

Member Driven. Future Focused.



AMERICAN MUNICIPAL POWER, INC.

2018

ANNUAL REPORT



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*We accomplished a great deal at American Municipal Power, Inc. (AMP) in 2018 as part of our mission to provide members with the benefits of scale and expertise in providing and managing energy services.*

The AMP Solar Phase II Project continued to progress, with new facilities in Coldwater, Haskins, Jackson Center, Orrville, Piqua, Smyrna and Versailles reaching commercial operation and resulting in more than 35 MW of solar generation in the project portfolio. With the addition of these carbon-free, renewable facilities, our members' generation portfolio is more renewably diverse than ever before.

Joining four other public power joint action organizations, AMP also diversified our holdings by collectively purchasing the majority of Hometown Connections, Inc. (HCI) assets. AMP's Advanced Metering Infrastructure (AMI) program transitioned to HCI, providing it with national exposure and increased economies of scale. This change did not disrupt the progress of the AMI program, as new deployments took place in the DEMEC communities of Seaford and Milford.

AMP also launched a new subsidiary, AMP Transmission, LLC (AMPT), to help address members whose facilities were designated as transmission and subject to North American Electric Reliability Corporation (NERC) obligations. This new, separate organization will own, operate and maintain transmission facilities for the benefit of members, and achieve economies of scope and scale through the ratemaking process, while also providing us with stronger positioning as we continue to fight ever-rising transmission costs.

AMP placed an increased emphasis on raising awareness of the issues facing public power entities, along with the many benefits of public power through outreach and advocacy in 2018. As the saying goes, the squeaky wheel gets the grease, and we have made it our mission to inspire more voices to speak on behalf of public power. Much of these efforts rely on our members engaging with their customer-owners, which is why we have launched a series of communications toolkits on the Public Power Connections page of the member extranet.

Additionally, AMP continued our sustainability efforts, for which we received several prestigious awards. In March, the City of Columbus presented AMP with the GreenSpot Light Award in recognition of exemplary sustainability practices by a large business. In September, the Ohio Environmental Protection Agency (Ohio EPA) presented AMP with the Encouraging Environmental Excellence (E3) Platinum Award in recognition of environmental stewardship that improves regional social well-being, resulting in long-term environmental benefits. These awards follow the update of AMP's Sustainability Principals in 2018 and the continued success of the Efficiency Smart energy efficiency program.

We also established an internal staff Innovation Team (I-Team) and continued our Focus Forward Advisory Council efforts designed to ensure AMP and our members are well-informed and ready for the changes in the electric industry driven by technology and customer preferences.

AMP staff continues to perform at high levels, our generation projects are operating well and the organization is financially strong. This was a banner year, and AMP is more than ready for the year ahead.



Marc S. Gerken, PE  
AMP President/CEO



Steve Dupee  
AMP Board of Trustees Chair  
Village Manager of Wellington



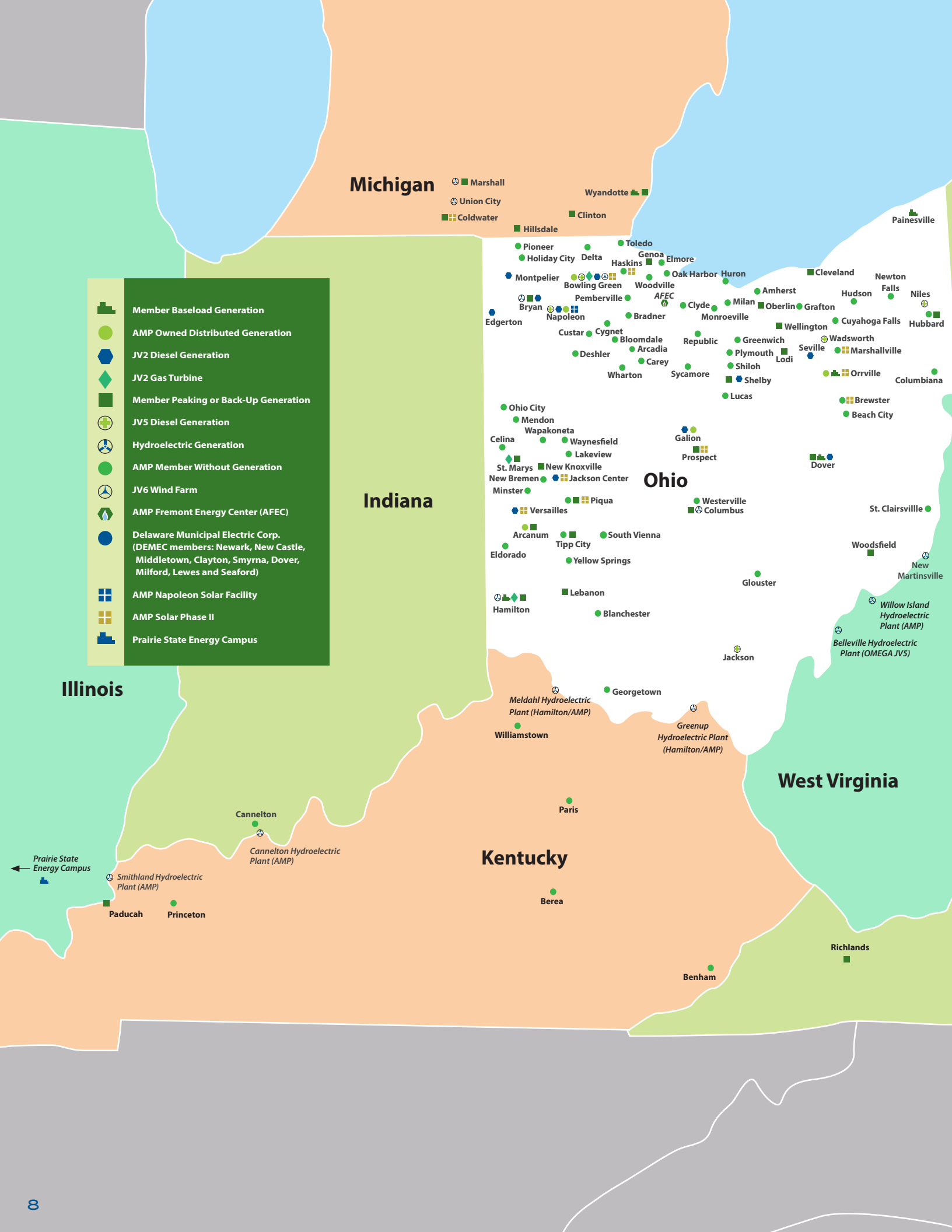
## About AMP

Formed in 1971, American Municipal Power, Inc. (AMP) is headquartered in Columbus, Ohio with approximately 170 fulltime employees at 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, a joint action agency with nine members headquartered in Smyrna, Delaware. Combined, these member utilities serve more than 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 AMP member Delaware Municipal Electric Corporation (DEMEC), on behalf of its nine member systems. Each such elected member then appoints a person to represent it on the Board.







# Pennsylvania

Girard

Smethport

Blakely

Grove City  
New Wilmington  
Wampum  
Ellwood City  
Zelienople

Watsonstown  
Catawissa  
Mifflinburg  
Saint Clair  
Schuylkill Haven

Weatherly  
Lehighton

Summerhill  
East Conemaugh

Duncannon  
Goldsboro  
Royalton  
Lewisberry

Kutztown  
Ephrata  
Quakertown  
Perkasie  
Hatfield  
Lansdale

Hooversville

Berlin

# Maryland

Front Royal

Philippi

DEMEC

# Delaware

Berlin

# Virginia

Bedford

Martinsville

Danville

# Strategic Plan



Change throughout the electric utility industry is becoming more evident each year. In 2017, the AMP Board of Trustees, in conjunction with AMP management, updated the organization's Strategic Plan and established eight priorities to guide the organization forward. AMP committed 57 staff members and the necessary resources to address issues and concerns associated with these eight priorities. Throughout 2018, these efforts showed a positive impact, and at the close of the year nearly 70 percent of the stated goals were completed. The eight priorities making up the strategic plan are member communications and engagement, member distribution systems, member information technology, member system benchmarking, value and cost management, high performance culture, power supply and transmission strategy. As AMP forges ahead to fully address the issues within each of these eight priorities, the organization is better positioned to adapt and respond to the challenges and opportunities that lie ahead.

# Finance

In 2018, AMP launched its dedicated website for investor relations, [www.AMPInvestorRelations.com](http://www.AMPInvestorRelations.com). The site is designed to improve transparency for investors and reflects AMP's continued commitment to providing best-in-class disclosures to the market. The site features data and documents detailing the credit fundamentals behind AMP's bonds rating. BondLink, a Boston-based financial technology company that provides investor outreach solutions to issuers in the municipal bond market, powers the website.

AMP's A1-issuer rating and assignment of a stable outlook was reaffirmed in 2018 by Moody's Investor Services. S&P Global Ratings raised its rating on the Ohio Municipal Electric Generation Agency (OMEGA) Joint Venture 5 (JV5) beneficial interest certificates from an A- rating to an A rating, while Moody's Investor Service upgraded the rating on the Meldahl Hydroelectric Project Revenue Bonds from A3 to A2.

AMP received an Ohio Auditor of State Award for submitting timely financial reports without finding for recovery, material citations, material weaknesses, significant deficiencies, uniform guidance finds or questioned costs.

Additional AMP Finance accomplishments in 2018 include:

- In July, AMP issued \$99,530,000 in Combined Hydro Project Revenue Bonds.
- Efforts throughout the year prepared AMP for the January 2019 issuance of \$55,195,000 in Solar Electricity Prepayment Project Revenue Bonds (Green Bonds). Green Bonds are issued to finance or refinance the prepayment of energy to be delivered from energy facilities that provide environmental benefits and otherwise align with the four core components of the Green Bond Principles 2018.





# Information Technology

In early 2018, five public power joint action organizations, including AMP, purchased the majority of the assets of Hometown Connections International, LLC and formed a new entity, Hometown Connections, Inc. (HCI). Following this purchase, AMP transitioned the Advanced Metering Infrastructure (AMI) program to HCI, which provides increased economies of scale and gives the program national exposure. The newly reconstituted HCI allows the public power owners to refine the organization's focus and ensure targeted programs and services are being offered to serve public power needs.

The AMI program continued its growth throughout 2018, with deployments taking place in the DEMEC communities of Seaford and Milford. Additionally, AMP was selected to install an AMI system for member community Carey.

Throughout 2018, AMP managed the upgrade of remote SCADA sites, with the installation of new meters, communications and related equipment helping to improve connectivity and data quality. IT staff also spent a significant amount of time preparing SCADA software upgrades that will begin rolling out across the system in the coming year, which will be the first significant upgrade since the system went live in 2013.

In a continuing effort to monitor cybersecurity, IT staff has been making upgrades that will allow for faster detection and more effective responses to cyberthreats. With these efforts in mind, AMP completed a National Institute of Standards and Technology Framework adoption gap assessment and developed a corresponding plan to ensure AMP's cybersecurity readiness.

# Power Supply and Generation



Throughout the year, AMP's strategic coordination of peak-shaving was 100 percent successful during all 1 coincident peak (CP) and 5 CP events for the AMPCT units and 90 percent successful for OMEGA Joint Venture 2.

AMP completed numerous gas turbine fleet improvements throughout the year. Behind the meter peaking reciprocating internal combustion engine development studies were conducted, including assessment of member-proposed host sites. The member subscription process and implementation of these initial sites got underway and continues into 2019.

Additionally, AMP staff met with 111 members for one-on-one power supply update meetings, and completed PJM transmission operator trainings in 2018.



## AMP Fremont Energy Center



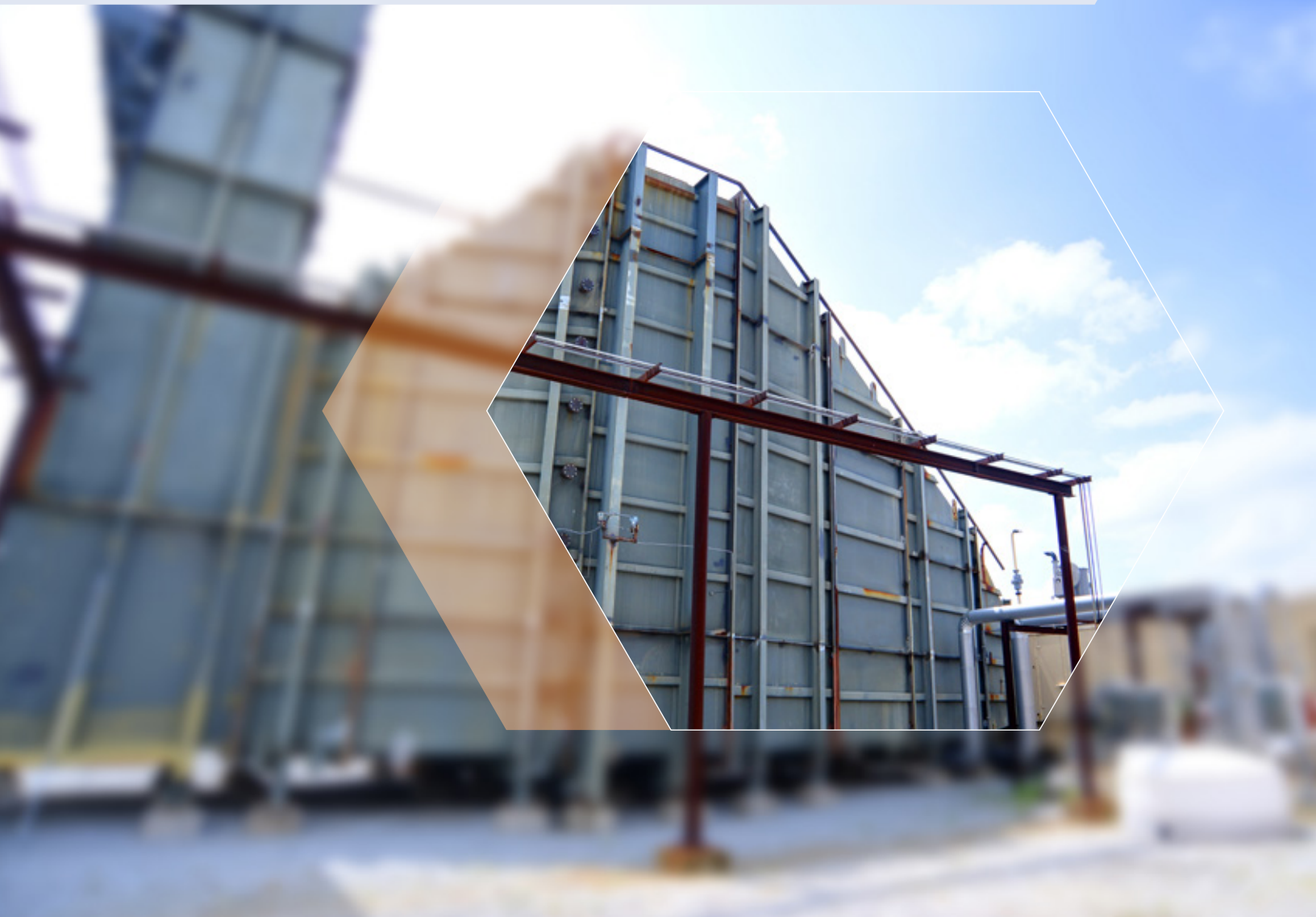
The AMP Fremont Energy Center (AFEC) continued its strong operational and safety record in 2018, recording no lost-time accidents or recordable events through operations during the year. AFEC participants authorized proceeding with a Gas Turbine Optimization Performance (GTOP) upgrade to increase capacity and improve efficiency at the plant. Additionally, AFEC obtained a new air permit to install from the Ohio Environmental Protection Agency for those GTOP modifications, which will reduce regulatory obligations and increase operational flexibility, while maintaining strong environmental standards.

## AMP Solar Phase I Project

The AMP Solar Phase I Project sited in Napoleon, Ohio, finished out 2018 at full capacity, but experienced lower-than-projected performance overall in 2018. The primary cause of the lower-than-projected production was an equipment failure in the south island load centers and inverters occurring in June. Following approval by the participants, a new central inverter and transformer was installed in the south island, returning the project to full capacity on Nov. 7, 2018.



# AMP Combustion Turbine Project and OMEGA JV2 Distributed Generation Project



The AMP Combustion Turbine Project (AMPCT) and the OMEGA JV2 Distributed Generation Project both experienced a successful year, providing significant savings to participating AMP members in 2018. Coordination of peak-shaving operations was 90 percent successful during all 1 coincident peak (CP) and 5 CP events for the AMPCT project and 100 percent successful for the OMEGA JV2 project. During 2018, AMP continued with the major gas turbine maintenance improvement plans, approved by participants in 2016, and consisting of multiple improvements intended to increase reliability and operating efficiencies.





## OMEGA JV5 Belleville Hydroelectric Project

OMEGA JV5 had another successful year in 2018 experiencing no lost-time accidents at the project and maintaining compliance with all regulatory requirements, while continuing to provide significant benefits to the participants. Annual production in 2018 was slightly lower than forecasts due to record and much above average rainfall in the region, resulting in high Ohio River water levels and negatively impacting generation. Precipitation totals during 2018 in the region were among the five highest totals experienced in the past 124 years.



## OMEGA JV6 Wind Project

OMEGA JV6 had another successful year in 2018, continuing to prove a valuable asset to its 10 participating communities. During 2018, significant action items included replacement of the Wind Turbine Unit 2 main gear box following an equipment failure in April. Additionally, a new, more comprehensive maintenance agreement was executed with the original equipment manufacturer, Vestas, covering both scheduled and unscheduled maintenance.

## Solar Phase II

In 2018, the AMP Solar Phase II Project successfully added approximately 12 megawatts (MW) of capacity with the addition of commercially operational facilities in Coldwater, Haskins, Jackson Center, Orrville (two sites), Piqua, Smyrna and Versailles. Additional sites are in development.

The generation facilities are owned and operated by an affiliate of NextEra Energy Resources, and AMP purchases all generation output. The project will provide on-peak energy, as well as capacity and transmission savings for participating members.



## Phase I Hydro Facilities and Meldahl/Greenup Hydro Facilities



The Hydro Phase I Project achieved its first full year of operations for all units in 2018, while Meldahl/Greenup project achieved its second full year of operations in 2018. Excluding down time due to river conditions, the projects performed well. The projects had no lost time accidents and the Hydro Phase I Project completed 8,000 operating hour warranty inspections on two of the three Smithland units with the third unit inspection scheduled to start in January 2019. Warranty items identified in the inspections have been addressed. The optimization of the project's operations will provide long-term value to participants.

## Prairie State Energy Campus

The Prairie State Energy Campus (PSEC) had another successful year in 2018, achieving its highest total plant annual equivalent availability factor and lowest total plant equivalent forced outage rate since achieving commercial operation in 2012. Additionally, the Lively Grove Mine, which is located adjacent to PSEC, received CORESafety Certification from the National Mining Association in recognition of their outstanding safety record.





## RTO/Transmission

AMP Transmission, LLC (AMPT), a wholly-owned, not-for-profit subsidiary of AMP, was formed in August 2018 for the purpose of addressing the NERC Bulk Electric System Transmission Owner obligations of members, and achieving economies of scope and scale to secure revenue requirements for AMPT-owned transmission facilities. AMPT will own, operate and maintain transmission facilities for the benefit of AMP members.

Additionally, AMP continues to engage in ongoing communications with regional transmission operators (RTO), FERC and legislative forums supporting more transparency in transmission planning, particularly in relation to supplemental transmission projects, one of the chief factors in the rising costs experienced by our members. AMP also continues to participate in transmission owner rate cases at FERC to manage the impact of rate increases on AMP members.

AMP actively participates in the MISO and PJM stakeholder process on a daily basis and regularly engages with RTO leadership to protect the interests of AMP members and public power as changes to the energy markets and capacity construct that would reduce the value of AMP generation assets and increase energy prices are proposed.

*Filings with FERC and PJM are available on the AMP website.*

## Risk and Insurance

In 2018, AMP's Enterprise Risk Management (ERM) process continued into its fourth cycle, which included presenting a comprehensive executive report to the AMP Board of Trustees. The ERM process was improved through the establishment of guidelines for assessment meetings and the tying of risks identified by management to the strategic plan teams that would be best positioned to address each specific issue.

AMP renewed its insurance policies for the 2018–2019 plan years, resulting in a net premium savings of \$121,000, while maintaining the same or better coverages.

## Environmental Compliance and Sustainability

In 2018, AMP submitted more than 325 compliance reports, performed more than 200 site inspections of AMP owned and managed assets and completed compliance testing of 50 AMP, joint venture and member peaking units with no violations cited by any regulatory agencies and a 25 percent cost reduction over previous testing efforts.

AMP optimized its environmental monitoring process for the diesel peaking fleet, which increased overall unit availability by 81 percent and reduced reportable deviations by 96 percent. Additionally, the Environmental Management Information System was deployed to assist with the tracking of 517 AMP-owned or managed assets across 48 sites, which helps to ensure compliant operations.

The EcoSmart Choice program was restructured in 2018 in order to better reflect updated market conditions and administrative costs, while expanding member participation.

AMP continued its efforts in the Focus Forward Advisory Council (FFAC). In 2018, the FFAC membership increased by 40 percent, and an Electric Vehicle (EV) Group was established to better address growing interests in EVs.

At no additional cost to the Direct Connections (Key Accounts) program members, AMP secured seven U.S. Department of Energy grant-subsidized energy assessments at an estimated value of \$126,000. Additionally, Direct Connections supported 98 key accounts across 15 member communities and distributed 42 economic development leads in 2018.

AMP continues to work with the Vermont Energy Investment Corporation (VEIC) to provide energy-efficiency and implementation services for AMP members subscribing to the Efficiency Smart program. The program is in its third three-year term, running from 2017 through 2019. Considerable work was done in 2018 to develop demand-focused programs for members to consider beginning in 2019. The program has resulted in approximately 220,000 MWh savings since its inception in 2011.

Look for more detailed information regarding AMP's sustainability efforts in the separate 2018 Sustainability Report.





## Legislative

AMP — partly through the Ohio Municipal Electric Association (OMEA) — was again active in the legislative processes at both the state and federal level in 2018. Staff issued 11 calls-to-action for member grassroots action on legislative issues, dealing with federal-level issues, as well as state-level issues in Ohio, Pennsylvania and West Virginia.

At the federal level, Jolene Thompson, executive vice president of member services and external affairs and OMEA executive director, was invited to testify before the U.S. Senate during a hearing on the FAST-41 process as a follow-up to Marc Gerken's 2017 testimony. AMP staff met with White House National Economic Council senior policy leaders to discuss our continued concerns with sequestration of Build America Bonds (BABs) and New Clean Renewable Energy Bonds (New CREBs). AMP also continued to raise awareness about the increasing cost of transmission service and opposed the regulatory overreach of the Federal Communications Commission regarding pole attachments.

As part of the 2018 APPA Legislative Rally, AMP, OMEA and member officials met with the organization's congressional delegations and raised concerns about the increasing cost of transmission, the continued sequestration of BABs and New CREBs and hydro-power permitting reform. Additionally, AMP was the lead sponsor for an APPA Resolution that supports implementing meaningful oversight and transparency of supplemental transmission projects.

At the state level, there were a number of potentially onerous legislative threats in 2018. In Ohio, AMP's and OMEA's efforts successfully stalled legislation to modify the local share of the kilowatt hour (kWh) tax, legislation to incentivize self-generation, legislation impacting municipal utility service areas and subsidization of investor-owned utility and cooperative-owned power plants. We were supportive of legislation to protect utility workers and staff successfully secured an amendment in legislation to protect critical utility infrastructure.

In Pennsylvania, AMP worked closely with the Pennsylvania Municipal Electric Association (PMEA) and member municipalities to push back against anti-municipal legislation. AMP staff helped lead the strategy in defeating this detrimental legislation and related proposals that would have imposed restrictions on the operations of a municipal electric utility. Additionally, AMP staff assisted the PMEA in their restructuring efforts, which will lead to increased engagement and advocacy at the state level.

In West Virginia, AMP staff assisted and provided guidance to secure the adoption of legislation that resolves longtime member concerns regarding oversight by the Public Service Commission of West Virginia. The legislation, signed into law in early 2018, provides municipal electric systems greater local control over rates.



## Communications and Publications



AMP continued to increase its communications activities in 2018. A focus was placed on social media, with an increase in activity of 289 percent over 2017 numbers. There were more than 500 posts across five platforms, including Facebook, LinkedIn, Twitter, YouTube and Instagram.

Communications toolkits were created for members to use in communicating with customers about Community Energy Savings Day (load shaving during peak demand) and the Benefits of Public Power. The toolkits are part of a larger bank of content created throughout the year, providing more than 100 graphics and posts for member use on social media.

In 2018, annual reports for AMP, OMEGA JV2, OMEGA JV5, OMEGA JV6, AFEC, AMP Sustainability and OMEA were developed and made available on the AMP website. Three editions of *Amplifier* magazine were published and distributed to approximately 2,700 people. *Update*, AMP's weekly member newsletter, was distributed to more than 1,500 people each week.

AMP continued its scholarship programs in 2018, with the Richard H. Gorsuch Scholarship and the Lyle B. Wright Scholarship, honoring four winners each. Since 1988, AMP has distributed \$328,000 in scholarship awards.



## AMP/OMEA ANNUAL CONFERENCE

More than 300 participants attended the 2018 AMP/OMEA Annual Conference, September 24-27, at the InterContinental Hotel in Cleveland. During the conference, participants attended panel discussions and presentations regarding energy market trends including the value of local generation, an overview of electric vehicle technologies and charging infrastructure, new technologies disrupting the electric utility industry and a discussion on how industries across the globe are using drones.

Numerous AMP members were recognized through AMP awards for finance, innovation, system improvement, public power promotion, electric system sustainability and safety, as well as commendations for mutual aid. Additionally, Tom Jones, former executive borough secretary, Borough of Berlin, Pa., was named the 2018 Seven Hats Award winner for his work in the areas of planning and design, administration, public relations, field supervision, accounting, personnel or employee direction, and community leadership.

## Human Resources and Facilities

AMP had another year of successful recruiting, filling 37 positions and welcoming 13 interns at both AMP headquarters (HQ) and the AMP generation facilities. For the year, AMP had an effective turnover rate of just 8.5 percent, which is lower than 2017 numbers. Additionally, in order to provide a platform for employee feedback, AMP worked with a third-party vendor to develop and administer a company-wide employee engagement survey. Engagement efforts resulting from the survey will continue in 2019 and beyond.

With employee engagement in mind, AMP's E-Team continued their efforts within the organization. In 2018, the E-Team coordinated a volunteer event at the Mid-Ohio Foodbank, an employee chili cook-off for charity, an on-site Earth Day event, a fitness challenge, a holiday donation drive and two blood drives at AMP HQ.

Facilities upgrades continued in 2018. The property at 1201 Schrock Road, which is immediately east of 1111 Schrock Road, underwent renovations to allow the space to host technical services training workshops. AMP's main offices underwent some efficiency upgrades and updates throughout 2018, and an EV charging station was installed for members, staff and guests.



## Technical Services



In recognition of no lost-time accidents or recordable incidents in 2018, as well as for an outstanding safety record, AMP was recognized by the American Public Power Association (APPA) with a second place Safety Award of Excellence. Strong corporate safety efforts continued with the implementation of a respiratory protection procedure and re-design of the discharge ring platforms at the Cannelton, Smithland and Willow Island facilities.

The Technical Services group completed a NERC audit and implemented process improvements to mitigate items that were self-identified. Additionally, AMP's training and circuit rider area underwent a staffing restructure. The new structure allows for more cross-training opportunities and added back-up services for the circuit rider participants.

As of the end of 2018, 30 AMP member communities hold the Reliable Public Power Provider (RP3) designation, which is an increase of 10 percent over 2017 numbers. RP3 is a program of the APPA that recognizes utilities that demonstrate high proficiency in reliability, safety, workforce development and system improvement.

## AMP LINEWORERS RODEO

The Fifth Annual AMP Lineworkers Rodeo was held Aug. 24-25, 2018, at AMP headquarters in Columbus and featured competitors from Bryan, Central Virginia Electric Cooperative, Coldwater, Cleveland, Cuyahoga Falls, Jackson Center, Marshall, Piqua and Westerville. Participants competed in three levels of competition and were judged on their safety, work practices, neatness, ability, equipment handling and timely event completion.

## TECHNICAL SERVICES CONFERENCE

The AMP Technical Services Conference was held March 13-14, 2018, in Columbus. More than 100 municipal electric utility officials and technical staff from 22 communities attended. Industry experts, municipal utility directors and AMP staff presented on a variety of topics including safety, energy storage applications, MicroGrid and reliability. The conference also featured a Vendor Expo of services and interactive displays of products related to the utility industry.

## TRAINING

In 2018, AMP's training programs were attended by 371 employees from 69 communities in five states. These numbers accounted for a 16 percent increase in attendance over 2017 numbers. AMP offered 15 lineworker and technical training classes and four regional safety meetings throughout the calendar year.

## MUTUAL AID

In 2018, AMP and our members did a great deal of mutual aid work. The largest mutual aid effort undertaken involved crews from Hamilton, Lebanon, Paducah, Piqua, Tipp City and Westerville, which travelled to Tallahassee, Fla. to assist with restoration efforts following the destruction of Hurricane Michael. The storm left more than 100,000 customers without power. Crews from Bowling Green, Bryan, Cuyahoga Falls, Hudson, Orrville and Wadsworth were also placed on standby had the need for more assistance arisen.

Another of the larger mutual aid events followed an ice storm that knocked out power to all 1,520 customers in Williamstown. Crews from Piqua and Westerville were quick to answer the call for aid. Power was quickly restored, but crews remained to assist with electric system damage that was caused by a passing train.

In total, AMP members responded to 15 mutual aid assistance calls, with 25 AMP members answering the calls for assistance.





## AMP Wall of Fame



In 2018, Keith Brooks was inducted into the AMP Wall of Fame. Brooks served as the OMEA's legislative counsel and represented Ohio municipal electric communities before state policymakers and industry stakeholders for more than 30 years. He was engaged in numerous legislative battles before the Ohio General Assembly, including historic energy-related legislation, numerous state budget bills and countless other issues. His leadership and strategic guidance helped to establish public power's enduring presence at the Ohio Statehouse. He retired in 2016.

MARC Gerken, PE



PAMALA Sullivan



JOLENE Thompson



BRANNON Kelley



RACHEL Gerrick



## AMP Executive Management Team

TERRY Leach



LISA McAlister



MARCY Steckman



# AMP Executive Management Team



## Marc Gerken, PE

President/CEO

[mgerken@amppartners.org](mailto:mgerken@amppartners.org)



Marc Gerken has served as president and chief executive officer of AMP since February 2000. Gerken began his career as a civil engineer working extensively in the public sector on infrastructure projects. He served as city engineer in Napoleon, Ohio, and in 1995, was named the community's city manager. In that capacity, Gerken served on the AMP Board of Trustees for four years and chaired the AMP Board committee overseeing construction of the 42-MW Belleville Hydroelectric Plant. He joined AMP in 1998 as vice president of business and operations. Gerken is active in public power leadership and policy development positions on a national level. He currently serves on the National Hydropower Association (NHA) Board of Directors (having served as president from 2013-2015) and is a past chair of the Prairie State Generating Company Management Committee. He also previously served as co-chair of the NHA CEO Council and serves as Chairman of the Board of Directors of The Energy Authority, currently as its chair. He is past chair of the American Public Power Association (APPA) Board of Directors and previously chaired the Public Power, Inc. Board of Directors. He is a member of the Large Public Power Council Board. He is a frequent presenter at APPA meetings, a leader in public power Joint Action Agency working groups, and has testified before congressional committees and at the Federal Energy Regulatory Commission (FERC) technical conferences on wholesale power market and hydropower issues. Gerken received the APPA Harold Kramer-John Preston Personal Service Award in June 2005 and the APPA Alex Radin Distinguished Service Award in June 2012. He was recognized as a finalist for the Platt's Global Energy CEO of the Year Award in December 2010. Under Gerken's direction and vision, AMP has undergone tremendous growth (from 83 members in three states to 135 members in nine states), become a recognized leader in the utility industry, and developed and financed a range of fossil fuel and renewable generation projects, including the largest development of run-of-the-river hydropower in the United States. He holds a Bachelor of Science in civil engineering from the University of Dayton.



## Pamala Sullivan

Executive Vice President of Power Supply & Generation  
psullivan@amppartners.org



Pamala Sullivan has been with AMP since 2003 and currently serves as executive vice president of power supply and generation. Sullivan also serves as president of AMP Transmission, LLC. She previously served as director of marketing and development, vice president of marketing, and senior vice president of marketing and operations. 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, Ohio. She holds a Bachelor of Science degree in electrical engineering from the University of Toledo. As executive vice president of power supply and generation, 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.

## Jolene Thompson

Executive Vice President of Member Services & External Affairs  
jthompson@amppartners.org



Jolene Thompson has been with AMP since 1990 and currently serves as executive vice president of member services and external affairs. She is also the executive director of the Ohio Municipal Electric Association (OMEA), the legislative liaison to AMP and Ohio's municipal electric systems, and the general manager of the Municipal Energy Services Agency (MESA). Thompson, active nationally, serves as vice chair of the American Public Power Association (APPA) Board of Directors, she also serves on the executive committee and is chair of the non-dues revenue committee. Additionally, Thompson is an active member of the Transmission Access Policy Study (TAPS) Group Board of Directors where she serves on the executive committee and as chair of the legislative committee. She previously chaired the APPA Advisory and Legislative and Resolutions committees, and has been a member of the Nominations and Awards Committee three times. Thompson is a recipient of APPA's Harold Kramer-John Preston Personal Service Award. She holds a Bachelor of Arts degree in journalism from Otterbein University. She advocates with state and federal policymakers on behalf of AMP and its members and led the environmental permitting and public relations teams that worked on AMP generation projects in multiple states. She headed up the launch of the \$26-million Efficiency Smart program for AMP members, and has overseen major human resource and benefit program updates. As executive vice president of member services and external affairs, Thompson provides oversight to AMP's government relations, communications, technical services, environmental affairs, sustainability initiatives, risk, insurance, strategic planning and member programs. This includes leading the organization's environmental, safety and North American Electric Reliability (NERC) compliance activities.

## Rachel Gerrick

Senior Vice President & General Counsel of 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. She holds a bachelor's degree in economics and history from Emory University, and a law degree from the University of Virginia.

# AMP Executive Management Team



**Brannndon Kelley**  
Chief Information Officer  
[bkelly@amppartners.org](mailto:bkelly@amppartners.org)



Brannndon 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. He 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, Kelley received the comSpark Central Ohio Tech Power Player Award. He is a member of 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.

## Terry Leach

Vice President of Risk & CRO  
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.

## Lisa McAlister

Senior Vice President & General Counsel of 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.

## Marcy Steckman

Senior Vice President of Finance & CFO  
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 member billing activities. 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. She is also a member of the Ohio Society of Certified Public Accountants.

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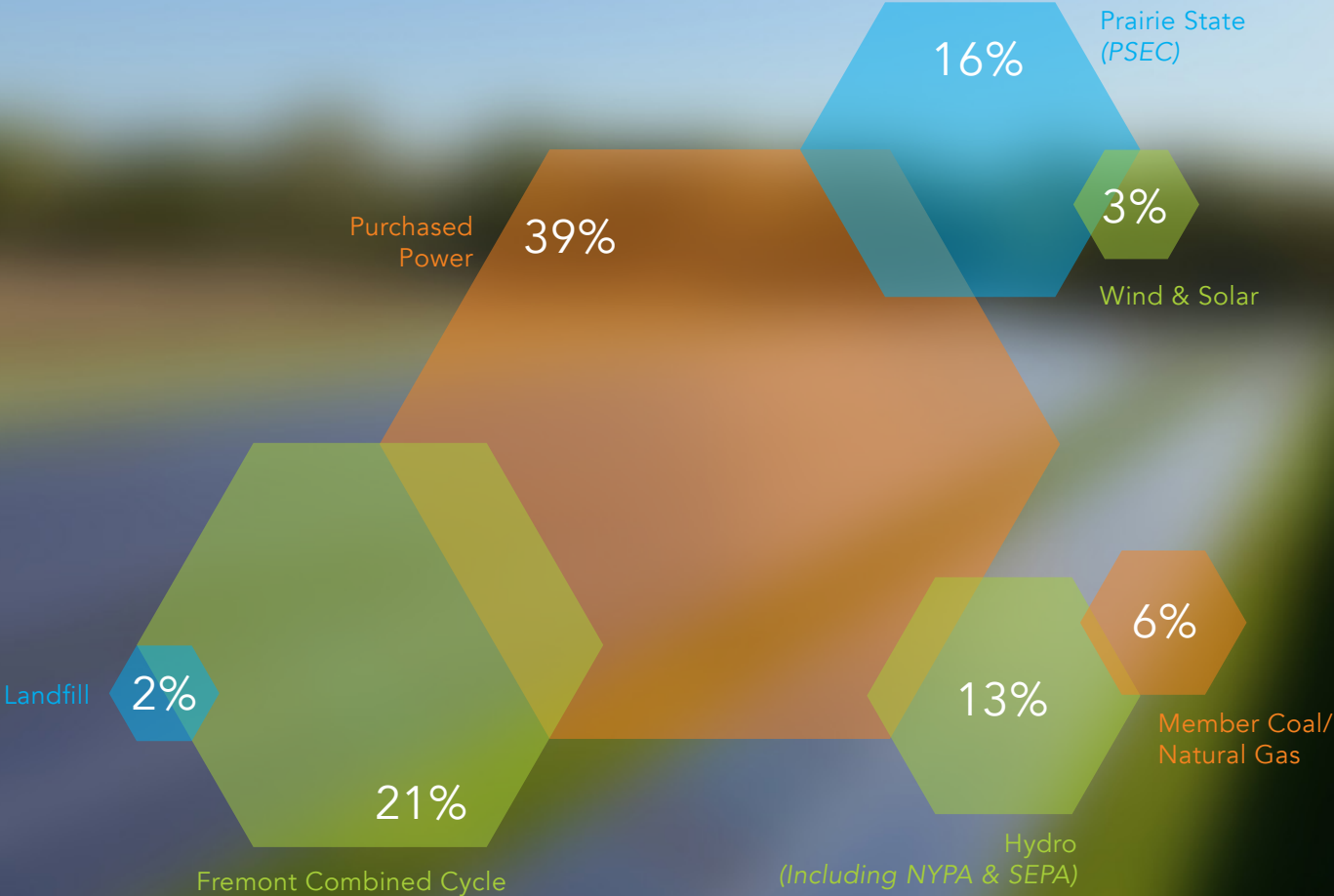
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# 2018 AMP Member Energy Resource Mix

(17,100,000 MWh)



**Notes:**

- The Member coal figure includes the participation of AMP members Paducah and Princeton in PSEC through the Kentucky Municipal Power Association.
- The wind and solar figure includes member-owned solar.
- The hydro figure includes member-owned hydro.





2018

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2018 financials are available at [www.amppartners.org](http://www.amppartners.org)