

Preparing for 2000

1990

ANNUAL
REPORT

Dairyland Power Cooperative

Entering our 50th year . . .

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Today, Dairyland supplies the total electrical requirements of 28 rural electric cooperatives (RECs) who, in turn, sell the energy to their consumer-members.

Electricity from five Dairyland generating stations — 1,015 megawatt capacity — is transmitted via 3,283 miles of transmission lines to 317 substations located throughout the system's 44,500 square mile service area. This area extends into 62 counties in five states (Wisconsin, Minnesota, Iowa, Illinois and Michigan).

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The sun sets on another day for consumers of Cedar Valley REC, St Ansgar, Iowa. Although no one knows exactly what tomorrow may bring, Dairyland and its member RECs plan to be ready.

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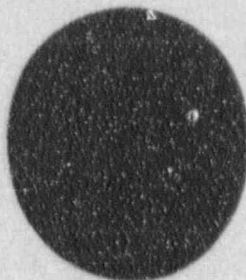
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The sun sets on another day for consumers of Cedar Valley F. C., St Ansgar, Iowa. Although no one knows exactly what tomorrow may bring, Dairyland and its member RECs plan to be ready.



Report to the membership

Dairyland has always faced difficult challenges. The pioneers who founded the rural electric cooperative (REC) system had to battle against high costs, material shortages, political pressures and fierce competition.

As Dairyland enters its 50th year, we are facing many of the same challenges even though the complexion of those challenges may be different.

We should learn from those pioneers, who in the face of what must have seemed like insurmountable odds, went forward, making sacrifices and taking risks. Today we are enjoying the fruits of what our REC founders planted. Like them we must plan for the long haul with patience and courage. We must not be short-sighted and unwilling to invest in the future.

Among the challenges we

face are environmental concerns, especially with the recent enactment of amendments to the Clean Air Act.

These amendments provide for reductions in sulfur and nitrogen oxide emissions in two phases. Because we are taking steps to meet more restrictive limits on emissions as a result of Wisconsin regulations, we should have no problem meeting the Phase 1 federal limits.

In fact, because utilities will be allowed to bank emission allowances, Dairyland should be able to go into Phase 2 with a cushion of banked allowances which will carry us well past the year 2000.

This situation was enhanced significantly due to a provision in the Clean Air Act amendments which specifically provides for increased allowances at the 369 megawatt (MW) Genoa Station No. 3. This is because we ceased operation of the 50 MW La Crosse Boiling Water Reactor (LACBWR) nuclear facility in 1987, which was part of the base time period for calculating allowances.

Dairyland staff worked very hard with our legislators to see that the LACBWR provision was included in the final legislation.

We are also facing concerns over global climate change and the effects of electromagnetic fields. At this point there are many unanswered questions regarding these concerns. Dairyland will continue to monitor the results of scientific studies and inform our members.

Our central purpose of providing economical and reliable electrical energy depends upon having an efficient and reliable means of producing and transmitting that electrical energy. However, our generating and transmission system



William Berg (left), general manager, and Wayne Willink, president

is aging, and this will require more of our efforts and dollars. Even though this creates pressure to increase rates, we must continue to upgrade our system if we are to remain viable in the future.

Financing these capital additions will become more challenging. REA's role as a lender to generation and transmission cooperatives will certainly become less significant in the future. Dairyland must remain financially healthy in order to secure financing at reasonable rates from non-REA

be handled efficiently so employees can make informed decisions. In this day and age, that means computers. So, to a large degree, this was actually a computerization study. Information is indeed a key to being successful in the 1990s.

Because diligent planning is so important to our success, we have formed a Financial Policy Task Force composed of Dairyland staff, representatives from the Dairyland board of directors and managers of our member distribution cooperatives.

order to accomplish the broader corporate objectives, ultimately fulfilling Dairyland's mission.

To fulfill any of these goals, however, requires training. We have undertaken a comprehensive program to upgrade our staff to handle the challenges of the future. An important part of this training deals with techniques for proper interaction between supervisors and their employees, as well as between co-workers. Our efforts are also directed at a more participative type of management, in which employees

"In order to be successful, we must be able to adapt quickly and efficiently to change."

sources. This will require higher equity levels and sound long-range financial planning.

A key role will be played by our load management programs. A viable load management system will allow us to defer capacity additions and thereby keep rates as low as possible.

Perhaps the best way of summarizing the challenges facing Dairyland is to say that we are operating in a changed and changing world. In order to be successful, we must be able to adapt quickly and efficiently to change.

One of the ways we will be meeting these challenges is through the better use of information. During 1990 we conducted a Strategic Information Systems Study to evaluate the most efficient use of information at Dairyland.

In an organization as complex as Dairyland, with multiple power plant sites and large construction projects, it is imperative that data

This group works diligently to analyze the impacts of future capital requirements on our financial viability. One direct result was the adoption by the Dairyland board of directors of a comprehensive financial policy early in 1990 aimed at maintaining our long-term financial health. This task force is evolving into a strategic planning body which will help chart the course of Dairyland into the future.

Implementing the vision of where we want Dairyland to be in the future requires a specific set of goals and objectives. Throughout 1990, Dairyland senior management has been working on these goals. Starting with Dairyland's Mission Statement as a basis, a set of broad corporate objectives has been formulated, and, under those, numerous tactical goals. Using these goals and objectives, Dairyland employees will be able to develop their own set of goals in

take more responsibility for their actions.

As you view the pages of this report, you will see that 1990 was a very good year at Dairyland. It was our fourth consecutive year of stable or decreasing rates. We believe that results like this do not just happen. To a large degree they are the result of hard work and planning. The steps discussed in this report are designed to ensure that those good results continue.

We leave you with our promise that Dairyland will strive to take the best course for its members. Our planning will be for the long term, just as those early pioneers planned and sacrificed to make sure that our system would be in good shape today. We believe that future generations should enjoy the same privilege. ●

Wayne Willink
William L. Berg

Board of Directors



Wayne Willink
President
St. Croix County REC



Frank Bohte, Jr.
1st Vice President
Taylor REC



Arthur Kiemer
2nd Vice President
Bayfield REC



Leo Byrnes
Treasurer
Allamakee-Clayton REC



Leo Wallace
Secretary
Richland REC



Robert Anderson
Tri-County REC



Stanley Ask
Cedar Valley REC



Brice Bender
Deceased
Clark REC



Donald Corty
Polk-Burnett REC



Gerald Glass
Vernon REC



Roland Kelley
Oakdale REC



Victor Knudtson
Winnebago REC



Gerald Koeller
Grant-Lafayette REC



Leslie Leirno
Crawford REC



Robert Luthje
Trempealeau REC



Donald Lundstrom
Pierce-Pepin REC



Selmer Nelson
Barron REC



Earl Pedersen
Jump River REC



Leonard Ricke
Jo-Carroll REC



John Roberts
Eau Claire REC

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John Roberts
Eau Claire REC



Quentin Rucker
People's REC



Irvin Schnick
Jackson REC



Ervin Schultz
Price REC



Leonard Shatek
Hawkeye Tri-County
REC



Raymond Tolley
Class B Members



Robert Trainor
Dunn County REC



George Webb
Chippewa Valley
REC



Lee Wieland
Buffalo REC



Gordon Yost
Freeborn-Mower
REC



Niles Berman
General Counsel

Management Team



Dairyland's senior management staff meets regularly to discuss activities of their respective work areas. Pictured, (from left), are: Bill Berg, general manager; Bob Mueller, assistant general manager and controller; Mary Lund, director, human resources; Tom Steele, director, external relations; Chuck Sans Crainte, assistant general manager, engineering and technical services; Jim Sherwood, assistant general manager, administration; and Jack Leifer, assistant general manager, operations.

Preparing for 2000 . . .

During adverse conditions caused by the war, strikes and the general unrest prevalent throughout the country, the cooperation of everyone both within and without our actual organization and their assistance during the past year are gratefully acknowledged.

Our organization has suffered acute growing pains during recent years when the panaceas to cure these growing pains were exceedingly difficult to secure owing to the many restrictions that you are as familiar with as I am.

These words appeared in Dairyland Power Cooperative's 1945 annual report and came from Erle J. (E.J.) Stoneman, at that time president of the board of directors. Even though Dairyland had just completed its fourth year of operations, this is Dairyland's earliest annual report on record.

Strangely enough, as Dairyland enters its 50th year of operation, there is much to relate to in Stoneman's message. References to "the war"... "cooperation of everyone"...and "restrictions" have special meanings in activities of the past year.

In his report, Stoneman noted that Dairyland had 44,549 consumer members and 1945 revenues of approximately \$907,000. Today,

Dairyland has over 183,500 consumers and 1990 total revenues were nearly \$158 million.

Although the "growing pains" of Dairyland's early years have subsided, Dairyland still has to be flexible in reliably fulfilling the members' needs at the lowest reasonable cost. Since Dairyland's inception on Dec. 16, 1941, this has been a basic goal.

Most of the "restrictions" in Dairyland's early days were the result of World War II. Today, these restrictions are better defined as "concerns." Dairyland has concerns about the effects of everything it does... concern for the environment, concern for consumers and concern for the quality of life and

the economic and social well-being of the region.

What people cannot do for themselves, they can accomplish together. That is why cooperatives are formed, and that is how electricity was brought to the heartland of America. That togetherness and teamwork are the keys to meeting today's challenges and preparing for the next century on the horizon.

Since 1986, Dairyland's rates have declined nearly 13 percent. Taking inflation into account, current rates are similar to the rates for 1978, which was prior to the 370 megawatt (MW) John P. Madgett (JPM) Station coming on-line. Dairyland continues to work under a five-year program to hold increases in the energy component of wholesale rates to less than 2.5 percent annually. This assurance will run through 1993.

Dairyland had a challenging and successful 1990. Margins — the difference between revenues and expenses — fully met expectations even after Dairyland's board reduced the revenues by over \$2.4 million from the 28 rural electric cooperatives during the course of the year.

However, these past four years of stable wholesale rates may make future rate increases difficult for consumers to accept. The cost of doing business will ultimately increase and so must rates.

Dairyland placed 54 new vehicles in service in 1990. Properly equipped vehicles must be used to do the job safely — economically, efficiently and to keep pace with increased technology. Todd Beeler, electrician in Electrical Maintenance, lifts a 12,000 pound 69 kilovolt transformer with this new boom truck.

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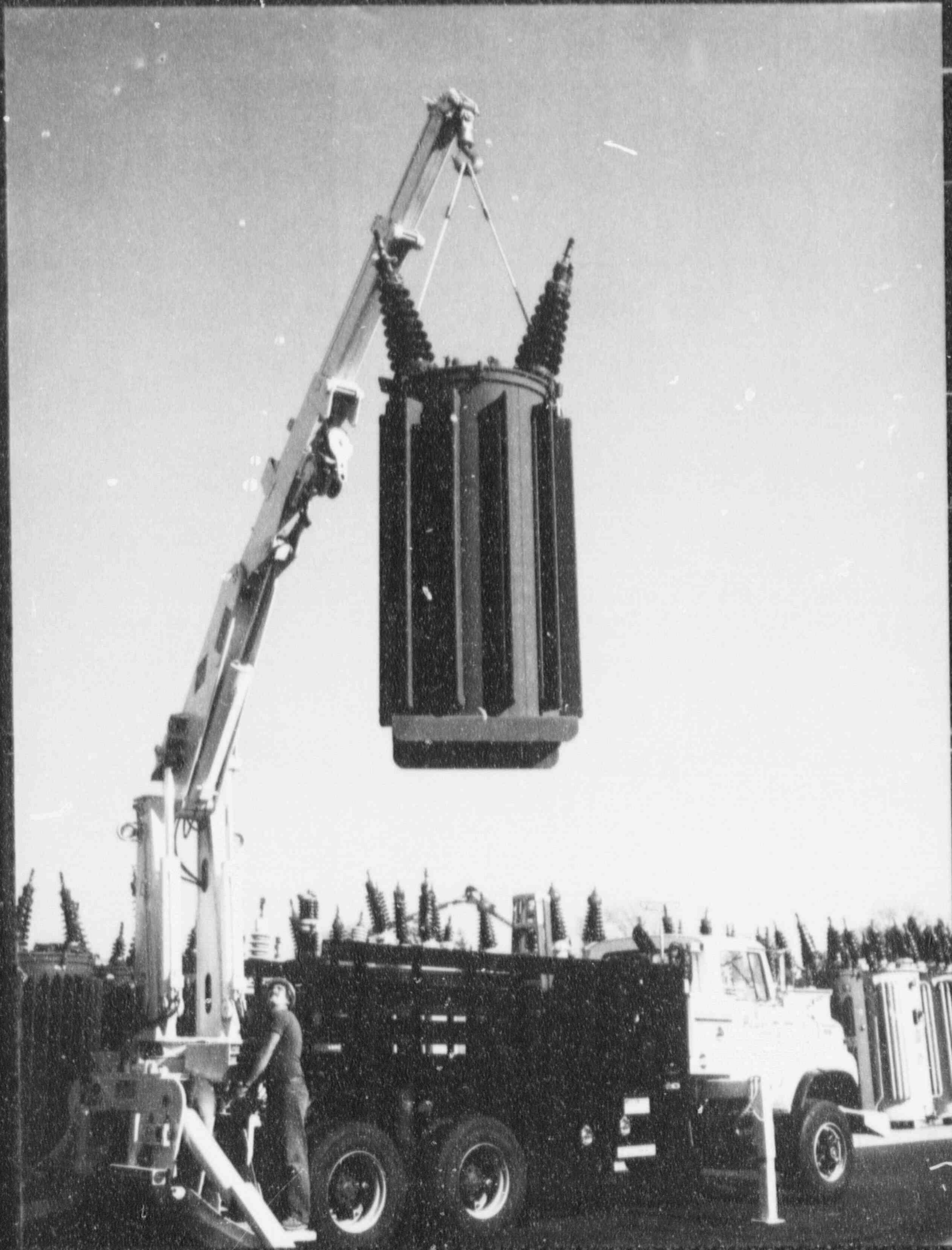
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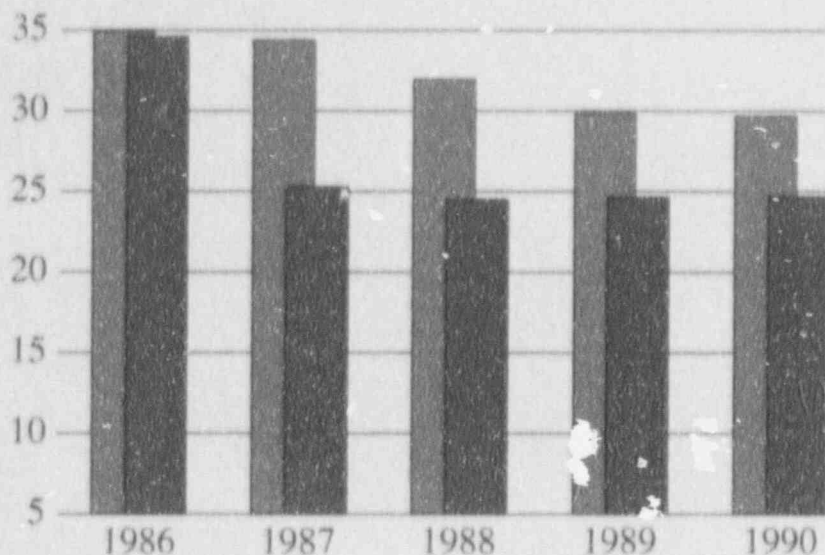
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Cost of Coal Per Ton Burned (In Dollars)

■ Barged ■ Unit Train



Our product... electricity

Dairyland's generating stations produced 87.5 percent of its total energy requirements in 1990. Purchased power from neighboring electric utilities accounted for the balance of 12.5 percent.

Dairyland, which is predominately a winter peaking system, experienced a winter peak of 642.6 MW and a summer peak of 596.3 MW, including contracted municipal system loads.

In the 1990-91 winter season, 88 MW of load was effectively shed over the peak hour by the use of an extensive, radio-controlled load management system. Approximately 68,500 water heaters, 10,100 dual fuel installations, 1,450 heat storage systems, 200 grain dryers and 75 peak alert loads are currently available for control.

By controlling this load, Dairyland levels its peak, making the best possible use of its generating facilities. This load control also defers the need to build new generating stations.

This past December was very cold, causing Dairyland to control load frequently and for longer durations than ever before. For some members, this caused inconvenience. Dairyland and its rural electric cooperatives (RECs) are working together and with members to avoid similar situations in the future. Dairyland relies on the members' acceptance of the load management system to help hold down energy costs.

Keeping equipment in shape

Dairyland's generation and transmission facilities require significant maintenance in order to

keep them operating reliably and efficiently.

This past year, efforts focused on improving generating plant efficiency. Dairyland employees are squeezing more and more kilowatt-hours (kWh) out of the coal burned in the generating stations. A 1 percent improvement in heat rate can amount to over one-half million dollars in annual fuel savings.

Dairyland's new Energy Management System (EMS), which became operational Feb. 1, 1991, is helping Dairyland prepare for the 21st century. The EMS is a computer-based system for monitoring and controlling Dairyland's complex energy generation and delivery system. The new EMS was needed to replace equipment which had become obsolete.

The EMS is fully backed up with dual computers and peripherals, an uninterruptible power supply system and a diesel generator. It is located in a highly secure and storm-proof area in the System Operations Center of the La Crosse Administration Building. The system has a complement of advanced programs, and is one of the first with full graphics capability.

Efficiency in both generation and transmission will be improved

Dairyland received over two million tons of coal in 1990. Nearly one million tons were delivered on the Mississippi River by barge to Dairyland's coal-fired plants at Alma, Genoa and Cassville, Wis. In this photo, the *Ann Malin* switchboat positions a barge for unloading at the Alma Station. Each barge contains approximately 1,500 tons of coal.



by the EMS. Its sophistication allows system operators to plan for correction of impending generation and transmission problems. This means fewer interruptions of service for consumers.

Key people available

Two years ago, Dairyland's generating stations were organized into North Area Power Production

(NAPP) and South Area Power Production (SAPP) divisions to increase administration efficiency.

This past year was the first full year of this operation. The presence of senior management personnel at generating stations has fostered more interaction among management and employees. Dairyland management looks at this as a positive change and the beginning of idea sharing among operations

and generating station employees throughout the Dairyland system.

NAPP is headquartered at Alma and includes the two coal-fired generating stations at Alma and the hydroelectric facility at Ladysmith. SAPP is headquartered at Genoa and includes the coal-fired plants at Genoa and Cassville, and the La Crosse Boiling Water Reactor located at Genoa.

There were major turbine overhauls at Genoa Station No. 3 (369 MW), Alma #4 (58 MW) and E.J. Stoneman #1 (16 MW) which were planned to improve heat rate and plant efficiency.

During 1990, transmission engineering and construction employees concentrated efforts on improving the reliability of Dairyland's transmission system.

Several upgrades of transmission lines were completed to increase operating voltage and conductor size, which resulted in reduced energy loss and improved reliability. Substations and other equipment were also upgraded.

A current challenge for the Engineering & Technical Services Division is the construction of the Barron-Apple River 161/69 kilovolt double-circuit transmission line project.

This 24-mile project along Highway 8 in northwestern Wisconsin is Dairyland's construction crews' first large-scale experience with steel structures. There are approximately 135 tubular steel structures, ranging in height from 85 to over 118 feet.

The project is expected to be completed in 1991 and will reduce losses and provide greater reliability to the northern portion of the Dairyland system.

GENERATION STATIONS			TOTAL MWh REQUIREMENTS		
Type	Station...	Total Plant Net Capacity in MW (Winter)	Net MWh (Thousands)	% of Total	Fuel Cost Per Net MWh
Steam:	Alma	206	579	13.06	\$17.42
	JPM	370	1,774	40.00	16.71
	Genoa #3	369	1,416	31.93	13.57
	Stoneman	50	56	1.26	18.94
	Total Steam	995	3,825	86.25	15.69
Hydro:	Flambeau	20	55	1.24	—
Total Generation		1,015	3,880	87.49	15.47
Purchased Power			555	12.51	13.87
Total Requirements			4,435	100.00%	\$13.53

SUBSTATIONS			TRANSMISSION LINES	
Type	Number	Total Capacity kVA	Miles as Voltage-kV	Miles as Constructed
Plant	4	1,011,500	161	581.97
Transmission	33	1,385,500	69	2,473.64
Distribution	280	836,500	34.5	229.21
Total	317	3,233,500		3,284.82

SUPPORT STAFF	
David M. Carroll, Flambeau Hydroelectric Station, plant manager	Transmission System
Richard D. Davis, John P. Madgett Station, plant manager	Randolph J. Baranczyk, manager, electrical maintenance
Richard B. Dondlinger, Alma Station, plant manager	Clarence R. Farley, manager, transmission maintenance
Richard P. Duncan, Genoa Station No. 3, plant manager	Richard M. Girolamo, supervisor, west area
Larry W. Kelley, E.J. Stoneman Station, plant manager	John E. Pink, supervisor, south area
John D. Parkyn, La Crosse Boiling Water Reactor, plant manager	Everett J. Traxler, supervisor, north area

What's ahead?

Preparing for the future is essential for continued Dairyland success. In doing so, plans must remain flexible. It is very difficult to predict the type of electrical generation or transmission equipment that will be available in the 21st century.

To deal with these challenges, Dairyland's board members, senior management and REC managers interact as part of a high level planning group referred to as the Financial Policy Task Force. They base their observations on trends, forecasts and information from the Energy Supply Task Force indicating the direction in which electric utility is headed.

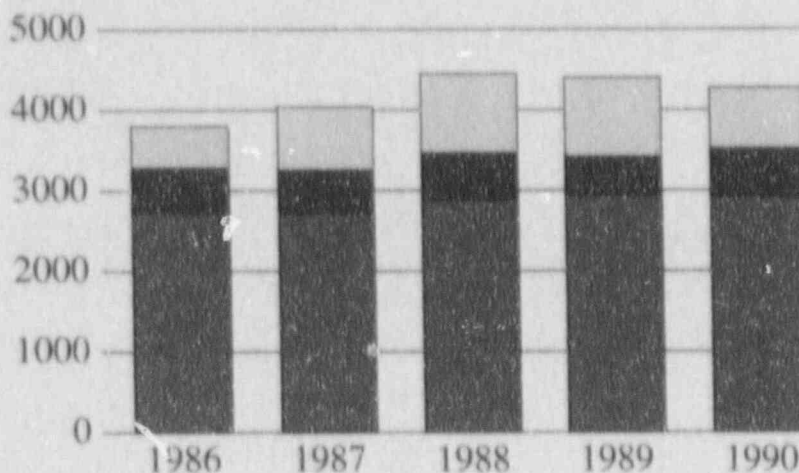
Their efforts have made significant contribution to Dairyland's long-term viability and stability by developing a financial policy and long-range financial plan.

Dairyland System Planning personnel concentrated much of their efforts working with all major electric utilities in Wisconsin to develop an integrated plan to meet transmission and generation capacity requirements to the year 2010.

This project, referred to as Advance Plan 6, was filed with the Public Service Commission of Wisconsin on March 1, 1991. This planning process started with the development of a forecast of energy use. Dairyland's forecasters examined how electrical energy had been previously used. Then, based on predictions for appliance efficiency, the number of appliances, farms, households and commercial loads, the future demands for electrical energy were estimated.

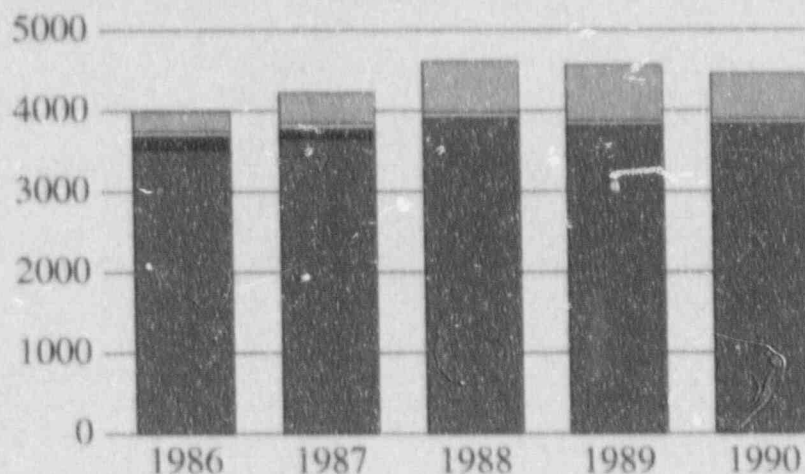
Power Sales (Thousands of MWh)

■ Member Cooperatives ■ CP ■ Other



Power Generated & Purchased (Net) Thousands of MWh

■ Steam ■ Nuclear ■ Hydro & Diesel ■ Purchased



There are many other factors influencing energy use. Examples include economic conditions, weather, cost of other energy sources and conservation efforts. Because there are so many

variables which can influence energy usage, a range of possible energy needs must be analyzed.

The planning effort has involved an extensive evaluation of

conservation, load management and alternative energy options. As a result of this analysis, Dairyland plans to implement additional energy management programs as part of its resource mix to meet member energy requirements.

Clean air commitment

Last fall, Congress passed the first comprehensive changes to the Clean Air Act in 13 years. This

It will also create a market for emission allowances which may be bought, sold, banked or traded. Planning for operations in the future will include this new factor which should result in a more efficient system of environmental control.

Management of our environment is an important heritage. Dairyland has been a leader in environmental control and ensuring that natural resources in the vicinity

concerning the public, state and federal legislatures, administrative agencies and Dairyland.

We must be aware of these key issues as we plan for the future power supply system.

Early in 1990, Dairyland was selected for potential financial assistance from the Department of Energy for a demonstration project using clean coal-burning technology. The proposed site of this pressurized circulating fluidized

"Since 1970, Dairyland has installed nearly \$42 million in environmental control equipment to meet air, water and solid waste regulations."

legislation requires electric utilities to reduce sulfur dioxide emissions by 10 million tons per year by the year 2000. It further requires that nitrogen oxide emissions be reduced by two million tons per year. Dairyland is committed to meeting its share of these goals and is already well on its way.

The legislation establishes an innovative market-based system of allowances which encourages emission reductions in the most cost effective manner. This concept will give utilities, and others, the necessary flexibility to meet environmental limitations contained in the legislation.

The legislation will result in additional costs resulting from plant modifications to meet nitrogen oxide and particulate limitations, and higher fuel costs to meet sulfur limitations.

of our power generation and transmission facilities are protected.

Over the years, Dairyland has demonstrated its concern for environmental protection. It has established and maintained a professional staff to address environmental management.

Since 1970, Dairyland has installed nearly \$42 million in environmental control equipment to meet air, water and solid waste regulations. Dairyland has reduced sulfur dioxide emissions by over 60 percent while increasing generation to meet consumer needs.

Many external factors will influence our future power supply decisions. Issues including acid deposition, the greenhouse effect, increasing regulatory aspects of the Clean Air Act coupled with the continuing need for energy conservation, are some of the major issues

bed (PCFB) project was the Alma Station.

After a year of intensive investigation, it was decided not to proceed with this project at Alma. Dairyland hopes that the PCFB technology will provide significant benefit for Dairyland and other electric utilities in the future. Today, however, it does not match Dairyland's planning objectives.

Providing service to the consumer

Dairyland and its member RECs have developed load management strategies and wholesale rate

Cattails provide a scenic fall setting throughout the numerous marshlands in the Dairyland service area. Air and water quality, plus plant and animal habitat must be protected. Concern for the environment is involved in all that

Dairyland is doing to strengthen its electrical system.

structures designed to encourage an aggressive load management program to meet the needs of members. The major long-term benefits of this load management program will be from the deferral of building new generation facilities.

In conjunction with this load management program, Dairyland continues its aggressive Strategic Marketing Program. This program, in which all RECs in the Dairyland system are participating, takes

both lower operating costs and higher market prices (or higher feed value) from the grain.

Other major programs included the promotion of earth-coupled heat pumps, electric thermal storage heaters, sales of thermal blankets for water heater energy conservation and research into new electrical applications.

Dairyland continues to work with existing commercial and industrial consumers to better meet

Fiscal synopsis

Dairyland's 1990 wholesale electric rate to Class A members remained virtually the same after three consecutive years of stable or decreasing rates.

The board set a rate in 1990 of 4.2 cents per kilowatt-hour (kWh) which was identical to the rate set in 1989. However, the actual rate of 4.08 cents per kWh reflects a temporary rate reduction from January through April, plus a December

"Corn is king of the crops raised in the southern and western portions of the Dairyland service area."

advantage of current conditions and future opportunities in the energy marketplace. It matches supplies with member energy needs.

The mission of Dairyland and its member RECs continues to be to fulfill the members' needs at the lowest reasonable cost and maximum value for today and in the future.

A major marketing thrust in 1990 included grain drying/quality workshops and demonstration projects. Low temperature electric grain drying results in a higher quality product.

Corn is king of the crops raised in the southern and western portions of the Dairyland service area. Dairyland believes that the fastest way to promote electric grain drying is by showing a better return to the producer.

This better return, compared to propane grain drying, comes from

their needs while encouraging new businesses to locate in the service area.

The load of commercial and industrial customers complements the load patterns of the agriculture and rural residential sectors, and as such, will improve the utilization efficiency of Dairyland's electric generation and transmission facilities.

Tourism is encouraged and is thriving, with visitors bringing money into the regional economy and stimulating business at many levels.

The future of Dairyland and the distribution cooperatives will be determined by their adaptation to changing membership needs. One constant has been a commitment to a continued reliable, economical energy supply system, governed democratically by the energy users themselves.

1990 rate reduction for a total savings of \$2.4 million. Dairyland's 1990 wholesale rate of 4.08 cents per kWh was virtually the same as the 1989 actual rate of 4.06 cents per kWh.

Dairyland's board approved a 1991 budget which will result in virtually no wholesale rate change.

Dairyland's 1990 operating revenues totaled \$157.6 million, an increase of \$1.5 million, or 1 percent.

Revenues from energy sales to the 28 Class A RECs in the Dairyland system, increased 0.2 percent to \$118.3 million.

Revenues from sales to Class C, D & E members also increased

Corn is the major crop raised in the southern and western portions of the Dairyland service area. Dairyland believes the fastest way to promote low temperature grain drying is by showing a better return to the producer. This better return comes from both lower operating costs and higher market prices from the grain.





0.2 percent to \$37.8 million. These neighboring electric utilities include Cooperative Power Association (CP), other members of the Mid-Continent Area Power Pool and interconnected municipal systems.

Overall electric sales of 4.3 billion kWh represent a 2.7 percent decrease from 1989. Electric sales to Class A members were 2.9 billion kWh, a 0.3 percent decrease. Class A sales constitute 68 percent of total energy sales.

Dairyland's generating units have been very reliable, which is

History of Revenues and Expenses

Year	Total Operating Revenues	Total Operating Expenses	Non-Operating Margins	Net Margins
1986	\$156,221,395	\$155,311,326	\$4,852,532	\$5,762,601
1987	152,552,905	155,747,327	6,042,834	2,848,252
1988	156,502,180	158,554,881	8,034,951	5,982,250
1989	156,801,557	158,312,916	9,292,744	7,781,385
1990	157,601,649	160,039,517	9,302,927	6,905,059

one reason that Dairyland has become a consistent supplier to neighboring utilities. Sales to Class C, D & E members were above our 1990 budget at 1.4 billion kWh. However, this was a 7.4 percent decrease from 1989.

Net margins for 1990 were \$6.9 million, a \$900,000 decrease from 1989. However, the 1990 margin was only slightly less than the board-approved budget of \$7 million.

The total cost of service, exclusive of fuel and purchased power, increased 3.6 percent to \$92.3 million.

The cost of fuel burned was the largest annual expense item at Dairyland and amounted to \$60.1 million or 38 cents of each revenue dollar in 1990.

The average unit cost of delivered barged coal, on a net energy basis, decreased 1.6 percent over the previous year. There was nearly a 1 percent decrease in delivered cost of coal received by unit train at the JPM Station at Alma. This was attributed to favorable "spot" market purchases.

Overall, the delivered cost of coal decreased 1.2 percent on a net energy basis. Dairyland's 1990 delivered fuel costs were approximately the same as they were 10 years ago.

Dairyland received a total of over two million tons of coal in 1990, of which a little over one million tons went to JPM. Nearly one million tons went by barge to Dairyland's coal-fired plants at Alma, Genoa and Cassville, Wis.

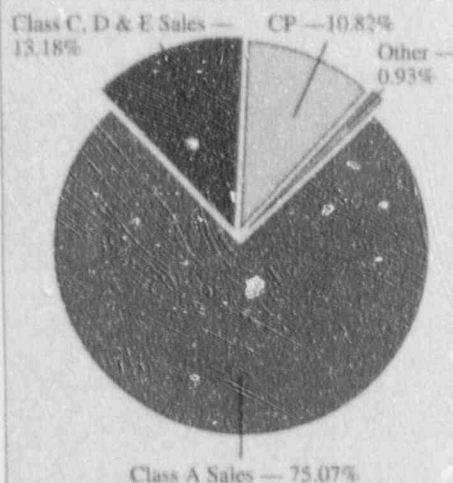
Adding to Dairyland's future security, a new wholesale power contract agreement between Dairyland and the member RECs became a reality in 1990. This long-term agreement was a Rural Electrification Administration requirement to gain final approval for a generation loan. The REC managers and directors worked together on this important agreement.

Key studies

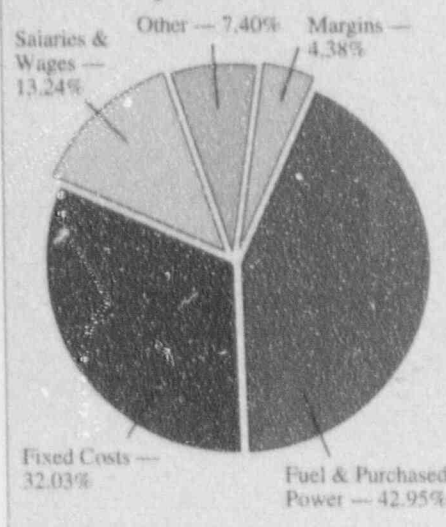
Another exciting 1990 activity was the initiation of a Strategic Information System study. This study assessed Dairyland's current information flow, both computerized and manual, along with the various computer hardware systems, the communication links and the data processing organization.

The result of the study is a five-year plan which outlines the information systems and business practices needed to support Dairyland's strategic direction for the management of information.

Revenue Dollar



Expense Dollar



The input for this plan was gained through project team analysis of current systems, interviews with employees and focus groups. Over 100 employees were involved in this project. Savings from such a project will result from using automation to replace manual activities and allow employees to become more productive.

Many other significant studies were initiated which will affect Dairyland in the 1990s. An Investment Committee, composed of Dairyland board members and senior staff, studied Dairyland's short and long-term investment of its cash and reserve funds.

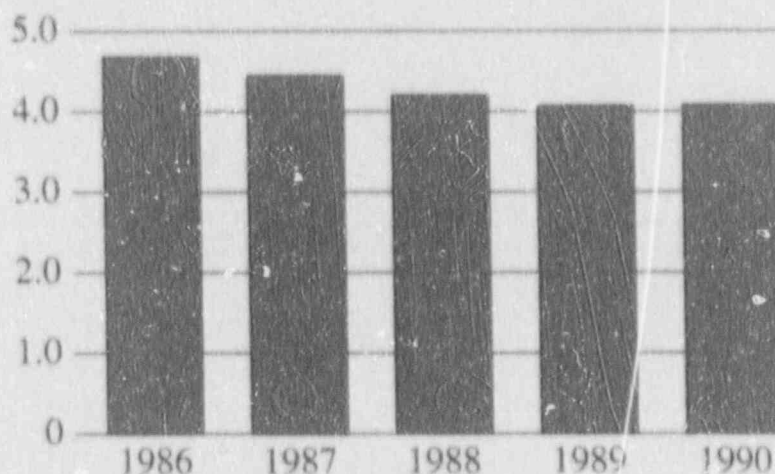
The resulting board policy, which will be implemented in 1991, should increase Dairyland's return on these current assets without materially increasing risk.

Senior management also initiated a study of Dairyland's goals and objectives for the 1990s. This plan will be published in early 1991 to guide Dairyland employees in meeting Dairyland's major objectives by adopting appropriate departmental work plans and budgets.

Two studies were initiated in 1990 to support Dairyland's quality workforce. A salary administration review is being completed to ensure that Dairyland's salaried employees are being fairly compensated. In addition, a benefits review is being made to ensure that Dairyland's benefit programs will continue to be appropriate in today's business world. Together these studies will set our strategic directions for employee compensation.

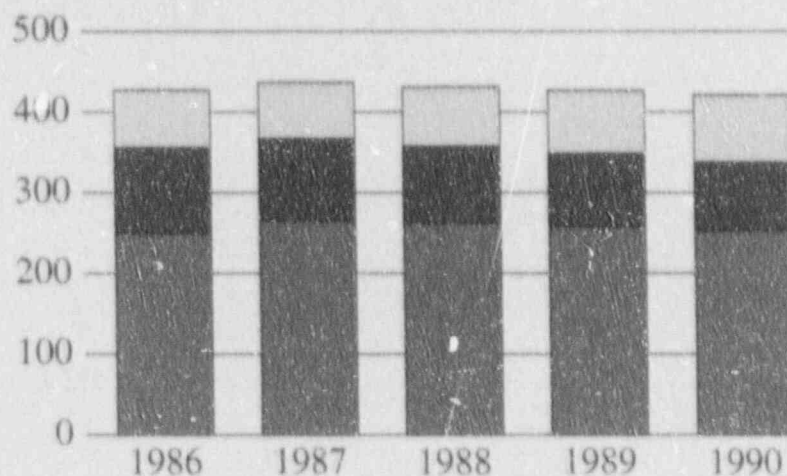
As Dairyland works toward a more participative management style, employees have continued to be involved in *Interaction* and

Revenue from Member Cooperatives (Cents per kWh)



Member Equity & Long Term Debt (Millions of Dollars)

■ FFB & Other ■ REA 2% & 5% □ Member Equity



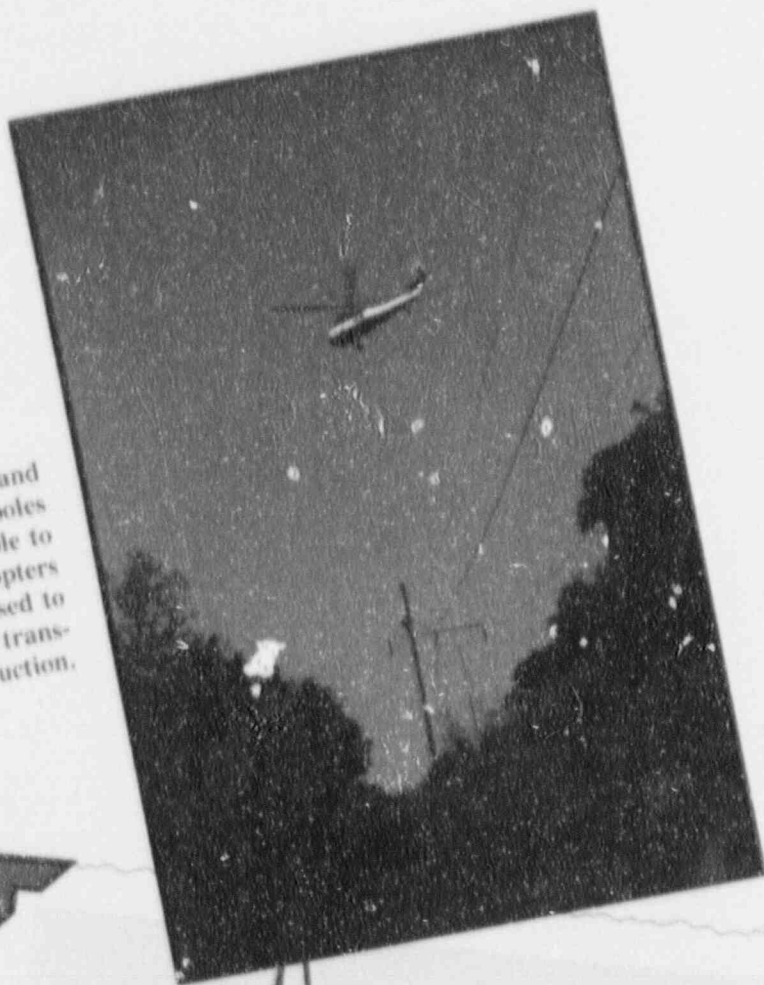
Interaction Management training. During 1990, nearly 100 employees completed this type of training needed to keep pace with today's changing world.

As E.J. Stoneman noted in his 1945 annual report message at the

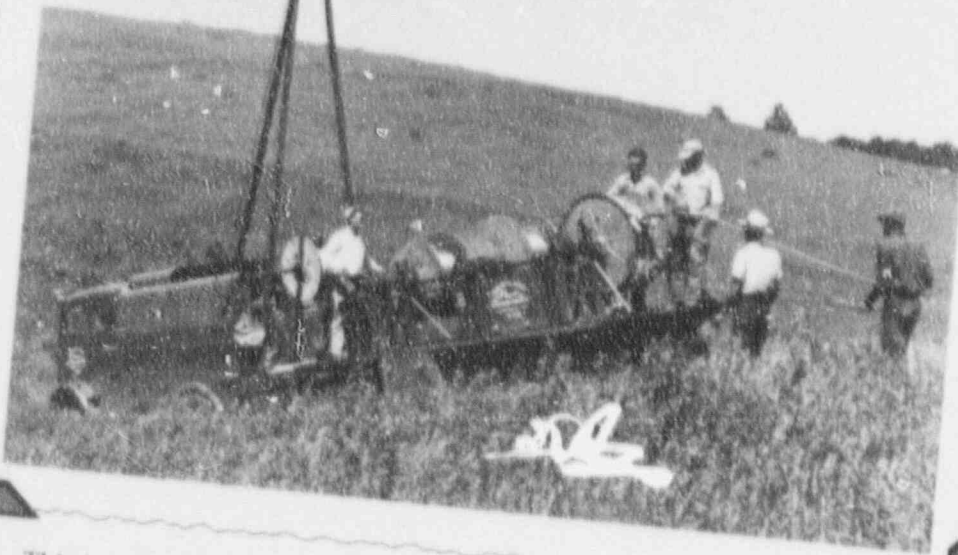
beginning of this report, "the cooperation of everyone... within our organization" is Dairyland's key to success. As Dairyland prepares to celebrate its 50th birthday, that statement still holds true. ●

50 years . . . then and now

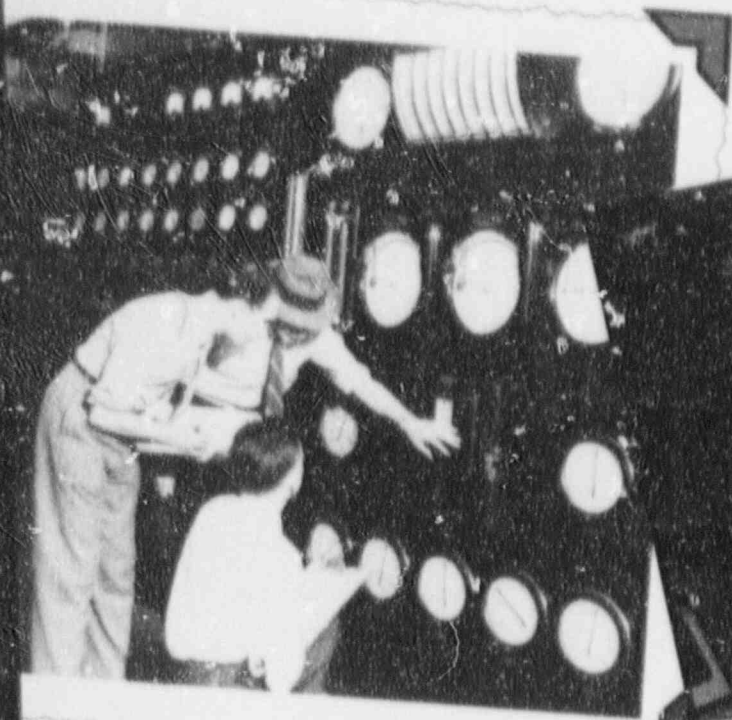
To save time and money in setting poles in areas inaccessible to vehicles, helicopters are sometimes used to lift poles during transmission construction.



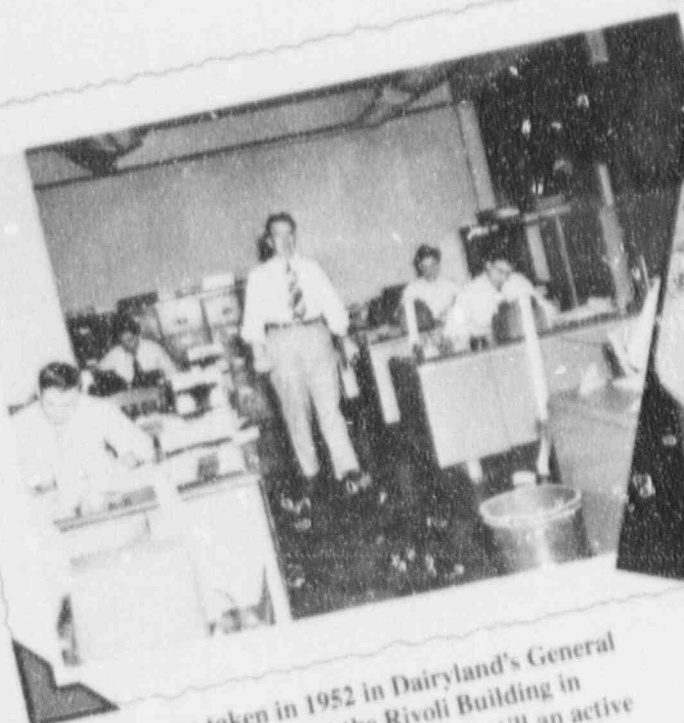
This 1953 photo was taken in the control room of the 8.7 megawatt Genoa No. 1 Station of Tri-State Power Cooperative, Genoa, Wis. In 1941, Tri-State merged with Wisconsin Power Cooperative, Chippewa Falls, to form Dairyland Power Cooperative.
—WECA photo



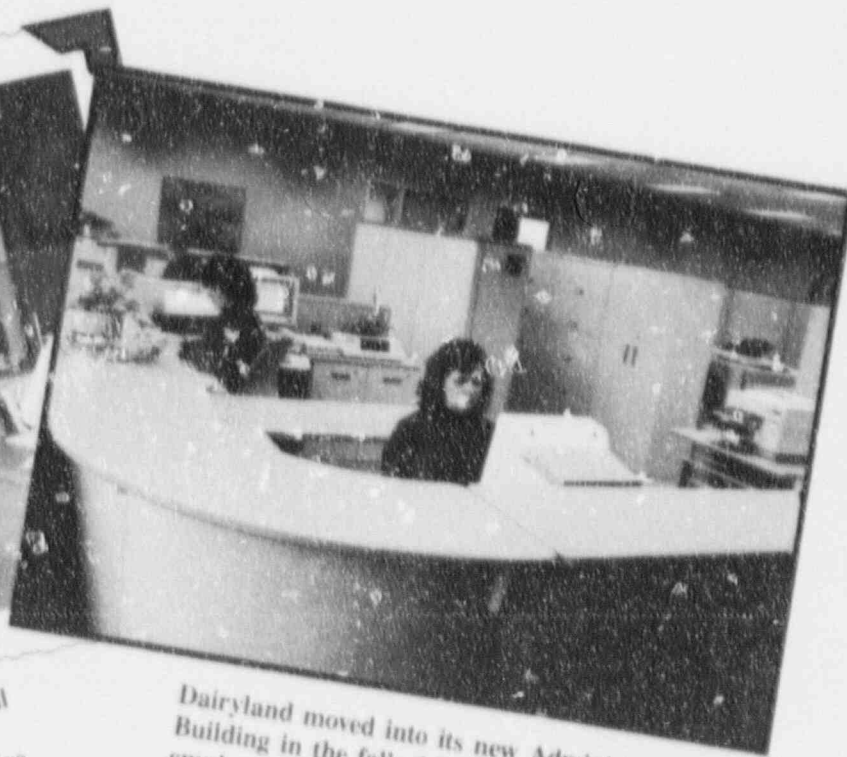
This late 1940s photo shows Dairyland transmission construction crews and equipment used in stringing wire. —WECA photo



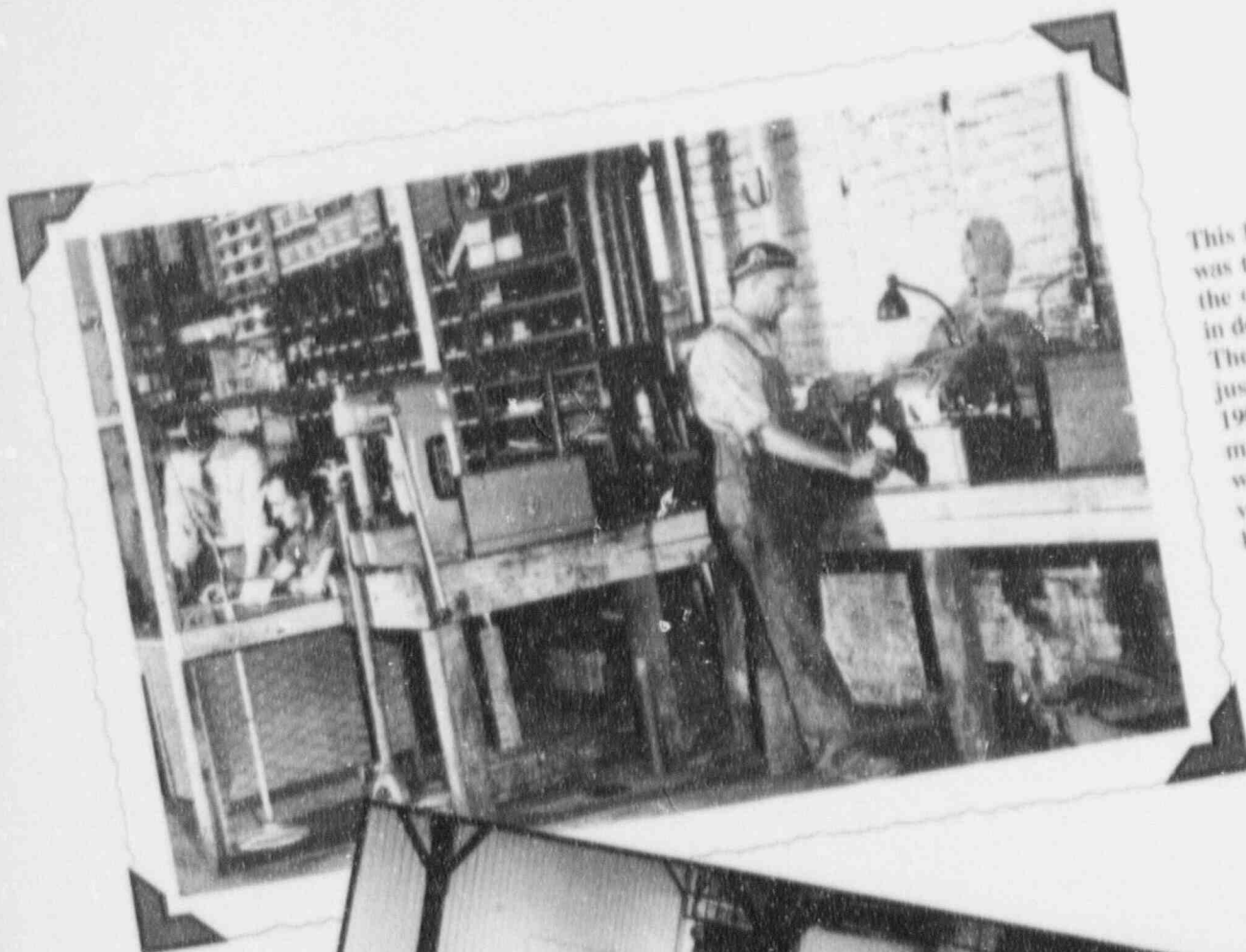
Philip Von Ruden, employee at Dairyland's 370 megawatt John P. Madgett Station (JPM), takes readings off the many computers in JPM's modern control room.



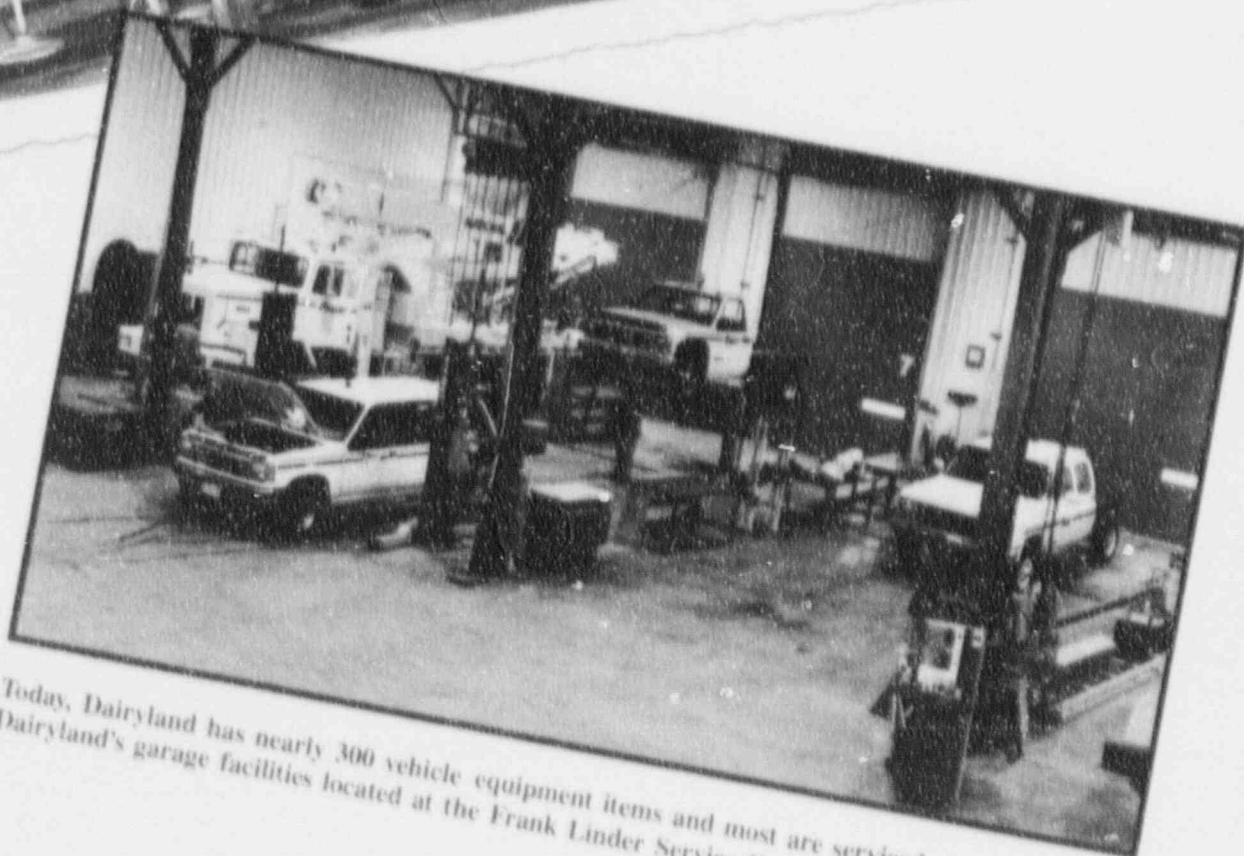
This photo was taken in 1952 in Dairyland's General Accounting Department at the Rivoli Building in La Crosse. Don Calhoun (lower left), is still an active General Accounting employee at Dairyland.



Dairyland moved into its new Administration Building in the fall of 1989. Controller's Division employees pictured are (from left): Pam Williams, Laurie Engen, and Peggy Schlifer.



This late 1940s photo was taken in one of the old "mule barns" in downtown La Crosse. These buildings were just that... in the early 1900s they housed mules. These buildings were once Dairyland vehicle maintenance buildings.



Today, Dairyland has nearly 300 vehicle equipment items and most are serviced at Dairyland's garage facilities located at the Frank Linder Service Center in La Crosse.

1990 Dairyland Power Cooperative Financial Section



1990 Financial Highlights

- The wholesale cost of electricity delivered to member cooperatives was 4.08 cents per kWh, virtually the same as 1989.
- Total operating revenues increased 1 percent to \$157.6 million.
- Net margins for 1990 were \$6.9 million, a \$900,000 decrease.
- Total electric sales were 4.3 billion kWh, a 2.7 percent decrease from 1989 sales. Electric sales to Class A members — the 28 RECs of the Dairyland system — were 2.9 billion kWh, a 0.3 percent decrease.
- Dairyland's board approved a 1991 budget which will result in virtually no wholesale rate change.

Consolidated Balance Sheets

Assets

	December 31, (In Thousands)	
	1990	1989
ELECTRIC PLANT (Notes 1, 2 and 9):		
Plant and equipment, at original cost.....	\$531,762	\$521,914
Less: Accumulated depreciation.....	(249,061)	(232,306)
	<u>282,701</u>	<u>289,608</u>
Construction work in progress.....	15,607	14,431
Total electric plant.....	<u>298,308</u>	<u>304,039</u>
OTHER ASSETS:		
Investments (Note 1).....	44,370	45,946
Investments in capital term certificates of National Rural Utilities Cooperative Finance Corporation.....	9,856	9,856
Investment in fiber optics venture (Note 8).....	2,031	2,431
Pollution Control Bond proceeds on deposit with trustee.....	1,953	1,945
Deferred charges--		
LACBWR costs, net (Note 9).....	11,569	13,412
Other.....	1,664	1,368
Total other assets.....	<u>71,443</u>	<u>74,958</u>
CURRENT ASSETS:		
Cash and cash equivalents (Note 1).....	23,472	32,643
Short-term investments, at cost, which approximates market.....	27,328	13,302
Accounts receivable--		
Energy sales.....	14,663	15,865
Other.....	1,610	1,300
Inventories, at average cost--		
Fossil fuels.....	25,741	31,853
Materials and supplies.....	11,137	10,120
Prepaid expenses.....	827	763
Total current assets.....	<u>104,778</u>	<u>105,846</u>
	<u>\$474,529</u>	<u>\$484,843</u>

The accompanying notes are an integral part of these consolidated balance sheets.

Capitalization and Liabilities

	December 31, (In Thousands)	
	1990	1989
CAPITALIZATION:		
Member and patron equities:		
Membership fees	\$ 10	\$ 10
Patronage capital	83,088	78,360
Total member and patron equities	83,098	78,370
Long-term obligations, net of current maturities (Note 2)	335,754	346,018
Total capitalization	418,852	424,388
DEFERRED CREDITS (Notes 5 and 7)	22,500	19,724
COMMITMENTS AND CONTINGENCIES (Note 6)		
CURRENT LIABILITIES:		
Current maturities of long-term obligations	9,632	9,348
Advances from member cooperatives (Note 3)	9,260	10,744
Accounts payable	4,470	7,441
Accrued liabilities:		
Payroll and vacation pay	3,112	3,233
Taxes	1,512	1,526
Interest	859	5,463
Other (Note 6)	4,332	2,976
Total current liabilities	33,177	40,731
	<u>\$474,529</u>	<u>\$484,843</u>

Consolidated Statements of Revenues, Expenses and Patronage Capital

	For The Years Ended December 31, (In Thousands)	
	1990	1989
OPERATING REVENUES:		
Sales of electric energy.....	\$156,170	\$155,855
Other.....	1,472	947
Total operating revenues.....	157,642	156,802
OPERATING EXPENSES:		
Fuel.....	60,012	59,129
Purchased and interchanged power.....	7,699	10,093
Other operations.....	28,716	25,603
Maintenance.....	12,143	11,730
Depreciation and amortization (Notes 1 and 9).....	19,570	18,456
Taxes.....	6,783	6,611
Total operating expenses.....	134,923	131,622
Operating margin before interest and other deductions.....	22,719	25,180
INTEREST AND OTHER DEDUCTIONS:		
Interest.....	24,973	25,545
Allowance for funds used during construction (Note 1).....	(828)	(1,683)
Other (Notes 1 and 8).....	972	2,829
Total interest and other deductions.....	25,117	26,691
Operating deficit.....	(2,398)	(1,511)
NONOPERATING MARGIN, principally investment income.....	9,303	9,292
Net margin.....	6,905	7,781
PATRONAGE CAPITAL, beginning of year.....	78,360	73,494
RETIREMENT OF CAPITAL CREDITS (Note 4).....	(2,177)	(2,915)
PATRONAGE CAPITAL, end of year, including margins assignable of \$6,905 and \$7,781.....	\$ 83,088	\$ 78,360

The accompanying notes are an integral part of these consolidated statements.

Consolidated Statements of Cash Flows

	For The Years Ended December 31, (In Thousands)	
	1990	1989
CASH FLOW PROVIDED BY (USED FOR):		
Operating activities:		
Net margin.....	\$ 6,905	\$ 7,781
Depreciation and amortization.....	19,570	18,456
Provision for diminution in value of investment.....	—	1,350
Losses from fiber optics venture.....	602	1,341
Other.....	886	1,461
Change in current operating items:		
Accounts receivable.....	892	1,473
Inventories.....	5,095	(2,709)
Prepaid expenses.....	(64)	(95)
Accounts payable.....	(2,971)	(1,848)
Accrued liabilities.....	(3,383)	1,233
Cash provided by operating activities.....	27,532	28,443
Financing activities:		
Proceeds from borrowings.....	4,439	7,844
Repayment of debt obligation.....	(15,903)	(14,402)
Retirement of capital credits.....	(2,177)	(2,915)
Funds provided under cost sharing agreement, net.....	3,250	—
Cash used for financing activities.....	(10,391)	(9,473)
Investing activities:		
Electric plant additions, net.....	(13,660)	(21,819)
Net sale (purchase) of short-term and other investments.....	(12,450)	13,891
Investment in and advances to fiber optics venture.....	(202)	(625)
Cash used for investing activities.....	(26,312)	(8,553)
Net cash flow during the year.....	(9,171)	10,417
CASH AND CASH EQUIVALENTS:		
Beginning of year.....	32,643	22,226
End of year.....	\$23,472	\$32,643

The accompanying notes are an integral part of these consolidated statements.

Notes to Consolidated Financial Statements

(1) Summary of Significant Accounting Policies:

Organization

Dairyland Power Cooperative (the Cooperative) is an electric generation and transmission cooperative association organized under the laws of the states of Wisconsin and Minnesota. The Cooperative's principle offices are located in Wisconsin. The Cooperative provides wholesale electric service to Class A members engaged in the retail sale of electricity to member consumers located in Wisconsin, Minnesota, Iowa, Illinois and Michigan and provides electric and other services to Class C, D and E members.

The accounting records of the Cooperative are maintained in accordance with the uniform system of accounts prescribed by the Federal Energy Regulatory Commission as adopted by the Rural Electrification Administration (REA), the Cooperative's principle regulatory agency.

The consolidated financial statements include the accounts of the Cooperative and its wholly owned subsidiary, Curtis Telecommunications, Inc. (CTI). All intercompany balances and transactions between the Cooperative and CTI have been eliminated.

Depreciation

Depreciation is provided based on the straight-line method at rates which are designed to amortize the original cost of properties over their estimated useful lives and includes a provision for the cost of removal and decommissioning of the properties. The provision for depreciation averaged 3.9% and 3.8% of depreciable plant balances for 1990 and 1989.

Income Taxes

The Cooperative is exempt from federal and state income taxes and, accordingly, no provision for such taxes is reflected in the consolidated financial statements.

Allowance for Funds Used During Construction

Allowance for funds used during construction represents the cost of external and internal funds used for construction purposes and is capitalized as a component of electric plant. The amount of such allowance is determined by applying a rate to certain electric plant additions under construction. The rates used were 8.0% in 1990 and 7.8% in 1989.

Property Additions

The cost of renewals and betterments of units of property (as distinguished from minor items of property) is charged to electric plant accounts. The cost of units of property retired, sold or otherwise disposed of, plus removal costs, less salvage, is charged to accumulated depreciation. No profit or loss is recognized in connection with ordinary retirements of property units. Maintenance and repair costs and replacement and renewal of minor items of property are charged to operating expenses.

Investments

Investments consist primarily of commercial paper and government obligations. All investments are recorded at the lower of aggregate cost or quoted market value. The carrying value of the investments is adjusted for amortization of premiums and accretion of discounts.

During 1989, the Cooperative reduced the carrying value of one of its investments by \$1,350,000 to recognize the estimated permanent decline in the value of this investment. The provision for loss is included in other deductions in the accompanying consolidated statements of revenues, expenses and patronage capital. This investment was sold in 1990 for net proceeds that approximated carrying value.

Cash and Cash Equivalents

Cash equivalents include all highly liquid investments with an original maturity of three months or less. Cash and cash equivalents primarily consist of commercial paper stated at cost, which approximates market.

Supplemental Cash Flow Information

During 1990 and 1989, the Cooperative paid interest, net of capitalized interest, of \$28,749,000 and \$24,013,000, respectively.

(2) Long-Term Obligations:

Long-term obligations at December 31 consist of the following (in thousands):

	1990	1989
REA obligations, 2%	\$ 58,257	\$ 62,963
REA obligations, 5%	31,498	32,163
FFB obligations, 7.5% to 10.6%	218,518	221,791
NRUCFC obligations, 8.9%	5,310	5,728
City of Alma, Wisconsin, Pollution Control Bonds:		
Fixed rate (5.6%)	10,645	10,990
Adjustable rate (6.2% at December 31, 1990)	13,900	13,900
City of La Crosse, Wisconsin, Industrial Development Revenue Bonds,		
adjustable rate (6.2% at December 31, 1990)	4,160	4,160
Capitalized lease obligations, principally at implicit interest rates of 7.1%, due		
in varying amounts through 1995	3,098	3,671
	<u>345,386</u>	<u>355,366</u>
Less -- Current maturities	(9,632)	(9,348)
Total long-term obligations	<u>\$335,754</u>	<u>\$346,018</u>

Long-term obligations to the REA are payable in equal quarterly principal and interest installments through 2016. Principal repayments on the long-term obligation to the Federal Financing Bank (FFB) extend through 2021. Principal and interest payments on the National Rural Utilities Cooperative Finance Corporation (NRUCFC) obligations are payable quarterly through 1999. The fixed rate Pollution Control Bonds are payable in increasing annual amounts through 2008.

The adjustable rate Pollution Control and Industrial Development Revenue Bonds mature in 2015 unless previously called for redemption. Bank letters of credit aggregating \$20,000,000 which expire in February 1994 have been issued on behalf of the Cooperative to the trustee to provide funds for payment on principal of any such bonds to be redeemed or repurchased prior to that date. Accordingly, the entire principal amount of these bonds is classified as long-term obligations.

Substantially all of the Cooperative's assets are pledged as collateral for these obligations. The Cooperative is required to and has maintained certain financial ratios related to earnings and liquidity in accordance with the covenants of its loan agreements.

Maturities of the Cooperative's long-term obligations are as follows (in thousands):

Year	Amount
1991	\$ 9,632
1992	10,014
1993	10,257
1994	11,513
1995	10,847
Thereafter	293,123
Total	\$345,386

(3) Lines of Credit

To provide interim financing, the Cooperative has arranged lines of credit aggregating approximately \$27.5 million, principally through NRUCFC. Borrowings are at a rate no greater than prime plus 1% and were not significant in either 1990 or 1989. Compensating balance requirements or fees relating to the lines of credit are not significant. While the lines of credit expire in May 1991, the Cooperative believes such lines will be renewed.

The Cooperative also allows member cooperatives to prepay their power bills and pays interest on these prepayments based on current short-term borrowing rates. Interest expense on member cooperative advances (\$1,298,000 in 1990 and \$1,276,000 in 1989) has been included in interest expense, while interest income earned by the Cooperative on prepayments (\$1,293,000 in 1990 and \$1,279,000 in 1989) is reflected as nonoperating margin.

(4) Retirement of Capital Credits

The Cooperative's board of directors has adopted a policy of retiring capital credits allocated to members on a "first-in, first-out" basis so that at no time will the Cooperative retain as patronage capital any capital contributed or deposited more than 20 years prior to the current year. Accordingly, the 1970 and 1969 capital credits were retired in 1990 and 1989, respectively. Implementation of this policy is subject to annual review and approval by the board of directors and the REA, and no cash retirements are to be made which would impair the financial condition of the Cooperative or violate any terms of its agreements.

(5) Shared Transmission Agreements

The Cooperative has entered into shared transmission agreements with the Southern Minnesota Municipal Power Agency (SMMPA) and the Western Wisconsin Municipal Power Group (WWMPG) which provide SMMPA and WWMPG use of the Cooperative-owned transmission system to deliver power and energy requirements to SMMPA and WWMPG members in the Cooperative's electric service area for a period of 50 years. Payments received from SMMPA and WWMPG for use of the Cooperative's transmission system are included in deferred credits and are being amortized to operations over the terms of the related agreements. The Cooperative may be entitled to further payments depending on the investment in, and joint use of, the system.

(6) Commitments and Contingencies

The Cooperative's estimated 1991 construction program is \$22.2 million. Financing of construction is expected to be provided by borrowings from the FFB and funds generated internally.

The Cooperative is involved in a dispute with another utility related to costs under a shared transmission agreement. The Cooperative's estimated liability under the agreement was accrued in 1990 and is included in other accrued liabilities in the 1990 consolidated balance sheet.

The Cooperative has also been named a defendant in several lawsuits and claims, primarily related to construction and operation of its electric plant. Although the outcome of these matters cannot be precisely determined at the present time, management and legal counsel believe these actions can be successfully defended or resolved without a material effect on the financial position of the Cooperative.

In January 1990, the Cooperative reached an agreement with Cooperative Power Association (CPA) regarding the cost sharing agreement for a jointly operated power plant. The settlement, which resulted in the Cooperative receiving a cash payment of approximately \$1.1 million, had no effect on net margins in 1990 as the board of directors required the Cooperative to reduce service rates in 1990 by the amount of the settlement.

In connection with this cost sharing agreement, CPA agreed to advance working capital to the Cooperative for the purchase of coal. The amount of the advance is adjusted annually based on estimated requirements. The net advance of \$3,250,000 at December 31, 1990 is included in deferred credits in the accompanying consolidated balance sheet.

(7) Pension Plan:

Pension benefits for substantially all employees are provided through participation in the National Rural Electric Cooperative Association (NRECA) Retirement and Security Program. Contributions are determined in accordance with the provisions of the program and are based on salaries, as defined, of each participant. NRECA declared a moratorium on plan contributions effective July 1, 1987, and, accordingly, pension expense was substantially eliminated in 1989 and 1990. As of December 31, 1985, the date of the last available actuarial valuation, net assets of the plan exceeded the actuarial present value of accumulated plan benefits.

Effective January 1, 1986, the Cooperative adopted an amendment to the pension plan which reduced the normal retirement age from 65 to 62. This amendment resulted in the creation of a liability for unfunded prior service cost of \$2,407,000, the unpaid portion of which is included in deferred credits.

(8) Fiber Optics Venture:

CTI owns a 33.3% partnership interest in NorLight, a venture with two other partners to own and operate a fiber optics network in the Upper Midwest. This investment is accounted for under the equity method. In addition, the Cooperative periodically reviews the carrying value of this investment in relation to its estimated fair market value.

CTI made advances and contributions to NorLight of \$202,000 in 1990 and \$625,000 in 1989. CTI's share of NorLight losses was approximately \$602,000 in 1990 and \$1,341,000 in 1989 and is included in other deductions.

CTI has assigned its interest in NorLight to a bank as collateral securing NorLight's financing.

Based upon information currently available, the Cooperative expects to continue its involvement in the NorLight venture and to be able to recover the carrying value of its investment either through operations of NorLight or divestiture of its ownership interest.

(9) Nuclear Reactor:

The La Crosse Boiling Water Nuclear Reactor (LACBWR) was voluntarily removed from service by the Cooperative effective April 30, 1987. The intent was to terminate operation of the reactor and a "possession only" license was obtained from the Nuclear Regulatory Commission in August 1987. The facility is in a "safe storage" status and will remain so until at least the year 2010 to 2014, at which time decommissioning will be completed. All LACBWR-related assets totaling \$18.4 million were transferred to a deferred charge in 1987 and are being amortized to operating expense over a ten-year period ending in 1997 with appropriate recognition in rates charged to members for electric service.

The provision for depreciation includes \$2.6 million in 1990 and \$2.4 million in 1989 to provide for the estimated costs of decommissioning the nuclear generating facility; however, the manner of decommissioning the facility has not been determined. The Cooperative continues to review its decommissioning cost estimates and expects that any increases in such costs will be recovered through future rates. The Cooperative has adopted a policy of funding decommissioning costs currently, and the related investments of \$16.5 million are included in investments in the consolidated balance sheets, while the decommissioning reserve of \$16.5 million is included in accumulated depreciation.

Report of Independent Public Accountants

To the Members and the Board of Directors,
Dairyland Power Cooperative:

We have audited the accompanying consolidated balance sheets of Dairyland Power Cooperative (a Wisconsin cooperative) and Subsidiary as of December 31, 1990 and 1989, and the related consolidated statements of revenues, expenses and patronage capital, and cash flows for the years then ended. These financial statements are the responsibility of the Cooperative's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Dairyland Power Cooperative and Subsidiary as of December 31, 1990 and 1989, and the results of their operations and their cash flows for the years then ended in conformity with generally accepted accounting principles.

ARTHUR ANDERSEN & CO.

Minneapolis, Minnesota
March 6, 1991

Report of Management Responsibility

Management is responsible for the preparation and integrity of the financial statements and representations in the annual report. Management uses its best judgement and resources to ensure that such statements present fairly the financial position, results of operations and cash flows of Dairyland Power Cooperative.

Dairyland maintains a system of internal controls which is designed to provide reasonable

assurance that transactions are recorded in accordance with management's authorization, that financial statements are prepared in conformity with generally accepted accounting principles applied on a consistent basis and that assets are safeguarded.

The board of directors, through its Audit Committee, has responsibility for determining that management fulfills its responsibilities for preparation of financial

statements and financial control of operations. The Audit Committee meets regularly with management, Dairyland's internal auditor and the independent auditors to discuss internal control, financial reporting and auditing matters.

DAIRYLAND POWER
COOPERATIVE
La Crosse, Wisconsin
March 6, 1991

Management and Support Staff

General Management

William L. Berg, *general manager*
Mary L. Lund, *director, human resources*
Mary L. Munyon, *executive secretary & administrative assistant to the general manager*
Thomas A. Steele, *director, external relations*

Administration Division

James N. Sherwood, *assistant general manager, administration*
Peter R. Delwiche, *director, information & member services*
Darrell H. Lack, *director, materials management*
Douglas D. Peterson, *director, procurement*
Frederick Schubert, *staff attorney*
Richard K. Williams, *director, area development*
James E. Yeazle, *director, safety administration*

Controller's Division

Robert C. Muellet, *assistant general manager and controller*
Donald D. Calhoun, *director, accounting*
Keith W. Garrett, *director, financial management*
James C. Lawrence, *director, computer services*
LeRoy W. Niedtelt, *internal auditor*

Engineering and Technical Services Division

Charles V. Sans Crainte, *assistant general manager, engineering and technical services*
Albert D. Dial, *director, real estate, right of way & related services*
Bruce H. Staples, *director, electrical engineering*
Larry H. Thorson, *director, system planning*
Rick C. Willenberg, *director, transmission engineering & construction*

Operations Division

John P. Lederer, *assistant general manager, operations*
Daniel L. Crady, *director, generation support services*
John S. Dilworth, *director, south area power production*
Charles J. Kulas, *director, electrical systems*
Douglas L. McKee, *director, north area power production*
Harry W. Monti, *director, system operations center*
Richard E. Shmishak, *director, project engineering*
Robert R. Wery, *director, quality assurance*



1990

Unaudited Financial Statistics

Statistical Comparative Summary

UNAUDITED

	December 31,	
	1990	1989
Revenue		
Class A Member Power Sales	\$118,335,940	\$118,092,840
Class C, D, & E Member Power Sales	37,834,405	37,761,470
Other Sales	1,471,304	947,247
Total Revenue	\$157,641,649	\$156,801,557
Net Generating Plant Capability-kW	1,015,000	297,000
Kilowatt Hour Output Net (000 Omitted)		
Steam Generation	3,825,337	3,817,696
Nuclear Generation	—	—
Hydro Generation	54,816	40,723
Diesel Generation	—	—
Purchased Power	555,124	687,254
Total	4,435,277	4,545,673
Kilowatt Hour Sales (000 Omitted)		
To Class A Members	2,899,215	2,907,315
To Class C, D, & E Members	1,357,120	1,465,899
Total	4,256,335	4,373,214
Average kWh Cost To Member Systems		
Gross (Before Margins)	\$0.04082	\$0.04062
Net (After Margins)	\$0.03843	\$0.03794
Number of Member Consumers		
(Average During Year)	183,522	180,944
Full Time Employees (Average During Year)	693	681
Utility Plant At Cost		
Electric Plant In Service	\$531,761,924	\$521,914,508
Construction In Progress	15,606,547	14,430,470
Total Electric Plant	\$547,368,471	\$536,344,978
Accumulated Depreciation and Amortization	(249,060,747)	(232,306,112)
Depreciation Cost of Plant	\$298,307,724	\$304,038,866
Investment At Cost		
Per Consumer	\$ 1,625	\$ 1,680
Per Member System	10,653,847	10,484,099
Total Assets	\$474,529,427	\$484,843,044
Transmission Line		
Miles of 34.5 kV	229.21	229.21
Miles of 69 kV	2,473.64	2,463.88
Miles of 161 kV	581.97	581.97
Total Miles	3,284.82	3,275.06
Distribution Substations	280	277
Member System Substations		
Demand Maximum kW	512,827	511,297
Member System Annual Load Factor — %	57.5%	55.1%
kWh Monthly Consumer Use	1,316	1,339
Coal Burned (Tons)	2,215,650	2,169,533
Coal Cost Per Ton Burned		
Barged Coal	\$29.64	\$29.88
Unit Train	\$24.68	\$24.65

Consolidated Balance Sheet of Dairyland Power and Member Distribution Cooperatives

UNAUDITED

Assets

Distribution Cooperatives Class "A" Member	Total Utility Plant	Accum. Prov. for Depr. & Amort.	Net Utility Plant	Invest. in Assoc. Org. Pat. Capital	Other Property & Invest.	Current & Accrued Assets & Def. Debits	Total Assets & Other Debits
WISCONSIN							
Barron	\$ 23,505,389	6,385,785	17,119,604	5,393,923	903,329	2,848,132	26,264,988
Bayfield	16,309,936	5,538,017	10,771,919	1,372,870	443,019	1,771,216	14,359,024
Buffalo	6,940,338	2,220,101	4,720,237	2,072,104	283,987	1,321,761	8,398,089
Chippewa Valley	11,306,57	2,169,968	8,940,689	2,301,773	447,427	1,567,912	13,257,801
Clark	12,15,087	3,504,364	9,110,723	3,786,631	746,342	3,264,704	16,908,400
Crawford	4,875,647	1,484,428	3,391,219	1,323,535	218,613	1,222,850	6,156,217
Dunn	13,192,217	4,220,711	8,971,506	3,244,906	774,690	1,893,270	14,884,372
Eau Claire	17,059,613	3,774,554	13,285,059	3,350,531	493,464	1,729,725	18,858,779
Grant-Lafayette	16,529,907	5,561,918	10,967,989	5,344,465	1,214,245	3,532,214	21,058,813
Jackson	11,599,971	3,417,958	8,182,013	1,949,071	808,206	1,416,094	12,355,384
Jump River	15,042,25	3,176,161	11,866,090	1,598,243	691,570	2,066,217	16,522,120
Oakdale	19,727,74	5,674,082	14,053,663	3,880,908	765,574	3,042,765	21,742,910
Pierce-Pepin	12,078,23	3,429,621	8,648,611	2,510,908	409,644	1,790,299	13,659,462
Polk-Burnett	22,052,20	6,882,073	15,170,128	3,659,366	753,908	4,897,431	24,480,833
Price	14,444,52	4,412,558	10,031,966	1,170,768	384,085	982,431	12,569,250
Richland	7,550,308	1,838,778	5,711,530	1,400,284	303,074	924,450	8,339,338
St. Croix	12,069,520	3,456,616	8,612,904	2,934,799	661,153	1,282,869	13,491,725
Taylor	7,442,659	1,735,962	5,706,697	1,514,039	276,293	757,455	8,254,484
Trempealeau	17,355,278	4,473,968	12,881,310	3,625,058	564,337	2,369,056	19,439,761
Vernon	16,583,343	5,015,771	11,567,572	4,174,826	651,904	2,952,162	19,346,464
	\$278,084,823	78,373,394	199,711,429	57,209,008	11,794,864	41,633,013	310,348,314
ILLINOIS							
Jo-Carroll	\$ 13,745,277	3,505,812	10,239,465	1,928,509	321,991	964,619	13,454,584
MINNESOTA							
Freeborn-Mower	\$ 15,203,722	4,421,722	10,782,000	3,759,981	1,878,733	2,080,346	18,501,060
People's	26,789,276	8,778,937	18,010,339	5,340,755	907,320	3,201,337	27,459,751
Tri-County	26,931,516	6,185,684	20,745,832	7,005,792	889,653	2,909,245	31,550,522
	\$ 68,924,514	19,386,343	49,538,171	16,106,528	3,675,706	8,190,928	77,511,333
IOWA							
Allamakee-Clayton	\$ 16,695,516	5,012,545	11,682,971	3,847,874	855,695	1,372,914	17,759,654
Cedar Valley	8,179,960	2,266,136	5,913,824	2,016,347	410,282	1,756,013	10,096,466
Hawkeye	12,846,594	4,081,262	8,765,332	3,625,424	184,984	1,703,621	14,279,361
Winnebago	4,062,075	1,867,408	2,194,667	1,642,738	234,787	802,675	4,874,867
	\$ 41,784,145	13,227,351	28,556,794	11,132,383	1,685,948	5,635,223	47,010,348
Total Distribution	\$402,538,759	114,492,900	288,045,859	86,376,428	17,478,509	56,423,783	448,324,579
Dairyland Power	\$547,368,471	249,060,747	298,307,724	—	58,209,592	118,012,111	474,529,427
Total Distribution & Dairyland	\$949,907,230	363,553,647	586,353,583	86,376,428	75,688,101	174,435,894	922,854,006
Dairyland Patronage Capital	—	—	—	(83,087,562)	—	—	(83,087,562)
Consolidated	\$949,907,230	363,553,647	586,353,583	3,288,866	75,688,101	174,435,894	839,766,444

Liabilities and Other Credits

December 31, 1990

Memberships	Pat. Cap. & Operating Margins	Non-Operating Margins	Other Margins & Equities	Total Margins & Equities	Long Term Debt	Current & Accrued Liabilities	Def. Credits & Misc. Oper. Resv.	Total Liabilities & Other Credits
—	10,619,101	213,443	408,395	11,240,939	13,607,162	1,250,261	166,626	26,264,988
29,440	2,691,629	389,282	31,361	3,131,712	10,513,928	497,430	215,954	14,359,024
9,655	4,839,680	83,250	179,504	5,112,089	2,864,952	415,025	6,023	8,398,089
27,597	6,151,362	53,243	17,499	6,279,701	6,410,175	495,413	72,512	13,257,801
30,733	13,909,390	211,966	44,963	14,197,052	1,666,996	1,019,691	24,661	16,908,400
13,105	3,133,330	34,291	17,673	3,198,399	2,630,083	327,724	11	6,156,217
31,325	10,048,158	142,522	383,175	10,605,190	2,528,478	1,512,641	238,063	14,884,372
101,895	7,176,967	83,774	230,482	7,593,118	10,424,860	805,831	34,970	18,858,779
37,515	14,324,567	364,734	243,267	14,970,083	5,121,896	905,922	61,012	21,058,913
22,794	5,693,989	—	3,479	5,720,262	5,568,708	993,451	72,963	12,355,384
78,295	4,673,614	146,705	—	4,898,614	10,924,501	596,070	102,935	16,522,120
62,734	12,349,325	—	15,695	12,427,754	8,259,800	1,021,500	33,556	21,742,910
43,142	6,170,655	97,959	8,654	6,370,410	6,208,971	933,443	196,638	13,659,462
0	9,898,785	206,451	—	10,105,236	12,777,630	1,446,392	151,575	24,480,833
30,693	3,132,882	—	4,721	3,168,296	7,839,453	1,319,996	241,505	12,569,250
14,670	3,242,515	45,799	—	3,302,984	4,595,357	370,439	70,558	8,339,338
23,995	5,958,994	50,659	164,604	6,198,252	6,143,621	1,112,863	36,989	13,491,725
8,805	3,370,754	59,519	31,812	3,470,890	4,401,947	367,319	14,328	8,254,484
13,228	8,034,114	158,757	158,411	8,364,510	9,125,310	1,940,245	9,696	19,439,761
28,340	9,549,301	206,806	245,419	10,429,866	7,853,742	945,901	116,955	19,346,464
607,961	145,399,122	2,549,160	2,179,114	150,735,357	139,467,570	18,277,857	1,867,530	310,348,314
0	5,207,658	0	217,345	5,425,003	7,079,881	559,402	390,293	13,454,584
9,696	10,261,537	345,937	444,968	11,062,138	7,170,924	220,729	47,269	18,501,060
53,221	12,787,456	154,332	302,879	13,297,888	12,081,568	1,905,264	175,031	27,751
18,144	20,135,687	563,211	578,036	21,295,078	8,509,465	1,674,053	71,926	37,522
81,061	43,184,680	1,063,480	1,325,883	45,655,104	27,761,957	3,800,046	294,226	77,511,333
38,715	8,866,549	388,254	—	9,293,519	7,327,769	1,036,046	102,320	17,759,654
12,415	3,580,822	241,996	907,673	4,742,906	4,939,497	388,646	25,417	10,096,466
26,445	10,614,738	337,386	475,114	11,453,683	2,116,038	672,197	37,443	14,279,361
11,535	4,804,086	—	—	4,815,621	6,430	48,583	4,233	4,874,867
89,110	27,866,195	967,636	1,382,787	30,305,729	14,389,734	2,145,472	169,413	47,010,348
778,132	221,657,655	4,580,276	5,105,129	232,121,193	188,699,147	24,782,777	2,721,462	448,324,579
10,551	83,087,562	—	—	83,098,113	335,753,942	33,177,086	22,500,286	474,529,427
788,683	304,745,217	4,580,276	5,105,129	315,219,306	524,453,089	57,959,863	25,221,748	922,854,006
—	(83,087,562)	—	—	(83,087,562)	—	—	—	(83,087,562)
788,683	221,657,655	4,580,276	5,105,129	232,131,744	524,453,089	57,959,863	25,221,748	839,766,341

Consolidated Statement of Revenues & Expenses of Dairyland Power and Member Distribution Cooperatives UNAUDITED

Distribution Cooperatives Class "A" Member	Operating Rev. & Pat. Capital	Cost of Purchased Power	Distribution Expense		Consumer Accounts Expense	Sales Expense
			Operations	Maintenance		
WISCONSIN						
Barron	\$ 12,748,030	8,226,735	188,377	686,784	488,966	—
Bayfield	4,450,316	2,171,297	71,526	513,713	217,001	11,385
Buffalo	4,175,909	2,735,654	147,326	151,454	160,038	—
Chippewa Valley	5,253,938	3,091,910	157,490	227,524	154,483	—
Clark	7,733,056	5,336,146	268,517	284,956	171,955	15,404
Crawford	2,786,595	1,753,956	86,080	165,177	136,191	936
Dunn	7,021,454	4,744,587	170,861	338,550	126,494	36,718
Eau Claire	7,635,769	4,732,849	202,273	425,620	291,387	48,242
Grant-Lafayette	10,149,730	6,774,878	314,176	332,735	294,698	27,102
Jackson	5,032,671	2,775,758	116,862	263,270	317,072	—
Jump River	5,201,668	2,737,771	206,134	389,460	188,474	79,634
Oakdale	9,530,946	5,305,660	383,363	554,350	528,928	—
Pierce-Pepin	5,607,622	3,447,288	95,384	376,273	183,106	107,265
Polk-Burnett	9,568,558	5,316,349	307,616	701,304	584,059	66,839
Price	3,944,841	2,002,610	87,243	301,557	151,245	13,600
Richland	3,153,561	1,818,861	122,115	139,064	111,725	—
St. Croix	6,399,656	4,377,116	105,052	289,539	185,184	—
Taylor	3,526,630	2,122,814	79,097	136,715	95,278	16,174
Trempealeau	8,368,310	4,943,154	378,880	361,982	408,209	—
Vernon	8,526,465	5,382,362	292,780	460,167	278,368	28,268
	\$130,815,725	79,717,785	3,781,152	7,100,196	5,072,861	451,567
ILLINOIS						
Jo-Carroll	\$ 4,928,103	2,698,438	142,019	374,858	257,379	—
MINNESOTA						
Freeborn-Mower	\$ 7,365,696	4,633,640	207,943	270,026	110,797	117,759
People's	12,469,969	7,788,339	327,845	652,789	410,785	8,162
Tri-County	14,601,813	8,505,888	465,143	800,321	327,958	222,478
	\$ 34,437,478	20,927,867	1,000,931	1,723,136	849,540	348,399
IOWA						
Allamakee-Clayton	\$ 8,357,438	5,092,550	337,930	374,028	324,698	—
Cedar Valley	3,854,956	2,342,255	84,291	128,691	102,025	68,637
Hawkeye	7,184,473	4,952,613	222,839	355,188	189,886	6,152
Winnebago	2,541,259	1,559,776	141,436	100,327	65,573	21,348
	\$ 21,938,126	13,947,194	786,496	958,234	682,182	96,137
Total Distribution	\$192,119,432	117,291,284	5,710,598	10,156,424	6,861,962	896,103
Dairyland Power	\$157,641,649	7,699,307	73,290,091	12,142,837	—	996,683
Total Distribution & Dairyland	\$349,761,081	124,990,591	79,000,689	22,299,261	6,861,962	1,892,786
Intercooperative Eliminations	(\$118,335,940)	(\$118,335,940)	—	—	—	—
Consolidated	\$231,425,141	6,654,651	79,000,689	22,299,261	6,861,962	1,892,786

December 31, 1990

Admin. & General Expense	Depr. & Amort. Expense	Tax Expense	Interest on Long Term Debt	Other Deductions	Total Operating Expense	Utility Operating Margin	Non- Operating Margin	Gen. & Trans. Capital Credits	Net Margin & Patronage Capital
719,795	676,991	233,496	767,674	841	11,989,659	758,371	141,900	479,902	1,380,173
395,289	463,907	122,021	486,528	1,505	4,434,172	16,144	263,609	125,672	405,425
285,206	208,949	83,123	162,195	295	3,934,270	241,639	92,417	159,507	493,563
385,895	303,137	109,805	385,183	234	4,815,661	438,277	74,446	180,222	692,945
385,859	411,131	129,331	106,957	1,823	7,112,081	620,975	217,262	311,418	1,149,655
212,415	119,543	62,103	117,167	(1)	2,653,567	133,028	39,796	102,195	275,019
461,603	373,612	127,991	156,770	18,143	6,555,329	466,125	150,823	294,281	911,229
455,368	582,577	141,208	597,772	10,383	7,487,679	148,090	111,295	276,202	535,587
575,803	553,002	180,659	308,703	1,191	9,362,947	786,783	382,474	395,660	1,564,917
483,873	363,764	118,613	321,992	16,953	4,907,157	125,514	81,198	169,174	375,886
450,919	383,057	152,770	630,643	3,741	5,033,603	168,065	130,907	148,459	447,431
717,315	606,364	222,140	462,595	2,626	8,783,341	747,605	209,676	309,347	1,266,628
473,431	459,834	135,618	331,362	2,956	5,612,517	(4,895)	120,913	200,937	316,955
720,498	733,835	239,503	625,927	1,678	9,297,608	270,950	230,950	310,037	811,937
350,614	373,661	96,011	362,818	37,129	3,776,488	168,353	28,071	116,695	313,119
250,376	256,114	73,698	272,093	9,478	3,053,524	100,037	60,702	106,338	267,077
364,284	397,594	107,202	353,218	4,149	6,183,338	216,318	69,490	255,487	541,295
297,947	294,340	73,949	281,992	3,015	3,401,321	125,309	73,853	123,600	322,762
563,940	561,393	172,340	526,043	104,532	8,020,473	347,837	83,177	288,631	719,645
501,222	523,773	164,364	442,506	7,521	8,081,331	445,134	231,093	312,109	988,336
9,051,652	8,646,578	2,745,945	7,700,138	228,192	124,496,066	6,319,659	2,794,052	4,665,873	13,779,584
441,326	385,002	103,752	434,147	2,653	4,839,274	88,829	83,125	157,435	329,389
563,970	473,553	80,553	390,863	171,261	7,020,365	345,331	260,729	270,678	876,738
893,741	749,243	257,597	699,566	11,915	11,799,982	669,987	180,766	454,353	1,305,106
919,647	944,123	212,729	459,556	1,106,790	13,964,633	637,180	144,655	560,000	1,341,835
2,377,358	2,166,919	550,879	1,549,985	1,289,966	32,784,980	1,652,498	586,150	1,285,031	3,523,679
533,738	617,540	169,576	496,497	17,966	7,964,523	392,915	87,283	296,918	777,116
378,559	153,642	84,309	316,747	2,903	3,662,059	192,897	120,562	136,720	450,179
361,515	353,902	121,184	132,905	1,780	6,697,964	486,509	112,487	289,322	888,318
330,888	101,534	46,157	181	164	2,367,384	173,875	43,908	91,146	308,929
1,604,700	1,226,618	421,226	946,330	22,813	20,691,930	1,246,196	364,240	814,106	2,424,542
13,474,736	12,425,117	3,821,802	10,630,600	1,543,624	182,812,250	9,307,182	3,827,567	6,922,445	20,057,194
14,441,133	19,569,847	6,783,217	24,144,924	971,478	160,039,517	(2,397,868)	9,302,926	—	6,905,058
27,915,869	31,994,964	10,605,019	34,775,524	2,515,102	342,851,767	6,909,314	13,130,493	6,922,445	26,962,252
—	—	—	—	—	(118,335,940)	—	—	(6,905,058)	(6,905,058)
27,915,869	31,994,964	10,605,019	34,775,524	2,515,102	224,515,827	6,909,314	13,130,493	17,387	20,057,194

Comparative Sales to Member Cooperatives For The Years Ending December 31, 1990 and 1989

UNAUDITED

Class A Member Cooperatives	Average Number of Consumers		kWh Billed		Revenue	
	1990	1989	1990	1989	1990	1989
WISCONSIN						
Barron.....	12,292	12,057	229,025,657	224,745,467	\$ 8,226,735	\$ 8,038,880
Bayfield.....	6,107	6,029	52,293,866	53,996,028	2,151,297	2,182,118
Buffalo.....	3,551	3,509	65,681,786	67,025,175	2,735,684	2,762,656
Chippewa Valley.....	5,199	5,090	74,855,094	75,878,028	3,091,919	3,092,709
Clark.....	6,844	6,773	127,022,054	126,633,788	5,333,517	5,320,003
Crawford.....	3,036	2,993	42,007,406	41,980,902	1,753,956	1,767,254
Dunn.....	6,160	6,071	109,821,350	111,323,037	4,744,586	4,750,835
Eau Claire.....	7,514	7,387	109,678,867	110,712,026	4,752,849	4,786,669
Grant-Lafayette.....	7,290	7,242	156,931,868	157,364,303	6,774,878	6,838,618
Jackson.....	4,889	4,798	77,838,524	79,067,058	2,904,758	2,841,539
Jump River.....	6,323	6,168	63,415,930	63,194,861	2,547,447	2,527,380
Oakdale.....	10,984	10,767	130,018,094	130,970,130	5,305,660	5,254,585
Pierce-Pepin.....	4,627	4,959	87,036,541	87,724,114	3,447,288	3,442,910
Polk-Burnett.....	13,886	13,691	133,227,188	137,460,595	5,315,910	5,385,557
Price.....	6,559	6,488	50,040,278	49,514,351	2,002,610	1,964,318
Richland.....	2,976	2,946	43,286,966	43,198,891	1,821,424	1,812,759
St. Croix.....	5,092	4,997	103,036,127	103,213,434	4,377,116	4,366,675
Taylor.....	3,215	3,165	52,471,642	51,643,975	2,122,814	2,099,025
Trempealeau.....	7,442	7,298	120,063,102	120,946,556	4,943,154	4,967,165
Vernon.....	8,057	7,852	124,477,895	127,242,076	5,342,964	5,437,950
Total Wisconsin.....	132,043	130,280	1,952,230,235	1,963,834,795	\$ 79,676,557	\$ 79,639,605
ILLINOIS						
Jo-Carroll.....	4,672	4,516	63,518,095	64,316,789	2,694,444	2,732,755
MINNESOTA						
Freeborn-Mower.....	5,446	5,445	119,632,210	115,903,192	\$ 4,633,203	\$ 4,605,245
People's.....	12,180	11,675	195,234,264	193,020,437	7,788,055	7,678,617
Tri-County.....	10,718	10,630	236,490,697	237,231,464	9,602,721	9,436,205
Total Minnesota.....	28,344	27,750	551,357,171	546,155,093	\$ 22,023,979	\$ 21,720,067
IOWA						
Allamakee-Clayton.....	7,865	7,811	120,023,942	120,000,812	\$ 5,092,550	\$ 5,109,221
Cedar Valley.....	2,811	2,814	58,704,138	58,925,883	2,342,255	2,342,266
Hawkeye.....	5,730	5,711	115,246,121	115,209,231	4,952,379	4,954,362
Winnebago.....	2,057	2,062	38,134,832	38,872,544	1,553,776	1,594,564
Total Iowa.....	18,463	18,398	332,109,033	333,008,470	\$ 13,940,960	\$ 14,000,413
TOTALS	183,522	180,944	2,899,214,534	2,907,315,147	\$118,335,940	\$118,092,840

Members of the Dairyland System

CLASS A MEMBERS

WISCONSIN

1. Barron Electric Cooperative / Barron
2. Bayfield Electric Cooperative, Inc. / Iron River
3. Buffalo Electric Cooperative / Alma
4. Chippewa Valley Electric Cooperative / Cornell
5. Clark Electric Cooperative / Greenwood
6. Crawford Electric Cooperative / Gays Mills
7. Dunn County Electric Cooperative / Menomonie
8. Eau Claire Electric Cooperative / Fall Creek
9. Grant-Lafayette Electric Cooperative / Lancaster
10. Jackson Electric Cooperative / Black River Falls
11. Jump River Electric Cooperative, Inc. / Ladysmith
12. Oakdale Electric Cooperative / Oakdale
13. Pierce-Pepin Electric Cooperative / Ellsworth
14. Pulk-Burnett Electric Cooperative / Centuria
15. Price Electric Cooperative, Inc. / Phillips
16. Richland Electric Cooperative / Richland Center
17. St. Croix County Electric Cooperative / Baldwin
18. Taylor Electric Cooperative / Medford
19. Trempealeau Electric Cooperative / Arcadia
20. Vernon Electric Cooperative / Westby

IOWA

21. Allamakee-Clayton Electric Cooperative, Inc. / Postville
22. Cedar Valley Electric Cooperative / St. Ansgar
23. Hawkeye Tri-County Electric Cooperative / Cresco
24. Winnebago Rural Electric Cooperative Association / Thompson

MINNESOTA

25. Freeborn-Mower Electric Cooperative / Albert Lea
26. People's Cooperative Power Association / Rochester
27. Tri-County Electric Cooperative / Rushford

ILLINOIS

28. Jo-Carroll Electric Cooperative, Inc. / Elizabeth

CLASS B MEMBERS

- Adams-Columbia Electric Cooperative / Friendship, Wis.
Central Wisconsin Electric Cooperative / Iola, Wis.
Oconto Electric Cooperative

- Oconto Falls, Wis.
Rock County Electric Cooperative Association
Janesville, Wis.

- Waushara Electric Cooperative
Waushara, Wis.

CLASS C MEMBERS

- Cooperative Power
Eden Prairie, Minn.
Minnesota Power Cooperative, Inc.
Grand Forks, N.D.
United Power Association
Elk River, Minn.

CLASS D MEMBERS

- City of Arcadia, Wis.
Village of Argyle, Wis.
City of Austin, Minn.
City of Barron, Wis.
City of Blooming Prairie, Minn.
Village of Cashton, Wis.
City of Cumberland, Wis.
City of Elroy, Wis.
City of Fennimore, Wis.
City of Forest City, Iowa
City of La Farge, W.
City of Lake Mills.
City of Lanesboro, Minn.
Village of Merrifield, Wis.
City of New Lisbon, Wis.
City of Osage, Iowa
City of Preston, Minn.
City of Richland Center, Wis.
City of River Falls, Wis.
City of Rochester, Minn.
Southern Minnesota Municipal Power Agency / Rochester, Minn.
Village of Viola, Wis.

CLASS E MEMBERS

- Interstate Power Company / Dubuque, Iowa
Minnesota Power / Duluth, Minn.
Northern States Power Company-Minnesota / Minneapolis, Minn.
Northern States Power Company-Wisconsin / Eau Claire, Wis.
Northwestern Public Service Company / Huron, S.D.
Northwestern Wisconsin Electric Company / Frederic, Wis.
Wisconsin Power & Light / Madison, Wis.



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Compliments of

William L. Berg
General Manager

NOTE: Rec'd w/o LTR

Dairyland Power Cooperative

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