

NETWORK

Winter 2011



Lighting Durango's historic Main Street



TRI-STATE GENERATION AND TRANSMISSION ASSOCIATION, INC.

A Touchstone Energy® Cooperative





NETWORK

Winter 2011

Network Magazine is a quarterly publication that tells the stories of the people and communities of Tri-State Generation and Transmission Association and our 44 member rural utilities. Tri-State is a wholesale power supplier serving electric cooperatives in Colorado, Nebraska, New Mexico and Wyoming.

Tri-State and our member cooperatives are powering rural residences, farms, ranches, businesses and industries. While we operate the power plants and maintain the power lines that deliver electricity, it is the member-consumers who provide the energy and spirit that sustain our communities. To learn more about Tri-State, visit www.tristatetg.org.



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Guest Column

Riding for the Brand

Wally Wolski
Tri-State director and 2010 president of NRECA

When I was growing up in Wyoming, I really admired the cowboys. And I definitely wanted to grow up to be one. I think most kids did. It didn't hurt that this was back in the days of the Lone Ranger and Tonto, when every kid thought riding a horse and battling the bad guys was the best job anyone could ever have.

Of course, if you got close to the real cowboys, you'd hear some pretty rough language sometimes, and learn some lessons your mother wished you hadn't. Not to mention hearing muttering and grouching in the bunk house at the end of the day about how somebody disagreed with the trail boss.

Every cowboy always thought he knew better than the trail boss.

But in spite of that, each and every morning, everyone saddled up and worked together to get the herd where it needed to be that day. No matter what their differences, no matter their disagreements on the trail, the cowboys ultimately trusted and respected the outfit they rode for. They took pride in it, and in their work. So they put their differences aside to get the job done. They had a unity of purpose. And they called it "riding for the brand."

In these days of growing political discord, economic struggles and continuous news coverage, we see almost nothing but disagreement. You can't turn on a television these days without coming across someone yelling, fighting or carrying on. And these disagreements aren't nice and civil, either. They used to be, but these days, they can get downright ugly, with language and gestures that might make the cowboys of my youth blush. Even the respected network news programs do it, yelling and name-calling and pointing fingers, challenging all those who dare to disagree with them. We have entered an era of "us" vs. "them."

So maybe it's no surprise we come to think that this is the way things should be – that we should fight for our opinions and do whatever it takes to get what we want or need, no matter what the cost. But is that a good thing? Is it even effective? Is it what we should be doing as leaders?

As cooperative leaders, I think we need to ask ourselves whether fighting for our way, our beliefs and our agenda is really in the best interests of the cooperatives we serve. Or whether we might just be better off to come together and make a compromise so that all our fellow cooperatives might be able to move forward

together in a slightly different direction that will ultimately benefit everyone. I might not be totally happy, and my neighbor might not be totally happy, but at the end of the day, we got to a better place, and we got there together. We "rode for the brand."

In these times when the issues are complex and the answers are not so simple as they once were, this can be a serious challenge. And it shows. Because today, we are really struggling to find that common ground. Struggling to find that unity of purpose that we once had that held us together and made us strong.

A lawyer friend of mine once told me that the most important lesson he learned in law school was that "reasonable minds can differ." We can look at the same issue and all reach different conclusions. It doesn't mean one person is right and the others are all wrong. It just means that we've all come to different conclusions based upon our unique backgrounds, experiences and points of view. And isn't that the truth?

Our reasonable minds do differ. We all have different positions and opinions. But as an association, we can only truly be effective when we speak with one, unified voice, unimpeded by the weighty baggage of dissent. Because when we are divided, others know it and they will take any opportunity they can get to exploit that divide. And when they do, we lose. So we must respect the differences we have, and then leave them behind.

I'm not one for throwing quotes around. That's just not who I am. But I think Abraham Lincoln really hit the nail on the head when he said, "A house divided unto itself cannot stand." Indeed, it is our collective responsibility to firmly stand behind our decisions, rather than going in different directions or deciding to "do our own thing." It's consistent with good governance and it's consistent with good management.

Of course, this will not be easy. There will be struggles ahead, and I think we all know that. Throughout our 75-year history, there have always been challenges. But today, there are bad guys to battle and we don't have the Lone Ranger and Tonto to save the day. So we must put our differences aside, stand together with one voice and "ride for the brand." If we do that, we will not fail.

We might not get everything we want. And we will probably disagree with the trail boss every once in a while. But we will not fail. We will move forward and we will move forward together.

And that, my friends, is what leadership is really all about.

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Beyond electricity sales

La Plata Electric's commitment to energy efficiency and renewable energy has made it an industry leader among electric co-ops.



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Food Bank of the Rockies

With help from Colorado's Touchstone Energy cooperatives, Food Bank of the Rockies is now able to make weekly deliveries to people living in rural communities who are in need of food assistance.



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Outside the boardroom: Stuart Morgan

Director reflects on 100-year family legacy of Nebraska farming.



Cover: A recent upgrade to LED lighting has given Durango's historic Main Street a new, energy-efficient glow. Photo by Stephen Collector

Beyond electricity sales

La Plata Electric makes saving energy and dollars a top priority

Story by Nicole Carlson
Photos by Stephen Collector

In the simplest terms, rural electric cooperatives sell electricity. They exist to provide this commodity to residents of their service territories. However, to say that selling electricity is all rural electric cooperatives (REAs) do would be a gross understatement.

If this was the case, REAs would be all about increasing their bottom line – which equates to selling more of their goods. However, electric cooperatives are not just worried about energy sales. These businesses have a commitment to their member consumers to meet local community objectives by working with businesses and government agencies to fit the needs of the communities they serve.

At La Plata Electric Association (LPEA), these objectives go hand-in-hand with reducing the amount of energy its members use and also offering them the option to power their homes and businesses with renewable energy. As a result of these successful programs, the Durango, Colo.-based REA was recently awarded the Green Power Leadership Award by the U.S. Department of Energy. LPEA was the only rural electric cooperative in the nation to receive the honor.

Speaking to the recognition, LPEA CEO Greg Munro noted that credit goes to the LPEA staff and board, as well as the communities served by

the cooperative, for doing their part to promote renewable energy and energy savings.

Although the award was based on the co-op's success in its voluntary green power program – Just One Block — LPEA also supports local renewable generation projects, from providing rebates for residential and commercial solar arrays to installing PV panels at local schools. Additionally, La Plata Electric has worked with a number of local businesses and the city of Durango to install more energy efficient technologies, including LED lighting.

LPEA's commercial lighting retrofit and Kill-A-Watt programs have helped both businesses and homeowners enjoy significant savings on their electric bills by reducing the amount of electricity consumed.

The Durango Chamber of Commerce/Visitors Center saved \$1,600 last year on its electric bill after replacing lighting and completing other conservation measures related to energy efficiency.

Durango's historic main street has also seen an energy-efficient makeover as the city of Durango upgraded its high-pressure sodium street/pedestrian lights to energy efficient light emitting diodes (LEDs). LPEA's Mark Schwantes, manager of corporate services, said preliminary data indicates that the city will see an average annual electricity reduction of 30,660 kilowatt-hours as a result of this lighting retrofit.



“This is going to translate into an approximate \$3,000 reduction on the city's annual electric bill,” he added.

The streetlight upgrade was completed through a partnership with the city of Durango, LPEA and Tri-State.

Beyond streetlights

Streetlights are just the beginning, however, for combined energy efficiency efforts of the city of Durango and LPEA. Through results obtained by a review of the city's energy consumption, the cooperative identified areas where changes in operations and rates could provide savings. Based on those results, a number of energy efficiency measures were employed including time-of-use and load management, as well as HVAC system and lighting upgrades at some of Durango's major facilities. In 2009, the city of Durango reduced its energy consumption by 362,000 megawatt-hours for the year.

“It was all pretty simple stuff in concept, but we didn't realize how significantly it could lower our energy use,” said Greg Caton, former assistant city manager for Durango who oversaw many of the city's initial efforts.

The city even developed a Web site separate from its main site that provides information on recycling, public transportation and the “Green Team.” The aforementioned group was established in 2007 and works to address a number of objectives, including the efficient use of energy.

Caton recognized that the changes have equated to great energy savings for the city and that they have their local rural electric co-op to thank for that.

“We really appreciate all the work La Plata [Electric] has done for us with the analyses and consultations,” he said. “They do a great job leveraging what Tri-State offers and educating the community on what can be done to save energy.”

The Durango-La Plata County Airport also has jumped on the energy-savings bandwagon, completing a number of major capital improvement projects centered around saving electricity. Visitors flying into the area can view one of the

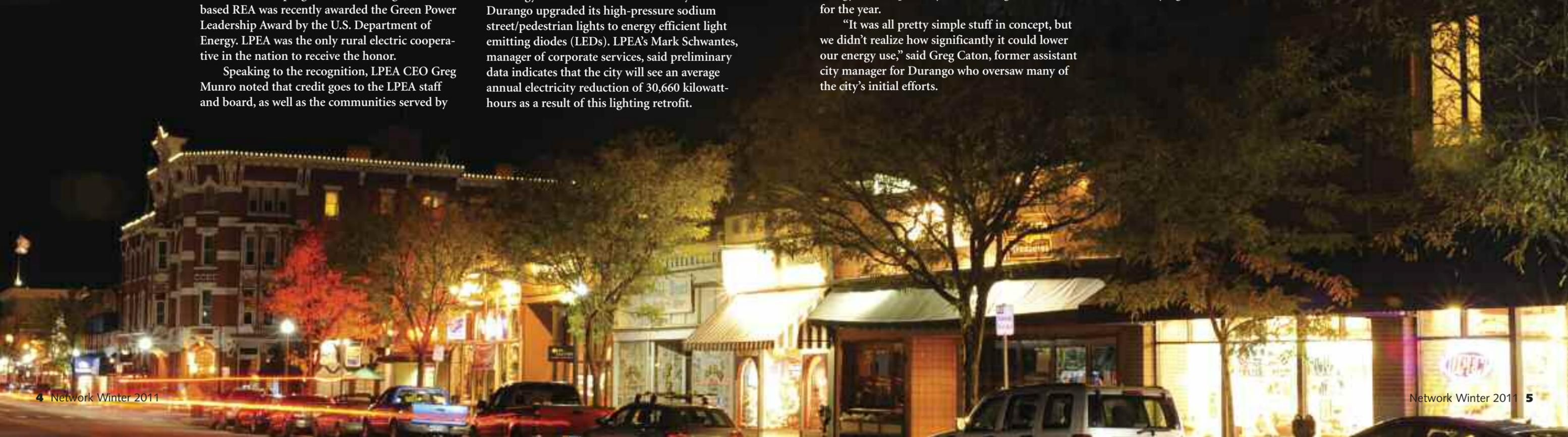
Left: Durango store owner Yandell Beans has enjoyed huge energy savings after installing CFL lighting throughout his business.

Center: A number of energy efficiency measures were included in the construction of the new Durango Regional Transit Center.

Right: A 20-kw rooftop solar array provides power to the Durango-La Plata County Airport.



A recent lighting upgrade on Durango's historic Main Street is expected to result in a \$3,000 reduction in the city's annual electric bill.





larger projects as they descend on the airport — a 20-kw PV rooftop solar array — the second-largest solar array in La Plata County.

Upgrading the HVAC systems, applying window tinting and replacing lighting are additional measures the airport has taken to save energy. Ron Dent, director of aviation for the airport, said the recent upgrades are just the beginning as plans for future projects are in the works. Overall, Dent said he is pleased with the results they have seen so far.

“A lot of little pieces have come together to make it work and we’re getting there,” said Dent.

Although the most noticeable energy-efficient upgrade in Durango’s downtown would be the streetlight retrofit, a number of businesses that call downtown home have partnered with LPEA to increase their energy savings. Termar Trends



Above: Local restaurant owner Jim Carver has installed a number of energy efficient technologies throughout his business, including a solar-thermal water heater system.

Left: Bill Carver and Claire Bradshaw stand in front of the nation’s oldest existing coal-based steam-powered AC power plant, which is now home to the new Durango Discover Museum.

Below: Actors reenact an old West scene at the Diamond Belle Saloon, located in Durango’s historic Strater Hotel.



owner Yandell Beans has seen a “huge energy savings” after installing CFLs throughout the interior of the home furnishings and art store.

“Because it was a pretty major investment, we were reluctant at first to replace the lighting,” said Beans, who owns the business with his wife, Naomi. “But, once we did it, we were very happy with the results – not only the energy savings, but also with the lighting itself.”

Local restaurant owner Jim Carver has a strong interest in renewable energy and energy efficiency, which are illustrated through the choice of lighting used in his business. Additionally, Carver Brewing Co. utilizes a solar-thermal water heater system, for which the restaurant’s water supply is heated by a rooftop PV solar array. Installed three years ago, the system is the largest of its kind in southwest Colorado.

Carver Brewing Co. is a participant in LPEA’s green power program and has received rebates from the co-op and Tri-State through the commercial lighting retrofit program.

One would be remiss to visit Durango and not include a trip to the landmark Strater Hotel. The hotel has been a mainstay on the town’s Main Street since 1887 and is on the U.S. Historic Hotel Registry. And, just like many of its neighboring Main Street businesses, the Strater Hotel has made a number of energy-efficient upgrades including lighting and the installation of heated windows in the hotel’s fine dining restaurant.

All of these changes contributed to the hotel’s recent recognition by the U.S. Environmental Protection Agency as an ENERGY-STAR® rated hotel – the only member of the Historic Hotels of America to achieve such a milestone.

Decades of energy savings

Tri-State plays a large role in the energy-saving projects LPEA has helped facilitate throughout its service territory. The association’s EEC program — which celebrated 25 years in 2010 — encourages and rewards energy-efficient purchases and practices. The majority of the aforementioned projects that have been completed in LPEA’s service territory were made possible by funds from the G&T’s EEC program and the local rural electric cooperative.

“A lot of this happened because of Tri-State and its EEC program,” said Schwantes. “This is a case where everybody is working together to get a better solution for saving money and energy and it’s obviously working. We’ve seen tremendous results and look forward to what the future holds.”



Revitalizing Durango’s electric history

In addition to boasting a Main Street comprised of businesses that clearly make saving energy a priority, Durango is also home to the Durango Discovery Museum — a unique project involving the oldest surviving coal-based steam-powered alternating current power plant in existence.

The building’s history got its start in 1892 when the founders of the Durango Light and Power Company installed an AC power generator — technology outlawed at the time in some eastern states because it was thought to be too dangerous. The plant went on to provide power for the town through its early development and soon became an integral part of western Colorado’s power grid.

Although the facility was converted from coal to a natural gas-based power plant in the mid-1940s, its size and adaptability made it useful long after other early power plants had been shut down and replaced. Eventually, the plant became part of Western Colorado Power and produced power until it was abandoned in 1972.

In 1999, the building was slated for demolition but, thanks to the Children’s Museum of Durango — which had outgrown its existing facility — the building was rescued and is being developed into the Durango Discovery Museum.

Upon completion in 2011, the Durango Discovery Museum will include an interactive science and discovery center for all ages, energy labs, a café and a museum shop. In addition to learning about the Durango Light and Power Company, which was housed in the building, visitors will be introduced to the inventors and entrepreneurs who shaped our modern society, including electricity pioneers Tesla, Edison and Westinghouse.

“Learning about electricity is more exciting when you’re standing inside an AC power plant,” said Claire Bradshaw, executive director of the Durango Discovery Museum.

The rebirth of the powerhouse is due to the generous support of volunteers and donors, including LPEA and Tri-State, both of which were early supporters of the project.

The “POWER OF HUMAN CONNECTIONS” in action

Story by Mary Peck
Photos by Kim Doyle Wille



Food Bank of the Rockies’ weekly mobile food pantry distributions benefit hundreds of families living in Colorado’s rural communities.

What does hunger look like today?

The face of hunger in America today is...unexpected. Its identity is morphing at an alarming rate as it silently seeps into suburban neighborhoods, schools, elderly households and rural communities. For thousands of adults, children and seniors in the region, the most basic resources needed to survive are hard to come by, and have become even more meager for the working poor in today’s vicious economic climate.

One in eight Coloradans struggles with hunger, according to the recent USDA study, “Household Food Security in the United States.” For many of them, Denver-based Food Bank of the Rockies (FBR) is a lifeline. What began in 1978 as a fledgling organization working from a 900-square-foot Denver school-room, today distributes millions of pounds of food annually — the equivalent of 76,000 meals every day — to those in need across northern Colorado and Wyoming.

In the areas served by FBR, 400,000 people struggle to meet

their basic food needs and nearly half of them (42 percent) are children. The numbers are daunting, but FBR continues to keep pace with the need. The agency’s ever-evolving programs, including “Fighting Hunger Feeding Hope,” and “FBR’s Nutrition Network,” are driven by a simple mission: “to end hunger by efficiently procuring and distributing food and essentials to people in need through partner agencies in northern Colorado and Wyoming.”

Meeting the need, near and far

FBR is one of 200 food banks across the U.S. that are affiliated with Feeding America, the nation’s leading domestic hunger relief charity. As such, they are required to meet or exceed guidelines set from Feeding America’s data based on pounds of food distributed per person in poverty by county. Last winter, it quickly became clear from the data that in many rural counties of Colorado and Wyoming, the need was greater than expected. Local food assistance resources were limited. Churches and community centers were strapped for cash. With many of those living in poverty unable

to travel long distances to access a food bank or hunger relief agency, FBR swiftly formulated a plan to help feed the hungry in rural communities.

After all, hunger doesn’t just happen in downtown Denver. And it doesn’t wait.

So, what’s the best way to connect small towns up to 150 miles outside Denver with much-needed food assistance? One idea: load up a big truck and haul it out there. If the people can’t come to the food, then the food will come to the people. “Dealing with hunger is especially difficult for our rural neighbors. Because food pantries weren’t available in many of these communities, Food Bank of the Rockies started a mobile pantry program to bring food to those in need,” says Rich Chirco, manager of corporate relations for Food Bank of the Rockies.

In early September 2010, a state-of-the-art refrigerated food delivery truck, one of two donated by Chase, pulled up to the Phillips County Events Center at the fairgrounds in Holyoke, Colo., carrying close to 10,000 pounds of food for FBR’s first-ever mobile pantry distribution. More than two dozen local volunteers helped unload the truck and set up the site. Roughly 200 families, including 200-300 children, waited as long as two hours to fill boxes with nutritious food. “They’re very grateful, so appreciative,” said Janie Gianotsos, director of marketing for Food Bank of the Rockies.

Cooperatives get involved

A \$25,000 contribution from Tri-State, on behalf of Colorado’s Touchstone Energy cooperatives, is helping make subsequent distributions possible in Burlington, Holyoke, Fort Morgan and Sterling. It was a strategic move to support and serve those struggling with hunger in the communities that Tri-State’s members serve. “This is part of our community outreach, to be supportive of our distribution co-ops and their constituencies. Some people are having to choose between food, medicine and electricity. This is designed to take some of the pressure off, by providing food to those in need,” said Gigi Dennis, Tri-State’s senior manager of external relations.

Tri-State headquarters has a tradition of supporting Food Bank of the Rockies, holding an annual fall food drive and interdepartmental “penny wars.” Employees also have an opportunity to support FBR through United Way, with Tri-State matching their pre-tax donations dollar for dollar. Whether they’re aimed at urban or rural communities, contributions of money provide more food than actual food donations. FBR’s relationship with the Feeding America network and local wholesale and retail food distributors allows them take

advantage of donated and low-cost products unavailable to public consumers. The agency is able to turn just \$1 into either four meals or five pounds of food.

Every week, the mobile pantry is now visiting Burlington, Holyoke, Fort Morgan or Sterling. Community centers and churches post the information about when and where the weekly distributions will take place. Families are able to fill a large box with about 40 pounds of food including canned soup and tuna, crackers, milk, yogurt, fresh fruits and vegetables, pasta, bread, frozen meat and more. “Maintaining the cost of basic, related essentials like food and electricity continues to be an increasing challenge. Together, Food Bank of the Rockies and Tri-State are facing the issues and maintaining a commitment to those living in the rural communities we both serve,” said Chirco.

Naturally, the future of the mobile food pantry depends on a number of variables. But today, together, Food Bank of the Rockies and Tri-State are confronting the critical, immediate issue of hunger in communities that may sometimes be less obvious, but is no less important.

“Thanks to generous contributors like Colorado’s Touchstone Energy cooperatives, as long as there’s a need in our rural communities, we’ll continue to be there,” said Gianotsos.



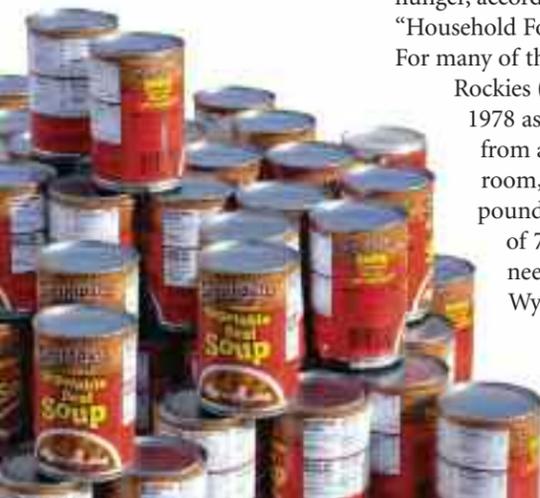
Children eat apples at the first mobile food pantry distribution in Holyoke, Colorado.

Below: A state-of-the-art refrigerated box truck allows for the transportation of fresh produce, dairy and meat to rural distribution sites.

For more information

Learn more about Food Bank of the Rockies at www.foodbankrockies.org

Read Feeding America’s “Hunger in America 2010” report on emergency food distribution in the U.S. at <http://feedingamerica.org/faces-of-hunger/hunger-in-america-2010.aspx>



Outside the boardroom: Stuart Morgan

Story by Charlie Powell
Photos by Stuart Morgan and Charlie Powell

There are probably few people who farm for a living who regard their chosen profession as a job. It might be more accurate to characterize it as a “way of life” or perhaps a “labor of love.” But, clearly any family with more than 100 years and three generations of living and working on the same parcel of land is firmly rooted in the business of making things grow. And that is certainly the case with Stuart and Linda Morgan, who operate their 3,600-acre farm near Dalton, Neb., growing wheat and millet.

Stuart Morgan, who is also a Tri-State director representing Wheat Belt Public Power District (Sidney, Neb.), and his wife live in the original farmhouse built by his grandfather in 1918. Eight years earlier his grandfather had arrived with little more than a horse and tent from his native Iowa and purchased the land that would become the Morgan family’s farming legacy.

But the Wheat Belt director, who grew up on his parent’s farm just a few miles from his grandfather’s spread, initially had other career aspirations. After graduating from the local high school, he enrolled in the engineering program at Colorado State University. Armed with a degree in electrical engineering, the young graduate entered the business world in 1968 and spent the next decade honing his technical skills working for various



Stuart Morgan is a third generation Nebraska farmer and Tri-State board member representing Wheat Belt Public Power District (Sidney, Neb.). Outside the boardroom he can often be found working on his 3,600-acre farm near Dalton, Neb., which he has operated with his wife, Linda, for more than 32 years.



Family’s farming history dates back over a century

engineering firms in Nebraska and Colorado.

In 1978 Morgan’s father, who had taken over the original farm established by the elder Morgan 68 years earlier, announced his intention to retire from the farm and the young engineer decided it was time to return to his agricultural roots in rural Nebraska.



The Tri-State director recalled the initial challenges of giving up a steady salary. “At first it seemed like a pretty scary prospect of going from a regular paycheck to selling your grain once a year and trying to live off the proceeds,” he noted. “And while we had some challenging years when interest rates exceeded 13 percent and hailstorms damaged our crops, we’ve been quite fortunate with our operation over the years,” he said.

Indeed, the Morgan farm has thrived during the more than 32 years of third generation stewardship by the Morgan couple, having expanded the operation from its original 1,600-acre footprint to its present-day 3,600-acre expanse.

Although Morgan is quick to point out that farmers are always contending with the risks brought on by Mother Nature and market commodity fluctuations, he said recent years of favorable pricing for his products and no longer carrying debt for the expansions he has made over the years, has translated to a stable and successful way of life for him and his wife.

In looking to the future, the veteran farmer and co-op director envisions no definitive retirement plans, although he looks forward to his son Chris’s return to help out on the farm when he retires from a hitch in the U.S. Air Force in the next several years.

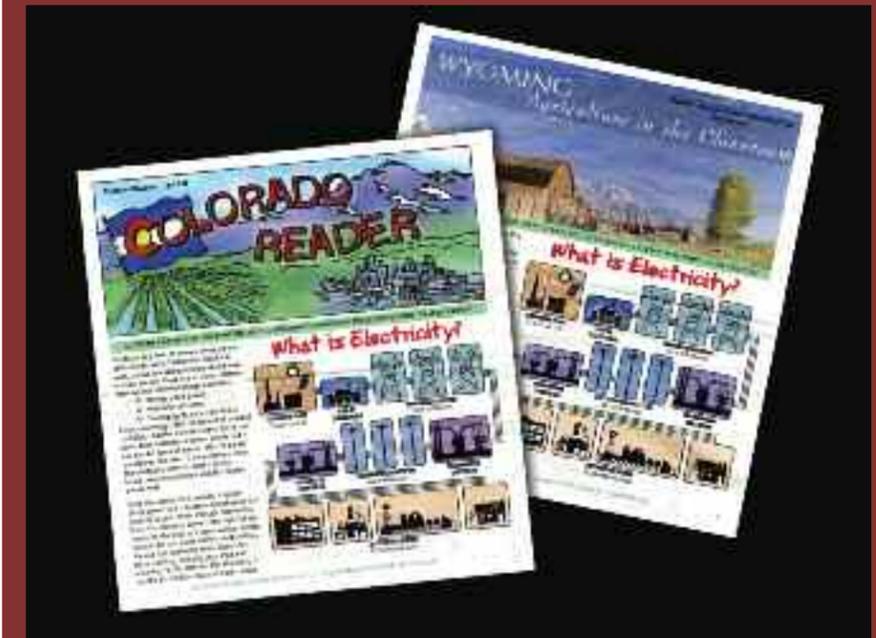
The Nebraska farmer’s first opportunity to become involved in the rural electric program arrived in late 2000 when he was encouraged to throw his hat in the ring to fill a vacancy left by a retiring Wheat Belt director. Morgan was subsequently elected to the co-op in January 2001. “As an electrical engineer, I was interested in the electricity business and this seemed like a good way to become involved,” he said.

In 2007, Morgan was elected to represent Wheat Belt on the Tri-State board. The farmer and co-op director recalls that at first he felt a bit overwhelmed by all of the industry jargon and took it upon himself to bone up by enrolling in NRECA’s board training programs — ultimately becoming a certified director.

“It has been a great learning experience and I really appreciate being a part of the diverse and well-informed board that we have here at Tri-State,” he said. “As a farmer, I know something about risk, and I appreciate the way our board and staff work together to explore all the potential scenarios involved in our business decisions,” he said.

Despite Tri-State’s past successful year, the Nebraska director sees many challenges ahead for the G&T. “I think it is safe to say that building new transmission isn’t going to get any easier. But if I were to name the biggest issue facing Tri-State, I would say that it would be the environmental and regulatory mandates that could make providing affordable power to our members a lot more difficult. I think it is important to continue to explore our fuel options as we plan for new generation. The new renewable projects that we added last year will provide us with some real world operational experience. But, it’s going to take all of our coal, gas, hydro and renewable resources to provide reliable and affordable power to our members in the years ahead,” he concluded.

Focus on community



Electricity charges classrooms in Colorado and Wyoming

Students in thousands of classrooms throughout Colorado and Wyoming had the opportunity to learn about electricity recently through an eight-page interactive student newspaper. Tri-State sponsored and provided the content for the publication, which featured basic information about electric generation, transmission, renewable energy, careers in electricity, safety and energy efficiency.

The Colorado edition — Colorado Reader — is a product of the Colorado Foundation for Agriculture. The Wyoming Agriculture in the Classroom program printed the Wyoming edition, which is a supplement to the organization’s annual Country to Classroom publication.

“Educating the public is one of the tools we are emphasizing in Tri-State’s affordability campaign,” said Gigi Dennis, Tri-State’s senior manager of external relations. “Ag in the Classroom had the school connections and audience in place to make this outreach work.”

Dennis added that both Nebraska and New Mexico have been contacted regarding publishing a similar product.

In addition to supplying the publication to the classrooms, Tri-State provided extra copies to each of its Colorado and Wyoming member systems.

SPRING

In our next issue . . .

Several of Tri-State’s member co-ops, and many of their consumers, are being impacted by a silent killer — the bark beetle infestation that is wiping out lodgepole pine trees at an alarming rate. According to the U.S. Forest Service, by 2012 the beetles will have killed nearly all of the mature lodgepole pines in northern Colorado and southern Wyoming.

The dead trees are posing an increasing hazard as they fall across power line right-of-ways causing potential outages and forest fires. Learn more about what is being done by co-ops to mitigate this potential environmental disaster in the region’s forests in the next issue of Network.

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Agriculture a New Mexico mainstay

Tri-State's 12 New Mexico member electric cooperatives collectively serve more than half the state's land mass and many of the "Land of Enchantment's" 20,600 farms. The state's abundance of sunshine, high desert climate and cool evenings make it ideal for the production of more than 50,000 dry tons of chile peppers grown annually. New Mexico is also a major producer of peanuts and cotton.

Farmland covers 60 percent of the state and 89 percent of that farmland is pasture ground. The top revenue producer in the state is derived from livestock and the livestock product industry, totaling more than \$3 billion annually. Of that sector, the dairy industry brings in the most at \$1.3 billion a year, while the beef industry is second at \$951 million annually.

In New Mexico, agriculture directly employs 24,500 citizens and another 84,000 people are employed in agriculture processing.