This past year was a dynamic one for Clean Power Alliance as we expanded and launched new clean energy service in 31 jurisdictions across Los Angeles and Ventura Counties. We now serve more than 3 million people through approximately 1 million accounts, positioning us as the country’s largest Community Choice Aggregation (CCA) program and California’s fifth largest energy provider. Our size, coupled with our local leaders’ dedication to the success of the organization— is allowing us to deliver on our mission to provide new, competitively priced clean energy choices for residents and businesses in our member cities and counties.

Clean Power Alliance was challenged last year with an ever-changing legislative and regulatory landscape, the bankruptcy of California’s largest private utility, an unprecedented number of rate changes by Southern California Edison, and wildfires and public safety power shutoffs (PSPS) in our communities. Through it all we remained resolute in our commitment to address the challenges of climate change through a local community perspective.

Like CCAs throughout California, Clean Power Alliance is uniquely poised to leverage the collective commitment of our local leaders to develop a new way to provide electricity services. We have been at the forefront of climate change mitigation through rapidly greening our customers’ energy supply while providing choice and helping our member jurisdictions fast-track their sustainability goals by offering 100% renewable energy at competitive rates.

We are proud of the fact that we have more customers receiving 100% renewable energy than any other energy provider in the nation, with nearly 30% of our customers on our 100% Green Power rate plan. Overall, our clean energy portfolio is meeting California’s ambitious state goals 10 years early. In 2020, we anticipate both lowering our costs and further expanding renewable energy capacity in California by entering into more long-term power purchase and energy storage agreements.

In looking ahead at how we can better leverage our resources, we’ll be expanding our customer programs and investments in climate change mitigation. In 2020, we will launch new resiliency, smart tech and incentives for electric vehicle (EV) charging infrastructure and deploy our CPA Power Response demand response effort. We will also inaugurate our Solar Marketplace, an online solar and battery shopping portal. We’re excited for our customers to give them a try!

On behalf of the Clean Power Alliance Board and staff, we extend a sincere thank you to our customers, CPA’s Community Advisory Committee, and other community partners. It has been a pleasure to serve Los Angeles and Ventura County residents and businesses, as we begin to work together with our diverse communities on solutions to address climate change and enhance local resiliency.

TED BARDACKE
EXECUTIVE DIRECTOR

DIANA MAHMUD
CHAIR, BOARD OF DIRECTORS

WELCOME MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

REFLECTIONS & LOOKING FORWARD
ALMOST ALL CUSTOMERS WITHIN OUR SERVICE TERRITORY HAVE REMAINED WITH US

94% RETENTION RATE

1 MILLION CUSTOMERS

31 MEMBER AGENCY COMMUNITIES

ACROSS LOS ANGELES AND VENTURA COUNTIES

ENROLLED BY SPRING 2019

Clean Power Alliance (CPA) is proud to serve a broad customer base with diverse needs.
Customer Choices

CPA offers three rate options designed to suit the diverse needs of our communities.

**LEAN POWER**

Lean Power offers 36% renewable energy content and a 1-2% bill savings in comparison to SCE rates.

**CLEAN POWER**

Clean Power offers 50% renewable energy content and a 0-1% bill savings or bill parity in comparison to SCE rates.

**100% GREEN POWER**

100% Green Power offers 100% renewable energy content and a 7-9% bill premium in comparison to SCE rates.

### 2019 Customer Choices

<table>
<thead>
<tr>
<th>Community</th>
<th>Opt Up to 100% Green</th>
<th>Opt to Clean</th>
<th>Opt Down to Lean</th>
<th>Opt Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% GREEN</td>
<td>0.0%</td>
<td>0.9%</td>
<td>4.1%</td>
<td>8.8%</td>
</tr>
<tr>
<td>CLEAN</td>
<td>0.2%</td>
<td>0.0%</td>
<td>1.3%</td>
<td>3.7%</td>
</tr>
<tr>
<td>LEAN</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.0%</td>
<td>5.6%</td>
</tr>
<tr>
<td>ALL CUSTOMERS</td>
<td>0.2%</td>
<td>0.3%</td>
<td>1.9%</td>
<td>5.5%</td>
</tr>
</tbody>
</table>
CUSTOMER SNAPSHOT

ON 100% GREEN POWER
CPA has the most customers on a 100% renewable energy rate plan than any other electricity provider in the country!

28%

ON LEAN POWER
36% renewable energy and collectively saving $1 million.

19%

ON CLEAN POWER
50% renewable energy at no extra cost!

52%

RESIDENTIAL CUSTOMERS ENROLLED IN FINANCIAL ASSISTANCE
such as CARE, FERA, and Medical Baseline programs.

27%
“AS RENTERS, WE’RE HAPPY TO BE CPA CUSTOMERS SINCE IT GIVES US A CHANCE TO GET AFFORDABLE CLEAN ENERGY. REDUCING OUR IMPACT ON THE ENVIRONMENT IS VERY IMPORTANT TO OUR FAMILY.”

CPA Residential Customers, Alhambra
Constructing a reliable, clean, and cost-effective energy portfolio is a top priority, allowing us to keep our rates competitive for our customers. Our swift execution of competitively priced long-term power purchase agreements has helped establish CPA as an energy market player that smartly invests in new projects. The projects also advance our mission of investing in a green energy economy through job creation and providing opportunities for the development of skills necessary to power the green energy economy.

In 2020 we’re on track to meet California’s mandates for 60% renewable energy, 10 years ahead of schedule. To help achieve our ambitious renewable energy goals, between October 2018 and the end of 2019, CPA’s Board of Directors approved five long-term power purchase agreements, totaling approximately 606 megawatts. This included two new solar projects, an existing small hydroelectric project, and two new wind projects. Many of the projects will be located within Southern California. The two new solar facilities are in areas with low environmental impact, specifically designated for renewable energy development, and will create approximately 500 jobs, contracting well-paid and skilled workers.

**VOYAGER WIND PROJECT**

This project contracts for 21.6 megawatts from six wind turbines that were built at the existing Voyager Wind project site near Mojave, CA. In late 2018, CPA executed a 15-year contract for these wind turbines, which generates approximately 71,500 MWh of energy per year. The project created an estimated 205 construction jobs and 16 new permanent jobs. Terra-Gen, the Voyager Wind project owner, also contributed $150,000 to fund a community college green workforce scholarship program co-administered by CPA.

**ARLINGTON SOLAR PROJECT**

This project contracts for 233 megawatts from the Arlington Solar project in Riverside County, CA, owned and operated by NextEra Energy Resources. Arlington will come on-line in two phases, with the first 100 MWh delivered in December 2021 and the next 133 MWh delivered in December 2022. Building the project will require approximately 426 construction workers. CPA’s 15-year contract for this project has an expected output of 718,220 MWh per year.

**ISABELLA HYDRO-ELECTRIC PROJECT**

This project contracts for all of Isabella Partners’ existing 12 megawatt small hydroelectric project in Kern County, CA, for the next 10 years. It has an expected output of approximately 48,000 MWh per year and a 10-year long contract.
**POWER SOURCES**

We value transparency and the ability to provide clear and concise information to our customers about the source of their power. CPA annually publishes a Power Content Label describing the power source mix from the prior year. The Power Content Label below shows customers how much renewable energy was purchased in 2018 for our three energy rate products: Lean Power, Clean Power, and 100% Green Power.

<table>
<thead>
<tr>
<th>Energy Resources</th>
<th>Lean Power</th>
<th>Clean Power</th>
<th>100% Green Power</th>
<th>2018 CA Power Mix*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible Renewable</td>
<td>36%</td>
<td>62%</td>
<td>100%</td>
<td>31%</td>
</tr>
<tr>
<td>Biomass &amp; Biowaste</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Geothermal</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Eligible Hydropower</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Solar</td>
<td>0%</td>
<td>38%</td>
<td>0%</td>
<td>11%</td>
</tr>
<tr>
<td>Wind</td>
<td>36%</td>
<td>23%</td>
<td>100%</td>
<td>11%</td>
</tr>
<tr>
<td>Coal</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Large Hydropower</td>
<td>45%</td>
<td>27%</td>
<td>0%</td>
<td>11%</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>35%</td>
</tr>
<tr>
<td>Nuclear</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Unspecified Sources of Power*</td>
<td>19%</td>
<td>13%</td>
<td>0%</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Clean Power Alliance generation data represents final combustion-based electricity that was traceable to specific generation sources.

**Unspecified sources of power mean electricity from transactions that are not traceable to specific generation sources.

## 2018 ELECTRIC POWER GENERATION MIX

### WHITE HILLS WIND PROJECT

This project contracts for 300 megawatts from the White Hills Wind project in White Hills, AZ, with an expected output of 830,000 MWh/year. It’s located near Hoover Dam and will be owned and operated by NextEra Energy Resources. The project comes on-line in December 2020 with a 20-year term contract. Building the project will require approximately 300 construction workers. NextEra will also contribute $1 million over four years toward local workforce development initiatives in CPA’s service territory.

### ROSAMOND SOLAR PROJECT

This project contracts for 40 megawatts from Clearway Energy Group’s Rosamond Solar project in Kern County, CA, beginning in March 2021. Building the project will create an estimated 73 construction jobs. It has an expected output of 114,780 MWh/year and a 15-year long contract.

### FUTURE PROCUREMENT ACTIVITIES

CPA will continue investing in new development opportunities with the launch of two RFOs in late 2019 to contract for additional energy capacity, including the 2019 Reliability RFO for stand-alone energy storage projects and the 2019 Clean Energy RFO, for both large-scale renewable and storage projects and smaller distributed renewable and storage projects exclusively located in CPA’s service territory. Given the state’s emphasis on resiliency and our own clean energy goals, increasing storage capacity within the state is critical for CPA.

### GREEN-E® CERTIFICATION

Green-e Energy is a consumer protection and education program designed to provide purchasers of renewable energy, assurance of product quality and verification of product ownership. Since CPA’s inception in 2018, our 100% Green Power product has been Green-e® certified. Green-e® certification independently verifies that we supplied enough renewable energy for our 100% Green Power customers to meet 100% of their demand on an annual basis. Our 100% Green Power customers can use this certification to claim points under the LEED Green Building rating system. For more information on Green-e®, visit cleanpoweralliance.org/green-e.

### 2020 PROJECTED RETAIL SALES:

- **11,600 MWH**

### 2020 PEAK LOAD:

- **2,900 MEGAWATTS**
FINANCIALS

As a self-sustaining organization financed exclusively by customer rates, we’re fiscally conservative, keep our operating expenses low, and are accumulating reserves to prepare for any unexpected changes in the energy market. In FY 2018–2019 our total net position was close to $16 million after less than a full year of operations.

<table>
<thead>
<tr>
<th>OPERATING REVENUES</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity sales, net</td>
<td>$3,343,000</td>
<td>$253,913,000</td>
</tr>
<tr>
<td>Other revenue</td>
<td>39,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>3,383,000</td>
<td>253,919,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of electricity</td>
<td>3,299,000</td>
<td>223,126,000</td>
</tr>
<tr>
<td>Contract services</td>
<td>2,419,000</td>
<td>912,400</td>
</tr>
<tr>
<td>Staff compensation</td>
<td>222,000</td>
<td>2,134,000</td>
</tr>
<tr>
<td>General and administration</td>
<td>127,000</td>
<td>745,000</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>6,067,000</td>
<td>235,129,000</td>
</tr>
<tr>
<td>Operating income (loss)</td>
<td>(2,684,000)</td>
<td>18,790,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NONOPERATING REVENUES (EXPENSES)</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>7,000</td>
<td>122,000</td>
</tr>
<tr>
<td>Interest and related expenses</td>
<td></td>
<td>-246,000</td>
</tr>
<tr>
<td>Total nonoperating revenues (expenses)</td>
<td>7,000</td>
<td>-124,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHANGE IN NET POSITION</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>9,629,000</td>
<td>142,784,000</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>12,306,000</td>
<td>126,795,000</td>
</tr>
<tr>
<td>Total net position</td>
<td>-$2,677,000</td>
<td>$15,989,000</td>
</tr>
</tbody>
</table>
PEAK MANAGEMENT PROGRAM

In 2019, CPA piloted a behavioral demand response rate for commercial and municipal customers. The Peak Management Program (PMP) ran for a five-month period from July 1 to November 30, 2019. Participating customers received a discount during the summer months of the program in the form of monthly on-peak demand credits in exchange for a surcharge on energy consumed during “peak” hours (4 p.m. to 9 p.m.) on 10 days when power was very expensive and dirty. Participating customers benefited from bill protection during the pilot.

The accounts that enrolled in the pilot ranged in size and usage patterns, which provided an opportunity to analyze event response among several different types of customers. CPA was able to demonstrate a measurable reduction in average customer usage between 4 p.m. to 9 p.m. on multiple days during the pilot. Based on the promising results of the pilot, CPA is evaluating expansion of the PMP program in 2020. Through close interaction with customers enrolled in the pilot program, CPA has identified opportunities for customer education and program modifications to encourage customers to further reduce their energy usage during these critical events.

GREEN LEADER PROGRAM

CPA launched the Green Leader Program to recognize business and municipal customers who either retained or opted up to the 100% Green Power rate product. Our Green Leader Program helps businesses get credit for opting to 100% renewable energy, offers them complementary marketing opportunities, and is helping foster a greater network of like-minded businesses committed to environmental leadership.

LOCAL PROGRAMS STRATEGIC PLAN

This past year, CPA launched our Local Programs Strategic Planning process, which will guide programs we should develop from 2020-2025. We conducted a robust stakeholder engagement process that included workshops and multilingual surveys, reaching hundreds of participants, including customers, stakeholders and our Community Advisory Committee (CAC). Through collecting feedback and a rigorous study of existing CCA programs, we developed a process to consider projects and comparative tool on how to prioritize our future programs. We’ll be examining how to meet both our goals and those of the local community, including reaching underserved communities and customers, resiliency, workforce development, disaster preparedness, and achieving local sustainability. The plan is expected to be finalized in 2020.

VOYAGER SCHOLARSHIP PROGRAM

We’re happy to share that this past May our Board of Directors approved the Voyager Scholarship Program starting with a $150,000 scholarship contribution. Seven community colleges serving Disadvantaged Communities throughout Los Angeles and Ventura Counties were selected to distribute the scholarships in early 2020 to students pursuing studies in energy-related fields. The goal of the scholarships is to help develop the future clean energy workforce.

Los Angeles County
Antelope Valley College
Compton College
East Los Angeles College
Rio Hondo College

Ventura County
Moorpark College
Oxnard College
Ventura College
OUT IN THE COMMUNITY

CPA team members engaged in widespread community outreach and engagement at neighborhood events, organization meetings, and through partnership efforts. Our events took place throughout our service territory.

We also conducted robust communications initiatives aimed at educating our customers, including outreach in Spanish and Chinese. We spoke at Lunar New Year celebrations, Earth Day activities, rural and community council meetings, various Chambers of Commerce meetings, and many more. In total, CPA presented and participated in 102 member agency and community events reaching thousands of individuals within our service territory. We also conducted several social media campaigns, reaching roughly 103,000 customers. Our Facebook following grew by 21%, and our Twitter following grew 22%.
Reaching more than...

3,500
INDIVIDUALS IN PERSON WITHIN OUR SERVICE TERRITORY

In total, CPA presented and participated in...

102
MEMBER AGENCY AND COMMUNITY EVENTS

SUSTAINABLE ENERGY INCUBATOR

In 2019, we hosted a series of Sustainable Energy Incubator workshops with the goal of educating our industry partners, member agencies, and other stakeholders on emerging energy issues. These workshops are supplemented by additional customized technical assistance to help member agency staff gain the resources and knowledge of how to start their own sustainable energy programs and get connected to financial resources to implement them.

2019 GREEN LEADERSHIP AWARD

In April 2019, the Los Angeles County Board of Supervisors recognized CPA with a Green Leadership Award in the Public Agency Category. The Green Leadership Awards acknowledge outstanding achievements in environmental sustainability and CPA was awarded for our efforts to provide accessible clean energy sources to disadvantaged communities and significantly reduce region-wide greenhouse gas emissions by expanding options for renewable power.
“BEING SUSTAINABLE GIVES US A BUSINESS ADVANTAGE AND CHOOSING 100% GREEN POWER ALLOWS US A REASONABLY PRICED WAY TO LEAD BY EXAMPLE.”

Handcrafted Construction, CPA Commercial Customer, Culver City
2019 BOARD OF DIRECTORS

Clean Power Alliance is governed by a Board of Directors, which includes an elected official from each of our member agencies and counties. Our 31-member Board of Directors is committed to providing our community’s residents, businesses, and organizations with renewable energy options at competitive rates.

2019 COMMUNITY ADVISORY COMMITTEE

We have a dedicated Community Advisory Committee (CAC) comprised of customers who are leaders in their communities that advise our Board of Directors on policies, programs, and planning, while also serving as advocates for our customers. Our 15-member committee represents seven sub-regions of our service territory. Our CAC members represent a diverse cross-section of community and professional backgrounds.
CPA STAFF

Ted Bardacke, Executive Director
Nancy Whang, General Counsel
Matthew Langer, Chief Operating Officer
David McNeil, Chief Financial Officer
Raynette Tom, Executive Assistant to the Executive Director

Customer Programs, Services and Operations
Tyler Aguirre, Customer Programs Manager
Jennifer Giles, Commercial Accounts Executive
Christopher Stephens, Manager of Non-Energy Contracts

External Affairs
Jennifer Ward, Director of External Affairs
Gabriela Monzon, Clerk of the Board
Allison Mannos, Senior Manager of Marketing & Customer Engagement
Karen Schmidt, Regional Affairs Manager
Christian Cruz, Community Outreach Manager
Alicia A. Gutierrez, Marketing Coordinator

Finance
Hui Lisano, Controller
Sean Swe, Manager of Load Forecasting and Analysis
Alex Maranga, Financial Analyst

Power Planning and Procurement
Natasha Keefer, Director of Power Planning & Procurement
Erik Nielsen, Structured Contracts Manager
Tessa Haagenson, Power Origination Manager
Ted Tardif, Energy Resources Manager
Charles Grinstead, Energy Resources Manager

Regulatory and Policy
Gina Goodhill, Director of Policy
CC Song, Director of Regulatory Affairs

Technology, Data, & People
Monique Edwards, Director of Technology, Data, and People
Tsehai Scott, Human Resources & Administrative Associate

“It’s important to me to be a good steward of our planet and that’s why I’m on the 100% Green Power Rate.”

CPA Residential Customer, Thousand Oaks