

[illegible]

ACTIVITIES	TIMELINE	2028												2028
		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	TOTAL
~ Support														
~ Staff														
~ Executive Director		\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$71,000.00	\$852,000.00	
~ Executive Assistant		\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$180,000.00	
~ General Counsel		\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$600,000.00	
~ Legal staff (2 lawyers)		\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$900,000.00	
~ Stakeholder Manager		\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$375,000.00	
~ Communications Manager		\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$31,250.00	\$375,000.00	
~ Staff Market Expert		\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$450,000.00	
~ OPP Director		\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$29,166.00	\$349,992.00	
~ RO Board comp (7 members)														
~ RO Board comp		\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$699,996.00	
~ RO Board Committee Chair comp		\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$48,000.00	
~ Legal & Professional Services														
~ HR support consultant		\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$12,000.00	
~ Tariff Expert Support/Outside Legal Counsel		\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$37,500.00	\$450,000.00	
~ Utilicast PM													\$0.00	
~ Accounting Support		\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$60,000.00	
~ IT Support		\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$30,000.00	
~ Global Impact													\$0.00	
~ CAISO Support to RO (\$100k/month)		\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$1,200,000.00	
~ Comms Support													\$0.00	
~ Market Expert		\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$275,000.00	
~ General & Administrative														
~ Travel Allowance		\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$240,000.00	
~ Conferences and Professional Development		\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$240,000.00	
~ Insurance (D&O, etc.)		\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$30,000.00	
~ Office Space		\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$36,000.00	
~ IT Equipment @\$5k/person		\$10,000.00											\$10,000.00	
~ Office Equipment @ \$2.5K/person													\$0.00	
~ Software and Licenses (incl. records, stakeholder platform)		\$4,166.66	\$4,166.66	\$4,166.66	\$4,166.66	\$4,166.66	\$4,166.66	\$19,166.66	\$4,166.66	\$4,166.66	\$4,166.66	\$4,166.66	\$64,999.92	
~ BOSR		\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$58,333.33	\$700,000.00	
~ CAO		\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$500,000.00	
~ Reserves		\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$1,800,000.00	
~ Startup Loan Debt repayment (TBD)		\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$750,000.00	\$9,000,000.00	
~ TOTAL		\$633,165.66	\$1,623,165.65	\$623,165.66	\$623,165.66	\$623,165.66	\$623,165.66	\$638,165.66	\$623,165.66	\$623,165.66	\$623,165.66	\$873,165.66	\$19,202,987.92	
Contingency @ 20%														\$3,840,597.58
TOTAL														\$23,043,585.50

ROWE Budget and Finance Considerations

Budgets (2026-2028)

The Formation Board adopted a 2026 budget at its March 19, 2026 meeting and has developed preliminary budget estimates for the Board's consideration for ongoing startup efforts in 2027, and the initial year of operations in 2028. These budget estimates are provided as attachments to this report. They include a month-by-month estimate of expenditures that would be required to execute on the implementation proposals included in this Briefing Book, including hiring staff and securing consulting services. The draft 2028 budget assumes that the ROWE will have FERC-approved tariff authority in place and includes the minimum level of staff estimated for the ROWE to execute its scope of services, as well as new expenditures including BOSR, the CAO, a Market Expert, reserve contributions, CAISO services, and debt repayment.

An early action for the ROWE Board would be to review these estimates and decide whether they should be adjusted to meet the Board's priorities for organization formation.