# **KAMO Power: An Organizational Profile and Leadership Analysis**

**I. Executive Summary**

KAMO Electric Cooperative, Inc. (KAMO Power) stands as a significant Generation and Transmission (G&T) cooperative operating across northeast Oklahoma and southwest Missouri. Established in 1941, KAMO Power plays a pivotal role in the region's electric utility sector by providing power supply resources to its 17 member distribution cooperatives [snippet\_1. The cooperative's structure, deeply rooted in the principles of member ownership and service, distinguishes it within the broader utility landscape. Recent strategic initiatives, particularly the upgrade of its rural broadband network through its subsidiary K-PowerNet, signal an evolving role beyond traditional power transmission. Understanding KAMO Power's foundational structure, financial standing, and strategic direction is crucial for any entity considering a Go-To-Market strategy within its operational sphere. This analysis delves into these key aspects, providing a comprehensive overview of the organization and its leadership.

**II. Organization Overview**

**A. Foundational Information:**

KAMO Electric Cooperative, Inc., the full legal name of the organization, clearly indicates its status as an electric cooperative [snippet\_1. This designation is important as it signifies a member-owned business model, where the focus is primarily on serving the needs of its members rather than maximizing profits for external shareholders. Founded in 1941, KAMO Power has a long and established history within the region [snippet\_1. This longevity suggests a stable presence and deep-rooted relationships with the communities and member cooperatives it serves. The cooperative's headquarters are located in Vinita, Oklahoma, strategically positioned within its operational area [snippet\_1. This central location likely facilitates efficient management of its extensive transmission network and close engagement with its member cooperatives.

The organizational history of KAMO Power began in 1941 with the mission of providing power supply resources to distribution cooperatives in northeast Oklahoma and southwest Missouri [snippet\_1. A significant milestone in its history is its role as one of the six G&T utilities that formed Associated Electric Cooperative, Inc. (AECI) in 1961 [snippet\_1. This partnership with AECI is foundational, as AECI provides the electric capacity and energy needs for KAMO and the other five owner G&Ts [snippet\_1. This collaborative approach underscores the cooperative nature of the utility sector in this region. Key milestones for KAMO Power include its formation in 1941, its current annual sales exceeding 7.0 million megawatt-hours, and its service to over 300,000 member-owners through its 17 member distribution cooperatives [snippet\_1. These figures highlight the substantial scale of KAMO Power's operations and its significant impact on the energy landscape of northeast Oklahoma and southwest Missouri.

**B. Corporate Structure and Governance:**

KAMO Power operates as a Generation and Transmission (G&T) cooperative [snippet\_1. This means its primary function is to generate or procure wholesale electricity and transmit it to its member distribution cooperatives, which then deliver the power to the end consumers. The cooperative is owned by these 17 member distribution cooperatives, highlighting a member-centric governance model where the owners are also the primary beneficiaries of KAMO Power's services [snippet\_1. This structure influences decision-making processes, as the board of directors is comprised of representatives from these member cooperatives [snippet\_16. Any revenues exceeding the costs of operation are typically credited back to these member-owners, further emphasizing the non-profit nature of the organization [snippet\_1.

A foundational aspect of KAMO Power's corporate structure is its relationship with Associated Electric Cooperative, Inc. (AECI) [snippet\_1. KAMO Power is one of the six G&T cooperatives that collectively own AECI [snippet\_1. AECI was established to provide for the electric capacity and energy needs of these six G&Ts [snippet\_5. This arrangement means that KAMO Power relies on AECI for its power supply, which comes from a diverse generation portfolio including natural gas, coal, hydroelectric, wind, and fuel oil [snippet\_5. This interconnectedness highlights a collaborative ecosystem within the regional electric cooperative network.

KAMO Power also operates through a wholly-owned subsidiary, K-PowerNet, LLC [snippet\_19. K-PowerNet focuses on providing wholesale and retail fiber-based telecommunication services across Kansas, Arkansas, Missouri, and Oklahoma [snippet\_21. This diversification into telecommunications leverages KAMO Power's existing infrastructure and aims to meet the growing demand for broadband services in rural areas [snippet\_19. The creation and operation of K-PowerNet indicates a strategic move to broaden KAMO Power's service offerings beyond electricity transmission, potentially creating synergies and new revenue streams for the cooperative and its members.

**III. Industry and Business Activities**

**A. Industry Classification:**

KAMO Power operates within the electric utility sector and is specifically classified as an electric bulk power transmission and control entity, as suggested by the NAICS Code 221121 [snippet\_17. This classification accurately reflects its role as a Generation and Transmission (G&T) cooperative [snippet\_1. The cooperative business model distinguishes KAMO Power from other types of utilities, such as investor-owned utilities (IOUs) and publicly owned utilities. Unlike IOUs, which prioritize profit for shareholders, and publicly owned utilities, which are typically operated by government entities, cooperatives like KAMO Power are owned by the customers they serve – in this case, the 17 member distribution cooperatives. This ownership structure shapes the cooperative's objectives and financial priorities, emphasizing service to members over profit maximization for external parties.

**B. Primary Business Activities:**

The core business activity of KAMO Power is providing power supply resources to its 17 member distribution cooperatives [snippet\_1. This involves procuring or generating electricity and transmitting it through its extensive high-voltage transmission network [snippet\_1. Operating and maintaining this network, which spans over 2,900 miles across four states, is another crucial aspect of KAMO Power's primary activities [snippet\_1. This requires significant technical expertise and continuous investment in infrastructure to ensure the safe and reliable delivery of power to the member cooperatives. Beyond electricity transmission, KAMO Power, through its subsidiary K-PowerNet, also provides telecommunications services, indicating a diversification of its business activities to meet the evolving needs of its members and the broader community [snippet\_1.

**C. Value Proposition:**

KAMO Power's stated mission is to provide safe, low-cost, and reliable power to its member distribution cooperatives [snippet\_1. This core value proposition emphasizes the fundamental expectations of a utility provider, with the cooperative model adding the dimension of cost efficiency through its non-profit structure. The provision of additional services, such as telecommunications through K-PowerNet, further enhances the value KAMO Power offers to its members [snippet\_1. By expanding its services beyond traditional power supply, KAMO Power aims to be a more comprehensive partner to its member cooperatives, addressing a wider range of their needs and potentially fostering greater member loyalty.

**IV. Financial Profile**

**A. Revenue Trends and Analysis:**

KAMO Power's annual sales to its member cooperatives exceed 7.0 million megawatt-hours, demonstrating a substantial volume of power distributed [snippet\_1. This significant volume naturally translates to substantial revenue. However, as a non-profit cooperative, any revenues exceeding operational costs are credited back to the member-owners [snippet\_1. This financial model prioritizes providing affordable power to its members rather than generating profits for external shareholders.

Estimates for KAMO Power's annual revenue vary across different sources. LeadIQ reported $35 million as of January 2025 [snippet\_17, while Growjo estimated $42.8 million currently [snippet\_26. LeadIQ also provided a broader revenue range of $10 million to $50 million [snippet\_17. It's important to note that Guidestar reported a program revenue of $348.5 million for the organization in 2010 [snippet\_27. The significant difference in these figures could be attributed to various factors, such as different reporting methodologies (e.g., gross vs. net revenue, inclusion of pass-through funds), the specific scope of revenue being reported (e.g., total revenue vs. revenue from specific programs), or the age of the data. The more recent estimates from LeadIQ and Growjo likely provide a more accurate snapshot of KAMO Power's current annual revenue in the range of approximately $35 million to $43 million. The broader range provided by LeadIQ might reflect some variability or a less precise estimate. The substantial figure from Guidestar in 2010 could represent a different financial scope or reporting practice.

Consistent, recent revenue trend data for the past three years is not readily available from the provided snippets. While LeadIQ suggests $35 million as of January 2025 and Growjo estimates $42.8 million currently, specific figures for the preceding years are absent. This lack of detailed trend data makes it challenging to definitively assess KAMO Power's recent revenue trajectory. Further research into financial reports or other sources would be necessary to establish a clear understanding of its revenue trends over the past three years.

**Table 1: KAMO Power Financial Estimates**

| **Source** | **Date of Estimate** | **Estimated Annual Revenue** |
| --- | --- | --- |
| LeadIQ | January 2025 | $35 Million |
| Growjo | Current | $42.8 Million |
| LeadIQ | Not Specified | $10M - $50M Range |
| GuideStar | 2010 | $348.5 Million (Program 1) |

**B. Employee Count and Structure:**

Estimates for KAMO Power's employee count also vary across sources. LeadIQ reported approximately 147 employees as of January 2025 [snippet\_17 and also mentioned a range of around 200 employees [snippet\_17 and 51-200 employees [snippet\_17. Growjo estimated 177 employees [snippet\_26, while Monster listed a size of 100 to 499 employees [snippet\_28. Based on the more recent estimates from LeadIQ and Growjo, the employee count appears to be in the range of approximately 147 to 200 individuals. The broader range from Monster might be a less precise estimate or could include historical data.

The departmental breakdown within KAMO Power reflects the typical functions of a G&T cooperative. These departments include Information Technology, Telecommunications, Engineering, Construction & Contracts, Transmission Area Operations, Substation Engineering & Operations, Distribution Dispatch Services, Planning & System Operations, Relay, Metering & Controls, Purchasing, Inventory & Transportation, Accounting & Finance, Human Resources, Facilities Maintenance, Safety & Corporate Training. This structure encompasses both the technical aspects of power generation and transmission, as well as the administrative and support functions necessary for the organization's operation.

**Table 2: KAMO Power Employee Count Estimates**

| **Source** | **Date of Estimate** | **Estimated Employee Count** |
| --- | --- | --- |
| LeadIQ | January 2025 | Approximately 147 |
| LeadIQ | Not Specified | Around 200 |
| Growjo | Current | 177 |
| Monster | Not Specified | 100 to 499 |
| LeadIQ | Not Specified | 51-200 |

**C. Market Capitalization and Growth Rate:**

As a cooperative, KAMO Power is not publicly traded and therefore does not have a market capitalization. Its financial structure is based on member ownership rather than public shareholders. Regarding growth, Growjo reported a 1% increase in KAMO Power's employee count in the past year [snippet\_26. Additionally, Ozark Electric, one of KAMO Power's member cooperatives, has reported increasing demand for energy [snippet\_29. KAMO Power, through its subsidiary K-PowerNet, is also actively involved in broadband infrastructure expansion [snippet\_19. These indicators suggest a moderate growth trajectory, driven by increasing energy demand and strategic expansion into the telecommunications sector. However, it's also important to note that Ozark Electric has implemented rate increases due to rising costs from KAMO and AECI [snippet\_29, which could reflect broader financial pressures within the cooperative network.

**D. Financial Trajectory:**

KAMO Power's financial trajectory appears stable, primarily due to its nature as a non-profit cooperative [snippet\_1. The focus is on ensuring sufficient revenue to cover operating expenses and capital investments, with any surplus being returned to the member cooperatives. This model prioritizes the long-term financial health and stability of the cooperative to serve its members effectively. The financial well-being of KAMO Power is closely linked to the stability and needs of its 17 member distribution cooperatives, as they are the primary customers and owners of the organization.

**V. Ownership and Affiliations**

**A. Ownership Structure:**

KAMO Power is owned by its 17 member distribution cooperatives [snippet\_1. This member-owned structure is the cornerstone of the cooperative's operation and governance. The distribution cooperatives collectively govern KAMO Power, ensuring that its strategic direction and operational decisions align with their needs and the interests of the end consumers they serve. The 17 member distribution cooperatives are: Barry Electric Cooperative, Barton County Electric Cooperative, Central Rural Electric Cooperative, Cookson Hills...[source](https://www.kamopower.com/cooperative-members) and White River Electric Cooperative.

**Table 3: KAMO Power Member Distribution Cooperatives**

| Barry Electric Cooperative | Barton County Electric Cooperative | Central Rural Electric Cooperative |

|...source | |

**B. Public Trading Information:**

KAMO Power is not a publicly traded company. As a cooperative, it does not have shares listed on any stock exchange, and consequently, it does not have a ticker symbol. Its financial reporting and obligations differ significantly from those of publicly traded utilities, as its primary focus is on serving its member cooperatives rather than generating returns for public shareholders.

**C. Major Shareholders or Private Equity Ownership:**

The ownership of KAMO Power is held entirely by its 17 member distribution cooperatives. There is no indication of ownership by private equity firms or traditional major shareholders. This distributed ownership model is characteristic of cooperative organizations, where control and benefits are shared among the members.

**D. Recent Ownership Changes:**

The provided research snippets do not indicate any recent changes in the ownership structure of KAMO Power. The cooperative appears to maintain its established model of ownership by its 17 member distribution cooperatives.

**VI. Leadership and Key Personnel**

**A. Executive Leadership Team (C-suite):**

The executive leadership team at KAMO Power includes several key individuals responsible for guiding the organization's strategy and operations. Ted Hilmes serves as the CEO [snippet\_24, holding the top executive position and likely overseeing the overall direction of the cooperative. Tony Gott is the Chief Operations Officer (COO) [snippet\_17, responsible for the day-to-day operational activities of KAMO Power. The Chief Financial Officer (CFO) is listed as A. H. [snippet\_17, with Misty Pritchett also holding the title of Manager Accounting [snippet\_26, suggesting she may have a senior financial role within the organization. W. K. is identified as the CTO (Chief Technology Officer) [snippet\_17, highlighting the importance of technology in KAMO Power's operations, particularly in managing its transmission network and telecommunications infrastructure.

**Table 4: KAMO Power Executive Leadership Team**

| **Name** | **Title** |
| --- | --- |
| Ted Hilmes | CEO |
| Tony Gott | Chief Operations Officer |
| A. H. | Chief Financial Officer |
| W. K. | Chief Technology Officer |
| Misty Pritchett | Manager Accounting |

**B. Board of Directors:**

The governance of KAMO Power is vested in its Board of Directors, which is comprised of one trustee from each of the 17 member distribution cooperatives [snippet\_16. This structure ensures direct representation of the owners' interests in the cooperative's decision-making processes. The board plays a crucial role in setting policies, approving strategic initiatives, and overseeing the overall management of KAMO Power.

**C. Key IT and Security Leaders (CIO, CISO, CTO, etc.):**

As mentioned earlier, W. K. serves as the Chief Technology Officer (CTO) [snippet\_17. This role likely encompasses the oversight of KAMO Power's technological infrastructure, which is critical for managing its extensive transmission network and its subsidiary K-PowerNet's telecommunications operations. Additionally, Phillip Fansler holds the position of Manager Technical Systems [snippet\_26, suggesting a supporting role in managing and maintaining the cooperative's technical infrastructure. The research snippets do not explicitly identify individuals in CIO (Chief Information Officer) or CISO (Chief Information Security Officer) roles. It is possible that these responsibilities are integrated within the CTO's purview or are managed by other individuals within the IT or related departments.

**D. Educational Background, Career History, Tenure, Expertise, and Public Engagements:**

The provided research snippets offer limited information regarding the educational background, career history, tenure, expertise, and public engagements of KAMO Power's leadership team. To gather such detailed information, further research would be necessary, potentially including a review of professional networking sites like LinkedIn, company biographies (if available), and news articles or industry publications that might feature the leaders. Understanding these aspects of the leadership team's profiles can provide valuable context for their strategic decisions and the overall direction of KAMO Power.

**VII. Recent News and Developments (Past 18 Months)**

**A. Major Corporate Announcements and Press Releases:**

A significant recent development for KAMO Power was the announcement in July 2023 of its deployment of Infinera's XTM Series to upgrade its rural broadband network through its subsidiary K-PowerNet [snippet\_23. This upgrade aims to provide high-capacity, reliable, and secure transport services to its 17 member cooperatives across northeast Oklahoma and southwest Missouri [snippet\_23. This initiative highlights KAMO Power's commitment to expanding its services beyond electricity and addressing the growing need for robust broadband infrastructure in rural areas.

KAMO Power/K-PowerNet has also recently sought funding through the American Rescue Plan Act (ARPA) for various broadband expansion projects in Oklahoma [snippet\_19. These requests demonstrate a proactive approach to leveraging available resources to further develop its telecommunications capabilities and serve the needs of rural communities within its operational footprint.

**B. Earnings Call Transcripts:**

As a non-public cooperative, KAMO Power does not typically hold public earnings calls, and therefore, earnings call transcripts are unlikely to be available. Its financial performance and strategic updates would primarily be communicated to its member cooperatives through internal channels.

**C. Analyst Reports:**

Given its non-public status, KAMO Power is not typically covered by traditional financial analyst reports that are common for publicly traded companies. Industry analysts might include KAMO Power in broader reports on the electric cooperative sector or the rural broadband market, but dedicated analyst reports on the organization are not expected.

**D. Strategic Initiatives:**

Ensuring system reliability remains a core strategic focus for KAMO Power. In July 2024, CEO Ted Hilmes noted that KAMO Power had recently completed several projects to ensure system capacity and reliability ahead of the summer months [snippet\_34. This underscores the cooperative's ongoing commitment to providing dependable power to its members. The previously mentioned broadband network upgrade through K-PowerNet is another significant strategic initiative aimed at diversifying services and meeting the evolving needs of its member cooperatives and the communities they serve [snippet\_23.

**E. Organizational Changes:**

The provided research snippets do not explicitly detail any major organizational changes within KAMO Power over the past 18 months, beyond the ongoing operations of its subsidiary, K-PowerNet. The leadership team appears stable, with the key executives holding their positions.

**F. Financial Developments:**

Recent financial developments include notifications from KAMO Power to its member cooperatives, such as Ozark Electric, regarding increasing power costs. This led to Ozark Electric implementing a rate increase in April 2024 and planning another for April 2025 [snippet\_29. These rate adjustments reflect broader trends of increasing energy demand and the associated costs of generation and transmission, impacting the entire cooperative network. Additionally, Associated Electric Cooperative, Inc. (AECI), of which KAMO Power is an owner, submitted a substantial request for grants and zero-interest loans ($1.52 billion) to the Rural Utilities Service (RUS) under their Empowering Rural America program [snippet\_35. This initiative, while at the AECI level, has significant implications for KAMO Power and its fellow member-owners, potentially impacting future infrastructure development and energy costs.

**VIII. Competitive Landscape Analysis**

**A. Identification of Direct Competitors:**

KAMO Power operates in a landscape with other Generation and Transmission (G&T) cooperatives that serve similar functions in neighboring regions. LeadIQ identified several similar companies, including Dairyland Power Cooperative, Western Farmers Electric Cooperative, Great River Energy, Sunflower Electric Power Corporation, Central Electric Power Cooperative, Tennessee Valley Authority, and Nebraska Public Power District [snippet\_17. These entities represent potential competitors in terms of attracting member cooperatives or in overlapping service areas, particularly in the evolving broadband market.

**B. Market Position Relative to Competitors:**

Based on revenue and employee count estimates, KAMO Power appears to be a mid-sized G&T cooperative within its peer group. LeadIQ's revenue range of $10 million to $50 million and employee count of around 200 [snippet\_17, along with Growjo's estimate of $42.8 million in revenue and 177 employees [snippet\_26, position it as a significant regional player but smaller in scale than some of the larger entities like Great River Energy, Tennessee Valley Authority, and Nebraska Public Power District, which have revenues exceeding $1 billion [snippet\_17.

**C. Competitive Advantages and Disadvantages:**

KAMO Power's cooperative model offers several competitive advantages. Its focus on member needs and the potential for cost savings to be passed on to its 17 member distribution cooperatives can foster strong, long-term relationships [snippet\_1. Its established and extensive transmission network provides a solid infrastructure for reliable power delivery and also serves as a foundation for expanding services like broadband through K-PowerNet [snippet\_1. Furthermore, its collaboration with other G&T cooperatives through ownership of AECI creates a strong regional network of generation and transmission resources, potentially enhancing reliability and achieving economies of scale [snippet\_1.

Potential disadvantages include its non-profit status, which might limit its access to capital for rapid expansion compared to for-profit entities. Growth may be more reliant on reinvesting surplus or member contributions. The recent notifications of increasing power generation costs, leading to rate increases for member cooperatives, could also pose a challenge to maintaining cost competitiveness [snippet\_29.

**D. Recent Competitive Moves:**

The provided snippets primarily focus on KAMO Power's activities. To understand the recent competitive moves of its peers, further research into the news, announcements, and strategic initiatives of the identified competitors (Dairyland Power Cooperative, Western Farmers Electric Cooperative, etc.) would be necessary.

**E. Industry Standing (Rankings, Market Share Trends, Analyst Ratings):**

As a non-public cooperative, KAMO Power is not typically subject to traditional industry rankings or market share analysis in the same way as publicly traded companies. Growjo provides a relative ranking based on estimated revenue and employee count, placing KAMO Power at number two among the listed entities, behind Western Farmers Electric Cooperative [snippet\_26. This suggests a significant, though not leading, position among this specific set of peers based on these size metrics.

**F. Market Challenges:**

KAMO Power faces several market challenges common to the electric utility industry. The increasing demand for energy requires ongoing investments in generation and transmission infrastructure to ensure sufficient capacity and reliability [snippet\_29. The rising costs of power generation, as evidenced by the rate increase notifications, put pressure on wholesale and ultimately retail electricity rates [snippet\_29. Additionally, the need to expand broadband infrastructure to serve rural communities represents a significant investment and strategic undertaking [snippet\_19.

**G. Strategic Differentiation:**

KAMO Power strategically differentiates itself through its fundamental commitment to cooperative principles, prioritizing member ownership and service over profit maximization for external shareholders [snippet\_1. This member-centric approach can be a key competitive advantage in serving its distribution cooperatives. Furthermore, its integration of telecommunications services through K-PowerNet allows it to offer a broader range of solutions to its members, potentially enhancing its value proposition and fostering stronger relationships [snippet\_19.

**IX. Conclusion**

KAMO Power stands as a well-established Generation and Transmission (G&T) cooperative with a long history of serving its member distribution cooperatives in northeast Oklahoma and southwest Missouri. Its cooperative structure and strong relationships within the regional utility network, particularly through its ownership stake in AECI, provide a stable foundation for its operations. Recent strategic initiatives, most notably the expansion into rural broadband through K-PowerNet, indicate a forward-looking approach to meeting the evolving needs of its members and the communities they serve. While financial data from publicly available sources presents some inconsistencies, KAMO Power appears to be a mid-sized player within the G&T cooperative landscape, facing industry-wide challenges such as increasing energy demand and rising generation costs. Its commitment to cooperative principles and its diversification into telecommunications represent key differentiators in the market. For any entity considering a Go-To-Market strategy targeting KAMO Power or its member cooperatives, a deep understanding of its cooperative structure, its financial model focused on member benefit, and its strategic priorities, including the growing emphasis on broadband services, will be essential for developing effective engagement strategies. Further research into the specific needs and priorities of KAMO Power and its member cooperatives would be a valuable next step in a comprehensive GTM analysis.

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