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"THE STATE OFFICE SHOULD SERVE AS THE
OFFICIAL MEDIUM WHEREBY THE ELECTRIC
MEMBERSHIP CORPORATIONS OF NORTH CAROLINA
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TO SECURE AND PRESERVE THE BASIC GOOD WILL
OF THE PUBLIC IN GENERAL AND GOVERNMENT
IN PARTICULAR, PRIMARILY BY PROMOTING ON
THEIR PART A BASIC GOOD UNDERSTANDING OF
THE BACKGROUND, PROBLEMS, PURPOSES,
ACCOMPLISHMENTS AND FUNDAMENTAL
PRINCIPLES UNDERLYING THE
NATURE AND PRACTICES OF
RURAL ELECTRIC COOPERATIVES."

~

**From the policy and objectives statement of
North Carolina's first association of EMCs**

Adopted August 1952

Forty years ago, the young association of North Carolina electric membership corporations opened its first office in Raleigh. The purpose of the association was to unite in missions that help the cooperatives and their consumer-members.

While the needs of the cooperatives change, the purpose of the statewide association remains the same: to cooperate for the common good.

During the past 40 years, the 28 consumer-owned EMCs of Carolina Electric Cooperatives have proven that cooperation produces a strong, effective organization. Today, Carolina Electric Cooperatives collectively serves more than 1.6 million people and is working in some of the fastest-growing areas in the state. The EMCs have shown the power of partnerships.

Carolina Electric Cooperatives is composed of:

- **28 Electric Membership Corporations**, local cooperatives engaged in distribution of electric service to consumer-members.
- **North Carolina Electric Membership Corporation**, a power generation and transmission utility.
- **North Carolina Association of Electric Cooperatives**, a trade association providing employee and management training, government relations and communications, safety training and other services.
- **Tarheel Electric Membership Association**, a central purchasing and materials supply cooperative.

In keeping with its original objective to promote "a basic good understanding of the background, problems, purposes, accomplishments and fundamental principles underlying the nature and practices of rural electric cooperatives," Carolina Electric Cooperatives presents in this annual report exemplary accomplishments among the cooperatives in 1992.



The Power of Partnerships in 1992

We proudly report that in 1992 we adopted one name, Carolina Electric Cooperatives, to embrace the entire network of 28 electric membership corporations in North Carolina.

Executive Message

The name Carolina Electric Cooperatives symbolizes our reach across North Carolina, from the sea to the mountains, serving 600,000 homes, farms and businesses.

EMC directors, managers, staffs and consumer-members worked together this year to establish the Carolina Electric Cooperatives identity. We are truly a sophisticated network. We own part of one of the nation's most efficient nuclear power stations, and our load management program is among the most comprehensive in the business. But we also are as local and personal as an electric utility can be, where each consumer is also an owner and member of the non-profit co-op that supplies power to local communities.

In 1993 we will broadcast the Carolina Electric Cooperatives message across North Carolina and beyond in television, radio and print advertising, as well as public forums and exhibits. We want people to know that we have a collective mission that promotes business in North Carolina. We care about the communities we serve, and it shows.

Our cooperative way of doing business works well indeed. It works because it has the power of partnerships.

Power Planning

Above all, we are in business to supply reliable electric service to our consumer-members at the lowest feasible cost. With that goal this year, we developed our first-ever least-cost integrated resource plan, and we improved significantly upon relations with our partners in the power supply business, the investor-owned utilities.

The least-cost integrated resource plan, in formative stages for many months, was approved by Carolina Electric Cooperatives directors at their December meeting in Raleigh. The plan is our blueprint for action. It guides us in seeking the most effective and economical power supply possible.

Least-cost planning "integrates" all available options for serving our consumers' needs, and considers the cost of all the options — buying power at competitive rates, building our own power plants and transmission network, managing demand for power, and everything in between. We will begin implementing that plan in 1993.

Since North Carolina Electric Membership Corporation became a generating and transmission utility in 1975, we have negotiated on behalf of our member co-ops to buy wholesale power from investor-owned producers such as Duke Power, Carolina Power and Light, and Virginia Power.

In 1992, more than in any year previously, we made substantial progress in our relations with these producers. After all, we are in the same business. The electric cooperatives are younger than our investor-owned counterparts, because we were formed to extend power into far-reaching rural communities where investor-owned utilities would not venture. Today,

WHITE IBIS ENJOY THE SERENITY OF

A HATTERAS ISLAND POND IN THE

CAPE HATTERAS EMC SERVICE AREA.

cooperatives are established as a respected utility network in North Carolina.

Over the past three years we have worked with Virginia Power to ensure a reliable flow of electricity to the six co-ops in northeastern North Carolina who rely on it for wholesale power. In 1992, those talks concluded successfully when VEPCO agreed to improve its transmission facilities serving our six cooperatives and their 50,000 consumer-members in that region. We also gained the option of buying some of the facilities to make the improvements ourselves.

We also have been very busy in talks with Carolina Power and Light. We are optimistic that these talks will result in resolving most of our present litigation with CPGL. Again, it will reinforce our stature as a power supplier, free to make our own decisions in the interest of our consumer-members.

Equally important is our relationship with Duke Power, with whom we share ownership in the Catawba Nuclear Station in York County, S.C. We continue to experience disputes with the Catawba contracts, but we are seriously working to resolve our disputes and to clarify our long-term partnership with Duke Power.

Power Management

Our load management program continues to be a model among utilities nationwide. Cooperatives work jointly with load management and marketing professionals at the Carolina Electric Cooperatives state office in Raleigh to balance energy demand. The successes at the co-ops

demonstrate the meaning of the true power of partnerships.

Load management is our primary program for controlling demand for power during peak demand periods. Since we initiated the program in 1983, cooperatives have saved more than \$70 million in wholesale power costs by curbing use of electricity through various demand-side management and time-of-use rate incentives.

Our least-cost integrated resource plan calls for developing marketing programs in 1993 that the EMCs can apply to achieve the following demand-side economies:

- Increase participation in load management control programs within the EMCs to half of all controllable appliances.
- Shift more of the total air-conditioning load to off-peak periods.
- Introduce electric thermal storage as a demand-side management program.
- Promote the use of security lighting as an off-peak load.

This year we began a study of power usage patterns that should make our load management work even more effective. We are planning with the cooperatives to install load research meters in homes to study the power requirements and usage patterns of individual appliances and entire residences. The meter readings and research reports will help shape our demand-side programs at the statewide level and tailor them for specific EMCs. Meter installation will continue in 1993.

Power Service

Carolina Electric Cooperatives met its 1992 objectives for providing essential services to the EMCs.

At Tarheel Electric Membership Association, it was a year of keeping pace with co-ops' material needs in the face of economic uncertainty. TEMA worked with the EMCs to develop standardized products and practices acceptable to all member co-ops as a means of polishing the efficiency of its ordering and delivery operations.

The state office of Carolina Electric Cooperatives moved into remodeled quarters this year when the Sumner Boulevard building was renovated. The purpose was to create a more productive working environment. In the process, new offices were established for part of the load management team at a nearby office park.

The main computer system in the state office was replaced this year with an IBM AS/400 in order to simplify computer services. The system expected to save nearly \$200,000 by improving efficiencies and streamlining record-keeping.

New accounting software will be installed in 1993.

Carolina Country magazine introduced a fresh new look to its 338,000 readers. Also, higher advertising revenue and cost-cutting measures led to a substantial reduction in the subscription rate. By the end of 1992, co-ops paid less than 22¢ per copy for the monthly magazine.

Among the stories carried in Carolina Country this year was the impressive relief effort Carolina Electric Cooperatives organized in late summer to help victims of Hurricane Andrew. As longtime trusted community organizers,

co-established collection points for needed supplies within days after the hurricane struck southern Florida and Louisiana. Trucks sent by the Raleigh staff picked up the collections and delivered them to the North Carolina Food Bank for distribution to victims. It was a heartening display of the power of partnerships.

Two founders of North Carolina's electric cooperative system died this year—Gwyn B. Price, the "father of rural electrification in North Carolina," and William T. Crisp II, who was instrumental in forming the association of electric co-ops. Carolina Electric Cooperatives memorialized Mr. Price with a \$24,000 pledge to the new Ashe Civic Center in his hometown of West Jefferson. Mr. Crisp's memory was similarly honored by a contribution to the International Foundation for assisting rural electrification programs in developing countries.

At the state office, the Finance Division and Legal Division welcomed new top executives. Louis E. Buck Jr., vice president of Finance, joined us in North Carolina this year after working 12 years in financial management with Texas Utilities. He will oversee finance, accounting and corporate information services. Robert B. Schwentker, vice president of legal services and general counsel, brings us extensive experience representing EMCs as a partner of the Raleigh law firm founded by Bill Crisp.

Filling the two vice presidencies crowned a year of satisfying unity among the Raleigh staff. We are proud to have a solid organization committed to the power of partnerships so central to the mission of Carolina Electric Cooperatives.

We look forward to serving all of Carolina Electric Cooperatives in 1993 with great zeal and dedication.

Wayne D. Keller

Wayne D. Keller, Executive Vice President
Carolina Electric Cooperatives

Eugene W. Brown Jr.

Eugene W. Brown Jr., President
North Carolina Electric Membership Corporation

Martha McKnight

Martha McKnight, President
Tarheel Electric Membership Association

J. Ronald McElheney

J. Ronald McElheney, President
North Carolina Association of Electric Cooperatives



From left: Wayne D. Keller, Eugene W. Brown Jr., Martha McKnight, J. Ronald McElheney.



Reaching 95 of 100 counties in a state as diverse as North Carolina means that Carolina Electric Cooperatives serves people living from 6,000 feet to two feet above sea level, including the town of Sealevel itself in Carteret County.

Reaching Across the State

In 1992, all 28 cooperatives saw their membership grow and their service areas become more diverse and more challenging.

There is a range of difference between serving a TV transmission station atop Big Pisgah and a marina in the South Brunswick Islands. A locally-based utility is part of its community and understands such diversity.

Brunswick EMC: Beaches, Fairways and Farms

Brunswick Electric Membership Corporation joined in all the local festivals this year: the yams festival, the watermelon festival, the oyster festival, the strawberry festival and the king mackerel tournament, among others.

"We are visible in all our communities," says David J. Batten, Brunswick EMC general manager.

The communities include the South Brunswick Islands, 25 golf course developments, tobacco farms, fish processors, marinas, ocean island condominiums, mobile home parks, butchers, bakers, and the candlestick makers of Amwax in the Southport-Oak Island district.

The co-op provides power to 46,000 member-owners in most of Brunswick and Columbus counties and edges of Bladen and Robeson counties, covering 47 miles of sea coast and 1,600 farms.

Columbus County farms are familiar, year-round consumers. But Brunswick County sees its population triple in the summer. However, the 10,000 Brunswick EMC member-owners who are part-timers seem to be extending their stay each year.

In the mid-1980s, the EMC's consumer base grew about 10 percent overall and by 20 percent in some areas. Twelve golf courses were built here in the last five years. Growth slowed in the late 1980s, but surged lately and topped 10 percent this year. General Manager Batten says the co-op is prepared for another surge in growth.

PIGEON RIVER VALLEY AS SEEN BY

NORMAN HARRILL, ENGINEERING

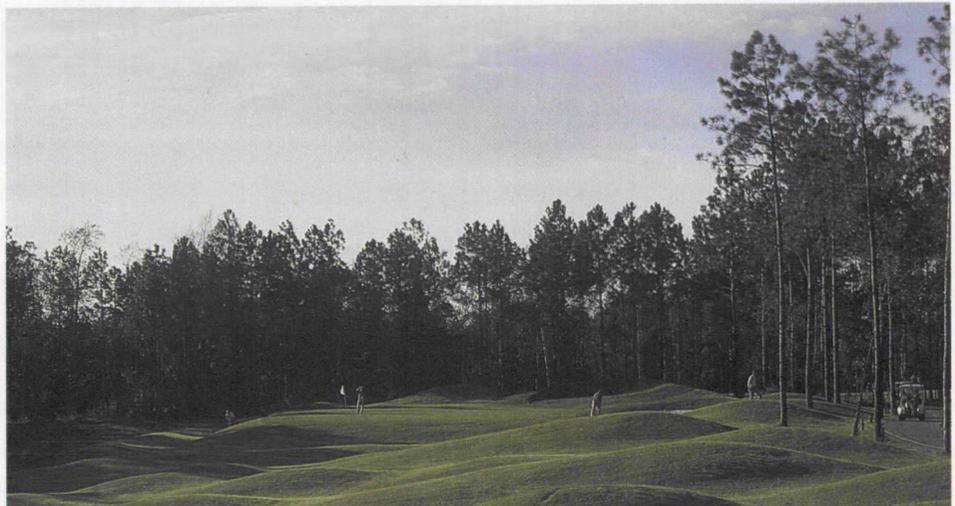
SUPERVISOR OF THE WLOS-TV

TRANSMISSION TOWER ATOP BIG

PISGAH. ELECTRIC RAIL POWER

SUPPLIED BY HAYWOOD EMC.

Sea Trail Plantation



Sea Trail Plantation golf links, served by Brunswick EMC.

In new residential developments sprouting along Cape Fear River and the Intracoastal Waterway, Brunswick EMC's policy is to install the necessary power service first and let the people move in gradually. Virtually all new individual services are installed underground, even in rural areas. "The initial investment is higher," Batten explains, "but the performance and life of the system are greater."

The EMC has been instrumental in attracting business to the region, especially to the new industrial parks it helped build in South Brunswick Islands, Southport-Oak Island, and Whiteville areas. In December, the co-op's Business Development Center outside of Whiteville announced that New York-based Noone Gloves expects to bring glove manufacturing to the center with some 50 employees by 1994.

Philip Morgan



Ocean Isle beach in the Brunswick EMC service area.

It's no wonder that Brunswick EMC's motto is "Service, above and beyond."

Haywood EMC: Smoky Mountains and Maggie Valley

The Brunswick EMC area has one thing in common with the Haywood EMC area of western North Carolina: golf courses.

Haywood County golfers, however, play what is called "mountain golf."

Haywood EMC is based in Waynesville, known as "the Gateway to North Carolina's Great Smoky Mountains." It is the steepest, most rugged terrain served by any of the North Carolina EMCs.

E.L. Ayers worked 32 years for rural electric cooperatives before becoming the co-op's manager in November 1991. "I thought I would never again in my lifetime see poles set by hand. But I can tell you that here at Haywood, we set new poles by hand."

It's not unusual for the co-op to hire a helicopter to lower poles to a 3,000-foot high ridge where six linemen will set them up for service, one pole per day.

About 75 percent of the service territory lies in rural, mountainous Haywood and Transylvania counties, while the remainder comprises parts of remote Buncombe, Macon, Jackson, Rabun (Ga.) and Oconee (S.C.) counties. This territory receives more rain, snow and lightning than any other in North Carolina. The weather is unkind to utility lines and poles, but kind to vegetation. Brush under power lines grows about seven feet per year.

Serving its 16,000 members and 2,072 miles of line is an invigorating challenge to the 67 employees of Haywood EMC, even though nearly a third of the consumer-members, those who own vacation homes, do not live in the area year-round.



Near Cruso, Haywood County.

The challenges of terrain and member diversity, however, have not daunted the EMC. In 1992, the co-op turned remarkably more efficient in response to member demands. While experiencing steady growth, the co-op trimmed \$1 million from its \$14 million budget, for example, and reduced right-of-way maintenance costs by 40 percent compared to 1991.

Haywood EMC expanded services in 1992, as well. Members began receiving a monthly newsletter as part of Carolina Country magazine, conveying information about such services as load management incentives, new technology for controlling outages, postcard billing, satellite TV programming, and surge protectors.

"We realize we have to be more than just a power supplier," says E.L. Ayers. As he sees it, the challenges of the Haywood EMC service area

offer "the opportunity and obligation to improve our service."

The examples of Brunswick EMC and Haywood EMC illustrate the vast differences among the 28 service areas of Carolina Electric Cooperatives. But they are just two examples.

Across the state, electric cooperatives of all shapes and sizes are committed to their members. For example, Harkers Island EMC also serves the water system for its 1,100-member area. Jones-Onslow EMC serves a military base district with exceptionally high turnover, and an area that in 10 years has seen a 25 percent drop in fuel oil use and a 25 percent rise in electricity use. Piedmont EMC, Hillsborough, serves one of the wealthiest counties in the state and one of the poorest.

All of the EMCs together made 1992 a banner year for Carolina Electric Cooperatives. Together they demonstrate "the power of partnerships."

Each of the North Carolina cooperatives devises and implements its own service policy. All of them place service high on the priority list.

Stating goals for 1993, Wayne D. Keller, Carolina Electric Cooperatives executive vice president, simply repeated a goal: "Providing good service to consumer-members is the Number One goal of all EMCs."

Serving Our Members

Energy for the State Zoo

Everything about the state zoo is big: 1,448 acres, 1,300 types of plants, 150 species of exotic birds, 200 African animals (including a 7,500-pound elephant, a 7,000-pound rhinoceros, and a 350-pound ostrich), and 600,000 visitors per year.

This year, the nation's first natural habitat biological park grew even bigger. Work began in earnest on the North America exhibit. The first phase, the Sonora Desert pavilion, is scheduled to open in fall 1993. The state legislature's appropriation of \$7.2 million gave the green light to completing the 200-acre region that will be home to such North Americans as polar bears, wolves, cougars, puffins, seals, fish, cactus, cypress, and fly traps.

Energizing something this big carries its own exotic challenges. Weather inside the new Sonora Desert pavilion, for example, will have to be hot and dry all year along. But the chilled waters and caves for polar bears and puffins will feel much different. And a pause in electric service at the zoo hospital or nursery or anywhere else could seriously disrupt the zoo's critical environment.

Randolph EMC, the park's power supplier, has satisfied the zoo every step of the way since work began 20 years ago to build the zoo here.

"As a co-op, we have the flexibility to meet virtually every member's needs," says Bob McDuffie, Randolph's executive vice president and general manager.

Flexibility at the state zoo has required the co-op to bury more than six miles of power lines, run loop feeds, have a mobile substation nearby, and work closely with the habitat designers.

"The work that Randolph EMC has done here has been a very positive feature for the park," says Lyn Adams, zoo architect. "They know us, we know them. We know we can pick up the phone, call the EMC, and get help right away."

"Whatever it is, the zoo knows we can handle it," McDuffie says. "Our people and technology for that project are as good as any in the business. And we have been here all along, less than 10 miles down the road.

OPPOSITE PAGE: RANDOLPH EMC

CAREFULLY BURIED ALL POWER LINES AT

THE STATE ZOO. SHOWN AT THE NEW

SONORA DESERT PAVILION ARE, FROM

LEFT, CONSTRUCTION SUPERVISOR JIMMY

LANIER WITH JOURNEYMEN LINEMEN

DALE LAMBERT AND BILL TARLETON.



Gesbok antelope on the African Plains of the state zoo.



Randolph EMC is eager to see the zoo completed. The Africa habitat opened in 1979 and was completed in 1984. Progress was slow until this year. All of the North America habitat will be open in 1994, after which time the zoo will turn its attention to upgrading existing exhibits.

North Carolina expects it to be the best zoo in the world. And Randolph EMC will be riding herd on it all the way.

4-Star Service

"What we offer, after all, is service to people," says H. Eugene Clayborne, general manager of Carteret-Craven Electric Membership Corporation, Morehead City. "Our reputation, our survival, depends on our customer service."

He speaks for all 28 members of Carolina Electric Cooperatives.

But no one was surprised this year when Carteret-Craven EMC became the second cooperative in the U.S. to win a Four Star Gold Seal Customer Service Award from National Rural Electric Cooperatives Association.

NRECA's research staff surveyed Carteret-Craven's membership to determine satisfaction level. Questions went to 600 new members, 600 members who called the EMC office seeking

general information, 600 who reported problems, and 600 who experienced power outages.

The survey's supervisor, Dennis Hein, calls the results "astonishing."

"Carteret-Craven EMC not only met customers' expectations," he says, "they greatly surpassed the customers' expectations in service performance."

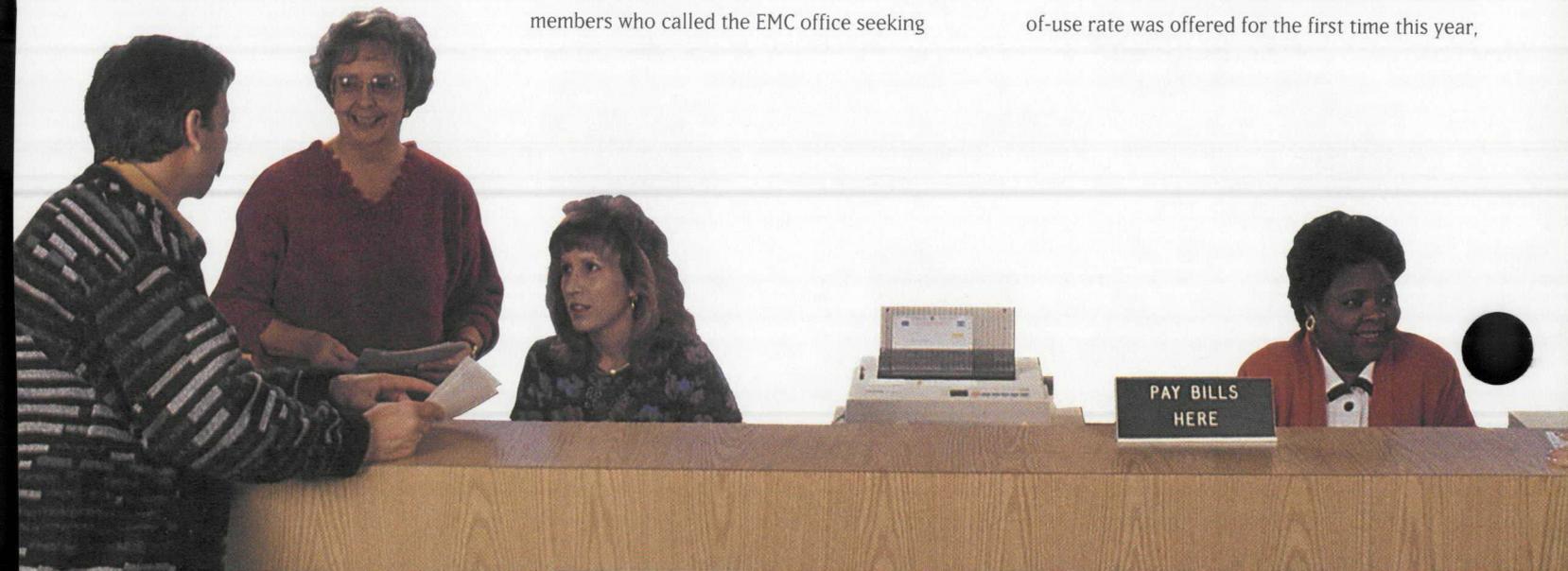
NRECA research shows that about 20 percent of electric utility consumers nationwide are completely satisfied with service. Among Carteret-Craven's members, more than 60 percent reported complete satisfaction.

For example, 89 percent who reported outages were satisfied with how Carteret-Craven handled the problem. Asked if the co-op seems to care about serving them, 79 percent said yes. Asked if the co-op employee they encountered in a service call met or exceeded their expectations, 94 percent said yes.

How does a utility serving 25,000 consumer-members satisfy so many?

"We treat them like you want to be treated," Clayborne said. "With dignity, with understanding."

Carteret-Craven continually surveys its membership, and responds. After a 1991 survey of its own, the co-op initiated several programs. A time-of-use rate was offered for the first time this year,





and a follow-up survey two months later found an average savings of \$28.37 per account during those months. Services such as credit card payment, a redesigned quarterly newspaper, financing for heat pumps and insulation, and rebates on new water heaters were established in response to member comments. Members wanted to help neighbors unable to pay their electric bills, so the co-op set up Project Care for that purpose.

Perhaps the most effective service practice at Carteret-Craven, Clayborne said, is empowering front-line employees to respond to consumer inquiries. The co-op routinely trains employees in customer contact skills.

"Whoever serves a member should be able to give results or make a decision," Clayborne said. "I've talked to new members who say they never saw that at their previous utility."

And the manager himself sets the example. This year Clayborne was driving to Havelock to inspect line work under way there, and the Morehead City office transferred a call to his car phone. The caller in the Havelock area was annoyed by a power outage that day. Clayborne

called her, then knocked on her door a few minutes later. He explained that the co-op had notified the neighborhood that the line work would cause a temporary outage, but when the notice was issued, the co-op did not believe it would affect her service. The member thanked Clayborne for the information.

That's * * * * service.

First in the Nation

General Manager David J. Batten describes the service policy at Brunswick Electric Membership Corporation, Shallotte, as "wide open and aggressive."

Brunswick was the first co-op in the nation to introduce the "pay-as-you-go" electricity service this year. Now, there is a waiting list for members who want the Brunswick "Powerstat" service, which allows consumers to buy electricity as they need it. Using a card similar to a bank card, consumers order an amount of kilowatt-hours, and observe a home-installed monitor which reports power used and how much remains.

Frequent mailings to Brunswick members describe other services which could be available if there is a call for them.

"Our approach is to be ready and willing to give whatever service we can that will benefit our members," Batten says.

"The Greatest Work of Life"

Blue Ridge Electric Membership Corporation, Lenoir, is one of the most member-dedicated cooperatives anywhere. Its service guidelines state, "We believe service to people is the greatest work of life, and every individual and their property should be treated with dignity and respect."

In 1992 alone, Blue Ridge EMC achieved nine consumer service advances:

- Requiring contract maintenance crews to follow customer service guidelines.
- Mailing information, including service applications, to new members who can't visit an office.
- Responding to comments in the member newsletter.
- Publishing member evaluation reports in the internal "Grapevine" newsletter.
- Surveying all new members and following up on their evaluations.
- Surveying members who had outages and following up on their problems.
- Offering a free temporary meter board at new building sites in the Watauga district.
- Hiring second-shift staffs to provide basic services in addition to repair services in the Watauga and Caldwell districts.



Giving 4-star service behind the main service desk at Carteret-Craven EMC are, from left, Jean Alexander, Susan Rogers and Linda Hill.

For as long as they have served their communities, North Carolina's electric membership corporations have been more than the local utility. They are the helping hand, the trusted neighbor, the community organizer.

Carolina Electric Cooperatives considers reliable community service as important as reliable electric service.

Caring for Communities

The Pride of Halifax County

In one of the most economically hard-pressed areas of the state, Halifax EMC in Enfield promotes the cooperative spirit as the key to pride and progress. Halifax EMC gets involved in activities that rally entire families and organizations.

A wellspring of success is Halifax County's 4-H program, one of the most highly rated in the state. It succeeds partly because it is broadly accepted across racial and social lines, according to county Cooperative Extension Service director Wanda Sykes.

During the 1990s, virtually all segments of the community helped Sykes and the 4-H clubs transform an abandoned county poor house into a lively youth center. And they continue to help manage the buildings and grounds, as well as organize cooking and crafts classes, campouts, horse shows and softball games.

"It's a natural association: the electric cooperative and 4-H youth programs," says Michael Finney, general manager of Halifax EMC. "If we want a strong identity with our membership, the best place to start is with the young people."

As part of its support for the county 4-H program, Halifax EMC and a local bank sponsor an annual golf tournament to raise funds for the program. Further support has been provided by the EMC through the donation of lights for the horse arena and poles for the ballfield's back-stop, picnic and animal shelters. And when Wanda Sykes has arranged for visitors from other nations, EMC employees and members have volunteered to serve as host families.

Dozens of Japanese, Costa Rican and other foreign citizens now have a special fondness for Enfield, Halifax, Whitakers, Scotland Neck and other towns because of the time they spent here through a summer exchange program sponsored by the national 4-H. Some of the students have returned to the Enfield area to spend a year with their host families. This year, a Japanese high school student returned to live with Michael and Ginger Finney. The girl joined her school's cheer-leading squad and the activities of a local church. As the exchange visits come to an end, the students are treated to a farewell banquet by the EMC. Some Halifax County citizens have participated in the exchange program by taking their own trips abroad.

"If we learn nothing else from these experiences," Wanda Sykes says, "we have learned that we do not live in isolation. What happens around the world can affect us here in Halifax County. And what happens here can affect the world."

Other support for local youth and adult programs comes from the Halifax EMC Women's Committee. The committee has prepared bags of toiletry items for disabled youth campers and has sponsored students from the Halifax EMC

"HARVEST DAY 1992"

AT THE HALIFAX COUNTY

4-H AND YOUTH CENTER.

service area to 4-H camp. The women help raise funds for the Lurene R. Brown Scholarship, a program that benefits children of EMC employees, as well as the scholarships sponsored by the Carolina Electric Cooperatives women's committees.

This year, the Halifax EMC's Women's Committee added a new adult scholarship to its activities to help deserving adults to continue their education or pursue job training. The committee also hosts an annual senior citizens Bingo party that has become so popular that a bigger hall may be needed in 1993 to accommodate all who want to attend.

This sampling of activities helps explain why the Halifax EMC Women's Committee is considered one of the most accomplished EMC women's committees in the state.

Help for Hurricane Victims

Concern for communities extends beyond the Carolina Electric Cooperatives' service areas.

When Hurricane Andrew cut a path of destruction and misery across south Florida and Louisiana in late August, Carolina Electric Cooperatives organized local relief projects.

The day after Andrew struck Florida, Wake EMC asked church officials to announce the relief effort. Albemarle EMC directors made the same announcement at the co-op's annual meeting in Hertford. Tideland EMC publicized its "Caravan of Hope."

Employees at Crescent EMC in Statesville, Lumbee River EMC in Red Springs, and at Carolina Electric Cooperatives' Raleigh offices established collection sites where the other co-ops' caravans could convene. Six days after Florida was hit, three 18-wheel trailer truckloads of well-organized supplies were delivered to the North Carolina Food Bank for shipment to victims.

A similar outpouring occurred days later when rural Louisiana suffered the hurricane's rage. Carolina Electric Cooperatives directors issued a \$3,000 check for its counterpart association in Louisiana, and EMCs sent donations directly to sister co-ops and their members whose service and lives were disrupted.

Michael E. C. Gery



The Carolina Electric Cooperatives state office coordinated collection of goods bound for Hurricane Andrew victims.

Electric Eye on Crime"

"Electric Eye on Crime" is Union Electric Membership Corporation's way of looking out for its neighbors.

When the "Eye" was introduced this year to Union, Stanly and parts of Cabarrus and Mecklenburg counties, citizens and law enforcement agencies welcomed it heartily.

"It's like the neighborhood watch programs," says Union EMC General Manager Philip L. Wally. "Our employees can serve as a rolling community watch to help prevent crime."

Trained by county sheriff departments, EMC personnel who routinely travel the countryside and neighborhoods can recognize suspicious activity and report it on their two-way radios to the co-op dispatcher, who informs appropriate police.

"It's the first few minutes after a crime occurs that offers the best chance to make an arrest," says

Sandra Thomas of Union County's Crime Prevention Bureau. "Union employees can be the additional eyes and ears that law enforcement needs."

EMC serviceman Jimmy Langston was on a call recently when he noticed shattered glass and a damaged door at a nearby residence. Immediately he notified the EMC dispatcher, then hailed a police officer. Just as quickly, the EMC office in Monroe located the home's residents, who are co-op members, and informed them.

Union EMC's "rolling" staff provides an equally friendly service in November and December. When the meter readers visit homes, they look for a tied plastic bag near the meter marked "Watts for Christmas." The bags contain donated gifts for the region's less fortunate children. EMC office staff in Monroe and the Oakboro district deliver the presents to social service agencies.

Throughout North Carolina, the electric co-ops and their employees care about their communities every day, every month, all year long.



Journeyman lineman Richard Robinson and his co-workers at Union EMC, while making their rounds, are trained to notice suspicious activity and report it to authorities.

As locally owned and operated enterprises, Carolina Electric Cooperatives care about the regional and state economy.

Each co-op pursues economic development projects to attract business, help bring jobs to its service area and improve quality of life for its consumer-members. The state office of Carolina Electric Cooperatives continually contributes to these projects and promotes statewide economic development on behalf of the co-ops.

Building the Economy

This year, for example, the state office of Carolina Electric Cooperatives, Randolph EMC and Pee Dee EMC helped fund economic development in the six-county Yadkin-Pee Dee Lakes region.

Four-County EMC won the right to serve Carolina Food Storage and Carolina Cold Storage, who together comprise 12 percent of the co-op's load.

Pee Dee EMC successfully competed for Brown Creek Correctional Institution, a state facility that employs about 250 people.

Blue Ridge EMC approved a \$100,000 REA loan for Home Storage, Inc., which expects to employ 50 people, and recruited Timberland bootmakers, who plan to employ 170.

Brunswick EMC welcomed Noone Gloves as the latest and largest tenant in its Whiteville Business Development Center.

Tideland EMC joined efforts to restore the landmark Mattamuskeet Lodge and to attract a state prison to Hyde County.

Rutherford EMC worked with filmmakers to bury 2,680 feet of power lines during filming of "The Last of the Mohicans" at Lake James.

How Many Cans of Soda Can You Fit Inside a 53-foot Tractor Trailer?

Clarence Evans had the proverbial good idea. Now he has a \$350,000 plant where he puts that idea to work.

Davidson Electric Membership Corporation, Lexington, had faith in the idea and in C. & N. Evans Trucking. The EMC applied to the Rural Electrification Administration for a \$100,000 loan on behalf of Evans Trucking. The loan came through this year, and Clarence Evans is on his way.

When he got the idea, Evans and his wife, Nancy, already had a trucking business in Stoneville, Rockingham County. His trucks hauled cans for soda makers and breweries. The trucks were loaded and unloaded by the standard conveyor-type rollers built into the trailer floors. A trucker would unload cans then drive the truck home empty, because he couldn't drive a forklift onto the conveyor in the trailer.

Clarence Evans would ask himself, "How could I make that trailer haul something when it leaves the beverage plants?"

He would lie awake nights and think, "How can I pack more pallets into a 53-foot tractor trailer?"

Then he would wonder, "How can I load those pallets to slide easily in and out of the trailer?"

Eventually he got the idea, experimented with a design, and converted a few trailers.

He figured the pallets could ride on ball bearings, like on a Chinese checkers board. He figured the bearings could sit on a tough air tube that could hold a heavy load, like a bicycle tire tube. That way, the tube could be deflated so the roller balls would retract into the trailer bed and the loads would set flat on the floor. When it came time to unload the pallets, he could inflate the air tube, making the ball bearings rise under the load, and the pallets could be rolled out.

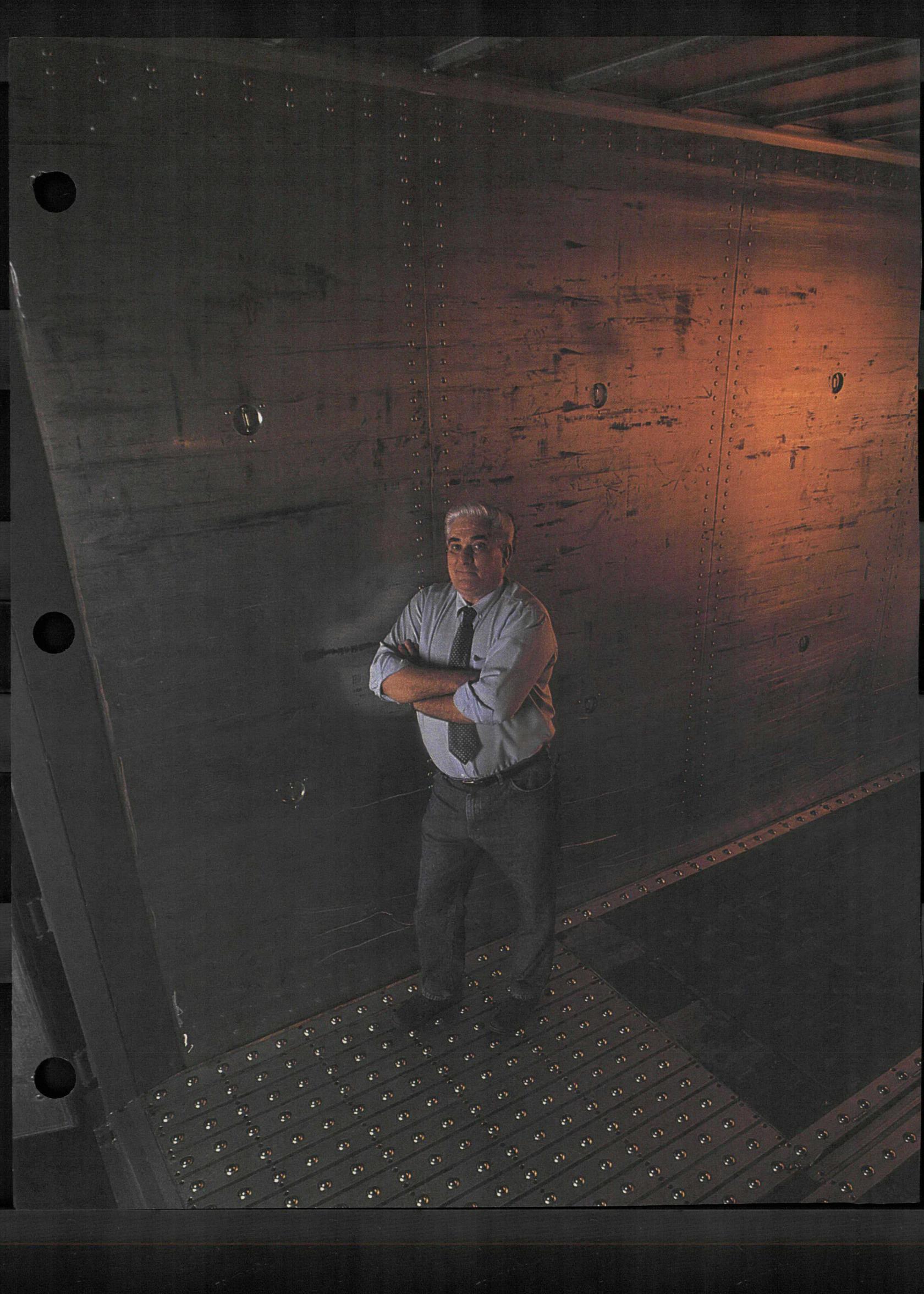
OPPOSITE PAGE: CLARENCE EVANS

IS MAKING IT EASIER AND

SAFER TO LOAD TRACTOR TRAILER

TRUCKS. DAVIDSON EMC

HELPED HIM.



Then he imagined a "turntable" built into the rear of a trailer bed to allow a load to be turned sideways, or "pinwheeled" as it's called in the trade. That simple idea, transformed into a mechanical system, now allows a typical 53-foot trailer to carry 25 pallets instead of 22 pallets. That means an Evans truck can haul 203,975 standard 12-ounce cans of soda instead of 179,498, or 24,477 more cans in one trip.

Evans says the roller ball bed is a safer way to transport a commodity like glass bottles or cans. Pallets packed tightly into a trailer leave no space for products to fall out, no matter how many miles between shipping and receiving docks.

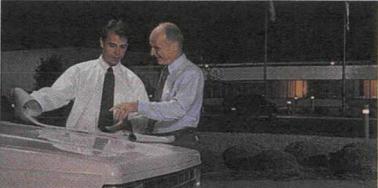
Evans also has perfected a system for efficient loading and unloading. A forklift drives to the rear of the trailer, pulls off a pallet, and the remainder of the load is pushed to the edge by a moving chain running in a track between the ball bearings. The chain can move 60,000 pounds across the roller balls. Unloading takes about five minutes. Loading can be done by working the chain in reverse.

At present the Evans operation in Stoneville can convert a trailer in about a week. Clarence Evans says his system costs about half what it once cost to install the traditional hydraulic conveyor bed system on a trailer truck intended for hauling glass bottles or cans.

"And this can be used for any type of freight," Evans says. "Anyone who uses a pallet can use this. The furniture industry, anybody."

When Davidson EMC's Mark Shults, marketing manager, first learned of Clarence Evans' plans, he realized that the location of the new building was in an area where the electric service could have been provided by either Davidson EMC or Duke Power.

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When you consider locating your business in one of the 95 counties served by Carolina Electric Cooperatives, one of the first people you'll meet is an industrial development specialist from your local co-op. Instead of sending you a canned proposal, your specialist takes the time to get to know you—and your business. Then, you receive a plan specifically designed to power your business with reliable electricity at the lowest possible rate. There's an industrial development specialist ready to help you in each of our 28 co-ops. Face to face. Eye to eye. Listening closely to give you what you need, from energy management audits and market research to financial resource identification and help with regulatory assistance. To a business looking for an innovative, reliable partner, that's more than just electric service. It's the energy of cooperation—the energy to get things done.

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For more information call (919) 872-0800.

A Carolina Electric Cooperatives magazine advertisement depicting "Energy to Get Things Done."

Davidson's Manager H. Wayne Wilkins says: "We have a line there and were in a position to try to work out something with the Evanses. They are longtime members, good members, and were starting a new business venture."

Clarence Evans preferred connecting with his local electric cooperative. His family has worked in the area a long time. "I plowed this land with a mule not too long ago," he says.

He praises Davidson EMC for going the extra mile to help obtain the REA loan.

A Manufacturer Chooses South River EMC

As Charles DuBose planned his new manufacturing plant in Sampson County, he had a choice of power suppliers, Carolina Power & Light or South River Electric Membership Corporation.

DuBose Strapping makes metal strapping used to bind loads of lumber. The manufacturing process requires power-intensive equipment to clean, cut, bake and paint the metal straps.

CP&L's rate was lower than what South River EMC could offer. So the South River marketing staff went to work.

Studying five years of peak power demand cycles, South River opened "windows" of time when DuBose Strapping could operate two 8-hour shifts completely off peak. By operating when overall demand for electricity is lower, DuBose could take advantage of South River's lower off-peak rates.

Charles DuBose chose South River EMC.

Preparing for his open house this fall at the Sampson Southeastern Business Complex in Clinton, DuBose said: "South River got us what we needed, the two shifts and the lower rate. We liked the flexibility they have in working with a business like ours."

To take advantage of off-peak rates, DuBose operates variable hours both during the work week and over the course of a year. As business improves, DuBose says, he may work with South River to run a third shift on weekends.

"It's a true win-win situation, good for them and good for the co-op," says South River EMC Manager Marvin O. Marshall.

Statement of Operations and Patronage Capital

For the years ended December 31, 1992 and 1991 (Unaudited)

| | 1992 | 1991 |
|--|--------------------|--------------------|
| Operating Revenues | | |
| Electric energy revenues | \$673,313,583 | 644,313,701 |
| Other operating revenues | 369,468 | 397,779 |
| Total Operating Revenues | 673,683,051 | 644,711,480 |
| Operating Expenses | | |
| Production | 65,911,785 | 61,315,408 |
| Cost of purchased power | 386,883,405 | 362,402,477 |
| Transmission expenses | 12,521,318 | 11,824,823 |
| Administrative and general expenses | 9,588,764 | 11,419,418 |
| Maintenance | 30,479,256 | 23,835,929 |
| Depreciation | 54,955,110 | 54,586,060 |
| Taxes | 21,651,579 | 25,867,705 |
| Total Operating Expenses | 581,991,217 | 551,233,820 |
| Operating Margin | 91,691,834 | 93,477,660 |
| Other Income | | |
| Interest | 11,988,029 | 13,600,589 |
| Other | (43,301) | 391,020 |
| Total Other Income | 11,944,728 | 13,991,609 |
| Interest Charges | | |
| Total interest expense | 102,533,394 | 105,626,017 |
| Less: interest charged to construction | — | — |
| Amortization of debt expense | 1,103,168 | 1,843,252 |
| Total Interest Charges | 103,636,562 | 107,469,269 |
| Net Margin | | |
| Patronage Capital | — | — |
| Beginning of year | 22,113,664 | 22,113,664 |
| Patronage Capital | | |
| End of year | \$ 22,113,664 | 22,113,664 |

Balance Sheet

For the years ended December 31, 1992 and 1991 (Unaudited)

| | 1992 | 1991 |
|---|----------------------|----------------------|
| Assets | | |
| Utility Plant | | |
| Property, plant and equipment | \$1,534,003,396 | 1,516,332,779 |
| Less: accumulated depreciation | 529,494,252 | 455,261,857 |
| | 1,004,509,144 | 1,061,070,922 |
| Construction work in progress | 27,383,567 | 30,534,626 |
| Total Utility Plant | 1,031,892,711 | 1,091,605,548 |
| Other Assets | | |
| Investments in associated organizations | 7,363,897 | 7,402,110 |
| Other investments | 202,212,526 | 126,393,283 |
| Total Other Assets | 209,576,423 | 133,795,393 |
| Current Assets | | |
| Cash | 4,588,301 | 12,620,871 |
| Special deposits | — | — |
| Temporary cash investments | 90,714,647 | 123,084,606 |
| Accounts receivable | 236,030,566 | 219,046,916 |
| Other current assets | 296,212 | 278,372 |
| Total Current Assets | 331,629,726 | 355,030,765 |
| Deferred Charges | 24,641,963 | 22,345,454 |
| | \$1,597,740,823 | 1,602,777,160 |
| Equity and Liabilities | | |
| Equity | | |
| Membership fees | \$ 700 | 700 |
| Patronage capital | 22,113,664 | 22,113,664 |
| Total Equity | 22,114,364 | 22,114,364 |
| Long Term Debt | 1,321,461,088 | 1,334,621,928 |
| Current Liabilities | | |
| Notes payable | — | — |
| Accounts payable | | |
| Trade | 35,828,688 | 44,602,713 |
| Affiliated companies | 469,907 | 220,815 |
| Interest accrued | 923,528 | 1,403,294 |
| Other accrued expenses | 244,393 | 240,013 |
| Total Current Liabilities | 37,466,516 | 46,466,835 |
| Deferred Credits | 216,698,855 | 199,574,033 |
| | \$1,597,740,822 | 1,602,777,160 |

Assets

21%

Current Assets

65%

Utility Plant

14%

Other Assets**Equity and Liabilities**

2%

Current Liabilities

14%

Deferred Credits

83%

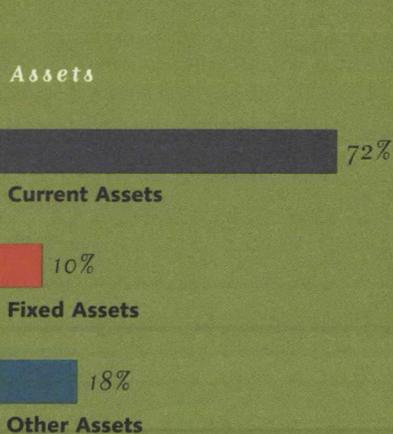
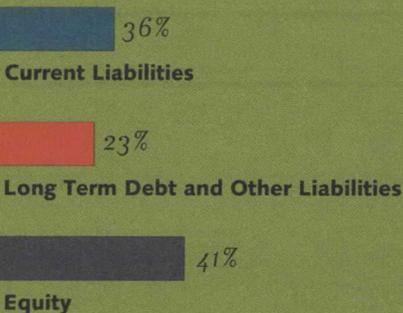
Long Term Debt

1%

Equity

Statement of Operations and Member Equity

For the years ended December 31, 1992 and 1991 (Unaudited)

**Liabilities and Equity**

| | 1992 | 1991 |
|--------------------------------------|-------------------|------------------|
| Operating Income | | |
| Dues | \$1,226,855 | 1,445,123 |
| Publication income | 1,816,443 | 1,667,057 |
| Total Operating Income | 3,043,298 | 3,112,180 |
| Operating Expenses | | |
| Administrative and general expenses | 1,344,628 | 1,397,158 |
| Publication expenses | 1,706,815 | 1,372,067 |
| Total Operating Expenses | 3,051,443 | 2,769,225 |
| Operating Income (loss) | (8,145) | 342,955 |
| Other Income (expenses) | | |
| Interest income | 7,177 | 6,128 |
| Interest expenses | — | (7,500) |
| Total Other Income (expenses) | 7,177 | (1,372) |
| Net Margin (loss) | (968) | 341,583 |
| Membership equity beginning of year | 472,742 | 131,159 |
| Membership Equity End of Year | \$ 471,774 | 472,742 |

Balance Sheet

For the years ended December 31, 1992 and 1991 (Unaudited)

| | 1992 | 1991 |
|--------------------------------------|--------------------|------------------|
| Assets | | |
| Current Assets | | |
| Cash | \$ 22,041 | 283,603 |
| Accounts receivable | 792,498 | 429,199 |
| Inventories | — | 3,029 |
| Prepaid expenses | 16,756 | 21,991 |
| Total Current Assets | 831,295 | 737,822 |
| Fixed Assets | | |
| Office furniture and fixtures | 181,111 | 197,583 |
| Vehicles | 98,748 | 92,679 |
| Less: accumulated depreciation | 167,921 | 165,073 |
| Total Fixed Assets | 111,938 | 125,189 |
| Other Assets | | |
| Deferred compensation fund | 203,804 | 192,866 |
| Membership certificates | 200 | 200 |
| Total Other Assets | 204,004 | 193,066 |
| Total Assets | \$1,147,237 | 1,056,077 |
| Liabilities and Equity | | |
| Current Liabilities | | |
| Note payable—current portion | \$ — | — |
| Accounts payable | 272,194 | 225,487 |
| Accrued liabilities | 109,326 | 76,412 |
| Unearned income | 36,039 | 34,470 |
| Total Current Liabilities | 417,559 | 336,369 |
| Long Term Debt | | |
| Note payable | 53,400 | 53,400 |
| Less: current portion | — | — |
| Total Long Term Debt | 53,400 | 53,400 |
| Deferred Compensation Reserve | 203,804 | 192,866 |
| Total Liabilities | 674,673 | 582,635 |
| Equity | | |
| Membership fees | 700 | 700 |
| Members' equity | 471,774 | 472,742 |
| Total Equity | 472,474 | 473,442 |
| Total Liabilities and Equity | \$1,147,237 | 1,056,077 |

Statement of Operations and Patronage Capital

For the years ended December 31, 1992 and 1991 (Unaudited)

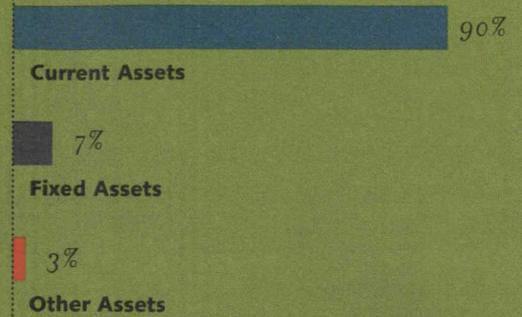
| | 1992 | 1991 |
|---|---------------------|-------------------|
| Net | \$31,167,848 | 30,870,411 |
| Cost of Goods Sold | | |
| Beginning inventory | 2,280,267 | 2,762,150 |
| Purchase (net) | 30,122,701 | 28,806,386 |
| | 32,402,968 | 31,568,536 |
| Less: ending inventory | 2,715,528 | 2,280,267 |
| Total Cost of Goods Sold | 29,687,440 | 29,288,269 |
| Gross Margin | 1,480,408 | 1,582,142 |
| Operating Expenses | 897,936 | 843,080 |
| Operating Margin | 582,472 | 739,062 |
| Other Income | | |
| Interest income | 77,557 | 124,873 |
| Miscellaneous income | 22,255 | 32,636 |
| Total Other Income | 99,812 | 157,509 |
| Interest Expense | — | — |
| Net Margin | 682,284 | 896,571 |
| Patronage capital beginning of year | 4,992,611 | 5,022,083 |
| Retirement of patronage certificates | 721,613 | 695,827 |
| Patronage capital reclassified to current liabilities | 176,945 | 230,216 |
| Patronage Capital End of Year | \$ 4,776,337 | 4,992,611 |

Balance Sheet

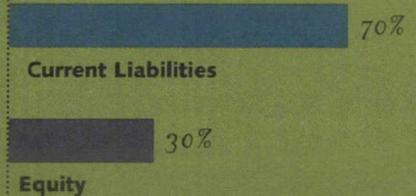
For the years ended December 31, 1992 and 1991 (Unaudited)

| | 1992 | 1991 |
|-------------------------------------|--------------------|------------------|
| Assets | | |
| Current Assets | | |
| Cash | \$1,101,398 | 1,621,419 |
| Accounts receivable trade | 2,301,270 | 2,712,571 |
| Accounts receivable other | 16,376 | 19,003 |
| Inventories | 2,715,528 | 2,280,267 |
| Prepaid expenses | 13,833 | 13,960 |
| Total Current Assets | 6,148,405 | 6,647,220 |
| Fixed Assets | | |
| Office furniture and fixtures | 56,862 | 56,578 |
| Vehicles | 41,598 | 41,598 |
| Warehouse equipment | 113,822 | 118,877 |
| Buildings | 630,986 | 625,204 |
| | 843,268 | 842,257 |
| Less: accumulated depreciation | 480,458 | 460,358 |
| Land | 157,250 | 157,250 |
| Total Fixed Assets | 520,060 | 539,149 |
| Other Assets | 192,780 | 194,194 |
| Total Assets | \$6,861,245 | 7,380,563 |
| Liabilities and Equity | | |
| Current Liabilities | | |
| Accounts payable | \$1,837,723 | 2,127,888 |
| Accrued liabilities | 69,540 | 29,148 |
| Patronage capital payable | 176,945 | 230,216 |
| Total Current Liabilities | 2,084,208 | 2,387,252 |
| Total Liabilities | 2,084,208 | 2,387,252 |
| Equity | | |
| Membership fees | 700 | 700 |
| Patronage capital | 4,776,337 | 4,992,611 |
| Total Equity | 4,777,037 | 4,993,311 |
| Total Equity and Liabilities | \$6,861,245 | 7,380,563 |

Assets



Liabilities and Equity





Board officers, seated, from left: J. Ronald McElheney, Charles R. Tolley, Martha McKnight, Bob L. McDuffie, Lloyd H. Lee. Standing, from left: Morrell Jones Jr., Hugh L. Batts, Eugene W. Brown Jr. Not present for photo: Ronnie E. Hunt.

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Lumbee River EMC

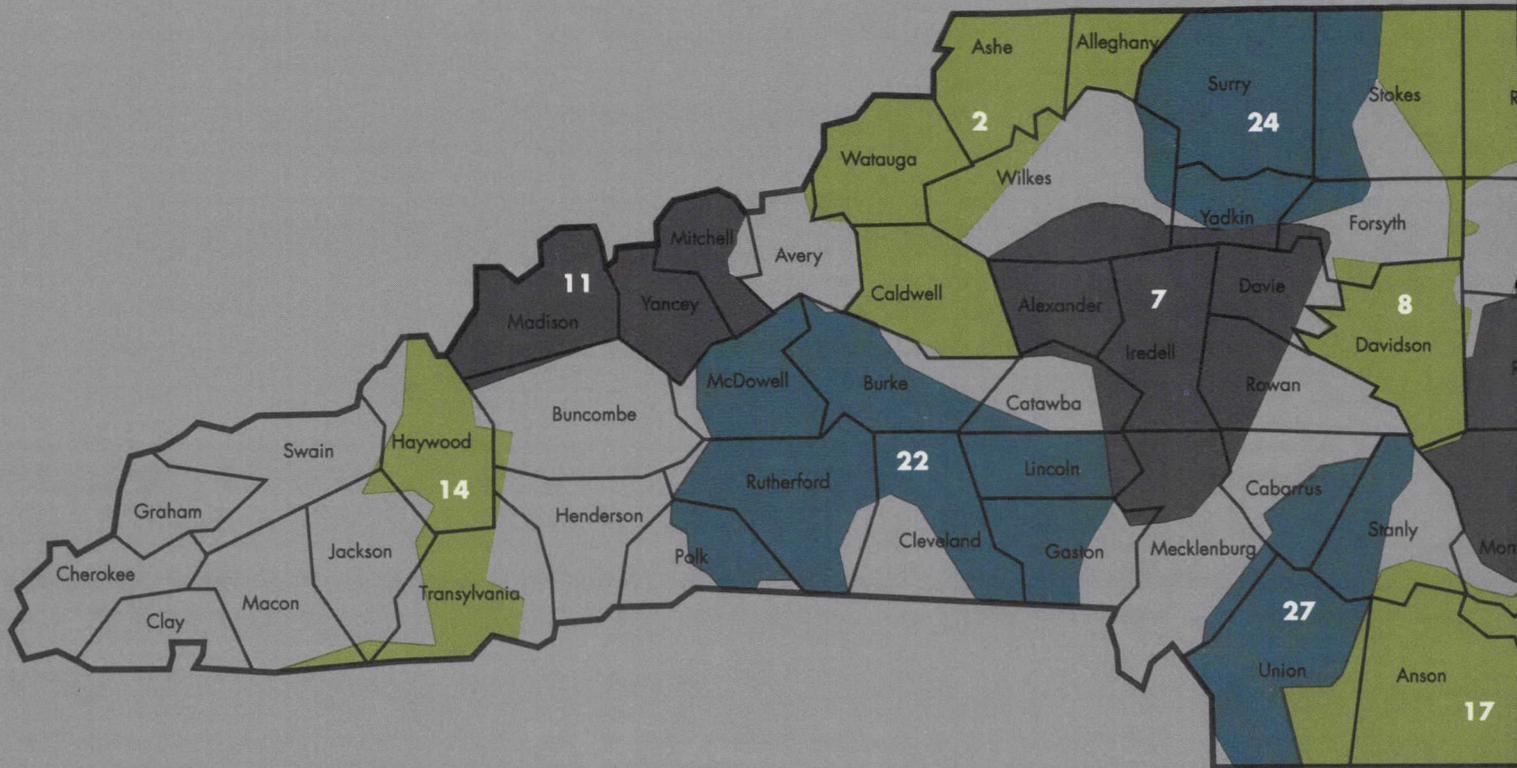
Ronnie E. Hunt

South River EMC

Leroy Autry

Tri-County EMC

Leslie J. Bell



- | | | | |
|----|--------------------------------------|----|------------------------------|
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| 2 | Blue Ridge EMC, Lenoir | 18 | Piedmont EMC, Hillsborough |
| 3 | Brunswick EMC, Shallotte | 19 | Pitt & Greene EMC, Farmville |
| 4 | Cape Hatteras EMC, Buxton | 20 | Randolph EMC, Asheboro |
| 5 | Carteret-Craven EMC, Morehead City | 21 | Roanoke EMC, Rich Square |
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| 14 | Haywood EMC, Waynesville | | |
| 15 | Jones-Onslow EMC, Jacksonville | | |
| 16 | Lumbee River EMC, Red Springs | | |

● ● ● EMC service area



Carolina Electric Cooperatives

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Raleigh, North Carolina 27604
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