



**MEETING of the Executive Committee of the
Clean Power Alliance of Southern California
Wednesday, February 17, 2021
1:30 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 Executive Committee 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/93876866886>

or

Dial: (669) 900-9128 Meeting ID: 938 7686 6886

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 Committee or 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."

Clean Power Alliance Executive Committee Meeting
February 17, 2021

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PUBLIC COMMENT POLICY: *The General Public Comment item is reserved for persons wishing to address the Committee 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.*

Each speaker is customarily 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 Clean Power Alliance Policy No. 8 – Public Comments for more information.

CALL TO ORDER AND ROLL CALL

GENERAL PUBLIC COMMENT

CONSENT AGENDA

1. [Approve Minutes from January 20, 2021 Executive Committee Meeting](#)

REGULAR AGENDA

2. [Oral Update from the Executive Director on CPA Operations](#)
3. [2021 Rates Update & Potential Energy Portfolio Cost Reduction Actions](#)
4. [Salary Survey Results and Creation of Pay Ranges](#)
5. [Review Draft Agenda for March 4, 2021 Board of Directors Meeting](#)

COMMITTEE MEMBER COMMENTS

ADJOURN – NEXT MEETING MARCH 17, 2021

Public Records: *Public records that relate to any item on the open session agenda for a Committee 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 Committee. Public records are available for inspection online at www.cleanpoweralliance.org/agendas.*

MINUTES

MEETING of the Executive Committee of the
Clean Power Alliance of Southern California
Wednesday, January 20, 2021 1:30 p.m.

The Executive Committee 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 1:32 p.m. and Clerk of the Board, Gabriela Monzon, conducted roll call.

Roll Call			
Agoura Hills	Deborah Klein Lopez	Committee Member	Remote
Beverly Hills	Julian Gold	Committee Member	Remote
Los Angeles County	Sheila Kuehl	Vice Chair	Remote
Rolling Hills Estates	Steve Zuckerman	Committee Member	Remote
Santa Monica	Kevin McKeown	Committee Member	Remote
South Pasadena	Diana Mahmud	Chair	Remote
Ventura County	Linda Parks	Vice Chair	Remote
West Hollywood	Lindsey Horvath	Committee Member	Absent

All items are unanimously approved unless otherwise stated.

GENERAL PUBLIC COMMENT

There were no public comments.

CONSENT AGENDA

1. Approve Minutes from December 16, 2020 Executive Committee Meeting

Motion: Committee Member McKeown, Santa Monica
Second: Committee Member Lopez, Agoura Hills
Vote: Item 1 was approved by a roll call vote.

REGULAR AGENDA

2. Oral Update from the Executive Director on CPA Operations

Ted Bardacke, Executive Director, announced that CPA will welcome nine new board members in the coming weeks and discussed the upcoming election to fill a vacancy on the Executive Committee for a Ventura County at-large representative.

In response to Committee Members' suggestions and questions regarding new Board member onboarding and education, Mr. Bardacke explained that new Board members participate in one-on-one orientations that review CPA's business, customer programs, and rates, and staff will continue to provide resources, such as video tutorials, to ensure Board Members are well prepared for their role. Chair Mahmud added that additional education in the areas of legal structure, the role of CAISO and the CPUC, basics of how electricity works, and the relationship between SCE and CPA could also be beneficial to new Board members.

Mr. Bardacke provided an update on Southern California Edison (SCE) rates, noting that SCE will implement new PCIA and ERRRA rates on February 1, 2021. The PCIA will increase by almost 0.6 cents/kWh and includes partial amortization of 2020 PCIA Undercollection. Mr. Bardacke explained that with the SCE generation rate remaining flat and the PCIA increasing, CPA revenue would be reduced by approximately 8% or \$64 million on an annualized basis if CPA mitigated the PCIA increase with an automatic reduction in its own generation rates. Mr. Bardacke added that staff will develop scenarios in the next 30 days to close some of the assumed gap, with heavy consideration on load forecasting, cost projections, procurement targets, the use of both the fiscal stabilization fund and financial reserves, and credit covenants. Lastly, Mr. Bardacke emphasized that SCE does plan another rate adjustment in the spring of 2021, the General Rate Case, which is expected to keep the PCIA flat but increase generation rates, thus alleviating some of the downward pressure on revenue. Mr. Bardacke also noted that T&D rates were likely to go up then as well and that CPA can wait until the second SCE rate adjustment before acting. Mr. Bardacke emphasized the need to further consider moving to a cost-of-service ratemaking approach, where SCE's rates were a competitive reference point not an automatic driver of CPA's rates.

Chair Mahmud asked when the CPA Board would have considered a rate adjustment after SCE's February rate revision. Mr. Bardacke responded that the Board would have considered rates in March or April 2021 but then would have to bring a second rate adjustment in June or July 2021, pending approval by the CPUC in the spring. Committee Member Gold asked if SCE's procurement costs have not gone up and how high rates would be if CPA had to offset a loss, noted some concern over using existing reserves to offset the loss and hoped additional scenarios could be explored. Matt

Langer, Chief Operating Officer, explained that there are several factors considered in setting SCE generation rates, specifically the forecasted cost of procurement for the coming year, and other balancing accounts that add or subtract balances from the current year's accounts. Although there was upward pressure on generation rates in 2021, there were some overcollections in 2020 that offset what would otherwise be an increase in cost for procurement. Mr. Langer noted that overcollection balances would be worked out in 2021 rates and by 2022, the underlying driver will be visible, which is that rates should be higher.

Vice Chair Parks stated a preference for staff to look at other options than using reserve funds and perhaps adjusting program funding as a percentage of CPA's budget. Committee Member Zuckerman commented that CPA's operating, staff, and program costs are a small percentage of the budget and therefore rates have a significant impact on contribution to reserves. Chair Mahmud expressed concern for presenting two rate adjustments to the Board and noted that there is some optimism in that the two rate adjustments are an anomaly in part because of CPA's underpayment of what was owed to SCE and the Board's approval of several Power Purchase Agreements (PPAs), that will be completed in the next two years and will provide more cost stability.

Committee Member Gold added that the rate adjustment approach should be sensitive in messaging. Vice Chair Kuehl agreed that staff needs more time to frame an appropriate approach to the rate adjustments and cautioned that this approach should inspire confidence in the capabilities of the Board to fulfill CPA's goals rather than be critical of CPA. Committee Member McKeown echoed support for a deliberate approach and asked if some of the rate tiers are more profitable than others. Staff explained that a cost-of-service analysis is forthcoming which will help to answer that question about costs of the different rate products. In response to Chair Mahmud's question about the PCIA Undercollection making SCE's rates lower than CPA's, Mr. Bardacke clarified that CPA rates would be 2-3% more expensive, or about \$4 more, until CPA takes action and that a delay until June can help CPA stave off some of the revenue reduction.

Chair Mahmud noted that there were several months in the last year in which CPA's rates were lower than SCE's and Committee Member Gold asked if call center statistics can inform the Board's decision towards an approach. Mr. Bardacke explained that statistics will become available after the February 1 implementation of new SCE rates, but staff will have to differentiate between complaints about overall bill increase or T&D increases. Chair Mahmud stated that SCE was close to its preferred T&D increase at 11% and must update a lot of infrastructure in its service territory, which can bring about more increases in the next several years. Mr. Langer added that SCE's General Rate Case has not yet been approved, but it is likely to include a large increase to T&D charges. Committee Member Zuckerman commented that Board Members can

share positive budget information with their respective jurisdictions and asked if staff is comfortable with the transparency of SCE's costs related to power procurement. Mr. Langer explained that SCE uses a formula that allocates overhead costs between delivery and generation. Committee Member McKeown added that the Board should be apprised of the intention to change rates and the Committee as whole agreed that the Board should fully understand the impact of both proposed changes before the Board's actual consideration of a rate change.

Lastly, Mr. Bardacke discussed CPA's transition to the use of participation rates rather than opt-out rates to reflect the change in customer composition. Specifically, Mr. Bardacke explained that this transition allows for the tracking of move-ins and move-outs of customers within the service territory. Committee Member McKeown asked if over time trends would indicate an increase in participation rate as customers move in and out of the service area and if it is possible to track that in an aggregate number. Mr. Bardacke clarified that staff will track the total number of customers at each rate and then an overall participation rate, but staff expects participation rates in all member jurisdictions to go up over time because the opt-out rate among new customers is lower. In response to Committee Member Zuckerman's questions about SCE's dividend payout, Mr. Langer explained that the Cost of Capital proceeding includes an applicable rate of return (ROR), but the General Rate Case includes a profit that is determined separately.

3. Review Draft Agenda for February 4, 2021 Board of Directors Meeting

Mr. Bardacke discussed items for Board consideration at the February 4 Board meeting and noted that the CALeVIP item may be delayed if the counterparties do not provide draft agreements. Mr. Bardacke also stated that the 2020 Clean Energy RFO Shortlist Recommendation would be for information only and provide an overall review of procurement of long-term resources. Committee Member McKeown stated that CPA received attractive offers that the Energy Committee looks forward to presenting to the CPA Board.

COMMITTEE MEMBER COMMENTS

Committee Member McKeown announced that Santa Monica planned a press release to celebrate President Biden's decision to rejoin the Paris Climate Agreement, an international treaty on climate change, noting that the press release would highlight Santa Monica's participation in CPA as an indicator of its continuing commitment to the treaty's principles.

ADJOURN

Chair Mahmud adjourned the meeting at 3:03 p.m.

Staff Report – Agenda Item 2

To: Clean Power Alliance (CPA) Executive Committee
From: Ted Bardacke, Executive Director
Subject: Oral Update from the Executive Director on CPA Operations
Date: February 17, 2021

The Executive Director will provide an oral report, including an update on the following items:

- Milestone Dates
- February 19 Board Reception
- New Board Member Orientations Update

Staff Report – Agenda Item 3

To: Clean Power Alliance (CPA) Executive Committee
From: Matt Langer, Chief Operating Officer
Approved by: Ted Bardacke, Executive Director
Subject: 2021 Rates Update
Date: February 17, 2021

RECOMMENDATION

Receive update on CPA rates and finances; and provide input on potential Energy Portfolio Cost Reduction in March.

ATTACHMENT

- 1) [2021 Rates Update & Potential Cost Reduction Actions Presentation](#)



Item 3

2021 Rates Update & Potential Cost Reduction Actions

Wednesday, February 17, 2021

Summary

- SCE's 2021 rates and PCIA are placing downward pressure on CPA revenues
- A number of factors are placing upward pressure on CPA's costs, although detailed dollar impacts are still being refined
 - Resource Adequacy prices
 - Energy market prices
 - Bad debt expense
 - Congestion costs and CRR market values
- Staff has begun to evaluate options for reducing costs
 - Product content adjustments – **Proposed Action Item**
 - Reductions in operating expenses
- Analysis is ongoing and staff will present cost of service model results and more detailed financial analysis to Executive Committee in March

2021 Rates Recap

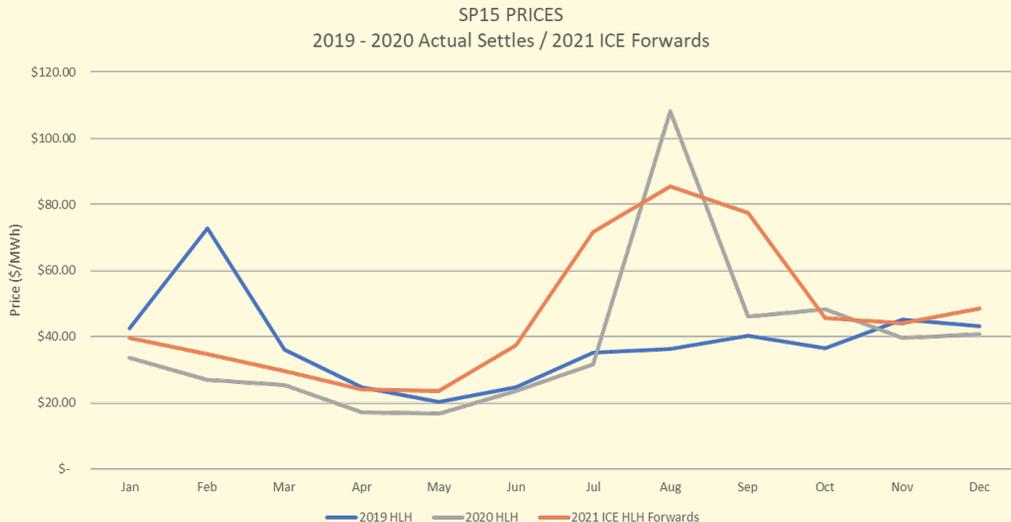
- As discussed at the last Board meeting, SCE changed rates on Feb. 1, 2021
 - SCE Delivery charges up ~14% for all customers
 - PCIA up 27% for CPA customers
 - SCE generation rates flat
- SCE is expected to change rates again June 2021
 - SCE Delivery will increase again for all customers; likely more than 10%
 - PCIA for CPA customers stay flat
 - SCE generation rates increase ~1.5%-3%
- Full year impact of adjusting CPA rates downward based on February rates would have resulted in a revenue reduction of 8% or ~\$65 million
- Delaying a rate change until after SCE's June rate change saved ~\$44 million and allows staff to conduct an analysis of options

2021 Cost Considerations: Resource Adequacy and Congestion

- **Resource Adequacy (RA)** costs have sharply increased in 2021 due to tight supply conditions exacerbated by more restrictive regulations
 - RA contracts for 2021 were substantially more expensive than 2020
 - CPA forecasts FY21/22 RA costs to be **35% higher** than FY20/21, with the greatest increases in calendar Q4
- **Congestion Revenue Right (CRR)** net revenues are expected to decline due to lower CRR allocations by the CAISO, leading to increased cost to procure CRRs to hedge congestion

2021 Cost Considerations: Energy Market Prices

- CAISO market **energy prices** are forecast to increase due to concerns of tight supply during the evening ramp and the risk of summer heat events like those that occurred in August and September 2020



2021 Cost Considerations: Bad Debt Expense

- **Bad debt expense** has trended sharply upward since 2020 as a result of COVID-related economic impacts and the suspension of disconnections
 - 2020 bad debt expense was 3.5 times baseline levels
 - With the moratorium on disconnections ending sometime in 2021, bad debt may decline, but could still remain as high as 3 times baseline levels
- CPA will be encouraging customers to participate in the CPUC-directed Arrearage Management Plan (AMP) administered by SCE
 - Under the plan, past due balances are forgiven if customers adhere to a payment plan for a year
 - CPA is compensated for its portion of forgiven balances as part of the CPUC program

Cost Reduction Opportunities: Lean Power Content

- The Lean Power product is currently targeting 40% renewables, made up primarily of PCC2 resources (out of state renewables)

Lean Power Option	FY 2021/2022 Savings	Considerations
1. Meet 40% renewables target with unbundled RECs (PCC3)	~\$4.6 million	<ul style="list-style-type: none">• Maintains current renewable content target• JPA discourages use of unbundled RECs• Results in higher GHG emissions profile
2. Change target to 40% carbon-free energy (large hydro) STAFF RECOMMENDATION	~\$7.2 million	<ul style="list-style-type: none">• Lower GHG emissions profile than current Lean Power target or Option 1 above• Reduces overall CPA renewables portfolio• Move from renewables to carbon-free highlights the value tradeoff for the Lean Power product

- Product content is measured for the calendar year, so each of these scenarios would also yield savings in FY 20/21 and FY 22/23

Cost Reduction Opportunities: Clean Power Content

- The Clean Power product is currently targeting 50% renewables, made up of a mix of PCC1 (in-state) and PCC2 (out-of-state) resources

Clean Power Option	FY 2021/2022 Savings	Considerations
1. Shift from 50% renewables target to 50% clean energy target (45% RPS, 5% carbon free)	~\$5.4 million	<ul style="list-style-type: none"> Renewables continue to surpass SCE Reduces overall CPA renewables portfolio GHG emissions profile continues to be lower than SCE
2. Shift from 50% renewables target to 50% clean energy target (40% RPS, 10% carbon free) STAFF RECOMMENDATION	~\$9.3 million	

Cost Reduction Opportunities: 100% Green Power Content

- The 100% Green Power product is currently 100% renewables, made up of solely PCC1 resources

100% Green Power Option	FY 2021/2022 Savings	Considerations
1. Shift from 100% PCC1 target to 90% and 10% PCC2	~\$0.5 million	<ul style="list-style-type: none">• The value proposition of 100% Green Power is based around a “Gold Standard” 100% PCC1 renewable portfolio• PCC2 renewables are close in price to PCC1, resulting in minimal cost savings
2. Shift from 100% PCC1 target to 80% and 20% PCC2	~\$1.0 million	
STAFF RECOMMENDS NO CHANGES TO THE 100% GREEN POWER PRODUCT		

Power Content Emissions Impacts

- The following table shows the impact of the individual product content options from the previous slides on CPA's overall energy portfolio
- The 100% Green Options would not change total renewable and carbon free content and are not shown

	Year	Portfolio Renewable	Portfolio Carbon Free	Total Portfolio GHG Free
Current Portfolio (baseline)	2020	60.9%	6.6%	56.8%
Lean Power with Carbon Free*	2021	-8.8%	4.6%	6.5%
Lean Power with PCC3	2021	0.0%	-3.9%	-2.1%
Clean Power 40% RPS/10% Carbon Free*	2021	-5.6%	-1.3%	-4.7%
Clean Power 45% RPS/5% Carbon Free	2021	-2.9%	-3.9%	-4.7%

	Year	Portfolio Renewable	Portfolio Carbon Free	Total Portfolio GHG Free
Total Portfolio with Staff Recommendations	2021	46.5%	9.9%	58.5%

*Staff recommendation

Cost Reduction Opportunities: Operating Budget

- Staff is evaluating opportunities to reduce costs in the operating budget
- Areas where the potential for meaningful cost savings have been identified include:
 - Data Manager
 - Modify Calpine contract, similar to recent actions of other CCAs
 - Customer Mailers
 - Reduce costs by sending certain mailers via email as allowed
 - Banking and Insurance
 - Renew loan and insurance agreements at lower costs

Next Steps

- Seek Executive Committee guidance on bringing portfolio content changes for 2021 and 2022 to the Board in March with Executive Committee recommendation
- Refinement of cost and revenue forecasts ongoing
- Staff will return to Executive Committee in March with the following
 - Detailed costs of service analysis
 - Financial model highlights with detailed revenue and cost estimates
 - Options for further mitigating cost and revenue impacts with a focus on maintaining competitive rates for most customers

Staff Report – Agenda Item 4

To: Clean Power Alliance (CPA) Executive Committee

From: Monique Edwards, Director of Technology, Data & People

Approved by: Ted Bardacke, Executive Director

Subject: Salary Survey Results

Date: February 17, 2021

RECOMMENDATION

Receive and provide input on approach to creating salary ranges based on benchmarking presentation.

ATTACHMENTS

- 1) [Salary Survey Results and Creation of Pay Ranges Presentation](#)
- 2) [CCA 2020/21 Custom Compensation Survey Results](#)
- 3) [CPA Benefits Valuation Analysis](#)



Item 4

Salary Survey Results and Creation of Pay Ranges

Wednesday, February 17, 2021

Executive Summary

- CPA has conducted a salary and benefits benchmark study in collaboration with 3 other CCAs
- Goal is to establish Board-approved, data-driven salary ranges for typical positions at CPA.
- Ranges should be broad enough to allow CPA to attract and retain talent and accommodate career advancement for existing staff.
- Once salary ranges are established, existing employees will be placed on levels within job classifications, and titles will potentially be consolidated, added, or altered.
- Today, staff seeks input on methodology to establish salary ranges, based on benchmarks set by the study.

Overall Project Approach



PHILOSOPHY

KICKOFF, DISCOVERY AND TOTAL REWARDS PHILOSOPHY

Review existing data and document our high-level findings in preparation for our focus group sessions

Conduct focus group(s) with HR, business leaders and key stakeholders to gain clarification of current rewards approach

Summary of session outcomes with a focus on go-forward total rewards strategy and program design guiding principles



ARCHITECTURE

DESIGN MARKET-INFORMED, INTERNALLY RELEVANT JOB ARCHITECTURE

Define career streams, levels and job families that **differentiate types of careers** and levels of accountability

Map employees to new job architecture

Review completed assignments and assist with calibration



COMPENSATION

COLLECT COMPENSATION DATA ON SELECTED ROLES FROM PEER GROUP

Kick off the compensation and benefits custom survey via a 2-hour conference call.

Outstanding scope question: number of benchmark jobs, 15 vs. 25

Draft survey questionnaire and data collection template
Discussion question: what are the right markets to compare to?

Create and share a customized **COMPENSATION SUMMARY** report for each participating organization



BENEFITS

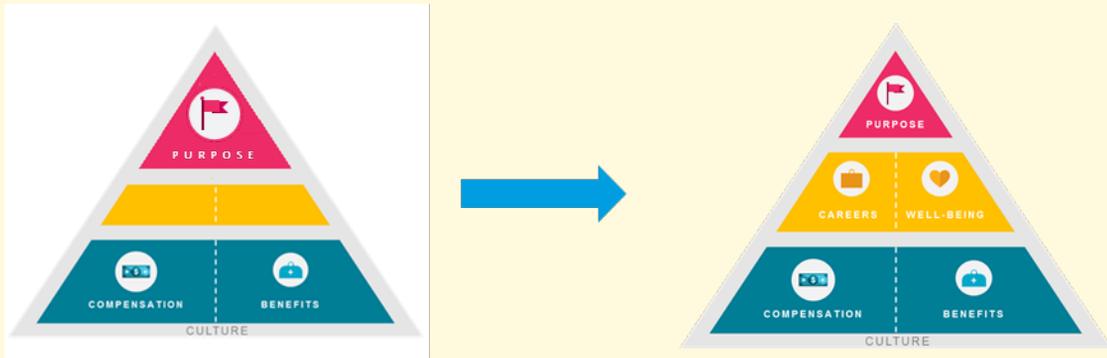
COLLECT AND VALUE COMPETITOR BENEFIT OFFERINGS

Collect benefits-specific data from each CCA

Assess how each benefit at each organization compares to market practice

Create and share a customized **BENEFITS SUMMARY** report for each participating organization

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.
- 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 – Two looks
 - Base salary (CPA and CCA standard)
 - Short-term incentive amounts were also collected to understand total cash compensation (TCC)
- Benefits
 - Retirement/Savings
 - Health/Group (medical, post-retirement medical, and dental)
 - Paid Leave
 - Life Insurance and Disability

CCA Survey Participants



Salary and Benefits Benchmarking Focus Areas

- Focus on competitive positioning in the following key areas:
 - Base salary
 - Total Cash Compensation (including Short Term Incentives)
 - Benefits

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

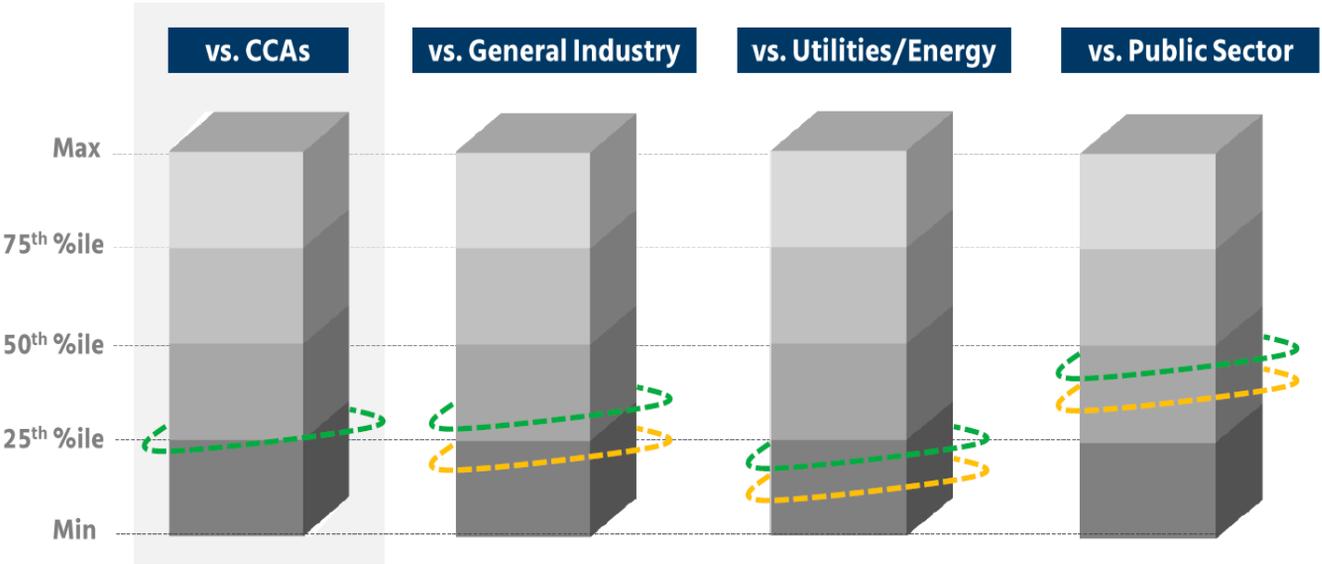
Overall Positioning Summary - Market Perspective

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

Example Survey Results – Marketing/Program Management

Market data: Marketing / Program Management

Job Title	CCA Perspective					
	CCA Obs*		Base Salary			
			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

Example Survey Results – Power

Market data: Power

Job Title	CCA Perspective					
	CCA		Base Salary			
			Obs*	25th	Avg.	50th
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	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	N/A								235	\$158.2	\$173.9	\$191.1	61.1%	\$172.4	\$197.8	\$207.7	N/A																			
Power Expert Professional	N/A								17	\$123.4	\$127.3	\$139.2	100.0%	\$144.2	\$153.5	\$165.2	N/A																			
Power Senior Professional	N/A								43	-	\$107.2	-	60.0%	-	\$116.2	-	N/A																			
Power Intermediate Professional	N/A								36	-	\$90.7	-	60.0%	-	\$98.4	-	N/A																			

All values shown in \$'000s

Benefits Valuation Analysis

Value comparison of all benefit components in four key areas.

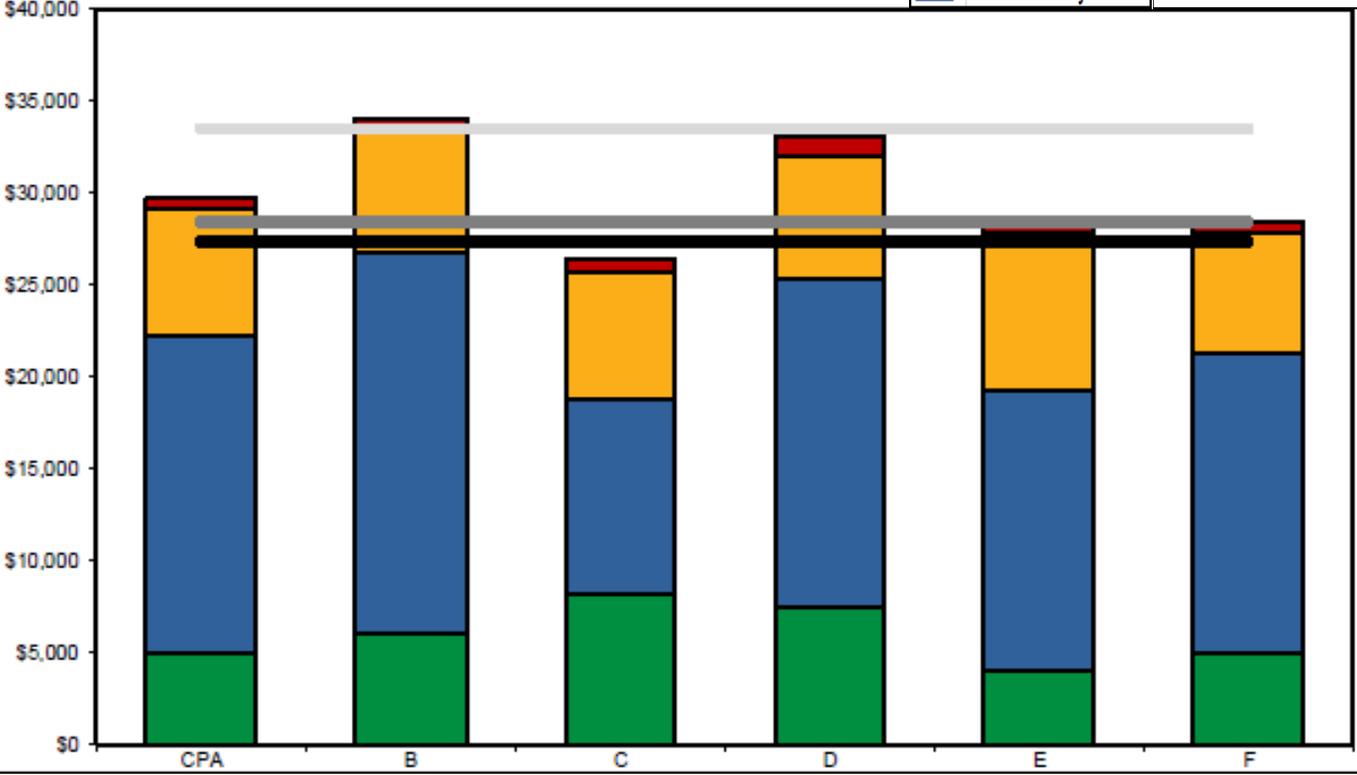
- **Retirement/Savings:** Defined Benefit, Defined Contribution, and Stock Purchase plans
- **Health/Group:** Medical, Dental, Health Care and Dependent Care Flexible Spending Accounts, and Post-Retirement Medical
- **Paid Leave:** Paid Time Off, Vacation, Holidays, Personal Leave, and Sick Days
- **Life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

Discussion Items and Next Steps

- *Input is requested on the following approaches to creating salary ranges:*
 - Establish range between 50th and 75th percentile of benchmarks
 - In lieu of designing a short-term incentive structure, incorporate total cash compensation benchmarks into creation of salary ranges
 - Use of different industry categories for different job areas when creating salary ranges (i.e., averages or target specific industry benchmarks)
 - Straw proposal for executive jobs (combo of CCA + Public Sector)
- *Proposed Next Steps:*
 - Incorporate Executive Committee feedback and present informational update to Board
 - Create a salary schedule for ExCom review in March and for Board consideration in April
 - Minor tweaks to benefits during next update to Employee Handbook



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.

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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 Obs*		Base Salary			
			25th	Avg.	50th	75th
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					
			Base Salary			
	CCA	Obs*	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		50th	25th	50th		75th	25th	50th		75th	50th	25th		50th	75th	25th		50th	75th	50th
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	N/A								235	\$158.2	\$173.9	\$191.1	61.1%	\$172.4	\$197.8	\$207.7	N/A							
Power Expert Professional	N/A								17	\$123.4	\$127.3	\$139.2	100.0%	\$144.2	\$153.5	\$165.2	N/A							
Power Senior Professional	N/A								43	-	\$107.2	-	60.0%	-	\$116.2	-	N/A							
Power Intermediate Professional	N/A								36	-	\$90.7	-	60.0%	-	\$98.4	-	N/A							

All values shown in \$'000s

Market data: Regulatory Affairs

Job Title	CCA Perspective					
			Base Salary			
	CCA	Obs*	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							
	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
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

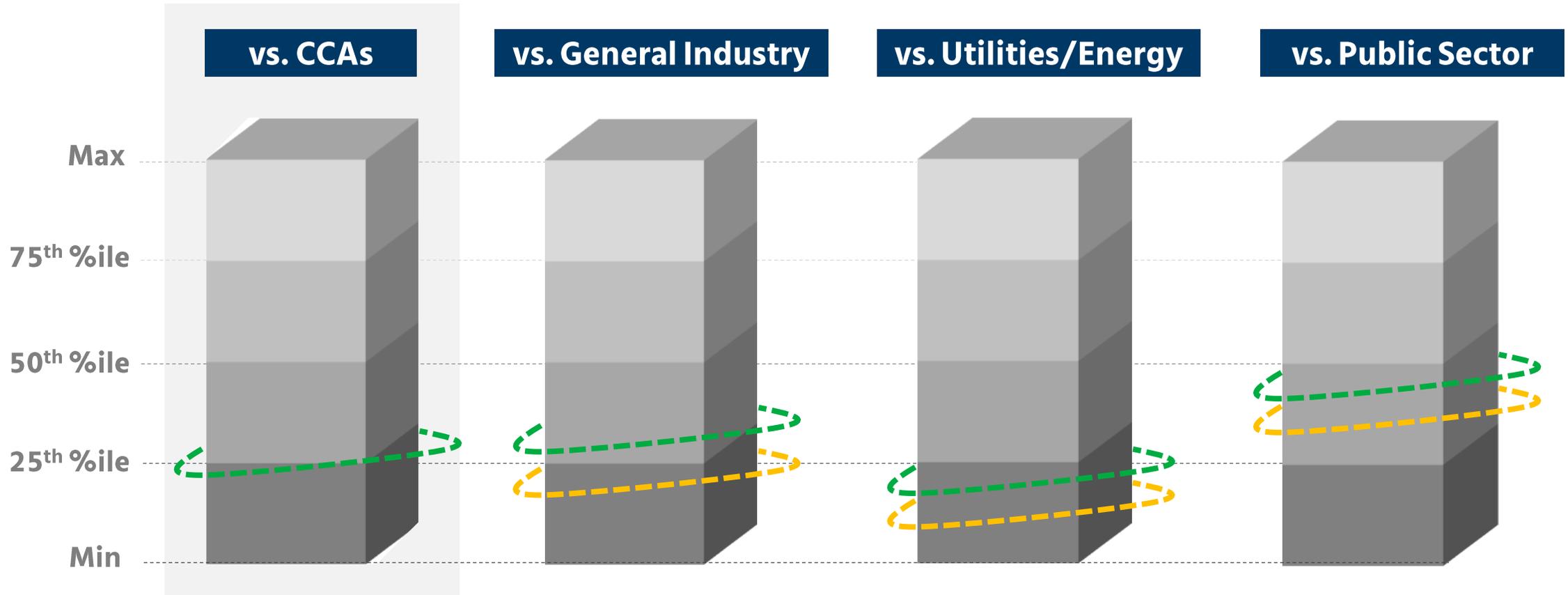
Key:  Below market  At market  Above market

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

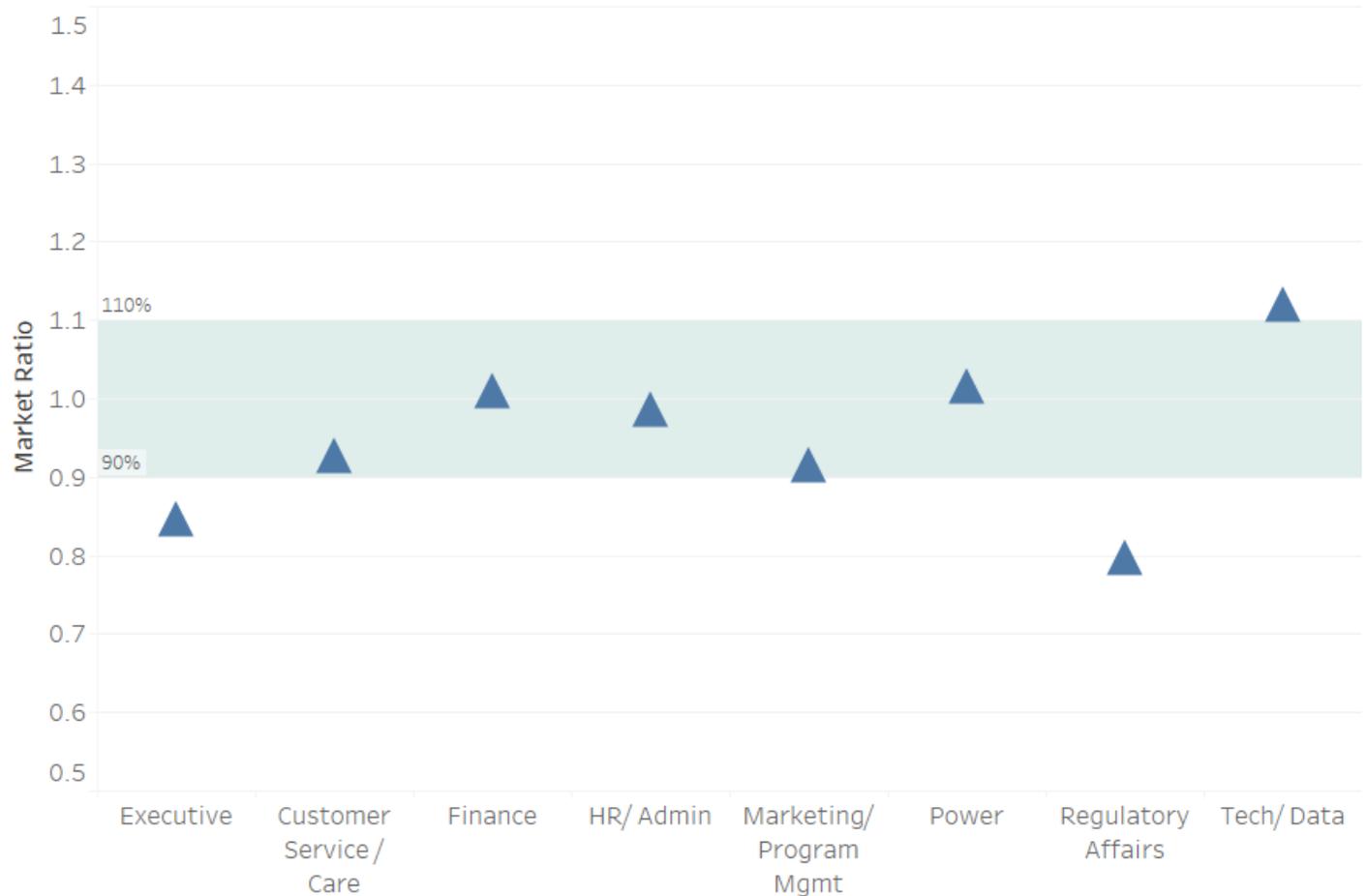
Overall Positioning Summary by Market Perspective



Market Ratio Comparison by Job Family (Base Salary)

CCA Perspective

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



- **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

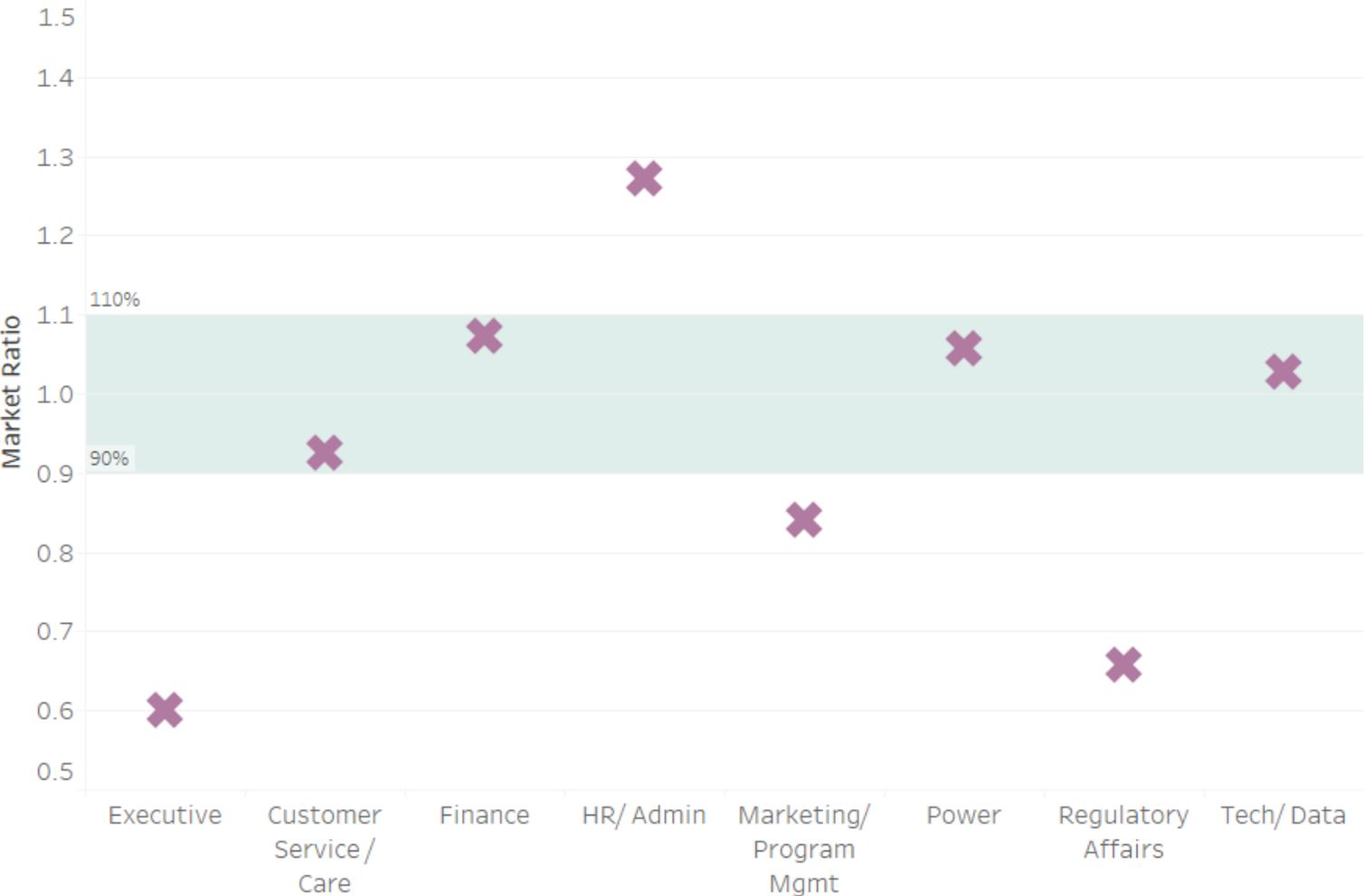
Key Term:
 "Market competitiveness zone" =
 within 10% of median



- **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

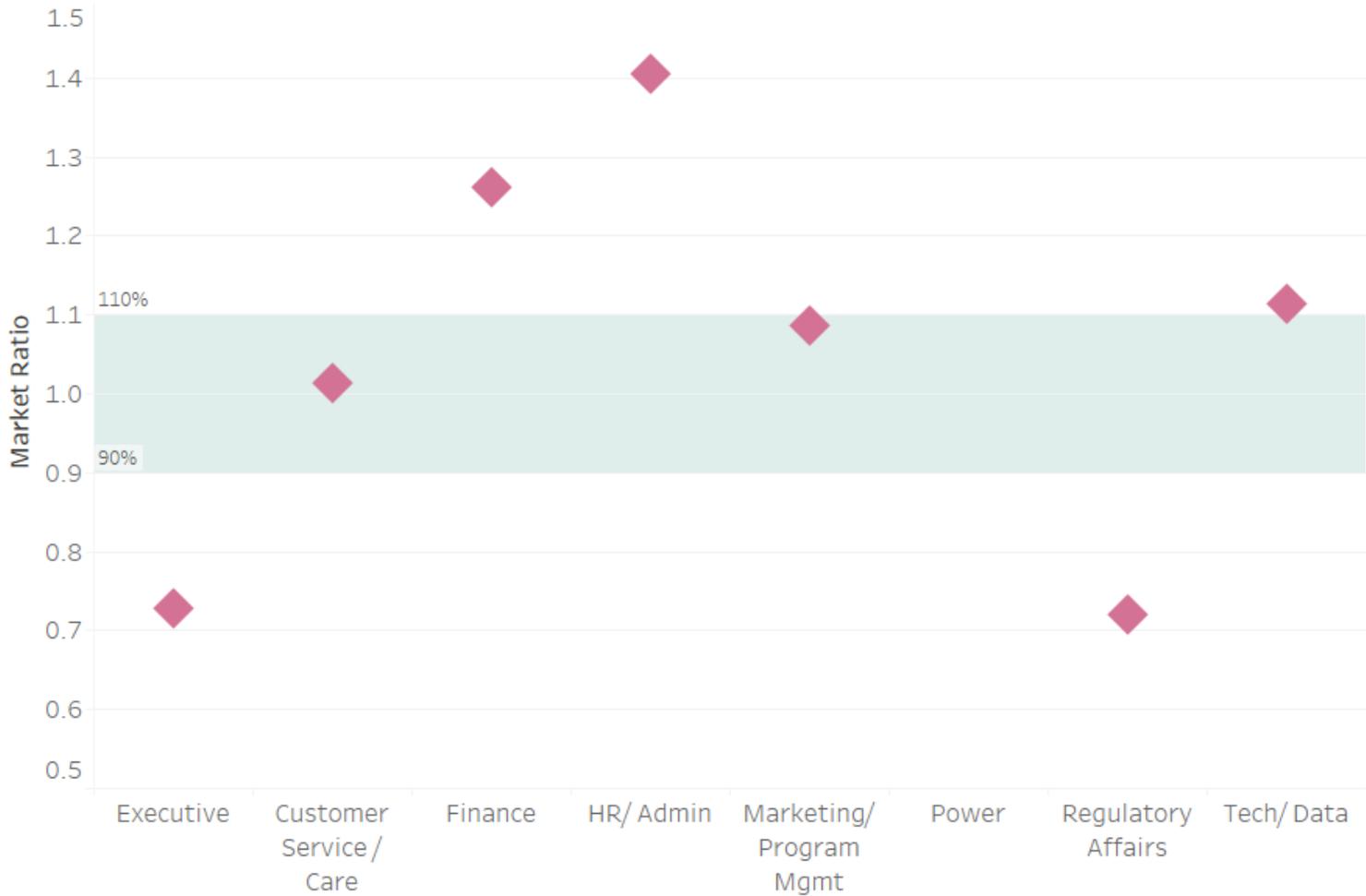
Market Ratio Comparison by Job Family (Base Salary) Utilities/Energy Perspective



- **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

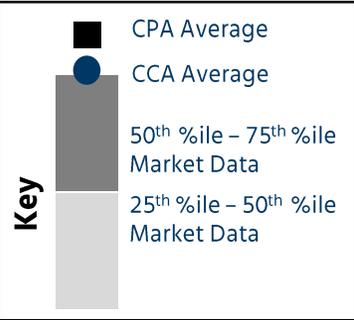
Key Term:
 "Market competitiveness zone" =
 within 10% of median



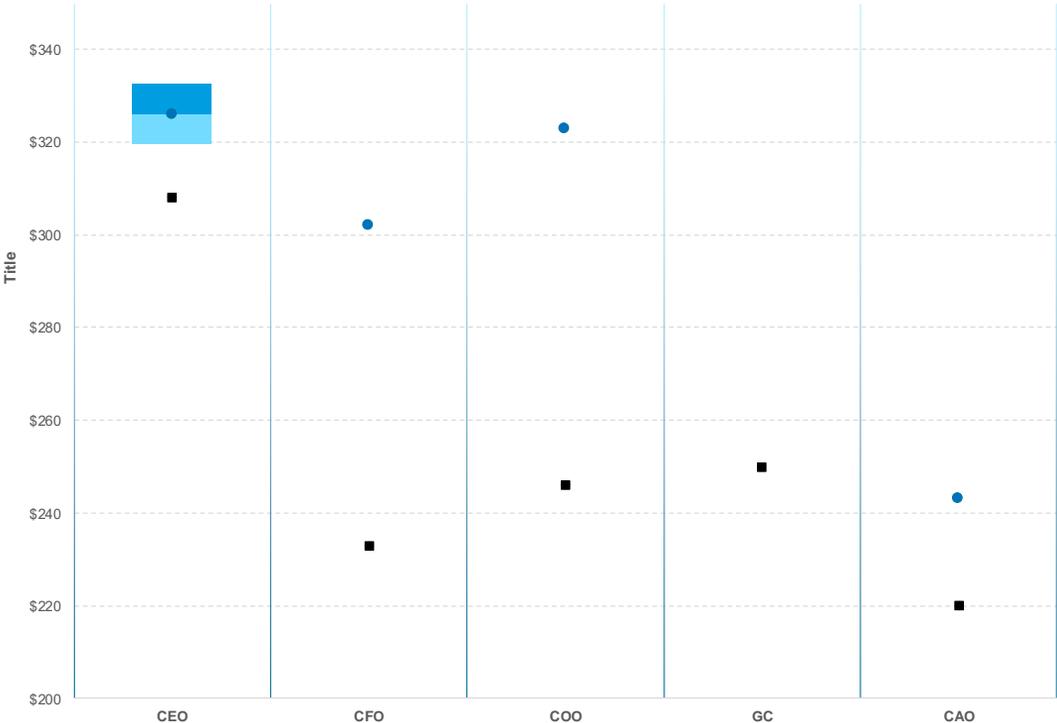
- **Executives** are positioned below the market competitive zone/range (+/-10%), though slightly closer than general industry or utilities/energy
- **Finance and HR/Admin** are above the market zone, while **Regulatory Affairs** still trails market
- Other families are well aligned
- As noted, it is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

Market Ratio Comparison by Role (Base Salary)

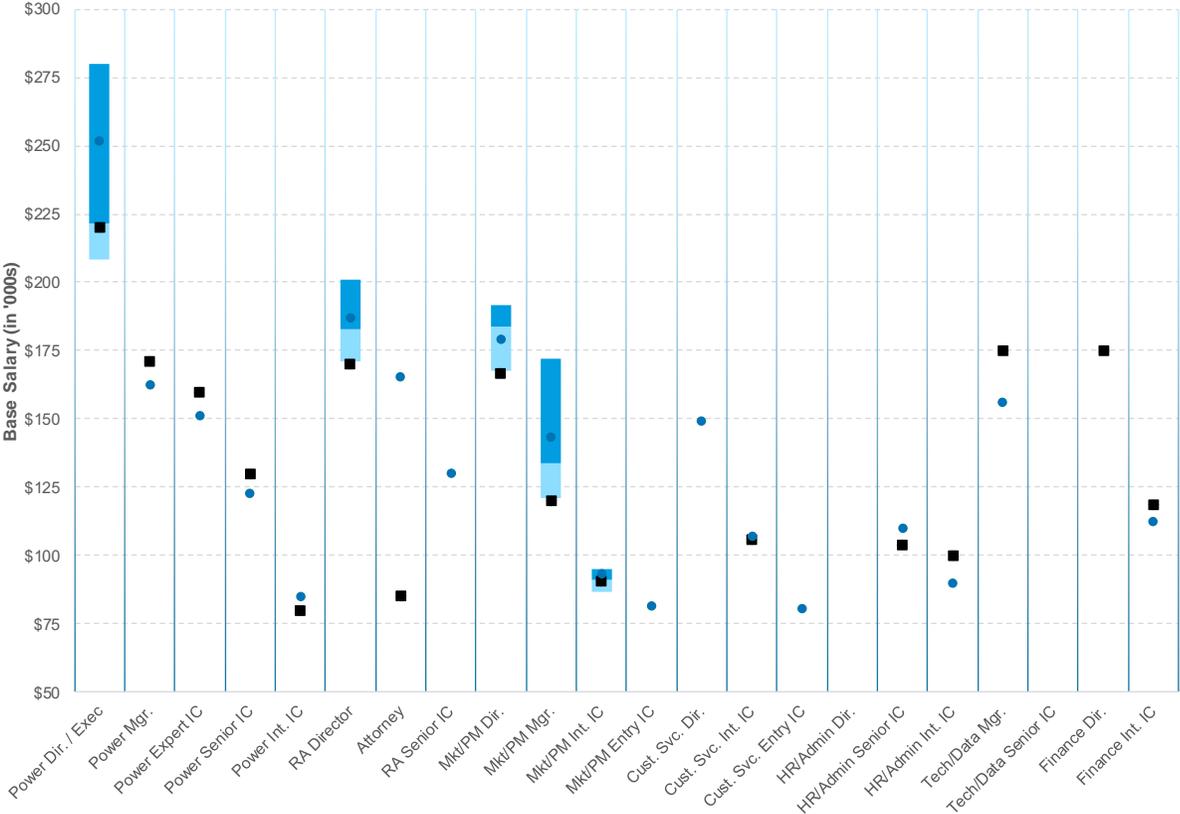
CCA Perspective



Position in Market Range (CCA) - Executives



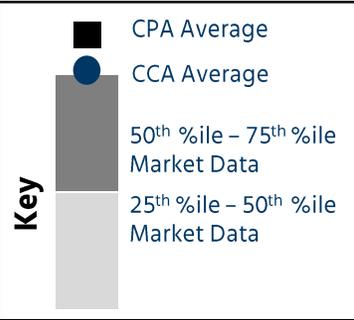
Position in Market Range (CCA) - Non-Executives



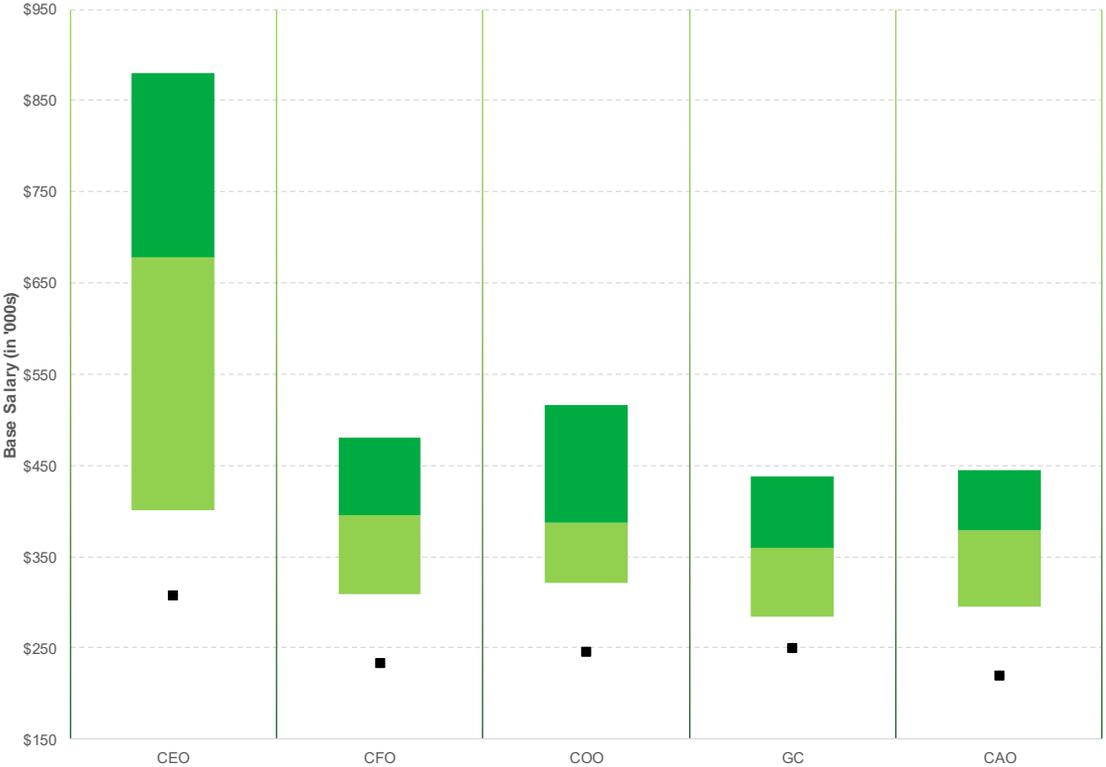
Notes: Market data bars is shown only where 25th percentile, median and 75th percentile data is available. Values are '000's. Agenda Page 65

Market Ratio Comparison by Role (Base Salary)

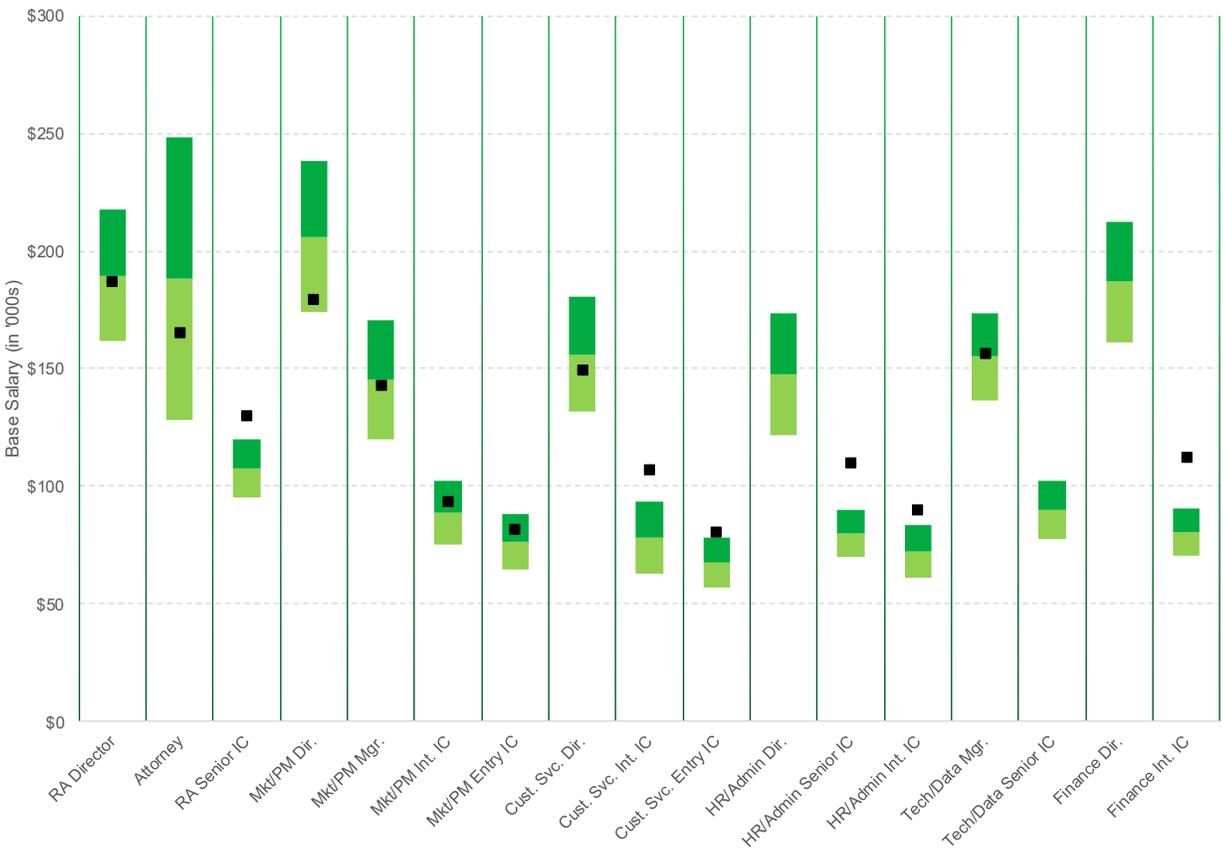
General Industry Perspective



Position in Market Range (General Industry) - Executives

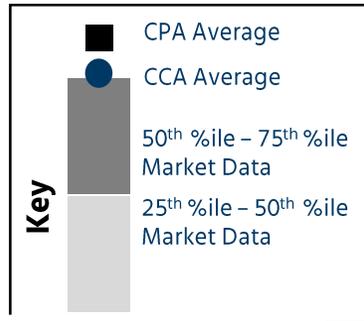


Position in Market Range (General Industry) - Non-Executives

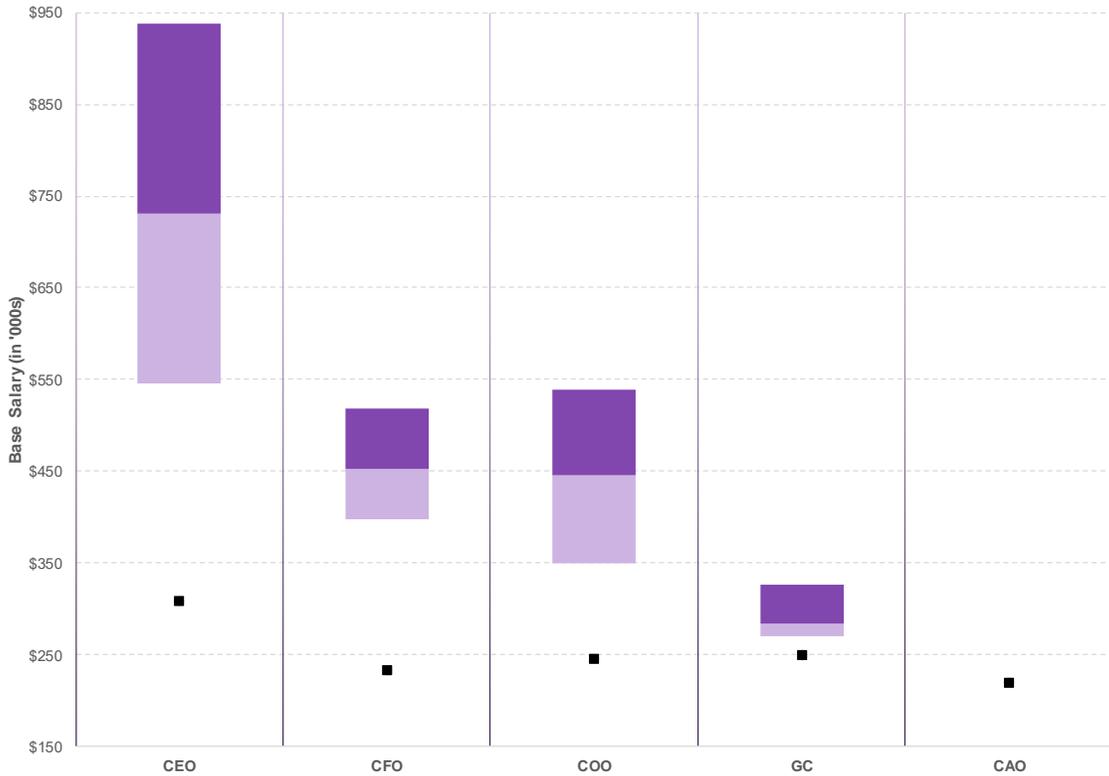


Market Ratio Comparison by Role (Base Salary)

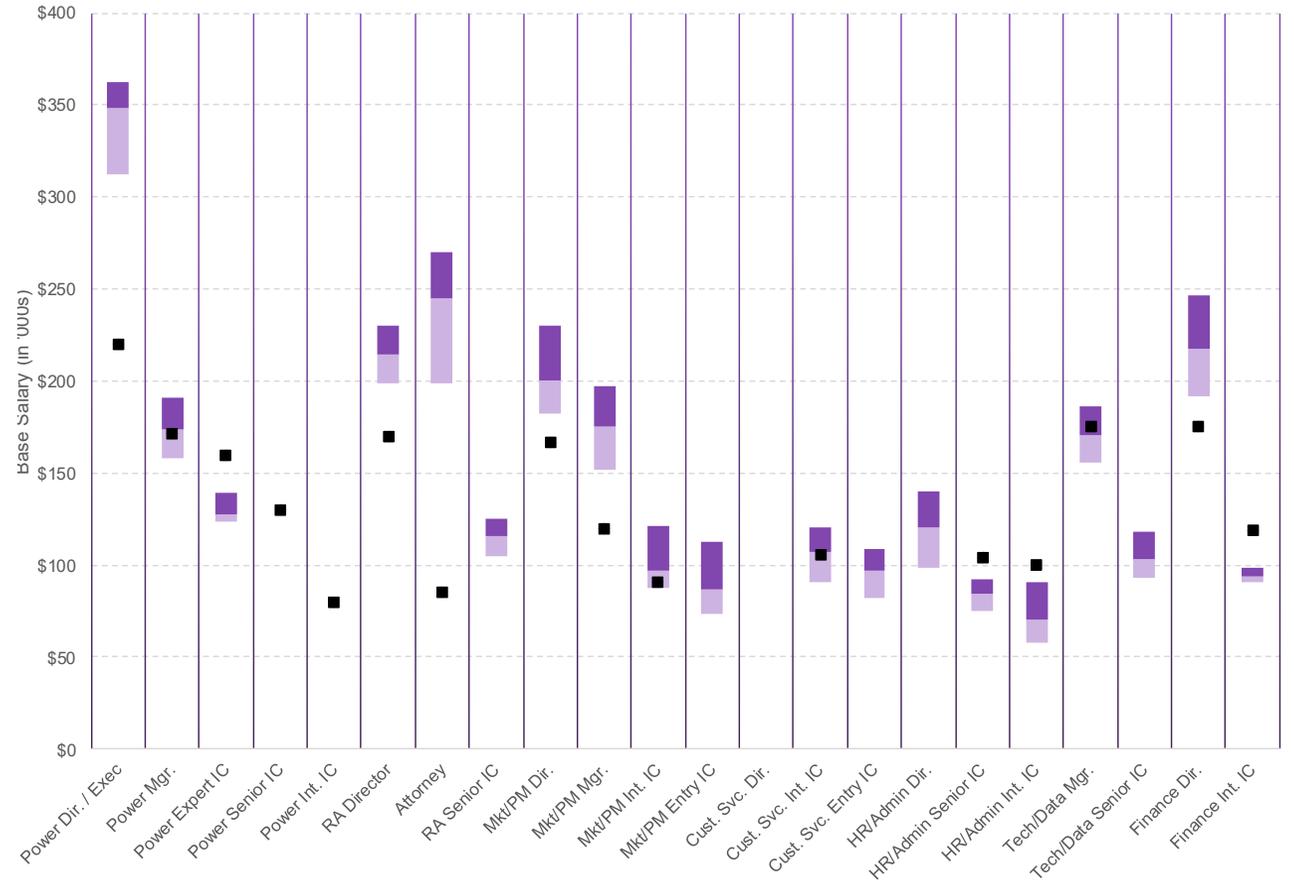
Utilities/Energy Perspective



Position in Market Range (Energy) - Executives



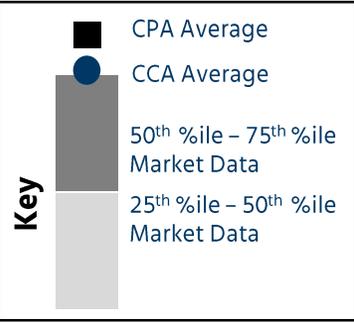
Position in Market Range (Energy) - Non-Executives



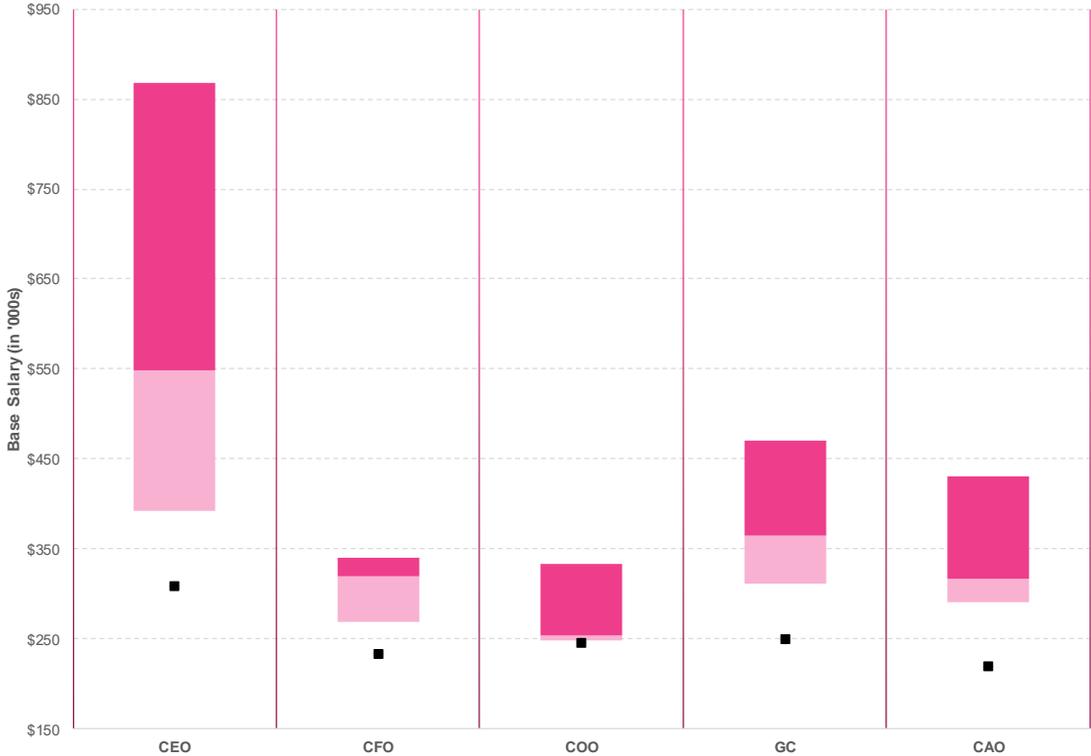
Notes: Market data bars is shown only where 25th percentile, median and 75th percentile data is available. Values are '000's.

Market Ratio Comparison by Role (Base Salary)

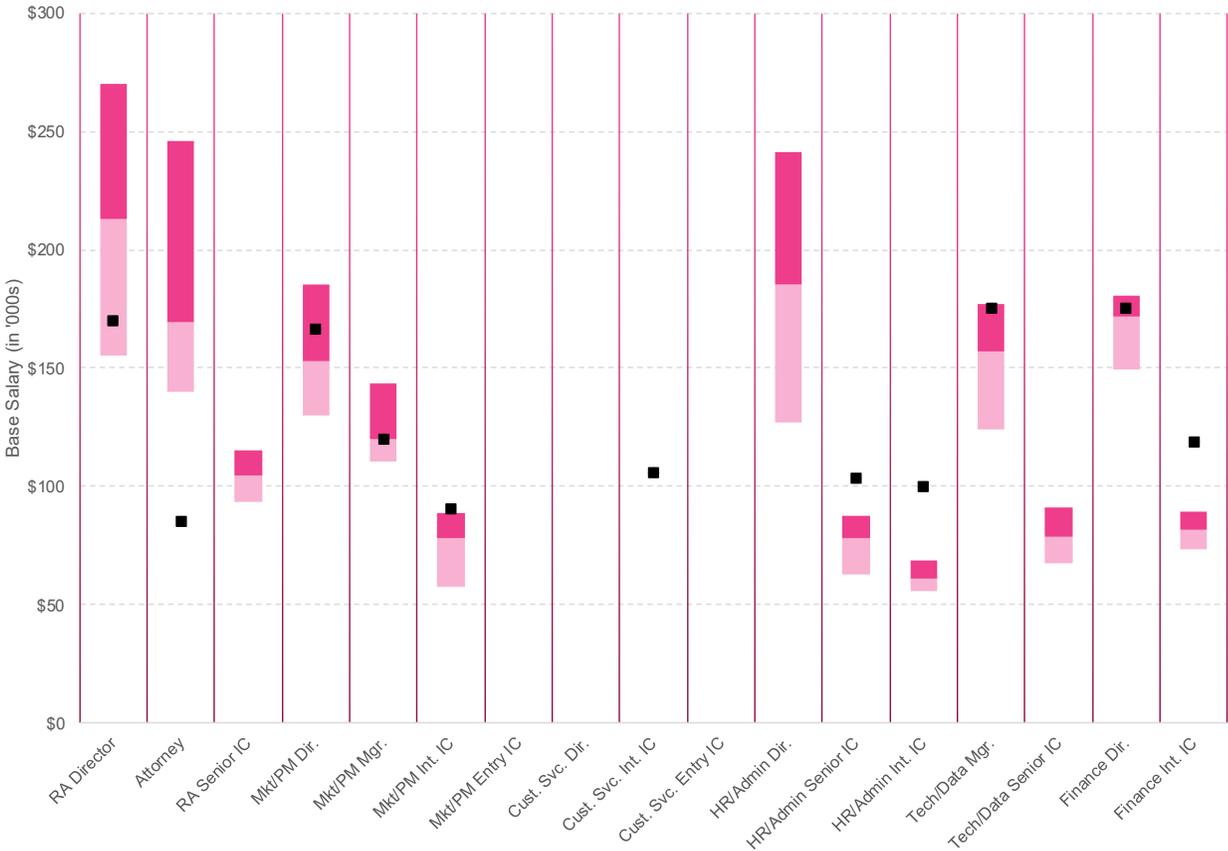
Public Sector Perspective



Position in Market Range (Public Sector) - Executives



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



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

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%
--------	-------	--------------	-------------	------------	------

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			
				Base		Dev.	Base		TCC	Dev.	Base		TCC	Dev.	Base		TCC	Dev.
				Avg.	50th		50th	Dev.			50th	Dev.			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%
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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.
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

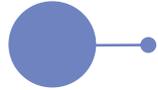
welcome to brighter

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

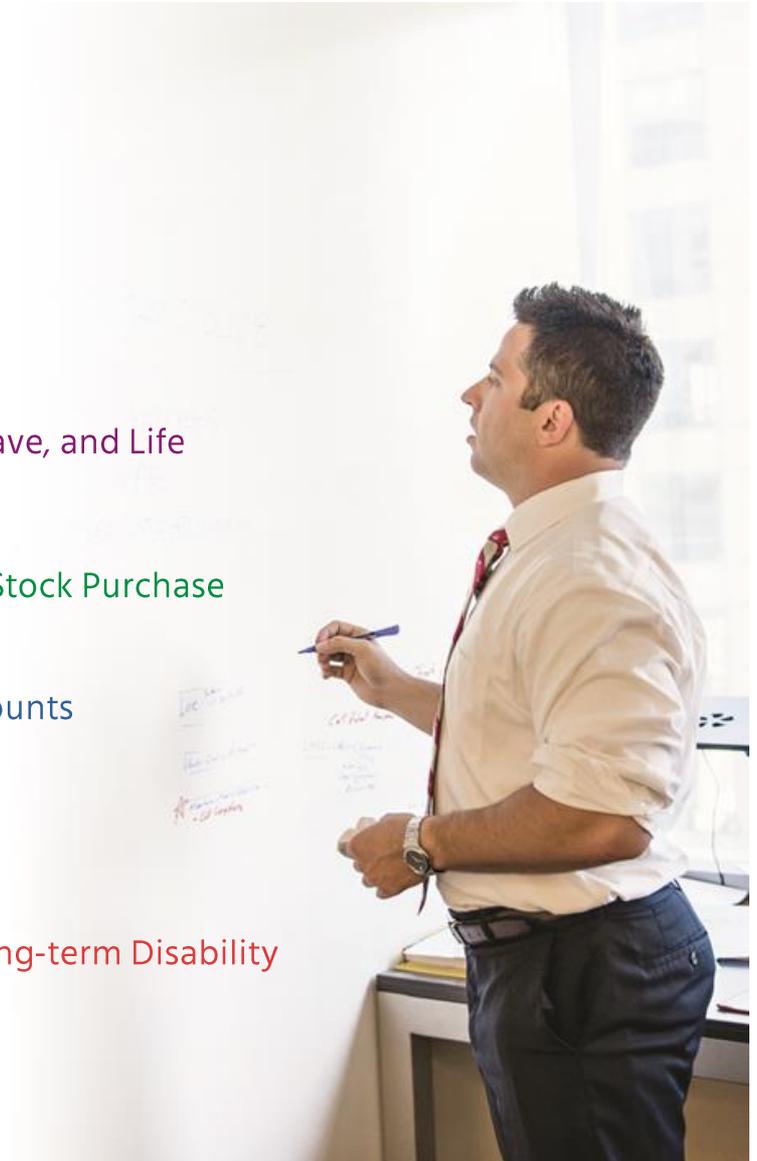


Life/Disability

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:

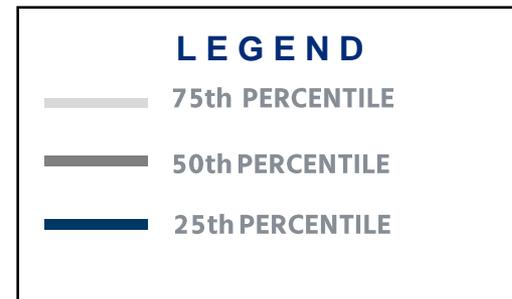
- **VALUES:** Shows the range of dollar values for all organizations in the peer group
- **RANK:** Identifies your organization's plan value position relative to the peer group values
- **QUARTILE:** Shows the distribution of the peer group's plan values by showing the 1st and 3rd quartiles and median 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

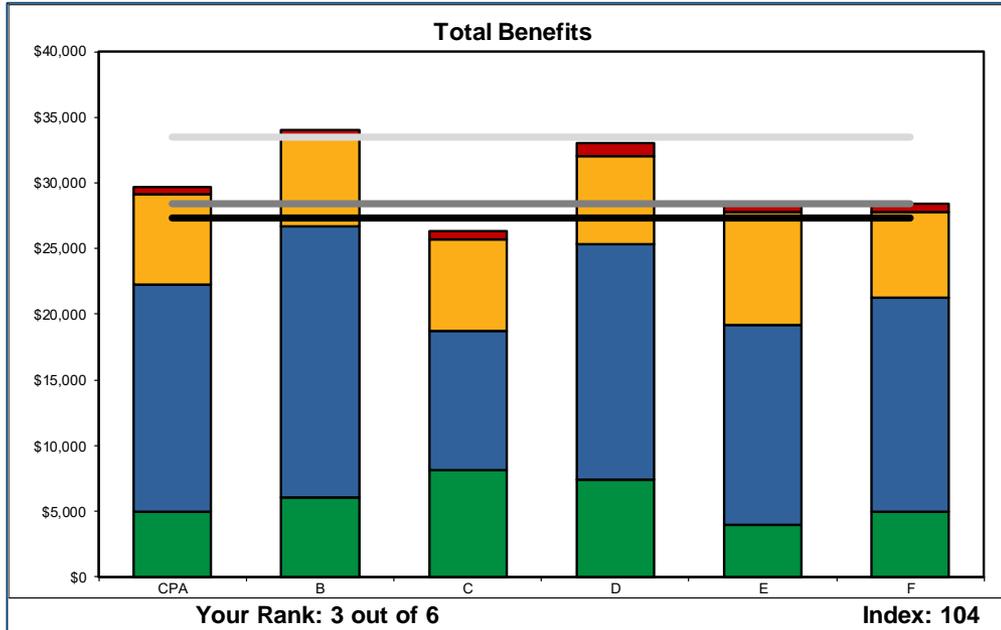


Life & Disability is below market due to a lack of employer-paid short term disability

TOTAL BENEFITS

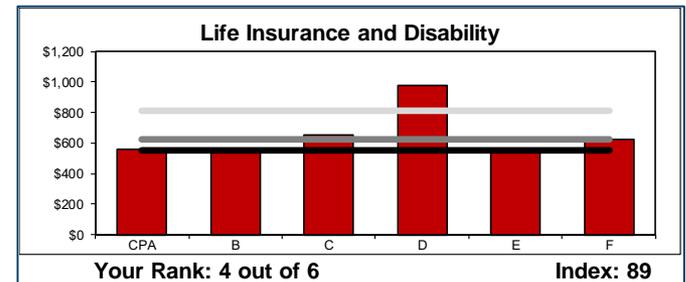
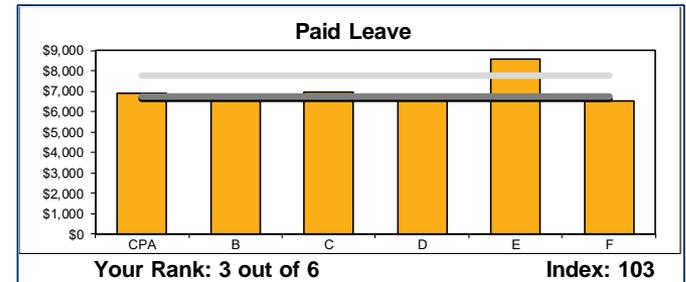
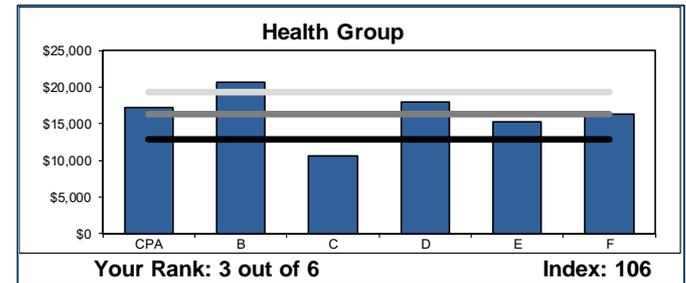


TOTAL BENEFITS



MARKET POSITION

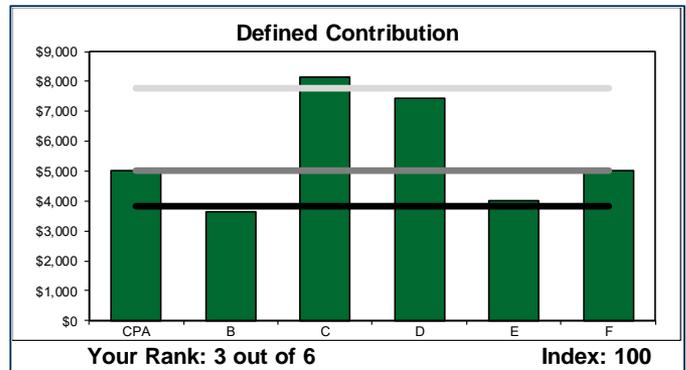
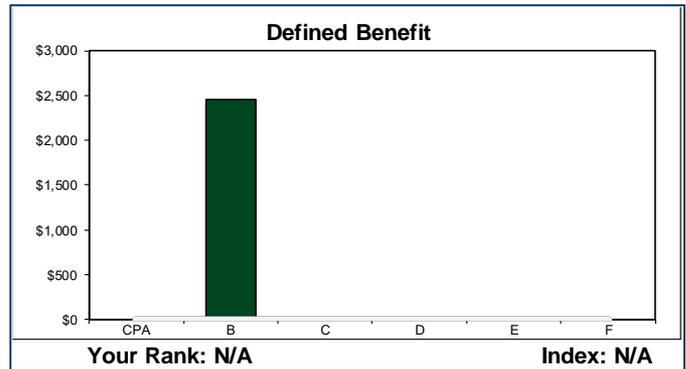
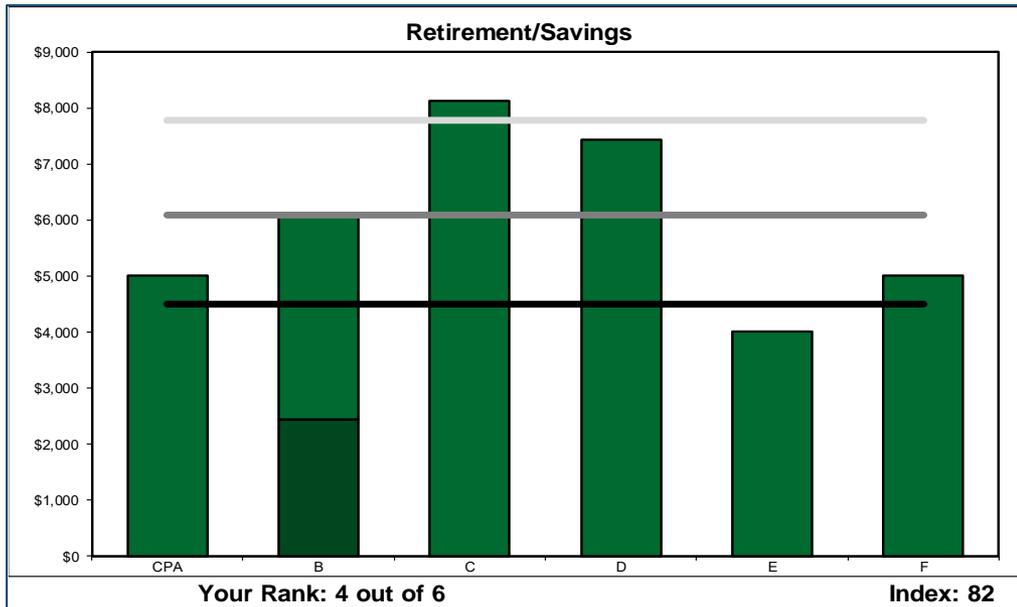
- Below-median in the Retirement/Savings area (includes Defined Benefit, Defined Contribution, and Stock Purchase plans).
- Above the median value for Health/Group area (includes Medical, Dental, Post-Retirement Medical, and FSA).
- Aligned with market for Paid Leave area (includes Vacation, Holiday,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



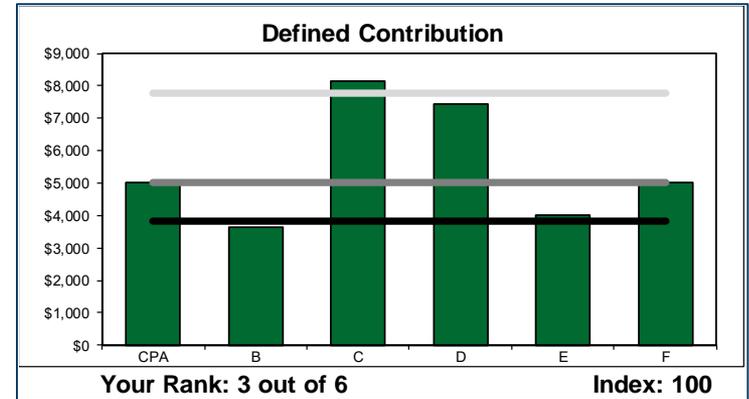
MARKET POSITION

- 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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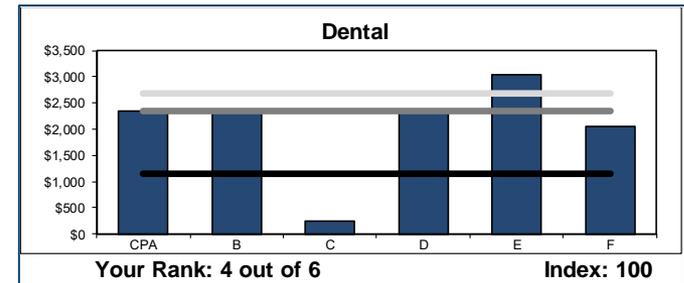
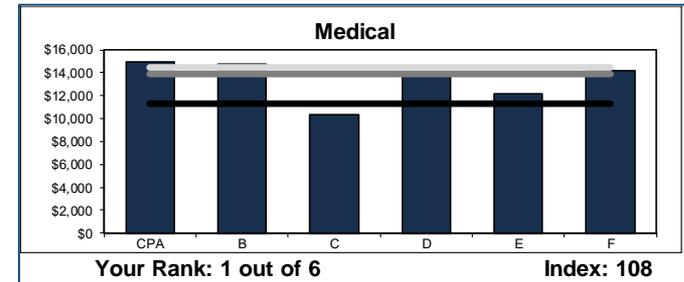
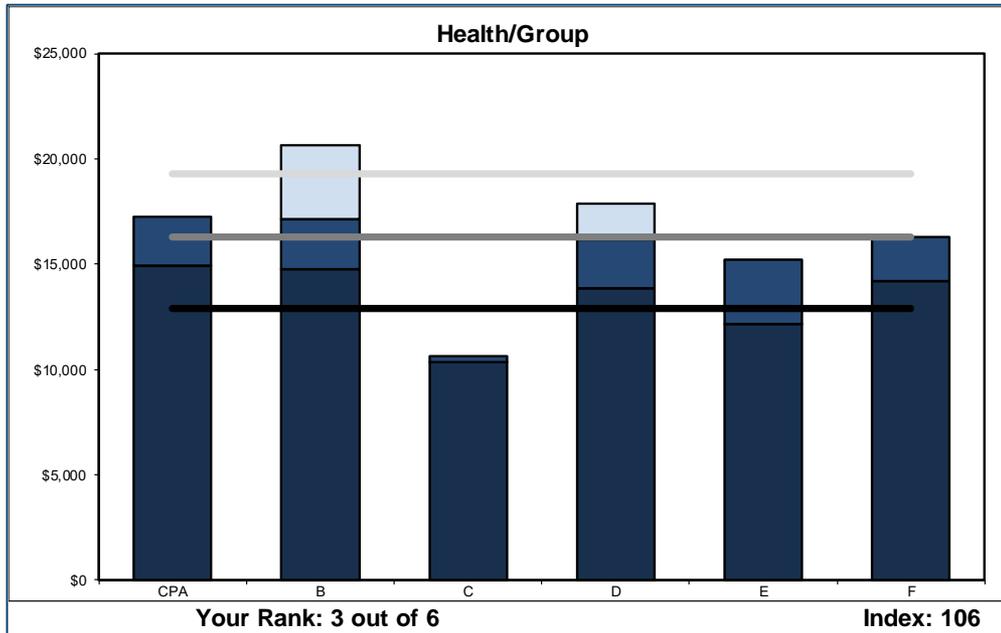
CLEAN POWER ALLIANCE PLAN DESIGN

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

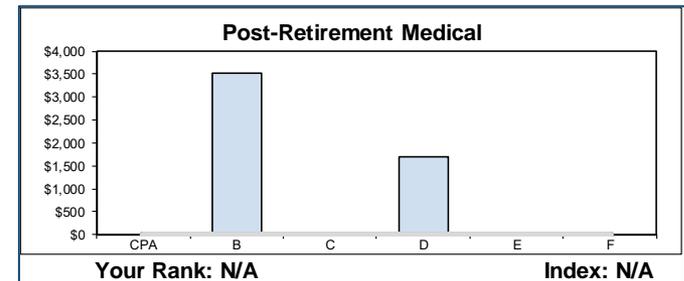


HEALTH/GROUP



MARKET POSITION

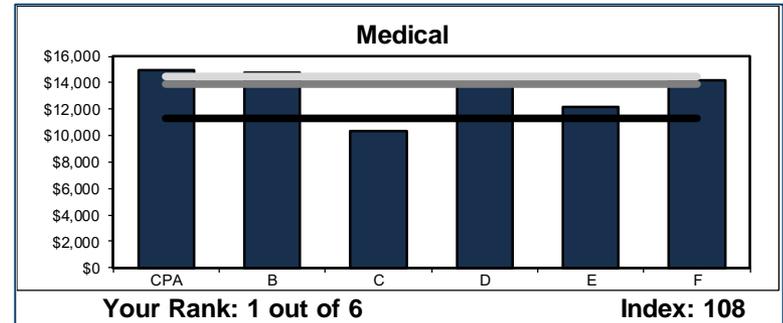
- CPA's market position results from an above-median value in the medical plan area combined with a dental plan value that is aligned with the market median.
- The two peers that reflect a higher value than CPA in the overall Health/Group area both provide subsidized post-retirement medical coverage 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.

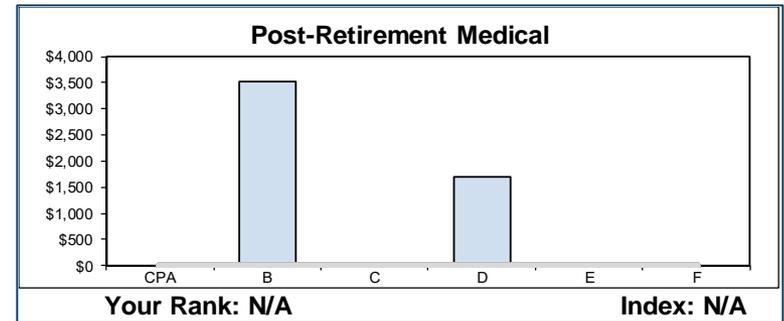
MEDIAN PLAN DESIGN

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.

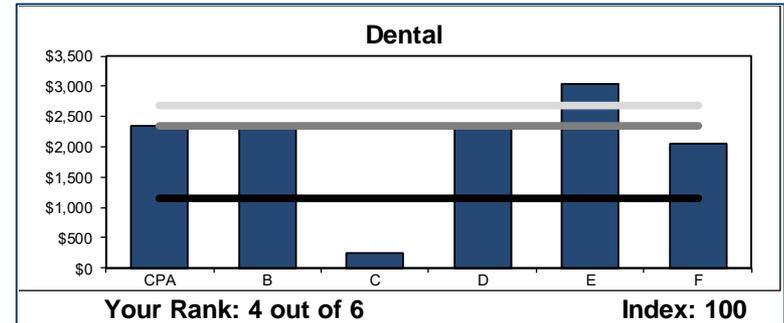
TRENDING DATA

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.

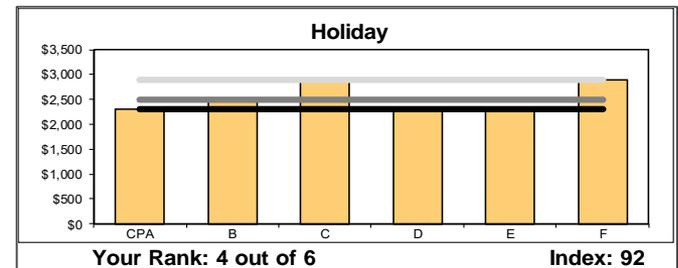
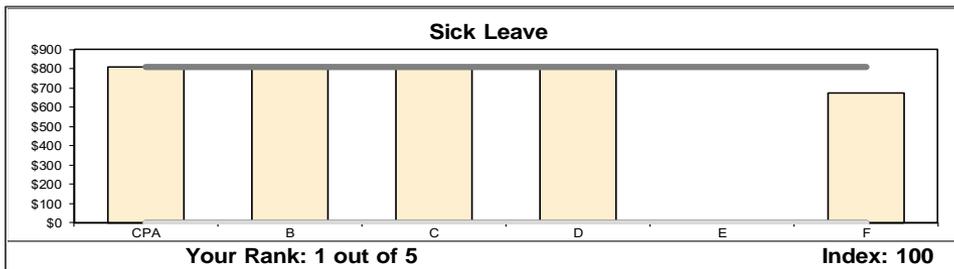
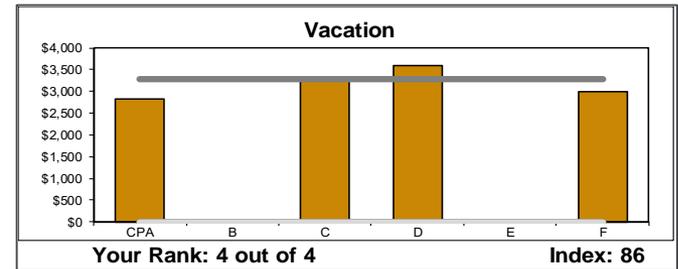
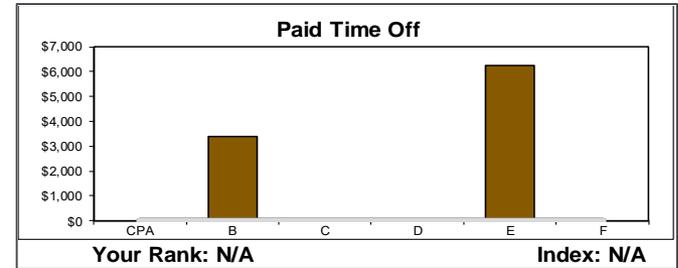
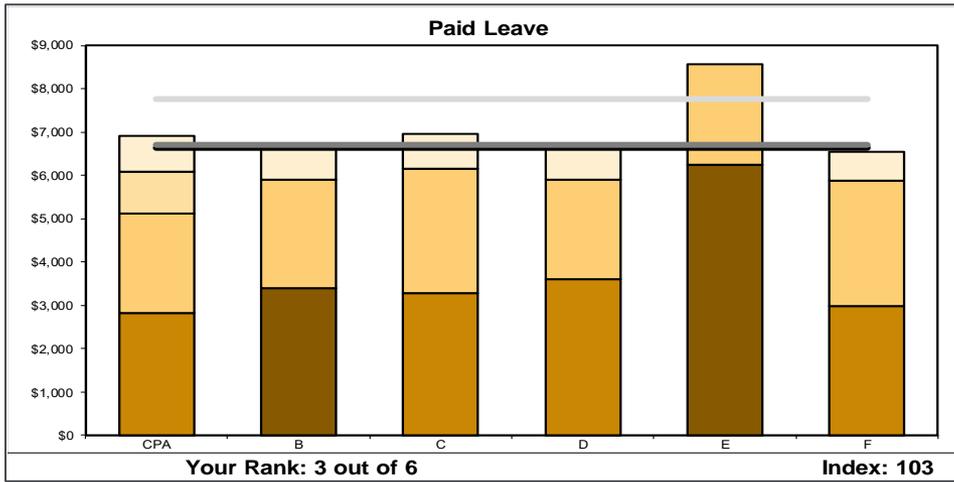
MEDIAN PLAN DESIGN

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

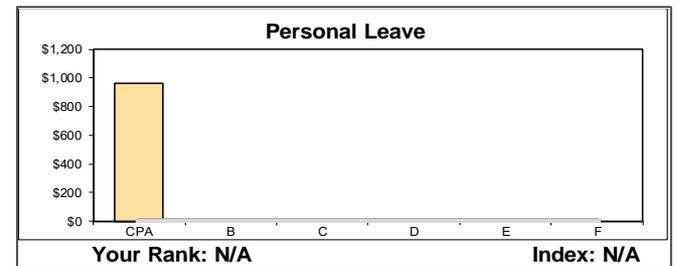


PAID LEAVE



MARKET POSITION

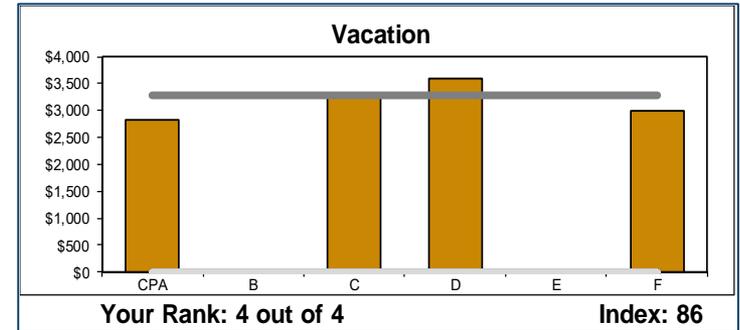
- CPA is aligned with the market median as a result of a competitive sick leave policy combined with a personal leave plan that offsets a below market comparison in the vacation and holiday areas.
- Two organizations provide a paid time off plan (PTO), one which combines vacation and personal days, the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

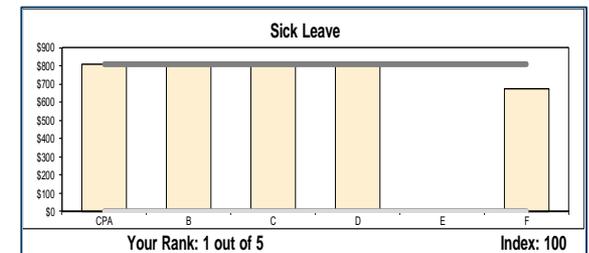
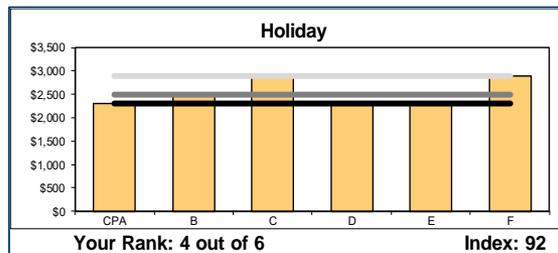
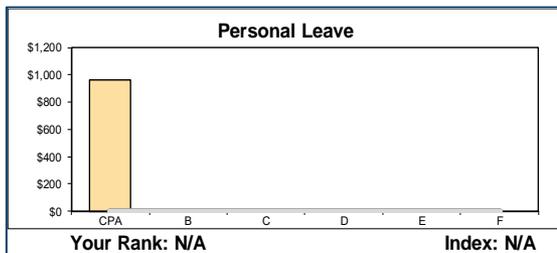
- CPA provides 5 days, which offsets below-median comparisons in the vacation and holiday areas.
- Two peers combine personal leave with their PTO plan.
- None of the remaining peers provide paid personal days.

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

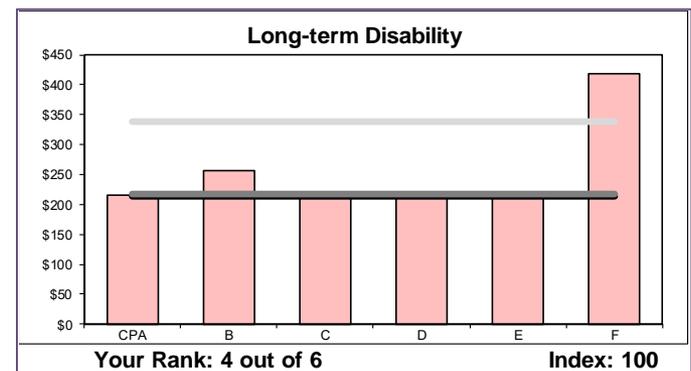
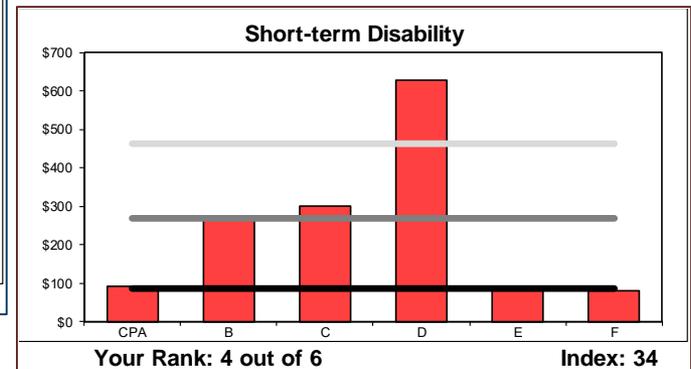
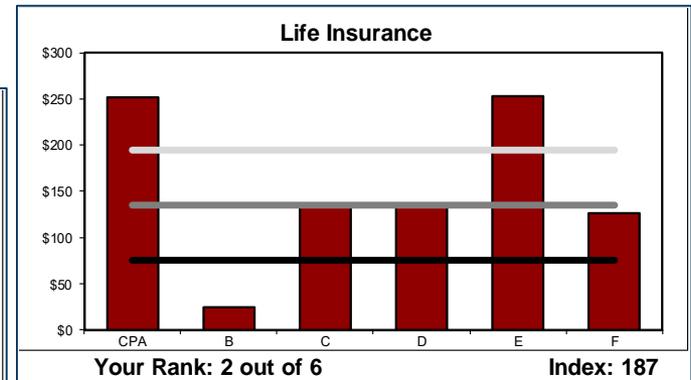
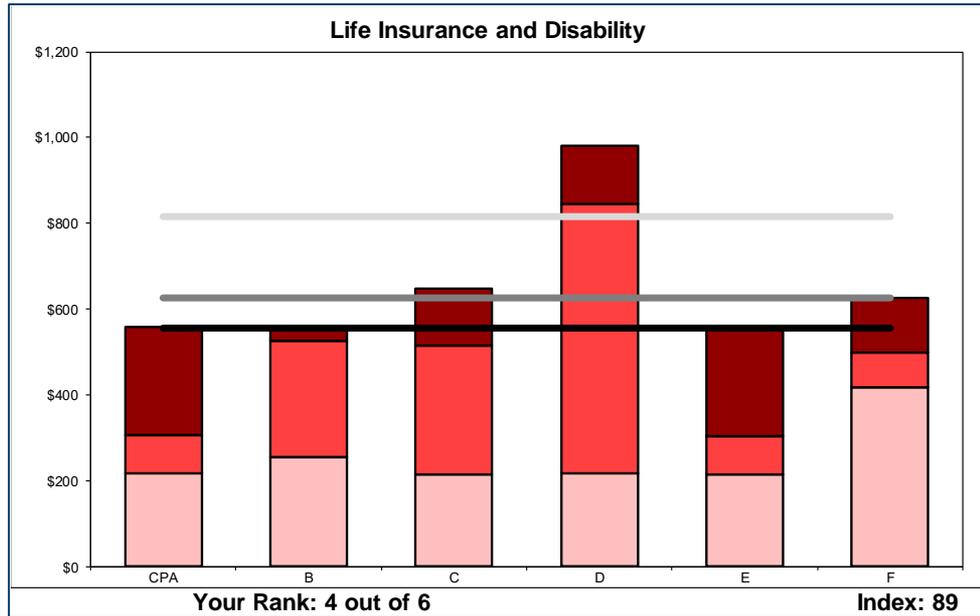
- Five organizations, including CPA, provide separate sick leave days.
- One peer includes sick leave within their PTO policy where the value is reflected.
- CPA's sick leave policy is aligned with the market median at 12 days per year.



LIFE/DISABILITY



LIFE/DISABILITY



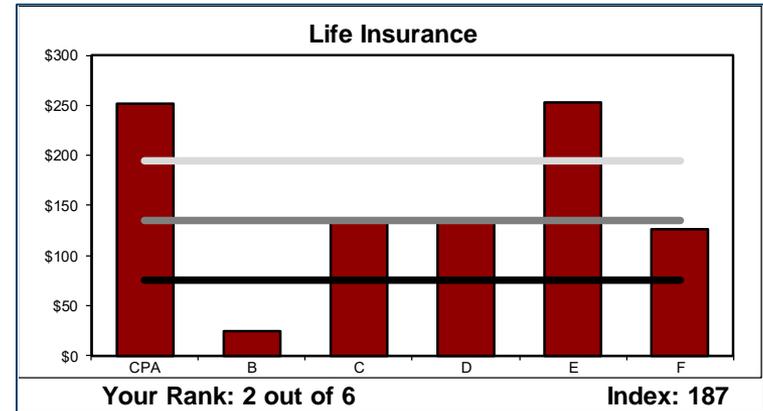
MARKET POSITION

- 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.



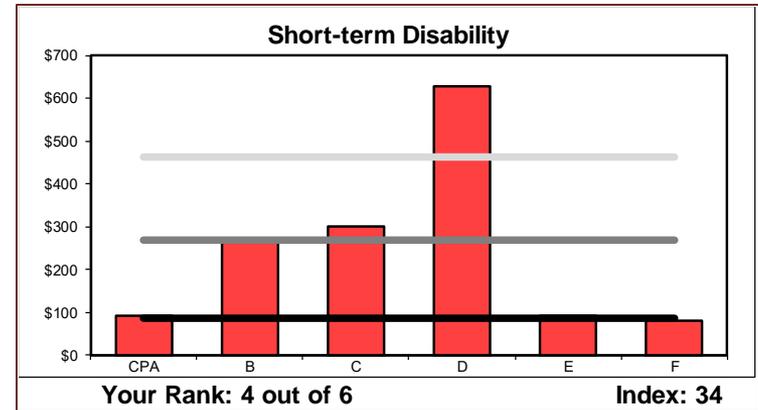
MEDIAN PLAN DESIGN

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.



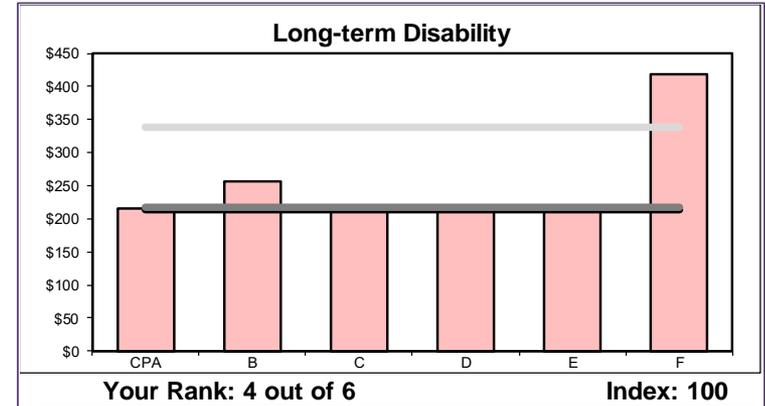
MEDIAN PLAN DESIGN

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.



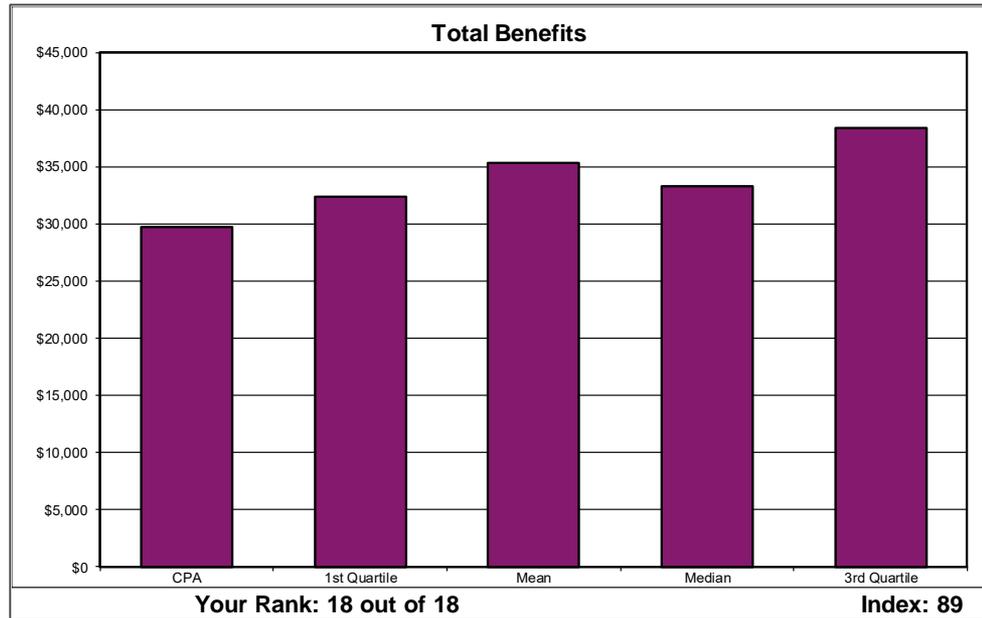
LTD benefit values are based on amounts payable after 6 months of disability.

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

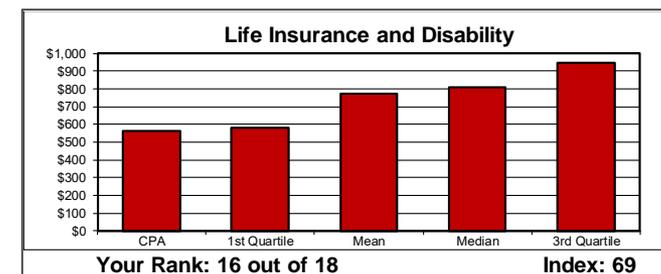
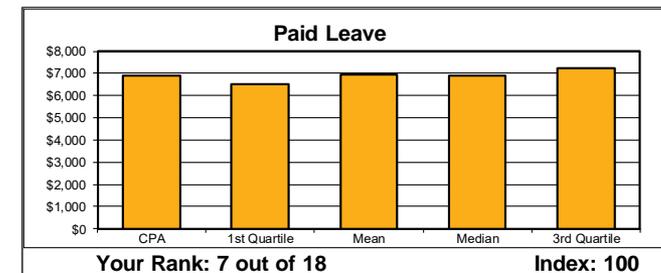
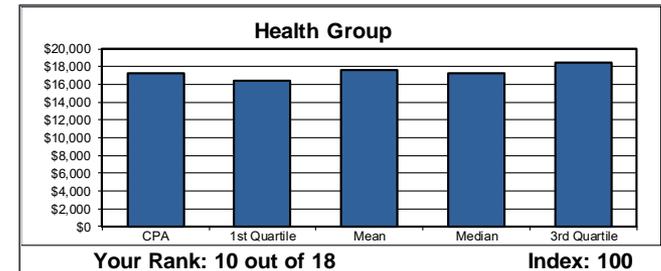
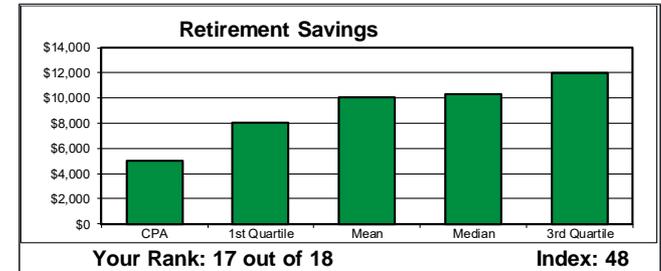
Public Sector, Energy/Utilities and General Industry Comparisons

TOTAL BENEFITS – PUBLIC SECTOR

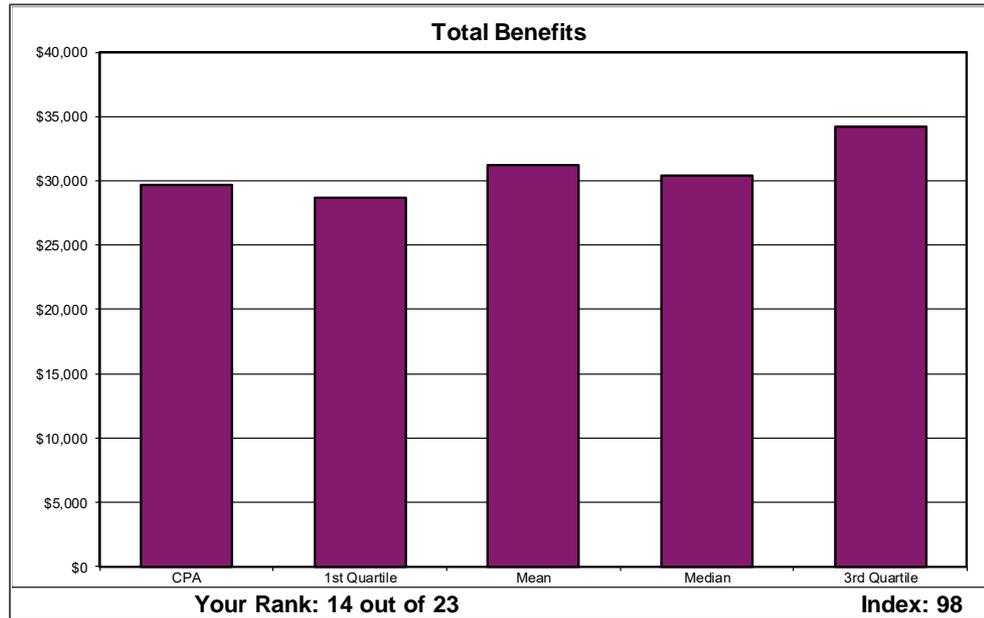


MARKET POSITION

- 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).

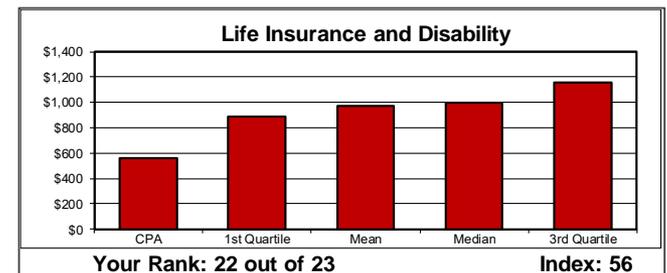
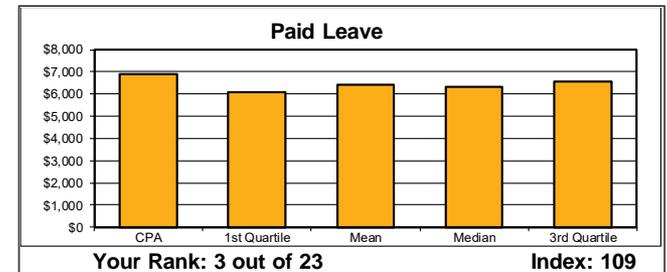
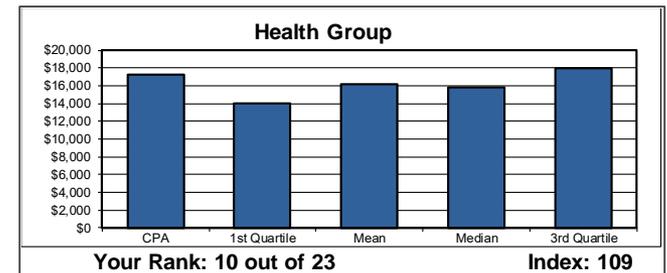
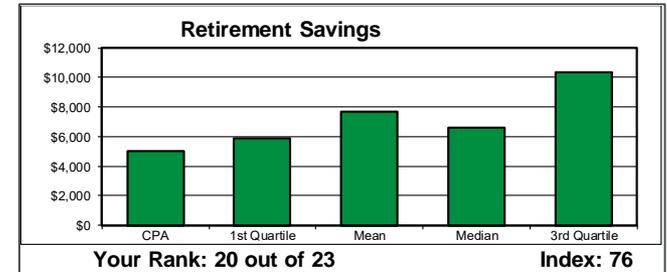


TOTAL BENEFITS – ENERGY / UTILITIES

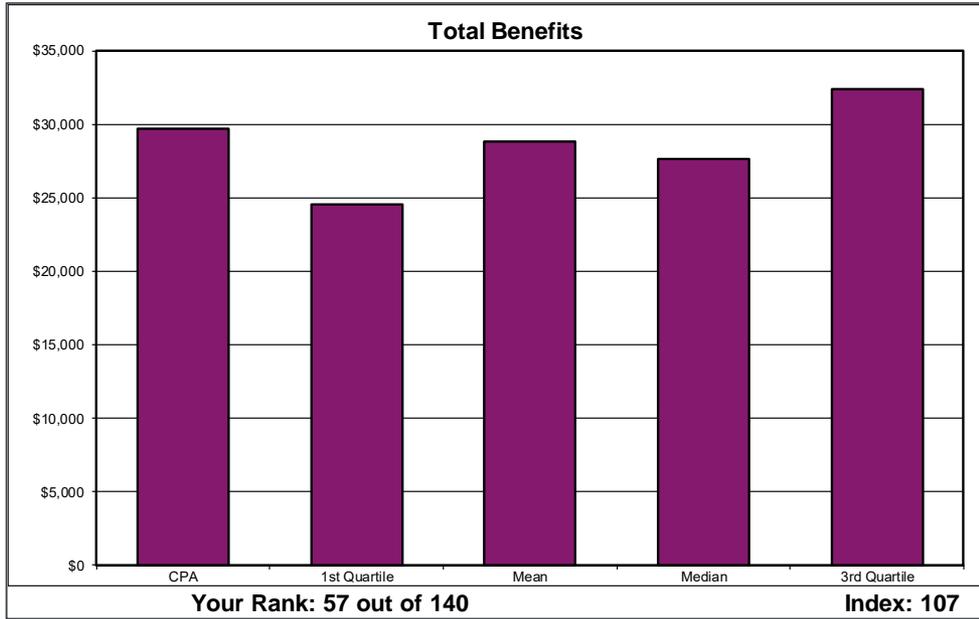


MARKET POSITION

- 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).

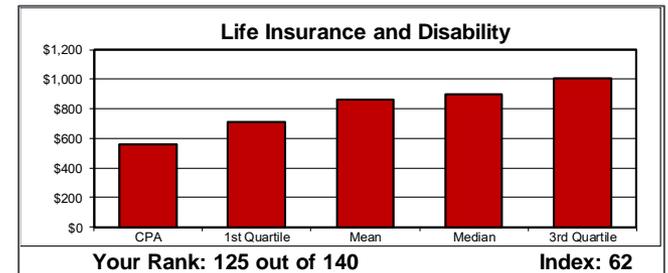
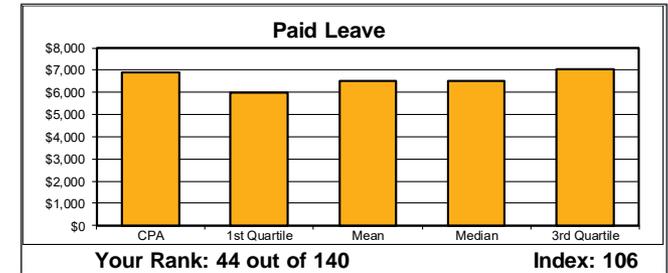
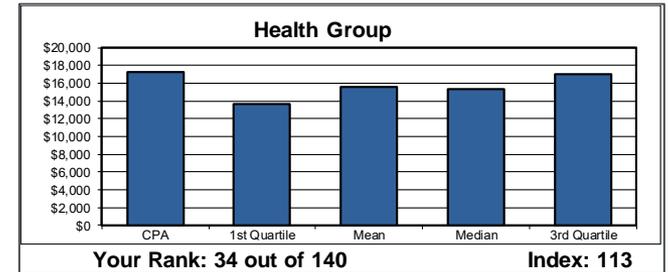
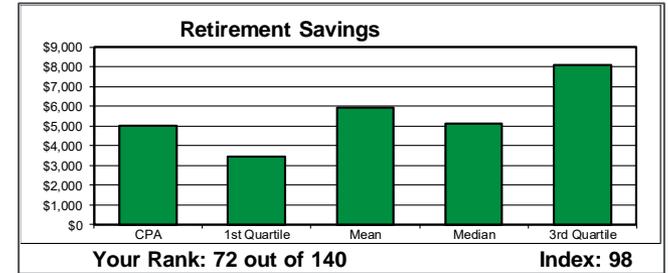


TOTAL BENEFITS – GENERAL INDUSTRY



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

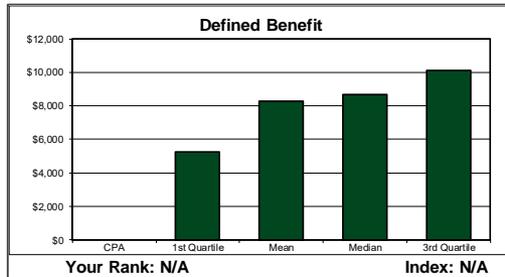


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RETIREMENT/SAVINGS – DEFINED BENEFIT PLANS

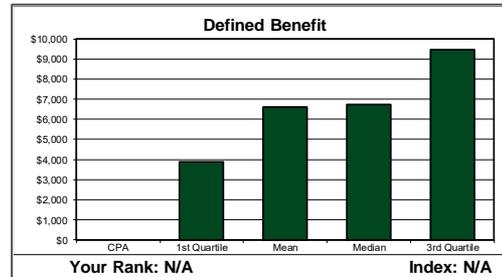
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



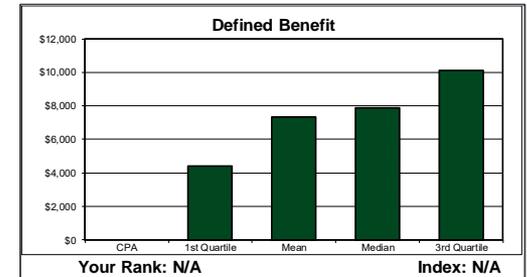
- 100% of peers provide a defined benefit plan.
- Final average pay plans are the most prevalent plan type at 94% of plans offered.
- 6% are cash balance plans.
- 72% of plans require employees to contribute to the plan.

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

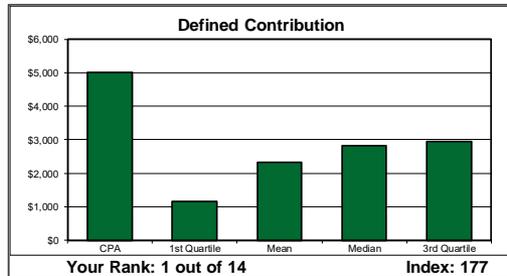


- 37% of peers provide a defined benefit plan.
- Final average pay plans are the most prevalent plan type at 74% of plans offered.
- 22% are cash balance plans.
- 4% of plans are either career average or retirement equity.
- 46% of plans require employees to contribute to the plan.

RETIREMENT/SAVINGS – DEFINED CONTRIBUTION PLANS

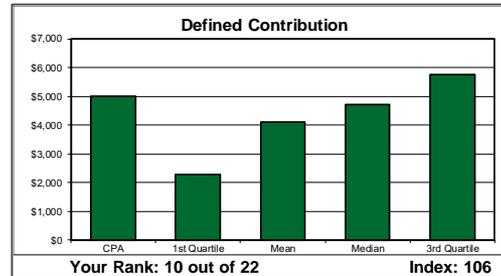
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



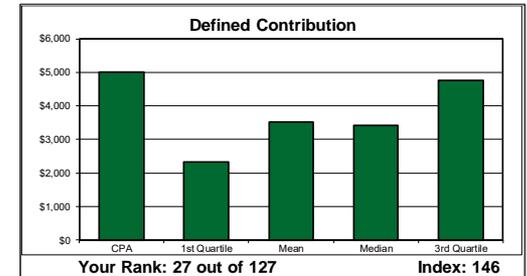
- 100% of peers provide a defined contribution plan, of which 24% do not reflect a value because no employer contributions are offered.
- The median total employer contribution is 5% derived from matching contributions of up to 4%, plus a 1% non-matching contribution.
- The prevalence of employer contributions 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

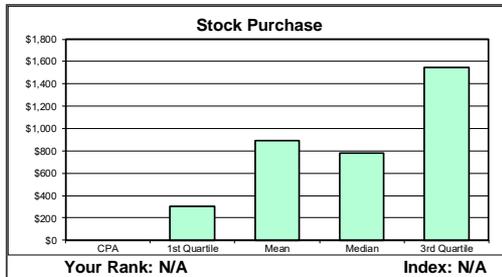


- 100% of peers provide a defined contribution plan, of which 9% do not reflect a value because no employer contributions are offered.
- The 401(k) plan is the most prevalent plan type.
- The median total employer contribution is 6% derived from matching contributions of up to 1% plus a 5% non-matching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

RETIREMENT/SAVINGS – STOCK PURCHASE PLANS

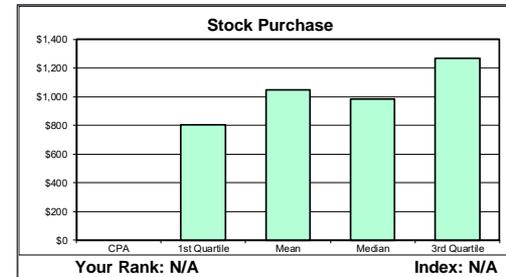
RESULTS AND OBSERVATIONS

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.

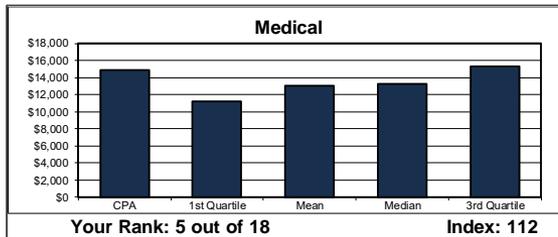
HEALTH/GROUP



HEALTH/GROUP – MEDICAL PLANS

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

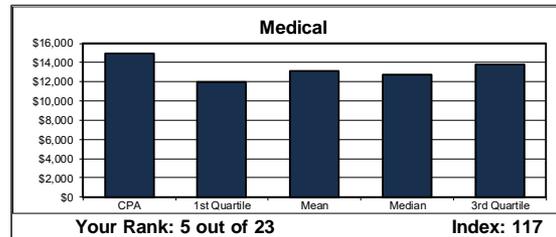


- 100% of peers offer an employer-sponsored medical plan.
- The HMO is the most prevalent plan type.
- 57% of plan offered are HMO plans.
- 32% are PPO plans.
- 11% are HDHP plans.

Prescription Drug Prevalence (median coinsurance/copay):

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

ENERGY / UTILITIES

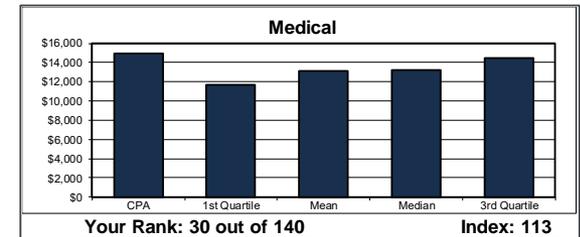


- 100% of peers offer an employer-sponsored medical plan.
- The plans offered are nearly equally distributed between HDHP, PPO, and HMO plans.
- 34% of plans offered are HDHP plans.
- 32% are PPO plans.
- 32% are HMO/EPO plans
- 2% are Indemnity plans.

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

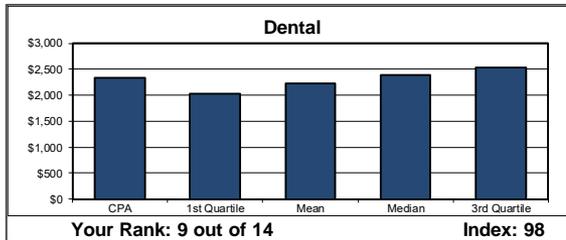
The following table reflects the median of individual plan features for the most prevalent plan types offered: traditional PPO, HDHP and HMO plans.

	<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

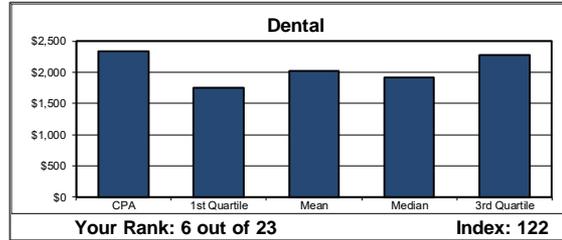


- 100% of peers offer an employer-sponsored dental plan.
- PPO is the most prevalent plan type with 75% of plans offered (67% passive PPO, 33% standard PPO).
- 25% are HMO plans.
- The median employee cost-share is 13% for employee-only, 16% for family.

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

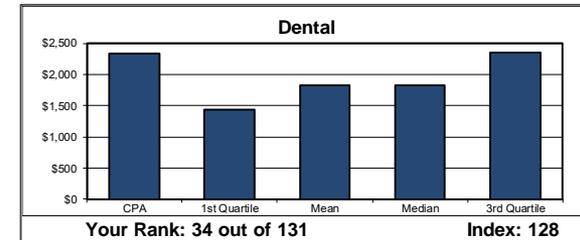


- 100% of peers offer an employer-sponsored dental plan.
- PPO is the most prevalent plan type with 74% of plans offered (77% passive PPO, 23% standard PPO).
- 23% are HMO plans.
- 3% are indemnity plans.
- The median employee cost-share is 19% for employee-only, 22% for family.

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.

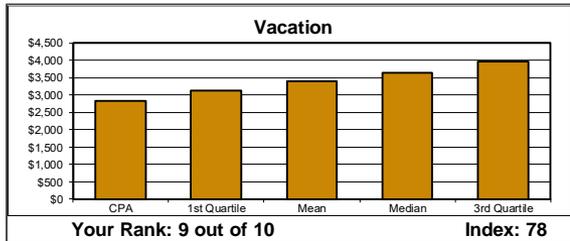
PAID LEAVE



PAID LEAVE – TIME OFF (VACATION)

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

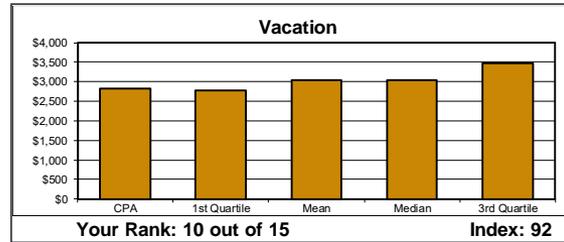


- 54% of paid leave plans have traditional vacation plans.

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

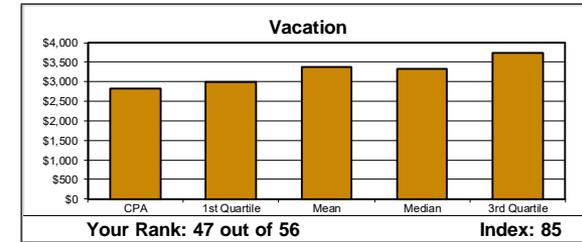


- 57% of paid leave plans have traditional vacation plans.

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.

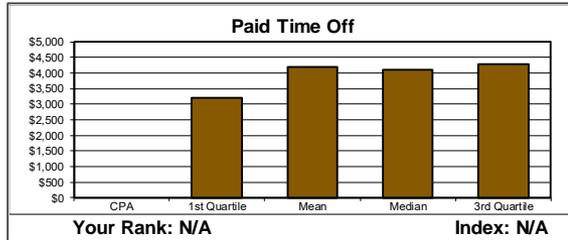
MEDIAN DAYS BY SERVICE YEARS

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

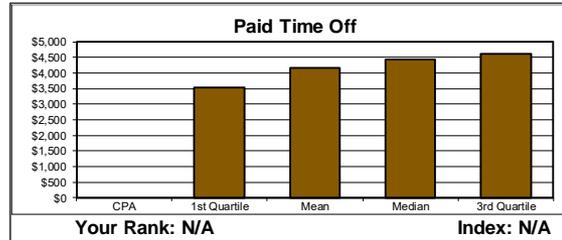


- 46% of paid leave plans have Paid Time Off policies (PTO).

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

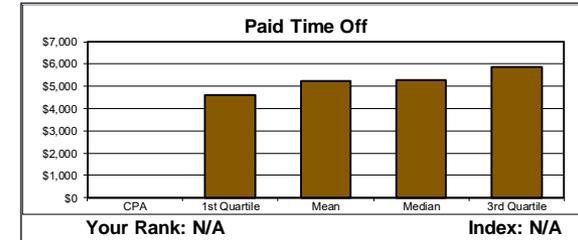


- 43% of paid leave plans have Paid Time Off policies (PTO).

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).

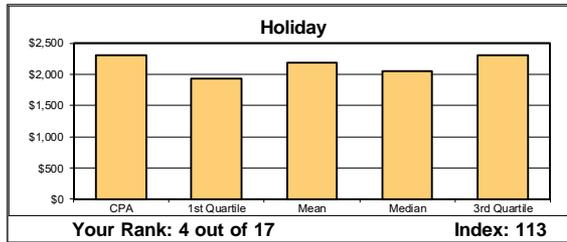
MEDIAN DAYS BY SERVICE YEARS

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

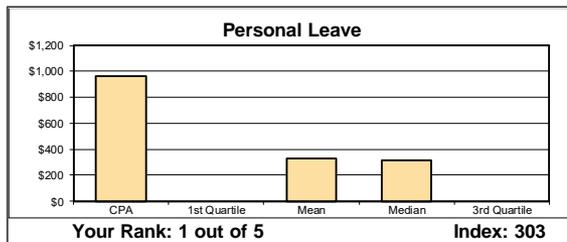
PAID LEAVE – HOLIDAYS / PERSONAL DAYS

RESULTS AND OBSERVATIONS

PUBLIC SECTOR

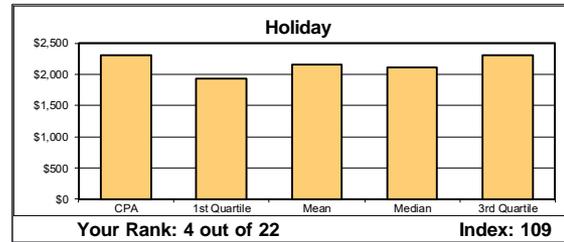


- Median paid holidays= 10
- Median floating holidays= 1
- When holidays are allocated separately from PTO:
 - Median paid holidays= 10
 - Median floating holidays= 4

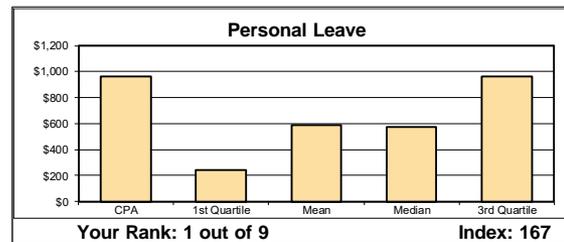


- 24% peers provide personal days.
- Median Personal Days= 3

ENERGY / UTILITIES

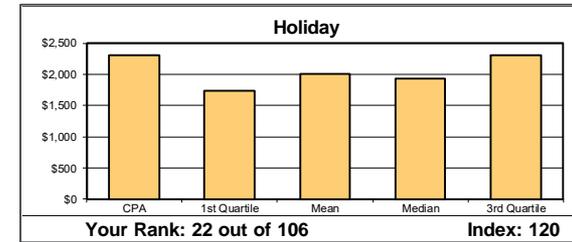


- Median paid holidays= 11
- Median floating holidays= 2
- When holidays are allocated separately from PTO:
 - Median paid holidays= 9
 - Median floating holidays= 3

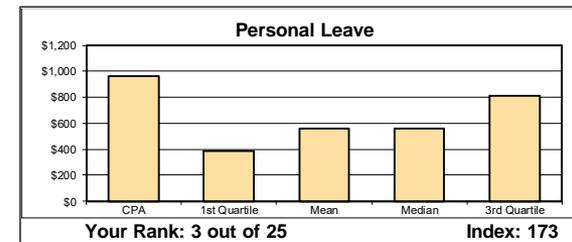


- 32% of peers provide personal days.
- Median Personal Days= 4

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

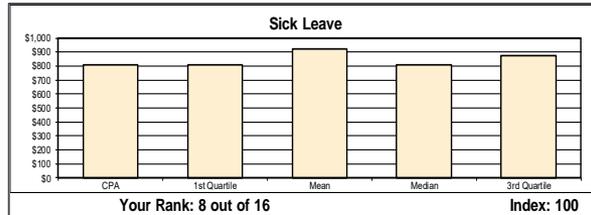


- 17% of peers provide personal days.
- Median Personal Days= 3

PAID LEAVE – SICK LEAVE

RESULTS AND OBSERVATIONS

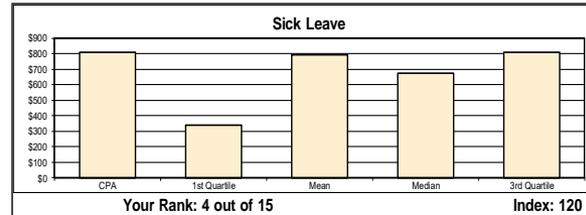
PUBLIC SECTOR



- 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).

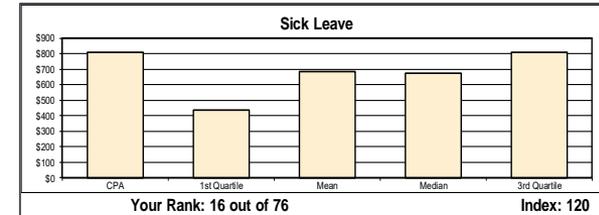
ENERGY / UTILITIES



- 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).

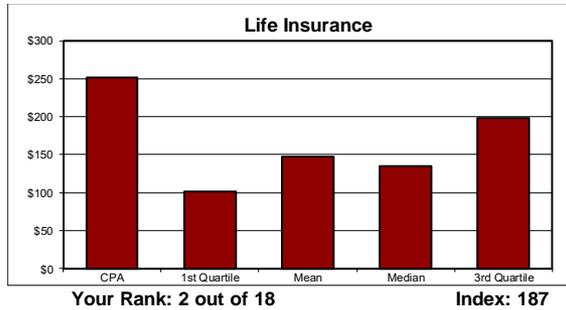
LIFE/DISABILITY



LIFE/DISABILITY – LIFE INSURANCE

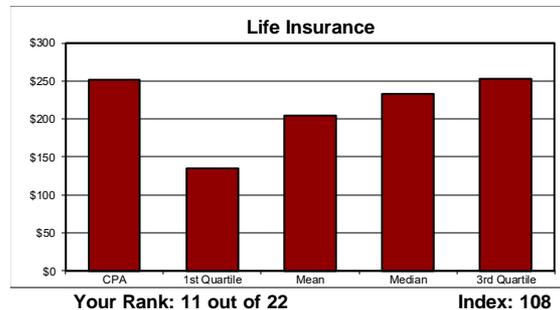
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



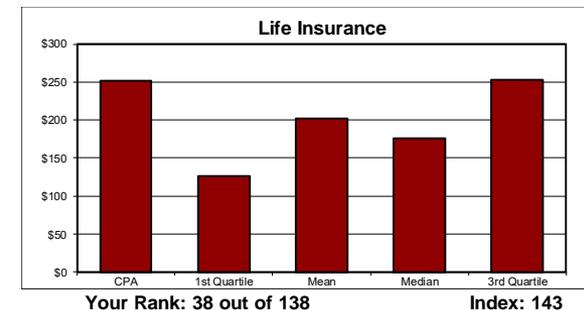
- 100% of peers provide employer-paid life insurance.
- 41% of those peers provide a flat amount.
- Median flat amount= \$35,000.
- 59% provide a multiple of pay.
- Median multiple of pay= 1.5 times base pay.
- Median maximum coverage= \$30,000.
- 6% of peers provide employer-paid spouse coverage.
-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

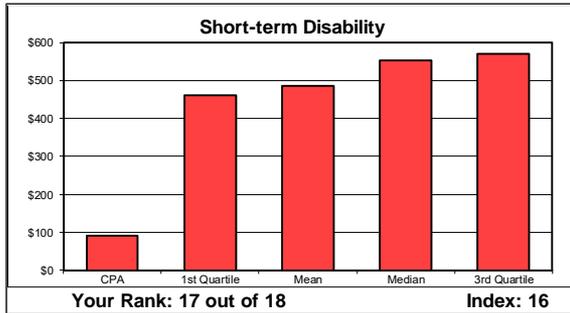


- 92% of peers provide employer-paid life insurance.
- 21% of those peers provide a flat amount.
- Median flat amount= \$50,000.
- 76% provide a multiple of pay.
- Median multiple of pay= 2 times base pay.
- Median maximum coverage= \$400,000
- 6% of peers provide employer-paid spouse coverage.
- 5%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

LIFE/DISABILITY – SHORT-TERM DISABILITY

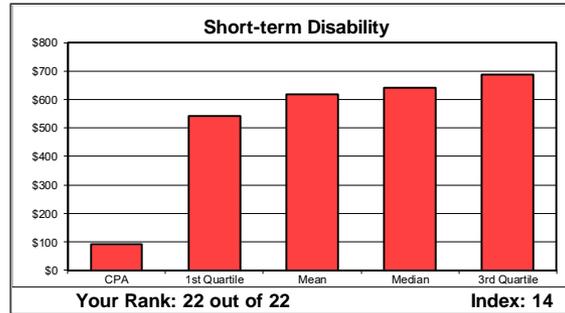
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



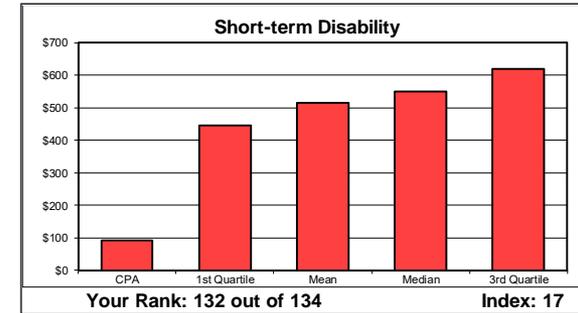
- 59% of peers have a short-term disability plan, 50% of which are employer-paid plans.
- Median percent of pay provided= 60%.
- Median weekly maximum= \$1,400
- Median waiting period= 14 days.

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

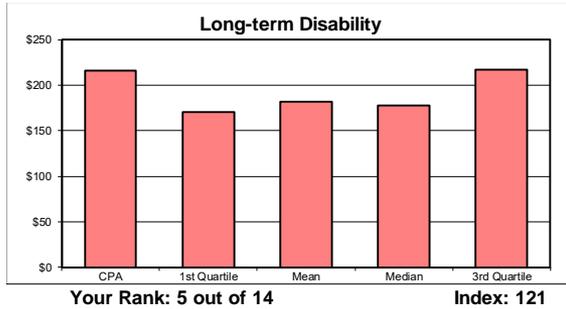


- 90% of peers have a short-term disability plan, 65% of which are employer-paid plans.
- Median percent of pay provided= 60%.
- Median weekly maximum= \$1,740
- Median waiting period= 7 days.

LIFE/DISABILITY – LONG-TERM DISABILITY

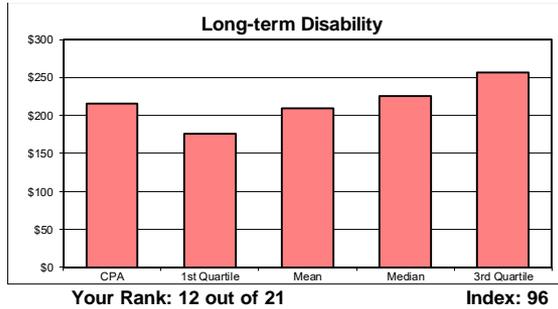
RESULTS AND OBSERVATIONS

PUBLIC SECTOR



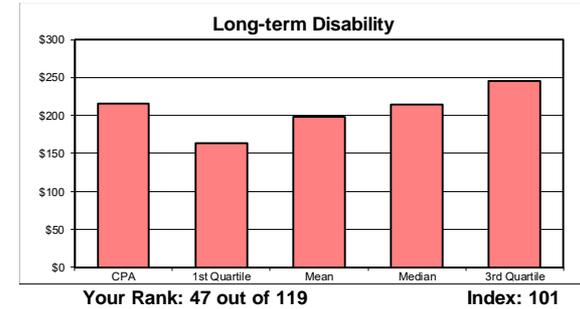
- 100% of peers have a long-term disability plan, 76% of which are employer-paid plans.
- Median pay replacement= 60%.
- Median monthly maximum= \$8,000
- Median waiting period= 90 days.

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 5

To: Clean Power Alliance (CPA) Executive Committee

From: Ted Bardacke, Executive Director

Subject: Review Draft Agenda for March 4, 2021 Board of Directors Meeting

Date: February 17, 2021

Staff will provide an overview of the proposed agenda items for the March 4, 2021 Board of Directors meeting for review and feedback from the Executive Committee. The Draft Board agenda is attached to this staff report. Information on the main items for Board consideration is provided below.

CONSENT AGENDA

The following items are recommended for inclusion on the Consent Agenda of the March Board meeting.

Appointment to Fill Vacancies on the Community Advisory Committee (CAC)

In December, Committee Members Steve Nash and Lilian Mendoza stepped down from the CAC, resulting in two vacancies for positions representing East Ventura/West LA sub-region and West/Unincorporated Ventura sub-region.

Over the last couple of months, staff solicited interest for these open CAC positions. Staff received six applications and is recommending that the Board appoint Debbie West to the East Ventura/West LA sub-region seat and Vern Novstrup to the West/Unincorporated Ventura sub-region seat, at the March Board meeting. Ms. West is a resident of Camarillo and a member of various councils and committees including the Sustainability Council of Ventura County. She also works in the educational field, where she has developed innovative educational programs on energy and the environment. 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.

The candidate application summaries are included as Attachment 2.

2021/2022 Legislative Bill Positions

Pending additional bill language, staff will present one or more bill positions to the Legislative & Regulatory Committee on January 27, 2021 for review and feedback. These bill positions would then be provided to the Board for consideration on March 4th. This will be the first of several rounds of bill positions that staff will present to the Board. Major bill themes CPA will likely be taking positions on include those related to the electricity market (including procurement responsibilities, cost allocation, reliability, and environmental targets), climate change mitigation and adaptation, and funding for local community environmental projects.

Net Energy Metering (NEM) Policy Amendments

On February 7, 2019, the Board of Directors approved a policy governing Net Energy Metering. The NEM Policy 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 Policy that incorporated clarifications and updates. 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 approved the proposed amendments for recommendation to the Board.

To address the issue of expired checks, the recommended amendments to the NEM Policy to specify 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.

Additional recommended administrative revisions to the NEM Policy clarify that:

- i. The NEM Policy should be renamed as a Tariff rather than a policy because NEM, like Power Share and other special rates, contains rules regarding customer program offerings, eligibility, etc.
- ii. CPA is only able to issue NEM checks to U.S. mailing addresses.
- iii. CPA will conduct an annual true up for customers that have participated in the CPA NEM program for at least twelve months. This revision clarifies 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.

NEM Policy Redline is included as Attachment 3.

Non-Energy Public Contracting Policy Amendments

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 would allow CPA to make direct purchases nimbly, quickly, and without the overhead typically included when a marketing agency purchases

ads on behalf of CPA. This also reflects 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 included as Attachment 4.

REGULAR AGENDA

The following items are recommended for inclusion on the Regular Agenda of the March Board meeting.

2021 Rates Update and Potential Energy Portfolio Cost Reduction Measures

Staff will provide a presentation for Executive Committee review and input.

Arrearage Management Program (AMP) Presentation

In an effort to support customers impacted by the COVID-19 pandemic, late last year the CPUC authorized the Arrearage Management Plan (AMP) to help eligible customers pay down past due bills. In CPA's service area, AMP went into effect starting in February 2021 and is administered by Southern California Edison (SCE).

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 12 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 Delivery rates.

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

- Be enrolled in the CARE or FERA subsidized utility rate programs.
- 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

As of mid-February, CPA has approximately 13,000 customers owing over \$5.8 million to CPA who qualify for AMP. Thus far, about 50 customers are already enrolled.

CPA plans to implement a targeted outreach program to inform eligible customers about AMP. Customer outreach will support the communities that we serve and help CPA to reduce past due account balances. Currently, AMP is planned to run for four years. CPA will be promoting AMP, the Power Share Program and CARE/FERA enrollment all of which provide assistance to vulnerable communities that have been disproportionately impacted by the COVID-19 pandemic.

Salary and Benefits Survey Results and Establishment of Salary Schedule

Staff will provide a separate presentation for Executive Committee review and input.

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

At the February 4, 2021 Board of Directors meeting, Board Chair Diana Mahmud opened the nomination period for the Ventura County at-large position on the Executive Committee, with a term ending June 30, 2022. The nomination period for the at-large position closed at 5 p.m. on Friday, February 12, 2021.

After the conclusion of the nomination period, the following nomination was received:

1. Susan Santangelo, Camarillo

No other nominees were received during the nomination period for this position. As such, the Clerk of the Board will call a roll-call vote of the Regular Directors. The Ventura County at-large position must be elected by Regular Directors representing jurisdictions in Ventura County. The action item for Board consideration on March 4 is to elect the nominee.

ATTACHMENTS

- 1) [Draft March 4, 2021 Board Meeting Agenda](#)
- 2) [CAC Applicant Summaries](#)
- 3) [NEM Policy Redline](#)
- 4) [Non-Energy Public Contracting Policy Redline](#)

**REGULAR MEETING of the Board of Directors of the
Clean Power Alliance of Southern California
Thursday, March 4, 2021**

2:00 p.m.

CALL TO ORDER AND ROLL CALL

GENERAL PUBLIC COMMENT

CONSENT AGENDA

1. Approve Minutes from February 4, 2021 Board of Directors Meeting
2. Approve New Appointment to Fill a Vacancy on the Community Advisory Committee
3. Approve 2021/2022 Legislative Bill Positions
4. Approve Amendments to the Net Energy Metering (NEM) Policy
5. Approve Amendment to the Non-Energy Public Contracting Policy
6. Receive and File Community Advisory Committee Monthly Report

REGULAR AGENDA

Action Item

7. 2021 Rate Update and Approval of Energy Portfolio Cost Reduction Measures

Information Items

8. Arrearage Management Program (AMP) Presentation
9. Salary and Benefits Survey Results and Establishment of Salary Schedule Presentation

Election Item

10. Election of One (1) Ventura County At-large position on the Executive Committee

MANAGEMENT UPDATE

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 ON APRIL 1, 2021

Candidate: Debbie 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.

RECOMMENDED APPOINTMENTS	
<p>East Ventura/West LA County (Agoura Hills, Camarillo, Calabasas, Moorpark, Simi Valley, Thousand Oaks)</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"> • Debbie West 	<p>San Gabriel Valley (Alhambra, Arcadia, Claremont, Sierra Madre, South Pasadena, Temple City)</p> <p>Appointed members:</p> <ul style="list-style-type: none"> • Richard Tom • Kim Luu
<p>West/Unincorporated Ventura County (Ojai, Oxnard, Ventura, Unincorporated Ventura County)</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 (Downey, Hawaiian Gardens, Paramount, Whittier)</p> <p>Appointed members:</p> <ul style="list-style-type: none"> • Jaime Lopez • Genaro Bugarin 	<p>Westside (Beverly Hills, Culver City, Malibu, Santa Monica, West Hollywood)</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 	



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 active NEM account as bill credits and will be applied toward future charges. Customers that terminate CPA service before check expiration may request the reissuance of that 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**

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.

will be considered unclaimed property and turned over to the California State Controller's Office.

- 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 trueed 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



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.

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END OF DOCUMENT