



# 2020 ANNUAL REPORT





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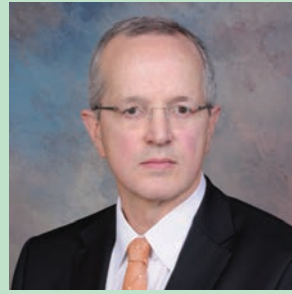
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PATRICK MOONEY

## MESSAGE FROM THE OUTGOING CEO

2020 was a year of unprecedented challenges. More than ever, the customers of Intermountain Rural Electric Association needed reliable electric service. I am proud of how IREA and its employees responded to provide service you could count on.

IREA delivered services and managed accelerating growth despite pandemic constraints. We closed our public customer service desks much of the time, but phone and internet customer services continued even as employees moved to remote work. Most of our administrative staff worked remotely for much of 2020, while our field personnel took additional safety and health precautions and worked throughout the year. We continued to provide affordable, reliable electric service, even as our

system grew to serve more than 165,000 customers.

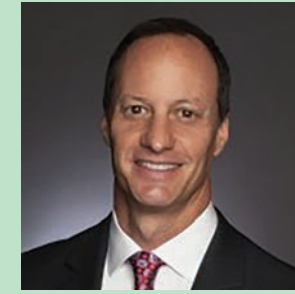
*"IREA delivered services and managed accelerating growth despite pandemic constraints ... We continued to provide affordable, reliable electric service, even as our system grew to serve more than 165,000 customers."*

The pandemic was not our only challenge. A major source of the energy we provide to our customers, Comanche Unit 3, was out of operation for nearly all of 2020, which significantly increased our power cost. We deferred much of that cost, but a temporary power cost adjustment was required to be billed. We are moving to recoup the additional costs from the plant operator, Xcel Energy. We also contended with Colorado's unpredictable weather – including a rare derecho in June – which tested our grid and caused service interruptions. Our crews

responded quickly and efficiently to outages when they occurred, and our ongoing system improvements, including the recent completed Advanced Metering Infrastructure (AMI) project, will help IREA minimize outages going forward.

My retirement is effective April 1. I depart IREA after 11 years and leave the association in the very capable hands of new CEO Jeff Baudier, your elected board of directors, an experienced management team, and a dedicated, skilled staff. I am confident they will continue IREA's high level of service and follow through on its many ongoing efforts, including additional investments in renewables, significant system improvements and continuous improvement of excellent customer service.

It has been my honor to work with the people of IREA to serve our customers. I wish you and yours the very best as we all move through this trying period.



JEFF BAUDIER

## MESSAGE FROM THE INCOMING CEO

I am honored to have been selected to serve as IREA's next CEO, and our family is incredibly excited to become Coloradans. I am a native New Orleanian and lived in Louisiana pretty much my whole life. My wife, Cherie, and I have been married for 28 years and we have three boys ranging from ages 26 to 17. My career in the electric utility business includes roles at NRG Energy and CLECO, during which I served all 10 electric coops in Louisiana, as well as others in Texas and Mississippi.

I arrive at IREA after a very challenging year in which many of you experienced loss and uncertainty. Despite the difficulties of 2020, Patrick, IREA's employees and the board of directors have positioned the association for long-term success. Having worked in both unregulated and regulated power companies, I believe the co-op model has unique advantages in today's electric industry, when consumers seek greater control over how you manage delivery of your electricity. And I believe that IREA especially is poised to be not only the premier power supplier in Colorado, but also a model for the nation.

We have some major priorities that are already under way, including continued system improvements, additional investments in renewable energy and enhancements to all aspects of service. You can also expect IREA to play an even greater role at the core of your families' lives and in the communities we serve, expanding our social contributions and partnering with residents, businesses and local governments to help our communities thrive.

If this crisis has taught us anything, it is that we are all in this together. Unity will be IREA's guiding principle. I thank IREA's board of directors for this opportunity, and Patrick for his decade at the helm of this great organization. Together they have made the future bright for IREA. I look forward to meeting you and cannot wait to see what we do together.

*"I believe the co-op model has unique advantages in today's electric industry ... and that IREA especially is poised to be not only the premier power supplier in Colorado, but also a model for the nation."*

# BOARD OF DIRECTORS

IREA is governed by a board of elected directors, each of whom represents one of seven geographic districts within our service territory. Each director is elected by the IREA members in their respective district to a four-year term. Elections for Districts 3, 5 and 7 occur in April 2021. Districts 1, 2, 4 and 6 will have elections in 2023.



**EUGENE M. SPERRY**  
DISTRICT 3



**RON KILGORE**  
DISTRICT 2



**MICHAEL KEMPE**  
DISTRICT 1  
ASSISTANT SECRETARY/TREASURER



**JAMES ANEST**  
DISTRICT 7  
SECRETARY/TREASURER



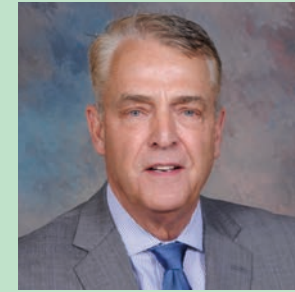
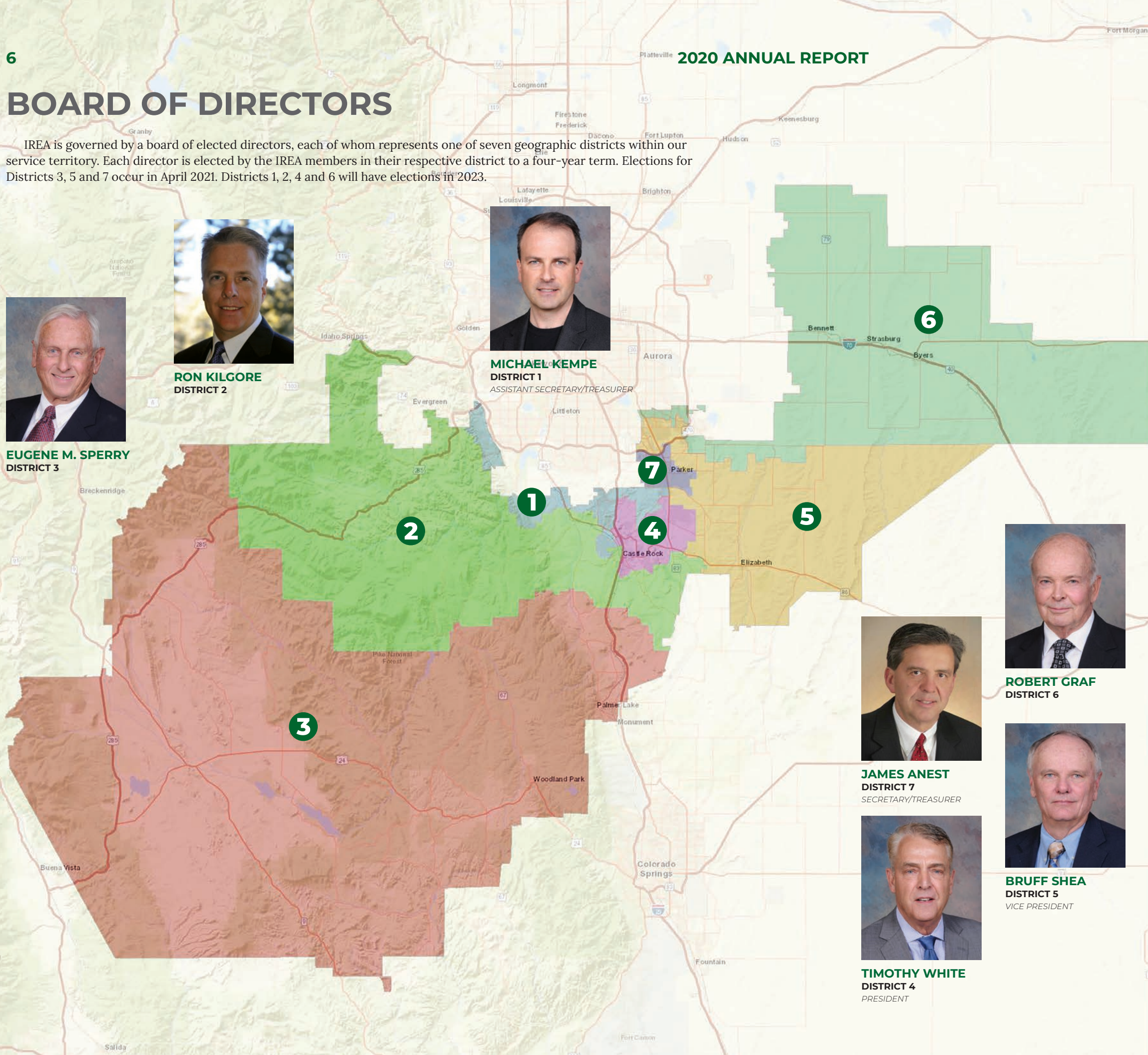
**ROBERT GRAF**  
DISTRICT 6



**BRUFF SHEA**  
DISTRICT 5  
VICE PRESIDENT



**TIMOTHY WHITE**  
DISTRICT 4  
PRESIDENT



**TIMOTHY WHITE**

# MESSAGE FROM THE BOARD PRESIDENT

2020's challenges prompted us to make even bigger commitments to the communities we serve. We ramped up our efforts relating to Energy Outreach Colorado and again matched customer contributions dollar-for-dollar. We also matched customer donations to Help Colorado

*"We anticipate a return to normalcy in 2021, which for IREA means further strengthening the reliability of our grid, increased customer service options and additional investments in renewable energy."*

Now; aided blood, food and clothing drives; contributed to hundreds of local organizations and programs; returned \$16.1 million in capital credits, and created our own employee volunteer program, IREA Cares.

IREA also said goodbye to a good friend and longtime member of its board of directors with the passing of James "Duke" Dozier last year. Duke's legacy will carry on among those of us who knew him. We welcomed Ron Kilgore to the board in September. Ron has already proven to be a strong advocate for members in his district and welcome addition to IREA's board.

We anticipate a return to normalcy in 2021, which for IREA means further strengthening the reliability of our grid, increased customer service options and additional investments in renewable energy.

IREA would not be so well prepared for the coming years if not for our retiring CEO, Patrick Mooney. His legacy includes bettering the association through a new metering system, an outage management system, comprehensive vegetation management and fire prevention programs, renewable energy investments, grid modernization and improved customer service options. During his tenure, IREA remained strong financially and refunded customers \$120 million in capital credits.

My fellow board members and I selected Jeff Baudier to take Pat's place. Jeff has big shoes to fill, but we have every confidence in his ability to guide IREA through this next era. His expertise will be invaluable in the years to come.

The association's board will continue to act in our members' best interests and work to improve all aspects of your electric service.

# FINANCIAL PERFORMANCE



**DEDE JONES**  
CHIEF FINANCIAL OFFICER

The association recorded a net margin of \$17.2 million in 2020, within 1.1% of the margin expected from the board-approved 2020 budget, compared to a \$30 million margin in 2019. Though financial results for the year were strong and preserved the key metrics required by our lenders, the year-long Comanche Unit 3 outage resulted in over \$25 million of additional costs paid out in 2020 that are being accounted for as expense over a three-year period from 2020 through 2022. Referred to as “regulatory balancing,” this accounting treatment allows us to minimize the extraordinary effect of the outage in a single year and lessen the impact to our customers.

The COVID-19 pandemic influenced IREA's financial performance in several ways. We saw residential sales revenues increase by \$12.2 million and comprise 69% of total operating revenues – up from 67% in 2019 – while many of our customers stayed and worked from home. We saw related declines in sales to our commercial and industrial customers as businesses were closed and operations were scaled back to meet social distancing and other federal and state requirements. Overall, operating revenue increased \$9.55 million, or 3.2%.

The cost of electric service increased by \$23 million over 2019, largely due to power costs, which were \$13.7 million – or 11.5% – higher because of the outage. Depreciation and taxes accounted for \$6.6 million of the increase as our net utility plant assets grew by \$50.5 million. We made significant system improvements,

including implementation of Advanced Metering Infrastructure (AMI), and saw growth in our customer base with the addition of 3,608 active services. General increases in wages, benefits, outside services and costs associated with technology amounted to \$3.7 million. Interest expense on short- and long-term borrowings declined by 0.7% from the prior year as we continue to pay down debt and benefit from very low interest costs on our variable rate portfolio.

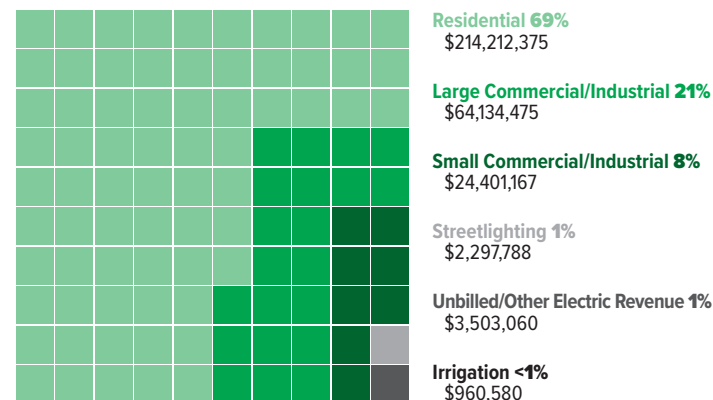
The number of association employees declined by five during the year, from 231 to 226, though we will fill needed positions in 2021. The ratio of consumers to employee – 732 to 1 – is among the best in our industry.

The association's key financial metrics declined because of the lower margin in 2020 and as the association borrowed money to finance its capital expenditures. These ratios, however, remained above minimum requirements and within ranges required by our financial policy. The equity-to-assets ratio decreased to 29.25% from 30.87% in 2019. The ratio of debt to earnings before interest, taxes and depreciation (EBITDA) was up to 7.63 to 1 in 2020 from 6.14 to 1 in 2019. IREA borrowed \$75 million in long-term debt in 2020 at rates below 3%.

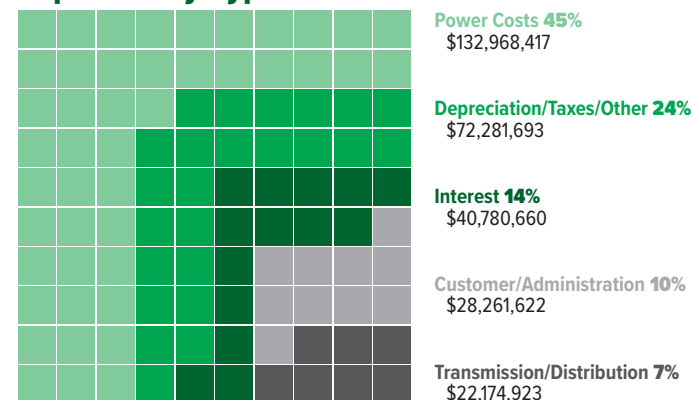
Because we realized a decent margin and intend to continue returning patronage capital to our members on a meaningful cycle, our Board of Directors authorized a capital credit retirement of \$9 million to customers in March 2021. IREA has returned over \$118 million to customers since 2013.

*"The COVID-19 pandemic influenced IREA's financial performance in several ways."*

## Sources of Revenue



## Expenses by Type



## Balance Sheet

### As of December 31 (Unaudited)

	2020	2019
<b>Assets</b>		
Utility Plant	\$ 1,092,897,090	\$ 1,042,409,958
Other Property and Investments	30,053,127	28,310,357
Current Assets	58,597,107	46,787,002
Deferred Assets	26,906,264	11,440,216
<b>Total Assets</b>	<b>\$ 1,208,453,588</b>	<b>\$ 1,128,947,533</b>
<b>Liabilities and Equity</b>		
Memberships and Patronage Capital	\$ 294,751,308	\$ 281,437,636
Margins and Other Equity	58,674,998	67,090,819
<b>Total Equity</b>	<b>353,426,306</b>	<b>348,528,455</b>
Long-term Debt	689,683,324	645,781,582
Other Non-Current Liabilities	31,188,383	22,783,325
<b>Total Current, Accrued and Deferred Liabilities</b>	<b>134,155,575</b>	<b>111,854,171</b>
<b>Total Liabilities and Equity</b>	<b>\$ 1,208,453,588</b>	<b>\$ 1,128,947,533</b>

## Operating Statistics

	2020	2019
Active Services	165,422	161,814
kWh Generated, net	46,633,493	1,394,715,361
kWh Purchased	2,570,711,342	1,121,064,480
kWh Sold	2,508,998,609	2,401,189,164
Modified Debt Service Coverage Ratio	1.54 to 1	1.82 to 1
Equity as a % of Total Assets	29.25%	30.87%
Debt to EBITDA *	7.63 to 1	6.14 to 1
* Earnings before Interest, Taxes, Depreciation and Amortization		
Number of Employees	226	231
Number of Consumers per Employee	732	700

## Statement of Operations

### For the year ended December 31 (Unaudited)

	2020	2019
Total Operating Revenue	\$ 309,509,445	\$ 299,956,304
Total Operating and Maintenance Expense	183,404,962	166,723,923
Depreciation and Amortization Expense	47,108,447	47,709,756
Tax Expense	15,200,105	14,100,000
Interest Expense	40,780,660	41,081,183
Other Expense	9,973,141	3,873,472
<b>Total Cost of Electric Service</b>	<b>296,467,315</b>	<b>273,488,334</b>
<b>Operating Margin</b>	<b>\$ 13,042,130</b>	<b>\$ 26,467,970</b>
Other Non-Operating Interest and Dividends	4,179,229	3,598,572
<b>Total Margin</b>	<b>\$ 17,221,359</b>	<b>\$ 30,066,542</b>

# COVID-19: OUR SHARED CHALLENGE

The pandemic influenced many of the decisions made in 2020. Early in the year, the association suspended most disconnections of electric service for non-payment and waived disconnect notice fees. Because of remote work, IREA saw a significant increase in residential energy use, but our service remained reliable. We also began offering more flexible payment arrangements, which are still available to customers who face financial difficulties because of COVID-19. Customers experiencing financial hardship are encouraged to call Customer Service at (800) 332-9540 to discuss your options.

IREA offices temporarily closed for walk-in business and bill payments, but have now reopened. Payment drop boxes are available at all locations. For a list of free electronic payment options and the most up-to-date information regarding office closures, please visit our website, [www.IREA.coop](http://www.IREA.coop).



## 2020 AT A GLANCE



**3,600+**

NEW ACTIVE SERVICE LOCATIONS, SURPASSING 165,000 TOTAL



**130,000+**

CALLS HANDLED BY CUSTOMER SERVICE REPRESENTATIVES – AN AVERAGE OF 500 PER DAY



**84%**

PERCENTAGE OF CUSTOMER BILL PAYMENTS THAT WERE ELECTRONIC AS OF YEAR'S END



**1,100**

SQUARE MILES OF TERRITORY SERVED BY OUR NEW DISTRICT OFFICE IN BENNETT, WHICH OPENED IN DECEMBER



**400**

KILOWATTS OF CLEAN ENERGY GENERATED BY THE NEW SOLAR CARPORT AT OUR SEDALIA HEADQUARTERS

# RELIABILITY

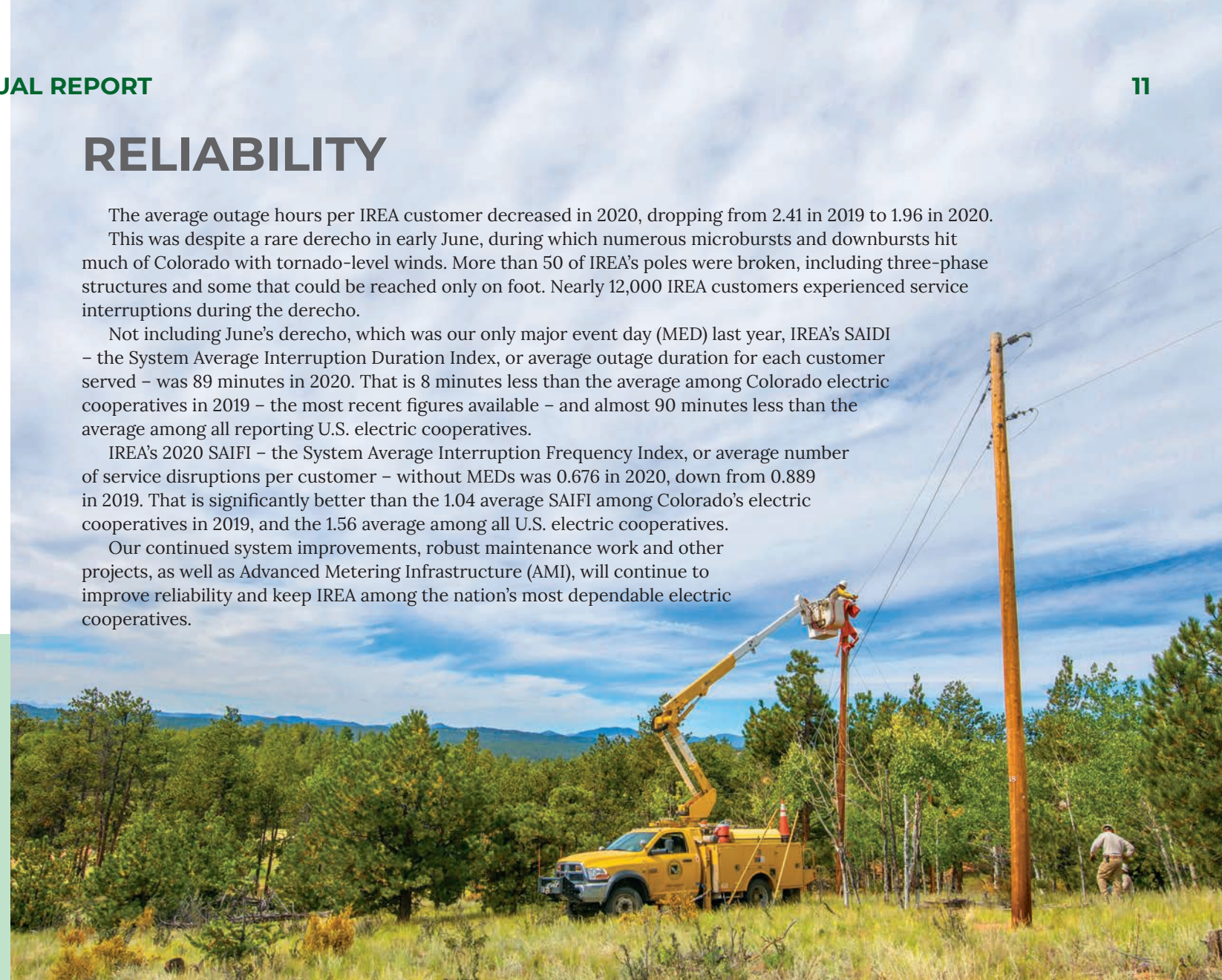
The average outage hours per IREA customer decreased in 2020, dropping from 2.41 in 2019 to 1.96 in 2020.

This was despite a rare derecho in early June, during which numerous microbursts and downbursts hit much of Colorado with tornado-level winds. More than 50 of IREA's poles were broken, including three-phase structures and some that could be reached only on foot. Nearly 12,000 IREA customers experienced service interruptions during the derecho.

Not including June's derecho, which was our only major event day (MED) last year, IREA's SAIDI – the System Average Interruption Duration Index, or average outage duration for each customer served – was 89 minutes in 2020. That is 8 minutes less than the average among Colorado electric cooperatives in 2019 – the most recent figures available – and almost 90 minutes less than the average among all reporting U.S. electric cooperatives.

IREA's 2020 SAIFI – the System Average Interruption Frequency Index, or average number of service disruptions per customer – without MEDs was 0.676 in 2020, down from 0.889 in 2019. That is significantly better than the 1.04 average SAIFI among Colorado's electric cooperatives in 2019, and the 1.56 average among all U.S. electric cooperatives.

Our continued system improvements, robust maintenance work and other projects, as well as Advanced Metering Infrastructure (AMI), will continue to improve reliability and keep IREA among the nation's most dependable electric cooperatives.



## SYSTEM IMPROVEMENTS

IREA continually upgrades the system to improve reliability and make it safer. Some of the many system improvement projects we started, continued or completed in 2020:

- **Line rebuilds** in and around Bennett, Conifer, Elizabeth, Lake George, Palmer Lake and many other areas we serve. These rebuilds improve reliability, increase capacity and help us mitigate wildfires.
  - **New substations** to accommodate residential, commercial and industrial growth, as well as interconnect new sources of renewables – such as Pioneer Solar – to our system.
  - A long-term **rebuild of the transmission line** over Kenosha Pass between Conifer and Como, which will increase capacity and improve reliability.
- In 2020, we also continued or completed maintenance and other projects that will help our system stay healthy:
- **Year-round vegetation management** that keeps our lines and other equipment clear of trees and other vegetation.
  - **Increased line patrols** that help our crews identify possible issues.
  - Adherence to **updated standards** for designs, equipment and construction.
  - A **comprehensive audit of pole attachments** to identify broadband, telephone, cable and other services that use IREA's poles.



## RENEWABLE ENERGY

IREA's newest utility-scale solar facility, Pioneer Solar, was completed and began power production in late 2020. Its 230,000 photovoltaic panels, situated on 540 acres near Bennett, are capable of generating 80 megawatts of power for our system for at least the next decade.

In 2020, IREA's Board of Directors committed to additional projects that will bring the association's potential solar generation to nearly 200 megawatts. Future projects include Hunter Solar, from which IREA plans to purchase 45 megawatts, and the 55-megawatt Kiowa Solar. Those facilities are planned to be in operation in 2022 and 2023, respectively.

The number of residential solar interconnections on IREA's system grew significantly in 2020, too. By year's end, more than 3,700 rooftop systems were interconnected to IREA's grid, a jump of nearly 30% from 2019. Combined, those systems offer more than 21 megawatts of potential generation.



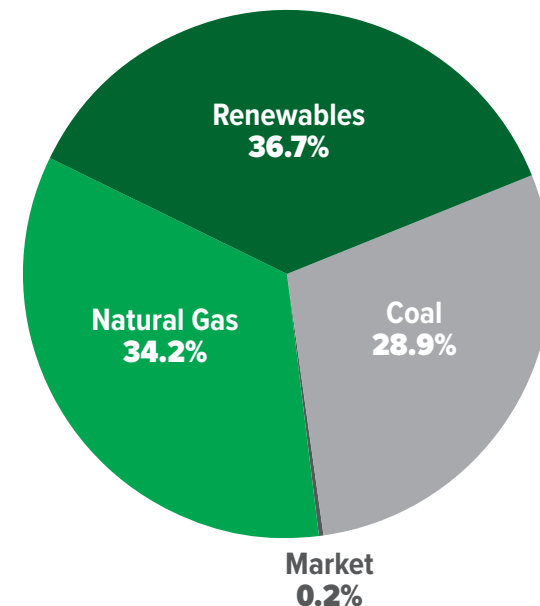
## POWER SUPPLY

Comanche Unit 3, the Xcel Energy-operated power plant that typically supplies more than 50% of IREA's distributed energy, was not in operation for nearly all of 2020. During that downtime, IREA had to purchase replacement energy from Xcel at more than twice the cost of Comanche-produced energy, which increased our 2020 power costs by 20%. As we seek to recoup the additional costs from responsible parties, a temporary power cost adjustment (PCA) will recover those costs in 2021 and 2022 from all rate classes.

In 2020, we continued to prepare for the anticipated early retirement of Comanche Unit 3, as we began accelerating depreciation on the plant in 2018 and have been planning a power supply future without it.

IREA is committed to providing electricity that is both reliable and affordable. In 2020, we further diversified our power supply mix with additional investments in renewables that make dependable energy available at or below our avoided cost, which is what IREA would otherwise pay for the same amount of energy from other sources. Also in 2020, the association formally issued a request for new power supply options to begin in 2026, after our current power purchase agreement (PPA) with Xcel Energy expires. We expect any new PPA to provide our cooperative flexibility in maximizing renewables without sacrificing reliability or affordability.

2020 Energy by Source



## ADVANCED METERING INFRASTRUCTURE

Implementation of AMI entered its final phase late in 2020 as we completed deploying more than 168,000 new meters throughout our service area. AMI has increased service reliability and streamlined our operations, reducing field visits by more than 38,000 in 2020. We now have real-time usage and outage information and can monitor voltage and blinks to help us address potential outages before they occur. We also can identify and address potential tampering and power theft in real time. IREA now is able to develop new cost-savings programs, pre-payment plans and additional rate structures designed to give customers choices that better suit their needs and usage patterns. Finally, AMI drives the My Power customer portal, which gives customers access to key power usage information.

## MY POWER

My Power launched in the fall of 2020 and gives customers a better understanding of their energy usage. Customers may view usage data in hourly, daily and weekly increments, set up custom thresholds that enable notifications if energy use exceeds a specified amount, and use weather tracking to determine if a period of high energy use corresponds to a day of high or low temperatures. By the end of 2020, nearly 3,000 IREA customers were enrolled in and using My Power.

## LEGISLATIVE OUTREACH

Even with the pandemic disrupting legislative work, IREA lobbied on behalf of members. Our biggest focus was on the **creation of a regional transmission organization (RTO) in Colorado**, which would improve reliability, reduce energy costs for customers, create jobs and cut down on emissions. IREA's work on this issue continues in 2021.

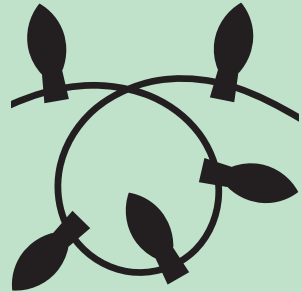
Our other work at the Capitol in 2020 included:

- Supporting the **Move Over or Slow Down for Official Vehicle bill**, further clarifying that "slowing down" means to 25 MPH if the speed limit is less than 45 MPH, or at least 20 MPH less than the posted speed limit if it is 45 MPH or more. Colorado State Patrol is also required to create a campaign to raise public awareness to move over or slow down, and of the dangers to stationary emergency and service vehicles.
- Opposing **House Bill 1025**, which would have changed the long-standing tax exemption on the sale and purchase of electricity used in processing, manufacturing, mining, refining, irrigation, construction and other industrial uses, unless it is separately metered. This would have additionally burdened end-users by increasing costs to furnish more equipment.
- Supporting **House Bill 1412**, which gave \$10 million to the Energy Outreach Colorado low-income energy assistance fund to provide direct utility bill payment assistance to households facing economic hardship due to the COVID-19 pandemic.



# COMMUNITY OUTREACH

The communities we serve needed help more than ever. IREA responded by organizing and aiding several charitable programs and supporting hundreds of local nonprofits with monetary donations. In 2020, IREA and its customers:



RECYCLED 4,000 POUNDS OF UNWANTED STRING LIGHTS AND DONATED THE PROCEEDS TO ENERGY OUTREACH COLORADO



DONATED NEARLY 600 WINTER COATS TO THE ANNUAL COATS FOR COLORADO PROGRAM



CONTRIBUTED TO MULTIPLE LOCAL FOOD AND BLOOD DRIVES

IREA hosted a hugely popular free shred event at our headquarters, and again awarded higher education grants to 35 area graduating high school seniors. We also established IREA Cares, which allows association employees to spend a workday volunteering at a local nonprofit or charity organization.

Our monetary donations in 2020 included:

**\$137,000**

for local energy assistance efforts

**\$36,000**

for senior groups

**\$68,000**

for schools and youth groups

**\$3,500**

to veterans groups

**\$11,000**

to health organizations

**\$14,000**

for special needs initiatives

**\$28,000**

for various civic organizations

**\$33,000**

for local parks, recreation and arts

**\$17,000**

for local chambers of commerce

**\$7,500**

to fire protection and law enforcement

**\$5,000**

for domestic violence education, awareness and prevention

IREA customers also came through for their fellow Coloradans in 2020, donating nearly \$37,000 to Energy Outreach Colorado – \$10,000 more than in 2019 – which IREA matched dollar-for-dollar.

# EXECUTIVE MANAGEMENT



**Chief Executive Officer Jeff Baudier** joined IREA in March 2021. He has nearly 30 years of experience in the energy industry as an executive and attorney. Jeff's experience includes most recently serving as a managing director for private equity fund manager Bernhard Capital Partners Management LP. He also held chief development officer and regional CEO positions at Cleco Corporate Holdings LLC and NRG Energy Inc., respectively. Baudier holds a Juris Doctor from Loyola University New Orleans College of Law and received his undergraduate degree from the University of New Orleans.



**Chief Operating Officer Pam Feuerstein, P.E.**, is responsible for engineering, distribution and transmission operations, power supply, and safety for the Association. She also serves as the company's North American Electric Reliability Corporation (NERC) Compliance Offer and Critical Infrastructure Protection (CIP) Senior Manager. Ms. Feuerstein joined IREA in 2010 as the System Planning Manager and later served as IREA's Engineering Manager. Prior to working at IREA, she worked for an engineering consulting firm in various roles for over 15 years. Ms. Feuerstein is a registered Professional Engineer and has a Bachelor of Science in Electrical Engineering from Montana State University.



**Corporate Services Officer Ian Fleming** leads that department's mission of rendering a comprehensive and integrated human resource, information technology, fleet, facilities and administration function, and to enhance service delivery and the welfare of all IREA employees. He has 26 years of IT experience, 19 working with three distribution cooperatives located in the Southwest U.S. Mr. Fleming holds several technical and professional certifications, a Bachelor of Science in Management Information Systems from the University of Maryland, and a Masters of Cybersecurity from Excelsior College.



**Chief Legal Officer and General Counsel Craig N. Johnson** advises the Board and senior management regarding disputes, transactions, corporate governance, regulatory matters, real estate, risk management and other matters arising in connection with IREA's business. Before joining IREA he was in private practice for 25 years representing utilities and financial institutions in complex litigation matters and was in-house counsel for a large, municipally owned electric generation and transmission utility. Mr. Johnson received a B.A. in Political Science from Colorado State University and is a graduate of the UCLA School of Law.



**Chief Financial Officer Dede Jones** leads the finance functions within the Association, including cash and debt management, financial accounting and reporting, financial planning and analysis, risk management, procurement and internal audit. Jones has spent most of her career in the energy industry, previously serving in management positions with investor-owned utilities and a four-service municipal utility before joining the cooperative in August 2016. Ms. Jones has also consulted on utility acquisitions, worked in public accounting and directed the development and implementation of internal audit activities. Ms. Jones earned a Bachelor of Science in Business Administration and Accounting from the University of Kansas. She is a licensed certified public accountant and certified internal auditor.



**Community Relations Officer Mandi Leshner** leads the call center, billing and payments, and public relations functions within IREA. She has over 16 years of experience in the utility industry and has worked for IREA since October 2006. She began her career at IREA implementing special projects and served as the Project Director for IREA's two-year-plus enterprise-wide implementation that went live in April 2012. She also helped lead the development of IREA's billing and payment strategy focused on the delivery of multi-channel payment options to IREA customers. Ms. Leshner earned a Bachelor of Science in Business Administration from Colorado State University and a Master of Business Administration in Strategic Management from Regis University.





**Intermountain Rural Electric Association** was established in 1938 as a not-for-profit, customer-owned electric distribution cooperative. We currently serve more than 165,000 customers inside a 5,000-square-mile service territory in central Colorado, with headquarters in Sedalia and district offices in Bennett, Conifer and Woodland Park.



5496 N. U.S. Hwy. 85  
Sedalia, CO 80135



(800) 332-9540  
(7-7 M-F)



(844) IREA-FIX  
(Outages 24/7)



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Electric Association