

2020
ANNUAL
REPORT



ADAPTING to Change

AMERICAN MUNICIPAL POWER, INC.

The background of the page features a photograph of several white wind turbines in a field. The image is partially obscured by a large teal-colored geometric shape that cuts across the scene from the bottom left towards the top right. The text 'TABLE of Contents' is centered in the white area of this shape.

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American Municipal Power, Inc. (AMP) members persevered through the challenges of the past year while continuing to deliver on public power's core values of helping our neighbors and supporting the communities we serve.

Celebrating hometown heroes has been a trend over the last year, and rightfully so. However, public power is not new to this trend, and our celebration of hometown heroes includes all of the lineworkers, operations staff, customer service representatives, utility managers and community leaders who have adapted their operations.

In addition to finding new ways to continue to serve members virtually during the pandemic, AMP underwent a successful leadership transition resulting from the retirement of longtime President and CEO Marc Gerken and the naming of new President and CEO Jolene Thompson and Chief Operating Officer Pamala Sullivan.

The AMP Board of Trustees, executive management team and employees adapted to the virtual environment to ensure that AMP focused on operational excellence and member, employee and policy engagement. Examples of that progress are detailed in this report.



AMP invested time in 2020 exploring our own core values and considering our roles as a partner, solutions provider, joint action organization and steward of our membership. In the following pages you will be introduced to the new AMP Mission, Vision and Values statements and our updated Diversity and Inclusion Statement.

It is timely that AMP is celebrating our 50th anniversary of serving members in 2021. For more than 100 years, public power has shown resilience in the face of local and national challenges thanks to the qualities that make up the public power value proposition. Now more than ever, those values provide us with the foundation to chart the course forward.

While 2020 was a year filled with challenges, AMP and our members experienced a number of achievements and successes. We're proud of the many awards and national recognitions that our member communities and AMP staff earned in the last year. AMP continued our strong record of safety, bringing home another American Public Power Association (APPA) Safety Award of Excellence. Additionally, AMP was recognized by the APPA with a Continued Excellence Award, Innovator Award and two Excellence in Public Power Communications awards. The following pages will outline additional honors received throughout the organization within the last year.

As we continue to provide forward-looking support to all our members, we thank you for your service to your communities and for your continued trust.



Jolene Thompson
President/CEO, AMP



Jeff Brediger
Chair of the AMP Board of Trustees
Director of Utilities, Orrville

Jolene Thompson

Jeff Brediger



ABOUT AMP

Formed in 1971, American Municipal Power, Inc. (AMP) is headquartered in Columbus, Ohio, with approximately 200 employees at its headquarters and generating facilities.

AMP is the nonprofit wholesale power supplier and services provider for 135 members, including 134 member municipal electric systems in Ohio, Pennsylvania, Michigan, Virginia, Kentucky, West Virginia, Indiana and Maryland; as well as the Delaware Municipal Electric Corporation (DEMEC), a joint action agency with eight members headquartered in Smyrna, Delaware. Combined, these member utilities serve approximately 650,000 customers.

The organization is governed by a Board of Trustees that consists of 21 AMP members — 20 elected by the members or subgroups of members, and DEMEC, on behalf of its eight member systems. Each such elected member then appoints a person to represent it on the Board.



MISSION

To serve Members through public power joint action, innovative solutions, robust advocacy and cost-effective management of power supply and energy services.

VISION

To be public power's trusted leader in providing Members and their customers the highest-quality, forward-looking services and solutions.

VALUES

- **Integrity** - Be honest, fair, reliable, trustworthy and ethical.
- **Member Focus** - Provide dedicated and professional support to all Members in the AMP footprint.
- **Partnership** - Collaborate to achieve common goals.
- **Employee Engagement** - Commit to a diverse, inclusive, safe and supportive work environment.
- **Stewardship** - Manage resources wisely and sustainably while striving for operational, financial and administrative excellence.
- **Innovation** - Energize and inspire new and creative approaches that increase value to Members and Employees.
- **Accountability** - Be responsive and communicate transparently and effectively.

DIVERSITY and Inclusion

AMP values and appreciates the strengths afforded by the different attributes, characteristics and experiences of each employee. AMP is dedicated to creating an inclusive workplace made up of employees who strengthen AMP with their diverse talents and perspectives gained through their age, race, culture, color, disability, ethnicity, religion, sexual orientation, gender identity, education, service to our country and unique personality.

AMP will continue to make a good faith effort to recruit and retain a diverse group of employees and will maintain its commitment to being an Equal Opportunity Employer. In so doing, AMP and its employees can maximize their contributions to their community and those of AMP's members.

We are proud of AMP's inclusive culture that supports every employee's success and encourages an environment where they can feel challenged, appreciated, respected and engaged.



STRATEGIC Plan

In 2020, the AMP Board of Trustees, supported by the AMP Executive Management Team, updated the organization's Mission, Vision and Values statements to better reflect AMP's focus on members, innovation and joint action.

In addition, the Board also reaffirmed the strategic priorities of the organization, which are grouped into six categories and align with the updated Mission, Vision and Values:

- Engaged and Equipped Members (which includes member engagement and communication, member system benchmarking, member distribution systems, economic development and member IT)
- Engaged and High Performing Workforce
- Industry Policy and Relevance
- Operational, Financial and Administrative Excellence
- Transmission
- Power Supply
- The Board is scheduled to conduct a full refresh of the strategic plan in 2021.



FINANCE



In 2020, AMP projects benefited from favorable market conditions. The issuance of \$105.3 million Combined Hydroelectric Projects Revenue Bonds, Refunding Series 2020A to refund \$129.4 million in previously issued bonds achieved an \$18.6 million savings. This savings results in a 14.4 percent net present value for project participants.

AMP issued \$25.5 million Solar Electricity Prepayment Project Revenue Bonds (Green Bonds) Series 2020A. These were used to repay draws on the AMP revolving line of credit related to the prepayments for the final AMP Solar Phase II Project sites.

In addition, AMP continued the re-implementation of the Oracle Enterprise Business System in 2020. The resulting efficiencies will provide more tools and functionality to reduce manual work, improve financial transparency, and leverage improved data and analytics to better manage budgets and projects for the benefit of AMP members. In 2020, AMP made virtual training available to members, including a Public Power Certification webinar focused on Municipal Finance Basics.

In 2020, AMP's members had a system peak of 3,432 megawatts (MW). AMP power sales revenue for the year was about \$1.1 billion, with total assets of approximately \$6.6 billion.



INFORMATION Technology

In 2020, AMP's IT staff worked to provide internal employee support — ensuring that applications functioned properly, and systems were available — as the majority of AMP's workforce transitioned to working remotely as a result of the COVID-19 pandemic. Staff worked toward enhancing the end-user experience for the remote workforce by quickly deploying Microsoft Teams web and video conferencing capabilities across the organization, including for AMP Board meetings; upgraded bandwidth to support the increase in remote connectivity; rolled out a more robust VPN system; deployed a secondary energy control center (ECC) dispatch location in AMP headquarters; and provided training and support for the successful virtual presentation of AMP's 2020 Annual Conference.

The IT team also began the process of upgrading the AMP SCADA system and made various improvements to both the reliability and accuracy of the data brought into the systems managed by the SCADA team. The team worked with AMP Generation Operations staff and PowerSecure to install metering and communications for several behind-the-meter diesel projects located in member communities.

AMP's Advanced Metering Infrastructure (AMI) Program completed deployments of AMI field equipment, systems and modules for existing customers, and several new participants were added. AMP currently manages approximately 35,000 meters and expects to deploy the program in more communities in 2021.

- Nine communities enrolled:
 - Carey; Ephrata; Hatfield; Middletown; Milford; Painesville; Seaford; and Zelienople; as well as Richland, Washington, through the Hometown Connections Inc., program.
- Based on planning during the year, AMP anticipates two additional municipalities will be onboarded in 2021.

In 2020, five member communities completed AMP's new Cybersecurity Pilot Program.

Oracle EBS reimplementation went live on Jan. 4, 2021. Leading up to the launch, the IT team restructured the AMP and AMP Transmission (AMPT) general ledgers; added treasury loan modules to be utilized in the future; and is currently adding additional functionality and supporting production.





POWER SUPPLY and **Marketing**

AMP's strategic coordination of peak shaving was successful in 2020, achieving more than \$82 million in savings from AMP members' behind-the-meter generation for the upcoming planning and calendar years (>\$37.6 million in capacity costs; >\$44.5 million in transmission costs).

AMP staff conducted 90 meetings with members for individual power supply updates and conducted a virtual training session for members on peak shaving. Approximately 300 additional meetings were conducted with members covering various topics and solutions through AMP's Power Supply and Marketing teams. Additionally, Jolene Thompson, President/CEO, met with more than 40 members virtually in 2020 with additional meetings scheduled in 2021.



AMP FREMONT Energy Center

At the end of 2020, the AMP Fremont Energy Center (AFEC) marked a safety record milestone by surpassing nine years and four months with no recordable lost-time accidents or events since the facility began operating. AMP has an operations and maintenance agreement with North American Energy Services Corp. (NAES).

In January 2020, the CT1 electric generator experienced a failure at the generator windings, requiring a full generator stator and rotor rewind. The unit returned to service in March 2020.

A major outage inspection planned for spring 2020 was rescheduled to October and November due to the COVID-19 pandemic. The upgrades included installing the Gas Turbine Optimization Package on CT2, which increased the output by 14 megawatts (MW) and improved the heat rate; replacing the LP evaporator in HRSG2, which completed the materials upgrade to prevent flow accelerated corrosion; and installing new insulation on CT2, completing the CT insulation upgrade.

AFEC generated 3,435,709 megawatt hours (MWh) in 2020, with a 58.1-percent capacity factor and 82-percent utilization factor. Since commercial operation began, AFEC has accumulated a net generation of 28,318,070 MWh.





AMP SOLAR Phase II Project

The Solar Phase II Project successfully added 8.875 MW of capacity with the addition of two commercially operational facilities in Wadsworth. A total of 16 solar sites are in operation, bringing the total generation to 58.325 MW.

Like 2019, solar generation for the first five months of 2020 was hampered by low irradiance, caused by cloud cover from rain during that period. However, generation exceeded projections during the summer months.

Only two sites experienced availability of less than 100 percent during 2020, with both related to site electrical cable issues. There were two forced outages in Wadsworth at the Seville Road site, which was offline for 20 days from June through July. The outage was caused by a fault with the electric lines from the transformer to the distribution system, which had to be redesigned.

The AMP Solar Phase II Project generation facilities are owned and operated by DG AMP Solar, an affiliate of NextEra Energy Resources, and AMP purchases all generation output and sells it to 22 participating members using a take-and-pay contract. The project provides on-peak energy, as well as capacity and transmission savings for participating members.

OMEGA JV2 DISTRIBUTED Generation Project

Coordination of peak-shaving operations was 81 percent successful during the 1 coincident peak (CP) event and 79 percent successful for all 5 CP events for OMEGA JV2.

- Peak-shaving operations during the 2020 PJM 5 CPs provided installed capacity savings:
 - o The 2020/2021 total capacity value from peak shaving and demand response is \$7,926,875.
- Peak-shaving operations during the 2020 1 CP transmission system peaks provided transmission savings:
 - o The 2020 total transmission value is \$7,693,960.

AMP COMBUSTION Turbine Project

Coordination of peak-shaving operations for the AMP Combustion Turbine Project (AMPCT) was 100 percent successful during the 1 CP event and 83 percent successful for all 5 CP events.

- Peak-shaving operations during the 2020 PJM 5 CPs provided total capacity value of \$6,259,980.
- Peak-shaving operations during the 2020 1 CP transmission system peak provided total transmission value of \$6,389,460.



BEHIND THE METER **RICE Peaking Units**

For the year, behind-the-meter peaking installations were in operation at Niles, Wadsworth, Monroeville and Woodville, with another eight sites released for construction and two sites in early development.

Coordination of peak-shaving operations during the 2020 PJM 5 CP and the 2020 1 CP resulted in more than \$3.5 million combined in savings in 2021 transmission and 2021-2022 capacity value.





HYDROELECTRIC Projects

For both 2019 and 2020, generation was impacted by high-water conditions on the lower Ohio River due to heavy precipitation on the river basins.

Generation production from all hydroelectric projects combined (Belleville, Cannelton, Greenup, Meldahl, Smithland and Willow Island) from January 2020 through June 2020 was approximately only 68 percent compared to budgeted production. However, due to the improved river conditions, the combined production from all six facilities from July 2020 through December 2020 was approximately 105 percent of the budgeted production for the same period. Generation production from all of the hydroelectric projects combined for December 2020 achieved approximately 125 percent of the December budgeted production.

OMEGA JV5 BELLEVILLE Hydroelectric Plant

Marking its 21st year in service in 2020, the Belleville Hydroelectric Plant — the Ohio Municipal Electric Generation Agency Joint Venture 5 (OMEGA JV5) — reported no lost-time accidents and no compliance issues. The facility underwent an upgrade to the emergency closure gate on Unit 2 in 2020; completed a 138-kilovolt (kV) transmission line vegetation control effort; replaced the runner blade seal on Unit 2; and made safety improvements — installing railings around roof hatches, coupling guards and fall protections on the bridge crane and reflective arrows along plant floor lines. Additionally, Belleville updated its Dam Safety Surveillance and Monitoring Plan (DSSMP) for the Federal Energy Regulatory Commission (FERC) Part 12D safety inspection report, which was accepted by FERC.

Since the facility began commercial operation in June 1999, it has generated 5,494,083 MWh.



HYDRO PHASE I, Meldahl and Greenup Projects

All plants are compliant with regulatory and compliance requirements and finished the year with excellent safety records, reporting no lost-time accidents in 2020. High-water conditions on the lower Ohio River, caused by heavy precipitation, continued to have an impact on generation. Generation production from the Cannelton, Smithland, Willow Island, Meldahl and Greenup plants combined, for the period of January 2020 through June 2020, was approximately 64 percent compared to budgeted production. However, due to improved river conditions, the combined production from the plants for the period July through December 2020 was approximately 109 percent compared to the budgeted production for the same period. Generation production from the plants combined for December 2020 achieved approximately 130 percent of the December budgeted production.

Cannelton

Several safety improvements were completed, including installing additional cameras for the operating deck, phones in generator bulbs and reflective arrows along plant floor lines. Major projects completed included a planned outage for protective relay calibration and verification per the North American Electrical Reliability Corporation (NERC) requirements, construction of a warehouse, inspections of electrical generators and water passages, an electric over-speed trip testing program and installation of a county water line and service to replace the well water system. The Dam Safety Surveillance and Monitoring Plan (DSSMP) for Part 12D safety inspection report was accepted by FERC.



Smithland

Several safety improvements were completed, including installation of 10-ton bay fall protection, a downstream river-side platform, roof hatch fall protection and trash rake stairway railing; addition of a hard-line phone in the generator bulb nose; completion of a new warehouse, and an electrical over-speed trip testing program. The plant also completed Part 12D Dam Safety Inspection and Potential Failure Mode Analysis, which was accepted by FERC. Smithland reported one Occupational Safety and Health Administration (OSHA) recordable injury during 2020.

Willow Island

Several safety improvements were completed, including installation of additional cameras for the operating deck and reflective arrows along plant floor lines; a confined-space rescue drill performed with the local fire department; completion of a new warehouse; installation of curb and rock mats to control erosion; and downstream rip-rap repairs. The plant also conducted protective relay testing per NERC standards, conducted generator and water passage inspections, and completed Part 12D Dam Safety Inspection and Potential Failure Mode Analysis, which was submitted to FERC.

Greenup

In 2020, the City of Hamilton completed several improvements, including a 138-kV transmission line pole replacement, replacing a three-pole wooden structure damaged by a local brush fire with a new single metal pole; lowered the access ramp to the top of the powerhouse operating deck and completed the scope of work and specifications to repair two voids (undercuts) beneath the ramp. Additionally, a new draft tube stop gate is in final assembly.

For the planned Greenup Controls Upgrade Project, ABB was selected through a request for proposal solicitation and evaluation. Contract details, terms and conditions are being finalized for the project.

Meldahl

In 2020, Meldahl completed several projects, including installation of erosion controls to protect against bank erosion; protective relay testing per NERC standards; generator and water passage inspections, with overall conditions considered excellent; 138-kV transmission line vegetation inspection of the right-of-way utilizing a drone flyover; and installation of new work platforms adjacent to the bulkheads storage area to eliminate potential personnel pinch points. The plant also completed the DSSMP and the Part 12D safety inspection report, which was submitted to FERC.



PRAIRIE STATE Energy Campus

The Prairie State Energy Campus (PSEC) reported the lowest number of recordable incidents (0) and lowest total case incident rate (0.0) in its plant operations history. The plant received Voluntary Protection Programs Star certification. The plant successfully completed a planned maintenance outage for Unit 2 and a maintenance outage for Unit 1.

The plant also achieved 100 percent regulatory compliance and obtained all permits required in 2020.

PSEC's coal cost was significantly lower than the target and operations and maintenance cost per MWh also came in below budget by \$0.10 per MWh.

The Lively Grove Mine, located adjacent to PSEC, reported its highest mine productivity, with 8.0 tons per underground man-hour and the second highest coal quality (highest in 2019) since commercial operation commenced.

Additionally, the X-ray sorter permanent installation and the ventilation capital project milestones were completed.

The mine maintained its CoreSafety certification and received the Holmes Safety Award in 2020.

RTO/Transmission

AMP continued to actively engage in PJM Interconnection (PJM) and Midcontinent Independent System Operator (MISO) matters, showing leadership to drive desirable outcomes on numerous issues. In 2020, AMP participated in 337 PJM stakeholder meetings and 203 MISO stakeholder meetings. AMP staff represented public power with representatives on the PJM Liaison, Nominating and Finance committees and serves as Transmission Dependent Utilities sector representative for MISO.

Among other issues, AMP focused on transmission planning and important market reforms. Along with other stakeholders, AMP created — and filed at FERC — a transmission planning proposal in PJM that would add needed transparency and centralized planning for aging infrastructure, while opposing a transmission owner proposal that would further balkanize future transmission planning. AMP also urged the elimination of the Minimum Offer Price Rule, and actively participated in stakeholder processes on resource adequacy as we shift toward renewable and distributed generation. Additionally, AMP continues to monitor and contest investor-owned utilities' annual formula rate updates to ensure just and reasonable cost recovery and returns.





RISK MANAGEMENT

RISK and Insurance

In 2020, AMP updated its Enterprise Risk Management (ERM) program to incorporate changes published by the Committee of Sponsoring Organizations. The changes closely link the organization's mission, strategic plan and goal setting with the ERM program. AMP also incorporated the updated ERM program, which was initially adopted in 2014, as the executive leadership began analyzing the organization's strengths, weaknesses, opportunities and threats.

In 2020, AMP also successfully renewed all insurance policies.

AMPO, Inc.

The management of AMPO, Inc. was transferred back to the Risk Department in late 2019. AMPO, Inc. provides consulting services for natural gas and electric aggregation programs for both members and non-members. Ten natural gas aggregation programs and one electric aggregation program renewed their contracts for a two-year period during 2020.

MEMBER SERVICES and **External Affairs**

ECONOMIC and **Business Development**

AMP's economic development team visited seven member communities in person and conducted 28 virtual meetings spanning six states, providing support and assistance to member development and retention efforts.

The team employed a targeted, digital marketing campaign and published 12 e-newsletters featuring sites in 23 member communities, conducted three economic development training webinars for members and launched the economic development resource page on the AMP Member Extranet. AMP worked with a lead generation consultant to develop strategy and pursue prospective leads. The team also met and collaborated with nine state and regional agencies in Ohio, Kentucky, Pennsylvania and Michigan.

KEY ACCOUNTS **Services**

The Key Accounts Program (formerly titled Direct Connections) held more than 150 consultative calls and meetings with members or their key accounts and sent annual reports to 110 Key Accounts.

FOCUS FORWARD and **Sustainability**

AMP's Carbon Leadership Team (CLT) designed an updated energy supply and carbon emissions summary statement to provide to members upon request and assisted with strategic policy statements and positions for both the organization and members.

The EcoSmart Choice® Program, a green-pricing program that participating members can offer to their customers, grew to serve 10 members and outperformed 2019 by over 20,000 MWh. In 2020, 117,714 MWh in renewable energy certificates were purchased through the program, representing a 15.8 percent increase over 2019.

The Focus Forward Advisory Council (FFAC) hosted five webinars and averaged 30 attendees — up from 20 in 2019; assisted 15 members with developing a distributed energy resource program/policy, 20 members with electric vehicle related inquiries, three members with the Smart Energy Provider program, and held more than 200 individual member meetings or calls. In addition, the FFAC released a Consumer's Guide to Rooftop Solar for members to provide to their customers and identified several vendor options for online electric vehicle customer education platforms.

AMP received the APPA Energy Innovator Award in recognition of the Public Power Electric Vehicle (EV) Planning Toolkit and Guidebook, and the 2020 Award of Continued Excellence in recognition of its commitment to innovations designed to improve public power utilities' operations and services.



EFFICIENCY\$MART

EFFICIENCY Smart™

Efficiency Smart offers subscription-based energy efficiency services to AMP members. In 2020, 14 communities renewed their three-year contracts, which will continue to provide cost savings, economic development benefits, customer engagement and satisfaction impacts through the program. Across all subscribing members, Efficiency Smart achieved more than \$190 million in utility cost savings between 2011 and 2020.

Efficiency Smart offered program improvements in 2020, including providing kW goals and guarantees for the new High-Performance or Enhanced-Performance program levels. Also available was a new online Home Energy Assessment tool, an Appliance Recycling Rewards program in the state of Delaware, and new product recycling options for dehumidifiers and room air conditioners.

In 2020, the COVID-19 pandemic also provided an opportunity for Efficiency Smart to demonstrate its role as a local economic stimulant by modifying and introducing new initiatives to fill customers' needs. These included a remote consultation service for small businesses, enhanced community outreach services, remote technical assistance for large businesses, and "buy local" enhanced incentives for projects completed with locally sourced products. They also provided enhanced incentive and consultation packages for organizations that were performing critical community services.



LEGISLATIVE

At the federal level, AMP continued to lead the effort to combat excessive transmission rate and cost increases through Regional Transmission Organization proceedings and FERC filings. In addition, AMP pushed for an end to the continued sequestration of Build America Bonds (BABs) and New Clean Renewable Energy Bonds (CREBs). Other areas of focus included COVID-19 legislation, tax policy, local control, utility shutoffs and climate/environmental policy.

During the 2020 APPA Legislative Rally, more than 55 participants from 23 AMP member communities secured 25 meetings with congressional lawmakers or their staff. These members shared their concerns over the continued sequestration of BABs and New CREBs, as well as increasing transmission costs and the FERC order (adopted December 2019) on PJM's Minimum Offer Price Rule (MOPR).

At the state level, AMP staff worked to represent AMP members on a number of issues throughout its nine-state member footprint. While there were several bills passed that indirectly resulted in suboptimal outcomes, no major legislation detrimental to AMP or members was adopted in the states where AMP has assets. In Ohio, transmission cost study language was included in legislation considered by the General Assembly (provision adopted in 2021). Additionally, support and strategy were provided in several states where members were facing legislative challenges.



Dover city officials met with U.S. Rep. Bob Gibbs (R-7) during the APPA Legislative Rally in Washington, D.C., in February 2020. Pictured from left: Dave Filippi, Dover Light & Power plant superintendent and AMP Board of Trustees member; Steve Dupee, Wellington village manager and AMP Board of Trustees member; Dover Mayor Rick Homrighausen; Bob Gibbs; Dover Councilman Greg Bair; and Dover Councilman Don Maurer.

COMMUNICATIONS and Publications

There were more than 500 social media posts in 2020 across AMP's five platforms — Facebook, Twitter, LinkedIn, Instagram and YouTube. In addition, AMP's custom hashtag, #WeArePublicPower, was used more than 280 times throughout the year.

Two editions of *Amplifier* magazine were published and distributed to approximately 1,900 people; and *Update*, AMP's weekly member e-newsletter, was distributed to more than 1,500 people each week.

The Lyle B. Wright and Richard H. Gorsuch scholarship programs awarded 10 scholarships to graduating high school students from member communities in 2020. Since inception of the scholarships in 1988, AMP has distributed \$378,000 in scholarship funds.

The 2020 AMP Annual Conference transitioned to a virtual format providing members with continued opportunities for learning and networking, despite the ongoing pandemic. Conference participants welcomed Sen. Shelley Moore Capito (R-WV), FERC Commissioner Richard Glick (now FERC Chairman), PJM Interconnection President and CEO Manu Asthana, and Midcontinent Independent System Operator (MISO) CEO John Bear. Also featured were Kroger Corporation Vice President of R&D and Technology Transformation Wesley Rhodes, and Itron, Inc. Vice President of Product Marketing and Networked Solutions Ty Roberts, among other speakers.

In 2020, AMP was awarded first place in the APPA Excellence in Public Power Communications Awards in the Print and Digital category for AMP's 2019 Year in Review. The team also received first place in the Web and Social category for the 2020 Social Media Campaign – 20 Careers in Public Power for 2020.

COMMUNICATIONS/Member Engagement

MEMBER ENGAGEMENT

- 2020 AMP Annual Conference goes virtual **314** participated
- 383** power supply and one-on-one meetings with members covering energy sources and usage, power markets, rate forecasting, transmission costs and peak shaving
- 293** included marketing meetings covering AMP ancillary services and programs, EcoSmart Choice, Efficiency Smart, AMP/APPA surveys and polls

COMMUNICATIONS

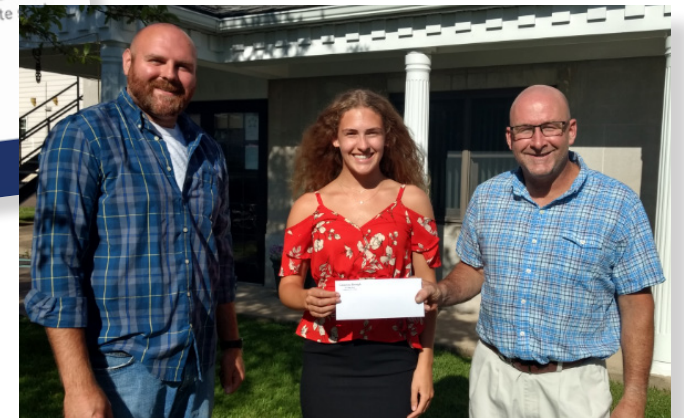
- Two top placement American Public Power Association Excellence in Public Power Communications awards
- 54,545** visits to www.amppartners.org
- 501** Social media posts
- 49** issues of *Update*
- #wearepublicpower** was used more than **280** times

AMP 2020 YEAR IN REVIEW

20 careers in public power for 2020

- Mechanical Engineer**
Mechanical engineers in the electric utility industry are skilled with designing, developing, building, repairing power-producing machines such as the turbines, generators, control systems, and other facilities.
- Training and Safety**
Training and safety specialists work to train other electric utility employees on proper procedures for working on electrical equipment and help to plan, teach and maintain industry, state and federal safety standards throughout the organization.
- Customer Service**
Customer service representatives serve as the direct point of contact between a utility and its customers, working to provide information on services, handle customer complaints and billing issues, process outage reports and assist with all questions and concerns.

Find your career in public power at www.amppartners.org/careers



Lauren Rose of Catawissa is presented with her Lyle B. Wright Scholarship, a one-time award of \$3,000 presented to as many as five students annually whose households receive electricity from an AMP member community.

TECHNICAL and Compliance Services

Lineworkers from nine AMP member communities in Ohio, Michigan and Pennsylvania attended the AMP Advanced Lineworker Training course in Columbus Sept. 28 - Oct. 2, 2020.



By the end of 2020, 30 AMP member communities held APPA's Reliable Public Power Provider (RP3) designation. In addition, 60 AMP member communities were subscribed to the eReliability Tracker program, an increase of 13 percent over 2019.

Due to health considerations caused by COVID-19, the 2020 Technical Services Conference and the 2020 Lineworkers Rodeo were canceled.

AMP's Circuit Rider program continued to provide on-site assistance, as requested, despite the pandemic.

AMP completed the NERC ReliabilityFirst CIP Self-Certification with no findings and worked to ensure compliance with NERC by submitting all required items in a timely manner. AMP closed the 2018 audit with ReliabilityFirst and offered three member educational conference calls, co-hosting with Utility Services for seven members.

AMP continued its strong corporate safety efforts, as it was recognized in 2020 by APPA with a Safety Award of Excellence.

In 2020, AMP submitted 292 environmental compliance reports, and assisted with or performed 51 site inspections of AMP-owned or -operated facilities and provided consultative support to a number of members for their on-site generation. In 2020, no significant violations were cited by environmental regulatory agencies.

MEMBER TRAINING and **Safety**

AMP's training transitioned to a virtual format in April 2020, and staff presented 29 virtual safety training sessions throughout the year. In addition, recordings of the training sessions were made available to AMP members via an unlisted YouTube link, which garnered 502 views in 2020. Several in-person safety sessions were held using established safety protocols for those members wishing to host in-person safety meetings. In addition, AMP presented four lineworker and technical training classes in person that were attended by 56 participants from 29 communities in Ohio, Pennsylvania, Michigan and Kentucky.

Dover Light & Power crews responded to the call for mutual aid assistance in the City of Vineland, New Jersey, after Hurricane Isaias made landfall on Aug. 4, 2020.

MUTUAL **Aid**

In 2020, 12 communities responded to eight calls for restoration assistance. Much of the activity occurred in August and November, including when Dover, Quakertown and Tipp City responded to assist Vineland, New Jersey, in restoring power following Hurricane Isaias.



HUMAN RESOURCES and Facilities

When the COVID-19 pandemic hit in early 2020, AMP's Human Resources team worked with other AMP departments to successfully transition more than 125 AMP employees to remote work. The efforts took place on several fronts: training employees through virtual sessions; implementing a COVID-related mobile device health monitoring app for essential employees who must report to AMP headquarters; and implementing safety protocols at all locations, including the plants, to protect employees and their families. Beginning March 19, the talent recruitment and hiring process moved to an online format, with all interviews and recruiting done virtually using Microsoft Teams for video interviews and employee orientation. The team filled 30 positions and welcomed 10 interns in 2020, with an effective turnover rate of 6.17 percent.

The Human Resources team also successfully developed and implemented a mentor program in 2020, pairing 11 mentees with 11 mentors; introduced DISC teambuilding for small groups within the organization; and launched training through LinkedIn Learning.

AMP's E-Team successfully planned two in-person events before the COVID-19 pandemic required that all employee engagement efforts transition to online activities. Throughout the year, the team coordinated virtual Earth Day walks, photo challenges and a virtual Holiday Potluck. Those activities, in combination with AMP's payroll charity contributions, resulted in the donation of more than \$21,000 to charitable organizations.

At AMP's headquarters, all existing restroom faucets were replaced with motion-activated, touchless faucets and soap dispensers; and two passenger elevators were modernized — new electronics, controllers, VFDs and LED upgrades were installed to increase efficiency. COVID-19 building modifications included the installation of MERV-13 filters, signage regarding hand washing and mask requirements, sanitizing stations in lobbies and elevators, foot openers installed on all bathroom doors, as well as safety training and protocols held with all employees returning to the office.

LinkedIn Learning stats for 2020:

496 hours viewed

102 viewed content

4 hours and 51 minutes, average time per viewer

1,350 courses viewed

410 courses completed

9,612 videos completed

AMP WALL of Fame

Mike Weadock and John Coyle were named the 2020 inductees for the AMP Wall of Fame.

Weadock served as the safety service director for the City of St. Marys and as chair of the AMP Board of Trustees from 2000 to 2005. He is also an Ohio Municipal Electric Association (OMEA) Honorary Member.

Coyle, a partner at the law firm of Duncan & Allen, has provided a great deal of important legal work to AMP and its member communities over the years.

AMP established the Wall of Fame in 2010 as a tribute to the individuals who have made significant contributions to the organization, and through their dedication, have supported public power. Wall of Fame inductees embody the values and principles that are the hallmarks of public power. Their commitment, passion and business acumen deserve special recognition.



MIKE Weadock



JOHN Coyle

AMP EXECUTIVE MANAGEMENT TEAM



Jolene Thompson

President/CEO

jthompson@amppartners.org

Jolene Thompson was named AMP President/CEO in 2020. She has been with AMP since 1990, having most recently served as executive vice president of member services and external affairs where she provided oversight of AMP's government relations, communications, technical services, environmental affairs, sustainability initiatives, risk, insurance, strategic planning and member programs, including North American Electric Reliability Corporation (NERC) compliance activities. She also serves as the general manager of the Municipal Energy Services Agency (MESA). Thompson, active nationally, serves as the immediate past chair of the American Public Power Association (APPA) Board of Directors and as a member of the executive committee and nominating committee chair. She is a member of the Boards of The Energy Authority (TEA) and Large Public Power Council (LPPC). Thompson was previously a member of the Transmission Access Policy Study (TAPS) Group Board of Directors, where she served on the executive committee and as chair of the legislative committee. She previously chaired the APPA Advisory and Legislative and Resolutions committees and sat on the Consumer Federation of America Board of Directors. Thompson is a recipient of APPA's Harold Kramer-John Preston Personal Service Award and holds a Bachelor of Arts degree in journalism from Otterbein University. She served as the executive director of the Ohio Municipal Electric Association (OMEA) from 1997-2020. Thompson led the environmental permitting and public relations teams that worked on AMP generation projects in multiple states. She directed the successful launch of the \$26-million Efficiency Smart program for AMP members, and has overseen major human resource and benefit program updates. Throughout her career, Thompson has worked closely with AMP members and advocated with state and federal policymakers on behalf of AMP and public power.

Pamala Sullivan

Chief Operating Officer

psullivan@amppartners.org



Pam Sullivan has been with AMP since 2003 and currently serves as chief operating officer. Sullivan also serves as president of AMP Transmission, LLC. She previously served as director of marketing and development, vice president of marketing, senior vice president of marketing and operations and executive vice president of power supply and generation. Before joining the organization, she was vice president of marketing for SFT, a consulting engineering firm, where she was responsible for developing and implementing marketing plans and strategies, as well as providing project management services for municipal electric utility transmission/ distribution projects. She also served as city electrical engineer for the AMP member community of Napoleon. As chief operating officer, Sullivan works with the CEO to implement business operations and strategic goals, and represents AMP on various boards and committees. Additionally, Sullivan provides oversight to power supply and marketing services, generation operations and transmission. This includes overseeing the company's energy trading floor, commodity procurement, power supply planning, transmission planning, regional transmission organization affairs, generation development, as well as marketing AMP's various power supply projects and programs to its 135 member utilities. Sullivan holds a Bachelor of Science degree in electrical engineering from the University of Toledo.

Rachel Gerrick

Senior Vice President and General Counsel for Corporate Affairs

rgerrick@amppartners.org



Rachel Gerrick serves as senior vice president and general counsel for corporate affairs. Gerrick joined AMP in 2012 as AMP's deputy general counsel. She is responsible for legal matters relating to project and corporate finance, construction, procurement, employment, real estate and corporate governance. Prior to AMP, she served as associate assistant attorney general at the Ohio Attorney General's Office in the Business Counsel Section, and as an associate in the Commercial Real Estate groups at both Squire, Sanders & Dempsey LLP (now Squire Patton Boggs) in Columbus and Winston & Strawn LLP in Chicago. Gerrick holds a bachelor's degree in economics and history from Emory University, and a law degree from the University of Virginia.

Lisa McAlister

Senior Vice President and General Counsel for Regulatory Affairs

lmcalister@amppartners.org



Lisa McAlister serves as AMP senior vice president and general counsel for regulatory affairs, and as general counsel for AMP Transmission, LLC. She joined AMP in 2012 as deputy general counsel FERC/RTO Affairs and was named to her current position in February 2017. She previously served as Of Counsel at Bricker & Eckler, LLC, where she represented the Ohio Manufacturers' Association and helped found the OMA Energy Group to address energy issues. Prior to that, she was a partner-elect at McNees Wallace & Nurick, LLC, where she represented large commercial and industrial customers on energy issues, as well as natural gas utilities. McAlister served as the chair and vice chair of APPA's Legal Section. As an active participant on PJM committees, she served three years on the PJM Board Nominating Committee as the Electric Distributor Sector representative, and has represented the Electric Distributor Sector on various PJM Board Liaison Committees and Grid 20/20 panels. McAlister has also represented AMP and public power interests before FERC, including at the Technical Conference on State Policies and Wholesale Markets Operated by ISO New England Inc., New York Independent System Operator, Inc. and PJM Interconnection, LLC. McAlister also testified on behalf of AMP on Regional Transmission Organization (RTO) energy markets and transmission planning before the U.S. House Subcommittee on Energy at the Hearing on Powering America: Examining the State of the Electric Industry through Market Participant Perspectives. McAlister holds a bachelor's degree from Elon University in political science and philosophy and a law degree from The Ohio State University Michael E. Moritz College of Law.

Paul Beckhusen

Senior Vice President of Power Supply and Energy Marketing

pbeckhusen@amppartners.org



Paul Beckhusen serves as senior vice president of power supply and energy marketing. Beckhusen joined AMP in 2019, where he oversees the planning, strategy, development, negotiation and implementation of all power supply, energy and fuel-related matters. Beckhusen began his career in the public power sector in 2000, when he was named electric operations manager for the Coldwater Board of Public Utilities (CBPU). He was promoted to director of the CBPU in 2003, a position he served in until being named general manager for the Michigan South Central Power Agency (MSCPA) in 2017. In the nearly 20 years that he served with the CBPU and MSCPA, he garnered a lot of experience in strategic planning, integrated resource power supply planning, financial control, safety and environmental compliance, customer and stakeholder relations, economic development, workforce development and rate analysis. He put those skills to use as a member of the AMP Board of Trustees from 2006 to 2019, and as a member of the American Public Power Association from 2011 to 2014. Beckhusen holds a bachelor's degree in electrical engineering from Trine University.

Brannon Kelley

Senior Vice President of Technology and Chief Information Officer
bkelly@amppartners.org



Brannon Kelley, chief information officer, has more than 20 years of experience providing vision, leadership, governance and execution for technology programs, projects and departments. His role includes responsibilities for information technology, operation technology (SCADA and plant systems), advanced metering infrastructure, smart city and enterprise cyber security. Kelley joined AMP in 2009 and has led AMP through a complete IT transformation. Recognized as a leader in his field, Kelley is often invited to speak at national and regional technology and utility conferences and events. In 2018 and 2019, Kelley received the comSpark Central Ohio Tech Power Player Award. He is a member of the 2017 class of Smart Business's Central Ohio Smart 50, was named the 2012 Intelligent Utility's CIO of the Year, the Top 20 Most Innovative CIOs in 2014, and was awarded the 2015 Frost and Sullivan CIO Impact Award. In 2012, Kelley served as chair of the TechTomorrow conference and in 2013, as chair of the APPA IT Committee. Prior to AMP, Kelley held senior management and executive roles at Quick Solutions Inc. (now Fusion Alliance), HP, EDS, Saber Corp and has spent over nine years as an adjunct professor at local colleges.

Kelley holds a bachelor's degree in computer information systems from DeVry University and was inducted into their alumni hall of fame, earning a Pinnacle Award. He also holds an MBA in finance from the Keller Graduate School of Management, where he was recognized as one of the top 40 graduates in school history with the 40 for 40th award.

Scott Kieseewetter

Senior Vice President of Generation and Transmission Operations
skieseewetter@amppartners.org



Scott Kieseewetter serves as senior vice president of generation and transmission operations, and oversees all functions of the Power Generation Group. Kieseewetter has worked for AMP since 1992. His experience with the organization includes engineering and supervisory positions at the former Richard H. Gorsuch Generating Station and at headquarters overseeing transmission/distribution design, distributed generation, operations engineering/accounting, project development and overseeing operations of generation resources. Prior to AMP, Kieseewetter held various positions with the Philadelphia Electric Company. He holds a bachelor's degree in electrical engineering from The Ohio State University.

Terry Leach

Vice President of Risk and Chief Risk Officer

tleach@amppartners.org



Terry Leach serves as vice president of risk and chief risk officer. Leach joined AMP in 2006 as the manager of AMPO, Inc. a wholly owned subsidiary of AMP providing natural gas and electric aggregation services to municipalities. He has held various positions during his tenure, most recently as director of risk operations until May 20, 2019, when he assumed his current position. He is responsible for chairing the Risk Management Committee and providing overall management of the Middle Office – the independent oversight, compliance, control and monitoring office for the organization. His other responsibilities include management of AMP’s Corporate Energy Risk Control Policy, overseeing the Enterprise Risk Management Program, the strategic planning process, and ensuring compliance with enterprise wide internal controls. Prior to AMP, Leach served as Green Mountain Energy Company’s Midwest and Eastern regions operation manager, and also served as assistant Ohio Secretary of State from 1996 to 1999. He holds a bachelor’s degree in business management from Franklin University and is a veteran of the United States Air Force.

Tracy Reibold

Vice President of Administrative Services and Chief People Officer

treibold@amppartners.org



Tracy Reibold joined AMP in 2016 and currently serves as chief people officer and vice president of administrative services. She previously served as assistant vice president of business operations. Prior to joining AMP, Reibold served as finance director for member community Newton Falls, representing the city on the AMP Board of Trustees. Reibold provides oversight related to AMP’s primary asset — its workforce. She leads the efforts in talent acquisition, onboarding, employee development, compensation and benefits, along with building maintenance and fleet operations. In 2010, Reibold received the APPA’s Robert Roundtree Rising Star Award. She holds a bachelor’s degree in business administration from the University of Texas.

Marcy Steckman

Senior Vice President of Finance and Chief Financial Officer
msteckman@amppartners.org



Marcy Steckman serves as senior vice president of finance and chief financial officer (CFO), and as CFO and treasurer of AMP Transmission, LLC. Steckman joined AMP in 2013 and served as chief accounting officer until July 1, 2016, when she assumed her current position. She is responsible for all treasury, cash management, debt management, financial planning and analysis, financial reporting, member credit and energy settlement operations. Prior to AMP, she held financial leadership positions with American Electric Power, Ohio Power Company, Huntington National Bank and Nationwide Mutual Insurance Company. Steckman holds a bachelor's degree in accounting from the University of Akron and is a Certified Public Accountant in the state of Ohio.

Adam Ward

Senior Vice President of Member Services and External Affairs
award@amppartners.org



Adam Ward serves as senior vice president of member services and external affairs. Ward joined AMP in 2016 and was promoted to his current role in 2020 where he oversees AMP's government relations, communications, technical services, sustainability initiatives, business services and various member programs. In addition, his responsibilities include corporate environmental, safety and North American Electric Reliability Corporation (NERC) compliance activities. He serves as the vice chair of the Prairie State Generating Company External Affairs Committee and holds a seat on the National Hydropower Association's Rapid Response Policy Team. Ward previously served as assistant chief of the Air Pollution Control Division and central Ohio regional office with the Ohio Environmental Protection Agency (EPA). His 20-year career with the EPA included various positions with a focus on strategic policy development, organizational leadership, and implementation of federal and state regulatory programs. Ward holds a Bachelor of Science in environmental health from Bowling Green State University; a Master of Science in environmental, safety and emergency management from the University of Findlay; and he is a Certified Public Manager through the Ohio State University John Glenn School of Public Affairs.

A graphic for the AMP Board of Trustees. It features a background image of an electrical substation with power lines and towers. Overlaid on this is a large, stylized blue and purple geometric shape that resembles a large letter 'A'. The text 'AMP BOARD of Trustees' is written in a bold, sans-serif font, with 'AMP BOARD' in blue and 'of Trustees' in white.

AMP BOARD of Trustees



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EX-OFFICIO: AMP
Rachel Gerrick
AMP General Counsel

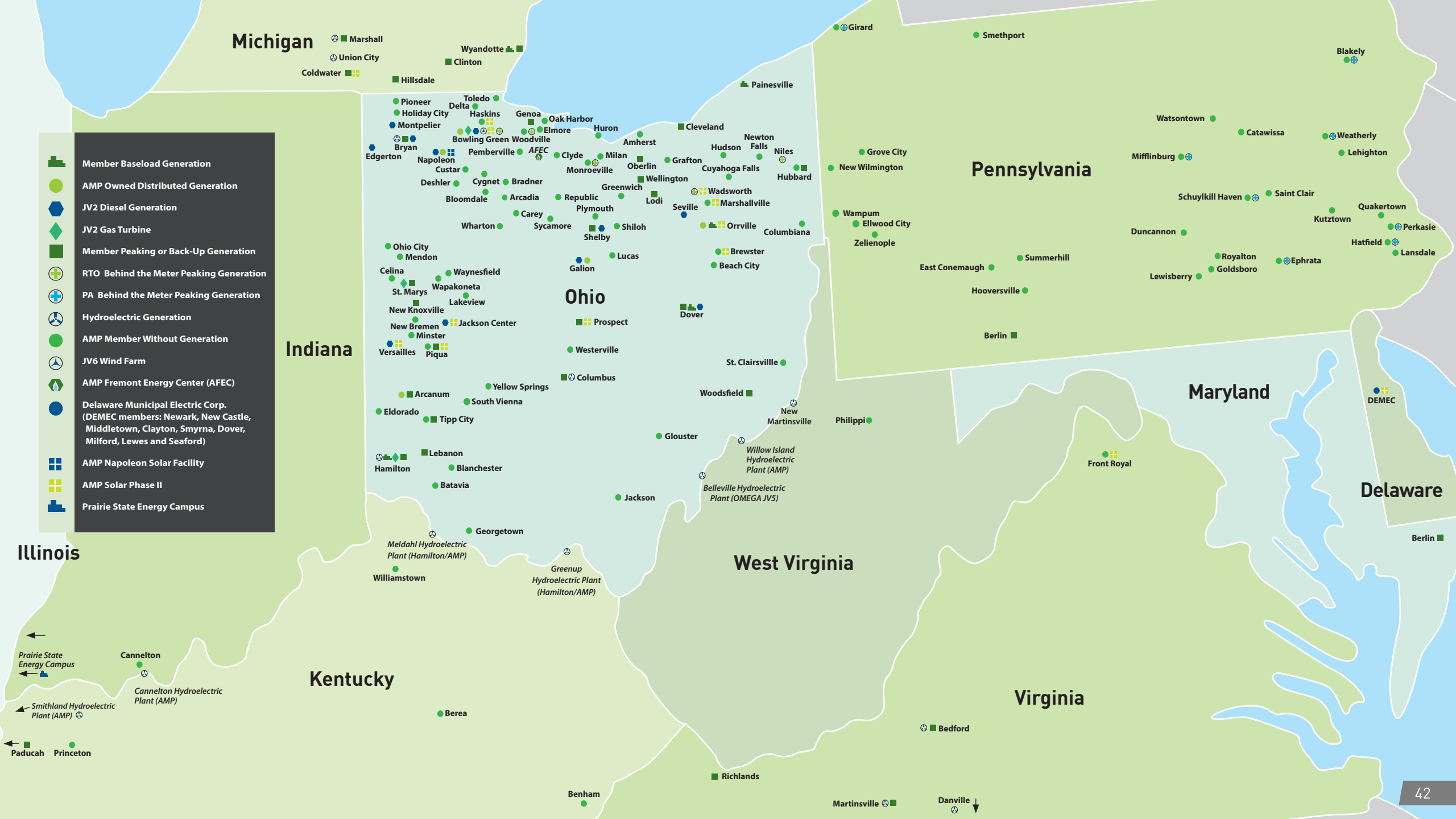


AMP Transmission

In 2020, AMP Transmission, LLC (AMPT), a separate, wholly owned, not-for-profit limited liability corporation, purchased transmission assets in Brewster and closed on assets in Deshler. Relaying upgrade projects were completed on assets acquired from Napoleon and Wadsworth. AMP filed, and FERC accepted, a formula rate in the AEP zone. The rate went into effect on Jan. 1, 2021. AMPT continued with the engineering and design of transmission projects in Bowling Green and Amherst.

AMPT continues to evaluate AMP member systems for opportunities to improve reliability and enable economic development opportunities.





- Member Baseload Generation
- AMP Owned Distributed Generation
- JV2 Diesel Generation
- JV2 Gas Turbine
- Member Peaking or Back-Up Generation
- RTO Behind the Meter Peaking Generation
- PA Behind the Meter Peaking Generation
- Hydroelectric Generation
- AMP Member Without Generation
- JV6 Wind Farm
- AMP Fremont Energy Center (AFEC)
- Delaware Municipal Electric Corp. (DEMEC members: Newark, New Castle, Middletown, Clayton, Smyrna, Dover, Milford, Lewes and Seaford)
- AMP Napoleon Solar Facility
- AMP Solar Phase II
- Prairie State Energy Campus

2020 AMP MEMBER Energy Resource Mix (15,932,430 MWh)

Purchased Power

36%

Prairie State (PSEC)

17%

Wind & Solar

3%

Member Coal

7%

Hydro (Including NYPA)

16%

Fremont Combined Cycle

19%

Landfill

2%

NOTES:

- The Wind and Solar percentage includes member-owned solar.
- The Hydro percentage includes member-owned hydro and NYPA.
- The Member Coal figure includes the participation of AMP members Paducah and Princeton in PSEC through the Kentucky Municipal Power Association.



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