,000	\$ 2,125,000	\$ 1,705,000	\$ 1,500,000	\$ 1,250,000	\$ 1,000,000	\$ 1,000,000	\$ 1,275,000	\$ -	\$ -

Project	Notes	Total	Current FY 2022	Proposed FY 2023	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032
General & Plant													
Vehicle Replacement	D	n/a	\$ 65,000	\$ 110,000	\$ 100,000	\$ 90,000	\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -
Microwave Radio Replacement	D	700,000	-	-	350,000	350,000	-	-	-	-	-	-	-
Chipper	D	200,000	-	-	-	200,000	-	-	-	-	-	-	-
Snow Cat	D	400,000	-	-	-	400,000	-	-	-	-	-	-	-
Spicer Snow Cat Building	D	200,000	-	-	-	200,000	-	-	-	-	-	-	-
Unidentified Projects	A, D	n/a	-	-	100,000	500,000	750,000	750,000	750,000	750,000	750,000	-	-
Total General & Plant Funding Requirements		\$ 1,500,000	\$ 65,000	\$ 110,000	\$ 550,000	\$ 1,740,000	\$ 860,000	\$ 860,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ -	\$ -

Notes:

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

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

The above Capital Projects listing serves as a planning & budgeting tool. Agency, Federal Energy Regulatory Commission, and Governmental 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 2022	Proposed FY 2023	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032
RESERVE FUNDING REQUIREMENTS													
McKay's Reservoir & Dam Betterment (Clean Out)	M, CR	\$ 44,000,000	\$ 2,200,000	\$ 3,300,000	\$ 4,300,000	\$ 22,700,000	\$ 11,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Generator Rewind	M, CR	-	-	-	-	-	-	-	-	-	-	-	-
FERC Relicensing	M, CR	-	-	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Beaver Creek Dredging *	M, CR	1,375,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Total Reserve Funding Requirements		45,375,000	2,325,000	3,425,000	4,425,000	22,825,000	11,625,000	125,000	125,000	125,000	125,000	125,000	125,000
RESERVE DISBURSEMENTS													
McKay's Reservoir & Dam Betterment (Clean Out)		(66,900,000)	(300,000)	(600,000)	(32,500,000)	(22,000,000)	(11,500,000)	-	-	-	-	-	-
Generator Rewind		-	-	-	-	-	-	-	-	-	-	-	-
Beaver Creek Dredging		(1,319,715)	-	-	(550,000)	-	-	-	-	-	-	(769,715)	-
Total Reserve Disbursements		(68,219,715)	(300,000)	(600,000)	(33,050,000)	(22,000,000)	(11,500,000)	-	-	-	-	(769,715)	-
Estimated Capital Development Reserve Net Ending Balance			\$ 26,305,558	\$ 29,130,558	\$ 505,558	\$ 1,330,558	\$ 1,455,558	\$ 1,580,558	\$ 1,705,558	\$ 1,830,558	\$ 1,955,558	\$ 1,310,843	\$ 1,435,843
Total Reserve Balance at 6/30/21		\$ 23,228,382											

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 2008-2021**

	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	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	22,758,317
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	1,374,597
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	2,710,941
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	34,481,550
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)	(1,247,773)
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)	(11,259,684)
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	23,221,866
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	23,221,866

* 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 2023**

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											
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Authorized Contingency Balance	<u>\$250,000</u>											
Reserve Activity												
Contingent maint.	250,000											
Annual Funding Req. *		-	-	-	-	-	-	-	-	-	-	-
Balance	\$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 2023

	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		477,404	47,740	7,925	49,507	10,980	109,421	8,068	57,288	176,735	9,739
PROJECT COSTS:											
Routine O&M:											
Variable Costs											
CAISO Charges	Note A	\$ 115,328	\$ 11,533	\$ 1,914	\$ 11,960	\$ 2,653	\$ 26,433	\$ 1,949	\$ 13,839	\$ 42,694	\$ 2,353
CAISO Energy Purchaes	Note A	1,121,546	112,155	18,618	116,304	25,796	257,058	18,954	134,586	415,196	22,880
Fixed Costs	GES	1,592,700	159,270	26,439	165,163	36,632	365,047	26,917	191,124	589,618	32,491
Cloud Seeding	GES	500,000	50,000	8,300	51,850	11,500	114,600	8,450	60,000	185,100	10,200
Administration	GES	149,000	14,900	2,473	15,451	3,427	34,151	2,518	17,880	55,160	3,040
Mandatory Costs	GES	1,862,000	186,200	30,909	193,089	42,826	426,770	31,468	223,440	689,312	37,985
Transmission O&M	GES	383,500	38,350	6,366	39,769	8,821	87,898	6,481	46,020	141,972	7,823
Labor	GES	5,715,780	571,578	94,882	592,726	131,463	1,310,057	96,597	685,894	2,115,982	116,602
Other Costs:											
Water for Power	GES	150,000	15,000	2,490	15,555	3,450	34,380	2,535	18,000	55,530	3,060
Debt Service	Note B	35,811,167	3,709,753	459,496	3,847,014	853,243	8,502,755	626,948	3,321,660	13,733,508	756,790
Insurance	GES	1,203,898	120,390	19,985	124,844	27,690	275,933	20,346	144,468	445,683	24,560
Other Costs	GES	101,450	10,145	1,684	10,520	2,333	23,252	1,715	12,174	37,557	2,070
Generation Services Shared	GES	387,820	38,782	6,438	40,217	8,920	88,888	6,554	46,538	143,571	7,912
Administrative & General	GES	2,149,854	214,985	35,688	222,940	49,447	492,747	36,333	257,982	795,876	43,857
Projects:											
O&M	GES	735,000	73,500	12,201	76,220	16,905	168,462	12,422	88,200	272,097	14,994
General Plant	GES	110,000	11,000	1,826	11,407	2,530	25,212	1,859	13,200	40,722	2,244
Capital Development Reserve	GES	3,425,000	342,500	56,855	355,173	78,775	785,010	57,883	411,000	1,267,935	69,870
Total Project Costs	GES	55,514,043	5,680,041	786,564	5,890,202	1,306,409	13,018,654	959,927	5,686,005	21,027,512	1,158,728
Project Revenues											
ISO Energy Sales		22,182,087	2,218,209	368,223	2,300,282	510,188	5,084,135	374,877	2,661,850	8,211,809	452,515
Ancillary Services Sales	Note C	1,223,643	122,364	20,312	126,892	28,143	280,459	20,680	146,837	452,993	24,962
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		23,555,730	2,355,573	391,025	2,442,729	541,781	5,398,974	398,091	2,826,687	8,720,332	480,536
Annual Project Costs, net		\$ 31,958,313	\$ 3,324,468	\$ 395,539	\$ 3,447,473	\$ 764,628	\$ 7,619,679	\$ 561,836	\$ 2,859,318	\$ 12,307,181	\$ 678,192
Estimated price per Mwh		\$ 66.94	\$ 69.64	\$ 49.91	\$ 69.64	\$ 69.64	\$ 69.64	\$ 69.64	\$ 49.91	\$ 69.64	\$ 69.64
FY 2022 Net Annual Project Costs											
		\$ 29,122,615	\$ 3,046,641	\$ 342,441	\$ 3,159,367	\$ 700,728	\$ 6,982,900	\$ 514,883	\$ 2,475,477	\$ 11,278,663	\$ 621,515
Net Project Cost Decrease											
		\$ 2,835,698	\$ 277,827	\$ 53,097	\$ 288,107	\$ 63,900	\$ 636,779	\$ 46,953	\$ 383,840	\$ 1,028,518	\$ 56,677
		9.74%	9.12%	15.51%	9.12%	9.12%	9.12%	9.12%	15.51%	9.12%	9.12%
Summary of Variable and Fixed Project Costs:											
Variable Costs		\$ 1,236,874	\$ 123,687	\$ 20,532	\$ 128,264	\$ 28,448	\$ 283,492	\$ 20,903	\$ 148,425	\$ 457,891	\$ 25,232
Fixed Costs		54,277,169	5,556,354	766,032	5,761,939	1,277,961	12,735,162	939,024	5,537,580	20,569,622	1,133,496
		\$ 55,514,043	\$ 5,680,041	\$ 786,564	\$ 5,890,202	\$ 1,306,409	\$ 13,018,654	\$ 959,927	\$ 5,686,005	\$ 21,027,512	\$ 1,158,728

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 2023
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 61 MWG beginning in FY 2023, based on current steamfield conditions. Reservoir decline of 2% is expected during the year, which will lower output by 0.7 MW by the end of the 2021 fiscal year.

Geothermal Plant No. Two is projected to operate at an initial capacity of 41 MWG beginning in FY 2023, with average generation declining about 0.8 MW during the fiscal year. Unit #4 is scheduled for an overhaul and expected to be down for six weeks starting in November 2022.

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)	61 MWG	41 MWG
Capacity Factor (units 1, 2 & 4, nameplate of 55 MW))	49.0%	71.3%
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 – 72 hours	Unit 3 – Out of Service
	Unit 2 – 72 hours	Unit 4 – 1008 hours,
Total Net Generation Forecasted (takes into account 8.3 MW house load)	398,130 MWhr net	273,587 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 30 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 1.6 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 2023 O&M and Capital Projects totaling \$4,770,500 include:

<u>Project</u>	<u>Amount</u>
Plant, Yard, & Road Repairs (O&M)	\$310,000
SEGEF Surge Tank Replacements (O&M)	\$350,000
Plant #1 13.8 kV / 2.4 kV / 480 V Bus Restoration (O&M)	\$225,000
Plant #1 Intertie Switch (O&M)	\$200,000
Plant #1 New Cooling Towers (O&M)	\$1,000,000
Plant #2 Cooling Tower Basin Clean Out	\$470,000
Plant #1 & #2 Eyewash Stations	\$558,000
Plant #1 Towerbrom Study (Stretford Replacment)	\$100,000
Plant #2 HVAC Refurbishment – Procurement & Installation	\$350,000
Plant #1 & #2 Insurance Risk Mitigation	\$200,000
Reservoir Model Upgrade	\$400,000
Total O&M	\$4,163,000
Plant #2 Fire System Modernization	\$100,000
Geo Admin and Maintenance Facility Upgrade (Capital)	\$100,000
Plant #2 Diesel Tank (Capital)	\$50,000
Vehicle Replacements (Capital)	\$257,500
Enterprise Monitor Systems Upgrade (Capital)	\$100,000
Total Capital	\$607,500
Total O&M and Capital	\$4,770,500

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable O&M	\$840,000	\$864,607	\$900,000	\$355,109	\$928,000	\$28,000
CA ISO Charges (variable)	534,230	1,295,815	503,562	546,498	604,134	100,572
Steam Royalties (variable)	1,432,387	1,617,160	1,300,000	1,092,261	1,750,000	450,000
Total Variable	2,806,617	3,777,582	2,703,562	1,993,868	3,282,134	578,572
Routine O&M Costs w/o Labor						
Fixed O&M	4,979,125	5,047,841	5,133,615	2,094,054	5,466,801	333,186
Administration	452,500	411,259	503,100	233,400	471,500	(31,600)
Mandatory Costs	342,000	353,703	360,000	311,787	362,000	2,000
Transmission O & M	85,000	58,987	75,000	7,760	75,000	0
Total Routine O&M Costs without Labor	5,858,625	5,871,790	6,071,715	2,647,001	6,375,301	303,586
Labor	11,121,191	10,867,547	11,731,723	5,262,519	11,422,362	(309,361)
Total Routine O&M Costs	16,979,816	16,739,337	17,803,438	7,909,520	17,797,663	(5,775)
Other Costs						
Debt Service	4,950,461	4,950,461	4,953,453	2,476,726	3,473,310	(1,480,143)
Insurance	824,965	1,383,220	1,412,779	693,420	1,487,882	75,103
Decommissioning Costs	1,684,404	1,684,404	1,647,648	823,824	1,610,924	(36,724)
Other Costs	1,272,621	1,256,833	1,278,382	624,359	1,329,651	51,269
Generation Services Shared	680,871	719,339	719,698	359,841	829,217	109,519
Administrative & General	3,776,637	3,816,283	3,938,412	1,968,762	4,421,702	483,290
Total Other Plant Costs	13,189,959	13,810,540	13,950,372	6,946,932	13,152,686	(797,686)
Total O&M Costs	32,976,392	34,327,459	34,457,372	16,850,320	34,232,483	(224,889)
Projects						
Operations & Maintenance	0	116,245	1,100,000	151,900	4,163,000	3,063,000
Capital	585,000	2,979,164	1,175,000	1,068,164	607,500	(567,500)
Maintenance Reserve	2,000,000	2,000,000	3,930,000	1,965,000	2,630,000	(1,300,000)
Total Projects Costs	2,585,000	5,095,409	6,205,000	3,185,064	7,400,500	1,195,500
Annual Budget Cost	35,561,392	39,422,868	40,662,372	20,035,384	41,632,983	970,611
Less: Third Party Revenues						
ISO Energy Sales	25,810,526	32,044,935	27,577,856	27,426,687	42,271,192	14,693,336
Interest Income	382,165	143,713	382,165	33,751	150,000	(232,165)
Transmission Sales	110,376	110,376	110,376	55,188	110,376	0
Effluent Revenue	750,000	2,174,280	750,000	298,692	750,000	0
Other Income	2,500	1,914,059	2,500	3,207	2,500	0
	27,055,567	36,387,363	28,822,897	27,817,525	43,284,068	14,461,171
Net Annual Budget Cost to Participants	\$8,505,825	\$3,035,505	\$11,839,475	(\$7,782,142)	(\$1,651,085)	(\$13,490,560)
Total Plant Budget Cost	\$35,467,725	\$39,357,457	\$40,580,519	\$20,024,449	\$41,550,180	\$969,661
Total Transmission Budget Cost	93,667	65,412	81,853	10,935	82,803	950
	\$35,561,392	\$39,422,868	\$40,662,372	\$20,035,384	\$41,632,983	\$970,611
Total Variable Costs	\$2,806,617	\$3,777,582	\$2,703,562	\$1,993,868	\$3,282,134	\$578,572
Total Fixed Costs	32,754,775	35,645,286	37,958,810	18,041,516	38,350,849	392,039
	\$35,561,392	\$39,422,868	\$40,662,372	\$20,035,384	\$41,632,983	\$970,611
Net Annual Generation (MWh)	738,552	759,263	686,432	413,968	671,717	(14,715)
Net Annual Budget Costs per MWh	\$12	\$4	\$17	-\$ 18.80	(\$2)	(\$20)
Variable Costs per MWh	\$4	\$5	\$4	\$5	\$5	\$1
Fixed Costs per KW Month	\$28	\$31	\$33	\$16	\$33	\$0

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

Project	Notes	Total	FY 2022 Budget	Proposed FY 2023 Budget	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032
Operations & Maintenance (O&M)													
Plant, Yard & Road Repairs	D	\$ 3,843,339	\$ 300,000	\$ 310,000	\$ 318,270	\$ 327,818	\$ 337,653	\$ 347,782	\$ 358,216	\$ 368,962	\$ 380,031	\$ 391,432	\$ 403,175
Steam Field Pipe Supports	M	100,000	100,000	-	-	-	-	-	-	-	-	-	-
Bear Canyon #2 VFD	D	75,000	75,000	-	-	-	-	-	-	-	-	-	-
Plant #2 EHC Engineering	D	100,000	100,000	-	-	-	-	-	-	-	-	-	-
Plant #2 Seal Oil Skid	D	100,000	100,000	-	-	-	-	-	-	-	-	-	-
SEGEF Surge Tank Replacements - Engineering & Procurement	D	765,000	100,000	350,000	155,000	160,000	-	-	-	-	-	-	-
Plant #1 13.8 kV / 2.4 kV / 480 V Bus Restoration - Engineering	D	1,700,000	125,000	225,000	1,000,000	350,000	-	-	-	-	-	-	-
Plant #1 Intertie Switch - Engineering	D	300,000	100,000	200,000	-	-	-	-	-	-	-	-	-
Plant #1 New Cooling Towers - Engineering	D	2,600,000	100,000	1,000,000	1,500,000	-	-	-	-	-	-	-	-
Plant #2 Cooling Tower Basin Clean Out	D	470,000	-	470,000	-	-	-	-	-	-	-	-	-
Plant #1 & #2 Eyewash Stations	M	558,000	-	558,000	-	-	-	-	-	-	-	-	-
Plant #1 Towerbrom Study (Stretford Replacement)	D	100,000	-	100,000	-	-	-	-	-	-	-	-	-
Plant 2 HVAC Refurbishment - Procurement and Installation	D	350,000	-	350,000	-	-	-	-	-	-	-	-	-
Plant #1 & #2 Insurance Risk Mitigation	D	400,000	-	200,000	100,000	100,000	-	-	-	-	-	-	-
Reservoir Model	D	-	-	400,000	-	-	-	-	-	-	-	-	-
Undesignated Projects	D	-	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total O&M Projects Funding Requirement		\$ 11,461,339	\$ 1,100,000	\$ 4,163,000	\$ 3,573,270	\$ 1,437,818	\$ 837,653	\$ 847,782	\$ 858,216	\$ 868,962	\$ 880,031	\$ 891,432	\$ 903,175

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 2022 Budget	Proposed FY 2023 Budget	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032
Capital													
Plant #2 Fire System Modernization	M	\$ 1,700,000	\$ -	\$ 100,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Geo Admin and Maintenance Facility Upgrade	D	175,000	75,000	100,000	-	-	-	-	-	-	-	-	-
Plant #2 Diesel Tank	M	500,000	450,000	50,000	-	-	-	-	-	-	-	-	-
Vehicle Replacements	D	3,201,949	250,000	257,500	265,225	273,182	281,377	289,819	298,513	307,468	316,693	326,193	335,979
Enterprise Monitor Systems Upgrade (Field & Effluent)	D	500,000	400,000	100,000	-	-	-	-	-	-	-	-	-
Total Capital Projects Funding Requirement		\$ 6,076,949	\$ 1,175,000	\$ 607,500	\$ 1,865,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979
Projects Funded Through Geo 2012 A&B Construction Bond Proceeds													
Plant #1 Fire System Modernization		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant #1 MCC Breakers		-	-	-	-	-	-	-	-	-	-	-	-
Total Projects Funded Through Geo 2012 A&B Reserve Fund Release		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Projects Funding Requirement (Net)		\$ 6,076,949	\$ 1,175,000	\$ 607,500	\$ 1,865,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979

Notes:
D Discretionary
M Mandatory

**Northern California Power Agency
Geothermal Project
Maintenance Reserve
Budget FY 2023**

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											
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserve Activity												
Unit One Overhaul					(2,000,000)						(3,600,000)	
Unit Two Overhaul					(3,000,000)						(2,400,000)	
Unit Four Overhaul		-	(3,500,000)					(4,250,000)				
Well Replacement /Workover			(500,000)	(2,900,000)			(4,000,000)					
Plant #1 HVAC												
Plant #1 Fire Protection												
Contingent maintenance												
Projected Requirements		-	(4,000,000)	(2,900,000)	(5,000,000)	-	(4,000,000)	(4,250,000)	-	-	(6,000,000)	-
Annual Funding Req*		3,930,000	2,630,000	2,630,000	2,630,000	2,630,000	2,630,000	2,630,000	2,630,000	2,630,000	2,630,000	2,630,000
Balance	1,278,283	5,208,283	3,838,283	3,568,283	1,198,283	3,828,283	2,458,283	838,283	3,468,283	6,098,283	2,728,283	5,358,283
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 2023

	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		671,717	113,403	1,525	2,257	24,679	69,053	24,726	4,709	52,951	298,179	42,523	37,714
PROJECT COSTS:													
Routine O&M:													
Variable O&M costs	GES	\$ 928,000	\$ 156,670	\$ 2,107	\$ 3,118	\$ 34,095	\$ 95,398	\$ 34,160	\$ 6,505	\$ 73,154	\$ 411,944	\$ 58,747	\$ 52,103
Steam royalties	GES	1,750,000	295,444	3,973	5,880	64,295	179,900	64,418	12,268	137,953	776,834	110,784	98,254
CAISO charges	GES	604,134	101,993	1,371	2,029	22,196	62,105	22,237	4,235	47,625	268,178	38,246	33,920
Fixed costs	GES	5,466,801	922,933	12,410	18,368	200,850	561,987	201,233	38,322	430,948	2,426,740	346,076	306,934
Administration	GES	471,500	79,601	1,070	1,584	17,323	48,470	17,356	3,305	37,168	209,301	29,848	26,472
Mandatory costs	GES	362,000	61,115	822	1,216	13,300	37,214	13,325	2,538	28,536	160,694	22,916	20,324
Inventory	GES	-	-	-	-	-	-	-	-	-	-	-	-
Transmission O&M ²	Trans	75,000	22,769	306	453	4,955	13,865	4,965	945	10,632	-	8,538	7,572
Labor	GES	11,422,362	1,928,380	25,929	38,379	419,658	1,174,219	420,457	80,071	900,425	5,070,444	723,093	641,309
Other Costs:													
Debt service	GES	3,473,310	586,382	7,884	11,670	127,609	357,056	127,853	24,348	273,801	1,541,820	219,878	195,009
Insurance	GES	1,487,882	251,192	3,377	4,999	54,665	152,954	54,769	10,430	117,290	660,478	94,190	83,537
Decommissioning Costs	GES	1,610,924	271,964	3,657	5,413	59,185	165,603	59,298	11,293	126,989	715,097	101,980	90,445
Other costs	GES	1,329,651	224,478	3,018	4,468	48,851	136,688	48,944	9,321	104,816	590,239	84,174	74,653
Generation Services Shared	GES	829,217	139,993	1,882	2,786	30,465	85,244	30,523	5,813	65,367	368,094	52,494	46,556
Administrative & General	GES	4,413,899	745,176	10,020	14,831	162,167	453,749	162,476	30,941	347,948	1,959,352	279,422	247,818
Transmission A&G ²	Trans	7,803	2,369	32	47	516	1,442	517	98	1,106	-	888	788
Projects:													
O&M	GES	4,163,000	702,818	9,450	13,988	152,949	427,956	153,240	29,183	328,169	1,847,977	263,539	233,732
Capital	GES	607,500	102,561	1,379	2,041	22,320	62,451	22,362	4,259	47,889	269,672	38,458	34,108
Maintenance Reserve	GES	2,630,000	444,010	5,970	8,837	96,626	270,364	96,810	18,436	207,323	1,167,470	166,492	147,661
Total Project Costs	GES	41,632,983	7,039,847	94,657	140,108	1,532,024	4,286,665	1,534,942	292,310	3,287,140	18,444,332	2,639,761	2,341,196
Project Revenues													
ISO Energy sales	GES	42,271,192	7,136,434	95,956	142,031	1,553,044	4,345,479	1,556,003	296,321	3,332,238	18,764,393	2,675,978	2,373,316
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	2,500	422	6	8	92	257	92	18	197	1,110	158	140
Total Project Revenues	GES	43,284,068	7,307,433	98,255	145,434	1,590,257	4,449,602	1,593,287	303,421	3,412,083	19,214,014	2,740,098	2,430,184
Annual Project Expense, net		\$ (1,651,085)	\$ (267,585)	\$ (3,598)	\$ (5,326)	\$ (58,233)	\$ (162,937)	\$ (58,344)	\$ (11,111)	\$ (124,944)	\$ (769,682)	\$ (100,337)	\$ (88,988)
Estimated price per Mwh		\$ (2.46)	\$ (2.36)	\$ (2.36)	\$ (2.36)	\$ (2.36)	\$ (2.36)	\$ (2.36)	\$ (2.36)	\$ (2.36)	\$ (2.58)	\$ (2.36)	\$ (2.36)
FY 2022 Net Annual Project Costs													
Net Project Revenue Decrease		\$ (13,490,560)	\$ (2,277,416)	\$ (30,622)	\$ (45,326)	\$ (495,615)	\$ (1,386,752)	\$ (496,560)	\$ (94,564)	\$ (1,063,401)	\$ (5,988,949)	\$ (853,972)	\$ (757,385)
		-113.95%	-113.31%	-113.31%	-113.32%	-113.31%	-113.31%	-113.31%	-113.31%	-113.31%	-114.75%	-113.31%	-113.31%
Summary of Variable and Fixed Project Costs:													
Variable Costs		\$ 3,282,134	\$ 554,106	\$ 7,450	\$ 11,028	\$ 120,586	\$ 337,403	\$ 120,815	\$ 23,008	\$ 258,731	\$ 1,456,956	\$ 207,775	\$ 184,275
Fixed Costs		38,350,849	6,485,741	87,206	129,080	1,411,439	3,949,262	1,414,127	269,302	3,028,409	16,987,376	2,431,986	2,156,920
		\$ 41,632,983	\$ 7,039,847	\$ 94,657	\$ 140,108	\$ 1,532,024	\$ 4,286,665	\$ 1,534,942	\$ 292,310	\$ 3,287,140	\$ 18,444,332	\$ 2,639,761	\$ 2,341,196

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

² PG&E invoices NCPA for annual operations and maintenances costs (O&M Costs) associated with NCPA's entitlement share of the 230 kV Cotenancy Transmission facilities. Invoices received by NCPA do not include O&M Costs associated with SVP's entitlement share of the 230 kV Cotenancy Transmission facilities; rather, SVP is billed directly by PG&E. As such, O&M costs associated with the Cotenancy Transmission facilities invoiced to NCPA are allocated to project participants using normalized project entitlement percentages excluding SVP.

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

Combustion Turbine No. One

FY 2023

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 \$625,000 for FY 2023.

Operations & Maintenance Project Costs

We are anticipating O&M projects totaling \$175,000 for FY 2023.

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Variable Costs						
Variable	\$29,498	\$20,241	\$21,500	\$11,796	\$19,758	(\$1,742)
Fuel & LDC Costs	936,873	1,063,816	791,613	683,879	1,213,785	422,172
CA ISO Charges	93,992	698,352	89,703	508,867	175,639	85,936
Total Variable Costs	1,060,363	1,782,409	902,816	1,204,542	1,409,182	506,366
Routine O & M Costs						
Fixed	817,954	801,194	952,017	764,247	1,006,707	54,690
Administration	44,232	21,747	45,072	30,799	41,830	(3,242)
Mandatory Costs	190,157	241,710	198,977	107,731	215,311	16,334
Inventory Stock	45,000	5,367	45,000	0	0	(45,000)
Routine O & M Costs without Labor	1,097,343	1,070,018	1,241,066	902,777	1,263,848	22,782
Labor	1,193,226	1,239,019	1,255,597	745,228	1,266,243	10,646
Total Routine O & M Costs	2,290,569	2,309,037	2,496,663	1,648,005	2,530,091	33,428
Other Plant Costs						
Fuel Administrative Costs	31,773	10,376	25,614	1,170	18,315	(7,299)
Insurance	137,229	231,605	247,528	122,151	154,291	(93,237)
Other Costs	20,400	15,780	5,400	0	20,400	15,000
Generation Services Shared	75,579	88,998	77,087	38,548	89,805	12,718
Administrative & General	600,664	522,028	726,376	363,118	579,487	(146,889)
Total Other Plant Costs	865,645	868,787	1,082,005	524,987	862,298	(219,707)
Total O & M Costs	4,216,577	4,960,233	4,481,484	3,377,534	4,801,571	320,087
Projects						
Operations & Maintenance	2,250,000	2,309,233	1,513,200	0	175,000	(1,338,200)
Capital	117,000	82,623	60,000	0	0	(60,000)
Maintenance Reserve	1,300,000	1,300,000	1,000,000	500,000	625,000	(375,000)
Total Projects	3,667,000	3,691,856	2,573,200	500,000	800,000	(1,773,200)
Annual Budget Cost	7,883,577	8,652,089	7,054,684	3,877,534	5,601,571	(1,453,113)
Less: Third Party Revenue						
ISO Energy Sales	1,311,400	4,040,705	1,299,571	2,273,399	3,053,378	1,753,807
Interest Income	0	52,350	0	16,489	55,000	55,000
Other Income	0	16,152	0	0	0	0
	1,311,400	4,109,207	1,299,571	2,289,888	3,108,378	1,808,807
Net Annual Budget Cost To Participants	\$6,572,177	\$4,542,882	\$5,755,113	\$1,587,646	\$2,493,193	(\$3,261,920)
Total Variable Costs	\$1,060,363	\$1,782,409	\$902,816	\$1,204,542	\$1,409,182	\$506,366
Total Fixed Costs	6,823,214	6,869,680	6,151,868	2,672,992	4,192,389	(1,959,479)
	\$7,883,577	\$8,652,089	\$7,054,684	\$3,877,534	\$5,601,571	(\$1,453,113)
Net Annual Generation (MWh)	15,641	11,861	10,438	5,875	11,514	1,076
Net Annual Budget Cost per MWh	\$420	\$383	\$551	\$270	\$217	(\$335)
Variable Costs per MWh	\$68	\$150	\$86	\$205	\$122	\$36
Fixed Costs per KW Month	\$8	\$8	\$7	\$3	\$5	(\$2)

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

Projects	Notes	Total	FY 2022 Budget	Proposed FY 2023 Budget	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032
Operations & Maintenance (O&M)													
Generator Circuit Breaker Upgrade	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Switchyard Relay Upgrades	D	275,000	-	-	275,000	-	-	-	-	-	-	-	-
Risk Mitigation				25,000									
Pig Launching Station	D	-	-	-	-	-	-	-	-	-	-	-	-
MCC Upgrade	D	1,100,000	-	-	1,100,000	-	-	-	-	-	-	-	-
AVR/Excitation Upgrade ¹	D	-	-	-	-	-	-	-	-	-	-	-	-
Electric Start/TG/Emissions Control	D	2,000,000	-	-	-	2,000,000	-	-	-	-	-	-	-
Control System	D	1,500,000	1,500,000	-	-	-	-	-	-	-	-	-	-
Gas Plants Shared Projects	D	1,350,000	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Fuel System Pressure Control	D	150,000	-	150,000									
Total O&M Projects Funding Requirement		\$ 6,375,000	\$ 1,500,000	\$ 175,000	\$ 1,525,000	\$ 2,150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Capital													
Vehicles	D	\$ 185,700	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ 65,700	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Projects Funding Requirement		\$ 185,700	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ 65,700	\$ -	\$ -	\$ -	\$ -	\$ -

¹ Originally proposed for FY2023 budget, though the project was removed after it was found during the RFP process that there are potential cost savings from combining the Control System Upgrade budgeted in FY2022 with some of the encumbered funds from FY2021 Diesel Starter to complete both the Control System Upgrade and AVR/Excitation Upgrade in FY2022.

Notes:

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
Maintenance Reserves - Combustion Turbine No. One
Budget FY 2023**

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

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

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

Funding/(Expenditures)	Beginning Balance	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Beginning Reserve Balance	-	4,221,445	-	-	-	-	-	-	-	-	-	-
Combustion Turbine Lodi		(85,000)	(30,000)	-	(167,990)	-	(52,167)	(40,000)	-	(30,910)	-	-
Combustion Turbine ALA1		(495,641)	(30,000)	(163,097)	-	-	-	-	(1,227,879)	(80,910)	-	-
Combustion Turbine ALA2		(1,409,790)	(60,000)	-	-	-	(178,220)	-	-	(80,910)	-	(1,355,349)
Generators		-	-	-	-	-	(122,987)	(1,013,416)	-	-	-	-
Balance of Plant		(80,000)	(760,000)	(349,173)	(527,782)	(320,867)	(806,605)	(192,097)	(671,663)	(58,715)	(63,334)	(398,524)
Projected Requirements	-	(2,070,431)	(880,000)	(512,270)	(695,772)	(320,867)	(1,159,979)	(1,245,513)	(1,899,542)	(251,445)	(63,334)	(1,753,873)
Funding Requirement		1,000,000	625,000	640,625	656,641	673,057	689,883	707,130	724,808	742,929	761,502	780,539
Cumulative Balance	\$ -	\$ 3,151,014	\$ 2,896,014	\$ 3,024,369	\$ 2,985,238	\$ 3,337,428	\$ 2,867,332	\$ 2,328,949	\$ 1,154,215	\$ 1,645,699	\$ 2,343,867	\$ 1,370,533

Northern California Power Agency
Combustion Turbine No.1 Allocation of Project Budget
FY 2023

ALLOCATION PERCENTAGES:

Generation Entitlement Share ¹

Allocated by	Total	Alameda	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Plumas-Sierra	SVP	Ukiah
GES	100.0000%	21.8200%	0.1967%	0.3500%	5.8333%	13.3933%	5.8333%	1.8167%	41.6667%	9.0900%
PROJECTED MWH	11,514	2,512	23	40	672	1,542	672	209	4,798	1,047
PROJECT COSTS:										
Routine O&M:										
Variable costs	GES \$ 19,758	\$ 4,311	\$ 39	\$ 69	\$ 1,153	\$ 2,646	\$ 1,153	\$ 359	\$ 8,233	\$ 1,796
Fixed costs	GES 1,006,707	219,663	1,980	3,523	58,724	134,831	58,724	18,289	419,462	91,510
Administration	GES 41,830	9,127	82	146	2,440	5,602	2,440	760	17,429	3,802
Mandatory costs	GES 215,311	46,981	424	754	12,560	28,837	12,560	3,912	89,713	19,572
Inventory	GES -	-	-	-	-	-	-	-	-	-
Labor	GES 1,266,243	276,294	2,491	4,432	73,864	169,592	73,864	23,004	527,602	115,101
Other Costs:										
Fuel and LDC costs	GES 1,213,785	264,848	2,391	4,248	70,801	162,563	70,801	22,054	505,747	110,333
Fuel administration costs	GES 18,315	3,996	36	64	1,068	2,453	1,068	333	7,631	1,665
CAISO charges	GES 175,639	38,324	345	615	10,246	23,523	10,246	3,191	73,184	15,966
Insurance	GES 154,291	33,666	303	540	9,000	20,665	9,000	2,803	64,288	14,025
Other costs	GES 20,400	4,451	40	71	1,190	2,732	1,190	371	8,500	1,854
Generation Services Shared	GES 89,805	19,595	177	314	5,239	12,028	5,239	1,631	37,419	8,163
Administrative & General	GES 579,487	126,444	1,140	2,028	33,803	77,612	33,803	10,528	241,453	52,675
Projects:	GES									
O&M Projects & Maintenance Reserve	GES 800,000	174,560	1,574	2,800	46,666	107,146	46,666	14,534	333,334	72,720
Total Project Costs	GES 5,601,571	1,222,263	11,021	19,605	326,753	750,231	326,753	101,767	2,333,994	509,183
Project Revenues										
CAISO Energy Sales	GES 3,053,378	666,247	6,009	10,687	178,109	408,944	178,109	55,475	1,272,247	277,552
Interest income	GES 55,000	12,001	108	193	3,208	7,366	3,208	999	22,917	5,000
Total Project Revenues	3,108,378	678,248	6,117	10,879	181,317	416,310	181,317	56,474	1,295,164	282,552
Annual Project Revenue, net	\$ 2,493,193	\$ 544,015	\$ 4,904	\$ 8,726	\$ 145,436	\$ 333,921	\$ 145,436	\$ 45,293	\$ 1,038,830	\$ 226,631
Estimated price per Mwh	\$ 216.54	\$ 216.54	\$ 216.54	\$ 216.54	\$ 216.54	\$ 216.54	\$ 216.54	\$ 216.53	\$ 216.54	\$ 216.54
 FY 2022 Net Annual Project Costs	 \$ 5,755,113	 1,255,766	 11,320	 20,143	 335,714	 770,800	 335,714	 104,552	 2,397,965	 523,140
Net Project Cost Increase	\$ (3,261,920)	(711,751)	(6,416)	(11,417)	(190,278)	(436,879)	(190,278)	(59,259)	(1,359,135)	(296,509)
	-56.68%	-56.68%	-56.68%	-56.68%	-56.68%	-56.68%	-56.68%	-56.68%	-56.68%	-56.68%
Summary of Variable and Fixed Project Costs:										
Variable Costs.	1,409,182	307,484	2,772	4,932	82,202	188,736	82,202	25,601	587,160	128,095
Fixed Costs	4,192,389	914,779	8,246	14,673	244,555	561,499	244,555	76,163	1,746,830	381,088
	\$ 5,601,571	\$ 1,222,263	\$ 11,018	\$ 19,605	\$ 326,756	\$ 750,235	\$ 326,756	\$ 101,764	\$ 2,333,990	\$ 509,183

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 2023

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 \$220,000 for FY 2023.

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase / (Decrease)
Variable Costs						
Variable O&M	\$72,553	\$59,104	158,633	41,266	\$91,588	(\$67,045)
Fuel & LDC Costs	197,039	1,854,864	582,164	991,088	1,563,423	981,259
Pipeline Transport Charges	706,558	624,199	683,206	315,654	663,233	(19,973)
GHG Allowance Costs	43,229	473,564	104,146	0	423,883	319,737
CA ISO Charges	40,380	419,141	135,931	103,025	148,123	12,192
Total Variable Costs	1,059,759	3,430,872	1,664,080	1,451,033	2,890,250	1,226,170
Routine O & M Costs						
Fixed	487,319	735,410	510,014	206,075	544,879	34,865
Administration	49,705	23,228	50,965	7,141	45,649	(5,316)
Mandatory Costs	78,423	228,904	78,423	29,452	103,080	24,657
Inventory Stock	15,000	63,625	15,000	0	0	(15,000)
Routine O & M Costs without Labor	630,447	1,051,167	654,402	242,668	693,608	39,206
Labor	880,502	828,546	972,867	360,311	922,279	(50,588)
Total Routine O & M Costs	1,510,949	1,879,713	1,627,269	602,979	1,615,887	(11,382)
Other Plant Costs						
Fuel Acquisition Costs	6,409	19,828	19,381	1,929	23,904	4,523
Debt Service	4,826,162	4,826,162	5,048,000	2,524,000	5,083,855	35,855
Insurance	95,539	159,968	171,655	84,215	99,116	(72,539)
Other Costs	12,699	10,227	12,520	736	11,416	(1,104)
Generation Services Shared	55,661	56,190	56,320	28,166	66,162	9,842
Administrative & General	385,403	383,639	316,855	158,359	350,683	33,828
Total Other Plant Costs	5,381,873	5,456,014	5,624,731	2,797,405	5,635,136	10,405
Total O & M Costs	7,952,581	10,766,599	8,916,080	4,851,417	10,141,273	1,225,193
Projects						
Operations & Maintenance	30,000	0	39,800	0	220,000	180,200
Capital	6,500	8,272	6,500	0	0	(6,500)
Maintenance Reserve	0	0	0	0	0	0
Total Projects	36,500	8,272	46,300	0	220,000	173,700
Annual Budget Cost	7,989,081	10,774,871	8,962,380	4,851,417	10,361,273	1,398,893
Less: Third Party Revenue						
ISO Energy Sales	398,662	4,486,648	1,320,850	1,759,984	4,331,262	3,010,412
Ancillary Services Sales	0	0	0	0	0	0
Interest Income - Operations	108,662	38,435	108,662	9,444	42,000	(66,662)
Fuel and Pipeline Transport Credits	1,820,720	1,342,089	1,788,156	1,249,158	1,774,946	(13,210)
GHG Allowance Credits	43,229	473,564	104,146	0	423,881	319,735
Other Income	0	0	0	0	0	0
	2,371,273	6,340,736	3,321,814	3,018,586	6,572,089	3,250,275
Net Annual Budget Cost To Participants	\$5,617,808	\$4,434,135	\$5,640,566	\$1,832,831	\$3,789,184	(\$1,851,382)
Total Variable Costs	\$1,059,759	\$3,430,872	\$1,664,080	\$1,451,033	\$2,890,250	\$1,226,170
Total Fixed Costs	6,929,322	7,343,999	7,298,300	3,400,384	7,471,023	172,723
	\$7,989,081	\$10,774,871	\$8,962,380	\$4,851,417	\$10,361,273	\$1,398,893
Net Annual Generation (MWh)	4,987	44,799	12,003	14,867	25,957	13,954
Net Annual Budget Costs per MWh	\$1,126	\$99	\$470	\$123	\$146	(\$324)
Variable Costs per MWh	\$213	\$77	\$139	\$98	\$111	(\$27)
Fixed Costs per KW Month	\$12	\$12	\$12	\$6	\$12	\$0

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

Projects	Notes	Total	FY 2022 Budget	Proposed FY 2023	Forecast FY 2024	Forecast 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
Operations & Maintenance (O&M)														
High Energy Pipe Inspection	M	\$ 17,500		\$ -	\$ -	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STIG 480V MCC Breaker Maintenance	M	35,000	-	-	35,000	-	-	-	-	-	-	-	-	-
Ammonia System Major Maintenance (15.13%)	M	36,000	30,000	-	-	-	-	6,000	-	-	-	-	-	-
Water Plant Service		240,000	-	190,000	50,000	-	-	-	-	-	-	-	-	-
Risk Mitigation		30,000	-	30,000	-	-	-	-	-	-	-	-	-	-
Total O&M Projects Funding Requirement		\$ 358,500	\$ 30,000	\$ 220,000	\$ 85,000	\$ -	\$ -	\$ 23,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects														
Decommissioning Costs	D	12,600,000	\$ -	\$ -	\$ -	\$ -	\$ 4,276,925	\$ 5,639,946	\$ 2,683,129	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles (5% Share)	D	16,250	6,500	-	-	6,500	-	-	-	-	-	-	-	-
Total Capital Projects Funding Requirement		\$ 12,616,250	\$ 6,500	\$ -	\$ -	\$ 6,500	\$ 4,276,925	\$ 5,639,946	\$ 2,683,129	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

- 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
Combustion Turbine Project No. Two (STIG)
Maintenance Reserve
Budget FY 2023

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											
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Authorized Contingency Balance	\$500,000											
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 2023

	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		25,957	4,932	10,253	193	10,579
PROJECT COSTS:						
Routine O&M:						
Variable costs	Note A	\$ 91,588	\$ 17,402	\$ 36,177	\$ 681	\$ 37,328
Fixed costs	GES	544,879	103,527	215,227	27,244	198,881
Administration	GES	45,649	8,673	18,031	2,282	16,662
Mandatory costs	GES	103,080	19,585	40,717	5,154	37,624
Inventory	GES	-	-	-	-	-
Labor	GES	922,279	175,233	364,300	46,114	336,632
Other Costs:						
Fuel and LDC costs	Note A	1,563,423	297,050	617,552	11,469	637,352
Fuel administration costs	GES	23,904	4,542	9,442	1,195	8,725
Fuel and pipeline transport	GES	663,233	126,014	261,977	35,328	239,914
GHG Allowance Costs	GES	423,883	80,538	167,434	1,686	174,225
CAISO charges	Note B	148,123	28,143	58,509	2,810	58,661
Debt service	GES	5,083,855	965,932	2,008,123	254,193	1,855,607
Insurance	GES	99,116	18,832	39,151	4,956	36,177
Other costs	GES	11,416	2,169	4,509	571	4,167
Generation Services Shared	GES	66,162	12,571	26,134	3,308	24,149
Administrative & General	GES	350,683	66,630	138,520	17,534	127,999
Projects:	GES					
O&M and Capital	GES	220,000	41,800	86,900	11,000	80,300
Maintenance Reserve	GES	-	-	-	-	-
Total Project Costs	GES	10,361,273	1,968,642	4,092,703	425,525	3,874,403
Project Revenues						
ISO Energy sales	Note B	4,331,262	822,940	1,710,848	16,865	1,780,609
Fuel and pipeline transport credit	GES	1,774,946	337,240	701,104	89,408	647,195
GHG Allowance Credits	GES	423,881	80,537	167,433	1,686	174,225
Interest income	GES	42,000	7,980	16,590	2,100	15,330
Total Project Revenues		6,572,089	1,248,697	2,595,975	110,059	2,617,358
Annual Project Revenue, net		\$ 3,789,184	\$ 719,945	\$ 1,496,728	\$ 315,466	\$ 1,257,045
Estimated price per Mwh		\$ 145.98	\$ 145.98	\$ 145.98	\$ 1,634.54	\$ 118.82
FY 2022 Net Annual Project Costs		\$ 5,640,565	1,071,707	2,228,023	305,367	2,035,468
Net Project Cost Decrease		\$ (1,851,381)	(351,762)	(731,295)	10,100	(778,423)
		-32.82%	-32.82%	-32.82%	3.31%	-38.24%
Summary of Variable and Fixed Project Costs:						
Variable Costs		\$ 2,890,250	\$ 549,148	\$ 1,141,649	\$ 51,974	\$ 1,147,480
Fixed Costs		7,471,023	1,419,494	2,951,054	373,551	2,726,923
Total Project Costs		\$ 10,361,273	\$ 1,968,642	\$ 4,092,703	\$ 425,525	\$ 3,874,403

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 2023

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 \$2,008,392 for FY 2023

Projects

Capital Projects for FY 2023 total \$280,000, and O&M Projects total \$1,342,970.

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase / (Decrease)
Variable Costs						
Variable O&M	\$5,436,363	\$4,815,206	\$3,601,753	\$2,476,562	\$6,088,236	\$2,486,483
Fuel & LDC Costs	32,955,703	36,515,585	31,029,301	48,331,878	64,819,215	33,789,914
GHG Allowance Costs	8,695,359	265,880	6,268,971	10,990,715	20,249,959	13,980,988
CA ISO Charges (variable)	780,841	878,922	470,645	469,925	1,080,335	609,690
CA ISO Energy Purchases (variable)	3,049,750	2,151,686	2,666,658	2,540,945	1,889,864	(776,794)
Routine Variable Costs	50,918,016	44,627,279	44,037,328	64,810,025	94,127,609	50,090,281
Routine O & M Costs						
Fixed	2,717,063	3,897,726	2,989,071	1,390,492	3,151,902	162,831
Administration	211,377	89,194	216,277	44,265	195,869	(20,408)
Mandatory Costs	309,455	465,292	312,245	226,216	365,380	53,135
Inventory Stock	0	0	0	2,182,235	0	0
Routine O & M Costs without Labor	3,237,895	4,452,212	3,517,593	3,843,208	3,713,151	195,558
Labor	5,789,039	5,753,141	6,040,384	2,774,143	6,112,796	72,412
Total Routine O & M Costs	9,026,934	10,205,353	9,557,977	6,617,351	9,825,947	267,970
Other Plant Costs						
Debt Service	26,023,835	26,023,835	26,008,267	13,182,299	25,996,203	(12,064)
Insurance	898,336	1,137,758	1,576,482	788,241	1,313,901	(262,581)
Other Costs	106,546	69,356	128,171	25,757	151,208	23,037
Generation Services Shared	353,712	389,178	364,833	182,409	420,233	55,400
Administrative & General	2,317,930	2,090,435	2,133,321	1,066,524	2,270,375	137,054
Power Management Allocated Costs	1,523,860	1,523,860	1,503,669	751,834	1,450,728	(52,941)
Total O & M Costs	91,169,169	86,067,054	85,310,048	87,424,440	135,556,204	50,246,156
Projects						
Operations & Maintenance	1,060,956	1,157,292	1,375,308	183,650	1,342,970	(32,338)
Capital	6,500	3,682	1,756,500	0	280,000	(1,476,500)
Maintenance Reserve	1,838,332	1,838,332	1,875,102	937,551	2,008,392	133,290
Total Projects Budget	2,905,788	2,999,306	5,006,910	1,121,201	3,631,362	(1,375,548)
Annual Budget Cost	94,074,957	89,066,360	90,316,958	88,545,641	139,187,566	48,870,608
Less: Third Party Revenue						
ISO Energy Sales	55,590,251	65,012,505	49,394,211	74,947,968	121,619,515	72,225,304
Ancillary Services Sales	1,711,986	4,008,977	1,152,080	3,085,988	2,317,565	1,165,485
GHG Allowance Credits	8,463,375	0	6,101,721	10,874,215	19,709,710	13,607,989
Interest Income - Operations	94,945	127,130	94,945	71,358	134,000	39,055
Interest Income (NCPA)	242,355	99,699	242,355	57,591	105,000	(137,355)
Interest Income (CDWR)	48,545	10,320	48,545	958	11,000	(37,545)
Insurance Receipts	0	(34,342)	0	0	0	0
Other Income	0	1,232,422	0	1,500	0	0
	66,151,457	70,456,711	57,033,857	89,039,578	143,896,790	86,862,933
Net Annual Budget Cost To Participants	\$27,923,500	\$18,609,649	\$33,283,101	(\$493,937)	(\$4,709,224)	(\$37,992,325)
Total Variable Costs	\$50,918,016	\$44,627,279	\$44,037,328	\$64,810,025	\$94,127,609	\$50,090,281
Total Fixed Costs	43,156,941	44,439,081	46,279,630	23,735,616	45,059,957	(1,219,673)
	\$94,074,957	\$89,066,360	\$90,316,958	\$88,545,641	\$139,187,566	\$48,870,608
Natural Gas (mmBtu)						
Net Annual Generation (MWh)	1,316,988	1,231,541	945,377	1,098,303	1,626,895	681,518
Net Annual Budget Costs per MWh	\$21	\$15	\$35	(\$0)	(\$3)	(\$38)
Variable Costs per MWh	\$39	\$36	\$47	\$59	\$58	-59- \$11
Fixed Costs per KW Month	\$13	\$13	\$14	\$7	\$13	(\$0)

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

Projects	Notes	Total	FY 2022 Budget	Proposed FY 2023	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032
Operations & Maintenance (O&M)													
Consulting / Grant Writing	M	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gas Turbine Insulation	M	275,000	275,000	-	-	-	-	-	-	-	-	-	-
Service Water Piping	M	300,000	50,000	75,000	75,000	100,000	-	-	-	-	-	-	-
Risk Mitigation	D	180,000	-	180,000	-	-	-	-	-	-	-	-	-
HRSG / Steam Piping	D	750,000	-	-	750,000	-	-	-	-	-	-	-	-
Critical Inventory	D	500,000	-	-	500,000	-	-	-	-	-	-	-	-
Life cycle Replacement	D	241,000	-	16,000	25,000	200,000	-	-	-	-	-	-	-
Gas Plants Shared Projects	D	77,000	77,000	-	-	-	-	-	-	-	-	-	-
Annual Maintenance Outage	M	13,827,532	973,305	1,021,970	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
Total O&M Projects Funding Requirement		\$ 16,200,532	\$ 1,375,305	\$ 1,342,970	\$ 2,423,068	\$ 1,426,722	\$ 1,183,058	\$ 1,242,211	\$ 1,304,321	\$ 1,369,537	\$ 1,438,014	\$ 1,509,915	\$ 1,585,411
Capital Projects													
Civil/Structural	D	\$ 2,040,000	\$ 250,000	\$ 30,000	\$ 80,000	\$ 100,000	\$ 155,000	\$ 775,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -
Acoustic Monitoring HRSG	D	650,000	-	250,000	400,000	-	-	-	-	-	-	-	-
DCS Software Upgrades	D	600,000	-	-	-	-	600,000	-	-	-	-	-	-
DCS Hardware Updates	D	250,000	-	-	-	-	250,000	-	-	-	-	-	-
Clarifier Tank Refurbishment	M	400,000	-	-	-	-	400,000	-	-	-	-	-	-
BOP PLC Upgrades	D	125,000	-	-	-	-	125,000	-	-	-	-	-	-
Vehicles (5% Share)	D	20,300	6,500	-	-	6,500	-	7,300	-	-	-	-	-
Torque Converter spare	D	1,500,000	1,500,000	-	-	-	-	-	-	-	-	-	-
Unidentified Capital Project	D	4,897,121	-	-	500,000	500,000	-	575,000	603,750	633,938	665,634	698,916	719,883
Total Capital Projects Funding Requirement		\$ 10,482,421	\$ 1,756,500	\$ 280,000	\$ 980,000	\$ 606,500	\$ 1,530,000	\$ 1,357,300	\$ 1,253,750	\$ 633,938	\$ 665,634	\$ 698,916	\$ 719,883

Notes:

- D Discretionary
- M Mandatory

**Northern California Power Agency
Maintenance Reserves - Lodi Energy Center
Budget FY 2023**

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										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
LEC:											
Beginning Reserve Balance	\$ 4,310,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Projected Reserve Expenditures -											
Combustion Turbine (Overhaul)	(940,000)	-	-	-	(2,693,188)	-	-	(50,000)	(400,000)	-	-
Steam Turbine	(740,000)	-	-	(20,000)	-	-	-	-	(125,000)	(800,000)	-
Generators	-	-	(70,000)	-	(79,942)	-	-	-	-	-	-
Plant Projects	(3,650,000)	(1,385,000)	(1,775,000)	(790,000)	(500,000)	(910,000)	(1,440,927)	(620,000)	(1,440,031)	(846,803)	-
HRSG	(215,000)	(450,000)	(40,000)	-	(540,000)	(175,000)	(1,240,000)	(300,000)	(40,000)	(300,000)	-
Total Projected Expenditures	(5,545,000)	(1,835,000)	(1,885,000)	(810,000)	(3,813,130)	(1,085,000)	(2,680,927)	(970,000)	(2,005,031)	(1,946,803)	-
Projected Reserve Funding -											
Maintenance Contingency	-	-	-	-	-	-	-	-	-	-	-
Unit Overhaul	778,490	817,415	858,285	901,199	946,259	993,572	1,043,251	1,095,414	1,150,184	1,207,694	1,268,078
Combustion Turbine (overhaul)	340,182	357,191	375,051	393,803	413,493	434,168	455,876	478,670	502,604	527,734	554,121
Steam Turbine	135,889	142,683	149,818	157,309	165,174	173,433	182,104	191,209	200,770	210,808	221,349
Generators	12,092	12,697	13,331	13,998	14,698	15,433	16,204	17,015	17,865	18,759	19,697
HRSG	290,327	304,843	320,086	336,090	352,894	370,539	389,066	408,519	428,945	450,392	472,912
Plant Projects	1,096,611	1,190,978	1,250,526	1,313,053	1,378,705	1,447,641	1,520,023	1,596,024	1,675,825	1,759,616	1,847,597
Total Projected Funding	1,875,101	2,008,392	2,108,812	2,214,252	2,324,965	2,441,213	2,563,274	2,691,437	2,826,009	2,967,310	3,115,675
Cumulative Balance	\$ 640,221	\$ 813,613	\$ 1,037,425	\$ 2,441,677	\$ 953,512	\$ 2,309,725	\$ 2,192,072	\$ 3,913,509	\$ 4,734,487	\$ 5,754,994	\$ 8,870,669

LODI ENERGY CENTER
Allocation of Project Budget
FY 2023

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		1,626,895	45,320	107,375	4,358	545,010	31,957	26,727	154,555	33,119	174,310	12,783	43,404	418,925	29,051
---------------	--	-----------	--------	---------	-------	---------	--------	--------	---------	--------	---------	--------	--------	---------	--------

PROJECT COSTS:

Fuel Cost	GES	\$	64,819,215	\$	1,805,669	\$	4,278,068	\$	173,651	\$	21,714,437	\$	1,273,244	\$	1,064,851	\$	6,157,825	\$	1,319,525	\$	6,944,925	\$	509,285	\$	1,729,312	\$	16,690,947	\$	1,157,477
GHG Allowance Costs	GES	\$	20,249,959	\$	564,103	\$	1,336,497	\$	54,250	\$	6,783,736	\$	397,770	\$	332,666	\$	1,923,746	\$	412,228	\$	2,169,641	\$	159,104	\$	540,249	\$	5,214,364	\$	361,604
Labor	GES	\$	6,112,796	\$	170,284	\$	403,445	\$	16,376	\$	2,047,787	\$	120,074	\$	100,421	\$	580,716	\$	124,438	\$	654,943	\$	48,028	\$	163,083	\$	1,574,045	\$	109,156
Variable O&M	GES	\$	6,088,236	\$	169,600	\$	401,824	\$	16,310	\$	2,039,559	\$	119,591	\$	100,018	\$	578,382	\$	123,938	\$	652,312	\$	47,835	\$	162,428	\$	1,567,721	\$	108,718
Fixed O&M	GES	\$	3,151,902	\$	87,803	\$	208,026	\$	8,444	\$	1,055,887	\$	61,913	\$	51,779	\$	299,431	\$	64,163	\$	337,704	\$	24,764	\$	84,090	\$	811,615	\$	56,284
O&M Administration	GES	\$	195,869	\$	5,456	\$	12,927	\$	525	\$	65,616	\$	3,847	\$	3,218	\$	18,608	\$	3,987	\$	20,986	\$	1,539	\$	5,226	\$	50,436	\$	3,498
Mandatory Costs	GES	\$	365,380	\$	10,178	\$	24,115	\$	979	\$	122,402	\$	7,177	\$	6,002	\$	34,711	\$	7,438	\$	39,148	\$	2,871	\$	9,748	\$	94,085	\$	6,525
Inventory Stock	GES	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
O&M and Capital Projects Costs	GES	\$	1,622,970	\$	45,211	\$	107,116	\$	4,348	\$	543,695	\$	31,880	\$	26,662	\$	154,182	\$	33,039	\$	173,890	\$	12,752	\$	43,299	\$	417,915	\$	28,981
Maintenance Reserve	GES	\$	2,008,392	\$	55,948	\$	132,554	\$	5,380	\$	672,811	\$	39,451	\$	32,994	\$	190,797	\$	40,885	\$	215,185	\$	15,780	\$	53,582	\$	517,161	\$	35,864
Insurance	GES	\$	1,313,901	\$	36,601	\$	86,717	\$	3,520	\$	440,157	\$	25,809	\$	21,585	\$	124,821	\$	26,747	\$	140,775	\$	10,323	\$	35,054	\$	338,330	\$	23,462
Other Costs	GES	\$	130,208	\$	3,627	\$	8,594	\$	349	\$	43,620	\$	2,558	\$	2,139	\$	12,370	\$	2,651	\$	13,951	\$	1,023	\$	3,474	\$	33,529	\$	2,325
Generation Services Shared	GES	\$	420,233	\$	11,706	\$	27,735	\$	1,126	\$	140,778	\$	8,255	\$	6,904	\$	39,922	\$	8,555	\$	45,025	\$	3,302	\$	11,211	\$	108,210	\$	7,504
Transmission (CAISO)	GES	\$	1,080,335	\$	30,095	\$	71,302	\$	2,894	\$	361,912	\$	21,221	\$	17,748	\$	102,632	\$	21,992	\$	115,750	\$	8,488	\$	28,822	\$	278,186	\$	19,292
Energy Purchases (CAISO)	GES	\$	1,889,864	\$	52,646	\$	124,731	\$	5,063	\$	633,104	\$	37,123	\$	31,047	\$	179,537	\$	38,472	\$	202,486	\$	14,849	\$	50,420	\$	486,640	\$	33,747
Debt Service Cost:																													
Indenture Group A Cost	ICS A	\$	20,908,932	\$	1,044,108	\$	2,473,736	\$	100,405	\$	-	\$	736,245	\$	615,726	\$	3,560,687	\$	762,988	\$	-	\$	294,481	\$	999,949	\$	9,651,312	\$	669,295
BAB's Subsidy (Group A)	ICS A	\$	(4,261,954)	\$	(212,825)	\$	(504,232)	\$	(20,466)	\$	-	\$	(150,072)	\$	(125,506)	\$	(725,789)	\$	(155,523)	\$	-	\$	(60,025)	\$	(203,824)	\$	(1,967,267)	\$	(136,425)
Debt and Trustee Fees (Group A)	ICS A	\$	14,250	\$	712	\$	1,686	\$	68	\$	-	\$	502	\$	420	\$	2,427	\$	520	\$	-	\$	201	\$	681	\$	6,578	\$	456
Indenture Group B Cost	ICS B	\$	11,103,698	\$	-	\$	-	\$	-	\$	11,103,698	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
BAB's Subsidy (Group B)	ICS B	\$	(1,754,473)	\$	-	\$	-	\$	-	\$	(1,754,473)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Debt and Trustee Fees (Group B)	ICS B	\$	6,750	\$	-	\$	-	\$	-	\$	6,750	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Administrative & General	GES	\$	2,270,375	\$	63,246	\$	149,845	\$	6,082	\$	760,576	\$	44,597	\$	37,298	\$	215,686	\$	46,218	\$	243,255	\$	17,838	\$	60,571	\$	584,622	\$	40,542
Power Management Allocated Costs	GES	\$	1,450,728	\$	40,413	\$	95,748	\$	3,887	\$	485,994	\$	28,497	\$	23,833	\$	137,819	\$	29,532	\$	155,435	\$	11,398	\$	38,704	\$	373,562	\$	25,906
Total Project Costs		\$	139,187,566	\$	3,984,582	\$	9,440,434	\$	383,191	\$	47,268,047	\$	2,809,681	\$	2,349,804	\$	13,588,508	\$	2,911,794	\$	12,125,412	\$	1,123,836	\$	3,816,079	\$	36,831,990	\$	2,554,209
Estimated price per MWh		\$	85.55	\$	87.92	\$	87.92	\$	87.92	\$	86.73	\$	87.92	\$	87.92	\$	87.92	\$	87.92	\$	69.56	\$	87.92	\$	87.92	\$	87.92	\$	87.92

Third Party Revenue																													
ISO Energy Sales	GES	\$	121,619,515	\$	3,387,955	\$	8,026,888	\$	325,819	\$	40,742,538	\$	2,388,972	\$	1,997,965	\$	11,553,854	\$	2,475,808	\$	13,030,680	\$	955,565	\$	3,244,687	\$	31,317,025	\$	2,171,760
Ancillary Services Sales	GES	\$	2,317,565	\$	64,560	\$	152,959	\$	6,209	\$	776,384	\$	45,524	\$	38,073	\$	220,169	\$	47,179	\$	248,311	\$	18,209	\$	61,830	\$	596,773	\$	41,385
GHG Allowance Credits	GES	\$	19,709,710	\$	564,103	\$	1,336,497	\$	54,250	\$	6,783,736	\$	397,770	\$	332,666	\$	1,923,746	\$	412,228	\$	2,169,641	\$	159,104	\$	-	\$	5,214,364	\$	361,604
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	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		\$	143,896,790	\$	4,025,594	\$	9,537,611	\$	387,140	\$	48,358,548	\$	2,838,595	\$	2,373,998	\$	13,728,380	\$	2,941,775	\$	15,462,989	\$	1,135,409	\$	3,315,114	\$	37,211,134	\$	2,580,502

Annual Project Costs, net		\$	(4,709,224)	\$	(41,013)	\$	(97,177)	\$	(3,950)	\$	(1,090,501)	\$	(28,915)	\$	(24,195)	\$	(139,871)	\$	(29,981)	\$	(3,337,577)	\$	(11,573)	\$	500,965	\$	(379,144)	\$	(26,293)
Estimated price per Mwh, net		\$	(2.89)	\$	(0.90)	\$	(0.91)	\$	(0.91)	\$	(2.00)	\$	(0.90)	\$	(0.91)	\$	(0.90)	\$	(0.91)	\$	(19.15)	\$	(0.91)	\$	11.54	\$	(0.91)	\$	(0.91)

JPA Assessment (per PMOA)		\$	139,396	\$	7,818	\$	-	\$	-	\$	94,020	\$	-	\$	-	\$	-	\$	-	\$	30,070	\$	-	\$	7,488	\$	-	\$	-
---------------------------	--	----	---------	----	-------	----	---	----	---	----	--------	----	---	----	---	----	---	----	---	----	--------	----	---	----	-------	----	---	----	---

Summary of Variable and Fixed Project Costs:

Variable Costs	\$	94,127,609	\$	2,622,113	\$	6,212,422	\$	252,168	\$	31,532,749	\$	1,848,949	\$	1,546,329	\$	8,942,123	\$	1,916,156	\$	10,085,114	\$	739,561	\$	2,511,230	\$	24,237,858	\$	1,680,837
Fixed Costs	\$	45,059,957	\$	1,362,469	\$	3,228,012	\$	131,023	\$	15,735,298	\$	960,732	\$	803,474	\$	4,646,385	\$	995,638	\$	2,040,298	\$	384,276	\$	1,304,848	\$	12,594,132	\$	873,372
	\$	139,187,566	\$	3,984,582	\$	9,440,434	\$	383,191	\$	47,268,047	\$	2,809,681	\$	2,349,804	\$	13,588,508	\$	2,911,794	\$	12,125,412	\$	1,123,836	\$	3,816,079	\$	36,831,990	\$	2,554,209

FY 2022 Approved Budget (For Comparison Purpose):

Net Annual Project Costs	\$	33,283,101	\$	1,025,885	\$	2,430,563	\$	98,654	\$	11,786,439	\$	723,394	\$	604,983	\$	3,498,542	\$	749,674	\$	785,392	\$	289,343	\$	1,149,747	\$	9,482,872	\$	657,614
Project Costs Increase	\$	(37,992,325)	\$	(1,066,898)	\$	(2,527,740)	\$	(102,603)	\$	(12,876,940)	\$	(752,309)	\$	(629,177)	\$	(3,638,413)	\$	(779,655)	\$	(4,122,969)	\$	(300,916)	\$	(648,783)	\$	(9,862,015)	\$	(683,907)
		-114.15%		-104.00%		-104.00%		-104.00%		-109.25%		-104.00%		-104.00%		-104.00%		-524.96%		-104.00%		-56.43%		-104.00%		-104.00%		-104.00%

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:		
-------------------------------	--	--

Northern California Power Agency
Shared Facilities - Gas Plants
Annual Operating Cost Summary Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Shared Costs						
Fixed O&M	\$294,276	\$225,404	\$304,484	\$75,551	\$296,000	(\$8,484)
Administration	254,750	124,827	261,750	38,172	250,550	(11,200)
Mandatory	40,000	35,194	40,000	14,607	48,500	8,500
O&M Projects	0	0	110,000	0	0	(110,000)
Shared Costs without Labor	\$589,026	\$385,425	\$716,234	\$128,330	\$595,050	(\$121,184)
Summary of Costs by Subprograms per PMOA Schedule 4.00						
Anhydrous Ammonia System (Alloc 1)	10,000	4,468	9,000	0	11,000	2,000
Administration/Warehouse Building (Alloc 2)	476,522	327,404	615,730	113,143	498,050	(117,680)
230 Kv Switchyard Common Equip (Alloc 4)	45,000	7,196	36,000	0	27,000	(9,000)
Tooling and Special Equipment (Alloc 5)	16,504	12,612	16,504	6,000	19,000	2,496
Vehicle Usage (Alloc 7)	41,000	28,466	39,000	6,314	40,000	1,000
	\$589,026	\$380,146	\$716,234	\$125,457	\$595,050	(\$121,184)
Liquidation to Plants						
CT 1						
O&M & Inventory	\$60,693	\$47,852	\$61,558	\$13,991	\$62,160	\$602
Administration	30,570	14,979	31,410	4,581	30,066	(1,344)
Mandatory	4,800	4,223	4,800	1,753	5,820	1,020
Projects	0	0	13,200	0	0	(13,200)
	96,063	67,054	110,968	20,325	98,046	(12,922)
CT 2						
O&M & Inventory	46,061	36,537	48,446	12,778	46,989	(1,457)
Administration	45,855	22,469	47,115	6,871	45,099	(2,016)
Mandatory	7,200	6,335	7,200	2,629	8,730	1,530
Projects	0	0	19,800	0	0	(19,800)
	99,116	65,341	122,561	22,278	100,818	(21,743)
LEC						
O&M & Inventory	187,522	141,015	194,480	48,782	186,851	(7,629)
Administration	178,325	87,379	183,225	26,720	175,385	(7,840)
Mandatory	28,000	24,636	28,000	10,225	33,950	5,950
Projects	0	0	77,000	0	0	(77,000)
	393,847	253,030	482,705	85,727	396,186	(86,519)
	\$589,026	\$385,425	\$716,234	\$128,330	\$595,050	(\$121,184)

Northern California Power Agency
Shared Facilities - Gas Plants
Annual Operating Cost Summary Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 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)	7,000	10,416	7,000	3,143	10,000	3,000
Buildings and Grounds (Alloc 2)	22,000	13,162	22,000	5,323	22,000	0
Ammonia System (Alloc 1)	9,000	4,468	9,000	0	9,000	0
Switchyard (Alloc 4)	12,000	5,321	12,000	0	12,000	0
Overall Facility Expense (Alloc 2)	0	13,414	0	0	0	0
Network/Communication (Alloc 5)	9,504	12,612	9,504	6,000	12,000	2,496
Balance of Plant (Alloc 2)	12,000	0	12,000	0	0	(12,000)
Electric/Control (Alloc 2)	3,000	11,820	3,000	2,458	6,000	3,000
Vehicle (Alloc 7)	14,000	1,578	14,000	431	14,000	0
	98,504	72,791	98,504	17,355	95,000	(3,504)
Materials & Supplies -						
Buildings and Grounds (Alloc 2)	15,000	7,310	14,000	868	13,000	(1,000)
Overall Facility Expense (Alloc 2)	13,000	23,654	20,000	6,465	21,000	1,000
Ammonia System (Alloc 1)	1,000	0	0	0	2,000	2,000
Switchyard (Alloc 4)	5,000	1,875	5,000	0	5,000	0
Network/Communication (Alloc 5)	7,000	0	7,000	0	7,000	0
Balance of Plant (Alloc 2)	5,000	10,437	7,000	0	7,000	0
Tools/Shop/Warehouse Equipment (Alloc 2)	40,000	29,847	45,000	20,303	45,000	0
Electric/Control (Alloc 2)	5,480	2,584	5,480	1,664	5,000	(480)
Vehicle (Alloc 7)	27,000	26,888	25,000	5,882	26,000	1,000
	118,480	102,595	128,480	35,182	131,000	2,520
Other Costs -						
Telephone & Dedicated Comm. (Alloc 2)	3,000	0	1,500	0	0	(1,500)
Maintenance Connection (Alloc 4)	28,000	0	19,000	0	10,000	(9,000)
Aux Power and Utilities (Alloc 2)	35,000	50,018	50,000	23,014	60,000	10,000
Equipment Rentals (Alloc 2)	11,292	0	7,000	0	0	(7,000)
	77,292	50,018	77,500	23,014	70,000	(7,500)
	\$294,276	\$225,404	\$304,484	\$75,551	\$296,000	(\$8,484)

Northern California Power Agency
Shared Facilities - Gas Plants
Annual Operating Cost Summary Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Administration Expense						
Services -						
Office Equipment (Alloc 2)	5,300	613	5,300	0	5,300	0
General Office (Alloc 2)	2,400	1,094	2,400	377	2,400	0
Janitorial Services (Alloc 2)	11,000	29,873	12,000	17,575	30,000	18,000
	18,700	31,580	19,700	17,952	37,700	18,000
Other Costs -						
Travel (Alloc 2)	25,000	476	25,000	0	25,000	0
Staff Development (Alloc 2)	53,000	13,472	53,000	9,935	53,000	0
Meals & Per Diems (Alloc 2)	550	204	550	0	300	(250)
Safety Incentive Program (Alloc 2)	1,500	0	1,500	0	750	(750)
Community Relations (Alloc 2)	1,000	0	1,000	0	500	(500)
Janitorial Supplies & Misc Expenses (Alloc 2)	35,000	3,056	35,000	333	3,500	(31,500)
Office Equipment (Alloc 2)	55,000	20,447	61,000	2,849	52,800	(8,200)
General Office Supplies (Alloc 2)	40,000	26,109	40,000	4,230	30,000	(10,000)
Computer (software,hardware,network,...) (Alloc 2)	10,000	412	10,000	0	5,000	(5,000)
Awards/Functions/Meetings (Alloc 2)	11,000	4,099	11,000	0	7,000	(4,000)
Publications (Alloc 2)	4,000	19,693	4,000	0	20,000	16,000
COVID-19 Costs (Alloc 2)	0	5,279	0	2,873	0	0
Network Infrastructure (Alloc 2)	0	0	0	0	15,000	15,000
	236,050	93,247	242,050	20,220	212,850	(29,200)
	\$254,750	\$124,827	\$261,750	\$38,172	\$250,550	(\$11,200)
Mandatory Costs						
Services -						
Safety Services (Alloc 2)	0	11,545	0	6,823	12,000	12,000
	0	11,545	0	6,823	12,000	12,000
Other Costs -						
Permit Fees (Alloc 2)	0	0	0	0	0	0
Environmental Supplies (Alloc 2)	0	525	0	1,157	1,500	1,500
Safety Supplies & Equipment (Alloc 2)	40,000	23,124	40,000	6,627	35,000	(5,000)
	40,000	23,649	40,000	7,784	36,500	(3,500)
	40,000	35,194	40,000	14,607	48,500	8,500
O&M Projects						
Admin Building AC/Heat (Alloc 2)	0	0	110,000	0	110,000	0
	0	0	110,000	0	110,000	0

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Routine O&M Costs						
Operations	\$ 76,401	\$ 136,563	\$ 117,500	\$ 52,271	\$ 334,500	\$ 217,000
Administration	50,937	28,173	22,010	7,511	22,121	111
Routine O&M w/o Labor	127,338	164,736	139,510	59,782	356,621	217,111
Labor	1,307,647	1,319,754	1,314,619	476,648	1,368,492	53,873
Total Routine O&M Costs	1,434,985	1,484,490	1,454,129	536,430	1,725,113	270,984
Occupancy Cost	61,230	61,853	94,751	50,837	68,124	(26,627)
Annual Budget Cost	1,496,215	\$ 1,546,343	1,548,880	587,267	1,793,237	244,357
Less Funding						
Generation Services Shared - Liquidation	(1,496,215)	(1,546,343)	(1,548,880)	(587,267)	(1,793,237)	(244,357)
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Person Years	Allocation
Allocated	FY 23	FY 23 %
Hydro	20.34	21.6%
CT 1	4.71	5.0%
CT 2	3.47	3.7%
LEC	22.04	23.4%
Geo	43.49	46.2%
	94.05	100.0%

Allocation based on FTE person years.

\$ 330,392	\$ 292,638	\$ 330,942	\$ 125,478	\$ 387,820	\$ 56,878
75,577	88,998	77,087	29,228	89,805	12,718
55,661	56,190	56,320	21,354	66,162	9,842
353,712	389,178	364,833	138,329	420,233	55,400
680,872	719,339	719,698	272,878	829,217	109,519
\$ 1,496,215	\$ 1,546,343	\$ 1,548,880	\$ 587,267	\$ 1,793,237	\$ 244,357

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Member Resources						
Contracts						
Alameda	\$10,773,788	\$8,248,291	\$10,709,924	\$3,341,793	\$11,361,375	\$651,451
BART	1,017,917	0	6,013,147	1,149,431	8,357,411	2,344,264
Biggs	0	0	0	0	0	0
Gridley	0	0	0	0	0	0
Lodi	1,926,744	1,126,184	1,817,856	169,456	2,038,426	220,570
Palo Alto	39,371,180	43,153,732	41,425,319	23,677,062	38,700,045	(2,725,274)
Plumas-Sierra	444,698	640,647	46,943	705,776	71,906	24,963
Port of Oakland	2,834,749	2,014,666	816,798	296,249	512,372	(304,426)
Santa Clara	0	0	0	199,045	0	0
Ukiah	0	0	0	0	0	0
Pioneer	0	0	0	0	0	0
	56,369,076	55,183,520	60,829,987	29,538,812	61,041,535	211,548
ISO Energy Purchases	3,593,190	8,117,398	5,165,898	8,508,696	908,355	(4,257,543)
ISO GMC Charges	1,557,677	326,856	1,420,619	1,256,738	1,073,727	(346,892)
Annual Budget Cost	61,519,943	63,627,774	67,416,504	39,304,246	63,023,617	(4,392,887)
Less: Third Party Revenue						
Energy Sales to Third Parties	7,556,725	15,489,945	13,737,920	9,782,926	101,793	(13,636,127)
ISO Energy Sales	26,421,509	31,636,188	34,352,521	25,488,793	49,954,453	15,601,932
Member Owned Generation (net)	71,143,351	84,978,220	83,954,288	69,841,886	119,439,167	35,484,879
	105,121,585	132,104,353	132,044,729	105,113,605	169,495,413	37,450,684
Net Annual Budget Cost to Participants	(\$43,601,642)	(\$68,476,579)	(\$64,628,225)	(\$65,809,359)	(\$106,471,796)	(\$41,843,571)

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Member Resources - Natural Gas						
Contracts						
Biggs	\$52,783	\$52,783	\$17,319	\$109,918	\$11,221	(\$6,098)
Gridley	140,429	154,739	48,359	272,563	114,892	66,533
Healdsburg	199,713	253,893	163,958	382,366	226,347	62,389
Lodi	1,429,490	1,429,490	1,280,681	925,343	1,409,161	128,480
Lompoc	423,676	495,467	410,604	680,327	471,732	61,128
Ukiah	196,083	253,443	101,596	551,545	241,037	139,441
BART	0	33,210	958,905	925,695	0	(958,905)
Annual Budget Cost	2,442,174	2,673,025	2,981,422	3,847,757	2,474,390	(507,032)
Gas Transfer Credits						
Biggs	50,768	60,555	21,335	0	14,988	(6,347)
Gridley	129,736	162,461	56,487	0	151,188	94,701
Healdsburg	195,472	278,789	180,542	0	324,664	144,122
Lodi	1,342,190	1,522,980	1,550,617	0	2,298,528	747,911
Lompoc	409,420	561,485	513,781	0	670,691	156,910
Ukiah	188,694	272,355	118,801	0	334,601	215,800
BART	0	39,384	970,845	0	0	(970,845)
	2,316,280	2,898,009	3,412,408	0	3,794,660	382,252
Interest Income	7,391	0	0	1,632	0	0
Net Annual Budget Cost to Participants	\$118,503	(\$224,984)	(\$430,986)	\$3,846,125	(\$1,320,270)	(\$889,284)

NORTHERN CALIFORNIA POWER AGENCY
Western Resources
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Western Resources						
NCPA Power Pool						
Alameda	\$845,350	\$850,626	\$838,425	\$0	\$771,042	(\$67,383)
Biggs	207,038	201,102	205,341	0	188,841	(16,500)
Gridley	463,372	447,653	459,573	0	422,643	(36,930)
Healdsburg	176,230	179,971	174,786	0	160,737	(14,049)
Lodi	398,987	465,118	395,718	0	363,915	(31,803)
Lompoc	226,107	233,359	224,259	0	206,232	(18,027)
Palo Alto	8,626,587	7,868,341	8,555,916	0	7,868,334	(687,582)
Plumas-Sierra	1,621,312	1,436,650	1,608,030	0	1,478,799	(129,231)
Ukiah	242,381	253,056	240,396	0	221,073	(19,323)
Port of Oakland	423,937	394,859	420,468	0	386,679	(33,789)
Base Resource	0	0	0	6,679,380	0	0
	13,231,301	12,330,735	13,122,912	6,679,380	12,068,295	(1,054,617)
Restoration Fund	6,234,994	4,429,390	3,641,788	1,912,271	3,542,134	(99,654)
Western O&M	10,171,776	8,338,451	10,325,172	2,978,111	10,363,527	38,355
CAISO GMC Charges	231,565	716,962	212,210	156,667	126,479	(85,731)
Annual Budget Cost	29,869,636	25,815,538	27,302,082	11,726,429	26,100,435	(1,201,647)
Less: Third Party Revenue						
ISO Energy Sales	17,480,649	21,302,127	19,296,646	-	26,526,704	7,230,058
Displacement Revenue	0	559,347	0	0	0	0
Western O&M Revenue Credits	10,171,776	8,342,213	10,325,172	4,221,349	10,363,527	38,355
Interest Income	21,862	0	0	12,369	0	0
	27,674,287	30,203,687	29,621,818	4,233,718	36,890,231	7,268,413
Net Annual Budget Cost	\$2,195,349	(\$4,388,149)	(\$2,319,736)	\$7,492,711	(\$10,789,796)	(\$8,470,060)

NORTHERN CALIFORNIA POWER AGENCY
Market Power Purchases
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Market Power Purchases & NCPA Contracts						
Alameda	\$173,999	\$462,757	\$100,213	\$0	\$70,300	(\$29,913)
Biggs	31,596	162,966	71,419	0	100,548	29,129
Gridley	151,592	549,387	339,341	0	213,583	(125,758)
Healdsburg	0	371,710	128,158	0	481,805	353,647
Lodi	2,919,814	6,178,111	4,645,756	0	4,757,481	111,725
Lompoc	537,617	1,757,613	656,930	0	886,041	229,111
Palo Alto	0	(1,782,259)	1,363,952	0	3,818,270	2,454,318
Plumas-Sierra	0	338,508	0	0	0	0
Port of Oakland	0	1,826,889	1,943,571	0	1,469,088	(474,483)
Roseville					3,114,274	3,114,274
Ukiah	11,464	243,630	131,039	0	352,590	221,551
BART	23,398,713	21,516,257	6,720,344	0	2,977,452	(3,742,892)
Santa Clara	0	0	0	0	12,145,667	12,145,667
Pioneer CE	0	0	0	0	0	0
East Bay CE	0	0	0	0	0	0
Market Power Purchases	0	(72,062)	0	24,648,017	0	0
	27,224,795	31,553,507	16,100,723	24,648,017	30,387,099	14,286,376
ISO Energy Purchases	23,506	2,602,979	1,114,010	2,704,893	4,957,630	3,843,620
ISO GMC Charges	174,349	179,948	10,070	66,722	188,447	178,377
Annual Budget Cost	\$27,422,650	\$34,336,434	\$17,224,803	\$27,419,632	\$35,533,176	\$18,308,373
Less: Third Party Revenue						
Market Sales	0	0	0	0	0	0
ISO Energy Sales	18,914,977	25,168,042	12,614,852	24,197,868	34,943,730	22,328,878
ISO A/S Revenue	0	0	0	0	1,242,179	1,242,179
Third Party Sales	36,800	851,002	1,267,533	0	3,957,323	2,689,790
Non-member Revenue	0	0	0	0	0	0
Interest Income	0	0	0	0	0	0
	18,951,777	26,019,044	13,882,385	24,197,868	40,143,232	26,260,847
Net Annual Budget Cost to Participants	\$8,470,873	\$8,317,390	\$3,342,418	\$3,221,764	(\$4,610,056)	(\$7,952,474)

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Alameda	\$13,349,525	\$15,235,777	\$14,868,523	\$10,187,138	\$22,740,624	\$7,872,101
Biggs	599,406	810,056	690,172	619,149	1,188,159	497,987
Gridley	1,370,162	1,701,295	1,614,882	1,367,418	2,500,543	885,661
Healdsburg	2,990,482	3,507,283	3,428,939	2,372,595	5,019,438	1,590,499
Lodi	16,477,332	20,951,770	19,279,223	17,075,981	32,170,245	12,891,022
Lompoc	5,027,261	5,888,507	5,563,978	4,082,802	8,853,440	3,289,462
Palo Alto	32,407,923	36,485,564	35,155,242	25,922,940	53,711,253	18,556,011
Plumas-Sierra	5,418,404	7,174,523	6,257,924	5,426,067	9,885,378	3,627,454
Port of Oakland	4,572,051	5,158,115	4,618,112	3,619,591	8,435,618	3,817,506
Ukiah	4,228,991	5,132,828	4,757,114	4,070,979	7,965,043	3,207,929
Santa Clara	147,324,702	169,487,895	171,469,722	129,982,267	286,091,065	114,621,343
BART	17,228,862	13,190,484	14,540,230	11,228,249	28,908,137	14,367,907
East Bay Community Energy	0	288,710,791	0	187,586,784	0	0
San Jose Community Energy	0	197,914,596	0	138,975,645	0	0
Sonoma Clean Energy	0	54,330,603	0	76,835,205	0	0
Accrued Load Aggregation	0	0	0	(30,444,123)	0	0
Annual Budget Cost	250,995,101	825,680,087	282,244,061	588,908,687	467,468,943	185,224,882
Less: Energy Sales						
Alameda	0	187,892	0	87,855	0	0
Biggs	0	33,291	0	16,706	0	0
Gridley	0	41,338	0	25,180	0	0
Healdsburg	0	94,653	0	60,036	0	0
Lodi	0	410,068	0	318,518	0	0
Lompoc	0	56,089	0	32,866	0	0
Palo Alto	0	556,647	0	370,613	0	0
Plumas-Sierra	0	240,758	0	986,918	0	0
Port of Oakland	0	57,487	0	54,678	0	0
Ukiah	0	96,826	0	51,909	0	0
Santa Clara	0	2,828,642	0	3,306,385	0	0
BART	0	313,213	0	432,472	0	0
East Bay Community Energy	0	215,387,667	0	0	0	0
San Jose Community Energy	0	145,296,239	0	116,549,514	0	0
Sonoma Clean Energy	0	36,684,830	0	49,138,674	0	0
Accrued Energy Sales	0	0	0	1,499,196	0	0
Total Energy Sales	0	402,285,640	0	172,931,520	0	0
Less: Third Party Revenue						
Non-member Revenues	0	0	0	0	0	0
Third Party Revenue	0	0	0	0	0	0
Net Annual Budget Cost to Participa	\$250,995,101	\$423,394,447	\$282,244,061	\$415,977,167	\$467,468,943	\$185,224,882

NORTHERN CALIFORNIA POWER AGENCY
Net GHG Obligations
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Net GHG Obligations						
Alameda	\$0	\$52,530	\$41,681	\$46,600	\$77,279	\$35,598
BART	0	423,250	151,803	0	690,984	539,181
Biggs	0	17,800	0	0	152,628	152,628
Gridley	0	17,800	0	139,800	0	0
Healdsburg	0	133,440	0	0	0	0
Lodi	0	440,350	1,083,300	163,100	0	(1,083,300)
Ukiah	0	0	0	0	0	0
East Bay CE	0	124,600	0	0	0	0
Net Annual Budget Cost to Participants	\$0	\$1,209,770	\$1,276,784	\$349,500	\$920,891	(\$355,893)
Third Party Revenue						
Customer Revenue	0	124,600	0	256,300	0	0
Net Annual Cost to Participants	\$0	\$1,085,170	\$1,276,784	\$93,200	\$920,891	(\$355,893)

NORTHERN CALIFORNIA POWER AGENCY
Transmission
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Independent System Operator						
Grid Management Charge	\$2,674,231	\$7,501,689	\$2,417,506	\$3,406,545	\$2,575,487	\$157,981
Wheeling Access Charge	112,666,515	111,609,492	119,362,830	59,737,957	158,081,389	38,718,559
Ancillary Services	3,750,030	19,825,247	3,846,319	6,541,149	5,941,763	2,095,444
Other Charges	935,325	6,980,664	946,016	50,211,175	2,183,731	1,237,715
Annual Budget Costs	\$120,026,101	\$145,917,092	\$126,572,671	\$119,896,826	\$168,782,370	\$42,209,699
Less: Third Party Revenue						
ISO Ancillary Sales	0	0	0	209,906	0	0
Interest Income	30,901	0	0	44,197	0	0
Third Party Revenue	30,901	0	0	254,103	0	0
Net Annual Budget Cost to Participants	\$119,995,200	\$145,917,092	\$126,572,671	\$119,642,723	\$168,782,370	\$42,209,699

NORTHERN CALIFORNIA POWER AGENCY
Management Services -- Legislative & Regulatory
FY 2023 Budget

	<u>Legislative</u>		<u>Regulatory</u>		<u>Western</u>	<u>Customer</u>	<u>Proposed</u>		<u>Increase/</u>
	<u>State</u>	<u>Federal</u>	<u>State</u>	<u>Federal</u>	<u>Federal</u>	<u>Programs</u>	<u>FY 2023</u>	<u>FY 2022</u>	<u>(Decrease)</u>
Advocacy	\$ 426,250	\$ 341,250	\$ -	\$ -	\$ 153,000	\$ -	\$ 920,500	\$ 889,775	\$ 30,725
Legal	6,000	5,000	-	8,000	10,000	-	29,000	9,000	20,000
Dues & Memberships	23,370	12,775	-	6,000	-	-	42,145	42,145	-
Regulatory Compliance	-	-	260,000	-	-	-	260,000	225,000	35,000
Member Programs	61,400	12,200	-	-	-	219,100	292,700	196,100	96,600
Miscellaneous	24,307	65,021	8,529	25,729	17,057	13,000	153,643	41,643	112,001
Total costs w/o Labor	541,327	436,246	268,529	39,729	180,057	232,100	1,697,988	1,403,663	294,326
Labor	617,470	282,323	150,241	150,241	414,733	277,639	1,892,647	1,882,938	9,709
Subtotal	1,158,797	718,569	418,770	189,970	594,790	509,739	3,590,635	3,286,601	304,034
Administrative & General	209,022	109,488	60,256	36,260	113,205	93,394	621,625	546,585	75,040
Occupancy Costs	25,618	9,991	4,783	4,783	14,881	11,692	71,748	77,321	(5,573)
Annual Budget Cost	1,393,437	838,048	483,809	231,013	722,876	614,825	4,284,008	3,910,507	373,501
Less: Third Party Revenues									
Interest Income	1,412	849	35	16	1,371	11,665	15,348	12,800	2,548
Net Annual Budget Cost to Participants	\$ 1,392,025	\$ 837,199	\$ 483,774	\$ 230,997	\$ 721,505	\$ 603,160	\$ 4,268,660	\$ 3,897,707	\$ 370,953
FY 2022 Net Annual Budget Cost	1,333,323	765,103	433,527	199,297	691,028	475,429	3,897,707		
Increase/(Decrease)	\$ 58,703	\$ 72,095	\$ 50,247	\$ 31,700	\$ 30,477	\$ 127,731	\$ 370,953		

Legislative Representation

FY 2023

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 California 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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Legislative						
State:						
State Legislature	\$632,459	\$644,851	\$620,265	\$283,487	\$660,707	\$40,442
Member Programs	483,194	245,528	497,279	126,395	498,090	811
Federal:						
U.S. Congress	497,859	447,689	467,746	112,732	500,406	32,660
Coalition Development	219,786	261,853	192,996	117,450	218,163	25,167
	<u>1,833,298</u>	<u>1,599,921</u>	<u>1,778,286</u>	<u>640,064</u>	<u>1,877,366</u>	<u>99,080</u>
Administrative & General	311,661	270,246	284,713	142,434	318,510	33,797
Occupancy Cost - Main HQ Building	35,162	34,363	38,374	27,846	35,609	(2,765)
Annual Budget Cost	2,180,121	1,904,530	2,101,373	810,344	2,231,485	130,112
Less: Third Party Revenue						
Interest Income	2,947	1,886	2,947	897	2,261	(686)
Net Annual Budget Cost to Participants	<u>\$2,177,174</u>	<u>\$1,902,644</u>	<u>\$2,098,426</u>	<u>\$809,447</u>	<u>\$2,229,224</u>	<u>\$130,798</u>

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
State Legislature						
Salaries & Benefits	\$339,639	\$389,173	\$342,445	\$195,333	\$337,887	(\$4,558)
Outside Services						
Legal Services - State Legislative	6,000	0	1,000	0	6,000	5,000
Agency Advocate	168,000	168,000	168,000	70,000	198,000	30,000
	174,000	168,000	169,000	70,000	204,000	0
Other Costs						0
Travel- AGM- Leg/Reg	2,750	2,750	750	365	2,750	2,000
Travel- Leg/Reg	4,000	4,000	0	0	4,000	4,000
Staff Development -Leg/Reg	4,000	4,000	0	0	4,000	4,000
Expedited Mailings	500	0	500	0	500	0
Office Furniture/Supplies	2,500	3,138	2,500	979	2,500	0
Tech & Other Mtg Exp	5,000	84	5,000	0	5,000	0
Dues, Subscriptions & Publications	2,500	3,706	2,500	233	2,500	0
Legislative Tour	70,000	70,000	70,000	0	70,000	0
Capitol Day	10,000	0	10,000	0	10,000	0
CMUA Dues - NCPA	17,570	0	17,570	16,576	17,570	0
	118,820	87,678	108,820	18,153	118,820	10,000
	\$632,459	\$644,851	\$620,265	\$283,487	\$660,707	\$40,442
Member Programs						
Salaries & Benefits	\$264,687	\$206,973	\$281,622	\$81,306	\$279,583	(\$2,039)
Outside Services						
Communications Consultant	10,000	2,800	10,000	0	10,000	0
Strategic Consultant	5,000	0	5,000	0	5,000	0
Event Planning Consultant	120,000	9,994	120,000	31,519	120,000	0
	135,000	12,794	135,000	31,519	135,000	0
Other Costs						
Travel - AGM - Leg/Reg	1,000	1,091	350	0	1,000	650
Travel - Leg/Reg	2,200	2,200	0	0	2,200	2,200
Member Travel	20,000	20,000	20,000	3,588	20,000	0
Meeting Expense	2,857	0	2,857	0	2,857	0
Annual Meeting	25,000	0	25,000	7,732	25,000	0
Dues, Subs & Pubs	3,300	895	3,300	0	3,300	0
Strategic Development	900	0	900	0	900	0
Strategic Issues Conference	20,000	1,575	20,000	2,250	20,000	0
External Affairs	8,250	0	8,250	0	8,250	0
	83,507	25,761	80,657	13,570	83,507	2,850
	\$483,194	\$245,528	\$497,279	\$126,395	\$498,090	\$811

NORTHERN CALIFORNIA POWER AGENCY
Legislative Representation
Comparative Draft Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
U.S. Congress						
Salaries & Benefits - Leg/Reg	\$176,659	\$131,435	\$178,646	\$47,964	\$179,206	\$560
Outside Services						
Legal Services	5,000	5,000	0	0	5,000	5,000
Agency Advocate (Ca)	150,000	150,000	150,000	62,500	150,000	0
	155,000	155,000	150,000	62,500	155,000	5,000
Other Costs						
Travel - AGM	14,500	14,500	2,500	340	14,500	12,000
Travel - Leg/Reg	15,800	15,800	700	96	15,800	15,100
Expedited Mailings	2,000	20	2,000	33	2,000	0
Office Furniture/Supplies	2,000	804	2,000	0	2,000	0
APPA/NCPA Annual Legislative Rally	120,000	120,000	120,000	1,155	120,000	0
APPA Winter Rally	10,000	7,538	10,000	(54)	10,000	0
APPA Dues - NCPA	700	700	700	700	700	0
Dues & Subscriptions	1,200	1,892	1,200	0	1,200	0
	166,200	161,254	139,100	2,269	166,200	27,100
	\$497,859	\$447,689	\$467,746	\$112,732	\$500,406	\$32,660
Coalition Development						
Salaries & Benefits	\$105,465	\$174,031	\$102,825	\$109,825	\$103,117	\$292
Outside Services						
Transmmission Access	54,275	54,060	54,275	0	55,000	0
Other Costs						
Travel - AGM- Leg/Reg	14,250	14,250	0	0	14,250	14,250
Travel - Leg/Reg	9,900	9,900	0	0	9,900	9,900
Expedited Mailings	200	0	200	0	200	0
Meeting Expenses	8,571	0	8,571	0	8,571	0
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	2,577	6,000	2,750	6,000	0
External Affairs	16,250	2,160	16,250	0	16,250	0
	60,046	33,762	35,896	7,625	60,046	24,150
	\$219,786	\$261,853	\$192,996	\$117,450	\$218,163	\$25,167

Regulatory Representation

FY 2023

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 Wildfire Safety Advisory Board, 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 among the state regulatory agencies.

NORTHERN CALIFORNIA POWER AGENCY
Regulatory Representation
Comparative Draft Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Regulatory						
Federal	\$195,657	\$219,988	\$163,165	\$112,107	\$189,970	\$26,805
State	414,457	477,251	378,165	141,306	418,770	40,605
	610,114	697,239	541,330	253,413	608,740	67,410
Administrative & General	95,720	107,798	82,300	41,240	96,516	14,216
Occupancy Cost - Main HQ Building	9,446	9,232	10,310	7,497	9,566	(744)
Annual Budget Cost	715,280	814,269	633,940	302,149	714,822	80,882
Less: Third Party Revenue						
Interest Income	1,116	42	1,116	0	51	(1,065)
Net Annual Budget Cost to Participants	\$714,164	\$814,227	\$632,824	\$302,149	\$714,771	\$81,947

NORTHERN CALIFORNIA POWER AGENCY
Regulatory Representation
Comparative Draft Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Federal						
Salaries & Benefits	\$155,928	\$175,406	\$150,236	\$96,154	\$150,241	\$5
Outside Services						
Legal Services						
Regulatory Counsel	8,000	5,919	3,000	220	8,000	5,000
Other Costs						
Travel - AGM	3,300	3,300	0	0	3,300	3,300
Travel - Regulatory	16,500	16,500	0	121	16,500	16,500
Staff Development	2,000	2,000	0	0	2,000	2,000
Office Furniture & Computer Supplies	2,000	747	2,000	267	2,000	0
Tech & Other Mtg Exp.	1,429	0	1,429	0	1,429	0
Dues, Subs & Pubs	6,000	16,116	6,000	15,345	6,000	0
Copy & Mailing Expenses	500	0	500	0	500	0
	<u>31,729</u>	<u>38,663</u>	<u>9,929</u>	<u>15,733</u>	<u>31,729</u>	<u>21,800</u>
	<u>\$195,657</u>	<u>\$219,988</u>	<u>\$163,165</u>	<u>\$112,107</u>	<u>\$189,970</u>	<u>\$26,805</u>
State						
Salaries & Benefits-Leg/Reg	\$155,928	\$221,548	\$150,236	\$87,597	\$150,241	\$5
Outside Services						
Special Counsel (CPUC)	250,000	250,000	225,000	53,625	260,000	35,000
Other Costs						
Travel - AGM	600	600	0	0	600	600
Travel - Regulatory	5,000	5,000	0	84	5,000	5,000
Office Furniture & Computer Supplies	1,000	13	1,000	0	1,000	0
Meeting Expenses	1,429	90	1,429	0	1,429	0
Copy and Mailing Expenses	500	0	500	0	500	0
	<u>8,529</u>	<u>5,703</u>	<u>2,929</u>	<u>84</u>	<u>8,529</u>	<u>5,600</u>
	<u>\$414,457</u>	<u>\$477,251</u>	<u>\$378,165</u>	<u>\$141,306</u>	<u>\$418,770</u>	<u>\$40,605</u>

Western Representation

FY 2023

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Federal Power Programs						
Salaries & Benefits	\$409,108	\$376,466	\$411,283	\$134,760	\$414,733	\$3,450
Outside Services						
Western Contract Support	0	0	0	0	0	0
Special Counsel	10,000	5,000	5,000	0	10,000	5,000
Agency Advocate (Wash DC)	153,000	150,000	153,000	62,500	153,000	0
Other Costs						
Travel - AGM	4,000	4,000	0	0	4,000	4,000
Travel - Western	8,000	8,000	0	0	8,000	8,000
Expedited Mailings	200	0	200	0	200	0
Office Furniture/Supplies	2,000	1,867	2,000	820	2,000	0
Tech & Other Meeting Expenses	2,857	0	2,857	0	2,857	0
	<u>589,165</u>	<u>545,333</u>	<u>574,340</u>	<u>198,080</u>	<u>594,790</u>	<u>20,450</u>
Administrative & General	112,200	92,208	103,560	51,763	113,205	9,645
Occupancy Costs	14,694	14,360	16,037	11,638	14,881	(1,156)
Annual Budget Cost	716,059	651,901	693,937	261,482	722,876	28,939
Less: Third Party Revenue						
Interest Income	2,909	1,144	2,909	205	1,371	(1,538)
Net Annual Budget Costs to Participants	\$713,150	\$650,757	\$691,028	\$261,277	\$721,505	\$30,477

Customer Programs

FY 2023

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. 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, including a strong focus on transportation electrification policy.

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.

NORTHERN CALIFORNIA POWER AGENCY
Customer Programs
Comparative Draft Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Customer Programs						
Salaries & Benefits	\$259,405	\$253,217	\$265,645	\$146,929	\$277,639	\$11,994
Outside Services						
Public Benefits Efficiency	60,000	15,198	60,000	0	60,000	0
LCFS Support Services	0	0	0	0	25,000	25,000
Grant Writing Assistance	0	0	0	0	50,000	50,000
Grant Tracking Services	0	0	0	0	21,600	21,600
Other Costs						
Travel & Staff Development	8,500	8,500	0	327	8,500	8,500
Office Supplies	1,000	1,153	1,000	297	1,000	0
Webinars	3,500	3,373	3,500	1,258	3,500	0
California Electric Transportation Coalition	45,000	45,000	55,000	0	55,000	0
Workshops & Meetings	7,500	4,449	7,500	0	7,500	0
Efficiency Association Dues	0	0	0	0	0	0
	384,905	330,890	392,645	148,811	509,739	117,094
Administrative & General	80,202	67,885	76,012	37,973	93,394	17,382
Occupancy Cost - Main HQ Building	11,545	11,283	12,600	9,139	11,692	(908)
Annual Budget Cost	476,652	410,058	481,257	195,923	614,825	133,568
Less: Third Party Revenue						
Interest Income	5,828	9,730	5,828	1,854	11,665	5,837
Net Annual Budget Cost to Participants	\$470,824	\$400,328	\$475,429	\$194,069	\$603,160	\$127,731

Judicial Action

FY 2023

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
PRIVILEGED & CONFIDENTIAL						
Power Management Related						
ISO Tariff Rates and Amendments	\$325,000	\$324,999	\$215,000	\$96,618	\$325,000	\$110,000
PG&E Rates and IA Amendments	75,000	75,000	45,000	8,987	85,000	40,000
Western Rates and Contract Amendments	10,000	10,000	0	0	10,000	10,000
Investigations and Refund Proceedings	10,000	8,274	0	111	0	0
	420,000	418,273	260,000	105,716	420,000	160,000
Regulatory Related						
Legal Contingency Fund	40,000	0	40,000	0	40,000	0
Annual Budget Cost	\$460,000	\$418,273	\$300,000	\$105,716	\$460,000	\$160,000

Totals exclude the CVPIA case budget, which is a long-term case funded in FY 2015 for multiple years.

**Northern California Power Agency
Management Services -- Power Management
FY 2023 Budget**

	Power Management ¹	Gas Purchase Program	Mkt Purchase Project	Proposed FY 2023	FY 2022	Increase/ (Decrease)
Travel & Staff Development	\$ 131,240	\$ -	\$ -	\$ 131,240	\$ 30,006	\$ 101,234
Legal	35,500			35,500	500	35,000
Other Professional Services	109,300			109,300	87,049	22,251
Brokerage Fees	55,200			55,200	48,000	7,200
Software & Computer Supplies	168,200			168,200	256,675	(88,475)
Data Comm Lines	177,500			177,500	182,500	(5,000)
Miscellaneous Supplies & Materials	109,132			109,132	77,328	31,804
Total costs w/o Labor	786,072	-	-	786,072	682,058	104,014
Labor	8,822,873	56,787	83,138	8,962,798	8,685,213	277,585
Subtotal	9,608,945	56,787	83,138	9,748,870	9,367,271	381,599
Administrative & General	2,156,931	14,323	20,894	2,192,148	2,012,859	179,289
Occupancy Cost	304,033	1,938	2,802	308,773	497,488	(188,715)
Power Mgmt Administrative Liquidation	(8,936)	3,626	5,309	(1)	-	(1)
Liquidation to Plants	(42,219)			(42,219)	(44,995)	2,776
Annual Budget Cost	12,018,754	76,674	112,143	12,207,571	11,832,623	374,948
Less: Third Party Revenues						
Interest Income	36,832	355	463	37,650	42,899	(5,249)
Net Annual Budget Cost to Participants	\$ 11,981,922	\$ 76,319	\$ 111,680	\$ 12,169,921	\$ 11,789,724	\$ 380,197
FY 2022 Net Annual Budget Cost	11,598,566	80,418	110,740	11,789,724		
Increase/(Decrease)	\$ 383,356	\$ (4,099)	\$ 940	\$ 380,197		

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 2023 Budget**

	Power Management								
	Power Mgt Administration	System Control & Load Dispatch	Forecasting, Planning, PreSch	Industry Restr & Reg Affairs	Contract Administration	Fuel Acquisition	Total Power Mgt FY 2023	Total Power Mgt FY 2022	Increase/ (Decrease)
Travel & Staff Development	\$ 12,873	\$ 42,500	\$ 58,146	\$ 5,000	\$ 12,721	\$ -	\$ 131,240	\$ 30,006	\$ 101,234
Legal	-	-	-	5,000	30,500	-	35,500	500	35,000
Other Professional Services	5,000	95,000	-	-	9,300	-	109,300	87,049	22,251
Brokerage fees	-	-	55,200	-	-	-	55,200	48,000	7,200
Software & Computer Supplies	-	54,000	114,200	-	-	-	168,200	256,675	(88,475)
Data Comm lines	-	177,500	-	-	-	-	177,500	182,500	(5,000)
Miscellaneous supplies & materials	5,600	20,063	42,030	32,900	5,339	3,200	109,132	77,328	31,804
Total costs w/o Labor	23,473	389,063	269,576	42,900	57,860	3,200	786,072	682,058	104,014
Labor	561,728	5,217,315	2,026,973	283,102	701,037	32,718	8,822,873	8,537,273	285,600
Subtotal	585,201	5,606,378	2,296,549	326,002	758,897	35,918	9,608,945	9,219,331	389,614
Administrative & General	-	1,340,000	534,322	81,026	197,576	4,007	2,156,931	1,978,768	178,163
Occupancy Cost	-	199,634	66,912	10,624	26,863	-	304,033	492,379	(188,346)
Power Mgmt Administrative Liquidation	(585,201)	358,029	146,659	20,819	48,464	2,294	(8,936)	(9,536)	600
Liquidation to Plants	-	-	-	-	-	(42,219)	(42,219)	(44,995)	2,776
Annual Budget Cost	-	7,504,041	3,044,442	438,471	1,031,800	-	12,018,754	11,635,947	382,807
Less: Third Party Revenues									
Interest Income		19,630	11,232	2,019	3,951		36,832	37,381	(549)
Net Annual Budget Cost to Participants	\$ -	\$ 7,484,411	\$ 3,033,210	\$ 436,452	\$ 1,027,849	\$ -	\$ 11,981,922	\$ 11,598,566	\$ 383,356
FY 2022 Net Annual Budget Cost	-	7,409,036	2,800,158	420,751	968,621	-	11,598,566		
Increase/(Decrease)	\$ -	\$ 75,375	\$ 233,052	\$ 15,701	\$ 59,228	\$ -	\$ 383,356		

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 2023 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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Power Management Administration						
Salaries & Benefits	\$547,810	\$555,621	\$557,838	\$261,665	\$561,728	\$3,890
Travel & Staff Development	20,690	18,193	560	87	12,873	12,313
Outside Services						
Other	5,000	0	5,000		5,000	0
Other						
Mobile Phone Services	600	615	600	239	500	(100)
Office Supplies	1,800	237	1,800	7	1,800	0
Books, Tapes and Subscriptions	200	2,880	1,000	1,440	2,900	1,900
Minor Equipment and Tools	400	175	400	0	400	0
	<u>\$576,500</u>	<u>\$577,721</u>	<u>\$567,198</u>	<u>\$263,439</u>	<u>\$585,201</u>	<u>\$18,003</u>
Liquidated Pwr Mgmt Admin	<u>(576,500)</u>	<u>(577,721)</u>	<u>(567,198)</u>	<u>(263,439)</u>	<u>(585,201)</u>	<u>(18,003)</u>
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 NCPA-PM-004.
- Participate in WECC, NERC, CAISO, PG&E and Western operating committees and work groups.
- Coordinate and manage implementation of NERC Reliability Standards associated with NCPA's registration as a Generator Owner and Generator Operator.

Efficiency Measures

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

Program Structure and Functional Responsibilities

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

- **WECC/NERC Compliance and Participation**

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

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Management	\$2,620,419	\$2,737,621	\$3,193,731	\$1,574,393	\$3,093,305	(\$100,426)
Schedule Coordination	2,804,320	2,637,128	2,971,670	1,241,301	3,007,316	35,646
System Control & Data Acquisition	1,127,847	1,422,348	1,014,877	468,512	1,195,155	180,278
WECC/NERC Compliance & Participation	213,169	152,127	247,202	72,275	208,265	(38,937)
Annual Budget Cost	6,765,755	6,949,224	7,427,480	3,356,481	7,504,041	76,561
Less: Third Party Revenue						
Interest Income (Operating Account)	18,443	16,373	18,443	3,902	19,630	1,187
Net Annual Budget Cost to Participants	\$6,747,312	\$6,932,851	\$7,409,037	\$3,352,579	\$7,484,411	\$75,374

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Management						
Salaries & Benefits						
Dispatch & Scheduling	\$1,715,370	\$1,730,842	\$1,856,128	\$981,365	\$1,844,871	(\$11,257)
Information Systems	182,424	302,283	471,072	166,543	425,710	(45,362)
Travel & Staff Development	20,000	18,541	16,000	14,598	20,000	4,000
Dues & Subscriptions	1,500	1,036	1,000	508	1,000	0
Office Furniture & Equipment	2,000	1,785	2,000	0	1,000	(1,000)
Office Supplies	5,100	4,762	5,100	3,246	3,600	(1,500)
Computer Spare Parts	5,000	683	5,000	0	5,000	0
COVID-19 Supplies & Materials	0	43	100	8	100	0
Regulatory Fees & Permits	400	403	400	877	400	0
Pwr Mgmt Admin Liquidation	131,365	134,933	151,905	70,549	146,988	(4,917)
	2,063,159	2,195,311	2,508,705	1,237,694	2,448,669	(60,036)
Administrative & General	491,648	477,862	551,782	275,830	563,941	12,159
Occupancy Cost - Main HQ Building	65,612	64,448	133,244	60,869	80,695	(52,549)
	<u>\$2,620,419</u>	<u>\$2,737,621</u>	<u>\$3,193,731</u>	<u>\$1,574,393</u>	<u>\$3,093,305</u>	<u>(\$100,426)</u>
Schedule Coordination						
Salaries & Benefits						
Dispatch & Scheduling	\$1,698,334	\$1,658,718	\$1,768,063	\$696,914	\$1,796,684	\$28,621
Information Systems	341,001	304,717	403,094	155,459	416,504	13,410
Travel & Staff Development	13,000	13,000	0	1,400	9,000	9,000
Office Furniture & Equipment	1,000	134	1,000	0	500	(500)
Dues/Subscriptions	4,500	4,039	4,000	2,050	4,000	0
Special Equipment & Tools	0	0	0	0	400	400
Office Supplies, Maintenance & Miscs. Expen:	3,100	2,163	3,100	735	2,600	(500)
Pwr Mgmt Admin Liquidation	140,147	129,851	140,460	65,227	142,390	1,930
	2,201,082	2,112,622	2,319,717	921,785	2,372,078	52,361
Administrative & General	531,448	453,977	522,107	261,075	554,818	32,711
Occupancy Cost - Main HQ Building	71,790	70,529	129,846	58,441	80,420	(49,426)
	<u>\$2,804,320</u>	<u>\$2,637,128</u>	<u>\$2,971,670</u>	<u>\$1,241,301</u>	<u>\$3,007,316</u>	<u>\$35,646</u>

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
System Control And Data Acquisition						
Salaries & Benefits						
Information Systems	\$396,921	\$403,862	\$422,815	\$201,152	\$577,095	\$154,280
Dispatch & Scheduling	8,224	9,030	8,079	4,449	8,178	99
Outside Services						
Contract/Program Consulting	50,000	0	0	0	50,000	50,000
Compliance Manager	0	253,000	0	0	0	0
Network Services	20,000	14,119	14,100	24,441	20,000	5,900
Metering Service	25,000	30,325	25,000	10,974	25,000	0
Travel & Staff Development	24,000	24,000	0	0	13,500	13,500
Data Com Lines	12,000	8,275	9,500	4,003	9,500	0
Software Licenses	200,000	96,353	44,000	39,792	44,000	0
Disaster Recovery Center	1,000	0	1,000	0	500	(500)
Supplies	1,000	248	1,000	0	500	(500)
Computer Hardware	15,000	7,665	15,000	1,451	5,000	(10,000)
Communication Services - Internet	13,000	7,963	13,000	3,981	8,000	(5,000)
Communication Services - Intranet	125,000	114,661	160,000	71,028	160,000	0
Property Insurance	2,504	0	3,487	0	0	(3,487)
Emergency Gen. Fuel/Maint.	913	902	900	1,011	1,463	563
Computer Hardware (>\$5K)	0	0	40,000	0	0	(40,000)
Software Support - Compliance Manager	0	139,000	0	0	0	0
Software Patch Management System	0	50,000	0	0	0	0
CinCor CimTrak Change Control & Configurat	0	45,000	0	0	0	0
Pwr Mgmt Admin Liquidation	60,832	78,876	48,848	22,682	58,927	10,079
	955,394	1,283,279	806,729	384,964	981,663	174,934
Administrative & General	157,935	124,778	140,490	70,232	185,737	45,247
Occupancy Cost - Main HQ Building	14,518	14,291	67,658	13,316	27,755	(39,903)
	\$1,127,847	\$1,422,348	\$1,014,877	\$468,512	\$1,195,155	\$180,278
WECC/NERC Compliance & Participation						
Salaries & Benefits	\$144,242	\$107,228	\$147,009	\$44,852	\$148,273	\$1,264
Travel	8,000	8,000	0	0	0	0
NERC/WECC Assessments	9,000	2,812	4,000	3,120	4,000	0
Pwr Mgmt Admin Liquidation	10,965	7,730	9,733	4,531	9,724	(9)
	172,207	125,770	160,742	52,503	161,997	1,255
Administrative & General	36,547	22,022	32,566	16,452	35,504	2,938
Occupancy Cost - Main HQ Building	4,415	4,335	53,894	3,320	10,764	(43,130)
	\$213,169	\$152,127	\$247,202	\$72,275	\$208,265	(\$38,937)

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Forecasting	\$682,573	\$652,915	\$603,545	\$265,647	\$652,332	\$48,787
Resource Planning, Optimization Risk Analysis & Mgmt	656,832	642,292	612,883	312,186	629,765	16,882
Power & Fuel Transaction	153,402	162,258	152,169	75,809	153,529	1,360
Pre-Scheduling	872,298	885,427	861,509	417,715	935,939	74,430
Power Pool Operations & Settlement Standards	377,366	448,632	390,770	191,559	481,786	91,016
Facilities Agreement Administration	191,871	153,508	189,811	71,974	191,091	1,280
Annual Budget Cost	2,934,342	2,945,032	2,810,687	1,334,890	3,044,442	233,755
Less: Third Party Revenue						
Interest Income	10,529	9,369	10,529	1,592	11,232	703
Other Income	0	36,750	0	0	0	0
Net Annual Budget Cost to Participants	\$2,923,813	\$2,898,913	\$2,800,158	\$1,333,298	\$3,033,210	\$233,052

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Forecasting						
Salaries & Benefits						
Power Management	\$391,483	\$380,450	\$392,498	\$163,612	\$385,834	(\$6,664)
Information Systems	19,615	7,503	0	0	0	0
Travel & Staff Development	26,123	27,000	8,192	600	36,157	27,965
Professional Services	0	12,941	5,000	6,633	0	(5,000)
Software	27,000	22,784	17,500	0	43,400	25,900
Books, Tapes and Subscription	2,300	200	2,300	0	2,300	0
Tactical Market Info - Platts, NGI	50,300	54,649	33,300	20,269	28,400	(4,900)
Pwr Mgmt Admin Liquidation	35,145	33,107	29,571	13,725	31,681	2,110
	551,966	538,634	488,361	204,839	527,772	39,411
Administrative & General	116,569	100,494	100,813	50,384	111,258	10,445
Occupancy Cost - Main HQ Building	14,038	13,787	14,371	10,424	13,302	(1,069)
	\$682,573	\$652,915	\$603,545	\$265,647	\$652,332	\$48,787

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Resource Planning, Optimization, Risk Analysis & Mgmt						
Salaries & Benefits						
Power Management	\$366,426	\$408,201	\$366,690	\$196,367	\$367,166	\$476
Information Systems	39,231	15,005	0	0	41,138	41,138
Travel & Staff Development	12,373	9,720	2,964	1,533	12,989	10,025
Professional Services	20,000	0	20,000	13,500	0	(20,000)
Software	44,000	28,174	43,500	28,174	20,200	(23,300)
Tactical Market Information / Data	13,200	21,593	36,675	0	29,850	(6,825)
Mobile Phone Service	2,400	2,368	2,640	996	2,880	240
Office Supplies	50	0	55	0	200	145
Copy, Printing, Binding	100	0	100	0	200	100
Books, Tapes and Subscription	125	7,683	125	0	200	75
Equip Repair & Maintenance	390	0	390	0	2,355	1,965
Pwr Mgmt Admin Liquidation	33,885	32,270	30,496	14,173	30,473	(23)
	532,180	525,014	503,635	254,743	507,651	4,016
Administrative & General	111,339	104,202	96,370	48,090	108,785	12,415
Occupancy Cost - Main HQ Building	13,313	13,076	12,878	9,353	13,329	451
	\$656,832	\$642,292	\$612,883	\$312,186	\$629,765	\$16,882
Power & Fuel Transactions						
Salaries & Benefits						
Power Management	\$113,730	\$122,558	\$114,027	\$56,121	\$114,175	\$148
Pwr Mgmt Admin Liquidation	7,734	8,026	7,349	3,425	7,291	(58)
	121,464	130,584	121,376	59,546	121,466	90
Administrative & General	28,250	28,052	26,780	13,336	28,349	1,569
Occupancy Cost - Main HQ Building	3,688	3,622	4,013	2,927	3,714	(299)
	\$153,402	\$162,258	\$152,169	\$75,809	\$153,529	\$1,360
Pre-Scheduling						
Salaries & Benefits						
Power Management	\$562,525	\$599,580	\$565,169	\$285,594	\$567,373	\$2,204
Information Systems	18,303	6,358	17,972	0	50,855	32,883
Travel & Staff Development	8,000	8,000	1,000	0	9,000	8,000
Brokerage Fees	48,000	51,730	48,000	17,195	55,200	7,200
Software	15,000	5,441	19,500	7,152	22,200	2,700
Mobile Phone Service	2,340	1,806	1,980	718	1,980	0
Office Supplies	65	0	65	0	65	0
Pwr Mgmt Admin Liquidation	44,489	44,069	42,133	19,574	45,129	2,996
	698,722	716,984	695,819	330,233	751,802	55,983
Administrative & General	154,260	149,473	144,861	72,381	163,797	18,936
Occupancy Cost - Main HQ Bldg	19,316	18,970	20,829	15,101	20,340	(489)
	\$872,298	\$885,427	\$861,509	\$417,715	\$935,939	\$74,430

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

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Power Pool Operations & Settlement Standards						
Salaries & Benefits						
Power Management	\$165,025	\$184,092	\$164,609	\$70,324	\$165,132	\$523
Information Systems	111,814	151,842	127,885	70,513	193,375	65,490
Mobile Phone Services	5,000	1,965	2,200	907	2,000	(200)
Pwr Mgmt Admin Liquidation	19,166	22,129	18,994	8,825	23,022	4,028
	301,005	360,028	313,688	150,569	383,529	69,841
Administrative & General	67,659	80,050	66,976	33,671	86,694	19,718
Occupancy Cost - Main HQ Bldg	8,702	8,554	10,106	7,319	11,563	1,457
	\$377,366	\$448,632	\$390,770	\$191,559	\$481,786	\$91,016
Facilities Agreement Administration						
Salaries & Benefits						
Power Management	\$141,941	\$116,243	\$142,091	\$47,340	\$141,925	(\$166)
Pwr Mgmt Admin Liquidation	9,652	7,613	9,158	4,241	9,063	(95)
	151,593	123,856	151,249	51,581	150,988	(261)
Administrative & General	35,596	25,054	33,523	16,752	35,439	1,916
Occupancy Cost - Main HQ Bldg	4,682	4,598	5,039	3,641	4,664	(375)
	\$191,871	\$153,508	\$189,811	\$71,974	\$191,091	\$1,280

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Industry Restructuring & Regulatory Affairs						
Salaries & Benefits	\$270,555	\$264,447	\$281,570	\$126,117	\$283,102	\$1,532
Travel & Staff Development	5,000	5,000	1,290	556	5,000	3,710
Legal Services	5,000	5,000	0	0	5,000	5,000
Other						
Office Supplies	1,400	0	1,400	0	1,400	0
Copy, Printing and Binding	500	0	500	0	500	0
Books, Tapes and Subscriptions	31,000	42,010	31,000	10,749	31,000	0
Pwr Mgmt Admin Liquidation	21,316	20,725	20,352	9,457	20,819	467
	<u>334,771</u>	<u>337,182</u>	<u>336,112</u>	<u>146,879</u>	<u>346,821</u>	<u>10,709</u>
Administrative & General	79,771	74,662	75,591	37,649	81,026	5,435
Occupancy Cost - Main HQ Building	10,610	10,419	11,478	8,318	10,624	(854)
Annual Budget Cost	425,152	422,263	423,181	192,846	438,471	15,290
Less: Third Party Revenue						
Interest Income	2,430	1,684	2,430	289	2,019	(411)
Net Annual Budget Cost to Participants	\$422,722	\$420,579	\$420,751	\$192,557	\$436,452	\$15,701

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 administering matters affecting the Western resource in fulfillment of NCPA member load obligation. Represent NCPA member interest in negotiation and administering matters affecting the Western resource in fulfillment of the NCPA member load obligation.

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

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

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support	\$707,707	\$813,071	\$680,700	\$396,561	\$728,658	\$47,958
TANC Representation & Advocacy	30,727	25,732	31,304	7,958	31,931	627
Western Representation & Advocacy	145,777	93,182	146,286	29,074	150,999	4,713
Pooling Agreement Coordination & Administration	115,686	79,897	116,310	33,712	120,212	3,902
Annual Budget Cost	999,897	1,011,882	974,600	467,305	1,031,800	57,200
Less: Third Party Revenue						
Interest Income	5,979	3,296	5,979	680	3,951	(2,028)
Net Annual Budget Cost to Participants	\$993,918	\$1,008,586	\$968,621	\$466,625	\$1,027,849	\$59,228

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support						
Salaries & Benefits	\$478,270	\$563,418	\$496,742	\$300,312	\$498,968	\$2,226
Travel & Staff Development	5,698	5,698	0	3,492	5,698	5,698
Legal Services	28,000	28,000	0	0	28,000	28,000
Mobile Phone Services	1,200	569	1,200	297	1,200	0
Office Supplies	1,000	105	1,000	0	1,000	0
Copy, Printing and Binding	200	0	200	0	200	0
Books, Tapes and Subscriptions	1,686	1,711	1,720	0	0	(1,720)
Equipment Repair and Maintenance	1,300	0	1,266	0	1,300	34
Minor Equipment and Tools	200	0	200	0	1,339	1,139
Pwr Mgmt Admin Liquidation	35,195	39,261	32,377	15,042	34,338	1,961
	<u>552,749</u>	<u>638,762</u>	<u>534,705</u>	<u>319,143</u>	<u>572,043</u>	<u>37,338</u>
Administrative & General	136,359	156,045	126,211	63,067	138,045	11,834
Occupancy Cost - Main HQ Building	18,599	18,264	19,784	14,351	18,570	(1,214)
	<u>\$707,707</u>	<u>\$813,071</u>	<u>\$680,700</u>	<u>\$396,561</u>	<u>\$728,658</u>	<u>\$47,958</u>
TANC Representation & Advocacy						
Salaries & Benefits						
Power Management	\$21,571	\$15,512	\$22,507	\$3,137	\$22,618	\$111
Accounting & Finance	0	3,159	0	0	0	0
Travel & Staff Development	623	623	0	0	623	623
Copy, Printing and Binding	50	0	50	0	50	0
Books, Tapes and Subscriptions	50	0	50	0	50	0
Pwr Mgmt Admin Liquidation	1,516	1,264	1,457	685	1,491	34
	<u>23,810</u>	<u>20,558</u>	<u>24,064</u>	<u>3,822</u>	<u>24,832</u>	<u>768</u>
Administrative & General	6,070	4,343	6,213	3,386	6,235	22
Occupancy Cost - Main HQ Building	847	831	1,027	750	864	(163)
	<u>\$30,727</u>	<u>\$25,732</u>	<u>\$31,304</u>	<u>\$7,958</u>	<u>\$31,931</u>	<u>\$627</u>

Northern California Power Agency
Contract Administration
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Western Representation & Advocacy						
Salaries & Benefits	\$86,762	\$55,583	\$94,096	\$8,094	\$94,492	\$396
Travel & Staff Development	4,000	4,000	0	0	4,000	4,000
Legal Services	5,000	2,000	500	0	2,500	2,000
Other Professional Services	9,300	9,300	11,800	0	9,300	(2,500)
Mobile Phone Services	0	615	0	239	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	7,158	4,682	6,871	3,188	7,056	185
	<u>112,420</u>	<u>76,180</u>	<u>113,467</u>	<u>11,521</u>	<u>117,548</u>	<u>4,081</u>
Administrative & General	29,227	12,946	28,246	14,233	29,391	1,145
Occupancy Cost - Main HQ Building	4,130	4,056	4,573	3,320	4,060	(513)
	<u>\$145,777</u>	<u>\$93,182</u>	<u>\$146,286</u>	<u>\$29,074</u>	<u>\$150,999</u>	<u>\$4,713</u>
Pooling Agreement Coordination & Administration						
Salaries & Benefits	\$80,682	\$57,171	\$84,736	\$17,226	\$84,959	\$223
Travel & Staff Development	2,400	2,400	0	0	2,400	2,400
Pwr Mgmt Admin Liquidation	5,650	3,901	5,462	2,529	5,579	117
	<u>88,732</u>	<u>63,472</u>	<u>90,198</u>	<u>19,755</u>	<u>92,938</u>	<u>2,740</u>
Administrative & General	23,576	13,108	22,472	11,315	23,905	1,433
Occupancy Cost - Main HQ Building	3,378	3,317	3,640	2,642	3,369	(271)
	<u>\$115,686</u>	<u>\$79,897</u>	<u>\$116,310</u>	<u>\$33,712</u>	<u>\$120,212</u>	<u>\$3,902</u>

Gas Purchase Program (GPP)

FY 2023

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Increase/ (Decrease)
Gas Purchase Program						
Salaries & Benefits	\$60,725	\$46,928	\$60,827	\$18,259	\$56,787	(\$4,040)
Other						
Other Services	0	0	0	0	0	0
Allocated Power Management Admin	4,129	3,073	3,921	1,818	3,626	(295)
	64,854	50,001	64,748	20,077	60,413	(4,335)
Administrative & General	14,935	9,489	13,943	7,032	14,323	380
Occupancy Cost - Main HQ Building	1,949	1,915	2,088	1,499	1,938	(150)
Annual Budget Cost	81,738	61,405	80,779	28,608	76,674	(4,105)
Interest Revenue	361	296	361	83	355	(6)
Net Annual Budget Cost to Participants	\$81,377	\$61,109	\$80,418	\$28,525	\$76,319	(\$4,099)

Market Purchase Program (MPP)

FY 2023

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Market Purchase Project						
Salaries & Benefits	\$86,823	\$69,332	\$87,113	\$28,948	\$83,138	(\$3,975)
Other						
Office Supplies	25	0	0	0	0	0
Copy, Printing & Binding	100	0	0	0	0	0
Books, Tapes & Subscriptions	125	0	0	0	0	0
Pwr Mgmt Admin Liquidation	5,921	4,541	5,615	2,608	5,309	(306)
	92,994	73,873	92,728	31,556	88,447	(4,281)
Administrative & General	21,449	15,318	20,148	9,950	20,894	746
Occupancy Cost - Main HQ Building	2,796	2,747	3,021	2,178	2,802	(219)
Annual Budget Cost	117,239	91,938	115,897	43,684	112,143	(3,754)
Less: Third Party Revenue						
Interest Income	5,157	386	5,157	289	463	(4,694)
Net Annual Budget Cost to Participants	\$112,082	\$91,552	\$110,740	\$43,395	\$111,680	\$940

Fuel Acquisition & Management

FY 2023

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Fuel Acquisition Cost (CT1 & CT2)						
Salaries & Benefits						
Pwr Accts Admin	\$32,863	\$25,434	\$32,583	\$0	\$32,718	\$135
Other:						
Copy, Printing & Binding	0	0	0	0	0	0
NG Subscriptions	0	0	6,149	0	3,200	(2,949)
Pwr Mgmt Admin Liquidation	2,235	1,666	2,496	1,159	2,294	(202)
	35,098	27,100	41,228	1,159	38,212	(3,016)
Administrative & General	3,579	5,209	3,767	2,120	4,007	240
Occupancy	0	0	0	0	0	0
	\$38,677	\$32,309	\$44,995	\$3,279	\$42,219	(\$2,776)
Liquidation of Fuel Acquisition to CT1 & CT2	(\$38,677)	(\$32,309)	(\$44,995)	(\$3,279)	(\$42,219)	\$2,776
Net Annual Budget Cost to Participants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Risk Management

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

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

Market Risk Management Program Functions & Goals

1. Assess and manage NCPA portfolio market exposure

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

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

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

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

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

3. Monitor economy and energy market development

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

4. Update policy/procedures and ensure compliance

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

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

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

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

Insurance Program Management

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

Commercial Compliance and Enterprise Risk Management

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

Northern California Power Agency
Risk Management
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities	\$52,118	\$36,127	\$46,371	\$14,422	\$57,805	\$11,434
Counter-party Credit Review & Analysis	177,727	165,299	152,046	34,474	91,747	(60,299)
Annual Budget Cost	229,845	201,426	198,417	48,896	149,552	(48,865)
Less: Third Party Revenue						
Interest Income	4,708	5,106	4,708	1,076	6,121	1,413
Enterprise Application Cost Sharing	0	49,058	0	0		
Net Annual Budget Cost to Participants	\$225,137	\$147,262	\$193,709	\$47,820	\$143,431	(\$50,278)

Northern California Power Agency
Risk Management
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities						
Salaries & Benefits						
Risk Management	\$63,602	\$46,774	\$63,466	\$18,841	\$42,920	(\$20,546)
Administrative Services	10,920	3,671	10,914	0	10,954	40
	74,522	50,445	74,380	18,841	53,874	(20,506)
Travel & Staff Development	4,500	4,500	0	87	10,500	10,500
Legal Services	5,000	5,000	0	0	5,000	5,000
Commercial Compliance Training	0	0	0	0	25,000	25,000
	84,022	59,945	74,380	18,928	94,374	19,994
Administrative & General	17,944	10,074	15,854	8,096	18,888	3,034
Occupancy Cost - Main HQ Building	2,270	2,235	2,508	1,821	2,348	(160)
	104,236	72,254	92,742	28,845	115,610	22,868
Allocated ROC, IROC Meetings & Activities to A&G	(52,118)	(36,127)	(46,371)	(14,423)	(57,805)	(11,434)
	\$52,118	\$36,127	\$46,371	\$14,422	\$57,805	\$11,434
Counter-party Credit Review & Analysis						
Salaries & Benefits						
Energy Risk Management	\$63,602	\$51,044	\$63,466	\$18,710	\$42,920	(\$20,546)
Information Systems	24,522	28,068	46,799	0	15,350	(31,449)
	88,124	79,112	110,265	18,710	58,270	(51,995)
Risk Management Enterprise Application	60,000	61,322	12,000	0	13,600	1,600
	148,124	140,434	122,265	18,710	71,870	(50,395)
Administrative & General	26,796	22,102	25,768	12,837	17,341	(8,427)
Occupancy Cost - Main HQ Building	2,807	2,763	4,013	2,927	2,536	(1,477)
	\$177,727	\$165,299	\$152,046	\$34,474	\$91,747	(\$60,299)

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring	\$349,266	\$266,683	\$426,130	\$222,138	\$470,686	\$44,556
ISO Data Validation & Monitoring	574,380	415,332	549,153	185,915	541,277	(7,876)
Annual Budget Cost	923,646	682,015	975,283	408,053	1,011,963	36,680
Less: Third Party Revenue						
Interest Income	5,156	4,349	5,156	896	5,214	58
Net Annual Budget Cost to Participants	\$918,490	\$677,666	\$970,127	\$407,157	\$1,006,749	\$36,622

Northern California Power Agency
Settlements
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$82,061	\$59,898	\$112,836	\$98,508	\$145,865	\$33,029
Power Accounts Administration	178,317	144,791	214,954	71,046	214,789	(165)
	260,378	204,689	327,790	169,554	360,654	32,864
Administrative & General	76,821	50,115	83,594	41,874	95,190	11,596
Occupancy Cost - Main HQ Building	12,067	11,879	14,746	10,710	14,842	96
	<u>\$349,266</u>	<u>\$266,683</u>	<u>\$426,130</u>	<u>\$222,138</u>	<u>\$470,686</u>	<u>\$44,556</u>
ISO Data Validation & Monitoring						
Salaries & Benefits						
Information Systems	\$41,813	\$14,836	\$5,991	\$0	\$0	(\$5,991)
Power Accounts Administration	374,088	289,715	395,264	105,083	391,312	(3,952)
	415,901	304,551	401,255	105,083	391,312	(9,943)
Software Licenses	3,400	3,421	3,450	3,421	3,450	0
	419,301	307,972	404,705	108,504	394,762	(9,943)
Administrative & General	133,270	85,890	121,275	60,596	124,909	3,634
Occupancy Cost - Main HQ Building	21,809	21,470	23,173	16,815	21,606	(1,567)
	<u>\$574,380</u>	<u>\$415,332</u>	<u>\$549,153</u>	<u>\$185,915</u>	<u>\$541,277</u>	<u>(\$7,876)</u>

Northern California Power Agency
Integrated System Support
Comparative Annual Budget Report

	FY 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Integrated System Support						
Outside Services						
Custom Programming	\$0	\$0	\$0	\$0	\$0	\$0
Hardware Licenses	0	25,000	30,000	0	0	(30,000)
Software Licenses	125,000	53,333	125,000	109,968	125,000	0
Other						
Data Supplies	0	98	0	0	0	0
Computer Hardware	25,000	27,543	35,000	58,155	195,000	160,000
Hardware Contracts	80,000	10,000	80,000	34,082	35,000	(45,000)
Communication Services - Intranet	11,000	9,750	11,000	4,875	11,000	0
Emergency Generator Fuel/Maint.	304	301	150	0	133	(17)
Regulatory Fees & Permits	133	134	300	0	488	188
	241,437	126,159	281,450	207,080	366,621	85,171
Administrative & General	24,618	11,615	25,715	12,876	38,451	12,736
Annual Budget Cost	266,055	137,774	307,165	219,956	405,072	97,907
Less: Third Party Revenue						
Interest Income	3,690	2,219	3,690	358	2,661	(1,029)
Net Annual Budget Cost to Participants	\$262,365	\$135,555	\$303,475	\$219,598	\$402,411	\$98,936

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December 31	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Dues:						
APPA	\$333,045	\$320,454	\$333,045	\$321,576	\$331,223	(\$1,822)
SEPA	19,000	19,000	19,000	19,000	22,000	3,000
DEED	24,661	24,409	24,661	0	24,624	(37)
CEE	10,000	11,562	10,000	11,704	10,000	0
Alliance to Save Energy Dues	2,500	0	2,500	0	2,500	0
	<u>389,206</u>	<u>375,425</u>	<u>389,206</u>	<u>352,280</u>	<u>390,347</u>	<u>1,142</u>
Subscriptions:						
Tactical Mkt Info - Platts	10,500	10,572	9,750	10,973	11,500	1,750
Tactical Mkt Info - NGI	7,500	7,856	9,375	0	9,600	225
	<u>18,000</u>	<u>18,428</u>	<u>19,125</u>	<u>10,973</u>	<u>21,100</u>	<u>1,975</u>
Transmission Services:						
TANC - SOT	89,000	193,578	210,000	80,366	210,000	0
Bay Area Transmission (BAMx)	657,500	289,844	657,500	88,690	657,500	0
BART Transmission Consulting	180,000	69,730	180,000	14,680	180,000	0
60 Kv Facilities Charges (Biggs)	4,700	4,663	4,700	2,331	4,700	0
	<u>931,200</u>	<u>557,815</u>	<u>1,052,200</u>	<u>186,067</u>	<u>1,052,200</u>	<u>0</u>
Distribution:						
Meter Maintenance General - TriMark	142,000	78,995	142,000	46,550	72,000	(70,000)
Meter Repair	0	10,317	0	0	0	0
	<u>142,000</u>	<u>89,312</u>	<u>142,000</u>	<u>46,550</u>	<u>72,000</u>	<u>(70,000)</u>
WREGIS:						
Certificate Transfer Fees	5,000	4,692	5,000	1,668	5,000	0
Certificate Transfer Fees - WAPA	5,000	1,815	5,000	851	5,000	0
	<u>10,000</u>	<u>6,507</u>	<u>10,000</u>	<u>2,519</u>	<u>10,000</u>	<u>0</u>
Member Services Projects:						
Energy Efficiency Reporting Tool	70,235	30,856	70,235	0	70,000	(235)
Technical Reference Manual	0	0	35,000	0	50,000	15,000
Energy Efficiency Target	30,000	144,893	0	24,123	0	0
SEPA Energy Storage Analysis	0	30,000	0	0	0	0
	<u>100,235</u>	<u>205,749</u>	<u>105,235</u>	<u>24,123</u>	<u>120,000</u>	<u>14,766</u>
Annual Budget Cost	\$1,590,641	\$1,253,236	\$1,717,765	\$622,512	\$1,665,647	(\$52,118)

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 2021 Budget	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual Through December, 2021	Proposed FY 2023 Budget	Budget Increase/ (Decrease)
Support Services						
Salaries & Benefits	\$42,235	\$67,631	\$47,000	\$38,029	\$46,914	(\$86)
Training Services	0	33,531	0	91,967	0	0
Vendor Services	0	1,552,706	0	694,081	0	0
Vendor Shared Services - SCPPA	0	261,614	0	0	0	0
Other Support Services	0	1,178	0	0	0	0
Annual Budget Cost	42,235	1,916,660	47,000	824,077	46,914	(86)

Northern California Power Agency
Grand Total Full-Time Employee Staffing by Business Unit
FY 2022-2023 Budget

BUSINESS UNITS

GENERATION SERVICES

POWER MANAGEMENT

LEGISLATIVE & REGULATORY

ADMINISTRATIVE & GENERAL

GRAND TOTAL

FY 2021-2022 Budget			FY 2022-2023 Budget	
On Board (A)	Open (B)	Total	Change (C)	Total
87.00	5.00	92.00	(1.00)	91.00
26.00	-	26.00	-	26.00
4.75	2.00	6.75	-	6.75
41.25	3.00	44.25	1.00	45.25
159.00	10.00	169.00	-	169.00

Note = A: Number of full-time employees planned as of 7/1/21. 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 2022-2023 Budget

Business Unit
Casual Employees Equivalent
Generation Services
Administrative & General
 Total

FY 2021-2022 Budget		
On Board	Open	Total
0.46	0.77	1.23
0.50	0.50	1.00
0.96	1.27	2.23

FY 2022-2023 Budget	
Change	Total
0.62	1.85
-	1.00
0.62	2.85

NORTHERN CALIFORNIA POWER AGENCY

Summary of Position Changes

FY 2022-2023

New Changes:

Add	0.38	Generation Services	Student Assistant IV, Engineering Intern (6H) (Org 600)
Add	0.23	Geothermal Facilities	Student Assistant IV (6H) (Org 630)
Add	1.00	Administrative Services	Administrative Assistant/Office Administrator II (11) (Org 120)
Delete	-1.00	Geothermal Facilities	Superintendent, Generation Resources (27) (Org 630)
	<u>0.61</u>	Total	
Reclass	0.00	Human Resources	Human Resources Assistant to Human Resources Analyst I
Upgrade	0.00	Hydro	Materials/Warehouse Coordinator I (17) to Materials/Warehouse Coordinator II (19) (Org 650)
Upgrade	0.00	Generation Services	Materials/Warehouse Coordinator I (17) to Materials/Warehouse Coordinator II (19) (Org 610)
Upgrade	0.00	Information Systems	Computer Technology Analyst III (21) to Computer Technology Analyst IV (23) (Org 300)
Upgrade	0.00	Information Systems	Computer Technology Analyst III (21) to Computer Technology Analyst IV (23) (Org 300)
Reclass	0.00	Hydro	Engineer I (16) to Superintendent, Generation Resources (27) (Org 650)

NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Projected January 1, 2023

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
15 ¹	ACCOUNTANT/ANALYST I	72,613	34.91	90,771	43.64	104,374	50.18
17 ¹	ACCOUNTANT/ANALYST II	83,907	40.34	104,894	50.43	120,619	57.99
19 ¹	ACCOUNTANT/ANALYST III	96,970	46.62	121,222	58.28	139,402	67.02
9 ¹	ACCOUNTING CLERK I	47,050	22.62	58,822	28.28	67,642	32.52
11 ¹	ACCOUNTING CLERK II	54,371	26.14	67,974	32.68	78,166	37.58
13 ¹	ACCOUNTING CLERK III	62,837	30.21	78,541	37.76	90,334	43.43
9 ¹	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR I	47,050	22.62	58,822	28.28	67,642	32.52
11 ¹	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR II	54,371	26.14	67,974	32.68	78,166	37.58
13 ¹	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR III	62,837	30.21	78,541	37.76	90,334	43.43
30 ¹	AGM I/SENIOR DIRECTOR (E.g. Business Development)	214,864	103.30	268,570	129.12	308,859	148.49
31 ¹	AGM II (E.g. Power Mgmt, Generation, Leg & Reg, CFO/Admin)	230,984	111.05	288,725	138.81	332,030	159.63
32 ¹	AGM III	248,290	119.37	310,378	149.22	356,928	171.60
23 ¹	ASSISTANT CONTROLLER	129,501	62.26	161,886	77.83	186,160	89.50
25 ¹	ASSISTANT MANAGER: INFORMATION SERVICES	149,656	71.95	187,075	89.94	215,134	103.43
6E ¹	ASSISTANT, STUDENT I	31,200	15.00	36,462	17.53	41,933	20.16
6F ¹	ASSISTANT, STUDENT II	36,234	17.42	45,302	21.78	52,083	25.04
6G ¹	ASSISTANT, STUDENT III	45,032	21.65	56,306	27.07	64,750	31.13
6H ¹	ASSISTANT, STUDENT IV	52,021	25.01	65,042	31.27	74,797	35.96
14 ¹	COMPUTER TECHNOLOGY ANALYST	67,558	32.48	84,427	40.59	97,094	46.68
17 ¹	COMPUTER TECHNOLOGY ANALYST I	83,907	40.34	104,894	50.43	120,619	57.99
19 ¹	COMPUTER TECHNOLOGY ANALYST II	96,970	46.62	121,222	58.28	139,402	67.02
21 ¹	COMPUTER TECHNOLOGY ANALYST III	112,070	53.88	140,088	67.35	161,096	77.45
23 ¹	COMPUTER TECHNOLOGY ANALYST IV	129,501	62.26	161,886	77.83	186,160	89.50
20 ¹	ENERGY RESOURCE ANALYST III	104,250	50.12	130,312	62.65	149,864	72.05
16 ¹	ENERGY RESOURCE ANALYST I	78,062	37.53	97,573	46.91	112,216	53.95
18 ¹	ENERGY RESOURCE ANALYST II	90,210	43.37	112,757	54.21	129,667	62.34
23 ¹	ENERGY RESOURCE ANALYST IV	129,501	62.26	161,886	77.83	186,160	89.50
16 ¹	ENGINEER I	78,062	37.53	97,573	46.91	112,216	53.95
18 ¹	ENGINEER II	90,210	43.37	112,757	54.21	129,667	62.34
20 ¹	ENGINEER III	104,250	50.12	130,312	62.65	149,864	72.05
23 ¹	ENGINEER IV	129,501	62.26	161,886	77.83	186,160	89.50
24 ¹	ENGINEER V: SUPERVISING /PLANT	139,214	66.93	174,034	83.67	200,138	96.22
20 ¹	ENVIRONMENTAL, HEALTH & SAFETY SPECIALIST	104,250	50.12	130,312	62.65	149,864	72.05
16 ¹	EXECUTIVE ASSISTANT	78,062	37.53	97,573	46.91	112,216	53.95
32 ¹	GENERAL COUNSEL	248,290	119.37	310,378	149.22	356,928	171.60
36 ¹	GENERAL MANAGER	331,594	159.42	414,502	199.28	476,674	229.17
16 ¹	GEOLOGIST I	78,062	37.53	97,573	46.91	112,216	53.95
18 ¹	GEOLOGIST II	90,210	43.37	112,757	54.21	129,667	62.34
20 ¹	GEOLOGIST III	104,250	50.12	130,312	62.65	149,864	72.05
23 ¹	GEOLOGIST IV	129,501	62.26	161,886	77.83	186,160	89.50
24 ¹	GEOLOGIST V	139,214	66.93	174,034	83.67	200,138	96.22
16 ¹	GOVERNMENT RELATIONS REPRESENTATIVE I	78,062	37.53	97,573	46.91	112,216	53.95
18 ¹	GOVERNMENT RELATIONS REPRESENTATIVE II	90,210	43.37	112,757	54.21	129,667	62.34
20 ¹	GOVERNMENT RELATIONS REPRESENTATIVE III	104,250	50.12	130,312	62.65	149,864	72.05
22 ¹	GOVERNMENT RELATIONS REPRESENTATIVE IV	120,474	57.92	150,592	72.40	173,181	83.26
16 ¹	HUMAN RESOURCES ANALYST I	78,062	37.53	97,573	46.91	112,216	53.95
18 ¹	HUMAN RESOURCES ANALYST II	90,210	43.37	112,757	54.21	129,667	62.34
20 ¹	HUMAN RESOURCES ANALYST III	104,250	50.12	130,312	62.65	149,864	72.05
13 ¹	HUMAN RESOURCES ASSISTANT	62,837	30.21	78,541	37.76	90,334	43.43
27 ¹	HUMAN RESOURCES DIRECTOR	172,952	83.15	216,195	103.94	248,622	119.53
25 ¹	HUMAN RESOURCES MANAGER	149,656	71.95	187,075	89.94	215,134	103.43
13 ¹	LEGISLATIVE PROGRAM ASSISTANT	62,837	30.21	78,541	37.76	90,334	43.43
27 ¹	MANAGER, INFORMATION SERVICES	172,952	83.15	216,195	103.94	248,622	119.53
27 ¹	MANAGER, INFORMATION SERVICES & POWER SETTLEMENTS	172,952	83.15	216,195	103.94	248,622	119.53
29 ¹	MANAGER, PLANT	199,867	96.09	249,829	120.11	287,310	138.13

NORTHERN CALIFORNIA POWER AGENCY
ADMINISTRATIVE GENERAL WAGE STRUCTURE
Projected January 1, 2023

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
25 ¹	MANAGER, REGULATORY PROGRAM	149,656	71.95	187,075	89.94	215,134	103.43
26 ¹	MANAGER, RELIABILITY COMPLIANCE	160,888	77.35	201,115	96.69	231,275	111.19
17 ¹	MATERIALS/WAREHOUSE COORDINATOR I	83,907	40.34	104,894	50.43	120,619	57.99
19 ¹	MATERIALS/WAREHOUSE COORDINATOR II	96,970	46.62	121,222	58.28	139,402	67.02
7 ¹	OFFICE ASSISTANT I	40,706	19.57	50,898	24.47	58,531	28.14
9 ¹	OFFICE ASSISTANT II	47,050	22.62	58,822	28.28	67,642	32.52
16 ¹	POWER SETTLEMENTS ANALYST I	78,062	37.53	97,573	46.91	112,216	53.95
18 ¹	POWER SETTLEMENTS ANALYST II	90,210	43.37	112,757	54.21	129,667	62.34
20 ¹	POWER SETTLEMENTS ANALYST III	104,250	50.12	130,312	62.65	149,864	72.05
25 ¹	POWER SETTLEMENTS MANAGER	149,656	71.95	187,075	89.94	215,134	103.43
23 ¹	SCHEDULER/PLANNER, POWER	129,501	62.26	161,886	77.83	186,160	89.50
23 ¹	SENIOR COMPUTER TECH. ANALYST, POWER (E.g. BILLING)	129,501	62.26	161,886	77.83	186,160	89.50
18 ¹	SHAREPOINT ADMINISTRATOR	90,210	43.37	112,757	54.21	129,667	62.34
4 ¹	STUDENT HELPER (OFFICE/PLANT)	32,781	15.76	40,976	19.70	47,112	22.65
27 ¹	SUPERINTENDENT, GENERATION RESOURCES	172,952	83.15	216,195	103.94	248,622	119.53
22 ¹	SUPERVISOR I, POWER SETTLEMENTS	120,474	57.92	150,592	72.40	173,181	83.26
20 ¹	SUPERVISOR I, (CHEMICAL, GENERAL SERVICES)	104,250	50.12	130,312	62.65	149,864	72.05
24 ¹	SUPERVISOR II, (PLANT, ENERGY RISK, ENGINEERING)	139,214	66.93	174,034	83.67	200,138	96.22
27 ¹	SUPERVISOR III, (POWER MGT., COORD. OP, REG/ENV COMP, ENGR)	172,952	83.15	216,195	103.94	248,622	119.53
27 ¹	TREASURER-CONTROLLER	172,952	83.15	216,195	103.94	248,622	119.53
HEA ²	HYDRO TECH APPRENTICE	77,667	37.34	106,163	51.04		
HEA ²	HYDRO TECH	114,650	55.12	148,346	71.32		
HEA ²	HYDRO TECH - DESIGNATED SKILLS	159,016	76.45	159,016	76.45		
HEA ²	HYDRO TECH OPERATOR	155,792	74.90	155,792	74.90		
HEA ²	HYDRO TECH OPERATOR - DESIGNATED SKILLS	166,962	80.27	166,962	80.27		
IBEW ²	CT SPECIALIST I - VI	108,742	52.28	162,053	77.91		
IBEW ²	CT SPECIALIST - LEAD	158,662	76.28	170,144	81.80		
IBEW ²	CT SPECIALIST I - V (OPERATORS)	111,301	53.51	154,710	74.38		
IBEW ²	CT SPECIALIST I - V (OPERATORS) LEAD	162,448	78.10	162,448	78.10		
IBEW ²	MECHANIC OPERATOR I - V	108,742	52.28	142,147	68.34		
IBEW ²	MECHANIC OPERATOR - LEAD	149,240	71.75	149,240	71.75		
IBEW ²	OPERATOR TECHNICIAN I - V	111,301	53.51	149,344	71.80		
IBEW ²	OPERATOR TECHNICIAN - LEAD	156,811	75.39	156,811	75.39		
IBEW ²	STOREKEEPER I - V	73,736	35.45	88,442	42.52		
IBEW ²	TECHNICIAN CHEMICAL/PERFORMANCE	134,597	64.71	134,597	64.71		
IBEW ²	TECHNICIAN OPERATOR I - VI	108,742	52.28	161,387	77.59		
IBEW ²	TECHNICIAN OPERATOR - LEAD	157,976	75.95	169,458	81.47		
³	SCHEDULE COORDINATOR I	77,792	37.40	103,875	49.94		
³	SCHEDULE COORDINATOR II	109,325	52.56	126,589	60.86		
³	SCHEDULE COORDINATOR III	132,558	63.73	153,192	73.65		
³	SYSTEM DISPATCHER	120,786	58.07	169,042	81.27		
³	SYSTEM DISPATCHER, LEAD	132,558	63.73	177,507	85.34		

Page 2 of 2

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

Note² IBEW = International Brotherhood of Electrical Workers
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.

Note³ Schedule Coordinators and Dispatchers receive overtime, relief pay in addition to step increases.

NORTHERN CALIFORNIA POWER AGENCY
FY 2023 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	3.0% 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	3.0% 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 Hourly relief differential 5% of base pay	\$1.49-\$1.54 Differential x 2,080 hours \$3.87-\$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%	\$147,000 \$147,000 x 6.2% = \$9,114
	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 2023 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 11.100% Prior service cost 26.467% Pickup – All groups 0.0% Classic Employee Contribution 8.0% New Mbr Employee Contribution 6.5%	Determined by PERS Actuary paid on base pay, holiday pay and shift differential
	PERS Retirement 2% at 62, 3 year average, as of 1/1/2013		
	ICMA 401A, hire date between 1/1/13 and 12/31/18	Employer Contribution 4.0%	
Health Insurance	Based on projection from actuary or historical based estimate as applicable. Medical estimated to increase 5%.	Premium/person/month medical (CTs,HQ Unrep) Premium/person/month medical (Hydro, Geo) Premium/person/month dental Premium/person/month vision Premium/person/month employee assistance	Actual Actual Premiums Monthly premium = 2,005.52 currently x 12 mos. Monthly premium = 2,080.52 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 \$10,639.42 x 170 employees = \$1,808,701
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 Unrepresented If (GW/2080 x 40 x 60%)<=\$2,750, then (GW/2080 x 40 x 60%)/10 x .10 x 12 otherwise \$330 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 Unrepresented If (GW/\$100 x .48)<\$1,055.98 then (GW/\$100 x .48), otherwise \$1,055.98 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**

EXPENDITURES

FISCAL YEAR ENDED JUNE 30			
	Approved	Proposed	Increase
	2022	2023	(Decrease)
Hydroelectric	\$ 54,081,173	\$ 55,514,043	\$ 1,432,870
Geothermal	40,662,372	41,632,983	970,611
Combustion Turbine No. 1	7,054,684	5,601,571	(1,453,113)
Combustion Turbine No. 2 (STIG)	8,962,379	10,361,273	1,398,894
Lodi Energy Center	90,316,958	139,187,566	48,870,608
Other Power Supply	398,445,656	595,521,452	197,075,796
Transmission	126,572,671	168,782,370	42,209,699
Legislative & Regulatory	3,910,507	4,284,008	373,501
Judicial Action	300,000	460,000	160,000
Judicial Action Direct Costs to Programs	(48,812)	(62,836)	(14,024)
Power Management	10,377,766	10,819,679	441,913
Energy Risk Management	198,417	149,552	(48,865)
Settlements	975,283	1,011,963	36,680
Integrated Systems Support	307,165	405,072	97,907
Participant Pass Through Costs (TANC, Dues, Etc)	1,717,765	1,665,647	(52,118)
Support Services	47,000	47,000	-
Support Services Reimbursements	(47,000)	(47,000)	-
Total Annual Expenditures	743,833,984	1,035,334,343	291,500,359

FUNDING SOURCES

ISO Energy Sales	66,264,019	111,424,887	45,160,868
ISO Energy Sales-Plants	101,639,828	193,457,434	91,817,606
Energy Sales to Third Parties	15,005,453	4,059,116	(10,946,337)
Member Owned Generation ISO Energy Revenue	83,030,430	118,708,880	35,678,450
Ancillary Services Sales	4,317,168	5,513,674	1,196,506
PM Service Revenue	2,363,211	1,945,149	(418,062)
Interest and Other Income	24,210,392	37,643,594	13,433,202
Total Revenues and Other Income	296,830,501	472,752,734	175,922,233

Net Proposed Funding from Participants

447,003,483	562,581,609	115,578,126
--------------------	--------------------	--------------------

Northern California Power Agency
Participant Funding Requirements (Net)
FY 2023 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	\$31,958,313	\$3,324,468	\$ -	\$ -	\$ -	\$395,539	\$3,447,473	\$764,628	\$7,619,679	\$561,836	\$ -	\$ -	\$2,859,318	\$12,307,181	\$ -	\$ -	\$678,192	\$ -	\$ -
Geothermal	(1,733,888)	(292,724)	-	(3,936)	(5,826)	(63,703)	(178,244)	(63,825)	-	(12,155)	-	-	(136,681)	(769,682)	-	-	(97,348)	(109,763)	-
Combustion Turbine No. 1	2,493,193	544,015	-	4,904	8,726	145,436	333,921	145,436	-	45,293	-	-	-	1,038,830	-	-	226,631	-	-
Combustion Turbine No. 2 (STIG)	3,789,184	719,945	-	-	-	-	1,496,728	315,466	-	-	-	-	1,257,045	-	-	-	-	-	-
Lodi Energy Center	(4,709,224)	-	(97,177)	(3,950)	(28,915)	(24,195)	(139,871)	(29,981)	-	(11,873)	-	-	-	(379,144)	-	-	(26,293)	-	(3,968,126)
	31,797,578	4,295,704	(97,177)	(2,981)	(26,015)	453,077	4,960,006	1,131,724	7,619,679	583,401	-	-	3,979,682	12,197,185	-	-	781,182	(109,763)	(3,968,126)
Member Resources-Energy	11,935,345	2,114,333	(4,837,202)	-	-	-	2,038,426	-	12,643,811	71,908	(95,929)	-	-	-	-	-	-	-	-
Member Resources-Natural Gas	(1,320,270)	-	-	(3,767)	(36,296)	(98,317)	(889,367)	(198,959)	-	-	-	-	-	-	-	-	-	-	-
Western Resource	(10,789,796)	(689,360)	-	(168,843)	(377,870)	(143,710)	(325,372)	(184,391)	(7,034,750)	(1,322,140)	(345,694)	-	-	-	-	-	-	(93,564)	-
NCPA Contracts & Market Power Purchases	(4,610,056)	66,204	490,889	(34,801)	52,176	(198,985)	(1,524,191)	(268,314)	1,146,286	-	(690,964)	-	(727,866)	(2,838,673)	-	-	(81,817)	-	-
Load Aggregation Costs	467,468,943	22,740,622	28,908,137	1,188,159	2,500,543	5,019,438	32,170,245	8,853,440	53,711,253	9,885,378	8,435,618	-	-	286,091,067	-	-	7,965,043	-	0
Net GHG Obligations	920,891	77,279	690,984	152,628	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	463,605,057	24,309,078	25,252,808	1,133,376	2,138,553	4,578,426	31,469,741	8,201,776	60,466,600	8,635,144	7,303,031	-	(727,866)	283,252,394	-	-	7,591,996	-	-
	495,402,635	28,604,782	25,155,631	1,130,395	2,112,538	5,031,503	36,429,747	9,333,500	68,086,279	9,218,545	7,303,031	-	3,251,816	295,449,579	-	-	8,373,178	(109,763)	(3,968,126)
TRANSMISSION																			
NCPA Plant Transmission *	82,803	25,138	-	338	500	5,471	15,307	5,481	-	1,044	-	-	11,738	-	-	-	8,360	9,426	-
Independent System Operator	168,782,370	\$12,319,165	15,812,059	614,238	1,237,307	2,556,391	16,488,806	4,792,311	29,212,028	5,275,945	4,657,303	-	-	71,733,391	-	-	4,083,426	-	-
	168,865,173	12,344,303	15,812,059	614,576	1,237,807	2,561,862	16,504,113	4,797,792	29,212,028	5,276,989	4,657,303	-	11,738	71,733,391	-	-	4,091,786	9,426	-
MANAGEMENT SERVICES																			
LEGISLATIVE & REGULATORY																			
Legislative Representation	1,654,523	87,364	-	56,772	58,410	61,717	97,724	67,712	132,899	69,434	66,492	129,350	167,683	445,830	76,050	71,220	65,866	-	-
Regulatory Representation	530,501	28,012	-	18,203	18,728	19,789	31,334	21,711	42,612	22,263	21,320	41,474	53,765	142,960	24,385	22,836	21,119	-	-
Western Representation	721,505	20,340	8,209	4,981	11,149	4,240	9,600	5,440	207,563	29,652	10,200	137,584	81,839	161,934	13,580	9,361	5,832	-	-
JPA Assessment	1,362,131	51,126	49,159	2,573	5,173	10,421	67,568	19,937	123,396	22,669	18,001	117,764	178,603	620,059	33,170	25,504	17,006	-	-
	4,268,660	186,841	57,368	82,530	93,460	96,167	206,226	114,800	506,469	144,018	116,013	426,173	481,891	1,370,773	147,186	128,921	109,823	-	-
Judicial Action																			
Tariffs & Rates	357,164	39,397	6,230	2,073	3,574	8,872	47,777	14,102	73,662	11,775	12,142	-	16,390	107,028	-	-	12,414	1,729	-
Contingency **	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	397,164	39,397	6,230	2,073	3,574	8,872	47,777	14,102	73,662	11,775	12,142	-	16,390	107,028	-	-	12,414	1,729	-
POWER MANAGEMENT																			
Power Mgmt, SCALD, ISS,																			
Energy Risk Mgmt & Settlements	12,146,621	1,028,872	824,909	88,311	149,829	255,266	1,361,496	437,597	1,902,091	420,043	515,463	-	619,624	4,029,540	-	-	358,407	155,171	-
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	111,680	10,814	11,154	10,828	10,853	10,868	11,779	10,969	12,464	-	11,141	-	-	-	-	-	10,809	-	-
Gas Purchase Program	76,319	-	7,200	7,302	8,222	9,390	23,020	11,739	-	-	-	-	-	-	-	-	9,445	-	-
	12,334,620	1,039,686	843,262	106,441	168,904	275,524	1,396,295	460,305	1,914,555	420,043	526,604	-	619,624	4,029,540	-	-	378,662	155,171	-
	17,000,444	1,265,925	906,860	191,044	265,939	380,564	1,650,298	589,207	2,494,687	575,837	654,759	426,173	1,117,905	5,507,341	147,186	128,921	500,899	156,900	-
TANC- SOT																			
BAMx Consulting	210,000	46,771	-	-	-	9,931	46,569	10,114	76,373	9,907	-	-	-	493,125	-	-	10,334	-	-
Biggs 60KV	837,500	-	180,000	-	-	-	-	-	164,375	-	-	-	-	-	-	-	-	-	-
APPA Dues	4,700	-	-	4,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SEPA Dues	331,223	25,668	-	1,291	3,677	7,459	26,825	13,158	45,653	-	564	45,816	50,573	74,791	12,652	14,067	9,593	-	-
DEED Dues	22,000	2,821	-	564	564	564	2,821	564	2,821	564	564	2,821	2,821	2,822	564	564	564	-	-
CEE Dues	24,624	1,908	-	96	273	554	1,994	978	3,394	-	-	3,406	3,760	5,560	941	1,048	713	-	-
ASE Dues	10,000	667	-	667	667	667	667	667	667	667	667	667	667	667	667	667	667	-	-
Subscriptions	2,500	167	-	167	167	167	167	167	167	167	167	167	167	167	167	167	167	-	-
Metering Maintenance	21,100	-	-	-	-	-	-	-	7,033	-	-	3,200	7,033	3,833	-	-	-	-	-
Customer Programs Projects **	72,000	0	72,000	0	0	0	0	0	0	0	0	-	-	-	-	-	0	-	-
WRGIS Certificate Transfer Fees **	120,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pass Through Costs	1,665,647	78,001	252,000	7,484	5,348	19,342	79,043	25,648	300,482	11,304	1,397	56,076	65,020	580,965	14,990	16,510	22,037	-	-
Support Services	47,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Support Services Reimbursements	(47,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER THIRD PARTY REVENUE																			
PM Service Revenue (Nexant)	(1,750,634)	(119,140)	(124,987)	(11,421)	(21,430)	(32,644)	(173,110)	(55,829)	(217,241)	(50,832)	(65,252)	-	(83,269)	(655,533)	-	-	(45,224)	(23,642)	(71,080)
PM Service Revenue (A&G)	(194,515)	(21,232)	(8,650)	(905)	(2,572)	(5,866)	(26,101)	(7,282)	(13,186)	(3,103)	(1,766)	(686)	(14,053)	(80,393)	(371)	(348)	(8,003)	-	-
Member-Owned Generation ISO Energy Revenue	(118,407,141)	-	(870,905)	-	-	-	-	-	(1,882,060)	(762)	-	-	-	(115,091,184)	-	-	(562,230)	-	-
Revenue from Customers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(120,352,290)	(140,372)	(1,004,541)	(12,326)	(24,002)	(38,510)	(199,212)	(63,111)	(231,189)	(1,935,995)	(67,018)	(686)	(97,322)	(115,827,110)	(371)	(348)	(615,456)	(23,642)	(71,080)
JPA Assessment - Others																			
Non-NCPA Participants	146,883	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,487	139,396
Credits to Participants	(146,883)	(5,513)	(5,301)	(277)	(558)	(1,124)	(7,286)	(2,150)	(13,306)	(2,445)	(1,941)	(12,699)	(19,259)	(66,863)	(3,577)	(2,750)	(1,834)	-	-
	-	(5,513)	(5,301)	(277)	(558)	(1,124)	(7,286)	(2,150)	(13,306)	(2,445)	(1,941)	(12,699)	(19,259)	(66,863)	(3,577)	(2,750)	(1,834)	7,487	139,396
NET ANNUAL BUDGET COST	\$ 562,581,609	\$ 42,147,126	\$ 41,116,708	\$ 1,930,895	\$ 3,597,072	\$ 7,953,637	\$ 54,456,703	\$ 14,680,887	\$ 99,848,981	\$ 13,144,235	\$ 12,547,531	\$ 468,864	\$ 4,329,898	\$ 257,377,303	\$ 158,229	\$ 142,334	\$ 12,370,610	\$ 40,408	\$ (3,899,810)
FY2022 Net Annual Budget Cost	447,003,483	36,604,930	31,024,220	1,424,481	3,858,463	7,750,934	46,481,068	12,349,743	81,645,434	9,368,958	8,566,862	444,344	6,416,455	174,560,812	144,965	130,120	10,484,064	886,053	14,706,344
Incr (decr)	115,578,126	5,542,196	10,092,488	506,414	(261,392)	202,703	7,975,635	2,331,143	18,203,547	3,775,278	3,980,669	24,520	(2,086,557)	82,816,491	13,263	12,214	1,886,547	(845,645)	(18,606,154)

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

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

Funding Requirements (Net)

**Northern California Power Agency
Participant Funding Requirements (Gross)
FY 2023 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	\$55,514,043	\$5,680,041	\$ -	\$ -	\$ -	\$ 786,564	\$ 5,890,202	\$1,306,409	\$ 13,018,654	\$ 959,927	\$ -	\$ -	\$5,686,005	\$ 21,027,512	\$ -	\$ -	\$1,158,728	\$ -	\$ -
Geothermal	41,550,180	7,014,709	-	94,319	139,608	1,526,554	4,271,358	1,529,461	-	291,266	-	-	3,275,402	18,444,332	-	-	2,332,836	2,630,335	-
Combustion Turbine No. 1	5,601,571	1,222,263	-	11,021	19,605	326,753	750,231	326,753	-	101,767	-	-	-	2,333,994	-	-	509,183	-	-
Combustion Turbine No. 2 (STIG)	10,361,273	1,968,642	-	-	-	-	4,092,703	425,525	-	-	-	-	3,874,403	-	-	-	-	-	-
Lodi Energy Center	139,187,566	-	9,440,434	383,191	2,809,681	2,349,804	13,585,508	2,911,794	-	1,123,836	-	-	-	36,831,990	-	-	2,554,209	-	67,194,119
	252,214,633	15,885,655	9,440,434	486,531	2,969,894	4,989,674	28,593,003	6,499,943	13,018,654	2,476,796	-	-	12,835,810	78,637,829	-	-	6,554,956	2,630,335	67,194,119
Member Resources-Energy	63,023,618	11,485,496	8,654,334	-	-	-	2,038,426	-	39,220,327	111,480	524,944	-	-	976,728	-	-	11,883	-	-
Member Resources-Natural Gas	2,474,390	-	-	11,221	114,892	226,347	1,409,161	471,732	-	-	-	-	-	-	-	-	241,037	-	-
Western Resource	26,100,435	1,667,564	-	408,418	914,062	347,629	787,055	446,032	17,017,030	3,198,242	836,277	-	-	-	-	-	478,126	-	-
NCPA Contracts & Market Power Purchases	35,533,176	70,300	3,021,148	102,836	216,509	491,587	4,813,813	895,558	8,659,257	1,495,890	-	-	3,144,942	12,265,271	-	-	356,065	-	-
Load Aggregation Costs	467,468,943	22,740,622	28,908,137	1,188,159	2,500,543	5,019,438	32,170,245	8,853,440	53,711,253	9,885,378	8,435,618	-	-	286,091,067	-	-	7,965,043	-	-
Net GHG Obligations	920,891	77,279	690,984	152,628	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	995,521,453	36,041,261	41,274,603	1,863,282	3,746,006	6,085,001	41,218,700	10,666,762	118,607,867	13,195,100	11,292,729	-	3,144,942	299,333,066	-	-	9,052,154	-	-
	847,736,086	51,926,916	50,715,037	2,351,793	6,714,900	11,074,675	69,811,703	17,166,705	131,626,521	15,671,896	11,292,729	-	15,980,752	377,970,895	-	-	15,607,110	2,630,335	67,194,119

TRANSMISSION

NCPA Plant Transmission *	82,803	25,138	-	338	500	5,471	15,307	5,481	-	1,044	-	-	11,738	-	-	-	8,360	9,426	-
Independent System Operator	168,782,370	12,319,165	15,812,059	614,238	1,237,307	2,556,391	16,488,806	4,792,311	29,212,028	5,275,945	4,657,303	-	-	71,733,391	-	-	4,083,426	-	-
	168,865,173	12,344,303	15,812,059	614,576	1,237,807	2,561,862	16,504,113	4,797,792	29,212,028	5,276,989	4,657,303	-	11,738	71,733,391	-	-	4,091,786	9,426	-

MANAGEMENT SERVICES

LEGISLATIVE & REGULATORY

Legislative Representation	1,656,784	87,483	-	56,850	58,490	61,801	97,857	67,905	133,080	69,529	66,583	129,527	167,912	446,440	76,154	71,317	65,956	-	-
Regulatory Representation	530,552	28,015	-	18,205	18,730	19,791	31,337	21,713	42,616	22,265	21,322	41,478	53,771	142,963	24,387	22,838	21,121	-	-
Western Representation	722,876	20,378	8,224	4,991	11,170	4,248	9,618	5,451	207,957	29,708	10,220	137,846	81,994	162,245	13,606	9,376	5,843	-	-
JPA Assessment	1,373,796	51,564	49,580	2,595	5,217	10,511	68,147	20,107	124,453	22,863	18,155	118,772	180,133	625,369	33,455	25,723	17,152	-	-
	4,284,008	187,440	57,805	82,641	93,607	96,351	206,959	115,076	508,106	144,366	116,280	427,623	483,810	1,377,017	147,602	129,254	110,072	-	-
Judicial Action																			
Tariffs & Rates	357,164	39,397	6,230	2,073	3,574	8,872	47,777	14,102	73,662	11,775	12,142	-	16,390	107,028	-	-	12,414	1,729	-
Contingency **	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	397,164	39,397	6,230	2,073	3,574	8,872	47,777	14,102	73,662	11,775	12,142	-	16,390	107,028	-	-	12,414	1,729	-

POWER MANAGEMENT

Power Mgmt, SCALD, ISS, Energy Risk Mgmt & Settlements	12,197,448	1,032,477	829,367	88,627	150,375	256,116	1,367,121	439,189	1,908,691	421,722	517,815	-	622,050	4,048,020	-	-	359,605	155,915	360
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	112,143	10,859	11,200	10,873	10,898	10,913	11,828	11,015	12,516	-	11,187	-	-	-	-	-	10,854	-	-
Gas Purchase Program	76,674	-	7,233	7,336	8,260	9,434	23,127	11,793	-	-	-	-	-	-	-	-	9,489	-	-
	12,386,265	1,043,336	847,800	106,836	169,534	276,643	1,402,076	461,998	1,921,206	421,722	529,002	-	622,050	4,048,020	-	-	379,948	155,915	360
	17,067,437	1,270,173	911,835	191,550	266,715	381,686	1,656,811	591,175	2,502,975	577,863	657,423	427,623	1,122,250	5,532,064	147,602	129,254	502,934	157,643	360

TANC- SOT	210,000	46,771	-	-	-	9,931	46,569	10,114	76,373	9,907	-	-	-	493,125	-	-	10,334	-	-
BAMx Consulting	837,500	-	180,000	-	-	-	-	-	164,375	-	-	-	-	-	-	-	-	-	-
Biggs 60Kv	4,700	-	-	4,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APPA Dues	331,223	25,668	-	1,291	3,677	7,459	26,825	13,158	45,653	-	45,816	50,573	74,791	12,652	14,067	9,593	-	-	-
SEPA Dues	22,000	2,821	-	564	564	564	2,821	564	2,821	564	564	2,821	2,821	564	564	564	-	-	-
DEED Dues	24,624	1,908	-	96	273	554	1,994	978	3,394	-	3,406	3,760	5,560	941	1,046	713	-	-	-
CEE Dues	10,000	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	-	-	-
Subscriptions	21,100	-	-	-	-	-	-	-	7,033	-	3,200	7,033	3,833	-	-	-	-	-	-
Metering Maintenance	72,000	0	72,000	0	0	0	0	0	0	0	0	0	0	-	-	-	0	-	-
Customer Programs Projects **	120,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WREGIS Certificate Transfer Fees**	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pass Through Costs	1,665,647	78,001	252,000	7,484	5,348	19,342	79,043	25,648	300,482	11,304	1,397	56,076	65,020	580,965	14,990	16,510	22,037	-	-

Support Services	47,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Support Services Reimbursements	(47,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
JPA Assessment - Others																			
Non-NCPA Participants	146,883	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,487	139,396
Credits to Participants	(146,883)	(5,513)	(5,301)	(277)	(558)	(1,124)	(7,286)	(2,150)	(13,306)	(2,445)	(1,941)	(12,699)	(19,259)	(66,863)	(3,577)	(2,750)	(1,834)	-	-
	-	(5,513)	(5,301)	(277)	(558)	(1,124)	(7,286)	(2,150)	(13,306)	(2,445)	(1,941)	(12,699)	(19,259)	(66,863)	(3,577)	(2,750)	(1,834)	7,487	139,396
GROSS ANNUAL BUDGET COST	\$ 1,035,334,343	\$ 65,613,880	\$ 67,685,629	\$ 3,165,125	\$ 8,224,213	\$ 14,036,441	\$ 88,044,384	\$ 22,579,171	\$ 163,628,699	\$ 21,535,608	\$ 16,606,912	\$ 471,000	\$ 17,160,501	\$ 485,750,452	\$ 159,015	\$ 143,014	\$ 20,221,534	\$ 2,804,892	\$ 67,333,875

LESS: THIRD PARTY REVENUE

Market Power Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ISO Energy Sales	111,424,887	10,994,046	15,977,060	552,726	1,093,325	1,023,434	7,035,679	1,591,629	47,401,328	3,250,477	3,626,972	-	3,668,333	14,306,499	-	-	903,379	-	-
ISO Energy Sales-Plants	193,457,434	10,843,830	8,026,888	427,783	2,541,690	4,097,340	20,319,407	4,736,973	5,084,135	1,682,237	-	-	7,774,697	59,565,474	-	-	5,275,142	2,675,978	60,405,859
Energy Sales to Third Parties	4,059,116	76,001	-	-	-	-	-	-	3,983,115	-	-	-	-	0	-	-	-	-	-
Member-Owned Generation ISO Energy Revenue	118,708,880	-	874,743	-	-	-	-	-	765	1,921,634	-	-	-	115,337,625	-	-	574,113	-	-
Ancillary Services Sales	5,513,674	122,364	193,854	6,209	45,534	78,832	449,297	100,891	280,459	38,899	30,671	-	351,311	2,577,500	-	-	86,794	-	-
Transmission Sales	110,376	18,634	-	251	371	4,055	11,347	4,063	-	774	-	-	8,701	48,996	-	-	6,197	6,987	-
Gas Transfer Credits	3,794,660	-	-	14,988	151,188	324,664	2,298,528	670,691	-	-	-	-	-	-	-	-	334,601	-	-
Fuel and Pipeline Transport Credits	1,774,946	337,240	-	-	-	-	701,104	89,408	-	-	-	-	647,195	-	-	-	-	-	-
GHG Allowance Credits	20,133,591	80,537	1,336,497	54,250	397,770	332,666	2,091,179	413,914	-	159,104	-	-	174,225	5,214,364	-	-	361,604	-	9,517,481
Western O&M Credits	10,363,527	662,133	-	162,171	362,940	138,030	312,513	177,108	6,756,822	1,269,906	332,652	-	-	-	-	-	189,849	-	-
PM Service Revenue	1,945,149	140,372	133,636	12,336	24,002	38,510	199,212	63,111	230,427	53,935	67,018	686	97,322	735,926	371	348	53,226	23,642	71,080
Solar Rebates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Effluent Revenues	750,000	126,619	-	1,703	2,520	27,555	77,100	27,608	-	5,268	-	-	59,123	332,929	-	-	42,109	47,479	-
Revenue from Customers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest and Other Income	716,494	64,978	26,243	1,824	7,811	17,717	92,315	22,898	42,667	9,160	2,665	1,451	49,698	253,833	416	333	23,910	10,397	88,180
	472,752,734	23,466,753	26,568,922	1,234,230	4,627,141	6,082,804	33,587,681	7,898,284	63,779,718	8,391,373	4,059,381	2,136	12,830,603	198,373,148	787	680	7,850,924	2,764,483	71,233,686
NET ANNUAL BUDGET COST	\$562,581,609	\$42,147,127	\$41,166,708	\$1,930,895	\$7,953,072	\$7,953,637	\$54,456,763	\$10,648,887	\$99,848,981	\$13,144,235	\$12,547,531	\$468,864	\$4,329,897	\$257,377,304	\$158,229	\$142,334	\$12,370,610	\$40,409	(\$3,899,018)

Northern California Power Agency
Calculation of JPA Assessment for Fiscal Year 2023 Budget

L & R Programs	Proposed Budget FY 2023	Governance Committee Recommended Allocation Percentages	Base Costs for JPA Assessment	JPA Assessment per MWh 9,081,163 Agency MWh Load
Legislative	\$ 2,229,224	25.7803%	\$ 574,701	
Regulatory	714,771	25.7803%	184,270	
Customer Programs	603,160	100.0000%	603,160	
Total	\$ 3,547,155		\$ 1,362,131	\$ 0.15000 per MWh

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

JPA Assessment Amount \$ / MWh			\$0.150	Allocated Credits				Net Impact of JPA Funds Allocation Incr (Decr)
Member	Energy Delivered MWh	Share %	JPA Assessment	Legislative Representation Program	Regulatory Representation Program	Customer Programs	Subtotal	
Alameda	340,851	3.7534%	\$51,126	(\$30,346)	(\$9,730)	(\$40,211)	(\$80,287)	\$ (29,161)
BART	327,739	3.6090%	49,159				0	49,159
Biggs	17,154	0.1889%	2,573	(19,720)	(6,323)	(40,211)	(66,253)	(63,680)
Gridley	34,485	0.3797%	5,173	(20,289)	(6,505)	(40,211)	(67,005)	(61,832)
Healdsburg	69,478	0.7651%	10,421	(21,437)	(6,874)	(40,211)	(68,522)	(58,100)
Lodi	450,471	4.9605%	67,568	(33,944)	(10,884)	(40,211)	(85,039)	(17,470)
Lompoc	132,915	1.4636%	19,937	(23,520)	(7,541)	(40,211)	(71,272)	(51,335)
Palo Alto	822,667	9.0590%	123,396	(46,163)	(14,801)	(40,211)	(101,175)	22,221
Plumas Sierra	151,134	1.6643%	22,669	(24,118)	(7,733)	(40,211)	(72,062)	(49,392)
Port Of Oakland	120,009	1.3215%	18,001	(23,096)	(7,405)	(40,211)	(70,712)	(52,712)
Redding	785,118	8.6456%	117,764	(44,930)	(14,406)	(40,211)	(99,547)	18,217
Roseville	1,190,727	13.1121%	178,603	(58,245)	(18,675)	(40,211)	(117,131)	61,472
Santa Clara	4,133,860	45.5213%	620,059	(154,860)	(49,654)	(40,211)	(244,724)	375,335
Shasta Lake	221,144	2.4352%	33,170	(26,416)	(8,470)	(40,211)	(75,097)	(41,926)
Truckee Donner	170,033	1.8724%	25,504	(24,738)	(7,932)	(40,211)	(72,881)	(47,377)
Ukiah	113,379	1.2485%	17,006	(22,879)	(7,336)	(40,211)	(70,425)	(53,419)
Totals	9,081,163	100.0000%	\$1,362,131	(\$574,701)	(\$184,270)	(\$603,160)	(\$1,362,131)	(0)

Northern California Power Agency
Calculation of JPA Assessment for Fiscal Year 2023 Budget

JPA Assessment Amount \$ / MWh			\$0.150	
Member	CY20 Energy Delivered MWh	Share %	JPA Assessment	Participant Revenue Share
Alameda	340,851	3.7534%	\$51,126	\$5,513
BART	327,739	3.6090%	49,159	5,301
Biggs	17,154	0.1889%	2,573	277
Gridley	34,485	0.3797%	5,173	558
Healdsburg	69,478	0.7651%	10,421	1,124
Lodi	450,471	4.9605%	67,568	7,286
Lompoc	132,915	1.4636%	19,937	2,150
Palo Alto	822,667	9.0590%	123,396	13,306
Plumas Sierra	151,134	1.6643%	22,669	2,445
Port Of Oakland	120,009	1.3215%	18,001	1,941
Redding	785,118	8.6456%	117,764	12,699
Roseville	1,190,727	13.1121%	178,603	19,259
Santa Clara	4,133,860	45.5213%	620,059	66,863
Shasta Lake	221,144	2.4352%	33,170	3,577
Truckee Donner	170,033	1.8724%	25,504	2,750
Ukiah	113,379	1.2485%	17,006	1,834
Subtotal NCPA Participants	9,081,163	100.0000%	1,362,131	\$146,883
Other participants:				
TID ¹	788,427		7,487	
Other LEC Participants:				
City of Azusa ²	n/a		7,818	
CDWR ²	n/a		94,020	
MID ²	n/a		30,070	
PWRPA ²	n/a		7,488	
Subtotal Other LEC participants			139,396	
Subtotal Other participants	-		146,883	
Total NCPA and Other			\$1,509,014	

¹ CY2021 MWh share of Geothermal generation. (\$0.150 x 6.3305% x 788,427 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 1,871,042

CDWR \$0.150 x 33.5000% x 1,871,042

MID \$0.150 x 10.7143% x 1,871,042

PWRPA \$0.150 x 2.6679% x 1,871,042