



**REGULAR MEETING of the Board of Directors of the
Clean Power Alliance of Southern California
Thursday, March 4, 2021
2:00 p.m.**

SPECIAL NOTICE: Pursuant to Paragraph 11 of Executive Order N-29-20, executed by the Governor of California on March 17, 2020, and as a response to mitigating the spread of COVID-19, the Board of Directors will conduct this meeting remotely.

[Click here to view a Live Stream of the Meeting on YouTube](#)

*There may be a streaming delay of up to 60 seconds. This is a view-only live stream.

To Listen to the Meeting:

<https://zoom.us/j/98475282571>

or

Dial: (669) 900-9128 Meeting ID: 984 7528 2571

PUBLIC COMMENT: Members of the public may submit their comments by one of the following options:

- **Email Public Comment:** Members of the public are encouraged to submit written comments on any agenda item to clerk@cleanpoweralliance.org up to four hours before the meeting. Written public comments will be announced at the meeting and become part of the meeting record. Public comments received in writing will not be read aloud at the meeting.
- **Provide Public Comment During the Meeting:** Please notify staff via email at clerk@cleanpoweralliance.org at the beginning of the meeting but no later than immediately before the agenda item is called.
 - You will be asked for your name and phone number (or other identifying information) similar to filling out a speaker card so that you can be called on when it is your turn to speak.
 - You will be called upon during the comment section for the agenda item on which you wish to speak on. When it is your turn to speak, a staff member will unmute your phone or computer audio.
 - You will be able to speak to the Board for the allotted amount of time. Please be advised that all public comments must otherwise comply with our Public Comment Policy.
 - Once you have spoken, or the allotted time has run out, you will be muted during the meeting.

If unable to connect by Zoom or phone and you wish to make a comment, you may submit written comments during the meeting via email to: clerk@cleanpoweralliance.org.

While downloading the Zoom application may provide a better meeting experience, Zoom does not need to be installed on your computer to participate. After clicking the webinar link above, click “start from your browser.”

Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting materials, should contact the Clerk of the Board at least two (2) working days before the meeting at clerk@cleanpoweralliance.org or (213) 713-5995. Notification in advance of the meeting will enable us to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it.

PUBLIC COMMENT POLICY: *The General Public Comment item is reserved for persons wishing to address the Board on any Clean Power Alliance-related matters not on today's agenda. Public comments on matters on today's Consent Agenda and Regular Agenda shall be heard at the time the matter is called. Comments on items on the Consent Agenda are consolidated into one public comment period. As with all public comment, members of the public who wish to address the Board are requested to complete a speaker's slip and provide it to Clean Power Alliance staff at the beginning of the meeting but no later than immediately prior to the time an agenda item is called.*

Each speaker is limited to two (2) minutes (in whole minute increments) per agenda item with a cumulative total of five (5) minutes to be allocated between the General Public Comment, the entire Consent Agenda, or individual items in the Regular Agenda. Please refer to Policy No. 8 – Public Comment for additional information.

CALL TO ORDER AND ROLL CALL

GENERAL PUBLIC COMMENT

CONSENT AGENDA

1. [Approve Minutes from February 4, 2021 Board of Directors Meeting](#)
2. [Receive and File Q2 Financial Report](#)
3. [Receive and File Q4 Risk Management Team Report](#)
4. [Approve Amendments to the Net Energy Metering \(NEM\) Policy Effective May 1, 2021](#)
5. [Approve Amendment to the Non-Energy Public Contracting Policy](#)
6. [Approve Two \(2\) New Appointments to Fill Vacancies on the Community Advisory Committee Representing Ventura County Areas](#)
7. [Receive and File Community Advisory Committee Monthly Report](#)

REGULAR AGENDA

Action Items:

8. Approve a Support Position on Senate Bill (SB) 612 in the 2021/2022 Legislative Session
9. Approve Proposed Salary Grades and Ranges for CPA Employees

Information Item

10. Arrearage Management Program (AMP) Presentation

Election Item

11. Election of One (1) Ventura County At-Large Position on the Executive Committee

MANAGEMENT REPORT

COMMITTEE CHAIR UPDATES

Director Lindsey Horvath, Chair, Legislative & Regulatory Committee

Director Julian Gold, Chair, Finance Committee

Director Kevin McKeown, Chair, Energy Planning & Resources Committee

BOARD MEMBER COMMENTS

REPORT FROM THE CHAIR

ADJOURN – NEXT REGULAR MEETING APRIL 1, 2021

***Public Records:** Public records that relate to any item on the open session agenda for a regular Board Meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all, or a majority of, the members of the Board. Those documents are available for inspection online at www.cleanpoweralliance.org/agendas.*

MINUTES

REGULAR MEETING of the Board of Directors of the
Clean Power Alliance of Southern California
Thursday, February 4, 2021 2:00 p.m.

The Board of Directors conducted this meeting in accordance with California Governor Newsom's Executive Order N-29-20 and COVID-19 pandemic protocols.

CALL TO ORDER & ROLL CALL

Chair Diana Mahmud called the meeting to order at 2:02 p.m. and Clerk of the Board Gabriela Monzon conducted roll call.

Roll Call				
1	Agoura Hills	Deborah Klein Lopez	Director	Remote
2	Alhambra	Jeff Maloney	Director	Remote
3	Arcadia	Sho Tay	Director	Remote
4	Beverly Hills	Julian Gold	Director	Remote
5	Calabasas	Mary Sue Maurer	Director	Remote
6	Camarillo			Absent
7	Carson	Reata Kulcsar	Alternate	Remote
8	Claremont	Corey Calaycay	Director	Remote
9	Culver City	Daniel Lee	Director	Remote
10	Downey	Sean Ashton	Director	Remote
11	Hawaiian Gardens	Ramie Torres	Alternate	Remote
12	Hawthorne	Alex Monteiro	Director	Remote
13	Los Angeles County	Sheila Kuehl	Vice Chair	Remote
14	Malibu	Mikke Pierson	Director	Remote
15	Manhattan Beach	Hildy Stern	Alternate	Remote
16	Moorpark	Janice Parvin	Director	Remote
17	Ojai	Betsy Stix	Director	Remote
18	Oxnard			Absent
19	Paramount	Vilma Cuellar Stallings	Director	Remote
20	Redondo Beach	Christian Horvath	Director	Remote

21	Rolling Hills Estates	Steve Zuckerman	Director	Remote
22	Santa Monica	Kevin McKeown	Director	Remote
23	Sierra Madre	Robert Parkhurst	Director	Remote
24	Simi Valley	Ruth Luevanos	Director	Remote
25	South Pasadena	Diana Mahmud	Chair	Remote
26	Temple City	Fernando Vizcarra	Director	Remote
27	Thousand Oaks	Bob Engler	Director	Remote
28	Ventura City	Joe Yahner	Alternate	Remote
29	Ventura County	Linda Parks	Vice Chair	Remote
30	West Hollywood	Lindsey Horvath	Director	Remote
31	Westlake Village	Kelly Honig	Director	Remote
32	Whittier	Vicki Smith	Alternate	Remote

All votes are unanimous unless otherwise stated.

GENERAL PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approve Minutes from December 3, 2020 Board of Directors Meeting
2. Approve New Appointment to Fill a Vacancy on the Community Advisory Committee
3. Receive and File Community Advisory Committee Monthly Report

Motion: Director McKeown, Santa Monica
Second: Director Monteiro, Hawthorne
Vote: The consent agenda was approved by a roll call vote.

REGULAR AGENDA

4. Approve Proposed Amendments to the Reserve Policy No. 2019-09

David McNeil, Chief Financial Officer, provided a summary of CPA's Reserve Policy, which enables the organization to establish credit worthiness to acquire energy at competitive prices. A credit rating is essential for offering competitive rates to customers and to weather the volatility in energy markets. Mr. McNeil explained that CPA's path towards achieving an investment-grade credit rating involves establishing sufficient operating history, building adequate reserves and liquidity, and managing a competitive environment.

The reserve policy informs but does not determine the outcome of the annual budget and rate-setting processes, and currently, it defines reserves as the Net Position and establishes a minimum and maximum reserve target range. The proposed amendments to the policy expand the definition of reserves to include balances in the Fiscal Stabilization Fund and add a goal of achieving 120 days liquidity on hand. Mr. McNeil explained that stabilization fund balances are not a liability, unless and until fund balances are recorded as revenue and the S&P credit rating agency shares this view. Mr. McNeil noted that the liquidity goal is an established metric used by industry participants and rating agencies to assess CPA's creditworthiness and clarified that liquidity refers to unrestricted cash, marketable investments, and unused bank lines of credit. Mr. McNeil concluded with an overview of reserve targets and a status of the 120-day liquidity goal.

Director McKeown noted that the 120 days liquidity is a third of CPA's budget and asked how the reserves and liquidity funds interact. Mr. McNeil explained that liquidity and reserves are calculated differently, and while they are currently at similar levels, the liquidity target could be achieved more quickly if CPA secured a larger line of credit. Director Parkhurst asked for a timeline for achieving a credit rating. Mr. McNeil explained that the timeline for achieving a credit rating is from 2022-2024 and is dependent upon many factors including rate competitiveness and the ability to generate reserves.

Motion: Director Gold, Beverly Hills
Second: Director McKeown, Santa Monica
Vote: Item 4 was approved by a roll call vote.

5. 2020 Clean Energy RFO Shortlist Presentation

Erik Nielsen, Senior Manager of Structured Contracts, provided a background on the item, noting that CPA enters long-term contracts to ensure affordable, reliable, clean power that supports competitive and stable rates, drive greenhouse gas emissions (GHG) reductions and decarbonization, building storage resources, and meets regulatory compliance obligations. Mr. Nielsen noted that a total of 23 community choice aggregations (CCAs) including CPA, have signed long-term power purchase agreements (PPAs) for more than 6,000 MW, with CPA procuring about 2,000 of that, fueling renewable energy development, green jobs, and economic growth throughout California. Mr. Nielsen reviewed CPA's current online portfolio, SB 350 compliance position, and local procurement opportunities through the CPA Local Programs Strategic Plan, noting that most of the generation is from solar indicating a need for portfolio diversity. Mr. Nielsen reviewed the RFO process, summarized the evaluation criteria, and restated the RFO goals and eligibility which demonstrates a preference for near-term online date projects and secures diverse resources for load-resource balance. Mr. Nielsen reviewed the offers received by technology and location; noted how the offers ranked based on their Net Present Value (NPV) per MWh and stated that the first two quartiles are highly competitive. Mr. Nielsen explained that creating load-resource balance is critical but challenging in that non-solar projects are higher-priced or located out-of-state; long-duration storage offers ranked low and were less competitive; and storage paired with solar is more competitive than standalone storage because of the Investment Tax Credit (ITC). Mr. Nielsen provided a detailed analysis of the shortlist recommendation, which also includes a waitlist and noted that the 13

shortlist projects had a high NPV, high qualitative scores, 2021 to mid-2023 online dates, and provided diversity in technology. Mr. Nielsen concluded with a review of the RFO schedule and of metrics which demonstrated workforce development was high across the offers, there were a significant number of projects in disadvantaged communities (DACs); and noted that the wind project offer is an opportunity to contract with in-state wind and was the highest value non-solar offer.

Chair Mahmud asked for clarification as to what is considered long-duration storage, to which Mr. Nielsen explained that the market currently defines any storage asset that can deliver for 8-hours or longer as long-duration, however, 4-hour storage is a standard because that is what satisfied resource adequacy requirements for CPA. Director Zuckerman asked if Net Energy Metering (NEM) was included in the local procurement goal for energy/storage resources. Staff explained that NEM is not included in local procurement because from a utility perspective it is considered a reduction in load. Chair Mahmud asked for details on the ITC sunset date, and timing of CPA's RFO compared to other CCAs; and the availability of other renewable technology to balance the dominance of solar photovoltaic (PV). Director Engler asked if there were penalties for not meeting SB 350 compliance. Staff clarified that other CCAs are running concurrent RFOs, which is why a waitlist was also created, and there are no established penalties yet, but CPA is expected to meet compliance mandates after this RFO cycle. Natasha Keefer explained that the Investment Tax Credit for solar had been extended.

In response to Director Lee's question regarding CCA joint procurement, Natasha Keefer, Director of Power Planning & Procurement, noted that there are CCAs that do collaborate on short- and long- term joint procurement, but CPA has not engaged in these efforts as it has a large demand and may bring administrative and procurement challenges due to the different needs of CPA customers, however, procurement teams from different CCAs do maintain open communication and CPA will continue to evaluate joint procurement opportunities.

Harvey Eder provided public comment on the item.

Chair Mahmud thanked Director McKeown, Santa Monica, and Alternate Director Helen Cox, Thousand Oaks, for their participation in the RFO review team. Director McKeown noted that this RFO cycle contained more offers for high scores on workforce development and other benefits that are indicative of CPA's role as an industry catalyst.

6. Open Nomination Period for One (1) Ventura County At-Large Position on the Executive Committee

Chair Mahmud opened the nomination period for one at-large position on the Executive Committee.

Vice Chair Parks, Ventura County, nominated Director Susan Santangelo, City of Camarillo.

MANAGEMENT REPORT

Ted Bardacke, Executive Director, announced that Southern California Edison (SCE) implemented new rates on February 1, 2021. SCE's delivery charges went up by 14% for all customers, the Power Charge Indifference Adjustment (PCIA) went up 27% for CPA customers, and SCE generation rates remained flat. Mr. Bardacke noted that SCE plans another rate adjustment in June 2021, which is expected to keep the PCIA flat but increase SCE's generation rates. Mr. Bardacke clarified that some drivers for rate changes are transmission costs, infrastructure upgrades, and an increase in CARE or low-income customers all of which can be recovered through delivery rates. The large increase to the PCIA is due to annual true-ups, partial amortization of the 2020 balance, and SCE generation rates, including credit for the 2020 PCIA cap. Mr. Bardacke discussed the impact of these SCE rate increases on CPA, with the combination of PCIA increase and flat SCE generation resulting in a revenue reduction for CPA to make up for the PCIA increase. Mr. Bardacke explained that reducing rates would significantly reduce CPA revenue by 8% or \$65 million. Waiting until after SCE's rate adjustment in June can result in \$44 million in savings and give staff adequate time to develop options for cost reduction and revenue enhancements for Board consideration. This, however, would mean CPA rates will be outside the bill comparison targets by 1% to 3% for a few months. Additionally, Mr. Bardacke reviewed other mitigation actions including reform legislation that would bring equity to the PCIA; building CPA's fiscal strength; and preparation for a ratemaking overhaul in 2021.

Director Horvath commented that CPA has demonstrated its commitment to residents and not acting on every SCE rate change will benefit the organization in developing responsible solutions. Director Kulcsar expressed concern about the PCIA increase, particularly how to maintain cost parity at the Clean rate, how this will be communicated to customers and that many people in cities like Carson are price conscious. Mr. Bardacke stated that there are forthcoming programs and communication to assist in bill relief for customers. Matt Langer, Chief Operations Officer, added that the California Public Utilities Commission (CPUC) agreed to allow SCE to raise rates above the PCIA cap of half a cent to address an undercollection balance. Chair Mahmud commented that SCE's bundled customers are also paying the PCIA but their customers are getting the benefit of the resources associated with those costs, while CPA customers are not, and that's why CPA is pushing for the success of Senator Portantino's PCIA reform legislation, which would reduce cost. In response to a follow-up question from Director Zuckerman about the bill, Mr. Langer clarified that SCE counts the value of renewable energy and resource adequacy (RA) in the PCIA and CPA pays above-market costs without getting access to the same value, however, the bill would bring a more equitable arrangement. Vice Chair Kuehl agreed that the option to wait until June to make a rate adjustment was more prudent.

Chair Mahmud pointed out that in 2019, SCE made several rate adjustments but in 2020, the Board decided not to follow suit after every SCE rate adjustment, but rather act independently to make rate adjustments and as a result CPA sometimes had lower rate comparisons when SCE made an adjustment and CPA did not follow suit. In response to a question from Chair Mahmud, Mr. Bardacke noted that CPA is participating at the CPUC on SCE's delivery proceedings in a limited

capacity to address any charges deemed proper. Chair Mahmud noted that given CPA's load representation if it would make the organization eligible for more robust participation and consider utilizing intervenor compensation. In response to Director Zuckerman's question relating to RA, Mr. Langer noted that regulatory changes to the RA program may bring a tightening of requirements that may be challenging in the short-term.

Mr. Bardacke continued with the management report, noting that the Cities of Calabasas and Camarillo voted to change their default levels; announced the sunseting of the COVID-19 bill relief program that will be followed by a transition to a new state-funded Arrearage Management Program (AMP) that will help customers who can maintain current payments but have past delinquencies. Lastly, Mr. Bardacke explained that CPA has shifted to reporting Participation Rates instead of opt-out rates as the primary way to track customer retention and communicate the popularity of CPA service.

COMMITTEE CHAIR UPDATES

Director Horvath, Chair of Legislative & Regulatory Committee, announced that CPA has a significant role in the success of Senator Portantino's bill to address PCIA equity, noting that CPA's territory touches 20 assembly districts and 12 senate districts and its greatest asset are its constituents.

Director Gold, Chair of Finance Committee, thanked Board members for their approval of the reserve policy amendments which encapsulate the committee's work.

Director McKeown, Chair of Energy Committee, noted the important work of the committee on the Clean Energy RFO results in the Board's approval of power purchase agreements.

The Committee Chairs invited all interested Board members to join committees. Membership is open to all Board members.

BOARD MEMBER COMMENTS

Vice Chair Kuehl informed the Board that new Los Angeles County Supervisor Holly Mitchell has been appointed as an alternate for the County.

REPORT FROM THE CHAIR

Board Chair Mahmud welcomed new Board members and invited Board members to attend the 2021 Kickoff Reception on February 19th from 1-3 p.m.; and announced the launch of CPA video tutorials as educational tools for Board members.

ADJOURN

Chair Mahmud adjourned the meeting at 4:38 p.m.



Staff Report – Agenda Item 2

To: Clean Power Alliance (CPA) Board of Directors
From: David McNeil, Chief Financial Officer
Approved by: Ted Bardacke, Executive Director
Subject: FY 2020-21 Second Quarter (Q2) Financial Results
Date: March 4, 2021

RECOMMENDATION

Receive and file.

ATTACHMENTS

- 1) [December 2020 Financial Dashboard](#)
- 2) [December 2020 Financial Statement](#)



Financial Dashboard

Summary of Financial Results

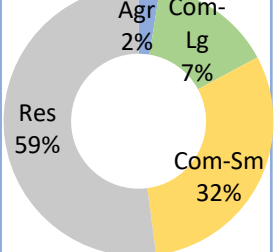
YTD Dec 2020

Active Accounts 1,006,000

Participation Rate 95.23%

YTD Sales Volume 8,449 GWh

Dec Sales Volume 964 GWh



in \$000,000's	December				Year-to-Date			
	Actual	Budget	Var	%	Actual	Budget	Var	%
Energy Revenues	\$61.1	\$52.3	\$8.8	17%	460.0	421.5	38.5	9%
Cost of Energy	\$52.7	\$49.3	\$3.4	7%	438.5	384.9	53.6	14%
Net Energy Revenue	\$8.4	\$3.0	\$5.5	183%	21.5	36.6	-15.2	-41%
Operating Expenditures	\$2.1	\$2.8	-\$0.6	-23%	12.3	20.4	-8.2	-40%
Net Income	\$6.3	\$0.2	\$6.1	2838%	9.2	16.2	-7.0	-43%

Note: Numbers may not sum up due to rounding.

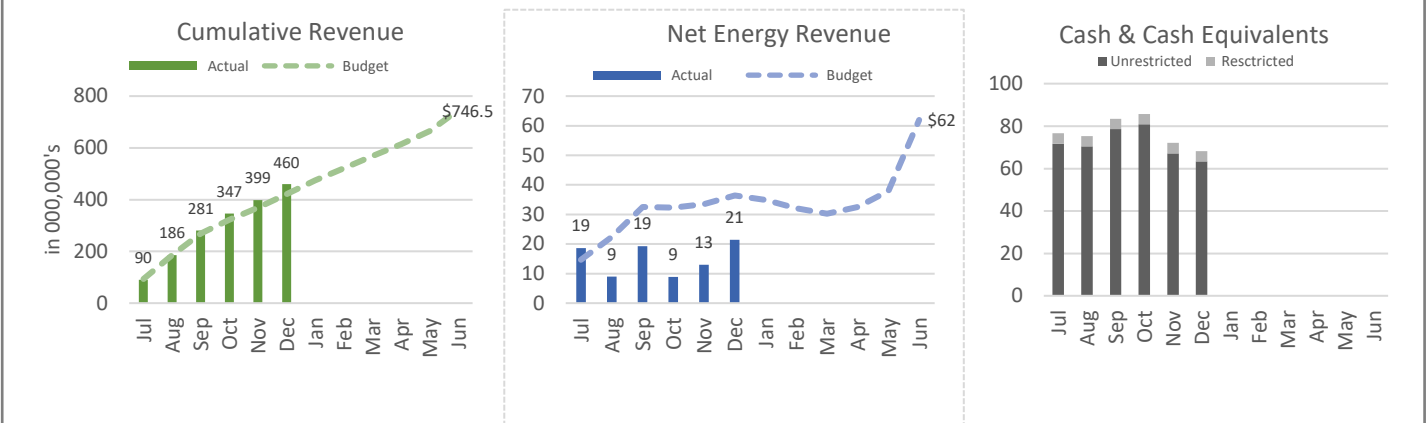
CPA recorded a \$6.3 million gain in December 2020, increasing year to date net income to \$9.2 million. December net income exceeded budgeted net income of \$.2 million by \$6.2 million. December net income includes a \$3.2 million transfer from the Fiscal Stabilization Fund.

Year to date results were impacted by the following factors:

- Sustained heat waves in mid-August and early September and above normal temperatures in October required CPA to serve load at high spot market prices and incur CAISO charges for grid operation that were \$14.5 million higher than normal.
- A transfer from the Fiscal Stabilization Fund to operating revenue totaling \$9.7m.
- A \$6.87 million increase in bad debt equal to 1.5% of first half electricity sales arising from slowing customer payments and the current recession.

As of December 31, 2020 CPA had \$63.4 million in cash and cash equivalents, \$36 million available on its line of credit and no bank or other debt outstanding. The net position was \$55.85 million and Fiscal Stabilization Fund balance was \$17.39 million.

CPA is in compliance with its bank and other credit covenants and is in sound financial health following extreme weather events that occurred in August through October 2020.



Definitions:

- Accounts: Active Accounts represent customer accounts of active customers served by CPA per Calpine Invoice.
- Participation Rate %: Active Customer Accounts divided by Eligible Customer Accounts.
- Total Eligible Accounts: Mass Enrollment Eligible List plus customer move-ins minus customer move-outs.
- YTD Sales Volume: Year to date sales volume represents the amount of energy (in gigawatt hours) sold to retail customers
- Revenues: Retail energy sales less allowance for doubtful accounts
- Cost of energy: Cost of energy includes direct costs incurred to serve CPA's load
- Operating expenditures: Operating expenditures include general, administrative, consulting, payroll and other costs required to fund operations
- Net income: Net income represents the difference between revenues and expenditures before depreciation and capital expenditures
- Cash and Cash Equivalents: Includes cash held as bank deposits.
- Year to date (YTD): Represents the fiscal period beginning July 1, 2020

CLEAN POWER ALLIANCE OF SOUTHERN CALIFORNIA
STATEMENT OF NET POSITION
As of December 31

	2020	2019
ASSETS		
Current assets		
Cash and cash equivalents	\$ 63,431,862	\$ 35,044,280
Accounts receivable, net of allowance	66,678,499	64,185,310
Accrued revenue	37,095,112	39,156,252
Market settlements receivable	-	-
Other receivables	376,390	5,600,211
Prepaid expenses	1,598,689	2,338,444
Deposits	10,411,925	612,000
Restricted cash	4,861,700	6,097,000
Total current assets	184,454,178	153,033,497
Noncurrent assets		
Capital assets, net of depreciation	517,544	61,505
Deposits	188,875	137,825
Total noncurrent assets	706,420	199,330
Total assets	185,160,597	153,232,827
LIABILITIES		
Current liabilities		
Accounts payable	2,236,719	2,624,619
Accrued cost of electricity	87,073,852	96,890,734
Other accrued liabilities	4,244,748	2,565,531
User taxes and energy surcharges due to other governments	5,706,224	4,932,329
Loans payable to County of Los Angeles	-	-
Supplier security deposits	5,927,000	-
Total current liabilities	105,188,542	107,013,213
Noncurrent liabilities		
Loans payable to County of Los Angeles	-	9,835,608
Loans payable to River City Bank	-	-
Supplier security deposits	6,724,000	1,157,000
Total noncurrent liabilities	6,724,000	10,992,608
Total liabilities	111,912,542	118,005,821
DEFERRED INFLOWS OF RESOURCES		
Rate Stabilization Fund	17,392,965	-
NET POSITION		
Investment in capital assets	517,544	61,505
Restricted for collateral	4,861,700	6,097,000
Unrestricted	50,475,846	29,068,501
Total net position	\$ 55,855,090	\$ 35,227,006

CLEAN POWER ALLIANCE OF SOUTHERN CALIFORNIA
STATEMENT OF REVENUES, EXPENSES
AND CHANGES IN NET POSITION
July 1 through December 31

	<u>2020</u>	<u>2019</u>
OPERATING REVENUES		
Electricity sales, net	\$ 450,412,969	\$ 446,832,119
Revenue transferred from/(to) Rate Stabilization Fund	9,607,035	-
Other revenue	-	-
Total operating revenues	<u>460,020,004</u>	<u>446,832,119</u>
OPERATING EXPENSES		
Cost of electricity	438,532,549	416,810,734
Contract services	8,837,547	8,500,121
Staff compensation	2,977,325	1,730,215
General and administration	487,444	477,043
Total operating expenses	<u>450,834,865</u>	<u>427,518,113</u>
Operating income (loss)	9,185,139	19,314,006
NONOPERATING REVENUES (EXPENSES)		
Interest income	158,978	81,064
Interest and related expenses	(74,662)	(157,042)
Other nonoperating revenue	-	-
Financing costs	-	-
Total nonoperating revenues (expenses)	<u>84,316</u>	<u>(75,978)</u>
CHANGE IN NET POSITION	9,269,455	19,238,028
Net position at beginning of period	<u>46,585,635</u>	<u>15,988,978</u>
Net position at end of period	<u>\$ 55,855,090</u>	<u>\$ 35,227,006</u>

CLEAN POWER ALLIANCE OF SOUTHERN CALIFORNIA
STATEMENT OF CASH FLOWS
July 1 through December 31

	2020	2019
RECONCILIATION OF OPERATING INCOME TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES		
Net income (loss)	\$ 9,185,138	\$ 19,314,006
Adjustments to reconcile operating income to net cash provided (used) by operating activities		
Depreciation expense	22,002	7,877
Revenue adjusted for allowance for uncollectible accounts	6,876,353	2,255,815
Expenses paid directly from loan proceeds		
(Increase) decrease in:		
Accounts receivable	(8,022,376)	(15,767,077)
Energy market settlements receivable	147,873	5,573,657
Other receivables	(30,052)	(5,242,757)
Accrued revenue	12,097,438	29,623,074
Prepaid expenses	4,746,891	(313,894)
Deposits	(7,179,215)	(621,825)
Increase (decrease) in:		
Accounts payable	(720,532)	(47,891)
Energy market settlements payable	6,885,912	2,847,092
Accrued cost of electricity	(5,907,670)	4,992,005
Other accrued liabilities	(8,872,759)	141,020
User taxes due to other governments	746,476	1,961,692
Loans payable	-	-
Rate Stabilization Fund	(9,607,035)	-
Supplier security deposits	7,221,400	407,000
Net cash provided (used) by operating activities	\$ 7,589,844	\$ 45,129,794
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES		
Loan proceeds	-	29,775,000
Principal payments on loan	-	(48,825,000)
Interest and related expense payments	(47,267)	(228,214)
Net cash provided (used) by non-capital financing activities	(47,267)	(19,278,214)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Payments to acquire capital assets	(465,967)	(1,944)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of certificate of deposit	-	-
Interest income received	161,185	81,064
Net cash provided (used) by investing activities	161,185	81,064
Net change in cash and cash equivalents	7,237,795	25,930,700
Cash and cash equivalents at beginning of period	61,055,767	15,210,580
Cash and cash equivalents at end of period	\$ 68,293,562	\$ 41,141,280
Reconciliation to the Statement of Net Position		
Cash and cash equivalents (unrestricted)	63,431,862	35,044,280
Restricted cash	4,861,700	6,097,000
Cash and cash equivalents	\$ 68,293,562	\$ 41,141,280

**CLEAN POWER ALLIANCE OF SOUTHERN CALIFORNIA
BUDGETARY COMPARISON SCHEDULE
July 1, 2020 through December 31, 2020**

	2020/21 YTD Budget	2020/21 YTD Actual	2020/21 YTD Budget Variance (Under) Over	2020/21 YTD Actual / Budget %	2020/21 Budget	2020/21 Remaining Budget	2020/21 Remaining Budget %
Operating revenues							
Revenue - electricity, net	\$ 421,286,428	\$ 450,412,198	\$ 29,125,770	107%	\$ 745,942,000	\$ 295,529,802	40%
Revenue transferred from/(to) Rate Stabilization Fund	-	9,607,035	9,607,035		-	-	
Other revenues	246,900	770	(246,130)		566,000	565,230	100%
Total operating revenues	421,533,328	460,020,003	38,486,675	109%	746,508,000	296,095,032	40%
Energy costs							
Energy procurement	384,889,627	438,532,549	53,642,922	114%	683,946,000	245,413,451	36%
Operating revenues less energy costs	36,643,701	21,487,454	(15,156,247)	59%	62,562,000	50,681,581	81%
Operating Expenditures							
Communications and outreach	249,504	108,979	(140,525)	44%	525,000	416,021	79%
General and administrations	645,926	434,314	(211,612)	67%	1,325,000	890,686	67%
Occupancy	258,250	31,127	(227,122)	12%	516,000	484,873	94%
Billing data manager	5,940,618	5,889,165	(51,453)	99%	11,881,000	5,991,835	50%
SCE services	1,169,239	1,128,072	(41,167)	96%	2,315,000	1,186,928	51%
Technical services	1,741,000	561,567	(1,179,433)	32%	2,752,000	2,190,433	80%
Legal services	924,050	264,401	(659,649)	29%	1,849,000	1,584,599	86%
Other professional services	580,230	465,374	(114,856)	80%	1,003,000	537,626	54%
Mailers	582,278	400,639	(181,639)	69%	865,000	464,361	54%
Staffing	3,633,296	2,977,325	(655,971)	82%	7,791,000	4,813,675	62%
Customer programs	488,000	19,350	(468,650)	4%	1,360,000	1,340,650	99%
Total operating expenditures	16,212,390	12,280,313	(3,932,077)	76%	32,182,000	19,901,687	62%
Operating income	20,431,311	9,207,141	(11,224,170)		30,380,000	30,779,894	101%
Non-operating revenues (expenditures)							
Interest income	156,667	158,978	2,311	101%	250,000	91,022	36%
Finance and interest expense	(144,000)	(74,662)	69,338	52%	(298,000)	(223,338)	75%
Depreciation	(88,000)	(22,002)	65,998	25%	(176,000)	(153,998)	87%
Total non-operating revenues (expenditures)	(75,333)	62,314	137,647	-83%	(224,000)	(286,314)	
Change in net position	20,355,977	9,269,455	(11,086,523)		30,156,000	30,493,580	101%
Other uses							
Capital outlay	909,000	442,158	(466,842)	49%	1,074,000	631,842	59%
Depreciation	88,000	22,002	(65,998)	25%	176,000	153,998	87%
Total other uses	997,000	464,161	(532,839)	47%	1,250,000	785,839	63%
Change in fund balance	\$ 19,358,977	\$ 8,805,294	\$ (10,553,683)	45%	\$ 28,906,000	\$ 29,707,740	

Electricity revenue, net includes COVID-19 bill credits totaling \$108,455.53 and 1,178,851.30 for the month and fiscal year to date respectively. The CPA Board of Directors approved bill credits up to \$1.42 million in FY 2020-21.

Staff Report – Agenda Item 3

To: Clean Power Alliance (CPA) Board of Directors
From: Matthew Langer, Chief Operating Officer
Approved By: Ted Bardacke, Executive Director
Subject: Quarterly Risk Management Team Report
Date: March 4, 2021

RECOMMENDATION

Receive and file the Risk Management Team Quarterly Report from October through December 2020.

SUMMARY

CPA's Energy Risk Management Policy (ERMP) establishes a staff-level Risk Management Team (RMT) responsible for implementing, maintaining, and overseeing compliance with the ERMP and for maintaining the Energy Risk Hedging Strategy. The ERMP requires quarterly reporting to the Board on the activities, projected financial performance, and general market outlook facing CPA.

The Quarterly RMT Report for the period covering October 1, 2020 through December 31, 2020 (Q4) is attached.

The RMT also reports ERMP compliance to the Finance and Energy Planning & Resources Committees on a monthly basis.

ATTACHMENT

- 1) [RMT Report for Q4 2020](#)



Quarterly Report of Risk Management Team October 1, 2020 through December 31, 2020 (Q4 2020)

I. Introduction

The Board of Directors of Clean Power Alliance (CPA) approved an Energy Risk Management Policy (ERMP) at its July 12, 2018 meeting, which provides the framework for conducting procurement activities in a manner that maximizes the probability of CPA meeting its portfolio, reliability, and financial goals. The ERMP was subsequently amended in July 2019 and July 2020.

The ERMP requires quarterly reporting to the Board on the activities, projected financial performance, and general market outlook facing CPA. The Risk Management Team (RMT)¹ submits this report in accordance with this requirement. The RMT also reports on ERMP compliance to both the Finance Committee and Energy Planning & Resources Committee on a monthly basis.

II. Risk Management Team Activities

The RMT is responsible for implementing, maintaining, and overseeing compliance with the ERMP and for maintaining the Energy Risk Hedging Strategy. The primary goal of the RMT is to ensure that the procurement activities of CPA are executed within the guidelines of the ERMP and are consistent with Board directives. A number of business practices are prescribed in the ERMP. What follows is a summary of CPA's compliance with these practices as outlined in the Policy.

A. ERMP Acknowledgement Form

It is the policy of CPA that all CPA Representatives participating in any activity or transaction within the scope of the ERMP shall sign on an annual basis or upon any revision, a statement acknowledging compliance with the ERMP. Execution of the ERMP Acknowledgement Form was completed by Board members, relevant CPA staff, and relevant consultants.

There are no existing or potential conflicts of interest to report. All business has been conducted consistent with applicable laws and regulations.

B. Transaction Types

The ERMP includes a list of approved transaction types. All products that have been purchased or sold by CPA during the current quarterly periods represent an approved transaction type as listed in Appendix C of the ERMP.

¹ The RMT is comprised of CPA's Executive Director, Chief Operating Officer, Chief Financial Officer, and Director of Power Planning and Procurement.

C. Counterparty Suitability

The ERMP requires that all counterparties with whom CPA transacts must be reviewed for creditworthiness and assigned a credit limit. A formal Counterparty Credit Protocol document that describes the method for evaluating counterparties and establishing a credit limit was developed by CPA's Chief Financial Officer and CPA's former scheduling coordinator, The Energy Authority (TEA). The Protocol was approved by the Executive Director, in consultation with the RMT, and enacted in Q1 2019.

Pursuant to the ERMP, no counterparty credit limit may exceed \$40 million. CPA is fully compliant with this obligation, and there are no credit limit violations to report for the previous quarter.

D. System of Record

On November 15, 2020, CPA transitioned scheduling coordinators from TEA to Tenaska Power Services (TPS). As part of the transition process, CPA established itself with its own Scheduling Coordinator ID, which allows CPA to have more direct interface with the CAISO, including making payments and receiving credits directly without going through an intermediary. It also increases CPA's business resiliency, as it allows CPA to more easily change Scheduling Coordinators should the SC's performance falter or be disrupted in any manner.

As required by the ERMP, all transactions are being stored in CPA's Scheduling Coordinator's (currently TPS) trading and risk management system. Similarly, all transaction approvals are being logged and stored on TPS's servers, with information being made available to CPA staff via a secure web portal. The transaction record also includes the confirmation letters for each transaction. CPA is in the process of developing its own transaction repository that will serve as a duplicate system of record.

E. Position Tracking and Management Reporting

In order to manage risk, the ERMP requires the regular production of various reports. The current status of each report required by policy follows:

- Financial Model Forecast: The financial model captures historical and projected revenues and energy and operating costs and produces various financial reports and forecasts on an accrual basis. The model uses load forecast data produced by CPA, energy contract details from TPS's deal capture system, revenue projections from CPA's revenue model², historical financial results from the accounting system maintained by CPA, and forward prices from the ICE Data Service and TPS.
- Net Position Report: Short- and long-term net position reports are in production, managed directly by CPA procurement staff, and linked to TPS's trade capture system. The short-term net position report updates daily and incorporates the current weather outlook for the next 60 days to show net positions for the current and next months. The long-term net position report assumes normal weather and shows net positions through the balance of the current year and prompt four years.

² CPA's revenue model is currently maintained by a third-party consultant, MRW. During Q4 2020 and Q1 2021, that model is being transitioned to being maintained in-house.

- Counterparty Credit Exposure: CPA is fully compliant with the credit policies included in the ERMP. CPA receives daily updates of counterparty credit exposures on both a notional and mark-to-market basis.
- Monthly Risk Analysis: The ERMP requires both stress testing of financial results, as well as probability-based assessments of future financial projections. CPA continues to implement risk analysis tools to stress test financial results and validate potential hedging transactions. These models continue to be built out and refined, with 2021 summer and summer-adjacent months currently under examination. Updated model results are forthcoming in March 2021.
- Quarterly Board Report: Subject of this report.

F. Delegation of Authority

All executed transactions during the current period have been approved consistent with the Delegation of Authority outlined in Section 5 of the ERMP.

G. Limit and Other Compliance Violations

The ERMP requires that transaction volumes should not be executed that exceed the requirements of meeting CPA's load (energy and capacity), renewable and/or carbon free energy requirements. The ERMP designates specific prompt-year (PY) up to prompt 5-year hedge targets for different product types. These targets are measured at the end of the quarter for the following prompt quarter, e.g. Q3 for prompt Q4. RMT reviewed the relevant quarterly hedge targets for 2020 and beyond and identified the deviations listed below. The deviations for near-term energy hedges targets were resolved in the following month.

The following policy deviations have been reported to the Finance Committee and Energy Planning & Resources Committee, as measured in December 2020:

Policy Deviation	Required Action
PCC2 2022 target was slightly exceeded due to procurement associated with high value transactions selected in CPA's renewable and carbon free RFO and desire to lock in supply in an increasingly shallow market.	No actions proposed.
Carbon Free 2021 – 2023 targets were exceeded due to forecasted SCE carbon free allocations.	RMT approved amendment to existing carbon free contracts to shift some deliveries 2021 to 2023, as feasible. No additional action proposed.
Resource Adequacy 2024 target was exceeded due to executed and forecasted future long-term agreements for storage.	No actions proposed.

H. Training

The ERMP acknowledges the importance of ongoing education as part of its risk management framework. Consistent with this, the ERMP outlines certain training requirements. All procurement and risk management staff, including the members of the RMT, completed their annual Federal Energy Regulatory

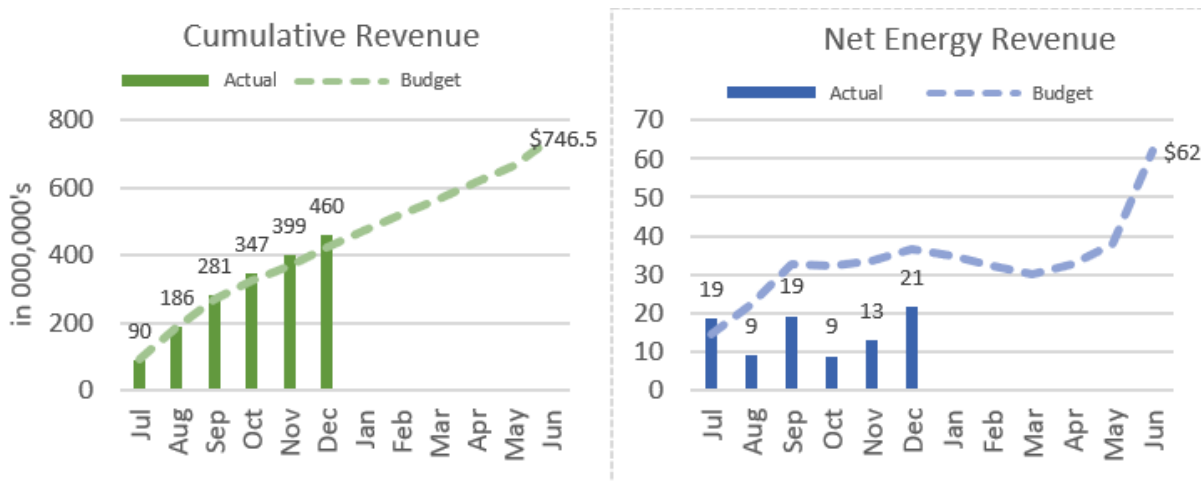
Commission (FERC) Market Manipulation training. In addition, five members of the Procurement and Finance teams completed the 2-day California Independent System Operator (CAISO) Scheduling Coordinator training in December 2020.

I. Hedging Strategy

CPA is compliant with the hedging strategy provided in Appendix A of the ERMP, with the exception of the policy deviations listed in Section G.

J. Financial Performance

CPA recorded the following revenue and margin (electricity revenue less cost of energy) results for the six months ending December 31, 2020 (FY 2020/21 Year to Date). Net energy revenue was below budgeted results for the period.



III. General Market Outlook

California experienced above average temperatures and generation outages in October 2020, resulting in elevated forward power prices. Pricing in November and December 2020 reflected mild temperature and load conditions. Forward power prices are expected to be elevated through the end of the Fiscal Year.

Staff Report – Agenda Item 4

To: Clean Power Alliance (CPA) Board of Directors

From: Tyler Aguirre, Customer Programs Manager
David McNeil, Chief Financial Officer

Approved by: Ted Bardacke, Executive Director

Subject: Proposed Amendments to Net Energy Metering Policy

Date: March 4, 2021

RECOMMENDATION

Approve proposed amendments to the Net Energy Metering Tariff effective May 1, 2021.

BACKGROUND

On February 7, 2019 the Board of Directors approved a policy governing Net Energy Metering, which staff proposes to re-name as “NEM Tariff” for reasons discussed below. The NEM Tariff governs operation of CPA’s NEM Program and includes the method by which credits are calculated and applied to customer bills for excess electricity generation from customer sited, behind the meter, and primarily roof top solar facilities. It also governs how “cash-outs” payments are administered to customers that generate more electricity and/or retail credits than they use.

In March and October 2019, the Board approved subsequent amendments to the NEM Tariff that incorporated clarifications and updates.

At the time of the last NEM Tariff revision in October 2019, Staff recommended that the Finance Committee conduct another review of the NEM Tariff provisions dealing with the expiration of checks made out to active customers eligible to receive an annual cash-out following the first CPA annual true up process in May 2020. Since that time, Staff has also gathered additional data regarding the expiration of monthly NEM cash out checks

to customers that no longer receive service from CPA (“inactive customers”) and to whom funds are owed in accordance with the NEM Tariff.

At the January 27, 2021 meeting of the Finance Committee, Staff presented proposed amendments to the Net Energy Metering Policy to address a growing number of expired cash out checks, as well as administrative revisions. The Finance Committee recommended the proposed amendments be presented to the Board for adoption.

NEM Annual True Up for Active NEM Customers

During the April billing cycle of each year, CPA conducts a “true up” of NEM accounts. During true up, CPA determines if a customer is a “net generator”, meaning they generated more electricity than they used over the course of a year, and issues the customer a payment for that excess energy at CPA’s net surplus compensation rate. The net surplus compensation rate fluctuates monthly based on wholesale solar prices but is always 10% higher than SCE’s rate. At the time of true up CPA also conducts a lookback to determine whether a customer that has unused remaining bill credits is able to offset any charges they may have incurred earlier in the prior twelve-month period, and refunds that amount to the customer (“generation credit refund”).

If the combined value of a customer’s net surplus compensation and generation credit refund is greater than \$100, CPA issues the customer a check. If the combined value is less than \$100, CPA applies the payment as a rollover credit on the customer bill to offset future charges.

CPA currently has a total of 46,419 (45,106 residential and 1,313 commercial) NEM customers. Not every NEM customer receives a true up payment however, as not every customer generates more energy than they use or generates excess retail credits.

CPA conducted its first annual true up of NEM customer accounts during the April 2020 billing cycle. This true up included both residential and commercial NEM accounts, and only included NEM customers that had at least 12 months of participation in the CPA

NEM program. The below table summarizes the true up payments made to customers during this first annual true up.

Annual True Up Cash Out Checks	Residential Checks	861
	Residential Checks Total	\$142,105.53
	Commercial Checks	59
	Commercial Checks Total	\$159,216.83
	Total Checks Count	920
	Total Checks Amount	\$301,322.36

Annual True Up Roll Over Credits	Residential Rollovers	10,819
	Residential Rollover Total	\$275,573.60
	Commercial Rollovers	36
	Commercial Rollover Total	\$1,200.18
	Total Rollover Count	10,855
	Total Rollover Amount	\$276,773.78

Subtotal of Annual True Up Checks + Rollover Credits		
	Total Amount	\$578,096.14

NEM Cash Outs for Inactive Customers

Each month CPA also issues NEM cash out checks to customers that no longer receive service from CPA (“inactive customers”) and to whom funds are owed in accordance with the NEM Tariff cash out procedure. CPA conducts a true up process for inactive NEM customers that is similar to the annual true up process. However, there is no check minimum amount for these cash outs to inactive customers, as rollover payments are not an option for customers that have terminated CPA service. The table below summarizes the monthly cash out payments CPA made to inactive customers in 2020.

2020 Inactive Customer Cash Out Checks	2020 Total	Average Per Month
Checks Count	1,223	128
Checks Amount	\$64,875	\$6,904
Average Check Amount	\$53	

Uncashed/Expired Checks

Staff has determined that a significant portion of NEM checks for both annual true ups and inactive customer cash outs go uncashed and expire after 90 calendar days, at which point they expire per the policy of our check issuer, Bill.com. The below table provides a summary of expired checks in 2020.

2020 Uncashed/Expired	
Annual True up Checks Count	64
Annual True up Checks Amount	\$10,763.34
Inactive Customer Cash Out Checks Count	269
Inactive Customer Cash Out Checks Amount	\$30,856.75
Total Checks Count	333
% of Total Checks Issued	16%
Total Checks Amount	\$41,620.09
% of Total Checks Amount Issued	6%

Currently, once NEM checks expire, CPA allows customers to request the reissuance of a check at any time. While some customers do contact CPA to request the reissuance of a check, this is not common. Therefore, Staff considered options to address the issue of expired checks and is proposing revisions to the NEM Tariff that retains the ability for customers to use or access their NEM funds while minimizing the administrative costs.

For customers that are still active CPA NEM customers, the proposed policy change is to convert expired check amounts into rollover credits to be applied on the customer bill. For inactive customers whose checks expire, the proposed policy change is to allow those customers to request the reissuance of the check for up to one year after its original issue date, after which time those funds will be turned over to the State Controller's office to be treated as unclaimed property. This approach would absolve CPA of the responsibility of retaining these funds indefinitely, while still allowing the customer the opportunity to reclaim the funds from the State.

Summary of Proposed Amendments

To address the issue of expired checks, staff proposes to update the NEM Tariff to clarify that:

- i. expired annual true up checks for active customers will be returned to customer's NEM account to be used as rollover bill credits;
- ii. inactive customers will have up to one year to request reissue of expired termination cash out checks; and
- iii. after one year, expired termination cash out checks for inactive customers will be considered unclaimed property and remitted to the State Controller's Office, from where the customer can then claim it.

Staff proposes additional administrative revisions to the NEM Tariff to clarify that:

- i. NEM should be treated as a Tariff rather than a policy because NEM, like Power Share and other special rates, contains rules regarding program offerings, eligibility, etc
- ii. CPA is only able to issue NEM checks to U.S. mailing addresses;
- iii. CPA will only conduct an annual true up for customers that have participated in the CPA NEM program for at least twelve months. This revision is intended to clarify the intent to allow new service turn-ons or customers that install solar are to get the benefit of at least a full twelve months of generation before their first annual true up.

Staff proposes these amendments be made effective May 1, 2021 to allow a grace period for customer prior to the implementation of these revisions. This will allow CPA to send letters notifying customers with expired checks of these upcoming changes.

ATTACHMENT

- 1) [NEM Tariff Proposed Amendments \(redline\)](#)



Net Energy Metering Service
Clean Power Alliance NEM ~~Policy~~ Tariff
PROPOSED AMENDMENT

APPLICABILITY: Clean Power Alliance of Southern California’s (CPA) Net Energy Metering Program (CPA NEM Program) is available to those CPA customers who are eligible under Southern California Edison’s (SCE) net energy metering program pursuant to the following SCE rate schedules: (i) Schedule NEM (Net Energy Metering); (ii) Schedule NEM-ST (Net Energy Metering Successor Tariff), (iii) Schedule NEM-V (Virtual Net Energy Metering for Multi-Tenant and Multi-Meter Properties); (iv) Schedule NEM-V-ST (Virtual Net Energy Metering for Multi-Tenant and Multi-Meter Properties Successor Tariff); (v) Schedule MASH-VNM (Multifamily Affordable Solar Housing Virtual Net Metering); (vi) Schedule MASH-VNM-ST (Multifamily Affordable Solar Housing Virtual Net Metering Successor Tariff); (vii) Schedule BG-NEM (Biogas Net Energy Metering); and (viii) Schedule FC-NEM (Fuel Cell Net Energy Metering) (jointly referred to as “SCE NEM Rate Schedules”). These SCE NEM Rate Schedules are available at: <https://www.sce.com/regulatory/tariff-books/rates-pricing-choices/other-rates> and may be amended or replaced by SCE from time to time. CPA’s NEM ~~Tariff~~ Policy may be amended or clarified from time to time.

CPA customers who want to participate in NEM after enrolling with CPA must provide SCE with a completed SCE NEM Application and comply with all other SCE requirements before being eligible for the CPA NEM Program.

Eligible CPA customers who meet the requirements for the SCE NEM Program will be automatically enrolled in the CPA NEM Program either at the time of initially enrolling with CPA or at the time SCE accepts them into SCE’s NEM Program.

RATES: All rates for the CPA NEM Program will be in accordance with the customer’s applicable CPA rate schedule (CPA OAS). Nothing in this ~~tariff policy~~ will supersede any SCE authorized charges.

CHARGES & BILLING: CPA’s charges for energy (kWh) will be calculated at the CPA OAS and billed on the net metered usage, as described below.

a) For a customer with Non-Time of Use (TOU) Rates¹:

If the customer is a “Net Consumer,” having overall positive usage during a specific monthly billing cycle, the customer will be billed in accordance with the customer’s CPA OAS.

If the customer is a “Net Generator,” having overall negative usage during a specific monthly billing cycle, any net energy production shall be valued at the applicable rate as set forth in the customer’s CPA OAS. The calculated value of any net energy production

¹ Only applicable to grandfathered SCE NEM 1.0 customers. Please visit <https://www.sce.com/residential/generating-your-own-power/net-energy-metering> for more information.

shall be credited to the customer according to the CPA OAS and applied as described in Sections (c) and (d).

b) For a customer with TOU Rates:

If the customer is a Net Consumer during any discrete TOU period reflected within a specific monthly billing cycle, the net kWh consumed during such TOU period shall be billed in accordance with applicable TOU period-specific rates or charges as specified in the customer's OAS.

If the customer is a Net Generator during any discrete TOU period reflected within a specific monthly billing cycle, any net energy production shall be valued at the applicable TOU period-specific rates or charges as specified in the customer's CPA OAS. The calculated value of such net energy production shall be credited to the customer according to the CPA OAS and applied as described in Sections (c) and (d).

c) Monthly Settlement of CPA Charges/Credits:

Each customer will receive a statement as part of its monthly SCE bill indicating any accrued charges for electric energy usage during the current monthly billing cycle. When a customer's net energy production results in an accrued credit balance in excess of currently applicable charges, the value of any net energy production during the monthly billing cycle (in excess of currently applicable charges) shall be valued at the CPA OAS and noted on the customer's bill, including the quantity of any surplus NEM production (measured in kWh), and carried over as a bill credit for use in a subsequent billing cycle(s).

A customer who has accrued credits during previous billing cycles will see such credits applied against currently applicable charges, reducing otherwise applicable charges by an equivalent amount to such credits. Any remaining credits reflected on the customer's billing statement shall be carried forward to subsequent billing cycle(s) until either the excess the credit is used to satisfy current charges, the customer no longer receives service from CPA or an annual account true-up is performed.

d) CPA Annual True-Up & Cash-Out Processes:

- i) CPA Annual True-Up: ~~During the April monthly billing cycle of each year, CPA will perform a true-up of the most recent twelve (12) month billing cycle, or the period of time from the customer's commencement of participation in the CPA NEM Program up to the following April (the "Relevant Period").~~

~~For customers who enrolled in the CPA NEM Program prior to May 1, 2019, CPA will perform the first Annual True-Up in April 2020. Commencing in April 2021, CPA will perform the Annual True Up each April for the 12-month period between April to March for all active NEM customers with at least 12 months of participation in the CPA NEM program.~~

- a. NEM Generation Credit Refund: ~~During the April monthly billing cycle of each year, CPA will perform a true-up of the most recent twelve (12) month billing cycle, or the period of time from the customer's commencement of participation in the CPA NEM Program up to the following April (the "Relevant Period").~~ At the time of the Annual True-Up, if the customer has accumulated any NEM

generation credits in excess of any currently outstanding charges, those NEM generation credits will be refunded to the customer up to the total CPA charges paid by the customer on the same NEM account during the Relevant Period, consistent with CPA's Annual Cash-Out practice in (ii).²

~~However, for customers who enrolled in the CPA NEM Program prior to May 1, 2019, CPA will perform the first Annual True-Up in April 2020; and for customers who enrolled on or after May 1, 2019, CPA will perform the first Annual True-Up in April 2021. Commencing in April 2021, CPA will perform the Annual True-Up for the 12-month period between April to March for all current NEM customers.~~

- b. Net Surplus Compensation: Net Surplus Energy is defined as any generation that exceeds total customer energy usage during the Relevant Period, as measured in kWh. CPA will also determine **at the time of Annual True-Up** whether each customer has produced Net Surplus Energy over the course of the Relevant Period. If a customer has produced Net Surplus Energy, then CPA shall credit such customer an amount not to exceed \$10,000 that is equal to the current Net Surplus Compensation rate per kWh, as defined in CPA Net Surplus Compensation Rate Schedule, multiplied by the quantity of Net Surplus Energy produced by the customer during the Relevant Period, consistent with CPA's Annual Cash-Out practice in (ii) below. The CPA Net Surplus Compensation Rate Schedule will be posted to CPA's website and updated monthly. CPA Net Surplus Compensation Schedule can be viewed at <https://cleanpoweralliance.org/wp-content/uploads/2019/01/CPA-NSCR.pdf>.
- ii) CPA Annual Cash-Out: During the April monthly billing cycle of each year, any current customer who has a combined NEM generation credit and Net Surplus Compensation value of \$100 or more, as determined during the Annual True-Up process, that exceeds any outstanding charges, will be sent a payment by check via U.S. Mail to the customer's **U.S.** mailing address on file at the time of mailing for the credit balance on their account, as determined through CPA's Annual True-Up process (i). Customers receiving direct payment will have an equivalent amount removed from their NEM account balance at the time of check issuance. In the event that customers do not have a combined NEM generation credit and Net Surplus Compensation value exceeding \$100, such credit balance will be carried forward to offset future CPA charges. All NEM accounts will be reset to zero kilowatt hours annually as of the customer's May monthly billing cycle and the only NEM credits that will be carried forward on the customer's account will be the combined NEM generation credit and Net Surplus Compensation credit balances less than \$100. **Checks will expire 90 calendar days after issuance. If checks expire, check amount will be returned to a customer's NEM account as bill credits and will be applied toward future charges.**
- iii) CPA Cash-Out for Terminations: Customers, who close their electric account through SCE, opt-out of CPA and return to bundled service, or move outside of the CPA service area prior to the April monthly billing cycle of each year, shall be trued

² If the Customer Account has any outstanding balance at the time of Annual True-Up, the customer will have a 30 day grace period to pay in full before their Annual True-Up is performed in order to be eligible for NEM Generation Credit refund.

up according to CPA's Annual True-Up Process. If applicable, the customer shall receive a refund payment by check via U.S. Mail to the customer's **U.S.** mailing address on file at the time of mailing for any NEM generation credit on their account that exceeds outstanding charges at the time of true-up, up to the amount paid by the customer during the Relevant Period. If determined to have produced Net Surplus Energy, the customer shall also receive a check via U.S. Mail to the customer's mailing address on file at the time of mailing for Net Surplus Compensation, up to a maximum of \$10,000. Payments will be released 30 days after final billing to allow for any revised usage and/or adjustments from SCE. Checks will expire 90 calendar days after issuance. If checks expire or are returned to CPA, customers may request the reissuance of a check **for up to one year after check issuance date** and CPA will make a reasonable effort to reissue the check within 30 days of a customer's request. **After one year, the funds will be considered unclaimed property and turned over to the California State Controller's Office.**

e) SCE NEM Program:

Customers are subject to applicable terms and conditions and billing procedures of SCE for SCE charges as described in SCE NEM Rate Schedules (with the exception of generation-related charges, which are described in CPA's rate schedules). Customers should be aware that while CPA settles balances for generation on a monthly basis, SCE will continue to calculate charges for delivery, transmission and other services annually for those customers with an annual billing option, and CPA NEM credits cannot be applied to any SCE charges.

Customers are encouraged to review SCE NEM Rate Schedules at <https://www.sce.com/regulatory/tariff-books/rates-pricing-choices/other-rates>.

f) Return to SCE Bundled Service:

CPA customers participating in the CPA NEM Program may opt out and return to SCE's bundled service, subject to any applicable restrictions imposed by SCE. If a CPA customer opts out more than 60 days after their initial enrollment date, CPA will perform a true-up of their account, as specified in section (d)(iii), at the time of return to SCE bundled service. For details concerning opting out of CPA service, please contact CPA Customer Service at 888-585-3788 or customerservice@cleanpoweralliance.org

Staff Report – Agenda Item 5

To: Clean Power Alliance (CPA) Board of Directors

From: Nancy Whang, General Counsel

Approved By: Ted Bardacke, Executive Director

Subject: Amendment to Non-Energy Contracting Policy Amendment

Date: March 4, 2021

RECOMMENDATION

Approve amendment to the Non-Energy Contracting policy.

BACKGROUND/DISCUSSION

On December 5, 2019, the Board approved the Non-Energy Public Contracting Policy (Policy), which established the solicitation and procurement processes for goods, services, or a combination of both.

As CPA's local programs marketing and customer outreach ramps up, there is a need for CPA to directly procure media advertising from diverse and local outlets on a targeted and spot basis. The direct ad buys allow CPA to make direct purchases nimbly, quickly, and without the overhead typically included when a marketing agency purchases ads on behalf of CPA. Direct ad buys also allow for the increasingly targeted and research-based approach of CPA's External Affairs department concerning marketing, communications, and customer relations.

The current Policy does not address media or ad purchases. For example, while the Policy authorizes the procurement of goods, it does not specify that intangible goods such as media advertising qualify as "Goods." Accordingly, staff proposes an amendment to the Policy, which would add media to the definition of "Goods", thereby making it subject to the same criteria, limitations on amounts, procurement processes, and reporting

requirements as other goods in the Policy. The Non-Energy Public Contract Policy redline is attached.

ATTACHMENT

- 1) [Non-Energy Public Contract Policy \(redline\)](#)



PROPOSED

Policy No. 12 - Non-Energy Public Contracting Policy

I.

PURPOSE

It is in the interest of the Clean Power Alliance of Southern California (“CPA”) to establish non-energy competitive solicitation and procurement practices that facilitate efficient business operations, offer fair compensation, transparency, accountability, and provide local workforce opportunities within a framework of high quality, competitive offerings whenever practical.

This policy shall not apply to any energy procurements or transactions governed by the Energy Risk Management Policy, Resolutions Nos. 18-006 and 18-009, or any amendments or successors thereto.

II.

DEFINITIONS

1. **“Architectural and Engineering Services”** include Services provided by architectural, landscape architectural, engineering, environmental, land surveying, and construction project management firms, or services incidental thereto that members of these professions and those in their employ may logically or justifiably perform, which are subject to Article XXII of the California Constitution and Government Code Section 4529.10 et seq.
2. **“Architectural and Engineering Agreement”** is an agreement between CPA and a Proposer for Architectural and Engineering Services.
3. A **“Best Value”** award is based on factors in addition to price that provide the best overall value to CPA, except as applied to Public Works Contracts over \$1,000,000, which are subject to the “best value” definition set forth in Public Contract Code Section 20155.1(a).
4. **“Board”** means the Board of Directors of CPA.
5. **“Competitive Solicitation”** is a competitive process in which CPA procures Goods, Services, or a combination thereof from Proposers, including the procurement of Architectural and Engineering Services, in order for CPA to secure the Best Value for CPA and its customers. This definition does not apply to “Public Works Contract.”
6. **“Cooperative Procurement”** refers to the combining of requirements of two or more Public Entities to leverage the benefits of volume purchases, delivery and supply chain advantages, best practices, the reduction of administrative time and expenses, or some combination thereof.
7. **“Fiscal Year”** or **“FY”** refers to CPA’s fiscal year as specified in Section 7.1 of CPA’s Joint Powers Agreement or as changed by CPA Board resolution.

8. **“Goods”** means all types of tangible personal property, including materials, supplies, furnishings, or equipment, and media advertising, including print, broadcast, out-of-home, digital media or other electronic mediums.
9. **“Informal Bid Process”** is a process wherein the Executive Director requests written quotes from at least three (3) vendors.
10. **“Legal Services”** is legal representation, advocacy, advice, counsel, or other similar legal services provided by an attorney, or a law firm, company or partnership with attorneys duly licensed by the California State Bar or authorized to practice in the state of California.
11. **“Master Agreement”** is an agreement between CPA and a Proposer for any Goods, Services, or combination thereof, except for Legal Services Agreement.
12. **“Office Equipment”** includes furnishings, computers, information technology (IT) hardware or software, or other personal property.
13. **“Piggyback Solicitation”** refers to the use of a prior solicitation, competitively bid by a Public Entity for the same Goods and/or Services currently requested or needed by CPA; or may be a form of intergovernmental cooperative purchasing in which CPA will be extended the same pricing and terms of a contract entered into by another Public Entity. Generally, the originating entity can competitively award a contract that will include language allowing for other entities to utilize the contract, or, CPA may join in a single competitive procurement with another Public Entity. The Piggyback Solicitation provides an advantage in terms of pricing, thereby gaining economies of scale that CPA or an individual Public Entity would otherwise not receive if each competed on its own.
14. **“Pre-Qualified Providers”** or **“PQP”** is a Proposer who is available and willing to perform work on an as-needed basis under the Request for Qualifications process.
15. **“Proposer”** is a person or business entity who seeks to do business with CPA by responding to a Competitive Solicitation of any kind, a Cooperative Procurement or Piggyback Solicitation, or seeking to enter into a contract with CPA through an exception or alternative to the Competitive Solicitation requirements.
16. **“Proposal”** is a response by a Proposer to a request by CPA.
17. **“Public Entity”** means the state, county, city, city and county, district, public authority, public agency, municipal corporation, or any other political subdivision or public corporation in the state, including a community choice aggregator as defined in Public Utilities Code Section 331.1.
18. **“Public Works Contract”** means an agreement for the erection, construction, alteration, repair, or improvement of any public structure, building, road, or other public improvement of any kind, pursuant to California Public Contract Code Section 1101.
19. **“Services”** is the performance of labor by an outside company or individual for and/or on behalf of CPA. It can be rendered to CPA by a company or individual, with or without the furnishing of Goods.
20. **“Specialized Services”** are special services with persons specially trained, experienced, expert, and competent to perform the special services. The special services consist of services, advice, education or training for CPA. The special services include but is not limited to financial, economic, accounting (including the preparation and issuance of

payroll checks or warrants), legal, administrative, or building security matters. The special services may include maintenance or custodial matters if the Board finds that CPA's resources and economic interests are served by such a contract.

21. A **"Task Order Solicitation"** or **"TO"** is issued in the Request for Qualifications procurement process to solicit bids from providers who have been pre-qualified under the Request for Qualifications process. If CPA awards the bid, the TO will be appended to a Master Agreement once the Task Order is awarded to a Pre-Qualified Provider.

III.

DELEGATION OF PROCUREMENT OR PURCHASING AUTHORITY TO EXECUTIVE DIRECTOR

1. The Board designates the Executive Director ("ED") as CPA's purchasing agent. As the purchasing agent for CPA, the Executive Director is hereby authorized on behalf of CPA to (i) purchase Goods; (ii) rent furnishings and equipment; or (iii) contract for Services, Specialized Services, or Legal Services, as provided herein.
2. Delegation of ED's authority under this Policy is in addition to and must be consistent with Resolution 19-05-009 and its successors.

IV.

RULES REGARDING COMPETITIVE SOLICITATION OF GOODS OR SERVICES EXCEPT ARCHITECTURAL AND ENGINEERING SERVICES AND PUBLIC WORKS

1. **Services or a Combination of Goods and Services.** A Competitive Solicitation for Services or a Combination of Goods and Services shall be required if the aggregate anticipated value of a contract exceeds \$50,000 in any 12-month period or if, irrespective of the contract value, the ED determines in the ED's discretion that a Competitive Solicitation is in the best interest of CPA. For any contracts valued at \$50,000 or less, the ED shall request quotes, whether written or oral, from at least three (3) vendors and the ED will purchase from the vendor offering the Best Value.

When a Competitive Solicitation is required, one of the following processes may be used.

- a. **Request for Proposal (RFP):**
 - i. **Description:** An RFP is typically used to procure complex or unique Services in which CPA's requirements are defined but expertise and methods may vary; when creative or innovative approaches are needed; and/or, where performance of services is anticipated to be ongoing in nature.
 - ii. **Content:** An RFP will include, at a minimum, a requirements statement or statement of work; experience, expertise, or qualification criteria; and evaluation criteria for which a Proposal will be evaluated. An RFP also typically states CPA's goals, objectives, project summary, major tasks, or timelines. An RFP will include a sample agreement and may include a budget for the work being procured. CPA will require proposals to offer a detailed explanation of Proposer's approach, detailed work plans, solutions, or methods, and price/budget, as applicable.

- iii. Contracting: CPA will contract with a Proposer through a written Agreement. CPA may engage in negotiations on the terms and conditions of the Agreement with the selected Proposer(s), including but not limited to the scope of services or price/budget.

b. Request for Qualifications (“RFQ”):

- i. Description: An RFQ is typically used to procure Services or a combination of Goods and Services when CPA needs to establish a pool of Pre-Qualified Providers. The RFQ process is typically used to procure distinct, stand-alone, or discrete projects having a specific deadline; or for services ordered or used by CPA on a routine basis.
- ii. Content: The RFQ will specify the areas of expertise, experience, or knowledge that CPA seeks, and, if applicable, the process for a Proposer to become PQP in those specified areas. CPA will maintain a list of PQPs for each specified area. The RFQ should attach a copy of the proposed form of agreement.
- iii. Task Order Solicitation: PQPs will be awarded work through a Task Order Solicitation that CPA may issue from time to time. The TOs will contain CPA’s objectives; a statement of work, including any deliverables, tasks, or milestones; estimated time of completion; or pricing, cost, or budget. A TO will designate the area(s) of expertise, experience, or knowledge that CPA seeks or anticipates needing and the TO will be sent to PQPs in those specified area(s). Interested PQPs shall submit a bid in response to the TO and that bid should offer, at a minimum, Proposer’s acknowledgement of CPA’s objectives; approach to the identified statement of work, including any deliverables, tasks, or milestones; pricing, cost or budget; and other relevant information, solutions or methods as specified in the TO.
- iv. Contracting: A Proposer is expected to sign a Master Agreement no later than five (5) business days after CPA issues the relevant TO. **A signed Master Agreement does not guarantee a Proposer any minimum amount of work.** The Master Agreement is not effective unless and until a TO has been awarded by CPA and the Master Agreement has been executed by the successful Proposer and CPA.

2. Goods.

- a. Purchase of Goods. ED may purchase from a single vendor an aggregate total amount of \$50,000 of Goods in a single Fiscal Year without an Informal Bid Process or Request for Bid. The ED must affirm and approve such purchases as being necessary.
- b. Informal Bid Process. For purchase of Goods with an aggregate total amount between \$50,001 to \$125,000 for a single vendor in a single FY, the ED shall procure the Goods through the Informal Bid Process. ED may purchase from the vendor offering the Best Value. ED must approve any procurement of Goods, must verify compliance with the Informal Bid Process, must verify that the procurement stays within the FY budget, and affirm the purchase is necessary.

- c. Invitation for Bid (“IFB”):
 - i. Description: For any other purchase of Goods, ED shall issue a formal IFB.
 - ii. Content: The IFB shall specify, at a minimum, the item(s) specifications or dimensions; description of requirements; and quantities. A bid in response to an IFB must contain a Proposer’s name, address, phone number, and the proposed cost to provide the requested items. The IFB should attach a copy of the proposed form of agreement.
 - iii. Contracting: CPA will contract with a Proposer using a written agreement.
- 3. **Specialized Services or Legal Services**. No competitive procurement is required for Specialized Services or Legal Services. However, it is recommended that the ED use the Informal Bid Process to procure Specialized Services or Legal Services whenever practical. When using the Informal Bid Process, ED may procure services from a provider offering the Best Value.
- 4. **Rent or Lease of Office Equipment or Office Space**: No Competitive Solicitation shall be required to rent or lease Office Equipment or office space provided that (a) ED affirms that the rent or lease of Office Equipment or office space is necessary; (b) ED solicits or reviews at least three quotes, whether verbal or written, from at least three (3) offerors; and (c) ED approves of the rent or lease of Office Equipment or office space.
- 5. **Awards of Competitive Solicitation**: Competitive Solicitations may be awarded on a Best Value basis, unless otherwise required by California law or otherwise specified in the Competitive Solicitation document.
- 6. **Additional Authorized Procurement Methods**: CPA may engage in the procurement of Goods, Services, or some combination thereof through any of the following procurement methods.
 - a. Cooperative Procurement: CPA may use a Cooperative Procurement when the use of a Cooperative Procurement enhances operational efficiencies; demonstrates potential cost savings for CPA, including transaction costs. For example, CPA may purchase Goods or Services from contracts established pursuant to Leveraged Procurement Agreements (LPAs), California Multiple Award Schedules (CMAS), or through a joint procurement with another Public Entity.
 - b. Piggyback Procurement: CPA may engage in Piggyback Procurement when such a procurement can be shown to enhance operational efficiencies; demonstrate potential cost savings for CPA, including transaction costs; and when the Piggyback Procurement complies with California law.
 - c. Sole Source Purchasing:
 - i. With the exception of Public Works Contracts and Architectural and Engineering Agreements, CPA may justify procurement of Services, or a combination of Goods and Services, from a sole source when the following factors exist:
 - 1) No other vendor offers a service or employs personnel meeting the minimum requirements.

- 2) CPA's required timeframe for project completion is critical and cannot be exceeded without extreme hardship.
 - 3) The cost to continue with the same service provider is less than the cost for any other vendor due to the time necessary to get 'up to speed' (learning curve) with the project.
 - 4) A unique and proprietary solution has been offered which is determined to be in the best interest of CPA.
- ii. CPA may justify procurement of a Good from a sole source when the following factors exist. The Good is:
- 1) Available from only one source (e.g., proprietary to a manufacturer, distributor, and/or reseller, etc.).
 - 2) The only brand that meets the qualifications or specifications needed by CPA.
 - 3) A brand that must match or inter-member with an existing system, and cannot be substituted without replacing the system, resulting in significant costs to CPA
 - 4) Going to enable CPA to avoid other costs (e.g., data conversion, training, purchase of additional hardware, etc.)
- iii. The following factors shall not qualify as reasons to purchase with a sole source: personal preference for a product or Proposer; or the length of time needed to conduct a Competitive Solicitation is inconvenient.
- iv. In all cases, sole source purchases must be justified in writing, with sufficient detail to explain the basis for suspending the competitive procurement process, and the ED shall review the justification and approve the use of sole source purchasing. The sole source justification shall be retained with the Proposer's contract documentation. ED may develop a justification form or checklist for sole source purchases. The ED shall report any sole source contracts on a monthly basis.

7. Additional Procedures

- a. ED may, at his/her discretion, shortlist Proposers; phase its evaluation of a Proposal; interview Proposers; or, require site inspections, demonstrations, or a pilot of proposed Goods or Services.
- b. ED shall use his/her best efforts to secure at least three Proposals from Proposers when using a Competitive Solicitation.
- c. With regard to any Public Works Contract, CPA shall comply applicable law.

V.

RULES REGARDING COMPETITIVE SOLICITATIONS OF ARCHITECTURAL AND ENGINEERING SERVICES:

The selection for Architectural and Engineering Services shall be based on the Proposer's demonstrated competence and the professional qualifications necessary for the satisfactory performance of Services required at fair and reasonable prices.

If CPA is required to procure Architectural and Engineering Services, pursuant to Article XXII of the California Constitution and Government Code Section 4529.10 et seq., the following process, at a minimum, shall be employed:

1. ED shall issue a RFP or RFQ specifying the qualifications, competence, minimum standards, and other qualification-based criteria appropriate for the scope of work being sought by CPA, and attaching a copy of the proposed Architectural and Engineering Agreement;
2. ED shall appoint a selection team consisting of at least two employees who are most knowledgeable about the desired Services and scope of work;
3. The selection team shall rank the firms based upon professional experience, qualifications in the work to be performed, including relative project experience, demonstrated design excellence, capability and involvement of key personnel, excellence in cost control and scheduling, relative location of firm to project location, ability to perform the work within the established timeframe and any other criteria appropriate to the scope of work being considered. The selection team may conduct interviews of qualified firms, if deemed appropriate.

CPA will enter into an Architectural and Engineering Agreement with the Proposer that CPA determines, acting in its sole discretion, offers the Best Value.

VI.

COMPETITIVE SOLICITATION ADVERTISEMENT AND PROPOSER LIST

1. All Competitive Solicitations shall be posted on CPA's website. CPA is not required to formally publish its Competitive Solicitations in a newspaper or similar publication.
2. Notwithstanding the RFQ process and the PQP list, CPA may maintain a list of Proposers for any Competitive Solicitation. To be added to the list of Proposers, interested Proposers must provide the ED with Proposer's contact information, including address, phone number, and a current email address. It is the Proposer's obligation to keep its contact information current with CPA. CPA will use its best effort to send any Competitive Solicitations to all Proposers who request to be placed on the list of Proposers.
3. CPA does not guarantee any Proposer placed on the list of Proposers any work.

VII.

RESERVATION OF CPA'S RIGHTS

1. ED may, at its sole discretion, take any of the following actions:
 - a. Reject any or all Proposals, for any reason without explanation to the Proposer(s);
 - b. Elect in its Competitive Solicitation to select any part of a Proposal, or sub-divide, or combine a Proposal;
 - c. Cancel a Competitive Solicitation, in its entirety;
 - d. Elect to proceed with a contract for only some of the Services included in the Proposal.

2. ED shall have the right to amend a Competitive Solicitation by written addendum. CPA is responsible only for that which is expressly stated in the Competitive Solicitation document and any authorized written addenda. Should such addendum require additional information not previously requested, failure to address the requirements of such addendum may result in the Proposal being found non-responsive and not being considered, as determined in the sole discretion of CPA.
3. ED is not responsible for and shall not be bound by any representations, statements, or explanations made by any individual acting or purporting to act on his/her behalf, other than the CPA Staff member identified on the Competitive Solicitation document, provided the representations, statements, or explanations by the identified CPA Staff member are in writing.
4. ED reserves the right to waive inconsequential irregularities in a submitted Proposal.
5. ED reserves the right to submit supplementary follow-up questions or inquiries to request clarification of information submitted and to request additional information from any one or more of the Proposers.
6. CPA shall not be liable for any costs incurred by any Proposer in connection with the preparation or submission of any Proposal or any action taken by Proposer in its effort to do business with CPA. Any and all such costs whatsoever shall remain the sole responsibility of the Proposer.
7. CPA shall not be liable to any Proposer in law or equity for any reason whatsoever for any acts or omissions arising out of or in conjunction with this Policy.
8. CPA shall require Proposers to provide certain performance assurances including but not limited to performance security or payment and performance bonds for Public Works Contracts.
9. With regard to Public Works Contract, CPA shall comply applicable law.
10. Proposers are expected to complete all of their due diligence activities prior to entering into any final contract negotiations with CPA, including a review of CPA's policies, requirements, forms, or other guidance documents that CPA may issue from time to time. CPA Policies, including CPA's Vendor Communications Policy, are available on CPA's website at: www.cleanpoweralliance.org/key-documents.

VII.

SEVERABILITY

If any section, subsection, sentence, or clause of this Policy is determined to be illegal, invalid, or unenforceable, such illegality, invalidity, or unenforceability shall not affect the legality, validity, or enforceability of this Policy as a whole or of any section, subsection, sentence, or clause herein that is not so determined.

Staff Report – Agenda Item 6

To: Clean Power Alliance (CPA) Board of Directors
From: Christian Cruz, Community Outreach Manager
Approved By: Ted Bardacke, Executive Director
Subject: Appointment of Community Advisory Committee (CAC) Members
Date: March 4, 2021

RECOMMENDATION

Appoint Debra West and Vern Novstrup to the CAC for the open positions in the East Ventura/West LA sub-region and West/Unincorporated Ventura sub-region, respectively, to serve the remainder of the two-year term ending in April 2022.

BACKGROUND

In December, resignations by committee members reduced CAC membership to 12, leaving three vacancies in East Ventura/West Los Angeles County, West/Unincorporated Ventura County, and the San Gabriel Valley subregions. At its February 1, 2021 meeting, the Board appointed Kim Luu to the open seat in the San Gabriel Valley subregion leaving two open seats in the Ventura subregions.

In conjunction with member agency staff, CPA staff solicited interest from potential candidates for the current vacancies and received six applications.

Recommend CAC Appointments

Staff recommends the Board appoint Debra West to the open seat in the East Ventura/West LA sub-region seat. Ms. West is a resident of Camarillo and a member of various councils and committees including the Sustainability Council of Ventura County.

Staff also recommends the Board appoint Vern Novstrup to the West/Unincorporated Ventura sub-region seat. Mr. Novstrup is a resident of the City of Ventura and has worked with grassroots organizations on issues related to economic and social justice. Mr. Novstrup is a certified energy manager and has previously worked on the Department of Defense Environmental Security Technology Certification Program.

If these applicants are appointed, all 15 CAC positions will be filled. The candidate’s application summaries are attached.

RECOMMENDED APPOINTMENTS	
<p>East Ventura/West LA County <i>(Agoura Hills, Camarillo, Calabasas, Moorpark, Simi Valley, Thousand Oaks)</i></p> <p>Appointed members:</p> <ul style="list-style-type: none"> • Angus Simmons • Jennifer A. Burke <p>Proposed appointment:</p> <ul style="list-style-type: none"> • Debra West 	<p>San Gabriel Valley <i>(Alhambra, Arcadia, Claremont, Sierra Madre, South Pasadena, Temple City)</i></p> <p>Appointed members:</p> <ul style="list-style-type: none"> • Richard Tom • Kim Luu
<p>West/Unincorporated Ventura County <i>(Ojai, Oxnard, Ventura, Unincorporated Ventura County)</i></p> <p>Appointed member:</p> <ul style="list-style-type: none"> • Lucas Zucker <p>Proposed appointment:</p> <ul style="list-style-type: none"> • Vern Novstrup 	<p>South Bay <i>(Carson, Hawthorne, Manhattan Beach, Redondo Beach, Rolling Hills Estates)</i></p> <p>Appointed members:</p> <ul style="list-style-type: none"> • David Lesser • Emmitt Hayes
<p>Gateway Cities <i>(Downey, Hawaiian Gardens, Paramount, Whittier)</i></p> <p>Appointed members:</p> <ul style="list-style-type: none"> • Jaime Lopez • Genaro Bugarin 	<p>Westside <i>(Beverly Hills, Culver City, Malibu, Santa Monica, West Hollywood)</i></p> <p>Appointed members:</p> <ul style="list-style-type: none"> • Cris Gutierrez • David Haake
<p>Unincorporated LA County</p> <p>Appointed members:</p> <ul style="list-style-type: none"> • Neil Fromer • Kristie Hernandez 	

ATTACHMENT

- 1) [CAC Applicant Summaries](#)

Candidate: Debra West**Subregion:** East Ventura/West LA**Eligible Candidate:** Yes**Section 1: Personal Contact Information****A.** Home Address: Camarillo**B.** Occupation: Education**Section 2: Qualifications****A.** *Experience serving on advisory committees / public commission / similar bodies:*

- Opportunities to advocate for community engagement around energy awareness and environmental sustainability has, for decades, inspired and motivate me to serve on a variety of advisory committees. The resulting experiences have been rewarding and valuable.

B. *Experience with outreach or community leadership:*

- I have relevant professional experiences in educational outreach and community leadership in Ventura, which include the development and implementation of a number of innovative educational programs focused on energy and the environment.

C. *Experience or expertise in energy field:*

- My earliest experiences in the energy field were as a child growing up in Ventura. I remember learning the names of the oil platforms lined up off the coast and as a 3rd grader reading newspaper articles over a bowl of cereal about SCE.

D. *Other skills / knowledge / experience to bring to Committee:*

- Skills, knowledge, and experiences in schools across Ventura County working with diverse populations, development of collaborative groups cultures, interest-based and culturally responsive decision making might be of additional value in fulfilling my role.

Section 3: Additional Information**A.** *Why you are interested / what you hope to achieve:*

- I am filled with excitement about the opportunity to serve my community in the area of energy and actively engage in community-based actions to address climate change.

B. *All affiliations / councils / committees currently a member of:*

- VC STEM Network
- P-20 Council Grant Advisory
- California STEM Learning Network
- Tri-County STEM Network
- Sustainability Council of Ventura County

C. *List other languages / ability to support non-English speaking communities:* Network with translators**D.** *Anything else you would like CPA to know:*

- I am committed to bringing what I have to contribute and learning what I need to learn to meet and exceed the expectations of my role. I am committed to upholding the values and norms of the organization at all times and will model respectful and professional behavior within the organizations and as a representative of the organization

Section 4: Commitment**A.** *Ability to make commitment:*

- I am fully able to commit to a two-year term, attend meetings and maintain all requirements of service.

B. *Signed to certify electric holder in CPA service territory and meet eligibility requirements?*

- Yes.

Candidate: Vern Novstrup **Subregion:** West/Unincorporated Ventura **Eligible Candidate:** Yes

Section 1: Personal Contact Information

- C. Home Address: Ventura
 D. Occupation: Self Employed Consultant

Section 2: Qualifications

- E. *Experience serving on advisory committees / public commission / similar bodies:*
- I have over 15 years of experience serving on various community committees and boards at several non-governmental organizations that address a wide range of social issues including: alleviation of poverty, environmental justice, civil rights, and social resiliency.
- F. *Experience with outreach or community leadership:*
- My experience in the community has largely be focused on grassroots organizations on issues related to economic and social justice. At a high level, I served as the California Pacific Conference of the United Methodist Church Board of Church of Society.
- G. *Experience or expertise in energy field:*
- I have direct personal experience working on energy conservation and PV solar project including providing energy conservation related consulting services. Professional work included working on the DOD's Environmental Security Technology Certification
 - Other skills / knowledge / experience to bring to Committee:
- H. *I am a licensed Civil Engineer and Certified Energy Manager.*

Section 3: Additional Information

- E. *Why you are interested / what you hope to achieve:*
- I am seeking a volunteer position related energy sustainability that allows me to utilize my communication skills, engineering experience, management ability, and leadership capability.
- F. *All affiliations / councils / committees currently a member of:*
- N/A
- G. *List other languages / ability to support non-English speaking communities:* N/A
- H. *Anything else you would like CPA to know:*
- I am hoping to gain a better understanding of energy demand profiles in the CPA service area. Using that knowledge, I would like to help shape conservation programs to improve the environmental, economic, and social resilience our communities.

Section 4: Commitment

- C. *Ability to make commitment:*
- I am able to commit to a two-year term.
- D. *Signed to certify electric holder in CPA service territory and meet eligibility requirements?*
- Yes.

Staff Report – Agenda Item 7

To: Clean Power Alliance (CPA) Board of Directors
From: Christian Cruz, Community Outreach Manager
Approved By: Ted Bardacke, Executive Director
Subject: Community Advisory Committee (CAC) Report
Date: March 4, 2021

RECOMMENDATION

Receive and file.

FEBRUARY MEETING REPORT

At the February CAC meeting, the CAC received presentations on the CPA's forthcoming Electric Vehicle charger incentive program and the CPA 2021 Legislative Preview. Staff requested feedback from the CAC on these topics.

Electric Vehicle Charger Incentive Program

Jack Clark, Director of Customer Programs, provided an overview of the California's CALeVIP Program, the platform which CPA will use for its Electric Vehicle charger incentive program and for which the state provides match funding. CALeVIP was launched by the State of California to spur the rapid deployment of publicly accessible Level 2 EV Chargers (L2) and Level 3 Direct Current Fast Chargers (DCFC) through targeted incentive projects based on regional needs.

Through this program the California Energy Commission (CEC) encourages local entities to collaborate at the regional level on proposed projects, including providing local match funding. The CEC and local partner funds are pooled and administered by the non-profit Center for Sustainable Energy (CSE). Since CPA is developing this program with matching funds, any program innovation will have to fit in with the CEC program

requirements. A key requirement of the program is that 25 percent or more of the funding be allocated within Disadvantaged Communities (DACs).

Staff sought input from the CAC on Targeted Geographies, Potential Partners, and Program Design and Marketing. The CAC advised that focusing on renters within DACs would be beneficial to garner support for electric vehicle charging stations in their communities. The CAC noted that CPA should consider partnering with councils of governments, commercial facilities, large employers, real estate owners, CBOs, supervisorial districts and colleges to push forth the program parameters and leverage the work they may have done around EV charging. As part of the CPA marketing and outreach components, CAC also encouraged staff to include information on existing resources to assist those interested in purchasing EVs, as well as consider providing information about other CPA programs, such as CPA Power Share, in the CALeVIP outreach materials.

2021 Legislative Preview

Gina Goodhill, Policy Director, provided the CAC with a legislative preview. In 2021, CPA is looking to advance its clean energy priorities, organizational objectives, and cost competitiveness through advocacy at the state level. Entering this legislative session, staff identified that CPA's top legislative priority is advancing a bill that reestablishes some balance and fairness to the Power Charge Indifference Adjustment (PCIA). Other key priorities include, electrification of buildings and transportation, efforts to improve electricity reliability and funding for climate change adaptation.

In order to assist CPA in advancing these legislative priorities, staff urged the CAC to work with their respective member agencies to send in letters of support for the bill when it is heard in Policy committees at the state legislature. The CAC requested that staff provide talking points, template resolutions, template support/oppose letters and any other resources that CAC members can utilize when they engage their networks and legislators. In addition, if appropriate, the CAC requested to be informed of any role they can play in support of these priorities during the CPA Lobby Day on March 10, 2021, or if needed provide testimonials during committee hearings, which are set to start mid-April. Staff committed to providing these resources once they are available, as well as ensuring

that the CAC is notified of upcoming calls to action as legislative items move through the state legislature. This will help provide enough advanced notice to ensure the CAC members can activate their networks, coalitions, and committees.

ATTACHMENT

- 1) [CAC Meeting Attendance](#)

Community Advisory Committee Attendance										
2021										
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
East Ventura/West LA County										
Angus Simmons (Vice Chair)	✓	✓								
Jennifer Burke	✓	✓								
Vacant										
San Gabriel Valley										
Richard Tom	✓	✓								
Kim Luu		✓								
West/Unincorporated Ventura County										
Lucas Zucker	A	A								
Vacant										
South Bay										
David Lesser	✓	✓								
Emmitt Hayes	✓	✓								
Gateway Cities										
Jaime Lopez	✓	✓								
Genaro Bugarin	✓	✓								
Westside										
Cris Gutierrez	✓	✓								
David Haake (Chair)	✓	✓								
Unincorporated LA County										
Neil Fromer	✓	✓								
Kristie Hernandez	✓	✓								

Major Action Items and Presentations

January

- Executive Director Update
- Power Share Program Update
- Reserve Policy Amendment

February

- Executive Director Update
- CALeVIP update
- 2021 Legislative Priorities
- Preview

Staff Report – Agenda Item 8

To: Clean Power Alliance (CPA) Board of Directors
From: Gina Goodhill, Policy Director
Approved By: Ted Bardacke, Executive Director
Subject: Support Position on SB 612 in 2021/2022 Legislative Session
Date: March 4, 2021

RECOMMENDATION

Approve a Support position for SB 612 (Portantino) in the 2021/2022 Legislative Session, as recommended by the Legislative & Regulatory Committee, and direct staff to communicate those positions to the Governor, State Legislators, and other interested stakeholders.

SUMMARY

[SB 612 \(Portantino\)](#)¹ would add new sections to the Public Utilities Code that are designed to ensure fair and equal access to the benefits of legacy resources, and ensure resources held in the Investor Owned Utility (IOU) portfolios are managed to maximize value for all customers. Among other things, the bill would provide CCA customers equal right to receive legacy resource products that were procured on their behalf in proportion to their load share if they pay the full cost of those products.

DISCUSSION

When the original Renewable Portfolio Standard (RPS) was chaptered into law in 2002, the IOUs entered into contracts to procure renewable resources and resource adequacy on behalf of their customers that were very expensive. Over the last ten years, millions of

¹ SB 612 Co-Authors: (Senators: Becker, McGuire, and Wiener) (Assembly Members: Bauer-Kahan, Berman, Bloom, Boerner Horvath, Kalra, Lee, Levine, Mullin, Stone, and Wood)

utility customers have transitioned from investor-owned utility (IOU) electric service to community choice aggregators (CCA). When a customer transitions, the customer continues to share cost responsibility with IOU customers for the resources purchased prior to the customer's transition to CCA service. This legacy payment is known as the Power Charge Indifference Adjustment (PCIA). Over the years, the PCIA has grown, as the distance between the cost of the resources at the time they were contracted, and the current market cost of the resources has increased.

Problem

While all customers bear cost responsibility for legacy resources, only IOU customers currently have the right to access the benefits of these contracts, such as renewable energy, resource adequacy, and greenhouse gas free energy. This inequity has long been recognized by regulators and stakeholders. The Commission first initiated a proceeding to resolve this issue in 2017, and subsequently directed CalCCA, SCE and Commercial Energy to work out a consensus proposal. The joint proposal – reflected in this bill – was presented to the CPUC in February 2020 but has not been given any procedural consideration in twelve months.

Solution

SB 612 resolves this inequity by ensuring CCA customers have the ability to access their proportionate share of the benefits of IOU legacy contracts for which they are paying, and also ensures IOUs manage their legacy contracts to maximize their value for IOU and CCA customers alike. CCA customers will continue to be responsible for their fair share of the legacy costs. Specifically, this bill:

- 1) Provides IOU, CCA, and direct access customers equal right to receive legacy resource products that were procured on their behalf in proportion to their load share if they pay the full cost of those products.
- 2) Requires the CPUC to recognize the value of GHG-free energy and any new products in assigning cost responsibility for above-market legacy resources, in the same way value is recognized for renewable energy and other products.

- 3) Requires IOUs to offer any remaining excess legacy resource products not taken by IOU, CCA, or direct access customers to the wholesale market in an annual solicitation.
- 4) Requires each IOU to transparently solicit interest from legacy resource contract holders in renegotiating, buying out, or otherwise reducing costs from these contracts.

Alignment with CPA 2021 Legislative & Regulatory Platform

The issues addressed in this bill align with CPA's 2021 Legislative & Regulatory Platform, specifically 1c, 2a, and 2b.

ATTACHMENTS

- 1) [2021 Legislative & Regulatory Platform \(for reference\)](#)
- 2) [SB 612 Presentation](#)



2021 Legislative and Regulatory Policy Platform

Overview and Purpose

The Clean Power Alliance (CPA) Legislative and Regulatory Policy Platform (Platform) serves as a guide to the CPA Board of Directors and CPA staff in their advocacy efforts and engagement on policy matters of interest to CPA. The Platform allows both Board members and staff to pursue actions at the local, regional, state and federal legislative and regulatory levels in a consistent manner and with the understanding that they are pursuing actions in the best interest of the organization and its mission, its member agencies, and its customers. The Platform also enables the organization to move swiftly to respond to events in Sacramento (Legislative / Executive) and San Francisco (California Public Utilities Commission) and provides guidance to the Executive Director on the support or oppose positions that should be taken on legislative and regulatory matters that come before the California Community Choice Association (CalCCA) Board of Directors.

All CPA positions on individual bills are presented to the Board for approval, except during times of urgency as provided under the protocols approved by the CPA Board of Directors on June 7, 2018, that allow the Chair, Vice-Chairs, Legislative & Regulatory Committee Chair, and Executive Director to act on behalf of the organization in urgent advocacy matters.

Policy Principles

The Legislative and Regulatory Policy Platform is centered around four basic principles:

1. Protecting CPA's local control and autonomy by its members, especially with regards to finances, power procurement, reliability, and local customer programs.
2. Ensuring equal treatment of unbundled and bundled customers by the CPUC and other state agencies.

3. Supporting recognition that electricity is an essential service, and that CPA should have the ability to set electric rates and offer programmatic services that are affordable and inclusive for all.
4. Pursuing environmental initiatives that exceed prescriptive State mandates, promote the growth in renewable energy capacity at the local level, encourage clean energy adoption by CPA customers, and reduce fossil fuel dependency.

Policy Platform

1) Local Control, Finance, and Power Procurement

CPA will pursue legislative and regulatory activity that:

- a. Supports the authority of CPA and its Board to retain local control over its activities;
- b. Supports the protection of CPA's procurement autonomy;
- c. Supports the ability of CPA to maintain control over its financial decisions;
- d. Supports the ability of CPA to expand its service offerings and activities in response to a changing energy landscape;
- e. Supports the ability of CPA to access state incentives for its customers and member agencies; and
- f. Supports the ability of CPA to enhance reliability through accelerating the deployment of energy storage resources, fully valuing behind the meter energy resources, and expanding the use of demand response.

2) Equitable Treatment of CPA Customers

CPA will pursue legislative and regulatory activity that:

- a. Supports the equal treatment of unbundled and bundled customers by the CPUC and the legislature; and
- b. Supports the development of a State regulatory environment that is empowering for community energy providers.

3) Ratepayer Advocacy and Social Justice

CPA will pursue legislative and regulatory activity that:

- a. Supports the protection of all ratepayers, particularly low-income customers, disadvantaged communities, and other vulnerable populations in CPA service territory;
- b. Supports supplier diversity in CPA's contracting activities and through women-owned, minority-owned, disabled-veteran-owned, and lesbian, gay, bisexual, and/or transgender owned business enterprises;
- c. Supports workforce development with a focus on new stable, well-paying local jobs, and participation in a just transition to a low-carbon economy;
- d. Supports the ability for CPA to set appropriate benchmarks for performance measurement using accepted industry standards; and
- e. Supports increased access to clean energy technologies, clean energy and contracting jobs, and clean energy opportunities for low-income people and communities of color in CPA service territory.

4) Environmental Leadership

CPA will pursue legislative and regulatory activity that:

- a. Supports the ability of CPA and its members to meet and exceed State goals for greenhouse gas emissions reductions (e.g. encouraging movement towards 100% renewable energy), climate action planning, and fossil fuel independence;
- b. Supports the ability for CPA to promote growth in renewable energy capacity, resiliency and electrification at the local level, in a way that is equitable for all customers;
- c. Supports the ability for CPA to promote electrification of the transportation sector, and to help implement Executive Order N-79-20 that bans the sale of new internal combustion engines in light duty vehicles by 2035; and
- d. Supports the ability for CPA to promote electrification and the reduction of natural gas usage in the building sector.



Item 8

SB 612 – Ratepayer Equity

Thursday, March 4, 2021

Summary

- The IOUs use the Power Charge Indifference Adjustment (PCIA) to recover above-market costs associated with their power portfolios.
- The impact of the PCIA on ratepayers is a major concern because it has increased by hundreds of millions of dollars in recent years.
- CPA has been working to resolve this issue at the CPUC, but that effort has stalled due to CPUC inaction.
- The Board is being requested to approve a Support position for a bill that establishes some fairness in the structure of PCIA
- The Board is also being requested to have their individual cities/counties take a support position on the bill to protect their constituents and CPA's customers

How We Got Here: The Winding Road of the PCIA

- Early procurement of renewable resources by the IOUs has led to significant above market costs as renewable prices have declined, resulting in billions of dollars of stranded costs.
- These resources, while expensive, also produce valuable products: renewable energy, GHG free energy, and resource adequacy.
- Over the last ten years, millions of utility customers have transitioned from IOU electric service to CCAs. When a customer transitions, the customer continues to share cost responsibility with IOU customers for legacy resources purchased prior to the customer's transition.
- While all customers bear cost responsibility for legacy resources, **only IOU customers have the right to access the benefits of these resources.**

The Winding Road, continued...

- This inequity has been long recognized by regulators and stakeholders. The Commission first initiated a proceeding to resolve this issue in 2017, and subsequently directed CalCCA, SCE, and Commercial Energy (the “co-chairs”) to work out a consensus proposal
- CPA’s Chief Operating Officer was the lead negotiator on behalf of CalCCA
- A joint proposal was presented to the CPUC in February 2020 but has not been given any procedural consideration in 370 days and counting.
- 13 State elected officials and dozens of local elected officials have asked the CPUC to take action on this proposal.

Legislative Solution: SB 612 (Portantino)

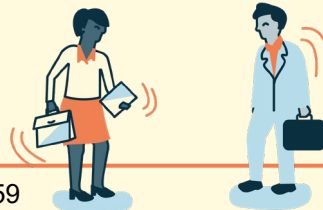
- Provides IOU, CCA, and direct access customers equal right to receive legacy resource products in proportion to their load share
- Requires the CPUC to recognize the value of GHG-free energy in the same way value is recognized for renewable energy and other products
- Requires IOUs to offer any excess legacy resource products to the wholesale market in an annual solicitation
- Requires each IOU to transparently solicit interest from legacy resource contract holders in re-negotiating, buying out, or otherwise reducing costs from these contracts

Action Requested and Next Steps

- **Action Requested: Approve “Support” Position on SB 612**

Next Steps

- CPA Lobby Day March 10, 2021
- Letter of Support from your City/County
- Co-authorship from your State elected official
- Talking points/letters of support will be sent out



Staff Report – Agenda Item 9

To: Clean Power Alliance (CPA) Board of Directors

From: Monique Edwards-Greer, Director of Technology, Data, and People

Approved By: Ted Bardacke, Executive Director

Subject: Approval of CPA Salary Grades and Ranges

Date: March 4, 2021

RECOMMENDATION

Approve CPA employee salary grades and salary ranges as proposed in [Attachment 1](#).

BACKGROUND

During budget discussions in 2020, the Board expressed a desire to see CPA establish formal salary ranges for CPA employees prior to the establishment of the FY 2021/22 budget. Subsequently, CPA partnered with three other CCAs¹ to contract with Mercer, a Human Resources consulting firm, to conduct a salary and benefits benchmark study to examine the competitiveness of CPA's compensation and benefits. The focus of the study was on CPA's competitive positioning against a range of industries and public sector entities with whom CPA competes to attract and retain a talented staff. The study examined the following areas:

1. Base Salary
2. Total Cash Compensation or "TCC" (base salary plus short-term incentives)
3. Benefits (Retirement, Health, Paid Leave, Life Insurance and Disability)

For the salary and TCC portion of the study, compensation data was utilized from four primary perspectives: other CCAs, general industry, energy/utilities, and the public sector. For the benefits portion of the study, a value comparison of all benefits was conducted

¹ East Bay Community Energy, Peninsula Clean Energy, and Sonoma Clean Power.

using other CCAs and energy market participants in the areas of retirement/savings, health/group, paid leave, and life insurance and disability.

Benchmark Study Results

Base Pay and TCC

Results of the study showed that CPA's pay is slightly below the 25th percentile of the other CCAs and within 10% of the market median of the other three market perspectives. When considering both base pay and TCC, however, CPA's pay is positioned less competitively against the market, particularly in the utilities/energy perspective. Compared to the general industry, CPA's aggregate compensation comparison nets out below market, but within 10% of the median with variations by job family with several above and several below. Compared to the utilities/energy perspective, CPA ranked below market with variations by job family, except for most of CPA's power jobs, which data shows is competitive against the utilities/energy perspective. When compared to the public sector, CPA nets out at market when considering base and TCC however there are several variations by job family. Complete results of the salary portion of the study are provided in Attachment 3.

Benefits

Results showed that CPA's overall benefits package is competitive, with a relative value of \$29,709 per employee per year, 4% higher than the median value of \$28,345 per employee per year among the peer group. The benefits study also indicated there are a few opportunities to better align with the market in certain aspects of the overall benefits package. While there the results of the benefits portion of the study show that overall CPA ranked 4% above the market median, there is an exception when compared to public sector organizations that often offer richer benefits to make up for the lack of incentive pay. In aggregate, CPA has a strong foundation in benefits. CPA ranked 6% above the market median for our Health/Group benefit and 3% above the market median for our Paid Leave benefit. CPA's Retirement/Savings benefit ranked 18% below the market median. CPA offers a favorable defined contribution plan, but others offer a cash balance defined benefit plan and stock purchase plans. For Life Insurance and Disability, CPA

ranked 11% below the market median due to the lack of an employer subsidized short-term disability plan. CPA currently only participates in the California State Disability Insurance program. Complete results of the benefits portion of the study are provided in Attachment 4.

Proposed Salary Ranges

The proposed salary ranges will enable CPA to make pay decisions that are consistent and equitable throughout the organization while also recognizing that many CPA employees are highly specialized and have broad responsibility for multiple functional areas rather than managing large numbers of people. Salary ranges also link career paths and pay opportunities for current and future employees. The proposed salary ranges are applicable to CPA's current environment and are flexible and sustainable to support organizational growth and evolution.

Staff received input from the Executive Committee on the results of the salary and benefits benchmark study, the methodology to utilize when establishing salary ranges, and the proposed salary ranges. Staff is proposing and the Executive Committee supports the approval of salary ranges calculated based on the 50th and 75th percentile of appropriate industry benchmarks for non-executive positions. In lieu of attempting to design and administer a short-term incentive or bonus structure, the proposed ranges incorporate both TCC benchmarks at the low end of the range and base salary benchmarks at the high end of the range from applicable industries. To establish appropriate salary ranges for executive positions, the proposed salary ranges for executive positions were established using a combination of other CCAs and public sector benchmarks, not all industries, and using the same mix of TCC at the low end of the range and base salary at the high end of the range.

Attachment 1 shows the proposed 12 salary grades and ranges. Attachment 1 also shows the number of employees in each grade and the number of employees who currently have salaries that are either under or over the proposed ranges based on their current position in the organization. Six staff members' salaries are currently below the minimum of the

proposed salary ranges; the cost of moving these employees to the minimum level of their proposed ranges would be \$116,000.

Based on the results of the benefits study, staff is not recommending any changes to benefits at this time. Minor modifications to address the short-term disability item are being researched. If changes in this area are advisable, they would be proposed in conjunction with the next update to the Employee Handbook later in 2021.

FISCAL IMPACT

Staff salary costs are determined in the annual budgeting, hiring and employee performance review processes and by staff turnover. The budget approval process in particular is informed by estimates of annual staffing cost changes arising from potential cost-of-living adjustments, hiring of new staff, full year impacts of staff hired during the prior year, merit and equity-based salary increases and by policy and market driven changes to employee benefit costs. Approval of salary ranges is intended to provide structure to equity and performance salary increases but is not expected to cause a significant change in staffing costs in FY 2021/22.

ATTACHMENTS

- 1) [Proposed Salary Grades and Ranges](#)
- 2) [Salary Study Presentation](#)
- 3) [Salary Benchmark Study](#)
- 4) [Benefits Benchmark Study](#)

Proposed Salary Grades and Ranges

Salary Structure					
	Grade	Minimum	Midpoint	Maximum	Range Spread %
Exec	116	\$262,630	\$334,305	\$405,980	55
	115	\$210,100	\$267,440	\$324,780	55
Mgr / Dir	114	\$174,550	\$213,945	\$253,340	45
	113	\$147,920	\$181,310	\$214,700	45
	112	\$130,380	\$153,635	\$176,890	36
	111	\$113,370	\$133,595	\$153,820	36
Professional	110	\$98,580	\$116,160	\$133,740	36
	109	\$85,730	\$101,020	\$116,310	36
	108	\$75,540	\$88,340	\$101,140	34
	107	\$64,820	\$76,385	\$87,950	36
	106	\$56,370	\$66,425	\$76,480	36
	105	\$49,020	\$57,760	\$66,500	36

Proposed Salary Grades and Ranges with Analysis

- 12 total salary grades; only 10 currently being used (lower grades available for future jobs or can be removed)
- All jobs assigned to a salary grade, except Executive Director
- Execs: based on 50th percentile Base Salary, equal blend of CCAs and Public Sector
- Non-execs: based on 62.5th percentile TCC, equal blend of all available market perspectives (where data is available) (Min set at TCC value, Max set at base salary)

		Salary Structure				Analysis			
		Grade	Minimum (TCC)	Midpoint	Maximum (Base)	Range Spread %	# of Ees	# of Ees (Below Min)	# of Ees (Above Max)
Exec		116	\$262,630	\$334,305	\$405,980	55	3	3	0
		115	\$210,100	\$267,440	\$324,780	55	2	0	0
Mgr / Dir	Professional	114	\$174,550	\$213,945	\$253,340	45	5	0	0
		113	\$147,920	\$181,310	\$214,700	45	4	0	0
		112	\$130,380	\$153,635	\$176,890	36	1	0	0
		111	\$113,370	\$133,595	\$153,820	36	3	1	1
		110	\$98,580	\$116,160	\$133,740	36	6	0	2
		109	\$85,730	\$101,020	\$116,310	36	2	1	0
		108	\$75,540	\$88,340	\$101,140	34	8	1	1
		107	\$64,820	\$76,385	\$87,950	36	1	0	1
		106	\$56,370	\$66,425	\$76,480	36	0	0	0
		105	\$49,020	\$57,760	\$66,500	36	0	0	0
TOTAL							35	6	5





Item 9

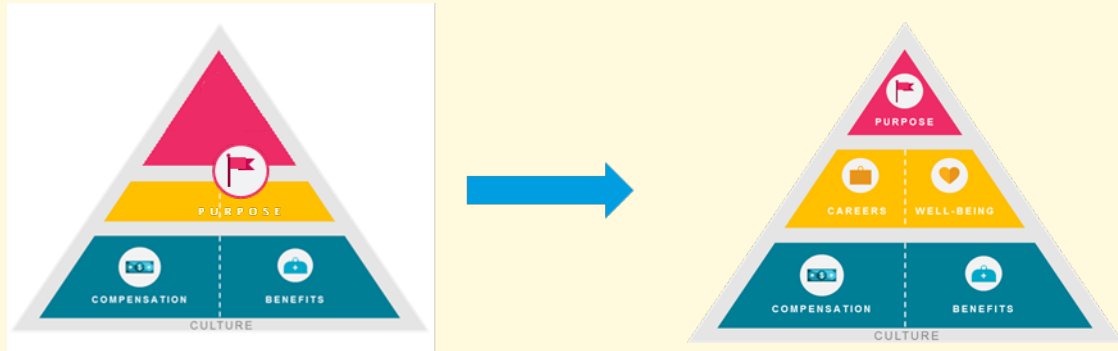
Establishment of Salary Ranges

Thursday, March 4, 2021

Summary

- During budget discussions in 2020, the Board expressed a desire to see CPA establish formal salary ranges for CPA employees prior to the establishment of the FY 2021/22 budget.
- To establish these ranges, CPA and three other CCAs contracted with Mercer to conduct a salary and benefits benchmark study examining CPA jobs against a range of industries and public sector entities.
- Study indicated CPA salaries overall were ~25th percentile of market though there was wide variability among individual jobs; CPA's benefits package was generally in line with market.
- Following review of the study and guidance on approach from the Executive Committee, the benchmarks were used to create the salary ranges being presented for approval today.

Changing Our Employee Value Proposition



CURRENT STATE:

Focus on purpose and organizational start-up efforts, with compensation and benefits built mostly around attracting new employees.

GOAL:

Ensure the base of the pyramid is stable and robust by establishing a competitive compensation structure while expanding our offerings in the areas of career/development and well-being. Conduct future studies at regular intervals and establish internal policies/guidelines for ongoing administration.

Principles and Considerations

- Transparency on methodology, approach, and context.
- Build something that fits “the now” but is also sustainable as the organization grows and evolves.
- CPA competes for talent across many sectors including the private sector, other CCAs, public and private utilities, and public JPAs.
- Recognize that many CPA employees are highly specialized and have broad responsibility for multiple functional areas rather than managing large numbers of people.
- Don’t lose sight of the risks, demands, and rewards of working at “future-forward” organization that is fast-paced and where little is routine.

Compensation and Benefits Study Overview

- Job Selection
 - Mercer and CCAs developed 27 benchmark jobs with the goal of a representative cross-section by function, job level, etc.
- Compensation – Competitive Positioning
 - Base salary (CPA and CCA standard)
 - Short-term incentive amounts were also collected to understand total cash compensation (TCC)
- Benefits – Competitive Positioning
 - Retirement/Savings
 - Health/Group (medical, post-retirement medical, and dental)
 - Paid Leave
 - Life Insurance and Disability

CCA Survey Participants



Compensation Survey Information

Surveyed 27 positions in 8 functional areas.

- Executive
- Power
- Regulatory Affairs
- Marketing/Program Management
- Customer Service/Care
- Human Resources/Administration
- Technology/Data
- Finance

Except for executive positions, all positions were mapped to levels of Director, Manager, or Professional (Expert, Senior, Intermediate, Entry)

Methodology – Compensation Data

- Mercer used compensation data from four market perspectives:
 - A custom analysis of data provided by the four participating CCAs
 - General industry data from Mercer published survey sources
 - Energy/utilities industry data from Mercer published survey sources
 - Public sector data from Mercer published survey sources
- Executive roles are scoped by the four industries noted above, by size (0.5x - 2.0x revenue) and by geography.
- Non-executive roles are scoped by industry and geography but not size.
- The report includes market data for base salary and total cash compensation (TCC = base salary plus short-term incentives).

CPA's Positioning Overall Summary

Overall Summary: CPA's Positioning vs. CCAs

In aggregate, CPA's pay is approximately 6% below the CCA perspective median. There is variation by job family, job and individual employee; this variation may be appropriate based on individual experience, qualifications or performance

Additional Observations

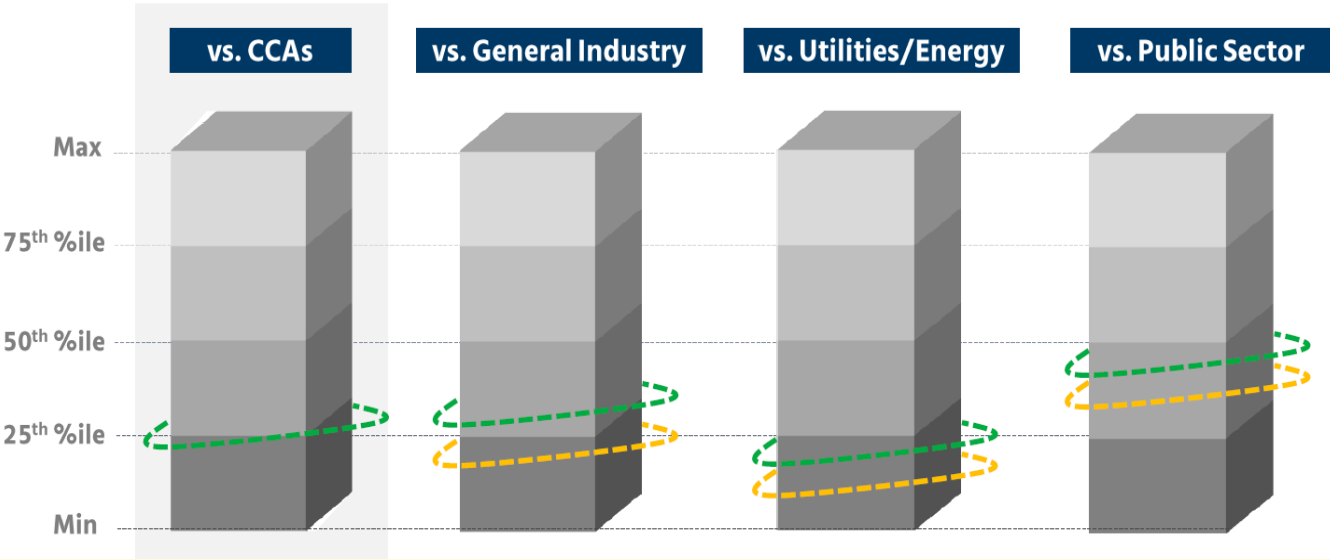
- **Base Salary:** Overall, CPA is within 10% of the market median against all three supplemental perspectives (general industry, utilities/energy and public sector)
- **Total Cash Compensation:** When incorporating market values for short-term incentives, CPA's pay is positioned less competitively against market, particularly the utilities/energy perspective
- **Benefits:** CPA has a competitive benefits package overall, except when compared to public sector organizations that often have rich benefits to make up for a lack of incentive pay
- In aggregate, CPA has a strong foundation to build on; there are clear opportunities to align with market and enhance competitiveness of the overall package

Overall Positioning Summary - Market Perspective

Executive Summary / Gap Analysis

Overall Positioning Summary by Market Perspective

Key:
- - - CPA Base Salary
- - - CPA Total Cash



Gap Analysis – Varies by Job Family and within Job Family

Executive Summary / Gap Analysis Overall Positioning Summary

Key: ● Below market ● At market ● Above market

Job Family	CCA Perspective		General Industry		Utilities/Energy		Public Sector	
	Base	TCC	Base	TCC	Base	TCC	Base	TCC
ALL n = 36 employees	●	●	●	●	●	●	●	●
Executive n = 5	●	●	●	●	●	●	●	●
Customer Service/Care n = 2	●	●	●	●	●	●	●	●
Finance n = 6	●	●	●	●	●	●	●	●
HR/Administration n = 4	●	●	●	●	●	●	●	●
Mktg/Prog. Mgmt n = 8	●	●	●	●	●	●	●	●
Power n = 7	●	●	●	●	●	●	●	●
Regulatory Affairs n = 3	●	●	●	●	●	●	●	●
Technology/Data n = 1	●	●	●	●	●	●	●	●

- CCA Comparison: At Market**
While CPA's pay is slightly below the 25th percentile of the CCA market perspective, the market data is tightly distributed, so CPA falls well within 10% of median
- General Industry: At/Below Market**
Variable by job family, with several above market and several below. Aggregate nets out below market, but within 10% of median
- Utilities/Energy: Below Market**
Also variable by job family; of note, CPA's Power jobs pay competitively against this perspective. CPA's lack of STI reduces TCC positioning
- Public Sector: At Market**
Still variable by family but nets out approximately at market on both base salary and TCC

Benefits Valuation Analysis

Value comparison of all benefit components in four key areas.

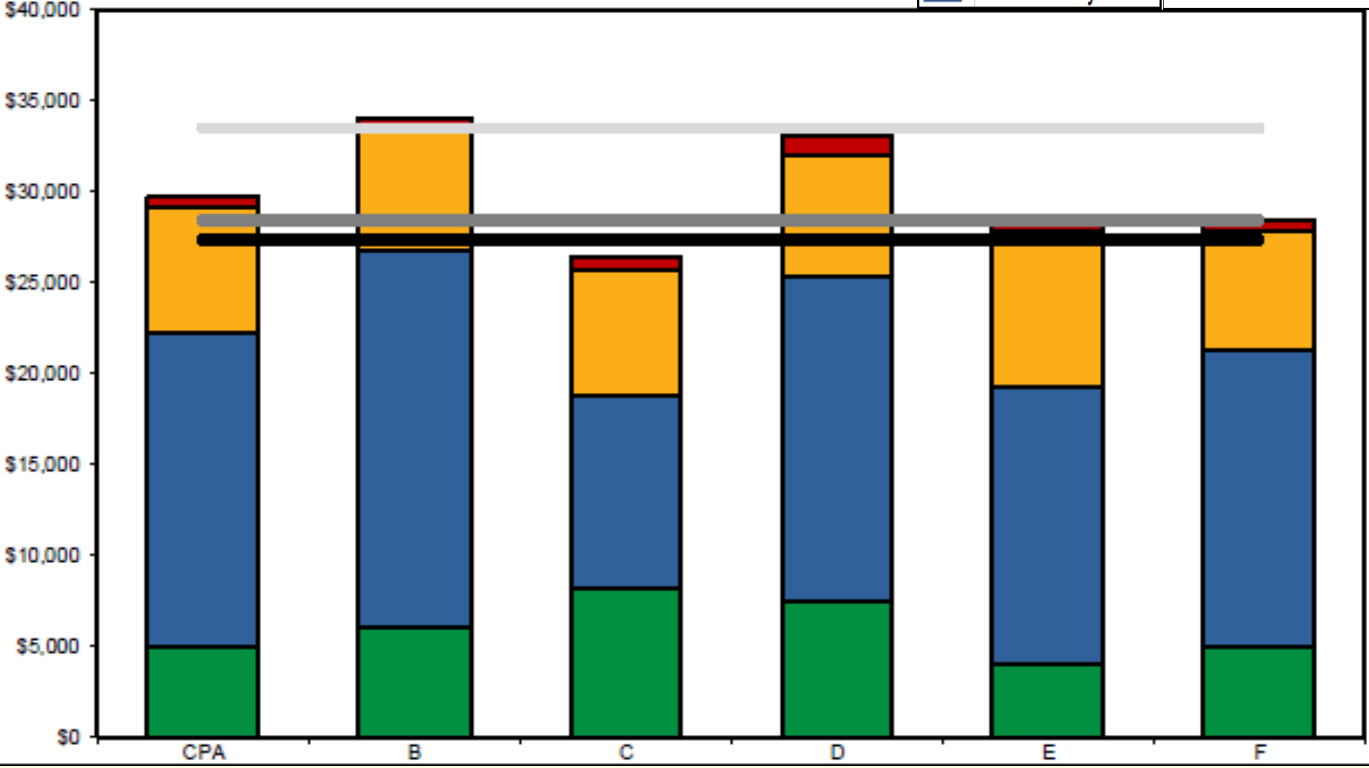
- **Retirement/Savings:** Defined Benefit, Defined Contribution, and Stock Purchase plans
- **Health/Group:** Medical, Dental, Health Care and Dependent Care Flexible Spending Accounts, and Post-Retirement Medical
- **Paid Leave:** Paid Time Off, Vacation, Holidays, Personal Leave, and Sick Days
- **Life Insurance and Disability:** Life Insurance, Short-Term Disability and Long-Term Disability

Benefit Survey Results

LEGEND	
■	Retirement/Savings
■	Health/Group
■	Paid Leave
■	Life/Disability

LEGEND	
—	75th PERCENTILE
—	50th PERCENTILE
—	25th PERCENTILE

Total Benefits



Total Benefits - Market Position

- **Overall:** CPA ranked 4% above the market median. Most benefits are competitive except for short-term disability.
- **Retirement/Savings:** 18% below the market median. CPA offers a favorable defined contribution plan, but others offer a cash balance defined benefit plan and stock purchase plans.
- **Health/Group:** 6% above the market median. CPA offers competitive health and dental plans despite not providing subsidized post-retirement medical/dentals plans.
- **Paid Leave:** 3% above the market median. CPA offers competitive sick leave and total days off (vacation + PTO) and is slightly below market comparison for paid holidays (1 day).
- **Life Insurance and Disability:** 11% below the median due to lack of employer subsidized short term disability plan. CPA currently participates in CA SDI program.

Executive Committee Guidance

- To translate benchmarks into salary ranges, the Executive Committee provided the following guidance:
 - Ranges for non-executive jobs should target between 50th and 75th percentile of benchmarks.
 - In lieu of designing a short-term incentive structure, Total Cash Compensation benchmarks should be used in addition to base salary to create salary ranges.
 - Non-executive jobs should use a combination of appropriate industry benchmarks, while executive jobs should use just CCA and Public Sector industry benchmarks.
 - Establishment of salary ranges should not translate into a significant increase in per employee salary costs in FY 2021/22; actual staffing costs will still be determined through the annual budget process.

Development of Salary Structure

- Executive Committee Guidance
- Market Data

1

Collect market data for each role

Benchmark each position to market using defined methodology and summarize composite data points at desired percentile

2

Utilize industry standards to build the structure "frame"

Key inputs include minimum salary entry point, expected pay progressions and anticipated time in role

3

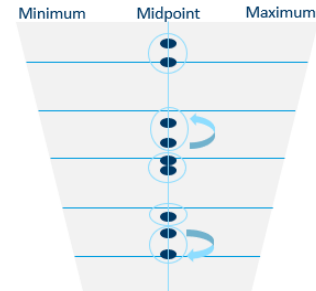
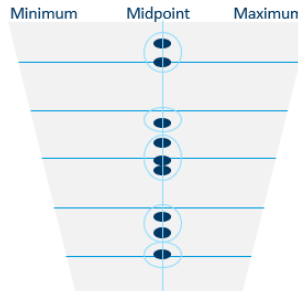
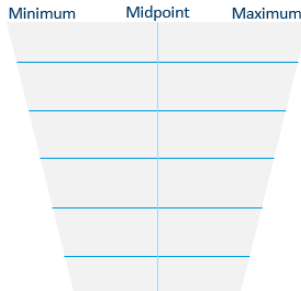
Assign each CPA job to a grade based on the target market pay level

Jobs are clustered together at similar pay levels, instead of having a unique range for every role. Structure design is then tweaked, as needed.

4

Make internal equity adjustments to grade slotting

Align roles based on internal considerations and intended alignment of jobs



Proposed Salary Grades and Ranges

- 12 total salary grades; only 10 currently being used (lower grades available for future jobs or can be removed)
- All jobs assigned to a salary grade, except Executive Director
- Execs: based on 50th percentile Base Salary, equal blend of CCAs and Public Sector
- Non-execs: based on 62.5th percentile TCC, equal blend of all available market perspectives (where data is available) (Min set at TCC value, Max set at base salary)

Salary Structure						Analysis		
	Grade	Minimum (TCC)	Midpoint	Maximum (Base)	Range Spread %	# of Ees	# of Ees	
							(Below Min)	(Above Max)
Exec	116	\$262,630	\$334,305	\$405,980	55	3	3	0
	115	\$210,100	\$267,440	\$324,780	55	2	0	0
Mgr / Dir Professional	114	\$174,550	\$213,945	\$253,340	45	5	0	0
	113	\$147,920	\$181,310	\$214,700	45	4	0	0
	112	\$130,380	\$153,635	\$176,890	36	1	0	0
	111	\$113,370	\$133,595	\$153,820	36	3	1	1
	110	\$98,580	\$116,160	\$133,740	36	6	0	2
	109	\$85,730	\$101,020	\$116,310	36	2	1	0
	108	\$75,540	\$88,340	\$101,140	34	8	1	1
	107	\$64,820	\$76,385	\$87,950	36	1	0	1
	106	\$56,370	\$66,425	\$76,480	36	0	0	0
	105	\$49,020	\$57,760	\$66,500	36	0	0	0
TOTAL						35	6	5



Fiscal Impact of Proposed Salary Ranges

- Approval of salary ranges is intended to provide structure to equity and merit-based salary adjustments and to recruitment and hiring of new staff.
- Staff salary costs are determined in the annual budgeting, hiring and employee performance review processes and by staff turnover.
- The budget approval process includes review and input from the Executive and Finance Committees and approval by the Board and is informed by estimates of annual staffing cost changes arising from;
 - cost-of-living adjustments
 - hiring of new staff
 - merit and equity-based salary increases
 - policy and market driven changes to employee benefit costs.
- Approval of the proposed salary ranges is not expected to cause a significant increase in staffing costs in FY 2021/22.

Summary and Next Steps

- Approval of the salary grades and ranges is requested.
- If approved, grades and ranges will be used as a tool in CPA's annual budgeting process and to guide annual employee evaluations and consideration of any equity and/or merit-based salary adjustments.
- If approved, grades and ranges will be used in job announcements and recruitment efforts.
- Separately, staff will continue to work with Mercer on further developing CPA's job architecture, including potential changes to job titles and job descriptions.



Community Choice Aggregator (CCA) 2020/21 Custom Compensation Survey Results

Prepared for **Clean Power Alliance**

CCA Custom Compensation Survey

Enclosed is the 2020 CCA Custom Compensation Survey. This custom survey provides data on the current compensation and benefits in positions among selected community choice aggregator organizations. The survey also provides market perspective data for General Industry, the Utilities/Energy Industry, and the Public Sector.

Thank you for your participation. If you have any questions, please contact a member of the custom survey team:

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About Mercer

Mercer delivers advice and technology-driven solutions that help organizations meet the health, wealth and career needs of a changing workforce. Whether it's helping companies prepare for the future of work, designing affordable, accessible health outcomes or helping to enable financial security for life, Mercer is making a difference in the lives of more than 115 million people every day, through three lines of business: Health—delivering innovative solutions that address the health and wellness needs of our clients and their employees; Wealth— driving better outcomes for our clients, for people and for society; and Career—helping organizations design and execute sophisticated workforce strategies. Mercer has 25,000+ colleagues located in 170+ offices globally serving Clients in 130+ countries.

Table of contents

Section 1: Survey Information	3
Participants	4
Positions Covered	5
Key Methodology Notes	6
Section 2: Market Data Report	7
Section 3: Clean Power Alliance Compensation Comparison Summary	16
Summary and Key Takeaways: Full Organization	17
Overall Positioning Summary	18
Overall Positioning Summary by Market Perspective	19
Market Ratio Comparison by Job Family	20
Market Ratio Comparison by Role	24
Median Deviation Summary by Employee	28
Appendix: Detailed Methodology	31

Survey Information

- Participant List
- Job List
- Key Methodology Notes (*full methodology detail is in appendix*)

Survey Information

Participants



Survey Information

Positions Covered

Executive

1. Chief Executive Officer
2. Chief Financial Officer
3. Chief Operations Officer
4. General Counsel
5. Chief Administration Officer

Power

6. Director
7. Manager
8. Expert Professional
9. Senior Professional
10. Intermediate Professional

Regulatory Affairs

11. Director
12. Attorney
13. Senior Professional

Marketing / Program Management

14. Director
15. Manager
16. Intermediate Professional
17. Entry Professional

Customer Service / Care

18. Director
19. Intermediate Professional
20. Entry Professional

HR / Administration

21. Director
22. Senior Professional –
(Board Clerk / Executive Assistant)
23. Intermediate Professional –
(Administrative Assistant)

Technology / Data

24. Manager
25. Senior Professional

Finance

26. Director
27. Intermediate Professional

Survey Information

Key Methodology Notes

- Mercer has gathered compensation data from four market perspectives:
 1. A custom analysis of data provided by the four participating CCAs
 2. General industry data from Mercer published survey sources
 3. Energy/utilities industry data from Mercer published survey sources
 4. Public sector data from Mercer published survey sources
- Executive roles are scoped by the four industries noted above, by size (0.5x – 2.0x revenue) and by geography
- Non-executive roles are scoped by industry and geography (no size)
- The report includes market data for base salary and total cash compensation (TCC = base salary plus short-term incentives)
- In a subsequent version of this report, Mercer will be expanding the view to include benefits

All market data in this report has been customized for the report participant according to the above-described scoping (i.e. the market data will differ between each participant's report due to size and geography variation)

Market Data

This section contains market data, by job, for the following elements:

- Number of survey observations
- Median Short-term Incentive (“STI”) eligibility
- Base Salary 25th, 50th and 75th percentiles
- Total Cash Compensation 25th, 50th and 75th percentiles

These data points are provided for all 27 survey jobs and all four perspectives, where available

In some cases, insufficient data are available for a specific job or perspective

- For the custom CCA perspective, three (3) data points are required to show average/mean; four (4) data points are required to show median; five (5) are required to show 25th and 75th percentiles
- For the published survey perspectives, two additional data points are required for each comparison

Market data: Executive

Job Title	CCA Perspective					
	CCA		Base Salary			
			Obs*	25th	Avg.	50th
Chief Executive Officer	4	4	\$319.6	\$325.9	\$326.2	\$332.6
Chief Financial Officer	2	2	-	\$301.9	-	-
Chief Operations Officer	3	3	-	\$322.9	\$302.7	-
General Counsel	1	1	-	-	-	-
Chief Administration Officer	2	2	-	\$243.1	-	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy								Public Sector							
	Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elg %	TCC		
		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th
Chief Executive Officer	60	\$401.2	\$677.8	\$879.9	82.0%	\$401.2	\$933.5	\$1,498.1	16	\$545.3	\$730.8	\$938.1	81.0%	\$807.8	\$1,219.1	\$2,281.2	10	\$392.4	\$548.8	\$867.7	30.0%	\$413.0	\$558.6	\$867.7
Chief Financial Officer	81	\$308.3	\$395.8	\$481.1	80.0%	\$337.3	\$498.3	\$755.9	14	\$397.3	\$453.1	\$517.7	78.6%	\$453.3	\$605.7	\$884.3	21	\$269.2	\$320.2	\$340.7	48.0%	\$271.5	\$342.7	\$401.5
Chief Operations Officer	50	\$321.2	\$386.8	\$515.8	82.0%	\$344.3	\$452.6	\$771.9	8	\$349.3	\$446.3	\$538.8	85.7%	\$395.3	\$699.3	\$1,118.4	11	\$248.3	\$253.8	\$332.9	73.0%	\$253.8	\$293.4	\$332.9
General Counsel	112	\$284.6	\$359.9	\$438.0	83.0%	\$367.7	\$468.2	\$672.7	28	\$270.1	\$283.8	\$327.0	100.0%	\$370.4	\$421.7	\$485.3	10	\$311.4	\$364.2	\$470.8	50.0%	\$311.4	\$402.8	\$484.9
Chief Administration Officer	13	\$295.6	\$379.5	\$444.6	85.0%	\$317.5	\$464.1	\$511.8	5	-	\$345.8	-	80.0%	-	\$575.9	-	7	\$290.5	\$316.4	\$430.7	71.0%	\$303.7	\$316.4	\$433.2

All values shown in \$'000s



Market data: Customer Service / Care

Job Title	CCA Perspective					
	CCA	Obs*	Base Salary			
			25th	Avg.	50th	75th
Customer Service/Care Director	3	3	-	\$149.5	\$146.9	-
Customer Service/Care Intermediate Professional	3	5	-	\$107.1	\$108.2	-
Customer Service/Care Entry Professional	2	2	-	\$80.7	-	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy								Public Sector							
	Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elig %	TCC		
		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th
Customer Service/Care Director	584	\$131.7	\$161.9	\$186.2	93.0%	\$147.0	\$180.0	\$220.3	10	-	\$141.1	-	80.0%	-	\$168.8	-	33	-	\$134.7	-	21.0%	-	\$134.7	-
Customer Service/Care Intermediate Professional	9,804	\$62.6	\$78.0	\$93.6	37.0%	\$75.9	\$94.0	\$125.7	55	\$90.8	\$107.4	\$120.5	81.2%	\$90.8	\$118.7	\$138.7	9	-	\$98.1	-	44.0%	-	\$98.1	-
Customer Service/Care Entry Professional	1,599	\$56.9	\$64.9	\$75.5	64.0%	\$59.5	\$69.7	\$81.5	55	\$81.8	\$96.7	\$108.4	81.2%	\$81.8	\$106.8	\$124.8	1	-	-	-	-	-	-	-

All values shown in \$'000s

Market data: Finance

Job Title	CCA Perspective					
			Base Salary			
	CCA	Obs*	25th	Avg.	50th	75th
Finance Director	1	2	-	-	-	-
Finance Intermediate Professional	3	6	-	\$112.2	\$115.2	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy								Public Sector							
	Base Salary				STI Elig %	TCC			Base Salary				STI Elig %	TCC			Base Salary				STI Elig %	TCC		
	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th
Finance Director	1,934	\$161.4	\$181.3	\$206.9	84.0%	\$174.9	\$203.5	\$239.1	158	\$191.7	\$218.0	\$246.4	73.2%	\$215.5	\$246.7	\$295.0	77	\$149.2	\$171.9	\$180.5	5.0%	\$149.2	\$172.7	\$180.8
Finance Intermediate Professional	1,310	\$70.5	\$79.8	\$89.8	40.0%	\$70.8	\$81.3	\$91.4	97	\$91.0	\$93.7	\$98.8	83.1%	\$91.3	\$94.0	\$101.7	205	\$73.6	\$81.9	\$89.1	4.0%	\$73.6	\$81.9	\$89.1

All values shown in \$'000s

Market data: HR / Administration

Job Title	CCA Perspective					
	CCA Obs*		Base Salary			
			25th	Avg.	50th	75th
HR/Administration Director	-	0	-	-	-	-
HR/Administration Senior Professional	3	5	-	\$109.8	\$103.7	-
HR/Administration Intermediate Professional	3	3	-	\$90.0	\$85.2	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy							Public Sector								
	Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elig %	TCC		
		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th
HR/Administration Director	108	\$122.0	\$151.9	\$177.7	61.0%	\$123.6	\$163.1	\$194.3	51	\$98.9	\$120.5	\$139.9	88.9%	\$99.8	\$124.5	\$156.5	53	\$126.9	\$185.2	\$241.5	2.0%	\$126.9	\$191.5	\$241.5
HR/Administration Senior Professional	2,832	\$69.6	\$79.0	\$89.3	29.0%	\$70.0	\$79.9	\$91.1	105	\$74.8	\$84.6	\$92.2	83.3%	\$77.1	\$88.1	\$97.3	208	\$62.7	\$78.1	\$87.7	19.0%	\$62.7	\$78.1	\$87.7
HR/Administration Intermediate Professional	1,234	\$61.0	\$70.3	\$81.4	34.0%	\$61.3	\$71.5	\$83.3	18	\$57.9	\$70.6	\$90.4	70.4%	\$59.0	\$72.8	\$93.9	395	\$55.5	\$61.1	\$68.7	0.01%	\$55.5	\$61.1	\$68.7

All values shown in \$'000s

Market data: Marketing / Program Management

Job Title	CCA Perspective					
			Base Salary			
	CCA	Obs*	25th	Avg.	50th	75th
Marketing/Program Management Director	4	7	\$167.5	\$179.3	\$183.8	\$191.7
Marketing/Program Management Manager	4	5	\$120.8	\$143.1	\$134.0	\$172.1
Marketing/Program Management Intermediate Professional	4	11	\$86.7	\$93.2	\$91.3	\$95.2
Marketing/Program Management Entry Professional	2	3	-	\$81.4	-	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy								Public Sector							
	Base Salary				STI Elig %	TCC			Base Salary				STI Elig %	TCC			Base Salary				STI Elig %	TCC		
	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th
Marketing/Program Management Director	782	\$173.9	\$198.6	\$230.9	85.0%	\$186.9	\$210.8	\$238.6	87	\$182.0	\$200.4	\$230.4	88.2%	\$211.6	\$236.8	\$296.2	85	\$129.7	\$152.9	\$185.4	35.0%	\$129.7	\$152.9	\$185.4
Marketing/Program Management Manager	4,750	\$120.1	\$143.4	\$168.5	70.0%	\$125.9	\$151.7	\$181.2	181	\$151.9	\$175.2	\$197.6	75.0%	\$173.7	\$201.6	\$231.1	17	\$110.3	\$120.1	\$143.7	41.0%	\$110.3	\$124.0	\$148.4
Marketing/Program Management Intermediate Professional	9,922	\$75.2	\$86.6	\$100.1	53.0%	\$76.6	\$89.4	\$104.8	139	\$87.2	\$96.9	\$121.0	74.2%	\$92.1	\$104.0	\$127.9	229	\$57.6	\$77.9	\$88.8	0.0%	\$57.6	\$77.9	\$88.8
Marketing/Program Management Entry Professional	3,237	\$64.9	\$74.5	\$86.1	54.0%	\$66.2	\$76.0	\$88.8	70	\$73.2	\$87.0	\$112.4	79.6%	\$74.4	\$90.2	\$122.7	61	-	\$60.0	-	-	-	\$60.0	-

All values shown in \$'000s

Market data: Power

Job Title	CCA Perspective					
	CCA Obs*		Base Salary			
			25th	Avg.	50th	75th
Power Director / Executive	4	4	\$208.2	\$251.5	\$221.4	\$279.9
Power Manager	3	3	-	\$162.5	\$172.0	-
Power Expert Professional	3	4	-	\$151.1	-	-
Power Senior Professional	3	6	-	\$122.8	-	-
Power Intermediate Professional	3	4	-	\$84.9	-	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy								Public Sector							
	Base Salary				STI Elig %		TCC		Base Salary				STI Elig %		TCC		Base Salary				STI Elig %		TCC	
	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th
Power Director / Executive	N/A								5	\$312.5	\$348.1	\$362.8	80.0%	\$362.8	\$375.9	\$450.0	N/A							
Power Manager									235	\$158.2	\$173.9	\$191.1	61.1%	\$172.4	\$197.8	\$207.7								
Power Expert Professional									17	\$123.4	\$127.3	\$139.2	100.0%	\$144.2	\$153.5	\$165.2								
Power Senior Professional									43	-	\$107.2	-	60.0%	-	\$116.2	-								
Power Intermediate Professional									36	-	\$90.7	-	60.0%	-	\$98.4	-								

All values shown in \$'000s

Market data: Regulatory Affairs

Job Title	CCA Perspective					
	CCA Obs*		Base Salary			
			25th	Avg.	50th	75th
Regulatory Affairs Director	4	5	\$171.1	\$187.1	\$182.8	\$200.9
Regulatory Affairs Attorney	2	2	-	\$165.3	-	-
Regulatory Affairs Senior Professional	3	6	-	\$129.9	\$131.8	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy								Public Sector							
	Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elig %	TCC			Obs	Base Salary			STI Elig %	TCC		
		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th		25th	50th	75th
Regulatory Affairs Director	364	\$161.5	\$180.8	\$208.8	93.0%	\$183.4	\$209.1	\$242.7	26	\$198.6	\$214.4	\$230.1	100.0%	\$229.6	\$258.4	\$304.4	49	\$155.5	\$212.7	\$269.9	6.0%	\$155.5	\$216.8	\$269.9
Regulatory Affairs Attorney	11	\$128.3	\$176.6	\$236.6	91.0%	\$146.9	\$216.1	\$300.9	81	\$198.6	\$244.9	\$270.3	93.0%	\$233.8	\$320.9	\$385.0	65	\$140.1	\$169.6	\$246.2	25.0%	\$140.1	\$169.6	\$254.3
Regulatory Affairs Senior Professional	1,110	\$95.0	\$106.3	\$118.9	78.0%	\$100.6	\$110.7	\$125.3	203	\$105.0	\$115.7	\$124.8	80.4%	\$115.1	\$126.1	\$140.1	35	\$93.3	\$104.9	\$115.0	6.0%	\$93.3	\$104.9	\$115.0

All values shown in \$'000s

Market data: Technology / Data

Job Title	CCA Perspective					
			Base Salary			
	CCA	Obs*	25th	Avg.	50th	75th
Technology/Data Manager	3	3	-	\$156.3	\$158.7	-
Technology/Data Senior Professional	1	1	-	-	-	-

CCA: Number of CCA's reporting. Market data is included and counts as one additional data source for safe harbor requirements. Obs: Number of CCA observations / employees reported.

Job Title	General Industry								Utilities / Energy								Public Sector							
	Base Salary				STI Elig %	TCC			Base Salary				STI Elig %	TCC			Base Salary				STI Elig %	TCC		
	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th	Obs	25th	50th	75th	50th	25th	50th	75th
Technology/Data Manager	4,187	\$136.4	\$154.2	\$172.8	68.0%	\$141.9	\$165.4	\$189.2	214	\$155.7	\$170.3	\$186.3	93.1%	\$176.1	\$197.7	\$224.3	327	\$124.0	\$157.1	\$176.9	17.0%	\$124.0	\$157.5	\$180.7
Technology/Data Senior Professional	2,017	\$77.8	\$92.2	\$104.6	53.0%	\$79.0	\$95.2	\$110.3	164	\$93.3	\$103.0	\$118.0	92.4%	\$98.9	\$113.9	\$131.3	242	\$67.4	\$78.9	\$91.1	3.0%	\$67.4	\$78.9	\$91.1

All values shown in \$'000s

Comparison

In this section, we have provided a gap analysis between your organization's pay and the market data provided in the prior section.

The market data in this section is customized not only to your organization's size/location, but also to each incumbent's role.

- In your submission, you were given an option to identify that an individual's role was scoped slightly lower or higher than the market definition. The data in this section reflects those elections.

Benchmarking Assessment

Summary and Key Takeaways: Full Organization

Overall Summary: CPA's Positioning vs. CCAs

In aggregate, CPA's pay is approximately 6% below the CCA perspective median. There is variation by job family, job and individual employee; this variation may be appropriate based on individual experience, qualifications or performance




























































Additional Observations

- **Base Salary:** Overall, CPA is within 10% of the market median against all three supplemental perspectives (general industry, utilities/energy and public sector)
- **Total Cash Compensation:** When incorporating market values for short-term incentives, CPA's pay is positioned less competitively against market, particularly the utilities/energy perspective
- **Benefits:** CPA has a competitive benefits package overall, except when compared to public sector organizations that often have rich benefits to make up for a lack of incentive pay
- In aggregate, CPA has a strong foundation to build on; there are clear opportunities to align with market and enhance competitiveness of the overall package

Executive Summary / Gap Analysis

Overall Positioning Summary

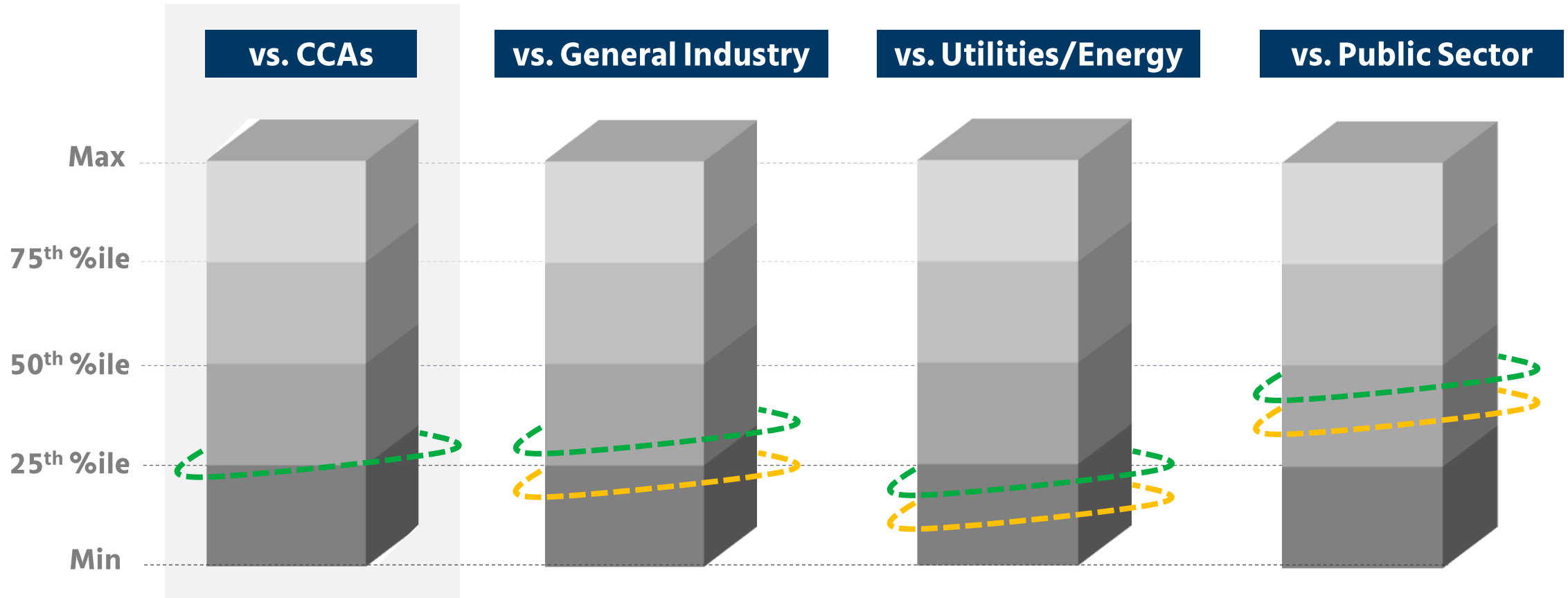
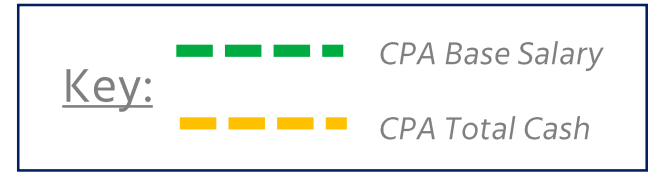
Key:  Below market  At market  Above market

Job Family	CCA Perspective		General Industry		Utilities/Energy		Public Sector	
	Base		Base	TCC	Base	TCC	Base	TCC
ALL n = 36 employees								
Executive n = 5								
Customer Service/Care n = 2								
Finance n = 6								
HR/Administration n = 4								
Mktg/Prog. Mgmt n = 8								
Power n = 7								
Regulatory Affairs n = 3								
Technology/Data n = 1								

- CCA Comparison: At Market**
While CPA's pay is slightly below the 25th percentile of the CCA market perspective, the market data is tightly distributed, so CPA falls well within 10% of median
- General Industry: At/Below Market**
Variable by job family, with several above market and several below. Aggregate nets out below market, but within 10% of median
- Utilities/Energy: Below Market**
Also variable by job family; of note, CPA's Power jobs pay competitively against this perspective. CPA's lack of STI reduces TCC positioning
- Public Sector: At Market**
Still variable by family but nets out approximately at market on both base salary and TCC

Executive Summary / Gap Analysis

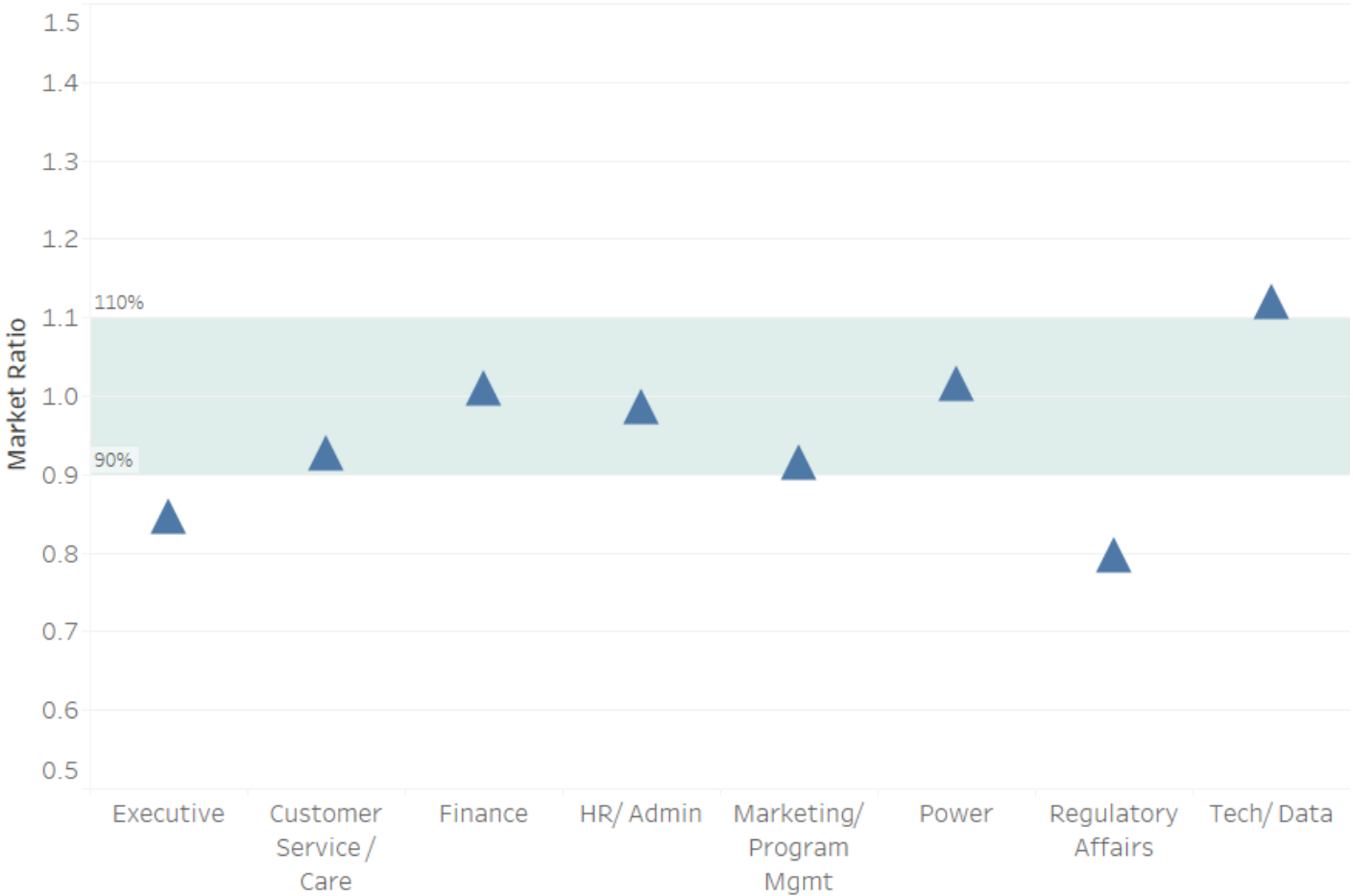
Overall Positioning Summary by Market Perspective



Key Term:
"Market competitiveness zone" =
within 10% of median

Market Ratio Comparison by Job Family (Base Salary)

CCA Perspective

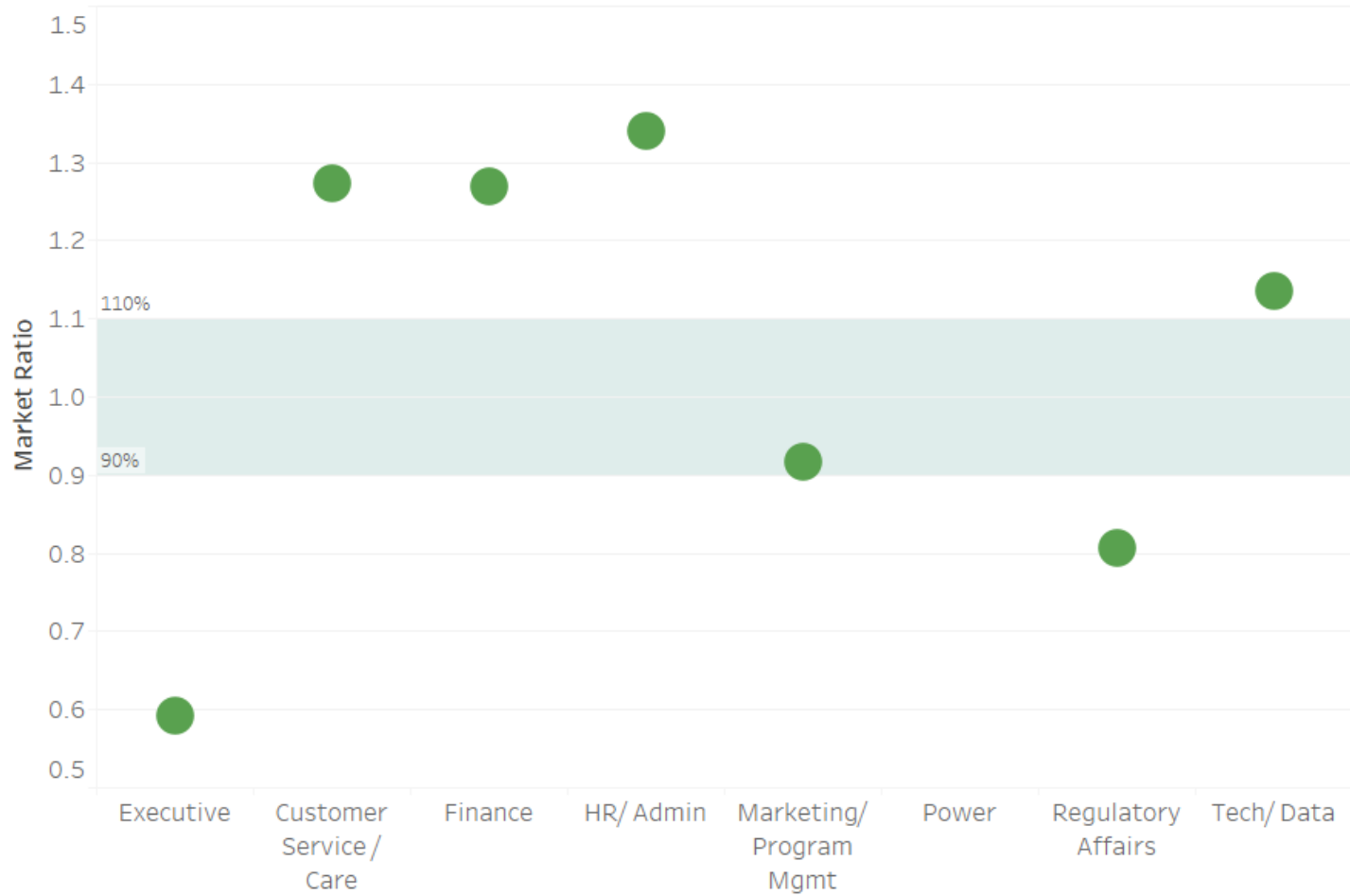


- **Executives** are positioned just below the market competitive zone/range (+/-10%)
- Five of the other eight job families are paid within the market competitive zone (though generally slightly below)
- CPA's **Technology/Data** role is paid slightly above the market competitive zone
- **Regulatory Affairs** is paid below market, indicating an area of potential compensation risk

Market Ratio Comparison by Job Family (Base Salary)

General Industry Perspective

Key Term:
 "Market competitiveness zone" =
 within 10% of median

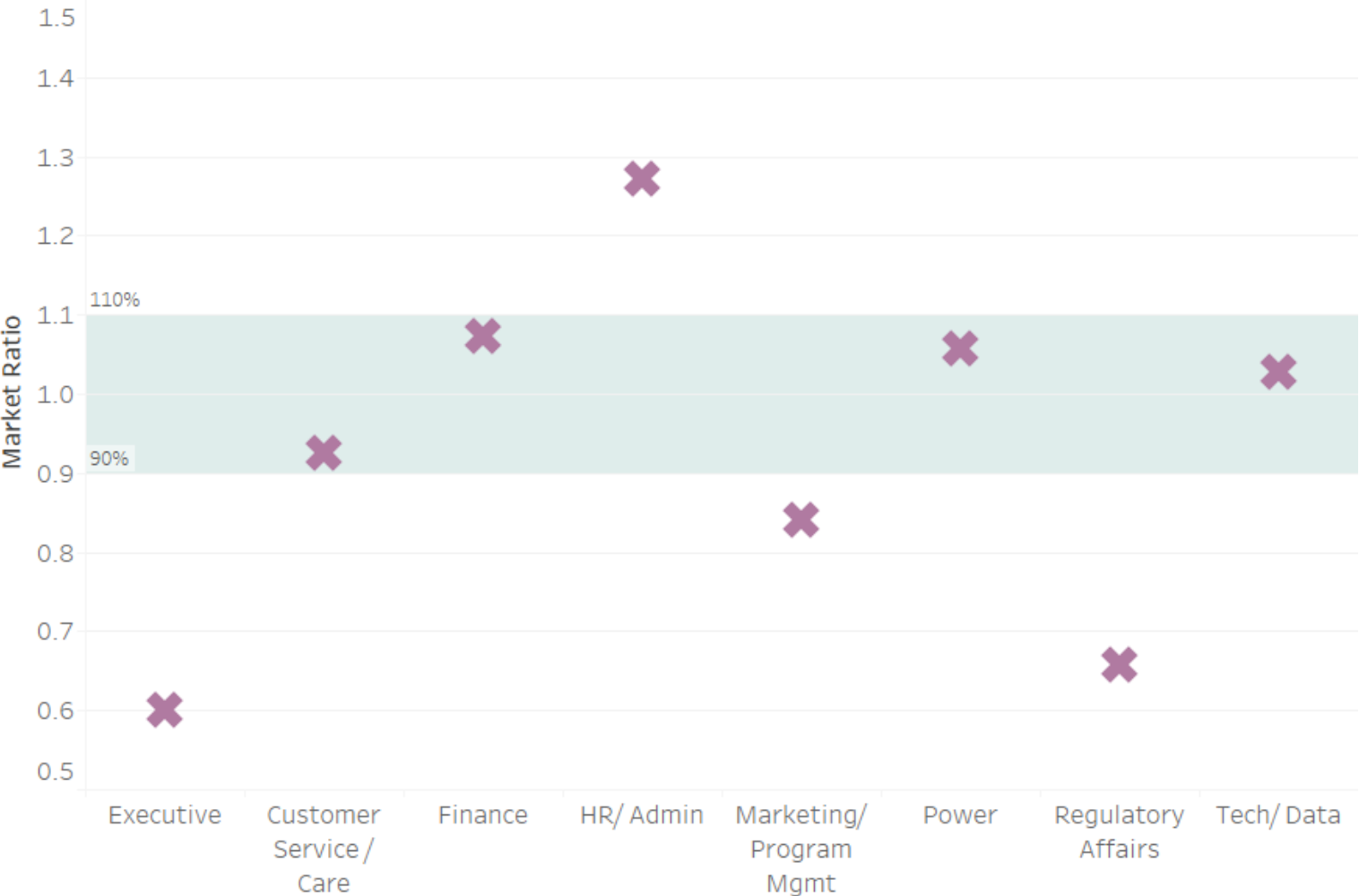


- **Executives** are positioned well below the market competitive zone/range (+/-10%)
- There is significant variation against market for the other job families
- Three are well above the market zone (**Customer Service/Care, Finance and HR/Admin**) indicating a potential need to pay a premium for these roles
- **Technology/Data** maintains a favorable market position, while **Regulatory Affairs** again lags the market

Key Term:
 "Market competitiveness zone" =
 within 10% of median

Market Ratio Comparison by Job Family (Base Salary)

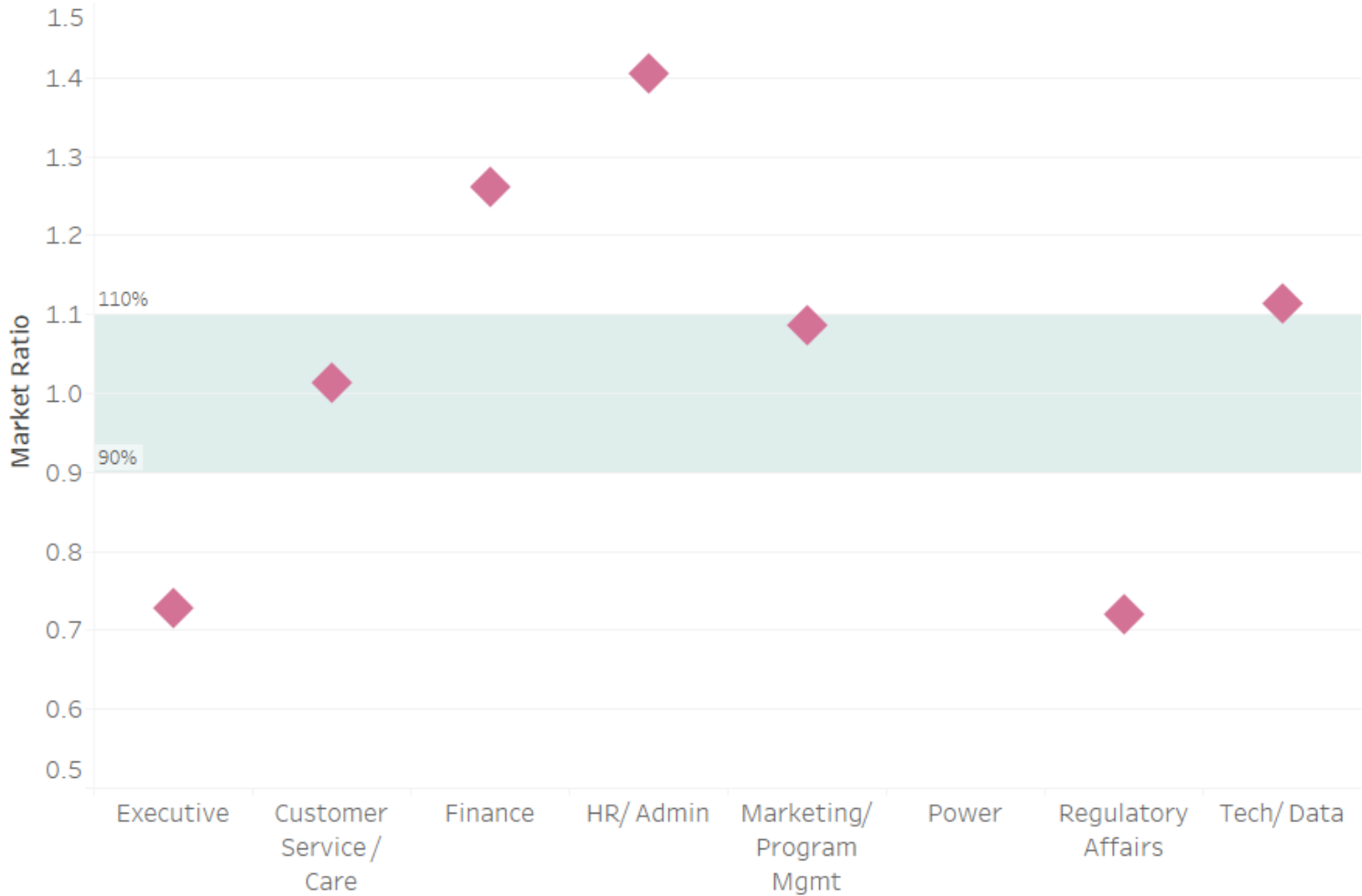
Utilities/Energy Perspective



- **Executives** are positioned well below the market competitive zone/range (+/-10%)
- Most other job functions are in, or close to, the market zone
- **HR/Admin** maintains a favorable market position
- **Regulatory Affairs** again lags the market

Market Ratio Comparison by Job Family (Base Salary) Public Sector Perspective

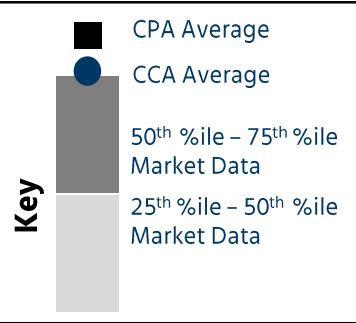
Key Term:
 "Market competitiveness zone" =
 within 10% of median



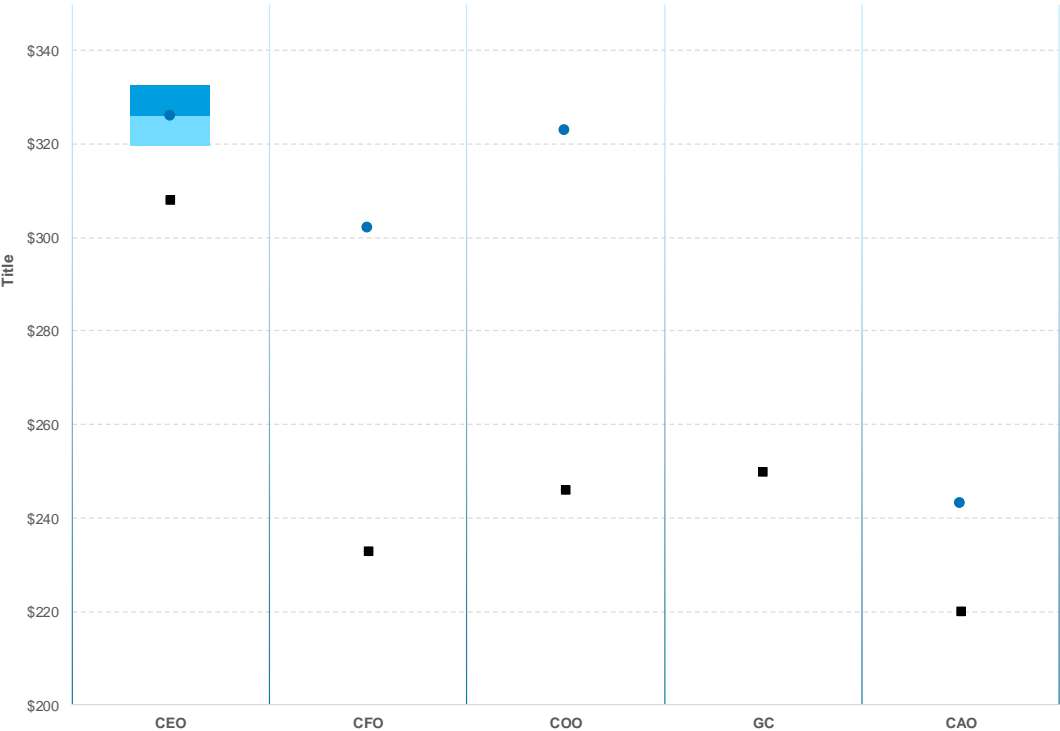
- **Executives** are positioned below the market competitive zone/range (+/-10%), though slightly closer than general industry or utilities/energy
- **Finance and HR/Admin** are above the market zone, while **Regulatory Affairs** still trails market
- Other families are well aligned
- As noted, it is critical to consider individual factors (qualifications, experience) etc. to determine variations in appropriate market positioning

Market Ratio Comparison by Role (Base Salary)

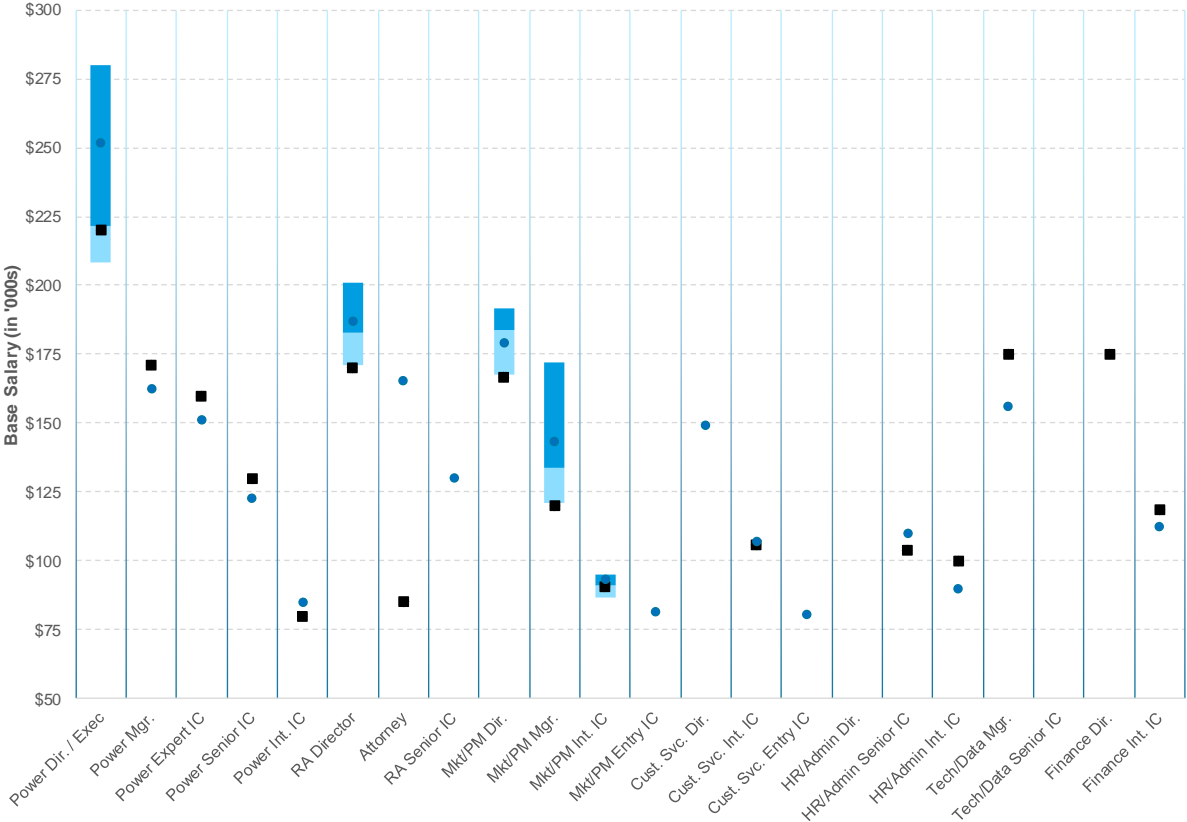
CCA Perspective



Position in Market Range (CCA) - Executives



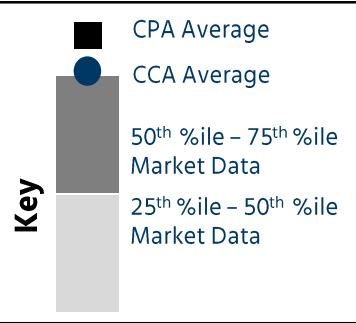
Position in Market Range (CCA) - Non-Executives



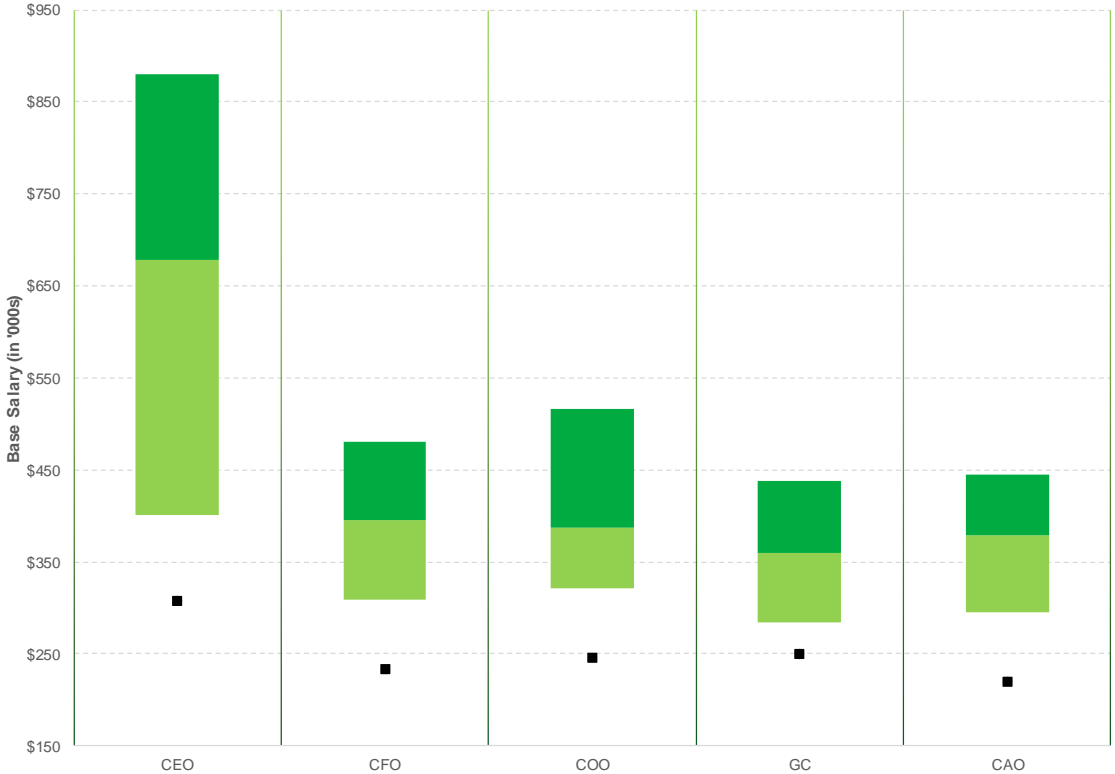
Notes: Market data bars is shown only where 25th percentile, median and 75th percentile data is available. Values are '000's.

Market Ratio Comparison by Role (Base Salary)

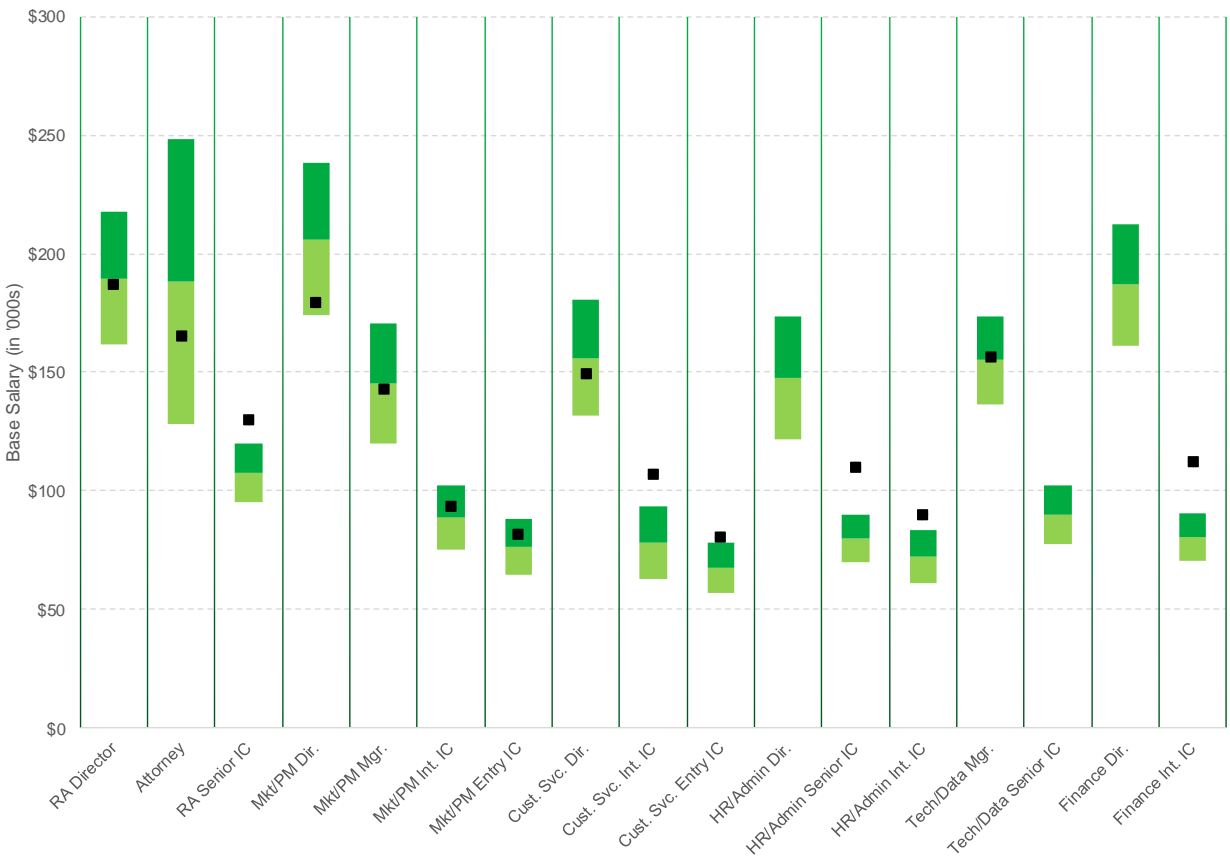
General Industry Perspective



Position in Market Range (General Industry) - Executives

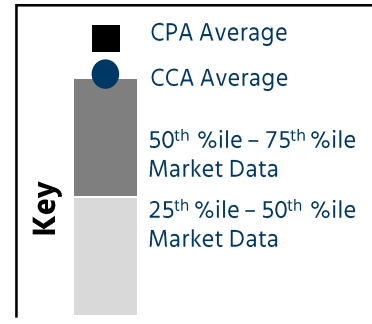


Position in Market Range (General Industry) - Non-Executives

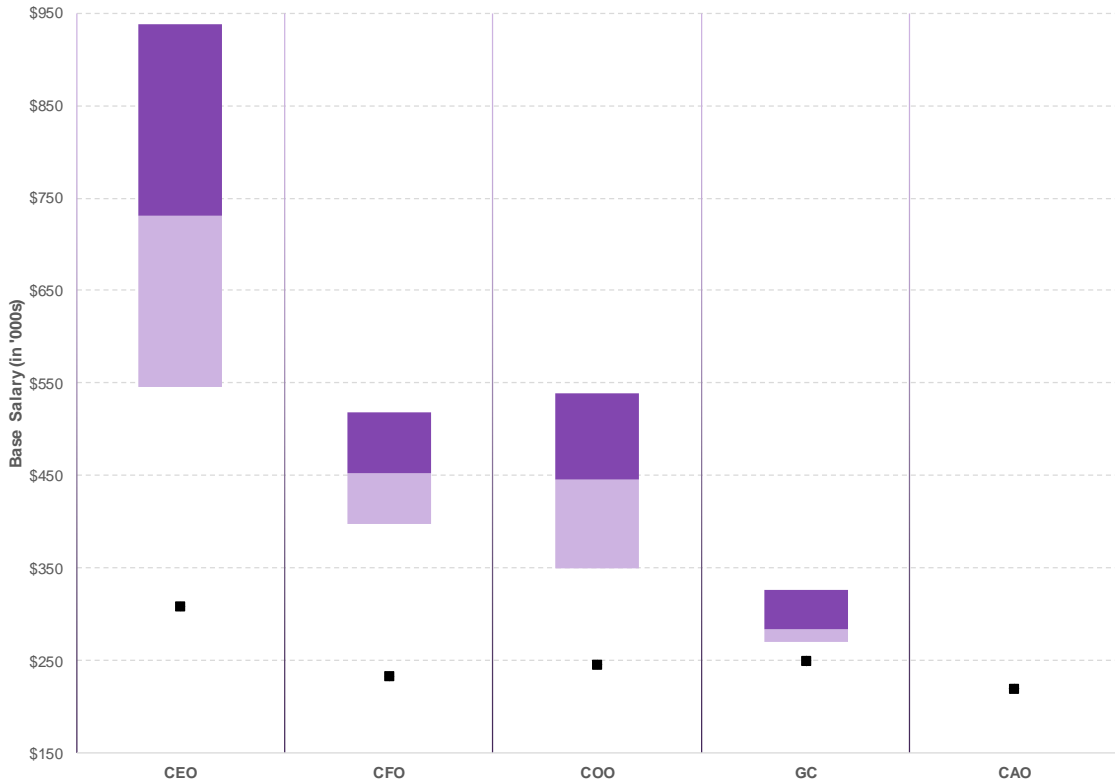


Market Ratio Comparison by Role (Base Salary)

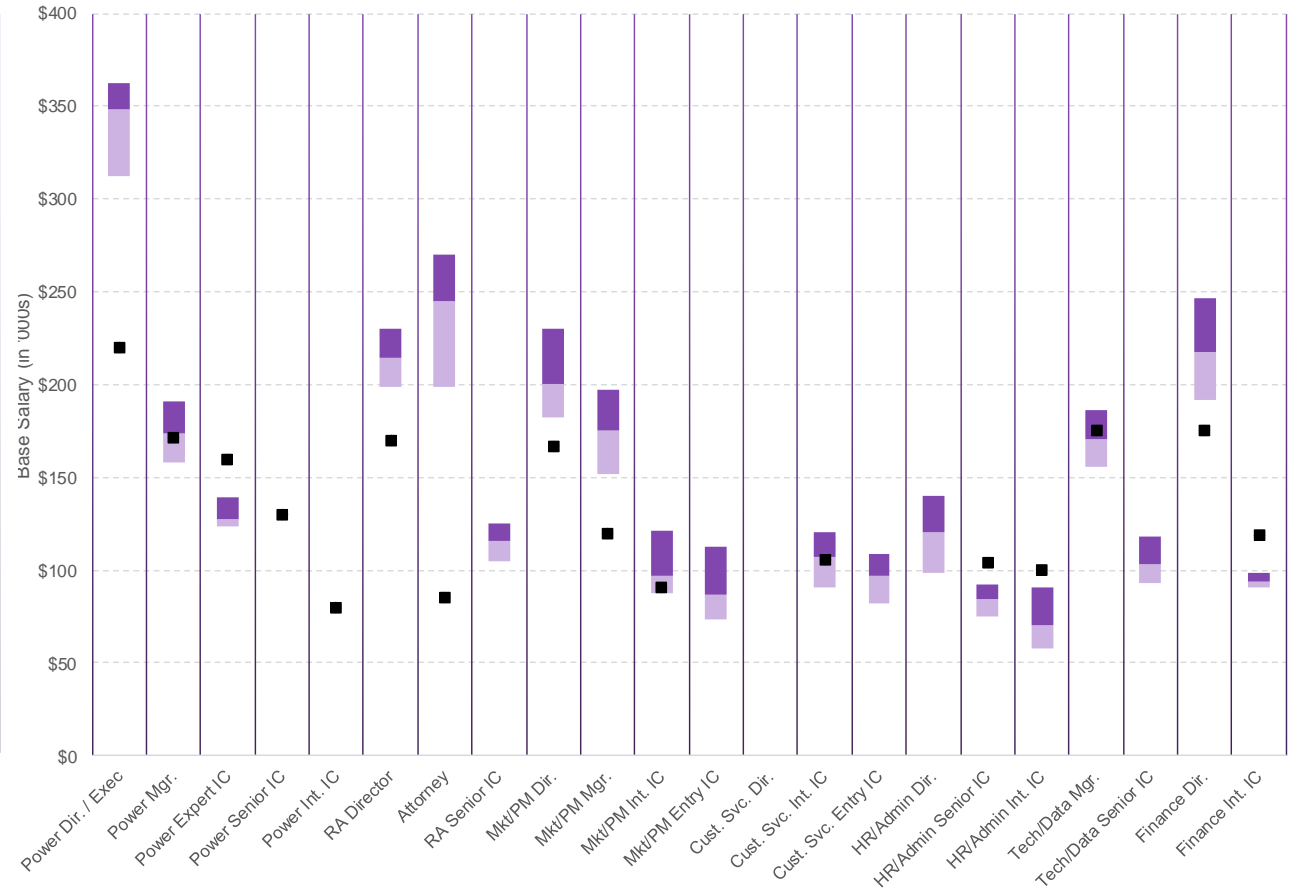
Utilities/Energy Perspective



Position in Market Range (Energy) - Executives

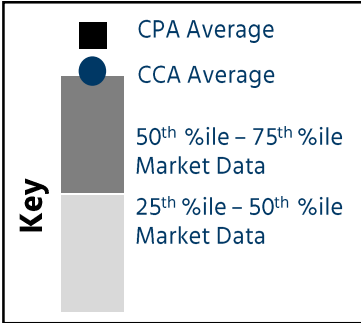


Position in Market Range (Energy) - Non-Executives

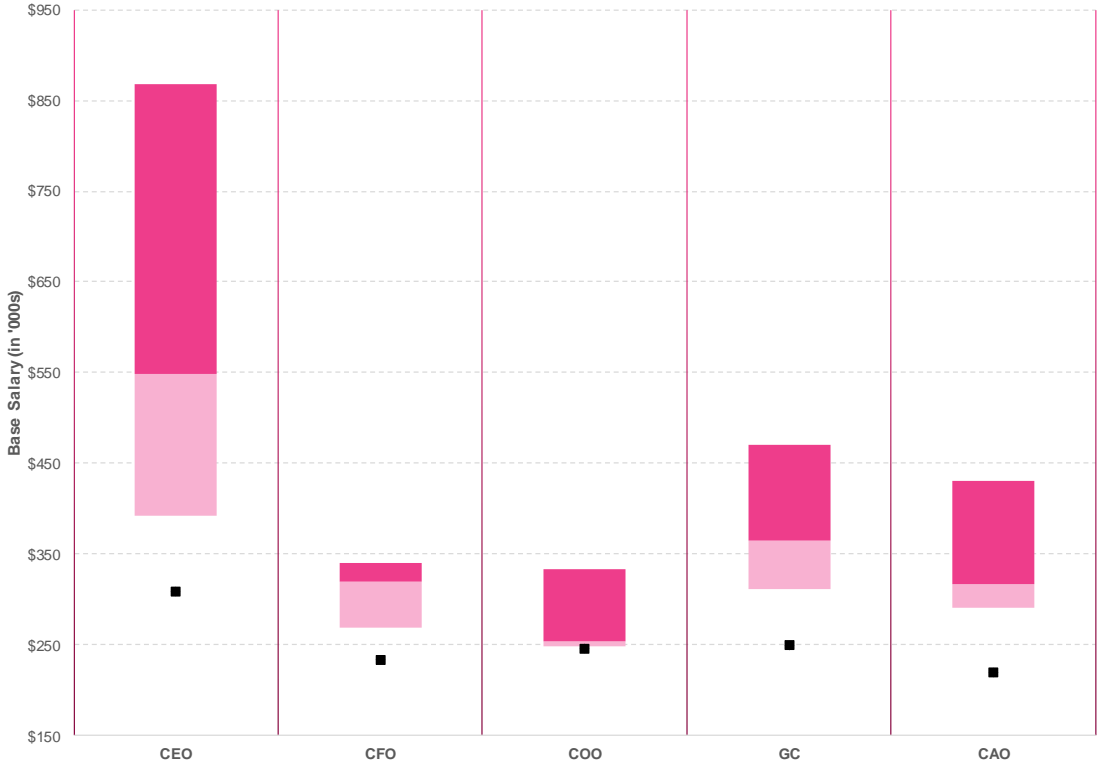


Market Ratio Comparison by Role (Base Salary)

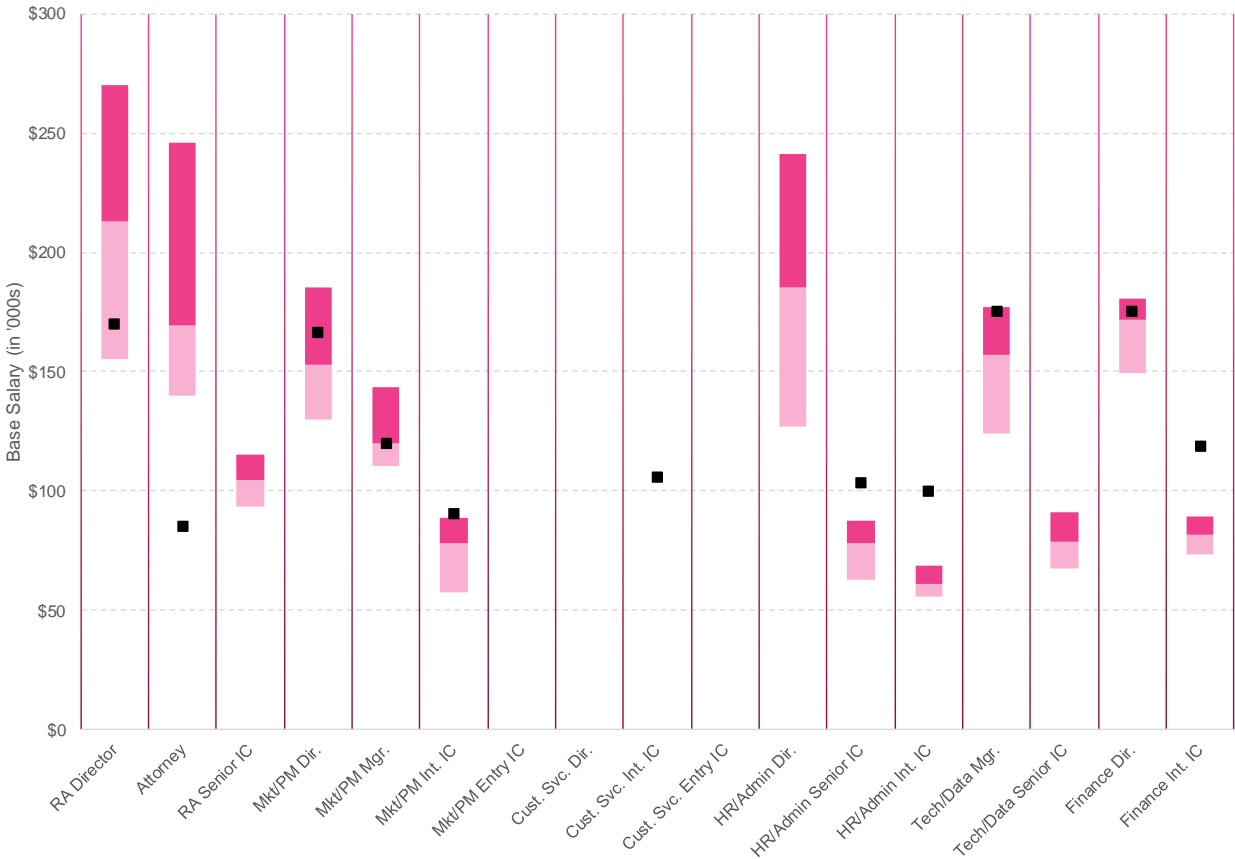
Public Sector Perspective



Position in Market Range (Public Sector) - Executives



Position in Market Range (Public Sector) - Non-Executives



Median Deviation Summary By Employee

Legend	<-25%	-25% to -10%	-10% to 10%	10% to 25%	>25%
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Note: deviation comparison is to 50th when data point is available, otherwise defaults to average

Survey Match Title	CCA Position Title	Base Salary	Market Adj.	CCA			General Industry				Utilities / Energy				Public Sector			
				Avg.	Base 50th	Dev.	Base 50th	Dev.	TCC 50th	Dev.	Base 50th	Dev.	TCC 50th	Dev.	Base 50th	Dev.	TCC 50th	Dev.
Chief Executive Officer	Executive Director	\$308	100%	\$326	\$326	-5.6%	\$678	-54.6%	\$934	-67.0%	\$731	-57.9%	\$1,219	-74.7%	\$549	-43.9%	\$559	-44.9%
Chief Financial Officer	Chief Financial Officer	\$233	100%	\$302	-	-22.9%	\$396	-41.2%	\$498	-53.3%	\$453	-48.6%	\$606	-61.6%	\$320	-27.3%	\$343	-32.1%
Chief Operations Officer	Chief Operating Officer	\$246	100%	\$323	\$303	-18.7%	\$387	-36.4%	\$453	-45.6%	\$446	-44.9%	\$699	-64.8%	\$254	-3.0%	\$293	-16.1%
General Counsel	General Counsel	\$250	100%	-	-	-	\$360	-30.5%	\$468	-46.6%	\$284	-11.9%	\$422	-40.7%	\$364	-31.4%	\$403	-37.9%
Chief Administration Officer	Director of Technology, Data and People	\$220	100%	\$243	-	-9.6%	\$379	-42.1%	\$464	-52.6%	\$346	-36.4%	\$576	-61.8%	\$316	-30.5%	\$316	-30.5%
Customer Service/Care Intermediate Professional	Customer Care Specialist	\$68	100%	\$107	\$108	-37.6%	\$78	-13.5%	\$94	-28.2%	\$107	-37.2%	\$119	-43.1%	\$98	-31.2%	\$98	-31.2%
Customer Service/Care Intermediate Professional	Commercial Accounts Executive	\$144	110%	\$118	\$119	21.2%	\$86	68.1%	\$103	39.4%	\$118	22.0%	\$131	10.4%	\$108	33.6%	\$108	33.6%
Finance Director	Controller	\$175	100%	-	-	-	\$181	-3.5%	\$204	-14.0%	\$218	-19.7%	\$247	-29.1%	\$172	1.8%	\$173	1.3%
Finance Director	Manager of Load Forecasting and Analysis	\$175	100%	-	-	-	\$181	-3.5%	\$204	-14.0%	\$218	-19.7%	\$247	-29.1%	\$172	1.8%	\$173	1.3%
Finance Intermediate Professional	Manager of Financial Analysis	\$145	110%	\$123	\$127	14.4%	\$88	65.2%	\$89	62.2%	\$103	40.6%	\$103	40.2%	\$90	61.0%	\$90	61.0%
Finance Intermediate Professional	Manager of Market Risk	\$172	110%	\$123	\$127	35.5%	\$88	95.6%	\$89	92.1%	\$103	66.5%	\$103	66.0%	\$90	90.6%	\$90	90.6%
Finance Intermediate Professional	Accountant	\$93	100%	\$112	\$115	-19.3%	\$80	16.5%	\$81	14.5%	\$94	-0.8%	\$94	-1.1%	\$82	13.6%	\$82	13.6%
Finance Intermediate Professional	Financial Analyst	\$65	90%	\$101	\$104	-37.3%	\$72	-9.5%	\$73	-11.1%	\$84	-22.9%	\$85	-23.2%	\$74	-11.8%	\$74	-11.8%

Median Deviation Summary By Employee

Legend	<-25%	-25% to -10%	-10% to 10%	10% to 25%	>25%
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Note: deviation comparison is to 50th when data point is available, otherwise defaults to average

Survey Match Title	CCA Position Title	Base Salary	Market Adj.	CCA			General Industry				Utilities / Energy				Public Sector			
				Avg.	50th	Dev.	50th	Dev.	TCC	50th	Dev.	50th	Dev.	50th	Dev.	TCC	50th	Dev.
HR/Administration Senior Professional	Clerk of the Board	\$95	100%	\$110	\$104	-8.4%	\$79	20.2%	\$80	19.0%	\$85	12.2%	\$88	7.8%	\$78	21.6%	\$78	21.6%
HR/Administration Senior Professional	Executive Assistant to the Executive Director	\$115	100%	\$110	\$104	10.9%	\$79	45.5%	\$80	44.0%	\$85	35.9%	\$88	30.5%	\$78	47.2%	\$78	47.2%
HR/Administration Senior Professional	Human Resources Specialist	\$101	100%	\$110	\$104	-2.6%	\$79	27.8%	\$80	26.5%	\$85	19.3%	\$88	14.6%	\$78	29.2%	\$78	29.2%
HR/Administration Intermediate Professional	Manager of Non-Energy Contracts	\$100	100%	\$90	\$85	17.4%	\$70	42.3%	\$71	40.0%	\$71	41.6%	\$73	37.4%	\$61	63.6%	\$61	63.6%
Technology/Data Manager	Data and Systems Manager	\$175	100%	\$156	\$159	10.3%	\$154	13.5%	\$165	5.8%	\$170	2.7%	\$198	-11.5%	\$157	11.4%	\$158	11.1%
Marketing/Program Management Director	Director of Customer Programs	\$175	100%	\$179	\$184	-4.8%	\$199	-11.9%	\$211	-17.0%	\$200	-12.7%	\$237	-26.1%	\$153	14.4%	\$153	14.4%
Marketing/Program Management Director	Interim Director of External Affairs	\$144	100%	\$179	\$184	-21.5%	\$199	-27.4%	\$211	-31.6%	\$200	-28.1%	\$237	-39.1%	\$153	-5.7%	\$153	-5.7%
Marketing/Program Management Director	Director of External Affairs	\$180	100%	\$179	\$184	-2.1%	\$199	-9.4%	\$211	-14.6%	\$200	-10.2%	\$237	-24.0%	\$153	17.7%	\$153	17.7%
Marketing/Program Management Manager	Community Solar Program Manager	\$120	100%	\$143	\$134	-10.4%	\$143	-16.3%	\$152	-20.9%	\$175	-31.5%	\$202	-40.5%	\$120	-0.1%	\$124	-3.2%
Marketing/Program Management Intermediate	Marketing Coordinator	\$76	100%	\$93	\$91	-17.2%	\$87	-12.7%	\$89	-15.4%	\$97	-22.0%	\$104	-27.3%	\$78	-2.9%	\$78	-2.9%
Marketing/Program Management Intermediate	Community Outreach Manager	\$83	100%	\$93	\$91	-9.6%	\$87	-4.7%	\$89	-7.7%	\$97	-14.9%	\$104	-20.7%	\$78	6.0%	\$78	6.0%
Marketing/Program Management Intermediate	External Affairs Manager	\$95	110%	\$103	\$100	-5.4%	\$95	-0.3%	\$98	-3.4%	\$107	-10.9%	\$114	-16.9%	\$86	10.9%	\$86	10.9%
Marketing/Program Management Intermediate	Customer Programs Manager	\$110	110%	\$103	\$100	9.6%	\$95	15.5%	\$98	11.9%	\$107	3.2%	\$114	-3.8%	\$86	28.4%	\$86	28.4%

Median Deviation Summary By Employee

Legend	<-25%	-25% to -10%	-10% to 10%	10% to 25%	>25%
--------	-------	--------------	-------------	------------	------

Note: deviation comparison is to 50th when data point is available, otherwise defaults to average

Survey Match Title	CCA Position Title	Base Salary	Market Adj.	CCA			General Industry				Utilities / Energy				Public Sector			
				Avg.	Base 50th	Dev.	Base 50th	Dev.	TCC 50th	Dev.	Base 50th	Dev.	TCC 50th	Dev.	Base 50th	Dev.	TCC 50th	Dev.
Power Director / Executive	Director of Power Planning & Procurement	\$220	100%	\$252	\$221	-0.7%	N/A				\$348	-36.8%	\$376	-41.5%	N/A			
Power Manager	Senior Manager of Structured Contracts	\$171	100%	\$162	\$172	-0.5%					\$174	-1.5%	\$198	-13.4%				
Power Expert Professional	Resource Planner	\$160	100%	\$151	-	5.9%					\$127	25.7%	\$153	4.2%				
Power Senior Professional	Energy Resource Manager	\$120	100%	\$123	-	-2.3%					\$107	12.0%	\$116	3.3%				
Power Senior Professional	Energy Resource Manager	\$130	100%	\$123	-	5.8%					\$107	21.3%	\$116	11.9%				
Power Senior Professional	Power Origination Manager	\$140	100%	\$123	-	14.0%					\$107	30.7%	\$116	20.5%				
Power Intermediate Professional	Procurement Analyst	\$80	100%	\$85	-	-5.7%					\$91	-11.8%	\$98	-18.7%				
Regulatory Affairs Director	Director of Regulatory Affairs	\$180	100%	\$187	\$183	-1.5%	\$181	-0.4%	\$209	-13.9%	\$214	-16.1%	\$258	-30.3%	\$213	-15.4%	\$217	-17.0%
Regulatory Affairs Director	Policy Director	\$160	100%	\$187	\$183	-12.5%	\$181	-11.5%	\$209	-23.5%	\$214	-25.4%	\$258	-38.1%	\$213	-24.8%	\$217	-26.2%
Regulatory Affairs Attorney	Regulatory Analyst	\$85	90%	\$149	-	-42.9%	\$159	-46.5%	\$194	-56.3%	\$220	-61.4%	\$289	-70.6%	\$153	-44.3%	\$153	-44.3%

Appendix

CCA Compensation and Benefits Study

Benchmarking Methodology: Market Perspectives

	Market Perspective	Compensation Data Source	Benefits Data Source
1	CCA Market Perspective	<p>Custom CCA survey</p> <p><i>Mercer has supplemented where needed from other market perspectives to meet safe harbor requirements</i></p>	<p>Custom CCA survey</p> <p><i>Mercer will supplement with the following data points to meet safe harbor requirements:</i></p> <ul style="list-style-type: none"> • California ISO • PG&E
2	Public Sector	Mercer Benchmark Database (Public Sector Scope)	Mercer BVA Database (Public Sector Scope)
3	Energy/Utilities	Mercer Benchmark Database (Energy/Utilities Scope)	Mercer BVA Database (Energy/Utilities Scope)
4	General Industry	Mercer Benchmark Database (All Organizations Scope)	Mercer BVA Database (General Industry Scope)

CCA Compensation and Benefits Study

Benchmarking Methodology: Scoping and Geography

- Data are adjusted to reflect the appropriate organizational size and/or geographic location of each participating CCA. Please see below for more details:

Job Group	Revenue Scope	Geographic Adjustment			
Executive: CCA Market Perspective	Data from the four CCAs are blended with additional data point representing organizations with revenue between \$100M and \$1B	See next row			
Executive: Other perspectives (including Public Sector, Energy/Utilities and General Market)	Industry-scoped Mercer survey data are used with a revenue of approximately 0.5x – 2.0x around the following revenue figures:	<i>In addition to the revenue scoping, Mercer has adjusted executive data by 50% of the geo adjustments noted below for non-executives. This is based on detailed analysis of actual executive compensation levels in this locations.</i>			
	Clean Power Alliance	\$746.5M	Clean Power Alliance	Los Angeles, CA	7.7%
	East Bay Community Energy	\$401.4M	East Bay Community Energy	Oakland, CA	11.2%
	Peninsula Clean Energy	\$215.7M	Peninsula Clean Energy	Redwood City, CA	14.3%
	Sonoma Clean Energy	\$203.3M	Sonoma Clean Energy	Santa Rosa, CA	6.8%
Non-Executive (all perspectives)	<ul style="list-style-type: none"> No Revenue Adjustment 	<i>Mercer has adjusted non-executive data by the following percentages:</i>			
		Clean Power Alliance	Los Angeles, CA	15.3%	
		East Bay Community Energy	Oakland, CA	22.3%	
		Peninsula Clean Energy	Redwood City, CA	28.6%	
		Sonoma Clean Energy	Santa Rosa, CA	13.6%	

Adjustments are based on the Economic Research Institute geographic assessor for salaries ranging from \$30,000 to \$150,000, as well as Mercer published survey data

CCA Compensation and Benefits Study

Benchmarking Methodology: Additional Detail

Element	Benchmarking Methodology Details
Benchmark Job Selection	<ul style="list-style-type: none"> • Mercer and CCAs have selected 27 benchmark jobs with the goal of a representative cross-section by function, job level, etc.
Compensation Elements	<ul style="list-style-type: none"> • Primary focus on base salary • Short-term incentives will also be collected to understand total cash compensation levels • Published survey data will also include long-term incentives (LTI)
Benefits Elements	<ul style="list-style-type: none"> • Retirement/Savings • Health/Group (medical, post-retirement medical, and dental) • Paid Leave • Life Insurance and Disability
Aging/Update Factors	<ul style="list-style-type: none"> • Data will be aged to July 1, 2021 to represent a “lead/lag” strategy • Aging factor will be 2.8%, based on Mercer Compensation Planning Survey data
Adjustments	<ul style="list-style-type: none"> • Role-based adjustments of up to 30% may be considered based on level, responsibilities, licensure, or education requirements • Maximum adjustments are capped at +/- 30% (not including aging or geographic differentials)
Scoping/ Geography	<ul style="list-style-type: none"> • See prior page





BENEFITS VALUATION ANALYSIS

CLEAN POWER ALLIANCE



February 2021

CONTENTS



About the Report

Introduction, Charts, and Participant Listing



Executive Summary

Considerations and At-a-glance



Total Benefits

Retirement/Savings, Health/Group, Paid Leave, and Life Insurance/Disability



Retirement/Savings

Defined Benefit, Defined Contribution, and Stock Purchase



Health/Group

Medical, Dental, and Flexible Spending Accounts



Paid Leave

Vacation, Holidays, Personal Leave, and Sick

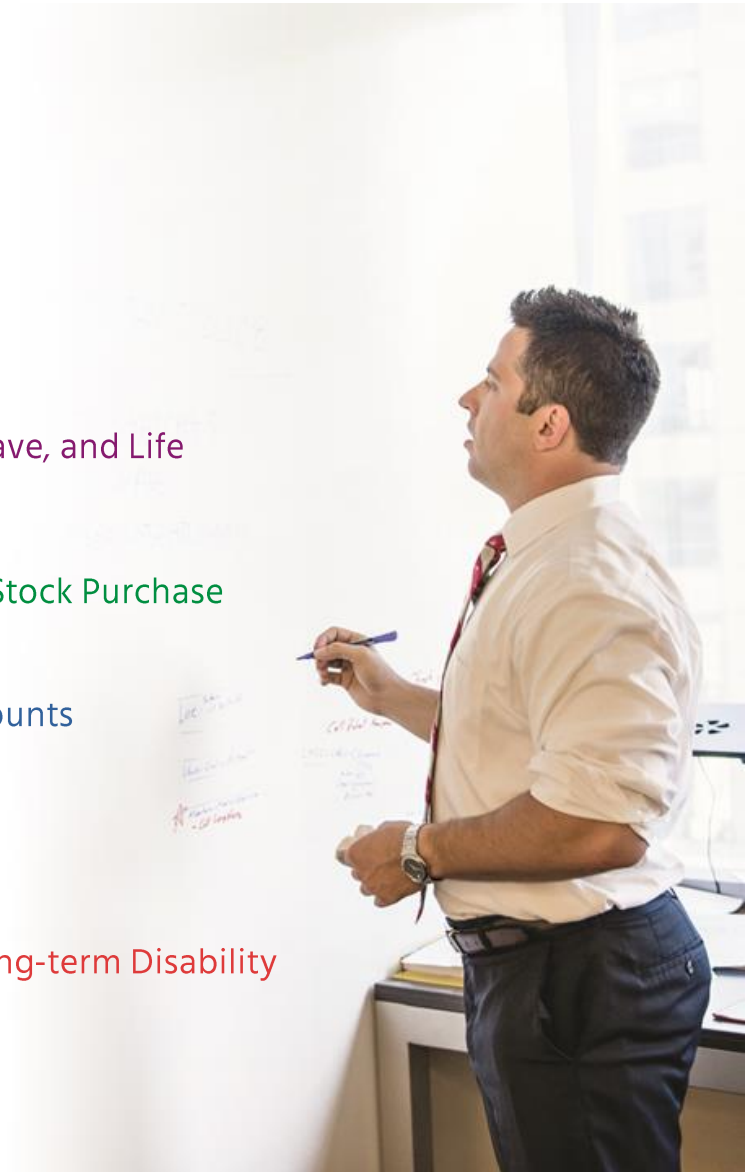


Life/Disability

Life Insurance, Short-term Disability, and Long-term Disability



Appendix



ABOUT THE REPORT

The Benefits Valuation Analysis (BVA) is a custom, comparative, benchmarking report of your benefit plans' values and features to those of your selected peer organizations.

The BVA is a tool designed to allow you to assess the competitiveness of your benefits package, as a whole and by plan.

The BVA removes factors such as geographic differentials, claims experience, and negotiating power that can affect the cost or the perceived value of benefit plans.



ABOUT THE REPORT

BENEFITS VALUATION ANALYSIS

The BVA displays a series of charts that show how your benefit plans' market replacement value compares to the peer organizations in total, by plan grouping, and by plan based on the **national composite workforce**, a set of generic employee profiles that represents a typical employee population. The employer-provided relative value is determined using consistently applied assumptions to estimate the dollar value attributed to all benefits offered by the employer. This value is not equivalent to direct employer costs; rather, it is a relative value and should not be used for financial modeling or budgeting purposes.



PLANS COVERED

Benefit value comparisons are shown for the following plan groupings and individual plans:

- **TOTAL BENEFITS:** All benefit components
- **PAID LEAVE:** Paid Time Off, Vacation, Holidays, Personal Leave, and Sick Day plans
- **RETIREMENT/SAVINGS:** Defined Benefit, Defined Contribution, and Stock Purchase plans
- **HEALTH/GROUP:** Medical, Dental, Health Care and Dependent Care Flexible Spending Accounts, and Post-Retirement Medical
- **LIFE INSURANCE AND DISABILITY:** Life Insurance, Short-Term Disability and Long-Term Disability

ABOUT THE CHARTS

POINTS OF COMPARISON

To compare your competitive position relative to the peer group, the charts show where your organization leads and lags according to the following criteria:

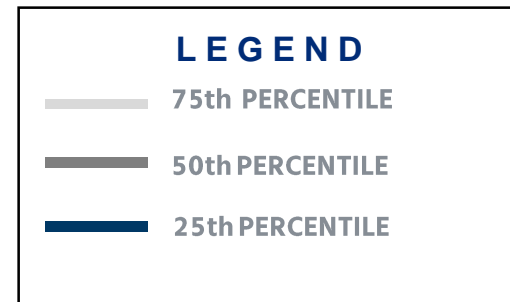
- **VALUES:** Shows the range of dollar values for all organizations in the peer group
- **RANK:** Identifies your organization's plan value position relative to the peer group values
- **QUARTILE:** Shows the distribution of the peer group's plan values by showing the 1st and 3rd quartiles and median dollar values
- **INDEX:** Illustrates the relationship of your benefit values to the median values of the peer group (the median value equals an index of 100)

ABOUT THE INDEX

The charts reflect the average of the **national composite workforce**. Your position is described in terms of the **index**:

- **FAVORABLE:** Index of 106 and above
- **COMPETITIVE:** Index between 95 and 105
- **UNFAVORABLE:** Index of 94 and below

The lines within the chart indicate the values at the 25th, 50th, and 75th percentiles:



CCA Peer Group Comparison

PARTICIPANT LISTING

THE FOLLOWING ORGANIZATIONS WERE SELECTED BY CLEAN POWER ALLIANCE AS PEERS FOR THE BENEFITS COMPARISON:

California ISO

East Bay Community Energy

Pacific Gas & Electric Company

Peninsula Clean Energy

Sonoma Clean Power Authority

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY – AT-A-GLANCE

CLEAN POWER ALLIANCE'S TOTAL BENEFIT VALUE IS ABOVE-MEDIAN COMPARED TO THE PEER GROUP

Clean Power Alliance
BVA Relative Value

\$29,709

per employee per year relative value for Retirement, Health and Time Off benefits

OVERALL VALUE

Index of 104

CPA benefits are 4% richer than the median value for Retirement, Health and Time Off benefits

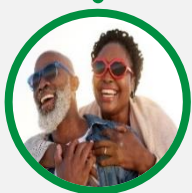
MEDIAN

BVA Relative Value

\$ 28,345

per employee per year relative value for Retirement, Health and Time Off benefits

KEY AREAS OF DIFFERENTIATION



Retirement benefits are aligned with the median in the defined contribution area due to equivalent employer contributions



Medical is above the market median primarily due to not requiring employee to pay toward the plan premium



Paid leave is aligned with market due to paid personal days offsetting a below market comparison in the vacation plan

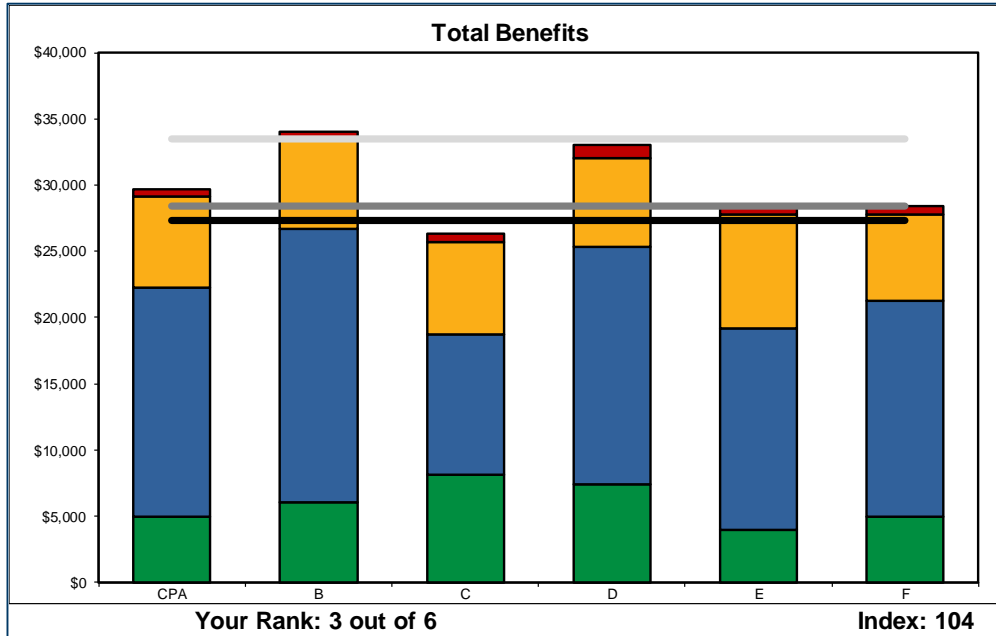


Life & Disability is below market due to a lack of employer-paid short term disability

TOTAL BENEFITS

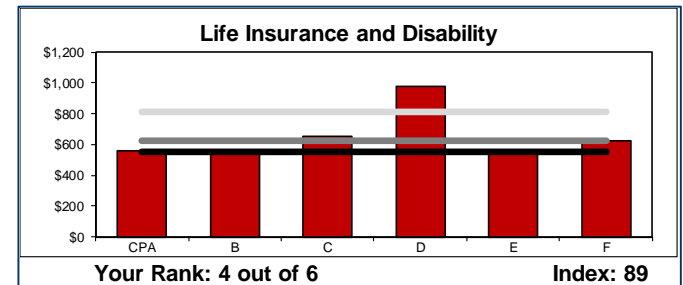
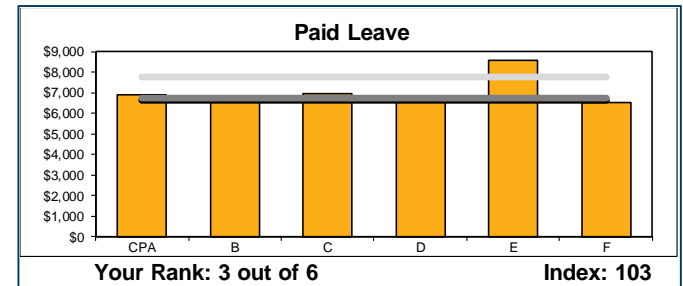
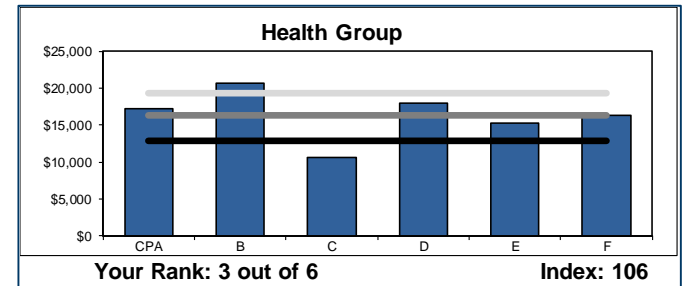
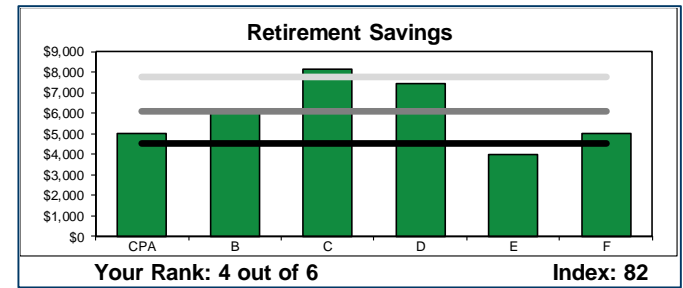


TOTAL BENEFITS



MARKET POSITION

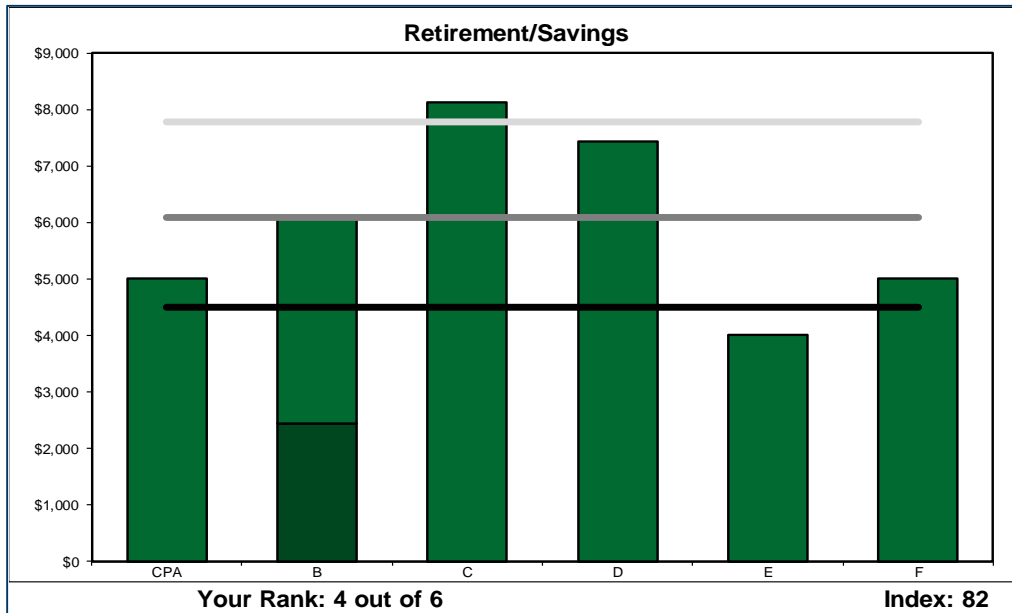
- Below-median in the Retirement/Savings area (includes Defined Benefit, Defined Contribution, and Stock Purchase plans).
- Above the median value for Health/Group area (includes Medical, Dental, Post-Retirement Medical, and FSA).
- Aligned with market for Paid Leave area (includes Vacation, Holiday, Personal Leave, PTO Banks and Sick Leave).
- Below the median value for Life Insurance and Disability area (includes Life Insurance, STD and LTD plans).



RETIREMENT/SAVINGS

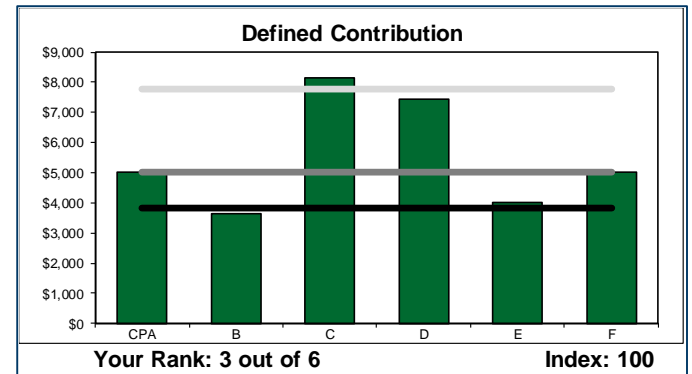
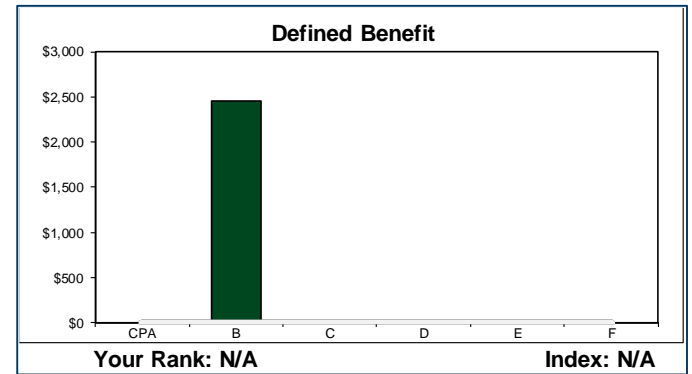


RETIREMENT/SAVINGS



MARKET POSITION

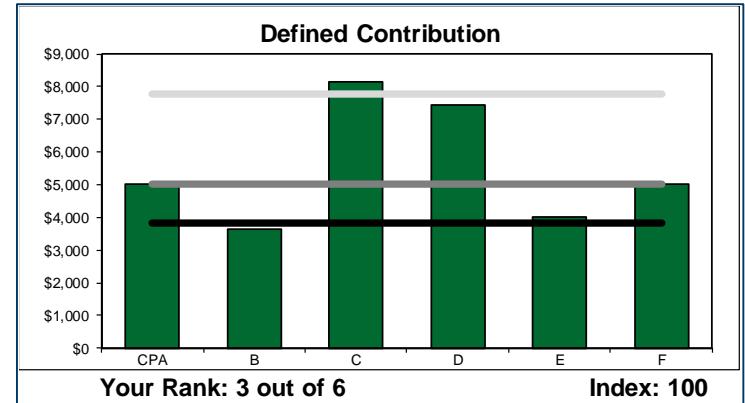
- CPA is below-median in the overall retirement savings area due to the inclusion of a defined benefit plan by one peer, offset by a defined contribution plan that is aligned with the market median.
- One organization derives value from a defined contribution plan and a cash balance defined benefit plan.
- None of the organizations, including CPA, offer a stock purchase plan.



RETIREMENT/SAVINGS – DEFINED CONTRIBUTION PLANS

RESULTS AND OBSERVATIONS

- CPA's plan is aligned with the market median due to providing a total employer contribution of 10%, which is equivalent to the median valued plan.
- One peer includes bonus in the definition of pay for their defined contribution plan.
- Four organizations, including CPA, provide a matching and non-matching employer contribution; two peers provide a matching contribution only.



The primary driver of value in Defined Contribution plans is the level of employer funding.

MEDIAN PLAN DESIGN

457(B)/401(A)	100% MATCH ON FIRST 4% + FIXED 6%	BASE	NO EXCESS FEATURE
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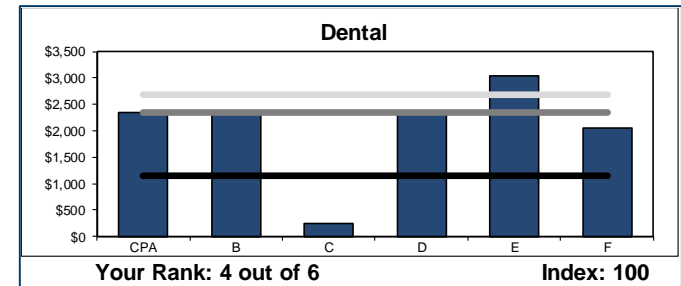
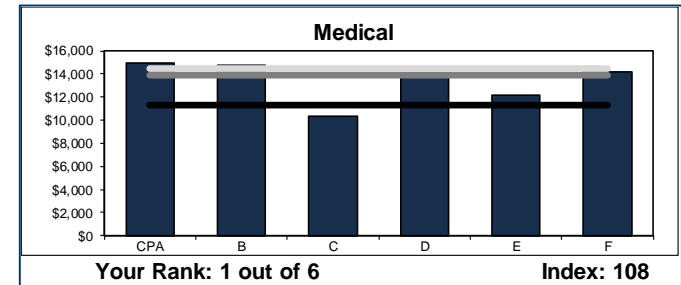
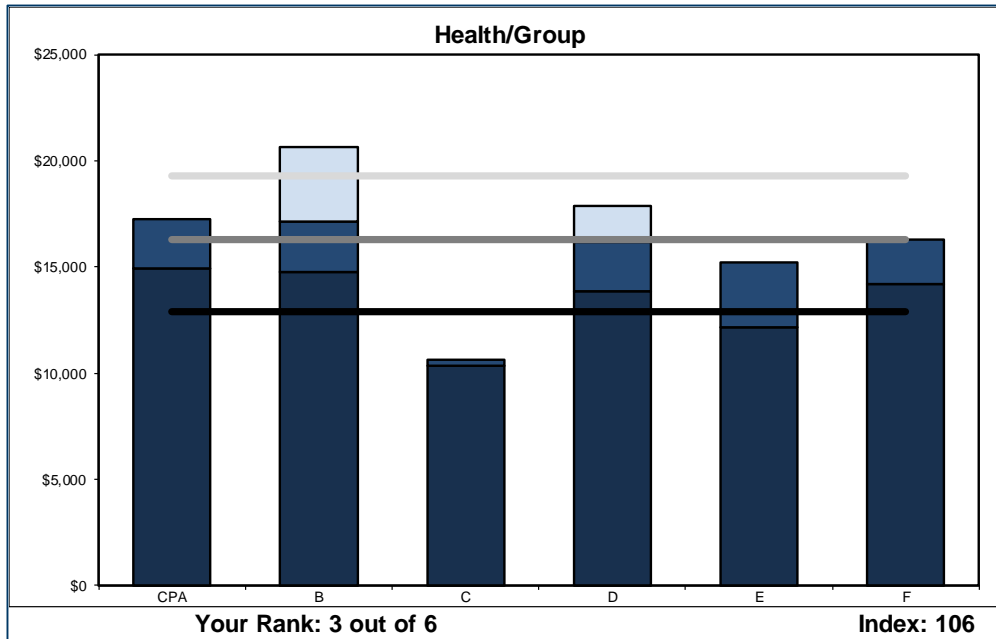
CLEAN POWER ALLIANCE PLAN DESIGN

403(B)	100% MATCH ON FIRST 4% + FIXED 6%	BASE	NO EXCESS FEATURE
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HEALTH/GROUP

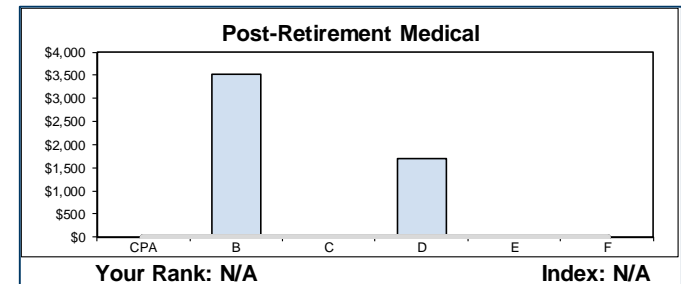


HEALTH/GROUP



MARKET POSITION

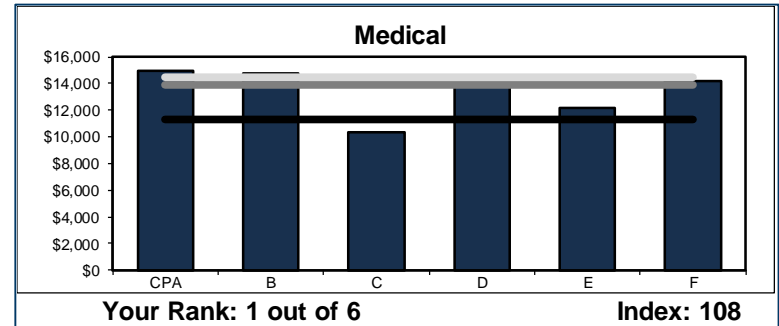
- CPA's market position results from an above-median value in the medical plan area combined with a dental plan value that is aligned with the market median.
- The two peers that reflect a higher value than CPA in the overall Health/Group area both provide subsidized post-retirement medical coverage and dental plans that are competitive with CPA.
- None of the organizations, including CPA, contribute employer funding toward a Flexible Spending Account.



HEALTH/GROUP – MEDICAL PLANS

RESULTS AND OBSERVATIONS

- The plan with the largest percentage of employee participation was valued for all organizations in this study; CPA’s Kaiser HMO plan was valued.
- CPA’s plan is above the median as a result of paying 100% of the premium combined with plan provisions that are richer overall in comparison with the valued plans across peer group.
- The plan types valued across the peer group were varied:
 - Traditional PPO was the valued plan for two peers.
 - A HMO was valued for one peer.
 - A HDHP that has a HSA with employer-funding was the valued plan for one peer.
 - The remaining peer’s valued plan was an EPO with an employer funded HRA.
- The average employee cost share across the peer group is 2% for employee only coverage, 22% for family.



The value for medical is derived from both the employee cost-share and the plan provisions.

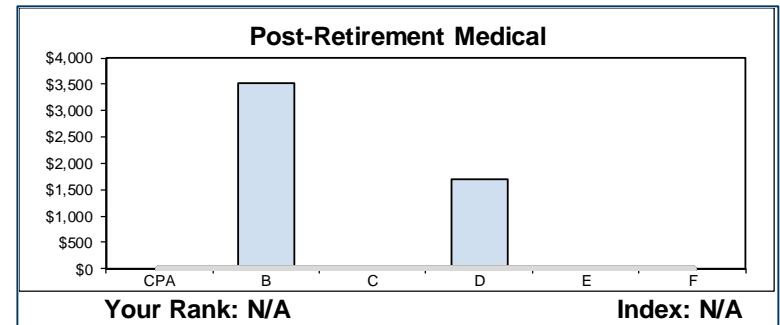
MEDIAN PLAN DESIGN

PLAN TYPE Medical	EMPLOYEE Cost-share	DEDUCTIBLE Annual Amount	LIMIT Out-of-pocket	COVERAGE Coinsurance/Copays	HRA/HSA Employer Funding
Median Plan HDHP PPO	2% Employee-only 1% Family	\$3,000/Individual \$6,000/Family	\$5,000/Individual \$10,000/Family	80% Inpatient Hospital 80% Office Visit \$40 Prescription	\$1,000/Individual \$2,000/Family
CPA HMO	0% Employee-only 0% Family	\$0/Individual \$0/Family	\$3,000/Individual \$6,000/Family	\$500 Inpatient Hospital copay \$10 Office Visit \$15 Prescription	Not applicable

HEALTH/GROUP – POST-RETIREMENT MEDICAL PLANS

RESULTS AND OBSERVATIONS

- Only two organizations provide employer-subsidized post-retirement medical benefits.
- Both peers offering subsidized retiree medical coverage generate a higher overall value than CPA in the overall Health/Group benefits category.
- None of the remaining peers offer subsidized retiree medical coverage and none reported access-only plans whereby the retiree pays 100% of the premium.



Access-only plans allow retirees to enroll in an employer sponsored plan, but require the retiree to pay the full cost of coverage, therefore no value is generated for these peers.

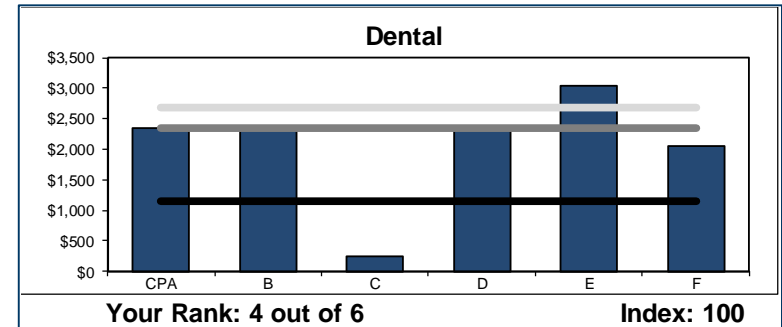
TRENDING DATA

Over the past five years we have seen a 9% decrease in organizations offering retiree medical coverage to newly hired employees according to our *2020 General Industry Spotlight on Benefits* publication.

HEALTH/GROUP – DENTAL PLANS

RESULTS AND OBSERVATIONS

- The plan with the largest percentage of employee participation was valued for all organizations in this study.
- CPA's plan is aligned with the market median as a result of paying 100% of the premium combined with competitive coinsurance levels, offset with a lower annual plan maximum.
- CPA's plan maximum is lower than that of each of the peers, which range from \$1,500 to \$2,500.
- The median valued plan offers richer plan provisions than CPA, but an employee cost share of 20% offsets the value derived from the richer plan provisions.
- The average employee cost-share for the peer group is 6% for employee-only and 29% for family coverage.



The value for dental is derived from both the employee cost-share and the plan provisions.

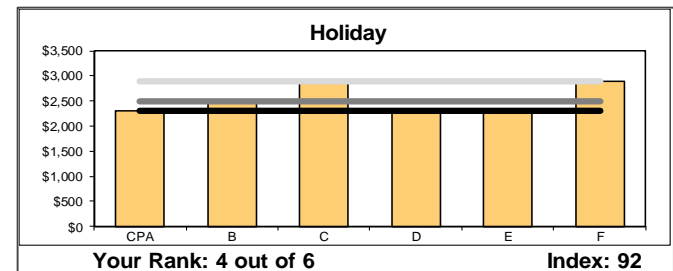
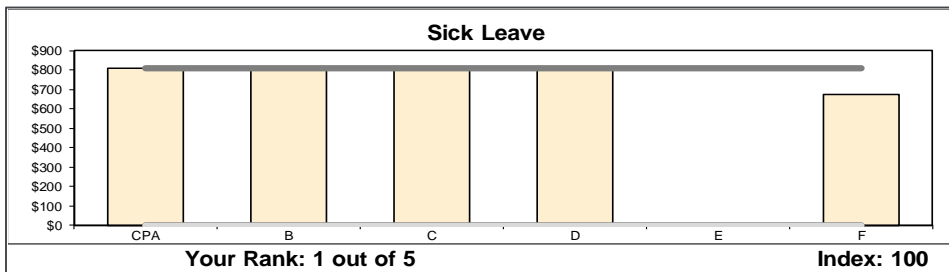
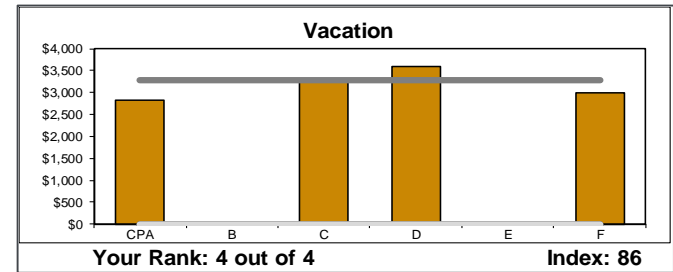
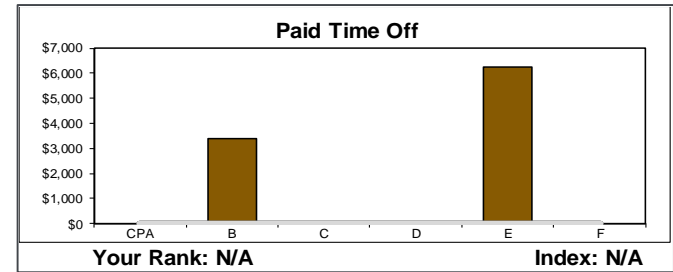
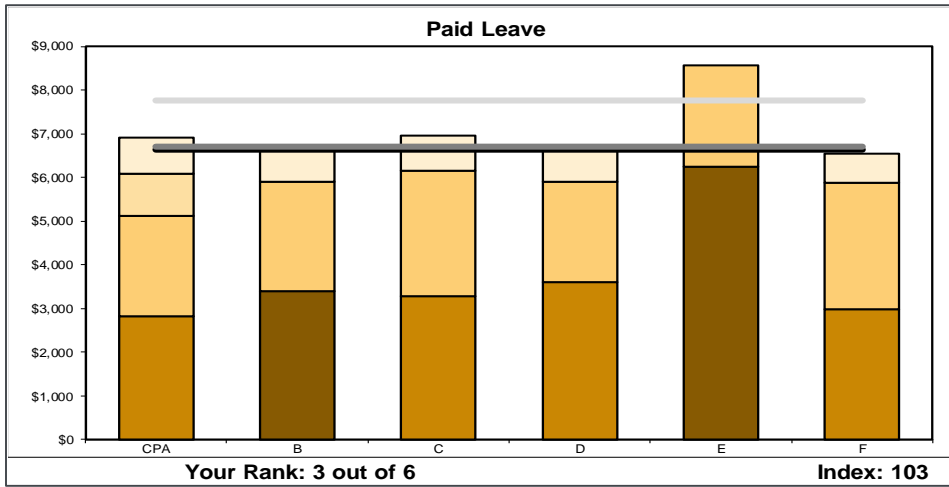
MEDIAN PLAN DESIGN

PLAN TYPE Dental	EMPLOYEE Cost-share	DEDUCTIBLE Annual Amount	COVERAGE Coinsurance	MAXIMUMS Annual/Lifetime
Median Plan PPO	20% Employee-only 20% Family	\$0/Individual \$0/Family	100% Preventive 90% Basic 50% Major 50% Orthodontia	\$2,000/Year \$2,000/Lifetime Orthodontia
CPA PPO	0% Employee-only 0% Family	\$50/Individual \$150/Family	100% Preventive 80% Basic 80% Major 50% Orthodontia	\$1,100/Year \$1,100/Lifetime Orthodontia

PAID LEAVE

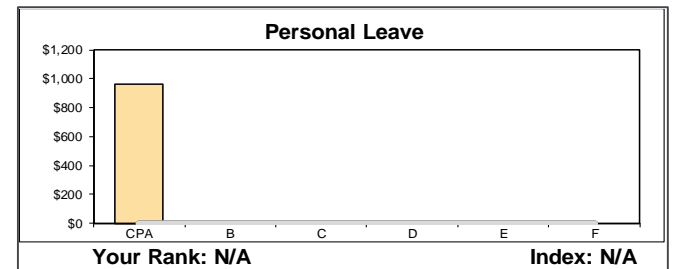


PAID LEAVE



MARKET POSITION

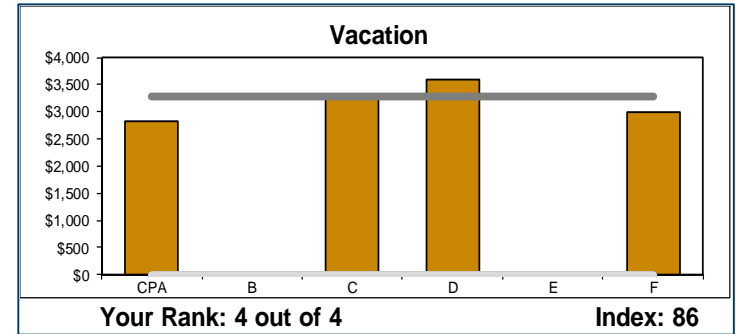
- CPA is aligned with the market median as a result of a competitive sick leave policy combined with a personal leave plan that offsets a below market comparison in the vacation and holiday areas.
- Two organizations provide a paid time off plan (PTO), one which combines vacation and personal days, the other combining vacation, sick leave and personals days.



PAID LEAVE – VACATION/PTO

RESULTS AND OBSERVATIONS

- Four organizations, including CPA, provide a traditional vacation plan.
- The remaining two peers provide a Paid Time Off (PTO) plan whereby vacation days are included with other elements of paid leave.
- CPA provides fewer days at each service level compared to the median plan.
- CPA's below-median comparison is offset by providing five personal leave days.



MEDIAN PLAN DESIGN

YEARS OF SERVICE	MEDIAN VACATION	CLEAN POWER ALLIANCE
Upon Hire	15 Days	10 Days
1 Year	16 Days	10 Days
2 Years	17 Days	10 Days
3 Years	17 Days	15 Days
10 Years	17 Days	15 Days
15 years	17 Days	15 Days

Two peers offers a PTO plan, on of which combined vacation, sick leave and personals days, and ultimately has an greater overall Paid Leave value than CPA.

PAID LEAVE – PERSONAL/ HOLIDAY/SICK LEAVE

RESULTS AND OBSERVATIONS

PERSONAL LEAVE

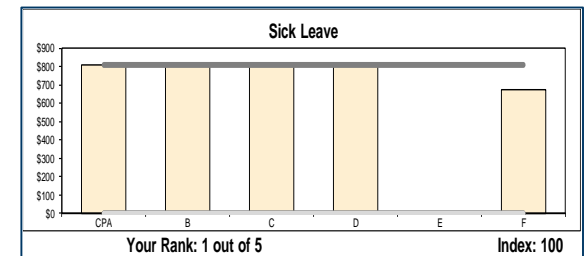
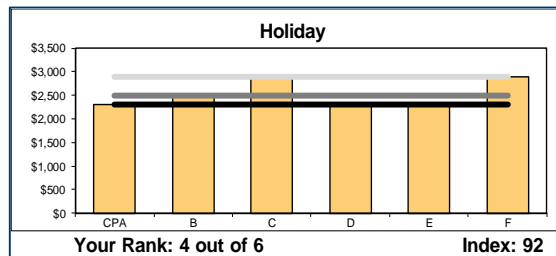
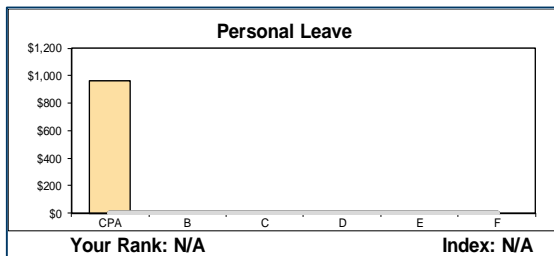
- CPA provides 5 days, which offsets below-median comparisons in the vacation and holiday areas.
- Two peers combine personal leave with their PTO plan.
- None of the remaining peers provide paid personal days.

HOLIDAY LEAVE

- CPA's below-median position is a result of providing 12 days, compared to the 13 days provided by the median plan.
- The holidays offered range from 12 days to 15 days, including floating holidays.

SICK LEAVE

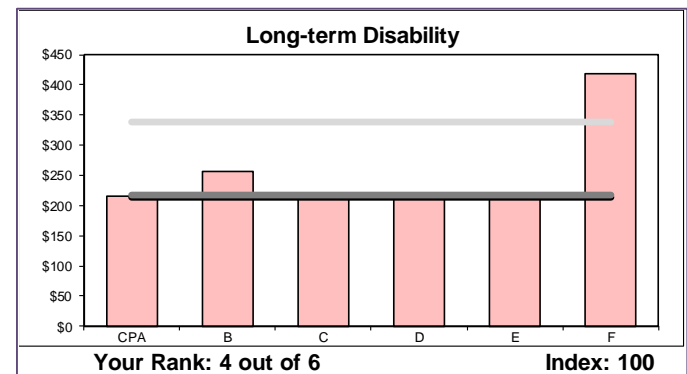
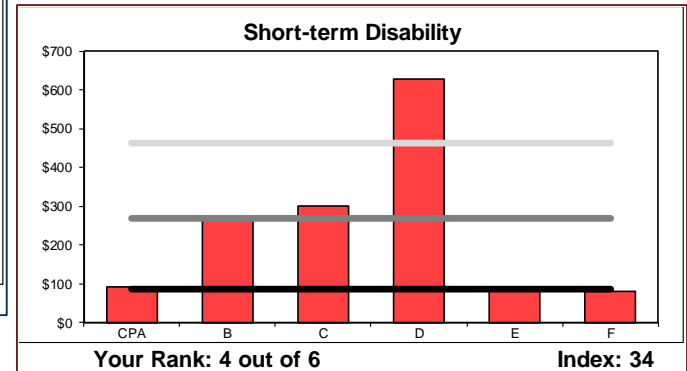
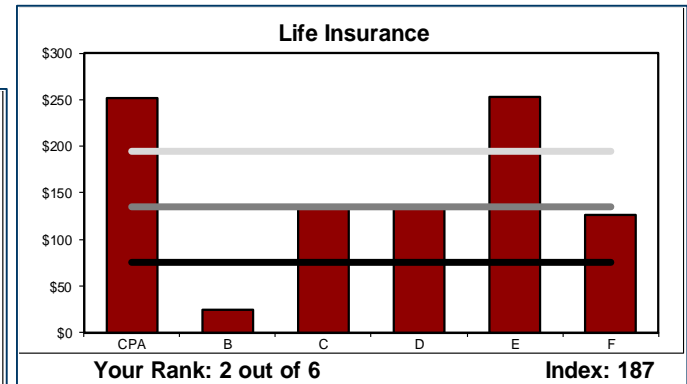
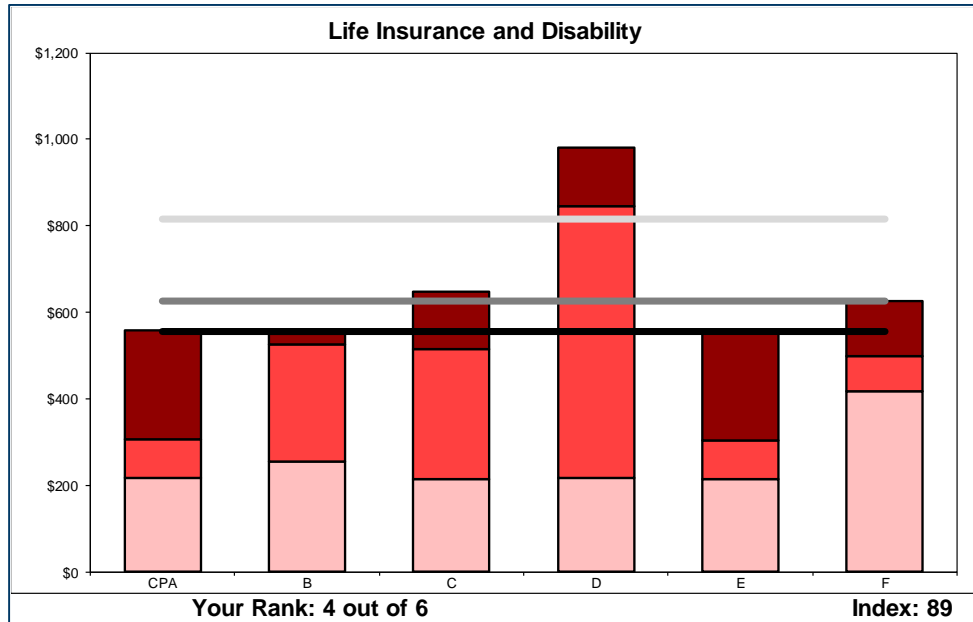
- Five organizations, including CPA, provide separate sick leave days.
- One peer includes sick leave within their PTO policy where the value is reflected.
- CPA's sick leave policy is aligned with the market median at 12 days per year.



LIFE/DISABILITY



LIFE/DISABILITY



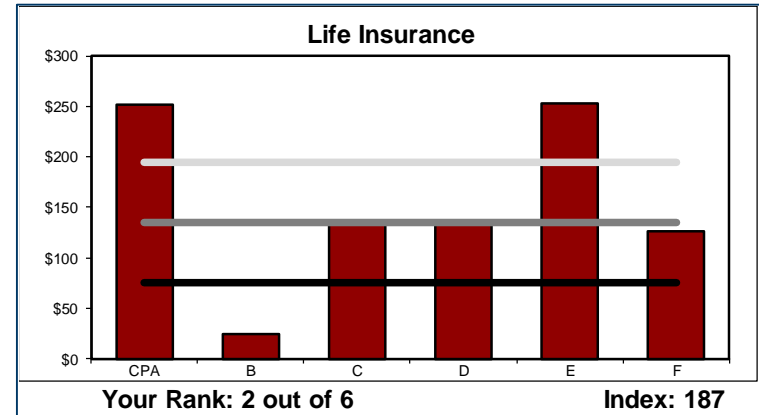
MARKET POSITION

- CPA's below-median position is driven by the lack of an employer subsidized short term disability plan (state disability is available).
- CPA's lack of employer paid short term disability is offset by a life insurance plan that is above market median value, combined with a long-term disability plan that is aligned with market.

LIFE/DISABILITY – LIFE INSURANCE

RESULTS AND OBSERVATIONS

- CPA's plan is well above median as a result of providing two times pay compared to the median valued plan which provides a flat \$50,000 coverage amount.
- Among the remaining peers, two provide one times pay, one provides a flat \$10,000, the remaining peer provides a flat \$100,000 coverage amount.
- The peer organization that provides a flat \$100,000 has a greater value than CPA for lower-paid employees; however, if comparing salary levels above \$100,000, CPA would reflect the greater value.
- The plan maximums for the two peer offering one times pay are \$350,000 and \$750,000.
- None of the organizations provide employer-paid spouse or dependent coverage.



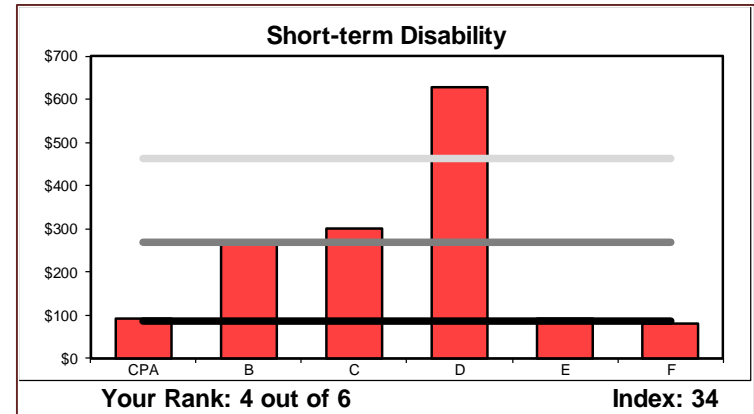
MEDIAN PLAN DESIGN

LIFE INSURANCE	MEDIAN PLAN	Clean Power Alliance
Benefit:	\$50,000	2 times pay
Salary Definition:	Base pay	Base pay
Maximum Benefit Amount:	\$50,000	\$500,000

LIFE/DISABILITY – SHORT-TERM DISABILITY

RESULTS AND OBSERVATIONS

- Short term disability benefit values are based on amounts payable in the first 6 months of disability; sick leave carryover and long term disability commencing before 6 months of disability are included in short term disability.
- CPA employees are eligible for state disability insurance; the value reflected is derived from long term disability that begins after 90 days of disability.
- Like CPA, two peers derive value solely from long term disability commencing after a 90 day waiting period.
- Three peers provide employer paid short term disability coverage.



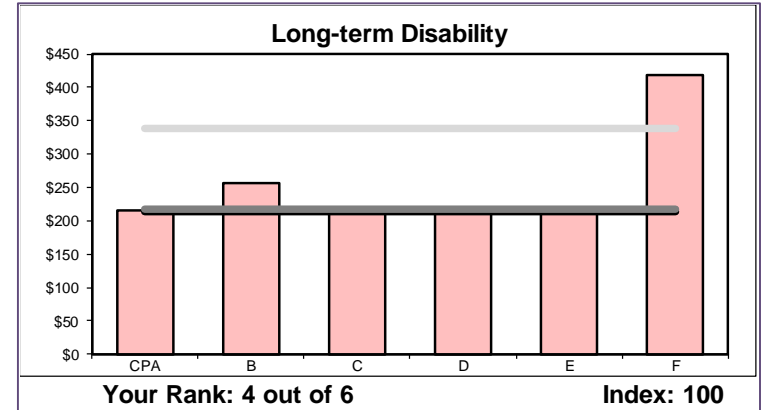
MEDIAN PLAN DESIGN

SHORT-TERM DISABILITY	MEDIAN PLAN
Benefit:	15% of pay to supplement state disability; additional value from sick leave carryover of up to 12 days.
Salary Definition:	Base pay
Elimination Period:	7 days
Maximum Weekly Benefit:	Unlimited

LIFE/DISABILITY – LONG-TERM DISABILITY

RESULTS AND OBSERVATIONS

- CPA’s plan is aligned with the market median by providing 60% base pay replacement, which is the equivalent benefit offered by the median plan.
- Four Peers provide a 60% pay replacement.
- One peer provides 70% of base pay.
- Four out of five peers offset the benefit by social security benefits that the employee or dependents may receive; one peer does not offset the benefit by social security.



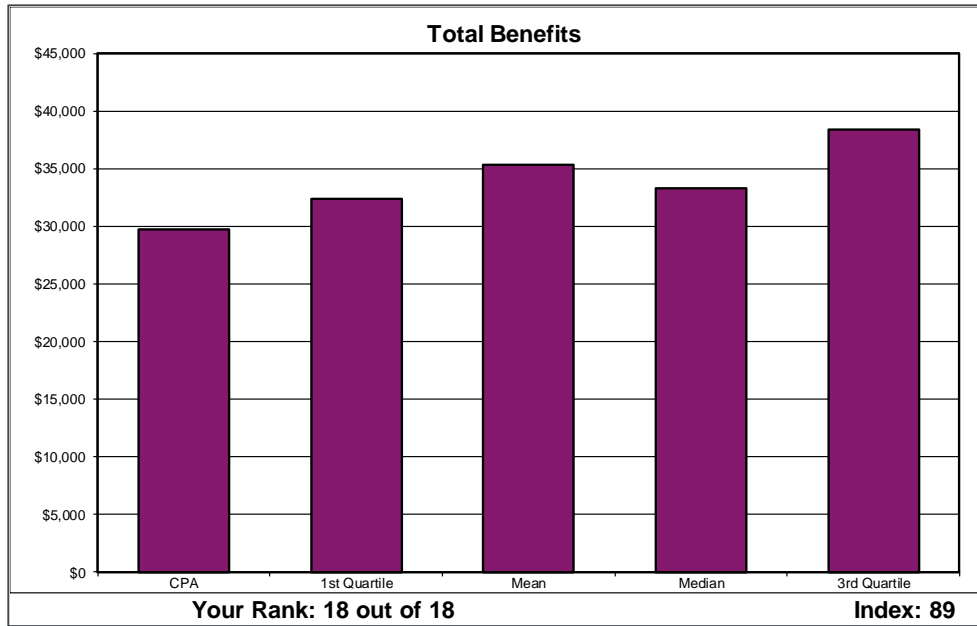
LTD benefit values are based on amounts payable after 6 months of disability.

MEDIAN PLAN DESIGN

LONG-TERM DISABILITY	MEDIAN PLAN	Clean Power Alliance
Benefit:	60% pay replacement	60% pay replacement
Salary Definition:	Base pay	Base pay
Maximum Monthly Benefit:	\$17,500	\$12,000
Social Security Offset:	Family offset	Family offset

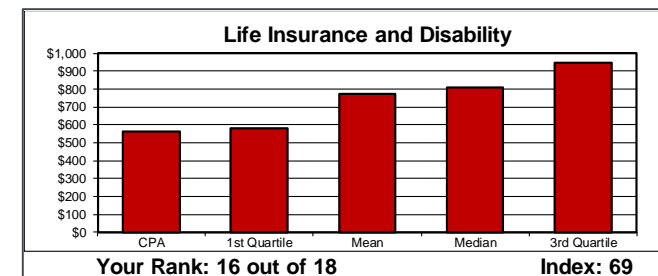
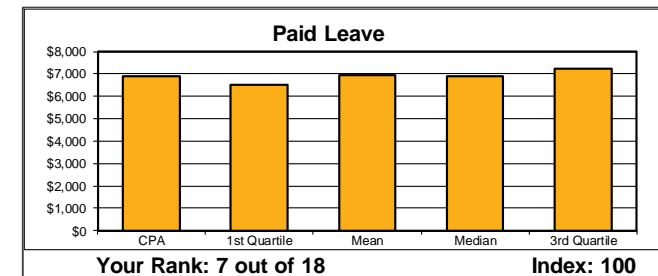
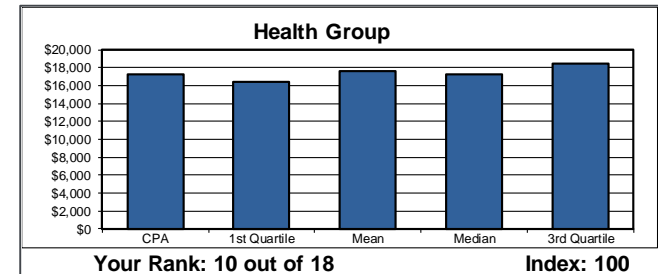
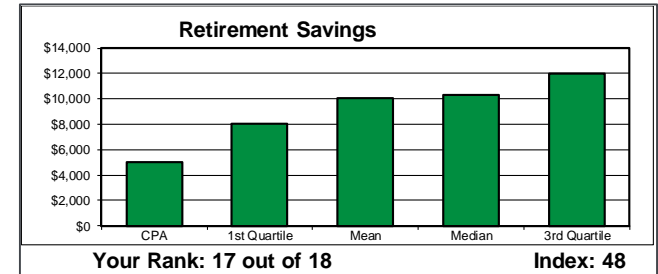
Public Sector, Energy/Utilities and General Industry Comparisons

TOTAL BENEFITS – PUBLIC SECTOR

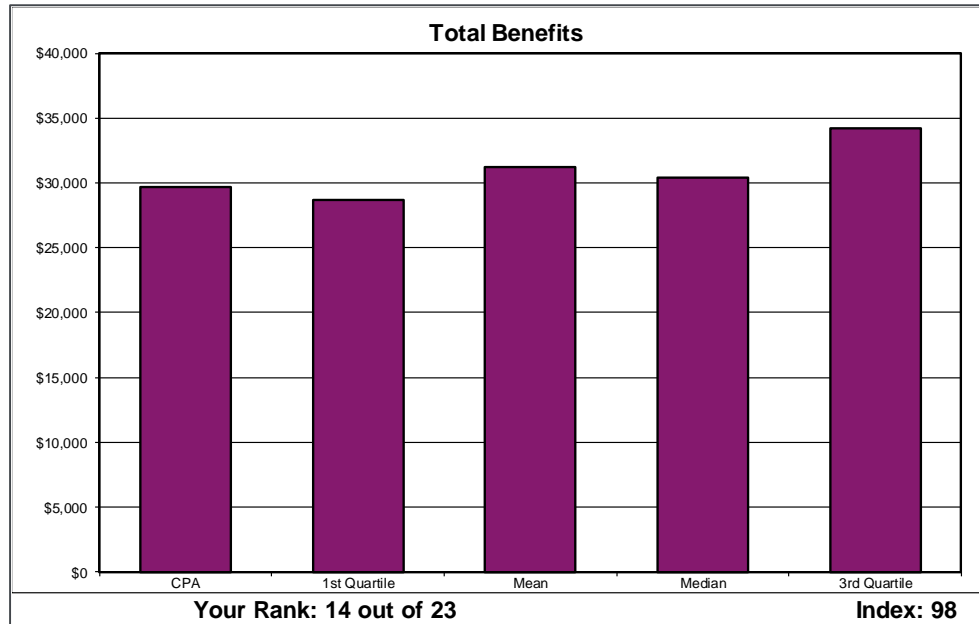


MARKET POSITION

- Below-median for Retirement/Savings area (includes Defined Benefit, Defined Contribution, and Stock Purchase plans).
- Aligned with market for Health/Group area (includes Medical, Dental, Post-Retirement Medical, and FSA).
- Aligned with market for Paid Leave area (includes Vacation, Holiday, Personal Leave, PTO Banks and Sick Leave).
- Below-median for Life Insurance and Disability area (includes Life Insurance, STD and LTD plans).

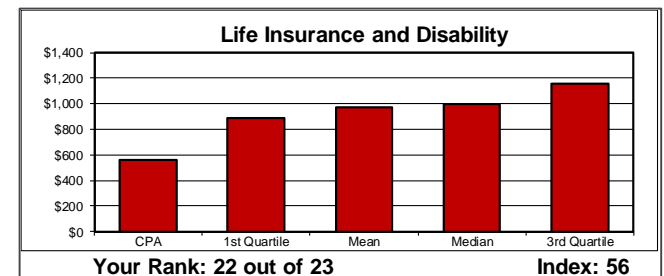
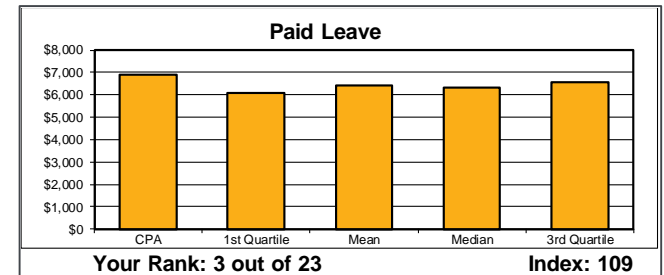
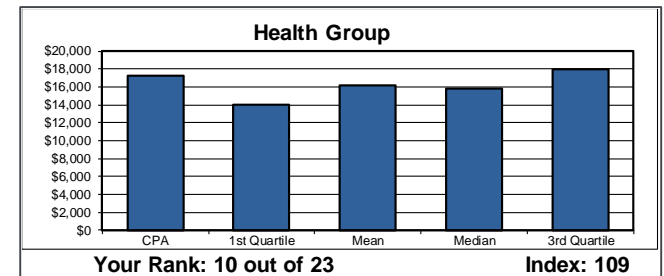
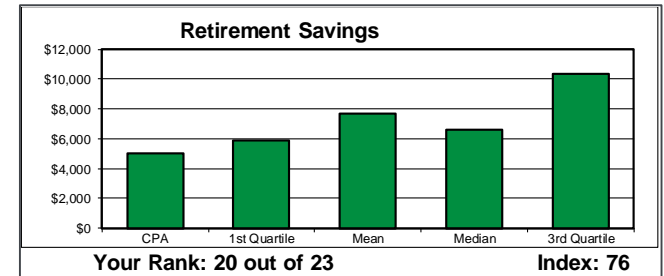


TOTAL BENEFITS – ENERGY / UTILITIES

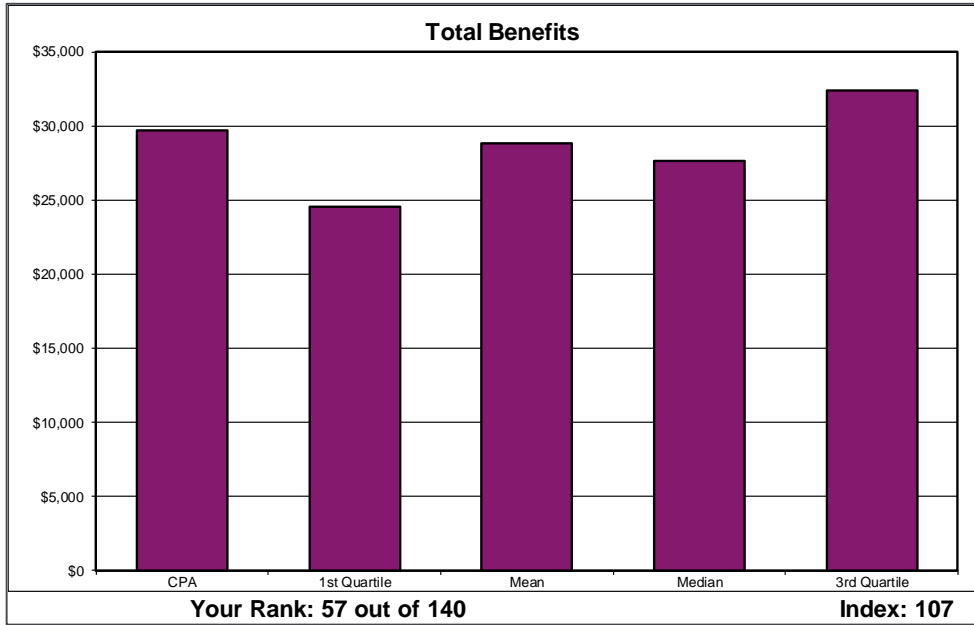


MARKET POSITION

- Below-median for Retirement/Savings area (includes Defined Benefit, Defined Contribution, and Stock Purchase plans).
- Above-median for Health/Group area (includes Medical, Dental, Post-Retirement Medical, and FSA).
- Above-median for Paid Leave area (includes Vacation, Holiday, Personal Leave, PTO Banks and Sick Leave).
- Below-median for Life Insurance and Disability area (includes Life Insurance, STD and LTD plans).

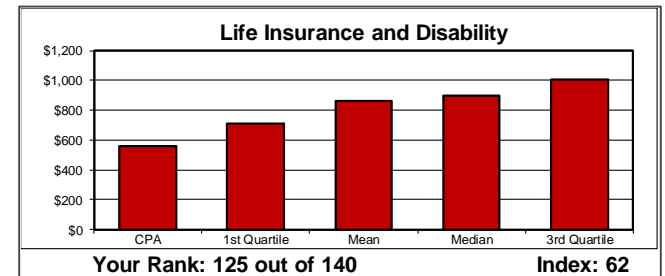
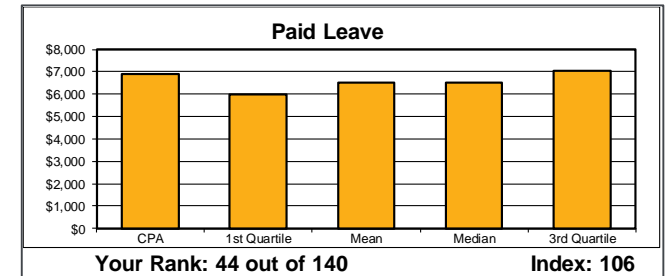
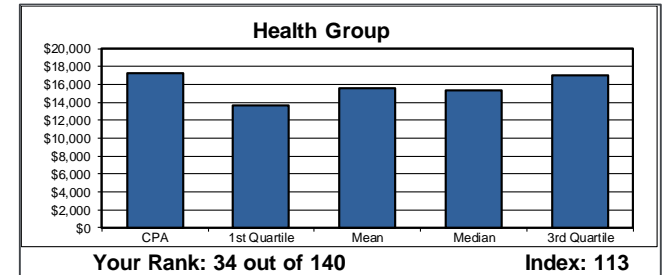
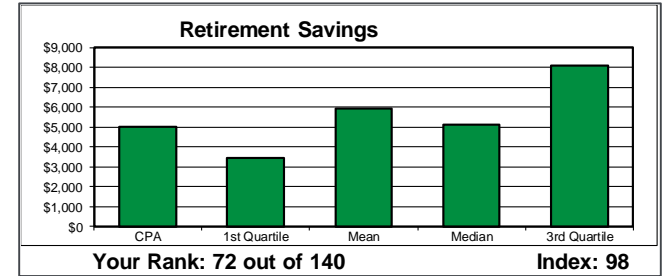


TOTAL BENEFITS – GENERAL INDUSTRY



MARKET POSITION

- Aligned with the market median for Retirement/Savings area (includes Defined Benefit, Defined Contribution, and Stock Purchase plans).
- Above-median for Health/Group area (includes Medical, Dental, Post-Retirement Medical, and FSA).
- Above-median for Paid Leave area (includes Vacation, Holiday, Personal Leave, PTO Banks and Sick Leave).
- Below-median for Life Insurance and Disability area (includes Life Insurance, STD and LTD plans).



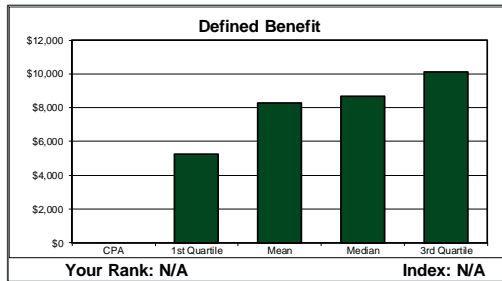
RETIREMENT/SAVINGS



RETIREMENT/SAVINGS – DEFINED BENEFIT PLANS

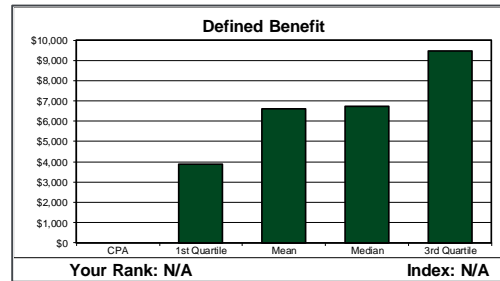
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



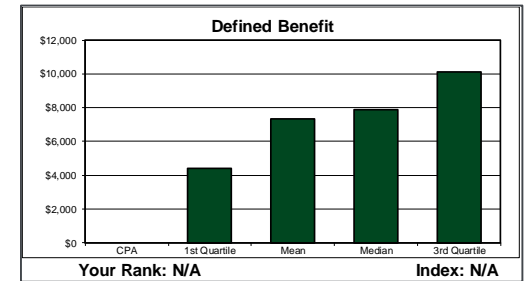
- 100% of peers provide a defined benefit plan.
- Final average pay plans are the most prevalent plan type at 94% of plans offered.
- 6% are cash balance plans.
- 72% of plans require employees to contribute to the plan.

ENERGY / UTILITIES



- 50% of peers provide a defined benefit plan.
- Final average pay plans are the most prevalent plan type at 55% of plans offered.
- 36% are cash balance plans.
- 10% are retirement equity.
- 27% of plans require employees to contribute to the plan.

GENERAL INDUSTRY

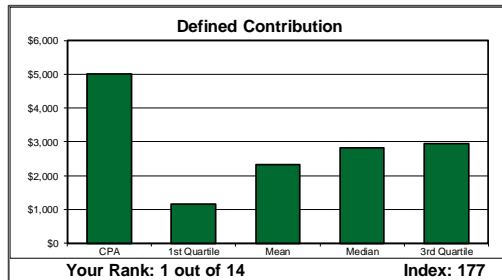


- 37% of peers provide a defined benefit plan.
- Final average pay plans are the most prevalent plan type at 74% of plans offered.
- 22% are cash balance plans.
- 4% of plans are either career average or retirement equity.
- 46% of plans require employees to contribute to the plan.

RETIREMENT/SAVINGS – DEFINED CONTRIBUTION PLANS

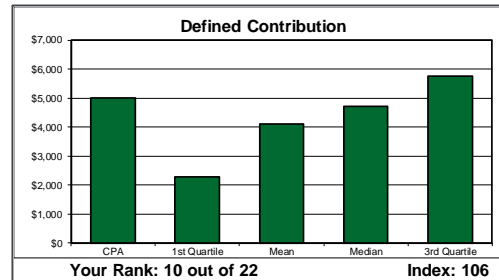
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



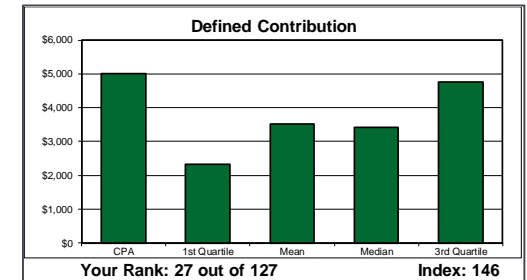
- 100% of peers provide a defined contribution plan, of which 24% do not reflect a value because no employer contributions are offered.
- The median total employer contribution is 5% derived from matching contributions of up to 4%, plus a 1% non-matching contribution.
- The prevalence of employer contributions for the public sector are generally less due to each of industry peers also providing defined benefits plans.

ENERGY / UTILITIES



- 100% of peers provide a defined contribution plan, all of which include employer contributions.
- The 401(k) plan is the most prevalent plan type.
- The median total employer contribution is 8% derived from matching contributions of up to 8%.
- 69% of 401(k) plans include bonus pay in the definition of salary.

GENERAL INDUSTRY

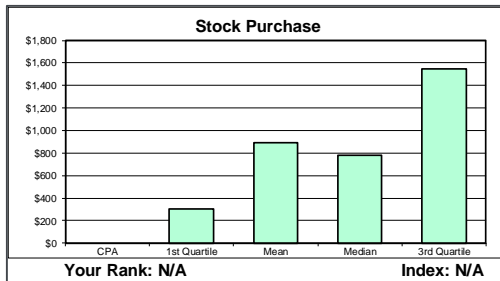


- 100% of peers provide a defined contribution plan, of which 9% do not reflect a value because no employer contributions are offered.
- The 401(k) plan is the most prevalent plan type.
- The median total employer contribution is 6% derived from matching contributions of up to 1% plus a 5% non-matching contribution.
- 46% of 401(k) plans include bonus pay in the definition of salary.

RETIREMENT/SAVINGS – STOCK PURCHASE PLANS

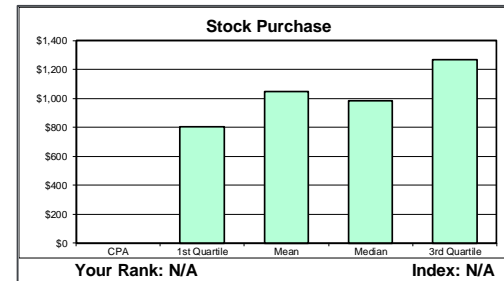
RESULTS AND OBSERVATIONS

ENERGY / UTILITIES



- 23% of peers offer a Stock Purchase plan.
- 80% of stock purchase plans provide a discount on the purchase of stock; 15% is the median discount provided.
- 20% percent provide a match toward the purchase of stock, 15% is the median match.

GENERAL INDUSTRY



- 10% of peers offer a Stock Purchase plan.
- 86% of stock purchase plans provide a discount on the purchase of stock; 15% is the median discount provided.
- 14% percent of peers do not offer a match, discount, or look back feature to determine market value; therefore, no value is generated for those plans.

*Stock purchase plans are not applicable to the public sector.

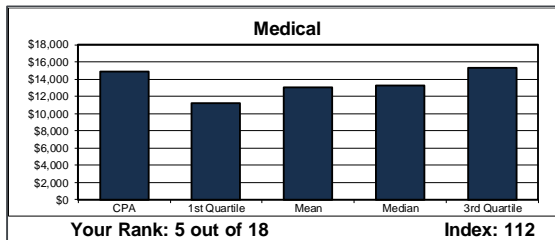
HEALTH/GROUP



HEALTH/GROUP – MEDICAL PLANS

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

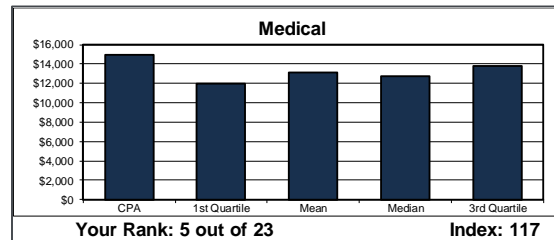


- 100% of peers offer an employer-sponsored medical plan.
- The HMO is the most prevalent plan type.
- 57% of plan offered are HMO plans.
- 32% are PPO plans.
- 11% are HDHP plans.

Prescription Drug Prevalence (median coinsurance/copay):

- Generic: \$10 copay or 25% coinsurance.
- Formulary: \$30 or 30%.
- Non-formulary: \$45 or 50%.

ENERGY / UTILITIES

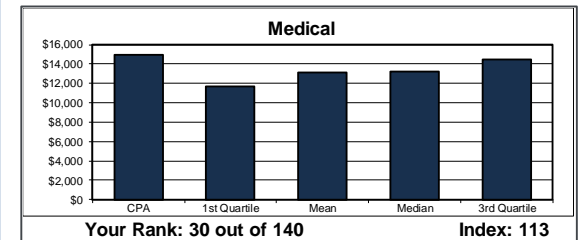


- 100% of peers offer an employer-sponsored medical plan.
- The plans offered are nearly equally distributed between HDHP, PPO, and HMO plans.
- 34% of plans offered are HDHP plans.
- 32% are PPO plans.
- 32% are HMO/EPO plans.
- 2% are Indemnity plans.

Prescription Drug Prevalence (median coinsurance/copay):

- Generic: \$10 copay or 15% coinsurance.
- Formulary: \$30 or 20%.
- Non-formulary: \$50 or 30%.

GENERAL INDUSTRY



- 100% of peers offer an employer-sponsored medical plan.
- The HMO is the most prevalent plan type.
- 36% of plans offered are HMO plans.
- 30% are PPO plans.
- 24% are HDHP plans.
- POS, EPO and Indemnity plans make up the 10% of plans offered.

Prescription Drug Prevalence (median coinsurance/copay):

- Generic: \$10 copay or 20% coinsurance.
- Formulary: \$30 or 30%.
- Non-formulary: \$45 or 30%.

The value for medical is derived from both the employee cost-share and the plan provisions.

HEALTH/GROUP – MEDICAL PLANS

PUBLIC SECTOR MEDICAL PLAN PREVALENCE DATA

The following table reflects the median of individual plan features for the most prevalent plan types offered: traditional PPO, HDHP and HMO plans.

	<u>HMO</u>	<u>PPO</u>	<u>HDHP</u>
INSIDE NETWORK DEDUCTIBLE:	\$0/Individual \$0/Family	\$350/Individual \$700/Family	\$1,500/Individual \$3,000/Family
INSIDE NETWORK INPATIENT HOSPITAL:	\$250 Copay	20% Coinsurance	5% Coinsurance
INSIDE NETWORK OFFICE VISITS:	\$20 Copay	\$20 Copay	5% Coinsurance
INSIDE NETWORK OUT-OF-POCKET LIMITS:	\$1,500/Individual \$4,000/Family	\$5,000/Individual \$9,350/Family	\$5,000/Individual \$10,000/Family
EMPLOYEE COST-SHARE:	16% Employee-Only 20% Family	23% Employee-Only 25% Family	25% Employee-Only 25% Family

HEALTH/GROUP – MEDICAL PLANS

ENERGY INDUSTRY MEDICAL PLAN PREVALENCE DATA

The following table reflects the median of individual plan features for the most prevalent plan types offered: traditional PPO, HDHP and HMO plans.

	<u>HMO</u>	<u>PPO</u>	<u>HDHP</u>
INSIDE NETWORK DEDUCTIBLE:	\$0/Individual \$0/Family	\$400/Individual \$800/Family	\$1,500/Individual \$3,000/Family
INSIDE NETWORK INPATIENT HOSPITAL:	\$375 Copay	20% Coinsurance	20% Coinsurance
INSIDE NETWORK OFFICE VISITS:	\$20 Copay	\$20 Copay	20% Coinsurance
INSIDE NETWORK OUT-OF-POCKET LIMITS:	\$1,500/Individual \$3,000/Family	\$2,500/Individual \$6,00/Family	\$3,500/Individual \$6,500/Family
EMPLOYEE COST-SHARE:	15% Employee-Only 17% Family	15% Employee-Only 18% Family	9% Employee-Only 13% Family

HEALTH/GROUP – MEDICAL PLANS

GENERAL INDUSTRY MEDICAL PLAN PREVALENCE DATA

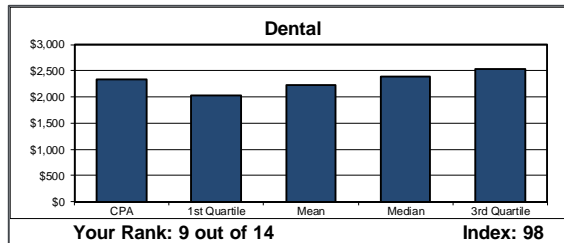
The following table reflects the median of individual plan features for the most prevalent plan types offered: traditional PPO, HDHP and HMO plans.

	<u>HMO</u>	<u>PPO</u>	<u>HDHP</u>
INSIDE NETWORK DEDUCTIBLE:	\$0/Individual \$0/Family	\$375/Individual \$900/Family	\$1,500/Individual \$3,000/Family
INSIDE NETWORK INPATIENT HOSPITAL:	\$250 Copay	10% Coinsurance	20% Coinsurance
INSIDE NETWORK OFFICE VISITS:	\$20 Copay	\$20 Copay	20% Coinsurance
INSIDE NETWORK OUT-OF-POCKET LIMITS:	\$1,500/Individual \$3,000/Family	\$2,750/Individual \$6,00/Family	\$3,500/Individual \$6,500/Family
EMPLOYEE COST-SHARE:	14% Employee-Only 17% Family	15% Employee-Only 22% Family	15% Employee-Only 20% Family

HEALTH/GROUP – DENTAL PLANS

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

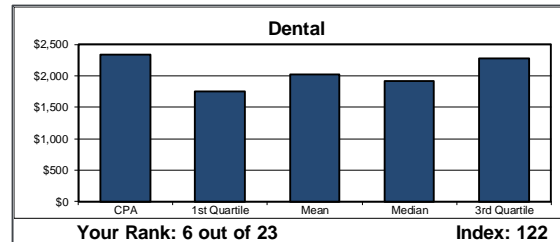


- 100% of peers offer an employer-sponsored dental plan.
- PPO is the most prevalent plan type with 75% of plans offered (67% passive PPO, 33% standard PPO).
- 25% are HMO plans.
- The median employee cost-share is 13% for employee-only, 16% for family.

Median Plan Features for most prevalent plan type:

- Deductible: \$50/Individual, \$150/Family.
- Coverage (preventive, basic, major, orthodontia): 100%/80%/50%/50%.
- Annual maximums: \$1,875.
- Lifetime Orthodontia maximum: \$2,500.

ENERGY / UTILITIES

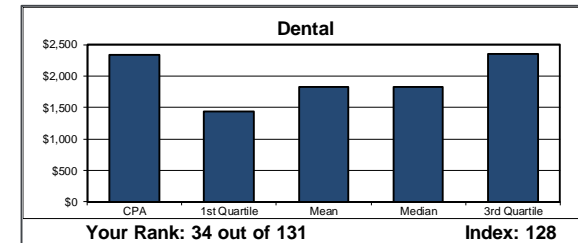


- 100% of peers offer an employer-sponsored dental plan.
- PPO is the most prevalent plan type with 74% of plans offered (77% passive PPO, 23% standard PPO).
- 23% are HMO plans.
- 3% are indemnity plans.
- The median employee cost-share is 19% for employee-only, 22% for family.

Median Plan Features for most prevalent plan type:

- Deductible: \$50/Individual, \$150/Family.
- Coverage (preventive, basic, major, orthodontia): 100%/80%/50%/50%.
- Annual maximums: \$2,000.
- Lifetime Orthodontia maximum: \$2,500.

GENERAL INDUSTRY



- 100% of peers offer an employer-sponsored dental plan.
- PPO is the most prevalent plan type with 76% of plans offered (52% passive PPO, 48% standard PPO).
- 24% are HMO plans.
- The median employee cost-share is 20% for employee-only, 30% for family.

Median Plan Features for most prevalent plan type:

- Deductible: \$50/Individual, \$150/Family.
- Coverage (preventive, basic, major, orthodontia): 100%/80%/50%/50%.
- Annual maximums: \$1,500.
- Lifetime Orthodontia maximum: \$1,500.

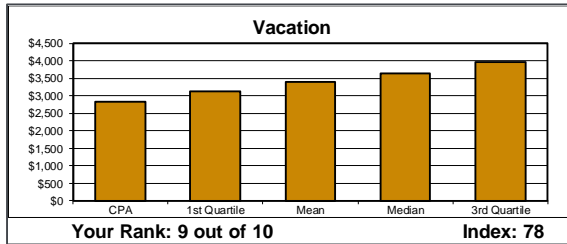
PAID LEAVE



PAID LEAVE – TIME OFF (VACATION)

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

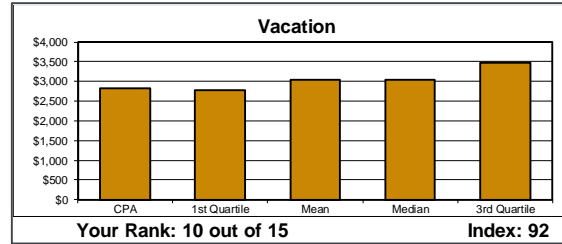


- 54% of paid leave plans have traditional vacation plans.

MEDIAN DAYS BY SERVICE YEARS

SERVICE	VACATION DAYS
1 Years	15 Days
5 Years	15 Days
10 Years	20 Days
15 Years	22 Days
20 Years	24 Days
25 Years	24 Days

ENERGY / UTILITIES

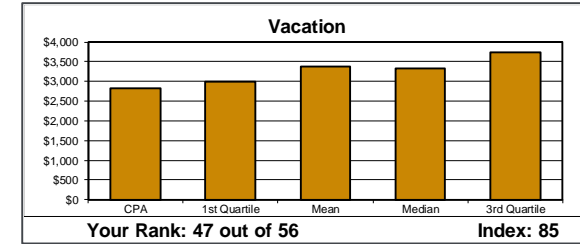


- 57% of paid leave plans have traditional vacation plans.

MEDIAN DAYS BY SERVICE YEARS

SERVICE	VACATION DAYS
1 Years	10 Days
5 Years	15 Days
10 Years	19 Days
15 Years	20 Days
20 Years	25 Days
25 Years	25 Days

GENERAL INDUSTRY



- 39% of paid leave plans have traditional vacation plans.

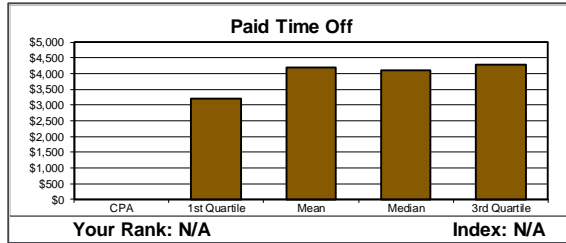
MEDIAN DAYS BY SERVICE YEARS

SERVICE	VACATION DAYS
1 Years	13 Days
5 Years	15 Days
10 Years	20 Days
15 Years	21 Days
20 Years	23 Days
25 Years	24 Days

PAID LEAVE – TIME OFF (PAID TIME OFF)

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

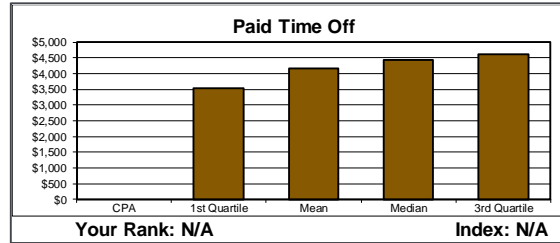


- 46% of paid leave plans have Paid Time Off policies (PTO).

MEDIAN DAYS BY SERVICE YEARS

SERVICE	PAID TIME OFF
1 Years	15 Days
5 Years	20 Days
10 Years	20 Days
15 Years	26 Days
20 Years	26 Days
25 Years	26 Days

ENERGY / UTILITIES

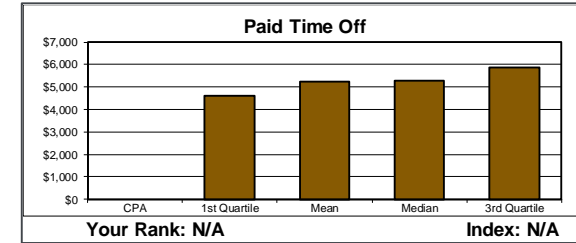


- 43% of paid leave plans have Paid Time Off policies (PTO).

MEDIAN DAYS BY SERVICE YEARS

SERVICE	PAID TIME OFF
1 Years	18 Days
5 Years	22 Days
10 Years	25 Days
15 Years	29 Days
20 Years	30 Days
25 Years	31 Days

GENERAL INDUSTRY



- 61% of paid leave plans have Paid Time Off policies (PTO).

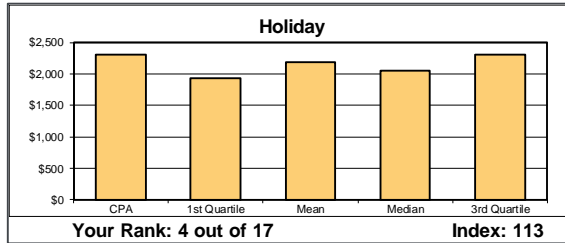
MEDIAN DAYS BY SERVICE YEARS

SERVICE	PAID TIME OFF
1 Years	22 Days
5 Years	28 Days
10 Years	32 Days
15 Years	33 Days
20 Years	33 Days
25 Years	33 Days

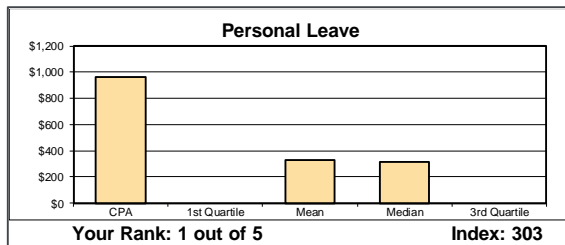
PAID LEAVE – HOLIDAYS / PERSONAL DAYS

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

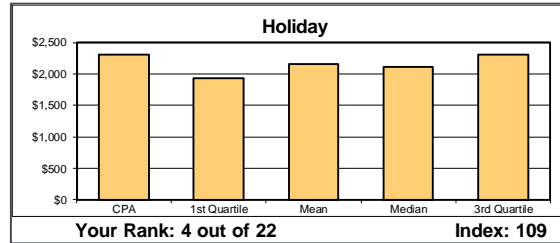


- Median paid holidays= 10
- Median floating holidays= 1
- When holidays are allocated separately from PTO:
 - Median paid holidays= 10
 - Median floating holidays= 4

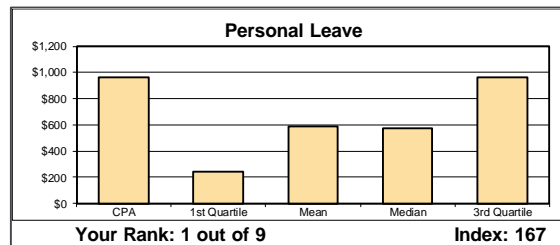


- 24% peers provide personal days.
- Median Personal Days= 3

ENERGY / UTILITIES

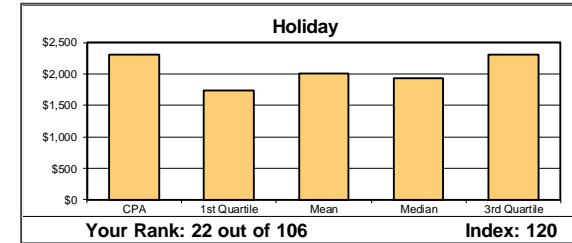


- Median paid holidays= 11
- Median floating holidays= 2
- When holidays are allocated separately from PTO:
 - Median paid holidays= 9
 - Median floating holidays= 3

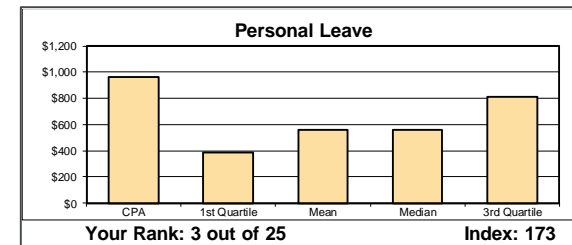


- 32% of peers provide personal days.
- Median Personal Days= 4

GENERAL INDUSTRY



- Median paid holidays= 10
- Median floating holidays= 2
- When holidays are allocated separately from PTO:
 - Median paid holidays= 10
 - Median floating holidays= 2

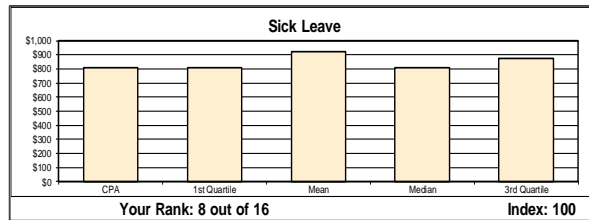


- 17% of peers provide personal days.
- Median Personal Days= 3

PAID LEAVE – SICK LEAVE

RESULTS AND OBSERVATIONS

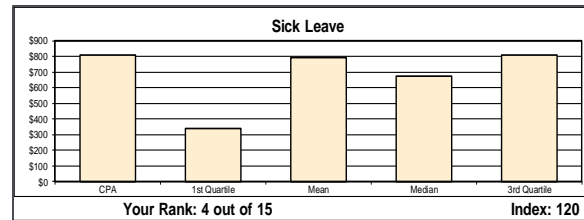
PUBLIC SECTOR



- 89% of peers offer a formal plan where a specific number of days are defined.
- Median sick leave days= 12
- 100% of formal plans offered allow carryover of unused sick days.
- 11% include sick days within PTO

*An organization's sick leave plan may vary by employee type (i.e. PTO or allocated separately).

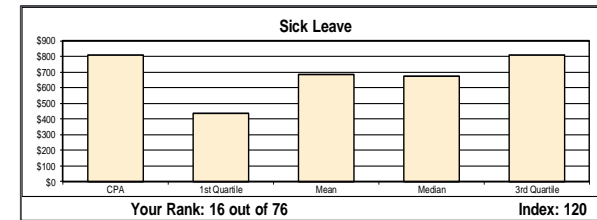
ENERGY / UTILITIES



- 55% of peers offer a formal plan where a specific number of days are defined.
- Median sick leave days= 10
- 14% provide informal plans whereby the employer does not define the number of sick days allocated.
- 74% of plans offered allow carryover of unused sick days.
- 36% include sick days within PTO

*An organization's sick leave plan may vary by employee type (i.e. PTO or allocated separately).

GENERAL INDUSTRY



- 74% of peers offer a formal plan where a specific number of days are defined.
- Median sick leave days= 9
- Less than 1% provide an informal plan whereby the employer does not define the number of sick days allocated.
- 27% include sick days within PTO
- 83% of plans offered allow carryover of unused sick days.

*An organization's sick leave plan may vary by employee type (i.e. PTO or allocated separately).

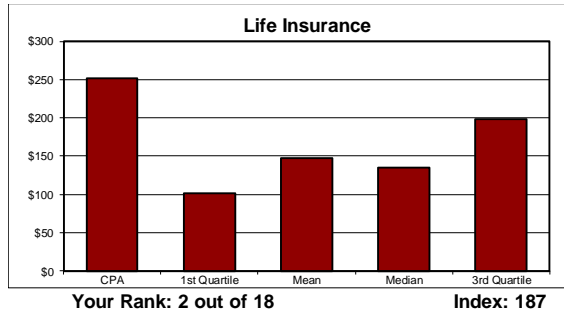
LIFE/DISABILITY



LIFE/DISABILITY – LIFE INSURANCE

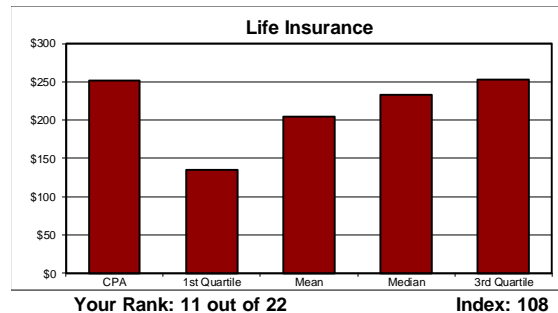
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



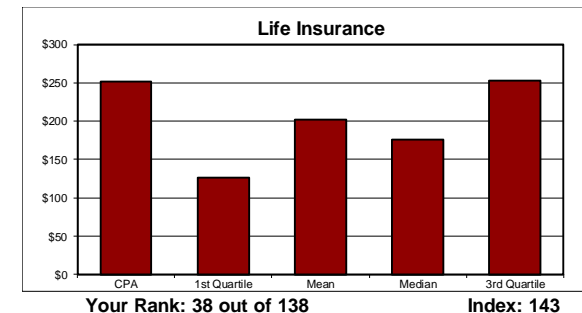
- 100% of peers provide employer-paid life insurance.
- 41% of those peers provide a flat amount.
- Median flat amount= \$35,000.
- 59% provide a multiple of pay.
- Median multiple of pay= 1.5 times base pay.
- Median maximum coverage= \$30,000.
- 6% of peers provide employer-paid spouse coverage.
- 6% of peers provide employer-paid dependent coverage.

ENERGY / UTILITIES



- 95% of peers provide employer-paid life insurance.
- 10% of those peers provide a flat amount.
- Median flat amount= \$50,000.
- 90% provide a multiple of pay.
- Median multiple of pay= 1.5 times base pay.
- Median maximum coverage= \$750,000
- 18% of peers provide employer-paid spouse coverage.
- 14% of peers provide employer-paid dependent coverage.

GENERAL INDUSTRY

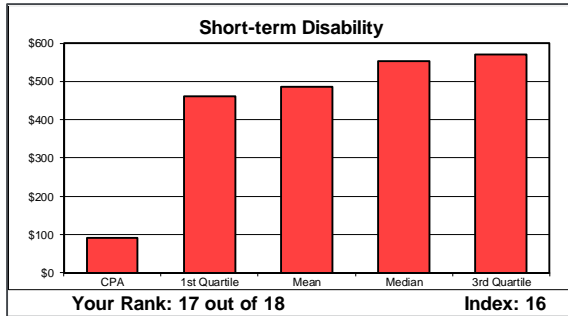


- 92% of peers provide employer-paid life insurance.
- 21% of those peers provide a flat amount.
- Median flat amount= \$50,000.
- 76% provide a multiple of pay.
- Median multiple of pay= 2 times base pay.
- Median maximum coverage= \$400,000
- 6% of peers provide employer-paid spouse coverage.
- 5% of peers provide employer-paid dependent coverage.

LIFE/DISABILITY – SHORT-TERM DISABILITY

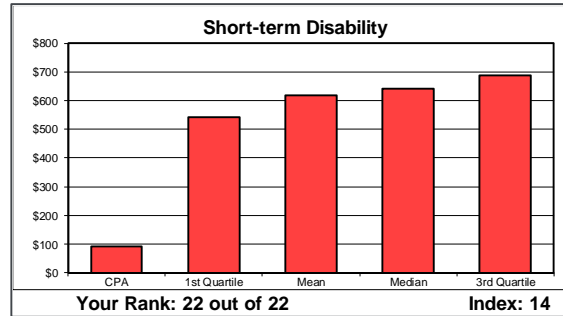
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



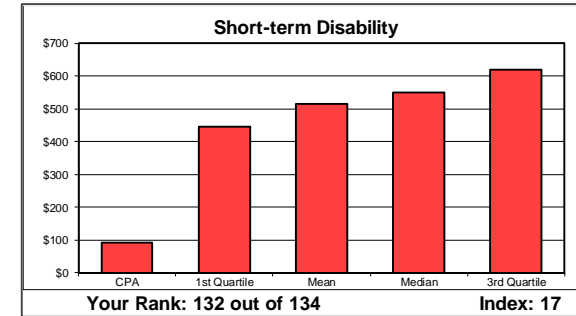
- 59% of peers have a short-term disability plan, 50% of which are employer-paid plans.
- Median percent of pay provided= 60%.
- Median weekly maximum= \$1,400
- Median waiting period= 14 days.

ENERGY / UTILITIES



- 95% of peers have a short-term disability plan, 76% of which are employer-paid plans.
- Median percent of pay provided= 67%.
- Median weekly maximum= \$1,500
- Median waiting period= 5 days.

GENERAL INDUSTRY

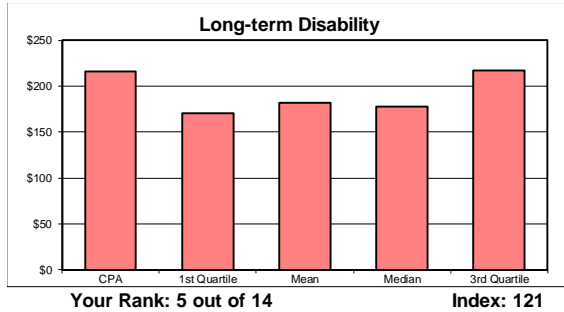


- 90% of peers have a short-term disability plan, 65% of which are employer-paid plans.
- Median percent of pay provided= 60%.
- Median weekly maximum= \$1,740
- Median waiting period= 7 days.

LIFE/DISABILITY – LONG-TERM DISABILITY

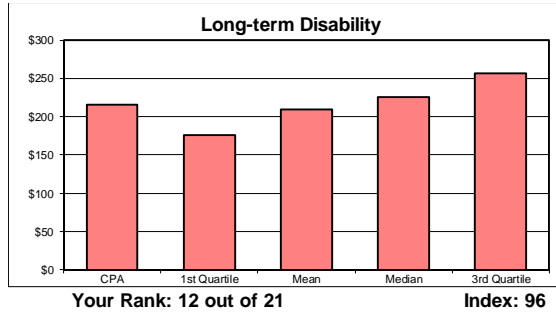
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



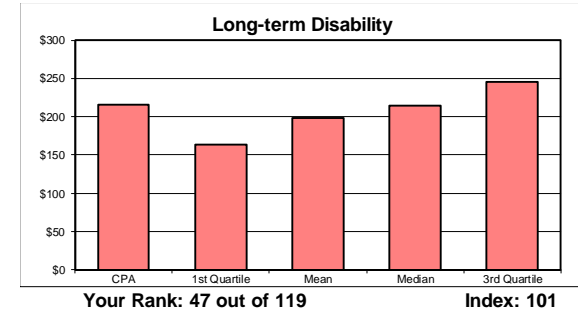
- 100% of peers have a long-term disability plan, 76% of which are employer-paid plans.
- Median pay replacement= 60%.
- Median monthly maximum= \$8,000
- Median waiting period= 90 days.

ENERGY / UTILITIES



- 100% of peers have a long-term disability plan, 91% of which are employer-paid plans.
- Median pay replacement= 60%.
- Median monthly maximum= \$10,500
- Median waiting period= 180 days.

GENERAL INDUSTRY



- 98% of peers have a long-term disability plan, 86% of which are employer-paid plans.
- Median pay replacement= 60%.
- Median monthly maximum= \$10,000
- Median waiting period= 180 days.

Staff Report – Agenda Item 10

To: Clean Power Alliance (CPA) Board of Directors

From: Sherita Coffelt, Director of External Affairs

Approved By: Ted Bardacke, Executive Director

Subject: Arrearage Management Program (AMP): New COVID-19 Customer Assistance Program

Date: March 4, 2021

RECOMMENDATION

Receive and provide input.

BACKGROUND

With the COVID-19 pandemic expected to ease in the coming months, federal, state and local assistance is increasingly shifting away from immediate financial survival efforts towards economic recovery measures. CPA's customer support measures will follow suit, particularly in preparation for the June 30, 2021 expiration of the statewide moratorium on electricity disconnections.

Of particular concern are the many customers who have accumulated past due balances since the onset of the pandemic. Statewide, the California Public Utilities Commission (CPUC) reports that over 1.7 million residential customers are more than 90 days past due on their utility bills. As of January 31, 2021, CPA had \$24.8 million in receivables more than 90 days past due, \$15.6 million of which was from residential customers and the remaining \$9.2 million from non-residential customers.

As a first step towards addressing this backlog, this month CPA will be promoting the Arrearage Management Program (AMP) which was authorized late last year by the CPUC. AMP is a debt-forgiveness / payment plan option for low-income residential customers with past due bills of \$500 or greater, some portion of which is 90

days or more past due. In CPA's service area, AMP went into effect starting in February 2021 and is administered by Southern California Edison (SCE).

As of February 16, CPA had approximately 13,300 AMP-eligible customers owing over \$5.9 million to CPA. Thus far, only 50 CPA customers are enrolled in the program, as little efforts are being made to market the program. With a dedicated and targeted marketing campaign, CPA can significantly increase participation in this program among its customer base, providing both added value to our communities and helping the organization reduce past due customer account balances.

AMP Program Summary

Under AMP, eligible customers who make on-time payments of their current bill (including both CPA and SCE charges) can eliminate one-twelfth of their past due balances. After twelve on-time payments, up to \$8,000 of past due balances would be forgiven. CPA would be reimbursed for this past due amount by SCE who would in turn get cost recovery through the Public Purpose Program Charge. The program is expected to run for four years. After successful completion of the program, eligible customers may enroll again after a 12-month waiting period.

In order to participate in AMP, customers are required to:

- Be enrolled in the CARE or FERA subsidized utility rate programs.¹
- Have a past due balance of at least \$500, some of which is 90 or more days overdue.
- Have been an SCE customer for at least six months and made at least one on-time payment during the last 24 months that equals or exceeds the most current customer bill at the time of payment.
- Enroll in AMP with Southern California Edison

¹ Net Energy Metering (NEM), and master metered customers are not eligible at this time.

CPA Outreach and Marketing Plan

Beginning immediately, CPA will initiate a CPA-branded bill assistance and community support campaign to increase awareness of programs available to its customers. Marketing AMP will be a key component of this campaign.

Objectives:

- Collect at least one million in revenue annually through AMP.
- Sign up 6,000 customers to Power Share
- Connect as many customers as possible to bill assistance programs.
- Build brand awareness and position CPA as supportive to the communities it serves.

Strategy

Staff will target eligible customers based on amount owed to ensure we dedicate adequate resources to collecting revenue and supporting customers most in need. While the program began in February 2021, CPA will not begin targeted outreach until 30 days before the expiration of disconnection protections.

Prior to then, CPA will broadly promote AMP, as well as Power Share and CARE/FERA as alternatives for bill assistance. This will increase awareness of AMP and build more brand awareness of CPA, which will make the targeted outreach more successful. Additionally, CCAs across the state believe that customers will have an increased interest in assistance immediately prior to and following the end of the disconnection moratorium, which is planned for the end of June 2021.

During Phase I, starting in mid-March, CPA will use a combination of earned, owned, and paid channels to ensure effective outreach to a broad audience. CPA will also provide digital toolkits to board members, member agency staff and elected officials throughout the region as well as Community Based Organizations (CBOs) to promote the various bill assistance available. During this initial phase, staff will target disadvantaged communities as well as the general public to increase Power Share and CARE/FERA enrollments,

build awareness of CPA and AMP, and learn more about our customers – from how they like to receive information to more specific demographic information.

During Phase II, starting in mid-May, CPA will begin targeted efforts including personalized letters, outbound calls, and text messages to inform customers of their eligibility. CPA will use a variety of platforms and will determine the most-effective programs.

ATTACHMENT

- 1) [AMP Presentation](#)



Item 10

Arrearage Management Program

Thursday, March 4, 2021

Agenda

- Background
- What is AMP
- CPA Outreach and Marketing Strategy
- Next Steps

Background/Context

- COVID-19 assistance shifting from immediate survival to economic recovery.
- With statewide moratorium on electricity disconnections expiring on June 30, 2021, millions of Californians have accumulated past due balances since the onset of the pandemic:
- CPA has opted in to participate in AMP to support communities in two ways:
 - Helps customers in need pay down past-due balances
 - Helps the organization collect money owed which allows CPA to offer clean energy at competitive rates

Arrearage Management Program (AMP)

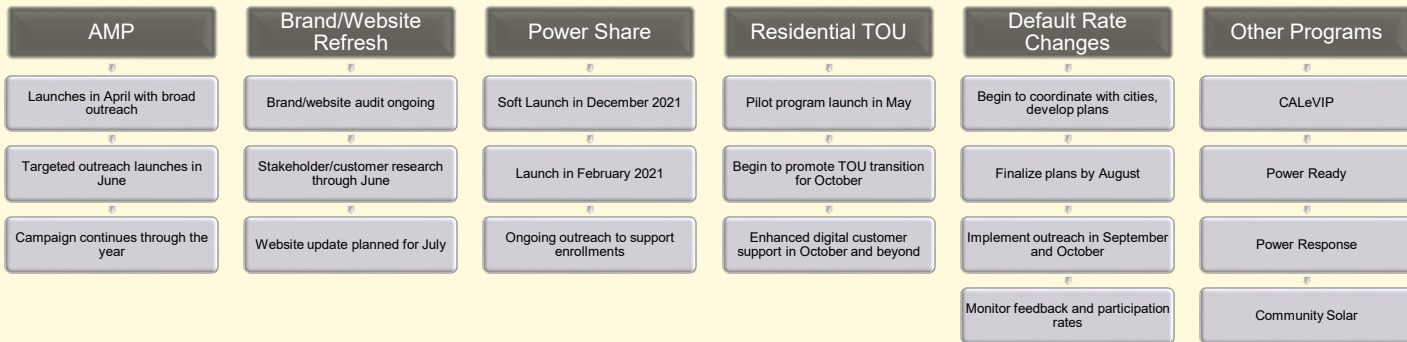
What is AMP?

- Debt-forgiveness/Payment-Plan program authorized by CPUC in 2020 for customers with past due bills of \$500 or more (which is at least 90 days past due).
- After 12 on-time payments, up to \$8,000 of past due balances would be forgiven.
- As customers make payments, CPA would be reimbursed by SCE who would in turn get cost recovery through the Public Purpose Program Charge.
- As of February 16, 2021, CPA had approximately 13,300 customers (owing \$5.9 million) eligible for AMP

Outreach Plan

- Objectives:
 - Collect at least \$1 million annually through the AMP program
 - Support Power Share enrollment of 6,300 customers
 - Connect customers to bill assistance programs
 - Build CPA's awareness in the community we serve
- This month staff will initiate a CPA-branded bill assistance and community support campaign to increase awareness and build credibility for the program
- Targeted outreach efforts in multiple languages will begin in June including outbound phone calls and letters to eligible customers

EA Initiatives for 2021-2022



Next Steps

- Develop materials such as FAQs, social media posts, press releases, etc.
- Enhance <https://cleanpoweralliance.org/customer-support/financial-assistance/> portion of the CPA website
- Work with Calpine to arrange for outbound calling

Staff Report – Agenda Item 11

To: Clean Power Alliance (CPA) Board of Directors

From: Gabriela Monzon, Clerk of the Board

Approved by: Ted Bardacke, Executive Director

Subject: Election of One Ventura County At-Large Position on the Executive Committee

Date: March 4, 2021

RECOMMENDATION

Elect a Ventura County at-large member of the Executive Committee to a term ending June 30, 2022.

BACKGROUND/DISCUSSION

At the February 4, 2021 Board of Directors meeting, Board Chair Diana Mahmud opened the nomination period for one at-large Executive Committee position representing Ventura County members.

The eligibility criteria for at-large positions are:

- Must be a Regular Director (i.e. not an Alternate);
- Must have attended at least 50% of the regular Board Meetings in last 12 months; and
- Must affirm intent to serve a full two-year term.

The nomination period for the at-large position closed at 5 p.m. on Friday, February 12, 2021. During the nomination period, the following nomination was received:

1. Susan Santangelo, Camarillo

The Clerk of the Board has verified that the nominee meets the eligibility criteria. The Ventura County at-large position must be nominated and elected by Regular Directors representing jurisdictions in Ventura County.

ATTACHMENT

None.

Management Report

To: Clean Power Alliance (CPA) Board of Directors
From: Ted Bardacke, Executive Director
Subject: Management Report
Date: March 4, 2021

2021 Rates/Budget Schedule Update

Following the February 1 implementation of new SCE rates and 2021 Power Charge Indifference Adjustment (PCIA) levels, CPA staff presented an overview of energy market conditions that are expected to drive up CPA's costs in the coming 18 months to the Executive Committee on February 17. These cost increases are on top of the potential revenue reductions implied by the increase in the PCIA that were discussed with at the February 4 Board meeting. Staff also presented to the Executive Committee a series of potential short-term cost reductions in the energy portfolio and operating budget that could help address some of the energy cost increases and potential revenue reduction.

Additionally, on February 24, CPA staff presented an overview of conditions in the Resource Adequacy (reliability) market to the Legislative/Regulatory, Finance, and Energy Committees. CPA's Resource Adequacy costs are expected to double in the first half of calendar year 2021 compared to the same period last year and be 35% higher in FY 2021/22 compared to FY 2020/21. As a frame of reference, under current market conditions, CPA expects to spend more on RA in the next two calendar years than it will spend on renewable energy.

While the Executive Committee expressed support for many of the potential cost reduction measures, they requested that staff present a more comprehensive view of costs and revenues for the upcoming fiscal year (2021/2022) once CPA's cost-of-service

analysis was completed, as that analysis will be a key driver for Board decision making regarding 2021 rates and the FY 2021/22 budget.

Because it is possible that SCE's expected June rate adjustment will not be released (or could be delayed by the California Public Utilities Commission) in time for CPA to adopt new rates and a budget that same month, staff anticipates the following rate and budget setting schedule over the next three months regardless of SCE actions.

April 1	<ul style="list-style-type: none"> • Presentation on cost/revenue projections and cost-of-service analysis • Discussion of potential rate-setting approaches for FY 2021/22 • Consideration for approval of short-term portfolio content and operating cost reduction measures
May 6	<ul style="list-style-type: none"> • Presentation and discussion of FY 2021/22 Budget Priorities • Discussion and potential consideration of a rate-setting approach for FY 2021/22 • FY 2020/21 Budget Amendment
June 3	<ul style="list-style-type: none"> • Adoption of FY 2021/22 Rates¹ • Adoption of FY 2021/22 Budget

CPA's Executive and Finance Committees will be reviewing information and providing guidance to staff regarding rates and budget at their meetings in March, April, and May, prior to presentations made to the Board. Any CPA Board member may attend any committee meeting; please notify the Clerk of the Board if you plan on attending a meeting of a Committee of which you are not a member.

SCE's Customer Service Re-Platform Project (CSRP)

In early April, SCE will replace its 30-year-old mainframe customer billing system through its Customer Service Re-Platform Project (CSRP). This SAP-based system will include three modules: (1) Customer Relationship Management and Billing, (2) Energy Data Management, and (3) Business Intelligence (BI). The goal of the ~\$540-million-dollar

¹ Because SCE is expected to adjust both their own generation rates and the PCIA in Q1 of 2022, it is possible that CPA rates adopted in June could see an interim adjustment in Q1 as well, before the end of FY 2021/22.

project, for which SCE will see cost recovery from ratepayers, is to improve quality, reliability, and availability of usage, rate and billing information and improve information to support customer questions, inquiries, and overall support.

Over time, CSRP is expected to improve CCA integration with SCE's billing and data system. However, as with any new technology deployment, particularly with complex utility billing systems, there is heightened risk of customer billing issues particularly through the planned 6-month system stabilization period. CPA's billing manager Calpine has been actively involved in CSRP planning and testing for the past several years; nevertheless, it is CPA's understanding that SCE will not run its legacy system and the CSRP system concurrently. Any issues that arise will have to be addressed as they are identified as SCE will not be able to revert to the legacy system.

COVID-19 Bill Credit Program Close-Out

In mid-February, CPA ended its COVID-19 Bill Credit program, after distributing more than 77,000 bill credits worth more than \$1.98 million. Credits have been distributed in the following manner.

Program Type	Bill Credit Amount	Number of Accounts
CARE/FERA/Medical Baseline	\$1,541,718	62,096
Residential Payment Plan	\$343,610	13,757
Small Commercial Payment Plan	\$95,314	1,966
Grand Total	\$1,980,644	70,990

CPA is reserving the last remaining ~\$20,000 remaining to account for any billing anomalies. Standard CARE/FERA/Medical Baseline discounts, which provide ongoing bill discounts of up to 30%, are still available to customers, as are customized payment plans. CPA is also ramping up other parts of its customer assistance efforts through the state-funded Arrearage Management Program (AMP) and Power Share program.

Customer Participation Rate

As of February 23, 2021, CPA's overall participation rate is 95.2% with a total of 1,005,928 active customers, a number that has fluctuated very little over the past several months. Participation rates in CPA's three rate products and among different customer classes remain stable.

Customer Service Center Performance

Incoming calls to CPA's Customer Service Center remain at normal levels of between 3,000 and 4,000 calls per month in Q1 2021. As of February 23, 2021, 99.0% of calls were answered within 60 seconds, and average wait time was 11 seconds, down from 12 seconds in January. CPA expects higher call volume in March as customers inquire about SCE's February rate increases and the availability of the Power Share and Arrearage Management Program.

Program Marketing & Community Outreach

Staff launched Power Share (DAC-GT) on February 22 with materials in English, Spanish and Chinese. During the first full week of the campaign, CPA experienced an increase in website visits and expects a spike in sign-ups to follow. Staff is prioritizing the most vulnerable communities across the CPA service area and has provided electronic materials to board members, member agency staff, CAC members as well as CBOs to help promote the program.

On social media, CPA has been honoring African Americans who are trailblazers in the energy industry and as environmentalists every Friday during Black History Month. You can read about these pioneers at <https://cleanpoweralliance.org/celebrating-black-history-month/>. Staff also developed a video of new facilities that came online this year. [Rosamond](#) and [White Hills](#) are online. [Hecate](#) is one of five more coming online this year. The video was originally unveiled at our board reception, was included in a news release that went out earlier this week and has been provided to Board members for promotion through their own channels.

Staffing Updates

Farah Farouk has joined CPA as Data and Systems Analyst. Farah comes to us from Edwards Life Sciences, where she was a Senior Data Scientist; she has held previous data and technology positions at UpWork and Data Driven Investor. Farah will enhance CPA data analytics capabilities and systems integration efforts in support of the implementation of CPA's Data and Systems Strategic Plan.

Astrid Raimondo has joined CPA as Manager of Marketing and Digital Strategy. A Los Angeles native, Astrid has almost 20 years of experience in online marketing for public and private sector clients dating back to the first dot.com boom. Astrid will be responsible for enhancing overall awareness of CPA via social media and play a key role in the targeted promotion of CPA's growing suite of customer programs. Astrid begins at CPA on March 8.

Raquel Trinidad has joined CPA as Community Solar Program Assistant. Raquel has worked for a number of public agencies, including San Francisco's Metropolitan Transportation Commission, the Bay Area Air Quality Management District, and the Los Angeles Homeless Services Authority. Raquel will be responsible for community relations and outreach specific to the development of locally-based solar projects in CPA's low-income communities. Raquel begins at CPA on March 23.

Contracts Executed in February Under Executive Director Authority

A list of non-energy contracts executed under the Executive Director's signing authority is attached (Attachment 4). The list includes all open contracts as well as all contracts, open or completed, executed in the past 12 months.

ATTACHMENTS

- 1) [Overall Participation Rates by Jurisdiction](#)
- 2) [Residential Participation Rate Report by Jurisdiction](#)
- 3) [Non-Residential Participation Rate Report by Jurisdiction](#)
- 4) [Non-Energy Contracts Executed under Executive Director Authority](#)

Clean Power Alliance - Overall Participation Customer Status Report - As of February 23, 2021

Participation by City & County						
CPA Cities & Counties	Default Option	Participation Rate	Active Accounts	Lean %	Clean%	100% Green %
AGOURA HILLS	Lean	95.0%	8,337	99.4%	0.2%	0.3%
ALHAMBRA	Clean	97.7%	34,112	1.4%	98.4%	0.1%
ARCADIA	Lean	97.8%	22,627	99.8%	0.1%	0.1%
BEVERLY HILLS	Clean	99.1%	18,853	1.6%	98.2%	0.2%
CALABASAS	Lean	98.0%	9,966	99.6%	0.2%	0.2%
CAMARILLO	Lean	94.0%	28,483	99.1%	0.3%	0.6%
CARSON	Clean	96.9%	29,333	1.3%	98.6%	0.1%
CLAREMONT	Clean	94.4%	12,717	2.4%	97.0%	0.6%
CULVER CITY	100% Green	97.3%	19,349	4.0%	1.3%	94.7%
DOWNEY	Clean	97.3%	37,028	1.5%	98.4%	0.1%
HAWAIIAN GARDENS	Clean	97.9%	3,693	1.3%	98.6%	0.0%
HAWTHORNE	Lean	99.0%	28,422	99.9%	0.0%	0.1%
LOS ANGELES COUNTY	Clean	95.1%	299,573	1.8%	98.1%	0.1%
MALIBU	100% Green	97.2%	6,976	3.0%	0.7%	96.3%
MANHATTAN BEACH	Clean	98.0%	15,587	2.4%	96.4%	1.2%
MOORPARK	Clean	89.1%	11,525	3.1%	96.4%	0.5%
OJAI	100% Green	93.0%	3,527	6.2%	1.4%	92.4%
OXNARD	100% Green	95.1%	55,030	4.1%	0.5%	95.4%
PARAMOUNT	Lean	98.5%	15,729	99.9%	0.0%	0.1%
REDONDO BEACH	Clean	98.5%	33,467	1.9%	97.7%	0.3%
ROLLING HILLS ESTATES	100% Green	94.5%	3,361	7.4%	16.2%	76.4%
SANTA MONICA	100% Green	96.9%	53,500	3.7%	0.8%	95.5%
SIERRA MADRE	100% Green	95.8%	5,065	5.3%	1.7%	93.0%
SIMI VALLEY	Lean	92.6%	43,088	99.7%	0.1%	0.2%
SOUTH PASADENA	100% Green	97.6%	11,748	3.6%	11.3%	85.0%
TEMPLE CITY	Lean	97.7%	12,644	99.8%	0.1%	0.1%
THOUSAND OAKS	100% Green	87.4%	44,257	8.5%	1.8%	89.7%
VENTURA	100% Green	93.0%	43,718	5.0%	5.0%	93.7%
VENTURA COUNTY	100% Green	86.3%	32,755	6.5%	0.1%	92.2%
WEST HOLLYWOOD	100% Green	99.0%	26,455	2.5%	0.4%	97.0%
WESTLAKE VILLAGE	Lean	86.5%	3,701	99.6%	0.1%	0.3%
WHITTIER	Clean	95.6%	30,676	1.9%	98.0%	0.1%
Total		95.1%	1,005,302	17.2%	52.4%	30.4%

Overall Participation by Default Option		Overall Participation by Default Option		
Default	Participation Rate	Default	Active Accounts	% of Active
100% Green Power	93.5%	100% Green Power	305,741	30.4%
Clean Power	96.1%	Clean Power	526,564	52.4%
Lean Power	95.7%	Lean Power	172,997	17.2%
Total	95.1%	Total	1,005,302	

Clean Power Alliance - Residential Customer Status Report - As of February 23, 2021

Participation by City & County			
CPA Cities & Counties	Default Option	Participation Rate	Active Accounts
AGOURA HILLS	Lean	94.9%	6,892
ALHAMBRA	Clean	98.3%	29,753
ARCADIA	Lean	97.8%	19,266
BEVERLY HILLS	Clean	99.2%	14,802
CALABASAS	Lean	98.6%	8,832
CAMARILLO	Lean	94.0%	24,178
CARSON	Clean	97.5%	25,074
CLAREMONT	Clean	94.2%	11,244
CULVER CITY	100% Green	97.5%	16,138
DOWNEY	Clean	97.6%	32,776
HAWAIIAN GARDENS	Clean	97.7%	3,098
HAWTHORNE	Lean	99.3%	24,678
LOS ANGELES COUNTY	Clean	95.3%	271,838
MALIBU	100% Green	97.3%	5,658
MANHATTAN BEACH	Clean	98.2%	13,800
MOORPARK	Clean	88.2%	9,936
OJAI	100% Green	92.9%	2,836
OXNARD	100% Green	95.6%	47,961
PARAMOUNT	Lean	99.1%	12,898
REDONDO BEACH	Clean	98.5%	28,948
ROLLING HILLS ESTATES	100% Green	95.2%	2,850
SANTA MONICA	100% Green	97.2%	45,604
SIERRA MADRE	100% Green	95.5%	4,597
SIMI VALLEY	Lean	92.2%	37,997
SOUTH PASADENA	100% Green	97.4%	10,388
TEMPLE CITY	Lean	97.5%	11,352
THOUSAND OAKS	100% Green	87.2%	38,447
VENTURA	100% Green	93.1%	36,722
VENTURA COUNTY	100% Green	87.5%	27,312
WEST HOLLYWOOD	100% Green	99.2%	22,690
WESTLAKE VILLAGE	Lean	85.3%	2,727
WHITTIER	Clean	95.3%	27,088
Total		95.2%	878,380

Residential Participation by Default Option	
Default	Participation Rate
100% Green Power	93.7%
Clean Power	96.0%
Lean Power	95.7%
Total	95.2%

Residential Participation by Default Option		
Default	Active Accounts	% of Active
100% Green Power	261,203	29.7%
Clean Power	468,357	53.3%
Lean Power	148,820	16.9%
Total	878,380	

Clean Power Alliance - Non Residential Customer Status Report - As of February 23, 2021

Participation by City & County			
CPA Cities & Counties	Default Option	Participation Rate	Active Accounts
AGOURA HILLS	Lean	95.4%	1,446
ALHAMBRA	Clean	93.6%	4,374
ARCADIA	Lean	97.8%	3,369
BEVERLY HILLS	Clean	98.4%	4,036
CALABASAS	Lean	93.1%	1,136
CAMARILLO	Lean	93.9%	4,324
CARSON	Clean	93.7%	4,265
CLAREMONT	Clean	95.9%	1,482
CULVER CITY	100% Green	96.7%	3,222
DOWNEY	Clean	95.7%	4,298
HAWAIIAN GARDENS	Clean	99.1%	596
HAWTHORNE	Lean	97.3%	3,757
LOS ANGELES COUNTY	Clean	97.9%	27,907
MALIBU	100% Green	96.9%	1,314
MANHATTAN BEACH	Clean	96.9%	1,790
MOORPARK	Clean	95.1%	1,592
OJAI	100% Green	93.4%	694
OXNARD	100% Green	91.8%	7,109
PARAMOUNT	Lean	95.8%	2,835
REDONDO BEACH	Clean	98.2%	4,534
ROLLING HILLS ESTATES	100% Green	96.2%	512
SANTA MONICA	100% Green	95.8%	7,931
SIERRA MADRE	100% Green	98.3%	474
SIMI VALLEY	Lean	95.6%	5,139
SOUTH PASADENA	100% Green	99.2%	1,375
TEMPLE CITY	Lean	99.2%	1,300
THOUSAND OAKS	100% Green	89.1%	5,852
VENTURA	100% Green	92.7%	7,055
VENTURA COUNTY	100% Green	80.6%	5,473
WEST HOLLYWOOD	100% Green	97.8%	3,768
WESTLAKE VILLAGE	Lean	90.1%	974
WHITTIER	Clean	97.9%	3,615
Total		94.9%	127,548

Non Residential Participation by Default Option	
Default	Participation Rate
100% Green Power	91.7%
Clean Power	97.0%
Lean Power	95.7%
Total	94.9%

Non Residential Participation by Default Option		
Default	Active Accounts	% of Active
100% Green Power	42,892	33.6%
Clean Power	60,376	47.3%
Lean Power	24,280	19.0%
Total	127,548	

Clean Power Alliance					
Non-energy contracts executed under Executive Director authority					
Rolling 12 months -- Open contracts shown in Bold					
Vendor	Purpose	Month	NTE Amount	Status	Notes
Wimer Associates	Facilitation of Staff Training Sessions	February 2021	\$13,600	Active	
Critical Mention, Inc.	Media Monitoring Service	February 2021	\$6,000	Active	
OpenPath	New Office Keycard Access Control System	January 2021	\$1,500	Active	
Wrike, Inc	Project Management Software	January 2021	\$2,100	Active	
Clever Creative Inc.	CPA Brand Audit and Design Refresh	January 2021	\$50,000	Active	
Celtis Ventures, Inc.	Marketing Support for Power Share program	January 2021	\$50,000	Active	
(W)right On Communications, Inc.	On-call External Affairs support services	January 2021	\$50,000	Active	
Prime Government Solutions, Inc.	Board and committee meeting agenda management software	December 2020	\$16,000	Active	
MRW & Associates, LLC	Ratemaking support	December 2020	\$90,000	Active	
Informal Development	Website repair, development, & as-needed maintenance	November 2020	\$12,000	Active	
Sigma Computing, Inc.	Business intelligence & analytics software tool	October 2020	\$10,000	Active	
ProComply, Inc.	Energy regulation compliance training	October 2020	\$5,000	Active	
Langan Engineering and Environmental Services	GIS support services for CPA's community solar programs and RFO procurement process	October 2020	\$120,000	Active	
Mercer (US) Inc.	Total remuneration benchmarking study with job architecture and salary structure design	October 2020	\$105,500	Active	Joint project with three other CCAs
Gold Coast Transit District	On-bus advertising in Ventura County	October 2020	\$2,970	Completed	
Cameron-Cole, LLC	Independent audit of Greenhouse Gas Emissions	September 2020	\$7,080	Active	
Crown Castle Fiber LLC	New Office Dedicated Internet Access Service	September 2020	\$ 18,600	Active	
NextLevel Internet, Inc.	New Office High Speed Internet Service	September 2020	\$ 6,936	Active	
Windstream Services, LLC	New Office Telephone Service	September 2020	\$ 14,095	Active	
Zero Outages	New Office Security, Firewall, & Wi-Fi Service	September 2020	\$ 7,608	Active	
Westfall Commercial Interiors	Furniture for New Office	September 2020	\$ 296,558	Completed	Signed under expanded authority of up to \$500,000 for office relocation design, equipment and construction expenses granted by the Board of Directors on March 25, 2020
Abbot, Stringham and Lynch	2019 CEC Power Source Disclosure Audit	September 2020	\$ 13,000	Completed	
Elite Edge Consulting	Accounting system support and implementation	September 2020	\$ 112,000	Active	
Gold Coast Transit District	On-Bus Advertising in Oxnard & Ventura	August 2020	\$ 600	Completed	

Clean Power Alliance

**Non-energy contracts executed under Executive Director authority
Rolling 12 months -- Open contracts shown in Bold**

Vendor	Purpose	Month	NTE Amount	Status	Notes
Baker Tilly	FY 2019/20 Financial Audit	August 2020	\$ 28,000	Completed	
Burke, Williams, Sorenson, LLP	Legal Services Agreement (Brown Act, public entity governance issues and other legal services)	July 2020	\$ 100,000	Active	
Hall Energy Law PC	Energy Procurement Counsel	July 2020	\$ 125,000	Active	
The Harmon Press	Professional Printing Services	July 2020	\$ 40,000	Active	
InterEthnica	Written Translation Services, Typesetting, and Graphic Design in Spanish, Chinese, and Korean	July 2020	\$ 10,000	Active	
West Coast Mailers	Bulk Mailing Services	July 2020	\$ 20,000	Active	
Sara Daleiden Consulting	Staff Retreat and Strategic Planning Facilitation	July 2020	\$ 14,500	Completed	
Snowflake Inc.	Engineering Support Services for Load Forecasting Analysis	July 2020	\$ 15,000	Active	
OUTFRONTmedia	Advertiser Agreement for Los Angeles transit shelter ads in San Gabriel Valley and unincorporated Los Angeles County re COVID-19 bill credit campaign	July 2020	\$ 13,500	Completed	
OUTFRONTmedia	Advertising Non-Space Agreement related to production costs	July 2020	\$ 990	Completed	
Vector Medial Holding Corporation	Advertising & Production Agreement for Santa Monica & Culver City Transit Bus Ads re COVID-19 bill credit campaign	July 2020	\$ 2,200	Completed	
CIM/Prime Construction/Pinnacle Communication Services	New Office Space Equipment and Installation: Audio Visual/Security Systems/Data and Communications Cabling	July 2020	\$ 361,281	Active	Signed under expanded authority of up to \$500,000 for office relocation design, equipment and construction expenses granted by the Board of Directors on March 25, 2020
801 South Grand Avenue (LA)	Storage Space Lease	July 2020	\$ 1,980	Completed	
Adobe Inc.	AdobeSign Secure Electronic Signature Service	June 2020	\$ 3,200	Active	
NewGen Strategies and Solutions, LLC	Regulatory Support for 2021 ERRRA forecast proceedings	May 2020	\$ 71,240	Active	
EZ Texting	Peak Management Pricing customer text messaging alerts	May 2020	\$ 1,000	Active	
Place and Page	Graphic Design Services	May 2020	\$ 30,000	Active	
KnowledgeCity	Employee Training	May 2020	\$ 3,745	Active	
SCS Engineers	CARB GHG Audit for 2019	May 2020	\$ 4,500	Completed	
Davis Wright Tremaine, LLP	Legal Services Agreement (Regulatory Assistance)	April 2020	\$ 4,000	Active	

Clean Power Alliance					
Non-energy contracts executed under Executive Director authority					
Rolling 12 months -- Open contracts shown in Bold					
Vendor	Purpose	Month	NTE Amount	Status	Notes
Snowflake Inc.	Cloud-Native Elastic Data Warehouse Service	April 2020	\$ 36,000	Active	
Amazon Web Services	Cloud-based Database Hosting	April 2020	\$ 36,000	Active	
Abbot, Stringham and Lynch	2020 Green-E Certification - 100% Green Power Product	April 2020	\$ 16,200	Completed	Amended in November 2020 to increase NTE by \$2,200
Pinnacle Communication Services	Security, A/V, & Cabling Infrastructure Design Services	April 2020	\$ 25,540	Completed	
AccuWeather Enterprise Solutions	Professional Forecasting Weather Services	April 2020	\$ 6,400	Active	
ICE Options Analytics LLC	Trading Platform Subscription Service	March 2020	\$ 19,000	Active	
Bold New Directions, Inc.	Management Training	March 2020	\$ 17,995	Active	Increased to \$20,328 in May 2020
Greenberg Glusker	Legal Services Agreement (PPA Negotiations)	March 2020	\$ 59,000	Active	
Omni Government Relations & Pinnacle Advocacy, LLC	Lobbying Services	December 2019	\$ 108,000	Active	Renewed for 2021 at same amount
CLG Group	Executive Training	November 2019	\$ 15,000	Active	
Inventure Recruitment	Ongoing Recruitment Services	October 2019	\$ 120,000	Active	
JLL	Real Estate Brokerage Services	October 2019	NA	Active	
Siemens	Integrated Resource Planning for 2020 CPUC IRP Compliance	October 2019	\$ 62,500	Active	25% cost share with 3 other CCAs

Commonly Used Acronyms

BESS	Battery Energy Storage System
CAC	Community Advisory Committee
CAISO	California Independent System Operator
CALCCA	California Community Choice Association
CalEVIP	California Electric Vehicle Incentive Program
CARB	California Air Resources Board
CARE	California Alternate Rates for Energy (Low Income Discount Rate)
CCA	Community Choice Aggregation
CEC	California Energy Commission
CPUC	California Public Utilities Commission
DA	Direct Access (Private Retail Energy Supplier)
DAC	Disadvantaged Community (As Defined by Calenviroscreen 3.0)
DER	Distributed Energy Resources
DR	Demand Response
ERMP	Energy Risk Management Policy
ERRA	Energy Resource Recovery Account (SCE Generation Rate Setting)
ESA	Energy Storage Agreement
EVSE	Electric Vehicle Supply Equipment (EV Charger)
FERA	Family Electric Rate Assistance (Low Income Discount Rate)
GHG	Greenhouse Gas
IOU	Investor Owned Utility
IRP	Integrated Resource Plan
JPA	Joint Powers Authority

Commonly Used Acronyms

Kwh	Kilowatt-Hour (A Measure of Energy Used in A One-Hour Period)
Kw	Kilowatt = 1,000 Watts (Watt = A Measure of Instantaneous Power)
LSE	Load Serving Entity
MB	Medical Baseline (Discount Rate for Medical Equipment Needs)
MW	Megawatt = 1,000 Kilowatts
Mwh	Megawatt-Hour = 1,000 Kilowatt-Hours
NEM	Net Energy Metering (Usually for Customers With Solar)
OAT	Other Applicable Tariffs
PCIA	Power Charge Indifference Adjustment (Can Be Called “Exit Fee”)
PCC1	Renewable Energy Generated Inside California
PCC2	Renewable Energy Generated Outside California
PCC3	A REC from A Renewable Resource, Delivered Without Energy
PCL	Power Content Label
POU	Publicly Owned or Municipal Utility
PPA	Power Purchase Agreement
PSPS	Public Safety Power Shutoff
PV	Photovoltaic (Solar) Panels
RA	Resource Adequacy
REC	Renewable Energy Credit
RPS	Renewables Portfolio Standard
T&D	Transmission and Distribution
TOU	Time Of Use (Used to Refer To Rates That Differ By Time Of Day)
WECC	Western Electricity Coordinating Council

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