

Orcas Power & Light Cooperative

Board of Directors

Strategic Directives

Board Strategic Directives provide guidance in achieving the goals and objectives of OPALCO and serve as the basis for the General Manager's performance appraisal.

1. **Safety**

Safety is our highest priority. Safety programs will be implemented to engage all staff members and to promote OPALCO's high standards for safety with a goal of no accidents.

2. **Reliability of Electric Service**

Maintain reliability of electric service.

3. **Sustainable Power Supply Strategy**

Maintain a long-term strategy to provide safe, adequate, reliable, advantageously priced power, including consideration of source risk and economic, climate and energy policy uncertainty consistent with our OPALCO grid operations.

4. **Vision**

Maintain a long-range vision for the future of the Co-op that addresses the evolution, maintenance and operation of the power and communications grid with a focus on member quality of life, sustainable communities and local resiliency. Maintain and publish guiding documents (Load Forecast, Cost of Service Analysis, Rate Structure Design, Construction Work Plan, Long Range Plan, Long Range Financial Forecast, Integrated Resource Plan) that encompasses OPALCO's overall strategic vision for incorporating grid modernization and local renewable generation (i.e. loop feeds, AMI, utility scale renewables and storage).

5. **Personnel**

Attract and retain top quality employees by actively cultivating a workplace culture based on mutual respect that embraces diversity, encourages high team functionality and harmony, promotes personal and professional development and maintains high employment satisfaction. Maintain wage rates that are competitive within the industry and for our region. Include apprenticeship and training programs for all positions and succession planning for key positions.

6. **Member Satisfaction**

Sustain high levels of member satisfaction as evidenced through periodic member surveys.

7. **Communications with Members**

Provide regular communication outreach to inform members of relevant issues and to encourage member participation and engagement in co-op affairs. Maintain transparency for co-op governance and operations. Cultivate a culture of listening and provide opportunities for member feedback.

8. **Cash and Debt Fund Availability**

Ensure revenue and financial stability and have cash and debt availability to provide for foreseeable demands and to mitigate the impacts of potential significant damaging events including storm damage, loss of electric supply, equipment or cable failure.

9. **Debt & Equity**

Maintain appropriate levels of debt and equity that support the long-range financial plan while maintaining all loan covenants and meeting regulatory requirements.

10. **Communication Backbone**

Maintain fiber optic and wireless communications infrastructure to support grid operations for OPALCO and its subsidiary.

11. **Rock Island Communications**

Manage OPALCO's wholly-owned subsidiary to provide our membership high quality, reliable internet, voice and communications services. Prioritize communications to emergency responders and fiber to the premise deployment while continually improving wireless services and maintaining key partnerships.

Vince Daucinas, President

December 20, 2018

Date