

heartlandLINK

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Clip and mail

See page 15 for the Member Challenge questions.

Answers: 1. _____ 2. _____ 3. _____

Please note: NO ANSWERS will be taken over the phone.

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Message From the CEO

Experience Leads Cooperative Forward

IT'S A TIME OF CHANGE FOR OUR COOPERATIVE. After a national executive search facilitated by a National Rural Electric Cooperative Association (NRECA) professional and guided by the ECI REC Board of Directors, who intimately know the needs of the Cooperative, I am honored to have been chosen from a pool of qualified candidates to serve as the next CEO of ECI REC. I am excited about what lies ahead for our Cooperative. Not only are we undergoing a leadership transition, but this is an industry on the cusp of evolution due to new technologies and governmental regulations.

My desire to lead our Cooperative is rooted in my dedication to our vision statement: "To make a difference in the lives of those we serve." Like you, I am a member-consumer. I grew up in the communities that ECI REC serves, and I am inspired to make a difference in your lives by using my qualifications and skill sets to preserve and advance the cooperative business model in the challenging business climate we are facing. At the forefront of my leadership philosophy for our Cooperative is the knowledge that we are in business to serve you, the owners and member-consumers, not to make money.

While I am new to the role of CEO, I am not new to ECI REC or to the values for which our Cooperative stands. Over the past 32 years at ECI REC, I filled roles in several departments, acquiring knowledge in the areas of utility operations, management, and risk management operations. I completed the lineman's Powerline Technology Program at Northwest Iowa Community College (Sheldon, Iowa) in 1981 and was hired as a lineman by Buchanan County Rural Electric Cooperative, a parent cooperative of ECI REC. I served as a line superintendent prior to acquiring the NRECA's Management Internship Program certificate, and as part of my efforts to be a lifelong learner, I acquired college credits from Upper Iowa University to assist me in future endeavors. Over the last 18 years as manager, Operations and Engineering, I provided leadership, guidance, and assistance to three previous CEOs concerning corporate development, planning, and management effectiveness.

As our industry changes, our members need experienced leadership committed



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CEO Message, cont.

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to making sure we have the capacity to provide the power you need at a fair price and to look out for you by staying involved in state and national legislative issues. To do this, I will target the following areas for the Cooperative:

- Keeping a lean, motivated, and educated work force,
- Using new technologies and equipment to be more efficient,
- Advocating for the membership on legislative issues at the state and federal level, and
- Making prudent use of available dollars for preventive maintenance programs.

With these strategies in place, a forward-looking business model, and a member-focused leadership philosophy, I am confident our Cooperative is well-positioned for a dynamic future. I look forward to continuing to serve our members, neighbors, and communities throughout ECI REC's service area in this new position.