



**CHUGACH ELECTRIC ASSOCIATION, INC.
ANCHORAGE, ALASKA**

REGULAR BOARD OF DIRECTORS' MEETING

AGENDA

Bettina Chastain, Chair
Mark Wiggin, Vice Chair
Harold Hollis, Treasurer
Sam Cason, Secretary

Erin Whitney, Director
Rachel Morse, Director
Sisi Cooper, Director

December 14, 2022

4:00 p.m.

Chugach Board Room

- I. CALL TO ORDER (4:00 p.m.)
 - A. Pledge of Allegiance
 - B. Roll Call
 - C. Safety Minute: Ice Safety (Freeman)
 - D. Electric Power Factoid: Balance Sheet (Griffin)
- II. APPROVAL OF THE AGENDA* (4:10 p.m.)
- III. PERSONS TO BE HEARD (4:15 p.m.)
 - A. Member Comments
- IV. DIRECTOR REPORTS (4:20 p.m.)
 - A. Alaska Power Association (APA) Report
 - B. Renewable Energy Alaska Project (REAP) Report
 - C. Board Committee Reports (Audit & Finance, Operations & Governance)
 - D. Other Meeting Reports
- V. CONSENT AGENDA* (4:35 p.m.)
 - A. Board Calendar
 1. Excused Absence for Director Cooper – November 28, 2022, Regular Board of Directors' Meeting
 - B. Training and Conferences
 1. NRECA PowerXchange, March 3-8, 2023, Nashville, TN (registration and hotel deadline, January 6, 2023)
 - C. Minutes
 1. November 28, 2022, Regular Board of Directors' Meeting (Doyle)

* Denotes Action Items

** Denotes Possible Action Items

12/9/2022 4:53:18 PM

- D. Director Expenses*
- E. Pre-Approval for FY2022 Audit Services (Highers)*
- F. Appointments to 2023 Member Advisory Council (MAC) (Board)*
- G. Appointments to 2023 Bylaws Committee (Board)*
- H. Appointments to 2023 Election Committee (Board)*
- I. Appointments to 2023 Nominating Committee (Board)*
- VI. CEO REPORTS AND CORRESPONDENCE (4:40 p.m.)
 - A. Enterprise Resource Planning (ERP) Project Update (McCarty) (4:40 p.m.)*
 - B. 4th Quarter 2022 Railbelt Bill Comparison (Richards) (4:45 p.m.)*
 - C. Board Policy Scheduled Tasks/Reports (Board/Staff) (4:55 p.m.)*
- VII. UNFINISHED BUSINESS (none)
- VIII. NEW BUSINESS (scheduled) (5:00 p.m.)
 - A. Decarbonization Program Update (D. Highers) (5:00 p.m.)*
 - B. Community Solar Project Update (Skaling) (5:15 p.m.)*
- IX. EXECUTIVE SESSION* (scheduled) (5:35 p.m.)
 - A. Legislative Matters on Renewable and Clean Energy (Ayers/Skaling) (5:35 p.m.)*
 - B. 2023-2027 Strategic Plan (Ayers/Skaling/Richards) (6:00 p.m.)*
 - C. Chugach – Hilcorp Alaska, LLC Shared Services Agreement (Armfield) (6:10 p.m.)*
 - D. Railbelt Reliability Council – Status and Project Impacts (Clarkson) (6:25 p.m.)*
 - E. 2023 Operating and Capital Budget Review (Highers) (6:45 p.m.)*
- X. NEW BUSINESS* (continued) (6:55 p.m.)
 - A. Approve One Campus Plan* (Resnick/Highers) (6:55 p.m.)*
 - B. Approve 2023 Operating and Capital Budget* (Highers) (7:00 p.m.)*
 - C. Approve 2023-2027 Strategic Plan* (Ayers/Skaling/Richards) (7:05 p.m.)*
- XI. DIRECTOR COMMENTS (7:10 p.m.)
- XII. ADJOURNMENT* (7:25 p.m.)

* Denotes Action Items

** Denotes Possible Action Items

A photograph of a fat-tire bicycle with red wheels leaning against a large, fallen tree trunk on a frozen lake. The background shows a forest of bare trees under a cloudy sky. The text "Ice Safety" is overlaid in yellow.

Ice Safety

**Regular Board of Directors' Meeting
December 14, 2022**

Ice Safety

Ice Color Meaning

"Thick and blue, tried and true - white and crispy, way too risky."

SAFE

transparent blue/black lake ice

WEAK

white opaque ice - use extreme caution

WEAKER

gray ice - stay off

WEAKEST

white and grey mottled - stay off

always use caution - river ice is weaker than lake ice

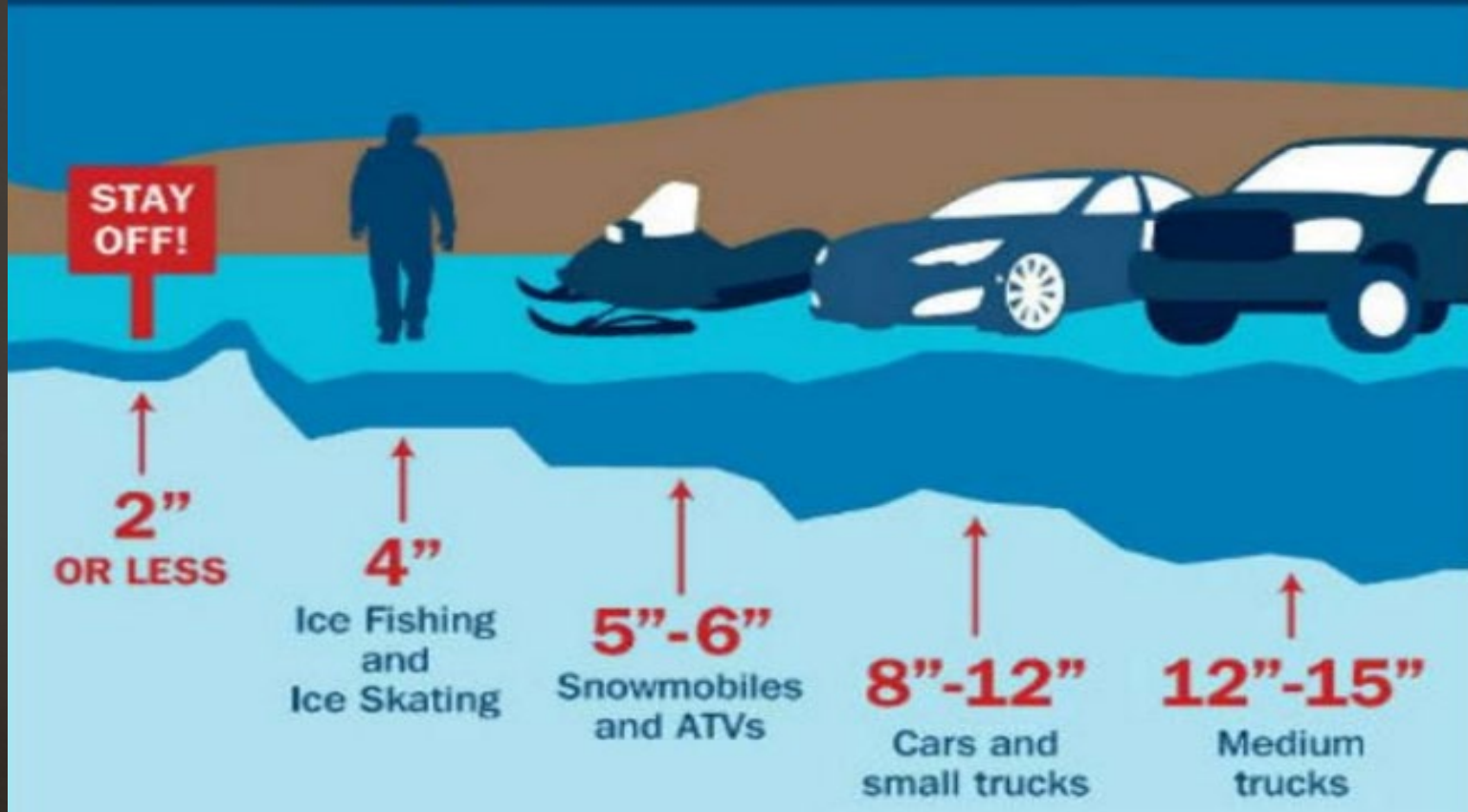




Ice Safety

Ice Thickness Guidelines

Safe Ice Depths



What To Do If You Fall Through the Ice



1. Do not breathe in the water. Your body's shock response will cause you to gasp and hyperventilate. Resist this force. The shock will wear off in 1-3 minutes and you have 15-45 minutes to get out before you lose consciousness, so try to stay calm.



2. Orient yourself and get back to where you fell through—this ice held you before, so it should be sturdy enough to crawl back onto.



3. Don't try to pull yourself straight up. Get horizontal, and in a coordinated motion, kick your feet while using your elbows for traction to get up out of the water and onto the ice. Pull and kick until you're out.



4. Lie flat on ice and ROLL away. This helps prevent further cracking in the ice. Find warm, dry shelter immediately.

Get as much of your body onto ice as you can—water draws heat away from the body 25X faster than air.

Your beard can also freeze on the ice and save you.



If you can't get out, stop thrashing to conserve heat and avoid exhaustion. Put arms on ice and don't move them – they may freeze to the ice, keeping you from slipping into the water when you lose consciousness and giving rescuers more time to get to you.



6. If your friend falls through, call 911 and then coach them through this process rather than going out to them on the hazardous ice. Two victims are worse than one. If they can't get out on their own, extend a looped rope they can put around their arms, or a tree branch or ladder to hold onto.

Safety Statistics for November 2022

- Total Number of Recordable Injuries 2
- Number of Lost Time Injuries 1 hurt shoulder when falling onto ground after tripping on fence support wire.
- Lost Workdays 52
- Vehicle accidents 0
- Incidents due to nonconformance with established safe work practices 0

YTD Information

Recordable Injuries			
Business Unit	2021	2021 YTD Nov	2022 YTD Nov
Line Operations	9	8	5
Power Generation	2	2	4
Office and Administrative	1	1	0
Total	12	11	9

Rates and Lost Work Days			
	2021	2021 YTD Nov	2022 YTD Nov
OSHA Rate	2.77 (12 cases)	2.54	2.29
Lost Time Rate	1.1 (5 cases)	1.01	.76
Lost Workdays	384	322 (5 cases)	89 (3 cases)

Electric Power Factoroid: Balance Sheet

What is it?



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graph TD; A[What is it?] --> B[Why is it important?]; B --> C[Components]; C --> D[Regulation];
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Why is it important?

Components

Regulation

Components

$$\text{Assets} = \text{Liabilities} + \text{Equity}$$


ASSETS – WHAT THE ORGANIZATION OWNS



LIABILITIES – WHAT THE ORGANIZATION OWES



EQUITY – RESIDUAL INTEREST IN ASSETS, NET OF LIABILITIES

September 2022 YTD Financial Information

Comparative Balance Sheet, Assets & Other Debits

ASSETS & OTHER DEBITS	9/30/2022	12/31/2021	CHANGE
Electric Plant in Service	2,110,932,473	2,085,567,712	25,364,761
Construction Work in Progress	41,131,381	34,253,304	6,878,077
Total Utility Plant	\$ 2,152,063,854	\$ 2,119,821,016	32,242,836
Accum. Prov. for Depreciation/Amortization	(688,464,701)	(640,729,478)	(47,735,223)
Net Utility Plant	\$ 1,463,599,153	\$ 1,479,091,538	(15,492,385)
Nonutility Property - Net	76,889	76,889	0
Financing & Operating Lease Right-of-Use Assets	4,097,390	4,126,967	(29,577)
Investment in Assoc. Organizations	6,993,487	7,280,936	(287,449)
Special Funds	34,480,872	43,016,636	(8,535,764)
Restricted Cash Equivalents & Other	64,310	64,310	0
Long-term Prepayments	342,892	291,846	51,046
Total Other Property & Investments	\$ 46,055,840	\$ 54,857,584	(8,801,744)
Cash & Restricted Cash	20,929,863	37,590,723	(16,660,860)
Special Deposits and Marketable Securities	58,300	58,300	0
Accounts Receivable - Net	41,384,195	47,186,182	(5,801,987)
Materials and Supplies, Fuel Stock	66,067,902	59,371,225	6,696,677
Prepayments	8,643,324	4,917,095	3,726,229
Other Current & Accrued Assets	13,261,391	942,497	12,318,894
Total Current & Accrued Assets	\$ 150,344,975	\$ 150,066,022	278,953
Deferred Debits	108,674,256	112,348,138	(3,673,882)
Total Assets & Other Debits	\$ 1,768,674,224	\$ 1,796,363,282	\$ (27,689,058)

September 2022 YTD Financial Information

Comparative Balance Sheet, Liabilities & Other Credits

LIABILITIES & OTHER CREDITS	9/30/2022	12/31/2021	CHANGE
Memberships	1,977,856	1,949,262	28,594
Pat. Capital, Margins & Equities	204,907,251	204,051,676	855,575
Total Margins & Equities	\$ 206,885,107	\$ 206,000,938	\$ 884,169
Long-Term Debt - Bonds	1,139,549,996	1,173,366,663	(33,816,667)
Long-Term Debt - Other	19,950,000	23,028,000	(3,078,000)
Unamortized Debt Issuance Costs	(5,994,915)	(6,072,373)	77,458
Operating Lease Liabilities	3,633,269	3,835,282	(202,013)
Finance Lease Liabilities	202,569	13,667	188,902
Total Long-Term Debt	\$ 1,157,340,919	\$ 1,194,171,239	\$ (36,830,320)
Notes Payable	81,179,229	64,473,838	16,705,391
Accounts Payable	19,902,138	14,878,065	5,024,073
Consumer Deposits	5,178,095	5,663,067	(484,972)
Other Current & Accrued Liabilities	55,196,961	52,236,502	2,960,459
Total Current & Accrued Liabilities	\$ 161,456,423	\$ 137,251,472	\$ 24,204,951
Deferred Compensation	1,387,476	2,115,229	(727,753)
Other Liabilities, Non-Current	790,993	741,387	49,606
Deferred Liabilities	11,799,253	24,724,119	(12,924,866)
BRU Regulatory Liability	99,902,155	107,364,906	(7,462,751)
Cost of Removal Obligation	129,111,898	123,993,992	5,117,906
Total Liabilities & Other Credits	\$ 1,768,674,224	\$ 1,796,363,282	\$ (27,689,058)

Questions?



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* Denotes Action Items

** Denotes Possible Action Items

December 2022

December 2022

Su	Mo	Tu	We	Th	Fr	Sa
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4	5	6	7	8	9	10
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January 2023

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29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 27	28	29	30	Dec 1	2	3
4	5 4:00pm Governance Committee Meeting (Board Room CR) - Arden Quezon	6 11:30am Review Operations Committee Presentation (Board Room CR) - Arden Quezon	7 APA Open House and December Meeting Series (Details to Fo) 10:00am APA Manager's Forum (Hyatt Place) 1:00pm APA Board of Directors Meeting (Hyatt Place) 3:30pm Operations Committee Meeting 5:00pm APA/AIE Holiday Open	8	9 8:00am Review Board Packet (Board Room CR) - Arden Quezon	10
11	12	13	14 4:00pm Regular Board of Directors Meeting (Board Room CR) - Arden Quezon	15	16	17
18	19	20	21	22	23 Christmas Eve (Holiday Observed) - Connie Owens	24 Christmas Eve
25 Christmas Day	26 Christmas Day (Holiday Observed) - Connie Owens	27	28	29	30 New Year's Eve (Holiday Observed) - Connie Owens	31 New Years Eve

January 2023

January 2023

Su	Mo	Tu	We	Th	Fr	Sa
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February 2023

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26	27	28				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 1, 23	2 New Year's Day (Holiday Observed) - Connie Owens	3	4	5	6 10:00am Review Governance Meeting Packet (Board Room CR) - Arden Quezon	7
8	9	10	11 4:00pm Governance Committee Meeting (Board Room CR) - Arden Quezon	12	13	14
15	16	17	18	19	20 9:30am Review Board Packet (Board Room CR) - Arden Quezon	21
22	23	24	25 4:00pm Regular Board of Directors Meeting (Board Room CR) - Arden Quezon	26	27	28
29	30	31 8:00am APA Manager's Forum & NRECA Director Training (Juneau, AK) - CCBOD	Feb 1	2	3	4

February 2023

February 2023

Su	Mo	Tu	We	Th	Fr	Sa
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March 2023

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 29	30	31	Feb 1 8:00am - APA 2023 State Legislative Conference - 5:00pm	2	3	4
5	6	7	8 4:00pm Operations Committee Meeting (Board Room CR) - CCBOD	9	10	11
12	13	14	15	16	17 9:30am Review Board Packet (CEO's Office) - CCBOD	18
19	20	21	22 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	23	24	25
26	27	28	Mar 1	2	3	4

March 2023

March 2023

Su	Mo	Tu	We	Th	Fr	Sa
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April 2023

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30						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Feb 26	27	28	Mar 1	2	3	4
				NRECA PowerXchange (3/3-3/8) (Nashville, TN)		
5	6	7	8	9	10	11
NRECA PowerXchange (3/3-3/8) (Nashville, TN)						
12	13	14	15	16	17	18
					9:30am Review Board Packet w/Chair (CEO's Office) - CCBOD	
19	20	21	22	23	24	25
			4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD			
26	27	28	29	30	31	Apr 1
			4:00pm FW: Audit & Finance Committee Meeting (Board Room CR) - Arden Quezon			

April 2023

April 2023							May 2023						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
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9	10	11	12	13	14	15	14	15	16	17	18	19	20
16	17	18	19	20	21	22	21	22	23	24	25	26	27
23	24	25	26	27	28	29	28	29	30	31			
30													

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 26	27	28	29	30	31	Apr 1
2	3	4	5	6	7	8
9	10	11	12 4:00pm Governance Committee Meeting followed by Operations Committee Meeting (Board Room CR) - CCBOD	13 4:00pm Candidate Forum (Board Room CR) - CCBOD	14	15
16	17	18	19	20	21 9:30am Review Board Packet (CEO's Office) - CCBOD	22
23	24	25	26 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	27	28	29
30	May 1	2	3	4	5	6

May 2023

May 2023

Su	Mo	Tu	We	Th	Fr	Sa
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21	22	23	24	25	26	27
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June 2023

Su	Mo	Tu	We	Th	Fr	Sa
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25	26	27	28	29	30	

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 30	May 1	2	3 4:00pm Operations Committee Meeting (Board Room CR) - CCBOD	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19 9:30am Review Board Packet (CEO's Pffice) - CCBOD 3:00pm TENTATIVE: Member Appreciation Day 6:00pm TENTATIVE: Annual Membership Meeting (TBD) 7:00pm TENTATIVE: Special Board of	20
21	22	23	24 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	25	26	27
28	29 Memorial Day	30	31 4:00pm FW: Audit & Finance Committee Meeting (Board Room CR) - Arden Quezon	Jun 1	2	3

June 2023

June 2023							July 2023						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3							1
4	5	6	7	8	9	10	2	3	4	5	6	7	8
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18	19	20	21	22	23	24	16	17	18	19	20	21	22
25	26	27	28	29	30		23	24	25	26	27	28	29
							30	31					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 28	29	30	31	Jun 1	2	3
4	5	6	7 4:00pm Governance Committee Meeting (Board Room CR) - CCBOD	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23 9:30am Review Board Packet (CEO's Office)	24
25	26	27	28 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	29	30	Jul 1

July 2023

July 2023

Su	Mo	Tu	We	Th	Fr	Sa
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30	31					

August 2023

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20	21	22	23	24	25	26
27	28	29	30	31		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 25	26	27	28	29	30	Jul 1
2	3	4 Independence Day	5	6	7	8
9	10	11	12 4:00pm Operations Committee Meeting (Board Room CR) - CCBOD	13	14	15
16	17	18	19	20	21 9:30am Review Board Packet (CEO's Office)	22
23	24	25	26 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	27	28	29
30	31	Aug 1	2	3	4	5

August 2023

August 2023

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2023

Su	Mo	Tu	We	Th	Fr	Sa
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3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 30	31	Aug 1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18 9:30am Review Board Packet (CEO's Office)	19
20	21	22	23 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	24	25	26
27	28	29	30 4:00pm FW: Audit & Finance Committee Meeting (Board Room CR) - Arden Quezon	31	Sep 1	2

September 2023

September 2023

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2023

Su	Mo	Tu	We	Th	Fr	Sa
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Aug 27	28	29	30	31	Sep 1	2
3	4 Labor Day	5	6	7	8	9
10	11	12	13 4:00pm Governance Committee Meeting (Board Room CR) - CCBOD	14	15	16
17	18	19	20	21	22 9:30am Review Board Packet (CEO's Office)	23
24	25	26	27 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	28	29	30

October 2023

October 2023

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2023

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 1	2	3	4	5	6	7
8	9	10	11 4:00pm Operations Committee Meeting (Board Room CR) - CCBOD	12	13	14
15	16	17	18	19	20 9:30am Review Board Packet (CEO's Office)	21
22	23	24	25 4:00pm Regular Board of Directors Meeting (Board Room CR) - CCBOD	26	27	28
29	30	31	Nov 1	2	3	4

November 2023

November 2023

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December 2023

Su	Mo	Tu	We	Th	Fr	Sa
						1
	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 29	30	31	Nov 1	2	3	4
5	6	7	8 4:00pm FW: Audit & Finance Committee (Budget) (Board Room CR) - Arden Quezon	9	10	11
12	13	14	15 4:00pm Regular Board of Directors Meeting (Board Room CR) - Arden Quezon	16	17 9:30am Review Board Packet (CEO's Office)	18
19	20	21	22	23 Thanksgiving Holiday	24	25
26	27	28	29 4:00pm Audit & Finance Committee Meeting (Board Room CR) - Arden Quezon	30	Dec 1	2

NRECA PowerXchange

Nashville, TN | March 3 - 8, 2023

Schedule

Subject to change. All times are local to the event location.

FRI. 03/03

8:00am - 4:00pm	Pre-Conference 2600 Education: Director Duties and Liabilities (CCD)
8:00am - 4:00pm	Pre-Conference Education: 2610 Understanding the Electric Business (CCD)
8:00am - 4:00pm	Pre-Conference Education: 901.1 Rules and Procedures for Effective Board Meetings (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 935.1 Appraising and Compensating the CEO (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 944.1 Giving and Receiving Effective Feedback (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 952.1 Increasing Influence and Building Board Consensus (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 955.1 Your Board's Culture: Its Impact on Effectiveness (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 957.1 How to Evaluate and Improve Board Performance (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 975.1 Capital Credits Issues and Decisions (BLC, DGC)

SAT. 03/04

8:00am - 4:00pm	Pre-Conference Education: 2620 Board Operations and Process (CCD)
8:00am - 4:00pm	Pre-Conference Education: 2640 Financial Decision Making (CCD)
8:00am - 4:00pm	Pre-Conference Education: 903.1 The Role of the Board Chair in Conducting Effective Meetings (BLC, DGC)

8:00am - 4:00pm	Pre-Conference Education: 913.1 Cooperative Fundamentals, Legacy and Economic Impact (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 921.1 Risk Oversight—The Board's Role in Risk Management (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 925.1 Co-op Bylaws—Guiding Principles & Current Issues (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 943.1 Conversation Skills Outside the Boardroom (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 959.1 Boardroom Challenges—Connecting Theory to Action (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 971.1 Governance Challenges of the Evolving Distribution Cooperative (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 974.1 Rate Making Strategies and Policy Decisions for Electric Cooperative Boards (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 985.1 Considering Broadband: The Due Diligence Process (BLC, DGC)

SUN. 03/05

8:00am - 4:00pm	Pre-Conference Education: 2630 Strategic Planning (CCD)
8:00am - 4:00pm	Pre-Conference Education: 914.1 Cooperative Communications and Public Opinion (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 919.1 Cooperative Structure: A Strategic Advantage (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 927.1 Cybersecurity: The Board's Oversight Role (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 937.1 Applying Emotional Intelligence in the Boardroom (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 958.1 Succession Planning: Developing the Purpose-Driven Organization (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 961.1 The Evolution of Electric Cooperative Power Supply (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 965.1 Electric Vehicles: Strategy and Policy Considerations (BLC, DGC)
8:00am - 4:00pm	Pre-Conference Education: 977.1 Equity Management and Boardroom

Decision Making (BLC, DGC)

8:30am - 5:00pm	Pre-Conference CEO & Staff Education: Leading Today—Human-Centered Leadership
9:00am - 6:00pm	NRECA Registration
4:00pm - 5:00pm	Proposed Resolutions Forum
5:00pm - 6:00pm	Welcome Happy Hour (sponsored by CoBank)

MON. 03/06

7:00am - 7:00pm	NRECA Registration
9:00am - 10:45am	General Session 1
11:00am - 12:00pm	Breakout Sessions
12:15pm - 1:45pm	It Starts With Power: International Lunch
2:00pm - 3:00pm	Breakout Sessions
3:30pm - 4:30pm	Breakout Sessions
4:30pm - 7:00pm	TechAdvantage® Expo Grand Opening Reception

TUE. 03/07

7:00am - 8:30am	Annual ACRE® Meeting & Breakfast
7:00am - 7:00pm	NRECA Registration
9:00am - 10:45am	General Session 2
11:00am - 12:00pm	NRECA Annual Member Business Meeting
11:00am - 5:00pm	TechAdvantage® Expo Open
1:15pm - 2:15pm	Breakout and Interactive Sessions
2:45pm - 3:45pm	Breakout and Interactive Sessions
7:30pm - 8:30pm	Entertainment Night With Comedian Nate Bargatze

WED. 03/08

7:00am - 1:00pm NRECA Registration

9:00am - 10:30am General Session 3

10:30am - 1:00pm TechAdvantage® Expo Open

Save the Dates!

March 3 - 8, 2023



In-Person
Nashville, TN

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

November 28, 2022
Monday
4:00 p.m.

REGULAR BOARD OF DIRECTORS' MEETING

Recording Secretary: Ashton Doyle

I. CALL TO ORDER

Chair Chastain called the Regular Board of Directors' meeting to order at 4:03 p.m. in the boardroom of Chugach Electric Association, Inc., 5601 Electron Drive, Anchorage, Alaska.

A. Pledge of Allegiance

Chair Chastain led the Board in the Pledge of Allegiance.

B. Roll Call

Board Members Present:

Bettina Chastain, Chair

Mark Wiggin, Vice Chair (*via teleconference*)

Harold Hollis, Treasurer

Sam Cason, Secretary (*arrived during Executive Session*)

Erin Whitney, Director

Rachel Morse, Director

Committee Member Excused Absence:

Sisi Cooper, Director

Staff and Guests in Attendance:

Present:

Arthur Miller

Sherri Highers

Dean Thompson

Matthew Clarkson

Jean Kornmuller

Kate Ayers

Teresa Kurka

Todd McCarty

Dustin Higher

Vincent Perez

Sean Skaling

Crystal Enkvist, APA

Lynda Muise

Kyle Wooly

Via Teleconference:

Arden Quezon

Julie Hasquet

Sandra Cacy

Matt Perkins, Alaska

Shaina Kilcoyne,

Jennifer Stryker, Alaska

Renewables

Member

Center

C. Safety Minute

Vincent Perez, Manager of Safety, discussed "Holiday Safety."

- D. Electric Power Factoid: Utility Ratemaking Fundamentals*
Jean Kornmuller, Senior Manager, Regulatory Affairs, presented an overview of utility ratemaking fundamentals and responded to questions from the Board.

Director Whitney was delegated to sign expense reports for Directors Cooper and Wiggin.

II. APPROVAL OF AGENDA

Director Morse moved and Director Hollis seconded the motion to approve the agenda. The motion passed unanimously.

Director Cason was not present at the time of the vote.

III. PERSONS TO BE HEARD

A. Member Comments

Shaina Kilcoyne, member, addressed the Board regarding the Board calendar, meeting notices, meeting access, and decarbonization goal.

IV. DIRECTOR REPORTS

A. Alaska Power Association (APA) Report

Director Hollis introduced Crystal Enkvist, Executive Director, APA, who provided an update on APA activities and upcoming events.

B. Renewable Energy Alaska Project (REAP) Report

Director Whitney introduced Chris McConnell, Alaska Network for Energy Education and Employment Director, REAP, who reported on REAP activities and upcoming events.

C. Board Committee Reports (Audit and Finance, Operations & Governance)

Director Hollis stated there have been no Audit and Finance Committee meetings to report on and that the next meeting is scheduled for November 30, 2022.

Director Hollis reported on the November 15, 2022, Operations Committee meeting and stated the next meeting is scheduled for December 7, 2022, and noted the meeting would have an earlier start time.

Director Whitney stated there have been no Governance Committee meetings to report on and that the next meeting is scheduled for December 5, 2022.

D. Other Meeting Reports

None.

V. CONSENT AGENDA

A. Board Calendar

- 1. Excused Absence for Director Cooper – November 15, 2022, Operations Committee Meeting*

B. Training and Conferences

- 1. APA Legislative Conference, February 1-2, 2023, Juneau, AK*
- 2. NRECA PowerXchange, March 5-8, 2023, Nashville, TN*

- C. *Minutes*
 - 1. *October 26, 2022, Regular Board of Directors' Meeting (Cacy)*
- D. *Director Expenses*

Director Hollis moved and Director Morse seconded the motion to approve the consent agenda. The motion passed unanimously.

Director Cason was not present at the time of the vote.

VI. CEO REPORTS AND CORRESPONDENCE

- A. *Enterprise Resource Planning (ERP) Project Update (Travis/McCarty)*
Arthur Miller, Chief Executive Officer (CEO), and Todd McCarty, Vice President, Information Services, provided an update on the Enterprise Resources Planning project and responded to questions from the Board.
- B. *2022 Member Survey Results (Hasquet)*
Julie Hasquet, Senior Manager, Corporate Communications, reported on the 2022 Member Survey Results and responded to questions from the Board.
- C. *Write-off of Accounts Receivable – Electric-Other (Kurka)*
Lynda Muise, Senior Manager, Member Accounting reported on the semi-annual electric write-off. Ms. Muise, Arthur Miller, CEO and Teresa Kurka, Vice President, Member Services, responded to questions from the Board.
- D. *Board Policies Scheduled Tasks (Staff/Board)*
The Board Policy Scheduled Tasks were provided in the meeting packet.

Arthur Miller, CEO, discussed the CEO Reports and Correspondence contents and responded to questions from the Board.

VII. UNFINISHED BUSINESS

None.

VIII. NEW BUSINESS

- A. *Discounting for 2023 Capital Credit Payments (Muise/Kurka)*
Lynda Muise, Senior Manager, Member Accounting, reported on the discounting for 2023 capital credit payments and responded to questions from the Board.

Director Morse moved and Director Hollis seconded the motion that the Board of Directors approve the attached resolution authorizing early (discounted) capital credit payments in calendar-year 2023 for estate payments and former members that are no longer on Chugach's distribution system in an amount not-to-exceed \$350,000. The motion passed unanimously.

Director Cason was not present at the time of the vote.

IX. EXECUTIVE SESSION

- A. *Status of Appeal – Beluga River Unit Tax Credits (D. Thompson)*

- B. *Capital Credit Retirement (Highers)*
- C. *4th Quarter 2022 Update to the Renewable Energy Plan (Skaling)*
- D. *Seward Electric System (Miller)*
- E. *2023-2027 Strategic Plan (Board)*

At 5:02 p.m., Director Morse moved and Director Wiggin seconded the motion that pursuant to Alaska Statute 10.25.175(c)(1) and (4) the Board of Directors go into executive session to: 1) discuss and receive reports regarding financial matters, the immediate knowledge of which would clearly have an adverse effect on the finances of the cooperative; and 2) discuss with its attorneys legal matters, the immediate knowledge of which could have an adverse effect on the legal position of the cooperative. The motion passed unanimously.

Director Cason was not present during the vote.

Director Cason joined the meeting during Executive Session.

The meeting reconvened in open session at 6:50 p.m.

X. NEW BUSINESS

- A. *Capital Credit Retirement (Highers)*

Director Hollis moved and Director Morse seconded the motion that the Board of Directors approve a wholesale capital credit retirement as discussed in executive session and in accordance with the attached resolution. The motion passed unanimously.

XI. DIRECTOR COMMENTS

Director comments were made at this time.

XII. ADJOURNMENT

At 6:59 p.m., Director Hollis moved and Director Morse seconded the motion to adjourn. The motion passed unanimously.

Samuel Cason, Secretary
Date Approved: December 14, 2022

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. V.D.

Information Only
 Motion
 Resolution
 Executive Session
 Other

TOPIC

Director Expenses

DISCUSSION

The Directors' expenses will be submitted for approval at the board meeting.

MOTION

(Consent Agenda)

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. V.E.

Information Only
 Motion
 Resolution
 Executive Session
 Other

TOPIC

Pre-Approval for FY2022 Audit Services

DISCUSSION

On November 30, 2022, the Audit and Finance Committee recommended the Board of Directors approve the retention of KPMG for audit services for FY2022 in accordance with the estimated fees outlined in KPMG's audit plan and strategy for the year ending December 31, 2022, as presented in executive session and consistent with the estimated fees in KPMG's contract, due to expire April 15, 2023.

KPMG performs a year-end audit of Chugach's financial statements and supplemental schedules, all of which are included in Chugach's annual financial report. KPMG issues a debt compliance letter and a report on our FERC-1 filing and, if applicable, also performs state and/or federal single audits.

MOTION

(Consent Agenda)

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. V.F.

Information Only
 Motion
 Resolution
 Executive Session
 Other

TOPIC

Appointments to 2023 Member Advisory Council (MAC) Committee

DISCUSSION

On December 5, 2022, the Governance Committee recommended the Chugach Board of Directors appoint Bryce Mahn, Jay Hermanson, Bernie Smith, Kathi Johnson, Sandy Rabinowitch, Carl Berger, Jim Henderson, Ryan Buchholdt, Charles Scantlebury, Louise Lazur, Wynne Auld, Kira Enari, Mitchell Roth, Esther Cox, and James Mendenhall to a one-year term on the Member Advisory Council Committee. The motion passed unanimously.

Article XIV, Section 1 and 2 of the Chugach Bylaws, the board may create and establish a Member Advisory Council (MAC) to advise the board as an ad hoc committee. It shall be the duty of the board of directors to appoint members to the advisory council, as provided in Article XV. Members shall be selected from different sections of the service area of the Association so as to insure equitable representation.

The deadline for 2023 applications was 5:00 pm on Thursday, September 29, 2022. Chugach ran advertisements for Member Advisory Council volunteers in the Anchorage Daily News beginning on September 4 and ending on September 28 in the Sunday and Wednesday editions, for a total of eight times. Additionally, Outlet articles seeking applicants were published in August and September. There were a number of social media posts during this time on Facebook and Twitter.

There are 15 applicants for 15 seats. Of the 15 applicants, 10 served on the 2022 MAC and reapplied for 2023. The applicants are:

Bryce Mahn
Bernie Smith
Carl Berger
Charles Scantlebury
Kira Enari

Esther Cox
Jay Hermanson
Kathi Johnson
Jim Henderson
Louise Lazur

Mitchell Roth
James Mendenhall
Sandy Rabinowitch
Ryan Buchholdt
Wynne Auld

MOTION

(Consent Agenda)

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. V.G.

 Information Only
 X **Motion**
 Resolution
 Executive Session
 Other

TOPIC

Appointments to 2023 Bylaws Committee

DISCUSSION

On December 5, 2022, the Governance Committee recommended the Board of Directors appoint Jim Strandberg and Jessica Koloski to fill the vacant A term seats available to the Bylaws Committee for the January 1, 2023 through December 31, 2025 period.

Article XIII, Section 2 of the Chugach Electric Association, Inc.'s (Chugach) Bylaws requires the Board of Directors to appoint a Bylaws Committee as provided for in Article XV of the bylaws. The committee consists of not less than five nor more than seven members.

Committee members serve at the pleasure of the Board and unless otherwise specified their terms shall begin on January 1 and end on December 31. The Bylaws Committee is comprised of three terms: A, B and C. Each term is for a three-year appointment, with the A term ending in 2022, the B term ending in 2023, and the C term ending in 2024. The terms of standing committee members are staggered so that, as nearly as possible, one-third shall expire each year.

Chugach ran print advertisements looking for annual meeting committee volunteers in the Anchorage Daily News beginning on October 2 and ending on November 2 in the Sunday and Wednesday editions, for a total of eight times. In addition, notices were published on the Chugach website, in the September and October Outlets, and social media posts on Facebook and Twitter. Five Bylaws Committee members are returning as shown on the attached committee list. Chugach received the following two applicants for the A-term vacancies:

Jessica Koloski (seeking re-appointment)
Jim Strandberg (new applicant)

MOTION

(Consent Agenda)

**Chugach Electric Association, Inc.
Anchorage, Alaska**

Chugach Bylaws Committee

The Chugach Electric Association, Inc. Board of Directors shall appoint members to a committee on bylaws as provided for in Article XV of the bylaws. Not less than five nor more than seven members may serve on the committee (Article XIII, Section 2).

A Term: January 1, 2023 – December 31, 2025

1. Jim Strandberg
2. Jessica Koloski

B Term: January 1, 2021 – December 31, 2023

3. Frank Gwartney
4. Bernie Smith

C Term: January 1, 2022 – December 31, 2024

5. Michael Powell
6. Matt Moore
7. Mitchell Roth

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. V.H.

Information Only
 Motion
 Resolution
 Executive Session
 Other

TOPIC

Appointments to 2023 Election Committee

DISCUSSION

On December 5, 2022, the Governance Committee recommended the Board of Directors appoint Jim Magowan, William Simpson, Patti Bogan, and Lawrence Camp to fill the vacant A term seats on the Election Committee for the January 1, 2023 through December 31, 2025 period.

Article III, Section 9 of Chugach Electric Association, Inc.'s (Chugach) Bylaws requires the Board of Directors to appoint an Election Committee as provided for in Article XV of the bylaws. The committee consists of not less than five and nor more than 13 members.

Committee members serve at the pleasure of the Board and unless otherwise specified their terms shall begin on January 1 and end on December 31. The Election Committee is comprised of three terms: A, B and C. Each term is for a three-year appointment, with the A term ending in 2022, the B term ending in 2023, and the C term ending in 2024. The terms of standing committee members are staggered so that, as nearly as possible, one-third shall expire each year.

Chugach ran print advertisements looking for annual meeting committee volunteers in the Anchorage Daily News beginning on October 2 and ending on November 2 in the Sunday and Wednesday editions, for a total of eight times. In addition, notices were published on the Chugach website, in the September and October Outlets, and social media posts on Facebook and Twitter. Six Election Committee members with unexpired terms are returning as shown on the attached committee list. Chugach received the following four applicants for the A-term vacancies:

Jim Magowan	(seeking reappointment)
William Simpson	(seeking reappointment)
Patti Bogan	(seeking reappointment)
Lawrence Camp	(seeking reappointment)

MOTION

(Consent Agenda)

**Chugach Electric Association, Inc.
Anchorage, Alaska**

Chugach Election Committee

The Chugach Electric Association, Inc. Board of Directors shall appoint members to an election committee as provided for in Article XV of the bylaws. Not less than five nor more than thirteen members may serve on the committee (Article III, Section 9).

A Term: January 1, 2023 – December 31, 2025

1. Jim Magowan
2. William Simpson
3. Patti Bogan
4. Lawrence Camp
5. Vacant

B Term: January 1, 2021 – December 31, 2023

6. Nathaniel Betz
7. Stan Jones
8. Vacant
9. Vacant

C Term: January 1, 2022 – December 31, 2024

10. James Lebeidz
11. Dawn Bundick
12. Kathi Johnson
13. Louise Lazur

**CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska**

**REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY**

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. V.I.

 Information Only
 X **Motion**
 Resolution
 Executive Session
 Other

TOPIC

Appointments to 2023 Nominating Committee

DISCUSSION

On December 5, 2022, the Governance Committee recommended the Board of Directors appoint Leslie Ridle and Wynne Auld to fill the vacant A term seats on the Nominating Committee for the January 1, 2023 through December 31, 2025 period.

Article IV, Section 4 of Chugach Electric Association, Inc.'s (Chugach) Bylaws requires the Board of Directors to appoint members to a Nominating Committee as provided for in Article XV of the bylaws. The committee consists of not less than five nor more than seven members.

Committee members serve at the pleasure of the Board and unless otherwise specified their terms shall begin on January 1 and end on December 31. The Nominating Committee is comprised of three terms: A, B and C. Each term is for a three-year appointment, with the A term ending in 2022, the B term ending in 2023, and the C term ending in 2024. The terms of standing committee members are staggered so that, as nearly as possible, one-third shall expire each year.

Chugach ran print advertisements looking for annual meeting committee volunteers in the Anchorage Daily News beginning on October 2 and ending on November 2 in the Sunday and Wednesday editions, for a total of eight times. In addition, notices were published on the Chugach website, in the September and October Outlets, and social media posts on Facebook and Twitter. Five Nominating Committee members are returning as shown on the attached committee list. Chugach received the following three applicants for the A-term vacancies:

Leslie Ridle	(seeking reappointment: served one year to fill A-term vacancy)
Wynne Auld	(new applicant)
Jim Henderson	(new applicant)

MOTION

(Consent Agenda)

**Chugach Electric Association, Inc.
Anchorage, Alaska**

Chugach Nominating Committee

The Chugach Electric Association, Inc. Board of Directors shall appoint members to a committee on nominations as provided for in Article XV of the bylaws. Not less than five nor more than seven members may serve on the committee (Article IV, Section 4).

A Term: January 1, 2023 – December 31, 2025

1. Leslie Ridle
2. Wynn Auld

B Term: January 1, 2021 – December 31, 2023

3. Heidi Hansen
4. Ashley Johnson

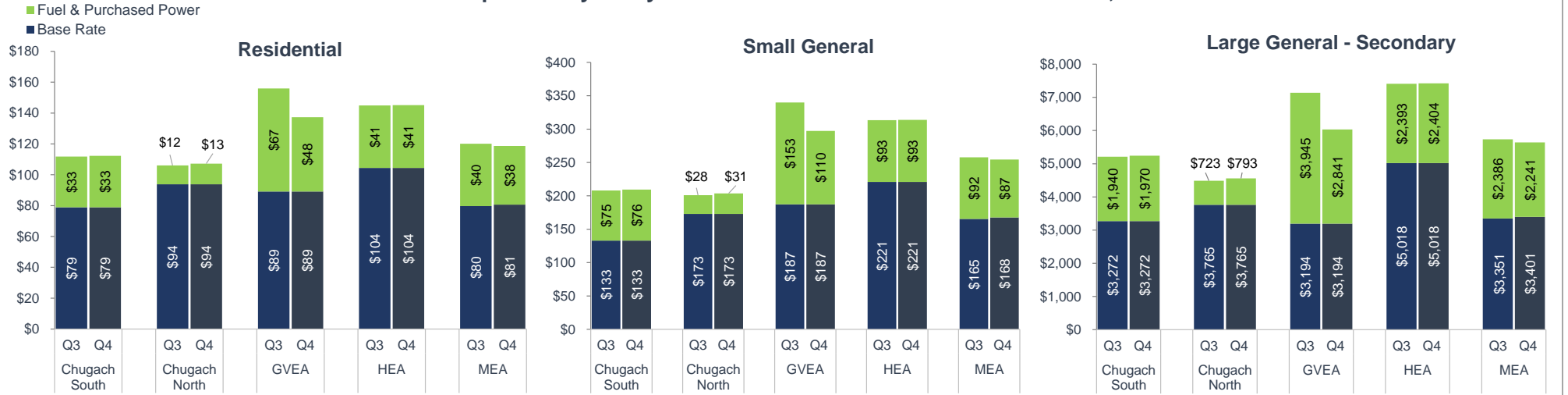
C Term: January 1, 2022 – December 31, 2024

5. Patti Bogan
6. Jessica Koloski
7. Steve Strait

Railbelt Electric Utility Bill Comparison

Q4 - 2022

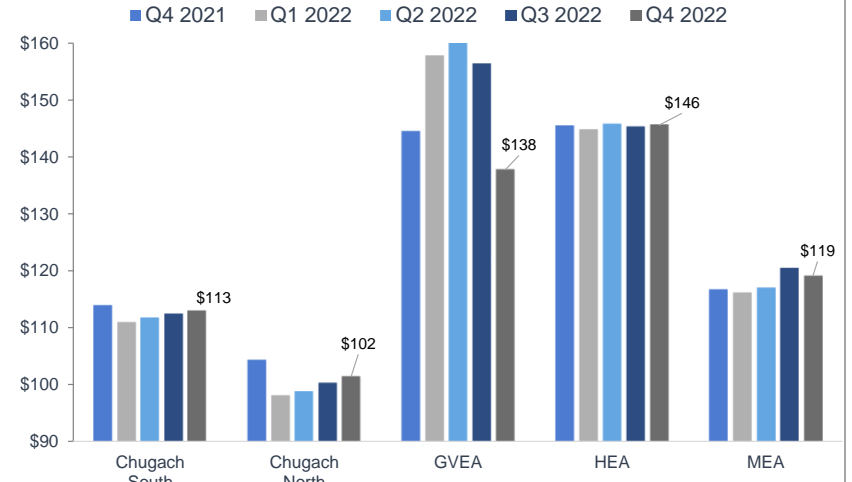
Bill Comparison by Utility and Rate Class: 3rd Quarter vs 4th Quarter, 2022



Bill Comparison by Utility and Rate Class: 4th Quarter 2022 Total Bill

	Chugach				
	South	North	GVEA	HEA	MEA
Residential (525 kWh)	\$113	\$102	\$138	\$146	\$119
Cost Per kWh	\$0.215	\$0.193	\$0.262	\$0.277	\$0.227
% Change from Prior Quarter	0.5%	1.1%	(12.0%)	0.1%	(1.2%)
% Variance from Chugach South Bill	--	(10.2%)	21.9%	28.8%	5.4%
Small General (1,200 kWh)	\$211	\$191	\$298	\$315	\$256
Cost Per kWh	\$0.176	\$0.159	\$0.249	\$0.262	\$0.213
% Change from Prior Quarter	0.6%	1.4%	(12.5%)	0.1%	(1.3%)
% Variance from Chugach South Bill	--	(9.7%)	41.4%	49.3%	21.1%
Large General -Secondary (31,000 kWh / 79 kW)	\$5,285	\$4,219	\$6,062	\$7,450	\$5,669
Cost Per kWh	\$0.170	\$0.136	\$0.196	\$0.240	\$0.183
% Change from Prior Quarter	0.6%	1.6%	(15.4%)	0.2%	(1.6%)
% Variance from Chugach South Bill	--	(20.2%)	14.7%	41.0%	7.3%

Railbelt Average Residential Bill



Decarbonization Program Update

REGULAR BOARD MEETING

DECEMBER 14, 2022



CHUGACH

MISSION STATEMENT

We provide, safe, reliable and affordable electricity through superior service and sustainable practices, powering the lives of our members

VISION STATEMENT

Responsibly developing energy to build a clean, sustainable future for Alaska

	PEOPLE	PLANET	PERFORMANCE
MEMBERS	<ul style="list-style-type: none">• Continue to provide reliable electricity• Enhance the health & safety of our members	<ul style="list-style-type: none">• Reduce or eliminate carbon emissions	<ul style="list-style-type: none">• Achieve energy independence• Provide affordable electricity
FINANCIAL	<ul style="list-style-type: none">• Support the Alaskan economy including service providers and local developers	<ul style="list-style-type: none">• Minimize the cost of new RE and ESS projects	<ul style="list-style-type: none">• Reduce fuel costs• Reduce operating costs• Preserve excellent financial standing
PROCESS	<ul style="list-style-type: none">• Maintain clear & consistent communications with all key stakeholders• Collaborate & coordinate on large scale, Railbelt projects with other utilities	<ul style="list-style-type: none">• Create an effective RE integration plan• Establish environmentally friendly policies & procedures• Advance beneficial electrification among the members	<ul style="list-style-type: none">• Create program governance model with strong project selection and origination processes• Justify projects as economic on either a short-run or long-run basis• Execute a focused grant funding process
LEARN & GROW	<ul style="list-style-type: none">• Create strong relationships with other utilities, suppliers, regulators, and agencies• Develop good working relationships with investors and developers	<ul style="list-style-type: none">• Promote knowledge of energy efficiency and decarbonization technologies	<ul style="list-style-type: none">• Create strategic partnerships• Train PMT on utility finance

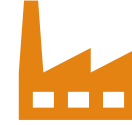
Overall Strategy

- Utilize **high TRL technology** to achieve short-term goals
- Run **concurrent strategies** to ensure successful decarbonization
- Close **technical gaps** through industry advancement and acceleration of field testing
- Reserve **hydro resources** to benefit Chugach members
- Create a **business model** to develop renewable power as a natural resource
- Maximize **grant funding** on all projects
- Use ITC/PTC **direct pay** provisions for owned equipment
- Leverage **partnerships** to buy down costs for expensive, large projects
- Reduce “time to market” by establishing a **streamlined process** for evaluation and engineering

Programs



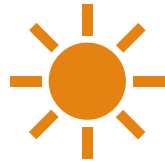
Program
Management



Carbon Capture



Hydrogen



Renewable
Energy Systems



Hydroelectric



Grid
Development

Program Management

STRATEGIES

- **Develop** cross-functional processes
- **Augment** traditional business development activities into source of innovation
- **Foster** technical partnerships with university and national labs
- **Create** a venue for all Alaska stakeholders to collaborate on projects

ACTIVITIES

- Collaboration with UAF/ACEP
- Partnering with Sandia National Laboratories
- Project origination & concept evaluation
- Introduce matrix organization into highly siloed, functional organization

Renewable Energy Systems Program



STRATEGIES

- **Accelerate** LDES development through active participation
- **Establish** renewable resource development business model
- **Resolve** high-IBR grid operation
- **Build** out renewables using partners or developers
- **Develop** dispatching strategies

CONCEPTS

- Chugach Wind & Solar
- LDES Development
- Thermal Plant Efficiency Projects
 - SPP Solar
 - Sullivan Solar
 - Beluga Solar

Carbon Capture Program



STRATEGIES

- **Partner** with AirGas on small scale SPP carbon capture
- **Pursue** carbon capture infrastructure development
- **Allow** industry to complete testing of carbon capture on large scale natural gas plants

CONCEPTS

- AirGas Carbon Capture
- Anchorage-Cook Inlet CO2 Pipeline
- Sullivan Carbon Capture

Hydrogen Program



STRATEGIES

- **Allow** industry to complete testing of hydrogen generation equipment
- **Accelerate** hydrogen development through participation in field testing of new tech
- **Await** availability of green hydrogen using excess energy from new renewable energy projects, then install new generation equipment
- **Sell** hydrogen into the new Hydrogen Hub

CONCEPTS

- Remote & Rural Hydrogen Microgrid

Hydroelectric Program



STRATEGIES

- **Pursue** known hydro opportunities
- **Support** increases in power or energy capacities at Bradley Lake
- **Pursue** pumped storage hydro (PSH) using Argonne report on Alaska opportunities
- **Improve** efficiency and/or operability of existing hydro facilities
- **Utilize** new hydro generation to support or replace older LDES solutions for system regulation

CONCEPTS

- Godwin Creek
 - Renewable Energy Fund application submitted for feasibility and conceptual engineering
- Hydro Alternatives (200MW Aggregate)
- Cooper Lake Hydro Turbine Efficiency
- Dixon Diversion (via AEA)

Grid Development Program

STRATEGIES

- **Develop** distributed energy and power assets with behind-the-meter (BTM) technology in combination with microgrid concepts as the next step in large-scale energy storage
- **Add** DERMS (Distributed Energy Resource Management System) to controls portfolio
- **Collaborate** with Railbelt utilities on transmission system improvements

CONCEPTS

- DERMS/AI Development
- Remote & Rural Hydrogen Microgrid

Nuclear Program

STRATEGIES

- **Await** technical advancements in nuclear SMR development and allow costs to come down with increased industry acceptance, then buy in

PROJECTS

- None at this time

Risks & Threats

- Wind and solar are highly variable making regulation difficult
- LDES is not yet fully commercial
- Inverter-based resource (IBR) grid penetration may cause grid instability
- Carbon capture on natural gas facilities is not yet commercial
- Siloed organization slows progress
- Hydro construction timeline is long forcing the need for a bridging technology (LDES)
- RE projects have not proven to be under avoided cost

Possible Grant Opportunities

Project Concepts & Federal Programs	Chugach Wind & Solar	LDES Development	Thermal Plants Solar	AirGas Carbon Capture	CO2 Pipeline	Sullivan Carbon Capture	Hydrogen Microgrid	Godwin Creek Hydroelectric	Hydro Alternatives	Cooper Hydro Efficiency	Total Available Funding	Multiple Rounds? (Y / N / TBD)	FOA #
<u>Carbon Capture, Utilization, and Storage (CCUS)</u>													
Carbon Capture Large-Scale Pilot Programs											\$937,000,000	TBD	CY 2023
Carbon Utilization Program											\$310,000,000	TBD	Q4 2022
<u>Green Hydrogen</u>													
Clean Hydrogen Electrolysis Program											\$1,000,000,000	TBD	Q4 2022
<u>Hydroelectric Improvement and Development</u>													
Hydroelectric Efficiency Improvement Incentives											\$75,000,000	TBD	TBD
Hydroelectric Production Incentives											\$125,000,000	TBD	Q4 2022
<u>Long Duration Energy Storage</u>													
Energy Storage Demonstration and Pilot Grant Program											\$355,000,000	N*	2867
LDES Demonstration Initiative and Joint Program											\$150,000,000	TBD	L099
<u>Grid Resilience Programs</u>													
Energy Improvement in Rural or Remote Areas											\$1,000,000,000	Y	2841
<u>Renewable Energy Program</u>													
Solar and Wind Grid Services and Reliability Demonstration											\$26,000,000	TBD	2745

Next Steps

- Finalize evaluation of project concepts and move into capital phase
- Maintain vigilance on grant funding opportunities
- Evaluate avoided cost with new gas supply assumptions
- Firm up relationships with university and national labs to solve LDES problem
- Start feasibility and conceptual design of Godwin Creek

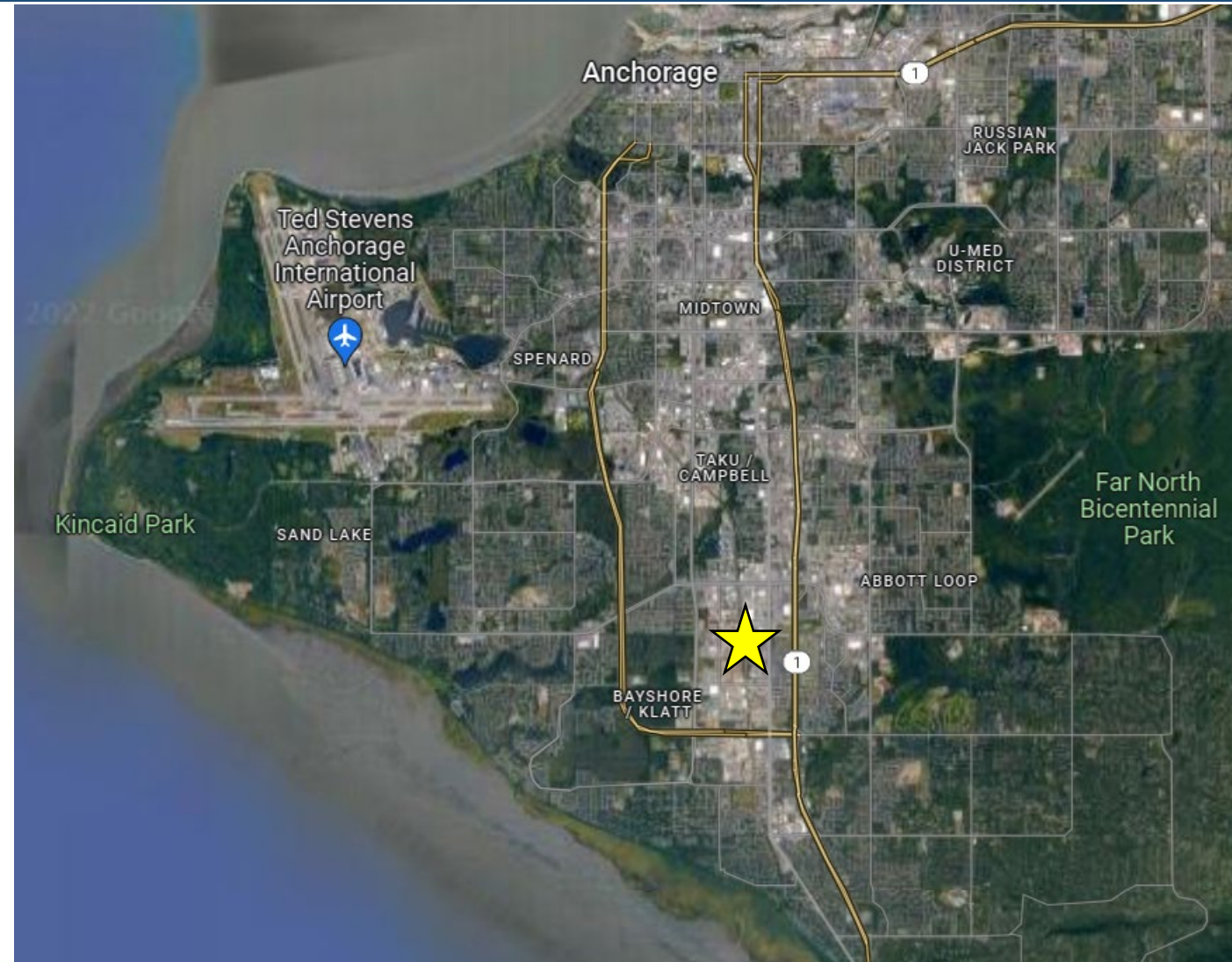
Community Solar Update

**Chugach Electric Association, Inc.
Regular Board of Directors' Meeting
December 14, 2022**



Feasibility Work Conducted

- Location
- Member survey
- Program design options
- Investment Tax Credit
- Enterprise software upgrade
- Preliminary cost estimates
- Timeline



Location

- Retherford Substation Property
- 800 E 94th near Old Seward
- 5 acres, 500 kW solar (yellow)
 - 1 kW blocks up to 25 kW per metered location
 - 600 MWh; 13.8% CF
- Room for expansion to 8 acres
- Good solar exposure
- Connect to 15 kV distribution



Q4 2022 Community Solar Survey Results

- Emailed one invitation to 601 members who expressed an interest in community solar in 2017/18. Received 173 Responses (29% response rate)
- 95% would still like Chugach to offer the program
- 86% responded that they are likely to participate
- Commitment
 - 45% prefer to **commit to project life** and **pay monthly** until paid off (80% prefer to pay off within 10 years)
 - 28% prefer to **commit to project life** and **pay up front**
 - 27% prefer to **"lease" for shorter term** and **pay monthly**
- 77% would prefer to **pay monthly** on their electric bill

Survey Results (Cont.)

- If member must end their commitment early
 - 63% prefer utility buy back shares
 - 37% prefer to transfer/sell to another member
- Would still participate if transferring/selling to another member were the only option
 - 61% Yes
 - 4% No
 - 35% Don't know



Program Design & Investment Tax Credit

	Program Design	Notes
Commitment	Member commits to full payment of shares	No option to subscribe for less than life of project
Member Payment	Pay upfront or monthly until paid off	
Ending Commitment Early	Member may transfer shares to another member	Chugach can maintain a wait list to match with new members
Investment Tax Credit	Chugach will obtain the Investment Tax Credit and pass savings to members	Lowers members' work and risk applying for ITC on their own
Backstop	Margins	Low risk of hitting margins due to required full commitment for project life
Pros	Reduces risk to utility, increases chance of Regulatory approval, ITC keeps costs low	
Cons	May not attract as many participants without subscription	

Cost Estimates

- Assuming 500 kW of Subscriptions
 - Solar & Interconnection: \$1M to \$1.2M
 - ITC Credit (40-60%): -\$0.4M to -\$0.6M
 - Other Cmty Solar Costs: \$0.3M to \$0.5M
 - Est. Total Upfront Cost: \$0.9M to \$1.1M
 - Est. Annual Costs: \$0.1M/yr

Assuming the ITC credit, community solar should cost less than residential retail rates

- Other Costs of Community Solar
 - Enterprise system integration
 - Member portal integration
 - Regulatory process
 - Permitting
 - Marketing
 - Contingency
 - Deconstruction/recycling at end of life
- Annual costs
 - Annual O&M equipment
 - Annual O&M program labor
 - Insurance

Time Horizon

- Timeline is under investigation
- Several long-lead-time items to consider:
 - New Enterprise software system
 - Long-lead equipment
 - Permitting
 - Regulatory approval
- Next Update: March 2023





Questions?

Chugach Electric Association, Inc.
Anchorage, Alaska

Summary of Executive Session Topics

Legislative Matters on Renewable and Clean Energy: Discussion on possible legislation in Juneau related to the advancement of clean energy, including renewable generation. (AS 10.25.175(c)(1))

Chugach – Hilcorp Alaska, LLC Shared Services Agreement: Discussion of contractual and financial matters related to a potential agreement for shared services between Chugach and Hilcorp Alaska, including transportation, logistics, and housing. (AS 10.25.175(c)(1) & (3))

Railbelt Reliability Council (RRC): Discussion of RRC's role related to state owned assets. (AS 10.25.175(c)(1) & (3))

2023-2027 Strategic Plan: Review and finalize Chugach's draft strategic plan. (AS 10.25.175(c)(1))

2023 Operating and Capital Budget Review: Discussion of 2023 capital and expense budget in preparation of final board approval on December 14, 2022. (AS 10.25.175(c)(1))

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. X.A.

Information Only
 Motion
 Resolution
 Executive Session
 Other

TOPIC

One Campus Plan

DISCUSSION

On December 7, 2022, the Operations Committee recommended the Board of Directors approve the attached resolution authorizing the Chief Executive Officer to move forward with the One Campus Plan.

The One Campus Plan is a plan to co-locate the remaining 165 employees into one campus by 2025, allowing Chugach to fully realize the efficiencies contemplated as a result of the integration with ML&P, which is expected to increase productivity, safety, reliability and security and unify the cultures between the two legacy organizations, as discussed in executive session.

MOTION

Move that the Board of Directors approve the attached resolution authorizing the Chief Executive Officer to move forward with the One Campus Plan.



RESOLUTION

Authorization to Move Forward With One Campus Plan

WHEREAS, Chugach Electric Association, Inc. (Chugach) closed on its acquisition of the assets of Municipal Light and Power (ML&P) on October 30, 2020;

WHEREAS, the primary justification for the acquisition was the significant savings to be achieved through combined operation of Chugach's and ML&P's utility assets;

WHEREAS, in addition to the operational savings associated with economies of scale from combined generation, transmission, distribution, and customer-related utility functions, Chugach identified other significant savings to be achieved through consolidation of Chugach's and ML&P's headquarters, warehouses, buildings, and other facilities (One Campus Plan);

WHEREAS, Chugach's One Campus Plan will allow it to (1) realize additional efficiencies and savings associated with the acquisition, (2) increase workforce productivity and collaboration among its employees and (3) improve the utility's overall operational safety, reliability, and security; and

WHEREAS, Chugach's initial economic analysis of the proposed One Campus Plan identified potential savings of approximately \$31.3 million net present value over a 20-year period; and

WHEREAS, the Board of Directors deems it advisable and in the best interest of Chugach to effectuate and carry out the One Campus Plan in the manner discussed in executive session.

NOW THEREFORE BE IT RESOLVED, that the Chief Executive Officer be, and hereby is, authorized and empowered to take all such further action and to execute and deliver all such further agreements, certificates, instruments, contracts, purchase orders, and other documents and agreements, in the name and on behalf of Chugach; to pay or cause to be paid all expenses; to take all such other actions as they shall deem necessary, desirable, advisable, or appropriate to consummate, effectuate, carry out, or further the One Campus Plan in the manner discussed in executive session.

CERTIFICATION

I, Samuel Cason do hereby certify that I am the Secretary of Chugach Electric Association, Inc., an electric non-profit cooperative membership corporation organized and existing under the laws of the State of Alaska: that the foregoing is a complete and correct copy of a resolution adopted at a meeting of the Board of Directors of this corporation, duly and properly called and held on the 14th day of December, 2022; that a quorum was present at the meeting; that the resolution is set forth in the minutes of the meeting and has not been rescinded or modified.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed the seal of this corporation on the 14th day of December, 2022.

Secretary

North Campus Map



South Campus Map



Schedule

	2022	2023				2024				2025			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Approve One Campus Plan	◆												
Building Remodel Contract			◆										
New Building Addition Contract				◆									
New Building Ribbon Cutting													◆

*Schedule subject to change

Summary

- **Co-locates the remaining 165 employees to the South Campus by 2025**
- **Allows Chugach to realize additional efficiencies**
- **Leads to increased productivity, safety, reliability and security, and unifies the cultures between the two legacy organizations**

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. X.B.

<u> </u>	Information Only
<u> X </u>	Motion
<u> </u>	Resolution
<u> </u>	Executive Session
<u> </u>	Other

TOPIC

Approve 2023 Operating and Capital Budget

DISCUSSION

On November 30, 2022, the Audit and Finance Committee met, reviewed, and recommended for approval a proposed 2023 Operating and Capital Budget.

The 2023 Operating Budget is expected to produce margins of \$8.4 million, Margins for Interest/Interest (MFI/I) ratio of 1.20, Times Interest Earned Ratio (TIER) ratio of 1.22 and Equity to Total Capitalization Ratio of 16.3%. These results are based on a Total Cost of Service of \$347.4 million, Total Revenue of \$355.0 million and Non-Operating Margins of \$0.8 million.

The 2023 Capital Budget cash requirement is \$154.5 million, consisting of \$32.6 million in energy storage, \$31.3 million in Distribution, \$21.0 million in Transmission and Sub-transmission, \$7.1 million in Generation, \$23.1 million in BRU and \$39.4 million in Deferred Plant, General Plant and Telecommunications/SCADA capital expenditures. The 2023 Capital Budget includes \$32.2 million funding from surcharges related to BRU and undergrounding.

MOTION

Move that the Board of Directors approve the 2023 Operating and Capital Budget which is expected to produce margins of \$8.4 million, MFI/I ratio of 1.20, TIER ratio of 1.22 and Equity to Total Capitalization ratio of 16.3%. These results are based on a Total Cost of Service of \$347.4 million, Total Revenue of \$355.0 million, Non-Operating Margins of \$0.8 million, and a capital expenditure cash requirement of \$154.5 million.

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

December 14, 2022

ACTION REQUIRED

AGENDA ITEM NO. X.C.

- Information Only
 - Motion
 - Resolution
 - Executive Session
 - Other
-

TOPIC

Approval of the 2023 - 2027 Strategic Plan

DISCUSSION

Chugach Electric Association, Inc. (Chugach) Board Policy 306 (Strategic Planning) requires that the strategic plan be approved on an annual basis by the Board of Directors. Chugach's strategic plan has been updated based on the results of strategic planning sessions held in August and subsequent discussion in executive sessions held in November and December 2022.

MOTION

Move that the Board of Directors approve the 2023 – 2027 Strategic Plan as discussed in executive sessions.