OPALCO:

1. OPALCO's mission is to provide safe, reliable, sustainable and cost-effective essential utility services with a commitment to the utilization of renewable resources and carbon reduction. How does this mission align with your vision for the cooperative and community?

   OPALCO has an excellent track record of providing safe and reliable power to the islands. Our location in Washington State has enabled OPALCO to purchase hydroelectric power from BPA to meet the power demand for the islands at cost-effective rates for many years. Hydroelectric power and the Salish Sea ecosystem show a double relationship. On the one hand, as a renewable energy resource, hydroelectric power contributes to the avoidance of greenhouse gas emissions and to the mitigation of global warming. On the other hand, the dams used to generate the Hydroelectric Power used by the OPALCO cooperative negatively impact the Salish Sea ecosystem by disrupting salmon runs and threatening Salmon and other species in including Orca whales. Sustainable electricity from sources that support the recovery of wild salmon is essential to the long- term health of the community. My vision for the cooperative is to support the execution of OPALCO's Long Range Plan which is essential to maintaining reliability and reducing our dependence on mainland power.

2. The region is in a period of major energy transformation away from carbon-emitting sources.
   a. Where will OPALCO get the capital to invest in required system upgrades and local renewable generators to keep the islands supplied with reliable power during the transition?
      The cost burden for investment in the infrastructure needed to make the transition while supplying the islands with reliable power should not fall exclusively on the members. OPALCO should continue to proactively seek out Grants from Federal, state and private sources, including the US Department of Energy, Washington State Department of Commerce Clean Energy Fund, Pacific Northwest National Laboratory, Bonneville Environmental Foundation, University of Washington Pacific Marine Energy Center, and the Rural Utility Service Rural Energy Savings Program. OPALCO can also work with members through the Switch-it up program to provide affordable financing for projects including solar systems, heat pumps, and EV chargers.
   b. How should OPALCO maintain affordability for all members while complying with legislation for decarbonization?
      By providing producing energy locally, with mainland power as a back-up, OPALCO can prevent rate shocks to members. To maintain affordability during this transition, OPALCO needs to pace the investment in local renewable utility energy generation as detailed in the 2020 to 2040 Long Range Plan. OPALCO can also help individual members reduce their energy usage and costs through support for residential and commercial energy conservation projects. It will be important for OPALCO to continue to offer energy assistance to

members when they are challenged to pay their bills through the Energy Assist Program and Project Pal.

1. Solar power requires a lot of sunny land for solar arrays. Existing county land use codes favor preserving local rural character over solar generators on open land. How do you think about these potentially conflicting approaches to land use?
   The low-carbon transition is vital for responding to climate change and reducing greenhouse gas emissions and renewable energy is the main factor for achieving low-carbon transition. This will inevitably lead to land use conflicts. I think that OPALCO needs to work with the residents of each island as well as organizations such as Friends of the San Juans and the Land Trust to understand their priorities and jointly develop a plan for siting of solar arrays. This plan can then be brought before the county with support of the communities.

3. OPALCO depends on hydropower from the mainland for more than 84% of its total power supply. How important is hydropower in your vision for a future energy supply in the islands?

   For both environmental and economic reasons, my long-term vision (>10 years) is that hydropower from the mainland will only be a backup energy supply in the islands. The question in my mind is exactly what these local sources of power will be and how the islands will make the transition to these local sources. I am very hopeful that tidal power will provide a reliable and cost-effective source of energy to the islands over the long term.

4. It's estimated that OPALCO's load growth will double between now and 2050 due to the electrification of heating and transportation. Questions:
   a. Where should this new energy come from?
      Local renewable sources – solar, wind, tidal, other
   b. Where should new renewable projects be located?
      In the San Juan Islands, with projects sited according to community needs and preferences.
   c. Will local resistance limit siting and permitting?
      I believe that with sufficient community engagement, the community will support siting and permitting.
   d. Who pays for it?
      Grants from Federal, state and private sources as much as possible. Washington State Ferry system should pay for upgrades required to operate electric ferries. Burden on members should be minimized.

5. OPALCO's current rate structure collects almost half of the revenue to cover fixed costs through the kWh (energy use) charge. As we become more energy efficient and embrace more renewable energy, OPALCO won't collect enough kWh revenue to cover fixed costs. How would you address this rate structure dilemma?
   With a fee structure that covers fixed costs through a higher Service Access Charge and energy charges that reflect variable costs.

6. What role should the Co-op play in state and regional public power affairs? How do you see OPALCO influencing public policy and elected officials?

   Public policy and elected officials are dictating the path of transition to clean energy for our region with resulting economic and environmental impacts to OPALCO members.

For example, the Washington State Clean Energy Transformation Act will increase demand for hydropower across the Northwest region and the economics of supply and demand will put upward pressure on hydro pricing. It is vital that elected officials are fully informed of the impacts their decisions have on OPALCO members and it is also important that elected officials support make decisions that align with and support the OPALCO Long Range Plan.

7. The high cost of living in the islands (especially housing) and a very competitive labor pool in the industry has made it challenging to hire and retain staff. What ideas can you offer for hiring and retention of qualified employees?
   OPALCO may need to consider providing housing and/or housing assistance for employees.

ROCK ISLAND:

1. How important is access to communication technology throughout San Juan County?
   High speed internet improves access to education, job opportunities, access to information and public services and communication with people worldwide. It is important to the economy of San Juan County.
2. Rock Island provides internet connections to nearly 50% of the OPALCO membership. How should Rock Island and OPALCO prioritize reaching the balance of the membership with access to broadband? All OPALCO members should have access to reliable internet connections.
3. Who should pay for the cost of internet connections?
   Basic internet service needs to be affordable for all members so that children can access on-line education and members can access information and public services. Some members may pay less for a basic service and others may pay more to ensure their movies stream flawlessly. If the question is the cost of installing fiber optic cable to install a new connection to Rock Island, I believe it is reasonable to expect the cost to paid by the member connecting. However, I also think that OPALCO should have assistance available for low- income members to connect.
4. What would you bring to the Co-op to help Rock Island realize its full vision?
   I have a strong background from industry in IT projects and the complex issues which must be resolved.