



December 2022

## Strategic Business Plan

# About Us

## California Community Power is a Joint Powers Agency

**Nine** California Community Choice Aggregators have come together to partner on our shared vision to accelerate the transition to a clean energy future.

**Community Choice Aggregators**, or CCAs, provide competitively priced, clean energy choices to their communities

**24 CCAs** serve more than 11 million customers in 201 towns, cities and counties throughout California.

CC Power members represent over 3 million customers across 148 municipalities spanning from Humboldt County to Santa Barbara County.



# Vision and Mission

**Vision:** To leverage the buying power of our members to deliver more cost-effective, clean and reliable energy solutions for our customers.

**Mission:** To develop, acquire, construct, own, manage, contract for, engage in, finance and/or provide energy related programs and services for the use of and by its Members. CC Power is not intended to be a policy-or advocate, though it may, from time to time, advance or support public policies in support of its purpose that do not conflict with interest or policies advanced by any Member.



# Our Values

**Acting together through CC Power will provide benefits greater than acting alone.**



CC Power can be an enabler for:

- Meeting current and future regulatory and resource requirements and projects
- Identifying opportunities for efficiencies in providing programs and services serving the goals of your respective agencies
- Realizing opportunities provided with the Inflation Reduction Act

# Strategic Priorities

|                  |                                                                                                                                                                    |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Build</b>     | Build organizational capacity to provide value to members including hiring a full-time general manager and clarifying or adding operating policies and procedures. |
| <b>Implement</b> | Successfully implement agreements for long duration storage and firm capacity resources [geothermal]                                                               |
| <b>Pursue</b>    | Pursue opportunities enabled by the Inflation Reduction Act, including innovative technologies.                                                                    |
| <b>Achieve</b>   | Achieve savings through joint procurement of programs and services                                                                                                 |

# Business Plan Framework

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## Year 1

CC Power successfully implements four committed projects and builds its organizational capacity to support further joint investments on behalf of its members.

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## Year 2

CC Power Adds to its Portfolio of Projects, Programs and Services

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## Year 3

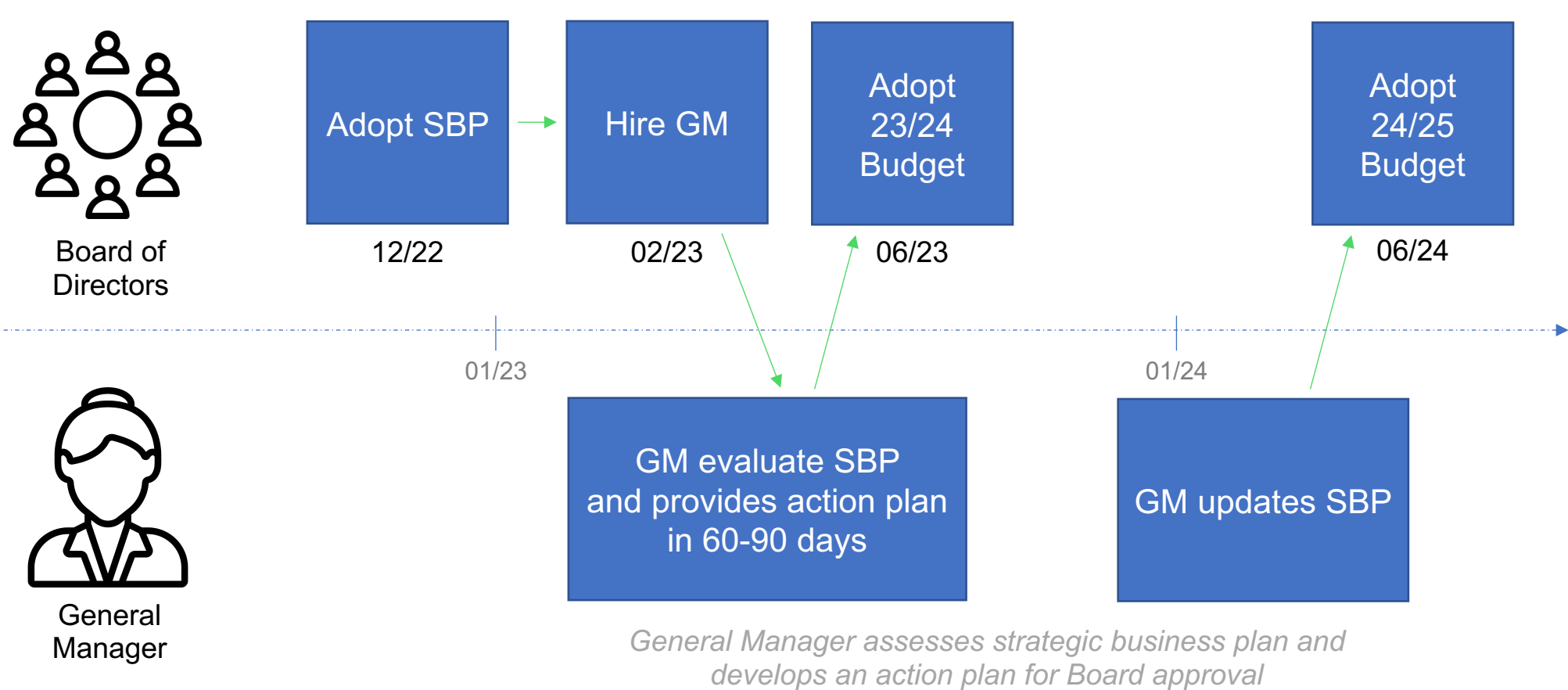
Dream Big  
Build, own, operate projects  
Explore innovation

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# Suggested Timeline

## Strategic Business Plan, GM & Budget



# Year One Focus

## **Implement**

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Implement the four committed projects

## **Launch**

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Launch at least two joint programs or services

## **Review**

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Review governance framework

## **Refine and Augment**

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Refine and augment policies and procedures

## **Undertake**

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Undertake activities to maximize IRA benefits

# Year 1 – Successfully Implement four committed projects – \$2.2 billion

## **Consistent theme from member interviews**

- Viewed as reinforcing credibility

## **Complete Coordinated Operations Agreement and Scheduling Coordinator Agreement**

- Manage all pre-COD contractual obligations

## **Review and standardize project oversight processes (GM's 1st 90 days)**

- Transfer responsibility for project committee functions to General Manager
- GM assigns tasks and coordinates work of consultants
- GM works collaboratively with project participants
  - Continues to draw on expertise of member staff while freeing them to pursue responsibilities of their 'day jobs'
  - Coordinates work to identify future projects and engage in work needed to bring proposals to Board
  - Create process for addressing technical, financial and legal concerns of participating members or those considering participation

# Year 1 – Identify top two priority programs/services and prepare plans



## **Develop processes to assess member needs and interests**

Consider flexible models for participation; partnerships; expanding or replicating successful work underway by CC Power members

### Examples

- Customer billing interface with PG&E
- Scheduling coordination
- Data management
- Direct installation of energy efficiency
- Energy rebate processing
- Joint procurement: EV charging equipment; solar hot water heaters
- Consulting services for IRPs
- Emerging technologies

# Year 1 – Governance Framework (GM's 1st 90 days days)

## Review Governance Framework

Refine role of board and general manager

- Board-set policies, approve agreements and budgets, give direction to GM
- GM-Operating responsibility; proposes policies, budgets, coordinates proposals, and vendor selection, responsible for contract negotiation and agreements – approved by board

Working Groups/committees – Redefine role

- Composed of members staff; meet as needed
- Informal meetings without decision making authority ( not Brown Act)
- Provide input and support to GM; share interests and ideas
- Ensure member concerns are addressed
- GM reports to Board on group activities

Consultant resources

- Engaged as needed
- Board authorizes; may delegate to GM authority to manage resources

This framework ensures the GM is responsible and member staff expertise is integrated into decisions.

# Year 1 – Functional Areas for board actions, policies and procedures

## **Financial – What’s required to support CC Power current and future obligations?**

- New 1-year budget for FY 23-24 (new fiscal year starts July 2023 per Board action in October 2022) (GM’s 1st 90 days)
- Payments, Cash requirements and Reserve requirements
- Options for financing future projects
- Credit rating?
- Evaluate collaboration with California Financing Authority?



# Year 1 – Functional Areas for board actions, policies and procedures

## **Communications - Who is CC Power?**

- Creates greater awareness of CC Power as an entity
- Attracts prospective market participants, prospective vendors and partners
- Increases awareness of benefits from CC Power investments



# Year 1 – Undertake activities in preparation for maximizing benefits of IRA

## **Monitor Internal Revenue Service implementation process and public comments submitted**

- Decisions on rules and process expected in 2023
- Rules around direct pay of tax credits of particular importance
- Other provisions address bonus credit or deduction amounts with respect to prevailing wage, apprenticeship, domestic content and energy community requirements

## **Organize one or more workshops on the IRA; separately or with CalCCA**

## **Engage financial and legal consultants to explore ways to optimize the IRA provisions**

# Year 2 – Add Projects that use the benefits of the IRA; Expand Portfolio of Programs and Services

Continue capacity building

Assess implications of direct or indirect ownership of resources

- Resource and budget requirements to manage development, construction and operating risks of generation ownership
- Managing exposure to CA liability and inverse condemnation rules

Continue to assess issues around financing and credit

Assess opportunities to partner –SMUD, NCPA, SCPPA, RENS, other CCAs

Investigate existing programs of members that might be expanded or replicated



# Year 2 – Potential Projects



EV charging installations-  
turn-key services



Joint subscription services  
(e.g., S&P Global)



Joint energy efficiency  
programs



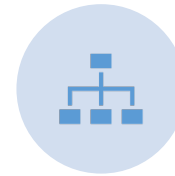
Joint rebate processing  
services



Data management services



Risk assessment and risk  
management services



Creation of pooled services  
for administrative functions,  
human resources and  
employee benefit programs

# Year 3 – Explore emerging technologies – share risks

## Projects to consider

- Large scale on-shore wind, off-shore wind and geothermal projects
- Ownership as well as PPAs
- Solar and solar with storage
- Energy storage
  - Stand-alone and long-duration
  - Energy storage with renewable projects
  - Demonstration energy storage projects – new technologies
- Central management of demand response

