

Skill Builders

2022 WECA Skill Builder Program



- **Attend a wide range of education, training, and professional development courses designed specifically for cooperatives.**
- **Take advantage of NRECA certificate, certification, and accreditation programs.**
- **Network with other cooperative leaders, learn from their experiences, and shape the future cooperative movement.**
- **Enhance the effectiveness of member service in your cooperative.**



Constructing the foundation of successful cooperatives.

Credentialed Cooperative Director

The Credentialed Cooperative Director (CCD) curriculum demonstrates NRECA's commitment to directors, ensuring they have an opportunity to develop the competencies they need to succeed in a new and uncertain environment. The CCD certificate is awarded upon the successful completion of all five CCD courses in the curriculum. The three courses listed will be offered in the 2022 rotation. The remaining two will be offered in 2023.

Directors who have earned their CCD or Board Leadership Certificate (BLC) may audit courses they have already taken, at a 50 percent discount (if space permits). In order to receive the reduced rate, applicants must note this at the time of registration prior to attending the program.

DIRECTOR DUTIES & LIABILITIES

Course 2600 (1¾ SB credits)

Comfort Inn & Suites | Black River Falls
February 16, 2022

Boards are responsible for directing the affairs of the corporation. This course discusses and explains the duties of loyalty, obedience, and due care, and the need for directors to acquire the minimum knowledge and skills necessary to fulfill their responsibilities within the cooperative context.

Key topics:

- An overview of today's multi-billion dollar electric utility business
- The concepts and values that govern cooperatively owned businesses and related types of organizations
- Legal and regulatory concepts affecting public utilities
- Key legal documents such as articles of incorporation and bylaws
- The role of management and guidelines for maintaining an effective relationship with the CEO

All credits mentioned in this booklet refer to WECA Skill Builder (SB) credits, not NRECA program credits, unless otherwise noted.

Skill Builder credit charges in this booklet are based upon program costs available or estimated at the time of publication and could change. In addition, the ongoing pandemic may require the cancellation of program(s) or how content is delivered that may also affect pricing.

BOARD OPERATIONS AND PROCESS

Course 2620 (1¾ SB credits)

Comfort Inn & Suites | Black River Falls
February 17, 2022

The board of directors is responsible for managing the affairs of the corporation. In fulfilling its duties, the board typically can only take official action via majority vote in a duly convened meeting. This course focuses on the legal requirements for holding board meetings and also on the human factors and group processes that make such meetings productive and effective.

Key topics:

- Identifying the individuals and groups with whom the board must maintain effective working relationships
- Understanding, working with, and responding to members
- How public officials and opinion leaders impact the cooperative and the board's role in building and maintaining effective relationships
- Lessons and guidelines regarding key internal relationships: with the board chair, with the attorney, and within the cooperative

FINANCIAL DECISION-MAKING

Course 2640 (1¾ SB credits)

Comfort Inn & Suites | Black River Falls
October 11, 2022

This course is designed to help directors assess their cooperative's financial position via financial statements used in financial reporting and planning, as well as key ratios developed from these financial statements. Participants will also recognize how board decisions impact their co-op's financial position.

Key topics:

- Identifying the key financial decisions boards make
- Recognizing the uniqueness of the cooperative business model and a typical cooperative's financial attributes
- Recognizing three financial documents and related key financial ratios
- Explaining how board decisions impact the financial position and financial statements
- Understanding the difference between reporting a cooperative's financial results and understanding a cooperative's financial position
- Describing the audit function

Board Leadership Certificate

The CCD Certificate is a prerequisite for the Board Leadership Certificate (BLC). However, directors do not need to have a CCD certificate in order to enroll in these courses. These courses are designed to be “challenger” workshops on key current issues. The BLC consists of a series of courses focusing in greater depth on specific industry and governance issues. These include issues such as risk management, power supply, parliamentary procedure, technology, and policy development. The BLC certificate is earned by completing a total of 10 NRECA course credits from the NRECA 900-level courses. Directors may attend BLC courses at any time, but the BLC will not be awarded until the CCD program requirements are completed.

CYBERSECURITY: THE BOARD'S OVERSIGHT ROLE

Course 927.1 (1½ SB credits)

Comfort Inn & Suites | Black River Falls
January 5, 2022

As a result of a rapidly changing cyber-threat landscape and the growth of digitization, electric cooperatives recognize the need to effectively manage cyber risks. Boards face a balancing act with cybersecurity and continued pursuit of digital innovation, transformation, and meeting member needs. Together with management, the electric cooperative board must carefully assess how much cyber risk it is willing to accept in order to pursue its overall strategy. This course is designed to help distribution cooperative directors find that balance and fulfill their cybersecurity oversight responsibilities.

Key topics:

- Recognize the categories of cybersecurity risks faced by electric cooperatives, including: operational risk, financial risk, and reputational risk
- Recognize the legal responsibilities of the cooperative and the board itself related to cybersecurity.
- Integrate cyber risk discussions with those about the cooperative's overall risk tolerance.
- Given identified risks, determine whether to avoid, mitigate, accept, or transfer them.
- Given case studies, apply the board's oversight responsibility.

SUCCESSION PLANNING: DEVELOPING THE PURPOSE-DRIVEN ORGANIZATION

Course 958.1 (1½ SB credits)

Comfort Inn & Suites | Black River Falls
January 6, 2022

Board, CEO, and staff succession planning are essential to ensuring tomorrow's purpose-driven organization. Personnel change is inevitable in every organization. Often, such change can be challenging, especially when vacancies occur in leadership positions. This course focuses on the board's responsibility and role in ensuring that the cooperative has a succession plan in place for the CEO and its overall leadership. Also discussed is the board's role in ensuring that the CEO has a process in place to provide for ongoing development of the organization's workforce potential and a plan to ensure leadership continuity and quality.

Key topics:

- Succession planning and development
- The board's fiduciary responsibility for assuring a qualified and capable workforce
- Competencies expected in today's executive leadership positions
- Changes in CEO leadership

MAXIMIZING YOUR GRASSROOTS STRATEGY

Course 918.1 (1½ SB credits)

Florian Gardens Conference Center | Eau Claire
August 2, 2022

Effective political engagement at all levels of government requires significant planning and is vital to empowering consumer-members to protect and advance the interests of their cooperative. The power of electric cooperatives to influence policymakers is vital to their continued success. This course helps directors connect the dots between what they as individual directors can do on behalf of their cooperative while maximizing relationships with their statewide and with NRECA to make sure the co-op voice is heard on Capitol Hill and in the regulatory agencies.

Key topics:

- Strategies for engaging consumer-members in grassroots advocacy on behalf of the their cooperative
- Infusing grassroots into the co-op's strategic plan
- Communicating with identified advocates and champions among the co-op's member base
- Creating a political game plan

Board Leadership Certificate

CURRENT GOVERNANCE ISSUES IN POLICY DEVELOPMENT

Course 929.1 (1½ SB credits)

Comfort Inn & Suites | Black River Falls
October 12, 2022

Policies set the standard for board behavior. Attendees learn to view policies as proactive tools to establish a standard of board behavior required for governance in today's electric cooperative boardroom. This course revisits the fundamentals of governance and the roles policies play in contributing to effective governance.

Participants take part in discussions about current issues facing rural electric cooperatives and how the governance function contributes to the cooperative and adds value. As these issues are discussed and debated, a sample set of policies are used to show examples relevant to addressing today's governance issues.

Key topics:

- Discussion of current issues facing rural electric cooperative boards, and how policies are coming into play
- A suggested, standardized policy structure and format
- A successful approach for reviewing and updating your cooperative's governing policies

NRECA Director Gold Credential

Director Gold is an addition to NRECA's Education Program, neither replacing nor altering any existing credential. Director Gold is the hallmark of directors who have earned the Credentialed Cooperative Director (CCD) and Board Leadership Certificates (BLC) and are committed to continuing education throughout their board service.

Director Gold helps drive professional self-confidence and standing before members, regulators, and elected officials by identifying directors' ongoing commitment to advancing their knowledge and performing their fiduciary duty to the best of their ability.

For a director to earn the initial Director Gold Credential, he or she must meet these criteria:

- Hold the CCD and BLC credentials.
- Earn three additional credits from the BLC series of courses. For the initial Director Gold Credential, only BLC courses will be accepted for credit. Upon renewal (every two years), other options including some non-NRECA programs are available.

A total of 13 BLC credits are needed to qualify for Director Gold status. Once eligible, a director must "opt in" by indicating interest in earning Director Gold status before a certificate will be issued. The "opt in" form can be completed at www.cooperative.com.

To maintain Director Gold status, directors must earn three (3) credits from the NRECA-approved list of continuing education programs within a two-year (24 month) period. A minimum of two NRECA credits must be earned from the NRECA BLC courses, but directors can choose to earn all three continuing education credits from the BLC series. A maximum of one credit may be earned by attending one of the following conferences or programs:

- NRECA Directors Conference (1 credit)
- CFC Forum (1 credit)
- CoBank Energy Directors Conference (1 credit)
- Mid America Cooperative Council (MACC) Board Chair Roundtable (1 credit)

** NRECA-approved list is subject to change*

**DIRECTOR GOLD = CCD + BLC + 3
ADDITIONAL CREDITS FROM BLC COURSES**
(every 2 years)

GOLD
DIRECTOR GOLD
CREDENTIAL

**BLC = CCD + 10 CREDITS FROM COURSES
WITHIN 8 SPECIALTY AREAS**

Grassroots • Power Supply • Cooperative Business Model • Governance
Financial • Communications • Technology • Risk Management

BLC
BOARD LEADERSHIP
CERTIFICATE

CCD = 5 CORE COURSES

• Director Duties and Liabilities
• Understanding the Electric Business
• Board Operations and Process
• Strategic Planning
• Financial Decision-Making

CCD
CREDENTIALED COOPERATIVE
DIRECTOR CERTIFICATE

Supervisor & Manager Development

The NRECA Supervisor and Manager Development Program (SMDP) is a flexible, co-op-specific education program focused on strengthening the leadership skills, knowledge, and abilities needed to hire, develop, and lead others, manage performance, communicate effectively, and make decisions. The goal of this program is to equip co-op supervisors and managers with tools and resources to successfully lead and engage high-performing teams in support of the four mission-critical areas of safety, member satisfaction, reliability, and cost control.

This program is intended for co-op staff with leadership responsibilities ranging from individual contributors considering a supervisory role, to new and experienced supervisors, and middle managers. Regardless of where you are in your co-op's supervisor and manager hierarchy, this program offers a learning plan just for you.

CHANGE IS HARD: GUIDING YOUR TEAM THROUGH COMPLEX TIMES

Course 714.1 (1½ SB credits)

Comfort Inn & Suites | Black River Falls
April 12, 2022

With waves of technical, social, economic, and regulatory changes, electric cooperatives now find themselves operating in what the U.S. military calls a VUCA environment (volatile, uncertain, complex, ambiguous). In this environment, supervisors must adapt to—and lead—continuous change at their co-ops. The types of changes differ, yet the change process itself is predictable, and so are the ways people respond to change. Supervisors who understand the most effective techniques, and develop solid plans, for navigating their teams through complexity, chaos, and confusion are better equipped to thrive in a VUCA world.

Learning objectives:

- Understand the supervisor's roles and responsibilities related to changes at co-ops.
- Learn the typical causes of change and types of change and tools to effectively manage change.
- Describe the reactions most people have to change and use techniques for managing these reactions.
- Model the attitudes and behaviors needed for a successful change initiative.
- Address barriers to change.
- Effectively use the "4 Ps" of change communications:
 - **Purpose:** Why we have to do this.
 - **Picture:** What it will look and feel like when we reach our goal.
 - **Plan:** Step-by-step, how we will get there.
 - **Part:** What you can (and need to) do to help us move forward.

DELIBERATE DECISION-MAKING

Course 722.1 (1½ SB credits)

Comfort Inn & Suites | Black River Falls

April 13, 2022

Too often, we make decisions based on "gut instinct" alone. However, effective decisions are deliberate, not the result of unconscious thoughts, beliefs, or assumptions. In this course, participants determine the difference between decision making and problem solving, explore bias, and take a deep dive into critical thinking. Participants learn effective creative thinking and discussion techniques and leave with a full toolkit to use in any situation that will help improve decision making, for themselves and with their team.

Learning objectives:

- Be aware of your daily decisions.
- Understand the impacts of your natural decision-making style.
- Recognize bias in decision making, even unconscious bias.
- Strengthen your critical and creative thinking skills.
- Identify good decision-making practices.
- Discover decision making processes and tools.
- Practice proactivity and prioritization.

Cooperative Career Essentials Program

The Cooperative Career Essentials Program (CCEP) is a new learning portfolio designed to provide the knowledge, skills, and abilities every co-op employee, regardless of role or tenure, needs to best serve their co-op and members.

Within the next five years, 50% of electric cooperative CEOs and 25% of employees will be eligible to retire. The Cooperative Career Essentials Program (CCEP) meets the needs of a changing workforce.

Most employees are hired for specific job roles requiring specific skill sets. These are referred to as hard skills. But every job role requires another set of skills—soft skills. They are often overlooked but play an important role in day-to-day cooperative business operations. Hard skills are teachable and measurable abilities, such as writing, reading, negotiating, or the ability to use technology. By contrast, soft skills are the traits that make you a good employee, such as communication and listening, adaptability, initiative, and getting along with other people. Both hard skills and soft skills are needed to be successful in the workplace.

COOPERATIVE FINANCE & ACCOUNTING FOR THE NON-ACCOUNTANT

Course 5101.1 (1½ SB credits)

Holiday Inn South | Eau Claire
October 4, 2022

Follow the money—understanding cooperative finance, financial statements, and practices is essential for connecting the dots between your department's decisions and activities and the organization's financial position. This is an opportunity for you, as a non-accountant, to ask questions and gain insight into what the numbers mean, how they relate to each other, and how you impact them. Hands-on activities and scenarios will explore and clarify cooperative finance terminology, reporting, and strategies.

Learning objectives:

- Understand basic principles of cooperative finance and accounting
- Understand basic accounting concepts and processes (capitalized vs. expensed items, cash vs. accrual accounting, etc.)
- Explain the four primary financial statements and how departmental operations impact these statements
- Differentiate between margins and cash
- Explain the basic concepts of the financial audit and employees' roles in maintaining the integrity of the cooperative's internal controls
- Understand basic budgeting and capital budgeting concepts and techniques
- Calculate common key financial ratios

CUSTOMER SERVICE ESSENTIALS

Course 5301.1 (1½ SB credits)

Holiday Inn South | Eau Claire

October 5, 2022

Excellent customer service is at the heart of the cooperative business. How an individual responds to a high-bill complaint, power outage, or rate increase can make the difference between a happy, loyal, and engaged member and one that is unsatisfied and discontent.

In this course, you will gain foundational knowledge, leverage proven techniques, and apply best practices that will help you increase consistency and professionalism needed to create positive impressions with every member interaction.

With Customer Service Essentials you will learn how to communicate with members in a relatable, authentic, and professional way—in person, over the phone, and via email.

Learning objectives:

- Be aware of specific standards that are expected within each and every phone call, email communication, and customer interaction, and how to achieve that standard.
- Learn how to productively resolve conflict using words and phrases that produce positivity and promote progress.
- Learn techniques to develop customer rapport and conversation control from the beginning.
- Guide a phone conversation or email communication from the start and stay in control, while ensuring that the customer's needs are not only met but exceeded.
- Learn purposeful use of communication tools: word choice, voice tone, body language, and proper email etiquette.
- Deliver a difficult message and move conversations forward productively while keeping the customer's receptivity and engagement intact.

Key Topics:

- Handling difficult customers
- Customer etiquette
- Positive communication
- Personal responsibility/ownership mentality

Other Courses and Events

FINANCIAL WEBINAR SERIES

(2 SB credits per person for all 8 months
OR 1/3 SB credit per session per person)

90-Minute Webinar Series (9–10:30 a.m.)

January 11 ~ Depreciation

February 8 ~ Cost and Collection of Plant Investments

March 8 ~ Reporting

May 17 ~ Board Reporting

June 14 ~ Leading Financial Management at Your Utility

October 18 ~ Communicating the Finances

November 8 ~ Work Plan Management

December 13 ~ Bringing Financial Value to Your
Non-Financial Teammates

Accounting and finance staff are invited to participate in the “Financial Webinar Series.” In these 90-minute virtual courses, participants will learn and strengthen skills to guide electric cooperatives to strong financial futures. All of the finance professionals webinar series programs will be recorded and available to all paid attendees.

****Each 90-minute webinar qualifies for 1.5 CPE credits** (you must participate online to receive CPE credits).

EDUCATION AND LOBBY DAYS

(1 SB credit)

Concourse Hotel & Governor’s Club | Madison
February 2–3, 2022

Cooperative directors and staff will be briefed on state issues affecting electric cooperatives and the energy industry. The two-day event will feature in-depth presentations, panel discussions with experts, verbal and written background information on legislative proposals, as well as insight into the political atmosphere at the Capitol.

ELECTRIC INDUSTRY UPDATES

(1 SB credit per co-op)

Webinars

February 10, 2022

Group 1 (morning) ~ 8–11 a.m.

Group 2 (afternoon) ~ 1–4 p.m.

This year, we'll be offering two separate group sessions, with the same program held once in the morning and repeated in the afternoon. Co-ops may send their employees to one or both of the sessions, with the option of dividing staff members between the morning and afternoon sessions.

WECA Director of Government Relations Rob Richard will give participants a detailed look into state issues that the organization has tackled over the last year and will hope to complete before the 2021–22 legislative session comes to a close in Madison next Spring. Issues like broadband, electric vehicles, third-party financing, community solar, easement reform, and wild parsnip eradication are all measures being debated at the Capitol that can, and will, directly impact how cooperatives perform their daily responsibility of providing safe, reliable, and affordable electricity to their consumer-members. Richard will break down the pros and cons of each issue and provide strategic insight into why WECA is involved and why the issues matter to your cooperative.

WECA President and CEO Steve Freese will walk participants through the labyrinth that is Washington, D.C., and break down some of the most complicated, expansive, and expensive legislative proposals that we have seen affecting the energy industry in years. Words like “infrastructure” and “reconciliation” have been used in daily headlines for months, but what does it all mean for the average American, and especially for electric cooperatives that are providing and distributing power throughout the country? There is no doubt that we are in an era of incredible transition when it comes to energy creation, distribution, and end use. Freese will explain the latest on what's coming out of D.C. and will give you deeper insight into what a clean energy future may possibly look like.

Still in planning, WECA will be bringing you a “Hot Topic” featured speaker to cover an issue that is at the forefront of our industry at the time of this program. We will see what is, or is not, moving legislatively and give you the most up-to-date information on the “hot topic.” The information will be pertinent and timely, and the speaker will be an expert in that field. Will it be broadband, EVs, cybersecurity, clean energy? Who knows—but find out in February!

Want to be more engaged in WECA legislative/political activities? We will talk about the important role that the Action Committee for Rural Electrification (ACRE) plays in engaging with and supporting political candidates that see electric cooperatives as valued partners within our rural communities. Get a better understanding of ACRE's role in supporting state and federal candidates, why it's important in achieving the goals for electric cooperatives, and how you can be a part of the team that helps support those who support us.

Other Courses and Events

PREPARING YOURSELF FOR DOG ENCOUNTERS *and* DEALING WITH & RESPONDING TO DIFFICULT MEMBERS (1 SB credit)

Holiday Inn Hotel & Suites | Schofield
February 15, 2022

SPEAKER: Hector Hernandez, Hector Speaks

WHO SHOULD ATTEND: Operations and Line Personnel

Preparing Yourself for Dog Encounters

Hector developed and tested dog training and dog bite prevention methods that have been practice internationally. Hector uses his experience of over 30 years in training all types of dogs, including police dogs. Additionally, he has trained all breeds of dogs, whether aggressive or not, which has made him extremely well-rounded in the field of dog bite prevention.

As a regular speaker for private and public entities, utility companies, the United States Postal Service, and police departments, Hector demonstrates how “reading the dog’s body language” can teach his audience the difference between a harmless encounter and a potentially dangerous one, as well as how to react in both. His speaking style is entertaining, including humor to keep his audience engaged, yet serious and informative in teaching his techniques. Hector’s main objective is for his audience to think seriously about dog behavior and body language, as well as know how to stay safe in all potential encounters.

Dealing With and Responding to Difficult Members

Dealing with difficult members teaches you how to respond and exercise self-control in the most taxing times. This presentation will teach you how not to take these encounters personally and will empower you with techniques that include:

- Listening vs. hearing
- Knowing your members/clients
- Making contact with your members with a plan
- Body language for effective communication
- Responding to your members/clients
- How to empathize with your members/clients
- Identifying a threat
- Self defense while working

TOP EMPLOYEE PERFORMANCE FOR INCREASING MORALE, RESILIENCE, AND SAFETY and DEALING WITH & RESPONDING TO DIFFICULT MEMBERS

(1 SB credit)

Holiday Inn Hotel & Suites | Schofield
February 16, 2022

SPEAKER: Hector Hernandez, Hector Speaks

WHO SHOULD ATTEND: All co-op staff

Top Employee Performance for Increasing Morale, Resilience, and Safety

This program will cover and explain the top three areas of increasing employee performance: morale, how emotions affect safety, and the strength of resilience. Including human emotions and motivators, the power of seeking advice, attitude, appearance, body language, employee relations, compelling conversations, setting boundaries, workplace ethics, and managing your emotions. As the power of positive thinking and effective communication in the workplace become more and more prevalent, Hernandez distills his timely, empowering expertise.

Dealing With and Responding to Difficult Members

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- Listening vs. hearing
- Knowing your members/clients
- Making contact with your members with a plan
- Body language for effective communication
- Responding to your members/clients
- How to empathize with your members/clients
- Identifying a threat
- Self defense while working

Other Courses and Events

CREDIT AND COLLECTIONS WORKSHOP

(1¼ SB credits)

Comfort Inn & Suites | Black River Falls

March 15, 2022

Extending credit to members and collecting past due balances are challenging tasks. This workshop will help you measure your collection effectiveness, ensure compliance with laws, and preserve good customer relations. Key topics include strategies to prevent collection problems starting with first contact with the member, updating what the law requires, the effect of class-action lawsuits on capital credits in write-offs, effective communication of disconnection and collection policies, and best practices to mitigate collection challenges. We'll use a roundtable to compare notes, so bring your experiences to the discussion!

WORK ORDERS ACCOUNTING WORKSHOP

(1½ SB credits)

Comfort Inn & Suites | Black River Falls

March 16–17, 2022

For almost all electric cooperatives and utilities, the biggest investment is the electric infrastructure assets including poles, wire, transformers, and the like. It's a complex process to take raw materials, labor, and overheads and convert them to a continuing property record (CPR). Are we capitalizing the costs or expensing them? What about depreciation? Not only is the work order accounting system complex, it's expensive. How are we going to pay for this infrastructure investment? What about repairs and maintenance? And storms? Or Federal Emergency Management Agency (FEMA) payments from a declared disaster? How about contributions in aid of construction (CIAC)? What is so special about special equipment?

Beyond that, there are many details, such as when a work order needs to be set up. What do I do with this staking sheet (electronic or paper)? And once the project is complete, then what? Together, we will step through this intricate process to understand the components, as well as understand how it shows up on the monthly billing statement to the consumer. Measuring and benchmarking ratios and internal controls are critical when it comes to the biggest investment on the balance sheet.

This course is designed for any and all employees to benefit from the working knowledge of this critically important process.

**This is a 1½-day program ending at noon on the second day.*

CFC STATEWIDE WORKSHOP

($\frac{1}{4}$ SB credit)

Florian Gardens Conference Center | Eau Claire

March 22, 2022

Understanding Financial Statements: This session will help directors better understand financial statements by focusing on key sections, such as the Statement of Operations and Balance Sheet. This will be accomplished by reviewing several activities commonly experienced by cooperatives and learning how they flow through these financial statements. Directors will also increase their understanding of several important ratios such as Times Interest Earned Ratio (TIER) and Equity to Assets.

The Capital Markets and Electric Cooperatives: This session will discuss the capital markets' view of electric cooperatives and provide some behind-the-scenes insight into questions such as: What is the view of electric cooperatives in the context of today's evolving industry? Which trends are being watched most closely by investors and rating agencies? How do electric cooperative credit ratings compare to IOUs? And why are credit ratings so important?

Commitment to Excellence: This interactive session will guide attendees through CFC's Commitment to Excellence publication focusing on case studies about commonly found issues directors encounter, from each of its three sections: Principled Leadership, Financial Stewardship, and Governing for Risks and Change. Directors receive a hands-on experience thinking through scenarios designed to promote critical thinking around fiduciary responsibility and financial policy. Attendees break up into small groups, discuss these issues and report their findings to the entire class.

Industry Update: This session will provide an update on industry energy trends, with a focus on natural gas and coal and other factors influencing the industry today.

LEGAL SEMINAR FOR DIRECTORS & EMPLOYEES

(1 SB credit)

Florian Gardens Conference Center | Eau Claire

March 23, 2022

Each year's topics reflect the changing environment that electric cooperatives operate in. The Wheeler, Van Sickle & Anderson, S.C. law firm will be covering evolving legal issues pertinent to the decisions made by electric cooperative directors, managers/CEOs, and key staff. Last year's topics included: Easements including broadband easements, negotiating solar PPAs, who can sell electricity, territorial disputes and strategies, procurement policies for FEMA reimbursement, electric service agreements, fire suppression cost recovery, annual meetings and director elections, and contracting best practices.

Other Courses and Events

RETIREMENT PLANNING SEMINAR

(No Charge)*

Webinar (8 a.m.–4 p.m.)

April 6, 2022

The NRECA Retirement Planning Seminar is designed for employees and their spouses who are within 5–10 years of retirement. It helps employees evaluate distribution options from their retirement plans, estimate retirement income and expenses, and realize the need for continued investment during retirement years. Social Security and estate planning are included in the program. Health and long-term care issues are also addressed. We would also like to encourage employees and their spouses who are within 10–15 years of retirement to attend. This will help employees to gauge if they are on the right track for their retirement years.

**This program will be held as a one-day webinar session. There will be no charges associated with this informational session.*

THE FINANCIAL IMPACT OF ACTIVITIES: METRICS, RATIOS, RELATIONSHIPS, AND ANALYSIS WORKSHOP**

(1 SB credit)

Webinar (9 a.m.–12 p.m. both days)

April 19 and 21, 2022

Workshop Learning Objectives:

- Key evaluation and development of strategies in billing, operations, engineering, communications, governance costs, and finance
- Creating a healthy, realistic equity strategy
- Evaluating cash flow
- Adequacy in budget development and capital planning
- Allocation and distribution of patronage capital credits
- Statement of Operations: Proportions and percentages
- The business of the Balance Sheet: Balancing and analyzing what we OWN to who we OWE
- Cash Flow Crunch: Where does out money go? Is that where we intended for it to go?
- The Business Plan: From budgeting, forecasting, to debriefing how-tos

****We are applying for CPE credits for this two [half] day program.**

EMPLOYMENT LAW UPDATE

(1¼ SB credits)

Holiday Inn Hotel & Convention Center | Stevens Point
May 10, 2022

Employment regulations change regularly in response to new laws or court decisions that sometimes alter enforcement or implementation expectations. Keeping up with these changes is essential to minimizing liability, strengthening negotiation positions, and ensuring employees maximize benefits available to them. Often these changes are complex and require a legal perspective to help human resource professionals better understand the implications of court decisions and revised or new regulations. This workshop also provides several venues to make sure questions are answered, and cross-sharing of implementation strategies among cooperative human resources personnel.

HR PROFESSIONALS WORKSHOP

(1¼ SB credits)

Holiday Inn Hotel & Convention Center | Stevens Point
May 11, 2022

HR issues that are crucial to your co-op's future will be addressed at the ever-popular open forum and legal update. The open forum provides the opportunity to discuss new HR concerns and assist in solving issues you may be experiencing. A legal update will focus on new and changing matters as well as provide information on issues that attorneys are seeing more often.

Other Courses and Events

ENERGY ISSUES SUMMIT

(1 SB credit)

Florian Gardens Conference Center | Eau Claire

August 3, 2022

This program provides co-op directors, CEOs, and staff with timely information about emerging energy issues. Last year's summit covered the global energy transition and its implications for rural America; new opportunities/challenges for electric co-ops with electric vehicles; Roadmap to Zero Carbon; resiliency of the MISO system; real costs of utility poles/pole attachments. We will build on the success of past summits to offer another quality program in 2022. Specific topics and speakers will be determined.

WISCONSIN REC MEMBER SERVICES ASSOCIATION ANNUAL CONFERENCE

($\frac{1}{4}$ to 1 SB credit)

Wilderness Resort & Glacier Canyon Conference Center | Wisconsin Dells

August 23, 2022

This workshop explores different ways to better meet members' needs. Participants have the opportunity to keep current with relevant industry topics and trends, learn how the latest technology and software programs can be used to better serve members, and share ideas about various member programs and events.

The Wisconsin REC Member Services Association is a stand-alone group that determines workshop content for this annual conference.

ELECTRIC COMMUNICATOR'S WORKSHOP

(1 SB credit)

Wilderness Resort & Glacier Canyon Conference Center | Wisconsin Dells

August 24, 2022

Enhance co-op communications by brushing up on basic skills, learning new techniques, and utilizing the latest in technology. Electric co-op communicators will also share ideas and maximize their use of the *Wisconsin Energy Cooperative News* magazine to effectively communicate with co-op members.

FROM FINANCIALS TO RATEMAKING WORKSHOP**

(½ SB credit)

Webinar (9 a.m.–12 p.m.)
September 20, 2022

Workshop Learning Objectives:

Big Picture • Ratemaking Made Simple • Balance Sheet and Operating Statement Impact to Rates • Planning • How Often • How Big • Membership Factors of Influence

In this workshop, participants learn where the costs of the utility can be found within the financial statement. Keeping the conversation at a high level, we can have an overall view of the two main cost drivers that impact rates: plant investments and expenses. With a basic understanding of a utility cost structure, forecasting, and planning concepts can be applied to bridge historical information to structuring rates for anticipated future costs and scenarios. While the details are important when preparing information for use, our focus will be on overarching concepts, background information, and application of various components that can be utilized in an actual ratemaking exercise.

*****We are applying for CPE credits for this half-day program.***

THE POWER OF POSITIVE CONFLICT and CREATING HIGH-PERFORMING TEAMS

(1½ SB credits)

Florian Gardens Conference Center | Eau Claire
December 8, 2022

The Power of Positive Conflict: Conflict is inevitable in the workplace. The highest performing leaders and teams see conflict as an opportunity to grow, rather than something to be avoided. This workshop will explore how to have positive conflict so you can learn how to respond effectively instead of reacting with one of the four toxins: blaming, defensiveness, contempt, and stonewalling. Participants will explore the sources of conflict and discover how to use it to create stronger relationships and improve outcomes.

Creating High-Performing Teams: Leading a team of high performers is challenging, especially in a fast-paced, high-stress environment. In this engaging workshop, participants will learn how to more effectively create teams that flourish. Participants will understand how having individuals with diverse personalities and work styles make the strongest teams, and yet often ones with the greatest conflict. Learn about the four stages of team development, and how to improve communication and increase engagement with your team.

Other Courses and Events

NEW EMPLOYEE AND NEW DIRECTOR ORIENTATION VIDEO LIBRARY

(2 SB credits per co-op)

Online Web Access to Video Library

WECA has been creating a video library focusing on educating new employees and board directors. Subjects covered will include an introduction to cooperatives, the inner workings of an electric utility, duties and responsibilities of directors, safety in the workplace, and an introduction to other electric cooperative partners. The videos will provide a well-rounded understanding of the inter-relationships employees and directors will encounter in their new position. These videos are available for members to use at the time of their choosing up to December 2023. This video series is replacing WECA's in-person New Employee Orientation Workshop.

NOTE: Cooperatives that have already signed up for the video library in 2021 will not need to re-register. We are including this for other co-ops that may still be interested in signing up for this video library.

All credits mentioned in this booklet refer to WECA Skill Builder (SB) credits, not NRECA program credits, unless otherwise noted.

Skill Builder credit charges in this booklet are based upon program costs available or estimated at the time of publication and could change. In addition, the ongoing pandemic may require the cancellation of program(s) or how content is delivered that may also affect pricing.

2022 Year at a Glance

January 5	Cybersecurity: The Board's Oversight Role (BLC)
January 6	Succession Planning: Developing the Purpose-Driven Organization (BLC)
February 2–3	Education & Lobby Days
February 10	Electric Industry Updates <i>webinars</i>
February 15	Preparing Yourself for Dog Encounters <u>and</u> Dealing with & Responding to Difficult Members
February 16	Top Employee Performance for Increasing Morale, Resilience, & Safety <u>and</u> Dealing with & Responding to Difficult Members
February 16	Director Duties & Liabilities (CCD)
February 17	Board Operations & Process (CCD)
March 15	Credit & Collections Workshop
March 16–17	Work Orders Accounting Workshop
March 22	CFC Statewide Workshop
March 23	Legal Seminar for Directors & Employees
April 6	Retirement Planning Seminar <i>webinar</i>
April 12	Change is Hard: Guiding Your Team Through Complex Times (SMDP)
April 13	Deliberate Decision-Making (SMDP)
April 19 & 21	The Financial Impact of Activities: Metrics, Ratios, Relationships, and Analysis Workshop
May 10	Employment Law Update
May 11	HR Professionals Workshop
August 2	Maximizing Your Grassroots Strategy (BLC)
August 3	Energy Issues Summit
August 23	Wisconsin REC Member Services Association Conference
August 24	Electric Communicator's Workshop
September 20	From Financials to Ratemaking Workshop
October 4	Cooperative Finance & Accounting for the Non-Accountant (CCEP)
October 5	Customer Service Essentials (CCEP)
October 11	Financial Decision-Making (CCD)
October 12	Current Governance Issues in Policy Development (BLC)
December 8	The Power of Positive Conflict <u>and</u> Creating High-Performing Teams
Monthly	Financial Webinar Series <i>webinar</i>

Non-Skill Builder Programs

NRECA Youth Tour

June 18–24, 2022
Washington, D.C.

WECA Youth Leadership Congress

July 12–14, 2022

WECA District Meetings *(locations TBD)*

District 1 ~ July 18, 2022

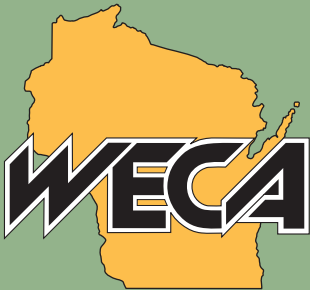
District 2 ~ July 19, 2022

District 3 ~ July 20, 2022

District 4 ~ July 21, 2022

WECA Annual Meeting

November 15–16, 2022
Holiday Inn Hotel & Convention Center, Stevens Point



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