



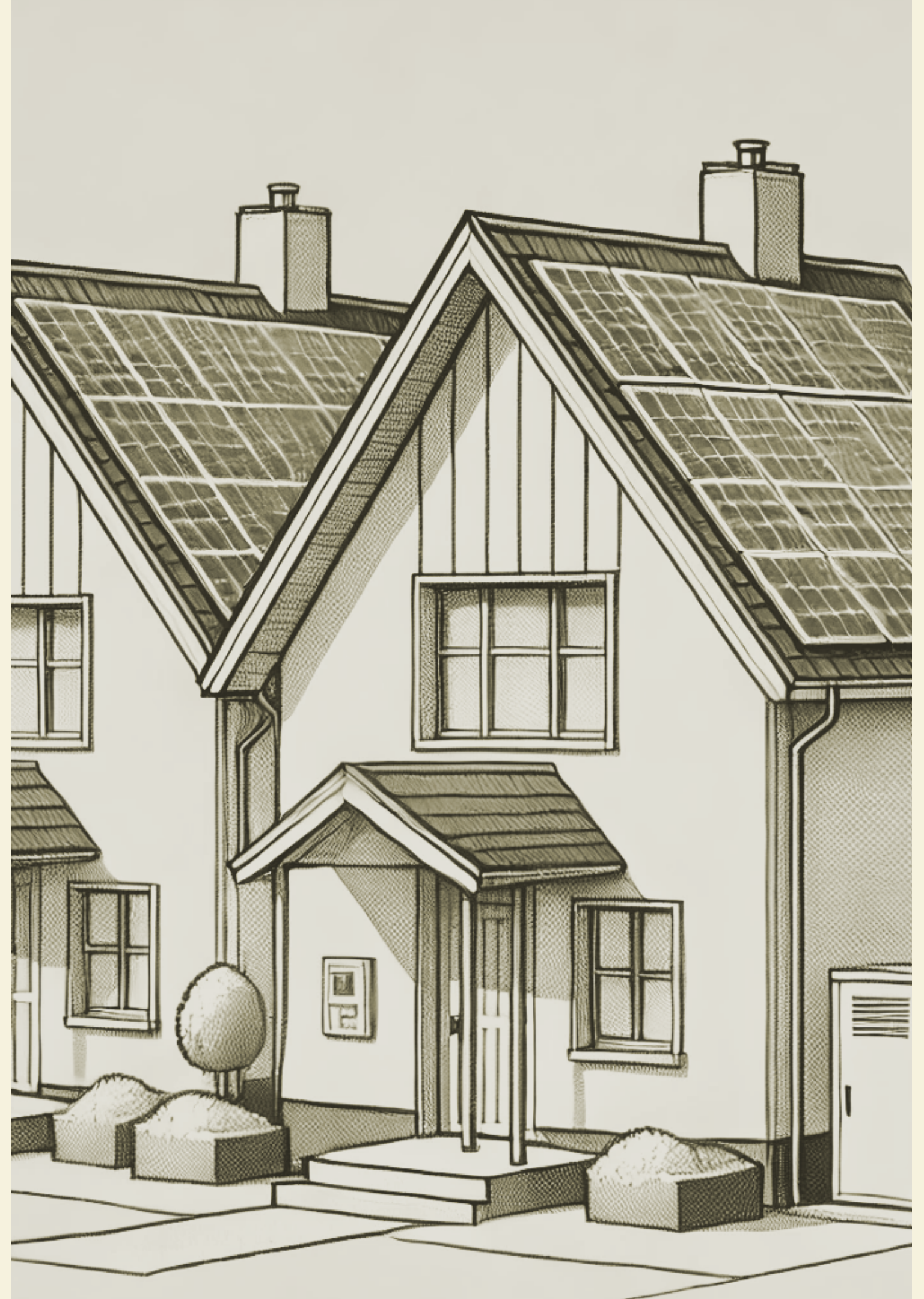
SPARK
COMMUNITIES

MODERN PUBLIC POWER

SPARK COMMUNITY UTILITY

ENOUGH

The world's changing. Utilities and regulators aren't keeping up. It's on us.

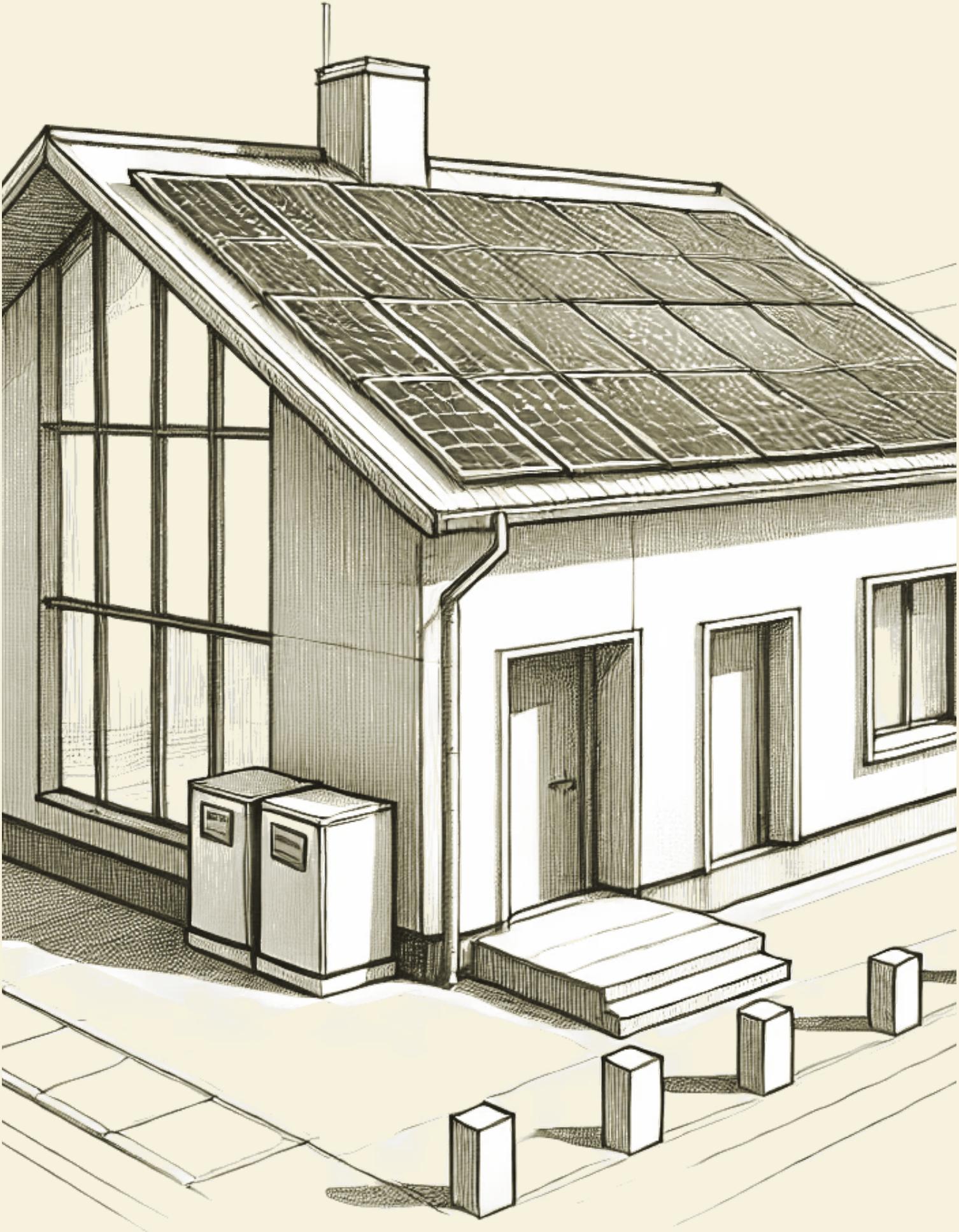


SCU MODEL

- 01 INDEPENDENT OF IOU & CPUC
- 02 COMPLEMENTARY, NOT COMPETITIVE
- 03 CUSTOMER OPT-IN
- 04 UNIQUE PRODUCT MIX
- 05 INCREMENTAL GROWTH TIERS
- 06 CLEAN, LOW COST, LOCALLY GENERATED
- 07 DESIGNED FOR SUCCESS

MODERN

Aspect	Traditional Muni	Spark Community Utility
Service Obligation	Mandatory, universal	Voluntary, selective
Relationship to IOU	Competitive	Complementary
Service Rollout	Static Established	Incremental, evolving
Community Input	Limited	Essential, foundational
Risk Level	High upfront risk	Low risk, phased approach



STRATEGY

- 01 PLAY A SMART, OFFENSIVE GAME
- 02 DON'T WAIT FOR CHANGE
- 03 STOP ASKING FOR PERMISSION
- 04 LEVERAGE IS POWER
- 05 SCU GIVES US LEVERAGE
- 06 BALANCE ALPHA & BETA
- 07 WORK TOGETHER

MUNICIPALIZATION PROCESS

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Supported by a library of resources and
community of specialists.





WE HAVE THE POWER.
IT'S TIME WE USED IT.

We Stand on the Shoulders of Giants