Building Decarb Joint Action Plan

Board of Directors
November 13, 2020
Staff Proposal

Adopt the Building Decarbonization Joint Action Plan (abbv. “Plan”) and program briefs & approve $6M budget allocation for implementation over the coming 3-year period.
Outline

1. Background
2. Building Decarb Joint Action Plan
3. Implementation
Outline

1. Background
2. Building Decarb Joint Action Plan
3. Implementation
Decarb Strategy & Programs Roadmap (2018)
Board has approved Sector-Specific Plans

- Power Supply
  - Integrated Resource Plan (biennial)
  - (2018)
  - (2019)
  - (2020)

- Energy Efficiency & Grid Integration
  - EV Infrastructure Joint Action Plan (2019)

- Built Environment

- Mobility
  - Building Decarb Joint Action Plan (In Dev.)
Summary of Process

- Feb 2020: BOD approved development of Plan as program priority
- Mar 2020: BOD approved Integral Group (IG) contract for support
- Apr–Jun: IG & staff carried out the following to develop draft:
  - Background research & analysis ("Buildings Baseline Study")
  - Stakeholder surveys
  - 3 virtual workshops (attendee list in appendix)
  - 1:1 strategic interviews with key stakeholders
- Jul-Aug: Draft plan released for stakeholder input
  - Additional stakeholder surveys
  - Additional strategic interviews
- Aug-Sep: IG & staff synthesized input & updated draft
Timeline of Stakeholder Feedback

Note: Updates to BOD included in monthly CEO report & quarterly programs update
Outline

1. Background
2. Building Decarb Joint Action Plan
3. Implementation
Community GHG Reduction Goals

ACHIEVING CA’S 2050 GHG GOAL WILL REQUIRE AN ADDITIONAL 61-74% REDUCTION BELOW FORECASTED 2030 LEVEL

THIS REDUCTION WILL REQUIRE AN UNPRECEDENTED SHIFT AWAY FROM NATURAL GAS IN COMMERCIAL AND RESIDENTIAL BUILDINGS, AND GASOLINE VEHICLES

SVCE’s 2018 Decarb Strategy & Programs Roadmap
SVCE Community Building Stock
Emissions from Fuel Source to End Use

Units: Metric Tons CO₂
Overarching Approach

• Procure & maintain a sustainable, affordable and carbon-free **power supply**
• Electrify the **built environment** and mobility
• Promote **energy efficiency** & successful grid integration
The All-Electric “FutureFit” Home
Key Barriers to Electrification

- Low Perceived Customer Value
- Low Awareness & Interest
- Low Perceived Contractor & Builder Value
- Low Availability
- Misaligned Policy

Barrier identification influenced by the Building Decarbonization Coalition’s “Building Decarbonization Roadmap”
Suite of Interventions

- Retail Products & Services
- Education & Outreach
- Public Policy
- Market Transformation
Actions Developed Using Decarb Roadmap Strategic Framework

What will we do?
- Retail Products & Services
- Education & Outreach
- Public Policy
- Market Transformation

Which priorities will guide us?
- Customer & Community Value
- Emissions Impact
- Scalable and Transferable
- Equity in Service
- Core Role for SVCE

How will we do it?
- Innovation
- Data
- Partnerships
SVCE & Member Agency Roles

**SVCE**
- Clean Energy Supply
- Electricity Generation Rates
- Grid Integration
- Regional Coordination
- Financing & Incentives
- Innovation
- Public education

**Member Agencies**
- Local Codes, Standards & Policies
- Permitting
- Land Use Planning
- Municipal Buildings
- Public education

**Other Stakeholders**
- State Codes, Standards and Policies
- Regional Codes, Standards & Policies
- State & Regional Customer Programs
- Electric Grid Service, Rates & Modernization
- Industry Associations & Coalitions
- Environmental NGOs
- Manufacturers
- Labor & Workforce Associations
- Other CCAs, Local Governments, and Utilities
Building Decarb Plan

- **New Construction**: Accelerate transition to all-electric new construction
- **Existing Buildings**: Convert existing buildings to all-electric
- **Market Development**: Cultivate regional ecosystem for advancing building decarbonization goals
Building Decarb Plan

**New Construction**

**NC1**: Reach Code Initiative 2.0

**Existing Buildings**

**EB1**: Feasibility Assessment for Natural Gas Phase Out by 2045

**EB2**: Local Policy Options to Decarbonize Existing Buildings

**EB3**: FutureFit Homes & Buildings

**EB4**: Accessible Financing

**Market Development**

**MD1**: Regional Coordination
## Building Decarb Plan

### New Construction

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Barriers Addressed</th>
<th>Cornerstone Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>NC1: Reach Code Initiative 2.0</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Evaluate the initial Reach Code Initiative and develop a second wave of Reach Code support that includes all new construction types as well as renovations.</td>
</tr>
</tbody>
</table>
Building Decarb Plan

**Existing Buildings**

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Barriers Addressed</th>
<th>Cornerstone Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EB1</strong>: Feasibility Assessment for Natural Gas Phase Out by 2045</td>
<td></td>
<td>Carry out technical, economic and legal feasibility assessment of pathways to phasing out natural gas service by 2045.</td>
</tr>
<tr>
<td><strong>EB2</strong>: Local Policy Options to Decarbonize Existing Buildings</td>
<td></td>
<td>Support member agencies in evaluating feasible pathways to regulate existing building emissions and help develop model policy approaches.</td>
</tr>
</tbody>
</table>
## Building Decarb Plan

### Existing Buildings

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Barriers Addressed</th>
<th>Cornerstone Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>EB 3</td>
<td>FutureFit Homes &amp; Buildings</td>
<td>Provide comprehensive assistance to SVCE customers in navigating and accessing non-SVCE led energy programs and identify and address incentive gaps and layering opportunities.</td>
</tr>
<tr>
<td>EB 4</td>
<td>Accessible Financing</td>
<td>Assess feasibility of financing mechanisms to unlock equitable financing, particularly for low-income communities.</td>
</tr>
</tbody>
</table>

**EB3: FutureFit Homes & Buildings**

Provide comprehensive assistance to SVCE customers in navigating and accessing non-SVCE led energy programs and identify and address incentive gaps and layering opportunities.

**EB4: Accessible Financing**

Assess feasibility of financing mechanisms to unlock equitable financing, particularly for low-income communities.
# Building Decarb Plan

## Market Development

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Barriers Addressed</th>
<th>Cornerstone Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>MD: Regional Coordination</td>
<td>Regional Coordination</td>
<td>Initiate regular regional stakeholders meetings to coordinate program alignment; streamline access to incentive funds; identify strategies to lower costs; inform messaging and communication needs; and assess barriers and opportunities to workforce development.</td>
</tr>
</tbody>
</table>

- Market Transformation
  - Low Perceived Customer Value
  - Low Perceived Contractor & Builder Value
  - Low Availability
## Existing & Supportive Actions

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Existing &amp; Supportive Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Retail Products &amp; Services]</td>
<td>• Virtual Power Plant Initiative</td>
</tr>
<tr>
<td></td>
<td>• Retail Rates Assessment</td>
</tr>
<tr>
<td></td>
<td>• Electrical Distribution &amp; Panel Capacity Assessment</td>
</tr>
<tr>
<td>![Education &amp; Outreach]</td>
<td>• eHub (formerly “Customer Resource Center”)</td>
</tr>
<tr>
<td></td>
<td>• Regional Positive Messaging Campaign</td>
</tr>
<tr>
<td></td>
<td>• SVCE’s “Watts for Lunch”</td>
</tr>
<tr>
<td>![Public Policy]</td>
<td>• State Policy Coordination &amp; Advocacy</td>
</tr>
<tr>
<td></td>
<td>• Regional Policy Coordination</td>
</tr>
<tr>
<td></td>
<td>• Streamlining Community-Wide Electrification</td>
</tr>
<tr>
<td>![Market Transformation]</td>
<td>• FutureFit Fundamentals Contractor Training</td>
</tr>
<tr>
<td></td>
<td>• Innovation Partners &amp; Innovation Onramp</td>
</tr>
<tr>
<td></td>
<td>• Research &amp; Development Support</td>
</tr>
</tbody>
</table>
Outline

1. Background
2. Building Decarb Joint Action Plan
3. Implementation
Budget Allocation & Tentative Timeline for Implementation

- $6M budget allocation request: $2M/year for FY21-FY23
- Tentative timeline for phased program deployment:

<table>
<thead>
<tr>
<th>Deployment Phase</th>
<th>Cornerstone Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1 (2021)</td>
<td>• Reach Code 2.0 (NC)</td>
</tr>
<tr>
<td></td>
<td>• FutureFit Homes &amp; Buildings (EB)</td>
</tr>
<tr>
<td></td>
<td>• Regional Coordination (MD)</td>
</tr>
<tr>
<td>Phase 2 (2022)</td>
<td>• Feasibility Assessment for Natural Gas Phase Out by 2045 (EB)</td>
</tr>
<tr>
<td></td>
<td>• Local Policy to Decarbonize Existing Buildings (EB)</td>
</tr>
<tr>
<td></td>
<td>• Accessible Financing (EB)</td>
</tr>
</tbody>
</table>
Budget Allocation Request

Annual programs budget:
Target levels

- $2M (40%) – Mobility
- $2M (40%) – Built environment
- $1M+ (10%) – Innovation, energy efficiency & grid integration, education & outreach

Total: $5M+ annual budget
Staff Proposal

Adopt the Building Decarbonization Joint Action Plan (abbv. “Plan”) and program briefs & approve $6M budget allocation for implementation over the coming 3-year period
Appendix

Item 3
PRESENTATION
Attendees – Virtual Workshops in May 2020

**Workshop 1: Policy**
Carbon-Free Mountain View
EHDD Architecture
BAAQMD
Santa Clara County
Sonoma County Regional Climate Protection Authority [RCPA]
City of Cupertino
City of Los Altos
City of Morgan Hill
City of Mountain View
City of Sunnyvale

**Workshop 2: SVCE-Led Programs**
SMUD
Infinera
East Bay Community Energy
Ardenna Energy
City of Palo Alto
Rocky Mountain Institute
Carbon Free Mountain View
California Energy Commission
Peter Turnbull and Associates
Peninsula Clean Energy
Electric Power Research Institute

**Workshop 3: Overview**
MidPen Housing Corporation
Google
SummerHill
Carbon Free Silicon Valley
PG&E
Joint Venture Silicon Valley
City of Sunnyvale
CalCCA
Building Decarb Coalition
CPUC
Carbon Free Silicon Valley
UA393
Example Initial Survey Results – Prioritizing Decarb Policies

- No natural gas in new construction
- Major renovations to electrify
- Reduce barriers
- Reach Codes 2.0
- No-cost development incentives
- Embed electrification incentives into financing structure already in place
- Tax incentives
- 100% renewable energy for large buildings
- Municipal buildings to electrify
- Energy benchmarking ordinance
- Electrification measures at time of sale
- Building emissions cap
- Ensure building code compliance
Example Initial Survey Results – Feasibility of Policy Strategies

- No natural gas in new construction
- Major renovations to electrify
- Reduce barriers
- Reach Codes 2.0
- No-cost development incentives
- 100% renewable energy for large buildings
- Embed electrification incentives into financing structure already in place
- Tax incentives
- Energy benchmarking ordinance
- Municipal buildings to electrify
- Electrification measures at time of sale
- Building emissions cap
- Ensure building code compliance

Feasibility Scale:
- Not Feasible
- Likely Not Feasible
- Neutral
- Somewhat Feasible
- Absolutely Feasible
Example Initial Survey Results – Additional Strategies Suggested

- **Research End of Gas Flow by 2035 ordinance**
- **Promote community solar projects**
- **Develop combined washer/dryer lending program**
- **Make climate action and building decarb a Council/BOS priority applied by jurisdiction staff across all actions**
- **Energy efficiency in general**
- **Utility Users Tax on natural gas**
- **Time-of-sale gas usage disclosure report**
- **Member Agency policies that could help with market readiness for electrification?**
- **Encourage the design of grid adaptive buildings that help alleviate duck curve**
- **Work with PG&E on gas pipe replacement avoidance districts**
- **Eliminate the sale of tankless gas water heaters**
- **Align and amplify SVCE programs/messaging with City programs/messaging and vice versa**
- **Engage with financing company like Redaptive or Carbon Lighthouse and/or build relationship with local credit unions to offer low or no-cost financing for electrification**
- **Technical support and market building for projects that directly benefit the community and consumer**
- **“BE Ready” program requiring panel upgrades whenever major electrical work happens**
- **County-issued Green Bond to finance electrification retrofits of local government or private sector facilities**
- **Develop combined washer/dryer lending program**
- **Encourage the design of grid adaptive buildings that help alleviate duck curve**
- **Work with PG&E on gas pipe replacement avoidance districts**
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Based on review of 150+ comments:

- **Reorganized structure** to emphasize scale of challenge, clarify organization of actions, and incorporate visuals

- **Distilled cornerstone actions**, emphasizing partnerships and related external activities

- **Clarified roles of SVCE and MAWG** in context of state and regional action

- Incorporated section on **tracking and evaluation**
Position Request – Senior Government Affairs Manager

Board of Directors Meeting
November 13, 2020
Position Discussed & Supported in Strategic Planning and Budget

Background - Senior Government Affairs Manager

- Position was discussed at September Board Meeting and supported by the Board but not included in FY 2020-2021 budget

- Community Engagement and Outreach (Strategic Plan Focus Area)
  - **SP Goal #11**: Engage a full range of public, private, and non-profit stakeholders to leverage our decarbonization efforts
  - **SP Goal #15**: Engage regulators, legislators, and local electeds in developing policies that support CCAs
  - **SP Goal #17**: Influence policy makers by building and leveraging local electeds, diverse stakeholders, and regional agencies
Senior Government Affairs Manager

• **Duties**
  - Focus on building relationships at the state and local level
  - Engage and collaborate with elected officials on policies that further SVCE mission and goals
  - Develop responses on key state and local policies that impact SVCE
  - Represent SVCE at state, regional and local hearings, meetings and other public forums
  - Build coalitions of stakeholders with similar goals to amplify SVCE’s influence and messaging

• **Fiscal Impact:**
  - $148,865 to $204,276
Recommendation & Next Steps

- **Recommendation**
  - Staff recommends that the Board approve Resolution 2020-34 amending the Silicon Valley Clean Energy (“SVCE”) positions chart, job classifications and salary schedule to add the Senior Government Affairs Manager position

- **Next Steps, if approved:**
  - Advertise and Recruit – December/January 2021
  - Shortlist – January 2021
  - Interview – January/February 2021
  - Onboarding – February/March 2021
THANK YOU
FTE COMPARE

### FTE's

<table>
<thead>
<tr>
<th>FTE's</th>
<th>SCP</th>
<th>SVCE</th>
<th>CPA</th>
<th>MBCP</th>
<th>PCE</th>
<th>EBCE</th>
<th>MCE</th>
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<tr>
<td>0</td>
<td>28</td>
<td>29</td>
<td>30</td>
<td>32</td>
<td>35</td>
<td>37</td>
<td>65</td>
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</table>

### Ratio Comparison

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<thead>
<tr>
<th>Item</th>
<th>GWh/FTE</th>
<th>GWH</th>
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<tbody>
<tr>
<td>CPA</td>
<td>299</td>
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<tr>
<td>EBCE</td>
<td>165</td>
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<tr>
<td>SVCE</td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>PCE</td>
<td>103</td>
<td></td>
</tr>
<tr>
<td>MBCP</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>SCP</td>
<td>89</td>
<td></td>
</tr>
<tr>
<td>MCE</td>
<td>81</td>
<td></td>
</tr>
</tbody>
</table>

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Silicon Valley Clean Energy
Organization Chart

Full-Time Staff = 32
Temporary Staff = 5
9 CCA’s participating
Business Need for CC Power – Enhances SVCE’s Options

• Economies of Scale
• Enhanced Negotiating Power
• Shared Risk – execution, development and performance
• Potential for Shared Financing
• Strategic value demonstrating CCA self-procurement & reliability contributions
• Legislators and regulators favor large scale procurement
CC Power Highlights

• Enabling Agreement – allows for CCAs to potentially participate in projects – *no obligation*

• CC Power intended to be the direct party to any contract with storage or project developers
Debts, Liabilities and Obligations

• State Law and the JPA Agreement provide that Members of CC Power shall not be responsible for the debts, liabilities and obligations of CC Power. Same liability firewall that applies in the SVCE Joint Powers Agreement.

• General and administrative costs of CC Power shared on an equal basis by the Members regardless of size unless the cost allocation formula is changed by a two-thirds vote of the entire Board.

• The Board by a majority vote of those in attendance shall establish the projects to be implemented by CC Power but only those Members who voluntarily decide to join the project shall be responsible for its costs or obligations which shall be determined by each project agreement.
  • To be approved by SVCE Board.
Membership and Management of CC Power

- Membership made up of CCA’s and other public agencies determined to be eligible under a Board adopted policy
- Governed by Board of Directors made up of one Director per Member
- Directors will be CEO or General Manager of Member or their designees
- Decisions made by
  - majority vote of the Board in attendance unless the Agreement requires 2/3rds vote of entire Board such as amendment to Agreement, involuntary termination of a Member or termination of JPA Agreement
  - If an Agreement amendment involves the purpose or powers of CC Power, membership, limitations on liability or termination of CC Power, 2/3rds of Members must also approve
Withdrawal from CC Power

- No prior notice of withdrawal is required
- Withdrawal process:
  - Withdrawing party submits resolution from its governing body providing notice of withdrawal
  - Any debts, liabilities or obligations of CC Power specifically assumed by the withdrawing party must first be satisfied
  - Upon satisfaction of the preceding condition, the CC Power Board of Directors shall approve the withdrawal
- Withdrawal from CC Power does not affect the withdrawing Member’s obligations under any Project Agreements. The withdrawal from the Project Agreement will be governed by the Project Agreement
1st CC Power Project

Long Duration Energy Storage (LDES)

1. California Climate Goals
2. CPUC IRP requirements
3. Previous and upcoming legislative pressure
4. Rolling blackouts
The First Major Long-Duration Storage Procurement Has Arrived

California’s community-choice aggregators are moving ahead of the traditional utilities.

JULIAN SPECTOR | OCTOBER 16, 2020
CC Power & LDES Procurement Timeline

- June 2020: Initiate CC Power Formation Agreement
- October 2020: Finalize CC Power Agreement Issue LDES RFO
- Dec. - February 2021: CC Power Member Board Approvals Evaluate RFO Proposals
- March - September 2021: Negotiate/Execute LDES Project(s) CCA Board Approvals for Project Participation Agreement
Next Steps For CC Power Formation

6/26/20 – Executive Committee: CEO Report

8/28/20 – Executive Committee: CEO Report

10/14/20 – Board Meeting: Long-Duration Storage and CC Power Formation Update

10/23/20 – Executive Committee: CC Power Formation

Present for approval, December 11 Board meeting

Finance Committee on Nov 30, if needed

Feedback from Board today
THANK YOU
Backup
Super JPA Joint Procurement
Long Duration Energy Storage
Questions from SVCE Board Members

- Why a super JPA vs a Joint Agreement?
- What are other potential projects for the Super JPA?
- How are participation levels determined?
- How is voting determined?
- Who will be managing the LDES project?
- How is the super JPA viewed by the state?
- How is risk and reward balanced?
Business Need for Long-Duration Energy Storage (LDES) & Joint Procurement Super-JPA

Long Duration Energy Storage
• California Climate Goals require a clean electric grid & large-scale procurement of renewable power
• Keeping the lights on with high penetrations of renewable power requires energy storage
• CPUC has IRP requirements for Long Duration Energy Storage (LDES)
• Bills in 2020 session have included LDES
• Rolling blackouts result in more interest in storage

Joint Procurement Super JPA
• CCAs are proactive in purchasing cleaner power and are also focused on affordability & reliability
• LDES investments may be too large for any one CCA to successfully complete
• LDES is technically complex and has associated financial risk
• Joint procurement de-risks technology and financial risk
# 9 CCAs - by the numbers

<table>
<thead>
<tr>
<th>CCA considering Super JPA</th>
<th>Annual Load 2019 (GWh)</th>
<th>Est Peak Load (MW)</th>
<th>Customer Accounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Coast Community Energy</td>
<td>3,094</td>
<td>679</td>
<td>275,750</td>
</tr>
<tr>
<td>Clean Power SF</td>
<td>2,706</td>
<td>460</td>
<td>380,000</td>
</tr>
<tr>
<td>East Bay Community Energy</td>
<td>5,819</td>
<td>990</td>
<td>533,000</td>
</tr>
<tr>
<td>Marin Clean Energy</td>
<td>5,275</td>
<td>505</td>
<td>470,000</td>
</tr>
<tr>
<td>Peninsula Clean Energy</td>
<td>3,600</td>
<td>733</td>
<td>293,000</td>
</tr>
<tr>
<td>Redwood Coast Energy</td>
<td>699</td>
<td>125</td>
<td>62,000</td>
</tr>
<tr>
<td>San Jose Clean Energy</td>
<td>3,286</td>
<td>1,081</td>
<td>332,500</td>
</tr>
<tr>
<td>Silicon Valley Clean Energy</td>
<td>3,898</td>
<td>800</td>
<td>270,000</td>
</tr>
<tr>
<td>Sonoma Clean Power</td>
<td>2,360</td>
<td>417</td>
<td>227,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30,737</strong></td>
<td><strong>5,790</strong></td>
<td><strong>2,843,250</strong></td>
</tr>
</tbody>
</table>
Super JPA Highlights

• **Objective:** Develop a cost-effective, risk-minimized, CCA-controlled structure to develop or acquire necessary resources exceeding the procurement needs of a single CCA.

• **Structure:** Joint Powers Authority composed of CCAs; Enabling Agreement with Opt-in Project Participation

• **Target Projects:** Stand-alone storage and renewable resources exceeding individual CCA demand
  - Long Duration Storage – first project

• **JPA Timeline:** Form JPA by end of 2020 and not later than early 2021
Long Duration Energy Storage ("LDES")

- LDES are energy storage technologies with 8-hour minimum discharge duration
- Technologies – lithium ion, chemical flow batteries, gravity, pumped hydro, compressed air, etc.
- Can be grid-charged – not renewable
- Used to integrate renewables onto the grid and support reliability

CPUC’s Integrated Resource Plan (IRP) - LDES needed to meet GHG reduction goals
LDES Procurement Goals

- Target up to 500 MW of LDS from one or more projects with on-line date no later than 2026
  - Notional value $2 billion
- Assess Project Viability, Uncertainty & Risk
- LDS should not be procured for compliance alone – *must have market and/or strategic value and be* cost-effective
  - Cost, Energy value, Resource Adequacy, Ancillary Services
LDES Procurement Efforts

• June 2020
  • Multi-CCA Request for Information (RFI)
  • 13 CCAs participated
  • Over 58 projects submitted

• Sept. – October 2020
  • Stakeholder Outreach – CPUC, CAISO & Legislature

• October 2020
  • Multi-CCA (8) Request for Offers/Proposal
# JPA & LDES Procurement Timeline

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Long-Duration Energy Storage (LDES) RFO &amp; Transaction</td>
</tr>
<tr>
<td>a.</td>
<td>RFI (done)</td>
</tr>
<tr>
<td>b.</td>
<td>RFO</td>
</tr>
<tr>
<td>c.</td>
<td>Shortlist Projects</td>
</tr>
<tr>
<td>d.</td>
<td>Negotiate LDES &amp; Participation Agreements</td>
</tr>
<tr>
<td>2.</td>
<td>Super JPA Enabling Agreement &amp; Project Principles</td>
</tr>
<tr>
<td>a.</td>
<td>Develop Enabling-Agreement Super JPA document</td>
</tr>
<tr>
<td>c.</td>
<td>Obtain individual member approvals of SuperJPA</td>
</tr>
<tr>
<td>d.</td>
<td>Hire lead negotiator and associated support</td>
</tr>
<tr>
<td>d.</td>
<td>Negotiate LDES &amp; Participation Agreements</td>
</tr>
</tbody>
</table>

- These two tasks are identical and merge the RFO and SuperJPA tracks.