

AGENDA  
SHAKOPEE PUBLIC UTILITIES COMMISSION  
REGULAR MEETING  
November 7, 2022  
at 5:00 PM \*

To watch this meeting live click or copy the link: <https://tinyurl.com/SPU-YouTube-Live>

1. **Call to Order** at 5:00pm in the SPU Service Center, 255 Sarazin Street
  - 1a) Roll Call
2. **Communications**
3. **Consent Agenda**
  - C=> 3a) Approval of October 17, 2022 Minutes (GD)
  - C=> 3b) Approval of November 7, 2022 Agenda (KM)
  - C=> 3c) November 7, 2022 Warrant List (KW)
  - C=> 3d) MMPA September Meeting Update (GD)
  - C=> 3e) General Manager Salary (KW)
4. **Liaison Report** (JB)
5. **Public Comment Period.** If there is any public here, please step up to the table and state your name and address for the record.
6. **Reports: General Manager**
  - 6a) General Manager Report – Verbal (JA)
  - 6b) AMI Vender Bid Award (SW)
7. **Reports: Water Items**
  - 7a) Water System Operations Report – Verbal (LS)
8. **Reports: Electric Items**
  - 8a) Electric System Operations Report – Verbal (BC)
9. **Reports: Human Resources**

10. **Reports: General**

- 10a) Marketing/Key Accounts Report – Verbal (SW)
- 10b) Semi-Final Capital Improvement Plan for 2023 – 2027 (JA)
- 10c) 2023 Operating Budget (KW)
- 10d) East Shakopee Substation Site Update (JA) \*\*
- 10e) NES WTP Site Search Update (JA) \*\*

11. **Items for Future Agendas**

12. **Tentative Dates for Upcoming Meetings**

- November 21, 2022
- December 5, 2022
- December 19, 2022

13. **Adjournment**

\*\* A portion of this meeting may be closed under Minnesota Statutes, Section 13D.05, subdivision 3(c) to review confidential or protected nonpublic appraisal data and to develop or consider offers or counteroffers for the purchase of properties located at:

MINUTES OF THE  
SHAKOPEE PUBLIC UTILITIES COMMISSION  
October 17, 2022  
Regular Meeting

1. Call to Order. President Mocol called the October 17, 2022 meeting of the Shakopee Public Utilities Commission to order at 5:00 PM. President Mocol, Vice President Krieg, Commissioner Brennan, Commissioner Fox, and Commissioner Letourneau were present.
2. Approval of Consent Agenda. Commissioner Fox moved approval the consent agenda: (3a) October 3, 2022 minutes; (3b) October 17, 2022 agenda; (3c) October 5, 2022 Warrant List, Account Credit Request/Deposit Refunds; (3d) October 17, 2022 Warrant List; (3e) MMPA September Meeting Update; and (3f) Water Dashboard. Commissioner Letourneau seconded the motion. Ayes: Mocol, Krieg, Brennan, Fox, and Letourneau. Nays: None. Motion carried.
3. Liaison Report. Commissioner Brennan reported that the City Council approved the 2023 CIP.
4. Public Comment Period. No public comments were offered.
5. General Manager Report. Greg Drent, General Manager, reported that all staff reviews are completed and that the Delta Dental renewal was received; staff continues to prepare the budget. He noted that he and President Mocol attended the recent Shakopee School Board Meeting, and that Choice Electric will be starting to lay things out for the solar project. Mr. Drent stated that AMI recommendations will be presented at the next meeting. He noted that payroll is moving onto the new NISC system. Mr. Drent noted discussions with MVEC regarding the meter changeout, with City staff on pending projects, and with MMPA representatives regarding billing practices for solar projects. Mr. Drent read a letter of thanks from Kissimmee, Florida for the assistance from SPU staff after Hurricane Ian.
6. Water Report. Lon Schemel, Water Superintendent, reported that the Minnesota Department of Health has noted that they plan to do quarterly testing for PFAS. They took samples last week; the results should take one month. He noted that the Well 23 test pump is in place and staff is waiting on the generator to power the pump. Mr. Schemel reported that water crews have finished flushing all hydrants. He noted that this completion will help with the ISO insurance scores, which was last reviewed in 2019; the flushing used to take three years to cover SPU's entire system and now it is completed in one year.
7. CR 83 County Project 83-24 and SPU 19-inch Water Main Replacement. Joseph Adams, Director of Planning and Engineering, provided background on the County Road 83 project, the reduced scope of SPU's work, and the rebidding process. SPU's work has been completed. He

presented the proposed amendment to the Construction Cooperative Agreement between SPU and Scott County. He noted that he has attempted multiple times to obtain a final version of the amendment from County staff and is concerned with processing payment in a timely manner. He requested approval to authorize payment of the invoice and to work with the County to finalize the amendment. Commissioner Brennan moved approval of the First Amendment to the Construction Cooperative Agreement in a form substantially similar to that presented, and to authorize its execution. Commissioner Fox seconded the motion. Ayes: Mocol, Krieg, Brennan, Fox, and Letourneau. Nays: None. Motion carried.

8. Electric Report. Jamie VonBank, Electric Supervisor, provided the electric report because Brad Carlson was at training with staff. Mr. VonBank provided project updates, including Core Crossing energized, boring for Feeder #75 and extension 83, and new streetlights and underground lines at Maras Hansen Stagecoach. He noted that crews changed 66 meters over from SPU to MVEC today. Mr. VonBank reported four outages since the last Commission meeting; two were caused by squirrels, one involved a customer internal connection problem, and one involved a contractor digging into SPU's circuit, affecting 19 customers for 29 minutes. He also noted that Xcel Energy's transmission line twice "blinked," dropping SPU; the cause was unknown, and SPU crews did all they could. Mr. Drent noted that SPU staff is working on a potential connection with MVEC to allow either utility to assist in the event of an emergency; further information will be provided to the Commission for review/approval.

9. Marketing/Key Accounts Report. Sharon Walsh, Director of Key Accounts/Marketing/Special Projects noted that SPU is waiting for a response to follow-up questions from one of the AMI vendors. For the MVEC/SPU service territory transfer, Ms. Walsh noted that Prior Lake customers will migrate to MVEC in the next few weeks and SPU will start onboarding former MVEC customers, working on individualized customer notices, and meeting on-site with the residents of Bonnevista Terrace manufactured home park. Ms. Walsh noted that the Chamber Breakfast will be held at SPU and that SPU will participate in Spooky Fun Day on October 29, focusing on customer education. She also noted work on external signage for the SPU service center and sliders for the SPU website homepage (prepared in 2019, so no additional cost). Ms. Walsh discussed featuring the CAP Agency energy assistance information in one of the sliders.

10. NES WTP Site Search Update. Commissioner Fox moved, seconded by Commissioner Letourneau, that the Commission go into closed session under Minnesota Statutes, Section 13D.05, subdivision 3(c) to review confidential or protected nonpublic appraisal data and to develop or consider offers or counteroffers for the purchase of 3650 and 3690 Eagle Creek Boulevard. Ayes: Mocol, Fox, Brennan, Krieg, and Letourneau. Nays: None. Motion carried. In open session, Commissioner Letourneau moved to extend an offer to purchase 3650 Eagle Creek Boulevard, consistent with the appraisal. Commissioner Fox seconded the motion. Ayes: Mocol, Fox, Brennan, Krieg, and Letourneau. Nays: None. Motion carried.

11. Preliminary 2023 – 2027 Capital Improvement Plan. Mr. Adams presented the Preliminary Capital Improvement Plan for 2023 to 2027. He highlighted significant capital projects, including electric substation, AMI, water treatment, and watermain projects.

12. General Manager Performance Review. Commissioner Fox moved to go to closed session under Minnesota Statutes, Section 13D.05 subd.3(a) to evaluate the performance of the General Manager. Vice President Krieg seconded the motion. Ayes: Mocol, Fox, Brennan, Krieg, and Letourneau. Nays: None. Motion carried. In open session, President Mocol provided a summary of the discussion, noting Mr. Drent's strengths, including his work ethic, building community relationships with the City and the School District, and the service territory agreement with MVEC as a significant accomplishment. She noted that future goals include developing a dashboard with key metrics and seeking additional public input.

13. Adjourn. Motion by Commissioner Fox, seconded by Commission Brennan, to adjourn to the Monday, November 7, 2022, meeting. Ayes: Mocol, Krieg, Brennan, Fox, and Letourneau. Nays: None. Motion carried.

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Greg Drent, Commission Secretary

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## SHAKOPEE PUBLIC UTILITIES COMMISSION

## WARRANT LISTING

November 7, 2022

By direction of the Shakopee Public Utilities Commission, the Secretary does hereby authorize the following warrants drawn upon the Treasury of Shakopee Public Utilities Commission:

ABDO LLP	\$5,523.75
INC ALLSTREAM BUSINESS U	\$2,480.04
ALTERNATIVE TECHNOLOGIES INC	\$66.00
AMARIL UNIFORM CO.	\$91.06
LLC AMERICAN MESSAGING S	\$3,122.54
AMERICAN WATER WORKS ASSOCIATION	\$233.00
AMERICAN WATER WORKS ASSOCIATION	\$79.00
APPLE FORD OF SHAKOPEE	\$1,698.70
ARROW ACE HARDWARE	\$188.04
BERGERSON-CASWELL INC	\$20,983.00
BIRD'S LAWN CARE	\$7,176.00
SCHMOLL BONNABELLE	\$500.00
BORDER STATES ELECTRIC SUPPLY	\$2,076.62
TIM BROSAM	\$350.00
BRADLEY CARLSON	\$141.54
CENTERPOINT ENERGY - ACH	\$517.21
CHOICE ELECTRIC INC	\$645.21
CITY OF SHAKOPEE	\$7,620.77
CITY OF SHAKOPEE	\$249,000.00
CITY OF SHAKOPEE	\$1,031.08
INC. COMCAST CABLE COMMUN	\$2.25
CORE & MAIN LP	\$9,701.20
CUSTOMER CONTACT SERVICES	\$521.54
DELTA DENTAL PLAN OF MN	\$5,463.21
DGR ENGINEERING	\$3,004.50
EMERGENCY AUTOMOTIVE TECHNOLOGIES I	\$246.96
ENEL X WAY NORTH AME, INC	\$10,348.30
INC. FERGUSON US HOLDINGS	\$3,216.99
FLYTE HCM LLC	\$181.50
INC. FRONTIER ENERGY	\$7,401.51
FURTHER - ACH	\$577.00
GENERAL SECURITY SERVICES CORP	\$442.92
GOPHER STATE ONE-CALL	\$1,035.45
GRAINGER INC	\$83.85
GRAYBAR ELECTRIC COMPANY INC	\$90.28
BRAD GUSTAFSON	\$119.99
EVAN & AUTUMN HAGEN	\$350.00
HAWKINS INC	\$760.00
HEALTHPARTNERS	\$82,278.61
ASHLEE HOLTGRAVE	\$125.00
HREXPRTISEBP LLC	\$375.00
INC. IMPACT MAILING OF MI	\$13,537.52
INNOVATIVE OFFICE SOLUTIONS LLC	\$1,450.36
INTEGRA REALTY RESOURCES-MPLS/ST.PAU	\$4,500.00
IRBY - STUART C IRBY CO	\$2,733.22
ITRON INC	\$3,282.45
KAHNKE JESSE	\$500.00
JT SERVICES	\$12,960.16
MATTHEW KAHLE	\$41.10
UMA KANCHARAPU	\$175.00
MARY KINNEY	\$75.00
HOLLY KRIEG	\$30.00
THORN KRIS	\$50.00
DARREN LAPAGE	\$100.00
LINK LUMBER	\$11.73
CHRISTOPHER LINK	\$125.00
CHRISTOPHER LINK	\$50.00
MALYADRI MAMIDALA	\$125.00
MCGRANN SHEA CARNIVAL	\$10,684.25
INC. MIDWEST SAFETY COUNS	\$343.80
MINN VALLEY TESTING LABS INC	\$919.81
MINNESOTA LIFE	\$1,295.33
MMPA C/O AVANT ENERGY	\$2,952,056.28
MMUA	\$12,589.25
MRA-THE MANAGEMENT ASSOCIATION	\$128.00
NAGEL COMPANIES LLC	\$2,292.00
NAPA AUTO PARTS	\$201.19
NATIONAL CONDUCTOR CONSTRUCTORS LLC	\$403,777.80
NCPERS GROUP LIFE INS.	\$208.00
BRENT NELSON	\$350.00



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SON NGUYEN	\$350.00
NISC	\$1,839.85
NORTHWEST ASPHALT INC	\$709.87
KATHERINE ORELLANA	\$500.00
PRINCIPAL LIFE INS. COMPANY	\$3,951.78
VITALES RANDALL	\$50.00
JOAQUIN RIOS	\$200.00
CHASE ROTHSTEIN	\$50.00
CHASE ROTHSTEIN	\$100.00
SAMBATEK	\$5,577.50
SCHERER BROS.	\$163.23
SCHERER BROTHERS LUMBER	\$148.39
SCOTT COUNTY TREASURER	\$834,993.65
LP SENSIDYNE	\$4,572.74
SHORT ELLIOTT HENDRICKSON INC	\$43,137.14
SLACK PAINTING	\$15,850.00
VOURLLOS SPIRO	\$175.00
INC. ST. LOUIS MRO	\$80.00
STUART C IRBY CO	\$232.33
LISA SVIHEL	\$25.00
PENNY THIELHORN	\$328.75
TMS COMPANIES	\$975.33
UPS STORE # 4009	\$65.64
VERIZON	\$523.95
VERIZON WIRELESS	\$3,105.76
RANDALL VITALES	\$125.00
MICHAEL VOURLLOS	\$19.43
VTI SECURITY	\$5,412.79
WESCO RECEIVABLES CORP.	\$4,508.50
AGNES WIESNER	\$150.00
KELLEY WILLEMSEN	\$75.00
INC. WSB & ASSOCIATES	\$6,524.00
XCEL ENERGY	\$3,588.46
JULIE YARBROUGH-SCHAFFNER	\$75.00

\$4,792,625.96

Presented for approval by Director of Finance & Administration

Approved by General Manager

Approved by Commission President

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ABDO LLP	\$5,523.75 FINANCIAL SERVICES THRU 10/31/22
INC ALLSTREAM BUSINESS U	\$2,480.04 INTERNET FOR SPU, T-1 LINE, PIKE LAKE, S
ALTERNATIVE TECHNOLOGIES INC	\$66.00 OIL TESTS W/KF MOISTURE/GAS ANALYSIS
AMARIL UNIFORM CO.	\$91.06 CLOTHING FOR MARTY G.
LLC AMERICAN MESSAGING S	\$3,122.54 NOVEMBER SMARTSWITCH
AMERICAN WATER WORKS ASSOCIATION	\$233.00 MEMBERSHIP FOR 01/01/23 - 12/31/2023
AMERICAN WATER WORKS ASSOCIATION	\$79.00 ANNUAL MEMBERSHIP FOR DAVE HAGEN
APPLE FORD OF SHAKOPEE	\$1,698.70 WATER DEPT. VEHICLE CHECK UP TRK #652
ARROW ACE HARDWARE	\$188.04 WATER DEPT. DUCT TAPE, NOZZLE, HOSE
BERGERSON-CASWELL INC	\$20,983.00 REMOVING AND REINSTALLING NEW FLAGED PHS
BIRD'S LAWN CARE	\$7,176.00 SEPT. & OCT. LAWN CARE
SCHMOLL BONNABELLE	\$500.00 2022 RES. ENERGY EFFICIENT COOLING & HEAT
BORDER STATES ELECTRIC SUPPLY	\$2,076.62 ARRESTER
TIM BROSAM	\$350.00 2022 RES. COOLING & HEATING REBATE
BRADLEY CARLSON	\$141.54 REIMB. SURVIVANT CONF. ATL, GA
CENTERPOINT ENERGY - ACH	\$517.21 GAS USAGE SARAZIN ST. 9/7-10/7/22
CHOICE ELECTRIC INC	\$645.21 TANK 7-TAKE OUT OLD WALL PACK & REPLACE
CITY OF SHAKOPEE	\$7,620.77 SEPT. FUEL USAGE
CITY OF SHAKOPEE	\$249,000.00 NOV. PILOT MONTHLY TRANSFER FEE
CITY OF SHAKOPEE	\$1,031.08 STORM DRAINAGE/SPU PROPERTIES
INC. COMCAST CABLE COMMUN	\$2.25 CABLE FOR LUNCHROOMS
CORE & MAIN LP	\$9,701.20 METER RETROFIT KIT
CUSTOMER CONTACT SERVICES	\$521.54 ANSWERING SERVICE 10/18-11/14
DELTA DENTAL PLAN OF MN	\$5,463.21 NOV. DENTAL PREMIUMS/ NOV. CHARGE MONTH
DGR ENGINEERING	\$3,004.50 SS-83 PROFESSIONAL SERVICES
EMERGENCY AUTOMOTIVE TECHNOLOGIES I	\$246.96 REWIRE AMBER ROTATOR LIGHT
ENEL X WAY NORTH AVE, INC	\$10,348.30 5 YEAR DATA PLAN, JUICE PEDESTAL, ROUTER
INC. FERGUSON US HOLDINGS	\$3,216.99 CLAMP, CLAMP REPAIR
FLYTE HCM LLC	\$181.50 COBRA PLAN RENEWAL JANUARY 2023
INC. FRONTIER ENERGY	\$7,401.51 PROF. SERVICE 8/1 TO 8/31-CONSERVATION
FURTHER - ACH	\$577.00 FLEX DEP. CARE - C.S. 10/7/22
GENERAL SECURITY SERVICES CORP	\$442.92 MAINTENANCE, VIDEO SYSTEM
GOPHER STATE ONE-CALL	\$1,035.45 OCTOBER LOCATES
GRAINGER INC	\$83.85 CONTINUOUS SIDE-RING LOCK
GRAYBAR ELECTRIC COMPANY INC	\$90.28 BOXES UY2 CONNECTORS
BRAD GUSTAFSON	\$119.99 SAFETY BOOT REIMB.
EVAN & AUTUMN HAGEN	\$350.00 2022 RES. COOLING & HEATING REBATE
HAWKINS INC	\$760.00 KTH-100-EJO PM KIT
HEALTHPARTNERS	\$82,278.61 NOV. HEALTH PARTNERS/OCT. CHARGE MONTH
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IRBY - STUART C IRBY CO	\$2,733.22 SOCKET METER 3 PHASE
ITRON INC	\$3,282.45 Software Maint. 11/1/22 - 10/31/23
KAHNKE JESSE	\$500.00 2022 RES. ENERGY EFFICIENT COOLING & HEAT
JT SERVICES	\$12,960.16 FOUNDATION ANCHOR ST. LIGHTS
MATTHEW KAHLE	\$41.10 MVEC TERRITORY FENCE REPAIRS
UMA KANCHARAPU	\$175.00 2022 ENERGY STAR CLOTHES WASHER
MARY KINNEY	\$75.00 2022 RES. ENERGY STAR APPLIANCE REBATE
HOLLY KRIEG	\$30.00 2022 RES. APPLIANCE RECYCLING REBATE
THORN KRIS	\$50.00 2022 RES. ENERGY STAR APPLIANCE REBATE
DARREN LAPAGE	\$100.00 2022 ENERGY STAR DISHWASHER
LINK LUMBER	\$11.73 WATER DEPT. CONCRETE MIX
CHRISTOPHER LINK	\$125.00 2022 ENERGY STAR CLOTHES WASHER
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MALYADRI MAMIDALA	\$125.00 2022 ENERGY STAR CLOTHES WASHER
MCGRANN SHEA CARNIVAL	\$10,684.25 MUNICIPAL & REG. MATTERS
INC. MIDWEST SAFETY COUNS	\$343.80 COLD WEATHER GLOVES
MINN VALLEY TESTING LABS INC	\$919.81 COLIFORM
MINNESOTA LIFE	\$1,295.33 NOV. LIFE INS. PREMIUMS
MMPA C/O AVANT ENERGY	\$2,952,056.28 OCTOBER POWER BILL
MMUA	\$12,589.25 FOUR YEAR APPRENTICE CAREER GF, TO, JS, JS
MRA-THE MANAGEMENT ASSOCIATION	\$128.00 BACKGROUND CHECK FOR G.R.
NAGEL COMPANIES LLC	\$2,292.00 OAK RD. BORE PIPE
NAPA AUTO PARTS	\$201.19 BUTT CONNECTOR
NATIONAL CONDUCTOR CONSTRUCTORS LLC	\$403,777.80 W. SHAK SUB CONSTRUCTION-PYMT #2
NCPERS GROUP LIFE INS.	\$208.00 NOV. LIFE INS. FOR NCPERS
BRENT NELSON	\$350.00 2022 RES. ENERGY EFFICIENT COOLING & HEAT

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SAMBATEK

SCHERER BROS.

SCHERER BROTHERS LUMBER

SCOTT COUNTY TREASURER

LP SENSIDYNE

SHORT ELLIOTT HENDRICKSON INC

SLACK PAINTING

VOURLOS SPIRO

INC. ST. LOUIS MRO

STUART C IRBY CO

LISA SVIHEL

PENNY THIELHORN

TMS COMPANIES

UPS STORE # 4009

VERIZON

VERIZON WIRELESS

RANDALL VITALES

MICHAEL VOURLOS

VTI SECURITY

WESCO RECEIVABLES CORP.

AGNES WIESNER

KELLEY WILLEMSEN

INC. WSB &amp; ASSOCIATES

XCEL ENERGY

JULIE YARBROUGH-SCHAFFNER

\$350.00 2022 RES. COOLING &amp; HEATING REBATE

\$1,839.85 SEPT. 2022 MISC, TRAVEL EXPENSES

\$709.87 HYDRANT METER #701448961 FINAL BILL

\$500.00 2022 RES. COOLING &amp; HEATING REBATE

\$3,951.78 LONG TERM DISABILITY PREMIUMS FOR NOV.

\$50.00 2022 RES. ENERGY STAR APPLIANCE REBATE

\$200.00 2022 RES. ENERGY COOLING &amp; HEATING REBATE

\$50.00 2022 RES. ENERGY STAR APPLIANCE REBATE

\$100.00 2022 ENERGY STAR DISHWASHER REBATE

\$5,577.50 Elevated Water Tank 8

\$163.23 CONCRETE MIX

\$148.39 CONCRETE MIX QUIKRETE 60#

\$834,993.65 COOP AGREEMENT CP8324 CONSTRUCT PARTIAL

\$4,572.74 CHLORINE

\$43,137.14 VARIOUS WORK ORDERS

\$15,850.00 POWER WASH TOWER 1 &amp; 2

\$175.00 2022 ENERGY STAR CLOTHES WASHER

\$80.00 2022 FMCSA CLEARINGHOUSE QUERY FEE

\$232.33 IRBY TOOLS

\$25.00 2022 RES. ENERGY STAR LIGHTING

\$328.75 REIMB. MILEAGE &amp; PER DIEM FOR SCHOOLING

\$975.33 HYDRANT #93196946 RETURN REFUND

\$65.64 SEND LOCATOR IN FOR REPAIRS - BRAD C.

\$523.95 VEHICLE TRACKERS FOR NOV.

\$3,105.76 CELL PHONE/IPADS 9/24/10/23

\$125.00 2022 ENERGY STAR CLOTHES WASHER

\$19.43 UPS LETTER SENT - REIMB.

\$5,412.79 SECURITY UPGRADES

\$4,508.50 ROAD CONE

\$150.00 2022 ENERGY STAR DISHWASHER

\$75.00 2022 PUBLIC POWER SALARY SURVEY

\$6,524.00 PUMPHOUSE #23 - PROF. SERVICE THRU 9/30/

\$3,588.46 GAS USAGE FOR AMBERGLEN CIR.

\$75.00 2022 RES. ENERGY STAR APPLIANCE REBATE

\$4,792,625.96


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 Presented for approval by: Director of Finance & Administration

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 Approved by General Manager

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 Approved by Commission President



PO Box 470 • 255 Sarazin Street  
Shakopee, Minnesota 55379  
Main 952.445-1988 • Fax 952.445-7767  
[www.shakopeeutilities.com](http://www.shakopeeutilities.com)

To: SPU Commissioners  
From: Greg Drent, General Manager   
Date: November 3, 2022  
Subject: MMPA October Meeting Update

The Board of Directors of the Minnesota Municipal Power Agency (MMPA) met on October 25, 2022, at Chaska City Hall in Chaska, Minnesota and via videoconference.

The Board reviewed the Agency's financial and operating performance for September 2022.

The Board discussed the current business environment.

The Board discussed the status of renewable projects the Agency is pursuing.

It was reported that eight of 12 MMPA members have extended their power sales agreements through 2060. The eight that have extended represent approximately 74% of MMPA's energy sales.

Customer penetration for the residential Clean Energy Choice program increased to 4.1%. There was an increase of 70 customers participating in the residential Clean Energy Choice program from August to September.



PO Box 470 • 255 Sarazin Street  
Shakopee, Minnesota 55379  
Main 952.445-1988 • Fax 952.445-7767  
www.shakopeeutilities.com

DATE: November 3, 2022

TO: Commissioners

FROM: Kelley Willemssen, Director of Finance and Administration *kw*

Subject: General Manager Salary

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**Background:**

The general manager has a contract from July 2021 through July 2023. There is an automatic renewal in one-year increments unless otherwise negotiated. Section 4 of the contract states the Commission shall review and adjust the general manager's salary in its sole discretion, subject to Minnesota Statutes, Section 43A.17.

Each year, as part of the wage and compensation budget process, an informal working group meets to review salary surveys and increases for staff in the upcoming year. This year the informal working group also discussed the general manager's salary since his annual performance review was just completed. The group reviewed the American Public Power Association (APPA) salary survey for 2022. Attached is a copy of the survey report. The report looks at public power utilities around the United States. It is broken into several categories by revenues, customer count, and region. It also compares salaries to utility cooperatives of like size. As a reminder, when looking at the data, SPU generates approximately 60 million in revenue and has 19,000 electric and 14,000 water customers for a total of 33,000 meters.

During Greg's performance review with the commission there was discussion on how much the organization has changed under Greg's leadership. Commissioners expressed appreciation for the work ethic and positive attitude Greg brings to the organization. Building relationships with the City of Shakopee and School District have made a positive impact in the community. SPU is positioned well for the future since we were able to have a territory agreement with MVEC under Greg's direction.

In 2022 SPU moved to a pay-for-performance wage scale. Under the new criteria, a high-performing employee can receive a larger increase than an underperforming employee. SPU moved wage ranges by 3.5 percent in the 2023 budget. A few employees did not receive a pay increase, while some received a larger than 3.5 percent increase based on their performance and where they were in their wage range. Because of Greg's performance review and where he is in his wage range, a salary increase was discussed and recommended. With these increases Greg will now be at 88 percent of the midpoint for the GM position at SPU.

Greg had not received a salary increase for 17 months, a decision was made to recommend a 4.3 percent increase starting July 2022 for a salary of \$177,310 and a 4 percent increase beginning in January of 2023 for a salary of \$184,402. Greg's salary will not be reviewed again in July; all future salary considerations will be considered during the budget process each year. The new salary will then begin in January of each year just like every other employee for SPU.



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The informal working group also discussed the MN salary cap law 43A.17 to ensure these increases did not exceed the state law limits. Attached is a copy of the League of MN cities Governor's Salary Cap Law and a recap of limits by year reported by Minnesota Management and Budget. As you can see, neither salary recommendations exceed the 2022 limit. SPU will be in compliance of the salary cap law 43A.17. The limits are adjusted on January 1 each year based on the Consumer Price Index increase.

Action: Approve General Manager 2022-2023 Salary as recommended in the memo





2022 PUBLIC POWER

# SALARY SURVEY REPORT

# 2022 PUBLIC POWER **SALARY SURVEY REPORT**

**Prepared by**

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American Public Power Association

September 2022



Powering Strong Communities

The American Public Power Association is the voice of not-for-profit, community-owned utilities that power 2,000 towns and cities nationwide. We represent public power before the federal government to protect the interests of the more than 49 million people that public power utilities serve, and the 96,000 people they employ. More at [www.PublicPower.org](http://www.PublicPower.org).

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## ABOUT THIS REPORT

In 2022, the American Public Power Association conducted a survey on salaries in public power utilities. APPA received responses from 511 public power utilities, which reported annual salaries and hourly pay for selected occupations as of May 1, 2022. Joint action agencies are not included in this report.

For 26 management positions, respondents reported annual base salaries. For the general manager position, respondents reported total compensation. For 24 non-management positions, respondents reported hourly compensation.

In addition to earnings, the survey gathered data on total number of employees, number of employees per position, and salary-related policy questions.

This report summarizes the salary and compensation information provided in the survey nationally and based on revenue, customer count, and region. Sections 5 and 8 of this report show average salaries and rates for each of the five regions (northeast, north

central, southeast, south central, and west) divided into two subcategories: utilities with less than \$15 million in total revenue and utilities with total revenue of \$15 million or more.

This report also contains salary data for rural electric cooperative utilities, which were obtained from cooperative filings on IRS Form 990. The latest salary information available was used for this analysis, which consisted of a mix of IRS Form 990s from 2019 and 2020.

This report is useful in comparing your utility's salaries with other public power utilities. To get a broader picture of the job market, consider reviewing additional salary surveys – within your region – that report on salaries of cooperative or investor-owned utilities, or salary surveys of jobs that have similar skill sets in other industries. Due to antitrust laws, it is advisable to not discuss your utility's salaries, hourly pay, or benefits with other utilities (or other employers generally).

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# 1. OVERVIEW OF SURVEY RESPONDENTS

Tables 1A and 1B provide a breakdown of the respondents by utility revenue and customer count. This can be useful to further describe the utilities in a selected class. For example, when making comparisons for a utility in the \$25 to \$50 million class, the average revenue is \$34.7 million and the average number of customers is 13,794. Revenue and customer data are from the Energy Information Administration Form 861, using 2020 data.

**Table 1A: Average Revenue and Customers by Revenue Class**

Revenue Class (in millions)	Number of Responses	Average Revenue (in thousands)	Average Number of Customers
Less than \$3	90	1,557	857
\$3 to \$6	64	4,299	2,083
\$6 to \$10	56	7,992	3,777
\$10 to \$15	53	12,710	5,191
\$15 to \$25	58	20,217	8,286
\$25 to \$50	85	34,745	13,794
\$50 to \$100	47	72,798	28,627
\$100 or more	58	442,650	168,679

**Table 1B: Average Revenue and Customers by Customer Count**

Customers	Number of Responses	Average Revenue (in thousands)	Average Number of Customers
Less than 1,000	62	1,575	560
1,000 to 2,000	69	7,437	1,481
2,000 to 4,000	71	7,445	2,977
4,000 to 10,000	130	17,724	6,404
10,000 to 20,000	75	36,179	13,875
20,000 to 40,000	47	68,985	29,535
40,000 to 100,000	35	154,695	60,742
100,000 or more	22	906,425	351,912

Table 1C provides data on other utility operations for which the public power utility general manager is responsible, in addition to electricity. Of the 511 utilities included in this report, 464 are headed by a general manager, and of these, 29% (133) provide electric service only.

**Table 1C: Electric Utilities Providing Additional Services**

Service	Number of Responses	Percent of Respondents
Water	272	59%
Wastewater	173	37%
Sewer	175	38%
Other	104	22%
Telecom	61	13%
Gas	72	16%
Cable TV	32	7%

Tables 1D and 1E show the average number of full-time staff positions per utility based on revenue class and customer count.

**Table 1D: Full-Time Staff by Revenue Class**

<b>Revenue</b>	<b>Number of Responses</b>	<b>Mean</b>
Less than \$3 Million	85	7.0
\$3-\$6 Million	62	14.6
\$6-\$10 Million	56	27.8
\$10-\$15 Million	51	32.2
\$15-\$25 Million	58	43.6
\$25-\$50 Million	84	65.2
\$50-\$100 Million	47	131.3
\$100 Million or more	58	718.5

**Table 1E: Full-Time Staff by Customer Count**

<b>Customers</b>	<b>Number of Responses</b>	<b>Mean</b>
Less than 1,000	57	6.7
1,000 to 2,000	68	46.8
2,000 to 4,000	71	21.1
4,000 to 10,000	126	40.7
10,000 to 20,000	75	70.9
20,000 to 40,000	47	134.4
40,000 to 100,000	35	308.1
100,000 or more	22	1,270.2

Tables 1F and 1G indicate the average (mean) and median number of positions for each position included in the survey. If the sum of a respondent's number of annual salary positions and hourly positions was greater than the answer provided for total staff positions, the data on individual positions was removed from the analysis. Some respondents also left the number of staff per position questions blank.

**Table 1F: Number of Annual Salary Positions**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>Median</b>
Assistant General Manager	114	1.5	1.0
Chief Accountant	144	1.1	1.0
Chief Engineer	112	1.5	1.0
Chief Financial Officer	199	1.1	1.0
Communications Director	81	1.0	1.0
Customer Services Director	153	1.5	1.0
Cybersecurity Officer	65	1.6	1.0
Electrical Engineer	122	6.2	1.0
Energy Services Director	47	1.0	1.0
Fuels Manager	18	1.2	1.0
General Counsel	46	1.6	1.0
Human Resources Director	135	1.0	1.0
Information Systems Manager	144	1.3	1.0
Information Technology Analyst	94	3.4	1.0
Key Accounts Manager	68	1.9	1.0
Line Division Superintendent	264	1.4	1.0
Line/Construction Foreman	252	3.1	1.0
Marketing Director	32	1.0	1.0
Power Supply Planning Director	46	1.6	1.0
Purchasing Director	108	1.1	1.0
Rate Analyst	45	2.3	1.0
Risk Manager	27	1.1	1.0
Safety Specialist	89	1.8	1.0
Steam Plant Superintendent	41	1.2	1.0
Supervisory Engineer	116	2.5	1.0
Telecom/Broadband Manager	61	1.6	1.0

**Table 1G: Number of Full-Time Hourly Positions**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>Median</b>
Accounts Receivable	213	2.2	1.0
Apprentice Lineworker	295	4.5	2.0
Customer Services Representative	261	9.2	4.0
Dispatcher	122	4.8	4.0
Draftsman	80	2.5	1.0
Engineering Associate	103	3.4	1.0
Executive Assistant	162	1.8	1.0
Fleet Mechanic	119	3.6	2.0
Industrial Technician	35	5.1	2.0
Instrument Technician	54	5.2	4.0
Journeyman Lineworker	354	8.3	4.0
Journeyman Tree Trimmer	61	2.6	2.0
Locator	99	2.9	2.0
Master Electrician	54	3.5	1.0
Meter Reader	156	3.7	2.0
Meter Technician	203	2.8	2.0
Office Administrator	114	3.6	2.0
Payroll Clerk	142	1.2	1.0
Plant Shift Supervisor	59	4.4	2.0
Power Plant Mechanic	74	7.0	2.0
Power Plant Operator	95	8.0	4.0
Storekeeper	161	2.7	1.0
Substation Technician	146	4.3	2.0
Tree Foreman	78	1.4	1.0

## 2. NATIONAL SALARY SUMMARIES

Table 2A is a national summary of annual salaries for all occupations surveyed. Table 2B summarizes hourly pay for occupations.

All salaries and hourly rates are in U.S. dollars.

**Table 2A: Annual Salaries by Occupation**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	426	173,681	101,569	143,155	207,117
<i>Assistant General Manager</i>	142	146,835	91,156	134,200	179,292
Chief Accountant	170	105,337	72,297	98,556	120,227
Chief Engineer	124	148,266	117,283	141,751	171,923
Chief Financial Officer	241	137,030	95,891	125,200	158,724
Communications Director	90	118,973	86,647	108,107	149,109
Customer Services Director	176	111,225	75,679	94,961	134,796
Cybersecurity Officer	73	116,217	88,732	106,600	134,570
Electrical Engineer	144	102,785	86,178	101,759	116,344
Energy Services Director	55	127,627	95,482	123,512	150,076
Fuels Manager	19	122,801	100,406	116,679	133,854
General Counsel	48	190,003	153,471	190,452	230,002
Human Resources Director	172	114,542	76,445	102,456	143,723
Information Systems Manager	169	121,148	98,010	114,374	144,414
Information Technology Analyst	114	83,682	70,009	82,243	95,786
Key Accounts Manager	79	99,493	78,942	98,127	115,406
Line Division Superintendent	309	113,751	95,400	111,338	131,097
Line/Construction Foreman	299	98,064	84,928	95,971	111,829
Marketing Director	39	107,066	75,080	98,758	139,069
Power Supply Planning Director	79	165,717	123,679	153,760	181,136
Purchasing Director	131	94,313	67,532	87,406	115,976
Rate Analyst	49	102,073	84,484	101,400	116,184
Risk Manager	35	126,660	103,010	122,678	147,831
Safety Specialist	101	90,133	73,068	88,991	101,304
Steam Plant Superintendent	49	137,244	112,045	133,600	163,634
Supervisory Engineer	128	127,211	105,635	124,765	144,005
Telecom/Broadband Manager	67	119,167	88,821	110,565	145,587

**Table 2B: Hourly Rate by Occupation**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	216	26.45	22.05	25.38	30.89
Apprentice Lineworker	299	30.71	25.11	30.00	35.89
Customer Services Representative	262	23.28	19.00	22.57	27.16
Dispatcher	111	37.11	25.00	33.72	47.02
Draftsman	81	35.06	29.02	34.50	40.69
Engineering Associate	97	37.35	29.24	36.24	41.99
Executive Assistant	165	30.14	24.63	29.74	34.42
Fleet Mechanic	124	33.10	26.85	32.20	38.86
Industrial Technician	33	42.44	35.86	41.17	48.71
Instrument Technician	55	43.41	35.68	42.05	50.12
Journeyman Lineworker	355	40.80	35.18	41.10	45.93
Journeyman Tree Trimmer	62	29.33	21.23	27.01	36.14
Locator	95	30.25	23.96	29.34	33.70
Master Electrician	64	43.63	36.72	42.92	49.10
Meter Reader	179	23.64	18.34	22.22	28.89
Meter Technician	212	35.02	27.11	34.54	41.59
Office Administrator	131	29.97	22.86	27.72	34.26
Payroll Clerk	147	27.80	23.93	27.00	31.00
Plant Shift Supervisor	54	49.89	42.31	50.58	55.11
Power Plant Mechanic	74	37.53	30.05	38.40	43.03
Power Plant Operator	92	37.69	28.39	36.38	44.90
Storekeeper	158	30.38	24.72	29.44	36.35
Substation Technician	147	42.41	36.00	42.05	47.85
Tree Foreman	79	37.91	30.61	36.01	44.30



General managers' compensation is reported by revenue class in Table 2C and by customers served in Table 2D. Please note that for general managers, survey participants report total compensation, including bonuses and other forms of compensation but excluding vehicle allowances.

**Table 2C: General Manager Annual Compensation by Revenue**

<b>Revenue Class (in millions)</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Less than \$3	61	78,922	65,000	78,273	94,163
\$3 to \$6	59	97,294	80,922	94,016	112,073
\$6 to \$10	54	121,587	102,778	118,325	142,918
\$10 to \$15	49	145,294	120,000	137,600	162,000
\$15 to \$25	56	158,138	122,250	147,993	174,404
\$25 to \$50	82	204,651	159,103	180,095	215,000
\$50 to \$100	45	228,789	170,000	220,451	259,022
\$100 or more	58	351,992	230,346	300,568	403,091

**Table 2D: General Manager Annual Compensation by Customer Count**

<b>Customers</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Less than 1,000	42	81,873	59,250	71,558	96,005
1,000 to 2,000	58	100,416	79,451	92,269	101,569
2,000 to 4,000	67	113,481	92,500	113,000	131,196
4,000 to 10,000	122	148,673	120,000	144,172	173,216
10,000 to 20,000	74	218,186	165,680	184,709	224,906
20,000 to 40,000	44	213,890	164,776	218,899	259,664
40,000 to 100,000	35	274,628	191,426	259,448	300,568
100,000 or more	22	473,401	323,908	399,002	505,861

### 3. ANNUAL SALARIES BY REVENUE

Tables 3A - 3H detail annual salaries for all management occupations surveyed. Utilities are divided into eight groups by electric operating revenue. All positions with fewer than five responses in a category were excluded as it is not possible to compute summary data for such few responses.

For general managers only, numbers reflect total compensation, including bonuses and other forms of compensation (excluding vehicle allowances).

All salaries are in U.S. dollars.

**Table 3A: Annual Salaries for Utilities with Less Than \$3 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
General Manager	61	78,922	65,000	78,273	94,163
Assistant General Manager	12	60,415	41,046	60,687	78,775
Chief Financial Officer	9	60,979	49,961	56,000	72,800
Line Division Superintendent	12	85,949	72,685	88,826	101,285
Line/Construction Foreman	15	66,101	55,580	65,000	71,760

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 3B: Annual Salaries for Utilities with \$3-\$6 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
General Manager	59	97,294	80,922	94,016	112,073
Assistant General Manager	14	73,779	56,013	73,575	87,190
Chief Accountant	5	81,386	a	76,295	a
Chief Financial Officer	12	62,249	56,921	62,240	70,123
Human Resources Director	6	59,859	a	58,397	a
Line Division Superintendent	22	77,368	64,311	79,563	87,999
Line/Construction Foreman	27	76,219	61,225	80,000	87,142

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 3C: Annual Salaries for Utilities with \$6-\$10 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
General Manager	54	121,587	102,778	118,325	142,918
Assistant General Manager	12	98,895	84,259	90,812	108,722
Chief Accountant	13	67,380	55,001	66,500	71,467
Chief Engineer	5	98,144	a	112,058	a
Chief Financial Officer	23	95,375	72,441	93,746	116,326
Customer Services Director	7	57,376	a	55,686	a
Human Resources Director	13	69,824	58,893	70,124	86,000
Information Systems Manager	6	78,263	a	71,008	a
Line Division Superintendent	38	98,292	82,056	97,027	114,426
Line/Construction Foreman	27	87,033	72,393	88,114	100,973
Purchasing Director	7	63,473	a	54,267	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 3D: Annual Salaries for Utilities with \$10-\$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	49	145,294	120,000	137,600	162,000
<i>Assistant General Manager</i>	12	111,298	99,263	106,288	121,556
Chief Accountant	14	82,831	61,772	74,610	97,913
Chief Financial Officer	21	105,136	85,000	99,000	117,625
Customer Services Director	14	69,849	61,949	69,903	81,664
Energy Services Director	5	95,677	a	95,804	a
Human Resources Director	20	78,614	64,571	75,982	94,239
Information Systems Manager	7	86,014	a	77,392	a
Information Technology Analyst	11	68,167	49,598	70,000	77,489
Line Division Superintendent	37	109,029	93,101	106,000	115,000
Line/Construction Foreman	33	94,064	82,201	92,123	104,000
Purchasing Director	9	66,335	46,987	60,840	76,911
Supervisory Engineer	5	124,585	a	125,288	a
Telecom/Broadband Manager	5	80,604	a	80,800	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 3E: Annual Salaries for Utilities with \$15-\$25 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	56	158,138	122,250	147,993	174,404
<i>Assistant General Manager</i>	14	130,165	101,213	120,572	134,250
Chief Accountant	27	82,241	69,840	75,780	97,646
Chief Engineer	16	124,442	97,443	107,734	152,501
Chief Financial Officer	38	118,710	99,558	117,455	129,891
Communications Director	7	99,457	a	83,740	a
Customer Services Director	29	81,352	62,800	75,400	87,922
Cybersecurity Officer	5	104,782	a	108,080	a
Electrical Engineer	14	88,643	79,194	85,518	95,742
Human Resources Director	26	87,382	69,303	76,107	101,365
Information Systems Manager	23	108,522	92,724	99,273	115,266
Information Technology Analyst	11	71,144	63,036	68,640	73,304
Key Accounts Manager	6	74,573	a	74,233	a
Line Division Superintendent	43	107,124	93,972	104,645	116,598
Line/Construction Foreman	41	90,981	84,240	89,488	97,276
Power Supply Planning Director	5	123,723	a	123,938	a
Purchasing Director	16	70,634	59,723	67,326	77,610
Safety Specialist	10	74,373	66,528	71,950	77,212
Supervisory Engineer	10	112,497	96,191	99,881	117,745
Telecom/Broadband Manager	11	105,070	83,686	104,162	108,541

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 3F: Annual Salaries for Utilities with \$25-\$50 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	82	204,651	159,103	180,095	215,000
<i>Assistant General Manager</i>	21	144,355	117,044	150,000	156,162
Chief Accountant	37	97,073	75,285	91,800	113,496
Chief Engineer	29	134,466	117,590	131,000	151,700
Chief Financial Officer	57	127,183	102,000	125,000	145,790
Communications Director	14	100,520	77,847	101,150	108,161
Customer Services Director	42	96,452	82,746	98,500	111,720
Cybersecurity Officer	13	101,323	87,131	95,659	102,364
Electrical Engineer	42	100,592	80,915	98,524	121,014
Energy Services Director	12	118,080	80,875	114,802	150,129
General Counsel	6	150,467	a	161,186	a
Human Resources Director	38	104,494	90,214	102,668	120,762
Information Systems Manager	53	109,003	90,605	107,536	120,000
Information Technology Analyst	32	76,796	70,266	77,994	86,974
Key Accounts Manager	15	92,428	77,761	90,400	102,231
Line Division Superintendent	72	117,553	105,084	113,300	131,560
Line/Construction Foreman	68	104,410	94,394	101,015	114,048
Marketing Director	9	108,768	85,000	105,000	112,570
Power Supply Planning Director	19	143,892	121,816	143,943	156,087
Purchasing Director	32	83,494	65,788	78,966	98,498
Rate Analyst	5	105,788	a	103,000	a
Risk Manager	6	105,366	a	102,154	a
Safety Specialist	14	96,959	90,264	98,090	108,933
Steam Plant Superintendent	10	128,038	108,637	115,835	139,730
Supervisory Engineer	35	119,803	99,617	115,460	137,619
Telecom/Broadband Manager	15	113,616	90,927	102,649	119,139

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 3G: Annual Salaries for Utilities with \$50-\$100 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	45	228,789	170,000	220,451	259,022
<i>Assistant General Manager</i>	25	158,285	127,291	160,000	185,016
Chief Accountant	30	111,911	96,191	108,831	122,101
Chief Engineer	29	146,573	126,692	142,000	166,150
Chief Financial Officer	35	147,637	138,797	150,000	164,673
Communications Director	22	105,486	80,948	95,929	132,738
Customer Services Director	34	115,311	89,796	106,257	133,417
Cybersecurity Officer	18	95,898	82,275	95,155	111,292
Electrical Engineer	36	108,038	94,394	104,891	114,133
Energy Services Director	7	124,984	a	127,224	a
General Counsel	8	163,009	a	161,569	a
Human Resources Director	29	131,529	103,542	133,278	145,181
Information Systems Manager	36	128,372	106,877	126,088	150,300
Information Technology Analyst	26	93,395	83,801	91,104	109,892
Key Accounts Manager	15	96,998	79,418	90,688	113,537
Line Division Superintendent	38	129,992	117,396	126,758	141,899
Line/Construction Foreman	41	109,085	95,708	105,400	123,281
Marketing Director	10	106,618	78,350	91,402	129,190
Power Supply Planning Director	20	149,378	128,326	152,524	173,684
Purchasing Director	29	99,381	79,768	91,344	114,511
Rate Analyst	12	98,986	82,275	92,672	113,152
Safety Specialist	25	93,518	76,835	95,186	104,386
Steam Plant Superintendent	7	141,958	a	128,736	a
Supervisory Engineer	32	125,082	106,707	127,121	133,624
Telecom/Broadband Manager	13	140,871	124,550	130,934	153,000

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 3H: Annual Salaries for Utilities with \$100 Million or More in Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	58	351,992	230,346	300,568	403,091
<i>Assistant General Manager</i>	32	242,483	167,207	229,588	266,122
Chief Accountant	42	146,674	115,685	136,848	164,025
Chief Engineer	41	177,705	145,906	163,958	216,465
Chief Financial Officer	46	226,071	167,132	208,691	280,912
Communications Director	41	140,466	110,027	135,325	170,678
Customer Services Director	47	162,982	127,574	158,626	201,761
Cybersecurity Officer	36	134,193	98,733	129,483	167,528
Electrical Engineer	49	106,530	89,200	106,316	120,706
Energy Services Director	26	146,191	107,095	131,914	168,530
Fuels Manager	14	129,183	103,691	120,867	165,319
General Counsel	29	221,344	192,105	216,300	247,291
Human Resources Director	39	172,950	150,281	160,000	200,896
Information Systems Manager	44	147,905	124,390	145,078	156,969
Information Technology Analyst	31	94,058	77,487	91,933	103,261
Key Accounts Manager	38	112,593	94,764	109,149	126,203
Line Division Superintendent	47	141,202	120,286	138,579	160,205
Line/Construction Foreman	47	117,340	98,504	113,284	126,810
Marketing Director	12	136,046	100,635	150,556	171,206
Power Supply Planning Director	29	212,934	169,771	181,671	222,223
Purchasing Director	35	129,310	109,479	129,265	149,631
Rate Analyst	27	104,107	85,992	100,534	116,658
Risk Manager	24	135,687	114,323	134,794	158,999
Safety Specialist	46	92,726	80,451	89,506	100,062
Steam Plant Superintendent	21	162,270	150,620	160,098	180,449
Supervisory Engineer	43	140,172	116,375	137,398	159,991
Telecom/Broadband Manager	18	140,470	120,375	143,168	166,520

## 4. ANNUAL SALARIES BY CUSTOMER COUNT

Tables 4A - 4H detail annual salaries for all management occupations surveyed. Utilities are divided into eight groups according to the number of electric customers served.

All positions with fewer than five responses in a category were excluded as it is not possible to compute summary data for such few responses.

Note: For general managers only, numbers reflect total compensation, including bonuses and other forms of compensation (excluding vehicle allowances).

All salaries are in U.S. dollars.

**Table 4A: Annual Salaries for Utilities with Less Than 1,000 Customers**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
<i>General Manager</i>	42	81,873	59,250	71,558	96,005
<i>Assistant General Manager</i>	11	64,468	40,697	52,000	73,750
Chief Financial Officer	5	61,910	a	56,000	a
Line Division Superintendent	7	89,944	a	97,548	a
Line/Construction Foreman	8	64,497	a	57,000	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 4B: Annual Salaries for Utilities with 1,000 - 2,000 Customers**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
<i>General Manager</i>	58	100,416	79,451	92,269	101,569
<i>Assistant General Manager</i>	13	113,705	75,150	79,870	91,000
Chief Accountant	5	113,574	a	77,000	a
Chief Financial Officer	13	80,496	60,000	64,646	71,640
Customer Services Director	5	122,318	a	78,391	a
Human Resources Director	7	91,738	a	63,174	a
Line Division Superintendent	19	83,594	71,011	80,184	90,782
Line/Construction Foreman	22	71,705	61,278	66,625	82,296

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 4C: Annual Salaries for Utilities with 2,000 - 4,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	67	113,481	92,500	113,000	131,196
<i>Assistant General Manager</i>	17	85,275	72,966	84,453	91,624
Chief Accountant	12	62,135	52,649	62,898	66,416
Chief Financial Officer	23	84,154	66,924	77,730	102,232
Customer Services Director	5	54,006	a	55,686	a
Human Resources Director	14	68,337	58,677	67,562	77,797
Line Division Superintendent	41	96,883	81,349	94,472	107,890
Line/Construction Foreman	35	84,419	73,386	85,490	93,346
Purchasing Director	5	67,079	a	61,630	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 4D: Annual Salaries for Utilities with 4,000 - 10,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	122	148,673	120,000	144,172	173,216
<i>Assistant General Manager</i>	26	120,502	101,321	118,427	135,000
Chief Accountant	40	83,193	67,710	76,297	99,182
Chief Engineer	25	108,971	93,000	109,951	125,785
Chief Financial Officer	66	113,017	96,741	109,415	127,383
Communications Director	7	93,021	a	87,817	a
Customer Services Director	45	79,052	61,632	75,439	90,584
Cybersecurity Officer	7	82,599	a	75,316	a
Electrical Engineer	14	88,896	73,278	87,359	95,585
Energy Services Director	10	98,734	79,227	98,121	105,035
Human Resources Director	41	81,393	64,604	77,584	98,214
Information Systems Manager	39	97,244	76,196	96,283	113,661
Information Technology Analyst	22	67,422	50,518	68,120	77,419
Key Accounts Manager	8	73,106	a	71,859	a
Line Division Superintendent	91	105,032	91,454	106,100	115,634
Line/Construction Foreman	85	93,113	84,271	92,061	100,984
Marketing Director	8	73,805	a	68,380	a
Power Supply Planning Director	12	118,210	89,794	107,183	138,786
Purchasing Director	29	68,038	54,267	64,022	76,911
Safety Specialist	14	71,969	63,830	66,955	78,280
Steam Plant Superintendent	11	102,442	89,165	106,490	115,273
Supervisory Engineer	15	111,358	94,442	110,000	122,944
Telecom/Broadband Manager	19	92,131	80,230	92,000	105,339

Note a: Quartiles are not calculated for fewer than 9 responses.



**Table 4E: Annual Salaries for Utilities with 10,000 - 20,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	74	218,186	165,680	184,709	224,906
<i>Assistant General Manager</i>	21	146,378	117,044	144,000	158,413
Chief Accountant	41	94,791	75,000	91,800	106,047
Chief Engineer	23	151,631	135,181	145,000	169,986
Chief Financial Officer	55	131,558	106,735	130,458	145,685
Communications Director	21	102,211	77,709	88,837	108,214
Customer Services Director	45	100,875	78,659	94,000	111,930
Cybersecurity Officer	15	107,974	94,580	98,529	120,452
Electrical Engineer	41	104,652	83,366	109,351	122,803
Energy Services Director	6	112,109	a	109,288	a
General Counsel	5	173,108	a	174,562	a
Human Resources Director	43	107,479	86,842	101,000	122,914
Information Systems Manager	49	114,863	95,000	108,368	120,000
Information Technology Analyst	28	81,241	71,818	79,448	88,771
Key Accounts Manager	17	94,753	82,222	85,592	107,500
Line Division Superintendent	65	119,233	105,487	114,188	134,000
Line/Construction Foreman	62	104,559	93,309	99,469	113,579
Marketing Director	9	116,225	82,500	101,340	120,800
Power Supply Planning Director	20	154,025	126,261	150,865	174,612
Purchasing Director	29	86,571	68,694	83,000	95,764
Rate Analyst	8	106,498	a	104,261	a
Safety Specialist	19	91,786	77,169	95,301	103,014
Steam Plant Superintendent	10	122,824	108,637	115,440	132,384
Supervisory Engineer	34	124,376	101,055	123,769	143,486
Telecom/Broadband Manager	16	126,764	102,412	113,579	147,631

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 4F: Annual Salaries for Utilities with 20,000 - 40,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	44	213,890	164,776	218,899	259,664
<i>Assistant General Manager</i>	23	161,495	127,055	173,410	186,545
Chief Accountant	29	110,935	100,331	112,911	123,489
Chief Engineer	30	140,131	121,655	137,852	161,476
Chief Financial Officer	34	147,053	130,833	150,000	164,881
Communications Director	20	106,418	85,604	99,361	129,062
Customer Services Director	29	105,262	85,000	101,850	126,968
Cybersecurity Officer	15	101,483	91,605	102,349	117,243
Electrical Engineer	38	102,558	88,100	100,751	110,916
Energy Services Director	12	128,257	104,528	131,212	154,427
General Counsel	8	156,053	a	157,521	a
Human Resources Director	30	127,497	108,561	128,442	145,712
Information Systems Manager	36	123,487	106,087	122,468	146,342
Information Technology Analyst	28	88,735	72,911	87,887	105,298
Key Accounts Manager	12	94,004	75,058	84,836	114,436
Line Division Superintendent	39	128,106	115,501	125,361	141,295
Line/Construction Foreman	40	107,713	97,087	106,255	115,986
Marketing Director	6	96,120	a	91,402	a
Power Supply Planning Director	15	140,634	119,534	151,159	160,515
Purchasing Director	29	96,241	79,768	90,938	114,511
Rate Analyst	11	95,146	81,150	90,000	102,315
Risk Manager	7	106,308	a	102,221	a
Safety Specialist	20	93,346	75,893	93,924	107,902
Steam Plant Superintendent	5	163,191	a	163,634	a
Supervisory Engineer	30	121,289	103,912	113,677	131,566
Telecom/Broadband Manager	10	143,254	125,615	138,634	153,659

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 4G: Annual Salaries for Utilities with 40,000 - 100,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	35	274,628	191,426	259,448	300,568
<i>Assistant General Manager</i>	21	206,229	149,350	213,390	231,406
Chief Accountant	23	130,111	112,272	126,840	154,443
Chief Engineer	27	159,891	123,976	156,785	191,109
Chief Financial Officer	24	186,304	149,205	187,457	214,422
Communications Director	20	117,541	98,101	112,045	127,103
Customer Services Director	28	138,180	104,129	131,367	159,702
Cybersecurity Officer	22	108,691	88,327	100,610	133,590
Electrical Engineer	31	104,332	87,027	108,317	117,756
Energy Services Director	14	137,598	104,400	127,036	152,478
General Counsel	12	197,140	160,478	202,000	233,088
Human Resources Director	18	147,237	128,108	144,788	164,626
Information Systems Manager	26	142,164	123,899	141,711	155,193
Information Technology Analyst	21	91,056	76,375	89,639	101,017
Key Accounts Manager	23	104,698	87,714	107,174	119,969
Line Division Superintendent	31	136,619	114,191	135,527	156,200
Line/Construction Foreman	29	118,326	97,000	114,566	126,693
Marketing Director	5	109,373	a	138,466	a
Power Supply Planning Director	15	164,112	142,862	169,771	180,511
Purchasing Director	19	111,200	91,429	110,544	124,584
Rate Analyst	12	109,683	89,997	108,086	129,972
Risk Manager	9	135,261	114,941	122,678	171,564
Safety Specialist	29	91,815	77,625	92,000	104,386
Steam Plant Superintendent	12	159,422	136,647	160,894	179,187
Supervisory Engineer	31	134,608	113,526	133,466	158,779
Telecom/Broadband Manager	12	130,040	98,796	134,262	146,113

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 4H: Annual Salaries for Utilities with More Than 100,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	22	473,401	323,908	399,002	505,861
<i>Assistant General Manager</i>	10	296,136	239,395	282,017	291,112
Chief Accountant	17	171,762	138,911	162,614	198,931
Chief Engineer	14	200,827	155,999	210,638	240,195
Chief Financial Officer	21	265,087	206,024	275,746	309,000
Communications Director	19	160,598	139,422	159,203	179,019
Customer Services Director	18	201,189	169,816	189,051	226,614
Cybersecurity Officer	13	165,189	134,570	177,216	189,567
Electrical Engineer	16	103,880	96,746	103,280	111,311
Energy Services Director	9	152,252	123,101	149,996	172,323
Fuels Manager	10	135,002	116,998	126,141	165,319
General Counsel	16	244,694	192,904	228,590	283,156
Human Resources Director	19	193,081	158,903	179,733	215,593
Information Systems Manager	16	156,116	136,710	146,072	168,986
Information Technology Analyst	9	94,209	79,466	96,545	103,910
Key Accounts Manager	15	114,423	103,865	112,174	121,474
Line Division Superintendent	16	151,220	135,519	155,314	163,959
Line/Construction Foreman	18	118,648	107,513	112,852	127,434
Marketing Director	7	151,012	a	169,725	a
Power Supply Planning Director	13	265,179	181,671	197,580	296,287
Purchasing Director	16	143,577	139,083	147,202	157,509
Rate Analyst	14	96,770	84,593	98,228	107,811
Risk Manager	12	137,728	129,049	137,410	151,912
Safety Specialist	16	93,248	79,247	88,959	96,202
Steam Plant Superintendent	8	163,202	a	158,900	a
Supervisory Engineer	14	147,716	128,676	139,090	164,501
Telecom/Broadband Manager	5	170,101	a	171,869	a






Note a: Quartiles are not calculated for fewer than 9 responses.

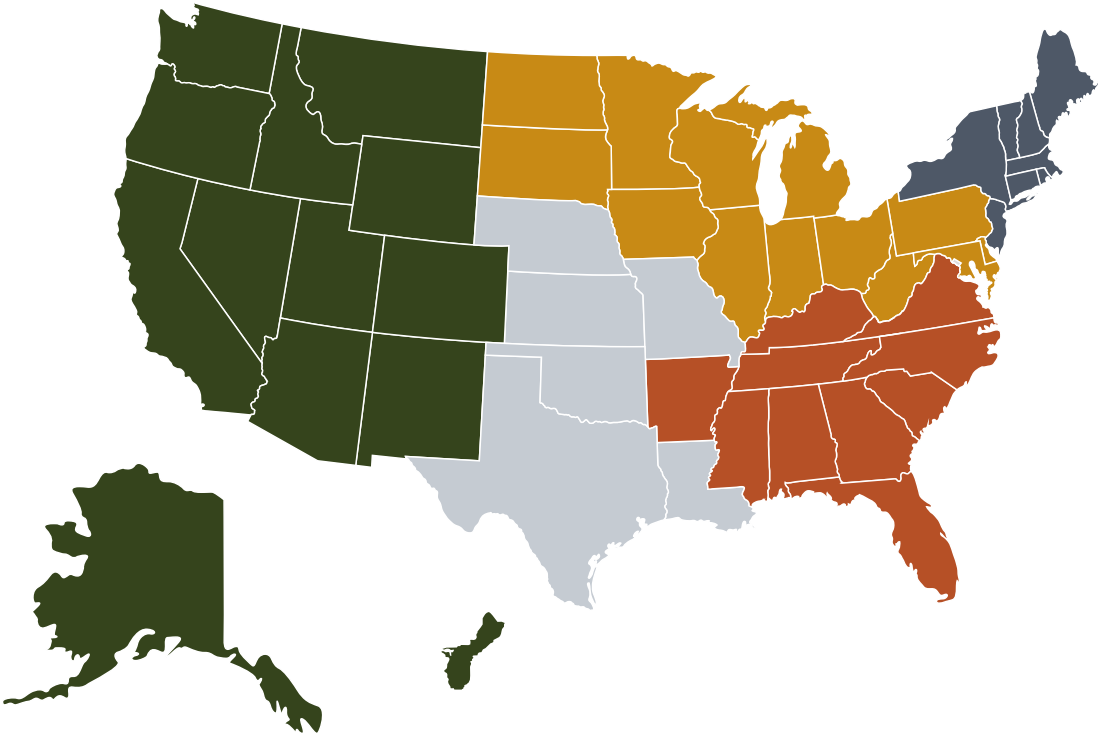
# 5. ANNUAL SALARIES BY REGION AND REVENUE

Tables 5A - 5J detail annual salaries for all occupations surveyed. Utilities are divided into five regions, each with two subcategories based on revenue: utilities with less than \$15 million in total revenue and utilities with \$15 million or more in revenue.

All positions with fewer than five responses in a category were excluded as it is not possible to compute summary data for such few responses.

The states and territories in each region are:

-  **Northeast**  
Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont
-  **North Central**  
Delaware, Illinois, Indiana, Iowa, Maryland, Michigan, Minnesota, North Dakota, Ohio, Pennsylvania, South Dakota, West Virginia, Wisconsin
-  **Southeast**  
Alabama, Arkansas, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia
-  **South Central**  
Kansas, Louisiana, Missouri, Nebraska, Oklahoma, Texas
-  **West**  
Alaska, Arizona, California, Colorado, Guam, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming



**Table 5A: Annual Salaries for Northeast Utilities with Less Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	17	129,779	109,027	141,800	159,200
Chief Financial Officer	8	84,559	a	91,916	a
Line Division Superintendent	7	121,712	a	117,273	a
Line/Construction Foreman	9	107,326	101,400	104,083	111,280

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5B: Annual Salaries for Northeast Utilities with More Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	17	293,718	179,342	218,000	244,702
<i>Assistant General Manager</i>	9	162,677	150,000	155,000	164,000
Chief Accountant	13	125,187	105,000	114,554	163,347
Chief Engineer	9	145,621	131,000	138,070	173,000
Chief Financial Officer	12	155,209	113,250	149,000	175,191
Communications Director	7	134,386	a	150,000	a
Customer Services Director	13	120,307	94,000	115,000	129,938
Electrical Engineer	12	116,178	105,284	120,566	130,250
Human Resources Director	10	126,979	91,819	104,875	161,245
Information Systems Manager	10	140,659	122,321	149,000	159,112
Information Technology Analyst	6	95,958	a	93,553	a
Line Division Superintendent	13	139,069	134,000	137,000	151,827
Line/Construction Foreman	13	131,670	118,000	126,798	135,117
Power Supply Planning Director	7	163,333	a	146,195	a
Purchasing Director	10	108,243	91,086	107,929	121,000
Safety Specialist	5	116,404	a	121,576	a
Steam Plant Superintendent	5	153,238	a	180,088	a
Supervisory Engineer	10	140,493	125,500	134,437	149,301

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5C: Annual Salaries for North Central Utilities with Less Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	97	105,078	89,500	101,759	120,000
<i>Assistant General Manager</i>	17	84,352	72,000	83,013	94,910
Chief Accountant	13	72,371	60,000	66,500	77,000
Chief Financial Officer	18	78,978	65,807	76,908	91,540
Human Resources Director	8	79,674	a	83,706	a
Information Systems Manager	5	78,263	a	75,000	a
Information Technology Analyst	5	64,902	a	64,210	a
Line Division Superintendent	45	95,869	83,678	94,889	107,890
Line/Construction Foreman	42	80,860	65,734	85,595	92,717

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5D: Annual Salaries for North Central Utilities with More Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	53	183,502	132,704	170,000	204,528
<i>Assistant General Manager</i>	12	147,161	110,075	140,203	157,353
Chief Accountant	24	92,017	74,161	90,366	102,296
Chief Engineer	18	135,386	112,975	128,602	152,216
Chief Financial Officer	41	134,221	106,538	127,644	145,849
Communications Director	14	111,357	81,302	97,711	125,268
Customer Services Director	27	108,214	85,348	100,642	115,085
Cybersecurity Officer	9	103,319	96,250	99,000	110,251
Electrical Engineer	22	100,104	87,783	97,262	116,365
Energy Services Director	8	92,761	a	95,532	a
Human Resources Director	27	110,047	91,177	101,163	121,105
Information Systems Manager	36	112,010	95,264	108,258	117,739
Information Technology Analyst	17	78,810	70,616	79,310	88,000
Key Accounts Manager	10	100,120	82,758	102,231	109,633
Line Division Superintendent	44	117,423	105,603	115,887	127,069
Line/Construction Foreman	41	103,267	95,708	101,500	111,467
Marketing Director	6	129,289	a	116,685	a
Power Supply Planning Director	15	147,229	125,857	145,200	173,867
Purchasing Director	13	96,902	79,768	90,600	107,536
Safety Specialist	9	83,604	75,650	77,256	90,191
Steam Plant Superintendent	9	126,697	107,500	124,500	141,773
Supervisory Engineer	19	122,203	98,237	118,206	137,294
Telecom/Broadband Manager	11	119,783	100,982	104,162	120,360

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5E: Annual Salaries for Southeast Utilities with Less Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	32	110,993	85,400	99,500	125,020
<i>Assistant General Manager</i>	7	81,213	a	79,040	a
Chief Accountant	8	65,233	a	62,898	a
Chief Financial Officer	19	80,921	66,040	71,866	96,896
Customer Services Director	9	62,125	51,192	66,590	68,806
Human Resources Director	10	69,307	59,963	64,802	80,500
Information Technology Analyst	5	59,303	a	59,769	a
Line Division Superintendent	15	88,579	74,208	81,000	98,932
Line/Construction Foreman	16	77,969	66,803	75,180	88,048
Purchasing Director	7	68,602	a	62,714	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5F: Annual Salaries for Southeast Utilities with More Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	89	216,750	143,142	175,698	250,000
<i>Assistant General Manager</i>	33	161,430	113,422	142,813	182,600
Chief Accountant	51	103,056	74,343	96,949	116,792
Chief Engineer	46	140,923	105,157	126,537	156,850
Chief Financial Officer	64	147,858	101,705	131,572	169,344
Communications Director	30	110,521	85,272	99,361	132,907
Customer Services Director	62	105,047	70,806	89,369	119,386
Cybersecurity Officer	25	104,572	87,131	95,010	121,836
Electrical Engineer	49	93,457	79,895	90,254	108,815
Energy Services Director	17	116,988	95,160	111,634	135,200
Fuels Manager	9	113,534	84,554	108,763	128,502
General Counsel	18	195,420	162,268	196,614	230,065
Human Resources Director	53	124,079	77,002	125,052	153,000
Information Systems Manager	55	117,249	97,127	113,423	136,140
Information Technology Analyst	36	74,458	62,640	72,459	86,026
Key Accounts Manager	27	92,961	74,908	90,688	108,753
Line Division Superintendent	69	110,717	97,189	108,264	120,454
Line/Construction Foreman	78	93,574	85,147	94,321	101,481
Marketing Director	14	87,822	66,820	78,537	95,994
Power Supply Planning Director	17	174,003	110,187	143,943	165,132
Purchasing Director	51	90,326	67,351	80,212	111,462
Rate Analyst	12	83,298	70,494	80,665	97,755
Risk Manager	13	113,282	91,666	111,263	137,114
Safety Specialist	38	81,466	68,483	84,439	96,187
Steam Plant Superintendent	6	155,837	a	156,786	a
Supervisory Engineer	38	111,289	100,017	109,877	128,159
Telecom/Broadband Manager	25	122,581	90,201	127,500	153,000

Note a: Quartiles are not calculated for fewer than 9 responses.



**Table 5G: Annual Salaries for South Central Utilities with Less Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	45	96,117	70,350	91,000	121,330
<i>Assistant General Manager</i>	15	88,098	58,937	83,678	105,393
Chief Accountant	6	78,878	a	79,289	a
Chief Financial Officer	11	90,921	73,698	90,438	104,679
Customer Services Director	7	63,543	a	61,632	a
Human Resources Director	13	68,589	58,614	59,613	74,192
Information Systems Manager	6	83,472	a	79,050	a
Line Division Superintendent	24	79,056	71,411	80,642	88,934
Line/Construction Foreman	23	70,424	58,161	73,923	79,423
Purchasing Director	9	52,153	46,000	51,792	54,267

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5H: Annual Salaries for South Central Utilities with More Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	36	258,265	168,613	217,973	292,250
<i>Assistant General Manager</i>	13	204,771	153,165	166,958	228,871
Chief Accountant	19	111,202	74,726	108,738	137,497
Chief Engineer	19	153,444	138,628	156,785	166,275
Chief Financial Officer	28	178,162	122,865	145,685	200,079
Communications Director	15	126,407	113,185	124,122	154,363
Customer Services Director	22	125,657	91,272	126,291	147,435
Cybersecurity Officer	16	117,334	93,996	104,761	139,284
Electrical Engineer	22	101,290	84,525	104,053	114,297
Energy Services Director	9	157,119	137,600	162,926	177,491
Fuels Manager	5	140,918	a	117,954	a
General Counsel	11	215,352	167,244	193,170	236,170
Human Resources Director	20	126,081	98,397	119,357	153,010
Information Systems Manager	24	118,072	97,625	124,145	142,213
Information Technology Analyst	15	82,870	74,755	86,632	92,767
Key Accounts Manager	15	106,089	90,656	103,188	122,467
Line Division Superintendent	33	118,061	104,645	116,000	127,481
Line/Construction Foreman	30	99,738	90,030	97,215	110,409
Marketing Director	6	107,500	a	93,145	a
Power Supply Planning Director	10	159,241	149,687	171,440	176,651
Purchasing Director	16	99,849	73,596	96,935	122,579
Rate Analyst	10	105,457	98,657	105,067	114,346
Risk Manager	10	121,192	103,213	126,339	136,299
Safety Specialist	19	84,222	70,325	88,914	95,443
Steam Plant Superintendent	13	139,465	124,176	135,223	158,715
Supervisory Engineer	19	122,169	103,512	123,108	139,090
Telecom/Broadband Manager	8	119,727	a	113,859	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5I: Annual Salaries for Western Utilities with Less Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	32	123,871	83,900	106,479	154,691
<i>Assistant General Manager</i>	7	76,896	a	72,966	a
Chief Accountant	5	89,884	a	86,376	a
Chief Financial Officer	9	117,955	86,632	129,228	147,000
Human Resources Director	6	71,472	a	75,265	a
Line Division Superintendent	18	117,253	99,783	107,526	137,001
Line/Construction Foreman	12	106,179	97,796	111,529	115,492

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 5J: Annual Salaries for Western Utilities with More Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
<i>General Manager</i>	46	283,501	199,257	257,034	289,752
<i>Assistant General Manager</i>	25	214,044	162,490	208,332	237,939
Chief Accountant	29	142,252	113,496	129,536	158,731
Chief Engineer	23	186,159	157,045	188,172	204,082
Chief Financial Officer	31	177,741	143,552	162,227	217,866
Communications Director	18	137,324	103,809	129,338	168,589
Customer Services Director	28	150,992	111,379	141,733	181,565
Cybersecurity Officer	18	132,850	100,099	122,980	166,090
Electrical Engineer	36	115,860	97,748	111,350	128,613
Energy Services Director	13	154,826	123,996	138,466	157,149
General Counsel	11	186,870	153,006	158,740	204,203
Human Resources Director	22	157,419	129,265	142,840	186,106
Information Systems Manager	31	150,998	123,265	150,596	167,581
Information Technology Analyst	26	105,580	87,374	104,449	114,707
Key Accounts Manager	19	113,637	82,722	113,064	127,583
Line Division Superintendent	41	149,666	134,202	151,094	165,155
Line/Construction Foreman	35	130,887	115,559	126,131	140,052
Marketing Director	7	157,293	a	167,180	a
Power Supply Planning Director	24	192,208	153,892	181,060	216,431
Purchasing Director	22	121,068	94,906	119,864	139,082
Rate Analyst	19	114,131	92,547	110,905	133,134
Risk Manager	8	144,904	a	143,642	a
Safety Specialist	24	111,422	95,069	115,505	125,696
Steam Plant Superintendent	9	160,578	117,416	171,709	182,034
Supervisory Engineer	34	149,150	128,887	146,001	171,784
Telecom/Broadband Manager	11	143,020	115,125	146,333	165,025

Note a: Quartiles are not calculated for fewer than 9 responses.

## 6. HOURLY PAY BY REVENUE

Tables 6A - 6H detail hourly pay scales for all non-management occupations. Utilities are divided into eight groups by electric operating revenue.

All positions with fewer than five responses in a category were excluded as it is not possible to compute summary data for such few responses.

All pay rates are in U.S. dollars.

**Table 6A: Hourly Pay for Utilities with Less Than \$3 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	24	22.11	18.30	22.90	24.69
Apprentice Lineworker	27	24.38	20.60	24.80	27.88
Customer Services Representative	15	18.26	16.50	18.20	20.13
Journeyman Lineworker	42	32.19	27.63	32.67	37.00
Meter Reader	25	17.06	15.00	16.74	19.00
Meter Technician	9	25.76	18.00	22.72	34.04
Office Administrator	24	22.93	19.02	21.38	25.90
Payroll Clerk	15	19.62	15.50	20.00	23.10
Power Plant Operator	6	26.09	a	26.50	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 6B: Hourly Pay for Utilities with \$3 - \$6 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	16	21.15	18.30	20.05	25.74
Apprentice Lineworker	27	26.65	20.50	26.50	32.56
Customer Services Representative	24	20.11	16.88	19.00	23.15
Executive Assistant	10	22.28	18.38	23.49	27.46
Fleet Mechanic	5	24.55	a	23.49	a
Journeyman Lineworker	31	33.74	29.79	35.30	38.61
Meter Reader	12	19.05	16.00	19.69	21.13
Meter Technician	7	20.32	a	20.00	a
Office Administrator	14	28.12	23.31	27.53	33.73
Payroll Clerk	9	21.43	19.50	22.00	22.97
Power Plant Operator	6	27.42	a	27.46	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 6C: Hourly Pay for Utilities with \$6 - \$10 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	20	24.49	20.82	24.44	28.36
Apprentice Lineworker	31	28.47	22.63	26.78	31.93
Customer Services Representative	23	23.73	20.85	22.76	25.26
Dispatcher	5	24.14	a	25.34	a
Executive Assistant	9	27.87	22.72	25.88	28.37
Fleet Mechanic	7	30.75	a	29.42	a
Journeyman Lineworker	42	38.60	32.88	40.49	45.16
Locator	5	29.08	a	27.48	a
Meter Reader	23	23.26	19.13	22.05	25.41
Meter Technician	18	30.11	25.96	29.92	32.63
Office Administrator	13	31.71	31.00	32.72	34.45
Payroll Clerk	14	24.86	21.20	25.44	26.86
Power Plant Mechanic	6	26.33	a	26.82	a
Power Plant Operator	11	29.55	25.68	28.74	34.20
Storekeeper	7	25.16	a	25.81	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 6D: Hourly Pay for Utilities with \$10 - \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	17	26.59	22.00	25.24	31.15
Apprentice Lineworker	33	29.19	24.19	28.94	33.09
Customer Services Representative	27	23.01	18.34	22.59	26.62
Executive Assistant	14	26.35	23.30	26.35	30.11
Fleet Mechanic	9	26.80	20.63	22.95	31.03
Journeyman Lineworker	39	40.29	34.22	40.80	44.84
Locator	6	25.88	a	27.26	a
Master Electrician	6	41.78	a	41.78	a
Meter Reader	17	22.16	17.00	21.03	30.10
Meter Technician	13	36.48	30.67	37.13	44.66
Office Administrator	12	31.46	23.70	25.87	31.10
Payroll Clerk	9	25.08	22.00	23.95	27.40
Power Plant Operator	7	28.09	a	27.81	a
Storekeeper	6	26.51	a	25.51	a
Substation Technician	10	39.89	37.30	43.44	45.36
Tree Foreman	6	33.07	a	26.78	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 6E: Hourly Pay for Utilities with \$15 - \$25 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	27	26.29	23.57	25.76	29.35
Apprentice Lineworker	36	30.99	26.31	30.13	36.45
Customer Services Representative	34	23.62	20.57	23.49	27.31
Dispatcher	9	28.91	22.00	23.64	33.69
Engineering Associate	15	32.99	25.37	31.45	37.32
Executive Assistant	20	28.88	24.59	27.94	30.29
Fleet Mechanic	16	30.99	26.02	30.70	36.22
Journeyman Lineworker	46	40.47	37.25	40.41	45.40
Journeyman Tree Trimmer	9	28.58	24.15	26.82	32.00
Locator	10	27.98	22.50	27.90	31.03
Master Electrician	9	45.03	40.51	43.27	51.64
Meter Reader	23	24.51	20.56	25.00	28.62
Meter Technician	32	33.29	27.54	33.28	39.53
Office Administrator	7	29.99	a	28.48	a
Payroll Clerk	21	26.38	24.64	25.75	29.04
Power Plant Mechanic	5	35.65	a	38.45	a
Power Plant Operator	6	34.82	a	38.05	a
Storekeeper	19	27.13	21.38	27.42	30.79
Substation Technician	16	39.93	37.95	38.98	41.71
Tree Foreman	8	33.38	a	31.80	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 6F: Hourly Pay for Utilities with \$25 - \$50 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	50	28.72	23.69	27.27	32.71
Apprentice Lineworker	62	31.72	26.06	31.01	35.56
Customer Services Representative	61	24.56	19.77	24.49	29.00
Dispatcher	27	31.94	23.61	30.45	37.37
Draftsman	26	33.36	29.03	33.48	37.07
Engineering Associate	29	35.19	28.36	32.36	40.72
Executive Assistant	37	29.72	23.08	30.92	33.31
Fleet Mechanic	26	33.01	28.56	32.33	37.38
Industrial Technician	9	44.86	38.53	44.44	46.11
Instrument Technician	12	41.26	37.23	40.18	46.23
Journeyman Lineworker	71	43.04	38.45	43.90	48.19
Journeyman Tree Trimmer	17	24.78	20.00	21.71	28.59
Locator	24	29.72	25.51	29.60	33.31
Master Electrician	14	44.21	38.38	42.28	50.35
Meter Reader	28	26.08	21.02	25.73	30.73
Meter Technician	57	35.78	29.28	37.14	41.46
Office Administrator	22	31.57	24.95	29.06	36.32
Payroll Clerk	30	30.39	26.43	29.41	32.73
Plant Shift Supervisor	12	45.69	40.24	43.82	52.49
Power Plant Mechanic	17	37.10	33.53	38.35	40.56
Power Plant Operator	16	40.41	34.94	38.02	47.47
Storekeeper	48	30.73	24.45	32.04	36.71
Substation Technician	40	41.29	34.76	41.31	47.18
Tree Foreman	19	36.28	31.63	33.80	40.58

**Table 6G: Hourly Pay for Utilities with \$50 - \$100 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	28	28.21	22.60	26.84	32.55
Apprentice Lineworker	34	35.61	28.92	35.05	42.02
Customer Services Representative	32	24.62	20.66	23.69	27.40
Dispatcher	23	37.91	31.38	35.72	43.11
Draftsman	16	38.17	32.89	39.48	45.39
Engineering Associate	16	37.27	31.68	35.05	42.57
Executive Assistant	30	33.59	28.93	32.66	38.12
Fleet Mechanic	24	37.35	30.75	35.26	43.70
Industrial Technician	5	41.94	a	40.00	a
Instrument Technician	7	42.63	a	42.05	a
Journeyman Lineworker	34	46.92	42.98	44.17	53.36
Journeyman Tree Trimmer	11	36.94	31.03	33.84	43.68
Locator	14	33.72	27.51	30.67	40.33
Master Electrician	9	40.99	37.51	43.12	43.57
Meter Reader	22	26.39	20.10	26.67	31.60
Meter Technician	28	36.96	29.54	36.82	43.20
Office Administrator	13	31.16	22.91	27.73	32.35
Payroll Clerk	23	31.50	26.65	30.29	34.23
Plant Shift Supervisor	7	50.08	a	48.77	a
Power Plant Mechanic	9	37.81	30.94	42.05	44.18
Power Plant Operator	10	41.50	34.70	42.71	45.90
Storekeeper	30	33.07	27.46	32.86	39.88
Substation Technician	31	44.89	39.94	43.78	50.39
Tree Foreman	15	41.91	36.01	44.15	48.20

Note a: Quartiles are not calculated for fewer than 9 response

**Table 6H: Hourly Pay for Utilities with More Than \$100 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	34	28.44	22.66	29.10	33.95
Apprentice Lineworker	49	33.97	27.00	31.09	41.95
Customer Services Representative	46	23.61	19.72	23.34	27.05
Dispatcher	41	46.28	30.21	48.65	57.78
Draftsman	30	34.53	29.38	32.98	40.12
Engineering Associate	31	41.93	34.61	39.26	48.11
Executive Assistant	41	33.59	27.79	32.20	37.20
Fleet Mechanic	35	34.76	26.90	34.33	41.60
Industrial Technician	13	41.64	34.05	39.00	48.71
Instrument Technician	33	45.33	35.46	46.00	51.00
Journeyman Lineworker	50	47.59	41.22	45.00	52.35
Journeyman Tree Trimmer	14	32.46	22.70	28.69	41.29
Locator	30	32.73	27.84	29.22	38.57
Master Electrician	18	46.97	37.47	44.58	52.48
Meter Reader	29	27.21	20.93	26.75	32.38
Meter Technician	48	39.46	30.73	37.99	48.12
Office Administrator	26	33.94	24.61	31.86	38.14
Payroll Clerk	26	32.12	26.83	30.28	34.58
Plant Shift Supervisor	26	55.46	48.94	54.91	59.69
Power Plant Mechanic	28	42.50	37.79	42.73	47.12
Power Plant Operator	30	45.16	38.98	44.20	53.41
Storekeeper	45	31.28	25.19	29.10	38.00
Substation Technician	44	44.45	35.39	44.34	50.57
Tree Foreman	26	41.49	33.01	40.07	50.66



## 7. HOURLY PAY BY CUSTOMER COUNT

Tables 7A – 7H detail hourly pay scales for all non-management occupations. Utilities are divided into eight groups by the number of electric customers served.

All positions with fewer than five responses in a category were excluded as it is not possible to compute summary data for such few responses.

All pay rates are in U.S. dollars.

**Table 7A: Hourly Pay for Utilities with Less Than 1,000 Customers**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	13	21.28	17.00	21.30	24.00
Apprentice Lineworker	14	24.87	19.53	25.00	29.13
Customer Services Representative	8	17.93	a	17.50	a
Journeyman Lineworker	21	31.49	26.00	32.75	35.36
Meter Reader	20	17.59	15.34	18.00	19.68
Meter Technician	7	22.62	a	22.00	a
Office Administrator	14	22.84	18.54	20.50	25.56
Payroll Clerk	8	15.69	a	15.50	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 7B: Hourly Pay for Utilities with 1,000 - 2,000 Customers**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	22	23.60	19.60	23.68	26.18
Apprentice Lineworker	28	26.04	21.00	24.82	31.73
Customer Services Representative	25	19.44	16.50	18.54	21.00
Executive Assistant	8	25.57	a	20.79	a
Fleet Mechanic	6	26.16	a	21.87	a
Journeyman Lineworker	39	33.40	28.80	33.65	37.19
Meter Reader	11	16.72	14.61	16.00	18.22
Meter Technician	8	28.94	a	20.75	a
Office Administrator	20	26.48	19.66	24.83	28.21
Payroll Clerk	14	22.69	19.63	21.50	23.77
Power Plant Operator	5	34.07	a	28.96	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 7C: Hourly Pay for Utilities with 2,000 - 4,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	25	23.23	20.35	23.95	26.25
Apprentice Lineworker	35	27.99	25.04	27.53	32.22
Customer Services Representative	29	23.48	19.50	22.84	25.92
Executive Assistant	12	26.89	24.23	27.32	28.73
Fleet Mechanic	9	28.48	23.61	28.46	31.03
Journeyman Lineworker	48	38.07	33.65	38.60	42.32
Locator	5	28.74	a	27.74	a
Meter Reader	20	23.34	19.31	20.95	25.80
Meter Technician	15	29.62	25.54	30.03	35.20
Office Administrator	13	31.54	30.80	31.75	32.90
Payroll Clerk	11	23.49	20.79	25.00	25.63
Power Plant Mechanic	6	28.02	a	28.82	a
Power Plant Operator	12	29.41	27.36	29.04	32.77

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 7D: Hourly Pay for Utilities with 4,000 - 10,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	53	26.82	23.85	26.68	30.09
Apprentice Lineworker	85	29.33	24.00	29.37	34.81
Customer Services Representative	71	23.23	19.13	22.59	27.08
Dispatcher	15	30.08	20.94	27.41	34.00
Draftsman	15	34.08	29.03	35.32	38.62
Engineering Associate	20	31.99	27.34	30.42	35.08
Executive Assistant	36	27.08	22.89	25.81	30.62
Fleet Mechanic	27	30.12	23.92	28.97	35.76
Industrial Technician	7	38.21	a	36.67	a
Journeyman Lineworker	100	39.78	35.47	40.38	44.79
Journeyman Tree Trimmer	15	23.82	18.87	21.71	25.75
Locator	16	26.74	22.54	26.51	29.91
Master Electrician	17	42.24	37.85	42.08	44.44
Meter Reader	49	22.41	18.27	22.22	25.18
Meter Technician	50	32.30	26.26	30.78	38.56
Office Administrator	26	31.30	24.03	26.67	35.87
Payroll Clerk	39	26.80	24.34	25.75	30.03
Plant Shift Supervisor	11	41.75	33.38	39.09	49.15
Power Plant Mechanic	18	32.71	27.65	33.72	38.40
Power Plant Operator	23	31.33	24.20	30.02	38.44
Storekeeper	34	28.36	22.34	28.07	33.15
Substation Technician	22	39.66	35.53	40.43	45.36
Tree Foreman	19	32.63	24.80	29.96	33.76

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 7E: Hourly Pay for Utilities with 10,000 - 20,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	44	28.15	23.19	26.35	32.46
Apprentice Lineworker	56	32.95	27.50	32.04	38.40
Customer Services Representative	53	25.01	20.54	24.76	29.00
Dispatcher	25	32.38	26.41	33.72	37.17
Draftsman	17	33.47	28.19	31.36	36.77
Engineering Associate	27	36.15	28.65	35.17	40.69
Executive Assistant	37	31.08	28.00	30.51	34.12
Fleet Mechanic	26	34.11	30.18	35.32	37.39
Industrial Technician	8	43.27	a	43.15	a
Instrument Technician	11	41.81	37.18	41.83	46.40
Journeyman Lineworker	63	44.12	39.14	44.17	48.90
Journeyman Tree Trimmer	15	27.54	21.80	28.54	31.72
Locator	25	30.30	26.06	29.92	32.62
Master Electrician	15	46.72	41.42	43.19	51.73
Meter Reader	29	27.01	22.72	26.95	31.61
Meter Technician	54	37.40	31.26	37.74	41.58
Office Administrator	20	31.70	24.68	29.01	36.65
Payroll Clerk	29	30.43	26.39	29.61	32.00
Plant Shift Supervisor	8	46.89	a	45.27	a
Power Plant Mechanic	13	38.67	32.86	39.83	41.71
Power Plant Operator	12	41.08	35.64	41.28	45.12
Storekeeper	45	30.39	24.76	31.73	35.58
Substation Technician	42	42.11	38.30	42.18	45.96
Tree Foreman	17	37.09	32.11	36.01	38.32

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 7F: Hourly Pay for Utilities with 20,000 - 40,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	27	28.07	23.43	26.47	30.77
Apprentice Lineworker	32	34.64	28.75	32.99	40.11
Customer Services Representative	30	24.36	20.02	22.79	26.93
Dispatcher	26	34.62	24.55	31.38	42.85
Draftsman	17	37.92	33.87	37.40	45.33
Engineering Associate	16	37.49	31.20	35.21	42.57
Executive Assistant	29	33.12	28.65	32.00	40.01
Fleet Mechanic	22	35.90	29.58	33.50	42.44
Instrument Technician	6	42.55	a	40.70	a
Journeyman Lineworker	33	45.78	42.00	44.36	48.52
Journeyman Tree Trimmer	13	31.34	25.38	31.00	42.60
Locator	15	32.95	28.37	30.34	38.58
Master Electrician	8	40.40	a	39.61	a
Meter Reader	20	26.68	21.18	27.03	31.51
Meter Technician	31	36.23	28.71	37.14	42.69
Office Administrator	14	31.33	25.36	26.77	34.45
Payroll Clerk	20	31.23	26.46	30.36	34.07
Plant Shift Supervisor	9	49.46	41.31	49.76	52.30
Power Plant Mechanic	8	35.45	a	34.85	a
Power Plant Operator	8	42.59	a	41.90	a
Storekeeper	28	32.80	27.93	31.75	37.63
Substation Technician	32	43.65	35.67	42.75	49.71
Tree Foreman	17	38.86	33.05	37.50	44.17

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 7G: Hourly Pay for Utilities with 40,000 - 100,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	20	28.74	23.16	30.11	33.84
Apprentice Lineworker	31	33.47	26.59	31.85	39.84
Customer Services Representative	28	22.68	19.21	21.88	26.78
Dispatcher	23	43.74	30.34	40.42	57.08
Draftsman	18	35.24	29.39	33.69	40.35
Engineering Associate	19	39.88	28.73	38.73	48.11
Executive Assistant	22	32.69	26.19	31.24	37.43
Fleet Mechanic	21	34.24	26.71	34.33	41.22
Industrial Technician	5	39.71	a	44.18	a
Instrument Technician	18	45.30	34.46	45.61	56.21
Journeyman Lineworker	32	47.19	40.90	44.75	53.69
Journeyman Tree Trimmer	8	30.71	a	28.69	a
Locator	18	30.40	23.58	28.92	32.86
Master Electrician	8	44.07	a	41.97	a
Meter Reader	19	25.84	19.53	24.27	30.90
Meter Technician	29	36.36	25.33	32.79	44.59
Office Administrator	13	30.10	22.07	28.00	34.92
Payroll Clerk	15	32.61	27.87	31.23	35.81
Plant Shift Supervisor	15	56.12	49.14	55.01	61.87
Power Plant Mechanic	14	41.81	33.05	41.92	46.50
Power Plant Operator	16	42.31	29.00	43.08	47.67
Storekeeper	28	30.06	25.04	29.07	36.77
Substation Technician	27	44.29	35.37	44.01	52.30
Tree Foreman	16	42.02	32.99	42.94	49.81

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 7H: Hourly Pay for Utilities with More Than 100,000 Customers**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	12	28.67	24.44	29.54	34.15
Apprentice Lineworker	18	35.57	27.83	31.49	43.61
Customer Services Representative	18	24.81	22.04	23.44	28.17
Dispatcher	15	51.81	47.86	50.33	56.97
Draftsman	11	33.83	28.92	31.33	37.63
Engineering Associate	10	40.08	36.78	38.84	40.12
Executive Assistant	18	32.98	30.32	33.34	36.00
Fleet Mechanic	13	37.08	30.48	40.88	41.73
Industrial Technician	6	43.77	a	41.93	a
Instrument Technician	13	44.83	39.00	44.85	50.14
Journeyman Lineworker	19	48.03	43.22	46.36	49.83
Journeyman Tree Trimmer	5	42.72	a	44.42	a
Locator	11	36.80	28.94	31.94	44.05
Master Electrician	8	47.41	a	45.99	a
Meter Reader	11	29.29	24.78	26.75	32.54
Meter Technician	18	43.20	37.07	44.22	50.17
Office Administrator	11	35.35	26.63	31.59	37.59
Payroll Clerk	11	31.19	25.46	28.03	35.92
Plant Shift Supervisor	10	54.88	49.05	53.97	55.44
Power Plant Mechanic	13	43.39	38.73	43.13	45.96
Power Plant Operator	13	49.20	42.71	50.11	54.32
Storekeeper	16	33.38	24.71	32.47	39.58
Substation Technician	16	43.68	35.76	45.27	49.13
Tree Foreman	7	46.70	a	51.30	a

Note a: Quartiles are not calculated for fewer than 9 responses.

## 8. HOURLY PAY BY REGION AND REVENUE

Tables 8A – 8J detail hourly pay for all non-management occupations. Utilities are divided into five regions, then two subcategories based on revenue: utilities with less than \$15 million in total revenue and utilities with \$15 million or more in revenue.

See **Section 5** for a breakdown of the states and territories included in each region.

All pay rates are in U.S. dollars.

### NORTHEAST

**Table 8A: Hourly Pay for Northeast Utilities with Less Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Apprentice Lineworker	10	30.13	25.70	31.72	32.95
Customer Services Representative	10	26.37	23.38	26.54	30.05
Journeyman Lineworker	12	42.65	39.73	45.07	48.12
Meter Technician	5	36.35	a	33.62	a
Office Administrator	7	29.51	a	28.85	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 8B: Hourly Pay for Northeast Utilities with More Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	9	33.47	34.30	34.77	35.15
Apprentice Lineworker	10	37.83	33.32	35.68	39.22
Customer Services Representative	10	30.10	28.86	30.34	33.27
Engineering Associate	5	43.33	a	46.39	a
Executive Assistant	6	32.98	a	30.49	a
Journeyman Lineworker	11	49.87	47.92	49.81	51.70
Meter Reader	7	32.11	a	33.28	a
Meter Technician	12	40.29	36.82	39.73	42.67
Office Administrator	5	41.91	a	36.69	a
Payroll Clerk	6	32.01	a	31.41	a
Power Plant Operator	5	45.92	a	40.62	a
Storekeeper	9	36.53	32.24	37.66	39.97
Substation Technician	11	45.88	40.28	41.72	48.47

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 8C: Hourly Pay for North Central Utilities with Less Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	30	24.62	22.90	24.25	26.40
Apprentice Lineworker	54	29.61	25.16	29.49	32.72
Customer Services Representative	38	22.59	19.50	21.65	23.94
Executive Assistant	12	23.58	20.94	23.49	27.20
Fleet Mechanic	8	31.17	a	30.23	a
Journeyman Lineworker	71	37.81	33.93	39.00	42.19
Locator	5	28.74	a	27.74	a
Master Electrician	8	36.77	a	37.36	a
Meter Reader	21	21.22	18.22	19.57	22.95
Meter Technician	16	32.36	29.40	32.47	38.14
Office Administrator	30	25.98	19.98	25.24	30.95
Payroll Clerk	15	23.59	21.50	22.97	25.63
Power Plant Mechanic	6	32.93	a	33.88	a
Power Plant Operator	13	29.52	25.00	28.75	31.56

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 8D: Hourly Pay for North Central Utilities with More Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	31	28.76	23.57	29.00	31.34
Apprentice Lineworker	36	35.33	30.95	35.85	39.60
Customer Services Representative	36	26.66	22.78	27.40	29.18
Dispatcher	16	35.43	32.29	36.01	39.61
Draftsman	11	35.57	34.23	36.77	40.06
Engineering Associate	15	36.08	35.13	36.47	39.65
Executive Assistant	24	31.59	28.68	31.34	33.51
Fleet Mechanic	19	35.73	33.78	36.44	38.90
Industrial Technician	7	40.36	a	38.53	a
Instrument Technician	9	43.67	39.67	41.85	46.75
Journeyman Lineworker	44	44.53	41.98	45.44	47.73
Journeyman Tree Trimmer	6	31.48	a	30.87	a
Locator	17	34.28	28.81	32.62	37.65
Master Electrician	14	43.71	41.09	43.23	47.70
Meter Reader	17	28.24	24.86	25.18	31.61
Meter Technician	33	37.42	34.00	38.09	41.46
Office Administrator	11	30.49	24.99	30.26	35.87
Payroll Clerk	25	31.17	26.54	30.50	32.62
Plant Shift Supervisor	11	47.01	42.92	46.23	51.71
Power Plant Mechanic	16	37.66	33.90	38.95	41.01
Power Plant Operator	15	40.09	35.99	41.49	44.16
Storekeeper	27	31.68	27.21	31.98	36.28
Substation Technician	22	41.19	38.07	42.00	45.71
Tree Foreman	9	35.76	32.97	33.05	36.56

Note a: Quartiles are not calculated for fewer than 9 responses.



**Table 8E: Hourly Pay for Southeast Utilities with Less Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	10	23.19	21.81	23.11	25.16
Apprentice Lineworker	17	22.23	19.00	22.36	24.84
Customer Services Representative	15	18.86	16.63	17.66	20.63
Executive Assistant	10	24.20	20.22	24.23	28.17
Fleet Mechanic	7	21.71	a	20.63	a
Journeyman Lineworker	23	29.64	25.02	31.71	34.13
Locator	5	20.14	a	19.00	a
Meter Reader	12	18.54	16.88	18.15	19.89
Meter Technician	10	26.27	21.06	25.54	29.08
Office Administrator	5	32.11	a	25.75	a
Payroll Clerk	6	18.92	a	18.16	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 8F: Hourly Pay for Southeast Utilities with More Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	50	26.46	23.09	25.88	28.92
Apprentice Lineworker	64	27.69	23.91	27.92	31.83
Customer Services Representative	60	21.38	18.98	21.00	23.45
Dispatcher	39	30.53	22.69	27.17	35.94
Draftsman	24	32.56	27.81	31.41	35.18
Engineering Associate	35	32.55	27.59	31.00	37.40
Executive Assistant	45	30.77	25.25	30.83	35.34
Fleet Mechanic	38	30.75	27.23	30.76	33.64
Industrial Technician	9	33.73	28.00	34.05	39.00
Instrument Technician	11	37.21	34.21	35.93	44.30
Journeyman Lineworker	70	39.02	36.28	39.96	42.90
Journeyman Tree Trimmer	27	24.63	20.41	22.51	28.45
Locator	32	26.87	21.81	27.25	31.03
Master Electrician	14	37.51	34.10	36.48	42.00
Meter Reader	33	22.55	18.27	21.28	26.22
Meter Technician	58	30.24	24.03	30.42	36.43
Office Administrator	20	27.43	22.83	25.33	28.93
Payroll Clerk	36	27.90	24.81	26.48	30.39
Plant Shift Supervisor	10	45.46	41.22	45.57	52.20
Power Plant Mechanic	9	36.13	29.79	38.00	42.23
Power Plant Operator	10	37.00	29.62	39.34	42.35
Storekeeper	50	27.26	22.91	26.47	30.11
Substation Technician	48	37.92	33.94	39.57	42.34
Tree Foreman	34	35.27	30.12	34.85	39.10

**Table 8G: Hourly Pay for South Central Utilities with Less Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	20	19.32	17.09	18.34	21.18
Apprentice Lineworker	24	22.38	17.80	22.50	26.51
Customer Services Representative	17	17.08	14.50	17.00	19.00
Dispatcher	5	17.70	a	15.25	a
Executive Assistant	5	28.47	a	24.20	a
Journeyman Lineworker	26	30.69	26.64	31.52	34.48
Locator	5	27.33	a	29.36	a
Meter Reader	30	18.69	14.43	17.99	22.00
Meter Technician	11	21.35	15.82	22.00	25.60
Office Administrator	16	25.58	19.62	23.75	30.99
Payroll Clerk	17	20.75	17.99	20.47	23.95
Power Plant Operator	9	26.37	22.17	28.49	28.91

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 8H: Hourly Pay for South Central Utilities with More Than \$15 Million Revenue**

<b>Occupation</b>	<b>Number of Responses</b>	<b>Mean</b>	<b>First Quartile</b>	<b>Median</b>	<b>Third Quartile</b>
Accounts Receivable	23	25.06	22.14	24.26	26.45
Apprentice Lineworker	33	28.66	25.85	27.70	30.25
Customer Services Representative	32	20.51	17.73	20.01	22.58
Dispatcher	16	35.05	22.75	34.00	47.44
Draftsman	18	31.05	27.16	29.86	32.65
Engineering Associate	15	35.85	29.02	33.81	40.88
Executive Assistant	25	28.98	24.63	28.82	32.32
Fleet Mechanic	18	30.26	25.78	27.63	29.94
Industrial Technician	7	40.38	a	40.00	a
Instrument Technician	13	41.27	33.57	41.10	50.09
Journeyman Lineworker	35	40.79	38.32	41.13	43.90
Journeyman Tree Trimmer	5	28.07	a	25.00	a
Locator	13	36.53	29.34	38.29	43.99
Master Electrician	8	42.20	a	42.44	a
Meter Reader	20	24.00	18.85	23.99	28.72
Meter Technician	27	32.51	25.01	30.80	38.25
Office Administrator	11	34.48	24.07	30.00	36.94
Payroll Clerk	13	27.01	24.86	27.23	28.09
Plant Shift Supervisor	13	48.74	42.50	53.08	55.54
Power Plant Mechanic	18	37.53	30.78	40.78	44.13
Power Plant Operator	17	37.48	29.37	35.44	46.10
Storekeeper	23	29.29	24.70	29.12	34.95
Substation Technician	17	39.50	34.26	43.89	46.19
Tree Foreman	9	38.65	31.14	33.80	46.00

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 8I: Hourly Pay for Western Utilities with Less Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	13	26.74	20.40	26.89	33.97
Apprentice Lineworker	13	31.41	21.86	33.09	41.31
Customer Services Representative	9	25.33	19.00	25.31	27.58
Executive Assistant	8	24.53	a	26.18	a
Journeyman Lineworker	22	41.55	32.88	43.37	50.67
Meter Reader	10	25.35	19.22	22.69	31.70
Meter Technician	5	38.63	a	44.00	a
Office Administrator	5	35.63	a	31.75	a
Payroll Clerk	6	25.42	a	23.69	a
Power Plant Operator	6	27.31	a	25.90	a

Note a: Quartiles are not calculated for fewer than 9 responses.

**Table 8J: Hourly Pay for Western Utilities with More Than \$15 Million Revenue**

Occupation	Number of Responses	Mean	First Quartile	Median	Third Quartile
Accounts Receivable	26	31.17	28.66	31.93	33.84
Apprentice Lineworker	38	41.82	37.16	42.64	46.87
Customer Services Representative	35	27.86	25.05	28.50	30.36
Dispatcher	25	55.92	44.17	59.27	68.55
Draftsman	20	39.86	34.12	39.35	46.78
Engineering Associate	21	46.52	37.94	47.00	59.76
Executive Assistant	28	35.60	28.56	34.55	40.59
Fleet Mechanic	23	41.55	38.25	41.14	46.82
Industrial Technician	7	55.26	a	55.45	a
Instrument Technician	15	50.77	43.11	51.27	59.43
Journeyman Lineworker	41	54.28	50.13	53.90	57.88
Journeyman Tree Trimmer	12	42.35	41.41	44.51	46.51
Locator	15	32.80	27.50	30.18	34.87
Master Electrician	10	55.42	47.26	54.43	66.45
Meter Reader	25	29.39	25.56	29.22	32.99
Meter Technician	35	48.10	39.96	51.78	55.77
Office Administrator	21	34.24	27.01	32.25	37.31
Payroll Clerk	20	34.92	29.98	33.64	39.19
Plant Shift Supervisor	11	62.70	56.83	60.26	66.23
Power Plant Mechanic	12	47.68	43.64	47.56	52.82
Power Plant Operator	15	52.46	47.68	53.97	60.22
Storekeeper	33	35.45	29.76	36.30	40.42
Substation Technician	33	52.58	47.49	52.68	57.10
Tree Foreman	14	49.33	47.69	50.29	55.25

## 9. GENERAL MANAGER SALARIES BY UTILITY TYPE

Tables 9A and 9B summarize median general manager compensation according to the services provided by the utility. For these tables, general managers are grouped into two categories: “multiple service” utilities and “electric-only” utilities. Any utility where the general manager oversees utilities in addition to electric is considered multiple service, regardless of how many additional services the general manager oversees.

All compensation is in U.S. dollars.

**Table 9A: Median General Manager Salary, by Utility Type and Revenue**

<b>Revenue (in millions)</b>	<b>Electric Only Utility</b>	<b>Multiple Service Utility</b>
Less than \$3	67,650	78,273
\$3 to \$6	102,457	94,016
\$6 to \$10	109,027	118,325
\$10 to \$15	116,243	137,600
\$15 to \$25	131,227	147,993
\$25 to \$50	170,000	180,095
\$50 to \$100	202,363	220,451
\$100 or more	263,676	300,568

**Table 9B: Median General Manager Salary, by Utility Type and Customer Count**

<b>Customer Count</b>	<b>Electric Only Utility</b>	<b>Multiple Service Utility</b>
Less than 1,000	65,000	71,558
1,000 to 2,000	87,456	92,269
2,000 to 4,000	113,000	113,000
4,000 to 10,000	130,000	144,172
10,000 to 20,000	171,986	184,709
20,000 to 40,000	185,412	218,899
40,000 to 100,000	218,675	259,448
100,000 or more	336,322	399,002

## 10. GENERAL MANAGER PERCENT CHANGE IN COMPENSATION

The average (mean) total compensation of general managers rose by 10.1% from 2021 to 2022, based on the 218 utilities reporting total compensation data for the same general manager in each year. Table 10 lists the percentage change in the compensation of general managers in each revenue class.

Mean compensation is in U.S. dollars.

**Table 10: Change in General Manager Compensation from 2021 to 2022**

Revenue (in millions)	Number of Responses	2022 Mean	2021 Mean	Change
Less than \$3	14	84,194	85,111	-1.1%
\$3 to \$6	14	102,698	103,076	-0.4%
\$6 to \$10	17	138,272	131,682	5.0%
\$10 to \$15	15	164,891	155,327	6.2%
\$15 to \$25	36	173,338	162,625	6.6%
\$25 to \$50	55	217,015	179,339	21.0%
\$50 to \$100	31	239,868	225,274	6.5%
\$100 or more	35	312,845	291,476	7.3%
<b>TOTAL</b>	<b>215</b>	<b>203,399</b>	<b>184,822</b>	<b>10.1%</b>

## 11. GENERAL MANAGER ANNUAL VEHICLE ALLOWANCE

One hundred fifty utilities reported an annual vehicle allowance provided to the general manager. Tables 11A and 11B summarize the annual vehicle allowance provided to the general manager by revenue and customer count.

All allowances are in U.S. dollars.

**Table 11A: General Manager Vehicle Allowance by Utility Revenue**

Revenue (in millions)	Number of Responses	Mean	Median
Less than \$3	9	2,211	2,400
\$3 to \$6	13	4,850	6,000
\$6 to \$10	12	4,788	5,700
\$10 to \$15	20	6,398	5,310
\$15 to \$25	20	5,247	5,500
\$25 to \$50	31	6,003	6,000
\$50 to \$100	18	4,943	6,000
\$100 or more	27	7,696	7,200
<b>TOTAL</b>	<b>150</b>	<b>5,708</b>	<b>6,000</b>

**Table 11B: General Manager Vehicle Allowance by Utility Customer Count**

Number of Customers	Number of Responses	Mean	Median
Less than 1,000	7	3,329	3,600
1,000 to 2,000	10	4,460	5,400
2,000 to 4,000	18	3,968	4,350
4,000 to 10,000	41	5,887	6,000
10,000 to 20,000	30	6,082	6,000
20,000 to 40,000	18	5,461	6,000
40,000 to 100,000	15	7,258	6,000
100,000 or more	11	7,800	7,200
<b>TOTAL</b>	<b>150</b>	<b>5,708</b>	<b>6,000</b>

## 12. SALARY AND RETENTION POLICIES

Unlike previous years, the 2022 Public Power Utility Salary Survey included several questions related to planned salary increases and retention policies. A majority of the 511 survey respondents (397, or 78%) plan to provide a salary increase for 2023. Percentage increases are broken down by utility revenue in Table 12A. The average planned salary increase for 2023 is 3.9% and the median is 3.0%.

**Table 12A: Planned Salary Increases for 2023**

Revenue (in millions)	Number of Responses	Mean	Median
Less Than \$3	62	4.32%	3.00%
\$3-\$6	47	3.58%	3.00%
\$6-\$10	45	3.42%	3.00%
\$10-\$15	43	3.78%	3.00%
\$15-\$25	45	4.56%	5.00%
\$25-\$50	74	3.72%	4.00%
\$50-\$100	39	3.81%	4.75%
\$100 or more	42	3.74%	5.00%
<b>TOTAL</b>	<b>397</b>	<b>3.90%</b>	<b>3.00%</b>

Out of the 511 utility respondents, 193 do not have staff retention practices in place. Tables 12B and 12C summarize the staff retention practices of the utilities with less than \$15 million in annual revenue and utilities with \$15 million or more in annual revenue. Utilities with \$15 million or more in revenue are more likely to have retention practices. In both revenue classifications, tuition reimbursement was the most common staff retention practice.

Examples of “other” retention practices include: alternative work schedules, comp time, flexible time off, wellness days, enhanced retirement benefits, robust insurance benefits, training and education programs, increased team activities, casual dress code, employee advocacy committees, longevity pay, higher cost of living adjustment, merit pay increases, mid-cycle pay increases, referral bonuses, attendance bonuses, retention bonuses, year of service awards, safety awards, and vacation buy back.

**Table 12B: Staff Retention Practices for Utilities with Less Than \$15 Million Revenue**

Practice	Number of Utilities	Percentage of Utilities
Spot bonuses	14	5%
Faster promotions	24	9%
Additional leave	15	6%
Hybrid/telework options	9	3%
Tuition Reimbursement	61	23%
Student loan repayment	3	1%
Time off for volunteering or volunteer pay	9	3%
Other	53	20%

**Table 12C: Staff Retention Practices for Utilities with \$15 Million or More Revenue**

<b>Practice</b>	<b>Number of Utilities</b>	<b>Percentage of Utilities</b>
Spot bonuses	26	10%
Faster promotions	18	7%
Additional leave	28	11%
Hybrid/telework options	63	25%
Tuition Reimbursement	151	61%
Student loan repayment	7	3%
Time off for volunteering or volunteer pay	43	17%
Other	55	22%

Of the 511 survey submissions, 415 utilities indicated that they do not provide surge pay. Of the remaining 96 utilities, the scenarios for which surge pay is provided are described below. Examples of “other” surge pay included work on holidays or Sundays, being on call, or during mutual aid events.

**Table 12D: Scenarios for Surge Pay**

<b>Practice</b>	<b>Number of Utilities</b>	<b>Percentage of Utilities</b>
Storms	81	15.85%
Restoration	49	9.59%
Other	56	10.96%



## APPENDIX A: JOB DESCRIPTIONS

**GENERAL MANAGER:** Responsible for management, staffing, administration, and operation of utility. Responsible for overall relations between governing boards, employees, customers, and the general public. Reports to elected officials or appointed governing body responsible for governing utility.

**ASSISTANT GENERAL MANAGER:** Reports to general manager. Second level management. In charge of utility in absence of chief executive.

**CHIEF ACCOUNTANT:** Responsible for all accounting matters of the utility. Manages general accounting, payroll, accounts payable, cost and property accounting functions for all segments of the utility (electric, gas, water, etc.).

**CHIEF ENGINEER:** Responsible for total engineering functions of the utility. Manages civil, mechanical, and electrical engineering functions, drafting operations and survey crews. Depending upon complexity, duties may be restricted to power engineering functions only.

**CHIEF FINANCIAL OFFICER:** Responsible for overall financial management of all segments of the utility (electric, gas, water, etc.). Directs utility's financial policies and plans, accounting practices and fiscal controls. Responsible for preparation of financial statements. Assists in long- and short-term strategic and financial planning. Maintains existing and establishes new relationships with banks and investment firms. Advises management regarding financial matters.

**COMMUNICATIONS DIRECTOR:** Responsible for internal and external communications of utility. Directs information programs for public, media, government, and employees. Coordinates utility's publications.

**CYBERSECURITY OFFICER:** Works to ensure that utility computer information systems are secure. Strives to protect against web threats, including malware, phishing, denial-of-service attacks, and hacking.

**DIRECTOR OF CUSTOMER SERVICES:** Administers activities requiring regular and direct contact with customers and prospective customers. Negotiates electric power sales. Keeps management advised of, and responsive to, consumer needs. Directs the promotion of utility services and energy conservation activities.

### **DIRECTOR OF POWER SUPPLY PLANNING:**

Responsible for all facility planning, including generation, interconnections, transmission, distribution, and other service facilities. Develops system forecasts. Estimates future power costs.

**ELECTRICAL ENGINEER:** Manages several electric substation, transmission, and distribution system routine/mid-size projects at one time; may work on more complex projects with senior engineers.

**ENERGY SERVICES DIRECTOR:** Plans, implements, and evaluates all demand-side management programs. Conducts economic analysis to determine most cost-effective programs.

**FUELS MANAGER:** Responsible for planning, procurement, and transportation of fuels for generating facilities. Determines best methods of fuels transportation and other areas pertaining to purchasing and transportation of fuels used in power production facilities.

**GENERAL COUNSEL:** Holds a law degree. Full-time staff member. Responsible for legal affairs of utility including contracts, negotiations, interpretations of and compliance with legislation, and internal and other legal matters.

**HUMAN RESOURCES DIRECTOR:** Responsible for all personnel functions of the utility. Directs and manages employment, wage and salary, training, safety, employee development, and labor relations functions.

**INFORMATION SYSTEMS MANAGER:** Plans, coordinates, and supervises data processing, analysis, and operations. Identifies improved and new systems. Evaluates and purchases hardware and software.

### **INFORMATION TECHNOLOGY ANALYST:**

Coordinates various programs and assists in planning, implementation, administration, and communication of programs in assigned area. Audits reports to ensure accuracy. Develops specifications for the purchase of equipment and/or software. Delivers, configures, installs, and tests equipment and/or software.

**KEY ACCOUNTS MANAGER:** Assumes role of primary contact for major utility customers. Builds relationships with key accounts, acts as a liaison between various departments within the utility and the customer and identifies and markets appropriate products and services to address customer energy needs.

**LINE/CONSTRUCTION FOREMAN:** Directs and controls manpower and equipment use related to overhead and underground construction jobs. Schedules work, supervises crews, provides budgeting information, and ensures safe work practices.

**LINE DIVISION SUPERINTENDENT:** Responsible for the management of line division, including budgets, equipment requests, personnel, tools, materials, and crew arrangements. Responsible for maintenance and repair of all transmission and distribution lines and tree trimming for geographical area assigned to division. Supervises, coordinates, directs, schedules, and controls the construction and maintenance functions of the line division.

**MARKETING DIRECTOR:** Responsible for the development, coordination, and implementation of the energy management and marketing programs. Develops and implements long-term marketing plans and budgets.

**PURCHASING DIRECTOR:** Plans, directs, coordinates, and administers all activities and personnel of the Purchasing Department in accordance with all applicable laws, rules, and regulations.

**RATE ANALYST:** Responsible for research, analysis, and development of electric rates. Supervises engineering studies and statistical research. Designs and tests rates. Prepares computer programs.

**RISK MANAGER:** Identify potential risks to the utility; develop risk assessment protocols, carryout processes including insurance purchase.

**SAFETY SPECIALIST:** Monitors and analyzes federal, state, and local laws, ordinances, rules, recommendations, and regulations (including OSHA, TOSHA, NIOSH). Reviews regulatory requirements and best practices.

**STEAM PLANT SUPERINTENDENT:** Responsible for directing and supervising the operations, maintenance, testing and security of one of the electric utility's steam generating plants. Supervises operation, maintenance and clerical personnel through assistant superintendents, shift foremen and skilled operation personnel. Works with considerable independence as to plant operating details.

**SUPERVISORY ENGINEER:** Responsible for professional engineering work involving a wide scope of assignments requiring seasoned judgment. Supervises and directs an engineering division, such as distribution, line design, transmission planning, and civil engineering. Handles personnel problems of division. Prepares estimates, specifications, and designs. Supervises, plans, and schedules work within division. Assumes responsibility for all work performed under his or her supervision.

**TELECOM/BROADBAND MANAGER:** Responsible for directing and managing the activities of the CATV and/or Internet Service Provider division of the utility. This is a senior level position that supervises of all personnel of the department, develops the department budget, makes recommendations as to the future development of the system, and is responsible for the operation and maintenance of the system.

## NON-MANAGEMENT POSITIONS

**ACCOUNTS RECEIVABLE/PAYABLE:** Prepares and updates customer accounts, assists in preparing monthly bills, and responds to customer inquiries. Reviews and corrects billing errors.

**APPRENTICE LINEWORKER:** Performs non-skilled and semi-skilled line work; assists journeymen lineworkers in installation and maintenance of distribution lines.

**CUSTOMER SERVICES REPRESENTATIVE:** Assists customers in establishing, transferring, or discontinuing utility services. Discusses with customers all aspects of account information including consumption, billing changes and cycles, and sales tax. Meets or speaks with the public to answer inquiries and listen to and resolve complaints.

**DISPATCHER:** Monitors system voltage; responsible for managing restoration efforts; makes critical operations decisions and demonstrates a strong technical understanding of system requirements.

**DRAFTSMAN:** Maps, designs, and/or manages less complex projects. Updates maps and creates construction drawings using computer aided drafting equipment. Responsible for documenting information including field changes and project updates.

**ENGINEERING ASSOCIATE:** Applies general civil engineering design techniques on a variety of projects.

**EXECUTIVE ASSISTANT:** Responsible for correspondence with customers; preparation, editing and processing as well as filing documents; assistance in budget preparation; invoice processing; and ensuring orderly flow of day-to-day business activities of the office. Handles administrative details such as meeting arrangements, expense reports and travel arrangements.

**FLEET MECHANIC:** Performs semi-skilled and skilled maintenance work in the repair, fabrication, overhaul and preventive maintenance of all utility vehicles and mechanical equipment including lawn mowers and trucks.

**INDUSTRIAL ELECTRICIAN:** Installs, services and repairs wiring, conduits, fixtures and other electrical devices and systems. Runs electronic tests and inspections, cleans contacts or circuit boards, and ensures that systems are grounded.

**INSTRUMENT TECHNICIAN:** Responsible for installing, maintaining, repairing, adjusting, and replacing all instrument and control components of the various power plant systems. Calibrates electronic and pneumatic controls and relays, regular and compound gauges, and other power plant components.

**JOURNEYMAN LINeworker:** Performs advanced electrical duties with regards to distribution line maintenance and construction. Works with high-voltage distribution and transmission lines.

**JOURNEYMAN TREE TRIMMER:** Performs all of the duties required in the trimming and removal of trees and brush to obtain proper clearance for all types of utility lines, buildings, fences, grounds, rights-of-way, etc.

**LOCATOR:** Accurately locates underground electric equipment. Communicates with contractors and customers to discuss utility locate requests.

**MASTER ELECTRICIAN:** Responsible for coordination and planning of electrical work. Reviews blueprints before new construction is begun. Expert knowledge on the safe installation, repair, maintenance, and removal of electrical components.

**METER READER:** Reads and records electric consumption and usage data. Inspects equipment and reports faults.

**METER TECHNICIAN:** Performs installation, maintenance, and repair of meters, including testing and adjusting devices.

**OFFICE ADMINISTRATOR:** Responsible for organizing administrative activities that facilitate office efficiency. Maintains office equipment, ensures that accurate records are maintained, and organizes office layout.

**PAYROLL CLERK:** Maintains and prepares payroll system. Answers employee and supervisor payroll questions.

**PLANT SHIFT SUPERVISOR:** Supervises production line operation in accordance with plant policies and procedures. Responsible for shift schedules, including work station assignments, training, and vacations.

**POWER PLANT MECHANIC:** Under general supervision, performs mechanical maintenance work and minor electrical work assisting an electrician as directed in the maintenance and repair of power plant systems and equipment.

**POWER PLANT OPERATOR:** In charge of shift operation; oversees, directs, controls, and participates in the operation of power plant units on an assigned shift; assures that all operating and emergency procedures are followed.

**STOREKEEPER:** Responsible for receiving, processing, and storing materials. Responsible for procurement of inventory items.

**SUBSTATION TECHNICIAN:** Responsible for inspection, maintenance, and repairs of power plant instruments. Assists in performing in-depth testing and commissioning of substation equipment.

**TREE FOREMAN:** Supervises the field activities involved in power line clearance and underground cable installation. Participates as a working foreman and provides technical advice and guidance to the tree trimming crew.

## APPENDIX B: RURAL ELECTRIC COOPERATIVE SALARIES

To provide a means of comparing public power utility salaries with other utility sector salaries, APPA examined the salaries of key employees of rural electric cooperatives. APPA staff collected salaries reported on the IRS Form 990 for key employees at 762 rural electric cooperatives that reported at least one key employee. The latest salary information available was used for this analysis, which consisted of a mix of IRS Form 990s from 2019 and 2020.

The following tables summarize salary information for top-level employees, as well as four other positions that were reported on multiple returns, including journeyman lineworker. For cooperatives, the “top-level” executive was the highest-level employee reported on IRS Form 990. This category includes general manager, CEO, manager, president, and executive director. Base salary is reported for all positions.

Cooperative salaries are summarized by revenue in the tables below. Revenue classes with fewer than five records were excluded as it is not possible to compute summary data for such few responses.

All salaries are in U.S. dollars.

### Top-Level Executive Annual Compensation by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
Less than \$6	23	134,733	96,806	104,870	125,214
\$6 to \$10	53	147,687	127,763	143,549	165,265
\$10 to \$15	75	159,832	132,850	154,318	181,853
\$15 to \$25	116	197,813	152,583	185,724	224,914
\$25 to \$50	210	212,373	173,228	202,281	237,334
\$50 to \$100	163	276,896	213,837	253,965	303,619
\$100 or more	109	421,506	278,865	355,529	520,901

### Chief Financial Officer Annual Salaries by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
Less than \$6	5	115,677	a	82,727	a
\$6 to \$10	16	102,638	86,531	100,601	115,923
\$10 to \$15	29	102,814	88,115	97,536	112,862
\$15 to \$25	62	112,888	96,657	113,763	127,690
\$25 to \$50	117	122,382	101,582	120,290	135,296
\$50 to \$100	120	156,942	132,840	148,722	170,719
\$100 or more	94	212,460	159,098	195,354	251,886

Note a: Quartiles are not calculated for fewer than 9 responses.

### Principal Operations Officer Annual Salaries by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
\$6 to \$10	9	120,665	107,992	112,301	124,721
\$10 to \$15	35	118,710	106,054	111,407	124,711
\$15 to \$25	59	129,634	113,172	124,216	138,535
\$25 to \$50	117	143,560	114,164	127,428	145,010
\$50 to \$100	110	154,683	128,697	145,646	166,648
\$100 or more	76	253,305	160,689	191,507	268,540

### Principal Engineering Officer Annual Salaries by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
\$10 to \$15	7	124,637	a	120,421	a
\$15 to \$25	23	128,392	111,158	123,455	139,002
\$25 to \$50	80	136,633	116,356	132,578	149,706
\$50 to \$100	101	151,168	126,352	146,021	164,430
\$100 or more	83	192,240	155,566	182,649	213,808

Note a: Quartiles are not calculated for fewer than 9 responses.

### Line Foreman Annual Salaries by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
Less than \$6	5	104,268	a	106,656	a
\$6 to \$10	15	128,979	115,064	122,741	129,676
\$10 to \$15	30	119,124	107,679	111,918	122,995
\$15 to \$25	44	119,832	108,568	112,388	131,313
\$25 to \$50	71	123,481	109,139	117,113	130,733
\$50 to \$100	53	127,885	113,544	122,039	141,231

### Journeyman Lineworker Annual Salaries by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
\$6 to \$10	12	113,940	106,308	113,105	120,507
\$10 to \$15	29	116,078	106,618	112,125	118,501
\$15 to \$25	34	120,542	106,652	112,397	124,321
\$25 to \$50	73	122,853	110,252	119,303	131,223
\$50 to \$100	43	127,065	112,690	123,238	137,948
\$100 or more	17	154,354	125,189	144,506	175,524

#### Human Resources Director Annual Salaries by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
\$25 to \$50	18	115,969	106,765	112,818	125,354
\$50 to \$100	30	136,584	117,211	129,684	147,120
\$100 or more	32	186,695	146,126	175,882	204,349

#### Customer/Member Services Director Annual Salaries by Revenue Class, Rural Electric Cooperatives, 2019/2020

Revenue (in millions)	Number of Utilities	Mean	First Quartile	Median	Third Quartile
\$10 to \$15	7	105,956	a	107,407	a
\$15 to \$25	8	109,583	a	114,073	a
\$25 to \$50	33	125,082	112,016	121,278	131,628
\$50 to \$100	40	141,755	126,284	135,461	153,732
\$100 or more	44	181,769	144,506	167,592	195,213

Note a: Quartiles are not calculated for fewer than 9 responses.

Cooperative salaries are also summarized by customer count in the tables below. Customer classes with fewer than five submissions were excluded as it is not possible to compute summary data for such few responses.

All salaries are in U.S. dollars.

#### Top-Level Executive Annual Compensation by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
Less than 2,000	24	144,350	101,087	119,622	142,813
2,000 to 5,000	86	155,855	122,044	147,805	181,423
5,000 to 10,000	146	185,870	144,465	166,269	198,188
10,000 to 15,000	111	212,643	170,784	206,223	244,167
15,000 to 20,000	84	218,991	179,096	212,986	245,831
20,000 to 40,000	176	255,747	202,363	241,267	285,861
40,000 to 100,000	91	370,141	255,142	306,795	407,718
100,000 or more	31	543,182	424,456	561,879	645,985

#### Chief Financial Officer Annual Salaries by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
2,000 to 5,000	33	109,871	90,394	103,980	118,382
5,000 to 10,000	65	105,875	88,115	102,593	118,818
10,000 to 15,000	67	121,722	100,386	124,365	138,740
15,000 to 20,000	55	127,146	105,795	121,573	141,201
20,000 to 40,000	118	152,756	126,503	145,150	166,631
40,000 to 100,000	78	181,772	147,801	179,731	209,065
100,000 or more	25	285,986	223,014	276,096	322,602

#### Principal Operations Officer Annual Salaries by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
2,000 to 5,000	31	123,349	106,709	113,828	133,448
5,000 to 10,000	71	127,045	109,764	120,354	131,500
10,000 to 15,000	53	138,372	112,123	133,198	149,459
15,000 to 20,000	53	136,364	116,286	132,432	149,247
20,000 to 40,000	115	160,159	124,081	143,817	165,157
40,000 to 100,000	64	189,808	147,000	177,785	216,004
100,000 or more	19	418,662	223,038	305,198	403,753

### Principal Engineering Officer Annual Salaries by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
2,000 to 5,000	7	141,651	a	141,651	a
5,000 to 10,000	20	125,565	110,475	121,423	135,004
10,000 to 15,000	39	138,692	123,150	135,108	147,312
15,000 to 20,000	36	141,315	122,830	134,800	158,542
20,000 to 40,000	101	149,488	123,129	140,962	162,852
40,000 to 100,000	69	171,873	145,374	162,792	192,639
100,000 or more	22	234,259	180,314	203,561	276,456

Note a: Quartiles are not calculated for fewer than 9 responses.

### Line Foreman Annual Salaries by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
Less than 2,000	5	124,772	a	140,212	a
2,000 to 5,000	26	124,989	108,199	116,722	129,159
5,000 to 10,000	60	116,808	106,935	111,918	122,854
10,000 to 15,000	40	120,144	109,846	115,780	124,493
15,000 to 20,000	31	124,921	112,328	118,877	134,581
20,000 to 40,000	52	130,910	112,491	125,149	148,098
40,000 to 100,000	21	150,774	127,417	150,475	161,052

Note a: Quartiles are not calculated for fewer than 9 responses.

### Journeyman Lineworker Annual Salaries by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
2,000 to 5,000	22	116,281	103,785	108,974	121,786
5,000 to 10,000	45	115,643	108,379	112,125	118,501
10,000 to 15,000	35	121,290	110,185	116,543	124,990
15,000 to 20,000	30	120,502	111,178	118,507	128,873
20,000 to 40,000	53	129,522	112,559	123,238	145,002
40,000 to 100,000	16	137,217	121,882	131,908	144,558
100,000 or more	6	179,302	a	178,728	a

Note a: Quartiles are not calculated for fewer than 9 responses.



#### Human Resources Director Annual Salaries by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
10,000 to 15,000	11	118,619	106,892	109,346	129,373
20,000 to 40,000	30	134,364	117,211	128,101	137,372
40,000 to 100,000	24	161,887	142,061	150,887	183,462
100,000 or more	11	222,835	180,001	204,354	263,192

#### Customer/Member Services Director Annual Salaries by Customer Count, Rural Electric Cooperatives, 2019/2020

Customers Served	Number of Utilities	Mean	First Quartile	Median	Third Quartile
2,000 to 5,000	5	122,014	a	107,407	a
5,000 to 10,000	10	111,145	102,482	112,519	118,309
10,000 to 15,000	19	130,584	108,735	121,773	144,788
15,000 to 20,000	10	123,168	112,272	122,215	132,350
20,000 to 40,000	43	136,135	118,301	128,911	144,883
40,000 to 100,000	33	165,711	142,919	160,912	188,322
100,000 or more	12	221,458	177,047	207,561	265,155

Note a: Quartiles are not calculated for fewer than 9 responses.

## APPENDIX C: UTILITIES INCLUDED IN REPORT

### ALABAMA

Albertville Municipal Utilities Board  
Alexander City  
City of Florence  
City of Huntsville  
City of Luverne  
City of Opelika  
City of Robertsedale  
City of Russellville  
City of Scottsboro  
City of Troy  
City of Tuskegee  
Decatur Utilities  
Foley Board of Utilities  
Fort Payne Improvement Authority  
Guntersville Electric Board  
Sylacauga Utilities Board

### ALASKA

Ipnatchiaq Electric Company  
Pedro Bay Village Council  
Pelican Utility

### ARIZONA

Aha Macav Power Service  
City of Mesa  
Electrical District No2 Pinal County  
Electrical District No4 Pinal County  
Hohokam Irrigation & Drain District  
Navajo Tribal Utility Authority  
Salt River Project  
Wellton-Mohawk Irrigation &  
Drain District

### ARKANSAS

City of Benton  
City of Hope  
City of North Little Rock  
City of Paris  
City of Piggott  
Conway Corporation

### CALIFORNIA

Alameda Municipal Power  
City & County of San Francisco  
City of Burbank Water and Power  
City of Cerritos  
City of Glendale  
City of Moreno  
City of Pasadena  
City of Redding  
City of Roseville

City of Vernon  
City of Victorville  
Imperial Irrigation District  
Trinity Public Utilities District  
Truckee Donner PUD  
Turlock Irrigation District

### COLORADO

City of Fort Collins  
City of Fountain  
City of Gunnison  
City of Longmont  
City of Loveland  
City of Springfield  
City of Trinidad  
City of Wray  
Town of Haxtun  
Town of Holly  
Town of Oak Creek

### CONNECTICUT

City of Jewett City  
City of Norwich

### DELAWARE

City of Lewes  
City of Milford  
City of Newark  
City of Seaford

### FLORIDA

Beaches Energy Services  
City of Blountstown  
City of Bushnell  
City of Chattahoochee  
City of Lake Worth  
City of Lakeland  
City of Starke  
City of Tallahassee  
City of Wauchula  
City of Williston  
Gainesville Regional Utilities  
JEA  
Kissimmee Utility Authority  
New Smyrna Beach  
Utility Board of the City of Key West

### GEORGIA

City of Camilla  
City of Chickamauga  
City of La Grange  
City of Marietta

City of Monroe  
City of Sylvester  
Crisp County Power Commission  
Dalton Utilities  
Fitzgerald Water Light & Bond Comm

### GUAM

Guam Power Authority

### IDAHO

City of Heyburn  
City of Idaho Falls

### ILLINOIS

City of Batavia  
City of Breese  
City of Mascoutah  
City of Naperville  
City of Oglesby  
City of Red Bud  
City of Rock Falls  
City of Sullivan

### INDIANA

City of Anderson  
City of Columbia City  
City of Lebanon  
City of Linton  
City of Peru  
City of Richmond  
City of Tell City  
Crawfordsville Electric, Light & Power  
Lawrenceburg Municipal Utils  
Town of New Carlisle

### IOWA

Atlantic Municipal Utilities  
Bancroft Municipal Utilities  
Board of Water Electric &  
Communications  
Cedar Falls Utilities  
City of Alta  
City of Ames  
City of Denison  
City of Denver  
City of Greenfield  
City of Hartley  
City of Hawarden  
City of Independence  
City of Laurens  
City of Lenox  
City of Livermore

**IOWA** *continued*

City of Maquoketa  
City of Marathon  
City of McGregor  
City of Ogden  
City of Osage  
City of Story City  
City of Sumner  
City of Traer  
City of Webster City  
Indianola Municipal Utilities  
Rock Rapids Municipal Utility  
Waverly Municipal Elec Utility

**KANSAS**

City of Augusta  
City of Burlington  
City of Lucas  
City of McPherson  
City of Mount Hope  
City of Osawatomie  
City of Pomona  
City of Pratt  
City of Wellington  
City of Winfield

**KENTUCKY**

Barbourville Utility Commission  
City of Bowling Green  
City of Fulton  
City of Glasgow  
City of Hopkinsville  
City of Mayfield Plant Board  
City of Murray  
City of Owensboro  
City of Paducah  
City of Princeton  
City of Vanceburg  
Corbin City Utilities Commission  
Henderson City Utility Commission

**MARYLAND**

Easton Utilities  
Hagerstown Light Department

**MASSACHUSETTS**

City of Hingham  
City of Holyoke  
City of Taunton  
Town of Braintree  
Town of Concord  
Town of Danvers

Town of Ipswich  
Town of Littleton  
Town of Mansfield  
Town of Merrimac  
Town of Middleborough  
Town of Middleton  
Town of North Attleborough  
Town of Paxton  
Town of Princeton  
Town of Reading  
Town of Sterling  
Town of West Boylston

**MICHIGAN**

City of Bay City  
City of Charlevoix  
City of Crystal Falls  
City of Escanaba  
City of Gladstone  
City of Grand Haven  
City of Harbor Springs  
City of Hart Hydro  
City of Holland  
City of Lansing  
City of Lowell  
City of Marquette  
City of Marshall  
City of Negaunee  
City of Niles  
City of Petoskey  
City of Portland  
City of Sebewaing  
City of St Louis  
City of Stephenson  
City of Sturgis  
City of Traverse City  
City of Zeeland  
Coldwater Board of Public Utilities  
Hillsdale Board of Public Works  
Newberry Water & Light Board  
Village of Clinton  
Village of Daggett  
Village of L'Anse  
Village of Paw Paw  
Wyandotte Municipal Service Comm

**MINNESOTA**

Brainerd Public Utilities  
City of Alexandria  
City of Arlington  
City of Austin

City of Barnesville  
City of Blooming Prairie  
City of Breckenridge  
City of Detroit Lakes  
City of Elk River  
City of Fairfax  
City of Halstad  
City of Lake City  
City of Madelia  
City of Marshall  
City of Moorhead  
City of Mountain Lake  
City of Owatonna  
City of Sauk Centre  
City of Virginia  
City of Wadena  
City of Waseca  
City of Winthrop  
City of Worthington  
Fairmont Public Utilities Comm  
Glencoe Light & Power Comm  
Grand Rapids Public Util Comm  
Hutchinson Utilities Comm  
Moose Lake Water & Light Comm  
New Prague Utilities Comm  
Princeton Public Utilities Comm  
Rochester Public Utilities  
Shakopee Public Utilities Comm  
Willmar Municipal Utilities

**MISSISSIPPI**

Canton Municipal Utilities  
City of Kosciusko  
City of Oxford  
City of Starkville  
Clarksdale Public Utilities

**MISSOURI**

Chillicothe Municipal Utilities  
City of Cabool  
City of Carthage  
City of Centralia  
City of Fulton  
City of Hannibal  
City of Higginsville  
City of Independence  
City of Kennett  
City of Lamar  
City of Marceline  
City of Marshall  
City of Poplar Bluff

**MISSOURI** *continued*

City of Rolla  
City of Shelbina  
City of St James  
City of Stanberry  
City of Winona  
City Utilities of Springfield

**NEBRASKA**

City of Alliance  
City of Bridgeport Utilities  
City of Broken Bow  
City of Crete  
City of Curtis  
City of Fairbury  
City of Gering  
City of Grand Island  
City of Hastings  
City of North Platte  
City of Schuyler  
City of Sidney  
City of Spencer  
City of St Paul  
City of Syracuse  
City of Wahoo  
City of Wisner  
Custer Public Power District  
Lincoln Electric System  
Loup River Public Power District  
McCook Public Power District  
Nebraska Public Power District  
North Central Public Power District  
Northeast Power  
Omaha Public Power District  
Polk County Rural Public  
Power District  
Village of Fairmont  
Village of Hampton  
Village of Morrill

**NEW HAMPSHIRE**

Town of Littleton  
Town of Wolfeboro

**NEW MEXICO**

City of Farmington  
Raton Public Service Company

**NEW YORK**

City of Plattsburgh  
City of Sherrill  
Jamestown Board of Public Utilities

Long Island Power Authority  
Town of Massena  
Village of Akron  
Village of Greene  
Village of Greenport  
Village of Holley  
Village of Ilion  
Village of Richmondville

**NORTH CAROLINA**

City of Gastonia  
City of Laurinburg  
City of Morganton  
City of New Bern  
City of Robersonville  
City of Statesville  
Greenville Utilities Commission  
Town of Benson  
Town of Hamilton  
Town of High Point  
Town of MacClesfield  
Town of Smithfield  
Town of Tarboro  
Town of Wake Forest

**NORTH DAKOTA**

City of Valley City

**OHIO**

City of Bryan  
City of Celina  
City of Columbus  
City of Cuyahoga Falls  
City of Oberlin  
City of Orrville  
City of Painesville  
City of Piqua  
City of Wadsworth  
Cleveland Public Power  
Village of Arcadia  
Village of Beach City  
Village of Brewster  
Village of Deshler  
Village of Edgerton  
Village of Elmore  
Village of Milan  
Village of Minster  
Village of New Bremen  
Village of New Knoxville  
Village of Oak Harbor  
Village of Versailles

**OKLAHOMA**

Anadarko Public Works Authority  
City of Altus  
City of Comanche  
City of Edmond  
City of Geary  
City of Marlow  
City of Miami  
City of New Cordell  
City of Olustee  
City of Pawhuska  
City of Pryor  
City of Sallisaw  
City of Watonga  
Copan Public Works Authority  
Tahlequah Public Works Authority  
Town of Braman  
Town of Mannford  
Walters Public Works Authority

**OREGON**

Canby Utility Board  
Central Lincoln People's Utilities  
District  
City of Ashland  
City of Cascade Locks  
City of Eugene  
City of McMinnville  
City of Springfield  
Clatskanie Peoples Utilities District  
Columbia River Peoples  
Utilities District  
Northern Wasco County PUD

**PENNSYLVANIA**

Borough of Ephrata  
Borough of Goldsboro  
Borough of Hatfield  
Borough of Perkasio  
Borough of Pitcairn  
Borough of Watsontown  
Borough of Zelienople

**RHODE ISLAND**

Pascoag Utility District

**SOUTH CAROLINA**

City of Laurens  
City of Rock Hill  
Easley Combined Utility System  
Santee Cooper

**SOUTH DAKOTA**

City of Brookings  
City of McLaughlin  
City of Madison  
City of Miller  
Watertown Municipal Utilities

**TENNESSEE**

Athens Utility Board  
Bolivar Energy Authority  
City of Alcoa Utilities  
City of Bristol  
City of Brownsville  
City of Chattanooga  
City of Clarksville  
City of Cleveland  
City of Covington  
City of Gallatin  
City of Greeneville  
City of Harriman  
City of Jackson  
City of LaFollette  
City of Lewisburg  
City of Memphis  
City of Morristown  
City of Paris  
City of Ripley  
City of Rockwood  
City of Springfield  
City of Sweetwater  
City of Winchester  
Columbia Power System  
Knoxville Utilities Board  
McMinnville Electric System  
Nashville Electric Service  
Sevier County Electric System  
Tulahoma Board of Public Utilities

**TEXAS**

Austin Energy  
City of Boerne  
City of Brownfield  
City of Bryan  
City of College Station  
City of Denton  
City of Floresville  
City of Garland  
City of Georgetown  
City of Greenville  
City of Hemphill  
City of Jasper

City of Liberty  
City of Lubbock  
City of New Braunfels  
City of San Antonio  
City of Sanger  
City of Seguin  
City of Yoakum  
Kerrville Public Utility Board  
Weatherford Municipal Utility System

**UTAH**

Brigham City Corporation  
City of Monroe  
City of Mt Pleasant  
City of Santa Clara  
City of Springville  
City of St George  
City of Washington  
Heber Light & Power Company  
Hurricane City Power  
Hyrum City Corporation  
Kaysville City Corporation  
Lehi City Corporation  
Parowan City Corporation  
Provo City Corp  
South Utah Valley Electric  
Service District

**VERMONT**

City of Burlington Electric  
Town of Stowe  
Village of Swanton

**VIRGINIA**

City of Danville  
City of Radford  
City of Salem  
Town of Wakefield

**WASHINGTON**

City of Cheney  
City of Tacoma  
PUD 1 of Snohomish County  
PUD No 1 of Benton County  
PUD No 1 of Clallam County  
PUD No 1 of Clark County  
PUD No 1 of Cowlitz County  
PUD No 1 of Ferry County  
PUD No 1 of Franklin County  
PUD No 1 of Kittitas County  
PUD No 1 of Lewis County  
PUD No 1 of Mason County

PUD No 1 of Pend Oreille County  
PUD No 2 of Pacific County  
PUD No 3 of Mason County

**WEST VIRGINIA**

City of New Martinsville

**WISCONSIN**

Brodhead Water & Lighting Comm  
City of Black River Falls  
City of Columbus  
City of Cumberland  
City of Kaukauna  
City of Marshfield  
City of Menasha  
City of New Holstein  
City of Plymouth  
City of Richland Center  
City of River Falls  
City of Sheboygan Falls  
City of Spooner  
City of Sturgeon Bay  
Hartford Electric  
Hustisford Utilities  
Jefferson Utilities  
Manitowoc Public Utilities  
New London Electric & Water Utilities  
Oconomowoc Utilities  
Reedsburg Utility Comm  
Rice Lake Utilities  
Sun Prairie Utilities  
Village of Gresham  
Village of Sauk City  
Village of Waunakee  
Wisconsin Rapids Water Works &  
Lighting Commission

**WYOMING**

City of Gillette  
Town of Fort Laramie



Powering Strong Communities

2451 Crystal Drive  
Suite 1000  
Arlington, Virginia 22202-4804

[www.PublicPower.org](http://www.PublicPower.org)

202.467.2900

## INFORMATION MEMO

# Governor's Salary Cap Law

*Local governments cannot pay employees more than 110 percent of the governor's salary without a waiver from the state. State statute and attorney general opinions have discussed the inclusion of overtime, vacation/sick time, deferred compensation, insurance contributions, pensions, and car allowances in the calculation of an employee's salary.*

### RELEVANT LINKS:

[Minn. Stat. § 43A.17 subd. 9.](#)

A.G. Op., Informal (Jan. 3, 2003).

[Minn. Stat. § 43A.17 subd. 9.](#)

MN Mgmt & Budget: [Local Government Salary Cap and Salary Waiver Process.](#)

[Minn. Stat. § 43A.17, subd. 9.](#)

[Minn. Stat. § 43A.17, subd. 1.](#)

[Minn. Stat. § 43A.17, subd. 9\(c\).](#)

[Minn. Stat. § 43A.17, subd. 9\(c\) \(1-3\).](#)

MN Office of the State Auditors: 5/1/2020 [Interpretation of Minn. Stat 43A.17.](#)

## I. Limits on compensation

State law limits the amount of compensation political subdivisions may pay employees. The salary cap law does not expressly include elected officials within its scope, and thus, appears to indicate elected officials are not subject to the salary cap limit.

Under the current law, statutory and home rule charter city employees may be paid 110 percent of the governor's salary. Adjustments are made annually based on the Consumer Price Index. Effective Jan. 1, 2022, the State has reported the compensation limit will be \$192,144. In May 2021, MMB advised the salary cap is measured based on the calendar year. For reference, the 2021 compensation limit was \$180,927, and the 2020 limit was \$178,782.

The statutory limitation applies to "salary and the value of all other forms of compensation." Salary is defined as "hourly, monthly, or annual rate of pay including any lump-sum payments and cost-of-living adjustment increases." Employer-provided deferred compensation payments and payroll allocations to purchase an individual annuity contract for an employee are also included as salary. All other direct and indirect forms of compensation that are not specifically excluded must be included in determining an employees' total compensation.

Payments excluded from compensation include the following:

- Employee benefits that are also provided for the majority of all other full-time employees of the political subdivision.
- Vacation and sick leave allowances. Refer to the Mn Office of the State Auditor Opinion linked to the left stating, "*The salary an employee receives while using vacation leave should not be viewed as anything other than a component of the employee's salary. Using vacation leave does not increase or reduce the employee's annual rate of pay. Since using vacation leave does not change one's annual salary, the approach of subtracting a portion of the actual annual salary just because it was received when an employee was on vacation*

This material is provided as general information and is not a substitute for legal advice. Consult your attorney for advice concerning specific situations.

## RELEVANT LINKS:

[Minn. Stat. § 43A.17, subd. 9\(e\).](#)

[MN Mgmt. and Budget: Local Government Compensation Limits by Year.](#)

[Minnesota Legislature: Subcommittee on Employee Relations.](#)

[Minn. Stat. § 43A.17, subd. 1.](#)

[Minn. Stat. § 43A.17 subd. 9.](#)

*would result in using a figure that does not fit the definition of ‘salary’ under Section 43A.17.”*

- Health and dental insurance.
- Disability insurance.
- Term life insurance.
- Pension benefits or like benefits, the cost of which is borne by the employee or which is not subject to tax as income under the Internal Revenue Code of 1986.
- Dues paid to organizations that are of a civic, professional, educational, or governmental nature.
- Reimbursement for actual expenses incurred by the employee, which the governing body determines to be directly related to the performance of job responsibilities.
- Relocation expenses paid during the initial year of employment.

## II. Waiver process

Cities may request a waiver from the commissioner of Minnesota Management & Budget to pay an employee in excess of 110 percent of the governor’s salary. The city must show the position requires special expertise necessitating a higher salary to attract or retain a qualified person. The commissioner reviews each waiver request against the salary rates of other positions with similar responsibilities in the state and nation and must notify the Legislative Coordinating Commission to receive the commission’s advisory recommendation on the waiver. The waiver is tied to a position, versus a specific employee. Thus, once a person leaves a position any previously awarded waiver remains in effect for that position when hiring a new employee. Once a city has received a waiver for a position, additional annual increases can be given based on the Consumer Price Index without the request of a new waiver. As of January 1, 2022, existing waivers will increase by 6.2%. For reference, existing waivers increased by 1.2% in 2021.

The Legislative Coordinating Commission’s Subcommittee on Employee Relations maintains a listing of salary cap waivers.

## III. Common concerns

### A. Overtime and the salary limit

The statutory subdivision defining salary excludes payments due to overtime worked. However, the subdivision that creates the salary compensation limit does not include overtime in the list of specific exceptions. The common practice is to not consider overtime as compensation in determining the salary limit, but each city should get specific advice from its city attorney.



## RELEVANT LINKS:

[29 C.F.R. 541.604](#) (Fair Labor Standards Act).

A.G. Op. 161b-12 (Aug. 4, 1997).

[OSA Statement of Position “Car Allowance and Mileage Reimbursement.”](#)

[Minn. Stat. § 43A.17, subd. 9\(c\) \(3\).](#)

A.G. Op. (Nov. 21, 2005).

Most city employees reaching the salary cap are exempt employees who are generally not paid overtime. However, a city can pay overtime to an exempt employee pursuant to an employment contract or personnel policy that permits an exempt employee to receive overtime compensation for hours worked beyond the normal job requirements.

## B. Allowances

Officials sometimes receive a “cash allowance” for the personal use of a car, an “expense allowance,” or a “housing allowance” regardless of actual expenses. Generally, these forms of compensation are considered part of the position’s salary.

However, reimbursement for “actual expenses incurred” by the employee, such as mileage reimbursements for travel on official business, should not be included as salary. If an employee receiving a cash allowance for use of a car tracks his or her mileage, that cash allowance may arguably be excluded from the salary cap.

## C. Calculating benefit cost

For purposes of calculating the cost of a benefit that must be included as salary to the employee, the value of other forms of compensation is the annual cost to the political subdivision.

## D. Insurance differentials

Some cities may allow their management team a higher insurance contribution for health insurance than other employees receive. There are likely a couple of different ways to look at whether cities must count the difference as salary for calculating the cap. Some cities believe any contribution by the city toward benefits exceeding what other employees receive is included in salary. Other cities interpret the employer’s contribution as excluded, regardless of the amount, since there is no language “provided to a majority of other employees” included with the health and dental insurance exclusion language in the statute.

The attorney general has stated that the benefit does not have to be equal to be excluded because it is a common practice for employers to award benefits at different levels based on factors such as longevity or position held. Since this is a matter of interpretation, cities are strongly encouraged to work with their city attorney and city auditor regarding what additional compensation, if any, in the way of benefits is appropriate for employees.

Federal health care reform is likely to make unequal payments to highly compensated employees problematic in the future. Therefore, cities should review this practice with the city attorney.

## RELEVANT LINKS:

A.G. Op. 161b-12 (Aug. 4, 1997).

A.G. Op. 161b-12 (Aug. 4, 1997).

[Minn. Stat. § 43A.17, subd. 9\(c\) \(1-3\).](#)

[Minn. Stat. § 43A.17, subd. 9\(c\).](#)

[Minn. Stat. § 353.028, subd. 3.](#)

### **E. Accrued leave payouts**

Upon termination of the employment relationship, unused vacation and sick time may be paid to the employee without being included in the salary limit. An employment contract that allows the employee to cash in accrued vacation or sick time during the employment relationship is compensation that must be included in the salary determination as a “lump sum payment.”

### **F. Life insurance exclusions from the salary cap**

The value of term life insurance is specifically excluded from the employee’s salary by statute. Split-dollar life insurance policies and other types of life insurance would be considered compensation and must be included in the employee’s salary. In a split-dollar life insurance policy, the city and the employee share the cost and the benefit of the policy.

### **G. Contributions to employee post-employment health savings accounts**

City contributions to the employee’s post-employment health savings account are not likely counted toward the salary cap limit. Such contributions would probably be covered by the exemption for “pension benefits or like benefits, the cost of which is borne by the employee or which is not subject to tax as income under the Internal Revenue Code of 1986.”

### **H. Which pension benefits should be included in the employee’s salary?**

Employer contributions to any deferred compensation plans should be included as salary. Common types of deferred compensation plans for city employees include 403(b), 457(b), or 457(f) plans. Employee contributions are not considered salary because they have already been counted as salary received from the employer and therefore should not be counted twice.

### **I. PERA and city managers**

A city may contribute to a deferred compensation plan or the PERA-administered defined contribution plan for a city manager who elects to be excluded from membership in the PERA general employees retirement plan. The city may contribute up to the amount the city manager would receive as an employer contribution if the city manager were a member of the general employees retirement plan.

**RELEVANT LINKS:**

[Minn. Stat. § 356.24.](#)

The city's contribution would not be included for salary cap calculation purposes, but any agreement must be in writing. If contributing to a deferred compensation plan, the program must be administered by the Minnesota State Retirement System or meet the requirements of section 457 of the Internal Revenue Code of 1986, as amended. While the law allows a city to contribute up to one-half the amount allowed by the Internal Revenue Code on a dollar-for-dollar matching basis, only the amount that is in lieu of a PERA contribution can be excluded from the salary cap.

## **IV. Conclusion**

The salary cap law continues to change. For many years, the state Legislature has enacted and amended the law that limits the maximum amount of money a public employee may earn. Numerous amendments and revisions make for a complicated statute. Best practice suggests careful consultation with the city attorney for current law and guidance on specific salary limits.



# Local Government Compensation Limits by Year

## Local Government

Effective Date	Compensation Limit*	CPI-U Increase
01/01/2022	\$192,144	6.2%
01/01/2021	\$180,927	1.2%
01/01/2020	\$178,782	1.8%
01/01/2019	\$175,621	2.5%
01/01/2018	\$171,338	2.0%
01/01/2017	\$167,978	1.6%
01/01/2016	\$165,333	0.2%
01/01/2015	\$165,003	1.7%
01/01/2014	\$162,245	1.0%
01/01/2013	\$160,639	2.2%
01/01/2012	\$157,181	3.5%
01/01/2011	\$151,866	1.2%
01/01/2010	\$150,065	0.0%
01/01/2009	\$150,065	3.7%
01/01/2008	\$144,711	3.5%
01/01/2007	\$139,817	1.3%
01/01/2006	\$138,023	4.3%
08/01/2005	\$132,333	--

\*Unless increased in accordance with Minnesota Statute 43A.17 Subd. 9(e)



Minnesota State Statute [43A.17](https://www.revisor.mn.gov/statutes/?id=43a.17) (<https://www.revisor.mn.gov/statutes/?id=43a.17>) limits the salary and the value of all other forms of compensation of a person employed by a political subdivision of this state, excluding school districts starting in 2005. The statute establishes that the limits are adjusted on January 1 of each year based on the Consumer Price Index increase. The new limit is equal to the limit for the prior year and increased by the percentage increase in the Consumer Price Index for all-urban consumers (CPI-U) from October of the second prior year to October of the immediately prior year. **The Bureau of Labor Statistics releases the monthly readings for the Consumer Price Index in the second half of the following month. The October readings are typically released after November 15th, therefore Minnesota Management and Budget will calculate and post the salary limit for the next calendar year in late November of each year.** Refer to [Subdivision 9 of State Statute 43A.17](https://www.revisor.mn.gov/statutes/?id=43a.17) (<https://www.revisor.mn.gov/statutes/?id=43a.17>) for complete text.

The employee's salary includes deferred compensation and payroll allocations to purchase an individual annuity contract. The value of other forms of compensation is defined as the annual cost to the political subdivision for the provision of the compensation. Other forms of compensation which **must be** included to determine an employee's total compensation for the limit are all other direct and indirect items of compensation which are not specifically excluded by the subdivision. Other forms of compensation which **must not** be included in a determination of an employee's total compensation limit are: employee benefits that are also provided for the majority of all other full-time employees of the political subdivision, vacation and sick leave allowances, health and dental insurance, disability insurance, term life insurance, and pension benefits or like benefits the cost of which is borne by the employee or which is not subject to tax as income under the Internal Revenue Code of 1986; dues paid to organizations that are of a civic, professional, educational, or governmental nature; and reimbursement for actual expenses incurred by the employee which the governing body determines to be directly related to the performance of job responsibilities, including any relocation expenses paid during the initial year of employment.

### Compensation Limit Increase Process

The total value of compensation may not exceed the limits as shown in the chart above without a compensation limit increase from the Commissioner of MMB. The Commissioner may increase the limit for a position if the commissioner determines the position requires special expertise and needs a higher salary to attract and retain a qualified candidate. The Commissioner shall also consider the salary rates paid to other persons with similar responsibilities in the decision to increase the limit. The Commissioner may not increase the limit until it is presented to the Legislative Coordinating Commission and after receipt of the Commission's recommendation. Local governments wishing to apply for a compensation limit increase for a position may do so by filling out the [Compensation Limit Increase Request Form \(word version\)](#) ([/mmb/assets/lgcomplimitwaiverform\\_tcm1059-128233.docx](#)) (pdf version ([/mmb/assets/lg-comp-limit-waiver-form\\_tcm1059-128232.pdf](#))). The questionnaire may be sent to the Commissioner of Minnesota Management & Budget. If a local government receives a compensation limit increase for a position, the limit is increased annually by the amount of the CPI-U increase in the chart.

November 3, 2022

TO: Greg Drent, General Manager   
FROM: Sharon Walsh, Director of Marketing, Key Accounts and Special Projects   
SUBJECT: AMI Vendor Bid Award

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#### Overview

After completing a comprehensive vendor selection process we have reached the point of making a vendor recommendation. This extensive process began in January 2022 when Katama Technologies, Inc. partnered with SPU to define the use case requirements and specific metering needs of SPU. The leadership team and department staff were actively involved contributing to a request for bid that was customized to SPU. This RFB was made public in May 2022, with the public sealed bid opening held on June 20, 2022 in the SPU Commission Room and virtually. We received seven (7) submissions.

In August 2022, Katama provided an assessment and analysis of the data received from these seven vendors. Following the review, SPU was able to eliminate three submissions based on pricing and/or failure to meet the minimum compliance requirements. Further review and assessment narrowed the qualified vendors to two, and in late September these two finalists – Itron/Border States and Honeywell – conducted in person presentations to the leadership team. This same team quantified preferences and choices for each vendor across multiple categories, following the criteria set forth in the request for bid. Specific consideration was given to the functionality and experience of both electric *and* water system installations, customer service (SPU and our customers) and total cost of ownership over ten years.

Katama Technologies, Inc. will be in attendance (virtually) at the regular commission meeting on Monday, November 7 to provide a thorough review of the criteria and the performance measurements of the two finalists that will support staff's recommendation of Itron/Border States as the AMI vendor for SPU.

#### Action Requested

Motion to proceed on contract negotiations with Itron/Border States as the AMI vendor. A finalized contract will be brought forward to the Commission at a future meeting for approval.



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TO: Greg Drent, General Manager *GD*  
FROM: Joseph D. Adams, Planning & Engineering Director *J.D. Adams*  
SUBJECT: Semi-Final Capital Improvement Plan for 2023-2027  
DATE: November 2, 2022

#### ISSUE

The Semi-Final Capital Improvement Plan for 2023-2027 is submitted for consideration by the Commission at their November 7, 2022 meeting. I will present the plan and take questions during the meeting.

Shakopee Public Utilities  
Capital Improvement Plan  
Semi-Final  
Dated: 11-7-22  
  
Administrative Summary

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Item Description			Justification	2022 Carryover	2023	2024	2025	2026	2027
Equipment			See detail	-	72,500	27,500	12,500	32,500	62,500
Hardware			See detail	-	212,200	173,555	112,275	112,275	189,478
Software			See detail	835,000	180,000	-	-	-	-
Total Administrative				\$ 835,000	\$ 464,700	\$ 201,055	\$ 124,775	\$ 144,775	\$ 251,978
Cumulative Total Administrative					\$ 1,299,700	\$ 1,500,755	\$ 1,625,530	\$ 1,770,305	\$ 2,022,283
			Electric		974,775	150,791	93,581	108,581	188,984
			Water		324,925	50,264	31,194	36,194	62,995



Shakopee Public Utilities  
Capital Improvement Plan  
Semi-Final  
Dated: 11-7-22  
Administrative Detail

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Type	Item	Source of Request	Justification	Qty	Unit Cost	2022 Carryover	2023	2024	2025	2026	2027
Furn & Equipment	Work Station Configuration and Replacements	F&A - IT	Work Station Configuration and Replacements			-	15,000	-	-	-	10,000
Furn & Equipment	Miscellaneous Hardware	Building	Misc. Office equipment as needed			-	12,500	12,500	12,500	12,500	12,500
Furn & Equipment	Equipment Lockers- Shop Area	Building	Lockers and bench	15		-	-	15,000	-	-	-
Furn & Equipment	Electric Room Configuration - Cubicles	Electric	New furniture design and installation	5		-	-	-	-	20,000	-
Furn & Equipment	Commission Room Tables	Building	Conference room tables			-	-	-	-	-	40,000
Equipment	Water Truck/Tailer	Marketing	Promotional item			-	45,000	-	-	-	-
Total Equipment						-	72,500	27,500	12,500	32,500	62,500
Hardware	ICS Firewall	F&A - IT	Create network segmentation between IT/OT networks	1	2,500	-	2,500	-	-	-	-
Hardware	HPE Aruba AP Replacements	F&A - IT	Aruba Aps end of life need replacement	25	1,425	-	35,625	-	-	-	-
Hardware	HPE Storeonce Veeam Storage Expansion	F&A - IT	Local Veeam backup storage expansion		22,000	-	22,000	-	-	-	-
Hardware	Commission Room Meeting Room System	Building	Replacement of Commission Room Equipment to utilize IoT	1		-	10,800	-	-	-	-
Hardware	Plan/Eng Plotter Replacement	Plan/Eng	Plan/Eng HP plotter is 5 years old future replacement		10,000	-	10,000	-	-	-	-
Hardware	Fiber Ring /INET Connectivity	F&A - IT	Connectivity/Redundancy for systems/remote sites	21	7,100	-	37,275	37,275	37,275	37,275	-
Hardware	Miscellaneous Hardware	F&A - IT	Future planning/Unplanned replacements			-	75,000	75,000	75,000	75,000	75,000
Hardware	Network Switches	F&A - IT	Future Standard Replacement Cycle	5	7,600	-	19,000	12,667	-	-	29,478
Hardware	Cluster Headend Replacement	F&A - IT	Replace Cluster Nodes for server high availability/recovery	3	7,871	-	-	23,613	-	-	-
Hardware	Offsite NAS	F&A - IT	Offsite network attached storage for backup / replication	1	13,000	-	-	13,000	-	-	-
Hardware	Remit Plus Scanners - Payment Processing	Cust. Service	Scanner Replacements	3	4,000	-	-	12,000	-	-	-
Hardware	Firewall	F&A - IT	Replace product reaching end of life support			-	-	-	-	-	45,000
Hardware	SAN Replacement	F&A - IT	Replacement of SAN	1	40,000	-	-	-	-	-	40,000
Total Hardware						-	212,200	173,555	112,275	112,275	189,478
Software	Finance Software	F&A - IT	Daffron replacement software - NISC			835,000	165,000	-	-	-	-
Software	NOVA Software Modifications	Plan/Eng	NOVA Software- build a custom modification			-	15,000	-	-	-	-
Total Software						835,000	180,000	-	-	-	-
Total CIP Expenditures - Administration						835,000	464,700	201,055	124,775	144,775	251,978

Shakopee Public Utilities  
Capital Improvement Plan  
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Electric Summary

Item Description	Justification	2022 Carryover	2023	2024	2025	2026	2027
<u>Operating Fund</u>							
<u>System Projects</u>							
Miscellaneous	See Detail	-	175,000	175,000	175,000	175,000	175,000
System Material & Facilities	See Detail	-	2,045,000	1,530,000	1,480,000	1,330,000	1,430,000
Vehicles/Equipment	See Detail	-	580,000	495,000	435,000	405,000	165,000
<u>Local Area Projects</u>							
New UG Cables & Related Cost (Net of Contribution)	See Detail	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Replace UG Cable Projects	See Detail	-	40,000	20,000	20,000	20,000	20,000
Rebuild OH Lines	See Detail	-	70,000	195,000	20,000	20,000	20,000
<u>Major System Projects</u>							
Feeder Extension Projects	See Detail	-	2,090,604	1,826,546	388,700	297,440	-
Convert OH to UG	See Detail	-	363,100	475,000	393,000	356,720	61,650
Territory Acquisition	See Detail	550,000	400,000	300,000	-	-	-
Shakopee Substation	See Detail	-	525,000	-	-	-	-
South Shakopee Substation	See Detail	-	35,000	60,000	-	-	-
Pike Lake Substation	See Detail	-	-	-	25,000	30,000	-
Dean Lake Substation	See Detail	-	25,000	-	-	-	-
East Shakopee Substation	See Detail	1,250,000	-	-	-	-	7,355,000
West Shakopee Substation	See Detail	5,607,000	38,380	589,000	200,000	-	-
Upgrade Projects	See Detail	43,264	220,000	245,000	230,000	255,000	240,000
ADVANCED METERING INFRASTRUCTURE (AMI)	See Detail	720,000	1,500,000	1,500,000	1,500,000	-	-
Service Center	See Detail	-	167,000	45,000	850,400	50,000	4,050,000
<b>Total Operating Fund</b>		<b>8,170,264</b>	<b>9,274,084</b>	<b>8,455,546</b>	<b>6,717,100</b>	<b>3,939,160</b>	<b>14,516,650</b>
<u>Relocation Fund</u>							
Relocation Projects	See Detail	-	186,600	180,000	60,000	65,000	65,000
<b>Total Relocation Fund</b>		<b>-</b>	<b>186,600</b>	<b>180,000</b>	<b>60,000</b>	<b>65,000</b>	<b>65,000</b>
<b>Total Electric</b>		<b>8,170,264</b>	<b>9,460,684</b>	<b>8,635,546</b>	<b>6,777,100</b>	<b>4,004,160</b>	<b>14,581,650</b>
<b>CumulativeTotal Electric</b>		<b>8,170,264</b>	<b>17,630,948</b>	<b>26,266,494</b>	<b>33,043,594</b>	<b>37,047,754</b>	<b>51,629,404</b>

Shakopee Public Utilities  
Capital Improvement Plan  
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Electric Detail

Item Description		Justification	2022 Carryover	2023	2024	2025	2026	2027
<u>Operating Fund</u>								
System Projects								
1	Miscellaneous	As Necessary	-	175,000	175,000	175,000	175,000	175,000
2	Total Miscellaneous		-	175,000	175,000	175,000	175,000	175,000
3	System Material & Facilities							
4	DC Fast Charger (West Substation)	New Equipment	-	150,000	-	-	-	-
5	Lateral Circuit Reconfiguration	System Reliability	-	25,000	25,000	25,000	25,000	25,000
6	Meters	New Construction	-	350,000	350,000	250,000	150,000	150,000
7	Padmount Switches & Related	Load/Development	-	150,000	150,000	200,000	150,000	250,000
8	Distribution Transformers	Restock to min.	-	1,205,000	900,000	900,000	900,000	900,000
9	System Capacitors-Additional	PF Improvements	-	25,000	25,000	25,000	25,000	25,000
10	SCADA-Capacitor Control	Op. Efficiencies & Voltage Control	-	40,000	40,000	40,000	40,000	40,000
11	SCADA Switches for Tie Switches	System Reliability	-	100,000	40,000	40,000	40,000	40,000
12	Total System Material & Facilities		-	2,045,000	1,530,000	1,480,000	1,330,000	1,430,000
13	Vehicles/Equipment							
14	Construction-Related Equipment-New/Additional/Replacement	Tool Replacement	-	45,000	45,000	45,000	45,000	45,000
15	#618 Duty Truck	Life Cycle Replacement	-	50,000	-	-	-	-
16	#637 Engineering Pick Up 4X4	Life Cycle Replacement	-	40,000	-	-	55,000	-
17	Dump Truck	New Equipment	-	150,000	-	-	-	-
18	Mini Skid Loader/Backhoe	Life Cycle Replacement	-	50,000	-	-	-	-
19	#610 F550 4x4 Service Truck	Life Cycle Replacement	-	175,000	-	-	-	-
20	Forklift	Life Cycle Replacement	-	30,000	-	-	-	-
21	#629 Engineering Truck	Life Cycle Replacement	-	40,000	-	-	-	-
22	Digger Truck #612 Bucket	Life Cycle Replacement	-	-	300,000	-	-	-
23	#610 Service Bucket Truck	Life Cycle Replacement	-	-	150,000	-	-	-
24	Air Compressor #628	Life Cycle Replacement	-	-	-	70,000	-	-
25	Directional Bore Equipment	New Equip for UG Construction	-	-	-	250,000	-	-
26	Equipment Trailer 30,000 lbs	Life Cycle Replacement	-	-	-	20,000	-	-
27	#617 Replacement Truck	Life Cycle Replacement	-	-	-	50,000	-	-
28	#631 Service Truck 4X4	Life Cycle Replacement	-	-	-	-	50,000	-
29	#633 Service Truck 4X4	New Equipment	-	-	-	-	50,000	-
30	Woodchipper	Life Cycle Replacement	-	-	-	-	55,000	-
31	Vac-Tron	Life Cycle Replacement	-	-	-	-	95,000	-
32	Skidsteer	Life Cycle Replacement	-	-	-	-	55,000	-
33	#627 4x4 Ext Cab Pickup	New Equipment	-	-	-	-	-	40,000
34	#645 4x4 Pickup	Life Cycle Replacement	-	-	-	-	-	40,000
35	3 Reel Trailer Wire	Life Cycle Replacement	-	-	-	-	-	40,000
36	Total Vehicles/Equipment		-	580,000	495,000	435,000	405,000	165,000
37								
38								
39	Local Area Projects							
40	New UG Cables & Related Cost (Net of Contribution)	Load/Development	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
41	Total New UG Cables & Related Cost (Net of Contribution)		-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
42								
43								
44	Replace UG Cable Projects							
45	Replace UG Cable - Projects Yet To Be Determined	As Needed	-	40,000	20,000	20,000	20,000	20,000

**Shakopee Public Utilities  
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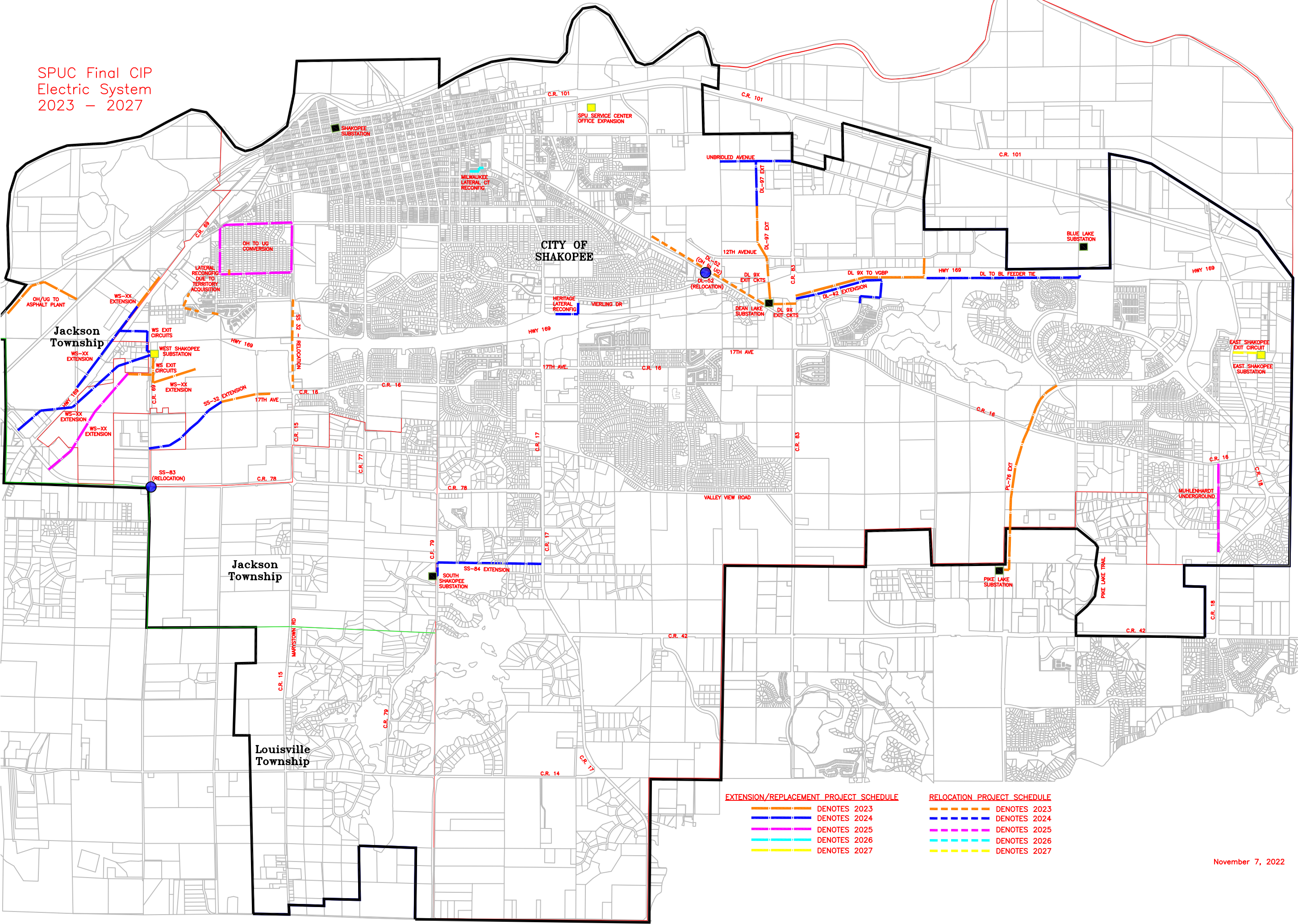
	Item Description	Justification	2022 Carryover	2023	2024	2025	2026	2027
46	<b>Total Replace UG Cable Projects</b>		-	40,000	20,000	20,000	20,000	20,000
47								
48	<b>Rebuild OH Lines</b>							
49	SS-32 CR 15 @Hwy 169 Ramps 0.50 mile Roundabout	Street Project	-	50,000	-	-	-	-
50	Rebuild OH lines - as needed RP3	Change Out	-	20,000	20,000	20,000	20,000	20,000
51	SS-83 CR78/CR69 Roundabout	Street Project	-	-	150,000	-	-	-
52	DL-52 Eagle Creek Blvd@Vierling Drive Roundabout	Street Project	-	-	25,000	-	-	-
53	<b>Total Rebuild OH Lines</b>		-	70,000	195,000	20,000	20,000	20,000
54	<b>Major System Projects</b>							
55								
56	<b>Feeder Extension Projects</b>							
57	DL-9X to Valley Green Business Park	Load Growth	-	263,120	-	-	-	-
58	Dean Lake Sub Exit Circuits 1.0 mile	Load Growth	-	228,800	-	-	-	-
59	WS-XX to Opus Project	Development	-	200,000	-	-	-	-
60	PL-76 to Southbridge	Loss of Blue Lake Circuits	-	263,120	-	-	-	-
61	SS-32 CR 16 Ext. from CR15 to CR69 1.0 mile	Street Project & Development	-	131,664	205,234	-	-	-
62	West Shakopee Substation Exit Circuits	Load Growth	-	604,000	520,000	-	-	-
63	DL-97 New Feeder DL Sub to Unbridled Ave 1.0 mile	Development (Canterbury Commons)	-	136,800	136,800	-	-	-
64	SS-84 New Feeder SS Sub to CR 17 via Stonebrooke 0.75 mile	Load Growth	-	-	102,700	102,700	-	-
65	DL-42 Feeder Extension to Data Center 1.0 mile	Load Growth (Data Center)	-	-	136,812	-	-	-
66	Dean Lake to BL Feeder tie 1.0 miles	Loss of Blue Lake Circuits	-	-	250,000	-	-	-
67	WS-XX to Breeggemann Parcel	Development	-	-	200,000	-	-	-
68	Projects Yet to be Determined 1.0 mile	As Necessary	-	263,100	275,000	286,000	297,440	-
69	<b>Total Feeder Extension Projects</b>		-	2,090,604	1,826,546	388,700	297,440	-
70								
71	Assumed Cost per mile unless noted otherwise		-	263,100	275,000	286,000	297,440	-
72			-	-	-	-	-	-
73	<b>Convert OH to UG</b>		-	-	-	-	-	-
74	Eagle Creek Blvd UG .50 miles West of Vierling (50/50) Split with City	Reliability	-	100,000	-	-	-	-
75	Eagle Creek Blvd UG .50 miles East of Vierling 100% SPU	Reliability	-	-	200,000	-	-	-
76	Muhlenhardt Undergrounding 0.75 mile	Reliability	-	-	-	50,000	-	-
77	Presidential OH to UG Conversion, 2 blocks per year, 40 customer/year	Reliability	-	-	-	57,000	59,280	61,650
78	<b>Total Convert OH to UG</b>		-	363,100	475,000	393,000	356,720	61,650
80	<b>Territory Acquisition</b>							
81	Territory Acquisition	Consolidation	150,000	-	-	-	-	-
82	Territory Acquisition	Purchase systems/Integration	400,000	100,000	-	-	-	-
83	Territory Acquisition "build OH & UG to Asphalt Plant 1.0 miles"	Consolidation	-	250,000	-	-	-	-
84	Territory Acquisition - reinforce feeder network	Consolidation	-	50,000	300,000	-	-	-
85	<b>Total Territory Acquisition</b>		550,000	400,000	300,000	-	-	-
86								
87								
88	<b>Shakopee Substation</b>							
89	Land Rights	Load Growth/Downtown Re-development	-	500,000	-	-	-	-
90	Substation to County Fiber & Fiber Equipment	Safety	-	25,000	-	-	-	-
91	<b>Total Shakopee Substation</b>		-	525,000	-	-	-	-
92								

**Shakopee Public Utilities  
Capital Improvement Plan  
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Electric Detail**

	Item Description	Justification	2022 Carryover	2023	2024	2025	2026	2027
93	<b>South Shakopee Substation</b>							
94	Oil Change Out on Tap Changer (Transformer 1)	Maintenance/Extend Life of Tap Changer	-	35,000	-	-	-	-
95	Substation to County Fiber & Fiber Equipment	Safety	-	-	25,000	-	-	-
96	Oil Change Out on Tap Changer (Transformer 2)	Maintenance/Extend Life of Tap Changer	-	-	35,000	-	-	-
97	<b>Total South Shakopee Substation</b>		-	<b>35,000</b>	<b>60,000</b>	-	-	-
98								
99	<b>Pike Lake Substation</b>							
100	Substation to County Fiber & Fiber Equipment	Safety	-	-	-	25,000	-	-
101	Oil Change Out on Tap Changer	Maintenance/Extend Life of Tap Changer	-	-	-	-	30,000	-
102	<b>Total Pike Lake Substation</b>		-	-	-	<b>25,000</b>	<b>30,000</b>	-
103								
104	<b>Dean Lake Substation</b>							
105	Substation to County Fiber & Fiber Equipment	Safety	-	25,000	-	-	-	-
106	<b>Total Dean Lake Substation</b>		-	<b>25,000</b>	-	-	-	-
107								
108	<b>East Shakopee Substation</b>							
109	Land Rights	Load Growth	1,250,000	-	-	-	-	-
110	Substation to County Fiber & Fiber Equipment	Safety	-	-	-	-	-	25,000
111	Planning/Design/Project Management	Load Growth	-	-	-	-	-	760,000
112	Construction	Load Growth	-	-	-	-	-	6,570,000
113	<b>Total East Shakopee Substation</b>		<b>1,250,000</b>	-	-	-	-	<b>7,355,000</b>
114								
115	<b>West Shakopee Substation</b>							
116	Construction	Load Growth	5,400,000	-	-	-	-	-
117	Planning/Design/Project Management	Load Growth	207,000	38,380	-	-	-	-
118	Substation to County Fiber & Fiber Equipment	Safety	-	-	25,000	-	-	-
119	WS-XX Feeder Line East/South	Load Growth	-	-	264,000	-	-	-
120	WS-XX Feeder Line West/South	Load Growth	-	-	300,000	-	-	-
121	WS - XX Feeder Extension West of River Valley Business Center	Development	-	-	-	200,000	-	-
122	<b>Total West Shakopee Substation</b>		<b>5,607,000</b>	<b>38,380</b>	<b>589,000</b>	<b>200,000</b>	-	-
123								
124	<b>Upgrade Projects</b>							
125	SH-08 Reconductoring 4th, Spencer, Fillmore, Somerville	Load Growth	43,264	-	-	-	-	-
126	Heritage Lateral Reconfiguration	Safety	-	-	25,000	-	-	-
127	Milwaukee Court Lateral Reconfiguration	Safety	-	-	-	-	25,000	-
128	Projects yet to be determined	Load Growth	-	220,000	220,000	230,000	230,000	240,000
129	<b>Total Upgrade Projects</b>		<b>43,264</b>	<b>220,000</b>	<b>245,000</b>	<b>230,000</b>	<b>255,000</b>	<b>240,000</b>
130								
131	<b>ADVANCED METERING INFRASTRUCTURE (AMI)</b>							
132	Planning/Design/Project Management	Project Planning/Design	120,000	-	-	-	-	-
133	Construction/Implementation/Hardware/Software/Training	Customer Service	600,000	1,500,000	1,500,000	1,500,000	-	-
134	<b>Total ADVANCED METERING INFRASTRUCTURE (AMI)</b>		<b>720,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	-	-
135								
136								
137	<b>Service Center</b>							



SPUC Final CIP  
Electric System  
2023 – 2027



EXTENSION/REPLACEMENT PROJECT SCHEDULE

- DENOTES 2023
- DENOTES 2024
- DENOTES 2025
- DENOTES 2026
- DENOTES 2027

RELOCATION PROJECT SCHEDULE

- DENOTES 2023
- DENOTES 2024
- DENOTES 2025
- DENOTES 2026
- DENOTES 2027

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138	Facilities Exterior Main Door Replacement	Maintenance	-	20,000	-	-	-	-
139	Display Case Office	Marketing	-	10,000	-	-	-	-
140	Service Center to County Fiber	Safety	-	25,000	-	-	-	-
141	Garage Heaters	Maintenance	-	30,000	-	-	-	-
142	Parking Lot - SPU - Chip Seal	Maintenance	-	37,000	-	-	-	-
143	Miscellaneous Building Improvements/Replacements	Maintenance & Requested Changes	-	45,000	45,000	50,000	50,000	50,000
144	Facility Roof Replacement	Maintenance	-	-	-	800,400	-	-
145	Building Expansion Office	Staff Additions	-	-	-	-	-	4,000,000
146	<b>Total Service Center</b>		-	<b>167,000</b>	<b>45,000</b>	<b>850,400</b>	<b>50,000</b>	<b>4,050,000</b>
147								
148	<b>Total Operating Fund</b>		<b>8,170,264</b>	<b>9,274,084</b>	<b>8,455,546</b>	<b>6,717,100</b>	<b>3,939,160</b>	<b>14,516,650</b>
149								
150	<u><b>Relocation Fund</b></u>							
151	<b>Relocation Projects</b>							
152	SS-32 CR 15 & Hwy 169 Ramps 0.50 mile	Roundabout Impacts	-	131,600	-	-	-	-
153	CR78/CR69 Roundabout	Roundabout Impacts	-	-	60,000	-	-	-
154	DL-52 Eagle Creek Blvd@Vierling Drive Roundabout	Street Project	-	-	60,000	-	-	-
155	Projects Yet to Be Determined 0.50 Ckt. mile	As Necessary	-	55,000	60,000	60,000	65,000	65,000
156	<b>Total Relocation Projects</b>		-	<b>186,600</b>	<b>180,000</b>	<b>60,000</b>	<b>65,000</b>	<b>65,000</b>
157								
158	<b>Total Relocation Fund</b>		-	<b>186,600</b>	<b>180,000</b>	<b>60,000</b>	<b>65,000</b>	<b>65,000</b>
159								
160	<b>Total Electric</b>		<b>8,170,264</b>	<b>9,460,684</b>	<b>8,635,546</b>	<b>6,777,100</b>	<b>4,004,160</b>	<b>14,581,650</b>

**Shakopee Public Utilities  
Capital Improvement Plan  
Semi-Final  
Dated: 11-7-22  
Water Summary**

	Item Description	Justification	2022 Carryover	2023	2024	2025	2026	2027
	<u>Operating Fund</u>							
1	Miscellaneous	See Detail	35,000	620,000	320,000	285,000	285,000	310,000
2	System Upgrades	See Detail	28,000	135,000	2,135,000	2,195,000	15,000	15,000
3	ADVANCED METERING INFRASTRUCTURE (AMI)	See Detail	76,701	1,500,000	1,500,000	1,500,000	-	-
4	Vehicles/Equipment	See Detail	71,000	104,000	-	47,000	94,000	-
5								
6	<b>Total Operating Fund</b>		<b>210,701</b>	<b>2,359,000</b>	<b>3,955,000</b>	<b>4,027,000</b>	<b>394,000</b>	<b>325,000</b>
7								
8	<u>Reconstruction Fund</u>							
9	Reconstruction Projects	See Detail	165,000	120,000	165,000	115,000	65,000	2,055,000
10								
11	<b>Total Reconstruction Fund</b>		<b>165,000</b>	<b>120,000</b>	<b>165,000</b>	<b>115,000</b>	<b>65,000</b>	<b>2,055,000</b>
12								
13	<u>Trunk Fund</u>							
14	Trunk Water Mains - SPUC Projects	See Detail	2,225,000	325,000	25,000	25,000	25,000	-
15	Over Sizing - Non-SPUC Projects	See Detail	171,395	1,928,250	375,000	315,000	500,000	-
16								
17	<b>Total Trunk Fund</b>		<b>2,396,395</b>	<b>2,253,250</b>	<b>400,000</b>	<b>340,000</b>	<b>525,000</b>	<b>-</b>
18								
19	<u>Connection Fund</u>							
20	Wells	See Detail	10,000	220,000	860,600	125,000	948,800	-
21	Water Treatment	See Detail	1,900,000	6,850,000	1,000,000	1,000,000	1,000,000	1,000,000
22	Pump House Additions/Expansions	See Detail	68,000	2,510,500	7,615,000	3,950,000	10,100,000	18,840,000
23	New Tanks and Transmission Water Main	See Detail	90,000	150,000	3,000,000	-	-	-
24	Booster Stations	See Detail	-	385,000	500,000	2,000,000	-	-
25	Auxiliary Facilities	See Detail	-	145,000	28,000	28,000	28,000	-
26								
27	<b>Total Connection Fund</b>		<b>2,068,000</b>	<b>10,260,500</b>	<b>13,003,600</b>	<b>7,103,000</b>	<b>12,076,800</b>	<b>19,840,000</b>
28								
29	<b>Total Water</b>		<b>4,840,096</b>	<b>14,992,750</b>	<b>17,523,600</b>	<b>11,585,000</b>	<b>13,060,800</b>	<b>22,220,000</b>
30								
31	<b>Cumulative Total Water</b>		<b>4,840,096</b>	<b>19,832,846</b>	<b>37,356,446</b>	<b>48,941,446</b>	<b>62,002,246</b>	<b>84,222,246</b>



**Shakopee Public Utilities  
Capital Improvement Plan  
Semi-Final  
Dated: 11-7-22  
Water Detail**

Item Description	Justification	2022 Carryover	2023	2024	2025	2026	2027
<b><u>Operating Fund</u></b>							
<b>Miscellaneous</b>							
Interconnection w/Savage Metering & Value in Manhole put in Trunk	Development	25,000	-	-	-		-
CSAH 16 CIF 22-006 Trail Extension	Trail Extension	10,000	-	-	-	-	
Emergency Power Generation Conversion @ Riverview Booster Station	Extended Sustainability		325,000	-	-	-	-
Chemical Feed Improvements	Safety/Enhanced Accuracy	-	35,000	35,000	-	-	-
Water Meters	PM/Development	-	150,000	175,000	175,000	175,000	200,000
Reservoir Maintenance	Preventative Maintenance	-	50,000	50,000	50,000	50,000	50,000
Power Wash Towers	Preventative Maintenance	-	20,000	20,000	20,000	20,000	20,000
Hydrant Replacement	As Needed	-	40,000	40,000	40,000	40,000	40,000
<b>Total Miscellaneous</b>		<b>35,000</b>	<b>620,000</b>	<b>320,000</b>	<b>285,000</b>	<b>285,000</b>	<b>310,000</b>
<b>System Upgrades</b>							
SCADA Firmware Upgrades	Water System Reliability	28,000	-	-	-		-
Recoat Reservoir #3 Canterbury Road	Preventative Maintenance	-	20,000	2,000,000	-	-	-
Fiber Hardware	AMI and SCADA for 4 tanks	-	100,000	100,000	100,000	-	-
Miscellaneous Equipment	As Needed	-	15,000	15,000	15,000	15,000	15,000
Recoat Reservoir #4 Dominion Ave	Preventative Maintenance	-	-	20,000	2,080,000	-	-
<b>Total System Upgrades</b>		<b>28,000</b>	<b>135,000</b>	<b>2,135,000</b>	<b>2,195,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Advanced Metering Infrastructure (AMI)</b>							
Planning/Design/Project Management	Project Planning/Design	76,701	-	-	-	-	
Construction/Implementation/Hardware/Software/Training	Customer Service	-	1,500,000	1,500,000	1,500,000	-	
<b>Total Advanced Metering Infrastructure (AMI)</b>		<b>76,701</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>
<b>Vehicles/Equipment</b>							
Replace Truck #635 (2006)	Life Cycle Replacement	71,000	-	-	-	-	-
Replace Truck #615 (2012)	Life Cycle Replacement	-	47,000	-	-	-	-
Replace Truck #622 (2011)	Life Cycle Replacement	-	57,000	-	-	-	-
Replace Truck #630 (2014)	Life Cycle Replacement	-	-	-	47,000	-	-
Replace Truck #626 (2015)	Life Cycle Replacement	-	-	-	-	47,000	-
Replace Truck #634 (2015)	Life Cycle Replacement	-	-	-	-	47,000	-
<b>Total Vehicles/Equipment</b>		<b>71,000</b>	<b>104,000</b>	<b>-</b>	<b>47,000</b>	<b>94,000</b>	<b>-</b>
<b>Total Operating Fund</b>		<b>210,701</b>	<b>2,359,000</b>	<b>3,955,000</b>	<b>4,027,000</b>	<b>394,000</b>	<b>325,000</b>
<b><u>Reconstruction Fund</u></b>							
<b>Reconstruction</b>							
18" Recon CR 83 from VIBS to HWY 169 0.75 mile	County Project	165,000	-	-	-	-	-
Bituminous Overlay	City CIP	-	30,000	35,000	30,000	20,000	-
Correct Deficient Services	As Needed	-	80,000	80,000	80,000	40,000	40,000
Full-Depth Pavement Reconstruction	City CIP	-	10,000	50,000	5,000	5,000	15,000
Water Main Reconstruction	City Street Recon	-	-	-	-	-	2,000,000
<b>Total Reconstruction</b>		<b>165,000</b>	<b>120,000</b>	<b>165,000</b>	<b>115,000</b>	<b>65,000</b>	<b>2,055,000</b>
<b>Total Reconstruction Fund</b>		<b>165,000</b>	<b>120,000</b>	<b>165,000</b>	<b>115,000</b>	<b>65,000</b>	<b>2,055,000</b>
<b><u>Trunk Fund</u></b>							
<b>Trunk Water Mains - SPU Projects (Completed by SPU)</b>							

**Shakopee Public Utilities  
Capital Improvement Plan  
Semi-Final  
Dated: 11-7-22  
Water Detail**

	Item Description	Justification	2022 Carryover	2023	2024	2025	2026	2027
46	12" WM West of Windermere parallel to Hwy 169 0.75 mile 1-HES	Development	1,000,000	-	-	-	-	-
47	12" WM 13th Ave, Maras St, Hansen Ave, Stagecoach Road	Development	1,200,000	300,000	-	-	-	-
48	Projects to be determined		25,000	25,000	25,000	25,000	25,000	-
49	<b>Total Trunk Water Mains - SPU Projects</b>		<b>2,225,000</b>	<b>325,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>
50	<b>Over Sizing - Non-SPU Projects (Completed by Others)</b>							
51	16" WM East from Monarch Estates parallel to 17th Ave 0.875 miles	Development	171,395	178,250	-	-	-	-
52	12" WM CR 16 from CR 15 west to CR 69 - 0.75 mile 2-HES	Development/City Project/Scott County	-	180,000	-	-	-	-
53	12" WM Parallel to CR 69 South from Vierling Drive 0.75 mile NES	Development	-	120,000	-	-	-	-
54	12" WM Thrush Street from CR 83 to 0.25 mile West 1- HES	Development	-	60,000	-	-	-	-
55	12" WM CR 83 from Thrush Street to 0.50 mile north and south 1-HES	Development	-	120,000	-	-	-	-
56	12" WM Vierling Drive West from CR 69 0.25 mile NES	Development	-	60,000	-	-	-	-
57	12" WM South of Valley View Road @ Independence 0.50 mile (Hauer) 1-HES	Development	-	120,000	-	-	-	-
58	12" WM West of CR 69 thru area B 1.0 miles 1-HES	Development	-	240,000	-	-	-	-
59	12" WM from Tank #9 east 0.5 miles	Development	-	750,000	-	-	-	-
60	12" WM West of CR 69 thru area B 1.0 miles 2-HES	Development	-	-	250,000	-	-	-
61	12" WM West of Tank #8 Site thru area B to CR 69 0.25 mile	Development	-	-	62,500	-	-	-
62	12" WM CR 69 0.25 miles north of CR 78	Development	-	-	62,500	-	-	-
63	16" WM Krystal Addition to CR 79 (800 ft) NES	Development	-	-	-	185,000	-	-
64	16" WM on Stagecoach Rd from Eagle Creek Preserve to Hansen Ave .025 miles	Development	-	-	-	130,000	-	-
65	16" WM South of Countryside parallel to CR 15 0.5 miles	Development	-	-	-	-	500,000	-
66	Projects to be determined		-	100,000	-	-	-	-
67	<b>Total Over Sizing - Non-SPU Projects</b>		<b>171,395</b>	<b>1,928,250</b>	<b>375,000</b>	<b>315,000</b>	<b>500,000</b>	<b>-</b>
68								
69	<b>Total Trunk Fund</b>		<b>2,396,395</b>	<b>2,253,250</b>	<b>400,000</b>	<b>340,000</b>	<b>525,000</b>	<b>-</b>
70	<b>Connection Fund</b>							
71	<b>Wells</b>							
72	2-HES Jordan Well #23 @ Tank #8 Site	Development	10,000	-	-	-	-	-
73	Observation Well TBD @ location TBD	Monitoring	-	130,000	-	-	-	-
74	Jordan Well #24 Submersible @ Tank #8 Site	Development	-	90,000	860,600			
75	1-HES Jordan Well #22 @ Church Addition	Development	-	-	-	125,000	948,800	-
76	<b>Total Wells</b>		<b>10,000</b>	<b>220,000</b>	<b>860,600</b>	<b>125,000</b>	<b>948,800</b>	<b>-</b>
77	<b>Water Treatment</b>							
78	Land Rights	Development	1,900,000	6,350,000				
79	Raw Watermain locations TBD	Water Quality	-	500,000	1,000,000	1,000,000	1,000,000	1,000,000
80	<b>Total Water Treatment</b>		<b>1,900,000</b>	<b>6,850,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
81	<b>Pump House Additions/Expansions</b>							
82	2-HES Pump House 23 @ Tank #8 Site (includes landscaping for tank #8)	Development	68,000	2,310,500	225,000	-	-	-
83	Control House for Well #24	Development	-	100,000	3,640,000	-	-	-
84	Pumphouse #4 Demolition / Wells 4 and 5 sealing	Safety	-	100,000	-	-	-	200,000
85	Pumphouse #6 Grad Change & Backup Generation	Water Supply	-	-	110,000	3,700,000	-	-
86	PH#2 Conversion to Control House and raw watermain to PH#3	Safety/Water Treatment	-	-	3,640,000	-	-	-
87	NES Treatment Plant for PFAS et all	Safety/Water Treatment	-	-	-	250,000	10,000,000	15,000,000
88	NES Pumphouse for Well #22 (Church Addition)	Safety/Water Treatment	-	-	-	-	100,000	3,640,000
89	<b>Total Pump House Additions/Expansions</b>		<b>68,000</b>	<b>2,510,500</b>	<b>7,615,000</b>	<b>3,950,000</b>	<b>10,100,000</b>	<b>18,840,000</b>
90								
91	<b>New Tanks and Transmission Water Main</b>							

Shakopee Public Utilities  
Capital Improvement Plan  
Semi-Final  
Dated: 11-7-22  
Water Detail

	Item Description	Justification	2022 Carryover	2023	2024	2025	2026	2027
92	2-HES District Storage (0.5 MG, Elevated Tank #9) @ Wood Duck Trail	Development	80,000	100,000	3,000,000	-	-	-
93	2-HES District Storage (0.75 MG, Elevated Tank #8) @ LaTour Terrace	Development	10,000	50,000	-			
94	<b>Total New Tanks and Transmission Water Main</b>		<b>90,000</b>	<b>150,000</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
95	<b>Booster Stations</b>							
96	Inline Booster Station Site @ Foothill Road and Horizon Drive	Development	-	385,000	400,000	-	-	-
97	IHES to 2HES Booster Station @ Foothill/Horizon	Development	-	-	100,000	2,000,000	-	-
98	<b>Total Booster Stations</b>		<b>-</b>	<b>385,000</b>	<b>500,000</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>
99	<b>Auxiliary Facilities</b>							
100	Fill Station Design and Construction locations TBD	Expanded Water Service to Contractors	-	85,000	-			
101	Normal Zone Elevated Tank Altitude Valves	Pressure Control	-	60,000	-	-	-	-
102	Pressure Reducing Valve - 2-HES to 1-HES @ CR 69	Development	-	-	28,000	-	-	-
103	Pressure Reducing Valve - 2-HES to 1-HES @ CR 78	Development	-	-	-	28,000	-	-
104	Pressure Reducing Valve - 1-HES to NES on Hwy 169	Development	-	-	-	-	28,000	-
105	<b>Total Auxiliary Facilities</b>		<b>-</b>	<b>145,000</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>-</b>
106	<b>Total Connection Fund</b>		<b>2,068,000</b>	<b>10,260,500</b>	<b>13,003,600</b>	<b>7,103,000</b>	<b>12,076,800</b>	<b>19,840,000</b>
107	<b>Total Water</b>		<b>4,840,096</b>	<b>14,992,750</b>	<b>17,523,600</b>	<b>11,585,000</b>	<b>13,060,800</b>	<b>22,220,000</b>



**CITY OF  
SHAKOPEE**





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**DATE:** November 4, 2022  
**TO:** Greg Drent, General Manager *GD*  
**FROM:** Kelley Willemssen, Director of Finance & Administration *kw*  
**SUBJECT:** 2023 Preliminary Budget and Cash Flows

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**Background:**

Over the past several months we have been preparing the preliminary budget, cash flows and capital improvement plan for 2023.

The attached presentation provides detail of the various assumptions made for the 2023 budget, cash flows, capital improvement plan as well as the wage and benefit impacts.

**Requested Action**

The commission is requested to review the preliminary 2023 budget, cash flows and capital improvement plan and provide input.



# **2023 Budget and Cash Flows**

11/7/2022

# Agenda

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Assumptions

2023 Electric Budget and Cash Flows

2023 Water Budget Cash Flows

Comparison to Prior Year

Wages and Benefits

# Budget Assumptions

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- ☐ Revenue projections assume a rate increase of 4% in electric
- ☐ Revenue projections assume a rate increase of 5.23% in water
- ☐ Water Reconstruction – \$0.42/\$1,000 gallon
- ☐ Trunk Water – 116 Acres at \$5,116 / Acre
- ☐ Connection fees – \$5,637/Per Equivalent SAC Unit  
plus \$0.133 per Sq. Ft (for Industrial Only)
- ☐ Residential zero % growth
- ☐ Commercial 1% growth
- ☐ Industrial 0% growth
- ☐ 2023 budget based on prior year actuals and 2022  
YTD actuals as of 8/31/22



# 2023 Electric Fund Budget Summary

ELECTRIC	2020 ACTUALS	2021 ACTUALS	2022 AUG YTD	2022 BUDGET	2023 BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
<b>OPERATING REVENUE</b>							
RESIDENTIAL SALES	\$ 18,032,655	\$ 20,078,080	\$ 14,498,938	\$ 20,552,456	\$ 22,060,491	\$ 1,508,035	7.34%
COMMERCIAL SALES	\$ 1,654,963	\$ 1,862,964	\$ 1,238,667	\$ 2,315,944	\$ 2,123,049	(192,895)	-8%
INDUSTRIAL SALES	\$ 26,898,830	\$ 29,889,334	\$ 22,096,014	\$ 28,046,178	\$ 34,909,055	6,862,877	24%
CUSTOMER PENALTIES	\$ (197,697)	\$ 134,686	\$ 183,456	\$ 103,535	\$ 275,184	171,649	166%
FREE SERVICE TO CITY	\$ 114,758	\$ 116,313	\$ 77,542	\$ 124,766	\$ 117,718	(7,048)	-6%
CONSERVATION PROGRAM	\$ 694,780	\$ 771,635	\$ 565,736	\$ 754,198	\$ 865,405	111,207	15%
<b>TOTAL OPERATING REVENUE</b>	<b>47,198,288</b>	<b>52,853,012</b>	<b>38,660,354</b>	<b>51,897,077</b>	<b>60,350,902</b>	<b>8,453,825</b>	<b>16.29%</b>
<b>OPERATING EXPENSES</b>							
ELECTRIC	\$ 1,651,092	\$ 2,358,682	\$ 1,858,832	\$ 3,257,771	\$ 3,392,557	\$ 134,786	4.0%
PLANNING AND ENGINEERING	\$ 322,644	\$ 390,732	\$ 329,587	\$ 805,121	\$ 948,227	\$ 143,106	15.1%
CUSTOMER SERVICE	\$ 780,527	\$ 990,931	\$ 771,792	\$ 1,045,437	\$ 1,298,808	\$ 253,371	19.5%
MARKETING & KEY ACCOUNTS	\$ 639,678	\$ 994,983	\$ 366,779	\$ 919,117	\$ 1,116,719	\$ 197,602	17.7%
FINANCE AND ADMINISTRATION	\$ 35,416,213	\$ 39,203,913	\$ 30,584,908	\$ 37,670,938	\$ 43,957,893	\$ 6,286,955	14.3%
UTILITIES	\$ 199,810	\$ 188,703	\$ 326,714	\$ 613,620	\$ 477,996	\$ (135,624)	-28.4%
IT					\$ 643,014	\$ 643,014	100.0%
DEPRECIATION AND AMORTIZATION	\$ 2,420,110	\$ 2,482,092	\$ 1,773,789	\$ 2,660,683	\$ 2,773,058	\$ 112,375	4.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>41,430,074</b>	<b>46,610,037</b>	<b>36,012,401</b>	<b>46,972,688</b>	<b>54,967,272</b>	<b>7,994,584</b>	<b>14.54%</b>
<b>OPERATING INCOME</b>	<b>5,768,065</b>	<b>6,242,975</b>	<b>2,647,953</b>	<b>4,924,389</b>	<b>5,383,630</b>	<b>459,240</b>	<b>8.53%</b>
<b>TOTAL NON-OPERATING INCOME (EXPENSES)</b>	<b>736,614</b>	<b>120,106</b>	<b>(668,273)</b>	<b>1,058,938</b>	<b>(405,871)</b>	<b>(1,464,809)</b>	<b>360.91%</b>
<b>TOTAL CAPITAL CONTRIBUTIONS</b>	<b>527,653</b>	<b>98,931</b>	<b>34,231</b>	<b>692,922</b>	<b>439,835</b>	<b>(253,087)</b>	<b>-57.54%</b>
<b>TOTAL TRANSFER TO MUNICIPALITY</b>	<b>(2,167,882)</b>	<b>(2,370,103)</b>	<b>(1,877,542)</b>	<b>(2,787,674)</b>	<b>(3,415,176)</b>	<b>627,502</b>	<b>-18.37%</b>
<b>NET INCOME OR CHANGE IN NET ASSETS</b>	<b>\$ 4,864,450</b>	<b>\$ 4,091,909</b>	<b>\$ 136,368</b>	<b>\$ 3,888,575</b>	<b>\$ 2,002,418</b>	<b>\$ (1,886,157)</b>	<b>-94.19%</b>

# 2023 Electric Fund Cash Flows

	2021 Actual	2022 Budget	2023 Proposed	2024 Estimated	2025 Estimated	2026 Estimated	2027 Estimated
<b>Operating Activities</b>							
Receipts from customers and users	\$ 50,952,596	\$ 51,897,077	\$ 59,458,497	\$ 60,647,667	\$ 61,860,620	\$ 63,097,833	\$ 60,470,713
Payments to suppliers	(40,045,951)	(39,810,226)	(47,493,351)	(48,918,152)	(50,385,696)	(51,897,267)	(53,454,185)
Payments to employees	(4,039,994)	(4,336,143)	(4,341,864)	(4,472,120)	(4,606,284)	(4,744,472)	(4,886,806)
Net cash flows - operating activities	6,866,651	7,750,708	7,623,282	7,257,395	6,868,641	6,456,094	2,129,722
<b>Noncapital Financing Activities</b>							
Payments to City of Shakopee	(2,370,103)	(2,787,674)	(3,415,176)	(3,589,130)	(3,613,542)	(3,635,988)	(3,658,693)
Proceeds from sale of assets	31,745	-	-	-	-	-	-
Transfers from Water Fund	200,000	-	-	-	-	-	-
Net cash flows - noncapital financing activities	(2,138,358)	(2,787,674)	(3,415,176)	(3,589,130)	(3,613,542)	(3,635,988)	(3,658,693)
<b>Capital and Related Financing Activities</b>							
Acquisition of capital assets	(4,714,315)	(8,170,264)	(9,274,084)	(8,635,546)	(6,777,100)	(4,004,160)	(14,581,650)
Acquisition of capital assets - Admin	-	-	(348,525)	(150,791)	(93,581)	(108,581)	(188,984)
Net cash flows - capital and related financing activities	(4,714,315)	(8,170,264)	(9,622,609)	(8,786,337)	(6,870,681)	(4,112,741)	(14,770,634)
<b>Investing Activities</b>							
Interest and dividends received	(127,693)	673,387	(642,330)	509,489	526,814	557,698	574,358
Net cash flows - investing activities	(127,693)	673,387	(642,330)	509,489	526,814	557,698	574,358
<b>Net change in cash and investments</b>	(113,715)	(2,533,843)	(6,056,833)	(4,608,583)	(3,088,769)	(734,938)	(15,725,247)
<b>Beginning of year</b>	44,418,158	44,304,443	41,770,600	35,713,767	31,105,185	28,016,416	27,281,477
<b>End of year</b>	44,304,443	41,770,600	35,713,767	31,105,185	28,016,416	27,281,477	11,556,230

# Prior Year Comparison

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## Electric Fund

- ☐ Operating Revenues: 16.29% higher than 2022 budget, primarily due to an increase in purchase power costs
- ☐ Operating Expenses: 14.54% higher than 2022 budget, primarily due to increased expenses in purchase power and material
- ☐ Operating Income: \$5,383,630 or 8.53% higher than 2022 budget
- ☐ Transfer to Municipality: 18.37% higher than 2022 budget of \$2,787,674
- ☐ Net Income or change in net assets is projected at \$2,002,418 which is 94.19% less than 2022 budget

# 2023 Water Fund Budget Summary

WATER	2020 ACTUALS	2021 ACTUALS	2022 AUG YTD	2022 BUDGETED	2023 BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
<b>OPERATING REVENUE</b>							
RESIDENTIAL SALES	\$ 3,257,458	\$ 3,684,101	\$ 2,486,620	\$ 3,163,819	\$ 3,800,971	\$ 637,152	16.76%
COMMERCIAL SALES	\$ 1,358,234	\$ 1,769,298	\$ 1,057,525	\$ 1,398,686	\$ 1,652,809	\$ 254,123	15.38%
INDUSTRIAL SALES	\$ 259,951	\$ 304,969	\$ 201,651	\$ 277,862	\$ 320,808	\$ 42,946	13.39%
OTHER WATER SALES	\$ 702,884	\$ 839,485	\$ 511,663	\$ 667,650	\$ 747,494	\$ 79,844	10.68%
CUSTOMER PENALTIES	\$ (46,252)	\$ 12,682	\$ 13,322	\$ 18,689	\$ 35,509	\$ 16,820	47.37%
<b>TOTAL OPERATING REVENUE</b>	<b>5,532,276</b>	<b>6,610,535</b>	<b>4,270,781</b>	<b>5,526,706</b>	<b>6,557,592</b>	<b>1,030,886</b>	<b>18.65%</b>
<b>OPERATING EXPENSES</b>							
ELECTRIC	\$ 37,843	\$ 41,190	\$ 30,214	\$ 42,698	\$ 22,352	\$ (20,345)	-91.02%
WATER	\$ 1,283,174	\$ 1,842,167	\$ 1,193,753	\$ 2,198,801	\$ 2,194,946	\$ (3,855)	-0.18%
PLANNING AND ENGINEERING	\$ 114,423	\$ 125,474	\$ 122,649	\$ 318,824	\$ 304,018	\$ (14,806)	-4.87%
CUSTOMER SERVICE	\$ 271,391	\$ 362,890	\$ 280,592	\$ 450,103	\$ 441,568	\$ (8,535)	-1.93%
MARKETING & KEY ACCOUNTS	\$ 25,064	\$ 31,919	\$ 33,471	\$ 25,196	\$ 79,347	\$ 54,151	68.25%
FINANCE AND ADMINISTRATION	\$ 1,207,751	\$ 1,144,815	\$ 578,890	\$ 972,209	\$ 953,238	\$ (18,971)	-1.99%
UTILITIES	\$ 122,666	\$ 137,984	\$ 134,810	\$ 365,305	\$ 271,655	\$ (93,650)	-34.47%
IT	\$ -	\$ -	\$ -	\$ -	\$ 208,235	\$ 208,235	100.00%
DEPRECIATION AND AMORTIZATION	\$ 1,733,331	\$ 1,777,894	\$ 1,169,449	\$ 1,754,174	\$ 1,929,591	\$ 175,417	9.09%
<b>TOTAL OPERATING EXPENSES</b>	<b>4,795,645</b>	<b>5,464,333</b>	<b>3,543,828</b>	<b>6,127,309</b>	<b>6,404,951</b>	<b>277,642</b>	<b>4.33%</b>
<b>OPERATING INCOME</b>	<b>736,636</b>	<b>1,146,202</b>	<b>726,953</b>	<b>(600,604)</b>	<b>152,641</b>	<b>753,245</b>	<b>493.48%</b>
<b>TOTAL NON-OPERATING INCOME (EXPENSES)</b>	<b>493,615</b>	<b>144,827</b>	<b>(28,006)</b>	<b>465,602</b>	<b>(63,653)</b>	<b>(529,255)</b>	<b>831.47%</b>
<b>CAPITAL CONTRIBUTIONS</b>	<b>2,849,061</b>	<b>1,788,369</b>	<b>3,290,647</b>	<b>7,632,547</b>	<b>2,339,648</b>	<b>(5,292,899)</b>	<b>-226.23%</b>
<b>TOTAL TRANSFER TO MUNICIPALITY</b>	<b>(216,722)</b>	<b>(253,115)</b>	<b>(192,000)</b>	<b>(289,418)</b>	<b>(393,455)</b>	<b>(104,037)</b>	<b>26.44%</b>
<b>NET INCOME OR CHANGE IN NET ASSETS</b>	<b>\$ 3,862,590</b>	<b>\$ 2,824,283</b>	<b>\$ 3,797,595</b>	<b>\$ 7,208,127</b>	<b>\$ 2,035,181</b>	<b>\$ (5,172,946)</b>	<b>-254%</b>

# 2023 Water Fund Cash Flows

	2021 Actuals	2022 Budgeted	2023 Proposed	2024 Estimated	2025 Estimated	2026 Estimated	2027 Estimated
<b>Operating Activities</b>							
Receipts from customers and users	7,854,564	5,526,706	6,557,592	6,859,358	7,215,082	7,589,103	7,987,421
Payments to suppliers	(1,815,581)	(2,002,347)	(2,463,395)	(2,537,297)	(2,613,415)	(2,691,818)	(2,772,572)
Payments to employees	(1,451,518)	(2,370,789)	(2,012,808)	(2,073,190)	(2,135,388)	(2,199,448)	(2,265,431)
Net cash flows - operating activities	4,787,465	1,153,570	2,081,391	2,248,871	2,466,280	2,697,837	2,949,417
<b>Noncapital Financing Activities</b>							
Payments to City of Shakopee	-	(289,418)	(391,325)	(410,961)	(432,305)	(454,746)	(478,645)
Proceeds from sale of assets	-	-	-	-	-	-	-
Transfer to Electric Fund	(200,000)	-	-	-	-	-	-
Net cash flows - noncapital financing activities	(200,000)	(289,418)	(391,325)	(410,961)	(432,305)	(454,746)	(478,645)
<b>Capital and Related Financing Activities</b>							
Principal paid on debt	-	-	-	-	-	-	-
Acquisition of capital assets	(4,027,468)	(4,840,096)	(14,992,750)	(17,523,600)	(11,585,000)	(13,060,800)	(22,220,000)
Acquisition of capital assets - Admin	-	-	(104,925)	(50,264)	(31,194)	(36,194)	(62,995)
Installation fees	83,098	90,985	85,000	87,550	90,177	92,882	95,668
Connection charges	2,517,163	4,545,806	1,661,207	1,677,820	1,694,598	1,711,544	1,728,659
Trunk charges	611,883	686,263	593,441	621,630	651,157	682,087	714,486
Net cash flows - capital and related financing activities	(815,324)	482,958	(12,758,027)	(15,186,864)	(9,180,262)	(10,610,481)	(19,744,181)
<b>Investing Activities</b>							
Interest and dividends received	(15,067)	278,431	228,525	118,907	118,907	118,907	118,907
Net cash flows - investing activities	(15,067)	278,431	228,525	118,907	118,907	118,907	118,907
<b>Net change in cash and cash equivalents</b>	3,757,074	1,625,541	(10,670,393)	(13,055,933)	(6,848,042)	(8,063,765)	(16,964,243)
<b>Beginning of year</b>	25,251,119	29,008,193	30,633,734	19,963,341	6,907,408	59,366	(8,004,399)
<b>End of year</b>	29,008,193	30,633,734	19,794,298	6,564,251	(463,129)	(8,711,612)	(25,866,115)

# Prior Year Comparison

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## Water Fund

- ❑ Operating Revenues: 18.65% higher than 2022 budget
- ❑ Operating Expenses: 4.33% higher than 2022 budget
- ❑ Operating Income: \$152,641 or 493.48% higher than 2022 budget
- ❑ Transfer to Municipality: 26.44% higher than 2022 budget of \$289,418
- ❑ Net Income or change in net assets is projected at \$2,035,181 which is 254% less than 2022 budget

# Wages and Benefits

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- ☐ Health Insurance rate decrease of 11%, with a 2-year contact and a 0% increase for 2024
- ☐ HSA annual SPU contribution: Single \$1,550/Family \$2,100
- ☐ Long term disability renewal increase 0% (coverage at \$25,000)
- ☐ Life Insurance renewal 0% increase: 100% covered
- ☐ Deferred Comp: \$2,000 match
- ☐ Health SPU contribution: 100% single, 80% dependents
- ☐ Dental SPU contribution: 100% single, 80% dependents
- ☐ Vacation: Vacation is based on length of service steps
- ☐ Wage Ranges were increased by 3.5% - Performance Based Reviews/Increases completed and included in assumptions

# Questions & Discussion





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TO: Greg Drent, General Manager   
FROM: Joseph D. Adams, Planning & Engineering Director   
SUBJECT: East Shakopee Substation Site Update  
DATE: November 2, 2022

## ISSUE

Staff wishes to update the Commission on the status of the East Shakopee Substation site search.

## BACKGROUND

The 2018 Long Range Electric System Study prepared by Kevin Favero of Leidos identified the need for additional substation capacity to serve the anticipated growth envisioned in the City of Shakopee's 2040 Comprehensive Plan and the Jackson township AUAR.

Currently SPU's load in eastern Shakopee is served partly by our Dean Lake and Pike Lake Substations and our two feeder circuits that originate out of Xcel Energy's Blue Lake Substation. Occupying space within another utility's facility while once was a necessity, does create ongoing access, operational and maintenance issues. SPU's capacity out of Blue Lake Substation is limited by agreement to 8.3 MW. Past attempts to increase that capacity have not been successful and are unlikely to ever occur given Xcel Energy's position. In fact, Xcel Energy has frequently inquired as to when SPU may be able to vacate our capacity out of Blue Lake Substation. At one time, Xcel Energy was open to SPU constructing its own substation on Xcel Energy's property under a ground lease arrangement. Unfortunately, that is no longer the case.

Because of the potential for load growth in SPU's electric service territory in eastern Shakopee that was projected in the long-term electric system study and the possible eventual vacation of SPU's capacity in Xcel Energy's Blue Lake Substation, adding an electric substation in eastern Shakopee was recommended in the Long-Range Electric System Study under certain load growth scenarios. Funds are budgeted in the current 5-year CIP to acquire a site and construct an East Shakopee Substation.

## DISCUSSION

As the Commission recalls staff negotiated extensively in 2020 with a property owner that failed in acquiring a suitable substation site due to too large a gap in each party's valuation of the site.

Staff has identified only a couple of other vacant parcels left in eastern Shakopee suitable for locating an electric substation. Fortunately, we have identified another willing seller and believe we can be more successful this time around.

Patchin Messner Valuation Advisors did a preliminary report for staff to begin discussions of value with this property owner. McGrann Shea is in the process of drafting a purchase agreement like the ones used in other land acquisitions.

## RECOMMENDATION

It may be appropriate for the Commission to adjourn to closed session to discuss negotiations on this potential land acquisition. If so, then the motion would be as follows:

Motion: I move that the Commission go into closed session under Minnesota Statutes, Section 13D.05, subdivision 3(c) to review confidential or protected nonpublic appraisal data and to develop or consider offers or counteroffers for the purchase of a portion of the property described as PID No. 279120240 located at 1462 Maras Street.



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TO: Greg Drent, General Manager *GD*  
FROM: Joseph D. Adams, Planning & Engineering Director *J Adams*  
SUBJECT: NES WTP Site Search Update  
DATE: November 2, 2022

## ISSUE

Staff wishes to update the Commission on the status of the Normal Elevation Service District Water Treatment Plant site search.

## BACKGROUND

The Commission direction to staff is to follow the Hybrid Water Treatment Plan described in their consultant's (Short Elliot Hendrickson – SEH) Inc. Water Treatment Plant Feasibility Study. The Hybrid plan would require the Commission to acquire a site large enough to develop a WTP for all the NES District water supply.

Per Commission direction staff has submitted the draft purchase agreement and the appraisal report on the 14.90-acre parcel located at 3690 Eagle Creek Boulevard to the property owners' representative.

Staff also submitted the draft purchase agreement and the appraisal report on the adjacent 3.5-acre parcel located at 3650 Eagle Creek Boulevard to the property owner's representative.

## DISCUSSION

The property owner's representative has responded to the above submittals for the larger parcel, and we are awaiting a response on the smaller parcel.



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## REQUESTED ACTION

It may be appropriate for the Commission to adjourn to closed session to discuss negotiations on this potential land acquisition. If so, then the motion would be as follows:

Motion: I move that the Commission go into closed session under Minnesota Statutes, Section 13D.05, subdivision 3(c) to review confidential or protected nonpublic appraisal data and to develop or consider offers or counteroffers for the purchase of property described as 3690 Eagle Creek Boulevard and 3650 Eagle Creek Boulevard in Shakopee.