



MESSAGE
FROM
GENERAL
MANAGER/
CEO

MARK
MCCLAIN

Integrity at Big Country EC Is a Labor of Love

Integrity is doing the right thing.
Even when no one is watching.

—C. S. LEWIS

EACH SEPTEMBER we celebrate Labor Day, a national tribute to the contributions American workers make to the strength and prosperity of our country. This Labor Day, I can't think of a more meaningful thing to celebrate than the integrity of the employees of YOUR electric cooperative, Big Country EC.

When the weather goes awry and the calls come in, employees who were safe at home often call in to see if there's anything they can do to help. We've had customer service representatives simply show up to help answer members' calls during a crisis. Nothing is more important than making sure that every member is safe and sound—with the power humming—even during inclement weather. We



don't do this just because it's our job. We do it because we care about you, our members, who are our friends, family and neighbors. It's a labor of love and the employees of Big Country EC have the integrity to do it. Integrity is our compass.

And it's not just when the lights are off that our employees are working hard. Their dedication is evident every day. I've known and seen that every day in my eight years at Big Country EC, but never has it been more visible to me than in the last 18 months.

► We have dealt with a nationwide pandemic and had to follow the guidelines assigned by the state and had to shut down or restrict access to our offices for almost a year. Whether answering phone calls and emails from our kitchen tables or crews leaving from lonely offices, we kept your lights on and provided excellent customer service even while most of our employees worked from home.

► An unusually early and crippling ice storm targeted the Big Country in late October 2020, testing Big Country EC and several neighboring utilities, leaving many members and other utilities' consumers in the dark for hours, days in some instances.

► We dealt with Winter Storm Uri in February 2021—a devastating winter storm that packed a massive cold punch but no ice, and very little snow and wind. The event that lasted four days crippled Texas' power grid and cost millions of dollars, which will take several years to be repaid. We caught a lot of heat during this storm as did ERCOT. During the storm and in our subsequent monthly publications, we did our best to warn, educate and update our members, which was the best way we could serve you during that event that tested the patience and grit of everyone.

The one thing we have maintained through it all is our integrity. We have been honest about the situations we have faced and the repercussions we have had to deal with. Big Country EC communicated with complete honesty even when the information we had to share was not good news.

Transparency during times like we have faced over the last 18 months is paramount to maintaining trust with you, our members. It is our duty to be honest with you, which is exactly what we have done over not just the last 18 months but for all of our 83 years, and it's what we will always do.

Although COVID, storms and crises in general have dominated the headlines for the last year and a half, we have made incredible strides across depart-

ment lines and the many different functions performed by YOUR co-op, all in line with our labor of love to serve you:

- ▶ We installed our new Voice Over Internet Protocol phone system at the end of 2019 that allowed our member accounts reps to take the calls using the app on their phones from home.

- ▶ Our IT team installed computer equipment at employees' homes so that they could securely access the billing, accounting and other operational software.

- ▶ Members can complete all required documents through our fillable forms on our website through DocuSign.

- ▶ Payment methods that are available even when our office lobbies were closed include: online through SmartHub from our website, SmartHub app via smartphone, pay-by-phone, mail, dropboxes, recurring credit card and auto draft.

- ▶ Members can contact us using Chat on our website and we began using automated phone calls, text messages and emails for member communication.

- ▶ A new bill format in June 2020 made your BCEC electric bill easier to read and understand.

- ▶ We improved and continue to improve communications to our members especially during outages, when you need it the most, by utilizing Facebook and our website more. We have also begun using text, email and automated phone messaging to reach members about urgent concerns such as power outages.

- ▶ We implemented an accounts payable workflow which allows for electronic routing of invoices for approval while simultaneously strengthening internal controls, requiring multiple approvals on large purchases and system defaults to require sufficient documentation.

- ▶ We utilized industry experts to analyze our business processes and make recommendation to us for ways we can

improve our processes and maximize our software capabilities.

- ▶ We continued building a progression plan to continually train employees to progress in knowledge and skills, to ensure continuity of excellent service to our members as seasoned employees retire. This included our lineman training program as well as personal and leadership development to make sure that our employees have not only the technical skills to serve you, but the people skills as well.

- ▶ Working closely with your board of directors, we are continually planning for the long-term financial health of BCEC while accommodating significant increases in load, increases in cost of purchased power and rising costs of materials and fixed expenses, etc.

- ▶ Our operations and engineering team have been looking at ways to shorten outage times by adding tie lines to connect substations and metering points together. We have some in place already but continue to look at different ways to add more. We recently moved a main feeder line to the road west of Nugent. We increased the size of the line and changed out the transformer and regulators in the Nugent substation to help accommodate the growth we have seen in that area. This also added a stronger feed between our Anson and Nugent service points. Our crews, along with contractors, have also been trimming trees in the Nugent area to decrease potential problems and outages. We are also moving forward with plans for similar improvements across our system and looking at areas where new substations may be warranted to better provide reliable service to all members.

- ▶ We are continuing to work on the communications on all our substation and metering points. This will allow us to better manage our SCADA and automated metering system. Our crews continually look for potential problems on our system



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and many are repaired before they cause outages. We have such a large system that this is part of our everyday work assignments.

► We expanded director elections to allow member voting online, through SmartHub or mail in ballot, for those who would like to vote in advance or are unable to attend the annual meeting of the membership.

You, our members, have been understanding as we responded to COVID and allowed us to serve you in new ways without complaint. You have been patient and understanding as we continue to deal with the aftereffects of Winter Storm Uri. Thankfully, Big Country EC is in an excellent financial position to respond to the additional costs thrust upon us by the unprecedented storm, as compared to other utility organizations throughout the state.

Our power supplier, generation and transmission cooperative Golden Spread Electric Cooperative has been a great partner with us as we navigate through this unique time period. Like Big Country EC, GSEC is in excellent financial position as well. Working together with the other 15 GSEC member cooperatives, we have an attainable plan moving forward.

Your trust in us because of our integrity is valued and appreciated. We know each day we must continue to show integrity by communicating honestly and openly in order to maintain this trust. Big Country EC must also continue to keep our moral principles strong for doing the right thing simply because it's the right thing to do. Integrity is a trait not very common in our world today but one we at Big Country EC cling tightly to as we continue to move forward. After all, even though our offices will be closed for Labor Day on September 6, if your power goes out, we'll be on our way to fix it, holiday or no holiday. ■

Big Country Electric Cooperative

Your Touchstone Energy® Cooperative 

CONTACT US

1010 W. South First St., Roby

P.O. Box 518, Roby, TX 79543

Phone (325) 776-2244

Web bigcountry.coop

General Manager

Mark McClain

Board of Directors

Steve Moore, President

Danny Helms, Vice President

David Beaver, Secretary-Treasurer

Todd Coker

Chris Estes

Carl Marugg

Matt Mueller

Phones Answered 24/7

Roby
(325) 776-2244

Snyder
(325) 573-3161

Stamford
(325) 773-3684

Toll-Free
1-888-662-2232

ABOUT BIG COUNTRY EC

BCEC owns and maintains more than 5,300 miles of line to provide electric service to more than 5,300 members in Borden, Fisher, Garza, Haskell, Jones, Kent, Mitchell, Nolan, Scurry, Shackelford, Stonewall and Throckmorton counties.

OFFICES

Hours: Monday–Thursday, 7:30 a.m.–5:30 p.m.; Friday, 7:30–11:30 a.m.; Closed from Noon–1:00 p.m. Monday–Thursday; ; Closed to visitors on Fridays.

BCEC Headquarters

1010 W. South First St., Roby

Snyder Office

1600 McCowen St., Snyder

Stamford Office

225 W. McHarg St., Stamford

PAYMENT OPTIONS

- Online bill payment
- Electronic check
- Visa, Mastercard, American Express and Discover accepted for residential accounts

VISIT US ONLINE

bigcountry.coop

Nominee Committee Meeting Minutes

A MEETING of the Committee on Nominations, as provided in Article VI, section 6.06 of the Bylaws of Big Country Electric Cooperative, Inc., appointed by the Board of Directors, was held at the office of said Cooperative in Roby, Texas on the 28th day of January 2021 at 8:00 A.M.

The following members of the Committee on Nominations present were Mr. Frank Garcia, Mr. Johnny Martinez, Mr. Monte Morrow, Mr. Bruce Noble, and Mr. Tommy Wright. Committee on Nominations absent was C.D. Gray.

The Cooperative's Vice President of Office Services, Linda Key provided information regarding the functions and terms of the Committee on Nominations.

Linda Key acted as temporary Chairperson and opened the nomination for Chairman of the Committee on Nominations.

Frank Garcia nominated Tommy Wright as Chairman of the committee. Motion was unanimously agreed upon. Tommy Wright appointed Linda Key as Recording Secretary of the committee.

After full and thorough discussion of the purpose of the Committee on Nominations and; with only the members and recording secretary thereof shown above to be present and;

upon a motion made, seconded and unanimously adopted it was resolved: That the following members of the Cooperative be nominated as candidates for a place on the Board of Directors, to be voted upon by the members of the Cooperative at the next annual membership meeting on April 29th, 2021:

District 5 - Steve Moore

District 6 - Danny Helms

District 7 - David Beaver & Lance Jowers

The order in which the nominee's name appears on the ballot was determined by a blind draw where appropriate.

The committee having served the functions, for which it was appointed and upon a motion made, seconded and unanimously adopted, the Committee on Nominations was adjourned at 8:21 a.m.

These minutes are to be presented and approved by Big Country Electric Cooperative, Inc. Board of Directors at their next scheduled meeting.

Mr. Frank Garcia
Mr. Johnny Martinez
Mr. Monte Morrow

Mr. C.D. Gray
Mr. Bruce Noble
Mr. Tommy Wright

SAMPLE BALLOT

Look for your ballot in the mail this September.



Save the dates
Tuesday, September 28, 2021: BCEC Annual Meeting at the Coliseum in Snyder

Thursday, October 21, 2021: BCEC Member Appreciation Open House at each office.
Staff will also be available to offer information on Winter Storm Un additional costs as well as the February 2021 rolling blackouts.

PLEASE DETACH BEFORE RETURNING BALLOT

Voting Instructions: Use only one voting method.

<p>Voting by Mail</p> <ul style="list-style-type: none"> • Mark your selections by filling in the box next to the candidate of your choice. • Detach ballot and place in the enclosed return envelope. • Mail to Survey & Ballot Systems, PO Box 46480, Eden Prairie, MN 55344. Ballots must be received no later than September 24, 2021. Please allow sufficient time for delivery. • Do not mail your ballot to the Big Country Electric Cooperative office. 	<p>Voting Online</p> <ul style="list-style-type: none"> • To access the login page of the official BCEC 2021 Election, please type directvote.net/BCEC into the address bar located at the top of your internet browser (compatible with mobile, tablet and web). • Allow us your Member Number and Election Password. Use both of these numbers to log in. • Voting begins September 10, 2021 and ends at 11:00 PM CST, September 24, 2021. • Do not mail your ballot if you plan to vote online or by SmartHub. 	<p>Voting by SmartHub</p> <ul style="list-style-type: none"> • App: Open your SmartHub app, login and click the "Vote Now" button. • Online: Login to your SmartHub online account and click the "Vote Now" button. • Voting begins September 10, 2021 and ends at 11:00 PM CST, September 24, 2021. • If you have any problems voting online, please email support@directvote.net. • Do not mail your ballot if you plan to vote online or by SmartHub.
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Big Country Electric Cooperative, Inc. Director Election 2021
Fill in the box to the left of the candidate of your choice.

MARKING INSTRUCTIONS
EXAMPLE ■

District 5 <small>(vote for one)</small>	<input type="checkbox"/> Steve Moore (i)
District 6 <small>(vote for one)</small>	<input type="checkbox"/> Danny Helms (i)
District 7 <small>(vote for one)</small>	<input type="checkbox"/> David Beaver (i) <input type="checkbox"/> Lance Jowers

Ballot must be received by September 24, 2021 to be counted. Ballots tabulated by Survey & Ballot Systems. 2021

Election Ballot Instructions Will Be in Your Mailbox Soon

INFORMATION ABOUT VOTING in the 2021 Big Country Electric Cooperative director election will be mailed September 10. At left is a sample of the mailing that will be sent to all members.

Members may vote by mailing in their ballot, voting online as directed on the printed ballot, voting through SmartHub or submitting a ballot in person at the annual meeting. Each member may vote by any one method only. If multiple votes are received from a member, the first vote received—whether electronic or by mail—will be counted and any subsequent votes will be disallowed. ■

Nominees for the Board of Directors

DISTRICT 5



Steve Moore, incumbent director and candidate for District 5, and his wife, Reneé, live and farm in the Inadale community in Scurry County. They have two daughters, Leslie and Tara. They attend First Baptist Church in Snyder and have been members of Big Country Electric Cooperative since 1994.

Moore has served as a board member of Capital Farm Credit, the Rolling Plains Cotton Growers Association, TBWEF Steering Committee, Scurry County Farm Bureau, Pyco Industries and Plains Agricultural Cooperative Council and currently serves as president of the Central Rolling Plains Co-op.

DISTRICT 6



Danny Helms, incumbent director and candidate for District 6, and his wife, Janna, live in Rough Creek, where Danny was born and raised. They have three children: son Josh and daughters Kendra and Keila. They also have four grandchildren. Helms and his family have been co-op members since 1977.

Helms attended Western Texas College and has worked for Plains Cotton Cooperative Association for 33 years, the last 15 of which he has served as regional manager over four cotton warehouses in Rolling Plains and Lovington, New Mexico.

Helms currently serves as a director to the Texas Agricultural Cooperative Council and as a delegate to the National Cotton Council, positions he has held for 15 and 12 years respectively.

DISTRICT 7



David Beaver is an incumbent director and candidate for District 7. Beaver and his wife, Margaret, have two boys, Monte and Lance. Beaver attended Texas Tech University, graduating in 1979 with a Bachelor of Science degree in ag education. From there, he returned to Fluvanna, where he is a farmer and rancher. Beaver and his

family have been members of Big Country Electric Cooperative since 1974 and are members of the First United Methodist Church of Snyder.



Lance Jowers, candidate for District 7, was born and raised in St. Cloud, Florida. Jowers grew up on a commercial cow-calf operation in Osceola County. He received a rodeo scholarship to Howard College in Big Spring, Texas, where he graduated with an associate degree before receiving another rodeo scholarship to Tarleton

State University, from which he graduated in 2009 with a bachelor's degree in agronomy range management.

Jowers married Lacey Newton, from Fluvanna, in 2010. They have two sons, Lyle, 6, and Lashton, 5, who attend Borden County Independent School District schools. The Jowers family have been members of Big Country EC since 2012. They live in Fluvanna and enjoy ranching. Jowers works for Bayer Crop Science, selling cotton seed and various chemicals, and serves as a director for the Fluvanna Volunteer Fire Department. Jowers and his family are members of Colonial Hill Baptist Church in Snyder.

Reunion de Miembros

Quisieramos que usted asista a la reunion anual que se sostendra en la coliseo de Snyder el 28 de Septiembre. Comida a las 6 p.m., seguido por la reunion de nogocia que comenzara a las 7 p.m. Si usted o alguien que usted conosca necesita un interprete por favor de llamar antes de el dia 14 de Septiembre a la oficinade Big Country Electric para que y uno sera disponible.

Board of Directors



Matt Mueller
District 1



Carl Marugg
District 2



Chris Estes
District 3



Todd Coker
District 4



Steve Moore
District 5

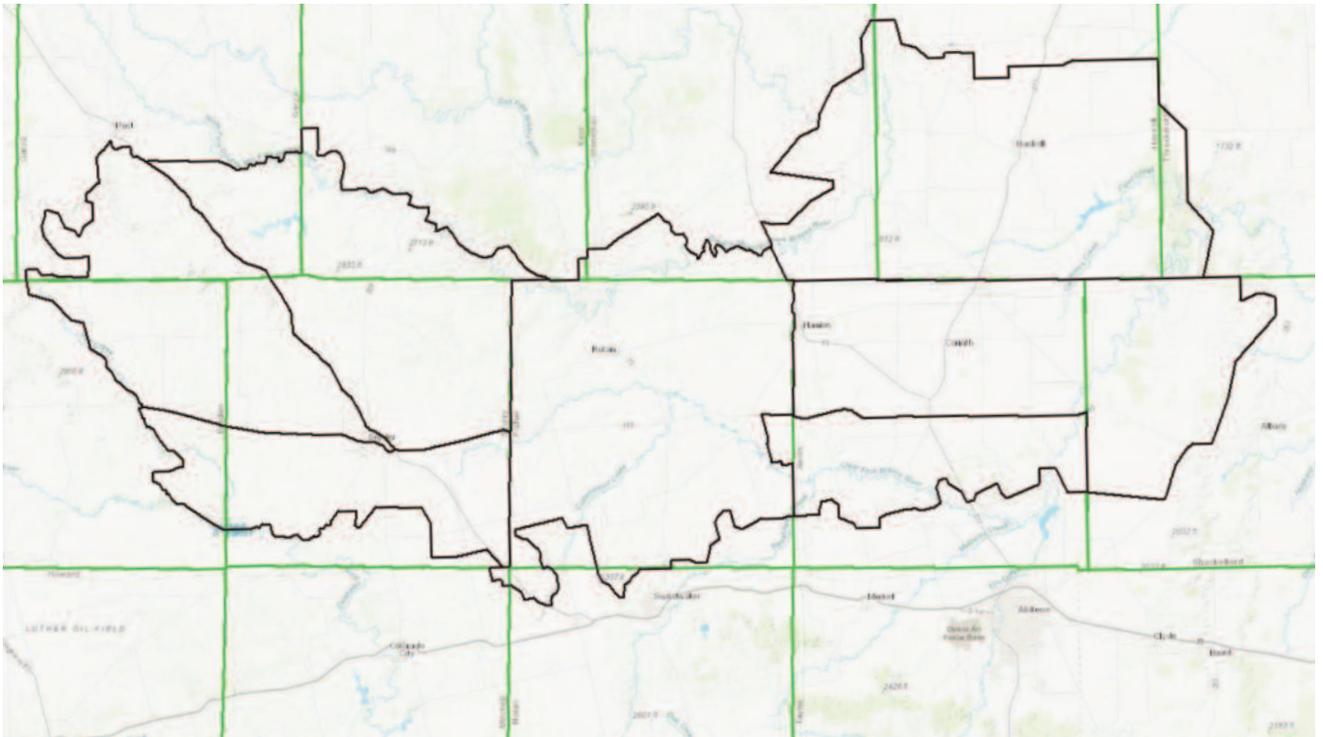


Danny Helms
District 6



David Beaver
District 7

Director Districts



Minutes of 2019 Annual Meeting

THE 2019 ANNUAL MEETING of members was called by all directors in writing, and an official notice of the annual membership meeting was mailed to 5,502 members of record on March 29, 2019. April 25, 2019, was the date chosen and the meeting was held at the Stamford High School, Stamford, Texas, in compliance with Article 5 of the Bylaws of Big Country Electric Cooperative, Inc.

Following a barbecue meal with 505 in attendance, Sarah McLen, Key Accounts Executive for Big Country Electric Cooperative, Inc., acted as Master of Ceremonies and called the annual meeting of the members of the Cooperative into session at 7:04 p.m. April 25, 2019. Ruben Gonzales gave the invocation, and Hannah Andruch sang the national anthem.

The meeting was turned over to Mr. Roger Blackwelder, President of the Board of Directors and Chair of the Annual Meeting. Chairman Blackwelder called the Annual Business Meeting of Big Country Electric Cooperative, Inc. to order at 7:10 p.m.

Chairman Blackwelder introduced Mr. Mark McClain, General Manager of Big Country Electric Cooperative, Inc., who introduced the Board of Directors, Cooperative Attorney, first-time attendees, special guests and recognized employees. General Manager McClain then gave the manager's report.

Mr. David Beaver, Secretary-Treasurer of the Board of Directors, presented the Notice of Annual Meeting of Members and the Proof of Mailing. Mr. Beaver stated that notice of the meeting was mailed to 5,502 members March 29, 2019. The original Secretary's Certificate of Mailing of the notice is attached to these minutes.

The registration clerk for the meeting reported 222 members officially registered, and Mr. Beaver, on being so advised, declared a quorum of the membership present for the transaction of business of the Cooperative. Mr. Beaver stated such quorum being present in compliance with Article 5, Section 5.04, of the Bylaws of the Cooperative, and further requested for a motion to dispense with the reading of the 2018 Annual Meeting minutes. A motion was made by Jeff Claterbaugh and seconded by Bob Moore to dispense with the reading of the minutes. There was no opposition, and the motion carried.

Mr. Beaver briefly reviewed the Balance Sheet and Statement of Income as of December 31, 2018.

Mr. Beaver relinquished the meeting to Attorney Don Richards to conduct new business and the election.

Mr. Richards informed the members that the Bylaws under Article 6, Section 6.06, made it mandatory upon the board to appoint a Committee on Nominations and that in compliance with the Bylaws, the Board of Directors had appointed such committee. Committee members serving were:

Mr. Ford Cole	Mr. W. Ferdie Walker
Mr. Ross Short	Mr. Darrell Richards
Mr. Keith Corzine	Mr. Billy Teichelman

The Board of Directors declared the nominations of the committee in order. The Cooperative's attorney presented the report of the Committee on Nominations, and the report was ordered attached to these minutes. The Committee on Nominations placed in nomination the following members for the purpose of electing three (3) directors as successors to the directors whose terms expire this annual meeting, and to hold office for the

term of 3 years and/or until their successors shall be elected and shall qualify.

For Director District 1:	D. H. "Dickie" Sloan (incumbent)
For Director District 2:	Matt Mueller (incumbent) Kenneth Buerger
For Director District 3:	Zach Logan Carl Marugg (incumbent)

Mr. Richards clearly outlined to the members their rights to make nominations by 1) the Committee on Nominations and 2) the filing of a petition bearing the names of at least 25 members in compliance with the Bylaws.

Mr. Richards stated that after the Committee on Nominations had met and nominated Dickie Sloan as the only candidate for District 1 and his sudden passing, it was decided by the board to postpone the election for District 1 until 2020 where that position would serve for the remainder of the two year term. Mr. Richards also stated that after the ballots had been printed, it was discovered that Mr. Kenneth Buerger was ineligible to run for Director in District 2. Therefore, since there was no other candidate running against Mr. Matt Mueller for District 2, that the members could elect him by acclamation. He entertained a motion for the election of Matt Mueller for District 2. A motion was made by Doug Foster and seconded by Calvin Guynes to elect Matt Mueller for District 2 by acclamation. There was no opposition, and the motion carried. Mr. Richards then duly pronounced Matt Mueller for District 2. Mr. Richards then asked members to mark their ballots, closed the election and asked the Credentials and Election Committee to collect ballots and do the counting while the Cooperative proceeded with the rest of the meeting. Credentials and Election Committee members were:

Ms. Nancy Sparks	Mr. Doug Vahlenkamp
Mrs. Debbie Vahlenkamp	Mr. Don Ballard
Mrs. Alice Ballard	Mr. Larry Schwarz
Mrs. Linda Schwarz	Mr. Jerry Deen
Mrs. Linda Deen	

Mr. Richards relinquished the meeting to General Manager McClain, who presented a short video on behalf of Golden Spread Electric Cooperative.

General Manager McClain relinquished the meeting to Chairman Blackwelder. Mr. Blackwelder then gave the President's Report.

Chairman Blackwelder relinquished the meeting to Mr. Richards, who announced that the Credentials and Election Committee submitted a written report on the balloting as follows:

For Director District 3: Carl Marugg

Mr. Richards declared Carl Marugg elected to District 3. He thanked all the candidates for running.

Mr. Richards then relinquished the meeting to Chairman Blackwelder who asked for new or additional business. There being no further business to come before the membership, Chairman Blackwelder adjourned the 2019 Annual Meeting at 8:31 p.m.

Roger Blackwelder, President **David Beaver, Secretary**

Addendum: The 2020 Big Country EC annual meeting was cancelled due to COVID restrictions. The two directors up for election were unopposed. ■

Comparative Statement of Income

For the years ended December 31, 2018, 2019 and 2020 (unaudited)

	2018	2019	2020
Revenue from the sale of our services amounted to	\$ 28,428,677	\$ 30,329,855	\$ 31,464,065
WHERE IT CAME FROM			
Farm and Home	\$ 10,448,319	\$ 10,033,638	\$ 11,135,735
Commercial and Industrial	\$ 15,240,532	\$ 15,746,425	\$ 16,965,816
Irrigation	\$ 926,917	\$ 922,522	\$ 1,091,295
Miscellaneous Electric	\$ 231,809	\$ 295,013	\$ 574,291
Total Operating Revenue	\$ 26,847,577	\$ 26,997,598	\$ 29,767,137
Nonoperating Revenue	\$ 147,557	\$ 289,733	\$ 135,496
Other Capital Credits and Patronage Dividends	\$ 1,433,543	\$ 3,042,524	\$ 1,561,433
Total Revenue	\$ 28,428,677	\$ 30,329,855	\$ 31,464,065
To supply these services cost a total of	\$ 26,367,698	\$ 25,832,873	\$ 27,465,020
WHERE IT WENT			
Purchased Power	\$ 13,577,590	\$ 12,818,038	\$ 13,564,659
Operations and Administration	\$ 8,053,036	\$ 8,184,295	\$ 9,037,931
Depreciation	\$ 3,160,195	\$ 3,228,922	\$ 3,321,675
Interest and Other Deductions	\$ 1,560,186	\$ 1,579,834	\$ 1,517,421
Taxes	\$ 16,691	\$ 21,784	\$ 23,334
Total Operating Costs	\$ 26,367,698	\$ 25,832,873	\$ 27,465,020
Operating Margins (Operating Revenue Less Operating Costs)	\$ 479,879	\$ 1,164,725	\$ 2,302,117
Other Capital Credits	\$ 1,433,543	\$ 3,042,524	\$ 1,561,433
Nonoperating Margins	\$ 147,557	\$ 289,733	\$ 135,496
Total Margins	\$ 2,060,979	\$ 4,496,982	\$ 3,999,045

Comparative Statistics

For the years ended December 31, 2018, 2019 and 2020 (unaudited)

	2018	2019	2020
Average Monthly Bill	173.30	172.94	189.64
Kilowatt-Hours Sold	251,218,147	265,797,442	255,600,900
Revenue per Kilowatt-Hour Sold	\$ 0.1069	\$ 0.1016	\$ 0.1165
Kilowatt-Hours Purchased	273,763,423	290,325,568	280,224,811
Line Loss	8.2%	8.4%	8.8%
Average Kilowatt-Hours per Bill per Consumer	1,622	1,703	1,628
Plant Investments per Consumer	\$7,815	\$7,998	\$7,815
Net Change in Plant	\$1,524,087	\$1,439,596	\$4,816,878
Consumers per Mile of Line	2.4	2.4	2.4
Average Number of Consumers	12,910	13,009	13,081
Total Miles of Line	5,317	5,326	5,343

Comparative Balance Sheet

For the years ended December 31, 2018, 2019 and 2020 (unaudited)

	2018	2019	2020
ASSETS—WHAT WE OWN			
Utility Plant	\$ 100,885,276	\$ 104,047,707	\$ 110,616,665
Less: Accumulated Depreciation—Lines, Buildings and Equipment	\$ 38,327,468	\$ 40,035,754	\$ 41,798,303
Net Utility Plant	\$ 62,557,808	\$ 64,011,953	\$ 68,818,362
Cash and Investments			
Cash	\$ 1,032,567	\$ 1,939,471	\$ 1,301,709
Other Investments	\$ 21,560,170	\$ 23,313,272	\$ 23,464,913
Total Cash and Investments	\$ 22,592,737	\$ 25,252,743	\$ 24,766,622
Accounts Receivable	\$ 2,535,009	\$ 2,979,562	\$ 3,084,216
Materials and Supplies	\$ 531,025	\$ 670,259	\$ 767,064
Deferred Debits and Other Assets	\$ 1,122,064	\$ 704,658	\$ 964,953
Total Other Assets	\$ 4,188,098	\$ 4,354,479	\$ 4,816,233
Total Assets	\$ 89,338,643	\$ 93,619,175	\$ 98,401,217
LIABILITIES—WHAT WE OWE			
Long-Term Debt—Total Amount Borrowed and Deferred Interest	\$ 36,505,493	\$ 35,102,354	\$ 35,057,525
Other Liabilities and Credits			
Deferred Credits and Other Liabilities	\$ 4,046,386	\$ 2,932,128	\$ 5,081,155
Short-Term Borrowings	\$ 1,160,749	\$ 3,424,838	\$ 3,216,557
Due to Suppliers	\$ 1,897,887	\$ 2,380,334	\$ 1,832,953
Total Other Liabilities and Credits	\$ 7,105,022	\$ 8,737,300	\$ 10,130,665
MEMBERS' EQUITY—OUR NET WORTH			
Membership Fees	\$ 121,035	\$ 122,815	\$ 125,985
Patronage Capital and Other Equities	\$ 45,607,093	\$ 49,656,706	\$ 53,087,042
Total Members' Equity	\$ 45,728,128	\$ 49,779,521	\$ 53,213,027
Total Liabilities and Members' Equity	\$ 89,338,643	\$ 93,619,175	\$ 98,401,217

Balance Sheet

As of June 30, 2021 (unaudited)

ASSETS—WHAT WE OWN

Utility Plant	\$ 113,396,981
Less: Accumulated Depreciation— Lines, Buildings and Equipment	42,816,974
Net Utility Plant	\$ 70,580,007
Cash and Investments	
Cash	\$ 3,640,796
Other Investments	23,254,933
Total Cash and Investments	\$ 26,895,729
Accounts Receivable	\$ 3,270,342
Materials and Supplies	842,855
Deferred Debits and Other Assets	2,179,964
Total Other Assets	\$ 6,293,161
Total Assets	\$103,768,897

LIABILITIES—WHAT WE OWE

Long-Term Debt—Total Amount Borrowed and Deferred Interest	\$ 37,861,289
Other Liabilities and Credits	
Deferred Credits and Other Liabilities	\$ 5,620,366
Short-Term Borrowings	1,318,815
Due to Suppliers	3,168,401
Total Other Liabilities and Credits	\$ 10,107,582

MEMBERS' EQUITY—OUR NET WORTH

Membership Fees	\$ 128,005
Patronage Capital and Other Equities	55,672,021
Total Members' Equity	\$ 55,800,026
Total Liabilities and Members' Equity	\$103,768,897

Statement of Income

As of June 30, 2021 (unaudited)

Revenue from the sale of
our services amounted to **\$ 19,433,131**

WHERE IT CAME FROM

Farm and Home	\$ 5,986,928	30.81%
Commercial and Industrial	9,829,133	50.59%
Irrigation	457,312	2.35%
Miscellaneous Electric	1,594,276	8.20%
Total Operating Revenue	\$ 17,867,649	91.95%
Nonoperating Revenue	\$ 1,565,333	8.05%
Other Capital Credits and Patronage Dividends	149	0.00%
Total Revenue	\$ 19,433,131	100.00%

To supply these services, cost a total of **\$ 16,216,373**

WHERE IT WENT

Purchased Power	\$ 9,424,048	48.48%
Operations and Administration	4,287,988	22.07%
Depreciation	1,734,390	8.92%
Interest and Other Deductions	756,874	3.89%
Taxes	13,073	0.07%
Total Operating Costs	\$ 16,216,373	83.43%
Operating Margins	\$ 1,651,276	8.50%
Other Capital Credits	149	0.00%
Nonoperating Margins	1,565,333	8.05%
Total Margins	\$ 3,216,758	16.55%

Big Country EC Employees

700 Years of Combined Service

NAME	OFFICE	YEARS	NAME	OFFICE	YEARS
Gary Adams	Stamford	0.5	Mike Martinez	Roby	10
Andy Aldape	Roby	4	Jeremy McArthur	Roby	13
Chase Arrendale	Snyder	11	David McCarter	Snyder	4
Latrice Baucom	Roby	5	Mark McClain	Roby	8
Robert Bohall	Roby	9	Cary McClintock	Stamford	28
Joe Brewer	Stamford	21	Cody McClintock	Stamford	6
Alex Cantu	Roby	3	Sean McClure	Snyder	3
Erika Castillo	Roby	21	Sarah McLen	Roby	12
Jakob Clawson	Roby	8	Brian Niedert	Roby	8
James Claxton	Roby	9	Pat Pierce	Stamford	32
Brittini Cronkright	Roby	4	Robert Pippin	Stamford	18
Arron Duniven	Roby	13	Kyle Ponder	Roby	5
Will Duniven	Roby	23	Andrew Porter	Snyder	2
Scott Edmonds	Roby	20	Alfred Robles	Stamford	15
Allegra Escobedo	Snyder	1.5	Jimmy Don Rogers	Roby	6
Baleria Frausto	Roby	7	Ann Sanchez	Stamford	38
Leticia Fuentes	Snyder	8	John Sanchez	Stamford	14
Robert Gandy	Roby	4	Rosa Sanchez	Roby	6
Joe Garza	Snyder	19	Fred Sharrock	Roby	6
Eileen Goodgame	Roby	23	Colton Smith	Stamford	6
Wesley Gonzales	Stamford	2	Corbin Smith	Snyder	2
Mason Guerra	Roby	8	Mike Snead	Snyder	17
Redonna Guynes	Snyder	20	Bryan Snow	Stamford	19
Sonja Hampton	Roby	1	Bailey Stegemoeller	Roby	4
Brian Hinkle	Snyder	9	Chris Thomson	Roby	6
Melinda Hisey	Stamford	20	Eddie Torres	Snyder	3
Wade Ivy	Stamford	3	John VanMater	Snyder	9
Sarah Johnson	Roby	1.5	Gabriel Vasquez	Snyder	11
Paul Jones	Roby	41	Henry Vega	Stamford	12
Linda Key	Roby	33	Dickie Wade	Roby	5
Cato Macias	Stamford	16	Amanda Weaver	Roby	4

Going the Extra Mile

Electric cooperatives maintain more miles of power lines per consumer than other types of electric utilities. Even though they serve fewer consumers and acquire less revenue, electric co-ops always go the extra mile to power the communities they serve.



Electric Co-ops



Consumers served per mile: **8**
Revenue: **\$19,000**

Other Electric Utilities



Consumers served per mile: **32**
Revenue: **\$79,000**

Sources: IFA, 2017 data. Includes revenue and consumer averages per mile of line.

7

COOPERATIVE PRINCIPLES

1 VOLUNTARY AND OPEN MEMBERSHIP



Cooperatives are voluntary organizations open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

2 DEMOCRATIC MEMBER CONTROL



Cooperatives are democratic organizations controlled by their members, who actively participate in setting policies and making decisions. The elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member, one vote), and cooperatives at other levels are organized in a democratic manner.

3 MEMBERS' ECONOMIC PARTICIPATION



Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing the cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefitting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

4 AUTONOMY AND INDEPENDENCE



Cooperatives are autonomous, self help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

5 EDUCATION, TRAINING AND INFORMATION



Cooperatives provide education and training for their members, elected representatives, managers and employees so that they can contribute effectively to the development of their cooperatives. They inform the general public, particularly young people and opinion leaders, about the nature and benefits of cooperation.

6 COOPERATION AMONG COOPERATIVES



Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

7 CONCERN FOR COMMUNITY



While focusing on member needs, cooperatives work for the sustainable development of their communities through policies accepted by their members.