NORTHERN WASCO COUNTY PEOPLE'S UTILITY DISTRICT
REGULAR SESSION
OCTOBER 1, 2019

PRESENT: Roger Howe, Vice President
Howard Gonser, Secretary
Dan Williams, Treasurer
Wayne Jacobson, Director

ABSENT: Connie Karp, President

Vice President Howe called the Regular Session to order at 6:00 p.m. since President Karp will not be in attendance this evening.

The following individuals were present during the Regular Session:

Counsel: James Foster

NWCPUD Staff: General Manager Roger Kline; Assistant General Manager/Director of Power Resources Kurt Conger; Chief Financial Officer/Director of Finance & Enterprise Risk Harvey Hall; Operations & Engineering Manager Pat Morehart; Key Accounts Manager Justin Brock; Customer Service Representative Haley Red Cloud Windsor; and Senior Financial Analyst Lana Egbert

Visitors: Dallas Fridley, Oregon Employment Department

PUBLIC COMMENT

There was no one present wishing to provide public comment.

COLUMBIA GORGE ECONOMIC UPDATE

Dallas Fridley, Oregon Employment Department, presented a PowerPoint Presentation entitled “Wasco County Economic Update”, a copy of which is hereto attached and marked as Exhibit 1.

Some of the highlights from Fridley’s presentation are as follows:

- Unemployment rates remain low; the unemployment rate rose to 9.1 during the recession.
- Wasco County’s unemployment rates are slightly above Oregon.
- Education and health services had the highest job growth adding 690 jobs with a growth rate of 41%.
The Indian Tribal job growth saw an increase in around 10 jobs. In June 2018, we saw about 4,700 jobs in Natural Resources and Mining employment.

The 2018 Industry Payroll was over $20 million. In Wasco County, 46% of employment comes from education, health services and agriculture; leisure and hospitality are at 11%.

The industry average wages in 2018 was over $20 million, while the 2017 industry payroll was under $20 million.

In 2018 there were about 11,650 industry jobs.

During the summer of 2018, there were nearly 18,500 jobs during Quarter 3.

During Quarter 3 of 2018, state and local jobs by hourly wage was at 11%; natural resources and mining was at 37%, and all other private was at 52%.

Most Wasco County residents live in The Dalles, which represents 54%.

The City of The Dalles population grew by 295 residents, or 2% since 2011, which represents 16% of Wasco County’s growth.

In the unincorporated area of Wasco County, the population grew by 1,560 residents, or 17% since 2011, which represents 82% of the County’s growth.

Overall Wasco County’s population grew by 1,900, or 8% since 2011, as compared with Oregon’s 9%.

In five years (2015-2019) the median prices of homes in Wasco County rose by 67%, or $104,500 to $260,000.

General Manager Roger Kline thanked Fridley for his informative presentation.

Director Williams wished to express his appreciation for those District staff members who helped put on the Oregon People’s Utility District Association (OPUDA) Annual Conference in The Dalles during the month of September. The Board has received a lot of positive feedback on how great a conference it was.

**CONSENT AGENDA**

Items contained in the consent portion of the Agenda includes the following:

- August Outage Report
- Energy Management/Marketing Report
- Checks/Vouchers
- August Financial Report
- August Write Offs

The Board considered the approval of the October 1, 2019 Consent Agenda.
Director Roger Howe moved that the October 1, 2019 Consent Agenda be approved as presented. Director Dan Williams second the motion; it was then passed unanimously.

DIVISION UPDATES

Engineering/Operations:

Operations & Engineering Manager Pat Morehart presented the following report:

- Magnum Power continues to make good progress on the Mill Creek Feeder Rebuild Project; they are now three-fourths of the way finished.
- The District has been inspecting the project for construction errors and have not found anything significant.
- The Downtown Feeder Rebuild Project is still stalled due to the Union Pacific Railroad permitting process.
- The Michels Power transmission and distribution services crew has been active in the City of Dufur with the Dufur School Street Widening Project, which was completed during the month of September.
- Michels Power has been active rebuilding back lot line distribution circuits in the areas of 12th and Dry Hollow, 16th and G Street, naming a few larger projects that they have worked on this past month.
- The District informally solicited for bids to build the new underground circuit out of River Trail Substation. Michels Power was the successful bidder. Michels started the work this past Monday and today the District line crew executed switching to place load on the River Trail Substation for the first time.
- After October 1st the District will be able to assume full load off the Second Street’s River Front and Rowena Feeders on to the new River Trail Substation Feeder.
- With the ability to transfer load off the Second Street Substation, the District can take the Second Street Transformers off line one at a time in order to complete needed maintenance. The switching and maintenance will start as scheduled on October 7th.
- The District’s crew has taken on several important projects this past September. The crew has addressed several pole change outs that were identified in this year’s Public Utility Commission (PUC) inspections. One of these pole change outs was a critical Interstate I-84 crossing; another in a hard to access area on signal hill.
- The District crew also replaced underground cables and the large pad mount transformer that feeds the Fred Meyer store.
The District crew is also busy performing inspections of the underground facilities included in the annual PUC inspection cycle.

Outages around the District electric system have been minimal.

Trees Inc. has completed 41 tree trimming service orders for the month of September.

Year to date, Trees Inc. has completed 444 service orders.

Trees Inc. and Michels Power have coordinated projects involving tree trimming for access in the following areas this past month:

- G Street between East 13th and East 15th
- Dry Hollow between East 11th and East 12th
- The block of East 15th
- Nevada Street between East 13th and East 15th

The Trees Inc. crew is almost finished with trimming on the Rowena Feeder with a small area near Tooley Lake and The Dalles Country Club yet to be finished.

Last week Trees Inc. completed a tree trimming project on Highway 30 East of Brewery Grade.

The District’s Arborist Dave Taphouse coordinates flagging services with the Tree Inc.’s schedule.

Trees Inc. has removed multiple dead pine trees throughout the District electric system which were a threat to our power lines.

Wasco County’s wood program for low income has benefitted from this activity.

Wasco County has sent their crew out to collect the wood from most of these cut down trees.

The District’s Vegetation Management Program is on schedule to help sustain reliability to serve our customers for this coming winter.

The Engineering Department is busy with developing maintenance work for Michels Power, project management with Magnum Power, along with developing capital improvement projects to take the District into 2020.

All areas of the Engineering and Operations Departments are refining processes in safety, developing switching orders, processing work orders in coordination with the Finance Department.

Engineering and Operations staff is busy with joint use, outdoor lighting, and warehousing, developing ways to refine processes, create methods for accountability and operational excellence going into 2020.

Joint Use and Regulatory Manager Tom McGowan has brought rapid change and accountability to the District’s area of responsibility to serve our joint use customers and to make it easy for them to do business with the District.

Engineering and Operations Coordinator Nikki Fimple has brought about positive changes in building efficiencies in how the District’s customers, contractors, and developer’s projects are administratively handled within the District.

Some discussion occurred upon the conclusion of Morehart’s report.
Finance & Risk:

Chief Financial Officer/Director of Finance & Enterprise Risk Harvey Hall provided the following report:

- The District experienced another positive month during August for our net income.
- The District’s net income will be drawn down due to the expensing of the Automated Metering Infrastructure (AMI) Meters; we are roughly at 50% of deployment.
- Currently the District load is 5% less as compared to the month of August.
- Hall estimates that the District will either break even or be slightly negative for the month of September due to the expensing of the AMI Meters.
- Hall anticipates that the District will end up somewhere between $300,000 to $500,000 under budget for net income.
- The District’s positive net income is estimated to be at $2.8 to $3 million by year end.
- Staff has just completed the Risk Inventory with Department Managers. Staff will pull together a report which will then be reviewed with the General Manager and the Executive Committee. The completed report will then go to the Audit Risk Committee for their review and comments. The results of this report will be presented to the Board at the November Board Meeting.
- Some of the common things that came out of this Risk Inventory was the concern about staffing; does the District have enough resources, and do we have the right skill set currently and going into the future.
- District staff continues to review policies; three of which are being brought before the Board today.
- A Cost of Service Analysis (COSA) has been kicked off. The District’s preliminary 2020 budget has been provided to EES Consulting. EES Consulting will come back to the District with some initial estimates, with the results being presented by Steven Andersen during the month of November.

Power Resources:

Assistant General Manager/Director of Power Resources Kurt Conger provided the following report:

Hydro Department Updates:

- Both Hydro Plants (The Dalles Fishway and McNary Fishway) continue to run well.
- Chief Plant Operators are planning activities for the winter 2019-2020 fish ladder outages.
• September 30th was the last day of the sale of The Dalles Fishway output to Three Phases Renewable Energy.
• The Dalles Fishway’s output of 5 MW is now being delivered to Northern Wasco County People’s Utility District for retail sale to our new large single load customers.
• The budget will no longer reflect The Dalles Fishway output as sales-for-resale energy or revenue.

Power Procurement:

• The NEMS Fiscal Year 2020, 4 MW purchase commenced physical delivery from TransAlta Centralia this morning.
• Also new in the power portfolio is a 5 MW purchase from AvanGrid Renewables.
• Today is the first day of the federal fiscal year and Bonneville Power Administration’s (BPA) BP-20 Rate Period.
• BPA is still the primary supplier, but in 2020, non-federal resources will become more important and may provide more energy for load than BPA at the end of 2020.
• Proposals for supplying carbon free energy beginning in 2021 are due in on Friday, October 4th.

Budget Drivers for Power Resources:

• Power purchases and transmission expenses will increase proportional to load.
• In 2019, these expenses are estimated at approximately $35 million. The current estimate for 2020 is $44 million.
• Diversified load levels will be flat, but less than the 2019 budget to account for loads of questionable permeance.
• Primary service loads increase, but the budget forecast moderate’s future growth as a conservative estimate of revenues and expenses.
• The Load Resource Expense (LRE) Budget Model synchronizes the load forecast with revenue and expense levels.
• The main cost drivers for both Hydro Plants are labor, overheads and depreciation.
• The following are capital, and operations and maintenance (O&M) projects, which will be executed in 2020:
  ➢ The Dalles Fishway – juvenile fish sampling facility, intake baffles, and temperature sensor replacement
  ➢ McNary Fishway – elevator/stairs, vacuum breaker rebuild, and temperature sensor replacement
• The Power Resources Department is proposing to hire one Level 1 Power Analyst.
The District has initiated a subscription to Ansergy Market Analytics, which will provide staff with fundamentals-based price forecast to guide purchase and sale decisions.

MCG Integrated Asset Manager (IAM) is software that will capture contract data in power purchase agreements, manage physical delivery, support end-of-the month settlement checkouts, and calculate risk exposure.

Corporate Services:

General Manager Roger Kline provided the report for Corporate Services since Corporate Services Director Cyndi Gentry is not present this evening:

- Northern Wasco County People's Utility District's mobile app is now up and running. The app works on both Apple and Android telephones.
- The name of the app is NWCPUD.
- Customers are now able to pay their bill on the app, as well as checking out their energy usage.
- Customer passwords must be shorter than 10 characters.

Key Accounts:

Key Accounts Manager Justin Brock presented the following report:

- Brock is taking over his own Key Accounts/Project Management Department.
- Brock continues to track projects both internally and externally.
- Brock has been chosen to be recertified for Key Accounts, which has a more formal program of developing more specific plans for District customers.
- Different marketing efforts and information pamphlets are being looked at.
- The District now has a public use charging station for electric vehicles (EV).
- Brock has been contacted by the City of Dufur regarding the installation of an electric charger.

Innovation & Planning:

General Manager Kline presented the following Innovation & Planning Report since Principal Engineer/Chief Innovation Officer Paul Titus is not in attendance this evening:

- A total of 5,100 Automated Metering Infrastructure (AMI) Meters have been installed in the District's electric system.
- The majority of the meter installation work is currently being conducted within The Dalles area.
- The District's AMI Meter Contractor is averaging approximately 900-meter installs per week using three to four technicians.
This installation rate is on track to complete 95% of the meters by the end of October.

The AMI meter completes a self-read on the registers at midnight of each day. Itron creates a file that contains the register reads at 5 a.m. Southeastern Data Corporation (SEDC) then takes that file at 8 a.m. and updates the Meter Data Management database. This is approximately completed by 8:30 a.m. All of these steps are automatically programmed and has taken some time to confirm these processes.

On Friday, September 27th billing was able to use this data to update UPN meter reads for predetermined routes. Before this accomplishment, meter readers would hand enter the information from an Excel spreadsheet for AMI meters into their handheld devices. This is no longer required.

There are now approximately 2,100 meters that are read remotely.

Using Itron’s Collection Manager software staff can now perform read in/read outs and remote disconnects/reconnects without sending personnel out to the field.

Itron and SEDC are developing and testing software that will enable UPN to issue the commands and automatically input the meter read information. This modification will not be available until Quarter 1 of 2020.

As to the Tygh Valley Substation Project, the District is still waiting on the approval of the Conditional Use Permit from Wasco County and an easement from the private land owner.

Staff released the Invitation to Bid on September 30, 2019 for construction activities associated with the Tygh Valley Substation Relocation Project. Bids are due in on October 25, 2019.

General Manager:

General Manager Roger Kline reported that staff highlighted last month that the first time in the organization’s history we have $100 million in assets. The 2020 budget is the largest budget that the District has ever seen at $60 million. All forecasts are for growth, in load and in responsibility. Kline noted that the 2020 budget is in direct alignment with the District’s Strategic Plan. It is directly attributed to the Board’s support and the good work of staff.

Kline stated that the District put our best foot forward last week when we hosted the Oregon People’s Utility District Association (OPUDA) Annual Conference. He stated that it was easy to talk about the District since we have so much wonderful work going on.

Kline noted that there is a lot of neat stuff happening around the region. A lot of us will be in Portland tomorrow attending the Resource Adequacy Symposium.
General Counsel:

General Counsel James Foster reported that he has spent time today with the Board of Directors during a Work Session going over the proposed Governance Policies. A lot of progress was made on policies involving the Board. Foster’s intent is to redraft the policies as discussed with the Board, and then take that portion of the policies that relate to the Board’s relationship with general management and finances to the General Manager for his review and discussion. Foster intends to bring back these Governance Policies to the Board at their December Meeting.

Foster noted that he will be attending the American Public Power Association’s Legal Seminar in Portland during the month of October. Senior Financial Analyst/Contracts, Risk and Supply Chain Sue Powers will also be attending the Legal Seminar.

NEW BUSINESS

2020 Vision Budget:

Chief Financial Officer/Director of Finance & Enterprise Risk Harvey Hall presented a PowerPoint Presentation entitled “2020 Vision, NWC PUD Preliminary Budget”, a copy of which is hereto attached and marked as Exhibit 2.

Some of the highlights of Hall’s presentation are as follows:

- The Strategic Plan 2018-2028 is what drives the District’s activities and what we do as a District.
- The Strategic Plan covers a 10-year view.
- Some of the key Strategic Objectives are safety; compliance; operational excellence; employee engagement; and technological innovation and sustainability.
- In 2028, the District’s contract with Bonneville Power Administration (BPA) will expire. As Assistant General Manager/Director of Power Resources Kurt Conger stated earlier, the District buys a lot of power from BPA, but they are not the District’s sole source of power.
- Staff continues to develop programs and staff to achieve organizational excellence in all areas.
- The District wants to provide more relevant and timely information to customers and to the community to help them manage their energy use, while being good stewards of public resources.
- The Finance Department is currently filling the vacant Billing Position.
- The Operational Vision in 2020 includes industrial customer growth; educational reimbursement; new Key Accounts/Project Management Office Department; the
closing of the Meter Reading Department due to AMI technology; credit review and watch services; increase to commercial and low income energy management services; new power resource tools (Zema, Ansergy, MCG IAM); and the addition of new positions, Engineering and Operations Coordinator, Power Resource Specialist, and Line Superintendent.

- The District's Meter Readers have been moved to new positions.
- The 2020 Financial Plan includes BPA rate increases; but does not include a rate change.
- The Preliminary Budget has a positive net income of $410,387.
- The Preliminary Budget includes an increase of around $700,000 in labor and benefit costs, which includes three new employees. These are fully loaded costs.
- The Preliminary Budget includes BPA rate increases but no District rate change.
  - Computer related costs are proposed to increase by $154,000 for the Power Resources Department.
- The budget includes $150,000 for interest for the 2019 borrowing of up to $6 million, as compared to $476,000 interest for the 2016 Bond borrowing.
- 52% of District assets in 2016 have already been depreciated.
- A total of $50,000 has been budgeted for the education of employees.
- An increase of $20,000 for fees associated with credit card charges by customers. The District no longer charges any fees to customers who use their credit card to pay their bill.
- An increase of $100,000 in legal services costs.
- The cost in Franchise Fees for next year is around $1.8 million.

Some discussion occurred throughout Hall's Preliminary Budget presentation after questions were raised by members of the Board regarding budgeted items.

Approval of Revised Cash Management Services Agreement with Bank of the West:

The Board considered the approval of the Revised Cash Management Services Agreement with the Bank of the West.

Chief Financial Officer/Director of Finance & Enterprise Risk Harvey Hall stated that the Bank of the West's Remit Plus Program will allow staff to electronically transmits checks received from District customers by using the bank's Image Clearing Services. Currently Loomis picks up on a daily basis the District's bank deposit. This will eliminate the need for Loomis to physically pick up bank deposits. This will result in less costs and less risk to the District.

Hall noted that the only thing being added to the Cash Management Services Agreement is the Image Clearing Services.
Director Howe moved to approve the Revised Cash Management Services Agreement with the Bank of the West. The motion was seconded by Director Williams; it was then passed unanimously.

**Review and approval of Policies:**

Senior Financial Analyst/Contracts, Risk and Supply Chain Sue Powers addressed the following proposed Policies: Public Records Request Policy; Public Contracting Rules and Policy; and Records Retention & Disposition Policy.

Changes to the proposed policies were briefly noted. Powers also noted that District Policies will be standardized in format going forward.

Director Jacobson moved to approve the Public Records Request Policy, Public Contracting Rules Policy, and the Records Retention & Disposition Policy as presented. Director Williams seconded the motion; it was then passed unanimously.

**OLD BUSINESS**

There was no old business to discuss.

**BOARD REPORTS / ITEMS FROM BOARD MEMBERS**

No reports from members of the Board were made at this time.

**APPROVAL OF FUTURE MEETINGS/TRAVEL/OR RELATED MATTERS**

October 2, PPC Forum – Roger Howe, Howard Gonser, Dan Williams and Connie Karp

October 3, PPC Executive Committee Meeting – Roger Howe, Howard Gonser and Dan Williams

October 18, OPUDA Board Meeting - Connie Karp, Roger Howe, Howard Gonser

Dan Williams and Wayne Jacobson

November 12, NEMS, NESC, NIES Annual Meeting - Connie Karp, Howard Gonser, Roger Howe, Dan Williams and Wayne Jacobson

November 13, NRU Annual Meeting - Connie Karp, Howard Gonser, Roger Howe, Dan Williams and Wayne Jacobson

November 14, PPC Annual Meeting - Connie Karp, Howard Gonser, Roger Howe, Dan Williams and Wayne Jacobson
November 22, OPUDA Board Meeting - Connie Karp, Howard Gonser, Roger Howe, Dan Williams and Wayne Jacobson

**EXECUTIVE SESSION**

No Executive Session was conducted this evening since there was no need.

There being no further business the meeting adjourned at 8:45 p.m.

[Signature]
President

[Signature]
Secretary

ATTEST:
Wasco County Economic Update

Northern Wasco PUD

October 1, 2019
Unemployment Rates Remain Low

Wasco County Annual Unemployment Rates: 2006 - 2019

August 2019
Wasco County’s Rates are Slightly Above Oregon’s

Oregon and Wasco County Annual Unemployment Rates

Wasco County
Oregon
Education and Health Services Led Growth

Wasco County Job Growth by Industry: 2008-2018

- Indian tribal: -230
- Local education: -80
- Other local government: 40
- Federal government: -30
- Financial activities: -40
- Mining, logging, and construction: -30
- Wholesale trade: -50
- State government: -80
- Retail trade: 70
- Other services: 70
- Professional and business services: 180
- Leisure and hospitality: 220
- Education and health services: 690
Over the Long Term and the Short Term

Wasco County Job Growth by Industry: 2008-2018

- Indian tribal
- Local education
- State government
- Wholesale trade
- Mining, logging, and construction
- Financial activities
- Professional and business services
- Other services
- Retail trade
- Other local government
- Federal government
- Leisure and hospitality
- Education and health services
- Leisure and hospitality
- Other services
- Retail trade
- Other local government
- Financial activities
- Professional and business services
- Education and health services

2008-2016
2016-2018
About 4,700 Jobs in June 2018
2018 Industry Payroll Ranked by Size

Wasco County 2018 Industry Payroll: Over $20 Million

- Education and health services: $111,543,449
- Local Government: $63,068,781
- Retail trade: $50,171,206
- Natural resources and mining: $40,666,409
- Professional and business services: $30,369,455
- Information: $26,924,932
- Manufacturing: $26,445,829
- Leisure and hospitality: $25,637,429
- Federal Government: $24,728,042
### Average Wages – Over $20M Group

#### Wasco County 2018 Industry Average Wages: Over $20 Million

<table>
<thead>
<tr>
<th>Industry</th>
<th>Average Wage</th>
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<tbody>
<tr>
<td>Education and health services</td>
<td>$47,607</td>
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<td>Local Government</td>
<td>$46,069</td>
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<tr>
<td>Retail trade</td>
<td>$30,297</td>
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<tr>
<td>Natural resources and mining</td>
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<td>Professional and business services</td>
<td>$48,669</td>
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<td>Information</td>
<td>$151,264</td>
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<td>Manufacturing</td>
<td>$41,516</td>
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<td>Leisure and hospitality</td>
<td>$19,320</td>
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<tr>
<td>Federal Government</td>
<td>$85,269</td>
</tr>
</tbody>
</table>

$0 $40,000 $80,000 $120,000 $160,000
Wasco County 2017 Industry Payroll: Under $20 Million

- Construction: $17,138,483
- State Government: $14,720,841
- Other services: $12,129,112
- Financial activities: $11,049,371
- Transp., WH & utilities: $10,647,489
- Wholesale trade: $8,065,401
### Wasco County 2018 Industry Average Wages: Under $20 Million Payroll

#### Average Wages – Under $20M Group

<table>
<thead>
<tr>
<th>Industry</th>
<th>Average Wage</th>
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<tr>
<td>Construction</td>
<td>$48,551</td>
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<tr>
<td>State Government</td>
<td>$58,883</td>
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<tr>
<td>Other services</td>
<td>$24,503</td>
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<tr>
<td>Financial activities</td>
<td>$42,173</td>
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<tr>
<td>Transp., WH &amp; utilities</td>
<td>$55,168</td>
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<tr>
<td>Wholesale trade</td>
<td>$57,610</td>
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</tbody>
</table>
About 11,650 jobs in 2018

Wasco County 2018 Industry Employment, Sorted by Payroll

- Education and health services: 2,343
- Local Government: 1,656
- Retail trade: 1,514
- Natural resources and mining: 1,369
- Professional and business services: 1,327
- Information: 637
- Manufacturing: 624
- Leisure and hospitality: 290
- Federal Government: 250
- Construction: 193
- State Government: 140
- Other services: 140
- Financial activities: 140
- Transp., WH & utilities: 140
- Wholesale trade: 140
Nearly 18,500 *Jobs During Summer 2018

Number of Jobs by Hourly Wage, 3rd Quarter 2018

- Under $15.00: 6,698 (36%)
- $15.00 - $19.99: 4,187 (23%)
- $20.00 - $29.99: 4,441 (24%)
- $30.00 - $39.99: 1,538 (8%)
- $40.00 or more: 1,607 (9%)

*Jobs is a placeholder for actual job data.
Cherry Harvest Season Underway

Number of Jobs by Hourly Wage, 3rd Quarter 2018

- **All Other Private**: 9,594 (52%)
- **Natural Resources and Mining**: 6,929 (37%)
- **State and Local**: 1,947 (11%)
Cherry Harvest Season Underway

Number of Jobs by Hourly Wage, 3rd Quarter 2018

- Under $15.00: 4,300
- $15.00 - $19.99: 2,111
- $20.00 - $29.99: 1,655
- $30.00 - $39.99: 607
- $40.00 or more: 921

Job categories:
- All Other Private
- Natural Resources and Mining
- State and Local

- Under $15.00: 2,102
- $15.00 - $19.99: 1,783
- $20.00 - $29.99: 2,258
- $30.00 - $39.99: 656
- $40.00 or more: 130

Total jobs: 1,000
Q1 Vs Q3

Number of Jobs by Hourly Wage

- Natural Resources and Mining 2016Q1
- Natural Resources and Mining 2016Q3
Most Wasco County Residents Live in The Dalles

Wasco County July 1, 2018 Population Estimates
Incorporated Cities, Towns and Unincorporated

- Antelope, 50, 0%
- Dufur, 615, 2%
- Maupin, 430, 2%
- Mosier, 455, 2%
- Shaniko, 35, 0%
- The Dalles, 14,735, 54%
- Unincorporated, 10,880, 40%
But Unincorporated Areas Driving Growth

Population Growth by Year, 2012 - 2018

- The Dalles
- Unincorporated Wasco County
Median Home Prices Keep Rising

Columbia Gorge RMLS Median Home Sale Price by County: 2006 - 2019 (Year-to-Date)

Hood River County
Wasco County
Sherman County
Columbia Gorge
Dallas Fridley, Regional Economist
Dallas.W.Fridley@Oregon.gov
541-645-0005

Get the latest workforce and economic research delivered to your inbox!
Sign up at https://www.qualityinfo.org/p-sofrm/

Join the conversation:
OregonEmployment.Blogspot.com
Twitter @OREmployment
STRATEGIC PLAN 2018-2028

Our Philosophy: We value our public power traditions, while seeking new and better ways to preserve the benefits of that heritage. We believe that with innovation, teamwork, and commitment, we can compete effectively in a changing environment.

Our Mission: Provide reliable, competitively-priced energy and related services that benefit our customers in the tradition of public power.
Strategic Plan Distilled – for 2020

- Continue to develop programs & staff to achieve organizational excellence in all areas
- Provide more relevant and timely information to customers & community to help them manage their energy use
- Be good stewards of public resources
Operational Vision in 2020
Making the Plan a Reality

• Industrial Customer Growth
• Educational Reimbursement
• New Key Accounts/Project Management Office Department
• Closing of Meter Reading Department – AMI Technology
• Credit Review and Watch Services – Risk Management
• Increase to Commercial and Low Income Energy Management Services. EEUP
• New Power Resource tools: Zema; Ansergy, MCG IAM
• New Position Adds: E&O Coordinator, Power Resource Specialist, Line Superintendent
## 2020 Vision

### Financial Plan

<table>
<thead>
<tr>
<th>NWCPUD</th>
<th>2017 Actuals</th>
<th>2018 Actuals</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
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</thead>
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<tr>
<td>Revenue/Reimbursements</td>
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<td>(47,259,608)</td>
<td>(53,167,141)</td>
<td>(61,144,173)</td>
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<td>O&amp;M Non-Labor</td>
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<td>44,692,039</td>
<td>49,136,952</td>
<td>59,967,225</td>
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<tr>
<td>Overhead &amp; Benefit to Spread</td>
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<td>(3,540,941)</td>
<td>(3,665,893)</td>
<td>(3,873,198)</td>
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<tr>
<td>Total Loss / (Gain)</td>
<td>535,479</td>
<td>(2,347,231)</td>
<td>(3,358,421)</td>
<td>(410,387)</td>
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</tbody>
</table>
## 2020 Vision Financial Plan

<table>
<thead>
<tr>
<th>NWCPUD</th>
<th>2017 Actuals</th>
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<tbody>
<tr>
<td><strong>Revenue/Reimbursements</strong></td>
<td>(39,011,118)</td>
<td>(47,259,608)</td>
<td>(53,167,141)</td>
<td>(61,144,173)</td>
</tr>
<tr>
<td><strong>Operating Revenue</strong></td>
<td>(37,345,757)</td>
<td>(45,208,733)</td>
<td>(51,566,562)</td>
<td>(59,262,971)</td>
</tr>
<tr>
<td><strong>Other Operating Revenues</strong></td>
<td>(320,204)</td>
<td>(365,918)</td>
<td>(332,658)</td>
<td>(283,786)</td>
</tr>
<tr>
<td><strong>Non-Operating Income</strong></td>
<td>(755,128)</td>
<td>(551,560)</td>
<td>(598,010)</td>
<td>(971,000)</td>
</tr>
<tr>
<td><strong>Administration Credits</strong></td>
<td>(311,876)</td>
<td>(815,358)</td>
<td>(659,500)</td>
<td>(626,416)</td>
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<tr>
<td><strong>Reimbursements</strong></td>
<td>(4,634)</td>
<td>(274,467)</td>
<td>(5,411)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Gain/Loss on Sale of General Plant</strong></td>
<td>(273,518)</td>
<td>(43,572)</td>
<td>(5,000)</td>
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</tr>
</tbody>
</table>
## 2020 Vision Financial Plan

<table>
<thead>
<tr>
<th>NWCPUD</th>
<th>2017 ACTUALS</th>
<th>2018 ACTUALS</th>
<th>2019 BUDGET</th>
<th>2020 BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>O&amp;M LABOR</td>
<td>3,464,148</td>
<td>3,761,280</td>
<td>4,337,660</td>
<td>4,639,759</td>
</tr>
<tr>
<td>LABOR &amp; MISCELLANEOUS EARNINGS</td>
<td>3,464,148</td>
<td>3,761,280</td>
<td>4,337,660</td>
<td>4,639,759</td>
</tr>
</tbody>
</table>
# 2020 Vision

## Financial Plan

<table>
<thead>
<tr>
<th>NWCPUD</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL</td>
<td>ACTUALS</td>
<td>ANNUAL</td>
<td>ACTUALS</td>
<td>BUDGET</td>
</tr>
<tr>
<td><strong>O&amp;M NON-LABOR</strong></td>
<td>39,250,563</td>
<td>44,692,039</td>
<td>49,136,952</td>
<td>59,967,225</td>
</tr>
<tr>
<td>COMPUTER SUPPORT &amp; SUPPLIES</td>
<td>166,445</td>
<td>273,916</td>
<td>221,215</td>
<td>391,736</td>
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<tr>
<td>DEPRECIATION, AMORTIZATION &amp; INTEREST EXPENSE</td>
<td>3,235,646</td>
<td>3,056,832</td>
<td>3,072,978</td>
<td>3,258,741</td>
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<tr>
<td>DUES, MEMBERSHIPS &amp; SUBSCRIPTIONS</td>
<td>222,519</td>
<td>271,228</td>
<td>262,363</td>
<td>272,697</td>
</tr>
<tr>
<td>EDUCATION, TRAINING &amp; TRAVEL</td>
<td>197,996</td>
<td>289,780</td>
<td>254,663</td>
<td>377,100</td>
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<tr>
<td>EMPLOYER PAID BENEFITS</td>
<td>2,275,377</td>
<td>2,364,626</td>
<td>2,377,659</td>
<td>2,746,975</td>
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<tr>
<td>FACILITIES MAINTENANCE</td>
<td>58,139</td>
<td>48,332</td>
<td>45,524</td>
<td>42,500</td>
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<tr>
<td>FLEET MAINTENANCE</td>
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<td>254,386</td>
<td>284,703</td>
<td>236,432</td>
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<td>FEES, LICENSES &amp; PERMITS</td>
<td>158,339</td>
<td>122,091</td>
<td>145,241</td>
<td>138,200</td>
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<tr>
<td>MISCELLANEOUS EXPENSES</td>
<td>113,405</td>
<td>189,622</td>
<td>186,438</td>
<td>251,715</td>
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<tr>
<td>OUTSIDE SERVICES EMPLOYED</td>
<td>1,744,869</td>
<td>1,449,988</td>
<td>1,232,155</td>
<td>1,330,786</td>
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</tbody>
</table>
## 2020 Vision
### Financial Plan

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<thead>
<tr>
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<tr>
<td>O&amp;M NON-LABOR</td>
<td>39,250,563</td>
<td>44,692,039</td>
<td>49,136,952</td>
<td>59,967,225</td>
</tr>
<tr>
<td>OVERHEADS &amp; BENEFITS APPLIED</td>
<td>2,487,710</td>
<td>2,714,131</td>
<td>2,933,316</td>
<td>2,792,621</td>
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<td>POSTAGE</td>
<td>52,175</td>
<td>48,878</td>
<td>41,237</td>
<td>51,000</td>
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<tr>
<td>PROPERTY &amp; LIABILITY INSURANCE</td>
<td>191,192</td>
<td>198,963</td>
<td>215,697</td>
<td>227,200</td>
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<tr>
<td>PROPERTY RENT</td>
<td>13,567</td>
<td>25,614</td>
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<td>21,000</td>
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<td>POWER PURCHASED</td>
<td>22,745,672</td>
<td>26,716,163</td>
<td>30,495,644</td>
<td>38,868,290</td>
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<td>PUBLIC RELATIONS &amp; MARKETING</td>
<td>143,693</td>
<td>136,206</td>
<td>147,704</td>
<td>177,200</td>
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<td>REBATE PROGRAMS</td>
<td>743,712</td>
<td>955,634</td>
<td>716,400</td>
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<td>SAFETY PROGRAM</td>
<td>78,123</td>
<td>37,806</td>
<td>19,501</td>
<td>27,750</td>
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<tr>
<td>SUPPLIES, MATERIALS AND TOOLS</td>
<td>125,256</td>
<td>201,081</td>
<td>190,805</td>
<td>187,340</td>
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<td>TAXES</td>
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<td>1,760,763</td>
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<td>TRANSMISSION COSTS</td>
<td>2,787,873</td>
<td>3,522,947</td>
<td>4,229,235</td>
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<td>UTILITIES</td>
<td>42,773</td>
<td>53,051</td>
<td>41,572</td>
<td>34,525</td>
</tr>
</tbody>
</table>
Questions

Vision

2020