ORCAS POWER AND LIGHT COOPERATIVE
2023 BUDGET REPORT

MEMORANDUM

Date: November 10, 2022

To: Board of Directors

From: Foster Hildreth, General Manager

Re: 2023 Budget Presentation

Attached please find our 2023 Budget Presentation. Consistent with last year's projections, staff is recommending a 6% rate increase for the 2023 budget year and forecasting 6% over the following four years. Staff is recommending that our 2023 budget revenue increase from $34.8M (projected 2022) to $35.8M to meet our financial, operational and capital project commitments. The projected figures for years 2024 thru 2027 are for reference only, as future years will be reviewed annually during our normal budgeting process.

OPALCO is strategically positioned to address the future power needs of our membership and sustain our island communities through the escalating costs and challenges of the carbon-free economy. With Washington's Clean Energy Transformation Act (CETA), the clock is now ticking. OPALCO has the expertise in its Board, management and team to get the job done; and, thanks to the foresight of recent past boards, we have built the modern grid and communication infrastructure required to succeed. OPALCO continues to seek federal and state grants and find success in leveraging awards from the Department of Commerce's Clean Energy Fund to design and build the projects that will help to develop the local energy resilience we require to thrive in the new paradigm of electric transportation, renewable generation, grid modernization and the changing price signals in the power industry. As a small cooperative committed to delivering cost-effective services to our membership, our ability to make this transition is limited by our ability to leverage grant funds.

The Island Way Campaign continues to engage the membership in the story of OPALCO's vision, inspiring transformative action and increasing participation in programs such as Switch it Up, commercial upgrades, efficiency rebates and a course correction on retail rate structure. OPALCO has $4.9M in USDA Rural Energy Savings Funds in play (out of total available funds of $48M), which is reflected in the Co-op's equity position. In 2022, OPALCO added solar, battery storage, weatherization and appliance upgrades to on-bill financing (Switch it Up), as well as a higher per meter cost ceiling of $100k, and members responded with a strong wave of project starts.

There are very few discretionary expenses in the budget and staff continually look for ways to reduce costs. The Co-op budget is tightly constrained: one-third for power costs; one-third for labor (bargaining unit and competitive wage rates) and most of the final third in fixed costs such as plant, mortgage and operations; discretionary expenses are largely limited to member facing programs. Labor is a major factor in 2023 with nine positions to fill and a challenging hiring climate with labor shortages and housing scarcity in San Juan County. Staffing levels fell to a low of 42 through the pandemic and due to the highly competitive environment for qualified lineworkers among electric cooperatives. OPALCO is beginning to budget for development of worker housing on co-op property with permitting expense in the 2023 budget.

Inflation is driving escalating expense in the budget: supply chain issues, rising cost of materials and hiring costs are all contributing to a higher cost of service for the same level of system reliability. While expense is on the rise, OPALCO increases are below the general rate of inflation (8%) and far below the inflationary trends for consumer goods and services.

Since 2014, OPALCO energy assistance programs have provided ~$1.6M to members in need. The 2023 Budget raises the Energy Assist bill credit amounts to offset the rate increase and the Bailer Hill Microgrid Project will generate additional support for the low-income program when it comes online in ~Q3. Thanks to a $1M grant through the Department of Commerce, a portion of production credits from that project will be channeled into Energy Assist. Project PAL continues to be administered through the three island family resource centers.

The 2023 budget continues to align our operations to the mission statement of providing safe, reliable, cost effective, and environmentally sensitive utility services. This budget prepares OPALCO to meet the marks set out in our energy road map:

> TODAY: Make the most of our available resources. Reduce members' total energy bills through electrification of transportation and heating while continuing to modernize the grid to meet future needs. Leverage grants, state and federal programs to help members increase efficiency and position themselves for sustainability in the coming carbon economy.
>
> TOMORROW: Increase local resilience. Bring more local renewables on, leveraging our dynamic grid and building emergency back-up power for emergency services. Prepare for grid parity when renewables (local and regional) will be less expensive than our mainland power provider.
>
> FUTURE: Give members more control. In the coming "transactive" energy world, members will dynamically buy and sell local power, make decisions about their power usage in response to real time price signals and integrate energy storage (EVs, batteries…) into the Co-op grid. To give members access to this dynamic power world, OPALCO must upgrade transformers and other equipment to provide the capacity necessary to manage the number of EVs, local distributed power generators and battery storage units that will be commonplace in member homes – as well as smart appliances and individual devices.

The 2023 budget includes some key capital projects: the Bailer Hill Microgrid Project (on San Juan Island), delayed due to supply chain issues, is on track for construction of the solar array with the battery storage component scheduled for 2024; substation upgrades are planned for Friday Harbor, Olga and Orcas; the Center Island submarine cable will be replaced; and routine replacement of 12 miles of URD as well as routine replacement of distribution and transmission poles.

We curtailed expense during the pandemic knowing the challenges it would present in future years. The rate increases forecast for the next four years must reposition the Co-op's equity for major capital projects on the horizon including a submarine cable replacement from Lopez to Orcas in 2030.

Staff recommends Board make a motion to approve the 2023 budget as submitted.

BUDGET NARRATIVE

Mission:

OPALCO serves our members with safe, reliable, cost effective and environmentally sensitive utility services. Our mission drives our budget in the following ways:

✓ Safety – OPALCO has a rigorous safety program for all employees and provides safety information to members through classroom visits, demonstrations, field assistance and the website. The right-of-way (tree trimming and brush clearing) program is key for system reliability and fire safety. OPALCO depends on member cooperation to address right-of-way issues in a timely manner. The Co-op is committed to continually improving and fortifying our safety programs. OPALCO's grid is critical for the safety of our community and especially our crew members in the field. OPALCO's grid connects the County to real-world services for education, economic development and quality of life.

✓ Reliability – OPALCO's system provides power 99.8% of the time to its members. This is a reliability rating to be proud of. We continue to budget for replacement of the old unjacketed underground cable (referred to as URD) system wide. This trend will continue with prioritization of replacement targeted at the areas with higher failure rates. With each URD project, where needed, we include fiber and increase the reach of our fiber network and therefore the reach of our monitoring and control system. In 2023, we will construct the solar array for the Bailer Hill Microgrid on San Juan Island and bring it online with production by year end. With this project and the Decatur Microgrid, we are taking steps toward a local power supply in case of emergency.

✓ Cost Effective – Our capital construction plan is designed to maximize system efficiency and make best use of member resources. The continual expansion of our grid and fiber-connected devices on our system, helps to contain costs by putting control of the system in the hands of crew members wherever they are. The days of sending linemen out in a storm, in a boat, on a dark night, are going away. Equipment replacement scheduled for 2023 and beyond position the Co-op to benefit from local distributed power resources as we reach grid parity.

✓ Environmentally Sensitive – OPALCO has critical infrastructure installed throughout our beautiful and fragile island environs. Doing the right thing comes at a cost that is reflected in our cost of service and OPALCO is committed to good stewardship, working within the County's Critical Areas Ordinance, complying with all permitting requirements and keeping as low a profile as possible to maintain island character. In every project, OPALCO's vision of sustainable island communities keeps us focused on best practices and member education to protect ocean health and do our part to mitigate the effects of climate change.

Load Forecast:

The Load Forecast is the heart of the budget and the most precarious aspect of our forecasting. The forecasting drives our power cost which is one-third of our expenses and our energy (kWh) sales which is two-thirds of our revenue. The energy management team of PNGC (Pacific NW Generating Cooperative) assisted us with load forecasting for this budget. They bring valuable industry expertise and resources to our Co-op to help us navigate the rapidly evolving energy market.

Forecasting is challenging. Our team uses every available tool to gage what impact the weather may have on our Cooperative; we incorporate analysis from various sources which include BPA's climatologist, the National Oceanic and Atmospheric Administration (NOAA), the Office of the Washington State Climatologist, and other Northwest climatologists. We also consider local weather and historical data, including air temperature, water temperature, wind speed and direction, and precipitation.

Weather drives heating load. OPALCO's load peaks in the winter, in large part due to increased heating load. Predicting the weather for a year ahead is fraught with uncertainty due to variations of temperature, wind and humidity and yet we depend on weather forecasting to meet our

budgetary commitments. In 2023, the forecast is a weak La Niña weather pattern (in between El Niño and La Niña) with projected kilowatt hour purchases of 222M kWh. As a point of reference, OPALCO's load has averaged 220.7M kWh, ranging between 204M (2015) – 238M (2021) kWh. While predicting the weather beyond a few days or weeks with any certainty is not possible, we can use trends to forecast likely scenarios.

Based on the predicted weather pattern, we estimate our purchasing load to be 222M kWh. With that information, we set rates accordingly – to generate the revenue to pay for the expenses. The science of forecasting is imperfect: if it ends up being colder than we forecast, member bills are higher than budgeted and we end up with more money than needed to cover co-op expenses; if weather was warmer than forecast, member bills are lower than budgeted and we end up with less money than needed to cover expenses. To combat this unavoidable situation, the Energy Charge Adjustment (ECA) works well to partially offset weather volatility.

BUDGET ASSUMPTIONS

GENERAL:

- **General Inflation Rate**:

  The general annual inflation rate has been projected at 8% for year 2023, 7% for year 2024, and 6% through 2025-2027. We use the US Department of Labor, Bureau of Statistics, Seattle-Tacoma-Bellevue consumer price index as the baseline for inflation.

- **2023-27 Budget Basis:**

  The 2023-2027 budgetary figures have been forecast with the use of actual activity from January through September 2022 and adjusted 4th quarter 2022 projections.

- **Power Cost Projections:**
  - ~90% of the power resource we depend on are sourced from our Federal Hydro System via PNGC.
  - BPA operates on a two-year rate cycle. 2023 is the second year of their current rate case. In 2023 we are budgeting for an overall flat rate impact in BPA kWh charges over 2021, resulting in approximately 0.3% in the total cost decrease (due to lower purchases). The BPA rate also includes fish spill & oversupply surcharges, potential power cost recovery adjustment clause (CRAC) increase, demand charge volatility, and residential exchange charges. OPALCO works closely with PNGC to identify these cost increases.
  - From 2024 through 2027, we have maintained a 5% BPA cost increase for each year, with specific adjustments in years for known increases. Market indicators are showing that power costs will be escalating.
  - We will be closely monitoring load growth which is expected to be about 1% for 2023-2027.

- **Labor:**
  - Staffing levels will be between 49 to 52 full-time OPALCO employees from 2023 through 2027 depending on ability to fill all funded positions (see organization chart).
  - The general wage increase is in accordance with the current Collective Bargaining Agreement.

- The benefit growth assumptions are in accordance with 2023 NRECA and LineCo rate projections based on the changes to the benefits package.

- **Capital Projects:**
  - The 2023 capital projects are based on the 2021 – 2025 RUS Construction Work Plan (CWP). The CWP is derived from outage analysis, system monitoring and system modeling based on load growth projections along with current system loading. The goals are to continue to achieve our Strategic Directives including: safety, voltage stability, greater system reliability and overall system efficiency.
  - Planning – Engineering completed the 20-year Long Range Plan and 2021-2025 Construction Work Plan (CWP) in 2021 with the supporting Environmental Report for the CWP for submittal to USDA RUS. These plans follow growth and planning projections for renewable resources as anticipated in the IRP to ensure our system is built to handle electric vehicle integration, electrification of the ferries, fuel switching and remains stable with the integration of distributed resources (batteries, roof-top solar, etc.) and utility resources to include community solar, utility scale solar, utility scale battery systems, tidal generation, etc.
  - Renewable Tidal Generation Investigation and Tribal/Regulatory Engagement ($225k in 2023, $500k in 2024-27) – As OPALCO waits for costs to come down with greater adoption of renewable technologies. OPALCO is laying the groundwork to prepare for grant funding opportunities. Figures above are dependent on federal and state grant funding.
  - Distribution System:
    - New Services continue to trend upward since the lows of the recession (2008-13). Please note, contributions in aid of construction (CIAC) offset new member construction expense.
    - Underground Residential Distribution (URD) replacement will continue based on the following criteria: age, cable type, neutral degradation and, most importantly, outage frequency and outage duration. There is approximately 93 miles of unjacketed URD to replace system-wide over time with problem areas mapped for priority scheduling. In 2023, 10-15 miles of URD is slated for replacement at a budgeted cost of $2.7M. Staff expect an average annual spending of ~$2.5M for the foreseeable future for replacement of unjacketed URD.
    - Conversions, Line Changes and Tie Lines - upgrading lines to carry greater capacity and increased ability to reroute power, in addition to the replacement of the Center Island submarine cable.
    - Sectionalizing Equipment expenses will be to automated switches on our system improve reliability and give us greater visibility into our system.
    - SCADA spending includes the final phase of our new SCADA software which allows for the automation of switching events to minimize outages.

    - Grid Control Communications Infrastructure (fiber) expansion to install conduits for future fiber jointly with other projects, expanding the original fiber backbone and maintenance of active sites.

- Transmission System – Projects include the routine replacement of transmission poles, upgrades to submarine cable monitoring and installation of cathodic protection systems.

- Substation/Community Solar
    - Energy Storage System (ESS) – includes the San Juan Microgrid with offsetting funds from a WA DOC grant (50% matching funds for the battery). This storage system will be twice the size of the Decatur Microgrid Project and will provide four complementary functions that enhance grid reliability and operation, and community solar array performance, while increasing storage system "capacity factor" and saving money on our power bill from BPA.
    - Community Solar Project – This project will have offsets from member contributions in addition to the WA Department of Commerce CEF3 Solar grant funding of $1M for the allocation of the output to OPALCOs low-income fund. Permitting, supply chain and labor availability continues to create delays in the project.
    - Friday Harbor Substation – Redesign of this substation is essential as it has reached capacity. The substation transformer will be replaced. The existing transformer will be fully tested for relocation to another substation to ensure redundancy.

- **Energy Savings:**
    - OPALCO continues to offer RESP funds for the on-bill financing program. Member participation has significantly increased.
    - A new Community Solar project will be available for member purchase in 2023.
    - BPA/PNGC pass-through rebates will continue for ductless heat pumps, weatherization, commercial lighting, and appliances. Members can apply for rebates online.
    - Beneficial electrification (fuel-switching) rebates are offered again in 2023. More self-funded incentives for ductless heat pumps (80) and EV charging stations (30) will be available. These conversions bring new load (kWh usage) and revenue, and help members breach the cost barrier for these appliances. Switch it Up participants will also receive beneficial electrification incentive off the principle of their projects.
- **Increasing Support for Local Renewable Projects:**
    a. Low-Income Access to Solar Benefits
        - OPALCO has established a new conduit for voluntary member donations in support of local solar energy production through community solar projects. The long-term goal is to provide a voluntary funding mechanism to enable the Energy Assistance Program (EAP) program to become fully sustainable through community solar investments dedicated to the low-income program.
        - Members can opt-in to add their support as a line-item on the bill in blocks of local renewable power at $10 each.
        - All member contributions will direct OPALCO-owned community solar production credits into the Energy Assist program to assist low-income members and provide access to the benefits of solar.

- OPALCO will continue to pursue grant funding to provide access to the benefits of solar for low-income members.

b. Rooftop Solar
   - OPALCO offers on-bill financing for solar installations and energy (battery) storage projects through the Switch it Up! Program. Terms and financing amount per meter to be determined.

c. Commercial Solar
   - OPALCO will work with Sustainable Connections to provide incentives, technical assistance and access to federal grants for commercial solar projects.
   - OPALCO will pursue grant funding to offer solar workshops tailored to business/commercial members.

- **Capital Credits**
  - Capital credits pay out cash planning is based on an average 25 year pay back cycle (remaining 1997 capital credits in 2022) plus an additional “smoothing” payout amount (~60% portion of 1998 in 2022). $1.4M in capital credits are expected to be retired in 2022 and 2023, going up to $1.5M in 2024 through 2026 and $1.6M in 2027. The goal is to smooth out the low and high year payouts by using an average rather than strict year total.

- **Energy Assistance Program:**
  - The 2023 Budget includes a continuation of ~$175k for low-income monthly bill credits, which range from $34.64 (single person household) to $67.71 (six-or-more-person household) per month, and not to exceed the total bill amount. The Energy Assistance Program is funded as a line item on all member bills (approximately $0.84 on the average residential bill). Outreach continues to encourage participation.
- **Communications**
  - Member Engagement – the primary activity of the Communications budget in 2023 is an acceleration of the multi-year Island Way member engagement campaign which includes promotion of member investment in the Bailer Hill Microgrid Project, encouraging greater participation in the Switch it Up on-bill financing program and other beneficial electrification and efficiency projects (EVs, rebates, etc.), support for local solar programs and facilitating opportunities for member education and discussion. Workshops to engage members in the course correction to rates will be scheduled through the year.
  - Website – the updated OPALCO website was launched in October of 2022. In 2023, new calculators will be developed to help members understand the course correction on rates and to support on-bill financing.
  - Member Survey – an all-member survey is planned for 2023 to gather member input on rates, programs and communication preferences.
  - Annual Meeting – the annual meeting is planned as a virtual event to maximize member participation and minimize expense.

- Grant Funding – sourcing federal, state and local grant funding opportunities to support the goals outlined in our Integrated Resource Plan and Long-Range Capital Plan. The 2023 Budget includes two staff positions to manage grant funding opportunities expected in the coming years.

OVERALL SUMMARIZATION:

1. **Revenue:**

   For 2023, staff recommends a rate increase of 6.0%, equating to a total revenue increase of ~3.1% as we continue to monitor uncertain weather patterns, especially in Q4. The Energy Charge Adjustment (ECA) will continue to be in place to alleviate the impact of uncertain weather patterns on rates.

2. **Operating Margins:**

   Per Staff recommendation, projected operating margins are as follows: $ 3.3M in 2022 (projected), $2.7M in 2023 (budget), $3.0M in 2024 (forecast), $3.3M in 2025 (forecast), $3.7M in 2026 (forecast), and $4.1M in 2027 (forecast).

3. **TIER & OTIER:**

   Per Staff recommendation, TIER is as follows: 2.83 in 2022 (projected), 2.53 in 2023 (budget), 2.45 in 2024, 2.48 in 2025 (forecast), 2.55 in 2026 (forecast), and 2.59 in 2027 (forecast). OTIER is as follows: 2.64 in 2022 (projected), 2.31 in 2023 (budget), 2.31 in 2024, 2.35 in 2025 (forecast), 2.42 in 2026 (forecast), and 2.46 in 2027 (forecast).

4. **Equity % of Total Capitalization (OPALCO):**

   Per Staff recommendation, Equity % of Total Capitalization is as follows: 40.0% in 2022 (projected), 39.7% in 2023 (budget), 40.3% in 2024 (forecast), 41.6% in 2025 (forecast), 42.7% in 2026 (forecast), and 44.1% in 2027 (forecast).

5. **Debt:**

   Due to historically low interest rates OPALCO accelerated borrowings in 2020. This eliminated the need to borrow from RUS Federal Financing Bank (FFB) in 2021 and reduced 2022 borrowings by ~$2.1M. We anticipate borrowing from the RUS-FFB $4.5M in 2023, $5.5M in 2024, $4.6M in 2025, $5.5M in 2026 and $5.8M in 2027 for capital projects. This assumes that capital project funding in 2023-27 is approximately 40% through RUS-FFB and 60% through member rates. We anticipate using our approved RUS (FFB) loan funds and have estimated interest rates at 5% for 2023 through 2027. RUS Rural Energy Savings Program (RESP) funds will be borrowed at 0% over a 10-year period as member demand defines, to provide on-bill financing to members for efficiency / fuel switching measures. RESP borrowing has been projected at $2.5M per year for 2023-2027. $44.4M in RESP funds are still available at year end 2022.

6. **Rate Detail:**

- The chart below details the impact on average residential members Energy Assistance Program and PAL recipients.

	Average Residential User	Average EAP Recipients	Average PAL Recipients
Number of Services (Meter Points)	12,785	318	58
Average Months of Usage	12	12	12
Average Usage (kWh) per month	1,093	883	1,023
	Average Monthly Bill		
Existing Rate	175.06	151.10	167.07
Recommended Rate - 0.06% Increase	185.57	160.17	177.11

Notes: 1) PAL and EAP accounts based on those in database who received assistance during data period.

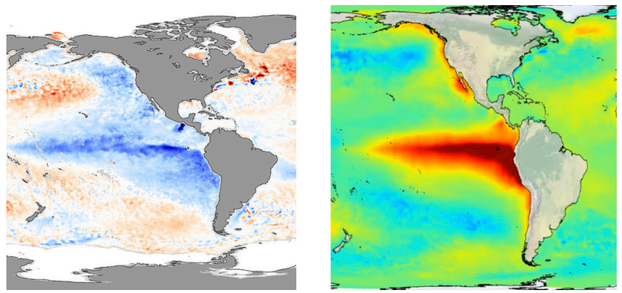
2023 Budget:
Weather Trends

2023 Load Forecast (1 of 2)

1 Global Weather Perspective: Oceanic Niño Index (ONI)

*Our winds prevail from the south, and the air temperature is influenced by **southern** hemisphere El Niño and La Niña cycles*

Southern Hemisphere Pacific

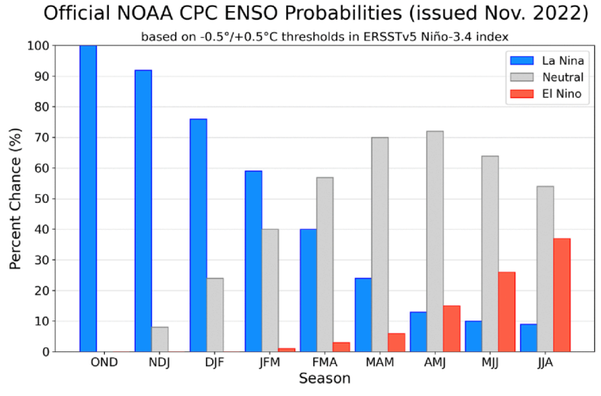


La Niña
(cooler winters)

El Niño
(warmer winters)

Source: NOAA

2 Global Weather Perspective: Oceanic Niño Index (ONI) Forecast



There is a 76% chance of La Niña during the Northern Hemisphere winter (December-February) 2022-23, with a 57% chance for ENSO-neutral in February-April 2023.

Source: NOAA

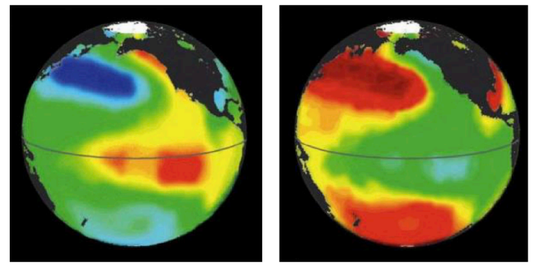
Notes

- El Niño/Southern Oscillation (ENSO)
- Global perspective - influences NW, but other factors pertain too - e.g. Pacific Decadal Oscillation (PDO), local wind, sun, rain, overcast, etc.

3 NW Weather Perspective: Pacific Decadal Oscillation (PDO)

*Our air temperature is also influenced by **northern** hemisphere PDO which effects nearby ocean temperatures*

Northern Hemisphere Pacific

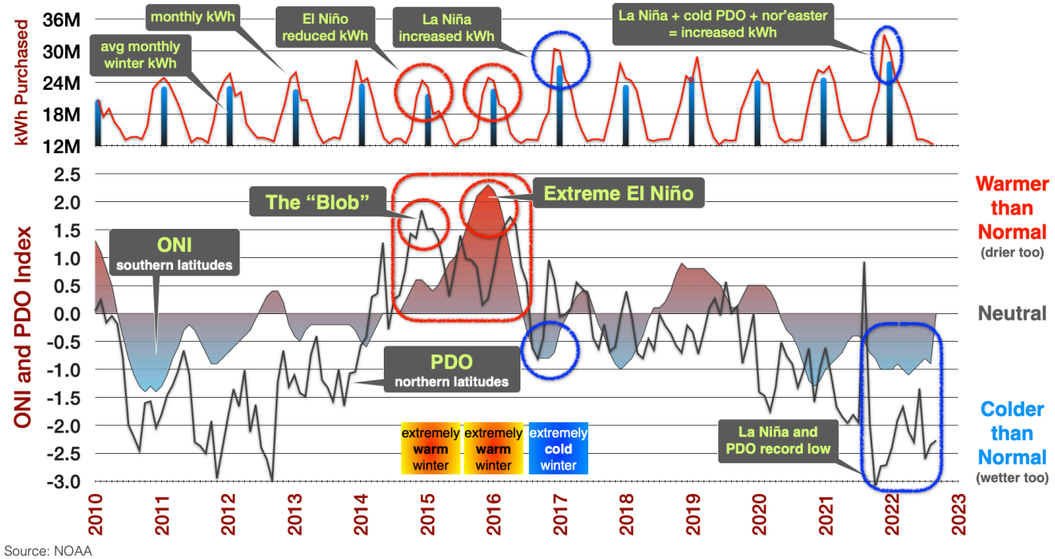


Cold PDO

Warm PDO
(The "Blob" 2016)

Source: NOAA

4 ONI, PDO, Energy Purchased (Monthly kWh and Average Winter kWH (Dec, Jan, Feb))



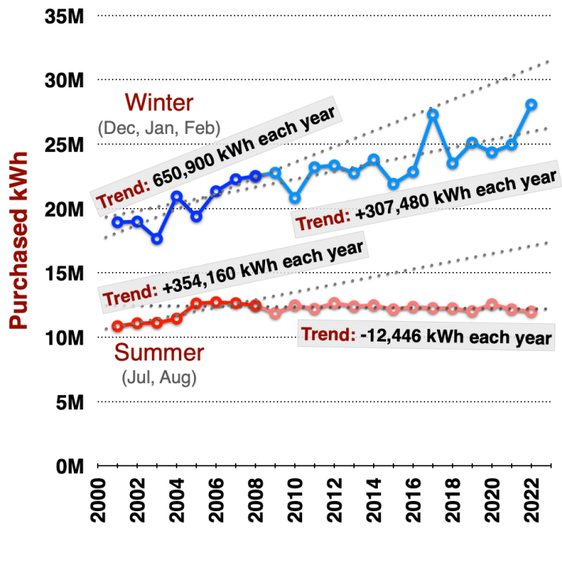
Source: NOAA

2023 Load Forecast (2 of 2)

5

Seasonal Load Trends: Summer, Winter

Efficiency moderating growth <u>now</u>.
EVs, eFerries, and telecommuters will lift growth in coming decade.



Winter load, despite HDD warming trend, has slowly increased as members shift to electric heating and driving which is lower cost compared to propane and gasoline.

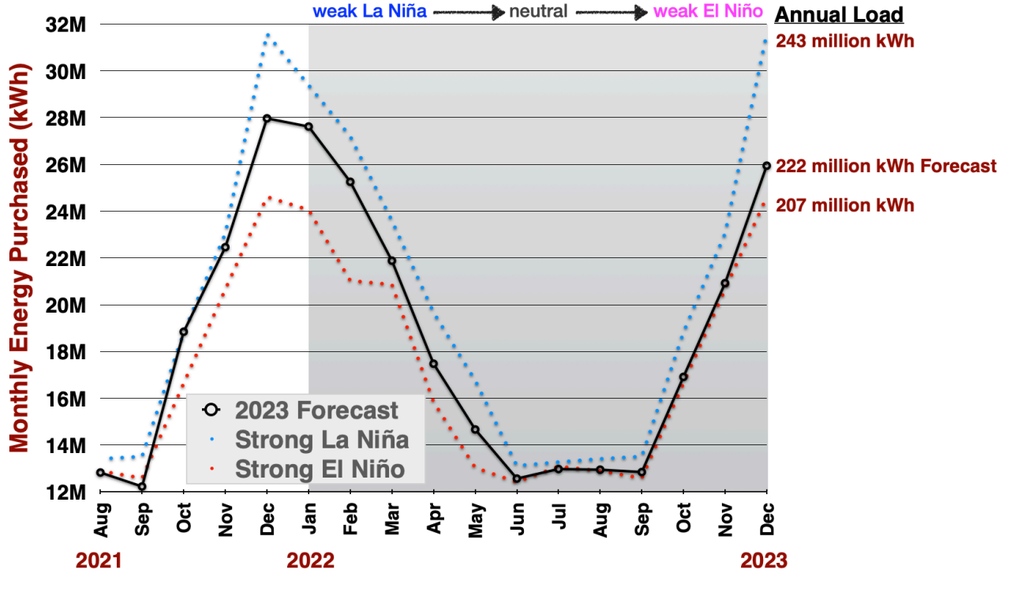
Summer load is trending down with energy efficiency improvements and local solar generation.

Annual load is expected to trend up as population, air conditioning, telecommuters and EVs increase. slowly at first, but accelerating in the 2030s.

6

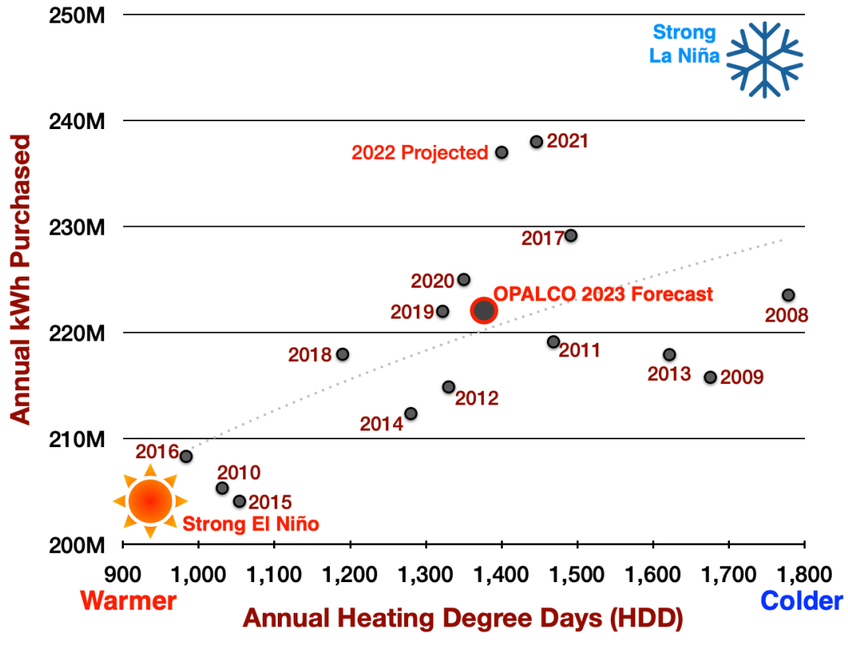
Monthly Energy Forecast: With El Niño, La Niña Historic Boundaries

Weak La Niña, driven by cooler ONI and PDO, possibly transitioning to warmer weak El Niño next winter.



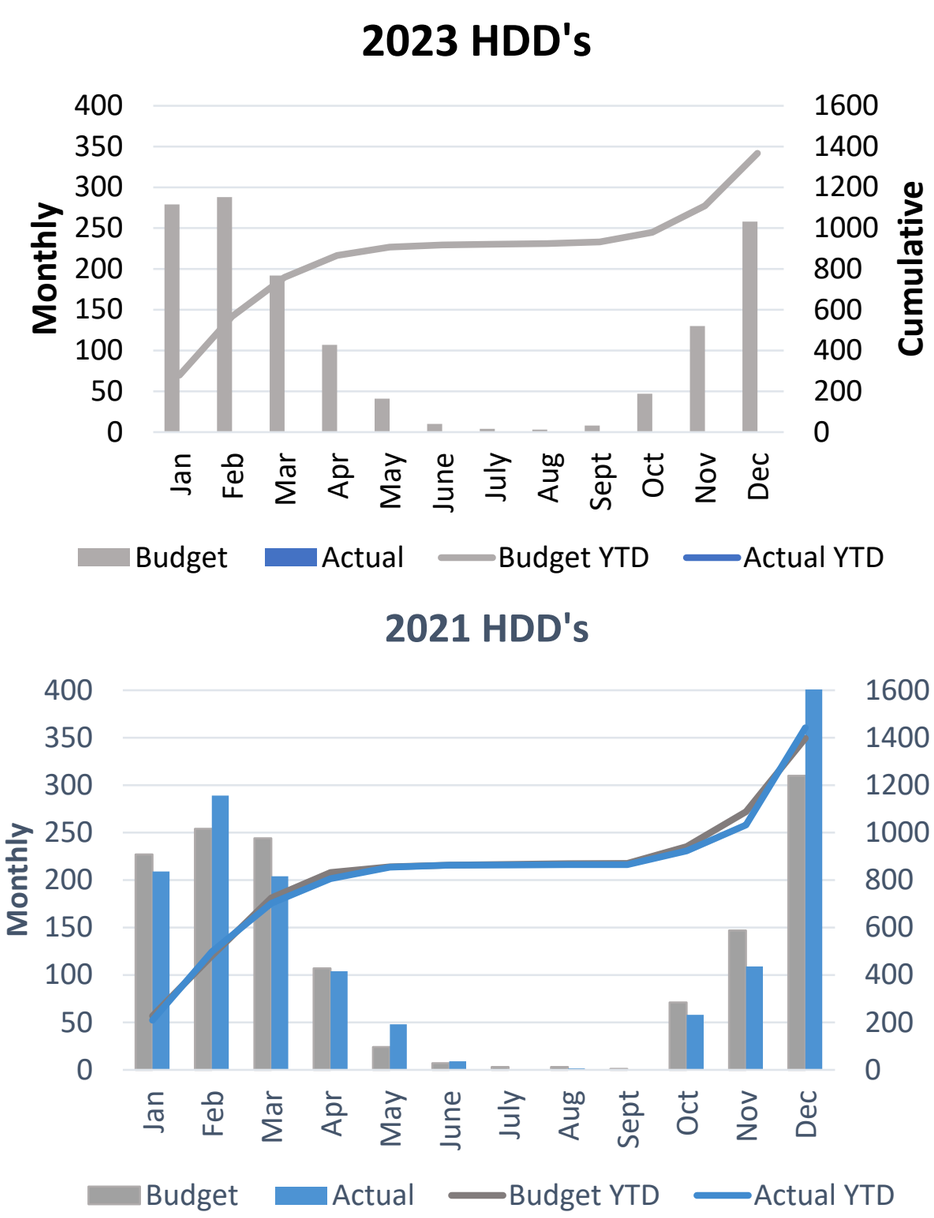
7

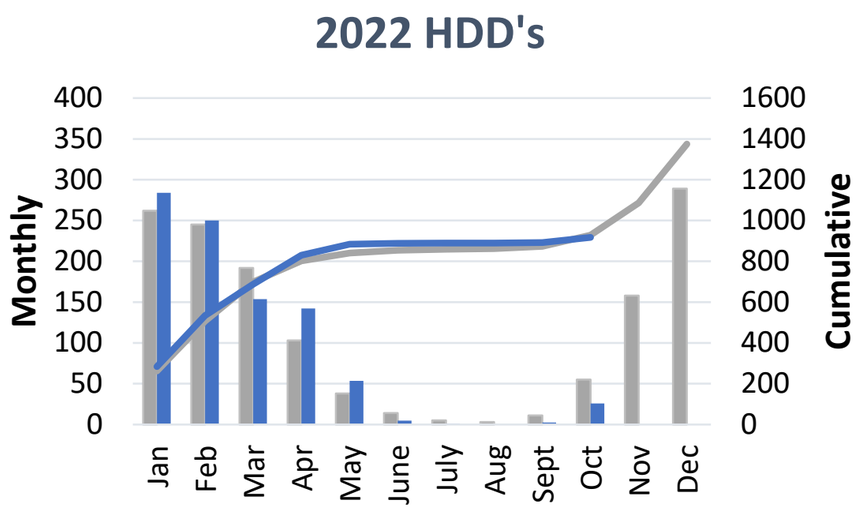
2023 Load Forecast: weak La Niña transitioning to weak El Niño

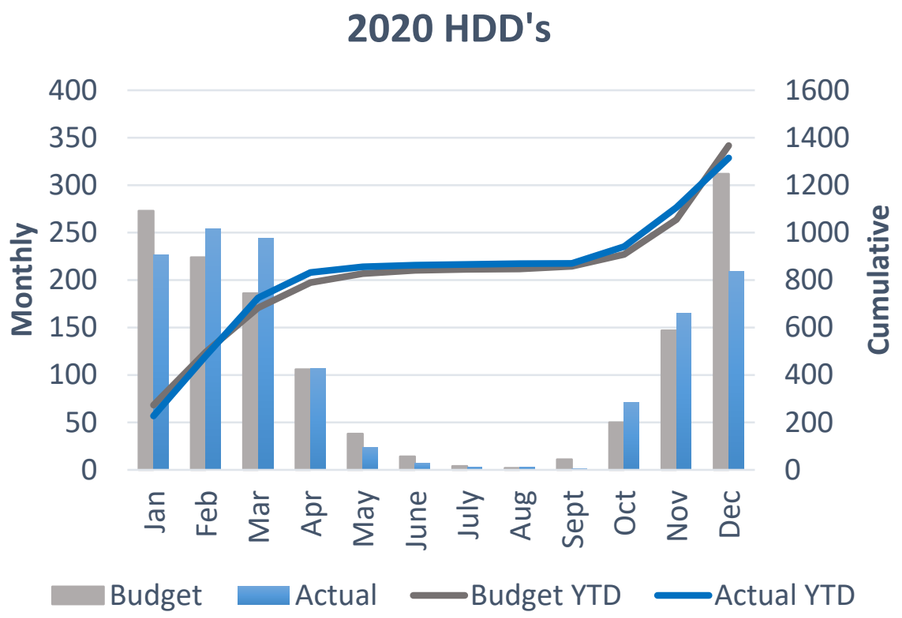


Note:
The Load Forecast <u>actuals</u> can vary widely due to unpredictable weather conditions, particularly winter nor'easters, which bring in very cold arctic air, in contrast to the prevailing warmer winter southerlies.

2023 Budget: Heating Degree Days

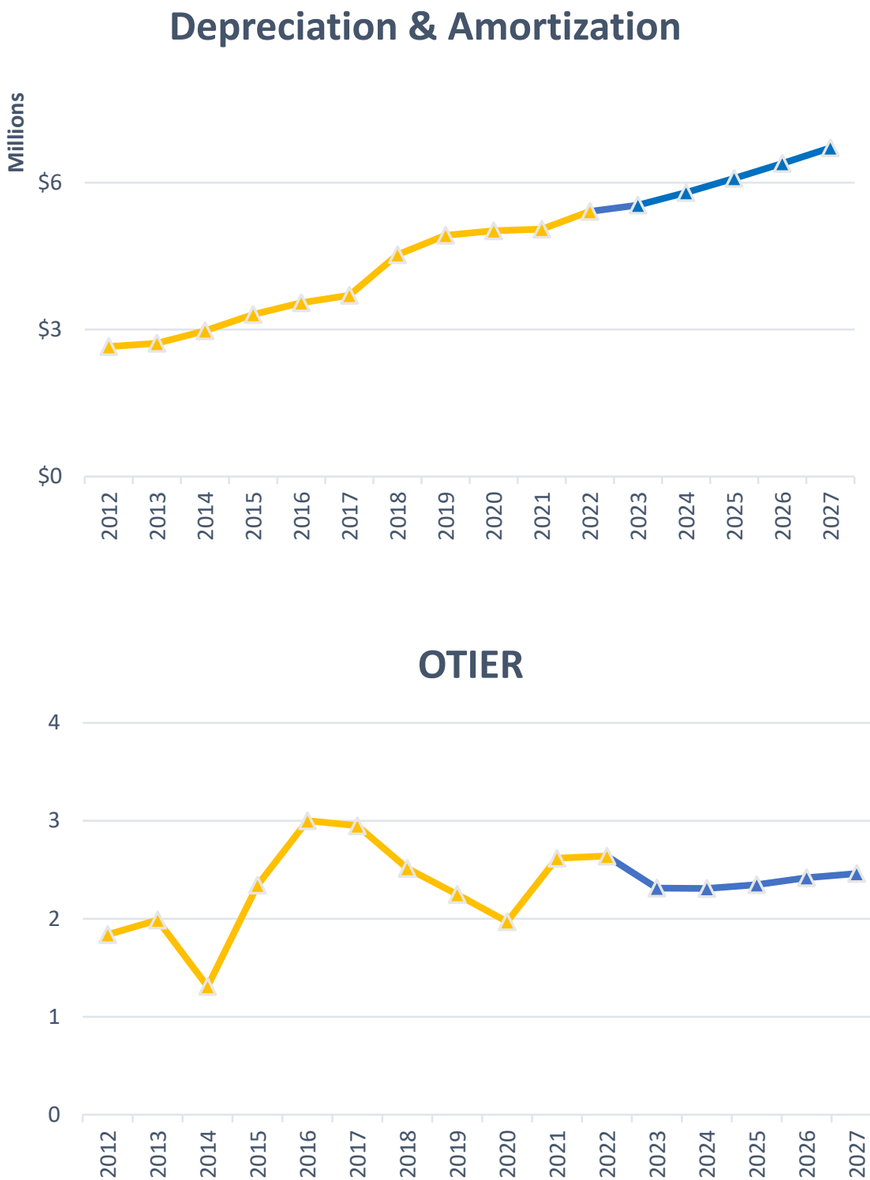


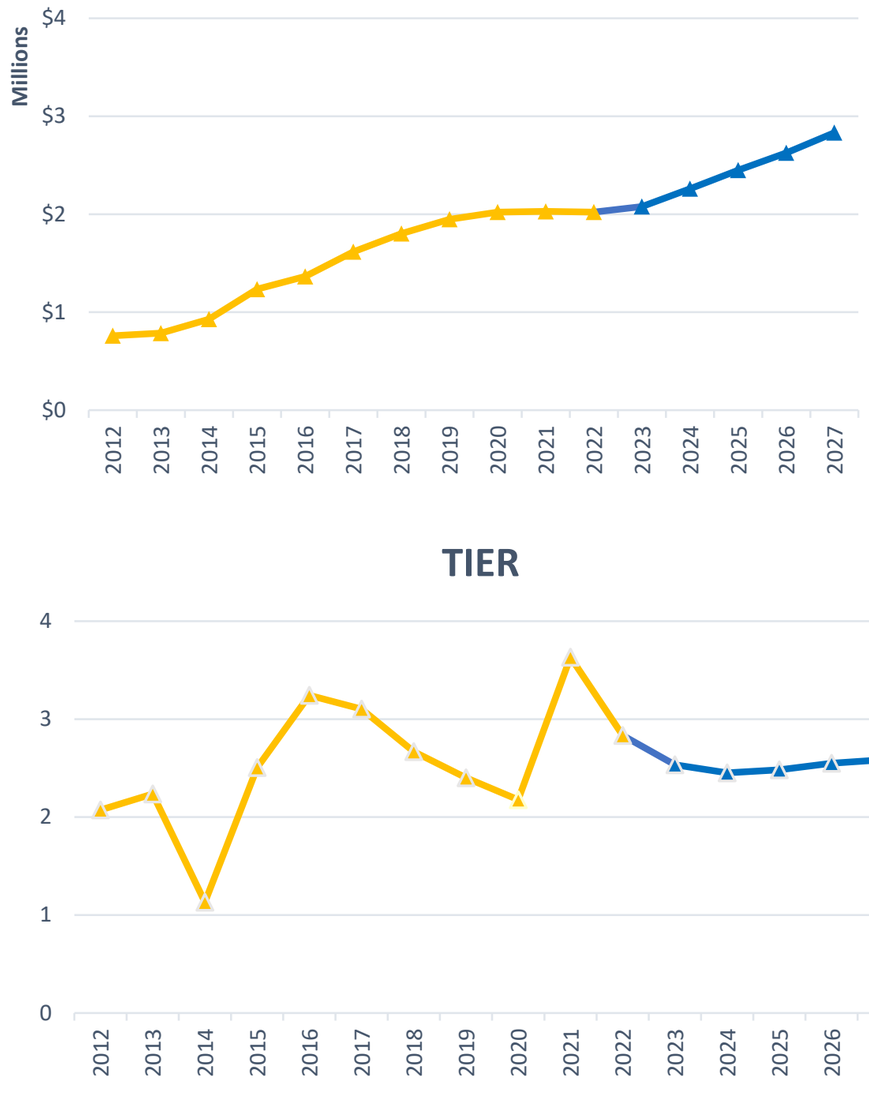




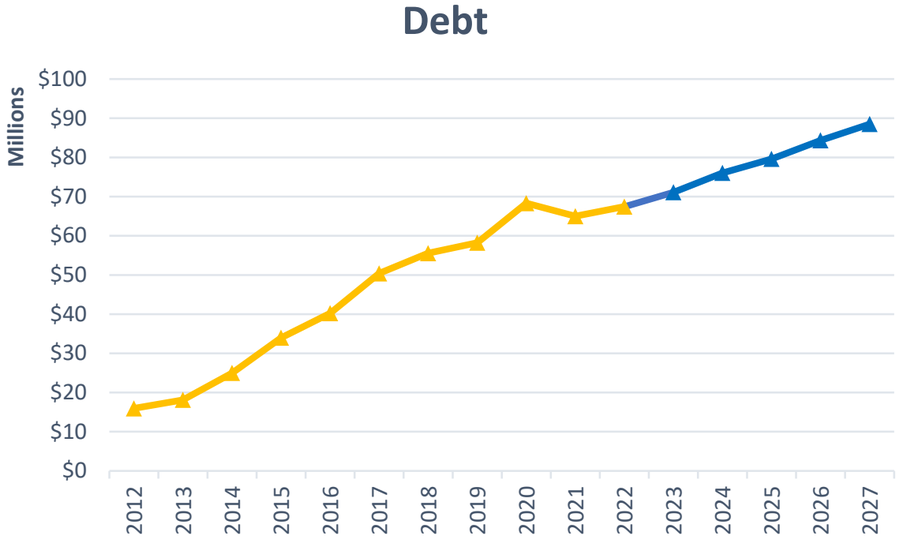
2023 Budget:
Financial Highlights

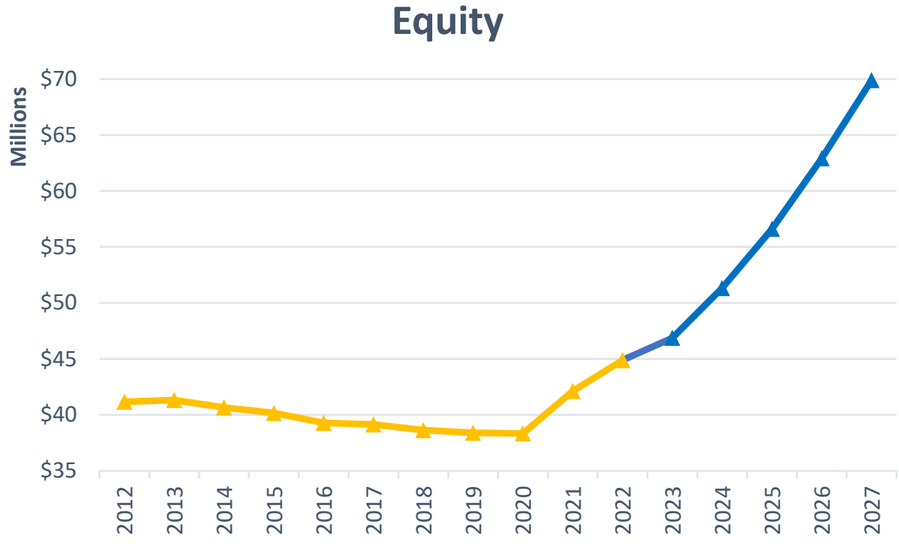
2023 Budget: Financial Metrics

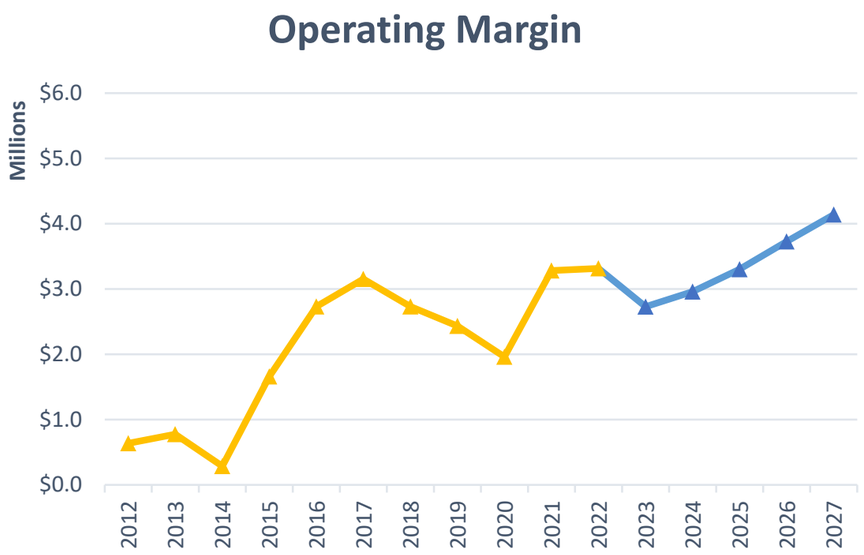


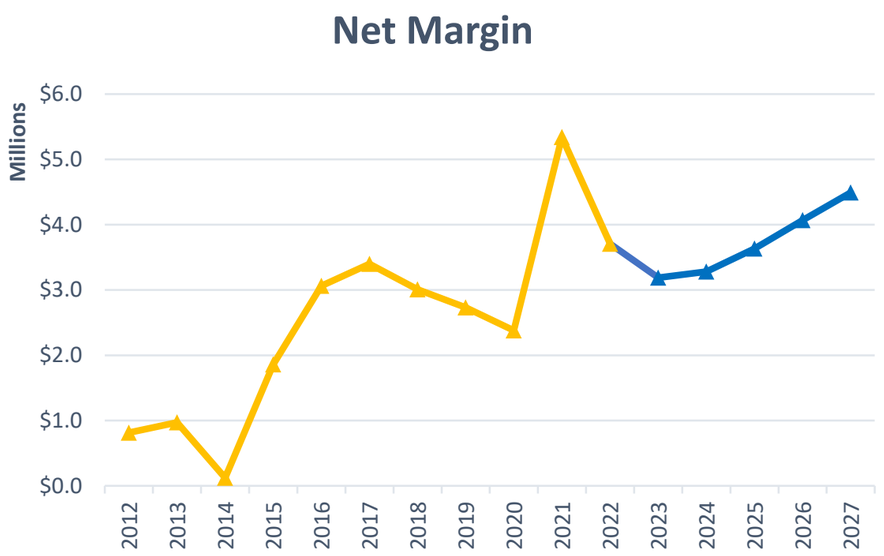


2023 Budget: Financial Metrics

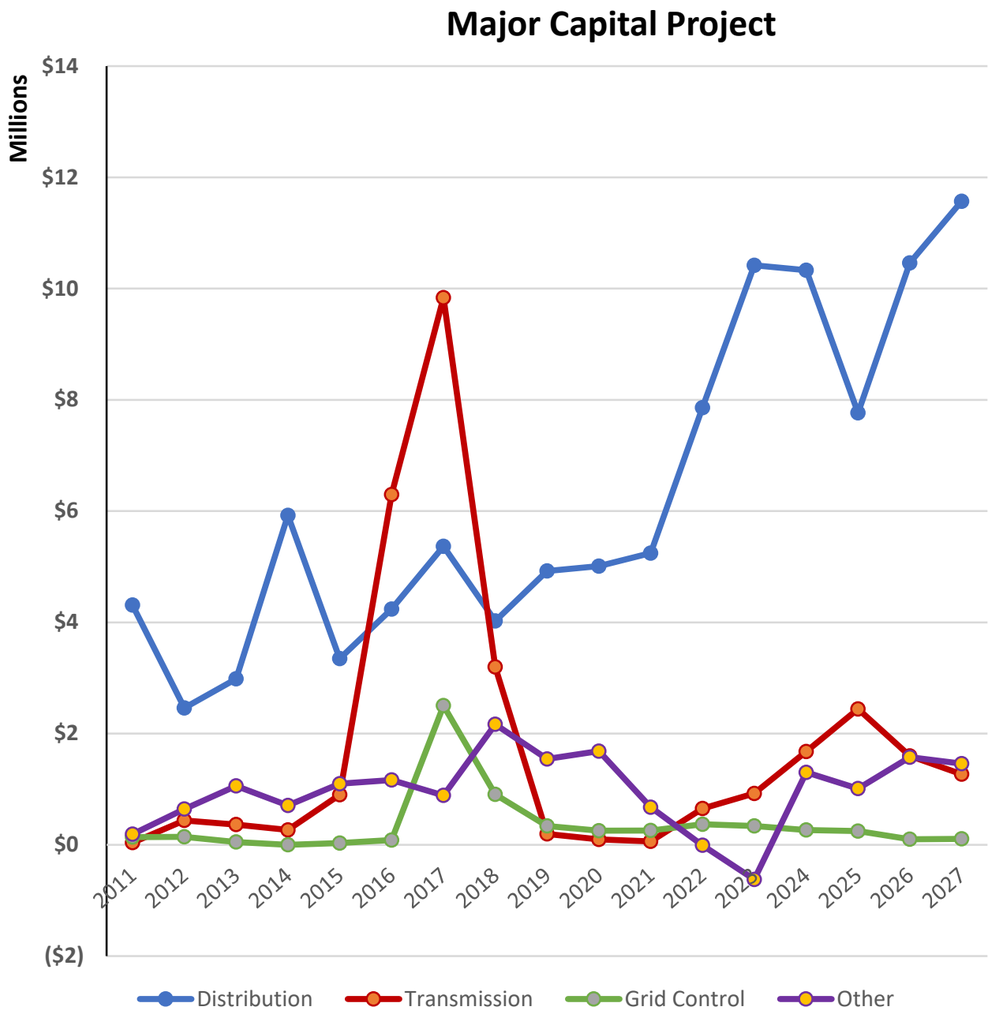


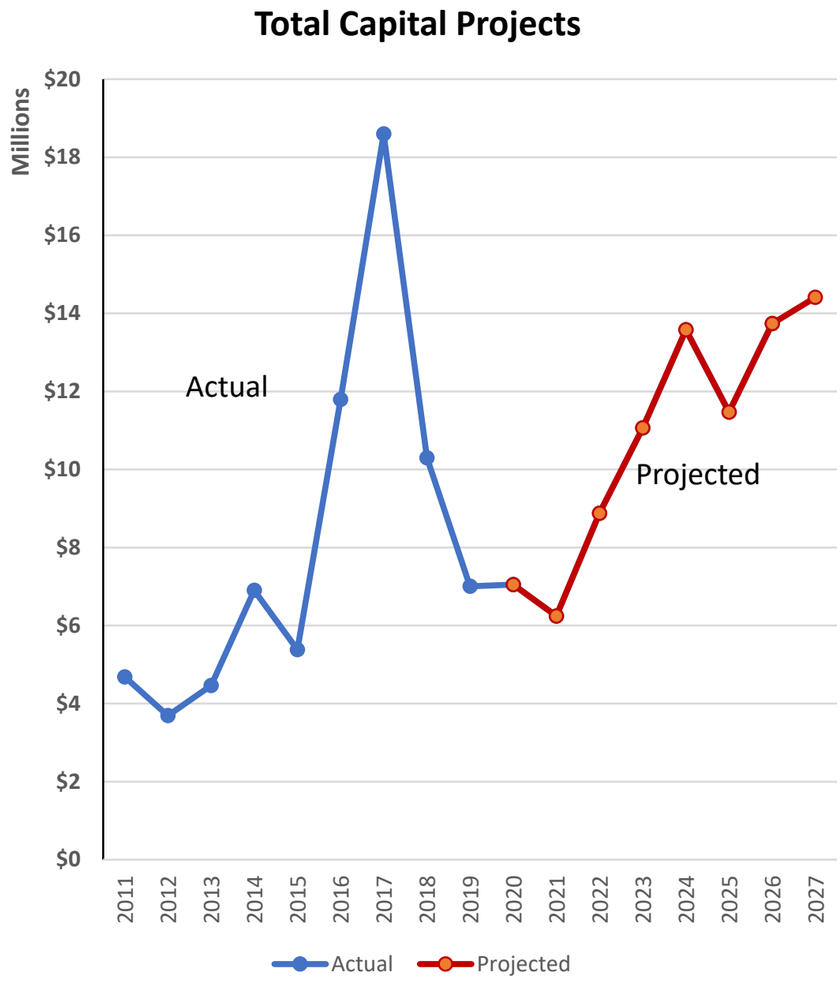






2023 Budget: Capital Projects

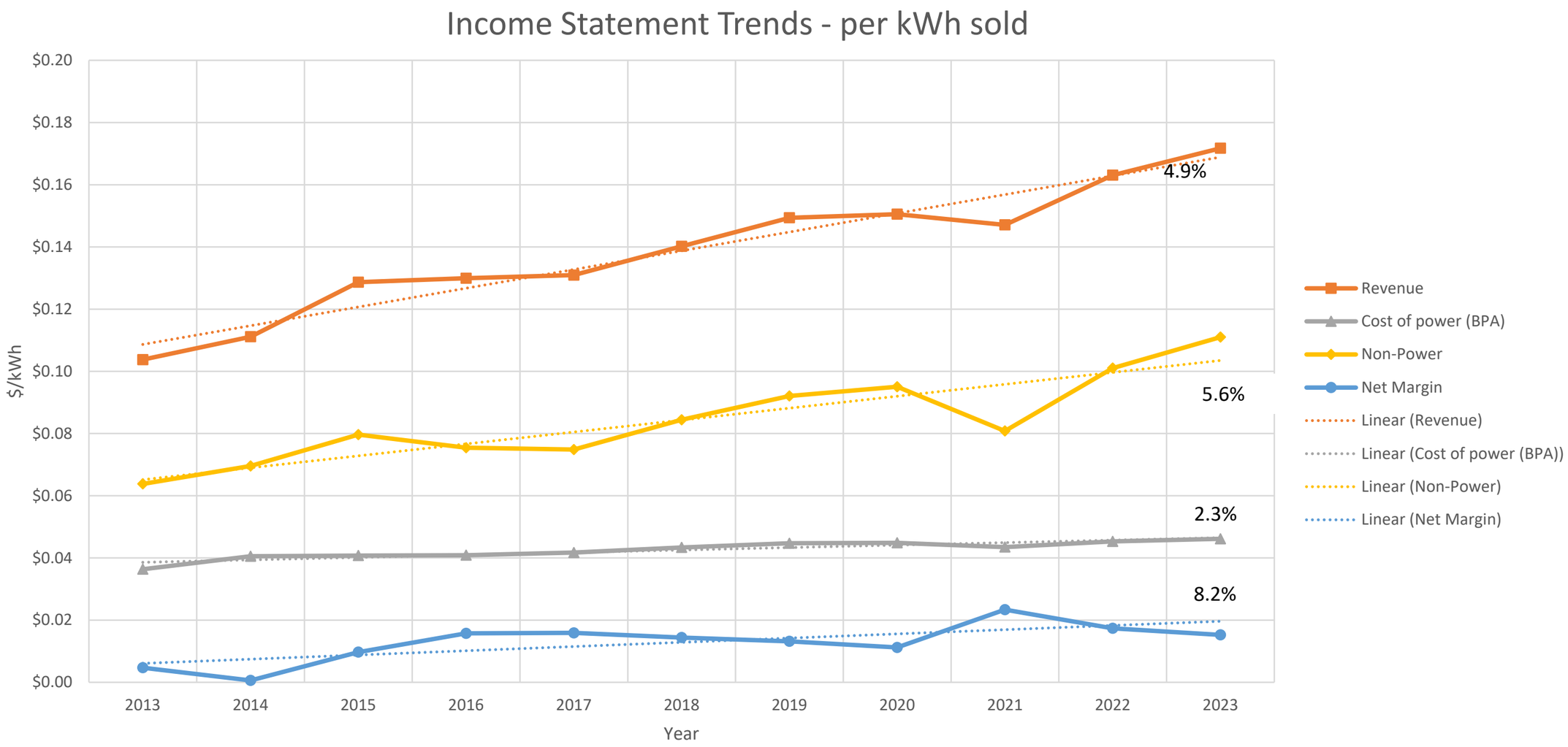




Notes:

- Transmission: peak is Lopez San Juan submarine cable
- Distribution: Normal under-grounding to improve reliability, substation upgrades, microgrid projects
- Grid Control Backbone: Expansion to improve reliability, field communications, preparing for intermittent local renewable energy resources
- Other: Replacement of aging fleet vehicles and facilities

2023 Budget: Components of Electric Rates



ORCAS POWER AND LIGHT COOPERATIVE

BUDGET EXECUTIVE SUMMARY

		A. Audited Year End 12/31/2020	B. Audited Year End 12/31/2021	C. Projected Year End 12/31/2022	D. **Proposed Budget 12/31/2023**	% Change from 2022	E. Forecast 12/31/2024	F. Forecast 12/31/2025	G. Forecast 12/31/2026	H. Forecast 12/31/2027	Comments
1	kWh Purchases	225,413,000	238,379,768	230,930,036	**222,000,000**	-3.9%	224,000,000	226,000,000	228,000,000	230,000,000	OPALCO estimate conservatively below PNGC estimate of 234.5M kWh
2	% Rate Increase	0%		0%	**6.0%**		6.0%	6.0%	6.0%	6.0%	
3	% Total Revenue Increase	3%	5%	4%	**3.1%**		6.7%	6.7%	6.7%	6.7%	2023 operating revenue increase from rate change
4	Gross Operating Revenue	32,577,000	34,893,000	34,790,200	**35,842,000**	3.0%	38,233,000	40,785,000	43,508,000	46,414,000	Revenue necessary to meet budget and cash flow requirements
5	Energy Charge Adjustment	(651,000)	(1,294,000)	(10,200)	**-**		-	-	-	-	2022 is actual ECA through October, no budgeting for future ECA
6	Net Operating Revenue Total	31,926,000	33,599,000	34,780,000	**35,842,000**	3.1%	38,233,000	40,785,000	43,508,000	46,414,000	
7	Cost of power	9,513,000	9,935,000	9,664,000	**9,631,000**	-0.3%	9,934,000	10,530,000	11,162,000	11,832,000	BPA rate increases, surcharges, power and financial reserve cost recovery estimated at > +2%
8	Operations & G&A	12,076,000	12,035,000	12,987,000	**14,401,000**	10.9%	15,734,000	16,775,000	17,859,000	19,048,000	General inflation between 6% - 8% and employee count target of 52 - all years.
9	Depr, Int & Taxes	8,573,000	8,348,000	8,814,000	**9,080,000**	3.0%	9,758,000	10,339,000	10,930,000	11,575,000	Depreciation on new assets & interest on related borrowings, taxes & other pat cap allocations
10		30,162,000	30,318,000	31,465,000	**33,112,000**	5.2%	35,426,000	37,644,000	39,951,000	42,455,000	Years 2024-'27 excludes new union contract increases
11	Net Operating Margins	1,764,000	3,281,000	3,315,000	**2,730,000**	-17.6%	2,807,000	3,141,000	3,557,000	3,959,000	Acceptable margin levels in order cover capital credit retirements only
12	Non-Operating Margins	416,000	2,058,000	391,000	**457,000**	16.9%	321,000	330,000	341,000	352,000	Non-operating margin retained as permanent equity
13	Net Margins	$ 2,180,000	$ 5,339,000	$ 3,706,000	**$ 3,187,000**	-14.0%	$ 2,807,000	$ 3,141,000	$ 3,557,000	$ 3,959,000	Net margin levels cover capital credit retirements and equity growth
14	OTIER	1.97	2.62	2.64	**2.31**		2.31	2.35	2.42	2.46	Fluctuates with changes in weather (operating revenues) & borrowing rates
15	TIER	2.64	3.63	2.83	**2.53**		2.45	2.48	2.55	2.59	Fluctuates with changes in weather (operating revenues) & borrowing rates
16	Equity % of Total Cap	39.9%	38.6%	40.0%	**39.7%**		40.3%	41.6%	42.7%	44.1%	Continue to manage closely to ensure we accelerate trending upwards for future capital investment. Without RESP borrowing, equity is ~1% higher
17	Equity	38,341,000	42,130,000	44,885,000	**46,879,000**	4.4%	51,326,000	56,613,000	62,913,000	69,896,000	Equity trending upwards (gradual building for next large capital investment)
18	Total Debt (Note 2)	69,876,000	67,075,000	69,634,000	**71,096,000**	2.1%	76,010,000	79,612,000	84,322,000	88,498,000	Borrowings necessary to fund new capital project investment while also meeting equity growth targets.
19	Capital Spending	(7,050,000)	(6,243,027)	(8,877,000)	**(11,063,000)**	24.6%	(13,580,000)	(11,470,000)	(13,737,000)	(14,409,000)	Capital spending necessary for system upgrades & replacements in 2023-2027.
20	Capital Credit Retirement (net)	(1,151,000)	(1,100,000)	(1,216,000)	**(1,216,000)**	0.0%	(1,216,000)	(1,294,000)	(1,294,000)	(1,294,000)	Smoothing of capital credit retirements (reduces volatility in margin, cash and equity requirements)
21	Annual HDD	1,367	1,446	1,400	**1,367**		1,400	1,413	1,425	1,438	HDD definition: Number of degrees that a day's average temperature is below 50 degrees Fahrenheit
22	kWh per HDD	164,896	164,855	164,950	**162,399**		160,000	159,943	160,000	159,944	

ORCAS POWER AND LIGHT COOPERATIVE

RATE SENSITIVITY

Proposed 2023 Budget Figures; Future Years for Reference Only

	A. Budget 12/31/2023	B. Forecast 12/31/2024	C. Forecast 12/31/2025	D. Forecast 12/31/2026	E. Forecast 12/31/2027	Comment
kWh Purchases	**222,000,000**	**224,000,000**	**226,000,000**	**228,000,000**	**230,000,000**	
BASE LINE: No Rate Change (Not Financially Viable Long Term)						
% Avg. Residential Rate Increase	0.0%	0.0%	0.0%	0.0%	0.0%	
% Revenue Increase (Decrease)	-2.8%	0.7%	0.7%	0.7%	0.7%	Baseline only to see the implication of no rate increase.
Operating Margin	$ 709,087	$ (1,208,873)	$ (3,171,572)	$ (5,222,339)	$ (7,466,448)	
Margin	$ 1,165,953	$ (888,116)	$ (2,841,073)	$ (4,881,514)	$ (7,114,574)	
OTIER	1.34	0.47	(0.29)	(0.99)	(1.64)	
TIER	1.56	0.61	(0.16)	(0.86)	(1.51)	
Equity % of Total Capital	38.7%	37.2%	35.5%	32.8%	29.3%	
OPTION 1 - Recommended						
% Avg. Residential Rate Increase	6.0%	6.0%	6.0%	6.0%	6.0%	
% Revenue Increase	3.1%	6.7%	6.7%	6.7%	6.7%	Recommended rate/revenue increase as this profile allows for rate stability while also stabilizing & building equity in future years. Please note we will be revisiting these rate increases annually. Note: 2024-'27 excludes future union contract increases
Operating Margin	$ 2,729,985	$ 2,959,089	$ 3,302,216	$ 3,726,809	$ 4,139,095	
Margin	$ 3,186,851	$ 3,279,846	$ 3,632,715	$ 4,067,634	$ 4,490,969	
OTIER	2.31	2.31	2.35	2.42	2.46	
TIER	2.53	2.45	2.48	2.55	2.59	
Equity % of Total Capital	39.7%	40.3%	41.5%	42.7%	44.1%	
OPTION 2 - TIER ~2						
% Avg. Residential Rate Increase	3.0%	6.5%	5.5%	6.0%	5.5%	
% Revenue Increase	0.1%	7.2%	6.2%	6.7%	6.2%	Rate increases sufficient to maintain capital credit retirement cycle and build equity needed for future capital projects, though rate changes are more volatile than desired for short-term planning.
Operating Margin	$ 1,714,714	$ 2,048,222	$ 2,145,040	$ 2,491,869	$ 2,611,344	
Margin	$ 2,171,580	$ 2,368,979	$ 2,475,539	$ 2,832,694	$ 2,963,218	
OTIER	1.83	1.91	1.88	1.95	1.92	
TIER	2.05	2.05	2.01	2.08	2.05	
Equity % of Total Capital	39.2%	39.4%	40.2%	41.0%	41.9%	

ORCAS POWER AND LIGHT COOPERATIVE

RATE SENSITIVITY

Proposed 2023 Budget Figures; Future Years for Reference Only

	A. Budget 12/31/2023	B. Forecast 12/31/2024	C. Forecast 12/31/2025	D. Forecast 12/31/2026	E. Forecast 12/31/2027	Comment
kWh Purchases	**222,000,000**	**224,000,000**	**226,000,000**	**228,000,000**	**230,000,000**	
OPTION 3 - 55666						
% Avg. Residential Rate Increase	5.0%	5.0%	6.0%	6.0%	6.0%	This option is viable in the short term, though may require higher increases in future years to build equity at a sufficient rate. Note: 2024-'27 excludes future union contract increases
% Revenue Increase	2.1%	5.7%	6.7%	6.7%	6.7%	
Operating Margin	$ 2,385,134	$ 2,239,090	$ 2,533,832	$ 2,906,789	$ 3,263,970	
Margin	$ 2,842,000	$ 2,559,847	$ 2,864,331	$ 3,247,614	$ 3,615,844	
OTIER	2.15	1.99	2.03	2.11	2.15	
TIER	2.37	2.13	2.17	2.24	2.28	
Equity % of Total Capital	39.5%	39.8%	40.7%	41.6%	42.8%	
OPTION 4 - 4% starting						
% Avg. Residential Rate Increase	4.0%	4.0%	5.0%	6.0%	6.0%	This option is viable in the short term, though this approach would require larger revenue increases in out-years to get TIER and equity back on course.
% Revenue Increase	1.1%	4.7%	5.7%	6.7%	6.7%	
Operating Margin	$ 2,049,922	$ 1,536,088	$ 1,418,516	$ 1,716,524	$ 1,993,719	
Margin	$ 2,506,788	$ 1,856,845	$ 1,749,015	$ 2,057,349	$ 2,345,593	
OTIER	1.99	1.68	1.58	1.65	1.70	
TIER	2.21	1.82	1.71	1.78	1.83	
Equity % of Total Capital	39.4%	39.3%	39.8%	40.2%	41.0%	

ORCAS POWER AND LIGHT COOPERATIVE

STATEMENT OF OPERATIONS

		A. Audited Year End 12/31/2020	B. Audited Year End 12/31/2021	C. Approved Budget 12/31/2022	D. Projected Year End 12/31/2022	E. **Proposed Budget 12/31/2023**	% Change from 2022	F. Forecast 12/31/2024	G. Forecast 12/31/2025	H. Forecast 12/31/2026	I. Forecast 12/31/2027
1	OPERATING REVENUES										
2	kWh Purchases	225,413,273	238,379,768	216,000,000	230,930,036	**222,000,000**		224,000,000	226,000,000	228,000,000	230,000,000
3	% Rate Increase	3%	0%	4%	4%	**6.0%**		6.0%	6.0%	6.0%	6.0%
4	% Operating Revenue Increase	3%	5%	2%	4%	**3.1%**		6.7%	6.7%	6.7%	6.7%
3	Residential	$ 24,062,590	$ 25,597,555	$ 25,697,862	$ 25,652,799	**$ 26,438,064**	3%	$ 28,213,168	$ 30,107,560	$ 32,129,254	$ 34,286,805
4	Commercial	7,714,074	7,880,616	8,338,411	8,865,189	**9,136,502**	3%	9,749,811	10,404,333	11,102,839	11,848,285
5	Other	148,771	121,190	230,853	262,119	**267,580**	2%	270,255	272,958	275,687	278,444
6	Total operating revenue	31,925,435	33,599,361	34,267,126	34,780,107	**35,842,146**	3%	38,233,234	40,784,851	43,507,780	46,413,534
7											
8	OPERATING EXPENSES										
9	Cost of power	9,512,760	9,934,871	9,496,026	9,664,149	**9,631,310**	0%	9,934,013	10,529,884	11,161,822	11,832,008
10	Transmission	388,576	402,069	598,130	420,930	**561,801**	33%	609,331	627,168	687,749	730,255
11	Distribution - operations	3,570,350	3,625,309	3,646,738	3,939,023	**3,888,958**	-1%	4,186,355	4,500,196	4,780,549	5,110,719
12	Distribution - maintenance	2,825,081	2,564,054	2,846,288	2,762,993	**3,329,063**	20%	3,645,381	3,873,625	4,120,743	4,405,179
13	Consumer accounts	1,093,791	1,093,181	1,157,086	1,117,774	**1,197,992**	7%	1,281,738	1,379,249	1,470,359	1,570,283
14											
15	General and administration										
16	Administration G&A	3,739,823	4,057,726	4,499,480	4,391,572	**5,095,737**	16%	5,736,782	6,107,835	6,503,822	6,925,868
17	Energy services G&A	369,201	200,205	296,023	262,552	**228,109**	-13%	175,055	187,703	196,713	206,211
18	Subsidiary Charges	89,284	92,062	96,665	92,056	**99,420**	8%	99,420	99,420	99,420	99,420
19	Total general and administration	4,198,308	4,349,993	4,892,168	4,746,180	**5,423,266**	14%	6,011,257	6,394,958	6,799,955	7,231,499
20											
21	Depreciation and amortization	5,015,406	5,047,791	5,164,706	5,411,943	**5,540,419**	2%	5,797,662	6,087,236	6,391,289	6,710,544
22	Taxes	1,514,553	1,502,418	1,593,704	1,587,427	**1,663,434**	5%	1,759,863	1,861,908	1,973,622	2,092,039
23											
24	Total operating expenses	28,118,825	28,519,686	29,394,846	29,650,419	**31,236,243**	5%	33,225,600	35,254,224	37,386,088	39,682,526
25											
26	Operating margins before fixed charges	3,806,610	5,079,674	4,872,280	5,129,688	**4,605,903**	-10%	5,007,634	5,530,627	6,121,692	6,731,008
27											
28	FIXED CHARGES										
29	Interest on long-term debt	1,966,936	1,932,928	1,943,958	1,952,365	**2,017,820**	3%	2,200,380	2,389,356	2,565,485	2,772,751
30											
31	Total fixed charges	1,966,936	1,932,928	1,943,958	1,952,365	**2,017,820**	3%	2,200,380	2,389,356	2,565,485	2,772,751
32											
33	Operating margins after fixed charges	1,839,673	3,146,747	2,928,322	3,177,323	**2,588,083**	-19%	2,807,254	3,141,271	3,556,207	3,958,257
34											
35	PATRONAGE CAPITAL CREDITS	122,952	135,327	129,784	137,769	**141,902**	3%	151,835	160,945	170,602	180,838
36											
37	Net operating margins	1,962,625	3,282,073	3,058,106	3,315,092	**2,729,985**	-18%	2,959,089	3,302,216	3,726,809	4,139,095
38											
39	NON-OPERATING MARGINS										
40	Interest income	169,021	149,031	149,408	295,417	**280,417**	-5%	244,475	254,369	264,856	275,972
41	Other income	247,289	1,908,741	135,926	95,193	**176,449**	85%	76,282	76,130	75,969	75,902
42											
43	Net non-operating margins	416,309	2,057,772	285,334	390,610	**456,866**	17%	320,757	330,499	340,825	351,874
44											
45	NET MARGINS	$ 2,378,935	$ 5,339,845	$ 3,343,440	$ 3,705,702	**$ 3,186,851**	-14%	$ 3,279,846	$ 3,632,715	$ 4,067,634	$ 4,490,969
46											
47	OTIER	1.97	2.62	2.50	2.64	**2.31**	-12%	2.31	2.35	2.42	2.46
48	TIER	2.18	3.63	2.64	2.83	**2.53**	-11%	2.45	2.48	2.55	2.59
49	Equity % of Total Capital	35.9%	39.3%	39.9%	40.0%	**39.7%**	-1%	40.3%	41.6%	42.7%	44.1%

ORCAS POWER AND LIGHT COOPERATIVE

CAPITAL PROJECTS BUDGET

		RUS CWP DESCRIPTION	A. Actual 12/31/2020	B. Actual 12/31/2021	C. Budget 2022	D. Projected Year End 2022	E. **Proposed Budget 2023**	F. Forecast 2024	G. Forecast 2025	H. Forecast 2026	I. Forecast 2027	J. Strategic Directives: Safety	Reliability	Environment	K. Comments
1	DISTRIBUTION														
2	100	New Services	$ 429,487	$ 684,462	$ 650,000	$ 732,264	**$ 797,000**	$ 859,000	$ 917,000	$ 973,000	$ 1,032,000				
3	200	New Tie Lines	337,637	24,576	-	28,794	**20,000**	-	-	1,000,000	1,500,000		*		
4	300	Conversions and Line Changes	513,186	1,326,787	1,600,000	1,180,431	**910,000**	400,000	420,000	445,000	472,000		*	*	Center Island Submarine Cable (2023)
5	400	New Substations, switching station, metering point, etc.	-	-	-	-	**-**	-	-	-	-				
6	500	Substation, Switching Station, Metering Point Changes	1,148,926	351,612	3,020,500	2,514,810	**4,800,000**	4,500,000	1,500,000	3,900,000	5,000,000	*	*		FH Substation and Bailer Hill Battery (23-24), Olga Substation (26), Orcas Battery (27)
7	600	Miscellaneous Distribution Equipment													
8		601 Transformers & Meters	674,405	911,137	955,000	1,004,704	**1,232,000**	2,384,000	2,232,000	1,982,000	1,335,000	*	*	*	Transformer Manufacturers are unsure if any deliveries will happen in 2023
9		602 Sets of Service Wires to increase Capacity	-	-	-		**-**	-	-	-	-				
10		603 Sectionalizing Equipment	177,127	200,825	200,000	241,962	**695,000**	300,000	450,000	200,000	200,000	*	*		Replacement of Live Front Switchgear (2023)
11		604 Regulators	49,127	211,038	-	-	**-**	-	350,000	-	-		*		
12		606 Ordinary Replacements	375,670	311,213	260,000	403,777	**400,000**	428,000	454,000	482,000	511,000	*	*		Projected + Proactive Pole Replacements
13		607 Overhead to Underground Conversions		47,006	35,000	61,764	**300,000**	107,000	114,000	121,000	129,000	*	*		
14		608 Underground Dist. Cable Replacements	2,025,373	2,288,599	1,910,000	2,742,104	**2,270,000**	2,429,000	2,472,000	2,571,000	2,676,000	*	*	*	
15	700	Other Distribution Items													
16		701 Engineering Fees	-	-	-	-	**-**	-	-	-	-				
17		704 LMS & SCADA	96,700	205,671	220,000	106,846	**135,000**	80,000	48,000	51,000	54,000	*	*		ADMS Stage of Deployment
18		705 AMR	34,430	-	-	-	**-**	-	-	-	-				
19		706 Communications/Fiber	123,699	52,598	287,500	263,867	**205,000**	188,000	200,000	51,000	55,000	*	*	*	Pt Lawrence Fiber (2022-2023)
20	TRANSMISSION														
21	800	New Tie Line	-	-	-		**-**	-	-	-	-				
22	900	New substations, switching station, metering point, etc.	75,055	16,293	100,000	10,049	**-**	-	-	-	-		*		
23	1000	Line/Station Changes and Pole Replacements	23,510	42,518	700,000	534,024	**700,000**	1,178,000	1,913,000	1,036,000	675,000	*	*		Aging Transmission Pole Replacements, Cathodic Protection (2024)
24	1100	Other Transmission	-	-	-	-	**-**	-	-	-	-				
25	GENERATION														
26	1200	Generation	-	4,332	150,000	109,587	**225,000**	500,000	530,000	562,000	596,000		*	*	Tidal Energy Investigation and Interconnection Upgrades
27	OTHER														
28	1300	Facilities	666,958	242,768	330,000	96,809	**420,000**	581,000	616,000	653,000	693,000	*			Permitting (2023) and Construction of Temp/Worker Housing (2024-2027)
29	1400	Acquisitions	519,133	-	-	-	**50,000**	-	-	500,000	-				Site for Housing (2026)
30	1500	All Other													
31		1501 Transportation/Equipment/Tools/Radios	717,348	230,217	282,000	271,051	**798,000**	604,000	270,000	287,000	623,000	*	*	*	Digger replacements (2023, 2024, 2027)
32		1502 Office Equipment/Furniture/Etc.	72,945	27,088	10,000	3,607	**11,000**	12,000	13,000	14,000	15,000				
33		1503 Computer/Servers/Software	227,575	185,732	190,000	115,299	**100,000**	107,000	114,000	121,000	129,000	*	*		Shift to service based infrastructure
34		1504 Community Solar (member funded)	908	111,711	5,500,000	395,472	**7,500,000**	-	-	4,500,000	-		*	*	Bailer Hill (2023), Orcas or Lopez (2026)
35	1600	Minor Projects	134,979	77,111	170,000	81,223	**184,000**	197,000	209,000	222,000	236,000				
36		**RUS CWP SUBTOTAL**	8,424,179	7,553,295	16,570,000	10,898,443	**21,752,000**	14,854,000	12,822,000	19,671,000	15,931,000				
37	**CONTRIBUTION IN AID OF CONSTRUCTION (CIAC)**														
38		New Services	(495,055)	(607,103)	(635,000)	(657,789)	**(686,000)**	(735,000)	(780,000)	(827,000)	(877,000)				Offset to Line 2 - New Services
39		Meters and Transformers	(271,615)	(378,177)	(400,000)	(407,533)	**(432,000)**	(463,000)	(491,000)	(521,000)	(553,000)				Offset to Line 8 - Transformers and Meters
40		Joint Projects	(87,826)	(204,987)	(215,000)	(65,999)	**(71,000)**	(76,000)	(81,000)	(86,000)	(92,000)				Offset to Lines 3,4,13,14 - Tie Lines, Conversion, OH to UG Conv., URD
41		Grant Funding	(520,000)	(120,000)	(2,500,000)	(560,000)	**(3,000,000)**	-	-	-	-				Offset to Line 6 - San Juan Battery and Solar (CEF projects)
42		Community Solar Member Contributions	-	-	(2,500,000)	(330,000)	**(6,500,000)**	-	-	(4,500,000)	-				Offset to Line 34 - Community Solar
43		**RUS CWP NET TOTAL**	7,049,683	6,243,027	10,320,000	8,877,122	**11,063,000**	13,580,000	11,470,000	13,737,000	14,409,000				
44															
45	Notes:	All years capital projects are funded ~50% from rates and ~50% from borrowings													

ORCAS POWER AND LIGHT COOPERATIVE

STATEMENT OF CASH FLOW

NON GAAP

		A.	B.	C.	D.	E.	F.
		Projected Year End 12/31/2022	**Proposed Budget 12/31/2023**	Forecast 12/31/2024	Forecast 12/31/2025	Forecast 12/31/2026	Forecast 12/31/2027
1	% Rate Increase		**6.0%**	6.0%	6.0%	6.0%	6.0%
2	OPERATING ACTIVITIES:						
3	Margins	$ 3,706,000	**$ 3,187,000**	$ 3,280,000	$ 3,633,000	$ 4,068,000	$ 4,491,000
4	Plus Depreciation/Amortization	5,412,000	**5,540,000**	5,798,000	6,087,000	6,391,000	6,711,000
5	Cash Flow Operations	9,118,000	**8,727,000**	9,078,000	9,720,000	10,459,000	11,202,000
6							
7	PLANT INVESTMENT (NET)						
8	Plant Investment (including material inventory)	(9,803,000)	**(11,335,000)**	(13,869,000)	(11,759,000)	(14,032,000)	(14,709,000)
9	Cash Flow From Operations and Plant Investment:	(685,000)	**(2,608,000)**	(4,791,000)	(2,039,000)	(3,573,000)	(3,507,000)
10							
11	CASH FLOWS FROM PATRONAGE CAPITAL	(1,216,000)	**(1,216,000)**	(1,294,000)	(1,294,000)	(1,294,000)	(1,372,000)
12	Cash Flow Before Borrowings	(1,901,000)	**(3,824,000)**	(6,085,000)	(3,333,000)	(4,867,000)	(4,879,000)
13							
14	NET BORROWINGS	(224,000)	**4,719,000**	4,840,000	4,049,000	4,566,000	5,066,000
15	Cash Increase (decrease) After Net Borrowings	(2,125,000)	**895,000**	(1,245,000)	716,000	(301,000)	187,000
16							
17							
18							
19	OUTSTANDING DEBT BALANCE	69,634,000	**74,352,000**	79,192,000	83,241,000	87,807,000	92,874,000
20							
21	EQUITY BALANCE	44,885,000	**46,879,000**	51,326,000	56,613,000	62,913,000	69,896,000
22							
23	NET UTILITY PLANT	99,866,000	**101,411,000**	102,775,000	103,996,000	105,093,000	106,033,000

ORCAS POWER AND LIGHT COOPERATIVE

2023 - 2027 BUDGETED STAFFING LEVELS

	A. DEPARTMENT	B. ACTUAL # EMPLOYEES 2022	C. APPROVED BUDGET # EMPLOYEES 2022	D. APPROVED # EMPLOYEES 2023 - 2027
1	Operations[1]	20.5	23.5	23.5
2	Engineering[1]	7.5	8.5	8.5
3	General Management	4	5	8
4	Technical Services	1	1	1
5	Member Services	5	6	6
6	Administration	4	4	4
7	Energy Savings	1	1	1
8	Total	43	49[2]	52[3]

Notes:

1 Engineering & Operations Manager split between departments

2 Vacant-funded positions not filled

3 Three Vacant-funded positions added to General Management for Grant & 501c3 purposes

OPALCO ORGANIZATIONAL CHART - 2022 BUDGET

OPALCO MEMBERSHIP

BOARD OF DIRECTORS

DIRECTOR MADSEN (D1)

DIRECTOR OSTERMAN (D3)

VICE PRESIDENT WHITFIELD (D4)

PRESIDENT DAUCIUNAS (D1)

SECRETARY/TREASURER SILVERSTEIN (D3)

DIRECTOR CHRISTMAS (D2)

DIRECTOR STRUTHERS (D2)

GENERAL MANAGER

HILDRETH

MANAGER OF ENGINEERING & OPERATIONS
GUERRY

SAN JUAN GENERAL FOREMAN
GUARD

SAN JUAN CREW
FURBER - **LF**
VACANT/FUNDED
OLSON
SUB TECH
PARSONS
APPRENTICE
BLACK
IRBY

ORCAS GENERAL FOREMAN
FOWLER

ORCAS CREW
WATTERS - **LF**
VACANT/FUNDED
ROSS
SUB TECH
MINNIS
APPRENTICE
AKERS

LOPEZ GENERAL FOREMAN
DENGLER

LOPEZ CREW
SWANSON - **LF**
WIEDERMAN
WARNER
SUB TECH
BURLESON
APPRENTICE
BAIR
VACANT/FUNDED

SYSTEM ENGINEER
SMALLWOOD

GIS TECHNICIAN
SOMMER

WORK ORDER CLERK
VACANT/UNFUNDED*

E&O ADMIN SPECIALIST
BOSSERT

METER TECHNICIAN
HISER

SYSTEM DESIGN ENGINEER
VEKVED

ENGINEERING TECHNICIANS
DEINES
LAGO

STAKING TECHNICIANS
HELMS (ES)
VACANT/FUNDED (ES)

MANAGER OF IT

HEINZ

COMMUNICATIONS TECH
TILSTRA (ES)
HAROLD (FH)

INFO SYSTEM SPECIALIST
VACANT/UNFUNDED*

*Unfunded positions

EXECUTIVE ASSISTANT
VACANT

PUBLIC RELATIONS ADMINISTRATOR
OLSON

COMMUNICATIONS SPECIALIST
BOUCHEY

3 VACANT/FUNDED POSITIONS
FOR GRANT & 501(c)3 PURPOSES

ROCK ISLAND COMMUNICATIONS
SEE SEPARATE ORG CHART

MANAGER OF FINANCE & MEMBER SERVICES
LOOMIS

ASSISTANT MANAGER OF MEMBER SERVICES
VACANT/UNFUNDED*

ENERGY SERVICES SPECIALIST
VACANT
UNFUNDED*

ENERGY SERVICES COORDINATOR
GROSS

MEMBER SERVICES SUPERVISOR
WYCKOFF

MEMBER SERVICE REPRESENTATIVES
GOFF (FH)
BOURNE (FH)
PENWELL (FH)
VACANT/FUNDED (ES)
DANIELSON (ES)

HEAD ACCOUNTANT
NEAL

ACCOUNTANT
BEAL

SPECIAL PROJECTS COORDINATOR
KELLY

PURCHASING
BECKER

LEGEND

NON-BARGAINING UNIT POSITION

BARGAINING UNIT POSITION