



# FY 2024

# 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.

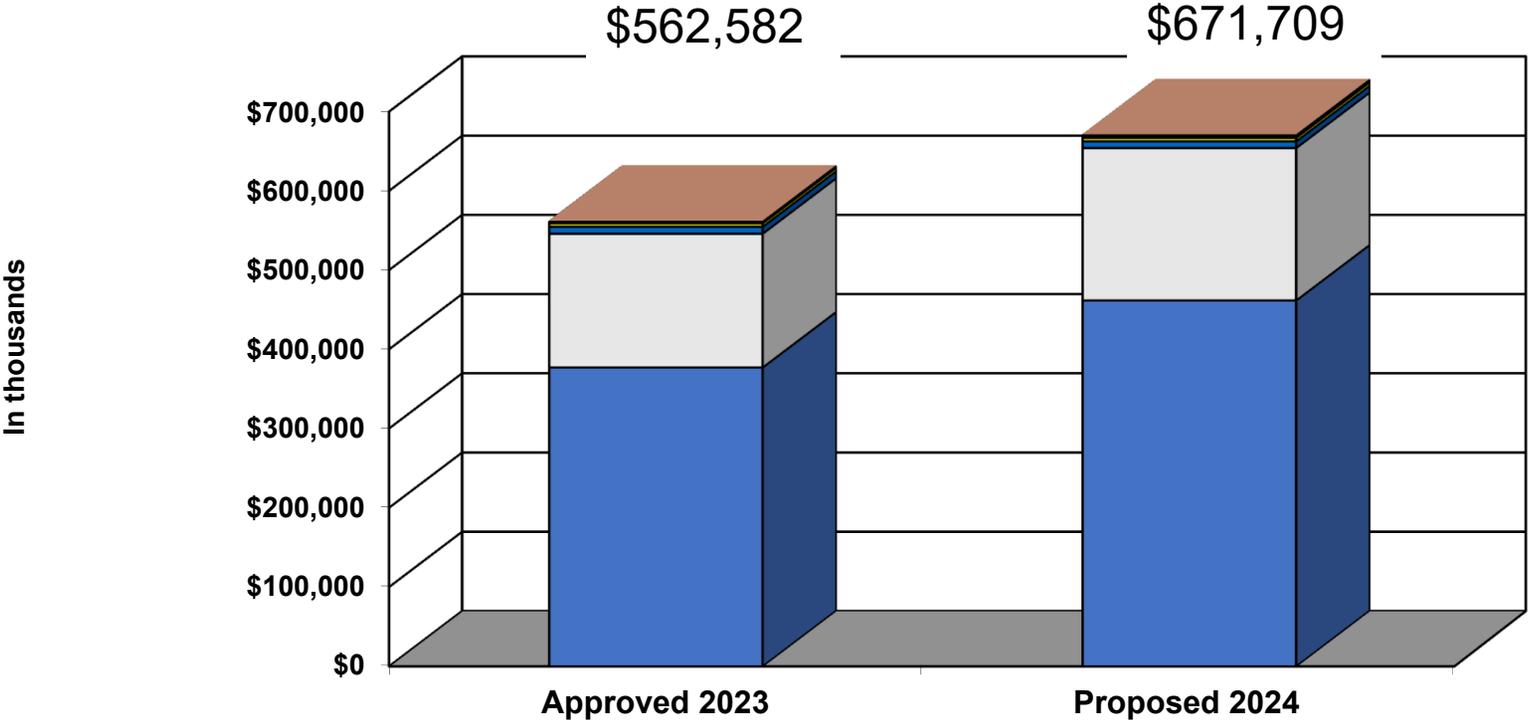
## STRATEGIES

- 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 2023-2024

(net of revenues)

Proposed FY 2024 Budget, net of revenues, reflects an increase of \$109.1 million or 19.4% from FY 2023, primarily from higher energy and CAISO costs.

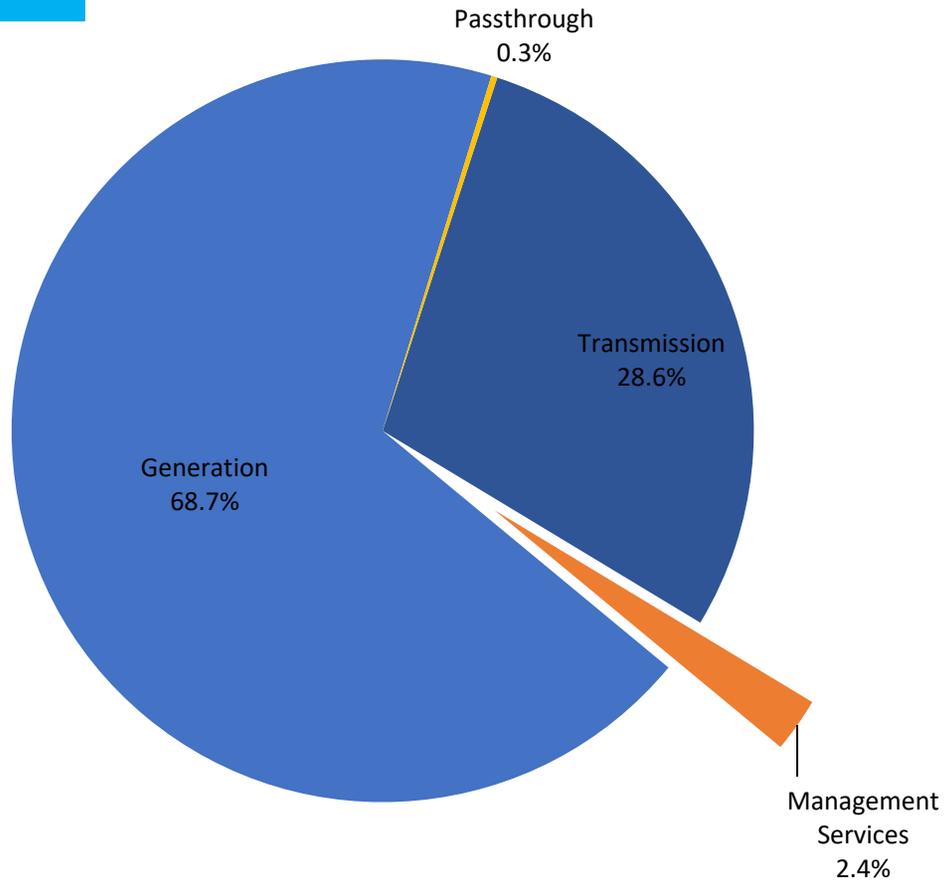


- Generation Resources
- Transmission
- Power Management
- Legislative & Regulatory
- Judicial Action
- Settlements
- Risk Management
- Integrated Systems Support
- Pass through Costs

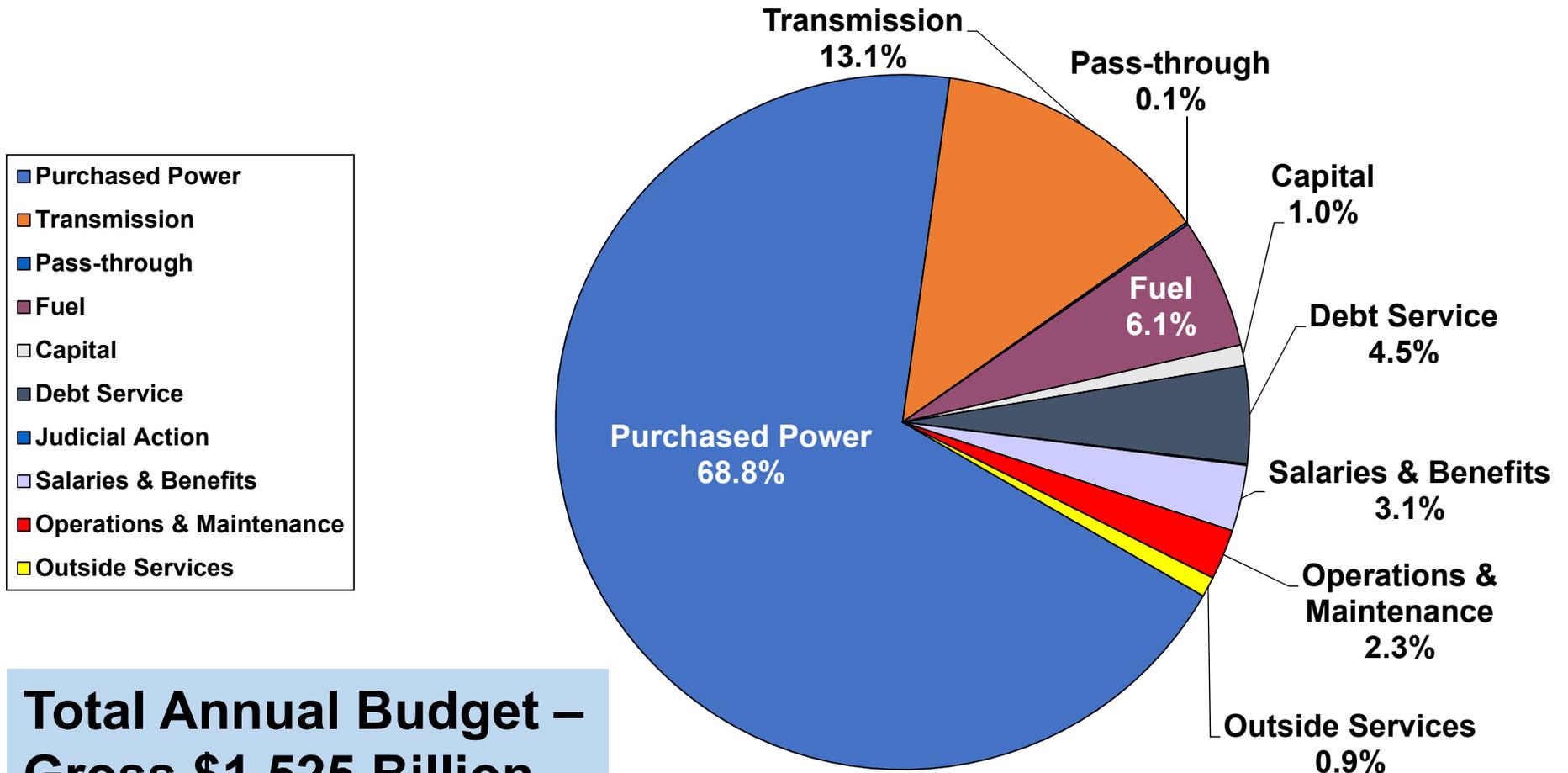
# Proposed Budget (Net) FY 2023-2024

Total Annual Budget  
\$671.7 Million

## NCPA Budget



# Proposed Gross Budget by Line Item FY 2023-2024



**Total Annual Budget –  
Gross \$1.525 Billion**

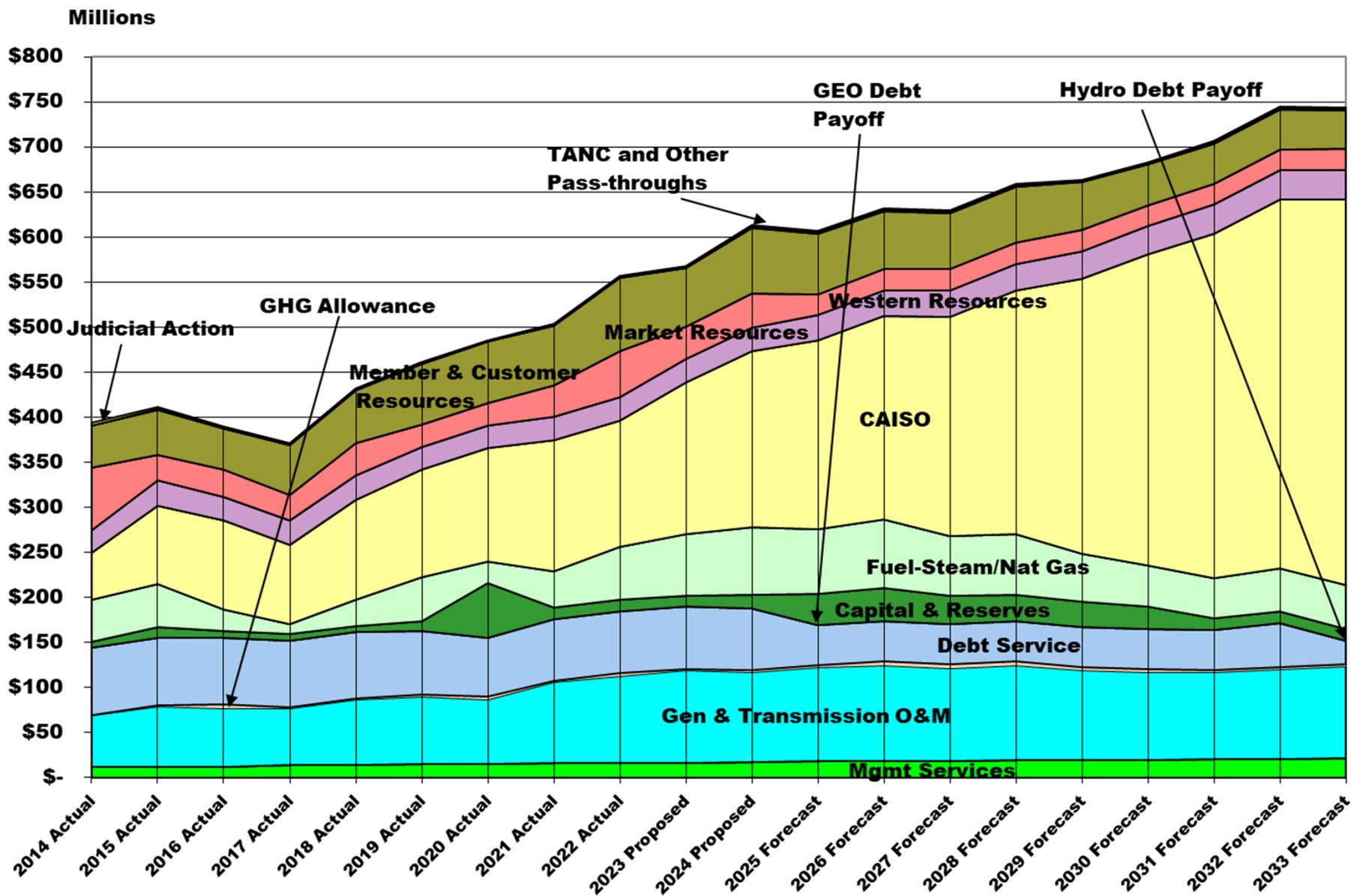
**NORTHERN CALIFORNIA POWER AGENCY  
ANNUAL BUDGETS**

	<b>FISCAL YEAR ENDED JUNE 30</b>		
	<b>Approved</b>	<b>Proposed</b>	
	<b>2023</b>	<b>2024</b>	<b>Inc/(Dec)</b>
<b><u>GENERATION RESOURCES</u></b>			
NCPA Plants -			
Controllable Plant Operating Costs	\$ 74,155,242	\$ 79,999,448	\$ 5,844,206
Pass Through Plant Costs	(42,274,861)	(88,546,429)	(46,271,568)
Total NCPA Plants	31,880,381	(8,546,981)	(40,427,362)
Member Resources - Energy	11,935,345	(14,122,666)	(26,058,011)
Member Resources - Natural Gas	(1,320,270)	(2,444,195)	(1,123,925)
Western Resources	(10,789,796)	(16,992,352)	(6,202,556)
NCPA Contracts & Market Power Purchases	(4,610,056)	(10,623,576)	(6,013,520)
Net Load Costs	467,468,943	691,439,249	223,970,306
Net GHG Obligations	920,891	1,362,776	441,885
Preliminary Surveys and Investigations	-	300,000	300,000
<b>TOTAL GENERATION RESOURCES</b>	495,485,438	640,372,255	144,886,817
<b>TRANSMISSION - Independent System Operator</b>	168,782,370	192,379,511	23,597,141
<b><u>MANAGEMENT SERVICES</u></b>			
Legislative & Regulatory	4,268,660	4,413,982	145,322
Judicial Action	460,000	1,064,000	604,000
Judicial Action - Direct to Programs	(62,836)	(62,836)	-
Power Management	12,169,921	12,514,106	344,185
Power Management - Direct to Programs	(1,387,892)	(1,442,232)	(54,340)
Energy Risk Management	143,431	138,220	(5,211)
Settlements	1,006,749	1,070,357	63,608
Integrated Systems Support	402,411	769,655	367,244
<b>TOTAL MANAGEMENT SERVICES</b>	17,000,444	18,465,252	1,464,808
<b>PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)</b>	1,665,647	1,765,079	99,432
<b>SUPPORT SERVICES</b>	47,000	124,815	77,815
<b>SUPPORT SERVICES REIMBURSEMENTS</b>	(47,000)	(124,815)	(77,815)
<b>TOTAL NET ANNUAL BUDGET COST</b>	682,933,899	852,982,097	170,048,198
PM Service Revenue	(1,945,149)	(2,591,866)	(646,717)
Member Owned Generation ISO Energy Revenue	(118,407,141)	(178,680,841)	(60,273,700)
<b>TOTAL NET ANNUAL BUDGET COST</b>	\$ 562,581,609	\$ 671,709,390	\$ 109,127,781

Note: Areas most controllable by NCPA are highlighted in yellow, which are higher by 7.6% for FY 2024.

# Fiscal Year Annual Budget and Ten-Year Forecast

(Total Cost before Revenues)



## Generation Plants Cost Drivers

NCPA Plant costs (net of revenues) are decreased from costs of \$31.9 million to revenue of \$6.5 million in 2024 (126.8% or \$40.4 million) primarily due to:

Net cost increases from:

- Increased Fuel and LDC costs for LEC due to higher costs per mmBtu (\$6.7 million)
- Increased steam royalties for GEO plant due to higher market prices (\$0.8 million)
- Increased net Projects and Capital Development Reserve collection (\$6.5 million)
- Increased routine O&M costs to operate the plants (\$1.2 million)

Net cost decreases from:

- Increased CAISO energy sales revenue due to higher forward prices (\$51.4 million)
- Increased Hydro and LEC ancillary services sales (\$3.0 million)
- Decreased debt service requirements (\$1.2 million)

## Generation Resources Cost Drivers

Costs to purchase power to serve member and customer loads are projected to increase from \$345.2 million to \$470.2 million (36.2% or \$125.0 million) due to:

- Net decreased Member Contracts costs less revenue (\$26.1 million)
- Net decreased Western Resources costs less revenue (\$6.2 million)
- Net decreased NCPA Contracts costs less revenue (\$6.0 million)
- Net increased GHG obligations (\$0.4 million)
- Increased Load costs, net of member owned generation CAISO energy sales (\$162.9 million)

## Transmission Cost Drivers

Transmission Costs are projected to increase from \$168.8 million in FY 2023 to \$192.4 million in FY 2024 (\$23.6 million or 14.0%) due to:

- Budgeted increase of \$17.9 million in Transmission Access Charge, \$4.4 million in Ancillary Services Obligation costs and \$1.3 million in Other CAISO Charges
- Increase in gross load of 7,239,588 for FY 2023 to 7,591,035 for FY 2024



# Management Services Cost Drivers

NCPA Management Services costs are projected to increase from \$15.1 million in FY 2023 to \$15.9 million in FY 2024 (\$0.8 million or 5.4%):

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

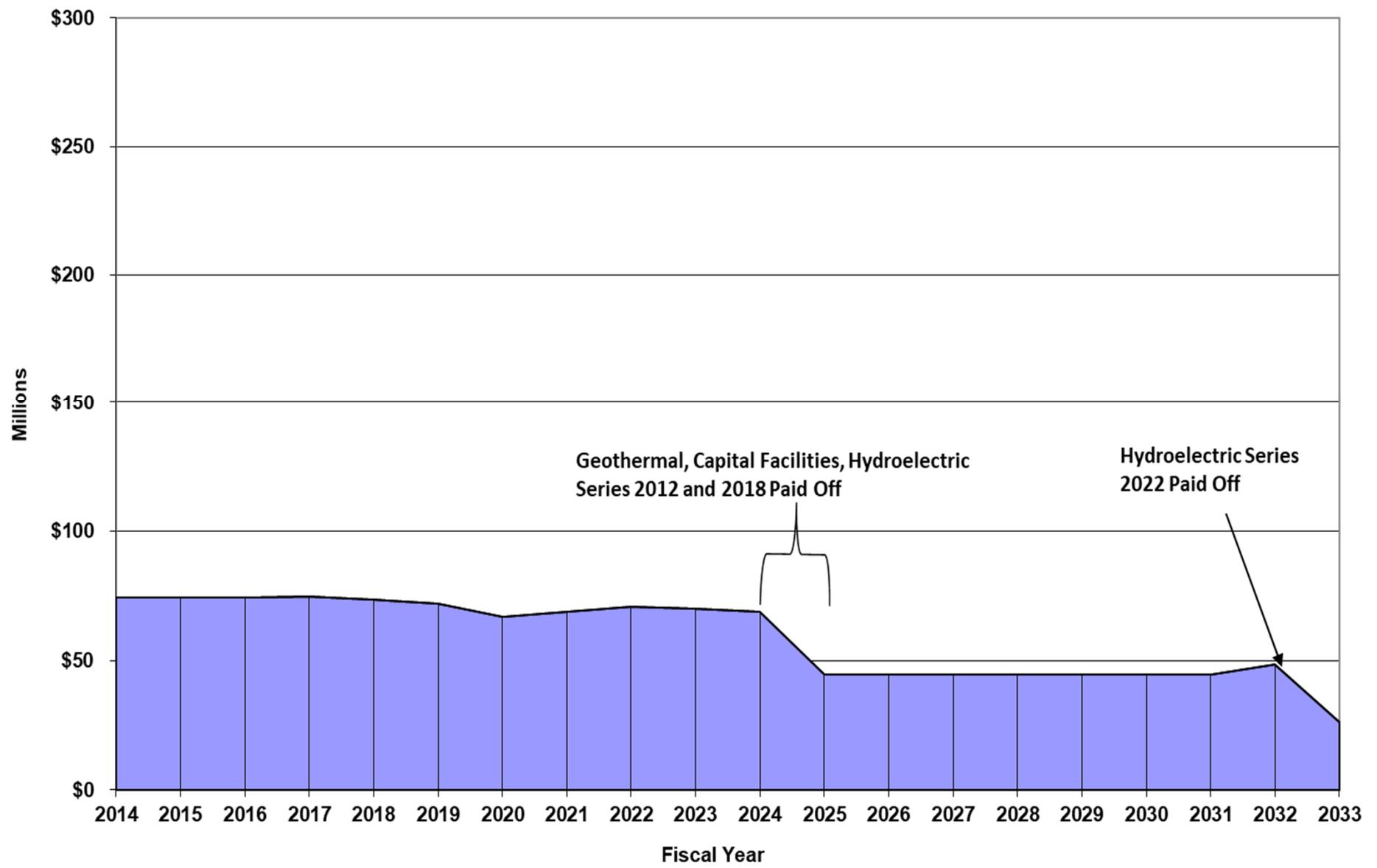
## Other Drivers – Pass-through Costs

- Increase in Meter Maintenance of \$156.0k
- Decrease in BART Transmission consulting of \$60.0k

BAMX

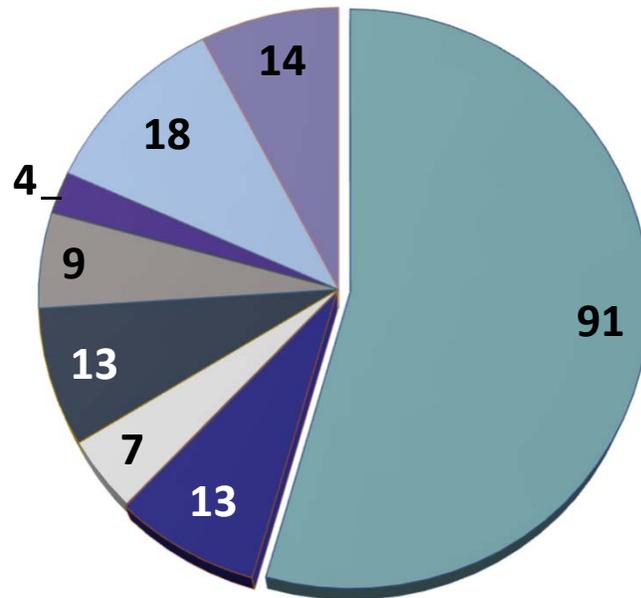


# Northern California Power Agency Debt Service



Proposed Staffing by Department  
Proposed Budget FY 2023-2024  
Number of FTEs

Total FTE - 169.0

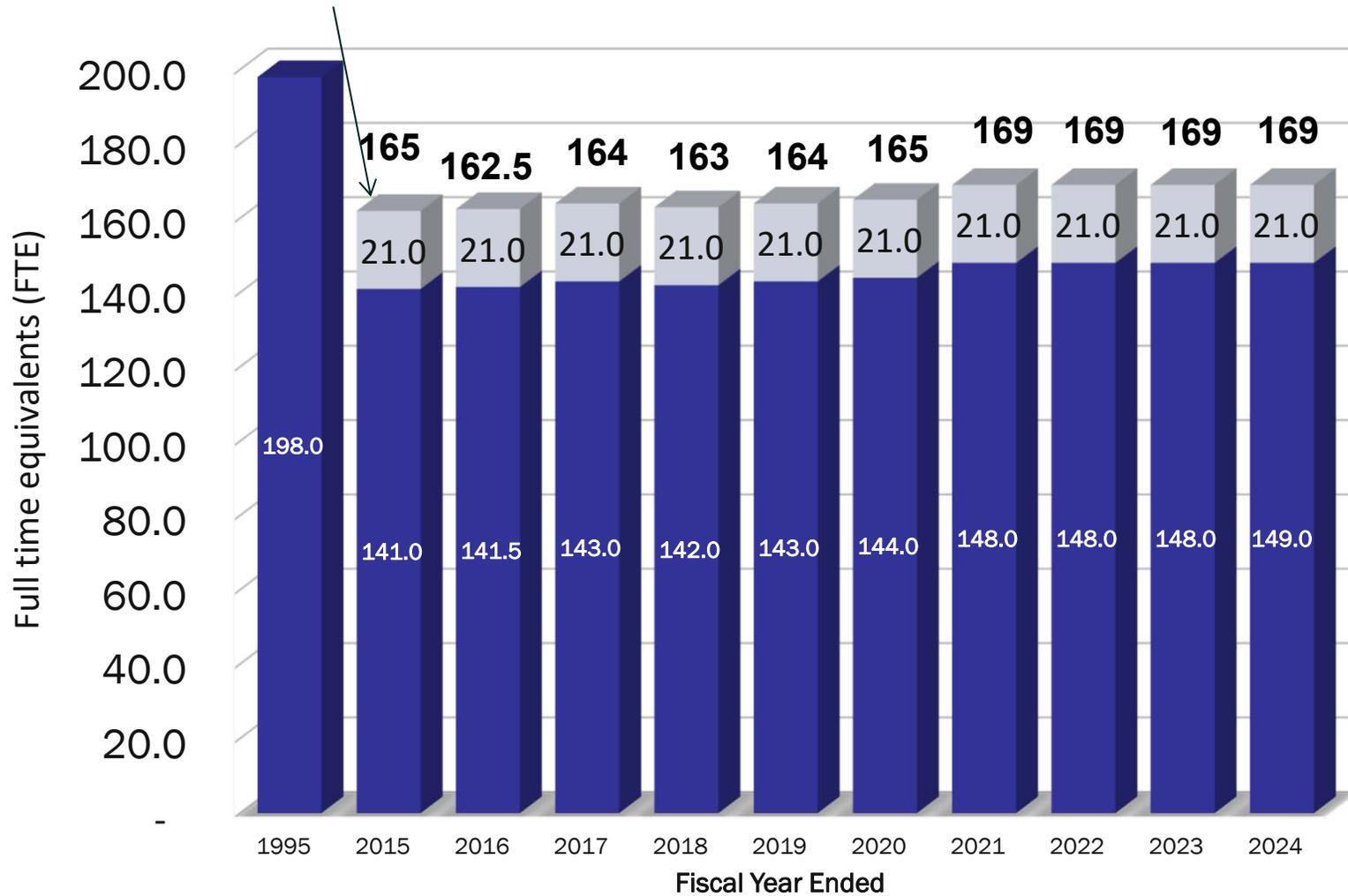


- Generation Services
- Legislative & Regulatory
- Accounting & Finance
- Information Services

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

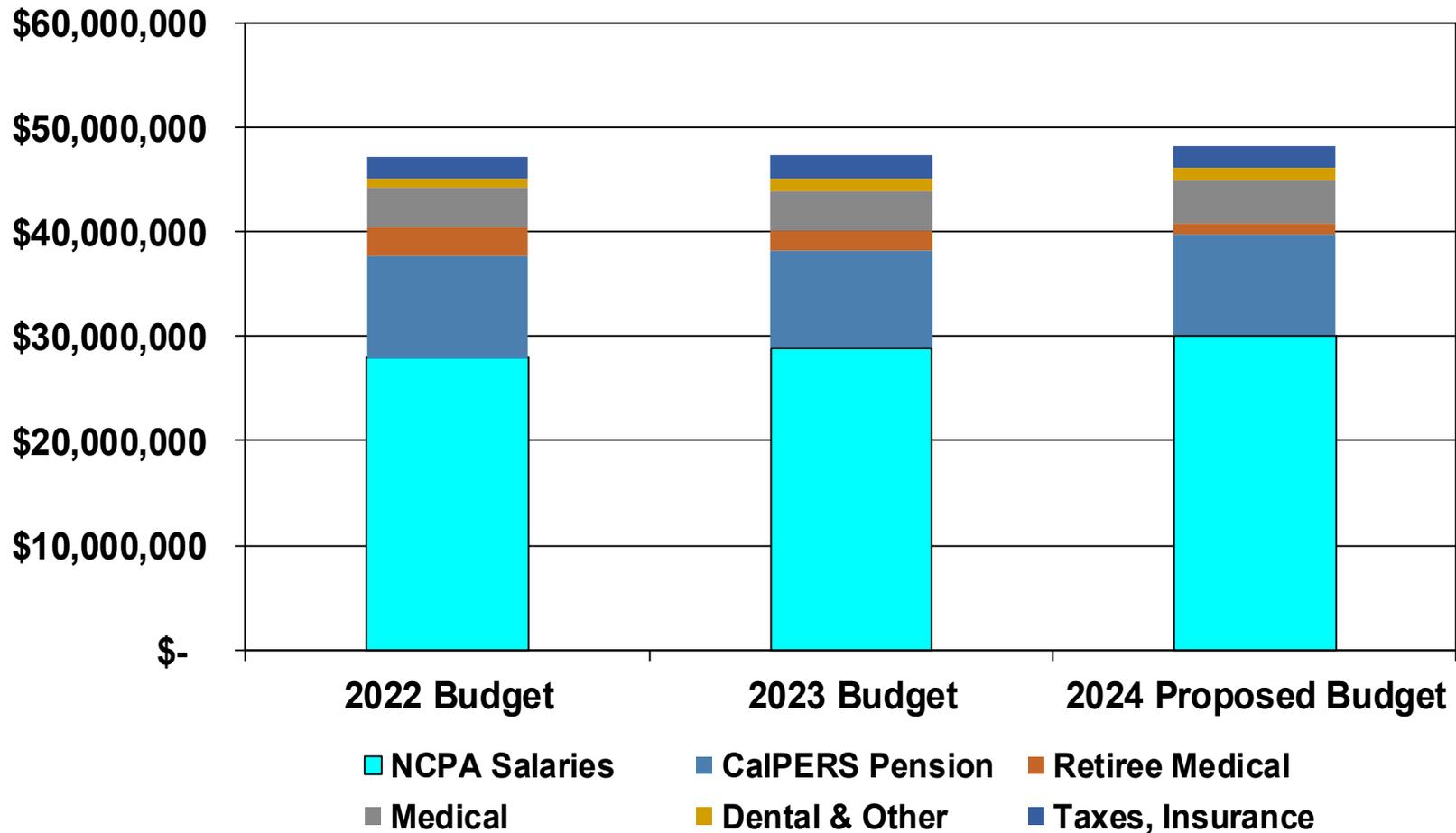
# Historical and Proposed Staffing FTEs - Budget FY 2023

LEC additions/shifts in gray

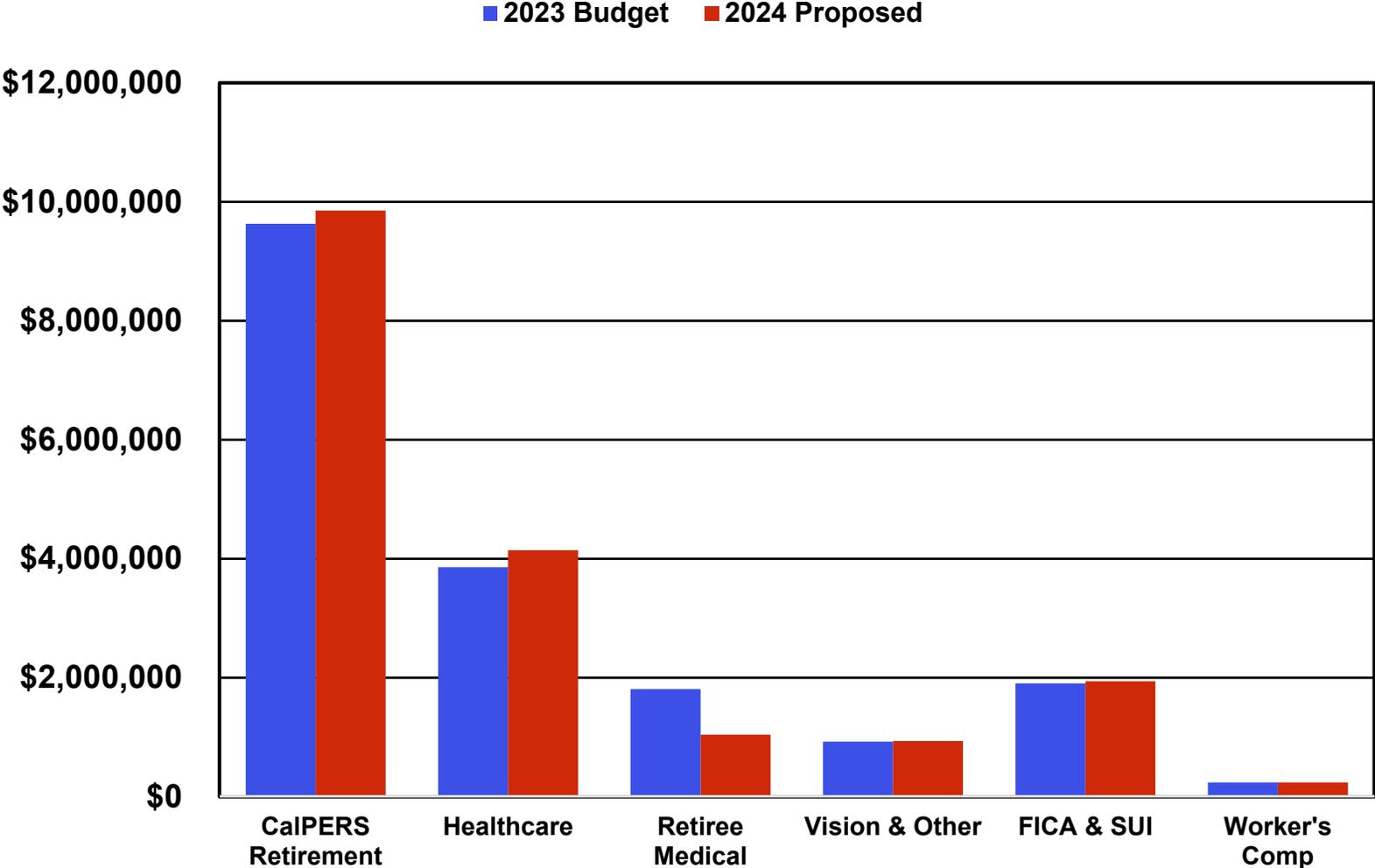


# Salaries and Benefits Comparison to Prior Years

Salaries and Benefits are above prior year budget (2.1%). Key drivers are 4.2% payroll increase, and 1.2% decrease in benefits and taxes, primarily retirement medical.

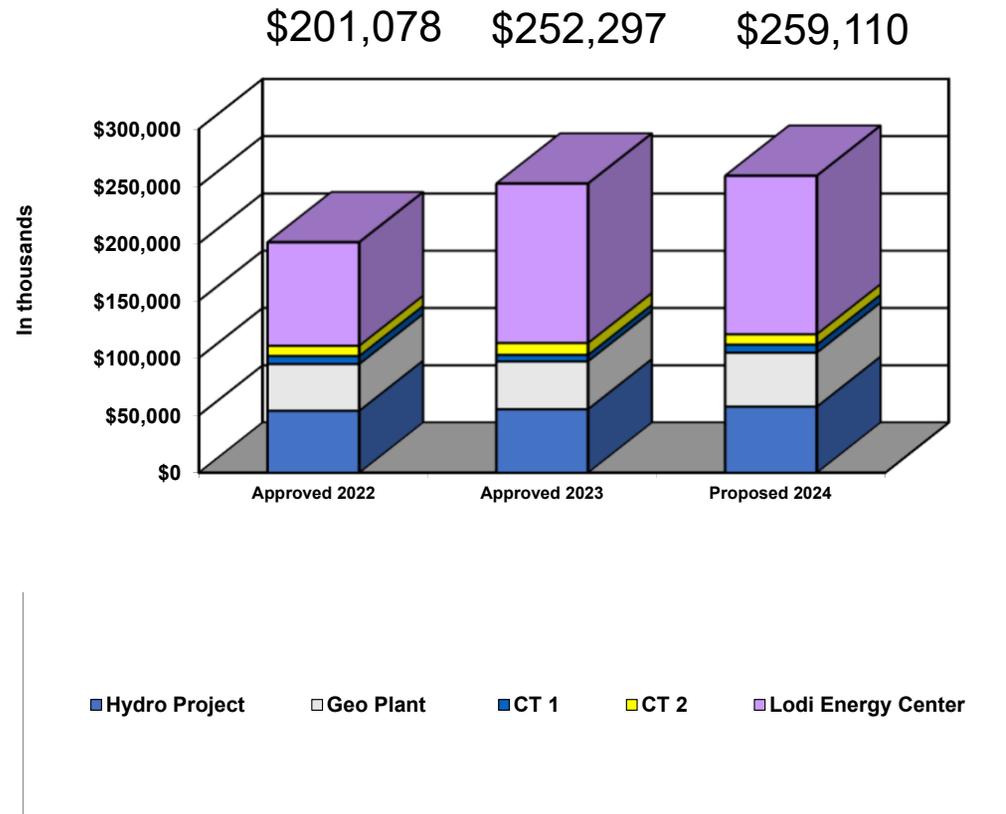


# Benefit Changes 2023-2024



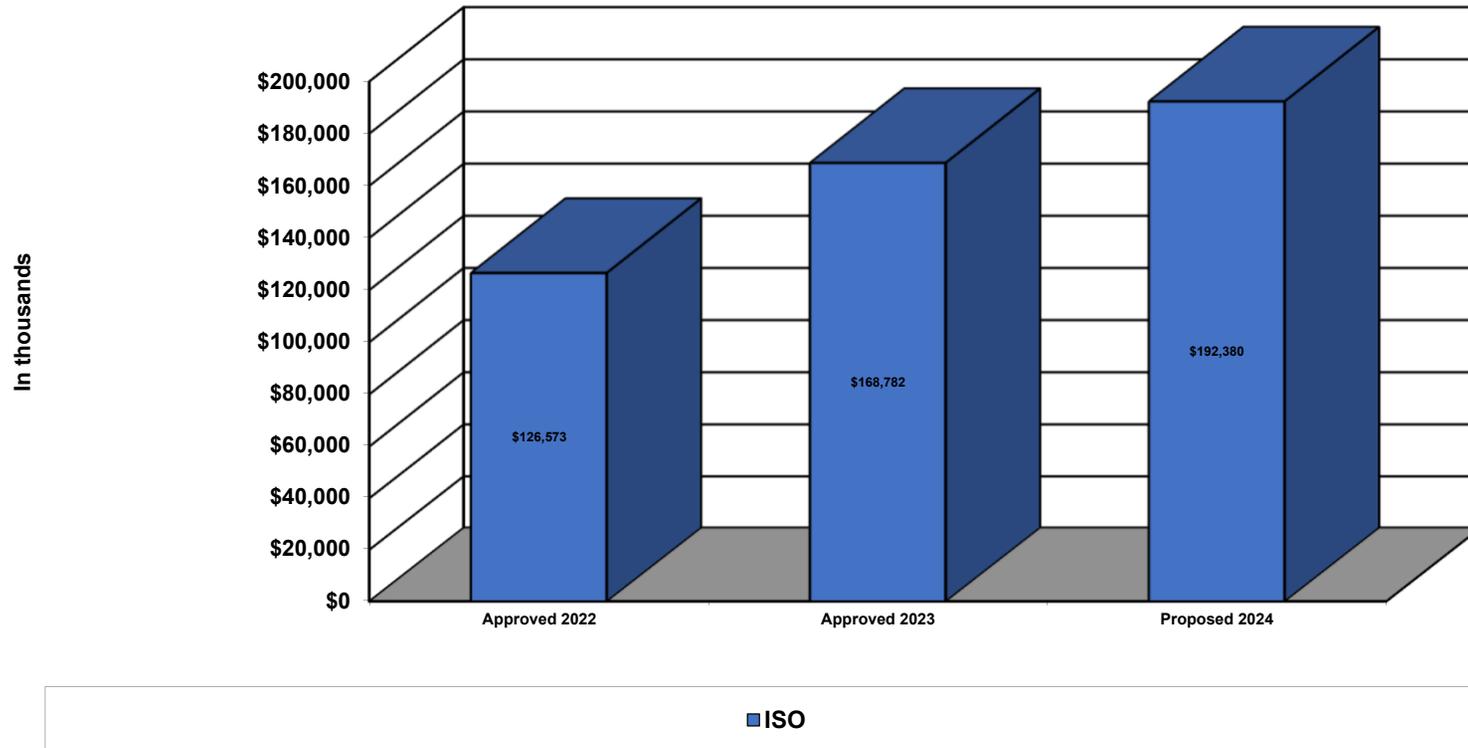
# Proposed Budget Generation Resources – NCPA Plants

Proposed FY 2024 Budget reflects a \$6.8 million or 2.7% overall increase from FY 2023 on a gross basis.



# Proposed Budget Transmission (Net CAISO Charges)

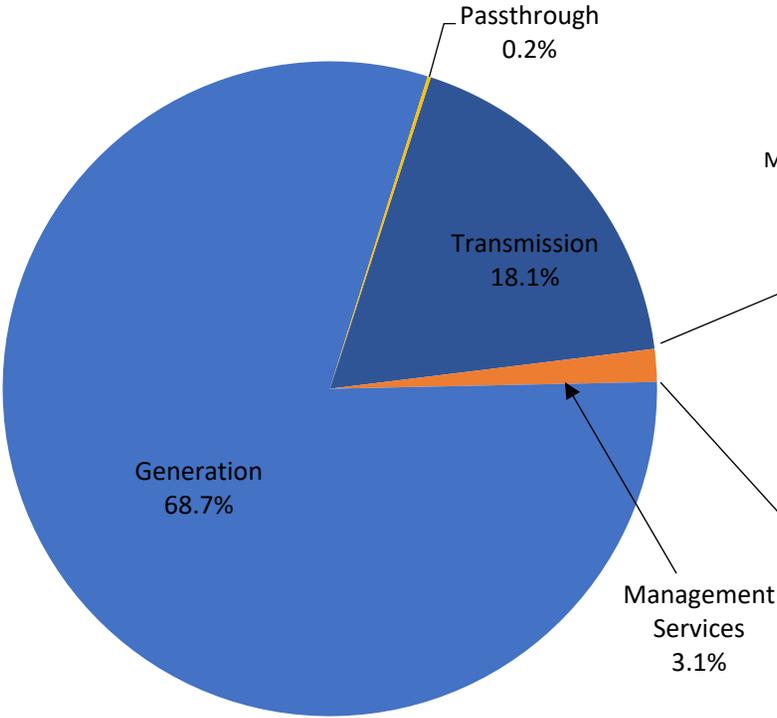
Proposed 2024 budget reflects an increase from 2023 of \$27.0 million or 16.0%.



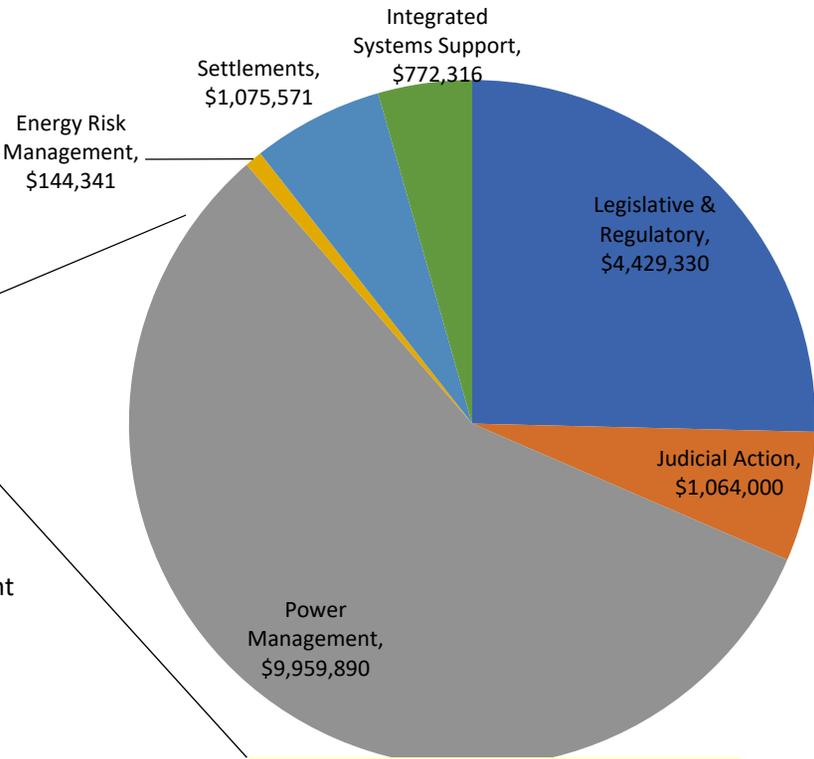
# Proposed Budget Management Services

Proposed FY 2024 Net Budget reflects increase of \$109.1M from FY 2023 budget due to increases in load and transmission costs.

## NCPA Budget



## Management Services

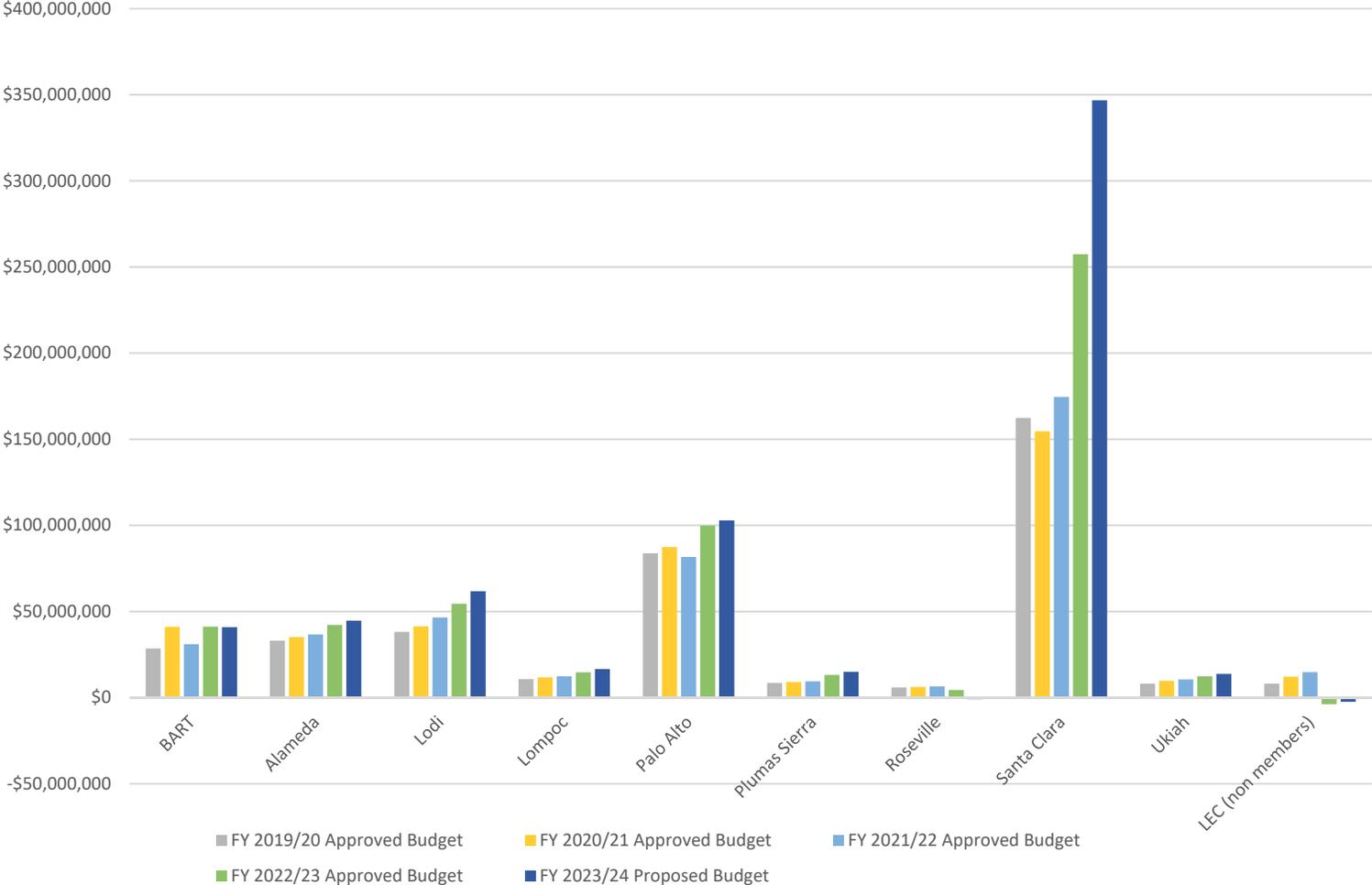


**Total Annual Budget Cost \$671.7 Million**

**Management Services Cost \$17.4 million or 1.6% of total**

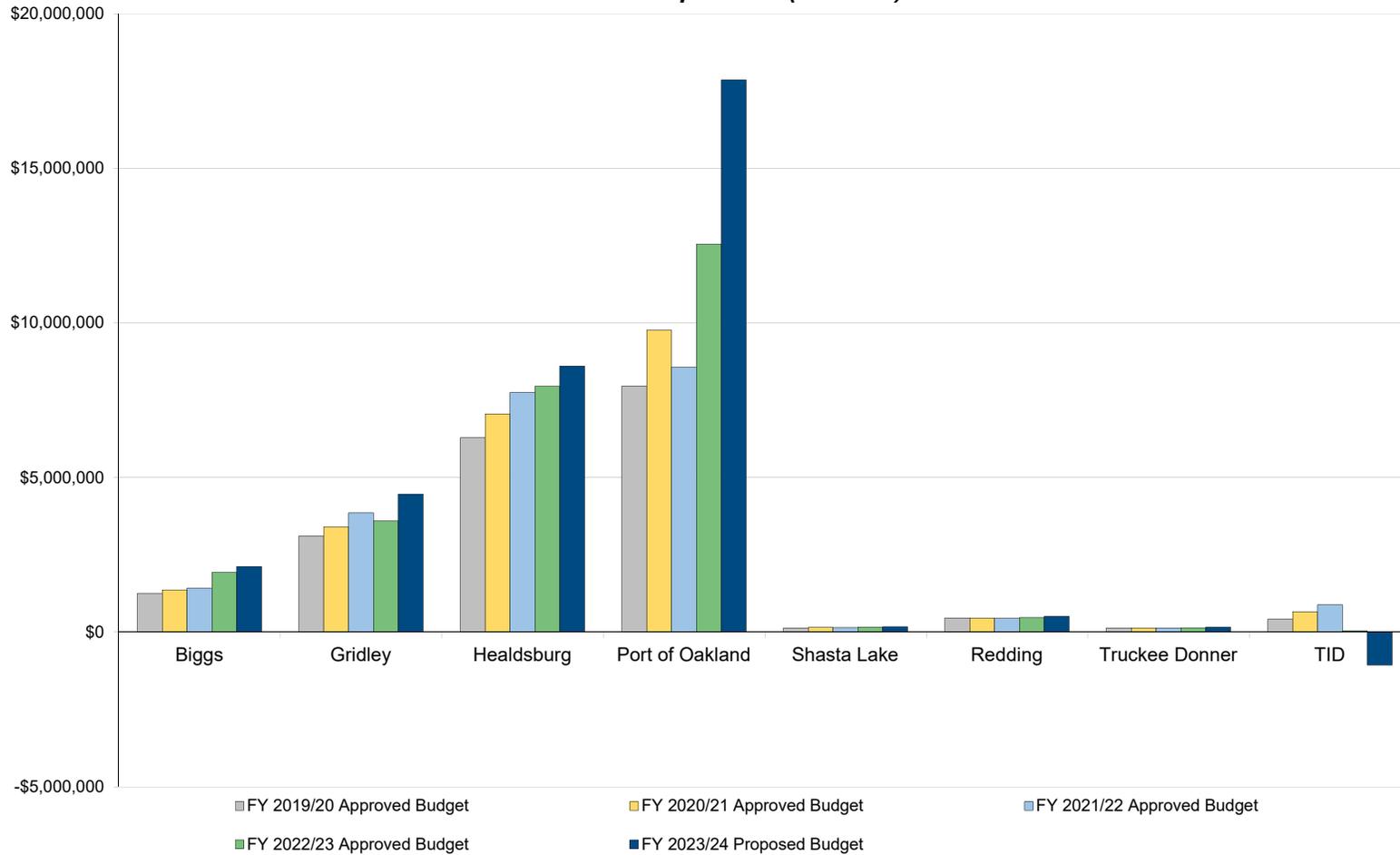
# Participant Funding Requirements (Net) Budget FY 2023/24

*Participants (1 of 2)*



# Participant Funding Requirements (Net) Budget FY 2023/24

*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**

**Net Load Costs**

**Net GHG Obligations**

**Preliminary Surveys and Investigations**

**Subtotal**

**TOTAL GENERATION RESOURCES**

<b>FISCAL YEAR ENDED JUNE 30</b>			
<b>2023</b>	<b>Proposed 2024</b>	<b>Inc/(Dec)</b>	<b>% Change</b>
\$ 31,958,313	\$ 5,028,603	\$ (26,929,710)	-84.3%
(1,651,085)	(19,636,684)	(17,985,599)	1089.3%
2,493,193	2,324,801	(168,392)	-6.8%
3,789,184	5,225,514	1,436,330	37.9%
(4,709,224)	(1,489,215)	3,220,009	-68.4%
31,880,381	(8,546,981)	(40,427,362)	-126.8%
11,935,345	(14,122,666)	(26,058,011)	-218.3%
(1,320,270)	(2,444,195)	(1,123,925)	85.1%
(10,789,796)	(16,992,352)	(6,202,556)	-57.5%
(4,610,056)	(10,623,576)	(6,013,520)	-130.4%
467,468,943	691,439,249	223,970,306	47.9%
920,891	1,362,776	441,885	48.0%
-	300,000	300,000	100.0%
463,605,057	648,919,236	185,314,179	40.0%
495,485,438	640,372,255	144,886,817	29.2%

**TRANSMISSION**

**Independent System Operator**

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

**TOTAL TRANSMISSION**

2,575,487	2,829,428	253,941	9.9%
158,081,389	179,046,864	20,965,475	13.3%
5,941,763	7,846,312	1,904,549	32.1%
2,183,731	2,656,907	473,176	21.7%
168,782,370	192,379,511	23,597,141	14.0%

**MANAGEMENT SERVICES**

**Legislative & Regulatory**

Legislative Representation  
Regulatory Representation  
Western Representation  
Customer Programs

**Subtotal**

**Judicial Action**

Judicial Action Direct Cost to Programs

**Power Management**

System Control And Load Dispatch:

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

**Subtotal**

2,229,224	2,247,984	18,760	0.8%
714,771	762,641	47,870	6.7%
721,505	766,509	45,004	6.2%
603,160	636,848	33,688	5.6%
4,268,660	4,413,982	145,322	3.4%
460,000	1,064,000	604,000	131.3%
(62,836)	(62,836)	-	0.0%
3,085,213	3,068,235	(16,978)	-0.6%
2,999,449	3,476,252	476,803	15.9%
1,192,029	1,095,650	(96,379)	-8.1%
207,720	240,323	32,603	15.7%
7,484,411	7,880,460	396,049	5.3%

**NORTHERN CALIFORNIA POWER AGENCY  
ANNUAL BUDGETS**

Continued

<b>FISCAL YEAR ENDED JUNE 30</b>				
	<b>2023</b>	<b>Proposed 2024</b>	<b>Inc/(Dec)</b>	<b>Budget %</b>
Forecasting Planning, Prescheduling & Trading				
Forecasting	649,925	<b>656,963</b>	7,037	1.1%
Resource Planning, Optimization, Risk Analysis & Mgmt.	627,442	<b>580,259</b>	(47,183)	-7.5%
Power & Fuel Transactions	152,963	<b>156,214</b>	3,251	2.1%
Pre-Scheduling	932,486	<b>916,324</b>	(16,162)	-1.7%
Power Pool Oper. & Settlement Standards	480,009	<b>382,006</b>	(98,002)	-20.4%
Facilities Agreement Administration	190,386	<b>188,091</b>	(2,295)	-1.2%
Subtotal	3,033,210	<b>2,879,857</b>	(153,353)	-5.1%
Industry Restructuring & Regulatory Affairs	436,452	<b>390,335</b>	(46,117)	-10.6%
Contract Admin, interconnection Svcs & External Affairs:				
Contract Maint, Negotiation and Administration & Litigation	725,868	<b>915,604</b>	189,737	26.1%
TANC Representation & Advocacy	31,809	<b>34,254</b>	2,445	7.7%
Western Representation & Advocacy	150,421	<b>164,337</b>	13,916	9.3%
Pooling Agreement Coordination and Administration	119,752	<b>58,230</b>	(61,522)	-51.4%
Subtotal	1,027,849	<b>1,172,425</b>	144,576	14.1%
Green Power Project	-	-	-	0.0%
Gas Purchase Program	76,319	<b>78,328</b>	2,009	2.6%
Market Purchase Power Project	111,680	<b>112,701</b>	1,021	0.9%
Power Management Direct Cost to Programs	(1,387,892)	<b>(1,442,232)</b>	(54,340)	3.9%
<b>Subtotal - Power Management</b>	10,782,029	<b>11,071,874</b>	289,845	2.7%
<b>Energy Risk Management</b>				
ROC, RMC Meetings & Activities	55,439	<b>45,536</b>	(9,903)	-17.9%
Counter-party Credit Review & Analysis	87,992	<b>92,684</b>	4,692	5.3%
Subtotal	143,431	<b>138,220</b>	(5,211)	-3.6%
<b>Settlements</b>				
Deal Control Validation & Monitoring	468,261	<b>466,632</b>	(1,629)	-0.3%
ISO Data Validation & Monitoring	538,488	<b>603,725</b>	65,237	12.1%
Subtotal	1,006,749	<b>1,070,357</b>	63,608	6.3%
<b>Integrated Systems Support</b>	402,411	<b>769,655</b>	367,244	91.3%
<b>TOTAL MANAGEMENT SERVICES</b>	17,000,444	<b>18,465,252</b>	1,464,808	8.6%
<b>PARTICIPANT PASS THROUGH COSTS (TANC, DUES, ETC)</b>	1,665,647	<b>1,765,079</b>	99,432	6.0%
<b>SUPPORT SERVICES</b>	47,000	<b>124,815</b>	77,815	165.6%
<b>SUPPORT SERVICES REIMBURSEMENTS</b>	(47,000)	<b>(124,815)</b>	(77,815)	165.6%
<b>TOTAL NET ANNUAL BUDGET COST</b>	<b>\$ 682,933,899</b>	<b>\$ 852,982,097</b>	<b>\$ 170,048,198</b>	<b>24.9%</b>
<b>OTHER THIRD PARTY REVENUE</b>				
PM Service Revenue (Allocated via Nexant methodology)	1,750,634	<b>2,332,679</b>	582,045	33.2%
PM Service Revenue (Allocated via A&G methodology)	194,515	<b>259,187</b>	64,672	33.2%
Member Owned Generation ISO Energy Revenue	118,407,141	<b>178,680,841</b>	60,273,700	50.9%
Subtotal	120,352,290	<b>181,272,707</b>	60,920,417	50.6%
<b>TOTAL ADJUSTED NET ANNUAL BUDGET COST</b>	<b>\$ 562,581,609</b>	<b>\$ 671,709,390</b>	<b>\$ 109,127,781</b>	<b>19.4%</b>

# Generation Services

FY 2024

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 412 GWH for the 2023-2024 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 2024 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 2024 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 2024 Business Plan Goals was accomplished within the team environment. Discussions were held to categorize the data and establish goals that address the collected data and support the Generation Services performance objectives. The actual determination of Business Plan goals was a product of the team through consensus. Team participation and input was essential in developing a Business Plan that links field experiences with management objectives.

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

## **Goals and Goal Analyses**

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

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

## **Future Operating Strategies**

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

## **Geothermal Facilities**

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

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

## **Current Operations**

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

## **Operating Strategy and Business Plan**

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

## **Goals and Goal Analyses**

The following goals are included in the Geothermal Business Plan. The proposed FY 2024 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 2024
- 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 732,963 net MWhrs in FY 2024

## **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 431,213 MWhrs for Plant #1 and 301,750 MWhrs for Plant #2 for a total of 732,963 MWhrs net during the FY 2024 for the facility.

## **Future Operating Strategies**

In the future, it is anticipated that NCPA will continue as a base load facility 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 2024

Budget and Business Plan

## **Role of the NCPA Legislative & Regulatory Affairs Program**

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

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

In November, 2022, the NCPA Legislative and Regulatory Affairs Committee approved its Strategic Plan for the 2023 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 2024. 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 2024  
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 2024 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 2024  
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 31<sup>st</sup> 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 25<sup>th</sup> day of each month, which includes:
    - Estimated bill statement and support details for subsequent month;
    - Adjusted bill statement for prior one month period based on schedule data; and
    - Adjusted bill statement for prior periods, including any recalculated CAISO data from previous months based on CAISO settlement data and Settlement Quality Meter Data (SQMD).

### **Performance Measures**

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

### **Administrative Services**

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

## **Accounting & Finance**

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

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

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

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

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

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

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

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

## **Information Services**

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

The primary work products are:

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

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

## **Power Settlements**

### **Goals**

The major goals of the Power Settlement department are to:

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

### **Program Structure and Functional Responsibilities**

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

### **Billing, Balancing & Settlements**

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

#### **1. Settlement Business Design and Management**

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

#### **2. All Resources Bill (ARB) Administration**

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

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

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

### **3. Contract Administration**

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

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

#### **Deal Control Validation and Monitoring**

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

#### **CAISO Data Validation and Monitoring**

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

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

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

## **Human Resources**

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

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

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

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

## **Risk Management**

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

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

### **Market Risk Management Program Functions & Goals**

#### **1. Assess and manage NCPA portfolio market exposure**

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

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

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

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

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

#### **3. Monitor economy and energy market development**

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

#### **4. Update policy/procedures and ensure compliance**

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

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

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

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

#### **Insurance Program Management**

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

#### **Commercial Compliance and Enterprise Risk Management**

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

## **General Services**

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

Responsible for:

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

## NORTHERN CALIFORNIA POWER AGENCY PLANTS & PLANT TRANSMISSION

### HYDROELECTRIC FEATURES

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

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

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

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

**NORTHFORK DIVERSION DAM**

**MCKAYS POINT DIVERSION ARCH DAM**

**BEAVER CREEK DIVERSION DAM & RESERVOIR**

**LAKE ALPINE, UNION RESERVOIR & UTICA RESERVOIR**

**SITE BUILDING & WAREHOUSE FACILITY** - Murphys, California

### GEOHERMAL FEATURES

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

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

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

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

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

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

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

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

**SITE BUILDING & WAREHOUSE FACILITY** - Cobb Mountain, CA

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

### COMBUSTION TURBINE NO. 1 FEATURES

**ALAMEDA** - Two 24.8 MW Nameplate Units

**LODI** - One 24.8 MW Nameplate Unit

**SITE BUILDING & WAREHOUSE FACILITY** - Lodi, CA

### COMBUSTION TURBINE NO. 2 (STIG) FEATURES

**LODI** - One 49.9 MW Nameplate Unit

**SITE BUILDING & WAREHOUSE FACILITY** - Lodi, CA

### LODI ENERGY CENTER (LEC) FEATURES

**LODI** - One 304.0 MW Nameplate Unit

**SITE BUILDING & WAREHOUSE FACILITY** - Lodi, CA

# Hydroelectric Project No. One

FY 2024

## Specific Assumptions and Rationale

### **General**

NCPA is proud of our carbon free 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 smaller alpine storage reservoirs: Lake Alpine, Union Reservoir and Utica Reservoir.

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

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

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

NCPA contracted with CCWD and financed the Hydroelectric Project No. 2409 in exchange for the rights to manage the construction, operate the generating facilities, and receive the electric output of the project for 50 years (from February 1982), with an option to continue to purchase power in excess of the CCWD requirements for the subsequent FERC License term.

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

### **Operations & Maintenance**

**Generation** – Actual generation may vary subject to operating criteria approved by the Commission during the year, water year hydrology, and actual available reservoir capacity. As of December 31, 2022, New Spicer Meadows Reservoir contained approximately 80,300 acre feet of storage, which is 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 2022, the Initial Facilities Account and Capital Development Reserve account had an approximate total combined balance of \$25.8 million. An additional \$3,425,000 is being collected in FY2023, and an additional \$4,575,000 is proposed for collection in FY 2024. 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 \$4,575,000 contribution to the Capital Development Reserve account, the Hydro FY 2024 budget proposes several Operations and Maintenance projects and replacement of two O&M vehicles (utility truck). The Operation and Maintenance Projects include maintenance to: Collierville (CV) Clarks Creek, CV Cooling Water Pumps, CV Transformers, CV Low Voltage Switchgear, CV SF6 Breakers, CV Oil Water Separator, New Spicer Meadows 125 VDC Battery Replacement, Lake Alpine Gunite, McKays Point Gallery Water Handling, McKays Landslide Monitoring, Union Dam, and McKays 17KV overhead line fire mitigation.

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Variable Costs						
CA ISO Charges	\$2,634,938	\$4,860,638	\$1,236,874	\$4,439,601	\$1,297,895	\$61,021
Total Variable Costs	2,634,938	4,860,638	1,236,874	4,439,601	1,297,895	61,021
Routine O&M Costs w/o Labor						
Fixed	1,581,100	1,576,875	1,592,700	752,320	1,727,863	135,163
Cloud Seeding	424,000	367,569	500,000	70,479	500,000	0
Administration	145,721	93,366	149,000	27,229	152,075	3,075
Mandatory Costs	1,745,500	1,389,301	1,862,000	687,737	1,956,755	94,755
Transmission O & M	378,500	297,196	383,500	154,045	439,996	56,496
Total Routine O&M Costs w/o Labor	4,274,821	3,724,307	4,487,200	1,691,810	4,776,689	289,489
Labor	5,607,479	4,870,367	5,715,780	2,629,043	5,778,810	63,030
Total Routine O&M Costs	9,882,300	8,594,674	10,202,980	4,320,853	10,555,499	352,519
Other Costs						
Water for Power	225,000	396,160	150,000	433,600	575,000	425,000
Debt Service	33,421,637	34,423,852	35,811,167	17,905,584	34,645,995	(1,165,172)
Insurance	2,033,164	1,725,458	1,203,898	587,580	1,368,502	164,604
Other Costs	90,277	162,050	101,450	31,857	87,921	(13,529)
Generation Services Shared	330,942	223,158	387,820	193,938	362,194	(25,626)
Administrative & General	1,997,915	1,908,714	2,149,854	1,074,614	2,312,299	162,445
Total O&M Costs	50,616,173	52,294,704	51,244,043	28,987,627	51,205,305	(38,738)
Projects						0
Operations & Maintenance	1,075,000	883,994	735,000	683,989	1,726,000	991,000
General & Plant	65,000	82,897	110,000	89,330	143,800	33,800
Capital Development Reserve	2,325,000	2,325,000	3,425,000	1,712,500	4,575,000	1,150,000
Total Projects Costs	3,465,000	3,291,891	4,270,000	2,485,819	6,444,800	2,174,800
<b>Annual Budget Cost</b>	<b>54,081,173</b>	<b>55,586,595</b>	<b>55,514,043</b>	<b>31,473,446</b>	<b>57,650,105</b>	<b>2,136,062</b>
Less: Third Party Revenues						
ISO Energy Sales	22,047,340	27,432,317	22,182,087	26,545,372	47,892,490	25,710,403
Ancillary Services Sales	2,241,230	6,481,141	1,223,643	2,253,826	4,579,012	3,355,369
Interest Income	669,988	78,412	150,000	69,129	150,000	0
Miscellaneous Income	0	510	0	49	0	0
	24,958,558	33,992,380	23,555,730	28,868,376	52,621,502	29,065,772
<b>Net Annual Budget Cost to Participants</b>	<b>\$29,122,615</b>	<b>\$21,594,215</b>	<b>\$31,958,313</b>	<b>\$2,605,070</b>	<b>\$5,028,603</b>	<b>(\$26,929,710)</b>

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Total Plant Budget Cost	\$51,081,716	\$52,592,378	\$52,319,031	\$29,913,824	\$54,483,248	\$2,164,217
Total Transmission Budget Cost	2,999,457	2,994,217	3,195,012	1,559,622	3,166,857	(28,155)
	<b>\$54,081,173</b>	<b>\$55,586,595</b>	<b>\$55,514,043</b>	<b>\$31,473,446</b>	<b>\$57,650,105</b>	<b>\$2,136,062</b>
Variable Costs	\$2,634,938	\$4,860,638	\$1,236,874	\$4,439,601	\$1,297,895	\$61,021
Fixed Costs	51,446,235	50,725,957	54,277,169	27,033,845	56,352,210	2,075,041
	<b>\$54,081,173</b>	<b>\$55,586,595</b>	<b>\$55,514,043</b>	<b>\$31,473,446</b>	<b>\$57,650,105</b>	<b>\$2,136,062</b>
Net Annual Generation (MWh)	477,404	260,608	263,357	111,771	412,142	148,785
Net Annual Budget Costs per MWh	\$61	\$83	\$121	\$23	\$12	(\$181)
Variable Costs per MWh	\$6	\$19	\$5	\$40	\$3	\$0
Net Costs per KW Month	\$10	\$7	\$11	\$1	\$2	(\$9)

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Maintenance Reserve -						
Balance at Beginning of Fiscal Year				250,000		
Current Balance				<u>250,000</u>		
Capital Development Reserve -						
Balance at Beginning of Fiscal Year				25,758,503		
Collections				5,952,863		
Expenditures - McKay's Reservoir and Clean Out				(9,691)		
Current Balance				<u>31,701,675</u>		
Special Funds Reserve -						
Balance at Beginning of Fiscal Year				1,501,983		
Additions				3,700		
Deductions				(3,996)		
Current Balance				<u>1,501,687</u>		

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

Project	Notes	Total	Current FY 2023	Proposed 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	Forecast FY 2033
<b>Operations &amp; Maintenance (O&amp;M)</b>													
Arc Flash Hazard Analysis	M	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11563 Part 12 Study	M	n/a	-	-	-	-	250,000	-	-	-	-	-	-
2409 Part 12 Study	M	525,000	-	-	250,000	-	-	-	275,000	-	-	-	-
CV Stormwater Mitigation	M	1,900,000	-	200,000	1,700,000	-	-	-	-	-	-	-	-
CV Cooling Water Pumps	M	90,000	35,000	55,000	-	-	-	-	-	-	-	-	-
CV Transformer Maintenance	D	1,400,000	550,000	200,000	650,000	-	-	-	-	-	-	-	-
CV Low Voltage switchgear	D	360,000	-	140,000	220,000	-	-	-	-	-	-	-	-
CV SF6 Breaker Maint	D	55,000	-	55,000	-	-	-	-	-	-	-	-	-
CV Sump Oily Water Seperator	M	390,000	-	390,000	-	-	-	-	-	-	-	-	-
Spicer 125vdc Battery	D	55,000	-	55,000	-	-	-	-	-	-	-	-	-
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 Generator Backup Relay Protection	D	110,000	-	-	110,000	-	-	-	-	-	-	-	-
Doble Test Equipment	D	80,000	-	-	80,000	-	-	-	-	-	-	-	-
Lake Alpine Dam Maintenance	M	90,000	-	90,000	-	-	-	-	-	-	-	-	-
NSM Dam Fall Protection and Joint Repairs	M	500,000	-	-	500,000	-	-	-	-	-	-	-	-
NSM PH Sidelight Replacment	D	220,000	-	-	220,000	-	-	-	-	-	-	-	-
McKays Point Gallery Water Handling	M	150,000	-	150,000	-	-	-	-	-	-	-	-	-
McKays 17Kv fire mitigation for overhead line	D	80,000	-	80,000	TBD	-	-	-	-	-	-	-	-
McKays Landslide Monitoring	M	91,000	-	91,000	-	-	-	-	-	-	-	-	-
Murphys EV Charging	M	221,000	-	-	221,000	-	-	-	-	-	-	-	-
Network Infrastructure Improvement	D	-	-	-	-	-	-	-	-	-	-	-	-
Paint CV Crane & Bridge	D	250,000	-	-	-	250,000	-	-	-	-	-	-	-
Union Dam Maintenance	M	450,000	150,000	220,000	80,000	-	-	-	-	-	-	-	-
Union Slide Gate Replacement	D	400,000	-	-	-	400,000	-	-	-	-	-	-	-
Unidentified Projects	A, D	n/a	-	-	200,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-
<b>Total O&amp;M Funding Requirements</b>		<b>\$ 7,707,000</b>	<b>\$ 735,000</b>	<b>\$ 1,726,000</b>	<b>\$ 4,421,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,250,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,275,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Project	Notes	Total	Current FY 2023	Proposed 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	Forecast FY 2033
<b>General &amp; Plant</b>													
Vehicle Replacement	D	\$ 553,800	\$ 110,000	\$ 133,800	\$ 90,000	\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Microwave Radio Replacement	D	560,000	-	10,000	110,000	110,000	110,000	110,000	110,000	-	-	-	-
Snow Cat	D	200,000	-	-	200,000	-	-	-	-	-	-	-	-
Spicer Snow Cat Building	D	400,000	-	-	-	400,000	-	-	-	-	-	-	-
Unidentified Projects	A, D	n/a	-	-	500,000	750,000	750,000	750,000	750,000	750,000	-	-	-
<b>Total General &amp; Plant Funding Requirements</b>		<b>\$ 1,713,800</b>	<b>\$ 110,000</b>	<b>\$ 143,800</b>	<b>\$ 900,000</b>	<b>\$ 1,370,000</b>	<b>\$ 970,000</b>	<b>\$ 860,000</b>	<b>\$ 860,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

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

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

	Notes	Total	Current Budget FY 2023	Proposed 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	Forecast FY 2033
<b>RESERVE FUNDING REQUIREMENTS</b>													
McKay's Reservoir & Dam Betterment (Clean Out)	M, CR	\$ 41,800,000	\$ 3,300,000	\$ 4,300,000	\$ 22,700,000	\$ 11,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Generator Rewind	M, CR	-	-	-	-	-	-	-	-	-	-	-	-
FERC Relicensing	M, CR	60,350,000	-	150,000	500,000	8,000,000	12,000,000	14,000,000	14,000,000	10,000,000	850,000	850,000	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		103,525,000	3,425,000	4,575,000	23,325,000	19,625,000	12,125,000	14,125,000	14,125,000	10,125,000	975,000	975,000	125,000
<b>RESERVE DISBURSEMENTS</b>													
McKay's Reservoir & Dam Betterment (Clean Out)		(67,200,000)	(600,000)	(600,000)	(32,500,000)	(22,000,000)	(11,500,000)	-	-	-	-	-	-
Generator Rewind		-	-	-	-	-	-	-	-	-	-	-	-
FERC Relicensing		(60,350,000)	-	(150,000)	(500,000)	(8,000,000)	(12,000,000)	(14,000,000)	(14,000,000)	(10,000,000)	(850,000)	(850,000)	-
Beaver Creek Dredging		(1,319,715)	-	(550,000)	-	-	-	-	-	-	(769,715)	-	-
Total Reserve Disbursements		(128,869,715)	(600,000)	(1,300,000)	(33,000,000)	(30,000,000)	(23,500,000)	(14,000,000)	(14,000,000)	(10,000,000)	(1,619,715)	(850,000)	-
Estimated Capital Development Reserve Net Ending Balance		\$ 28,579,250	\$ 31,854,250	\$ 22,179,250	\$ 11,804,250	\$ 429,250	\$ 554,250	\$ 679,250	\$ 804,250	\$ 159,535	\$ 929,250	\$ 284,535	
<b>Total Reserve Balance at 6/30/22</b>		<b>\$ 25,754,250</b>											

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 2009-2022**

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
<b>RESERVE FUNDING</b>																
Member Collections:																
McKay's Reservoir & Dam Betterment (Clean Out)	8,373,567	384,750	-	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	3,000,000	4,250,000	2,200,000	24,958,317
Environmental Work - McKay's Cleanout	-	-	-	40,000	57,910	40,000	40,000	-	-	-	-	-	-	-	-	177,910
Generator Rewind	500,000	916,662	-	750,000	750,000	410,947	500,000	250,000	250,000	250,000	200,000	300,000	1,330,000	-	-	6,407,609
Beaver Creak Dredging	-	-	-	324,597	-	-	-	300,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,499,597
Funding from Settlements	-	-	-	-	-	-	-	-	-	-	-	1,052,176	-	-	-	1,052,176
Interest Earned	357,832	159,612	32,912	60,944	77,036	70,724	57,425	101,240	176,589	215,082	199,126	482,088	450,922	269,409	207,384	2,918,325
Total Collections and Earnings	9,231,399	1,461,024	32,912	1,925,541	1,634,946	1,271,671	1,347,425	1,401,240	1,301,589	1,340,082	1,274,126	2,709,264	4,905,922	4,644,409	2,532,384	37,013,934
<b>RESERVE DISBURSEMENTS</b>																
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	2,532,384	25,754,250
Total Reserve Balance	8,723,551	9,994,556	9,550,316	11,441,059	12,976,095	14,247,766	15,595,191	16,996,431	18,298,020	19,638,102	20,912,228	19,198,508	21,445,035	23,221,866	25,754,250	25,754,250

\* 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 2024**

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

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

Funding/(Expenditures)	Beginning Balance	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Authorized Contingency Balance</b>	<u>\$250,000</u>											
<b>Reserve Activity</b>												
Contingent maint.	250,000											
Annual Funding Req. *		-	-	-	-	-	-	-	-	-	-	-
<b>Balance</b>	<u>\$250,000</u>	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
* Estimated												

Northern California Power Agency  
Hydroelectric Project Allocation of Project Budget  
FY 2024

	Allocated by	Total	Alameda	Healdsburg	Lodi	Lompoc	Palo Alto	Plumas-Sierra	Roseville	SVP	Ukiah
ALLOCATION PERCENTAGES:											
Generation Entitlement Share <sup>1</sup>	GES	100.0000%	10.0000%	1.6600%	10.3700%	2.3000%	22.9200%	1.6900%	12.0000%	37.0200%	2.0400%
PROJECTED MWH		412,142	41,214	6,842	42,739	9,479	94,463	6,965	49,457	152,575	8,408
PROJECT COSTS:											
Routine O&M:											
Variable Costs											
CAISO Charges	Note A	\$ 128,388	\$ 12,839	\$ 2,131	\$ 13,314	\$ 2,953	\$ 29,427	\$ 2,170	\$ 15,407	\$ 47,529	\$ 2,619
CAISO Energy Purchaes	Note A	1,169,507	116,951	19,414	121,278	26,899	268,051	19,765	140,341	432,951	23,858
Fixed Costs	GES	1,727,863	172,786	28,683	179,179	39,741	396,026	29,201	207,344	639,655	35,248
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	152,075	15,208	2,524	15,770	3,498	34,856	2,570	18,249	56,298	3,102
Mandatory Costs	GES	1,956,755	195,676	32,482	202,915	45,005	448,488	33,069	234,811	724,391	39,918
Transmission O&M	GES	439,996	44,000	7,304	45,628	10,120	100,847	7,436	52,800	162,887	8,976
Labor	GES	5,768,950	576,895	95,765	598,240	132,686	1,322,243	97,495	692,274	2,135,665	117,687
Other Costs:											
Water for Power	GES	575,000	57,500	9,545	59,628	13,225	131,790	9,718	69,000	212,865	11,730
Debt Service	Note B	34,645,995	3,590,832	442,676	3,723,693	825,891	8,230,188	606,851	3,200,072	13,293,262	732,530
Insurance	GES	1,264,020	126,402	20,983	131,079	29,072	289,713	21,362	151,682	467,940	25,786
Other Costs	GES	90,950	9,095	1,510	9,432	2,092	20,846	1,537	10,914	33,670	1,855
Generation Services Shared	GES	360,782	36,078	5,989	37,413	8,298	82,691	6,097	43,294	133,561	7,360
Administrative & General	GES	2,428,276	242,828	40,309	251,812	55,850	556,561	41,038	291,393	898,948	49,537
Projects:											
O&M	GES	1,726,000	172,600	28,652	178,986	39,698	395,599	29,169	207,120	638,965	35,210
General Plant	GES	143,800	14,380	2,387	14,912	3,307	32,959	2,430	17,256	53,235	2,934
Capital Development Reserve	GES	4,575,000	457,500	75,945	474,428	105,225	1,048,590	77,318	549,000	1,693,665	93,330
Total Project Costs	GES	57,653,357	5,891,569	824,598	6,109,557	1,355,061	13,503,475	995,675	5,960,955	21,810,588	1,201,880
Project Revenues											
ISO Energy Sales		47,892,490	4,789,249	795,015	4,966,451	1,101,527	10,976,959	809,383	5,747,099	17,729,800	977,007
Ancillary Services Sales	Note C	4,579,012	457,901	76,012	474,844	105,317	1,049,510	77,385	549,481	1,695,151	93,411
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		52,621,502	5,262,150	873,517	5,456,850	1,210,294	12,060,849	889,303	6,314,580	19,480,481	1,073,478
<b>Annual Project Costs, net</b>		<b>\$ 5,031,855</b>	<b>\$ 629,418</b>	<b>\$ (48,919)</b>	<b>\$ 652,707</b>	<b>\$ 144,767</b>	<b>\$ 1,442,626</b>	<b>\$ 106,372</b>	<b>\$ (353,625)</b>	<b>\$ 2,330,107</b>	<b>\$ 128,402</b>
<b>Estimated price per Mwh</b>		<b>\$ 12.21</b>	<b>\$ 15.27</b>	<b>\$ (7.15)</b>	<b>\$ 15.27</b>	<b>\$ 15.27</b>	<b>\$ 15.27</b>	<b>\$ 15.27</b>	<b>\$ (7.15)</b>	<b>\$ 15.27</b>	<b>\$ 15.27</b>
FY 2023 Net Annual Project Costs		\$ 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
Net Project Cost Decrease		\$ (26,926,458)	\$ (2,695,050)	\$ (444,457)	\$ (2,794,766)	\$ (619,861)	\$ (6,177,054)	\$ (455,463)	\$ (3,212,943)	\$ (9,977,074)	\$ (549,790)
		-84.25%	-81.07%	-112.37%	-81.07%	-81.07%	-81.07%	-81.07%	-112.37%	-81.07%	-81.07%
Summary of Variable and Fixed Project Costs:											
Variable Costs		\$ 1,297,895	\$ 129,790	\$ 21,545	\$ 134,592	\$ 29,852	\$ 297,478	\$ 21,934	\$ 155,747	\$ 480,481	\$ 26,477
Fixed Costs		56,355,462	5,761,779	803,053	5,974,965	1,325,209	13,205,997	973,741	5,805,208	21,330,107	1,175,403
		\$ 57,653,357	\$ 5,891,569	\$ 824,598	\$ 6,109,557	\$ 1,355,061	\$ 13,503,475	\$ 995,675	\$ 5,960,955	\$ 21,810,588	\$ 1,201,880

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

<sup>2</sup> 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 2024

Specific Assumptions and Rationale

## General

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

## Plant Operations & Maintenance

Geothermal Plant No. One is projected to operate at an initial capacity of 60.9 MWG beginning in FY 2024, based on current steamfield conditions. Reservoir decline of 1.8% is expected during the year, which will lower output by 0.1 MW by the end of the 2024 fiscal year.

Geothermal Plant No. Two is projected to operate at an initial capacity of 40.6 MWG beginning in FY 2024, with average generation declining about 0.5 MW during the fiscal year.

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

	<u>Plant No. One</u>	<u>Plant No. Two</u>
Plant Energy		
(Operating capability – both units – initial for fiscal year)	60.9 MWG	40.6 MWG
Capacity Factor (units 1, 2 & 4, nameplate of 55 MW))	54.7%	73.4%
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)	431,213 MWhr net	301,750 MWhr net

### Assumptions:

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

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

Steam used in Plant Nos. One and Two is obtained from geothermal steam wells located on leased federal land adjacent to the plants. Steam availability is expected to be sufficient to supply both plants with the steam required for scheduled generation of initially 100 MW gross. Total reservoir decline is anticipated to be 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 2024 O&M and Capital Projects totaling \$7,651,995 include:

<u>Project</u>	<u>Amount</u>
Plant, Yard, & Road Repairs (O&M)	\$318,270
SEGEF Surge Tank Replacements (O&M)	\$600,000
Plant #1 Intertie Switch (O&M)	\$1,788,500
Plant #1 New Cooling Towers (O&M)	\$1,500,000
Plant #1 & #2 Insurance Risk Mitigation	\$100,000
Unit #4 Cooling Tower Repairs	\$800,000
Unit #4 GSUT Overhaul	\$80,000
Plant #2 480 V MCC Replacement	\$100,000
Condensate Tank Replacements	\$100,000
Plants #1 & #2 Oil Drum Containments	\$100,000
<b>Total O&amp;M</b>	<b>\$5,486,770</b>
Plant #2 Fire System Modernization	\$1,600,000
Plant #2 Diesel Tank (Capital)	\$300,000
Vehicle Replacements (Capital)	\$265,225
<b>Total Capital</b>	<b>\$2,165,225</b>
<b>Total O&amp;M and Capital</b>	<b>\$7,651,995</b>

**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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Variable Costs</b>						
Variable O&M	\$900,000	\$964,642	\$928,000	\$630,906	\$999,800	\$71,800
CA ISO Charges (variable)	503,562	1,040,113	604,134	687,345	983,599	379,465
Steam Royalties (variable)	1,300,000	2,148,622	1,750,000	1,201,478	2,515,474	765,474
<b>Total Variable</b>	<b>2,703,562</b>	<b>4,153,377</b>	<b>3,282,134</b>	<b>2,519,729</b>	<b>4,498,873</b>	<b>1,216,739</b>
<b>Routine O&amp;M Costs w/o Labor</b>						
Fixed O&M	5,133,615	5,016,449	5,466,801	3,150,691	5,860,811	394,010
Administration	503,100	461,370	471,500	250,761	520,360	48,860
Mandatory Costs	360,000	356,992	362,000	372,454	390,960	28,960
Transmission O & M	75,000	7,760	75,000	38,481	81,000	6,000
<b>Total Routine O&amp;M Costs without Labor</b>	<b>6,071,715</b>	<b>5,842,571</b>	<b>6,375,301</b>	<b>3,812,387</b>	<b>6,853,131</b>	<b>477,830</b>
Labor	11,731,723	11,112,152	11,422,362	6,193,998	11,659,859	237,497
<b>Total Routine O&amp;M Costs</b>	<b>17,803,438</b>	<b>16,954,723</b>	<b>17,797,663</b>	<b>10,006,385</b>	<b>18,512,990</b>	<b>715,327</b>
<b>Other Costs</b>						
Debt Service	4,953,453	3,694,985	3,473,310	1,736,655	3,482,198	8,888
Insurance	1,412,779	1,075,072	1,487,882	727,941	1,412,850	(75,032)
Decommissioning Costs	1,647,648	1,647,648	1,610,924	805,462	1,578,823	(32,101)
Other Costs	1,278,382	1,251,138	1,329,651	645,713	1,360,770	31,119
Generation Services Shared	719,698	532,080	829,217	414,596	762,711	(66,506)
Administrative & General	3,938,412	3,862,687	4,421,702	2,210,902	4,367,246	(54,456)
<b>Total Other Plant Costs</b>	<b>13,950,372</b>	<b>12,063,610</b>	<b>13,152,686</b>	<b>6,541,270</b>	<b>12,964,598</b>	<b>(188,088)</b>
<b>Total O&amp;M Costs</b>	<b>34,457,372</b>	<b>33,171,710</b>	<b>34,232,483</b>	<b>19,067,384</b>	<b>35,976,461</b>	<b>1,743,978</b>
<b>Projects</b>						
Operations & Maintenance	1,100,000	934,460	4,163,000	497,964	5,486,770	1,323,770
Capital	1,175,000	1,274,280	607,500	229,944	2,165,225	1,557,725
Maintenance Reserve	3,930,000	3,930,000	2,630,000	1,315,000	3,380,400	750,400
<b>Total Projects Costs</b>	<b>6,205,000</b>	<b>6,138,740</b>	<b>7,400,500</b>	<b>2,042,908</b>	<b>11,032,395</b>	<b>3,631,895</b>
<b>Annual Budget Cost</b>	<b>40,662,372</b>	<b>39,310,450</b>	<b>41,632,983</b>	<b>21,110,292</b>	<b>47,008,856</b>	<b>5,375,873</b>
<b>Less: Third Party Revenues</b>						
ISO Energy Sales	27,577,856	52,509,593	42,271,192	44,199,875	65,632,464	23,361,272
Interest Income	382,165	95,147	150,000	125,166	150,000	0
Transmission Sales	110,376	110,376	110,376	55,188	110,376	0
Effluent Revenue	750,000	891,736	750,000	211,233	750,000	0
Other Income	2,500	5,686	2,500	1,451	2,700	200
	<b>28,822,897</b>	<b>53,612,538</b>	<b>43,284,068</b>	<b>44,592,912</b>	<b>66,645,540</b>	<b>23,361,472</b>
<b>Net Annual Budget Cost to Participants</b>	<b>\$11,839,475</b>	<b>(\$14,302,088)</b>	<b>(\$1,651,085)</b>	<b>(\$23,482,620)</b>	<b>(\$19,636,684)</b>	<b>(\$17,985,599)</b>
<b>Total Plant Budget Cost</b>	<b>\$40,580,519</b>	<b>\$39,296,340</b>	<b>\$41,550,117</b>	<b>\$21,067,684</b>	<b>\$46,919,845</b>	<b>\$5,369,728</b>
<b>Total Transmission Budget Cost</b>	<b>81,853</b>	<b>14,110</b>	<b>82,866</b>	<b>42,608</b>	<b>89,011</b>	<b>6,145</b>
	<b>\$40,662,372</b>	<b>\$39,310,450</b>	<b>\$41,632,983</b>	<b>\$21,110,292</b>	<b>\$47,008,856</b>	<b>\$5,375,873</b>
<b>Total Variable Costs</b>	<b>\$2,703,562</b>	<b>\$4,153,377</b>	<b>\$3,282,134</b>	<b>\$2,519,729</b>	<b>\$4,498,873</b>	<b>\$1,216,739</b>
<b>Total Fixed Costs</b>	<b>37,958,810</b>	<b>35,157,073</b>	<b>38,350,849</b>	<b>18,590,563</b>	<b>42,509,983</b>	<b>4,159,134</b>
	<b>\$40,662,372</b>	<b>\$39,310,450</b>	<b>\$41,632,983</b>	<b>\$21,110,292</b>	<b>\$47,008,856</b>	<b>\$5,375,873</b>
Net Annual Generation (MWh)	686,432	805,548	671,717	372,364	732,872	61,155
Net Annual Budget Costs per MWh	\$17	(\$18)	(\$2)	(\$63)	(\$27)	(\$24)
Variable Costs per MWh	\$4	\$5	\$5	\$7	\$6	\$1
Net costs per KW Month	\$10	(\$12)	(\$1)	(\$20)	(\$17)	(\$16)

Northern California Power Agency  
Geothermal Plants  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Maintenance Reserve</b>						
Balance at Beginning of Fiscal Year				\$428,555		
Collections				1,000,000		
Expenditures				-		
Current Balance				<u>\$1,428,555</u>		
<b>Special Fund Reserve</b>						
Balance at Beginning of Fiscal Year				<u>\$1,500,000</u>		
Current Balance				<u>\$1,500,000</u>		
<b>Decommission Reserve Fund</b>						
Balance at Beginning of Fiscal Year				\$26,554,090		
Collections				805,462		
Current Balance				<u>\$27,359,552</u>		

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

Project	Notes	Total	FY 2023 Budget	Proposed FY 2024 Budget	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033
<b>Operations &amp; Maintenance (O&amp;M)</b>													
Plant, Yard & Road Repairs	D	\$ 3,543,339	\$ 310,000	\$ 318,270	\$ 327,818	\$ 337,653	\$ 347,782	\$ 358,216	\$ 368,962	\$ 380,031	\$ 391,432	\$ 403,175	\$ -
SEGEF Surge Tank Replacements - Engineering & Procurement	M	1,110,000	350,000	600,000	160,000	-	-	-	-	-	-	-	-
Plant #1 13.8 kV / 2.4 kV / 480 V Bus Restoration - Engineering	D	1,575,000	225,000	-	1,000,000	350,000	-	-	-	-	-	-	-
Plant #1 Intertie Switch - Procurement and Construction	D	1,988,500	200,000	1,788,500	-	-	-	-	-	-	-	-	-
Plant #1 New Cooling Towers - Construction	D	2,500,000	1,000,000	1,500,000	-	-	-	-	-	-	-	-	-
Plant #2 Cooling Tower Basin Clean Out	D	470,000	470,000	-	-	-	-	-	-	-	-	-	-
Plant #1 & #2 Eyewash Stations Construction	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	400,000	-	-	-	-	-	-	-	-	-	-
Unit 4 Cooling Tower (H-Frame, Hubs, and Blades) Procurement and Construction	M	800,000	-	800,000	-	-	-	-	-	-	-	-	-
Plant 1 Oxidizer Tank Replacement	D	450,000	-	-	50,000	400,000	-	-	-	-	-	-	-
U4 GSUT Major Overhaul (Y1 oil change out / Y2 major)	M	400,000	-	80,000	320,000	-	-	-	-	-	-	-	-
Plant 2 - 480V MCC Replacement (Y1 - Engineering, Y2 - Procurement, Y3 - Construction)	M	900,000	-	100,000	300,000	500,000	-	-	-	-	-	-	-
Plant 2 - Cooling Tower Wetting System Replacement	M	1,600,000	-	-	100,000	1,500,000	-	-	-	-	-	-	-
Confined Space Rescue Systems (Y1 - Eng & Procure, Y2 - Install)	D	100,000	-	-	50,000	50,000	-	-	-	-	-	-	-
Plant 1 Circ Water Pump	D	750,000	-	-	-	750,000	-	-	-	-	-	-	-
C, H, F, A Condensate Tank Replacements	D	400,000	-	100,000	100,000	100,000	100,000	-	-	-	-	-	-
Plant 1 & 2 - Oil Drum Containment Replacements	M	200,000	-	100,000	100,000	-	-	-	-	-	-	-	-
Undesignated Projects	D	6,000,000	-	-	-	-	1,500,000	1,500,000	750,000	750,000	500,000	500,000	500,000
<b>Total O&amp;M Projects Funding Requirement</b>		<b>\$ 24,594,839</b>	<b>\$ 4,163,000</b>	<b>\$ 5,486,770</b>	<b>\$ 2,607,818</b>	<b>\$ 3,987,653</b>	<b>\$ 1,947,782</b>	<b>\$ 1,858,216</b>	<b>\$ 1,118,962</b>	<b>\$ 1,130,031</b>	<b>\$ 891,432</b>	<b>\$ 903,175</b>	<b>\$ 500,000</b>

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 2023 Budget	Proposed FY 2024 Budget	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033
<b>Capital</b>													
Plant #2 Fire System Modernization	M	\$ 1,700,000	\$ 100,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Geo Admin and Maintenance Facility Upgrade	D	100,000	100,000	-	-	-	-	-	-	-	-	-	-
Plant #2 Diesel Tank	M	550,000	50,000	300,000	200,000	-	-	-	-	-	-	-	-
Vehicle Replacements	D	3,298,007	257,500	265,225	273,182	281,377	289,819	298,513	307,468	316,693	326,193	335,979	346,058
Enterprise Monitor Systems Upgrade (Field & Effluent)	D	100,000	100,000	-	-	-	-	-	-	-	-	-	-
EV Charging Buildout	D	1,040,000	-	-	40,000	-	500,000	-	-	500,000	-	-	-
<b>Total Capital Projects Funding Requirement</b>		<b>\$ 6,788,007</b>	<b>\$ 607,500</b>	<b>\$ 2,165,225</b>	<b>\$ 513,182</b>	<b>\$ 281,377</b>	<b>\$ 789,819</b>	<b>\$ 298,513</b>	<b>\$ 307,468</b>	<b>\$ 816,693</b>	<b>\$ 326,193</b>	<b>\$ 335,979</b>	<b>\$ 346,058</b>

Notes:  
D Discretionary  
M Mandatory

**Northern California Power Agency  
Geothermal Project  
Maintenance Reserve  
Budget FY 2024**

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

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

Funding/(Expenditures)	Beginning Balance	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
		<b>Reserve Activity</b>										
Unit One Overhaul					(4,250,000)						(4,928,697)	
Unit Two Overhaul					(4,250,000)						(4,928,697)	
Unit Four Overhaul		(5,000,000)						(4,576,785)				
Well Replacement /Workover		(500,000)		(2,500,000)		(4,000,000)						
Balance of Plant Work		(507,769)										
Plant 1 & 2 Emergency Eyewash Stations		(140,000)										
Plant 2 Cooling Tower Basin Clean Out		(150,024)										
Contingent maintenance			(150,000)				(3,000,000)		(2,500,000)	(2,500,000)		(2,500,000)
Projected Requirements		(6,297,793)	(150,000)	(2,500,000)	(8,500,000)	(4,000,000)	(3,000,000)	(4,576,785)	(2,500,000)	(2,500,000)	(9,857,394)	(2,500,000)
<b>Annual Funding Req*</b>		3,130,000	3,380,400	3,650,832	4,114,304	4,443,448	4,554,534	4,668,397	4,785,107	4,904,735	5,027,353	5,153,037
<b>Balance</b>	3,172,257	4,464	3,234,864	4,385,696	(0)	443,448	1,997,982	2,089,594	4,374,701	6,779,436	1,949,396	4,602,433
<b>Minimum Emergency Contingency Balance \$</b>	<b>2,250,000</b>	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
<i>Estimate</i>												

Northern California Power Agency  
Geothermal Project Allocation of Project Budget  
FY 2024

Allocated by	Total	Alameda	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Plumas-Sierra	Roseville	SVP	TID	Ukiah	
ALLOCATION PERCENTAGES:													
Generation Entitlement Share <sup>1</sup>	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 <sup>2</sup>	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		732,872	123,727	1,664	2,462	26,926	75,339	26,977	5,137	57,772	325,326	46,394	41,147
PROJECT COSTS:													
Routine O&M:													
Variable O&M costs	GES	\$ 999,800	\$ 168,791	\$ 2,270	\$ 3,359	\$ 36,733	\$ 102,779	\$ 36,803	\$ 7,009	\$ 78,814	\$ 443,816	\$ 63,292	\$ 56,134
Steam royalties	GES	2,515,474	424,675	5,710	8,452	92,419	258,591	92,595	17,633	198,295	1,116,631	159,242	141,231
CAISO charges	GES	983,599	166,056	2,233	3,304	36,137	101,114	36,205	6,895	77,538	436,624	62,268	55,225
Fixed costs	GES	5,860,811	989,451	13,304	19,692	215,326	602,491	215,736	41,084	462,008	2,601,643	371,019	329,055
Administration	GES	520,360	87,850	1,181	1,748	19,118	53,493	19,154	3,648	41,020	230,990	32,941	29,216
Mandatory costs	GES	390,960	66,004	887	1,314	14,364	40,191	14,391	2,741	30,819	173,549	24,750	21,950
Inventory	GES	-	-	-	-	-	-	-	-	-	-	-	-
Transmission O&M <sup>2</sup>	Trans	81,000	24,591	331	489	5,351	14,974	5,362	1,021	11,482	-	9,221	8,178
Labor	GES	11,659,859	1,968,476	26,468	39,177	428,383	1,198,634	429,199	81,736	919,147	5,175,870	738,127	654,643
Other Costs:													
Debt service	GES	3,482,198	587,882	7,905	11,700	127,936	357,970	128,180	24,410	274,502	1,545,765	220,441	195,508
Insurance	GES	1,412,850	238,524	3,207	4,747	51,908	145,241	52,007	9,904	111,375	627,171	89,440	79,324
Decommissioning Costs	GES	1,578,823	266,545	3,584	5,305	58,006	162,303	58,116	11,068	124,459	700,847	99,947	88,643
Other costs	GES	1,360,770	229,732	3,089	4,572	49,995	139,887	50,090	9,539	107,269	604,053	86,144	76,400
Generation Services Shared	GES	762,711	128,765	1,731	2,563	28,022	78,407	28,075	5,347	60,125	338,571	48,283	42,822
Administrative & General	GES	4,359,235	735,948	9,895	14,647	160,158	448,129	160,463	30,558	343,638	1,935,086	275,961	244,749
Transmission A&G <sup>2</sup>	Trans	8,011	2,432	33	48	529	1,481	530	101	1,136	-	912	809
Projects:													
O&M	GES	5,486,770	926,304	12,455	18,436	201,584	564,040	201,968	38,462	432,522	2,435,605	347,340	308,055
Capital	GES	2,165,225	365,544	4,915	7,275	79,550	222,585	79,702	15,178	170,685	961,154	137,070	121,567
Maintenance Reserve	GES	3,380,400	570,696	7,674	11,358	124,196	347,505	124,433	23,697	266,477	1,500,576	213,996	189,793
Total Project Costs	GES	47,008,856	7,948,266	106,871	158,188	1,729,716	4,839,814	1,733,010	330,030	3,711,310	20,827,953	2,980,395	2,643,303
Project Revenues													
ISO Energy sales	GES	65,632,464	11,080,401	148,986	220,525	2,411,337	6,747,017	2,415,931	460,084	5,173,807	29,134,579	4,154,863	3,684,935
Transmission sales <sup>3</sup>	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	2,700	456	6	9	99	278	99	19	213	1,199	171	152
Total Project Revenues		66,645,540	11,251,433	151,285	223,929	2,448,557	6,851,162	2,453,222	467,185	5,253,668	29,584,288	4,218,996	3,741,814
<b>Annual Project Expense, net</b>		<b>\$ (19,636,684)</b>	<b>\$ (3,303,168)</b>	<b>\$ (44,414)</b>	<b>\$ (65,741)</b>	<b>\$ (718,841)</b>	<b>\$ (2,011,347)</b>	<b>\$ (720,212)</b>	<b>\$ (137,155)</b>	<b>\$ (1,542,358)</b>	<b>\$ (8,756,335)</b>	<b>\$ (1,238,601)</b>	<b>\$ (1,098,511)</b>
<b>Estimated price per Mwh</b>		<b>\$ (26.79)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>	<b>\$ (26.92)</b>	<b>\$ (26.70)</b>	<b>\$ (26.70)</b>
FY 2023 Net Annual Project Costs		\$ (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)
Net Project Revenue Increase		\$ (17,985,599)	\$ (3,035,583)	\$ (40,816)	\$ (60,415)	\$ (660,608)	\$ (1,848,410)	\$ (661,868)	\$ (126,044)	\$ (1,417,414)	\$ (7,986,653)	\$ (1,138,264)	\$ (1,009,523)
		1089.32%	1134.44%	1134.41%	1134.34%	1134.42%	1134.43%	1134.42%	1134.41%	1134.44%	1037.66%	1134.44%	1134.45%
Summary of Variable and Fixed Project Costs:													
Variable Costs		\$ 4,498,873	\$ 759,522	\$ 10,212	\$ 15,116	\$ 165,289	\$ 462,484	\$ 165,604	\$ 31,537	\$ 354,646	\$ 1,997,072	\$ 284,801	\$ 252,589
Fixed Costs		42,509,983	7,188,743	96,659	143,072	1,564,427	4,377,330	1,567,407	298,493	3,356,664	18,830,881	2,695,594	2,390,713
		\$ 47,008,856	\$ 7,948,266	\$ 106,871	\$ 158,188	\$ 1,729,716	\$ 4,839,814	\$ 1,733,010	\$ 330,030	\$ 3,711,310	\$ 20,827,953	\$ 2,980,395	\$ 2,643,303

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

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

# Combustion Turbine No. One

FY 2024

## Specific Assumptions and Rationale

### **General**

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

### **Operations & Maintenance**

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

### **Maintenance Reserve**

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

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

An additional maintenance reserve funding has been included to assist in levelizing the costs of major maintenance activities. The total Maintenance Reserve funding is \$675,000 for FY 2024.

### **Operations & Maintenance Project Costs**

We are anticipating O&M projects totaling \$370,000 for FY 2024.

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Variable Costs</b>						
Variable	\$21,500	\$28,315	\$19,758	\$9,824	<b>\$22,668</b>	\$2,910
Fuel & LDC Costs	791,613	2,449,691	1,213,785	1,033,367	<b>2,388,097</b>	1,174,312
CA ISO Charges	89,703	760,242	175,639	402,458	<b>50,153</b>	(125,486)
<b>Total Variable Costs</b>	<b>902,816</b>	<b>3,238,248</b>	<b>1,409,182</b>	<b>1,445,649</b>	<b>2,460,918</b>	<b>1,051,736</b>
<b>Routine O &amp; M Costs</b>						
Fixed	952,017	876,803	1,006,707	328,479	<b>1,047,589</b>	40,882
Administration	45,072	45,972	41,830	10,323	<b>40,784</b>	(1,046)
Mandatory Costs	198,977	205,506	215,311	95,246	<b>209,655</b>	(5,656)
Inventory Stock	45,000	0	0	0	<b>0</b>	0
<b>Routine O &amp; M Costs without Labor</b>	<b>1,241,066</b>	<b>1,128,281</b>	<b>1,263,848</b>	<b>434,048</b>	<b>1,298,028</b>	<b>34,180</b>
<b>Labor</b>	<b>1,255,597</b>	<b>1,412,094</b>	<b>1,266,243</b>	<b>593,053</b>	<b>1,298,580</b>	<b>32,337</b>
<b>Total Routine O &amp; M Costs</b>	<b>2,496,663</b>	<b>2,540,375</b>	<b>2,530,091</b>	<b>1,027,101</b>	<b>2,596,608</b>	<b>66,517</b>
<b>Other Plant Costs</b>						
Fuel Administrative Costs	25,614	10,298	18,315	1,955	<b>26,663</b>	8,348
Insurance	247,528	188,581	154,291	74,935	<b>148,293</b>	(5,998)
Other Costs	5,400	0	20,400	0	<b>20,400</b>	0
Generation Services Shared	77,087	77,115	89,805	44,921	<b>82,884</b>	(6,921)
Administrative & General	726,376	562,794	579,487	289,921	<b>551,203</b>	(28,284)
<b>Total Other Plant Costs</b>	<b>1,082,005</b>	<b>838,788</b>	<b>862,298</b>	<b>411,732</b>	<b>829,443</b>	<b>(32,855)</b>
<b>Total O &amp; M Costs</b>	<b>4,481,484</b>	<b>6,617,411</b>	<b>4,801,571</b>	<b>2,884,482</b>	<b>5,886,969</b>	<b>1,085,398</b>
<b>Projects</b>						
Operations & Maintenance	1,513,200	700,368	175,000	15,490	<b>370,000</b>	195,000
Capital	60,000	46,182	0	0	<b>0</b>	0
Maintenance Reserve	1,000,000	1,000,000	625,000	312,500	<b>675,000</b>	50,000
<b>Total Projects</b>	<b>2,573,200</b>	<b>1,746,550</b>	<b>800,000</b>	<b>327,990</b>	<b>1,045,000</b>	<b>245,000</b>
<b>Annual Budget Cost</b>	<b>7,054,684</b>	<b>8,363,961</b>	<b>5,601,571</b>	<b>3,212,472</b>	<b>6,931,969</b>	<b>1,330,398</b>
<b>Less: Third Party Revenue</b>						
ISO Energy Sales	1,299,571	5,409,717	3,053,378	3,430,042	<b>4,552,168</b>	1,498,790
Ancillary Services Sales	0	38,006	0	0	<b>0</b>	0
Interest Income	0	0	55,000	34,054	<b>55,000</b>	0
Other Income	0	0	0	0	<b>0</b>	0
	<b>1,299,571</b>	<b>5,447,723</b>	<b>3,108,378</b>	<b>3,464,096</b>	<b>4,607,168</b>	<b>1,498,790</b>
<b>Net Annual Budget Cost To Participants</b>	<b>\$5,755,113</b>	<b>\$2,916,238</b>	<b>\$2,493,193</b>	<b>(\$251,624)</b>	<b>\$2,324,801</b>	<b>(\$168,392)</b>
Total Variable Costs	\$902,816	\$3,238,248	\$1,409,182	\$1,445,649	\$2,460,918	\$1,051,736
Total Fixed Costs	6,151,868	5,125,713	4,192,389	1,766,823	4,471,051	278,662
	<b>\$7,054,684</b>	<b>\$8,363,961</b>	<b>\$5,601,571</b>	<b>\$3,212,472</b>	<b>\$6,931,969</b>	<b>\$1,330,398</b>
Net Annual Generation (MWh)	10,438	20,621	11,515	5,483	14,872	3,357
Net Annual Budget Cost per MWh	\$551	\$141	\$217	(\$46)	\$156	(\$60)
Variable Costs per MWh	\$86	\$157	\$122	\$264	\$165	\$43
Net Costs per KW Month	\$6	\$3	\$3	(\$0)	\$3	(\$0)

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Maintenance Reserve</b>						
Balance at Beginning of Fiscal Year				3,035,456		
Collections				<u>312,500</u>		
Current Balance				<u><u>3,347,956</u></u>		

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

Projects	Notes	Total	FY 2023 Budget	Proposed 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	Forecast FY 2033
<b>Operations &amp; Maintenance (O&amp;M)</b>													
Generator Circuit Breaker Upgrade	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Switchyard Relay Upgrades	D	275,000	-	<b>275,000</b>	-	-	-	-	-	-	-	-	-
Pant and Preservation	D	65,000	-	<b>65,000</b>	-	-	-	-	-	-	-	-	-
Decommissioning Study		30,000	-	<b>30,000</b>	-	-	-	-	-	-	-	-	-
Insurance Risk Mitigation		25,000	25,000	-	-	-	-	-	-	-	-	-	-
Pig Launching Station	D	-	-	-	-	-	-	-	-	-	-	-	-
MCC Upgrade	D	600,000	-	-	200,000	200,000	200,000	-	-	-	-	-	-
AVR/Excitation Upgrade	D	1,200,000	1,200,000	-	-	-	-	-	-	-	-	-	-
Fire System Upgrade	D	-	-	-	-	-	-	-	-	-	-	-	-
Electric Start/TG/Emissions Control	D	2,000,000	-	-	-	-	-	2,000,000	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
<b>Total O&amp;M Projects Funding Requirement</b>		<b>\$ 5,695,000</b>	<b>\$ 1,375,000</b>	<b>\$ 370,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 2,150,000</b>	<b>\$ 150,000</b>				
<b>Capital</b>													
Vehicles	D	125,700	\$ -	\$ -	\$ 60,000	\$ -	\$ 65,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Projects Funding Requirement</b>		<b>\$ 125,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 65,700</b>	<b>\$ -</b>					

Notes:  
D Discretionary  
M Mandatory

**Northern California Power Agency  
Maintenance Reserves - Combustion Turbine No. One  
Budget FY 2024**

**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)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Reserve Balance	3,035,456	2,780,456	2,943,187	3,026,415	3,492,868	3,233,194	2,630,502	1,918,421	2,401,311	3,121,529	2,171,880	1,610,737
Combustion Turbine Lodi	(30,000)	-	(167,990)	-	(52,167)	(40,000)	-	(30,910)	-	-	(1,322,291)	-
Combustion Turbine ALA1	(30,000)	(163,097)	-	-	-	-	(1,227,879)	(80,910)	-	-	-	-
Combustion Turbine ALA2	(60,000)	-	-	-	(178,220)	-	-	(80,910)	-	(1,355,349)	-	-
Generators	-	-	-	-	(122,987)	(1,013,416)	-	-	-	-	-	(605,036)
Balance of Plant	(760,000)	(349,173)	(477,782)	(320,867)	(756,605)	(442,097)	(421,663)	(308,715)	(313,334)	(648,524)	(314,159)	(645,243)
Projected Requirements	(880,000)	(512,269)	(645,771)	(320,867)	(1,109,980)	(1,495,513)	(1,649,542)	(501,445)	(313,334)	(2,003,872)	(1,636,451)	(1,250,279)
<b>Funding Requirement</b>	625,000	675,000	729,000	787,320	850,306	892,821	937,462	984,335	1,033,552	1,054,223	1,075,307	1,096,813
Cumulative Balance	\$ 2,780,456	\$ 2,943,187	\$ 3,026,415	\$ 3,492,868	\$ 3,233,194	\$ 2,630,502	\$ 1,918,421	\$ 2,401,311	\$ 3,121,529	\$ 2,171,880	\$ 1,610,737	\$ 1,457,271

Northern California Power Agency  
 Combustion Turbine No.1 Allocation of Project Budget  
 FY 2024

Allocated by	Total	Alameda	Biggs	Gridley	Healdsburg	Lodi	Lompoc	Plumas-Sierra	SVP	Ukiah	
<b>ALLOCATION PERCENTAGES:</b>											
Generation Entitlement Share <sup>1</sup>	GES	100.0000%	21.8200%	0.1967%	0.3500%	5.8333%	13.3933%	5.8333%	1.8167%	41.6667%	9.0900%
<b>PROJECTED MWH</b>											
		14,872	3,245	29	52	868	1,992	868	270	6,197	1,352
<b>PROJECT COSTS:</b>											
Routine O&M:											
Variable costs	GES	\$ 22,668	\$ 4,946	\$ 45	\$ 79	\$ 1,322	\$ 3,036	\$ 1,322	\$ 412	\$ 9,445	\$ 2,061
Fixed costs	GES	1,047,589	228,584	2,061	3,667	61,109	140,307	61,109	19,032	436,496	95,226
Administration	GES	40,784	8,899	80	143	2,379	5,462	2,379	741	16,993	3,707
Mandatory costs	GES	209,655	45,747	412	734	12,230	28,080	12,230	3,809	87,356	19,058
Inventory	GES	-	-	-	-	-	-	-	-	-	-
Labor	GES	1,298,580	283,350	2,554	4,545	75,750	173,923	75,750	23,591	541,075	118,041
Other Costs:											
Fuel and LDC costs	GES	2,388,097	521,083	4,697	8,358	139,305	319,845	139,305	43,385	995,041	217,078
Fuel administration costs	GES	26,663	5,818	52	93	1,555	3,571	1,555	484	11,110	2,424
CAISO charges	GES	50,153	10,943	99	176	2,926	6,717	2,926	911	20,897	4,559
Insurance	GES	148,293	32,358	292	519	8,650	19,861	8,650	2,694	61,789	13,480
Other costs	GES	20,400	4,451	40	71	1,190	2,732	1,190	371	8,500	1,854
Generation Services Shared	GES	82,884	18,085	163	290	4,835	11,101	4,835	1,506	34,535	7,534
Administrative & General	GES	551,203	120,272	1,084	1,929	32,153	73,824	32,153	10,014	229,668	50,104
Projects:											
O&M Projects & Maintenance Reserve	GES	1,045,000	228,019	2,056	3,658	60,958	139,960	60,958	18,985	435,417	94,991
<b>Total Project Costs</b>	<b>GES</b>	<b>6,931,969</b>	<b>1,512,556</b>	<b>13,635</b>	<b>24,262</b>	<b>404,363</b>	<b>928,419</b>	<b>404,363</b>	<b>125,933</b>	<b>2,888,323</b>	<b>630,116</b>
Project Revenues											
CAISO Energy Sales	GES	4,552,168	993,283	8,968	15,933	265,528	609,672	265,528	82,713	1,896,752	413,792
Interest income	GES	55,000	12,001	108	193	3,208	7,366	3,208	999	22,917	5,000
<b>Total Project Revenues</b>		<b>4,607,168</b>	<b>1,005,284</b>	<b>9,076</b>	<b>16,125</b>	<b>268,736</b>	<b>617,038</b>	<b>268,736</b>	<b>83,712</b>	<b>1,919,669</b>	<b>418,792</b>
<b>Annual Project Revenue, net</b>		<b>\$ 2,324,801</b>	<b>\$ 507,272</b>	<b>\$ 4,559</b>	<b>\$ 8,137</b>	<b>\$ 135,627</b>	<b>\$ 311,382</b>	<b>\$ 135,627</b>	<b>\$ 42,221</b>	<b>\$ 968,654</b>	<b>\$ 211,324</b>
<b>Estimated price per Mwh</b>		<b>\$ 156.32</b>	<b>\$ 156.32</b>	<b>\$ 155.84</b>	<b>\$ 156.32</b>	<b>\$ 156.34</b>	<b>\$ 156.33</b>	<b>\$ 156.34</b>	<b>\$ 156.27</b>	<b>\$ 156.32</b>	<b>\$ 156.32</b>
FY 2023 Net Annual Project Costs											
		\$ 2,493,193	544,015	4,904	8,726	145,436	333,921	145,436	45,293	1,038,830	226,631
Net Project Cost Increase		\$ (168,392)	(36,743)	(345)	(589)	(9,810)	(22,539)	(9,810)	(3,072)	(70,176)	(15,307)
		-6.75%	-6.75%	-7.04%	-6.75%	-6.75%	-6.75%	-6.75%	-6.78%	-6.76%	-6.75%
Summary of Variable and Fixed Project Costs:											
Variable Costs.		2,460,918	536,972	4,841	8,613	143,553	329,598	143,553	44,707	1,025,383	223,697
Fixed Costs		4,471,051	975,583	8,795	15,649	260,810	598,821	260,810	81,226	1,862,939	406,419
		\$ 6,931,969	\$ 1,512,556	\$ 13,635	\$ 24,262	\$ 404,363	\$ 928,419	\$ 404,363	\$ 125,933	\$ 2,888,323	\$ 630,116

<sup>1</sup> 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 2024

## 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 \$389,539 for FY 2024.

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase / (Decrease)
<b>Variable Costs</b>						
Variable O&M	\$158,633	\$94,219	91,588	66,581	<b>\$170,299</b>	\$78,711
Fuel & LDC Costs	582,164	936,965	1,563,423	587,806	<b>957,093</b>	(606,330)
Pipeline Transport Charges	683,206	641,670	663,233	329,120	<b>220,004</b>	(443,229)
GHG Allowance Costs	104,146	227,463	423,883	0	<b>170,733</b>	(253,150)
CA ISO Charges	135,931	160,467	148,123	422,493	<b>19,146</b>	(128,977)
<b>Total Variable Costs</b>	<b>1,664,080</b>	<b>2,060,784</b>	<b>2,890,250</b>	<b>1,406,000</b>	<b>1,537,275</b>	<b>(1,352,975)</b>
<b>Routine O &amp; M Costs</b>						
Fixed	510,014	631,986	544,879	283,196	<b>567,859</b>	22,980
Administration	50,965	32,042	45,649	13,984	<b>43,455</b>	(2,194)
Mandatory Costs	78,423	83,568	103,080	28,219	<b>133,933</b>	30,853
Inventory Stock	15,000	0	0	0	<b>0</b>	0
<b>Routine O &amp; M Costs without Labor</b>	<b>654,402</b>	<b>747,596</b>	<b>693,608</b>	<b>325,399</b>	<b>745,247</b>	<b>51,639</b>
<b>Labor</b>	<b>972,867</b>	<b>799,842</b>	<b>922,279</b>	<b>362,427</b>	<b>928,662</b>	<b>6,383</b>
<b>Total Routine O &amp; M Costs</b>	<b>1,627,269</b>	<b>1,547,438</b>	<b>1,615,887</b>	<b>687,826</b>	<b>1,673,909</b>	<b>58,022</b>
<b>Other Plant Costs</b>						
Fuel Acquisition Costs	19,381	5,657	23,904	1,126	<b>10,875</b>	(13,029)
Debt Service	5,048,000	5,048,000	5,083,855	2,541,928	<b>5,058,312</b>	(25,543)
Insurance	171,655	130,560	99,116	47,348	<b>103,311</b>	4,195
Other Costs	12,520	5,836	11,416	701	<b>10,593</b>	(823)
Generation Services Shared	56,320	38,933	66,162	33,086	<b>61,851</b>	(4,311)
Administrative & General	316,855	290,084	350,683	175,421	<b>371,551</b>	20,868
<b>Total Other Plant Costs</b>	<b>5,624,731</b>	<b>5,519,070</b>	<b>5,635,136</b>	<b>2,799,610</b>	<b>5,616,493</b>	<b>(18,643)</b>
<b>Total O &amp; M Costs</b>	<b>8,916,080</b>	<b>9,127,292</b>	<b>10,141,273</b>	<b>4,893,436</b>	<b>8,827,677</b>	<b>(1,313,596)</b>
<b>Projects</b>						
Operations & Maintenance	39,800	39,876	220,000	9,000	<b>389,539</b>	169,539
Capital	6,500	2,566	0	0	<b>0</b>	0
<b>Total Projects</b>	<b>46,300</b>	<b>42,442</b>	<b>220,000</b>	<b>9,000</b>	<b>389,539</b>	<b>169,539</b>
<b>Annual Budget Cost</b>	<b>8,962,380</b>	<b>9,169,734</b>	<b>10,361,273</b>	<b>4,902,436</b>	<b>9,217,216</b>	<b>(1,144,057)</b>

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase / (Decrease)
Less: Third Party Revenue						
ISO Energy Sales	1,320,850	2,003,724	4,331,262	2,540,280	<b>2,828,018</b>	(1,503,244)
Interest Income - Operations	108,662	26,878	42,000	40,770	<b>42,000</b>	0
Fuel and Pipeline Transport Credits	1,788,156	2,548,766	1,774,946	2,011,557	<b>950,953</b>	(823,993)
	<u>3,217,668</u>	<u>4,579,368</u>	<u>6,148,208</u>	<u>4,592,607</u>	<u><b>3,820,971</b></u>	<u>(2,327,237)</u>
<b>Net Costs to Participants (without GHG Transfer Credits)</b>	<b>\$5,744,712</b>	<b>\$4,590,366</b>	<b>\$4,213,065</b>	<b>\$309,829</b>	<b>\$5,396,245</b>	<b>\$1,183,180</b>
GHG Allowance Credits	104,146	227,463	423,881	0	<b>170,731</b>	(253,150)
<b>Net Cost To Participants (with GHG Transfer Credits)</b>	<b>\$5,640,566</b>	<b>\$4,362,903</b>	<b>\$3,789,184</b>	<b>\$309,829</b>	<b>\$5,225,514</b>	<b>\$1,436,330</b>
Total Variable Costs	\$1,664,080	\$2,060,784	\$2,890,250	\$1,406,000	\$1,537,275	(\$1,352,975)
Total Fixed Costs	7,298,300	7,108,950	7,471,023	3,496,436	7,679,941	208,918
	<u>\$8,962,380</u>	<u>\$9,169,734</u>	<u>\$10,361,273</u>	<u>\$4,902,436</u>	<u>\$9,217,216</u>	<u>(\$1,144,057)</u>
Net Annual Generation (MWh)	12,003	15,983	25,958	5,955	9,663	-16,295
Net Annual Budget Costs per MWh	\$479	\$287	\$162	\$52	\$558	\$396
Variable Costs per MWh	\$139	\$129	\$111	\$236	\$159	\$48
Net Costs per KW Month	\$10	\$8	\$7	\$1	\$9	\$2

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

FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase / (Decrease)
<b>Maintenance Reserve</b>					
Balance at Beginning of Fiscal Year			617,280		
Current Balance			<u>617,280</u>		

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

Projects	Notes	Total	FY 2023 Budget	Proposed 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	Forecast FY 2033
<b>Operations &amp; Maintenance (O&amp;M)</b>														
High Energy Pipe Inspection	M	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STIG 480V MCC Breaker Maintenance	M	35,000	-	<b>35,000</b>	-	-	-	-	-	-	-	-	-	-
Ammonia System Major Maintenance (15.13%)	M	6,000	-	-	-	6,000	-	-	-	-	-	-	-	-
Water Plant Service		310,000	190,000	<b>120,000</b>	-	-	-	-	-	-	-	-	-	-
Insurance Risk Mitigation		30,000	30,000	-	-	-	-	-	-	-	-	-	-	-
Gas Plants Shared Projects		4,539	-	<b>4,539</b>	-	-	-	-	-	-	-	-	-	-
Decommissioning Study	D	30,000	-	<b>30,000</b>	-	-	-	-	-	-	-	-	-	-
Repowering Study	D	200,000	-	<b>200,000</b>	-	-	-	-	-	-	-	-	-	-
<b>Total O&amp;M Projects Funding Requirement</b>		<b>\$ 635,539</b>	<b>\$ 220,000</b>	<b>\$ 389,539</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ -</b>						
<b>Capital Projects</b>														
Decommissioning Costs	D	13,608,000	\$ -	\$ -	\$ -	\$ 4,619,079	\$ 6,091,142	\$ 2,897,779	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles (5% Share)	D	6,500	-	-	6,500	-	-	-	-	-	-	-	-	-
<b>Total Capital Projects Funding Requirement</b>		<b>\$ 13,624,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,500</b>	<b>\$ 4,619,079</b>	<b>\$ 6,091,142</b>	<b>\$ 2,897,779</b>	<b>\$ -</b>					

Notes:  
D Discretionary  
M Mandatory

Northern California Power Agency  
 Combustion Turbine Project No. Two (STIG)  
 Maintenance Reserve  
 Budget FY 2024

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

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

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

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

Allocated by	Total	Alameda	Lodi	Lompoc	Roseville	
<b>ALLOCATION PERCENTAGES:</b>						
Generation Entitlement Share	GES	100.0000%	19.0000%	39.5000%	5.0000%	36.5000%
<b>PROJECTED MWH</b>						
		9,663	1,836	3,817	96	3,914
<b>PROJECT COSTS:</b>						
Routine O&M:						
Variable costs	Note A	\$ 170,299	\$ 32,357	\$ 67,268	\$ 1,692	\$ 68,982
Fixed costs	GES	567,859	107,893	224,304	28,393	207,269
Administration	GES	43,455	8,256	17,165	2,173	15,861
Mandatory costs	GES	133,933	25,447	52,904	6,697	48,886
Inventory	GES	-	-	-	-	-
Labor	GES	928,662	176,446	366,821	46,433	338,962
Other Costs:						
Fuel and LDC costs	Note A	957,093	181,848	378,052	15,176	382,018
Fuel administration costs	GES	10,875	2,066	4,296	544	3,969
Fuel and pipeline transport	Note A	220,004	41,801	86,902	11,000	80,302
GHG Allowance Costs	GES	170,733	32,439	67,440	1,756	69,098
CAISO charges	Note B	19,146	3,638	7,563	199	7,747
Debt service	GES	5,058,312	961,079	1,998,033	252,916	1,846,284
Insurance	GES	103,311	19,629	40,808	5,166	37,709
Other costs	GES	10,593	2,013	4,184	530	3,866
Generation Services Shared	GES	61,851	11,752	24,431	3,093	22,576
Administrative & General	GES	371,551	70,595	146,763	18,578	135,616
Projects:						
O&M and Capital	GES	389,539	74,012	153,868	19,477	142,182
Maintenance Reserve	GES	-	-	-	-	-
<b>Total Project Costs</b>	<b>GES</b>	<b>9,217,216</b>	<b>1,751,271</b>	<b>3,640,800</b>	<b>413,820</b>	<b>3,411,325</b>
<b>Project Revenues</b>						
ISO Energy sales	Note B	2,828,018	537,323	1,117,067	30,091	1,143,536
Fuel and pipeline transport credit	GES	950,953	180,681	375,626	47,548	347,097
GHG Allowance Credits	GES	170,731	32,439	67,439	1,756	69,097
Interest income	GES	42,000	7,980	16,590	2,100	15,330
<b>Total Project Revenues</b>		<b>3,991,702</b>	<b>758,423</b>	<b>1,576,722</b>	<b>81,495</b>	<b>1,575,061</b>
<b>Annual Project Revenue, net</b>		<b>\$ 5,225,514</b>	<b>\$ 992,848</b>	<b>\$ 2,064,078</b>	<b>\$ 332,325</b>	<b>\$ 1,836,263</b>
<b>Estimated price per Mwh</b>		<b>\$ 540.78</b>	<b>\$ 540.78</b>	<b>\$ 540.78</b>	<b>\$ 3,461.72</b>	<b>\$ 469.14</b>
FY 2023 Net Annual Project Costs		\$ 3,789,184	719,945	1,496,728	317,407	1,255,105
Net Project Cost Decrease		\$ 1,436,330	272,903	567,350	14,918	581,159
		37.91%	37.91%	37.91%	4.70%	46.30%
<b>Summary of Variable and Fixed Project Costs:</b>						
Variable Costs		\$ 1,537,275	\$ 292,082	\$ 607,224	\$ 29,823	\$ 608,146
Fixed Costs		7,679,941	1,459,189	3,033,577	383,997	2,803,178
<b>Total Project Costs</b>		<b>\$ 9,217,216</b>	<b>\$ 1,751,271</b>	<b>\$ 3,640,800</b>	<b>\$ 413,820</b>	<b>\$ 3,411,325</b>

<sup>1</sup> 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 2024

## Specific Assumptions and Rationale

### **General**

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

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

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

### **Operations & Maintenance**

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

### **Maintenance Reserve**

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

- Anticipated costs of estimated scheduled overhauls;
- A portion of the deductible of an insured loss may be absorbed for the fiscal year (currently \$1,000,000 or more depending on the type of loss); and
- Unanticipated; but, Commission approved, cost overruns, extraordinary repairs and maintenance not budgeted in the maintenance expense accounts, and
- An additional maintenance reserve funding has been included to assist in levelizing the costs of major maintenance activities. The total Maintenance Reserve funding is \$2,169,063 for FY 2024

## **Projects**

Capital Projects for FY 2024 total \$45,000, and O&M Projects total \$1,719,529.

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase / (Decrease)
<b>Variable Costs</b>						
Variable O&M	\$3,601,753	\$4,236,874	\$6,088,236	\$2,152,630	<b>\$4,837,398</b>	(\$1,250,838)
Fuel & LDC Costs	31,029,301	54,707,452	64,819,215	81,104,993	<b>71,517,913</b>	6,698,698
GHG Allowance Costs	6,268,971	15,382,070	20,249,959	4,198,362	<b>13,984,733</b>	(6,265,226)
CA ISO Charges (variable)	470,645	530,717	1,080,335	1,862,927	<b>675,245</b>	(405,090)
CA ISO Energy Purchases (variable)	2,666,658	3,539,868	1,889,864	3,855,830	<b>688,425</b>	(1,201,439)
Routine Variable Costs	44,037,328	78,396,981	94,127,609	93,174,742	<b>91,703,714</b>	(2,423,895)
<b>Routine O &amp; M Costs</b>						
Fixed	2,989,071	4,569,768	3,151,902	2,248,896	<b>3,350,082</b>	198,180
Administration	216,277	161,454	195,869	69,637	<b>188,173</b>	(7,696)
Mandatory Costs	312,245	403,433	365,380	149,700	<b>374,870</b>	9,490
Inventory Stock	0	0	0	0	<b>500,000</b>	500,000
Routine O & M Costs without Labor	3,517,593	5,134,655	3,713,151	2,468,233	<b>4,413,125</b>	699,974
Labor	6,040,384	6,169,522	6,112,796	2,989,733	<b>6,167,244</b>	54,448
Total Routine O & M Costs	9,557,977	11,304,177	9,825,947	5,457,966	<b>10,580,369</b>	754,422
<b>Other Plant Costs</b>						
Debt Service	26,008,267	26,008,267	25,996,203	12,998,103	<b>25,992,239</b>	(3,964)
Insurance	1,576,482	1,254,767	1,313,901	656,951	<b>1,751,712</b>	437,811
Other Costs	128,171	90,399	151,208	82,690	<b>176,665</b>	25,457
Generation Services Shared	364,833	304,549	420,233	210,078	<b>393,387</b>	(26,846)
Administrative & General	2,133,321	2,130,294	2,270,375	1,135,181	<b>2,285,971</b>	15,596
Power Management Allocated Costs	1,503,669	1,319,109	1,450,728	725,364	<b>1,505,071</b>	54,343
<b>Total O &amp; M Costs</b>	<b>85,310,048</b>	<b>120,808,543</b>	<b>135,556,204</b>	<b>114,441,075</b>	<b>134,389,128</b>	<b>(1,167,076)</b>
<b>Projects</b>						
Operations & Maintenance	1,375,308	1,714,120	1,342,970	(51,398)	<b>1,698,529</b>	355,559
Capital	1,756,500	831,934	280,000	64,615	<b>45,000</b>	(235,000)
Maintenance Reserve	1,875,102	1,875,102	2,008,392	1,004,196	<b>2,169,063</b>	160,671
Total Projects Budget	5,006,910	4,421,156	3,631,362	1,017,413	<b>3,912,592</b>	281,230
<b>Annual Budget Cost</b>	<b>90,316,958</b>	<b>125,229,699</b>	<b>139,187,566</b>	<b>115,458,488</b>	<b>138,301,720</b>	<b>(885,846)</b>
<b>Less: Third Party Revenue</b>						
ISO Energy Sales	49,394,211	82,843,909	121,619,515	113,996,617	<b>123,918,636</b>	2,299,121
Ancillary Services Sales	1,152,080	3,224,080	2,317,565	228,736	<b>2,010,665</b>	(306,900)
Interest Income - Operations	94,945	105,501	134,000	217,035	<b>134,000</b>	0
Interest Income (NCPA)	242,355	121,871	105,000	149,236	<b>105,000</b>	0
Interest Income (CDWR)	48,545	4,586	11,000	47,806	<b>11,000</b>	0
Other Income	0	1,900	0	8,890	<b>0</b>	0
	50,932,136	86,301,847	124,187,080	114,648,320	<b>126,179,301</b>	1,992,221
<b>Net Annual Budget Cost to Participants (without GHG Transfer Credits)</b>	<b>39,384,822</b>	<b>38,927,852</b>	<b>15,000,486</b>	<b>810,168</b>	<b>12,122,419</b>	<b>(2,878,067)</b>
GHG Allowance Credits	6,101,721	14,960,564	19,709,710	4,198,362	<b>13,611,634</b>	(6,098,076)
<b>Net Annual Budget Cost To Participants (with GHG Transfer Credits)</b>	<b>\$33,283,101</b>	<b>\$23,967,288</b>	<b>(\$4,709,224)</b>	<b>(\$3,388,194)</b>	<b>(\$1,489,215)</b>	<b>\$3,220,009</b>
Total Variable Costs	\$44,037,328	\$78,396,981	\$94,127,609	\$93,174,742	\$91,703,714	(\$2,423,895)
Total Fixed Costs	46,279,630	46,832,718	45,059,957	22,283,746	46,598,006	1,538,049
	<b>\$90,316,958</b>	<b>\$125,229,699</b>	<b>\$139,187,566</b>	<b>\$115,458,488</b>	<b>\$138,301,720</b>	<b>(\$885,846)</b>
Net Annual Generation (MWh)	945,377	1,198,616	1,626,895	739,974	1,303,566	(323,329)
Net Annual Budget Costs per MWh	\$35	\$20	(\$3)	(\$5)	(\$1)	\$2
Variable Costs per MWh	\$47	\$65	\$58	\$126	\$70	\$12
Net Costs per KW Month	\$9	\$7	(\$1)	(\$1)	(\$0)	\$1

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase / (Decrease)
<b>Maintenance Reserve -</b>						
Balance at Beginning of Fiscal Year				738,109		
Collections				<u>1,004,196</u>		
Current Balance				<u><u>1,742,305</u></u>		
<b>O&amp;M Reserve -</b>						
Balance at Beginning of Fiscal Year				<u>11,744,161</u>		
Current Balance				<u><u>11,744,161</u></u>		
<b>GHG Allowance Deposit -</b>						
Balance at Beginning of Fiscal Year				461,985		
Collections				0		
Expenditures				<u>0</u>		
Current Balance				<u><u>461,985</u></u>		

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

Projects	Notes	Total	FY 2023	Proposed	Forecast								
			Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
<b>Operations &amp; Maintenance (O&amp;M)</b>													
Consulting / Grant Writing	M	\$ 200,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant Betterment	M	16,000	16,000	-	-	-	-	-	-	-	-	-	-
Decommissioning Study	D	75,000	-	75,000	-	-	-	-	-	-	-	-	-
Expansion Joints	D	1,486,250	-	-	725,000	-	-	-	761,250	-	-	-	-
Service Water Piping	M	300,000	75,000	75,000	75,000	75,000	-	-	-	-	-	-	-
Asphalt & Paving Maintenance	M	190,000	-	-	-	-	85,000	-	-	-	-	-	105,000
Painting & Preservation	D	250,000	-	-	-	-	-	250,000	-	-	-	-	-
Water Plant EDI/RO	M	525,000	-	-	-	250,000	-	275,000	-	-	-	-	-
Transmission Interconnection Study	D	150,000	-	-	150,000	-	-	-	-	-	-	-	-
Risk Mitigation	D	330,000	180,000	150,000	-	-	-	-	-	-	-	-	-
HRSG / Steam Piping	D	1,525,000	-	-	-	-	750,000	-	-	-	-	-	775,000
Critical Inventory	D	1,050,000	-	-	250,000	400,000	-	400,000	-	-	-	-	-
Life cycle Replacement	D	425,000	-	225,000	200,000	-	-	-	-	-	-	-	-
Gas Plants Shared Projects	D	46,461	-	46,461	-	-	-	-	-	-	-	-	-
Annual Maintenance Outage	M	16,104,320	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	1,585,411
<b>Total O&amp;M Projects Funding Requirement</b>		<b>\$ 22,673,031</b>	<b>\$ 1,342,970</b>	<b>\$ 1,719,529</b>	<b>\$ 2,601,722</b>	<b>\$ 1,908,058</b>	<b>\$ 2,077,211</b>	<b>\$ 2,229,321</b>	<b>\$ 2,130,787</b>	<b>\$ 1,438,014</b>	<b>\$ 1,509,915</b>	<b>\$ 1,585,411</b>	<b>\$ 2,465,411</b>

Projects	Notes	Total	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
<b>Capital Projects</b>													
Civil/Structural	D	\$ 2,485,000	\$ 30,000	\$ 45,000	\$ 650,000	\$ 80,000	\$ 100,000	\$ 155,000	\$ 775,000	\$ 650,000	\$ -	\$ -	\$ -
Acoustic Monitoring HRSG	D	250,000	250,000	-	-	-	-	-	-	-	-	-	-
DCS Software Upgrades	D	1,350,000	-	-	-	650,000	-	-	-	-	-	-	-
DCS Hardware Updates	D	600,000	-	-	-	250,000	-	-	-	-	-	-	-
Clarifier Tank Refurbishment	M	400,000	-	-	-	400,000	-	-	-	-	-	-	-
BOP PLC Upgrades	D	425,000	-	-	-	175,000	-	-	-	-	-	-	-
Vehicles (5% Share)	D	16,000	-	-	7,500	-	8,500	-	-	-	-	-	-
Unidentified Capital Project	D	5,902,325	-	-	500,000	-	575,000	603,750	633,938	665,634	698,916	719,883	741,480
<b>Total Capital Projects Funding Requirement</b>		<b>\$ 11,428,325</b>	<b>\$ 280,000</b>	<b>\$ 45,000</b>	<b>\$ 1,157,500</b>	<b>\$ 1,555,000</b>	<b>\$ 683,500</b>	<b>\$ 758,750</b>	<b>\$ 1,408,938</b>	<b>\$ 1,315,634</b>	<b>\$ 698,916</b>	<b>\$ 719,883</b>	<b>\$ 741,480</b>

Notes:  
D Discretionary  
M Mandatory

**Northern California Power Agency  
Maintenance Reserves - Lodi Energy Center  
Budget FY 2024**

**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											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>LEC:</b>												
Beginning Reserve Balance	\$ 738,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Projected Reserve Expenditures -</b>												
Combustion Turbine (Overhaul)	-	-	-	(2,693,188)	-	-	(50,000)	(400,000)	-	-	(3,396,162)	
Steam Turbine	-	-	(20,000)	(125,000)	-	-	-	(125,000)	(800,000)	(20,000)	(740,000)	
Generators	-	(70,000)	-	(100,000)	-	-	-	-	-	(100,000)	(1,400,000)	
Plant Projects	(1,385,000)	(1,825,000)	(790,000)	(770,000)	(1,812,551)	(1,561,974)	(1,440,658)	(1,832,531)	(1,426,677)	(1,075,000)	(1,406,641)	
HRSG	(450,000)	(40,000)	-	(515,000)	(560,031)	(1,250,000)	(450,000)	(455,675)	(849,873)	(508,505)	-	
<b>Total Projected Expenditures</b>	<b>(1,835,000)</b>	<b>(1,935,000)</b>	<b>(810,000)</b>	<b>(4,203,188)</b>	<b>(2,372,582)</b>	<b>(2,811,974)</b>	<b>(1,940,658)</b>	<b>(2,813,206)</b>	<b>(3,076,550)</b>	<b>(1,703,505)</b>	<b>(6,942,803)</b>	
<b>Projected Reserve Funding -</b>												
Maintenance Contingency	-	-	-	-	-	-	-	-	-	-	-	-
Unit Overhaul	817,415	882,808	926,948	973,295	1,021,960	1,073,058	1,126,711	1,183,047	1,242,199	1,304,309	1,369,524	
Combustion Turbine (overhaul)	357,191	385,766	405,055	425,307	446,573	468,901	492,347	516,964	542,812	569,953	598,450	
Steam Turbine	142,683	154,098	161,803	169,893	178,388	187,307	196,673	206,506	216,832	227,673	239,057	
Generators	12,697	13,712	14,398	15,118	15,874	16,667	17,501	18,376	19,295	20,259	21,272	
HRSG	304,843	329,231	345,692	362,977	381,126	400,182	420,191	441,201	463,261	486,424	510,745	
Plant Projects	1,190,978	1,286,256	1,415,640	1,556,700	1,634,534	1,716,262	1,802,075	1,862,890	1,925,576	1,990,177	2,056,740	
<b>Total Projected Funding</b>	<b>2,008,392</b>	<b>2,169,063</b>	<b>2,342,588</b>	<b>2,529,995</b>	<b>2,656,495</b>	<b>2,789,320</b>	<b>2,928,786</b>	<b>3,045,937</b>	<b>3,167,775</b>	<b>3,294,486</b>	<b>3,426,265</b>	
<b>Cumulative Balance</b>	<b>\$ 911,501</b>	<b>\$ 1,145,564</b>	<b>\$ 2,678,152</b>	<b>\$ 1,004,959</b>	<b>\$ 1,288,872</b>	<b>\$ 1,266,218</b>	<b>\$ 2,254,347</b>	<b>\$ 2,487,077</b>	<b>\$ 2,578,302</b>	<b>\$ 4,169,283</b>	<b>\$ 652,745</b>	

LODI ENERGY CENTER  
Allocation of Project Budget  
FY 2024

ALLOCATION PERCENTAGES:

Allocated by	Total	Azusa	BART	Biggs	CDWR	Gridley	Healdsburg	Lodi	Lompoc	MID	Plumas-Sierra	PWRPA	SVP	Ukiah	
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		1,303,566	36,313	86,035	3,492	436,695	25,606	21,415	123,839	26,537	139,668	10,242	34,778	335,668	23,278
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PROJECT COSTS:

Fuel Cost	GES	\$ 71,517,913	\$ 1,992,275	\$ 4,720,182	\$ 191,596	\$ 23,958,501	\$ 1,404,826	\$ 1,174,897	\$ 6,794,202	\$ 1,455,890	\$ 7,662,644	\$ 561,916	\$ 1,908,026	\$ 18,415,862	\$ 1,277,095
GHG Allowance Costs	GES	\$ 13,984,733	\$ 389,573	\$ 922,992	\$ 37,465	\$ 4,684,886	\$ 274,702	\$ 229,741	\$ 1,328,550	\$ 284,687	\$ 1,498,366	\$ 109,878	\$ 373,099	\$ 3,601,069	\$ 249,725
Labor	GES	\$ 6,167,244	\$ 171,801	\$ 407,038	\$ 16,522	\$ 2,066,027	\$ 121,143	\$ 101,315	\$ 585,888	\$ 125,547	\$ 660,777	\$ 48,456	\$ 164,536	\$ 1,588,065	\$ 110,128
Variable O&M	GES	\$ 4,837,398	\$ 134,755	\$ 319,268	\$ 12,959	\$ 1,620,528	\$ 95,021	\$ 79,469	\$ 459,553	\$ 98,475	\$ 518,293	\$ 38,007	\$ 129,057	\$ 1,245,630	\$ 86,381
Fixed O&M	GES	\$ 3,350,082	\$ 93,323	\$ 221,105	\$ 8,975	\$ 1,122,277	\$ 65,806	\$ 55,035	\$ 318,258	\$ 68,198	\$ 358,938	\$ 26,322	\$ 89,377	\$ 862,646	\$ 59,822
O&M Administration	GES	\$ 188,173	\$ 5,242	\$ 12,419	\$ 504	\$ 63,038	\$ 3,696	\$ 3,091	\$ 17,876	\$ 3,831	\$ 20,161	\$ 1,478	\$ 5,020	\$ 48,455	\$ 3,360
Mandatory Costs	GES	\$ 374,870	\$ 10,443	\$ 24,741	\$ 1,004	\$ 125,581	\$ 7,364	\$ 6,158	\$ 35,613	\$ 7,631	\$ 40,165	\$ 2,945	\$ 10,001	\$ 96,529	\$ 6,894
Inventory Stock	GES	\$ 500,000	\$ 13,929	\$ 33,000	\$ 1,340	\$ 167,500	\$ 9,822	\$ 8,214	\$ 47,500	\$ 10,179	\$ 53,572	\$ 3,929	\$ 13,340	\$ 128,750	\$ 8,929
O&M and Capital Projects Costs	GES	\$ 1,743,529	\$ 48,569	\$ 115,073	\$ 4,671	\$ 584,082	\$ 34,248	\$ 28,643	\$ 165,635	\$ 35,493	\$ 186,807	\$ 13,699	\$ 46,516	\$ 448,959	\$ 31,134
Maintenance Reserve	GES	\$ 2,169,063	\$ 60,424	\$ 143,158	\$ 5,811	\$ 726,636	\$ 42,607	\$ 35,633	\$ 206,061	\$ 44,156	\$ 232,400	\$ 17,042	\$ 57,868	\$ 558,534	\$ 38,733
Insurance	GES	\$ 1,751,712	\$ 48,797	\$ 115,613	\$ 4,693	\$ 586,824	\$ 34,409	\$ 28,777	\$ 166,413	\$ 35,660	\$ 187,684	\$ 13,763	\$ 46,734	\$ 451,066	\$ 31,280
Other Costs	GES	\$ 105,000	\$ 2,925	\$ 6,930	\$ 281	\$ 35,175	\$ 2,063	\$ 1,725	\$ 9,975	\$ 2,137	\$ 11,250	\$ 825	\$ 2,704	\$ 27,038	\$ 1,875
Generation Services Shared	GES	\$ 393,387	\$ 10,959	\$ 25,964	\$ 1,054	\$ 131,785	\$ 7,727	\$ 6,463	\$ 37,372	\$ 8,008	\$ 42,149	\$ 3,091	\$ 10,495	\$ 101,297	\$ 7,025
Transmission (CAISO)	GES	\$ 675,245	\$ 18,810	\$ 44,566	\$ 1,809	\$ 226,207	\$ 13,264	\$ 11,093	\$ 64,148	\$ 13,746	\$ 72,348	\$ 5,305	\$ 18,015	\$ 173,876	\$ 12,058
Energy Purchases (CAISO)	GES	\$ 688,425	\$ 19,177	\$ 45,436	\$ 1,844	\$ 230,622	\$ 13,523	\$ 11,309	\$ 65,400	\$ 14,014	\$ 73,760	\$ 5,409	\$ 18,366	\$ 177,269	\$ 12,293
Debt Service Cost:															
Indenture Group A Cost	ICS A	\$ 20,909,761	\$ 1,044,150	\$ 2,473,834	\$ 100,409	\$ -	\$ 736,275	\$ 615,751	\$ 3,560,828	\$ 763,018	\$ -	\$ 294,493	\$ 999,988	\$ 9,651,695	\$ 669,321
BAB's Subsidy (Group A)	ICS A	\$ (4,261,953)	\$ (212,825)	\$ (504,232)	\$ (20,466)	\$ -	\$ (150,072)	\$ (125,506)	\$ (725,789)	\$ (155,523)	\$ -	\$ (60,025)	\$ (203,824)	\$ (1,967,266)	\$ (136,425)
Debt and Trustee Fees (Group A)	ICS A	\$ 47,726	\$ 2,383	\$ 5,646	\$ 229	\$ -	\$ 1,681	\$ 1,405	\$ 8,127	\$ 1,742	\$ -	\$ 672	\$ 2,282	\$ 22,030	\$ 1,528
Indenture Group B Cost	ICS B	\$ 10,990,418	\$ -	\$ -	\$ -	\$ 10,990,418	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BAB's Subsidy (Group B)	ICS B	\$ (1,645,987)	\$ -	\$ -	\$ -	\$ (1,645,987)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt and Trustee Fees (Group B)	ICS B	\$ 23,939	\$ -	\$ -	\$ -	\$ 23,939	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative & General	GES	\$ 2,285,971	\$ 63,680	\$ 150,874	\$ 6,124	\$ 765,800	\$ 44,903	\$ 37,554	\$ 217,167	\$ 46,536	\$ 244,926	\$ 17,961	\$ 60,987	\$ 588,638	\$ 40,821
Power Management Allocated Costs	GES	\$ 1,505,071	\$ 41,927	\$ 99,335	\$ 4,032	\$ 504,199	\$ 29,564	\$ 24,725	\$ 142,982	\$ 30,639	\$ 161,258	\$ 11,825	\$ 40,154	\$ 387,556	\$ 26,876
<b>Total Project Costs</b>		<b>\$ 138,301,720</b>	<b>\$ 3,960,317</b>	<b>\$ 9,382,944</b>	<b>\$ 380,857</b>	<b>\$ 46,968,038</b>	<b>\$ 2,792,571</b>	<b>\$ 2,335,494</b>	<b>\$ 13,505,758</b>	<b>\$ 2,894,062</b>	<b>\$ 12,025,496</b>	<b>\$ 1,116,992</b>	<b>\$ 3,792,840</b>	<b>\$ 36,607,695</b>	<b>\$ 2,538,655</b>
<b>Estimated price per MWh</b>		<b>\$ 106.09</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>	<b>\$ 107.55</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>	<b>\$ 86.10</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>	<b>\$ 109.06</b>

Third Party Revenue															
ISO Energy Sales	GES	\$ 123,918,636	\$ 3,452,001	\$ 8,178,630	\$ 331,978	\$ 41,512,743	\$ 2,434,134	\$ 2,035,735	\$ 11,772,270	\$ 2,522,612	\$ 13,277,014	\$ 973,629	\$ 3,306,025	\$ 31,909,049	\$ 2,212,815
Ancillary Services Sales	GES	\$ 2,010,665	\$ 56,011	\$ 132,704	\$ 5,387	\$ 673,573	\$ 39,495	\$ 33,031	\$ 191,013	\$ 40,931	\$ 215,429	\$ 15,798	\$ 53,643	\$ 517,746	\$ 35,904
GHG Allowance Credits	GES	\$ 13,611,634	\$ 389,573	\$ 922,992	\$ 37,465	\$ 4,684,886	\$ 274,702	\$ 229,741	\$ 1,328,550	\$ 284,687	\$ 1,498,366	\$ 109,878	\$ -	\$ 3,601,069	\$ 249,725
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		<b>\$ 139,790,935</b>	<b>\$ 3,906,561</b>	<b>\$ 9,255,593</b>	<b>\$ 375,693</b>	<b>\$ 46,927,091</b>	<b>\$ 2,754,661</b>	<b>\$ 2,303,801</b>	<b>\$ 13,322,444</b>	<b>\$ 2,854,789</b>	<b>\$ 15,005,167</b>	<b>\$ 1,101,836</b>	<b>\$ 3,368,264</b>	<b>\$ 36,110,835</b>	<b>\$ 2,504,199</b>

<b>Annual Project Costs, net</b>		<b>\$ (1,489,215)</b>	<b>\$ 53,756</b>	<b>\$ 127,352</b>	<b>\$ 5,164</b>	<b>\$ 40,947</b>	<b>\$ 37,910</b>	<b>\$ 31,693</b>	<b>\$ 183,314</b>	<b>\$ 39,273</b>	<b>\$ (2,979,670)</b>	<b>\$ 15,156</b>	<b>\$ 424,576</b>	<b>\$ 496,859</b>	<b>\$ 34,456</b>
<b>Estimated price per MWh, net</b>		<b>\$ (1.14)</b>	<b>\$ 1.48</b>	<b>\$ 1.48</b>	<b>\$ 1.48</b>	<b>\$ 0.09</b>	<b>\$ 1.48</b>	<b>\$ 1.48</b>	<b>\$ 1.48</b>	<b>\$ 1.48</b>	<b>\$ (21.33)</b>	<b>\$ 1.48</b>	<b>\$ 12.21</b>	<b>\$ 1.48</b>	<b>\$ 1.48</b>

JPA Assessment (per PMAO)		\$ 62,604	\$ 3,511	\$ -	\$ -	\$ 42,225	\$ -	\$ -	\$ -	\$ -	\$ 13,505	\$ -	\$ 3,363	\$ -	\$ -
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Summary of Variable and Fixed Project Costs:

Variable Costs		\$ 91,703,714	\$ 2,554,590	\$ 6,052,445	\$ 245,674	\$ 30,720,744	\$ 1,801,336	\$ 1,506,510	\$ 8,711,853	\$ 1,866,813	\$ 9,825,411	\$ 720,516	\$ 2,446,563	\$ 23,613,705	\$ 1,637,553
Fixed Costs		\$ 46,598,006	\$ 1,405,727	\$ 3,330,499	\$ 135,183	\$ 16,247,294	\$ 991,235	\$ 828,984	\$ 4,793,906	\$ 1,027,249	\$ 2,200,085	\$ 396,476	\$ 1,346,277	\$ 12,993,989	\$ 901,102
		<b>\$ 138,301,720</b>	<b>\$ 3,960,317</b>	<b>\$ 9,382,944</b>	<b>\$ 380,857</b>	<b>\$ 46,968,038</b>	<b>\$ 2,792,571</b>	<b>\$ 2,335,494</b>	<b>\$ 13,505,758</b>	<b>\$ 2,894,062</b>	<b>\$ 12,025,496</b>	<b>\$ 1,116,992</b>	<b>\$ 3,792,840</b>	<b>\$ 36,607,695</b>	<b>\$ 2,538,655</b>

FY 2023 Approved Budget (For Comparison Purpose):

Net Annual Project Costs		\$ (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)
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Project Costs Increase		\$ 3,220,009	\$ 94,768	\$ 224,529	\$ 9,114	\$ 1,131,448	\$ 66,825	\$ 55,887	\$ 323,186	\$ 69,254	\$ 357,907	\$ 26,729	\$ (76,389)	\$ 876,003	\$ 60,749
		-68.38%	-231.07%	-231.05%	-230.75%	-103.75%	-231.11%	-230.99%	-230.99%	-230.99%	-10.72%	-230.96%	-15.25%	-231.05%	-231.05%

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

O&M Reserve Fund Calculation:															
Total O&M Costs		\$ 96,155,685													
Estimated Requirement	/365*60	15,806,414	440,319	1,043,223	42,345	5,295,149	310,485	259,668	1,501,609	321,771	1,693,547	124,191	421,699	4,070,152	282,255
O&M Reserve balance as of January 2023		11,744,161	327,157	775,115	31,463	3,934,294	230,691	192,933	1,115,695	239,076	1,258,305	92,274	313,322	3,024,121	209,715
Reserve Requirement		\$ 4,062,253	\$ 113,162	\$ 268,108	\$ 10,882	\$ 1,360,855	\$ 79,794	\$ 66,735	\$ 385,914	\$ 82,695	\$ 435,242	\$ 31,917	\$ 108,377	\$ 1,046,031	\$ 72,540
Reserve Requirement will be charged/Credited to participants in the July 2023 All Resources Bill.															

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Shared Costs</b>						
Fixed O&M	\$304,484	\$403,312	\$296,000	\$112,454	\$302,810	\$6,810
Administration	261,750	170,160	235,550	75,909	224,750	(10,800)
Mandatory	40,000	54,113	48,500	15,527	49,700	1,200
O&M Projects	110,000	4,479	0	50,000	30,000	30,000
<b>Shared Costs without Labor</b>	<b>\$716,234</b>	<b>\$632,064</b>	<b>\$580,050</b>	<b>\$253,890</b>	<b>\$607,260</b>	<b>\$27,210</b>
<b>Summary of Costs by Subprograms per PMOA Schedule 4.00</b>						
Anhydrous Ammonia System (Alloc 1)	9,000	0	11,000	0	11,000	-
Administration/Warehouse Building (Alloc 2)	615,730	414,805	483,050	190,735	478,120	(4,930)
Fire System (Alloc 3)	0	0	0	0	30,000	30,000
230 Kv Switchyard Common Equip (Alloc 4)	36,000	149,371	27,000	43,130	27,360	360
Tooling and Special Equipment (Alloc 5)	16,504	30,828	19,000	6,000	19,360	360
Vehicle Usage (Alloc 7)	39,000	37,060	40,000	14,025	41,420	1,420
	<b>\$716,234</b>	<b>\$632,064</b>	<b>\$580,050</b>	<b>\$253,890</b>	<b>\$607,260</b>	<b>\$27,210</b>
<b>Liquidation to Plants</b>						
<b>CT 1</b>						
O&M & Inventory	\$61,558	\$59,380	\$62,160	\$19,258	\$64,042	1,882
Administration	31,410	13,450	28,266	9,109	26,970	(1,296)
Mandatory	4,800	6,494	5,820	1,863	5,964	144
Projects	13,200	537	0	6,000	3,600	3,600
	110,968	79,861	96,246	36,230	100,576	4,330
<b>CT 2</b>						
O&M & Inventory	48,446	63,491	46,989	17,180	48,020	1,031
Administration	47,115	20,175	42,399	13,664	40,455	(1,944)
Mandatory	7,200	9,740	8,730	2,795	8,946	216
Projects	19,800	806	0	9,000	9,939	9,939
	122,561	94,212	98,118	42,639	107,360	9,242
<b>LEC</b>						
O&M & Inventory	194,480	280,440	186,851	76,014	190,748	3,897
Administration	183,225	78,459	164,885	53,138	157,325	(7,560)
Mandatory	28,000	37,879	33,950	10,869	34,790	840
Projects	77,000	3,135	0	35,000	46,461	46,461
	482,705	399,913	385,686	175,021	429,324	43,638
	<b>\$716,234</b>	<b>\$573,986</b>	<b>\$580,050</b>	<b>\$253,890</b>	<b>\$637,260</b>	<b>\$57,210</b>

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Fixed O&amp;M Costs</b>						
Services -						
Legal Services (Alloc 2)	10,000	0	10,000	0	10,000	0
Tools/Shop/Warehouse (Alloc 2)	7,000	11,134	10,000	3,437	10,000	0
Buildings and Grounds (Alloc 2)	22,000	38,109	22,000	1,420	22,000	0
Ammonia System (Alloc 1)	9,000	0	9,000	0	9,000	0
Switchyard (Alloc 4)	12,000	149,085	12,000	43,130	12,360	360
Overall Facility Expense (Alloc 2)	0	90	0	0	0	0
Network/Communication (Alloc 5)	9,504	30,580	12,000	6,000	12,360	360
Balance of Plant (Alloc 2)	12,000	0	0	0	0	0
Electric/Control (Alloc 2)	3,000	2,521	6,000	0	6,180	180
Vehicle (Alloc 7)	14,000	2,572	14,000	7,174	14,420	420
	<b>98,504</b>	<b>234,092</b>	<b>95,000</b>	<b>61,161</b>	<b>96,320</b>	<b>1,320</b>
Materials & Supplies -						
Buildings and Grounds (Alloc 2)	14,000	7,109	13,000	14	13,390	390
Overall Facility Expense (Alloc 2)	20,000	20,362	21,000	3,820	21,500	500
Ammonia System (Alloc 1)	0	0	2,000	0	2,000	0
Switchyard (Alloc 4)	5,000	286	5,000	0	5,000	0
Network/Communication (Alloc 5)	7,000	248	7,000	0	7,000	0
Balance of Plant (Alloc 2)	7,000	1,435	7,000	0	7,000	0
Tools/Shop/Warehouse Equipment (Alloc 2)	45,000	48,268	45,000	12,922	46,800	1,800
Electric/Control (Alloc 2)	5,480	3,936	5,000	507	5,000	0
Vehicle (Alloc 7)	25,000	34,488	26,000	6,851	27,000	1,000
	<b>128,480</b>	<b>116,132</b>	<b>131,000</b>	<b>24,114</b>	<b>134,690</b>	<b>3,690</b>
Other Costs -						
Telephone & Dedicated Comm. (Alloc 2)	1,500	0	0	0	0	0
Maintenance Connection (Alloc 4)	19,000	0	10,000	0	10,000	0
Aux Power and Utilities (Alloc 2)	50,000	53,088	60,000	25,665	61,800	1,800
Equipment Rentals (Alloc 2)	7,000	0	0	1,514	0	0
	<b>77,500</b>	<b>53,088</b>	<b>70,000</b>	<b>27,179</b>	<b>71,800</b>	<b>1,800</b>
	<b>\$304,484</b>	<b>\$403,312</b>	<b>\$296,000</b>	<b>\$112,454</b>	<b>\$302,810</b>	<b>\$6,810</b>

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Administration Expense</b>						
Services -						
Office Equipment (Alloc 2)	5,300	265	5,300	0	5,300	0
General Office (Alloc 2)	2,400	1,067	2,400	701	2,400	0
Janitorial Services (Alloc 2)	12,000	37,474	30,000	22,211	32,500	2,500
	19,700	38,806	37,700	22,912	40,200	2,500
Other Costs -						
Travel (Alloc 2)	25,000	2,295	25,000	7,638	25,000	0
Staff Development (Alloc 2)	53,000	14,110	53,000	6,970	53,000	0
Meals & Per Diems (Alloc 2)	550	577	300	0	300	0
Safety Incentive Program (Alloc 2)	1,500	0	750	0	750	0
Community Relations (Alloc 2)	1,000	0	500	0	500	0
Janitorial Supplies & Misc Expenses (Alloc 2)	35,000	3,483	3,500	1,985	3,500	0
Office Equipment (Alloc 2)	61,000	62,388	37,800	8,198	40,000	2,200
General Office Supplies (Alloc 2)	40,000	14,776	30,000	5,316	30,000	0
Computer (software,hardware,network,...) (Alloc 2)	10,000	2,701	5,000	0	5,000	0
Network Infrastructure (Alloc 2)	0	0	15,000	0	0	(15,000)
Awards/Functions/Meetings (Alloc 2)	11,000	4,921	7,000	10	6,500	(500)
Publications (Alloc 2)	4,000	21,200	20,000	22,880	20,000	0
COVID-19 Costs (Alloc 2)	0	4,903	0	0	0	0
	242,050	131,354	197,850	52,997	184,550	(13,300)
	\$261,750	\$170,160	\$235,550	\$75,909	\$224,750	(\$10,800)
<b>Mandatory Costs</b>						
Services -						
Safety Services (Alloc 2)	0	14,834	12,000	98	12,000	0
	0	14,834	12,000	98	12,000	0
Other Costs -						
Environmental Supplies (Alloc 2)	0	4,572	1,500	1,110	1,700	200
Safety Supplies & Equipment (Alloc 2)	40,000	34,706	35,000	14,319	36,000	1,000
	40,000	39,279	36,500	15,429	37,700	1,200
	40,000	54,113	48,500	15,527	49,700	1,200
<b>O&amp;M Projects</b>						
Admin Building AC/Heat (Alloc 2)	110,000	4,479	0	50,000	0	0
Risk Mitigation (Alloc 3)	0	0	0	0	30,000	30,000
	110,000	4,479	0	50,000	30,000	30,000

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Routine O&M Costs						
Operations	\$ 117,500	\$ 29,771	\$ 334,500	\$ 87,499	\$ 140,500	\$ (194,000)
Administration	22,010	10,900	22,121	13,159	23,621	1,500
Routine O&M w/o Labor	139,510	40,671	356,621	100,658	164,121	(192,500)
Labor	1,314,619	1,058,837	1,368,492	585,542	1,411,307	42,815
Total Routine O&M Costs	1,454,129	1,099,508	1,725,113	686,200	1,575,428	(149,685)
Occupancy Cost	94,751	70,587	68,124	34,496	84,911	16,787
<b>Annual Budget Cost</b>	<b>1,548,880</b>	<b>\$ 1,170,095</b>	<b>1,793,237</b>	<b>720,696</b>	<b>1,660,339</b>	<b>(132,898)</b>
Less Funding						
Generation Services Shared - Liquidation	(1,548,880)	(1,170,095)	(1,793,237)	(720,696)	(1,660,339)	132,898
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Allocated	Person Years	Allocation						
	FY 24	FY 24 %						
Hydro	20.32	21.8%	\$ 330,941	\$ 223,157	\$ 387,820	\$ 155,863	\$ 361,609	\$ (26,211)
CT 1	4.65	5.0%	77,087	71,377	89,805	36,092	82,750	(7,055)
CT 2	3.47	3.7%	56,320	38,933	66,162	26,590	61,751	(4,411)
LEC	22.07	23.7%	364,833	304,549	420,233	168,890	392,751	(27,482)
Geo	42.79	45.9%	719,698	532,079	829,217	333,260	761,478	(67,739)
	93.30	100.0%	\$ 1,548,880	\$ 1,170,095	\$ 1,793,237	\$ 720,696	\$ 1,660,339	\$ (132,898)

Allocation based on FTE person years.

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Member Resources						
Contracts						
Alameda	\$10,709,924	\$7,250,562	\$11,361,375	\$3,682,870	\$11,505,396	\$144,021
Lodi	1,817,856	827,300	2,038,426	(217,477)	1,896,927	(141,499)
Palo Alto	41,425,319	46,373,453	38,700,045	19,516,164	43,121,855	4,421,810
Plumas-Sierra	46,943	1,631,662	71,906	973,760	102,095	30,189
Port of Oakland	816,798	664,840	512,372	253,373	1,206,581	694,209
Roseville	0	531,974	0	818,586	0	0
Santa Clara	0	2,308,812	0	3,192,501	0	0
BART	6,013,147	4,784,674	8,357,411	3,164,072	8,409,215	51,804
	<u>60,829,987</u>	<u>64,373,277</u>	<u>61,041,535</u>	<u>31,383,849</u>	<u>66,242,069</u>	<u>5,200,534</u>
ISO Energy Purchases	5,165,898	11,248,028	908,355	13,238,243	2,908,608	(314,702)
ISO Charges	1,420,619	513,653	1,073,727	1,495,422	1,332,969	6,008
<b>Annual Budget Cost</b>	<b>67,416,504</b>	<b>76,134,958</b>	<b>63,023,617</b>	<b>46,117,514</b>	<b>70,483,646</b>	<b>4,891,840</b>
Less: Third Party Revenue						
Energy Sales to Third Parties	13,737,920	15,283,536	101,793	5,395,238	6,594,817	6,493,024
ISO Energy Sales	118,306,809	62,380,525	169,393,620	212,647,314	256,333,659	196,920,846
Revenue from Customer	0	0	0	(471,008)	0	0
Interest and Other Income						
	<u>132,044,729</u>	<u>77,664,061</u>	<u>169,495,413</u>	<u>217,571,544</u>	<u>262,928,476</u>	<u>203,413,870</u>
<b>Net Annual Budget Cost to Participants</b>	<b>(\$64,628,225)</b>	<b>(\$1,529,103)</b>	<b>(\$106,471,796)</b>	<b>(\$171,454,030)</b>	<b>(\$192,444,830)</b>	<b>(\$198,522,030)</b>

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Member Resources - Natural Gas</b>						
Contracts						
BART	\$958,905	\$958,905	\$0	\$0	\$0	\$0
Biggs	17,319	99,239	11,221	8,149	17,131	5,910
Gridley	48,359	388,176	114,892	104,652	34,345	(80,547)
Healdsburg	163,958	504,336	226,347	159,049	86,303	(140,044)
Lodi	1,280,681	1,280,681	1,409,161	1,205,953	2,033,915	624,754
Lompoc	410,604	1,078,385	471,732	453,301	262,164	(209,568)
Ukiah	101,596	674,960	241,037	205,199	76,346	(164,691)
<b>Annual Budget Cost</b>	<b>2,981,422</b>	<b>4,984,682</b>	<b>2,474,390</b>	<b>2,136,303</b>	<b>2,510,204</b>	<b>35,814</b>
Gas Transfer Credits						
BART	970,845	1,490,203	0	0	0	0
Biggs	21,335	139,136	14,988	0	36,205	21,217
Gridley	56,487	511,775	151,188	0	72,946	(78,242)
Healdsburg	180,542	692,195	324,664	0	192,250	(132,414)
Lodi	1,550,617	2,220,261	2,298,528	0	3,916,300	1,617,772
Lompoc	513,781	1,706,164	670,691	0	571,484	(99,207)
Ukiah	118,801	896,604	334,601	0	165,214	(169,387)
	3,412,408	7,656,338	3,794,660	0	4,954,399	1,159,739
Interest Income	0	2,880	0	3,103	0	0
<b>Net Annual Budget Cost to Participants</b>	<b>(\$430,986)</b>	<b>(\$2,674,536)</b>	<b>(\$1,320,270)</b>	<b>\$2,133,200</b>	<b>(\$2,444,195)</b>	<b>(\$1,123,925)</b>

NORTHERN CALIFORNIA POWER AGENCY  
Western Resources  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Western Resources						
NCPA Power Pool						
Alameda	\$845,350	\$774,110	\$771,042	\$0	\$780,369	\$9,327
Biggs	207,038	198,076	188,841	0	191,133	2,292
Gridley	463,372	435,493	422,643	0	427,752	5,109
Healdsburg	176,230	161,621	160,737	0	162,684	1,947
Lodi	398,987	375,219	363,915	0	368,322	4,407
Lompoc	226,107	207,932	206,232	0	208,731	2,499
Palo Alto	8,626,587	7,815,157	7,868,334	0	7,963,473	95,139
Plumas-Sierra	1,621,312	1,459,802	1,478,799	0	1,496,682	17,883
Ukiah	423,937	223,418	221,073	0	223,752	2,679
Port of Oakland	242,381	386,086	386,679	0	391,347	4,668
Base Resource	0	0	0	5,779,539	0	0
	<u>13,231,301</u>	<u>12,036,729</u>	<u>12,068,295</u>	<u>5,779,539</u>	<u>12,214,245</u>	<u>145,950</u>
Restoration Fund	6,234,994	3,545,072	3,542,134	1,248,255	2,163,034	(1,379,100)
Western O&M	10,171,776	10,025,326	10,363,527	4,691,781	0	(10,363,527)
CAISO Charges	231,565	92,502	126,479	21,704	93,245	(33,234)
<b>Annual Budget Cost</b>	<b>29,869,636</b>	<b>25,699,629</b>	<b>26,100,435</b>	<b>11,741,279</b>	<b>14,470,524</b>	<b>(11,629,911)</b>
Less: Third Party Revenue						
ISO Energy Sales	17,480,649	20,550,994	26,526,704	9,892,364	31,462,876	4,936,172
Western O&M Revenue Credits	10,171,776	9,560,084	10,363,527	5,693,024	0	(10,363,527)
Displacement Revenue	0	57,538	0	0	0	0
Interest Income	21,862	0	0	19,133	0	0
	<u>27,674,287</u>	<u>30,168,616</u>	<u>36,890,231</u>	<u>15,604,521</u>	<u>31,462,876</u>	<u>(5,427,355)</u>
<b>Net Annual Budget Cost</b>	<b>\$2,195,349</b>	<b>(\$4,468,987)</b>	<b>(\$10,789,796)</b>	<b>(\$3,863,242)</b>	<b>(\$16,992,352)</b>	<b>(\$6,202,556)</b>

NORTHERN CALIFORNIA POWER AGENCY  
Market Power Purchases  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Market Power Purchases &amp; NCPA Contracts</b>						
Alameda	\$100,213	\$534,571	\$70,300	\$0	\$100,487	\$30,187
Biggs	71,419	180,981	100,548	0	28,506	(72,042)
Gridley	339,341	487,005	213,583	0	225,011	11,428
Healdsburg	128,158	499,413	481,805	0	545,537	63,732
Lodi	4,645,756	12,956,029	4,757,481	0	4,076,048	(681,433)
Lompoc	656,930	1,336,251	886,041	0	719,577	(166,464)
Palo Alto	1,363,952	4,701,551	3,818,270	0	0	(3,818,270)
Plumas-Sierra	0	2,723,788	0	0	0	0
Port of Oakland	1,943,571	4,297,093	1,469,088	0	1,267,581	(201,507)
Roseville	0	986,057	3,114,274	0	3,174,743	60,469
Santa Clara	0	3,859,901	12,145,667	0	12,764,957	619,290
Ukiah	131,039	798,370	352,590	0	317,477	(35,113)
BART	6,720,344	13,438,002	2,977,452	0	6,645,039	3,667,587
Market Power Purchases	0	0	0	28,566,999	0	0
ISO Energy Purchases	1,114,010	5,074,227	4,957,630	4,008,704	7,255,878	2,298,248
	17,214,733	51,873,239	35,344,729	32,575,703	37,120,841	1,776,112
ISO GMC and Other Charges	10,070	109,765	188,447	47,615	187,968	(479)
<b>Annual Budget Cost</b>	<b>17,224,803</b>	<b>51,983,004</b>	<b>35,533,176</b>	<b>32,623,318</b>	<b>37,308,809</b>	<b>1,775,633</b>
<b>Less: Third Party Revenue</b>						
Market Sales	1,267,533	4,646,079	3,957,323	2,527,134	2,380,533	(1,576,790)
ISO Energy Sales	12,614,852	40,910,946	34,943,730	38,699,132	45,274,824	10,331,094
ISO Ancillary Services Revenue	0	0	1,242,179	0	277,028	(965,151)
Revenue from (to) Customers	0	0	0	(70,632)	0	0
	13,882,385	45,557,025	40,143,232	41,155,634	47,932,385	7,789,153
<b>Net Annual Budget Cost to Participants</b>	<b>\$3,342,418</b>	<b>\$6,425,979</b>	<b>(\$4,610,056)</b>	<b>(\$8,532,316)</b>	<b>(\$10,623,576)</b>	<b>(\$6,013,520)</b>

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Gross Load Costs						
Alameda	\$14,868,523	\$22,112,188	\$22,740,624	\$15,467,613	\$32,296,632	\$9,556,008
Biggs	690,172	1,074,488	1,188,159	807,292	1,643,617	455,458
Gridley	1,614,882	2,338,643	2,500,543	1,996,187	3,513,930	1,013,387
Healdsburg	3,428,939	4,864,929	5,019,438	3,747,308	6,993,504	1,974,066
Lodi	19,279,223	31,153,768	32,170,245	25,974,565	44,545,756	12,375,511
Lompoc	5,563,978	8,692,512	8,853,440	6,238,464	12,497,306	3,643,866
Palo Alto	35,155,242	54,570,541	53,711,253	39,901,128	80,230,099	26,518,846
Plumas-Sierra	6,257,924	10,439,829	9,885,378	7,301,847	13,735,485	3,850,107
Port of Oakland	4,618,112	7,541,556	8,435,618	5,505,363	12,720,924	4,285,306
Ukiah	4,757,114	7,517,444	7,965,043	5,818,532	11,158,209	3,193,166
Santa Clara	171,469,722	280,670,607	286,091,065	208,767,144	435,175,715	149,084,650
BART	14,540,230	24,258,873	28,908,137	17,187,811	36,928,072	8,019,935
East Bay Community Energy	0	134,113,023	0	0	0	0
San Jose Clean Energy	0	150,507,314	0	0	0	0
Sonoma Clean Power	0	162,089,708	0	112,541,229	220,937,079	220,937,079
Load Costs - Accrued	0	0	0	101,201,369	0	0
<b>Annual Budget Cost</b>	<b>282,244,061</b>	<b>901,945,423</b>	<b>467,468,943</b>	<b>552,455,852</b>	<b>912,376,328</b>	<b>444,907,385</b>
Less: Energy Sales						
Alameda	0	187,750	0	132,131	0	0
Biggs	0	46,862	0	19,017	0	0
Gridley	0	36,841	0	26,056	0	0
Healdsburg	0	88,638	0	59,548	0	0
Lodi	0	411,981	0	470,193	0	0
Lompoc	0	70,407	0	49,511	0	0
Palo Alto	0	381,265	0	300,991	0	0
Plumas-Sierra	0	1,122,694	0	109,434	0	0
Port of Oakland	0	96,970	0	123,321	0	0
Ukiah	0	66,625	0	81,401	0	0
Santa Clara	0	4,128,249	0	178,384	0	0
BART	0	1,375,131	0	507,600	0	0
East Bay Clean Energy	0	104,502,545	0	0	0	0
San Jose Clean Energy	0	124,094,372	0	0	0	0
Sonoma Clean Power	0	105,704,784	0	70,057,658	0	0
Energy Sales - Accrued	0	0	0	246,242	0	0
Total Energy Sales	0	342,315,114	0	72,361,487	0	0
Less: Third Party Revenue						
Customer Revenues	0	112,408,344	0	47,088,474	220,937,079	220,937,079
Third Party Revenue	0	112,408,344	0	47,088,474	220,937,079	220,937,079
<b>Net Annual Budget Cost to Participants</b>	<b>\$282,244,061</b>	<b>\$447,221,965</b>	<b>\$467,468,943</b>	<b>\$433,005,891</b>	<b>\$691,439,249</b>	<b>\$223,970,306</b>

NORTHERN CALIFORNIA POWER AGENCY  
 Net GHG Obligations  
 Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Net GHG Obligations						
Alameda	\$41,681	\$108,300	\$77,279	\$0	\$0	(\$77,279)
BART	151,803	961,950	690,984	1,512,000	362,776	(328,208)
Biggs	0	0	0	52,800	0	0
Gridley	0	495,380	152,628	108,000	0	(152,628)
Healdsburg	0	58,980	0	27,000	0	0
Lodi	1,083,300	600,000	0	268,000	0	0
Palo Alto	0	0	0	26,800	0	0
Port of Oakland	0	0	0	26,800	0	0
Ukiah	0	372,930	0	54,000	0	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$1,276,784</b>	<b>\$2,597,540</b>	<b>\$920,891</b>	<b>\$2,075,400</b>	<b>\$362,776</b>	<b>(\$558,115)</b>
Customer Revenue	0	500,210	0	0	0	0

NORTHERN CALIFORNIA POWER AGENCY  
Transmission  
Comparative Draft Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Independent System Operator</b>						
Grid Management Charge	\$2,417,506	\$5,204,708	\$2,575,487	\$1,643,631	\$2,860,382	\$284,895
Wheeling Access Charge	119,362,830	143,528,645	158,081,389	76,051,488	179,046,864	20,965,475
Ancillary Services	3,846,319	10,688,305	5,941,763	5,744,925	10,376,526	4,434,763
Other Charges	946,016	(19,811,373)	2,183,731	(11,006,515)	3,478,258	1,294,527
<b>Annual Budget Costs</b>	<b>\$126,572,671</b>	<b>\$139,610,286</b>	<b>\$168,782,370</b>	<b>\$72,433,529</b>	<b>\$195,762,030</b>	<b>\$26,979,660</b>
Less: Third Party Revenue						
ISO Ancillary Sales	0	0	0	216,696	0	0
Customer Revenues	0	0	0	(1,039,564)	3,382,519	3,382,519
	0	0	0	(822,868)	3,382,519	3,382,519
<b>Net Annual Budget Cost to Participants</b>	<b>\$126,572,671</b>	<b>\$139,610,286</b>	<b>\$168,782,370</b>	<b>\$73,256,397</b>	<b>\$192,379,511</b>	<b>\$23,597,141</b>

**NORTHERN CALIFORNIA POWER AGENCY**  
**Management Services -- Legislative & Regulatory**  
**FY 2024 Budget**

	<u>Legislative</u>		<u>Regulatory</u>		<u>Western</u>	<u>Customer Programs</u>	<u>Proposed FY 2024</u>	<u>FY 2023</u>	<u>Increase/ (Decrease)</u>
	<u>State</u>	<u>Federal</u>	<u>State</u>	<u>Federal</u>	<u>Federal</u>				
Advocacy	\$ 426,250	\$ 352,250	\$ -	\$ -	\$ 153,000	\$ -	\$ 931,500	\$ 920,500	\$ 11,000
Legal	6,000	5,000	-	8,000	10,000	-	29,000	29,000	-
Dues & Memberships	24,688	12,775	-	6,000	-	-	43,463	42,145	1,318
Regulatory Compliance	-	-	290,000	-	-	-	290,000	260,000	30,000
Member Programs	61,400	12,200	-	-	-	219,100	292,700	292,700	-
Miscellaneous	24,307	67,744	8,529	26,554	17,057	13,000	157,191	153,643	3,548
<b>Total costs w/o Labor</b>	<b>542,645</b>	<b>449,969</b>	<b>298,529</b>	<b>40,554</b>	<b>180,057</b>	<b>232,100</b>	<b>1,743,854</b>	<b>1,697,988</b>	<b>45,866</b>
Labor	617,057	285,044	156,850	156,850	454,835	307,994	1,978,630	1,892,647	85,983
<b>Subtotal</b>	<b>1,159,702</b>	<b>735,013</b>	<b>455,379</b>	<b>197,404</b>	<b>634,892</b>	<b>540,094</b>	<b>3,722,484</b>	<b>3,590,635</b>	<b>131,849</b>
Administrative & General	206,758	108,454	62,274	36,761	116,156	95,230	625,633	621,625	4,008
Occupancy Costs	29,038	11,280	5,437	5,437	16,832	13,189	81,213	71,748	9,465
<b>Annual Budget Cost</b>	<b>1,395,498</b>	<b>854,747</b>	<b>523,090</b>	<b>239,602</b>	<b>767,880</b>	<b>648,513</b>	<b>4,429,330</b>	<b>4,284,008</b>	<b>145,322</b>
Less: Third Party Revenues									
Interest Income	1,402	859	35	16	1,371	11,665	15,348	15,348	-
<b>Net Annual Budget Cost to Participants</b>	<b>\$ 1,394,096</b>	<b>\$ 853,888</b>	<b>\$ 523,055</b>	<b>\$ 239,586</b>	<b>\$ 766,509</b>	<b>\$ 636,848</b>	<b>\$ 4,413,982</b>	<b>\$ 4,268,660</b>	<b>\$ 145,322</b>
FY 2023 Net Annual Budget Cost	1,392,025	837,199	483,774	230,997	721,505	603,160	4,268,660		
Increase/(Decrease)	\$ 2,071	\$ 16,689	\$ 39,281	\$ 8,589	\$ 45,004	\$ 33,688	\$ 145,322		

# Legislative Representation

FY 2024

## 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Legislative						
State:						
State Legislature	\$620,265	\$424,349	\$660,707	\$304,692	\$658,538	(\$2,169)
Member Programs	497,279	257,718	498,090	142,849	501,164	3,074
Federal:						
U.S. Congress	467,746	374,722	500,406	128,254	502,095	1,689
Coalition Development	192,996	255,878	218,163	74,410	232,918	14,755
	<u>1,778,286</u>	<u>1,312,667</u>	<u>1,877,366</u>	<u>650,205</u>	<u>1,894,715</u>	<u>17,349</u>
Administrative & General	284,713	223,435	318,510	159,352	315,212	(3,298)
Occupancy Cost - Main HQ Building	38,374	34,378	35,609	18,890	40,318	4,709
<b>Annual Budget Cost</b>	<b>2,101,373</b>	<b>1,570,480</b>	<b>2,231,485</b>	<b>828,447</b>	<b>2,250,245</b>	<b>18,760</b>
Less: Third Party Revenue						
Interest Income	2,947	1,885	2,261	2,387	2,261	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$2,098,426</b>	<b>\$1,568,595</b>	<b>\$2,229,224</b>	<b>\$826,060</b>	<b>\$2,247,984</b>	<b>\$18,760</b>

NORTHERN CALIFORNIA POWER AGENCY  
Legislative Representation  
Comparative Draft Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>State Legislature</b>						
Salaries & Benefits	\$342,445	\$285,443	\$337,887	\$141,149	\$334,400	(\$3,487)
Outside Services						
Legal Services - State Legislative	1,000	0	6,000	0	6,000	0
Agency Advocate	168,000	176,750	198,000	82,500	198,000	0
State Legislative Affairs Consultant	0	13,443	0	39,334	0	0
	169,000	190,193	204,000	121,834	204,000	0
Other Costs						0
Travel- AGM- Leg/Reg	750	(256)	2,750	118	2,750	0
Travel- Leg/Reg	0	(3,451)	4,000	1,307	4,000	0
Staff Development -Leg/Reg	0	(3,370)	4,000	0	4,000	0
Expedited Mailings	500	0	500	0	500	0
Office Furniture/Supplies	2,500	2,659	2,500	1,018	2,500	0
Tech & Other Mtg Exp	5,000	3,194	5,000	210	5,000	0
Dues, Subscriptions & Publications	2,500	2,985	2,500	0	2,500	0
Legislative Tour	70,000	(70,000)	70,000	20,906	70,000	0
Capitol Day	10,000	375	10,000	0	10,000	0
CMUA Dues - NCPA	17,570	16,576	17,570	18,151	18,888	1,318
	108,820	(51,288)	118,820	41,709	120,138	1,318
	\$620,265	\$424,348	\$660,707	\$304,692	\$658,538	(\$2,169)
<b>Member Programs</b>						
Salaries & Benefits	\$281,622	\$173,862	\$279,583	\$70,034	\$282,657	\$3,074
Outside Services						
Communications Consultant	10,000	212	10,000	0	10,000	0
Strategic Consultant	5,000	0	5,000	0	5,000	0
Event Planning Consultant	120,000	55,726	120,000	50,359	120,000	0
	135,000	55,938	135,000	50,359	135,000	0
Other Costs						
Travel - AGM - Leg/Reg	350	4,973	1,000	0	1,000	0
Travel - Leg/Reg	0	510	2,200	0	2,200	0
Member Travel	20,000	(3,921)	20,000	1,210	20,000	0
Meeting Expense	2,857	1,403	2,857	6,102	2,857	0
Annual Meeting	25,000	18,508	25,000	13,750	25,000	0
Dues, Subs & Pubs	3,300	411	3,300	0	3,300	0
Strategic Development	900	0	900	0	900	0
Strategic Issues Conference	20,000	6,034	20,000	1,353	20,000	0
External Affairs	8,250	0	8,250	41	8,250	0
	80,657	27,918	83,507	22,456	83,507	0
	\$497,279	\$257,718	\$498,090	\$142,849	\$501,164	\$3,074

NORTHERN CALIFORNIA POWER AGENCY  
Legislative Representation  
Comparative Draft Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>U.S. Congress</b>						
Salaries & Benefits - Leg/Reg	\$178,646	\$125,672	\$179,206	\$64,922	\$179,380	\$174
Outside Services						
Legal Services	0	(5,000)	5,000	0	5,000	0
Agency Advocate (Ca)	150,000	150,000	150,000	62,921	150,000	0
	150,000	145,000	155,000	62,921	155,000	0
Other Costs						
Travel - AGM	2,500	(2,754)	14,500	214	15,225	725
Travel - Leg/Reg	700	8,504	15,800	0	16,590	790
Expedited Mailings	2,000	324	2,000	11	2,000	0
Office Furniture/Supplies	2,000	1,283	2,000	65	2,000	0
APPA/NCPA Annual Legislative Rally	120,000	53,749	120,000	200	120,000	0
APPA Winter Rally	10,000	39,365	10,000	(149)	10,000	0
APPA Dues - NCPA	700	700	700	0	700	0
Dues & Subscriptions	1,200	2,879	1,200	70	1,200	0
	139,100	104,050	166,200	411	167,715	1,515
	\$467,746	\$374,722	\$500,406	\$128,254	\$502,095	\$1,689
<b>Coalition Development</b>						
Salaries & Benefits	\$102,825	\$204,253	\$103,117	\$3,827	\$105,664	\$2,547
Outside Services						
Transmission Access	54,275	60,259	55,000	66,000	66,000	11,000
Other Costs						
Travel - AGM- Leg/Reg	0	(12,207)	14,250	169	14,963	713
Travel - Leg/Reg	0	(9,900)	9,900	0	10,395	495
Expedited Mailings	200	0	200	0	200	0
Meeting Expenses	8,571	319	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	0	3,600	0
Dues & Subscriptions	6,000	3,037	6,000	2,911	6,000	0
External Affairs	16,250	5,242	16,250	228	16,250	0
	35,896	(8,634)	60,046	4,583	61,254	1,208
	\$192,996	\$255,878	\$218,163	\$74,410	\$232,918	\$14,755

# Regulatory Representation

FY 2024

## 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Regulatory						
Federal	\$163,165	\$226,851	\$189,970	\$127,687	\$197,404	\$7,434
State	378,165	323,928	418,770	125,026	455,379	36,609
	541,330	550,779	608,740	252,713	652,783	44,043
Administrative & General	82,300	92,058	96,516	48,297	99,035	2,519
Occupancy Cost - Main HQ Building	10,310	13,837	9,566	5,096	10,874	1,308
<b>Annual Budget Cost</b>	<b>633,940</b>	<b>656,674</b>	<b>714,822</b>	<b>306,106</b>	<b>762,692</b>	<b>47,870</b>
Less: Third Party Revenue						
Interest Income	1,116	36	51	19	51	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$632,824</b>	<b>\$656,638</b>	<b>\$714,771</b>	<b>\$306,087</b>	<b>\$762,641</b>	<b>\$47,870</b>

NORTHERN CALIFORNIA POWER AGENCY  
Regulatory Representation  
Comparative Draft Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Federal</b>						
Salaries & Benefits	\$150,236	\$212,028	\$150,241	\$100,100	\$156,850	\$6,609
Outside Services						
Legal Services						
Regulatory Counsel	3,000	(1,471)	8,000	7,832	8,000	0
Other Costs						
Travel - AGM	0	(3,300)	3,300	0	3,300	0
Travel - Regulatory	0	4,613	16,500	1,166	17,325	825
Staff Development	0	(2,000)	2,000	0	2,000	0
Office Furniture & Computer Supplies	2,000	670	2,000	405	2,000	0
Tech & Other Mtg Exp.	1,429	389	1,429	0	1,429	0
Dues, Subs & Pubs	6,000	15,922	6,000	18,183	6,000	0
Copy & Mailing Expenses	500	0	500	0	500	0
	9,929	16,294	31,729	19,755	32,554	825
	\$163,165	\$226,851	\$189,970	\$127,687	\$197,404	\$7,434
<b>State</b>						
Salaries & Benefits-Leg/Reg	\$150,236	\$152,630	\$150,241	\$80,660	\$156,850	\$6,609
Outside Services						
Special Counsel (CPUC)	225,000	176,641	260,000	44,305	290,000	30,000
Other Costs						
Travel - AGM	0	(600)	600	0	600	0
Travel - Regulatory	0	(4,916)	5,000	62	5,000	0
Office Furniture & Computer Supplies	1,000	0	1,000	0	1,000	0
Meeting Expenses	1,429	0	1,429	0	1,429	0
Copy and Mailing Expenses	500	0	500	0	500	0
External Affairs	0	173	0	0	0	0
	2,929	(5,343)	8,529	62	8,529	0
	\$378,165	\$323,928	\$418,770	\$125,026	\$455,379	\$36,609

# Western Representation

FY 2024

## 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Federal Power Programs						
Salaries & Benefits	\$411,283	\$290,383	\$414,733	\$2,863	\$454,835	\$40,102
Outside Services						
Special Counsel	5,000	(5,000)	10,000	0	10,000	0
Agency Advocate (Wash DC)	153,000	150,000	153,000	63,051	153,000	0
Other Costs						
Travel - AGM	0	(3,984)	4,000	0	4,000	0
Travel - Western	0	(4,715)	8,000	0	8,000	0
Staff Development	0	111	0	0	0	0
Expedited Mailings	200	0	200	0	200	0
Office Furniture/Supplies	2,000	2,125	2,000	584	2,000	0
Tech & Other Meeting Expenses	2,857	156	2,857	0	2,857	0
	<u>574,340</u>	<u>429,076</u>	<u>594,790</u>	<u>66,498</u>	<u>634,892</u>	<u>40,102</u>
Administrative & General	103,560	82,266	113,205	56,465	116,156	2,951
Occupancy Costs	16,037	10,271	14,881	7,914	16,832	1,951
<b>Annual Budget Cost</b>	<b>693,937</b>	<b>521,613</b>	<b>722,876</b>	<b>130,877</b>	<b>767,880</b>	<b>45,004</b>
Less: Third Party Revenue						
Interest Income	2,909	613	1,371	1,580	1,371	0
<b>Net Annual Budget Costs to Participants</b>	<b><u>\$691,028</u></b>	<b><u>\$521,000</u></b>	<b><u>\$721,505</u></b>	<b><u>\$129,297</u></b>	<b><u>\$766,509</u></b>	<b><u>\$45,004</u></b>

# 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Customer Programs						
Salaries & Benefits	\$265,645	\$287,327	\$277,639	\$149,301	\$307,994	\$30,355
Outside Services						
Public Benefits Efficiency	60,000	21,951	60,000	14,000	60,000	0
LCFS Support Services	0	0	25,000	0	25,000	0
Grant Writing Assistance	0	0	50,000	0	50,000	0
Grant Tracking Services	0	0	21,600	0	21,600	0
Other Costs						
Travel & Staff Development	0	(6,181)	8,500	767	8,500	0
Office Supplies	1,000	602	1,000	263	1,000	0
Webinars	3,500	2,253	3,500	822	3,500	0
California Electric Transportation Coalition	55,000	45,000	55,000	45,000	55,000	0
Workshops & Meetings	7,500	2,576	7,500	875	7,500	0
Efficiency Association Dues	0	0	0	0	0	0
	392,645	353,528	509,739	211,027	540,094	30,355
Administrative & General	76,012	78,712	93,394	46,688	95,230	1,836
Occupancy Cost - Main HQ Building	12,600	15,691	11,692	6,199	13,189	1,497
<b>Annual Budget Cost</b>	<b>481,257</b>	<b>447,931</b>	<b>614,825</b>	<b>263,914</b>	<b>648,513</b>	<b>33,688</b>
Less: Third Party Revenue						
Interest Income	5,828	4,722	11,665	4,881	11,665	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$475,429</b>	<b>\$443,209</b>	<b>\$603,160</b>	<b>\$259,032</b>	<b>\$636,848</b>	<b>\$33,688</b>

# Judicial Action

FY 2024

## 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>PRIVILEGED &amp; CONFIDENTIAL</b>						
Power Management Related						
ISO Tariff Rates and Amendments	\$215,000	\$97,332	\$325,000	\$108,221	\$325,000	\$0
PG&E Rates and IA Amendments	45,000	79,617	85,000	7,812	85,000	0
Western Rates and Contract Amendments	0	(9,970)	10,000	0	10,000	0
Investigations and Refund Proceedings	0	(7,500)	0	310	0	0
FERC Rate Cases	0	0	0	0	600,000	600,000
Travel - CVPIA	0	0	0	0	4,000	4,000
	<u>260,000</u>	<u>159,479</u>	<u>420,000</u>	<u>116,343</u>	<u>1,024,000</u>	<u>604,000</u>
Regulatory Related						
Legal Contingency Fund	40,000	0	40,000	0	40,000	0
<b>Annual Budget Cost</b>	<b><u>\$300,000</u></b>	<b><u>\$159,479</u></b>	<b><u>\$460,000</u></b>	<b><u>\$116,343</u></b>	<b><u>\$1,064,000</u></b>	<b><u>\$604,000</u></b>

Totals exclude the CVPIA and other case budgets, which are long-term cases funded for multiple years.

**Northern California Power Agency  
Management Services -- Power Management  
FY 2024 Budget**

	Power Management <sup>1</sup>	Gas Purchase Program	Mkt Purchase Project	Proposed FY 2024	FY 2023	Increase/ (Decrease)
Travel & Staff Development	\$ 139,145	\$ -	\$ -	\$ 139,145	\$ 131,240	\$ 7,905
Legal	35,500			35,500	35,500	-
Other Professional Services	104,376			104,376	109,300	(4,924)
Brokerage Fees	55,200			55,200	55,200	-
Software & Computer Supplies	241,530			241,530	168,200	73,330
Data Comm Lines	178,500			178,500	177,500	1,000
Miscellaneous Supplies & Materials	82,322			82,322	109,132	(26,810)
<b>Total costs w/o Labor</b>	<b>836,573</b>	<b>-</b>	<b>-</b>	<b>836,573</b>	<b>786,072</b>	<b>50,501</b>
Labor	9,017,160	58,035	83,478	9,158,673	8,962,798	195,875
<b>Subtotal</b>	<b>9,853,733</b>	<b>58,035</b>	<b>83,478</b>	<b>9,995,246</b>	<b>9,748,870</b>	<b>246,376</b>
Administrative & General	2,156,293	14,640	21,055	2,191,988	2,192,148	(160)
Occupancy Cost	396,666	2,217	3,177	402,060	308,773	93,287
Power Mgmt Administrative Liquidation	(9,245)	3,791	5,454	-	(1)	1
Liquidation to Plants	(37,538)	-	-	(37,538)	(42,219)	4,681
<b>Annual Budget Cost</b>	<b>12,359,909</b>	<b>78,683</b>	<b>113,164</b>	<b>12,551,756</b>	<b>12,207,571</b>	<b>344,185</b>
Less: Third Party Revenues						
Interest Income	36,832	355	463	37,650	37,650	-
<b>Net Annual Budget Cost to Participants</b>	<b>\$ 12,323,077</b>	<b>\$ 78,328</b>	<b>\$ 112,701</b>	<b>\$ 12,514,106</b>	<b>\$ 12,169,921</b>	<b>\$ 344,185</b>
FY 2023 Net Annual Budget Cost	11,981,922	76,319	111,680	12,169,921		
Increase/(Decrease)	\$ 341,155	\$ 2,009	\$ 1,021	\$ 344,185		

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 2024 Budget**

	Power Management						Total Power Mgt FY 2024	Total Power Mgt FY 2023	Increase/ (Decrease)
	Power Mgt Administration	System Control & Load Dispatch	Forecasting, Planning, PreSch	Industry Restr & Reg Affairs	Contract Administration	Fuel Acquisition			
Travel & Staff Development	\$ 12,973	\$ 55,500	\$ 57,264	\$ 3,926	\$ 9,482	\$ -	\$ 139,145	\$ 30,006	\$ 109,139
Legal	-	-	-	5,000	30,500	-	35,500	500	35,000
Other Professional Services	5,000	75,000	15,076	-	9,300	-	104,376	87,049	17,327
Brokerage fees	-	-	55,200	-	-	-	55,200	48,000	7,200
Software & Computer Supplies	-	95,305	146,225	-	-	-	241,530	256,675	(15,145)
Data Comm lines	-	178,500	-	-	-	-	178,500	182,500	(4,000)
Miscellaneous supplies & materials	3,500	24,993	11,290	37,200	5,339	-	82,322	77,328	4,994
<b>Total costs w/o Labor</b>	<b>21,473</b>	<b>429,298</b>	<b>285,055</b>	<b>46,126</b>	<b>54,621</b>	<b>-</b>	<b>836,573</b>	<b>682,058</b>	<b>154,515</b>
Labor	591,482	5,439,049	1,893,065	249,472	812,027	32,065	9,017,160	8,537,273	479,887
<b>Subtotal</b>	<b>612,955</b>	<b>5,868,347</b>	<b>2,178,120</b>	<b>295,598</b>	<b>866,648</b>	<b>32,065</b>	<b>9,853,733</b>	<b>9,219,331</b>	<b>634,402</b>
Administrative & General	-	1,364,203	500,717	67,975	220,020	3,378	2,156,293	1,978,768	177,525
Occupancy Cost	-	284,153	69,955	9,469	33,089	-	396,666	492,379	(95,713)
Power Mgmt Administrative Liquidation	(612,955)	383,387	142,297	19,312	56,619	2,095	(9,245)	(9,536)	291
Liquidation to Plants	-	-	-	-	-	(37,538)	(37,538)	(44,995)	7,457
<b>Annual Budget Cost</b>	<b>-</b>	<b>7,900,090</b>	<b>2,891,089</b>	<b>392,354</b>	<b>1,176,376</b>	<b>-</b>	<b>12,359,909</b>	<b>11,635,947</b>	<b>723,962</b>
Less: Third Party Revenues									
Interest Income		19,630	11,232	2,019	3,951		36,832	37,381	(549)
<b>Net Annual Budget Cost to Participants</b>	<b>\$ -</b>	<b>\$ 7,880,460</b>	<b>\$ 2,879,857</b>	<b>\$ 390,335</b>	<b>\$ 1,172,425</b>	<b>\$ -</b>	<b>\$ 12,323,077</b>	<b>\$ 11,598,566</b>	<b>\$ 724,511</b>
FY 2023 Net Annual Budget Cost	-	7,484,411	3,033,210	436,452	1,027,849	-	11,981,922		
Increase/(Decrease)	\$ -	\$ 396,049	\$ (153,353)	\$ (46,117)	\$ 144,576	\$ -	\$ 341,155		

## **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 2024 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Power Management Administration</b>						
Salaries & Benefits	\$557,838	\$554,605	\$561,728	\$285,573	\$591,482	\$29,754
Travel & Staff Development	560	(13,157)	12,873	164	12,973	100
Outside Services						
Other	5,000	0	5,000	0	5,000	0
Other						
Mobile Phone Services	600	559	500	208	500	0
Office Supplies	1,800	2,460	1,800	61	1,500	(300)
Books, Tapes and Subscriptions	1,000	2,880	2,900	1,440	1,500	(1,400)
Minor Equipment and Tools	400	2,211	400	0	0	(400)
	<u>\$567,198</u>	<u>\$549,558</u>	<u>\$585,201</u>	<u>\$287,446</u>	<u>\$612,955</u>	<u>\$27,754</u>
Liquidated Pwr Mgmt Admin	(567,198)	(549,558)	(585,201)	(287,446)	(612,955)	(27,754)
<b>Net Annual Budget Cost to Participan</b>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

## **SYSTEM CONTROL AND LOAD DISPATCH GOALS, OBJECTIVES AND MEASUREMENT PARAMETERS**

### **Goals**

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

Objectives to achieve this goal are:

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

### **Measurement Parameters**

#### **Volume Measures**

- Dispatch: Continually dispatch generation to balance NCPA MSSA every 5 minutes (Deviation Band maintenance).
- Dispatch: Forecast NCPA Pool loads and re-schedule resources every hour as needed to maintain balance.
- Dispatch: Dispatch Lodi Energy Center (LEC) to meet CAISO market awards and instructions.
- Day Ahead Scheduling: Aggregate, verify, and submit to the CAISO schedules of load demand, energy, ancillary service and transmission usage schedules for NCPA Operating Entities (NCPA Pool, SVP, City of Roseville, BART), and third parties. Verify and submit to CAISO daily schedules for LEC participants.

- Hour Ahead Scheduling: Verify for correctness, and coordinate with counter-parties hourly demand, energy, ancillary service and transmission usage schedules.
- Coordinate generation and facility outages with NCPA members, third parties, CAISO, PG&E, BANC, Western, and LEC participants.
- Monitor NCPA system compliance with applicable WECC and NERC Reliability Standards.
- Provide a minimum of 40 hours of NERC certified continuing education hours (CEH), or equivalent, to System Dispatchers and Schedule Coordinators annually.
- Provide training to Schedule Coordinators to achieve System Dispatcher qualification according to procedure NCPAPM-004.
- Participate in WECC, NERC, CAISO, PG&E and Western operating committees and work groups.
- Coordinate and manage implementation of NERC Reliability Standards associated with NCPA's registration as a Generator Owner and Generator Operator.

### **Efficiency Measures**

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

### **Program Structure and Functional Responsibilities**

- **Dispatch and RT Resource Management**  
Provides for the 24x7 monitoring of member and contractual loads and resources, real-time dispatch of resources to balance with load obligations (where load obligation is both load or a schedule associated with an inter schedule coordinator trade or export), current day and real-time power trading, and facilities outage coordination in accordance with the Metered Sub-System Aggregator Agreement (MSSA), CAISO, BANC, Western, WECC, and NERC operating procedures and protocols.
- **Schedule Coordination**

Provides for the day-ahead and hour-ahead scheduling of NCPA, member and contractual loads and resources, and LEC participants with the CAISO, compliance with WECC Unscheduled Flow Mitigation procedures, transaction Etagging, and transmission availability monitoring.

- **System Control and Data Acquisition**

Provides for hardware, software, and communications systems to enable real-time monitoring and control of NCPA member and contractual loads and generation facilities. Provides for the operation of system communications capabilities with CAISO, SVP, Western, WECC and PG&E.

- **WECC/NERC Compliance and Participation**

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

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	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Dispatch & Real-Time Resource Managen	\$3,193,731	\$3,305,894	\$3,093,305	\$1,723,379	\$3,075,878	(\$17,427)
Schedule Coordination	2,971,670	2,427,105	3,007,316	1,264,172	3,484,911	477,595
System Control & Data Acquisition	1,014,877	940,164	1,195,155	559,799	1,098,379	(96,776)
WECC/NERC Compliance & Participation	247,202	133,531	208,265	63,088	240,922	32,657
<b>Annual Budget Cost</b>	<b>7,427,480</b>	<b>6,806,694</b>	<b>7,504,041</b>	<b>3,610,438</b>	<b>7,900,090</b>	<b>396,049</b>
Less: Third Party Revenue						
Interest Income (Operating Account)	18,443	12,001	19,630	12,696	19,630	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$7,409,037</b>	<b>\$6,794,693</b>	<b>\$7,484,411</b>	<b>\$3,597,742</b>	<b>\$7,880,460</b>	<b>\$396,049</b>

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	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Dispatch &amp; Real-Time Resource Management</b>						
Salaries & Benefits						
Dispatch & Scheduling	\$1,856,128	\$2,086,125	\$1,844,871	\$1,192,173	\$1,781,502	(\$63,369)
Information Systems	471,072	347,423	425,710	118,377	446,951	21,241
Travel & Staff Development	16,000	15,960	20,000	14,384	16,000	(4,000)
Live Scheduling & Dispatch Backup Site	0	169	0	0	0	0
Dues & Subscriptions	1,000	1,033	1,000	528	1,000	0
Office Furniture & Equipment	2,000	4,862	1,000	0	3,500	2,500
Office Supplies	5,200	7,628	3,700	3,568	4,630	930
Computer Spare Parts	5,000	7,973	5,000	0	5,000	0
Regulatory Fees & Permits	400	877	400	922	400	0
Pwr Mgmt Admin Liquidation	151,905	168,906	146,988	72,206	147,583	595
	<u>2,508,705</u>	<u>2,640,956</u>	<u>2,448,669</u>	<u>1,402,158</u>	<u>2,406,566</u>	<u>(42,103)</u>
Administrative & General	551,782	569,826	563,941	281,776	562,632	(1,309)
Occupancy Cost - Main HQ Building	133,244	95,112	80,695	39,445	106,680	25,985
	<u><u>\$3,193,731</u></u>	<u><u>\$3,305,894</u></u>	<u><u>\$3,093,305</u></u>	<u><u>\$1,723,379</u></u>	<u><u>\$3,075,878</u></u>	<u><u>(\$17,427)</u></u>
<b>Schedule Coordination</b>						
Salaries & Benefits						
Dispatch & Scheduling	\$1,768,063	\$1,464,922	\$1,796,684	\$687,254	\$1,962,827	\$166,143
Information Systems	403,094	343,767	416,504	185,788	615,888	199,384
Travel & Staff Development	0	(9,241)	9,000	1,267	6,500	(2,500)
Office Furniture & Equipment	1,000	0	500	0	500	0
Dues/Subscriptions	4,000	4,161	4,000	2,111	4,000	0
Special Equipment & Tools	0	0	400	0	400	0
Office Supplies, Maintenance & Miscs. E	3,100	1,513	2,600	902	3,600	1,000
Pwr Mgmt Admin Liquidation	140,460	123,337	142,390	69,936	169,450	27,060
	<u>2,319,717</u>	<u>1,928,459</u>	<u>2,372,078</u>	<u>947,258</u>	<u>2,763,165</u>	<u>391,087</u>
Administrative & General	522,107	424,793	554,818	277,591	611,321	56,503
Occupancy Cost - Main HQ Building	129,846	73,853	80,420	39,323	110,425	30,005
	<u><u>\$2,971,670</u></u>	<u><u>\$2,427,105</u></u>	<u><u>\$3,007,316</u></u>	<u><u>\$1,264,172</u></u>	<u><u>\$3,484,911</u></u>	<u><u>\$477,595</u></u>

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System Control and Load Dispatch  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>System Control And Data Acquisition</b>						
Salaries & Benefits						
Information Systems	\$422,815	\$435,243	\$577,095	\$257,718	\$469,014	(\$108,081)
Dispatch & Scheduling	8,079	12,832	8,178	4,571	8,601	423
Outside Services						
Contract/Program Consulting	0	0	50,000	0	25,000	(25,000)
Compliance Manager	0	0	0	0	0	0
Network Services	14,100	30,840	20,000	7,256	20,000	0
Metering Service	25,000	30,443	25,000	11,151	30,000	5,000
Travel & Staff Development	0	(20,710)	13,500	2,552	26,000	12,500
Data Com Lines	9,500	8,825	9,500	3,174	10,500	1,000
Software Licenses	44,000	57,776	44,000	42,322	60,305	16,305
Disaster Recovery Center	1,000	0	500	0	500	0
Supplies	1,000	0	500	0	500	0
Computer Hardware	15,000	9,679	5,000	6,968	5,000	0
Communication Services - Internet	13,000	7,963	8,000	3,981	8,000	0
Communication Services - Intranet	160,000	145,361	160,000	85,819	160,000	0
Property Insurance	3,487	0	0	0	0	0
Emergency Gen. Fuel/Maint.	900	2,737	1,463	1,036	1,463	0
Computer Hardware (>\$5K)	40,000	79,315	0	0	25,000	25,000
Software Support - Compliance Manager	0	0	0	0	0	0
Software Patch Management System	0	(50,000)	0	0	0	0
CimCor CimTrak Change Control & Conf	0	(18,821)	0	0	0	0
Pwr Mgmt Admin Liquidation	48,848	49,980	58,927	28,946	55,524	(3,403)
	<u>806,729</u>	<u>781,463</u>	<u>981,663</u>	<u>455,494</u>	<u>905,407</u>	<u>(76,256)</u>
Administrative & General	140,490	134,307	185,737	92,937	153,330	(32,407)
Occupancy Cost - Main HQ Building	67,658	24,394	27,755	11,368	39,642	11,887
	<u>\$1,014,877</u>	<u>\$940,164</u>	<u>\$1,195,155</u>	<u>\$559,799</u>	<u>\$1,098,379</u>	<u>(\$96,776)</u>
<b>WECC/NERC Compliance &amp; Participation</b>						
Salaries & Benefits	\$147,009	\$102,088	\$148,273	\$34,378	\$154,266	\$5,993
Travel & Staff Development	0	(8,000)	0	0	7,000	7,000
NERC/WECC Assessments	4,000	3,120	4,000	4,018	4,500	500
Pwr Mgmt Admin Liquidation	9,733	6,642	9,724	4,772	10,830	1,106
	<u>160,742</u>	<u>103,850</u>	<u>161,997</u>	<u>43,168</u>	<u>176,596</u>	<u>14,599</u>
Administrative & General	32,566	20,569	35,504	17,592	36,920	1,416
Occupancy Cost - Main HQ Building	53,894	9,112	10,764	2,328	27,406	16,642
	<u>\$247,202</u>	<u>\$133,531</u>	<u>\$208,265</u>	<u>\$63,088</u>	<u>\$240,922</u>	<u>\$32,657</u>

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

### **Goals**

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

### **Measurement Parameters**

#### **Volume Measures**

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

#### **Efficiency Measures**

- MPP participant load resource balances are maintained within risk management matrix guidelines
- Hydro project water releases are managed within license parameters to maximize participant revenues and achieve target reservoir levels for end of season storage

- Regulatory (GHG, Power Content Label, RPS and RA) reporting obligations are submitted accurately and on time
- All pre-schedules submitted in accordance with WECC and CAISO scheduling guidelines

### **Subprogram Structure and Functional Responsibilities**

- ***Forecasting***

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

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

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

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

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

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

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

- ***Pre-Scheduling***

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

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

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

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

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

- ***Facilities Agreement Administration***

This subprogram has expired and activities transferred.

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	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Forecasting	\$603,545	\$524,138	\$652,332	\$296,141	\$659,525	\$7,193
Resource Planning, Optimization Risk Analysis & Mgmt	612,883	543,163	629,765	296,789	582,522	(47,243)
Power & Fuel Transaction	152,169	149,229	153,529	69,291	156,823	3,294
Pre-Scheduling	861,509	835,552	935,939	460,532	919,898	(16,041)
Power Pool Operations & Settlement Standards	390,770	346,846	481,786	149,181	383,496	(98,290)
Facilities Agreement Administration	189,811	133,837	191,091	68,930	188,825	(2,266)
<b>Annual Budget Cost</b>	<b>2,810,687</b>	<b>2,532,765</b>	<b>3,044,442</b>	<b>1,340,864</b>	<b>2,891,089</b>	<b>(153,353)</b>
Less: Third Party Revenue						
Interest Income	10,529	4,257	11,232	5,734	11,232	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$2,800,158</b>	<b>\$2,528,508</b>	<b>\$3,033,210</b>	<b>\$1,335,130</b>	<b>\$2,879,857</b>	<b>(\$153,353)</b>

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	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Forecasting</b>						
Salaries & Benefits						
Power Management	\$392,498	\$336,808	\$385,834	\$160,612	\$383,664	(\$2,170)
Travel & Staff Development	8,192	(17,503)	36,157	29,533	35,275	(882)
Professional Services	5,000	13,770	0	6,137	15,076	15,076
Software	17,500	24,256	43,400	12,800	34,075	(9,325)
Books, Tapes and Subscription	2,300	436	2,300	0	2,500	200
Tactical Market Info - Platts, NGI	33,300	41,269	28,400	9,011	29,600	1,200
Pwr Mgmt Admin Liquidation	29,571	27,265	31,681	15,551	32,678	997
	488,361	426,301	527,772	233,644	532,868	5,096
Administrative & General	100,813	85,484	111,258	55,441	111,532	274
Occupancy Cost - Main HQ Building	14,371	12,353	13,302	7,056	15,125	1,823
	<b>\$603,545</b>	<b>\$524,138</b>	<b>\$652,332</b>	<b>\$296,141</b>	<b>\$659,525</b>	<b>\$7,193</b>

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	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Resource Planning, Optimization, Risk Analysis &amp; Mgmt</b>						
Salaries & Benefits						
Power Management	\$366,690	\$372,045	\$367,166	\$189,484	\$367,083	(\$83)
Information Systems	0	0	41,138	0	0	(41,138)
Travel & Staff Development	2,964	(7,467)	12,989	250	12,989	0
Professional Services	20,000	13,500	0	0	0	0
Software	43,500	28,174	20,200	29,265	24,400	4,200
Tactical Market Information / Data	36,675	0	29,850	0	31,450	1,600
Mobile Phone Service	2,640	2,157	2,880	1,257	2,077	(803)
Office Supplies	55	0	200	0	200	0
Copy, Printing, Binding	100	0	200	0	200	0
Books, Tapes and Subscription	125	2,729	200	0	200	0
Equip Repair & Maintenance	390	0	2,355	0	2,500	145
Pwr Mgmt Admin Liquidation	30,496	28,092	30,473	14,976	28,817	(1,656)
	503,635	439,230	507,651	235,232	469,916	(37,735)
Administrative & General	96,370	90,532	108,785	54,476	99,081	(9,704)
Occupancy Cost - Main HQ Building	12,878	13,401	13,329	7,081	13,525	196
	<b>\$612,883</b>	<b>\$543,163</b>	<b>\$629,765</b>	<b>\$296,789</b>	<b>\$582,522</b>	<b>(\$47,243)</b>
<b>Power &amp; Fuel Transactions</b>						
Salaries & Benefits						
Power Management	\$114,027	\$111,969	\$114,175	\$49,545	\$116,504	\$2,329
Pwr Mgmt Admin Liquidation	7,349	7,650	7,291	3,593	7,611	320
	121,376	119,619	121,466	53,138	124,115	2,649
Administrative & General	26,780	25,680	28,349	14,168	28,529	180
Occupancy Cost - Main HQ Building	4,013	3,930	3,714	1,985	4,179	465
	<b>\$152,169</b>	<b>\$149,229</b>	<b>\$153,529</b>	<b>\$69,291</b>	<b>\$156,823</b>	<b>\$3,294</b>
<b>Pre-Scheduling</b>						
Salaries & Benefits						
Power Management	\$565,169	\$574,200	\$567,373	\$310,157	\$583,152	\$15,779
Information Systems	17,972	3,509	50,855	0	18,835	(32,020)
Travel & Staff Development	1,000	(6,753)	9,000	0	9,000	0
Brokerage Fees	48,000	48,330	55,200	26,835	55,200	0
Software	19,500	7,152	22,200	8,104	26,700	4,500
Mobile Phone Service	1,980	1,676	1,980	624	1,548	(432)
Office Supplies	65	430	65	0	65	0
Books, Tapes and Subscription	0	0	0	0	0	0
Pwr Mgmt Admin Liquidation	42,133	42,946	45,129	22,162	45,372	243
	695,819	671,490	751,802	367,882	739,872	(11,930)
Administrative & General	144,861	142,463	163,797	81,845	158,150	(5,647)
Occupancy Cost - Main HQ Bldg	20,829	21,599	20,340	10,805	21,876	1,536
	<b>\$861,509</b>	<b>\$835,552</b>	<b>\$935,939</b>	<b>\$460,532</b>	<b>\$919,898</b>	<b>(\$16,041)</b>

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Power Pool Operations &amp; Settlement Standards</b>						
Salaries & Benefits						
Power Management	\$164,609	\$142,439	\$165,132	\$63,668	\$168,461	\$3,329
Information Systems	127,885	115,800	193,375	23,615	116,285	(77,090)
Mobile Phone Services	2,200	2,241	2,000	1,157	2,000	0
Pwr Mgmt Admin Liquidation	18,994	17,798	23,022	11,297	18,733	(4,289)
	<u>313,688</u>	<u>278,278</u>	<u>383,529</u>	<u>99,737</u>	<u>305,479</u>	<u>(78,050)</u>
Administrative & General	66,976	59,170	86,694	43,294	68,085	(18,609)
Occupancy Cost - Main HQ Bldg	10,106	9,398	11,563	6,150	9,932	(1,631)
	<u><b>\$390,770</b></u>	<u><b>\$346,846</b></u>	<u><b>\$481,786</b></u>	<u><b>\$149,181</b></u>	<u><b>\$383,496</b></u>	<u><b>(\$98,290)</b></u>
<b>Facilities Agreement Administration</b>						
Salaries & Benefits						
Power Management	\$142,091	\$100,912	\$141,925	\$44,261	\$139,081	(\$2,844)
Pwr Mgmt Admin Liquidation	9,158	6,895	9,063	4,455	9,086	23
	<u>151,249</u>	<u>107,807</u>	<u>150,988</u>	<u>48,716</u>	<u>148,167</u>	<u>(2,821)</u>
Administrative & General	33,523	22,629	35,439	17,739	35,340	(99)
Occupancy Cost - Main HQ Bldg	5,039	3,401	4,664	2,475	5,318	654
	<u><b>\$189,811</b></u>	<u><b>\$133,837</b></u>	<u><b>\$191,091</b></u>	<u><b>\$68,930</b></u>	<u><b>\$188,825</b></u>	<u><b>(\$2,266)</b></u>

## **INDUSTRY RESTRUCTURING and REGULATORY AFFAIRS**

### **Goals**

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

### **Measurement Parameters**

#### **Volume Measures**

- Provide monthly summary of key regulatory filings and issues confronting members
- Prepare, coordinate, schedule and support frequent conference calls and responses on CAISO market related activities on behalf of members
- Prepare, attend and report on CAISO market technical meetings
- Monitor CAISO Release Planning activities and coordinate any required changes/enhancements in NCPA's business process and/or structure with affected NCPA business units
- Provide staff support for monthly pooling committee meetings
- Attend, support and report on monthly CMUA technical committee efforts
- Analyze, coordinate member positions and prepare response to one or more CAISO tariff filings per month
- Coordinate and/or prepare regulatory filings provided to CAISO

- Coordinate with other NCPA business units the management of existing and new generating unit technical information (e.g., CAISO Master File and MARS), and the management of new generator interconnection and integration in the NCPA Scheduling Coordinator portfolio (as it relates to CAISO unit registration and CAISO Master File management)
- Provide technical support to other NCPA business units

### **Efficiency Measures**

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

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

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Industry Restructuring & Regulatory Affairs						
Salaries & Benefits	\$281,570	\$261,302	\$283,102	\$150,848	\$249,472	(\$33,630)
Travel & Staff Development	1,290	(1,201)	5,000	286	3,926	(1,074)
Legal Services	0	(5,000)	5,000	0	5,000	0
Other						
Office Supplies	1,400	0	1,400	0	0	(1,400)
Copy, Printing and Binding	500	0	500	0	0	(500)
Books, Tapes and Subscriptions	31,000	28,842	31,000	18,489	37,200	6,200
Pwr Mgmt Admin Liquidation	20,352	19,401	20,819	10,233	19,312	(1,507)
	<u>336,112</u>	<u>303,344</u>	<u>346,821</u>	<u>179,856</u>	<u>314,910</u>	<u>(31,911)</u>
Administrative & General	75,591	67,463	81,026	40,572	67,975	(13,051)
Occupancy Cost - Main HQ Building	11,478	10,608	10,624	5,635	9,469	(1,155)
<b>Annual Budget Cost</b>	<b>423,181</b>	<b>381,415</b>	<b>438,471</b>	<b>226,063</b>	<b>392,354</b>	<b>(46,117)</b>
Less: Third Party Revenue						
Interest Income	2,430	823	2,019	804	2,019	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$420,751</b>	<b>\$380,592</b>	<b>\$436,452</b>	<b>\$225,259</b>	<b>\$390,335</b>	<b>(\$46,117)</b>

## **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 DesignDevelop 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Contract Maint. Negotiation and Administration and Litigation Support	\$680,700	\$757,029	\$728,658	\$329,688	\$918,690	\$190,032
TANC Representation & Advocacy	31,304	16,253	31,931	13,015	34,369	2,438
Western Representation & Advocacy	146,286	35,116	150,999	40,285	164,891	13,892
Pooling Agreement Coordination & Administration	116,310	58,507	120,212	35,345	58,426	(61,786)
<b>Annual Budget Cost</b>	<b>974,600</b>	<b>866,905</b>	<b>1,031,800</b>	<b>418,333</b>	<b>1,176,376</b>	<b>144,576</b>
Less: Third Party Revenue Interest Income	5,979	1,761	3,951	2,205	3,951	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$968,621</b>	<b>\$865,144</b>	<b>\$1,027,849</b>	<b>\$416,128</b>	<b>\$1,172,425</b>	<b>\$144,576</b>

Northern California Power Agency  
Contract Administration  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Contract Maint. Negotiation and Administration and Litigation Support</b>						
Salaries & Benefits	\$496,742	\$576,045	\$498,968	\$232,735	\$639,616	\$140,648
Travel & Staff Development	0	310	5,698	977	4,108	(1,590)
Legal Services	0	(28,000)	28,000	0	28,000	0
Mobile Phone Services	1,200	602	1,200	263	1,200	0
Office Supplies	1,000	0	1,000	0	1,000	0
Copy, Printing and Binding	200	0	200	0	200	0
Books, Tapes and Subscriptions	1,720	0	0	0	0	0
Equipment Repair and Maintenance	1,266	0	1,300	0	1,300	0
Minor Equipment and Tools	200	0	1,339	0	1,339	0
Pwr Mgmt Admin Liquidation	32,377	37,508	34,338	16,873	44,214	9,876
	<u>534,705</u>	<u>586,465</u>	<u>572,043</u>	<u>250,848</u>	<u>720,977</u>	<u>148,934</u>
Administrative & General	126,211	145,835	138,045	68,966	171,861	33,816
Occupancy Cost - Main HQ Building	19,784	24,729	18,570	9,874	25,852	7,282
	<u>\$680,700</u>	<u>\$757,029</u>	<u>\$728,658</u>	<u>\$329,688</u>	<u>\$918,690</u>	<u>\$190,032</u>
<b>TANC Representation &amp; Advocacy</b>						
Salaries & Benefits						
Power Management	\$22,507	\$11,818	\$22,618	\$8,728	\$24,629	\$2,011
Accounting & Finance	0	1,043	0	0	0	0
Travel & Staff Development	0	(623)	623	0	623	0
Copy, Printing and Binding	50	0	50	0	50	0
Books, Tapes and Subscriptions	50	0	50	0	50	0
Pwr Mgmt Admin Liquidation	1,457	836	1,491	719	1,656	165
	<u>24,064</u>	<u>13,074</u>	<u>24,832</u>	<u>9,447</u>	<u>27,008</u>	<u>2,176</u>
Administrative & General	6,213	419	6,235	3,103	6,402	167
Occupancy Cost - Main HQ Building	1,027	2,760	864	465	959	95
	<u>\$31,304</u>	<u>\$16,253</u>	<u>\$31,931</u>	<u>\$13,015</u>	<u>\$34,369</u>	<u>\$2,438</u>

Northern California Power Agency  
Contract Administration  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Western Representation &amp; Advocacy</b>						
Salaries & Benefits	\$94,096	\$33,049	\$94,492	\$10,653	\$106,955	\$12,463
Travel & Staff Development	0	(4,000)	4,000	0	2,351	(1,649)
Legal Services	500	(2,000)	2,500	0	2,500	0
Other Professional Services	11,800	0	9,300	9,300	9,300	0
Mobile Phone Services	0	559	0	208	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	6,871	1,886	7,056	3,449	7,925	869
	<u>113,467</u>	<u>29,494</u>	<u>117,548</u>	<u>23,610</u>	<u>129,231</u>	<u>11,683</u>
Administrative & General	28,246	5,014	29,391	14,519	30,981	1,590
Occupancy Cost - Main HQ Building	4,573	608	4,060	2,156	4,679	619
	<u>\$146,286</u>	<u>\$35,116</u>	<u>\$150,999</u>	<u>\$40,285</u>	<u>\$164,891</u>	<u>\$13,892</u>
<b>Pooling Agreement Coordination &amp; Administration</b>						
Salaries & Benefits	\$84,736	\$46,246	\$84,959	\$18,736	\$40,827	(\$44,132)
Travel & Staff Development	0	(2,400)	2,400	0	2,400	0
Pwr Mgmt Admin Liquidation	5,462	2,996	5,579	2,759	2,824	(2,755)
	<u>90,198</u>	<u>46,842</u>	<u>92,938</u>	<u>21,495</u>	<u>46,051</u>	<u>(46,887)</u>
Administrative & General	22,472	10,111	23,905	12,061	10,776	(13,129)
Occupancy Cost - Main HQ Building	3,640	1,554	3,369	1,789	1,599	(1,770)
	<u>\$116,310</u>	<u>\$58,507</u>	<u>\$120,212</u>	<u>\$35,345</u>	<u>\$58,426</u>	<u>(\$61,786)</u>

# Gas Purchase Program (GPP)

FY 2024

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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Increase/ (Decrease)
Gas Purchase Program						
Salaries & Benefits	\$60,827	\$38,504	\$56,787	\$16,960	\$58,035	\$1,248
Other						
Other Services	0	0	0	0	0	0
Allocated Power Management Admin	3,921	2,631	3,626	1,782	3,791	165
	64,748	41,135	60,413	18,742	61,826	1,413
Administrative & General	13,943	8,954	14,323	7,318	14,640	317
Occupancy Cost - Main HQ Building	2,088	1,434	1,938	1,029	2,217	279
<b>Annual Budget Cost</b>	<b>80,779</b>	<b>51,523</b>	<b>76,674</b>	<b>27,089</b>	<b>78,683</b>	<b>2,009</b>
Interest Revenue	361	212	355	254	355	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$80,418</b>	<b>\$51,311</b>	<b>\$76,319</b>	<b>\$26,835</b>	<b>\$78,328</b>	<b>\$2,009</b>

# Market Purchase Program (MPP)

FY 2024

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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Market Purchase Project						
Salaries & Benefits	\$87,113	\$60,860	\$83,138	\$24,219	\$83,478	\$340
Other						
Pwr Mgmt Admin Liquidation	5,615	4,158	5,309	2,616	5,454	145
	92,728	65,018	88,447	26,835	88,932	485
Administrative & General	20,148	13,764	20,894	10,421	21,055	161
Occupancy Cost - Main HQ Building	3,021	2,131	2,802	1,495	3,177	375
<b>Annual Budget Cost</b>	<b>115,897</b>	<b>80,913</b>	<b>112,143</b>	<b>38,751</b>	<b>113,164</b>	<b>1,021</b>
Less: Third Party Revenue						
Interest Income	5,157	632	463	381	463	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$110,740</b>	<b>\$80,281</b>	<b>\$111,680</b>	<b>\$38,370</b>	<b>\$112,701</b>	<b>\$1,021</b>

# Fuel Acquisition & Management

FY 2024

## **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 3<sup>rd</sup> 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Fuel Acquisition Cost (CT1 & CT2)						
Salaries & Benefits						
Pwr Accts Admin	\$32,583	\$6,396	\$32,718	\$0	\$32,065	(\$653)
Other:						
Copy, Printing & Binding	0	0	0	0	0	0
NG Subscriptions	6,149	2,829	3,200	0	0	(3,200)
Pwr Mgmt Admin Liquidation	2,496	630	2,294	1,121	2,095	(199)
	41,228	9,855	38,212	1,121	34,160	(4,052)
Administrative & General	3,767	4,239	4,007	1,960	3,378	(629)
Occupancy	0	0	0	0	0	0
	\$44,995	\$14,094	\$42,219	\$3,081	\$37,538	(\$4,681)
Liquidation of Fuel Acquisition to CT1 & CT2	(\$44,995)	(\$14,094)	(\$42,219)	(\$3,081)	(\$37,538)	\$4,681
<b>Net Annual Budget Cost to Participants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## **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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
ROC, IROC Meetings & Activities	\$46,371	\$26,922	\$57,805	\$81,115	\$45,536	(\$12,269)
Counter-party Credit Review & Analysis	152,046	138,315	91,747	31,863	98,805	7,058
<b>Annual Budget Cost</b>	<b>198,417</b>	<b>165,237</b>	<b>149,552</b>	<b>112,978</b>	<b>144,341</b>	<b>(5,211)</b>
Less: Third Party Revenue						
Interest Income	4,708	2,825	6,121	2,366	6,121	0
Enterprise Application Cost Sharing	0	51,510	0	0	0	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$193,709</b>	<b>\$110,902</b>	<b>\$143,431</b>	<b>\$110,612</b>	<b>\$138,220</b>	<b>(\$5,211)</b>

Northern California Power Agency  
Risk Management  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>ROC, IROC Meetings &amp; Activities</b>						
Salaries & Benefits						
Risk Management	\$63,466	\$42,555	\$42,920	\$22,080	\$44,255	\$1,335
Administrative Services	10,914	2,271	10,954	0	11,608	654
	<u>74,380</u>	<u>44,826</u>	<u>53,874</u>	<u>22,080</u>	<u>55,863</u>	<u>1,989</u>
Travel & Staff Development	0	872	10,500	1,168	11,000	500
Legal Services	0	(5,000)	5,000	0	5,000	0
Commercial Compliance Training	0	0	25,000	47,045	0	(25,000)
	<u>74,380</u>	<u>40,698</u>	<u>94,374</u>	<u>70,293</u>	<u>71,863</u>	<u>(22,511)</u>
Administrative & General	15,854	10,980	18,888	9,572	16,620	(2,268)
Occupancy Cost - Main HQ Building	2,508	2,166	2,348	1,250	2,589	241
	<u>92,742</u>	<u>53,844</u>	<u>115,610</u>	<u>81,115</u>	<u>91,072</u>	<u>(24,538)</u>
Allocated ROC, IROC Meetings & Activities to A&G	(46,371)	(26,922)	(57,805)	0	(45,536)	12,269
	<u>\$46,371</u>	<u>\$26,922</u>	<u>\$57,805</u>	<u>\$81,115</u>	<u>\$45,536</u>	<u>(\$12,269)</u>
<b>Counter-party Credit Review &amp; Analysis</b>						
Salaries & Benefits						
Energy Risk Management	\$63,466	\$42,420	\$42,920	\$21,851	\$44,255	\$1,335
Information Systems	46,799	10,905	15,350	0	19,105	3,755
Power Accounts Administration	0	158	0	0	0	0
	<u>110,265</u>	<u>53,483</u>	<u>58,270</u>	<u>21,851</u>	<u>63,360</u>	<u>5,090</u>
Risk Management Enterprise Application	12,000	64,388	13,600	0	14,000	400
	<u>122,265</u>	<u>117,871</u>	<u>71,870</u>	<u>21,851</u>	<u>77,360</u>	<u>5,490</u>
Administrative & General	25,768	18,278	17,341	8,664	18,509	1,168
Occupancy Cost - Main HQ Building	4,013	2,166	2,536	1,348	2,936	400
	<u>\$152,046</u>	<u>\$138,315</u>	<u>\$91,747</u>	<u>\$31,863</u>	<u>\$98,805</u>	<u>\$7,058</u>

## **Power Settlements**

### **Goals**

The major goals of the Power Settlement department are to:

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

### **Program Structure and Functional Responsibilities**

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

### **Billing, Balancing & Settlements**

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

#### **1. Settlement Business Design and Management**

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

#### **2. All Resources Bill (ARB) Administration**

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

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

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

### **3. Contract Administration**

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

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

#### **Deal Control Validation and Monitoring**

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

#### **CAISO Data Validation and Monitoring**

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

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

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

Northern California Power Agency  
Settlements  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Deal Control Validation & Monitoring	\$426,130	\$388,661	\$470,686	\$143,809	\$468,905	(\$1,781)
ISO Data Validation & Monitoring	549,153	329,904	541,277	177,317	606,666	65,389
<b>Annual Budget Cost</b>	<b>975,283</b>	<b>718,565</b>	<b>1,011,963</b>	<b>321,126</b>	<b>1,075,571</b>	<b>63,608</b>
Less: Third Party Revenue						
Interest Income	5,156	2,109	5,214	2,765	5,214	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$970,127</b>	<b>\$716,456</b>	<b>\$1,006,749</b>	<b>\$318,361</b>	<b>\$1,070,357</b>	<b>\$63,608</b>

Northern California Power Agency  
Settlements  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
<b>Deal Control Validation &amp; Monitoring</b>						
Salaries & Benefits						
Information Systems	\$112,836	\$140,911	\$145,865	\$22,212	\$146,200	\$335
Power Accounts Administration	214,954	155,502	214,789	65,905	210,378	(4,411)
	327,790	296,413	360,654	88,117	356,578	(4,076)
Administrative & General	83,594	77,333	95,190	47,803	95,924	734
Occupancy Cost - Main HQ Building	14,746	14,915	14,842	7,889	16,403	1,561
	<u>\$426,130</u>	<u>\$388,661</u>	<u>\$470,686</u>	<u>\$143,809</u>	<u>\$468,905</u>	<u>(\$1,781)</u>
<b>ISO Data Validation &amp; Monitoring</b>						
Salaries & Benefits						
Information Systems	\$5,991	\$1,170	\$0	\$0	\$43,499	\$43,499
Power Accounts Administration	395,264	247,935	391,312	99,446	397,503	6,191
	401,255	249,105	391,312	99,446	441,002	49,690
Travel & Staff Development	0	0	0	0	0	0
Software Licenses	3,450	3,421	3,450	3,877	3,450	0
	404,705	252,526	394,762	103,323	444,452	49,690
Administrative & General	121,275	64,953	124,909	62,528	137,042	12,133
Occupancy Cost - Main HQ Building	23,173	12,425	21,606	11,466	25,172	3,566
	<u>\$549,153</u>	<u>\$329,904</u>	<u>\$541,277</u>	<u>\$177,317</u>	<u>\$606,666</u>	<u>\$65,389</u>

Northern California Power Agency  
Integrated System Support  
Comparative Annual Budget Report

	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	<b>Proposed FY 2024 Budget</b>	Budget Increase/ (Decrease)
Integrated System Support						
Outside Services						
Custom Programming	\$0	\$0	\$0	\$0	\$0	\$0
Hardware Licenses	30,000	0	0	0	0	0
Software Licenses	125,000	151,758	125,000	35,618	175,000	50,000
Other						
Data Supplies	0	0	0	0	0	0
Computer Hardware	35,000	63,628	195,000	97,584	45,000	(150,000)
Hardware Contracts	80,000	34,082	35,000	63,954	100,000	65,000
Communication Services - Intranet	11,000	9,750	11,000	4,875	11,000	0
Cyber Security Insurance	0	207,715	0	0	371,377	371,377
Records Retention Software Solution	0	0	0	0	0	0
Emergency Generator Fuel/Maint.	150	0	133	0	133	0
Regulatory Fees & Permits	300	0	488	0	300	(188)
	<u>281,450</u>	<u>466,933</u>	<u>366,621</u>	<u>202,031</u>	<u>702,810</u>	<u>336,189</u>
Administrative & General	25,715	44,241	38,451	19,141	69,506	31,055
<b>Annual Budget Cost</b>	<b>307,165</b>	<b>511,174</b>	<b>405,072</b>	<b>221,172</b>	<b>772,316</b>	<b>367,244</b>
Less: Third Party Revenue						
Interest Income	3,690	549	2,661	0	2,661	0
<b>Net Annual Budget Cost to Participants</b>	<b>\$303,475</b>	<b>\$511,625</b>	<b>\$402,411</b>	<b>\$221,172</b>	<b>\$769,655</b>	<b>\$367,244</b>

## **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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
<b>Dues:</b>						
APPA	\$333,045	\$321,576	\$331,223	\$0	\$333,266	\$2,043
SEPA	19,000	19,000	22,000	22,000	25,363	3,363
DEED	24,661	24,432	24,624	0	22,000	(2,624)
CEE	10,000	11,704	10,000	0	10,000	0
Alliance to Save Energy Dues	2,500	0	2,500	0	2,500	0
	<u>389,206</u>	<u>376,712</u>	<u>390,347</u>	<u>22,000</u>	<u>393,129</u>	<u>2,782</u>
<b>Subscriptions:</b>						
Tactical Mkt Info - Platts	9,750	10,973	11,500	12,557	12,000	500
Tactical Mkt Info - NGI	9,375	8,486	9,600	0	9,750	150
	<u>19,125</u>	<u>19,459</u>	<u>21,100</u>	<u>12,557</u>	<u>21,750</u>	<u>650</u>
<b>Transmission Services:</b>						
TANC - SOT	210,000	149,807	210,000	38,263	210,000	0
Bay Area Transmission (BAMx)	657,500	597,284	657,500	110,085	657,500	0
BART Transmission Consulting	180,000	69,873	180,000	22,758	120,000	(60,000)
60 Kv Facilities Charges (Biggs)	4,700	4,663	4,700	2,331	4,700	0
	<u>1,052,200</u>	<u>821,627</u>	<u>1,052,200</u>	<u>173,437</u>	<u>992,200</u>	<u>(60,000)</u>
<b>Distribution:</b>						
Meter Maintenance General - TriMark	142,000	86,450	72,000	39,690	228,000	156,000
Meter Repair	0	3,000	0	6,559	0	0
	<u>142,000</u>	<u>89,450</u>	<u>72,000</u>	<u>46,249</u>	<u>228,000</u>	<u>156,000</u>
<b>WREGIS:</b>						
Certificate Transfer Fees	5,000	4,222	5,000	2,119	5,000	0
Certificate Transfer Fees - WAPA	5,000	1,181	5,000	348	5,000	0
	<u>10,000</u>	<u>5,403</u>	<u>10,000</u>	<u>2,467</u>	<u>10,000</u>	<u>0</u>
<b>Member Services Projects:</b>						
Energy Efficiency Reporting Tool	70,235	27,229	70,000	0	70,000	0
Technical Reference Manual	35,000	0	50,000	0	50,000	0
Energy Efficiency Target	0	26,763	0	0	0	0
	<u>105,235</u>	<u>53,992</u>	<u>120,000</u>	<u>0</u>	<u>120,000</u>	<u>0</u>
<b>Annual Budget Cost</b>	<b><u>\$1,717,765</u></b>	<b><u>\$1,366,643</u></b>	<b><u>\$1,665,647</u></b>	<b><u>\$256,710</u></b>	<b><u>\$1,765,079</u></b>	<b><u>\$99,432</u></b>

## 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 2022 Budget	FY 2022 Actual	FY 2023 Budget	FY 2023 Actual Through December 31, 2022	Proposed FY 2024 Budget	Budget Increase/ (Decrease)
Support Services						
Salaries & Benefits	\$47,000	\$71,631	\$46,914	\$60,776	\$125,218	\$78,304
Training Services	0	122,474	0	8,614	0	0
Vendor Services	0	1,550,291	0	483,782	0	0
Vendor Shared Services - SCPA	0	306,111	0	180,532	0	0
Other Support Services	0	-	0	566	0	0
<b>Annual Budget Cost</b>	<b>47,000</b>	<b>2,050,507</b>	<b>46,914</b>	<b>734,270</b>	<b>125,218</b>	<b>78,304</b>

Northern California Power Agency  
 Grand Total Full-Time Employee Staffing by Business Unit  
 FY 2023-2024 Budget

<b><u>BUSINESS UNITS</u></b>	<b>FY 2022-2023 Budget</b>			<b>FY 2023-2024 Budget</b>	
	<b>On Board (A)</b>	<b>Open (B)</b>	<b>Total</b>	<b>Change (C)</b>	<b>Total</b>
<b>GENERATION SERVICES</b>	84.00	7.00	91.00	-	<b>91.00</b>
<b>POWER MANAGEMENT</b>	25.00	1.00	26.00	-	<b>26.00</b>
<b>LEGISLATIVE &amp; REGULATORY</b>	4.75	2.00	6.75	-	<b>6.75</b>
<b>ADMINISTRATIVE &amp; GENERAL</b>	41.25	4.00	45.25	-	<b>45.25</b>
<b>GRAND TOTAL</b>	155.00	14.00	169.00	-	<b>169.00</b>

Note = A: Number of full-time employees planned as of 7/1/22. 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 2023-2024 Budget

**Business Unit**  
**Casual Employees Equivalent**  
**Generation Services**  
**Administrative & General**  
 Total

FY 2022-2023 Budget		
On Board	Open	Total
0.46	1.39	1.85
-	1.00	1.00
0.46	2.39	2.85

FY 2023-2024 Budget	
Change	Total
-	1.85
<b>0.92</b>	<b>1.92</b>
<b>0.92</b>	<b>3.77</b>

# NORTHERN CALIFORNIA POWER AGENCY

## Summary of Position Changes

FY 2023-2024

New Changes:

Add	0.46	Information Systems	Student Assistant IV (6H) (Org 300)
Add	0.46	Information Systems	Student Assistant IV (6H) (Org 300)
	<u>0.92</u>	Total	
Upgrade	0.00	Power Management	Energy Resource Analyst II (18) to Energy Resource Analyst III (20) (Org 535)

**Northern California Power Agency  
Administrative General Wage Schedule  
Effective January 1, 2023**

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
15 <sup>1</sup>	ACCOUNTANT/ANALYST I	77,168	37.10	96,470	46.38	110,926	53.33
17 <sup>1</sup>	ACCOUNTANT/ANALYST II	89,170	42.87	111,467	53.59	128,190	61.63
19 <sup>1</sup>	ACCOUNTANT/ANALYST III	103,064	49.55	128,814	61.93	148,138	71.22
9 <sup>1</sup>	ACCOUNTING CLERK I	50,003	24.04	62,504	30.05	71,885	34.56
11 <sup>1</sup>	ACCOUNTING CLERK II	57,782	27.78	72,238	34.73	83,054	39.93
13 <sup>1</sup>	ACCOUNTING CLERK III	66,768	32.10	83,470	40.13	95,992	46.15
9 <sup>1</sup>	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR I	50,003	24.04	62,504	30.05	71,885	34.56
11 <sup>1</sup>	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR II	57,782	27.78	72,238	34.73	83,054	39.93
13 <sup>1</sup>	ADMINISTRATIVE ASSISTANT/OFFICE ADMINISTRATOR III	66,768	32.10	83,470	40.13	95,992	46.15
30 <sup>1</sup>	AGM I/SENIOR DIRECTOR (E.g. Business Development)	228,342	109.78	285,418	137.22	328,224	157.80
31 <sup>1</sup>	AGM II (E.g. Power Mgmt, Generation, Leg & Reg, CFO/Admin)	245,461	118.01	306,821	147.51	352,851	169.64
32 <sup>1</sup>	AGM III	263,869	126.86	329,826	158.57	379,309	182.36
23 <sup>1</sup>	ASSISTANT CONTROLLER	137,634	66.17	172,037	82.71	197,850	95.12
25 <sup>1</sup>	ASSISTANT MANAGER: INFORMATION SERVICES	159,058	76.47	198,806	95.58	228,634	109.92
6E <sup>1</sup>	ASSISTANT, STUDENT I	32,240	15.50	39,000	18.75	44,845	21.56
6F <sup>1</sup>	ASSISTANT, STUDENT II	38,501	18.51	48,131	23.14	55,349	26.61
6G <sup>1</sup>	ASSISTANT, STUDENT III	47,861	23.01	59,821	28.76	68,786	33.07
6H <sup>1</sup>	ASSISTANT, STUDENT IV	55,286	26.58	69,098	33.22	79,456	38.20
14 <sup>1</sup>	COMPUTER TECHNOLOGY ANALYST	71,781	34.51	89,731	43.14	103,189	49.61
17 <sup>1</sup>	COMPUTER TECHNOLOGY ANALYST I	89,170	42.87	111,467	53.59	128,190	61.63
19 <sup>1</sup>	COMPUTER TECHNOLOGY ANALYST II	103,064	49.55	128,814	61.93	148,138	71.22
21 <sup>1</sup>	COMPUTER TECHNOLOGY ANALYST III	119,101	57.26	148,866	71.57	171,205	82.31
23 <sup>1</sup>	COMPUTER TECHNOLOGY ANALYST IV	137,634	66.17	172,037	82.71	197,850	95.12
16 <sup>1</sup>	ENERGY RESOURCE ANALYST I	110,781	53.26	138,486	66.58	159,245	76.56
18 <sup>1</sup>	ENERGY RESOURCE ANALYST II	82,950	39.88	103,688	49.85	119,246	57.33
20 <sup>1</sup>	ENERGY RESOURCE ANALYST III	95,867	46.09	119,829	57.61	137,800	66.25
23 <sup>1</sup>	ENERGY RESOURCE ANALYST IV	137,634	66.17	172,037	82.71	197,850	95.12
16 <sup>1</sup>	ENGINEER I	82,950	39.88	103,688	49.85	119,246	57.33
18 <sup>1</sup>	ENGINEER II	95,867	46.09	119,829	57.61	137,800	66.25
20 <sup>1</sup>	ENGINEER III	110,781	53.26	138,486	66.58	159,245	76.56
23 <sup>1</sup>	ENGINEER IV	137,634	66.17	172,037	82.71	197,850	95.12
24 <sup>1</sup>	ENGINEER V: SUPERVISING /PLANT	147,950	71.13	184,933	88.91	212,680	102.25
20 <sup>1</sup>	ENVIRONMENTAL, HEALTH & SAFETY SPECIALIST	110,781	53.26	138,486	66.58	159,245	76.56
16 <sup>1</sup>	EXECUTIVE ASSISTANT	82,950	39.88	103,688	49.85	119,246	57.33
32 <sup>1</sup>	GENERAL COUNSEL	263,869	126.86	329,826	158.57	379,309	182.36
36 <sup>1</sup>	GENERAL MANAGER	352,394	169.42	440,482	211.77	506,563	243.54
16 <sup>1</sup>	GEOLOGIST I	82,950	39.88	103,688	49.85	119,246	57.33
18 <sup>1</sup>	GEOLOGIST II	95,867	46.09	119,829	57.61	137,800	66.25
20 <sup>1</sup>	GEOLOGIST III	110,781	53.26	138,486	66.58	159,245	76.56
23 <sup>1</sup>	GEOLOGIST IV	137,634	66.17	172,037	82.71	197,850	95.12
24 <sup>1</sup>	GEOLOGIST V	147,950	71.13	184,933	88.91	212,680	102.25
16 <sup>1</sup>	GOVERNMENT RELATIONS REPRESENTATIVE I	82,950	39.88	103,688	49.85	119,246	57.33
18 <sup>1</sup>	GOVERNMENT RELATIONS REPRESENTATIVE II	95,867	46.09	119,829	57.61	137,800	66.25
20 <sup>1</sup>	GOVERNMENT RELATIONS REPRESENTATIVE III	110,781	53.26	138,486	66.58	159,245	76.56
22 <sup>1</sup>	GOVERNMENT RELATIONS REPRESENTATIVE IV	128,024	61.55	160,035	76.94	184,038	88.48
16 <sup>1</sup>	HUMAN RESOURCES ANALYST I	82,950	39.88	103,688	49.85	119,246	57.33
18 <sup>1</sup>	HUMAN RESOURCES ANALYST II	95,867	46.09	119,829	57.61	137,800	66.25
20 <sup>1</sup>	HUMAN RESOURCES ANALYST III	110,781	53.26	138,486	66.58	159,245	76.56
13 <sup>1</sup>	HUMAN RESOURCES ASSISTANT	66,768	32.10	83,470	40.13	95,992	46.15
27 <sup>1</sup>	HUMAN RESOURCES DIRECTOR	183,789	88.36	229,757	110.46	264,202	127.02
25 <sup>1</sup>	HUMAN RESOURCES MANAGER	159,058	76.47	198,806	95.58	228,634	109.92
13 <sup>1</sup>	LEGISLATIVE PROGRAM ASSISTANT	66,768	32.10	83,470	40.13	95,992	46.15
27 <sup>1</sup>	MANAGER, INFORMATION SERVICES	183,789	88.36	229,757	110.46	264,202	127.02
27 <sup>1</sup>	MANAGER, INFORMATION SERVICES & POWER SETTLEMENTS	183,789	88.36	229,757	110.46	264,202	127.02
29 <sup>1</sup>	MANAGER, PLANT	212,410	102.12	265,512	127.65	305,323	146.79
25 <sup>1</sup>	MANAGER, REGULATORY PROGRAM	159,058	76.47	198,806	95.58	228,634	109.92
26 <sup>1</sup>	MANAGER, RELIABILITY COMPLIANCE	170,976	82.20	213,720	102.75	245,773	118.16
17 <sup>1</sup>	MATERIALS/WAREHOUSE COORDINATOR I	89,170	42.87	111,467	53.59	128,190	61.63
19 <sup>1</sup>	MATERIALS/WAREHOUSE COORDINATOR II	103,064	49.55	128,814	61.93	148,138	71.22
7 <sup>1</sup>	OFFICE ASSISTANT I	43,264	20.80	54,080	26.00	62,192	29.90
9 <sup>1</sup>	OFFICE ASSISTANT II	50,003	24.04	62,504	30.05	71,885	34.56

GRADE	JOB CLASSIFICATION/JOB FAMILY	MINIMUM		CONTROL POINT		CTRL PT PLUS 15%	
		ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY
16 <sup>1</sup>	POWER SETTLEMENTS ANALYST I	82,950	39.88	103,688	49.85	119,246	57.33
18 <sup>1</sup>	POWER SETTLEMENTS ANALYST II	95,867	46.09	119,829	57.61	137,800	66.25
20 <sup>1</sup>	POWER SETTLEMENTS ANALYST III	110,781	53.26	138,486	66.58	159,245	76.56
25 <sup>1</sup>	POWER SETTLEMENTS MANAGER	159,058	76.47	198,806	95.58	228,634	109.92
23 <sup>1</sup>	SCHEDULER/PLANNER, POWER	137,634	66.17	172,037	82.71	197,850	95.12
23 <sup>1</sup>	SENIOR COMPUTER TECH. ANALYST, POWER (E.g. BILLING)	137,634	66.17	172,037	82.71	197,850	95.12
18 <sup>1</sup>	SHAREPOINT ADMINISTRATOR	95,867	46.09	119,829	57.61	137,800	66.25
4 <sup>1</sup>	STUDENT HELPER (OFFICE/PLANT)	34,840	16.75	43,534	20.93	50,066	24.07
27 <sup>1</sup>	SUPERINTENDENT, GENERATION RESOURCES	183,789	88.36	229,757	110.46	264,202	127.02
22 <sup>1</sup>	SUPERVISOR I, POWER SETTLEMENTS	128,024	61.55	160,035	76.94	184,038	88.48
20 <sup>1</sup>	SUPERVISOR I, (CHEMICAL, GENERAL SERVICES)	110,781	53.26	138,486	66.58	159,245	76.56
24 <sup>1</sup>	SUPERVISOR II, (PLANT, ENERGY RISK, ENGINEERING)	147,950	71.13	184,933	88.91	212,680	102.25
27 <sup>1</sup>	SUPERVISOR III, (POWER MGT., COORD. OP, REG/ENV COMP, ENGR)	183,789	88.36	229,757	110.46	264,202	127.02
27 <sup>1</sup>	TREASURER-CONTROLLER	183,789	88.36	229,757	110.46	264,202	127.02
HEA <sup>2</sup>	HYDRO TECH APPRENTICE	77,667	37.34	106,163	51.04		
HEA <sup>2</sup>	HYDRO TECH	114,650	55.12	148,346	71.32		
HEA <sup>2</sup>	HYDRO TECH - DESIGNATED SKILLS	159,016	76.45	159,016	76.45		
HEA <sup>2</sup>	HYDRO TECH OPERATOR	155,792	74.90	155,792	74.90		
HEA <sup>2</sup>	HYDRO TECH OPERATOR - DESIGNATED SKILLS	166,962	80.27	166,962	80.27		
IBEW <sup>2</sup>	CT SPECIALIST I - VI	108,742	52.28	162,053	77.91		
IBEW <sup>2</sup>	CT SPECIALIST - LEAD	158,662	76.28	170,144	81.80		
IBEW <sup>2</sup>	CT SPECIALIST I - V (OPERATORS)	111,301	53.51	154,710	74.38		
IBEW <sup>2</sup>	CT SPECIALIST I - V (OPERATORS) LEAD	162,448	78.10	162,448	78.10		
IBEW <sup>2</sup>	MECHANIC OPERATOR I - V	108,742	52.28	142,147	68.34		
IBEW <sup>2</sup>	MECHANIC OPERATOR - LEAD	149,240	71.75	149,240	71.75		
IBEW <sup>2</sup>	OPERATOR TECHNICIAN I - V	111,301	53.51	149,344	71.80		
IBEW <sup>2</sup>	OPERATOR TECHNICIAN - LEAD	156,811	75.39	156,811	75.39		
IBEW <sup>2</sup>	STOREKEEPER I - V	73,736	35.45	88,442	42.52		
IBEW <sup>2</sup>	TECHNICIAN CHEMICAL/PERFORMANCE	134,597	64.71	134,597	64.71		
IBEW <sup>2</sup>	TECHNICIAN OPERATOR I - VI	108,742	52.28	161,387	77.59		
IBEW <sup>2</sup>	TECHNICIAN OPERATOR - LEAD	157,976	75.95	169,458	81.47		
<sup>3</sup>	SCHEDULE COORDINATOR I	80,320	38.62	107,251	51.56		
<sup>3</sup>	SCHEDULE COORDINATOR II	112,878	54.27	130,703	62.84		
<sup>3</sup>	SCHEDULE COORDINATOR III	136,867	65.80	158,171	76.04		
<sup>3</sup>	SYSTEM DISPATCHER	124,711	59.96	174,535	83.91		
<sup>3</sup>	SYSTEM DISPATCHER, LEAD	136,867	65.80	183,276	88.11		

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

Note <sup>2</sup> IBEW = International Brotherhood of Electrical Workers  
HEA = Hydroelectric Employees Association  
These are union classifications subject to the Memorandum of Understanding and overtime, shift differential, relief premium, upgrade and travel pay may be added to base pay when appropriate.

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

Note <sup>4</sup> Slight fluctuations from budgeted rate assumptions may exist for non-represented classifications due to methodology corrections recommended by wage and time study consultant.

NORTHERN CALIFORNIA POWER AGENCY  
FY 2024 BUDGET  
DIRECT LABOR AND RELATED COSTS

ITEM	EXPLANATION	RATE	FORMULAE FOR BUDGET
<b>TOTAL COMPENSATION</b>			
Salaries/Wages	Projected actual salary at June 30 of each fiscal year	Individual hourly rate 2,080 work hours/year	Hourly rate x 2,080 hours
GSA (General Salary Adjustment) and Merit		Unrepresented Employees	3.5% No COLA or step increases; Salary adjustments are for merit, promotions, upgrades, training and certifications etc. Merit only for high performing staff. In accordance with approved merit plan.
		IBEW - Power Systems and HEA - Hydro Operations	3.5% Current MOU expires December 28, 2024.
Holiday Pay	For Shift workers in IBEW & Dispatch who are scheduled to work on the holiday (24 hour coverage)	IBEW 4 x 1.5 = 6 hours x pay rate, plus 8 hours x pay rate Dispatch 8 hours x pay rate	IBEW (840 hours/# employees) x 14 hours x pay rate Dispatch (320 hours/# employees) x 8 hours x pay rate
Overtime	Budgeted for General Office and Power Systems at time-and-a-half (x 1.5) & double time (x 2.0)	IS Clerical, Programmers, Accounting, Admins, Dispatch, Power Mgmt Hydro Geo CT 1, CT 2, LEC	Gross Wages x 8.17% x 1.5 Gross Wages x (1.3% to 10%) x 1.5 Gross Wages x (2% to 11%) x 1.5, 4% x 2.0 Gross Wages x (1.5% to 9.75%) x 1.5, 3.25% x 2.0 Gross Wages x (5% to 17%) x 1.5
Shift Pay	Hourly premium for swing and graveyard shifts worked 50% of time. Shifts are 12-hours	Hourly shift differential	\$1.25/\$2.50 Differential x 2,080 hours x 50%
Relief	IBEW GEO/CT Bargaining Group System Dispatcher & Schedule Coordinator	Hourly relief differential 2.0% of base pay	\$1.49-\$1.54 Differential x 2,080 hours
		Hourly relief differential 5% of base pay	\$3.50-\$4.48 Differential x 2,080 hours
Standby Pay	Standby pay for Hydro Operations	2 hours straight time pay per day Mon - Fri 3 hours straight time pay per day Sat - Sun 8 hours straight time pay per scheduled holiday	(894 hours/# employees x average dept. hourly wage)
Travel Pay (Geo only)	Geothermal project employees receive daily travel pay due to hazardous commute	\$14.40/day	25 pay periods x 9 days per pay period x \$14.40 = \$3,240 per employee
	Geo Operator Technicians work fewer days due to 12-hour shifts	2,080 work hours less 80 hours vacation	2,000 hours/12 hrs per day x \$14.40 = \$2,400 per employee
<b>PAYROLL TAXES</b>			
FICA (Federal Insurance Contribution Act)	Social Security taxes paid by employer	Old Age Survivor Disability Insurance (OASDI) Maximum wage x 6.2%	\$160,200 \$160,200 x 6.2% = \$9,932
	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 2024 BUDGET  
DIRECT LABOR AND RELATED COSTS

ITEM	EXPLANATION	RATE	FORMULAE FOR BUDGET
<b>EMPLOYEE BENEFITS</b>			
Pension	PERS Retirement 2.5% at 55, 3 year average, as of 12/20/09	Normal cost 11.110% Prior service cost 26.467%	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	Pickup – All groups 0.0% Classic Employee Contribution 8.0%	
	ICMA 401A, hire date between 1/1/13 and 12/31/18	New Mbr Employee Contribution 6.5% Employer Contribution 4.0%	
Health Insurance	Based on projection from actuary or historical based estimate as applicable. Medical estimated to increase 5%.	Premium/person/month medical (CTs,HQ Unrep) Premium/person/month medical (Hydro, Geo) Premium/person/month dental Premium/person/month vision Premium/person/month employee assistance	Actual Actual Premiums Monthly premium = 2,005.52 currently x 12 mos. Monthly premium = 2,080.52 currently x 12 mos. Monthly premium x 12 months Monthly premium x 12 months
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 If (GW/2080 x 40 x 60%)<=\$2,750, then (GW/2080 x 40 x 60%)/10 x .10 x 12 otherwise \$330
			Unrepresented If (GW/2080 x 40 x 60%)<=\$2,750, then (GW/2080 x 40 x 60%)/10 x .10 x 12 otherwise \$330
Long-Term Disability Insurance	Paid on behalf of each employee	\$.48/\$100 Gross Wage (GW) Maximum yearly premium	Represented If (GW/\$100 x .48)<\$1,055.98 then (GW/\$100 x .48), otherwise \$1,055.98
			Unrepresented If (GW/\$100 x .48)<\$777.60, then (GW/\$100 x .48), otherwise \$777.60
Workers' Compensation	Paid on behalf of each employee. The rate varies per person, depending on their job, and is multiplied by an experience rate. It is paid on total compensation, except the Premium Time Factor in Overtime (amount over straight time).	Rates per \$100 based on current historical estimate: General Office, Clerical \$0.30 GM, Ass't GM, Ops & Eng, Proj Dir, Plan \$0.47 Power Systems \$2.10 Experience Rate 71% Premium Time Factor – 1/3 OT	(Total Comp - (1/3 x OT))/100 x (Rate x Experience Rate)

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

<b>FISCAL YEAR ENDED JUNE 30</b>			
	<b>Approved</b>	<b>Proposed</b>	<b>Increase</b>
	<b>2023</b>	<b>2024</b>	<b>(Decrease)</b>
<b><u>EXPENDITURES</u></b>			
Hydroelectric	\$ 55,514,043	\$ 57,650,105	\$ 2,136,062
Geothermal	41,632,983	47,008,856	5,375,873
Combustion Turbine No. 1	5,601,571	6,931,969	1,330,398
Combustion Turbine No. 2 (STIG)	10,361,273	9,217,216	(1,144,057)
Lodi Energy Center	139,187,566	138,301,720	(885,846)
Other Power Supply	595,521,452	1,049,881,003	454,359,551
Preliminary Surveys and Investigations	-	300,000	300,000
Transmission	168,782,370	195,762,030	26,979,660
Legislative & Regulatory	4,284,008	4,429,330	145,322
Judicial Action	460,000	1,064,000	604,000
Judicial Action Direct Costs to Programs	(62,836)	(62,836)	-
Power Management	10,819,679	11,109,521	289,842
Energy Risk Management	149,552	144,341	(5,211)
Settlements	1,011,963	1,075,571	63,608
Integrated Systems Support	405,072	772,316	367,244
Participant Pass Through Costs (TANC, Dues, Etc)	1,665,647	1,765,079	99,432
Support Services	47,000	124,815	77,815
Support Services Reimbursements	(47,000)	(124,815)	(77,815)
<b>Total Annual Expenditures</b>	<b>1,035,334,343</b>	<b>1,525,350,221</b>	<b>490,015,878</b>
<b><u>FUNDING SOURCES</u></b>			
ISO Energy Sales	111,424,887	151,214,673	39,789,786
ISO Energy Sales-Plants	193,457,434	244,823,776	51,366,342
Energy Sales to Third Parties	4,059,116	8,975,350	4,916,234
Member Owned Generation ISO Energy Revenue	118,708,880	179,428,631	60,719,751
Ancillary Services Sales	5,513,674	9,294,760	3,781,086
PM Service Revenue	1,945,149	2,591,866	646,717
Interest and Other Income	37,643,594	32,633,500	(5,010,094)
<b>Total Revenues and Other Income</b>	<b>472,752,734</b>	<b>853,640,831</b>	<b>380,888,097</b>
<b>Net Proposed Funding from Participants</b>	<b>562,581,609</b>	<b>671,709,390</b>	<b>109,127,781</b>

Northern California Power Agency  
Participant Funding Requirements (Net)  
FY 2024 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	\$5,028,603	\$629,093	\$ -	\$ -	\$ -	(\$48,973)	\$652,370	\$144,692	\$1,441,880	\$106,317	\$ -	\$ -	(\$354,015)	\$2,328,903	\$ -	\$ -	\$128,335	\$ -	\$ -
Geothermal	(19,725,695)	(3,330,190)	-	(44,777)	(66,279)	(734,722)	(2,027,802)	(726,104)	-	(138,278)	-	-	(1,554,976)	(8,756,335)	-	-	(1,107,498)	(1,248,734)	-
Combustion Turbine No. 1	2,324,801	807,272	-	4,559	8,137	135,627	311,382	-	-	42,221	-	-	-	968,654	-	-	211,324	-	-
Combustion Turbine No. 2 (STIG)	5,225,514	992,848	-	-	-	-	2,064,078	332,325	-	-	-	-	1,836,263	-	-	-	-	-	-
Lodi Energy Center	(1,489,215)	-	127,352	5,164	37,910	31,693	183,314	39,273	-	15,156	-	-	-	496,859	-	-	34,456	-	(2,460,392)
	(6,635,992)	(1,200,978)	127,352	(35,054)	(20,232)	(606,375)	1,183,342	(74,188)	1,441,880	25,417	-	-	(72,727)	(4,961,919)	-	-	(733,382)	(1,248,734)	(2,460,392)
Member Resources-Energy	(14,122,666)	654,472	(11,687,265)	-	-	-	1,896,927	(309,320)	(6,295,476)	102,095	1,206,581	-	-	-	-	-	-	-	-
Member Resources-Natural Gas	(2,444,195)	-	-	(19,074)	(38,601)	(105,947)	(1,882,385)	-	-	-	-	-	-	-	-	-	-	(88,868)	-
Western Resource	(16,992,352)	(1,085,641)	-	(265,892)	(595,092)	(226,319)	(512,403)	(290,381)	(11,078,731)	(2,082,178)	(544,432)	-	-	-	-	-	-	(311,283)	-
NCPA Contracts & Market Power Purchases	(10,623,576)	98,207	464,401	(25,307)	63,571	(418,780)	(2,721,147)	(724,077)	4,366,848	-	(1,294,040)	-	(2,163,343)	(8,053,574)	-	-	-	(216,335)	-
Net Load Costs	691,439,249	32,296,632	36,928,072	1,643,617	3,513,930	6,993,504	44,545,756	12,497,306	80,230,099	13,735,485	12,720,924	-	-	435,175,715	-	-	11,158,209	-	0
Net GHG Obligations	1,362,776	-	362,776	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-	-	-	-
Preliminary Surveys and Investigations	300,000	14,818	15,275	9,607	9,893	10,497	16,569	11,508	22,709	11,820	11,226	21,366	28,348	80,316	12,835	12,106	-	11,107	-
	648,919,236	31,978,488	26,083,259	1,342,951	2,953,701	6,252,956	42,343,317	11,185,036	67,245,449	11,767,222	12,100,259	21,366	(2,134,995)	427,202,457	12,835	12,106	10,552,830	-	-
	640,283,244	30,777,510	26,210,611	1,307,897	2,933,469	5,646,580	43,526,659	11,110,848	68,687,329	11,792,639	12,100,259	21,366	(2,207,722)	422,240,538	12,835	12,106	9,819,448	(1,248,734)	(2,460,392)
<b>TRANSMISSION</b>																			
NCPA Plant Transmission *	89,011	27,023	-	363	538	5,881	16,455	5,892	-	1,122	-	-	12,618	-	-	-	-	9,987	10,133
Independent System Operator	192,379,511	\$12,559,892	14,501,976	622,203	1,279,960	2,580,042	16,665,482	4,859,952	31,535,746	5,285,317	5,171,297	-	-	93,147,662	-	-	-	4,169,982	-
	192,468,522	12,586,915	14,501,976	622,566	1,280,498	2,585,923	16,681,937	4,865,844	31,535,746	5,286,439	5,171,297	-	-	93,147,662	-	-	-	4,178,969	10,133
<b>MANAGEMENT SERVICES</b>																			
<b>LEGISLATIVE &amp; REGULATORY</b>																			
Legislative Representation	1,654,033	86,370	-	56,465	58,107	61,576	96,420	67,374	131,661	69,169	65,755	123,956	164,022	462,286	74,993	70,805	65,074	-	-
Regulatory Representation	561,140	29,301	-	19,156	19,713	20,890	32,711	22,857	44,667	23,466	22,308	42,053	55,845	156,833	25,442	24,021	22,077	-	-
Western Representation	766,509	21,609	8,721	5,292	11,845	4,505	10,199	5,780	220,509	31,501	10,836	146,166	86,944	14,428	9,945	6,196	9,945	-	-
JPA Assessment	1,432,300	51,969	56,335	2,213	4,946	10,717	68,690	20,364	127,323	23,350	17,670	114,503	181,164	677,407	33,040	26,073	16,538	-	-
	4,413,982	189,249	65,056	83,126	94,610	97,688	208,019	116,375	524,161	147,486	116,569	426,677	487,776	1,468,560	147,901	130,844	109,885	-	-
<b>Judicial Action</b>																			
Tariffs & Rates	361,164	40,129	6,229	1,820	3,480	8,969	48,307	13,209	74,370	11,332	11,301	797	16,864	110,125	-	23	12,480	1,729	-
FERC Rate Cases **	600,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency **	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,001,164	40,129	6,229	1,820	3,480	8,969	48,307	13,209	74,370	11,332	11,301	797	16,864	110,125	-	23	12,480	1,729	-
<b>POWER MANAGEMENT</b>																			
Power Mgmt. SCALD, ISS,																			
Energy Risk Mgmt & Settlements	12,859,077	1,093,894	914,595	82,459	156,576	264,692	1,425,801	397,264	1,954,518	370,408	521,467	-	709,043	4,398,105	-	-	-	377,774	192,481
Green Power Program	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Purchase Program	112,701	10,246	10,246	10,246	10,246	10,246	10,246	10,246	10,246	10,246	10,246	10,246	-	-	-	-	-	10,246	-
Gas Purchase Program	78,328	7,200	7,399	7,598	8,245	29,439	10,357	-	-	-	-	-	-	-	-	-	-	8,991	-
	13,050,106	1,104,139	932,941	100,104	174,419	283,182	1,465,485	417,866	1,984,764	370,408	531,712	10,246	709,043	4,398,105	-	-	-	396,111	192,481
	16,465,252	1,333,517	1,003,326	185,050	272,509	389,639	1,721,811	547,451	2,563,294	529,226	659,582	437,720	1,213,683	5,976,791	147,901	130,867	518,475	194,210	-
<b>TANC- SOT</b>																			
BAMx Consulting	210,000	46,858	-	-	-	9,931	46,654	10,116	76,198	9,906	-	-	-	493,125	-	-	-	10,338	-
Biggs 60kv	777,500	-	120,000	4,700	-	-	-	-	164,375	-	-	-	-	-	-	-	-	-	-
APPA Dues	4,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SEPA Dues	333,266	25,991	1,362	3,840	7,394	28,097	13,008	44,178	564	564	564	45,983	50,573	75,770	12,887	14,354	9,829	-	
DEED Dues	22,000	2,821	564	564	564	564	2,821	2,821	564	564	564	2,821	2,821	564	564	564	564	-	
CEE Dues	25,363	1,978	104	292	563	2,138	990	3,362	667	667	667	3,500	3,849	5,766	981	1,092	748	-	
ASE Dues	10,000	667	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	167	-	
Metering Maintenance	21,750	-	-	-	-	-	-	-	7,250	7,250	7,250	3,250	7,250	4,000	-	-	-	-	
Customer Programs Projects **	228,000	15,600	72,000	15,600	7,800	15,600	15,600	7,800	15,600	23,400	23,400	-	-	-	-	-	15,600	-	
WRGIS Certificate Transfer Fees**	120,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Pass Through Costs</b>	1,765,079	94,081	192,000	23,163	13,330	34,885	96,143	33,311	314,617	34,703	24,797	56,387	65,325	582,315	15,265	16,844	37,913	-	-
<b>Support Services</b>																			
<b>Support Services Reimbursements</b>	124,815	(124,815)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER THIRD PARTY REVENUE</b>																			
PM Service Revenue (Nexant)	(2,332,679)	(166,814)	(175,100)	(14,763)	(29,741)	(44,510)	(238,422)	(66,968)	(287,432)	(58,565)	(91,189)	-	(108,407)	(866,861)	-	-	(61,778)	(30,077)	(92,052)
PM Service Revenue (A&G)	(259,187)	(27,364)	(11,681)	(1,122)	(3,530)	(7,893)	(34,316)	(10,016)	(17,145)	(4,281)	(2,212)	(1,016)	(17,910)	(109,251)	(382)	(344)	(10,723)	-	
Member-Owned Generation ISO Energy Revenue	(178,680,841)	-	(911,194)	-	-	-	-	(994)	(2,689,441)	-	-	-	-	(174,274,312)	-	-	(804,900)	-	-
Revenue from Customers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(181,272,707)	(194,178)	(1,097,975)	(15,885)	(33,271)	(52,404)	(272,737)	(76,984)	(305,571)	(2,752,287)	(93,401)	(1,016)	(126,318)	(175,250,424)	(382)	(344)	(877,401)	(30,077)	(92,052)
<b>JPA Assessment - Others</b>																			
Non-NCPA Participants	69,858	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,254	62,604
Credits to Participants	(69,858)	(2,535)	(2,748)	(108)	(241)	(523)	(3,350)	(993)	(6,210)	(1,139)	(862)	(5,585)	(8,836)</						



Northern California Power Agency  
 Calculation of JPA Assessment for Fiscal Year 2024 Budget

L & R Programs	Proposed Budget FY 2024	Governance Committee Recommended Allocation Percentages	Base Costs for JPA Assessment	JPA Assessment per MWh 9,548,968 Agency MWh Load
Legislative	\$ 2,247,984	26.4215%	\$ 593,951	
Regulatory	762,641	26.4215%	201,501	
Customer Programs	636,848	100.0000%	636,848	
<b>Total</b>	<b>\$ 3,647,473</b>		<b>\$ 1,432,300</b>	<b>\$ 0.15000 per MWh</b>

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

Member	JPA Assessment Amount \$ / MWh		JPA Assessment	Allocated Credits			Subtotal	Net Impact of JPA Funds Allocation Incr (Decr)
	Energy Delivered MWh	Share %		Legislative Representation Program	Regulatory Representation Program	Customer Programs		
Alameda	346,469	3.6283%	\$51,969	(\$31,015)	(\$10,522)	(\$42,457)	(\$83,993)	\$ (32,025)
BART	375,577	3.9332%	56,335				0	56,335
Biggs	14,754	0.1545%	2,213	(20,276)	(6,879)	(42,457)	(69,611)	(67,398)
Gridley	32,972	0.3453%	4,946	(20,866)	(7,079)	(42,457)	(70,401)	(65,456)
Healdsburg	71,450	0.7483%	10,717	(22,111)	(7,501)	(42,457)	(72,069)	(61,352)
Lodi	457,946	4.7958%	68,690	(34,624)	(11,746)	(42,457)	(88,827)	(20,137)
Lompoc	135,766	1.4218%	20,364	(24,194)	(8,208)	(42,457)	(74,858)	(54,494)
Palo Alto	848,848	8.8894%	127,323	(47,279)	(16,040)	(42,457)	(105,775)	21,548
Plumas Sierra	155,671	1.6302%	23,350	(24,838)	(8,426)	(42,457)	(75,721)	(52,371)
Port Of Oakland	117,803	1.2337%	17,670	(23,612)	(8,011)	(42,457)	(74,079)	(56,409)
Redding	763,376	7.9943%	114,503	(44,512)	(15,101)	(42,457)	(102,069)	12,434
Roseville	1,207,800	12.6485%	181,164	(58,899)	(19,982)	(42,457)	(121,338)	59,827
Santa Clara	4,516,186	47.2950%	677,407	(166,003)	(56,318)	(42,457)	(264,778)	412,629
Shasta Lake	220,270	2.3067%	33,040	(26,929)	(9,136)	(42,457)	(78,522)	(45,482)
Truckee Donner	173,824	1.8203%	26,073	(25,426)	(8,626)	(42,457)	(76,508)	(50,435)
Ukiah	110,257	1.1546%	16,538	(23,368)	(7,928)	(42,457)	(73,752)	(57,214)
<b>Totals</b>	<b>9,548,968</b>	<b>100.0000%</b>	<b>\$1,432,300</b>	<b>(\$593,951)</b>	<b>(\$201,501)</b>	<b>(\$636,848)</b>	<b>(\$1,432,300)</b>	<b>0</b>

Northern California Power Agency  
 Calculation of JPA Assessment for Fiscal Year 2024 Budget

JPA Assessment Amount \$ / MWh			\$0.150	
Member	CY22 Energy Delivered MWh	Share %	JPA Assessment	Participant Revenue Share
Alameda	346,469	3.6283%	\$51,969	\$2,535
BART	375,577	3.9332%	56,335	2,748
Biggs	14,754	0.1545%	2,213	108
Gridley	32,972	0.3453%	4,946	241
Healdsburg	71,450	0.7483%	10,717	523
Lodi	457,946	4.7958%	68,690	3,350
Lompoc	135,766	1.4218%	20,364	993
Palo Alto	848,848	8.8894%	127,323	6,210
Plumas Sierra	155,671	1.6302%	23,350	1,139
Port Of Oakland	117,803	1.2337%	17,670	862
Redding	763,376	7.9943%	114,503	5,585
Roseville	1,207,800	12.6485%	181,164	8,836
Santa Clara	4,516,186	47.2950%	677,407	33,040
Shasta Lake	220,270	2.3067%	33,040	1,611
Truckee Donner	173,824	1.8203%	26,073	1,272
Ukiah	110,257	1.1546%	16,538	807
Subtotal NCPA Participants	9,548,968	100.0000%	1,432,300	\$69,858
<b>Other participants:</b>				
TID <sup>1</sup>	763,929		7,254	
Other LEC Participants:				
City of Azusa <sup>2</sup>	n/a		3,511	
CDWR <sup>2</sup>	n/a		42,225	
MID <sup>2</sup>	n/a		13,505	
PWRPA <sup>2</sup>	n/a		3,363	
Subtotal Other LEC participants			62,604	
Subtotal Other participants	-		69,858	
<b>Total NCPA and Other</b>			<b>\$1,502,159</b>	

<sup>1</sup> CY2021 MWh share of Geothermal generation. ( \$0.150 x 6.3305% x 763,929 MWh)

<sup>2</sup> 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 840,305

CDWR \$0.150 x 33.5000% x 840,305

MID \$0.150 x 10.7143% x 840,305

PWRPA \$0.150 x 2.6679% x 840,305