

October 4 - 8  
2021

THE ACADEMY

# Fall Education Institute

Seattle, Washington

HYBRID FORMAT

## Public Power Manager Certificate Program

[PublicPower.org](https://PublicPower.org)

AMERICAN  
**PUBLIC POWER**  
ASSOCIATION  
Powering Strong  
Communities

# Program Requirements

To earn this certificate, participants must complete all requirements within one year:

## Complete the three required courses

- Strategic Challenges and Trends for Public Power (virtual\*)
- Financial Planning, Budgeting and Cost of Service Studies: What Managers Need to Know (virtual\*)
- Strategic Leadership for Public Power (in-person)
  - Focused on six key leadership areas: awareness, character, community, empowerment, service and sustainability

**Complete a post-course project that applies principles from the six key leadership dimensions learned in class. Participants may choose to complete one of three project types.**

## 2021 Schedule

The Public Power Manager Certificate Program will be held once a year.

### October 4 – 8, 2021

As part of the Fall Education Institute

### Hotel Information

Renaissance Seattle Hotel  
515 Madison Street  
Seattle, WA 98104

### APPA Room Rate

\$239 Single/Double (plus tax)

### Room Rate Cut-off Date

September 13

### Reservations

(206) 583-0300

## Registration

To register, visit [www.PublicPower.org/Academy](http://www.PublicPower.org/Academy) and click on [Institutes & Certificates](#).

\*Virtual classes will be recorded, in case you can't attend the live version. Watching recordings will count towards earning your certificate, though continuing education credits (CEUs, PDHs, CPEs) can only be given for live events.



## Program Objectives

To develop utility leaders who seek to:

- Understand key operational areas, issues and trends in the electric utility business
- Learn financial management and budgeting techniques and long-term planning methods
- Build leadership skills and capabilities to effectively support (or drive) the vision for the future
- Think and act strategically, having an impact on the way the organization fulfills its purpose
- Better understand the dynamics of your organization and the context in which it operates
- Empower employees to build an effective workforce for current and future needs
- Build cohesive teams that are inclusive of all types and generations of employees
- Build a work environment that stimulates innovation, engagement, and service
- Anticipate challenges and initiate energizing changes and change management processes

## Program Description

With ever-increasing pressures and challenges on utilities from heightened customer expectations, changing regulations, technology advances, and a changing workforce, those who lead and manage public power utilities must be equipped with the knowledge and skills to create an effective and sustainable organization with engaged, skilled and committed employees. The Public Power Manager Certificate Program is designed for a new generation of leaders as well as existing supervisors and managers. Participation in this highly interactive program—developed specifically for public power—will help leaders provide organizational direction as they navigate a changing and complex industry environment.

## Who Should Attend

This program is designed for mid-level public power managers and supervisors interested in improving their management, communication, and leadership capability. New senior managers, and those with experience, who wish to refresh or enhance their knowledge and skills by participating in a highly interactive program will also benefit.

# Coursework

Courses can be taken individually or as part of the certificate program.

## VIRTUAL

### Strategic Challenges and Trends for Public Power\*

**Tuesday, September 21**

Noon – 4 p.m.

*Recommended CEUs .4/PDHs 3.5/CPEs 4.2*

*Field of Study: Specialized Knowledge*

#### Course Overview

Learn about the strategic issues and industry trends that are impacting public power utilities and challenging the traditional business model including changing customer expectations, electrification opportunities, distributed energy resources (DERs), physical and cybersecurity, and workforce planning and development. Hear utility examples and share experiences on these and other strategic issues.

#### Course Topics

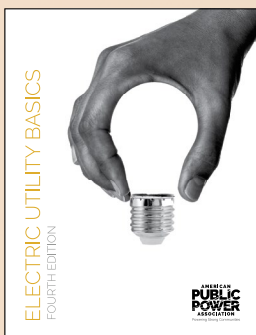
- Strategic issues and trends for electric utilities
- The public power business model
- How changes in the industry are affecting local public power systems

#### Course Level

**Basic.** No prerequisites, no advance preparation.

#### Instructor

R. John Miner, P.E.



Attendees receive a digital copy of APPA's Electric Utility Basics publication.

**VIRTUAL**

## Financial Planning, Management and Cost of Service Studies: What Managers Need to Know\*

**Tuesday, September 28**

Noon – 3:30 p.m.

*Recommended CEUs .3/PDHs 3.25/CPEs 3.8*

*Field of Study: Specialized Knowledge*

### **Course Overview**

A critical aspect allowing managers to complete projects and programs is the ability to fund system improvements with a limited impact on customers and elected officials. This program provides managers with insight and understanding on financial management, budgeting cost of service studies, and the various forms of electric rates. Attendees will also learn how to convey these methods to utility policymakers to aid in decision making.

### **Course Topics**

- Determining revenue requirements
- Contributions to city governments
- Financial targets such as:
  - Debt coverage ratio
  - Cash reserves
  - Rate of return
- Developing a long-term financial plan
- Cost of service studies and information
- Electric rate designs and significant factors affecting rates

### **Course Level**

**Basic.** No prerequisites, no advance preparation.

### **Instructor**

Dawn Lund

\*Virtual classes will be recorded, in case you can't attend the live version. Watching recordings will count towards earning your certificate, though continuing education credits (CEUs, PDHs, CPEs) can only be given for live events.

IN-PERSON

## Strategic Leadership for Public Power

**Tuesday, October 5 – Friday, October 8**

Tuesday - Thursday: 8 a.m. – 4:30 p.m.

Friday: 8 a.m. – Noon

*Recommended CEUs 2.3/PDHs 23.3/CPEs 27.9*

*Field of Study: Specialized Knowledge*

### Course Overview

This highly interactive course provides an in-depth perspective on public power leadership by focusing on the development of the individual leader and the leader's role in guiding and developing their organization and its workforce. Participants will use the DiSC Work of Leaders© profile (to increase awareness of your predominant leadership style and its impact on others) and discover other tools and techniques to enhance your leadership knowledge and skills. Each of the following dimensions of leadership will be presented in separate course modules:

- Awareness
- Character
- Community
- Empowerment
- Service
- Sustainability

### Course Level

**Basic/Intermediate.** No prerequisites, some advanced preparation required.

### Instructors

Betsy Aylin, Ph.D.

M. Thomas Black, P.E.

R. John Miner, P.E.



### Module One

#### **Awareness: Understanding and influencing the organization and the many people it touches.**

To influence the organization and people in it, a leader must first share a sense of the organization's purpose. An aware leader can then engage others in building an understanding of organizational realities and culture and shape those for the future. This module also covers basic principles of systems thinking and their application to the dynamics of the utility organization in its operating environment.

#### Learning Objectives

##### **Setting purpose**

- Understand the leader's role in setting the purpose of the organization
- Learn how to engage others in the organization's purpose

##### **Seeing and influencing organizational realities**

- Learn ways to assess the utility organization in its changing context
- Understanding and shaping organization dynamics and culture
- Discover strategies for influencing organizational realities and needed change

##### **Recognizing and managing larger system influences**

- Gain appreciation for the dynamics of the utility organization in its context
- Understand and apply principles and processes of systems thinking
- Learn to identify intervention points to manage system influences





### Module Two

#### **Character: Modeling those abiding values that define a leader, shape the organization's beliefs and guide ethical action.**

Most courses on leadership fail to deal with this fundamental aspect of leadership—character. It is through characteristics like courage, honesty, caring, perseverance, and patience that leaders build sustainable, trust-based organizations. This module focuses on the support and expression of character and core values throughout the organization and the importance of the leader's ongoing development.

#### Learning Objectives

##### **Driving values**

- Understand the leader's role in setting, modeling, and driving values and behaviors
- Learn approaches to defining and communicating desired values and behaviors
- Discover strategies to increase alignment of personal and organizational values and behaviors

##### **Meeting expectations for ethical behavior**

- Understand the difference between legal and ethical behavior and the importance of the latter to public power utilities
- Explore the role of ethics statements and policy
- Gain insight into the leader's role in setting an ethical tone

##### **Developing yourself**

- Build a commitment to ongoing self-reflection and development
- Gain insight in personal strengths and areas for development
- Identify strategies for self-development through self-reflection, ongoing feedback and adoption of new practices

### Module Three

#### **Community: Fostering connections and a sense of community among the people served by the organization and those who serve them.**

Public power utilities serve at the will of their communities—and the workplace itself is a community. For this reason, understanding how to connect with those inside the organization, as well as with customers and the community at large is a critical part of the leader's role. This module focuses on ways that an effective leader aligns and sustains the work community and the community it serves by building connections between people and purpose.

#### Learning Objectives

##### **Building relationships**

- Understand keys to building trust-inducing relationships and a safe working environment
- Gain skill in using the principles of open dialogue to enhance relationships
- Discover strategies for maintaining collaborative relationships

##### **Moving beyond differences**

- Understand the benefits of difference and the risks of conformity
- Explore the leader's role in making space for differences and working with them
- Work with a model for managing differences and mastering conflict
- Learn approaches for supporting a diverse, multi-generational workforce

##### **Communicating effectively**

- Identify and understand communications challenges for leaders
- Increase skill in using communication tools and approaches effectively
- Learn to strengthen the link between communication and relationship-building
- Enhance interpersonal communication skills

### Module Four

#### **Empowerment: Enabling employees to continuously develop and fully engage with the organization and each other.**

Empowerment is about the ways leaders develop employees to share in the use the "power levers" of structure, systems, processes and rewards. This module focuses on power sharing to grow leaders and strengthen and further engage the workforce through delegation of authority, building effective teams, and creating a learning environment. It also focuses on the participant's role in developing the leadership and workforce of the future.

#### Learning Objectives

##### **Sharing power**

- Understand power sharing to build future leaders and strengthen organizational sustainability
- Learn strategies for sharing power through delegation to create a positive outcome

##### **Empowering people and teams**

- Understand what makes a work team cohesive and effective
- Learn tools for effective team management and resolving team problems

##### **Gain skills in leading team decision-making**

- Developing people for the future
- Understand the leader's role as workforce assessor and developer
- Learn key elements for creating a learning environment to develop people and build knowledge
- Discover and apply strategies for creating the diverse workforce of the future

## Module Five

### **Service: Instilling a service culture and acting in the best interests of the customers, stakeholders, and communities that the organization serves.**

When leaders create a compelling culture of customer and community service, the many interests and actions of the organization become aligned and increasingly effective. This module focuses on understanding customer and stakeholder needs and expectations, as well as methods for ensuring those needs are met through performance measurement and a commitment to accountability and on-going improvement.

#### Learning Objectives

##### **Serving customers**

- Understand the leader's role in building a customer service culture
- Learn how to assess and manage internal and external customer interests and satisfaction
- Review and apply "best practices" in customer service

##### **Understanding stakeholders**

- Gain a deeper understanding of the various stakeholders of a public utility
- Understand the leader's important role in communicating to stakeholders and learn strategies to improve communication
- Explore approaches for balancing different stakeholder interests and needs

##### **Driving performance and accountability**

- Explore the leader's role in defining and driving accountability
- Become familiar with methods and tools for measuring performance and setting performance targets
- Learn the keys to building acceptance of a self-accountability culture

## Module Six

### **Sustainability: Ensuring that the organization is viable and vital for the future.**

This section focuses on helping leaders see their work in a future context. Leaders who devote their time and attention to the future help ensure organizational viability and vitality in the face of uncertainty. These leaders balance the drive for short-term results with the need for long-term success. This module focuses on setting and engaging others in a vision of the future, fostering creativity and innovation, and leading the organization through change.

#### Learning Objectives

##### **Setting a vision for the future**

- Understand the leader's role in and the importance of creating a clear and compelling picture of the future
- Discover ways to engage others in a shared vision
- Learn ways to link the vision to goals, roles and performance

##### **Fostering Innovation**

- Explore the leader's role in innovation for utility sustainability
- Learn to design strategies for building an innovative work environment

##### **Leading change**

- Understand the leader's role in driving change needed for organizational sustainability
- Gain insight into key principles and strategies for successfully guiding organizational and personal change
- Build skills and understanding in the application of change principles to real issues and challenges

# Instructors

**Betsy Aylin, Ph.D.**, is an executive and consultant with Collaborative Learning in Austin, Texas. Betsy has broad expertise in leadership development, organization effectiveness and workforce planning. She has worked in an array of industries, including nearly 20 years with public utilities. Betsy has served as adjunct faculty for graduate level programs in the College of Business Administration at the University of Texas-Austin and in the Masters in Leadership and Ethics program at St. Edwards University in Austin.



**M. Thomas Black, P.E.**, is an independent consultant and course instructor in the electric and gas utility industry. His extensive 30-year career includes both municipal and investor owned utilities, with executive level experience in managing electric and gas systems, including serving as chief energy officer and energy delivery general manager. Tom has also served on the boards of RMEL and the Colorado Association of Municipal Utilities.



**Dawn Lund** is Vice President of Utility Financial Solutions and has over 25 years of experience in financial analysis for utility systems. She provides financial assessment, cost of service studies and financial plans for utilities throughout the U.S., Canada, Guam and the Caribbean and teaches a variety of financial planning courses for the American Public Power Association.



**R. John Miner, P.E.**, is an executive manager, educator and consultant with more than 45 years of experience in the electric utility industry. He is president of Collaborative Learning, Inc. of Austin, Texas, and has been an APPA instructor for more than 30 years and an instructor for the University of Wisconsin for 20 years. Before forming his own company, he worked for the Austin, Texas, Electric Utility Department, Rochester Public Utilities in Minnesota, and as an assistant professor at the University of Houston.



For detailed instructor bios, visit [www.PublicPower.org/Academy](http://www.PublicPower.org/Academy) under [Institutes & Certificates](#).



# Certificate Completion Requirement

After completing the required coursework, participants must complete the following within a year:

- Submit a post-course project that addresses a real issue, problem, change, or opportunity at your utility, applying principles from the six key leadership dimensions learned through the coursework.
- Participants may choose to complete one of the following project types: (1) a project that addresses a real issue, problem, change, or opportunity at their utility, (2) a leadership research paper, or (3) a personal leadership reflection and statement.
- Participants will receive project guidelines that describe what is expected.

## Enrollment Fees

### Members

Registration received on or before Sept. 13      \$2,800

Registration received after Sept. 13              \$2,950

### Nonmembers

Registration received on or before Sept. 13      \$5,600

Registration received after Sept. 13              \$5,750

The fee includes everything you need to participate in and graduate from the certificate program (registration for the 3 courses: virtual and in-person; program enrollment fee; materials; post-course project grading; and graduation plaque).

## Registration Information

To register, visit [www.PublicPower.org/Academy](http://www.PublicPower.org/Academy) under [Institutes & Certificates](#) or contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org).

# Accreditation



## **Continuing Education Units (IACET CEUs)**

The American Public Power Association is accredited by the International Association for Continuing Education and Training (IACET) and is authorized to issue the IACET CEU. For information regarding certification status, attendance requirements and obtaining attendee transcripts, contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org) or 202-467-2921.




## **Continuing Professional Education (CPE) Credits**

The American Public Power Association is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org).

Unless noted, there are no prerequisites for the courses offered and no advance preparation is required. Courses are group-internet or group-live based offerings at the basic program level (unless otherwise noted). Credit hours and areas of study for the courses are listed with the individual course descriptions. For more information regarding administrative policies, such as clarification of requirements, complaints, and refunds, please contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org).

## **Professional Development Hours (PDHs)**

APPA educational practices are consistent with the criteria for awarding Professional Development Hours (PDHs) as established by the National Council of Examiners for Engineering and Surveying (NCEES). Course eligibility and number of PDHs may vary by state.

A man with short grey hair, wearing a blue and white checkered button-down shirt, is looking down at a computer monitor. He is holding a black pen in his left hand. The room is dimly lit, with light coming from the monitor and a window in the background. The background shows a window with vertical blinds and a wall with a light switch.

THE ACADEMY

# In-House Training 2021

## Let us come to you!

If it's difficult for your staff and governing board to attend events outside of the office, let us come to you! The APPA Academy can deliver the training you need, when and where you need it—an ideal option for groups of five or more.

We provide training for all skill levels—basic, intermediate, and advanced—in key utility operational areas.

Contact APPA's Education Department for details ([EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org)).



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