

Budget Policy

PEDERNALES ELECTRIC COOPERATIVE, INC.

1. Purpose:

- 1.1. The Budget for Pedernales Electric Cooperative, Inc. (“PEC” or “Cooperative”) is a financial document projecting revenues, expenses, and Capital Improvement Plan expenditures. It is also a tool that is used to help monitor and assure financial integrity for the Cooperative. The Budget serves as an operational guideline and helps to link financial planning with day-to-day operations. The Budget is approved annually by the Board of Directors (“Board”). This Budget Policy establishes the framework and process for developing, adopting, comparing planned to actual spend, and amending the Budget as may be necessary, from time to time.

2. Scope:

- 2.1. The Budget establishes the maximum Board authorized funding levels for operating expenses and capital expenditures. On occasion, PEC management may determine that it is necessary, in the pursuit of Cooperative goals and objectives, to request the Board to consider an amendment to the Budget.

3. Definitions:

- 3.1. Budget – A financial document projecting revenues, expenses, and Capital Improvement Plan expenditures approved annually by the Board.
- 3.2. Budget Amendment – A Board approved change to the Budget.
- 3.3. Capital Improvement Plan (“CIP”) – The plan that outlines and describes planned expenditures for the construction or acquisition of assets to be placed in service.
- 3.4. CIP Budget – Amounts anticipated to be spent on CIP projects.
- 3.5. CIP Budget Category – A group or category of CIP projects. The listing of CIP Budget Category Codes is provided in **Appendix A**.
- 3.6. Department – A functional division of the Cooperative that has measurable activities or attributes.
- 3.7. Federal Energy Regulatory Commission (“FERC”) Account – The Cooperative’s system of accounts is based on the Code of Federal Regulations, Title 7, Chapter XVII, Rural Utilities Service, Department of Agriculture, Part 1767, Subpart B – Uniform System of Accounts, and is generally referred to as the FERC system of accounts. The listing of FERC Account groups and three-digit FERC Account numbers is provided in **Appendix B**.
- 3.8. IT Framework – The CIP Budget Category assigned to costs for hardware, software, and electronics (except tools for Operations) for the purpose of acquiring and maintaining technology assets for the efficiency of the Cooperative. Examples include life cycle management of computers, fiber cabling for infrastructure, and telephone technology.
- 3.9. Major CIP Variance – An unfavorable fiscal year-end CIP Budget Category variance that exceeds the Board allowance without a Budget Amendment. The Board allowance is established as an unfavorable variance of \$100,000 or 5.0% of the CIP Budget Category, whichever is **greater**.

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- 3.10.** Major Operating Variance – An unfavorable fiscal year-end Operating Budget expense variance that exceeds the Board allowance without a Budget Amendment. The Board allowance is established as an unfavorable variance at the FERC Account group level of \$100,000 or 5.0%, whichever is **greater**.
- 3.11.** Management – Consists of executive, vice president, director, and manager positions. May include other positions or supervisors depending on the context.
- 3.12.** Minor Variance – An unfavorable fiscal year-end variance that does not rise to the level of either a Major CIP Variance or a Major Operating Variance.
- 3.13.** Operating Budget – Outlines and describes forecasted revenues and planned expenses related to providing service to members. Revenues and expenses are budgeted by activities at the three-digit FERC Account level.

4. Policy Statement and Implementation:

4.1. Budget Preparation and Adoption.

- 4.1.1. On an annual basis, Finance Department staff (Budget Team) works with executive management to establish Budget parameters and then coordinates the preparation of PEC's detailed Budget with Management in each Department.
- 4.1.2. A draft Budget is prepared and reviewed by Management for completeness, accuracy, alignment with strategic initiatives, and consistency with PEC goals and objectives, including cost controls.
- 4.1.3. After incorporating adjustments based on Management's review, a draft Budget is presented to the Board for review and consideration.

4.2. Unused Funds.

- 4.2.1. Approved CIP Budget that is not used may not be transferred from one CIP Budget Category to another CIP Budget Category without Board approval. However, unused approved CIP Budget may be transferred among approved projects that were budgeted within the same CIP Budget Category with approval from the executive manager over the Department.
- 4.2.2. Unused Operating Budget may be transferred from one FERC Account group to another FERC Account group with approval from the executive manager over the Department.
- 4.2.3. Amounts may not be transferred between the Operating Budget and the CIP Budget without Board approval.
- 4.2.4. Approved CIP Budget may not be used toward the purchase of real estate without obtaining Board approval for the purchase of real estate pursuant to the Authority and Responsibilities Policy.

4.3. Budget Amendments.

- 4.3.1. Budget Amendments may be required for Major Operating Variances or Major CIP Variances.
- 4.3.2. Revenues are budgeted, but revenue variances will not require a Budget Amendment.
- 4.3.3. Purchased power and property taxes are budgeted, but variances will not require a Budget Amendment.

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4.3.4. Line extensions are budgeted as part of the CIP, but because the construction cost of lines to serve members are directly related to variable member growth and set by PEC's Tariff and Business Rules, variances will not require a Budget Amendment.

4.4. Variances.

4.4.1. Reporting a Minor Variance to the Board is not required.

4.4.2. Reporting a Major Operating Variance or Major CIP Variance to the Board is required.

5. Procedure Responsibilities:

5.1. The Budget should be maintained throughout the year at the level of spend that is authorized within each Department.

5.2. Each Department's Management is responsible for complying with financial policies and ensuring expenditures are properly coded.

5.3. The Budget Team will provide monthly variance reports to each Department outlining actual spend as compared to the CIP Budget and Operating Budget.

5.4. Each Department's Management is responsible for providing monthly written explanations of Minor Variances to the Budget Team. This applies to both the CIP Budget and Operating Budget.

5.5. Each Department's Management is responsible for obtaining a Budget Amendment before obligating PEC to an expenditure that will create a Major CIP Variance or a Major Operating Variance.

5.6. The CEO has the authority, pursuant to the Authority and Responsibilities Policy, to authorize emergency and other time critical and essential, business expenditures that create a Major Variance and/or are not in the Budget. Authorizations of this nature will be reported to the Board by the CEO.

6. Enforcement:

6.1. The CEO shall enforce this Policy. Management shall ensure adherence with this Policy. Violations of this Policy may result in disciplinary or corrective action, up to and including, termination.

7. Superseding Effect:

7.1. This Policy supersedes all previous policies and memoranda concerning the subject matter. Only the Approver may authorize exceptions to this Policy.

8. References and Related Documents:

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Policy Title:	Budget Policy
Review Frequency:	Every 2 Years
Last Reviewed:	March 21, 2016, April 9, 2018, June 23, 2018, December __, 2019
Date Adopted:	March 21, 2016
Effective Date:	July 01, 2018
Amendment Dates:	December __, 2019
Approver:	Board of Directors
Applies to:	All PEC Employees and Board of Directors
Administrator:	Finance - Controller
Superseding Effect	This Policy supersedes all previous policies and memoranda concerning the subject matter. Only the Approver may authorize exceptions to this policy.

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Appendix A - CIP Budget Categories:

Distribution

100	Lines – New (i.e., Extensions)
200	Tie-Lines
300	Conversion and Line Changes
400	Substations, Switching Stations, Metering Points, etc. - New
500	Substations, Switching Stations, Metering Points, etc. - Changes
600	Miscellaneous Distribution Equipment
700	Other Distribution Items

Transmission

800	Lines - New
900	Substations, Switching Stations – New
TRL	Line and Station - Changes
TRM	Other Transmission Lines

Other Utility

AMI	Communication / AMI
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General Plant

FAC	Facilities
ITD	IT Framework
VEH	Vehicles
TEQ	Tools & Equipment

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Appendix B – PEC’s FERC Account Group

FERC Account Groups:

SOE	Sale of Electricity
OER	Other Electric Revenue
COP	Cost of Power
TOE	Transmission Operation Expense
TME	Transmission Maintenance Expense
DOE	Distribution Operations Expense
DME	Distribution Maintenance Expense
CAC	Consumer Accounts Expense
CSV	Customer Service & Information Expense
ECO	Sales Expense (Economic Development)
A&G	Administrative & General Expense
DEP	Depreciation Expense
TAX	Tax Expense
INT	Interest Expense
NON	Other Income & Deductions (i.e., Non-Operating Income/Expense)

FERC Accounts by FERC Account Group:

GROUP FERC #

SOE	Sale of Electricity
440	Residential Sales
442	Commercial & Industrial Sales
445	Other Sales to Public Authorities (College & Military Discount)
OER	Other Electric Revenue
450	Forfeited Discounts (penalties, late fee, etc.)
451	Miscellaneous Service Revenues (establishment fee, connect & reconnect fee, etc.)
454	Rent from Electric Property (pole contacts, etc.)
456	Other Electric Revenue
459	Renewable Energy Credits (RECs)
COP	Cost of Power
555	Purchased Power
557	Other Expenses (internal power supply cost)
TOE	Transmission Operation Expense
560	System Control & Load Dispatch
561	Load Dispatching
562	Station Expense
563	Overhead Line Expense
566	Miscellaneous Transmission Expense

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TME Transmission Maintenance Expense

- 568 Maintenance Supervision and Engineering
- 570 Maintenance of Station Equipment
- 571 Maintenance of Overhead Lines
- 573 Maintenance of Miscellaneous Transmission Plant

DOE Distribution Operations Expense

- 580 Operation Supervision and Engineering
- 581 Load Dispatching
- 582 Station Expense
- 583 Overhead Line Expense
- 584 Underground Line Expense
- 585 Street Lighting
- 586 Meter Expense
- 587 Consumer Installation Expense
- 588 Miscellaneous Distribution Expense
- 589 Rents

DME Distribution Maintenance Expense

- 590 Maintenance Supervision and Engineering
- 592 Maintenance of Station Equipment
- 593 Maintenance of Overhead Lines
- 594 Maintenance of Underground Lines
- 595 Maintenance of Line Transformers
- 598 Maintenance of Miscellaneous Distribution Plant

CAC Consumer Accounts Expense

- 901 Supervision
- 902 Meter Reading Expense
- 903 Customer Records & Collections Expense
- 904 Uncollectable Accounts Expense
- 905 Miscellaneous Customer Accounts Expense

CSV Customer Service & Information Expense

- 907 Supervision
- 908 Customer Assistance Expense
- 909 Informational & Instructional Advertising
- 910 Misc. Customer Service & Info Expense

ECO Sales Expense (Economic Development)

- 911 Customer Program Supervision
- 912 Demonstration and Selling Expense
- 913 Advertising Expense

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A&G Administrative & General Expense

- 920 Administrative & General Salaries
- 921 Office Supplies & Expense
- 923 Outside Services Employed
- 925 Injuries & Damages
- 926 Employee Pensions & Benefits
- 930 Miscellaneous General Expense
- 931 Rents
- 935 Maintenance of General Plant

DEP Depreciation Expenses

- 403 Depreciation Expense (transmission, distribution & general plant)

TAX Tax Expense

- 408 Taxes Other than Income (property tax & PUC gross receipts assessment)

INT Interest Expense

- 427 Interest on Long-Term Debt
- 428 Amortization of Debt Issue Cost
- 431 Other Interest Expense (Line of Credit, Capital Lease, etc.)

NON Other Income & Deductions (i.e., Non-Operating Income/Expense)

- 418 Equity in Earnings of Subsidiary
- 419 Interest & Dividend Income
- 421 Miscellaneous Non-operating Income/Expense
- 424 Other Capital Credits & Patronage Capital (earned from TEC, etc.)
- 426 Other Deductions (donations, etc.)