

Wifi: Omni Meeting
Password: NRECA26

March 2026
Board of Directors Meeting



Touchstone Energy[®]
Cooperatives

-
- Welcome and Call to order (Tim Street)
 - Roll Call, Quorum (Amy Rosier)
 - Appoint Parliamentarian and Recording Secretary (Tim)
 - Approval of Meeting Minutes (November 4) (Tim)
 - Agenda Review & Approval (Tim)

Executive Director Update

Jana Adams

Executive Director Update

- 2025 Year in Review
- 2026 Strategic Priorities & Dashboard
- Staffing Structure Update

Touchstone Energy® 2025 Dashboard – December

Strategic Priorities

- Elevate Touchstone Energy as a source for research and benchmarking.
- Continue developing new and growing existing non-dues revenue sources.
- Focus on nonmember outreach to highlight evolution of Touchstone Energy.
- Expand program engagement among member co-ops.

Goals	KPI	Status	UPDATE
Retain and recruit members to achieve budget.	<ul style="list-style-type: none"> • Dues \$8,989,000 • 30 proposals to non-member cooperatives 	<ul style="list-style-type: none"> ▲ ● 	<ul style="list-style-type: none"> • Paid: \$8,513,617.5 (\$2.5K in receivables) • Prepared for NM meetings at CEO close up
Increase non-dues revenue	<ul style="list-style-type: none"> • Generate \$2M in total sales proposals • \$1.2 million in budgeted non-dues revenue 	<ul style="list-style-type: none"> ▲ ● 	<ul style="list-style-type: none"> • Pipeline + Confirmed: \$1,090,223 • Total: \$1,372,182
Continue outreach to lightly engaged members to schedule value enhancement meetings and highlight member value.	<ul style="list-style-type: none"> • 100 completed Member Value Meetings (co-op meetings to highlight TSE & arrays of programs) 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> • 174 co-ops
Expand member participation in ACSI and produce the new Cooperative Advantage report.	<ul style="list-style-type: none"> • 375 ACSI scores • 40 co-ops receive score through ACSI DIY • 50 co-ops for Co-op Advantage Report • 20 co-ops receive CA custom reports • \$20,000 net margin on CA local reports & services 	<ul style="list-style-type: none"> ● ● ● ● ● 	<ul style="list-style-type: none"> • 362 Scores • 34 DIY; 12 in process • 54 • 13 - promotion continues with 2026 sign ups • \$21,000 confirmed to date
Expand use of SHiNE platform, web design services and web content support.	<ul style="list-style-type: none"> • Increase live websites by 25 (520 EOY) • Increase co-ops using SHiNE by 15 (435 EOY) • Generate \$200,000 in revenue from Design & Build • Increase Content Support subscriptions to 20 • Generate \$40,000 in revenue from Content Support 	<ul style="list-style-type: none"> ▲ ▲ ● ● ● 	<ul style="list-style-type: none"> • 508 sites • 427 Users • \$233,325 • 26 • \$127,038

Touchstone Energy® 2025 Dashboard – December

	KPI	Status	UPDATE
Promote usage of Co-op Connections with a focus on increased program usage.	<ul style="list-style-type: none"> 260,000 user accounts (2024: 248,000) Identify & Increase non-dues revenue (\$18,000) 	<ul style="list-style-type: none"> ● 255,544 Users ▲ \$9,652 	
Fully promote revised Service Excellence training program and pilot SE 365 to create cohorts of participants that engage post training.	<ul style="list-style-type: none"> Train 2,250 participants Increase program fee net revenue to \$50,000 	<ul style="list-style-type: none"> ▲ 1,587 Participants ● \$68,200 	
Promote and expand usage of Touchstone Energy creative materials among the membership.	<ul style="list-style-type: none"> Increase ad downloads to 6,300 Ad tagging to 60 co-ops Media spend 5 co-ops Podcast 2,000 Annual Downloads 	<ul style="list-style-type: none"> ▲ 3,571 downloads ▲ 27 co-ops ▲ 1 co-op ▲ 1,486 downloads 	
Increase LinkedIn Learning program usage by co-op employees and number of co-ops using the program.	<ul style="list-style-type: none"> 5,000 unique log-ins Increase videos views to 275,000 	<ul style="list-style-type: none"> ▲ 4.032 unique log-ins ▲ 185,253 video views 	
Successfully implement the 2025 NEXT Conference to achieve financial and programmatic objectives.	<ul style="list-style-type: none"> \$385K registration revenue Increase attendance to 450 (2024: 390) \$155K in sponsorship support 	<ul style="list-style-type: none"> ● \$413,945 ● 459 registered attendees ● \$150,055 	✓
Expand use of Touchstone Energy SOCIAL to support members social media engagement.	<ul style="list-style-type: none"> Member Benefit: 98 Co-ops (2024: 88) Subscription Tier: 12 Subscribers (2024: 8) 	<ul style="list-style-type: none"> ● 102 Co-ops ● 12 Paid 	
Promote branded Pre-Paid Credit card program to increase use and non-dues revenue.	<ul style="list-style-type: none"> \$2M through the program (2024: \$1.24M) 145 Active Users (2024: 122) 	<ul style="list-style-type: none"> ▲ \$1,492,798.29 in orders ● 152 users - 209 co-ops onboarded 	

2025 EOY Financial Performance

- Just under \$250K better than budget
- All income lines items exceeded budget except dues
- Successful efforts with NRECA to right size shares costs yielded \$178K in savings over budget

Touchstone Energy® 2026 Dashboard – DRAFT

2026 Strategic Priorities

- Expand program engagement to drive member value & retention.
- Increase & diversify fee-for-service revenue streams.
- Strengthen and expand research & benchmarking programs.
- Focus on nonmember outreach to highlight evolution of Touchstone Energy.

Goals	KPI	Status	UPDATE
Retain and recruit members to achieve budget.	<ul style="list-style-type: none"> • Dues \$8,335,000 • 30 proposals to non-member cooperatives 		
Increase non-dues revenue	<ul style="list-style-type: none"> • Maintain Leads in Process of \$150,000 • \$1.688 million in budgeted non-dues revenue 		
Continue outreach to lightly engaged members to schedule value enhancement meetings and highlight member value.	<ul style="list-style-type: none"> • 200 completed Member Value Meetings • 10 Member Engagement Workshops 		
Strengthen and expand research & benchmarking programs.	<ul style="list-style-type: none"> • 230 co-ops receive at least one ACSI score • 375 scores • 75 co-ops in Cooperative Advantage Report • \$257,500 Total revenue 		
Expand use of SHINE platform, web design services and web content support.	<ul style="list-style-type: none"> • Increase live websites by 20 (508 EOY) • Generate \$300,000 in revenue • Transition 50% of all sites to SHINE • Generate \$132,000 in Content Support revenue • Maintain a monthly baseline of 15 subscribers 		



Touchstone Energy® 2026 Dashboard – DRAFT

	KPI	Status	UPDATE
Map out the future of Co-op Connections to ensure value and appropriate costs.	<ul style="list-style-type: none"> Develop program improvement plan Lower net expense to \$55K 		
Fully promote revised Service Excellence training program and pilot SE 365 to create cohorts of participants that engage post training.	<ul style="list-style-type: none"> Host 75 training sessions Generate program revenue of \$120,000 		
Promote and expand usage of Touchstone Energy creative materials among the membership.	<ul style="list-style-type: none"> Conduct next phase of ad. value research. Expand ad tagging to 50 co-ops total (2025: 27) Expand leads/use of creative materials/services. 		
Increase LinkedIn Learning program usage by co-op employees and number of co-ops using the program.	<ul style="list-style-type: none"> Increase users to 3 or more for 40 cooperatives Increase video views to 225,000 		
Successfully implement the 2026 NEXT Conference to achieve financial and programmatic objectives.	<ul style="list-style-type: none"> Increase western attendance (2024: 390) Achieve budgeted Net Revenue of \$36K Attendee survey results >= 4.5 	<p><i>437 registered attendees</i></p> <p>TBD</p> <p><i>4.5 rating</i></p>	
Expand use of Touchstone Energy SOCIAL to support members social media engagement.	<ul style="list-style-type: none"> Content Support: 110 Co-ops (2025: 102) Management Platform: 18 Co-ops (2025: 12) 		
Promote branded Pre-Paid Credit card program to increase use and non-dues revenue.	<ul style="list-style-type: none"> \$1.8M through the program (2026: \$1.49M) 175 Active Users (2025: 152) 		



GREEN: on pace to achieve year-end goal.



YELLOW: Tracking behind; additional focus needed.



RED: At risk for not achieving goal.

Staffing Structure Updates

- SHiNE Team
 - Added two new contractors
 - Adjusting our use of third-party development firm
- Evaluating needs with Mary Ann's departure
 - Graphic design needs
 - Leveraging partners more (agency and creative team)
- Recruiting for administrative support for governance & research (1 FTE).

SHiNE Investment & Program Update

SHiNE: Make Your Co-op Shine Online

SHiNE is the only platform built *by co-ops, for co-ops*, ensuring every feature is relevant and valuable to your team and members.

Current Stats:

127 SHiNE Websites

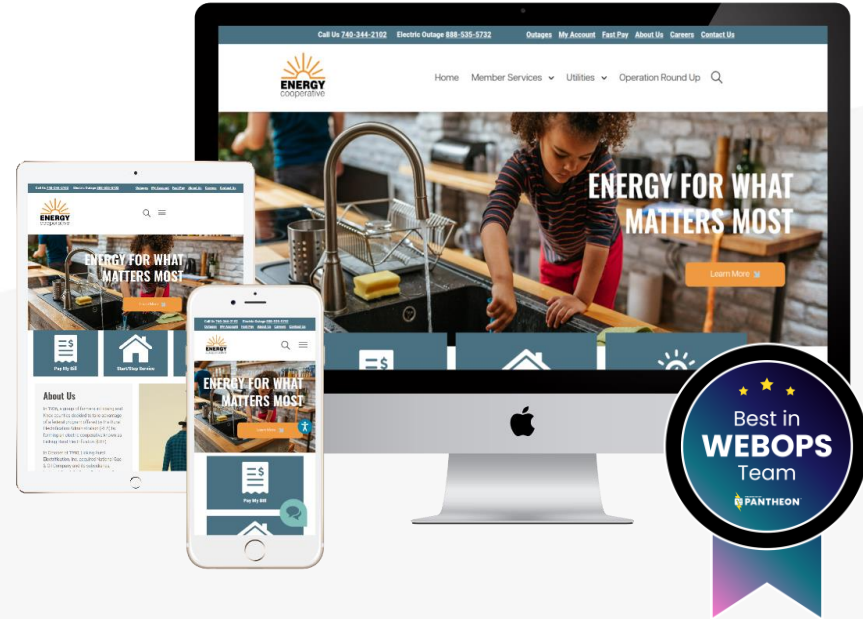
513 Managed Websites

2026 Goals:

\$300k in Design & Build Revenue

\$132k in Content Support

Increase secondary sites



SHiNE: Program Enhancements

Available now:

- SHiNE CMS – Prebuilt Templates for popular topics (Energy Efficiency Center).
- SHiNE Themes – Template #4 created for Fiber, develop a Magazine solution next.

Coming EOY:

- Co-op Web Builder – Update codebases of all sites to remain secure; 6-month effort.
- SHiNE CMS – Page Layout Creator improvements to UI and QOL.
- SHiNE Plugin – Develop a solution for automatic prebuilt page template installs.
- SHiNE Plugin – Develop a solution for Texas Co-op Power Magazine content, local stories.
- SHiNE Security – PCI compliance for SHiNE CMS (requires dedicated staff resources).
- SHiNE Website – Create more Case Studies, create new page “Custom Co-op Plugins”.



MAKE YOUR CO-OP SHINE ONLINE

Co-op Project Timeline

Small projects

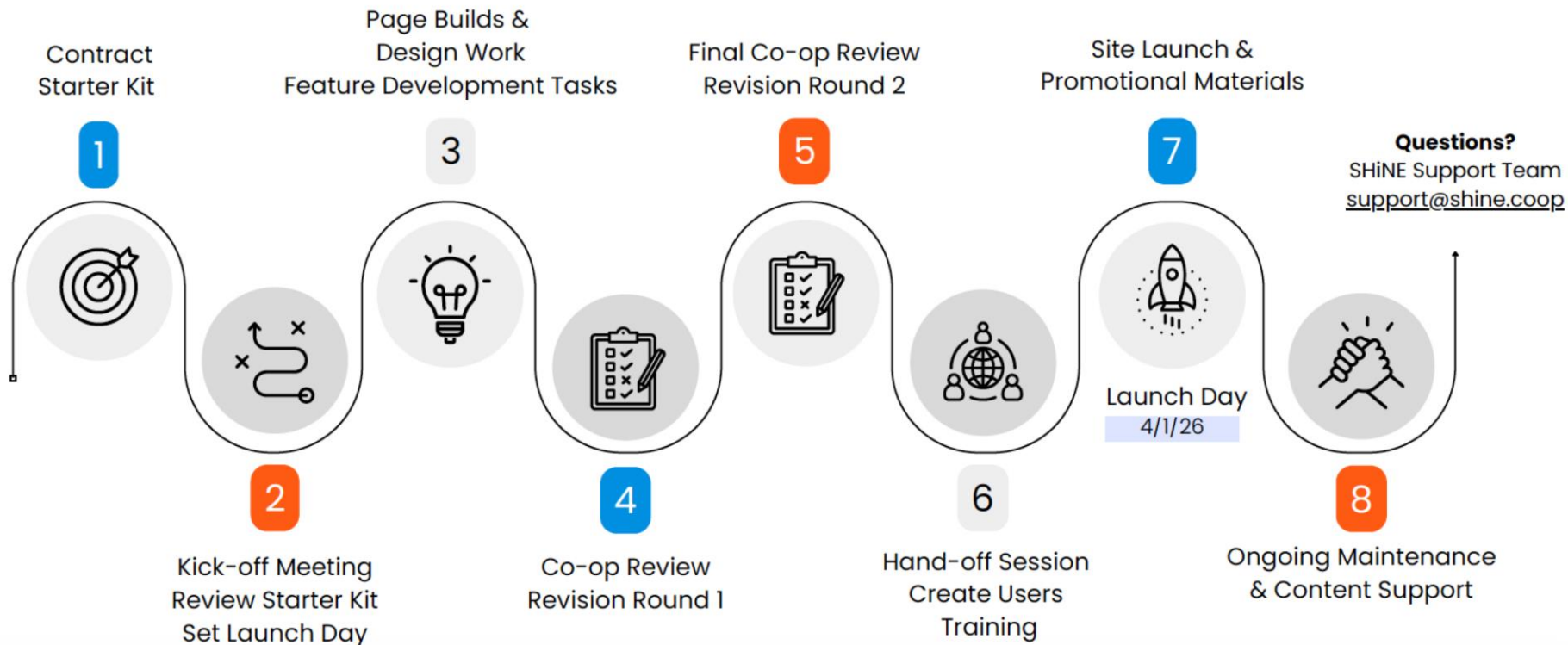
1-3 months

1- 50 pages

Larger projects

3-6 months

50+ pages, custom development



SHINE Project Board

2024: 16 sites (\$27K) *Started in May*
 2025: 92 sites (\$167K) *Full year*
 2026: 19 sites (\$83K) *YTD*

First 12 months: 47 sites (72K)
 Next 10 Months: 80 sites (206K)

Phase / Category	Preferred Kick-off	Work Status	Web Dev.	Engagement	Build Lead	Project Cost	Item Entry Date	Project Start
> Member Planning Phase – Starter Kit & Content Spreadsheet (M) 42 Items	Mar 16 - ...					\$125,925 sum	May 17, '24 ...	-
> Project Kick-Off – Review Starter Kit (SHiNE Lead) 1 Item	Feb 9		LG			\$3,125 sum	Oct 8, '25	-
> Design Phase – Homepage & Secondary Page Sign Off (SHiNE Lead) 8 Items	Jul 21, '2...					\$16,750 sum	Mar 5, '25 - ...	Nov 25, '2...
> Development Phase – Page Builds, Feature Dev (SHiNE Lead, DP) 9 Items	Nov 11, '...					\$13,000 sum	May 17, '24 ...	Nov 12, '2...
> Co-op Review 1 (SHiNE Lead) 23 Items	Oct 1, '2...					\$59,930 sum	Jul 5, '24 - ...	Oct 2, '24 ...
> Co-op Review 2 (SHiNE Lead) 9 Items	Nov 4, '2...		FM +3			\$34,755 sum	May 24, '24...	Mar 3, '25 ...
> Training & Site Hand Off (SHiNE Lead) 1 Item	Jan 22		FM			\$1,700 sum	Oct 28, '25	Jan 28
> Co-op Completion for CMS Sites (ME Lead) 10 Items	Nov 12, '...			SB SF		\$31,650 sum	Apr 24, '24 ...	Aug 13, '2...
> Launch Prep – Promo Kit & Schedule Final Date (Comms Lead) 4 Items	Nov 1, '2...		FM			\$6,725 sum	Jul 19, '24 - ...	Nov 5, '24...
> Live Sites 127 Items	May 1, '2...		M			\$277,650 sum	May 17, '24 ...	Jun 13, '23...
> Retired Projects 6 Items / 2 Subitems	Jul 20, '2...					\$5,400 sum	Jun 5, '24 - ...	Aug 9, '24 ...

Touchstone Energy Research

Touchstone Energy Research

- Cooperative Advantage Report
- Member Perspectives Update

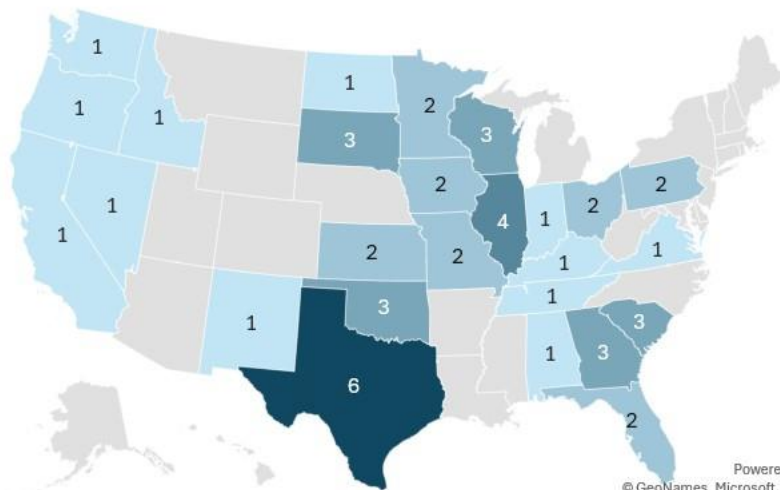
THE COOPERATIVE ADVANTAGE

As of March 9, **51 distribution co-ops** in 26 states have signed up to participate in the 2026 Cooperative Advantage Report

The following states have 3 or more co-ops registered:

- Georgia
- Illinois
- Oklahoma
- South Carolina
- Texas
- Wisconsin

2026 Cooperative Advantage Report YTD



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The Cooperative Advantage Report 2026

Cooperatives can still sign up for the 2026 Cooperative Advantage Report!

Deadline to register is March 15, 2026.

<https://www.cooperativeadvantage.coop/form/the-cooperative-advantage>



Member Perspectives

Sponsored by Touchstone Energy® and conducted by the CFI Group/ACSI®, the research series *Member Perspectives* provides residential member-owners of Touchstone Energy member cooperatives with the opportunity to share their viewpoints and opinions on a wide range of timely topics revolving around energy consumption, communications, beneficial electrification, and more.

The Value of Participating in *Member Perspectives*

- Direct engagement of member-owners in relevant research
- Feedback on current topics that affect member-owners, electric cooperatives, and their communities
- Actionable recommendations on opportunities for marketing, communications, energy information, and additional programs and services
- Participation is free to Touchstone Energy members
- Member-owners completing all tasks receive an incentive in the form of a prepaid card branded with their co-op's logo
- Local report with cooperative-specific results available for a fee

Topics 2026	
Q1	Broadband (currently fielded)
Q2	Gen Z (3 spots still available)
Q3	Community Engagement (1 spot still available)
Q4	TBD

Ad Awareness Research Recap



Touchstone Energy[®]
Cooperatives

Ad Awareness Research: 2025 Results

Measuring Ad Awareness and Satisfaction

Survey to test awareness and impact of the ad messages “Keeping You Connected to What Matters Most” and “We Not Only Work Here, We Live Here”

Determine

- Awareness of the ad messages

Gauge

- Association of national ad messages with the local cooperative

Measure

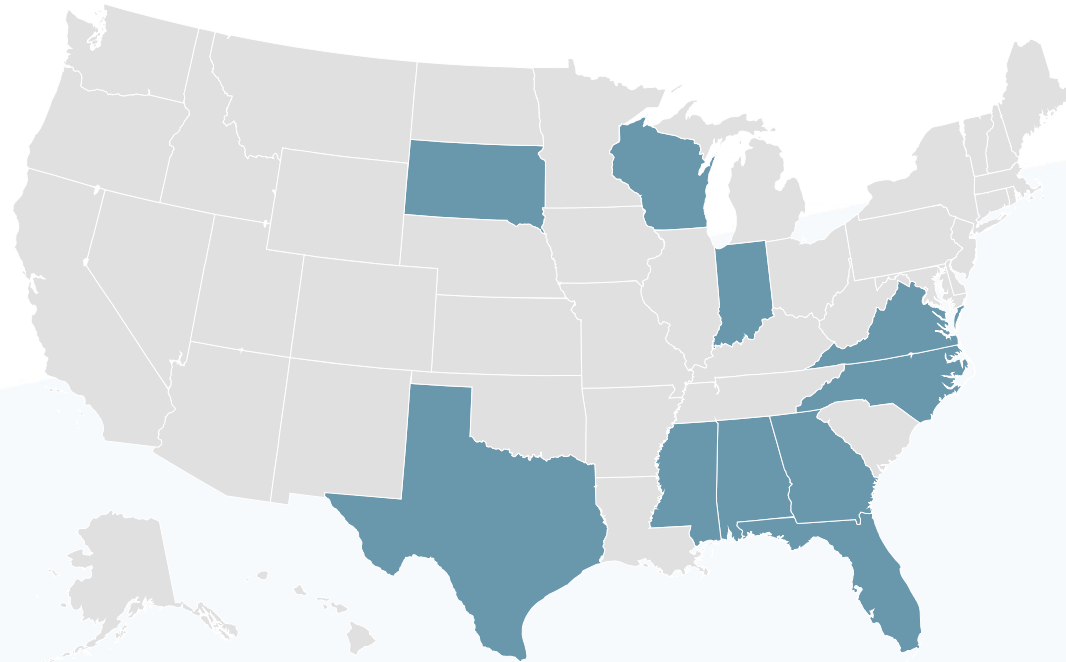
- Impact on satisfaction levels

Surveyed 3,703 member-owners in 10 states

- Blue Ridge Energy (NC)
- Brunswick EMC (NC)
- Central Alabama Electric Cooperative (AL)
- Central Electric (NC)
- Central Virginia Electric Cooperative (VA)
- CHELCO (FL)
- Coast Electric Power Association (MS)
- Coastal Electric Cooperative (GA)
- Four County EMC (NC)
- Grand Electric Cooperative (SD)
- Haywood EMC (NC)
- Hendricks Power Cooperative (IN)
- Jackson Electric Cooperative (WI)
- Jones-Onslow EMC (NC)
- Lumbee River EMC (NC)
- Medina Electric (TX)
- Pee Dee EMC (NC)
- Piedmont EMC (NC)
- Randolph EMC (NC)
- Singing River Electric Cooperative (MS)
- South River EMC (NC)
- Union Power Cooperative (NC)
- United Cooperative Services (TX)
- Wake EMC (NC)

Surveyed Cooperatives in November - December 2025

Q4 (2025)



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Member-owners have high recall of ad messages

“Keeping You Connected to What Matters Most”

running for 11 months

37%



“We Not Only Work Here, We Live Here”

running for 22 months

40%



Both ad messages show a combined recall rate of 39%.

Co-op Members Associate Ads with Local Cooperative



61% of members recall the phrase “**Keeping You Connected to What Matters Most**” associated the ad with their local electric co-op.

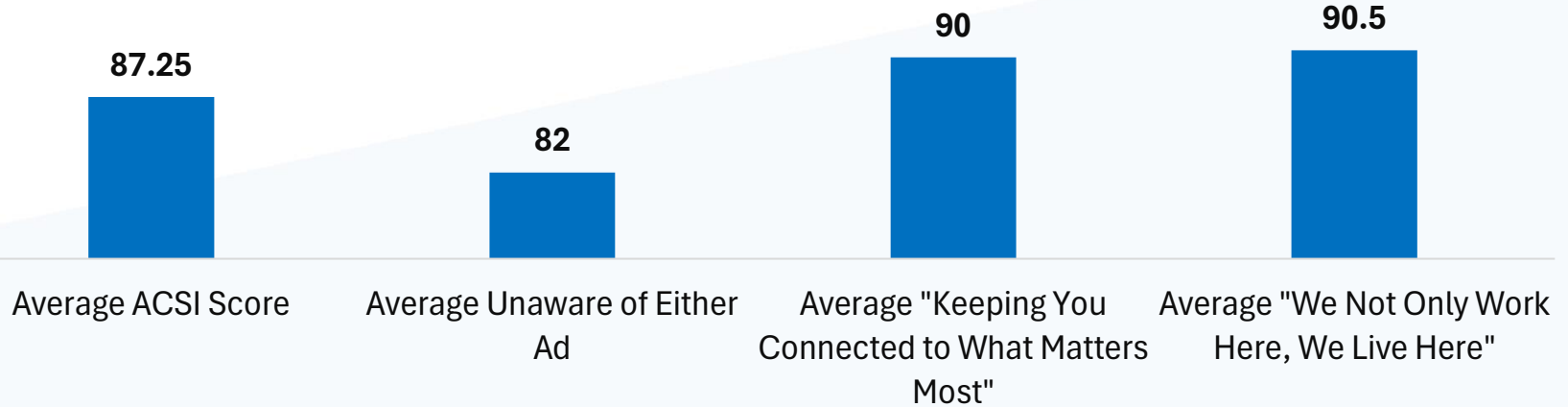


68% of members recall the phrase “**We Not Only Work Here, We Live Here**” and associated the ad with their local electric co-op.

Results show that, combined, the two messages generate a **65% rate of association with the local electric cooperative.**

The satisfaction scores of member-owners recalling these ads were **8 to 8.5 points higher** than the satisfaction scores of member-owners not recalling either ad

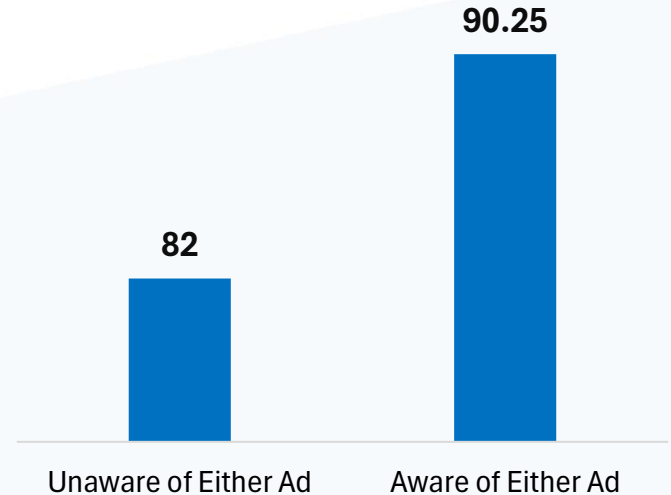
ACSI® Scores Comparison



Awareness of Ads Correlates to Higher Satisfaction

Member-owners that are aware of the ads gave their co-op **10.0 percent higher** satisfaction scores.

ACSI® Scores Comparison Q4-2025



Break

Financial & Membership Update

Financial & Membership Update

- Financial Update
- Non-Member Recruitment
- Regional Member Engagement

2026 Revenue \$10.4M

	<u>FY2026</u>	<u>Year to date as of Dec-2025</u>		
	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Actuals</u>	<u>\$ Var</u>
Income				
Cost Reimbursements	61,000	0	32,316	32,316
Education & Meetings	585,000	555,000	585,981	30,981
Investment Income	300,000	230,000	409,617	179,617
Membership Dues	8,335,000	8,989,000	8,516,118	-472,882
Other Income	1,102,925	663,100	770,801	107,701
Total Income	10,383,925	10,437,100	10,314,833	-122,267

2026 Expense Budget

	FY2026		Year to date as of Dec-2025	
	2026 Budget	2025 Budget	Actuals	\$ Var
Direct Expenses				
Personnel costs	3,376,877	3,426,531	3,317,217	-109,314
50100:Travel	230,457	240,330	213,424	-26,906
50200:Communication	17,500	21,500	15,950	-5,550
50300:Supplies & Materials	8,500	13,500	12,442	-1,058
50400:Professional Fees	895,215	792,915	811,660	18,745
50500:Meetings	560,250	572,500	554,320	-18,180
50600:Printing & Artwork	26,500	35,000	23,112	-11,888
50700:Computer & Electronic Services	1,747,269	1,624,515	1,663,813	39,298
50800:Dues & Contributions	43,200	25,700	19,409	-6,291
50900:Software & Equipment	47,350	14,000	49,323	35,323
51000:Utilities & Building Related	0	0	103	103
51100:Insurance, Interest & Taxes	50,485	52,052	40,783	-11,269
51200:Depreciation & Amortization	22,916	85,731	86,882	1,151
Other Direct	1,803,751	2,183,692	2,089,997	-93,695
Total Direct Expenses	8,830,271	9,087,966	8,898,434	-189,532

An additional \$500K reserve spending approved by board to support research on advertising effectiveness.

NRECA Shared Expenses and Allocations

	FY2026		Year to date as of Dec-2025	
	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Actuals</u>	<u>\$ Var</u>
Transfers and Allocations				
Allocations				
General & Administrative Support	889,159	918,188	843,396	-74,793
Headquarters Rent	197,069	195,817	195,818	0
IT Support	396,873	424,742	320,501	-104,241
Other Allocations	73,655	58,109	58,177	69
Total Allocations	1,556,756	1,596,857	1,417,892	-178,965
Transfers	-3,102	0	0	0
Total Transfers and Allocations	1,553,654	1,596,857	1,417,892	-178,965

Total NRECA direct & indirect services and expenses are allocated among the various Touchstone Energy programmatic areas, as well as to Organizational Support, based on how Touchstone-dedicated NRECA employees charge time.

EOM Jan 2026

Jan 2026 Net Margin: \$255k including over \$100k revenue growth

Jan 2025 Net Margin: \$10k

Jan Allocation Share to NRECA:

Jan 2026 - \$132k

Jan 2025 - \$148k

Current Equity Amounts

- Fiscal Year Ending December 31, 2024:
 - Net Income \$ (554,953)
 - Member Equity \$6,745,610

- Fiscal Year Ending December 31, 2025(unaudited):
 - Net Income \$ (1,494)
 - Member Equity \$6,744,116

Non-Member Recruitment (EOY 2025)

	Member Type	Member Type	Recruitme...	Enter Date	Lead Source	Status	2025 DUES
> Leads in Process (Dues/Membership) 44 Co-ops				Apr 1, ...			\$402,703 sum
> SOLD - Membership No Co-ops				-			\$0 sum
> Completed! Membership - 2025 8 Co-ops				Jun 17, ...			\$96,238 sum

New Distribution Cooperatives:

- Eastern Iowa REC, Iowa
- Oconto Electric Cooperative, Wisconsin
- Kodiak Electric, Alaska
- CoServ, Texas
- Gascoage Electric, Missouri
- Moon Lake, Utah

New Regional Member:

- Seminole Electric, Florida

New Cooperative Service Provider/Affiliate:

- Federated Broadband
- Oncourse Home Solutions (2026)

2025: \$56k | 2026: \$96k

Non-Member Recruitment (2026)

> Leads in Process (Dues/Membership)	Source	Status	Onboarding Status	ANNUAL DUES
57 Co-ops				\$695,012 sum
> SOLD - Membership	Source	Status	Onboarding Status	ANNUAL DUES
No Co-ops				\$0 sum
> Completed Membership - 2026	Source	Status	Onboarding Status	ANNUAL DUES
16 Co-ops				\$98,326.25 sum

New Distribution Cooperatives:

- Guadalupe Valley Electric (TX)
- Arkansas Electric Cooperatives, Inc. (AR)
- Arkansas Valley Electric Cooperative (AR)
- Ashley-Chicot Electric Co-op, Inc. (AR)
- C & L Electric Co-op Corp. (AR)
- Carroll Electric Cooperative Corporation (AR)
- Clay County Electric Co-op Corp. (AR)
- Craighead Electric Co-op Corp. (AR)
- Farmers Electric Cooperative Corp. (AR)
- First Electric Cooperative Corporation (AR)
- Ouachita Electric Cooperative Corporation (AR)
- Ozarks Electric Cooperative (AR)
- Rich Mountain Electric Cooperative, Inc. (AR)
- South Central Arkansas Electric Cooperative (AR)
- Woodruff Electric Cooperative Corp. (AR)

Cooperative Service Provider:

- Oncourse Home Solutions

Recent/Warm Recruitment (2026)

▾ Leads in Process (Dues/Membership)

<input type="checkbox"/>	Co-op		Member Type	Member Type
<input type="checkbox"/>	Henry County REMC (IN)	✦ +	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Alger Delta Cooperative (MI)	✦ +	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Peace River Electric (FL)	✦ 1	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Suwannee Valley (FL)	✦ 1	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Canadian Valley Electric (OK)	✦ 1	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Utilities District of Western Indiana	✦ 1	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Southern Pine Electric (MS)	✦ +	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Indiana Electric Cooperatives	✦ 1	Member Recruitment	Statewide
<input type="checkbox"/>	Tri-County EMC (TN)	✦ 1	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Tyndale USA	✦ +	Member Recruitment	CSP
<input type="checkbox"/>	Incentit	✦ 2	Member Recruitment	CSP
<input type="checkbox"/>	Voltair Labs	✦ +	Member Recruitment	CSP
<input type="checkbox"/>	Barry Electric Cooperative (MO)	✦ 5	Member Recruitment	Distribution Co-op
<input type="checkbox"/>	Farmer's Electric (NM)	✦ 3	Member Recruitment	Distribution Co-op

New Employee Outreach

25 New CEO Calls Completed

Invitations sent to:

- 154 Member Service Roles
- 120 MARCOM Roles



MEMBER VALUE REPORT 2025

AN INVITATION TO MEMBERSHIP

We welcome and encourage you to join the national brand for electric cooperatives and receive the professional resources and benefits of a leading member engagement resource portfolio.

Touchstone Energy® members who engage in our member satisfaction and benchmarking programs consistently score above industry standards. The turnkey marketing, communications, creative and advertising solutions drive member satisfaction, identify engagement and mission awareness. And the Touchstone Energy network unlocks connections with other cooperative leaders, communicators and member-owners from across the country, including national businesses and key account relationships.

Through these resources, your cooperative builds:

- **Connection** with all members through professional research, marketing, design, branding and web services
- **Community** through relationships with business members, key accounts and support of local development efforts
- **Commitment** to providing the highest levels of Service Excellence through training and professional development

“Touchstone Energy® Cooperative helps you strengthen your relationship with your member-owners.”

CHECK OUT THE LATEST INSIGHTS & TACTICS TO BUILD MEMBER ENGAGEMENT



A robust Cooperative Performance and Research portfolio provides cooperatives a distinct competitive advantage.
>> [CooperativeAdvantage.coop](https://www.CooperativeAdvantage.coop)



A powerful, user-friendly platform designed to help you build, manage, customize and update your website with ease.
>> [Shine.coop](https://www.Shine.coop)



Creative materials are available for co-ops to use in their local advertising efforts. Ad formats include video, radio, print and social.
>> [TouchstoneEnergy.com/advertising-branding](https://www.TouchstoneEnergy.com/advertising-branding)

MEMBER LED ORGANIZATION:

650 | Members
13 | Elected Directors
22 | Regional Members
80 | Advisory Seats
17 | National Staff
46 | States

State: IA
Regional Member: Basin Electric Power Cooperative

Research and Member Insights:

- Launched new website highlighting Touchstone Energy's robust Cooperative Performance and Research portfolio: www.CooperativeAdvantage.coop
- Launched brand-new *Cooperative Advantage Report* providing a no cost opportunity for co-ops to gauge member satisfaction and to identify and prioritize methods to enhance satisfaction.
- Released Online focus group reports on:
 - o Electricity Demand
 - o Billing and Outage Communications
 - o Rates and Member Communications
 - o Young Families
 - o Renewable Energy
 - o Electric Vehicles/Charging Stations

Web Services

- Your SHINE Site(s): <https://www.Ivornec.coop/>
- Entirely new web platform launched in May 2024 with user friendly interface, enhanced layouts and graphic options, and expanded design and site build support
 - Optional Web Content Support services to maintain your website
 - In depth Analytic reporting available to SHINE Co-ops
 - New Employee or Statewide Directory module
 - Custom rate calculators available for all SHINE Co-ops

Advertising and Communications Resources

- 44 Creative Animations that can be branded to your co-op
- Cooperative Differences & Core Values - 7 animations
 - Go Electric! - Beneficial Electrification
 - o Smart Devices 101 - Heat Pump
 - o Smart Devices 101 - Smart Speaker
 - o Saving with Electric Appliances
 - o Heat Pump - Ground Source
 - o Heat Pump - Air Source
 - Broadband - 5 animations
 - o Renters
 - o Save with LEDs
 - o Power Restoration (Hurricane)
 - o Road Safety: Downed Power Lines
 - o Safety- 6 animations
 - o Solar Power- 3 animations
 - o Summer & Winter Storm Tips - 7 animations
 - o Wildfire Risk & Mitigation Best Practices
 - o Electric Bill Explained
 - o Demand Charge

Regional Member Engagement

Event Updates & Engaging Business Members

Event Updates & Engaging Business Members

- PowerXchange Overview
- NEXT Conference
- National Business Members

THANK YOU! Community Service Project

Sunday, March 8th

Time: 1- 4 p.m. Central

One Generation Away (OneGenAway)

96 Volunteers

25,000 lbs. of donated food

300 Cars



Tomorrow! Touchstone Energy General Session

GS2, Tuesday, 9:00 AM

Jana Adams

Tim Street

Barry “Butch” Wilmore

8,000 Fighter Pilot Hours

464 Days in Space

Board Reserved Seating



Touchstone Energy Engagement Area

Monday, 9th

Balloon

7 AM – 9 AM

EXPO Reception

4:45 PM – 7 PM

Tuesday, 10th

Balloon

7 AM – 9 AM

EXPO Hours

11 AM – 5 PM

Butch Book Signing

Wednesday, 11th

EXPO Hours

10:30 AM – 1 PM

NEXT 2026

- February 2-4, Tucson, AZ
- 437 Registrants
- 45 Business Members
- 42 states
- 50 speakers
- 3 general sessions, 18 breakout sessions, 3 pre-cons, 2 receptions, 3 offsite activities
- **4.5** Value & Experience Rating



An aerial photograph of a resort complex. In the foreground, there is a large, curved swimming pool with a circular hot tub area. The pool deck is furnished with numerous lounge chairs and white patio umbrellas. Several palm trees are scattered throughout the pool area. In the background, a wide, sandy beach stretches along the coastline, meeting the clear blue ocean. A large, multi-story resort building with a green roof and many balconies is visible on the right side of the image. The overall scene is bright and sunny, suggesting a tropical or coastal location.

2027 NEXT Conference

Omni Amelia Island, FL | February 1-3, 2027

WELCOME ENERGY MANAGERS



Governance & Administration Update

Adriene Montalto

Governance & Administration Update

- Board Term Review & Committee Approvals
- Future Meetings
- Form 990 Questionnaire

Name	Start 1 st Term	End 1 st Term	Start 2 nd Term	End 2 nd Term	RM Affiliation
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RED = Term Limited
*Filling Vacancy

March 2026

Amy Rosier	March 2023	March 2026			Tri-State G&T
Doug Tracy	March 2020	March 2023	March 2023	March 2026	Associated
*Van O’Cain	March 2023	March 2026			South Carolina
Mike Wilson	March 2023	March 2026			Assn. of Illinois

March 2027

Bill Conley	March 2021	March 2024	March 2024	March 2027	Unaffiliated
Jack Bragg	March 2021	March 2024	March 2024	March 2027	East Kentucky
Tim Street	March 2024	March 2027			Ohio’s Electric
Brian Mills	March 2024	March 2027			Basin Electric

March 2028

Marty Lasure	March 2022	March 2025	March 2024	March 2028	Unaffiliated
Jeremy Richert	March 2022	March 2025	March 2024	March 2028	CIPCO
Chris Parr	March 2025	March 2028			Kansas
Chad Kinsley	March 2025	March 2028			East River
*Ryan Craig	March 2025	March 2028			Corn Belt

Name	Start 1 st Term	End 1 st Term	Start 2 nd Term	End 2 nd Term	RM Affiliation
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Bill Conley	March 2021	March 2024	March 2024	March 2027	Unaffiliated
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Tim Street	March 2024	March 2027			Ohio's Electric
Brian Mills	March 2024	March 2027			Basin Electric

March 2028

Marty Lasure	March 2022	March 2025	March 2024	March 2028	Unaffiliated
Jeremy Richert	March 2022	March 2025	March 2024	March 2028	CIPCO
Chris Parr	March 2025	March 2028			Kansas
Chad Kinsley	March 2025	March 2028			East River
*Ryan Craig	March 2025	March 2028			Corn Belt

March 2029

Brian Jacobi	March 2026	March 2029			Associated
Amy Rosier	March 2023	March 2026	March 2026	March 2029	Tri-State G&T
Van O'Cain	March 2023	March 2026	March 2026	March 2029	South Carolina
Mike Wilson	March 2023	March 2026	March 2026	March 2029	Assn. of Illinois

Committee Approvals



Touchstone Energy[®]
Cooperatives

Committee Name: Brand Strategy

Name: **John Davis**

Job Title: **Communications Director**

Cooperative Name: **United Cooperative Services (TX)**

Short Bio:

A former journalist turned communications and marketing professional, He has led storytelling and brand initiatives for a Big 12 university and spent nearly a decade at United Cooperative Services. He is passionate about promoting the cooperative's mission, values, and community impact, bringing creativity and clarity to every project. He loves being part of the organization and is eager to contribute on a broader scale while continuing to grow and learn professionally.

Committee Name: Brand Strategy

Name: **Amanda Richardson**

Job Title: **Director of Corporate Communications**

Cooperative Name: **SECO Energy (FL)**

Short Bio:

Amanda is a Certified Cooperative Communicator with 22 years of experience serving her electric cooperative. Deeply passionate about cooperatives, their missions, and the not-for-profit business model, she is dedicated to delivering exceptional communications and strengthening brand reputation. She is grateful for the opportunity to serve and remains committed to advancing the cooperative's impact and values.

Committee Name: Brand Strategy

Name: **Jennifer Saylor**

Job Title: **Director of Marketing**

Cooperative Name: **Yellowstone Valley Electric Cooperative, Inc. (MT)**

Short Bio:

Jennifer leads the marketing efforts at her electric cooperative, where she has been a key contributor for seven years. With a professional background rooted in news and sales for broadcast media, she brings strong storytelling and strategic communication experience to her role. She manages digital media programming and cultivates community partnerships that strengthen the co-op's presence and impact. Jennifer is also eager to deepen her knowledge of Touchstone Energy and expand her contributions within the cooperative network.

Committee Name: Business Development

Name: **Bryan Lightfoot**

Job Title: **CEO**

Cooperative Name: **Bartlett Electric Cooperative (TX)**

Short Bio: I have 26 years of experience serving the cooperative community. I currently serve as a Director on the NRTC Board. I have served as Chairman of the Board for our statewide cooperative. I have overseen the launch of a Broadband subsidiary at our cooperative. And I have served as CEO for over 18 years while our cooperative has grown from 9,000 meters to almost 17,000 meters.

Committee Name: Business Development: *Effective JAM 2026*

Name: **Justis Clifford**

Job Title: **Chief Strategy Officer**

Cooperative Name: **Lorain-Medina REC & North Central Electric Cooperative (OH)**

Short Bio: I am the Chief Strategy Officer (CSO) for two electric cooperatives in Northeast Ohio. This means I am responsible for the successful implementation of projects, and management of teams, at both cooperatives. As the CSO, I oversee key accounts, economic development, government affairs, regulation/legislation, internal and external communications and data analytics. In relation to the Touchstone business development committee specifically, its mission/goals are to develop and enhance partnerships between cooperatives and national, regional and local businesses; identify and share best business practices, such as service expectations and excellence, energy management and energy industry trends and help to foster community and economic development. Each of these goals not only align with my own personal career goals, but they are also some of the same objectives that both LMRE and NCE have in our Key Account and Economic Development Division. We participate in multiple chambers, EDOs, and business roundtables. We work with our current and future members and economic development agencies and entities to improve every aspect of what it means to be in and work with an electric cooperative.

Committee Name: Cooperative Performance & Research

Name: **Terri Bakken**

Job Title: **Chief Member Service Officer**

Cooperative Name: **Minnesota Valley Electric Cooperative (MN)**

Short Bio:

I've served on the Best Practices Committee and recently finished the Cooperative Relations Committee in 2025. Our cooperative is a strong advocate of Touchstone Energy and we utilize a variety of different programs and services. I was honored to receive TSE Brand Champion award in 2016. I have been in the cooperative world for 25 years and love to learn and network with my fellow TSE ambassadors across the country. Unique qualifications or experiences that I can bring to the table are: best practices with the American Customer Satisfaction Index (ACSI) including key performance indicator development, strategy map connections that build internal team member champions to support business strategy and positively impact member satisfaction scores, developed our first DIY email survey for the 2025 ACSI and created Power BI dashboards so we can monitor survey feedback and show score and member comparisons year over year. On the energy solutions side I managed residential energy sales for 10+ years that increased load management Energy Wise programs for our cooperative from 40% to 56% participation. The TSE organization is a great team to network with.

Committee Name: Cooperative Performance & Research

Name: **Seth Mitchell**

Job Title: **VP, Engineering**

Cooperative Name: **GreyStone Power (GA)**

Short Bio:

As Vice President of Engineering at GreyStone Power Corporation, I lead cross-functional modernization initiatives that directly translate operational performance into member-facing outcomes—including reliability improvement programs, outage/operations analytics, and digital tools that improve transparency and engagement. I have hands-on experience building performance dashboards and reporting that connect system events to the member experience (e.g., understanding outage drivers, restoration performance, and where targeted investment will most improve satisfaction). This aligns with the committee's emphasis on consumer-based insight and performance-based programs.

I'm prepared to meet the standard committee expectations: acting as a liaison, consistently participating in meetings, sharing local/regional learnings, and supporting nominations/recognition efforts.

Committee Name: Cooperative Performance & Research

Name: **Kimberly Sanchez**

Job Title: **Communications Coordinator**

Cooperative Name: **Karnes Electric Cooperative (TX)**

Short Bio:

In my role I have partnered with Touchstone and ACSI to conduct our survey. After the survey was completed I reviewed the feedback from our members and identified key themes and implemented more intentional communication strategies. Moving forward our Cooperative focused on transparency, clarity and proactive member engagement. By using data to guide our messaging and outreach we were able to improve our ACSI score. This experience has strengthened my ability to translate research into action and measurable performance improvements. Additionally, I am deeply committed to the cooperative mission. I would bring a collaborative mindset, strong communication skills, and a desire to ask thoughtful questions that lead to measurable progress.

Committee Name: Cooperative Performance & Research

Name: **Jason Lingle**

Job Title: **Director of Energy Solutions**

Cooperative Name: **Blue Ridge Energy (NC)**

Short Bio:

Our cooperative has been very engaged in member satisfaction surveys for many years and we utilize Touchstone Energy for the ACSI score.

Committee Name: Cooperative Performance & Research

Name: **Brealee Villareal**

Job Title: **Marketing & Community Relations Manager**

Cooperative Name: **United Cooperative Services (TX)**

Short Bio:

I regularly use survey data, engagement metrics, and member feedback to guide strategy and improve satisfaction at United for both our electric members and internet subscribers. By translating research into actionable initiatives, I help strengthen engagement, retention, and overall performance. This experience would allow me to contribute meaningful, research-driven insight to the Cooperative Performance and Research Committee and support its focus on enhancing member satisfaction and reinforcing the cooperative difference.

Committee Name: Cooperative Performance & Research

Name: **Andrew Haggard**

Job Title: **VP Energy Resources**

Cooperative Name: **Mountain View Electric Association (CO)**

Short Bio:

I currently lead strategy and execution across rates, key accounts, distributed energy resources, demand response, and emerging energy programs at my cooperative. My role requires constant engagement with commercial and industrial members, community leaders, and economic development partners to ensure we are not just delivering power, but delivering value. I am particularly focused on helping cooperatives clearly articulate and demonstrate the Cooperative Advantage as a measurable value proposition grounded in reliability, local decision-making, and long-term partnership.

Committee Name: Cooperative Performance & Research

Name: **Lynn Hutchison**

Job Title: **Director of Member Services**

Cooperative Name: **Tri-County Electric Cooperative (IL)**

Short Bio:

I can see how it would be beneficial to have cooperatives of all sizes on a committee. Many larger cooperatives are represented because they have a dedicated marketing/member services employee. I could provide a mid-size cooperative (16,000 meters) perspective. I do enjoy data analytics and member engagement. My interest in both would fuel either committee. I am a CCC, CKAE, and have been BPI certified to complete energy audits for our cooperative members.

Committee Name: Cooperative Performance & Research

Name: **Mark Owen**

Job Title: **Director, Marketing & Communications**

Cooperative Name: **South Central Power Company (OH)**

Short Bio:

I have a masters in communications from Purdue University, where one of my interests was market research. At work, I oversee our member research programs including ACSI, and have participated in several other TSE research efforts as well.

Committee Name: Member Engagement

Name: **Houston Bradbury**

Job Title: **Member Service Representative**

Cooperative Name: **Yellowstone Valley Electric Cooperative, Inc. (MT)**

Short Bio:

Houston is a part of Yellowstone Valley's Member Service and Marketing team. Through everyday interactions with members and a team member of the member engagement team, Houston sees member expectations and needs up close. Houston will be able to give feedback on community programs, member engagement efforts and more.

Committee Name: Member Engagement

Name: **Joanna Prado**

Job Title: **HR & Communications Manager**

Cooperative Name: **Nueces Electric Cooperative (TX)**

Short Bio:

Serving as HR & Communications Manager has provided me with a unique blend of experience in organizational culture, member engagement, and communications. I've helped lead efforts to enhance our cooperative's visibility, improve member outreach, and foster stronger employee engagement. This combination of operational insight and cooperative-focused communications experience makes me well-aligned to support the goals and work of either committee if selected.

Committee Name: Member Engagement

Name: **Jolene Fisher**

Job Title: **Director of Engagement**

Cooperative Name: **Dunn Energy Cooperative (WI)**

Short Bio:

As a 20-year cooperative employee, my career has been rooted in member communications, outreach, and engagement. I am passionate about strengthening connections between cooperatives and the communities they serve, and I value the role Touchstone Energy plays in supporting that mission. Serving on the Member Engagement Committee would allow me to deepen my understanding of the full range of Touchstone resources while also helping elevate awareness among stakeholders about the value and opportunities Touchstone provides. If you'd like any other information, please feel free to reach out.

Committee Name: Member Engagement

Name: **Kate Garner**

Job Title: **Manager of Business & Community Development**

Cooperative Name: **Prairie Energy Cooperative (IA)**

Short Bio:

I actively engage and serve within my territory in advisory roles that promote and develop business relationships. I would like to learn more about the Touchstone by actively engaging in a committee.

Designations and affiliations: Certified Key Account Executive, NRECA Class of 2025 Insurance Producer License, Iowa 2023 Clarion Development Alliance, Board of Directors Belmond Growth Alliance, Board of Directors Iowa Specialty Hospital – Clarion, Board of Directors, Secretary 2 year term Wright County Economic Development Commission, Board Member Hancock County Economic Development Corporation, Board of Directors Professional Developers of Iowa – Member NREDA – Member, Rural Issues Committee Member

Committee Name: Member Engagement

Name: **Kristina Neely**

Job Title: **Communications Specialist**

Cooperative Name: **Benton REA (WA)**

Short Bio:

Kristina will provide a communicator's point of view to the Member Engagement committee, including how to package and deliver value of membership propositions. She will also be able to share best practices in marketing community and engagement programs within the local membership. Benton REA also offers a pacific northwest membership perspective.

Committee Name: Member Engagement

Name: **Sarah Pinkerton**

Job Title: **VP, Member Engagement**

Cooperative Name: **Mountain View Electric Association (CO)**

Short Bio:

I believe the Touchstone Energy brand is one of our most powerful tools for demonstrating what makes electric cooperatives different . . . and better. My history of championing its value, especially during challenging financial periods, demonstrates both my compatibility with and readiness to serve on the Member Engagement Committee. My experience reflects:

- Long-term, consistent brand advocacy
- Strategic communication of brand value and ROI
- Engagement of employees, members, and leadership
- Data-informed decision-making to support investment
- A commitment to strengthening the cooperative advantage

Committee Name: Member Engagement

Name: **Taylor Smith**

Job Title: **Member and Youth Engagement Coordinator**

Cooperative Name: **Mountain View Electric Association (CO)**

Short Bio:

I currently sit as a board member for the Savanna Chamber of Commerce working closely with the community to bring economic development to our area. The Member Engagement committee can benefit from the perspective of engaging local community boards and economic groups. Seeing everyday youth engagement in the local community will be a unique add to this group.

Committee Name: Member Engagement

Name: **Heather Baker**

Job Title: **Communications Specialists/Event Coordinator**

Cooperative Name: **Guernsey-Muskingum Electric Cooperative (OH)**

Short Bio:

I have been with GMEC for 20 years and have led, supported, or partnered with every department at our cooperative from planning annual meetings and member engagement initiatives, launching the SmartHub member app, coordinating employee events and communications, visiting key accounts, resolving member concerns, developing member programs, and managing communications during outages.

Committee Seats Availability per Approvals

Brand Strategy

Seats Filled: 17

Available: 3

Business Dev

Seats Filled: 20

Available: 0

Waitlist: 4

Co-op Perf & Res

Seats Filled: 20

Available: 0

Mem Engage

Seats Filled: 18

Available: 2

(All Groups)

States Represented: 28 Seats Available: 5

Distribution: 55% | G&T: 17% | Statewide: 7% | G&T/Statewide: 3%

Future Meetings

Future Meetings

JAM

July 21-22

Hotel: Inter-Continental Chicago

Chicago, IL

Fall Board Meeting

November 2026

Hotel: TBD

Location: Virginia

2026 Business & Election Meeting Proposed Date

Date: Wednesday, November 18, 2026

Time: 2 p.m. Eastern

Location: Virtual

- (4) Board seats are available with up to (2) possible incumbents
- Distinguished Service Award

Adjourn & Reconvene as New Board

Thank you Doug Tracy!

-
- Seating of New Directors
 - 2026 Officer Elections
 - Reappointing of staff officers

Legal Report / Executive Session

Adjourn