CHUGACH ELECTRIC ASSOCIATION, INC.
ANCHORAGE, ALASKA

REGULAR BOARD OF DIRECTORS' MEETING

AGENDA

Rachel Morse, Chair
Bettina Chastain, Vice Chair
Harold Hollis, Treasurer
James Henderson, Secretary

Sam Cason, Director
Mark Wiggin, Director
Erin Whitney, Director

October 20, 2021 | **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 – "Know What to do during an Emergency" (Freeman)*

II. APPROVAL OF THE AGENDA*

III. PERSONS TO BE HEARD
   - *A. Member Comments*

IV. CONSENT AGENDA
   - *A. Board Calendar*
   - *B. Training and Conferences*
     1. *APA Legislative Conference, January 25-27, 2022, Juneau, AK*
     2. *NRECA Annual Meeting, March 3-9, 2022, Nashville, TN*
   - *C. Minutes*
     1. *September 22-23, 2021, Regular Board of Directors' Meeting (Quezon)*
   - *D. Director Expenses (9/18/21 – 10/15/21)*

V. EXECUTIVE SESSION* *(scheduled) (4:10 p.m.)*
   - *A. CEO Recruitment Services – Board Discussion (4:10 p.m.)*
   - *B. Board Attendance – Board Discussion (5:10 p.m.)*

VI. NEW BUSINESS* *(scheduled) (5:30 p.m.)*
   - *A. CEO Recruitment Services* (Board) (5:30 p.m.)*
   - *B. COVID-19 Public Health Threat* (Board) (5:35 p.m.)*

VII. CEO REPORTS AND CORRESPONDENCE *(5:40 p.m.)*

A. August 2021 Financial Statements and Variance Report (Highers) (5:40 p.m.)

B. 3rd Quarter 2021 Safety Report (Freeman/Clarkson) (5:50 p.m.)

C. Board Policy Scheduled Tasks/Reports (Board/Staff) (6:00 p.m.)

VIII. DIRECTOR REPORTS *(6:10 p.m.)*

A. Alaska Power Association (APA) Report

B. Alaska Railbelt Cooperative Transmission & Electric Company (ARCTEC) Report

C. Renewable Energy Alaska Project (REAP) Report

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

E. Other Meeting Reports

IX. UNFINISHED BUSINESS *(none)*

X. EXECUTIVE SESSION* *(continued) (6:30 p.m.)*

A. Update on Railbelt Reliability Council (RRC) (Hickey) (6:30 p.m.)

B. ARCTEC Discussion (Board) (7:00 p.m.)

XI. NEW BUSINESSS *(none)*

XII. DIRECTOR COMMENTS *(7:30 p.m.)*

XIII. ADJOURNMENT* *(7:45 p.m.)*

KNOWING WHAT TO DO IN AN EMERGENCY

Regular Board Of Directors' Meeting
October 20, 2021

KEEP CALM

KEY POINTS

- Think through things beforehand.
- Take a deep breath. Stay calm and be smart from the very start.
- Determine whether you are safe or need to take action.
- The most obvious problem is not always the most serious problem.
- Remember the ABCs for first aid.
- Be prepared. Have with you, things you may need.

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XIII. ADJOURNMENT* *(7:45 p.m.)*

October 2021

October 2021

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November 2021

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 26	27	28	29	30	Oct 1	2
3	4	5 9:30am CEO Succession Planning Committee (Morse, Chastain, Hollis) (StarLeaf Cloud) - CCBOD 12:00pm REAP Energy Speaker Series - EV Charging (Webinar)	6	7	8	9
10	11	12 9:30am Site Visit to Beluga (Wiggin, Cason, Whitney, Hollis) (Details to Follow) - Connie 2:30pm Site Visit - Plant 2A (Wiggin) (Following the Beluga Plant Visit) -	13 9:15am Pre-Mtg @ 9:15 a.m. (Search Firm Questions) 9:30am NRECA - CEO Search Interview 1:00pm JK Executive Strategies - CEO 4:00pm Operations Committee Meeting	14 2:00pm Pre-Meeting - APA Dues (Chugach Boardroom) - Connie Owens 2:30pm 1:1 w/Crystal Enkvist - APA Dues (Morse/Hollis/Chastain) (Chugach Boardroom) -	15 9:30am Review Board Packet (Morse/Chastain) (boardroomCR) - Connie Owens	16
17	18 1:00pm Dan Rourke - Reference Call - JK Executive Strategies 2:00pm Robert Blair - Reference Call - JK Executive Strategies 3:00pm Randy Suess (Inland Power and Light) NRECA	19 9:00am Price Brower (Barrow) - Reference Call - NRECA (StarLeaf Cloud) - Connie Owens 11:30am Site Visit - Plant 2A (Hollis, Cason) (Details to Follow) - Connie	20 9:30am APA Government Affairs Committee Meeting 1:00pm Daryl Jones - NRECA CEO Search Reference Call 4:00pm Regular Board of Directors Meeting	21	22 9:00am Railbelt Issues Forum (Hollis/Henderson) (Microsoft Teams Meeting) - Catherine Sullivan	23
24	25 2021 Electrify Alaska Conference (Hollis) (Cordova, Alaska)	26 3:00pm SEPA (Community Solar-Lessons in Success) (Virtual Workshop) 4:00pm SEPA (Energy Storage's Role in the Journey to Carbon Free Future)	27	28 3:00pm SEPA - A Preview of the Grid Architecture Primer (Virtual Workshop) 4:00pm SEPA - Transactive Energy for the Future Grid (Virtual Workshop)	29	30
31	Nov 1	2	3	4	5	6

November 2021

November 2021

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December 2021

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 31	Nov 1 9:30am Pre Meeting for Cooper Landing Visit - (Morse, Hollis, Wiggin) (BoardroomCR) - Connie Owens	2 3:00pm SEPA - The Role of Microgrids in a Carbon Free and Resilient Energy System (Virtual Workshop) 4:00pm SEPA - Standards Everywhere... But Which Should I Use? (Virtual Workshop)	3	4 3:00pm SEPA - Utility and Industry Trends: What's Going on with Transportation 3:30pm Trip to Cooper Landing (Morse, Wiggin, Hollis) (Leave Chugach at 4:00pm Planning EV Fleet Demand Management Like A	5	6
7	8	9 8:30am BRU Gas Field Visit (Wiggin, Hollis, Morse, Whitney, Cason) (TBD) - Connie Owens	10 9:00am Audit and Finance Packet Review (Hollis) (BoardroomCR) - Connie Owens	11	12	13
14	15	16 4:00pm Audit and Finance Committee (BoardroomCR) - Connie Owens	17	18	19 9:30am Review Board Packet (Morse/Chastain) (BoardroomCR) - Connie Owens	20
21	22 2:30pm Film Board Interviews for Board 2:30pm Wiggin - Board Video 2:40pm Whitney - 2:50pm Cason - Board 3:00pm Chastain - 3:10pm Morse Board 3:20pm Hollis - Board 3:40pm Henderson - 4:00pm Regular Board	23	24	25 Thanksgiving Holiday	26	27
28	29	30 9:30am APA Board Strategic Planning (Hollis/Henderson) (Lakefront Hotel) - CCBOD	Dec 1	2	3	4

December 2021

December 2021

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January 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 28	29	30	Dec 1 8:30am APA Board Strategic Planning (Hollis/Henderson) (Lakefront Hotel) - CCBOD 4:00pm Governance Committee Meeting (BoardroomCR) - Connie Owens	2 8:30am APA Board of Directors Meeting (Hollis/Henderson) (Lakefront Hotel) - CCBOD 11:00am Audit and Finance Packet Review (Hollis) (boardroomCR) - Connie Owens	3 9:00am Strategic Planning Follow-up (Meghan Room) - CCBOD	4
5	6 4:00pm Audit Committee Meeting (Budget/CIP) (BoardroomCR) - Connie Owens	7	8 4:00pm Operations Committee Meeting (BoardroomCR) - Connie Owens	9	10 Directors Winter School (12/10-12/15) (Nashville, TN) 9:30am Review Board Packet (Morse/Chastain) (BoardroomCR) - Connie Owens	11
12 Directors Winter School (12/10-12/15) (Nashville, TN)	13	14	15 4:00pm Regular Board of Directors Meeting (BoardroomCR) - Connie Owens	16	17	18
19	20	21	22	23 Christmas Holiday Observed	24	25 Christmas Day
26	27	28	29	30 New Year's Holiday Observed	31	Jan 1, 22

January 2022

January 2022

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February 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 26	27	28	29	30	31	Jan 1, 22 New Years Day
2	3	4	5	6	7	8
9	10	11	12	13	14 9:30am Review Board Packet (Morse/Chastain) (BoardroomCR) - CCBOD	15
16	17	18	19 4:00pm Regular Board of Directors Meeting (Board Room CR) - Connie Owens	20	21	22
23	24	25 NRECA Director Training (Juneau, AK)	26 APA State Legislative Conference (Juneau, AK) - Connie Owens	27	28	29
30	31	Feb 1	2	3	4	5

February 2022

February 2022

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March 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 30	31	Feb 1	2	3	4	5
6	7	8	9 4:00pm Operations Committee Meeting (boardroomCR) - Connie Owens	10	11	12
13	14	15	16 4:00pm Board of Directors Meeting (BoardroomCR) - Connie Owens	17	18 9:30am Review Board Packet (Morse/Chastain) (boardroomcr) - Connie Owens	19
20	21	22	23 4:00pm Governance Committee Meeting (Boardroomcr) - Connie Owens	24	25	26
27	28	Mar 1	2	3	4	5

March 2022

March 2022

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April 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Feb 27	28	Mar 1	2	3	4	5
				NRECA Annual Meeting (March 3-9, 2022) (Nashville, TN) - Connie Owens		
6	7	8	9	10	11	12
NRECA Annual Meeting (March 3-9, 2022) (Nashville, TN) - Connie Owens						
13	14	15	16	17	18	19
					9:30am Review Board Packet (BoardroomCR) - Connie Owens	
20	21	22	23	24	25	26
			4:00pm Regular Board of Directors Meeting (BoardroomCR) - Connie Owens			
27	28	29	30	31	Apr 1	2
			4:00pm Audit and Finance Committee Meeting (BoardroomCR) - Connie Owens			

April 2022

April 2022

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May 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 27	28	29	30	31	Apr 1	2
3	4	5	6	7	8	9
10	11	12	13 4:00pm Operations Committee Meeting (BoardroomCR) - Connie Owens	14	15	16
17	18	19	20 4:00pm Governance Committee Meeting (boardroomCR) - Connie Owens	21	22 9:30am Review Board Packet (Morse/Chastain) (BoardroomCR) - Connie Owens	23
24	25	26	27 4:00pm Regular Board of Directors Meeting (BoardroomCR) - Connie Owens	28	29	30

May 2022

May 2022

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June 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 1 NRECA Legislative Conference (5/1-5/3) (Washington DC)	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18 4:00pm Audit and Finance Committee Meeting (BoardroomCR) - Connie Owens	19	20 9:30am Review Board Packet (Morse/Chastain) (boardroomCR) - Connie Owens 3:00pm Annual Meeting (ChangePoint) - Connie Owens	21
22	23	24	25 4:00pm Regular Board of Directors Meeting (BoardroomCR) - Connie Owens	26	27	28
29	30 Memorial Day - Connie Owens	31	Jun 1	2	3	4

June 2022

June 2022

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July 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 29	30	31	Jun 1	2	3	4
5	6	7	8 APA Federal Legislative Conference (Washington, DC) - Connie Owens 4:00pm Operations Committee Meeting	9	10	11
12	13	14	15 4:00pm Governance Committee Meeting	16	17 9:30am Review Board Packet w/Chair	18
19	20	21	22 4:00pm Regular Board of Directors Meeting	23	24	25
26	27	28	29	30	Jul 1	2

July 2022

July 2022

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August 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 26	27	28	29	30	Jul 1	2
3	4 Independence Day Holiday	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22 9:30am Review Board Packet w/Chair	23
24	25	26	27 4:00pm Regular Board of Directors Meeting	28	29	30
31	Aug 1	2	3	4	5	6

August 2022

August 2022

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September 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 31	Aug 1	2	3	4	5	6
7	8	9	10 4:00pm Operations Committee Meeting (BoardroomCR)	11	12	13
14	15	16	17 4:00pm Audit and Finance Committee Meeting (BoardRoomCR) - Connie Owens	18	19	20
21	22	23	24 APA Annual Meeting (8/23-8/26) (Ketchikan, AK)	25	26	27
28	29 9:30am Review Board Packet (LDT's Office)	30	31 4:00pm Regular Board of Directors Meeting (BoardroomCR)	Sep 1	2	3

September 2022

September 2022

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October 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Aug 28	29	30	31	Sep 1	2	3
4	5 Labor Day	6	7	8	9	10
11	12	13	14 4:00pm Governance Committee Meeting	15	16 9:30am Review Board Packet w/Chair	17
18	19	20	21 Tentative: Strategic Planning (9/21-9/23) 4:00pm Regular Board of Directors Meeting	22	23	24
25	26	27 Region IX Meeting (Portland, OR)	28	29	30	Oct 1

October 2022

October 2022

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November 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 25	26	27	28	29	30	Oct 1
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9	10	11	12 4:00pm Operations Committee Meeting	13	14	15
16	17	18	19	20	21 9:30am Review Board Packet	22
23	24	25	26 4:00pm Regular Board of Directors Meeting	27	28	29
30	31	Nov 1	2	3	4	5

November 2022

November 2022

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December 2022

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 30	31	Nov 1	2	3	4	5
6	7	8	9 4:00pm Audit and Finance Committee (Budget and CIP) (BoardroomCR) - Connie Owens	10	11	12
13	14	15	16 4:00pm Audit and Finance Committee Meeting (BoardroomCR) - Connie Owens	17	18 9:30am Review Board Packet	19
20	21 4:00pm Regular Board of Directors Meeting	22	23	24 Thanksgiving Holiday	25	26
27	28	29	30 4:00pm Governance Committee Meeting	Dec 1	2	3

December 2022

December 2022

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January 2023

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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 27	28	29	30	Dec 1	2	3
4	5	6	7 APA Open House and December Meeting Series (Details t 4:00pm Operations Committee Meeting	8	9 9:30am Review Board of Directors Packet	10
11	12	13	14 4:00pm Regular Board of Directors Meeting	15	16	17
18	19	20	21	22	23 Christmas Eve (Holiday Observe)	24 Christmas Eve
25 Christmas Day	26 Christmas Day (Holiday Observed)	27	28	29	30 New Year's Eve (Holiday Observed)	31 New Years Eve

Alaska Power Association 2022 Legislative Conference

January 26- January 27, 2022 Centennial Hall, Juneau , AK

Agenda

Tuesday, January 25, 2022

Early registration *(Location TBD)*	**4:00 p.m. - 5:30 p.m.**

Wednesday, January 26, 2022

Breakfast *(Centennial Hall)*	**7:30 a.m. - 8:30 a.m.**
Federal legislative briefings **Rep. Don Young (via teleconference)** **Sen. Lisa Murkowski (video address)** **Sen. Dan Sullivan (video address)**	**8:00 a.m.**
APA Legislative Briefing Crystal Enkvist, Executive Director, and Larry Markley, APA lobbyist Henry Strub, Chair, AK CARE Committee	**8:30 a.m.**
Legislator Panel	**9:00 a.m. - 10:00 a.m.**
Break	*10:00 a.m. – 10:15 a.m.*
Administration Panel	**10:15 a.m. – 11:15 a.m.**
Break	*11:15 a.m. – 11:30 a.m.*
Lunch	**11:30 a.m. – 1:00 p.m.**
Hill visits	**1:00 p.m. - 5:30 p.m.**
APA Legislative Reception *(Event to be determined)*	**5:30 p.m. - 7:30 p.m.**

Thursday, January 27, 2022

Breakfast (*Centennial Hall)*	**7:30 a.m. - 8:00 a.m.**
Speaker:	**8:00 a.m. - 8:30 a.m.**
Legislator Panel	**8:30 a.m. - 9:30 a.m.**

Attendees are asked to please exit the room during the break so it may be rearranged for the APA Board of Directors meeting.

APA Board of Directors meeting *(Centennial Hall)* ***Agenda subject to change**	**10:30 a.m. - 12:00 p.m.**

Winter School for Directors

Nashville, TN | December 10 - 14, 2021

Schedule

Subject to change.

FRI. 12/10

8:00am - 4:00pm	901.1 Rules and Procedures for Effective Board Meetings
8:00am - 4:00pm	905.1 Assessing Governance: Taking a Continuous Improvement Approach to Governing Your Co-op
8:00am - 4:00pm	955.1 Your Board's Culture: Its Impact on Effectiveness
8:00am - 4:00pm	935.1 Appraising and Compensating the CEO
8:00am - 4:00pm	975.1 Capital Credits Issues and Decisions
8:00am - 4:00pm	2600 Director Duties and Liabilities

SAT. 12/11

8:00am - 4:00pm	971.1 Governance Challenges of the Evolving Distribution Cooperative
8:00am - 4:00pm	974.1 Rate Making Strategies & Policy Decisions for Electric Co-op Boards
8:00am - 4:00pm	2620 Board Operations and Process
8:00am - 4:00pm	913.1 Cooperative Fundamentals, Legacy, and Economic Impact
8:00am - 4:00pm	953.1 Improving Board Decision Making Quality
8:00am - 4:00pm	943.1 Conversation Skills Outside the Boardroom
8:00am - 4:00pm	903.1 The Role of the Board Chair in Conducting Effective Meetings

SUN. 12/12

8:00am - 4:00pm	956.1 Crucial Conversations in The Boardroom

8:00am - 4:00pm	2640 Financial Decision Making
8:00am - 4:00pm	961.1 The Evolution of Electric Cooperative Power Supply
8:00am - 4:00pm	927.1 Cybersecurity: The Board's Oversight Role - NEW!
8:00am - 4:00pm	951.1 Developing Effective Boardroom Decision-Making
8:00am - 4:00pm	925.1 Co-op Bylaws: Guiding Principles & Current Issues

MON. 12/13

8:00am - 4:00pm	963.1 Strategic Technologies and Their Impact on The Cooperative
8:00am - 4:00pm	977.1 Equity Management and Boardroom Decision Making
8:00am - 4:00pm	2610 Understanding the Electric Business
8:00am - 4:00pm	952.1 Increasing Influence and Building Board Consensus - NEW!
8:00am - 4:00pm	957.1 How to Evaluate and Improve Board Performance
8:00am - 4:00pm	919.1 Cooperative Structure: A Strategic Advantage
8:00am - 4:00pm	958.1 Succession Planning: Developing the Purpose-Driven Organization

TUE. 12/14

8:00am - 4:00pm	929.1 Current Issues in Policy Development
8:00am - 4:00pm	921.1 Risk Oversight: The Board's Role in Risk Management
8:00am - 4:00pm	2630 Strategic Planning
8:00am - 4:00pm	930.1 Ethics and Governance: Implementing the New Accountability
8:00am - 4:00pm	964.1 Communicating the New Energy Landscape

Save the Date!

ecember 10 - **In-Person** Register by

4, 2021 Nashville, TN December 10, 2021

REGISTER

View My Co-op's Registrants

Winter School for Directors

Nashville, TN | December 10 - 14, 2021

Schedule

Subject to change.

FRI. 12/10

8:00am - 4:00pm

901.1 Rules and Procedures for Effective Board Meetings

This course provides an overview of what directors need to know about parliamentary procedure to become more effective participants in board meetings. Participants will understand the purpose and use of proper procedure in business meetings and become familiar with the basic structure and content of Robert's Rules of Order.

8:00am - 4:00pm

905.1 Assessing Governance: Taking a Continuous Improvement Approach to Governing Your Co-op

Putting a governance assessment on your board's to do list may be a good idea. Similar to a board performance evaluation, a governance assessment is a thoughtful and thorough review of governance bylaws, policies, practices and legal requirements. Doing this from time to time can help ensure that your co-op is keeping up with evolving member preferences and changes in the law. This course is designed to walk directors or boards through a governance assessment process.

8:00am - 4:00pm

955.1 Your Board's Culture: Its Impact on Effectiveness

Directors have official responsibilities, but they also tend to conform to the unique culture of their boardroom. Some cultures can promote board effectiveness, but others lead to conflict, complacency or similar counterproductive behaviors. This course explains the concept of boardroom culture through an examination of real board case studies and discusses why directors should understand and monitor their own boardroom cultures.

8:00am - 4:00pm

935.1 Appraising and Compensating the CEO

The board is responsible for appraising and compensating the chief executive officer. Appraisal is the process of using agreed-upon measures to evaluate the CEO's performance. Compensation is the process of developing a salary range and approving a salary based on the appraisal. This course focuses on helping directors to fulfill these responsibilities to ensure a sound board-CEO relationship.

8:00am - 4:00pm 975.1 Capital Credits Issues and Decisions

Adopting and implementing a capital credits policy are key responsibilities of a co-op's board of directors and management. In this era of increased scrutiny of capital credits by members and legislators, directors must understand the co-op's capital credits policy; be able to explain it to the membership; and ensure that management design and implement a communications plan for the co-op's capital credits philosophy.

8:00am - 4:00pm 2600 Director Duties and Liabilities

Boards are responsible for directing the affairs of the corporation. This course discusses and explains the duties of loyalty, obedience, and due care, and the need for directors to acquire the minimum knowledge and skills necessary to fulfill their responsibilities within the cooperative context.

SAT. 12/11

8:00am - 4:00pm 971.1 Governance Challenges of the Evolving Distribution Cooperative

The distribution cooperative marketplace is changing faster today than at any time since our foundational period. Distribution cooperatives' relationship with their members are transforming due to changing member preferences, new business models, new technologies and third-party applications. This course focuses on how these changes call for different ways of thinking, data collection and analysis at the board level if boards are to fulfill their oversight responsibilities and strategic vision.

8:00am - 4:00pm 974.1 Rate Making Strategies & Policy Decisions for Electric Co-op Boards

The jointly developed (NRECA and CFC) publication titled, Retail Rate Guide (2017) is featured in this course. If you haven't taken this course in over three years, it's time to take it again. Directors discuss the complex issues that they must balance when they consider business plans, financial policies, alternative rate philosophies and strategies. This course discusses how current rates methodologies affect rising power costs and the current focus on energy efficiency and conservation. Attendees use case studies and problems to analyze and discuss issues such as equity goals, long-range revenue requirements, achieving fairness for multiple rate classes, and dealing with proposed rate increases.

8:00am - 4:00pm

2620 Board Operations and Process

The board of directors is responsible for managing the affairs of the corporation. In fulfilling its duties, the board typically can only take official action via majority vote in a duly convened meeting. This course focuses on the legal requirements for holding board meetings and also on the human factors and group processes that make such meetings productive and effective.

8:00am - 4:00pm

913.1 Cooperative Fundamentals, Legacy, and Economic Impact

Understanding the unique aspects of the cooperative business model better prepares directors to lead organizations with purpose, not profit, at their core. In this course, participants will explore the cooperative principles and define how they provide a competitive advantage for today's co-op organizations.

8:00am - 4:00pm

953.1 Improving Board Decision Making Quality

Boards exist to make decisions on behalf of the members. At a time when cooperative governance is under scrutiny, boards are looking for ways to demonstrate that their decisions are grounded in fair process and with appropriate objectivity and due diligence. Recognizing, and avoiding, the common pitfalls of decision-making can increase the likelihood of the board making a good decision while decreasing the risks of making bad ones. This course delves into the hurdles, traps and minefields that can negatively impact boardroom decision-making and provides strategies for how to counterbalance them.

8:00am - 4:00pm

943.1 Conversation Skills Outside the Boardroom

Many co-ops are getting member requests for information as the energy industry evolves toward a consumer-centric model. Co-ops are well positioned as their members' trusted energy advisor to provide education and information on the changing energy landscape. While directors are not the co-op's official spokespersons they are sometimes asked questions by members when they are out in the community. This course provides directors with skills and guidance on how to handle such situations by either responding or referring questions to their co-op's CEO or designated spokesperson. Participants will observe and practice how (or how not) to communicate their co-op's policies, plans, and positions on such timely matters as rates, distributed energy resources, or the benefits of belonging to a consumer-centric cooperative utility.

8:00am - 4:00pm 903.1 The Role of the Board Chair in Conducting Effective Meetings

The board chair has the responsibility for organizing the meeting, creating a productive atmosphere, allowing for the free exchange of opinion, presenting the issues to be resolved, bringing the decisions to resolution, and moving the cooperative forward. This course focuses on the skills necessary to run an effective meeting, with group activities to practice handling common presiding problems. The material is presented in a practical framework in compliance with Robert's Rules of Order.

SUN. 12/12

8:00am - 4:00pm 956.1 Crucial Conversations in The Boardroom

This highly interactive one-day course teaches electric cooperative directors skills for creating alignment and agreement in the boardroom by fostering open dialogue around high-stakes, emotional or risky topics—on the issues that face electric cooperatives today. Using real world co-op examples, directors will practice speaking for clarity and purpose; encourage others to do the same; and, analyze the best ideas to make the highest-quality decisions with the goal of acting on issues with unity and commitment.

8:00am - 4:00pm 2640 Financial Decision Making

This course is designed to help directors assess their cooperative's financial position via financial statements used in financial reporting and planning, as well as key ratios developed from these financial statements. Participants will also recognize how board decisions impact their co-op's financial position.

8:00am - 4:00pm

961.1 The Evolution of Electric Cooperative Power Supply

Electric co-op boards face a rapidly evolving energy landscape where power supply decisions are more complex, involve greater risks and have greater cost consequences for members than ever before. The low price of natural gas, the combination of state renewable portfolio requirements, the falling prices of wind and solar and environmental regulations are leading a fundamental shift in the U.S. electricity generation portfolio. This course focuses on strategies boards can pursue in the face of this uncertainty including understanding what members want, working closely with power suppliers, communicating with members and being their trusted energy advisor.

8:00am - 4:00pm

927.1 Cybersecurity: The Board's Oversight Role - NEW!

As a result of a rapidly changing cyber-threat landscape and the growth of digitization electric cooperative boards recognize the need to govern cyber risks effectively. Boards face a balancing act with cybersecurity and continued pursuit of digital innovation, transformation, and meeting member needs. Together with management the electric cooperative board needs to carefully assess how much cyber risk it is willing to accept in order to pursue their overall strategy. This course is designed to help distribution cooperative directors find that balance and fulfil their cybersecurity oversight responsibilities.

8:00am - 4:00pm

951.1 Developing Effective Boardroom Decision-Making

The primary purpose of a board of directors is to make decisions. In today's complex energy industry, effective boardroom decision making is a must. Directors need the tools to assess today's challenges and to determine the best choice for the long-term interests of the cooperative's membership. This course provides directors with the techniques and skills needed to listen, identify issues, engage in constructive discussions and resolve conflicts so that the board can reach satisfactory solutions.

8:00am - 4:00pm

925.1 Co-op Bylaws: Guiding Principles & Current Issues

The continuing evolution of the structure of the electric industry in the U.S. has brought about increased scrutiny by consumers and regulators. As a result, many electric cooperatives are being challenged to make sure their bylaws adequately address new situations including changing membership, "large load" exceptions to some state territorial laws, diversified services, distributed generation, and changes in some state or federal laws and regulations. This course will assist directors, CEOs, and agents of electric cooperatives in undertaking a comprehensive review of the co-op's bylaws and highlight the implications that these changes, issues, and challenges bring to bear in future bylaw revisions.

MON. 12/13

8:00am - 4:00pm 963.1 Strategic Technologies and Their Impact on The Cooperative

This course focuses on the importance of technology planning by examining today's emerging technologies using four questions: What will the technology do for the membership? What will it do for the business of the cooperative? Is it cost effective? How well will it integrate with existing systems? This course explores a wide variety of technologies; the role of management versus the board in technology planning and strategies to get the most out of technology investments.

8:00am - 4:00pm 977.1 Equity Management and Boardroom Decision Making

This class has the board member consider common board room decisions and how these decisions impact the cooperative's financial strength. In one day, you will cover a year's worth of key financial decisions and how they affect the cooperative's equity position. Concepts will be reinforced through practical and strategic exercises designed to give attendees a theoretical understanding that he/she can apply to situations back at their own co-op.

8:00am - 4:00pm 2610 Understanding the Electric Business

The electric utility industry is an evolving high-tech system that must be designed and engineered to meet regulatory and consumer standards for reliability, quality, and safety. This requires an appropriate investment on a planned and ongoing basis. This course provides directors with an understanding of the key components of the electric utility industry.

8:00am - 4:00pm 952.1 Increasing Influence and Building Board Consensus - NEW!

Electric cooperative boards face new challenges in finance, technology, and energy transition while navigating shifting population demographics. This course provides directors with the skills necessary to successfully meet these complex challenges. Through group discussion and case studies, participants will learn enhanced conflict resolution, negotiation techniques, how to navigate difficult power asymmetries, establishing influence, and the importance of team diversity in avoiding group think.

8:00am - 4:00pm

957.1 How to Evaluate and Improve Board Performance

All effective organizations, corporations and institutions have at least one thing in common: They implement a formal process to evaluate their performance to find areas where they can improve. Increasingly, corporate boards are following suit. The board of directors is the globally recognized system for directing the affairs of a company or corporation and for ensuring its long-term health. Designed for cooperatives and public power district boards, this course will show them how to evaluate their own processes, including how they communicate with and appraise the chief executive; how they educate new directors; how they conduct strategic planning; how they govern themselves through the policy making process; and how they ensure they meet the long-term needs of the membership.

8:00am - 4:00pm

919.1 Cooperative Structure: A Strategic Advantage

The cooperative business model provides unique advantages to electric co-ops in today's challenging and shifting energy environment. Electric cooperatives that live their purpose and operate in accordance with the cooperative business model empower their members to improve their quality of life. This course is designed to help directors to tap into the strategic advantage of the cooperative structure through greater understanding and use of the cooperative principles and values.

8:00am - 4:00pm

958.1 Succession Planning: Developing the Purpose-Driven Organization

Board, CEO and staff succession planning are essential to ensuring tomorrow's purpose-driven organization. Personnel change is inevitable in every organization. Often, such change can be challenging, especially when vacancies occur in leadership positions. This course focuses on the board's responsibility and role in ensuring that the cooperative has a succession plan in place for the CEO and its overall leadership. Also discussed is the board's role in ensuring that the CEO has a process in place to ensure ongoing development of the organization's workforce potential and a plan to ensure leadership continuity and quality.

TUE. 12/14

8:00am - 4:00pm 929.1 Current Issues in Policy Development

Policies set the standard for board behavior. Attendees learn to view policies as proactive tools to establish a standard of board behavior required for governance in today's electric cooperative boardroom. This course revisits the fundamentals of governance and the roles policies play in contributing to effective governance.

8:00am - 4:00pm 921.1 Risk Oversight: The Board's Role in Risk Management

Electric co-op boards are operating in what may be one of the most challenging business environments any generation of directors has ever known. The array of risks ranges from financial, regulatory, cyber and economic to technology and changing member demographics. This course is designed to provide directors with the principles and tools to improve their processes for overseeing the cooperative's risk management activities. Using co-op examples and real world case studies, this interactive course discusses the unique role of board and management to identify, manage and mitigate risk with processes that are appropriate to the characteristics of individual cooperatives.

8:00am - 4:00pm 2630 Strategic Planning

Boards have ultimate responsibility for ensuring and evaluating the long-term health of the organization. They help fulfill this duty through strategic thinking, identifying goals through strategic planning and authorizing the appropriate allocation of resources through the adoption of financial policies, budget review and approval and monitoring management's progress toward strategic goals. This course teaches directors how to participate effectively in strategic thinking and planning processes.

8:00am - 4:00pm

930.1 Ethics and Governance: Implementing the New Accountability

In this era of corporate accountability, boards and management are expected—and in some cases required—to implement standards, programs, and procedures addressing such issues as ethical behavior, document retention, whistle-blower protection, fraud risk assessment, and financial transparency. This course explains the background of these issues and presents practical strategies to help electric cooperatives design and develop plans and programs that address new governance expectations.

8:00am - 4:00pm

964.1 Communicating the New Energy Landscape

The emergence of Distributed Energy Resources (DER) technologies is giving consumers more choices than ever before. Electric cooperatives are well positioned as consumer-owned organizations to be their member's "trusted partner" in navigating the opportunities, risks and benefits of solar and other emerging technologies. This course discusses the top DER technologies, policy issues and questions that co-ops must be prepared to discuss with their members.

ave the Date!

ecember 10 - 4, 2021

In-Person
Nashville, TN

Register by
December 10, 2021

REGISTER

View My Co-op's Registrants

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

September 22-23, 2021
Wednesday - Thursday
8:30 a.m.

REGULAR BOARD OF DIRECTORS' MEETING

Recording Secretary: Arden Quezon

I. CALL TO ORDER

Chair Morse called the Regular Board of Directors' Meeting to order at 8:30 a.m. at the Megan Room, Anchorage, Alaska.

A. Roll Call

Board Members Present:
Rachel Morse, Chair
Bettina Chastain, Vice Chair
James Henderson, Secretary
Harold Hollis, Treasurer
Sam Cason, Director *(arrived during Executive Session)*
Mark Wiggin, Director
Erin Whitney, Director

Guests and Staff Attendance
Present:

Lee Thibert	Kathy Harris	Denali Daniels,
Brian Hickey	Laurie Wolf, Foraker	Denali Daniels & Associates
Mark Fouts	Group	Logan Daniesl-Engevold,
Brian Hickey	Aaron Wisemann,	Denali Daniels & Associates
Connie Owens	Gonzalez Marketing	Julie Hasquet

B. Safety Minute

Lee Thibert, Chief Executive Officer discussed *"Emergency Exits"*.

II. APPROVAL OF AGENDA

Director Wiggin 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. EXECUTIVE SESSION

A. Introduction – Laurie Wolf, President and CEO, Foraker Group

B. Board Roles and Responsibilities
C. Introduction – Denali Daniels & Associates (1:00 p.m.)
D. Review of Strategic Plan and Priority Areas
E. Strategic Plan Initiatives
1. Carbon Reduction/Renewable Portfolio Standard (Hickey)
2. Purchase of Seward's G&T Assets (Hickey)

At 8:43 a.m., Director Hollis moved and Director Wiggin seconded the motion that pursuant to Alaska Statute 10.25.175 (c)(1) and (3) 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.

Director Cason arrived during Executive Session.

IV. RECESS

V. RECONVENE MEETING

A. The meeting reconvened on September 23, 2021 at 8:30 a.m. at the Megan Room, Anchorage, Alaska.

VI. EXECUTIVE SESSION

A. Continuation of Strategic Plan Initiatives
1. Utility of the Future – A Look Ahead (Fouts)
B. Review Preliminary Communications Plan (Hasquet)
C. Board Feedback on Strategic Plan and Next Steps (Board)

The meeting reconvened in open session at 2:01 p.m.

VII. PERSONS TO BE HEARD

None.

VIII. CONSENT AGENDA

A. Board Calendar
B. Minutes
1. August 25, 2021, Regular Board of Directors' Meeting (Quezon)
C. Director Expenses
D. Net Metering
E. Sale of Renewable Energy Certificates
F. NRECA 2021 Compendium of Proposed Resolution

Director Wiggin moved and Director Cason seconded the motion to approve the consent agenda. The motion passed unanimously.

IX. CEO REPORTS AND CORRESPONDENCE

A. July 2021 Financial Statements and Variance Report (Harris)
This agenda item was addressed as item IX.B.

Kathy Harris, Controller discussed the July 2021 Financial Statements and Variance Report and responded to questions from the Board.

B. 3rd Quarter 2021 Railbelt Bill Comparison
This agenda item was addressed as IX.A.

The 3rd Quarter 2021 Railbelt Bill Comparison was provided in the meeting packet and Brian Hickey, Chief Operating Officer responded to questions from the Board.

C. Board Policy Scheduled Tasks/Reports (Board/Staff)
The Board Policy Scheduled Tasks/Reports was provided in the meeting packet.

X. DIRECTOR REPORTS

A. Alaska Power Association (APA) Report
Director Hollis provided an update on APA activities, upcoming events and responded to questions from the Board.

B. Alaska Railbelt Cooperative Transmission & Electric Company (ARCTEC) Report
Director Henderson provided an update on ARCTEC letter received from Matanuska Electric Association and stated that this will be discussed at the October Regular Board meeting.

C. Renewable Energy Alaska Project (REAP) Report
Directors Whitney and Wiggin provided an update on REAP and responded to questions from the Board.

D. Board Committee Reports (Audit and Finance, Operations & Governance)
Director Hollis reported on the August 23, 2021, Audit and Finance Committee meeting and stated that the next meeting is scheduled on November 16, 2021.

Director Chastain reported on the September 15, 2021, Operations Committee meeting and stated that the next meeting is scheduled on October 13, 2021.

Director Cason reported on the September 16, 2021, Governance Committee meeting and stated that the next meeting is scheduled December 1, 2021.

E. Other Meeting Reports
Director Morse discussed an Eklutna event she attended and stated that Director Cason was also in attendance.

Director Morse also stated that she met with Crystal Enkvist, APA and Meera Kohler

for a lunch and learn.

Julie Hasquet, Senior Manager, Communications that there will be an Assembly Enterprise Committee Quarterly Briefing in October.

XI. UNFINISHED

None.

XII. NEW BUSINESS

A. COVID-19 Public Health Threat (Board)*

Director Cason moved and Director Wiggin seconded the motion that pursuant to Article V, Section 7, of the Association's Bylaws, the Board of Directors declare an emergency exists that dictates in-person attendance not be required at the October 20, 2021, regular meeting of the Board of Directors. This declaration shall be revisited and extended by the Board of Directors as necessary at the October 20, 2021, regular meeting. The motion passed unanimously.

XIII. DIRECTOR COMMENTS

Director comments were made at this time.

XIV. ADJOURNMENT

At 2:51 p.m., Director Wiggin moved and Director Whitney seconded the motion to adjourn. The motion passed unanimously.

_____

James Henderson, Secretary
Date Approved: October 20, 2021

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

October 20, 2021

ACTION REQUIRED **AGENDA ITEM NO. IV.D.**

____ **Information Only**
_X_ **Motion**
____ **Resolution**
____ **Executive Session**
____ **Other**

TOPIC

Director Expenses

DISCUSSION

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

TOPIC

(Consent Agenda)

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

October 20, 2021

ACTION REQUIRED **AGENDA ITEM NO. VI.A.**

____ **Information Only**
_X_ **Motion**
____ **Resolution**
____ **Executive Session**
____ **Other**

TOPIC

CEO Recruitment Services

DISCUSSION

The CEO Succession Planning Committee met with two CEO recruitment service organizations on October 13, 2021.

TOPIC

Move that the Board of Directors approve that the Senior Manager of Risk Management and Administrative services negotiate, finalize and prepare for execution an agreement for the engagement of JK Executive Strategies, LLC to advise and assist in the CEO recruitment and selection as discussed in Executive Session.

CHUGACH ELECTRIC ASSOCIATION, INC.
Anchorage, Alaska

REGULAR BOARD OF DIRECTORS' MEETING
AGENDA ITEM SUMMARY

October 20, 2021

ACTION REQUIRED **AGENDA ITEM NO. VI.B.**

____ **Information Only**
__X__ **Motion**
____ **Resolution**
____ **Executive Session**
____ **Other**

TOPIC

COVID-19 Public Health Threat

DISCUSSION

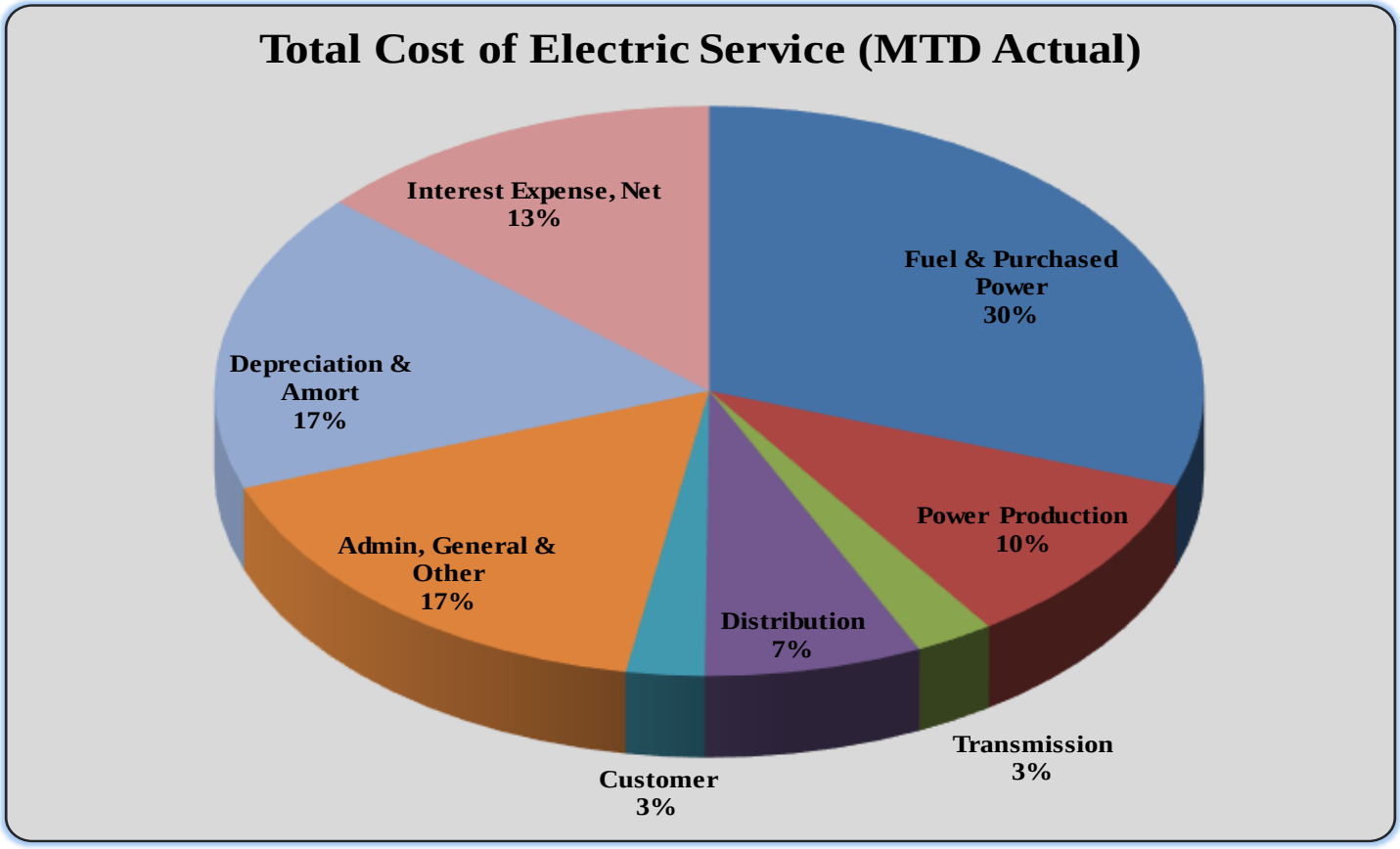
In light of the ongoing COVID-19 pandemic and warnings issued by the Center for Disease Control and Prevention as well as other various governmental entities, the Chugach Electric Association, Inc., Board of Directors, pursuant to Article V, Section 7 of the Association's Bylaws, believes it appropriate to issue a declaration of emergency dictating that in-person attendance not be required at the November 22, 2021, regular meeting of the Board of Directors. This declaration shall be revisited and extended as necessary at the November 22, 2021, meeting.

MOTION

Move that pursuant to Article V, Section 7, of the Association's Bylaws, the Board of Directors declare an emergency exists that dictates in-person attendance not be required at the November 22, 2021, regular meeting of the Board of Directors. This declaration shall be revisited and extended by the Board of Directors as necessary at the November 22, 2021, regular meeting.

COMPARATIVE FINANCAL REPORT
STATEMENT OF OPERATIONS
2021 MTD ACTUAL TO BUDGET

CATEGORY	2021 MTD ACTUAL	2021 MTD BUDGET	2021 MTD VARIANCE
Operating Revenue and Patronage Capital	**$ 26,499,633**	**$ 28,851,733**	**$ (2,352,100)**
Fuel and Purchased Power Expense	7,629,362	8,534,796	(905,434)
Power Production Expense	2,520,383	2,949,746	(429,363)
Transmission Expense	646,531	809,849	(163,318)
Distribution Expense	1,783,603	2,286,373	(502,770)
Customer Expense	642,053	913,495	(271,442)
Administrative, General and Other	4,202,166	4,276,218	(74,052)
Depreciation & Amortization Expense	4,284,903	5,370,950	(1,086,047)
Interest Expense, Net	3,379,257	3,436,263	(57,006)
Total Cost of Electric Service	**$ 25,088,258**	**$ 28,577,690**	**$ (3,489,432)**
Patronage Capital & Operating Margins	**$ 1,411,375**	**$ 274,043**	**$ 1,137,332**
Non-Operating Margins - Interest	25,814	16,532	9,282
Allowance for Funds Used During Construction	8,621	18,915	(10,294)
Non-Operating Margins - Other	800	-	800
Patronage Capital or Margins	**$ 1,446,610**	**$ 309,490**	**$ 1,137,120**

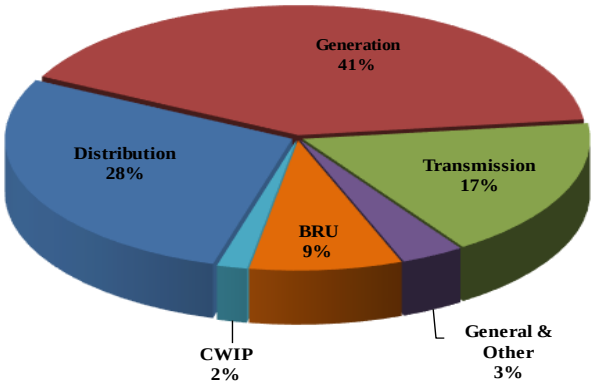


BALANCE SHEET

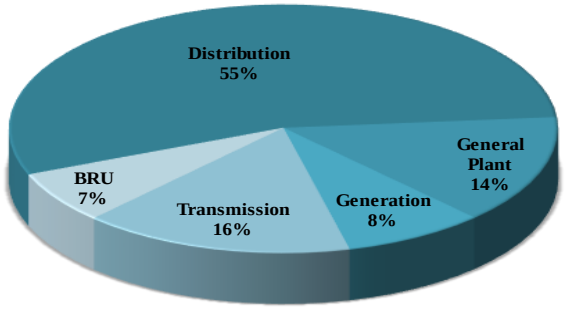
ASSETS & OTHER DEBITS	8/31/2021	12/31/2020
Electric Plant in Service	2,060,260,973	1,941,080,063
Construction Work in Progress	36,019,876	38,075,575
Total Utility Plant	**$ 2,096,280,849**	**$ 1,979,155,638**
Accum. Prov. for Depreciation/Amortization	(608,981,270)	(581,506,871)
Net Utility Plant	**$ 1,487,299,579**	**$ 1,397,648,767**
Nonutility Property - Net	76,889	76,889
Financing & Operating Lease Right-of-Use Assets	3,911,391	4,102,328
Investment in Assoc. Organizations	7,288,516	7,595,197
Special Funds	32,690,679	19,862,119
Restricted Cash Equivalents & Other	64,310	64,310
Long-term Prepayments	-	423,404
Total Other Property & Investments	**$ 44,031,785**	**$ 32,124,247**
Cash & Restricted Cash	34,725,587	60,392,108
Special Deposits and Marketable Securities	58,300	58,300
Accounts Receivable - Net	49,715,798	53,679,921
Materials and Supplies, Fuel Stock	60,277,391	62,430,009
Prepayments	10,207,570	4,672,489
Other Current & Accrued Assets	15,230,411	241,983
Total Current & Accrued Assets	**$ 170,215,057**	**$ 181,474,810**
Deferred Debits	112,916,826	110,489,123
Total Assets & Other Debits	**$ 1,814,463,247**	**$ 1,721,736,947**

LIABILITIES & OTHER CREDITS	8/31/2021	12/31/2020
Memberships	1,935,797	1,908,432
Pat. Capital, Margins & Equities	199,891,968	196,940,981
Total Margins & Equities	**$ 201,827,765**	**$ 198,849,413**
Long-Term Debt - Bonds	1,182,366,663	1,211,683,330
Long-Term Debt - Other	24,054,000	26,904,000
Unamortized Debt Issuance Costs	(5,896,191)	(6,179,476)
Operating Lease Liabilities	3,659,749	3,866,092
Finance Lease Liabilities	15,093	7,302
Total Long-Term Debt	**$ 1,204,199,314**	**$ 1,236,281,248**
Notes Payable	52,315,769	52,197,115
Accounts Payable	11,642,297	19,170,493
Consumer Deposits	5,076,060	5,249,272
Other Current & Accrued Liabilities	75,488,170	53,612,254
Total Current & Accrued Liabilities	**$ 144,522,296**	**$ 130,229,134**
Deferred Compensation	2,043,093	1,821,222
Other Liabilities, Non-Current	843,749	548,570
Deferred Liabilities	28,859,010	36,899,176
BRU Regulatory Liability	110,403,207	-
Cost of Removal Obligation	121,764,813	117,108,184
Total Liabilities & Other Credits	**$ 1,814,463,247**	**$ 1,721,736,947**

2021 Total Utility Plant
$2,096,280,849

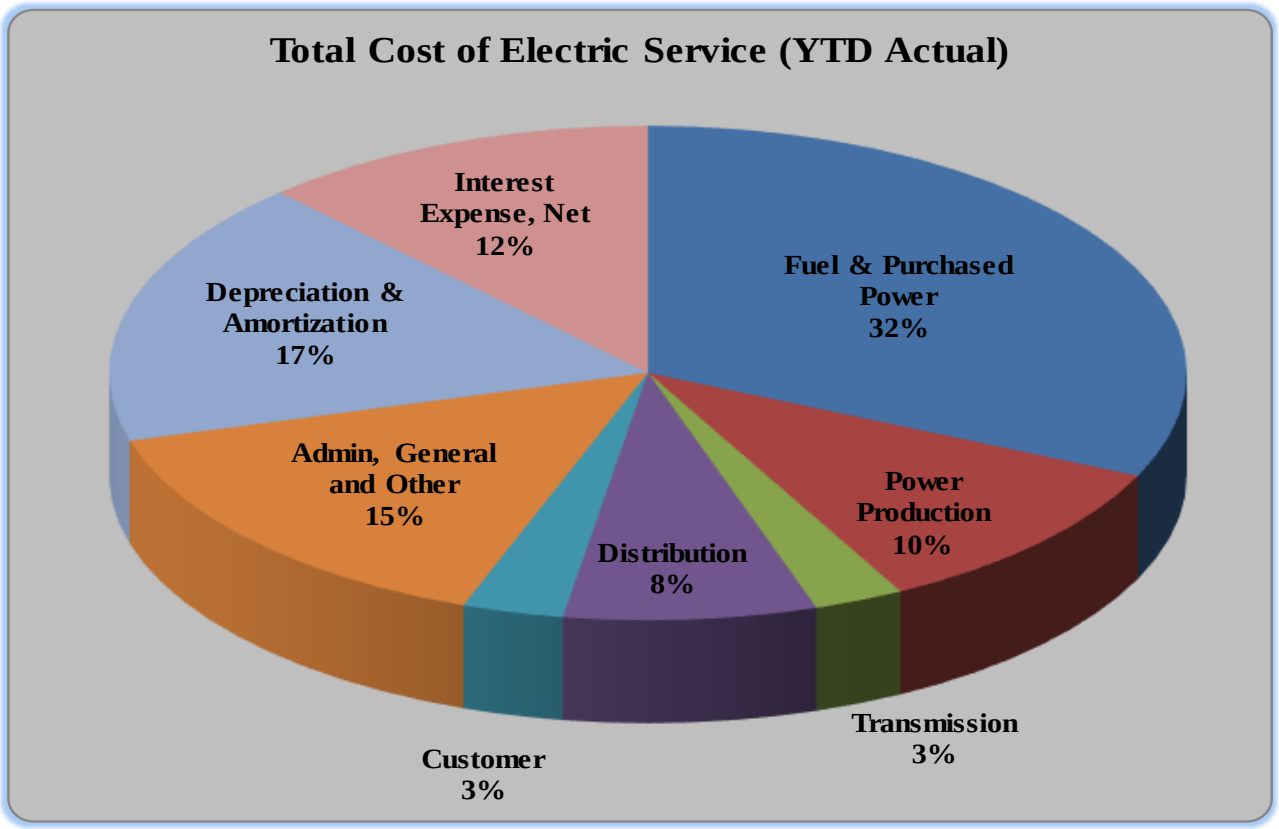


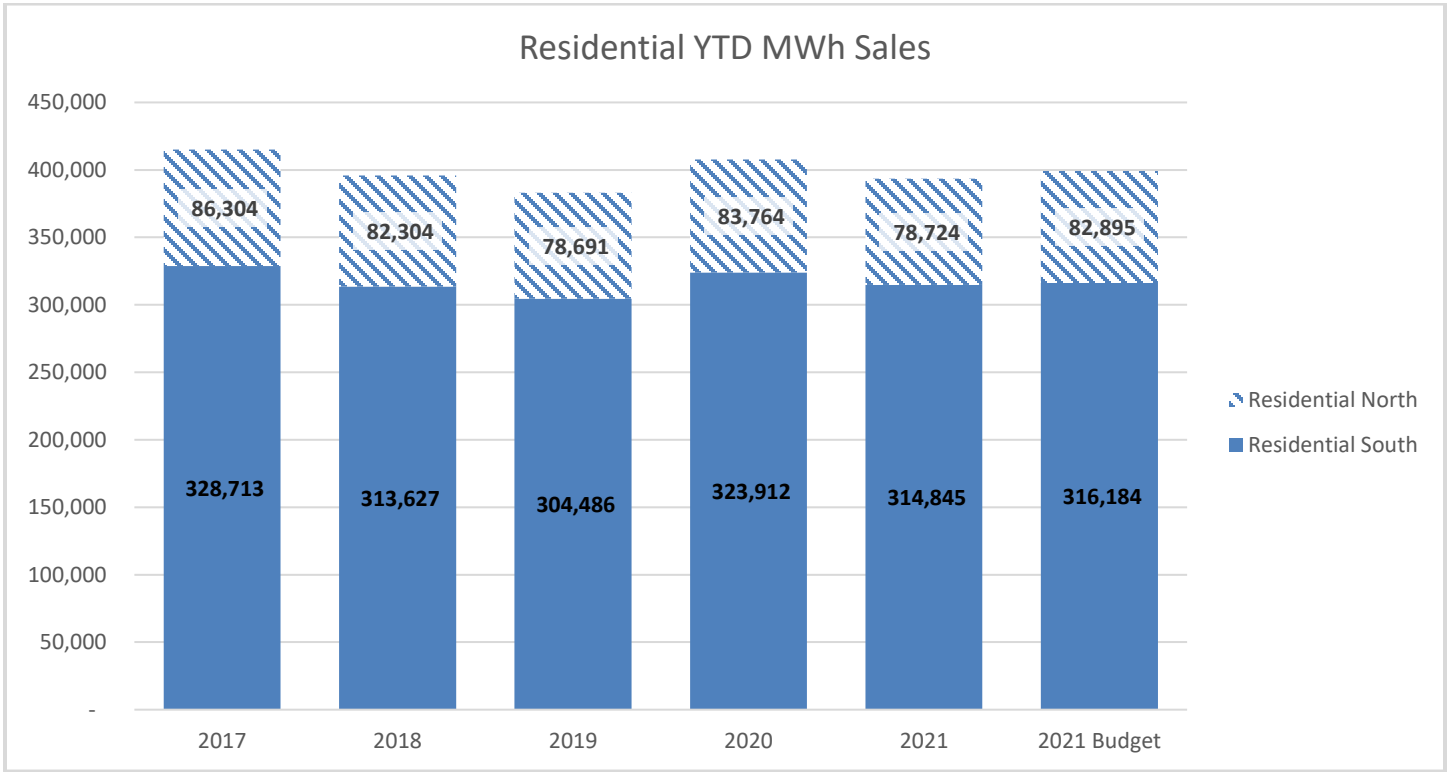
2021 Construction Work in Progress
$36,019,876

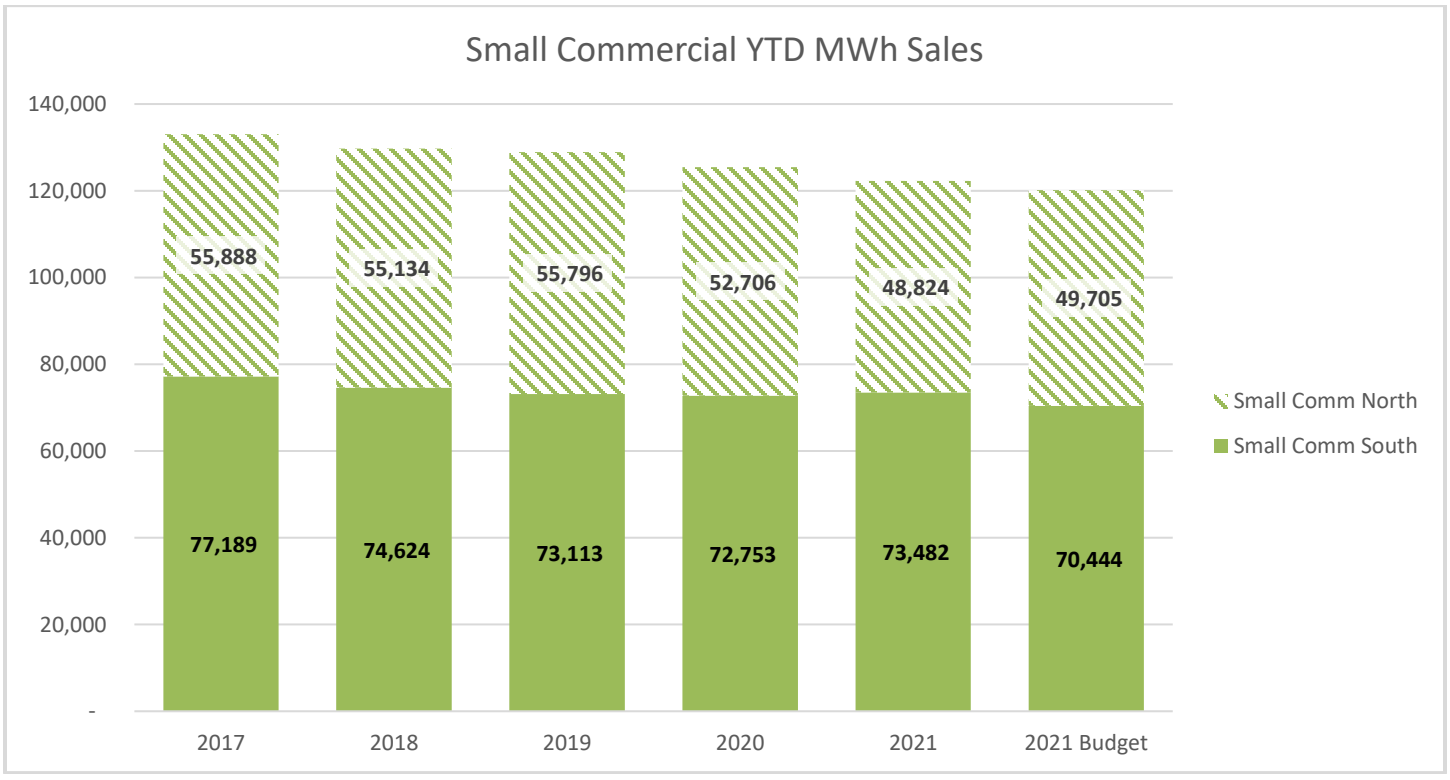


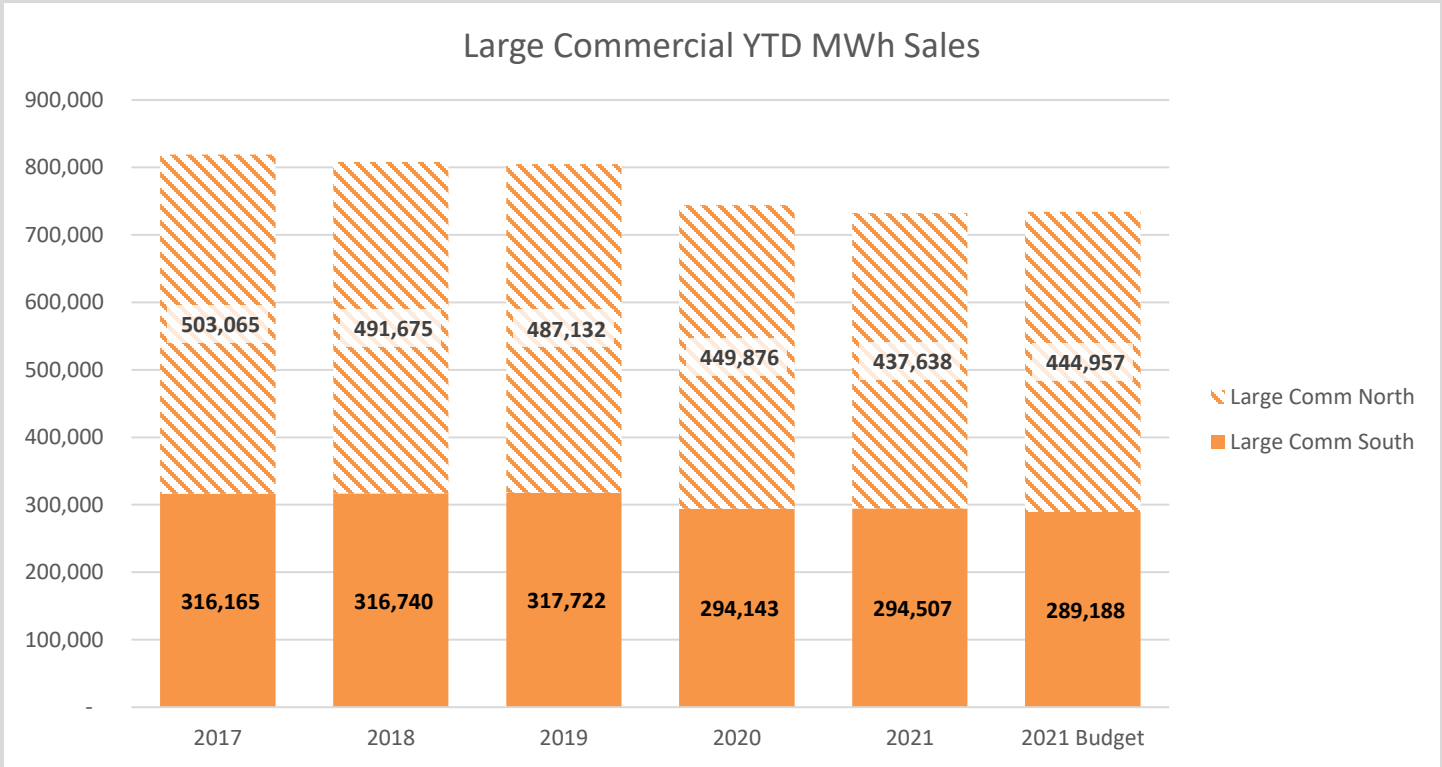
COMPARATIVE FINANCIAL REPORT
STATEMENT OF OPERATIONS
2021 YTD ACTUAL TO BUDGET

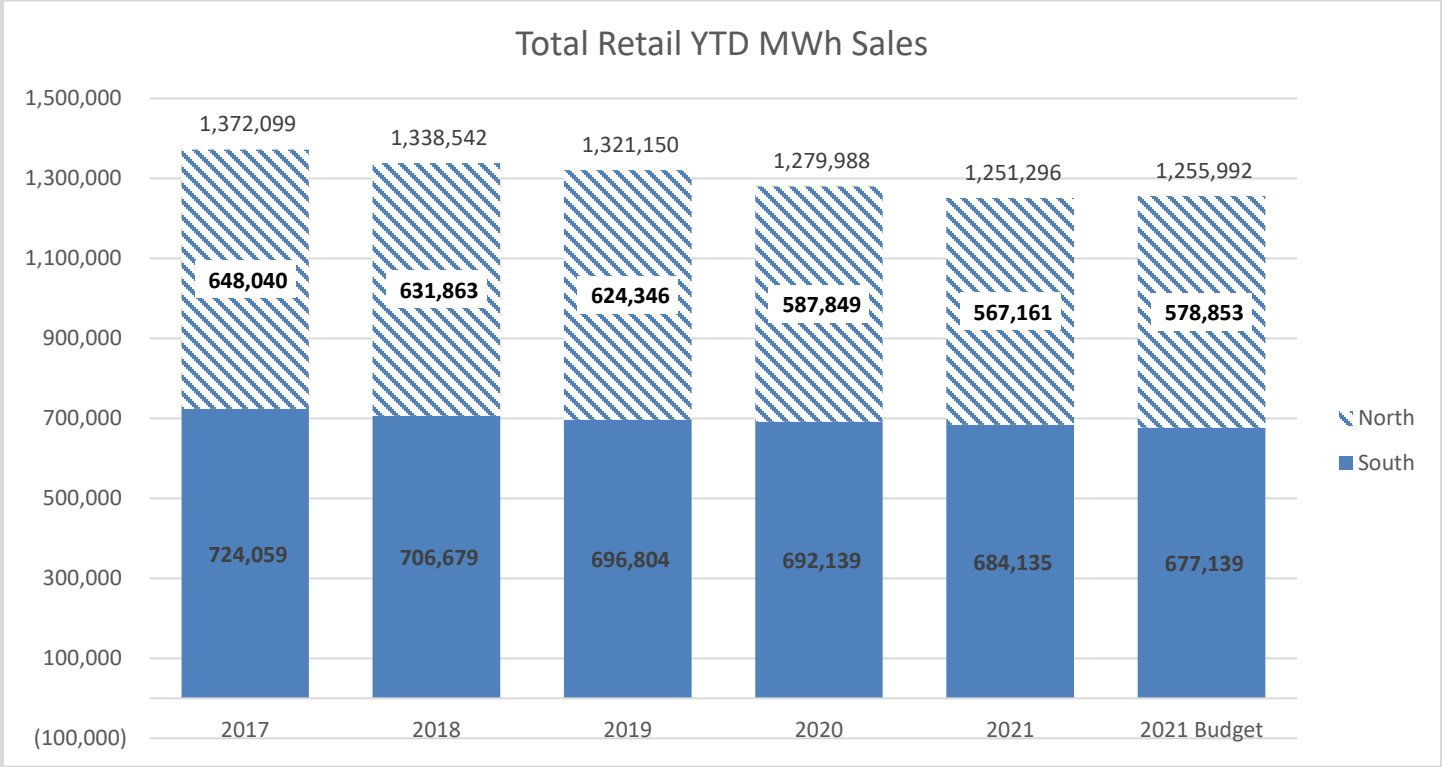
CATEGORY	2021 YTD ACTUAL	2021 YTD BUDGET	2021 YTD VARIANCE
Operating Revenue and Patronage Capital	**$ 233,497,321**	**$ 240,417,844**	**$ (6,920,523)**
Fuel and Purchased Power Expense	73,434,023	71,370,170	2,063,853
Power Production Expense	23,975,006	23,753,731	221,275
Transmission Expense	6,228,811	7,144,090	(915,279)
Distribution Expense	17,495,379	18,410,477	(915,098)
Customer Expense	6,994,057	7,092,940	(98,883)
Administrative, General and Other	34,610,052	34,978,344	(368,292)
Depreciation & Amortization Expense	40,245,296	42,836,592	(2,591,296)
Interest Expense, Net	27,645,265	27,834,533	(189,268)
Total Cost of Electric Service	**$ 230,627,889**	**$ 233,420,877**	**$ (2,792,988)**
Patronage Capital & Operating Margins	**$ 2,869,432**	**$ 6,996,967**	**$ (4,127,535)**
Non-Operating Margins - Interest	196,483	132,254	64,229
Allowance Funds Used During Const.	75,873	151,320	(75,447)
Non-Operating Margins - Other	9,142	-	9,142
Patronage Capital or Margins	**$ 3,150,930**	**$ 7,280,541**	**$ (4,129,611)**
MFI/I	1.11	1.26	
TIER	1.11	1.26	

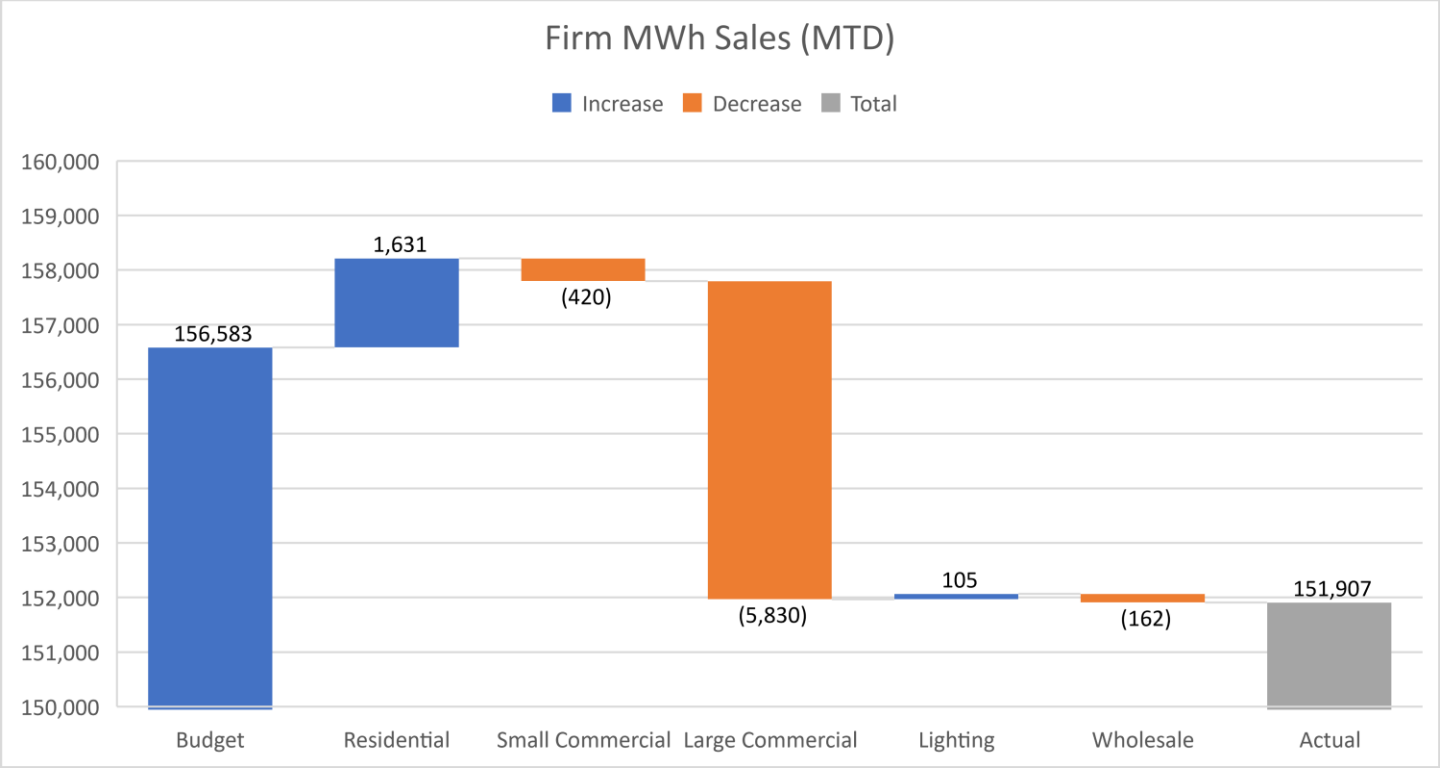


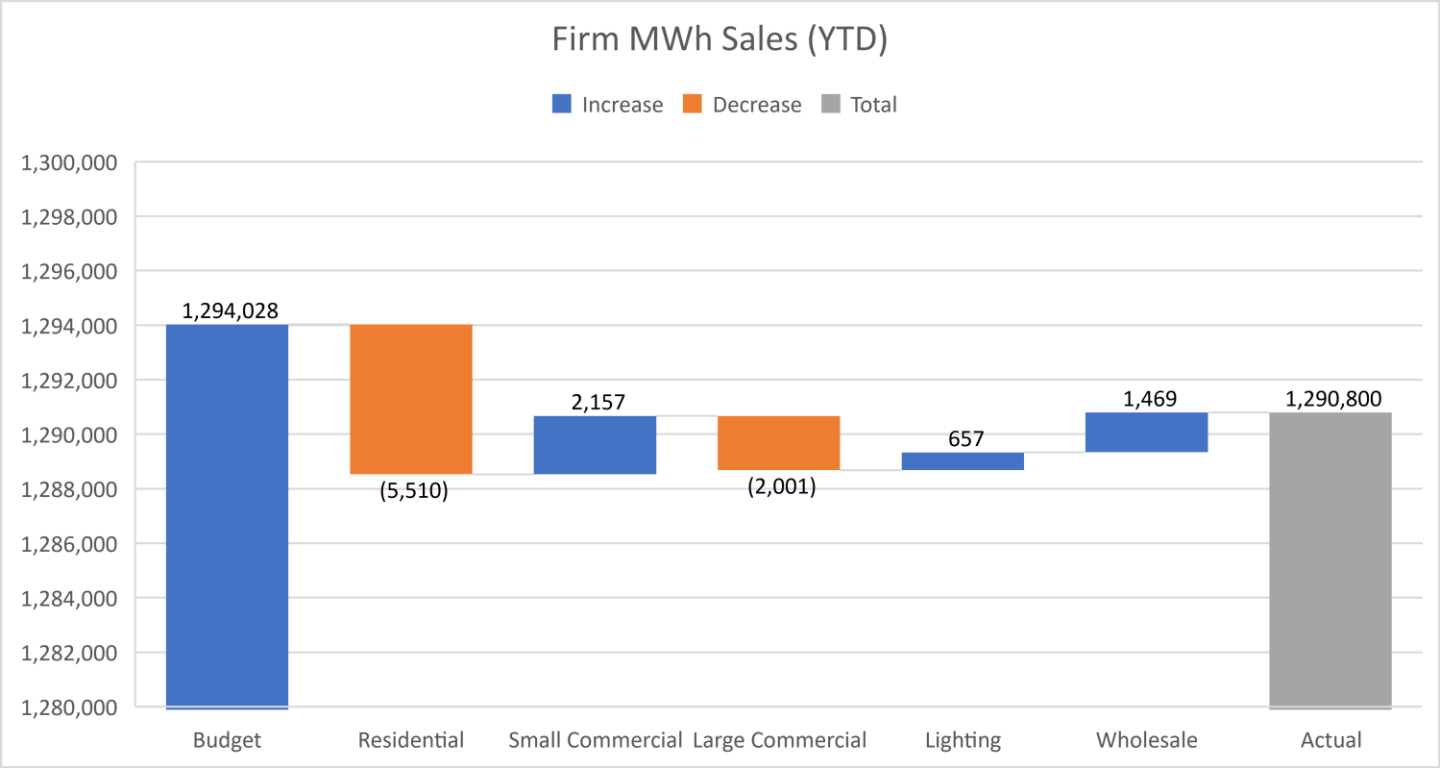

Residential YTD MWh Sales
450,000
400,000
350,000
300,000
250,000
200,000
150,000
100,000
50,000
-
86,304
82,304
78,691
83,764
78,724
82,895
328,713
313,627
304,486
323,912
314,845
316,184
2017
2018
2019
2020
2021
2021 Budget
Residential North
Residential South


Small Commercial YTD MWh Sales
140,000
120,000
100,000
80,000
60,000
40,000
20,000
-
55,888
55,134
55,796
52,706
48,824
49,705
77,189
74,624
73,113
72,753
73,482
70,444
2017
2018
2019
2020
2021
2021 Budget
Small Comm North
Small Comm South


Large Commercial YTD MWh Sales
900,000
800,000
700,000
600,000
500,000
400,000
300,000
200,000
100,000
-
503,065
491,675
487,132
449,876
437,638
444,957
316,165
316,740
317,722
294,143
294,507
289,188
2017
2018
2019
2020
2021
2021 Budget
Large Comm North
Large Comm South


Total Retail YTD MWh Sales
1,500,000
1,300,000
1,100,000
900,000
700,000
500,000
300,000
100,000
(100,000)
1,372,099
1,338,542
1,321,150
1,279,988
1,251,296
1,255,992
648,040
631,863
624,346
587,849
567,161
578,853
724,059
706,679
696,804
692,139
684,135
677,139
2017
2018
2019
2020
2021
2021 Budget
North
South


Firm MWh Sales (MTD)
Increase
Decrease
Total
160,000
159,000
158,000
157,000
156,000
155,000
154,000
153,000
152,000
151,000
150,000
156,583
1,631
(420)
(5,830)
105
(162)
151,907
Budget
Residential
Small Commercial
Large Commercial
Lighting
Wholesale
Actual


Firm MWh Sales (YTD)
Increase
Decrease
Total
1,300,000
1,298,000
1,296,000
1,294,000
1,292,000
1,290,000
1,288,000
1,286,000
1,284,000
1,282,000
1,280,000
1,294,028
(5,510)
2,157
(2,001)
657
1,469
1,290,800
Budget
Residential
Small Commercial
Large Commercial
Lighting
Wholesale
Actual

ENERGY SALES (kWh)

	YTD Actual	YTD Budget
Retail Energy Sales	1,251,295,804	1,255,992,693
Wholesale Energy Sales	39,504,249	38,035,478
Total Firm Energy Sales	1,290,800,053	1,294,028,171
Economy Energy/Capacity	56,432,000	81,854,000
Power Pool Sales	50,788,000	0
Total Energy Sales	1,398,040,053	1,375,882,171

Firm energy sales totaled 1,290,800,053 kWh, which was a 0.2% unfavorable variance compared to budget. Retail energy sales were under budget 0.4% primarily due to lower than anticipated residential and large commercial energy sales, which was somewhat offset by higher than anticipated small commercial energy sales. This variance was somewhat offset by higher than anticipated wholesale energy sales which were over budget by 3.9%. Economy energy and capacity sales were under budget by 31.0% due to lower than anticipated economy sales to GVEA caused by limited gas availability, MEA pricing competition and unit availability capable of the heat rate requirement, due in part to the impact of power pooling to unit availability. Power pool sales were over budget by 100% due to sales to MEA beginning in April.

ENERGY REVENUE (in millions)

	YTD Actual	YTD Budget
Retail Revenue	$ 221.5	$ 228.2
Wholesale Revenue	3.4	3.4
Total Firm Revenue	224.9	231.6
Economy Energy/Capacity Revenue	4.8	6.6
Power Pool Revenue	0.6	0
Other Operating Revenue	3.2	2.2
Total Revenue	$ 233.5	$ 240.4

Revenue from firm sales totaled $224.9 million compared to $231.6 million in the budget. Firm revenue was lower than expected primarily due to lower than anticipated residential and large commercial energy sales and large commercial demand revenue. Economy energy, capacity and power pool revenue was $4.8 million compared to $6.6 million in the budget. This unfavorable variance was due to lower than anticipated sales to GVEA as discussed above. Other operating revenue includes late fees, pole rental, wheeling, microwave, BRU royalties, grants, AWWU revenue, miscellaneous service and other electric revenue. Other operating revenue totaled $3.2 million compared to $2.2 million in the budget, primarily due to higher than anticipated wheeling from GVEA, AWWU revenue and FEMA grants associated with the 2018 earthquake.

FUEL AND PURCHASED POWER (in millions)

	YTD Actual	YTD Budget
Fuel	$ 57.2	$ 55.3
Purchased Power	16.2	16.1
Total	$ 73.4	$ 71.4

Fuel expense includes fuel, storage, transportation, and BRU operating costs. Fuel expense was $57.2 million compared to $55.3 million in the budget. This unfavorable variance was primarily due to higher than anticipated BRU operating costs and more fuel purchased from providers due to less fuel produced at BRU, which was somewhat offset by lower storage and transportation costs.

Actual fuel purchased or withdrawn from inventory for production was 5,385,091 Mcf compared to 4,415,744 Mcf in the budget.

Purchased power expense represents energy purchased from Bradley Lake, Fire Island, Eklutna, MEA through power pooling and other utilities as needed, as well as costs associated with dispatching. Purchased power expense was $16.2 million compared to $16.1 million in the budget, caused primarily by power pooling and higher than budgeted labor.

Actual energy purchased was 232,555 MWh at an average effective price of 5.43 cents per kWh compared to 214,525 MWh budgeted at an average effective price of 5.92 cents per kWh.

POWER PRODUCTION (in millions)

	YTD Actual	YTD Budget
Total Power Production	$ 24.0	$ 23.8

Power production expense was $24.0 million compared to $23.8 million in the budget. This unfavorable budget variance is primarily due to unbudgeted labor, which was somewhat offset by lower than anticipated maintenance costs.

TRANSMISSION OPERATIONS AND MAINTENANCE (in millions)

	YTD Actual	YTD Budget
Total Transmission	$ 6.2	$ 7.1

Transmission operations and maintenance expense was $6.2 million compared to $7.1 million in the budget. This favorable variance is primarily due to lower than anticipated expense labor charged to this financial category and lower engineering studies and survey costs.

DISTRIBUTION OPERATIONS AND MAINTENANCE (in millions)

	YTD Actual	YTD Budget
Total Distribution	$ 17.5	$ 18.4

Distribution operations and maintenance expense was $17.5 million compared to $18.4 million in the budget. This favorable variance is primarily due to lower than anticipated labor and line maintenance and clearing, which was somewhat offset by higher than anticipated costs allocated to this financial category for garage and warehouse costs.

CONSUMER ACCOUNTS / CUSTOMER INFORMATION (in millions)

	YTD Actual	YTD Budget
Total Consumer / Customer Information	$ 7.0	$ 7.1

Consumer accounts and customer information expense was $7.0 million compared to $7.1 million in the budget. This favorable variance is primarily due to lower labor expense, which was somewhat offset by higher than anticipated payment processing.

ADMINISTRATIVE, GENERAL AND OTHER (in millions)

	YTD Actual	YTD Budget
Administrative, General and Other	$ 34.6	$ 35.0

Administrative, general and other expense includes tax, donations, other deductions associated with preliminary survey and investigation charges of projects, and obsolete inventory write-offs that are not attributable to operating or maintenance accounts. Administrative, general and other expense was $34.6 million compared to $35.0 million in the budget. This favorable budget variance is primarily due to lower than anticipated legal and audit fees, which was somewhat offset by higher than anticipated PILT.

SUMMARY

Depreciation, interest, and interest during construction expense totaled $67.9 million compared to $70.7 million in the budget. This favorable variance compared to budget was primarily due to lower than anticipated depreciation expense and the change in accounting treatment of BRU Asset Retirement Obligation depreciation expense.

All the foregoing expenses resulted in total cost of electric service of $230.6 million compared to $233.4 million in the budget.

Non-operating margins include allowance for funds used during construction (AFUDC), capital credit and patronage capital allocations, extraordinary items, and interest and dividend income. Non-operating margins totaled $281.5 thousand compared to $283.6 thousand in the budget which was primarily due to higher than anticipated interest income which was offset by lower AFUDC.

The net result of revenue and expenses was margins of $3.2 million compared to projected margins of $7.3 million in the budget. The current forecast projects year-end margins of $6.6 million, an MFI/I of 1.16, and TIER of 1.16.

COMPARATIVE FINANCIAL REPORT
STATEMENT OF OPERATIONS
YEAR-END FORECAST

CATEGORY	2021 APPROVED BUDGET	2021 AMENDED BUDGET	2021 YTD ACTUALS	2021 REVISED FORECAST
Operating Revenue and Patronage Capital	**$ 364,283,486**	**$ 364,283,486**	**$ 233,497,321**	354,488,956 [1,2]
Fuel and Purchased Power Expense	108,654,226	108,654,226	73,434,023	110,855,166 [1,2]
Power Production Expense	36,368,956	36,368,956	23,975,006	37,241,099 [2]
Transmission Expense	10,609,412	10,609,412	6,228,811	10,465,190 [2]
Distribution Expense	27,959,033	27,959,033	17,495,379	26,637,521 [2]
Customer Expense	10,609,742	10,695,445	6,994,057	10,544,526 [2]
Administrative, General & Other	51,974,850	51,889,147	34,610,052	51,579,631 [2]
Depreciation and Amortization Expense	64,373,484	64,373,484	40,245,296	60,532,188 [1,2]
Interest Expense, Net	41,529,695	41,529,695	27,645,265	40,485,427 [1,2]
Total Cost of Electric Service	**$ 352,079,398**	**$ 352,079,398**	**$ 230,627,889**	**$ 348,340,748**
Patronage Capital & Operating Margins	**$ 12,204,088**	**$ 12,204,088**	**$ 2,869,432**	**$ 6,148,208**
Non-Operating Margins - Interest	198,380	198,380	196,483	262,610 [1]
Allowance for Funds Used During Construction	226,980	226,980	75,873	151,533 [1]
Non-Operating Margins - Other	-	-	9,142	9,142 [1]
Patronage Capital or Margins	**$ 12,629,448**	**$ 12,629,448**	**$ 3,150,930**	**$ 6,571,493**
MFI/I	1.30	1.30	1.11	1.16
TIER	1.30	1.30	1.11	1.16

[1] Forecast based on 8 month actual and 4 month forecast

[2] Forecast has been adjusted to reflect anticipated changes

TO: Board of Directors

FROM: Lee D. Thibert, Chief Executive Officer

THROUGH: Matthew Clarkson, Executive VP, General Counsel

DATE: October 5, 2021

SUBJECT: **3rd *Quarter Safety Report 2021***

3rd Quarter Safety Report 2021

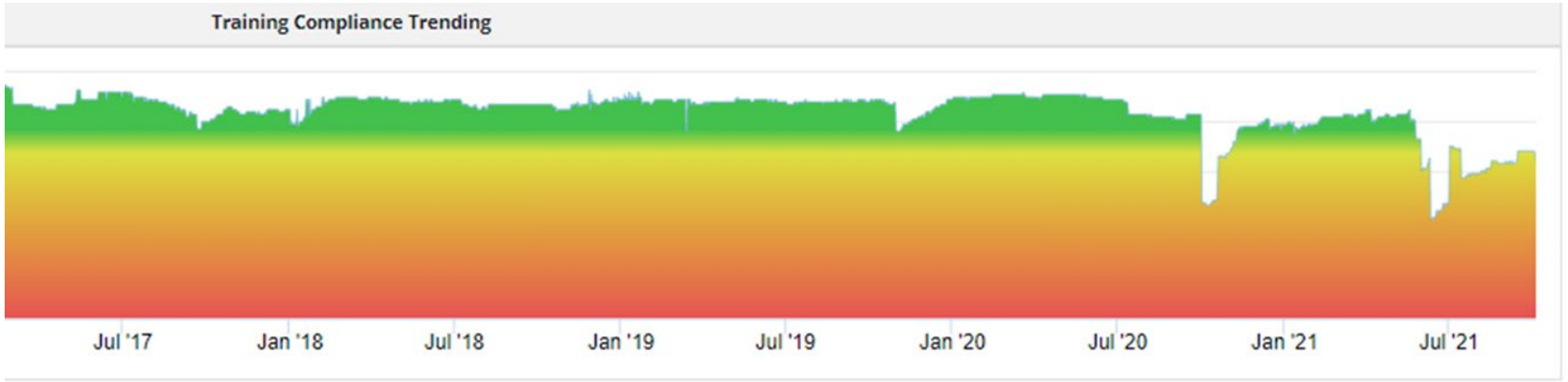
- Total Number of Recordable Injuries 8
- Number of Lost Work Day Recordable Injuries 4
- Incidents occurring from nonconformance with established safe work practices 2
- Lost Work Days 155
- Vehicle Incidents 2

Notable Items:

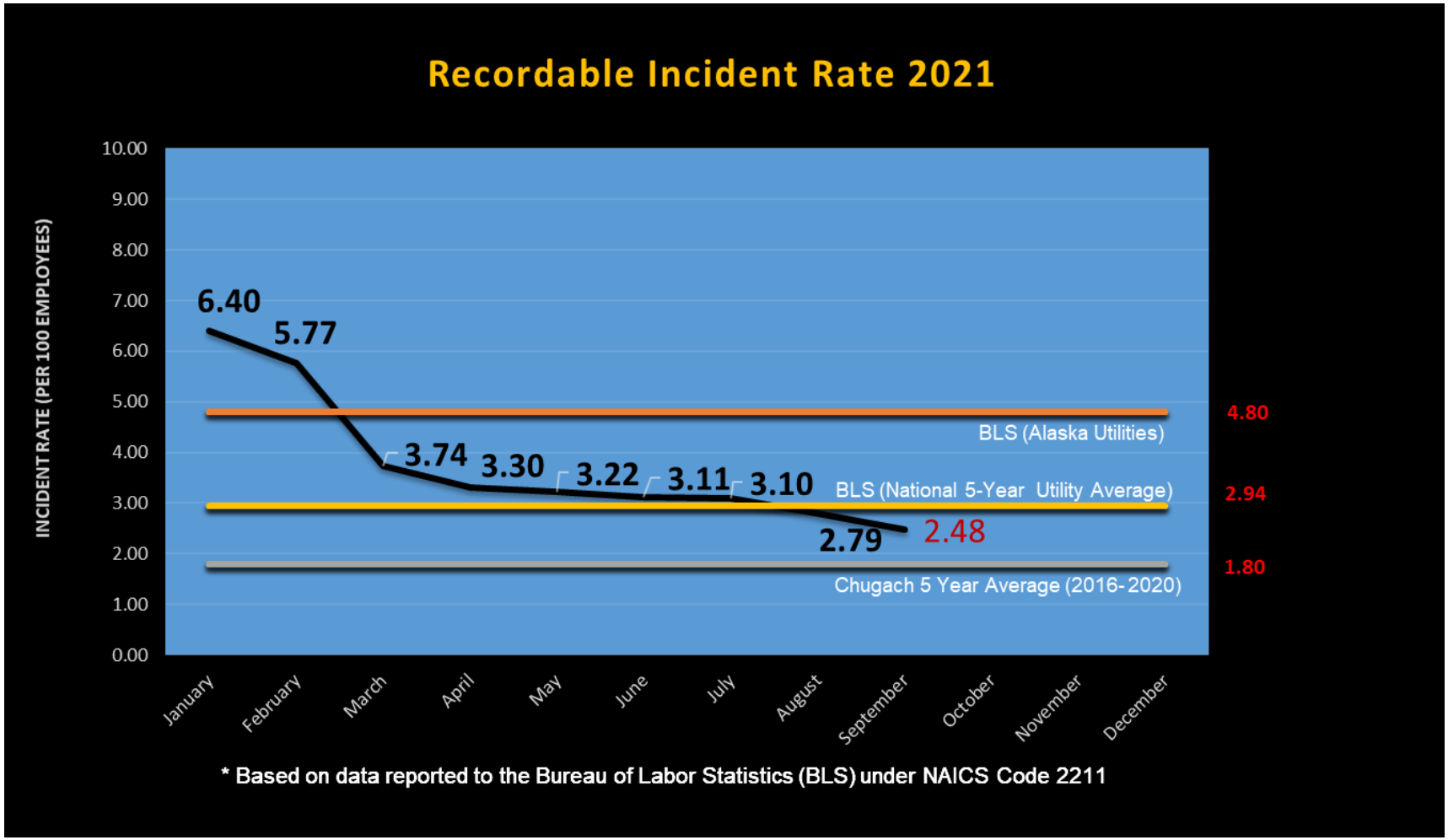
- Completed enclosed space training which allowed for skill practice of retrieval systems and orientation of south territory linemen to business district underground vaults they will at some point be performing work in.
- Completed 2 plant safety assessments during which safety programs were evaluated and recommendations given to close any identified gaps.

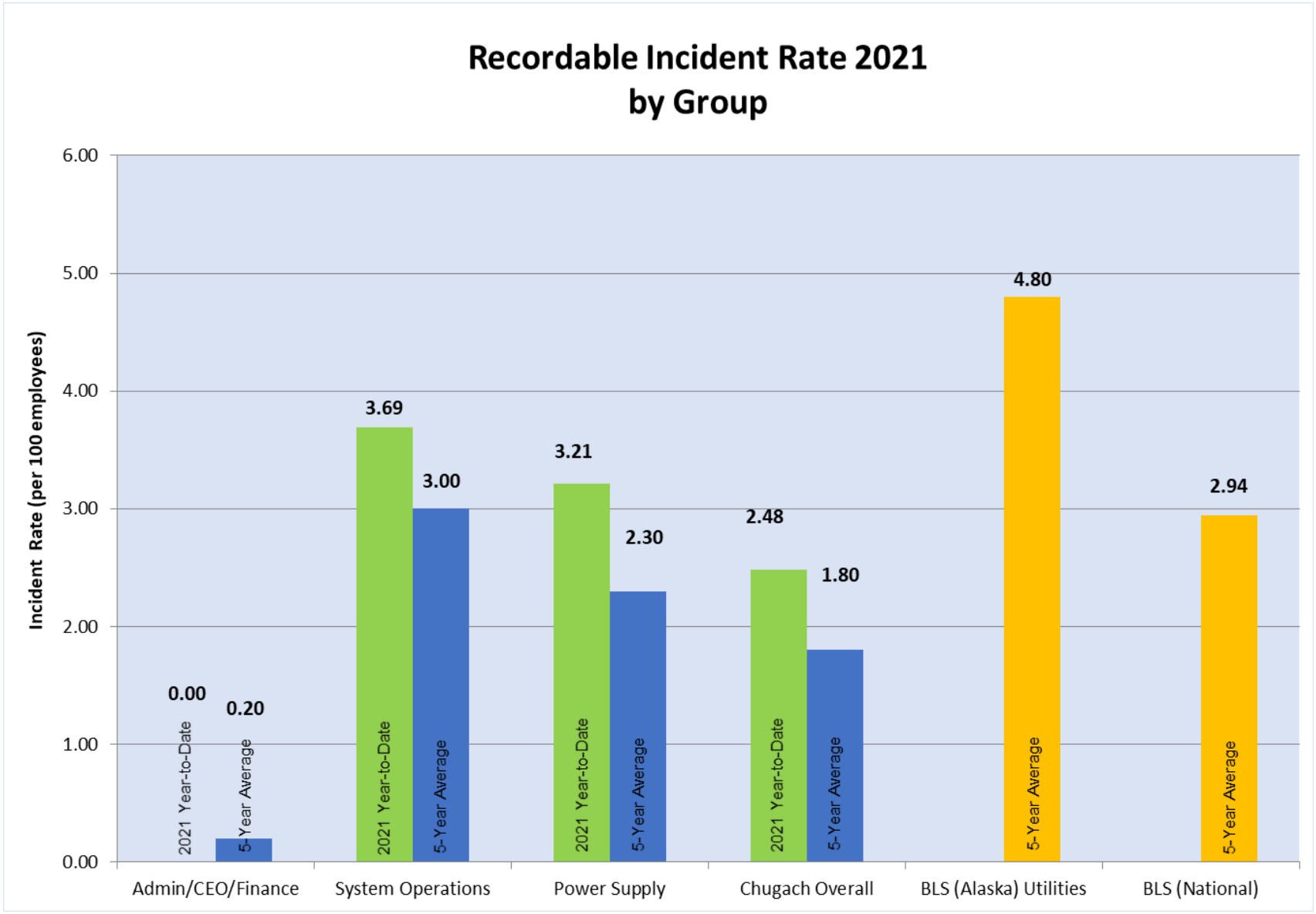
Safety Training:

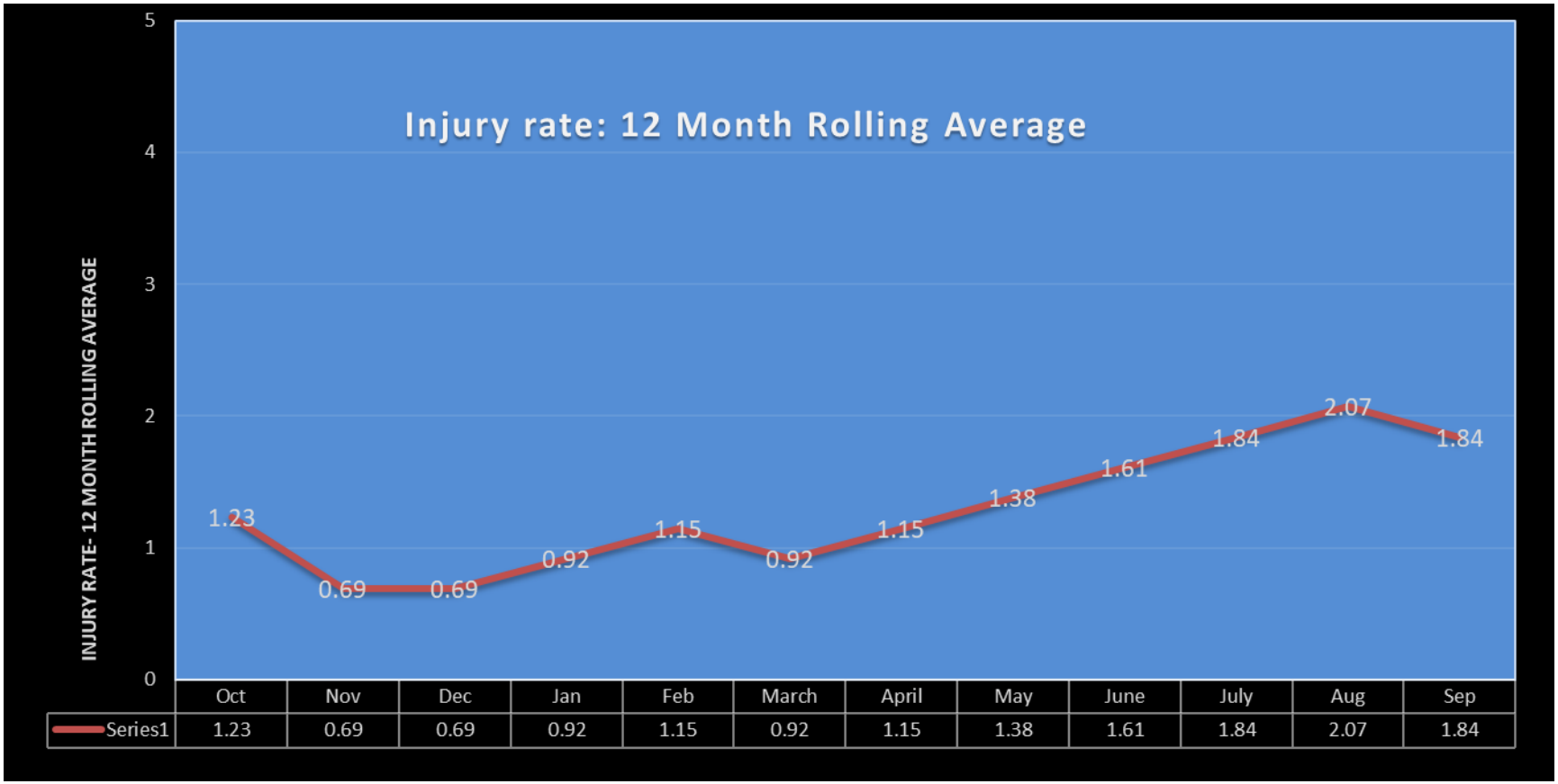
- A primary incident prevention effort from the Safety Department is the delivery of safety training. Safety training topics contribute to employee knowledge, hazard identification and mitigation, required safe work procedures, and safety regulations. To date 68% of our training plan has been completed. It should be noted that COVID has impacted our ability to complete certain types of on-site instructor led training. As 4th quarter progresses a large part of our training plan will be completed as scheduled courses are completed and data uploaded into our tracking system.

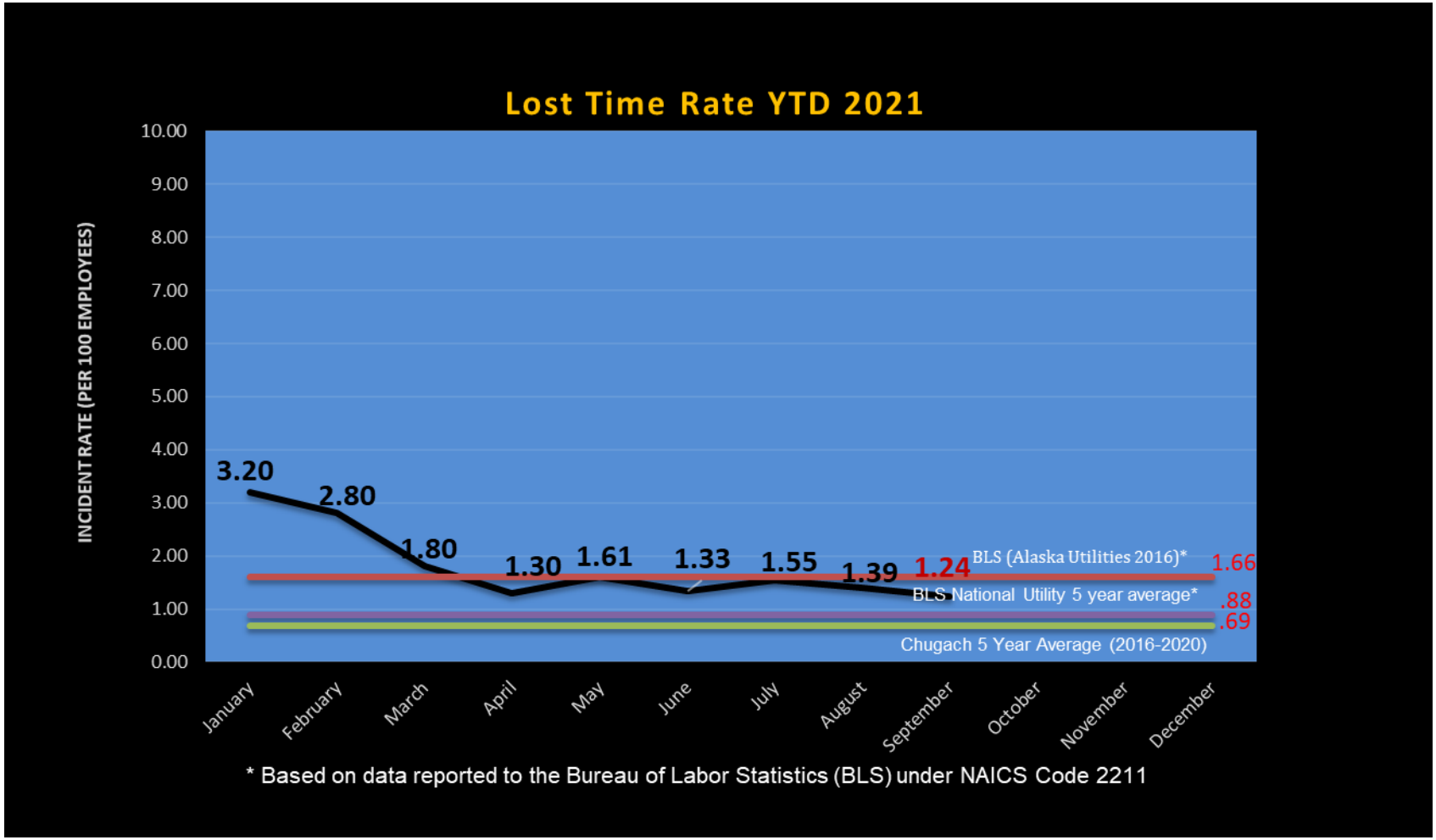


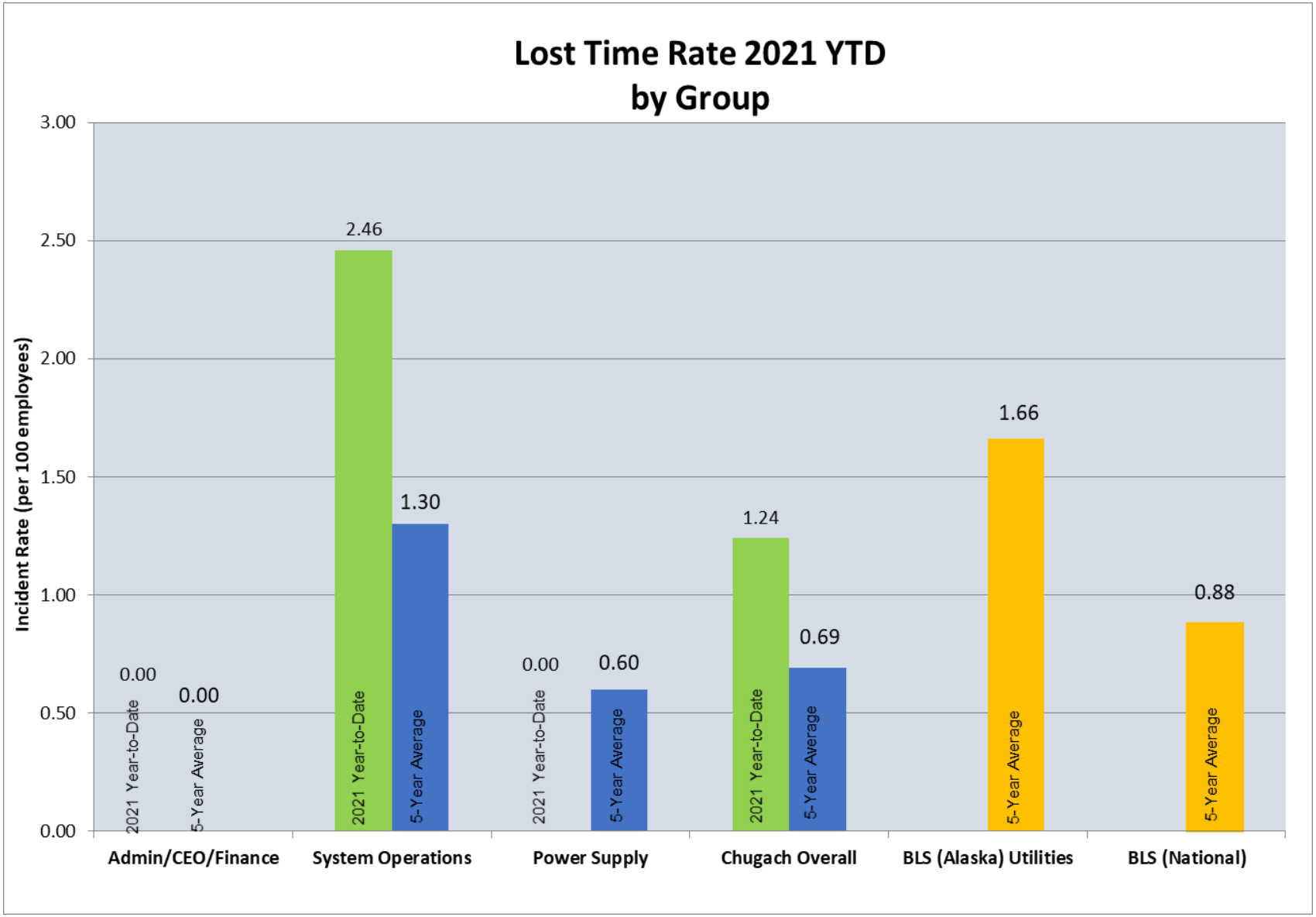
	# SUP	# PPL	Compliance
	69	461	68%

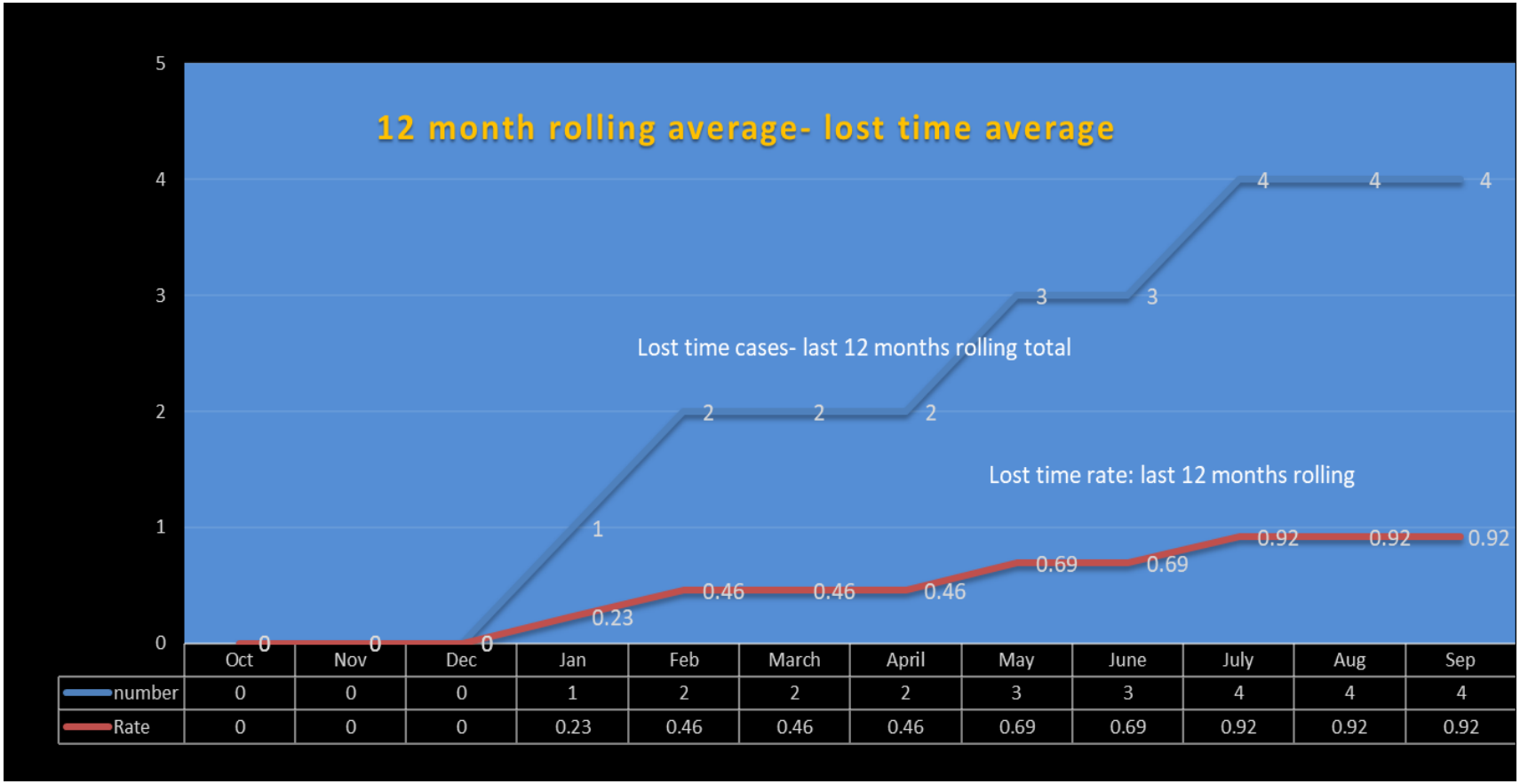

Recordable Incident Rate 2021
INCIDENT RATE (PER 100 EMPLOYEES)
10.00
9.00
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
0.00
6.40
5.77
3.74
3.30
3.22
3.11
3.10
2.79
2.48
BLS (Alaska Utilities)
4.80
BLS (National 5-Year Utility Average)
2.94
Chugach 5 Year Average (2016-2020)
1.80
January
February
March
April
May
June
July
August
September
October
November
December
* Based on data reported to the Bureau of Labor Statistics (BLS) under NAICS Code 2211


Recordable Incident Rate 2021
by Group
Incident Rate (per 100 employees)
6.00
5.00
4.00
3.00
2.00
1.00
0.00
0.00
0.20
3.69
3.00
3.21
2.30
2.48
1.80
4.80
2.94
2021 Year-to-Date
5-Year Average
Admin/CEO/Finance
System Operations
Power Supply
Chugach Overall
BLS (Alaska) Utilities
BLS (National)

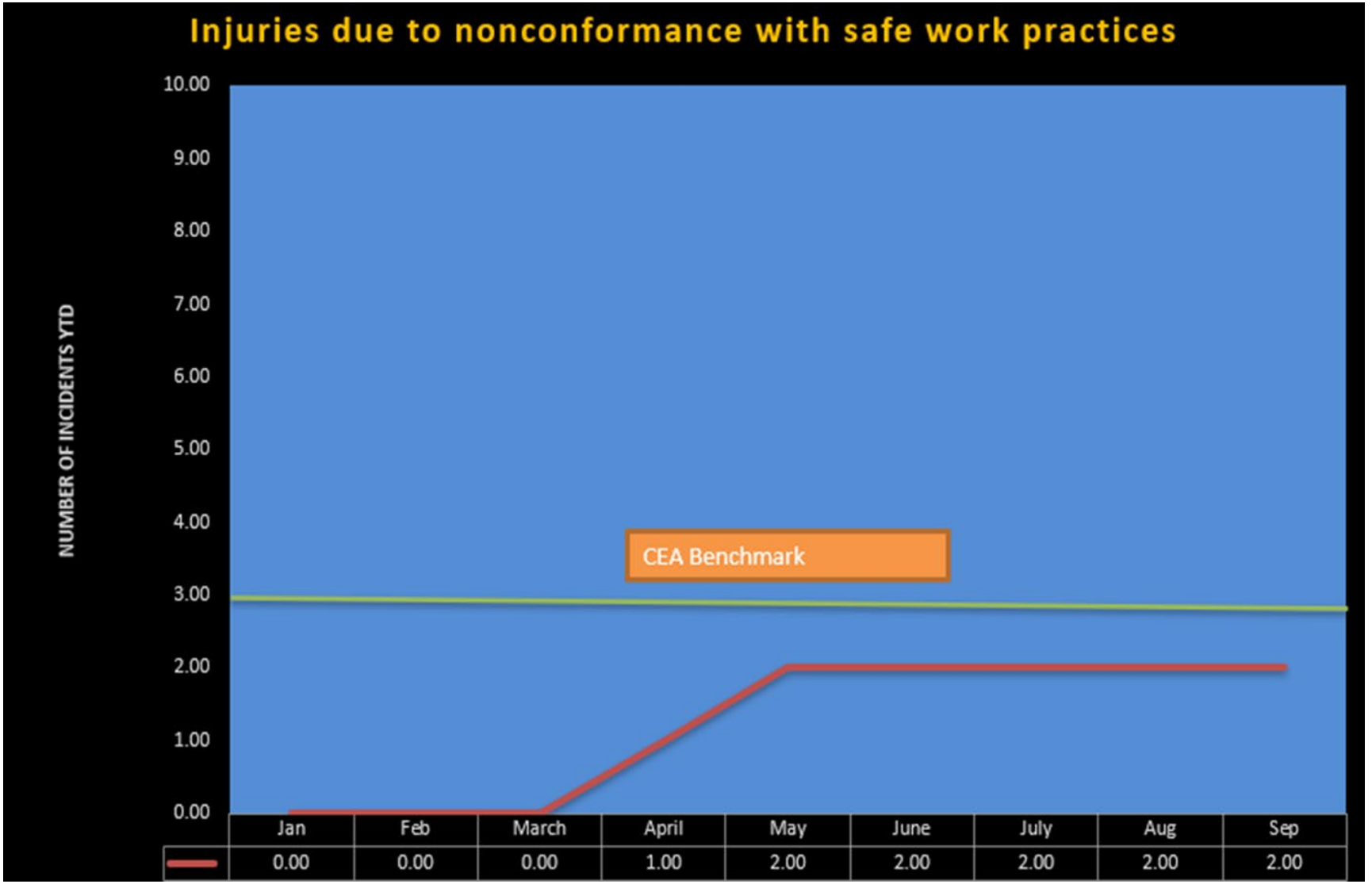

Injury rate: 12 Month Rolling Average
INJURY RATE- 12 MONTH ROLLING AVERAGE
5
4
3
2
1
0
1.23
0.69
0.69
0.92
1.15
0.92
1.15
1.38
1.61
1.84
2.07
1.84
Oct
Nov
Dec
Jan
Feb
March
April
May
June
July
Aug
Sep
Series1
1.23
0.69
0.69
0.92
1.15
0.92
1.15
1.38
1.61
1.84
2.07
1.84


Lost Time Rate YTD 2021
INCIDENT RATE (PER 100 EMPLOYEES)
10.00
9.00
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
0.00
3.20
2.80
1.80
1.30
1.61
1.33
1.55
1.39
1.24
BLS (Alaska Utilities 2016)*
1.66
BLS National Utility 5 year average*
.88
.69
Chugach 5 Year Average (2016-2020)
January
February
March
April
May
June
July
August
September
October
November
December
* Based on data reported to the Bureau of Labor Statistics (BLS) under NAICS Code 2211

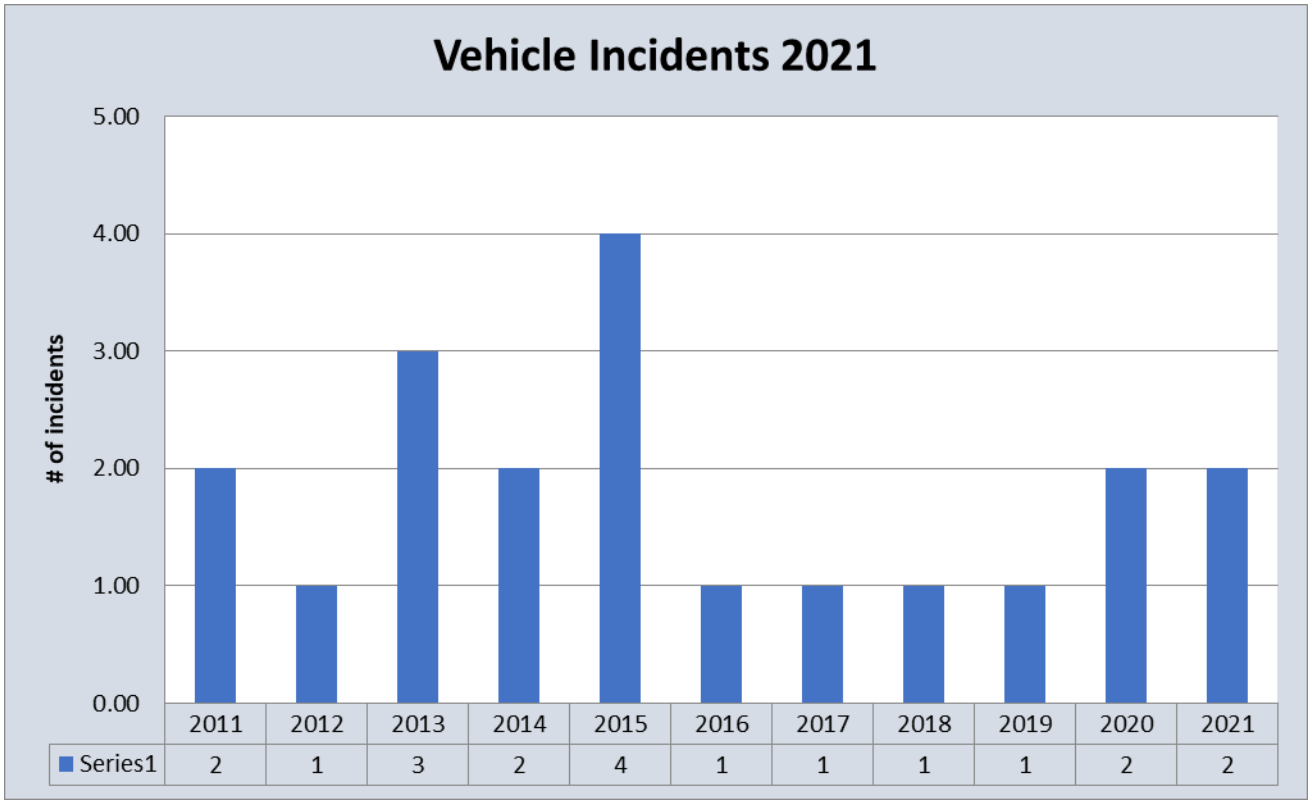

Lost Time Rate 2021 YTD
by Group
Incident Rate (per 100 employees)
3.00
2.50
2.00
1.50
1.00
0.50
0.00
0.00
0.00
2.46
1.30
0.00
0.60
1.24
0.69
1.66
0.88
2021 Year-to-Date
5-Year Average
Admin/CEO/Finance
System Operations
Power Supply
Chugach Overall
BLS (Alaska) Utilities
BLS (National)



	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
number	0	0	0	1	2	2	2	3	3	4	4	4
Rate	0	0	0	0.23	0.46	0.46	0.46	0.69	0.69	0.92	0.92	0.92


Injuries due to nonconformance with safe work practices
NUMBER OF INCIDENTS YTD
10.00
9.00
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
0.00
CEA Benchmark
Jan
Feb
March
April
May
June
July
Aug
Sep
0.00
0.00
0.00
1.00
2.00
2.00
2.00
2.00
2.00

	January	February	March	April	May	June	July	August	September	October	November	December
Lost Time Days/Month	7.00	42.00	22.00	0.00	1.00	13.00	39.00	31.00	0.00	0.00	0.00	0.00

Vehicle Incidents:

- There has been 2 vehicle incidents year to date.