

OPALCO Board of Directors

Strategic Directives

The Board of Directors shall 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 sustainable communities, healthy environment and local resiliency.

OPALCO serves a unique 20-island territory where geography and infrastructure significantly influence the cost of providing safe, reliable electric service. The Cooperative maintains 11 substations, 25 submarine electric cables, and approximately 1,095 miles of distribution line, about 86% of which is underground or underwater, to serve approximately 16,000 meters. These unique system characteristics require long-term planning and a sustainable financial model that fairly reflects the cost of maintaining and operating the grid.

The following Strategic Directives establish the Board's priorities and guide the Cooperative's long-range planning and decision-making:

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.

Reliability of Electric Service

Maintain reliability of electric service. Preserve our connection to the mainland power supply, support the federal hydro system and optimize locally generated power. Develop local resiliency for emergency conditions.

Sustainable Power Supply Strategy

Maintain a long-term strategy to provide safe, adequate, reliable power which balances source risk, economics, climate and energy policy uncertainties and environmental impact. Leverage collaboration to access cost-effective and environmentally sensitive generation in our service territory and beyond.

Rate Adequacy

OPALCO will maintain an equitable and financially sustainable rate structure that appropriately reflects costs while balancing affordability, equity, conservation, and long-term financial stability consistent with our complex island service territory.

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.

Member Satisfaction

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

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.

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.

Debt & Equity

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

Guiding Documents and Cooperative Principles

Conduct the business of the Cooperative consistent with the [Mission Statement](#), [Strategic Directives](#), [Bylaws](#), [Policies](#), and [seven cooperative principles](#).

Communication Backbone

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

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 home deployment while continually improving wireless services and maintaining key partnerships.



Tom Osterman, President

10 / 20 / 2026

Date

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