

# JOURNEY



# From the CEO and Chairman of the Board

*Electric cooperatives are getting a lot of attention in Hawai'i these days and I'm proud that KIUC is so often cited as an example of a successful, innovative business that is responsive to the needs of its community.*

*The co-op model of democratic participation influences our strategic planning, which is why, since 2009, we have had as our primary goal to use renewable resources to supply at least 50 percent of our power generation by 2023.*

*With the completion of our Kōloa solar project in August 2014, renewable energy accounted for 13 percent of our power generation at the end of the year. By the end of 2015, we will be close to 40 percent.*

*As a co-op, we are obligated to consider what steps we can take to benefit all of our members. That is one of the reasons we are incorporating utility-scale solar onto our grid. We believe the benefits of solar shouldn't just be available to those who can afford it.*

*Our success wouldn't be attainable without the commitment of our elected board and our 151 employees. Our employees are also co-op member-owners, and they work 24 hours a day to deliver power safely, reliably and efficiently.*

*Whether it's quickly restoring power after a storm or offering practical advice on using electricity more efficiently, KIUC's goal is to provide exceptional value and service to members.*

*Even as technology transforms the utility business, that goal and our commitment to achieving it won't change.*



*David J. Bissell*

David J. Bissell  
President and Chief Executive Officer

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*Our community utility continues to be a leader among electric companies in Hawai'i and across the nation. That's thanks to a remarkable staff and the cooperative advantage—the fact that our key policy decisions are made in our community by our community.*

*The cooperative's dedicated employees are actively involved in our island, and each person on our elected board of directors is a member and customer of KIUC. All of us, employees and leadership, have "skin in the game."*

*Just a handful of years ago, Kaua'i Island Utility Cooperative produced 92 percent of its power from fossil fuels—mostly diesel and naphtha. Just 8 percent came from renewables—mostly plantation-era hydroelectric plants.*

*A decade of firm commitment to renewable energy is now taking shape. With new solar and a biomass plant coming online in 2015, we will be close to 40 percent renewable. We are actively planning for 50 percent and beyond.*

*We are also controlling costs, keeping operating expenses at or below the rate of inflation, which puts downward pressure on rates. And we are studying alternative fuels like liquefied natural gas, which could reduce our rates further, until we are able to bring even more renewables on line.*

*We do all this under the guidance of a strategic plan that resulted from community meetings around the island. We are a cooperative and that's the way we do business. Thanks to each of you for your support.*

*Jan*  
Jan TenBruggencate  
Chairman of the Board

*In its 12th year in business, the cooperative maintained its financial stability while achieving several important renewable energy milestones. These accomplishments are the result of the work by the elected board of directors and the men and women who deliver power safely, reliably and efficiently 24 hours a day, 365 days a year. Many of those people are on this page and some of their stories are on the following pages.*



KIUC board members and staff at Kōloa solar array, September 2014. Photo by Shelley Paik

# KIUC Board of Directors

The role of the board of directors is to set the policies by which the cooperative operates and to develop long-range goals for the delivery of reliable power that is also safe, economical and environmentally responsible.

The board advocates for the members and makes decisions with the best interests of the membership in mind. Directors are accountable to the membership through annual elections.

The president and CEO is the board's only employee and the board is responsible for evaluating his or her performance. The CEO is accountable for the day-to-day operations of the utility and ensuring that the cooperative is professionally managed and responsive to its members.



## Board Members

*Chairman:* Jan TenBruggencate

*Vice Chairman:* Calvin K. Murashige

*Treasurer:* Peter Yukimura

*Secretary:* Karen Baldwin

*Board:* Carol Bain, Dennis Esaki, Pat Gegen,  
David Iha and Teofilo "Phil" Tacbian

### Finance & Audit

Chairman: Peter Yukimura

Members: Dennis Esaki, Pat Gegen, Phil Tacbian

### Government Relations/Legislative Affairs

Chairman: Phil Tacbian

Members: Dennis Esaki, Pat Gegen, David Iha

### International

Chairman: David Iha

Members: Phil Tacbian, Peter Yukimura

### Member Relations

Chairman: Carol Bain

Members: Karen Baldwin, Calvin K. Murashige,  
Phil Tacbian

### Policy

Chairman: Calvin K. Murashige

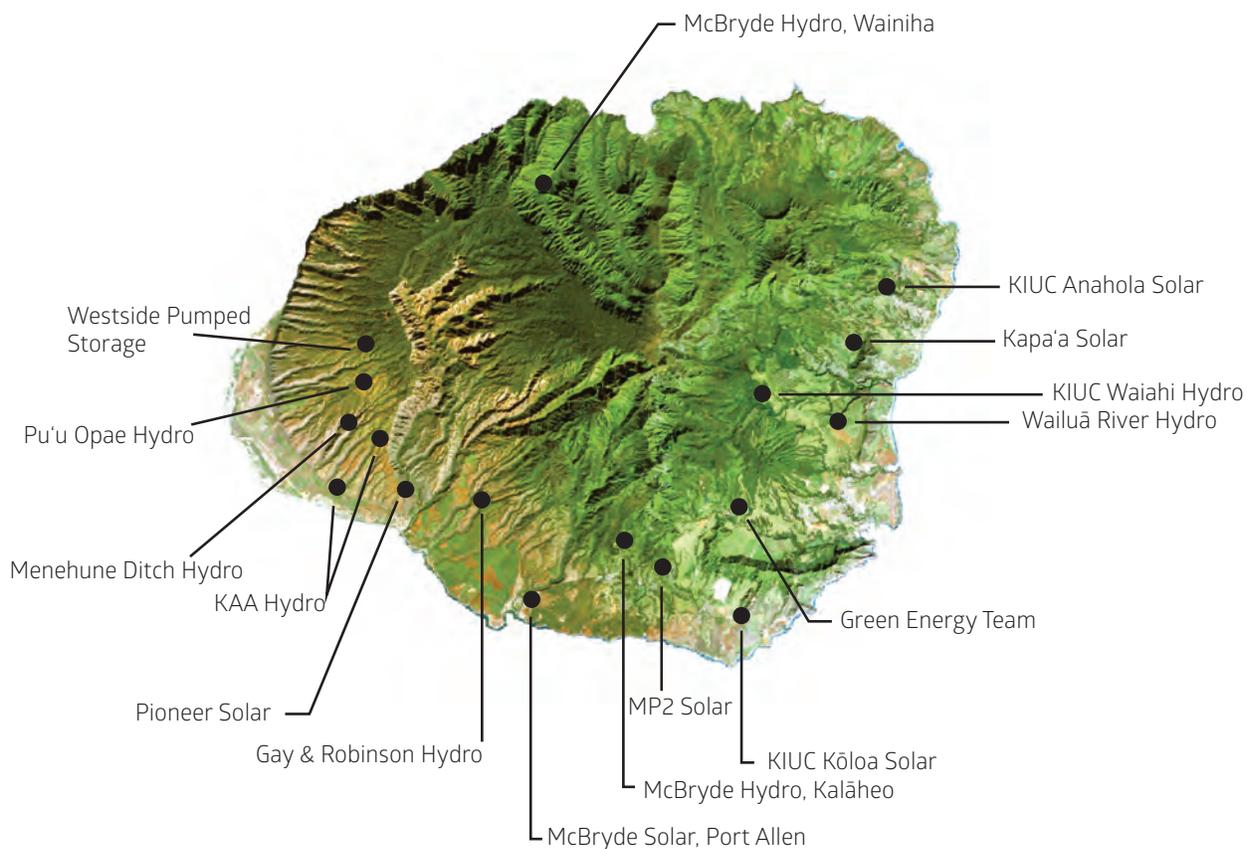
Members: Carol Bain, Karen Baldwin, David Iha

### Strategic Planning

Chairman: Dennis Esaki

Members: Carol Bain, David Iha, Peter Yukimura

# Kaua'i Renewable Energy Projects



	Type	MW	% of Sales
<b>Active In Use</b>			
KIUC, Kōloa	Solar	12.0	5.5
KIUC, Anahola*	Solar	12.0	5.5
Green Energy Team*	Biomass	7.2	12.4
McBryde, Port Allen	Solar	6.0	2.9
McBryde, Wainiha	Hydro	4.0	3.6
KIUC, Waiahi	Hydro	1.3	1.4
McBryde, Kalāheo	Hydro	1.0	0.9
Gay & Robinson, Olokele	Hydro	1.3	0.8
KAA, Waimea/Kekaha	Hydro	1.5	0.8
Pioneer, Waimea	Solar	.3	0.1
Kapa'a Solar	Solar	1.0	0.4
MP2, 'Ōma'o	Solar	.3	0.1
Customer Solar	Solar	16.9	2.2
<b>Under Construction/Permitting</b>			
Gay & Robinson, Olokele	Hydro	6.0	4.2
Customer Solar	Solar	6.6	1.0
<b>Under Consideration</b>			
Pu'u Opae, Kekaha	Hydro	8.3	9.1
Menehune Ditch, Kekaha	Hydro	1.5	1.5
Wailuā River/Kalepa	Hydro	4.0	5.2
Westside Pumped Storage	Solar/Hydro	25.0	13.0

**Total Renewable Energy in Service 2015**  
**64.8 MW/36.6%**

**Potential Renewable Energy in Service 2025**  
**116.2 MW/70.6%**

\* Online third quarter 2015

# 2014 Renewable Energy Highlights

*Kaua'i Island Utility Cooperative made significant progress toward its goal of using renewable resources to generate 50 percent of the island's power by 2023.*

*At the end of 2014, renewables accounted for about 13 percent of sales. By the end of 2015, 37 percent of the electricity generated on Kaua'i will come from a mix of renewable resources: solar, hydropower and biomass.*

*Here's a summary of 2014 projects:*

## Solar

- ❖ **Kōloa array:** The largest solar array in the state, this 12-megawatt project owned by KIUC went online in August 2014. The \$40 million array produces nearly 6 percent of Kaua'i's energy needs and reduces KIUC's oil consumption by 1.7 million gallons a year.
- ❖ **Anahola array:** KIUC broke ground on a 12-megawatt, \$54 million solar energy park that will come online in late 2015. It will reduce KIUC's carbon dioxide emissions by 18,000 tons per year. The array consists of 59,000 panels.
- ❖ **Customer solar:** Up from a total of 311 systems in 2010 to 2,376 as of Dec. 31, 2014. Rooftop systems are used by 8 percent of residential customers.

## Biomass

- ❖ **Green Energy:** This 7-megawatt plant just outside Līhu'e neared completion and will provide 12 percent of Kaua'i's power under a 20-year contract with KIUC. One of the first plants of its kind in this country, the \$90-million project burns wood chips from invasive species and from locally grown trees.



**Wesley "Wes" Chow — Operating Technician**  
**10 years of service — Anahola**

Wes standup paddles, bikes and takes care of his grandchildren. He serves as a board member for the Anahola community Pi'ilani Mai Ke Kai subdivision and has coached high school and Pop Warner football.

*"I want to thank the KIUC 'ohana for the career here that has given me the blessing to be home on Kaua'i and have the only thing that counts in life, being home with my family."*



# Energy Storage

❖ **Pumped storage hydro:** Plans for a system proposed for Kaua'i's west side received preliminary state approval in 2014. The system will use an upper storage pond connected by a buried steel pipeline to a lower pond. During the day, inexpensive solar power would be used to push the water uphill to the storage pond. At night, when demand for electricity is at its peak, the water would be released, flowing downhill through the pipe to turn a turbine and generate electricity.



**Lynda Okayama — Accounting Clerk  
25 years of service — Kalāheo**

Lynda enjoys baking, fishing and plays an active part in her children's sports and school activities.

*"We, as a KIUC 'ohana, work together as a dedicated team to provide quality service to our members and support one another on a daily basis. We give back to our keiki and our community through our services and our Sharing of Aloha program. Having two children active in their school activities, it makes me proud to see KIUC supporting our keiki's education and activities and I can say I am proud to be part of KIUC."*

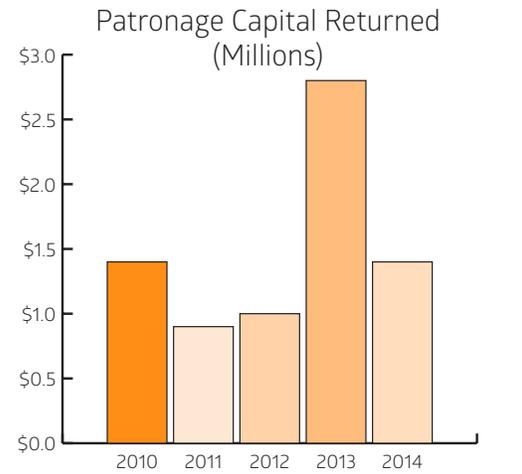
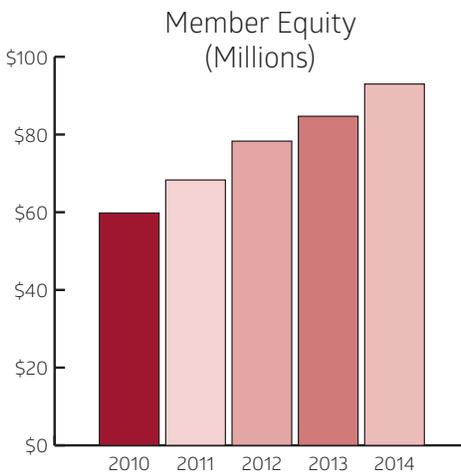
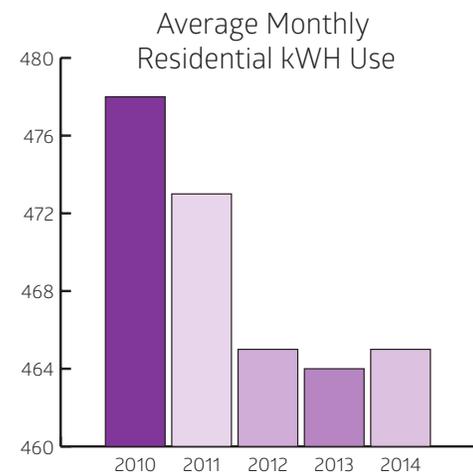
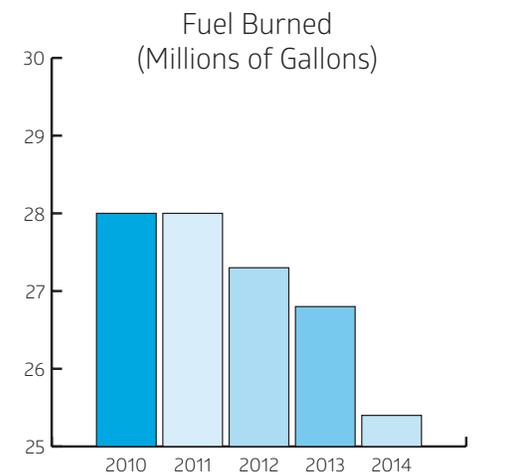
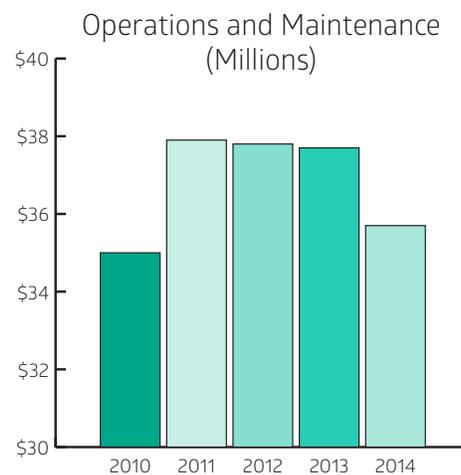
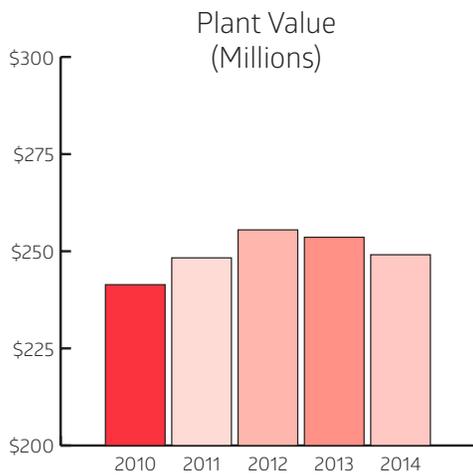
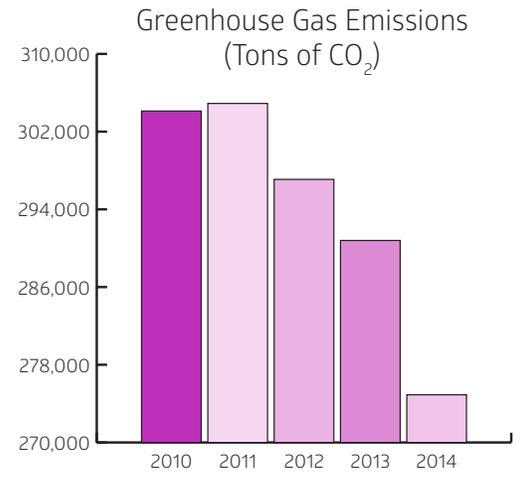
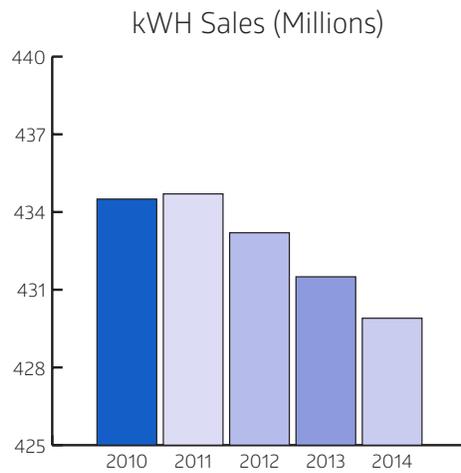
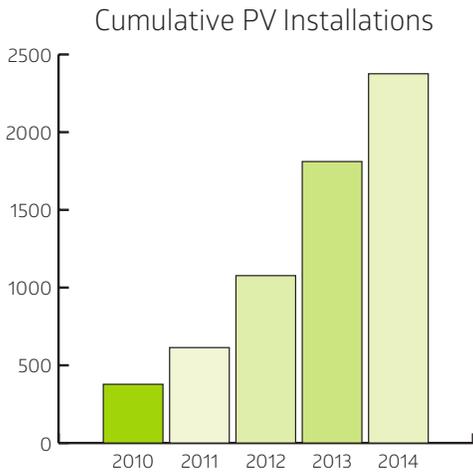


**Kevin Akita — Information Services,  
System Support Specialist  
14 years of service — Kalāheo**

Kevin coaches Bronco baseball and girls softball along with coaching rodeo events with his children. He's been president of the Kalawai Youth Baseball Club since 2011.

*"What I love about Kaua'i is that there is so much aloha on the island that you don't need to look far for support when it's needed. Everyone is always willing to give, especially for the keiki."*

# Numbers At-A-Glance



# Summary of Operations

For the period 1/1/2014 through 12/31/2014

The results of operations for the year ended December 31, 2014 remained strong despite a decrease in revenue from the prior year. Revenue decreased 3 percent primarily due to lower fuel and purchased power costs. In addition, electricity use on the island was slightly lower than in the prior year.

In 2014, KIUC shifted approximately 15,700 MWh of generation from fossil fuel to lower-cost renewable energy as compared to the prior year. The cooperative is working hard to reduce costs, operate efficiently and effectively, and preserve a strong financial position, while maintaining safety and reliability. Revenue, expenses, and net margin totaled \$179.4 million, \$169.9 million, and \$9.5 million, respectively, for the 12-month period ending December 31, 2014.

As is the case for all electric utilities, the cost of power generation is the largest expense, totaling \$109.3 million or 61 percent of revenue. Commodities, which are fuel and purchased power costs, are the largest component of power generation, totaling \$95.4 million or 53.2 percent of revenue. Currently, fossil fuel is the largest component of commodities, totaling \$84.8 million or 47.3 percent of revenue. Other commodities include hydropower, totaling \$5.0 million or 2.8 percent of revenue, and solar, totaling \$5.6 million or 3.1 percent of revenue. The remaining \$13.9 million or 7.8 percent of revenue represents the cost of operating and maintaining the generating units.

The cost of operating and maintaining the electric lines totaled \$5.2 million or 2.9 percent of total revenue.

The cost of servicing our members totaled \$2.9

million or 1.6 percent of revenue. Administrative and general costs, which include legislative and regulatory expenses, engineering, executive, human resources, communications, safety and facilities, information services, financial and corporate services, and board of director expenses, totaled \$13.4 million or 7.5 percent of revenue.

Being very capital intensive, depreciation and amortization of the utility plant cost \$14.8 million or 8.2 percent of revenue. Although not subject to federal income taxes, state and local taxes amounted to \$15.1 million or 8.4 percent of revenue. Interest on long-term debt, at a very favorable sub-5 percent rate, totaled \$7.8 million or 4.3 percent of revenue. Non-operating net margin deducted \$1.4 million from overall net margin. Revenue less expenses equals a margin of \$9.5 million or 5.3 percent of total revenue. Margins are allocated to members and paid when appropriate.

The financial benefit - direct and indirect - to KIUC members is significant. Since 2002, KIUC has returned \$32.6 million to members in the form of patronage capital retirements and billing credits. Also, KIUC contributed \$61,411 to local nonprofits and community organizations in 2014.

In addition, the indirect financial benefits (i.e., ownership) include patronage capital that is held by KIUC on behalf of its members to potentially be distributed at future dates as determined by the board of directors. This amounts to \$92.5 million in indirect financial benefits to members as of December 31, 2014.



## Juan Lorenzo, Jr. "JPL" — Distribution Planner 39 years of service — Kalāheo

Famous for his lights display on "Santa's Lane," he is assistant coach for the Waimea High School tennis team and volunteers at his church, King's Chapel.

*"Back in 1969 when I was in college, I took an earth science class and my professor talked about global warming. Today I see global warming taking its effect and I see why the utilities are starting to go into renewables."*

# Balance Sheet

December 31, 2014 and 2013

## Assets

	December 31,	
	2014	2013
<b>UTILITY PLANT AT COST</b>		
Electric Plant in Service	\$ 479,173,682	\$ 435,351,324
Electric Plant Acquisition Cost	54,852,453	54,852,453
Accumulated Depreciation and Amortization	(253,579,118)	(245,585,999)
Net Electric Plant in Service	280,447,017	244,617,778
Construction Work in Progress	51,849,468	26,947,426
Net Utility Plant	332,296,485	271,565,204
<b>OTHER INVESTMENTS</b>		
Investments in Associated Organizations	791,795	741,259
Rural Economic Development Loans	1,073,313	1,159,935
Total Other Investments	1,865,108	1,901,194
<b>CURRENT ASSETS</b>		
Cash & Cash Equivalents	20,028,196	7,898,651
Restricted Cash & Cash Equivalents	1,908,115	310,426
Accounts and Notes Receivable (Less allowance for doubtful accounts of \$592,145 in 2014 and \$537,627 in 2013)	10,399,975	13,221,075
Accrued Unbilled Revenue	7,091,702	8,039,369
Energy Rate Adjustment Clause	-	158,388
Inventories	14,396,537	15,377,024
Other Current and Accrued Assets	1,218,420	1,263,574
Total Current Assets	55,042,945	46,268,507
<b>POST-RETIREMENT BENEFIT ASSET</b>	1,113,400	-
<b>DEFERRED CHARGES</b>	7,530,747	7,405,231
<b>Total Assets</b>	<b>\$ 397,848,685</b>	<b>\$ 327,140,136</b>

## Equities and Liabilities

<b>EQUITIES AND MARGINS</b>		
Memberships	\$ 467	\$ 451
Patronage Capital	92,527,762	84,689,122
Other Equity	396,333	298,104
Post-retirement Benefit Obligation Gain (Loss)	94,700	301,800
Controlling Equity Interest	93,019,262	85,289,477
Capital Account - A&B KRS II LLC	23,928,991	-
Non-Controlling Equity Interest	23,928,991	-
Total Equities and Margins	116,948,253	85,289,477
<b>LONG-TERM DEBT, Less Current Maturities</b>	191,515,093	182,968,620
<b>POSTRETIREMENT BENEFITS OBLIGATION</b>	-	1,602,600
<b>ASSET RETIREMENT OBLIGATION</b>	1,139,750	-
<b>CURRENT LIABILITIES</b>		
Current Maturities of Long-Term Debt	12,556,893	11,291,699
Line of Credit	39,000,000	11,311,000
Accounts Payable	11,370,869	9,522,670
Energy Rate Adjustment Clause	1,109,770	-
Consumer Deposits	1,514,639	1,281,238
Accrued Employee Compensation	2,655,600	2,387,753
Accrued Taxes	9,413,017	9,881,913
Other Current and Accrued Liabilities	107,019	117,380
Total Current Liabilities	77,727,807	45,793,653
<b>DEFERRED CREDITS</b>	10,517,782	11,485,786
<b>Total Liabilities, Equities, and Margins</b>	<b>\$ 397,848,685</b>	<b>\$ 327,140,136</b>

# Statement of Income and Patronage Capital

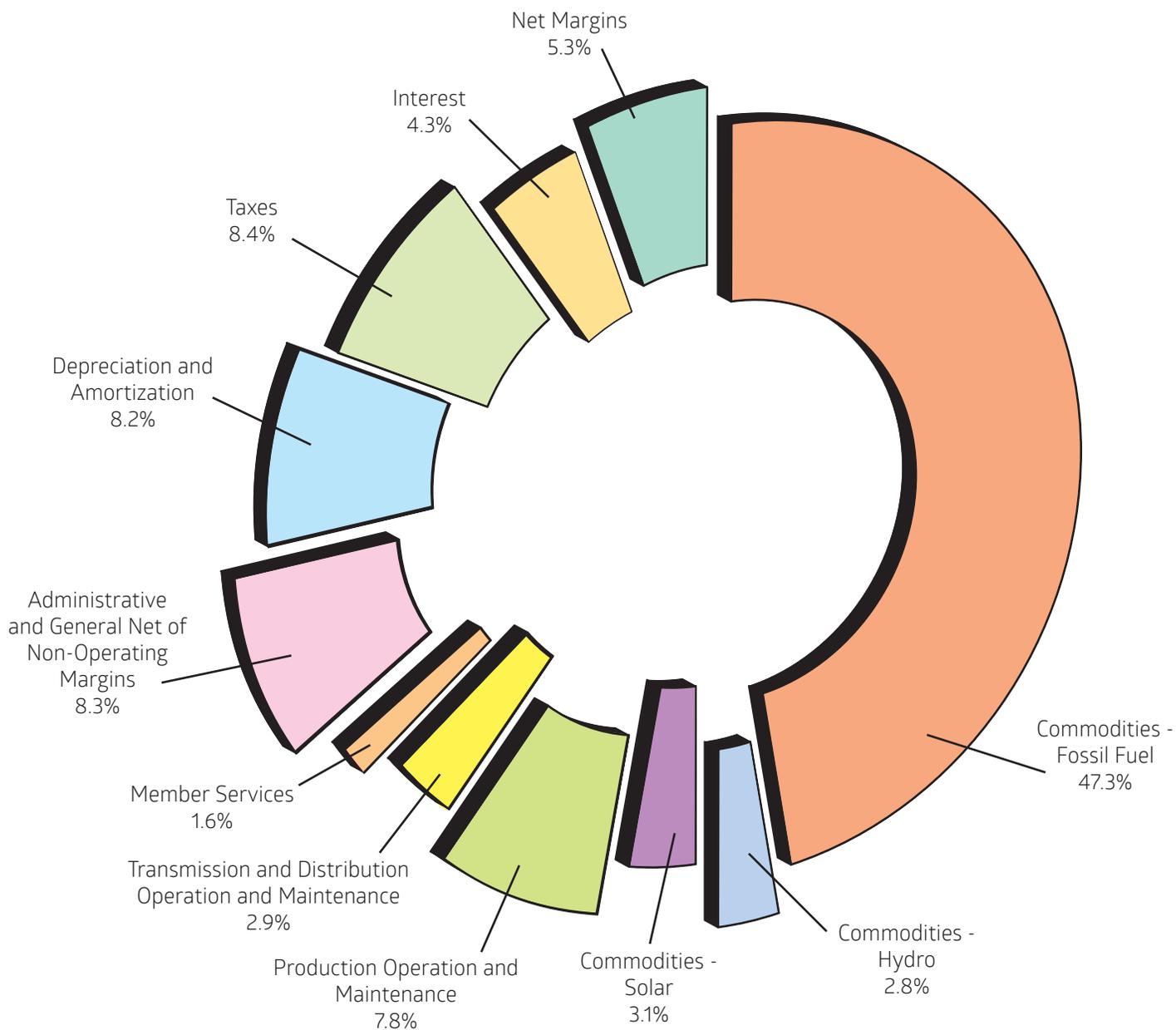
For the years ended December 31, 2014 and 2013

	Year Ended December 31,				Increase (Decrease)
	2014		2013		
	Amount	%	Amount	%	
<b>OPERATING REVENUES</b>					
Residential	\$ 68,457,684	38.2	\$ 69,870,560	37.9	\$ (1,412,876)
Irrigation	38,762	0.0	82,525	0.0	(43,763)
Commercial and Industrial	108,660,247	60.6	112,902,888	61.1	(4,242,641)
Public Street and Highway Lighting	1,594,732	0.9	1,616,931	0.9	(22,199)
Other Operating Revenues	624,043	0.3	241,384	0.1	382,659
Total Operating Revenues	<u>179,375,468</u>	<u>100.0</u>	<u>184,714,288</u>	<u>100.0</u>	<u>(5,338,820)</u>
<b>OPERATING EXPENSES</b>					
Power Cost	109,348,105	61.0	115,313,248	62.4	(5,965,143)
Transmission - Operation	335,826	0.2	334,134	0.2	1,692
Transmission - Maintenance	479,856	0.3	576,913	0.3	(97,057)
Distribution - Operation	1,346,803	0.8	1,256,350	0.7	90,453
Distribution - Maintenance	3,046,602	1.7	2,692,103	1.5	354,499
Customer Accounts	2,357,285	1.3	2,514,917	1.4	(157,632)
Customer Service and Information	527,877	0.3	593,129	0.3	(65,252)
Administrative and General	13,382,811	7.5	15,839,315	8.6	(2,456,504)
Depreciation and Amortization	14,789,636	8.2	13,850,874	7.5	938,762
Taxes	15,101,376	8.4	15,540,946	8.4	(439,570)
Other Interest Expense	550,062	0.3	456,024	0.2	94,038
Total Operating Expenses	<u>161,266,239</u>	<u>90.0</u>	<u>168,967,953</u>	<u>91.5</u>	<u>(7,701,714)</u>
<b>OPERATING MARGINS</b>					
<b>Before Interest</b>	18,109,229	10.0	15,746,335	8.5	2,362,894
<b>INTEREST ON LONG-TERM DEBT</b>	<u>7,766,874</u>	<u>4.3</u>	<u>7,760,076</u>	<u>4.2</u>	<u>6,798</u>
<b>OPERATING MARGINS</b>	10,342,355	5.7	7,986,259	4.3	2,356,096
<b>NONOPERATING MARGINS</b>					
Interest Income	1,422,736	0.8	1,063,254	0.6	359,482
Capital Credits	53,676	0.0	70,012	0.0	(16,336)
Other Nonoperating Income (Expense)	(860,613)	(0.5)	34,530	0.0	(895,143)
Total Nonoperating Margins	<u>615,799</u>	<u>0.3</u>	<u>1,167,796</u>	<u>0.6</u>	<u>(551,997)</u>
<b>EXTRAORDINARY ITEMS</b>	<u>(1,509,273)</u>	<u>(0.8)</u>	<u>-</u>	<u>0.0</u>	<u>(1,509,273)</u>
<b>NET MARGINS</b>	<u>\$ 9,448,881</u>	<u>5.2</u>	<u>\$ 9,154,055</u>	<u>4.9</u>	<u>\$ 294,826</u>
<b>PATRONAGE CAPITAL - BEGINNING OF YEAR</b>	\$ 84,689,122		\$ 78,371,443		
Allocation of Net Margins	9,448,881		9,154,055		
Patronage Capital Retired	<u>(1,610,241)</u>		<u>(2,836,376)</u>		
<b>PATRONAGE CAPITAL - END OF YEAR</b>	<u>\$ 92,527,762</u>		<u>\$ 84,689,122</u>		

# Statement of Cash Flows

For the years ended December 31, 2014 and 2013

	December 31,	
	2014	2013
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net Margins	\$ 9,448,881	\$ 9,154,055
Adjustments to Reconcile Net Margins to Net Cash from Operating Activities		
Depreciation and Amortization	15,184,103	14,233,624
Capital Credits	(53,676)	(70,012)
Income Attributable to Non-Controlling Equity Interest	1,067,191	-
Change in Assets and Liabilities:		
Accounts and Notes Receivable	3,768,767	1,534,246
Energy Rate Adjustment Clause	1,268,158	308,656
Inventories and Other Current Assets	1,025,641	(631,258)
Deferred Charges	(125,516)	(318,164)
Post Retirement Benefit Obligations	(2,923,100)	(396,700)
Payables and Accrued Expenses	1,870,190	2,992,714
Deferred Credits	(968,004)	(295,456)
Net Cash from Operating Activities	<u>29,562,635</u>	<u>26,511,705</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Additions to Utility Plant	(74,775,634)	(22,542,548)
Rural Economic Development Loans	86,622	(332,450)
Other Investments	3,140	2,638
Net Cash from Investing Activities	<u>(74,685,872)</u>	<u>(22,872,360)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Payments on Long-Term Debt	(35,917,333)	(11,069,597)
Borrowings from Long-Term Debt	45,729,000	17,289,000
Net Activity on Line of Credit	27,689,000	(2,867,000)
Contributions from Non-Controlling Equity Interest	23,848,609	-
Capital Distributions Paid to Investor	(986,809)	-
Memberships	16	17
Other Equities	98,229	42,477
Retirement of Patronage Capital	(1,610,241)	(2,836,376)
Net Cash from Financing Activities	<u>58,850,471</u>	<u>558,521</u>
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>	13,727,234	4,197,866
<b>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</b>	<u>8,209,077</u>	<u>4,011,211</u>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<u><u>\$ 21,936,311</u></u>	<u><u>\$ 8,209,077</u></u>
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION</b>		
Cash Paid During the Year for:		
Interest on Long-Term Debt	<u>7,766,874</u>	<u>7,760,076</u>
Income Taxes	<u>30,836</u>	<u>26,421</u>
Noncash Investing Activities:		
Liabilities Incurred for Asset Retirement Obligation	<u>1,139,750</u>	<u>-</u>



Commodities - Fossil Fuel	84,821,209
Commodities - Hydro	4,984,458
Commodities - Solar	5,584,767
Production Operation & Maintenance	13,957,671
Transmission & Distribution Operation & Maintenance	5,209,087
Member Services	2,885,162
Administrative & General Net of Non-Operating Margins	14,826,347
Depreciation & Amortization	14,789,636
Taxes	15,101,376
Interest	7,766,874
Net Margins	9,448,881

# Ho'oka'ana Waiwai (Shared Values)

*We, as a company and as individuals, accept these shared values as a guide to making ethical decisions and promoting harmony with KIUC and our island community.*

## Aloha:

- ❖ We welcome our members with respect, sincerity and graciousness.
- ❖ I will seek to be trustworthy, to share, respect and be kind to my KIUC brothers and sisters, and members.

## Ho'ohiki:

- ❖ We are committed to keeping our promises to each other and our community.
- ❖ I am accountable for what I say and do.

## Ho'okela:

- ❖ We strive to provide the best service to our members.
- ❖ I will contribute my best to attain the highest level of achievement.

## Ho'omau:

- ❖ We will persevere in our journey together toward member satisfaction.
- ❖ I will not waiver from the path.

## Kuleana:

- ❖ We accept our responsibilities to our island community as a privilege.
- ❖ To do the right thing is a privilege I accept.

## Kūpono:

- ❖ We will treat members with fairness, integrity and honesty.
- ❖ I am committed to treat others the way I like to be treated.

## Laulima:

- ❖ We will work together toward common goals where one person's success is everyone's success.
- ❖ I will combine my best efforts with others.

## 'Ohana:

- ❖ Community and coworkers, everyone is part of the KIUC family.

Christopher Acoba  
 John Adviento  
 Dwight Akita  
 Kevin Akita  
 Maile Alfiler  
 Galen Alvarez  
 Warren Amuro  
 Myles Aquino  
 Roger Balaan  
 Julius Balisacan  
 Anne Barnes  
 David Bissell  
 Chantel Blackstad  
 Timothy Blume  
 Timothy Brantner  
 Brooks Braun  
 Joseph Briones  
 Giselle Bucao  
 Richard Bucasas  
 Michael Callejo  
 Ranson Camat  
 Michael Canha  
 Flordelyn Casticimo  
 Clyde Chang  
 Curran Chang  
 Pua Chin  
 Wesley Chow  
 Melanie Cierras  
 John Cox  
 Corinne Cuaresma  
 Dawn Cummings  
 Kenneth Daubert  
 Imelda Delos Reyes  
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 Clarence Estes Jr.  
 Stanley Farias Jr.  
 Randall Fernandes  
 Ira Fernandez  
 Lisa Fernandez  
 Brenton Francisco  
 Thad Fuji  
 Jeffrey Garcia  
 Bart Garcia Jr.

Naomi Giovanni  
 Cory Gokan  
 Sheryl Grady  
 Douglas Gray  
 Pia Gregorio  
 David Hanashiro  
 Francis Hetherington  
 Al Hoffman  
 Manuel Igaya  
 Tracie Jacintho  
 Karissa Jonas  
 Deidre Kajihara  
 Kahuwila Kanakaole  
 Bransen Kawakami  
 Linda Kawakami  
 James Kelly  
 Jensen Koga  
 Carey Koide  
 Cameron Kruse  
 Dayle Kurokawa  
 Fred Laborte  
 James Largo  
 Maika'i Laureta  
 Anthony Lazaro Jr.  
 Dynamite Lee  
 Juan Lorenzo Jr.  
 John Ludington  
 Kendall Maglinti  
 Patrick Malama  
 Avelina Maruyama  
 Robert Mata  
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 Gregg Matsuo  
 John Matsuyoshi  
 John Mattos  
 Timothy Medeiros  
 Gerald Miller  
 Perry Morita  
 Ken Murakami  
 Fran Nadatani  
 Edwin Nakaya  
 Kjell Newall  
 Clyde Odo

Mitchell Oishi  
 Lynda Okayama  
 Debra Oride  
 Royden Orsatelli  
 Scott Otto  
 Shelley Paik  
 Nelson Panit  
 Ferdinand Pascual  
 Daniel Pereira  
 Greg Perreira  
 Robert Perreira  
 James Pilgram  
 Lorna Probasco  
 RJ Quinsaat  
 Mando Ramos  
 Royce Ramos  
 Joshua Rapanot  
 Tomme Joe Refamonte  
 Jonnie Reynolds  
 Brad Rockwell  
 Gerard Ruiz  
 Ike Rull  
 Reygin Rull  
 Lyle Sagawa  
 Grace Anne Sahagun  
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 Debra Santiago  
 Russ Santiago  
 Joyce Sato  
 Andrew Schwartz  
 Bernard Silva Jr.  
 Brandie Silva  
 Ellen Smith  
 Lauren Sugihara  
 Jesus Tacata  
 Curtis Tadani  
 Charlene Takemoto  
 Stephen Tangalin  
 Makani Taniguchi  
 Nadine Tipps  
 Jerold Tittle

Mark Tsukiyama  
 Samisoni Tupou  
 Elizabeth Ubay  
 Ivan Vea  
 Richard Vetter  
 Wilber Villanueva  
 Kathryn Williams

William Workman  
 Glen Yamamoto  
 Ken Yamamoto  
 Tom Yamamoto  
 Don Yamamotoya  
 Michael Yamane  
 Jacqueline Yasutake  
 Michael Young  
 Henry Zeevat



## Dawn Cummings – Member Relations Supervisor 23 years of service – Kapa'a

Dawn cooks, swims, does Zumba and loves to dance. She chaired the Kamehameha Schools Ho'olaulea for three years, chaperoned Special Olympics, co-chaired American Cancer Society's Relay for Life and fundraised for March of Dimes.

*"Get out there and be a volunteer. Volunteers make the world go round. If every person volunteered, every community would be thriving. The world needs volunteers, volunteer for something!"*



## Cameron Kruse – Substation Operations Supervisor 6 years of service – Kalāheo

Cameron tries to stay active and learn something new every day.

*"Having the opportunity to work for KIUC allows me to give back to the community, work in different environments, and challenge myself."*

# Seven Cooperative Principles

## Voluntary and Open Membership

Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

## Democratic Member Control

Cooperatives are democratic organizations controlled by their members, who actively participate in setting policies and making decisions. The elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member, one vote) and cooperatives at other levels are organized in a democratic manner.

## Members' Economic Participation

Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership.

Members allocate surpluses for any or all of the following purposes: developing the cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

## Autonomy and Independence

Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

## Education, Training, and Information

Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public, particularly young people and opinion leaders, about the nature and benefits of cooperation.

## Cooperation Among Cooperatives

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional, and international structures.

## Concern for Community

While focusing on member needs, cooperatives work for the sustainable development of their communities through policies accepted by their members.



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