



Norm Fandel, Midland Power Cooperative, IA

1. What motivates you to want to be on the Touchstone Energy Board of Directors?

Midland Power is a growing distribution cooperative – we need great marketing and communications tools to deliver to our membership. We also need our employees to be trained to improve our skill sets in providing new programs to our membership. Touchstone Energy is the right entity to develop and create new programs and assist in training opportunities, like webinars. As a long-time employee of the rural electric cooperative family, I've gotten to watch how the brand has developed over time and how it has provided cooperatives with the right tools to deliver to members and employees and I would like to be a part of its continued success. Our Cooperative is too small, employees wear multiple hats and it's difficult to research, create, train and implement new programs at our level. We need experts working together, gathering information to share with us in developing new programs together. The professional products Touchstone Energy can provide to us cannot be built at our level. I enjoy being a part of a team that offers such great resources to its members. My motivation, I want to be involved in creating and developing new programs through TSE.

2. How has your experience prepared you to be a Touchstone Energy board member?

I've been in the industry for over 35 years and experienced many different areas of the cooperative business. I started my cooperative career as a lineman turning the lights on during storms; moved into the member services area to work one-on-one with our membership; implemented key economic development programs; assisted in the communications department; launched our key accounts program and became a Certified Key Accounts Representative. With my diverse background and leadership in these areas, I can bring value and diverse experience to the Touchstone Energy brand.

3. What do you think are the biggest opportunities facing Touchstone Energy?

Not knowing what lies ahead, we certainly need to understand our changing industry and develop a plan to be a part of the future with wind, solar and the continued development of batteries and other forms of storage. How will we fit into the electrical world with electric vehicles and charging stations? What will G&T or distribution systems look like in the future? If we don't develop a plan and someone else does, will we be a player in the future of beneficial electrification? I believe working together through Touchstone Energy we can develop a very strong strategy and programs that can work across the nation to stay ahead in the industry.

4. What would your best advice be to engage Touchstone Energy member co-ops and build loyalty?

Our industry is changing quickly. By working together in developing new programs and strategies, we can continue to be a significant player in the electric industry. If we don't immerse ourselves into the changing world of new technologies, what will we be left with and at what price point at the meter? What is the plan for charging stations, do you have a plan at your cooperative and can we create a better program working together across the nation? This is only one of several questions in our changing industry. We can accomplish far more working together than each co-op can individually.

5. What engagement activities do you foresee for our member-owners?

Wind turbines, solar arrays, electric vehicles, charging stations, combined heat and power systems, batteries, and technologies are improving their capabilities and functionality very quickly. I believe our membership will be looking to the cooperatives for information and advice on these new products. With Touchstone Energy, we can provide communication and training to develop a skill set and tool kit to deliver detailed information to our members. If we don't engage or inform our membership, the information will be provided to our members by a sales team scheming to push product. For nearly 100 years we have been developing a relationship with our membership, and we need to remain the members' trusted source of information. Do we change our culture to embrace new technology? If so, how do we deliver this new technology to our members?

6. When asked about Touchstone Energy, what are you most passionate about?

I was in the Rural Electric Industry when Touchstone Energy was implemented and rolled out to the Cooperatives. It was an exciting time as it was the first time we started to link our level of employees together. Historically directors and managers played this part by attending the NRECA Annual Meeting. We always heard the numbers, but in a lot of ways they didn't mean much. We focused on our cooperative and a few programs did develop by working with or G&T and distribution cooperatives. We also had a fear of what might be happening in the electrical industry, which included deregulation. Now we are connected through Touchstone Energy, enabling us to develop great ideas together and share success stories. As we continue to bring together all the cooperatives' ideas and work together to generate new programs, we can be a big player in the electrical world, no matter what sized cooperative. This collaboration among cooperative employees can provide a level of professionalism to all types of our members.

Being a part of the Touchstone Energy Board for the past three years, I have personally gotten to know the Touchstone Energy employees and they are very dedicated in reaching out and providing a level of excellence in delivering programs we have developed together and providing us at the local level how to implement the programs to meet our needs to serve our membership. Their resources and ability to work with us to develop new programs will continue to be a great benefit to

all involved. It's a fantastic process we have created, my hope is to continue to develop professional programs and leadership from the Touchstone Energy team.