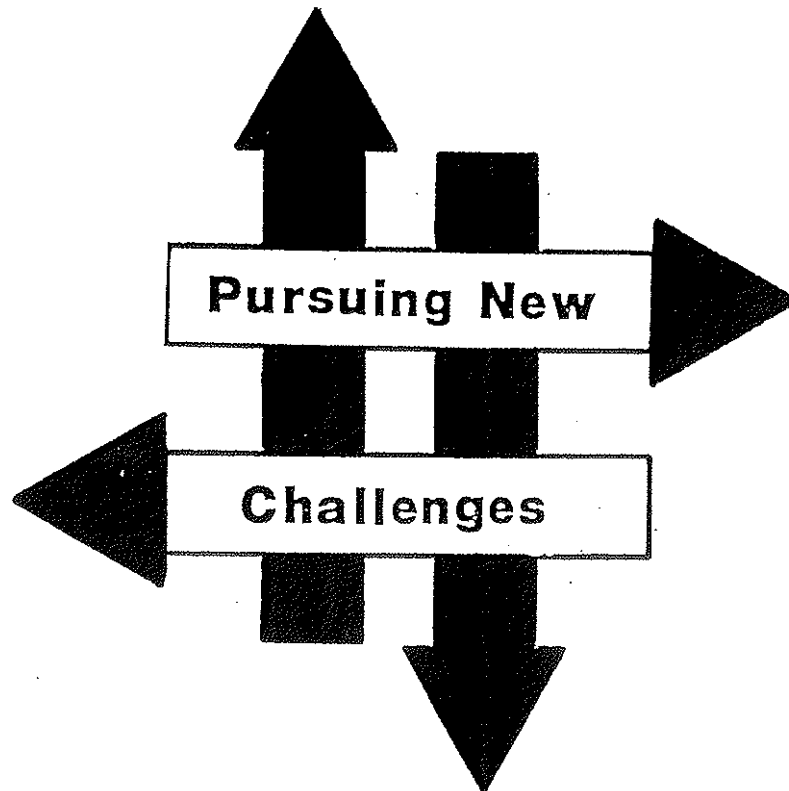


**Proceedings of the
31st Annual Conference
Of
The Rural Electric Management
Development Council**



Holiday Inn
Columbus, Mississippi
May 16-19, 1988

PROCEEDINGS OF THE
31ST ANNUAL CONFERENCE
OF THE
RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL

Holiday Inn
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COUNCIL PREAMBLE

In March 1969 the NRECA membership adopted viewpoints and objectives for rural electrification as prepared by the Long Range Study Committee. This action has significance only when member systems identify with, and develop programs in support of, these viewpoints and objectives. Success in the implementation of such action programs is dependent upon excellent leadership and the effective management of resources, especially human resources.

NRECA, through its Management Services Department, has carried on effective training and development programs for rural electric system managements, both elected and employed, and the results of these programs are obvious in the upgrading of the quality of management in recent years. However, NRECA has limited resources for the research, experimentation, and innovations in management practices that will be required to meet the demands of a rapidly changing social order. Moreover, REA continues to withdraw its advice and assistance to borrowers.

Thus, it is clear that some systems must assume a more active role in assuring competent, dynamic management for the future. There are people within the program who are qualified and willing to see that the necessary study and research are undertaken toward this end. Such people have formed the Rural Electric Management Development Council and the following statements express their viewpoints and objectives.

STATEMENT OF VIEWPOINTS

1. We believe that the objectives of the Rural Electric Program can best be achieved through dynamic management and leadership that is based on sound cooperative philosophy coupled with modern management principles and techniques.
2. We believe that cooperative philosophy and management principles and techniques must be under constant study and review and that research and development of new concepts and approaches must be undertaken if rural electric systems are to effectively fulfill the responsibilities inherent in the objectives of the Rural Electric Program.
3. We believe that there exists within the rural electric cooperatives, and their associated organizations, the knowledge, experience and point of view necessary to identify these needs and to determine required changes.
4. We believe that there exists among rural electric cooperatives, and their associated organizations, those who are willing to innovate, study and improve present cooperative and management principles and practices and to translate the results of such studies into meaningful programs.

**RURAL ELECTRIC
MANAGEMENT DEVELOPMENT COUNCIL**

STATEMENT OF VIEWPOINTS (continued)

5. We believe that rural electric system management will be enhanced where there has been a maximum exchange of ideas and experiences between those organizations that are innovating, studying and applying up-to-date principles and techniques.
6. We believe that all consumer-owned rural electric systems should have the opportunity to share in the results of such innovations in management practices and that this opportunity for sharing can best be provided through NRECA and other associated organizations.

STATEMENT OF OBJECTIVES

1. To bring together key rural electric management people who have demonstrated their application of up-to-date cooperative philosophy and management principles and techniques and who evidence an interest and willingness to participate in and contribute to study, research and innovation in the application of effective management concepts and techniques in rural electric system operations.
2. To contribute to the strengthening of overall rural electric system management by undertaking management research in areas of current concern and interest.
3. To develop new cooperative management concepts, approaches and techniques that will enable the management of rural electric systems to identify necessary resources and to provide the leadership required for meeting the needs of the people in an ever changing environment.
4. To develop the means whereby the beneficial results of the application of such management research and innovation can be interpreted and widely disseminated to rural electric systems and to encourage its effective application.

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL

MEMBERSHIP REQUIREMENTS

The Rural Electric Management Development Council is established to provide a forum for those rural electric systems which have developed organizations built on the application of cooperative principles and modern management principles and techniques.

The Viewpoints and Objectives of the Council, attached hereto, identify more specifically the beliefs and purpose that all members of the Council subscribe to. The Council's primary purpose is one of research and innovation. Research and innovation which are within the parameters of the established Viewpoints and Objectives.

The Council does not intend to provide a forum for teaching basic cooperative philosophy and basic management principles and techniques. Adequate training opportunities for this are provided by NRECA and other organizations.

Thus, to assure that the limited time available for the conduct of research and the exchange and discussion of innovative ideas can be utilized to the maximum productive extent possible, it is necessary that those systems which wish to apply for membership in the Council, those which wish to sponsor systems for membership and those systems which are currently members of the Council be fully aware of the criteria for initial and continuing membership.

A. Initial Membership

Any rural electric system or association of rural electric systems may apply and be considered for membership in the Rural Electric Management Development Council.

The criteria for initial or continuing membership shall be adopted by the Council members at the Council's annual meeting. Any amendments or changes in this criteria shall be approved by the Council membership.

Representatives of NRECA, CFC, and REA, and current members of the Council will be encouraged to nominate rural electric systems or other associations that are believed to meet all of the criteria for membership.

The Membership Committee shall review all applications for membership and shall recommend those applicants who meet the established criteria. Approval for membership in the Council shall be by a majority vote of members present.

Prospective members may attend an annual meeting of the Council as non-paying guests the first year. If interested in joining the Council, the prospective member shall submit an application as prescribed in Section A.

REMDC - Membership Requirements

Those applying for initial membership shall be requested to submit the following:

1. Evidence of having demonstrated their application of up-to-date cooperative philosophy and management principles and techniques. This evidence shall include the following:
 - a. An Organization Profile - Documentation of the existence of an organization plan for the system. The documents required will be specified and should accompany the application.
 - b. A System Profile - A recitation of the financial and operating characteristics of the system, including evidence of the existence of short and long range plans in specified areas.
 - c. A Corporate Profile - An identification of programs and activities designed to involve the members and the public. Evidence of a recognition and pursuit of goals designed to enhance the consumer ownership and public responsibility of the system.
 - d. A Growth and Development Profile - Evidence of specific programs and activities undertaken by the system to go beyond normal requirements for management, individual development and member involvement. This should include the identification of beneficial results therefrom.
2. A statement of a commitment to participate in and contribute to study, research and innovation in the application of management in rural electric system operations.
3. A statement of the system's willingness to pay the dues or other approved assessments of the Council, to attend and participate in Council meetings and to accept committee or program assignments.
4. An expression of willingness to share your individual management innovations with the Council for information and evaluation purposes.

B. Continuing Membership

All members of the Council shall be subject to continuing membership review at least every five years. Subject systems shall be notified at the Council's meeting preceding the review.

Applications for recertification as continuing members shall include:

1. A recap of attendance and involvement in the annual conference programs.
2. A recap of committee assignments and research activities.

REMDC - Membership Requirements

3. Evidence of a continuing dedication to, and active support of, excellence in rural electric management and leadership.

The Membership Committee shall review the applications for recertification and present them to the Council for approval at the next annual meeting.

C. Honorary Membership

The following individuals, or their designated representatives, are considered as continuing honorary members of the Management Development Council. The Council encourages their active participation in all Council projects and activities.

Director of Management Services - NRECA
Borrowers' Operations Office - CFC
Director-Electric Borrower's Management Division - REA

D. Termination of Membership

Membership in the Council shall be terminated by:

1. A letter of withdrawal from a member system, or;
2. Upon investigation and recommendation by the Membership Committee, by a majority vote of the members present.

E. Council Dues

The annual dues shall be \$300.00, payable prior to the annual meeting of the Council. Payment of dues shall permit the attendance of key management people from each member system.

FUNCTIONS

CHAIRMAN

To act as general coordinator of the activities of the Development Council and preside at all business meetings. To issue notice of all regular meetings of the membership or special meetings of the cabinet. (The cabinet to be composed of the chairman, vice chairman, treasurer, and all committee chairmen.) To represent the Development Council in relation to other organizations. Term of office to be three (3) years.

VICE CHAIRMAN

To assume all duties of the Chairman in the absence of or inability of that officer. Term of office to be three (3) years.

REMDC - Membership Requirements

TREASURER

To collect all monies due the Development Council including regular membership dues and special assessments. To pay all bills submitted in proper form. To prepare an annual financial statement and forward to the Secretary for inclusion in the annual conference summary. Term of office to be three (3) years.

SECRETARY

To be appointed annually by the Chairman. To keep a record of all proceedings, prepare, publish, and distribute annual conference summary. (May be assisted by Management Services Department of NRECA.)

COMMITTEES

All committees to be composed of a chairman and three (3) members. The chairman to be nominated by the Nominating Committee. All committee chairmen and committee members to serve staggered terms of three (3) years each.

PROGRAM COMMITTEE

To determine program content and format for the annual conference and secure appropriate participation from the membership. To provide for subject continuity in programming when desirable. The committee chairman shall preside at all program sessions. To select the time and place for the annual council meeting.

MEMBERSHIP COMMITTEE

Under the established criteria, solicit and process applications of new members as well as administer the recertification of continuing members. Monitor the attendance and participation of member systems from year to year and recommend follow-up action as necessary to maintain a membership that is interested and active in Council affairs.

NOMINATING COMMITTEE

To nominate all officers and committee chairmen, as necessary for submission to the annual conference for election. All nominations shall be submitted in writing, certified by the chairman of the committee, and deposited with the conference secretary.

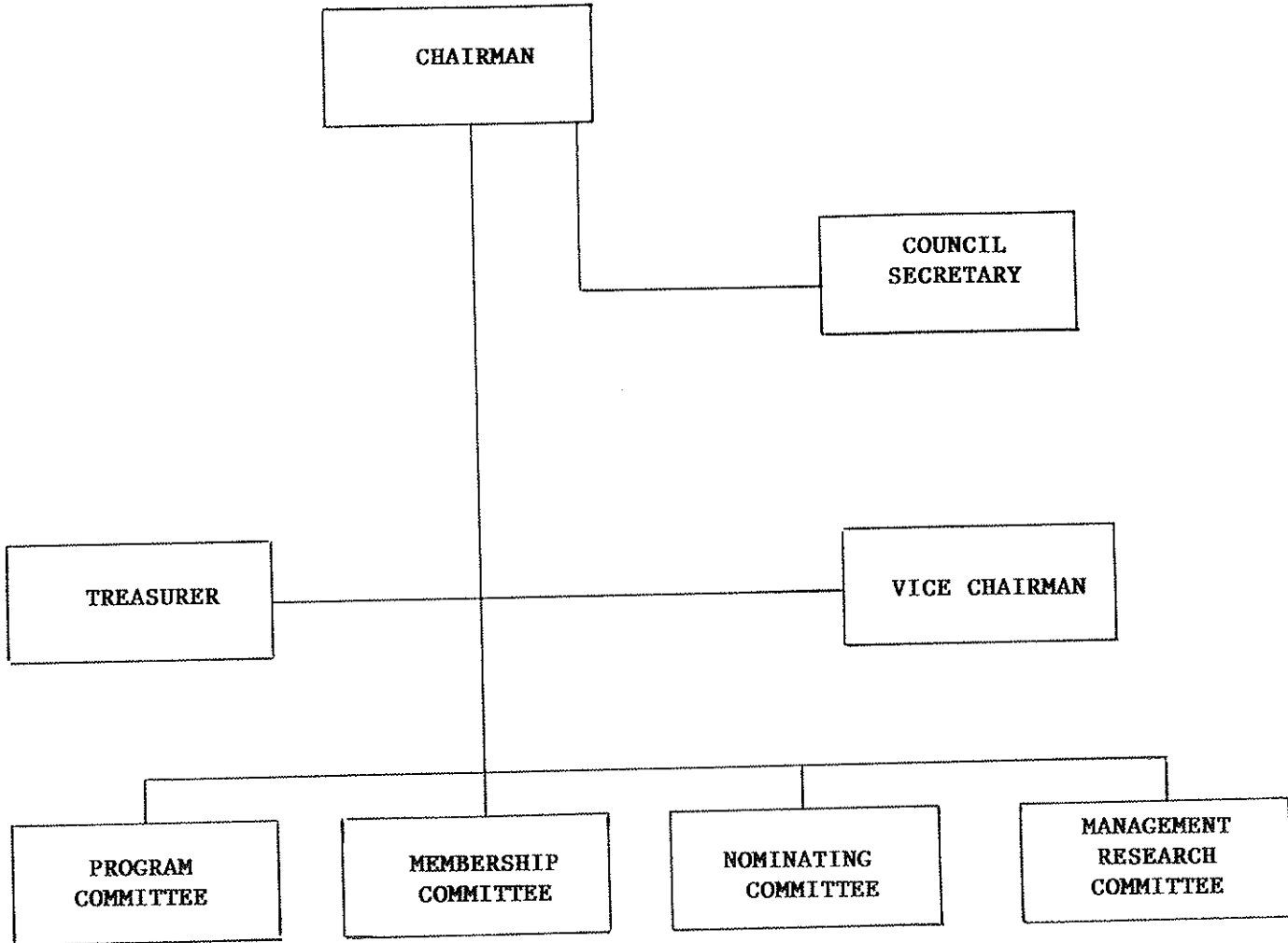
MANAGEMENT RESEARCH
COMMITTEE

To identify research areas and initiate recommendations for projects to be carried out by the Council. To work with NRECA in identifying management areas in the rural electric program which need additional research and/or development and training programs and determine how the Council can assist in meeting needs in cooperation and coordination with NRECA.

COMMITTEE MEMBERS'
EXPENSES

Reasonable out-of-pocket travel expenses of committee members attending committee meetings held solely for Council business, and not held in conjunction with other business meetings, shall be paid by the Council.

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL



**RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL
OFFICERS AND COMMITTEES FOR 1988**

Officers

Chairman - Harold Smith	Term expires 1990
Vice Chairman - Wayne Johnson	Term expires 1990
Treasurer - Allen Ritchie	Term expires 1989
Secretary - Christine Beane	Appointed annually

Program Committee

Chairman - Craig DeBower	Term expires 1989
Dave Larson	Term expires 1988
Paul Bienvenue	Term expires 1989
Gary Hobson	Term expires 1989
Kim Colberg	Term expires 1990

Nominating Committee

Chairman - W. R. Fleming	Term expires 1989
Derl Hinson	Term expires 1989
Dave Dunnell	Term expires 1988
Mike Gustafson	Term expires 1990

Membership Committee

Chairman - Phyllis Barber	Term expires 1988
Ev Bristol	Term expires 1988
David Schornack	Term expires 1989
Layton Wheeler	Term expires 1990

Management Research Committee

Chairman - Wayne Johnson	Term expires 1989
Wayne Keller	Term expires 1988
Doyle Hines	Term expires 1988
Jim Kiley	Term expires 1990
Joe Satterfield	Term expires 1990

- A. All committee members and officers elected for three-year terms except as noted.
- B. Chairman of each standing committee named by the Nominating Committee and serves three years when elected, unless completing an unexpired term as a replacement.

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL
1988 ANNUAL CONFERENCE REGISTRATION

Adams Electric Cooperative, Inc.
P. O. Box 130
Gettysburg, Pennsylvania 17325
Fred J. Kane, Manager of Operations

Blue Ridge Electric Membership Corporation
Caller Service 112
Lenoir, North Carolina 28645
Wayne D. Keller, Executive Vice President
Ron Knouse, Vice President, Corporate Services
Christine Beane, Office Services Manager

Blue Ridge Mountain Electric Membership Corporation
P. O. Box 8
Young Harris, Georgia 30582
Joe Satterfield, General Manager

Butler County REC
P. O. box 98
Allison, Iowa 50602
Robert J. Bauman, General Manager

Cass County Electric Co-op, Inc.
P. O. Box 8
Kindred, North Dakota 58051
Mike Gustafson, General Manager

Central Georgia Electric Membership Corporation
P. O. Box 309
Jackson, Georgia 30233
George L. Weaver, General Manager
Jean Stansell, Office Manager

Clark County Rural EMC
609 East Utica Street
Sellersburg, Indiana 47122
Wayne W. Johnson, General Manager
Carl Sederland, Assistant to General Manager

Cobb Electric Membership Corporation
P. O. Box 369
Marietta, Georgia 30061
Paul Weatherby, President/Chief Executive Officer
Roy Sanders, Chairman of Board (Large Systems Group)

Delaware Electric Co-op, Inc.
P. O. Box 600
Bridgeville, Delaware 19933
E. Paul Bienvenue, General Manager
Layton Wheeler, Manager, Member Services
Fay P. Shockley, Manager, Personnel

Flint Electric Membership Corporation
P. O. Box 308
Reynolds, Georgia 31076
Harold B. Smith, General Manager
Opal Wilder, Section Manager, Human Resources
Holmes Harrison, Manager, Industrial and Community Development

Four County Electric Power Association
P. O. Box 351
Columbus, Mississippi 39703
Joe Cade, Management Information Services Manager
Marlynn G. Cox, Executive Assistant

Guadalupe Valley Electric Cooperative
P. O. Box 118
Gonzales, Texas 78629
Milton D. Hines, General Manager

Hancock-Wood Electric Co-op, Inc.
P. O. Box 188
North Baltimore, Ohio 45872
Steve Fausnaugh, Director Administrative Services

Johnson County Electric Cooperative Association
P. O. Box 16
Cleburne, Texas 76031
Hollis E. (Gene) Joslin, Manager

Linn County REC
P. O. Box 69
Marion, Iowa 52302
Kim Colberg, Manager
Phyllis Barber, Staff Assistant

Lumbee River Electric Membership Corporation
P. O. Box 830
Red Springs, North Carolina 28633
Ronnie Hunt, General Manager

Shenandoah Valley Electric Cooperative
P. O. Box 8
Dayton, Virginia 22821
Allen R. Ritchie, Manager, Administrative Services

Southeast Iowa Electric Association
P. O. Box 440
Mt. Pleasant, Iowa 52641
Craig DeBower, General Manager

Wells Rural Electric Cooperative
P. O. Box 365
Wells, Nevada 89835
Daniel L. Kessler, Manager

Guest Registration - 1988

David Hedberg
Gerald Beer, Director of Loan Development
National Rural Electric Cooperative Finance Corporation
Washington, D. C.

Derl Hinson, Manager
Georgia Electric Membership Corporation
148 International Boulevard, S-845
Atlanta, Georgia 30043

Randall Pugh, President/Chief Executive Officer
Jackson Electric Membership Corporation
P. O. Box 38
Jefferson, Georgia 30549

Gerald W. Freeking, General Manager
Mitchell Electric Membership Corporation
P. O. Box 409
Camilla, Georgia 31730

Marvin Athey, General Manager
Trico Electric Co-operative, Inc.
P.O. Box 35970
Tucson, Arizona 85740

RURAL ELECTRIC MANAGEMENT
DEVELOPMENT COUNCIL 1988 MEMBERS

	<u>Recertification Date</u>
Don Murray, General Manager Adams Electric Cooperative, Inc. P. O. Box 130 Gettysburg, Pennsylvania 17325	1993
Wayne D. Keller, Executive Vice President Blue Ridge Electric Membership Corporation Caller Service 112 Lenoir, North Carolina 28645	1993
Joe Satterfield, Manager Blue Ridge Mountain Electric Membership Corporation P. O. Box 8 Young Harris, Georgia 30582	1992
David Batten, Manager Brunswick Electric Membership Corporation P. O. Box 826 Shallotte, North Carolina 28459	1992
✓ Robert J. Bauman, Manager Butler County REC P. O. Box 98 Allison, Iowa 50602	1993
Michael Gustafson, General Manager Cass County Electric Co-op, Inc. P. O. Box 8 Kindred, North Dakota 58051	1993
Gary Hobson, General Manager Central Area Data Processing Center P. O. Box 408 St. Peters, Missouri 63376	1990
George L. Weaver, Manager Central Georgia Electric Membership Corporation P. O. Box 309 Jackson, Georgia 30233	1992
Wayne W. Johnson, General Manager Clark County Rural Electric Memb. Corp. 609 East Utica Street Sellersburg, Indiana 47172	1993
Paul Weatherby, General Manager Cobb Electric Membership Corporation P. O. Box 369 Marietta, Georgia 30061	1989

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL 1988 - Page 2

Wayne Wilkins, General Manager
Davidson Electric Membership Corporation 1988
P. O. Box 948
Lexington, North Carolina 27292

E. Paul Bienvenue, General Manager
Delaware Electric Co-op, Inc. 1990
P. O. Box 600
Greenwood, Delaware 19950

Harold Smith, General Manager
Flint Electric Membership Corporation 1990
P. O. Box 308
Reynolds, Georgia 31076

Bill Roberts, General Manager
Four County Electric Power Association 1991
P. O. Box 351
Columbus, Mississippi 39703

L. P. (Bill) Beverage, General Manager
Four County Electric Membership Corporation 1988
P. O. Box 667
Burgaw, North Carolina 28425

Doyle Hines, General Manager
Guadalupe Valley Electric Cooperative 1989
P. O. Box 118
Gonzales, Texas 78629

John A. Cheney, General Manager
Hancock-Wood Electric 1989
P. O. Box 188
North Baltimore, Ohio 45872

Hollis E. (Gene) Joslin, Manager 1993
Johnson County Electric Co-op Assn.
P. O. Box 16
Cleburne, Texas 76031

James D. Sherfey, General Manager
Lee County Electric Cooperative 1991
P. O. Box 3455
North Ft. Myers, Florida 33903

Kim Colberg, Manager
Linn County Rural Electric Cooperative 1989
P. O. Box 69
Marion, Iowa 52302

Ronnie Hunt, General Manager
Lumbee River Electric Membership Corporation 1990
P. O. Box 830
Red Springs, North Carolina 28633

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL 1988 - Page 3

John Parham, General Manager
Maquoketa Valley Rural Electric Co-op. 1993
P. O. Box 351
Anamosa, Iowa 52205

Richard Seger, General Manager
Morgan County Rural Electric Membership Corporation 1993
P. O. Box 1716
Martinsville, Indiana 46151

William W. James, Jr., General Manager
Northeastern REMC 1993
P. O. Box 171
Columbia, Indiana 46725

Lyman Patee, General Manager
Northern Electric Cooperative 1988
P. O. Box 13081
Virginia, Minnesota 55792

✓ Robert L. Roberts, Manager
Pioneer Rural Electric Cooperative, Inc. 1993
P. O. Box 604
Piqua, Ohio 45356

Bob McDuffie, General Manager
Randolph Electric Membership Corporation 1989
P. O. Box 40
Asheboro, North Carolina 27203

Dick Fleming, General Manager
Shenandoah Valley Electric Cooperative 1989
P. O. Box 8
Dayton, Virginia 22821

Jim Kiley, General Manager
Sioux Valley Empire Electric Assoc., Inc. 1993
P. O. Box 216
Colman, South Dakota 57017

Craig DeBower, Manager
Southeast Iowa Electric Association 1990
P. O. Box 440
Mt. Pleasant, Iowa 52641

John C. Anderson, General Manager
Southside Electric Cooperative 1992
P. O. Box 7
Crewe, Virginia 23939

R. L. Arnold, General Manager
Union REA, Inc. 1993
P. O. Box 359
Brighton, Colorado 80601

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL 1988 - Page 4

Daniel L. Kessler, Jr., General Manager
Wells Rural Electric Cooperative 1992
P. O. Box 365
Wells, Nevada 89835

James Golden, General Manager
Yampa Valley Electric Association, Inc. 1993
P. O. Box 1218
Steamboat Springs, Colorado 80477

THURSDAY, MAY 19

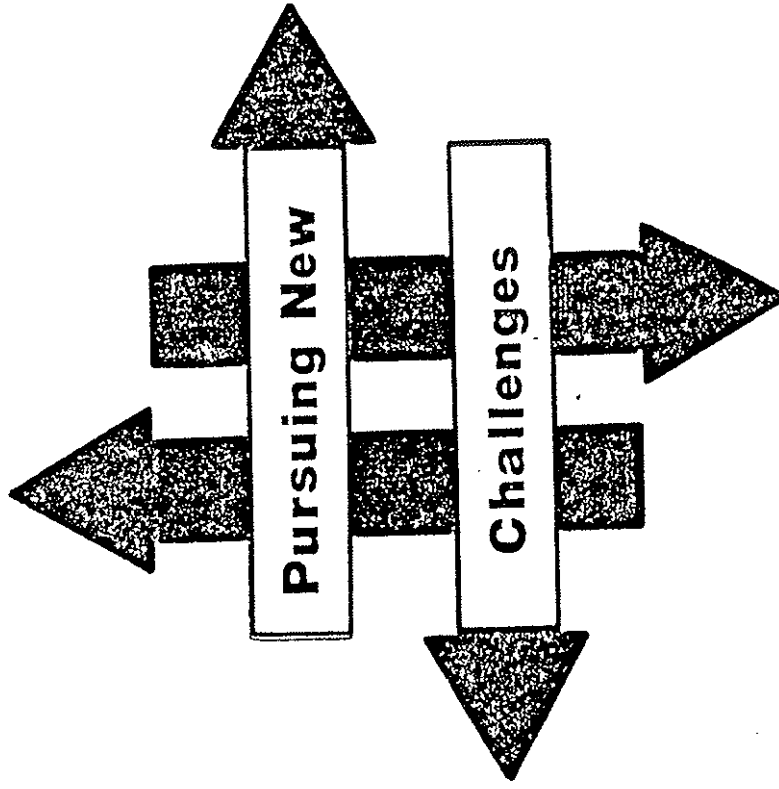
8:30 A.M. New Programs and Emphasis at NRECA
Management Services-Martin Lowery
and Greg Bourdreaux

9:15 Update CFC Programs and Activities
Gerald V. Beer

10:00 Business Meeting

11:30 or
Prior Adjournment

THE RURAL ELECTRIC
MANAGEMENT DEVELOPMENT COUNCIL



*"Any enterprise is built by wise
planning, becomes strong through
common sense, and profits wonder-
fully by keeping abreast of the
facts."*

MAY 16 - 19, 1988

HOLIDAY INN

Columbus, Mississippi

PROGRAM

MONDAY, MAY 16, 1988

WEDNESDAY, MAY 18

1:00 P.M.	Registration - Azalea Room	8:00 A.M.	Coffee and Rolls - Azalea Room
1:15	Welcome and Comments-Harold Smith Chairman, REMDC - Flint EMC Reynolds, Georgia	8:30	Cross Training, Opal Wilder Flint Electric Membership Corporation Reynolds, Georgia
1:30	Program Overview-Craig DeBower Program Chairman, S. E. Iowa Cooperative Electric Assn.	9:15	Leadership Perspective, Layton Wheeler Delaware Electric Cooperative Bridgeville, Delaware
2:45	Break	10:00	Break
3:00	Taking Leadership Development to New Heights - Steve Krieger, Mgt. Dev. Consultant, Pacific Gas & Electric San Francisco, California	10:15	Type Watching in Your Cooperative (Myers-Briggs Personality Profile) Wayne Johnson, Clark County REMC Sellersburg, Indiana
3:00	Conclusion Steve Krieger Presentation	11:00	Power-Stat Research Project Kim Colberg, Linn County Rural Electric Marion, Iowa
6:00	Barbeque, Four-County Electric Power Association Pavilion	11:45	Adjournment
TUESDAY, MAY 17			
8:30 A.M.	Coffee and Rolls - Azalea Room	1:00 P.M.	Tee-off time for Golfers Columbus Country Club
9:00	Research Project-Wayne Johnson Economic Development Activities & Impact on Rural Electric Program		Non-golfers: Tour of 3 Antebellum Homes Afternoon on Your Own
10:15	Break	7:00 P.M.	Paddle Boat Cruise down Tennessee- Tombigbee Waterway with Buffet Dinner
10:30	Continue Research Project		
12:00	Lunch		
1:15	Continue Research Project		
3:00	Break		
3:15	Conclusion Research Project		
6:00	Reception - Holiday Inn - Azalea Room		

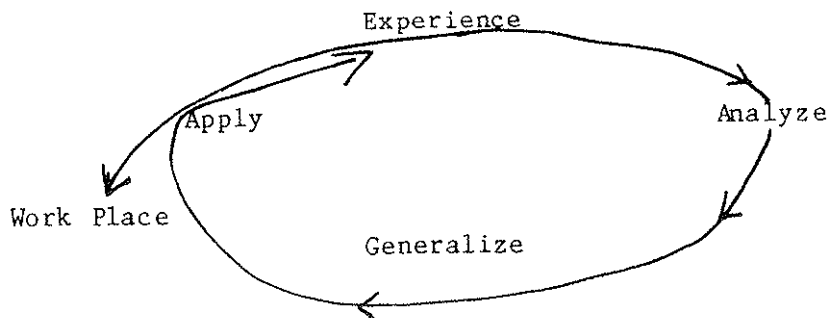
TAKING LEADERSHIP DEVELOPMENT TO NEW HEIGHTS

Steve Kreiger
Management Development Consultant
Pacific Gas and Electric Company
One California Street
Room F1160
San Francisco, California 94106

What is outdoor management training? Outdoor management training provides a learning laboratory in which individuals and groups can practice the essentials of management. Diverse challenges provide participants the opportunity to discover for themselves what does and does not work when applying new skills.

- o Imagine you are in a raft. . .and the feeling of exhilaration when the ride is complete.
Or, you are looking over a cliff - you have butterflies - you check your equipment. . .the rope is all that is between you and the bottom.
- o Think of work teams - the above experiences require the same level of support and team work.
- o I hear and I forget
I see and I remember
I do and I understand.
Chinese Proverb
- o How do you take learning situations and apply back to the work place.
People remember 90% of what they say and do; 70% of what they say and hear.
- o Value of outdoor classroom:
 - Wholistic approach to development
Participants are engaged: intellectually
emotionally
physically
 - Replicates actions experienced and demonstrated in the workplace.
 - Personal learning and self-discovery are enhanced.
 - Stretches people, although activities are designed for success.
 - Fitness is not required; activities are designed so everyone can fully participate.
- o How do you build trust in the work place?
Building trust incrementally:
 - Step 1 - Simple stretching exercises.
Paired stretches - comfort level of supporting each other.
How to physically support each other (9 to 12 people usually).

- o How do you create situations in your operating environment? Create environment that will encourage people to take risks (that will support your company).
- o Build a level of trust - instructor model how it is done, then the participants. Teach people to do jobs according to their skill level.
- o In the program at Pacific Gas and Electric, everyone has a choice. Everyone does not have to be willing to take the same risks.
- o Applying outdoor management training as a:
 - Management Development Tool - by combining experiential learning with classroom learning, we couple the acquisition of knowledge with the ability to apply it. (Look for strengths in group to enhance further development.)
 - If skills learned cannot be used in workplace, program has not been successful. You fall back into old patterns.
 - Take skills learned in classroom and apply to your job and work style. You must be committed to make a change in the work place.
- o Two components of the outdoor classroom:
 - Problem solving activities
 - High rope course



- o Programs focus on the essentials of management:
 - Leadership skills
 - Communications skills (listening, feedback)
 - Influence skills
 - Problem solving
 - Decision making
- o In the outdoor management training program, we learn by having fun. Activities start out simple - become more complex as the day goes on. Activities demand immediate practical solutions rather than theoretical solutions. Actions have immediate consequences. People are encouraged to experiment with new behaviors. Straight forward approach not always best solution.
- o Team Building - places people on equal footing regardless of title
 - develops effectiveness of new teams quickly
 - Issues are surfaced quickly
 - Transfer to work place is evident

- o Start at top and work down with this program; otherwise, there is not enough support.
- o Safety is not compromised in any way.
- o Challenge Ropes Course used as follow-up to problem-solving activities.
- o Focus on:
 - Coaching
 - Risk taking (perceived vs natural)
 - Goal setting
 - Trust
 - Decision making under stress
- o Effectiveness of program is hard to measure. One way is through return customers. Sometimes feedback is immediate. What people choose to do is up to them (how they use it).
- o Participants own their learning.
- o Facilitator must have patience.
- o Adventure learning being used more and more. (Federal Express, IBM, Apple Computers, Pacific Gas and Electric.)

STEVEN KRIEGER

ORGANIZATION CONSULTANT
OUTDOOR MANAGEMENT TRAINING

415 VIA ROYAL
WALNUT CREEK, CA 94596
(415) 944-0140

Applying Outdoor Management Training as a:

What is Outdoor Management Training?

Outdoor management training provides a learning laboratory in which individuals and groups can practice the essentials of management. Diverse challenges provide participants the opportunity to discover for themselves what does and does not work when applying new skills.

Value of the Outdoor Classroom

- Wholistic Approach to Development
 - Participants are engaged:
 - intellectually
 - emotionally
 - physically
- Replicates actions experienced and demonstrated in the workplace
- Personal learning and self-discovery are enhanced
- Stretches people, although activities are designed for success
- Fitness is not required, activities are designed so everyone can fully participate

1. Management Development Tool

By combining experiential learning with classroom learning, we couple the acquisition of knowledge with the ability to apply it.

- Programs focus on:
 - Leadership Skills
 - Communication Skills
 - ◆ Listening
 - ◆ Feedback
 - Influence Skills
 - Problem Solving
 - Decision Making

2. Group Development Tool

- People are on common ground regardless of title when faced with unfamiliar tasks
- Develops effectiveness of a new team quickly
- Issues are surfaced quickly

Transfer To The Workplace

- Activities demand practical solutions rather than theoretical solutions
- Actions have immediate consequences
- People are encouraged to experiment with new behaviors
- Many "teachable moments"
- Transfer to the workplace is evident

Steven Krieger, a Management Development Consultant at Pacific Gas and Electric Company, developed all aspects of the company's full scale Outdoor Management Training Program. He has designed the outdoor components for several corporate executive development programs as well as specific programs to enhance team effectiveness. He also designed and managed the building of PG&E's Challenge Ropes Course.

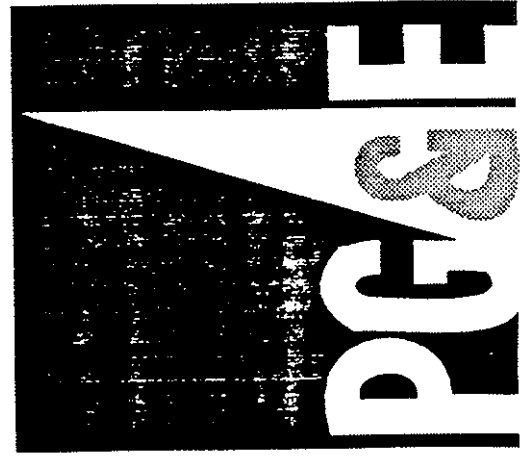
A co-founder of Reflective Learning Designs, Mr. Krieger is an organization and management consultant specializing in optimal resource utilization and leadership development. He is also an associate of the Heartwork Consulting Group.

Recently, Mr. Krieger co-authored and published the management simulation WHITEWATER. The simulation is a skill-building tool for problem-solving, synergistic decision-making, and examining interpersonal and group dynamics in a team setting.

Steven Krieger received his Bachelor of Science degree in Human Resources Management from San Francisco State University and has a Master of Science degree in Management and Organizational Behavior pending at California American University.

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San Francisco, CA 94106
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Taking Leadership Development to New Heights



THE ATHLETIC APPROACH

From quarterbacks' motivational talks to rock climbing, programs promote risk taking for executives

By KEN WELLS

FRANK THORSBERG HAS gone out on a limb to demonstrate the new rage in management training—outdoor executive programs.

He is 30 feet up in the trees on a ropes course, a grid of ropes, logs and cables that looks more like a prop for a Tarzan movie than a management tool. Mr. Thorsberg, a public relations man for Pacific Gas & Electric Co., is helping Steven Krieger demonstrate the use of the ropes course, located in a wooded tract near suburban San Francisco, as "a metaphor for corporate risk taking."

Hair-raising adventures on the ropes course, it is presumed, will prove consciousness-raising as well.

The risks may be more perceived than real, as Mr. Thorsberg is wearing a harness tethered to an overhead cable by mountain-climbing ropes and safety clips strong enough, Mr. Krieger swears, to break the fall of a full-size Chevy. If Mr. Thorsberg slips while taking the 10-yard walk on a two-foot-wide log, for instance, the risk is mainly a scary moment or bruised ego.

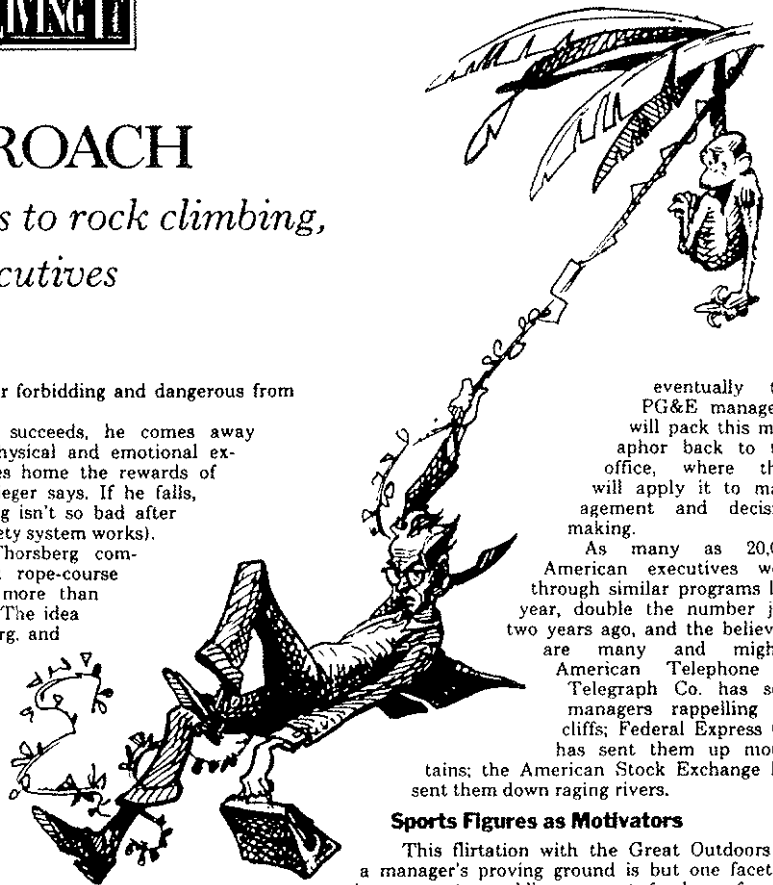
A Lesson of Trust

In the next few months, Mr. Krieger, director of PG&E's outdoor-training program, will put hundreds of PG&E managers through the ropes course, which the utility uses in conjunction with more conventional management training. The theory is that by putting his faith in ropes and mountain-climbing gadgets (and trusting Mr. Krieger's word that these things will save him from death), the manager will be willing to do things up here in the eucalyptus

branches that appear forbidding and dangerous from the ground.

If the manager succeeds, he comes away with a "powerful physical and emotional experience" that drives home the rewards of risk taking, Mr. Krieger says. If he fails, he learns that failing isn't so bad after all (assuming the safety system works).

Actually, Mr. Thorsberg completes three of six rope-course exercises, or three more than he had counted on. The idea is that Mr. Thorsberg, and



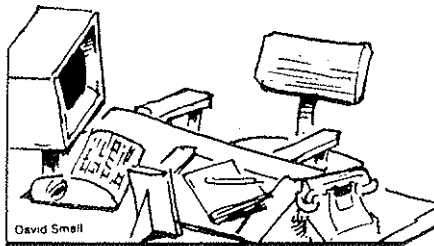
eventually the PG&E managers, will pack this metaphor back to the office, where they will apply it to management and decision making.

As many as 20,000 American executives went through similar programs last year, double the number just two years ago, and the believers are many and mighty. American Telephone & Telegraph Co. has sent managers rappelling off cliffs; Federal Express Co. has sent them up mountains; the American Stock Exchange has sent them down raging rivers.

Sports Figures as Motivators

This flirtation with the Great Outdoors as a manager's proving ground is but one facet of the corporate world's apparent fondness for fitness and sport as a model for managers. Many companies also believe that their corporate quarterbacks can learn something about leadership from real-life quarterbacks. Sports personalities, from mountain climbers to baseball stars to National Football League coaches, are showing up at corporate functions in record numbers—and not just to eat steak, hobnob with the bigwigs and recount their exploits on the playing fields. More often than not, they are also there to motivate and pass out advice: how to become leaders; how to be competitive; how to win.

Please turn to page 100



MR. WELLS IS A STAFF REPORTER IN THE WALL STREET JOURNAL'S SAN FRANCISCO BUREAU.

SPORTSPEAK SCORES ON THE CORPORATE PLAYING FIELD

ALL THE WORLD'S a stadium and every corporation is a sports team, says Robert W. Keidel. Thus the ubiquitous use of the sports metaphor in corporate managementspeak.

"Look at the word 'player,'" says Mr. Keidel, a consultant and senior fellow at the University of Pennsylvania's Applied Research Center. "I think the usage of the term has increased dramatically in recent years."

A computerized scan validates Mr. Keidel's notion: In the past four years, the term "player" or "players" in a corporate context has appeared more than 3,000 times in this newspaper alone.

Mr. Keidel is one of a handful of consultants who have looked seriously at corporate sportspeak. It is his thesis that virtually every corporation is modeled on one, or hybrids, of three kinds of teams: baseball, football or basketball.

He cites some examples: Citicorp, the giant financial services concern, is a baseball team known for its emphasis on both individual skill and risk-taking; Caterpillar Tractor, where decision-making is centralized and the emphasis is on risk-aversion and long-term planning, is a football team; and Tandem Computers, which, like many high-tech concerns, stresses quick, free-flowing teamwork, operates like a basketball team.

Hockey doesn't make it because it is too unfa-

iliar and rough for the American corporate tastes, says Erwin R. Steinberg, an English professor at Pittsburgh's Carnegie-Mellon University.

The prevalence of the sports model is explainable largely because corporations really only have three organizational models from which to choose. Two of them, the military and government, have rather fallen out of favor. The sports model, on the other hand, is "comfortable and familiar" to many executives, according to Mr. Keidel.

You don't have to be an NFL defensive back to pick off examples. Mr. Keidel points to a statement by Andrew Grove, president of Intel Corp.: "Turning the workplace into a playing field can turn our subordinates into 'athletes' dedicated to performing to the limits of their capabilities—the key to making our team consistent winners." Or to a statement by a Citicorp director on why John Reed became the company's chairman a few years back: "He was batting .350" while his rivals were "batting .340."

Sportspeak often blitzes into corporate advertising like a 260-pound linebacker. American Airlines recently let you know that "on the business fast track, success comes to those conditioned for it." Tandem Computers says its PCs are so fast that they helped "an aggressive securities firm join the big leagues."

The American Stock Exchange, featuring a close-

up shot of a tennis pro, declares that "we help investors cover all the shots." First Chicago Corp., picturing a leaping Michael Jordan eye-level with the basketball net, says it has "the players, the speed, the depth and the drive" to get the job done.

Like fast-break basketball teams, sports metaphors are in constant transition. "Struck out," (as in "I didn't close the sale" or "The boss didn't give me a raise") is old game footage. So is "hitting a home run" (as in "I sold the fools 10,000 widgets" or "I went for the promotion and I got it"). On the other hand, "long-ball hitter" is more current. It's what every rookie stockbroker on Wall Street thought he was until the market threw a huge curve Oct. 19.

Corporate raiders have helped give a number of old metaphors new power. "Playing hardball" is what Carl Icahn does. Saul Steinberg is easily capable of "delivering the knockout punch." T. Boone Pickens Jr. is nothing if not determined to "go the distance" in a takeover, even when the management team he is chasing "won't play ball" or threatens "a goal-line stand." Many raiders aren't above making "end runs" around management, even when management cries "foul" and asks the courts to throw the penalty flag.

Advice to the pursued: Learn the fast break or suffer a rout.

—Ken G. Wells

LIVING IT

TRAINING

Continued from page 9D

Ford Motor Co. has used baseball great Lou Brock and former pro quarterback Pat Hayden, among others, to whip up sales managers in its dealer group. The Arrow shirts unit of West Point-Pepperell Inc. has hired Miami Dolphins quarterback Dan Marino to give several motivational speeches a year. Retired NFL quarterbacks Roger Staubach and

Fran Tarkenton get all the corporate motivational speaking dates they want.

Michael Devlin of Cleveland-based International Management Group Inc. says 60% to 70% of the concern's 500 athlete-clients do one or more corporate speaking engagements a year—the biggest names earning as much as \$20,000 an appearance.

Transformational Technologies, a Greenbrae, Calif., management consulting firm, touts a management theory called "coaching." The company (co-

founded by Werner Erhard, the former used-car salesman who turned mild self-torture into self-improvement clinics known as est seminars) hooks up corporations, via satellite television, with well-known coaches such as Red Auerbach and John Wooden. In a recent teleconference from Boston, Mr. Auerbach urged the corporate onlookers who want to be champions to "look like one, act like one, feel like one."

Isn't this all rather obvious to corporate leaders? Does laying out 20 grand to hear Dan

Marino explain how he aspires to win a Super Bowl really inspire a management team, metaphorically speaking, to seek the corporate Super Bowl? Does rappelling down a mountain really help in ascending the management ladder?

The debate is lively. Motorola Inc., for one, eschews the use of motivational speakers. "Personally, I feel it's a complete waste of money, except maybe in direct sales, where people need to be fired up now and then," says William Wigenhorn, Motorola's director of

training. He says the company prefers to concentrate its training on "how to better do what we do." Bringing in a high-priced jock to tell a company it isn't playing the game really makes it look as if top executives are "after an easy fix to their problems," he says.

Some sports figures agree with that up to a point. "It's like there are a lot of secrets that sports figures magically impart to corporations, say Jim Tunney, an NFL referee who has officiated in three Super Bowls and also operates a lucrative motivational speaking business whose growth in recent years has largely resulted from corporate bookings.

Mr. Tunney, however, believes the allure of sports figures reflects the obvious analogy between competitive sports and competitive business, and also a corporate thirst "for association with successful people." Many executives feel comfortable with sports heroes because "guys like O.J. Simpson, a Staubach or a Johnny Unitas have been in their living rooms for years," says Mr. Tunney.

Chevron Corp., the San Francisco-based oil giant, has used John Madden and Notre Dame Coach Lou Holtz among others to give motivational talks but takes a kind of middle ground. While sports figures make sense for whipping up enthusiasm among its market forces, their appeal is "limited," especially among women and other management groups, says James Marrs, a Chevron senior training specialist.

Outdoor training draws a similar, although more muted, debate. The idea began with the venerable Outward Bound, the not-for-profit adventure schools founded in 1941 by Kurt Hahn. Modeled on British wartime survival training, Outward Bound's intent is to do for the average citizen what that camp has traditionally done for the average Marine recruit: foster self-confidence, self-reliance and a sense of teamwork by pitting people and their skills against the wild.

In 1969, after putting thousands of U.S. youths through its courses, Outward Bound began organizing its mountain treks, rafting trips and sailing expeditions for executives. True, getting people to design and produce a new widget is a different problem from getting people across a swollen river before dark. But, the management-theory people like to say, the "process" isn't all that different.

Outward Bound, which put 2,000 execs through its programs last year, double the number three years ago, pretty much had the field to itself for a time. But now it has as many as 20 competitors. Many, including Executive Challenge, affiliated with the Boston University School of Management, offer what might be called "soft" outdoor training.

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LIVING IT

Executive Challenge has essentially taken the Outward Bound model and put it in a base camp with good food and soft beds, says Vicky Keith, its director. The company keeps its programs short and mixes in conventional classroom instruction.

Most of these concerns are growing rapidly. Executive Ventures Group of Denver had eight corporate clients when it began business in 1985. By last year, it had 25 clients and revenue had tripled, says Peter O'Neil, a senior partner. Catalyst Consulting Group of Soquel, Calif., says business is so brisk that it now has a four-month waiting list for its most popular programs.

This growth hasn't silenced all critics. Some management consultants say outdoor training programs are exotic ego-building junkets masquerading as management training. Others question their cost-effectiveness: Catalyst Consulting, for example, charges a hefty \$6,800 for a three-day session for 12 managers. Even within the fold there is dissension: Ms. Keith of Executive Challenge, for example, takes a poke at programs that offer "thrills" but no follow-up to connect the experience to the workplace.

Safety is a constant concern, though the outdoor training industry's safety record is thus far unblemished by a fatality. Last year, however, a participant in an Executive Ventures Group course fell from a rope and smashed a wrist in what the company's Mr. O'Neil describes as an "unfortunate equipment failure." And the death of five men during a business-related Canadian rafting trip last summer—though it wasn't an outdoor-training program—served as a grim reminder that the risks in high-adventure programs are real.

Psychological risks are real, too, especially for those managers who don't necessarily see this kind of training as useful—or those who fear heights or water. One terrified manager on an Outward Bound trip, finally deciding to attempt a rappelling exercise, wet his pants in front of the group as he went off the cliff.

"If the transfer (of such training to the workplace) breaks down, it's here," says Tom Robinson of Syntex Corp., the Palo Alto, Calif., drug concern that has put a number of its executives through outdoor training. A manager's fear of heights "doesn't translate to him being a lousy employee," he adds.

Companies are usually sensitive to this issue—though Outward Bound says it gets inquiries from executives looking for mandatory-attendance "boot camps" to separate "natural leaders" from the slackers. (It declines to organize such programs.) New Jersey-based

PruCapital Corp., for example, pledged to cancel a planned Outward Bound trip for its top-management team should any manager, in secret interviews with a consultant, object to the trip. None did.

Mentor Graphics Corp. of Beaverton, Ore., sent 17 of its top executives on an Outward Bound weeklong rafting trip in October. Its experience is probably typical of the reality of outdoor training. The boss wanted to do it; most people were reluctant participants. In the first few days, all 17 tried to

be leaders, which led to a fair number of tense moments. Most of the participants ended up surprising themselves and enjoying the experience. The boss himself learned something about his ability to lead—and follow.

"We had people who had never slept outside before and whose idea of roughing it was showing up at the Hyatt on Maui without a reservation," says Thomas Bruggerre, chairman of the Beaverton computer maker who proposed the Outward Bound trip.

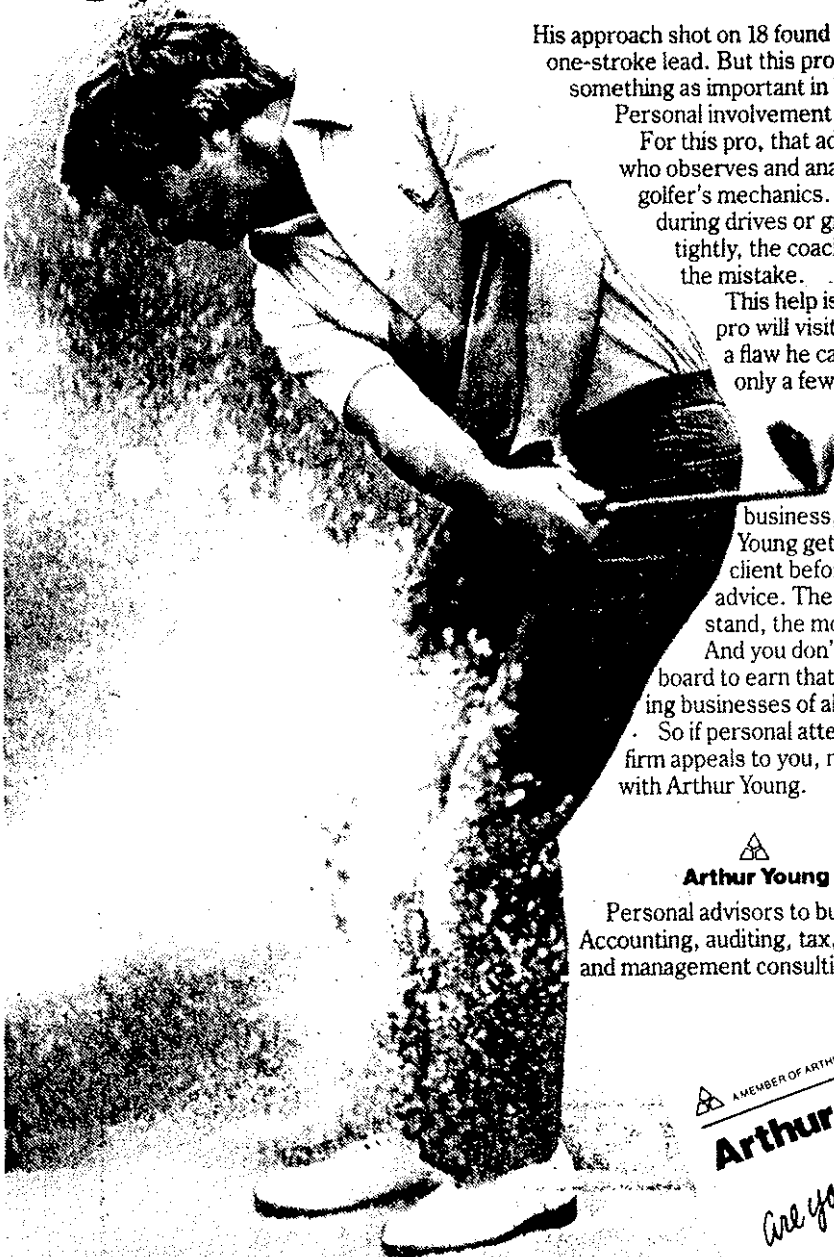
This wasn't exactly kid stuff, either. Participants were asked to rappel down a 150-foot cliff, jump from a 30-foot-high rock into the river and float through rapids in life vests.

Surprising things happened: A non-swimmer deathly afraid of water made the rapids trip; an executive afraid of heights made the journey down the cliff face. Yet, notes Mr. Bruggerre, in every stressful exercise one or two people declined to participate.

Mr. Bruggerre also found himself on the humbling end of

a river traverse when he charged ahead with a plan that sent "most of our expertise over to the wrong side of the river." The result: an exercise that should have taken a few hours ended in defeat after dark. At camp that night, Mr. Bruggerre said he was forced to concede that sometimes his and the company's management tends to resemble "ready, fire, aim." The exercise, he says, was a reminder that "it's important to know what you do well, and what you don't, and rely on other people" to fill the gaps. ■

Why a touring pro considers golf a team sport.



His approach shot on 18 found the trap, threatening his one-stroke lead. But this pro remains calm, thanks to something as important in business as it is in golf.

Personal involvement from a trusted advisor.

For this pro, that advisor is a swing coach who observes and analyzes every aspect of the golfer's mechanics. If he's dropping his arm during drives or gripping long irons too tightly, the coach catches and corrects the mistake.

This help is so valued, even the best pro will visit his coach when he develops a flaw he can't detect. After watching only a few swings, the coach's trained eyes will spot the subtlest problem.

The same personal involvement can benefit a business, too. That's why Arthur Young gets closely involved with a client before offering professional advice. The more subtleties we understand, the more effective our help will be.

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TUESDAY, MAY 17, 1988

9:00 a.m. Overview Of The Day

I. What's happening in Mississippi?

Around the state - Jack Rhodes, MS Statewide

Four County Country - Marilyn Cox, Four County

II. Survey Project Report

III. Report on new Rural Electric Developers
Professional Group

10:15 a.m. Break

10:30 a.m.

IV. Electricity: A Major Ingredient for Success

Noon Lunch

1:15 p.m.

V. New Initiatives in Rural Development

VI. Corporate Structures for Development

VII. Financing Development

3:00 p.m. Break

3:15 p.m.

VIII. Economic Development "Clinic"

Share a success, a failure and/or ask for help
on a problem.

Announcements

Adjourn

ECONOMIC DEVELOPMENT
ACTIVITIES SURVEY

PREPARED BY THE RESEARCH COMMITTEE
OF THE RURAL ELECTRIC MANAGEMENT
DEVELOPMENT COUNCIL

MAY - 1988

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL

TO: Council members and other interested parties
FROM: Wayne Johnson, Chairman
Research Committee
Members: James Kiley, Wayne Keller, Milton D. Hines,
and Joe Satterfield. Harold Smith, ex. off.
DATE: May 10, 1988
SUBJECT: Economic development activities survey

Following last year's annual meeting of the Council the members of the Research Committee met in St. Louis to determine the nature and scope of the committee's work for the year. As approved at the May, 1987 meeting the Committee was to determine the need for and type of training and certification desirable for rural electric personnel with economic development responsibilities.

In advance of the St. Louis meeting, each member carefully studied both the surveys which NRECA and CFC had taken which covered economic development in some manner. These results were a part of the agenda for the St. Louis meeting.

At the St. Louis meeting, it was the committee's consensus that there were several levels of training needs and a need for professional certification. The Committee agreed to conduct a survey of their region/state to determine the specific needs the systems feel they have, the level of commitment to economic development, where they expected to receive help, the desirability of professional certification and the activities of several rural electric systems in economic development.

A partial survey was completed in January, 1988 and shared with Bob Berglund and Charles Gill during a Committee meeting at New Orleans in early February, 1988. Both CEOs expressed their support for any efforts to enhance the professional image of rural electric economic development personnel as well as provide the training needed for rural electric personnel at all levels in economic development.

The Committee felt that the American Economic Development Council offers the best professional certification program available for rural electric personnel working full time in economic development. The basic course for the Certified Industrial Developers certification program is available in many universities throughout the country and should be taken by as many rural electric personnel as possible. Other training opportunities are offered during the year. Since many rural electricians are selecting economic development personnel who have no background in the rural electric program, it is the Committee's belief that NRECA and CFC

should take a major role in promoting the additional training needed to cover the rural electric program background as well as the present efforts in legislation and administrative action. We believe that CFC's efforts with financial assistance for economic development projects will be seriously compromised or damaged if it does not insist on competent professionally trained personnel on staff of the rural electric systems involved.

Since the meeting in New Orleans, a group of economic development professionals from rural electric systems (statewide, G & T, local systems) have organized a national association. The first annual meeting for organization was held on May 11, 1988 in Washington, DC. A report on that meeting and the work of the new Association will be shared at the Council's annual meeting on May 17, 1988.

We applaud their efforts to establish a national professional standard using the AEDC's Certified Industrial Developer program. We also support their efforts to encourage training in economic development at all levels of the program. We hope that both NRECA and CFC will take strong leadership in promoting this program; in requiring (where possible) the employment of competent professionals where significant sums of money are being invested by the rural electric system; and provide for training of all rural electric personnel regardless of whether they are full time professionals in economic development or not.

The Committee wishes to raise one LARGE RED FLAG. We are concerned that the new latitude for investment in economic development by REA and CFC borrowers will lead to a few but significant disasters through failure to receive or heed competent professional counsel on financial feasibility of specific projects. It is so easy to wish for something good to happen for a community and fail to recognize the harsh economic realities. Our program does not need any "black eyes" or other demonstrations that we are not fiscally sound in our business dealings. Our enemies will capitalize on any of these happenings.

The summary of our survey follows. Please read it carefully. It provides a more specific insight into what our front line (in the trenches) rural electric leaders are thinking and doing (or not doing, as the case may often be).

ECONOMIC DEVELOPMENT SURVEY

Questions:

1. What economic development activities are being done by your coop? Response:
 - Central Water system Study for Lake Shore Dev. Rate Study Facilities Study. (Coordinated through G & T Development Dept.)
 - None at this time. I serve as President of our Development Corporation.
 - Very little. Participate in area Chamber of Commerce economic development committees.
 - Conducting seminars and attending meetings. We purchase stock in Economic Development Corps.
 - Feasibility study in progress.
 - We maintain a supportive, cooperative relationship with area development agencies.
 - Member of Local Developers Board, Business Retention, Star City Task Force and Committee of Local Development Commission
 - Community profile assistance, rate incentives, equipment rebates and installation, low interest loan program, Development Company membership
 - Work with communities in project area in expanding present and gaining new industries and other community development programs
 - Active in local and county economic development organizations, provide partial funding and office space for part-time economic development coordinator and work with Basin Electric on several projects which are a spinoff from power plants
 - We live in a depressed area and are actively seeking businesses for jobs and promoting tourism
 - Chamber of Commerce, Economic Development Corporation
 - Advising the Cheyenne River Housing Authority and the Standing Rock Housing Authority on new construction so that they build energy efficient homes

- Community Surveys and Cooperative Policy
- Membership in local economic development committee
 - Incentive rates for new industrial loads
 - Assistance in preparing community profiles
- Membership in Mitchell Area Development Assn.
 - Worked with City of Howard rates and rate information to bring them to the community
 - Helped Black Hills Resources to provide location, equitable service for business to locate in this community
 - Developed rates to help promote bringing Trail King Industries to this area
 - Worked with Fischer Sand and Gravel to help establish the company in this area
- Community profile (area communities)
- Working with local economic development groups
 - Contributed to cost feasibility study on a local project
- Membership in development associations
 - Existing load visitation
 - Publication of Economic Development brochure
 - Fast track for new loads
- Work with local industry developers
- Joint Powers Board involving local units of government, commercial and industrial promotion
- Urging U. S. Air Force Radar System to locate in service area
 - Offering rate incentives to new and existing industry
 - Active in BDM Rural Water System Development
 - Have director on Webster Development Corp. Board
- Manager, Chairman of Retention & Expansion Committee Community Development Corp, New Commerce and Industry Business Contacts, local community involvement
- Beginning to communicate with members as to possible advantages in contacting with Federal and State Government, NRTC involvement soon, Resource Center
- Manager on two development boards, Coop is part owner of an Industrial Park

- Involvement is local Chamber of Commerce
- Participation in community groups
- Community profiles, site surveys, information clearing-house
- Working with Basin programs
- Joined 20 county 1st Bank Study, Working with local industry, also site selection
- As a member of Community Development Corp. with City of Desmet and Lake Preston, work with power suppliers East River and Basin
- In conjunction with City Development Corporation:
 1. Industrial Park
 2. Small Business
- Coordinating Community Development Seminars, doing community profiles, working on government bid procurement, a visitation program with all our industrial and commercial accounts
- Woolen mill and frozen food manufacturing
- Not many
- Nothing special - we would welcome anyone wishing service
- Technical information to industry
Rates subsidy to industry
- Promotion of new business in area
- Industrial incentive rates - program with G & T - just started gathering data
- Dairyland Power Cooperative and People's Cooperative Power provided information folder Support and participate in the SE Minnesota Industrial Targeted Marketing Task Force to bring jobs to SE Minnesota
- Involvement in local education, community involvement by employees, financial assistance to local manufacturer
- Cooperative, Member Service Rep., on County EDC Committee work through Basin Electric with small business on government procurement
- Free kw demand charge for 1 yr. for all new

commercial loads

- Rate development
Economic development committee work
- Business retention and expansion, new business development, and technical assistance
Special rates are also offered.
- City Development corporation, City Council, Utility Commission, Hospital Foundation and service groups
- Working with local economic development groups
Working with local Chamber of Commerce
Assisting with new industries in locating within the cooperative's service area
Providing brochures to local development groups
Offering incentive rates from G & T to new and expanding business
Offering incentives for off-peak and off-season customers
Work closely with existing commercial and industrial members to improve power factor and load factor
- No organized activities at present in economic development. Hope to move forward with a defined organized program soon. The need is there.
- Cooperation with Statewide and each county's economic development coordinator in counties served; via area chamber of commerce and staff member contact through publications and meetings.
- Belong to and participate in all activities of Home Builders Association in our service areas.
Actively involved with economic development council of cities and counties we're in.
- Direct (time and financial) assistance to economic development efforts in each of the counties the co-op serves. Involvement with and assistance to regional programs dealing with economic development, and in some cases working with clients interested in locating in the co-op area.
- Very localized.
- Relay economic development/industrial development inquiries from Bud Cohoon to the economic development contacts within each county that we serve.
Work with state and regional organizations to promote economic development in Western North Carolina.

Regular contact with county economic development people.

- Keep upgrading our system participation in local civic groups.
- We are a member of th Halifax County Committee of 100 and a member of the Board of Directors of the Warren County Committee of 100. Both of these groups are responsible for the economic and industrial development of Halifax and Warren counties. We were one of the financial supporters of the Enfield Specialists Clinic.
- Industrial development.
- Working with chamber of commerce, industrial development, etc.
- Industrial/commercial recruitment (limited).
- Giving assistance to and working with industrial developers in all counties in which we serve. Working with chamber of commerce in areas in which we serve.
- When we hear of new development, we see if they are in an area we can serve. Also, we go to new businesses to help determine their load after they open, prior to the first bill. Cooperate with NCEMC to gather and furnish information on available parcels.
- Residential subdivision development, apartment projects, commercial and shopping centers, working to get industry to locate in our service area.
- An employee has served as sec./treas. of the development authority of Douglas County for 10 years. We are members of 4 Chambers of Commerce with employees serving as President and Vice President - Economic Development in Douglas County.
- Working with counties, cities, chambers of commerce, civic leaders, industrial development authorities, etc. in soliciting new industries and assisting present industries.
- Assisting with industrial park planning & development.
Rate incentives.
Coordinated activities with G & T Co-op.
- Serving on industrial development committees

locally.

Participating with local officials to attract industry.

- Participate with Chambers & local groups.
- Chamber of Commerce (6 counties).
Industrial Development Corporation (3 counties).
- Water & sewage.
Industrial procurement.
- General manager serves as chairman of county economic development authority; membership in various chambers of commerce in counties served; staff works actively with Economic Development Department of G & T.
- Chamber Activities.
Professional Organization Membership.
Letter Campaigns.
Rate comparisons.
- Work with local chambers of Commerce, Oglethorpe Power Economic Development.
- County has an active industrial commission on which EMC serves.
Cooperative helps provide technical data to prospective developments.
- Working with Chamber of Commerce.
- Recently placed one person into position as full-time manager of Industrial and Commercial development.
- Member of Chamber of Commerce, Economic Development Council.
Assist in site and industrial park planning.
- Area meetings.
Individual efforts.
- Three employees are members of Georgia Industrial Developers Association.
Co-op is a member of Cobb Chamber of Commerce and Cherokee Chamber of Commerce.
Employees on Economic Development Committee for Cobb Chamber of Commerce.
Employee on Board of Directors for Cherokee Chamber of Commerce.
Co-op has just published a commercial/industrial brochure to send to prospects.

- Active in GIDA and SIDC.
Sponsor industry trips to Atlanta (OPC, Industry & Trade) for local industry leaders.
Involve all employees.
- Work with industry regarding power needs for expansion.
- Promotional, financial assistance, recruitment.
- Industrial Development Corp. funding & participation in Chamber of Commerce Board & Economic Development Committee.
- Advertising, contacting industries, sharing advertising inquiries with local Chambers of Commerce.
- Serving on Industrial Foundation Board of Directors, Committees, rate preparation, site selection, contract negotiating.
- We work with the Chamber of Commerce in development of industry.
- Identify property suitable for economic development within our service area.
Locate companies for existing facilities within our service area.
Serve on a committee which was appointed by county officials to study the effect rapid growth is having on the county.
Chamber of Commerce activities - particularly video tapes promoting particular communities.
- Member SIDC & ICDS.
Organizing county Chambers of Commerce delegates for retention & new industry initiatives. Also to create a county economic development committee.
Developing a county profile for new industry & promoting new economic development rate.
Hired a marketing consultant to contact existing industry; and to contact and respond to new industry.
- Worked to receive matching grant from D.O.C. for sewer project; contributed part of matching grant.
- We are working with Daviess County Chamber of Commerce on economic development.
REMC provides meeting place.
Develop video presentations.
Contact industrial prospects.

Work with existing industry on development & improvements.
Industrial site development.
Serve on Financing Revolving Fund for new and existing industry.

- Very little. Manager serves on Regional Board. G & T has just employed representative to work in service area. Make annual pledge to two industrial development groups.
- Rates.
- By educating community organizations and County officials.
- I set up a not-for-profit corporation in Union County. I am setting one up in Franklin Co. We serve an industrial development in Union Co. which I started. I pass on industry leads to three Chambers. We provide video tapes, brochures, etc. I provided the research to file the registered cities' and towns' certification at the state level. I appointed people to serve as directors on the Southeastern Indiana Private Industry Council. We have four businesses in the Industrial Park since November 1984. We have a \$10 million project coming from our direct involvement.
- Member of three Chambers of Commerce.
Cooperate with the G & T and Statewide Association.
- Serve on Local and area Economic Development Boards and supply information and assistance to any group that may inquire.
- Very little: 3
- No reply: 4
- Publishing of Economic Development newsletters, develop communications with realtors, chamber of commerce, etc. Approach industry with locations, etc.
- Just beginning to get involved.
- Belong to Robstown, Corpus Christi, Kingsville Economic Commissions.
- Past worked through STEC with marketing firm, operated one year hiring a marketing firm by JEC, presenting funding \$1800 of a \$14,000 chamber economic development project.

- Continuous effort to secure land in our service area - small manufacturing plant is being built now.
- membership by manager on Childress board of city development.
- We are active in area chambers of commerce and contact new and prospective industries.
- Involvement in area economic development committee or teams.
- Presently participating in trying to occupy a closed college - helped purchase this facility with other businesses and city.
- Identify possible industrial buildings (vacant).
- Development of regional/community data profiles, participation in LCRA's economic development program, plans for expanded economic development by CTEG within its service area.
- Calling on prospects, members of C of C's and industrial teams, employee training.
- Assisted rural water districts, developed recreation facilities. Worked with local C of C and civic clubs.
- At the state level, we maintain a close liaison with the Texas Department of Commerce (office of community initiatives). This is done principally to keep up with any incentive changes which may occur concerning the Ad Valorem Tax System, Tax Increment Financing, Tax Capital Fund, the 504 SB Loan program, and Enterprise Zones. Locally, we maintain memberships with the Valley Chamber of Commerce and the larger city chambers, in part, to be aware of development and growth in the valley through economic development committees in these organizations.
- Very little.
- We are in the beginning stages of developing a program designed specifically for our needs.
- C of C economic development commission.
- Working with IDA's chamber of commerce, main street programs.

- Helped promote plans for a new state correctional plant in Jack County.
- Donations to industrial development group, staff assistance with chamber of commerce, economic development group.
- Community economic team training, industrial prospecting, conduct area workshops, serve on committees.
- Work with city and county industrial foundations and chamber of commerce organizations, state agencies, etc.
- Set special rates for two prison units to be built in our service area; serve on economic development councils in five counties; serve on chamber of commerce; work with SRG&T on industrial incentive rates; work with video economic committee.
- Staff member on local industrial board. The cooperative is helping fund projects on an "as requested" or "as needed" basis.

2. Who carries out these activities:

	<u>Count</u>
1) Directors	9
2) Manager	77
3) Staff	35
4) Employees	22
5) Members	5

- Management and staff; to some extent directors.
- Manager and staff (13)
- Manager, Staff & Employees (5)
- Staff (Member Services) (27)
- Directors, Manager & Staff (2)
- Manager, member services; keeps co-op manager and board of directors aware of activities.
- The responsibility for carrying out these activities is on the director of member services; however, her task is made much easier with the support of the Board of Directors of Halifax EMC.

- Directors, managers, and staff.
- Manager, energy management/marketing specialist.
- Staff level position.
- Manager of member and public relations.
- Staff, employees.
- Director of industrial, commercial, and community development.
- Member Services Department Manager and key staff of that dept.
- Primarily the member services department with assistance from the engineering department and manager.
- All, except members.
- All are responsible for activities, but staff person (Manager of Industrial and Commercial Development) manages this function on a full-time basis, coordinating across departments.
- Manager, some directors, Mgr. of Operations.
- Manager and selected staff members.
- General Manager and Marketing Director.
- Marketing Consultant & General Manager.
- Manager and Member Service serve on Financing Revolving Fund for new and existing industry.
- Manager, Member Services Director, Staff.

3. What training or basic knowledge do they possess in economic and community development?

	<u>Count</u>
a) None	23
b) Some courses from extension or other	24
c) Course of study at university or college	15
d) Practical work in the field	79
e) Specialized training by other company or organization in prior employment	18

- f) Hold national certification
as a professional in field . . . 0
- g) Other:

- Workshops by G & T and State of Minnesota
- Experience only
- Manager has experience as a prior city councilman and member of a regional planning council
- Training from State of Minnesota
- G & T offers some training
- Assistance from G & T
- Seminars
- Workshops and seminars
- Veterans of hard knocks
- Use RECNET
- Community Leadership Training Blandin Foundation
- On-the-job training
- ISA & NRECA seminars - 1
- Attended some training sessions and seminars.
- We are planning to have employees attend training seminars.
- Have knowledge of service area, have had some seminars on subject, and one was into development of business centers.
- Completion of Basic Industrial Development Course offered at Texas A & M - Managers and MSA.
- College Training - Community Leadership.
- Seminars and courses through Extension Service and Coop organizations.
- Investor Owned Utility Training Workshop -- Basic Industrial (Economic) Development Course (Texas A & M).

- No formal training - Worked with city rural development program collecting area information
- Transportation Chairman for Rural Development.

- General knowledge gained from participation in economic development activities, graduate school course work and reading of pertinent information.

- Three staff members with combined experience over 25 years and numerous training seminars.

- Schools and seminars as opportunity and need arises.

- Training from economic development seminars held by different entities. Basic knowledge through hands on training on committees and boards.

- Extension courses.

- Very little. What knowledge and training has come from the local Chamber of Commerce and our wholesale power supplier - SPS.

- Only that gained from several years of experience.

- Chamber of Commerce, TMSA, Brazos, Group meetings, seminars, NRECA.

- Formal training in leadership.

- Extensive training by Co-op, state commerce commission, active in Texas Industrial Development Council, SIDC, community development society, area council on government.

- Workshops, research, reading, trade resource data, trial and error in some cases.

- General Manager has good background through work at former RECs at which employed. Member Services Manager has been exposed through NRECA M/S and Marketing Conferences.

- Member of Industrial Foundation; member of citizens for a progressive Seymout; NRECA Manuals on Community Development.

4. Do you have anyone on staff full time or who devotes a major amount of time to economic and community develop-

ment?

	Count	Number of Persons
Yes. . . . 6	1, 2, 4, 1, 1, 5	
Yes. . . . 4	1, 1, 3, 1	
Yes. . . . 5	2, 3, 1, 2, 3	
Yes. . . . 8	1, 1, 1	
Yes. . . . 2	2, 3 part time people	

No. . . .122

- No. We have, however, a director of marketing who is primarily involved along with other staff level personnel.

5. If you answered yes to #4 above, indicate their level of training or basic knowledge using the guidelines from #3 above.

	Count
a) None.	0
b) Some courses from extension or other.	2
c) Course of study at university or college.	4
d) Practical work in the field	7
e) Specialized training by other company or organization in prior employment.	4
f) Hold national certification as a professional in field	0
g) Other	0

- Undergraduate education and/or 20+ years of experience.
- We have a 5-member committee.
- Degree - regional planning; 10 years experience as county tax supervisor.
- Practical work in the field.
- Two people with degrees in business; one person with degree in Electrical Engineering.
- Has a B.S. degree Business Administration with a major in marketing; has worked in this field full-time for past 6 years and some responsibilities in this field for 21 years (along with utility management prior to the past 6 years).
- Both persons had course at Tech. Handle

commercial/industrial marketing for us.

- 26 years on the staff, in various positions; college degree in Industrial Management.
- Both persons have taken the Basic Economic Development course at Georgia Tech.
- Practical work in the field. Specialized training by other company or organization in prior employment.
- I have had training through the Indiana Area Development Council, Inc. and Economic Development Academy of Ball State Univ. I have been involved since 1980 in Economic Development Leadership in my area.
- Member Services Manager is presently attending meetings of economic development committees.
- At the present time, we have two people who are working part time to develop an economic development department within the cooperative organization.
- Three staff members with combined experience over 25 years and numerous training seminars.
- 4 years of college or above.
- Attended seminars, was a consultant on business center type development.
- Completed Institution for organizational Management - US Chamber; basic industrial development courses at Texas A&M; & courses offered by Texas Commerce Commission.

6. Do you expect those who work in economic and community development to be knowledgeable about cooperatives?

	<u>Count</u>
Yes	121
No.	18

- For local people.
- Not as condition of employment. Later, yes.
- Yes, their own.
- No. That is part of the job to train these people.

- No. But see this as an asset.

7. If yes, how do you see that they have this knowledge?

Response:

- Background and training
- Will try to have training available when our marketing program slows down
- By being sure that we are there
- Training
- Experience and training
- In-house training programs, reading materials and seminars
- Previous work experience and training
- By having active participation from people associated with cooperatives
- Personal contact
- By daily contact with our customers to participate in community clubs, tribal meetings, etc.
- Practical experience or special training
- Personal visits and information sent to community development leaders by personnel from local coop
- By coops being involved
- Personal discussions, conversations
- Work in Member Services Dept., training formal and informal
- We provide training through Statewide Association and G & T
- Working closely with them
- Education by cooperative employees about what and who we are
- On the job experience and training.

- On the 5-member committee, we have an engineer, a district manager, a member service director, an office manager and a director of safety.
- Training courses and several years experience working with a co-op.
- Through work experience.
- I make an effort to visit with the economic development specialists in our 5-county area at least annually and preferably twice a year if possible. I send them regular information that we receive from NCEMC regarding Statewide efforts in economic and community development. I have had Bud Cohoon from NCEMC visit each of the economic development specialists in the counties that we serve, and I encourage them to communicate directly with him through the 800 NCAEC number whenever possible.
- Statewide, hopefully, then local cooperatives.
- By attending seminars sponsored the cooperatives such as Halifax EMC's contractors', realtors' and developers' banquet.
- "Introduction to Cooperatives" training by our own personnel and outside sources. In-house training on rural electric cooperative movement. Periodic training through the Cooperative Council of N.C.
- Work with the committee or organization.
- Training courses with NRECA, required to keep up to date with cooperative bylaws and services rules and regulations, etc.
- This should be one of the objectives of the N.C. Cooperative Council and NCAEC.
- In-house training, NRECA schools and seminars.
- In-house training.
- By training in this case.
- Normal training and experience.
- Day to day activities; attending seminars, etc.
- Attend workshops; field experience.
- Training: locally, state, national.

- Make all types training available.
- Co-op trains them.
- Attend training seminars by Statewide and G & T.
- On the job training.
- Through educational programs and information from Member Services Department.
- Research and training.
- State, national and in-house training.
- Experience in key jobs in a cooperative.
- Both working with cooperatives, G & T and seminars.
- They have at least 7 years working with co-ops.
- In-house training and outside training.
- Formal training in cooperative history/philosophy.
- Training, work experience, workshops/seminars.
- Interaction with G & T and State Agencies.
- In our case it would be a staff person or director.
- Job experience.
- Workshops.
- Workshops.
- Co-op experience.
- Not being done.
- By advertising Cooperative methods of doing business and continuing educational programs.
- I have brought about the Union County Development Corp. with the cooperative approach - one membership, one vote, etc. My experience is 34 years in Rural Electrification.
- NRECA courses; Statewide courses.
- Information on the "Cooperative Story" and how a Cooperative functions.

- In-house training and on-the-job experience. (7)
- Through job training programs. (6)
- Personal contact and communications. (2)
- Knowledge acquired from working at a rural cooperative and being familiar in the various phases of that operation. (3)
- Training programs by state and national seminars. (4)
- Involvement of employees in community activities.
- Giving them up-to-date material on rates and incentives. Attend meetings on economic development and cooperatives.
- Advise membership in the cooperative.
- Providing information through member services department.
- Printed information.
- Staying on top of changes in the Texas Department of Commerce.
- Have tried to have input.
- Long time cooperative employees.
- Having Mr. Smith from Texas A & M to speak to the Industrial Foundation on Cooperative Businesses.

8. Do you see there is a need for some type of national standard of professional knowledge and expertise for cooperative staff who work in this area?

	<u>Count</u>
Yes	97
No	47

- Such national standard might be helpful, but I don't think it necessary.
- Training in this area, yes! - but not "go by the book" training. We need to be professionals, but at the same time to retain the ability to improvise and meet needs which have made EMC's successful in the past.

- On a state level.
- The economic development support needed in different areas would preclude a general training program that could serve the needs of all cooperatives. If a strong local organization is in place, the REMC should provide specialized support as needed. At others a broader, stand alone effort would be needed. Which type would we certify?

9. If yes, to whom do you look to develop the standard or certification program?

	<u>Count</u>
a) State association.	63
b) G & T.	33
c) CFC.	10
d) NRECA.	72
e) Other national professional associations	9
f) Universities or colleges.	23
g) Other.	2

- All the above, but the Statewides or G & T's should take leadership roles
- With assistance from the state universities
- State associations tailored to fit state laws
- We need a national standard, however, state and local standards are equally important
- Similar to marketing and communicators certification (if such a standard exists, let's not re-invent the wheel)
- Information yes, certification for what purpose
- It was more important to (us) that the individuals had a track record in the activity and a broad understanding of the environment in which they work
- NRECA is a possibility, but some of their programs tend to "lack luster" after a time. Certification credibility could suffer.
- Only if they were beneficial.
- Institute for Economic Development

10. If there were training programs available, would you

send members of your staff to them?

	<u>Count</u>
Yes	122
No	10

- Probably (2)
- But not in the next 12 months
- Maybe
- Possibly
- Depends
- It depends on subject matter & location.
- At this time have staff limitations.

11. What kind of format and length should this training utilize? MARK ALL WHICH INTEREST YOU.

	<u>Count</u>
a) In depth internship covering two to six weeks	16
b) A continuing program of one week programs offered over a period of years	34
c) A series of two day workshops and seminars offered monthly or bimonthly over a period of 10 - 24 months	56
d) Annual three day conferences on current topics	82
e) A correspondence program supplemented with quarterly one day seminars to measure mastery of material	58
f) (Write your own)	

- Two day workshop once a year
- Intense training session followed by annual update
- Note Extension Service FLC Program and REA Program
- Statewide training/Minnkota Training
- All Training programs would be beneficial for employees becoming involved with development activities

- A series of workshops and seminars.
- Satellite TV
- Check out the Basic Economic Development course at GA Tech and the Economic Development Institute at U. of Oklahoma.
- a. is a good method, but do not believe co-ops would respond.
- The Indiana Area Development Council, Inc. provides training and a hard book for local economic development.
- Video In House
- REGNET (3)

12. Should testing be required before certification is given?

	<u>Count</u>
Yes	78
No	35

- If certification is available.
- The answer must be yes if certification is the end result of the training program. However, as noted in #8 above, I have reservations concerning certification.
- Certification not needed.

13. Who should do the testing and certification?

Response:

- Extension Services or NRECA
- The agency providing the training
- Whoever sets up the program
- Whoever develops the program
- Course sponsor or instructor
- State Association

- State Association
- Sponsoring organization
- Statewide facilitators
- Whoever runs the program
- Statewide/NRECA (4)
- Trainer
- Reference to above answer - depends on level of exposure and expectations
- University or college and Statewide Association
- NRECA or equivalent national organization
- NRECA and G & T
- Statewide
- The program provider
- The same people in charge of the education process. The testing should be based on a standard criteria agreed upon by the participants. Statewide should administer the test.
- NRECA (5)
- Whoever provides the training
- Statewide
- Whoever is doing the training (after each session)
- Little phony, a piece of paper doesn't mean much. An Eng. degree, Bus. degree, professional registration in these areas would be more equally of value
- By NRECA or sponsoring agency
- Any credible state, federal or private agency that is knowledgeable in economic and industrial development.
- State association and NRECA.
- Not sure. There are thousands of so called experts in the field. To insure effectiveness and training in procedures for coordination with the state, perhaps training and testing should be done by state

commerce and industry personnel.

- Instructors.
- Who ever sets up standards or certification program.
- NRECA or NCEMC.
- Instructors.
- Organization administering training.
- Statewide or G & T.
- NRECA.
- Not sure.
- NRECA.
- NRECA or Statewide.
- Organization teaching the course. Probably a college or university would serve best. Additional certification could come from G & T or other cooperative source, based on certification from college.
- Statewide or NRECA.
- Recognized economic development specialists.
- Sponsoring organization, through an educational institution.
- NRECA
- Institute for Economic Development
- University
- Indiana Statewide if qualified personnel are on staff. If not, an independent outside source, possibly NRECA.
- NRECA
- Why does there have to be a certifying program? These are already available through universities.
- State Association
- Not needed

- A professional such as some one from the Indiana Department of Commerce.
- NRECA or the Statewide Association
- The sponsoring organization
- Organization providing training
- Peer Group
- Each state should have its own certification team
- No Reply: 14

14. What source of funding should be used for this training?

	<u>Count</u>
a. Individual.	5
b. Local coop.	117
c. State association	47
d. G & T	47
e. CFC	9
f. NRECA	40
g. Other (name)	4

- Shared funding depending on type of training
 - REA
 - Local foundations
 - I'm afraid trying to force someone or some Coops into Economic Development would be a waste. If a need exists they should naturally want to contribute.
 - Shared between G & T and local Coop
 - Private 75%. It should not affect rate base in any way.
 - Will take joint effort, therefore joint funding
- A - b = 50%; c = 25%; f = 25%
- A - a = 10%; b = 60%; d = 10%; e = 10%; f = 10%: Some nominal funding from state association, CFC, and/or NRECA since they have a significant stake in the results.
- A - b = 33 1/3%; c = 33 1/3%; f = 33 1/3%

A - b = 25%; c = 50%; f = 25%

A - b = 50%; c = 50%

A - b = 50%; c = 50%

A - b = 60%; c = 20%; f = 20%

State of Ky. - 100%

It will take a combination of all.

State of Ky. - 25%

15. If you feel that more than one resource should be used, please go back to #14 and write a percentage number by each resource you feel should be used. 100% is the most there can be.

	Range	Count
a) Individual	10-60%	2
b) Local coop	15-100%	24
c) State Association	25-50%	12
d) G & T	10-60%	17
e) CFC	20-25%	2
f) NRECA	25-50%	10
g) Other	75%	1

- b) 30%
- f) 70%
- b) 50%
- d) 50%
- b) 50%
- c) 25%
- d) 25%
- b) 33 1/3%
- c) 33 1/3%
- d) 33 1/3%
- b) 100%
- b) 50%
- c) 25%
- d) 25%
- b) 100%
- b) 30%
- c) 40%
- f) 40%
- b) 100%
- c) possibly
- d) possibly
- f) 100%
- b) 100%
- b) 50%
- d) 50%
- b) 100%
- b) 50%
- c) 25%

- f) 25%
- b) 100%
- b) 50%
- d) 50%

b = 50%; c = 10%; d = 15%; f = 25%

b = 100%

b = 100%

d = 100%

b = 25%; c = 25%; d = 25%; g = 25%

b = 100%

b = 100%

c = 50%; f = 50%

b = 20%; c = 20%; d = 20%; e = 20%; f = 20%

c = 70%; d = 30%

b = 50%; c = 50%

b = 50%; d = 50%

b = 100%

b = 50%; c = 20%; d = 20%; f = 10%

b = 100%

b = 59%

c = 10%

d = 15%

e = 4%

f = 10%

other = 2%

REA

Local foundations

16. Is the current interest in economic and community development a passing fad or is it (will it become) a basic mission for your cooperative?

	<u>Count</u>
a) Passing fad.	0
b) Basic mission.	85
c) Some of both	58

- Basic mission: has been for at least the last 8 years.

17. How do you rate your cooperative's commitment to economic and community development in comparison to its neighbors and other cooperatives in your state and region?

	<u>Count</u>
a) More committed.	49
b) Less committed.	22
c) About the same.	75

- It depends on who you are looking at.

18. If you believe economic and community development is a mission of cooperatives, what can be done to give it a higher priority with those cooperatives less committed?

	<u>Count</u>
a) REA directive.	23
aa) A condition for a loan	
Yes.	18
No	55
b) CFC directive.	19
ba) A condition for a loan	
Yes.	17
No	47
c) NRECA leadership	98
d) CFC leadership	58
e) Other:	16

- Statewide and G & T leadership
- Director Education - Financial investment in Area Development Corporations, Industrial Parks, etc.
- All loans do is create paperwork for creative minds on what is important to them.
- Everyone does not have time, \$, experience - successfully involved
- Statewide and G & T Programs
- CFC has to be careful not to drive business away
- Local membership directive
- Local Coop initiative, if the manager is enthusiastic, it will happen; otherwise it won't
- Statewide or G & T
- Statewide should intensify project
- Your responsibility
- Those which feel "it is great to stay just like we are" probably will not become more committed for many years unless outside pressure forces it.
- An injection of common sense.
- I believe economic development is a mission of cooperatives, but I also feel it is each cooperative's decision as to what extent it

should pursue this mission.

- There are enough loan conditions and directives from Washington. Co-ops should be encouraged and led, through NRECA and G & T's, but not forced. G & T's can perhaps have greatest leadership impact. If any force is used, it should be through rate incentives from G & T's.
- I feel that the Board of Directors should set local priorities. Bureaucratic coercion would be my last choice as a motivational force.
- This should be the local coop decision.
- Coordinated effort administered by Indiana Statewide.
- Pass necessary legislation to allow rural electricians to become rural development cooperatives.
- State Association Leadership.
- Present mortgage now limits the co-op involvement in community development, water districts, sewer districts, fire districts, etc.
- Local Co-op
- Internal decision
- Show more concrete evidence of positive results
- Recognition by directors of importance of economic development program

19. As General Manager, how much of your time is given to economic and community development work?

	<u>Count</u>
a) Very little	62
b) 10 - 20%	70
c) 30 - 50%	9
d) Most	0

20. How do you compare your commitment to economic and community development?

	<u>Count</u>
a) My BOARD has more	9
less	85

	commitment; than I do.	
b)	My MEMBERS have more	10
	less	87
	commitment; than I do.	
c)	No difference in commitment	37

- Biased question -- how about "about the same"
- Board has same commitment that I do.
- Above questions are not properly stated. I believe my Board is equally committed, and they are very supportive. Approximately 40% of our revenue is derived from industrial/commercial consumers. Really can't speak for majority of members, but would assume that they are less committed.
- Board has about the same.
- Board-has same.
Members-don't know.
- Board has same.
- Board, members, and cooperative staff have demonstrated solid commitment to economic and community development.
- Same.
- I would say it's about the same level. However the members are not as willing to spend money as the Board and Manager.
- In recent years the Board has expressed commitment in the service area by joining three Chambers of Commerce and by contributions made to two industrial development groups in the Co-Op service area.
- We are all equally committed.
- I do not know the answer to either of these questions.

21. Other comments added to survey:

Response:

- We have not done any work on economic development in our community, but do feel a need. Presently I do

not have staff or employees to gear such a program but am interested.

- Will have to change attitude of Manager and Board. Will take some education to do this. Generally we are not staffed to handle extra load.
- Members and Board Members is where the commitment must be solidified. There are too many members and board members who do not care about economic development or jobs for people. They WANT things to stay the same. They just do not see the value in development.
- Varies according to member politics.
- My Board and I are in tune on this commitment.
- (Our coop's) area is 100% Indian Reservation. As such, we are living under the shadow of tribal taxations, jurisdiction, etc. The tribes are sovereign nations and have all powers except those that have been specifically taken away by Congress and those are few indeed. I cannot see economic development, unless it is government related, as much of a reality in our service area. Businesses simply will not subject themselves to the jurisdiction of a government in which they have no voice.
- Made inquiries about financing for potential businesses. Feel economic development is an area we need to do more. Would like survey results sent.
- We serve an Indiana Reservation. They need development desperately. Indians distrust anything they don't control. Don't know how to get them involved and motivated. They want to have Tribal ownership and control.
- We did member survey last year and asked questions on industrial development. Many feel the Coop should be involved in industrial development especially the manager and employees, but only after regular hours and at NO cost to the members.
- Area Development - not that much left of the communities to develop around.
- Maybe they have as much or more of a commitment than I do, but question the resources to follow through.
- Have attended economic development workshops and seminars and on-the-job training.

- The Board and Management are both committed to economic development, but I think the membership needs to be educated.
- Economic and community development should be the desire or force within the community. It seems in the smaller communities, if the business people are older and satisfied to keep what little they have, there isn't much development and the young people move to greener pastures. It doesn't hurt to try - but South Dakota as a whole has to increase wages and salaries for businesses, school, etc. In our organization, the people don't like to change - if we haven't done it before, why do it now - of course we all pray a lot.
- Very limited opportunities here as compared to other more populated areas.
- (Our) Board of Directors and the General Manager are equally committed to economic and community development activities.
- In my opinion the small business expansion and organization is the answer to the economic problems of our country. The cooperatives have the interest and have always led the way in rural progress.
- Unity is the by-word in attracting new business to the Rio Grande Valley, regardless of utility certification. Internal squabbling among officials can seriously effect a prospects' outlook on a community. It is therefore imperative to have an on-going good relationship with members of economic development entities. Through a concerted effort of all entities; having all your "ducks" in a row, and knowledge of tax incentives that can be offered a prospect, will go a long way toward attracting more business to the Rio Grande Valley.
- In order to survive, we must become involved in economic development.
- It has to be a community effort not a job of the cooperative alone.
- Present NRECA programs are terribly expensive and offered at expensive hotels and resorts -- I would appreciate the involvement of NRECA and statewide but in a cost effective manner. A certification program is not required to allow us to get some good trained people working in this area.
- A very needed program which would benefit us all.

- Not enough effort has been made in the past to develop the service areas of cooperatives. We must have financial and political help from NRECA in order to have a program that will have enough muscle to be effective.
- Have not been without an ongoing program with our communities and incorporated city for the past 15 years.
- Training needs to focus on local organizations taking advantage of assistance offered at regional, state and national levels. This training needs to be open to more than just cooperative personnel. Others, such as local industrial boards, need this training.
- Small communities will need to develop their own cooperative type businesses. They will need help finding markets.
- We need to get off our cans.
- Board is becoming more interested in community activities.
- Total commitment to serving our communities and helping them grow.
- There seems to be a strong desire by most folks in our service area to keep the peaceful western atmosphere for retirement as well as a "bedroom" community for areas prone to economic and industrial development.
- Our cooperative is facing such rapid growth that we are having a difficult time keeping up with provision of service for that growth. The cooperative is also behind where it should be in the area of load management and other marketing incentives that probably will be the essence of the cooperative's economic development work for the next few years.
- Key to the survival of our truly "rural" cooperatives are almost totally agriculture based.
- Discussion of ideas and the sharing of information is very important. With their regional perspective, cooperatives can be leaders in establishing effective development programs.

INNOVATIVE RATE DESIGN FOR INDUSTRIAL DEVELOPMENT

Remarks by James M. Kiley at the
Rural Electric Management Development Council Annual Meeting
Columbus, Mississippi
May 17, 1988

As Rural Electric systems strive to compete for their share of the new electric load associated with commercial and industrial expansion a few so called "facts of life" need to be faced up to.

First, a determination has to be made as to whether or not the area your system serves is attractive to expanding business and industry. Many areas of the country are doing an outstanding job of attracting new clients. The "fact of life" here is that some areas have conditions that attract and other areas don't. If your area doesn't present an attractive picture to new business and industry, you have a tough row to hoe.

But assuming your area is attracting industry or that it can, the challenge is to be certain that your system gets your share of that new electric load. I am more and more convinced that future load growth for rural electric systems will come from new residential, commercial and industrial expansion plus the housing and other expansion brought on by the commercial and industrial expansion. I feel that very little of your future loads will come from increase of use by existing consumers.

This presents the challenge of how can we become more competitive "pricewise" with rural electric electricity. One approach that we have been exploring and one that has a lot of appeal is a rate design approach that lowers the demand charge by allocating a portion of the demand related revenue requirements in the wholesale power rate to a monthly fixed charge. This substantially reduces the demand charge and can provide you with a highly attractive, highly competitive rate for all increased or incremental sales.

Let's review a somewhat theoretical G & T revenue requirement and sales scenario.

XYZ G & T with 10 members systems.

Consider the following inputs:

Annual Megawatthour sales	<u>1,400,000</u> MWH
Annual billed KW demand	<u>2,640,000</u> KW
Annual demand related costs	<u>\$31,000,000</u>
Annual energy related costs	<u>\$25,000,000</u>
Total Annual Revenue Requirements	\$56,000,000
Average selling price	<u>40.00</u> mills per KWH.

A popular approach used by rural electrics and other utilities today to reduce demand costs is by controlling peak demands. These reduced peaks can result in some fairly dramatic power cost savings if your wholesale power rate structure is ratcheted. By "ratcheted" I mean that once an annual or seasonal peak is experienced, that amount of KW is the minimum KW that will be billed each month during the following year or season. Ratchets are sometimes modified by having a minimum KW provision of 90%, 80% or some percentage of the annual or seasonal system peak

To achieve peak reduction, however requires load control. That is accomplished by the utility turning off certain loads at times when peaks are occurring. This can be accomplished by time clock, radio signal, power line carrier or other electronic means. The net result however is that the customer has his service interrupted and this represents inconvenience. Some advocate automatic switching to other forms of energy during periods of load control. The so called "Dual Fuel" approach.

An alternative approach and one that is gaining increasing appeal among marketing people of rural electrics is one that introduces a "fixed cost" to cover a portion of the demand component of the wholesale power rate.

Let's return to our previous example. The "theoretical" G & T had 10 member systems and a \$56,000,000 annual revenue requirement. This revenue was collected in the following manner:

2,640,000 KW demand @ \$11.75	\$31,000,000
1,400,000 MWH energy @ 17.86 mills	<u>\$25,000,000</u>
Total Revenue	\$56,000,000
Revenue per KWH sold - 40 mills	

Lets revise the wholesale rate to introduce the "fixed cost" component. We'll assume that 40% of the demand related costs are billed as a fixed charge to 10 member systems of equal size. The new rate would be:

$$\begin{aligned} & \text{A Fixed Charge of } (\$31,000,000 \times .40 \div 12 \text{ month} \div 10 \text{ systems}) = \$103,300 \text{ per mo. per system} \\ & + \$7.05 \text{ per KW of peak demand } (\$31,000,000 \times .60 \div 2,640,000 \text{ KW}) \\ & + 17.86 \text{ mills per KWH} \end{aligned}$$

This new rate produces exactly the same revenue; that is \$56,000,000 or 40 mills per KWH for all existing load; but the incremental rate for all added or new load is

$$\begin{aligned} & \$7.05 \text{ per KW} \\ & + 17.86 \text{ mills per KWH} \end{aligned}$$

or 31.2 mills per KWH power cost for all new or additional loads. (Assuming the same monthly load factor of 72% for all new loads).

This puts in the hands of your marketing and industrial development people a tool that should help them become highly competitive and could well mean that your system becomes the "preferred power supplier". And remember, this requires no service interruption, no load management or load control and also that this can apply to loads of any magnitude because it is incrementally cost based.

There are many different approaches to making rural electric system power the preferred source. This is but one approach that is being considered in our area. Our future will be determined based on growth not austerity. Don't you think it's time we gave our marketing people something more effective to work with?

THE RURAL ELECTRIC
MANAGEMENT DEVELOPMENT COUNCIL

**INDUSTRIAL AND ECONOMIC
DEVELOPMENT RATE**

MAY 17, 1988

PRESENTED BY

DOYLE HINES
DAVID HEDBERG

REASONS FOR INCENTIVE RATES

1. UTILIZE EXCESS GENERATING CAPACITY
 - A. WHAT TO DO WHEN NO EXCESS CAPACITY EXISTS?
2. PROMOTE DEVELOPMENT, NEW JOBS, GROWTH
3. RETAIN OR EXPAND EXISTING LOADS
 - A. MEET COMPETITIVE PRESSURES
4. SOCIAL OBLIGATIONS TO THE LOCAL COMMUNITY

BASIC APPROACHES TO INCENTIVE RATES

1. LET THE G&T DO IT
 - A. NOTHING HAPPENS
 - B. PROVIDE MANPOWER ASSISTANCE
 - C. SPECIAL RATE
 - D. BOTH B AND C

2. WE ARE NOT GOING TO SUBSIDIZE ANYONE

3. WE CAN GIVE THEM A RATE BASED ON POWER COSTS

AVERAGE COST APPROACH

PROS

1. TRADITIONAL METHOD
2. NO SUBSIDY - FAIR

CONS

1. MAY NOT BE COMPETITIVE
2. DOES NOT REFLECT CURRENT CAPACITY STATUS
 - A. LOW - IF EXCESS CAPACITY
 - B. HIGH - IF NEW CAPACITY IS NEEDED

INCREMENTAL
COST
APPROACH

PROS

1. MAY BE MORE COMPETITIVE
2. CAN REFLECT CURRENT CAPACITY STATUS

CONS

1. CAN INVOLVE SUBSIDY OR PERCEPTION OF SUBSIDY
2. RESIDENTIAL CLASS MAY PAY HIGHER RATES

CENTRAL QUESTION?

**DO EXISTING MEMBERS BENEFIT FROM
THE INCENTIVE OR DEVELOPMENT
RATE?**

U.S. AVERAGE RATES

CENTS / KWH

2.5	POWER COST - ENERGY
2.5	POWER COST - DEMAND
1.1	O&M AND A&G EXPENSE
.5	DEPRECIATION AND TAXES
.4	INTEREST
.5	MARGINS
<hr/>	
7.5	TOTAL

COST BASED INCENTIVES

1. INTERRUPTIBLE RATES
2. LOAD CONTROLLED
3. OFF PEAK

CENTS / KWH

2.5	POWER COST - ENERGY
2.5	FULL DISTRIBUTION COST

5	TOTAL
7.5	FULL COST
(5.)	INCENTIVE RATE

2.5	COST BASED REDUCTION

TYPES OF BENEFITS

1. NEW LOADS
 - A. ADDITIONAL EMPLOYEES
 - B. RELATED BUSINESSES
2. RETAIL EXISTING LOADS
3. OTHER COMMUNITY BENEFITS

MEASURE OF BENEFIT?

**WHAT WOULD RATES BE WITHOUT NEW LOAD
OR WITH THE LOSS OF A EXISTING LOAD?**

EXAMPLE

NEW LOAD AT 1/2 DISTRIBUTION RATE

POWER COST	5 CENTS / KWH
DISTRIBUTION COST	
2.5 CENTS/KWH X 50% =	1.25 CENTS/KWH
	<hr/>
	6.25 CENTS/KWH
500,000	KWH ANNUALLY
1.25	CENTS/KWH
<hr/>	
\$6,250	ANNUAL CONTRIBUTION TO FIXED EXPENSES
120,000	10 NEW EMPLOYEES @ 12,000 KWH/YR
2.5	CENTS/KWH
<hr/>	
\$3,000	ANNUAL CONTRIBUTION TO FIXED EXPENSES
\$9,250	INCREMENTAL BENEFIT TO MEMBERSHIP

SUGGESTIONS

1. DEVELOP A BOD POLICY
 - A. REFLECT COOPERATIVE PHILOSOPHY
 - B. REFLECT CURRENT CAPACITY STATUS
 - C. MUST BE AVAILABLE TO ANYONE MEETING STATED CRITERIA

2. LIMITED TIME FRAME

3. DEVELOP A COST BASIS
 - A. NEED A RATIONAL APPROACH

4. ALLOCATE MARGINS ON A AVERAGE COST BASIS

FLINT ELECTRIC MEMBERSHIP CORPORATION

CAREER-TRAINING PROGRAM
IMPLEMENTED JANUARY 1, 1988

At Flint Electric Membership Corporation we have a policy whereby we encourage every employee to cross train in at least two jobs but this has all been interdepartmental training. When we posted job openings, naturally the person who had the opportunity to cross-train had a greater opportunity of being selected. While discussing the concern of some eager employees as to how they could cross-train in other departments, we came up with the idea of the career training program.

What would Flint benefit from offering such a program to its employees?

First, it would give us an idea of how many of our current employees were interested in promotions and which positions they were interested in, giving us a better idea of any critical job areas we might have. It would provide better trained employees for filling in when emergencies arise, boost the morale of those employees who needed the training prior to job interviews, hopefully allow us to promote more from within by giving employees the incentive to further their education and keep employees from growing stagnant by giving them something to work toward.

With the support of the Board of Directors, we proceeded with a manpower analysis study. During the month of February and March, 1987, the General Manager and Section Manager of Human Resources interviewed all employees who had been full-time six months or longer. Prior to the scheduled interviews, we sent each employee a memo asking them: 1) to review the attached job description and specifications, bringing any changes with them to the interview; 2) to be ready to discuss short term and long term career goals; 3) to provide us with a list of educational courses they had that we did not have on record; and 4) to discuss any other topic of concern until the twenty-minute time frame was up. (Attachment A)

The interviews were scheduled in the Board room where we had an enlarged copy of our organizational chart mounted on poster board for reference when employees were talking about future goals at Flint. A form to take down the following information was used: (Attachment B)

- 1) Job description changed? Any special comments regarding accountabilities or specifications?
- 2) Short Term Goal?
- 3) Long Term Goal?
- 4) Present Job Status: Is there anyone who can fill in when employee is out? If so, to what degree?

- 5) Education level, any specialized courses we did not have on file.
- 6) Present age and retirement plans at this time. (Early, normal, work as long as possible or questionable.
- 7) Any other concerns.

Following the completion of all interviews, we then sent one of three letters to each employee: one indicating they were satisfied in their present job and not interested in any other position at Flint at the present; one indicating title of job or jobs in which they were interested with major specifications of the job summarized, plus copy of job description and specifications attached; or one indicating they were interested in a job which was not available at present but could possibly develop in the future. (Attachment C,D,E)

Attached to the letter where employee was interested in a specific job was a letter of commitment to be signed by employee and returned. The letter stated "Now that you have reviewed the requirements of the job and the job description, are you willing to commit yourself toward achieving the position? Employee checked not interested, not interested at this time, or definitely interested and will do whatever is required and willing to start as soon as details can be arranged, with the understanding that where formal education is required, it will be the responsibility of the individual to make all the arrangements. (Attachment F)

Once these forms were received, we reviewed them to see how many interested employees we had, how many were actually qualified based on their level of formal education for the position in which they were interested, and where problem areas existed. The results were as follows:

A total of 72 employees committed themselves to train in 1 or more positions. Department wise, the percentage was as follows:

Reynolds District	30%
Warner Robins District	61%
Member & Public Relations	67%
Administrative Services	33%
Engineering	24%
Operations & Maintenance	43%
Human Resources	75%

Organizational wise:

% of Staff:	80%
% of Section Managers:	22%
% of Supervisors:	46%
% of Hourly employees:	55%

Some examples that suprised us:

- 1 Meter Reader/Collector applied for District Office Clerk.
- 1 quasi-retired supervisor applied for Section Manager.
- 1 Secretary applied for Energy Services Advisor.

I guess the biggest shock was the employees who did not express an interest and implied they were satisfied where they were.

We did not have anyone to apply for a position that we felt we could not honor. The majority of them was the next level up the ladder or in some cases, a lateral job in which employee had a great interest.

We then set the criteria for our career-training. Every interested employee would be eligible to cross-train in the jobs they desired for one month, regardless of their educational level. Where more than one person applied to train in the same job, the person with the most qualifications would be scheduled first. Also, when a person asked to train in more than one job, they were asked to rank their choices, except where it involved progression type jobs. It was felt that this would give the employee the incentive he/she needed to get that college degree or specialized course and give them a chance to see that this job was not what they thought it was from the outside looking in. This also showed that Flint was serious in its commitment to further train employees where there was a desire. If the employee desired additional career-training, it would be re-scheduled when the employee met the educational level requirements of the job. (For instance, if a job required a college degree and the person had no college, employee would initially have one month's career-training. When employee received degree, he/she could then be rescheduled for another month of training).

During the month the employee is in training, it would be as though he/she was on vacation as far as present job is concerned and is left up to the immediate supervisor to make necessary arrangements to get the job done while employee is in training, such as dividing work among present employees, hiring temporary service or bringing a retired employee back to work. Employee in training would actually be a shadow to the trainer--and attend every meeting trainer attends. The only exception is disciplinary matters and performance appraisals handled by trainer. No person would train more than two people in one year and no person would train in more than two jobs during the year. This career training does not take the place of any regular training courses such as our on the job supervisory course, and Lineman's Training Program or inter-departmental cross training needed in each department to maintain a smooth work flow in the absence of another.

The tentative schedule was printed in September for Department Managers to review with the final one being distributed to all departments in October in time to include any additional manpower in the 1988 workplan and budget. Once the schedule was posted, no

changes were to be made without having them cleared thru the Section Manager of Human Resources or the General Manager. (Attachment G)

At the end of the month's training session, the trainer (not the supervisor) fills out an evaluation form which shows the number of days either were absent during the month, if the employee has the potential of fulfilling the position provided minimum qualifications are met, and employee comments. This is filed in employee's personnel file. (Attachment H)

Now that we have completed four months of this program, how do we view it?

- 1) Supervisors have become more knowledgeable of jobs under them .. one commented that he was not aware that two of his positions were so interconnected.
- 2) Has served as an internal audit check. In two instances, employee errors were discovered with one leading to termination of an employee. Both situations could have cost Flint a lot if not discovered when they were.
- 3) Employees have a better understanding of what goes on in other departments.
- 4) Some employees now realize that Flint is not going to fold and business will run as usual when they are not around. It gave some supervisors more confidence in the people who work for them...they saw to it that they got everything done while their "boss" was away."
- 5) In some cases, employee received enough training whereby they could fill in if needed in an emergency situation.
- 6) Some employees have gained specialized training they would not have had the opportunity to get elsewhere, such as: observing job interviews, attending Board Meetings and Board Committee Meetings, attending breakfast and dinner meetings, listening to someone organize a statewide associational meeting, and seeing working relationships of various employees to associated organizations.
- 7) It has given some employees more confidence in themselves that with additional education, they can handle a particular job.
- 8) It has made some employees more aware of the knowledge required to do certain jobs, and in turn, they have expressed that they can now see why we have to go outside occasionally to get someone to fill a job -- that just because they're here at Flint doesn't mean they have the knowledge and skills to do the job. The comment was made, "It's different when you're in there as opposed to always being on the outside looking in."

- 9) A couple of employees have changed their minds about certain jobs. They were interested, but after spending a month in the position, saw a different aspect of the job. They will not apply for the job if it becomes available now and were glad they had the chance to try it before they were given the job and possibly stuck with it for several years.
- 10) The one-month time frame has been suitable to the majority. There are some who felt it was too long; however, these were in positions the employee was already familiar with. Some feel even with the month, the employee being trained did not get a true picture of the job as there are certain things they do throughout the year in which they did not have a chance to view.
- 11) Some employees did have reservations about leaving their jobs for one month, even though the supervisor told them not to worry. In some cases, the employee was constantly checking back with his/her department during lunch or break to make sure everything was o.k.
- 12) No one has felt any additional stress by having another employee with them for a month; nor have the employees being trained been in a stressful condition because they were not given the responsibility of making any decisions or actually doing something they were not familiar with.
- 13) Since January 1, we have had twelve additional employees sign up for career training, one has asked for an additional month with same job, and three have asked to withdraw from their schedule. We have had to make some minor adjustments in the schedule due to sickness and job changes since schedule was made.
- 14) For this program, we have hired 1 temporary clerical worker, 1 temporary meter reader, brought in 2 former employees who were trained in particular jobs and retained 1 retired employee on a part-time basis.

In summary, we plan to continue program on a continued basis. We will make a further evaluation before the workplan and budget for 1989 is prepared to see if any changes need to be made in the mechanics of our program.

ATTACHMENT A

FLINT ELECTRIC MEMBERSHIP CORPORATION

REYNOLDS, GEORGIA

INTEROFFICE CORRESPONDENCE

TO: Employees

January 30, 1987

FROM: Opal Wilder

SUBJECT: Employee Interviews

Mr. Smith and I will be holding employee interviews in February and March similar to what we did three years ago. Each employee will be allotted twenty minutes for the following topics:

- 1) Job Description -- These are attached. Please note any changes in job & Specifications description or specifications and bring to the interview. These items will not be discussed unless there is a problem area, but will be used to update our files. Especially look for any title changes we have recently made that has not been re-typed.
- 2) Manpower Study -- Employee's short term and long term career goals at Flint will be discussed, including present educational level. Please give this some extra thought prior to coming for your interview.
- 3) Any Other Concerns- Any topic of concern to employee.

Employees will be informed of the interview date and time by their respective Department Manager. If for some reason an employee's interview is not completed in the twenty-minute time frame, then another time will be scheduled to continue the interview.

EMPLOYEE INTERVIEW FORM
MANPOWER ANALYSIS STUDY
February & March, 1987

Employee Name _____

JOB DESCRIPTION & SPECIFICATIONS TURNED IN: _____ YES _____ NO

COMMENTS:

SHORT TERM GOAL: _____

LONG TERM GOAL: _____

NEEDS COPIES OF: _____

PRESENT JOB STATUS: CODE _____ WHO CAN FILL JOB: _____

EDUCATION: High School _____ College Degree _____

Specialized Courses _____

Vo-Tech School _____

Correspondence Courses _____

PRESENT AGE: _____

RETIREMENT PLANS: Early _____
Work as Long as Possible _____

Normal (age 62) _____
Questionable _____

OTHER CONCERNS: _____

Follow Up Concerns _____

NO Follow up on Concerns _____

ATTACHMENT C

April 1, 1987

TO:

During the recent manpower study interview you indicated that you were satisfied in your present job and at this time you are not interested in any other position at Flint. If this statement is correct, please sign this form and return it to Human Resources by May 29, 1987. If it is not correct, please contact Human Resources so it can be modified to reflect your desires.

Date

Signature

ATTACHMENT D

April 1, 1987

TO:

During the recent manpower study interview, you indicated that you were interested in a job which does not exist at the present time, but did have an interest in a certain area or job that possibly could come open in the future.

Since you did not give us a specific job to be working towards at the present, or the job you gave has not yet developed to the point we have specifications for, we cannot provide you with any more information at this time. At such time the job in which you are interested develops, please contact us for specifications and guidance.

The job in which you indicated an interest in was in marketing.

Sincerely,

Opal Wilder
Section Manager of
Human Resources

Flint Electric



MEMBERSHIP CORPORATION

P. O. BOX 308
REYNOLDS, GEORGIA 31076-0308

April 1, 1987

TO:

You are presently a Energy Services Advisor and during the recent manpower study, you indicated that it was your desire to work toward the position of a District Manager of Warner Robins Office. Attached is a copy of the job description and specifications for the job. We feel the most critical areas needed to accomplish this goal are:

1. College degree, preferably in management area.
2. Minimum of five years experience as a supervisor, preferably in a Public Relations area.
3. Five years experience in Operations preferred.
4. Must have broad knowledge of consumer accounting and operations of a district office.
5. Must be competent in conducting meetings and serving as guest speaker at civic functions.
6. Should have working knowledge of budgeting and basic knowledge of computer terminal.
7. Must live within district.
8. Be willing to work irregular hours and after hours to attend meetings and public relation functions as required.
9. Must be willing to cross-train as outlined.

ATTACHMENT F

April 1, 1987

TO:

Now that you have reviewed the requirements, the job description and the specifications, are you willing to commit yourself toward achieving the position of District Manager of W.R.

Please check the appropriate response and return to Human Resources no later than May 29, 1987?

_____ Not interested in pursuing the position.

_____ Not interested at this time.

_____ Definitely interested and will do whatever is required and willing to start as soon as details can be arranged.

(Understand that where formal education is required it will be the responsibility of the individual to make all the arrangements related thereto).

Date

Signature

CROSS TRAINING SCHEDULE BY DEPARTMENTS - 1988

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
MANAGEMENT												
GENERAL MANAGER		XXXXX		F. JARRELL				H. HARRISON				
EXECUTIVE SECRETARY						XXXXX	XXXXX	XXXXX				XXXXX
SECTION MANAGER OF HUMAN RESOURCES	XXXXX	XXXXX	XXXXX		F. TONSON				S. BROOKS			
SUPERVISOR OF PAYROLL & BENEFITS	XXXXX	XXXXX	XXXXX	S. BROOKS	SN/HR		A. SWEARINGEN					XXXXX
PAYROLL & BENEFITS COORDINATOR	XXXXX	XXXXX		SUP/P.B.		B. MCCULLARS			SN/HR		H. TIENCKEN	XXXXX
SAFETY & JOB TRAINING COORDINATOR	XXXXX	SN/BEVO.										
MANAGER OF EC. & INDUSTRIAL DEVELOPMENT												GEN. MANAGER

ATTACHMENT H

FLINT ELECTRIC MEMBERSHIP CORPORATION
CROSS TRAINING EVALUATION FORM

EMPLOYEE NAME _____

DATE OF CROSS TRAINING: FROM _____ TO _____

PRESENT TITLE _____

PRESENT DEPARTMENT _____

CROSS TRAINING JOB TITLE _____

CROSS TRAINING DEPARTMENT _____

WAS EMPLOYEE OR TRAINER ABSENT DURING CROSS TRAINING SESSION? Yes _____ No _____
IF YES, EXPLAIN:

WITH ADDITIONAL TRAINING, DO YOU FEEL THIS EMPLOYEE HAS POTENTIAL OF FULFILLING THIS POSITION, IF MINIMUM QUALIFICATION REQUIREMENTS ARE MET?
_____ YES _____ NO

COMMENTS: _____

EMPLOYEE COMMENTS: _____

EVALUATION DISCUSSED WITH EMPLOYEE ON: _____ (DATE)

EMPLOYEE SIGNATURE

TRAINER'S SIGNATURE

A LEADERSHIP PERSPECTIVE

LAYTON A. WHEELER
MANAGER, MEMBER & STAFF SERVICES
DELAWARE ELECTRIC COOPERATIVE
GREENWOOD, DELAWARE

1988 REMDC ANNUAL CONFERENCE
MAY 16-19, 1988
HOLIDAY INN
COLUMBUS, MISSISSIPPI

PATRICK HENRY OUT TO COME BACK AND SEE WHAT TAXATION WITH REPRESENTATION IS LIKE.

* * * * *

ONE OF THE GREAT MYSTERIES OF LIFE IS HOW THE IDIOT THAT YOUR DAUGHTER MARRIED CAN BE THE FATHER OF THE SMARTEST GRANDCHILDREN IN THE WHOLE WIDE WORLD.

* * * * *

BEHIND EVERY SUCCESSFUL MAN STANDS A SURPRISED MOTHER-IN-LAW.

* * * * *

I DON'T ASK MUCH FROM LIFE. I JUST WANT MY CHILDREN TO HAVE ALL THE THINGS I NEVER COULD AFFORD TO HAVE. THEN I WANT TO MOVE IN WITH THEM.

* * * * *

B.A. - A DEGREE WHICH INDICATES THAT THE HOLDER HAS MASTERED THE FIRST TWO LETERS OF THE ALPHABET . . . BACKWARDS.

* * * * *

A FELLOW HAD SOME BAD LUCK IN LAS VEGAS. LOST \$1,000. SAID HE GOT EVEN
THOUGH. HE STOLE 400 SWEET AND LOWS.

* * * * *

AMERICA IS A GREAT COUNTRY. WE CAN SAY WHAT WE THINK AND, EVEN IF WE
CAN'T THINK, WE CAN SAY IT ANYWAY.

* * * * *

FAMILY MAN - SOMEONE WHO REPLACES THE MONEY IN HIS WALLET WITH SNAPSHOTS
OF THE WIFE AND KIDS.

* * * * *

SOME PEOPLE KEEP REPEATING THE SAME MISTAKES OVER AND OVER AND CALL IT
EXPERIENCE.

* * * * *

WE'RE GREAT BELIEVERS IN THE TWO PARTY SYSTEM-ONE ON FRIDAY AND ONE ON
SATURDAY.

* * * * *

SAW SOME SWELL ADS IN THE PAPER THE OTHER DAY. "YOUNG MAN, DEMOCRAT,
WOULD LIKE TO MEET YOUNG LADY, REPUBLICAN. OBJECT: THIRD PARTY!"

* * * * *

THEY SAY GEORGE WASHINGTON NEVER TOLD A LIE, BUT HE NEVER HAD TO FILL OUT
AN INCOME TAX FORM, EITHER.

* * * * *

MOST POLITICIANS, BY THE WAY, ARE VERY FORTHRIGHT PEOPLE-WHICH MEANS THEY
ARE RIGHT ABOUT A FOURTH OF THE TIME.

* * * * *

THE CLOSEST TO PERFECTION A PERSON EVER COMES IS WHEN FILLING OUT A JOB
APPLICATION.

* * * * *

PESSIMIST

A PERSON WHO:

EXPECTS TO FIND BAD NEWS IN A FORTUNE COOKIE.

ALWAYS FINDS SOMETHING TO WORRY ABOUT ONCE HE PUTS HIS MIND TO IT.

FEELS BAD WHEN HE FEELS GOOD FOR FEAR THAT HE'LL FEEL WORSE WHEN HE FEELS BETTER.

BUYS MORE THAN ONE LIFETIME PEN.

SEES ONLY THE HOLE IN THE DOUGHNUT.

WHEN HE HAS THE CHOICE OF TWO EVILS, CHOOSES BOTH.

WOULD COMMIT SUICIDE IF HE COULD DO IT WITHOUT KILLING HIMSELF.

IN THE BEGINNING, GOD CREATED HEAVEN AND EARTH. QUICKLY HE WAS FACED WITH A CLASS ACTION SUIT FOR FAILURE TO FILE AN ENVIRONMENTAL IMPACT STATEMENT.

HE WAS GRANTED A TEMPORARY PERMIT FOR THE HEAVENLY PART OF THE PROJECT, BUT WAS STYMIED WITH A CEASE AND DESIST ORDER FOR THE EARTHLY PART. APPEARING AT THE HEARING, GOD WAS ASKED WHY HE BEGAN THE EARTHLY PROJECT IN THE FIRST PLACE. HE REPLIED THAT HE JUST LIKED TO BE CREATIVE.

THEN GOD SAID, "LET THERE BE LIGHT," AND IMMEDIATELY THE OFFICIALS DEMANDED TO KNOW HOW THE LIGHT WOULD BE MADE. WOULD THERE BE STRIP MINING? WHAT ABOUT THERMAL POLLUTION?

GOD EXPLAINED, LIGHT WOULD COME FROM A HUGE BALL OF FIRE. GOD WAS GRANTED PROVISIONAL PERMISSION TO MAKE LIGHT, ASSUMING THAT NO SMOKE WOULD RESULT FROM THE BALL OF FIRE, THAT HE WOULD OBTAIN A BUILDING PERMIT AND, TO CONSERVE ENERGY, WOULD HAVE THE LIGHT OUT HALF THE TIME.

GOD AGREED AND SAID HE WOULD CALL THE LIGHT DAY AND THE DARKNESS NIGHT. OFFICIALS REPLIED THEY WEREN'T INTERESTED IN SEMANTICS.

GOD SAID, "LET THE EARTH BRING FORTH GREEN HERB AND SUCH AS MAY SEED." THE EPA AGREED SO LONG AS NATIVE SEED WAS USED. THEN GOD SAID, "LET THE WATERS BRING FORTH THE CREEPING CREATURES HAVING LIFE, AND THE FOWL THAT MAY FLY OVER THE EARTH."

OFFICIALS POINTED OUT THAT THIS WOULD REQUIRE APPROVAL OF THE GAME AND FISH COMMISSION COORDINATED WITH THE HEAVENLY WILDLIFE FEDERATION AND THE AUDUBON SOCIETY.

SO EVERYTHING WAS OKAY UNTIL GOD SAID HE WANTED TO COMPLETE THE PROJECT IN SIX DAYS.

OFFICIALS SAID IT WOULD TAKE AT LEAST 180 DAYS TO REVIEW THE APPLICATION AND THE IMPACT STATEMENT. AFTER THAT THERE WOULD BE PUBLIC HEARINGS.

THEN THERE WOULD BE 10 TO 12 MONTHS BEFORE . . . GOD SAID, "FORGET IT."

AS REPORTED BY THE WALL STREET JOURNAL, EARLIER THIS YEAR, NEW YORK TELEPHONE COMPANY GAVE ITS SIMPLE 50-MINUTE EXAM IN BASIC READING AND REASONING SKILLS TO 21,000 APPLICANTS FOR ENTRY-LEVEL JOBS. ONLY 16 PERCENT PASSED THE TEST.

BECAUSE THE COMPANY HAD ONLY 780 POSITIONS TO FILL, IT COULD SKIM OFF THE CREAM OF THE APPLICANTS. BUT THE TEST RESULTS OFFER ONE OF MANY SIGNS OF A CHANGE IN THE WORK FORCE. THE LABOR POOL OF YOUNGER WORKERS WHO HISTORICALLY FILL ENTRY-LEVEL JOBS IS DECLINING IN BOTH NUMBERS AND QUALITY, FOR REASONS RANGING FROM DEMOGRAPHIC TO SOCIAL, WHILE POSITIONS WAITING FOR THEM REQUIRE MORE KNOWLEDGE AND SKILL.

ALARMED BY THIS DOUBLE WHAMMY AND BY THE COST OF SCREENING APPLICANTS AND PROVIDING SPECIAL TRAINING, BUSINESS IS TRYING TO GET MORE INVOLVED IN IMPROVING BASIC GENERAL EDUCATION.

SOME BUSINESSES ARE REACTING BY JUMPING INTO POLITICS AND TWISTING ARMS TO WIN EDUCATIONAL REFORM AND BIGGER SCHOOL BUDGETS. OTHERS ARE FINANCING TEACHER AND STUDENT SCHOLARSHIPS, RESEARCH AND SCHOOL BUDGET SUPPLEMENTS. STILL OTHERS ARE FIGHTING HIGH DROPOUT RATES AND ENTICING STUDENTS TO READ MORE.

EARLY RETURNS FROM THESE EFFORTS ARE PROMISING, BUT THE PROBLEM ISN'T SUBJECT TO A QUICK FIX.

THE DANGER SIGNS
NEW YORK TIMES, SEPTEMBER, 1987

IN 13 YEARS:

FIFTY PERCENT OF ALL NEW JOBS WILL REQUIRE EDUCATION BEYOND HIGH SCHOOL.

THIRTY PERCENT WILL REQUIRE A COLLEGE DEGREE.

FACTS

TWENTY-THREE MILLION ADULTS ARE FUNCTIONALLY ILLITERATE IN AMERICA TODAY. ANOTHER 47 MILLION ARE BORDERLINE ILLITERATES.

EIGHTY PERCENT OF THE NEW ENTRANTS INTO THE LABOR FORCE ARE MINORITIES, WOMEN AND IMMIGRANTS, TRADITIONALLY THE LEAST PREPARED TO WORK.

OVER ONE MILLION YOUTH DROP OUT OF SCHOOL EACH YEAR. DROPOUT RATES OF MANY URBAN SCHOOLS ARE CLOSE TO 50 PERCENT.

THE YOUTH UNEMPLOYMENT RATE IS TRIPLE THE OVERALL UNEMPLOYMENT RATE.

SEVENTY-FIVE PERCENT OF THOSE WORKING IN THE YEAR 2000 ARE ALREADY IN THE WORKFORCE.

11.5 MILLION WORKERS LOST THEIR JOBS BETWEEN 1979-1984 THROUGH JOB SHRINKAGE.

TWENTY TO 40 PERCENT OF DISLOCATED WORKERS ARE FUNCTIONALLY ILLITERATE.

Deer Sir: Why you wont higher me?

It has to be frustrating and discouraging. A young man spends eight years in elementary school, four years in high school and four more years going to college and getting a degree.

Sixteen years of cracking the books. But when he finally jumps into the job market, looking for the payoff, the doors slam in his face.

That's the problem a Chicagoan recently wrote me about. He says he just doesn't understand why he can't find a job in his chosen field.

He believes that he's been conned by the part of the American dream that promises success through formal education. And he wants to know why it has turned out this way.

It's been many years since I've done any job hunting, so I'm not equipped to give him advice.

But I thought that if I printed his letter, someone out there — maybe a personnel director or a job counselor — might offer suggestions, which I'll gladly pass along to him.

Here's what the college graduate wrote — exactly as he wrote it.

"I was wondering can you write an article to the related situation: A college graduate who has earned a degree in Computer Information System, trying to seek employment in the computer-business industry.

"On Sundays I grab the newspaper jobs

Mike Royko

section, and follow up by mailing ten to fifteen resumes to different companies inside as well as outside the states, then riding into the city twice a week to various corporations to fill out applications, knowing that it will be place on file and half of the time they are not even look at.

"It all seem easy when you are young. First they tell you that you need to go to school to get a education (hopeful a position) so you can get a job.

"But when you are finish with school then they tell you, I'm sorry we are looking for someone with three to five years of experience, and right there, Bang, you fell it and everywhere you go. It's crazy but it seem funny when you know that they are hiring.

"If you tell them how can you get experience when no one is hiring, they look at you an say I don't know.

"A few weeks ago when I was applying for this job, I over heard this receptionist argue at her daughter about missing so many days, because she like to stay out late with her friend, when the receptionist switch to the next line and told her boss the young lady won't be in due to a fever.

"How would you fell after applying for a

position, when after waiting several week you see the same ad for the same position

"The government have this set-up call the Job Service, which is to help individual find jobs when ninety percent of the people who goes there are still unemployed.

"The though of going back to school to receive a masters degree was in mind, but we know when the employer see that you have obtain your MBA right after your bachelor, he will say to himself, ahh, a lot of book sense but no experience, if I hire him I will have to pay him more then a person with one degree or no degree. It al cost money to go back to school, most people have a hard time getting through undergrad with the help of odd jobs an loans. It's hard paying the bank back when you are not working.

"Well, I guess that's life after college, maybe you haven't experienced this, but I though that I should share this with you and to the others who are having such a hard time. I hope to hear some type of response good or bad to add to my collection of dear John Letter."

As I said, I'm not sure what the young man's problem is or what to tell him.

Do you think it might have something to do with the kind of ties he wears to interviews?

Mike Royko is a columnist for the Chicago Tribune. His column appears Tuesday and Thursday in Pace.

LOVE ME ALWAYS

You say you love me, but sometimes you don't show it. In the beginning, you couldn't do enough for me. Now you seem to take me for granted. Some days, I wonder if I mean anything at all to you.

Maybe when I'm gone, you'll appreciate me and all the things I do for you. I'm responsible for getting the food on your table, for your clean shirt, for the welfare of your children -- a thousand and one things you want and need.

Why, if it weren't for me you wouldn't even have a car. I've kept quiet and waited to see how long it would take you to realize how much you really need me.

Cherish me -- take care of me -- and I'll continue to take good care of you.

WHO AM I?

HOW SMALL IS SMALL?

YOU KNOW YOU'RE IN A SMALL TOWN WHEN . . .

THIRD STREET IS ON THE EDGE OF TOWN.

EVERY SPORT IS PLAYED ON DIRT.

YOU DON'T USE YOUR TURN SIGNAL BECAUSE EVERYONE KNOWS WHERE YOU'RE GOING.

YOU ARE BORN JUNE 13 AND YOUR FAMILY RECEIVES GIFTS FROM THE LOCAL MERCHANTS BECAUSE YOU ARE THE FIRST BABY OF THE YEAR.

YOU SPEAK TO EACH DOG YOU PASS BY NAME AND HE WAGS AT YOU.

YOU DIAL A WRONG NUMBER AND TALK FOR 15 MINUTES ANYWAY.

YOU ARE RUN OFF MAIN STREET BY A COMBINE.

YOU CAN'T WALK FOR EXERCISE BECAUSE EVERY CAR THAT PASSES OFFERS YOU A RIDE.

YOU GET MARRIED AND THE LOCAL PAPER DEVOTES A QUARTER PAGE TO THE STORY.

YOU DRIVE INTO THE DITCH FIVE MILES OUT OF TOWN AND WORD GETS BACK INTO TOWN BEFORE YOU DO.

THE BIGGEST BUSINESS IN TOWN SELLS FARM MACHINERY.

YOU WRITE A CHECK ON THE WRONG BANK AND THE BANK COVERS IT FOR YOU.

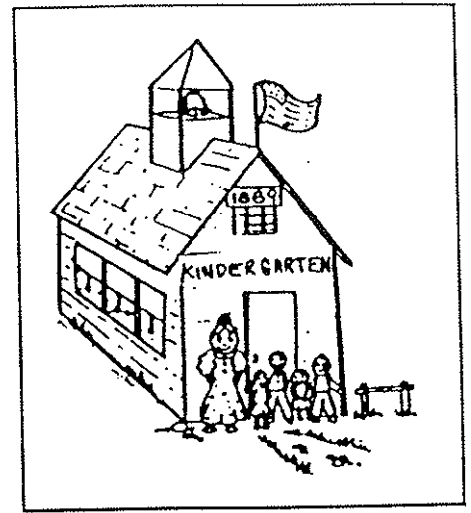
THE PICKUPS ON MAIN STREET OUTNUMBER THE CARS THREE TO ONE.

YOU MISS A SUNDAY AT CHURCH AND YOU RECEIVE A GET-WELL CARD.

SOMEONE ASKS YOU HOW YOU FEEL, THEN LISTENS TO WHAT YOU SAY.

THANK GOD FOR SMALL TOWNS . . . AND THE PEOPLE WHO LIVE IN THEM!

"ALL I EVER REALLY NEEDED TO KNOW I LEARNED IN KINDERGARTEN. MOST OF WHAT I REALLY NEED TO KNOW ABOUT HOW TO LIVE AND WHAT TO DO, AND HOW TO BE, I LEARNED IN KINDERGARTEN. WISDOM WAS NOT AT THE TOP OF THE GRADUATE SCHOOL MOUNTAIN, BUT THERE IN THE SANDBOX AT NURSERY SCHOOL. THESE ARE THE THINGS I LEARNED: SHARE EVERYTHING. PLAY FAIR. DON'T HIT PEOPLE. PUT THINGS BACK WHERE



YOU FOUND THEM. CLEAN UP YOUR OWN MESS. DON'T TAKE THINGS THAT AREN'T YOURS. SAY YOU'RE SORRY WHEN YOU HURT SOMEBODY. WASH YOUR HANDS BEFORE YOU EAT. FLUSH. WARM COOKIES AND COLD MILK ARE GOOD FOR YOU. LIVE A BALANCED LIFE. LEARN SOME AND THINK SOME AND DRAW AND PAINT AND SING AND DANCE AND PLAY AND WORK EVERY DAY SOME. TAKE A NAP EVERY AFTERNOON. WHEN YOU GO OUT INTO THE WORLD, WATCH FOR TRAFFIC, HOLD HANDS, AND STICK TOGETHER. BE AWARE OF WONDER. REMEMBER THE LITTLE SEED IN THE PLASTIC CUP. THE ROOTS GO DOWN AND THE PLANT GOES UP AND NOBODY REALLY KNOWS HOW OR WHY, BUT WE ARE ALL LIKE THAT. GOLDFISH AND HAMSTERS AND WHITE MICE AND EVEN THE LITTLE SEED IN THE PLASTIC CUP - THEY ALL DIE. SO DO WE. AND THEN REMEMBER THE BOOK ABOUT DICK AND JANE AND THE FIRST WORD YOU LEARNED, THE BIGGEST WORD OF ALL: **LOOK**. EVERYTHING YOU NEED TO KNOW IS IN THERE SOMEWHERE. THE GOLDEN RULE AND LOVE AND BASIC SANITATION. ECOLOGY AND POLITICS AND SANE LIVING. THINK OF WHAT A BETTER WORLD IT WOULD BE IF WE ALL - THE WHOLE WORLD - HAD MILK AND COOKIES ABOUT 3 O'CLOCK EVERY AFTERNOON AND THEN LAY DOWN WITH OUR BLANKETS FOR A NAP. OR IF WE HAD A BASIC POLICY IN OUR NATION AND OTHER NATIONS TO ALWAYS PUT THINGS BACK WHERE WE FOUND THEM AND CLEANED UP OUR OWN MESSSES. AND IT IS STILL TRUE. NO MATTER HOW OLD YOU ARE, WHEN YOU GO OUT INTO THE WORLD, IT IS BEST TO HOLD HANDS AND STICK TOGETHER."

This is a story about four people named Everybody, Somebody, Anybody and Nobody.

There was an important job to be done and Everybody was sure that Somebody would do it.

Anybody could have done it, but Nobody did it.

Somebody got angry about that, because it was Everybody's job.

Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it.

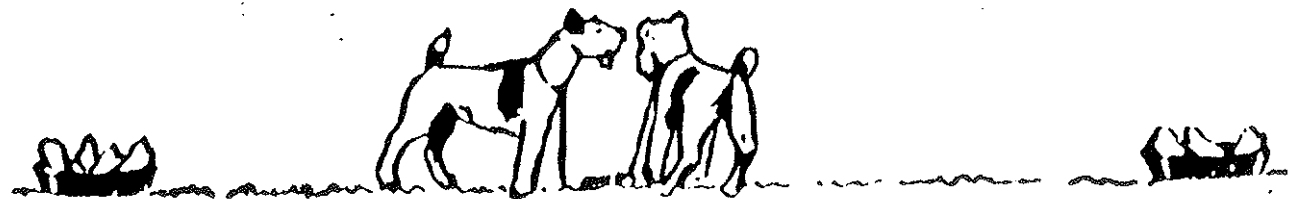
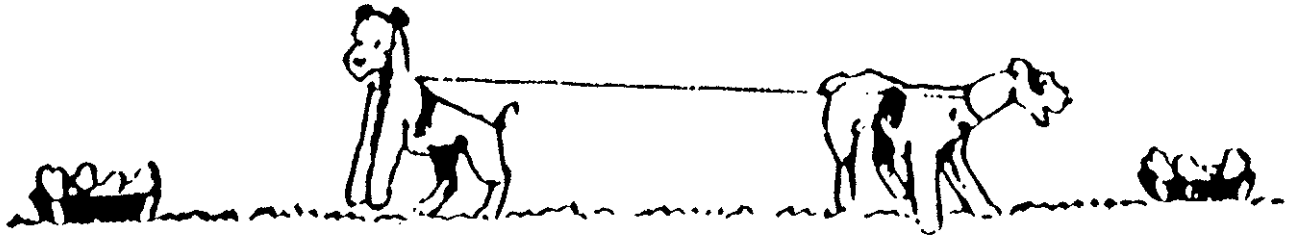
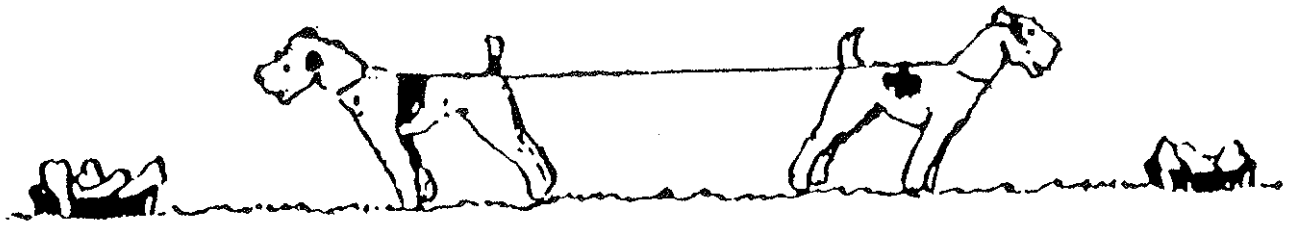
Give Thanks for Troubles

Be thankful for the troubles of your job. Basically, they account for your income, because if it were not for the things that go wrong, the difficult people you have to deal with, and the problems and unpleasantness of your working day, someone else could be found to handle your job.

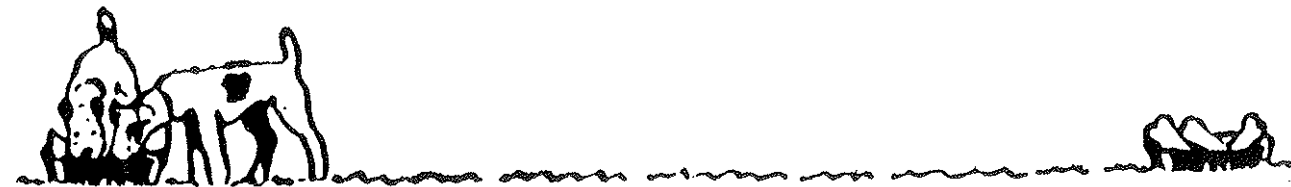
It takes intelligence, resourcefulness, patience, tact and courage to meet the troubles of any job. That is why you hold your present job.

If all of us would start to look for more troubles and learn to handle them cheerfully and with good judgement as opportunities rather than irritations, we would find ourselves getting ahead at a surprising rate, for it is a fact there are plenty of big jobs waiting for those who aren't afraid of the troubles connected with them.

Cooperation



"LET'S PULL TOGETHER"



TEAMWORK



SUCCESS

SHORT COURSE IN HUMAN RELATIONS

The six most important words:

" I admit I made a mistake "

The five most important words:

" You did a good job "

The four most important words:

" What is your opinion "

The three most important words:

" You and I "

The two most important words:

" Thank you "

The one most important word:

" We "

The least important word:

" I "

ENTHUSIASM!

ENTHUSIASM: That certain something that makes us great - that pulls us out of the mediocre and commonplace - that builds into us power. It glows and shines - it lights up our faces.

ENTHUSIASM: The maker of friends - the maker of smiles - the producer of confidence. It cries to the world, "I've got what it takes!" It tells all men that our job is a swell job - that the cooperative we work for just suits us - the goods we have are the best.

ENTHUSIASM: The inspiration that makes us "wake up and live." It puts spring in our step - spring in our hearts - a twinkle in our eyes and gives us confidence in ourselves and our fellow man.

ENTHUSIASM: It changes a dead pan salesman to a producer - a pessimist to an optimist - a loafer to a go-getter.

ENTHUSIASM: If we have it, we should thank GOD for it. If we don't have it, then we should get down on our knees and pray for it.

HOW TO SPOT A POTENTIAL LEADER

The traits to look for may not be what you think.

It's in our best interest to develop talent from the ranks. Potential leaders are often the people you least expect.

Leaders are frequently not the screamers, shouters or the most outwardly assertive. Most of them come from the middle and display a range of behaviors in dealing with people in different situations.

There are many myths surrounding what constitutes management material. Public speaking skills, for example, are not a key quality. Some people think that individuals who can get up in front of a group and speak fluently and effortlessly are natural leaders. They may simply be developed, polished and comfortable speakers.

Leadership is not so much a projection of your personality on a group, but rather it is a tailoring of your style from a whole arsenal of skills to meet a particular need. Potential leaders will rise to the occasion when they have to. They may tackle projects or problems that are uncomfortable for them, but they will persevere until the job is well done. The best leaders are people who can-when called upon-take over a situation as if they were born to it. The rest of the time, they remain inconspicuously in the background.

How do we identify these people?

KNOW THIS BORN LOSER?

He was a born loser, pure and simple.

His father was a laborer without schooling and his mom, humble and sickly, died when he was a young boy.

This born loser grew up with no radio or television and few books. In fact, the books he did have were borrowed. He had little schooling and a meager supply of writing implements and paper.

No big problem. He just made do for there were logs to split and stack plowing to get done, wheat to thresh, corn to cut and husk.

As a young man, he faced another problem, he was homely, if not downright sickly. Some said he was just a living scarecrow because he was too skinny, too tall, and too big boned and his thick, black, coarse hair tended to stand on end.

Well, this born loser kept on losing.

He got a job as a store clerk - but failed at it. Then, his daughter died. Then, his health failed. Then, he had a nervous breakdown.

To add to his misery, he was poor and times were hard. No surprise, therefore, that this born loser kept losing . . .

Believe it or not, he bought a store on credit and the store failed. As expected, he left the business world heavily in debt.

Finally, he entered politics and failure continued to dog him.

In 1832, he was defeated for the Legislature; in 1838, defeated for Speaker; in 1840, defeated for Elector; in 1843 and 1848, defeated for Congress, in 1855, defeated for Senate; and in 1856, defeated for Vice President.

This born loser had many things going against him - family problems, money problems, and even speech problems. This man just wasn't a polished speaker, and that's a no-no in politics.

Wonder of wonders, then, that in 1860, he was elected President of the United States and his "Gettysburg Address" is counted among the greatest speeches ever given. Today, Abraham Lincoln is known as one of the world's greatest.

EXAMPLES OF UNCLEAR WRITING

The following material was taken from letters received by a state welfare department in applications for support.

1. I am glad to report that my husband who is missing is dead.
2. Please find for certain if my husband is dead. The man I am now living with cannot eat or do anything until he knows.
3. This is my eighth child. What are you going to do about it?
4. My husband got his project cut off two weeks ago, and I haven't had any relief since.
5. You have changed my boy to a girl. Will this make any difference?
6. I want my money as quick as I can get it. I've been in bed with the doctor for two weeks and he doesn't do me any good. If things don't improve, I will have to send for another doctor.

LEADERSHIP

Leaders come in all sizes and shapes. They're fat and thin, tall and short, blond and brunette, clean-shaven and bearded. Yet they have certain traits unmistakably in common. Psychologists have analyzed the personal traits that effective leaders appear to share and boiled them down to six essentials.

A clear thinker. Are you decisive? Are you open-minded enough to absorb any points of view, particularly those of competitors, superiors and associates?

Emotionally stable. Do you keep personal feelings from intruding into your thinking? Are you consistent? Do those who work under you know where you stand on important work issues?

Skillful with people. Are you sensitive to what makes others tick (their desires, hopes, motives, ambitions)? Can you usually explain their assignments to them in terms of self - as well as mutual interest?

A responsibility seeker. Do you feel responsible for the welfare of those under you as well as for the community in which you function? Are you aware of the interrelationship between your business or professional success and the wider social, political and economic environment in which you move?

Dynamic. Are you habitually dissatisfied with the status quo? Do you seek new ideas, new paths, new ways to get things done? Do you enjoy experimenting?

Communicative. Do you express yourself clearly? Do others immediately understand what you say and write? Do you invite questions from your employees in case there is something they do not understand or concur with? **Are you an effective listener yourself?**

60 EXCUSES FOR A CLOSED MIND

IN CASE YOU NEED MORE THAN THE USUAL 10 EXCUSES THAT
"IT WON'T WORK," HERE ARE SOME MORE!

1. We tried that before.
2. Our place is different.
3. It costs too much.
4. That's beyond our responsibility.
5. That's not my job.
6. We're all too busy to do that.
7. It's too radical a change.
8. We don't have the time.
9. Not enough help.
10. That will make other equipment obsolete.
11. Let's make a market research test of it.
12. Our plants are too small for it.
13. Not practical for operating people.
14. The men will never buy it.
15. The union will scream.
16. We've never done it before.
17. It's against company policy.
18. Runs up our overhead.
19. We don't have the authority.
20. That's too ivory tower.
21. Let's get back to reality.
22. That's not our problem.
23. Why change it, it's still working O.K.
24. I don't like the idea.
25. You're right — but...
26. You're two years ahead of your time.
27. We're not ready for that.
28. We don't have the money, equipment, room, personnel.
29. It isn't in the budget.
30. Can't teach an old dog new tricks.
31. Good thought, but impractical.
32. Let's hold it in abeyance.
33. Let's give it more thought.
34. Top management would never go for it.
35. Let's put it in writing.
36. We'll be the laughing stock.
37. Not that again.
38. We'd lose money in the long run.
39. Where'd you dig that one up?
40. We did all right without it.
41. That's what we can expect from staff.
42. It's never been tried before.
43. Let's shelve it for the time being.
44. Let's form a committee.
45. Has anyone else ever tried it?
46. Customers won't like it.
47. I don't see the connection.
48. It won't work in our organization.
49. What you are really saying is...
50. Maybe that will work in your department, but not in mine.
51. The executive committee will never go for it.
52. Don't you think we should look into it further before we act?
53. What do they do in our competitor's plant?
54. Let's all sleep on it.
55. It can't be done.
56. It's too much trouble to change.
57. It won't pay for itself.
58. I know a fellow who tried it.
59. It's impossible.
60. We've always done it this way.

Our commitment is to the fact of change. Our role, our responsibility is not to resist change, but to encourage and welcome and anticipate change.

And let's face the unhappy fact that many of us find it easy to pay lip service to the idea and spirit of change; to say all the right things about encouraging and welcoming it; but when the man with the new idea approaches us, what almost instinctively blurts out is something like: "It'll never work!" Or, the always reliable: "But we've never done it that way!"

The prelude to change is the open mind, without which, the creative juices dry up, and imagination is displaced by stagnation.

TEN COMMANDMENTS OF GOOD HUMAN RELATIONS

1. SPEAK TO PEOPLE. THERE ISN'T ANYTHING AS NICE AS A CHEERFUL WORD OF GREETING.
2. SMILE AT PEOPLE. IT TAKES 72 MUSCLES TO FROWN, BUT ONLY 14 TO SMILE.
3. CALL PEOPLE BY NAME. THE SWEETEST MUSIC TO ANYONE'S EARS IS THE SOUND OF HIS/HER OWN NAME.
4. BE FRIENDLY AND HELPFUL. IF YOU WOULD HAVE FRIENDS, BE FRIENDLY.
5. BE CORDIAL. SPEAK AND ACT AS IF EVERYTHING YOU DO IS A GENUINE PLEASURE.
6. BE TRULY INTERESTED IN PEOPLE. YOU CAN LIKE ANYBODY, IF YOU REALLY TRY.
7. BE GENEROUS WITH PRAISE. CAUTIOUS WITH CRITICISM.
8. BE CONSIDERATE OF THE FEELINGS OF OTHERS. IT WILL BE APPRECIATED.
9. BE THOUGHTFUL OF THE OPINIONS OF OTHERS. THERE ARE THREE SIDES TO A CONTROVERSY - YOURS, THE OTHER FELLOW'S AND THE RIGHT ONE.
10. BE ALERT TO GIVE SERVICE. WHAT COUNTS MOST IN LIFE IS WHAT WE DO FOR OTHERS.

TEN COMMANDMENTS OF CONSUMER RELATIONS

- A CONSUMER is the most important person in any business
- A CONSUMER is not dependent on us - we are dependent on him
- A CONSUMER is not an interruption of our work - he is the purpose of it
- A CONSUMER does us a favor when he calls - we are not doing him a favor by serving him
- A CONSUMER is a part of our business - not an outsider
- A CONSUMER is not a cold statistic - he is flesh-and-blood human being with feelings and emotions like our own
- A CONSUMER is not someone to argue or match wits with
- A CONSUMER is a person who brings us his wants - it is our job to fill those wants
- A CONSUMER is deserving of the most courteous and attentive treatment we can give him
- A CONSUMER is the life-blood of this and every other business

SHAPE UP !

Here is a list of exercises that I guarantee won't take a pound off you:

- Beating around the bush
- Jumping to conclusions
- Passing the buck
- Grasping at straws
- Throwing your weight around
- Dragging your heels
- Making mountains out of molehills
- Flying off the handle
- Fishing for compliments
- Tooting your own horn
- Adding fuel to the fire
- Rubbing salt in the wound
- Climbing the social ladder

Try substituting for the above:

- Bending over backwards
- Swallowing your pride
- Turning the other cheek

All are much more productive exercises for life.

BE A LEADER

BEGIN WITH PRAISE AND HONEST APPRECIATION.

CALL ATTENTION TO PEOPLE'S MISTAKES
INDIRECTLY.

TALK ABOUT YOUR OWN MISTAKES BEFORE
CRITICIZING THE OTHER PERSON.

ASK QUESTIONS INSTEAD OF GIVING DIRECT
ORDERS.

LET THE OTHER PERSON SAVE FACE.

PRAISE THE SLIGHTEST IMPROVEMENT AND
PRAISE EVERY IMPROVEMENT.

GIVE THE OTHER PERSON A FINE REPUTATION TO
LIVE UP TO.

USE ENCOURAGEMENT. MAKE THE FAULT SEEM
EASY TO CORRECT.

MAKE THE OTHER PERSON HAPPY ABOUT DOING
THE THING YOU SUGGEST.

A Leader's Prayer

Dear Lord, please help me --

To accept human beings as they are --
not yearn for perfect creatures;

To recognize ability -- and encourage it;

To understand shortcomings -- and make
allowances for them;

To work patiently for improvement --
and not expect too much too quickly;

To appreciate what people do right --
not just criticize what they do wrong;

To be slow to anger and hard to
discourage;

To have the hide of an elephant and
the patience of Job;

In short, Lord, please help me be a
better boss!

ATTITUDE MORE IMPORTANT

COMEDIAN SAM LEVINSON ONCE SAID; "WHEN MY IMMIGRANT FATHER CAME OVER HERE FROM THE OLD COUNTRY, HE FOUND OUT THREE THINGS: THAT THE STREETS WERE NOT PAVED WITH GOLD; THAT MOST OF THE STREETS WERE NOT EVEN PAVED; THAT HE HAD TO HELP PAVE THEM."

PAVING STREETS ISN'T THE MOST EXCITING JOB IN THE WORLD. BUT BUILDING A NATION DEPENDS ON LOTS OF JOBS. SOME MAY BE DULL.

IF YOU CAN'T FIND A JOB YOU LIKE, CONCENTRATE ON WHAT YOU LIKE IN THE JOB YOU HAVE. ATTITUDE IN WORK MAY NOT BE EVERYTHING, BUT IT'S PRETTY IMPORTANT.

YOU CAN HATE EVERY MINUTE OF A "BIG" JOB. OR LOVE EVERY MINUTE OF A "SMALL" ONE. HOW YOU DO YOUR WORK MAY BE A LOT MORE IMPORTANT THAN WHAT YOU DO.

HAVE YOU TRIED TO TALK TO A BUREAUCRAT LATELY?

It's In The Process..... We Forgot About It Until Now.

We'll Look Into It..... Meanwhile, You May Forget It Too.

Program..... A Project Requiring More Than One Telephone Call

Under Consideration..... Never Heard Of It Until Now.

Under Active Consideration..... We're Trying To Locate The Correspondence.

Reliable Source..... The Person You Just Me...

We're Making A Survey..... We Need More Time To Think Up An Answer.

Consultant..... Any Person With A Briefcase, More Than 50 Miles From Home.

LEADERSHIP

CHARACTERISTICS OF SUCCESSFUL LEADERS

One thing we know: The idea that leaders are born, not made, is out of date. All of us can improve.

There are things we can learn that will produce better results.

There are skills of leadership that can be practiced, learned, and measured.

1. The ability to see the other person's point of view.
2. The ability to see yourself as others do.
3. Know your own weaknesses and strengths.
4. A willingness to work (hard).
5. The ability to generate enthusiasm among your subordinates.
6. Willingness to accept responsibility.

LEADERSHIP

TO LAUGH IS TO RISK APPEARING THE FOOL.

TO WEEP IS TO RISK APPEARING SENTIMENTAL.

TO REACH OUT FOR ANOTHER IS TO RISK INVOLVEMENT.

TO EXPOSE FEELINGS IS TO RISK EXPOSING OUR TRUE SELF.

TO PLACE YOUR IDEAS, DREAMS BEFORE THE CROWD, IS TO RISK LOSS.

TO LOVE IS TO RISK NOT BEING LOVED IN RETURN.

TO LIVE IS TO RISK DYING.

TO HOPE IS TO RISK DESPAIR.

TO TRY AT ALL IS TO RISK FAILURE.

BUT TO RISK WE MUST,

FOR THE GREATEST HAZARD IN LIFE IS TO RISK NOTHING.

THE MAN, THE WOMAN, WHO RISKS NOTHING, DOES NOTHING

...HAS NOTHING,

...IS NOTHING.

Rules For Success

1. CAREFULLY EXAMINE EVERY DETAIL
2. BE PROMPT
3. TAKE TIME TO CONSIDER AND THEN DECIDE
4. DARE TO GO FORWARD
5. BEAR YOUR TROUBLE PATIENTLY
6. MAINTAIN YOUR INTEGRITY AS A SACRED THING
7. NEVER TELL LIES
8. NEVER TRY TO APPEAR SOMETHING MORE THAN YOU ARE
9. PAY YOUR DEBTS PROMPTLY
10. EMPLOY YOUR TIME WELL
11. DO NOT RECKON ON CHANCE
12. BE POLITE TO EVERYONE

SUCCESS

TO LAUGH OFTEN AND MUCH.

TO WIN THE RESPECT OF INTELLIGENT PEOPLE AND THE AFFECTION OF CHILDREN.

TO EARN THE APPRECIATION OF HONEST CRITICS AND ENDURE THE BETRAYAL OF FALSE FRIENDS: TO APPRECIATE BEAUTY.

TO FIND THE BEST IN OTHERS.

TO LEAVE THE WORLD A BIT BETTER, WHETHER BY A HEALTHY CHILD, A GARDEN PATCH OR A REDEEMED SOCIAL CONDITION.

TO KNOW EVEN ONE LIFE HAS BREATHED EASIER BECAUSE YOU LIVED.

The following are key traits that are attributed to potential leaders:

INITIATIVE. They're action oriented, doers. They won't wait for others to get the ball rolling. Curious and conscientious, they want to get things done so they can see results.

PROBLEM SOLVING ABILITIES. They anticipate problems before they occur and diligently stay with them until solved. In so doing, they demonstrate creativity and imagination. They're not afraid to experiment with untried methods and approaches.

THOUGHTFUL AND REFLECTIVE MINDS. They tend to meticulously study a situation or problem from many vantage points, rather than jump at the first approach or solution that occurs to them.

FLEXIBILITY. They're not rigid in thinking or action, but ready to shift gears if it means getting a task done properly and efficiently.

A PRACTICAL OUTLOOK. They're not idealistic dreamers, but pragmatic individuals who work toward attainable solutions. Along with a built-in pragmatic core, they also demonstrate a willingness to step out from the crowd in order to introduce new thoughts or concepts.

SELF AWARENESS. They're perfectly willing to look objectively at themselves, their personalities and their work performance, and to take constructive criticism in order to improve.

PERSISTENCE. Leaders are not clockwatchers. They're willing to put in long hours (arriving early and leaving late) in order to get work done properly.

ENTHUSIASM. Leaders act excited about what they are doing and what they achieve. They take pride in supervising projects and making them work.

REDUCE STRESS BY ACCEPTING THE SIX THINGS IN LIFE YOU CAN'T CHANGE

KNOWING THE SIX THINGS IN LIFE THAT ARE BEYOND YOUR CONTROL CAN HELP REDUCE STRESS, SAYS A LEADING PSYCHOLOGIST.

"ONCE YOU ACCEPT THESE REALITIES, LIFE BECOMES MUCH EASIER. INSTEAD OF WASTING ENERGY, YOU CAN ENJOY LIFE FOR WHAT IT IS," SAYS DR. HAROLD GREENWALD, CO-AUTHOR OF THE BOOK, THE HAPPY PERSON, HERE ARE THE SIX REALITIES:

1. GETTING OLDER IS GOING TO HAPPEN. "MANY PEOPLE ACT AS THOUGH GETTING OLDER WERE A CURSE. BUT WRINKLES, VARICOSE VEINS, PAUNCHY STOMACHS AND GRAYING HAIR ARE A FACT OF LIFE. GETTING OLDER IS NOT ONLY GOING TO HAPPEN BUT, CONSIDERING THE ALTERNATIVE, IT'S A PROCESS THAT CAN BE ENJOYED," SAYS DR. GREENWALD.

2. LIFE IS NOT ALWAYS FAIR. "THERE WILL ALWAYS BE INJUSTICE. WHAT CAN YOU DO ABOUT IT? TRY TO CORRECT THINGS. BUT WHEN YOU CAN'T BE REALISTIC. TELL YOURSELF, THAT'S THE WAY IT IS," SUGGESTS DR. GREENWALD.

3. SOME PEOPLE WILL NEVER LIKE YOU. "YOU CAN BE KIND, GOOD-NATURED AND FRIENDLY AND STILL MEET PEOPLE WHO DISLIKE YOU. KNOWING SOME PEOPLE WILL NEVER BE WON OVER, FREES YOU FROM THE UNREALISTIC GOAL OF GETTING EVERYBODY TO LIKE YOU."

4. YOU CAN'T CHANGE PEOPLE. "PEOPLE ARE THE WAY THEY ARE. IF YOU DO CHANGE, IT WILL ONLY BE GRADUALLY OVER A LONG PERIOD OF TIME. ACCEPTING THIS WILL HELP YOU ACCEPT PEOPLE AS THEY ARE - AND THAT'S A GOOD BASIS FOR UNSTRESSED RELATIONSHIPS."

5. LIFE IS A CONSTANT STRUGGLE. "MANY PEOPLE HARBOR THE NOTION THAT ONCE THEY GET THROUGH A MAJOR DIFFICULTY, LIFE WILL BE 'SMOOTH SAILING'. NOT TRUE," SAYS DR. GREENWALD. LIFE IS A SERIES OF PROBLEMS, BUT IF YOU LOOK AT THOSE PROBLEMS AS OPPORTUNITIES TO LEARN AND GROW, THEY WON'T BE NEARLY AS STRESSFUL.

6. THINGS ARE BOUND TO CHANGE. "TRYING TO HOLD ON TO THE 'STATUS QUO' IS PARTICULARLY STRESSFUL THESE DAYS WHEN THE WORLD IS CHANGING MORE RAPIDLY THAN EVER. NOTHING IS FOREVER. ACCEPT THE REALITY THAT THINGS ARE BOUND TO CHANGE."

KEYS TO MOTIVATION

WHEN A SUPERVISOR SAYS, "I WISH I COULD MOTIVATE JOHN," THAT USUALLY MEANS, "I WISH I COULD GET JOHN TO DO HIS JOB BETTER."

HERE ARE SIX KEYS TO DOING EXACTLY THAT.

1. ASK FOR PERFORMANCE. DESCRIBE HOW THE JOB IS BEING DONE NOW, AND HOW YOU WANT IT TO BE DONE. THEN ASK THE EMPLOYEE TO DO IT THAT WAY.
2. USE LOTS OF POSITIVE REINFORCEMENT - AND PERSONALIZE IT. DON'T TAKE ACCEPTABLE WORK FOR GRANTED. THANK PEOPLE FOR IT. AND PRAISE THEM EVERY TIME THEY IMPROVE. REMEMBER, THOUGH, THAT WHILE EVERYONE LIKES TO BE RECOGNIZED, WHAT MOTIVATES ONE MAY LEAVE ANOTHER COLD OR EVEN IRRITATED. SO FIND OUT WHAT WORKS WITH EACH OF YOUR EMPLOYEES AND USE IT.
3. BUILD RELATIONSHIPS. THIS DOESN'T MEAN BE BUDDY-BUDDY WITH YOUR EMPLOYEES. BUT IT DOES MEAN YOU SHOULD TREAT YOUR EMPLOYEES LIKE REAL, LIVE HUMAN BEINGS. THAT'S WHAT THEY ARE, AND THEY WILL RESPOND BEST WHEN YOUR ACTIONS SHOW YOU RESPECT THEIR INDIVIDUALITY AND TRUST THEIR INTENTIONS.

4. UNDERSTAND YOUR EMPLOYEES' POINT OF VIEW. MAKE A HABIT OF LISTENING TO YOUR EMPLOYEES AND ASKING THEIR OPINION BEFORE YOU GIVE DIRECTIONS OR OFFER ADVICE. IF YOU LISTEN FIRST, AND LISTEN WITH AN OPEN MIND, PEOPLE ARE MUCH MORE LIKELY TO COOPERATE WHEN YOU DECIDE SOMETHING HAS TO BE DONE DIFFERENTLY.

5. MODEL WHAT YOU WANT. APPROACH YOUR OWN WORK WITH A SENSE OF URGENCY, USE YOUR TIME EFFICIENTLY, AND MEET THE GOALS YOU SET. SHOW EMPLOYEES, BY YOUR ACTIONS, THAT THE JOB REALLY DOES MATTER, THAT QUALITY IS IMPORTANT, AND THAT DEADLINES ARE REAL.

6. REFUSE TO ACCEPT POOR PERFORMANCE. THOUGH TEXTBOOKS ON MOTIVATION SELDOM ADMIT IT, SUPERVISORS DO HAVE TO TELL EMPLOYEES WHEN THEIR PERFORMANCE IS NOT ACCEPTABLE. SOMETIMES THIS MEANS A REPRIMAND. AT OTHER TIMES YOU CAN HANDLE IT THROUGH COACHING. BUT EITHER WAY YOU'RE DEMONSTRATING THAT STANDARDS MATTER - AND THAT, IN ITSELF, IS MOTIVATIONAL. AS THE OLD SAYING HAS IT, "IT'S BETTER TO AIM FOR 'EXCELLENCE' AND HIT 'GOOD' THAN IT IS TO AIM FOR 'GOOD' AND HIT 'AVERAGE.'"

Just for Today

Just for Today - I will live through the next 12 hours and not try to tackle all life's problems at once.

Just for Today - I will improve my mind. I will learn something useful. I will read something that requires effort, thought and concentration.

Just for Today - I will be agreeable. I will look my best, speak in a well-modulated voice, be courteous and considerate.

Just for Today - I will not find fault with friend, relative or colleague.

Just for Today - I will have a program. I might not follow it exactly but I will have it. I will save myself from two enemies - hurry and indecision.

Just for Today - I will exercise my character in three ways. I will do a good turn and keep it a secret. If anyone finds out, it won't count.

Just for Today - I will do two things I don't want to do, just for the exercise.

Just for Today - I will be unafraid. Especially will I be unafraid to enjoy what is beautiful and believe that as I give to the world, the world will give to me.

WINNER VS. LOSER

THE WINNER -- IS ALWAYS PART OF THE ANSWER;

THE LOSER -- IS ALWAYS PART OF THE PROBLEM;

THE WINNER -- ALWAYS HAS A PROGRAM;

THE LOSER -- ALWAYS HAS AN EXCUSE;

THE WINNER SAYS, "LET ME DO IT FOR YOU;"

THE LOSER SAYS, "THAT'S NOT MY JOB;"

THE WINNER -- SEES AN ANSWER FOR EVERY PROBLEM;

THE LOSER -- SEES A PROBLEM FOR EVERY ANSWER;

THE WINNER -- SEES A GREEN NEAR EVERY SAND TRAP;

THE LOSER -- SEES TWO OR THREE SAND TRAPS NEAR EVERY GREEN;

THE WINNER SAYS, "IT MAY BE DIFFICULT BUT IT'S POSSIBLE;"

THE LOSER SAYS, "IT MAY BE POSSIBLE BUT IT'S TOO DIFFICULT."

COUNT YOUR GARDEN BY THE FLOWERS

NEVER BY THE LEAVES THAT FALL

COUNT YOUR DAYS BY GOLDEN HOURS

DON'T REMEMBER CLOUDS AT ALL

COUNT YOUR NIGHTS BY STARS, NOT SHADOWS

COUNT YOUR YEARS WITH SMILES, NOT TEARS

COUNT YOUR BLESSINGS, NOT YOUR SORROWS

COUNT YOUR AGE BY FRIENDS, NOT YEARS

Restroom trip policy helps productivity

By GARY T. MARX

~~As part of a research project on productivity,~~ 1 recently came across the following innovative policy, just adopted by a major corporation. It might serve as a model for other companies wrestling with this problem.

TO: ALL EMPLOYEES
FROM: EMPLOYEE RELATIONS DEPARTMENT
SUBJECT: RESTROOM TRIP POLICY (RTP)

An internal audit of employee restroom time (ERT) has found that this company significantly exceeds the national ERT standard recommended by the President's Commission on Productivity and Waste. At the same time, some employees complained about being unfairly singled out for ERT monitoring. Technical Division (TD) has developed an accounting and control system that will solve both problems.

Effective 1 April 1987, a Restroom Trip Policy (RTP) is established.

A Restroom Trip Bank (RTB) will be created for each employee. On the first day of each month employees will receive a Restroom Trip Credit

(RTC) of 40. The previous policy of unlimited trips is abolished.

Restroom access will be controlled by a computer-linked voice-print recognition system. Within the next two weeks, each employee must provide two voice prints (one normal, one under stress) to Personnel. To facilitate familiarity with the system, voice-print recognition stations will be operational but not restrictive during the month of April.

Should an employee's RTB balance reach zero, restroom doors will not unlock for his/her voice until the first working day of the following month.

Restroom stalls have been equipped with timed tissue-roll retraction and automatic flushing and door-opening capability. To help employees maximize their time, a simulated voice will announce elapsed ERT up to 3 minutes. A 30-second warning buzzer will then sound. At the end of the 30 seconds the roll of tissue will retract, the toilet will flush and the stall door will open. Employees may choose whether they wish to hear a male or female "voice." A bilingual capability is being developed, but is not yet on-line.

An additional advantage of the system is its

capability for automatic urine analysis (AUA). This permits drug-testing without the demeaning presence of an observer and without risk of human error in switching samples. The restrooms and associated plumbing are the property of the company. Legal Services has advised that there are no privacy rights over voluntarily discarded garbage and other like materials.

Management recognizes that from time to time employees may have a legitimate need to use the restroom. But employees must also recognize that their jobs depend on this company's staying competitive in a global economy. These conflicting interests should be weighed, but certainly not balanced. The company remains strongly committed to finding technical solutions to management problems. We continue to believe that machines are fairer and more reliable than managers. We also believe that our trusted employees will do the right thing when given no other choice.

(Gary T. Marx, a sociology professor at MIT, is engaged in research on the monitoring of work and workers.)

PRESENTATION FOR REMDC MEETING

MAY 18, 1988, COLUMBUS, MISSISSIPPI

"Type Watching in Your Cooperative"
Wayne Johnson, Clark County R.E.M.C.
Sellersburg, Indiana

Good morning.

At the risk of doing an injustice to a very complex and sophisticated behavior model, I want to introduce you to the Myers-Briggs Personality Profile.

There are four basic questions. The answers to which will indicate where in the profile you find yourself.

Please take a piece of paper and write your answer to the following questions.

1. From where do you draw your energy - people and things or ideas and concepts?

If it's people and things, write down "E."
If it's ideas and concepts, write down "I."

2. How do you gather data - by your five senses or by intuition - recognizing relationship - the big picture?

If it's your senses, write "S." If it's your intuition, write "N."

3. Which is more important - the principle or relationship?

Or put another way, are you concerned with fairness or loyalty? If values - such as fairness are more important, write "T." If relationships, such as loyalty, write "F."

4. Is it important to you to complete projects, or are you a person who starts many things and may never complete most of them?

If you need to complete projects, write "J." If you are not bothered about leaving projects incomplete, write "P."

Look at your four letters. Using the Myers-Briggs Profile, we can tell an amazing number of things about you.

NOTE: The scoring of a 167 question instrument is required

to assume an accurate response and the dominance of the particular traits.

There are 16 different combinations.

A majority of military officers, for example, are ISTJ's. They have a dominance of working for an IDEA, using their immediate SENSES, maintaining (certain) VALUES (E.g. FAIRNESS) and get the job done.

Most supervisors are ISTJ and ESTJ. Most CEO's are ENTJ's.

Now there are many factors which go into one's personality and behavior pattern. We can all act or perform in the 16 different patterns. The question is: which is your natural style? And, if you cannot achieve what you want with that behavior pattern, what pattern changes can you make which will allow you to achieve your objective?

An "I" for example, isn't going to become an "E." An "I" can, however, practice being friendly and showing an interest in others. The "I" is often very friendly and interested in others, they just do not naturally show it. The "E" on the other hand is likely to tell all they know and then some. They may be more successful in some jobs if they remember to allow the other person to talk - to receive the information they need in order to help.

Some books: Gifts Differing
(Myers)
Please Understand Me
(Kiersey & Bates)

Tapes: Type Watching Tape Series
(Otto Kroeger Associates)

Our facilitator for using the Myers-Briggs has been Dr. Eugene Hunt from Virginia Commonwealth University, Richmond, Virginia.

We began the process last fall with a six hour session with all staff and supervision - office through line crew foreman (union). The result was phenomenal. Several festering problems were surfaced and a resolution began. We next conducted a four hour session with the Board of Directors. Here as in all sessions, the participants voluntarily reported their own profile and discussed the problems and conflicts which could develop between the different personality types. A lot of "ah-hahs" were heard. "Now, I understand why you say what you do."

We next conducted sessions for all employees by department with the department manager and/or supervisors participating. Again very positive results were achieved.

The enthusiasm for the program was so high, we conducted two three hour evening sessions for spouses and older children of employees and directors. In most cases the employee or director were present in the session.

Since then we have held coaching or consulting sessions with individual departments and individual employees as requested.

What have been the results?

1. Enhanced self worth.

"I'm OK and you're OK."

2. Understanding.

"I now understand what you want."

3. Acceptance.

"We're not the odd balls. Variety is necessary on a winning team."

4. Accommodation - support.

"Humor me and give me what I want and I'll give you what you want."

5. Higher morale.

Everyone is a winner.

6. Higher productivity.

We made one job change in the line department which has pleased everyone.

We use the concepts in a broad sense in hiring. We do not give the formal test. We do describe the attributes necessary for a particular position and then seek to match applicants to those requirements by asking the four questions during employment interviews.

We are continuing to plan update sessions for new employees.

Gene and I are doing a session next week with the Board of Directors of the Chamber of Commerce as a part of a team building exercise. Later this summer they will attempt to build on this base at an overnight retreat discussing the future of our community.

PowerStat Metering
REMDC - Columbus Mississippi - May 18, 1988

Phyllis Barber, Staff Assistant, Linn County REC
Marion, Iowa

PART I

PowerStat metering, the new way to pay your electric bill - we pay for nearly everything we buy before we use it - why not our utility bill?

This was not our idea - buying electricity before you use it - you will remember our program at Myrtle Beach where Joe Sloan from Anoka, Minnesota told us about and showed us his invention?

We came home and discussed the possibilities with our board. They decided we should go ahead with a test program but if we were going to do this we would need to see if we could get any money for the project from outside sources.

To come up with outside resources, our manager, Kim Colberg, wrote papers, made presentations, filled out information for grants and received \$26,500 dollars to help us with our project.

\$15,000 from our G & T
\$ 1,500 from Iowa Food and Energy Council
\$10,000 grant from the Iowa Department of Natural Resources

Others who became involved:

State of Iowa Commerce Department - Utilities Division
Pirro Research
Iowa Association of Electric Cooperatives
Our PowerStat Staff
Our PowerStat Participants
Our Board and other Employees

We ordered 25 units - 24 of which were installed in our members homes and one was built into a display unit. We are continuing on with our project this year with an additional 26 units.

(Part II of our PowerStat presentation addresses how we got the members involved and the results from their participation in paying for their electricity before they use it.)

If you are not familiar with PowerStat metering, it is a metering system whereby you buy your electricity before you use it.

We built one of the complete PowerStat units into a display case that can be easily transported when we want to display the components and show how the system works. It is equipped with a rheostat unit that can regulate load and a very realistic demonstrate is possible.

PowerStat Metering Part 2 cont.

The member purchases any amount of electricity on a magnetic striped card at the utility's office or by mail.

The mag card is created on a card writer which is attached to a personal computer. The computer operator inputs the account number and the amount of the purchase.

The card is issued for one site and is not accepted at other sites. The card can be used only once and thrown away. There is no fear of fraudulent use as the last card created is the only valid card for that account. If a card programmed for one account is used at another account, the display box will not accept it.

The card has excellent instructions for use. You simply slide the mag strips through a slot on the top of a display box that has been installed in a convenient place in your home. This loads the meter for the \$ value of the electricity you purchased.

By pushing a button on the box, the "brains" inside will tell you:

- (1) the amount of \$ you have remaining to use --
 - (2) the \$ amount of electricity you are presently consuming per hour
 - (3) how many \$ worth you used yesterday --
 - (4) how many \$ worth you used last month --
- and (5) the \$ value of the last purchase you made.

The box will also tell you when you are running out of electricity. If the amount remaining is less than a four day supply (as calculated from the amount used yesterday) the display will flash and the box will chirp hourly until you load more electricity into your meter.

We provided each of our members a standby card of \$20.00. This card can be used in emergency - once it is used a regular mag-stripe card of greater value must be loaded into the PowerStat display box. This back up card can be used more than once but the amount used from it will be automatically deducted and the standby card restored to its original value when the Display Box is loaded with your next purchase.

If there is a power outage a built in battery retains all the memory in the display box until the power comes back on.

We purchased our equipment from Consumer Information Control (CIC) systems, now Based in Nashville, TN. They provided good installation instructions as well as support. We have had very few problems and when any arise they are on top of it.

The PowerStat consists of three major components:

The system uses a standard class 200 Watthour meter, modified by the addition of two photo cells mounted immediately below the rotating disc. A painted pattern on the rotating disc initiates two digital pulses per disc revolution. This signals the amount of electricity being used.

Powerstat Metering Part I cont.

Between the meter and the meter socket is a meter socket extension sleeve which contains an automatic switch, a low-voltage power supply and a small printed wiring board to provide some logic necessary to make the system function.

If the member lets the dollars run out to zero, or if there is any tampering, the switch will open and power will be disconnected.

Inside the house is the 4 x 7 display box which is located anywhere that it can be readily seen.

Simple connectors are used to make the conversion to Powerstat. A small 4 wire is the umbilical cord used to connect the meter to the display box.

It is an easy job for any electrician to connect this small wire to the disconnect switch in the meter sleeve and run it to the display box inside the house. Plans are to develop a "cordless" model that uses the house wiring as a "powerline carrier."

The meter outside the house looks little different after it is converted. It simply has a sleeve which makes it protrude a bit farther than it did without the PowerStat capability.

The display box is small and a neutral color. It fits in with most any decor.

We have provided the members who have the units with written instructions and a folder explaining the components of the PowerStat Metering System. They tell the whole story about the system and how to use it.

The use of PowerStat metering is becoming widespread. The latest information we have shows 21 utilities with 912 units in operation. These utilities are scattered throughout the United States.

We hope some of you will become interested and buy units to put on your system. As more units are purchased, the price will naturally go down.

PowerStat Metering
REMDC - Columbus Mississippi - May 18, 1988

Kim Colberg, Manager, Linn County REC
Marion, Iowa

Part II

The information you will hear about was obtained in two pieces:

1. The cooperative data gathering and direct feedback from our 24 participants
2. The Pirro Company information. Pirro is a firm in Des Moines which was hired to obtain pre-test/post test results for the study. Their participation was a result of a recommendation by our regulatory agency. The firm is familiar with a process called content analysis.

In content analysis, an interviewer asks a predetermined list of questions (mainly open ended) and these interviews are recorded. The interviewer is aware they are being recorded and that their identity is confidential - even from the cooperative. The interviews lasted approximately twenty minutes.

Once all the interviews are completed, they are transcribed on a word processor and then is transferred to a main frame computer (in our case to the University of MN). The programmer looks for key words or phrases the participant uses while answering a question - the theory being the more someone repeats a point, the stronger they feel about this point.

What you end up with is a pile of information, which, fortunately, Pirro summarized for us.

To obtain accurate information, we had two groups for the study. Of most interest was the experimental group - or the members who had the PowerStat unit installed in their homes. Selection of this group was based on the following qualifications:

1. Good Pay - our philosophy was and is that we need to get PStat off on the right foot and placing the unit with individuals who had pay problems had potential for bad press
2. The meter had to be placed on the house. Presently, the system must be hard wired for communication between the display box and the meter. While you can run the communication wire from a meter pole to the house, we chose to minimize exposure.
3. To keep the experimental group and control groups as similar as possible and increase the study's validity we chose members from one rate and revenue class - residential, suburban.
4. We chose members from all parts of our system. We didn't want to concentrate the systems in a small area.

PowerStat Metering

I'd like to stress that setting these qualifications and the fact we were looking for members we knew would be interested in the project made the selection one that was not random.

The control group, however, was a random selection. They met all of the qualifications we set for the experimental group except that they did not need to have the meter on the house.

These titles (experimental/control) are to indicate which group is being manipulated and which is not. The families that had the PowerStat meter were being tested for the effect the unit had on consumption and attitudes, while the control group was a constant that is assumed to be a cross-section of all members with the same qualifications.

The experimental group was first interviewed in February 1987 and both the Experimental and Control groups were interviewed in December of 1987. These interviews served as a way to measure any changes judged to be caused by the PowerStat unit.

So what did we find with all this collecting and analyzing?

While Pirro had lots of information in regards to the image of the cooperative to the influence the more specific aspects of PowerStat, our time permits us to discuss only two points -

1. Conservation and the effect of PowerStat
2. Reaction to the system by participants

In terms of conservation, both the experimental and control group felt they had done a great deal to conserve -

1. Were conservation oriented, but want to learn more about conservation
2. Were serious about conservation but there seemed little more that could be done
3. Were concerned that their efforts to conserve might require a change in life-style so left well enough alone
4. Were perfectly happy with things the way they were

Some indicated they would only get concerned about energy conservation in an energy crisis or if the electric energy costs would escalate dramatically.

According to Pirro, the major implication of PowerStat for conservation is the increased sense of control people felt they had over their usage. If the participants wanted to take appropriate measures to conserve, they felt they had the information to do so. They could see their costs resulting from change of kWh use simply by pushing the button on PowerStat.

While the experimental group felt they had more control, they didn't exercise this control. In the data we will review later, this is supported.

There were FEW surprises as to the reactions of the participants toward PowerStat by project end.

Timely mail service was a concern and most had plenty of lead time when they mailed in their payment. Very few stopped in the office to pay and when they did it was to observe their card being written.

There was some reaction to scheduling for installation, upgrades, replacements. The group also gave us time for meetings.

Some didn't like the hole we had to put in their home and

Some didn't find the display box attractive (in fact some found it down right ugly) and some didn't like the blinking lights and the beeping because they were hard to ignore

The reaction to prepayment was not near as negative as we thought it might have been. Most felt they had to pay the bill anyway, so why not pay it in advance. They were obviously aware they could not receive interest on savings accounts when they used a prepayment system. But most also realized that when the cooperative saved money, so did they.

Another comment we heard was that PowerStat didn't let you sit on a bill. Obviously, it would be very hard if you did that with this unit.

During the project we had one member lose power because of not feeding the meter. The family had gone on a vacation and forgotten the meter. Of particular interest with this family is the fact they chose, despite our warnings, to place their display box in a closet. Our locations of the display box were quite varied, but all were encouraged to use a high traffic, highly visible location.

Moving from Pirro information to our data collection, the form we used, when the participant purchased more energy, asked for a record of the information on the display box at the time of purchase. We also requested they provide a meter reading during the project. We log the amount of the purchase for data entry later. The most valuable information, however, was from the comment section of the form. Participant comments and phone calls provided our cooperative and PowerStat with information which lead to changes in software on a couple occasions and also a hardware change.

We were curious about the number of purchases and the amounts of the purchases while on PowerStat. As would be expected, depending on the family's budget and their spending habits, we saw a large range of purchases. High 21, low 4, Avg. 9-13

This was for a six month period of time from March until December.

PowerStat Metering

We saw or heard from two families about every two weeks, while one family made a purchase request once every three months. The average was slightly less than once a month.

How many dollars remained in the display box when a purchase request from the participant was made? One family, a higher user, didn't take any chances and bought with about \$90 remaining. Another family with smaller use waited until the display box showed approximately \$12 left. The group averaged about \$30 remaining before they purchased.

We had a total of 248 transactions with PowerStat.

To look at changes in kWh usage from 86-87 we broke the usage down to kWh/day. One family in the experimental group actually increased their usage 64%, with the largest decrease being 23%. The group as a whole saw a 2.5% decrease in kWh use.

Compared to the control group, however, the experimental group actually showed a larger decrease in use.

A \$20.00 back up card was given as a security blanket to our participants when they first started the program. Over all, the group used the card 42 times with one family using it 12 times, others not using it at all.

In our situation, unless the back up card was used on the very last purchase of the project, the cooperative didn't lose the twenty dollars. A number of the participants understood this and used the card in December and this probably elevated the figure for back up card use.

Out of curiosity we looked at the degree days for the years we were examining to see if weather could have been a cause for the decrease in usage from 86-87. This doesn't help explain the drop in usage, in fact, it would tend to indicate an increase in use.

As to dollars, it looks like the budget got way out of whack. This can be attributed to three factors:

1. Equipment was purchased for back up purposes.
2. Contractor costs were higher as a result of last minute changes to our plans for transcription of the December interviews. Our key Utilities Division staff member at that time left and we had to hire Pirro to get the transcription completed.

3. Meeting/Per Diem Costs - when the original budget was submitted, we had not included any costs to this area as we had anticipated to provide incentive to our participants by a reduction in the consumer charge. We ran into a snag with the Iowa Utility Board on this proposal, so elected to pay a \$25 per diem/family/meeting instead.

Our cost per meter looks high but our back up equipment plus our demonstrator are included in the costs. The unit cost is as advertised, approximately \$400. As with a lot of other products, the more of the units that are made, the cheaper the per unit cost will be.

Powerstat has definite potential, but it does have a few bugs and changes that will need to be addressed. Our participation in the project has shown us:

1. The participants feel PowerStat gives them control over usage. It allows members the ability to conserve energy, but it will depend on each individual/family on whether measures are taken to reduce consumption. This is a major departure from our existing system. Immediate feedback vs. feedback that is provided a week or even 45 days after the fact.

2. There is a need for more research and exposure. PowerStat is just a baby. More information and more ideas are needed before the unit offers a viable means for the utility industry to collect dollars before use. We will be adding another 26 participants this year. We hope you, too would give some thought to research in this area.

BACKUP SUPPLY

due will be resolved using the mechanical meter readings. Certain malfunctions will be indicated by a small blinking spot beside the display number. Call the REC if you suspect a malfunction.

MOVING AWAY

If you are moving away, there is no need to make any report or final settlement to your REC. The unused electricity in the PowerStat will maintain electric service at the location and be available for use by the next tenant. If there is a significant amount remaining for which you would like to be reimbursed, you may do one of two things:

1. Sell the remaining electricity to the next occupant (or landlord) for an amount agreeable to both of you.
2. Sell the unused electricity back to your REC. In this case, a serviceman will come to read the remaining amount and set the display box back to zero. You will be mailed a check for the remaining amount, LESS the cost of the service trip. (Note: this procedure cuts off electric service to the location until the next occupant purchases a magnetic-stripe card and loads the PowerStat display box.)

A backup supply card may be purchased and kept on hand for use in an emergency. The standard value of this card is \$20.00, although larger amounts may be purchased. Once the backup card is used, a regular magnetic-stripe card of greater value than the backup card must be loaded into the PowerStat display box. This extra backup supply card may be kept and used more than once, but it CANNOT BE USED TWICE IN A ROW.

You will want to load your display box with a new regular purchase before your backup supply is exhausted. When you load your new purchase in the display box the "amount remaining" will display an amount equal to the new purchase plus the unused portion of your backup card, minus the amount of your original backup card. The backup card is now restored and ready for use again when needed.

CAUTION

Any attempt to tamper with the PowerStat display box, the disconnect switch, or the cable which connects them will result in a power failure.

LINN COUNTY RURAL
ELECTRIC COOPERATIVE
999-35th Street - Box 69
Marion, Iowa 52302
377-1587 or 1-800-332-5420

MEMBER-CONSUMER POWERSTAT METERING SYSTEM

Instructions to Consumers

Electric service at this location is provided by Linn County REC through the POWERSTAT metering system. You will not receive electric bills for the electricity you use.

To Buy Electricity

In order to maintain electric service here you will need to make periodic purchases from Linn County REC. You may buy any amount of electricity at any time you desire, either by mail, or in person at the REC office. Upon receipt of your payment, Linn County REC will provide you with a coded magnetic-stripe card to load your purchase into the meter. A spare, or backup card can also be purchased for emergency use.

Cards will work only in the PowerStat display box for which they are issued. You must specify the account number of your PowerStat display box when making a purchase.

To Load Powerstat

1. Hold the card so that the side with the ARROW faces you.
2. Move the card quickly through the slot in the top of the display box in the direction of the ARROW. A tone should sound and the numbers in the display should change to show the dollar amount of your

purchase. If this does not happen, pass the card through the slot again. If repeated attempts fail, call Linn County REC at 377-1587 or 1-800-332-5420 for further instructions.

3. If you wish to see the new "Amount Remaining," press the Select Display button one time.

To Read Displays

The PowerStat display box will normally show the number "1," followed by the dollar value of the remaining amount of electricity which you have available. Each time you press the Select Display Button, the display will change to show the next value, in the order listed on the display box. If any display other than number "1" is left on, it will automatically revert back to "1" after a maximum of 15 minutes.

1. Amount Remaining - This number will decrease as electricity is used. An additional small decrease is made once a day for the "fixed charge," which continues as part of your electric service cost.
2. Present Use - This is the rate at which electricity is presently being used, shown in dollars per hour. This value should change each time an appliance is turned ON or OFF by you or by a thermostat. You should allow a few seconds (for very light loads, as much as

a minute or two for this reading to stabilize following each "turn on" or turn off" of any appliance.

3. Used Yesterday - Once each day (not necessarily at midnight), the meter will calculate the amount of electricity used during the previous 24-hour period and update this display.
4. Used Last Month - Once each month (not necessarily the first day of the month), the meter will calculate the amount of electricity used during the previous 30 days and update the display.
5. Last Purchase - This is the dollar value of the last purchase loaded into the PowerStat.

Error Message

There are five error messages which may appear in the display when attempting to use a card. The messages and their meanings are as follows:

- E---1 Overrun error; card too fast.
 - E---2 Parity error; card too slow, tilted, wrong way or incomplete pass.
 - E---3 LRC error; a bit of information was dropped.
 - E---4 The PowerStat has not been initialized.
 - E---5 Password error; card does not have proper password.
- Low Supply

If the supply of electricity begins to get low, the PowerStat will warn you with an hourly "chirp" and a continuously flashing display. These

warnings occur when the "Amount Remaining" is less than a four day supply, as calculated from the amount "Used Yesterday." The flashing display and hourly "chirp" will continue until:

1. Additional electricity is purchased, or backup card used.

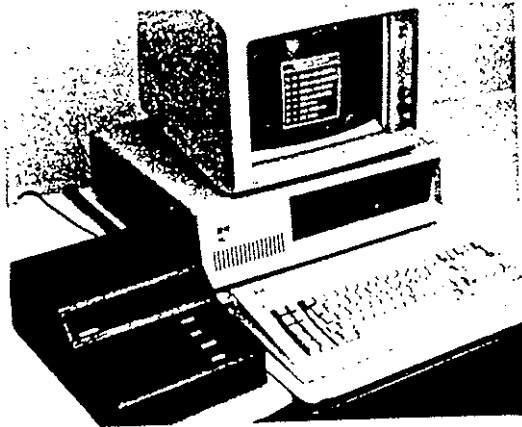
2. The daily use of electricity is reduced to a consumption level that calculates more than a 4-day supply of electricity remains.
3. All purchased supply is used up and the lights go off.

Lights Out

If the supply of electricity is allowed to run to zero, the electric service will automatically be cut off until you purchase additional energy and load it into the PowerStat. Any time your lights go off, check the display box before you call the REC.

1. If the display shows ".00"
 - You have "run out" of electricity. You need to buy more from the REC as soon as the office is open.
 2. If the display is dark
 - There has been a power failure some where outside your house. You should call and report this to the REC (Phone on back cover).
- Malfunctions
- If the PowerStat electronics become disabled, the mechanical meter will continue to register electrical usage accurately, and any questions about the electricity used or payments

MAJOR COMPONENTS OF THE
POWERSTAT METERING SYSTEM



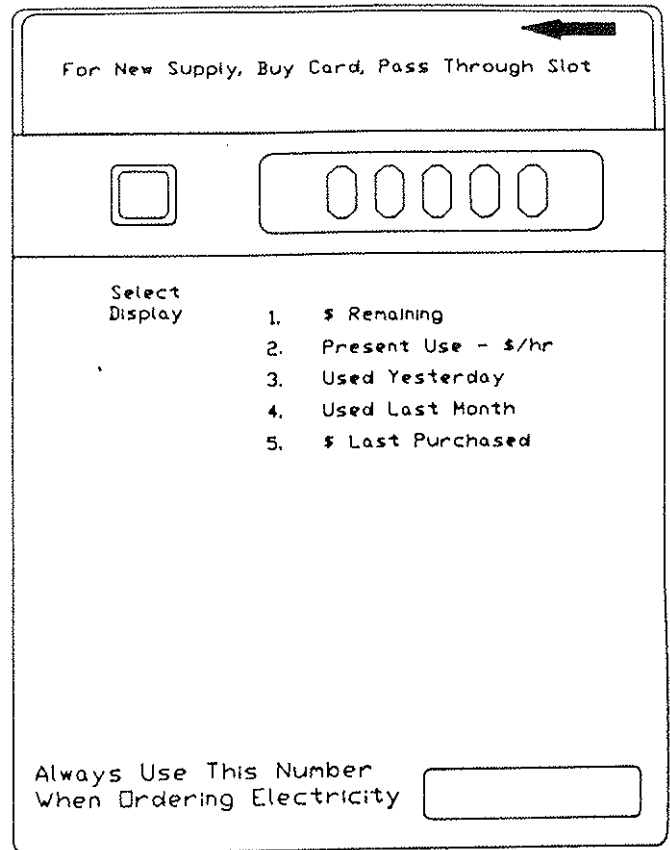
The Card Writer

A Mag-Tek MT-80 card writer is used to write data to the mag-stripe cards. The writer is connected to an IBM PC. The power sales transaction is recorded on a diskette by entering the account number and the amount of purchase on the PC keyboard.

The Member-Consumer's sales transactions and rate data are processed by this equipment.

LINN COUNTY RURAL
ELECTRIC COOPERATIVE
999 - 35th Street
P.O. Box 69
Marion, Iowa 52302

Phone 377-1587
In Iowa Wats 1-800-332-5420

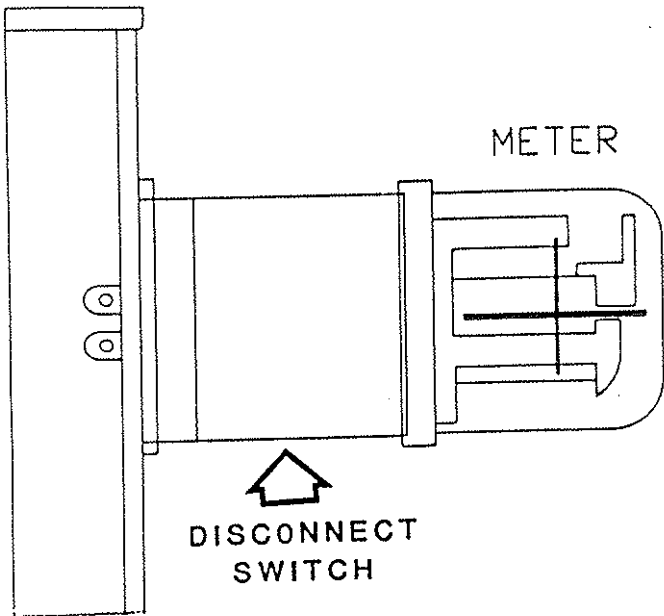


DISPLAY BOX

This 4" x 7" display box is mounted on a wall inside the house at any location designated by the consumer. The top contains a slot through which the mag-stripe cards are passed. A push-button is located to the left of a 7-digit display, which uses 0.3" red LED numbers. Each time the button is pressed, the information changes, cycling from display 1 through 5, and back to 1. All the information displayed is in dollars and cents.

The front panel has the operating instructions and consumer's account number.

METER SOCKET



A 6" sleeve is installed between the meter and the meter socket. It contains a switch which is suitable for service entrances up to 200 amps. If the electric supply drops to zero, or if the electronic circuitry is tampered with, the switch will open. The switch is not affected and remains closed during a power failure.

A standard meter is modified with a pattern of black stripes on the bottom of the rotating disc. A photo-electric sensor is mounted below the disc. Small cables are used to connect the sleeve to the photo sensor and to the display box inside the house.

In the event of a failure or a fraudulent compromise of the electronic operation, the reading shown on the mechanical register of the meter can be compared to sales records to resolve any questions over the amount of electricity paid for and used.

DIRECTIONS

1. Hold card with this side facing you.
2. Slide stripe through slot on top of display box in direction of arrow.
3. Tone should sound and display show the amount of purchase. If not, try again.
4. After used, card may be thrown away.

MAG STRIPE CARD

A 10-mil plastic-coated paper card similar to a credit card is issued by Linn County REC each time a purchase of electricity is made. The magstripe on the card contains coded information relating to the amount of the purchase, the rate structure being used, the present rate levels, and the password. The low-cost card is intended to be discarded after it is used since the password changes following each transaction. Instructions for use are on the face of the card, and the Linn County REC name and phone number will be printed on the back.

If a card is lost or damaged, a duplicate can be issued without any concern about fraudulent use, because it will be identical to the original card. If either card is passed through the card-reader slot, the password will change and the display will then not accept the other card.

If the card with an invalid password is used, the display will show "E---5." If the data is not properly read because of a damaged card or improper use, the display will show "E---2." Pressing the button following an error message will restore display #1.

UPDATE ON CFC PROGRAMS AND ACTIVITIES

Gerald V. Beer
Director Loan Development, CFC

Expressed appreciation for being invited to attend meeting. Stated Governor Gill concerned about where we are headed in the future and what this group thinking about and what they are doing.

Brief updates in the following areas:

- o Integrity Fund - there is \$544,000 in this fund at the present time.
- o CFC plans to put a lobbyist on the staff at NRECA. Will be hired some time after June 1. This person will be located at the NRECA headquarters but will take direction from CFC.
- o Interest rates will be discussed at upcoming CFC Board meeting. Interest rate will probably go from 8 3/4% to 9%.
- o Preliminary Category Borrowers Note:
25 Category I borrowers (TIER less than 1 1/2% (average of the two highest of the last three years).
46 Category II borrowers (TIER last two years less than 1 1/2%).
31 Category III borrowers (TIER less than 1 1/2% in 1987).
- o Reasons for low TIER:
 - excess cash
 - depressed oil economy
 - high wholesale power cost
 - regulatory problems
 - managements and Board's failure to reduce expenses
 - lack of effort or capital to attract/expand new businesses
 - loss of irrigation loads
- o Some cooperatives are in trouble but raising rates is not the answer.
- o Discussed new program on equipment financing. This plan will provide on an unsecured basis up to \$500,000. Very simple. One form to complete following initial application. Liens on property is co-ops business. Co-op billed for interest on quarterly basis of 7 7/8%. Program is supplemental to ERC program. It is helpful to co-ops and an advantage to CFC to break up loan periods within seven years.
- o NRTC has 9-10,000 on line. Need 50,000 to succeed. Members not taking advantage of program yet - appears directors and employees only ones using. NRTC plans to hire Southern Engineering to develop performance standards for programming, etc. Local systems would like to use local vendors for purchase and installation of satellite dishes. Chuck Gill is on Board of NRTC and is working closely with Bob Phillips.

Term Sheet
For
Economic and Business Development Long-Term
Loan Program

AVAILABILITY - Available to Associate Members of CFC.

PURPOSE - To provide supplemental financing for physical assets in connection with economic and business development projects located within the system's service area designed to increase the sale of electric energy and to improve the economic well-being of the area.

LOAN AMOUNT - As required, providing at least 30 percent of the total project cost includes equity from sources other than CFC including grants from Federal, State or Regional sources and that local or regional bank(s) are participants as hereinafter described.

CFC EQUITY REQUIREMENT - 10 percent of loan amount. This equity requirement is in connection with the CFC loan and is not a part of the project requirement.

PURCHASE OF EQUITY - The 10 percent Loan Capital Term Certificate (LCTC) will be purchased with each long-term loan advance as a part of the advance in an amount equal to 10 percent of each advance of fund amount. Such LCTC's are non-interest bearing and will mature at the time the loan with which they are associated is fully amortized.

SECURITY OF ASSOCIATE MEMBER - A first mortgage on the project assets. The mortgage may be shared, if required. The first mortgage debt of the project cannot, however, exceed 70 percent of the total project cost. In addition, the CFC loan amount must be guaranteed by the sponsoring Class A or B CFC member to the extent permitted by the sponsoring members financing arrangements.

AMORTIZATION - Level debt service or level principal plus interest beginning with the first full billing cycle following the first advance of funds. Interest only payments for up to 24 months on a case by case basis depending upon project viability.

PREPAYMENTS/RECISSIONS - Subject to a fee.

INTEREST RATES - Associate Member variable rate or a fixed rate based on matched funding costs as available.

PATRONAGE CAPITAL - Allocated on an annual basis and retired on CFC's announced rotation cycle. Any patronage capital retired will first be applied toward any loan balance outstanding.

GENERAL CONSIDERATIONS OF LOAN APPROVAL - This loan program is intended only to provide a portion of the funds. The nature of this type of financing mandates that CFC must be satisfied that:

1. The project is a community wide or area integrated project. There must be evidence of cooperation and support of appropriate bodies politic (e.g. city council, zoning board, planning commission, taxing authorities, etc.) and local financial institutions(s).
2. A project study must be submitted including net cumulative cash flow projections for the term of the loan. The study must indicate financial feasibility based on clearly defined assumptions satisfactory to CFC.
3. Loan approval and advance of funds will be dependent in part upon the credit quality of the other participants. Commitments of all project participants must be in place.
4. A local or regional bank(s) would normally be expected to lend an amount representing a fair proportion of the total debt. The rationale for such a condition is based on the premise that any project a local or area lender refuses to participate in for the benefit of the community or area it serves cannot be supported by an absentee lender such as CFC.

March 1988

MINUTES
1988 RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL MEETING

The Rural Electric Management Development Council held its annual conference at the Holiday Inn, Columbus, Mississippi on May 16-19, 1988. Council chairman Harold Smith opened the meeting at 1:30 P.M. and extended a welcome to those in attendance. Paul Weatherby gave the invocation.

Mr. Smith stated this was the 33rd meeting of this group and the first meeting at which the Large Systems group had been invited to attend the meeting. He shared with the group regrets from Walt Smith, Manager at Southern Maryland; Gary Hobson, Central Area Data Processing; and Bud Stacy, Oglethorpe Power.

Christine Beane was officially named secretary to the Council.

Each person present introduced him/herself. (See registration sheet.)

Mr. Smith said there was a good cross-section of people in attendance. He said Council is made up of managers who are on the cutting edge of management and felt it was good this group was willing to share the good and the bad in their experiences. With everyone's busy schedule, he said, "we do not have time to re-invent the wheel, but we can change a few spokes." Mr. Smith expressed appreciation to 4-County Electric Power Association for hosting the meeting and making necessary arrangements for facilities, etc.

Marlynn Cox with 4-County was recognized. She welcomed the group to Columbus and reviewed the planned activities for the week. A free barbecue will be hosted by 4-County at their pavilion on Monday evening. On Wednesday afternoon, those interested in golf will tee off at 1:00 P.M. A tour of the antebellum homes was planned for those interested in this activity. On Wednesday evening, a paddle boat cruise down the Tennessee-Tombigbee Waterway with a buffet dinner is planned. Ms. Cox also told the group about several area restaurants.

Chairman Smith then recognized Craig DeBower, chairman of the Program Committee. Mr. DeBower introduced his committee and then gave an overview of the program for the week.

On Thursday, May 19, 1988 Chairman Harold Smith convened the membership for the annual business session of the Council.

Chairman Smith thanked 4-County for arranging the barbecue, the golf outing, tour of antebellum homes and the dinner cruise on the paddle boat. He gave a brief report on the golf outing and presented prizes to the following: Fred Kane, low gross; Paul Bienvenue, low net; Joe Satterfield, for losing the most golf balls; and finally, a prize to Allen Ritchie's wife for "putting up with the men."

Former chairman of the Council, Barbara Deverick, was unable to attend the meeting this year. Chairman Smith stated that he had known Mrs. Deverick (Blue Ridge EMC) over 25 years and that she had been an integral part of the Council for many years, serving as chairman 1985-1987, as well as the rural electric program. He referred to her as "Mrs. REA" and said she is owed a tremendous debt for her contributions over many years.

A plaque had been prepared for Mrs. Deverick and Ron Knouse from Blue Ridge EMC accepted in her behalf. The plaque was inscribed as follows:
"Presented to Barbara Deverick in appreciation of the loyal and dedicated service to the Rural Electric Management Development Council since its inception and in particular for leadership as its president from 1985 to 1987."

Chairman Smith thanked Craig DeBower and the Program Committee for the excellent programs enjoyed throughout the week. He said they were very enlightening and timely. He also thanked Wayne Johnson and the Research Committee for their presentation on Tuesday dealing with area development.

Allen Ritchie, treasurer, was recognized for a report. The report covered the period of May 12, 1987 to May 12, 1988 and indicated reserve funds of \$32,216.45. To date, 28 systems had paid their current dues. With a motion by Paul Bienvenue and a second by Paul Weatherby, the treasurer's report was approved.

Layton Wheeler, member of the Membership Committee, was recognized for a report. He reported two new applications were received for membership:

- o Butler County REC, Allison, Iowa (Robert Bauman, Manager)
- o Johnson County Electric Cooperative, Cleburne, Texas (Gene Joslin, Manager).

Mr. Wheeler stated requests for re-certification had been received from the following:

- o Adams Electric Cooperative, Inc.
- o Blue Ridge Electric Membership Corporation
- o Cass County Electric Cooperative
- o Clarke County REMC
- o Maquoketa Valley Rural Electric Cooperative
- o Morgan County Rural EMC
- o Northeastern REMC
- o Pioneer Rural Electric Cooperative, Inc.
- o Sioux Valley Empire Electric Assoc., Inc.
- o Yampa Valley Electric Association, Inc.

Three other cooperatives were extended invitations for re-certification but they did not reply (Four County EMC, Northern Electric Cooperative, and Union REA, Inc.).

There was a motion and a second to approve requests for membership for Butler County REC and Johnson County EC and re-certification requests for the ten listed above. Motion carried. Appropriate certificates will be mailed to these cooperatives.

Mike Gustafson, member of the Nominating Committee, was recognized for a report. He stated no officers' terms expired in 1988. On behalf of the Nominating Committee, the following nominations were made (nominees are underlined):

<u>Officers</u>	Chairman - Harold Smith	Term expires 1990
	Vice Chairman - Wayne Johnson	Term expires 1990
	Treasurer - Allen Ritchie	Term expires 1989
	Secretary - Christine Beane	Appointed annually

Program Committee

Chairman - Craig DeBower	Term expires 1989
<u>Don Kessler</u>	Term expires 1991
<u>Paul Bienvenue</u>	Term expires 1989
Gary Hobson	Term expires 1989
Kim Colberg	Term expires 1990

Nominating Committee

Chairman - W. R. Fleming	Term expires 1989
Derl Hinson	Term expires 1989
<u>Ron Knouse</u>	Term expires 1991
Mike Gustafson	Term expires 1990

Membership Committee

Chairman - Layton Wheeler	Term expires 1990
<u>Jean Stansell</u>	Term expires 1991
<u>Ev Bristol</u>	Term expires 1991
<u>Joe Cade</u>	Term expires 1989
(unexpired term of David Schornack)	

Management Research Committee

Chairman - Wayne Johnson	Term expires 1989
<u>Paul Weatherby</u>	Term expires 1991
<u>Doyle Hines</u>	Term expires 1991
<u>Jim Kiley</u>	Term expires 1990
Joe Satterfield	Term expires 1990

There being no further nominations, the slate of candidates was approved as presented.

Chairman Smith recognized Wayne Johnson, chairman of the Research Committee, for a report and to discuss a project for next year. Mr. Johnson said this committee is moving toward accomplishing the goals of REMDC. They would like to continue to monitor and make recommendations for needs for continuing education and support for training in each cooperative in the area of economic development. There is a need for additional work in the areas that REMDC is already covering:

- o System service comparability (non-competitiveness in distribution cost, service integrity, scope of services, alternatives, reliability, etc.)
- o Discussion of problems involving mergers and consolidations, friendly takeovers, vertical integration, maintaining choices in rates and services, monitoring cost and impact of changes, load research data.

Mr. Johnson said the committee would be meeting to brainstorm on ways to develop research in these areas. He said the committee was open to ideas. There was discussion that system service comparability may be the best area to pursue for next year's program.

Addressing the overall issue, Ron Knouse said it would be good to cover areas of management during changing structures/cultures in cooperatives and the symptoms that occur from these - how to properly manage during these times, how to maintain employees' sanity, etc. The speed of these changes has accelerated in recent years and employees are finding these hard to deal with.

Paul Weatherby stated he would like to see a program dealing with mergers, system integrity, etc. These areas are causing a real shake-up across the country. The REMDC group needs to bring these areas to the forefront and address how we deal with these situations. He said this group is not afraid to tackle tough problems - this is part of what has kept the REMDC on the "cutting edge."

Mr. Johnson said he and the Research Committee would take this discussion under consideration as they begin planning for next year.

There was discussion about the Large System Users Group invited this year. Only four systems were represented. Some may have felt it was too difficult to get to Columbus. Also, several of the Large System managers had just returned from the Legislative Conference in Washington.

Discussion followed concerning the location of the 1989 Council meeting. An invitation was issued from Mike Gustafson, Cass County Electric Co-op, Inc., Kindred, North Dakota. His cooperative would like to host the meeting in Fargo, North Dakota. He said 1989 is North Dakota's centennial year and a lot of activities are being planned throughout the state. Tourism in the state is very interesting. The group last met in Fargo in 1973 and a lot of changes have taken place during that time. There is a new Radisson Hotel, large shopping centers, legalized gambling, etc.

An invitation was also issued from Wells Rural Electric Cooperative to host the meeting in Lake Tahoe, Nevada. This is the second year they have extended an invitation. San Antonio, Texas was also mentioned as a possible meeting site.

Following discussion, there was a motion by Paul Weatherby that the Council hold the 1989 meeting in Fargo, North Dakota, 1990 in Lake Tahoe, Nevada, and 1991 in San Antonio. There was a second by Paul Bienvenue and the motion carried.

The specific meeting date was discussed and the group agreed the third week in May was good but felt perhaps the meeting format should be changed. It was pointed out with the business portion of the meeting being scheduled last, attendance is usually less than 50%. Ron Knouse stated perhaps Thursday should be designated as a travel day and since the majority of the people arrive for the meeting on Sunday, suggested beginning the meeting Monday morning and adjourning late Wednesday afternoon. (Thursday could be a travel day.) It was suggested a reception be held on Sunday evening as a welcome to the group and perhaps hold the business session Tuesday afternoon. The Program Committee will keep these suggestions in mind as they plan the program for 1989 with the meeting date to be May 14-17, 1989.

Chairman Smith thanked Christine Beane for serving as secretary to the group and stated that Blue Ridge EMC has prepared the proceedings of the Council for the past 21 years. Christine Beane will continue to serve as secretary during Mr. Smith's chairmanship and following that time the secretary will rotate with the chairmanship.

There was discussion concerning the importance of someone taking the initiative to see that committees meet, that necessary actions are handled in a timely manner, and that follow-up is done in late November to remind Council members to calendar the meeting, etc. (In the past Barbara Deverick and Jim Kiley assumed this responsibility.) It was suggested that an ad hoc committee be composed of committee chairmen to bring a recommendation to the

Council next year on how to improve procedures. Wayne Johnson said perhaps a system could be compensated to provide a person to assume this responsibility.

George Weaver asked how the group felt about inviting directors to attend and become active in this group. The general feeling was this would not be effective as this group needs to stick to management efforts. The attendance of directors may dilute this process.

Mr. Weaver said he felt needs of directors were not being met through the director institutes and programs. In Iowa, Board presidents have a President's Group which has been very effective for them as directors. Directors from other states could perhaps form such a group. NRECA should be able to address this need.

Gerald Beer with CFC stated NRECA and CFC are planning a series of meetings which may help address the problems mentioned. There will be from three to six seminars around the country, pulling in cooperative leaders, managers and directors. Topics to be discussed cover mergers and consolidations, need for diversification, and economic development. He reminded the group that NRECA's programs must be self-supporting.

There being no further business, Chairman Smith declared the meeting adjourned.



Christine Beane, Secretary

TREASURER'S REPORT

THE RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL

OPERATING STATEMENT

May 12, 1987 to May 12, 1988

INCOME:

1987 Dues (Schedule A) - 0	\$.00
1988 Dues (Schedule B) - 28	8,400.00
Interest from Investments	1,094.50
TOTAL INCOME	<u>\$ 9,494.50</u>

EXPENSES:

<u>Council</u>	
1987 Meeting	
Coffee & Room - Sheraton-West Port	\$ 1,394.35
Presentations	
1. Dr. Andrew I. Weiner, Inc.	\$2,125.44
2. Charles Weaver	1,269.69
3. Central Area D.P. Golf Fees	210.00
Reimbursement from Players	<u>-210.00</u>
Total	3,395.13
Blue Ridge EMC - 1987 REMDC Proceedings	533.62
Total 1987 Meeting	<u>5,323.10</u>
1988 Meeting	
1. S.E. Iowa - Speaker's Airfare	\$978.00
2. Flint EMC - Plaque for Past Chairman	<u>88.40</u>
Total 1988 Meeting	<u>1,066.40</u>
	<u>\$ 6,389.50</u>
<u>Research Committee</u>	
Clark Co. - Committee Meeting Expense	<u>276.50</u>
TOTAL EXPENSES	\$ 6,666.00

NET INCOME:

\$ 2,828.50
* * * * *

THE RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL

SCHEDULE A

1987 Dues Paid After May 12, 1987 \$.00
None

SCHEDULE B

<u>1988 Dues Paid as of May 12, 1988</u>		
Adams EC	5/10/88	\$ 300.00
Blue Ridge EC	5/02/88	300.00
Blue Ridge Mountain EMC	5/02/88	300.00
Brunswick EMC	5/10/88	300.00
Cass County EC	5/02/88	300.00
Central Area DP	5/02/88	300.00
Central Georgia EMC	5/02/88	300.00
Clark County REMC	5/02/88	300.00
Cobb EMC	5/02/88	300.00
Davidson EMC	--	--
Delaware EC	5/02/88	300.00
Flint EMC	5/02/88	300.00
Four County EMC-NC	--	--
Four County EPA-MS	5/02/88	300.00
Guadalupe Valley EC	5/02/88	300.00
Hancock-Wood EC	5/02/88	300.00
Lee County EC	5/02/88	300.00
Linn County	5/02/88	300.00
Lumbee River EMC	5/02/88	300.00
Maquoketa Valley REC	5/02/88	300.00
Morgan County (IN) REMC	5/02/88	300.00
Northeastern REMC	--	--
Northern EC	5/02/88	300.00
Pioneer REC	5/02/88	300.00
Randolph EMC	--	--
Shenandoah Valley EC	5/10/88	300.00
Sioux Valley Empire EA	5/02/88	300.00
Southeast Iowa EA	5/02/88	300.00
Southside EC	5/02/88	300.00
Union REA, Inc.	5/02/88	300.00
Verendrye EC	--	--
Walton EMC	--	--
Wells EMC	5/02/88	300.00
Yampa Valley EA	5/02/88	300.00
Total		<u>\$8,400.00</u>
Grand Total (28)		\$8,400.00 * * * * *

THE RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL

BALANCE SHEET

May 12, 1988


	5/12/88	5/12/87
<u>ASSETS</u>		
Current		
Cash in Checking Account	\$ 9,837.28	\$ 9,003.28
Investments - Savings Account	<u>22,379.17</u>	<u>20,384.67</u>
Total	\$32,216.45	\$29,387.95

MEMBERS' EQUITY

Retained Earnings	\$29,387.95	\$27,303.48
Net Gain (Loss)	<u>2,828.50</u>	<u>2,084.47</u>
	\$32,216.45	\$29,387.95

* * * * *

Respectfully submitted,


Allen R. Ritchie
Treasurer

SCHEDULE OF REMDC MEETING DATES AND LOCATIONS

<u>Meeting</u>	<u>Date</u>	<u>Location</u>
1st	May 22-23, 1958 (8 people present - Clyde Ellis participated)	Hotel Pickwick, Kansas City, MO
2nd	October 13, 1958	Hotel Pickwick, Kansas City, MO
3rd	March 9-10, 1959	Hotel Pickwick, Kansas City, MO
4th	October 1-2, 1959	Hotel Pickwick, Kansas City, MO
5th	May 19-21, 1960	Hotel Pickwick, Kansas City, MO
6th	May 24-26, 1961	Town House, Kansas City, KS
7th	May 1962	Kansas City, KS
8th	May 15-17, 1963	Town House, Kansas City, KS
9th	May 6-8, 1964	Town House, Kansas City, KS
10th	May 1965	Chicago, IL
11th	May 9-11, 1966	St. Louis, MO
12th	May 9-11, 1967	Fountainbleau Lodge, New Orleans, LA
13th	May 7-9, 1968	Peabody Hotel, Memphis, TN
14th	May 6-8, 1969	Antler Plaza, Colorado Springs, CO
15th	May 12-14, 1970	Bucanneer Lodge, Jekyll Island, GA
16th	May 12-15, 1971	Holiday Inn, Kimberling City, MO
17th	May 9-11, 1972	Radisson, Denver, CO
18th	May 8-10, 1973	Holiday Inn, Fargo, ND
19th	May 7-9, 1974	Landmark Inn, Myrtle Beach, SC
20th	May 20-22, 1975	Ramada Inn, Sioux Falls, SD
21st	May 11-13, 1976	Velda Rose Hotel, Hot Springs, AR
22nd	May 10-12, 1977	Sheraton Airport Hotel, Denver, CO
23rd	May 22-26, 1978	Crown City, Kansas City, MO
24th	May 21-25, 1979	Quality Inn, Hilton Head, SC
25th	May 19-22, 1980	Marriott (Bloomington), Minneapolis, MN
26th	May 18-22, 1981	Hilton, Myrtle Beach, SC
27th	May 24-27, 1982	Hyatt Regency, Nashville, TN
28th	May 23-26, 1983	Harley Hotel (Earth City), St. Louis, MO
29th	May 20-24, 1984	Waverly Hotel (Smyrna), Atlanta, GA
30th	May 20-23, 1985	Marriott Inn, Clarksville, IN
31st	May 19-22, 1986	Sheraton Inn, Myrtle Beach, SC
32nd	May 18-21, 1987	Sheraton West Port Inn, St. Louis, MO
33rd	May 16-19, 1988	Holiday Inn, Columbus, MS

Note: Two meetings each were held in the years 1958 and 1959.

RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL

Attendance Record

Cooperative	Year									
	'84	'85	'86	'87	'88	'89	'90	'91	'92	'93
Adams Electric Cooperative	X	X	X	X	X					
Blue Ridge EMC	X	X	X	X	X					
Blue Ridge Mtn. EMC (GA)	-	-	*	0	X					
Brunswick EMC	-	-	*	-	0					
Butler County REC (new member)					*					
Cass County Electric Co-op	X	X	X	X	X					
Central Area Data Processing	-	*	X	X	0					
Central Georgia EMC	-	-	*	X	X					
Clark County REMC	X	X	X	X	X					
Cobb EMC	X	X	X	0	X					
Davidson EMC	X	-	-	X	-					
Delaware Electric Co-op	X	X	X	X	X					
Flint EMC	X	X	X	X	X					
Four County EPA (MS)	-	-	X	X	X					
Four County EMC (NC)	0	0	0	0	-					
Guadalupe Valley EC	X	X	0	X	X					
Hancock-Wood EC	*	X	X	X	X					
Johnson County ECA (new member)					*					
Lee County EC	-	-	-	0	0					
Linn County REC	X	X	X	X	X					
Lumbee River EMC	X	X	X	0	X					
Maquoketa Valley REC	X	X	0	X	0					
Morgan County REMC	X	X	X	X	0					
Northeastern REMC	X	-	X	X	-					
Northern Electric Co-op.	0	0	0	0	0					
Pioneer REC	X	0	0	X	0					
Randolph EMC	X	X	X	X	-					
Shenandoah Valley EC	X	X	X	X	X					
Sioux Valley Empire EA	X	X	X	X	0					
Southeast Iowa EA	X	X	X	X	X					
Southside Electric Co-op	0	-	0	0	0					
Union Rural EA	*	X	X	0	0					
Wells Rural EC	-	-	-	-	X					
Yampa Valley EA	X	X	X	0	0					

Code: X - Paid - Attended
 0 - Paid - Did not attend
 * - Attended - Dues not paid

Prospective members - Attended by invitation: Jackson Electric Membership Corporation, Jefferson, Georgia; Mitchell Electric Membership Corporation, Camilla, Georgia; and Trico Electric Cooperative, Tucson, Arizona

**RURAL ELECTRIC MANAGEMENT DEVELOPMENT COUNCIL
OFFICERS AND COMMITTEES FOR 1989**

Officers

Chairman - Harold Smith	Term expires 1990
Vice Chairman - Wayne Johnson	Term expires 1990
Treasurer - Allen Ritchie	Term expires 1989
Secretary - Christine Beane	Appointed annually

Program Committee

✓ Chairman - Craig DeBower	Term expires 1989
↓ Dan Kessier	Term expires 1991
↓ Paul Bienvenue	Term expires 1989
↓ Gary Hobson	Term expires 1989
↓ Kim Colberg	Term expires 1990
↓ Sam Bryan	

Nominating Committee

Chairman - W. R. Fleming	Term expires 1989
↓ Derl Hinson	Term expires 1989
↓ Ron Knouse	Term expires 1991
↓ Mike Gustafson (Chairman)	Term expires 1990

MAN. HILMAN

Membership Committee

Chairman - Layton Wheeler	Term expires 1990
↓ Jean Stansell	Term expires 1991
↓ Ernest Bristol	Term expires 1991
↓ Joe Cade (Mandymon Cox)	Term expires 1989

(unexpired term of David Schornack)

Management Research Committee

✓ Chairman - Wayne Johnson	Term expires 1989
↓ Paul Weatherby	Term expires 1991
↓ Doyle Hines	Term expires 1991
↓ Jim Kiley	Term expires 1990
↓ Joe Satterfield	Term expires 1990

Wayne Swann (S. Maryland)

- A. All committee members and officers are elected for three-year terms except as noted.
- B. Chairman of each standing committee named by the Nominating Committee and serves three years when elected, unless completing an unexpired term as a replacement.